

AN ORDINANCE 2009-03-19-0224

AMENDING THE DOWNTOWN NEIGHBORHOOD PLAN TO UPDATE THE LAND USE ELEMENT AND NEIGHBORHOOD PLANS SECTION, A COMPONENT OF THE MASTER PLAN OF THE CITY BY, 1) INCORPORATING THE BOUNDARIES OF DISTRICTS A. NORTH NEIGHBORHOOD, B. LOWER BROADWAY, C. IRISH FLATS, R. MADISON SQUARE/MEDICAL DISTRICT, AND A PORTION OF S. RIVERBEND, INTO ONE DISTRICT: RIVER NORTH; 2) TECHNICAL CORRECTION TO THE PORTION OF S. RIVERBEND TO BE INCORPORATED INTO THE RIVER NORTH DISTRICT BY CHANGING THE LAND USE FROM OFFICE/COMMERCIAL/MIXED TO MIXED USE LAND USE; AND 3) TEXT AMENDMENT TO REFLECT THE BOUNDARY CHANGES AND ADD THE RIVER NORTH DISTRICT MASTER PLAN AS A CHAPTER TO SUPPLEMENT THE NEIGHBORHOOD PLANS SECTION, FOR AN AREA OF APPROXIMATELY 377-ACRES, GENERALLY BOUND BY IH 35 TO THE NORTH, IH 37 TO THE EAST, NAVARRO, TRAVIS, MAIN, AND HOUSTON TO THE SOUTH AND IH 35 AND NAVARRO TO THE WEST.

WHEREAS, the Downtown Neighborhood Plan was first adopted by City Council on May 13, 1999 as a component of the City Master Plan adopted May 29, 1997; and

WHEREAS, according to §35-420 of the *Unified Development Code*, the Plan shall be reviewed by Planning Commission at least once every five years, and

WHEREAS, the River North District Master Plan area includes approximately 377 acres and is generally bound by IH 35 on the North, IH 37 on the East, Navarro, Travis, Main and Houston on the South; and IH 35 and Navarro on the west; and

WHEREAS, the San Antonio Planning Commission reviewed the River North District Master Plan on February 25, 2009 and found the plan to be consistent with City policies, plans and regulations and in conformance with the *Unified Development Code*, §35-420, therefore meeting all requirements; and

WHEREAS, in a public hearing held on February 25, 2009, the Planning Commission recommended that the City Council amend the Downtown Neighborhood Plan to update the land use element and the Neighborhood Plans Section as an addendum to the Master Plan adopted May 29, 1997; **NOW**

THEREFORE:

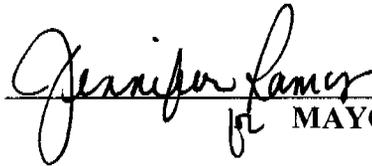
BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The Downtown Neighborhood Plan, as a component of the Master Plan of the City, as it conforms to the approval criteria set forth in the *Unified Development Code*, §35-420, pertaining to “comprehensive, neighborhood, community, and perimeter plans” is hereby amended to update the land use element and Neighborhood Plans section by 1) incorporating the boundaries of districts A. North Neighborhood, B. Lower Broadway, C. Irish Flats, R. Madison Square/Medical District, and a portion of S. Riverbend, into one district: River North; 2)

technical correction to the portion of S. Riverbend to be incorporated in the River North District by changing the land use from Office/Commercial/Mixed to Mixed Use land use; and 3) text amendment to reflect the boundary changes and add the River North District Master Plan as a chapter to supplement the Neighborhood Plans Section for an area of approximately 377-acres, generally bound by IH 35 to the North, IH 37 to the East, Navarro, Travis, Main, and Houston to the South and IH 35 and Navarro to the West. Copies of the Land Use Plan Update, Adopted Neighborhood Land Use Plan, Proposed Neighborhood Land Use Plan, Text Amendments and the River North District Master Plan are attached hereto and incorporated by reference as Attachment I, Attachment II, Attachment III, and Attachment IV respectively.

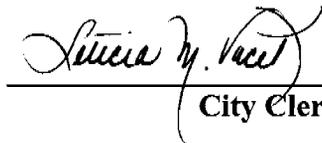
SECTION 2. This ordinance shall take effect March 29, 2009.

PASSED AND APPROVED on this 19th day of March 2009.

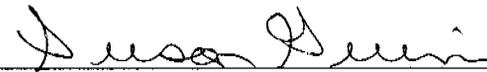


for MAYOR

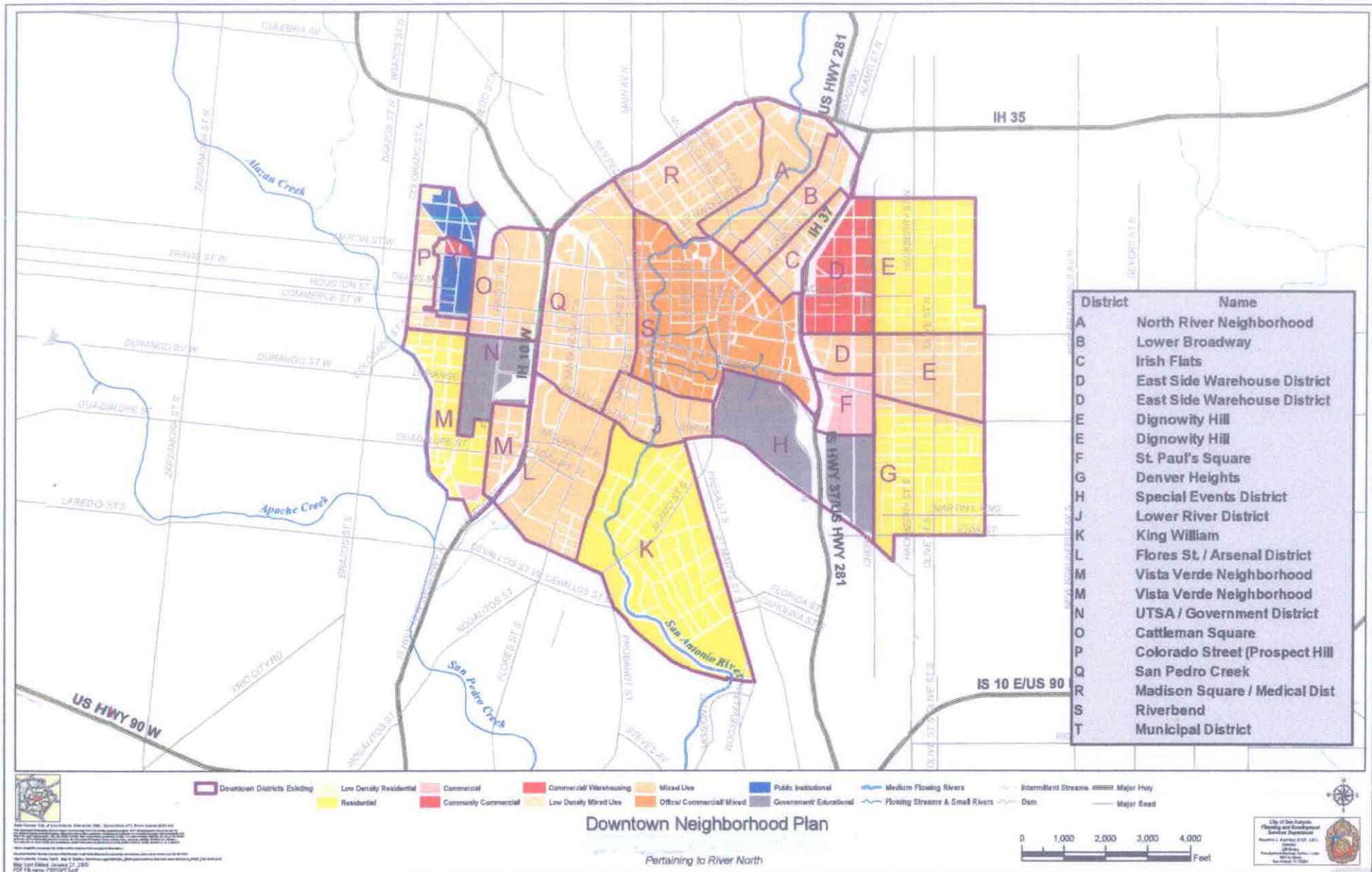
ATTEST:



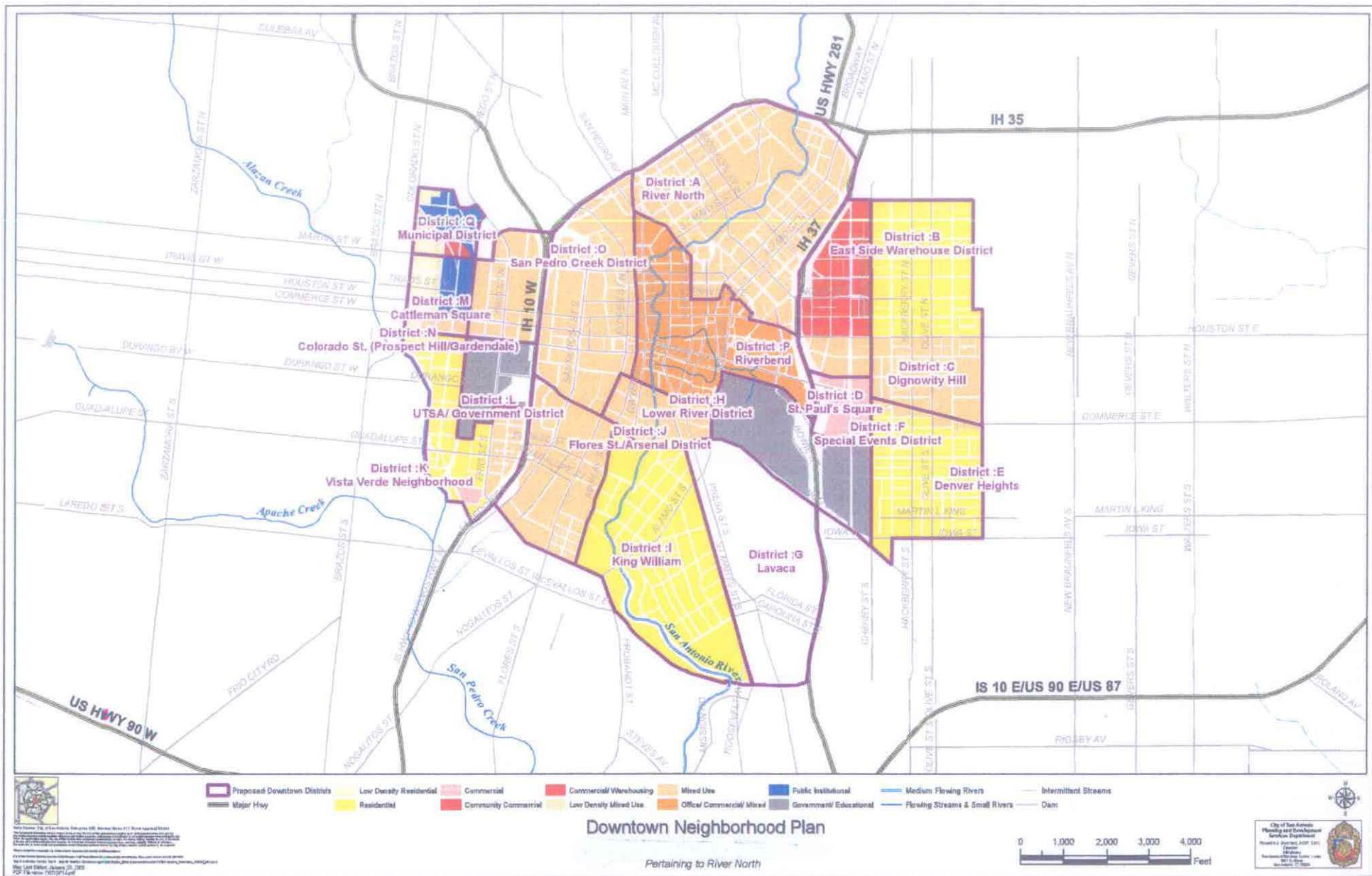
City Clerk

APPROVED AS TO FORM: 

for City Attorney



ATTACHMENT I



ATTACHMENT II

SG: 03-19-09
 Item No. P-1.

- A. River North District - *See River North District Master Plan. ~~North River Neighborhood Low and mid-rise mixed-use / arts neighborhood along the San Antonio River with active and passive recreational spaces. Low-rise at 3-stories at a maximum density of 40 units per gross acre with residential on the ground floor, and mid-rise at 5-stories at a maximum density of 50 units per gross acre.~~
- B. Reserved Lower Broadway — ~~Mid-to high rise mixed use buildings with some entertainment destinations. Mid-rise at 5-stories at a maximum density of 50 units per gross acre; no maximum density limit on high-rise development.~~
- C. Reserved Irish Flats — ~~Continued new infill and rehabilitation development of residential mixed uses, commercial and some warehousing.~~
- D. East Side Warehouse District — Conversions of older warehouses into residential and commercial mixed uses in a neighborhood center along Houston Street. The district's northern half continues to have warehouse distribution uses.
- E. Dignowity Hill — Existing historic district of single family and duplexes at a maximum density of 10 units per gross acre; encourage infill and housing rehabilitation to maintain neighborhood character. Transform Carver Center / Friedrich Building / East Cemeteries area into an education-arts-medical mixed use district with mid-rise, 5-stories and a maximum of 50 units / acre on commerce.
- F. St. Paul's Square — Redevelopment of historic commercial buildings and train depot into the Sunset entertainment district. The VIA parking facility will locate north of district which also has a proposed African American heritage complex (Ellis Alley) as part of the project.
- G. Denver Heights — Single Family Housing at a maximum density of 8 units per gross acre; continuation of infill and housing rehabilitation development to maintain existing neighborhood character. Limited medium-density residential (duplex, triplex, quadplex) and neighborhood commercial uses permitted along streets with higher traffic volumes and on corner lots if consistent with the historic development pattern.
- H. Special Events District — Continuation of Henry B. Gonzalez Convention Center activities, federal offices, Institute of Texan Cultures and the Alamodome. The community identified this district as one appropriate location to be considered for any proposed arena (The 1997 Master Plan advocates a downtown location for major sporting facilities). For further information refer to the Hemisfair Park Area Master Plan.

- I. Lavaca – For further information refer to the Lavaca Neighborhood Plan.
- J. Lower River District – Redominantly a mid-rise mixed use neighborhood that has the San Antonio Riverwalk as the neighborhood focal point. Durango develops as a mixed use, mid-rise corridor with parking facilities and hotels and ground floor retail. Mid-rise includes up to 5-stories with a maximum of 50 units per gross acre. Durango buildings are stepped-back going north (please see Glossary).
- K. King William – Single family and duplex housing at a maximum density of 12 units per gross acre. Continue preservation within the historic district. Maximum densities of 40 units per acre along low-rise mixed use corridors along S. Alamo and S. St. Mary's Streets.
- L. Flores St. /Arsenal – A mixed use, low-rise district at 3-stories and a maximum of 40 units per gross acre. Redevelop San Pedro Creek as a linear park, for a new neighborhood and its residents with a neighborhood commercial center along South Flores Street.
- M. Vista Verde Neighborhood – Expansion of Housing into warehouse areas located to the west of Frio Street. Alazan Creek becomes a linear park for all new and old surrounding neighborhoods. Existing Vista Verde single family densities remain constant at a maximum of 10 units per gross acre located east of Frio Street.
- N. /Government District – Continued development and expansion of community facilities within the district and surrounding adjacent areas.
- O. Cattleman Square – Development of commercial and mixed use parking facilities; mixed income and residential uses that include university student housing, cleaners, pharmacies and a grocery store to serve a new neighborhood.
- P. Colorado Street (Prospect Hill/Gardendale) - *See Downtown West Neighborhood Plan Update.
- Q. San Pedro Creek District – Mixed use neighborhood along San Pedro Creek linear park that has active recreational facilities and a historic trail. Development of community, educational, hotel and recreational facilities in areas along IH-35. *As an unique concept, to redesign Romana Plaza to rediscover past downtown urban space (see opposite page).*

- R. ~~Reserved Madison Square / Medical District— Infill and rehab residential structures in existing area north of Madison Square Park. Low rise mixed uses at 3 stories and a maximum of 40 units per gross acre surrounding Madison Square Park. Commercial uses can focus on medical activities, neighborhood retail and art galleries along St. Mary's Street.~~
- S. Riverbend— River Walk and Houston Street restaurants and entertainment; continue office, government, and hotel activities throughout area. Encourage development of new office and residential buildings, mixed uses, a City museum within the Historic Civic Center area, and neighborhood retail uses such as cleaners, markets and a grocery store near residential buildings.
- T. Municipal District - *See Downtown West Neighborhood Plan Update.

RIVER NORTH DISTRICT MASTER PLAN

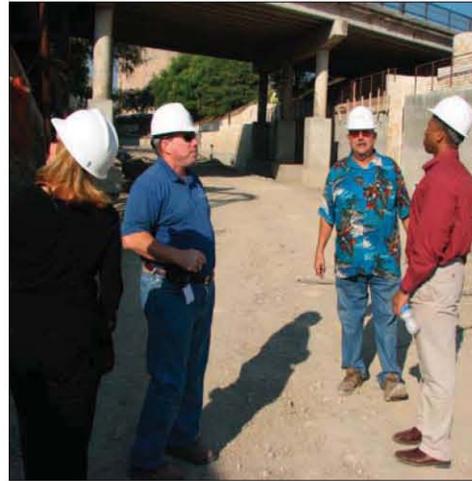
SAN ANTONIO, TEXAS

March 19, 2009



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FOR THE CITY OF SAN ANTONIO, TEXAS

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Team Members

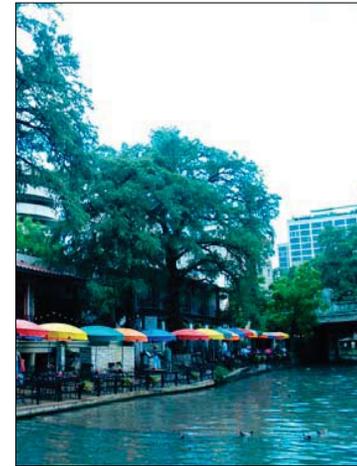
TEAM MEMBERS

CHAPTER 1 - INTRODUCTION

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Existing buildings



San Antonio RiverWalk

In 2007, the Downtown Alliance San Antonio formed the Downtown San Antonio Community Development Corporation with the support of the City of San Antonio which in turn contracted with the Master Planning team. The team conducted an extensive public process to develop a vision for the transformation of this under-performing 377-acre area on the north edge of Downtown.

From the public process the following 10 big ideas emerged:

1. Leverage the River Improvements;
2. Create mixed-income mixed-use urban residential neighborhoods;
3. Invest in great streets and public spaces;
4. Implement the plan through public/private cooperation;
5. Create lively arts districts;
6. Establish effective transit, including the River Bus and Street Trolley;
7. Form a Park-Once utility;
8. Plan for a full range of neighborhood-serving uses;
9. Guide incremental development through a form-based code;
10. Develop sustainable projects and places

CHAPTER 2 - FORM AND CHARACTER

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Public and Private realm development potential for River North



Mixed-use development on Broadway



Intense development on the San Antonio River

The resulting vision for the 377-acre Master Plan area consists of five distinct places:

- The River Corridor extends the public space of the historic RiverWalk northward through River North in the form of a network of green and open spaces, fronted by residential and mixed-use buildings.
- The Performing Arts Neighborhood enhances the north edge of Downtown and links it to River North with a lively arts, entertainment and shopping district with public transit and parking facilities that form a Park-Once utility to support the area's transition from an auto-dominated to a pedestrian-oriented place.
- The Museum Neighborhood centers a new mixed-use urban neighborhood in the northwest quadrant of River North anchored by the San Antonio Museum of Art.
- The Broadway Neighborhood organizes an elongated neighborhood along three reconceived north-south urban corridors, stitched together by a series of east-west streets.
- The Madison Square Park Neighborhood presents strong opportunities for urban neighborhood infill and intensification surrounding a great public park.

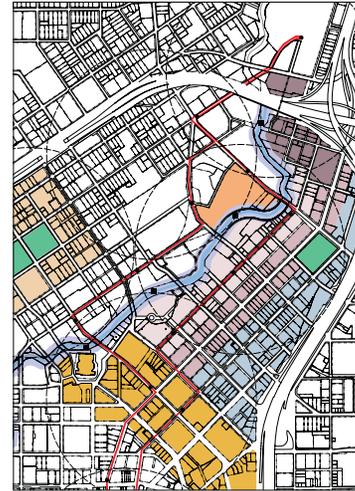
In an open public Charrette design process in September 2007, ideas for the transformation of the existing area evolved through street by street and block by block analysis, visioning and design.

CHAPTER 3 - IMPLEMENTATION

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Block and Street Network



Catalytic Projects

The strategy for initiating and sustaining the urban transformation envisioned in Chapter 2 is based on a series of very focused, place-based catalytic actions. These actions are mutually reinforcing and depend for the most part, on private investment guided by this plan and supported by strategic public investment in infrastructure. Key catalytic projects, generally in order of priority, include:

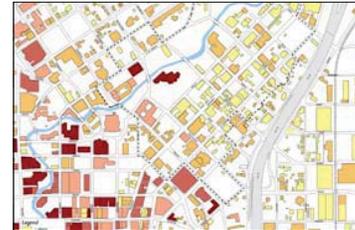
1. Transform Broadway from a residual highway to an urban, mixed-use avenue.
2. Transform Avenue B from an industrial street to a fine urban neighborhood street.
3. Construct the Street Trolley route linking Downtown and River North and potentially the larger transit network.
4. Establish the Performing Arts District and a Park-Once utility.
5. Connect River North to the area north of I-35 with new neighborhood development and street linkages.
6. Infill new neighborhood development around the expanding San Antonio Museum of Art.
7. Infill new mixed-use buildings along Alamo Street and around Maverick Park.
8. Infill new mixed-use buildings around Madison Square Park and preserve historic assets within the neighborhood.

APPENDIX

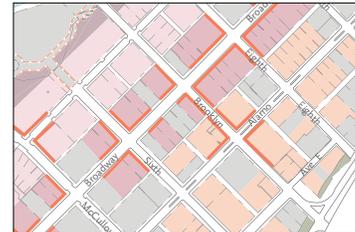
Page	Chapter	Topic
A:1	A.1	Principles Guiding the River North Master Plan Preparation
A:5	A.2	Analysis
A:12	A.3	Development Potential



Principles Guiding the River North Master Plan



Analysis: Existing Building Intensity



Development Potential

Several guiding principles of the River North District Master Plan preparation were created prior to the design charrette. These principles include creating a clear neighborhood center, providing a mix of uses and housing types, a varied set of public spaces, pedestrian friendly streets, and historic preservation, among others.

The analytical diagrams constituted the vital first step of documenting, analyzing, and identifying priorities for the River North District Master Plan. A sample of the extensive set of analytical diagrams utilized to understand the River North area includes topography, historic maps and districts, local context, building intensity, figure fields, block and street networks, circulation and paving, area connections, and a flood plain diagram.

Following the analytical diagrams in the Appendix, are projected cash flow scenarios of the River North area based on a variety of development scenarios.

1.1 Plan Purpose

Introduction

The 1980 San Antonio Master Plan and the 1997 comprehensive Master Plan Policies organize the City into geographic planning sub-areas, and define policies to guide urban growth and change within each area. The central planning area of the City is the Downtown, the historic heart of San Antonio. As mapped in the 1997 Master Plan, the Downtown includes not only the original civic and mixed-use core, but also the first ring of pre-1900 neighborhoods that surround it. The Downtown Planning Area is further divided into five “neighborhoods” as shown in the diagram on the right.

The Central Neighborhood is commonly, and typologically, known as the Downtown District, and for clarity will be referred to as such throughout this document, and in some cases simply “Downtown”. It is the North Neighborhood – the area between the Downtown District and the I-35 and I-37 expressways to the north and east – that is the subject of this master plan. Because the San Antonio River flows through this area into Downtown, and because that reach of the River – the Museum Reach – is currently being improved as an impetus for change in this area, the name River North has been coined for the subject 377 acre planning area.

While the Downtown District and the South Neighborhood have significant populations of businesses, residents and historic buildings, River North is substantially under-utilized.

The impetus and inspiration for this urban transformation comes largely from two sources. First, thanks to the relentless efforts of key civic leaders and the support of the City, County, and River Authority and others, the long-discussed extension of San Antonio River Improvements into the Museum Reach north of Downtown is now coming to fruition. Second, local engineer Andres Andujar saw the potential for those River Improvements to catalyze private reinvestment in the Downtown’s North Neighborhood, and recognized that the pattern, type and quality of such development would be critical to maximizing the value of the significant public investment in the River Improvements.

Mr. Andujar volunteered his time and that of his staff to produce graphic presentations of the development potential of River North and pitched this idea to anyone who would listen for the next two years. His enthusiasm and clear view of the possibilities were contagious, and in 2006, with the help of the Downtown Alliance and the City of San Antonio, he led the formation of the Downtown San Antonio Community Development Corporation (CDC) to act as a partner with the City in preparing the River North Master Plan, as well as the formation of the River North Tax Increment Reinvestment Zone to help finance the planning work and infrastructure improvements for River North. This River North Master Plan has been prepared as an update to the Downtown Neighborhood Plan to inspire and guide the transformation of River North.

This Master Plan shall not constitute the basis for, or the authorization of, the use of eminent domain. It is not the intent of this Plan to utilize eminent domain for the following purposes:

- a) public park land and/or open space;
- b) public parking structures; and
- c) private use.

Purpose

The purpose of this Master Plan is to define a clear vision and policy direction for the future of River North and to define a clear path to achieving that vision. A Master Plan is conceptual in nature and is utilized by stakeholders as a guide to inform the decision-making process. The strategy for fulfilling the Plan purpose consists of four main elements, which the three chapters of this Master Plan describe in detail.

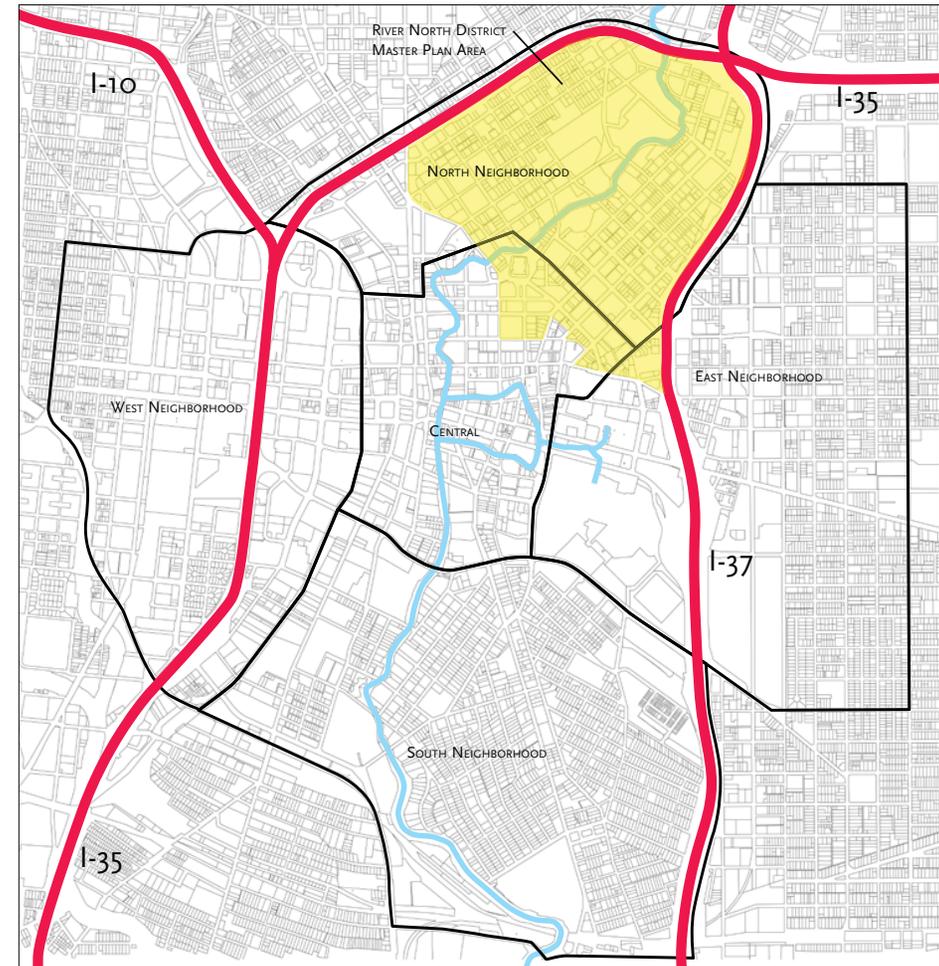
Chapter 1 describes the planning process, including research and analysis of the existing place, interviews, workshops and design Charrette whereby the people of San Antonio and of River North were engaged throughout 2007 in developing a vision for River North. From that process 10 big ideas emerged:

1. Leverage the River Improvements;
2. Create mixed-income, mixed-use urban residential neighborhoods;
3. Invest in great streets and public spaces;
4. Implement the plan through public/private cooperation;
5. Create lively arts districts;
6. Establish effective transit, including the River Bus and Street Trolley;
7. Form a ‘Park-Once’ utility;
8. Plan for a full range of neighborhood-serving uses;
9. Guide incremental development through a form-based code;
10. Deliver sustainable projects and places

Chapter 2 presents the future vision for River North in terms of a series of catalytic transformations of specific places throughout River North. Each of these envisioned transformations integrates improvements to the public realm – the streets, parks and other public spaces of River North – with improvements to the private properties and buildings, such that the value of public and private investments support and leverage one another.

Chapter 3 focuses on the implementation strategy for the proposed transformation and organizes that extensive work into feasible increments of action and investment by a host of public and private entities. Strategies for financing and coordinating those activities are outlined in some detail, forming a foundation for the on-going management of the complex urban regeneration process.

The fourth component of the overall strategy is aimed at enabling private investment through the preparation of a code that implements the Master Plan. This code is to be a separate document from the Master Plan and along with good design, is expected to clearly and efficiently enable the vision expressed for River North.



The River North Area in the context of downtown San Antonio

1.2 Plan Authority

This Master Plan is enacted pursuant to Chapters 211 and 213 of the Texas Local Government Code which provide cities with planning and zoning authority. This plan amends the Downtown Neighborhood Plan for the identified parcels while maintaining consistency with, and as a component of, the City of San Antonio's Comprehensive Master Plan. The River North District Master Plan has therefore been prepared under the above basis and authority.

1.3 Relationship to other plans

San Antonio Comprehensive Master Plan Policies

The City of San Antonio has an adopted program of policies that apply to all master plans within the city. Adopted in 1997, it provides the framework that informs and guides all Master Plans through the following six components:

- A. Growth Management
- B. Economic Development
- C. Community Services
- D. Neighborhoods
- E. Natural Resources
- F. Urban Design

Each of these six components is described as to its purpose in the framework and in how it helps shape San Antonio. In addition, the expectations for how each component contributes to San Antonio are identified through specific goals and policies. The River North Master Plan is informed by the above framework.

Downtown Neighborhood Plan (DNP)

The City of San Antonio adopted the DNP in 1999 to "...identify proposed land uses, potential housing development areas, transportation systems, economic development initiatives, urban design guidelines, as well as pedestrian and open space connections." Upon its adoption, the DNP became a component of the City's Comprehensive Master Plan. The River North Master Plan is informed by the DNP and as such, has been analyzed to identify how the relevant direction in the DNP is carried forward.

River Improvement Overlay Zones (RIO) 2 and 3

A majority of the plan area is located within the RIO 2 and 3 zoning overlays. These zones provide specific requirements for development near and adjacent to the river. For consistency purposes, this Master Plan incorporates all of the applicable direction of the RIO 2 and 3 zones and distributes it accordingly throughout the Master Plan. Actual requirements and standards of the RIO 2 and 3 zones will need to be incorporated into the eventual zoning standards that implement the policy direction and vision of this Master Plan.

1.4 Public Participation and Plan-Preparation

The River North Master Plan was prepared through a community-based process that began in August, 2007.

A. Data Gathering, Initial Outreach - August, 2007

The consultant team gathered and analyzed data on the project area including past and recent studies to gain a thorough understanding of the technical issues affecting it. In addition, the team discussed these findings with various community stakeholders and City officials.

B. Discovery Workshops - August 29 - 30, 2007

The catalog of information gathered to date was presented to stakeholders, property owners and the general public for discussion and direction with which to further address relevant planning issues in the charrette. Over 200 San Antonians participated and provided input that was key to the success of the charrette one month later.

C. Charrette - September 24 - 29, 2007

During the week, the consultant team, the Downtown CDC, City staff and a wide range of community members participated in shaping the plan and its various details. Uniquely, the San Antonio River North charrette benefitted from the participation of five leading local architectural firms, most of whom had past or ongoing projects within the planning area. Each day featured a technical presentation on subjects such as economics, transportation and mobility, landscape, architecture, and form-based coding. On three of the evenings, a progress presentation was provided for public review and comment as well as internal, technical critique among the consultant team. In addition to input during these forums, the Plan also benefitted from private meetings held during the day with various stakeholders. These meetings included two discussions with local non-profit affordable housing providers which provided the basis for the Plan's mixed-income housing strategy. On Friday evening, a formal presentation was provided to the community to familiarize everyone with the emerging plan and program. The next morning, a less formal gallery review and discussion was provided as a conclusion to the charrette. Over 200 participants attended the charrette throughout the week.

D. Preparation of Draft Master Plan - October 1 - December, 2007

This document was prepared using the results of the charrette and subsequent clarifications for the purpose of producing a document for initial public review in December, 2007.

E. Public Review of Draft Master Plan -

The First public meeting to present the draft plan, held on December 3, 2007 at the San Antonio Museum of Art, attracted 220 members of the public. The second meeting, held January 8, 2008 at Providence High School was attended by 225 people, most of whom had not seen the prior presentation. Over 2,000 invitations were sent out for these meetings, including postcards sent to every property owner of record in the Bexar County Appraisal District list for the planning area.

F. Additional Document Review

In May 2008, the City Council approved the purchase of the December 2007 draft River North Master Plan and the formation of a Planning Team to review the draft document and further engage the community in an extended public process. City Council appointed 20 representatives from plan area institutions and businesses to the Planning Team and directed staff to hold a selection process to add 5 at-large property owners. On July 2, 2008 the City Clerk organized a Lottery to draw the 5 property owner representatives. An additional 5 institutional owners were added to the Team by Staff recommendation.

The Planning Team began their review of the document in July. A series of recommended changes to the December 2007 draft were made by the planning team and public for incorporation into an updated Master Plan document. This updated draft was presented to the public on December 8, 2008.

Planning Team Meetings:

July 14, 2008	July 28, 2008
August 11, 2008	September 8, 2008
September 22, 2008	October 6, 2008
October 20, 2008	November 3, 2008
December 1, 2008	December 15, 2008
February 2, 2009	

Public Meetings:

August 25, 2008	Providence High School
December 8, 2008	San Antonio Museum of Art

G. Planning Commission/ Zoning Commission/City Council Review:

Planning Commission Briefing - January 28, 2009
Zoning Commission Briefing - February 3, 2009
Planning Commission Public Hearing - February 25, 2009
City Council Meeting - March 19, 2009



Discussions and refinement of opportunities, constraints and issues at the Discovery Workshop



Citizens discussing details of the emerging Master Plan



One of numerous internal critique sessions among team members



Stefanos Polyzoides presenting the draft River North Master Plan

1.5 PROJECT LOCATION AND EXISTING CONDITIONS

The existing condition of River North has been shaped by the shifting course of the City's transportation systems and economy. Like virtually all American cities, San Antonio has been forever transformed by the post-war shift from a balanced transportation system of pedestrian, transit and automobile mobility to a system almost entirely dominated by the private automobile. The postwar housing boom and the rapid construction of the interstate highway system created instant population centers in the rural land outside town, pulling investment in residential properties out of the Downtown and River North.

Over successive decades, more and more of the retail and office economy of the downtown followed, draining the Downtown of its historic wealth and focusing new investment of all kinds on the periphery. River North's historic neighborhoods were emptied of residents, and the land was rezoned for industrial use in the hope of giving it new life. However, the opportunities for larger and more efficient industrial facilities in new industrial parks on the urban fringe marginalized such in-town industrial land.

As each new wave of investment spread the population and economy ever more thinly over larger areas of the San Antonio region, the highway infrastructure needed to move the vast population throughout the metropolis increased exponentially. In the 1960's the Department of Transportation responded to the demand for traffic capacity using the tools they best understood; elevated expressways ringing the center of the city. These expressways substantially cut River North off from the historic neighborhoods to the west, north and east, cementing its position as a backwater in the center of the City.

Since the 1950's River North has languished as an unremarkable place in a remarkable location, characterized neither by great success nor by great failure. Bounded on the south by Downtown and on the north, east and west by elevated expressways, River North is isolated from the rest of the city. Adding and strengthening connections

between River North and the rest of the City – transportation connections, visual connections, economic connections, civic and cultural connections – are key to the vision and redevelopment strategy of this Master Plan.

Work on the Master Plan began with careful research, observation, analysis and documentation of the area's historic and current condition. A brief overview of the vision, and the objectives for attaining it, are provided on the following pages. A detailed presentation of urban design interventions and catalytic actions that will systematically move the existing situation toward the vision is the subject of Chapter 2.



Broadway serves as a primary connection to downtown



A public stairway connecting the river to the street grid



Expressways are a significant barrier to connecting River North to its surroundings



River North is immediately adjacent to Downtown, and bound by Interstate 35 to the northwest and Interstate 37 to the east



Single family detached home in the Madison Square neighborhood



Above:
San Antonio River Improvements in progress: looking south to Downtown



Below:
The Southwest School of Art and Craft fronts the RiverWalk



The San Antonio Museum of Art is a significant asset within the plan area

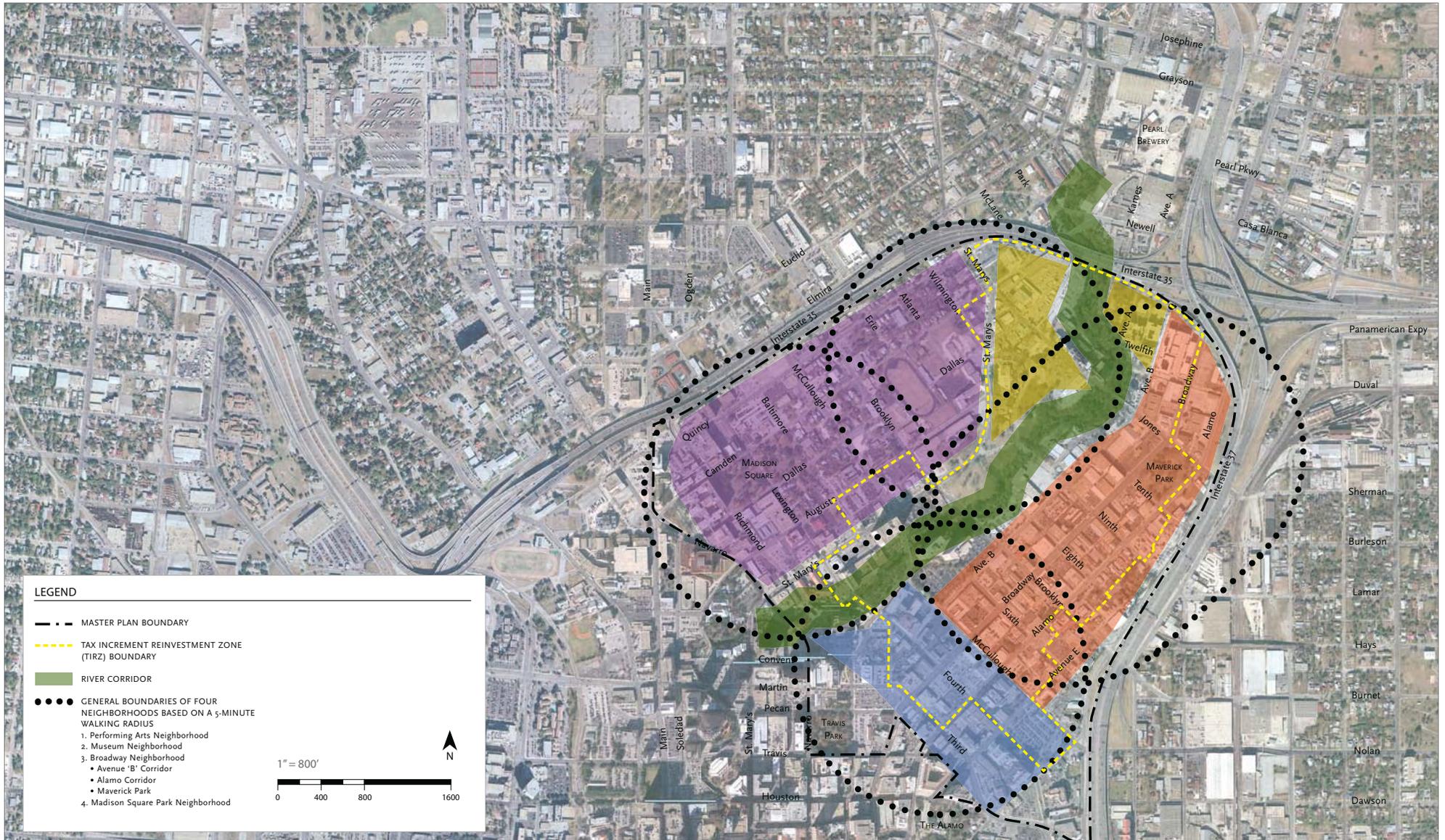


Most tall buildings in the area are surrounded by acres of surface parking for automobiles



The San Antonio Municipal Auditorium is adjacent to the RiverWalk

1.6 VISION FOR REVITALIZATION



1.6 Vision for Revitalization

The vision for River North has been developed by studying the existing condition of its public spaces and private buildings – and then designing modifications to those conditions – street by street and block by block. The intended result of these many smaller-scale design and operational improvements is an urban structure comprised of 4 neighborhoods and 1 River corridor as diagramed above and described below.

River Corridor: This one-mile stretch of the Museum Reach of the San Antonio River is fronted by 13 blocks of River North and passes through each of the four neighborhoods in the Plan area.

Performing Arts Neighborhood: This 19-block area flanks Third Street, Fourth Street and McCullough Avenue from the River to the I-37 expressway at the eastern Plan boundary.

Museum Neighborhood: This area is bound on the east by the River, on the west and north by the I-35 expressway and the Pearl Brewery, and on the south by Brooklyn Street.

Broadway Neighborhood: This 26-block area along the east side of the River extends from the northern Plan boundary to McCullough Avenue and from the river to Interstate 37.

Madison Square Park Neighborhood: This 35-block area from the west bank of the River to I-35 is anchored on the south by Madison Square Park and the Southwest School of Art and Craft, and on the north by Providence High School.

1.6.1 Place-Specific Objectives

At right, the strategy for revitalizing River North is articulated as objectives aimed at leveraging, directing and coordinating existing resources and future investment.

A River Corridor Objectives

The existing patchwork of parking lots, vacant parcels and the backs of 1- and 2-story buildings is intended to become a series of lively riverfront green and open spaces, fronted by mid to high-rise buildings. The Museum Reach is currently undergoing improvements extending the historic RiverWalk and catalyzing the development of both sides of the river.

1. Link the area north of IH 35 to Downtown for residents and visitors alike;
2. Articulate the river improvements to express a physically distinct sequence that is reinforced through corresponding landscape, building scale and frontages;
3. Emphasize the different character in River North from downtown;
4. Provide linkages to the River by allowing property owners to connect to River improvements already underway;
5. Align the edges of the corridor with buildings and designs that maintain an open and natural character along the river while maintaining solar access through a shade and shadows study to ensure proper vegetative lighting;
6. Concentrate the placement, massing, and form of new buildings in a manner that shapes open spaces to enhance a particular River view or street level vista;
7. Integrate stormwater management into visible landscape design;
8. Provide civic and cultural attractions based in local history and culture that generate visitors to surrounding districts.

B Performing Arts Neighborhood Objectives

The area will be transformed from its current patchwork of parking lots and large buildings to a vital pedestrian-oriented, Park-Once civic district focused on the Performing Arts. It is strategically located to become a regional center for the arts within walking distance of the Broadway Neighborhood, Downtown, and the RiverWalk.

1. Restore/renovate resources such as the Municipal Auditorium and other notable underutilized and/or historic structures;
2. Enhance the Neighborhood's appeal through trolley service;
3. Promote mobile and permanent public art installations along city blocks and within parks and open spaces that are visible from street and river levels;
4. Generate civic open space that physically complements the functions and presence of adjacent buildings;
5. Support and connect this Neighborhood with Downtown and the Broadway Neighborhood through mid-rise, mixed-use development;
6. Utilize 'Park-Once' dispersal of strategically located public parking to leverage fewer spaces to the benefit of commercial and office space.

C Museum Neighborhood Objectives

The historic former Lone Star Brewery – now the San Antonio Museum of Art - will anchor the transformation of this low-intensity area of vacant and underutilized land to a thriving, arts-oriented, mixed-use neighborhood along the west bank of the River. Schools and historic residences will further enrich the civic and residential fabric and life of this Museum Neighborhood.

1. Link the Neighborhood to Downtown via river bus and trolley service;
2. Generate a civic open space framed by mixed-use development that emphasizes the Museum;
3. Emphasize the incorporation of public art into civic spaces;
4. Realize mid- to high-rise, mixed-use development to broaden the Neighborhood's functions;
5. Utilize Park-Once dispersal of strategically located public parking to leverage fewer spaces to the benefit of commercial and office space.

D Broadway Neighborhood Objectives

The existing gap-toothed pattern of 1- to 4-story buildings and parking lots, is envisioned as three distinctive urban corridors within this neighborhood – Broadway, Avenue B and Alamo Street – woven into a neighborhood by the cross streets that tie it to the River. An area of relatively high density around Maverick Park anchors the north end of this neighborhood with the Performing Arts Neighborhood anchoring the south boundary.

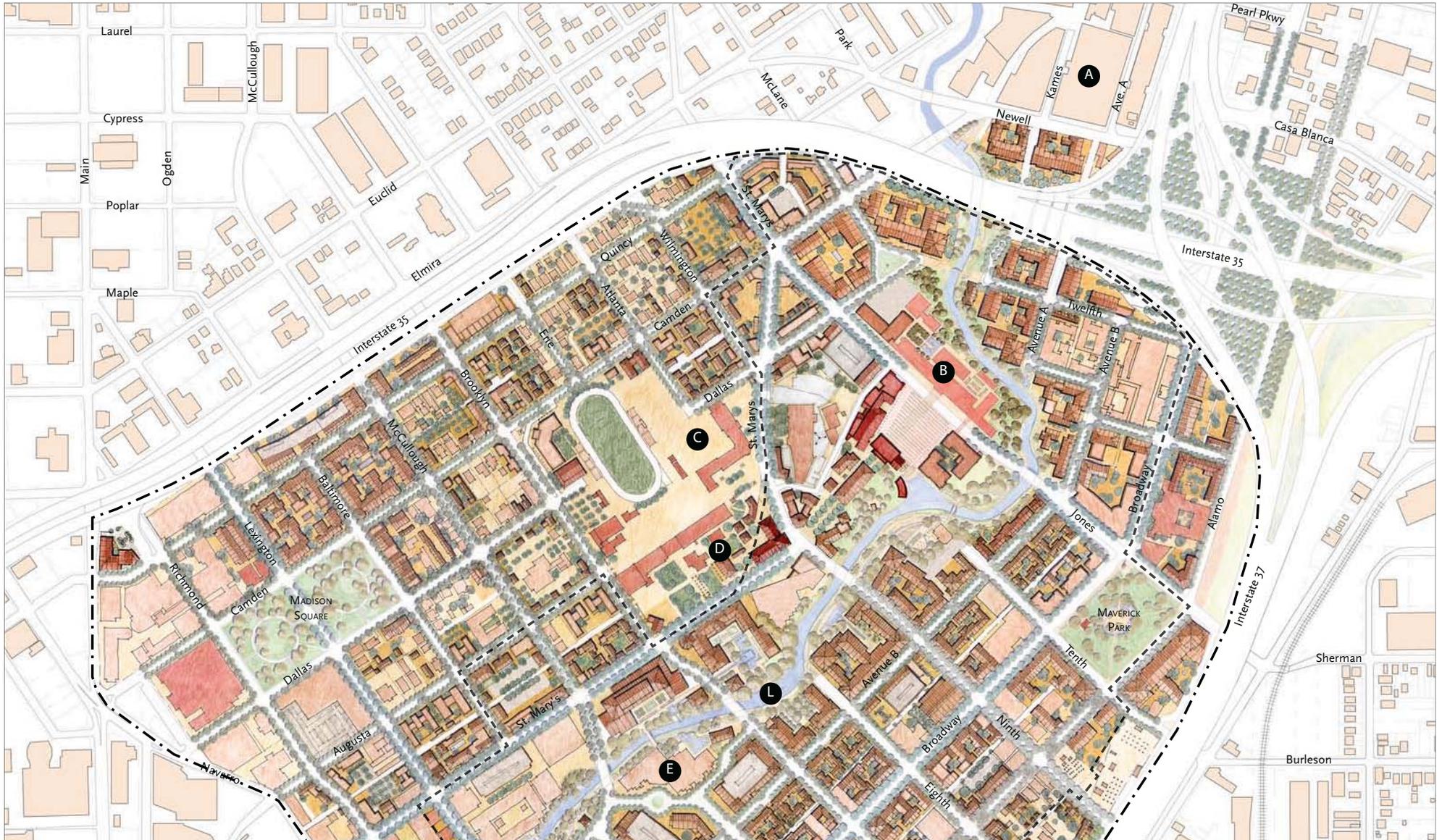
1. Generate mixed-use development with neighborhood-serving retail and housing or office above;
2. Configure Broadway and its frontages to promote pedestrian activity as well as facilitate the Fiesta San Antonio and its wide range of activity;
3. Enhance mobility to and from the corridor particularly east across I-37 to the Dignowity Hill area;
4. Provide the Avenue B and Alamo Street areas with local services, promoting east-west mobility;
5. Enhance the visual experience along Broadway by concentrating public art installations along the corridor, culminating in Maverick Park;
6. Increase on-street parking to minimize off-street parking, particularly guest-parking;
7. Utilize Park-Once dispersal of strategically located public parking to leverage fewer spaces to the benefit of commercial and office space.

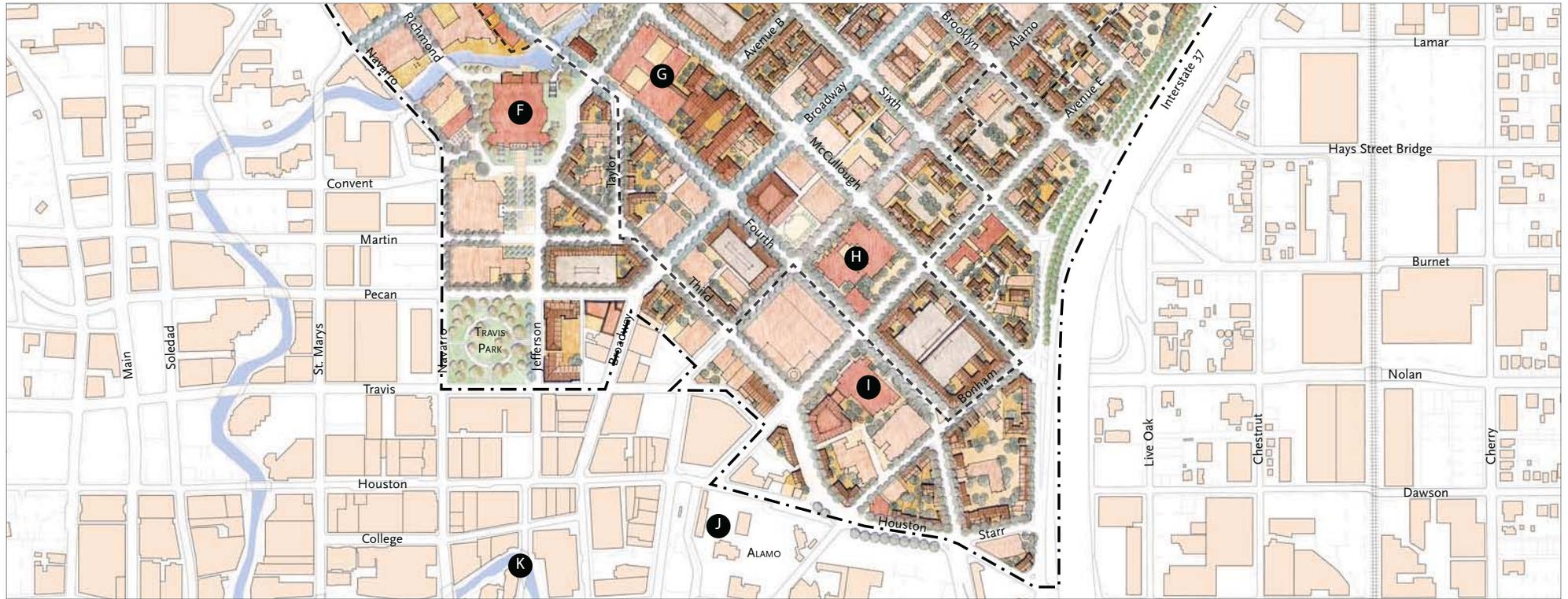
E Madison Square Park Neighborhood Objectives

The neighborhood is currently characterized by a mix of commercial uses, in an uneven mix of 1- to 8-story buildings. With the anticipated investment in the Performing Arts Neighborhood and AT&T corporate center on its eastern boundary and one of San Antonio's great urban parks at its center, this neighborhood has the potential to become a lively and diverse urban neighborhood, within walking distance of the Downtown core.

1. Maintain historic resources to provide physical continuity;
2. Leverage the appeal of the Madison Square Park- 5.67-acre open space through appropriate infill development of low- to mid-rise along its perimeter;
3. Prioritize the concentration of public art installations within the park to promote interest and enhance the visual experience;
4. Enhance mobility through transit service to this neighborhood;
5. Focus more intense development toward the southern end of the neighborhood, adjacent to Downtown;
6. Increase on-street parking to minimize off-street parking, particularly guest-parking;
7. Encourage relatively high density along the western edge as a screen across I-35;
8. Expand employment opportunities to support and be supported by mixed-income, mixed-use neighborhoods.

2.1 VISION AND PLAN





The River City

San Antonio is one of North America's great river cities. Named for the saint on whose feast day the Spanish first camped on the river, the City's history is intertwined with the River. The fabric of Downtown San Antonio is literally interwoven with the River, gaining much of its unique character from unexpected encounters with bridges and river overlooks throughout this very urban environment. Based on the vision of Robert H.H. Hugman and civic leaders of the past century, the RiverWalk seized on this latent design opportunity, which has since anchored and catalyzed the Downtown's transition from a regional retail and employment center to an international convention and tourism center.

In the late 20th century the City struck a truce with the River – ending centuries of the uneasy balance between the River's blessings and its floods – with the construction of the River Tunnel which has effectively domesticated the wild river. Now, based on the vision of

a new generation of civic leaders and catalyzed by the construction of the Museum Reach of the River Improvements Project, River North is poised for rebirth as a tight-knit collection of 21st century downtown neighborhoods. It is firmly rooted in the history and culture of San Antonio and provides unprecedented opportunities for urban living within the great metropolitan city.

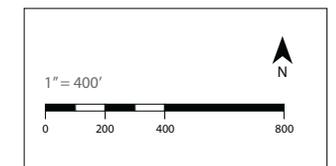
River North

The scale and grain of River North's urban structure reveals the traces of its connection to the River, and provides the structure of its future. Its street grid – rotated from that of Downtown – is based on its course and the trajectories of the early acequias that distributed its water to the adjacent, rich agricultural land that supported the early settlement around the San Antonio de Valero Mission (The Alamo) just to the south. This pattern is fractured and offset by the River itself, with streets near it having been built, moved and rebuilt a number of times in response to the River's shifting course.

CONCEPTUAL PLAN OF RIVER NORTH WITH KEY LANDMARKS

A PEARL BREWERY/LOWER BROADWAY AREA CONNECTION	H FIRST PRESBYTERIAN CHURCH
B SAN ANTONIO MUSEUM OF ART	I SCOTTISH RITE TEMPLE
C CENTRAL CATHOLIC HIGH SCHOOL	J THE ALAMO
D PROVIDENCE HIGH SCHOOL	K RIVERWALK
E AT&T OFFICE TOWERS	L RIVER LOCK AND DAM
F MUNICIPAL AUDITORIUM	— • MASTER PLAN BOUNDARY
G FIRST BAPTIST CHURCH	— • TIRZ BOUNDARY

The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



2.1 VISION AND PLAN

River North Master Plan

Mindful of the River's central position and role in the City, civic leaders have long intended to extend the amenity of a pedestrian-oriented River corridor to the north and to the south from the RiverWalk itself. Through the advocacy and energy of political, civic and design leaders in the community, this long-discussed notion has manifested itself as the urban segment of the Museum Reach portion of the River Improvements Project, extending through River North from Downtown to the Pearl Brewery. Those improvements are now under construction and will be complete in 2009.

This major catalytic investment in River North has awakened the community to the potential for this area to become an extension of the historic Downtown, just as the current phase of River Improvements is an extension of the historic RiverWalk. Through the leadership of the Downtown Alliance, the City of San Antonio and others, a Tax Increment Reinvestment Zone was formed within the areas of River North nearest the River so that the new property taxes generated by new investment could be reinvested in additional urban infrastructure to support reconstruction and accelerate positive change in River North.

To further encourage and shape new development in River North, the Downtown Alliance and the City determined that a master plan should be prepared to provide a vision for the future of River North and put in place a coherent and integrated set of recommendations and implementation actions to guide public and private investment in the area. Through this Plan, each new increment of infrastructure investment will complement each new building, and new buildings will complement one another, and new residential uses, commercial uses and civic uses will work synergistically to produce a network of successful and lively urban places. These will be built incrementally by the coordinated actions of many contributors.

Through the River North planning process, including Discovery Workshops and a community design Charrette, San Antonians representing all backgrounds and interests came together to share their ideas, concerns, visions, and experiences. The design team responded with drawings of urban structure, public space design, architectural types, transportation systems, building types and development strategies for consideration, discussion, and debate.

The team proposed design responses for housing, for retail and employment, for civic and cultural facilities, and for public spaces of many types. These proposals were both place-specific and typological in nature: particularized designs for certain stretches

of the River, specific streets and individual open spaces and transportation strategies for linking these places with one another. Clear and specific illustrative architectural proposals were developed for certain sites, while a system of architectural types was assembled to provide the appropriate range of development responses: maintain, infill, or regenerate. From this work emerged a highly illustrated conceptual Master Plan, well-supported by participants.

Placemaking

The central notion of placemaking is unified urban design that employs buildings and landscape. This defines and animates urban space such as the River, streets and parks, plazas and squares, to provide a series of unique pedestrian-oriented places, linked physically to one another and to the larger city. This pattern of organized and interconnected, yet diverse place types, creates a wide range of valuable addresses for the full spectrum of urban activities: quiet residential streets to active commercial intersections, peaceful riverfront open spaces to active urban plazas and eclectic live-work neighborhoods to world-class performing and visual arts venues.

Over the course of the Charrette, the designs for many specific places were prepared by the design team and Charrette participants and then stitched together as an urban quilt, each patch with its own unique character contributing to the design, pattern, and texture of the whole. As with any complex composition, to understand the composition and the design intentions of the River North Master Plan, it is useful to view it from a number of different perspectives.

This chapter presents the plan for River North first in the way that it was developed in the Charrette – as a series of focused and catalytic actions and design interventions upon the existing situation, one area at a time. Toward the end of this chapter the whole picture is presented – the neighborhood district/corridor structure toward which the Master Plan is intended to move River North over time. The discussion throughout this chapter is intended to convey a clear idea of the role that each part plays in the realization of the whole.

Chapter 3 presents an organized program of implementation that will move the Plan forward. It describes actions to be undertaken by the City, by property owners, by developers and other businesses, by non-profit civic organizations and others, which together can provide the impetus for change in the direction envisioned by this Plan.

Mixed-Income Housing

River North – and the entire Greater Downtown area of which River North is an important part – is envisioned as San Antonio's metropolitan center, in which residents can live, work, shop and enjoy the cultural amenities of a great City in a pedestrian-oriented and transit-oriented urban environment. The neighborhoods of River North are envisioned as vital, mixed-use, mixed-income places that provide high quality urban living environments for households spanning a wide range of types, sizes and means.

To implement and realize this vision, it is important to the economic and social health of the Greater Downtown that a diverse range of housing choices be available for employees who support the businesses of the Greater Downtown.

A daily mass influx and exodus of those who make the Downtown economy function is not desirable or sustainable for the City's transportation systems, environment or economy, nor is it sustainable from the point of view of the workers' quality of life. Thus, a core objective of the River North Master Plan is the provision of a significant amount of housing for the diverse workforce of the Greater Downtown.

It is expected that much of the housing for this workforce will be delivered by both the private and the non-profit sector in the form of housing of many sizes, costs and types. It is equally clear,

however, that some households of workers – for instance those with a single wage earner or workers in low-skill positions – may not be able to attain even the most modest housing that market forces can deliver.

It should be anticipated that in the early stages of redevelopment, public assistance would be needed for development of all types of income mixes to occur. However once critical mass is achieved, it is likely that market forces will be adequate for market rate housing and public assistance can focus on the affordable sector.

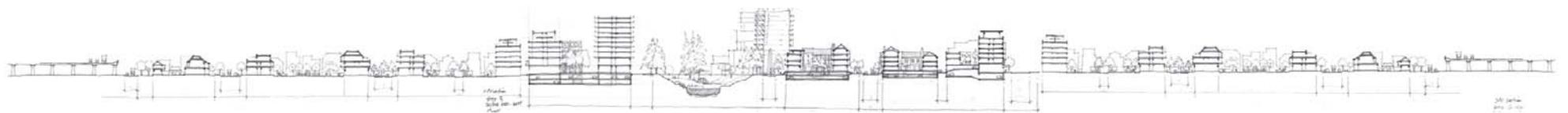
It is a priority of this Master Plan that below-market-rate housing ("affordable/mixed-income housing"), for a significant number of such households, be included in the mix of housing built in River North. Based on a substantial amount of discussion with non-profit affordable housing advocates and developers, developers of market rate housing, and the City of San Antonio, a target for mixed-income housing has been set that a minimum of 15% of the total units will be affordable.

The definitions and the strategy for reaching this target is described in the Implementation Section of this Master Plan.



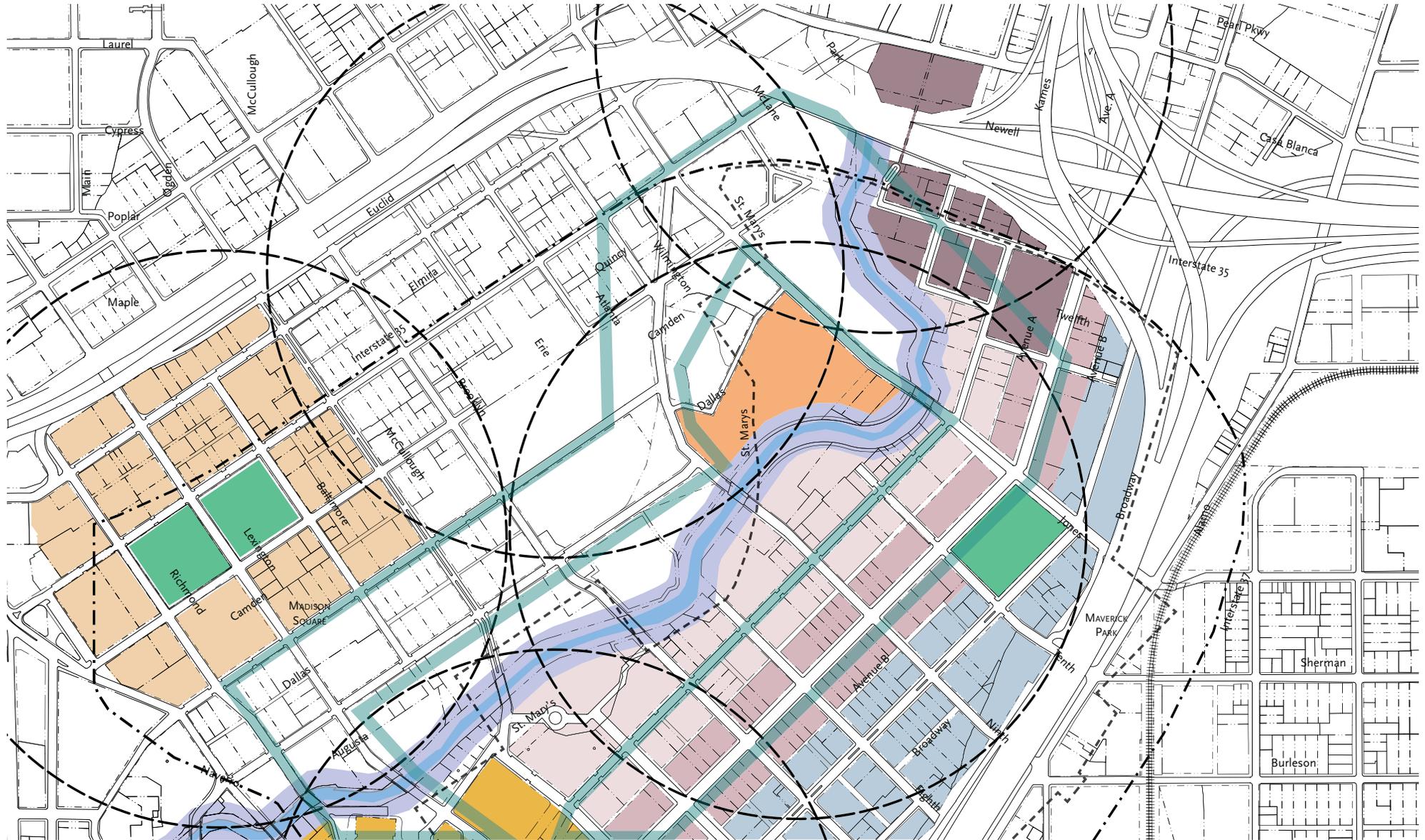
As evident in the aerial at left, uses in River North are largely industrial, and the building fabric is discontinuous

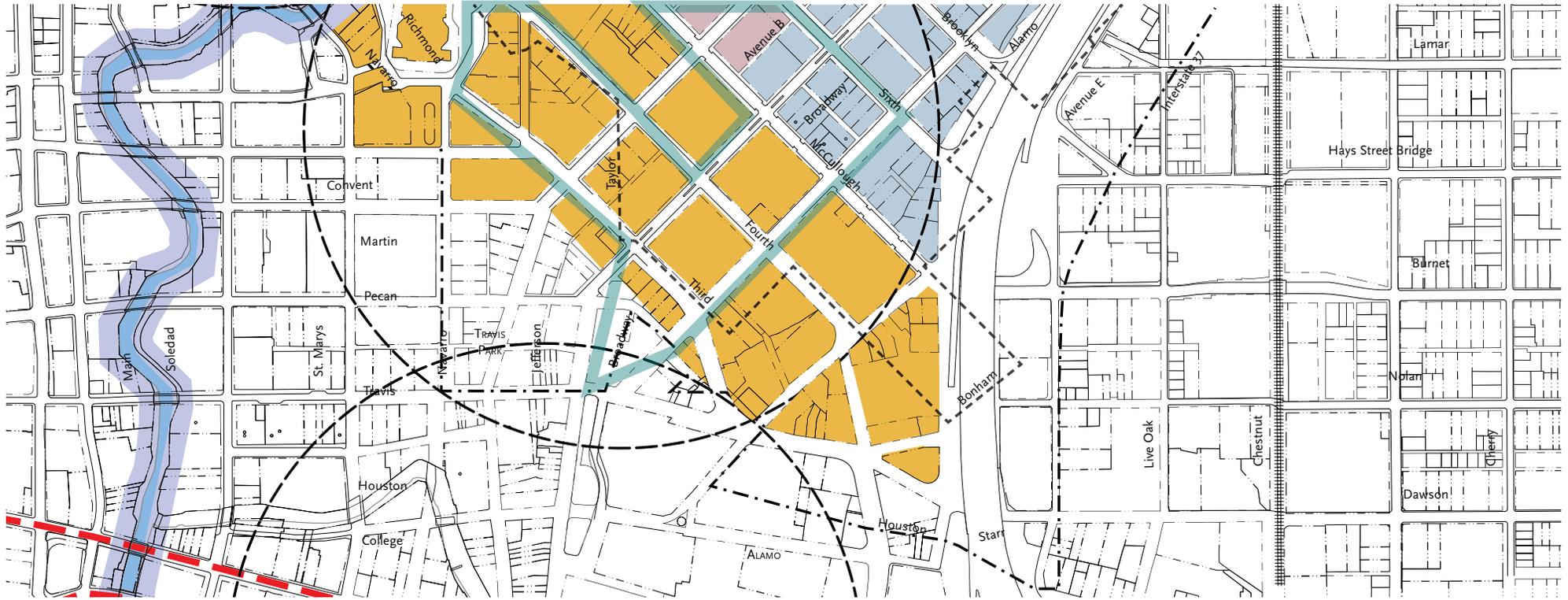
Below:
This section illustrates the development intensity that is possible along the San Antonio River and adjacent neighborhoods of River North that ranges from single family detached dwellings to mid- and high-rise buildings



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2.1 VISION AND PLAN



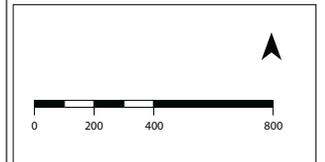
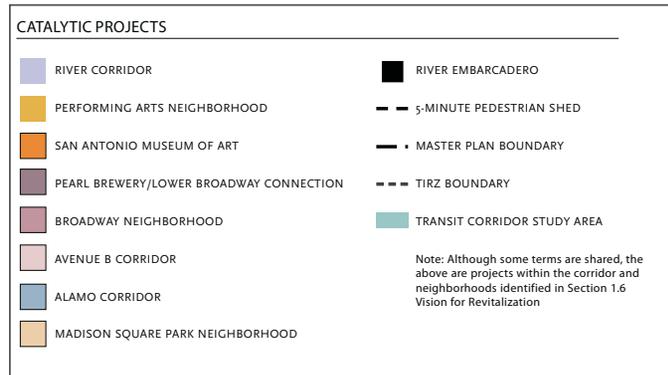


To move River North from its existing condition to its envisioned future as an intense, lively collection of vital urban places, a series of catalytic actions and projects are recommended. The catalytic projects will include publicly initiated and financed infrastructure and public space improvements, and privately initiated and financed building projects of all kinds. Some of the more complex and challenging civic projects will require the involvement of non-profit development entities and public/private partnerships. This Master Plan provides comprehensive and coordinated guidelines to direct investment in all the catalytic projects and throughout River North.

As located on the plan above, most of the catalytic projects are directed toward transformative placemaking. They are based on re-envisioning the character and use of existing places throughout River North so as to attract new private investment, which will in turn generate the capital for the public improvements through Tax Increment Reinvestment Zone financing, described in detail in Chapter 3. To leverage investment in each of the catalytic placemaking projects,

each project is linked to the other and to the Downtown District. Of these projects, two of the most vital catalytic projects are transit systems. The River Bus and Street Trolley systems are proposed for this purpose. These high-quality local transit experiences will encourage residents and visitors to run their errands and extend their stays in the Downtown area by keeping them out of their cars. Because they extend the reach of pedestrians in the walking environments of Downtown and River North, they also support the Park-Once strategy and multiply the value of the existing and future investments in parking infrastructure.

This diagram summarizes the design intentions during the charrette. These direct development towards existing places of significant investment and activity. Expectations of further change are organized around these neighborhoods and districts operating within the confines of pedestrian sheds.



2.1 VISION AND PLAN

2.1.1 RIVER CORRIDOR

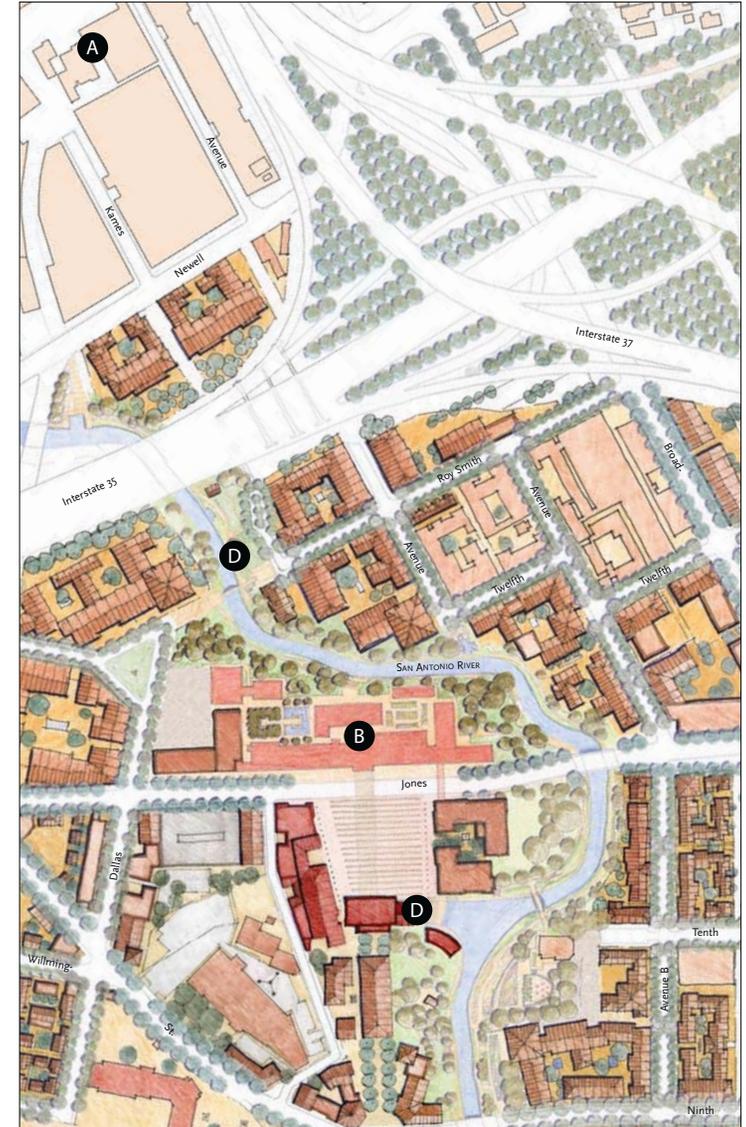
To a remarkable degree, the most distinguished places and institutions of San Antonio hug the banks of the San Antonio River, like pearls on a string. Like so many town and cities, the original reasons for this adjacency was access to water supply, energy and transportation.

The Downtown is interwoven with the River. The Municipal Auditorium is sited on the River on the boundary of Downtown and River North. The San Antonio Museum of Art, formerly the Lone Star Brewery, and the rapidly developing Pearl Brewery/Lower Broadway area are on the River in and near River North. Farther north in the midst of San Antonio's first suburbs is Brackenridge Park and golf course, the San Antonio Zoo, the Witte Museum, and the McNay Art Museum.

Throughout much of the 20th century, San Antonio's visionary civic leaders gradually improved the River within the Downtown District, transforming it from a troublesome and sometimes dangerous aquatic alley to the world-class urban RiverWalk. At the turn of the 21st century, a new generation of local visionaries designed and found a way to fund the Museum Reach Improvements, extending the pedestrian environment of the RiverWalk through River North to the Witte Museum.



Below:
Looking northwest
along the RiverWalk at
the lock and dam



The urban fabric of buildings along the RiverWalk substantially preceded the construction of the RiverWalk improvements. Those improvements provided a new address for the backs of the existing urban buildings, whose basements were remodeled into restaurants and shops, with new shopfronts fronting the broad sidewalks and picturesque landscaping of the RiverWalk.

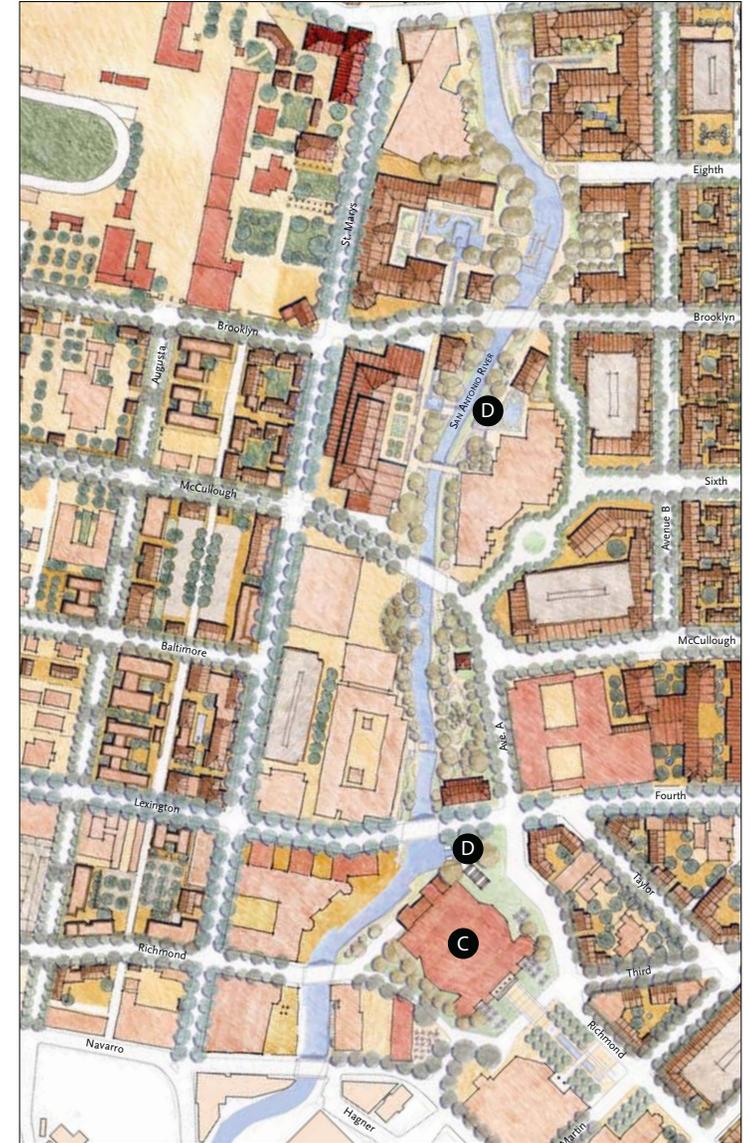
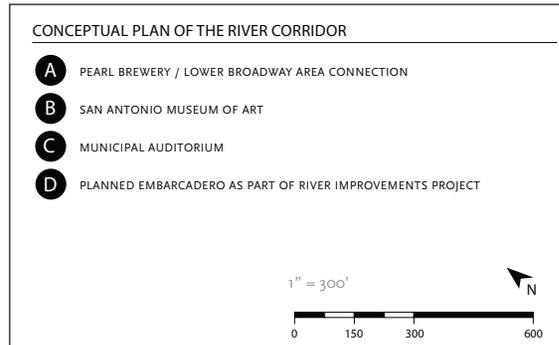
In River North, the reverse is being done. The River Improvements are currently under construction, ahead of the preparation of this Master Plan, which will guide the pattern, scale, design and use of the buildings that will front it.

The designers of the River Improvements envisioned a range of uses and building types along the Museum Reach in River North, but defining them in detail was beyond the scope of their project. Several key designers of the River Improvements have been included on the design team for River North, and have contributed to the development of the design concepts for the new urban spaces through which the improved River will flow.



Above: River improvements under way in River North

Right: The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



2.1 VISION AND PLAN

A SYSTEM OF GREEN AND OPEN SPACES

The System of Green and Open Spaces is a network of discreet public and private spaces along the length of the San Antonio River, each having its own character. The concept includes a combination of public and private parks, civic plazas, courtyards, gardens, and riverside landscapes that threaded together, provide visitors, workers, and residents with a full range of visual and applied experiences along the River corridor. This vision emphasizes the protection of the natural character of the River and seeks to further integrate River amenities with street level activities.

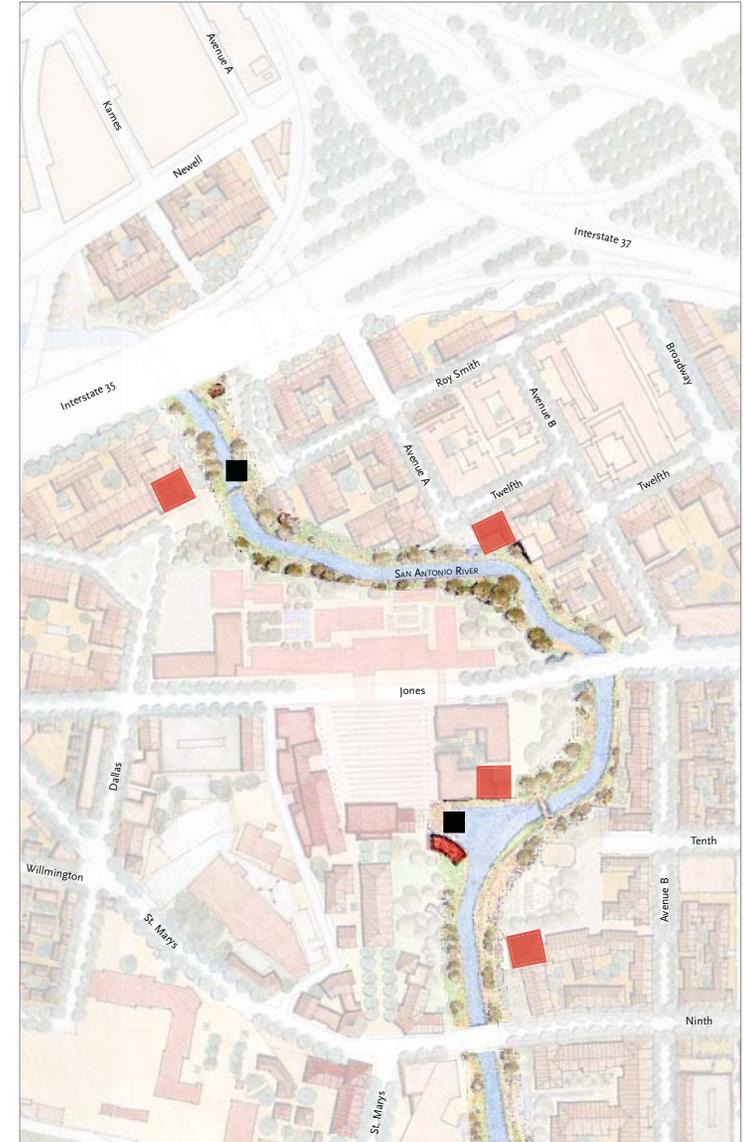
The vision for the System of Green and Open Spaces concept draws from the existing RIO-2 zoning overlay, which incorporates building orientation, setback and landscape standards for properties along the top of the River bank, to protect and enhance the River's unique character. The current standards direct that buildings along the River should front the River, not back up to it, and provide landscaping requirements for open spaces abutting the River. The partially landscaped frontages or open spaces are private in nature, but enhance the wider-scale visual experience.

These areas along the top of the bank can also create an opportunity for private property owners to connect with linkages to the River already provided through the River improvements. Combining the Green and Open Spaces concept with the landscaped frontages standards in the RIO-2 zoning overlay allows for a network of green spaces along the River that upholds the tradition of its natural and distinct character.

This network can be built over time as individual projects are developed. All green and open spaces are meant to be experienced on foot and by River Bus, and the experience of moving through them will vary by the direction of movement, the time of day and the particular design character of each space. The unique characteristics and diverse development proposals along the River corridor make it necessary to have flexibility with the design, type, and form of each of the open spaces. More detailed descriptions of the various green and open space typologies can be found in Section 2.2, Open Space and Streetscape Plan.



Above:
Landscaped frontages and River connections under design and construction



Below:
Approaching the Embarcadero at the San Antonio Museum of Art





An Embarcadero and new lobby are proposed at the Municipal Auditorium to provide convenient access to and from the river for patrons

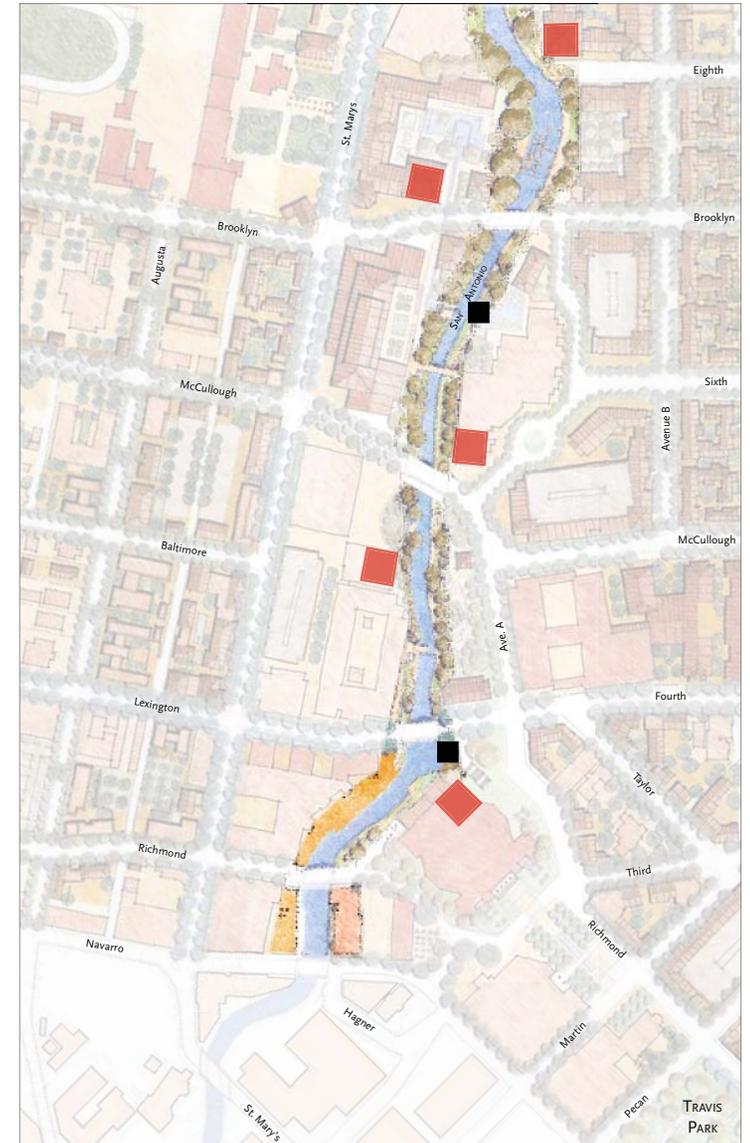
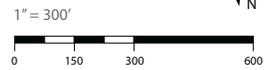


River improvements are under way in River North

Far Right:
The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.

CONCEPTUAL PLAN OF THE SYSTEM OF GREEN & OPEN SPACES

- VISTA TERMINATION
- EMBARCADERO



2.1 VISION AND PLAN

STREET TROLLEY AND RIVER BUS TRANSIT

The Downtown and River North planning area are of such a scale that walking between most destinations may not be feasible for many residents or visitors. The area is small enough, however, that a relatively high-frequency, low-speed transit system would effectively extend a person's walking distance, enabling them to easily live, work, shop and seek entertainment throughout Central San Antonio. River North is also connected to surrounding neighborhoods by primary arterials which provide opportunities for more frequent service linkages to the broader circulation network.

Multiple modes of transit which are already in operation in the Downtown include the River Bus and the VIA historic streetcars and bus service. The extension of the River Bus service through River North to the Pearl Brewery is already planned, and this Master Plan identifies strong recommendations for the establishment of a steel-wheeled, track-based Street Trolley route through River North. Depending upon the outcomes of feasibility studies, the Street Trolley could serve in two capacities: as a circulator route and/or as an enhanced option for commuters to link to the broader mass transit network. Circulator service within the planning area would connect visitors and residents to local assets and amenities, while a commuter extension to the city at large would provide residents and workers another opportunity to ease their daily commute.

One proposed scenario for a circulator route would traverse Alamo Plaza, the Performing Arts and Broadway Neighborhoods, the San Antonio Museum on Jones Street, the Pearl Brewery, St. Mary's St. past Central Catholic and Providence Schools, again through the Performing Arts Neighborhood, and then to the Commerce Street Transit Plaza, the Convention Center, and HemisFair Park. Connections to the larger network could be met along Broadway, St. Mary's St., Camden St., or any other arterials identified by additional feasibility studies.

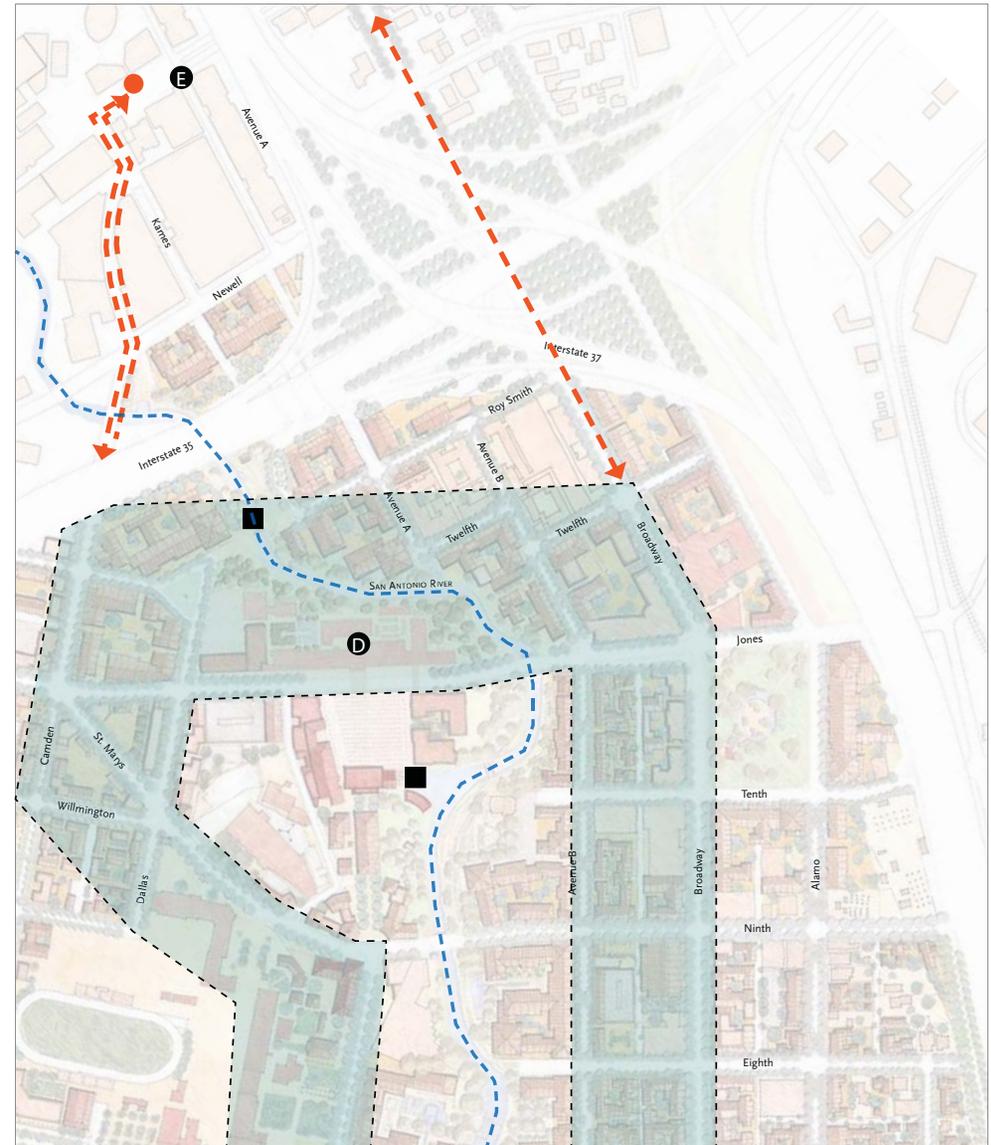
The diagram on the right identifies a transit corridor study planning area within which future routes could potentially be implemented. River Bus and Street Trolley stops should be planned close to one another, and a coordinated system of signage and transit stop shelters should be designed to make navigation and use of these systems very intuitive for users.

In addition to enhancing transit options for residents and visitors and alleviating parking congestion from increased development Downtown, the Street Trolley is proposed as a strategy to spur economic development and revitalization in the planning area. Currently, the San Antonio Museum of Art attracts 100,000 visitors, however, millions of tourists visit the Downtown district annually but largely limit their visit to the central core. Providing additional options to the upper River reaches, to and from the Pearl Brewery/ Lower Broadway area, including the Witte and McNay museums, would encourage visitors to spend more time and money within the planning area.

Finally, the Street Trolley would provide a means of improving the City's image. A perceived modern system of transit, it would convey a desirable, urban place to live that would be attractive to visitors and residents alike. Portland has capitalized hugely on a similar system. The Street Trolley can become the economic engine for the development of River North.

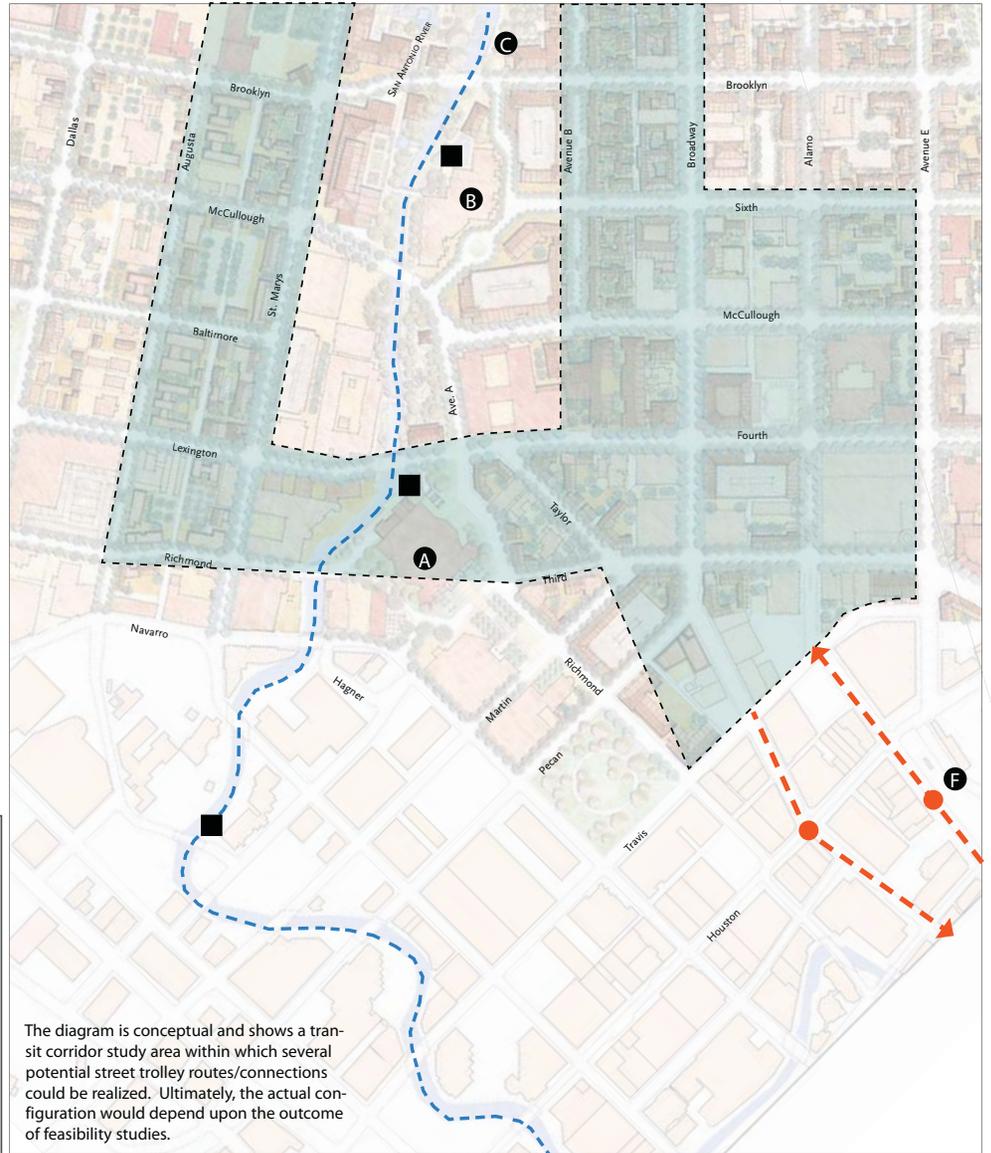
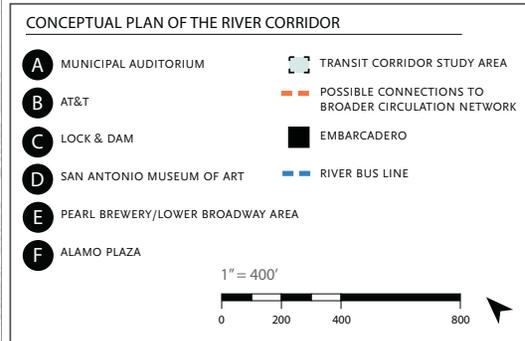
Implementation of any projects should be coordinated through VIA's and any other established transit entities' planning processes to address potential modes of transit throughout Bexar County. As part of that process, the feasibility of diverse transit options and alternate connectivity solutions will be studied.

Below:
A River Bus provides scenic tours and transit service from the Lower Broadway area to the Downtown





Above:
The Street Trolley shares the right lane with automobile traffic, and sidewalk bulb-outs provide a safe place of refuge for riders



2.1 VISION AND PLAN

2.1.2 PERFORMING ARTS NEIGHBORHOOD

Currently, the interface between the Downtown and River North is a series of city blocks composed of historic buildings and small empty lots located within walking distance of the Alamo, arguably the most important destination in Texas and one of the most visited in the United States. It is surprising that such a state of disinvestment exists so close to the heart of San Antonio's Downtown.

The seam that will stitch the Broadway Neighborhood to the existing Downtown is a new Performing Arts Neighborhood. This area extends along both sides of 3rd Street and 4th Street, from the River on the west to Interstate 37 on the east and builds on the remarkable existing assembly of buildings there to create a high-intensity urban place focused on nightlife and the performing arts.

This two-street area is strategically located within easy walking distance of thousands of hotel rooms and parking spaces Downtown, of thousands of future residences in River North, and of the RiverWalk and the new River Improvements. The area spans both Broadway and Alamo Street, making it highly visible to daily and casual commuters, and is anchored at one end by the Municipal Auditorium and at the other by the Scottish Rite Temple, both exceptionally distinguished civic buildings with the potential to become world-class performing arts venues.

This area contains a number of very large parcels of land currently used for surface parking. Recycling some of that land for high-density structured parking has the potential to provide a reservoir of daytime parking for offices and shops and nighttime parking for the performing arts and residents.

Unlike the Broadway Neighborhood, the Museum Neighborhood and the Madison Square Park Neighborhood, the Performing Arts Neighborhood is both a planning sub-area and a catalytic project. This dual role is reflective of both its relatively small area and its relatively large role in the successful revitalization of River North.

Below:

A street realignment is proposed leading to the Municipal Auditorium that creates an interconnected, coherent Performing Arts Neighborhood for River North





Left:
Currently, the view of the
Municipal Auditorium is
blocked by the Radius Cafe
Building

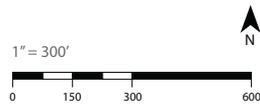


Right:
The diagram is conceptual and
shows one of several ways how
this particular area of the plan
can be realized. Ultimately, the
actual configuration of new
blocks and streets, the location
and design of buildings and
the uses within, are guided by
this Master Plan.



CONCEPTUAL PLAN OF THE PERFORMING ARTS NEIGHBORHOOD

- A** MUNICIPAL AUDITORIUM
- B** FIRST BAPTIST CHURCH
- C** SCOTTISH RITE TEMPLE



2.1 VISION AND PLAN

The Plan proposes that the Municipal Auditorium be renovated to provide a first class venue for the San Antonio Symphony. The existing interior would be demolished and a new acoustically distinguished interior box would be constructed in its place. A variety of support space and public space servicing the public would also be constructed here.

The Scottish Rite Temple could also be renovated and added to, to service the San Antonio Opera and Ballet. To accomplish this end, the building would have to be transformed in its rear only, to better provide back-of-house facilities. An addition to the building would include space for retail, office, rehearsal rooms, and other programmatic elements as necessary.

Between these two iconic performing arts facilities, it is proposed that a new "black box" theater be constructed along Fourth between the Municipal Auditorium and Scottish Rite Temple. Such a facility would provide a permanent home for a San Antonio Repertory Theater Company, a home that the Majestic Theater downtown cannot provide due to its frequent use as a venue for touring companies. A Square in front of the theater would provide a gracious public space for pre- and after-theater events and gatherings, as well as a nicely scaled neighborhood green for use by residents of this emerging in-town mixed-use district.

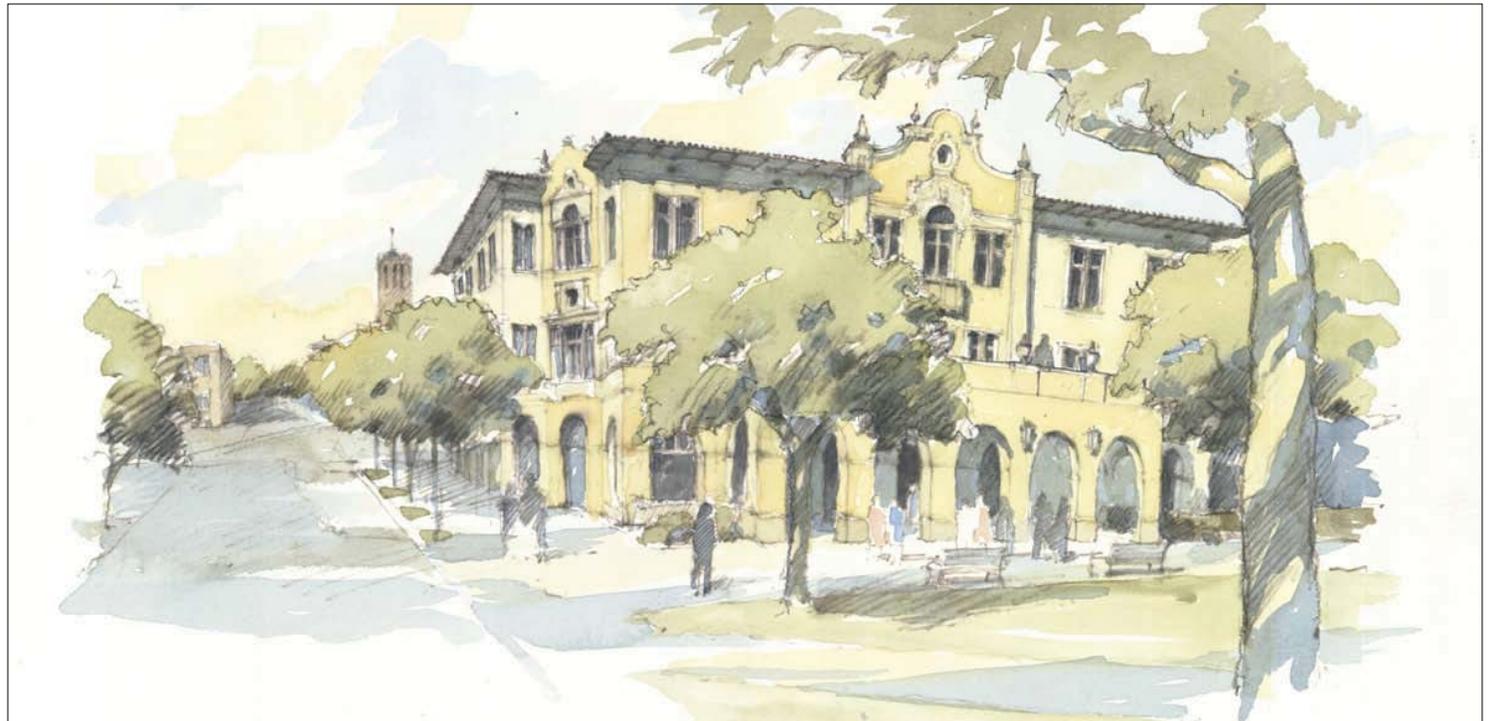
Situated near the proposed theater, a Performing Arts Academy is envisioned, connecting the Performing Arts Neighborhood to the rest of the metropolitan area, and to new generations of San Antonians through secondary and possibly post-secondary curricula centered on performance arts of all types. The recommended conceptual design of this facility would build upon the architecture and the scale of the historic Saul Wolfson house currently occupied by the 4th Street Café, with a background building and wings reaching to the street with architecture sympathetic to the historic house and enclosing courtyards for gatherings and performances along the street.

Below:
A Ballet and Opera Center is proposed to include the Scottish Rite Temple and building addition

Below:
Third and Alamo as it stands today as a parking lot and car-oriented retail building



Right:
A new San Antonio Repertory
Theater and plaza is proposed
along Fourth Street



Below:
An underutilized surface parking lot along Fourth



2.1 VISION AND PLAN



Left:
The Saul Wolfson House sur-
rounded by parking lots in its
current condition on Broad-
way.

Right:
A proposed Performing Arts
Academy fronts Broadway in
the Performing Arts Neighbor-
hood, infilled around the two-
story Saul Wolfson House.



The provision of conveniently located and appropriately priced parking facilities within the Performing Arts Neighborhood is vital to the success of this strategy.

It is vitally important to the quality of the urban environment and the pedestrian experience that such parking facilities be enclosed within the block interiors, leaving the valuable street frontage available for retail, office and residential uses. Such parking - conveniently accessible yet out of sight - adds great value to all the uses and properties around it and can pay for itself through true-cost parking pricing.

In this particular area there are numerous smaller parcels of undeveloped land, which could not be feasibly developed with good quality urban buildings if the parking for each building had to be located on that parcel. By developing a parking supply within lots that are large enough to absorb it - and by allowing the adjoining lots to utilize that parking through the simple mechanism of market-pricing, it becomes immediately possible to develop smaller urban buildings on those lots. Buildings large enough to house people are relatively simple to design and construct. The big challenge is to design and construct buildings that can also absorb their cars.



Left:
An example of a park-once
garage mixed with retail uses



Right:
A proposed lined park-once
garage provides ample park-
ing for the neighborhood
along Fourth Street

2.1 VISION AND PLAN

2.1.3 PEARL BREWERY/LOWER BROADWAY AREA CONNECTION

The River North planning area is very distinct, largely due to the crisp delineation of its western, northern and eastern boundaries by elevated interstate expressways. Many elements of this plan are aimed at breaking down that division, through placemaking, transportation, economic and visual connections. Nowhere is this reconnection to the City outside the “beltway” more important than at the northerly tip of River North where it is just a stone’s throw from the burgeoning Pearl Brewery/Lower Broadway area. The Pearl Brewery is being redeveloped as a mixed use residential/commercial/office/hotel and civic complex dedicated to the culinary arts and to the purpose of providing San Antonians with a major Downtown destination.

Accordingly, significant effort to reestablish that connection was made in planning and designing the River Improvements. The illustration on this page shows the planned bridge/River gateway at Roy Smith Street, marking the passage of pedestrians on the River to River North. The northerly terminus of the navigable stretch of the Museum Reach is the Pearl Turning Basin and Amphitheater, bringing visitors from Downtown to the Pearl Brewery/Lower Broadway area via the River and the Lock and Dam.

This Plan takes the River connection a step further, proposing a pedestrian connection from the east to west side of the River along Roy Smith Street as to complement the vehicular linkages at Avenue A and Broadway that connect to the heart of the Pearl Brewery/Lower Broadway area.

The area near Roy Smith Street will provide a series of high-end riverfront addresses for new, high-intensity residences, adding to the number of resident-customers within easy walking distance of entertainment venues. The proximity and linkages provide a very convenient and safe route for residents of the Pearl Brewery to walk to the Museum, to Maverick Park, and to shops and restaurants on Ninth Street and St. Mary’s.

One possible route segment for the Street Trolley could terminate at the Pearl Brewery/Lower Broadway area to deliver many of the tourists visiting the center of San Antonio to the northern edge of River North.



Right:
Pearl Brewery redevelopment
underway



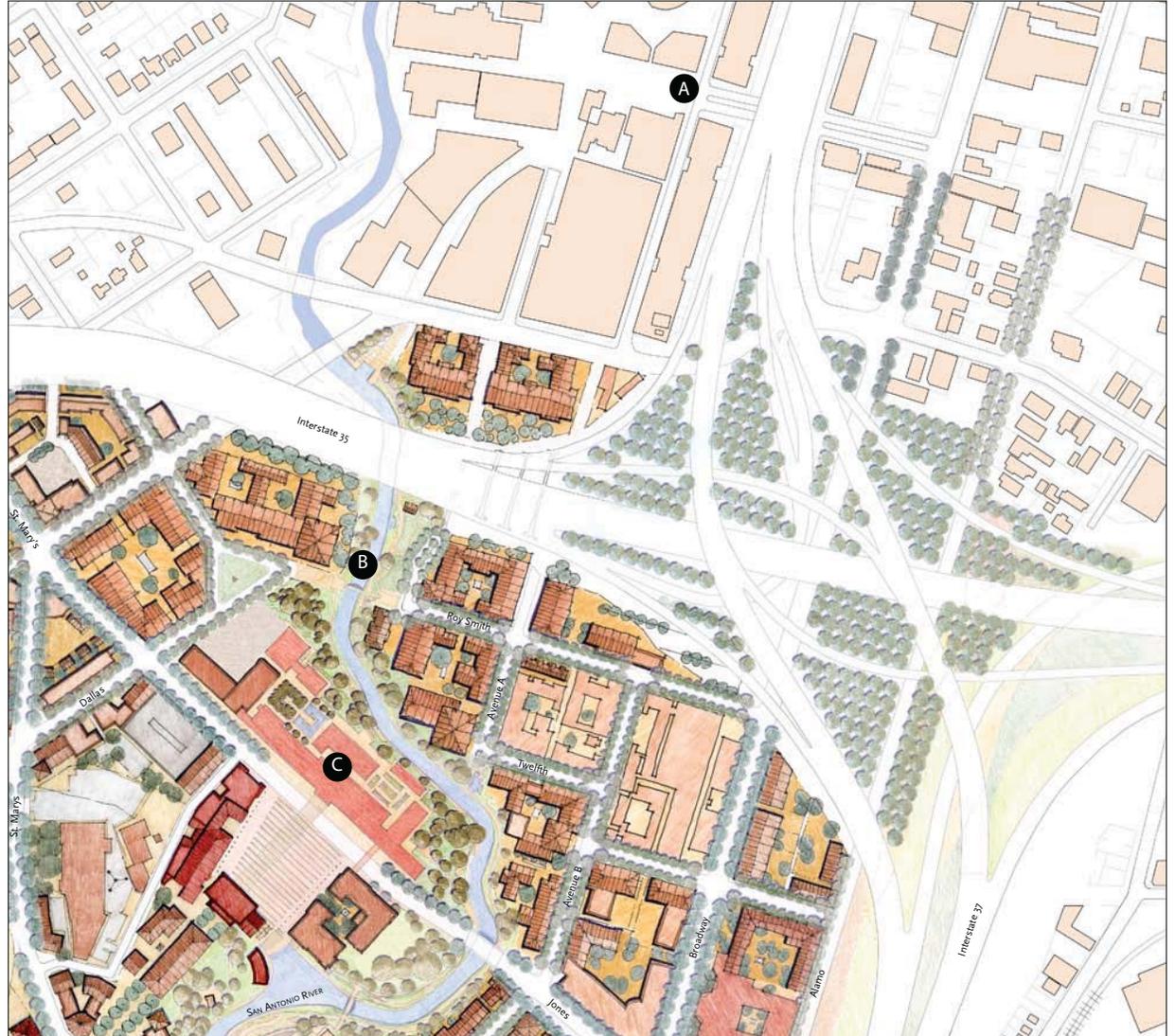
Right:
Proposed housing at Roy
Smith footbridge, on the east
side of the river



Left:
A new footbridge at Roy Smith is being constructed as part of the current River Improvements Project

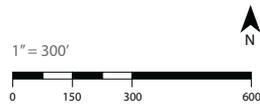


Right:
The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



CONCEPTUAL PLAN OF THE MUSEUM NEIGHBORHOOD

- A** PEARL BREWERY / LOWER BROADWAY AREA CONNECTION
- B** NEW FOOTBRIDGE
- C** SAN ANTONIO MUSEUM OF ART



2.1 VISION AND PLAN

2.1.4 MUSEUM NEIGHBORHOOD

Like the River Improvements, the San Antonio Museum of Art is an existing powerful engine for positive change and reinvestment in this area. The Museum is both a great regional and local cultural resource and a great nucleus around which to build a new urban neighborhood.

On the south side of Jones Street, across from the Museum, a world-class urban plaza is proposed, surrounded by Museum expansion facilities and perhaps restaurants and stores. It would be available for outdoor exhibition, performances, and public events. The "north wall" of this outdoor room is the Museum itself, the historic Lone Star Brewery building on Jones Street. Ideally, a Street Trolley stop would be located near the north edge of this space, along the face of the Museum, bringing a new stream of museum-goers from Downtown. At the southeast corner of the Plaza is the Museum Embarcadero, bringing additional visitors via the River Bus.

Below:
San Antonio Museum of Art

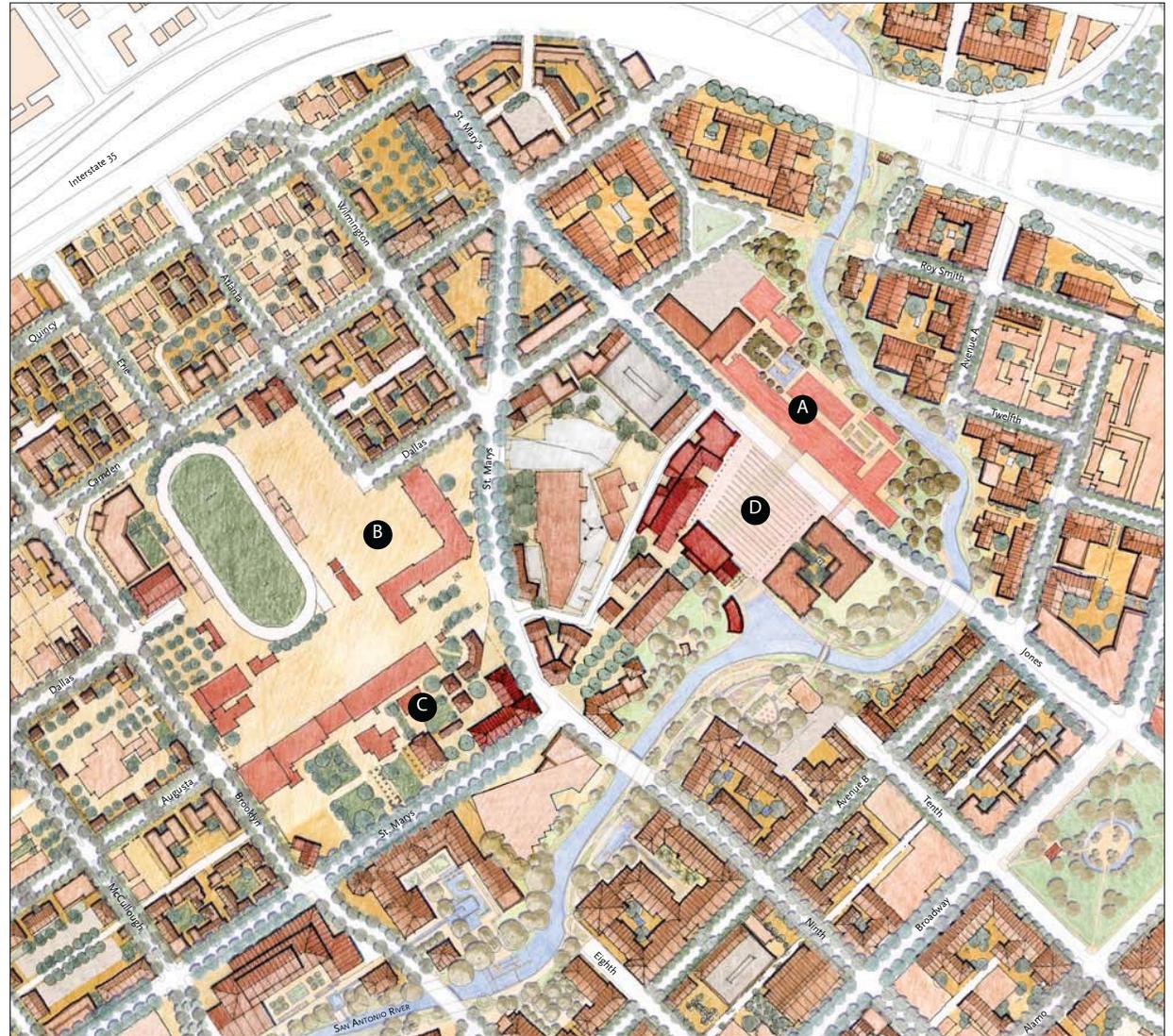


Below:
San Antonio Museum of Art
expansion with three story
buildings fronting a plaza





Right: The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



CONCEPTUAL PLAN OF THE MUSEUM NEIGHBORHOOD

- A** SAN ANTONIO MUSEUM OF ART
- B** CENTRAL CATHOLIC HIGH SCHOOL
- C** PROVIDENCE HIGH SCHOOL
- D** PROPOSED MUSEUM PLAZA

1" = 300'



2.1 VISION AND PLAN



Left:
A mixed use plaza will be dedicated to serving the arts and commerce related to the arts. This could become one of the great civic spaces of San Antonio



Right:
Parking lots currently exist in the foreground of the museum





Left:
A gallery frontage on the plaza
in Santa Fe provides much
needed shade in the arid cli-
mate and a plaza for a unique
art market

Below:
The Museum Plaza would pro-
mote large scale social gatherings
as it is surrounded by museum
uses, stores, and lofts



2.1 VISION AND PLAN

2.1.5 BROADWAY NEIGHBORHOOD

Next to the River, the most significant urban corridor in River North is Broadway. Broadway is the historic highway to Austin to the north and the original streetcar line connecting from Downtown to the 1920 Alamo Heights and Terrell Hills. It is also the route of annual Fiesta parades and is the primary north-south avenue by which many commute to downtown from the north each day.

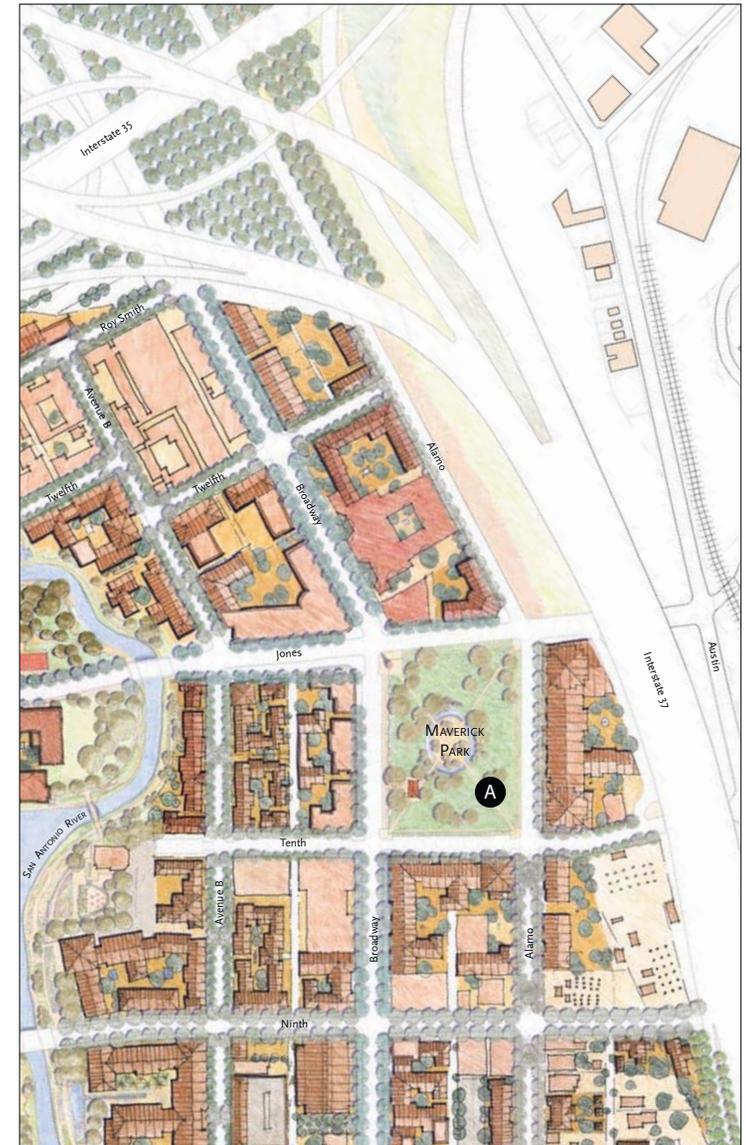
Broadway is the most public face of River North. More visitors and passersby experience River North by driving on Broadway – or by seeing Broadway from the expressways – than from any other viewpoint. If River North is going to become a desirable urban address, Broadway must be transformed, and a key vision of this Master Plan is that through a concerted program of street reconstruction, a possible Street Trolley route, and new building construction, this strip will be transformed into an elegant urban avenue.

Improvements planned for Broadway are focused on achieving the following primary objectives:

- Broadway should be made a place that pedestrians are just as comfortable walking as drivers are driving, starting with widening the existing sidewalks to the extent that allows for planted street trees to shade the sidewalks and green the streetscape and enhancing pedestrian safety and visual experiences.
- Broadway should still accommodate traffic flows that allow visitors and commuters to drive comfortably and conveniently through River North but at speeds that are consistent with an urban pedestrian environment. To balance the need for traffic capacity with the need for curbside parking, angled parking could be utilized, or parking could be prohibited on the southbound side at morning rush hour and on the northbound side at the afternoon rush.
- New buildings and businesses should face Broadway, with shop-fronts, awnings, and galleries at the ground level to activate the street with pedestrian activity.
- Through coordinated development of the street and the buildings



Left: Street view of the mixed-use scale intended on Broadway

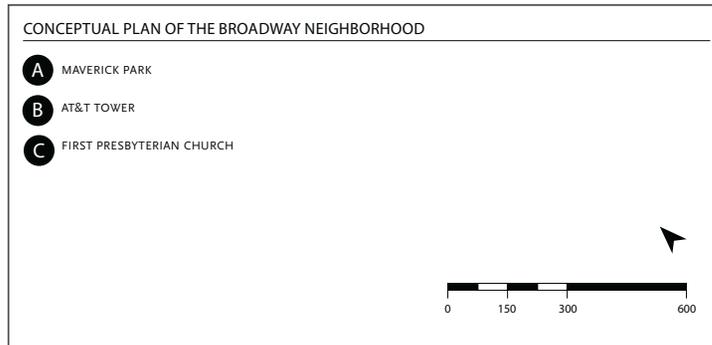


that front it, a strong and unique public space should be created. Wide sidewalks and distinguished buildings with galleries, balconies and upper floor offices and residences should be created from which public festivities can be joined by residents and visitors alike.

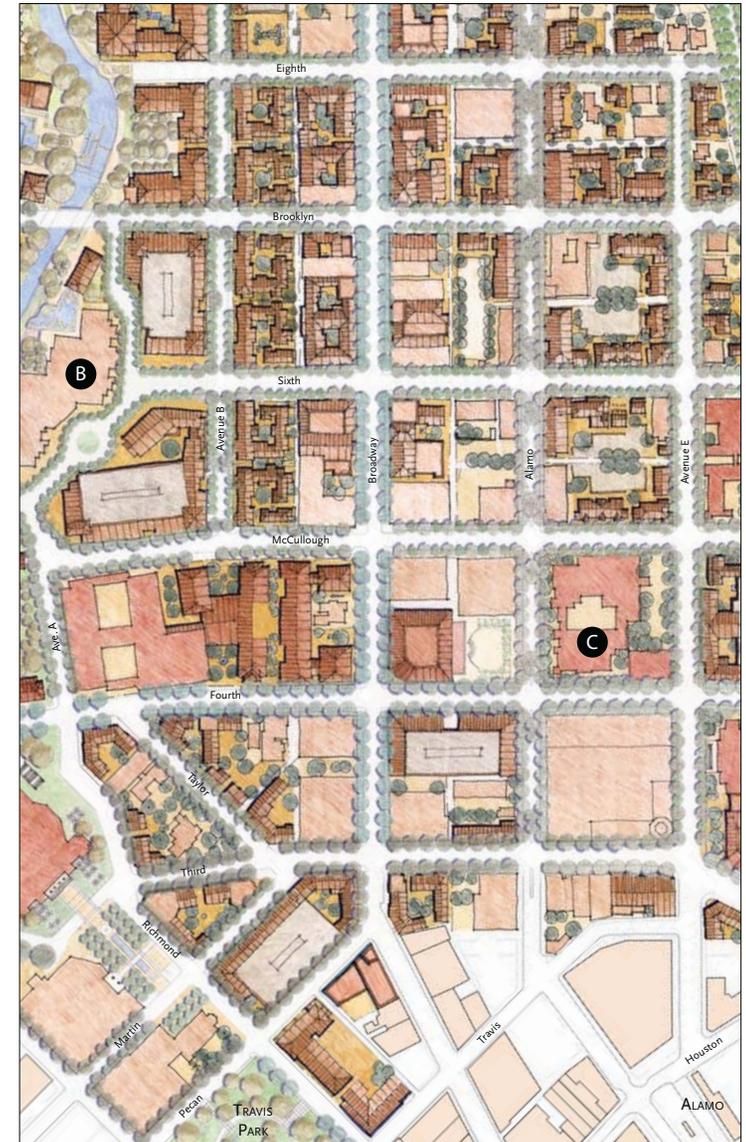
To define and enclose this large central public space of River North, large street trees are specified and mid-to high-rise buildings are encouraged. A conceptual composite drawing of building elevations lining the length of Broadway is shown on the following page, suggesting a continuity of buildings fronting the street, with a variety of heights and architecture. While a significant change in the vertical scale of buildings on Broadway is envisioned, it is important that the horizontal scale reflect the historic lotting scale and rhythm of the street. Existing smaller buildings that remain must not be dwarfed by massive new projects, and disciplining the horizontal dimension of new buildings – if not the lot widths themselves, then the architectural width of each façade, or by stepping back upper floors to achieve maximum building height – is vitally important, as is illustrated by the composite drawing.



Mixed-use building with ground floor retail and flats above



Right: The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



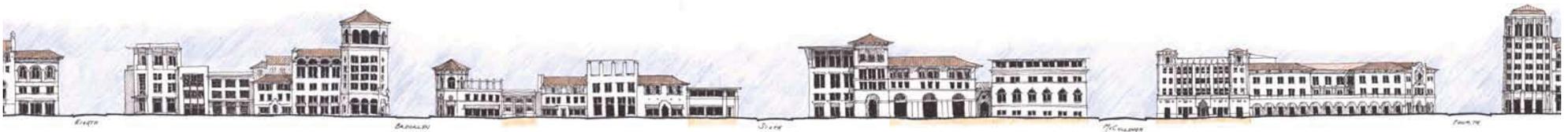
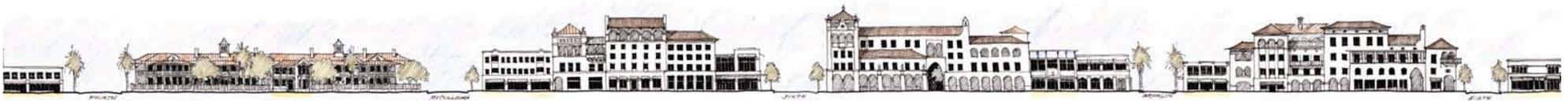
2.1 VISION AND PLAN

2.1.5 BROADWAY NEIGHBORHOOD



Left:
Broadway has many opportunities
for infill development.

Below:
These charrette elevations depict
the scale and character of the
infill development possible in the
Broadway Neighborhood. Mixed-
uses on Broadway include office
commercial, retail, and mixed
housing types.





Left:
A grocery store can serve as
an anchor of a lively mixed-
use neighborhood or district.

Below:
A market and cafe enlivens Broad-
way and provides a neighborhood
grocery in River North, which does
not currently exist.



2.1 VISION AND PLAN

2.1.6 AVENUE B

Avenue B begins and ends within River North and flanks the east edge of the River and, unlike Broadway, carries virtually no through traffic. These two characteristics make Avenue B ideally suited for transformation from a minor industrial street to a low to mid-rise, high density urban residential address. The potential amenity of living on a relatively quiet urban street, one block from new restaurants and service businesses on a transformed Broadway and a half block from the newly improved River, creates unprecedented opportunity and value for urban living.

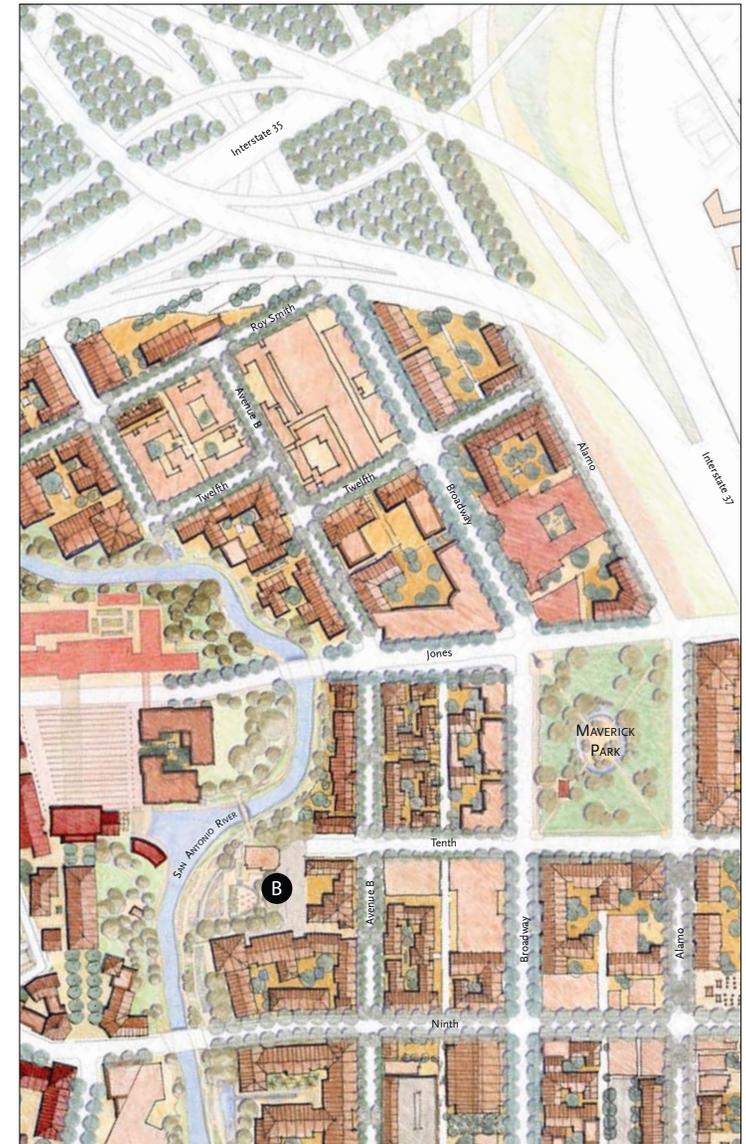
Avenue B currently terminates unceremoniously at an apartment building on Fourth Street. In order to facilitate a unified Master Plan for the historic First Baptist Church, and to enable the development of a new Performing Arts Academy, it is proposed that Avenue B terminate at McCullough Avenue, one block north of Fourth. This would allow the reconfiguration of parcels south of McCullough, and would also allow the construction of a courtyard, plaza and/or church-related civic building that terminates Avenue B at a strong civic landmark.

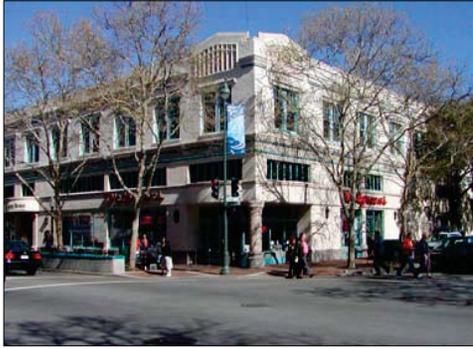
Depending on the outcome of feasibility studies, a Street Trolley route along Avenue B could help ensure that a relatively high density neighborhood is developed. The Street Trolley is a key element of the overall revitalization strategy for River North as a whole, and for Avenue B in particular. It extends one's "walking range", making it both convenient and comfortable to leave one's car parked for many daily errands or the commute downtown to work.

By attracting visitor and resident riders, the trolley not only reduces the vehicular congestion in the streets and the number of expensive and redundant parking spaces needed, it also encourages visitors and residents to patronize businesses within River North. Once a person is in their car, they can just as easily shop in the suburbs as they can in downtown. The Street Trolley can be the life blood of a complete downtown live-work environment, and can help balance the proposed high-intensity residential development and robust small-scale commercial development.



Left: Illustration of a street view showing a Street Trolley, the scale, and character of a street lined by higher density residential buildings

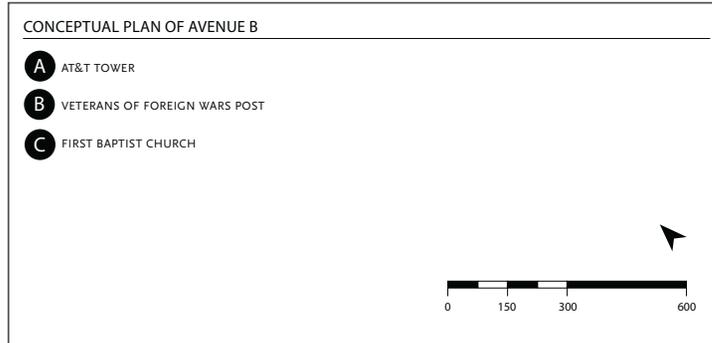




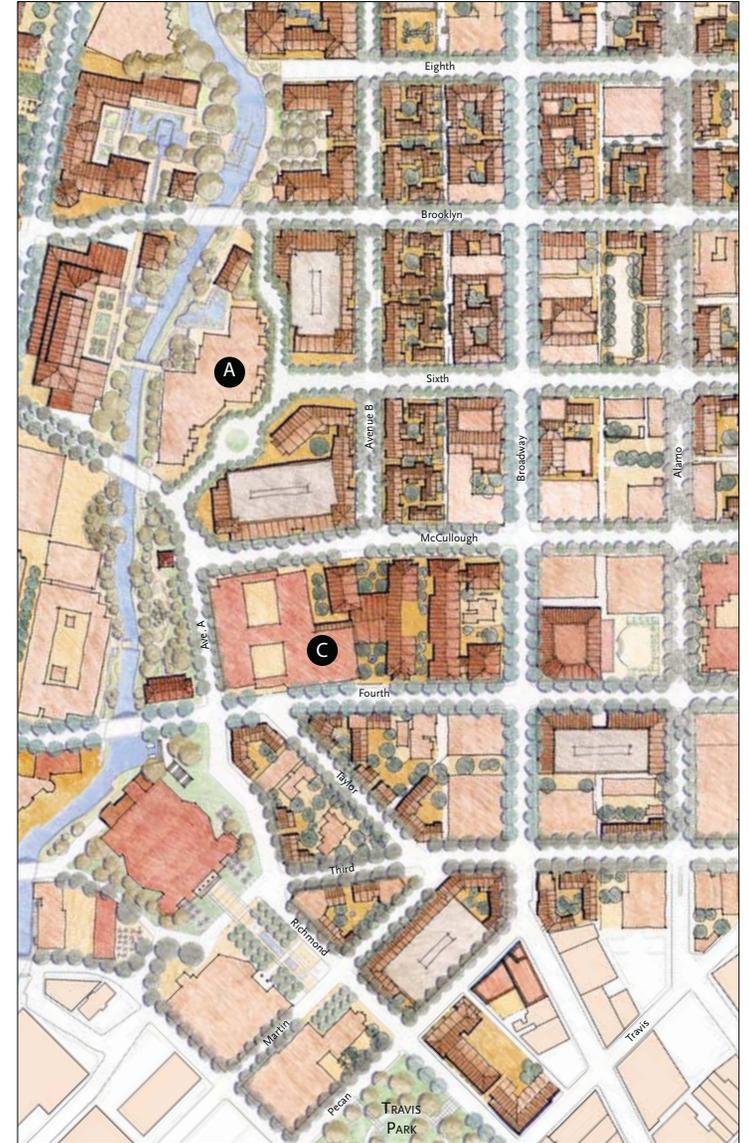
Apartments over stores and offices



Retail street: stores are emphasized with appropriate streetscape



Right: The diagram is and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



2.1 VISION AND PLAN

One of the principle objectives of the Plan is to afford existing and new businesses the opportunity to expand their current facilities in this area and to have the parking necessary for this to happen in parking facilities that are compatible with the residential scale of Avenue B: that is parking distributed among many buildings and lined by residential lofts and flats.

While Avenue B is envisioned principally as a residential address, it is also proposed that certain neighborhood and visitor-serving businesses be located within the ground floors of mixed-use buildings, particularly at street corners or near the River. These businesses would serve –and be supported by – a mix of residents, visitors, office workers, and those who frequent River North from nearby neighborhoods. Thus, a key goal is to facilitate the comings and goings of a large number of people without filling the street up with traffic and parking congestion.

To achieve this goal, a coordinated series of street design and transit improvement actions are defined in this Plan. It would be ideal if the existing sidewalks were widened by several feet. Large street trees are to be planted to help strongly define the public space of the street and to begin to transform the bleak industrial environment into a shaded comfortable space next to the River. Visitor and customer parking is provided along both sides of the street, and off-street parking facilities are located behind or below the buildings, allowing continuous residential or commercial frontages on the street.

Below:
Avenue B currently extends through to Fourth Street



Below:
A proposed First Baptist Church addition could terminate Avenue B at McCullough



Right:
Illustration of a view west
from Sixth Street to the AT&T
headquarters building, with
proposed mixed-use liner
buildings that front Sixth and
Avenue B



Below:
Section view extending from
the RiverWalk through Avenue
B showing a proposed scale of
the street and the courtyard
housing defining it



2.1 VISION AND PLAN

2.1.7 ALAMO CORRIDOR

While much of Broadway and Avenue B are blank canvases on which a new vision of River North can be painted, Alamo Street already has a rich mix of interesting and viable buildings. Because of this, and because Alamo Street is neither on the River nor full of through traffic, a residential neighborhood can be developed here that takes advantage of the existing historic resources and infills existing blocks and lots with appropriate smaller scale buildings.

Because Broadway, and Alamo Street connect River North to the Downtown, they are planned to carry relatively large amounts of traffic, making them potentially important commercial as well as residential addresses. In this area, Broadway itself has relatively few buildings with historic integrity, and therefore provides a great opportunity and location to concentrate the construction of new mixed-use higher intensity buildings. In contrast, within

this segment of the plan area, Alamo Street has a higher proportion of significant older structures. It is therefore envisioned as an area where these buildings are preserved and development is of a more eclectic mix of old and new buildings at a smaller scale that maintains the historic pattern of the area.

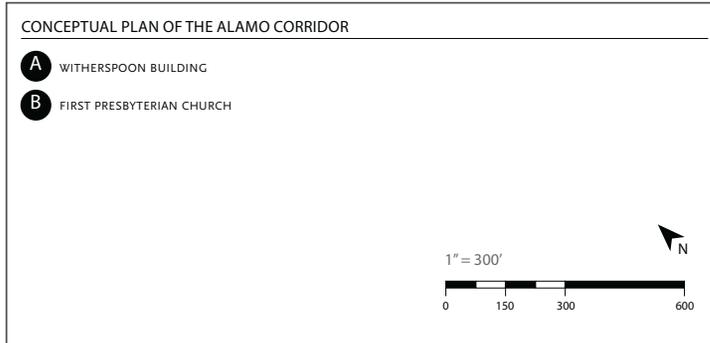
The streetscape is also critical to the function of the Alamo Corridor. To the degree possible, every step must be taken to encourage the redevelopment of this area beyond its current industrial character.

Below:
Illustration of the Witherspoon building with a proposed groundfloor transformation into a retail/office storefront and addition of one level of residential uses

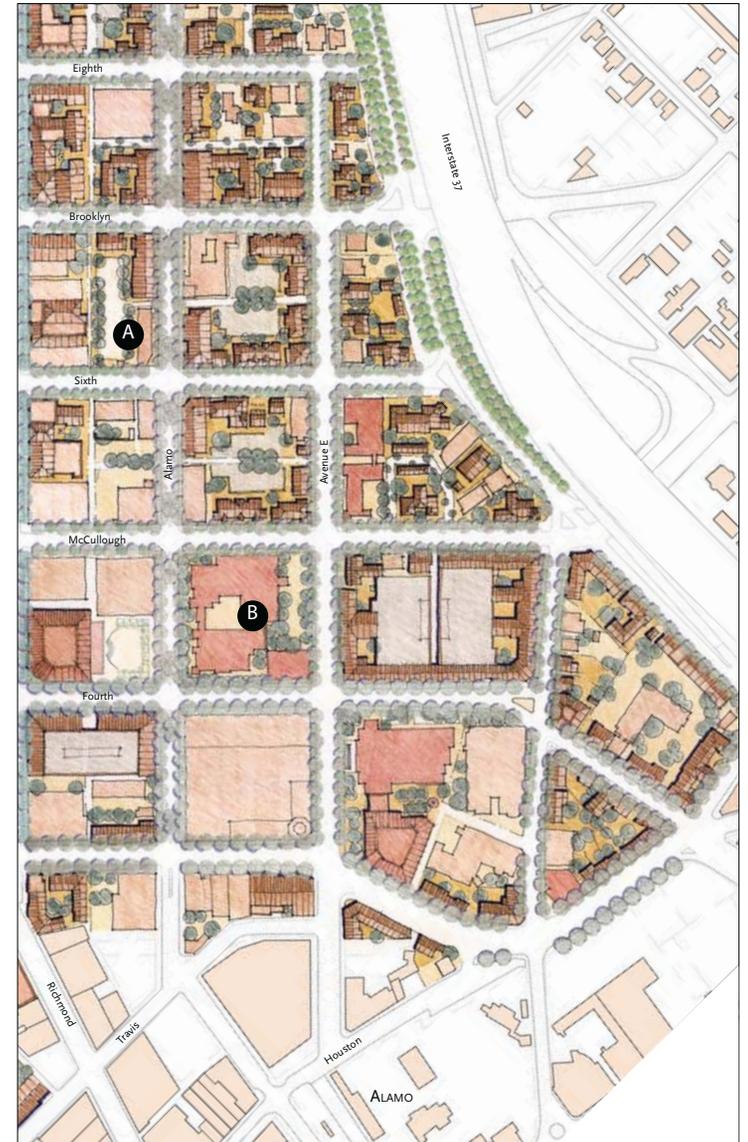




Above:
The historic Witherspoon building on Alamo as it stands today has 8-10 residential units above parking



Right:
The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



2.1 VISION AND PLAN

2.1.8 MAVERICK PARK

Maverick Park is a significant location within River North, negatively affected by being very much exposed to the view and noise of the adjoining Expressway, (I37). It is surprising that such a significant place is so abandoned. The intention of the Plan is to preserve the park itself and to introduce into its center a new formal element that encourages people to gather. A large mixed use building is envisioned against the Expressway on the east side of the park. A major termination of Broadway in the form of a tower development is also envisioned on the south side of the park.

Maverick Park is an important point of inflection coming into and leaving Downtown San Antonio. It is therefore important that the buildings occupying the west side of the park on Jones be configured in their form and landscape to reveal the presence of the San Antonio Museum of Art immediately to the west.

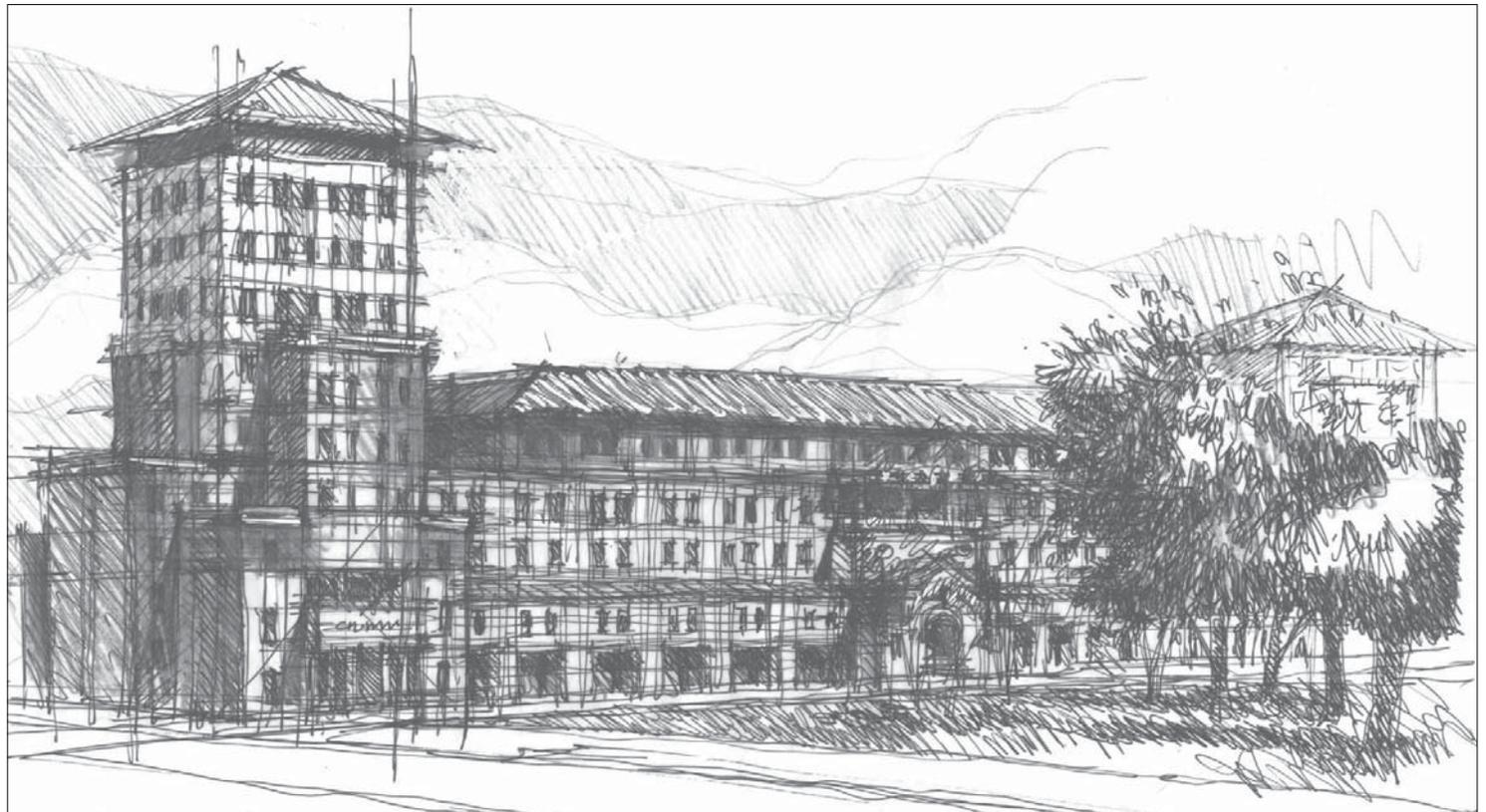
Below:
Multi-story, mixed-use buildings front an urban park in Portland, Oregon with ample on-street parking



Below: Maverick Park viewed from Broadway

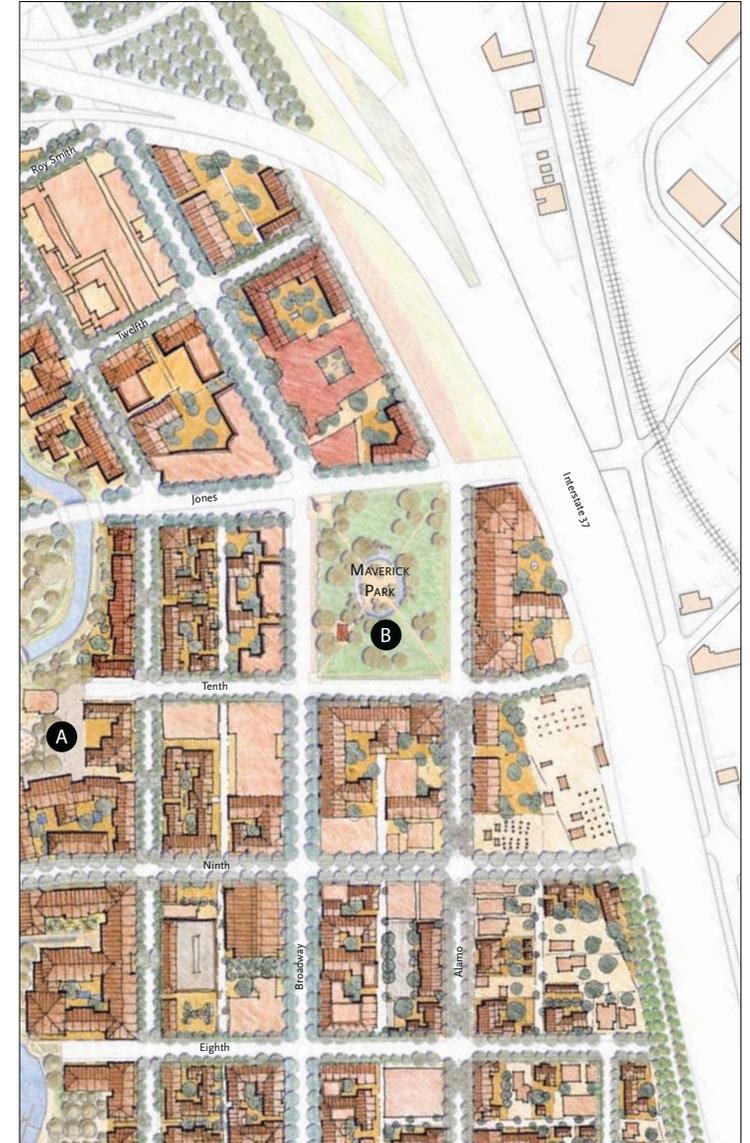
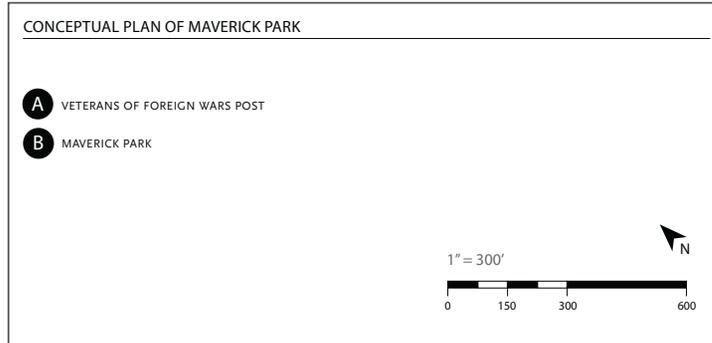


Below:
Illustration of mixed-use residential building with ground floor commercial uses fronting Maverick Park along Alamo





Left: Illustration of possible adaptive reuse of the former Dodge Dealership building on Broadway north of Maverick Park into an elementary school



Right: The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.

2.1 VISION AND PLAN

2.1.9 MADISON SQUARE PARK NEIGHBORHOOD

San Antonio has a rich tradition of public parks surrounded by prominent buildings and significant urban uses. Madison Square Park is no exception. Composed of two adjacent city blocks, it could potentially become the core of a very significant urban neighborhood. Indeed, a number of successful urban mixed use projects have been developed in the area, and the quality of the existing place is evident to the urban housing market in San Antonio.

Madison Square Park Neighborhood has a unique mix of economic drivers. The area includes a wealth of historical assets, particularly large and small single family homes. The area is also made up of a significant cluster of medical services facilities, offices, and a growing number of residential and commercial mixed use developments. Further development of residential, mixed use and commercial functions within the neighborhood should be in character with, and supportive of, the preservation of the existing historic structures and area character. The creation of historic blocks within the neighborhood could support this effort and further guide infill development. Structures of historic value in the neighborhood could be repositioned in a historic block appropriate to its size and character. Such repositioning could support preservation of high to medium integrity residential structures and provide opportunities for the development of areas outside of historic blocks. For example, along highly traversed arterials, low to mid-rise mixed-use buildings could be accommodated without overshadowing the scale of historical resources and the overall character of the neighborhood.

Through the careful accommodation of distinctive and diverse uses, Madison Square Park Neighborhood can become a model for urban neighborhood historic preservation and mixed-use development, as well as a thriving part of River North.

Below:
The recently completed Cadillac Lofts with retail frontage at Madison Square Park



Right:
Illustration view north on Dallas Street along Madison Square Park with multi-story mixed-use buildings



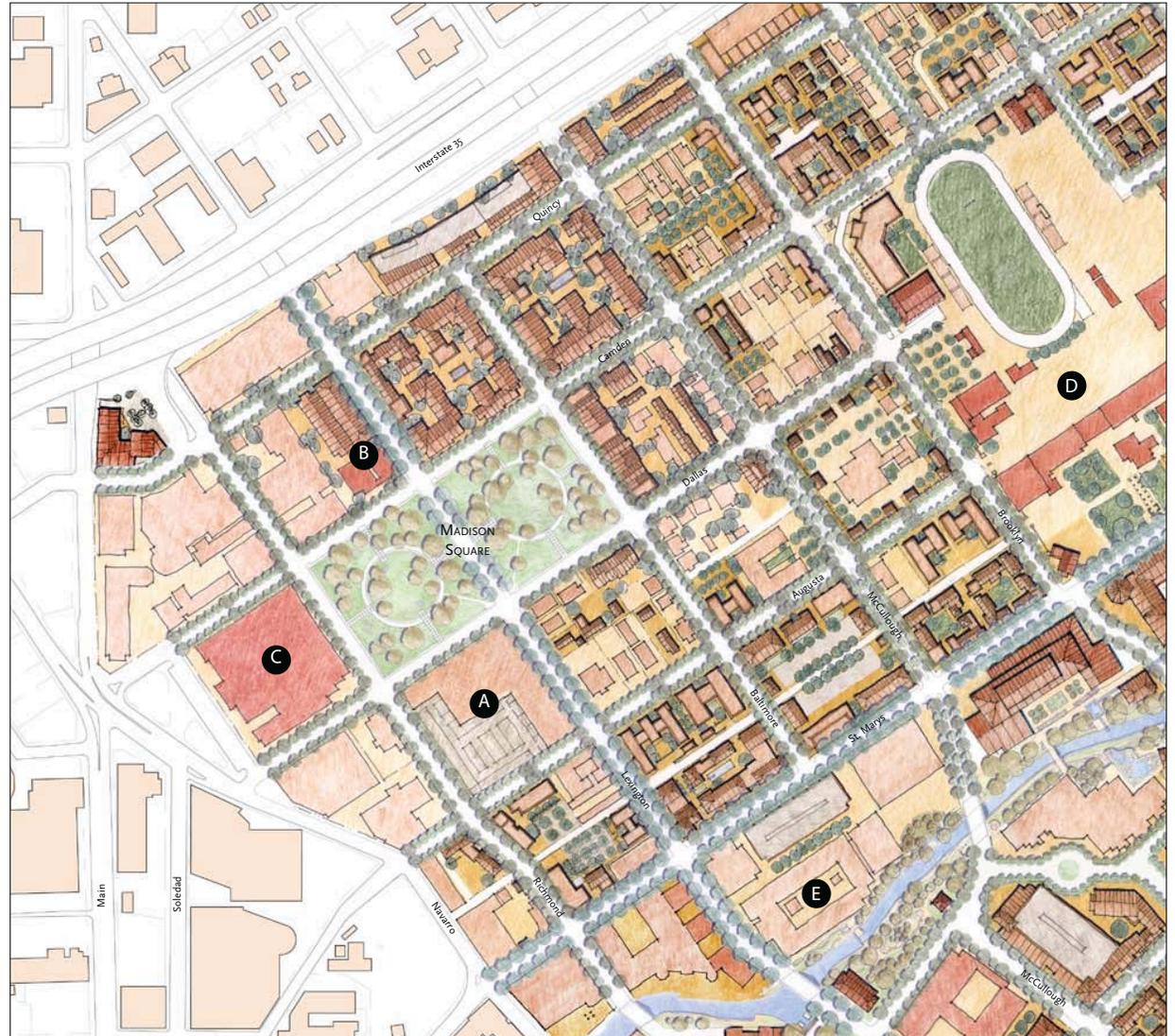
Right:
Illustration of mixed-use buildings fronting Madison Square Park along Baltimore Avenue



Right:
Illustration of mixed-use buildings with south-facing arcade frontages along Camden Street at Madison Square Park

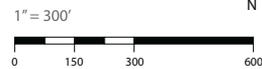


Right: The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of buildings and the uses within, are guided by this Master Plan.



CONCEPTUAL PLAN OF THE MADISON SQUARE PARK NEIGHBORHOOD

- A** CADILLAC LOFTS
- B** MADISON SQUARE PRESBYTERIAN CHURCH
- C** BAPTIST MEDICAL CENTER
- D** PROVIDENCE HIGH SCHOOL
- E** TROPICANA HOTEL



2.1 VISION AND PLAN

2.1.10 CONCEPTUAL MASSING MODELS

River North is a field of complex existing buildings and places and should be developed in a manner that takes advantage of them.

Most importantly, the future development patterns of this part of Downtown San Antonio should be built out in a manner that offers both living options and establishes a diverse architectural and urbanist character.

The most intense development in River North should be directed toward the river itself. Broadway should become a place of significant continuous urban intensity, readable as a corridor of large mixed-use buildings, capable of defining a fabric, not unlike that of great European cities, such as Madrid, Stockholm or Paris.

Avenue B should also be developed as a contiguous and continuous urban street, but with buildings significantly smaller than those on Broadway.

The historic Irish Flats area, centered on Alamo Street, shall be developed on an infill basis, with the scale of new buildings dependent on that of the existing ones.

The west side of River North, west of Saint Mary's is even more sensitive than the Irish Flats area. There, the infill strategy should remain compatible with single family houses.

These models which were developed during the charrette, were used as a tool to investigate the making of an architectural fabric in River North. They also describe the conclusions incorporated into this Plan. The spectrum of choices for buildings and block form should remain diverse and tied to existing conditions. Many building types and intensities should be possible, but they should tend to be gathered together into a common fabric, as opposed to a pattern of random juxtapositions of scale typically practiced in the rest of the Downtown.

Note: The range of building types varies throughout the Plan area according to the placemaking objectives of each area. The actual types and their requirements are to be addressed in a development code to be prepared for this area.



Above:
Example River Corridor
development

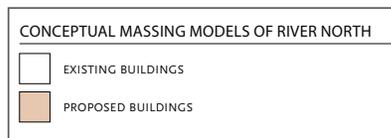
Right:
Example of Infill opportunities
in the Madison Park Square
neighborhood



Right:
The San Antonio Museum of
Art expands south of Jones



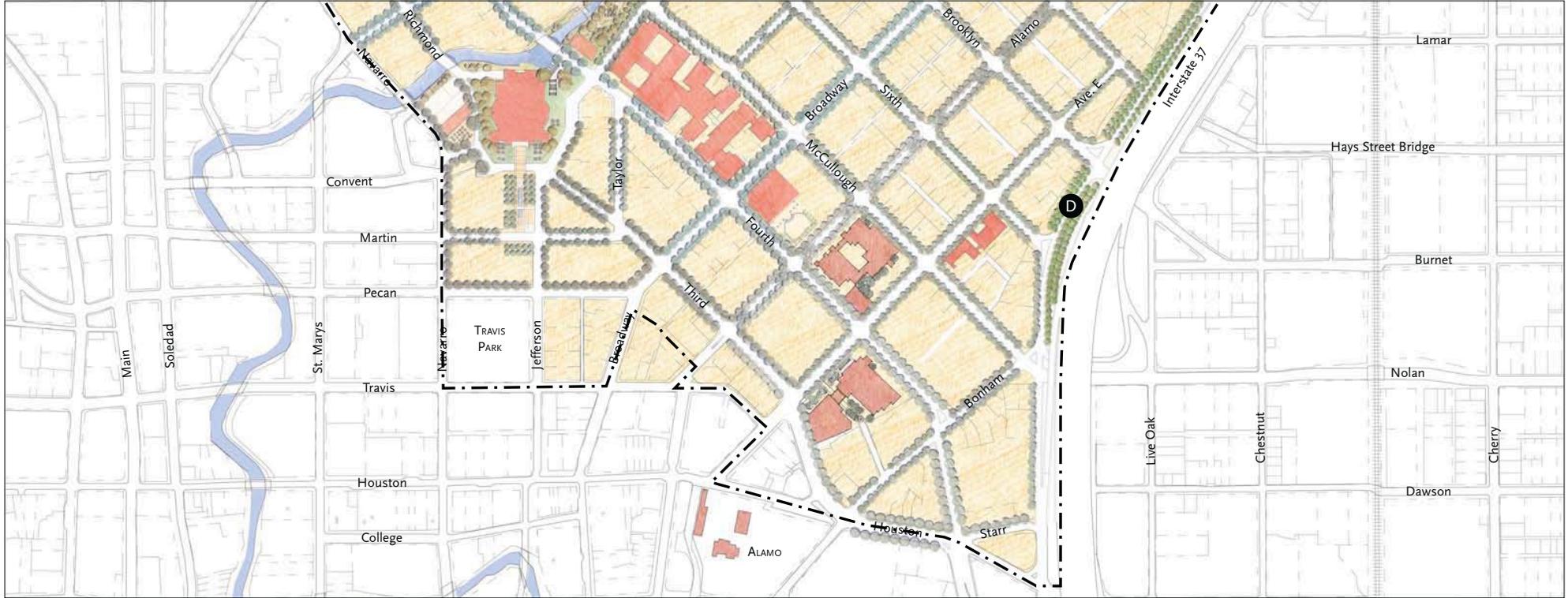
Above:
Example of intense Broadway
Neighborhood infill



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2.2. OPEN SPACE AND STREETScape PLAN



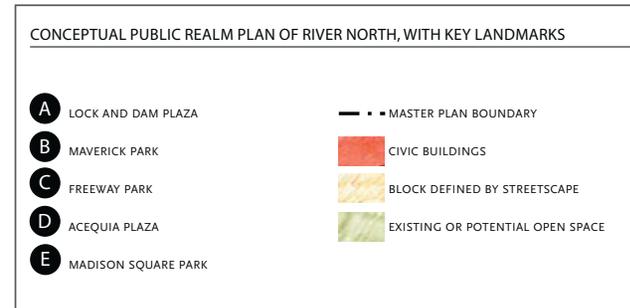


The primary purpose of urbanism is to order the space between buildings into a well-proportioned and eminently habitable public realm. Such a network of space enables public life, supports the continuous use of the ground floor of buildings by various functions, and give cities a unique, distinct character.

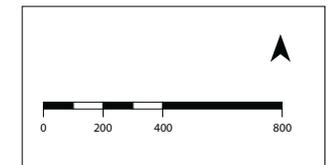
In River North, the San Antonio River has already been designed and is being built as a profoundly important riverfront. The rest of River North, its streets and places, are to be transformed from industrial to primarily residential, the core place anchoring the life of those living and working there. The green and open spaces should enable urban life in the presence of nature.

This section builds upon existing RIO zoning overlay standards by establishing guidelines for the development of an open space network and its landscape for River North. It directs attention to both principles and details that give each place its individual character.

The RIO standards are also incorporated into an overall design that will eventually emerge as a distinct and beloved part of San Antonio.



The diagram is conceptual and shows one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of public spaces and the activities within, are guided by this Master Plan.



2.2. OPEN SPACE AND STREETSCAPE PLAN

2.2.1(A) PLAZAS, SQUARES, GREENS AND PARKS; EXISTING PARKS

The following section presents existing parks and suggestions to enhance their character and utility. Open space typologies that can be used to accomplish the System of Green and Open Spaces concept in the 2.1 Vision section are described in the latter half of the section. The creation of a new public park would require further study to determine feasibility. Additional green and open spaces can be developed as public, semi-public or private areas.

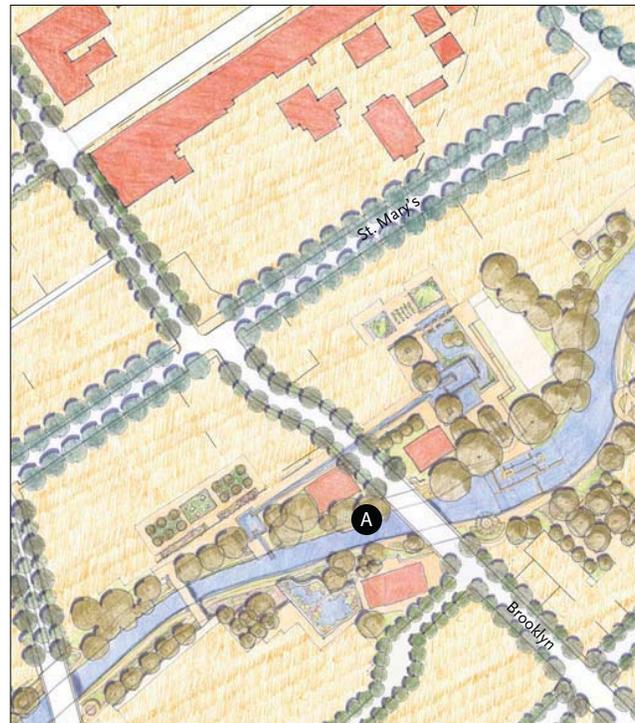
Any water features located in parks, green or open spaces should incorporate low-impact, water recycling techniques.



Lock and Dam Plaza

The lock marks an important topographic moment along the River, as this is when it is raised nine feet, changing pedestrians' experience of the River landscape from a valley separated from the rest of the city to an urban waterway integrated with its adjacent buildings and landscapes. Correspondingly, this "node" responds with a celebration of water and the importance of sustainability.

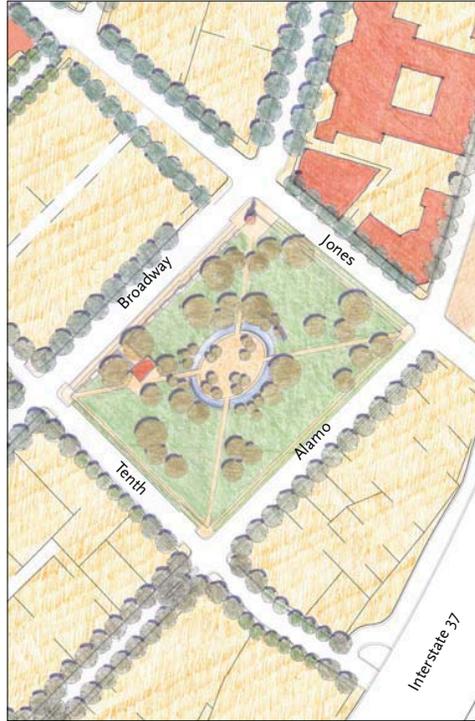
On the south side is a "turning basin" for small, motorized boats that visitors can rent from the kiosk near the Lock. It also contains an overlook that projects over the River, enabling a unique perspective and a special experience of the River.



Pavilion design for sewage recycling

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B **Maverick Park**
 Maverick Park is an important outdoor civic space that is filled with a variety of mature, majestic canopy trees that lend it shade and a strong presence in the neighborhood and along Broadway Ave. Its importance is elevated given the proposed redevelopment along its edges. Therefore, the design proposes enhancing its existing features through two major elements: 1) a Central Fountain and 2) a strengthened Broadway Edge.

The Central Fountain is not an object but a space that encloses an area of the park, marking it as the primary social and activity center of the park. It also reinforces the cross pathways that currently exist in the park, pedestrian walkways that are crucial to maintain given the established roadway and movement pathways. The oval-shaped fountain is made of native stone and contains three distinct spaces: inside, top, and outside. The inside forms a continuous seating bench on which patrons sit and which reinforces the space and its social function. The top holds a continuous fountain and pool punctuated by numerous gurgling fountains. The sound of the jets both interjects ambient sound into the park and also shrouds the freeway on-ramp noise. The outside of the fountain contains another continuous row of seating that allows different views of the park. One section of the fountain outside is very special, transforming into a children's splash fountain. Here, an additional collection of jets shoot outward onto a pavement area, allowing children of all ages to enjoy water play under the existing canopy trees' shade. The splash fountain forms the edge of a new children's play area that adds an additional, needed use to the park. Finally, the fountain contains integrated light standards to encourage evening use and improve neighborhood safety.

The Broadway Edge responds to the importance of this major boulevard and its use as a parade route. The design proposes a row of walls and seating that integrates earth, stone, trees, and street into a distinctively urban edge. Here, parade and everyday seating is built in on two levels and illuminated by light standards in between. The edge is reinforced by a sculptural element at the intersection of Broadway and Jones Avenue, signaling this important confluence and inflecting the turn toward the San Antonio Museum of Art.

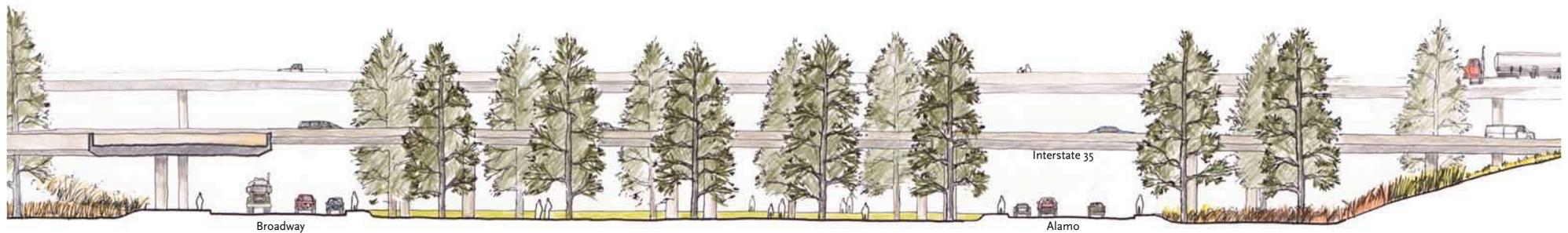


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Above: Maverick Park Section

2.2. OPEN SPACE AND STREETSCAPE PLAN



Example Illustration of Freeway Park Section

C

Freeway Park

The area under the freeway interchange is currently an empty and uninviting space with little use beyond dog walking. However, given its substantial square footage and position as a gateway, it is replete with potential. The design proposes its use as a gateway element that signals drivers' arrival into downtown and into the River North district. The design also proposes activating the space with people through a greater number of uses, including its utilization as an area for families to camp along the Fiesta Parade route. Rather than an empty "no man's land," the space becomes a pleasant park that residents can use and that fosters reinvestment in this part of the city.

A grid of over 300 columnar trees stand as sentinels, announcing drivers' arrival someplace special. Due to the trees' heights rising to and above the raised freeway elevations, drivers drive through an urban forest. The chosen tree species, preferably bald cypress, is upright (not a canopy tree like an oak, for example) and spaced on a 40-50' grid for a number of aesthetic experience and functional performance reasons:

- to ensure that the space below the overpasses is filled with light and not shaded by tree canopy. This will ensure enough light for shrubs, groundcovers, and grasses as well as for people, a particularly critical element in an area where the overpasses are projecting such strong and numerous shadows.
- to avoid conflicts with the Texas Department of Transportation over the issues of limbs extending into traffic lanes or obscuring sight lines. Having trees with 360 degree vision around tightly bunched foliage require almost no maintenance and present minimal visual obstruction.
- to allow for a range of activities to occur, some of which will demand more sunlight than others and more "free" space unencumbered by canopy, however highly limbed.

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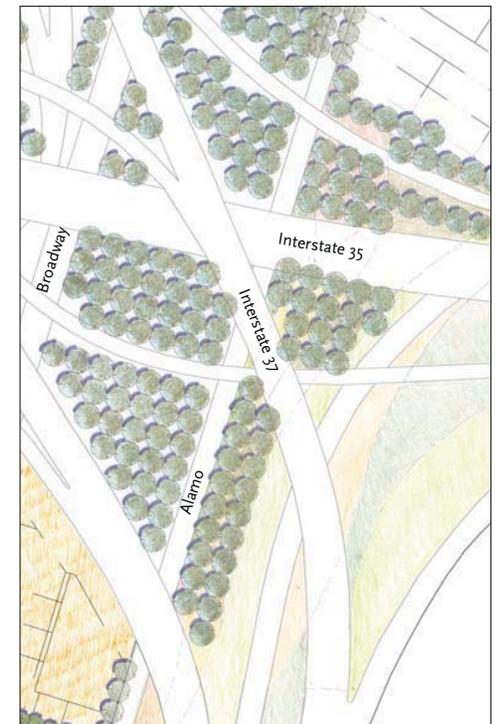


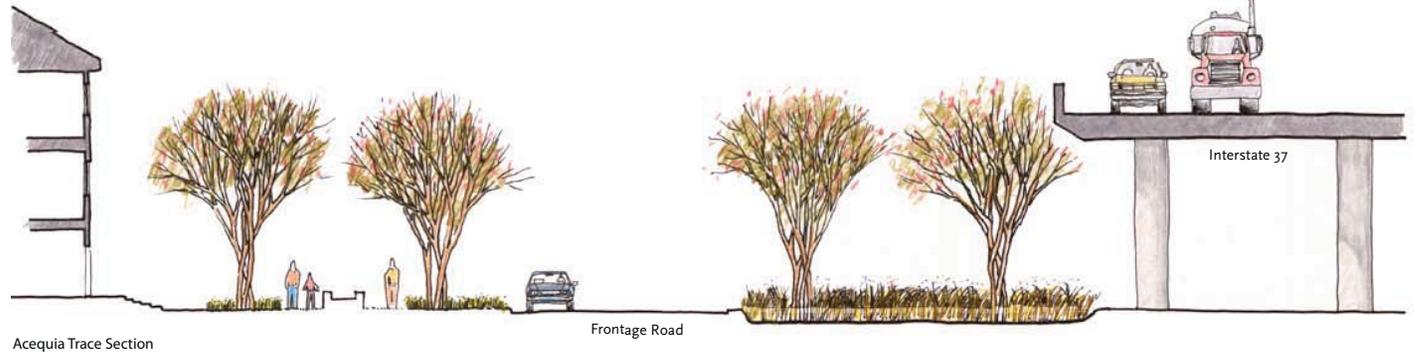
To test the viability of bald cypress in this context, a test plot should be established and monitored. If bald cypress trees are not feasible due to water demands, pollution tolerance, or other factors, then a columnar pin oak is an excellent second choice.

On the ground level, further design development will determine specific areas of hard surface areas, permeable paving surfaces (like gravel), shrub or ornamental tree areas, and seating—all of which should be included to make the space a passive recreation park.

Freeway Park is not only an additional landscape amenity to the others. It also does "work" for the city. The design proposes the area's regrading and transformation into a stormwater management facility, though unlike most others because it will not appear to be anything other than a park. This is accomplished by thoughtfully regrading the land into a series of shallow depressions that delineate distinctive yet coordinated spaces within the park. Within these spaces/depressions, stormwater is held and then allowed to infiltrate the ground, a process that naturally cleanses the stormwater as well as replenish the groundwater. Plantings within the depressions contribute additional cleansing functions by uptaking the water through its roots and metabolizing it. The design proposes various plantings of native ornamental grasses and shrubs within the spaces to add variety for park users.

The gateway experience is completed by a series of "swoosh" plantings along the freeway ramps and embankments. An orchestration of grasses of various colors and heights transform tidy but also bland slopes into a dynamic medley of patterns whose scale and movement matches that of fast-paced traffic. The grasses are all low to prevent interference with vehicle visibility.





Acequia Trace Section

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D Acequia Plaza

Tragically, San Antonio's original acequias—elements vital to its establishment and prosperity—have been obliterated in the name of “progress.” Fortunately, Elm Street closely traces the course of one of those acequias. The Master Plan proposes revival of the memory of these important water-courses through a built landscape along the eastern edge of new construction. Three elements are the “constants” of this interpretive landscape: 1) a linear plaza that fills the Elm Street edge from back of curb to building face; 2) an allée of crape myrtles (which are reported to have lined at least one of the acequias) which provide shade and ornamental interest; and 3) a stormwater biofiltration garden on the eastern side of the street that naturally treats stormwater and is filled with shrubs and/or grasses.

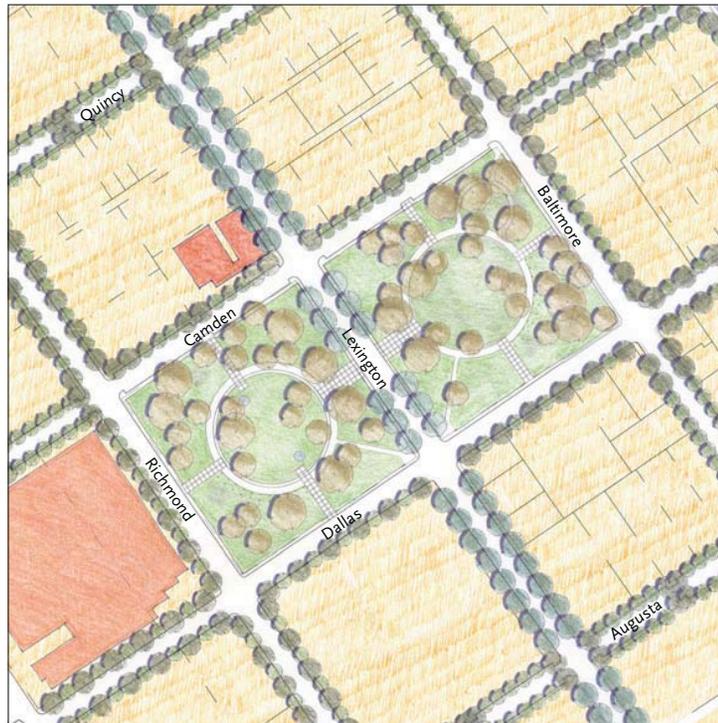
The primary commemorative structure, a “construction” that recalls the acequia form, is not a “designed” feature of the Master Plan or an element envisioned by a landscape architect or architect. Rather, the Master Plan imagines that the acequia feature is a community-sponsored design that depends on the wonderfully quirky sensibility of the San Antonio art community to imagine a form—or many forms—that this feature may take.

2.2. OPEN SPACE AND STREETSCAPE PLAN



Above:
A view of
Madison Square
Park

E Madison Square Park
The existing twin parks encompass two full blocks within the northwest quadrant of the River North study area. The parks are filled with informal tree plantings and loosely structured meandering walkways that bisect the lawn areas in these largely passive parks. The northern edge borders mostly on low density uses and the southern edge borders a medical facility and stacked housing. The parks appear to be under utilized by both the current housing users and the adjacent medical facility. The design envisions the southern edge returning to a structured park that is activated by users of the medical facility and adjacent housing. A covered seating area activated by food services develops a possible food establishment on the “green” adjacent to the medical facility. The center of the park envisions a fenced dog park encompassed by a circular walk and vine covered arbors with seating for viewing and interaction. Both the dog run area and the seating for the dining area are in close proximity to establish interactions among the various users. The northern edge would be a mirror image of walkways and arbors but the central circle would remain passive. The far northern area of this park envisions shaded seating and tot lots as the housing densities begin to develop. A formal walkway with sentry-like light standards links the two parks to and across Lexington reinforcing the connection to each park and to the urban fabric. The remaining perimeter would remain in its passive state for informal uses such as jogging, walking, catch, etc.



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Right:
An urban park
in Portland,
Oregon
provides a
variety of
amenities for
visitors of all
ages



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2.2. OPEN SPACE AND STREETSCAPE PLAN

2.2.1(B) PLAZAS, SQUARES, GREENS AND PARKS; TYPOLOGIES

The following park types have been adopted by the San Antonio City Council in May 2006 as part of the San Antonio Parks and Recreation Department System Strategic Plan. They are available for use in the River North District.

NEIGHBORHOOD PARK: Neighborhood parks are the basic unit of a park system, and are recreational and social centers for those living in the nearby service area. Neighborhood parks are not intended to be used for programmed activities that attract city-wide users and that could result in overuse, noise, parking problems and congestion. It is important for these parks to be easily accessible from throughout the neighborhood area. Playgrounds are usually a high priority. A typical neighborhood park ranges from 3 to 10 acres.

COMMUNITY PARK: A community park meets the recreational needs of several neighborhoods and may also preserve unique landscapes and open spaces. These parks accommodate group activities and recreational facilities that are not provided in neighborhood parks. Community park sites should be accessible by arterial and collector streets. A typical community park ranges from 10 to 50 acres.

LARGE URBAN PARK: Large urban parks supplement neighborhood and community parks, serving broader community-based recreation needs in addition to those addressed by neighborhood and community parks. These parks may include large areas of undeveloped land with natural vegetation and/or water features. Park location is determined by the size, quality, and suitability of available sites. A typical large urban park is over 50 acres.

GREENWAY: Greenways are linear features that emphasize harmony with the natural environment. Their purpose is to allow safe, uninterrupted pedestrian movement along both natural and/or man-made corridors. They will often follow suitable natural features such as rivers and creeks, but may also follow man-made corridors including revitalized waterways, drainage ways, utility easements and abandoned railroad beds. Greenways may connect neighborhood and/or natural landscape features and provide non-motorized transportation routes as well as recreation opportunities. Minimal infrastructure may include access, parking, signage and security lighting as appropriate. A typical greenway is at least 200 feet long.

NATURAL AREA: Natural areas are park sites established for the protection and stewardship of outstanding natural attributes of local, regional, statewide and national significance. Natural areas are intended to be used in a sustainable manner for scientific research, education, aesthetic, enjoyment and appropriate public use not detrimental to the primary purpose. Minimal infrastructure may include access, parking, signage and security lighting as appropriate. Size is determined by the natural environment to be protected.

HISTORIC RESOURCE: Historic Resources are sites, structures, buildings, and individual park items or features set aside to preserve and enhance their historic, cultural and archaeological significance.

The following additional green and open space types are currently not identified as park types in the Parks and Recreation System Strategic Plan but may be developed and managed by other public agencies and/or private ownership.

POCKET PARK: A small open space less than ½ acre interspersed within residential areas. The landscaping should include natural vegetation, lawns, trees, paths. Playground equipment and shelter may also be included.

COURTYARD: A private, semi-private, or public open, unobstructed green space, other than a front-, side-, or rear-yard, on the same lot as a building or a group of related buildings.

GREEN: An open space, available for unstructured recreation. A green may be spatially defined by landscaping rather than building frontages. Its landscape should consist of vegetation and trees, naturalistically disposed. A typical green ranges from ½ to 8 acres.

SQUARE: An open space, available for unobstructed recreation and civic purposes. A square is spatially defined by building frontages. Its landscape should consist of paths, lawns and trees. Squares should be located at major intersections. A typical square ranges from ½ to 5 acres.

PLAZA: An open space, available for civic purposes and commercial activities. A plaza should be spatially defined by building frontages. Its landscape should consist primarily of pavement, trees are optional. Plazas should be located at the intersection of major thoroughfares and may be linear following the trajectories of the built environment. A typical plaza ranges from ½ to 2 acres.

YARD: A frontage wherein the facade of the building is set back substantially from the principal frontage line. The front yard remains unfenced and a deep setback can provide a buffer from a highly traveled right-of-way (vehicular, bicycle and pedestrian traffic).

PASEO: A public walk or pedestrian boulevard along a linear passageway with edgeway landscaping and frequent street furniture.

COMMUNITY GARDEN: A small patch of land where area residents can either cooperatively cultivate a garden or rent a personal space to cultivate a garden.



Above: Travis Park in Downtown San Antonio is an example of a community park



Above: This playground located in Historic Gardens Neighborhood is a picture of a pocket park

Left: The South Presa Community Garden is supported by Green Spaces Alliance and an example of both a Community Garden and a semi-private green space



Friedrich Wilderness Park - a Natural Area in San Antonio

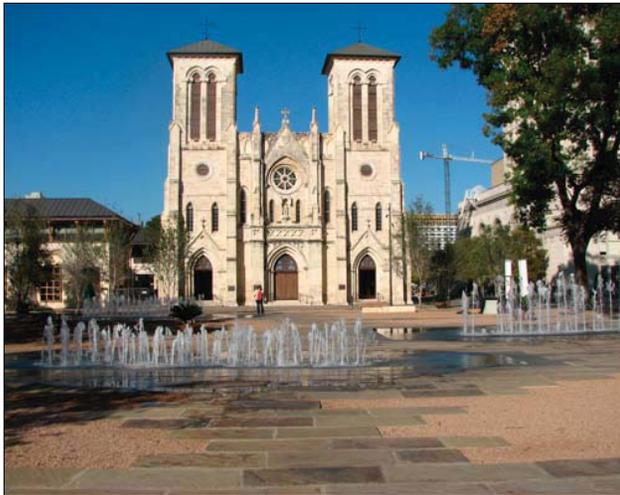


Hemisfair Park - A large Urban Park in Downtown



Mission Trail - a Greenway located in San Antonio

Bottom Left: Main Plaza in the San Antonio city center
Bottom Middle: Crockett Park - a Neighborhood Park in Tobin Hill
Bottom Right: The San Fernando Courtyard as a semi-private space



2.2. OPEN SPACE AND STREETSCAPE PLAN

2.2.2 STREET TREES AND STREETSCAPES

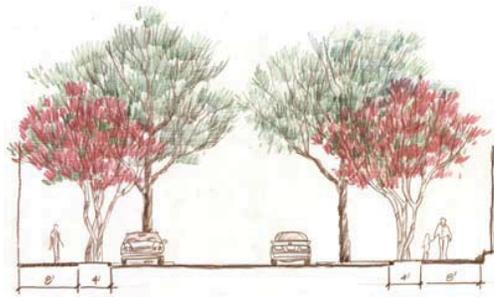
Street trees are one of the most prominent design elements capable of linking together diverse uses and architectural types within an entire city. The quality of spatial coherence and order, which comes from repetition and ordered spacing of trees, is the ability of this organization to define a sense of place. The reinforcement of the street grid with patterned rows of liked species of trees on both sides of the streets achieves continuity of pedestrian and vehicular zones, improves scale, reduces vehicular speed, reduces “heat island” effects and achieves a greater aesthetic integrity for both the pedestrian and vehicular experiences. Yet these important principals of spatial order and coherence must be balanced with the need for species diversity within the street tree system. Balancing spatial coherence and organization with diversity for the health of the urban forest can be accomplished in regional and local block contexts.

The River North Street Tree Plan uses the regional context where the diversity of species can be set to the arrangement of the street grid. Tree selections are set to the scale and prominence of each individual street, setting up a network of diverse plantings at regional level. Additionally the strategy at block level diversification has been achieved by highly structured patterns of alternating species or rows of liked species trees on both sides of the street interrupted by a common differing species at the intersections and mid-block bulb outs.

Goals of River North Street Tree Program:

- Balance spatial coherence with species diversity
- Develop a sense of community and place for the River North District
- Reinforce the traffic calming criteria by providing enclosure of tree canopies and a pleasant division from the vehicular movement.
- Encourage pedestrian friendly streets through shaded and safe streets
- Encourage use of large canopy trees for improved visibility and canopy effect
- Encourage deciduous tree plantings because of their ability to adjust to seasonal light and temperatures.
- Plant street trees no further than 30 feet apart
- Provide at least 4 feet of prepared topsoil depth and 200 cubic feet of prepared topsoil at 80-85% compaction for trees in narrow right of ways and 500 cubic feet for reconstructed streets with broad right ways and walkways

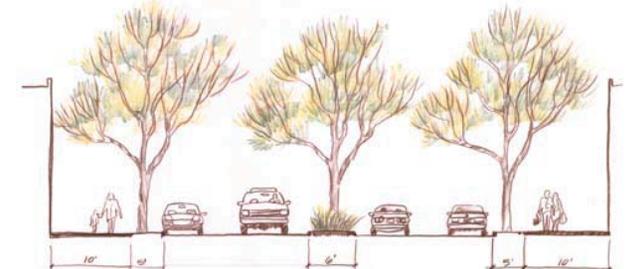
What follows is a street tree plan for River North and an outline of street tree types that are chosen for their individual formal qualities, but also for their ability to express the hierarchy of thoroughfares in River North from rural local-serving streets to regional boulevards.



Avenue B Streetscape

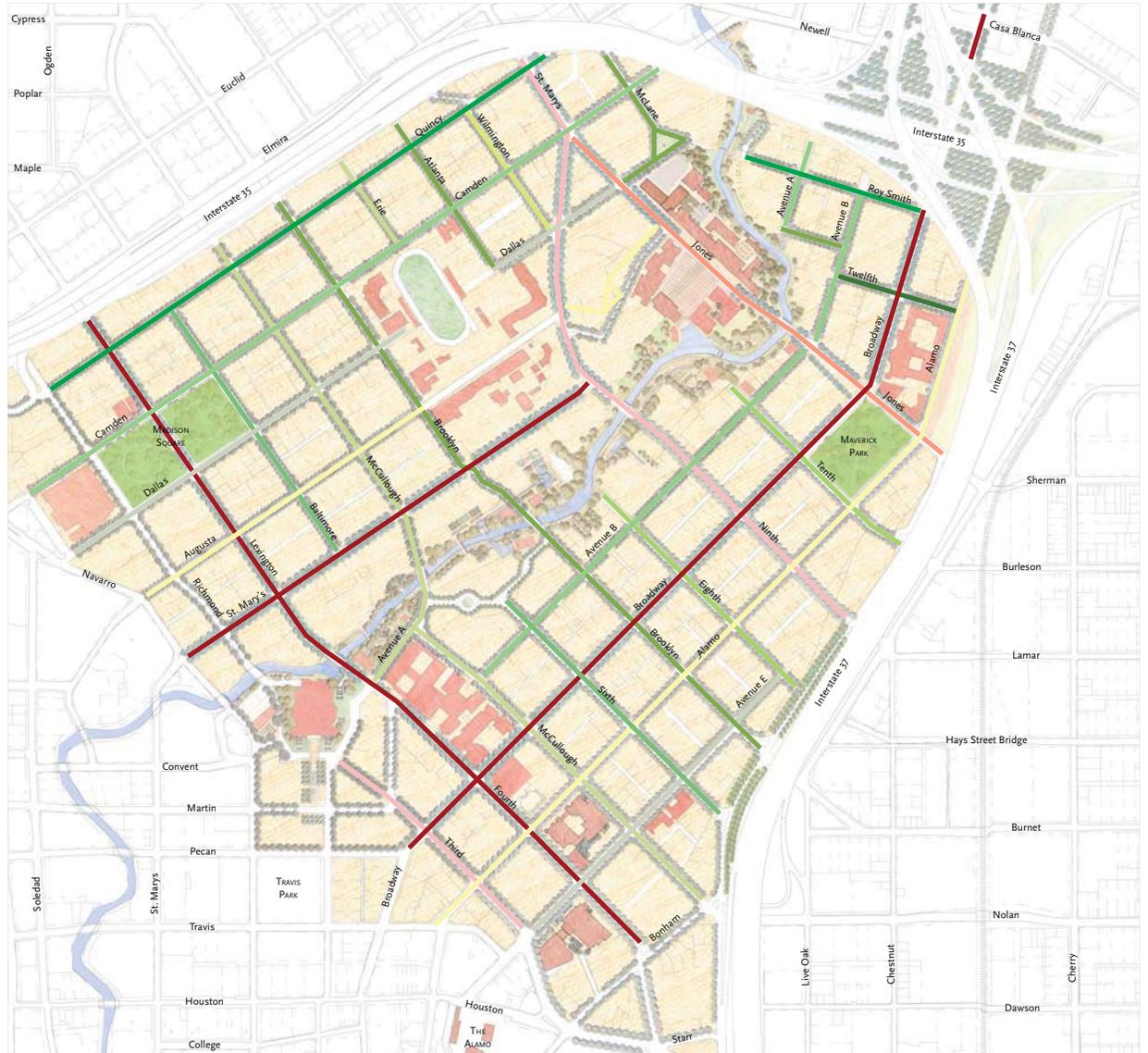


Broadway Streetscape



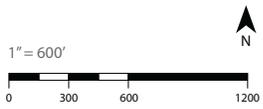
Alamo Streetscape

The diagrams are conceptual and show one of several ways how this particular area of the plan can be realized. Ultimately, the actual configuration of new blocks and streets, the location and design of public spaces and the activities within, are guided by this Master Plan.



STREET TREE PLAN

Key	Street	Botanical Name
Yellow	Alamo	Sapindus Drumondii - Western Soapberry
Light Green	Avenue B	Lagerstroemia Indica - Crape Myrtle _ Maclura Pomifera - Osage - Orange
Light Green	Avenue E	Cercis Canadensis - Texas Redbud _ Quercus Lacey - Lacey Oak
Light Green	Baltimore	Acacia Farnesiana - Acacia _ Prosopis Glandulosa - Mesquite
Light Green	Brooklyn	Viburnum Rufidulum - Rusty Blackhaw _ Platanus Mexicana - Mexican Sycamore
Light Green	Broadway	Ulmus Crassifolia - Cedar Elm
Light Green	Augusta	Lagerstroemia Indica - Crape Myrtle _ Quercus Muhlenbergii - Chinquapin
Light Green	Camden	Viburnum Rufidulum - Rusty Blackhaw _ Sapindus Drumondii - Western Soapberry
Light Green	E. Quincy	Crataegus Mollis - Hawthorn _ Quercus Muhlenbergii - Chinquapin
Light Green	Eighth	Chilopsis Linearis - Desert Willow
Light Green	4th / Lexington	Quercus Muhlenbergii - Chinquapin
Light Green	Third	Ulmus Crassifolia - Cedar Elm
Light Green	Jones	Ulmus Crassifolia - Cedar Elm
Light Green	McCullough	Lagerstroemia Indica - Crape Myrtle _ Sapindus Drumondii - Western Soapberry
Light Green	Atlanta	Crataegus Mollis - Hawthorn _ Quercus Lacey - Lacey Oak
Light Green	Dallas	Viburnum Rufidulum - Rusty Blackhaw _ Quercus Lacey - Lacey Oak
Light Green	Ninth / St. Mary's	Platanus Mexicana - Mexican Sycamore
Light Green	Roy Smith	Parkinsoniana Texana - Palo Verde _ Prosopis Glandulosa - Mesquite
Light Green	St. Mary's	Ulmus Crassifolia - Cedar Elm
Light Green	Tenth	Prunus Mexicana - Texas Redbud _ Maclura Pomifera - Osage - Orange
Light Green	Twelfth	Viburnum Rufidulum - Rusty Blackhaw _ Fraxinus Velutina - Ash
Light Green	Wilmington	Prunus Mexicana - Texas Redbud _ Sapindus Drumondii - Western Soapberry
Light Green	Erie	Chilopsis Linearis - Desert Willow _ Quercus Muhlenbergii - Chinquapin



2.2. OPEN SPACE AND STREETSCAPE PLAN

2.2.2 STREET TREES AND STREETSCAPES



Western Soapberry

Sapindus Drumondii

A deciduous North American native, Western Soapberry grows in full sun or partial shade on a wide variety of soils. The crown is much denser in full-day sun. The tree is suited for more extensive use in urban landscapes. Trees are long lived growing to 40' tall with a spread of 35'. Rounded and vase shaped form.



Mexican Plum

Prunus Mexicana

Beautiful single trunked spring flowering tree. Grows in deep rich soils of river bottoms, open woods and well drained prairies. Early spring, clouds of white fragrant flowers to 1". Dark red, purple fruit late in fall. Does not sucker. Relatively drought resistant. Does not form thickets that some plums do. Can have brilliant yellow fall color.



Palo Verde

Parkinsoniana Texana

Upright to slightly weeping drought tolerant tree to 30' tall and wide. Will grow moderately fast with monthly irrigation. Trees bloom profusely in spring with clusters of golden-yellow blossoms.



Texas Redbud (*Texensis*)

Cercis Canadensis

This small to 25-30', deciduous tree with a rounded head is covered with small flowers of a rose pink color in the spring before the appearance of heart-shaped leaves.



Hawthorn

Crataegus Mollis

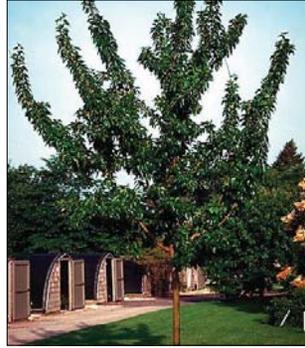
When lower branches are removed, this tough tree can be used as a street or parking lot tree where overhead space is limited. Grows well in tree pits and other confined soil spaces. Trees tolerate about any soil except one kept constantly wet. This Deciduous tree grows 25' tall with an equal spread giving it an oval to pyramidal form.



Rusty Blackhaw

Viburnum Rufidulum

A small deciduous tree to 25 feet within the habitat range of west Texas. The plant prefers light (sandy), medium (loamy) and heavy (clay) soils. The plant prefers acid, neutral and basic (alkaline) soils. It can grow in semi-shade (light woodland) or no shade. It requires moist soil.



Osage/Orange

Maclura Pomifera

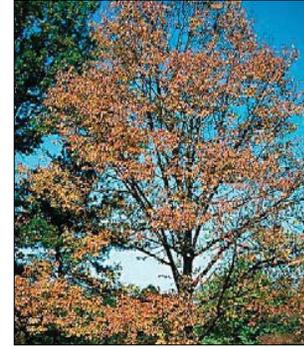
Osage-Orange grows best in full sun on well-drained soil with about any pH. Cultivars such as 'Wichita' have few thorns. Others like 'Supreme', 'FanD'Arc', 'Park' and 'Whiteshield', vase-shaped, 30-50 feet tall have more than 'Wichita' but far less than the species. This plant tolerates drought, flooding and some salt. This plant will grow in very dry to wet or submerged soil. Suitable soil is well-drained/loamy, sandy or clay.



Cedar Elm

Ulmus Crassifolia

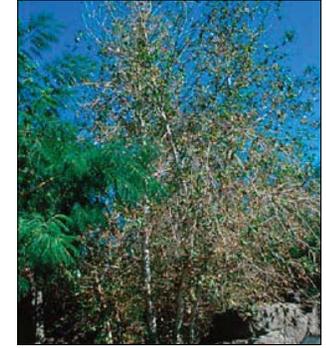
Most widespread native elm in Texas grows to 60-100 ft. Tough, adaptable shade tree, excellent drought tolerance, beautiful golden yellow fall color. Leaves small, rough, glossy green in spring. Can stand heavy poorly drained clay soils and moderate compaction. Somewhat susceptible to Dutch Elm Disease but less so than americana or alata.



Chinquapin

Quercus Muhlenbergii

Large green leaves give a lush appearance. Fall color orange to bronze. A west Texas native it is extremely cold hardy. Can grow to mature size of 90' tall by 40' wide, tends to stay smaller in low desert. Leaves distinctive saw tooth rich green. Native well drained bottomland soils & limestone hills near water but adaptable. Not troubled by diseases/pests. Open rounded crown with age. Alkaline soil tolerant.

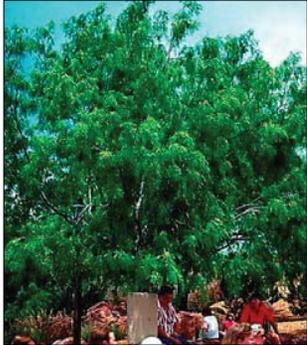


Mexican Sycamore

Platanus Mexicana

Mexican Sycamore is a moderately fast growing, upright shade tree to about 60' tall by 40' wide. Leaves are very broad, and slightly lobed, changing yellow or orange in the fall. Flowers are inconspicuous. Does well in alkaline soils, as long as drainage is adequate. Full sun, or can handle partial shade.

2.2. OPEN SPACE AND STREETSCAPE PLAN



Mesquite

Prosopis Glandulosa

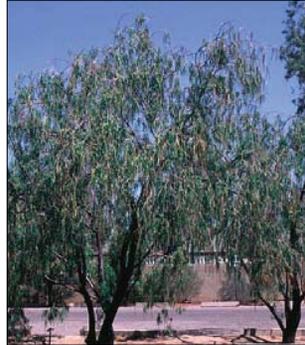
A deciduous thornless selection of Texas honey mesquite growing to 30' by 35' wide with a spreading form. A reliable hardy mesquite tolerating temps down to at least 5. Leaves bright green with widely spaced leaflets. Perfect street tree, light dappled shade. Smooth gray bark a wonderful contrast to green foliage.



Ash

Fraxinus Velutina

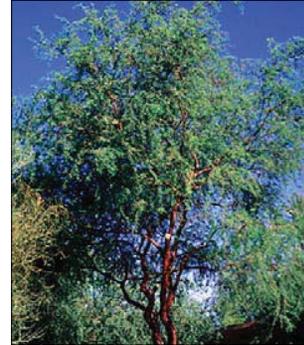
This rounded tree will grow 30-50' tall and has glossy, bright green leaves that turn yellow and gold in the fall. The leaves are soft and velvety, and the trunk is slender and gray. Cold hardy to about -10 degrees F. this tree is shallow rooted, deep waterings are essential for deeper rootings.



Desert Willow

Chilopsis Linearis

This drought tolerant willow is open and airy as a small tree, and with age develops shaggy bark and twisting trunks. The flowers of the tree appear in spring and through the fall while the leaves will drop early. Pruning this 25' tree can make it very attractive. Needs good drainage and is a moderately fast grower.



Huisache

Acacia Farnesiana

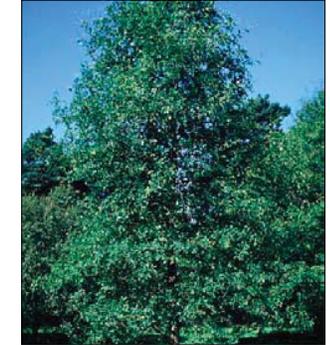
Semi-evergreen tree has a soft texture as a result of its finely divided leaves. Bright yellow flowers have a light, sweet fragrance. Bloom is heaviest in the spring and may continue intermittently throughout summer and fall. Soil tolerant even poorly drained.



Crape Myrtle

Lagerstroemia Indica

A deciduous tree that can grow 25 ft. tall and 20 ft. wide. The new leaves of this species are 2" long, bright green, and tinged with bronze. Its fall color is affected by the weather. While it has a bare outline, its rounded seed capsules add interest. Its delicate flowers bloom in 6-12" long clusters. The colors of its flowers are shades of red, rose, pink, purple, and white. It thrives on heat, and new cultivars have been created that resist mildew.



Lacey Oak

Quercus Laceyi

The tree's habit is similar to that of the Live Oak but the canopy cover is a distinct blue green. It is an attractive small to medium sized tree to 35 feet whose leaves are peach-colored when they emerge in the spring, then turn a dusky-blue to blue-gray in the summer. It is extremely drought tolerant. Lacey Oaks do prefer sites with good drainage and should not be over-fertilized.

2.2.3 ENVIRONMENTAL STEWARDSHIP

Stormwater Strategies

Currently, the primary stormwater management element is the City's collection of streets, which channel stormwater toward the available swales, creeks, and rivers. The results can be flooding and the environmental degradation of the City's ecosystems, particularly the San Antonio River. The problem is exacerbated by the management of individual sites that are not governed by a comprehensive system and the lack of accurate and complete location data on stormwater management facilities and elements.

This Master Plan recommends that the River North project be a positive and catalytic force in rectifying this situation by using two concepts to frame the stormwater management strategies of River North. First, all new development should support a coordinated and comprehensive stormwater management system and strategy for the district. Second, all new development should utilize the stormwater management practices (BMPs) that accomplish a number of goals:

Minimize piping and other constructed, underground infrastructure

- Eliminate unsightly and stormwater detention facilities that may be acceptable in suburban locations but are inappropriate for urban areas
- Protect the natural systems of the San Antonio River (into which all district stormwater flows).

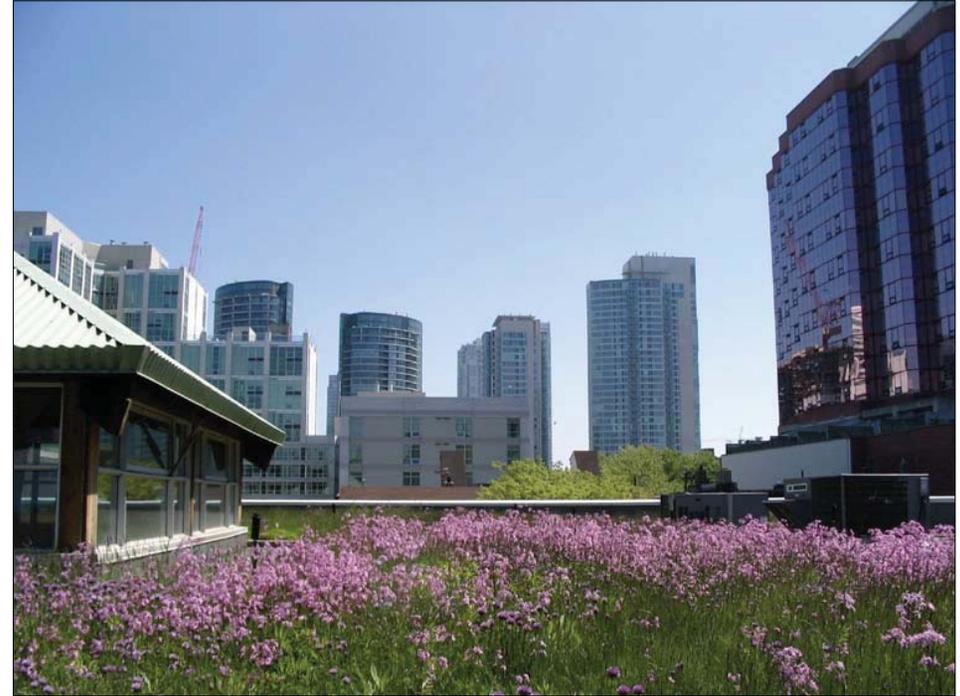
Stormwater BMPs include the following techniques:

- Roofwater collection and reuse
- Cisterns
- Green roofs
- Living machines
- Inlet devices
- Deep mulching
- Structural soils
- Sand/organic/peat filters
- Bioretention and bioretention
- Meadow/pocket/gravel/shallow marsh wetlands
- Subsurface detention
- Filter-vertical recovery structures
- Rain gardens
- Biofiltration
- Depressed parking lot islands
- Permeable concrete (no permeable asphalt)
- Open joint terrace and walk system
- Green canopies (over parking and work areas)



Above:
Permeable concrete has the appearance of a solid surface while allowing natural drainage to occur.

Below:
Subsurface water detention allows stormwater to be stored underground instead of in unsightly surface detention facilities.



Above:
Green roofs are both functional and beautiful.

Below:
Building areas of parking lots out of porous material allows direct natural drainage.



Left:
Depressed parking lot islands provide area for water runoff and decrease the need for storm sewers.

2.2. OPEN SPACE AND STREETSCAPE PLAN

2.2.4 PUBLIC ART

River North is a unique part of San Antonio with a high level of cultural and civic amenities. However, the immense resources are often overlooked due to the undefined nature of the area. The introduction of high quality public art will identify River North as a cultural center of San Antonio, and River North as a unique community. In addition, it will also act as an economic driver for area wide revitalization.

A. LOCATIONS

Each display should be strategically located to maximize the intent and benefits of the art. A study for specific locations and funding sources should be pursued; the results should be included in the San Antonio Public Art Master Plan.

1. **Broadway.** Every block along Broadway within the district should contain a piece of public art visible from the street, announcing that Broadway is a major entrance to downtown. It can be placed in private courtyards, entrance areas, on sidewalks, in pocket parks, or on buildings. The public art selected should be colorful and/or striking;
2. **Major thoroughfares.** Decorative pavement on sidewalks and streets, unique to the River North District, should be included on highly traveled thoroughfares;
3. **Parks and Open Spaces.** Major sculptures, water features, installations, and/or furniture should be obtained by purchase or loan and placed in Maverick Park, Madison Square Park and other agreed upon spaces in the district. Exhibitions, events and performances should be encouraged in public parks;
4. **Jones Avenue.** To feature Jones Avenue as a major entrance to the San Antonio Museum of Art, public art should be placed on both sides of the street near the museum;
5. **Buildings.** Buildings with non-descript, empty elevations should be encouraged to commission a mural on the surface;
6. **Other locations.** The other residential, commercial and institutional areas should be exciting with striking pieces of public art.

B. FUNDING

Public Art and art maintenance in the district should be funded from tax alternatives, percentages of construction costs, grants and private fundraising. Loans of art should be pursued.



Above:
A public art wall collage located at SAMA.

C. SELECTION

Selection of public art should be administered by the San Antonio Public Art Committee or successor Board. Subcommittees of the Committee composed of representative citizens, developers and artists in the district with assistance from the Public Art staff and Committee, should be involved in the preliminary selection of public art. Final review and approval of the public art will be made by the San Antonio Art Committee or successor Board.

1. A River North District Public Art Committee should be created with the help of the Public Art Committee.

D. TYPES

Public Art is not limited to obvious displays of artistic expression. It should consist of:

1. Permanent art including: sculptures, murals, site specific installations, sound and light works and glass or water features;
2. Temporary art including: exhibitions, events, performances and work that may decompose or melt;
3. Functional art including: benches, street lights, fences, bicycle racks, etcetera.



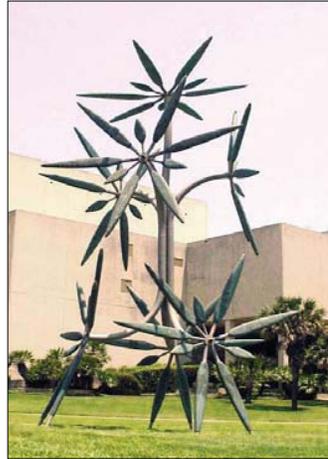
Above:
A group of lanterns at Root Memorial Square.

Below:
The Murchinson fountain at Trinity University. Water features in public spaces provide a place for people to gather and rest. The addition of steps provide extra seating for highly populated areas.





Above:
A sculpture located on the Esplanade at Trinity University.



Above:
A sculpture located in San Antonio. The presence of high quality public art provides for the cultural endowment of the community.



Above:
A mural on San Antonio's westside. In addition to the civic and cultural benefits of public art, murals also deter graffiti and vandalism on blank walls.



Above:
A streetlight in the Galleria area of Houston. Street lights can be functional as well as artistic.

Below:
Artists drawing temporary art on the Houston St. sidewalk as part of the annual "Chalk it Up Festival" in San Antonio.



Below:
A sculpture in the parking lot of SAMA.



Left:
A set of Benches at St. Katherine's Docks in London, Great Britain. Functional art can help create a unique image for a district as well as a "destination".

2.3 MOBILITY PLAN

The approach to mobility and transportation in central San Antonio - including River North and Downtown - is based on the time-tested practice of making an interconnected pattern of context-sensitive streets that respond to and create a positive environment for pedestrians, cyclists and automobiles. With this foundation, the transportation plan addresses six primary subjects:

- Connectivity: Regional and Community-Wide
- Block and Street Network
- Street Design
- Parking
- Transit
- Pedestrians and Cyclists

2.3.1 CONTEXT SENSITIVE SOLUTIONS (CSS)

The mobility plan for the plan area utilizes the concept of Context Sensitive Solutions and design [1]. In contrast to the conventional process of thoroughfare design, CSS respond to and participate in the places of which they are a part, to help shape the spaces and generate particular types of activity and value, while maintaining safety and mobility.

A. Principles. The following have informed this Master Plan and apply to individual projects in plan implementation over the plan's 25-year planning horizon. The results:

1. Satisfy a full range of stakeholders;
2. Are safe for both the user and community;
3. Are in harmony with the community, preserving environmental, scenic, aesthetic, and historic resource values of the area;
4. Achieve a level of excellence in the perceptions of the area;
5. Involve efficient and effective use of resources (time, budget, community);
6. Are designed and built with minimal disruption to the community;
7. Are seen as having added lasting value to the community;
8. Incorporate ADA requirements into sidewalk network design

B. Objectives. The following objectives carry forward the above principles to create a transportation network that provides mobility, safety and walkability:

1. The network should accommodate pedestrians, bicycles, transit, freight and motor vehicles with the allocation of right-of-way on individual streets determined through CSS;
 2. The larger network, including key thoroughfares should provide safe, continuous and well-designed multi-modal facilities that capitalize on development patterns and densities that make walking, transit and bicycle travel efficient and enjoyable;
 3. Thoroughfare design should complement urban buildings, public spaces and landscape, as well as support the human and economic activities associated with adjacent and surrounding land uses;
 4. Safety is achieved through thoughtful consideration of users needs and capabilities, through design consistency to meet user expectations and selection of appropriate speed and design elements;
 5. Thoroughfare design should serve the activities generated by the adjacent context in terms of mobility, safety, access and placemaking functions in the right-of-way. Context sensitivity sometimes requires that the design of the thoroughfare changes as it passes through areas where a change in character is desired;
 6. System-wide transportation capacity should be achieved using a high level of network connectivity and appropriately spaced and properly sized thoroughfares, along with capacity offered by multiple travel modes, rather than by increasing the capacity of individual thoroughfares.
- C. Characteristics. Further, environments that implement the above principles and objectives typically have the following characteristics:
1. Mixed land uses in close, walkable proximity to one another;
 2. Building entries that front directly on to the street without parking between entries and the right-of-way;
 3. Building, landscape and thoroughfare design that is pedestrian-scale, providing architectural and urban design detail with size and design appreciated by persons who are traveling slowly and observing from the street level;
 4. Relatively compact development;
 5. A highly-connected, multi-nodal circulation network, with a fine grain created by relatively small blocks;
 6. Thoroughfares and other public spaces that contribute to 'placemaking'- the creation of unique locations that are compact, mixed-use and pedestrian/transit-oriented and have a strong civic character with lasting economic value.



[1] Context-sensitive solutions, an ITE recommended practice, 2007

2.3.2 RECOMMENDED INTERVENTIONS

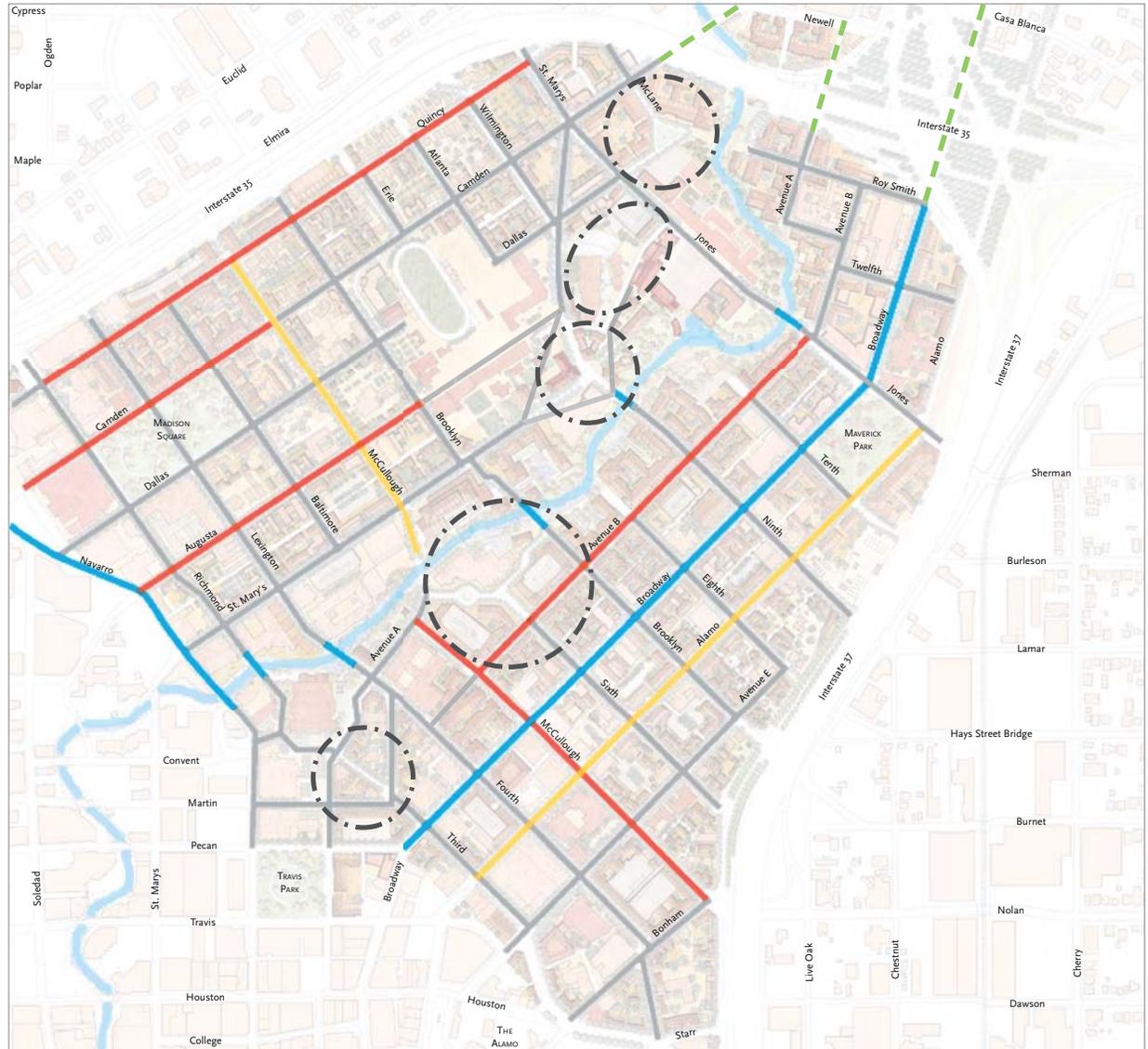
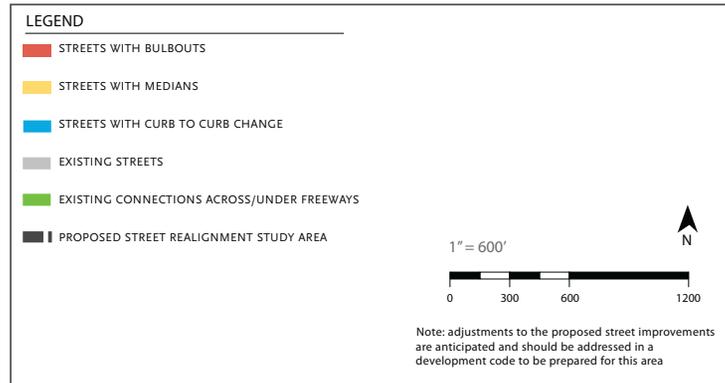
The existing street network of River North is a remarkable asset. It is quite continuous and complete, forming well-scaled urban blocks that will readily accommodate a wide range of building types and uses. They also have generous rights-of-way, sufficient to accommodate the mix of travel modes needed in urban neighborhoods. However, the network is generally deficient in two areas, from the perspective of fully realizing the vision for River North and the objectives of CSS.

1. There are missing links in the network, particularly near the River. Street Realignment Study Areas have been identified to target further analysis and determine feasibility of any proposed project.
2. Most of the existing streets have overly wide pavements, inadequate sidewalks, and sparse street tree plantings, if any. This is inherited from the area's previous industrial history and general disinvestment, and should be corrected through the phased construction of public improvements of several types, as noted on the diagram to the right.

Because the cost of moving the curbs inward to narrow the pavement and widen the sidewalks would be prohibitive if applied throughout River North, a targeted strategy of prioritized interventions is recommended. On many street corners and at mid-block locations, "bulbouts" or curb extensions, are planned, to narrow the visual width of the streets and to reduce pedestrian crossing distances and time, improving pedestrian comfort, convenience and safety.

On selected streets new landscaped medians are proposed, to provide a more complete tree canopy enclosing and shading the space of the street, to help reduce the travel speed of vehicles, and to provide a pedestrian refuge mid-way in the crossing.

Broadway is to be more heavily reconstructed. From its past as the highway to Austin, it has inherited a very wide pavement and much-too-narrow sidewalks. To transform Broadway from a tired old highway strip to a major, mixed-use urban corridor, it is necessary to reconstruct the curbs to create much wider sidewalks, with new street trees and streetlights to help define high quality pedestrian ways. The sidewalk construction would reduce the number of travel lanes from three each way to two, which is sufficient to handle the peak morning and evening traffic. During the non-peak hours curbside parking would be permitted to encourage the development of pedestrian-oriented shops and restaurants along Broadway.



2.3 MOBILITY PLAN

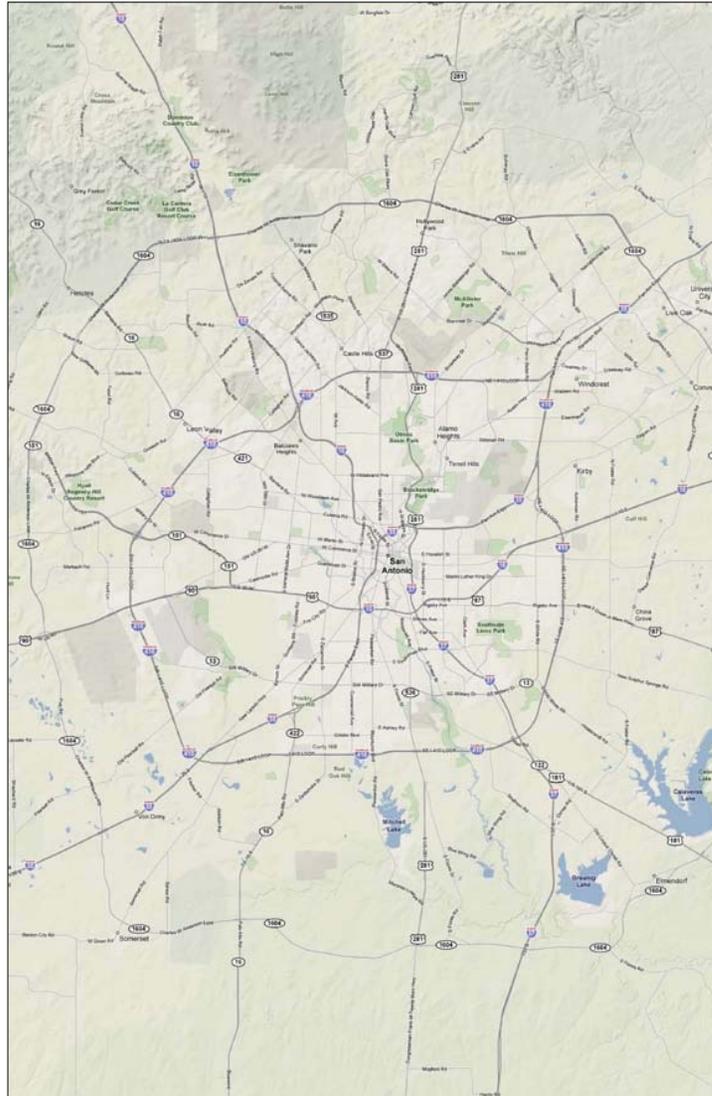
2.3.3 CONNECTIVITY

A. Regional and Community-Wide Connectivity

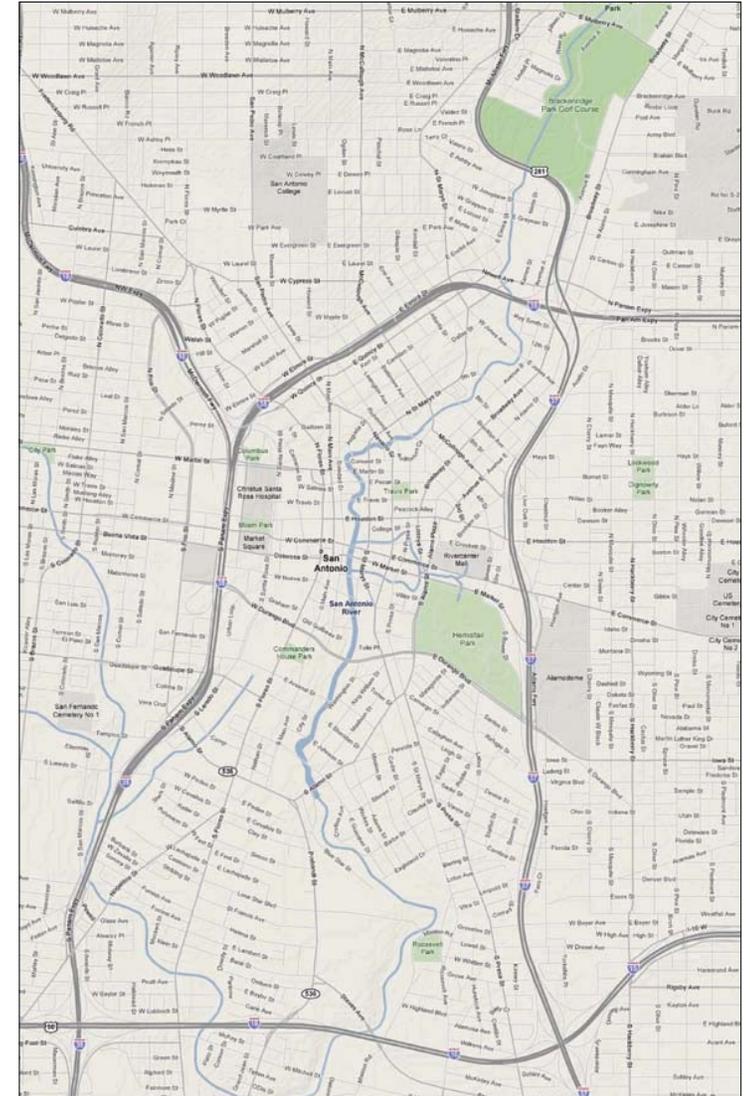
Through the implementation of this Master Plan, River North will become the hub connecting the Downtown District and the historic neighborhoods to the north, east and west of Downtown. The economic strategy for this transformation is dependent on River North becoming a prime residential and business address, which in turn requires that River North be well connected to the rest of the City in the following specific ways:

1. Major streets - such as Broadway, St. Mary's, McCullough and others - are important city-wide connectors that must carry significant traffic loads to and through River North, while maintaining an urban character and supporting vehicular speeds that are consistent with their new roles as important neighborhood-oriented pedestrian environments.
2. The open street network of River North must be "tuned" to allow vehicular traffic to balance peak flows through dispersal rather than concentration of traffic to produce safe streets and multiple routes to each destination.
3. The pedestrian-oriented street network must provide pleasant, safe and convenient routes connecting the residential precincts within River North to the mixed-use neighborhood-serving destinations.
4. Transit systems, including the existing bus routes, the new River Bus, a potential light rail system, and the Street Trolley, must provide convenient and comfortable choices that extend the reach of pedestrians within River North and Downtown, and connect to neighborhoods beyond.

The above and the preceding CSS principles and objectives inform the mobility plan and its various details which are described on the following pages.



Regional Connections: Freeway or State Highway



Community-Wide Connections

B. Block and Street Network

Blocks and streets form the framework and the palette upon which the individual buildings, streetscapes and open spaces will be realized. This palette profoundly influences every aspect of a place, including traffic management, walkability, urban place variety, economics, livability and the image and appeal of the overall place. In support of the above, the plan's network of blocks and streets completes the existing pattern form that has evolved over many years, supported by the following policies.

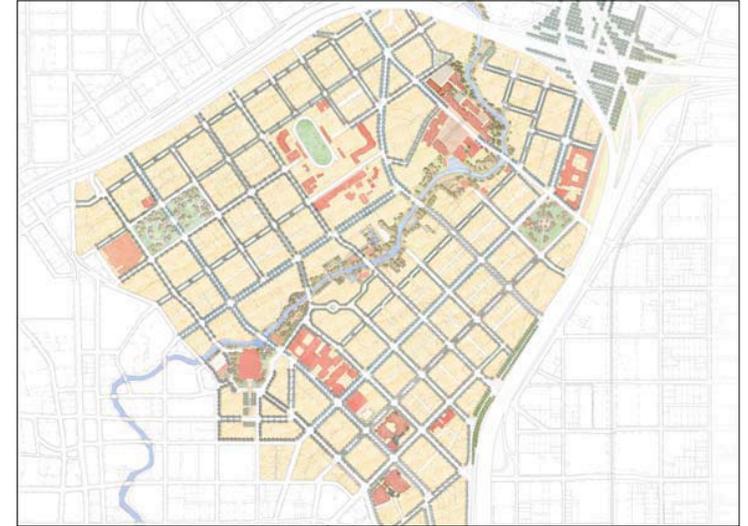
Block and Street Network Policies.

The network:

1. Consists of streets that front and contextually respond to the various blocks;
2. Is hierarchical, composed of blocks sized for pedestrians defined by various street types, their widths calibrated to the building types and uses that each is meant to service;
3. Is lean, using the minimum width practical for each thoroughfare;
4. Is interconnected, providing for a variety of alternative paths of movement;
5. Is spatial, as carefully calibrated standards for each thoroughfare establish the individual sense of enclosure and contribute to the character and place within each neighborhood and the overall plan;
6. Features strategically located shifts that coincide with the particular role and speed of the associated streets. This effectively calms traffic without the need for post-construction interventions and it enhances the sense of place through unique positioning of buildings in these situations;
7. Is varied, as individual thoroughfares are incorporated into specific zones within the plan, and assigned character according to intensity and use.



Component 1: Blocks and Streets



Component 2: Streetscapes and Open Spaces



Component 3: Lots and Buildings



Component 4: Interior Building Space/Dwellings and relationship to streetscapes and open spaces

2.3 MOBILITY PLAN

2.3.4 STREET DESIGN

Street design in the plan area utilizes three fundamental concepts to produce a varied, interconnected and context-sensitive network of streets: Context-Sensitive Design, Pedestrian-First and Complete Streets.

Context-Sensitive Design. As described in section 2.3.1, this concept works from the perspective that there is a direct relationship between a street and its effect on generating context, and that streets are much more than conveyors of vehicular traffic.

Pedestrian-first. This concept establishes pedestrian movement (including cyclists) as the most important ingredient in the design of traditional urban places. Most will likely arrive at the plan area in wheeled vehicles, but at some point they will become pedestrians, who move at no more than four miles per hour. As pedestrians, they need to circulate safely and conveniently to their destination. For example, conventional, wide streets and arterials are typically very uninviting and potentially unsafe for pedestrians and cyclists because cars travelling faster require greater braking distance. In contrast, narrower streets whose turning radii are reduced, encourage pedestrians and cyclists because such streets tend to slow vehicles, making pedestrians safer and comfortable.

Complete Streets. The needs of pedestrians and cyclists are elevated to a state of balance with other modes of transportation within all right-of-ways of residential and commercial thoroughfares, as appropriate. As walking and choices increase, so does the livability and economic vitality of a place. Expanded options for movement through the city, whether walking, cycling, or driving, enhance the vitality of the streets as well. All these elements combine to create a much higher trip quality regardless of the mode.

By applying the above approach, the result is that proper street design is a significant determinant in creating a vibrant, pedestrian-oriented public realm that accommodates vehicular needs. To carry this forward, the following policies shall appropriately slow traffic within the plan area while allowing for the smooth operation of emergency vehicles and keeping the same capacity for long-term vehicular flow:

Street Design Policies.

1. Limited lane widths to calm traffic;
2. Two-way traffic and on-street parking, including guests, to maximize frontage and mobility options;
3. Tighter curb radii to calm traffic and improve walkability;
4. Narrow street crossings to calm traffic and improve walkability;
5. Ample sidewalks and generous streetscapes to maximize appeal and image;
6. Compatible lighting that is both effective for commerce, pedestrians, and cyclists, to maximize appeal, image and safety



Avenue (A)
A moderately-paced 2 to 4-lane section (sometimes with a median) with off-peak parking, typically for longer distances, often connecting neighborhoods or districts. Streetscapes are varied as the context through which the Avenue passes.



Urban Street (U)
A slow, 2-lane section with on-street parking, typically for short distances such as a few blocks, with a more intense and often a mixed use streetscape.



Main Street (M)
A slow, 2-lane section with on-street (parallel or diagonal) parking, typically for 2 to 5 blocks, with a very intense and mixed-use streetscape.



Residential Street (R)
A slow, 2-lane section with on-street parking, typically for short distances such as a few blocks, with variations in streetscape per the context.

Street Typologies

The diagram to the right presents a simple, typological view of the street network. Most street network diagrams focus on the traffic capacity of the streets, but this one focuses on the space-making intentions of each street.

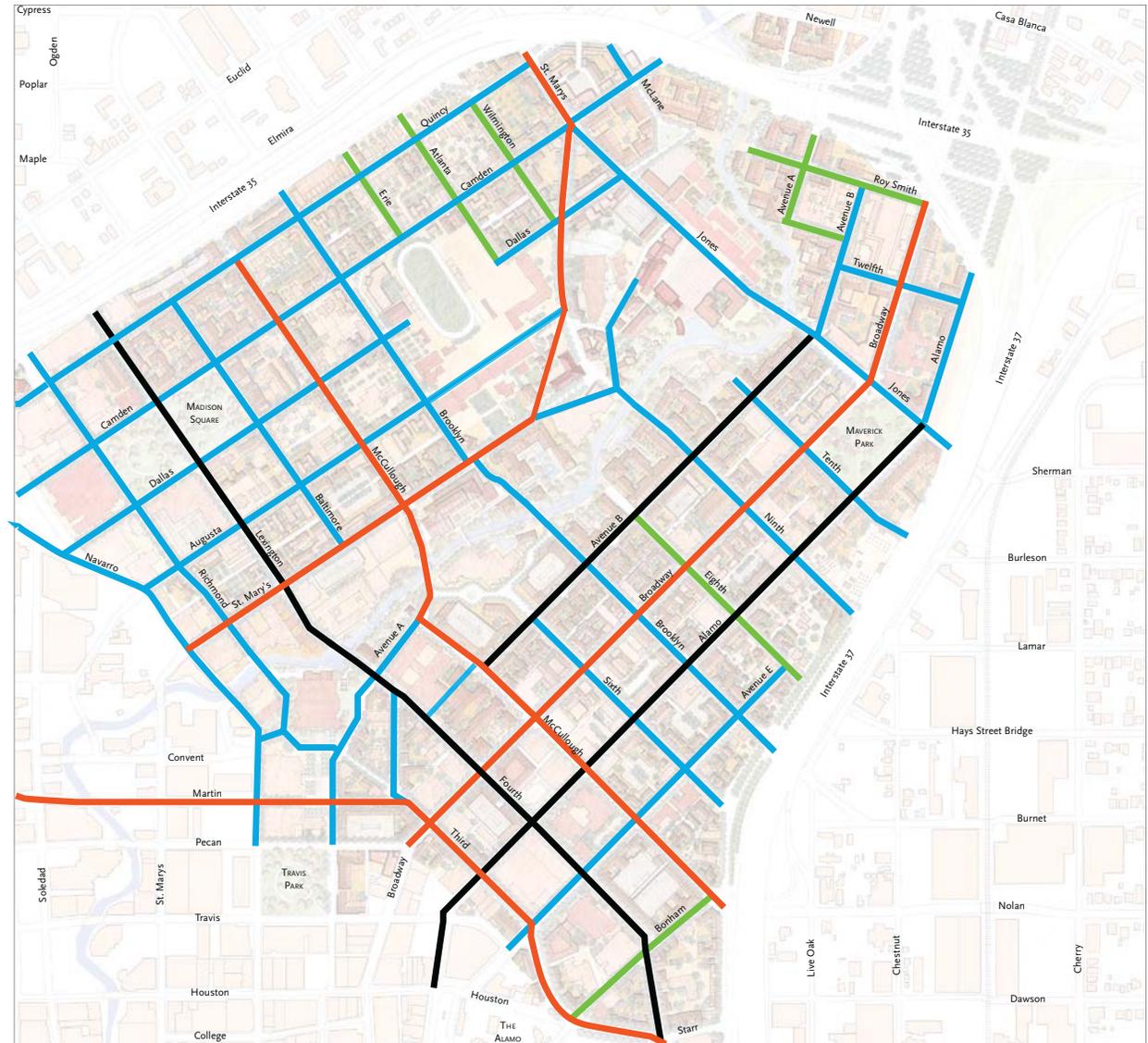
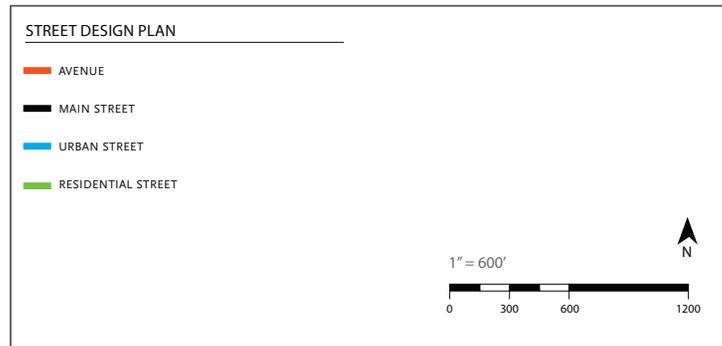
Through the careful and rigorous design of each street type, and coordination of that street design with the planned building types, frontage types and land uses along the street, it is possible to obtain an intended urban character that supports the intended functions for that street. In fact, it is possible, through design, to make streets with more traffic comfortable as a residential address, and narrower, more intimate streets successful as a retail address. One balances the realities of traffic volumes, the existing available right-of-way, and the feasible adjustments to the way in which this right-of-way is allocated to each mode - pedestrian, vehicular, bicycle, transit - to achieve the desired result. This diagram focuses just on the desired result.

Avenue: Broadway is intended to be an urban avenue --an important connector street that provides a great pedestrian experience despite the significant traffic volumes. The combination of traffic volumes, occasional curbside parking and pleasant pedestrian environment is perfect for attracting urban service and convenience commercial uses, which require all three to be successful.

Main Street: Avenue B and Alamo Street are intended to be "Main Streets", with a mixture of neighborhood-serving commercial and professional uses, interspersed with urban residential types. Alamo Street is planned to have a planted median strip to provide a softer and more intimate character than it currently has, which will be a pleasant contrast with some of the harder, live-work buildings and uses that line it.

Urban Street: Most of the streets in River North are envisioned as multi-purpose urban streets, which provide good pedestrian ways, one travel lane in each direction for vehicles, moderate vehicular speeds that allow bicycles to safely mix with vehicular traffic, and strong street tree plantings to define the space and green the streets.

Residential Street: These streets will preserve and enhance the living environments of selected streets, providing a quieter, slower, greener, more residential character than the Urban Streets.



2.3 MOBILITY PLAN

2.3.5 PARK-ONCE

Fundamental to the successful development and operation of the various neighborhoods and corridors is the utilization of a parking strategy distinct from current, conventional practice. This plan identifies the following approach for mixed-use areas such as Downtown and the Performing Arts Neighborhood as well as one for the residential neighborhoods as described below:

Residential Development - All parking for dwellings is provided on-site or accommodated through on-street parking. Park-Once garages could provide for residential overflow guest parking.

Non-Residential Development - All parking for commercial, office or civic uses is to be strategically dispersed in a way that maximizes its use, throughout the day and evening, allowing it to be shared by a variety of businesses and uses. Through a combination of public off-street and on-street parking, the district-wide parking needs are satisfied. This approach to non-residential parking results in significant savings in daily trips and required parking spaces, for three reasons:

Park-Once - Those arriving by car generate just two vehicle movements, parking just once, and completing multiple daily tasks on foot.

Shared Parking Among Uses with Differing Peak Times - Spaces are efficiently shared between uses with differing peak hours, peak days, and peak seasons of parking demand (such as office, restaurant, retail, and entertainment uses), lowering the total space needed.

Shared Parking To Spread Peak Loads - Parking supply is sized to meet average parking loads instead of the worst-case parking ratios needed for isolated buildings because the common supply allows shops and offices with above-average demand to be balanced by shops and offices that have below-average demand or are temporarily vacant.

To reduce non-residential parking demand, its need for land, and to spark redevelopment, the following measures are proposed. These measures proceed in ascending order from low cost, readily implementable measures to much higher-cost measures (specifically parking garages) that will take more time and money to finance, design and realize. If revitalization proceeds rapidly, however, many of the following steps should be pursued simultaneously. This active approach to the issue of parking is at the core of successful district and neighborhood revitalization across the country. The following policies support the parking plan:

Parking Policies

1. Put customers first. Always available, convenient, on-street customer parking is of primary importance for retail to succeed. Short-term parking that is strictly enforced creates rapid turnover and gives the motorist a reason to stop on a whim, adding to the retailers' potential profits. Business owners and their employees must therefore relinquish the best spaces to customers, and park instead in upper garage floors or in all-day spots at the periphery, where spaces can be less expensively provided. As the area thrives and transitions from partially free (first 2 hours free) to paid parking, parking prices and validated parking programs must be set to reward short-term, sales-tax generating customer trips, discouraging long-term employee parking in the best spots.
2. Make better use of existing parking areas and vacant lots. Existing surface parking areas and vacant lots should be seen as able to address two fundamental needs: in the short-term, these lots will provide additional parking for the district that may be unrealized due to the lots being private and vacant; and in the long term, these parking areas can be transformed into parking garages and/or mixed-use or civic buildings. In addition, converting private parking areas and vacant lots to public parking allows the existing parking to be shared and used much more efficiently, contributing to the vitality of the place.
3. Community Parking Arrangements. Consider allowing smaller property owners with some adjacency to create community parking agreements for shared parking arrangements and encourage development code to accommodate such policy.
4. Form a Parking Improvement District. Parking should be managed as a public utility, just like streets and sewers, with public parking provided in strategically placed municipal lots and garages. Parking should not be dedicated to a single building or use but rather shared between nearby uses. The District should be able to allocate parking revenues for such improvements in the plan area as parking construction and operations, streetscape improvements, transit, bicycle and pedestrian improvements, transportation demand management programs, security, street cleaning, and marketing. Such programs would provide a menu of benefits for employees who voluntarily choose not to drive, rather than being, like some programs, a mandatory ordinance imposed upon employers.

To help support a Parking Improvement District, the required parking for individual buildings and/or projects in the Downtown and Performing Arts District is identified with the applicant(s) depositing the in-lieu amount with the Parking

Improvement District for each required parking space. This revenue goes directly toward funding the corresponding non-residential parking for the district(s). To this end, parking rates need to be calibrated for considerations such as time of day, weekday or weekend, etc.

5. Public Parking Garages. Downtown San Antonio already has a substantial amount of public parking. However, the appeal and in turn, the use of this public parking is not maximized due to a variety of factors ranging from weak way-finding signage to various operational issues. As a result, many spaces are 'unseen', going unused and creating the perception that there is not enough parking.

The projected parking need for River North may be met in part by utilizing those existing spaces, by visitors who are walking or taking the River Bus or Street Trolley into River North. New garages will need to be constructed with public funds, or by private entrepreneurs, or by public/private partnerships.

In the parking plan (pages 2:67-68), parking garage vicinity areas are identified. This reflects the strategic dispersal of public parking along with the anticipated development potential.

6. Unbundling the Cost of Parking. Perhaps the most important concept of all with regard to parking is that it is not free. The land on which parking is sited - particularly in an urban setting such as River North - is expensive. Paving, landscaping, maintaining and managing surface parking lots is expensive, not just in its cost, but also in the lost return on the latent, dormant value of such underutilized property. And constructing, maintaining, managing and operating structured parking facilities is obviously very costly.

In almost all suburban settings, and in a surprisingly large number of urban settings as well, the cost of the parking facilities is embedded in - bundled with - the cost of the associated facilities and uses. The cost of a condo automatically includes the cost of two, enclosed parking spaces, which in structured parking will cost tens of thousands of dollars. If the parking must be purchased with the condo, the cost of the housing is inflated by the parking cost.

A person who actually wanted to live a transit-oriented urban lifestyle would be stuck subsidizing a parking structure they do not want or need. This would make the cost of the urban housing uncompetitive with suburban housing built more cheaply on less expensive suburban land on the fringe of the City, incentivizing sprawl rather than compact urban form. The same is true of other land uses as well.

The solution to this problem is simple. The true cost of parking must be visible to the user, so that the user can make a choice. Such a plan must be phased in over time. The apparent value of parking in River North is not high at the moment, but it is not zero. It is vitally important to charge for both on-street (meters) and off-street parking from the outset. Initially the price will be low, and as the amenity of living, working and shopping in River North becomes well established, the rates can be raised by the Park Once Authority to the point that the full cost of parking is being recovered.



Off-street surface lot or parking garage



Above:
 Parking meters immediately adjacent main street retail reward short-term, sales-tax generating customer trips and discourage long-term employee parking in the best spots



Below:
 Convenient short-term on-street customer parking adjacent main street retail creates rapid turnover.



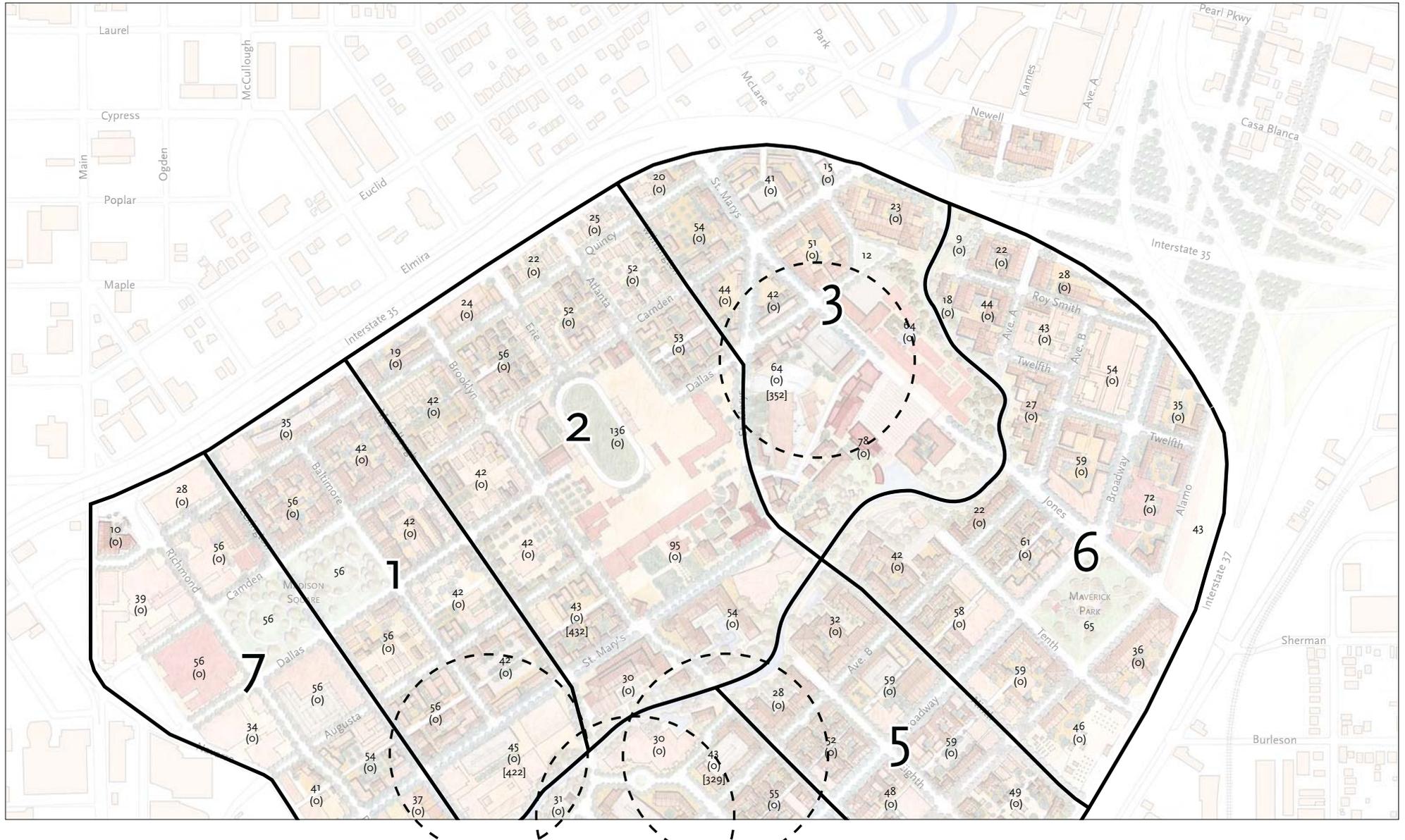
Right:
 A Park-Once garage provides immediate access to a various retail and commercial uses. Multiple tasks on foot can be done on one vehicle trip.

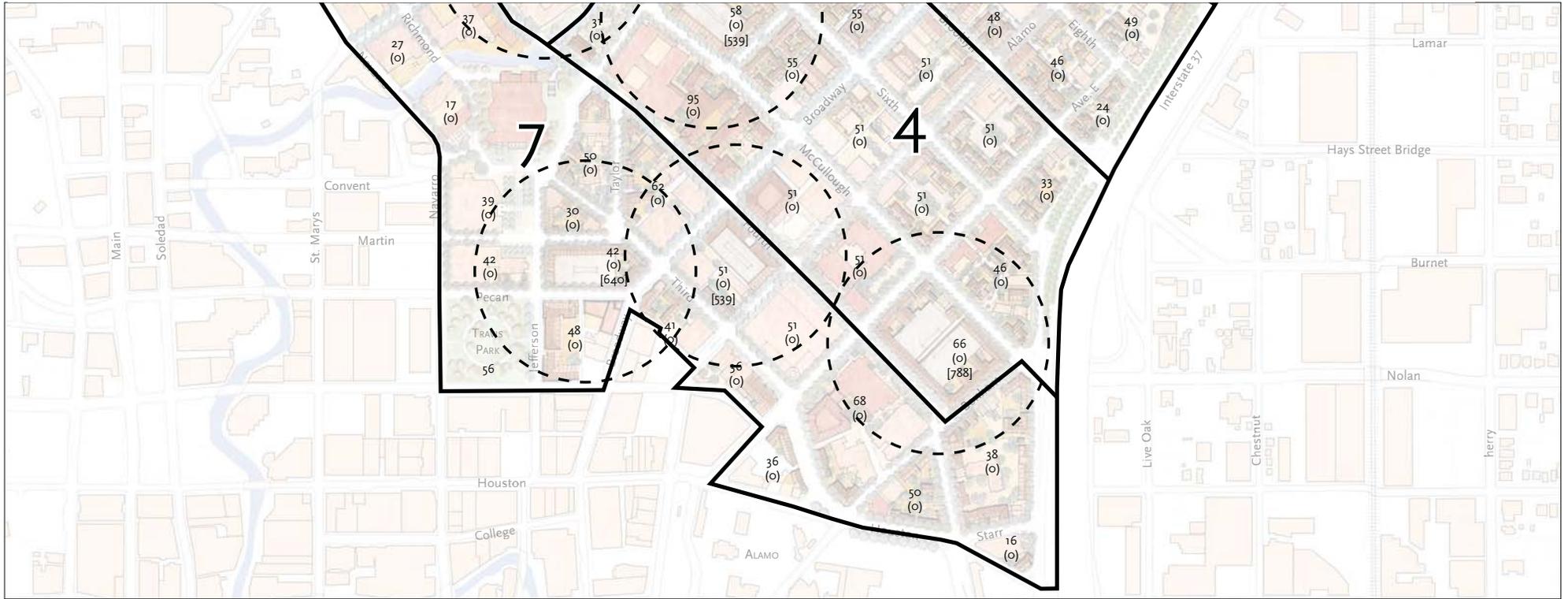
Left:
 Pay stations in parking districts are an alternative to meters located at each parking space



Convenient, on-street diagonal parking





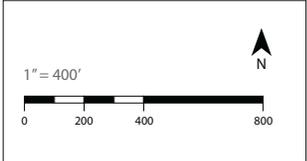


Estimated Public Parking Spaces			
Parking Shed	On-Street	Shared Garage	Total
1	472	422	894
2	734	0	734
3	508	352	860
4	818	1,656	2,474
5	445	0	445
6	843	0	843
7	1,267	1,179	2,446
Total	5,087	3,609	8,696

PARKING PLAN

- 500' WALKING RADIUS (< 2-MINUTE WALK) & POTENTIAL VICINITY FOR PARK ONCE GARAGE
- 51 NUMBER OF POTENTIAL ON-STREET SPACES
- 539 NUMBER OF POTENTIAL GARAGE SPACES

NOTE: Possible parking garage locations should exist in areas where potential generators exist, such as Arts Districts, Auditoriums, etc.



2.3 MOBILITY PLAN

2.3.7 TRANSIT, PEDESTRIANS, AND CYCLISTS

A. Transit

VIA Metropolitan Transit in cooperation with the City of San Antonio plans to significantly enhance transit options and services within San Antonio through development of a multi-modal system that will serve the core and targeted areas and ultimately mature into a regional system using a potential combination of buses, streetcars, river bus, bus-rapid-transit, and light rail.

The objective of the transit component is to build upon and leverage this major investment in the core into a community-wide asset for the long-term, reconnecting the center city to the historic neighborhoods that surround it. This is accomplished through a system that not only serves the major destinations of the Convention Center, the RiverWalk, the Performing Arts and Museum neighborhoods, and the Pearl Brewery, but the greater Downtown areas.

Generally, the following subjects are addressed in this plan to provide alternatives to single occupancy vehicle trips to and within the plan area:

Transit Policies

1. Leverage ridership through Transit-Oriented Development that incorporates greater housing opportunities. The popularity and practicality of people wanting to live near transit will be on the rise for the foreseeable future. One of the best ways to maximize transit and its numerous benefits is to provide housing and services that cater to those seeking a lifestyle of living in a district with viable transit service and the option of not having to own an automobile for daily needs.
2. Increase Transit Service. The commitment toward providing maximum access to and from the plan area while minimizing the need to provide parking for the San Antonio region is fundamental to the revitalization effort. As River North creates more housing and the retail/office/restaurant space increases, the viability of increased transit service is further enhanced.
3. Diversify Transit Service. Ensure that the transit needs of commuters, visitors, and residents within River North are met through a diverse and responsive array of transit choices.
4. Coordinate the investment in transit services with the investment in the walkable street environments that they serve, and reinvest in housing and commercial development that will fund the transit and street improvements through the Tax Increment Reinvestment Zone financing.
5. Coordinate transit routing and stops with the destinations and location of parking supplies. This does not mean that they should necessarily be co-located - in some cases the pedestrian traffic induced by the strategic location of parking is highly beneficial to business.



B. Pedestrians and Cyclists

The need to balance the needs of all modes of travel is fundamental to achieving complete streets: thoroughfares where each mode of travel is in balance with the other, forming a coherent and enjoyable public realm. As with pedestrians, the bicycle system must be accompanied by a well-defined signage program aimed at affecting the behavior of motorists to acknowledge and share the road with cyclists.

Pedestrians - The needs of pedestrians are at the opposite end of the spectrum from those of motorists due primarily to the difference in speed and purpose. The average pedestrian walks about 4 miles per hour and is walking to visit a store, office, restaurant or perhaps is walking to his/her home. At the pedestrian-scale of movement, signage is small and varied. To make the pedestrian comfortable throughout the neighborhoods and districts, sidewalk activity, storefront design and visibility, shade, places to sit and relax, and the crossing of intersections need to be appropriately addressed. To this end, the plan identifies standards and details for each of these components of the public realm as it relates to the pedestrian experience.

Cyclists - The needs of cyclists are in the middle of the travel-mode range between those of pedestrians and motorists. But unlike either of these other modes, within the cycling mode, there are a few categories of cyclists and their corresponding abilities that determine how and what streets they tend to favor. For example, the leisure cyclist, which may include the elderly or families with small children, is most comfortable when riding in a dedicated lane for their use. Conversely, the avid cyclist is typically concerned with traveling longer distances than the leisure cyclist and at a much higher pace. The difference in pace tends to make for compatibility issues between the leisure cyclists and pedestrians. The following policies acknowledge the above and inform the plan:

Pedestrian and Cyclist Policies

1. Complete streets are favored over those that do not balance all modes of travel;
2. Pedestrian access occurs on both sides of all rights-of-way as practical, including along the top of the river bank;
3. Because of the more calm street network, class 3 bike routes are considered to exist on all rights-of-way unless noted otherwise;
4. Enable commuter bicycle facilities such as "bike stations"
6. Complete the striping lanes for Class 2 facilities.

Bike Lane Classifications

- Class 1 Bike Path: Completely separate from traffic
- Class 2 Bike Lane: Striped lane set aside exclusively for bikes
- Class 3 Bike Route: Purportedly safe city street where automobiles and bicycles share the road



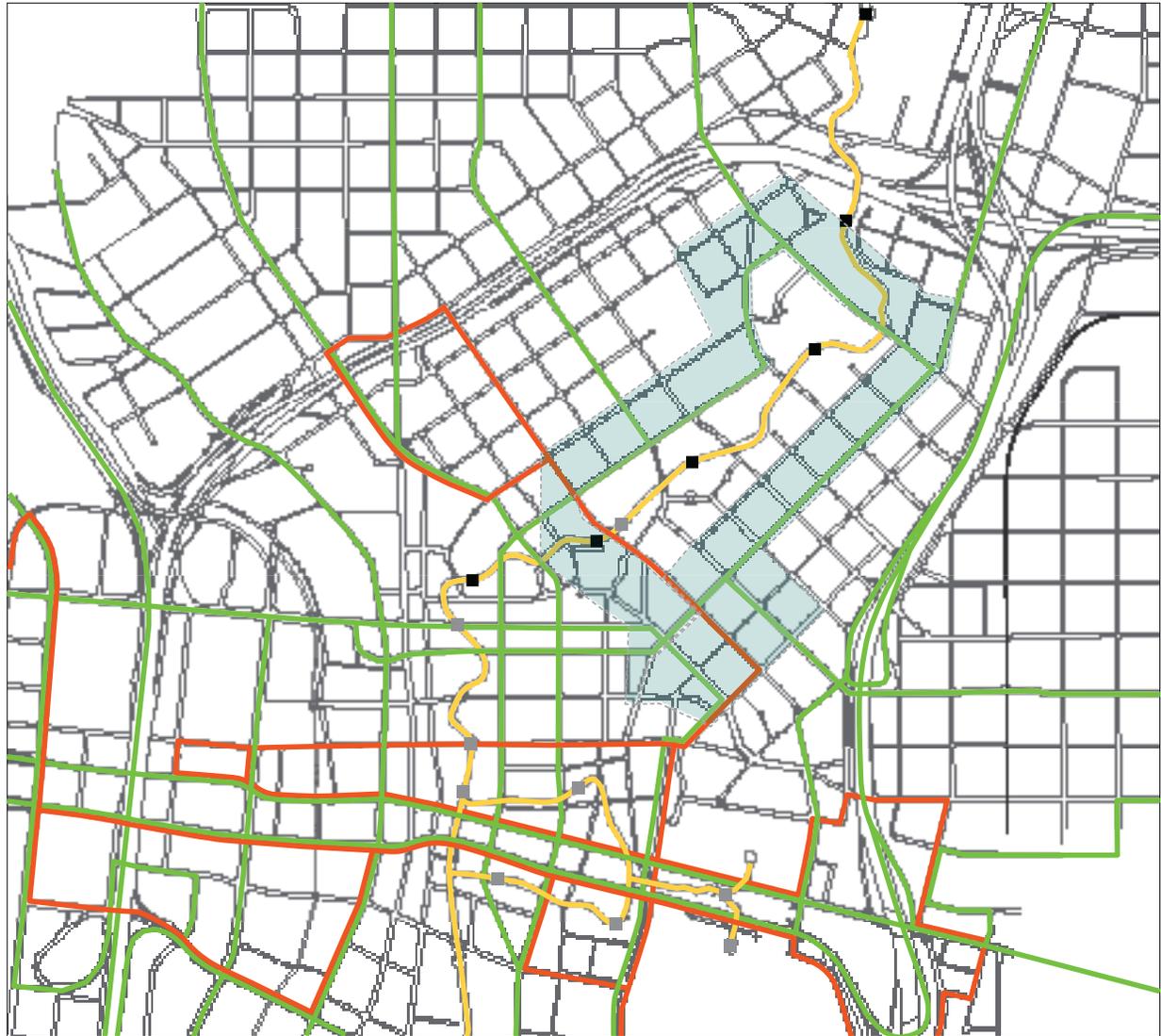
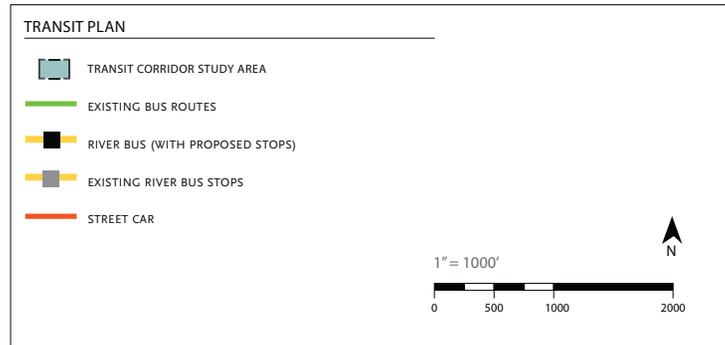
C. Transit Routes

The planned River Bus and proposed Street Trolley are intended to supplement the existing and future VIA bus routes that criss-cross River North.

The Street Trolley and the River Bus share three very important characteristics that differentiate them from bus or other rubber-tired transit modes.

1. They are fixed in their routes, and thus have the potential to attract real estate investment along their routes, based on the knowledge that they will be there over a period of time similar to that of a real estate investment.
2. They move at "local speeds", allowing passengers to appreciate their surroundings as they move, and stop frequently, leaving passengers within a very short walk of their destination.
3. Headways will be at approximately 10 minute intervals, allowing users to just step out the door and know that they have a ride.

Bus routes intrinsically do not possess characteristic #1, normally do not possess #2, and usually do not possess #3. And in order to move passengers longer distances in reasonable amounts of time, they generally stop at approximately 1/2 mile intervals, rather than every 1,000 feet or so. They meet a fundamentally different, and important, transit need, for moving from neighborhood to neighborhood or area to area, whereas the River Bus and the Street Trolley enable easy movement within and between the tight-knit neighborhoods of Central San Antonio.



3.1 INTRODUCTION

San Antonio's vision for River North is one of lively, urbane, mixed-use neighborhoods, flanking the River and well connected in every way to the Downtown. Transforming the existing patchwork of buildings and parking lots into such a place is a formidable task, and will require the concerted efforts of many public and private parties, substantial investment of public and private monies, the best work of many designers and builders, and the sustained attention and support of the community and its leaders.

This implementation chapter of the Master Plan deconstructs the overwhelming scale and complexity of such a transformation into an organized sequence of imaginable actions that can, and must, be taken by various players if the vision is to be realized.

The good news is that compared to many urban areas seeking reinvestment, River North has a number of significant advantages from the outset:

1. It is located at the center of a great American city, adjacent to a relatively successful downtown district.
2. It is to a remarkable extent a blank canvas. To be sure, there are many very valuable buildings, businesses and institutions within River North, but there is also a very large amount of land that is under-utilized and subject to relatively short-term change.
3. A number of large, privately financed, new development projects are already underway. This is both a sign that the market is ready to reinvest in River North, and a jump-start for neighborhood development.
4. The River Improvements project, connecting the historic RiverWalk through River North to the Pearl Brewery – already under construction – is a major and unique catalytic infrastructure element that is already paid for and under construction.
5. The vision and energy of many community leaders – which gained further momentum and direction through the River North Charrette process – has focused political and economic attention on River North.

Thus, the Master Plan implementation has momentum from the start. The implementation strategy outlined below seeks to take maximum advantage of this big head start.

The Players

The principal participants in the implementation of this Master Plan should be:

- a. Private investors, developers, builders, entrepreneurs, home buyers and tenants will initiate, finance, design and construct the large majority of new privately owned buildings and businesses.

The total cost of the improvements necessary to realize the vision is in the hundreds of millions of dollars, and the value of the resulting real estate, businesses and civic institutions is well over a billion dollars. The only way that kind of investment will occur is if capital is attracted to River North based on the opportunity to earn a return on investment. A key intention of this Master Plan is to identify and define opportunities for such investment.

- b. The City of San Antonio (City) should regulate the design and use of existing and new development, should design and manage urban infrastructure, and in some cases should help to finance infrastructure or other catalytic projects that have a clear public purpose and benefit.

The City of San Antonio has a long-standing commitment to the economic vitality and competent operation of its Downtown. The City's Master Plan identifies River North as the northerly of five planning areas within the greater Downtown.

The City has established a Downtown Operations Department, which centrally manages the provision of urban services to the Downtown. This coordinated approach to providing public safety, public works and parks maintenance, parking management and other municipal services is vital to the success of intense, mixed-use city centers, and is just one more necessary component of a River North implementation strategy that is already in place.

- c. In the implementation of any large-scale master plan, which will be built by many hands over many years' time, a "master developer", whether a public or private entity, could be considered by the City and the TIRZ Board to coordinate the development of private projects with public improvements and serve as a resource to the stakeholders involved in Master Plan implementation within TIRZ boundaries.
- d. Other non-profit development companies and cultural institutions will play a critical role in the construction and operation of visual and performing arts facilities and below-market-rate mixed-income housing.

San Antonio has a wealth of well-supported and well-operated cultural institutions and great civic buildings, several of which are located in or immediately adjacent to River North, including San Antonio Museum of Art, the Municipal Auditorium, the Scottish Rite Temple, the Southwest School of Art & Craft, and a number of distinguished churches and schools. Increasing and leveraging the value of these existing institutions and structures is a major focus of this Master Plan. Attracting additional philanthropic and public capital to support the growth of these institutions, and creating opportunities for collateral development surrounding them, is a key strategy for building value in River North.

Another area in which San Antonio has a big head start on River North implementation is in the number and quality of its non-profit housing developers, builders and capital sources for below-market-rate housing. These organizations have committed themselves to delivering a significant amount of mixed-income housing in River North, and to bringing most of the necessary capital with them. This will allow public investment to focus on providing the much-needed infrastructure improvements that will be needed to encourage and support private investment.

- e. The Tax Increment Reinvestment Zone (TIRZ) Board will administer the new property tax revenues that have been sequestered and set aside for strategic and catalytic investments within River North by the formation of the River North TIRZ. In cooperation with the City, the TIRZ Board will identify "maximum leverage" investments for those funds, generally but not exclusively for infrastructure improvements that will attract or support private capital investments.

This concentration of public investment in an area that has received so little attention and investment for so many decades is a very sound public policy, and will help ensure that the area becomes self-sustaining for many decades to come.

- f. The San Antonio River Authority is responsible for the management of the entire length of the San Antonio River, and has committed itself to the construction and long term maintenance and operation of the Museum Reach Improvements in River North.

Public Leadership and the Public Realm

This implementation chapter of the Master Plan is directed primarily toward the public sector. Although many public agencies and entities will have important roles in funding and managing specific elements of River North implementation, in terms of project leadership the public side of the ledger consists mainly of the City of San Antonio, Bexar County and the San Antonio River Authority.

The ultimate realization of the vision for River North will be implemented mainly by private investment that is guided and supported by the public entities. The intructions for the private investors will come forth in the form of specific development standards to be prepared pursuant to this Master Plan. In addition, such standards are expected to be accompanied by the appropriate zoning categories that enable the range of expected outcomes.

This chapter contains recommendations as to what the public sector can do to move the process forward, to help shape and coordinate the private investment, and to support and encourage the private investment through strategic investment of modest amounts of public funds, from many sources.

Projects and Actions

This Master Plan is driven by a clear, physical vision. That vision has been developed as an assemblage and synthesis of a number of very specific places – each with particular design and functional characteristics – that together will support a great diversity of activity and create a great deal of value. The strategy for implementing this Plan is based on direct action on those specific places and their operating systems.

Therefore, projects or actions or interventions at many scales are necessary to transform a place like River North into great urban neighborhoods. At the large scale, for instance, the Performing Arts area is a project, and at a smaller scale each street improvement and each new building within it is also a "project". The Master Plan – particularly Chapter 2, Vision and Plan, focuses on the larger scale projects, relying on future implementation activities – most led by the City and the TIRZ Board – to define and shape the smaller scale projects.

Catalytic vs. Collateral Projects

The major projects are organized into two broad classes.

Catalytic - First, those projects that lead private investment and create incentives for the private sector to follow are classified as "catalytic projects". These are projects that provide a good deal of leverage, such that completing them early in the process with significant public funding and leadership would be expected to attract significant amounts of private investment, in turn substantially refilling the public coffers through the tax increment.

Collateral - The second class of project would be primarily public realm (infrastructure) improvements that would need to follow private investment. These "collateral projects" would be the less glamorous but nonetheless necessary utility upgrades, street repair, traffic control devices and other municipal hardware.

The following is a prioritized list of all projects that must be completed in order to realize the vision for River North.

3.2 Prioritized List of Catalytic Projects

It is expected that in the normal course of implementing the River North Master Plan over the next 20 years, many of the key “projects within a project” will be occurring simultaneously. Therefore, these projects are necessarily sequential as the nature of complex and inter-connected urbanism is that everything is connected to everything else, and thus each good thing has the potential to catalyze other good things.

As noted earlier, the highest priority projects are more “catalytic” than the lower priority projects. Further, if initial development interest occurs in areas not currently thought to be the expected areas of development, it shall be the responsibility of the City and the TIRZ Board to evaluate such priorities and adjust this strategy as appropriate. With these cautions, the prioritized list of catalytic projects is:

- 1 The River Improvements: The first component of the River Improvements is underway and due for completion in 2009. Additional open space improvements along its banks are intended to be incorporated as part of private development projects along the River. The System of Green and Open Spaces concept, as described in detail in Chapter 2, and project frontages abutting those spaces are vitally important to the success of the Riverwalk extension. It is intended that the City of San Antonio and the River Authority work closely with property owners and developers to ensure that these important frontages are incorporated and maintained at the highest quality, commensurate with that of the historic Downtown RiverWalk.
- 2 Broadway Street Improvements: Broadway is the “face” of River North to the vast majority of San Antonians and visitors. As such, it is the place that a near-term transformation would provide the greatest leverage, providing an unmistakable signal that River North is changing fundamentally, and now. In addition to being the most visible of all the streets in River North, it is the one where the greatest change is needed, hence its number 1 status among prioritized streets.
- 3 Avenue B Street Improvements: If Broadway is the face of River North, Avenue B is in certain ways its heart. Avenue B includes the expansion and reconfiguration of the First Baptist Church facilities at the south end and major near-term mixed-use projects around its intersection with Jones Street. Thus improving Avenue B from a worn-out industrial street to an urban neighborhood street is a very high priority.
- 4 Street Trolley: A Transit Corridor Study Area has been identified within which future routes may be implemented. The Trolley will immediately connect the most valued destinations in Downtown, River North, the Pearl Brewery/Lower Broadway area, and potentially the region. More than any other one element, the Trolley has the potential to rapidly shift the transportation paradigm from

one of driving to one of walking – a resident of or visitor to Downtown, or River North, will be able to confidently embark without a car, knowing that the Trolley and short strolls can get them wherever they want to go. The freedom to be out in the city on foot will change the way people live, work and spend their money, extending the reach and length of stay of many visitors, and allowing Downtown workers to live in River North, and Downtown residents to shop and play in River North. Keeping people out of their cars is expected to significantly decrease trade area leakage.

- 5 Performing Arts Neighborhood & Park-Once Utility: The most likely location for near-term civic and retail life is the southerly edge of River North, which is within easy walking distance of the Alamo, the RiverWalk and thousands of hotel rooms. To make this a compelling destination for San Antonians will require giving them an easy way to get rid of their cars when they arrive. The Park-Once Utility is built into the Performing Arts Neighborhood for that purpose. It will support existing and new businesses, the development of the performing arts venues, and the infilling of high-intensity mixed-use buildings along 3rd and 4th Streets.
- 6 Museum Neighborhood and Pearl Brewery/Lower Broadway Area Connection: Because the properties between the Pearl Brewery and Jones Street are both under-utilized and strategically located, it is anticipated that private investment may substantially implement this important neighborhood area without major public investment. Accordingly, this catalytic area of the plan is lower on this list than others that will certainly require public investment. The City and the TIRZ Board should contribute to the implementation of this connective neighborhood primarily by cooperating with and coordinating the work of multiple property owners and developers to ensure that each development project contributes to the making of great neighborhood fabric.
- 7 Alamo Street Improvements and Madison Square Park Neighborhood Infill: Because these two important areas are at the edges of River North rather than at its center, they are lower on the priority list for catalytic investment of public resources. It is expected that new infill development will occur in both these areas, and the City and the TIRZ Board should support that through coordination and design review, to ensure that each new increment of private investment makes a strong contribution to the neighborhood character envisioned by the Master Plan. Incremental street improvements will generally accompany each development project, and more ambitious streetscape and park improvements should occur as soon as resources are available, but not at the expense of the higher priority catalytic projects.

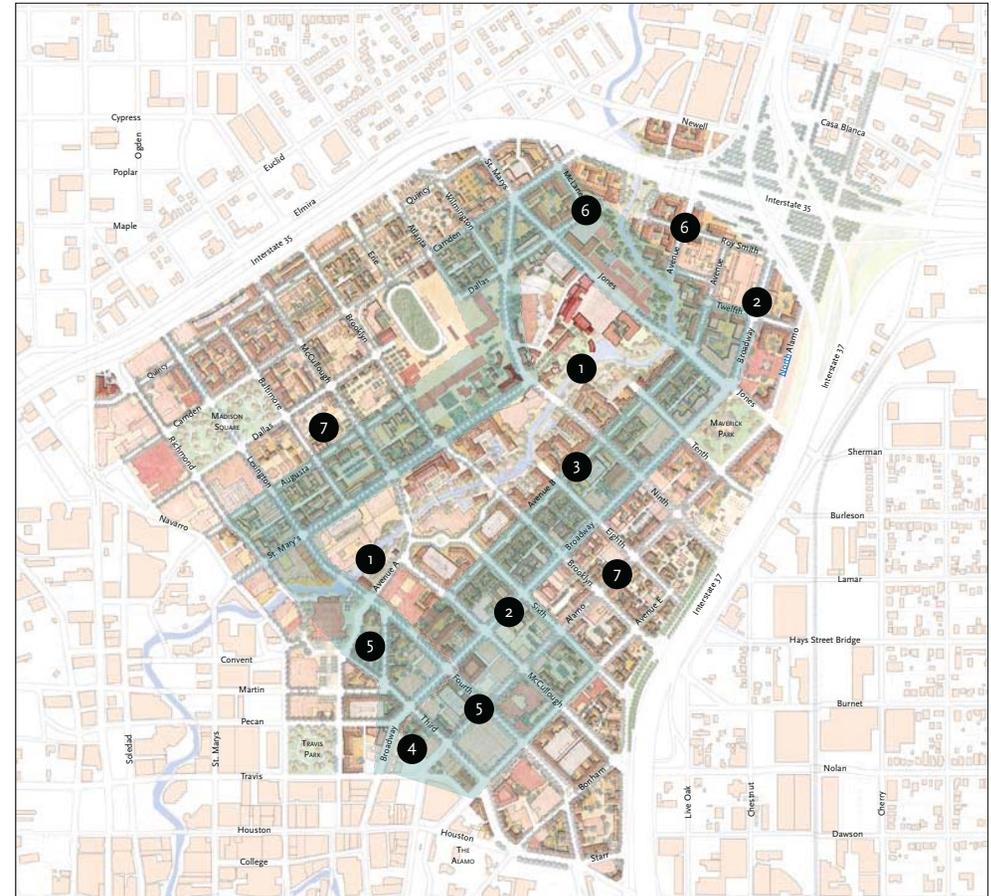


FIGURE 3-1: PRIORITIZED LIST OF CATALYTIC PROJECTS

1. The River

The River is the central spine of River North. Its design and operation will be shaped by the following actions:

1. The Urban Segment of the Museum Reach River Improvements, now under construction, will deliver the channel, walkway and landscaping improvements by the spring of 2009.
 - a. This is a cooperative effort of the San Antonio River Authority, the City of San Antonio, Bexar County, and the River Foundation.
2. The construction of new buildings that front the River with high-quality facades and frontages will be vital to the River's success as the central public space of the revitalized neighborhoods of River North. This Master Plan defines a System of Green and Open Spaces, drawing from RIO-2 zoning overlay standards, along the banks of the River to protect and enhance the River's unique character. Realizing these spaces will require a high degree of coordination and cooperation between private property owners and developers, the City and the River Authority.
 - a. Property owners and developers will construct new buildings to front and positively shape these open and green space areas through landscaping and other natural elements. These spaces will also provide an opportunity for property owners to link to existing connections to the River constructed as part of the River Improvements project.
 - b. The City of San Antonio and the River Authority should work with developers to shape these projects in ways that balance public and private interests.
3. The long-term high quality operation and maintenance of the River and its green and open spaces will be vital to the River's role as a people place for San Antonians and visitors.
 - a. The City of San Antonio Downtown Operations department and the River Authority may establish a maintenance assessment district that will be responsible for maintenance, insurance and public safety within the public open and green spaces.
 - b. A proposed River Bus service will provide a unique mode of transportation through River North, connecting the Downtown to important destinations in River North and beyond, including the Municipal Auditorium, the AT&T corporate campus, the San Antonio Museum of Art, the Pearl Brewery/Lower Broadway Area and Witte and McNay Museums.



Above:
A River Bus landing and embarcadero provides access to the reconstructed Municipal Auditorium via a new River Lobby entrance.

Below:
Like the RiverWalk in Downtown, the River corridor threads its way through River North, providing dramatic views of the River - in this case the new lock and dam area.



Below:
The River provides a compelling and fun connection from the Downtown RiverWalk to many of River North's most important destinations, including the San Antonio Museum of Art as illustrated here.



2. Broadway Corridor

As described in detail in Chapter 2, Broadway is the primary face of River North for most visitors and commuters. Transforming it from a residual highway strip to San Antonio's finest urban avenue is only second in priority to the River for the implementation of this Master Plan. When that transformation occurs, property owners or developers will be able to imagine, finance and construct, high quality urban buildings along this primary thoroughfare.

The first step in implementing the Broadway public improvements will be the preparation of a detailed engineering and urban design plan for this street. That plan must carefully consider the following elements:

1. The configuration, width and alignment of the 5 proposed travel lanes, including a possible Trolley lane, depending on the outcome of transit feasibility studies.
2. The configuration, width and alignment of the new urban sidewalks, and the location and alignment of crosswalks.
3. Modifications to existing traffic control devices and any new devices required.
4. The type and locations of new street trees and street lights, benches and trash receptacles.
5. The location and height of any elements projecting over the travel lanes, with particular attention to required clearances for parade floats.
6. Consideration should be given to including a more permanent and attractive marking of the parade route, to replace the existing painted stripe.
7. Consideration should be given to the use of unit pavers for the sidewalks rather than concrete. Several potential advantages of this strategy include:
 - a. A higher quality appearance.
 - b. Possible infiltration of some amount of rainwater to reduce urban runoff volumes. Subdrains under rock beds might underlie the new sidewalks.
 - c. This could simplify the inevitable disruption of sidewalks when new buildings are constructed along Broadway, allowing contractors to easily pull up and later replace the walks as foundations and utilities for the new buildings are constructed.

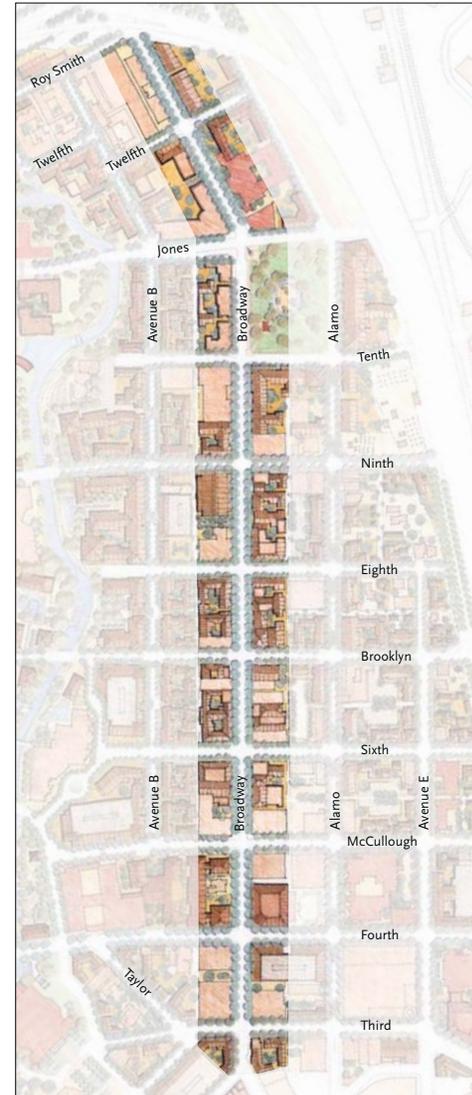
- d. In the event that new buildings include galleries – which extend over the sidewalk with new footings and columns constructed near the curb – the pavers would allow the gallery to be added and the street trees to be removed for relocation to other streets with relative ease.
- e. If a new building project proposed a special type of sidewalk along its frontage – as is common in many downtowns, including San Antonio's – the pavers could be pulled up for reuse elsewhere in River North.

A public improvement project that includes Broadway, Avenue B (see following page) and the cross streets between them and extending to the River is strongly recommended as the initial public project for River North. Such an improvement project would:

- a. Encourage near-term reinvestment in properties and buildings - new and rehabilitated - along Broadway and create the clear sense that River North is on the move.
- b. Link the new investment along Broadway and Avenue B to the value already created by the River Improvements. A strong sense of a "River-adjacent" address can thus be extended to properties a block or two away.
- c. Create an additional incentive for developers and builders to construct new outward-oriented projects with high quality architecture and frontage design, that gain value from - and add value to - the pedestrian-oriented realm of the new streets.

It is important to note that convincing certain builders to orient new residences toward these streets will be difficult in any case. If the streets remain in their existing condition it will be extremely difficult if not impossible. The business reason for this, of course, is that addresses on such streets are not attractive to renters or buyers, depressing prices.

By investing in these street improvements early on, the City can not only leverage the value of the existing investment in the River, it can also push the market to build better, more valuable buildings forming a neighborhood that will increase in value faster than the market in general, refilling the public coffers with property tax increment.



Wide sidewalk, new street trees, and new mixed-use buildings with shopfronts and galleries will transform the Broadway "highway" into a great urban avenue.

3. Avenue B Corridor

The transformation of Avenue B from a worn out industrial side street to a pedestrian-oriented urban neighborhood spine is a top priority. Substantial quantities of near-term reinvestment in private development along Avenue B are already on the boards, and the expansion plans of the First Baptist Church are interwoven with the southerly blocks of this street. Properties along the west side of Avenue B are primary beneficiaries of the value created by the construction of the River Improvements, and Avenue B could be an important element of the proposed Trolley route in the Broadway Neighborhood. Avenue B connects directly to the Performing Arts Neighborhood and its southerly blocks are part of the proposed Park-Once Utility that supports that District.

1. Streetscape improvements for Avenue B will be designed and constructed by the City and ideally, in coordination with any Trolley construction. This work will be closely coordinated with the plans of the First Baptist Church, and other property owners or developers who may be constructing new buildings along Avenue B in the near future.
2. As part of the expansion of any existing businesses or of new development, plans will be prepared and submitted to the City for review and approval. It is recommended that the construction of new parking structures be included as an element of such plans.

These structures should be designed to be lined with commercial space at the ground floor and perhaps with residential or office space on the upper floors.

These parking structures are a vital component of the Performing Arts Park-Once utility. Office employee use of this parking supply would be primarily during normal weekday business hours. The Performing Arts venues would need large amounts of this parking supply on certain weekday and weekend evenings. The First Baptist and St. Mark's churches would need large quantities of this parking on weekdays, evenings, and Sundays. The details of parking sharing ratios and cost sharing for these structures would be determined through a master parking study, described in more detail in the Performing Arts Neighborhood description above.

The design and construction of these structures might best be undertaken as a joint project between businesses, the City, the TIRZ Board and with a development or parking company providing design and construction services for the project.

3. The First Baptist Church is also expected to prepare plans for their long-term growth. Recommended elements of those plans include:
 - a. Design and construction of a lined parking structure on the Church property at the northwest corner of McCullough Street and Avenue B. This might best be undertaken as a joint project of the Church and nearby businesses, likely with a developer leading the project and the City and the TIRZ Board providing financial and other support.
 - b. Design and construction of new Church facilities on property owned by the Church on the south side of McCullough Street east of Avenue B, and within the existing Avenue B if the City elects to vacate that right-of-way. A new civic building or distinguished public space should provide a new and improved southerly terminus for Avenue B.



Comfortable sidewalks, new street trees, buildings with stoops opening to the street and a possible Trolley route, transform Avenue B into a great urban neighborhood street.

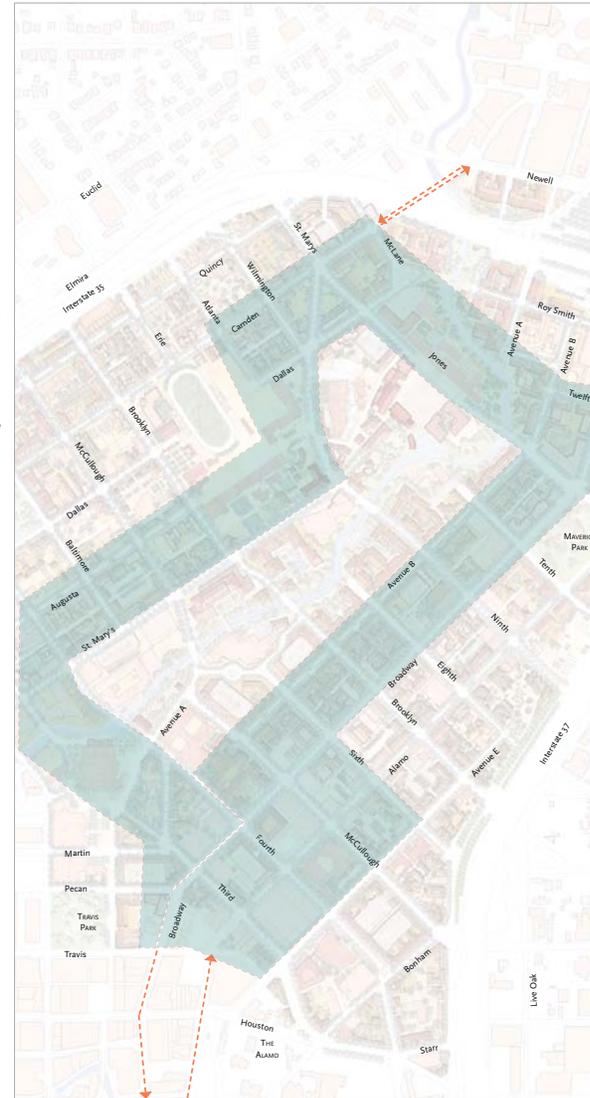
4. The Street Trolley

A rail-based trolley is proposed connecting the neighborhoods and civic amenities of Downtown and River North and enabling pedestrians to easily move throughout this large area without an automobile. The Trolley could also serve as a commuter extension to the City at large. This system will enhance the value of all the other investments – public and private – throughout the area, will support the viability of the Park-Once utility, and will accelerate the transition from an automobile-based transportation network to a pedestrian- and transit-based network. Because it will leverage all other investments in River North, the Trolley is a relatively high priority improvement.

Depending upon the outcomes of feasibility studies, the Trolley could function as a “pedestrian assist” and/or an enhanced option for commuters to link to the broader mass transit network. As a circulator route, if the Trolleys come by frequently (10 minutes or less, ideally) riders use them with routine and without planning a “trip”. The Trolley will help to keep visitors, and residents, out of their cars, which is a vital key to a true urban neighborhood lifestyle and the Downtown/River North economy. Once folks get back in their car, they can just as well go shopping in the suburbs, but as long as they are happy on foot or on the Trolley, a much higher amount of their time and discretionary spending will stay in River North and Downtown.

1. The first step in implementing the Trolley would be to coordinate with VIA and any other established transit entities’ planning processes to address potential modes of transit throughout Bexar County.
2. Next steps would include the preparation of a feasibility study and cost estimate for the system. Routing alternatives, using the Transit Corridor Study area as a starting point, ridership projections, general engineering feasibility, and cost and revenue estimates would be included. The City, in coordination with the TIRZ Board would initiate and finance that study, which would in turn be used to support the process of securing the funding and financing necessary to build the system.
3. Identifying an operating entity for the system, preparing more detailed engineering feasibility studies and design documents, and constructing the system would be required.
4. If the construction of the track and wires for the Trolley is done concurrently with the construction of street improvements, the cost of the Trolley improvements within the River North Planning Area can be reduced by half or more. Some specific points in this regard include:

- a. If determined that the southern segment of the proposed Street Trolley route be located in Downtown proper near the Alamo and the HemisFair Gateway, depending on the timing of other projects, track and wire construction might be coordinated with other planned improvements to the Alamo.
- b. Any segments of a route that pass through the Performing Arts Neighborhood should be done concurrently with the streetscape improvements for that Neighborhood.
- c. Trolley construction within the Broadway Neighborhood will have a significant impact upon the character of that area. Constructing Trolley improvements as an integral part of transforming the neighborhood will be important to the value of the addresses in the area, and to controlling construction costs.
- d. If Trolley segments are constructed near the Museum of Art, they should be coordinated with the Museum’s plans for expansion and with streetscape improvements presented in this Plan. The City and the TIRZ Board should work closely with the Museum to ensure that the timing and design of any nearby Trolley improvements are well integrated into the Museum’s long-term plans.
- e. Trolley tracks on or near the St. Mary’s corridor would be a valuable amenity for AT&T and other offices by enabling employees to conveniently park in structures within the Performing Arts Neighborhood or at the Museum.
- f. Depending on final route determination, Trolley segments in the north of the plan boundaries could connect the area to the Pearl Brewery / Lower Broadway area and beyond through possible connections at Broadway or Camden St. Planned improvements to Camden Street and/or Broadway and the construction of Trolley segments in those areas should proceed concurrently.



Transit Corridor Study Area



The Trolley is a modern streetcar that provides smooth, quiet, frequent and reliable service throughout River North



A Trolley would be an integral element of a larger transit network that includes existing bus and “Streetcar” service and planned Bus Rapid Transit

5. Performing Arts District and Park-Once Utility

This City-wide and regional cultural center is planned as a connector between the historic Downtown and River North. The District is already home to several major churches and other fine civic buildings and will house a number of performing arts venues and institutions, office, retail and residential uses. A substantial supply of publicly managed shared parking is also planned, which will very efficiently meet the parking needs of the various uses.

1. The Municipal Auditorium is a potential location for a Performing Arts Center; a new, world-class symphony hall.
 - a. The City has already offered the Auditorium facility and an adjacent municipal property for this purpose.
 - b. In the recent, May 10, 2008 Bexar County election, voters approved Proposition 4, for performing arts centers. This bond is for the purpose of renovating the Municipal Auditorium into a venue capable of becoming the home for the symphony, opera and other performing arts;
 - c. Concurrently, a strategic plan and master plan for a Performing Arts Center at the Municipal Auditorium is being prepared. That plan will outline further steps regarding institutional formation and facility planning and design.
 - d. Specific physical improvements to be implemented include:
 - i. Reconstruction of the interior of the auditorium to provide a smaller philharmonic hall with high quality acoustics;
 - ii. Reorientation of the house and construction of a new lobby and embarcadero on the River;
 - iii. Better screening of the loading and service areas on the west side of the Auditorium;
2. The Scottish Rite Temple, together with new buildings and wings connected to it, has been identified as a potential ballet and opera venue.
 - a. The first step in such a project would be the agreement of the owners of the Temple to make it available for such purposes. The City and the TIRZ Board would enter into discussions with the owners to see if such an arrangement can be made. The availability of adjacent parcels for additional facilities would also need to be ascertained.
 - b. A detailed institutional strategic plan, facilities master plan and cost feasibility study would need to be prepared.

- c. Next steps would include the identification or formation of an institution or institutions capable of undertaking the necessary fund raising, construction and operation of such a facility.
3. A new “black box” repertory theater is proposed for the neighborhood. This facility would provide a permanent home for a San Antonio Repertory Theater company, which currently cannot be properly housed in any of the local auditoria because of frequent commitments to touring companies.
 - a. The first step in implementing such a project would be a study to determine whether the community could support permanent repertory company, and whether it could support the cost of a new facility for that company.
 - b. If the results of the initial study were positive, next steps would include identifying an appropriate and available site for the facility, and simultaneously forming the organizational and financial structure of the institution.
4. A Performing Arts Academy is proposed to be situated near the Municipal Auditorium. Such an academy would be an invaluable supporting institution for all the performing arts institutions in the area, the City and the region and would add significant depth and prestige to the educational offerings of San Antonio.
 - a. The implementation process for such an academy would be very similar to that outlined for the repertory theater above.
5. A Park-Once Utility – including a number of new shared parking garages in key locations – is proposed to support the Performing Arts Neighborhood. This Neighborhood – at the conjunction of Downtown and River North, and at the crossroads of Broadway and McCullough and Third – provides a unique opportunity for intense, lively and diverse urban development that utilizes a parking supply that is shared by uses that have remarkably complementary parking needs. This parking strategy is referred to as a “utility” in order to emphasize that parking – like water, sewer, gas and electricity – is a vital commodity that must be provided and managed as an element of the infrastructure in greater Downtown San Antonio, including River North.

The peak parking demand for performing arts venues is typically evenings and weekend afternoons. Peak parking demand for the churches is Sunday morning. And peak parking demand for the nearby offices of AT&T and the Downtown is regular business hours. The major parking needs of these three use types overlap very little, such that the total parking needed for all of

them would be between one half and one third the total they would require if they were not located in the same pedestrian shed.

- a. The first step in implementing the Park Once Utility would be the preparation of a shared parking analysis for the district. This would include an inventory of existing and potential on- and off-street parking facilities, and inventory of existing and projected future parking demands, analysis of the likely phasing and timing of new uses and new parking facilities, estimates of probable parking costs and revenues, and identification of options for formation of a parking authority to manage the construction and operation of such parking facilities. Initial estimates of the potential parking supply and demand are summarized on page 2:63-64 of this Master Plan. The City and the TIRZ Board would lead the preparation of the Park Once study, and would provide direction for the City’s construction and management of new municipal parking facilities.
- b. The parking authority would then enter into negotiations to acquire sites for new structures, or to work with current or potential property owners to assist them in developing such facilities.
6. Street improvements within the Performing Arts Neighborhood will be the glue that holds all the other pieces together, and the spaces within which the civic life generated by the new venues occurs. The main elements of these improvements are:
 - a. Streetscape improvements on Third, Fourth and McCullough Streets and the cross streets that connect them. These improvements are of high priority and should occur with or immediately follow the Broadway improvements to effectively reconnect Broadway and the River. These improvements are to be undertaken by the City using TIRZ funds and/or other available funding sources.
 - b. A street realignment study is proposed for the area to the southeast of the Municipal Auditorium and Auditorium Circle to strengthen the linkage between the Municipal Auditorium and the proposed ballet and opera facilities. This is also a high priority action step that should occur with or immediately following the Broadway improvements. First steps in implementing this would include a detailed design study that would identify the affects of any street realignment on adjacent properties and structures, and negotiation with the owners of those properties to confirm their initial expressions of support for this change. Any street realignments would be done as a part of the streetscape improvements discussed in “a”, above.



Illustration of Civic Auditorium with enhanced street connectivity



Proposed Ballet and Opera center at the Scottish Rite Temple

6. Museum Neighborhood and Pearl Brewery / Lower Broadway Area Connection

The San Antonio Museum of Art has established itself at the center of the two northerly neighborhoods of River North. It is strategically positioned – geographically, culturally and politically – to anchor the transformation of the northwest neighborhood, named the Museum Neighborhood.

1. A first step in the further development of the Museum will be the preparation of a comprehensive master plan and strategic plan for the Museum and the properties it controls.
2. Following the completion of the Museum Master Plan (MMP), initial steps in the implementation of the Museum Catalytic Project would include:
 - a. Coordination with transit entities and other community stakeholders to requisition a study to determine a designated Trolley route within the Transit Corridor Study Area;
 - b. Design and construction of the Museum Plaza on the south side of Jones Street from the Museum. Ideally this construction would occur concurrently with an initial phase of building construction by the Museum;
 - c. Design and construction of the Museum Embarcadero concurrently with the Plaza construction if practical;
 - d. Design and construction of additional buildings around the Plaza.
3. Neighborhood infill development north and east of the museum between Jones Street and the expressways, will constitute the majority of the Museum Neighborhood and Pearl Brewery /Lower Broadway Area Connection components of River North. This area is currently lacking an urban street network and block structure. Improvements to infrastructure will allow the development of these under-utilized properties and provide connections to the river and Lower Broadway. It is anticipated that this development will be substantially or entirely initiated and completed by the private sector.



Rendering of the proposed Museum Plaza directly across from the San Antonio Museum of Art



Photo of existing conditions surrounding the San Antonio Museum of Art

7. Alamo Street Corridor

Ideally the proposed streetscape improvements along the entire length of Alamo Street would be constructed at the same time. But funding limitations and construction staging considerations make it unlikely that this will be possible at the same time the improvements related to the Performing Arts Neighborhood and the Trolley are constructed. Also, compared to Broadway and Avenue B, Alamo Street already has a good number of relatively successful buildings and businesses between McCullough Street and Maverick Park. Accordingly, the Alamo Street improvements north of McCullough Street are identified as a high priority improvement within River North but after the Broadway and Avenue 'B' improvements.

1. It is recommended that the Alamo Street improvements be designed and constructed concurrently with improvements to Maverick Park.
2. Because Alamo Street improvements are a lower priority than Broadway and Avenue B, it is likely that certain sidewalk, street tree and other improvements adjacent to new or renovated buildings may precede an overall street improvement project.
3. It is expected that the tree planting will be done as part of the municipal Alamo improvement project, which should occur as soon as funds are available, but not at the expense of the Broadway, Avenue B or Trolley improvements.
4. It should be noted that the existing Alamo Street right-of-way varies in width from block to block and in some cases from lot to lot. The recommended Alamo Street cross section in this Plan is based on a 72 foot right-of-way, which is present in some locations. When new building projects are proposed in segments with a narrower right-of-way - or when the City undertakes an Alamo Street improvement project for several blocks - the City and the property owners will need to discuss and negotiate whether additional right-of-way will be provided for the full 72 foot section, or whether some properties will have narrower sidewalks.



Alamo Street has a good number of interesting and historic buildings. Renovation, expansion and reuse of such buildings is encouraged

3.3 Public Realm Improvement Strategy and Guidelines

1. Street Improvements

As described in Chapter 2 and presented in detail in this chapter, streetscape improvements of some type are recommended for virtually all streets in River North. These have been designed with construction costs in mind, and for most streets relatively modest sidewalk improvements and street tree plantings constitute the majority of the recommended work.

The descriptions of the improvements are general in nature, and do not take into account the details of existing conditions in each block of each street. In some cases existing pavement or sidewalks may be in need of replacement even though the Street Types guidelines in section 3.7 do not indicate that those elements are to be replaced. The City Public Works and CIMS departments will make such determinations at the time the street improvements are designed and constructed. The following information in this section provides the guidelines and recommendations for the final design of streetscape improvements.

The City of San Antonio generally requires that a developer make improvements to the r.o.w. abutting the project to achieve either of two situations: a) bring them into conformance with current standards, and/or b) bring them into a state of good repair. The recommendations of this Plan will outline the general design guidelines for situation "a", and the City's public works department will define the requirements for situation "b" on a case by case basis. The required improvements generally extend from the property frontage line to the centerline of the public right-of-way on all project frontages.

When a private development project is being planned on a street that is part of a Catalytic Project, the development may be eligible for reimbursement of some or all of the costs associated with its "fair share" of the street improvements. If the completion of the Catalytic Project precedes the completion of the development project, the developer's responsibility for those improvements may be waived, at the discretion of the City.

Desirable elements include projects that will provide neighborhood benefits such as the enlivening of a street(s), the provision of mixed-income housing, or of needed services (e.g. a grocery store), or other elements that contribute to the momentum of revitalization.

Streetscape improvements for many of the streets not included in Catalytic Projects are expected to be constructed in conjunction with private development projects at the expense of those projects. The City may also elect to undertake such improvements as a public initiative, as dictated by unfolding priorities and the availability of funding.

In virtually every instance, the recommended interventions are intended to:

- a. rebalance the allocation of right-of-way in favor of the pedestrian,
- b. moderate the speed of automobiles without unreasonably impeding their progress,
- c. provide convenient curbside parking for visitors or customers,
- d. plant or replant street trees to shade and shelter the pedestrian from sun, rain and traffic, and to improve the quality of the air and stormwater.

Within these common overall parameters, it is intended that the streets of River North provide a rich variety of design and detailing. To supplement the typological and dimensional information in the Street Types, and to provide guidance for their application to a range of existing field conditions, the following guidelines are provided.



Left:
Street trees provide shade and shelter for pedestrians.



Left:
Curbside parking provides a convenient place to park for retail without the need for large parking lots.

Left:
Wide sidewalks allow for many activities to take place in the same space.

2. Curb Extensions

Curb extensions are recommended for a number of streets. Advantages of adding curb extensions include a) reduction of pedestrian crossing distance and time, b) reduction of visual width of roadway, and hence driving speeds, and c) provision of additional space for tree plantings.

The existing widths of many of the streets in River North – curb to curb – are greater than ideal. They are commonly 40 or 42 feet wide, and for those that do not carry large amounts of through traffic, 34 feet or 36 feet would allow for wider sidewalks and would tend to moderate driving speeds. However, the cost of reconstructing all the curbs to move them in a few feet is not cost-effective. Curb extensions at corners and mid-block achieve a similar benefit while moving only a small percentage of the curbs.

Adding curb extensions affects the flows of stormwater, which runs in gutters along the existing curbs. The three main approaches to managing the drainage are:

1. Leave a gutter – open or covered with a grate – along the existing curb, between the existing sidewalk and the extension. This is generally the least costly option, but may be less attractive and requires periodic cleaning of that gutter, usually by hand, to remove debris;
2. In lieu of leaving a continuous gutter, add curb inlets or drains at gutter terminations, taking the flow into a sub-surface pipe. If subsurface pipes are already present, this can be a cost-effective solution. The drains may need to be cleaned periodically to prevent blockages;
3. When feasible, and when desirable from an urban design point of view, the street may be reconstructed so that the parking lane drains away from the curb, to a new V-gutter between the parking lane and travel lane. This approach also may allow the use of a special paving material – such as brick or other unit pavers – within the parking lane, further reducing the visual width of the street, and providing a high quality material adjacent to the sidewalks. Additional advantages of this approach may include the possibility of rainwater infiltration in the parking lane, and avoiding running water at the curb that someone getting out of a parked car must step over or through to get onto the sidewalk.

This is a relatively expensive option that may be particularly appropriate for streets that need to be substantially reconstructed for a number of reasons, or streets that are planned for retail use and where the convenience and amenity of curbside parking are especially important.



An example of a curb extension



An open gutter between a curb extension and the sidewalk



V-gutters allow storm water to flow between the parking and the street.

3. Crosswalks

Safe street crossings are a very important component of the pedestrian network for any urban neighborhood. As noted above, improving pedestrian comfort, safety and convenience is the central goal of the streetscape improvement program of this Master Plan, and street crossings are perhaps the most challenging link in the network. The following general guides are provided for crosswalk design.

1. Crosswalks are to be provided at all types of street intersection configurations, including X's, T's and L's;
2. Crosswalks should be clearly marked with high contrast "zebra" striping, unless some alternative design is provided as part of an integrated urban design for a specific street;
3. Where guided by the Street Type standards in section 3.7, curb extensions should be provided to reduce the pedestrian crossing distance and time, thus improving pedestrian comfort and safety;
4. At signalized intersections with pedestrian signals, the pedestrian signal should default to "green" once per cycle without requiring the pedestrian to press a switch;
5. On streets with significant retail activity, mid-block crosswalks should be considered, as in many cases they can significantly increase retail sales by encouraging shoppers to shop both sides of the street.

4. Tree Wells

The size, spacing and detailing of tree wells is generally described in section 3.7. When locating new tree wells in an existing street, important design considerations include:

1. In the ideal urban tree canopy, adjacent trees at maturity generally touch one another. Therefore, the typical tree spacing is generally 30 feet, plus or minus 5 feet and depending upon the tree species;
2. Tree spacing and placement must be coordinated with street light placement. Street lights should normally be located midway between adjacent trees, and are commonly spaced every 2 or 3 trees, hence 60 to 100 feet on center;
3. On streets where parking spaces are marked – either parallel or angled – trees should be located where they will not impede the opening of car doors or pedestrians accessing the sidewalk. Where parking is parallel to the curb, trees are best positioned near the front or back of the space, so that they align with a fender rather than a door. Locating them on the line between two spaces tends to block pedestrian access to the sidewalk;

4. The size and type of tree wells must be sufficient for the tree and appropriate to the desired streetscape character. In busy retail areas it is important that the planter reduce the walkable sidewalk surface as little as possible. In such cases tree grates are generally recommended. In residential streets a softer appearance may be preferable and ground plantings in larger planters or in continuous parkway strips may be provided.

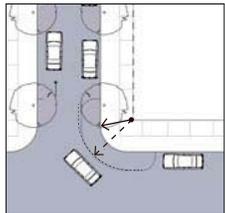


A crosswalk can be defined by striping and/or a change in paving material.

5. Additional RIO 2 and 3 Public Right-of-Way Requirements.

The following standards should be applied to streets located in the RIO-2 and 3 zoning overlay districts within this master plan.

- A. Curb Radii Standards: Curb radii in the range of under 10 feet without curb extensions and 15 feet with curb extensions provide for inherent traffic-calming as well as shorter pedestrian crossing distances across pavement. An important factor to consider in the design of streets is the difference between 'actual' curb radius (the physical dimensions) and 'effective' curb radius (the way that vehicles use the corner due to on-street parking, bike lanes, etc).



Actual(r1) versus effective(r2) curb radius
Small curb radius compliant with A.D.A



B. Curbs and Gutters

- 1. Construct curb and gutter along the street edge of a property.
 - a. Install curbs and gutter along the street edge at the time of improving a parcel.

- C. Street Furnishings. Street furnishings are exterior amenities, including but not limited to, tables, chairs, umbrellas, landscape pots, wait stations, valet stations, bicycle racks, planters, benches, bus shelters, kiosks, waste receptacles and similar items that help to define pedestrian use areas. Hand crafted street furnishings are particularly important in San Antonio, and therefore this tradition of craftsmanship and of providing street furniture is encouraged.

- 1. Prohibited street furnishings in RiverWalk area of "RIO-2." The following street furnishings are prohibited within the publicly owned portion of the riverside of buildings directly adjacent to the publicly owned portion of the river:
 - a. Vending machines
 - b. Automatic teller machines
 - c. Pay phones
 - d. Photo booths
 - e. Automated machines such as, but not limited to, penny crunching machines, blood pressure machines, fortune-telling machines, video games, animated characters and other machines that are internally illuminated, or have moving parts, or make noise, or have flashing lights.
 - f. Inanimate figures such as horses, kangaroos, bears, gorillas, mannequins or any such animals, cartoon or human figure. This section does not affect public art as defined in Appendix A of this chapter.
- 2. Street furnishing materials
 - a. Street furnishings shall be made of wood, metal, stone, terracotta, cast stone, hand-sculpted concrete, or solid surfacing material, such as Corian or Surell.
 - b. Inexpensive plastic resin furnishings are prohibited in "RIO-3", but are permitted in all other districts.
- 3. Advertising on street furnishings.
 - a. No commercial logos, trademarks, decals, product names whether specific or generic, or names of businesses and organizations shall be allowed on street furnishings within "RIO-3".
 - b. Product or business advertising is prohibited on all street furnishings.
- 4. Street furnishings, such as tables and chairs may not be stored (other than overnight storage) in such a way as to be visible from the river pathway.

6. On-Street (Curbside) Parking

On-street parking is the life-blood of almost all American urban neighborhoods and districts. Unlike some great European cities – and a few American cities with highly developed transit systems and very high population densities – San Antonio is a place where cars are the primary transportation mode. Even as the Downtown and River North transportation systems gradually develop a stronger pedestrian and transit orientation, many visitors of residents and customers of businesses will arrive by car. Providing convenient short-term parking for those visitors and customers will be vital to the success of River North, and curbside parking is the best way to provide it.

As described in some detail in Chapter 2.3, parking is valuable to the user – and/or to the owner of the property or business nearby that parking – and is never free. Parking in shared structures is much more expensive than curbside parking to construct and maintain, and is less valuable to the user, because it is less convenient. The combination of high value and low cost is the hallmark of a great opportunity. To maximize the value of this opportunity, this resource must be very carefully managed.

7. Parallel Parking

Parallel curbside parking is provided on almost all streets in River North. Individual parking spaces may be marked or unmarked with striping, and will typically be approximately 22 feet in length by 7 to 8 feet in width, measured from the curb.

Parallel parking will typically be prohibited within approximately 25 to 35 feet of intersections, to allow larger vehicle turning radii to encroach into the curbside parking lane. Parallel parking will also be prohibited near fire hydrants and other emergency facilities, as required by the Fire Department.

8. Angled Parking

On streets fronted by ground floor retail and other commercial uses, and where the volumes and speeds of traffic permit, angled parking can be of great value to the adjacent businesses.

The angle between the parking space and the curb has a major effect on the functional characteristics of the parking. Large angles – approaching 90 degrees – provide for efficient use of the pavement, but require very large pull-in and back-out radii that are incompatible with streets and any but the slowest and lowest volumes of traffic. Angles between 55 and 40 degrees generally provide a good balance between efficiency, convenience and safety of ingress and egress of parking spaces.



Curbside parallel parking



Curbside angled parking

9. Parking Meters

As described in Section 2.3 of this Plan, parking has value – significant value in a dense urban environment – and is never free. If on-street parking is to be a well-managed and self-sustaining resource for River North, parking meters will be present on many of its streets, particularly retail and commercial streets where short-term customer parking is needed.

It is common – particularly in redeveloping areas where customers are gold and one doesn't want to discourage them from shopping – for there to be resistance to installing parking meters or charging for parking. Many shopping districts have found that the inconvenience of having to remember to come loaded with quarters is a more significant issue for shoppers than the cost of the parking. Fortunately, modern parking meter technology has solved that problem. A number of alternative meter types are available. Key characteristics of some of the better electronic meters include:

1. One meter can serve one side of a block, with customers entering the number of their parking space;
2. The meter accepts credit and debit cards as well as bills and coins;
3. The meter is connected to a central computer system, with a wired or wireless connection, so that the availability and pricing of parking can be centrally monitored and managed;
4. Wireless meters batteries and solar panels can avoid entirely the need for electrical and communications wiring, simplifying installation and reducing capital costs;
5. The length of stay can be flexible if one uses a credit card, because the charge begins when you enter your card and ends when you return to your car and tell the meter you are leaving;
6. Time limits can still be programmed into the meter if necessary, but assuming that the cost per hour in such a convenient space is higher than other somewhat less convenient alternatives – i.e. a nearby parking structure – it may prove unnecessary to set time limits.

10. Parking Permit Program

On residential streets, parking should be paid for through a parking permit program. Residents simply purchase monthly, quarterly or yearly permits and place stickers in their windshields. On residential streets near employment centers, daytime permits can be sold to office workers, further increasing the Parking Authority's revenue stream while saving the employers the cost of constructing redun-

dant spaces in expensive parking structures. Residential permits generally allow both day and night parking, so the actual available supply of daytime parking must be carefully monitored by the Parking Authority to ensure that they don't sell more daytime permits than there are available spaces.

11. Street Lights

Street lights are a very important element of any urban streetscape, affecting its daytime appearance and its nighttime character and safety. In the same way that variety is recommended for street furniture, it is recommended that the size, spacing and design of streetlights be varied throughout River North.

Each of the major streets in River North should have a consistent type of fixture, and in all cases fixtures mounted on poles less than 35 feet in height and space approximately 70 to 100 feet apart are recommended. This sort of fixture creates a rhythm and scale – and light – that is in scale with and pleasant for the pedestrian, helping to define the space of the street rather than just flooding it with light.

12. Trolley Track and Wire

One of the main values of the Trolley is its visible, fixed route, signaling to potential private investors that this amenity is there to stay, and signaling to visitors that if you stand here the Trolley will come to you. The track and wire improvements are important elements of the urban design along the Trolley's route.

The main consideration for track design is that the surfaces surrounding the track be smooth and even, so that the tracks present the smallest possible interruption in the walking or rolling surface for pedestrians, and wheelchair and stroller users.

For overhead wire design, elements to consider include the poles, arms and wires. In some streets it may prove practical to provide an integrated set of poles for street lights, traffic signals and trolley wires. This can result in a very clean design, and can also control construction costs and minimize pedestrian obstacles.

In some cases however, the ideal spacing or location for trolley poles may not be consistent with the best placement for street lights. In other cases it may not make design or financial sense to replace existing street light or signal poles. In such cases, providing a separate set of Trolley poles may be the best solution.

Another important choice is whether the electrified wire is directly suspended from the pole arms or supported on a catenary wire. The direct suspension method can save cost and look cleaner, but may be less functional over time. This decision should be made as part of the Trolley feasibility and preliminary design study.

13. Street Furniture

A varied palette of street furnishings that respond to the needs of pedestrians on each street is recommended. Benches and trash receptacles, for instance, should generally be provided on busy shopping streets for customer comfort and litter control. These should be well-designed and functional, and should harmonize with the overall urban design of that street or that place.

It is not necessary or desirable that a "River North Bench" or "River North Trash Receptacle" be selected. Nor is it necessary or desirable that all such furnishings be either Olde Fashioned or make a design statement. The character of River North will be defined by its buildings, its great streets, its parks and river, and its civic institutions, not its street furniture. The furniture should complement the "room" that it is furnishing.

In addition to being attractive, benches should generally be comfortable and durable. Wood or wood substitute is generally a good material for the seats, because it does not become blazing hot or icy cold. Trash receptacles should generally be covered to keep rain out and large to delay them overflowing.

In no case should pedestrian street furniture – nor traffic control boxes and other accidental street furniture – block the pedestrian way or cause pedestrians to sidle around them. The many curb extension bulb-out areas planned for the River North streets – at corners or mid-blocks – may be good candidate locations for such furniture.

Benches, in particular, should be placed with careful consideration of their relationship to surrounding buildings and businesses. Benches placed perpendicular to the street are often best, as the sitter is neither staring at one storefront nor at passing traffic or sides of parked cars. Benches outside bakeries or coffee shops can be very pleasant for customers of those businesses. And of course benches at Trolley or bus stops are always desirable.

Benches in areas with low volumes of pedestrian traffic are generally unnecessary and attract sleepers. Mid-bench arms that are added to discourage sleeping should be far enough apart that two people can sit comfortably side by side with a shopping bag apiece.



Streetlamps are important elements in the day and at night.



Trolley track and wires can be designed in ways to minimize its impact on its surroundings.



Benches provide pedestrians with places to rest, talk and eat.

3.4 IMPLEMENTATION PROGRAM

Purpose. This implementation program sets forth the actions and measures that execute the ten plan-initiatives or 'big ideas' established in Chapter 1 (pg: 1:III).

3.4.1 Regulations and Ordinances

This Master Plan depends upon the following actions relative to regulations and ordinances:

- a. The Master Plan needs to be adopted by the City of San Antonio to apply to the plan area;
- b. The plan area needs to be rezoned to an appropriate classification that includes the requisite development standards that enable the range of outcomes envisioned in this Master Plan;

3.4.2 Plan-Wide Implementation

In response to the goals of this Master Plan and the plan-area's constraints and opportunities, the following strategy is set forth in two parts: A) catalytic actions or measures for each of the corridor and neighborhood areas of the plan that lead private investment and generate strategic momentum and collateral activity; and B) collateral actions that are primarily public realm improvements that follow private investment (e.g., utility upgrades or new service, street repair, etc.).

A. Summary of Catalytic Projects

In the preparation of this Master Plan, various individual projects were identified as having the positive effect of catalyzing additional activity and investment. These projects are identified as 'Catalytic Projects' and are given priority in order to generate strategic momentum throughout the plan area.

B. Summary of Collateral Projects

In addition to catalytic projects, there are a number of individually less significant but nonetheless important projects that are needed for implementation. Such projects range from the installation of missing streetscape elements on a segment of street to a street-extension to serve new development, to the upgrade or installation of utility infrastructure, to new open space.

C. Estimate of Probable Construction Cost

Table 3-5 identifies each of the projects necessary for implementation along with their associated estimate of probable cost. These estimates are for the purpose of informing near and long-term decision-making as well as the evaluation and setting of priorities over the 25-year planning horizon of this Master Plan. As specific projects come forth, it is the responsibility of those proponents to prepare detailed cost-estimates as appropriate.

D. Estimates of Development Potential

By translating the vision for River North into a system of specific, appropriate building types, it is possible to quite accurately estimate a range for the development potential of urban neighborhoods. Because the recommended building types vary in intensity and scale within each planning area - in order to provide developers with a range of options - the build-out estimates have identified three intensity scenarios corresponding to the Low, Moderate and High areas of the range.

Since the building uses are flexible in most areas of the Plan, each intensity scenario was then evaluated for two primary factors: Residential or Commercial Emphasis. The resulting six scenarios are summarized in Table 3.1 below, and detailed in the Appendix. Scenario 2A - Moderate Intensity with Residential Emphasis - has been selected for further description in this chapter.

Table 3-2, on the following page, projects the estimated development potential based on Scenario 2A and the following assumptions:

- a) Certain areas within the Master Plan boundaries are not expected to change over the Plan's 25-year planning horizon;
- b) Of the areas expected to change, the type of development envisioned by the Master Plan has been calculated accordingly (e.g., some blocks have a more intense amount of development envisioned than others based on the block's location and role in the overall Master Plan)
- c) Of the blocks that are envisioned to have ground floor retail / commercial, certain blocks are more likely than others to realize such potential;
- d) All or part of the upper floors in a mixed-use building might be used for residential or office;

As River North implementation proceeds, it will be important to monitor the intensities of built projects and adjust the estimates for future growth from time to time.

E. Estimate of Projected Revenues

Based on the selected scenario of Development Potential and the infrastructure needs, Table 3-4 projects the estimated revenues resulting from implementation of this Master Plan over the Plan's 25-year planning horizon.

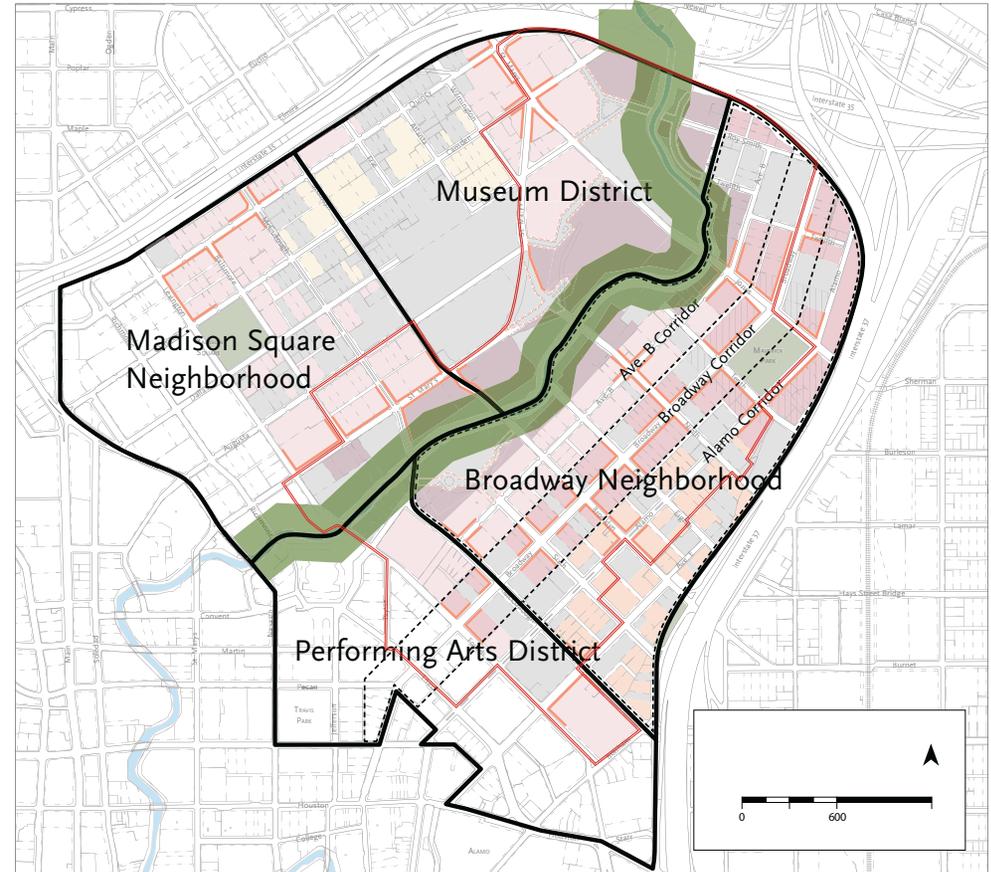


FIGURE 3-2: DEVELOPMENT POTENTIAL

Table 3-1: Summary of the six scenarios evaluated for this Plan

Intensity	Emphasis							
	Scenario A - Residential				Scenario B - Commercial			
	Dwellings Unit Count	Commercial Retail S.F.	Restaurant S.F.	Office Office S.F.	Dwellings Unit Count	Commercial Retail S.F.	Restaurant S.F.	Office Office S.F.
1 - High	8,936	165,510	18,390	535,340	8,337	331,020	36,780	1,070,680
2 - Moderate	7,596	140,684	15,632	455,039	7,086	281,367	31,263	910,078
3 - Low	6,255	115,857	12,873	374,738	5,836	231,714	25,746	749,476

3.4.3 Development Potential Summary

Area	Residential [a]	Non-Residential [b]
Broadway Neighborhood	3,561	294,775
Museum Neighborhood	2,328	166,510
Performing Arts Neighborhood	360	32,640
Madison Square Park Neighborhood	1,347	117,429
TOTAL	7,596	611,354

The following table focuses on the development potential of three main corridors and the TIRZ properties:

Area	Residential [a]	Non-Residential [b]
----- Broadway Corridor	1,335	133,684
----- Alamo Corridor	1,194	96,467
----- Ave. B Corridor	1,422	95,622
<u>-----</u> TIRZ Boundary	5,627	456,072

[a] denotes dwellings based on an average size of 1,100 square feet.

[b] denotes total square footage available for non-residential use based on a 40 foot depth in locations shown with a solid red line.

3.5 Mixed-Income Housing

Purpose

River North seeks to provide a high quality urban living environment near the core of San Antonio with a range of housing costs and values. Achieving the accessibility of mixed-income housing is an important purpose of this Master Plan.

Proximity to the core inherently improves the affordability of living in River North by offering many employees of the Central Business District (CBD) the opportunity to walk to work or use public transportation rather than relying solely on the automobile. Infrastructure changes designed to improve the pedestrian-friendliness of the urban environment along with transit improvements will build on this inherent advantage, while helping to offset the cost of high land values.

This Plan proposes an active effort to encourage and support mixed-income housing development in River North, and expects that such housing will contribute to the creation of an attractive sense of place. Mixed-Income housing should also help raise property values and thereby the TIRZ's ability to invest in infrastructure, thus contributing to a virtuous circle of renewal and reinvestment.

Plan Objectives

To carry forward the purpose of mixed-income housing in River North, the following objectives provide clear guidance about the expectations and direction desired as a result of this Master Plan:

1. Recognize that River North has a role to play in the provision of mixed-income housing in the context of city wide demand.
2. Target 15% of the plan area's dwellings as mixed-income housing.
3. Target, the 50% to 120% of county median household income range.
4. Since transportation costs are an important component of individual and family budgets, and thus an important factor in the real affordability of housing, encourage mixed-income housing development near the CBD.
5. Further develop public transit for River North with linkages to the City-wide transit system and encourage a pedestrian friendly environment that will enable many CBD workers to walk to work from their homes.
6. Seek coordination among federal, state, and local housing plans and programs.

7. Provide housing opportunity to households of all ages, races and income levels throughout the plan area.
8. Support the adaptive re-use of historic structures to provide mixed-income housing.
9. Recognize the importance of rehabilitation and stabilization of existing housing stock.
10. Maintain diversity in housing stock by requiring a mix of housing types within both the plan area and individual projects.
11. Seek to include a mix of affordable and market rate units within each of the Plan's four neighborhoods.

Plan Policies

The following policies are set forth to provide near and long-term perspective on how best to implement the stated objectives for mixed-income housing:

1. All housing development within the plan area will conform to required form, intensity and design standards.
2. Market rate and mixed-income projects should appear indistinguishable as viewed from the street.
3. Progress toward achieving 15% of the plan area's dwellings as mixed-income housing shall be evaluated every year. Any shortfall will result in a reconsideration of Plan policies. Affordable housing providers who have built in the district will be consulted on their experiences, while affordable housing providers who have not been active in River North will be asked to provide input as well. Recommendations for changes to achieve the target will be provided to appropriate policy makers.

Tax Increment Reinvestment Zone (TIRZ) Policies

1. The TIRZ should actively promote and seek out opportunities for affordable housing developers to build in the district in an effort to encourage mixed-income housing in River North.
2. When considering investments within the district, the TIRZ should favor infrastructure projects needed for residential development generally and/or which support mixed-income housing projects.

Funding Sources

The following additional sources are available to the plan area in various combinations. A tabulation of the potential application of such funding to River North implementation is provided in Table 3-3 on the following page.

- Federal
 - Community Development Block Grants (CDBG)
 - Home Investment Partnership Program (HOME)
 - American Dream Down payment Initiative (ADDI)
 - Affordable housing investment tax credits
 - Community Reinvestment Act compliance
 - Tax credit eligible projects
- State
 - Tax exempt multifamily bond program
 - Housing Trust Fund Program
 - Texas First Time Home buyer Program
 - Texas Loan Star Program
 - Texas "Bootstrap" Loan Program
 - City of San Antonio
 - San Antonio Housing Trust Fund
 - Tax increment financing

3.6 Financing, Funding and Phasing

Financing

In order to implement the plan objectives for River North it will be necessary to use Tax Increment Reinvestment Zone (TIRZ) funds to fund the required public capital improvements called for in the plan. The overall planning objectives of the use of these TIRZ funds is to put in place district wide infrastructure improvements which will set the conditions for further rounds of private capital investment. This process is already underway in the form of the improvements to the San Antonio River along the Museum reach section. This investment represents a key opportunity to extend the functions of the CBD northwards into the plan area. It should be noted that the TIRZ boundary does not currently encompass the whole of the River North plan area boundary. The City and the TIRZ Board should consider the potential expansion of the TIRZ to include a larger portion, if not all, of the River North area.

Using the conceptual plan in section 2.1, a potential development scenario was created. This potential build out scenario is represented in table 3-2, development potential summary. Estimates of the capital value for new development potential were estimated based on existing market conditions in San Antonio. These conditions and the market analysis are summarized in the materials submitted along with the charette catalogue. Essentially the land use program anticipates accommodating the opportunity for the AT&T complex to expand within the district, which drives much of the demand for office space. The remaining non residential space identified in the plan could be supported by the incremental growth of the CBD northward. Additional non-residential uses would be ancillary to the development of the neighborhood and the district is not envisioned as developing as a major region serving retail or non residential hub for San Antonio.

The residential program is based on existing and proposed projects within the plan area combined with the development opportunities that would be created by adoption of the plan. Residential prices assume a mix of market and below market units.

Table 3-4, on the next page, translates the development potential into a fiscal cash flow outlining the flow of funds which would be available to the city of San Antonio for general fund revenues accounting for the tax revenues which would be generated by the development scenario compared against the costs associated with providing public services within the district. The analysis separates out the ad valorem property tax that would be generated by the project.

Implementation Plan

In order to leverage the transformative power of TIRZ for River North it will be necessary for the provision of public improvements to precede private investment in the area. The logic of this approach will be to "set the table" for future rounds of private investment by providing amenities, public improvements and the required infrastructure that would allow for the opening of the latent value of property within the district. The Master Plan calls for creating a development environment which will allow for the transformation of the district from its currently under-capitalized state into more vibrant, mixed-use neighborhoods. However, given the long periods of private dis-investment which have confronted the plan area over in the past it will be required to change the urban framework in order to attract additional rounds of private investment. The most efficient way to do this would be to finance the improvements via bonded indebtedness. This would provide significant levels of capital which could be used up front for investments in public improvements and to provide resources for strategic public private partnerships. The development scenario shown in the conceptual plan would generate approximately \$66 million in committable cash tax increment cash flow assuming that both the City and the San Antonio River Authority commit their portions of ad valorem property tax. This yields approximately \$2.6 million per year on an annual average basis. This cash flow would be able to support between \$21 and \$27 million in capital costs if the plan were to go forward on the basis of debt financing.

In order for the visions in the plan to be implemented it will be necessary to go forward on the basis of bonded indebtedness supported by the anticipated TIRZ cash flow, due to the following:

1. Large scale investments are required to implement the plan vision;
2. Investments are district wide in scale and will not be directed towards advantaging any particular property owner or parcel;
3. Risk will be mitigated by the size of the district and the diversity of land use types and real-estate products identified in the plan;
4. Availability of funds at the beginning of the process will allow for the structuring of beneficial public private partnerships.

There is significant precedent for this approach in using TIRZ funds to support bonded indebtedness in Texas. A table is provided in the Appendix, listing a number of instances in which this approach has been used to finance district-wide improvements of the type called for in the master plan.

Table 3-3 RIVER NORTH MASTER PLAN FUNDING OPPORTUNITIES

SOURCES	Near Term (Next 2 Years)	Mid Term (Next 3-5 Years)	Long Term (6-10 Years)
TIRZ			
Tax Increment	Initial start-up costs	Yes	Yes
Low/Mod Housing Tax Increment (from TIRZ)	Not in early years	Yes	Yes
City of San Antonio			
Empowerment Zone Facility Bond	For Eligible Projects	Unknown	Unknown
Hotel Occupancy Tax (for venues)	Yes	Yes	Yes
VIA Metropolitan Transit			
Call for Projects—Capital budget	None	Maybe	Maybe
State			
Texas Enterprise Fund	Maybe a portion of \$224 million for the state allocated for 2008-09	Maybe	Unknown
Texas Capital Fund—Downtown Revitalization Program	Annual applications	Maybe	Unknown
Texas Leverage Fund	Can supplement TIRZ in early years	Maybe	Maybe
Federal			
Community Development Block Grants (CDBG)	None anticipated	Maybe	Maybe
EDA (Federal)	Maybe	Maybe	Maybe
SAFT-LU (Transportation)	For existing/waiting priorities (TxDOT, etc.)	TXDot and VIA transportation projects, and larger city priorities	Must be renewed by Federal Government
New Markets Tax Credit (Federal)	For eligible projects	For eligible projects	For eligible projects
Federal Empowerment Zone	Round III communities authorized to 2009	Unknown	Unknown

Source: Economics Research Estimates.

Implementation Funding

It is important to recognize that private investment will drive the overall development of the plan. Considering that River North is a mature and largely built out urban area, development will take place in an opportunistic manner over time as market conditions evolve. The exception are opportunities where the City of San Antonio, through the Housing Authority, either owns property or is in a position to catalyze key public/private partnerships for specific projects by using TIRZ funds for district wide improvements.

As is noted in the plan document, there are a number of catalytic projects which are likely to require some level of participation by the public sector. It is important to recognize that the TIRZ district can not be the sole source of financing if the plan's vision and stated outcomes are to be achieved. Table 3-3 (funding opportunities) summarizes the basic set of programs that in addition to TIRZ can be used for plan implementation.

City of San Antonio

- **Empowerment Zone Facility Bonds.** The entire plan area is within a designated empowerment zone which opens up mechanisms for public support for qualified projects to be eligible. The Empowerment Zone Development Corporation (EZDC) can issue Empowerment Zone Facility Bonds to Qualified Empowerment Zone Businesses to finance Qualified Zone Property.
- **Hotel (venue) Tax Funds—Local Option.** This is a potential source for funding of cultural facilities as a local option as allowable by Texas law.

VIA Metropolitan Transit

- **Capital Budget.** Currently Broadway is a major transit corridor and therefore, funds could be used to the extent that transit related improvements are required, especially in terms of streetscape, or in coordination with the proposed street car line.

State of Texas

- **Texas Enterprise Fund.** With \$224 million authorized for 2008-09, these funds can be used primarily to attract new business to the state or assist with the substantial expansion of an existing business as part of a competitive recruitment situation. This fund is intended to leverage other resources for an economic development project
- **Texas Capital Fund.** This program encourages business development, retention, or expansion by providing funds for the purpose of assisting in the creation of new permanent jobs or retention of existing permanent jobs, primarily for low and moderate income persons. A portion is set aside to encourage downtown area revitalization

Project	Complete Rehabilitation	Street Work	Intersection Work	Removals	Mill and Overlay	Bridge	Subtotal
Alamo	---	3.741	2.363	---	---	0.753	6.857
Augusta	---	0.725	0.738	---	---	0.753	2.216
Avenue 'B'	0.782	2.588	1.248	---	---	0.753	5.371
Baltimore	---	0.265	---	---	---	0.753	1.018
Broadway	---	4.420	4.249	---	---	0.753	9.687
Brooklyn	---	0.870	---	---	---	0.753	1.623
Camden	---	0.367	0.130	---	---	0.753	2.120
Eighth	---	0.718	---	---	---	0.753	1.471
Fourth	2.098	---	0.333	---	---	0.753	3.184
Jones	---	0.691	---	---	---	0.753	1.444
McCullough	---	1.750	0.366	---	---	0.753	4.278
New Segments	---	4.458	1.072	---	---	0.753	7.637
Ninth	0.284	---	---	---	0.075	0.753	1.112
Roy Smith	0.660	---	0.327	---	---	0.753	1.740
St. Mary's	---	2.318	2.902	0.049	---	0.753	6.022
Sixth	0.297	---	---	---	---	0.753	1.050
Tenth	---	0.544	---	---	---	0.753	1.297
Third	---	0.396	---	---	---	0.753	1.149
Twelfth	0.437	---	0.221	---	---	0.753	1.411
Wilmingon	---	0.414	---	---	---	0.753	1.167
Street Lighting [1]							
Landscape Planting [1]							
TOTAL [2]							

TABLE 3-5: CATALYTIC & COLLATERAL PROJECTS & ESTIMATED PROBABLE COSTS

[1] Includes all streets in the TIRZ Boundary.
 [2] Estimated Cost prepared by Pape-Dawson Engineers, INC (7/17/08)
 • Numbers are in millions of dollars.
 • Includes 25 % contingency.

• Includes utility construction.
 • Includes replacing/upgrading existing traffic signals.
 • Does not include upgrade/repair of existing storm water drainage system, but does include minimal costs associated with extension of existing systems.

- **Texas Leverage Fund.** Financing available for interim, long-term or gap financing; these loans provide flexible financing terms with maturities of up to 15 years. This program allows cities to leverage future sales tax revenues to support job retention or creation.

Federal Programs

There are a variety of well known federal programs that may be useful in specific circumstances as implementation tools. While most of these programs are tied to specific project objectives a few possibilities stand out. Firstly the plan area is eligible for qualifying new market tax credit projects. This may be a part of the financing structure for a specific qualifying developments. In addition, federal transportation funding may also be accessed to fund regional improvements such as the street car line or improvements on Broadway, which serves as a regional transportation corridor.

Another important principle associated with the implementation strategy is that the TIRZ district should, in principle, seek to fund public goods concurrently with private investment. Public capital expenditures, except in very limited instances where it would be required by phasing or to take advantage of scale economies, (such as streetscape improvements and the trolley line) should not lead private investment. In other words, the goal is not to use infrastructure investment to stimulate future rounds of private development, but rather to make public improvements available as part of the overall economic development strategy for River North wherein those resources can be deployed within the plan area concurrently with private investment.

3.7. STREET NETWORK GUIDELINES

This Chapter identifies the various street types recommended to assemble the street network for the plan area.

These purpose of these guidelines is to:

- provide guidelines with which to modify existing streets, if proposed for change,
- provide guidelines with which to maintain existing streets not proposed to change,
- provide connections from street level to RiverWalk level.

The diagram on the following page identifies the proposed improvements to the existing thoroughfare network for the Master Plan area.

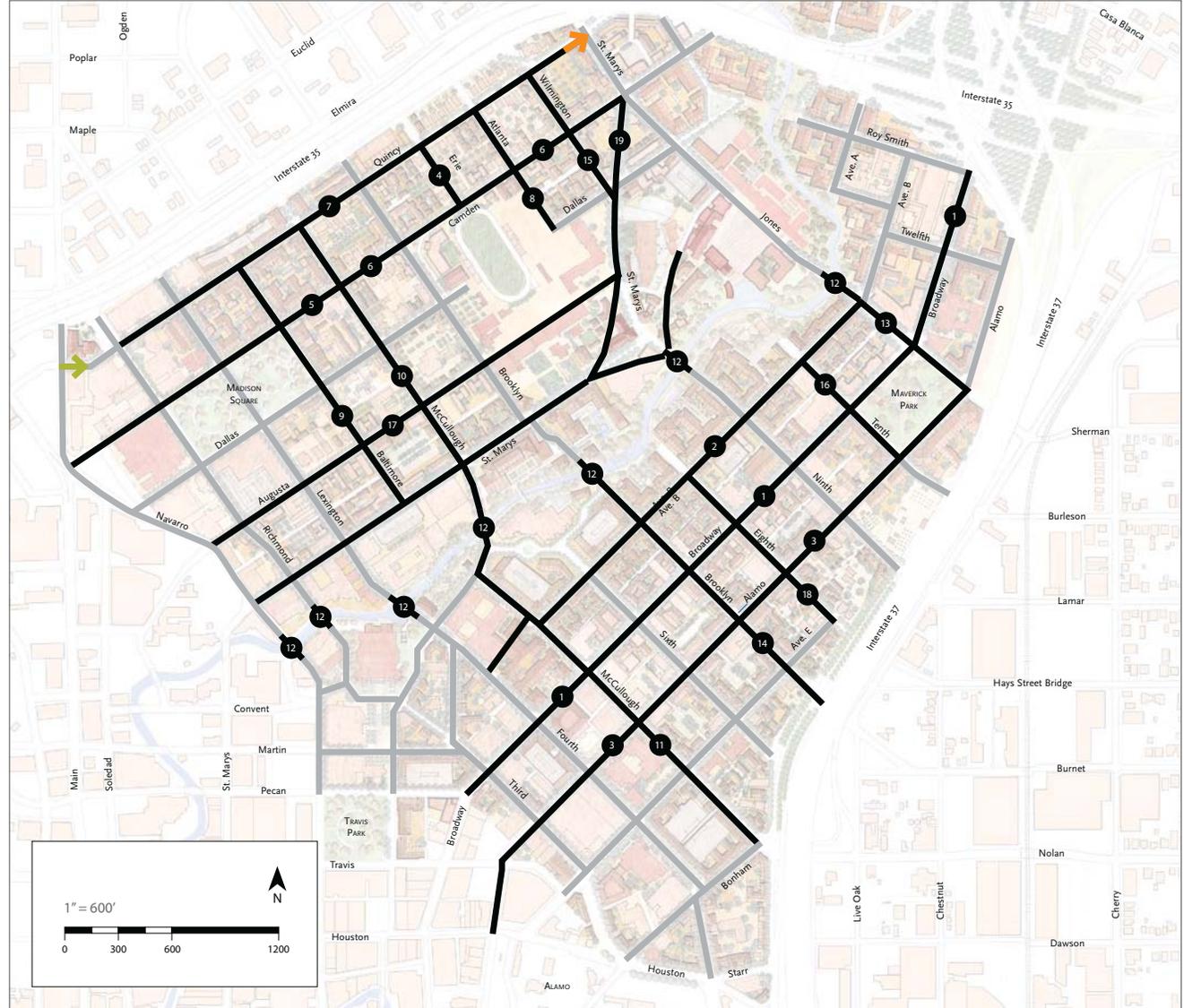
STREET NETWORK PLAN			
KEY	STREET NAME	R.O.W.	DESIGN SPEED [1]
1	BROADWAY	80'	35
2	AVENUE B	60'	25
3	ALAMO	72'	30
4	ERIE	53'	20
5	CAMDEN	50'	25
6	CAMDEN	52'	20
7	QUINCY	20'	35
8	ATLANTA	53'	20
9	BALTIMORE	47'	25
10	McCULLOUGH	53'-6"	35
11	McCULLOUGH	80'	35
12	RIVER BRIDGES	50'	25
13	JONES	70'	20
14	BROOKLYN	56'-6"	25
15	WILMINGTON	53'-6"	30
16	TENTH	57'	25
17	AUGUSTA	55'	30
18	EIGHTH	54'	30
19	ST. MARY'S	55'	30

CONDITION/DIRECTION	R.O.W.	DESIGN SPEED [1]
EXISTING: REMAIN	VARIABLES	VARIABLES
EXISTING: REVISE	VARIABLES	VARIABLES
BEGIN 1-WAY	VARIABLES	VARIABLES
END 1-WAY	VARIABLES	VARIABLES

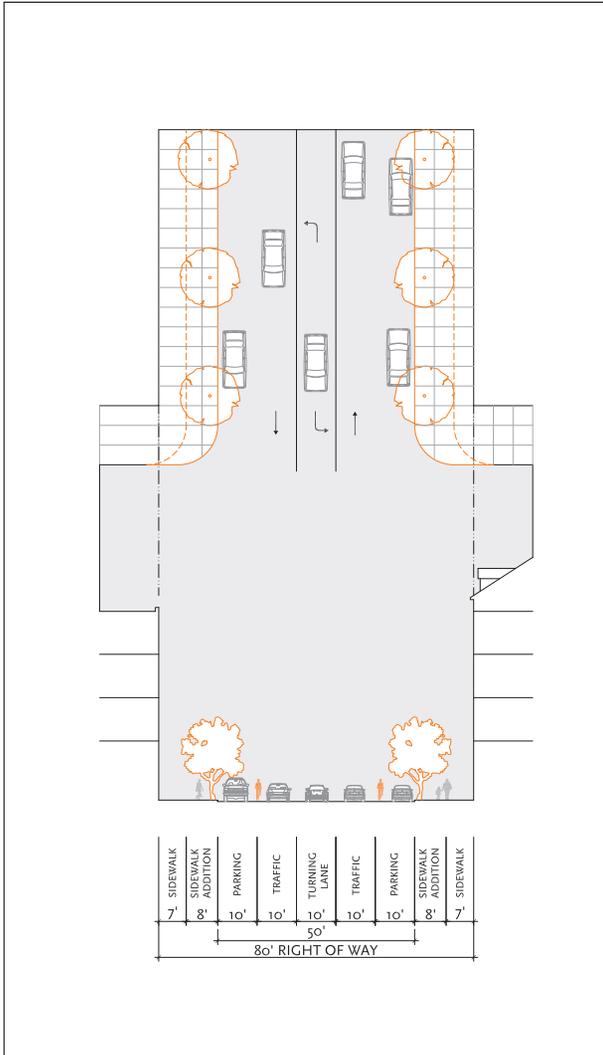
Above: The list of streets to be improved in the plan area and their cross-reference to the Circulation Element.

Right: The circulation system with the planned improvements and connections to both implement the Circulation Element and respond to the needs and desired contexts throughout the plan area.

[1] The speed for which the street is intended and which informs the characteristics, design and details. It is recognized that over the plan's 25-year planning horizon, the City is subject to necessary periodic adjustments to posted speed limits.



1 Broadway: North of Third St.



Movement	free
Design Speed	35 mph
Pedestrian Crossing Time	10 seconds
R.O.W. Width	80'
Pavement Width	50'
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel [1]
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'

Sidewalk Width	15' [2]
Planter Size	4' x 4'
Planter Type	wells at 28' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

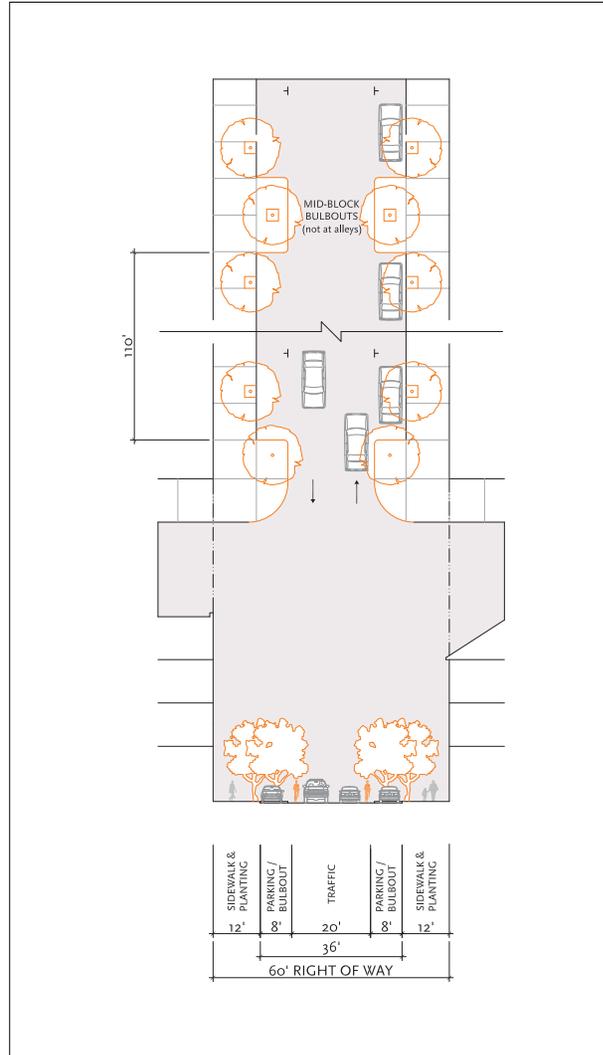
* Modifications to the existing street are shown in orange

- [1] No parking South Bound 7 AM - 9 AM
No parking North Bound 4 PM - 7 PM
- [2] South of McCullough, sidewalks become 14' wide

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

2 Avenue B: McCullough to Jones



Movement	free
Design Speed	25 mph
Pedestrian Crossing Time	5 seconds
R.O.W. Width	60'
Pavement Width	36'
Bulbouts	end and mid-block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'

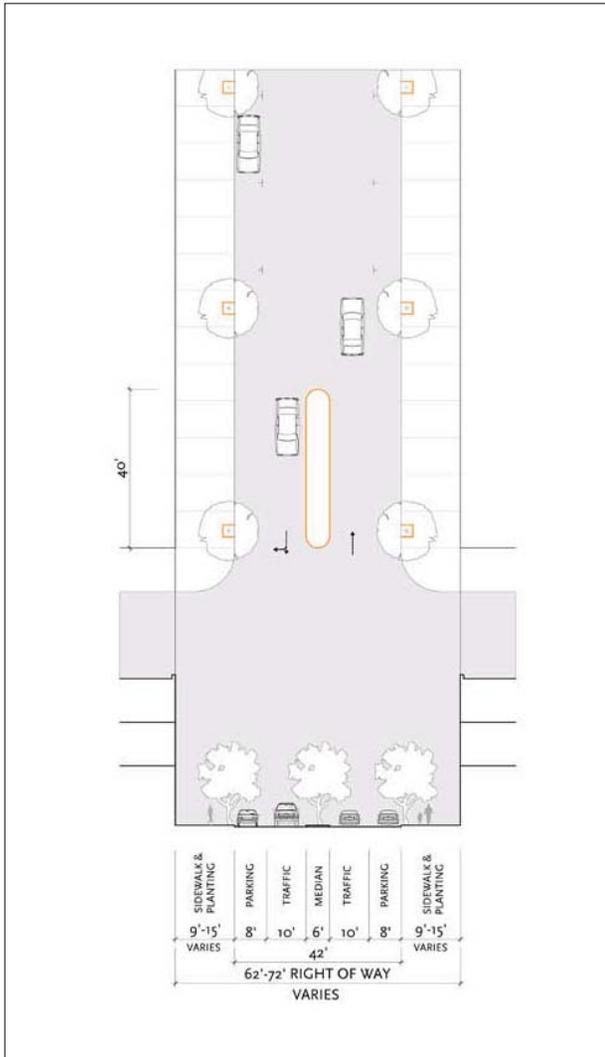
Sidewalk Width	12'
Planter Size	4' x 4'
Planter Type	wells at 22' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo

Left: Plan/Section Diagram

3 Alamo Street: 3rd to Jones



Movement	free
Design Speed	30 mph
Pedestrian Crossing Time	10.5 seconds
R.O.W. Width	72'
Pavement Width	42'
Median	6' planted [1]
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'
Sidewalk Width	9'-15', varies
Planter Size	4' x 4'
Planter Type	wells at 62' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

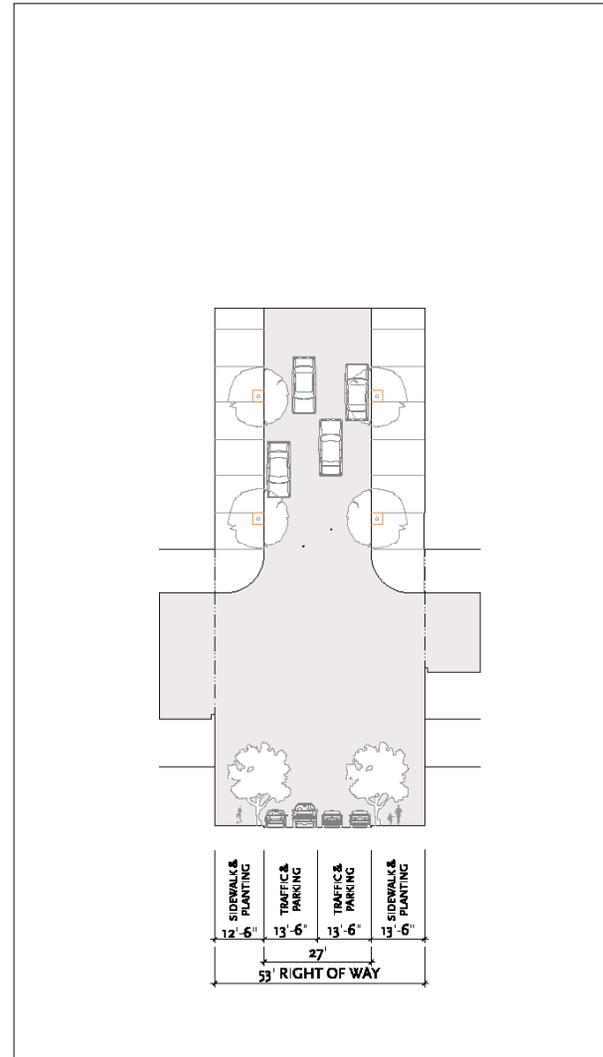
* Modifications to the existing street are shown in orange

[1] No medians on Alamo Street from 3rd to Houston

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

4 Erie: Quincy to Camden



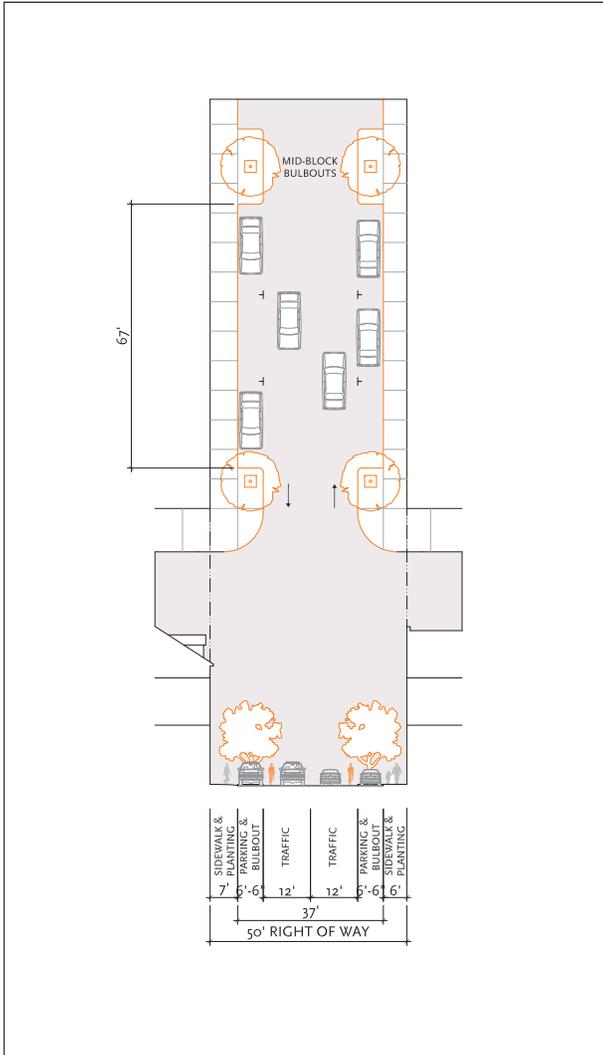
Movement	yield
Design Speed	20 mph
Pedestrian Crossing Time	6.75 seconds
R.O.W. Width	53'
Pavement Width	27'
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'
Sidewalk Width	13'-6"
Planter Size	4' x 4'
Planter Type	wells at 30' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

5 Camden: Navarro to Baltimore

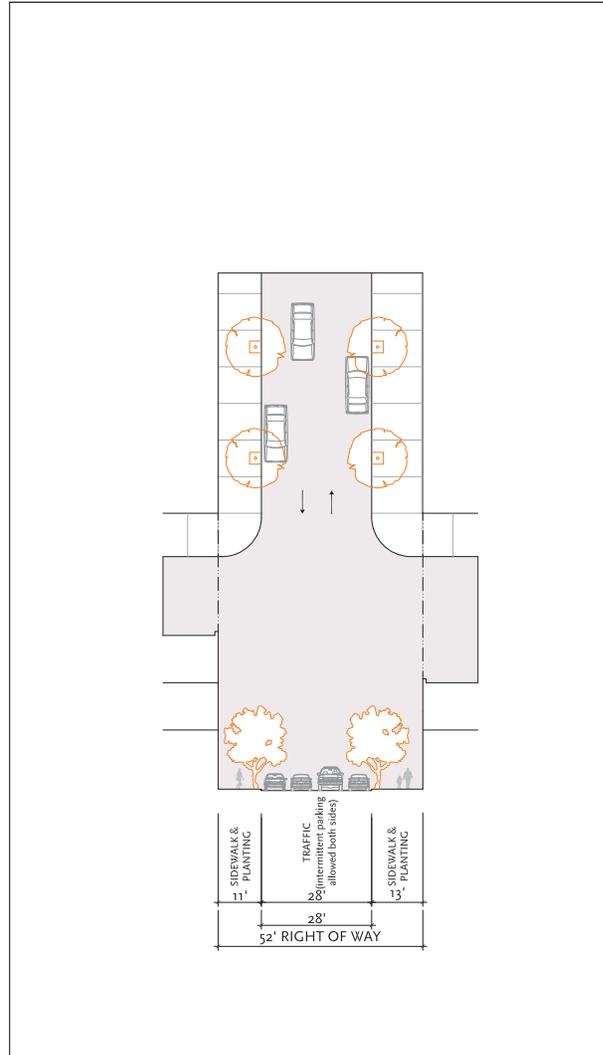


Movement	free
Design Speed	25 mph
Pedestrian Crossing Time	6 seconds
R.O.W. Width	50'
Pavement Width	37'
Bulbouts	end and mid block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	7' and 6'
Planter Size	4' x 4'
Planter Type	wells at bulbouts
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo
left: Plan/Section Diagram

6 Camden: Baltimore to St. Mary's

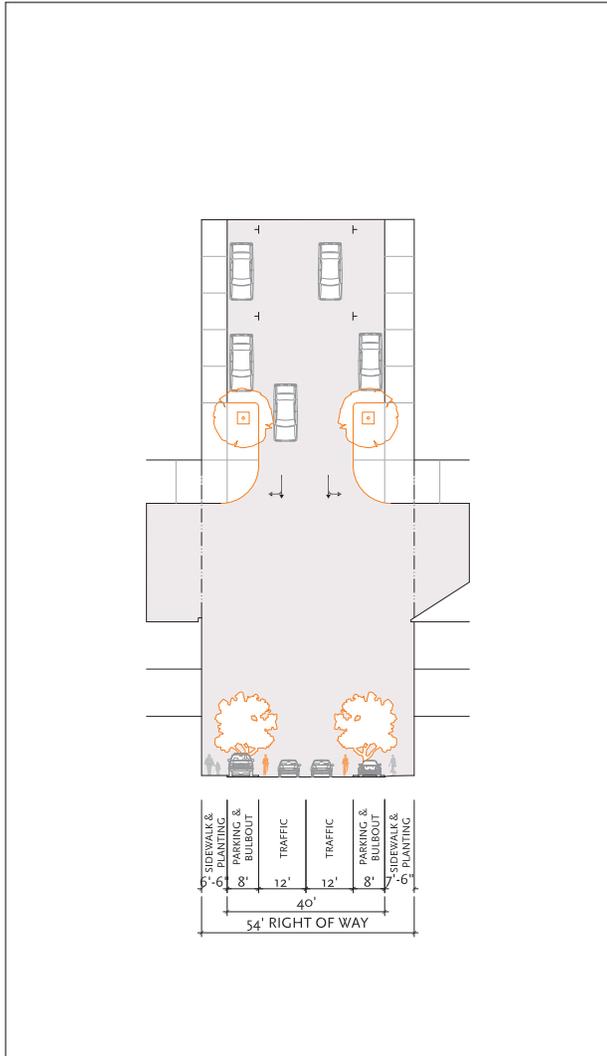


Movement	yield
Design Speed	20 mph
Pedestrian Crossing Time	7 seconds
R.O.W. Width	52'
Pavement Width	28'
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'
Sidewalk Width	13'
Planter Size	4' x 4'
Planter Type	wells at 35' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification
left: Plan/Section Diagram

7 Quincy: Richmond to St. Mary's



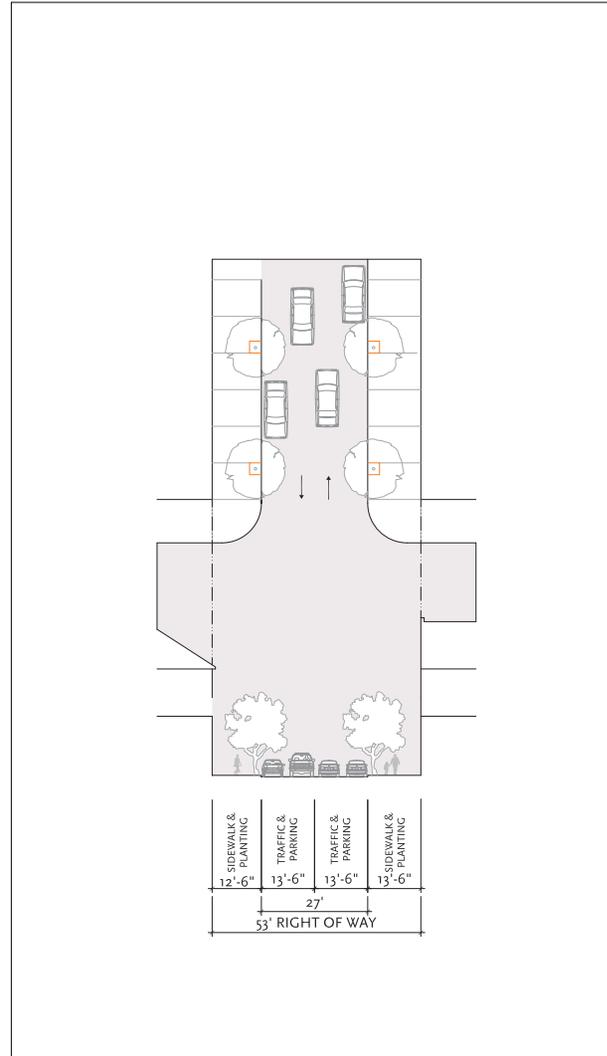
Movement	free
Design Speed	35 mph
Pedestrian Crossing Time	6 seconds
R.O.W. Width	54'
Pavement Width	40'
Bulbouts	end of block
Median	none
Traffic Lanes	2 one-way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	6'-6" and 7'-6"
Planter Size	4' x 4'
Planter Type	wells at bulbouts
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo

Left: Plan/Section Diagram

8 Atlanta: Quincy to Dallas



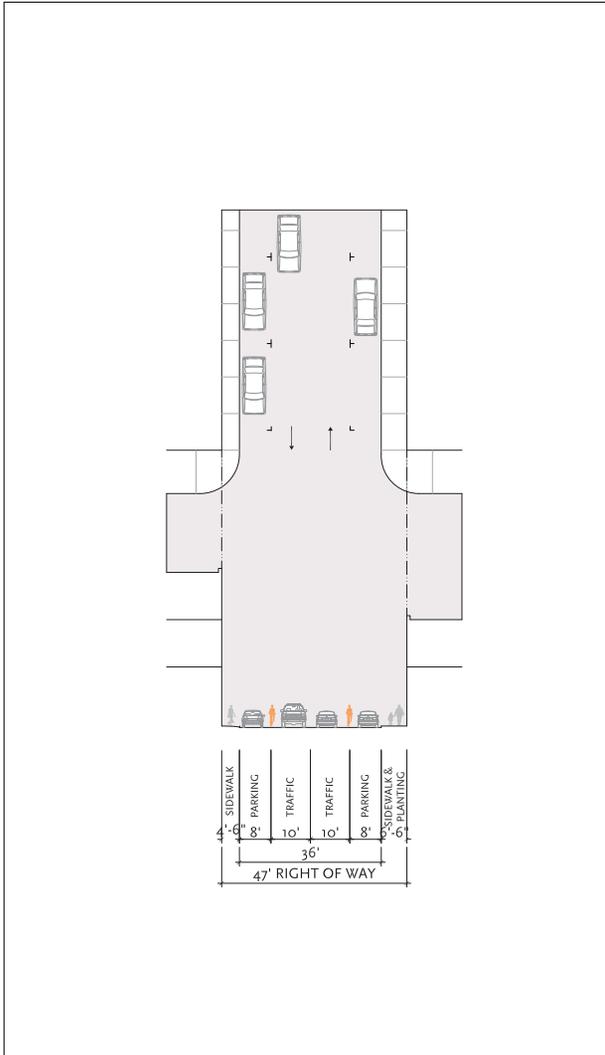
Movement	yield
Design Speed	20 mph
Pedestrian Crossing Time	6.75 seconds
R.O.W. Width	53'
Pavement Width	27'
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'
Sidewalk Width	12'-6" and 13'-6"
Planter Size	4' x 4'
Planter Type	wells at 30' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

9 Baltimore: Quincy to N St. Mary's



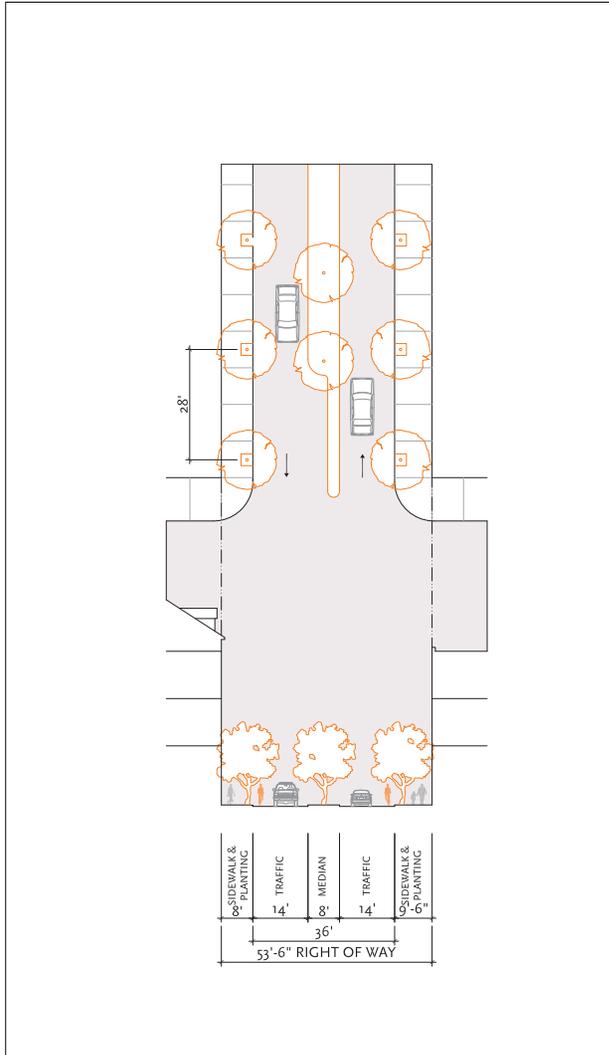
Movement	free
Design Speed	25 mph
Pedestrian Crossing Time	9 seconds
R.O.W. Width	47'
Pavement Width	36'
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'
Sidewalk Width	4'-6" and 6'-6"
Planter Size	none
Planter Type	none
Planting	none
Tree Species	none
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

10 McCullough: Quincy to St. Mary's



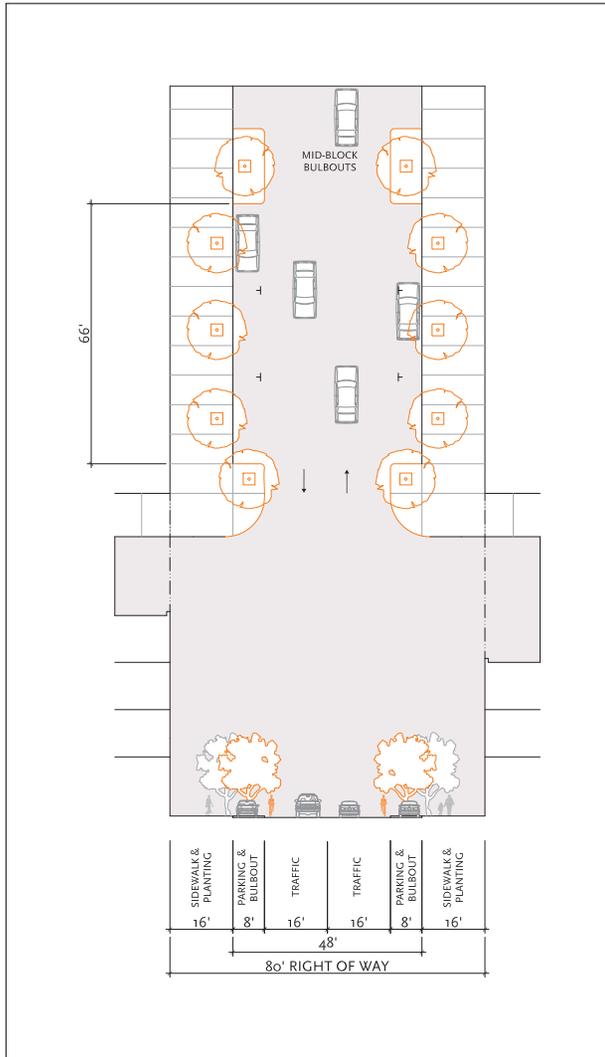
Movement	free
Design Speed	35 mph
Pedestrian Crossing Time	9 seconds
R.O.W. Width	53'-6"
Pavement Width	36'
Median	8' planted
Traffic Lanes	2; 1 each way
Parking	none
Curb Type	vertical
Curb Radii	Actual - 10' Effective - 18'
Sidewalk Width	8' and 9'-6"
Planter Size	4' x 4'
Planter Type	wells at 28' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo

Left: Plan/Section Diagram

11 McCullough: East of Broadway



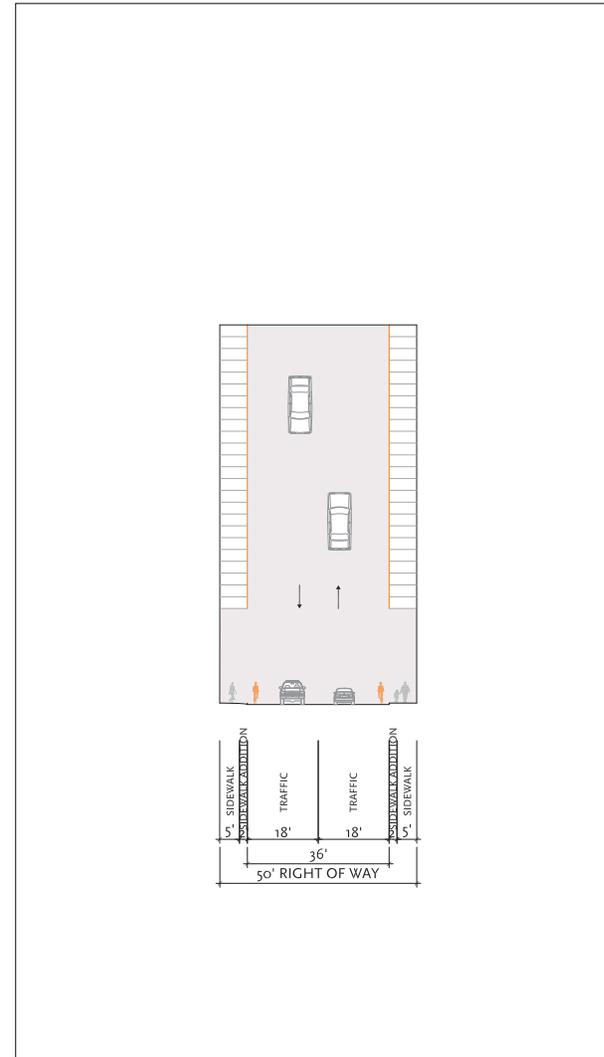
Movement	free
Design Speed	35 mph
Pedestrian Crossing Time	8.5 seconds
R.O.W. Width	80'
Pavement Width	48'
Bulbouts	end and mid block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	16'
Planter Size	4' x 4'
Planter Type	wells at 22' on center and at bulbouts
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo

Left: Plan/Section Diagram

12 River Bridges



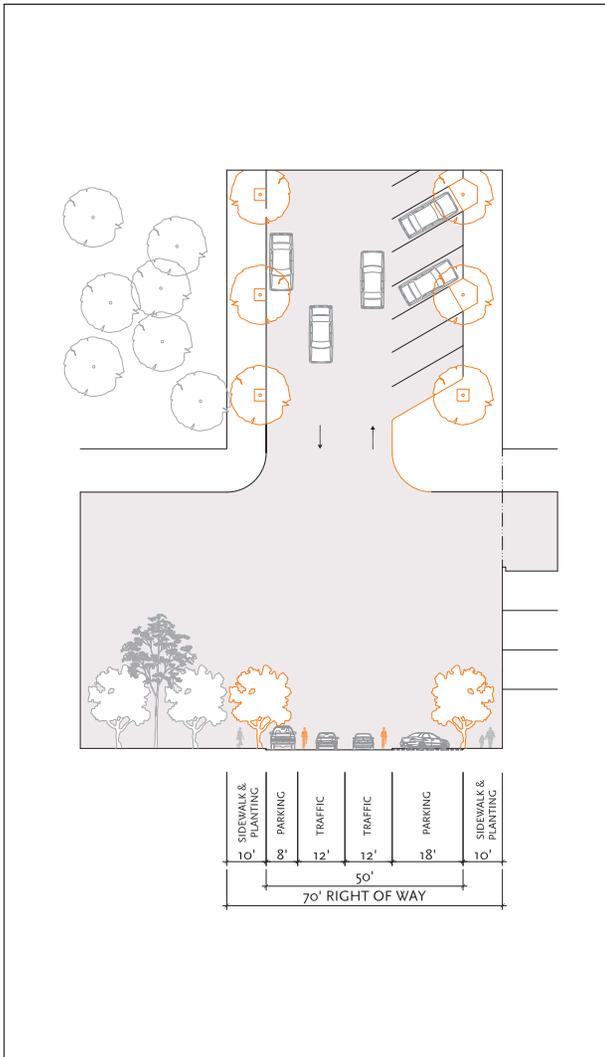
Movement	free
Design Speed	25 mph
Pedestrian Crossing Time	9 seconds
R.O.W. Width	50'
Pavement Width	36'
Median	none
Traffic Lanes	2; 1 each way
Parking	none
Curb Type	vertical
Sidewalk Width	7'
Planter Width	5'
Planter Type	none
Planting	none
Tree Species	none
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

13 Jones: Broadway to Alamo



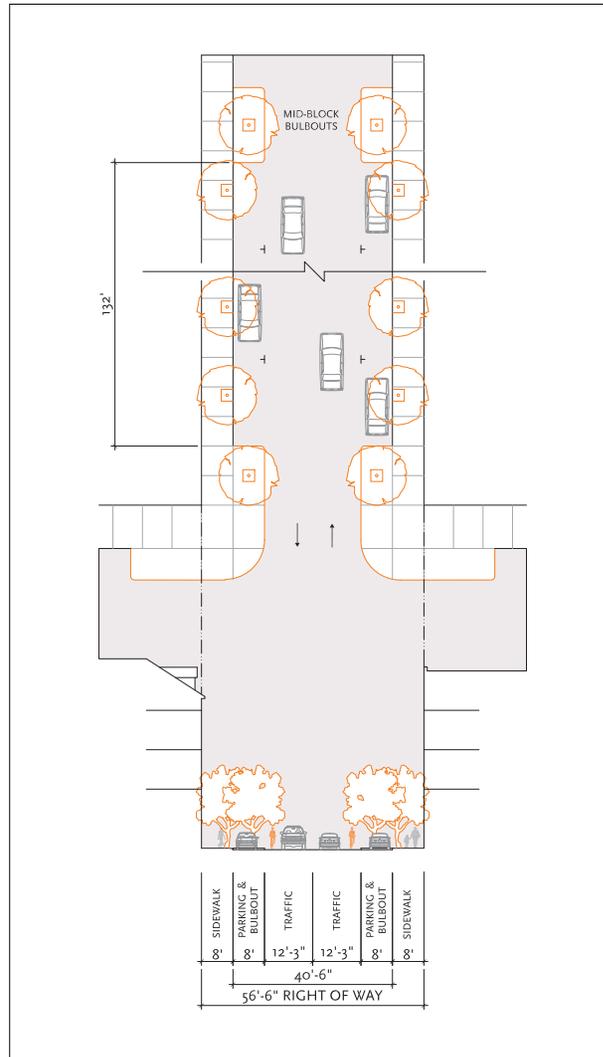
Movement	free
Design Speed	20 mph
Pedestrian Crossing Time	8 seconds
R.O.W. Width	70'
Pavement Width	50'
Bulbouts	end of block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel adjacent to Maverick Park, diagonal opposite Maverick Park
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	10'
Planter Size	5'
Planter Type	wells at 25'-6" on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo

Left: Plan/Section Diagram

14 Brooklyn: Avenue B to Avenue E



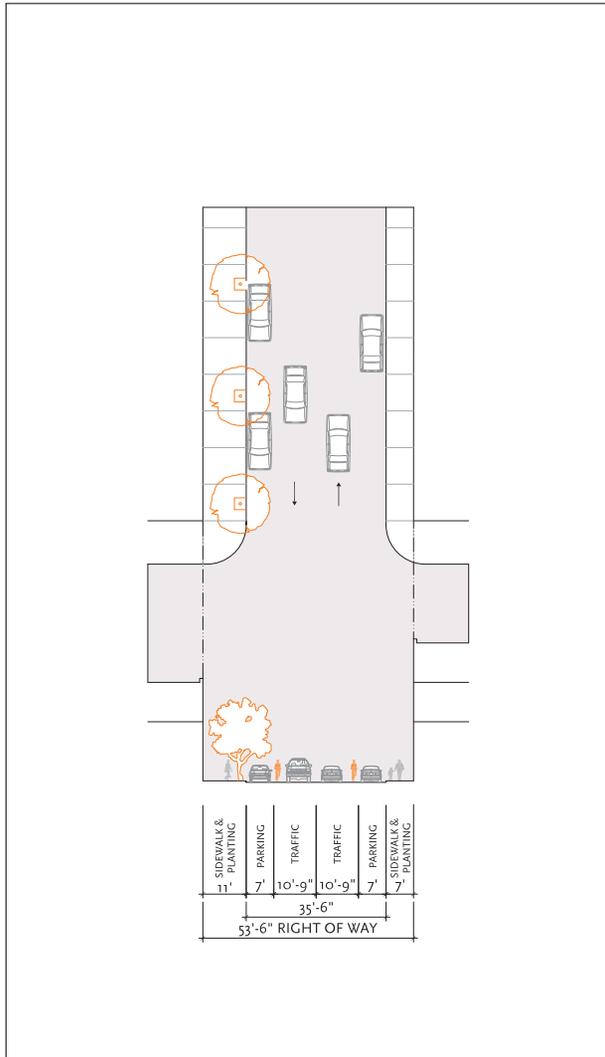
Movement	free
Design Speed	25 mph
Pedestrian Crossing Time	6 seconds
R.O.W. Width	56'-6"
Pavement Width	40'-6"
Bulbouts	end and mid block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	8'
Planter Size	4' x 4'
Planter Type	wells at 22' on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Illustrative Photo

Left: Plan/Section Diagram

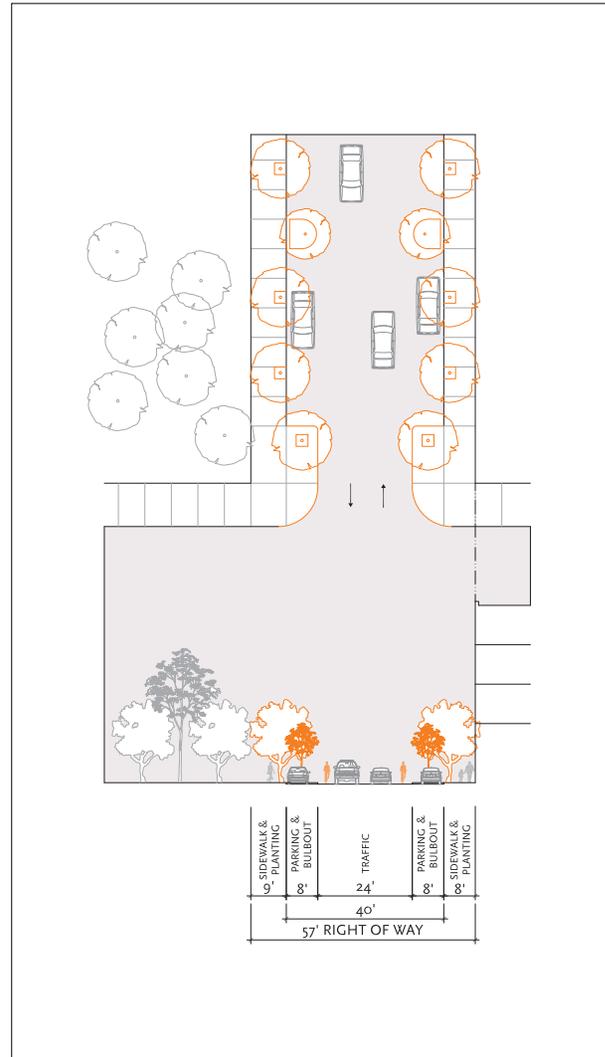
15 Wilmington: Quincy to Dallas



Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

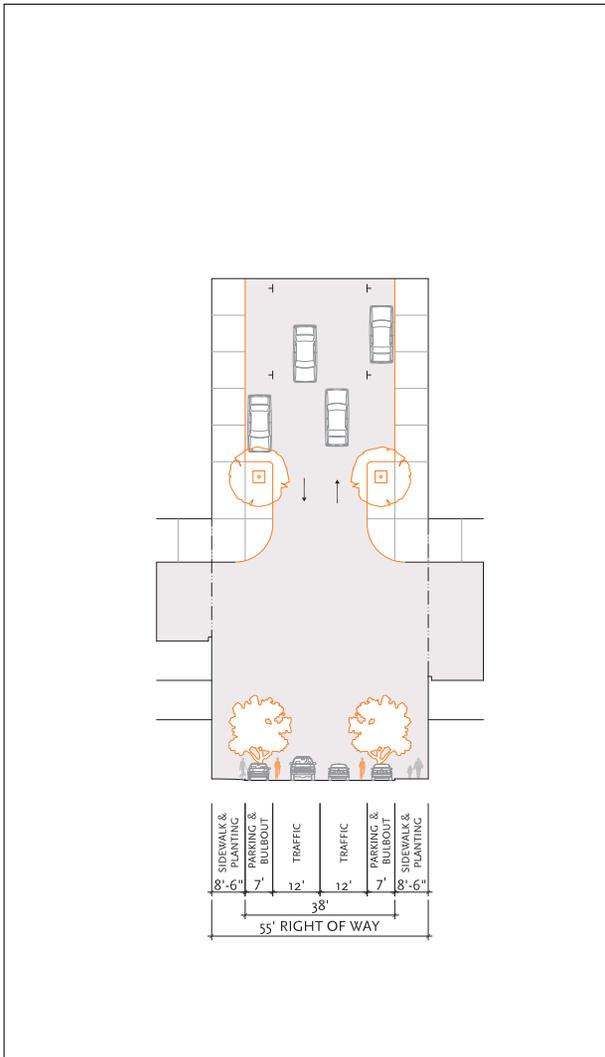
16 Tenth: Avenue B to Alamo



Above: Illustrative Photo

Left: Plan/Section Diagram

17 Augusta: Navarro to Brooklyn



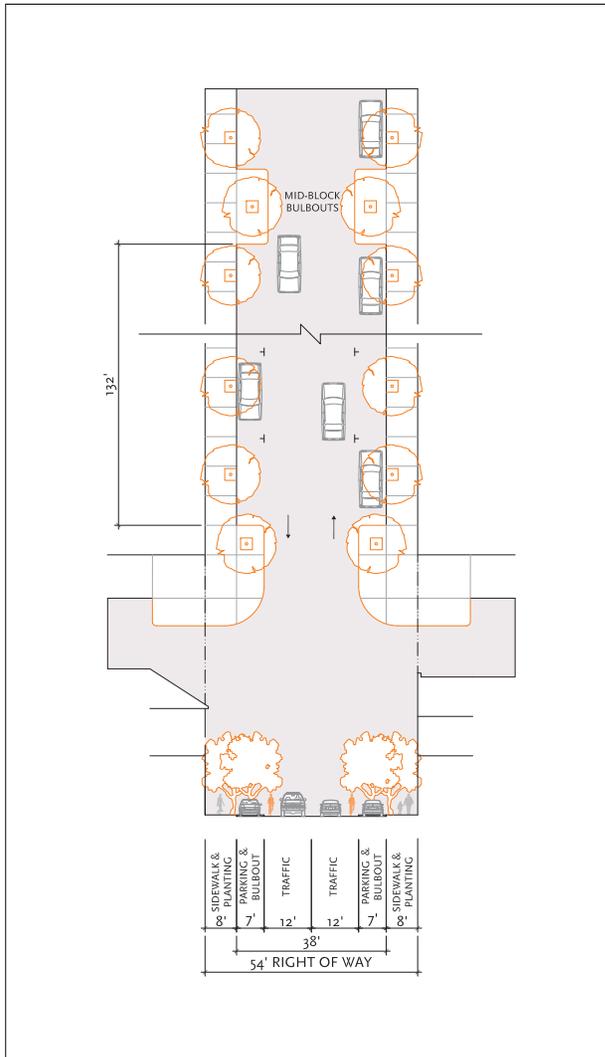
Movement	free
Design Speed	30 mph
Pedestrian Crossing Time	6 seconds
R.O.W. Width	55'
Pavement Width	38'
Bulbouts	end of block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	8'-6"
Planter Size	4' x 4'
Planter Type	wells at bulbouts
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

18 Eighth: Avenue B to Avenue E



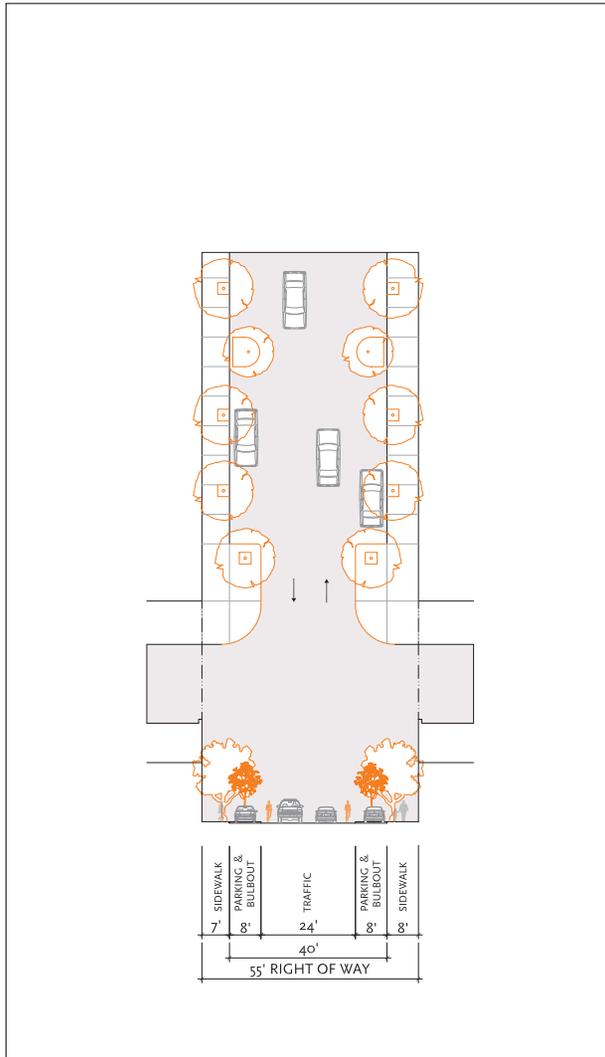
Movement	free
Design Speed	30 mph
Pedestrian Crossing Time	6 seconds
R.O.W. Width	54'
Pavement Width	38'
Bulbouts	end and mid block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	8'
Planter Size	5'
Planter Type	wells at 22'-6" on center and at bulbouts
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

Above: Photo of existing street prior to modification

Left: Plan/Section Diagram

19 St. Mary's: Navarro to Wilmington



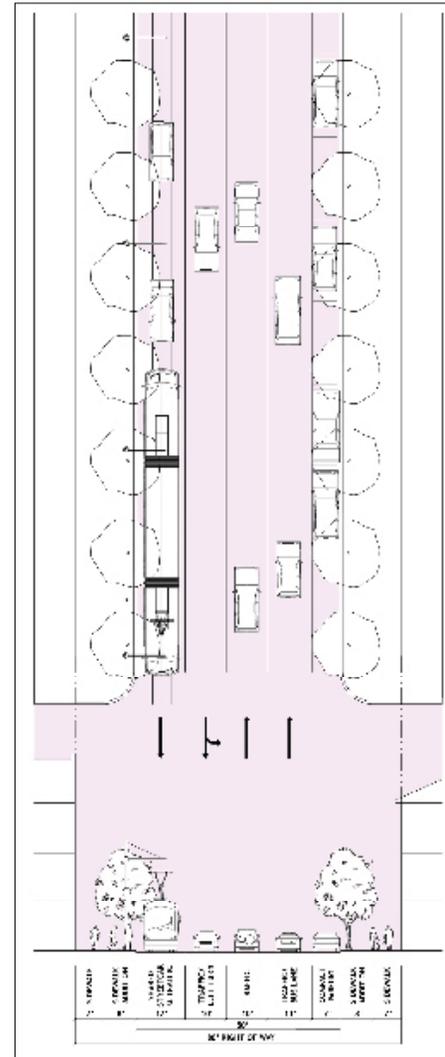
Movement	free
Design Speed	30 mph
Pedestrian Crossing Time	6 seconds
R.O.W. Width	55'
Pavement Width	40'
Bulbouts	end and mid block
Median	none
Traffic Lanes	2; 1 each way
Parking	both sides; parallel
Curb Type	vertical
Curb Radii	Actual - 15' Effective - 23'
Sidewalk Width	7' and 8'
Planter Size	5'
Planter Type	wells at 18" on center
Planting	trees (min 36" box size)
Tree Species	see page 2:50 (Street Tree Plan)
Street Lighting	14 ft tall poles at 50' o.c.

* Modifications to the existing street are shown in orange

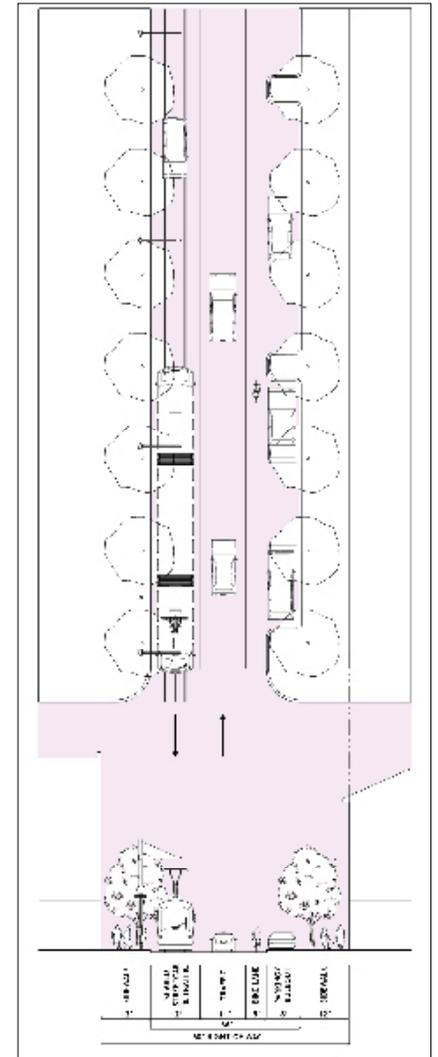
Above: Illustrative Photo

Left: Plan/Section Diagram

20 Broadway: Section Including Trolley Lane



21 Avenue B: Section Including Trolley Lane



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Appendix 1 Principles Guiding the River North Master Plan Preparation



1. Neighborhoods have a clear center: In order to create distinct identity, each neighborhood has a discernible center. This may be a green surrounded by residences, a plaza lined with mixed-use buildings, or even a busy or memorable street corner. A transit stop could be located at any of these centers.



2. A five-minute walk from center to edge: Most of the dwellings within a neighborhood should be within easy walking distance from the center, approximately a five-minute walk or about 1,300 feet. Such compact development encourages easy access and connectivity within a neighborhood.



3. Housing types for people of a variety of incomes and ages: A variety of dwelling types—accessory dwellings, single houses, rowhouses and apartments—are provided so that younger and older people, singles and families, the poor and the wealthy may find places to live. This encourages a healthy mix of people that is required for a vibrant community.



4. Neighborhood centers and edges cater to a mix of residential, retail, and office uses: At the center and edges of the neighborhood, there are shops and offices of sufficiently varied types to supply the weekly needs of a household. Retail and employment centers in close proximity enable residents to fulfill daily and weekly needs, while providing retailers with a regular customer base.



5. Accessory dwellings are encouraged: An accessory dwelling is permitted within the backyard of lots within applicable zones. It may be used as a rental unit, a bonus room, or a place to work such as an office or craft workshop. Accessory dwellings provide affordable housing and can be a source of revenue for the property owner.



6. Schools are located within walking distance: Schools are close enough so that most children can walk from their home. Schools are often the center of community activity as well.



7. A varied set of public spaces, including parks, streets, and green belts: The public realm is essential to social interaction, civic life, and everyday leisure activities. Neighborhood parks and plazas provide places for recreational activity. Small playgrounds are easily accessible in residential neighborhoods.



8. An interconnected network of multi-modal thoroughfares: Streets within the neighborhood form a connected network, which disperses traffic by providing a variety of vehicular and pedestrian routes to any destination. The interconnected network thus offers multiple entry and exit points for each neighborhood and creates a series of easily navigable and human-scale blocks.



9. Streets are suitable for pedestrians: The streets are relatively narrow and shaded by rows of trees. This slows traffic and creates an environment suitable for pedestrians and bicycles. Streets are an important component of the public realm.



10. A landscape in character with the climate and culture of the region: The landscape of a city or district should correspond to the characteristics of a particular region, in terms of native vegetation, color palette, and providing shade.



11. Parking is provided at the rear of buildings: Parking lots and garage doors rarely front the street. Parking is usually accessed by alleys. Large parking lots and large numbers of cars should not dominate the urban landscape; instead, they should be secondary to the public realm and the built fabric.



12. Civic buildings located on prominent sites: Prominent sites at the termination of street vistas or in the neighborhood center are reserved for civic buildings. These provide sites for community meetings, education, and religious or cultural activities. Civic buildings stand apart from the background fabric of a town or a neighborhood.

Appendix 1 Principles Guiding the River North Master Plan Preparation

Historic Preservation

Historic buildings are an important aspect of placemaking and therefore retaining such buildings plays an important role in realizing the vision of this plan to create a unique urban environment. Building styles from different eras blended with new construction will enhance diversity by providing economic and spatial variety in housing and commercial building stock creating an interesting urban quilt. Three classifications for historic buildings exist in the project area. Ranked in importance are:

- Local Landmarks
- High Integrity
- Medium Integrity.

Local Landmarks

Buildings, objects, sites, site improvements, appurtenances or structures of the highest and most unique historical, cultural, architectural or archaeological importance and whose demolition or destruction would constitute an irreplaceable loss to the quality and character of San Antonio. Local Landmarks have been designated as such by ordinance through the City Council and appear as HE, HS or H in the city's zoning map. HE and HS designations are for individual parcels and H designations are for a district. Local Landmark buildings cannot be demolished or moved from their site.

High Integrity

Buildings, objects, sites, appurtenances or structures which retain their original design, material, and architectural character defining features. These resources are eligible for local landmark designation, but have not gone through the ordinance designation process. Loss of these resources would constitute serious loss to the quality and character of San Antonio. Request for demolition of High Integrity buildings will be decided upon by the HPO (Historic Preservation Officer) and taken to the HDRC (Historic and Design Review Commission) for public review.

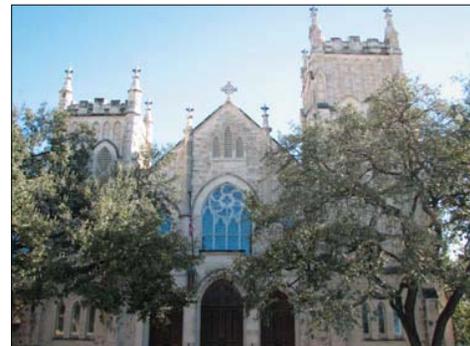
Medium Integrity

Buildings, structures or appurtenances which retain most of their original design, material and architectural character defining features. Loss of the features can easily be replaced or rehabilitated to restore the resources back to its original style. Loss of these resources would constitute a loss to the quality and character of the surrounding neighborhood and understanding of the built environment. Before requesting demolition of Medium Integrity buildings consult with HPO so evaluation of the building can be determined.

Retention of historic buildings, designated and with architectural integrity, is necessary to ensure the community's vision and plan's intent of a diverse, interesting and unique pedestrian experience that accurately reflects the shifting course of San Antonio's history as evident in the rich built environment.

The UDC (Unified Development Code) does acknowledge that in rare cases a historic building may be demolished. Article VI, Section 35-614 identifies the complete process that must be followed. In general, a property owner should establish clear and convincing evidence supporting either unreasonable economic hardship or unusual and compelling circumstances to the HDRC (Historic and Design Review Commission).

Archeological sites may be identified prior to construction and/or encountered during construction and require consultation with the HPO and/or the State Historic Preservation Office. Noted on the map on the following page is one identified acequia that would require coordination with the HPO.

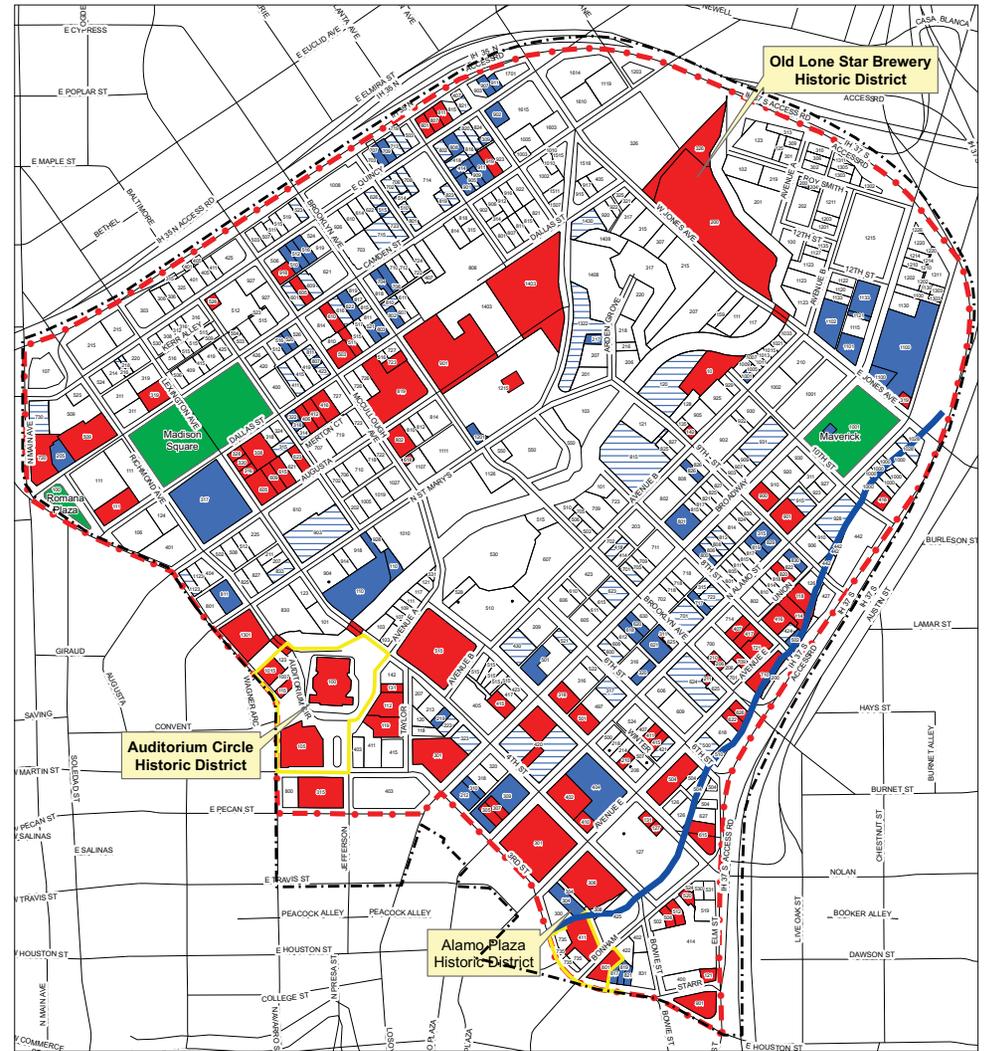




(FIGURE 1-1) RIVER NORTH HISTORIC SURVEY

- LANDMARK
- HISTORIC DISTRICT
- HIGH INTEGRITY
- MEDIUM INTEGRITY
- PARK
- ACEQUIA

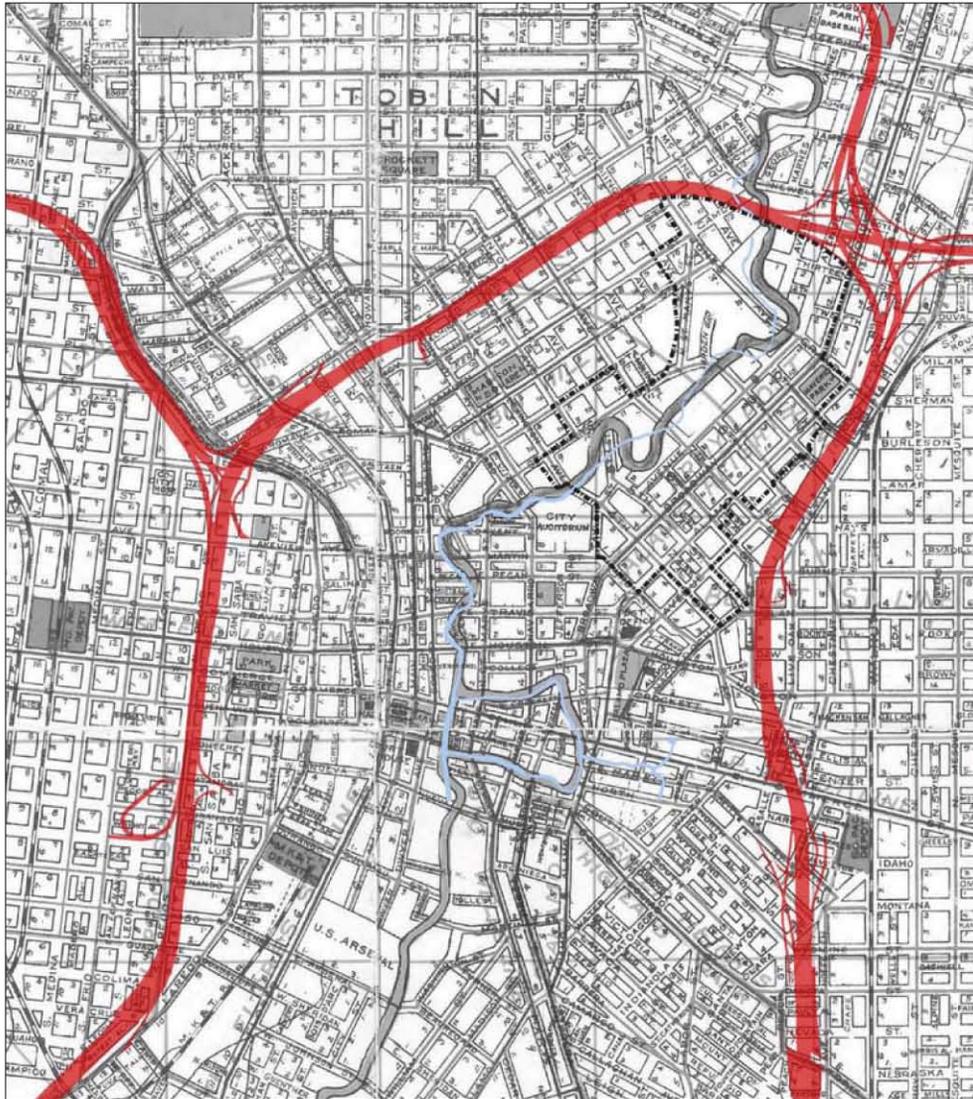
NOTE: Last Update October 2008



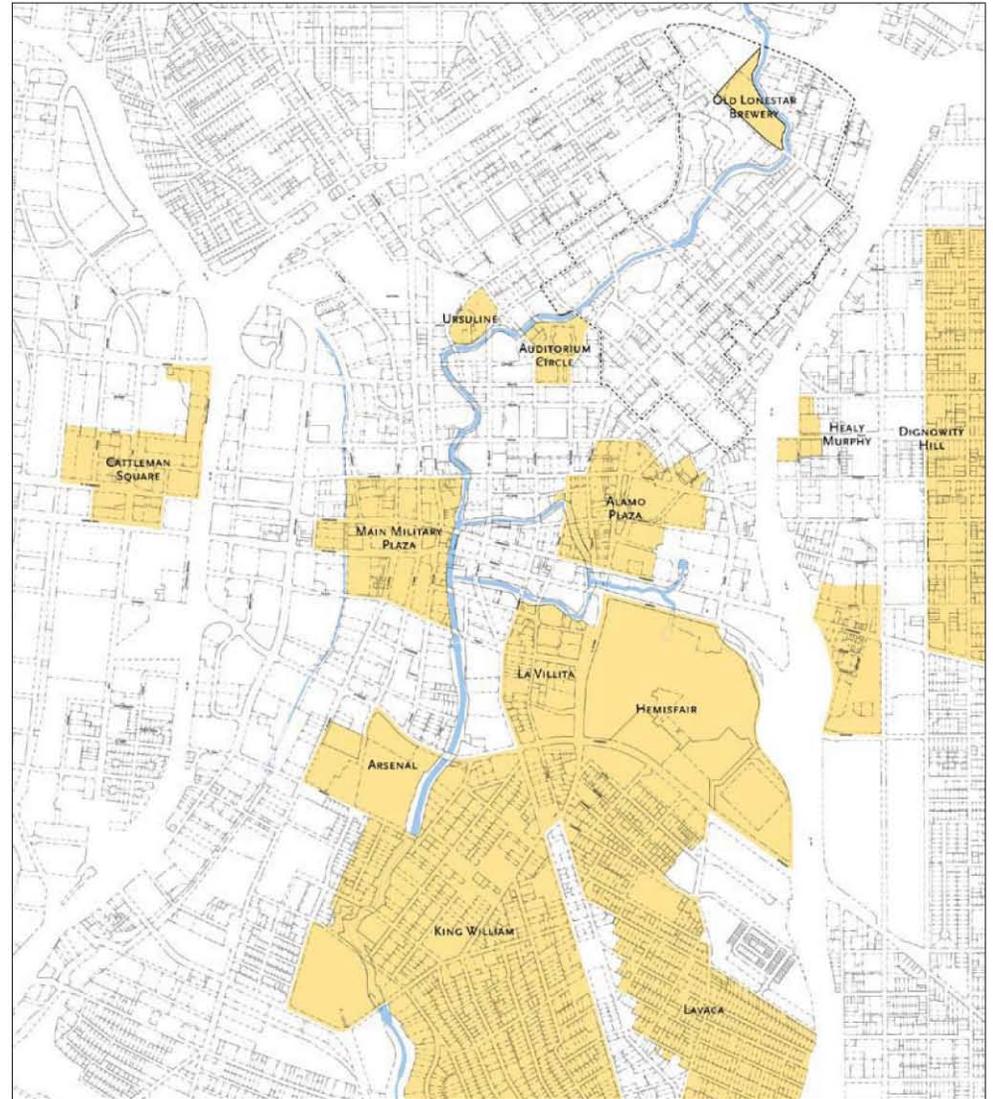
Appendix 2 Analysis



Topography

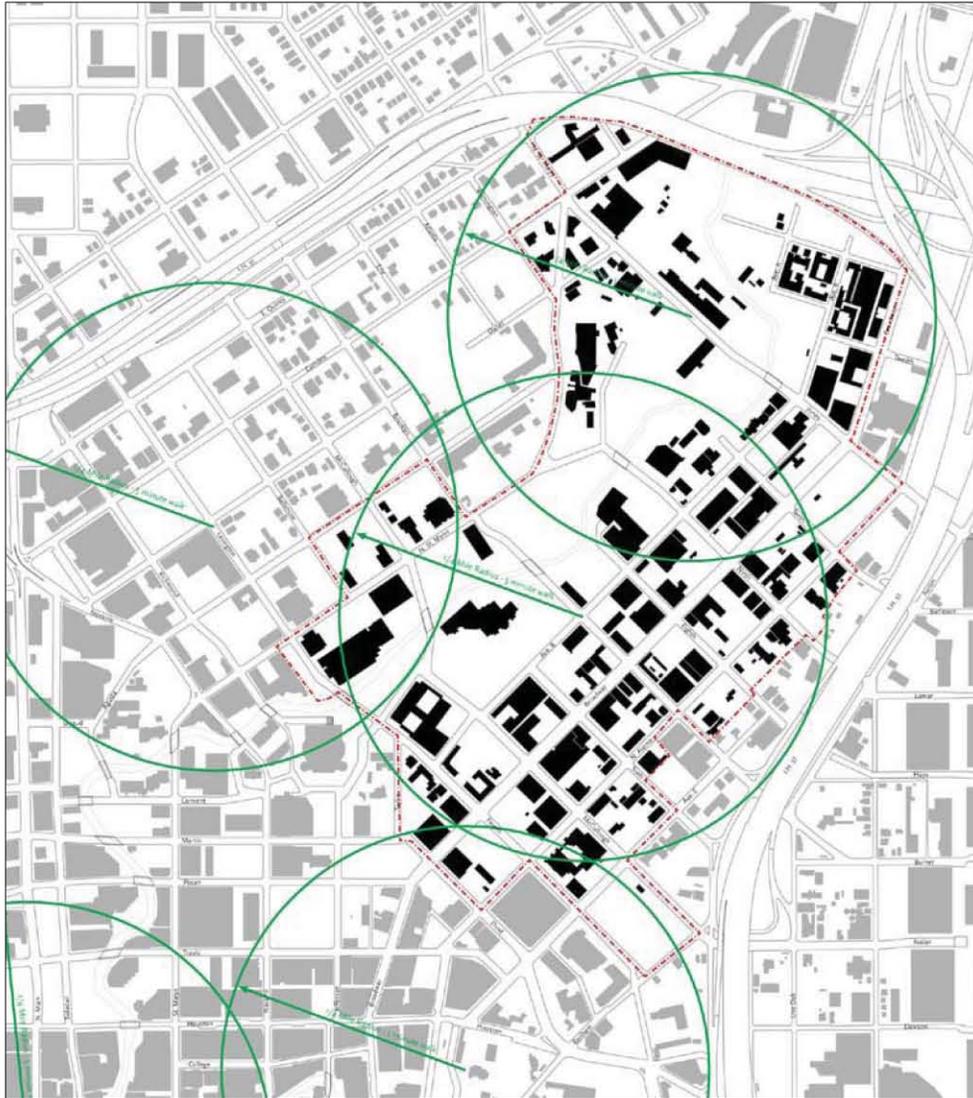


San Antonio - 1900
Source - City of San Antonio

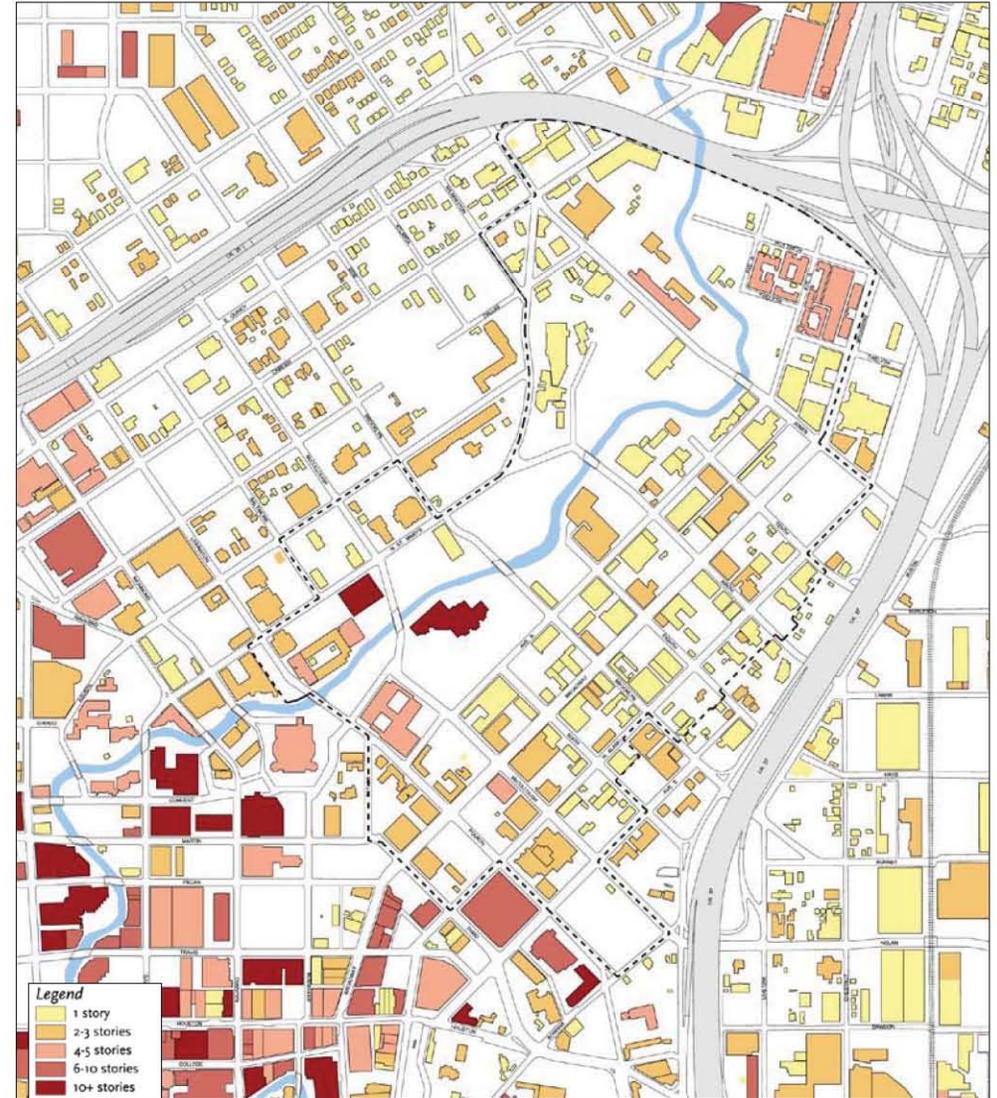


Historic Districts

Appendix 2 Analysis



Local Context



Building Intensity



Figure Field



Reverse Figure Field

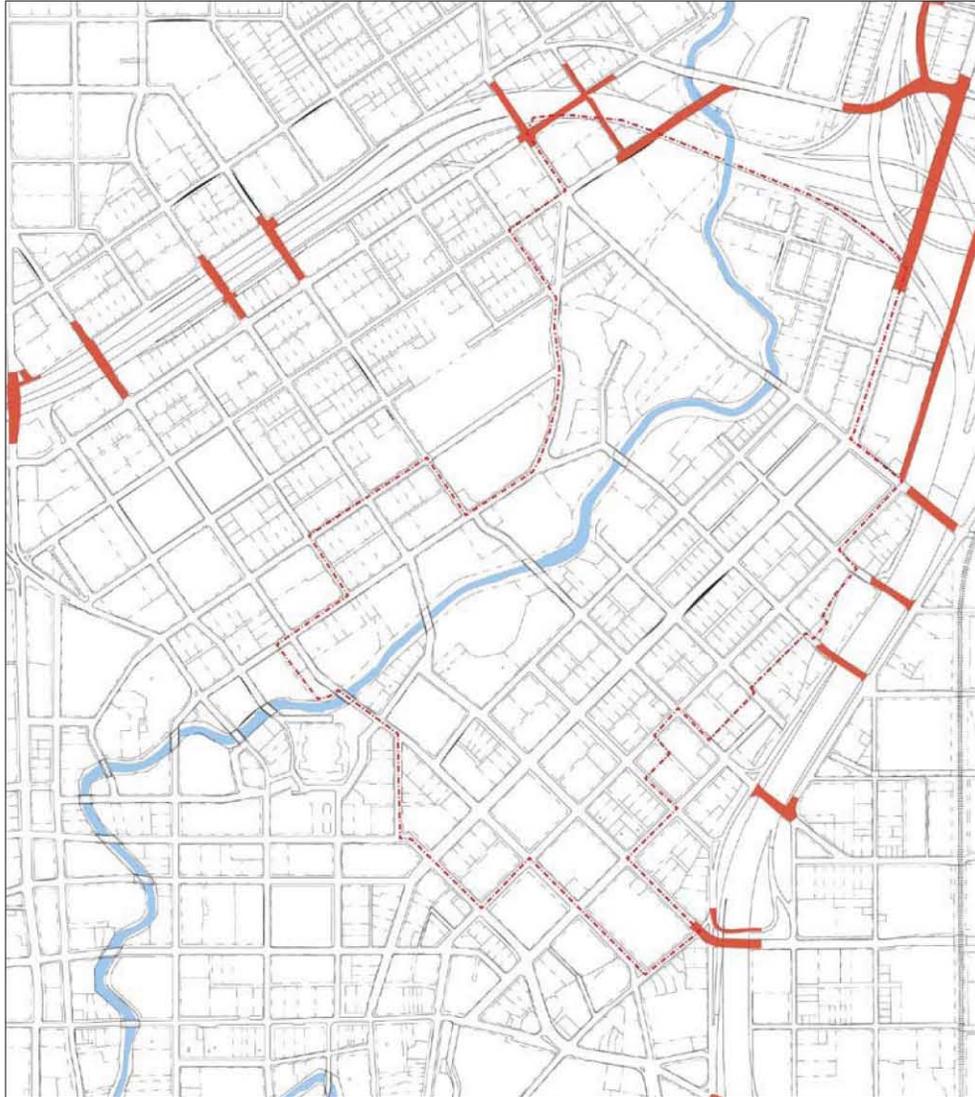
Appendix 2 Analysis



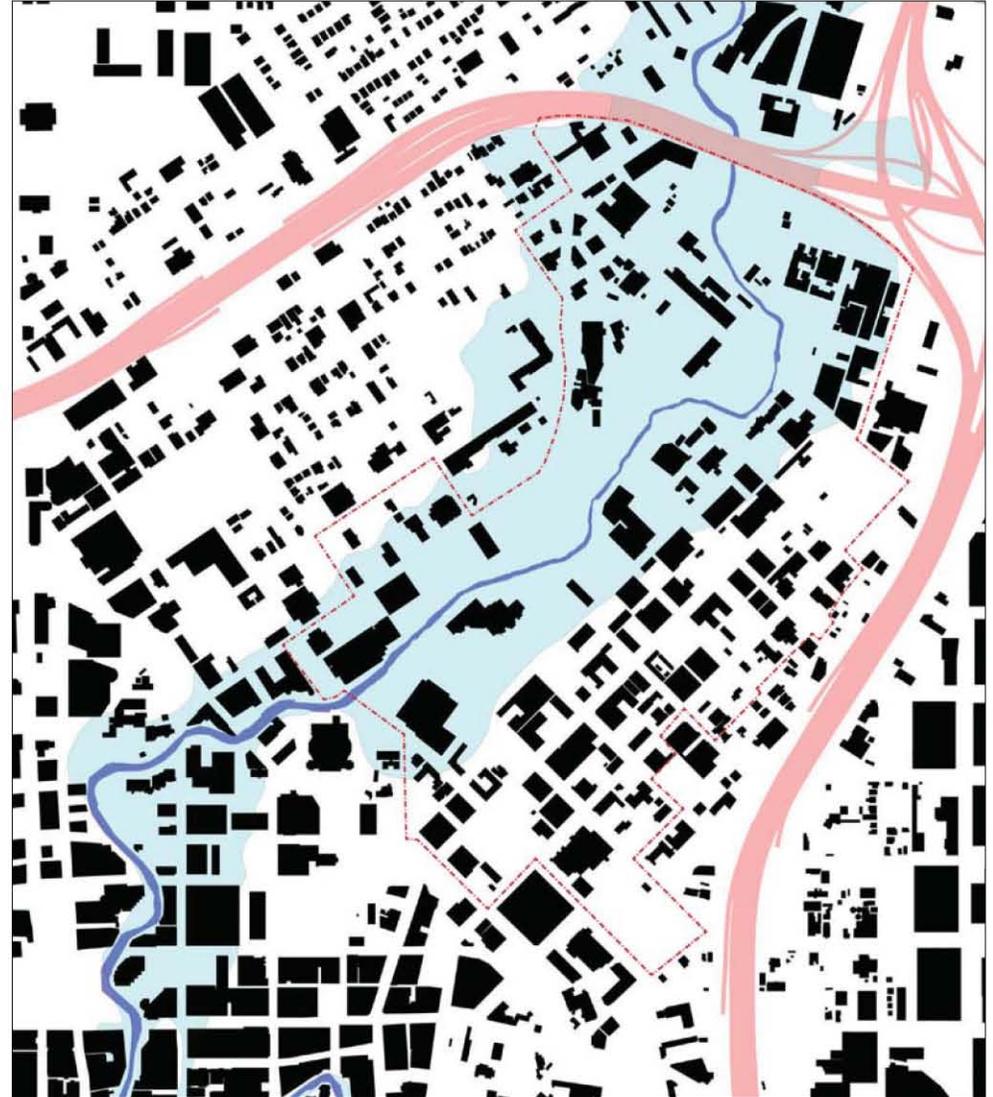
Block & Street Network



Circulation & Paving



Freeway Underpass Connections



100 - Year Flood Plain as of August 21, 2007

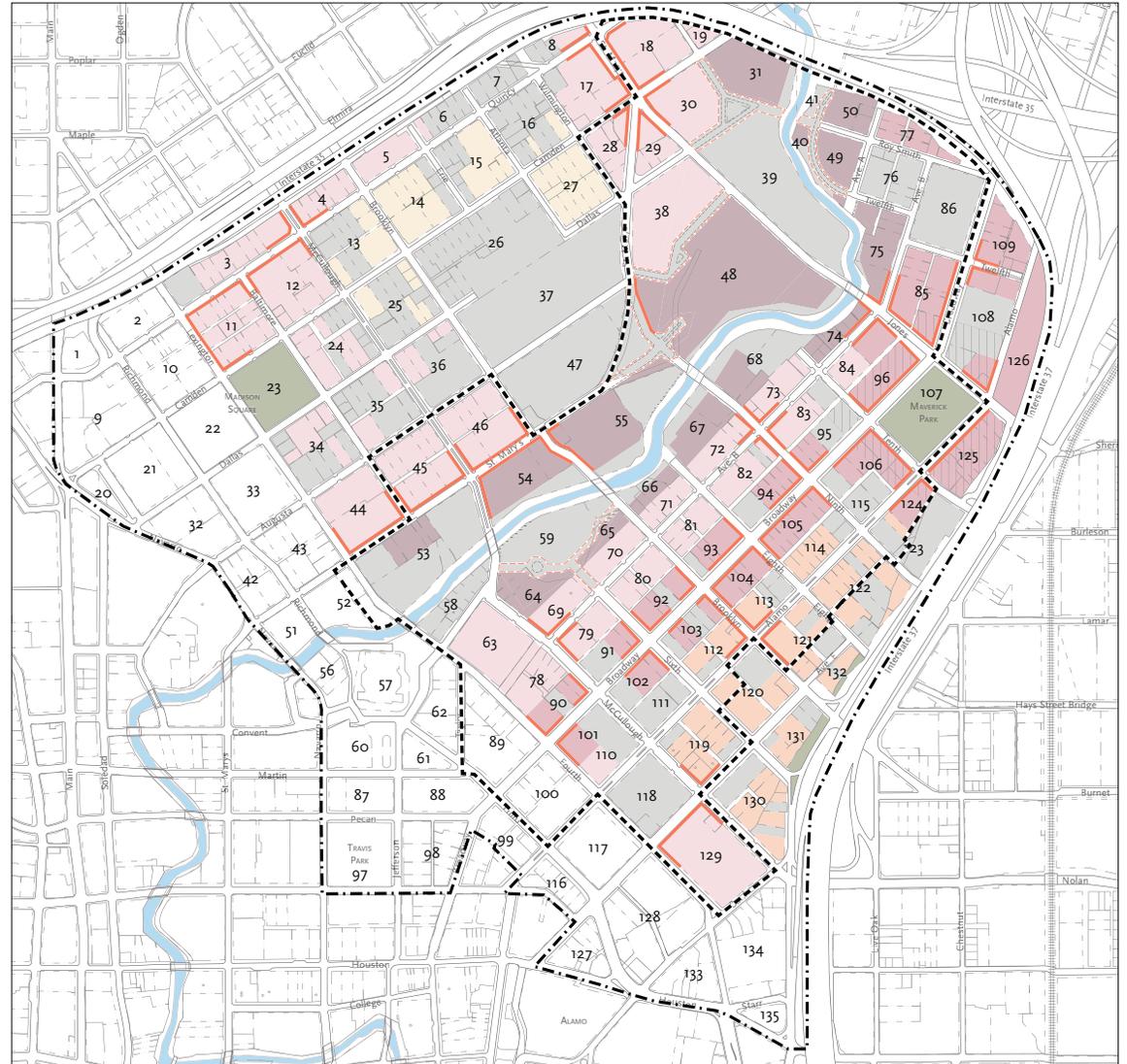
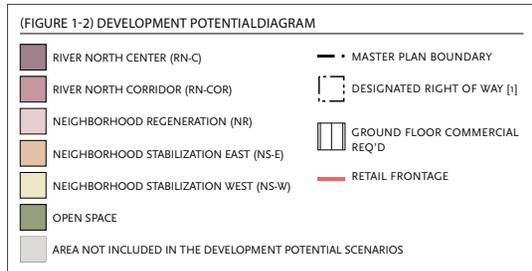
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Appendix 3 Development Potential

Development Potential Diagram

The diagram to the right identifies the areas included in the development potential scenario calculations. Blocks are labeled with a number and correspond to the following development scenarios.

Scenario	Description	page
1A	High Development Intensity, High Residential Mix	A:14
1B	High Development Intensity, High Commercial Mix	A:16
2A	Moderate Development Intensity, High Residential Mix	A:18
2B	Moderate Development Intensity, High Commercial Mix	A:20
3A	Low Development Intensity, High Residential Mix	A:22
3B	Low Development Intensity, High Commercial Mix	A:24



Appendix 3 Development Potential

PROJECTED CASH FLOW FOR RIVER NORTH MASTER PLAN AREA [1] SCENARIO 1A

Senario 1A	Year 1 FY 2009	Year 2 FY 2010	Year 3 FY 2011	Year 4 FY 2012	Year 5 FY 2013	Year 6 FY 2014	Year 7 FY 2015	Year 8 FY 2016	Year 9 FY 2017	Year 10 FY 2018	Year 11 FY 2019	Year 12 FY 2020	Year 13 FY 2021	Year 14 FY 2022	Year 15 FY 2023	Year 16 FY 2024	Year 17 FY 2025	Year 18 FY 2026	Year 19 FY 2027	Year 20 FY 2028	Year 21 FY 2029	Year 22 FY 2030	Year 23 FY 2031	Year 24 FY 2032	Year 25 FY 2033	Total		
New Homes	6,619	797	797	1,139	1,139	797	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	6,619	
New Retail/Commercial s.f.	140,700	0	0	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	48,900	140,700	
New Office s.f.	395,855	0	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	65,976	395,855	
New Hotel Rooms	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400	
EDUs	6,619	797	797	1,139	1,139	797	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	6,619	
New Retail/Commercial s.f.	51	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	51	
New Office s.f.	257	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	257	
New Hotel Rooms	134	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	134	
Annual EDU s.f.	797	840	1,182	1,182	840	433	500	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	7,010	
Cumulative EDU	797	1,637	2,819	4,001	4,841	5,274	5,774	6,164	6,553	6,943	7,333	7,723	8,113	8,503	8,893	9,283	9,673	10,063	10,453	10,843	11,233	11,623	12,013	12,403	12,793	13,183	7,010	
Assessed Values	\$ 184,243	\$ 146,868.032	\$ 146,868.032	\$ 206,895.231	\$ 206,895.231	\$ 146,868.032	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 71,821.692	\$ 184,243	
Retail/Commercial	\$ 100	\$ -	\$ -	\$ 4,690,000	\$ 4,690,000	\$ 4,690,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
Office	\$ 135	\$ -	\$ -	\$ 8,906,738	\$ 8,906,738	\$ 8,906,738	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135
Hotel	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000	
Total AV	\$ 146,868.032	\$ 155,774.769	\$ 155,774.769	\$ 216,810.968	\$ 216,810.968	\$ 160,464.769	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 85,416.430	\$ 146,868.032	
City of SA Property Tax	\$ 0.016445	\$ 840.878	\$ 891.873	\$ 1,252.729	\$ 1,252.729	\$ 840.878	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 411.208	\$ 0.016445
River Authority Property Tax	\$ 0.016445	\$ 23,565	\$ 24,994	\$ 35,107	\$ 35,859	\$ 25,747	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 13,705	\$ 23,565	
Cumulative O&M Property Tax City of SA	\$ -	\$ -	\$ 840.878	\$ 1,732.751	\$ 2,985.480	\$ 4,265.061	\$ 5,193.796	\$ 6,242.826	\$ 6,855.034	\$ 7,066.241	\$ 7,477.449	\$ 7,477.449	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 7,586.232	\$ 154,221.811	
Cumulative O&M Property Tax River Authority	\$ -	\$ -	\$ 23,565	\$ 48,559	\$ 83,666	\$ 119,525	\$ 145,272	\$ 158,977	\$ 174,978	\$ 186,502	\$ 206,550	\$ 206,550	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 212,598	\$ 432,194.0
Other Revenues	\$ 205.00	\$ 2,124.389	\$ 2,124.389	\$ 3,036.053	\$ 3,036.053	\$ 2,124.389	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 1,038.873	\$ 205.00	
Building Inspections	\$ 1,565.31	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565.31	
Plan Review Fees	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	
Alarm Fees	\$ 233.62	\$ 93.115	\$ 191,239	\$ 329,322	\$ 467,406	\$ 565,530	\$ 616,074	\$ 674,445	\$ 706,515	\$ 761,550	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 811,500	\$ 233.62
CPIS Payment	\$ 13.85	\$ 5,522	\$ 11,341	\$ 19,330	\$ 27,718	\$ 33,537	\$ 39,356	\$ 45,175	\$ 50,994	\$ 56,813	\$ 62,632	\$ 68,451	\$ 74,270	\$ 80,089	\$ 85,908	\$ 91,727	\$ 97,546	\$ 103,365	\$ 109,184	\$ 115,003	\$ 120,822	\$ 126,641	\$ 132,460	\$ 138,279	\$ 144,098	\$ 149,917	\$ 155,736	\$ 13.85
S&W's Payment	\$ 1.11	\$ 5,309	\$ 10,904	\$ 19,776	\$ 29,648	\$ 32,244	\$ 35,729	\$ 39,214	\$ 42,699	\$ 46,184	\$ 49,669	\$ 53,154	\$ 56,639	\$ 60,124	\$ 63,609	\$ 67,094	\$ 70,579	\$ 74,064	\$ 77,549	\$ 81,034	\$ 84,519	\$ 88,004	\$ 91,489	\$ 94,974	\$ 98,459	\$ 101,944	\$ 105,429	\$ 1.11
Telephone Fee per Line	\$ 0.33	\$ 1,678	\$ 3,242	\$ 4,806	\$ 6,370	\$ 7,934	\$ 9,498	\$ 11,062	\$ 12,626	\$ 14,190	\$ 15,754	\$ 17,318	\$ 18,882	\$ 20,446	\$ 22,010	\$ 23,574	\$ 25,138	\$ 26,702	\$ 28,266	\$ 29,830	\$ 31,394	\$ 32,958	\$ 34,522	\$ 36,086	\$ 37,650	\$ 39,214	\$ 40,778	\$ 0.33
Telecom Sales Tax	\$ 0.28	\$ 3,893	\$ 7,996	\$ 13,709	\$ 19,543	\$ 23,948	\$ 29,792	\$ 35,636	\$ 41,480	\$ 47,324	\$ 53,168	\$ 59,012	\$ 64,856	\$ 70,700	\$ 76,544	\$ 82,388	\$ 88,232	\$ 94,076	\$ 99,920	\$ 105,764	\$ 111,608	\$ 117,452	\$ 123,296	\$ 129,140	\$ 134,984	\$ 140,828	\$ 146,672	\$ 0.28
Cable Franchise Fee	\$ 1.48	\$ -	\$ -	\$ 131,906	\$ 263,813	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 395,719	\$ 1.48
Hotel Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Coste Sales Tax	\$ 737	\$ 1,513	\$ 2,605	\$ 3,697	\$ 4,789	\$ 4,873	\$ 4,957	\$ 5,041	\$ 5,125	\$ 5,209	\$ 5,293	\$ 5,377	\$ 5,461	\$ 5,545	\$ 5,629	\$ 5,713	\$ 5,797	\$ 5,881	\$ 5,965	\$ 6,049	\$ 6,133	\$ 6,217	\$ 6,301	\$ 6,385	\$ 6,469	\$ 6,553	\$ 6,637	\$ 737
Total (Excluding Hotel)	\$ 2,237,144	\$ 2,354,316	\$ 3,430,868	\$ 3,727,662	\$ 3,065,076	\$ 2,171,823	\$ 2,241,524	\$ 2,295,899	\$ 2,350,273	\$ 2,404,647	\$ 2,459,021	\$ 2,513,395	\$ 2,567,769	\$ 2,622,143	\$ 2,676,517	\$ 2,730,891	\$ 2,785,265	\$ 2,839,639	\$ 2,894,013	\$ 2,948,387	\$ 3,002,761	\$ 3,057,135	\$ 3,111,509	\$ 3,165,883	\$ 3,220,257	\$ 3,274,631	\$ 3,329,005	\$ 46,874.20
EMS Revenue	\$ 6.96	\$ 7,684	\$ 15,782	\$ 27,177	\$ 38,572	\$ 46,669	\$ 56,813	\$ 67,013	\$ 77,213	\$ 87,413	\$ 97,613	\$ 107,813	\$ 118,013	\$ 128,213	\$ 138,413	\$ 148,613	\$ 158,813	\$ 169,013	\$ 179,213	\$ 189,413	\$ 199,613	\$ 209,813	\$ 219,913	\$ 230,113	\$ 240,313	\$ 250,513	\$ 260,713	\$ 6.96
	\$ 0.02	\$ 7,706	\$ 15,827	\$ 27,225	\$ 38,621	\$ 48,765	\$ 59,009	\$ 69,253	\$ 79,497	\$ 89,741	\$ 99,985	\$ 110,229	\$ 120,473	\$ 130,717	\$ 140,961	\$ 151,205	\$ 161,449	\$ 171,693	\$ 181,937	\$ 192,181	\$ 202,425	\$ 212,669	\$ 222,913	\$ 233,157	\$ 243,401	\$ 253,645	\$ 263,889	\$ 0.02
Base property tax O&M revenue	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	
Total O&M Property Tax Revenue	\$ -	\$ 864,443																										

Scenario 1A: High Development Intensity, High Residential Mix										June 4, 2008									
Overall Development Variable										D.U.A Variables									
100% of Total Development Potential										RN-C	100	= Variable							
Retail and Office S.F. Variables										RN-COR	107	= Blocks in the TIRZ Boundary							
75% of Retail S.F. become Dwelling Units										NR	58								
5% of Dwelling Units become Office S.F.										NS-E	50								
										NS-W	35								
Development Potential by Block																			
Block Information										Dwellings		Commercial		Office		Parking			
Block	Acres Change	Acres No Change	Acres Total	Zone	F.A.R. (retail)	Unit Count	Retail S.F.	Restaurant S.F.	Office S.F.	Residential Demand	Office Demand	Retail Demand	Civic/Assembly Demand	On-Street Supply	Park-Once Supply				
							40		1,200	1.25	400	400							
3	1.68	0.60	2.28	NR	0.03	98	1,980	220	5,846	123	15	6			35				
4	1.00	0.00	1.00	NR	0.05	61	2,160	240	3,480	76	9	6			19				
5	0.97	0.00	0.97	NR		53	0	0	3,376	67	8	0			24				
6	0.13	0.79	0.92	NR		7	0	0	452	9	1	0			22				
7	0.00	0.82	0.82	NR		0	0	0	0	0	0	0			25				
8	0.28	0.36	0.64	NR	0.13	20	1,620	180	974	25	2	5			20				
11	2.40	0.00	2.40	NR	0.08	154	7,920	880	8,352	103	21	22			56				
12	2.57	0.00	2.57	NR	0.05	157	5,580	620	8,944	196	22	16			42				
13	1.12	1.39	2.51	NS-W		37	0	0	2,352	47	6	0			42				
14	2.13	0.47	2.60	NS-W		71	0	0	4,473	89	11	0			56				
15	1.55	0.74	2.29	NS-W		52	0	0	3,255	64	8	0			52				
16	0.31	1.97	2.28	NS-W		10	0	0	651	13	2	0			52				
17	2.21	0.23	2.44	NR	0.05	135	4,590	510	7,691	168	19	13			54				
18	2.32	0.00	2.32	NR	0.05	141	4,680	520	8,074	176	20	13			41				
19	0.25	0.00	0.25	NR		14	0	0	870	17	2	0			15				
23	0.00	2.66	2.66	OS		0	0	0	0	0	0	0			56				
24	1.58	0.81	2.39	NR		87	0	0	5,498	109	14	0			42				
25	0.84	1.77	2.61	NS-W		28	0	0	1,764	35	4	0			42				
26	0.00	5.06	5.06	NS-W		0	0	0	0	0	0	0			45				
27	2.27	0.00	2.27	NS-W		75	0	0	4,767	94	12	0			53				
28	1.04	0.00	1.04	NR	0.05	64	2,250	250	3,619	79	9	6			44				
29	0.97	0.00	0.97	NR	0.08	62	3,240	360	3,376	78	8	9			42				
30	2.24	0.00	2.24	NR	0.04	134	3,690	410	7,795	167	19	10			51				
31	2.61	0.00	2.61	RN-C		248	0	0	15,660	310	39	0			23				
34	1.15	1.52	2.67	NR		63	0	0	4,002	79	10	0			56				
35	0.74	1.79	2.53	NR		41	0	0	2,575	51	6	0			42				
36	0.80	1.74	2.54	NR		44	0	0	2,784	55	7	0			42				
37	0.00	8.30	8.30	NR		0	0	0	0	0	0	0			91				
38	3.46	0.00	3.46	NR		191	0	0	12,041	238	30	0			64				
39	0.00	5.95	5.95	RN-C		0	0	0	0	0	0	0			64				
40	0.34	0.22	0.56	RN-C		32	0	0	2,040	40	5	0			18				
41	0.00	0.19	0.19	RN-C		0	0	0	0	0	0	0			9				
44	2.59	0.00	2.59	NR	0.05	158	5,670	630	9,013	198	23	16			56				
45	2.49	0.00	2.49	NR	0.05	152	5,220	580	8,665	190	22	15			42				
46	2.20	0.38	2.58	NR	0.06	136	5,490	610	7,656	171	19	15			43				
47	0.00	6.02	6.02	NR		0	0	0	0	0	0	0			95				
48	9.81	0.00	9.81	RN-C		932	0	0	58,860	1,165	147	0			78				
49	1.12	0.00	1.12	RN-C		106	0	0	6,720	133	17	0			44				
50	1.08	0.00	1.08	RN-C		103	0	0	6,480	128	16	0			22				
53	0.92	3.97	4.89	RN-C		87	0	0	5,520	109	14	0			45				
54	2.75	0.00	2.75	RN-C	0.06	280	6,660	740	16,500	350	41	19			30				
55	2.92	1.66	4.58	RN-C	0.03	290	4,410	490	17,520	362	44	12			54				
58	0.00	1.21	1.21	RN-C		0	0	0	0	0	0	0			31				
59	0.00	2.50	2.50	NR		0	0	0	0	0	0	0			30				
63	0.00	2.39	2.39	NR		0	0	0	0	0	0	0	First Baptist		47				
64	1.04	0.00	1.04	RN-C		99	0	0	6,240	124	16	0			29				
65	0.65	0.00	0.65	RN-C		62	0	0	3,900	77	10	0			21				
66	0.51	0.30	0.81	RN-C		48	0	0	3,060	61	8	0			14				
67	1.40	0.50	1.90	RN-C		133	0	0	8,400	166	21	0			16				
68	1.01	1.69	2.70	RN-C		96	0	0	6,060	120	15	0			21				
69	1.00	0.00	1.00	NR	0.05	61	2,070	230	3,480	76	9	6			29				
70	0.90	0.00	0.90	NR		50	0	0	3,132	62	8	0			22				
71	0.80	0.00	0.80	NR		44	0	0	2,784	55	7	0			14				
72	1.09	0.00	1.09	NR	0.04	65	1,800	200	3,793	81	9	5			16				

73	1.10	0.00	1.10	NR	0.04	66	1,800	200	3,828	82	10	5			21
74	0.77	0.00	0.77	NR	0.06	48	2,160	240	2,680	61	7	6			22
75	1.87	0.09	1.96	RN-C	0.02	182	1,710	190	11,220	228	28	5			47
76	0.15	1.38	1.53	RN-COR	0.00	15	0	0	963	19	2	0			23
77	1.11	0.00	1.11	RN-COR	0.00	113	0	0	7,126	141	18	0			28
78	1.44	0.00	1.44	NR	0.00	79	0	0	5,011	99	13	0			24
79	1.04	0.00	1.04	NR	0.05	64	2,250	250	3,619	79	9	6			27
80	1.15	0.00	1.15	NR	0.00	63	0	0	4,002	79	10	0			27
81	1.09	0.00	1.09	NR	0.00	60	0	0	3,793	75	9	0			26
82	1.08	0.15	1.23	NR	0.06	67	2,610	290	3,758	83	9	7			30
83	0.92	0.35	1.27	NR	0.07	58	2,700	300	3,202	73	8	8			29
84	0.99	0.00	0.99	NR	0.00	55	0	0	3,445	68	9	0			30
85	2.45	0.00	2.45	RN-COR	0.07	270	7,380	820	15,729	337	39	21			59
86	0.00	2.66	2.66	RN-COR		0	0	0	0	0	0	0			54
90	0.69	0.26	0.95	RN-COR	0.16	83	4,680	520	4,430	104	11	13			24
91	0.45	0.54	0.99	RN-COR	0.11	52	2,160	240	2,889	65	7	6			28
92	0.86	0.21	1.07	RN-COR	0.13	101	4,770	530	5,521	126	14	13			28
93	0.90	0.17	1.07	RN-COR	0.08	100	3,150	350	5,778	125	14	9			26
94	0.75	0.46	1.21	RN-COR	0.09	84	2,970	330	4,815	106	12	8			29
95	0.46	0.80	1.26	RN-COR	0.11	53	2,160	240	2,953	66	7	6			29
96	1.50	0.00	1.50	RN-COR	0.10	171	6,750	750	9,630	214	24	19			31
101	0.34	0.73	1.07	RN-COR	0.16	41	2,340	260	2,183	51	5	7	Repertory Thtr		25
102	0.71	0.32	1.03	RN-COR	0.08	79	2,340	260	4,558	98	11	7			25
103	0.58	0.52	1.10	RN-COR	0.10	66	2,430	270	3,724	82	9	7			25
104	1.02	0.00	1.02	RN-COR	0.11	117	4,680	520	6,548	146	16	13			24
105	1.28	0.00	1.28	RN-COR	0.10	145	5,310	590	8,218	181	21	15			30
106	1.71	0.31	2.02	RN-COR	0.08	190	5,670	630	10,978	237	27	16			30
107	0.00	3.02	3.02	OS		0	0	0	0	0	0	0			65
108	1.00	2.31	3.31	RN-COR	0.08	112	3,690	410	6,420	140	16	10			72
109	1.54	0.00	1.54	RN-COR	0.02	161	1,620	180	9,887	201	25	5			35
110	0.34	0.73	1.07	NR		19	0	0	1,183	23	3	0			

Appendix 3 Development Potential

PROJECTED CASH FLOW FOR RIVER NORTH MASTER PLAN AREA [1] SCENARIO 1B

Senario 1B	Year 1 FY 2009	Year 2 FY 2010	Year 3 FY 2011	Year 4 FY 2012	Year 5 FY 2013	Year 6 FY 2014	Year 7 FY 2015	Year 8 FY 2016	Year 9 FY 2017	Year 10 FY 2018	Year 11 FY 2019	Year 12 FY 2020	Year 13 FY 2021	Year 14 FY 2022	Year 15 FY 2023	Year 16 FY 2024	Year 17 FY 2025	Year 18 FY 2026	Year 19 FY 2027	Year 20 FY 2028	Year 21 FY 2029	Year 22 FY 2030	Year 23 FY 2031	Year 24 FY 2032	Year 25 FY 2033	Total		
New Homes	6,172	743	743	1,062	1,062	743	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	6,172	
New Retail/Commercial s.f.	281,450	0	0	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	93,900	281,450	
New Office s.f.	791,710	0	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	131,952	791,710	
New Hotel Rooms	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400	
EDUs	6,172	743	743	1,062	1,062	743	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	6,172	
New Home	101	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	101	
New Retail/Commercial s.f.	515	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	515	
New Office s.f.	134	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	134	
New Hotel Rooms	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400	
Annual EDU	743	829	1,148	1,148	743	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	743	
Cumulative EDU	743	1,572	2,720	3,869	4,612	5,147	5,683	6,027	6,390	6,754	7,054	7,354	7,654	7,954	8,254	8,554	8,854	9,154	9,454	9,754	10,054	10,354	10,654	10,954	11,254	11,554	6,821	
Assessed Values																												
Residential	\$ 184,243	\$ 136,949,613	\$ 136,949,613	\$ 195,720,406	\$ 195,720,406	\$ 136,949,613	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 136,949,613	
Retail/Commercial	\$ 100	\$ -	\$ -	\$ 9,380,000	\$ 9,380,000	\$ 9,380,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,380,000
Office	\$ 135	\$ -	\$ -	\$ 17,813,475	\$ 17,813,475	\$ 17,813,475	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,813,475
Hotel	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000
Total AV	\$ 290,378	\$ 156,949,613	\$ 156,949,613	\$ 223,913,881	\$ 223,913,881	\$ 164,143,088	\$ 94,164,843	\$ 103,784,843	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 66,971,368	\$ 136,949,613	
City of SA Property Tax	0.01645	\$ 784,091	\$ 886,081	\$ 1,222,567	\$ 1,276,271	\$ 939,785	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 594,210	\$ 784,091
River Authority Property Tax	0.01645	\$ 21,974	\$ 24,832	\$ 34,262	\$ 35,767	\$ 26,337	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 15,109	\$ 21,974	
Cumulative O&M Property Tax City of SA	\$ -	\$ 784,091	\$ 1,670,172	\$ 2,952,739	\$ 4,228,010	\$ 5,168,795	\$ 5,762,905	\$ 6,357,115	\$ 6,951,325	\$ 7,545,535	\$ 8,139,745	\$ 8,733,955	\$ 9,328,165	\$ 9,922,375	\$ 10,516,585	\$ 11,110,795	\$ 11,705,005	\$ 12,299,215	\$ 12,893,425	\$ 13,487,635	\$ 14,081,845	\$ 14,676,055	\$ 15,270,265	\$ 15,864,475	\$ 16,458,685	\$ 17,052,895	\$ 17,647,105	\$ 182,450,370
Cumulative O&M Property Tax River Authority	\$ -	\$ 21,974	\$ 46,906	\$ 81,838	\$ 116,770	\$ 151,702	\$ 186,634	\$ 221,566	\$ 256,498	\$ 291,430	\$ 326,362	\$ 361,294	\$ 396,226	\$ 431,158	\$ 466,090	\$ 501,022	\$ 535,954	\$ 570,886	\$ 605,818	\$ 640,750	\$ 675,682	\$ 710,614	\$ 745,546	\$ 780,478	\$ 815,410	\$ 850,342	\$ 885,274	\$ 9,422,306
Other Revenues	\$ 205.00	\$ 1,980,923	\$ 1,980,923	\$ 2,831,019	\$ 2,831,019	\$ 1,980,923	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 968,715	\$ 16,448,380
Building Inspections	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 15,653.10	
Plan Review Fees	\$ 10.00	\$ 966	\$ 2,044	\$ 3,537	\$ 5,029	\$ 6,521	\$ 8,013	\$ 9,505	\$ 10,997	\$ 12,489	\$ 13,981	\$ 15,473	\$ 16,965	\$ 18,457	\$ 19,949	\$ 21,441	\$ 22,933	\$ 24,425	\$ 25,917	\$ 27,409	\$ 28,901	\$ 30,393	\$ 31,885	\$ 33,377	\$ 34,869	\$ 36,361	\$ 37,853	\$ 189,572
Alarm Fees	\$ 233.62	\$ 86,826	\$ 183,671	\$ 317,777	\$ 451,883	\$ 585,989	\$ 720,095	\$ 854,201	\$ 988,307	\$ 1,122,413	\$ 1,256,519	\$ 1,390,625	\$ 1,524,731	\$ 1,658,837	\$ 1,792,943	\$ 1,927,049	\$ 2,061,155	\$ 2,195,261	\$ 2,329,367	\$ 2,463,473	\$ 2,597,579	\$ 2,731,685	\$ 2,865,791	\$ 3,000,897	\$ 3,135,003	\$ 3,269,109	\$ 3,403,215	\$ 17,033,851
CPIS Payment	\$ 13.85	\$ 5,148	\$ 10,296	\$ 15,444	\$ 20,592	\$ 25,740	\$ 30,888	\$ 36,036	\$ 41,184	\$ 46,332	\$ 51,480	\$ 56,628	\$ 61,776	\$ 66,924	\$ 72,072	\$ 77,220	\$ 82,368	\$ 87,516	\$ 92,664	\$ 97,812	\$ 103,960	\$ 109,108	\$ 114,256	\$ 119,404	\$ 124,552	\$ 129,700	\$ 134,848	\$ 1,010,146
SAWS Payment	\$ 1.11	\$ 4,950	\$ 10,472	\$ 16,118	\$ 21,764	\$ 27,410	\$ 33,056	\$ 38,702	\$ 44,348	\$ 49,994	\$ 55,640	\$ 61,286	\$ 66,932	\$ 72,578	\$ 78,224	\$ 83,870	\$ 89,516	\$ 95,162	\$ 100,808	\$ 106,454	\$ 112,100	\$ 117,746	\$ 123,392	\$ 129,038	\$ 134,684	\$ 140,330	\$ 145,976	\$ 971,193
Telephone Fee per Line	\$ 0.33	\$ 1,472	\$ 3,113	\$ 5,386	\$ 7,660	\$ 9,934	\$ 12,208	\$ 14,482	\$ 16,756	\$ 19,030	\$ 21,304	\$ 23,578	\$ 25,852	\$ 28,126	\$ 30,400	\$ 32,674	\$ 34,948	\$ 37,222	\$ 39,496	\$ 41,770	\$ 44,044	\$ 46,318	\$ 48,592	\$ 50,866	\$ 53,140	\$ 55,414	\$ 57,688	\$ 288,733
Telecom Sales Tax	\$ 1.48	\$ 3,630	\$ 7,680	\$ 13,287	\$ 18,894	\$ 24,501	\$ 30,108	\$ 35,715	\$ 41,322	\$ 46,929	\$ 52,536	\$ 58,143	\$ 63,750	\$ 69,357	\$ 74,964	\$ 80,571	\$ 86,178	\$ 91,785	\$ 97,392	\$ 102,999	\$ 108,606	\$ 114,213	\$ 119,820	\$ 125,427	\$ 131,034	\$ 136,641	\$ 142,248	\$ 712,208
Cable Franchise Fee	\$ 0.28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,620,188
Retail Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,140,999
Hotel Tax	\$ -	\$ 687	\$ 1,453	\$ 2,514	\$ 3,575	\$ 4,341	\$ 4,756	\$ 5,061	\$ 5,366	\$ 5,671	\$ 5,976	\$ 6,281	\$ 6,586	\$ 6,891	\$ 7,196	\$ 7,501	\$ 7,806	\$ 8,111	\$ 8,416	\$ 8,721	\$ 9,026	\$ 9,331	\$ 9,636	\$ 9,941	\$ 10,246	\$ 10,551	\$ 10,856	\$ 154,742
Cable Sales Tax	\$ -	\$ 2,086,169	\$ 2,201,814	\$ 3,212,049	\$ 3,635,999	\$ 3,165,360	\$ 2,479,630	\$ 2,551,642	\$ 2,602,344	\$ 2,653,046	\$ 2,703,748	\$ 2,754,450	\$ 2,805,152	\$ 2,855,854	\$ 2,906,556	\$ 2,957,258	\$ 3,007,960	\$ 3,058,662	\$ 3,109,364	\$ 3,160,066	\$ 3,210,768	\$ 3,261,470	\$ 3,312,172	\$ 3,362,874	\$ 3,413,576	\$ 3,464,278	\$ 3,514,980	\$ 53,426,666
EMS Revenue	\$ 6.98	\$ 7,185	\$ 15,157	\$ 26,224	\$ 37,291	\$ 48,358	\$ 59,425	\$ 70,492	\$ 81,559	\$ 92,626	\$ 103,693	\$ 114,760	\$ 125,827	\$ 136,894	\$ 147,961	\$ 159,028	\$ 170,095	\$ 181,162	\$ 192,229	\$ 203,296	\$ 214,363	\$ 225,430	\$ 236,497	\$ 247,564	\$ 258,631	\$ 269,698	\$ 280,765	\$ 1,405,693
	\$ 0.02	\$ 21	\$ 44	\$ 75	\$ 107	\$ 139	\$ 171	\$ 203	\$ 235	\$ 267	\$ 299	\$ 331	\$ 363	\$ 395	\$ 427	\$ 459	\$ 491	\$ 523	\$ 555	\$ 587	\$ 619	\$ 651	\$ 683	\$ 715	\$ 747	\$ 779	\$ 4,0	

Scenario 1B: High Development Intensity, High Commercial Mix											June 4, 2008						
Overall Development Variable										D.U.A Variables							
100% of Total Development Potential										RN-C	100	= Variable					
										RN-COR	107	= Blocks in the TIRZ Boundary					
Retail and Office S.F. Variables										NR	58						
50% of Retail S.F. become Dwelling Units										NS-E	50						
10% of Dwelling Units become Office S.F.										NS-W	35						
Development Potential by Block																	
Block	Block Information			Zone	F.A.R. (retail)	Dwellings		Commercial		Office		Parking					
	Acres Change	Acres No Change	Acres Total			Unit Count	Retail S.F.	Restaurant S.F.	Residential Demand	Office Demand	Retail Demand	Civic/Assembly Demand	On-Street Supply	Park-Once Supply			
						40		1,200	1.25	400	400						
3	1.68	0.60	2.28	NR	0.05	91	3,960	440	11,693	114	29	11					35
4	1.00	0.00	1.00	NR	0.10	56	4,320	480	6,960	70	17	12					19
5	0.97	0.00	0.97	NR		51	0	0	6,751	63	17	0					24
6	0.13	0.79	0.92	NR		7	0	0	905	8	2	0					22
7	0.00	0.82	0.82	NR		0	0	0	0	0	0	0					25
8	0.28	0.36	0.64	NR	0.27	18	3,240	360	1,949	22	5	9					20
11	2.40	0.00	2.40	NR	0.15	140	15,840	1,760	16,704	175	42	44					56
12	2.57	0.00	2.57	NR	0.10	144	11,160	1,240	17,887	181	45	31					42
13	1.12	1.39	2.51	NS-W		35	0	0	4,704	44	12	0					42
14	2.13	0.47	2.60	NS-W		67	0	0	8,946	84	22	0					56
15	1.55	0.74	2.29	NS-W		49	0	0	6,510	61	16	0					52
16	0.31	1.97	2.28	NS-W		10	0	0	1,302	12	3	0					52
17	2.21	0.23	2.44	NR	0.10	124	9,180	1,020	15,382	155	38	26					54
18	2.32	0.00	2.32	NR	0.09	130	9,360	1,040	16,147	162	40	26					41
19	0.25	0.00	0.25	NR		13	0	0	1,740	16	4	0					15
23	0.00	2.66	2.66	OS		0	0	0	0	0	0	0					56
24	1.58	0.81	2.39	NR		82	0	0	10,997	103	27	0					42
25	0.84	1.77	2.61	NS-W		26	0	0	3,528	33	9	0					42
26	0.00	5.06	5.06	NS-W		0	0	0	0	0	0	0					45
27	2.27	0.00	2.27	NS-W		72	0	0	9,534	89	24	0					53
28	1.04	0.00	1.04	NR	0.10	58	4,500	500	7,238	73	18	13					44
29	0.97	0.00	0.97	NR	0.15	57	6,480	720	6,751	71	17	18					42
30	2.24	0.00	2.24	NR	0.08	124	7,380	820	15,590	155	39	21					51
31	2.61	0.00	2.61	RN-C		235	0	0	31,320	294	78	0					23
34	1.15	1.52	2.67	NR		60	0	0	8,004	75	20	0					56
35	0.74	1.79	2.53	NR		39	0	0	5,150	48	13	0					42
36	0.80	1.74	2.54	NR		42	0	0	5,568	52	14	0					42
37	0.00	8.30	8.30	NR		0	0	0	0	0	0	0					91
38	3.46	0.00	3.46	NR		181	0	0	24,082	226	60	0					64
39	0.00	5.95	5.95	RN-C		0	0	0	0	0	0	0					64
40	0.34	0.22	0.56	RN-C		31	0	0	4,080	38	10	0					18
41	0.00	0.19	0.19	RN-C		0	0	0	0	0	0	0					9
44	2.59	0.00	2.59	NR	0.10	146	11,340	1,260	18,026	182	45	32					56
45	2.49	0.00	2.49	NR	0.10	140	10,440	1,160	17,330	175	43	29					42
46	2.20	0.38	2.58	NR	0.11	125	10,980	1,220	15,312	156	38	31					43
47	0.00	6.02	6.02	NR		0	0	0	0	0	0	0					95
48	9.81	0.00	9.81	RN-C		883	0	0	117,720	1,104	294	0					78
49	1.12	0.00	1.12	RN-C		101	0	0	13,440	126	34	0					44
50	1.08	0.00	1.08	RN-C		97	0	0	12,960	122	32	0					22
53	0.92	3.97	4.89	RN-C		83	0	0	11,040	104	28	0					45
54	2.75	0.00	2.75	RN-C	0.11	260	13,320	1,480	33,000	325	83	37					30
55	2.92	1.66	4.58	RN-C	0.07	271	8,820	980	35,040	339	88	25					54
58	0.00	1.21	1.21	RN-C		0	0	0	0	0	0	0					31
59	0.00	2.50	2.50	RN-C		0	0	0	0	0	0	0					30
63	0.00	2.39	2.39	NR		0	0	0	0	0	0	0					47
64	1.04	0.00	1.04	RN-C		94	0	0	12,480	117	31	0					29
65	0.65	0.00	0.65	RN-C		59	0	0	7,800	73	20	0					21
66	0.51	0.30	0.81	RN-C		46	0	0	6,120	57	15	0					14
67	1.40	0.50	1.90	RN-C		126	0	0	16,800	158	42	0					16
68	1.01	1.69	2.70	RN-C		91	0	0	12,120	114	30	0					21
69	1.00	0.00	1.00	NR	0.10	56	4,140	460	6,960	70	17	12					29
70	0.90	0.00	0.90	NR		47	0	0	6,264	59	16	0					22
71	0.80	0.00	0.80	NR		42	0	0	5,568	52	14	0					14
72	1.09	0.00	1.09	NR	0.08	60	3,600	400	7,586	75	19	10					16

73	1.10	0.00	1.10	NR	0.08	61	3,600	400	7,656	76	19	10					21
74	0.77	0.00	0.77	NR	0.13	44	4,320	480	5,359	55	13	12					22
75	1.87	0.09	1.96	RN-C	0.04	171	3,420	380	22,440	214	56	10					27
76	0.15	1.38	1.53	RN-COR	0.00	14	0	0	1,926	18	5	0					43
77	1.11	0.00	1.11	RN-COR	0.00	107	0	0	14,252	134	36	0					28
78	1.44	0.00	1.44	NR	0.00	75	0	0	10,022	94	25	0					24
79	1.04	0.00	1.04	NR	0.10	58	4,500	500	7,238	73	18	13					27
80	1.15	0.00	1.15	NR	0.00	60	0	0	8,004	75	20	0					27
81	1.09	0.00	1.09	NR	0.00	57	0	0	7,586	71	19	0					26
82	1.08	0.15	1.23	NR	0.11	61	5,220	580	7,517	77	19	15					30
83	0.92	0.35	1.27	NR	0.13	53	5,400	600	6,403	66	16	15					29
84	0.99	0.00	0.99	NR	0.00	52	0	0	6,890	65	17	0					30
85	2.45	0.00	2.45	RN-COR	0.14	250	14,760	1,640	31,458	312	79	41					59
86	0.00	2.66	2.66	RN-COR		0	0	0	0	0	0	0					54
90	0.69	0.26	0.95	RN-COR	0.31	75	9,360	1,040	8,860	94	22	26					24
91	0.45	0.54	0.99	RN-COR	0.22	47	4,320	480	5,778	59	14	12					28
92	0.86	0.21	1.07	RN-COR	0.25	92	9,540	1,060	11,042	115	28	27					28
93	0.90	0.17	1.07	RN-COR	0.16	93	6,300	700	11,556	116	29	18					26
94	0.75	0.46	1.21	RN-COR	0.18	78	5,940	660	9,630	97	24	17					29
95	0.46	0.80	1.26	RN-COR	0.22	48	4,320	480	5,906	60	15	12					29
96	1.50	0.00	1.50	RN-COR	0.21	157	13,500	1,500	19,260	196	48	38					31
101	0.34	0.73	1.07	RN-COR	0.32	37	4,680	520	4,366	46	11	13					25
102	0.71	0.32	1.03	RN-COR	0.15	73	4,680	520	9,116	91	23	13					25
103	0.58	0.52	1.10	RN-COR	0.19	60	4,860	540	7,447	75	19	14					25
104	1.02	0.00	1.02	RN-COR	0.21	107	9,360</										

Appendix 3 Development Potential

PROJECTED CASH FLOW FOR RIVER NORTH MASTER PLAN AREA [1] SCENARIO 2A

2A	Year 1 FY 2009	Year 2 FY 2010	Year 3 FY 2011	Year 4 FY 2012	Year 5 FY 2013	Year 6 FY 2014	Year 7 FY 2015	Year 8 FY 2016	Year 9 FY 2017	Year 10 FY 2018	Year 11 FY 2019	Year 12 FY 2020	Year 13 FY 2021	Year 14 FY 2022	Year 15 FY 2023	Year 16 FY 2024	Year 17 FY 2025	Year 18 FY 2026	Year 19 FY 2027	Year 20 FY 2028	Year 21 FY 2029	Year 22 FY 2030	Year 23 FY 2031	Year 24 FY 2032	Year 25 FY 2033	Total		
New Homes	5,627	678	678	968	968	678	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	5,627	
New Retail/Commercial s.f.	116,596	0	0	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	38,865	116,596	
New Office s.f.	336,477	0	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	56,080	336,477	
New Hotel Rooms	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400	
EDUs	5,627	678	678	968	968	678	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	5,627	
New Retail/Commercial s.f.	43	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43	
New Office s.f.	219	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	219	
New Hotel Rooms	134	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	134	
Annual EDU	678	714	1,005	1,005	1,005	714	368	435	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	331	5,980	
Cumulative EDU	678	1,392	2,397	3,402	4,116	4,484	4,919	5,250	5,581	5,913	6,244	6,575	6,906	7,237	7,568	7,899	8,230	8,561	8,892	9,223	9,554	9,885	10,216	10,547	10,878	11,209	5,980	
Assessed Values																												
Residential	\$ 184,243	\$ 124,856,687	\$ 124,856,687	\$ 178,437,901	\$ 178,437,901	\$ 124,856,687	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 184,243	
Retail/Commercial	\$ 100	\$ -	\$ -	\$ 3,986,533	\$ 3,986,533	\$ 3,986,533	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	
Office	\$ 135	\$ -	\$ -	\$ 7,570,733	\$ 7,570,733	\$ 7,570,733	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135	
Hotel	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000	
Total AV	\$ 124,856,687	\$ 132,427,420	\$ 186,008,633	\$ 189,995,166	\$ 136,413,953	\$ 72,614,927	\$ 87,628,394	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 61,057,661	\$ 1,132,118,166	
City of SA Property Tax	\$ 0.57254	\$ 714,854	\$ 758,200	\$ 1,064,974	\$ 1,067,798	\$ 781,024	\$ 415,750	\$ 507,708	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 349,580	\$ 6,481,829	
River Authority Property Tax	\$ 0.016045	\$ 20,033	\$ 21,248	\$ 29,645	\$ 30,485	\$ 21,888	\$ 11,851	\$ 14,060	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 9,797	\$ 171,646	
Cumulative O&M Property Tax City of SA	\$ -	\$ 714,854	\$ 1,473,054	\$ 2,538,028	\$ 3,625,827	\$ 4,406,851	\$ 4,822,601	\$ 5,324,308	\$ 5,673,047	\$ 6,022,467	\$ 6,371,047	\$ 6,719,627	\$ 7,068,207	\$ 7,416,787	\$ 7,765,367	\$ 8,113,947	\$ 8,462,527	\$ 8,811,107	\$ 9,159,687	\$ 9,508,267	\$ 9,856,847	\$ 10,205,427	\$ 10,554,007	\$ 10,902,587	\$ 11,251,167	\$ 11,600,000	\$ 131,612,753	
Cumulative O&M Property Tax River Authority	\$ -	\$ 20,033	\$ 41,281	\$ 71,529	\$ 101,811	\$ 123,498	\$ 135,150	\$ 146,802	\$ 158,454	\$ 170,106	\$ 181,758	\$ 193,410	\$ 205,062	\$ 216,714	\$ 228,366	\$ 240,018	\$ 251,670	\$ 263,322	\$ 274,974	\$ 286,626	\$ 298,278	\$ 309,930	\$ 321,582	\$ 333,234	\$ 344,886	\$ 356,538	\$ 3,688,348	
Other Revenues	\$ 205.00	\$ 1,806,003	\$ 1,806,003	\$ 2,581,035	\$ 2,581,035	\$ 1,806,003	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 883,175	\$ 14,995,955	
Building Inspections	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 1,565.31	\$ 15,653.31	
Plan Review Fees	\$ 181	\$ 1,809	\$ 3,118	\$ 4,427	\$ 5,735	\$ 7,044	\$ 8,353	\$ 9,662	\$ 10,971	\$ 12,280	\$ 13,589	\$ 14,898	\$ 16,207	\$ 17,516	\$ 18,825	\$ 20,134	\$ 21,443	\$ 22,752	\$ 24,061	\$ 25,370	\$ 26,679	\$ 27,988	\$ 29,297	\$ 30,606	\$ 31,915	\$ 33,224	\$ 166,086	
CPIS Payment	\$ 233.62	\$ 79,159	\$ 162,577	\$ 279,965	\$ 397,353	\$ 480,770	\$ 574,534	\$ 651,955	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 690,666	\$ 14,923,522	
SAWS Payment	\$ 13.85	\$ 4,344	\$ 9,641	\$ 16,603	\$ 23,564	\$ 29,511	\$ 35,468	\$ 41,425	\$ 47,382	\$ 53,339	\$ 59,296	\$ 65,253	\$ 71,210	\$ 77,167	\$ 83,124	\$ 89,081	\$ 95,038	\$ 100,995	\$ 106,952	\$ 112,909	\$ 118,866	\$ 124,823	\$ 130,780	\$ 136,737	\$ 142,694	\$ 148,651	\$ 884,998	
Telephone Fee per Line	\$ 1.11	\$ 4,513	\$ 9,209	\$ 15,962	\$ 22,815	\$ 29,668	\$ 36,521	\$ 43,374	\$ 50,227	\$ 57,080	\$ 63,933	\$ 70,786	\$ 77,639	\$ 84,492	\$ 91,345	\$ 98,198	\$ 105,051	\$ 111,904	\$ 118,757	\$ 125,610	\$ 132,463	\$ 139,316	\$ 146,169	\$ 153,022	\$ 159,875	\$ 166,728	\$ 850,972	
Telephone Sales Tax	\$ 0.33	\$ 1,392	\$ 2,785	\$ 4,178	\$ 5,571	\$ 6,964	\$ 8,357	\$ 9,750	\$ 11,143	\$ 12,536	\$ 13,929	\$ 15,322	\$ 16,715	\$ 18,108	\$ 19,501	\$ 20,894	\$ 22,287	\$ 23,680	\$ 25,073	\$ 26,466	\$ 27,859	\$ 29,252	\$ 30,645	\$ 32,038	\$ 33,431	\$ 34,824	\$ 252,962	
Cable Franchise Fee	\$ 1.48	\$ 3,310	\$ 6,798	\$ 11,706	\$ 16,614	\$ 21,522	\$ 26,430	\$ 31,338	\$ 36,246	\$ 41,154	\$ 46,062	\$ 50,970	\$ 55,878	\$ 60,786	\$ 65,694	\$ 70,602	\$ 75,510	\$ 80,418	\$ 85,326	\$ 90,234	\$ 95,142	\$ 100,050	\$ 104,958	\$ 109,866	\$ 114,774	\$ 119,682	\$ 623,973	
Hotel Sales Tax	\$ -	\$ -	\$ -	\$ 112,121	\$ 224,242	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 336,363	\$ 7,063,639
Hotel Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 519,424	\$ 17,146,939
Cable Sales Tax	\$ 0.28	\$ 626	\$ 1,286	\$ 2,215	\$ 3,144	\$ 4,073	\$ 4,951	\$ 5,829	\$ 6,707	\$ 7,585	\$ 8,463	\$ 9,341	\$ 10,219	\$ 11,097	\$ 11,975	\$ 12,853	\$ 13,731	\$ 14,609	\$ 15,487	\$ 16,365	\$ 17,243	\$ 18,121	\$ 18,999	\$ 19,877	\$ 20,755	\$ 21,633	\$ 118,048	
Total (Excluding Hotel)	\$ 1,902,094	\$ 2,001,705	\$ 2,916,911	\$ 3,169,208	\$ 2,805,908	\$ 1,846,511	\$ 1,907,166	\$ 1,953,391	\$ 1,999,617	\$ 2,045,842	\$ 2,092,067	\$ 2,138,292	\$ 2,184,517	\$ 2,230,742	\$ 2,276,967	\$ 2,323,192	\$ 2,369,417	\$ 2,415,642	\$ 2,461,867	\$ 2,508,092	\$ 2,554,317	\$ 2,600,542	\$ 2,646,767	\$ 2,692,992	\$ 2,739,217	\$ 2,785,442	\$ 39,879,938	
EMS Revenue	\$ 6.86	\$ 6,533	\$ 13,416	\$ 23,104	\$ 32,791	\$ 39,675	\$ 47,143	\$ 53,802	\$ 59,966	\$ 65,966	\$ 71,966	\$ 77,966	\$ 83,966	\$ 89,966	\$ 95,966	\$ 101,966	\$ 107,966	\$ 113,966	\$ 119,966	\$ 125,966	\$ 131,966	\$ 137,966	\$ 143,966	\$ 149,966	\$ 155,966	\$ 161,966	\$ 1,231,541	
	\$ 0.02	\$ 18	\$ 36	\$ 64	\$ 92	\$ 120	\$ 148	\$ 176	\$ 204	\$ 232	\$ 260	\$ 288	\$ 316	\$ 344	\$ 372	\$ 400	\$ 428	\$ 456	\$ 484	\$ 512	\$ 540	\$ 568	\$ 596	\$ 624	\$ 652	\$ 680	\$ 3,539	
	\$ 6,551	\$ 13,455	\$ 23,170	\$ 32,885	\$ 39,769	\$ 47,243	\$ 53,902	\$ 59,966	\$ 65,966	\$ 71,966	\$ 77,966	\$ 83,966	\$ 89,966	\$ 95,966	\$ 101,966	\$ 107,966</												

Scenario 2A: Moderate Development Intensity, High Residential Mix										June 4, 2008									
Overall Development Variable										D.U.A Variables									
85% of Total Development Potential										RN-C 100 = Variable									
Retail and Office S.F. Variables										RN-COR 107 = Blocks in the TIRZ Boundary									
75% of Retail S.F. become Dwelling Units										NR 58									
5% of Dwelling Units become Office S.F.										NS-E 50									
										NS-W 35									
Development Potential by Block																			
Block Information					Dwellings			Commercial		Office		Parking							
Block	Acres Change	Acres No Change	Acres Total	Zone	F.A.R. (retail)	Unit Count	Retail S.F.	Restaurant S.F.	Office S.F.	Residential Demand	Office Demand	Retail Demand	Civic/Assembly Demand	On-Street Supply	Park-Once Supply				
							40	10%	1,200	1.25	400	400							
3	1.68	0.60	2.28	NR	0.02	83	1,683	187	4,969	104	12	5			35				
4	1.00	0.00	1.00	NR	0.04	52	1,836	204	2,958	65	7	5			19				
5	0.97	0.00	0.97	NR		45	0	0	2,869	57	7	0			24				
6	0.13	0.79	0.92	NR		6	0	0	385	8	1	0			22				
7	0.00	0.82	0.82	NR		0	0	0	0	0	0	0			25				
8	0.28	0.36	0.64	NR	0.11	17	1,377	153	828	21	2	4			20				
11	2.40	0.00	2.40	NR	0.06	131	6,732	748	7,099	164	18	19			56				
12	2.57	0.00	2.57	NR	0.04	134	4,743	527	7,602	167	19	13			42				
13	1.12	1.39	2.51	NS-W		32	0	0	1,999	40	5	0			42				
14	2.13	0.47	2.60	NS-W		60	0	0	3,802	75	10	0			56				
15	1.55	0.74	2.29	NS-W		44	0	0	2,767	55	7	0			52				
16	0.31	1.97	2.28	NS-W		9	0	0	553	11	1	0			52				
17	2.21	0.23	2.44	NR	0.04	114	3,902	434	6,537	143	16	11			54				
18	2.32	0.00	2.32	NR	0.04	120	3,978	442	6,863	150	17	11			41				
19	0.25	0.00	0.25	NR		12	0	0	740	15	2	0			15				
23	0.00	2.66	2.66	OS		0	0	0	0	0	0	0			56				
24	1.58	0.81	2.39	NR		74	0	0	4,674	92	12	0			42				
25	0.84	1.77	2.61	NS-W		24	0	0	1,499	30	4	0			42				
26	0.00	5.06	5.06	NS-W		0	0	0	0	0	0	0			45				
27	2.27	0.00	2.27	NS-W		64	0	0	4,052	80	10	0			53				
28	1.04	0.00	1.04	NR	0.04	54	1,913	213	3,076	68	8	5			44				
29	0.97	0.00	0.97	NR	0.07	53	2,754	306	2,869	66	7	8			42				
30	2.24	0.00	2.24	NR	0.03	114	3,137	349	6,626	142	17	9			51				
31	2.61	0.00	2.61	RN-C		211	0	0	13,311	263	33	0			23				
34	1.15	1.52	2.67	NR		54	0	0	3,402	67	9	0			56				
35	0.74	1.79	2.53	NR		35	0	0	2,189	43	5	0			42				
36	0.80	1.74	2.54	NR		37	0	0	2,366	47	6	0			42				
37	0.00	8.30	8.30	NR		0	0	0	0	0	0	0			91				
38	3.46	0.00	3.46	NR		162	0	0	10,235	203	26	0			64				
39	0.00	5.95	5.95	RN-C		0	0	0	0	0	0	0			64				
40	0.34	0.22	0.56	RN-C		27	0	0	1,734	34	4	0			18				
41	0.00	0.19	0.19	RN-C		0	0	0	0	0	0	0			9				
44	2.59	0.00	2.59	NR	0.04	135	4,820	536	7,661	168	19	13			56				
45	2.49	0.00	2.49	NR	0.04	129	4,437	493	7,365	161	18	12			42				
46	2.20	0.38	2.58	NR	0.05	116	4,667	519	6,508	145	16	13			43				
47	0.00	6.02	6.02	NR		0	0	0	0	0	0	0			95				
48	9.81	0.00	9.81	RN-C		792	0	0	50,031	990	125	0			78				
49	1.12	0.00	1.12	RN-C		90	0	0	5,712	113	14	0			44				
50	1.08	0.00	1.08	RN-C		87	0	0	5,508	109	14	0			22				
53	0.92	3.97	4.89	RN-C		74	0	0	4,692	93	12	0			45				
54	2.75	0.00	2.75	RN-C	0.05	238	5,661	629	14,025	297	35	16			30				
55	2.92	1.66	4.58	RN-C	0.03	246	3,749	417	14,892	308	37	10			51				
58	0.00	1.21	1.21	RN-C		0	0	0	0	0	0	0			31				
59	0.00	2.50	2.50	RN-C		0	0	0	0	0	0	0			30				
63	0.00	2.39	2.39	NR		0	0	0	0	0	0	0	First Baptist		47				
64	1.04	0.00	1.04	RN-C		84	0	0	5,304	105	13	0			29				
65	0.65	0.00	0.65	RN-C		52	0	0	3,315	66	8	0			21				
66	0.51	0.30	0.81	RN-C		41	0	0	2,601	51	7	0			14				
67	1.40	0.50	1.90	RN-C		113	0	0	7,140	141	18	0			16				
68	1.01	1.69	2.70	RN-C		82	0	0	5,151	102	13	0			21				
69	1.00	0.00	1.00	NR	0.04	52	1,760	196	2,958	65	7	5			29				
70	0.90	0.00	0.90	NR		42	0	0	2,662	53	7	0			22				
71	0.80	0.00	0.80	NR		37	0	0	2,366	47	6	0			14				
72	1.09	0.00	1.09	NR	0.03	55	1,530	170	3,224	69	8	4			16				

73	1.10	0.00	1.10	NR	0.03	56	1,530			170		3,254	70	8	4	21
74	0.77	0.00	0.77	NR	0.05	41	1,836			204		2,278	51	6	5	22
75	1.87	0.09	1.96	RN-C	0.02	155	1,454			162		9,537	194	24	4	27
76	0.15	1.38	1.53	RN-COR	0.00	13	0			0		819	16	2	0	43
77	1.11	0.00	1.11	RN-COR	0.00	96	0			0		6,057	120	15	0	28
78	1.44	0.00	1.44	NR	0.00	67	0			0		4,260	84	11	0	24
79	1.04	0.00	1.04	NR	0.04	54	1,913			213		3,076	68	8	5	27
80	1.15	0.00	1.15	NR	0.00	54	0			0		3,402	67	9	0	27
81	1.09	0.00	1.09	NR	0.00	51	0			0		3,224	64	8	0	26
82	1.08	0.15	1.23	NR	0.05	57	2,219			247		3,195	71	8	6	30
83	0.92	0.35	1.27	NR	0.06	49	2,295			255		2,721	62	7	6	29
84	0.99	0.00	0.99	NR	0.00	46	0			0		2,928	58	7	0	30
85	2.45	0.00	2.45	RN-COR	0.06	229	6,273			697		13,370	286	33	17	59
86	0.00	2.66	2.66	RN-COR		0	0			0		0	0	0	0	54
90	0.69	0.26	0.95	RN-COR	0.13	71	3,978			442		3,765	88	9	11	24
91	0.45	0.54	0.99	RN-COR	0.09	44	1,836			204		2,456	55	6	5	28
92	0.86	0.21	1.07	RN-COR	0.11	86	4,055			451		4,693	107	12	11	28
93	0.90	0.17	1.07	RN-COR	0.07	85	2,678			298		4,911	106	12	7	26
94	0.75	0.46	1.21	RN-COR	0.08	72	2,525			281		4,093	90	10	7	29
95	0.46	0.80	1.26	RN-COR	0.09	45	1,836			204		2,510	56	6	5	29
96	1.50	0.00	1.50	RN-COR	0.09	146	5,738			638		8,186	182	20	16	31
101	0.34	0.73	1.07	RN-COR	0.13	35	1,989			221		1,855	44	5	6	Repertory Thtr
102	0.71	0.32	1.03	RN-COR	0.06	67	1,989			221		3,874	84	10	6	25
103	0.58	0.52	1.10	RN-COR	0.08	56	2,066			230		3,165	70	8	6	25
104	1.02	0.00	1.02	RN-COR	0.09	99	3,978			442		5,566	124	14	11	24
105	1.28	0.00	1.28	RN-COR	0.08	123	4,514			502		6,985	154	17	13	30
106	1.71	0.31	2.02	RN-COR	0.06	161	4,820			536		9,331	201	23	13	30
107	0.00	3.02	3.02	OS		0	0			0		0	0	0	0	65
108	1.00	2.31	3.31	RN-COR	0.07	95	3,137			349		5,457	119	14	9	72
109	1.54	0.00	1.54	RN-COR	0.02	137	1,377			153		8,404	171	21	4	35
110	0.34															

Scenario 2B: Moderate Development Intensity, High Commercial Mix										June 4, 2008									
Overall Development Variable										D.U.A Variables									
85% of Total Development Potential										RN-C = 100 = Variable									
Retail and Office S.F. Variables										RN-COR = 107 = Blocks in the TIRZ Boundary									
50% of Retail S.F. become Dwelling Units										NR = 58									
10% of Dwelling Units become Office S.F.										NS-E = 50									
										NS-W = 35									
Development Potential by Block																			
Block Information										Parking									
Block	Acres Change	Acres No Change	Acres Total	Zone	F.A.R. (retail)	Unit Count	Retail S.F.	Restaurant S.F.	Office S.F.	Residential Demand	Office Demand	Retail Demand	Civic/Assembly Demand	On-Street Supply	Park-Once Supply				
							40	10%	1,200	1.25	400	400							
3	1.68	0.60	2.28	NR	0.05	78	3,566	374	9,939	97	25	9			35				
4	1.00	0.00	1.00	NR	0.08	48	3,672	408	5,916	60	15	10			19				
5	0.97	0.00	0.97	NR		43	0	0	5,739	54	14	0			24				
6	0.13	0.79	0.92	NR		6	0	0	769	7	2	0			22				
7	0.00	0.82	0.82	NR		0	0	0	0	0	0	0			25				
8	0.28	0.36	0.64	NR	0.23	15	2,754	306	1,656	19	4	8			20				
11	2.40	0.00	2.40	NR	0.13	119	13,464	1,496	14,198	149	35	37			56				
12	2.57	0.00	2.57	NR	0.08	123	9,486	1,054	15,204	154	38	26			42				
13	1.12	1.39	2.51	NS-W		30	0	0	3,998	37	10	0			42				
14	2.13	0.47	2.60	NS-W		57	0	0	7,604	71	19	0			56				
15	1.55	0.74	2.29	NS-W		42	0	0	5,534	52	14	0			52				
16	0.31	1.97	2.28	NS-W		8	0	0	1,107	10	3	0			52				
17	2.21	0.23	2.44	NR	0.08	105	7,803	867	13,074	132	33	22			54				
18	2.32	0.00	2.32	NR	0.08	110	7,956	884	13,725	138	34	22			41				
19	0.25	0.00	0.25	NR		11	0	0	1,479	14	4	0			15				
23	0.00	2.66	2.66	OS		0	0	0	0	0	0	0			56				
24	1.58	0.81	2.39	NR		70	0	0	9,347	88	23	0			42				
25	0.84	1.77	2.61	NS-W		22	0	0	2,999	28	7	0			42				
26	0.00	5.06	5.06	NS-W		0	0	0	0	0	0	0			45				
27	2.27	0.00	2.27	NS-W		61	0	0	8,104	76	20	0			53				
28	1.04	0.00	1.04	NR	0.08	50	3,825	425	6,153	62	15	11			44				
29	0.97	0.00	0.97	NR	0.13	48	5,508	612	5,739	60	14	15			42				
30	2.24	0.00	2.24	NR	0.06	105	6,273	697	13,252	131	33	17			51				
31	2.61	0.00	2.61	RN-C		200	0	0	26,622	250	67	0			23				
34	1.15	1.52	2.67	NR		51	0	0	6,803	64	17	0			56				
35	0.74	1.79	2.53	NR		33	0	0	4,378	41	11	0			42				
36	0.80	1.74	2.54	NR		35	0	0	4,733	44	12	0			42				
37	0.00	8.30	8.30	NR		0	0	0	0	0	0	0			91				
38	3.46	0.00	3.46	NR		154	0	0	20,469	192	51	0			64				
39	0.00	5.95	5.95	RN-C		0	0	0	0	0	0	0			64				
40	0.34	0.22	0.56	RN-C		26	0	0	3,468	33	9	0			18				
41	0.00	0.19	0.19	RN-C		0	0	0	0	0	0	0			9				
44	2.59	0.00	2.59	NR	0.09	124	9,639	1,071	15,322	155	38	27			56				
45	2.49	0.00	2.49	NR	0.08	119	8,874	986	14,731	148	37	25			42				
46	2.20	0.38	2.58	NR	0.10	106	9,333	1,037	13,015	133	33	26			43				
47	0.00	6.02	6.02	NR		0	0	0	0	0	0	0			95				
48	9.81	0.00	9.81	RN-C		750	0	0	100,062	938	250	0			78				
49	1.12	0.00	1.12	RN-C		86	0	0	11,424	107	29	0			44				
50	1.08	0.00	1.08	RN-C		83	0	0	11,016	103	28	0			22				
53	0.92	3.97	4.89	RN-C		70	0	0	9,384	88	23	0			45				
54	2.75	0.00	2.75	RN-C	0.09	221	11,322	1,258	28,050	276	70	31			30				
55	2.92	1.66	4.58	RN-C	0.06	230	7,497	833	29,784	288	74	21			51				
58	0.00	1.21	1.21	RN-C		0	0	0	0	0	0	0			31				
59	0.00	2.50	2.50	RN-C		0	0	0	0	0	0	0			30				
63	0.00	2.39	2.39	NR		0	0	0	0	0	0	0	First Baptist		47				
64	1.04	0.00	1.04	RN-C		80	0	0	10,608	99	27	0			29				
65	0.65	0.00	0.65	RN-C		50	0	0	6,630	62	17	0			21				
66	0.51	0.30	0.81	RN-C		39	0	0	5,202	49	13	0			14				
67	1.40	0.50	1.90	RN-C		107	0	0	14,280	134	36	0			16				
68	1.01	1.69	2.70	RN-C		77	0	0	10,302	97	26	0			21				
69	1.00	0.00	1.00	NR	0.08	48	3,519	391	5,916	60	15	10			29				
70	0.90	0.00	0.90	NR		40	0	0	5,324	50	13	0			22				
71	0.80	0.00	0.80	NR		35	0	0	4,733	44	12	0			14				
72	1.09	0.00	1.09	NR	0.06	51	3,060	340	6,448	64	16	9			16				

73	1.10	0.00	1.10	NR	0.06	52	3,060	340	6,508	65	16	9			21
74	0.77	0.00	0.77	NR	0.11	38	3,672	408	4,555	47	11	10			22
75	1.87	0.09	1.96	RN-C	0.04	146	2,907	323	19,074	182	48	8			27
76	0.15	1.38	1.53	RN-COR	0.00	12	0	0	1,637	15	4	0			43
77	1.11	0.00	1.11	RN-COR	0.00	91	0	0	12,115	114	30	0			28
78	1.44	0.00	1.44	NR	0.00	64	0	0	8,519	80	21	0			24
79	1.04	0.00	1.04	NR	0.08	50	3,825	425	6,153	62	15	11			27
80	1.15	0.00	1.15	NR	0.00	51	0	0	6,803	64	17	0			27
81	1.09	0.00	1.09	NR	0.00	48	0	0	6,448	60	16	0			26
82	1.08	0.15	1.23	NR	0.09	52	4,437	493	6,389	65	16	12			30
83	0.92	0.35	1.27	NR	0.11	45	4,590	510	5,443	56	14	13			29
84	0.99	0.00	0.99	NR	0.00	44	0	0	5,857	55	15	0			30
85	2.45	0.00	2.45	RN-COR	0.12	212	12,546	1,394	26,739	265	67	35			59
86	0.00	2.66	2.66	RN-COR		0	0	0	0	0	0	0			54
90	0.69	0.26	0.95	RN-COR	0.26	64	7,956	884	7,531	80	19	22			24
91	0.45	0.54	0.99	RN-COR	0.19	40	3,672	408	4,911	50	12	10			28
92	0.86	0.21	1.07	RN-COR	0.22	78	8,109	901	9,386	97	23	23			28
93	0.90	0.17	1.07	RN-COR	0.14	79	5,355	595	9,823	98	25	15			26
94	0.75	0.46	1.21	RN-COR	0.15	66	5,049	561	8,186	83	20	14			29
95	0.46	0.80	1.26	RN-COR	0.18	41	3,672	408	5,020	51	13	10			29
96	1.50	0.00	1.50	RN-COR	0.18	133	11,475	1,275	16,371	167	41	32			31
101	0.34	0.73	1.07	RN-COR	0.27	32	3,978	442	3,711	39	9	11	Repertory Thtr		25
102	0.71	0.32	1.03	RN-COR	0.13	62	3,978	442	7,749	77	19	11			25
103	0.58	0.52	1.10	RN-COR	0.16	51	4,131	459	6,330	64	16	11			25
104	1.02	0.00	1.02	RN-COR	0.18	91	7,956	884	11,132	114	28	22			24
105	1.28	0.00	1.28	RN-COR	0.16	113	9,027	1,003	13,970	141	35	25			30
106	1.71	0.31	2.02	RN-COR	0.13	149	9,639	1,071	18,663	186	47	27			30
107	0.00	3.02	3.02	OS		0	0	0	0	0	0	0			65
108	1.00	2.31	3.31	RN-COR	0.14	88	6,273	697	10,914	110	27	17			72
109	1.54	0.00	1.54	RN-COR	0.04	129	2,754	306	16,808	161	42	8			35
110	0.34	0.73	1.07	NR		15	0	0	2,011	19	5				

Appendix 3 Development Potential

PROJECTED CASH FLOW FOR RIVER NORTH MASTER PLAN AREA [1] SCENARIO 3A

3A	Year 1 FY 2009	Year 2 FY 2010	Year 3 FY 2011	Year 4 FY 2012	Year 5 FY 2013	Year 6 FY 2014	Year 7 FY 2015	Year 8 FY 2016	Year 9 FY 2017	Year 10 FY 2018	Year 11 FY 2019	Year 12 FY 2020	Year 13 FY 2021	Year 14 FY 2022	Year 15 FY 2023	Year 16 FY 2024	Year 17 FY 2025	Year 18 FY 2026	Year 19 FY 2027	Year 20 FY 2028	Year 21 FY 2029	Year 22 FY 2030	Year 23 FY 2031	Year 24 FY 2032	Year 25 FY 2033	Total		
New Homes	4,634	558	558	798	798	558	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	4,634	
New Retail/Commercial s.f.	98,480	0	0	0	32,830	32,830	32,830																				98,480	
New Office s.f.	277,958	0	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	46,183	277,958	
New Hotel Rooms	400													200													400	
EDUs																												
New Homes	4,634	558	558	798	798	558	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	4,634	
New Retail/Commercial s.f.	35																										35	
New Office s.f.	180		30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	180	
New Hotel Rooms	134																										134	
Annual EDU	558	558	828	828	588	303	370	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	4,948	
Cumulative EDU	558	1,146	1,974	2,801	3,389	3,862	4,062	4,335	4,608	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,881	4,948
Assessed Values																												
Residential	\$ 184,243	\$ 102,823,154	\$ 102,823,154	\$ 146,948,859	\$ 146,948,859	\$ 102,823,154	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780
Retail/Commercial	\$ 100	\$ -	\$ -	\$ 3,283,000	\$ 3,283,000	\$ 3,283,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Office	\$ 135	\$ -	\$ 6,234,705	\$ 6,234,705	\$ 6,234,705	\$ 6,234,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Hotel	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total AV	\$ 102,823,154	\$ 109,057,859	\$ 153,183,564	\$ 156,466,564	\$ 112,340,859	\$ 59,800,485	\$ 75,517,485	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 50,282,780	\$ 939,038,312
City of SA Property Tax	0.57254	\$ 588,704	\$ 624,400	\$ 877,037	\$ 895,834	\$ 643,196	\$ 342,382	\$ 432,368	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 287,889	\$ 5,376,370
River Authority Property Tax	0.016845	\$ 16,488	\$ 17,498	\$ 24,578	\$ 25,105	\$ 18,025	\$ 9,995	\$ 12,117	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 8,068	\$ 156,669
Cumulative O&M Property Tax City of SA	\$ -	\$ 588,704	\$ 1,213,104	\$ 2,090,141	\$ 2,985,974	\$ 3,629,171	\$ 3,971,552	\$ 4,403,920	\$ 4,691,809	\$ 4,979,587	\$ 5,267,587	\$ 5,555,587	\$ 5,843,587	\$ 6,131,587	\$ 6,419,587	\$ 6,707,587	\$ 7,000,000	\$ 7,292,413	\$ 7,584,826	\$ 7,877,239	\$ 8,169,652	\$ 8,462,065	\$ 8,754,478	\$ 9,046,891	\$ 9,339,304	\$ 9,631,717	\$ 9,924,130	\$ 102,920,058
Cumulative O&M Property Tax River Authority	\$ -	\$ 16,488	\$ 33,986	\$ 58,575	\$ 83,164	\$ 107,753	\$ 132,342	\$ 156,931	\$ 181,520	\$ 206,109	\$ 230,698	\$ 255,287	\$ 279,876	\$ 304,465	\$ 329,054	\$ 353,643	\$ 378,232	\$ 402,821	\$ 427,410	\$ 451,999	\$ 476,588	\$ 501,177	\$ 525,766	\$ 550,355	\$ 574,944	\$ 599,533	\$ 624,122	\$ 6,104,140
Other Revenues	\$ 205.00	\$ 1,487,297	\$ 1,487,297	\$ 2,125,558	\$ 2,125,558	\$ 1,487,297	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 727,321	\$ 12,348,610
Building Inspections	\$ 1,565.31	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 15,653
Plan Review Fees	\$ 10.00	\$ 798	\$ 1,490	\$ 2,982	\$ 3,974	\$ 4,966	\$ 5,958	\$ 6,950	\$ 7,942	\$ 8,934	\$ 9,926	\$ 10,918	\$ 11,910	\$ 12,902	\$ 13,894	\$ 14,886	\$ 15,878	\$ 16,870	\$ 17,862	\$ 18,854	\$ 19,846	\$ 20,838	\$ 21,830	\$ 22,822	\$ 23,814	\$ 24,806	\$ 25,798	\$ 137,264
CPIS Payment	\$ 233.62	\$ 65,190	\$ 133,887	\$ 203,584	\$ 273,281	\$ 342,978	\$ 412,675	\$ 482,372	\$ 552,069	\$ 621,766	\$ 691,463	\$ 761,160	\$ 830,857	\$ 900,554	\$ 970,251	\$ 1,039,948	\$ 1,109,645	\$ 1,179,342	\$ 1,249,039	\$ 1,318,736	\$ 1,388,433	\$ 1,458,130	\$ 1,527,827	\$ 1,597,524	\$ 1,667,221	\$ 1,736,918	\$ 1,806,615	\$ 12,335,535
SAWS Payment	\$ 13.85	\$ 3,886	\$ 7,840	\$ 13,673	\$ 19,506	\$ 25,339	\$ 31,172	\$ 37,005	\$ 42,838	\$ 48,671	\$ 54,504	\$ 60,337	\$ 66,170	\$ 72,003	\$ 77,836	\$ 83,669	\$ 89,502	\$ 95,335	\$ 101,168	\$ 107,001	\$ 112,834	\$ 118,667	\$ 124,500	\$ 130,333	\$ 136,166	\$ 142,000	\$ 147,833	\$ 731,525
Telephone Fee per Line	\$ 1.11	\$ 3,717	\$ 7,634	\$ 13,145	\$ 19,057	\$ 25,068	\$ 31,079	\$ 37,090	\$ 43,101	\$ 49,112	\$ 55,123	\$ 61,134	\$ 67,145	\$ 73,156	\$ 79,167	\$ 85,178	\$ 91,189	\$ 97,200	\$ 103,211	\$ 109,222	\$ 115,233	\$ 121,244	\$ 127,255	\$ 133,266	\$ 139,277	\$ 145,288	\$ 151,299	\$ 793,216
Telephone Sales Tax	\$ 0.33	\$ 1,105	\$ 2,209	\$ 3,808	\$ 5,547	\$ 7,311	\$ 9,044	\$ 10,838	\$ 12,632	\$ 14,426	\$ 16,220	\$ 18,014	\$ 19,808	\$ 21,602	\$ 23,396	\$ 25,190	\$ 26,984	\$ 28,778	\$ 30,572	\$ 32,366	\$ 34,160	\$ 35,954	\$ 37,748	\$ 39,542	\$ 41,336	\$ 43,130	\$ 44,924	\$ 209,094
Cable Franchise Fee	\$ 1.48	\$ 2,726	\$ 5,598	\$ 9,640	\$ 13,962	\$ 18,554	\$ 23,396	\$ 28,398	\$ 33,400	\$ 38,402	\$ 43,404	\$ 48,406	\$ 53,408	\$ 58,410	\$ 63,412	\$ 68,414	\$ 73,416	\$ 78,418	\$ 83,420	\$ 88,422	\$ 93,424	\$ 98,426	\$ 103,428	\$ 108,430	\$ 113,432	\$ 118,434	\$ 123,436	\$ 515,765
Retail Sales Tax	\$ 0.28	\$ 277,003	\$ 554,006	\$ 831,009	\$ 1,108,012	\$ 1,385,015	\$ 1,662,018	\$ 1,939,021	\$ 2,216,024	\$ 2,493,027	\$ 2,770,030	\$ 3,047,033	\$ 3,324,036	\$ 3,601,039	\$ 3,878,042	\$ 4,155,045	\$ 4,432,048	\$ 4,709,051	\$ 4,986,054	\$ 5,263,057	\$ 5,540,060	\$ 5,817,063	\$ 6,094,066	\$ 6,371,069	\$ 6,648,072	\$ 6,925,075	\$ 7,202,078	\$ 5,817,066
Hotel Tax	\$ 1.48	\$ 516	\$ 1,032	\$ 1,548	\$ 2,064	\$ 2,580	\$ 3,096	\$ 3,612	\$ 4,128	\$ 4,644	\$ 5,160	\$ 5,676	\$ 6,192	\$ 6,708	\$ 7,224	\$ 7,740	\$ 8,256	\$ 8,772	\$ 9,288	\$ 9,804	\$ 10,320	\$ 10,836	\$ 11,352	\$ 11,868	\$ 12,384	\$ 12,900	\$ 13,416	\$ 17,140,999
Cable Sales Tax	\$ 0.28	\$ 1,666,707	\$ 3,333,414	\$ 5,000,121	\$ 6,666,828	\$ 8,333,535	\$ 10,000,242	\$ 11,666,949	\$ 13,333,656	\$ 15,000,363	\$ 16,667,070	\$ 18,333,777	\$ 20,000,484	\$ 21,667,191	\$ 23,333,898	\$ 25,000,605	\$ 26,667,312	\$ 28,333,919	\$ 30,000,626	\$ 31,667,333	\$ 33,333,940	\$ 35,000,647	\$ 36,667,254	\$ 38,333,861	\$ 40,000,468	\$ 41,667,075	\$ 43,333,682	\$ 32,912,425
Total (Excluding Hotel)	\$ 6.96	\$ 5,380	\$ 11,049	\$ 17,027	\$ 23,004	\$ 28,981	\$ 34,958	\$ 40,935	\$ 46,912	\$ 52,889	\$ 58,866	\$ 64,843	\$ 70,820	\$ 76,797	\$ 82,774	\$ 88,751	\$ 94,728	\$ 100,705	\$ 106,682	\$ 112,659	\$ 118,636	\$ 124,613	\$ 130,590	\$ 136,567	\$ 142,544	\$ 148,521	\$ 154,498	\$ 1,017,911
EMS Revenue	\$ 0.02	\$ 5,395	\$ 11,081	\$ 16,867	\$ 22,653	\$ 28,439	\$ 34,225	\$ 40,011	\$ 45,797	\$ 51,583	\$ 57,369	\$ 63,155	\$ 68,941	\$ 74,727	\$ 80,513	\$ 86,299	\$ 92,085	\$ 97,871	\$ 103,657	\$ 109,443	\$ 115,229	\$ 121,015	\$ 126,801	\$ 132,587	\$ 138,373	\$ 144,159	\$ 149,945	\$ 1,024,866
Base property tax O&M revenue	\$ 1.00	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 27,498
Total O&M Property Tax Revenue	\$ -	\$ 605,202																										

Appendix 3 Development Potential

PROJECTED CASH FLOW FOR RIVER NORTH MASTER PLAN AREA [1] SCENARIO 3B

3B	Year 1 FY 2009	Year 2 FY 2010	Year 3 FY 2011	Year 4 FY 2012	Year 5 FY 2013	Year 6 FY 2014	Year 7 FY 2015	Year 8 FY 2016	Year 9 FY 2017	Year 10 FY 2018	Year 11 FY 2019	Year 12 FY 2020	Year 13 FY 2021	Year 14 FY 2022	Year 15 FY 2023	Year 16 FY 2024	Year 17 FY 2025	Year 18 FY 2026	Year 19 FY 2027	Year 20 FY 2028	Year 21 FY 2029	Year 22 FY 2030	Year 23 FY 2031	Year 24 FY 2032	Year 25 FY 2033	Total	
New Homes	4,321	520	520	744	744	520	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	4,321
New Retail/Commercial s.f.	196,980	0	0	0	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	196,980
New Office s.f.	554,197	0	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	92,366	554,197
New Hotel Rooms	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400
EDUs	4,321	520	520	744	744	520	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	4,321
New Retail/Commercial s.f.	71	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	71
New Office s.f.	134	0	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	134
New Hotel Rooms	360	0	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	360
Annual EDU	520	580	804	804	580	315	382	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	254	4,815
Cumulative EDU	520	1,101	1,905	2,708	3,289	3,603	3,985	4,239	4,494	4,748	4,748	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815	4,815
Assessed Values																											
Residential	\$ 184,243	\$ 95,878,043	\$ 95,878,043	\$ 137,023,311	\$ 137,023,311	\$ 95,878,043	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 184,243
Retail/Commercial	\$ 100	\$ -	\$ -	\$ -	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 6,566,000	\$ 100
Office	\$ 135	\$ -	\$ -	\$ -	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 12,469,433	\$ 135
Hotel	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total AV	\$ 95,878,043	\$ 108,347,475	\$ 149,492,743	\$ 156,058,743	\$ 114,913,473	\$ 65,921,900	\$ 78,355,900	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 48,886,468	\$ 95,878,043
City of SA Property Tax	0.57254	\$ 548,840	\$ 620,333	\$ 855,906	\$ 893,459	\$ 657,926	\$ 377,429	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444	\$ 288,444
River Authority Property Tax	0.016845	\$ 15,384	\$ 17,384	\$ 23,988	\$ 25,040	\$ 18,438	\$ 10,577	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 8,127	\$ 15,384
Cumulative O&M Property Tax City of SA	\$ -	\$ -	\$ 548,840	\$ 1,169,273	\$ 2,025,179	\$ 2,918,677	\$ 3,576,803	\$ 3,954,032	\$ 4,402,661	\$ 4,671,095	\$ 4,939,539	\$ 5,207,982	\$ 5,207,982	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765	\$ 5,316,765
Cumulative O&M Property Tax River Authority	\$ -	\$ -	\$ 15,384	\$ 32,768	\$ 56,754	\$ 81,794	\$ 100,232	\$ 118,809	\$ 123,931	\$ 130,954	\$ 138,427	\$ 145,950	\$ 145,950	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998	\$ 148,998
Other Revenues	\$ 205.00	\$ 1,386,838	\$ 1,386,838	\$ 1,981,989	\$ 1,981,989	\$ 1,386,838	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194
Building Inspections	\$ 205.00	\$ 1,386,838	\$ 1,386,838	\$ 1,981,989	\$ 1,981,989	\$ 1,386,838	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194	\$ 678,194
Plan Review Fees	\$ 1,563.31	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565	\$ 1,565
Alarm Fees	\$ 10.00	\$ 677	\$ 1,431	\$ 2,476	\$ 3,521	\$ 4,576	\$ 5,621	\$ 6,676	\$ 7,721	\$ 8,776	\$ 9,821	\$ 10,876	\$ 11,921	\$ 12,976	\$ 14,021	\$ 15,076	\$ 16,121	\$ 17,176	\$ 18,221	\$ 19,276	\$ 20,321	\$ 21,376	\$ 22,421	\$ 23,476	\$ 24,521	\$ 25,576	\$ 26,621
CPIS Payment	\$ 233.62	\$ 60,787	\$ 128,587	\$ 222,473	\$ 316,359	\$ 384,159	\$ 420,888	\$ 465,449	\$ 524,916	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642	\$ 554,642
SAWS Payment	\$ 13.85	\$ 3,605	\$ 7,625	\$ 13,193	\$ 18,761	\$ 22,762	\$ 24,960	\$ 27,803	\$ 31,129	\$ 32,862	\$ 32,862	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366	\$ 33,366
Telephone Fee per Line	\$ 1.11	\$ 3,466	\$ 7,331	\$ 12,684	\$ 18,037	\$ 21,903	\$ 23,986	\$ 26,539	\$ 29,663	\$ 31,623	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069	\$ 32,069
Telephone Sales Tax	\$ 0.33	\$ 1,030	\$ 2,180	\$ 3,771	\$ 5,362	\$ 6,512	\$ 7,134	\$ 7,890	\$ 8,898	\$ 9,401	\$ 9,401	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534
Cable Franchise Fee	\$ 1.48	\$ 2,542	\$ 5,376	\$ 9,302	\$ 13,227	\$ 16,062	\$ 17,568	\$ 19,462	\$ 22,705	\$ 23,947	\$ 23,947	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190	\$ 23,190
Retail Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cable Sales Tax	\$ 0.28	\$ 481	\$ 1,017	\$ 1,780	\$ 2,502	\$ 3,039	\$ 3,329	\$ 3,682	\$ 4,152	\$ 4,387	\$ 4,387	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465	\$ 4,465
Total (Excluding Hotel)	\$ 1,460,991	\$ 1,541,952	\$ 2,249,213	\$ 2,545,993	\$ 2,216,473	\$ 1,736,369	\$ 1,789,585	\$ 1,825,082	\$ 1,860,579	\$ 1,896,075	\$ 1,276,315	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	\$ 1,225,661	
EMS Revenue	\$ 6.96	\$ 5,016	\$ 10,859	\$ 18,359	\$ 26,107	\$ 34,734	\$ 40,865	\$ 43,318	\$ 45,771	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417	\$ 46,417
	\$ 0.02	\$ 14	\$ 30	\$ 53	\$ 79	\$ 98	\$ 110	\$ 117	\$ 124	\$ 130	\$ 132	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	\$ 133	
Base property tax O&M revenue	\$ 1.100	\$ 1,100	\$ 1,100</																								

Table 3-4 TIRZ in Texas with Bonded Indebtedness

City	Project No.	Project Description	
Houston	TIRZ #1	City of Houston established Tax Increment Reinvestment Zone #1 (Lamar Terrace/St/George Place) in 1990 for 40 years on a 125.2-acre tract of residential land. The proposed improvement to the property in the TIRZ includes the reconstruction and construction of certain streets and other infrastructure within the zone.	Series 2001 \$4,393,338.75
	TIRZ #2	City of Houston established Tax Increment Reinvestment Zone #2 (Midtown) in 1994 for 30 years on a 443-acre tract of retail, commercial, institutional, residential, and undeveloped land. The proposed improvement to the property in the TIRZ includes the design, construction, assembly, installation, and implementation of an urban mixed-use development with apartments and ancillary retail and parking.	Series 1998 \$11,853,827.50 Series 2003 \$21,701,203.00 Series 2001 \$25,866,324.00
	TIRZ #3	City of Houston established Tax Increment Reinvestment Zone #3 (Main Street/Market Street) in 1995 for 25 years on a 300-acre tract of office, retail, commercial, hotel, and residential land. The proposed improvement to the property in the TIRZ includes the design, construction, assembly, installation, and implementation of a high rise office building.	Series 2002A \$19,485,340.78
	TIRZ #7	City of Houston established Tax Increment Reinvestment Zone #7 (OST/Alameda) in 1997 for 30 years on an 845-acre tract of retail, commercial, institutional, residential, and undeveloped land. The proposed improvement to the property in the TIRZ includes the construction and installation of certain infrastructure relating to an apartment complex.	Series 2001 \$11,728,652.50
	TIRZ #11	City of Houston established Tax Increment Reinvestment Zone #11 (Greater Greenspoint) in 1998 for 30 years on a 3,000-acre tract of retail, commercial, office, residential, and undeveloped land. The proposed improvement to the property in the TIRZ includes the reconstruction and construction of certain streets and other infrastructure within the zone.	Series 2002 \$29,990,459.53
	TIRZ #16	City of Houston established Tax Increment Reinvestment Zone #16 (Uptown) in 1999 for 30 years on a 1,010-acre tract of retail, commercial, office, and residential land. The proposed improvement to the property in the TIRZ includes the reconstruction and construction of certain streets and other infrastructure within the zone.	Series 2001A \$14,323,808.75 Series 2002B \$5,833,945.00 Series 2001B \$7,132,646.25 Series 2004A \$3,057,247.36 Series 2002A \$11,587,079.00 Series 2004B \$6,678,262.04
	TIRZ #20	City of Houston established Tax Increment Reinvestment Zone #20 (Southwest Houston) in 1999 for 30 years on a 2,052-acre tract of retail, commercial, office, residential, and undeveloped land. The proposed improvement to the property in the TIRZ includes the reconstruction and construction of certain streets and other infrastructure within the zone.	Series 2003 \$19,953,262.04
Sealy, Austin County	TIRZ #1	City of Sealy established Tax Increment Reinvestment Zone #1 in 1993 for 20 years on 58.0068-acre tract of commercial land. The proposed improvement to the property in the TIRZ includes the construction of water lines and sewer lines to serve the zone.	Series 2003 \$566,810
Temple, Bell County	TIRZ #1	City of Temple established Tax Increment Reinvestment Zone #1 in 1982 for 40 years on a 12,800-acre tract of business land. The proposed improvement to the property in the TIRZ includes the reconstruction and construction of certain streets, historical buildings and other infrastructure within the zone.	Series 2003 \$15,626,701.28
San Antonio	TIRZ #9	City of San Antonio established Tax Increment Reinvestment Zone #9 (Houston Street) in 1999 for 12 years on 629.248-acre tract of retail, commercial and residential land. The proposed improvements to the property in the TIRZ include: 1. Up-front capital project & project developed by Street Retail San Antonio; and 2. Streets, sidewalks, utilities, drainage, and other public improvements related to the proposed development.	Series 2003 \$6,415,000

City	Project No.	Project Description	
Dallas	TIRZ #2	City of Dallas established Tax Increment Reinvestment Zone #2 (Cityplace) in 1992 for 20 years. Number of acres not reported for tract of retail, commercial, and multi-family land. The proposed improvements to the property in the TIRZ include: 1. Replace and enhance infrastructure to provide a foundation for development 2. Encourage residential development, including apartments and townhouses 3. Provide opportunities for retail uses supporting neighborhood needs 4. Complete and maintain high standards of environmental excellence in the area and implement design standards for public improvement and private investment	Series 1998 & 2000 \$15,249,479
Grand Prairie	TIRZ #2	City of Grand Prairie established Tax Increment Reinvestment Zone #2 (IH 20 Retail District) in 1999 for 20 years on a 1,588-acre tract of undeveloped land. The proposed improvements to the property in the TIRZ include: 1. Provide the streets, sidewalks, utilities, drainage, and other public improvements related to the proposed development 2. Extend existing roadways	Series 2001 \$17,010,927.00 Series 2003-C \$3,975,551.00 Series 2002-B \$2,499,549.00 Series 2004-B \$1,120,255.00 Series 2003-B \$944,891.00 Series 2005-A \$713,466.00
Waxahachie	TIRZ #2	City of Waxahachie established Tax Increment Reinvestment Zone #1 (Jazz Plaza) in 2002 for 25 years on a 1,675-acre (expanded to 2,344 in 2004) tract of agricultural and commercial land. The proposed improvements to the property in the TIRZ include: 1. Provide the streets, sidewalks, utilities, drainage, and other public improvements related to the proposed development 2. Hardscape improvement in the district for Park Bandstand & Pavilion Main Street Parking Garage, Clef Music Stage Plaza, Trolley Plaza, Clef Terrace & Food Court, Walks & Trails; Lake & Stream; Main Street; Kaufman Street; Clift Street & Rogers Street 3. Landscape Improvement in the district for Jazz Plaza &	Series 2004 \$250,000
Sherman, Grayson County	TIRZ #1	City of Sherman established Tax Increment Reinvestment Zone #1 in 2002 for 20 years on a 118.5-acre tract of commercial and undeveloped land. The proposed improvements to the property in the TIRZ include providing the streets, sidewalks, utilities, drainage and other public improvements relate to the proposed development.	Series 2004 \$4,368,914
Waco, McLennan County	TIRZ #1	City of Waco established Tax Increment Reinvestment Zone #1 in 1982 for 20 years on a 2,388-acre tract of retail, commercial and residential land. The proposed improvements to the property in the TIRZ were not reported.	Series _____ \$2,779,820
Corpus Christi, Nueces County	TIRZ #2	City of Corpus Christi established Tax Increment Reinvestment Zone #2 in 2000.	Series 2003 \$18,805,742.36
Tyler	TIRZ #1	City of Tyler established Tax Increment Reinvestment Zone #1 in 1999 for 20 years on a 1,100-acre tract of commercial undeveloped land. The city elected not to participate in the Tax Increment Zone in order to offer chapter 312, Tax Code, tax abatements to taxpayer. The proposed improvement to the property in the TIRZ includes: 1. Rough and finish site work on the site for a new skills training center 2. On-site sewer and water system improvements 3. Construction of 70,000-squarefoot skills training center 4. On-site parking lots and driveways, including resurfacing of an existing driveway 5. On-site exterior lighting 6. Landscaping and sidewalks	Series _____ \$4,403,030.03

RESOLUTION NO. 09-02 - 02

RECOMMENDING TO APPROVE AN AMENDMENT TO UPDATE THE LAND USE ELEMENT AND NEIGHBORHOOD PLANS SECTION OF THE DOWNTOWN NEIGHBORHOOD PLAN, A COMPONENT OF THE MASTER PLAN OF THE CITY BY, 1) INCORPORATING THE BOUNDARIES OF DISTRICTS A. NORTH NEIGHBORHOOD, B. LOWER BROADWAY, C. IRISH FLATS, R. MADISON SQUARE/MEDICAL DISTRICT, AND A PORTION OF S. RIVERBEND, INTO ONE DISTRICT: RIVER NORTH; 2) TECHNICAL CORRECTION TO THE PORTION OF S. RIVERBEND TO BE INCORPORATED INTO THE RIVER NORTH DISTRICT BY CHANGING THE LAND USE FROM OFFICE/COMMERCIAL/MIXED TO MIXED USE LAND USE; AND 3) TEXT AMENDMENT TO REFLECT THE BOUNDARY CHANGES AND ADD THE RIVER NORTH DISTRICT MASTER PLAN AS A CHAPTER TO SUPPLEMENT THE NEIGHBORHOOD PLANS SECTION, FOR AN AREA OF APPROXIMATELY 377-ACRES, GENERALLY BOUND BY IH 35 TO THE NORTH, IH 37 TO THE EAST, NAVARRO, TRAVIS, MAIN, AND HOUSTON TO THE SOUTH AND IH 35 AND NAVARRO TO THE WEST.

WHEREAS, City Council approved the Downtown Neighborhood Plan as an addendum to the Master Plan on May 13, 1999; and

WHEREAS, the May 3, 2001 Unified Development Code requires consistency between zoning and the Master Plan as specified in Sections 35-105, 35-420 (h), and 35-421 (d) (3); and

WHEREAS, Chapter 213.003 of the Texas Local Government Code provides that the Master Plan may be amended by ordinance following a public hearing and review by the Planning Commission; and

WHEREAS, the San Antonio Planning Commission held a public hearing on February 25, 2009 and **APPROVED** the amendment on February 25, 2009; and

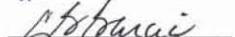
WHEREAS, the San Antonio Planning Commission has considered the effect of this amendment to the Master Plan and found the amended plan to be **CONSISTENT** with City policies, plans and regulations and in conformance with the *Unified Development Code*, Section 35-420, therefore meeting all requirements; and

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION OF THE CITY OF SAN ANTONIO:

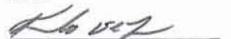
SECTION 1: The amendment to update the land use element and Neighborhood Plans Section of the Downtown Neighborhood Plan attached hereto and incorporated herein by reference is recommended to the City Council with this Commission's recommendation for **APPROVAL** by the City Council that it be adopted as an amendment to the City's Comprehensive Master Plan.

PASSED AND APPROVED ON THIS 25th DAY OF FEBRUARY 2009.

Approved:


Cecilia G. Garcia, Chairperson
San Antonio Planning Commission

Attest:


Executive Secretary
San Antonio Planning Commission

SG: 03-19-09
Item No. P-1.

Master Plan Amendment No. U09005
DOWNTOWN NEIGHBORHOOD PLAN

AN ORDINANCE 2009-03-19-0224

AMENDING THE DOWNTOWN NEIGHBORHOOD PLAN TO UPDATE THE LAND USE ELEMENT AND NEIGHBORHOOD PLANS SECTION, A COMPONENT OF THE MASTER PLAN OF THE CITY BY, 1) INCORPORATING THE BOUNDARIES OF DISTRICTS A. NORTH NEIGHBORHOOD, B. LOWER BROADWAY, C. IRISH FLATS, R. MADISON SQUARE/MEDICAL DISTRICT, AND A PORTION OF S. RIVERBEND, INTO ONE DISTRICT: RIVER NORTH; 2) TECHNICAL CORRECTION TO THE PORTION OF S. RIVERBEND TO BE INCORPORATED INTO THE RIVER NORTH DISTRICT BY CHANGING THE LAND USE FROM OFFICE/COMMERCIAL/MIXED TO MIXED USE LAND USE; AND 3) TEXT AMENDMENT TO REFLECT THE BOUNDARY CHANGES AND ADD THE RIVER NORTH DISTRICT MASTER PLAN AS A CHAPTER TO SUPPLEMENT THE NEIGHBORHOOD PLANS SECTION, FOR AN AREA OF APPROXIMATELY 377-ACRES, GENERALLY BOUND BY IH 35 TO THE NORTH, IH 37 TO THE EAST, NAVARRO, TRAVIS, MAIN, AND HOUSTON TO THE SOUTH AND IH 35 AND NAVARRO TO THE WEST.

WHEREAS, the Downtown Neighborhood Plan was first adopted by City Council on May 13, 1999 as a component of the City Master Plan adopted May 29, 1997; and

WHEREAS, according to §35-420 of the *Unified Development Code*, the Plan shall be reviewed by Planning Commission at least once every five years, and

WHEREAS, the River North District Master Plan area includes approximately 377 acres and is generally bound by IH 35 on the North, IH 37 on the East, Navarro, Travis, Main and Houston on the South; and IH 35 and Navarro on the west; and

WHEREAS, the San Antonio Planning Commission reviewed the River North District Master Plan on February 25, 2009 and found the plan to be consistent with City policies, plans and regulations and in conformance with the *Unified Development Code*, §35-420, therefore meeting all requirements; and

WHEREAS, in a public hearing held on February 25, 2009, the Planning Commission recommended that the City Council amend the Downtown Neighborhood Plan to update the land use element and the Neighborhood Plans Section as an addendum to the Master Plan adopted May 29, 1997; NOW THEREFORE:

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The Downtown Neighborhood Plan, as a component of the Master Plan of the City, as it conforms to the approval criteria set forth in the *Unified Development Code*, §35-420, pertaining to "comprehensive, neighborhood, community, and perimeter plans" is hereby amended to update the land use element and Neighborhood Plans section by 1) incorporating the boundaries of districts A. North Neighborhood, B. Lower Broadway, C. Irish Flats, R. Madison Square/Medical District, and a portion of S. Riverbend, into one district: River North; 2)

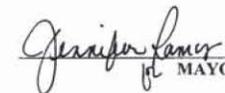
SG: 03-19-09
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DOWNTOWN NEIGHBORHOOD PLAN

technical correction to the portion of S. Riverbend to be incorporated in the River North District by changing the land use from Office/Commercial/Mixed to Mixed Use land use; and 3) text amendment to reflect the boundary changes and add the River North District Master Plan as a chapter to supplement the Neighborhood Plans Section for an area of approximately 377-acres, generally bound by IH 35 to the North, IH 37 to the East, Navarro, Travis, Main, and Houston to the South and IH 35 and Navarro to the West. Copies of the Land Use Plan Update, Adopted Neighborhood Land Use Plan, Proposed Neighborhood Land Use Plan, Text Amendments and the River North District Master Plan are attached hereto and incorporated by reference as Attachment I, Attachment II, Attachment III, and Attachment IV respectively.

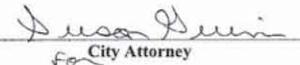
SECTION 2. This ordinance shall take effect March 29, 2009.

PASSED AND APPROVED on this 19th day of March 2009.


MAYOR

ATTEST:


City Clerk

APPROVED AS TO FORM: 
City Attorney