



**MASTER PLAN FOR A CULINARY CONCEPT
IN MAYOR MAURY MAVERICK PLAZA**

PREPARED FOR
CITY OF SAN ANTONIO
and **GRUPO LA GLORIA, LLC**
BY
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EXECUTIVE SUMMARY

The City of San Antonio and Grupo La Gloria, LLC agreed to study the feasibility of developing a Culinary Concept for Maverick Plaza in 2016. The culinary concept is to curate the food history of San Antonio. The initial three food influences will be Mexican, German, and Spanish. Grupo La Gloria stated three objectives in their proposal to the City:

1. Transform and Activate the Plaza
2. Curate a true San Antonio Cultural Experience
3. Create the best Mexican Restaurant in the United States

A feasibility study of the proposed improvements is required to understand the impact and cost of creating the Culinary Concept. This study has been prepared by Fisher Heck Inc. Architects. The scope of the project includes both public and private issues: the new and renovated facilities related to the Culinary Concept, and the infrastructure and site improvements to support the culinary ventures.

The feasibility study has three parts:

1. Recommendations for physical Improvements to support the Culinary Concept include the rehabilitation of two historic structures and the building of additional facilities to establish the three-part culinary concept. Besides conceptual plans, the study included the development of a conceptual cost estimate for the proposed buildings and site improvements.
2. Recommendations to site improvements that will allow Maverick Plaza to be a viable commercial success. Numerous changes are recommended to re-brand Maverick Plaza as a gathering place for locals and tourists alike.
3. A separate financial feasibility study that was prepared by Travis D. James of TXP to determine the viability of the culinary concept and determine proper parameters for the City of San Antonio. While not a part of the architect's study, the TXP Report is an essential part of the plan.

The Feasibility Study

This physical feasibility study has determined that it is possible to develop three restaurants and an outdoor teaching kitchen on the edges of Maverick Plaza while maintaining a significant public plaza. City staff and the Grupo La Gloria have reviewed the conceptual plans and agree that space exists to develop the Culinary Concept.

History

The Southeast Quadrant of La Villita, now known as Maverick Plaza was once a residential cluster of houses. These houses were replaced by larger commercial structures in the first half of the 20th century, but those buildings were demolished before Hemisfair68. Since the world's fair, Maverick Plaza has evolved as an event venue with one relocated historic structure, a rest room building and a concession building.

Master Plan

Maverick Plaza will remain one of the plazas within La Villita and will be activated daily by three new restaurants. The non-historic walls and fences surrounding the plaza will be removed, opening the plaza to other parts of La Villita and the adjacent city. Maverick Plaza will become more inviting without the walls. The paving and lighting in the plaza will be improved. In addition, the path of old Alamo Street will also be activated by the dining patios of restaurants facing Alamo Street and the new Civic Park developments. These pedestrian amenities will connect the Hilton and Fairmont hotels with a lively streetscape.

Two non-historic buildings (a public restroom and a concession building) will be removed and new utilities brought into the plaza to construct the new restaurants. The Mexican restaurant will be entirely new construction that fits the character of La Villita, while the German and Spanish restaurants will integrate existing historic structures with new additions. A demonstration kitchen and culinary kiosks will help activate Maverick Plaza and old Alamo Street.

The streets encompassing La Villita will be modified to draw people inside.

The Alamo Complete Street project will complement the Maverick Plaza activation and will provide better pedestrian connection with Hemisfair Park.

Repaving King Philip V will improve accessibility and will provide proper drainage.

Furnishing new lighting and paving for Villita Street will create a second visually inviting path into Villita.

Nueva Street will be re-striped to allow for customer parking, and repaving the concrete sidewalk to match the character of La Villita, including the concrete

Sidewalk improvements will be made along Presa Street improving access from Commerce street to La Villita.

THE HISTORY OF LA VILLITA AND MAVERICK PLAZA

La Villita, the little town, has evolved at the location of one of San Antonio's earliest settlement areas, the second site of the mission San Antonio de Valero. In addition, it was home to a revered 18th century chapel of the Villa de San Fernando, the location of a Mexican army cuartel, and an artillery battery for Santa Anna's forces during the battle of the Alamo. A new period of residential development began at the beginning of the nineteenth century. This development led to the construction of the cluster of houses and commercial buildings that we know today as La Villita.

The Eighteenth Century

The San Pedro Creek basin and the San Antonio River basin were the home to transient clans of Native Americans for centuries. The reason the Spanish missionaries came to this area, known as Yanaguana by the native people, was to make good Spanish Catholic citizens out of those who lived here. Integrating Native Americans into a European-based culture is a very different approach to settlement from that of the English colonies utilized at the same period.

In 1719, the Spanish Colonial Mission San Antonio de Valero moved from its first site near San Pedro Creek to the eastern bank of the San Antonio River. This move left the west side of the river for the use of the Spanish military at the Presidio and for the civilian residents who lived around the presidio. The east side of the river was to be controlled by the mission padres. In 1745, the land within the river bend became the potrero, an area not controlled by either group. This planned separation by the river was to reduce friction between the church with their mission residents, and the military and civilian communities at Villa de San Fernando.

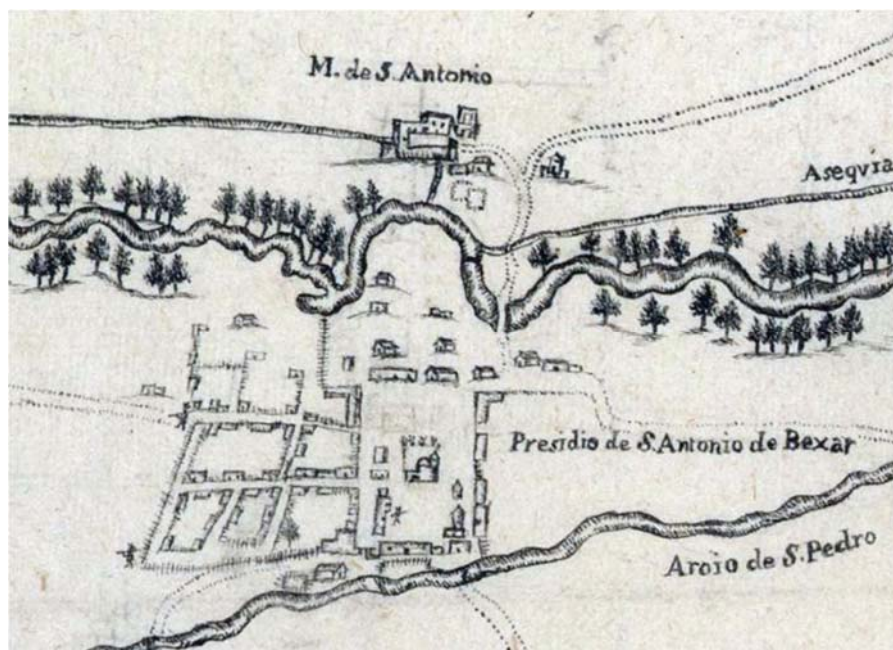


Figure 1. The Menchaca map of 1764. The view towards the east shows the Villa de San Fernando in the foreground. The small chapel of Santissima Cruz can be seen just south of the Mission San Antonio de Valero and southwest of the Camino Real de la Bahia.

At this time, the area east of the river was an open plain to be used for agriculture by the mission residents. The road to the lower missions developed on this side of the river, and the Camino Real de Bahia extended southeast from the 1719 mission to present day Goliad. The road forded the river west of the present-day South Presa Street bridge, and enter the Villa de San Fernando through the Potrero.

Historian James E. Ivey places the second site for the Mission San Antonio de Valero at the crossing of the Camino Real de la Bahia and the Camino de Misiones de Abajo, and south of the large bend in the river. This is the place that was to become La Villita a century later. The Franciscan fathers and the Native Americans built a few buildings in this location in 1719, but these structures sustained severe damage in a storm in 1723, and the mission was moved north (about 1600 feet) to its present site in 1724.

In 1752, a chapel was built to the southwest of the crossing of the Camino Real de la Bahia and the road to the lower missions. (see Figure 1 and 2.) at the place that had been the second site of the Mission Valero. The chapel was known as La Capilla de Santissima Cruz, or sometimes it was called “*Capillita*”. The priest from the Villa de San Fernando was charged with conducting mass. It was in use in 1762, but was not mentioned in the missionaries’ inventory of facilities in 1772.

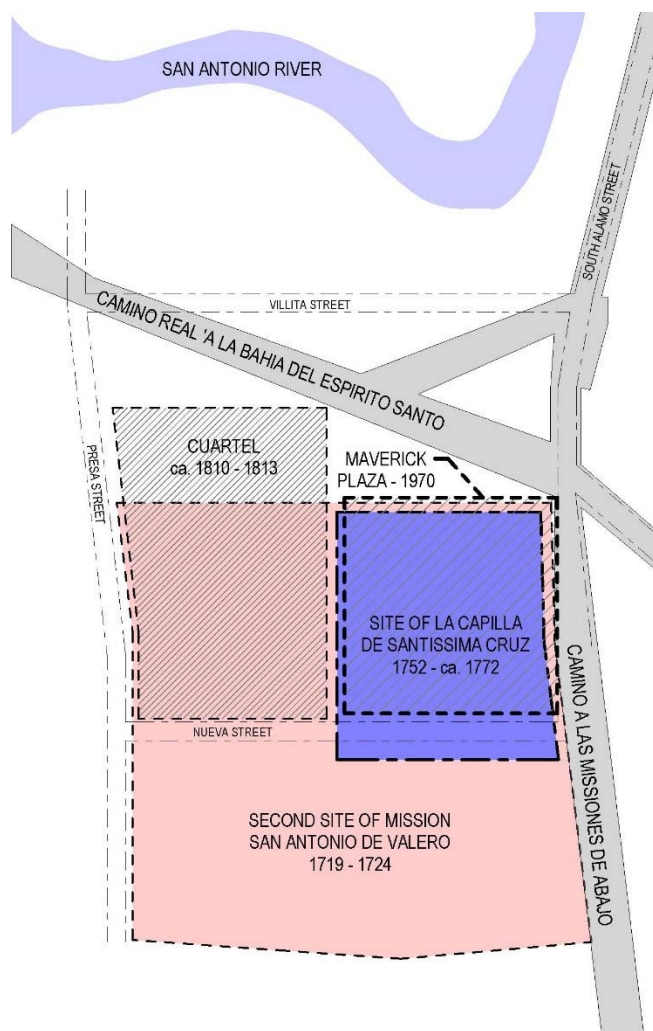


Figure 2. This diagram shows the approximate locations of the second site of Mission Valero (1719-1724) in pink, the Capilla de Santissima Cruz (ca. 1752-1772) in blue, and the Cuartel (ca. 1810-1813) in relation to present day Maverick Plaza. Maverick Plaza is likely a part of the second mission site and a part of the site of the Capilla site, and is adjacent to the site of the Cuartel.

In 1793 the missions were secularized, meaning that the lands of the missions were to no longer to be managed by the church, but instead, returned to private ownership. Grants of land and property from the Spanish and Mexican governments continued into the 19th century.

The Acequias

One of the first tasks of the missionaries was to have the Native Americans dig acequias (ditches) to irrigate crops. This would assure that a reliable source of water was available in this semi-arid landscape. The first acequia was dug from near San Pedro Springs to irrigate lands north of the Presidio. Eventually the acequia for Mission Valero was begun. The missionaries built a divergence dam north of the present-day Witte Museum. The dam diverted water into the ditch which took a course south roughly following the river, but taking a path that was away from the stream. The acequia formed fields between the river and the acequia. The irrigation water could be drained from the acequia to flow down the slope towards the river bank. This first acequia was about three and one-half miles in length. Its water returned to the river on the east side of the river bend near the mission Valero. In 1727, the ditch was still 2.63 miles from the mission.

The exact path of the early Acequia Madre is not completely documented. Over time, the acequia was dredged and reconstructed several times. It was extended south past La Villita and as far south as the present-day King William Historic District. All the lands between the acequia and the river were the fields of the mission and lands to the east of the acequia were for other purposes.

The acequia for Mission Concepcion began in La Villita just west of present day Presa Street. The Spanish dam (presa) was built on the river bend north of Villita and near the street of this name. The Concepcion acequia flowed south along the path that became St. Mary's Street. It was also known as the Pajalache ditch.

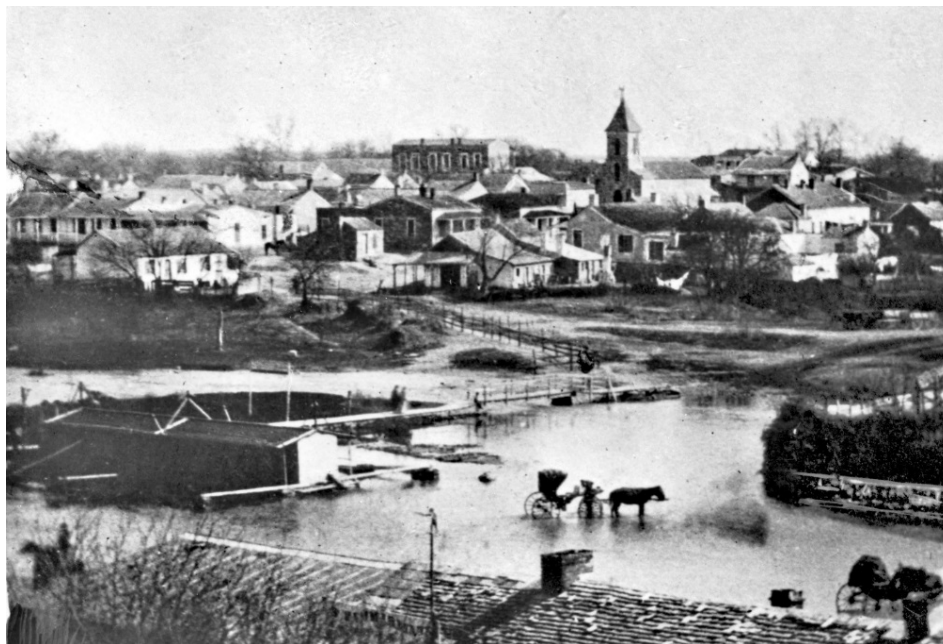


Figure 3. La Villita is seen from the northwest in this photograph. The river is in the foreground with the Concepcion acequia diverging from the river behind the horse and carriage. St. John's Lutheran Church and the German-English School crown the rise from the river above the cluster of houses in the village.

The acequias determined numerous street patterns, and later, lot configurations. They are crucial components of the development of San Antonio and La Villita.

Militarization

In 1803 the Compañia Volante del Alamo de San Carlos de Parras was stationed at the unused buildings of the secularized Mission San Antonio de Valero. The old mission buildings did not have enough room for all the soldiers and a new barrack was built along the south wall. It became known as the low barrack. The surviving parts of the old convent became known as the long barracks. Houses around the mission plaza that had been granted to the mission's former residents continued to be occupied by those families.

New Spain became increasingly concerned about its northern frontier following the Louisiana Purchase in 1803. By 1809, arrangements were being made to accommodate an additional 4000 troops in Texas. It was ordered that San Antonio provide housing and subsistence for two light horse artillery companies, two regiments of Dragoons, and another fifty light cavalymen. As soldiers began arriving they set up tents on the site of the old capilla. To meet the demand for permanent military housing, new barracks were ordered to be built on the site.

The site of the chapel had been granted to several individuals between 1793 when the mission was secularized, and 1810 when the government nullified the grants and took control of the property. The land was used to build a cuartel to hold two companies of soldiers. The Cuartel was to be built around a quadrangle approximately 200 feet square. The buildings around it were of wood, meaning they were probably built of vertical posts placed side by side into the ground forming a wall. Then the walls were covered with an adobe plastered. The roofs were thatched. The garrison was built to house 800 men.

At the same time the Cuartel was being built, streets and lots around the Cuartel were laid out. Villita Street (a section of the Camino Real de la Bahía) was moved to the north and straightened. It was configured parallel to the north wall of the barracks. Presa Street, a "calle real" or public street was first mentioned in February of 1810. Nueva Street and Arciniega Street were used as streets by 1817. Lots around the cuartel began to be licensed or granted to families about 1809.

The Casas Revolt, 1811, centered around the Cuartel. Juan Baptista de las Casas and his sympathizers went to the cuartel and incited the military soldiers to rebel against their leaders. This rebellion marks the first action towards independence by Tejanos in their fight for independence. The revolt resulted in the Gutierrez-Magee Expedition.

The barracks were abandoned between 1811 and 1819. James Ivey says this most likely happened after the Battle of Medina in 1813. This battle put down the first rebellion by Tejanos to establish an independent Texas state. The battle was a victory for Spanish forces and a devastating blow to San Antonio. After the battle, General Arredondo in an act of vengeance, destroyed much of the city. Many residents fled into the countryside.

The Barrio del Alamo

After the secularization of the mission Valero, residents of the mission received grants of land from the former mission's fields. These plots were located near the mission and south of the mission courtyard. The mission continued to be occupied by Mexican soldiers and to some degree by the Native Americans living in the mission. The area south of the mission began to be its own neighborhood and was called the Barrio of the Alamo. La Villita, southwest of the Barrio del Alamo was being occupied at this same time.

Mexico gained its independence from Spain in 1821. The new Mexican army maintained a presence in San Antonio and continued to utilize the city as a military stronghold.

After Stephen F. Austin gained permission to colonize south central Texas, a flood of settlers moved to Texas. The population grew from approximately 3000 in 1821 to around 30,000 in 1835. This swell in Anglo-American population caused the central government in Mexico City to increase its military forces in Texas.

General Martin Perfecto de Cos was sent to San Antonio in October of 1835. The Battle of Concepcion on October 28, marked the start of a new rebellion and the Texas Revolution for Independence. Cos occupied and strengthened the fortifications at the old Mission Valero (now called the Alamo) in preparation for hostilities. By December of 1835, Cos's forces were defeated in the battle of Bejar around Main and Military Plazas. General Cos signed articles of capitulation in an adobe house still standing on Villita street, now known as the Cos House.

General Cos returned to Mexico City to report on the revolt. His father in law, General Antonio Lopez de Santa Anna, President of Mexico, immediately launched an army to put down the revolt. Returning on February 24, 1836, the rebels in San Antonio quickly moved to occupy the Alamo, and Santa Anna's forces occupied the Villa de San Fernando. His Mexican forces built numerous batteries surrounding the Alamo. One of these was at the corner of South Alamo and Nueva Streets on the site of the relocated Fairmount Hotel. Archeological investigations were accomplished before the hotel was placed on the site. Artifacts showed that the site was indeed an artillery battery for Santa Anna during the Battle of the Alamo.

San Antonio remained in a tenuous state for the years between 1836 and 1845 as military control of the city was in the hands of the cash-strapped Republic of Texas.

Woll Invasion of 1842

Six years after the Texas Revolution, the nation was constantly in fear of an invasion by Mexican forces. The fears became reality when Goliad, Refugio and Victoria were captured in early March of 1842. Mexican forces arrived at San Antonio on March 5. John C. Hays had been unable to raise a credible force to stop the Mexican army so most of the towns people fled the area. The Mexican forces abandoned the town on March 9.

On September 11, 1842, General Adrian Woll and a force of 1200 men captured San Antonio again. To defend it, a small Texas force of 200 men gathered at the Salado Creek near San Antonio. As Captain Dawson's men approached the battle they were attacked and killed in what became known as the Dawson Massacre. Woll took his forces back to San Antonio, and retreated to Mexico on September 20, 1842.

Stability briefly returned to San Antonio after Texas was admitted to the Union in 1845, but the Civil War again upset the economic development of the town. It was not until after the War between the States that San Antonio began to flourish.

Cultural Transition

The history of the Esquida-Downs-Dietrich House summarizes the history of La Villita from the time San Antonio was a part of Mexico until the 1968 world's fair. It exemplifies the transition of the property from ownership by a Mexican citizen to an Anglo-American settler to a German immigrant. It then transitioned to a plumber who lived next door. The property was later sold to a candy company when the area was becoming commercialized. It was finally bought by the city's Urban Renewal Agency for the creation of the World's Fair, and eventually purchased by the city becoming a part of the La Villita compound.

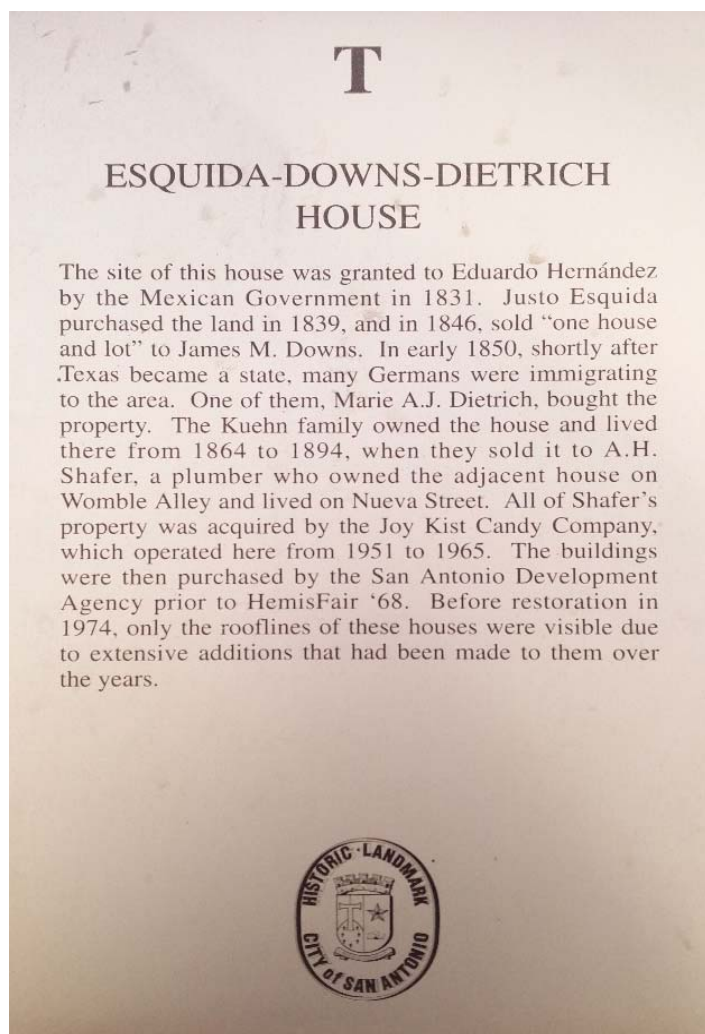


Figure 4. This historic plaque in La Villita describes not only the cultural evolution of the house, but also the district.

Sauerkraut Bend

Immigrants to American cities in the late nineteenth century established neighborhoods of cultural identity bringing a degree of familiarity to their lives in a new country. The German American neighborhood of San Antonio gravitated to the southeastern quadrant of the town. This area, previously the agricultural fields of the mission San Antonio de Valero, and the land granted to residents of Villita and the Barrio del Alamo, became the German immigrants' preferred quarter. In the 1870s the prosperity of the German settlers led them to redevelop Alamo Street and Alamo Plaza as their own

commercial and cultural center. Along this street were the German-English School, Beethoven Mannenchor's performance hall, the Grand Opera house, and the Turnverein. Guenther's flour mill, the Menger Brewery, and furniture makers also located near Alamo Street. Steves' Sash and Door and the Kampmann millwork business were located to the east along Commerce Street. The Casino Club built a new facility just off Alamo on Market Street. The German American Roman Catholic church, St. Joseph's, was built on Commerce Street and St. John Lutheran Church was built on Nueva Street. As the wealth of the merchants and bankers grew, they built large houses along East Commerce Street, Goliad Street and Kaiser Wilhelm Strasse, in what is now Hemisfair Park and the King William Historic District. Less wealthy German families built simpler homes along the same streets and within the Lavaca Historic District.

La Villita from 1888 until 1912

Villita was fully developed as a neighborhood by the 1880s. The development is clearly documented in Sanborn Insurance Maps created during the ensuing period. The 1888 map show a tightly developed neighborhood of stone houses and a few commercial uses. The present Maverick Plaza area contains five houses, three facing South Alamo Street, one facing Nueva Street, and one facing Womble Alley.

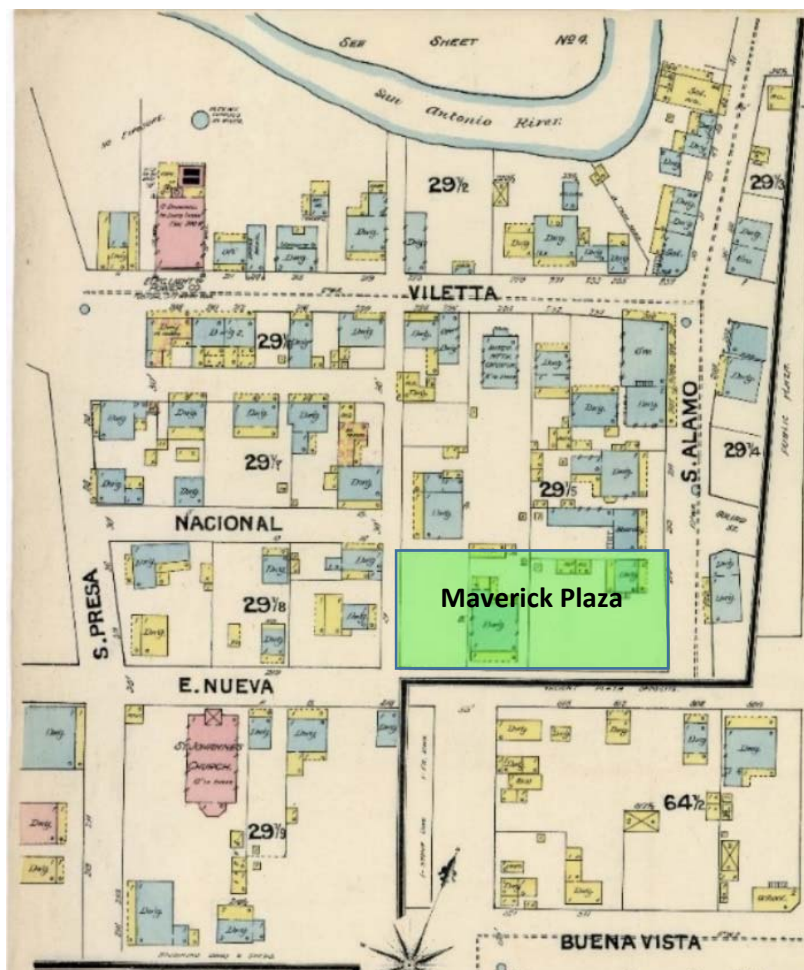
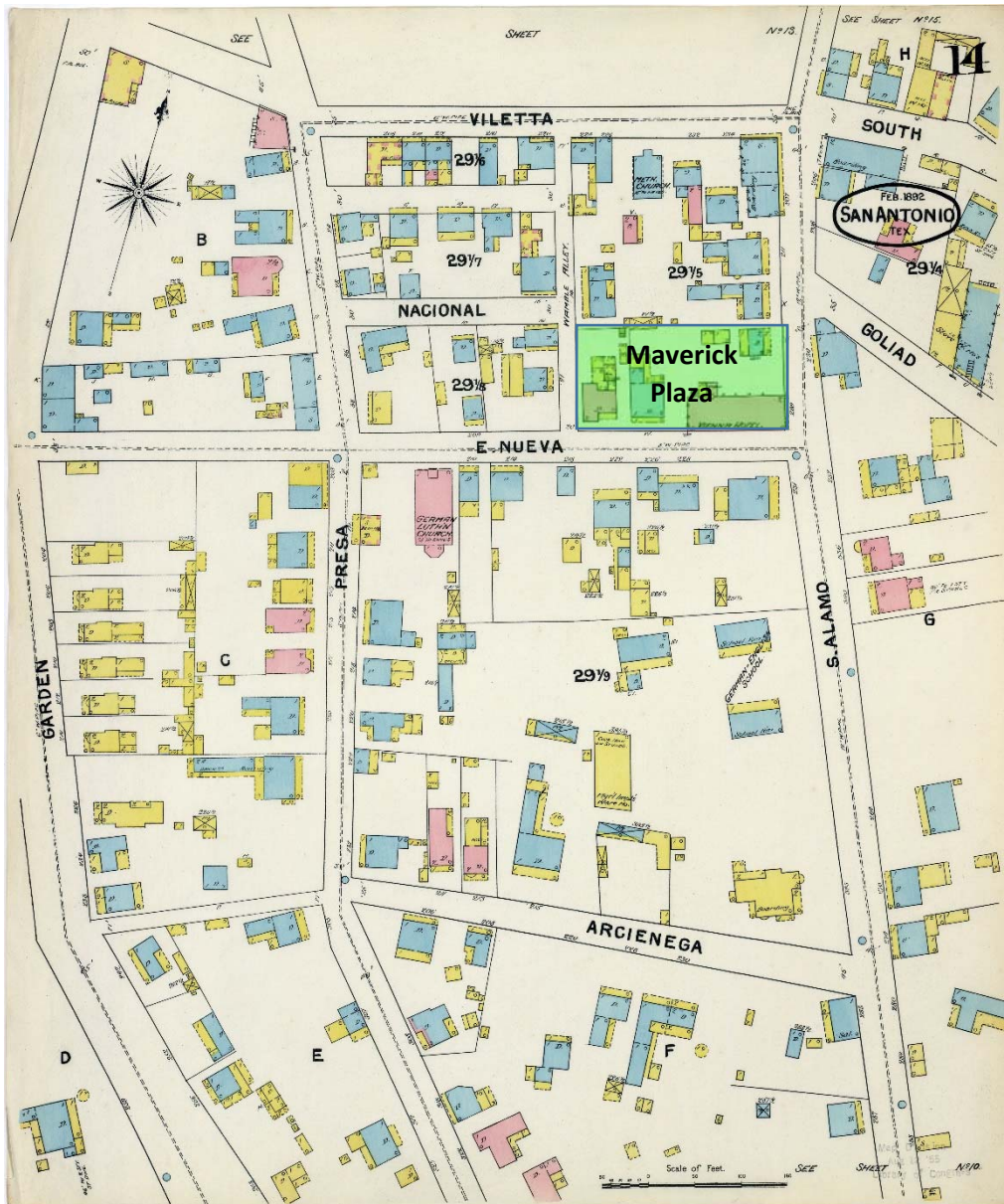


Figure 5. The 1888 Sanborn map clearly shows Villita as a developed neighborhood.



Original located at the Dolph Briscoe Center for American History, University of Texas at Austin

Figure 6. By 1892, the Vienna Hotel had been built at the corner of S. Alamo and Nueva Streets. Shown in pink, it was a two-story brick structure built against the adjacent streets rights of way. A brick house and a brick addition to an existing stone house had also been built. No changes to Villita buildings are shown on the 1896 Sanborn map.



Original located at the Dolph Briscoe Center for American History, University of Texas at Austin

Figure 7. By 1904, more commercial and Industrial uses have been built in the area, the most prominent being the Electric Power station built at the corner of Villita and Presa street adjacent to the river. Across the river is the Water Works Company and the Carnegie Library. A large livery was built on Villita Street between S. Presa and Garden (St. Mary's) streets.

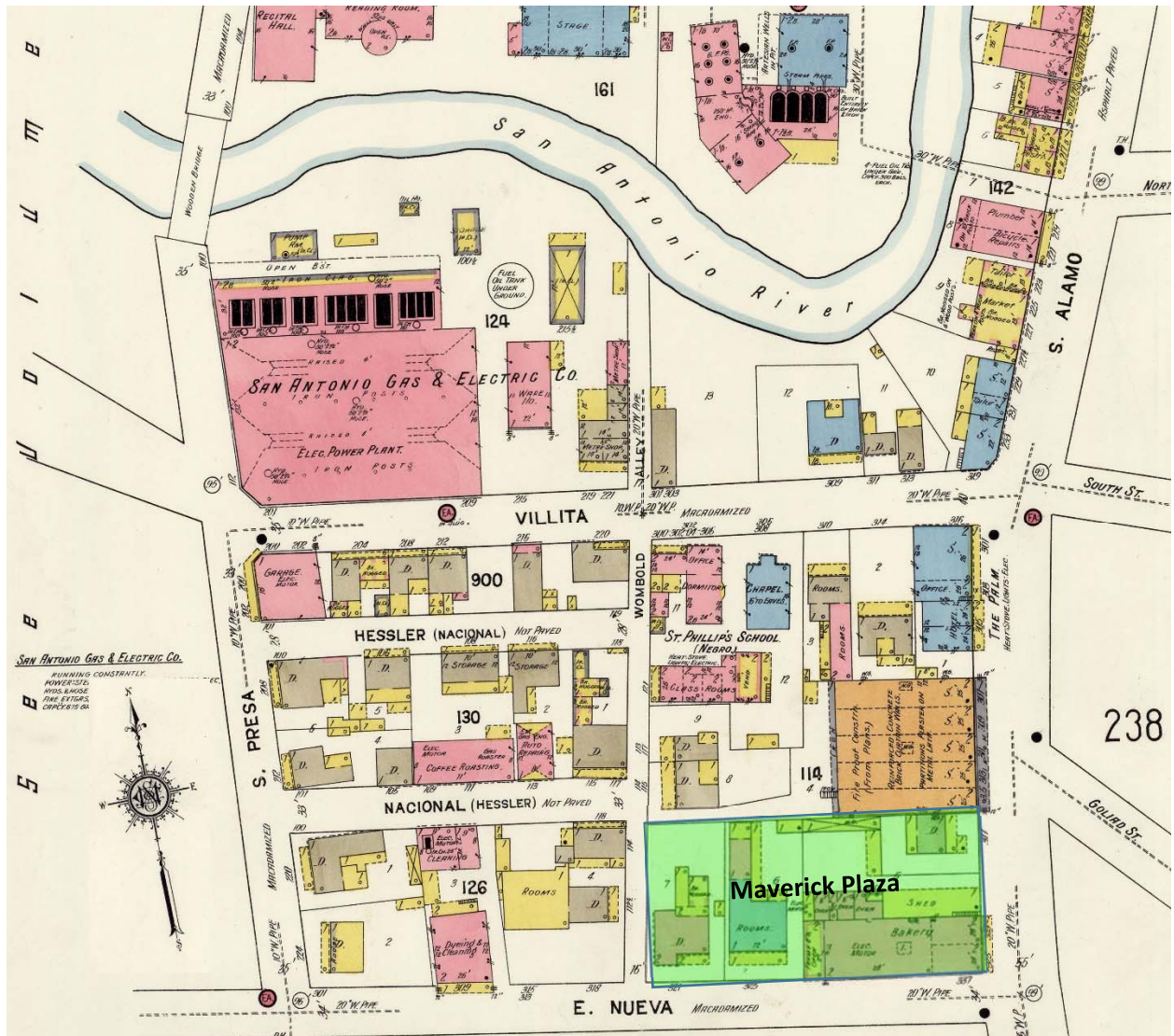


Figure 8. In 1912, a two-story retail building with five stores had replaced two of the houses on S. Alamo Street. The map also notes the location of St. Phillip's School. Developed as a school for African American girls, it was the precursor to St. Phillip's College, and Alamo Community Colleges.

The First Restoration of La Villita

Villita survived physically into the early twentieth century but the cycle of commercialization and decline continued. Maury Maverick Sr. was elected mayor of San Antonio in 1939. Mayor Maverick had the ear of President Franklin Roosevelt and was determined to use the various employment programs of the depression era to change the face of San Antonio. With other preservation projects under construction (improvements at the Alamo, reconstruction of mission San Jose, and the construction of the River Walk) Maverick was concerned about this dilapidated slum along the River Walk. He vowed to restore La Villita. He was able to convince O'Neil Ford from north Texas to serve as the architect for the project but he took personal interest, and some control, over the project.

The first restoration of La Villita included only the northwest quadrant presently owned by the City of San Antonio. The area was bounded by Villita street, Presa Street, Nacional Street and King Phillip V street (formerly Womble Alley.) The project restored six historic houses, built three new structures and created a plaza.

Besides clearing the accumulation of deteriorated building materials and junked automobiles, the project put workmen and artists to work, often learning new trades. Donated and salvaged materials were used to stretch the limited funds. A kiln was built and used for firing clay pavers and decorative items such as hand painted plates. Wall bricks were used as paving materials (with limited success) and marble from bath room stalls and slate fireplace surrounds were also used as paving.



Figure 9. La Villita looking northwest at the beginning of its restoration, ca. 1939.

The new structures that were built were used for bathrooms, a kitchen building, and a weaving workshop. Bolivar Hall was constructed as a library with a meeting room on the second floor. The basement was used for a maintenance shop for La Villita.

Three or more of the historic houses facing north on Villita Street had disappeared when the restoration began, leaving a hole in the village's urban fabric. Across Villita Street was the Electrical Power Station. Across Presa Street was a two-story brick commercial building that closed the view to the west from Villita Street. To turn the view towards the remaining historic buildings and O'Neil Ford designed Juarez Plaza with a limestone wall on the north and west sides. Courtyards and patios are enclosed spaces, but plazas are typically surrounded by buildings that open onto it. None the less, the courtyard was soon named Plaza Juarez for "The Lincoln of Mexico", and the tradition of walled "plazas" in La Villita was begun.

The following historic photograph (looking southeast) reveals several interesting details:

- The southeast corner of La Villita (present day Maverick Plaza) is crowded with buildings
- The plaza site had previously contained three large two-story commercial buildings and at least three one-story commercial buildings.
- A two-story house is located at the corner of Nueva Street and Womble Alley (King Philip V Street).
- The foreground shows the first six rehabilitated historic structures of La Villita near Plaza Juarez.
- Juarez Plaza was developed as a community gathering space
- Bolivar Hall at the center of the photograph is shown under construction.



Figure 10. La Villita ca. 1940 looking southeast. The area that became Maverick plaza is almost completely covered by commercial structures.

La Villita opened in 1940 and was utilized for its intended purposes. By the 1950's it was used by the San Antonio Conservation Society for its main fundraiser, A Night in Old San Antonio. The fiesta week event expanded to four nights and attracts thousands of visitors to La Villita each year.



Figure 11. The recently renovated La Villita ca. 1940 from the Presa Street Entrance.

The Last Fifty-Four Years

In the 1960's, the southern part of historic La Villita was included within the boundaries of the Urban Renewal Project that was accomplished to provide land for HemisFair68, the world's fair held in San Antonio between April 6 and October 6 of 1968. Part of the work included widening both South Alamo Street from Commerce to Durango Street and Nueva Street from S. Alamo to Presa Street. The historic character of both streets was destroyed. Alamo Street went from a narrow street to a seven-lane boulevard with a left turn lane and planted medians.

Nueva Street went from being a 34 feet wide street to a street with two lanes in each direction and a left turn lane. This work took property from the north side of Nueva Street and likely removed several structures. By the summer of the fair, the southeastern corner of La Villita was a vacant block used for parking. This site was considered for relocation for the Frederic Groos House, previously located on East Commerce Street. It had been disassembled for construction of the river extension into the convention center. Unfortunately, the house was never reconstructed.

Around this same time, another house from the HemisFair68 site was reconstructed at the corner of King Philip V Street and Nueva. The Cirilus Gissi house was of “palisado” construction once common in San Antonio but now very rare. The construction technique consists of cedar posts set closely together vertically in the ground to form the walls. To protect the wood and fill the gaps between the posts, small wooden slats were attached to the posts to form a lath. The wall was then plastered with an adobe or lime plaster. As a finish, the plaster is coated with a whitewash of lime.



Figure 12. The Cirilus Gissi house reconstructed using palisado construction.

In the early 1970's, Maverick Plaza was created as an outdoor venue for parties, conventions and other gatherings. The plaza was walled with a limestone fence, just as O'Neil Ford had enclosed Plaza Juarez in 1939. The new plaza was defined by a line of oak trees on its north and south sides. A stone fountain was constructed in the western end of the plaza and trellises provided shade along the west and north sides. Concrete pavers were installed along the southern part of the space.



Figure 13. Maverick Plaza today.

During the nation's bicentennial, the southwestern corner of La Villita was finally renovated. The Joy Kist Candy Company had occupied three of the buildings. Framed construction tied the buildings together forming a maze of interior spaces. William Parrish, AIA was hired to rehabilitate five existing structures and provide compatible landscaping. The landscaped area was named Plaza Nacional after Nacional Street which separated this area from the 1939 section of La Villita. La Villita then had four plazas that could be used by the public (Juarez Plaza, Maverick Plaza, Plaza Nacional and the Cos House courtyard). The four buildings in Plaza Nacional were rented as shops and galleries.



Figure 14. These three buildings were once connected and used as the Joy Kist Candy factory.

In 1980, the city received a grant for improving La Villita. Not only were buildings deteriorating after forty years of use, the village had grown fourfold. No paving and landscaping improvements had been accomplished that would provide a cohesive character to the four separately developed areas. Air conditioning had become common and a necessity for users. Most houses sported window-style air conditioners that distracted from the character of the historic buildings.

O'Neil Ford of Ford Powell & Carson Architects was asked to lead the second restoration of La Villita along with Saldana Williams and Schubert Architects.

During this phase of restoration most of the buildings received much needed repairs, especially the wooden porches, windows and trim. Missing balconies and porches on the McAllister house and store were reconstructed. Underground chilled water lines were installed to eliminate window units and new electrical service was provided to the buildings as well as electrical pedestals for the use of festivals and fiestas. New "pigeon blood" red stone pavers were installed along King Philip V Street and other areas where paving had deteriorated. Brick and stone buildings were pointed and new plaster was installed where appropriate.

Tenants were chosen to occupy the renovated buildings. Each tenant was allowed to renovate the interior of the leased premises with few specific guidelines.

In ensuing years, 1990 -2010, the growth of the tourist industry, and the expansion of the city into the outer suburbs has impacted negatively the economic vitality of La Villita. However, recent revitalization of downtown, including the construction of nearby residential apartments, construction of the mission reach of the San Antonio River, renewal of the Lavaca and King William neighborhoods, the success of Southtown, and the redevelopment of Hemisfair are all contributing to an improved economic outlook for La Villita. The reimagining of the Alamo as a World Heritage Site is another project that will add to the vitality of Villita.

EXISTING CONDITIONS OF MAVERICK PLAZA

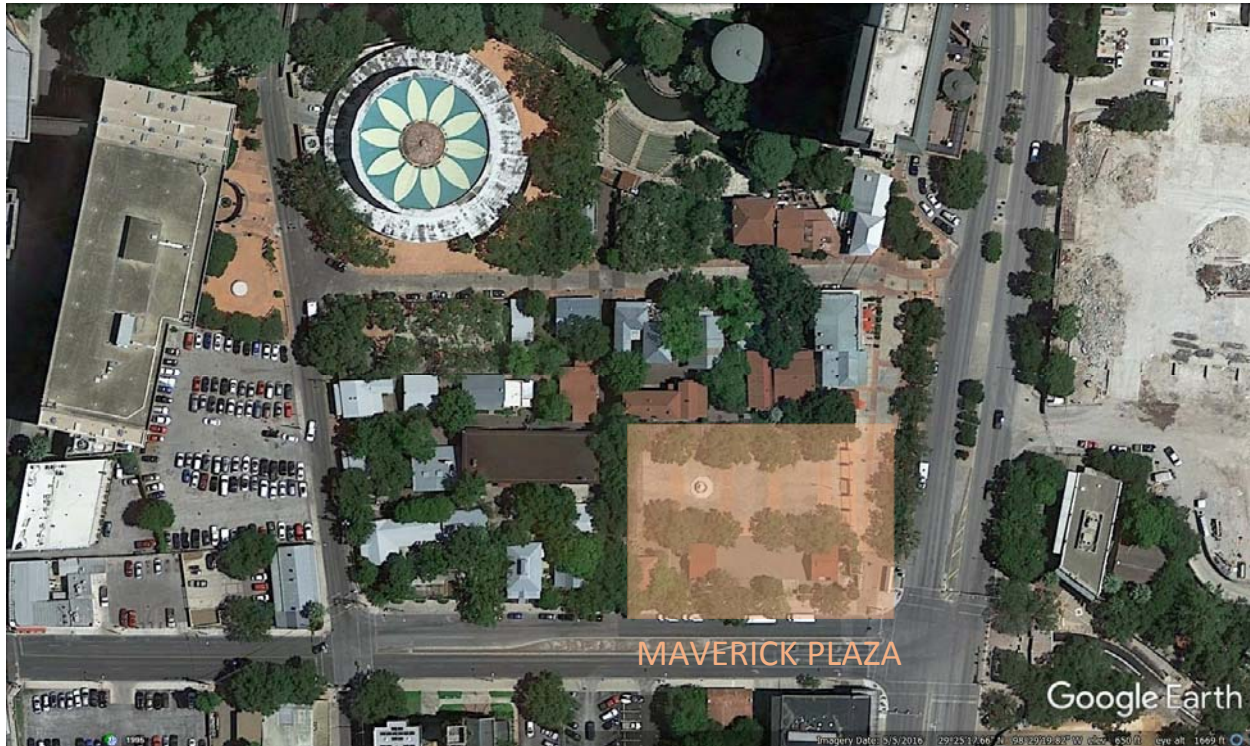


Figure 15. Maverick Plaza Area and Context

Maverick Plaza covers the southeastern corner of La Villita. It is within the La Villita Historic District which extends from The San Antonio River south to Cesar Chavez Blvd.

The plaza is a walled rectangular space approximately 130 feet wide and 225 feet long. It abuts the sides and backs of a few historic structures to the north. A cedar arbor, a metal fence, and trees separate the plaza from King Philip V Street. The arbor also extends across the northern side of the plaza. Along its south side is a rest room building, a concession building and a small historic house relocated to La Villita in 1969.

Maverick Plaza has served the City well as the largest outdoor event space in downtown. As such it has been host to many civic and convention events in recent years. However, this means that Maverick plaza is only active when a planned event is being held there. Oftentimes these events are ticketed or private which exclude the local or out-of-town visitor. Other times the plaza is vacant because no events are being held.

The plaza looks dated and is in much need of a face lift and re-branding.

- The large floor plane of the plaza is plain and un-attractive. Large areas of concrete paving are without interest. The plaza does contain bands of clay tile paving, but these areas are deteriorated from vehicle traffic and years of use.
- The cedar arbor is in poor condition. The beams and joists that support the cedar “latillas” are rotting from years of exposure to rain and sun.

- Lighting is mediocre. Eight pipe columns support fixtures for general illumination. Strings of party lights drape across the space, but they hang too low to be as attractive as they could be.
- Rest room facilities need to be extensively repaired or replaced.
- The Concession building is seldom used for its intended purpose, a place to sell food and drinks. Instead, it serves as a storage facility or a single food booth.
- The wall along Nueva Street and the fence along King Philip V Street tell visitors that Maverick Plaza is a private place from which they are excluded. This conveys the opposite message that is appropriate. These walls are barriers that need to be replaced by inviting fronts or sides of buildings that include glass windows, covered porches, and inviting entrances. More views into La Villita are necessary to draw users in.



Figure 16. Existing conditions of project area

Parking

Surrounded by a large suburban city whose residents drive to most every destination, the local perception is that La Villita, like downtown, lacks public parking. In reality, there are nearly 500 surface parking spaces within one-eighth of a mile of La Villita, a three-minute walk. The Riverbend Garage with over 500 additional spaces is approximately two blocks north of La Villita on Market Street.

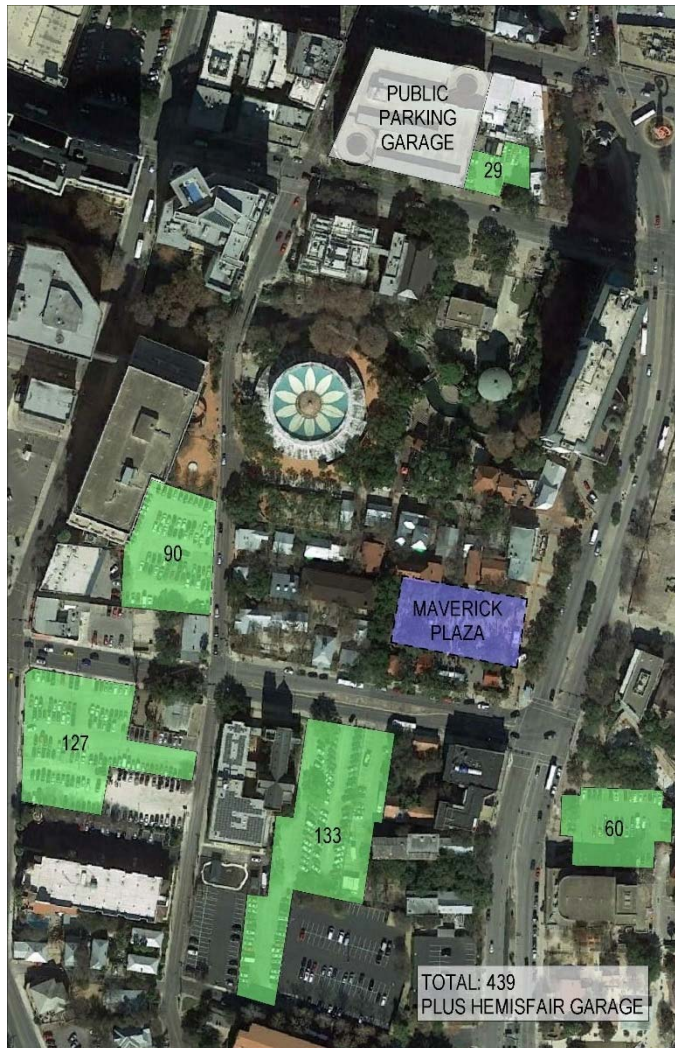


Figure 17. This graphic indicates privately owned, paid public parking areas within a 1/8-mile radius of Maverick Plaza. Pedestrians typically will walk a maximum of 5 minutes, or 1/4-mile, to their destination.

The proposed P-3 project across South Alamo Street from La Villita will contain an approximately 1000-car parking garage and the Acequia Lofts apartments adjacent to Yanaguana Park will have an approximately 500-car garage for its residents and visitors.

While sufficient parking can be found on an average day or night, the perception of “no parking available” is still a reality that must be changed by an information campaign and gained acceptance by use. To aid in the perception that parking is close and available, the Plan proposes to utilize the unused right of way of Nueva Street for metered parking. Nueva Street was widened as a part of the Hemisfair Urban Renewal Project that also widened South Alamo Street. Neither street is regularly used to its capacity. Nueva Street, for the block between S. Alamo and Presa Street, is five lanes wide – two lanes

going west, two lanes going east with a median with left turn lane in the middle. West of Presa Street, Nueva Street narrows to a total of three lanes. East into Hemisfair East Nueva is only two lanes wide.

The proposal calls for the central median of Nueva Street to be removed and a median with trees planted there (reflecting the character of the Alamo Complete Streets). The remainder of the roadway and curbs will remain. The street will be re-stripped to have one movement lane in each direction, a center turn lane, and diagonal parking along the north curb. This will provide approximately 30 metered spaces of parking to enticing users into La Villita.

Another consideration is that of tenant parking. A management strategy will need to be in place that outlines the requirements for tenant parking and delivery. Currently, tenants use Villita Street for parking and deliveries. While deliveries during a specified window is acceptable, permanent parking is not. Furthermore, tenant use of the approximately 30 new metered spaces along Nueva Street would quickly consume all available spaces, leaving none for visitors. With the numerous private parking lots adjacent to the site, an agreement for tenant parking would be a valuable proposition and solve many issues.

Existing Connections with San Antonio

All commercial developments must be connected to the people that they serve in order that the developments to be successful. These connections can be through public transportation, private vehicles, and by pedestrian walkways. While La Villita is well-located within downtown San Antonio, and on the River Walk, its actual connections to the surrounding city are weak.

- La Villita is not immediately adjacent and connected to another successful commercial area s such as a vibrant commercial street or a bustling office district. Even though it is located across the street from the former convention center, it was never connected to it. La Villita will be separated from the new convention center by the proposed Civic Park.
- La Villita is along the River Walk, but it is separated from it by a grade difference of approximately fifteen feet. Two stairways attempt to connect Villita to the River Walk, but neither provides a visual connection from the River Walk to the buildings and activities of La Villita. This lack of a visual connection dramatically reduces the effectiveness of these stairways as connections to Villita.
- The Alamo Street sidewalk provides poor pedestrian access from Alamo Plaza and downtown. The ballroom addition and Porte cochere of the Hilton Palacio del Rio reduced pedestrian access to a narrow sidewalk pathway. The addition partially blocks the view of La Villita from Alamo Street. Visual connections are very important in leading persons forward along a street. If the visual field is not interesting, inviting and pleasant, pedestrians will assume they have come to the end of their experience and quickly choose a new pathway to explore.
- The views into La Villita are blocked by numerous walls and trees, hiding the charming interior spaces and the architecture that is present. Maverick Plaza, concealed by a tall

limestone wall on two sides, turns its back on the surrounding urban area rather than engaging it.

- Villita Street was changed from a small one-way street to a pedestrian mall around 1970. This change took away the authenticity of Villita Street as one of the oldest streets in the city that has not been widened for the traffic activities of a modern city. Efforts to keep vehicles off the street are both cumbersome to manage and not entirely successful. Limiting vehicular access reduces the connections between La Villita and the city. It affects the servicing of businesses and reduces the sense of connectedness that is valued by vehicle users.
- Sidewalks along S. Presa Street from Commerce to Nueva Street are not continuous and reduce pedestrian connections between important activity areas north of La Villita. Particularly poor sidewalks exist between Market Street and the river along the side of the Briscoe Museum.
- La Villita exists in a commercially isolated area. It is located on the southern edge of downtown adjacent to areas of limited development. To the east Hemisfair Park has been a vast and underutilized area (until recently). To the south and west, La Villita is adjacent to the band of parking lots that developed as the downtown lost its supportive residential and commercial uses in the late 20th century.

These conditions detract from La Villita as a viable commercial area. As many of these factors as possible need to be addressed to activate Maverick Plaza and Villita as a destination.

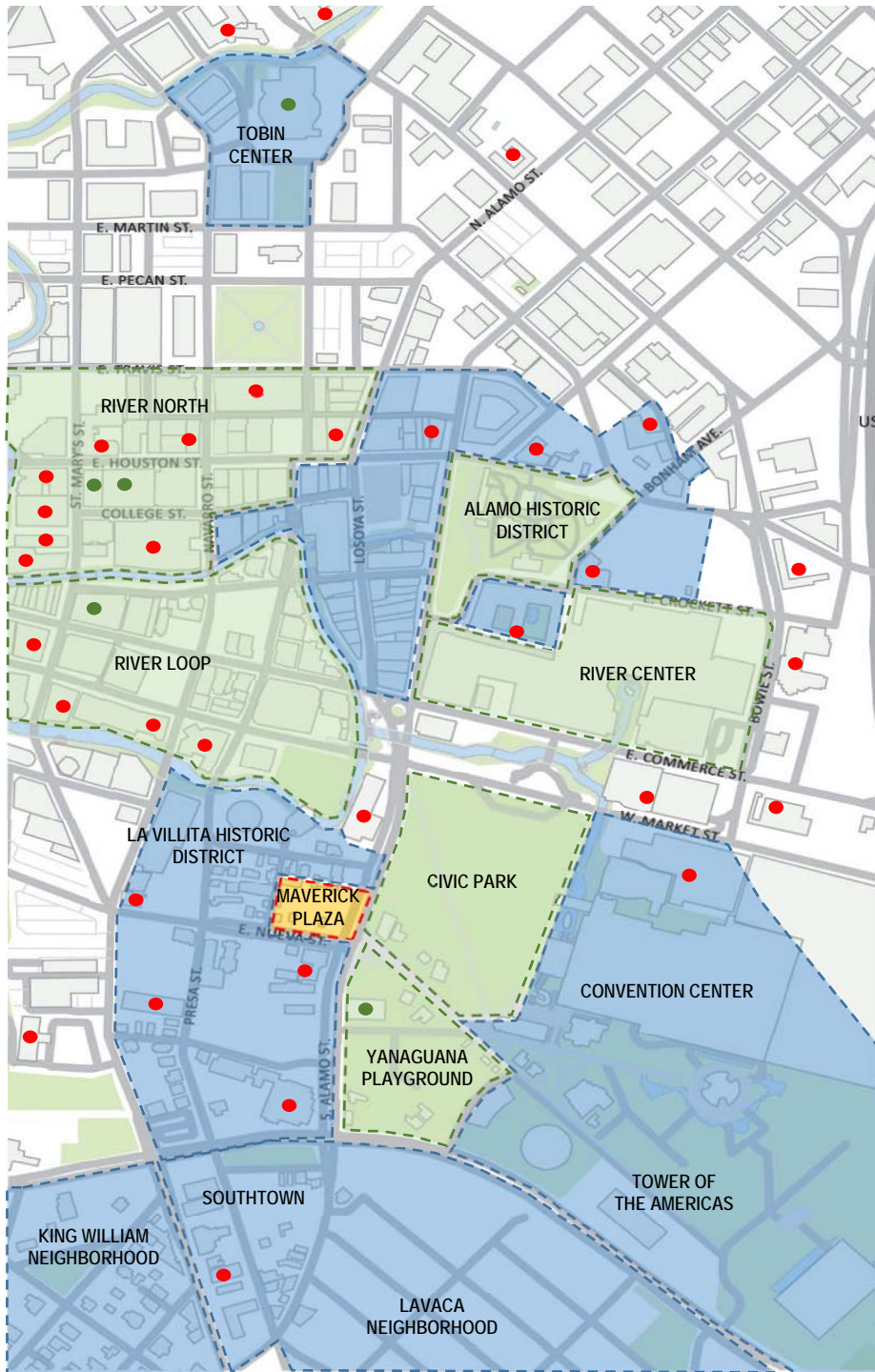


Figure 18. This graphic indicates the various “districts” surrounding Maverick Plaza and La Villita.

- Theaters
- Hotels

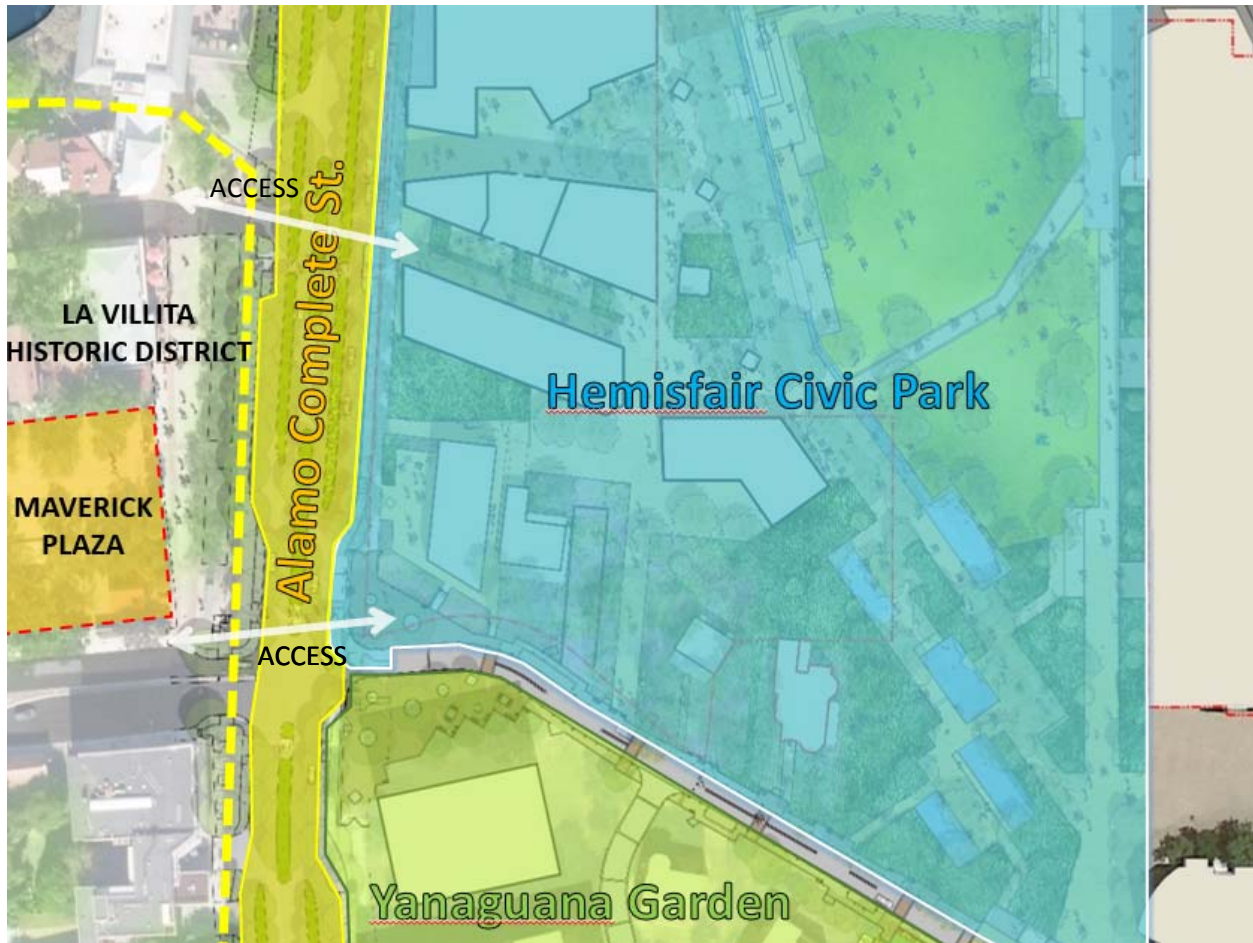


Figure 19. This graphic indicates adjacent “district” influences that have been taken into consideration for this master plan. The Hemisfair Civic Park and Alamo Complete Streets (both under design during this master plan), and Yanaguana Garden create opportunities for coordination and integration.

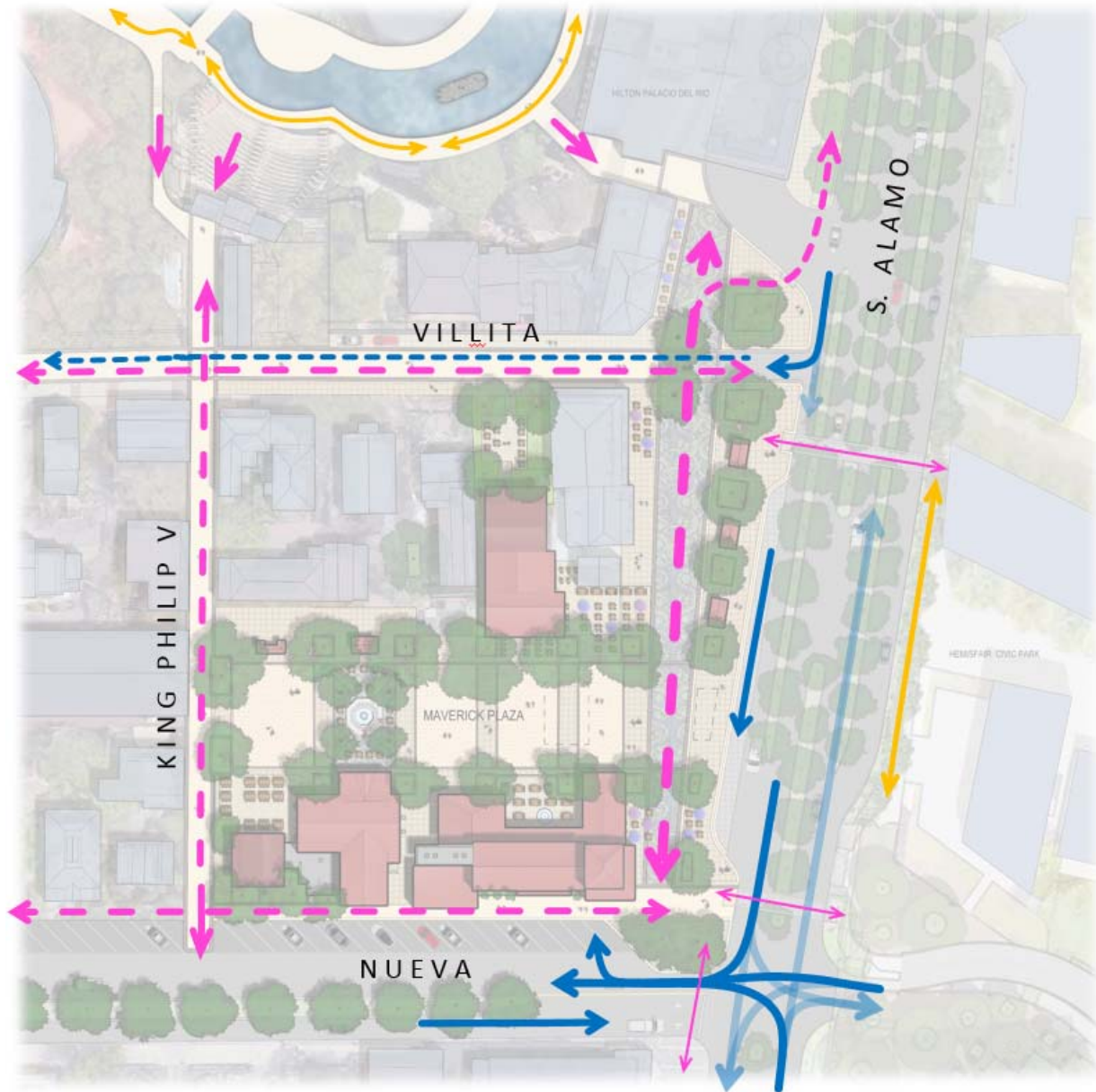


Figure 20. This graphic indicates vehicular and pedestrian connections to and from the project area.

Vehicular Thru Traffic

Pedestrian Thru Traffic

Vehicular Connection

Pedestrian Connection

HISTORIC CHARACTER AND IMAGERY OF LA VILLITA

La Villita retains many of its historic buildings that were present there a century ago. Twenty-three buildings shown on the 1904 Sanborn Map still stand. (For the purposes of this study, La Villita is the area south of the San Antonio River, north of Nueva Street, East of S. Presa Street and west of South Alamo Street and that is owned by the City of San Antonio.)

Scale

Villita has retained its scale as a village because no building has ever exceeded two-stories in height. Most the buildings (17 of the 23) are one-story. The remaining six are two-story. Bolivar Hall, built during the first restoration of La Villita, is two-stories plus a basement.

Construction Materials

Most of the buildings are limestone or caliche block, and two are of adobe. Four are of exposed stone, Bolivar Hall has a limestone veneer and there are four buildings of brick construction

All the buildings and their porches (except one) have standing seam metal roofs. Some of the metal roofs are painted a terra cotta red and some are un-painted galvanized steel. The Cos house has a cedar shingle roof that indicates it is one of the oldest buildings in La Villita.

All buildings have wooden windows and wooden doors which are painted. The porches, balconies and exterior trim are all painted wood.

The paving in La Villita since its restoration in the late 1930's exhibits a variety of materials creating many textures of brick, clay tile, stone and concrete. The low budget for the first restoration of this project mandated that used materials be recycled in to complete the project. This restriction of funds allowed the builders to mix the diverse material into patchwork quilts of paving surfaces. In addition, Mexican Concrete pavers of several colors were chosen to create a festive dance floor in Juarez Plaza. Later, other architects extended fanciful ideas of paving into other areas of La Villita. Clay tiles from D'Hanis, Texas and Saltillo, Mexico were also used in numerous places.

Landscape Character

It was typical after 1850 that residential structures in San Antonio had trees planted in their yards to shade the structures and provide cooler outdoor spaces. Figure 10 from 1940 shows the older (non-restored) parts of the area with numerous trees. The photograph also shows that new live oaks had been planted in Juarez Plaza to shade the expanse of concrete pavers. This tradition has been continued as more of La Villita has been rehabilitated.

Loss of Historic Integrity

Maverick Plaza is the quadrant of La Villita that completely lost its historic character as all its historic buildings were removed. Change began at the beginning of the 20th century when brick commercial buildings replaced 19th century stone houses. The mix of residential and commercial buildings was evident in 1940 when Figure 10 shows the Maverick Plaza area as a compact urban cluster of buildings. By 1968, all the historic buildings in the area had been demolished. The loss of the historic buildings is considered a loss of historic integrity by historic preservation standards.

Maverick Plaza - Existing Conditions

Historically speaking, the quadrant of La Villita that is now Maverick Plaza dates to Ca. 1970. That is when the plaza was designed and constructed. The limestone wall dates from this period. Two new buildings, the rest room building and the concession building, were built during the 1980-82 restoration of La Villita. The Palisado house was reconstructed facing King Philip V street in 1969.

No plaza is known to have existed in La Villita before 1939. Plazas developed as community spaces usually in front of churches and civic buildings. The plaza would provide a gathering place for the entire community. They often served as the marketplace. As Villita was a minor component of the Villa de San Fernando, Main Plaza (or Plaza de las Islas) served as the plaza for the early town and its village.

Plazas are defined by the buildings that face the open space. No historic buildings face Maverick Plaza. The plaza has been successful as an urban gathering space when food and craft booths are erected facing the central space. A stage is often assembled or delivered to the central space which provides entertainment to those who gather in the plaza.

The central part of the plaza is a large rectangle defined by four oak trees on both the north and south sides. The plaza is paved with two types of concrete, pebble finished concrete and a smoother finish concrete which is used for a dance floor. Wide bands of clay tile divide the plaza into four areas and connect the stone planters.

Special features of the plaza are a limestone fountain and a statue of Mayor Maverick. These features should be reused in the proposed re-design of Maverick Plaza.

The restroom building, now thirty-three years old, needs repair. It occupies the prime corner in La Villita, at Nueva and Alamo streets. Together with the adjacent wall it stifles urban activity on this important corner.

The Concession building, now 35 years old, serves a very limited purpose. Designed to be a concession building for special events, it is inadequate for the numerous food and drink options that are available at these events, and additional concession booths are set-up to serve this need. If used, it usually provides a single type of food.

THE MASTER PLAN FOR THE ACTIVATION OF MAVERICK PLAZA

MAVERICK PLAZA MASTER PLAN



Figure 21. Concept master plan for Maverick Plaza

PUBLIC SITE IMPROVEMENTS PROVIDED BY THE CITY OF SAN ANTONIO

Maverick Plaza

When developing the master plan, we recognized the importance of retaining the open, cultural plaza as a public gathering space for the community. As time has shown, retaining the plaza is not enough to activate it daily. Some of this may be, in part, due to the walls that surround the plaza, disconnecting it from the adjacent spaces. What the new plan recommends is a plaza that removes the walls, allowing tourists and locals alike to view the plaza interior from afar and at the time connecting it to the new activities along Alamo Street. Reinforcing this concept, the plaza does not end where the east wall and gates used to be, instead it continues east until it arrives at a potential interactive art piece or Alamo Street, helping to draw more people into the space.

In place of the existing walls will be new restaurant structures that help to enclose and activate the space. Each restaurant will have one entrance from the plaza, as well as outdoor seating. In addition, the restaurants will have entries from the side opposite the plaza to help draw more people into the plaza. From outside Maverick Plaza, the common passersby will now see people interacting within and outside of the restaurants. These restaurants and will be covered in more detail under the “Private Improvements” section.



Figure 22. Poor paving and drainage conditions.

Currently, the plaza has 8 mature oak trees that create a border on the north and south edges of the space. The plan recommends retaining all 8 oak trees and adding an additional 4 to the area around the existing fountain. Adding these trees will create a space within the plaza with nearly 100% shade that could be a location for the public to bring their lunch and eat at tables under the trees. At night, this space could be an intimate spot with lighting strands in the trees and the sound of water flowing from the fountain for a couple or family to enjoy an ice cream or drink. To further delineate this space, a new paving pattern will be used in this area that may introduce color and more organic shapes, similar to the paving in the Spanish Governor's Palace courtyard.

Key Points:

- Respect the central space (90 ft. x 240 ft.) as a public gathering space
- Preserve the oak trees defining the central space.
- Rehabilitate or replace the existing fountain and add small trees, potted plants and seating to make the fountain area a special place of color and shade.
- Maintain the bust of Mayor Maverick.
- Modify paving where appropriate to enhance the character of the space.
- Update the lighting.
- Continue to have events coordinated by the La Villita Management
- Allow Grupo La Gloria to sponsor a yet to be determined number of events each year.

Other Considerations:

Maverick Plaza will continue to be used as a part of NIOSA with the understanding that some of the food and drink booths will be relocated to maintain accessible entrances to the new permanent tenants.

Activate the Plaza with new restaurants opening directly to the plaza while presenting a welcoming face to the surrounding streets.

Activate the plaza with a managed schedule of musicians and entertainers that provide entertainment at lunch as well as in the evenings. These performers would be coordinated by the La Villita management and scheduled by both Grupo La Gloria and the La Villita Management.

Activate the plaza with an outdoor Demonstration Kitchen for educational purposes.

Activate the plaza with kiosks for the sale of refreshments, street foods, and appropriate impulse sales.

Provide new benches and seating within the Plaza. Small tables will be provided in special locations to give visitors a place to eat their brown bag lunch or Maverick Plaza food within the public plaza.

Utility Study may be necessary to coordinate existing and future utility needs, creating zones and phasing of utilities such that plaza renovation is not disturbed after completion.

Old Alamo Street Pedestrian Promenade

The Promenade is a vital piece in making Maverick Plaza an active destination. Becoming a transition zone, the Promenade acts as a connector to the plaza for pedestrian traffic from Alamo Street and

Hemisfair Park. The size of the Promenade is large, bigger than Maverick Plaza itself, giving the opportunity for many types of activity: Adjacent to restaurants is outdoor seating spilling in to the Promenade; The extension of Maverick Plaza intersects and becomes one with the Promenade; An interactive sculptural element is possible; Mature oak trees provide shade for seating and walking through; Culinary Kiosks are placed at intervals to keep the Promenade engaging from Villita Street to Nueva Street. Like the new seating area created around the fountain within the plaza, a colorful and context appropriate paving pattern will delineate the area of “The Promenade”. An evolving consideration will be to coordinate the eastern edge with design and development of the Alamo Complete Streets project.

Key Points:

- Redevelop the right of way of old Alamo Street as a pedestrian promenade that is an appropriate environment for sidewalk dining and a streetscape for culinary kiosks.
- Renew paving to define the street’s pathway and enhance the pedestrian space.
- Modify or replace the concrete planters for the six, live oak trees to allow for street activation under the shade of the trees.
- Construct or install new kiosks for the sale of refreshments, street foods, and appropriate impulse sales.
- Create a small play zone or sculpture for children.
- Create “street edges” to define areas for outdoor dining and pedestrian movement.
- New benches and seating will be provided within the Plaza and as appropriate along South Alamo. Small tables will be provided in special locations to give visitors to eat their brown bag lunch or Maverick Plaza food within the public plaza.

Other Considerations:

Old Alamo Street will continue to be used as a part of NIOSA with the understanding that some of the food and drink booths will be relocated to maintain accessible entrances to the new permanent tenants.

Utility Study may be necessary to coordinate existing and future utility needs, creating zones and phasing of utilities such that street renovation is not disturbed after completion.

Villita Street

Villita Street is an important connection within La Villita, to the Riverwalk, and to Hemisfair Civic Park. One of the new restaurants will have outdoor seating along the Villita Street edge which increases visibility of an active interior space. Villita Street will be resurfaced to create the possibility of a one-way street with attractive sidewalks. The potential vehicular and pedestrian use street will be designed after East Nueva Street with rolled curbs and occasional parking spaces to be used for service vehicles during the day and La Villita users at night. No parking will be allowed during events. New lighting should also be installed.

Other Considerations:

Utility Study may be necessary to coordinate existing and future utility needs, creating zones and phasing of utilities such that street renovation is not disturbed after completion.

King Philip V Street

Currently, this pedestrian street has a lot of character, but there are drainage issues. We propose King Philip V Street to be repaved to provide increased storm drainage capacity, to eliminate the ponding of water and provide a more accessible surface. One of the new restaurants will have outdoor seating along this street edge which increases visibility of an active interior space. Further increasing interest along this street will be a new outdoor Demonstration Kitchen that will be located at the northwest corner of Maverick Plaza. The removal of the west gates of Maverick Plaza will allow the plaza to “spill” to King Philip V Street helping to draw more people in. New lighting should also be installed.

Other Considerations:

A Utility Study may be necessary to coordinate existing and future needs for infrastructure coordination of the utility work will be required so that street improvements are not disturbed after completion.



Figure 23. Poor drainage conditions on King Philip V Street.

Nueva Street

The plan calls for Nueva Street to be reduced to three lanes, one in each direction and turn lanes at South Alamo and South Presa Streets. The existing median of Nueva Street will be removed and a new median created with trees planted between the two turn lanes (reflecting the character of the Alamo Complete Streets). The remainder of the roadway and curbs will remain. The street will be re-stripped to allow diagonal parking along the north curb. This will provide approximately 30 metered spaces of parking to entice users into La Villita.

The character of Nueva Street will have a dramatic transformation when most of the stone wall on the south side of Maverick Plaza is removed and replaced with two active restaurant buildings. Being able to see inside the restaurant from this street helps draw people in to La Villita from all directions by creating an active edge.



Figure 24. Existing view into Maverick Plaza from Nueva Street.



Figure 25. Proposed view into Maverick Plaza from Nueva Street.

South Presa Street

Provide new sidewalks for South Presa Street from Market south to the River Walk. (One block)

Other Public Partner Responsibilities

- A. Removal of Construction fabric required for the Maverick Plaza Re-design:
 - 1. Remove the Restroom and Concession buildings.
 - 2. Remove most of the limestone wall along Nueva Street.
 - 3. Remove and relocate 7 trees within the footprint of the new buildings.
 - 4. Remove the fence and gates along King Philip the V Street to open Maverick Plaza to this pedestrian street.
- B. Installation of Electrical Service Stub-outs to each development parcel.
- C. Installation of Gas, Water and Sewer Service to accommodate each restaurant and future developments.
- D. Plant 6 new trees.
- E. Archeological Investigations.

PRIVATE IMPROVEMENTS PROVIDED BY GRUPO LA GLORIA

The Grupo La Gloria will build and manage the proposed restaurants on sites leased from the City of San Antonio. Three new restaurants will enhance La Villita as a culinary destination and reveal the cultural history of three nations that contributed to the development of San Antonio. The architects have considered the existing conditions, in accordance with the Department of the Interior's Standards for Preservation, in the creation of the conceptual plans.

The architects have taken the existing conditions into consideration with regards to The Department of Interior's Guidelines for Historic Preservation.

Programming for New Uses

BUILDING	SPACE	AREA ACHIEVED	OCCUPANCY ACHIEVED
MEXICAN	INDOOR SEATING	2967	150
	KITCHEN	989	
	CIRCULATION	1978	
	OUTDOOR SEATING	1711	56
	INDOOR TOTAL	5934	
	GRAND TOTAL	7645	206
GERMAN	INDOOR SEATING	1612	132
	KITCHEN	653	
	CIRCULATION	1597	
	OUTDOOR SEATING	1258	94
	INDOOR TOTAL	3862	
	GRAND TOTAL	5120	226
SPANISH	INDOOR SEATING	1430	74
	KITCHEN	685	
	CIRCULATION	646	
	OUTDOOR SEATING	2173	202
	INDOOR TOTAL	2761	
	GRAND TOTAL	4934	276

The Mexican Restaurant

The Mexican Restaurant will be designed to fit within the historic context of La Villita. The building will be one-story adjacent to Maverick Plaza and two-stories along Nueva Street. Some of the building will be roofed with a low standing seam metal roof, while other parts will have a flat roof hidden by a parapet. It will be built near the location of the old, two-story, Vienna Hotel, which was also used as a bakery. The new structure will be of painted plaster but will use D'Hanis Red bricks to accentuate the window arches and window sills. The parapet walls will be capped with a red brick cornice.

The main entrance on South Alamo Street will have a red brick surround with a classically inspired cornice and pilasters. Wrapping the corner of Alamo and Nueva Streets, a two-level porch will provide shelter to those entering the restaurant and a spectacular view of the Tower of the Americas from the upper level of the porch. The porch will reflect the character of the Fairmount Hotel's porch. Together, the hotel and the restaurant will frame the views on Nueva street.

The interior of the restaurant will reflect the elegance of a Mexican hacienda with beamed ceilings and tiled floors. The horseshoe plan will enclose a refreshing patio facing Maverick Plaza, and dining rooms on the three sides of the courtyard will face into the lush and colorful patio. The second-floor dining room for fiestas and other special events will look down into the patio and south towards the Fairmount Hotel.



Figure 26. Conceptual perspective of Mexican Restaurant from Maverick Plaza.

Mexican Restaurant Concept Plan

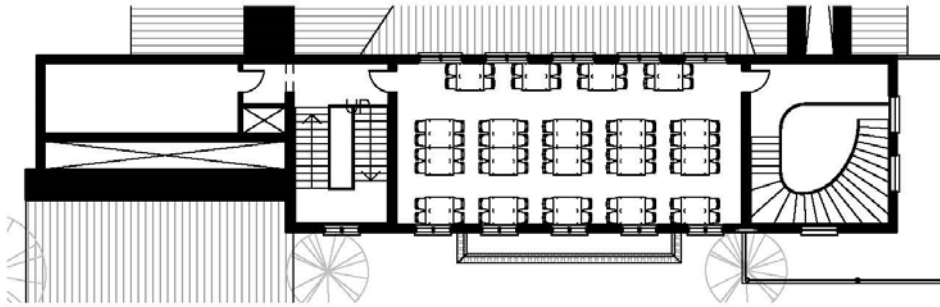


Figure 27. Second Floor Plan

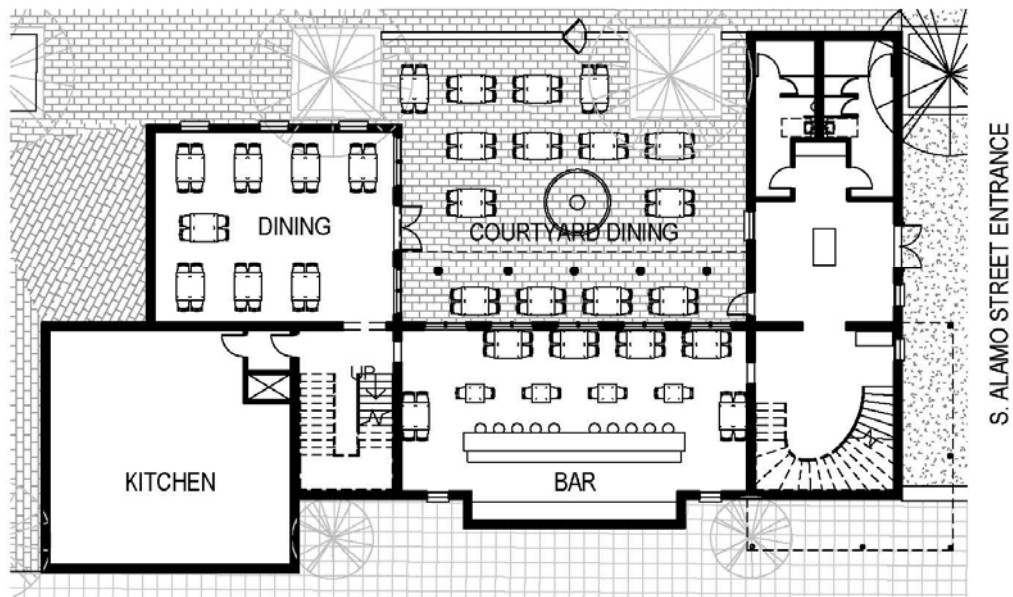


Figure 28. First Floor Plan. Total Seating: 206.

Mexican Restaurant Concept Theming Imagery





The German Restaurant

The German restaurant will utilize the Gissi House and the area where the concession building is now located. The Gissi House, originally built in the mid-nineteenth century, was dismantled and reconstructed in 1969 at its current location in La Villita. Valued for its palisado construction technique - caliche between cedar posts and a plaster finish composing the walls- the Gissi House features a low-pitched, hipped roof and wooden casement windows indicative of its Texas pioneer era. The existing interior walls of the Gissi House will be employed to create private dining spaces.

The kitchen and other service areas will be located along Nueva Street which will provide service access. A new structure, inspired by the old dance halls of Texas, will be built to house a microbrewery and dining hall. The dining hall is entered via a covered porch facing the Maverick Plaza. Its central space will open to the roof rafters and be tall enough to contain the vats and tanks of a micro-brewery, which will be publicly displayed. Outdoor dining emulating the shaded beer gardens of old San Antonio will be located between the house and the beer hall.



Figure 29. View of new German Restaurant and the Historic Gissi House

German Restaurant Concept Plan

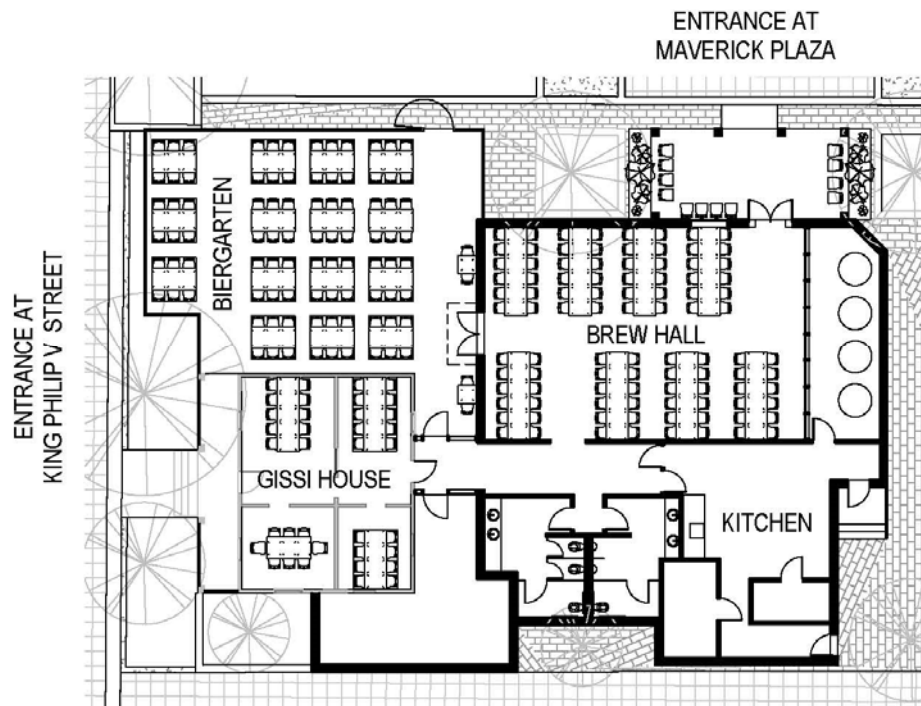


Figure 30. Floor Plan. Total Seating: 226.

German Restaurant Concept Theming Imagery



The Spanish Restaurant

The Spanish Restaurant will be located within the Faville House at 510 Villita Street. The Faville House was constructed c. 1855 by Franklin D. Faville. The house is typical of the Pre-Civil War era with its simple, but classic porch. It was used as a residence until it was sold to the City of San Antonio in 1949 to become a part of La Villita.

An addition will extend the back of the structure to Maverick Plaza. A kitchen and sun-filled room, reminiscent of an enclosed porch or garden room, will serve as an additional dining space. The Faville House will be decorated in the style of an Iberian cottage and will serve Spanish cuisine within its cozy stone rooms. Additional dining area will be in the courtyard facing Villita Street and at the rear. Customers can dine in a tree-shaded courtyard that faces both Maverick Plaza and South Alamo Street. Water elements will be used in the outdoor dining areas as is typical of Spanish courtyards.

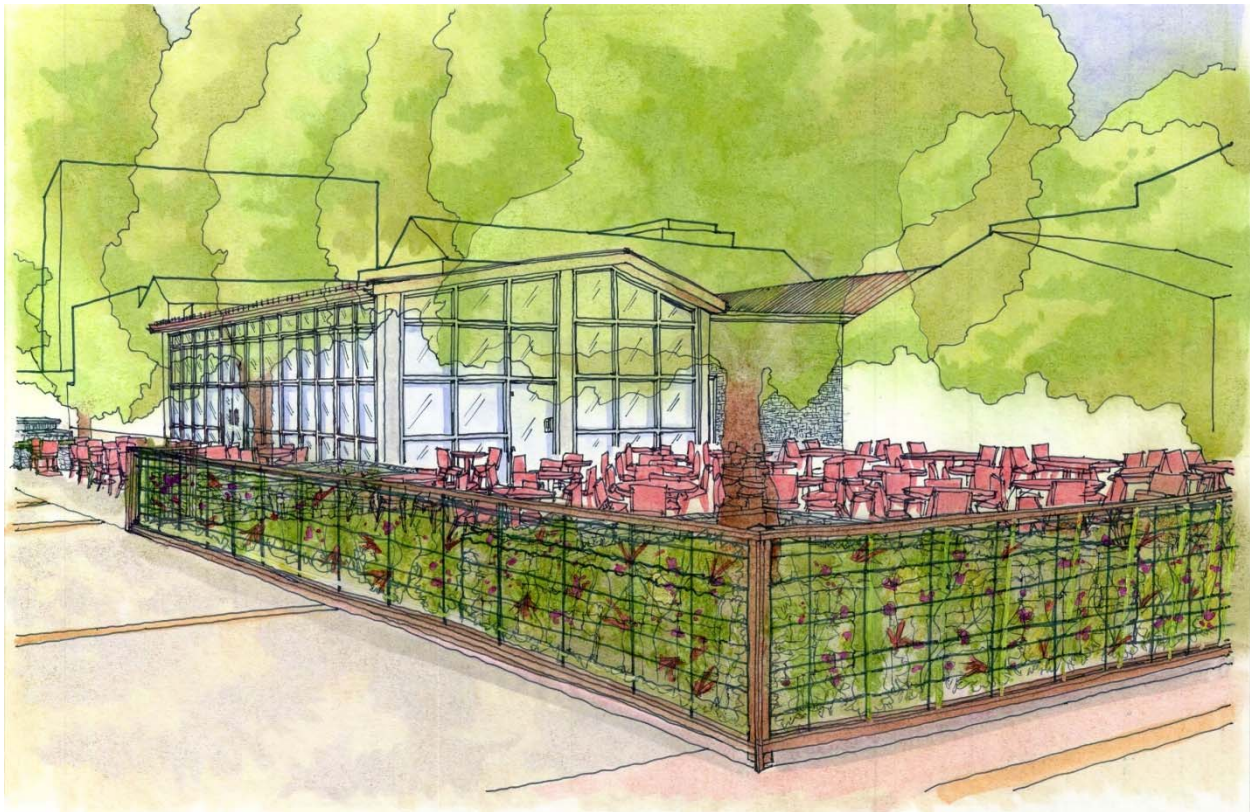


Figure 31. Conceptual perspective of the plaza side of the Spanish Restaurant from S. Alamo St.

Spanish Restaurant Concept Plan

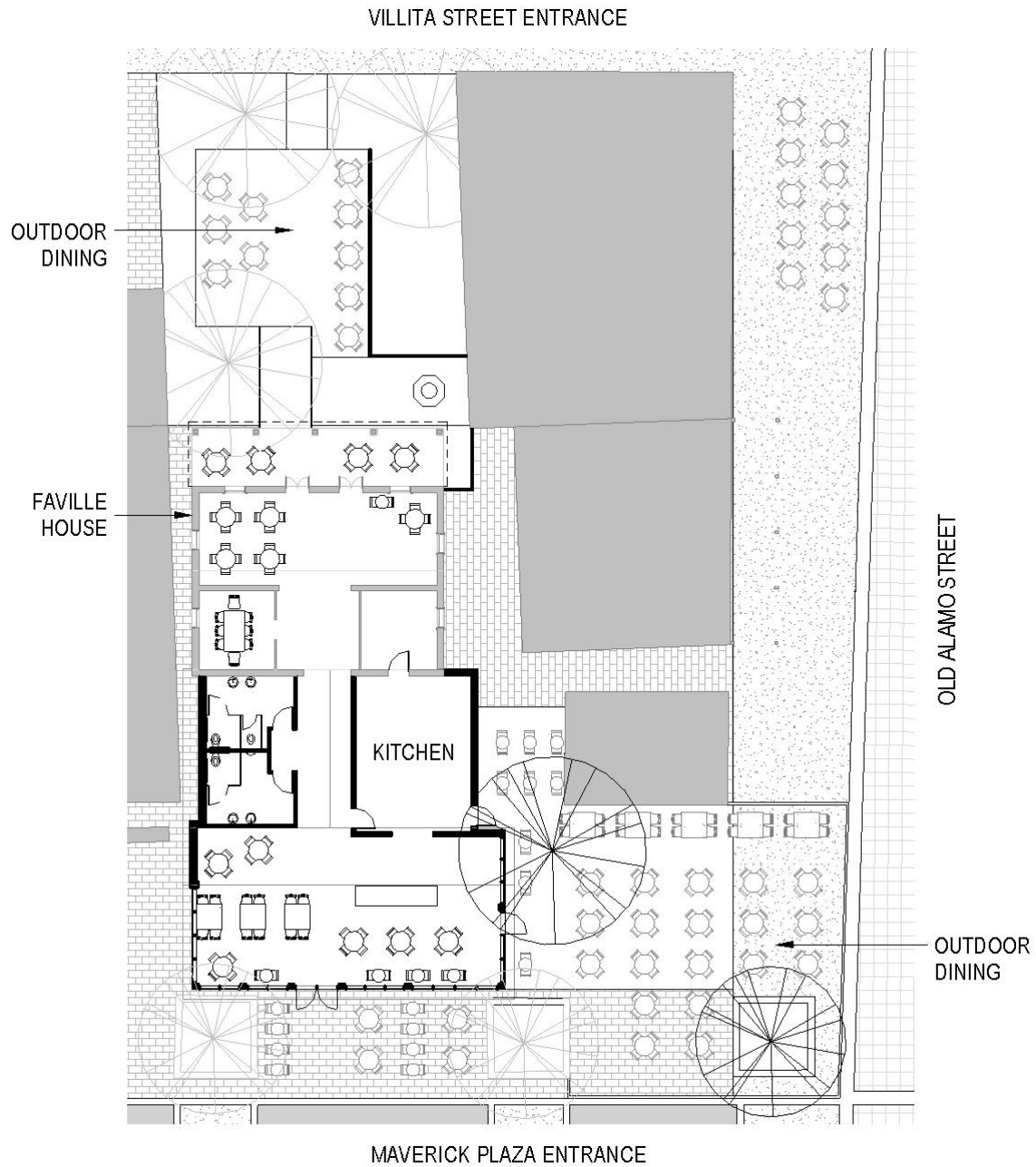


Figure 32. Floor Plan. Total Seating: 276.

Spanish Restaurant Concept Theming Imagery



The Demonstration Kitchen

An outdoor kiosk will be built as a demonstration kitchen. Grupo La Gloria will provide scheduled culinary demonstrations and/or cooking classes related to the culinary history of San Antonio. The kitchen will be located at the northwest corner of Maverick Plaza adjacent to King Philip V Street.



Culinary Kiosks

For those not tempted to have a full meal, food and beverage kiosks will be developed in Maverick Plaza and along Old Alamo Street. Visitors can enjoy their beverages and snacks under the shade of the adjacent trees using publicly available benches, chairs and tables.



CONSTRUCTION BUDGET ESTIMATES

Restaurant Construction Costs (estimated)

Building	Type	Area	Cost	Total	Phase
German Restaurant	Existing Building	907	\$300/sf	\$ 272,100	1
	New Building	3,530	\$300/sf	\$ 1,059,000	
	New Exterior Dining	1,258	\$40/sf	\$ 50,320	
	Construction Cost			\$ 1,381,420	
	Kitchen Equipment			\$ 250,000	
	Design Fees (8% Construction)		8%	\$ 110,514	
	Furniture Fixtures & Equipment			\$ 443,000	
	Total Estimated Cost			\$ 2,184,934	
Spanish Restaurant	Existing Building	1,350	\$300/sf	\$ 405,000	1
	Demolition	370	\$15/sf	\$ 5,550	
	New Building	2,067	\$300/sf	\$ 620,100	
	New Exterior Dining	2,173	\$40/sf	\$ 86,920	
	Construction Cost			\$ 1,117,570	
	Kitchen Equipment			\$ 500,000	
	Design Fees (8% Construction)		8%	\$ 89,405.60	
	Furniture Fixtures & Equipment		10%	\$ 111,757.00	
	Total Estimated Cost			\$ 1,818,733	
Mexican Restaurant	New Building	7,415	\$350/sf	\$ 2,595,250	1
	New Exterior Dining	1,711	\$40/sf	\$ 68,440	
	Construction Cost			\$ 2,663,690	
	Kitchen Equipment			\$ 500,000	
	Design Fees (8% Construction)		8%	\$ 213,095.20	
	Furniture Fixtures & Equipment		10%	\$ 266,369.00	
	Total Estimated Cost			\$ 3,643,154	

Restaurant Total

\$7,646,820.00

Site Construction Costs (estimated)

Building	Type	Area	Cost	Total	Phase
Misc. Building Demolitions	Total Estimated Cost			\$ 30,000	1

Stage	Construction Cost			\$ 400,000	2
	Soft Cost and Design Fees		33%	\$ 133,333	
	Total Estimated Cost			\$ 533,333	

Kiosks	Construction Cost (Each)			\$ 75,000	
	Design Fees (8% Construction)		8%	\$ 6,000	
	Cost per Kiosk			\$ 81,000	
	Total Estimated Cost (3)			\$ 243,000	

Kitchen	Construction Cost			\$ 125,000	
	Design Fees (8% Construction)		8%	\$ 10,000	
	Total Estimated Cost			\$ 135,000	

Sitework	King Philip St and Villita St	12,093	\$30/sf	\$ 362,790	2
	Old Alamo St	24,522	\$40/sf	\$ 980,880	1
	Nueva St Trees			\$ 75,000	2
	Nueva St Parking	3,521	\$50/sf	\$ 10,000	1
	Maverick Plaza	18,957	\$40/sf	\$ 758,280	1
	Hotel Palacio Del Rio Sidewalk	13,322	\$40/sf	\$ 532,880	Alamo C.S.
	Archaeology (estimate)			\$ 250,000	1
	Demolition - Various			\$ 150,000	1
	Construction Cost			\$ 3,119,830	
	Soft Cost and Design Fee		25%	\$ 779,958	
	Total Estimated Cost			\$ 3,899,788	

Site Total

\$4,841,121.00

Utility Construction Costs (estimated)

	Utility Type	Linear Feet	Cost	Total	
Site Utilities	Water		\$xx/ft.	\$ 25,000.00	1
	Sewer		\$xx/ft.	\$ 50,000.00	
	Gas		\$xx/ft.	\$ 25,000.00	
	Electricity	180	\$xx/ft.	\$ 25,000.00	
	Construction Cost			\$ 125,000.00	
	Design Fee		12%	\$ 15,000.00	
	Total Estimated Cost			\$ 140,000.00	

German Restaurant Utilities	Water	40	\$85/ft.	\$ 3,400.00	1
	Sewer	65	\$185/ft.	\$ 12,025.00	
	Gas	60	\$125/ft.	\$ 7,500.00	
	Electricity	70	\$145/ft.	\$ 10,150.00	
	Construction Cost			\$ 33,075.00	
	Design Fee		12%	\$ 3,969.00	
	Total Estimated Cost			\$ 37,044.00	

Spanish Restaurant Utilities	Water	90	\$85/ft.	\$ 7,650.00	1
	Sewer	100	\$185/ft.	\$ 18,500.00	
	Gas	110	\$125/ft.	\$ 13,750.00	
	Electricity	80	\$145/ft.	\$ 11,600.00	
	Construction Cost			\$ 51,500.00	
	Design Fee		12%	\$ 6,180.00	
	Total Estimated Cost			\$ 57,680.00	

Mexican Restaurant Utilities	Water	55	\$85/ft.	\$ 4,675.00	1
	Sewer	80	\$185/ft.	\$ 14,800.00	
	Gas	75	\$125/ft.	\$ 9,375.00	
	Electricity	75	\$145/ft.	\$ 10,875.00	
	Construction Cost			\$ 39,725.00	
	Design Fee		12%	\$ 4,767.00	
	Total Estimated Cost			\$ 44,492.00	

Utility Total

\$279,216.00

Grand Total				\$12,737,157.00	
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NEXT STEPS

Each partner, the City of San Antonio and the Grupo La Gloria, LLC, must work together to not only build the project, but to develop the management agreements necessary for a successful venture. The following is a list of tasks that must be undertaken by each party to achieve the goal of revitalizing Maverick Plaza.

City of San Antonio

- Prepare an assessment of existing utilities serving La Villita
- Determine if Archeological Investigations of the site are warranted
 - If warranted, select archeologist and initiate the investigations
- Prepare scope of work for utilities and site improvements
- Hire consultants to design Public Work
- Begin Work on Alamo Complete Streets
- Complete work on Alamo Complete streets from Market to Nueva
- Start work on Public improvements for La Villita
- Approach CPS to discuss a parking partnership utilizing the Villita garage – valet service at night, use of a specific number of parking spaces on weekends, etc.
- Continue to coordinate the plans for Maverick Plaza with the Alamo Complete Street project, Hemisfair Civic Park and the Alamo Master Plan.
- Finalize lease terms between City and Grupo La Gloria.

Grupo La Gloria, LLC.

- Complete agreements with each restaurateur
- Hire Consultants for private design and construction of restaurants
- Prepare Schematic Designs for Restaurants

MANAGEMENT POLICIES TO BE CREATED

- Require shops to be open at regular, advertised hours
- Encourage shops to open at hours convenient for shoppers and tourists: mid-morning to evening, and on weekends
- Develop policy for tenant parking to ensure availability of parking for visitors
- Investigate the viability of creating a nonprofit entity to manage La Villita and its programming
- Consider adding second floor residential opportunities within La Villita
- Create policies for outdoor dining, including rental of spaces to adjacent tenants.
- Create management policies for outdoor musicians and entertainment.
 - Types of Musicians
 - Types of amplification allowed.
 - Types of stages allowed.
 - Allowed times for music.
- Create policies for special events within the new Maverick Plaza.
 - Number of events allowed per year
 - Maximum size of events allowed.
 - Set up and take down policies
 - Rental Rates
 - Location and use of electrical power. Note: A project is currently in the design phase to install new power in La Villita. This project should be coordinated with this master plan before construction can begin.
 - Locations and sizes of booths
 - Temporary use or covering of site features such as fountains and benches.
 - Damage to city and tenant property by event goers or organizers.
- Create Management policies related to maintenance of all outdoor areas by City and by tenants.
 - Lighting maintenance
 - Landscaping and plant maintenance
 - Regular Cleaning
 - Installation of Seasonal decorations

CONCEPTUAL SCHEDULE AS OF JUNE 2017

La Villita Maverick Plaza Estimated Design and Construction Schedule																			
	2017					2018						2019						2020	
Year																			
Maverick Plaza Preliminary Feasibility Plan																			
Design																			
Full La Villita Master Plan																			
Design																			
Maverick Plaza Site Work																			
Design																			
Construction																			
Maverick Plaza Building Work																			
Design																			
Construction (Timed to Finish with Complete Streets)																			

APPENDIX

SUMMARY OF PREVIOUS STUDIES

2008 Retail Management Study by Urban Marketing Collaborative Team

EXECUTIVE SUMMARY

La Villita represents a wonderful historic center in San Antonio. The well-preserved neighborhood on the banks of the San Antonio River has become known as a working artisan and craftspeople area that serves local residents and tourists. The biggest challenges are to overcome its small size and relative hidden location to gain increased accessibility, visibility, and critical mass of retail that will attract and retain people.

The largest obstacle to La Villita's success is the current inconsistent experience that is portrayed. With such a small retail area, there is an overwhelming need for the La Villita experience to be focused, intensified, and consistent. Failure to provide this type of experience will leave the La Villita visitor dissatisfied.

A review of the opportunities and issues includes:

Retail mix and merchandising: due to the small amount of retail space, every business must count towards fulfilling the vision. The conflicting identity and inconsistent quality and merchandising of the retailers must be addressed

Operations: buildings and plazas are in need of significant improvements. City is in the process of addressing infrastructure needs.

Physical design: the physical design lends to the isolated development that is either very busy or empty

Financial performance: La Villita is not meeting its sales requirements, rent is lower than market levels, there are insufficient resources to effectively manage, and lease conditions are difficult to enforce

Parking: there is not enough dedicated parking for La Villita so it must look to develop stronger partnerships with nearby parking facilities

Hours of operation: inconsistent

Marketing and promotions: the budget is too small to effectively be competitive with other San Antonio venues and it should not be carried out by Tenant's Association as their focus should be on their retail operations rather than marketing La Villita

Management structure: a review of city managed, non-profit trust, and private sector management options produced the following results:

Management Alternatives			
	City Operations	Non-profit Trust	Private Sector Management
Rental Revenue Potential	▶ Can have the greatest risk of under-achieving because the City can find it difficult to push for market rents	▶ With enough independence, can match private sector's ability to achieve market rents	▶ Best chance to maximize rental income
Costs	▶ Can have a hard time minimizing costs due to lack of incentive for cost reduction	▶ May have the same problems as the City operations and conflicts over responsibility (e.g., maintenance, marketing)	▶ Best chance to achieve minimum operating costs
Administrative Efficiency	▶ Has the potential to be less efficient than other options, but this depends heavily on the organizational structure and individuals	▶ Can match the private sector because the Trust is focused on La Villita	▶ Likely to be the leanest organization
Net Income to City	▶ Paradoxically can generate most cash to the City because no funds are retained by the Trust or private sector	▶ Can produce the same result as the City operations unless the Trust retains significant reserves	▶ Can produce the lowest payment to the City because the private sector operator requires profit and is essentially only paying rent for the building
Character of La Villita	▶ Should be little risk of gradual erosion of La Villita character due to retailer mix problems and should produce the optimal community public space	▶ Probably the same as under City operations	▶ Greater risk of gradual shift in the retailer mix to enhance revenues but possibly at the expense of local unique character. Probably more regimented in terms of the public's use of the space

Vision

The vision for La Villita is to become a historically unique artisan and crafts retail center in Downtown San Antonio. All retail and events will be geared to promoting this image within San Antonio and the tourism market. La Villita will be able to combine aspects of the early 1800s, Texas independence, and spirit of immigration with a contemporary artist experience. The differentiating factor for La Villita will be the unique artisans, craftspeople, and arts and craft retailers who will make the area a truly experiential, learning environment. The overall emphasis of quality products, artists, and buildings/landscaping will be the foundation.

The overall image of one village that combines with the notion of so many lives as manifested in the history, artists, and retailers is an important defining characteristic. Respect for the past but moving forward with modern shopping experiences is important for La Villita's future.

Recommendations

To that end, improved retail management is required. This is in the form of stronger control over leasing and recruitment, marketing and promotions, retailer operations (e.g., hours of operation, use clauses), and retail layout. While the City of San Antonio may be capable of producing this management result, the overall structure and lack of resources prompts the recommendation to shift the La Villita management towards management by a third party.

A non-profit Trust or local private sector individual or organization will be able to hire effective professional retail management that can create a long-term plan, react quickly to short-term issues, and provide the resources to market and promote La Villita so that it is competitive within the already very competitive attraction-based economy of San Antonio.

It is important that each artisan and retail business in La Villita make an impact and develop a consistent brand image of the best artisan and craftspeople experience they can offer. Anything less cannot be tolerated for a retail location strategically located along River Walk and adjacent to the Henry B. Gonzalez Convention Center and HemisFair Park and the more than 12 million overnight visitors who visit San Antonio annually.

2010 Retail Management Study Ad Hoc Committee

Purpose:

The La Villita Ad Hoc Committee was formed to review the Retail Management Study prepared for the City of San Antonio by Urban Marketing Collaborative. The Committee included stakeholder organizations and representatives, as well as community representatives. The tasks of the committee included a review of the Retail Management Study recommendations, existing master plans, historical perspectives for La Villita, any existing and proposed plans for the area, an overview of current operations and management, review of management structures for other public markets throughout the country, and organizational structures for facilities that have transitioned from City management (i.e. Golf, HemisFair, Main Plaza).

Mission Statement:

La Villita preserves San Antonio's heritage while promoting the arts and culture in an historic artisan village.

Vision Statement:

La Villita will be the preferred gathering place for the celebration of community and cultural events. La Villita will provide the premier cultural destination experience on the San Antonio River where artists and artisans showcase their talent and market their work.

Guiding Principles:

1. Preserve Architectural Character - Continue to preserve the architectural integrity of La Villita's historic buildings, plazas and facilities, while keeping the destination vibrant, welcoming and accessible to all
2. Promote Historic Significance - Capitalize upon the historical significance of La Villita and educate visitors about its place in San Antonio's rich history

3. Gathering Place – Promote La Villita as a gathering place that recognizes and celebrates the diversity of San Antonio and fosters cultural interaction for events and programs
4. Quality Arts, Crafts, and Cuisine – Deliver quality arts, crafts and cuisine through the presentation and promotion of working artisans
5. Collaborate and Connect – Engage La Villita physically and programmatically to the surrounding downtown community
6. Balance Authenticity, Viability, and Synergy – Balance authenticity, programs, events, and retail operations
7. Memorable Experience – Cultivate meaningful and memorable experiences that connect visitors with La Villita

Ad Hoc Committee Recommendations

For La Villita, the Committee again agreed that the City is not the best organization to manage La Villita and recommends that a nonprofit group be established. The Committee expressed particular preference for the Municipal Golf Corporation, where the City would retain ownership and this nonprofit corporation would enter into an agreement with the City. The Committee recommended that the governing board should include representation from major stakeholders such as the tenants, CPS Energy and the San Antonio Conservation Society. The key goals of this nonprofit entity would be to identify opportunities to invest in La Villita in order to maximize on the return of the space. Opportunities could include possibly partnering with the private sector and/or the City to resolve some of La Villita's challenges such as parking and creative ways to reduce La Villita's deficit.

Both Committees suggested that combining the management of the two facilities could provide some economics of scale; however both also stated that the unique qualities of each facility should be maintained and that for each facility it would be important to coordinate differently.

Ad Hoc Committee Recommendation for La Villita:

- Concurred with the recommendations of the Retail Management Study
- A nonprofit entity should be developed to manage La Villita similar to Municipal Golf Association of San Antonio
- City would retain ownership and enter into a management agreement with this nonprofit entity
 - Nonprofit board would have the ability to hire an Executive Director and staff necessary to manage La Villita
- Establish a core group of specific stakeholders, such as CPS Energy and San Antonio Conservation Society along with subject matter experts truly passionate about taking La Villita to the next level
 - This Group would serve as the inaugural board for nonprofit organization
- Key goals of this nonprofit entity would be to investigate ways to invest in La Villita in order to move towards eventually becoming self-sustaining
 - Opportunities could include possibly partnering with private sector and/or the City to identify opportunities to resolve some of La Villita's challenges such as parking and creative ways to reduce La Villita's deficit

Options for Transition

Option 1: Enter into a contract with a nonprofit specifically created to take responsibility and manage day to day operations of La Villita. No process is required. City could fund the operations and some portion of management (similar to Main Plaza)

Option 2: Form Advisory Committee/Inaugural Board of Directors to work with City to develop nonprofit and to develop management agreement

Option 3: Management by HPARC which could create a sub-committee to manage La Villita

La Villita Assessment (Trinity University) 2013

State of Affairs:

Tenants—divided and resistant to change

Trinity University Students—lack of recognition

Hilton Hotel and Fairmount Hotel—wants entrepreneurs

Conservation Society—preservation and market forces

HemisFair Park—Redevelopment

Problem Areas:

Inconsistent vision/experience

Retail mix

Marketing & promotion

Physical Design

Parking

Lease Opportunities

Lease Enforcement

Financial Performance

Comparison Sites:

Santa Fe Plaza, NM

Reading Terminal Market, PA

Pike Place Market, WA

Ferry Market, CA

What did Pike Place Market do?

- No obligation to give below market rates
- Raise rentals close to fair market value
- Choose which businesses receive below market rents
- Strict product guidelines to retain historic feel

Pike Place Market Results

- Between 2000 and 2002: total sales increased by average 3% per year
- \$3.9 million in tax revenue in 2002
 - Reinvestment and expansion
- Positive spillover effects for local businesses

La Villita's Revised Vision

La Villita is a **vibrant** cultural and arts institution of San Antonio with a strong emphasis on high quality, local food.

- Comprised of **independently** run restaurants and stores, **working artists** showcase handmade goods.
- **Accessible**, La Villita offers a **participatory** experience in San Antonio culture on a **consistent** basis.
- Participatory experiences allow visitors to **celebrate** La Villita's **history**.
- **Integrated** with surrounding hotels and HemisFair Park, La Villita's **friendliness** towards local entrepreneurs makes La Villita a vibrant, **financially viable** destination for tourists and locals.

Suggested Improvements

- Address problems like parking and sign placement
- Create an informative visitor center
- Updated media representation and advertising
- Build partnerships with universities

GOALS FOR LA VILLITA

RFI 16-052 For Culinary Concept and Operator La Villita Maverick Plaza February 9, 2016

I. EXECUTIVE SUMMARY:

The City seeks to identify a highly qualified, creative culinary operator or team to develop a concept for buildings 15, 25, 26 and the restroom facility within Maverick Plaza. This concept will be of a design that is sensitive to the history of La Villita and may include new construction within the plaza, and altering or expanding existing non-historic structures. The purpose of this RFI is to enable the City of San Antonio, Center City Development and Operations Department, ("City") to obtain information from qualified culinary operators with the intent to enter into contract negotiation for the development of a new anchor concept within the Mayor Maury Maverick Plaza ("Plaza") located in the La Villita District ("La Villita").

La Villita is a historic, City-owned facility. The vision as established in 2010 by the Ad Hoc Committee is that La Villita will be the preferred gathering space for the celebration of community and cultural events. La Villita will provide the premier cultural destination experience on the San Antonio River where artists and artisans showcase their talent and market their work. As expressed in one of the Guiding Principles, this culinary concept will energize Maverick Plaza and draw locals and visitors into the village by creating a vibrant and active space that delivers quality arts, crafts and cuisine through the presentation and promotion of working artisans.

La Villita represents a wonderful historic neighborhood in San Antonio. The well preserved village on the banks of the San Antonio River has always been known as a working artisan and craftsman area that serves local residents and tourists. The biggest challenges are to overcome its small size and relative hidden location in order to gain increased accessibility, visibility, and critical mass of retail that will attract and retain people.

The City would like to identify an operator who can also develop and implement a successful concept that serves as an anchor. The concept needs to activate the Plaza during the weekdays, evenings and weekends. The concept and the experience need to be consistent with the vision and guiding principles while complementing the historic atmosphere of the facility. The City requires cleanliness, safety and a quality of service to commensurate with the authentic atmosphere which the City is seeking to promote within the Historic La Villita Arts Village. In addition, the development concept will make a significant improvement to the visual quality and ambience of the Plaza, La Villita and complement adjacent developments.