

# The Alamo Plan

CITY OF SAN ANTONIO  
A SESSION

APRIL 15, 2021

# Background

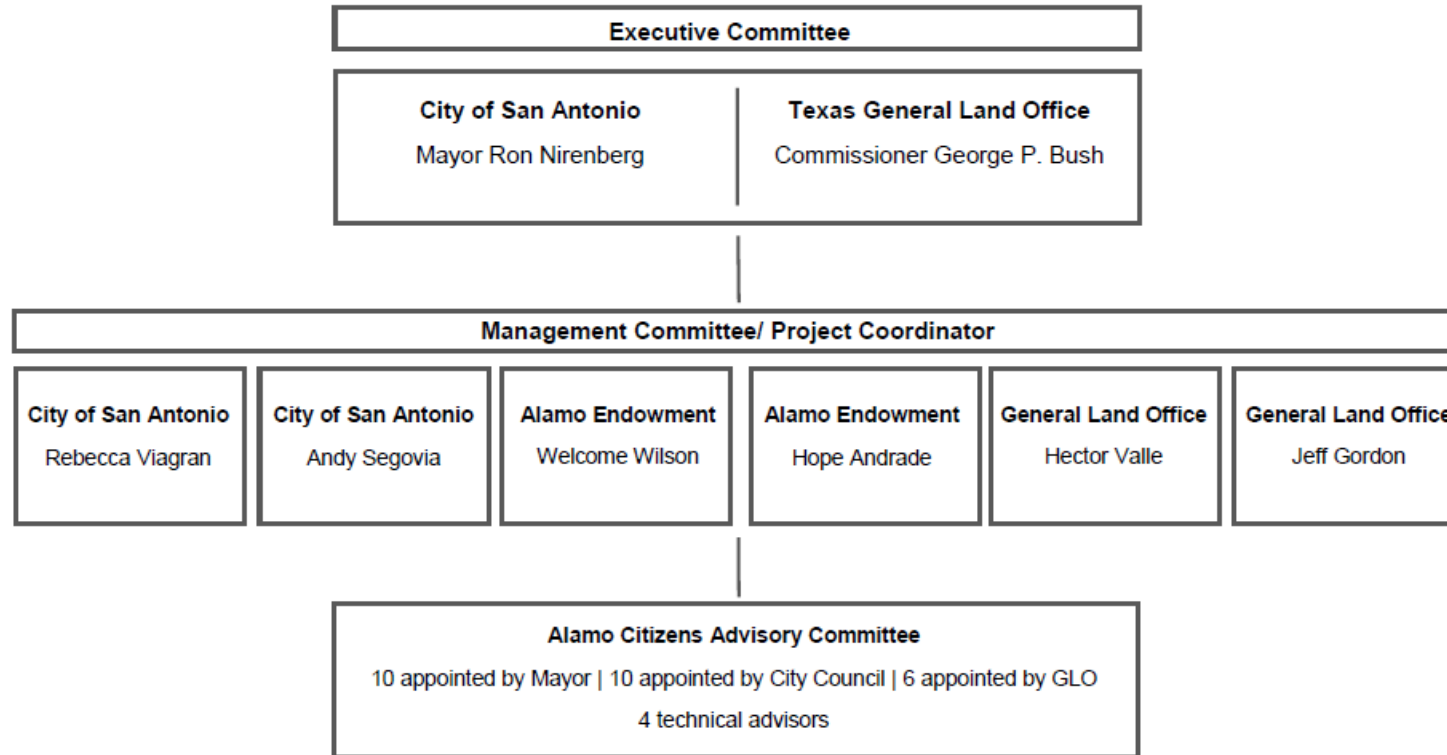
The denial of the permit to relocate the Cenotaph jeopardized several components of the Alamo Plan making it impossible to implement the Alamo Plan as approved.

The City, GLO, and Alamo Trust remain committed to the Alamo Plan and want to amend the lease and operating agreement and the Alamo Plan.

The project partners have agreed to revisit several components of the Alamo Plan.

1. Continued commitment to the Vision and Guiding Principles
2. Repurposing the historic Woolworth and Crockett buildings
3. Flexibility on street closures
4. Improving access to the Plaza

## The Alamo Cooperative Agreement



Provide citizen input in an advisory capacity to the Management Committee on the development of the Joint Master Plan to ensure it is in keeping with the Vision and Guiding Principles.

<b>Alamo Citizen Advisory Committee</b>	
<b>Tri-Chair Category</b>	
Councilmember Rebecca Viagran Aaronetta Pierce Sue Ann Pemberton, FAIA	
<b>1994 Alamo Plaza Study Category</b>	<b>Tourism Category</b>
Ann McGlone	Davis Phillips
<b>History/Archeology Category</b>	<b>Council Appointees</b>
Ramon Vasquez, American Indians in Texas	Roger Perez, D1
Dr. Sharon Skrobarcek, DRT	Anthony Edwards, D2
Dr. Carey Latimore, Trinity University	Patricia Mejia, D3
<b>State of Texas Category</b>	Rudolph F. Rodriguez, D4
Forrest Byas	George Cisneros, D5
Aron Pena	Matt Duncan, D6
Ernesto Rodriguez	Vacant, D7
Seneca McAdams	Melissa Killen, D8
Naomi Miller	Bill Brendel, D9
Alan Huffines	Wendell Hall, D10
<b>Federal Government Category</b>	<b>Technical Advisory</b>
Christine Jacobs, National Parks Service	Walter Sema, Fiesta Commission
<b>Private Property Category</b>	Sharon Aguillen, San Antonio Visitor Alliance
Frank Z. Ruttenberg	Matt Brown, Centro San Antonio
	Dave Krupinski, VSA

# Alamo Citizens Advisory Committee

- March 8, 2021 ACAC Public Meeting: Mayor addressed the ACAC members and discussed the charge and expectations.
- March 15th – March 19th: Listening Sessions with TriChairs and ACAC Members.
- March 24th ACAC Workshop: Design Team presented revised concepts for feedback. The ACAC broke out into small groups to discuss and provided feedback.
- March 29th ACAC Public Meeting: ACAC Presentation and discussion on draft recommendations to include public comments.
- March 31st ACAC Public Meeting: ACAC Presentation on final recommendations for approval.

# Moving Forward

- Task 1: Design Assumptions
  - March 29, 2021: Presentation and discussion on draft recommendations to include public comments
  - March 31, 2021: Presentation on final recommendations for approval
  - TBD: Management and Executive Committee approval
  - April 7<sup>th</sup> B Session
  - April 15<sup>th</sup> Council Consideration
- Task 2: Interpretive Plan and Content Development Overview
  - May, June, and July
  - Interpretive Plan
  - Mission de Valero
  - Texas Revolution and Battle of 1836
  - Post battle era to include urbanization of San Antonio and Civil Rights History
  - Traditions and Ceremonies on the Plaza
- Task 3: Plaza Design Review
  - August, September, October, November, December

# Archeology Update

- **Archival Investigation:** Initiate an archival investigation of the City owned property on the Campo Santo footprint. The scope of work will include a synthesis of all previous archeological reports and other documentation that encountered human remains on the site and will investigate areas of interest that need further review.
- **Archival Investigation Committee:** Establish a Committee to provide oversight for the archival investigation. The Committee will include city staff and consultants and the 3 members of the ACAC that represent the History and Archeology Committee.
  - **Ramon Vasquez**
  - **Carey Lattimore, Ph.D.**
  - **Sharon Skrobarcek, Ph.D.**
- **Plan of Action:** Develop a Plan of Action that will establish a process for communication, treatment, custody, and other items in the event of a discovery.
- **Archeology Advisory Committee:** Establish an Advisory Committee that will aid in the development of the Plan of Action and offer insight and guidance should other features be encountered during the archeological investigations. The Committee will recommend a trained tribal monitor that will be on the sight during the archeological digs. The Advisory Committee will include representation from the local organizations and the 6 individuals on the Alamo Mission Archeology Advisory Committee.

# GUIDING PRINCIPLES

- The 1836 Battle of the Alamo, the most widely recognized event, provides an opportunity to tell the entire history of the Alamo area.
- Unified leadership under the management of a single steward (public and private) with a sustainable business model.
- Preservation and interpretation based on historical and archaeological evidence.
- Embrace intellectual, experiential and physical accessibility.
- Balance scholarship, historical context, folklore and myth to provide an engaging visitor experience.
- Create a premier Visitor Experience through physical space and interpretation.
- Embrace the continuum of history to foster understanding and healing.
- Enhance connectivity and wayfinding to the river, neighborhoods, La Villita, the cathedral, and the other Plazas.



# WHAT WE RETAINED

## 5 Key Elements of Master Plan

1. Restore Church and Long Barracks
2. Delineate the historic footprint
3. Recapture the historic mission plaza and create a sense of reverence and respect
4. Create a world-class museum/visitor center
5. Create a sense of arrival and enhance connectivity between site and other public spaces

## WHAT WE STUDIED (POTENTIAL NEW PARAMETERS)

1. Retain Cenotaph
2. Do Not Lower Grade
3. Preserve Plaza Access
4. Retain Parade / Phase Street Closure

## WHAT IS PROPOSED

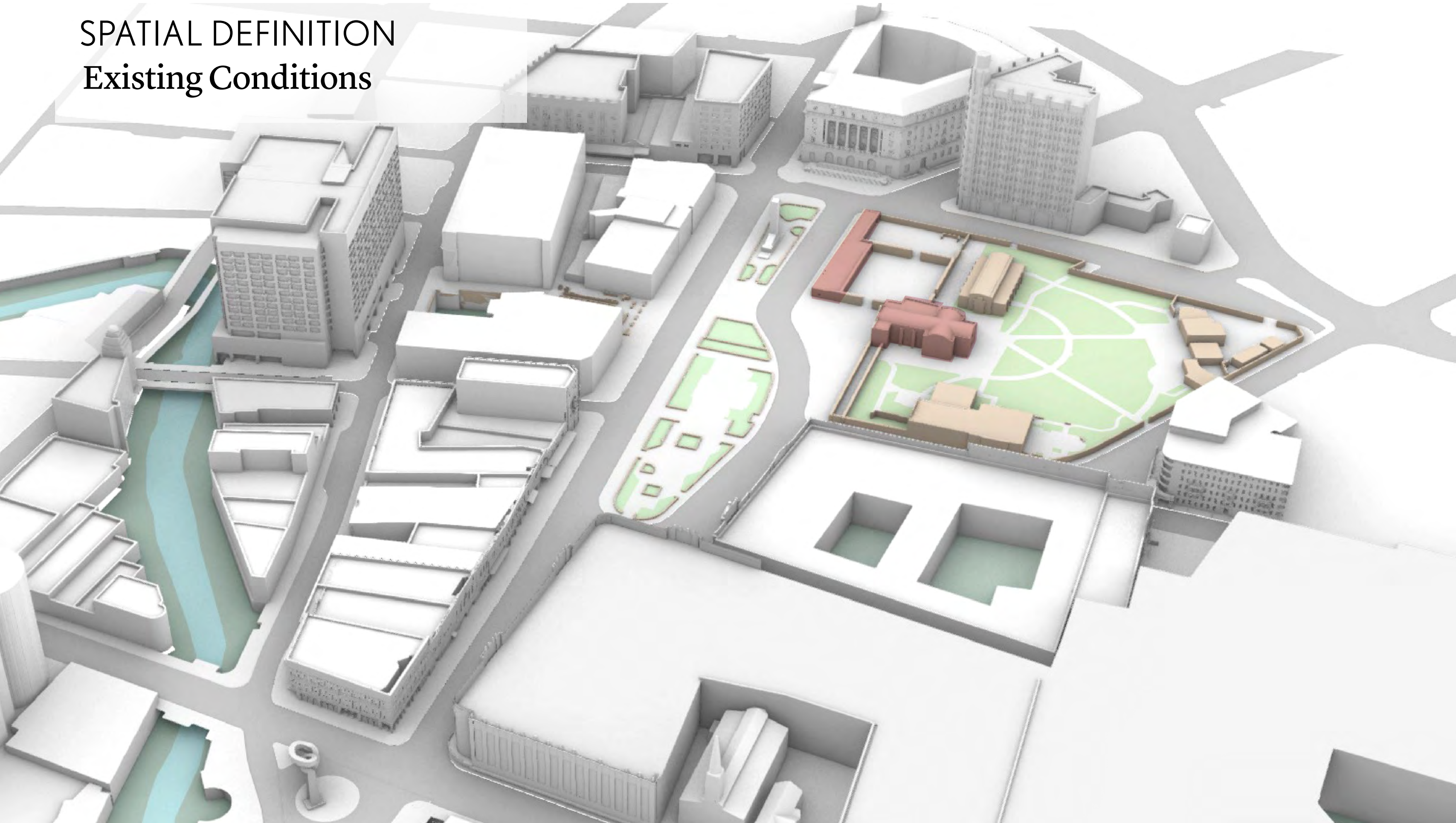
1. The Cenotaph will be repaired but not moved
2. The mission footprint will be delineated by paving material changes
3. The plaza will remain accessible to pedestrians, without railings
4. The parades and key rituals will be accommodated
5. Streets will be closed as planned and approved, with certain allowances for service, emergency, and public transit vehicles. Alamo Street, between Houston and Crockett, will be closed starting June 1st to allow for programming and traffic modeling

## SPATIAL DEFINITION

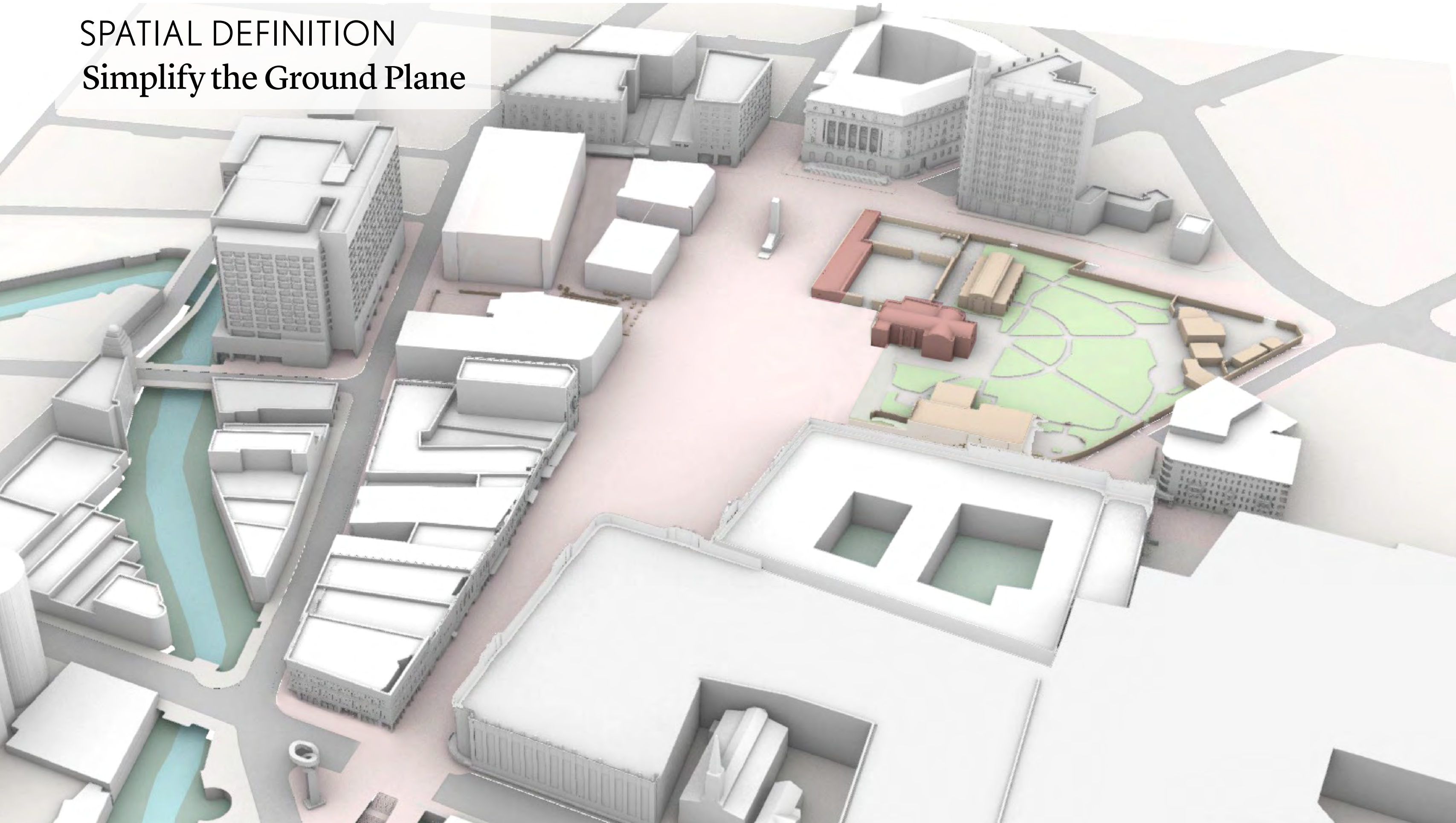
The **rich layers of history** at the Alamo and within the **historic urban fabric** of downtown San Antonio form a distinctive backdrop for the Alamo Church. As the city has grown and evolved, elements of the Alamo's history have been obscured, while newer layers have become cherished parts of the place.

The **intention to reveal the scale and proportion** of the historic mission footprint as a way of providing context for a **more full telling of the history** of the Alamo, remains a guiding principle. The use of paving pattern and vegetation (light and shade) as strong **framing elements** can provide a clear threshold to the site.

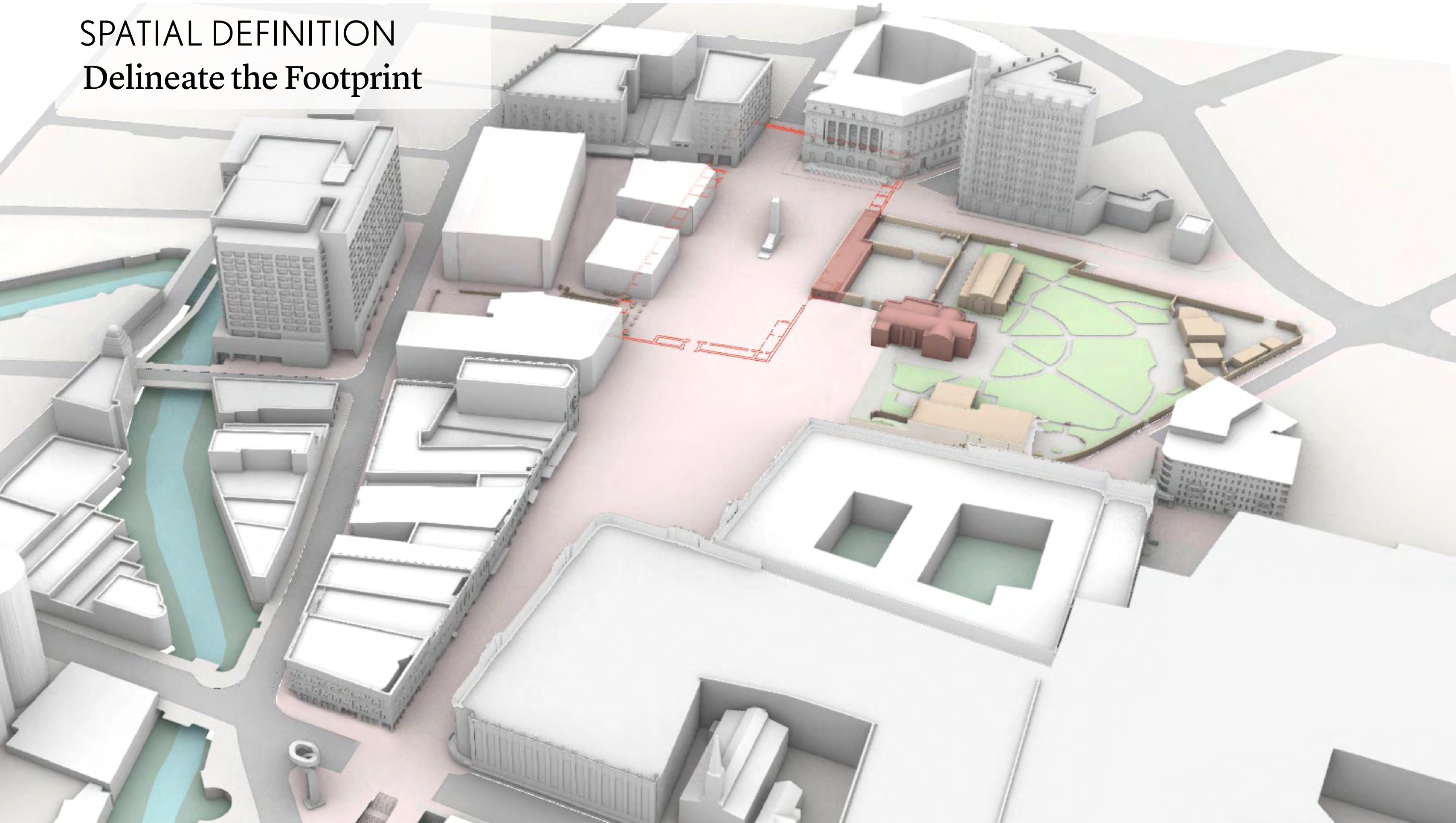
SPATIAL DEFINITION  
Existing Conditions



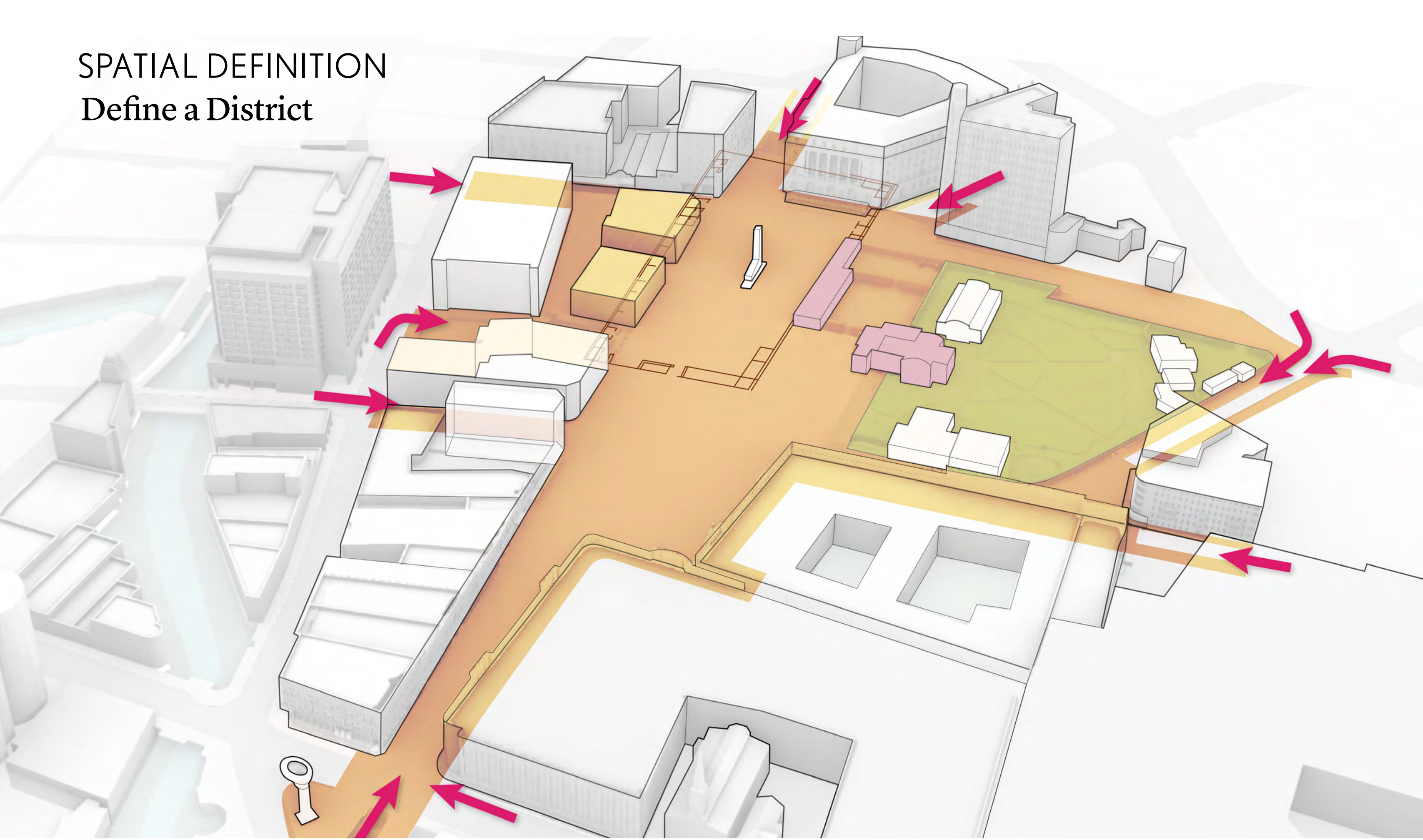
SPATIAL DEFINITION  
Simplify the Ground Plane



SPATIAL DEFINITION  
Delineate the Footprint



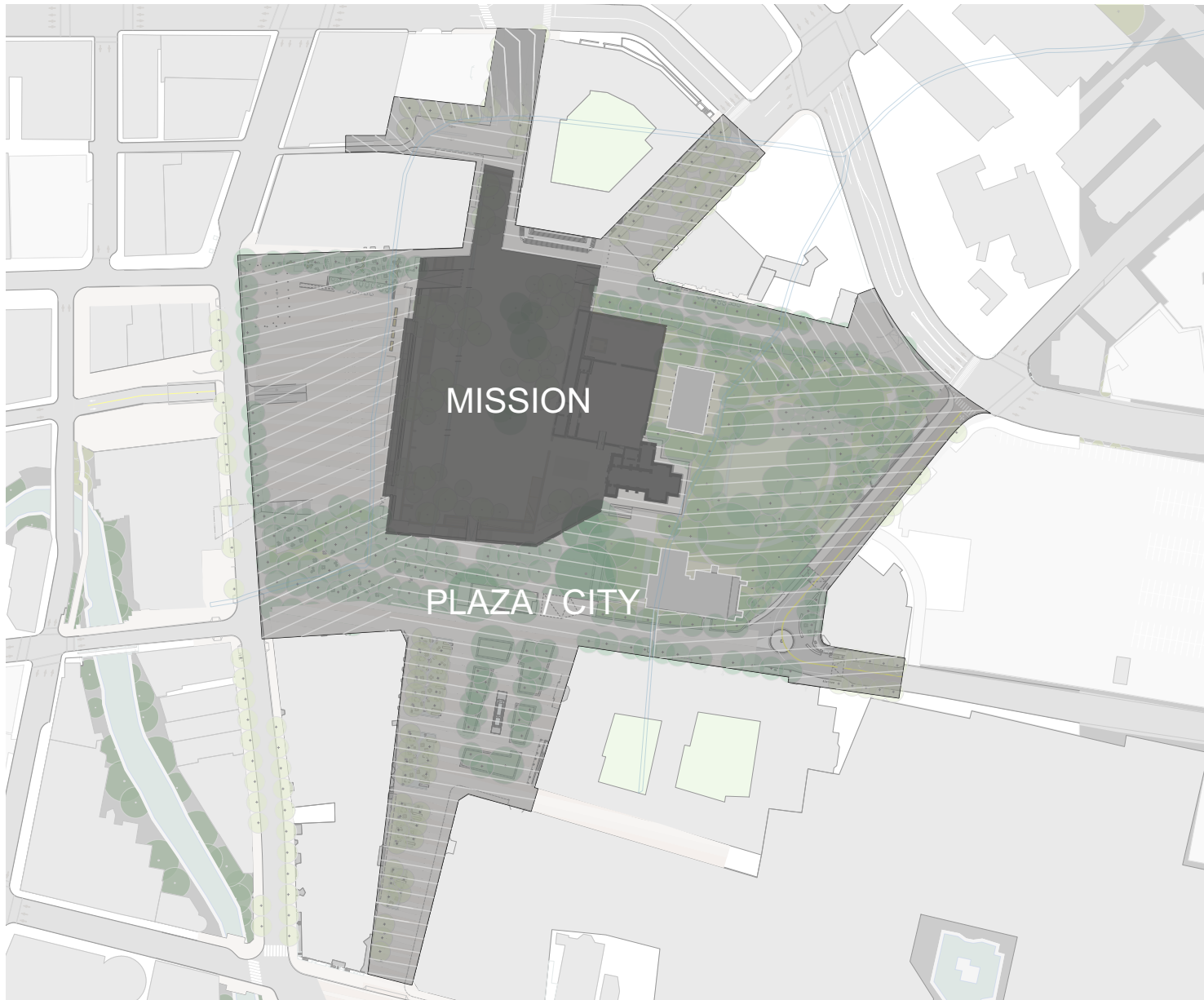
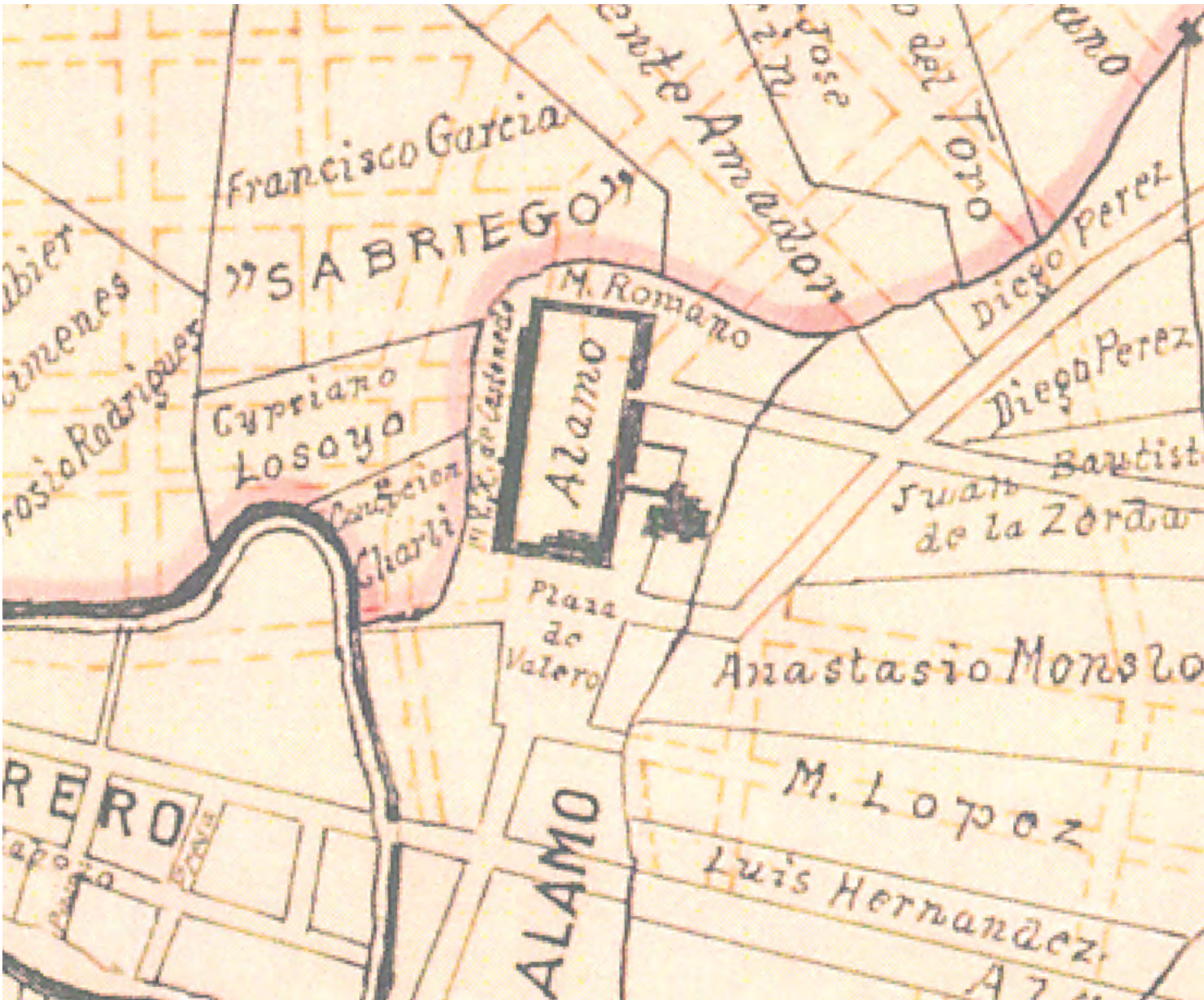
SPATIAL DEFINITION  
Define a District





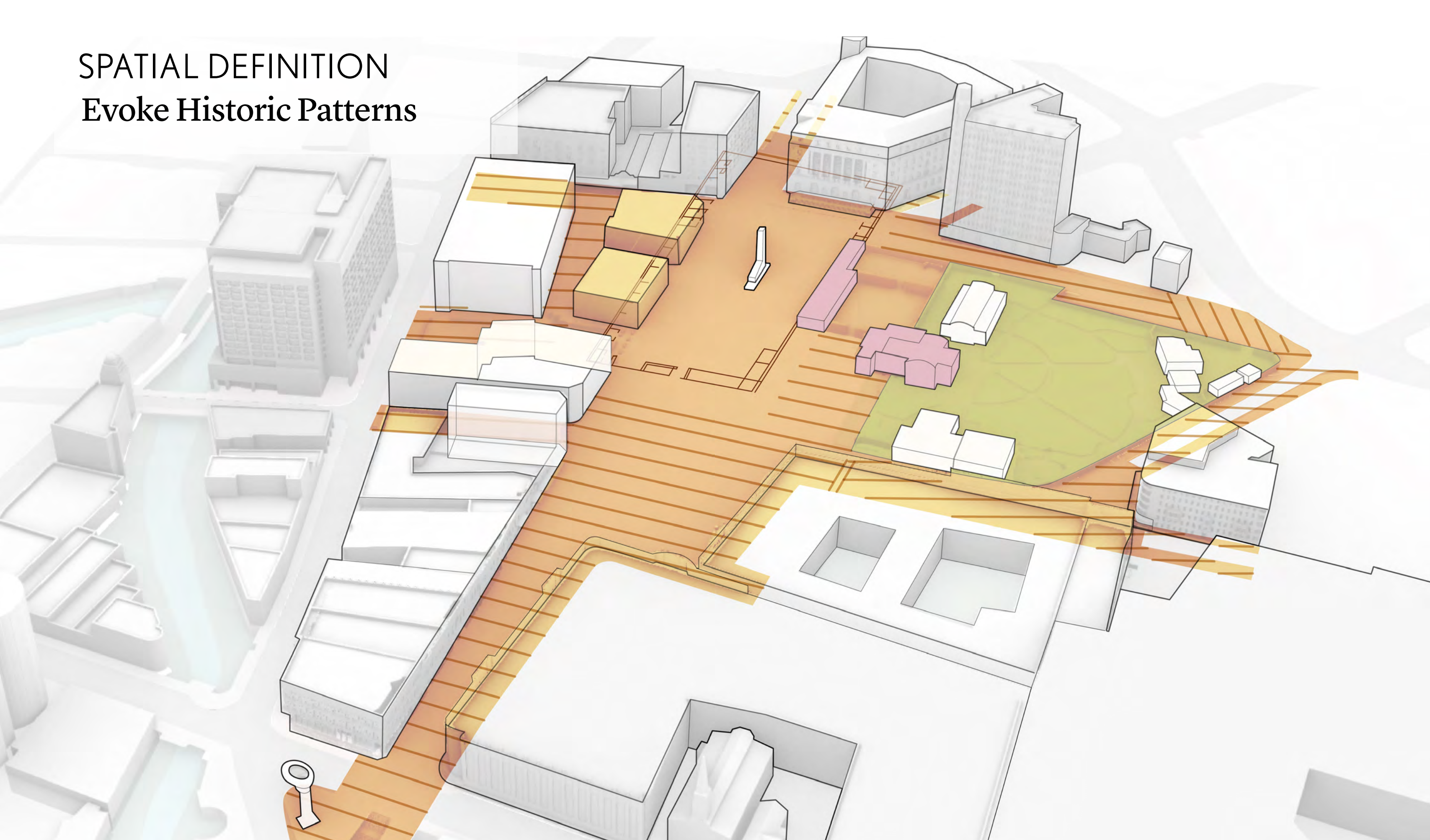
# SPATIAL DEFINITION

## Evolve Historic Patterns



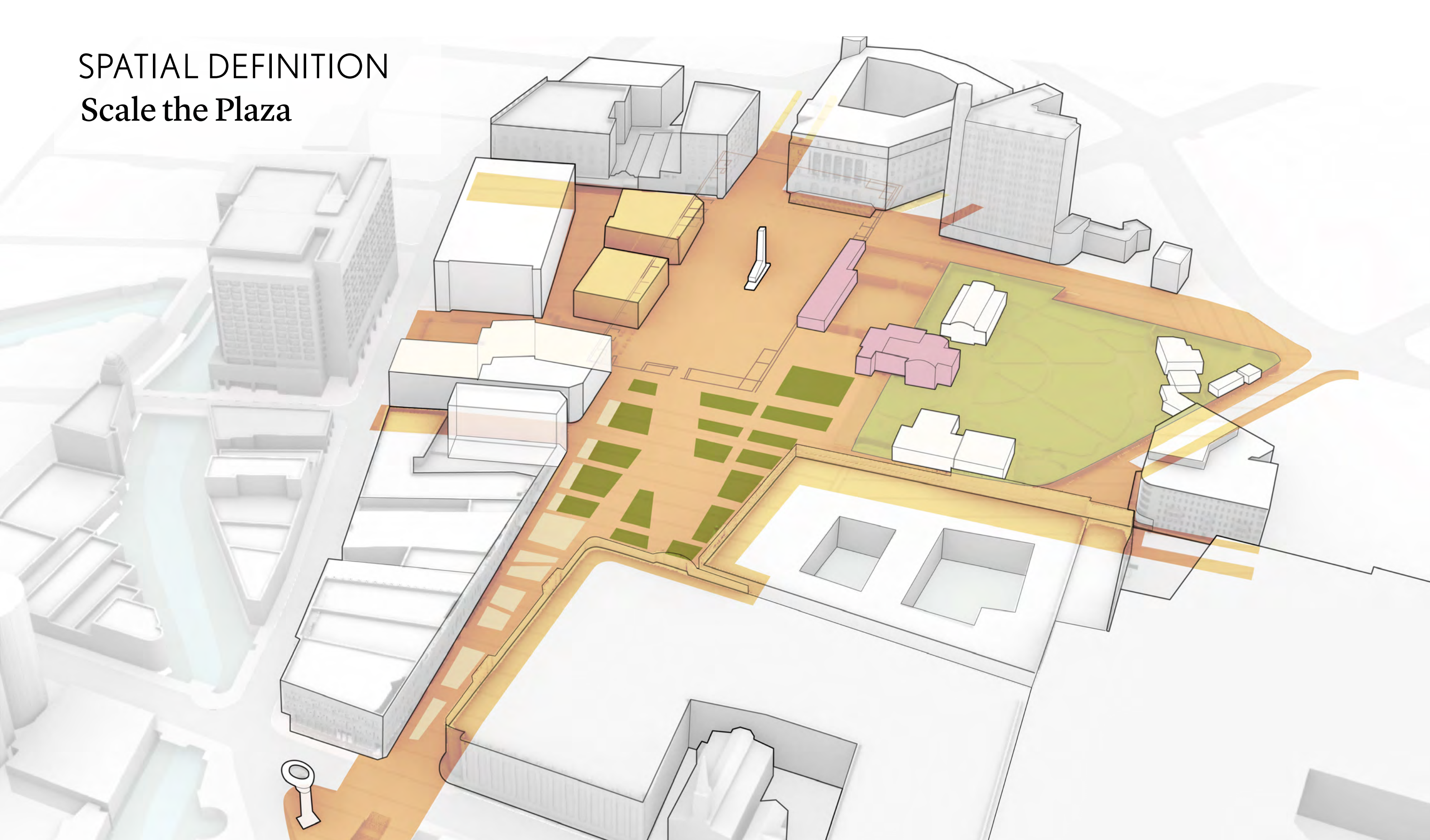
1912 OVERLAY MAP BY JOHN RULLMAN

SPATIAL DEFINITION  
Evoke Historic Patterns

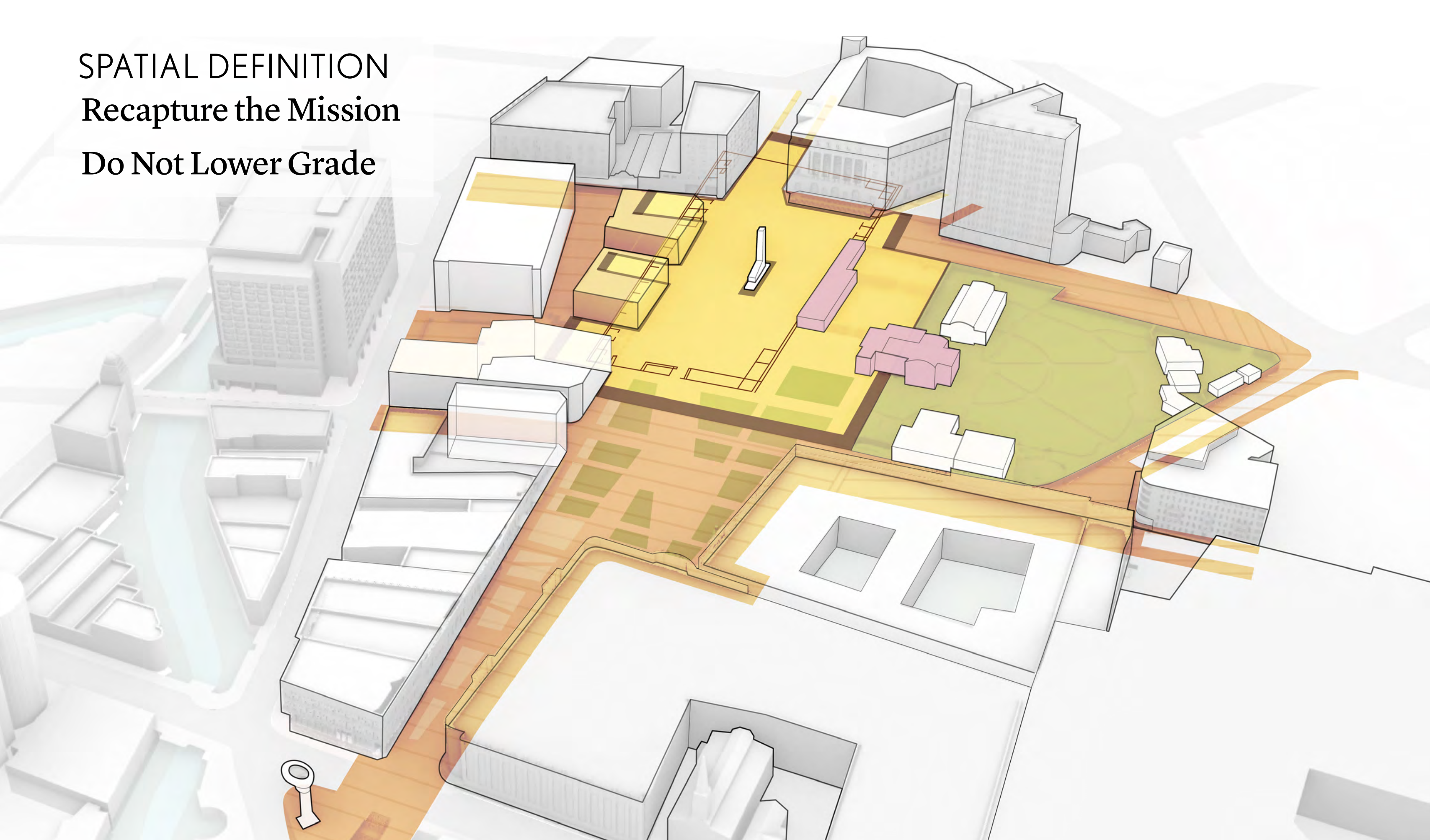


# SPATIAL DEFINITION

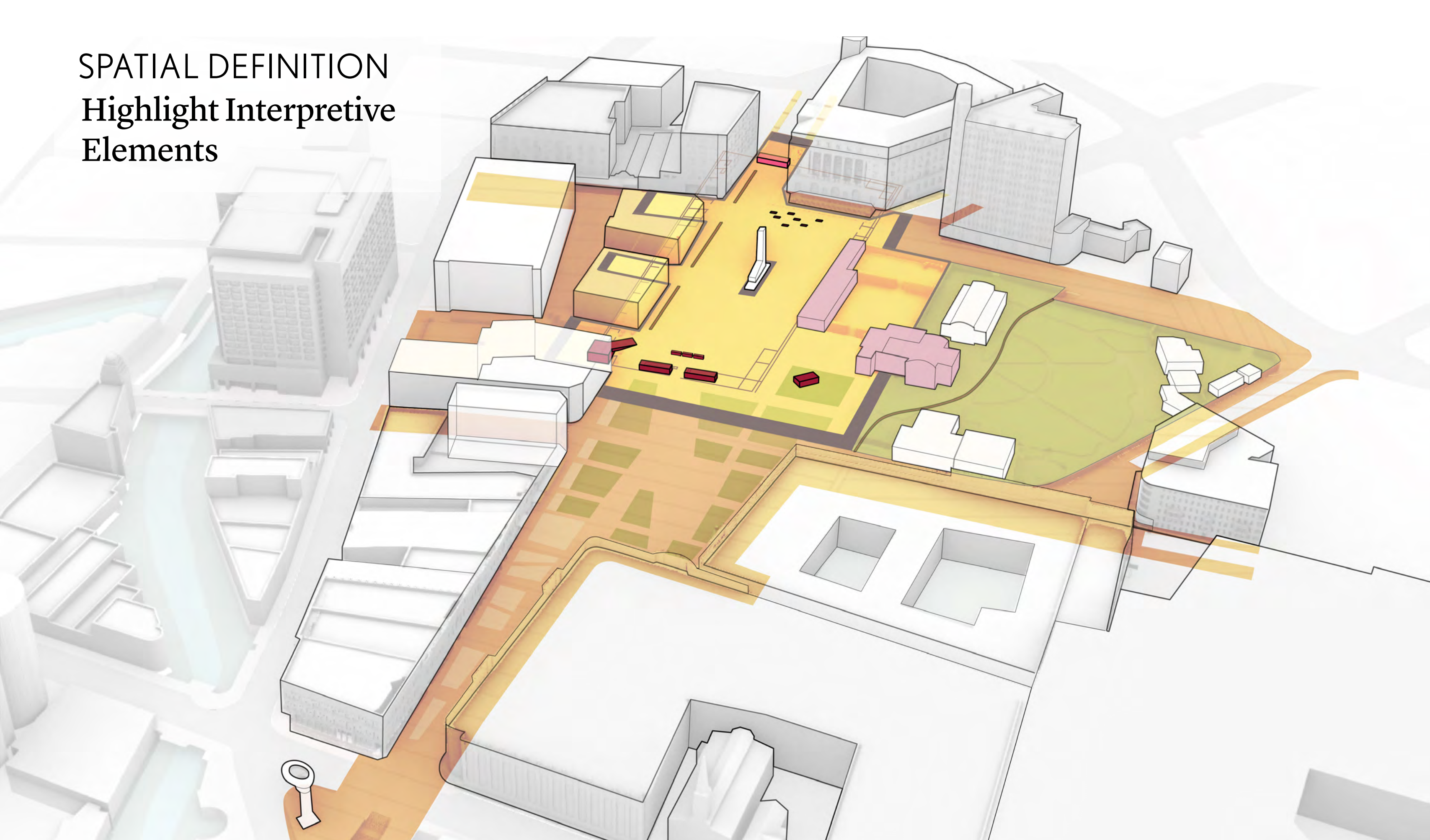
## Scale the Plaza



SPATIAL DEFINITION  
Recapture the Mission  
Do Not Lower Grade

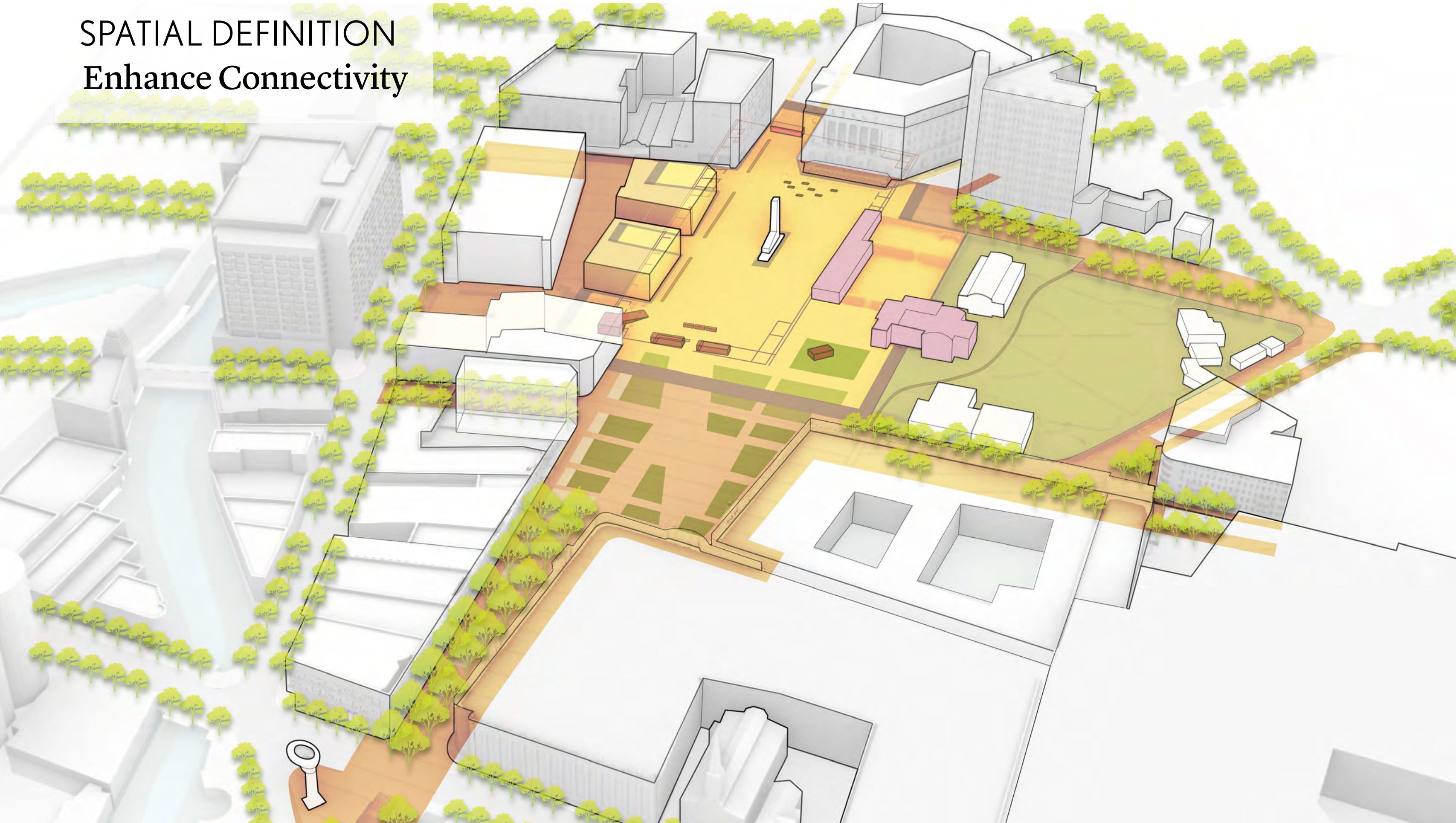


SPATIAL DEFINITION  
Highlight Interpretive  
Elements



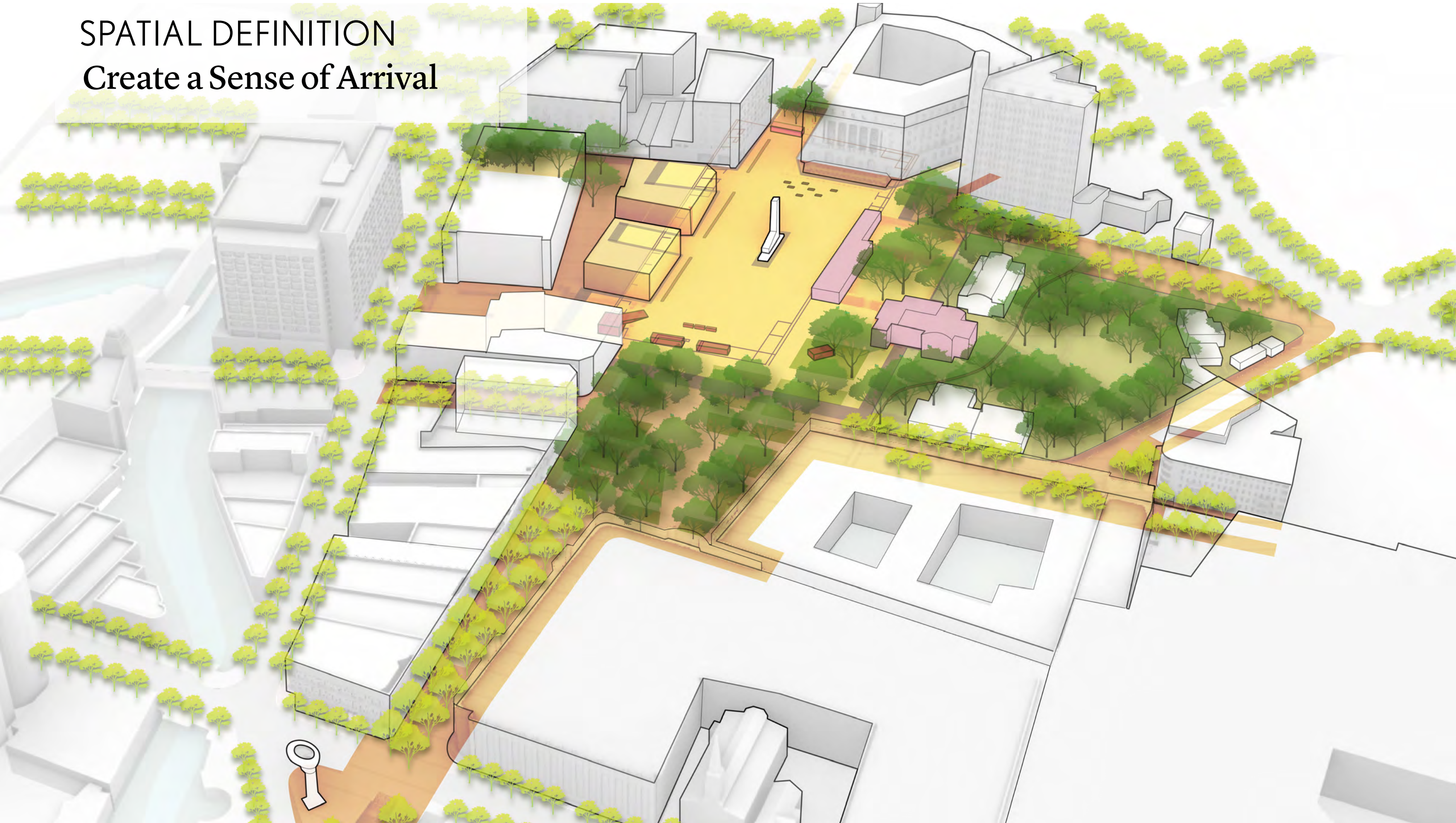
# SPATIAL DEFINITION

## Enhance Connectivity

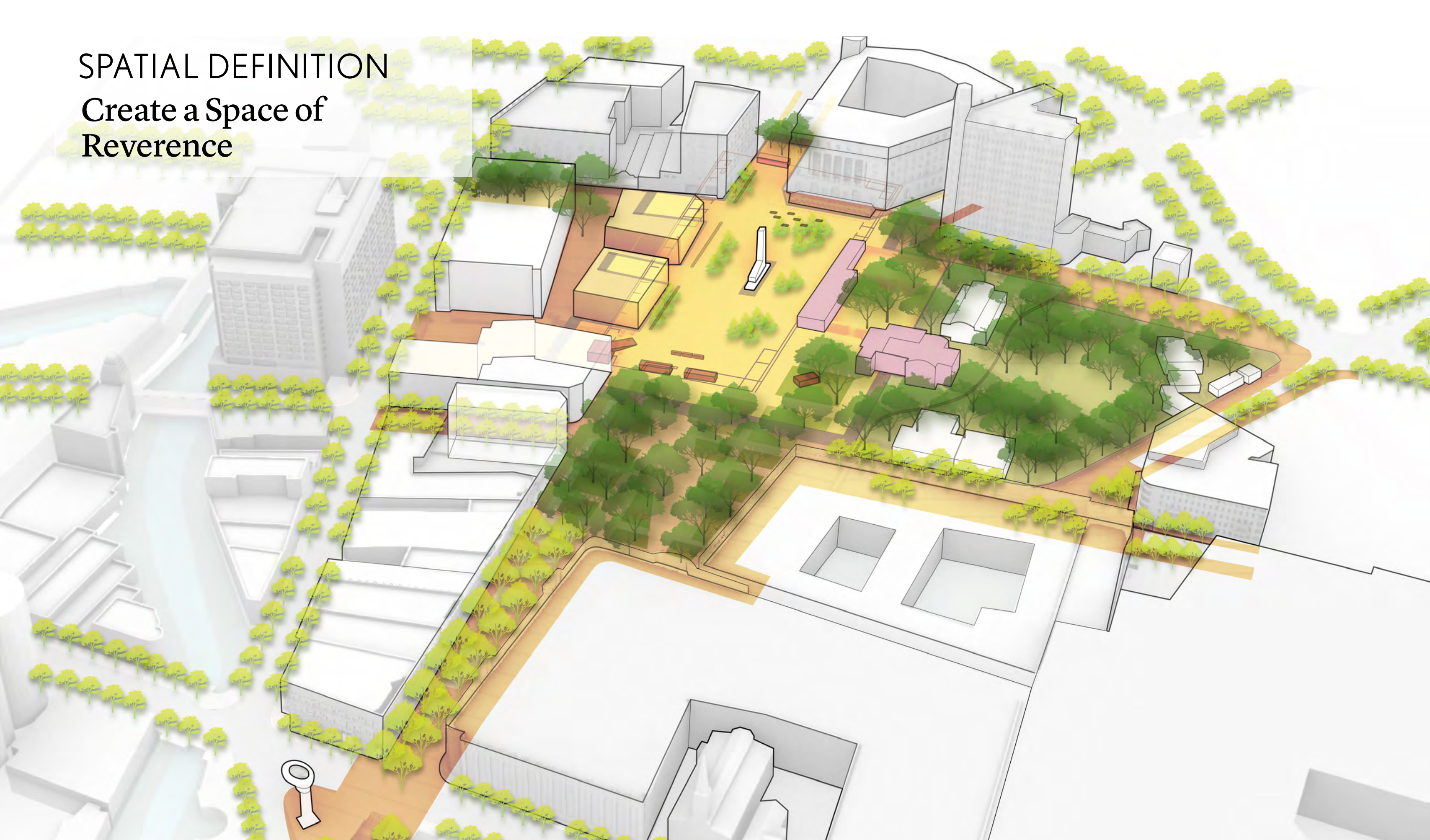


# SPATIAL DEFINITION

## Create a Sense of Arrival



SPATIAL DEFINITION  
Create a Space of  
Reverence





# SPATIAL DEFINITION

## Create a World-Class Experience



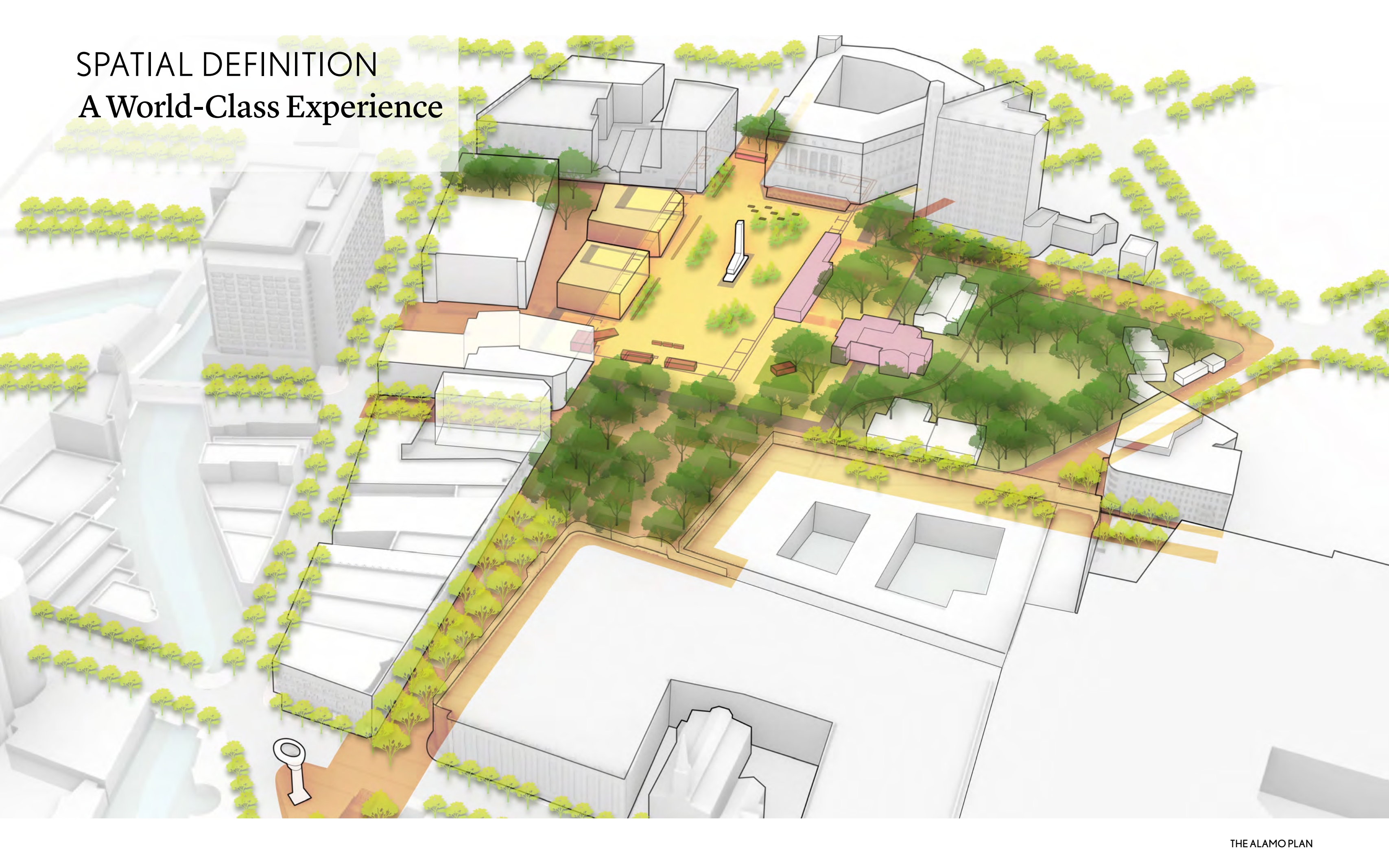
# SPATIAL DEFINITION

## Material Considerations



# SPATIAL DEFINITION

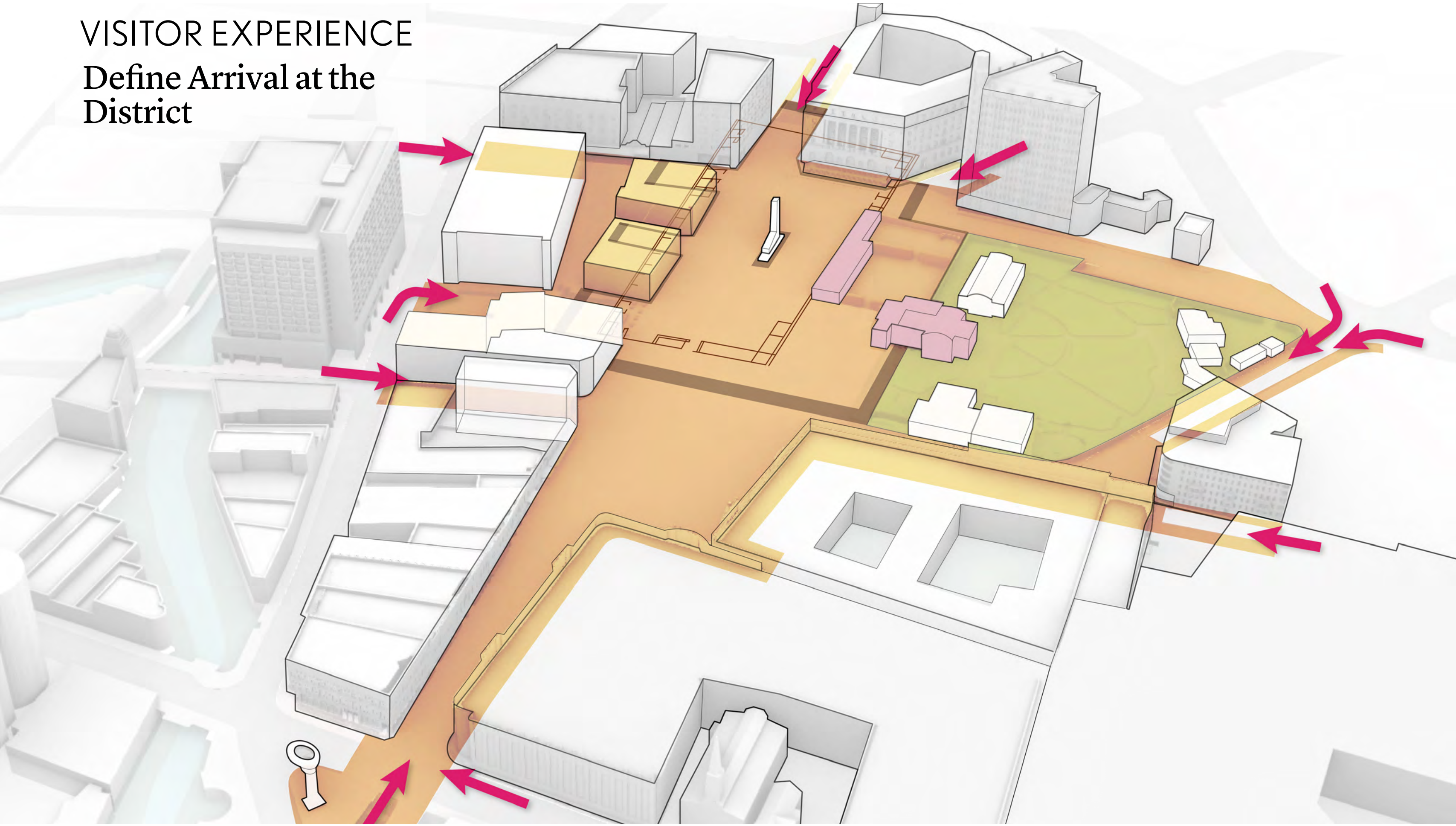
## A World-Class Experience



## VISITOR EXPERIENCE

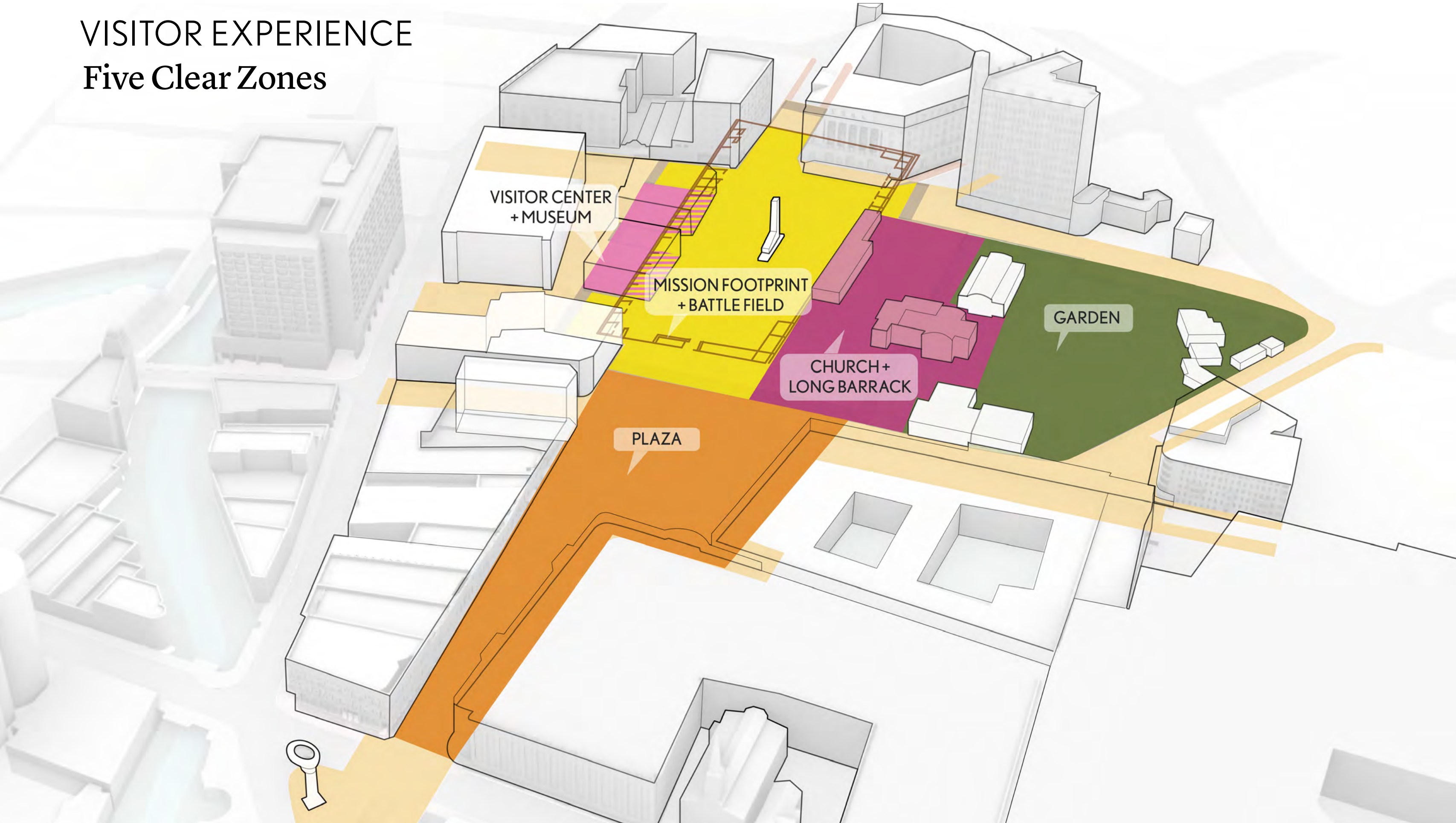
Improving the **legibility of the historic context** of the Church, and creating a **clear sense of arrival and orientation** at the Alamo remain key strategies for elevating the visitor experience. A system of wayfinding elements at the **gateways to the district combined with initial introduction to the Alamo** will orient visitors arriving from multiple directions.

VISITOR EXPERIENCE  
Define Arrival at the  
District



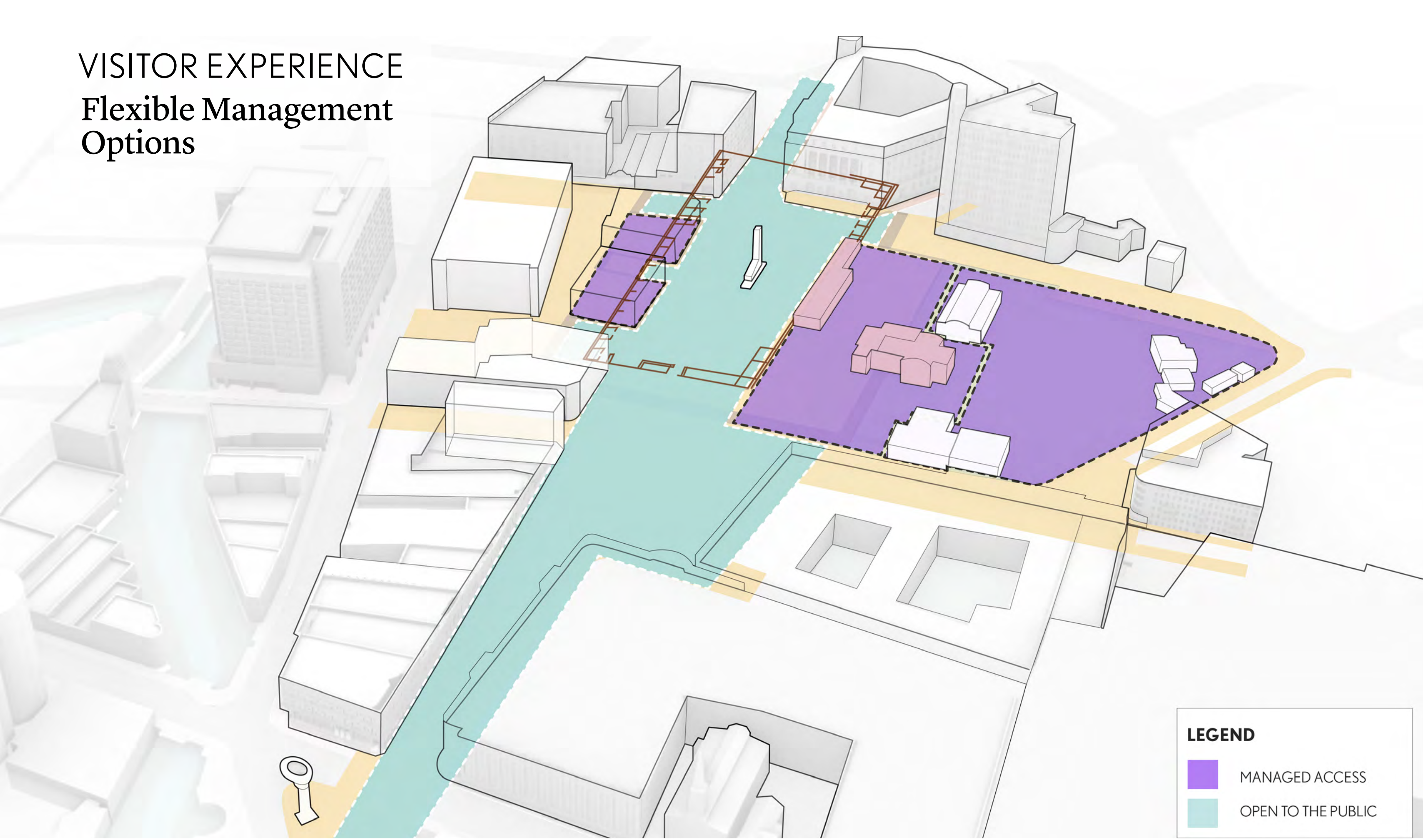
# VISITOR EXPERIENCE

## Five Clear Zones



# VISITOR EXPERIENCE

## Flexible Management Options

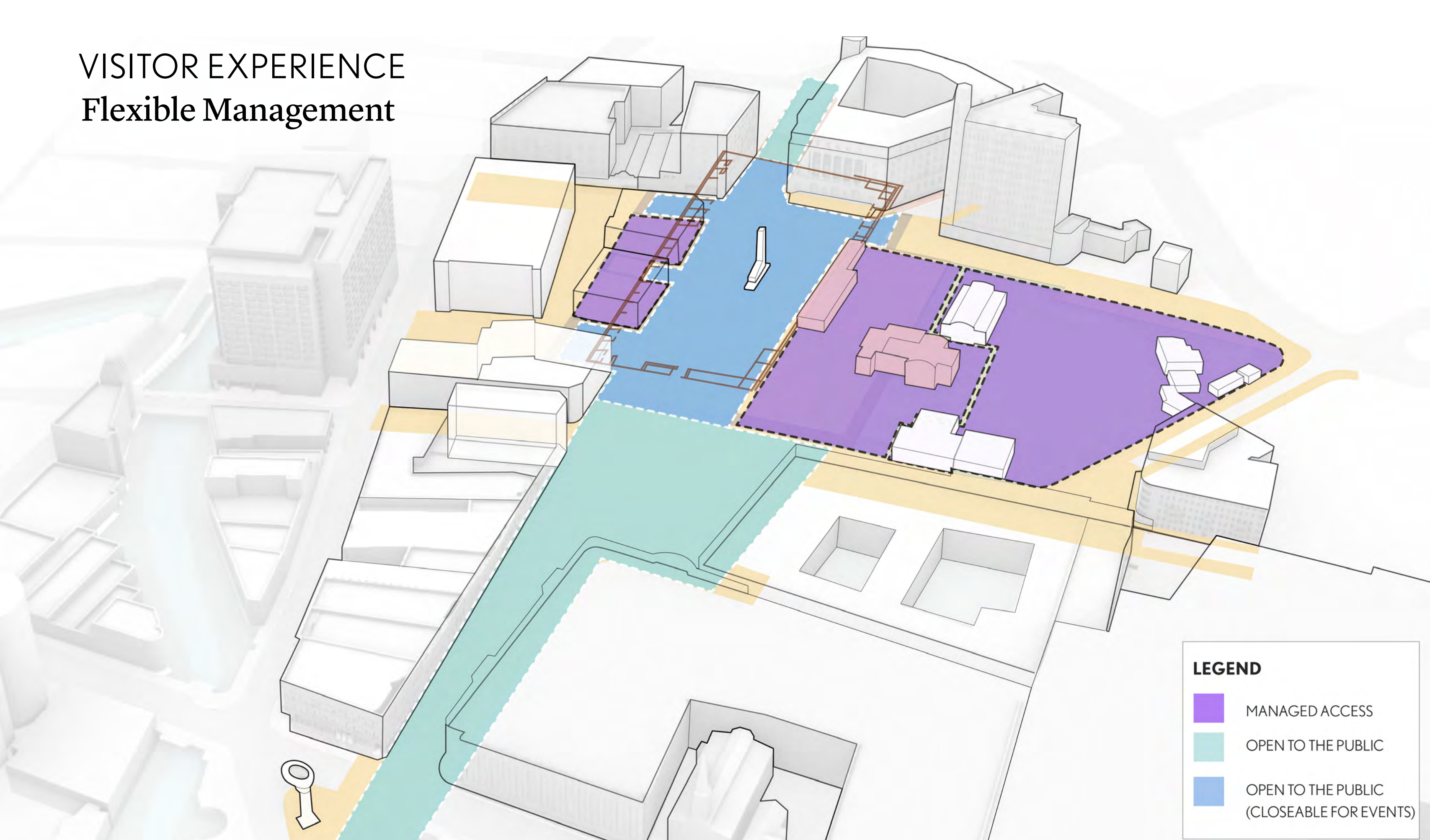


**LEGEND**

- MANAGED ACCESS
- OPEN TO THE PUBLIC

# VISITOR EXPERIENCE

## Flexible Management



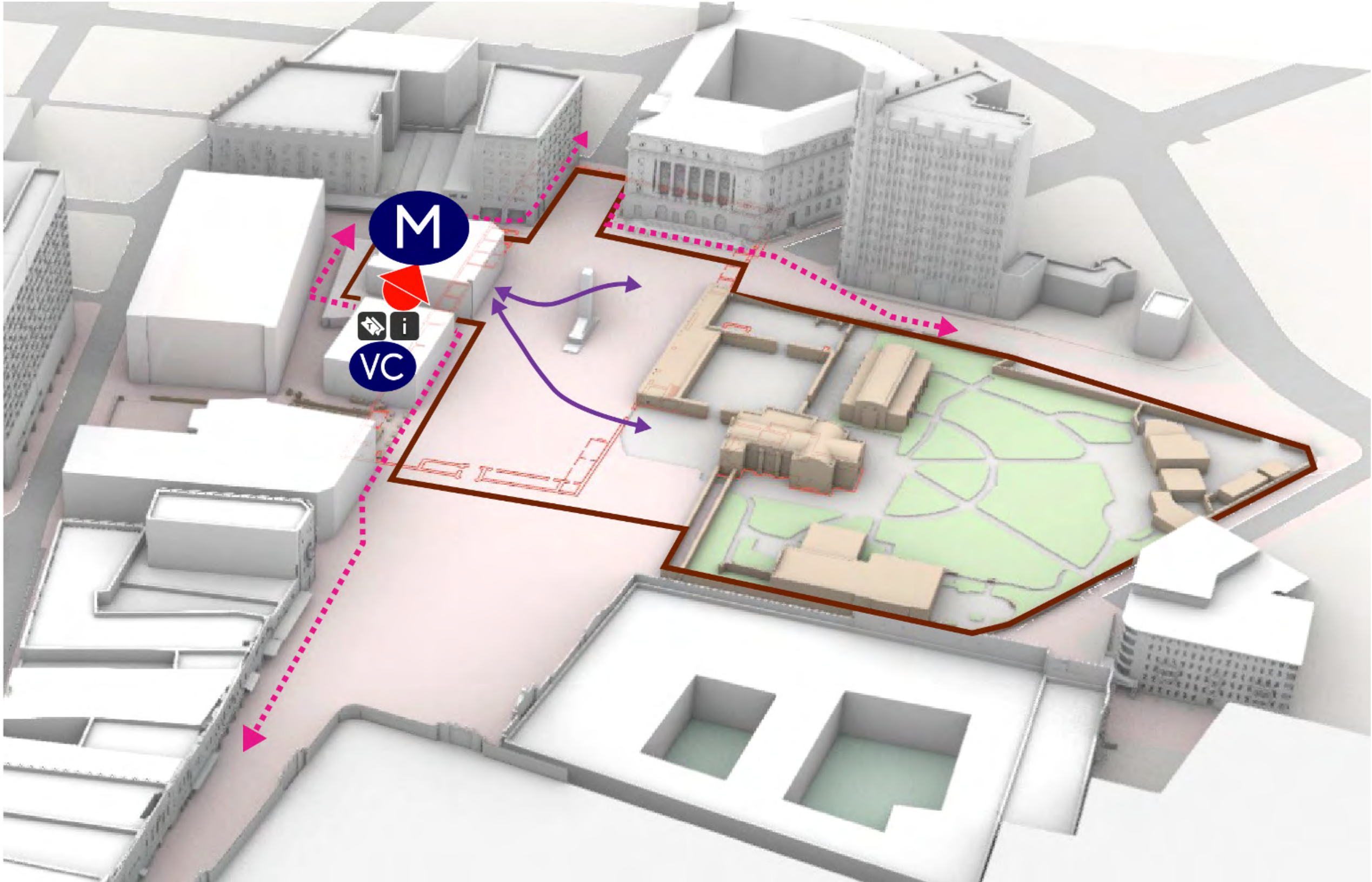
**LEGEND**

- MANAGED ACCESS
- OPEN TO THE PUBLIC
- OPEN TO THE PUBLIC (CLOSEABLE FOR EVENTS)



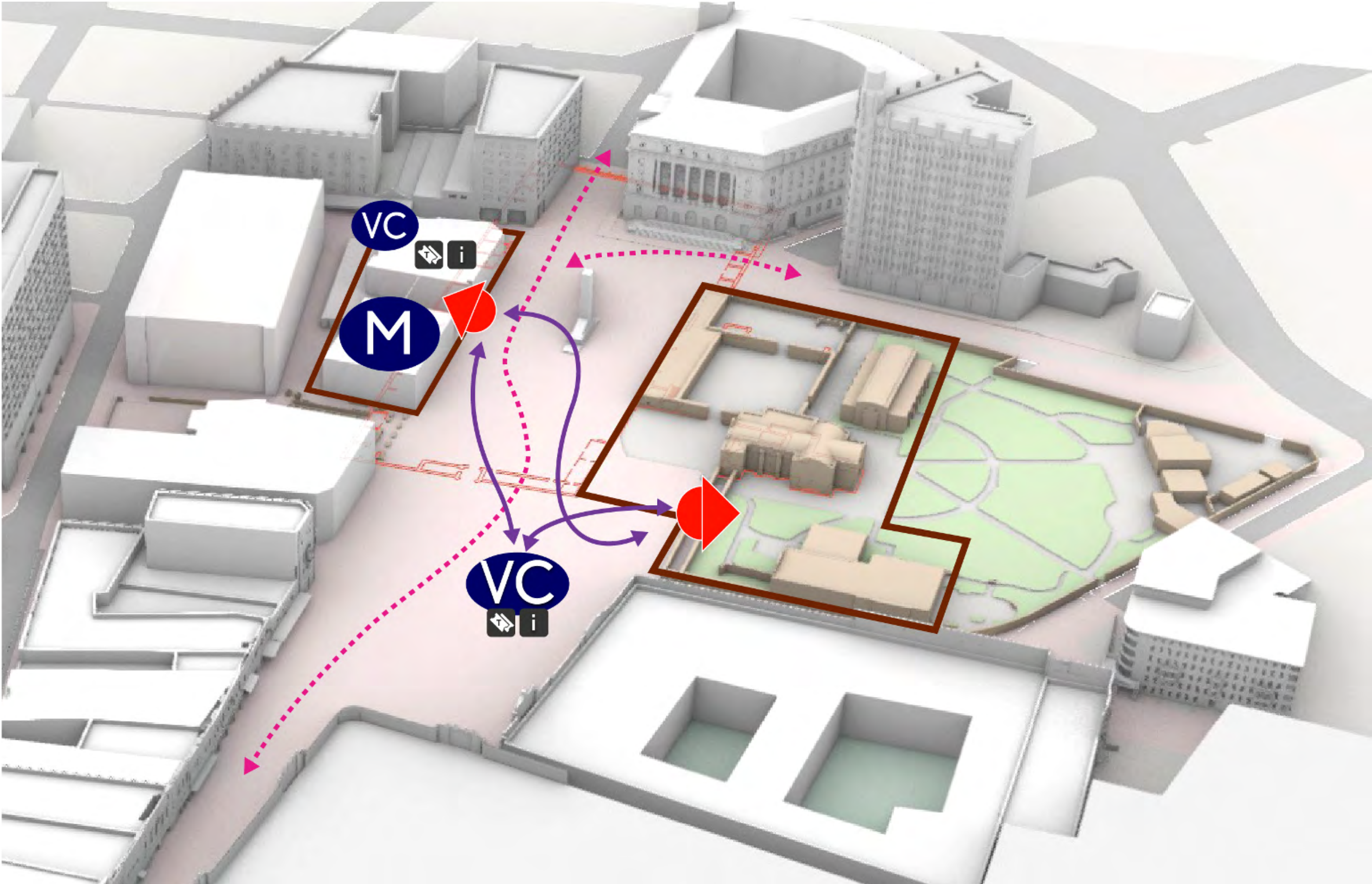
# VISITOR EXPERIENCE

Interpretive Plan: Single secure perimeter, one secure entry point



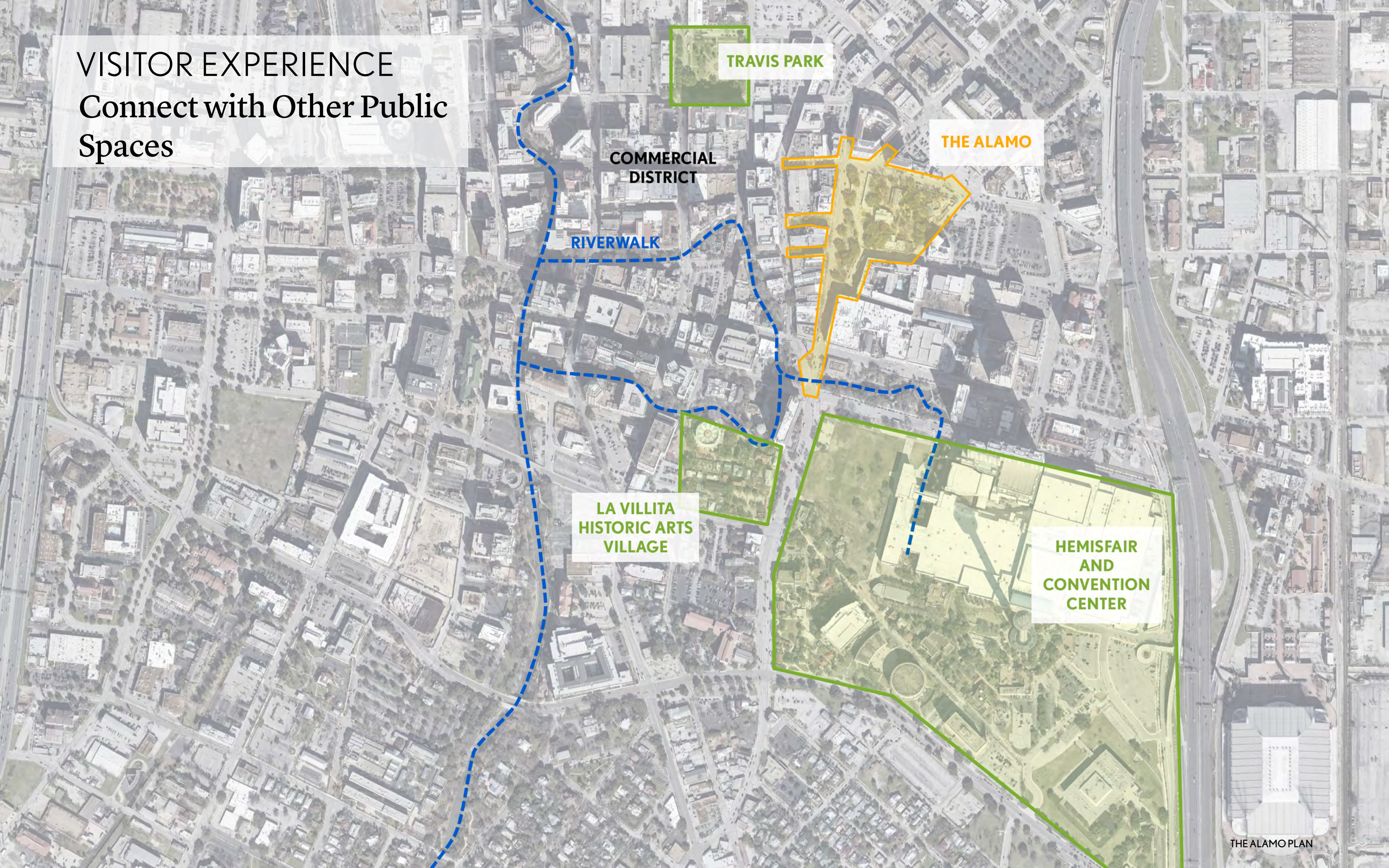
# VISITOR EXPERIENCE

Revised Approach: Two secure perimeters, two secure entry points



# VISITOR EXPERIENCE

## Connect with Other Public Spaces



TRAVIS PARK

COMMERCIAL DISTRICT

RIVERWALK

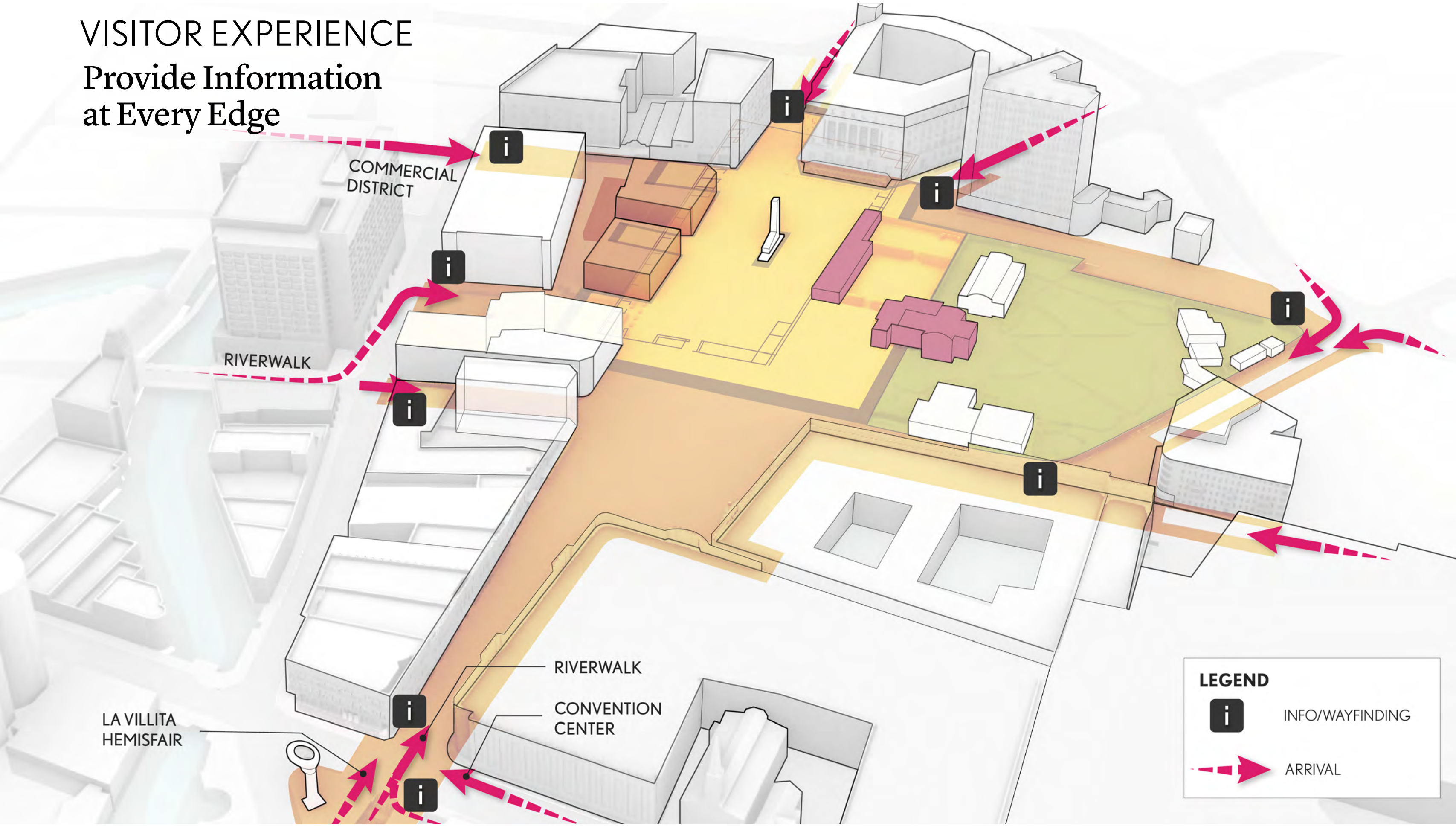
THE ALAMO

LA VILLITA HISTORIC ARTS VILLAGE

HEMISFAIR AND CONVENTION CENTER

# VISITOR EXPERIENCE

## Provide Information at Every Edge



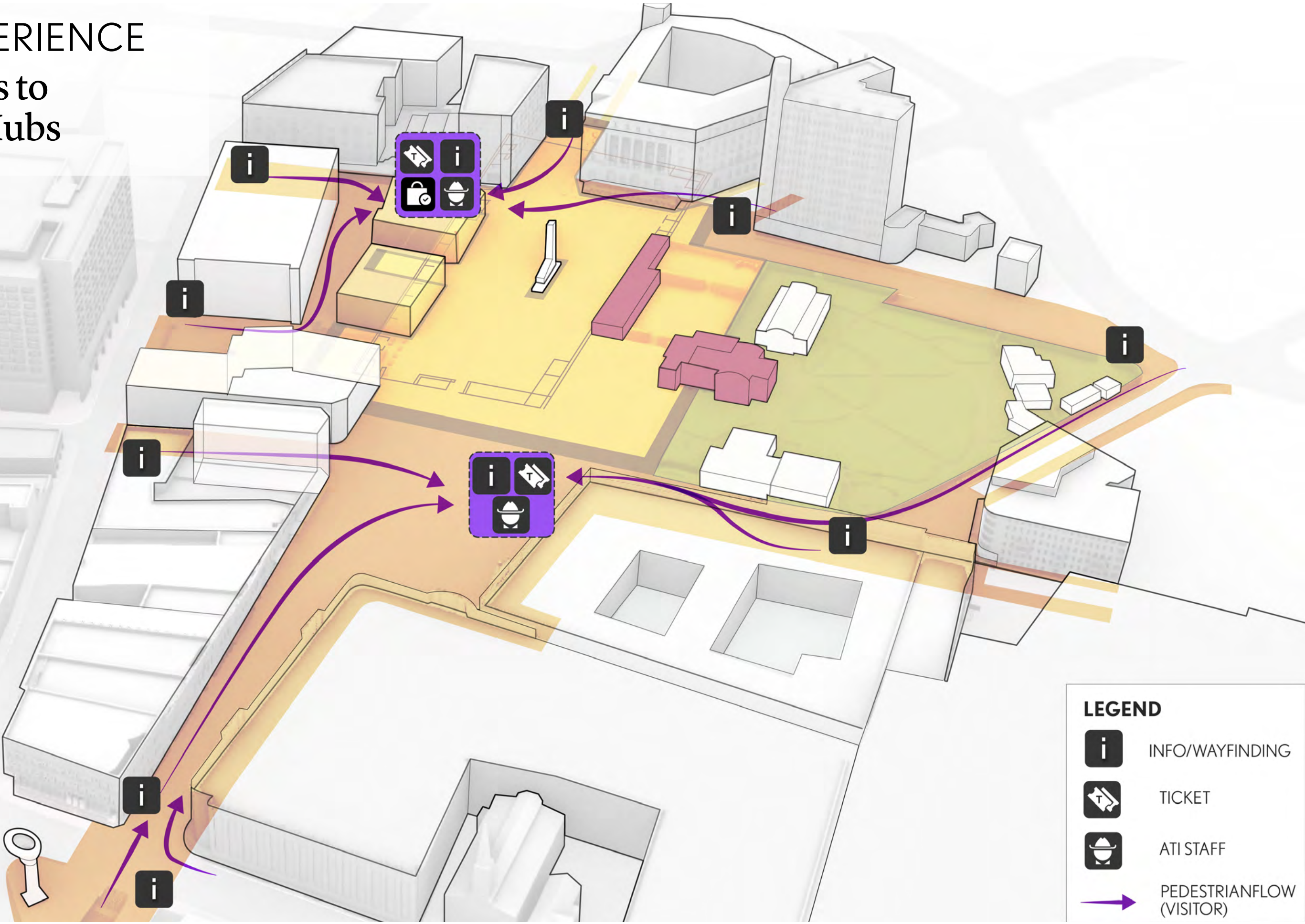
**LEGEND**

**i** INFO/WAYFINDING

ARRIVAL

# VISITOR EXPERIENCE

## Direct Visitors to Orientation Hubs



**LEGEND**

- i** INFO/WAYFINDING
- TICKET
- ATI STAFF
- PEDESTRIANFLOW (VISITOR)

# INTERPRETIVE PAVILLIONS



DARLING SQUARE: SYDNEY, AUSTRALIA



RED ROCK CANYON VISITOR CENTER: LAS VEGAS, NV



TOURIST INFO CENTER: MONT SAINT-MICHEL, FRANCE



PLACE DE LA RÉPUBLIQUE: PARIS, FRANCE

# INTERPRETIVE PAVILLIONS

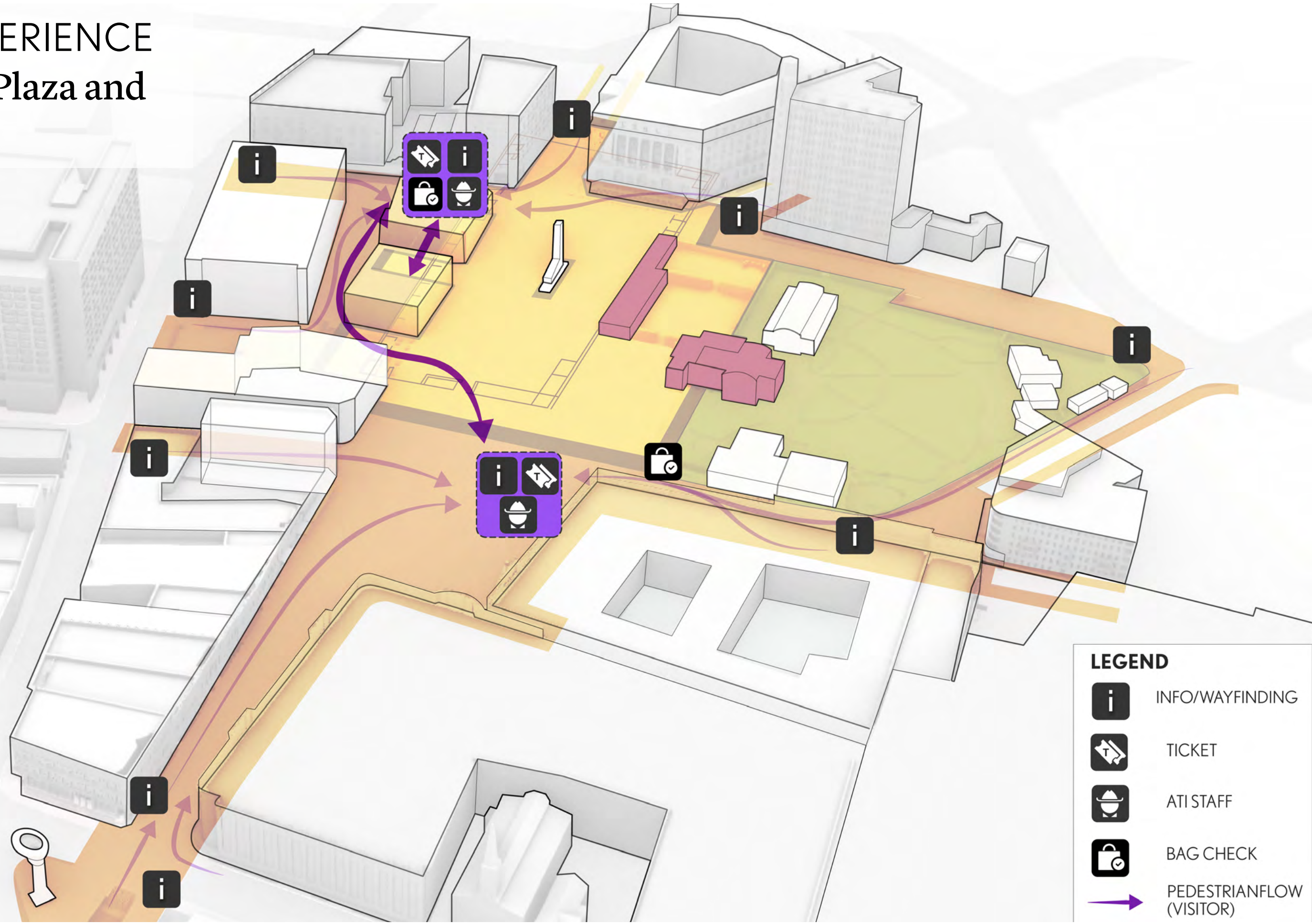


HARBOR ISLANDS PAVILION: BOSTON, MA



# VISITOR EXPERIENCE

## Connect the Plaza and the Museum



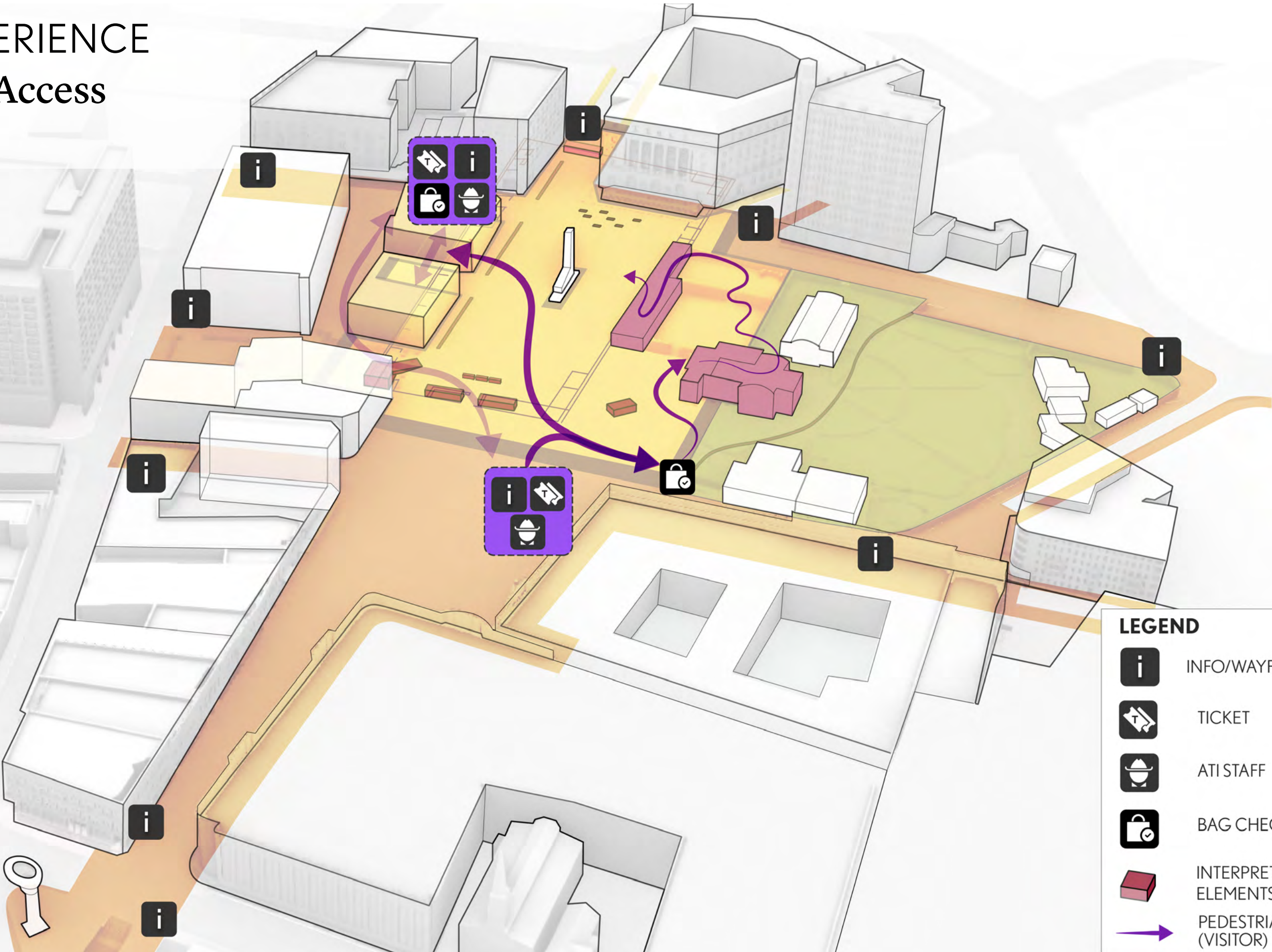
**LEGEND**

- i** INFO/WAYFINDING
- TICKET
- ATI STAFF
- BAG CHECK
- PEDESTRIANFLOW (VISITOR)



# VISITOR EXPERIENCE

## Unify Secure Access to the Church

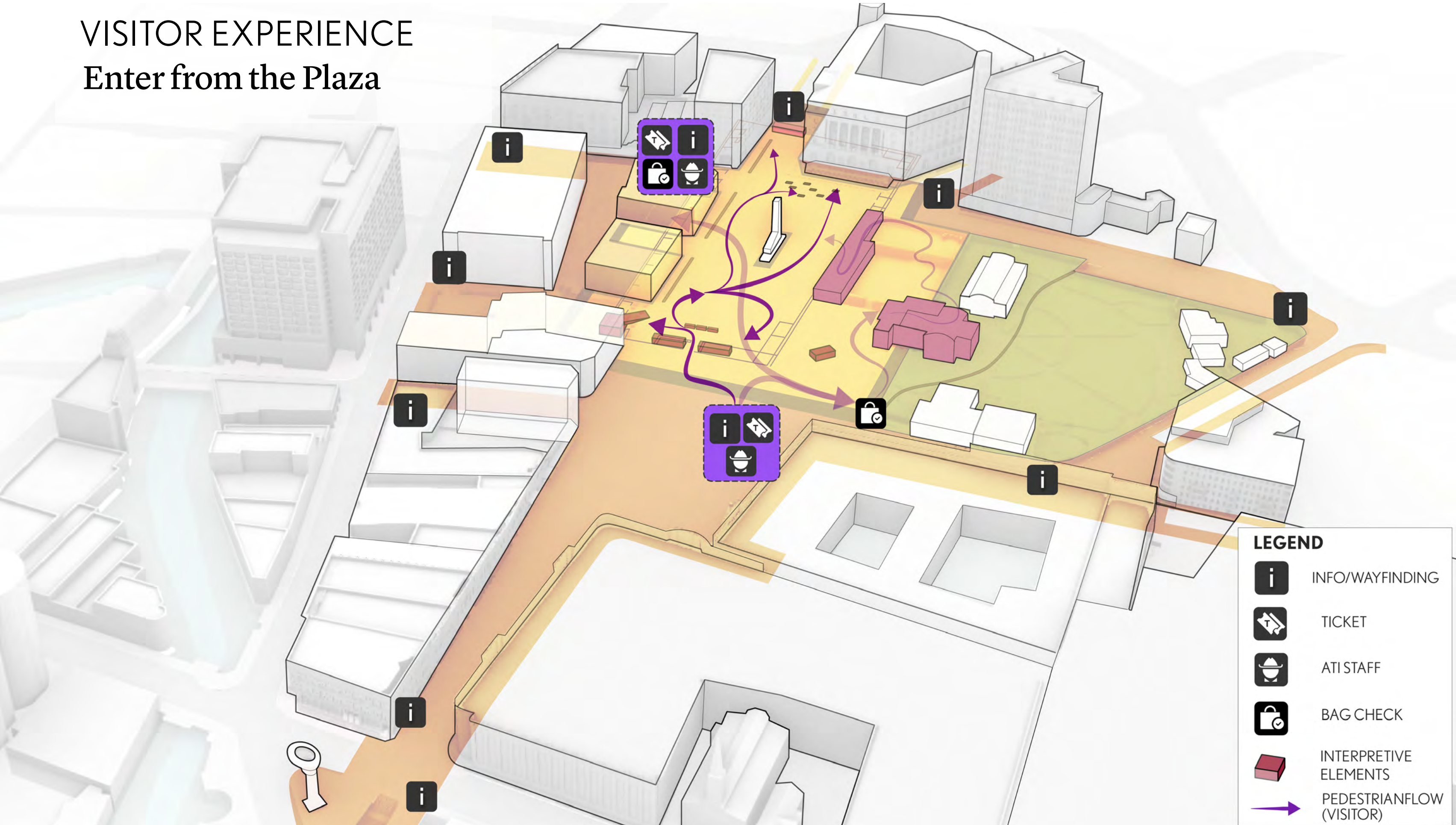


**LEGEND**

- i** INFO/WAYFINDING
- TICKET
- ATI STAFF
- BAG CHECK
- INTERPRETIVE ELEMENTS
- PEDESTRIAN FLOW (VISITOR)

# VISITOR EXPERIENCE

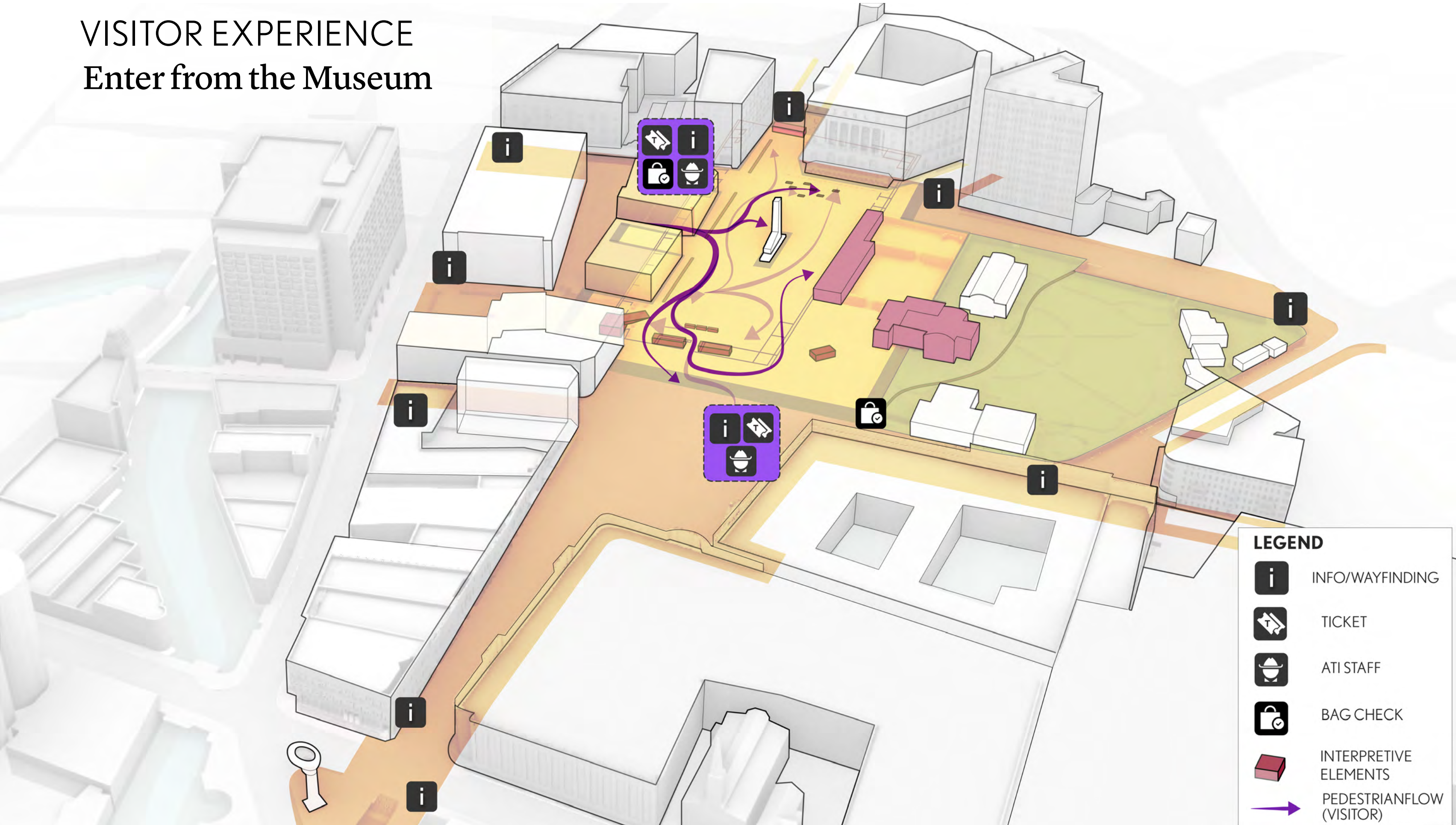
## Enter from the Plaza



LEGEND	
	INFO/WAYFINDING
	TICKET
	ATI STAFF
	BAG CHECK
	INTERPRETIVE ELEMENTS
	PEDESTRIAN FLOW (VISITOR)

# VISITOR EXPERIENCE

## Enter from the Museum

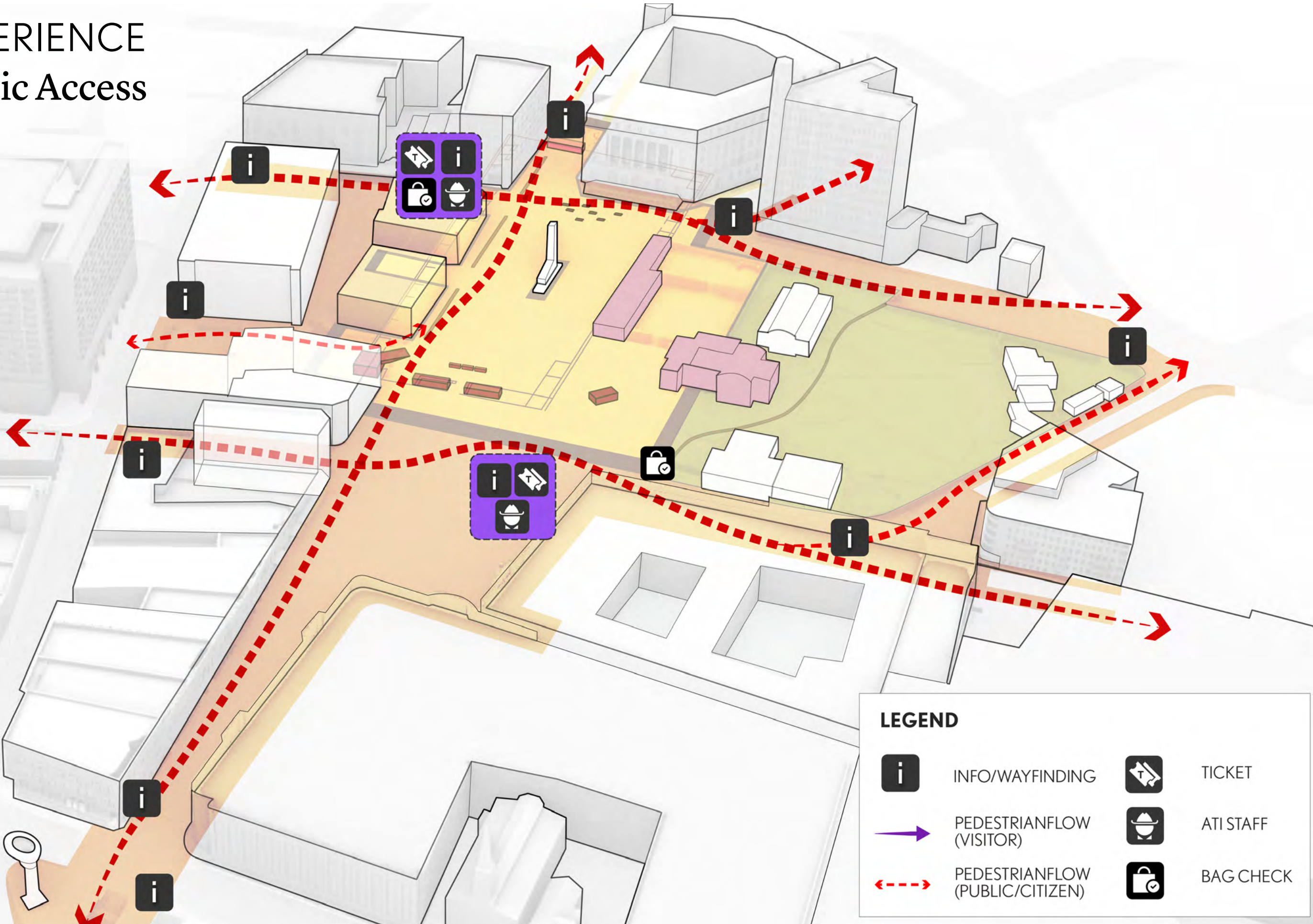


**LEGEND**

- i** INFO/WAYFINDING
- TICKET
- ATI STAFF
- BAG CHECK
- INTERPRETIVE ELEMENTS
- PEDESTRIAN FLOW (VISITOR)

# VISITOR EXPERIENCE

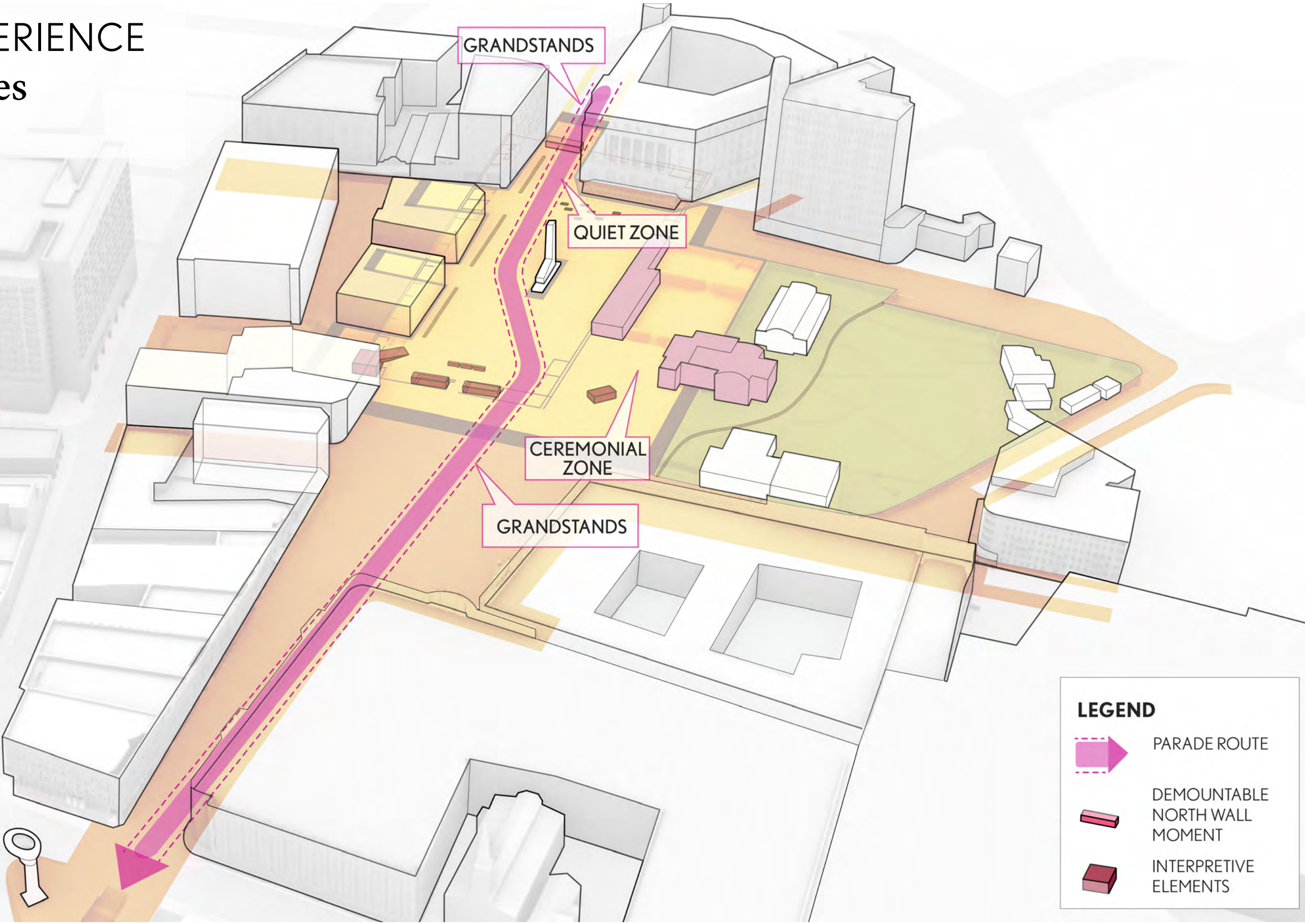
## Preserve Public Access



LEGEND			
<b>i</b>	INFO/WAYFINDING		TICKET
	PEDESTRIANFLOW (VISITOR)		ATI STAFF
	PEDESTRIANFLOW (PUBLIC/CITIZEN)		BAG CHECK

# VISITOR EXPERIENCE

## Enable Parades

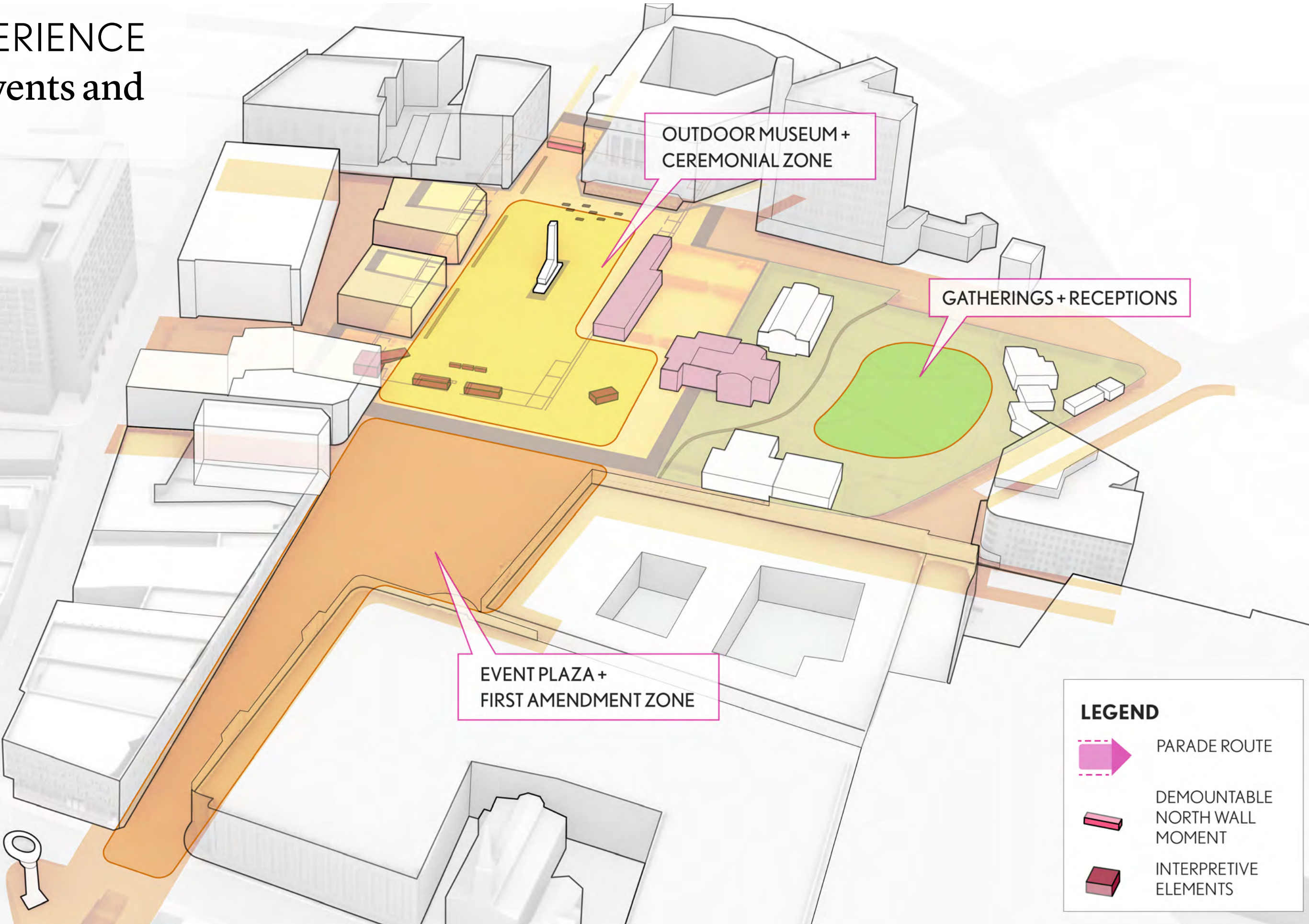


**LEGEND**

- PARADE ROUTE
- DEMOUNTABLE NORTH WALL MOMENT
- INTERPRETIVE ELEMENTS

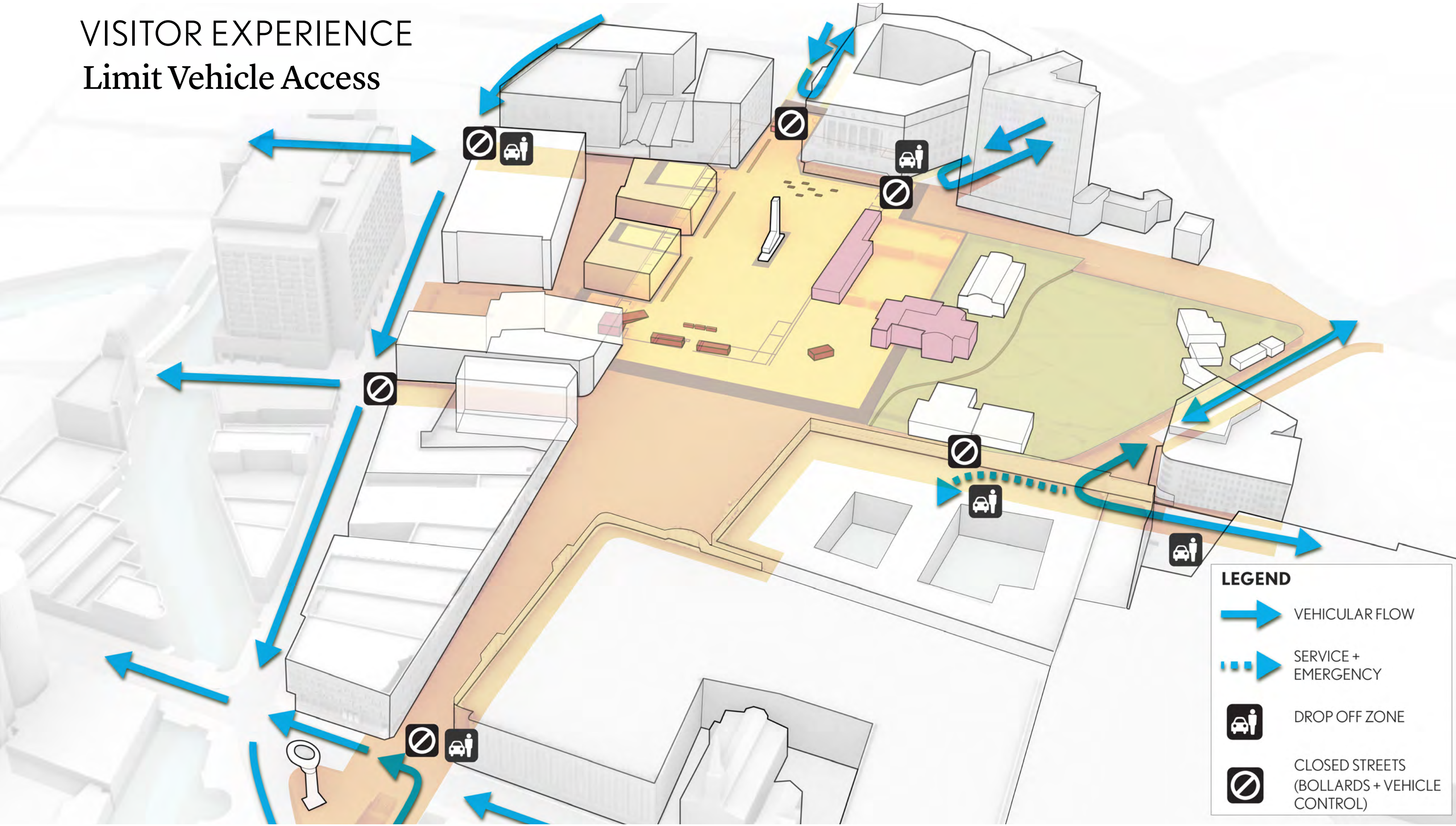
# VISITOR EXPERIENCE

## Provide for Events and Rituals





# VISITOR EXPERIENCE

## Limit Vehicle Access

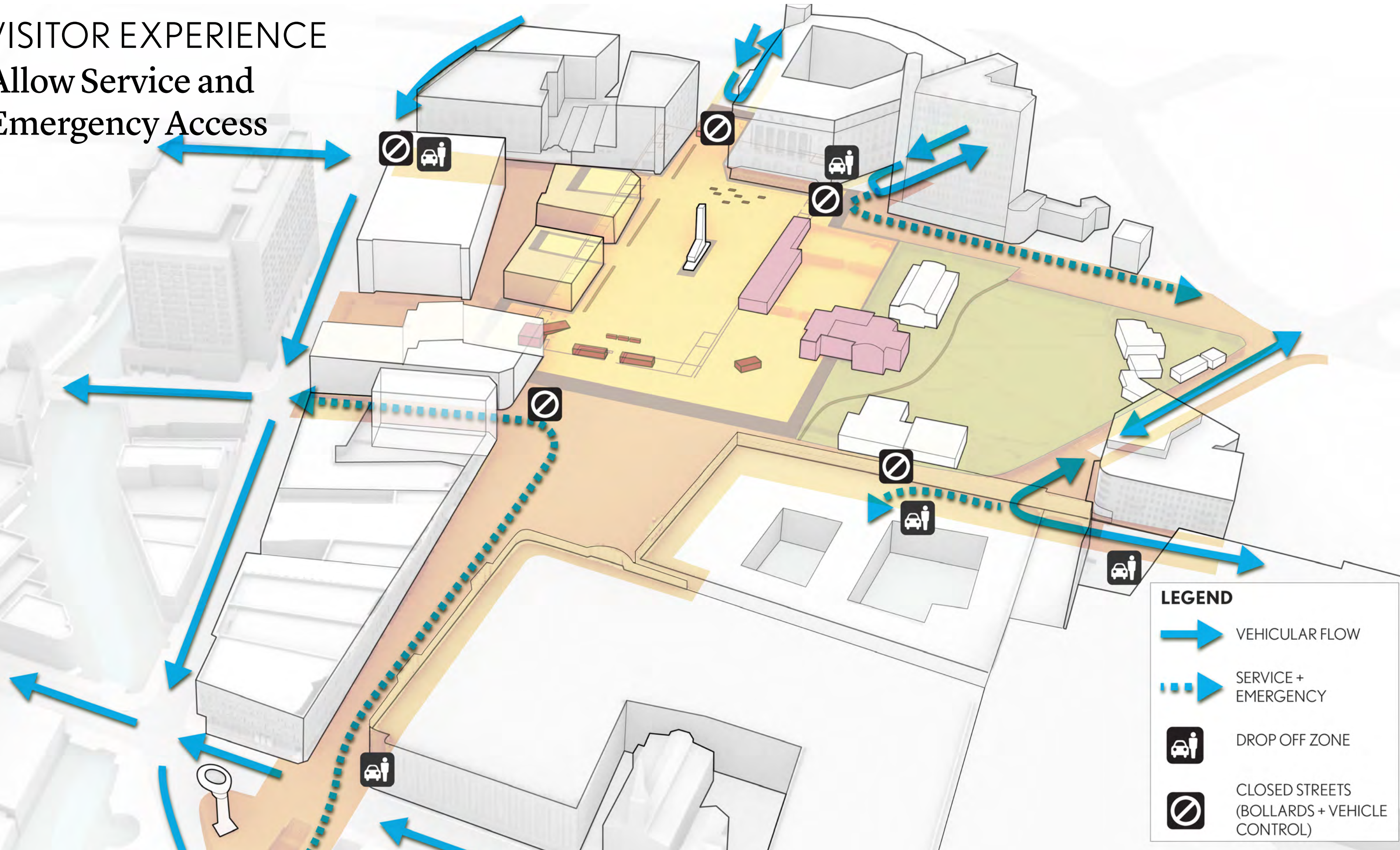


**LEGEND**





-  VEHICULAR FLOW
-  SERVICE + EMERGENCY
-  DROP OFF ZONE
-  CLOSED STREETS (BOLLARDS + VEHICLE CONTROL)

# VISITOR EXPERIENCE

## Allow Service and Emergency Access



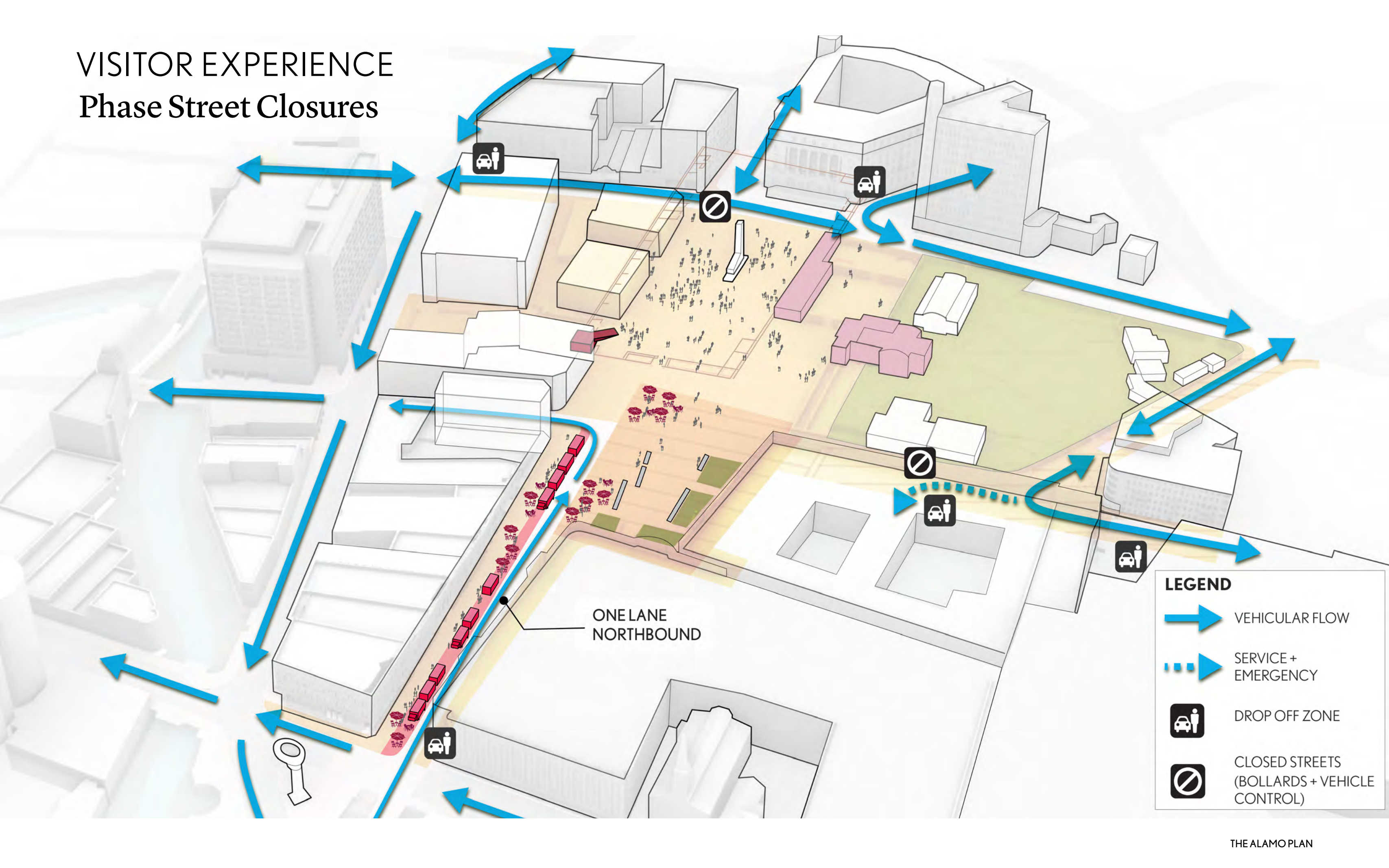
**LEGEND**

-  VEHICULAR FLOW
-  SERVICE + EMERGENCY
-  DROP OFF ZONE
-  CLOSED STREETS (BOLLARDS + VEHICLE CONTROL)



# VISITOR EXPERIENCE

## Phase Street Closures



# TEMPORARY PLAZA ACTIVATION

18 NUANCES DE GAI: MONTREAL, CANADA



SHADE SAIL STREET CANOPY: MADRID, SPAIN



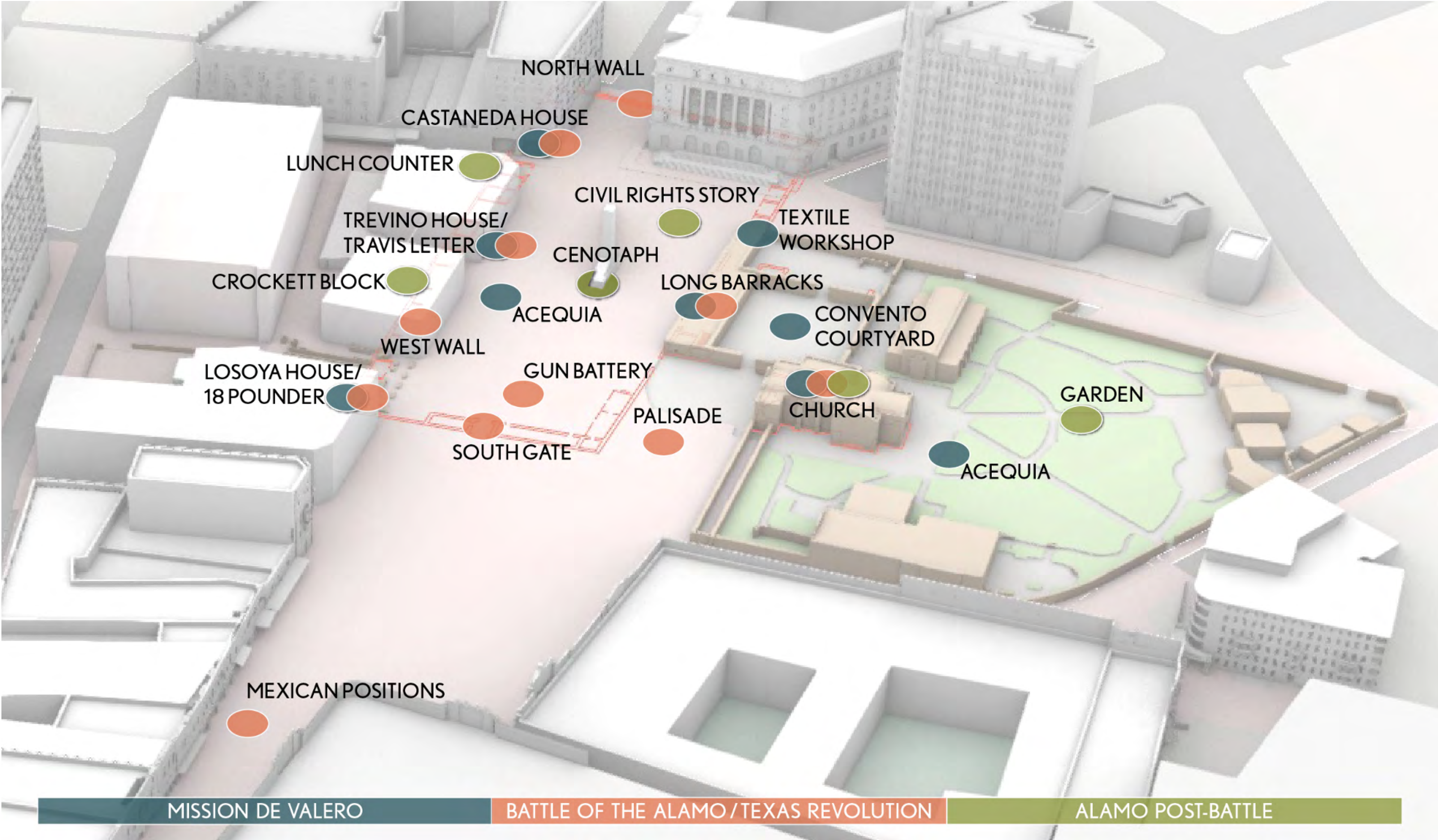
TONTINE CRESCENT: BOSTON, MA



## INTERPRETIVE ELEMENTS

The integration of interpretive elements within the full Alamo district will give visitors **opportunities to understand the lives, events, and stories that shaped the Alamo.** In addition to the museum, the delineation of the historic footprint provides **a space for self-guided exploration, guided tours and experiences of living history - right where history happened.**

# INTERPRETIVE ELEMENTS



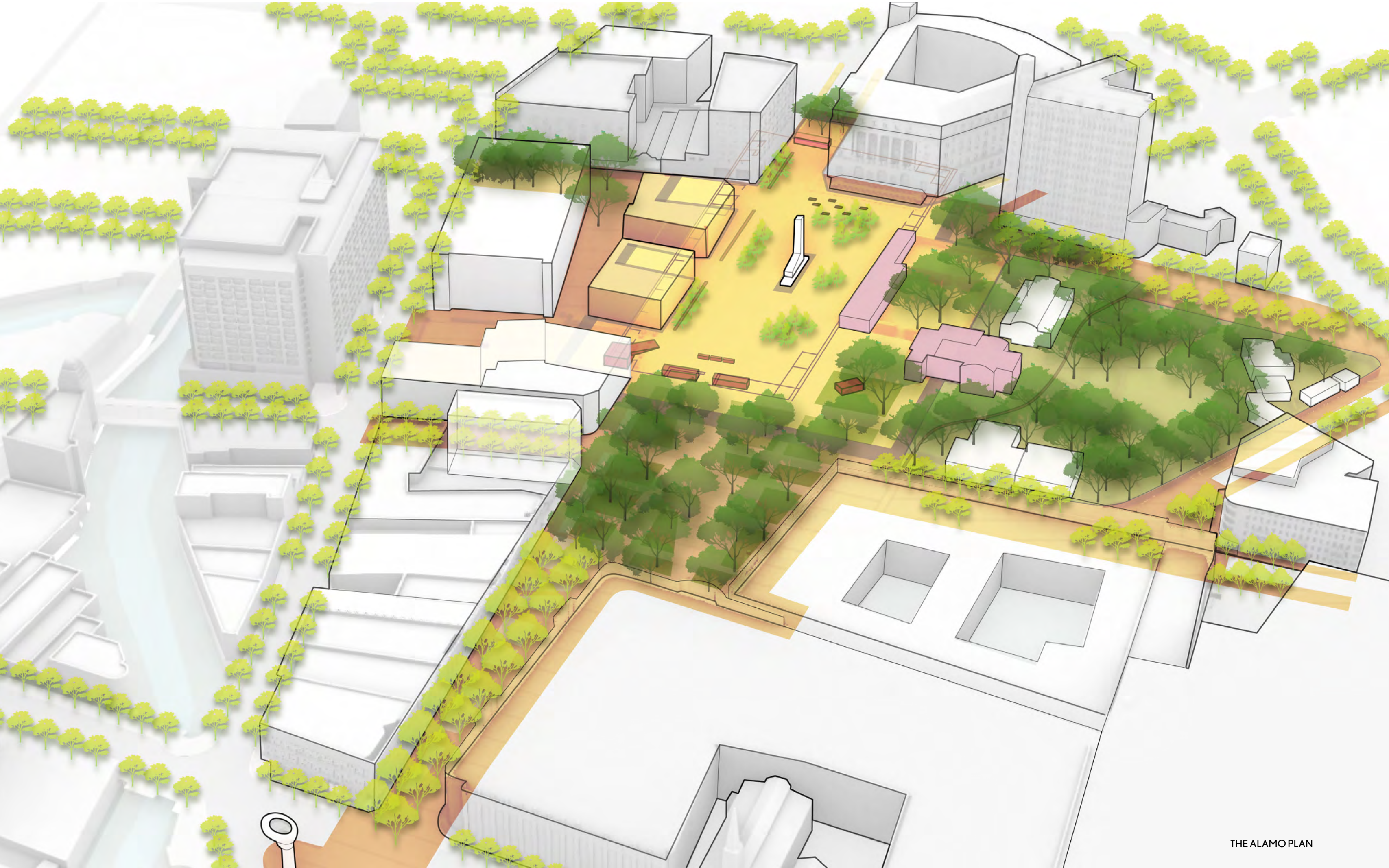
# WHAT WE RETAINED

## 5 Key Elements of Master Plan

1. Restore Church and Long Barracks
2. Delineate the historic footprint
3. Recapture the historic mission plaza and create a sense of reverence and respect
4. Create a world-class museum/visitor center
5. Create a sense of arrival and enhance connectivity between site and other public spaces

## PROPOSED CHANGES

1. The Cenotaph will be repaired but not moved
2. The mission footprint will be delineated by paving material changes, and not lowered to its living surface
3. The plaza will remain accessible to pedestrians, without railings
4. The parades and key rituals will be accommodated
5. Streets will be closed as planned and approved, with certain allowances for service, emergency, and public transit vehicles. Alamo Street, between Houston and Crockett, will be closed starting June 1st to allow for programming and traffic modeling



# Alamo Citizens Advisory Committee

## Statements of Support

1. The request to relocate the Cenotaph was denied by the Texas Historical Commission and therefore the Cenotaph will not move. The Cenotaph will be repaired. The repair plan will be presented to the Alamo Citizens Advisory Committee and submitted to the City's Office of Historic Preservation and the Texas Historical Commission for review and approval prior to initiating any repairs. Vote Tally: 24 Yes, 3 No
2. Alamo Plaza will accommodate events such as traditional and pre-existing events, ceremonies, and parades that are in alignment with the vision and guiding principles and have a cultural or historical tie to the site provided such activities provide the required reverence to the site. Vote Tally: 27 Yes, 0 No
3. The Historic Mission Footprint will not be lowered to its living surface to delineate the footprint. The Alamo Plaza and the Historic Mission Footprint will be delineated by different pavers or other similar means. Vote Tally: 27 Yes, 0 No



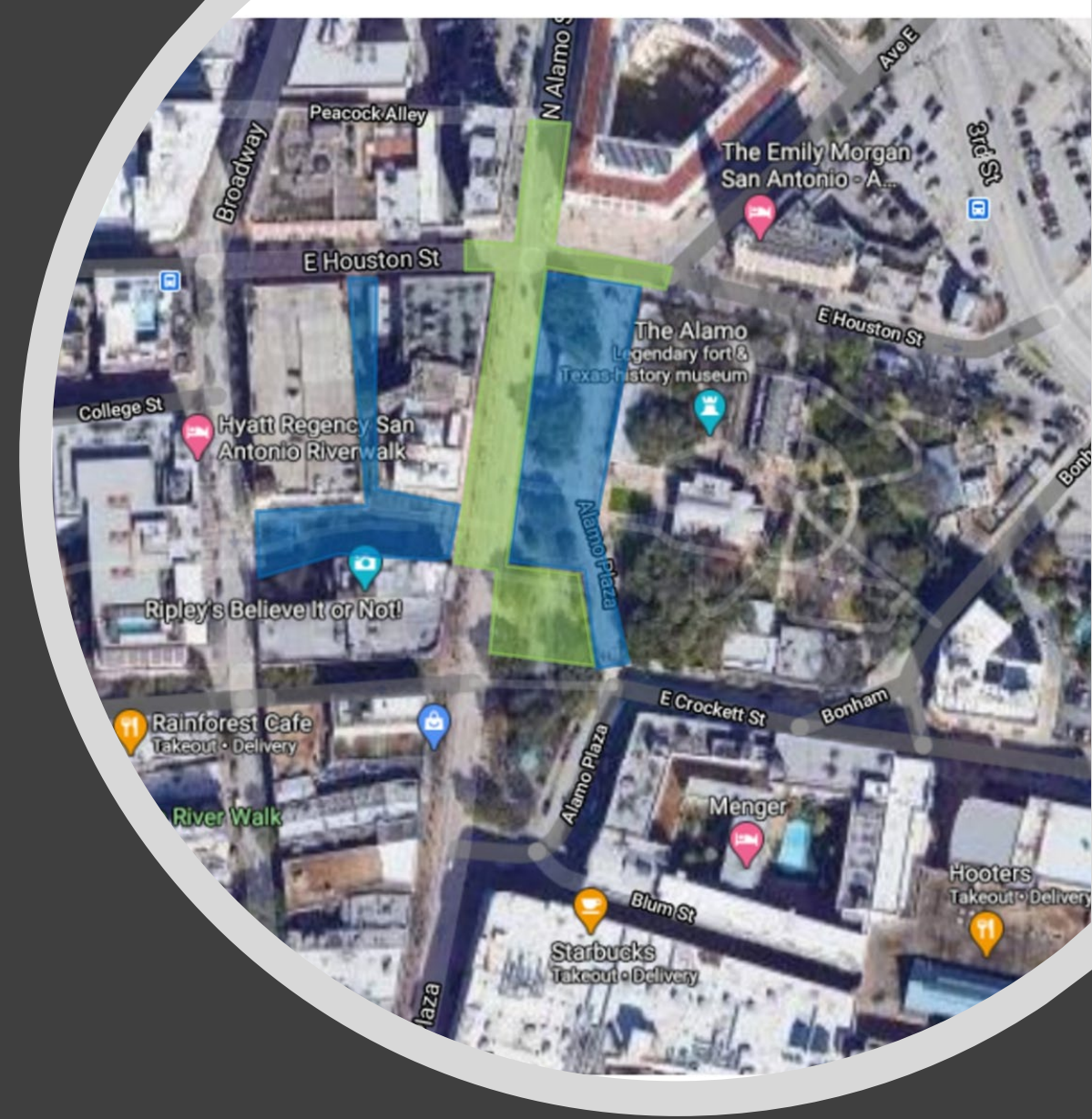
# Alamo Citizens Advisory Committee

## Statements of Support

4. Managed access of the site will be limited to the Museum and Visitor Center, Church and Long Barrack, and the Gardens. The Alamo Plaza and the remainder of the Historic Mission Footprint will be open to the public with unrestricted access. Vote Tally: 27 Yes, 0 No
5. The street closures will be phased. Alamo Street from Houston to Crocket will be closed by June 1, 2021. Temporary closures of Alamo Street from Houston to Crockett will occur every weekend between April 15th and May 30th until its permanent closure on June 1, 2021. The remaining streets will be closed as required by construction of the Plaza. Vote Tally: 27 Yes, 0 No
6. The proposed changes described in Statements 1-5 are still in alignment with the Vision and Guiding Principles and the 5 key concepts approved in the Alamo Plan. Vote Tally: 27 Yes, 0 No

# Ground Lease and Operating Agreement Terms

- 50 years with two 25-year extensions.
- Long term leased to GLO for Parcel A will remain in place.
- Alamo Street from Houston to Crockett will be permanently closed to vehicular traffic by June 1, 2021.
- Long term lease for Parcel B will go into effect when:
  - Design approval of a museum that repurposes the Crockett and Woolworth buildings; and
  - Funding for the museum and visitor center is identified.
- If either of the conditions have not occurred by January 1, 2026, then the City shall have no further obligation to lease Parcel B.



# Ground Lease and Operating Agreement Terms

## Design Assumptions

- The Cenotaph will not move. The Cenotaph will be repaired.
- Alamo Plaza will be designed to accommodate events such as traditional and pre-existing events, ceremonies, and parades that have a cultural or historical tie to the site provided such activities provide the required reverence to the site.
- The Historic Mission Footprint will not be lowered to its living surface to delineate the footprint.
- Managed access of the site will be limited to the Museum and Visitor Center, Church and Long Barrack, and the Gardens. The Alamo Plaza and the remainder of the Historic Mission Footprint will be open to the public with unrestricted access.

# Ground Lease and Operating Agreement Terms Events

- Battle of Flowers Parade
- Fiesta Flambeau Parade
- Tap Pilam Memorial Sunrise Service
- Alamo Defenders Descendants Association Remembrance Ceremony
- Army Military Day at the Alamo
- Pilgrimage to the Alamo
- Marine Military Day at the Alamo
- Navy Military Day at the Alamo
- Air Force Military Day at the Alamo
- Cavaliers Investiture Ceremony
- DRT Memorial Service for the Heroes of the Alamo
- Other Military ceremonies and events

# Ground Lease and Operating Agreement Terms

## Programming and Events

- An inventory of events will be developed and attached to the ground lease and operating agreement.
  - The inventory will include the specific event, its date, and describe its relevance to the site.
- Events that are not produced by the GLO or the Alamo Trust will be considered by the Management Committee provided the event has wide community support and has a cultural and significant tie to the site.
- Programming and events must align with the vision and guiding principles.

# Ground Lease and Operating Agreement Terms

## Construction

- The City will fund the design and construction of the Alamo Plaza and will lead all stakeholder communications. The project manager will defer to the City on all decisions related to the design and construction of the Alamo Plaza. The City will follow its own archeology protocols for city owner property:
  - Archival Investigation
  - Action Plan
  - Archeology Advisory Committee
  - Comply with Texas Health and Safety Code and Texas Antiquities Code
- The GLO and Alamo Trust will fund and manage the construction of the vertical interpretive elements on the Alamo Plaza to include the 18 pounder, Losoya House, South Gate, Palisades, Castaneda House, North wall, and others identified in the interpretive plan.

# Ground Lease and Operating Agreement Terms

## Construction

- The GLO will remain responsible for those elements of the Alamo Plan on State property, including without limitation the restoration of the Alamo Church and Long Barrack and the design and construction of an Exhibition and Collections Building.
- The City will convey the gift shop and visitor center currently in the Crockett Building to the GLO upon approval of the Museum design that shows the building has been repurposed. The GLO will fund the relocation of the visitor center and gift shop.

# City Funding

- The City of San Antonio has \$38 million for the Alamo Plan
  - \$1 million in 2012 General Obligation Bonds
    - \$1 million in Park Improvements
  - \$17 million in Certificate of Obligation
    - Funds were issued in 2016 and 2017
  - \$21 million in 2017 General Obligation Bonds
    - \$13.7 million in Street Improvements
    - \$7.3 million in Park Improvements



# Project Funding

- State of Texas - \$106 million
  - Acquisition of historic buildings
  - Church and Long Barrack Restoration
  - Collections Building
- City of San Antonio - \$38 million
  - Crockett/Bonham Street Improvements  
\$15 million
  - Alamo Plaza - \$23 million
- Alamo Endowment – TBD
  - Museum
  - Interpretive Elements on the Alamo Plaza

# Next Steps

- Consideration of Amended and Reinstated Ground Lease and Operating Agreement
  - City Council on April 15, 2021
  - GLO in April
- Alamo Plaza Schedule
  - Design: May – December 2021
  - Traffic Study: Summer 2021
  - HDRC Consideration: December 2021
  - Construction Start with potential phasing: Early 2022
- Church and Long Barrack
  - Preservation Plan Underway
- Museum and Visitor Center
  - Due Diligence and Conceptual Underway