FRAMEWORKS FOR PLACEMAKING_

ALTERNATIVE FUTURES FOR THE AUSTIN CONVENTION DISTRICT

THIS STUDY WAS PREPARED BY THE
CENTER FOR SUSTAINABLE DEVELOPMENT
THE UNIVERSITY OF TEXAS AT AUSTIN
SCHOOL OF ARCHITECTURE

ON BEHALF OF THE
CITY OF AUSTIN

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AUSTIN CONVENTION CENTER

Executive summary

The Austin Convention Center is a linchpin in the city's downtown and overall economy. It is, however, showing its age. Originally built in 1992 and expanded in 2002, today the Austin Convention Center is undersized in comparison to comparable facilities in peer cities such as Denver and Nashville. Its limitations do not simply concern its size and age; the surrounding context of Downtown Austin has dramatically changed in the decade and a half since the last expansion.

In December of 2017, Austin's City Council authorized a group of The University of Texas at Austin academic researchers, to study and report on possibilities and considerations for an expansion of the Austin Convention Center facility, located between Fourth Street, Cesar Chavez, Trinity Street, and Red River in downtown Austin. The brief was to specifically focus on placemaking, or interventions that would make the outdoor public environment surrounding the convention center more inviting to Austin residents and visitors. The research team was also charged with analyzing the economic considerations that will help guide a decision on whether and how to expand the convention facility. This Executive Summary includes the most important findings from the full report.

Surrounding context

Emphasizing placemaking means paying careful attention to the urban and natural environments that surround the site. These include Austin's original street grid, which has been interrupted by the elimination of through-routes traversing the six-block convention center site. Austin's downtown is bracketed by two creeks running north to south; the more easterly one, Waller Creek, is adjacent to the site, but the current facility does not invite its users to explore it. Waller Creek is set for a major transformation in the coming years into a usable bike and pedestrian route with a restored ecosystem. Austin's downtown also has a shifting center. With developments such as the Saltillo Transit Oriented Development underway east of I-35, the convention center is no longer on the eastern edge

of the urban core; today, it is better described as lying near the center. This change has been reinforced by the rise of sectors such as the Rainey Street district since the convention center was last expanded in 2002.

District development

The task was to not only identify configurations for a state-of-the-art, functional convention center, but to do so as part of an urban district within and beyond the convention facility. Our approach was informed and inspired by historical examples of early market and exhibition halls seamlessly integrated into their urban surroundings, such as Les Halles in 19th-century Paris. This meant mobilizing several key elements, including landscape systems: parks and public spaces, the hydrological system (including Waller Creek), and trees and other vegetation. The research team also intensively studied the role of current and future mobility systems, including the Great Streets Plan, that prioritize the experience of people on foot and on nonmotorized vehicles, festival streets that can accommodate outdoor events such as SXSW, bicycle routes, and Capital Metro's plans to expand high-capacity transit in the immediate vicinity. Mobility must also accommodate needs such as off-street parking and loading. Another key element is private development. The research team explored different ways of integrating mixed-use development into the immediate district surrounding the existing and proposed new convention facilities. Options for tying all of these elements together could include establishing a district framework.

Modular program for a convention center

Through the case study research, a modular program for new convention center buildings was developed. The modules consist of various components such as exhibition halls, meeting rooms, and the supporting circulation and "back of house" space. These modules have the spatial arrangement and relative proportions to work together as a functional unit. This modular unit can be scaled up or down to achieve a given, targeted level of convention center expansion.

Scenarios

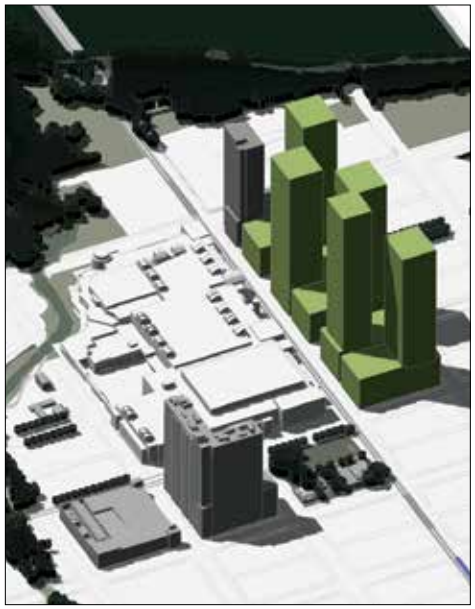
The following convention center expansion scenarios were developed and studied:

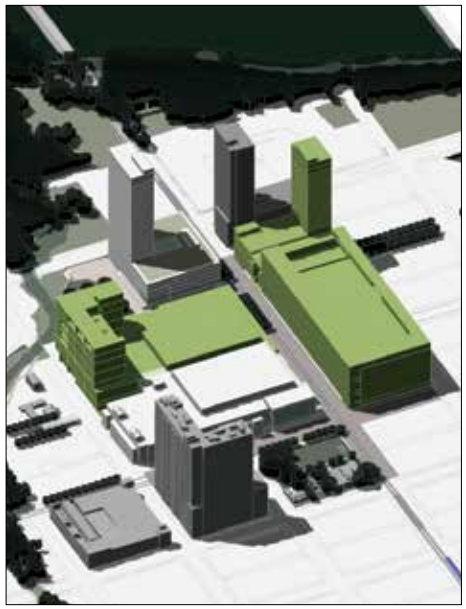
- **No-Build: Scenarios 1 and 2.**
  These establish the base of the existing condition (Scenario 1) and private development that is likely to take place in coming years if there is no convention center expansion (Scenario 2).

- **Austin Convention Center Master Plan Westward Expansion: Scenario 3.**
  Also included is the Austin Convention Center Phase III Co-development Concept, that was generated from a 2015 proposal that was recommended in the Austin Convention Center Plan. This entails a new convention center facility west of Trinity Street, topped with a private mixed-use tower.

- **Phased Westward Expansion with Partial Demolition: Scenarios 4.1 and 4.2.**
  Also developed is a phased scenario in which, as in Scenario 3, a new convention center facility could be built west of Trinity Street, albeit with differences such as a pedestrian extension of Second Street through the site via a covered retail galleria, and private development on its own parcel. The second phase entails demolishing the original 1992 portion of the convention center and replacing it with a new facility, public space, and private development.

- **Phased Westward Expansion with Full Demolition: Scenarios 5.1 and 5.2.**
  As with Scenarios 3 and 4, this entails building a new convention center facility west of Trinity, but at the largest scale possible, with minimal private development in the first phase. This then allows total demolition of the existing facility east of Trinity, with subsequent construction of another convention building and private development. This scenario allows for the convention center complex to fully embrace a transformed Waller Creek as its front door.





SCENARIO 2

- No changes to existing convention center or public infrastructure.
- New Capital Metro lines servicing the district.
- 2 1/2 blocks of projected market-rate development.

SCENARIO 3

- Existing convention center remains in operation during construction.
- Consolidation of Western Parcels.
- Public-private partnership opportunity.
- Limited retail along Trinity Street.
- Pedestrian paseo at Second Street.
- Below-grade service and parking.
- Semi-public park on roof.

SCENARIO 4.1_4.2

- Addition to the existing 2002 portion of the convention center remains.
- Extention of Second Street to Palm Park.
- 1 block for public-private partnership opportunity.
- New festival street at Trinity and Fourth Street.
- New public park at southeast corner.
- Below-grade service and parking.

SCENARIO 5.1_5.2

- New pedestrian promenade at Neches Street.
- Convention center has new orientation toward the Waller Creek Corridor.
- 1 block for new public event space.
- 1 block for public-private partnership opportunity.
- New public pavillion on the park.
- Below-grade service and parking.

_SUMMARY OF SCENARIOS	No Expansion *Scenario 1*	No Expansion (Buildout) *Scenario 2*	Austin Convention Center Master Plan *Scenario 3*	UT Austin Phased Scenario *Scenario 4.1* (first phase)	*Scenario 4.2* (second phase) (3)	UT Austin Phased Scenario *Scenario 5.1* (first phase)	*Scenario 5.2* (second phase) (3)
Total convention center floor area, including existing (thousands of square feet) (1)	881	881	1,911	1,631	1,336	2,135	1,279
Estimated cost to develop new convention center facility (nearest $25 mm) (2)	N/A	N/A	525	450	950	725	1,150
Estimated cost to build public space and infrastructure (nearest $5 mm)	N/A	N/A	15	60	60	5	120
Estimated value of private development (nearest $5 mm)	75 (4)	1,000	230	340	570	30	485

(1) Excludes loading and parking.

(2) Excludes land acquisition and demolition costs.

(3) Includes previous phase.

(4) Property tax valuation (Travis Central Appraisal District).

Each Scenario has various benefits and costs, some of which are summarized in the table above.

Economic Findings

The economic analysis considered several questions: Is there sufficient latent demand for out-of-town visitors to Austin to fill an expanded convention center? How much would expansion cost? Do the benefits outweigh the costs? For demand, three scenarios were modeled that are regarded as spanning the range of reasonable outcomes, from pessimistic (Downside Case) to middle-of-the-road (Base Case) to optimistic (Upside Case). For various reasons that are outlined, the research team found that the base case and even upside cases are entirely plausible given the review of trends in Austin's economy, hotel market, investment trends, and other factors. The table on the right shows some of the economic consequences of the three demand cases. Using simple, scaled comparisons with completed real-world projects, development costs of the various scenarios, including the value of the private development components if they existed today were estimated. Note that although some of the financing options in Section 4 are discussed, the analysis does not include determining the optimal financing mechanism or estimating the city's bonding capacity.

Finally, the question of whether the economic benefits outweigh the costs of convention center expansion is not a simple one. The city's increased sales

_ANALYSIS OF INCREASED ATTENDANCE	Base Case	Upside Case	Downside Case
Attendance assumptions			
Increase in annual attendance over status quo	200,000	500,000	50,000
Increase in annual attendance over status quo (%)	40%	100%	10%
Restaurant and hotel spending effects			
Direct, induced, and indirect spending per year ($mm)	40.7	109.4	8.8
Value added per year ($mm)*	25.6	68.9	5.5
Labor income per year ($mm)*	14.8	39.9	3.2
Direct incremental sales tax collections ($mm)	0.1	0.3	0.02
Direct incremental Hotel Occupancy Tax collections ($mm)	1.8	4.8	0.4
Full-time equivalent jobs supported per year*	355	954	70

**Includes indirect and induced effects.*

and hotel taxes resulting from increased visitation to an expanded convention center are straightforward to project within a reasonable range. Given the approach to the economic analysis discussed in Section 4, which does not include all possible economic benefits, even in the Upside Case, the incremental tax increases would not be sufficient to cover the capital costs of such an expansion. Whether or not such an expansion is justifiable therefore depends on the value one assigns to other benefits, such as enhancement to Austin's "brand value," a dramatic improvement in circulation and public space in the Southeast Quadrant of Downtown Austin, and the importance of attracting a greater number of influential business travelers to Austin. An expanded convention center would place Austin roughly on par with recently expanded facilities in three of its peer cities, Denver, San Antonio, and Nashville.

Finally, it should be noted that the scenarios in this report are not intended to provide fully formed architectural solutions for the Austin Convention Center. Instead, they emphasize the role that any future scenario must play in reimagining both an important facility, and the associated public space that will define an entire quadrant of Downtown Austin.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INTRODUCTION_

The Austin Convention Center is a linchpin in Austin's downtown and in the city's overall economy. It is, however, showing its age. It was originally built in 1992, and later expanded in 2002, at times when Austin was a smaller and less visible city, nationally and internationally, than it is today. The Austin Convention Center is undersized in comparison to convention facilities in other booming, ascendant peer cities such as Denver and Nashville. The limitations with the Austin Convention Center do not simply concern its size and its age. Downtown Austin has dramatically transformed even in the decade and a half since it expanded. During that time, thousands of new residences and hotel rooms, as well as office space, have emerged in Austin's urban core, including in the Southeast Quadrant in the immediate vicinity of the Austin Convention Center. Today Downtown Austin is more bustling than it has ever been. However, the convention center interrupts circulation and potential activity downtown, since it breaks the street grid and impedes movement among and between established and emerging downtown hot spots.

Furthermore, the convention center was once located on the perceptual eastern edge of downtown, it no is longer true. With the opening of the Mexican American Cultural Center in 2007, the emergence of the surging Rainey Street district, the transit-oriented development of the Plaza Saltillo area east of Interstate 35, and the coming transformation of Waller Creek into an urban, green corridor, the convention center now occupies a connection point between important urban corridors. In many ways its current configuration–which does not always interface with the surrounding city, and in which loading docks and other "back of house" activities treat its eastern edge as an area to be avoided by people on foot–no longer maximizes the potential of its location.

In Resolution #20170928-052 adopted on September 28, 2017, City Council "request[ed] information relevant to make a decision on whether or not to expand or renovate the Austin Convention Center," and asked the City Manager to "explore options for design of any renovation or expansion including working with the Center for Sustainable Development at The University of Texas." The resolution also articulated a strong commitment to placemaking, or the enhancement of the experience of spending time in streets, public parks and plazas, and buildings. The resolution advocated that "the design should minimize impact to the street grid system, work to restore the street grid system to the historic Waller Grid plan where possible and prudent, [and] activate as much as possible and prudent the street level experience." In December of 2017, City Council authorized the funding that has made this report possible.

This report is intended to provide information to Austin's elected leaders, as well as to city staff, other interested parties, and the public as a whole that will be useful in deciding how to proceed. It reviews the current state of the Austin Convention Center; proposes various options for reconfigurations of the convention center, with an emphasis on public space and placemaking, while also including provisions for associated private development; and provides an overview of the economic considerations of expansion.

The Research Team and Approach

The team is made up of university-based researchers, urban designers, faculty, administrators, and graduate students, all within the School of Architecture and the McCombs School of Business at The University of Texas at Austin. As noted above, Austin's City Council passed a resolution selecting the team to analyze scenarios for, and the feasibility of, expansion of the Austin Convention Center specifically because of the independence and academic freedom enjoyed as a result of association with a major research university. Although some of the team frequently receive funding for research, design work, and other activities from outside entities, none of the team has any vested interest, financial or otherwise, in the findings of this study, nor from any public decisions that it may eventually influence.This study is a major undertaking, and one that is approached with the utmost seriousness; however, the team's respective career trajectories do not depend on what is reported here. The brief is to evaluate the "whether" and the "how" of expanding the Austin Convention Center as it relates to broader placemaking and urban planning in the Southeast Quadrant of Downtown Austin. The associated task is to generate propositions and information that shed light on these questions.

Austin's City Council includes a diverse range of opinions about the convention center. This work was performed under the condition that there would be no pre-determined outcomes. In return, the research team has the obligation to approach the work with an open mind, and to let the work be influenced by the widest possible range of viewpoints, as expressed by prior reports, written comments, and meetings with a variety of stakeholders. None of the team claims to be free from all bias; however, the team pledges to do the utmost to live up to the title of "honest brokers" in the production of this report.

Creating Scenarios

At some point, a decision on whether and how to expand the Austin Convention Center will be forthcoming. It will be made, of course, by Austin's elected mayor and City Council members, with input from the City Manager, but it will be influenced by a lengthy process of deliberation. Without a doubt, many of the discussions will be passionate and heated. This is as it should be. The research team does not believe that it is our role to put our thumbs on the scale of any particular outcome to this process. Rather, as professionals operating within an academic institution, the contribution is to synthesize and summarize an enormous variety of information that already exists, and to create new information by creating and thoroughly analyzing several distinct expansion scenarios, two of which involve no expansion at all. The hope is that this information can allow, as much as possible, for members of the general public and elected officials to base their opinions and positions on analysis that is reasoned, thorough, and digestible.

One strong viewpoint that the team brings to the work is the belief that major civic institutions such as a convention center should not exist in isolation, but should serve the city in which they are embedded. Accordingly, the analysis does not lead with the question of how the best possible convention center can be created? This is, without a doubt, an important question, and one that is taken seriously in this study. However, the foremost question that motivates the analysis, one that honors the charge given by Austin's City Council is: Can an expanded convention center be used as a vehicle to create a better functioning city? The immediate next question is: If so, how?

As a research team with a strong grounding in the discipline of urban design, particular attention was given to the public realm in Downtown Austin and in nearby neighborhoods. What is it like to walk the streets? Does it feel safe, comfortable, and welcoming to all? Do people feel protected from the heat and rain, and do they walk without fear of being struck by speeding cars, or being accosted? Are there beloved public gathering spaces where people can come together on a daily basis, or in large numbers during major events such as South by Southwest? Convention centers, including the one Austin currently has, are enormous buildings that often impair the public realm by cutting off streets, creating an obstacle to movement, and presenting blank, imposing walls to passers-by. As scenarios were developed, the team constantly asked whether the scenarios were contributing to an enriched public realm. In other words, in spite of the undeniable importance of the Austin Convention Center to the city's economy at present, the team primarily viewed it and its possible expansion as a means to the end of a more vital, welcoming, and convivial downtown.

Why the emphasis on downtown?
Downtown has outsized importance to the City of Austin and to the metropolitan region that it anchors. As the symbolic heart of a region spanning hundreds of square miles, it is where, more than anywhere else, commercial and residential development of all kinds can flourish at the greatest intensity and with the fewest restraints. This translates directly into dollars and cents; the city as a whole is dependent on the robust tax revenues generated by economic activity taking place downtown.

Whether citizens are most concerned about expanding affordable housing, improving parks and open space in neighborhoods, shoring up public safety, or any other area touched by city spending, they should care about the overall health of downtown Austin. In addition, downtown looms large in ways that go beyond the fiscal. The city's heart is the seat of Austin's municipal government; it is where many of the city's most renowned events take place, and it is where citizens gather in times of triumph and in times of grieving. Importantly, it is the foremost face of the entire metropolitan area to most out-of-town visitors.
As is discussed in more detail in Section 1 (Austin, the Evolving City), although Downtown Austin is booming and in many ways thriving, there are fundamental shortcomings, particularly in the Southeast Quadrant, where the Austin Convention Center is located. For instance, the circulation of people, bicycles, and

motorized vehicles of all kinds in that section of downtown is difficult and frustrating. There is a lack of welcoming and memorable public space on par with the revamped Republic Square to the west, or Butler Metro Park across Lady Bird Lake. Important constituencies in downtown–including musicians and other participants in the city's renowned creative economy, and the owners and employees of live music venues, art galleries, and other gathering places that enrich Austin's culture–are feeling the squeeze of rising land prices and rent. All of this occurs at a moment when downtown continues to experience rapid real estate development as well as a likely push to improve public transit in the coming years.

In this report, several scenarios are analyzed (described in Section 5). They are as follows:

Scenarios 1 and 2 (no-build): Because not expanding the convention center is an option, the possibility of leaving the facility in its current configuration, though repairs and updates would be needed to keep it in good working order, is analyzed. Scenario 1 is essentially "no build," whereas Scenario 2 analyzes the trajectory of private development that is projected to take place in the coming years if no convention center expansion takes place in the parcels to the west of the current facility.

Scenario 3 (westward expansion): The finding from a prior study by the architectural firm Gensler, detailed in the Austin Convention Center Long-Range Master Plan, suggests that the only realistic option for expanding the convention center without reducing its occupiable floor space during construction is to expand to the west across Trinity Street, from the current site. An expansion southward would disrupt an existing high-rise affordable development, the Lakeside Apartments. An eastward expansion would interfere with ambitious plans to revamp Waller Creek. Finally, Capital Metro's Downtown Station on the Red Line on Fourth Street lies directly in the path of a northward expansion. In Scenario 3, Gensler's well-vetted westward expansion is accepted as a starting point, with some modifications, for an expansion.

Scenarios 4.1, 4.2, 5.1, and 5.2: These scenarios, as in Scenario 3, assume that a new convention center building is first built to the west of the existing facility, albeit with placemaking strategies that differ from Scenario 3, in Scenario 4.1 or 5.1.

The completion of a new Austin Convention Center building to the west of Trinity Street from the current site makes it possible, as a subsequent phase of an overall project spanning many years (in Scenarios 4.2 or 5.2), to remove some (4.2) or all (5.2) of the current convention facility to make room for replacement buildings. This assures there will be no net reduction in leasable area for the convention center, which is treated as an essential requirement in order to avoid crippling the existing operations of the Austin Convention Center (see further discussion below). Scenarios 4.2 and 5.2 differ as to what is to be built on the differing sections of the existing Austin Convention Center footprint occupying six city blocks. These scenarios offer what is sometimes referred to in economic theory as real options: If Scenario 4.1 is built, then a subsequent decision can be made to proceed with Scenario 4.2, or not, at any time. The same is true for Scenarios 5.1 and 5.2. These real options offer the advantage of determining whether a first phase has been successful before proceeding to a second phase. It also offers the opportunity to take advantage of timing. For instance, construction on a second phase can be timed to begin during a market downturn, when construction costs are low, and an employment boost to the economy is most welcome.

It must be noted that the elucidation of the various scenarios should not be thought of as architectural design. Actually, designing the precise forms, internal spaces, and systems of the new convention center buildings and the associated other buildings and public spaces would require far more detailed work than what is presented here. The propositions that are put forth should instead be thought of as urban design, with an emphasis on the public realm of streets and other outdoor spaces, and how the buildings frame those spaces, rather than detailed design of the buildings themselves. Nevertheless, this report demonstrates that the research

team's propositions could function for the intended purpose of accommodating an expansion of the Austin Convention Center. Should the city proceed with expansion, more detailed architectural design will be necessary, but at the present stage the most urgent design questions that need to be resolved concern urban design. Should there be a pedestrian extension of Second Street from San Jacinto and Trinity, or all the way to Waller Creek? If so, what form should it take? Should private development be stacked on top of convention center space, or lie on its own parcels? Can a new convention center facility be designed to take full advantage of Palm Park and a reimagined Waller Creek? These are the types of questions that the scenarios in this report can help address, at this critical, early stage of decision making about the future of the Austin Convention Center.

Why not analyze a demolition of the existing Austin Convention Center with no replacement?

There is one possibility that was not considered in this report: demolishing the existing Austin Convention Center facility and not replacing it, so that the street grid through the six city blocks it currently occupies could be restored and framed by new public and private buildings. There are certainly some in Austin who might advocate this position, but the scenario development illustrated in this report takes it as a given that changes should not result in a net reduction or elimination of the total leasable space offered by the current Austin Convention Center.

Why not consider eliminating the current Austin Convention Center facility?

There are four primary arguments against eliminating the current Austin Convention Center Facility. First, business travelers who are strongly attracted by meetings such as those that take place at convention centers are of outsized importance to the overall tourism industry. In a presentation by Nate Gieryn, Travel Research Manager for Travel Texas, a division of the Texas Economic Development and Tourism Office, to Austin's Tourism Commission on December 12, 2018, Gieryn noted that research shows that group meeting travelers stay longer and spend more than all other categories of travelers, such as vacationers or those in town to visit friends or family. Austin's metro region has a higher share of meeting travel (seven percent, or just under half of total business travel) than all other major Texas metropolitan areas. Removing the convention center would give away an advantage that Austin currently holds over its nearby competitors. The spending from business travelers attending meetings is also highly important because of its timing, and its magnitude. Meeting travel is disproportionately important in generating crowds of restaurant, night club, and live music patrons on slow nights of the week, from Sunday through Wednesday nights, whereas local demand for these establishments is much more concentrated on Thursday, Friday, and Saturday nights.

Second, as noted in Section 4 and in greater detail in Appendix C, Austin has an extraordinarily robust hotel industry that would be the envy of most other cities in the United States. Market conditions have remained generally sound despite the addition of thousands of rooms to the market in recent years. Although some hotels provide their own large ballrooms to enable them to host meetings, a space for meetings of the size of the Austin Convention Center would almost certainly never be provided by private business interests. Removing the existing convention center would be a blow to the health of existing hotels, particularly those in and near downtown Austin.

Third, in the competition for tourism, removing the Austin Convention Center would be tantamount to Austin ceeding economic opportunity with respect to its competitors. All of the largest–and highest–profile cities in the United States—New York, Chicago, Los Angeles, Houston, and Dallas, for example—have major convention facilities, as do the cities that can be plausibly seen as Austin's peers and direct competitors in the tourism market such as Portland, San Antonio, Denver, Nashville, and Charlotte.

Finally, removing the existing Austin Convention Center might inadvertently damage the value of the city's image, which is difficult to quantify but has

unquestionably risen in recent years. The existing facility facilitates large gatherings of national and international visitors who meet to discuss an endless variety of topics, and in so doing discuss and share their impressions of Austin. Attracting business travelers in particular likely has additional benefits that go beyond the spending impacts discussed above, which are hard to quantify. For instance, inducing business persons in positions of influence to visit Austin could shape decisions on business expansions or relocations that could benefit the city. One other very specific way in which the convention center shapes perceptions of Austin is its close link with the globally renowned SXSW gathering. The convention center and SXSW have grown in tandem, and the existing facility plays an essential role in providing a physical space for a large share of SXSW events that take place.

The team's research approach views the future of the Austin Convention Center as a potential opportunity to not only reimagine the shape and function of an important facility, but of an entire quadrant of Austin's downtown, and its' surrounding neighborhoods. Accordingly, the varying scenarios developed take into account the effects on the surrounding neighborhood and beyond, at least as much as they consider the viability of various reconfigurations of the Austin Convention Center facility itself.

1

The Transformation of the Central City

OVERVIEW

1-01

LES HALLES, PARIS_1956

1-02

MEMORIAL HALL, PHILADELPHIA_1876

Methodology

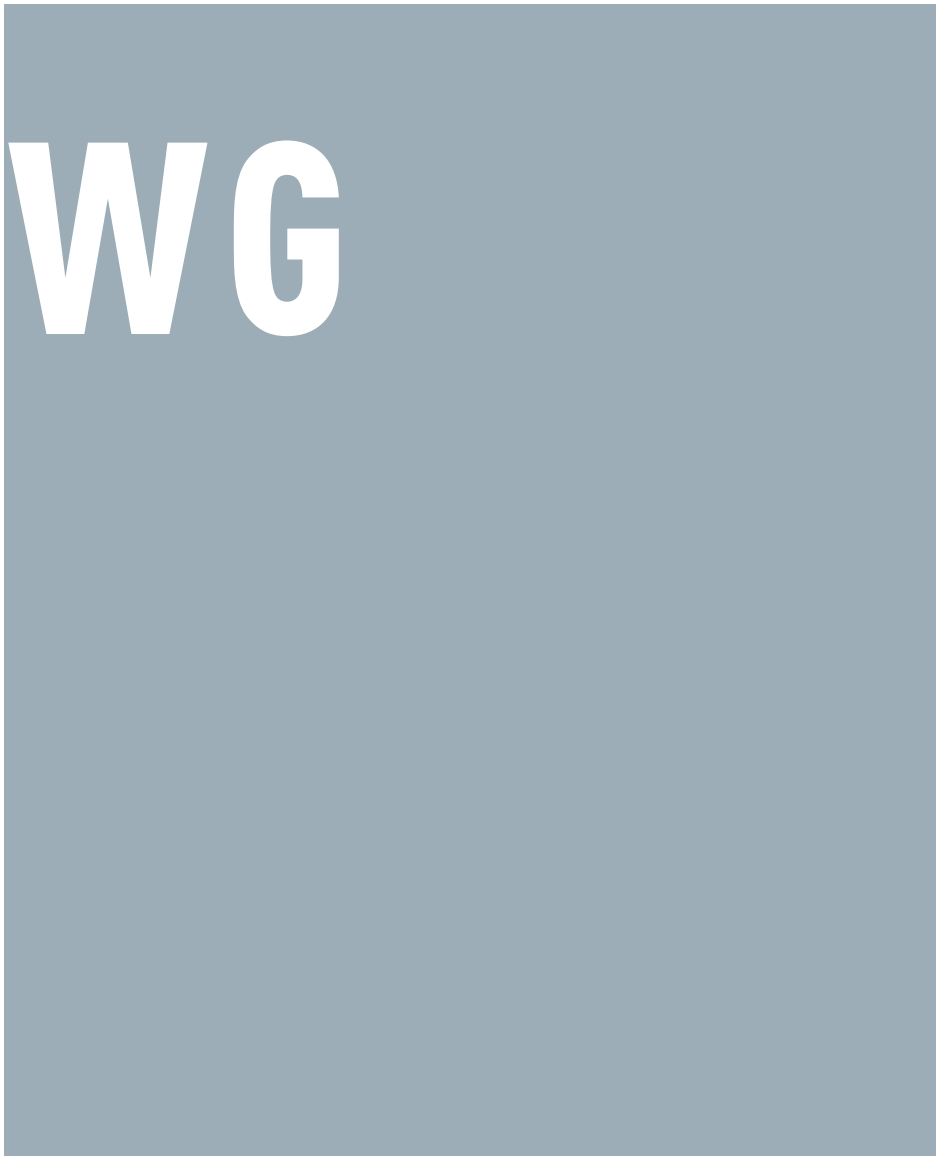
Convention center buildings have their origins in the exhibition halls and market buildings of the nineteenth century. These buildings were sometimes part of an urban complex, as in the original market halls of Les Halles in Paris (pictured), often located at the heart of a bustling urban district and connected to the streets of the city, or they were stand-alone pavilions such as Memorial Hall in Philadelphia (pictured). These types of buildings generally were situated in parks, and therefore had only a symbolic relationship with nearby urban neighborhoods.

However, throughout the twentieth century, as the building type evolved into the large warehouse-like structures that comprise the majority of these facilities today, convention centers became more and more separated from the fabric of the city. This condition was partially a function of the necessity to move large amounts of goods in and out of the buildings, and it was partially a result of the need for an ever-expanding building footprint. The result of these phenomena was a disconnection between the role of the convention center as a component of the city (Les Halles), and the need for the design of a convention center to be driven exclusively by internal functional planning (Memorial Hall). Today, cities contend with the inherent conflict between these two models: extra-large buildings that are inherently anti-urban, and the desire to embed facilities into the city and make them a part of a vital urban district.

The existing Austin Convention Center strives to achieve this balance, but the urban situation is rapidly changing, as is the business of conventions. More and more, event planners have a desire for their conventions to capitalize on the qualities of a destination as a whole, beyond the building and out into the city. Many new and centrally located facilities such as those in Seattle, Cleveland, Vancouver, and Charlotte are departing from the model of sizeable single level buildings separated from their urban surroundings, by either opening the buildings up to the street network or vertically stacking the program in new flexible arrangements. Others, such as Long Beach, are relocating away from impacted urban sites, taking advantage of an adjacent landscape, and adding diverse programs that turn these facilities into mixed-use environments.

In order to more fully understand the ways in which these issues could inform both the policy and design decisions that will determine the future status of the Austin Convention Center, a wide range of urban trends that are emerging from the changing face of the city, both existing and projected, have been explored through an extensive series of diagrams. These document the social, cultural, physical, and economic pressures that are contributing to the evolving urban condition. They expand the study beyond documenting the internal needs of the individual convention center and look out into the city, striving to strike a balance between the internal and the external performance requirements that make a convention center urban.

THE WALLER GRID



Designed by Edwin Waller in 1839, the Waller Grid, a survey which corresponded with the founding of the city, was an effective system for dividing and selling the plots of land that would organize the city. Enfronting the Colorado River, the grid is carefully laid onto the landscape in order to work with the topographic features of the site. The western boundary of the grid, West Street, sits adjacent to Shoal Creek, while the eastern boundary, formerly East Avenue (now I-35), extended slightly past Waller Creek. The Waller Grid also included a central park square, on which the state capitol is located, and four secondary park squares.

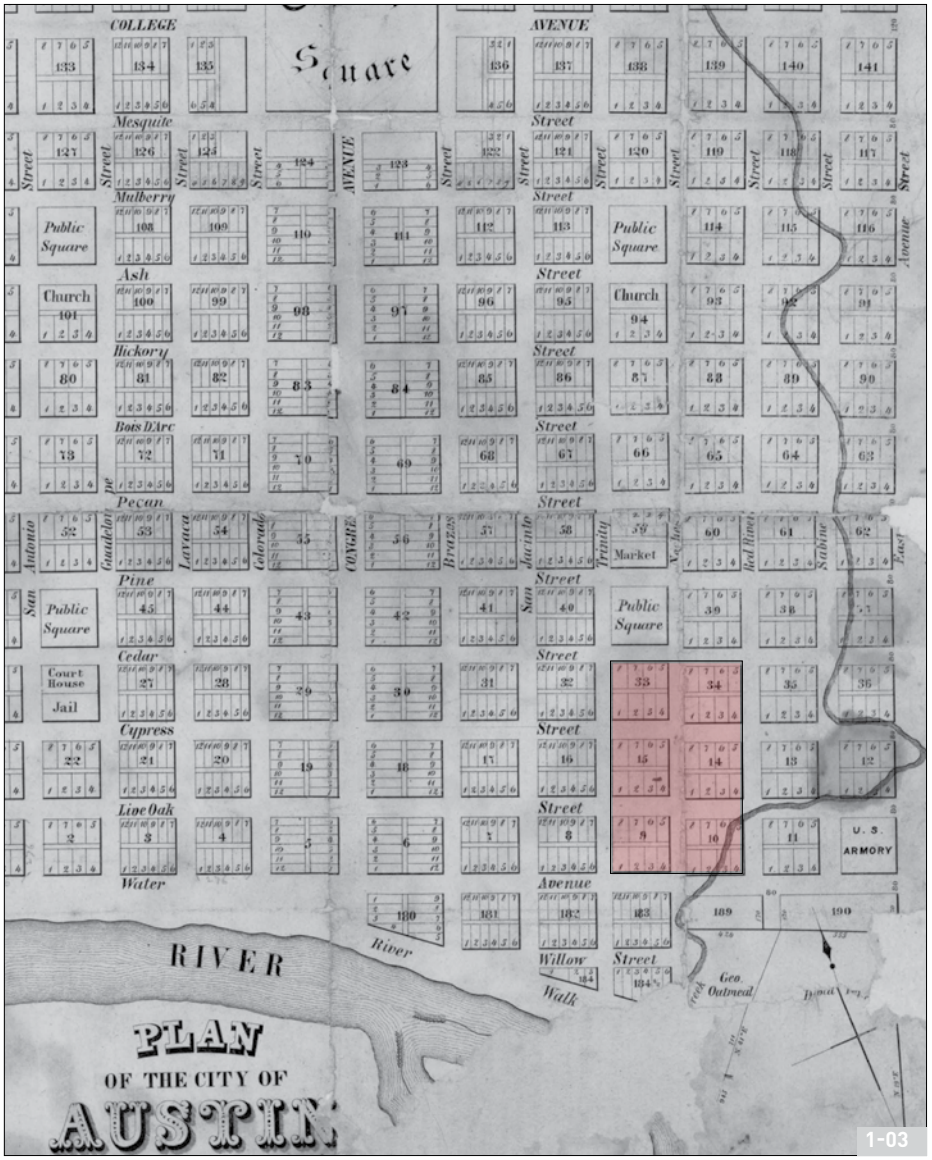
The city blocks are designed to be 276 feet by 276 feet. Each half block is divided into either four or six land parcels that are a multiple of twenty-three feet in width (due to the limitations of heavy timber construction), and each block includes a service alley that is twenty feet in width. The grid is organized by a grid of eighty-foot wide right-of-ways (streets). The street grid provides the connective armature that organizes the commercial frontages of the land parcels. A careful study of the

grid reveals how the orientation of the parcels changes to reinforce the primary division within the grid, which is centered around Congress Avenue and Sixth Street. These two streets were designed to be the primary commercial armatures of the system, and they subdivide the grid into four quadrants, each centered around one of the four urban parks.

The Austin Convention Center is located in the Southeast Quadrant, bounded by 6th Street to the north, Congress Avenue to the west, Water Street (Cesar Chavez) to the south, and East Avenue (I-35) to the east.

Maintaining the integrity of the original Waller Grid is essential for many reasons. Doing so helps mitigate automobile traffic in the area by allowing for multiple alternative routes, this also increases pedestrian walkability by reducing the number of impediments between heavily traversed areas. Furthermore, it allows for the possibility of continuous street frontage in the downtown area: retail, restaurants, cafes, etcetera. These factors, taken all together, work to eliminate dead zone areas in the district and increase the quality of urban life in Downtown Austin.

Three primary factors adversely impact the integrity of the grid in the Southeast Quadrant. They are Waller Creek, The establishment of the I-35 corridor in place of East Avenue, and the consolidation of the blocks that were assembled to provide a site for the convention center. Among these, the I-35 corridor is the most disruptive and has historically disconnected central Austin from the east side neighborhoods. Various alternatives for its reconstruction are currently under review by TXDOT. These alternatives have the potential to either exacerbate the situation or to heal it. Secondarily, the consolidation of the six blocks on which the convention center site is located compresses traffic to a limited set of streets — a situation that contributes to the significant congestion problems, most notably along Cesar Chavez Street. While the severance of the grid seemingly had minimal impact upon the urban condition of the quadrant during the initial construction of the facility, now, with recent and ongoing development shifting eastward, this has become a critical factor impacting the area.



AUSTIN CREEKS

Situating the Waller Grid between two of Austin's most significant creeks has adversely impacted the development of the adjoining land parcels, due to the regular incidences of flooding along their lengths. Additionally, the community's desire to preserve the creeks as an environmentally important ecosystem has also always been present in the ongoing political discourse of the city and continues to be an essential component of Austin's planning. While not always considered an asset for development, Waller Creek, traversing the eastern edge of central Austin from north of The University of Texas campus down to the Colorado River is in the process of becoming one of the country's major urban park systems, and it will bring much needed social and recreational space to an area of the city that has been historically underserved. As a result of this transformation, there is now an excellent opportunity to reorient the Austin Convention Center to engage Waller Creek, linking together the city's public infrastructure and populating it with shops, restaurants, and new public spaces that will serve both visitors to the city, and the Austin community alike.

1-04

THE AUSTIN CREEKS PLAN_1976

THE SHIFTING CENTER

SC

When first built, the Austin Convention Center, located on the edge of the downtown, was designed and organized so that the primary public façade of the facility faced the downtown. The eastern side of the building was reserved mainly for service related functions, accessed from Red River. This service relationship was not a significant urban issue at the time, as there was limited development to the east. Still, the design did acknowledge the importance of Waller Creek on its southeast corner, anticipating the future importance of the creek.

Now, with ongoing development migrating towards the edges of downtown, what was once the edge is now the center of a set of rapidly developing urban districts. A large amount of housing and entertainment venues has sprung up in the Rainey Street district to the south, an innovation District is emerging on the North, the Second Street corridor continues to flourish, and development is pushing into East Austin. The Austin Convention Center now is located at a critical juncture in the city, one that impacts the city on every side of the building.

1-05
CENTRAL AUSTIN_1963

CONVENTION CENTER_PLANNING AND DEVELOPMENT HISTORY

2005 Seaholm Power, LLC selected to redevelop Seaholm

2007 Waller Creek TIRZ (TIF) created

Master Development Agreement for Seaholm approved 2008

2008 5th & Brazos Parking Garage Construction

Waller Creek Conservancy (WCC) Founded as a non-profit 2010

2010 Waller Creek District Master Plan Issued

Plaza Saltillo Station Opened 2010

On-going Waller Creek Works 2011-18

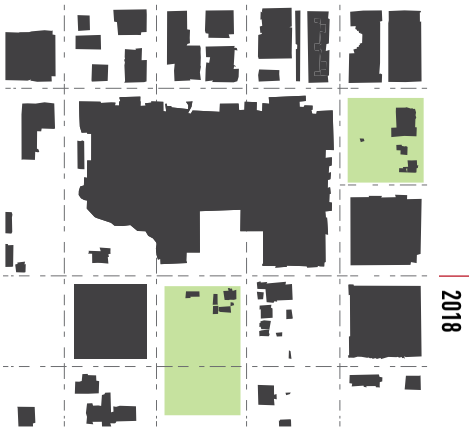
2012 Imagine Austin

WCC signs Joint Development Agreement with the City of Austin 2014

2015 Austin Convention Center Long-Range Master Plan

Palm Park Concept Design Phase Plan 2015

2015 Waller Creek Creek Corridor Framework Plan Completed



2016 Plaza Saltillo Development, Begins Construction

2017 Plaza Saltillo Development, Phase 01 Delivered

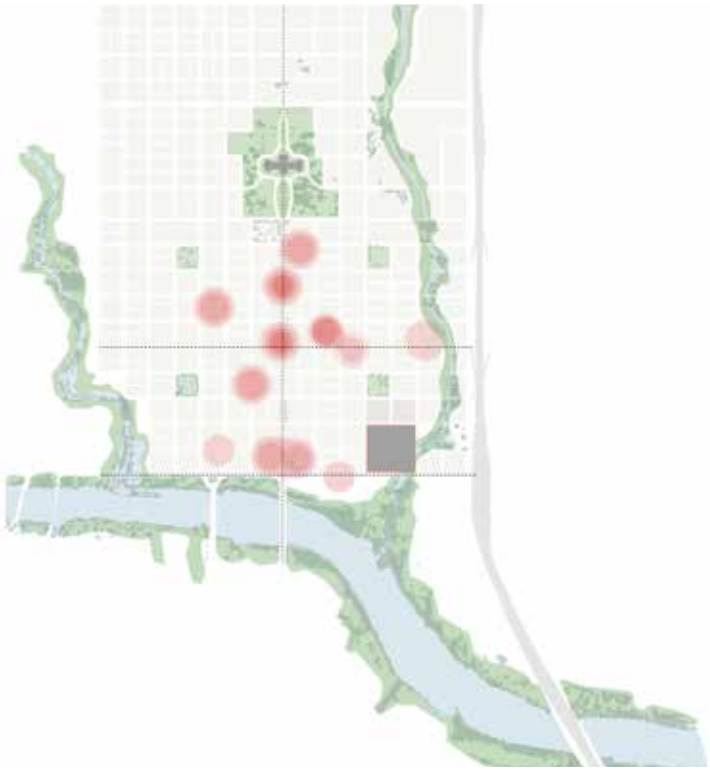
2017 **Austin Central Library Opens**

2018 Fairmont Hotel Opens

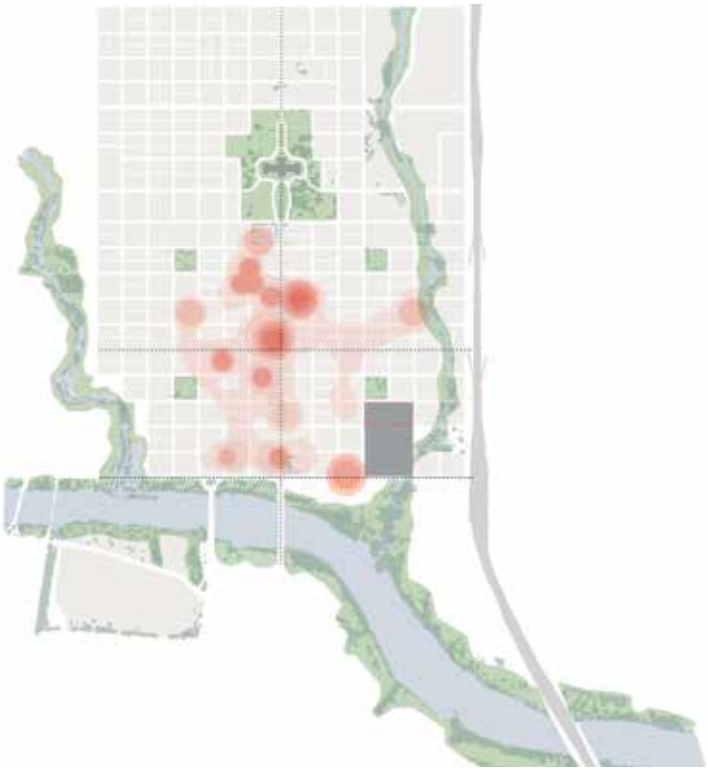
2019 Plaza Saltillo Development, Phase 02 Constructed

[2019] Frameworks for Placemaking_CSD Report

URBAN DEVELOPMENT_THE SHIFTING CENTER



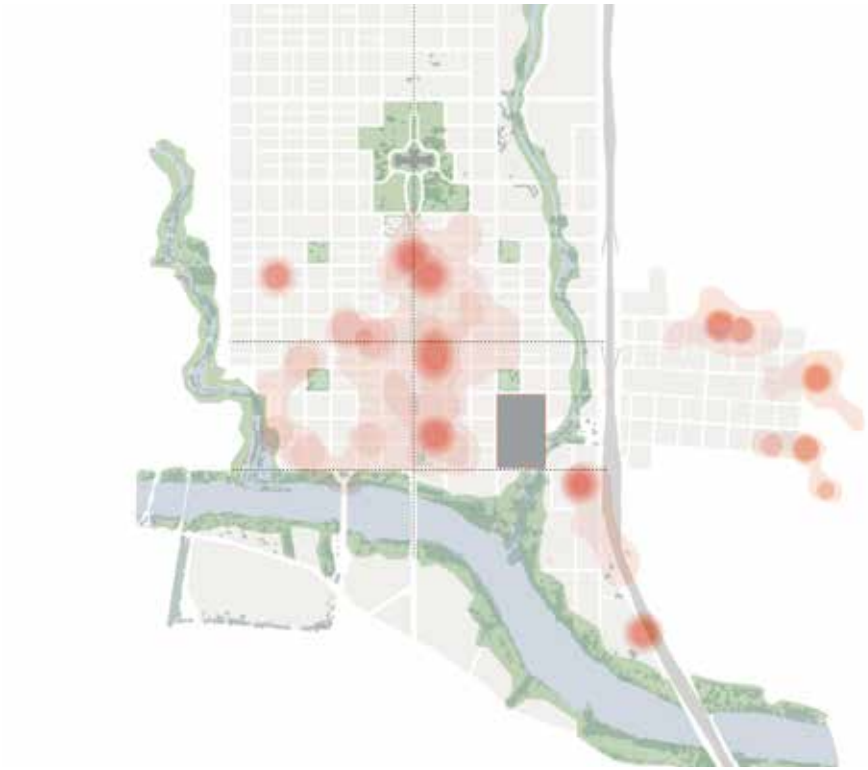
1992



2002

Planned in the late 1980s, and completed in 1992, the first phase of construction of the Austin Convention Center was sited at the southeast corner of downtown. At the time, Austin was emerging from an economic downturn, and any development that was occurring focused on Congress Avenue. The area around the new center was mostly undeveloped, with many vacant lots and neglected buildings. The location, backing up to I-35 had the advantage of being easily serviced from the freeway and from Red River.

By the early 2000s, development activity in the area south of the Texas State Capitol continued to expand, although much of the construction still focused around Congress Avenue. During this same period, the Austin Convention Center expanded to the north, capturing two additional blocks and creating a new entrance fronting onto Brush Square. Some construction was beginning to drift east, in particular on those blocks enfronting the lake.



2010

Present

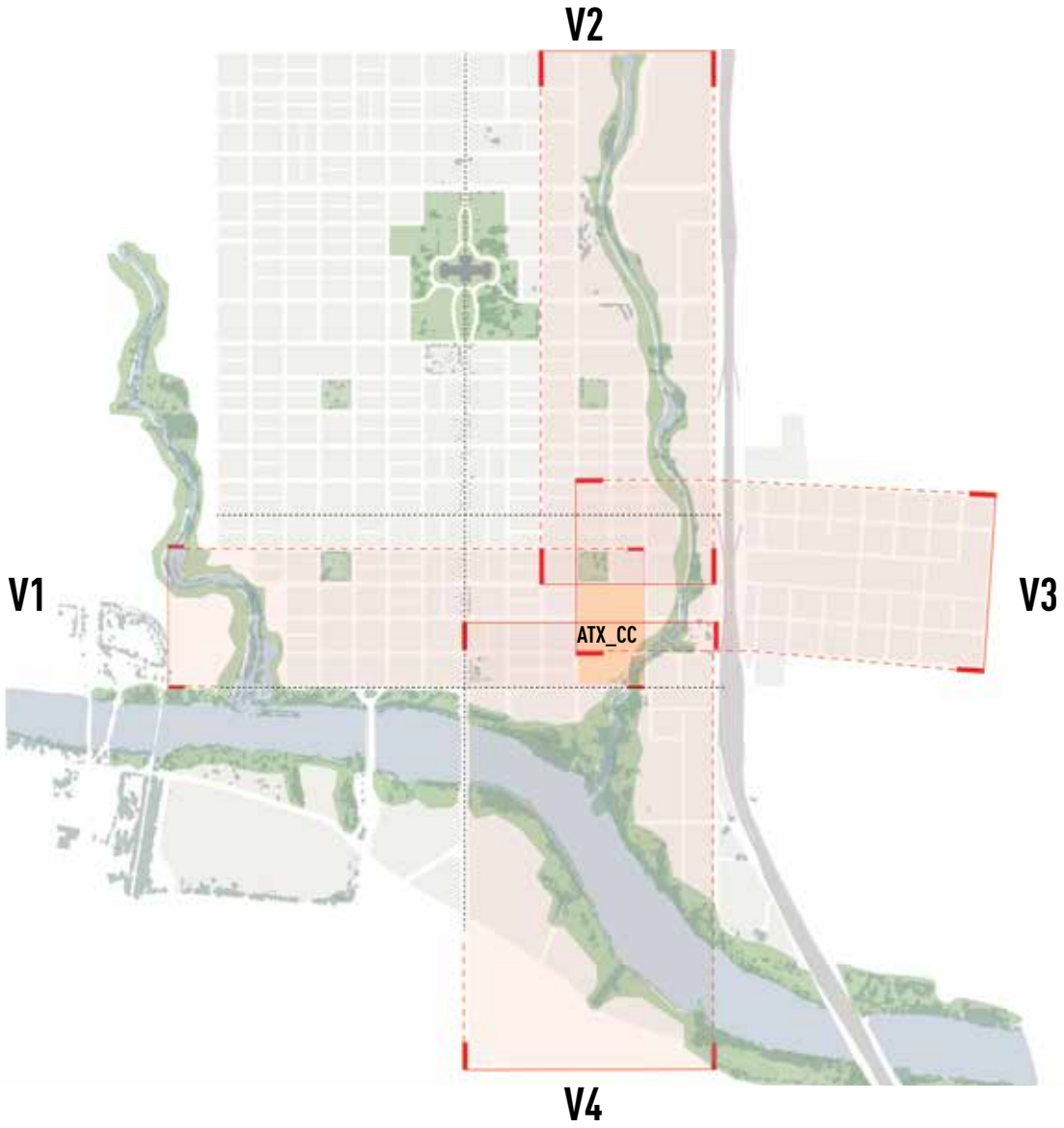
While still focused along Congress Avenue, in 2010 development activity was expanding both east and west within the warehouse districts south of Sixth Street and along the Second Street corridor. The Rainey Street Historic District was beginning to transform, and development east of I-35 was beginning to intensify, marking a distinct shift in the historic development pattern of the city. The Austin Convention Center would now become situated in the middle of an area of increasing development pressure.

Today, the Austin Convention Center, no longer located on a peripheral site on the edge of downtown, is now positioned at what has become the heart of a new nexus in central Austin. The convention center site, with new development occurring on all sides: the pending redevelopment of Waller Creek, a rapidly intensifying Rainey Street district, and significant new construction east of I-35, needs to adjust to the evolving urban situation. Over the past twenty-five years, what had been the edge is now becoming an important center for the community.

EMERGING SECTORS_THE FOUR VECTORS OF URBAN DEVELOPMENT

A survey of recent and projected ongoing development in central Austin indicates that many emerging projects (illustrated in Appendix A) are concentrating along four major vectors in the city. Each of these four vectors intersect with the district around the Austin Convention Center. The new focus created by this overlapping phenomenon has the potential to connect sections of the city together into a larger urban network that pinwheels around the convention center site, tying it into the city at large.

Each of these four vectors is documented in the diagrams on the following pages, illustrating the intensity of actual and pending urban development. This overlapping situation will be even further reinforced by planned infrastructural improvements including: the provision of high-capacity transit concentrating around the Downtown Station, the revitalization of the Waller Creek corridor, potential reconstruction of I-35, and a future connection to the South Shore Waterfront.



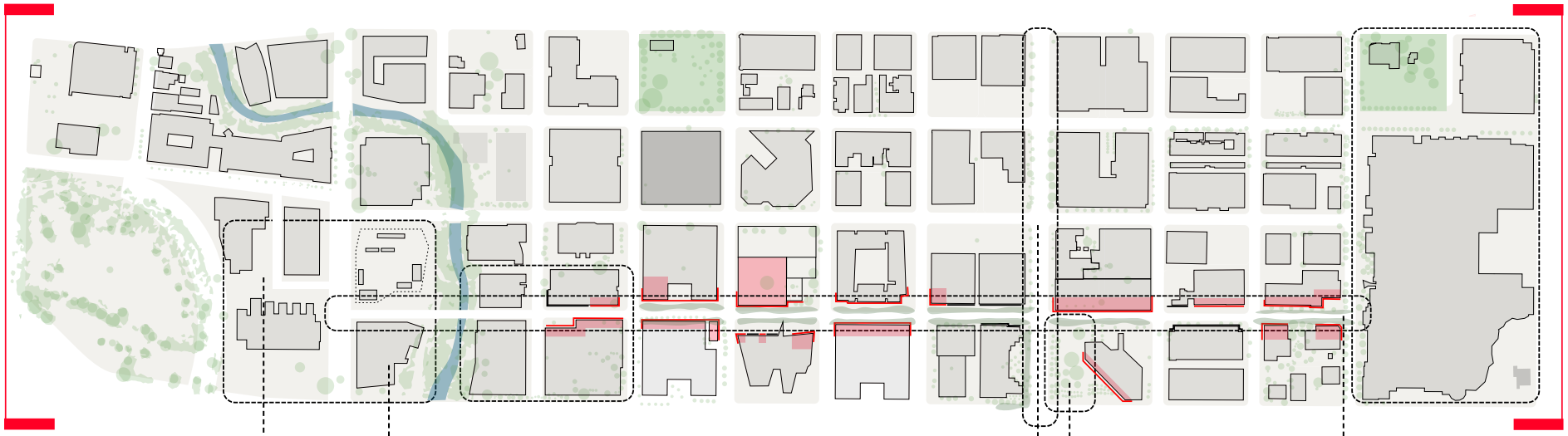
V1_ CREEK TO CREEK

V2_ UP WALLER CREEK

V3_ ACROSS THE CORRIDOR

V4_ SOUTH SHORE TO SXSW

V1_W > E : CREEK TO CREEK



Seaholm represents the western edge of Second Street, and is a mixed use EcoDistrict.

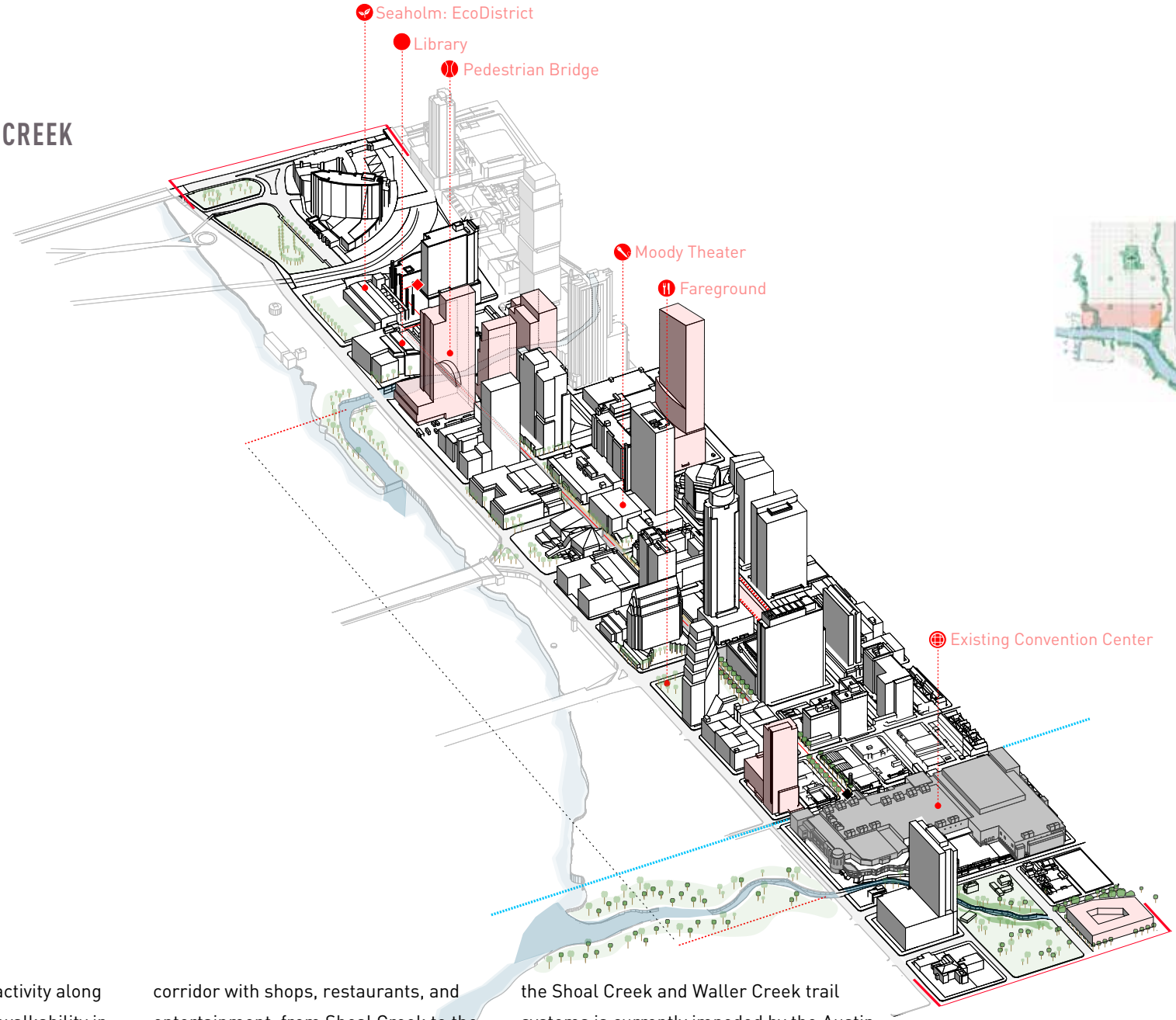
Shoal Creek connects together a series of new developments on the western edge of the city, including the new city library.

Congress Avenue features wide sidewalks and is a social heart of Downtown Austin

Although privately owned, the Fareground provides outdoor space open to the public.

Second Street ends at the Austin Convention Center, with limited connections to the Creek.

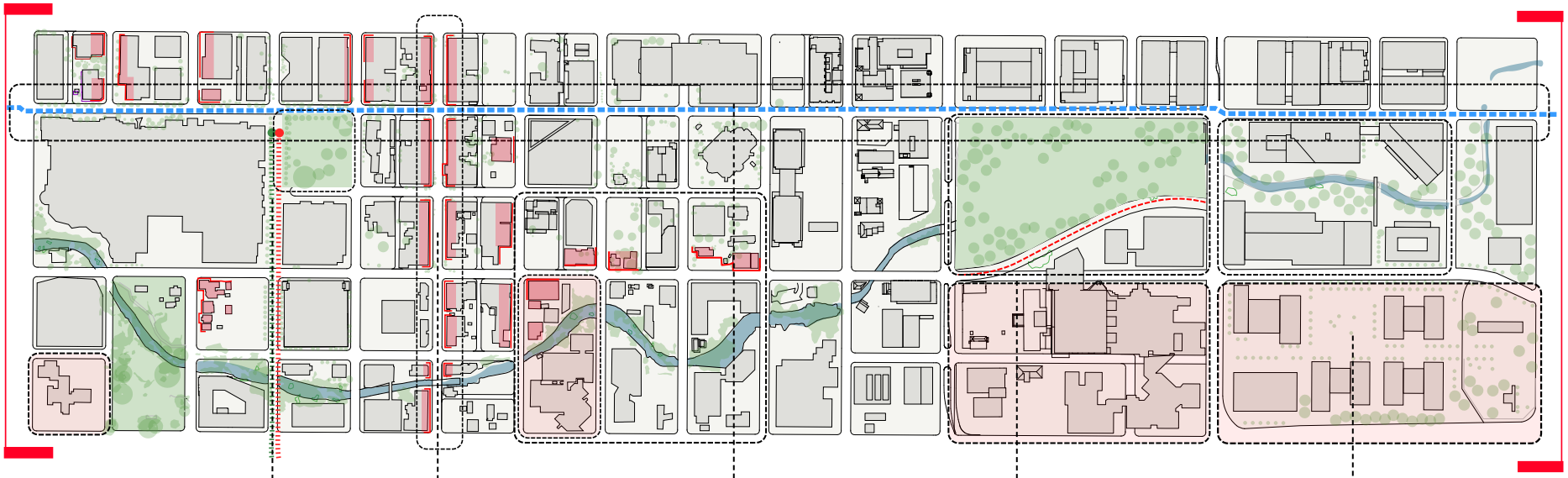
_W > E : CREEK TO CREEK



With recent development activity along Second and Third Streets, walkability in the area has dramatically improved in the last ten years, creating a tree-lined corridor with shops, restaurants, and entertainment, from Shoal Creek to the edge of the Austin Convention Center. Second Street's potenial to connect the Shoal Creek and Waller Creek trail systems is currently impeded by the Austin Convention Center, which breaks the grid in the Southeast Quadrant.

N

V2_N > S : UP WALLER CREEK



Fourth Street Transit Stop

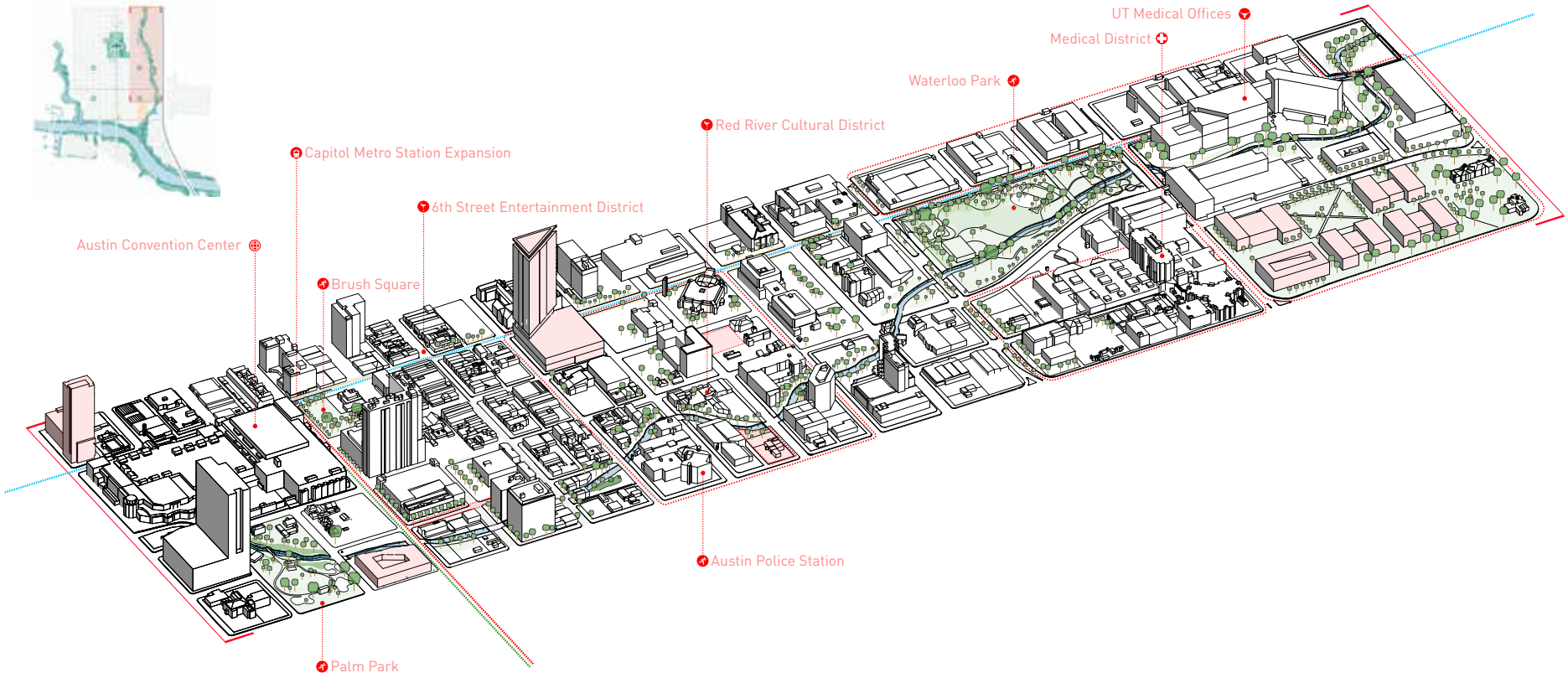
Sixth Street
Entertainment District

Trinity Street has been flagged as a potential high capacity transit corridor, an additional catalyst for development in the area.

Existing street conditions in many parts of V3 are not inviting for pedestrians. with few active street frontages north of Sixth Street, and narrow sidewalks.

UT Medical Campus

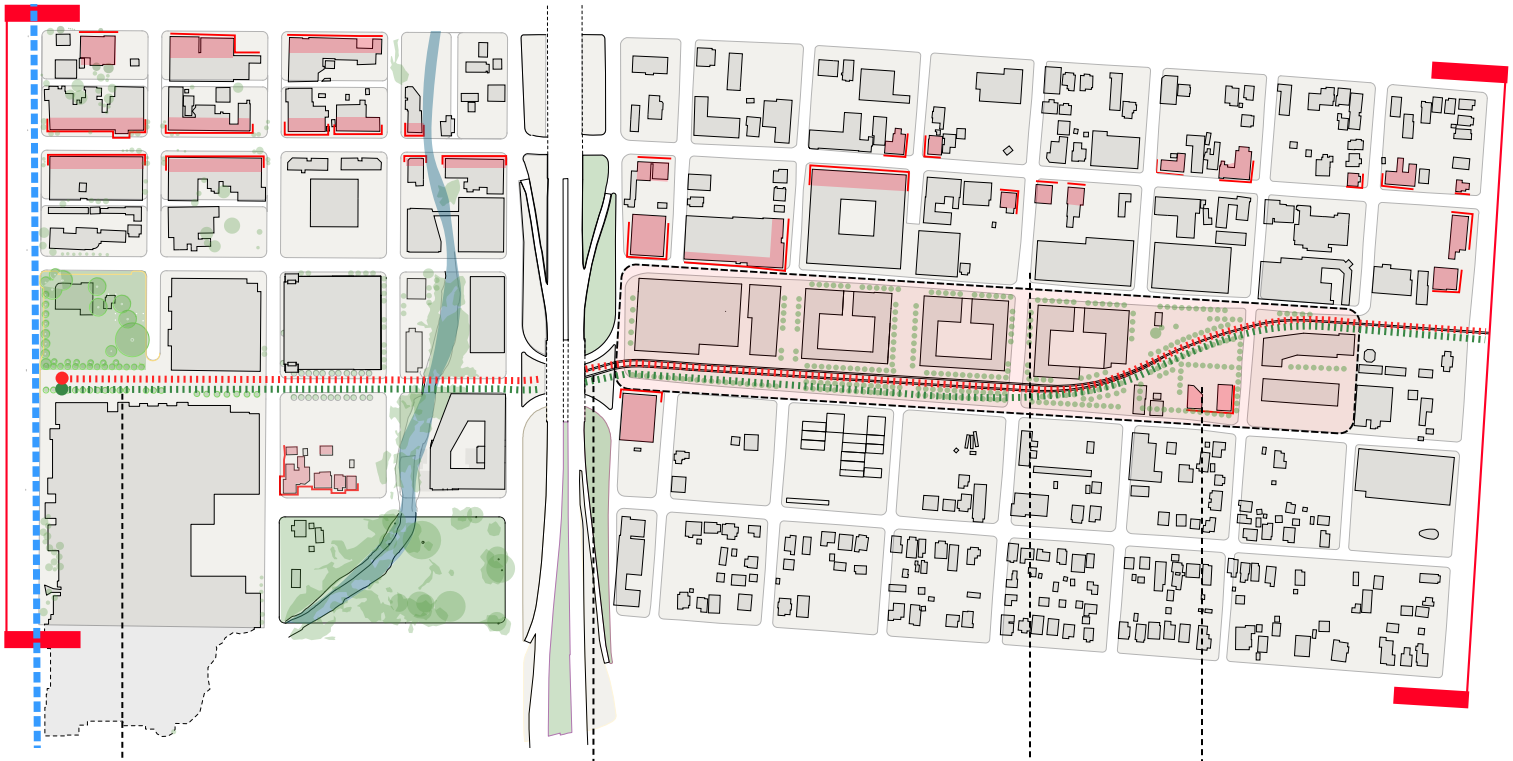
_N > S : UP WALLER CREEK



The Innovation District, bound by I-35 on the east, MLK Blvd on the north, San Jacinto on the west, and Cesar Chavez Street on the south, is a rapidly developing area with a number of planned projects in progress. Notable emerging projects include: the Waller Creek Corridor redevelopment, Waterloo Park, Brush Square, and the University of Texas medical campus. Additionally, a new master plan for the state capital complex engages the area on the west side. These emerging projects are documented in more detail in Appendix A. This district has the potential to significantly improve the pedestrian, bicycle, transit, and vehicular connections between the The University of Texas campus, the Convention Center District, and destinations in-between.

N

V3_E > W : ACROSS THE CORRIDOR



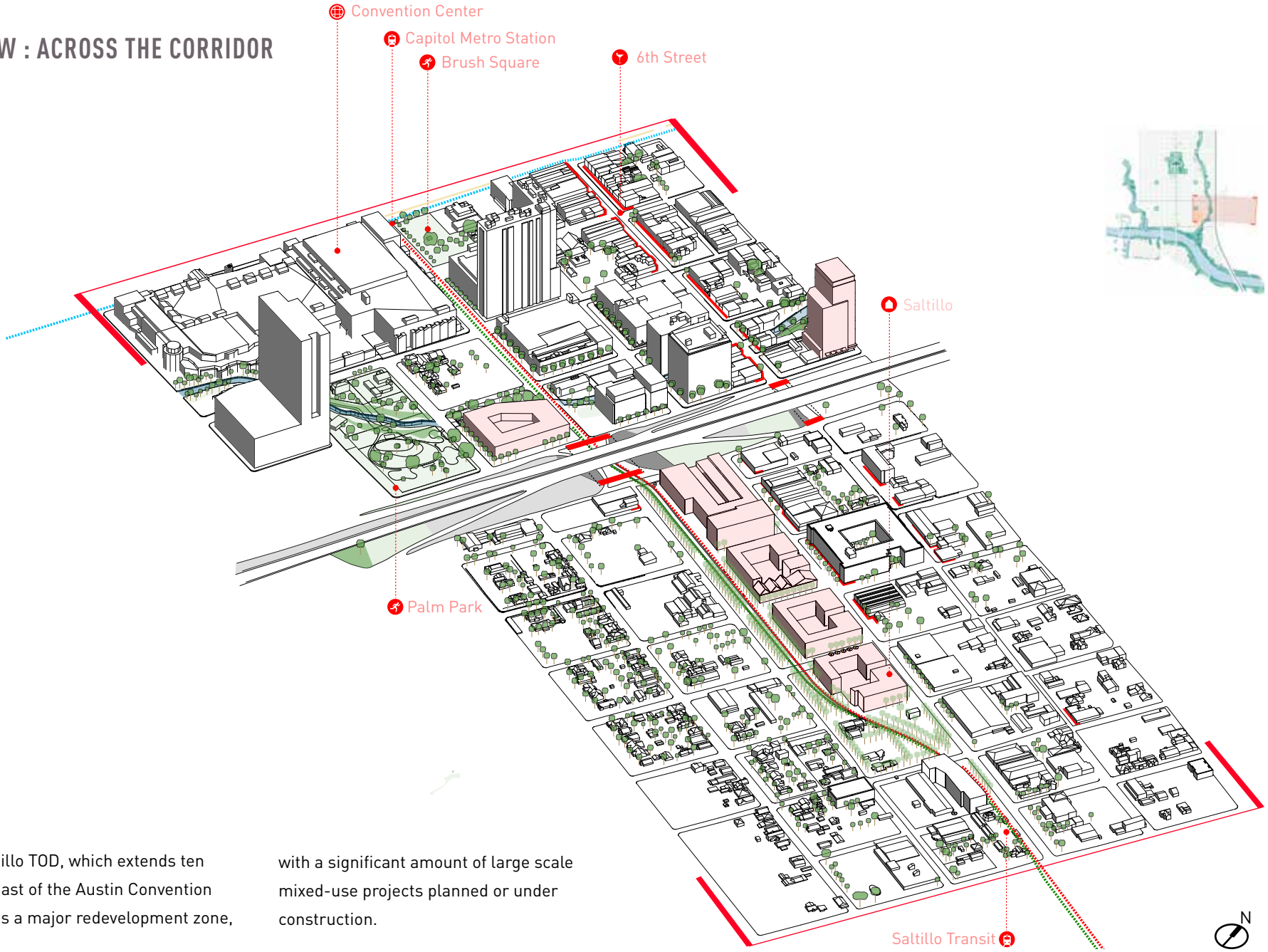
The Lance Armstrong Bikeway currently parallels the transit station on Fourth Street, and should be integrated into future redevelopment proposals.

Crossing points at Fourth Street and Sixth Street are currently the only ways for pedestrians to cross the I-35 corridor.

Fifth Street Frontage: I-35 disrupts the connections along Fifth Street, redirecting pedestrians to cross at Fourth street.

Saltillo TOD is under construction, and should be completed in 2019, providing more housing and mixed-use to the area.

_E > W : ACROSS THE CORRIDOR



The Saltillo TOD, which extends ten blocks east of the Austin Convention Center, is a major redevelopment zone, with a significant amount of large scale mixed-use projects planned or under construction.

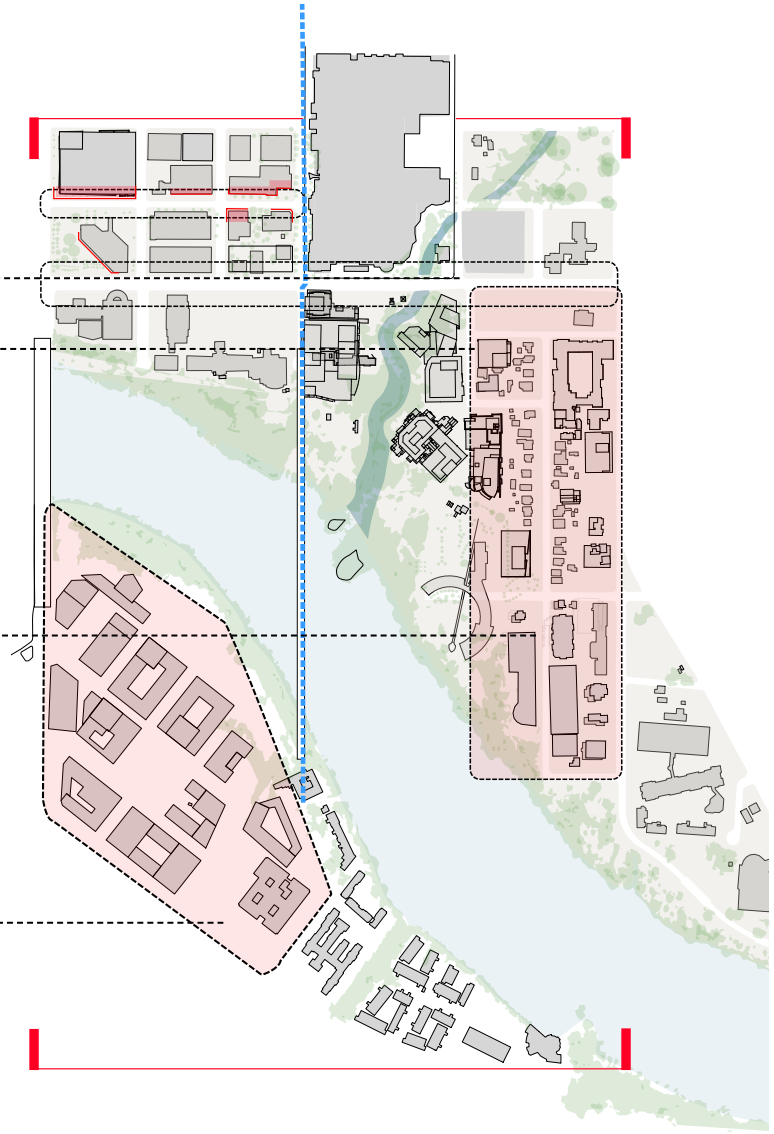
V4_S > N : FROM SOUTH SHORE TO SXSW

The intersection of Red River and César Chavez is the main crossing point from Rainey into Convention Center, but it is not the safest intersection for pedestrians.

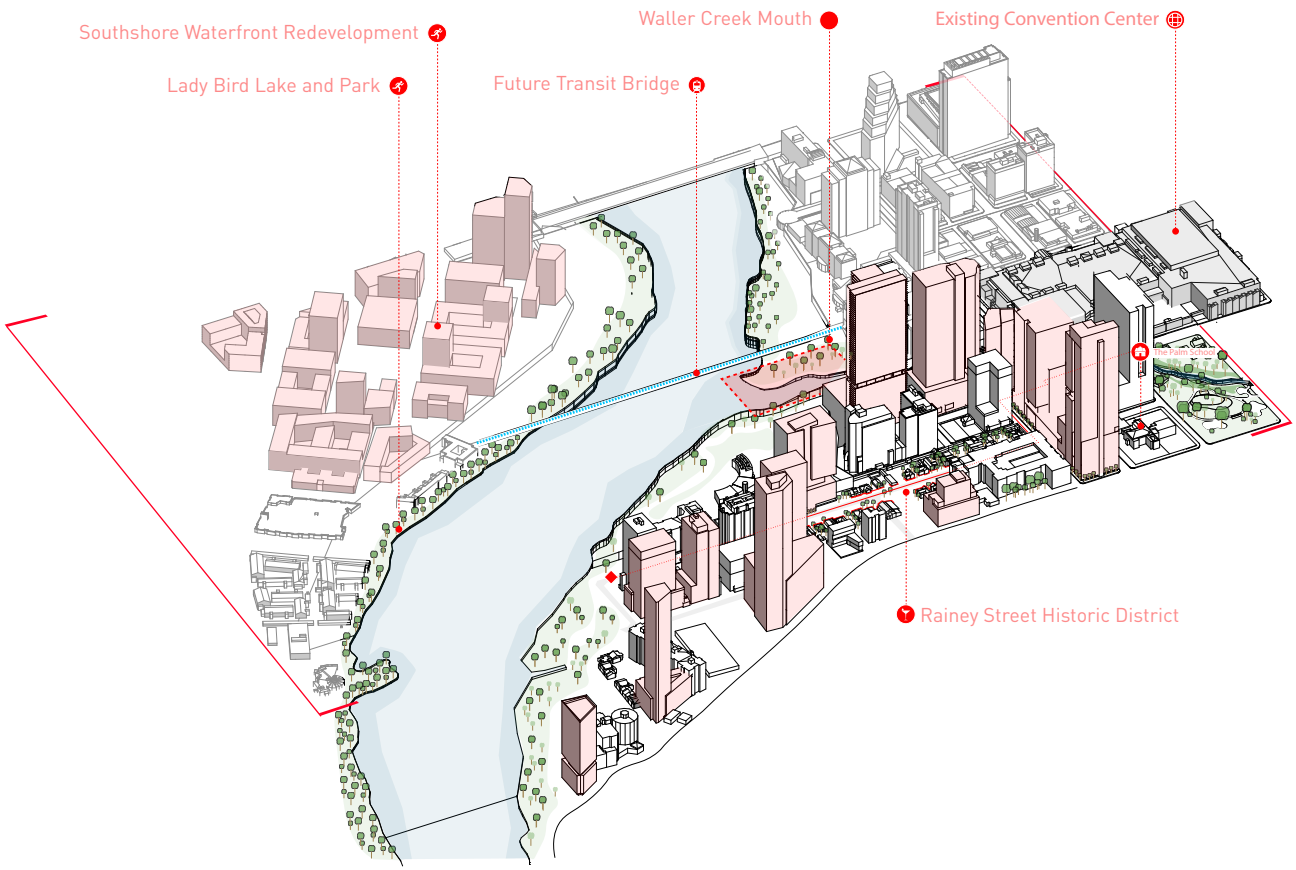
Rainey Street is an active nightlife area and is a significant destination for the community and for visitors attending conventions.

The southern end of Rainey Street is primarily high rise residential, with walkable streets and ground floor retail

The pending redevelopment of the South Shore Waterfront District will substantially change the dynamics along Lady Bird Lake. A proposed future pedestrian and transit bridge connection (Blue Line) would link it across the lake.



_S > N : FROM SOUTH SHORE TO SXSW



The Rainey Street Historic District, once a small residential neighborhood on the edge of Downtown Austin, has undergone a significant transformation in the last fifteen years. After being rezoned as a part of the Central Business District in 2004, It has emerged as one of the most agressively developed areas of the city with multiple projects having recently been completed, ranging from housing, hotels, restaurants and bars, and additional development on the way.

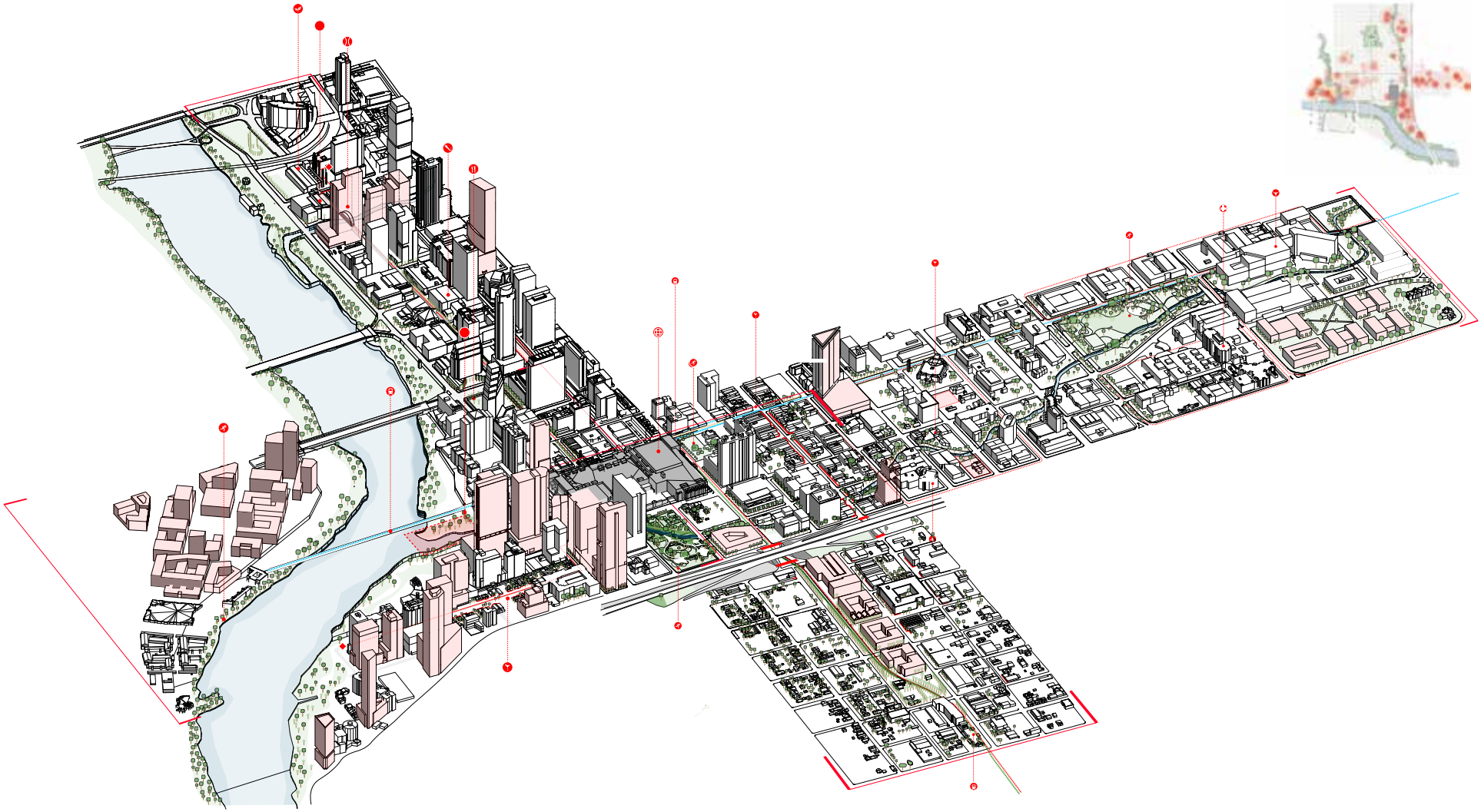
N

THE NEW NEXUS_URBANIZING SECTORS

The mapping of the four vectors suggests a significant shift in the intensity of urban development from a historical focus along Congress Avenue, to new opportunities along the eastern and western edges of the downtown. The Austin Convention Center District, located in the middle of much of the new development on the east, occupies a central location between these initiatives. This location presents the city with a strategic opportunity to link together many of the ongoing projects into an entire network of active public places. It is transforming the convention center site from its initial status on the edge of central Austin to one in it which it becomes a primary hub of social and economic activity connecting a whole number of developing urban areas.

Redevelopment strategies for the convention center should recognize the problems and opportunities surrounding the new nexus and strive to resolve the conflicts inherent with competing interests and initiatives, to ensure that the eastern edge of Downtown Austin becomes a safe, vibrant, and attractive area serving the community and its guests.

_ATX : THE FOUR VECTORS



2

The Southeast Quadrant

_Overview

_Landscape Systems

_Mobility Systems

_Real Estate Development

OVERVIEW_

Over the past 30 years, the Southeast Quadrant of downtown has undergone a massive transformation, ushering in a host of new options for dining, entertainment, hotels, housing, and an energized street life. Illustrated and analyzed in the following section are the area bounded by I-35 to the east, Lady Bird Lake to the south, Congress Avenue to the west, and Eighth Street to the north. The Austin Convention Center is positioned in the middle of this quadrant and plays a major role in defining the current urban character of the area. The convention center occupies a single parcel that is made up of six historic city blocks. It has a large presence in the Southeast Quadrant, both physically and programmatically. Today, areas of the Southeast Quadrant are defined by an active nightlife, a multitude of cultural venues to explore (live music, bars, clubs, museums, and theaters), and an ever-improving pedestrian environment. There are also areas, however, that are devoid of active street life and the perception of a lack of public safety.

The MetroRail, which began operating in 2010, is servicing a growing contingent of residents who work downtown and live on the north side of the city and beyond, as far away as Leander. Potential transit improvements on the horizon would increase and enhance the accessibility of the area.

With the Waller Creek Master Plan underway, additional park space is under development, and will eventually provide a continuous pedestrian connection from The University of Texas medical campus to Lady Bird Lake. The City of Austin's Parks and Recreation Department has initiated a redevelopment of the historic Brush Square, which will eventually become a small but lively urban park for festivals, weekend markets and much more.

There is still great potential for improvement and growth in the district, and the Austin Convention Center has the potential to play a significant role in this transformation. All of the various programs that are taking root in the Southeast Quadrant have the potential to work together in a symbiotic way, creating a vital urban district in a significant part of Downtown Austin.

LANDSCAPE SYSTEMS_

LS

There are four significant factors that are impacting the landscape systems surrounding the Austin Convention Center. Each of these is in a state of transition, and with proper guidance has the potential to work together to transform ecosystem services in the district. First, and most significant, is the Waller Creek Corridor. Historically, despite numerous attempts to transform the corridor into a significant linear park, Waller Creek has resisted attempts at significant placemaking along its edges. However, the construction of the flood control tunnel has changed the game. Now with the efforts of the Waller Creek Conservancy, and those of the City of Austin, what had always been a residual space in the city is on the verge of transforming into one of the most significant linear urban parks in the country. Second, the potential revitalization of Brush Square, together with the redesigned Downtown Station, will create a new urban space that is flexible enough to handle high transit demand while serving the needs of festivals and events in the heart if the Southeast Quadrant.

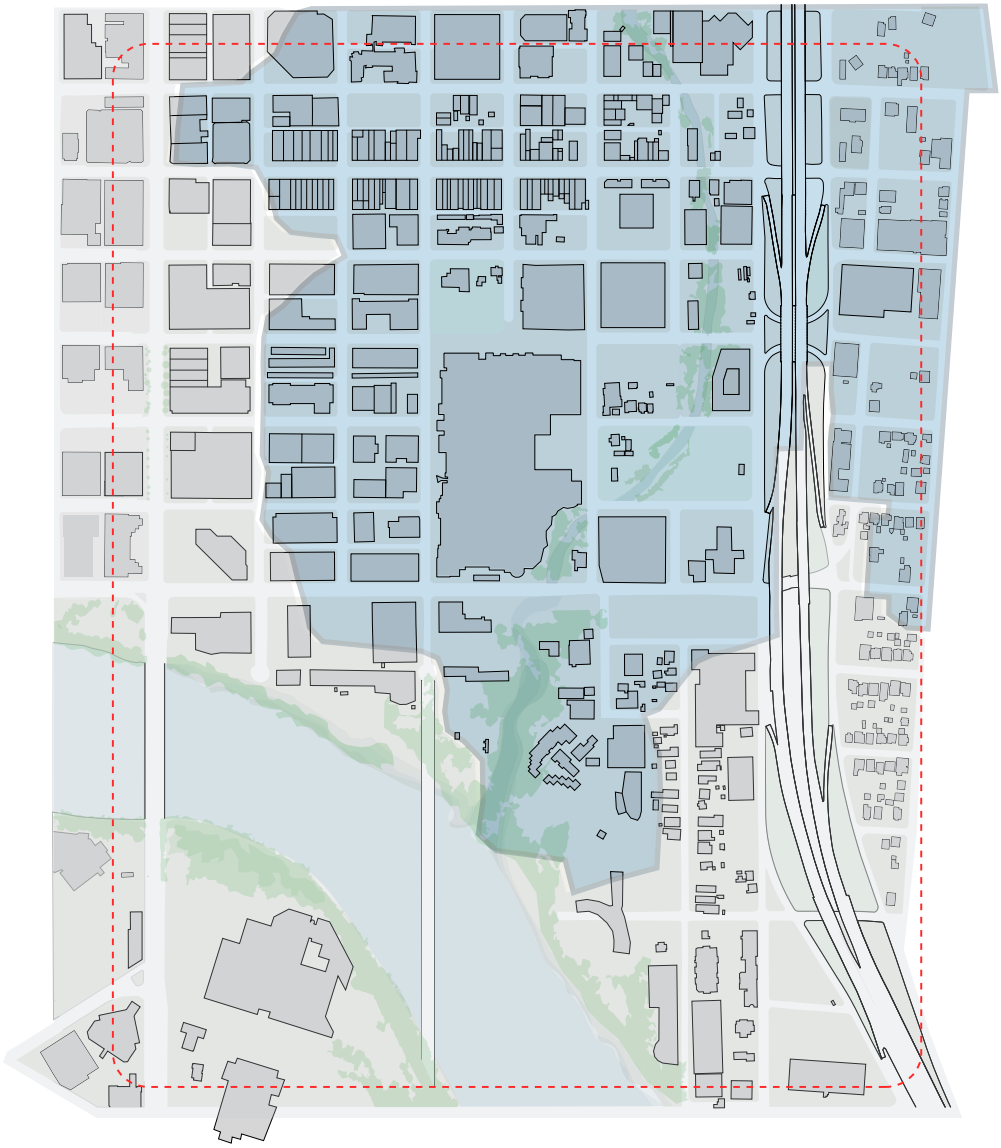
Third, implementation of the Great Streets master plan will improve pedestrian connectivity downtown and in addition, will provide a network of tree-lined streets that will help to reduce heat island effect, while providing ample shade for pedestrians and for cafes. Finally, as storm water flows across the district and into the creek, low-impact systems for cleaning the water prior to distributing polutents into the watershed should be implemented. The mitigation of pollutants prior to entering the creek, together with the refurbishment of the riparian system along the creek, should result in significant improvements to the performance of the ecosystem services that the creek provides.

2-02
WALLER CREEK CORRIDOR_CREEK SHOW

LANDSCAPE SYSTEMS_PARKS AND PUBLIC SPACE

The Southeast Quadrant is home to several parks and public spaces. In the immediate vicinity of the Austin Convention Center there is Brush Square Park to the north, and Sir Swante Palm Neighborhood Park, or Palm Park, to the east. The Waller Creek greenbelt also runs throughout the Southeast Quadrant. These parks are used by the community, by the city, and for large cultural events, such as South by Southwest. Currently, efforts are in place to enhance and expand the Waller Creek park system through a dedicated funding stream. Brush Square Park released a draft master plan in November 2018 detailing planned improvements. The City of Austin has also begun the visioning process for improving Palm Park. There is not only a need for increased quality of parks and public spaces, but also for an increased quantity. Residential and mixed-use development is booming in the Southeast Quadrant, and for certain areas, such as Rainey Street, access to open space is limited.

WATERSHED



A majority of the Southeast Quadrant is located within the Waller Creek watershed. The watershed empties into Lady Bird Lake, and covers a total area of six square miles. Lady Bird Lake is one of Austin's most famous and well-loved attractions, and maintaining an acceptable water quality level is extremely important. Any development within the watershed should be mindful of the amount of impervious cover being used, as well as the potential for runoff. One of the strategies to mitigate these effects is to integrate the Great Streets framework with the Green Streets framework. A Green Street, as defined by the EPA, is an approach to storm water management that incorporates vegetation, soil, and physical elements, such as pervious pavers, to help slow and clean storm water runoff. Addressing storm water runoff at the source level, the street, will lead to more efficient subsequent treatment and overall improved water quality.

MOBILITY SYSTEMS_

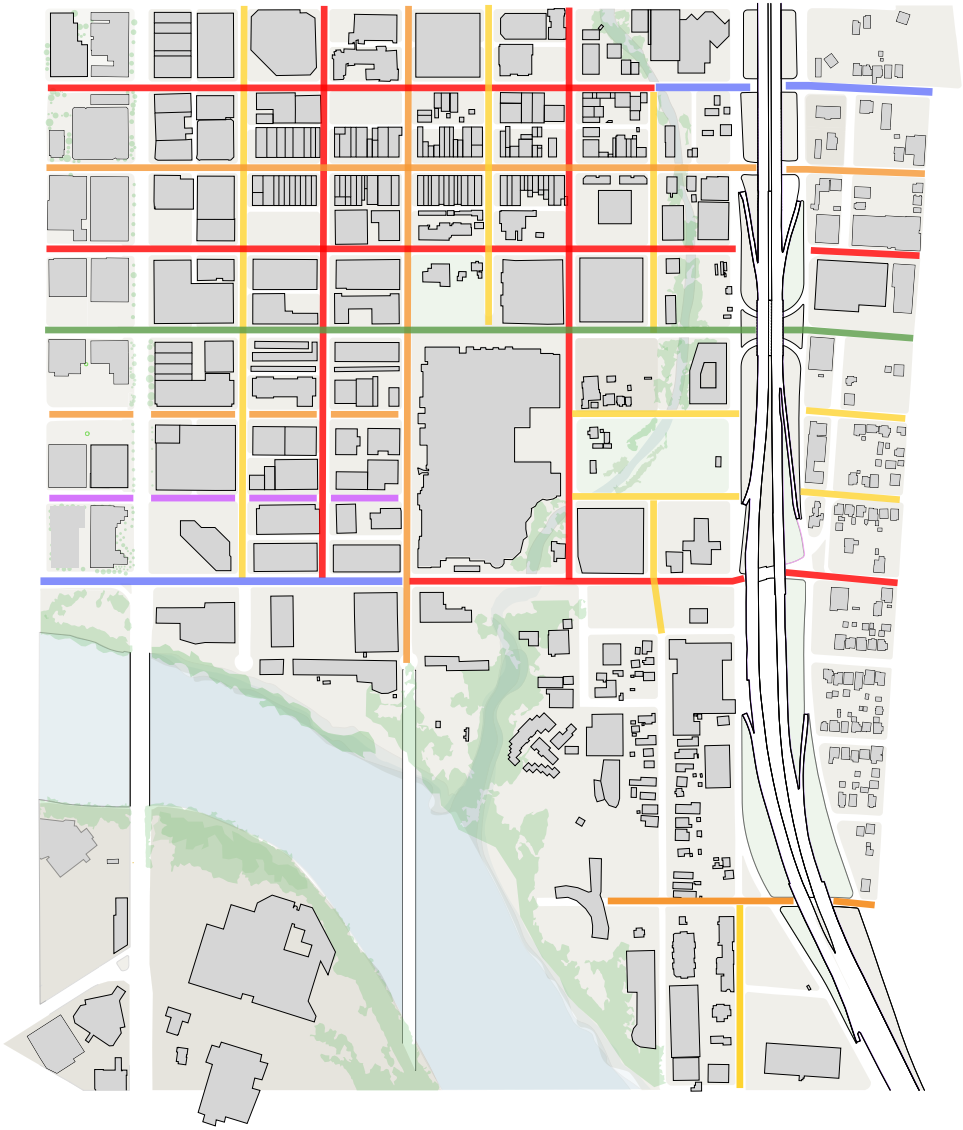
MS

The Austin Convention Center District is located at an important crossroads in the city's transportation system, for several reasons. Already, the downtown terminus of the commuter rail Red Line is located immediately adjacent to the north of the convention center, while future initiatives will intensify the intersections between multiple transportation modes. Among them is the pending implementation of Capital Metro's Project Connect, in which two more high-capacity transit lines are planned to intersect at the new Downtown Station, between the convention center and Brush Square (the future Green and Blue Lines). Already traversing the north side is the Lance Armstrong Bikeway, whose route may have to be modified to accommodate the upgraded transit facilities. Together with the completion of the Great Streets Plan, these infrastructural improvements will significantly enhance connectivity between the district and other sections of the city.

Alternatively, a street grid that was severed by the original construction of I-35, the elimination of the through streets that once ran through the six-block convention center site, and the closure of streets during major festivals and events have a significant impact on congestion within and through the district. When one considers the intensity of vehicle trips into and out of downtown along Cesar Chavez and in the Rainey Street District, there are significant conflicts to be resolved. These conflicts can be partially addressed by increasing the performance of multi-modal systems in downtown, increasing choices, and enhancing the connectivity of the transportation infrastructure through initiatives like Reconnect Austin and the ongoing implementation of the Great Streets Master Plan. Perhaps most significant would be a reduction in the amount of automobile traffic downtown. Already, the increase in parking under construction as a part of development in the Rainey Street District has led to recommendations to restrict access to residents exclusively. This situation will only intensify as new projects come online. Provisions for multi-modal choices would be a step toward relieving some of these conflicts.

2-03
GREAT STREETS_SECOND STREET

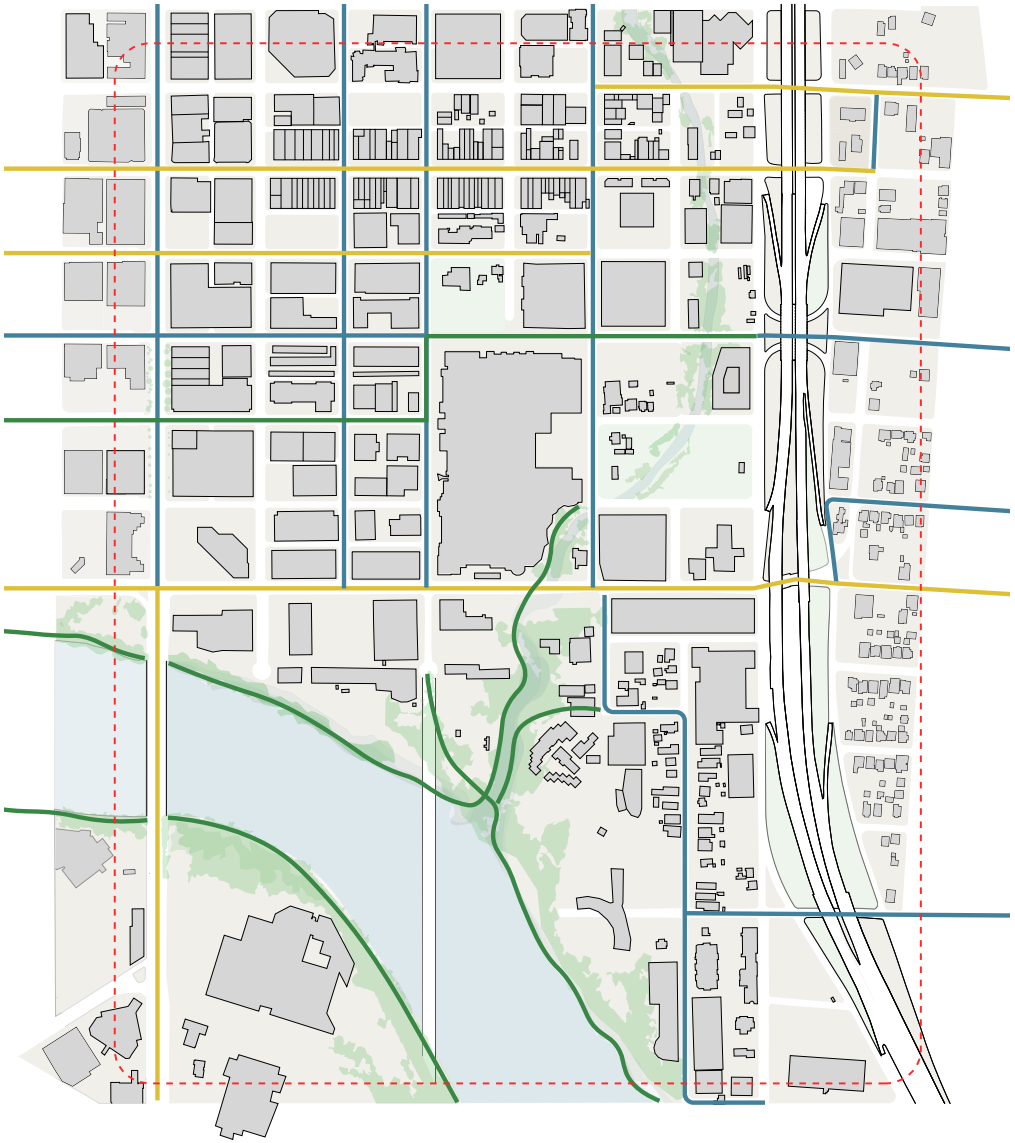
MOBILITY SYSTEMS_GREAT STREETS



Great Streets are streets for people. They prioritize pedestrians, transit, bicycles, and cars, in that order, and are an integral component in any successful city. By improving the quality of both the streets and the sidewalks, Great Streets create a safer, more inviting atmosphere for any mode of transportation. Great Streets improvements include space for sidewalk cafes, street trees, consistent paving materials, wider walking spaces, and benches. Streets and open spaces make up 50% of downtown land, and continued public and private investment is necessary to continue to improve the quality of these spaces. Redevelopment of the Austin Convention Center district should include Great Streets improvements in order to enhance connectivity in the area.

- Pedestrian Dominant Street
- Mixed Mode Street
- Rapid Transit Street
- Bicycle & Local Access Street
- Commuter Street
- Commuter Boulevard

_BICYCLE INFRASTRUCTURE

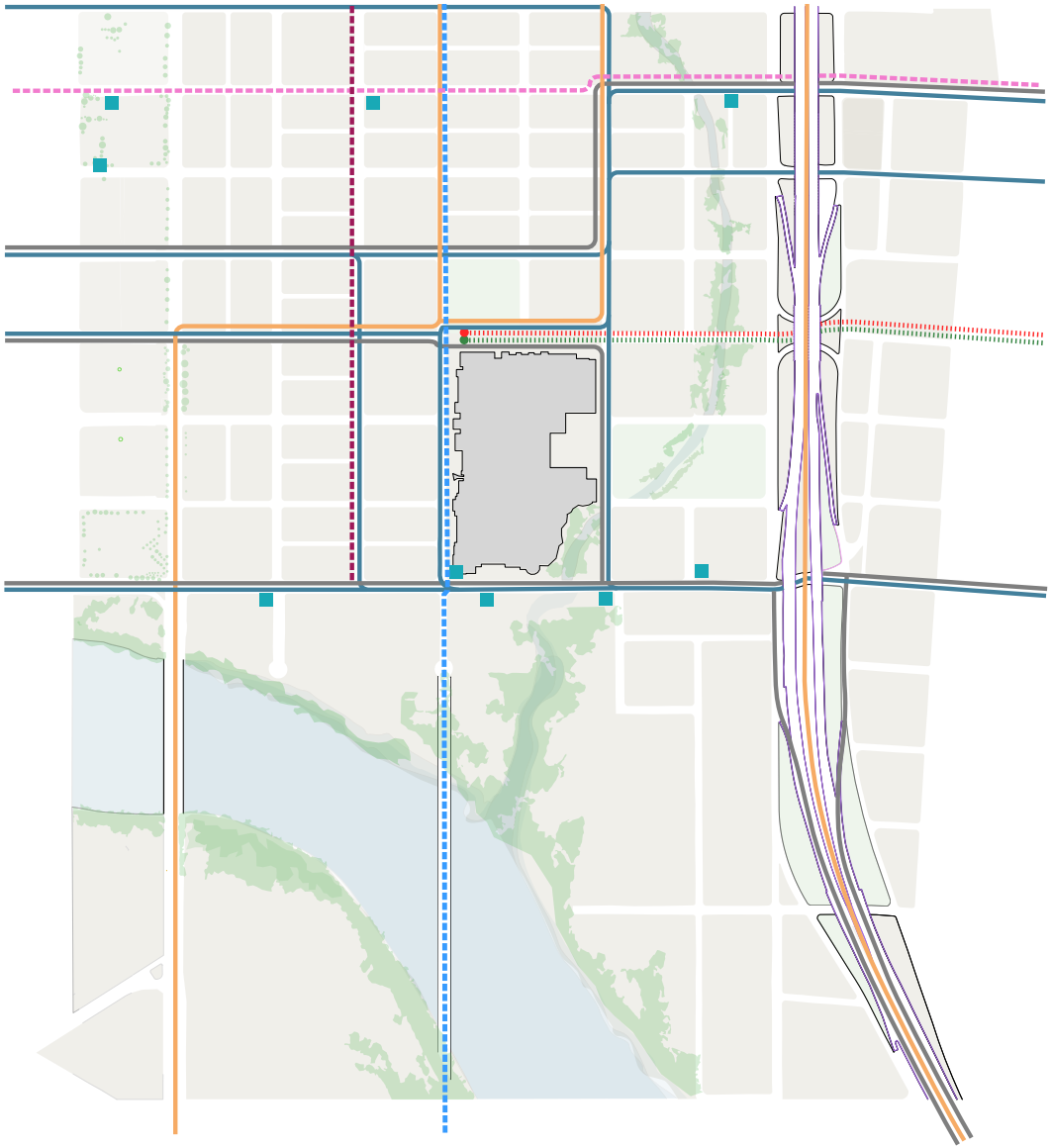


Between 2009 and 2015, the City of Austin expanded its designated bicycle routes by 70%, increasing from 126 to 210 miles. Not only has the network gotten larger, it has gotten better, with more protected bicycle lanes. In and around the Southeast Quadrant, there are plenty of options for biking, but many of these bike lanes are difficult for riders due to poor road conditions, accumulation of debris in rideable space, and a lack of physical barriers between riders and vehicles. The Lance Armstrong Bikeway is a major east-west route for the city but the portion that passes along Fourth Street creates potential conflicts with Capital Metro's Station Expansion plans and potential redevelopment of the Austin Convention Center. These conflicts should be considered in any convention center scenario.

ROUTE COMFORT RATINGS

- HIGH
- MEDIUM
- LOW
- B-CYCLE STATION
- RESTRICTED SIDEWALKS

MOBILITY SYSTEMS_TRANSIT SYSTEMS



COMMUTER RAIL

- GREEN LINE
- RED LINE

SPECIAL BUS ROUTE

- ORANGE LINE - METRO AIRPORT FLYER

HIGH CAPACITY RAPID TRANSIT

- BLUE LINE - RIVERSIDE
- ORANGE LINE - NORTH LAMAR/SOUTH CONGRESS

BUS RAPID TRANSIT LIGHT

- PINK LINE - CROSSTOWN
- PURPLE LINE - CROSSTOWN

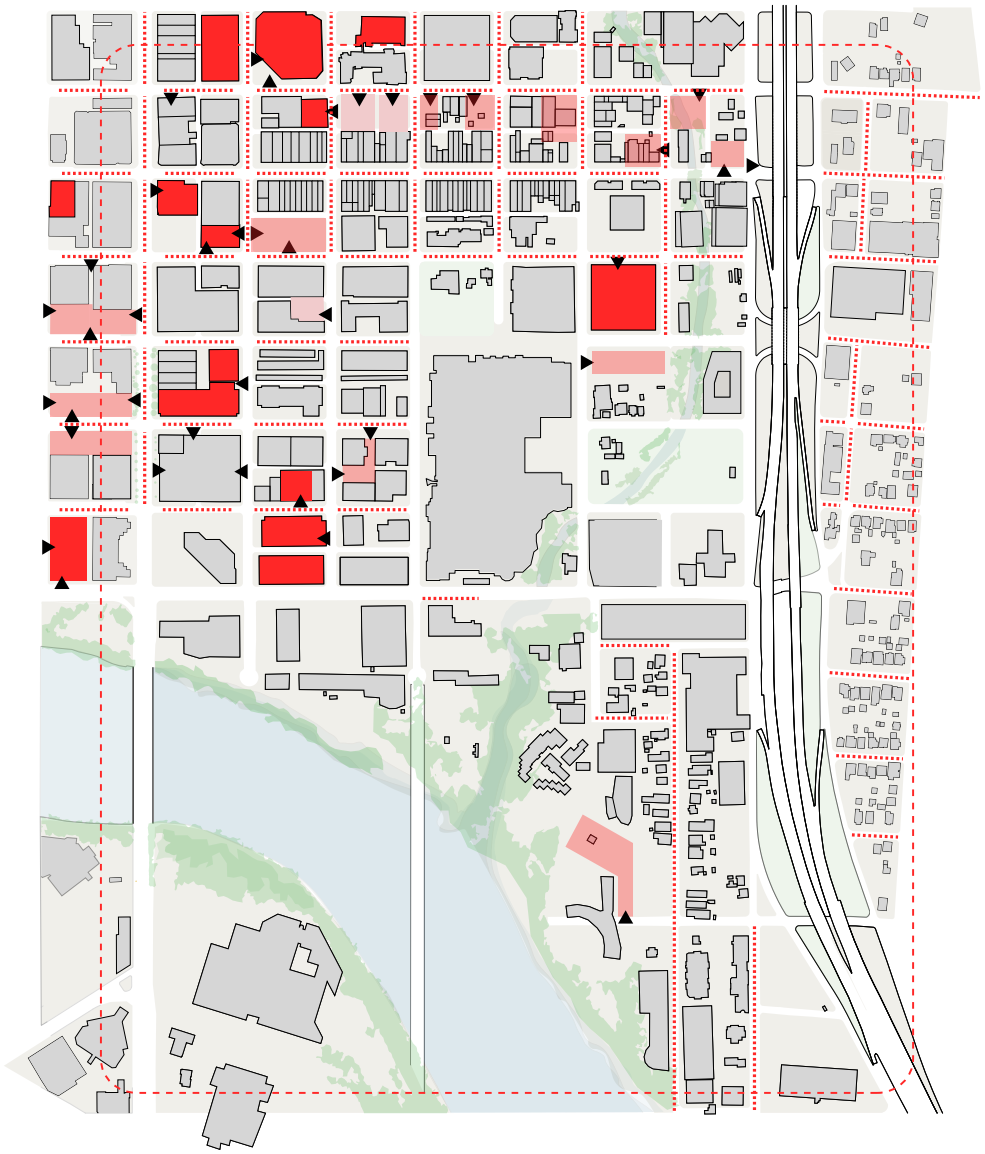
Austin's traffic congestion is one of the biggest problems facing the city, and is a symptom of our diminished mobility. This congestion costs our people, our businesses, and our environment, while diminishing our quality of life. Transit in the Southeast Quadrant is slowly improving, with potential changes and improvements on the way, via Capital Metro's Project Connect plan. A mixture of rapid bus, regular bus service, and commuter rail, all of which have stops around the convention center, service the area. One of the proposed elements of Project Connect

is the Blue Line, a new high-capacity rapid transit line, which would run along Trinity Street and connect the University of Texas at Austin main campus and the Austin-Bergstrom International Airport. In addition to the Blue Line, extended express bus routes and additional rapid bus routes are also proposed in the vicinity of the convention center. These projects will take some time to implement, and will likely start emerging over the next few years with expected completion in 10-15 years. Some of the transit changes have the potential to affect how streets around the convention center are currently being used, as well as the east-west traffic flow.

The area around the convention center is relatively accessible via existing transit; however, Rainey Street residents to the south are currently out of reach of any major transit lines. As more development comes online in the coming years, transit will need to expand in order to mitigate the number of vehicle trips in the downtown area, and facilitate a greater connection to surrounding communities. As these transit options improve, other mobility components, such as Great Streets, will likely be updated to reflect the changes. Increasing accessibility across all modes of transportation, as well as all users, is an important element of the future convention center's success as a Southeast Quadrant hub.

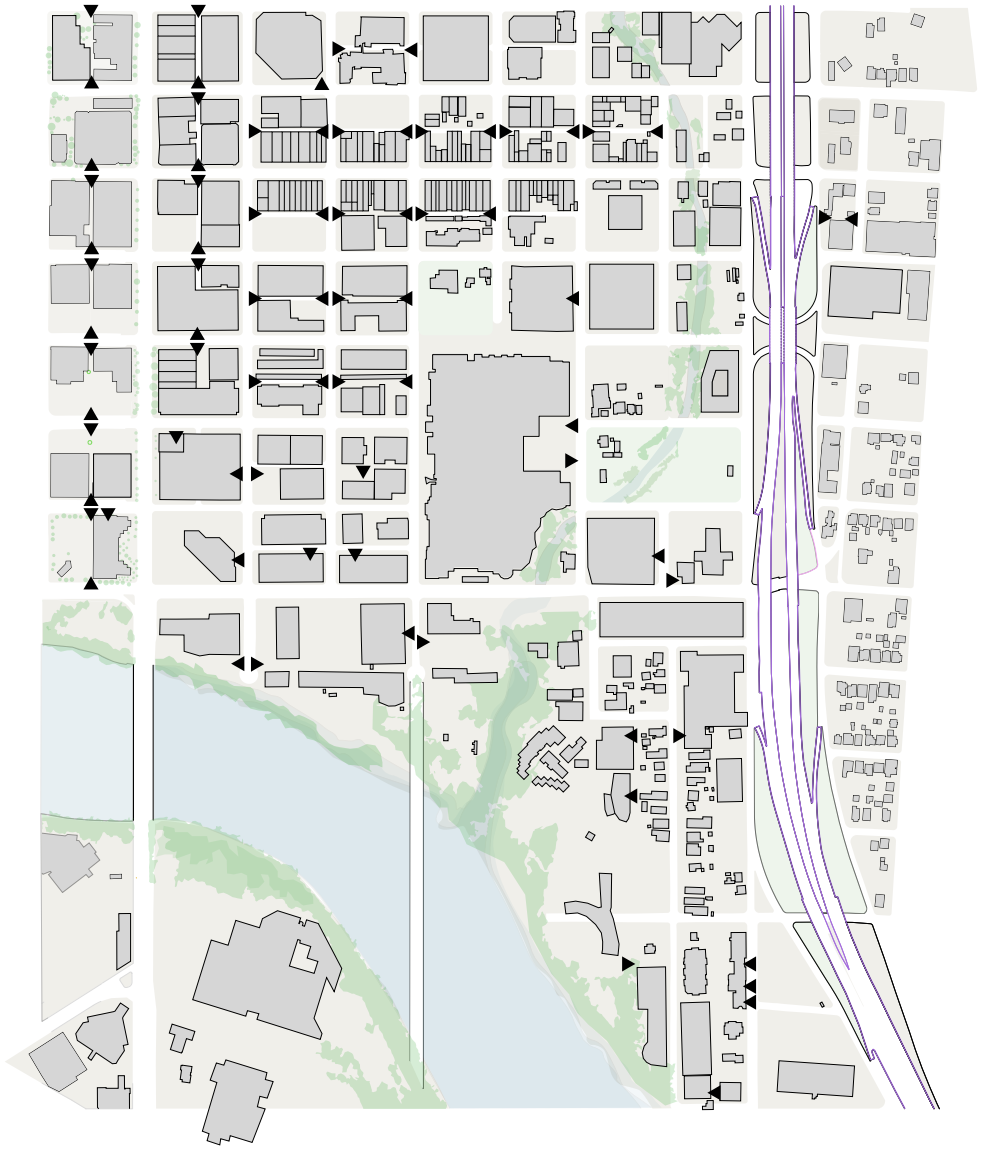
2-04

MOBILITY SYSTEMS_PARKING



Downtown Austin parking is a mixture of on-street parking, surface lots, and parking garages. There are 65,099 off-street spaces (surface lots and parking garages), and 6,405 on-street spaces. Given this abundance of parking in the downtown area, and the perceived shortages during peak load times, it will be important to encourage smarter parking, rather than additional parking. Furthermore, alternative modes of localized transportation (scooters, B-cycles) will need to continue to be refined and encouraged in order to decentralize parking during peak load times. Additional public parking should not be a part of any convention center redevelopment.

_SERVICE ENTRYWAYS



Service entryways in Downtown Austin have a profound effect on urban street life in the district. As a general pattern, blocks to the east of Brazos are serviced along alleyways which run east-west. This allows for greater walkability along the east-west axis because sidewalks remain uninterrupted. Blocks on either side of Congress avenue are serviced on a north-south axis, which allows for greater walkability along Congress Avenue. In coming years, as a part of the implementation of the Great Streets Master Plan, streets will be shifting from one-way to two-way. Near the Convention Center, there is a conflict between Red River (the main access road for the existing convention center), and the future redevelopment of Waller Creek. Designing for service access along Trinity Street will also create potential problems by reducing the possibilities for continuous street frontage, interrupting sidewalks, and creating additional traffic congestion in the area.

▲ ENTRANCE

REAL ESTATE DEVELOPMENT_

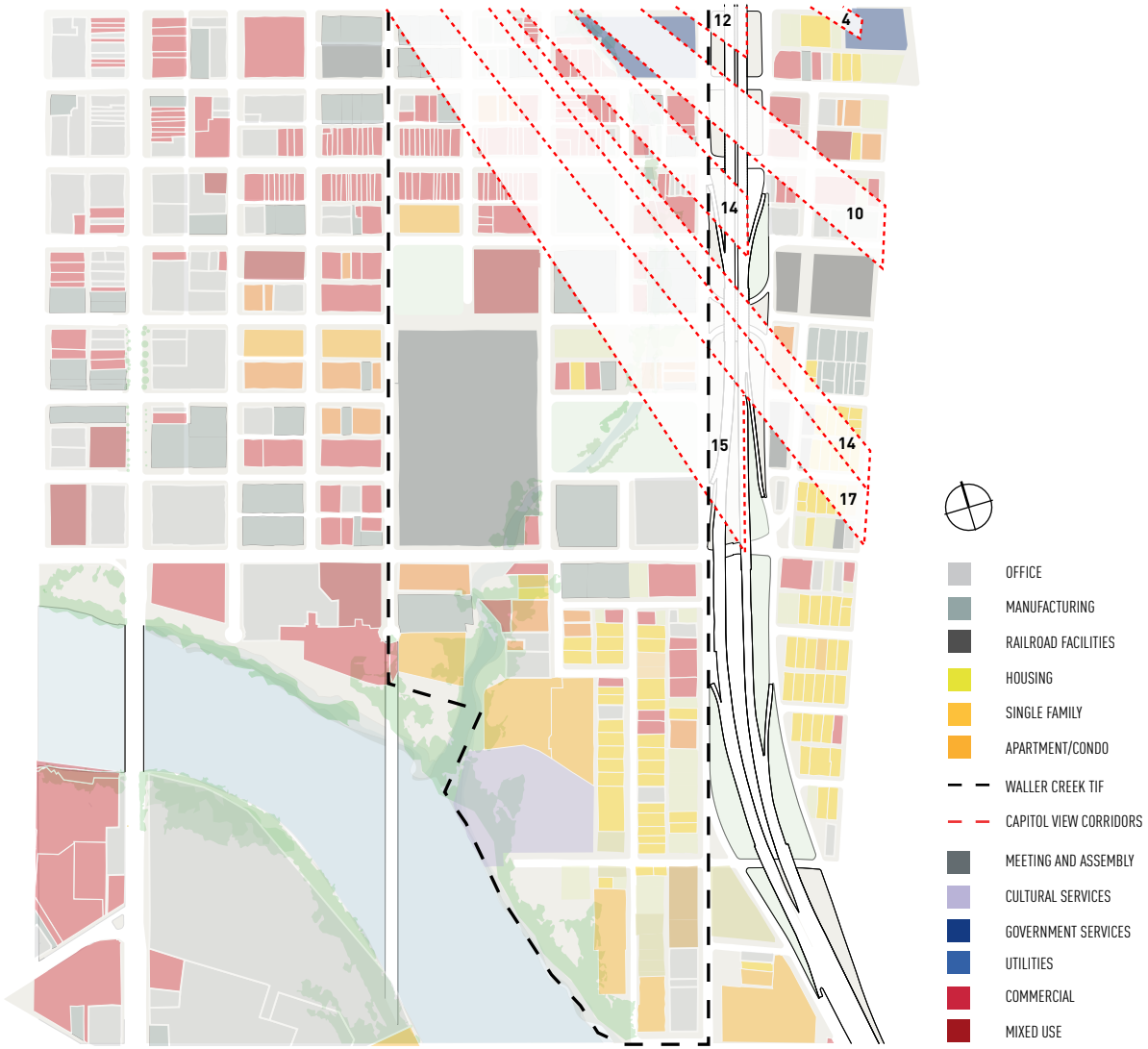
RE

In addition to the public infrastructure in the Southeast Quadrant, the status quo and future possibilities for the Convention Center District are also heavily shaped by private development. As we demonstrate in the following pages, Downtown Austin is a unique area within the city in which robust demand for various types of real estate development coincides with comparatively permissive land use regulations. In recent years, private market actors have responded to these conditions by filling a robust pipeline of projects recently completed, under construction, planned, and under consideration. In so doing, the traditional function of Downtown Austin as primarily a jobs center is being remixed into a more balanced district that also includes a much larger number of permanent residents, and where the role of tourism has been increasing. For the most part, these trends offer great opportunities to enliven what in the past have been dead zones in many of the streets surrounding the Austin Convention Center, devoid of people, commerce, and visual interest. All indications are that they will continue on the current trajectory in the coming years.

However, these undeniable opportunities also heighten the importance of addressing a variety of the impacts that come with development and densification, including stormwater runoff, traffic congestion, the need for usable and inviting open space, and others.

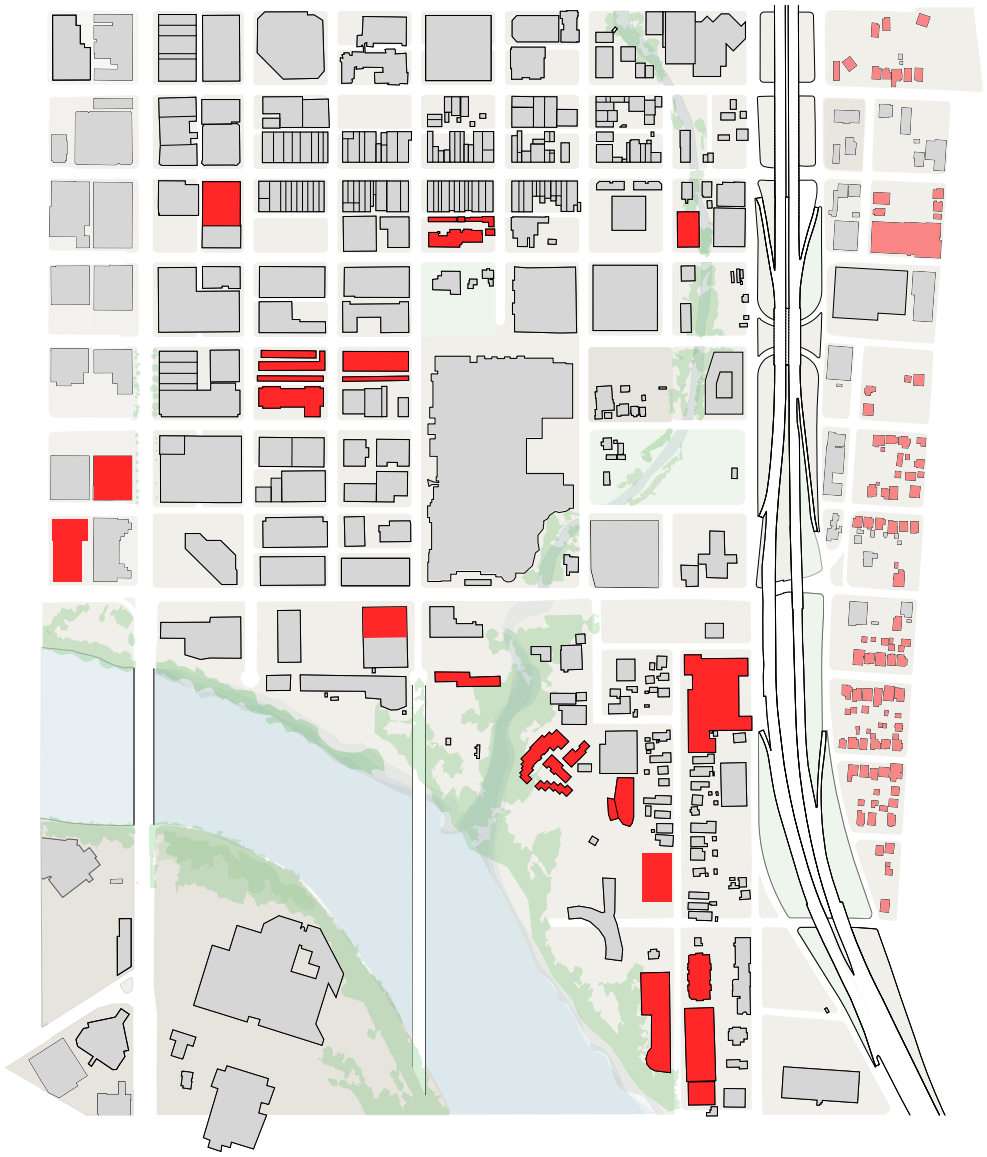
2-05
RAINEY STREET_NEW CONSTRUCTION

REAL ESTATE DEVELOPMENT_REGULATORY FRAMEWORKS



Several regulatory frameworks impact development patterns in the district. First are the Capitol View Corridors, established through legislative action in 1984,in order to preserve 30 key public views to the Capitol building and its dome. Recently, although there have been talks about increasing the number of Capitol View Corridors to the east, as they currently stand, the Capitol View Corridors do not affect any of the convention center redevelopment scenarios. The closest restricted area (#15) falls east of any potential build sites. Second, the convention center also lies within the boundaries of the Waller Creek Tax Increment Reinvestment Zone (TIRZ). The Waller Creek TIRZ was created in 2008 and utilizes Tax Increment Financing in order to maintain and improve the Waller Creek Chain of Parks. The TIRZ does not limit the redevelopment opportunity of the convention center, but would benefit if property values surrounding the convention center were to increase. Finally, The center falls within the CBD zoning of central Austin, allowing for an FAR of 25:1 for future private development.

_LONG TERM HOUSING

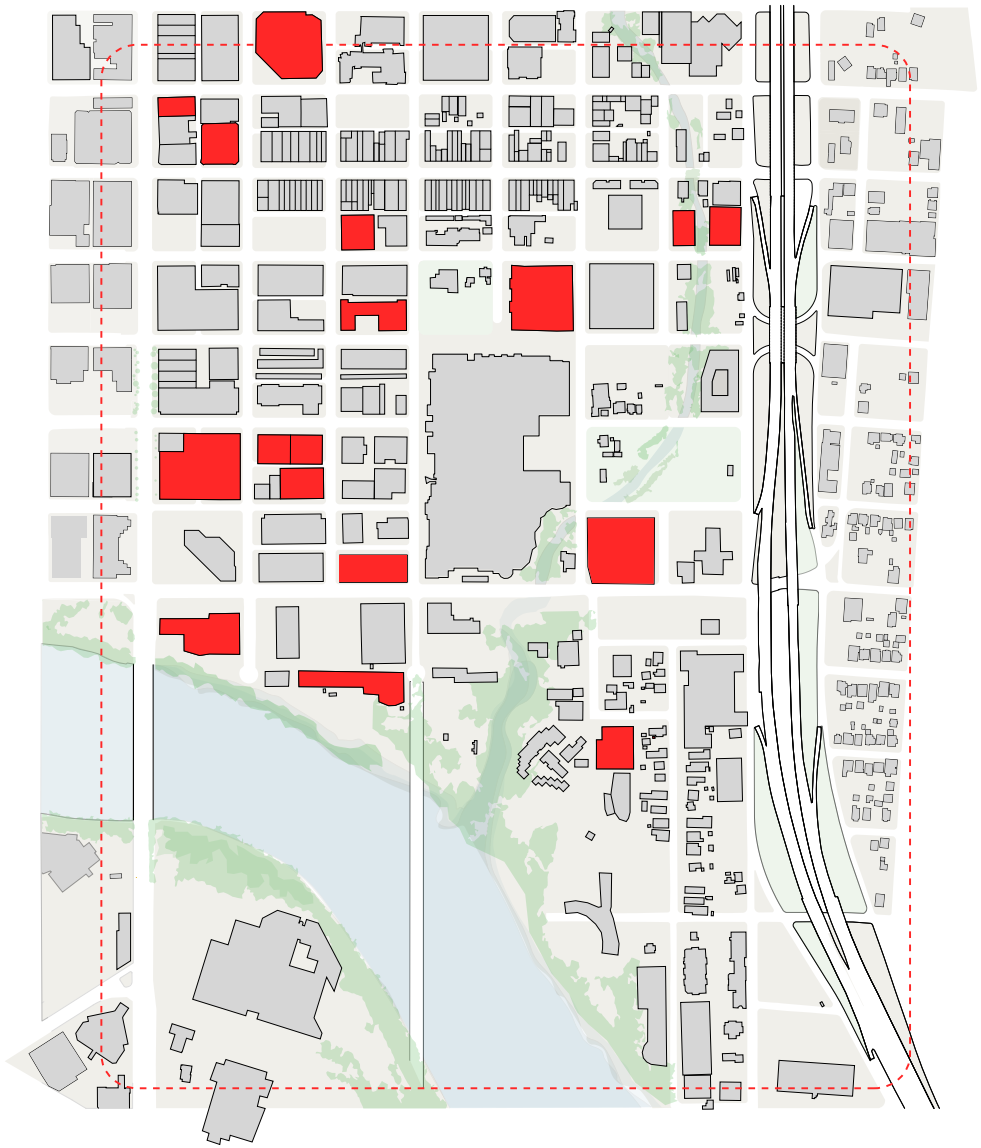


Housing options downtown have increased substantially in the past ten years, with a number of major multi-story residential developments on the way. However, even with increases in inventory, the cost of housing in this area is prohibitive for a large segment of the population. Right now, the average single-bedroom apartment in Austin rents for $1,150 per month, while the same apartment located in the downtown area rents for nearly $1,900 per month. The economy in the Convention Center District depends on workers from all income levels being able to either live near their workplace, live in close proximity to viable public transit, or be able to commute and park near their workplace (which increases overall living expenses). The lack of affordable housing in this area is not only harmful to those who can no longer afford to live in the area, but it also hinders business, and it reduces the vibrancy of street activity.

MULTI-STORY RESIDENTIAL

SINGLE STORY RESIDENTIAL

_HOTELS

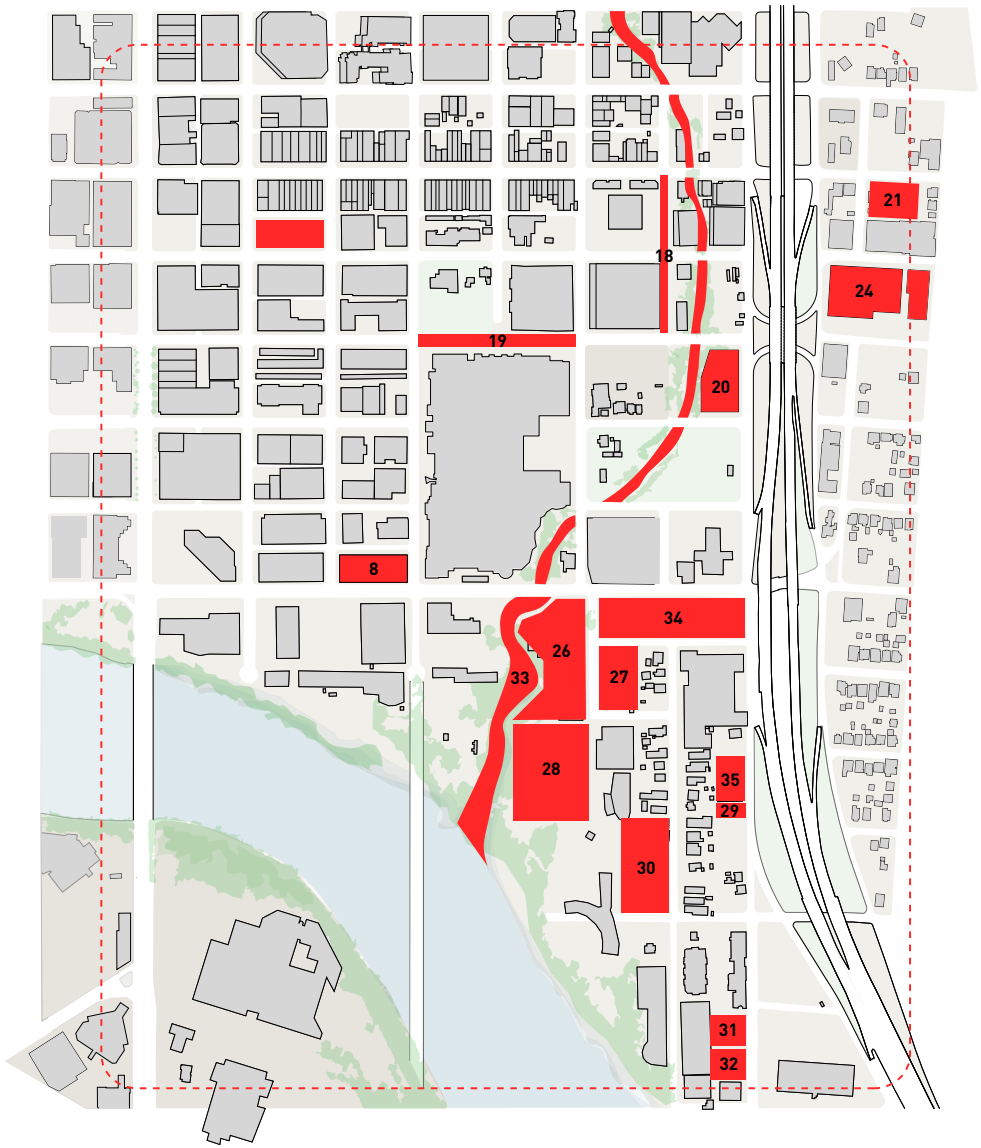


The tourism industry in Austin, which sees over 22 million visitors annually, continues to experience growth and the hotel market has taken note. Within a quarter-mile walking radius of the Austin Convention Center, there are fourteen hotels, with 6,248 rooms. In the downtown area alone, 13 new hotels have opened in the last three years, adding nearly 2,000 additional rooms. The growth of the hotels in this area is an opportunity that activates what would otherwise be a dead zone around the convention center. During events, the influx of thousands of visitors to the area creates a challenge for a transportation network that is already under pressure. With all of these pedestrians in the area, it is more necessary now than ever to make the current "back of house" loading dock area feel safer and more welcoming to pedestrians. This also presents an opportunity to improve retail offerings in the area.

1/4 MILE WALKABILITY FROM CONVENTION CENTER

HOTEL

_EMERGING PROJECTS



There are a number of Emerging Projects in the Southeast Quadrant, notably including the Waller Creek redevelopment and the Fourth Street transit stop at the Saltillo TOD, east of I-35, which will add additional housing, and will provide this area with a much-needed grocery store.

33	Waller Creek
18	Sabine Street Promenade
21	Osten Hall
24	Saltillo TOD
19	Downtown Metro Rail Station Expansion
20	Block 36 Micro Apartments
8	Marriot Hotel at Cesar Chavez
26	Waller Park Place
27	Red River Tower
28	The Travis (Residential, Hotel)
29	Fairfield Inn and Suites Hotel
30	70 Rainey Street Residential
31	48 East Residential
32	44 East Avenue

3

CULTURAL PARAMETERS

_Culture and Commerce

_Culture and Community

_District Frameworks

CULTURE AND COMMERCE_

CC

One of the two principal axes of the original Waller plan, Cedar Street (now Sixth Street) continues to be one of the significant cultural and entertainment venues in central Austin. New areas have recently been emerging however, sections of the city which are rivaling Sixth Street in urban intensity. In particular, during the last decade the Rainey Street District has completely transformed into an area of the city laden with restaurants, bars, hotels, and housing.

In between these two vital urban areas lies the Austin Convention Center. Visitors to Austin who come for conventions and events are concentrated in this area. Nightlife flows back and forth between Sixth Street and Rainey Street, and when visitors are not attending sessions, these are prime destinations.

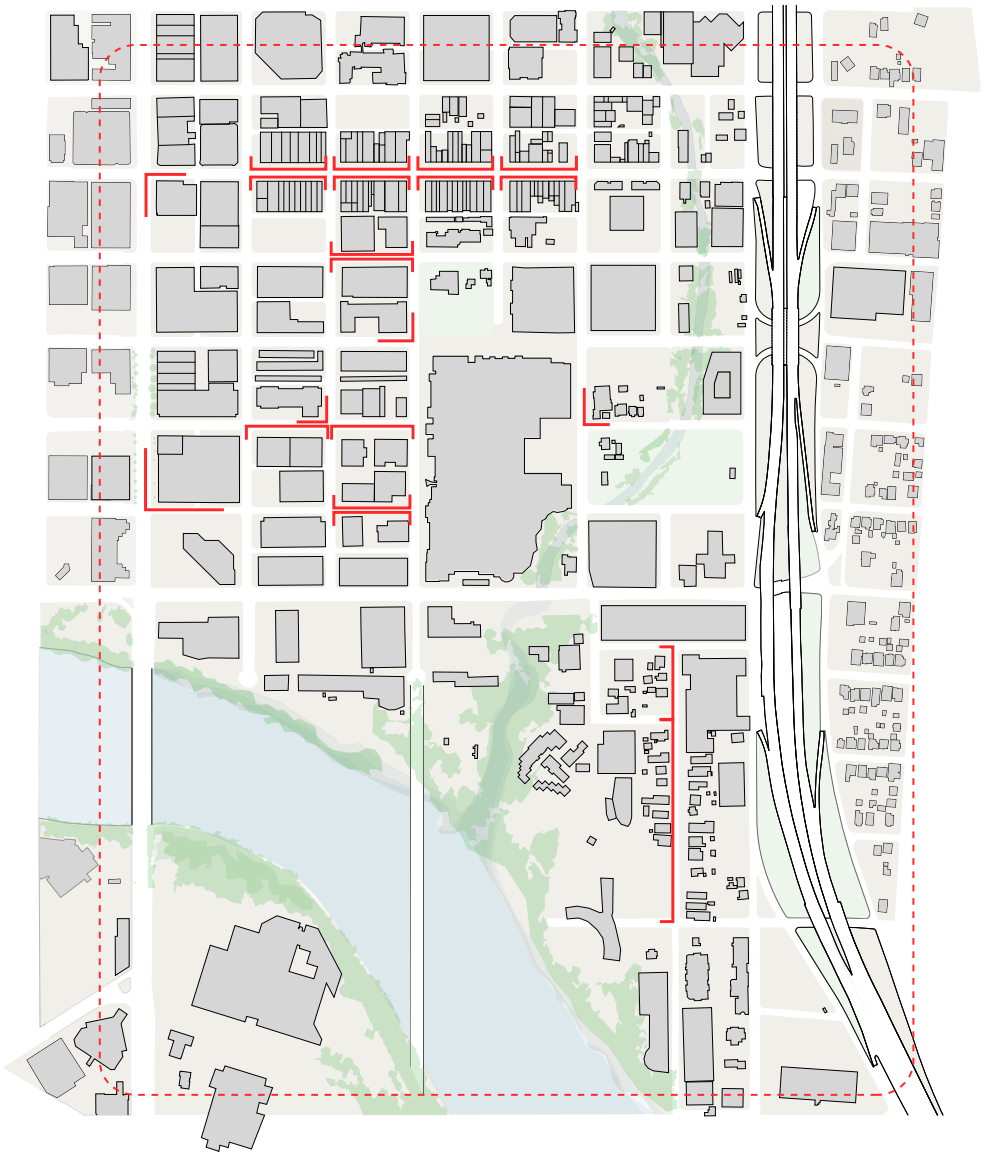
Connections across the district are less than ideal, however, resulting in disconnected street life and reduced economic opportunity for the Austin community. The low quality of the public infrastructure and the lack of active street frontages is detrimental to the character of the urban space around the convention center. In short, it is a district that does not realize its full social or economic potential.

Many ongoing initiatives promise to help the situation. Renovations to the Waller Creek corridor, the construction of the new Sabine Street Promenade, Palm Park, and the redesign of Brush Square, all have the potential to improve the public space in the district significantly. Capital Metro's Project Connect Vision Plan, the build-out of the Great Streets network, and the possible reconstruction of I-35 into a less divisive form of infrastructure, are all catalysts for improving public life.

Situated at the center of all of this dynamism, the Austin Convention Center can reinforce its role as a cultural nexus, bringing together visitors with the citizens of Austin, and reinforcing connections across the city, contributing to the active street life that the Southeast Quadrant aspires to.

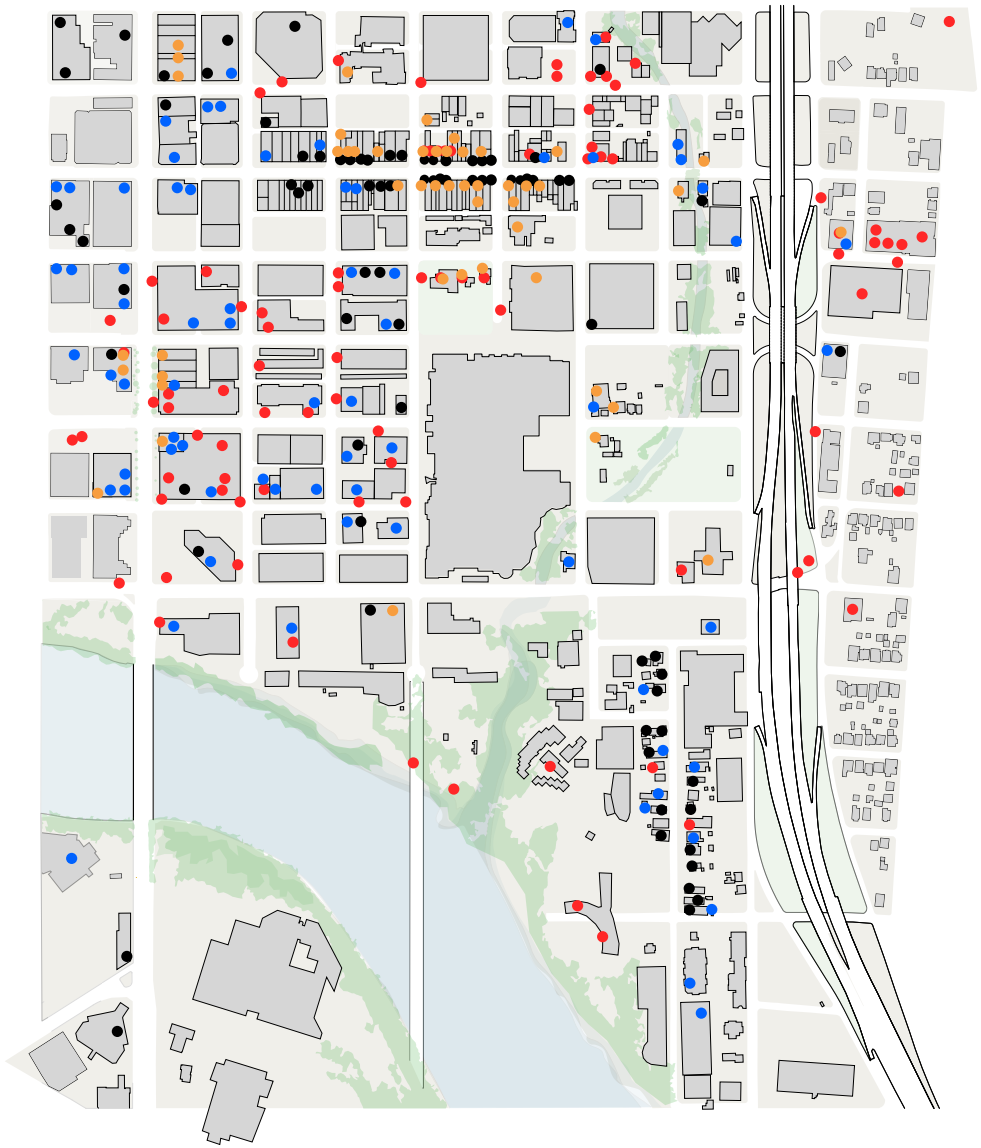
3-01
SIXTH STREET_SOUTH BY SOUTHWEST

CULTURE AND COMMERCE_ACTIVE STREET FRONTAGES



Active street frontages are an important component in any successful urban district. When the ground-floor levels of buildings are active, there is a more inviting environment for pedestrian activity, while adding an additional layer of security in the area. There are areas in downtown Austin that support urban life, such as the retail and cafe cooridor lining Congress Avenue, or the tree lined sidewalks of Second Street. However, many of the areas that do not support urban life fall near the Convention Center. In this area, there are fewer retail frontages or sidewalk cafes, making walking the streets a less-than-desireable experience.

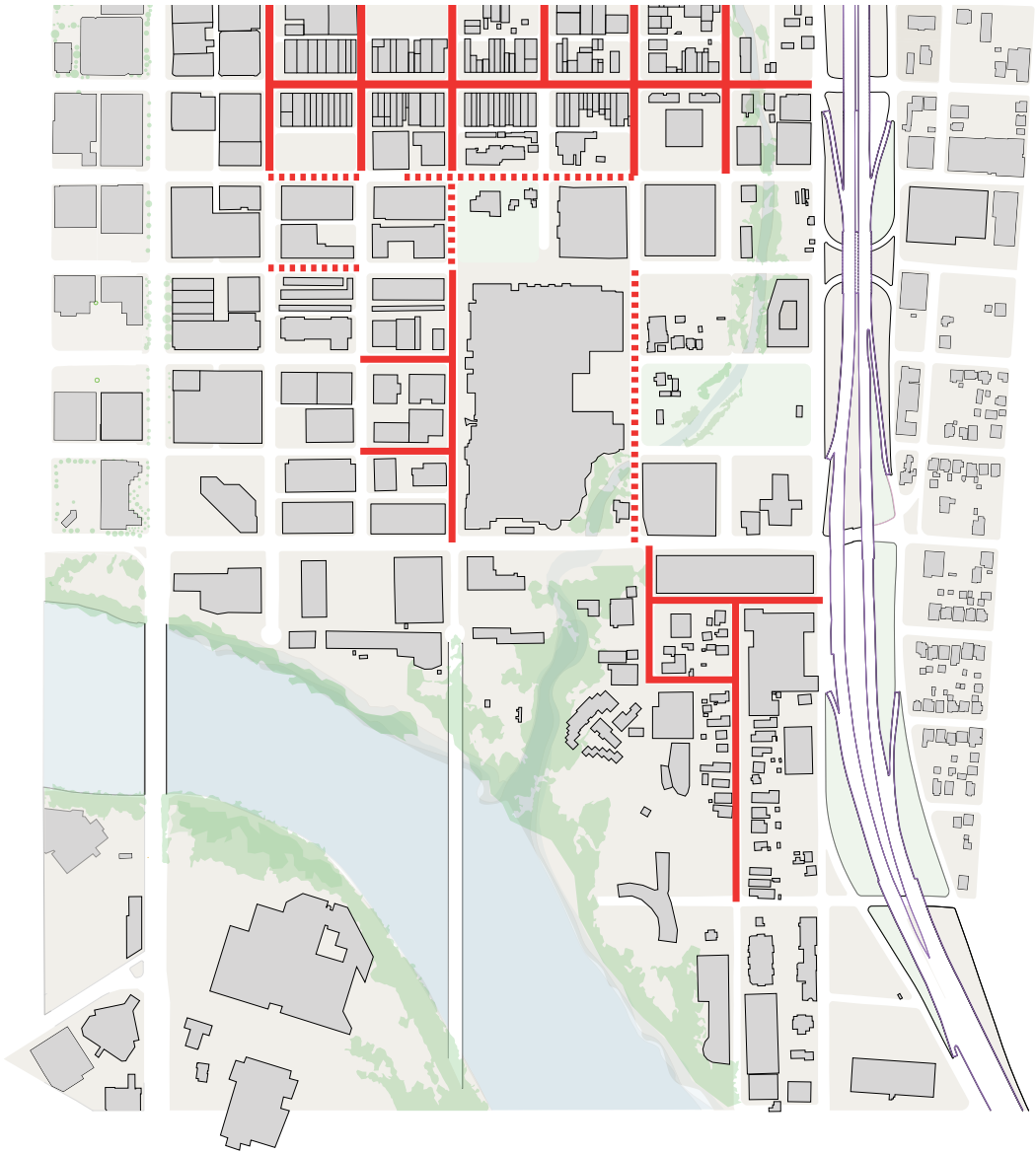
_ENTERTAINMENT AND CULTURE



Downtown Austin is full of valuable cultural resources, including museums, theaters, galleries, and live music clubs, providing visitors with a host of entertainment options. Many of these establishments are within walking distance of the Austin Convention Center, providing visitors with a number of dining and entertainment options in the area. However, the blocks immediately surrounding the Convention Center are lacking continuous, active street frontage and pedestrian activity in the area would greatly benefit from additional points of interest.

- DINING
- ENTERTAINMENT
- HISTORIC LANDMARK
- CULTURAL VENUE

EVENTS AND FESTIVALS_STREET CLOSURES



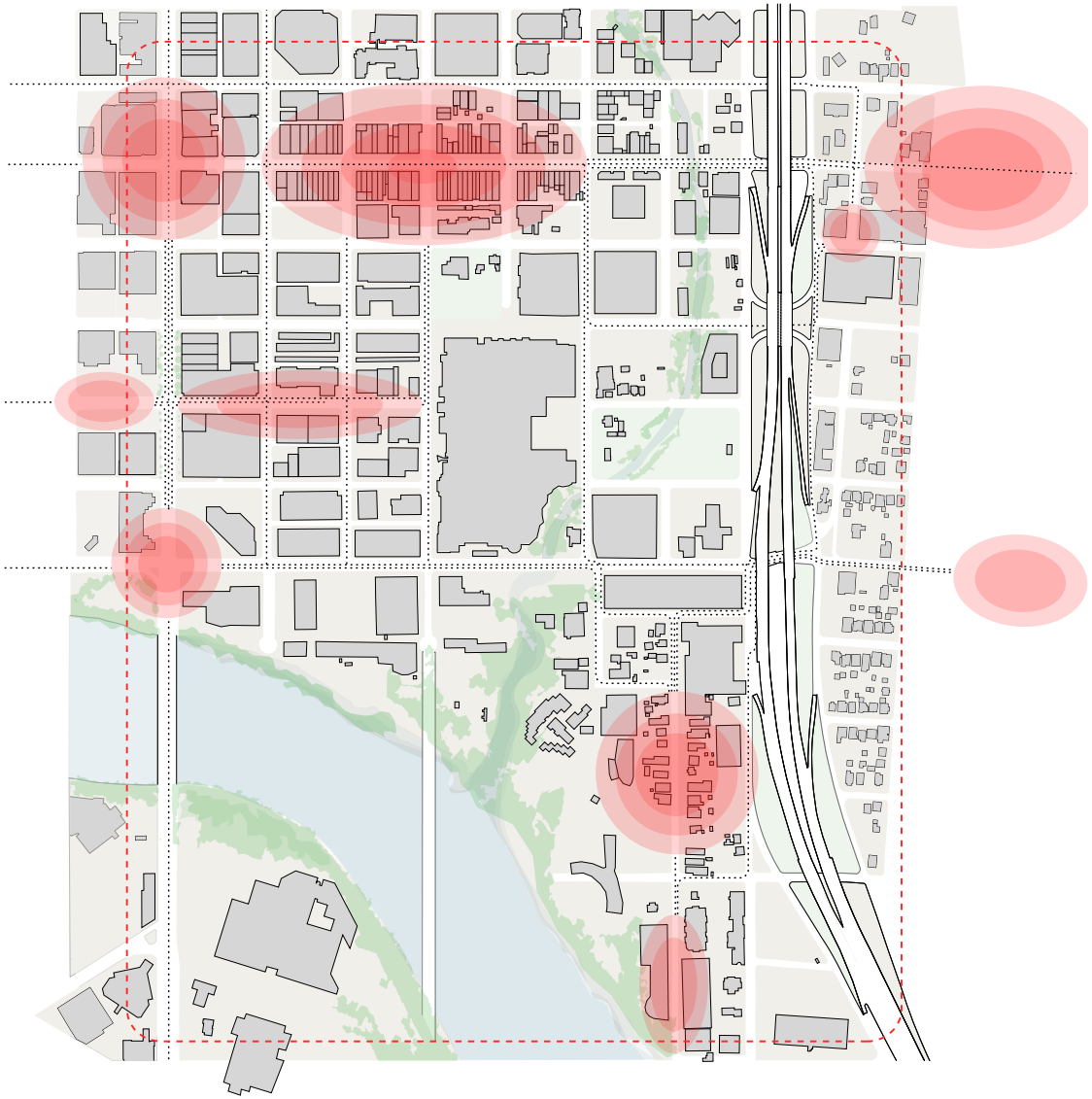
During major events like SXSW, it becomes necessary to close a significant portion of the street grid in the Southeast Quadrant to vehicular traffic. These street closures occur immediately adjacent to the Convention Center, portions of the Rainey Street District, and six blocks of Sixth Street. While these street closures improve pedestrian walkability and safety, they have significant impacts on vehicular traffic in the area. These impacts should be accounted for during any potential convention center scenarios.

Note: The diagram to the left is the street closure plan from SXSW. Street closures will vary depending on size and programatic requirements of a convention center event. We do not know that this is always going to be the diagram for street closures, but in the past, street closures have affected the convention center in the following ways:

PARTIAL LANE CLOSURE

FULL LANE CLOSURE

_PEDESTRIAN CONNECTIVITY



Pedestrian activity in Downtown Austin has increased in recent years, with the emergence of Rainey Street, the Seaholm District, and East Cesar Chavez as hubs for economic activity. As a part of the Great Streets Master Plan, the quality of walkable streets in the Southeast Quadrant has improved, creating a more inviting pedestrian experience. However, even with the improvements in recent years, the pedestrian connectivity in this area needs subsantial consideration. Walking between major hotspots such as Rainey Street and East Cesar Chavez, or along East Sixth Street across I-35 can present challenges for pedestrians. Many of the busiest intersections prioritize cars over the safety of people on foot. As illustrated in this diagram, the Convention Center District becomes a deadz one when there are no scheduled events. This is the result of three factors:
1) The infrastructural barrier of I-35;
2) convention center cuts off street connectivity of the original grid;
3) there is a lack of contiguous retail frontage in the area.

PEDESTRIAN CONNECTION

ECONOMIC HOTSPOT

CULTURE AND COMMUNITY_

CC

Once located on the edge of downtown, the Austin Convention Center now lies at the center of rich cultural activities and many communities and organizations. Situated in the middle of two lively urban areas and surrounded by vital communities, the Convention Center has an opportunity to reinforce culture and community. Given its central location within a rapidly changing area, it is important that the convention center be designed to enhance community connections. In order to serve the public as a whole, any redevelopment of the Austin Convention Center must be done with the greater community in mind as well as convention visitors.

Music, art, and culture are essential to Downtown Austin. Facilities such as the Emma S. Barrientos Mexican American Cultural Center foster creativity and provide a critical role in preserving culture in the city, while venues like those in the Red River Cultural District provide people countless opportunities to experience live music and restaurants. Challenges exist in the quadrant related to homelessness and related services however; these issues must not be ignored or forgotten when

considering the transformation of street life and public experiences around the Austin Convention Center.

There are many existing districts within Downtown Austin, each with its own characteristics. It is important not to reduce the re-envisioning of the Southeast Quadrant to a mere branding exercise. This quadrant must respond to the qualities of urban and cultural life existing around and within it, and it is important to make this a vibrant and connected part of the city as a whole. A comprehensive reimagining of the quadrant should take into account the environment, equity, and economics of the area. For example, a majority of the Southeast Quadrant is located within the Waller Creek watershed. There are also complex problems with homelessness in downtown Austin.

3-02

Hospitality-related jobs in downtown provide rare employment career pathways that do not require a college education and allow long-term opportunities for advancement. Austin has a robust hotel industry, particularly in and near downtown that is dependent on the convention center for filling rooms many nights each week. In no other area of downtown do environment, equity, and economics all play such a vital and integrated role.

While not an exhaustive list, the following represent some of the cultural and community-oriented landmarks within the Southeast Quadrant. Communities contribute to the culture of the Southeast Quadrant, and there are many voices and organizations to consider when making any plans for the future of the Austin Convention Center and its context.


3-03

3-04

Emma S. Barrientos Mexican American Cultural Center

The Emma S. Barrientos Mexican American Cultural Center (ESB-MACC) is dedicated to the preservation, creation, presentation, and promotion of the cultural arts of Mexican Americans and Latino cultures. The Center houses two galleries, community rooms, and an auditorium, theater, and dance studio. The organization hosts annual events, works with community organizations and partners, and co-produces collaborations with Latino organizations that are free and open to the public.

The idea of establishing a cultural facility for Latinx artists and the community emerged in the early 1970s. The ESB-MACC is a resource for the community and visitors to learn and participate in classes and programs. The Education Department within the ESB-MACC seeks to provide dynamic, innovative, and socially relevant programming that preserves, creates, and promotes Mexican American and Latinx cultural arts and heritage.

The ESB-MACC is a vibrant arts center with 100,000 annual visitors. In a complimentary fashion to the function of the Austin Convention Center, the ESB-MACC organizes year-round activities and cooperates with a large number of partners who complete and strengthen programming through rentals and collaborations.

ARCH

The Austin Resource Center for the Homeless (ARCH) serves as a point of entry into a coordinated homeless social service system for many of Austin's adults experiencing homelessness. ARCH Emergency Night Shelter provides overnight shelter and showers to up to190 adult men each night. The ARCH assess client needs, provide information on how and where to access services, meet the basic emergency needs of homeless adults and connect them to safe and stable housing. The ARCH also provides sleeping areas for homeless people to rest, day or night, and a Day Resource Center. Partnering agencies help to make the ARCH a one-stop shop where clients can receive support for mental health, medical, legal, employment and other needs.

The Downtown Austin Alliance identified "welcoming places" as a priority for downtown, including a need to "broadly address the needs of people experiencing homelessness...", in their "Dowtown Austin Vision" report. The Austin Resource Center for the Homeless (ARCH) is an important constituency to consider in this quadrant and is located just three blocks north of the Austin Convention Center.

3-05

3-06

Waller Creek

Waller Creek is a one and half mile linear park and trail that traverses the east side of downtown, connecting Lady Bird Lake, The University of Texas, Palm Park, Symphony Square, and Waterloo Park. The Waller Creek Boat House is near the mouth of Waller Creek. The Waller Creek Conservancy is a 501(c)(3) non-profit whose mission is to create and maintain a chain of extraordinary urban parks along a restored Waller Creek, in partnership with the City of Austin, for the benefit of all. The Conservancy renews the natural environment, promotes play, health and wellness, economic vitality, and mobility, and engages the community through outreach, education, cultural events, and the arts. Running from Waterloo Park at 15th Street to Lady Bird Lake, the new Waller Creek parks district will include more than thirty-seven acres of newly designed and connected urban parks and public open space, and more than three miles of new hike and bike trails, along with engaging art and educational programming.

Red River Cultural District

The Red River Cultural District is an entertainment district in Downtown Austin, between 7th and 12th streets along Red River Street. The Austin City Council approved a resolution creating the district in 2013. The Red River Cultural District provides residents and visitors with countless opportunities to experience live music in the Live Music Capital of the World. Live music venues, restaurants, cultural organizations, hotels, and additional establishments are all part of the activity in this cultural district.

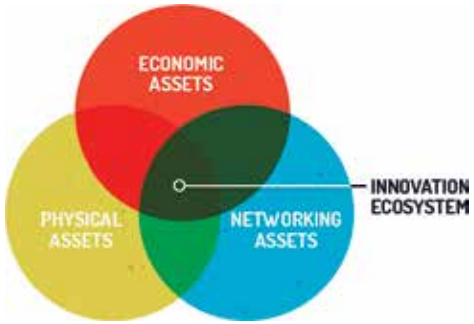
In 2016, the Red River Merchants Association was formed and since then has executed a number of placemaking projects in the district, including a murals and a summer festival. The Music Venue Alliance Austin (MVAA) became the first American chapter of the Music Venue Trust and Alliance UK in 2016. Its mission is to organize Austin's venue community with a unified focus and voice, in order to achieve policy protection for invaluable cultural assets that make up a substantial sector of the Austin economy. MVAA seeks to protect Austin's live music network by securing the long-term future of iconic music venues. These venues have played a crucial role in the incubation of Texas music by nurturing local talent. Venues provide a platform for artists to build their careers, while developing music and performance skills. MVAA works to preserve venues, making them more efficient, with an improved experience for performers and audiences.

DISTRICT FRAMEWORKS_

DF

The Austin Convention Center's central location offers a great opportunity to serve as a catalyst for placemaking and district development. The many physical and cultural elements of the surrounding area weave a rich urban fabric that can seem disconnected from the current convention center. In redeveloping the convention center, there is an opportunity to create a more cohesive Austin Convention District through infrastructure and programming that would engage the surrounding Southeast Quadrant as well as other Austin residents and visitors.

Several existing frameworks for creating a district can help to provide the guidance and support necessary to ensure success. An Innovation District is already in place, stretching Lady Bird Lake along I-35 to the newly completed University of Texas Dell Medical Complex. Another potential framework to consider would be the EcoDistrict, which emphasizes sustainability. Regardless of which frameworks are chosen, stakeholder and community engagement are essential, and would require the Austin Convention Center to engage in shared placemaking.



3-07

Innovation District

One of the frameworks already in place is the Innovation District, founded in 2017 by Central Health, Seton Health, and The University of Texas at Austin Dell Medical Center. The Innovation District is intended to be a hub of activity dedicated to collaboration, creativity, and opportunity. Innovation districts are a way for cities to cluster the work of academic, medical, and corporate institutions, firms, and people through proximity, development, innovation, and community engagement. Innovation districts have the potential to spur productive, inclusive, and sustainable

economic development. They can help companies, universities, and investors across disciplines collaborate on new opportunities. The Austin Convention Center could provide collaborative community spaces for connectivity and innovation that support a successful Innovation District.

Capital City Innovation is the non-profit organization that was created to help develop and sustain the Innovation District. Its board includes representatives from the founding organizations as well as from Opportunity Austin and the Downtown Austin Alliance. The Innovation District will encourage development that is complementary to the anchor institutions, focusing on technology and healthcare. The district hopes to foster economic growth, job creation, and innovative technology development. It also outlines objectives such as access, inclusion, and collaboration. The Innovation District is still early in its development, and is actively searching for new companies to join its growing roster of network partners.

3-08

EcoDistrict

Another potential guiding frameworks that could be considered is the establishment of an EcoDistrict Sustainable Neighborhood. The EcoDistrict promotes sustainability by advancing a new model of urban development and can be applied at a neighborhood and district-level scale. Designating the Southeast Quadrant as an EcoDistrict could potentially propel forward the sustainability goals identified by the City of Austin. An EcoDistrict is a physically defined area that embodies three imperatives, equity, resilience, and climate protection, by focusing on a set of six priorities:

_Place
_Prosperity
_Health and Wellbeing
_Connectivity
_Living Infrastructure
_Resource Regeneration

In addition to these priorities, certification as an EcoDistrict requires a dedicated group of stakeholders who are to be involved in the planning and execution of projects within the district. The EcoDistrict model emphasizes the importance of public-private-civic partnerships to improve cross-sector collaboration and build new models of inclusive governance to ensure efficiency and efficacy. Implementation of a successful EcoDistrict relies on a collaborative governance framework, part of which includes identifying a backbone organization, which serves as a decision-making body and provides leadership for the other stakeholders involved, as well as for the community. An EcoDistrict certification is valuable because it demonstrates a city's commitment to creating intentional, sustainable spaces. EcoDistricts are a holistic, forward-thinking, inclusive approach to building communities, which can maximize a district's economic, social, and environmental potential.

EcoDistricts across the United States have already capitalized on the ability of a convention center to serve as an anchor institution within the district. Lloyd EcoDistrict in Portland, St. Paul EcoDistrict in St. Paul, and Capitol Hill EcoDistrict in Seattle all include convention centers. Convention centers are large business operations and their commitments to waste reduction, renewable energy generation, and community engagement can have a significant impact. Designating the Southeast Quadrant as an EcoDistrict is one strategy that could be used to capitalize on the Austin Convention Center's potential impact and provide guidance for other businesses within the district.

4 Economic Considerations

_Overview

_Method of Economic Analysis

_Projecting Demand

OVERVIEW_

METHOD OF ECONOMIC ANALYSIS_

REVENUE GENERATING PROGRAMS_HOTEL OCCUPANCY TAX

GROWTH OF CBD ASSESSED VALUE_

COUNT OF SUBSET OF AUSTIN HOSPITALITY WORKERS_BY ZIP CODE

PROJECTING DEMAND_

This section reviews the basic economic considerations that should inform any decision on whether and how to expand the Austin Convention Center. It begins with three brief treatments of discrete topics: i) the Hotel Occupancy Tax, an important potential revenue source for any expansion proposal, whose usage is constrained under state law; ii) the importance of Downtown Austin as a revenue generating engine for the entire city; and iii) the geographic distribution of hospitality workers within Austin. Next, this section outlines the method of economic analysis which addresses the question: "Do the benefits of expanding the convention center outway the costs?" Finally, the section closes with an overview of how demand for an expansion is projected, which deals with the question, "Will there be enough demand to fill an expanded convention center with incremental attendees?" Further elaboration of economic and demand analysis can be found in Appendix C.

METHOD OF ECONOMIC ANALYSIS_

EA

The opportunity to reshape the public realm in Downtown Austin will be an important consideration in City Council's eventual decision on whether and how to expand the Austin Convention Center. Another important element of the calculation, however, concerns economics. Simply put: will expanding the Austin Convention Center yield greater economic benefits for the City of Austin than the costs required? This is a complex question with no straightforward answer. The economic analyses of the various scenarios, strive for estimates that are conservative and defensible. Estimates are conservative in that they follow what are regarded as best practices among economic analysts. There are economic benefits that would likely result from the expansion of the convention center, such as improvement to circulation downtown and the creation or enhancement of public spaces, that would likely yield expanded economic activity on surrounding privately-owned parcels, that are too difficult to credibly quantify. To be conservative, these are left out of our analysis. The analysis also strives for defensible estimates by using, whenever possible, off-the-shelf analytical procedures and tools that are well-accepted. For instance, in the quantification of spinoff economic benefits from increased visitation to Austin, the research team relies on IMPLAN, widely-used software that is the industry standard for such estimates. Also presented are economic calculations derived from future attendance estimates as ranges rather than as single numbers, to show their level of sensitivity to the underlying assumptions.

Our Basic Approach

Large publicly-financed facilities, such as sports stadia and performing arts centers, that are sold to the public on the basis of boosting entertainment and tourist spending are often criticized for failing to yield public benefits to offset their costs. However, a convention center is somewhat different from an entertainment facility for the simple reason that, if successful, it will induce more people who live elsewhere to visit a city than otherwise would have. In economic terms, an influx of visitors to a city represents an export economy for that city rather than just a reshuffling of entertainment spending by local residents.

It is certainly true that there is a consensus among academic researchers on economic development that taxpayer-funded sports stadia and similar facilities do not usually generate enough benefits to offset expenditures. Part of these researchers' argument is that while studies justifying such investments often tabulate the direct consumer spending that results, all too often they fail to estimate the extent to which these expenditures are simply diverted from what otherwise would be different types of local expenditures. For instance, spending at a new sports stadium on tickets, food, and beverages at the facility, and at bars and restaurants in the vicinity, is likely to be predominantly (though not exclusively) made by local residents, who would otherwise have been expending their entertainment dollars at other locally available alternatives. Any given entertainment option is unlikely to, on its own, dramatically increase the share or amount of local residents' household budgets devoted towards entertainment. A study that takes no account of this dynamic is failing to account for what economists sometimes refer to as the "but for" question. In other words, "but for" the existence of the new facility, how much local entertainment spending would have taken place? It is the increment in local spending that is relevant for justifying a new facility, not its total amount. This is the reason that we focus our analysis of the economic benefits of a convention center expansion on new out-of-town visitors as the drivers of incremental economic benefits.

Direct Spending

Visitors to Austin who attend events at the convention center who do not reside in the Austin metropolitan region spend money during their visit, above all for accommodations and restaurants. Spending for accommodations principally occurs at downtown hotels, although some visitors stay at hotels in more outlying locations, while others use short-term rental services such as Airbnb or VRBO, while still others stay with friends or relatives who live in Austin. Other common forms of spending include beverages and entertainment, as well as spending on consumer goods and on transportation services, such as rental cars, taxis, scooters and ride-hailing services (Lyft, Uber, Wingz). The analysis is focused on the two largest forms of spending, whose magnitudes are quite easy to estimate: hotel spending and restaurant spending. It is assumed that a fixed proportion of attendees at a convention center event stay in a hotel and buy a restaurant meal. Although these forms of spending vary greatly across visitors, in the aggregate they are relatively simple to model because spending behavior of visitors to Austin is well-documented, and on the whole new visitors to Austin will behave much as previous visitors have with regard to their spending habits.

Induced and Indirect Spending

Indirect and induced spending consists of ripple effects from direct spending. For example, when visitors to Austin spend money on accommodations in downtown hotels, some portion of that spending is recirculated into the economy via wages paid by the hotels to hotel workers, who in turn spend money locally on goods and services. This is known as induced spending. Indirect spending occurs when businesses pay suppliers in order to provide goods and services, such as hotel stays or restaurant meals, with dollars that continue to circulate in the local economy (although some of the dollars "leak" outside the local economy). The amount of these types of induced and indirect spending as a multiple of direct spending is sometimes referred to as an economic multiplier. Economic multipliers are a recognized concept; however, they are notorious for being overestimated in studies intended to paint an overly rosy picture of the benefits of a proposed public investment. Computing indirect and induced spending using the IMPLAN software mentioned above, by using off-the-shelf "black box" software, avoids creating a bespoke economic model that would be (rightfully) open to question. Instead, the team employs an industry standard, widely recognized tool.

METHOD OF ECONOMIC ANALYSIS

Taxes on Direct and Indirect Spending

Some portion of the increased direct and indirect spending resulting from a net increase in visitors will be recaptured by the municipal government in the form of tax collections. This occurs primarily through Hotel Occupancy Tax (HOT) and sales tax, though there are other taxation mechanisms, including beverage taxes and car rental taxes. Although these funds are a subset of, rather than in addition to, the overall visitor-related spending that occurs, they are important to analyze separately because they represent funds that accrue to city coffers and therefore serve to offset expenditures that the city would have to make to expand the convention center. In addition, some tax collections, above all from the HOT, are restricted as to what they can be expended on. For this reason, estimating the likely increase in HOT collections is important for projecting increases to particular kinds of public spending, such as historic preservation and other HOT-eligible expenditures, that may result from an expanded Austin Convention Center.

Taxes on Direct and Indirect Spending

In some of the scenarios, land that is currently publicly owned as part of the existing Austin Convention Center site is eventually developed by private owners, whether via a land sale, a leasing arrangement, or a public-private partnership. Provided that the land was not owned by a governmental entity, such transactions would, all else equal, increase the amount of taxable land on which property taxes are collected, of which the City of Austin would receive its share (about a fifth of the total collected). In such cases, it can be assumed that any resulting development that occurs would mirror current developments elsewhere in Downtown Austin. Incremental property tax collection to the City of Austin is estimated but all other economic benefits to the city of real estate development are ignored. Currently existing zoning and other land use restrictions such as Capital View Corridors, and generally adheres to urban design best practices and replicates typical developments elsewhere in Downtown Austin.

All of the foregoing benefits accrue to the positive side of the ledger of the benefits and costs of a convention center expansion. Additional benefits are acknowledged but are mostly unquantified in the report. These are as follows.

Transportation improvements

An expanded convention center would likely allow Austin-Bergstrom International Airport (ABIA) to support more flights. It is also possible there could be other transportation benefits, such as more robust transit service connecting downtown to ABIA than currently exists.

Support for the Hospitality and Creative Economies

It is not only the quantity, but the timing, of spending by Austin Convention Center visitors that helps underpin Austin's extensive hospitality and creative economic sectors. Nightlife-and restaurant-heavy areas near Austin Convention Center such as West Sixth, East Sixth, South Congress, and others receive heaviest visitation from local residents on Thursday, Friday, and Saturday nights. Austin Convention Center attendees help even out the sales that night spots, restaurants, and music venues can accrue on what would otherwise be much slower nights of the week, e.g., Sundays, Mondays, Tuesdays, and Wednesdays.

Career pathways

Some hospitality-related jobs, such as at the large hotels in downtown, offer a rare source of employment that does not require a college education and that offers long-term opportunities for advancement. Expanding the Austin Convention Center would allow these opportunities to grow. Accordingly, estimates of the number of jobs created via the hotel and restaurant spending referenced above are reported. Most, though not all, of these jobs are in the hospitality sector.

Leisure and hospitality plays an important role in Austin's economy. Fully 14.8% of the five-county Austin region's private-sector jobs are in this industry, as up 2017, up sharply from 11.4% in 2000, and higher than the 12.9% share statewide.

Overall Improvements to Downtown Austin

Some of the scenarios would result in overall enhancements to the Southeast Quadrant of Downtown Austin, such as improved circulation, more and better-quality public spaces, more attractive streetscapes, and others. It is possible that these improvements would increase the amount and quality of real estate development and other types of economic activity in Downtown Austin over what they would have otherwise been. It is difficult to quantify the extent to which these improvements would represent an overall increase in economic activity in Austin, or simply a diversion from other parts of Austin or the suburbs to Downtown. Because these benefits are so difficult to credibly quantify, they are ignored in this report.

Psychic Benefits

It is possible that a nationally or internationally-recognized expanded Austin Convention Center and surrounding district that was regarded as cutting edge would enhance Austin's "brand." It is not argued that these benefits do not exist, as they very likely do for Austin, and their existence in general has been acknowledged by academic researchers. For instance, the existing convention center facility has been essential to the globally renowned SXSW festival from the beginning, and continues to be to the present day. However, likely changes to "brand value" arising from various expansion scenarios are too difficult to credibly quantify and are therefore omitted from the analysis.

Because of these various benefits that are difficult, if not implausible, to credibly quantify, it is possible that expanding the Austin Convention Center could be judged to be worthwhile even if a conservative, defensible analysis shows a negative value for the investment. The conservative, defensible, economic figures presented here provide useful information, but are not intended to be the last word in the ultimate decision-making process. In other words, the decision of whether and how to expand the Austin Convention Center is not reducible to a single number. Instead, many complex factors will ultimately need to be taken into consideration as the City Council and mayor make their decision on whether and how to proceed with expansion.

On the other side of the proverbial ledger from the benefits from an Austin Convention Centerexpansion are the costs. There are four major categories of costs for an expanded Austin Convention Center.

Property Acquisition Costs

Expanding the Austin Convention Centerunder the scenarios we analyze in Section 5 would necessitate acquiring the right to develop a series of land parcels lying to the west of Trinity Street from the current site, which we refer to as the Western Parcels.This acquisition could occur via several pathways, including voluntary sale or lease by the existing property owners. Another possibility is a public-private partnership between the city and a consortium of the existing (multiple) property owners, where the owners' land value becomes an equity contribution to the partnership. Still another—the most extreme—is for the city to use eminent domain powers to purchase the land. Appraisal assessments from the Travis Central Appraisal District (TCAD)'s values for the Western Parcels estimates their total value; the real market value may differ from this amount, but it provides a reasonable metric for analysis.

Property Tax Opportunity Costs

Acquiring the parcels for westward expansion of the Austin Convention Center would entail removing parcels that are currently generating property and sales taxes from the tax rolls. Some of this land, as well as land underneath the current footprint of the convention center, if eventually restored to private ownership and revenue-generating uses, as is true in several of the scenarios, could return to the tax rolls. However, the majority of the land underneath the convention center would likely be publicly owned and therefore not subject to property taxation. Note that in the analysis only property taxes are considered from the standpoint of the City of Austin, which collects one fifth of total property taxes. However, other taxing entities, such as the local public school district and Travis County, would be affected as well.

METHOD OF ECONOMIC ANALYSIS

4-01

Development Costs

The various scenarios entail varying costs for developing the new buildings that are proposed. These costs include but are not limited to construction costs ("hard costs"). True construction cost estimation has not been undertaken, as such an analysis is beyond the scope of this study. Instead, actual costs from completed convention center expansions in peer cities are used, adjusted by components, size, and local differences in construction labor and materials costs, including inflation over time, to produce rough-order-of magnitude construction cost assumptions for expanding the Austin Convention Center. Full details are provided in Appendix C.

Operating Financials

From 2015-2017 the Austin Convention Center operated at an average annual loss of approximately $15 million per year, a shortfall that is made up via contributions from the city's Hotel Occupancy Tax (HOT) revenues. This current state of affairs is not an indictment of the Austin Convention Center's management practices; indeed, the Austin Convention Center should be seen as a "loss leader" whose operating losses make possible the collection of a far greater quantity of revenues, in the form of tax receipts, to the city. Such a practice is common for convention centers elsewhere in the nation. To a large extent, it is an artifact of accounting practices that vary from city to city. For example, San Antonio's convention facility shows no operating losses because it is managed by a special revenue fund, allowing it to show certain tax revenues as income. Austin's convention center, which is operated as an enterprise fund, cannot. If the Austin Convention Center were to attempt to close its operating shortfall by raising its rates, it would likely lose a great deal of convention

business to many peer cities whose rates also assume similar operating losses. Nonetheless, the model must account for the city's need to fill the operating gap in an expanded Austin Convention Center. It can be assumed that the operating shortfall would scale up according to the total size of the expanded facility in relation to what exists today, i.e., it is assumed that operating losses would begin to dwindle as the scale of operations grew bigger.

Running a Discounted Cash Flow (DCF) analysis was considered but ultimately decided against. A DCF is a technique that is commonly used in investment analysis to reduce an investment, which can be thought of as a stream of influxes and outflows of dollars over time, down to a single number (Net Present Value). There is too much variation in the possible dollar amounts, both on the revenue and cost sides, as well as different possible choices for model parameters, such as assumptions about timing and discount rates, for DCF to be a useful tool for the purposes of analyzing the economics of convention center expansion. The result would be a single Net Present Value, or a series of such values, that would belie the degree of uncertainty concerning the model inputs, and that would give the false impression that the future is more knowable than it really is. Instead, a better approach was to estimate the benefits and costs per year at completion, in present-day dollars, and gauge their sensitivity to the various expansion scenarios and demand cases. The results are summarized in Section 5 and described in detail in Appendix C.

The demand model also does not grapple with the myriad ways that an expansion of the Austin Convention Center could be financed. Possibilities include issuing bonds backed by future increased revenues, which would not require a public vote, although the model's results show that future increases in HOT and sales tax, on their own, are not sufficient to finance the capital cost of a convention center expansion. Another possibility is creating a Tax Increment Finance district surrounding the current Austin Convention Center and bonding against future diverted property tax revenue, using proceeds from the sale of publicly-owned land, and others. In the end, however, analyzing various ways of raising funds to expand the Austin Convention Center would do little to shed light on the question of whether it is a sound investment. Whether or not it is worthwhile to build a project is, ultimately, a separate question from what is the best way to pay for it. The analysis in this report sheds light on the first question, although it does not answer it, since that is ultimately the responsibility of Austin's elected leaders.

REVENUE GENERATING PROGRAMS_HOTEL OCCUPANCY TAX

4-02

J W MARRIOT HOTEL_CONGRESS AVENUE AND SECOND STREET

One available funding mechanism for this project is the hotel occupancy tax. The HOT has been collected in Austin since 1959, and as tourism in Austin has increased the revenues generated by the HOT have increased as well. The HOT is an additional tax paid by any hotel guest in Austin. Under HOT regulations, the definition of a hotel is broad and includes motels, vacation rentals, inns, hostels, short term rentals of housing units, or any other buildings where the public can pay to stay for durations of less than 30 days. Currently, the HOT rate is 15%, of which 9% goes to the City of Austin and 6% to the State of Texas.

The use of HOT funds is regulated by both local ordinance and state tax legislation. Broadly, the HOT revenue must be used to directly enhance and promote tourism and the convention and hotel industry. This mandate comes directly from the state tax legislation and therefore cannot be modified by local ordinance. Funds from the state's six percent hotel occupancy tax flow directly to the Texas comptroller's office and are largely used for the general governmental operations. A portion of the state HOT revenue also goes toward funding tourism promotion through Texas's ad campaign. The City of Austin, while limited to legal uses for hotel occupancy tax revenues as defined by the state, is able to specifiy how to allocate its revenues across projects that support tourism and the convention and hotel industry.

In order to regulate the use of funds, Austin has identified specific expenditure categories that every hotel HOT expenditure must fit into. The first seven percent of the city's HOT revenues is distributed among four categories. Because funds are distributed by defined percentages and not dollar amounts, when hotel occupancy rates increase and more revenue is generated, every category benefits.

Expenditure categories :

1. Convention Center Capital Fund (64.3%)
2. Tourism/Promotion Fund (5.7%)
3. Historic Preservation Fund (15%)
4. Cultural Arts Fund (15%)

Within these four categories, there are additional regulations that provide more detail about what is considered an approved expenditures of HOT revenues. Within the Convention Center Fund, revenues must be used for city expenses related to registering convention delegates, marketing of convention services, and the construction, maintenance, and operation of convention facilities.

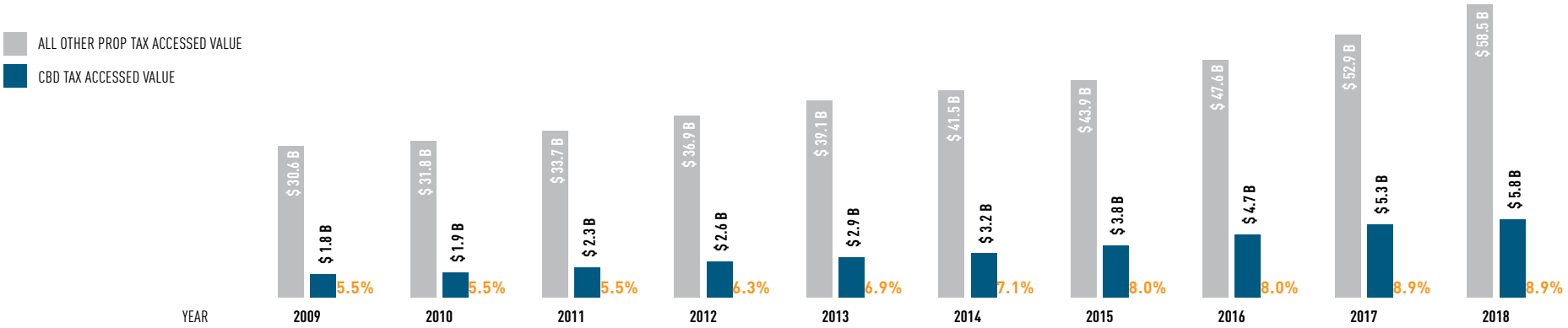
The remaining two percent of the city's Hotel Occupancy Tax is allocated to a venue project fund, and is currently being used to back venue bonds. The bond measure was approved by voters in 1998 to fund expansion of the Austin Convention Center and the Waller Creek tunnel. The HOT revenues that are obligated to the venue project fund may only be used to reimburse costs, make any necessary payments on the bonds, and pay operation or maintenance costs of these projects. Once the bonds are paid off in 2029 this 2% of hotel occupancy tax will no longer be collected unless another use is identified and approved by voters.

Austin's local ordinance also specifically notes that no HOT revenue may be used as general fund revenue for overall governmental operations for the city. This prevents the city from using the HOT for purposes such as street lighting, waste management, and similarly routine expenditures, even if they contribute towards tourism by maintaining Austin's physical attractiveness and state of good repair. However, if the available amount of HOT revenue increases, the additional revenue can be used to fund eligible activities that are currently funded through the city's general fund. This allows for those general fund dollars to be allocated to other priorities that the city has identified. Thus, increased hotel occupancy tax revenues can be beneficial to the City of Austin as a whole, and not just the recipients of the HOT revenues.

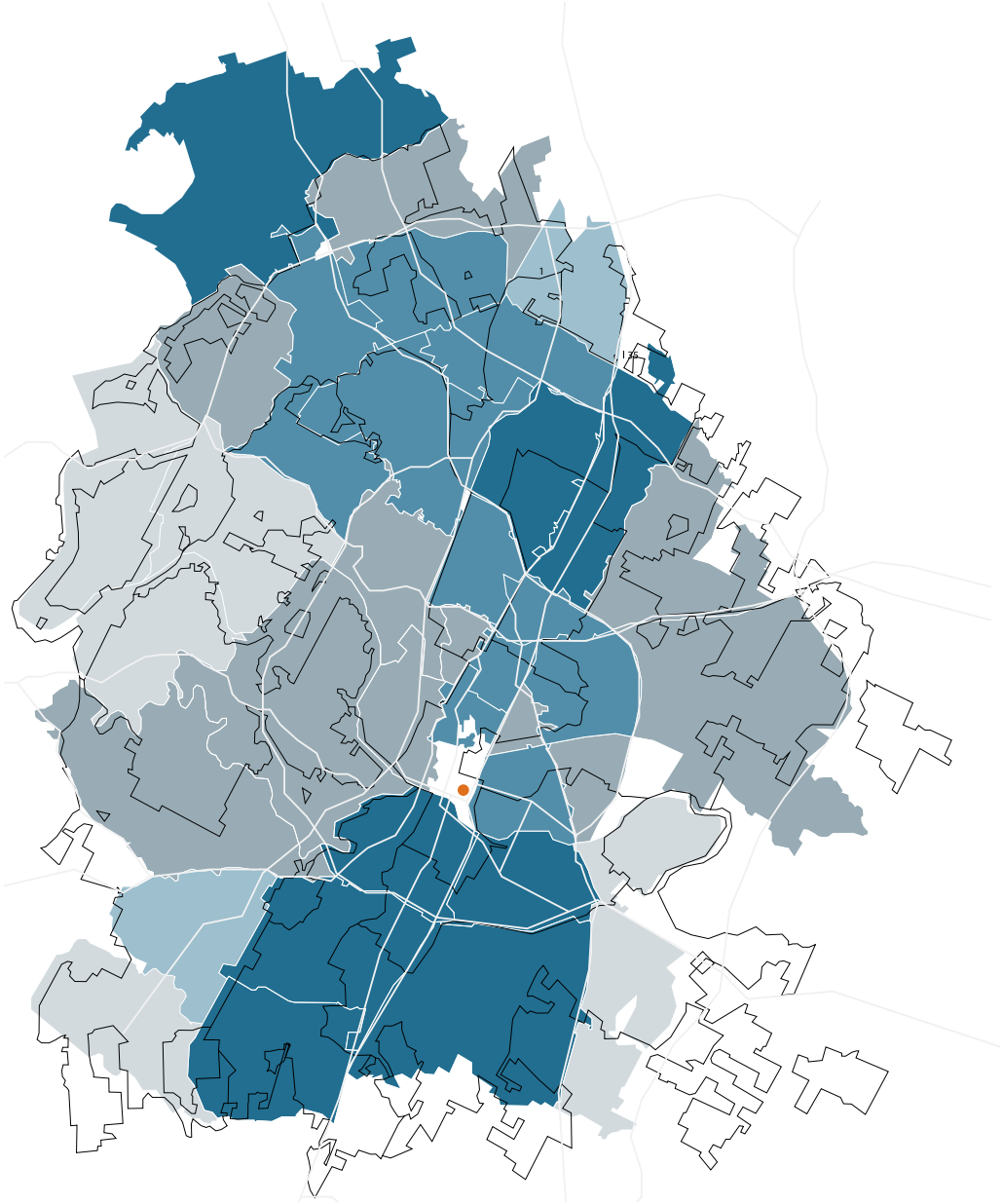
GROWTH OF CBD ACCESSED VALUE_COMPARISON TO ALL OTHER PROP TAX ACCESSED VALUE

As Austin has grown, property values as assessed by the Travis Central Appraisal District (TCAD) have increased across the city. Since the City of Austin receives about 20% of property taxes collected, increased property values result in additional revenue available for the city's budget. Even though property values are not rising at the same rate across Austin, the entire city is able to benefit from the increased revenues from those areas where property values are increasing the most, above all Austin's central business district (CBD), or Downtown. Downtown Austin has seen tremendous growth in recent decades. From 2009 to 2018 the property tax revenue from the CBD alone has nearly tripled, while the property tax revenue from all other areas in Austin has not quite doubled, as seen in the graph below. This is due to the growth in property values, which have increased by 781% in the CBD between 2000 and 2018, compared to 344% for the rest of Austin. In terms of land area, the CBD accounts for less than 0.4% of Austin's total area. However, the assessed value in the CBD makes up a proportionally large percentage of the total property value in Austin, starting at 4.2% in 2000 and more than doubling to 9.0% in 2018. As a consequence, Austin has a vested interest in supporting future growth and investment in the CBD, not only for the recreational and cultural benefits it offers, but also because of its importance in sustaining the city's fiscal health.

GROWTH OF CBD AND ALL OTHER PROP TAX ACCESSED VALUE



COUNT OF SUBSET OF AUSTIN HOSPITALITY WORKERS_BY ZIP CODE



The growing hospitably industry employs an estimated 125,900 residents in the five county Austin area. The map shows a subset of 36,000 food service workers who live in Austin, as as can be seen above, hospitality workers who live in the city are concentrated in certain areas, especially in the south, southeast, north, and far northwest. Promoting growth in the industry allows for employees that live in these areas to have more employment options. This increased demand for labor can also lead to higher salaries and more competitive benefits packages.

LEGEND

- 1 - 200
- 201 - 500
- 501 - 1,000
- 1,001 - 1,500
- 1,501 - 3,500
- ATX.CC

PROJECTING DEMAND

PD

Equally important as whether a given amount of increased attendance in an expanded convention center will deliver benefits enough to offset the costs of expansion is the question of how much demand will materialize. The honest answer is that there is no way for anyone to know. Demand for attending conventions in Austin is, surely, constrained by the amount of space available, but there is no guarantee that in the future there will be enough latent demand to use an expanded convention center to its full potential. Convention center attendance is influenced, to be sure, by the quality and capacity of the convention center facility and the urban environment that surrounds it, but many other factors are entirely beyond the control of local decisionmakers. These include the state of the national economy; long-term trends in the meetings segment of the travel industry; the ease and affordability of air and other forms of long-distance travel; and Austin's reputation—or "brand"—in the wider world. In short, even if built, there is no certainty that people will come. However, the city is not helpless in the face of uncertainty. Using a variety of analytic approaches, the research team created three demand cases that span what the team views as a reasonable range of plausible outcomes. Using them, the team was able to test the sensitivity of various outcomes, such as the boost to the local economy, and increase in tax revenue, to these varying cases. They are refered to as the Base Case, or the middle-of-the road case, in which convention center attendance increases to 700,000 per year, or about 40% above current levels; a pessimistic Downside Case, in which attendance increases only to 550,000, an increase of 10%; and an optimistic Upside Case, in which it doubles to 1 million. Demand is a somewhat separate issue from supply, i.e., how much latent demand for increased attendance at the convention center does not depend (at least not entirely) on the size of the convention center facility. For that reason, our top-line findings reported near the end of Section 5 are split into those that vary with supply-side and demand-side factors. Appendix C provides an extensive description of the demand-side analysis methodology, along with more detailed findings than what are summarized in Section 5.

A Comment on the Critiques of Dr. Heywood Sanders

Dr. Heywood Sanders is a professor, and is Interim Chair of the College of Public Policy at The University of Texas at San Antonio. He is known as a critic of convention center expansions. Due to his national reputation, as well as the proximity of his academic home to Austin, numerous parties with whom the research teaam engaged as part of the due diligence for this report mentioned his work and urged the team to take it into consideration.

Although the research team did not meet with or speak to Dr. Sanders, it reviewed some of his most influential publications. Dr. Hallman, reviewed Dr. Sanders' book, Convention Center Follies: Politics, Power, and Public Investment in American Cities (2014), along with his earlier Brookings Institute paper, "Space Available: The Realities of Convention Centers as Economic Development Strategy" (January 2005). His work documents numerous examples of cities that invested in new convention centers or convention center expansions with the aim of attracting more out-of-town visitors, where that effort did not succeed as planned. One of Dr. Sanders' key observations is that city political leaders often try to use sometimes misguided convention center investment to rejuvenate ailing downtowns, and that they build with the underlying assumption that "if you build it, they will come." Dr. Sanders is critical of the convention consultant industry, whose practitioners, in his view, seem to project large increases in convention attendance no matter which city hires them, and rarely if ever check their past projections against actual data to determine if their methods are accurate.

The research team took Dr. Sanders' writings seriously and addresses two of his major warnings: (1) political leaders use convention projects to attempt to rejuvenate ailing downtowns, (2) cities build with the unsubstantiated assumption that "if you build it, they will come." To address issue number one, the team researched the health of Austin's downtown to see if there is evidence that Downtown Austin is ailing and in need of rejuvenation. The research on Downtown Austin hotel economic health, detailed in Appendix C, shows that Austin's downtown hospitality industry is currently performing very well and is economically robust. Based on the health of Austin's downtown, there is no evidence that the proposed expansion of the Austin Convention Center is a proposal to rejuvenate an ailing downtown.

To address issue number two, which is generally a claim that cities undertake convention center building or expansion based on an unsubstantiated assumption of demand, the team researched demand for Downtown Austin visitors by again analyzing data on the Austin hotel industry. The team obtained hotel performance data specifically for Downtown Austin from Smith Travel Research (which speaks to current and recent historical demand), and private capital flow data for the hotel industry from Real Capital Analytics (which speaks to investor's expectations of future demand). Demand research shows that there is strong demand from out-of-town visitors to visit Downtown Austin, and that is a positive demand sign for the proposed new convention center space.

Dr. Sanders also makes a point in his writing that the convention center industry as a whole is not growing, although that claim is time-dependent and based on older data (generally from the late 1990s and early 2000s). The team searched for data on national convention center attendance over time, but as Dr. Sanders points out, reliable and complete data on national convention center attendance is hard to find. The team was not able to find reliable complete, data on national convention center attendance.

5

Austin Convention District_ Redevelopment Scenarios

OVERVIEW_REDEVELOPMENT SCENARIOS

This section outlines several different scenarios that together demonstrate a diversity of approaches to the future redevelopment of the Austin convention district. Each scenario proposes different responses to balancing the internal programmatic requirements of the convention center with the placemaking needs of the Austin community. Each is shown in a series of renderings and diagrams, illustrating how to manage both the internal organization of the program and adjustments to the urban situation of the southeast quadrant.

The representative scenarios are demonstrative of strategies that range between leaving the existing facility as it is, letting the market determine adjacent development, expanding the existing facility, partially redeveloping the existing facility, and completely replacing it. Each scenario organizes the programmatic requirements within the project in order to address the different urban conditions of the site and respond to the pressures of the district at-large.

Each scenario is also represented both within the current urban situation and the projected future context within which the facility will likely reside. It is of critical importance that the existing convention center remains functional throughout the redevelopment process. In this regard, the representative scenarios are designed to maintain the ongoing revenue-generating operations of the facility. Phasing strategies will be required if the existing structure is to be modified. Two of the scenarios present phasing options, ultimately allowing for either partial or complete replacement of the existing facility, while others leave the existing structure intact and opt instead for expansion on adjacent properties.

The Downtown Austin Plan, the Austin Convention Center Long-Range Master Plan, the subsequent report of the urban land institute and the recently released Project Connect Vision Plan, each provide development recommendations that inform the preparation of the scenarios in this report. Further ongoing research by the Downtown Austin Alliance, the Waller Creek Conservancy, and additional citizens groups and task forces has also provided direction.

This section provides an analytical basis with which to evaluate these potential development strategies, to establish whether they can achieve the performance requirements of the facility, meet the goals of the community, and provide an economic benefit to the city. Three key considerations have informed the development of the scenarios delineated in this section. They are:

- Resolve the internal programmatic requirements of the facility and provide options for additional community functions.

- Help resolve conflicts in the organization of adjacent infrastructure to enhance connectivity and urban life within the district.

- Balance ongoing urban development in the district with augmented public benefits.

Part one documents the existing facility and evaluates the functional organization and ability to accommodate the changing requirements of the market. Part two describes a selection of competing facilities from peer cities and measures the current Austin Convention Center against them. This analysis is then used to develop a programmatic strategy that is designed to establish the functional parameters guiding the internal organization of each scenario. Part three describes each scenario and shows its status within a series of development contexts.

The investigation preferences a long-term view toward the potential urban transformation of the Austin Convention Center, evaluating the prospects for each scenario to react to the ongoing changes in the district. The representative scenarios are not illustrative of every possible outcome; instead, they document a range of possibilities intended to illustrate a broad set of approaches. Finally, a comparative framework provides a basis from which to inform decisions about the future of the district.

PROGRAMMING_ANALYSIS

EXISTING FACILITY_ANALYSIS

BEST PRACTICES_ANALYSIS

MODULAR FRAMEWORK_THE PLANNING MODEL

EXISTING FACILITY_ANALYSIS

EF

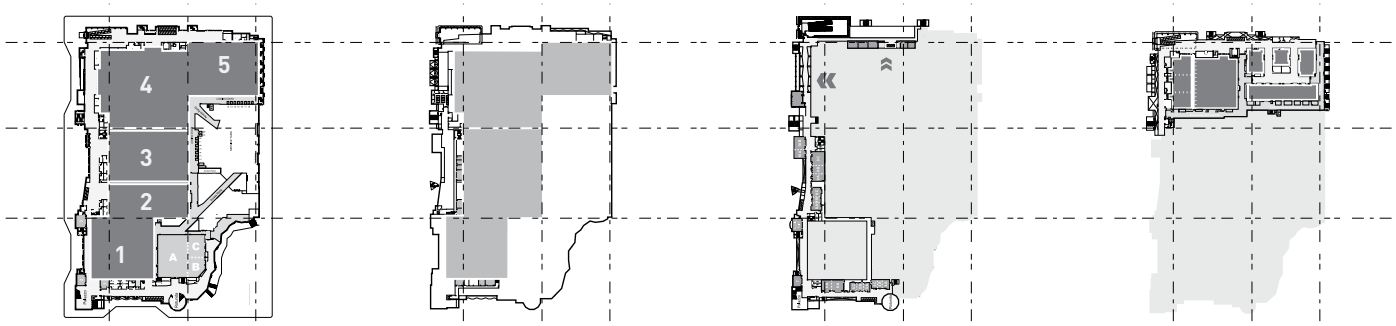
Introduction_The Austin Convention Center

The existing Austin Convention Center occupies what is rapidly becoming an essential intersection between ongoing urban development initiatives within the city. Extensive development is already underway in the Rainey Street District, while the Second Street Corridor continues to be an essential east-west pedestrian connection across the city. Development along the Waller Creek Corridor from The University of Texas at Austin south toward the site is rapidly transforming what was once an underutilized district of the downtown grid into a vital Innovation District. Moreover, the potential reconstruction of I-35 promises to connect central Austin with the Saltillo Transit Oriented District and the neighborhoods in East Austin. All of these projects promise to transform the connective infrastructure of the city into a compact and connected system. At the center of this nexus, the six contiguous blocks of

the existing convention center remain an obstruction to the emerging system of connective public spaces, despite the quality of the architecture. While urban design guidelines have long existed to help guide development in this area, many of their promises remain unfulfilled. Many important festivals and events are centered around the facility throughout the year, ranging from large, two-week-long festivals such as SXSW to small trade conventions. Many of these events overflow onto what is currently an inadequate system of adjacent streets and parks, while a lack of active street frontages in the area remains.

In order to serve the greater Austin community, in addition to the large number of visitors that are attracted to Austin and supported by the venue, any redevelopment or expansion to the convention center must be considered in concert with the public role it plays within the district.

5-02



Level 1: Street Level | Level 2 | Level 3 | Level 4

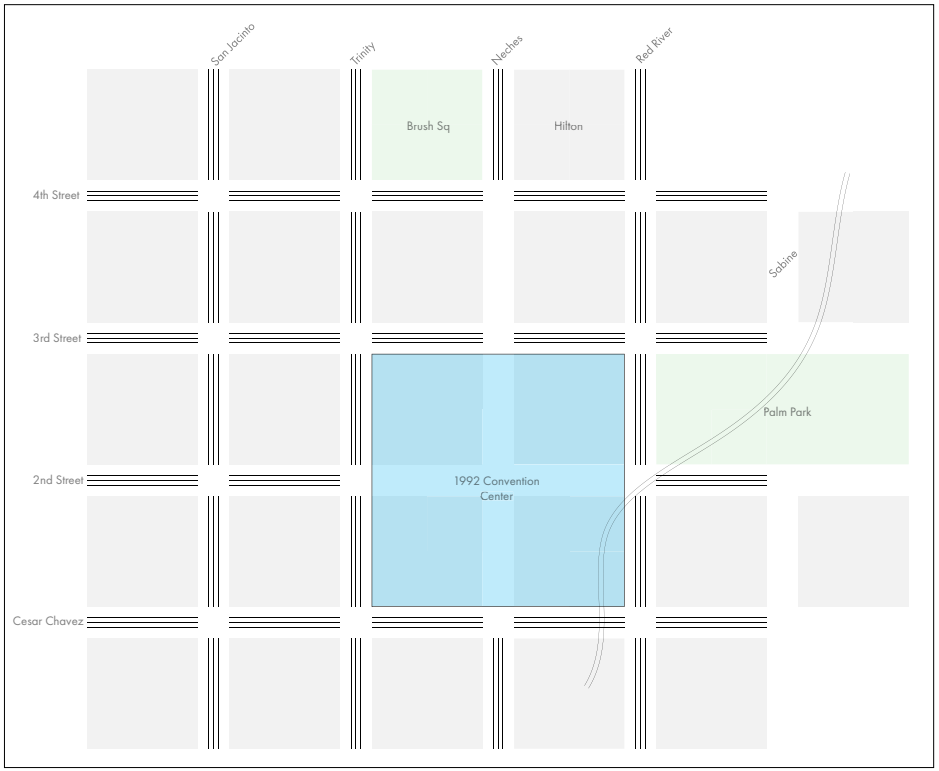
FACILITY_SITING

The original construction of the Austin Convention Center (first opened in 1992) is located on the southeastern corner of the Waller grid [blocks: 9, 10, 14, 15], and required the consolidation of three and one-half city blocks. Also accompanying the project was the development of a District Master Plan and associated Urban Design Guidelines for the surrounding district.

To accommodate the 441,000 sq. ft. building on the site meant that two street segments, Second Street and Neches Street, which crossed through the site, would need to be closed off. Even with this alteration of the urban grid, the design of the original Convention Center presented difficult challenges. Situating the vast exhibition halls that were central to the building's function on the site in a way that could address the functional needs of the facility, while meeting the aspirational goals of the project to address the urban conditions of the city, meant that certain conflicts were inevitable. In response to the site's location adjacent to the I-35 corridor, and what was then a flood-prone Waller Creek on the east, the service components of the building face Red River Street, including kitchen facilities and storage, servicing the 125,970 sq. ft. of exhibition halls on a level with large trucks meant that a significant loading area was required on site. As was the standard at the time, the exhibition halls were designed to be clear-span, flexible, and contiguous spaces--a structural condition that precludes any future vertical additions to the building.

The facility was designed with its principal orientations facing Cesar Chavez Street, Trinity Street, and Fourth Street. Primary internal circulation was designed to wrap the exhibition halls and connect the building to the surrounding streets, with smaller elements located in reference to the urban context of the district. Around the perimeter, the Convention Center responds to the conditions of the city with a large entrance hall in the form of an octagonal turret that signifies the eastern entrance to downtown Austin along Cesar Chavez, while an elevated walkway on the southeastern corner of the structure faces onto Waller Creek, anticipating its future redevelopment.

PHASE I_SITE CONDITIONS 1992



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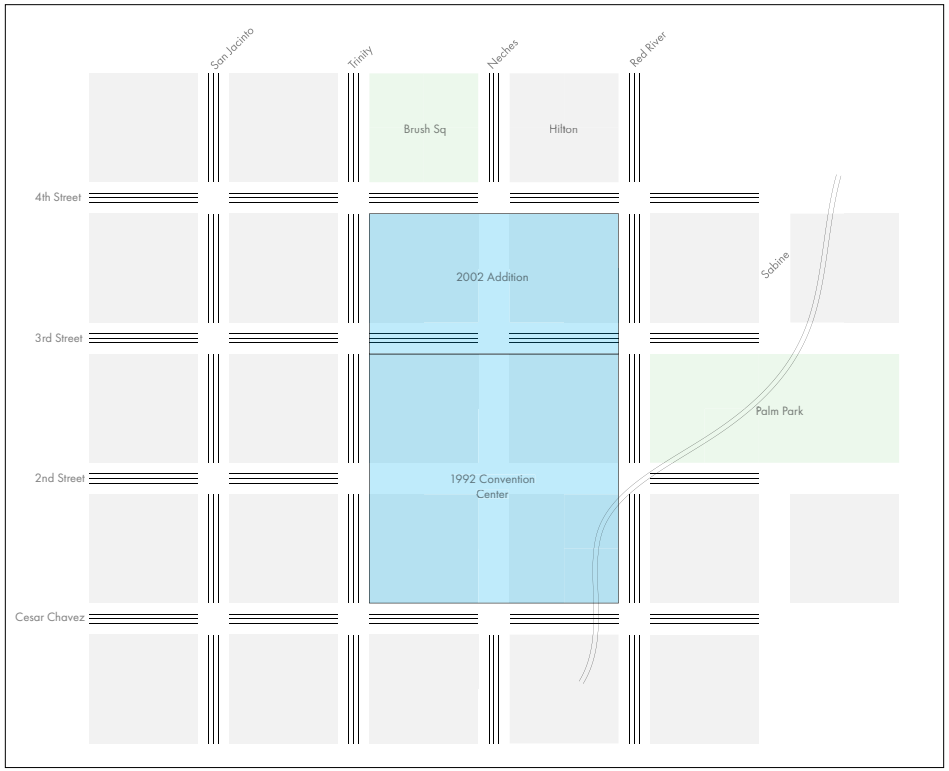
ACC_PHASE I (1992)

PHASE II_SITE CONDITIONS 2002 ADDITION



5-04

ACC_PHASE II (2002)

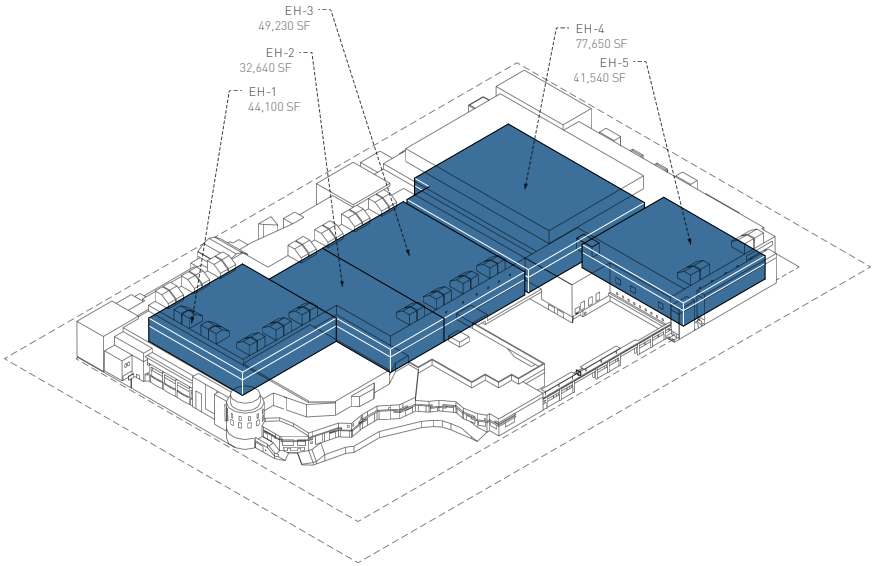
A substantial addition to the original facility, completed in 2002, expanded the site to include two more contiguous blocks on the northern side of the original building while removing additional segments of Third Street and Neches Street from the urban grid. The expansion essentially doubled the square footage of the original facility to 881,000 sq. ft. and added 120,000 sq.ft. of exhibition halls, designed to work contiguously with the original venues, which brought the total amount of available space in the exhibition halls to 247,052 sq. ft. This newer section of the facility added significant associated programs as well, including 42,000 sq. ft. of ballrooms, along with meeting room spaces, a kitchen, and storage facilities.

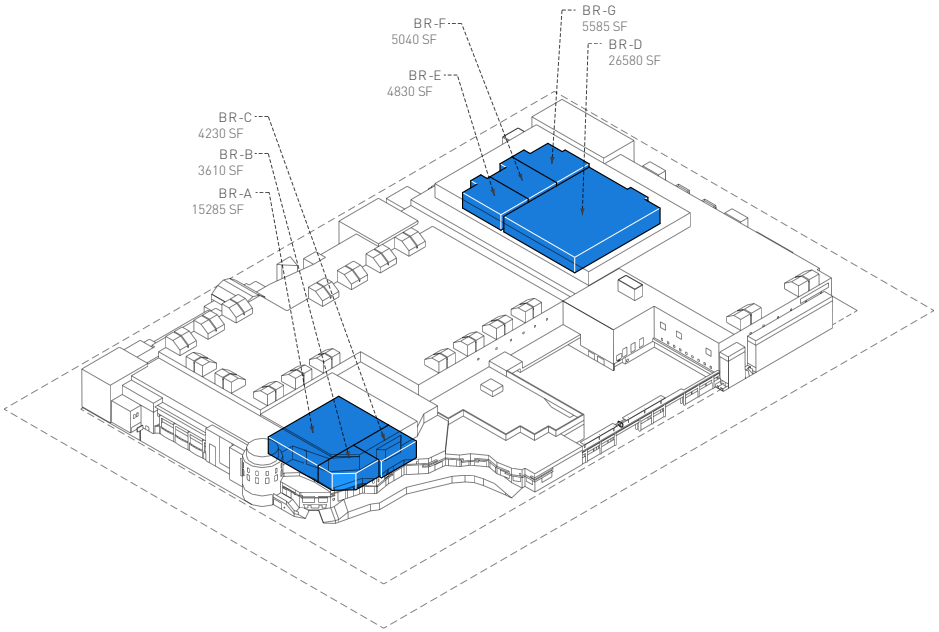
The 2002 addition was designed with programmatic functions that more closely approximate the newer mixtures of uses that were desired by the industry, and is still the most actively used section of the building. The northern kitchen serves most of the catering functions of the building while the original kitchen facilities are rarely used.

As a result of the expansion, the facility has undergone a substantial reorientation toward the northeast corner of the site, with the original public circulation corridor continuing around the perimeter of the building and expanding into a large pre-function space that is now the facility's front door to the city.

With the reconstruction of Fourth Street as a major transit stop connecting the Red Line into the city, and the orientation of the northern facade onto Brush Park, this corner of the building is now the most significant aspect of the facility. Designed by Page in collaboration with the sculpture Jamie Carpenter, the northeast corner, marked by the faceted glass façade, has become the signature icon of the expanded Convention Center.

PROGRAMMATIC DISTRIBUTION_EXHIBITION HALLS / BALLROOMS





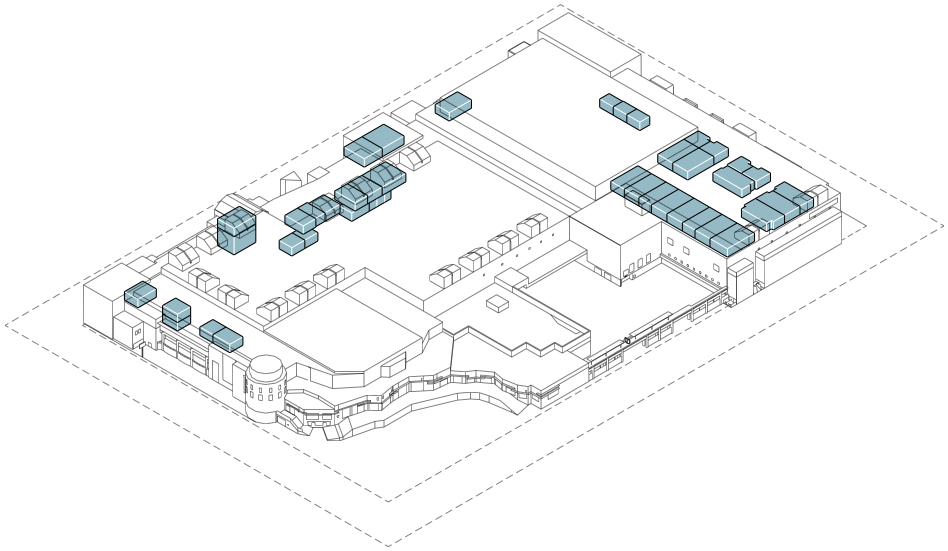
EXHIBITION HALL

The existing facility contains five exhibition halls located on a single level, contiguously organized in order to facilitate large conventions, and can be subdivided into smaller venues in order to support a series of simultaneous events. The lack of availability of ancillary facilities such as ballrooms, meeting rooms, and break-out spaces adversely affects the ability of the original section of the center to accommodate coincident functions, however. In this regard, the northern addition to the facility is superior to the original, as it includes a more diverse range of programmatic functions that can host simultaneous events more easily.

BALLROOMS

As a result, the original portion of the facility is in less demand with planners than the newer northern section. Pre-function space located along the perimeter of the original facility is also less able to accommodate break-out meetings and set-ups for events than the newer expansive circulation space in the 2002 addition. Regardless of the future direction of the convention center development, the original facility, now over twenty-five years old, is in need of renovation.

_MEETING ROOMS



MEETING ROOMS

PRE-FUNCTION_ CIRCULATION

EXHIBIT HALL_SET UP

BACK OF HOUSE_STAFF

BALLROOM D_EVENT W/ STADIUM

Beyond the requirements of the primary programmatic venues, the existing functions of the center perform relatively well concerning service, loading, and food distribution. Functional performance is significantly better in the northern 2002 addition, which can operate relatively autonomously from the rest of the facility. Overall storage space is still problematic, however, with many of the storage functions overlapping into circulation corridors. Additionally, the original kitchen is underutilized, and the length of circulation around the facility is excessive, due to a lack of porosity within the facility.

Overall, the facility is superior in the provision of technological support for venues, and with a gigabit-rated building, the Convention Center achieves a high standard for technical capabilities and services. The building infrastructure leads the convention industry with a communication infrastructure capable of moving voice, video, and data at one billion bits per second.

CURRENT CONDITIONS_EXTERIOR BUILDING CONDITIONS

SOUTHEASTERN ENTRY PLAZA

RED RIVER AND 3RD_VIEW TOWARDS NORTH ENTRANCE

The ballroom of the original facility is located on the southeastern corner of the site, from where it overlooks the corner of Waller Creek and Cesar Chavez Street. Exterior stairs and a walkway connect the internal program out onto the public space of the corner and also connect to the new bridge that links across the creek to the Fairmont Hotel.

During certain events, the space is used as a public venue associated with the facility.While this is one of the most significant public spaces surrounding the Convention Center, the narrow sidewalks flanking the Cesar Chavez bridge limit pedestrian connections to Palm Park and the Rainy Street District.

To the north along Fourth Street, the tracks of the Red Line enter the downtown station. Above, a recently completed bridge connects the convention center across to the Hilton hotel. This right-of-way is about to undergo a significant transformation, creating a new shared space that will significantly improve connectivity between the northern concourse of the convention center and Brush Square. With the addition of new transit lines and the potential refurbishment of Brush Square this space will be a center of public activity in the district.

RED RIVER AND 3RD ST_VIEW TOWARDS WEST FACADE

SERVICE YARD, NORTHERN DOCKS

Service access to the building is off of Red River Street. As a result, most of the support functions for the facility are located on this, the eastern side. The result is a closed façade that can do little to activate the streetscape and creates conflicts with other activities emerging along the street. With the redevelopment of the Waller Creek Corridor and Palm Park immediately adjacent to the site, this closed condition makes connecting either the public spaces around the building or the venues of the internal events to the new park space problematic. Conflicts also exist between the taxi loading that services the Fairmont Hotel and the loading of trucks in and out of the facility. In part this is due to the narrow infrastructure of the street and its limited connectivity to the urban grid.

The building has a generous service yard protected from the public space of the street with a large gate. Loading and unloading of equipment for events are relatively straightforward, given the single level organization of the venues. Large semi-trucks are able to be accommodated within the service court, and with a new marshaling yard located off-site, loading schedules for ongoing events are managed to avoid conflicts.

BEST PRACTICES_ANALYSIS

BP

PEER FACILITIES

HUNTINGTON CONVENTION CENTER
_CLEVELAND, OHIO

WASHINGTON STATE CONVENTION CENTER ADDITION
_SEATTLE, WASHINGTON

CHARLOTTE CONVENTION CENTER
_CHARLOTTE, NORTH CAROLINA

HENRY B GONZALEZ CONVENTION CENTER
_SAN ANTONIO, TEXAS

MUSIC CITY CENTER
_NASHVILLE, TENNESSEE

VANCOUVER CONVENTION CENTER
, BRITISH COLUMBIA

Documented in this report (Appendix B) are twenty-seven convention center facilities gathered from cities across North America.

They range from modestly sized facilities in secondary markets to extensive facilities in major cities. Together they establish a comparative basis for evaluating the organizational and programmatic make-up of peer facilities. Appendix B documents each of these.

From these facilities, six are documented here for direct comparison, ordered by size. This smaller group contains examples from markets either in direct competition with Austin, or are representative of strategies recently adopted by cities to adapt their facilities to either urban situations or contemporary market conditions from which Austin can learn. This evaluation considers the size of the exhibition halls and whether they are contiguous, the associated meeting rooms, and ballrooms, and whether additional facilities exist to support the broader community within their district such as theaters, retail, or transit.

In addition to requiring a range of available amenities, the contemporary market necessitates design solutions that are responsive to their urban context. This aspect of convention center design reinforces the branding potential and marketability of a facility while extending its influence beyond the boundaries of the building and out into the district, building upon the salient characteristics of each destination.

HUNTINGTON CONVENTION CENTER_CLEVELAND, OHIO

WHAT TO LEARN FROM CLEVELAND

- Project focuses on expanding the public lawn that defines the downtown civic center
- Campus strategy connected to multiple facilities
- Project massing is developed to fit within the city's historic master plan
- Partially below grade exhibition halls with 20'-40' ceiling heights
- Connects to 54,000 sq. ft. auditorium
- Prefunction space occupies a separate volume above grade connected below grade

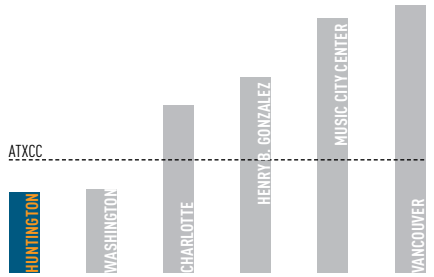
Cleveland's 2013 redevelopment of the Huntington Convention Center masterfully fits within the historic Daniel Burnham designed Group Plan District. In so doing it expands the original public park that is the centerpiece of the project by locating the bulk of the new facility underground. The facility extends under the street so as not to interrupt the urban grid.

Additional program located around the edges of the park in a series of connected buildings fits within the massing of the existing buildings. The exhibition halls are connected to the adjacent Hilton hotel and a pre-existing large fixed-seat auditorium. The exhibition halls are not clear span due to the required 20-30 foot ceiling heights within much of the facility.

SIZE OF EACH SPACE

EXHIBIT SPACE	225,000
MEETING SPACE	53,600
BALLROOM	43,200
OVERALL CC BUILDING AREA	**410,000**

RELATIVE FACILITY SIZE



WASHINGTON STATE CONVENTION CENTRE ADDITION_SEATTLE, WASHINGTON

5-06

Located in the heart of downtown Seattle, the Washington State Convention Center is part of a larger cultural district, which includes shops, theaters, hotels, and a variety of dining options. It is also within walking distance of Pike Place Market. The 1.4 million sq. ft. addition will be one of the largest projects in downtown Seattle history, with a projected cost of $960 million. The expansion will nearly double the existing convention center's exhibition space. Two adjacent building podiums are to house future residential and commercial development in the area. The exhibition spaces are not contiguous due to the constraints of the site and as a result of the topography are serviced vertically.

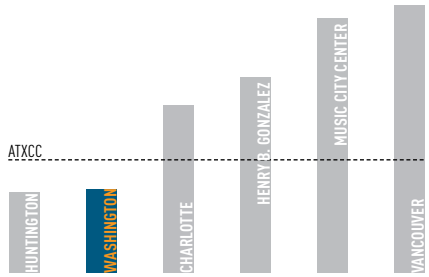
WHAT TO LEARN FROM WASHINGTON

- Vertical loading of event spaces
- Non-contiguous flexible exhibition halls
- Compact urban site
- Planned expansion including residential and commercial development
- 15 levels connected with outdoor terraces
- Interior circulation is at the edge of the building to activate the facade
- Adjoining 542,000 sq. ft. office tower and 440 units of housing
- Stacked column free spaces
- Public private partnership project delivery

SIZE OF EACH SPACE

EXHIBIT SPACE	205,000
MEETING SPACE	57,000
BALLROOM	39,732
OVERALL CC BUILDING AREA	414,722

RELATIVE FACILITY SIZE



CHARLOTTE CONVENTION CENTER_CHARLOTTE, NORTH CAROLINA

WHAT TO LEARN FROM CHARLOTTE

- The interior is open to public and activated by a central food court
- Surrounded by a growing cultural district within walking distance of 200 restaurants and bars, new museums, office buildings and transportation hubs.
- Service is underground and shared with the NASCAR Hall of Fame
- Adjacent LYNX light rail stop
- Windows into exhibit halls
- Multiple events are scheduled simultaneously
- Exhibit hall spans are supported with space interrupting columns
- Tourist office inside

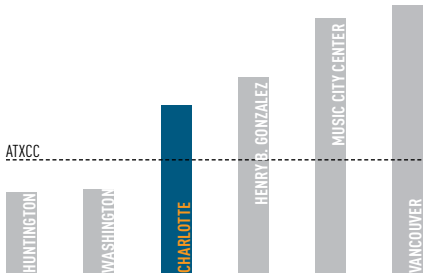
Like Austin, Charlotte's downtown is developing rapidly and now has a close relationship to the convention center. Originally built in 1995, the remodel engages the city streets and is open to the public. An internal food court attracts people who work downtown and also serves as an interior passage from the parking structure to adjacent attractions.

Entrances are designed to face the termination of vehicular streets and bring visitors into the food court central to exhibition hall access. A light rail transit line runs through the facility. The Charlotte Convention Center is conceived as a central component of the city's Cultural Arts District.

SIZE OF EACH SPACE

EXHIBIT SPACE	280,000
MEETING SPACE	112,000
BALLROOM	75,000
OVERALL CC BUILDING AREA	**1,300,000**

RELATIVE FACILITY SIZE



HENRY B. GONZALEZ CONVENTION CENTER_SAN ANTONIO, TEXAS

5-08

WHAT TO LEARN FROM SAN ANTONIO

- Meeting rooms and flexible space adjacent to river
- 514,000 sf of connected exhibit space
- Large central service kitchen for growing catering needs
- Adjacent theater
- Incorporated large ballrooms
- Same construction market conditions
- Extensive integration of technology
- Connection to San Antonio's famous River Walk

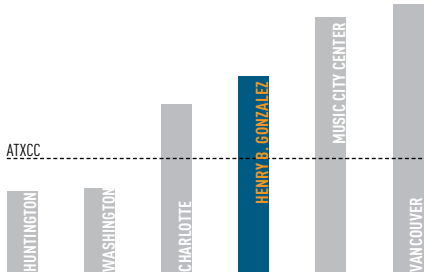
San Antonio's location only 80 miles from Austin can be expected to have construction costs per square foot similar to Austin. The 2016 expansion, which increased square footage by 20 percent, was $325 million.

The renovation and expansion included demolishing the west wing to make room for the development of Hemisfair park and the construction of a new park that creates a green connection to San Antonio's famous River Walk. The renovation and expansion included the integration of the latest technology and the flexibility for future technology integration. The center has contiguous exhibition space, but stretches across a large site area.

SIZE OF EACH SPACE

EXHIBIT SPACE	497,000
MEETING SPACE	120,300
BALLROOM	94,300
OVERALL CC BUILDING AREA	**1,600,000**

RELATIVE FACILITY SIZE



MUSIC CITY CENTER_NASHVILLE, TENNESSEE

WHAT TO LEARN FROM NASHVILLE

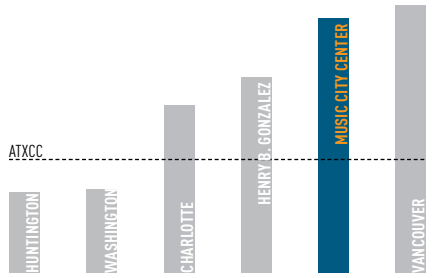
- Re-branded as the Music City Center
- Built with a phased expansion
- The expansion is programmed to increase food and beverage services and will be entirely financed by self generated revenue
- The new expansion adds pre-function, food court, and flexible space for temporary convention retailers
- LEED Gold building with a green roof
- Actively engaged with community
- Designed to respond to the surrounding street grid

Nashville is a city known for music and culture. The convention center recognizes that its greatest attraction is the city's special culture. In 2006, Nashville built an entirely new downtown convention center designed to attract 75% of the convention center market. In 2013, the building was expanded to emphasize a new relationship to the community. In the single month of June, Music City Center generated $74.9 million in economic impact for the city. Within 5 years of opening, the MCC reports $1.8 billion in direct economic impact, adding 1,000 jobs to the city--internal revenue that greatly exceeds predictions--and has been reporting monthly profits.

SIZE OF EACH SPACE

EXHIBIT SPACE	353,000
MEETING SPACE	82,000
BALLROOM	75,400
OVERALL CC BUILDING AREA	2,100,000

RELATIVE FACILITY SIZE



VANCOUVER CONVENTION CENTRE_VANCOUVER, BRITISH COLUMBIA

5-10

WHAT TO LEARN FROM VANCOUVER

- Multi-level circulation and service and facilities
- Integration of sustainability strategies
- Amplified flexible spaces and catering for events and down-time
- Event space for community engagement
- Integrated retail space facing waterfront
- Adjacent waterfront running and biking trail
- East and west buildings each have a complementary interface with the adjacent urban condition

Vancouver's new Convention Centre is an exemplar of the growing desirability of flexible non-exhibition spaces, multiple levels, and sustainable practices. The spaces support both local community events and conventions. The Centre is located adjacent to a public waterfront trail and is within walking distance to the waterfront transportation hub.

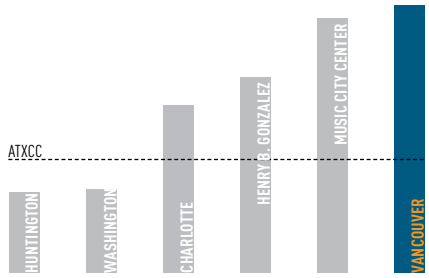
Circulation splits into different levels, organizing the location of spaces and service functions, in order to solve the differences in level across the site.

The organization of multilevel spaces is a model for accommodating extensive square footage within a downtown site that hss limited space.

SIZE OF EACH SPACE

EXHIBIT SPACE	316,000
MEETING SPACE	84,000
BALLROOM	69,300
OVERALL CC BUILDING AREA	2,120,000

RELATIVE FACILITY SIZE



MODULAR FRAMEWORK_THE PLANNING MODEL

MF

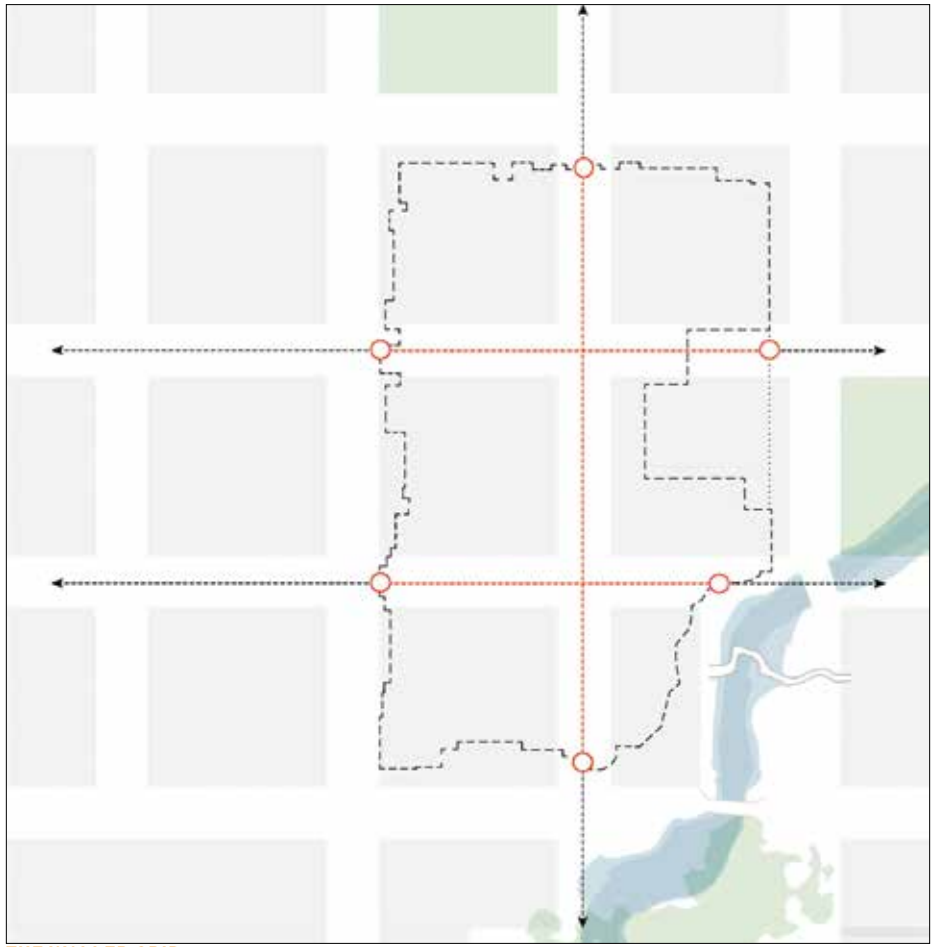
Space-Making and Place-Making

The creation of an economically viable convention center will attract a more varied and stronger customer base than the existing facility, while enhancing Austin's reputation as a vital destination city will require a facility that can accommodate a variety of both public and private uses. The Convention Center must be at the center of a robust and active people-centered environment that will define the "Convention Center District" as a desirable destination in central Austin. In order to achieve this goal, it is essential to incorporate uses that support and strengthen the retail and hospitality environment in the downtown core, in particular, activating the development of Second and Third Streets between Shoal Creek and Waller Creek, and enhancing the connections between Sixth Street and the Rainey Street District.

Regardless of which direction the future redevelopment of the Austin Convention

Center takes, maintaining the existing location of the facility in the downtown core continues to be critical. Existing hotels and those currently approved for construction provide approximately 9,500 hotel rooms, restaurants, and conference facilities all within walking distance to the convention center. Clients prefer convention centers that are an extension of the host city, and the venues adjacent to the Austin Convention Center are valuable assets--enhanced by ongoing adjacent development.

Given its central location within a rapidly transforming area, it is imperative that the convention center be designed to enhance the physical connections between adjacent ongoing development and the facility so that a socially and economically active district can be enhanced. Only in this way can the city capitalize upon its ongoing investments in urban infrastructure in order to capture the potential that defines Austin's unique place as a premier destination within the industry. It is therefore of critical importance that the grid is maintained and even reconnected to establish the pedestrian connections provided by the Waller Grid, to capitalize upon the potential of public transit and to reposition the facility to engage Waller Creek and beyond to East Austin.



THE WALLER GRID

THE PLANNING MODEL_ROOM TYPES AND CAPACITIES PER EXHIBITION MODULE

SERVICE

BALLROOM (4000-4500 SQFT)

LARGE LECTURE HALLS (4000-4500 SQFT)

LARGE CLASSROOM (2100-2500 SQFT)
STANDARD CLASSROOM (900-2300 SQFT)

BREAK ROOMS (200 SQFT)

_PROGRAM RATIOS_THE BASIC MODULE

After researching changing programmatic requirements in the industry, studying best-practices, and reviewing the Austin Convention Center Long-Range Master Plan, an abstract model was developed to define the ideal ratios between the various primary elements of the spatial program. These ratios have been established to provide maximum flexibility in determining how the overall space of the facility can be subdivided and used, either by a range of smaller clientele or by larger organizations. Each module provides the necessary programmatic mixture required to service an event, or series of simultaneous events, based upon current industry trends. In most cases the ratio of exhibition space to conference and banquet space is four to one (4:1). Moreover, most precedents show a standard list of room types:

Ballroom	4000-4500 sq. ft.
Large lecture halls	4000-4500 sq. ft.
Large classrooms	2100-2500 sq. ft.
Standard classroom	900-2300 sq. ft.
Breakout rooms	200 sq. ft.

EXHIBIT HALL (75,000 SQFT)

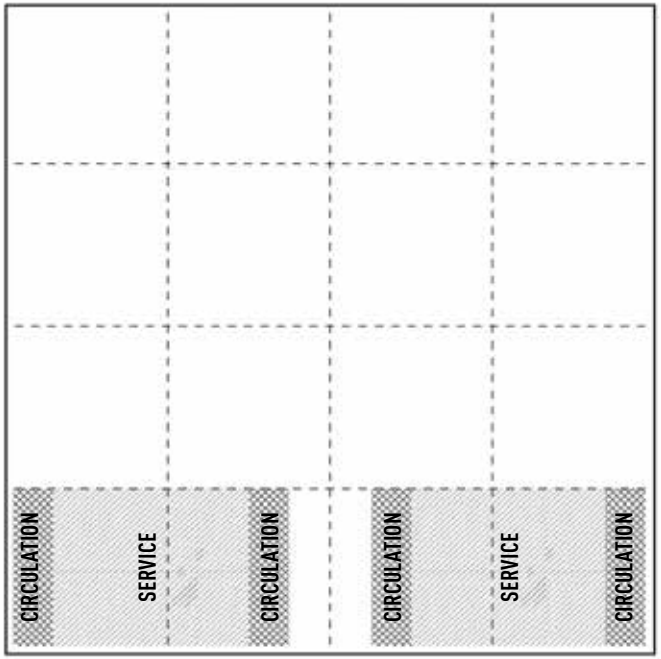
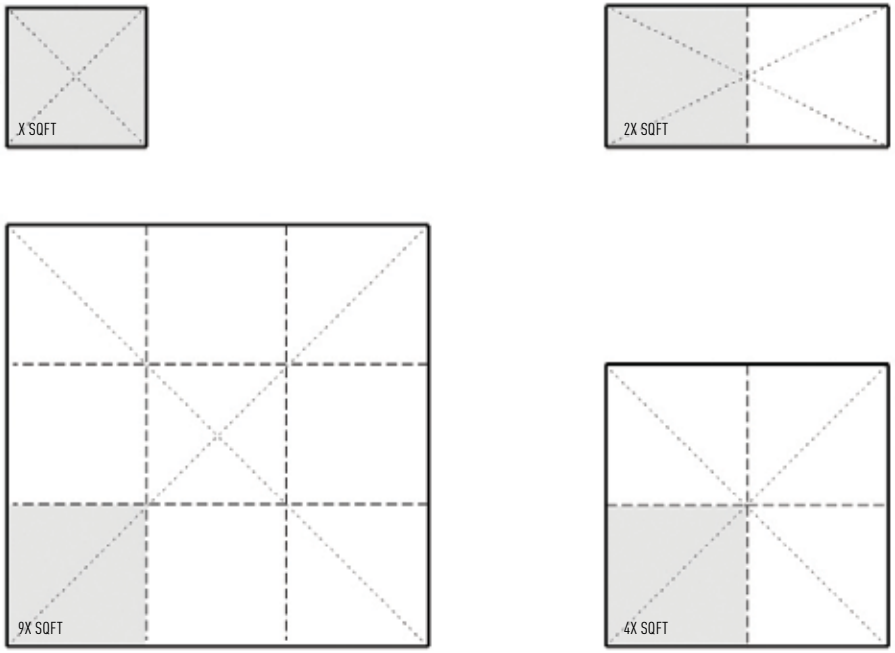


EXHIBIT MODULE

The model applies these ratios to a desired gross area of exhibition space of 450,000 square foot. The diagrams assume a site condition bounded by the nine city blocks between Fourth Street and Cesar Chavez, and from Red River to San Jacinto. The model then uses the street grid to divide the exhibition space into similar modules, 75,000 square feet, each. Following the 4:1 ratio generates 19,000+/- square feet of conference space and 19,000+/- square feet of ballroom space allocated to each exhibit module. In order to maintain flexibility, room sizes can be planned in multiples of one dimension so that rooms can be easily combined - large rooms can be subdivided to create smaller rooms or can be combined to create larger rooms. For example, a room that is ten feet by ten feet can be combined with three similar rooms to create a twenty feet by twenty feet space, etc. Each exhibition hall module contains an allotted amount of service space, two elevators, an escalator, and an egress stair. Primary room types do not have fixed seating so that they can be flexible.

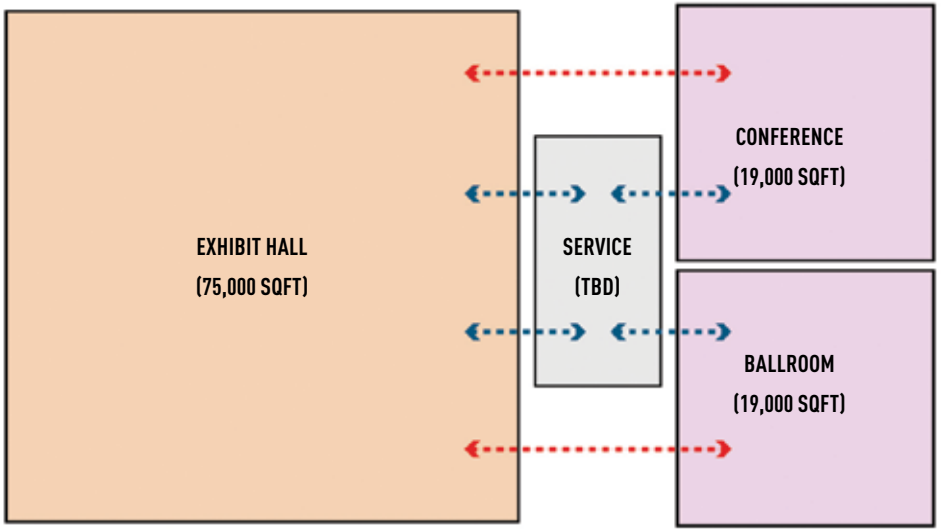


THE MODULAR GRID

_PROGRAMMATIC RELATIONSHIPS

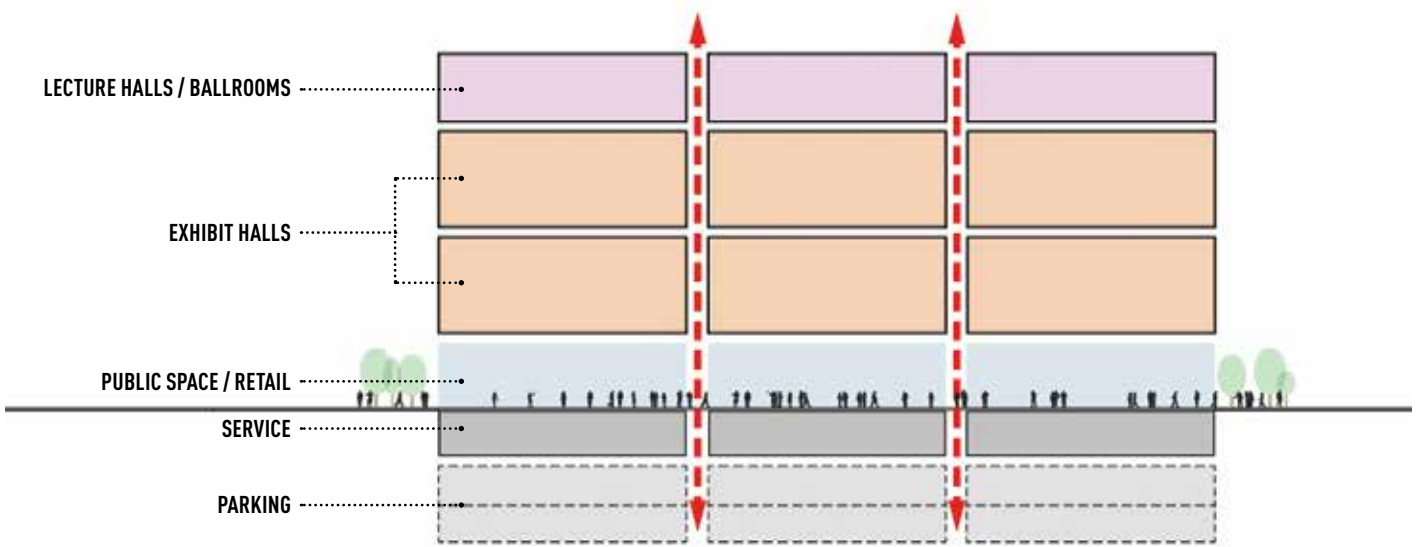
Most of the precedents researched include large contiguous exhibition space, with easily accessible conference spaces. This arrangement is preferred by 89% of convention center clients when booking a facility (EXPO). Associations that sponsor large, meeting-intensive events rely on a trade show component or similar large exhibit as the primary revenue-generating program. In response, most convention centers are constructed on large, non-urban sites that allow for a contiguous horizontal arrangement of exhibition spaces and serviced on the same level as the exhibition halls. Many of these facilities located along the edges of urban centers are separated from urban fabric or are adjacent to highways. As was Austin's when first constructed, these facilities are not compatible with more dense urban environments as they leave entire sides of the facility for service and without active public faces. As newer facilities begin to capitalize upon the urban destination within which they are situated, this paradigm is beginning to change. Facilities such as those located in Seattle, Cleveland, and Charlotte are challenging the status-quo by adapting to their urban situation, expanding their site context to become part of a district. Recently designed urban facilities are foregoing completely contiguous space in favor of stacking program in order to fit within urban locations. These facilities are taking a mixed-use approach to urban development, preferring to incorporate the center within a range of public-private development programs including mixed-use development.

Many are also incorporating retail, fixed seat classrooms for 200 +/- people, and/or an auditorium/theater (2,000-2,500 people) for combining the convention center with public uses. These programs provide enhanced facilities for staging public events and can equally serve both the community and visitors. Additionally, 95% of convention center clients seek facilities with the latest technologies and seek spaces that encourage networking opportunities to promote a sense of community among attendees (EXPO). This type of networking may also capitalize upon the urban attributes of the destination city through the provision of public event spaces.



		CAPACITY		
ROOM TYPE		THEATER	CLASSROOM	DINING
4 BALLROOMS	4,600 SQFT/EA	320	220	200
2 LARGE LECTURE HALLS	4,500 SQFT/EA	320	220	200
2 LARGE CLASSTOOMS	2,500 SQFT/EA	150	120	NA
4 CLASSROOMS	900 - 1,100 SQFT/EA	NA	30	NA
4 BREAKOUT ROOMS	250 SQFT/EA	NA	12 - 15	NA
EXHIBI HALL MODULE	75,000 SQFT/EA	-	-	-

_STACKED PROGRAM



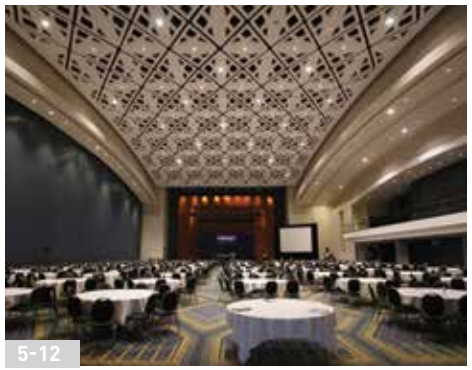
SECTION

Most urban convention centers include ground-floor space dedicated to a combination of civic, public, and retail spaces that coordinate with the convention center and provide a robust active social environment at the street. Sectionally stacking the primary functions of the center allows the facility to fit within constrained urban sites. The adjacent diagram illustrates how exhibition halls, conference rooms, and ballroom spaces can be stacked and serviced from below through vertical circulation. The structure can then be designed to span large sections of the facility in order to provide maximum flexibility.

EXHIBIT HALL


5-11

BALLROOM


5-12

LECTURE HALLS


5-13

CLASSROOM


5-14

REDEVELOPMENT SCENARIOS_

PP_PRIOR PROPOSALS

SC1_NO BUILD

SC2_PRIVATE DEVELOPMENT
BLOCKS [8_16_32]

SC3_WESTERN EXTENSION . MAXIMUM BUILDOUT
BLOCKS [8_16_32]

SC4_PHASE 01 . ALTERNATE DEVELOPMENT
BLOCKS [8_16_32]

SC4_PHASE 02 . REPLACE 1992 FACILITY
BLOCKS [9_10_14_15]

SC5 _PHASE 01 . ALTERNATE DEVELOPMENT
BLOCKS [8_16_32]

SC5_PHASE 02 . REPLACE EXISTING FACILITY
BLOCKS [9_10_14_15_33_34]

PRIOR PROPOSALS_AUSTIN CONVENTION CENTER LONG-RANGE MASTER PLAN AND URBAN LAND INSTITUTE REPORTS

PP

Challenges Cited From Previous Studies

Recent reports authored by both the Gensler Strategic Planning Consultancy and the Urban Land Institute (ULI) have each made recommendations concerning the future expansion of the Austin Convention Center. Each was developed with significant community input through workshops and stakeholder meetings including leaders from the Austin Convention Center, industry representatives, meeting planners and customers, local business leaders, and representatives from the city. As a part of this extensive visioning process, a series of scenarios were studied, and recommendations regarding the future of the facility were made.

The six scenarios that were developed during this process range from infilling gaps in the current site (option 1) to entirely relocating the existing structure (option 6). In order to avoid redundancy with these prior studies each of the prior scenarios has been analyzed and are documented here for comparative purposes.

The Urban Land Institute Technical Assistance Panel's evaluation of the "Austin Convention Center Long-Range Master Plan" report included an extensive fact-finding process involving numerous stakeholders. Many of the ULI observations surrounding the challenges posed by the project concur with those in the master planning document and continue to be relevant.

Among these are:

- The perception of the district as a "dead zone." Many factors contribute to this impression, including the inward orientation of the existing center and the lack of engagement with the surrounding streets, in particular, Red River Street. Additionally, there is a lack of retail on many of the surrounding blocks, and the proliferation of parking garages in the area do not contribute to active and vibrant street life. As a result, there are many concerns about safety and security.

- Numerous traffic issues are affecting the district including congestion that has been caused by the dismantling of the urban grid. This condition is worsening with the ongoing densification of the Rainey Street district and the construction of large-scale development projects in the surrounding area. As a result, a recent study prepared by Big Red Dog Incorporated, an Austin planning firm, for the Rainey Street Neighborhood Association recommends eliminating public parking from the district. While this may reduce the traffic loads to the district, it will also increase the need for pedestrian connectivity in the area. While an abundance of structured parking is being built to support these private developments, this factor only exacerbates the traffic load on what is already inadequate infrastructure. The disruption in the urban grid initially caused by the I-35 corridor has also limited connectivity between the district and neighborhoods to the east and choices for traffic flow in the area. The resulting infrastructural situation is causing significant conflicts, including those between truck loading for the convention center facility and the taxi line-up servicing the Fairmont Hotel.

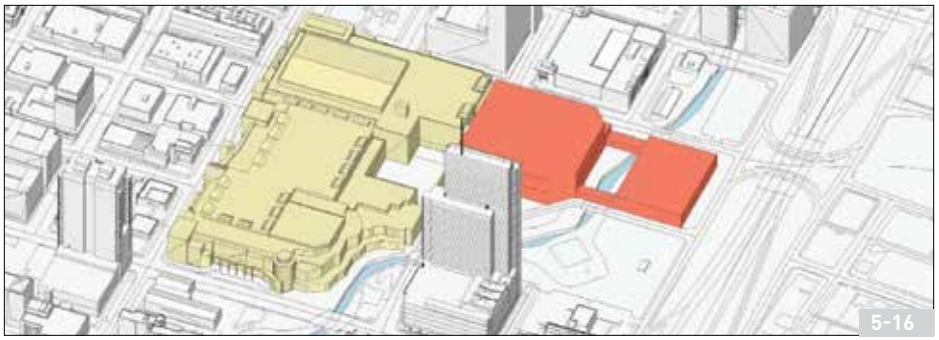
- During important festivals such as SXSW, access to public space is at a premium. And while many of the surrounding streets are closed off to automobile traffic during the event, access to public space remains restricted. This condition is especially acute throughout the year when other events that do not warrant the closure of streets take place. While the renovation and development of the adjacent open spaces such as Brush Park Square to the north and Waller Creek to the east promise to relieve some of this pressure, they are not easily accessible given the status of Red River Street as primarily a service street. The separation between Brush Park and the Austin Convention Center created by the current design of the commuter rail tracks on Fourth Street is a barrier to pedestrian connectivity.

- Capital Metro's recently updated *Project Connect Vision Plan* outlines an ambitious strategy for regional mobility that will have a direct impact upon the Austin Convention Center. Currently located at the terminus of the Red Line, an additional Green Line is also planned to terminate at the Convention Center as part of the pending Downtown Station project, while a third Blue Line is projected to run north-south along Trinity Street. This alignment thereatens to cause conflicts with future street closures during important festivals if it is not designed carefully.

Recommendations cited in these studies have guided the development of these prior scenarios as follows:

PRIOR PROPOSALS_OPTIONS FROM THE AUSTIN CONVENTION CENTER LONG-RANGE MASTER PLAN REPORT

OPTION 01: INFILL



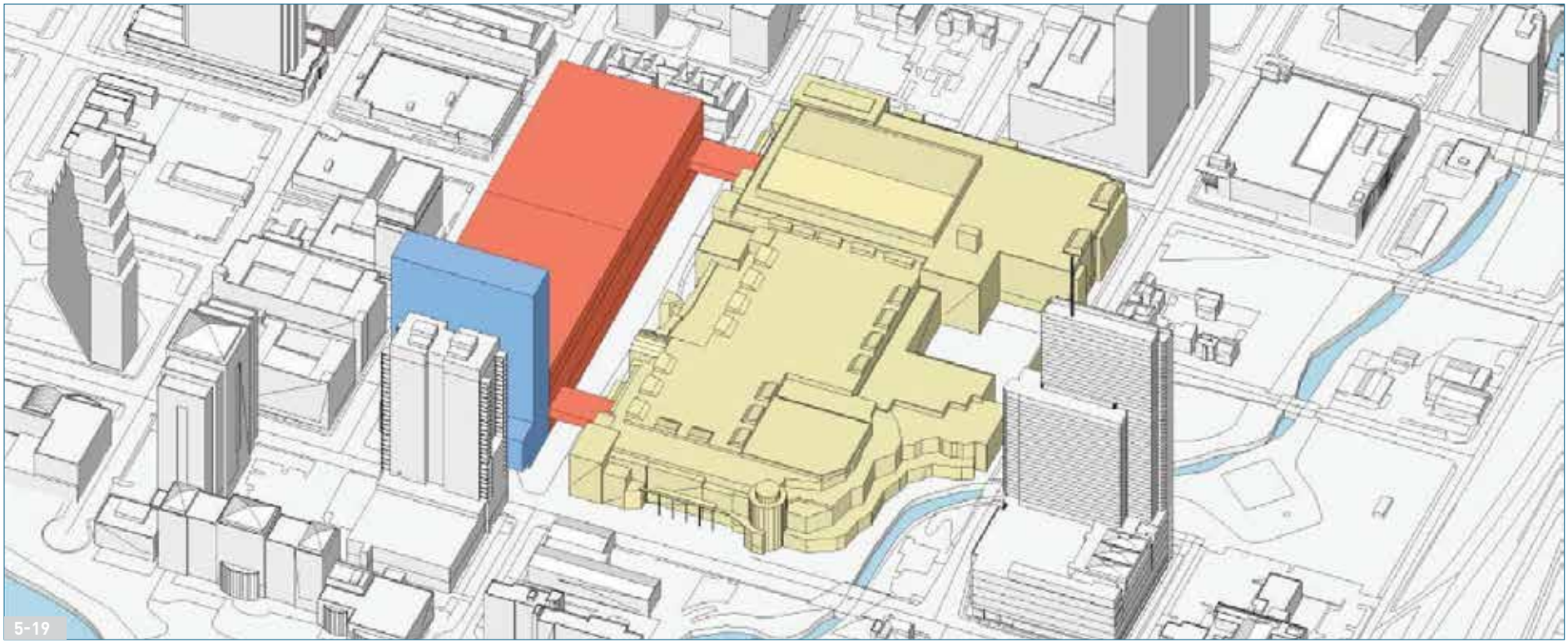
OPTION 02: EASTERN EXPANSION

OPTION 03-A: WESTERN EXPANSION

OPTION 04: SOUTHERN EXPANSION

Among the options developed during the Gensler Strategic Planning Consultancy study, only one option (Option 03-B, next page) was considered to have adequately addressed the considerations necessary to expand the business opportunities of the facility. The rest either failed to meet the projected expansion needs of the convention center or did not respect the urban considerations of the district. Two of the options (2 and 03-A) each disrupt major additional sections of the urban grid, while others (1 and 4) either do not provide enough expansion possibilities or require the removal of below market housing. Neither of the options would contribute to the important place-making qualities that are needed in the district.

Finally, of the six scenarios developed during the original Austin Convention Center master planning process, Option 03-B, which proposes a non-contiguous western expansion, was considered to be the preferred solution. It includes stacked exhibition halls that would double the existing available space of the original convention center. It would require the



5-19

OPTION 03-B WESTERN EXPANSION

acquisition of the blocks to the west of the existing center and the closure of Second and Third Streets. Trinity Street would remain open to traffic. Of the six scenarios, Option 03-B provides the most promising resolution to the challenges outlined in the report. This option was therefore chosen for additional schematic development by Gensler. This option proposes the construction of a self-sufficient facility that can operate autonomously from the existing one. *Option 03-B* would be constructed through a public-private partnership agreement, includingthe current owners of the land west of Trinity.

The findings of the "Austin Convention Center Long-Range Master Plan" report were subsequently evaluated by the Urban Land Institute Technical Assistance Panel, which concured with the recommendation that Option 03-B would be the prefered development scenario. The updated schematic design of Option 03-B has therfore been included for further analysis among the scenarios (Scenario 3) in the following section of this report.

Introduction

Having reviewed completed convention center projects in other cities and past proposals for expanding the Austin Convention Center, this subsection presents several scenarios. While they by no means exhaust all of the possible pathways for expanding the current facility, the research team believes that they represent a spectrum of possibilities that are varied yet realistic. They are intended to allow Austin's decision-makers and residents to weigh the pros and cons of different options, from the standpoints of placemaking, the operations of the convention center facility, and economic considerations.

Before describing the scenarios in detail, two observations are worth making. First, for the reasons discussed earlier in this section, the research team concurs with the recommendation from Gensler, the authors of the Austin Convention Center Master Plan, and later confirmed by the ULI Study Panel, that expansion, should it occur, take place on the Western Parcels, i.e., to the west of Trinity Street from the current six-block site. Second, four of the scenarios (4.1, 4.2, 5.1, and 5.2) entail phasing. In other words, Scenario 4.2 would not take place until Scenario 4.1 was already completed. Furthermore, Section 4.2 could be pursued, or not, or modified, and its timing adjusted, in accordance with whether or not Scenario 4.1 met expectations, and according to the state of the economy and other timing considerations. The same holds for Scenarios 5.1 and 5.2. In economics parlance, phasing offers the possibility of real options. In real estate investment theory, according to pioneering research by University of Texas McCombs Business School professor Sheridan Titman, real options are a benefit to those who hold them. It is in this spirit that the research team developed two distinct pairs of scenarios (or four in total, i.e., 4.1/4.2 and 5.1/5.2) that incorporate phasing.

The scenarios described below are as follows:

- Scenario 1: "No Build." In this scenario, the Austin Convention Center facility remains largely unchanged, as do the properties on the Western Parcels.

- Scenario 2: "No Build," projected forward. This is also a status quo scenario, but projected forward, in which it is assumed that private real estate development, in keeping with the prevailing trends in Downtown Austin, unfolds over a period of years on the Western Parcels.

- Scenario 3: Gensler proposal. This scenario is an update, produced by Gensler, from the recommended proposal for expansion in the Austin Convention Center Master Plan.

- Scenarios 4.1 and 4.2: These phased scenarios entail first building (in Scenario 4.1) a new convention center facility on the Western Parcels, with some similarities to Scenario 3 but with some major modifications. Scenario 4.2, if it is subsequently pursued, involves removing the original (1992) portion of the existing convention center facility and replacing it with a new facility, private development, and open space, while leaving the 2002 addition in place.

- Scenarios 5.1 and 5.2: These phased scenarios involve first building (in Scenario 5.1) the largest feasible new convention center facility on the Western Parcels. Scenario 5.2, if pursued, begins with the total removal of the existing convention center facility, making way for a new convention center facility, private development, and open space that take full advantage of a revamped Waller Creek corridor on the eastern edge of the site.

SCENARIO 1_NO BUILD

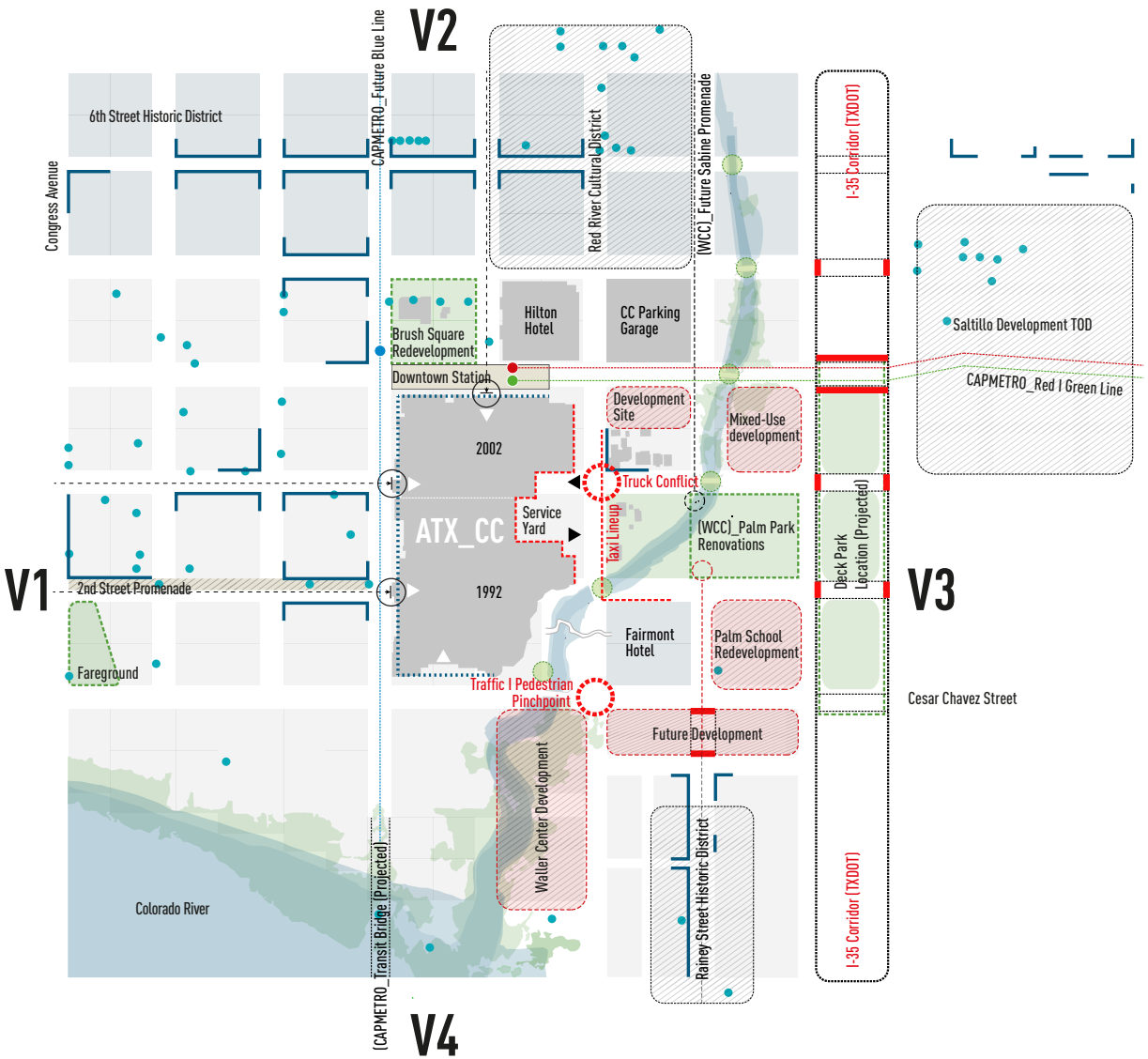
1

Completed in 1992, during a period of limited development on the eastern edge of the Southeast Quadrant of Downtown, the original Austin Convention Center was designed to terminate the downtown grid by making an edge to the urban core. As a result, and typical of many older convention center facilities, the facility oriented the service functions of the building toward the freeway and toward Waller Creek, not considered a significant asset at the time. The main entrance was from an automobile dropoff along Cesar Chavez Street, an indication of the lack of provision of pedestrian-oriented public space in the area. The 2002 addition transformed the primary orientation of the building toward the north with a large atrium facing onto Trinity Street and Brush Square.

With recent developments shifting activities toward the edges of the downtown, and major initiatives such as the redesign of Palm Park and the Waller Creek Corridor underway, along with the rapidly emergence of the Rainey Street District as an entertainment destination, the existing facility is not compatible with the growing need for enhanced pedestrian connections in the district. This necessity will be even more acute if the reconstruction of the I-35 corridor can be designed in a manner that enhances the connection to the neighborhoods on the east side and provides access to additional park space.

While the six-block, horizontally organized facility can accommodate a contiguous arrangement of exhibition halls, the internal public circulation is organized continuously in a layer along the perimeter of the facility and is excessively long. The resultant programmatic distribution of the building requires long walking distances to traverse the site between venues on the north and south sides of the building. This situation, together with the lack of supporting functions in the original 1992 section of the building, has resulted in reduced usage of this area of the facility. The pre-function space (internal corridor) encircling the facility is not able to accommodate associated programming, such as retail stores or restaurants, a situation that also hinders the activation of streets around the facility.

_SWOT ANALYSIS



- The existing facility is primarily oriented toward Brush Square on the north, with some additional entrances to the west.
- Downtown commuter rail station promises to improve connectivity by creating a "shared space" between the facility and the square.
- The building terminates Second and Third Streets at Trinity Street and disrupts the urban grid.
- Service related functions on the east side create a "dead zone" along Red River toward Waller Creek.
- There is a lack of active street frontage in many sections of the building.
- Access to exterior public space is limited.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
- PARKING / SERVICE ENTRANCE
- CULTURAL NODES
- BLOCKED ACCESS
- CONFLICT POINT
- WALLER CREEK CONNECTION
- SERVICE ENTRANCE
- VISITOR'S ENTRANCE

SCENARIO 1_PUBLIC SPACE

There is only limited public space around the edges of the facility, the most noteworthy of which is on the southeast corner. This area is a significant distance away from the more active side facing Brush Square, however. Access is limited also to the creek and across the footbridge to the Fairmont Hotel. It is one of the few spaces available for public functions during events. As development to the south and east continues to expand, this side of the facility as the only public space overlooking Waller Creek Corridor will become more significant.

_ECONOMIC

AUSTIN CONVENTION CENTER_VIEW FROM FAIRMONT HOTEL

In this report, the research team concurs with the conclusion from the "Austin Convention Center Master Plan" that if the convention center is to expand its footprint, the only reasonably feasible option for it to do so is to the west. What is refered to here as the "western parcels" is the area bounded by Trinity Street, Fourth Street, San Jacinto Boulevard, and the east-west alley that splits the block between Cesar Chavez and Second Street. To allow for a comparison with the various scenarios that envision expansion, a "no build" scenario is included on the western parcels as Scenario 1. Property valuations from the Travis Central Appraisl District (TCAD) are used to estimate what the city would have to pay to the landowners to purchase the land outright, or recognize as their de facto equity contribution to a public-private partnership, or factor into negotiations in a leasing agreement. At present, the City of Austin's share of property taxes collected from the western parcels is roughly $330,000 per year.

SCENARIO 2_PRIVATE DEVELOPMENT_BLOCKS [8_16_32]

2

Scenario 2 illustrates market-rate private development on the five half-block parcels west of the existing Convention Center and south of Fifth Street. Zoning regulations in the Central Business District allows a Floor Area Ratio of 25:1 without height limitation.

For the purposes of comparison this scenario assumes a likely development outcome that is based upon the current market trends and would generate a combination of mixed-use development with retail at the ground floor.

Existing streets and alleys would remain intact, with retail at street level. Significant structured parking would likely accompany each development. This would add a significant traffic load to the district's already overburdened infrastructure.

Some parking loads could be reduced with the projected completion of the CAPMetro projected Blue Line, which would most likely run along of surface of Trinity Street. New development would contribute to the build-out of sections of the Great Streets Master Plan.

Based upon current development trends in the Central Business District this would likely generate the following building volumes:

Office Typology_4 Half-Block Sites

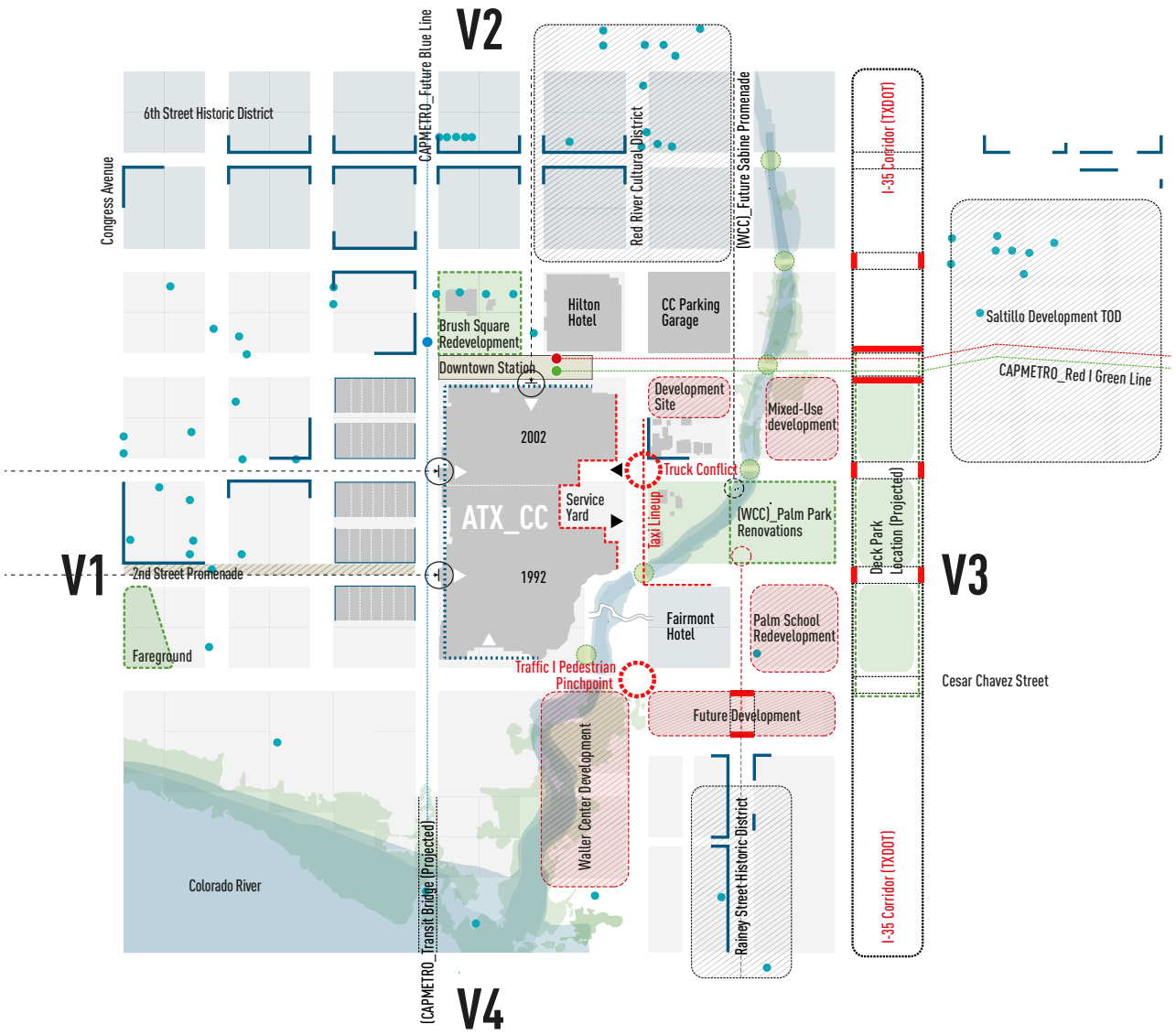
- Projected ground floor square footage per ½ block : 35,328
(276 x 128_not including alley)
@ 11:1 FAR (limited by parking load)
388,608 SQ. FT.
New Office Development **1,554,432 SQ.FT.**

Housing Typology_

- Projected ground floor square footage per ½ block : 35,328
(276 x 128_not including alley) @ 25:1
883,200 SQ. FT.
1 half block site **883,200 SQ. FT.**

Total Leasable Area_ **2,437,632 SQ. FT.**

_SWOT ANALYSIS



- The existing convention center remains unchanged with no substantive modifications to the surrounding public space.
- Assumes redevelopment of the five half-block parcels with existing alleys to remain intact.
- Existing connectivity with Second and Third Streets will remain.
- Retail is located along major streets.
- Structured parking is likely to create lifeless facades above the street for 5-7 stories.
- Future Blue Line is located at grade on Trinity Street. Stop located at Brush Square.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
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SCENARIO 2_PRIVATE DEVELOPMENT_BLOCKS [8_16_32]

PUBLIC SPACE_LANDSCAPE INFRASTRUCTURE

The existing network of public space that surrounds the Austin Convention Center is seriously inadequate. The "Great Streets Plan" is slowly being built out, block by block. Waller Creek is in progress and promises to provide much-needed park space, and Brush Square is currently undergoing a public process to guide its rehabilitation. Even with these ongoing improvements, there is a decided lack of connectedness in the district as a whole. I-35 continues to be a significant barrier to the east side neighborhoods, as do new developments within the Saltillo TOD district. Pedestrian connections to Rainey Street are also inadequate. Critical improvements to the public infrastructure are needed in order to resolve the pressures that are being generated by the intensity of ongoing development. Restructuring I-35 in order to reconnect the urban grid will be an essential component of this effort, as will the completion of the "Great Streets Plan." Projected private development would add five new towers rising as high as 600 feet and would put additional strain on an area that is already overburdened.

URBAN DEVELOPMENT_PROJECTED DENSITY

AERIAL WITH PROJECTED ADJACENT DEVELOPMENT ENVELOPES (GREEN VOLUMES)

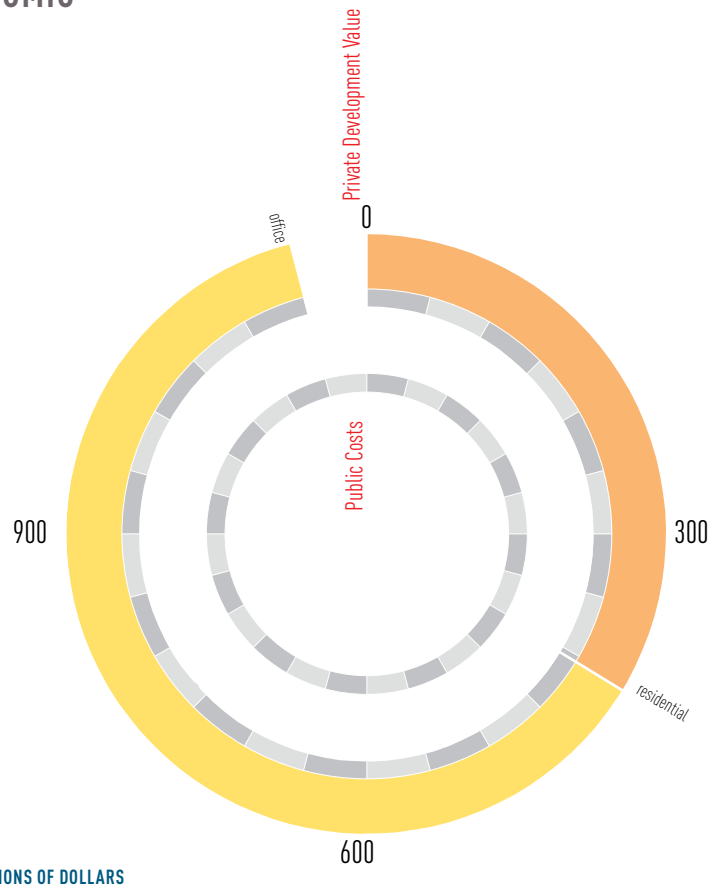
SCENARIO 2_PRIVATE DEVELOPMENT_BLOCKS [8_16_32]

URBAN DEVELOPMENT_REPRESENTATIVE BUILDING ENVELOPES

The likely scenario for private development would be five half-block size projects. Following real-estate models that are trending in Austin, this would result in a series of towers built atop podium structures that would contain retail at street level with structured parking above.

Towers would likely rise to 600 feet or more as zoning within the CBD allows 25:1 FAR. This scale of development would significantly alter the demand on infrastructure and continue to put traffic pressure on the remaining street grid.

_ECONOMIC



VALUE IN MILLIONS OF DOLLARS

Scenario 2

This scenario can be thought of as the "baseline" condition of Scenario 1 projected forward into the future, where no convention center expansion takes place on the western parcels, but private development does. It serves both as a measure of the opportunity cost of a decision by the city to pursue expansion of the convention center into the western parcels, and also as a useful reminder that private development could unfold quickly and begin to close off westward expansion as a feasible option for the city if not pursued in a timely manner. It is not possible to predict with certainty the various decisions that western parcels landowners will make about when and how to develop their parcels, nor for how long today's booming economy will persist, but here a plausible end state at "full buildout" is presented ("Buildout" refers to a condition where every parcel now occupied by buildings that are smaller than expected given current market conditions has been redeveloped.) As mentioned earlier, what is presented here does not assume the use of the maximum development capacity allowed by zoning in every case, but rather reflects the research teams understanding, from conversations with landowners and others knowledgeable about downtown development patterns, of a plausible buildout scenario, along with what are judged to be good outcomes from the standpoint of urban design. It totals $1 billion worth of private development, generating about $4 million in property tax revenue for the city per year.

SCENARIO 3_WESTERN EXTENSION . MAXIMUM BUILDOUT_BLOCKS [8_16_32]

3

Scenario 3 is illustrative of the most recent status of Option 03-A, the preferred option suggested in the Austin Convention Center Long-Range Master Plan and subsequently endorsed by the ULI report. This scenario has since undergone further schematic redesign by Gensler.

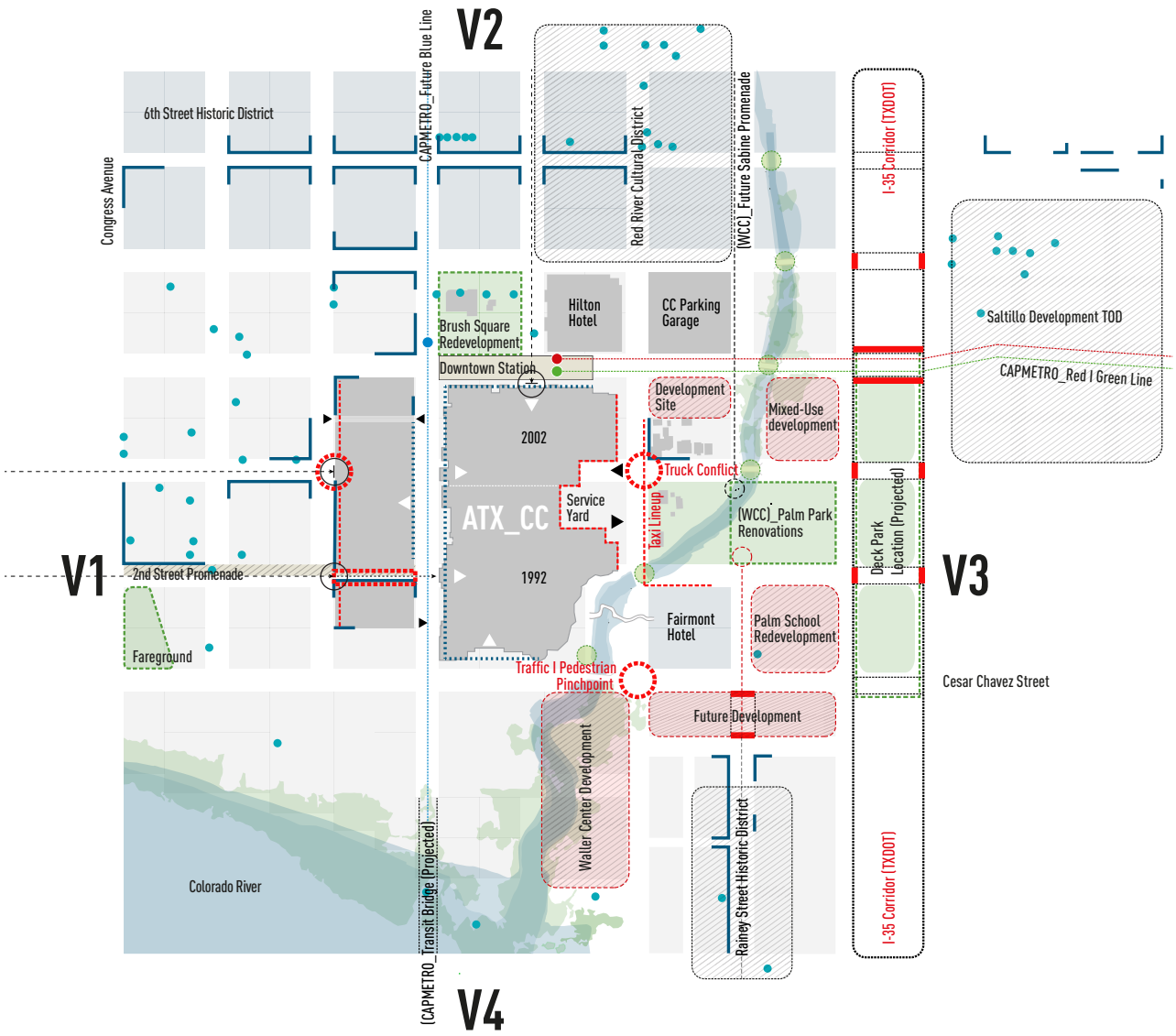
Scenario 3 proposes a stand-alone expansion of the existing facility, connected by pedestrian bridges at an upper level. The primary benefit of this option is that it can function independently, and will allow the existing facility to remain in operation during the process of construction. Upon completion, it would increase the total exhibition space from 247,000 sq. ft. to 466,000 sq.ft. An additional 75,000 sq.ft. of meeting space and 65,000 sq. ft. of ballroom space are also added, along with a new kitchen and service functions. The new building would have its own below-grade service docks accessed from San Jacinto, and two levels of public parking accessed from Trinity.

Scenario 3 would require the acquisition of 2 1/2 blocks of land parcels located between Trinity, San Jacinto, and south of Fourth Street. A linear pre-function space located facing Trinity Street would be the primary point of entry, and it would connect the levels of program vertically throughout the building, culminating in a semi-public park on the roof. Retail space is intended to activate the street frontage along San Jacinto.

Entry and exit to the public parking are from the Trinity Street side of the building. While this would increase revenue generation for the facility, the access from Trinity is potentially in conflict with the role of Trinity as a festival street during significant events, and with the potential for the future Blue Line that would be located on Trinity.

Due to the inclusion of a mixed-use tower on the north side of the facility, Scenario 3 has the potential to be developed through a public-private partnership, contributing to the city's tax base.

_SWOT ANALYSIS



- The existing convention center can remain in operation during construction.
- The blocks west of the existing convention center are consolidated into one large parcel, closing short sections of Second and Third Street.
- A pedestrian *Paseo* connects the Second Street promenade through the block to Trinity Street.
- A new pre-function space is oriented toward Trinity Street.
- Retail is limited along major street frontages.
- Below-grade service is accessed from San Jacinto, with public parking accessible off of Trinity Street.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
- PARKING / SERVICE ENTRANCE
- CULTURAL NODES
- BLOCKED ACCESS
- CONFLICT POINT
- WALLER CREEK CONNECTION
- SERVICE ENTRANCE
- VISITOR'S ENTRANCE

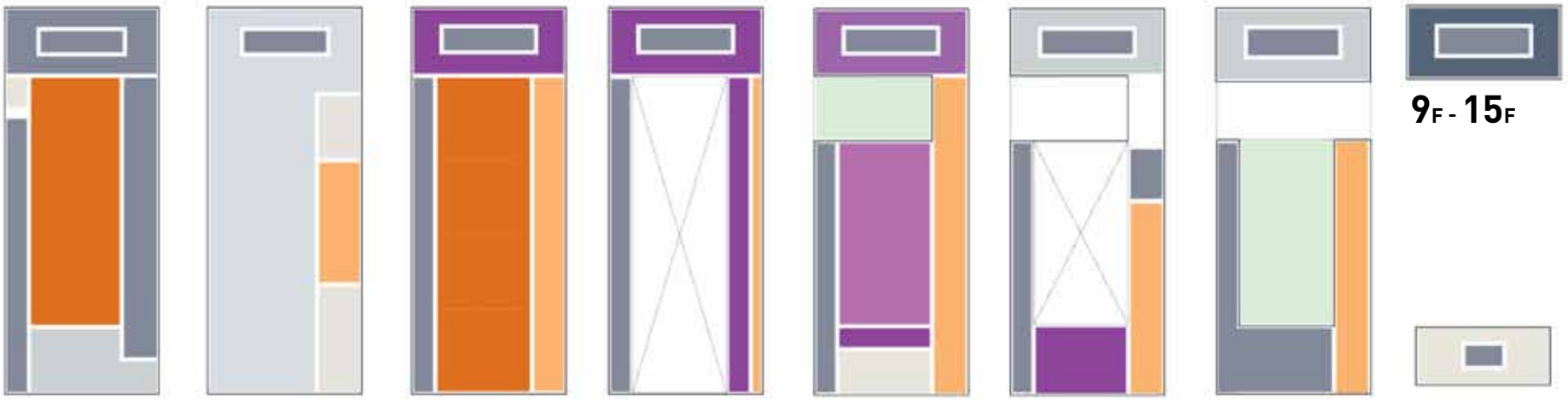
SCENARIO 3_WESTERN EXTENSION . MAXIMUM BUILDOUT_BLOCKS [8_16_32]

STREET FLOOR

Scenario 3 is organized vertically into stacked programmatic units. It contains two large exhibition halls that double the overall size of the existing facility. Access is from Trinity Street through a new pre-function space. The lower hall is located below grade with a double height volume that extends past street level. Service functions are along the south and west edges of the facility, meeting rooms are located at the northern end of the building at the base of a mixed-use tower, financed through a public-private partnership.
A ballroom with an outdoor terrace is located above the halls, with a large outdoor semi-public park on the roof.

LEGEND

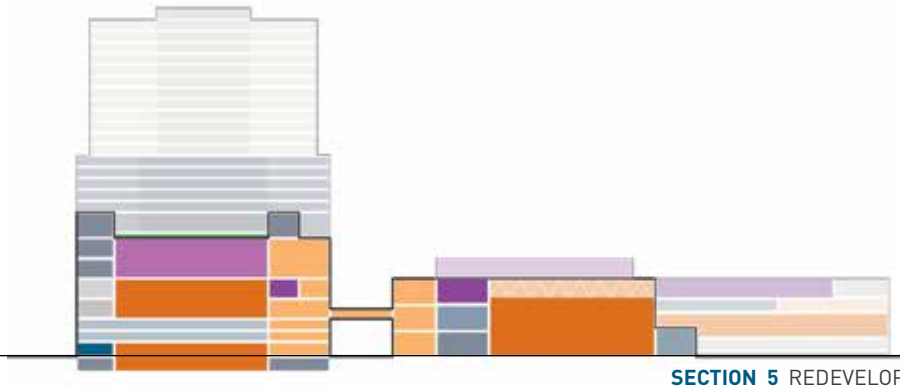
- PRE-FUNCTION
- EXHIBITION
- BALLROOM
- MEETING ROOM
- LOBBY
- RETAIL
- OFFICE
- RESIDENTIAL
- KITCHEN
- SERVICE
- PARKING
- EXTRA
- GARDEN



SQUARE FOOTAGE

[EXISTING]	EXHIBIT SPACE	247,000
	MEETING SPACE	55,800
	BALLROOM	63,920
	OVERALL CC BUILDING AREA	**881,000**
[PROPOSED WESTERN FACILITY]	EXHIBIT SPACE	219,808
	MEETING SPACE	75,882
	BALLROOM	64,440
	OVERALL PROPOSED BUILDING AREA	**2,060,854**

SECTION

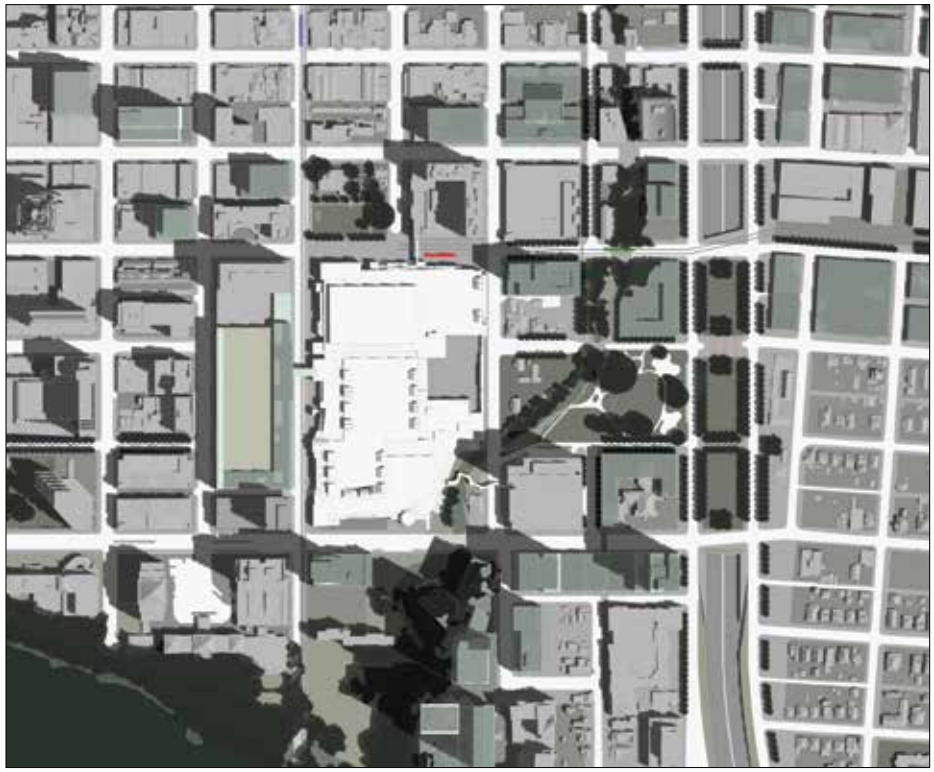


SCENARIO 3_WESTERN EXTENSION . MAXIMUM BUILDOUT_BLOCKS [8_16_32]

PUBLIC SPACE_LANDSCAPE INFRASTRUCTURE

Scenario 3 does not significantly improve the status of public space in the district, and many of the issues facing the disconnected public infrastructure would still lack resolution. While some of these improvements such as the construction of the new Downtown Station and the rehabilitation of Brush Square would help to resolve some significant shortcomings on the northern edge of the facility, additional strain would be put on the street grid and pedestrian connectivity in the southeast quadrant. In particular, closing off both Second and Third Streets to both traffic and pedestrians would limit connectivity, although a small paseo along the Second Street right-of-way has been included to connect pedestrians through the block. The section of Trinity Street between Cesar Chavez and Fourth Street would become a significant pinch point, with the primary entrances to both facilities located across from each other, and access and egress to public parking, drop-offs and a transit line all vying for space. The conflicts would be more pronounced during events such as SXSW.

_LONG-RANGE IMPROVEMENTS

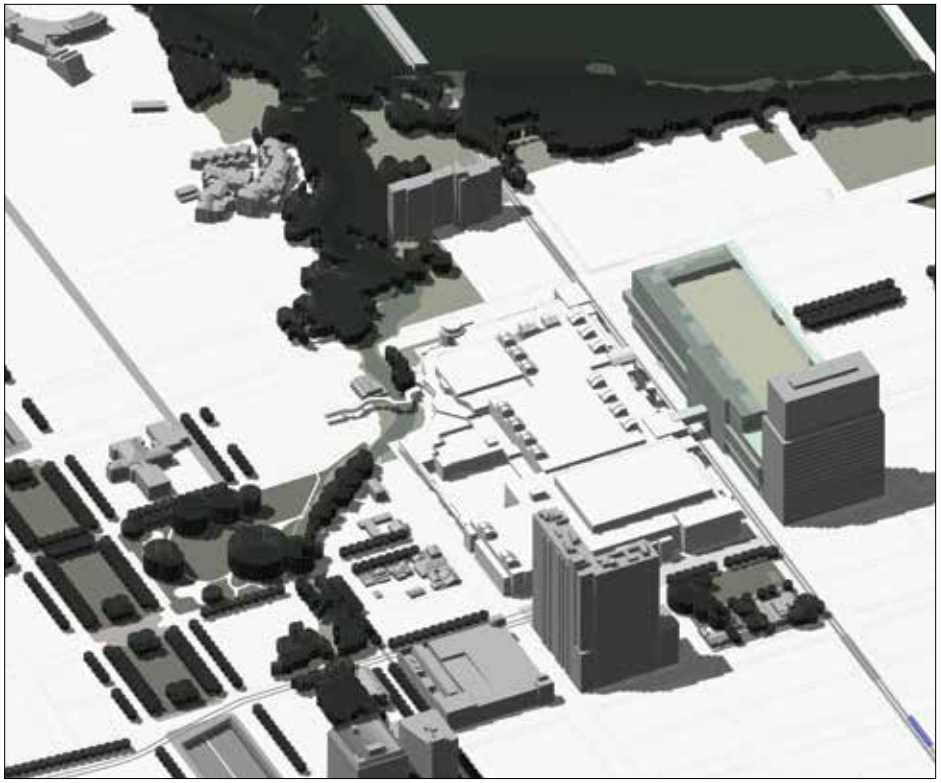


URBAN DEVELOPMENT_EXISTING CONTEXT

_PROJECTED DENSITY

Adding programs to the facility, such as offices and housing, would help to activate the district by bringing more residents to the area on a twenty-four-hour basis, and the addition of some retail frontage would help to activate San Jacinto. Smaller scale development currently occupying the parcels that would need to be acquired would need to be relocated, however, reducing the amount of space available for local business. Even with the addition of a through-block paseo on Second Street, the orientation of the facility is predominantly toward Trinity Street, and the facility mostly turns its back to downtown. The problematic connections between the existing facility and the Waller Creek Corridor are still unresolved in this scenario, and Second Street's status as a significant east-west connective axis through the city is terminated with the minimal gesture of the small paseo. A new semi-public park on the roof of the facility would provide much-needed gathering space during convention center events, perhaps relieving some of the pressure to close surrounding streets during events.

SCENARIO 3_WESTERN EXTENSION . MAXIMUM BUILDOUT_BLOCKS [8_16_32]



CONVENTION DISTRICT_FACILITIES AND INFRASTRUCTURE

CONVENTION DISTRICT_BUILDOUT

There is considerable ongoing development within and around the southeast quadrant. The Austin Convention Center sits at the nexus of this development, a condition made even more pronounced with an expansion to the facility. Currently, this is resulting in a disconnected state that has a significant impact on the quality of places available for public activity. While the redesign of the Waller Creek Corridor promises to be an essential benefit to the area, additional improvements will still be necessary. Capital Metro's Project Connect Vision plan should help to improve connectivity between the district and region, making the area more accessible to local residents, while enhancing the quality of Austin as a destination city. It is important, however, that the place-making aspects of the Convention Center be given just as much priority as the internal workings of the facility. This area of the city occupies what has now become one of the most critical urban locations in central Austin and the public infrastructure that serves it needs to be commensurate with that status.

AERIAL WITH PROJECTED ADJACENT DEVELOPMENT ENVELOPES (GREEN VOLUMES)

SCENARIO 3_WESTERN EXTENSION . MAXIMUM BUILDOUT_BLOCKS [8_16_32]

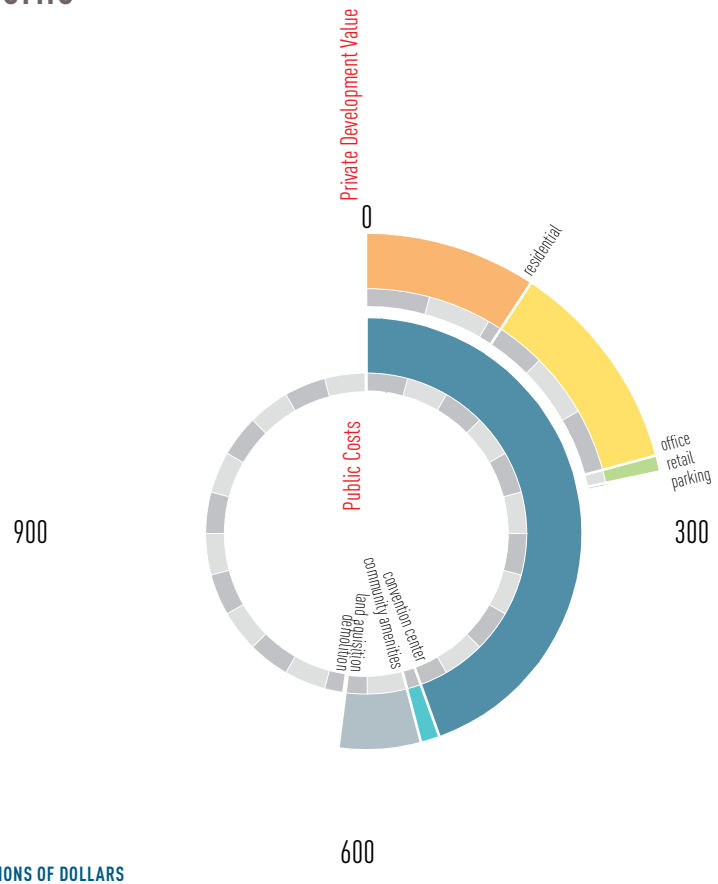
PHILADELPHIA CONVENTION CENTER

PUBLIC SPACE_SECOND STREET PROMENADE

Due to the primary orientation of the expansion facing toward Trinity Street, Scenario 3 stacks the service functions vertically along the western edge of the building. This condition creates an opaque façade that extends for two and one-half blocks, deadening the street wall.

While a modest Paseo connects the Second Street promenade through the block to Trinity Street, this limited access through the block further disrupts active pedestrian street life in the district, with only minimal retail opportunities available at street level along San Jacinto.

_ECONOMIC



Scenario 3

Scenario 3 is a representation of the westward expansion scenario as currently designed by Gensler following the recommendations of the "Austin Convention Center Master Plan". It accommodates, in a single phase, a new state-of-the-art convention center building that would represent a considerable expansion over the space that exists now. It would also accommodate private development on the western parcels that is estimated to be valued at approximately $230 million under current market conditions, compared to the $1 billion in Scenario 2. The semi-public park on the roof of the new convention center building would provide an amenity that would enhance
the value of the combined mixed-use tower, particularly if direct access were provided from the tower to the park.

There are, however, some downsides to this proposal. First, although this proposal extends a pedestrian walkway, or "paseo," from Second Street eastward through the new convention center building, it is likely that this would not be an attractive environment for retail. Second, service functions of the building are all located along the San Jacinto Street side of the building, potentially creating a lifeless facade and adversely impacting the atmosphere of the street. Third, the mixed-use tower is stacked on top of a portion of the convention center building, as is an above-grade parking garage serving the private development. These configurations increase structural complexity and construction costs. Also, they increase the risk faced by any private entity developing the mixed-use tower, and parking garage whose control over timing and other aspects of the project would be tied to the city's timeline for the construction of the new convention center building.

SCENARIO 4_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]

4.1

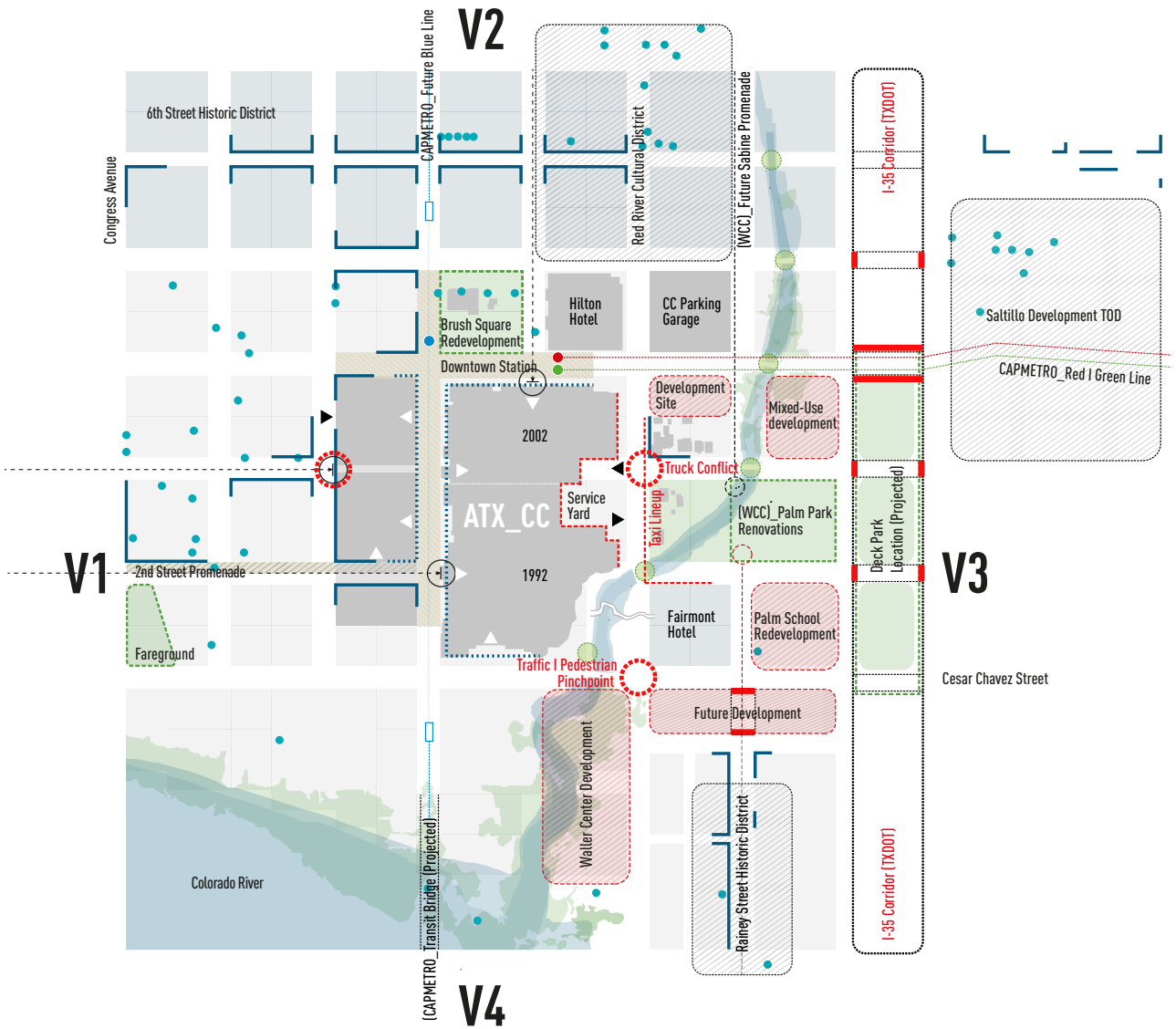
Scenario 4.1 proposes an alternative to Option 03-A from the "Austin Convention Center Long-Term Master Plan". Occupying the same two and one-half blocks as Scenario 3, this option adjusts the place-making aspects of the expansion in order to respond more directly to the urban pressures of the district. Like Scenario 3, this alternative can function autonomously from the existing facility. A linear atrium located along Trinity provides access to the series of stacked programs and serves as the primary pre-function space. Second Street continues through the block with a covered pedestrian galleria lined with retail.

The section of Trinity Street between the existing facility and the expansion is proposed to be redesigned as a festival street along with a one-block extension of Fourth Street west to San Jacinto. This section of the grid extends the plaza from the Downtown Station and provides a new public space during important festivals. The proposed new Blue Line would proceed in a tunnel from south of Cesar Chavez to north of Fifth Street in order to eliminate conflicts between the new transit line, Cesar Chavez, and the new festival street. There would be no parking access from Trinity Street.

Service access and parking would be underground and accessed from San Jacinto Street, with vertical cores servicing the exhibition halls from below. The service functions of the building are organized in a zone between the circulation atrium and the exhibition spaces, meeting rooms, and ballrooms. This arrangement allows event spaces within the building to overlook San Jacinto Street, providing views toward downtown and contributing to activating the public space of the street.

This option provides an additional 152,000 square feet of exhibition space. While not as extensive as Scenario 3, limiting the halls to two blocks in length allows for the inclusion of the Galleria. Private development south of Second Street could be financed through a public-private partnership. Additional space located in a tower on the southwest corner is available for lease.

_SWOT ANALYSIS



- The existing convention center can remain in operation during construction.
- The blocks west of the existing convention center are consolidated into one large parcel, closing short sections of Second and Third Streets.
- A pedestrian *Galleria* connects Second Street through to Trinity.
- Retail is located along major street frontages.
- Below-grade service is accessed from San Jacinto.
- Portions of Trinity and Fourth Streets are redesigned to be festival streets.
- Future Blue Line is located below grade for a five block section of Trinity Street.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
- PARKING / SERVICE ENTRANCE
- CULTURAL NODES
- BLOCKED ACCESS
- CONFLICT POINT
- WALLER CREEK CONNECTION
- SERVICE ENTRANCE
- VISITOR'S ENTRANCE

SCENARIO 4_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]

STREET FLOOR

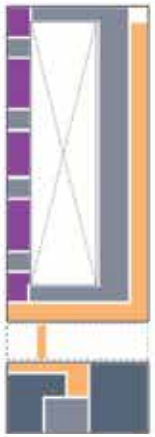
This scenario locates two large flexible exhibition halls above street level in order to provide significant space for ground floor retail. Pre-function space, organized around a vertical atrium connects the event functions in section along the Trinity Street façade. Similar to Scenario 3, the ballroom functions are located on top of the building with a sizeable semi-public park on the roof. Moving the service zones between the pre-function spaces and the exhibition halls provides an opportunity for the interior rooms to have views back to the city, and allows daylight into the halls. Offices are connected across the galleria with a series of bridges, animating the public space.

LEGEND

- PRE-FUNCTION
- EXHIBITION
- BALLROOM
- MEETING ROOM
- LOBBY
- RETAIL
- OFFICE
- KITCHEN
- SERVICE
- GARDEN

2F

3F/ 5F



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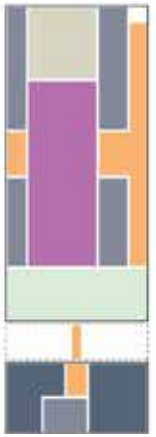

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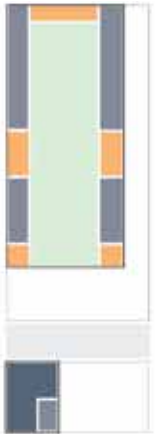
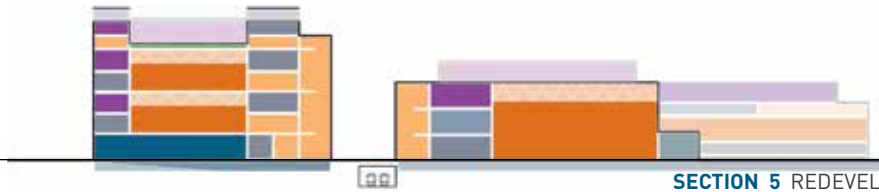


TOWER

SQUARE FOOTAGE

[EXISTING]	EXHIBIT SPACE	247,000
	MEETING SPACE	55,800
	BALLROOM	63,920
	OVERALL CC BUILDING AREA	**881,000**
[PROPOSED WESTERN FACILITY]	EXHIBIT SPACE	152,000
	MEETING SPACE	72,500
	BALLROOM	48,000
	OVERALL PROPOSED BUILDING AREA	**1,815,000**

SECTION



SCENARIO 4_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]

PUBLIC SPACE_LANDSCAPE INFRASTRUCTURE

_LONG-RANGE IMPROVEMENTS

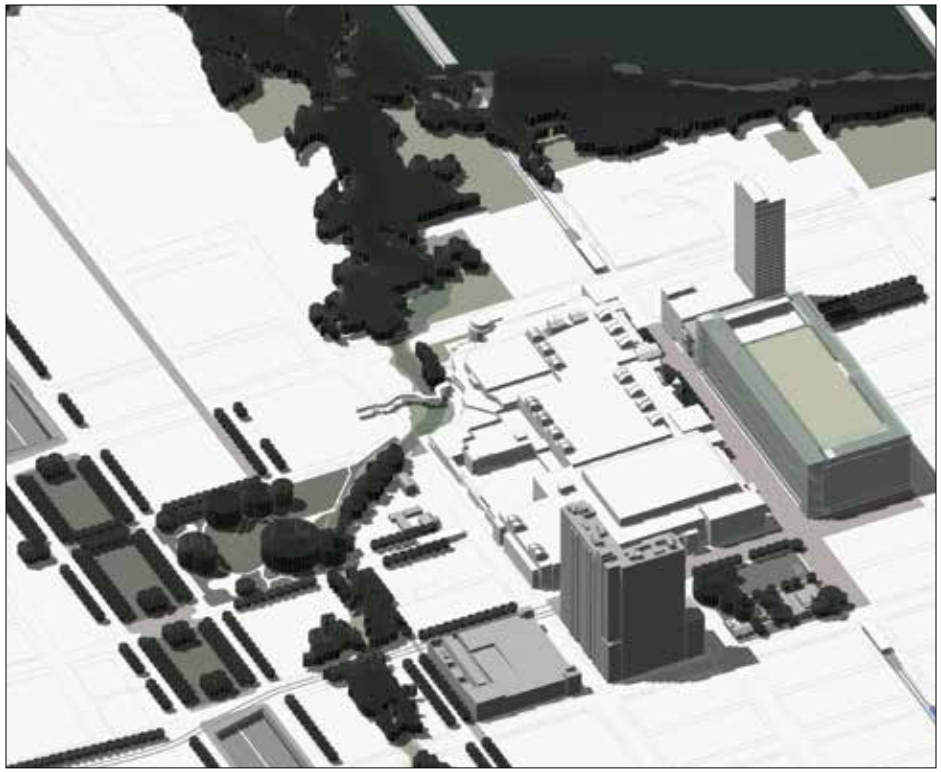
The planned reconstruction of the Downtown Station will convert a section of Fourth Street immediately north of the existing facility into a shared space that will improve access between the existing convention center, Brush Square, and public transit. This scenario proposes the extension of the shared space one block further and on Trinity between Fifth Street and Cesar Chavez. This new festival street infrastructure would become a central public event space during important festivals. The new public space would link the existing convention center with the western expansion and connect as well to the Second Street galleria. These infrastructural improvements together with the continued build-out of the Great Streets plan would significantly improve pedestrian connections between the Second Street promenade, Trinity Street, the Downtown Station, and Brush Square. Trinity would remain accessible at most times during the year but would have the option of being closed off during significant events. Keeping parking access and transit from this section would additionally reduce conflicts.

URBAN DEVELOPMENT_EXISTING CONTEXT

_PROJECTED DENSITY

Second Street continues to be the most critical east-west pedestrian corridor in Downtown. This condition is becoming more significant with the completion of additional development. Transversing across the city from the Seaholm project and Shoal Creek, through the Second Street District, across Congress Avenue, alongside the Fareground, and on to the convention center, this axis requires an appropriate response appropriate to the importance of this urban experience. Scaled to the size of the right-of-way, the galleria proposed in this scenario continues the axis through to Trinity Street and links through to the façade of the existing facility. This new urban component provides a distinctive element to the district and will help to brand the Convention Center as an essential public destination, serving both the tourist trade and members of the local community. Scenario 4.1 engages the streets on all sides with retail and helps to activate the district even when there are no scheduled events in the facility.

SCENARIO 4_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]



CONVENTION DISTRICT_FACILITIES AND INFRASTRUCTURE

Given the intensity of development in the district, the need for an increase in the amount of public space is paramount. In this regard, the infrastructural strategy incorporated in Scenario 4.1 plays a critical connective role. Development in the Saltillo Transit Oriented District is connected along the transit corridor and is linked across the I-35 corridor and Waller Creek to the Downtown Station. The Festival Street strategy extends this connection down along Trinity Street, through the galleria, and onto the Second Street promenade. The connective role of this sequence would

CONVENTION DISTRICT_BUILDOUT

be enhanced as well by many pending projects: the redesign of Palm Park, development of the Palm School property, the refurbishment of Brush Square, and the potential for a significant improvement to the I-35 corridor. Much of the adjacent private development within the Waller Creek Tax Increment Finance district is promising to top-out at over 600 feet. The place-making aspect of this scenario helps to mitigate this density and responds to the compact and connected mandate inscribed in Imagine Austin.

AERIAL WITH PROJECTED ADJACENT DEVELOPMENT ENVELOPES (GREEN VOLUMES)

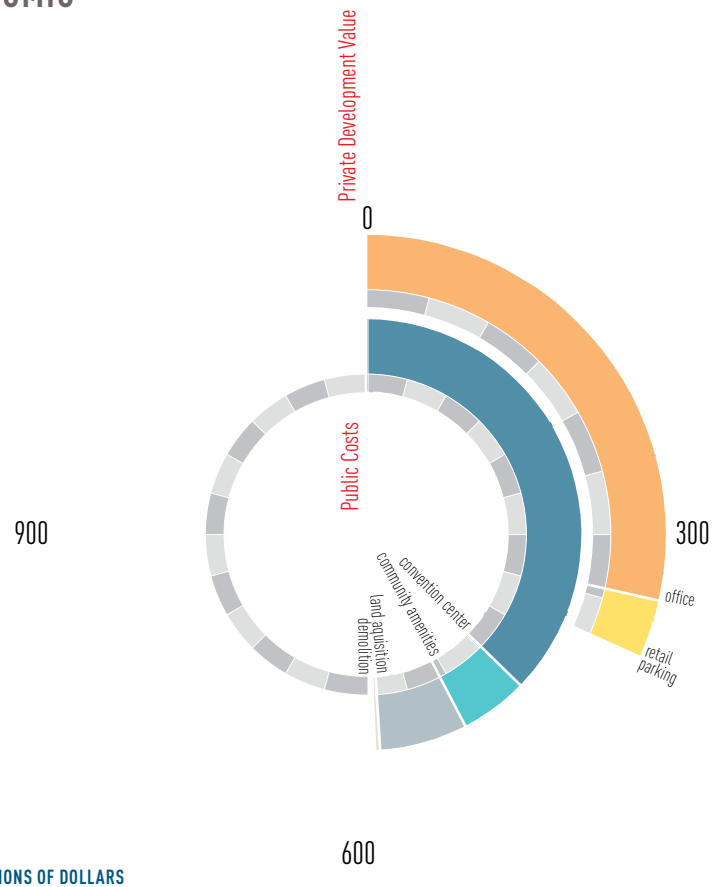
SCENARIO 4_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]

PUBLIC SPACE_SECOND STREET PROMENADE

A large exterior covered galleria is lined with retail space and provides for entrances to both the new facility and to additional office space. The galleria extends the pedestrian connection through the block, connecting the Second street promenade through to Trinity Street.

GALLERIA_SALT LAKE CITY

_ECONOMIC



VALUE IN MILLIONS OF DOLLARS

Scenario 4.1

Scenario 4.1 accepts some of the premises of Scenario 3—a new convention center building on the Western Blocks, along with private development—but with some key differences. The convention center proposal in Scenario 4.1 is somewhat smaller and less costly to develop than in Scenario 3, and the private development component is more extensive (valued at $340 million, as compared to $230 million). The pedestrian passage eastward from Second Street is in a much more spacious roofed open-air passage or Galleria than the paseo in Scenario 3. As a result, the retail space is more likely to succeed, as well as being larger. A considerable amount of flexible space (710,000 square feet) offers the possibility public private investment opportunities. As in Scenario 3, the mixed-use development's value would likely be enhanced by proximity to the semi-public rooftop open space above the convention center, especially given the direct footbridge access provided.

The private development sits entirely on its own piece of land, thus maximizing the flexibility of a private development partnership for launching this component of the redevelopment and decoupling it from the convention center building's construction.

SCENARIO 4_PHASE 02 . REPLACE 1992 FACILITY_BLOCKS [9_10_14_15]

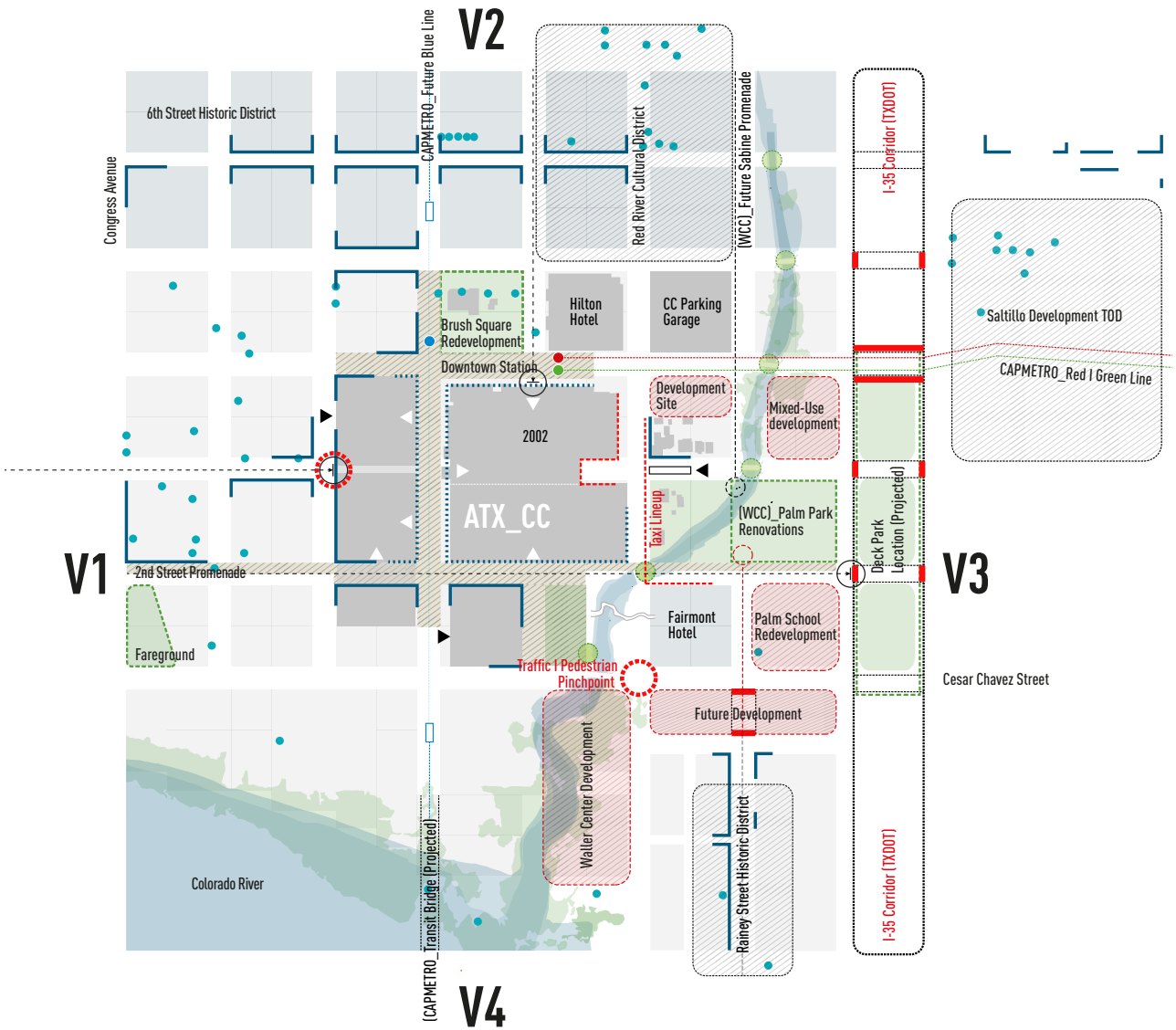
4.2

Scenario 4.2 pre-supposes a long-term, phased approach to redevelopment in the Austin Convention Center district. Implementation of this scenario would first require the completion of Scenario 4.1 before construction. Phasing the project to follow a western expansion would allow for the continuous operation of the facility without any disruption to the convention center business. This scenario proposes the removal of the original 1992 section of the existing facility and replacing it with a new addition to the 2002 section. This strategy accomplishes two primary objectives: First, it would provide for an updated mixture of functions which would be more in line with the demands of the current market. Second, it would allow for a more compact solution that would significantly enhance the place-making qualities of the facility.

The original 1992 structure was programmed at a time when requirements for additional meeting rooms, break-out spaces and auxiliary programs such as fixed-seating auditoriums were not central to the functional requirements of the facility. As such, the facility is badly in need of updating. Kitchen facilities are rarely used, and the pre-function space does not allow for supporting program such as food services and informal meeting spaces. As is outlined in the Gensler consultancy report, the clear-span structure over the existing exhibition halls will not accommodate loading for additional floors. The redesign would expand the mixture of functions in the building and increase the total amount of exhibition space while adding additional pre-function space, ballrooms, meeting rooms, and service facilities.

The addition compresses the footprint of the original convention center site so that the entire building, both the 2002 facility and Scenario 4.2, would fit within the four contiguous blocks north of 2nd Street. This would require the new program to be stacked vertically on the site. A tower with meeting rooms, ballrooms, and offices is oriented east toward Waller Creek, while a new entrance faces south onto a pedestrian right-of-way and urban square that are designed to extend Second Street through the site to Palm Park and beyond.

_SWOT ANALYSIS



- A phased expansion allows ongoing convention business to continue while the original 1992 facility is removed and a new addition is added to the 2002 section.
- A compact, vertically stacked addition stays north of Second Street allowing for public connections through to Palm Park.
- A new face for the convention center is oriented toward the Waller Creek Corridor.
- A complete block south of Second Street is made available for public-private development use.
- A new publc park is located at the interface of Second Street and Waller Creek and provides a new landing for the Fairmont hotel pedestrian bridge.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
- PARKING / SERVICE ENTRANCE
- CULTURAL NODES
- BLOCKED ACCESS
- CONFLICT POINT
- WALLER CREEK CONNECTION
- SERVICE ENTRANCE
- VISITOR'S ENTRANCE

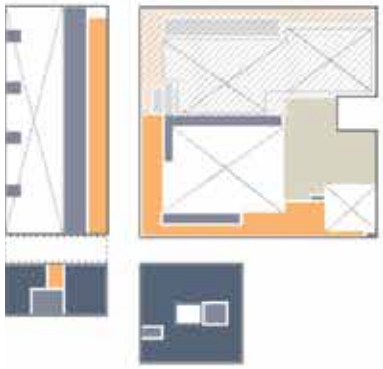
SCENARIO 4_PHASE 02 . REPLACE 1992 FACILITY_BLOCKS [9_10_14_15]

STREET FLOOR

After removal of the original 1992 building, expansion of the newer 2002 section is organized around two 80,000 square feet exhibition halls stacked vertically. Pre-function space extends around the new construction with entrances from the Second Street promenade. The facility is serviced from below grade via tunnel access from Third Street. Ballrooms, meeting rooms, and offices are stacked vertically on the southeast corner facing east toward Waller Creek, and are accessed by a circulation atrium along the south facade of the building that overlooks the new public square. The remaining block south of Second Street is available for either public or private development.

LEGEND

- PRE-FUNCTION
- EXHIBITION
- BALLROOM
- MEETING ROOM
- LOBBY
- RETAIL
- OFFICE
- KITCHEN
- SERVICE
- FESTIVAL STREET
- GARDEN



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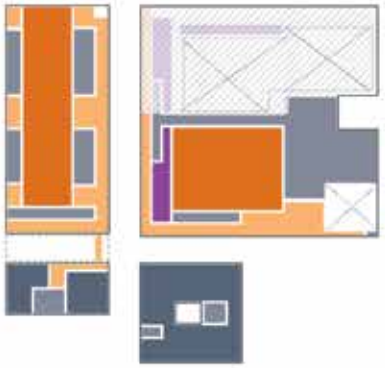

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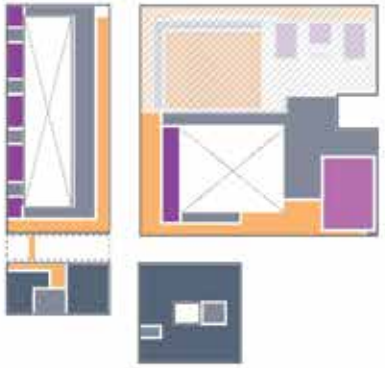

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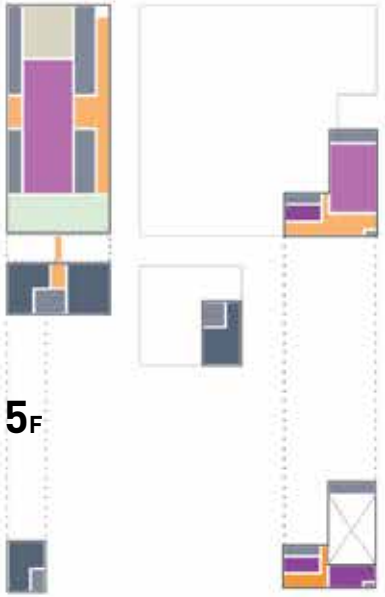

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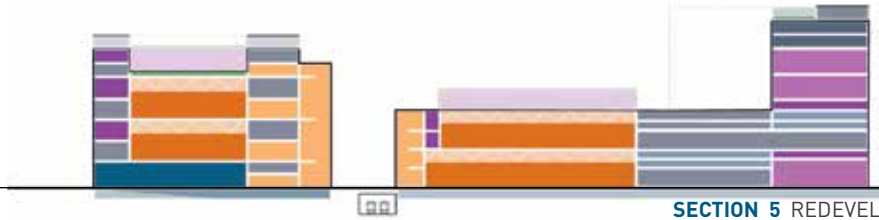
TOWER

SQUARE FOOTAGE

[EXISTING]	EXHIBIT SPACE	121,080
	MEETING SPACE	28,952
	BALLROOM	40,510
	OVERALL CC BUILDING AREA	441,000
[PROPOSED EASTERN FACILITY]	EXHIBIT SPACE	161,000
	MEETING SPACE	60,000
	BALLROOM / AUDITORIUM	120,500
	PROPOSED PPP DEVELOPMENT AREA	508,200
	OVERALL PROPOSED BUILDING AREA	2,022,500

SECTION



SCENARIO 4_PHASE 02 . REPLACE 1992 FACILITY_BLOCKS [9_10_14_15]

PUBLIC SPACE_LANDSCAPE INFRASTRUCTURE

_LONG-RANGE IMPROVEMENTS

Scenario 4.2 completes the sequence of improvements to the public infrastructure begun in Scenario 4.1. The Second Street promenade is continued through the galleria and across Trinity Street along the southern façade of the new convention center addition. This axis connects through to Palm Park and potentially beyond to East Austin completing the promise of a "Creek to Creek" axis that connects the entirety of downtown Austin. The new public park that anchors the southeast corner of the site provides a gathering place for the community with shops and restaurants facing onto the square and acts as a forecourt to a new southern entrance to the facility. The existing Fairmont bridge connects to the park space, further activating it by connecting the hotel to the promenade. Trinity retains its role as a festival street and becomes the heart of the two facilities as they create a new nexus for the Convention Center District. These public improvements work in combination with the Downtown Station on the north, a refurbished Brush Square, the completion of the Sabine Street Promenade, and connections from

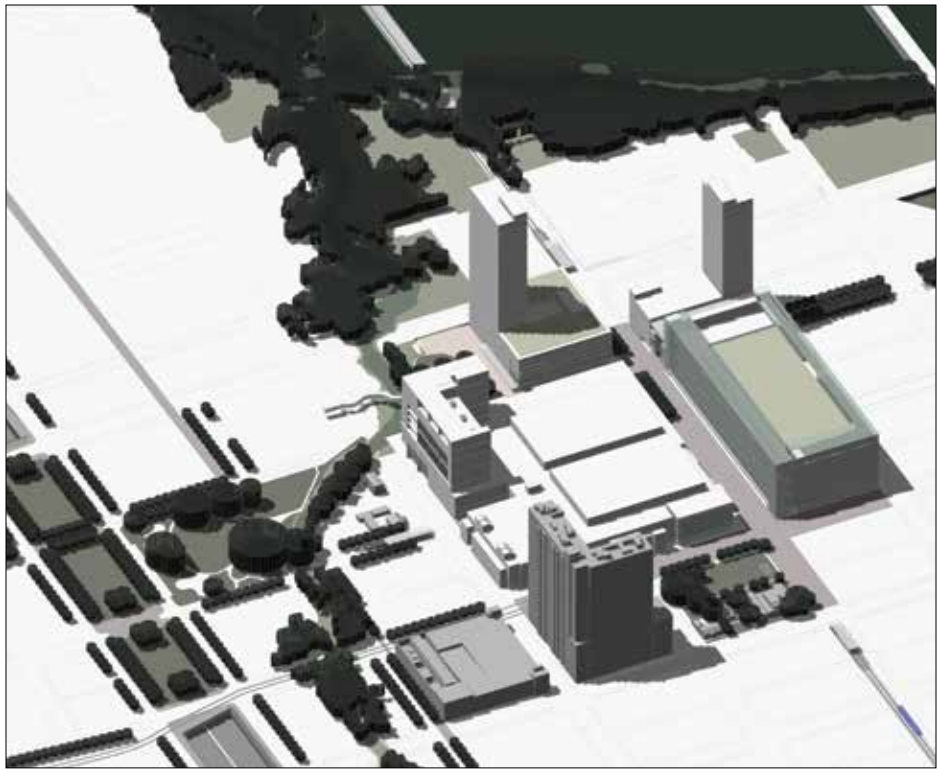
URBAN DEVELOPMENT_EXISTING CONTEXT

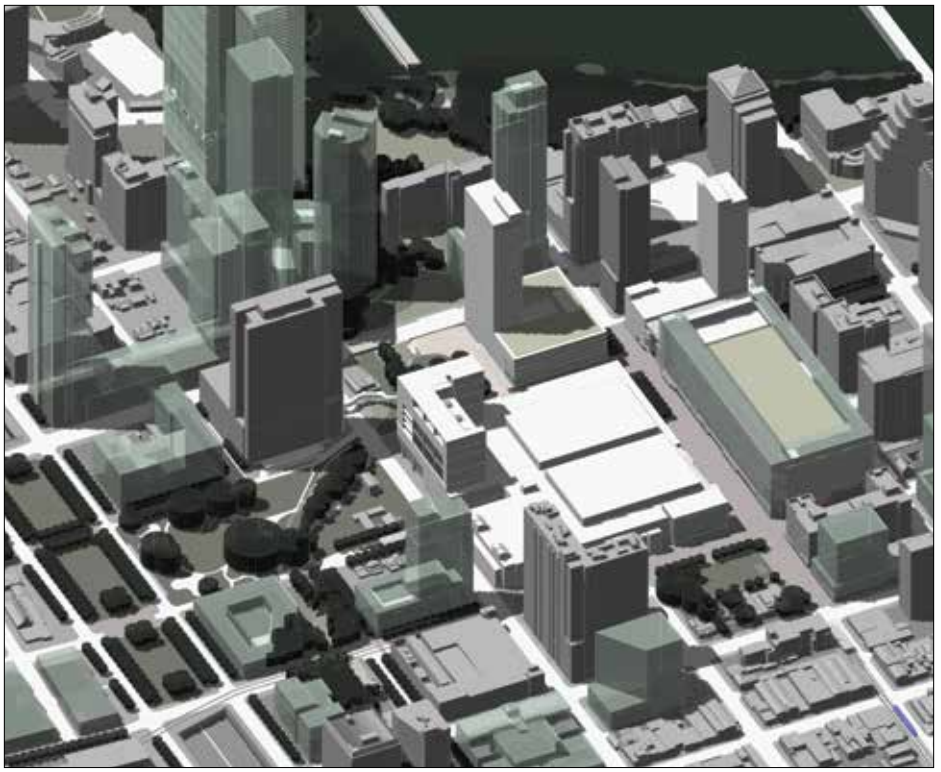
_PROJECTED DENSITY

Rainey Street, to complete the circuit of connected public spaces, bind the district together, activate its streets, and enhance it as a destination for both visitors and the local community. Due to the compact nature of the addition, an entire block on the corner of Trinity and Cesar Chavez, south of the promenade, is made available for mixed-use development, either privately or through a public-private development agreement. Ground-floor retail and/or restaurants would be required in order to activate the public spaces.

The removal of the service court, currently loading off of Red River Street, and relocating the service facilities below grade, would create an opportunity for the Convention Center facility to re-orient some of the programs such as offices, meeting spaces, and ballrooms to face east over the Waller Creek Corridor and create a new façade facing Palm Park. In this way, the facility would link development on the east with central Austin and no longer be a barrier to connectivity in the district.

SCENARIO 4_PHASE 02 . REPLACE 1992 FACILITY_BLOCKS [9_10_14_15]





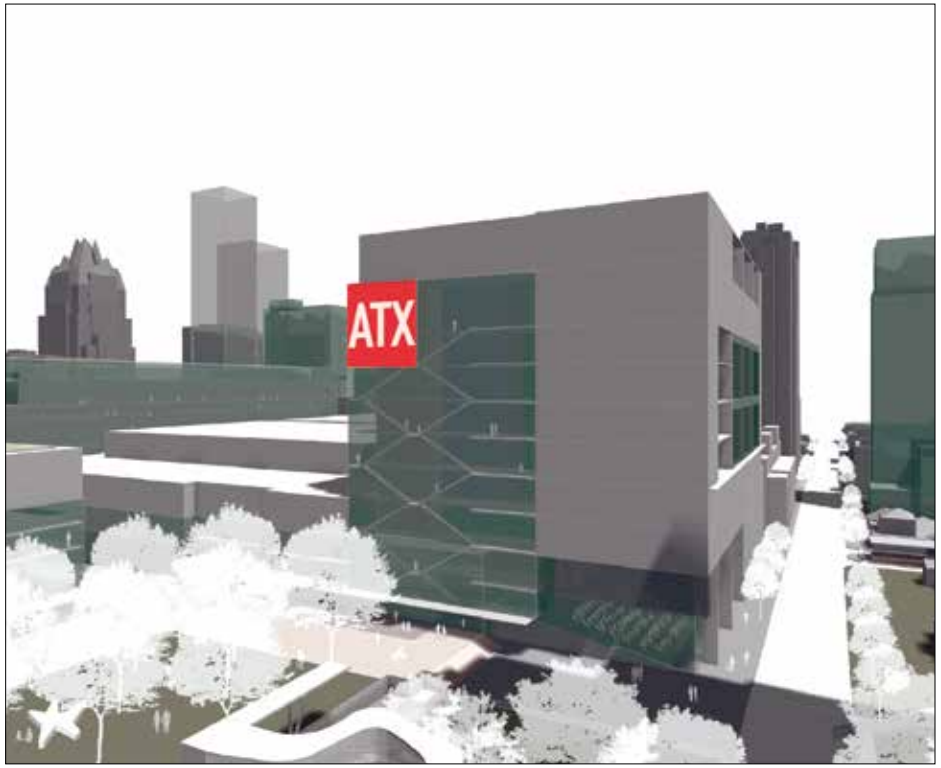
CONVENTION DISTRICT_FACILITIES AND INFRASTRUCTURE

The position of the newly reconstructed Austin Convention Center at a nexus of development between East Austin, Rainey Street to the south, the Innovation District to the north, and downtown Austin to the west, requires an approach to public infrastructure that reconnects the city. Given the intensity of ongoing development, this is an opportunity to fulfill the mission, inscribed in Imagine Austin, of creating a compact and connected city. A complete network of public infrastructure connects the parts of the city with the new facility and its associated public spaces, acting as the binding agent for a renaissance in the southeast quadrant. More compact than the existing facility, organizing the project with vertical program opens up previously unavailable opportunities to bind the district together while updating the original facility to meet the demands of the contemporary market. Private development opportunities are opened up to return properties onto the tax rolls. Below-grade service, accessed from Third Street, removes conflicts on Red River and provides an opportunity to orient the new section of the center onto Waller Creek.

CONVENTION DISTRICT_BUILDOUT

AERIAL WITH PROJECTED ADJACENT DEVELOPMENT ENVELOPES (GREEN VOLUMES)

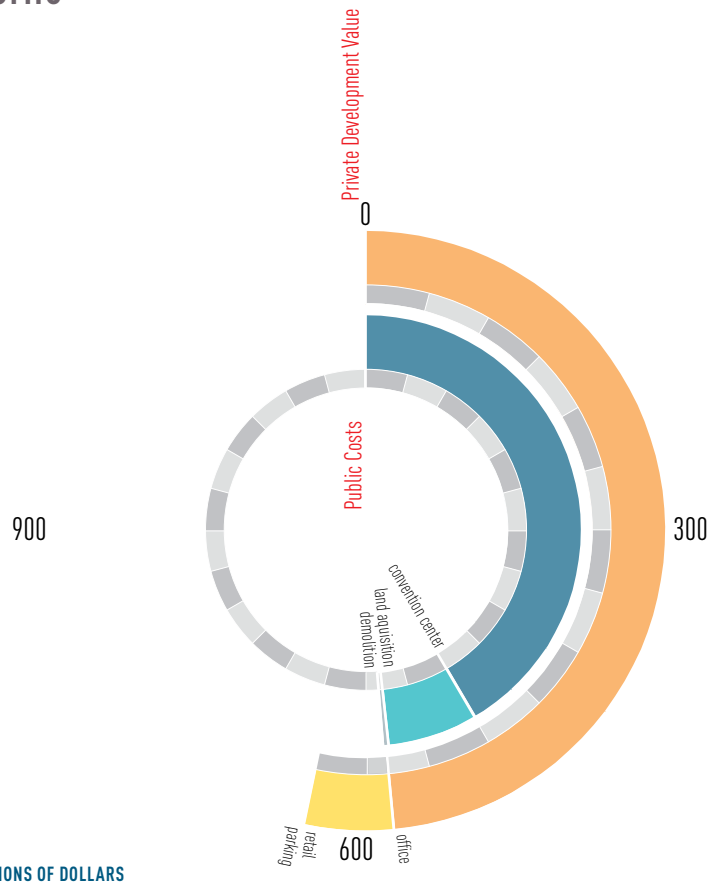
SCENARIO 4_PHASE 02 . REPLACE 1992 FACILITY_BLOCKS [9_10_14_15]



PUBLIC SPACE_WALLER CREEK OVERLOOK

The new addition re-orients the Convention center toward the south and east. The Second Street promenade continues through the site, connecting the heart of Downtown Austin to Palm Park, extending the axis from creek to creek. A new urban park anchors the southeast corner of the site overlooking the creek, and provides a new gathering place for the community. The vertically stacked functions of the center look east over Palm Park with a circulation atrium along the south façade overlooking the park, the creek, and past Rainey Street toward Lady Bird Lake.

_ECONOMIC



VALUE IN MILLIONS OF DOLLARS

Scenario 4.2

Scenario 4.2 is the second phase of a unified project that is assumed to take place after the completion of Scenario 4.1. Although it entails partial demolition of the existing convention center -- the original 1992 portion which is most in need of updating -- by waiting until the new convention center building has been constructed in the Western Blocks in Scenario 4.1, it assures that there is no net reduction of leasable convention center space over what exists now. As such, it provides "option value" to the city, where the decision makers can assess the success of the expansion and of private development in Scenario 4.1 before proceeding to Scenario 4.2, and if necessary time the redevelopment phasing according to the business cycle, or make needed modifications. With added office space over Scenario 4.1, at the completion of Scenario 4.2 the entire site will offer a total of over 1.2 million square feet of office space.

The extension of Second Street to Palm Park towards Waller Creek will turn Second Street into an important east-west through route for pedestrians, further activating the retail from Scenario 4.1 as well as that which is added in Scenario 4.2. Furthermore, the public park at the southeast corner of the site (completed earlier as part of Scenario 4.1) provides a value-enhancing amenity for the mixed retail/office tower in 4.2. After the completion of Scenario 4.2, private development will total about $570 million in valuation, replacing the highest proportion (over half) of the $1 billion development potential in "no build" Scenario 2. This is the highest share of valuation "backfill" of all the scenarios.

SCENARIO 5_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]

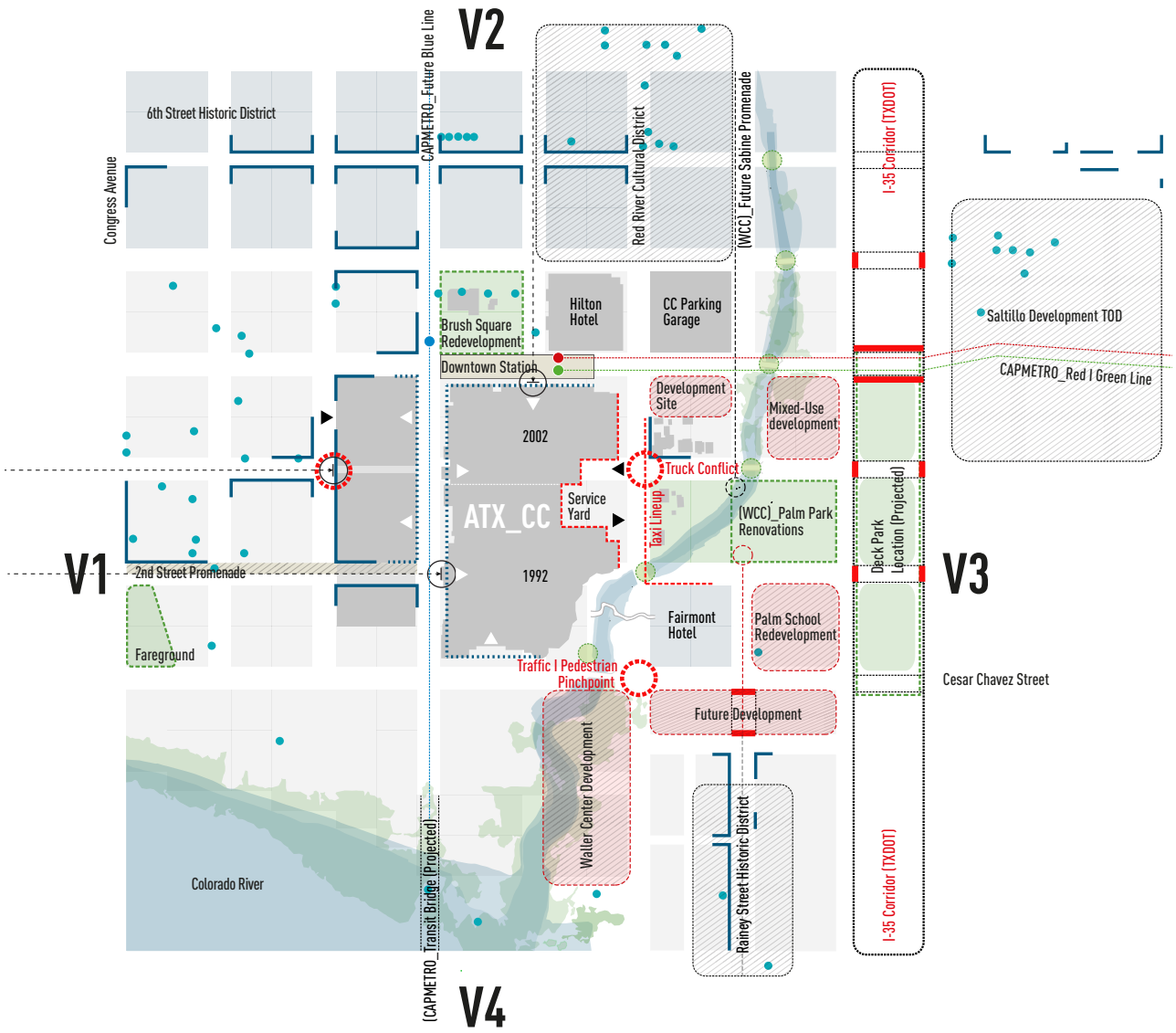
5.1

Scenario 5.1, similar to Scenario 3, and Scenario 4.1 would be a stand-alone structure that occupies the two and one-half contiguous blocks to the west of the existing facility. The primary event functions of the facility are stacked vertically with retail functions on the ground floor activating the principal streets. The facility would be accessed via pre-function spaces oriented toward Trinity Street across from the existing facility. An atrium connects all the pre-function spaces vertically along the eastern façade of the building with the significant event spaces facing west onto San Jacinto Street.

The Second and Third Street rights-of-way continue through the block as either pedestrian passages or as complete streets connecting through to Trinity Street. The future Blue Line would run at grade along Trinity with a stop located at Brush Square.

Service is from below grade with truck access and employee parking accessed from San Jacinto Street. Ballrooms and a large semi-public park are located on the roof of the facility.

_SWOT ANALYSIS



- The existing Convention Center can remain in operation during construction.
- The blocks west of the existing Convention Center are consolidated into one large parcel, closing short sections of Second and Third Streets.
- A pedestrian passage connects 2nd Street through to Trinity.
- Retail is located along major street frontages.
- Below-grade service is accessed from San Jacinto.
- The proposed Blue Line is located on grade along Trinity Street.
- Terraces at each floor of the facility are oriented with views down Second Street.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
- PARKING / SERVICE ENTRANCE
- CULTURAL NODES
- BLOCKED ACCESS
- CONFLICT POINT
- WALLER CREEK CONNECTION
- SERVICE ENTRANCE
- VISITOR'S ENTRANCE

SCENARIO 5_PHASE 01 . ALTERNATE DEVELOPMENT_BLOCKS [8_16_32]

STREET FLOOR

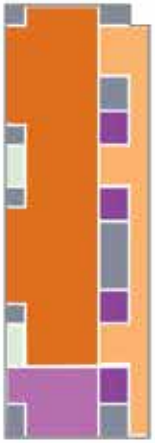
Scenario 5.1 elevates the new exhibition halls above street level and provides for retail frontages along the principal streets. Second and Third Streets continue under the facility as open passages.

Loading and employee parking is located underground, accessed from San Jacinto Street. Pre-function spaces are organized along Trinity Street. Service functions are located between the pre-function areas and major event spaces, allowing natural light into the building with event spaces and terraces oriented back toward the heart of downtown.

A semi-public park is located on the roof.

LEGEND

- PRE-FUNCTION
- EXHIBITION
- BALLROOM
- MEETING ROOM
- LOBBY
- RETAIL
- OFFICE
- KITCHEN
- SERVICE
- GARDEN



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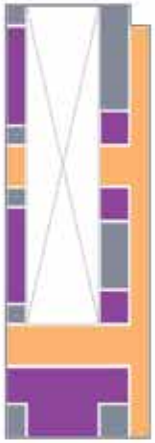

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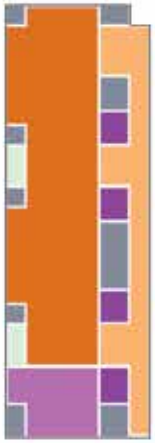

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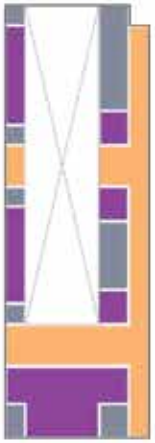

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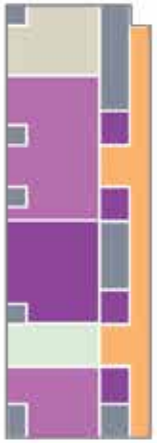

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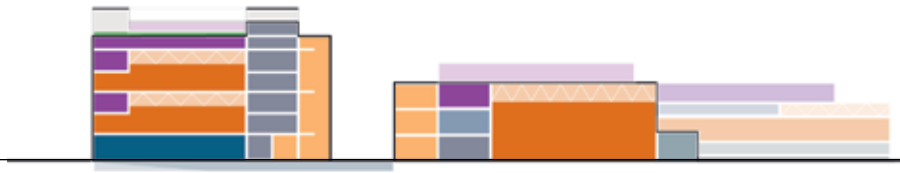
7F

SQUARE FOOTAGE

[EXISTING]	EXHIBIT SPACE	247,000
	MEETING SPACE	55,800
	BALLROOM	63,920
	OVERALL CC BUILDING AREA	**881,000**
[PROPOSED WESTERN FACILITY]	EXHIBIT SPACE	260,000
	MEETING SPACE	209,500
	BALLROOM	75,000
	OVERALL PROPOSED BUILDING AREA	**1,632,300**

SECTION



SCENARIO 5_PHASE 01 . ALTERNATE DEVELOPMENT [BLOCKS [8_16_32]

PUBLIC SPACE_LANDSCAPE INFRASTRUCTURE

The primary differences between Scenario 5.1 and those previously illustrated that similarly occupy the western blocks (Scenarios 3 and 4.1) are in the through-block passages that allow the extensions of Second and Third Streets to continue through to Trinity Street. The streetscape adjacent to the new facility should be designed according to the guidelines set out in the Great Streets Master Plan. The Blue Line is scheduled to run along the surface of Trinity Street with a stop at Brush Square and with a connection to the Downtown Station.

_LONG-RANGE IMPROVEMENTS

The new western face of the facility would expose the interior program to San Jacinto, helping to animate the streetscape, while retail would face primary street frontages, providing an active pedestrian environment. An outdoor terrace adjoining the primary ballroom on the top floor is oriented toward Second Street, and a semi-public park provides new event space on the roof of the building, therefore relieving some of the congestion on the principal streets during significant festivals.

URBAN DEVELOPMENT_EXISTING CONTEXT

_PROJECTED DENSITY

Scenario 5.1 is a compact, vertically stacked, stand-alone scenario, designed to function separately from the existing facility. The exhibition halls, elevated above street level and serviced from below, are designed in such a way as to be part of a network of flexible spaces if and when Scenario 5.2 is built. This strategy does not include the provision for public-private partnerships, as this aspect of the development - deferred until phase 2 (Scenario 5.2), is completed.

This scenario provides the most significant amount of exhibition space, adding an additional 260,000 sq.ft. Together with the existing facility, a total of 507,000 sq.ft. of exhibition space would be available for events. Terraces, accessible from the exhibition halls face west down Second and Third Streets, respectively. Access to the Waller Creek Corridor would still largely be blocked by the existing convention center.

SCENARIO 5_PHASE 01 . ALTERNATE DEVELOPMENT [BLOCKS [8_16_32]

CONVENTION DISTRICT_FACILITIES AND INFRASTRUCTURE

Even with the addition of the new facility (Scenario 5.1) and the attendant improvements to the surrounding infrastructure, connectivity between central Austin and the Waller Creek Corridor is still significantly compromised. This condition is primarily due to the disruption of the urban grid that the construction of the original convention center created. Built at a time when the southeast quadrant was mostly underdeveloped, and single-family homes primarily occupied Rainey Street,

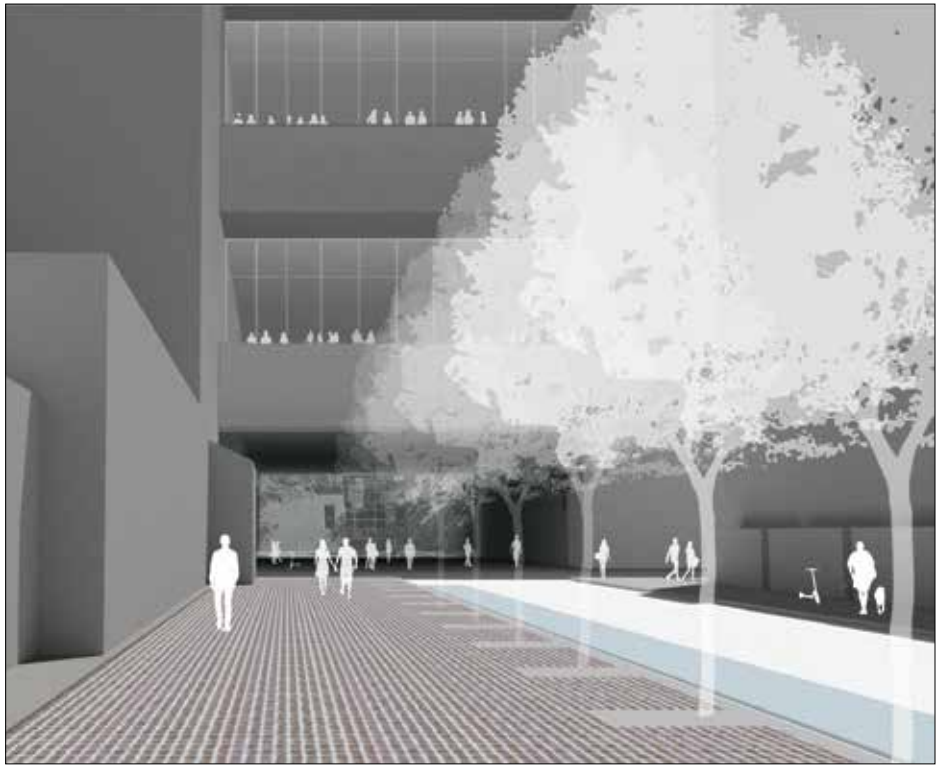
CONVENTION DISTRICT_BUILDOUT

the status of the district has changed significantly since 1992. The urban grid remains disconnected, and significant conflicts still exist along Red River Street, mainly due to the service yard of the existing facility occupying the eastern side of the building.

Given the amount of public investment and private philanthropy directed toward the Waller Creek Corridor, it is disappointing that downtown Austin remains disconnected from the promise of this new public landscape.

AERIAL WITH PROJECTED ADJACENT DEVELOPMENT ENVELOPES (GREEN VOLUMES)

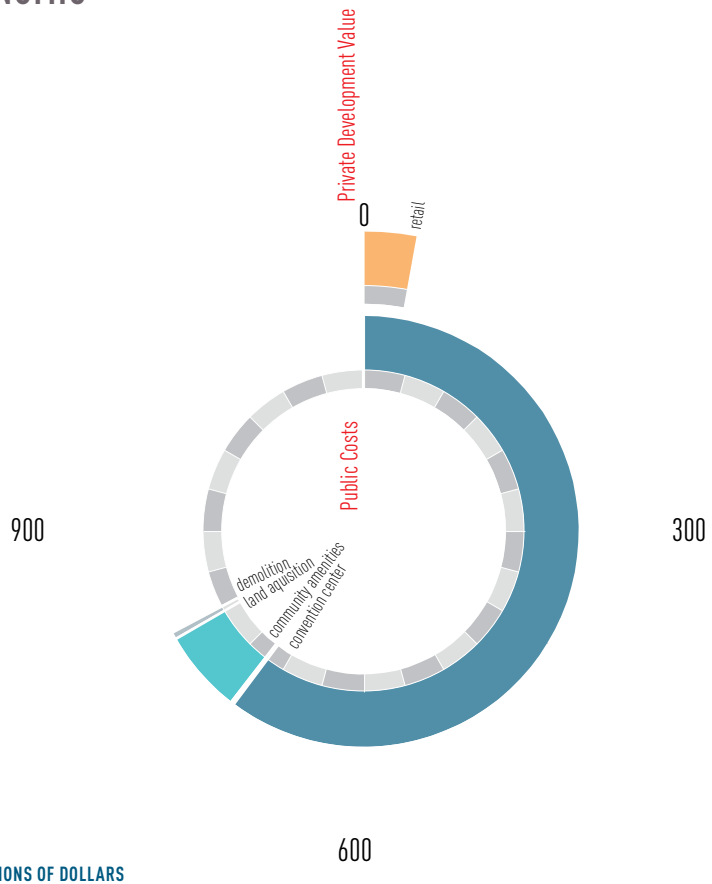
SCENARIO 5_PHASE 01 . ALTERNATE DEVELOPMENT [BLOCKS [8_16_32]



PUBLIC SPACE_SECOND STREET PROMENADE

A new passageway continues the Second Street promenade through to Trinity Street. While not as extensive a passage as that illustrated in Scenario 4.1, it would be significantly larger than that in Scenario 3. The passage would be lined with retail. Above street level, the exhibition halls would open to terraces that face west down Second Street, providing an activated façade toward downtown. The passage could be either completely pedestrian or allow automobile traffic to continue through to Trinity Street. A similar strategy could be employed on Third Street.

_ECONOMIC



VALUE IN MILLIONS OF DOLLARS

Scenario 5.1

If the city's priority is to add the largest amount of state-of-the-art convention center space all at once, then Scenario 5.1 will be the one that delivers this outcome. It essentially maximizes the potential of the western parcels to add convention center program. Public space enhancements and private development opportunities can co-exist with this expansion but are mostly deferred until the second phase (Scenario 5.2). The one exception is about 104,000 square feet of retail, which would serve an essential function in activating primary street frontages.

As in Scenario 4, Scenario 5, taken as a whole, offers significant option value to the city, allowing for the further construction of a state-of-the-art convention center program and associated private development. Whereas in Scenario 4 there are significant private development opportunities in both the first and second phases, Scenario 5 is weighted more heavily towards a large convention center expansion in the first phase, followed by more in the second phase as well as significant private development.

SCENARIO 5_PHASE 02 . REPLACE EXISTING FACILITY_BLOCKS [9_10_14_15_33_34]

5.2

Scenario 5.2 replaces both the 1992 and the 2002 facilities in their entirety. There are two primary reasons for this: first, this strategy would enable all of the exhibition hall floors included in both phases of the facility to align; and second, it would allow for a more compact, vertically stacked arrangement of functions. Connected by bridges to Scenario 5.1, aligning the floors between both phases of the construction would maximize the overall flexibility of the entire facility.

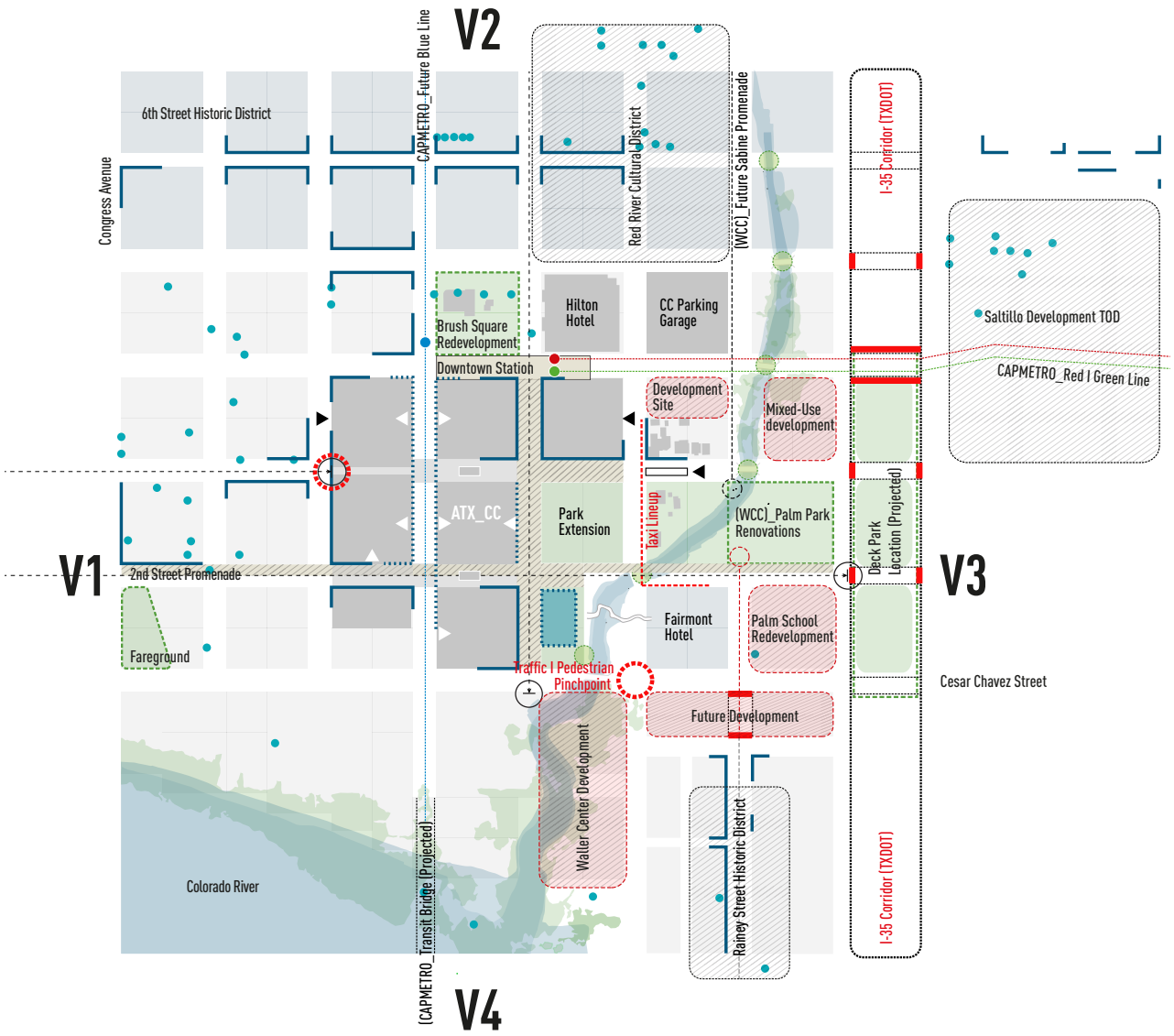
The reopening of the Neches right-of-way would create a north-south pedestrian connection across the site, acting as a central spine to bring together all of the public improvements within the district. The ground floor would then be available for retail and community functions, fully activating the district.

The Second and Third Street axes would continue through the new facility as pedestrian passages and create a network of public spaces that reconstruct the connectivity of the urban grid entirely.

This scenario provides approximately 1,000,000 sq.ft. of office space between the two towers included in the facility, and the new, mixed-use block immediately to the east of Neches Street could generate revenue through a public-private partnership.

Scenario 5.2 provides a new public event space that would extend Palm Park to Neches Street and connect the Waller Creek Corridor with the new Convention Center. A new public pavilion located on the southeast corner of the site would be available for community functions. Overall, this scenario would maximize the public benefit and provide improved connectivity in the district.

_SWOT ANALYSIS



- Neches Street is continued as a public promenade through to Cesar Chavez.
- The convention center is reoriented toward the Waller Creek Corridor.
- A new park extends Palm Park onto the site connecting to the Neches Promenade.
- A complete block east of Neches Street is made available for public-private development use.
- A new public pavillion facing the park is available for community programming.
- The Second Street promenade connects through to Palm Park.
- Service is below grade from Third Street, and connected under Trinity Street to the undercroft of Scenario 5.1.

LEGEND

- BUILDING FOOTPRINT
- EMERGING PROJECT
- CRITICAL DEVELOPMENT
- PARK
- TRANSIT LINES
- BLUE LINE (FUTURE)
- RETAIL FRONTAGE
- PUBLIC FRONTAGE
- TRANSIT INFRASTRUCTURE
- PARKING / SERVICE ENTRANCE
- CULTURAL NODES
- BLOCKED ACCESS
- CONFLICT POINT
- WALLER CREEK CONNECTION
- SERVICE ENTRANCE
- VISITOR'S ENTRANCE

SCENARIO 5_PHASE 02 . REPLACE EXISTING FACILITY_BLOCKS [9_10_14_15_33_34]

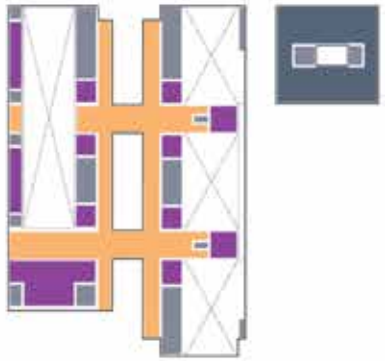
STREET FLOOR

In order to facilitate connections between exhibition halls, ballrooms, and meeting rooms, the floor levels between Scenario 5.1 and Scenario 5.2 are aligned in section. These facilities are stacked and connected by a network of pre-function spaces. Two programmed bridges connect the two phases of the project. A rooftop terrace and balconies are situated to overlook Palm Park and connect the internal event spaces to the new park space on the east. Two office towers, aligning with both Second and Third Streets are incorporated into the project, and together with an additional mixed-use block, provide approximately 1,000,000 square feet of office space.

LEGEND

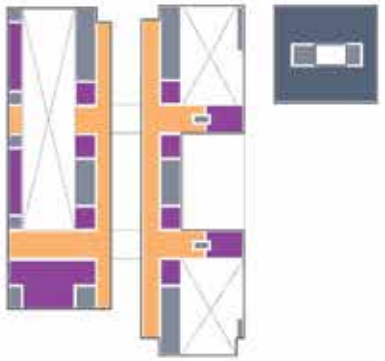
- PRE-FUNCTION
- EXHIBITION
- BALLROOM
- MEETING ROOM
- LOBBY
- RETAIL
- OFFICE
- KITCHEN
- SERVICE
- FESTIVAL STREET
- GARDEN

2F



3F

4F



5F

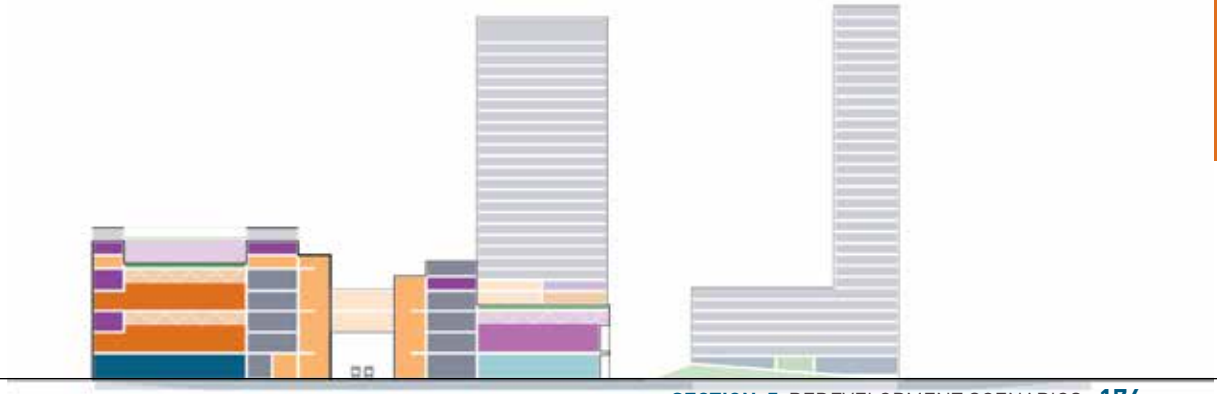
6F

TOWERS

SQUARE FOOTAGE

[PROPOSED EASTERN FACILITY]	EXHIBIT SPACE	154,000
	MEETING SPACE	90,000
	BALLROOM	93,500
	PROPOSED PPP DEVELOPMENT AREA	1,000,000
	PROPOSED COMMUNITY FACILITY	127,000
	OVERALL PROPOSED BUILDING AREA	2,688,600
	PEDESTRIAN PROMENADE AND PARK	253,000

SECTION



SCENARIO 5_PHASE 02 . REPLACE EXISTING FACILITY_BLOCKS [9_10_14_15_33_34]

PUBLIC SPACE_LANDSCAPE INFRASTRUCTURE

_LONG-RANGE IMPROVEMENTS

Scenario 5.2 expands the infrastructural strategy begun in Scenario 5.1 by extending both the Second and Third Street walkways across Trinity Street and through the site, connecting to the proposed Neches promenade and on to the Waller Creek Corridor.

The continuation of Neches Street from Fourth Street to Cesar Chavez can open up a connection that has been closed since 1992. While this connection is not open to automobile traffic, the new promenade acts as an organizational spine that ties together the entire network of public space. The new event space extends the landscape infrastructure of Waller Creek west to the new face of the convention center. Surrounding this new event space are a public pavilion, to be designed for community event use, as well as retail, restaurants, and incubator spaces for local business and cultural events. Together, this arrangement of programs brings a new public space to the district that is designed to be used by the local community as well as visitors to the city.

URBAN DEVELOPMENT_EXISTING CONTEXT

_PROJECTED DENSITY

Scenario 5.2 compresses overall massing of the convention site onto the three blocks facing Trinity Street. In so doing, two and one-half urban blocks are opened up for new uses. Of these, the northern-most block is available for mixed-use development, financed through a public-private partnership. Together with the two office towers, designed as part of the convention center building, this would provide up to 1,000,000 square feet of leasable office space. The new pavilion located on the one block between Cesar Chavez and the new event landscape provides space for markets, events, and other community functions. Together, these new facilities provide substantial new place-making attributes for the community and provide significant new spaces for festivals, relieving pressure from the surrounding street network. A reconstructed I-35 would extend this new infrastructural network and connect it to east Austin, by reconnecting the public space of the city.

SCENARIO 5_PHASE 02 . REPLACE EXISTING FACILITY_BLOCKS [9_10_14_15_33_34]

CONVENTION DISTRICT_FACILITIES AND INFRASTRUCTURE

By opening up new systems of public space, Scenario 5.1 provides much-needed access to parks - in an area of the city that is rapidly densifying. New retail and public functions line the major streets and passages of the district, bringing active life to areas of the city that have previously been primarily used by conventioneers. Together, Scenario 5.1 and Scenario 5.2 provide 400,00 square feet of new, connected exhibition space, making the facility more competitive with those in peer markets, while 127,000 square feet of space for public uses will address the cultural and economic needs of the local community. Together, the combination of all of these new facilities, and the attendant landscape infrastructure, can make the new Convention Center District one of the most significant public places in the City of Austin.

CONVENTION DISTRICT_BUILDOUT

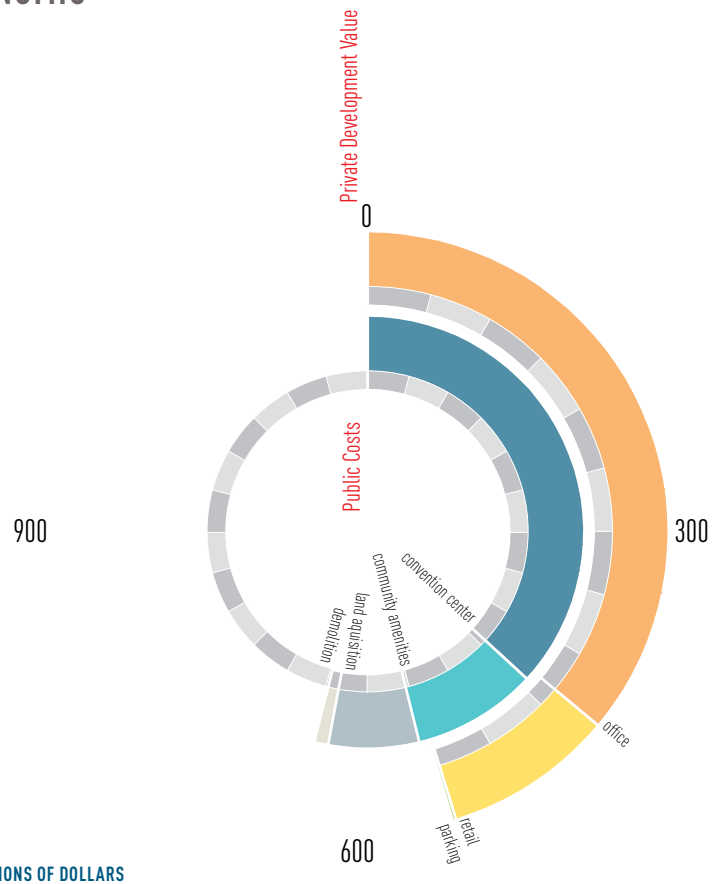
AERIAL WITH PROJECTED ADJACENT DEVELOPMENT ENVELOPES (GREEN VOLUMES)

SCENARIO 5_PHASE 02 . REPLACE EXISTING FACILITY_BLOCKS [9_10_14_15_33_34]

PUBLIC SPACE_NECHES PROMENADE

A new pedestrian promenade, lined with shops, restaurants, and space for community functions, extends Neches Street through the site from Brush Square south to Cesar Chavez. The new facility is reoriented toward Waller Creek to the east, while an extension of Palm Park brings the landscape up into the site and provides new public space for events and festivals. Facing this new event space is a large public pavilion that could house markets, theaters or other community activities.

_ECONOMIC



VALUE IN MILLIONS OF DOLLARS

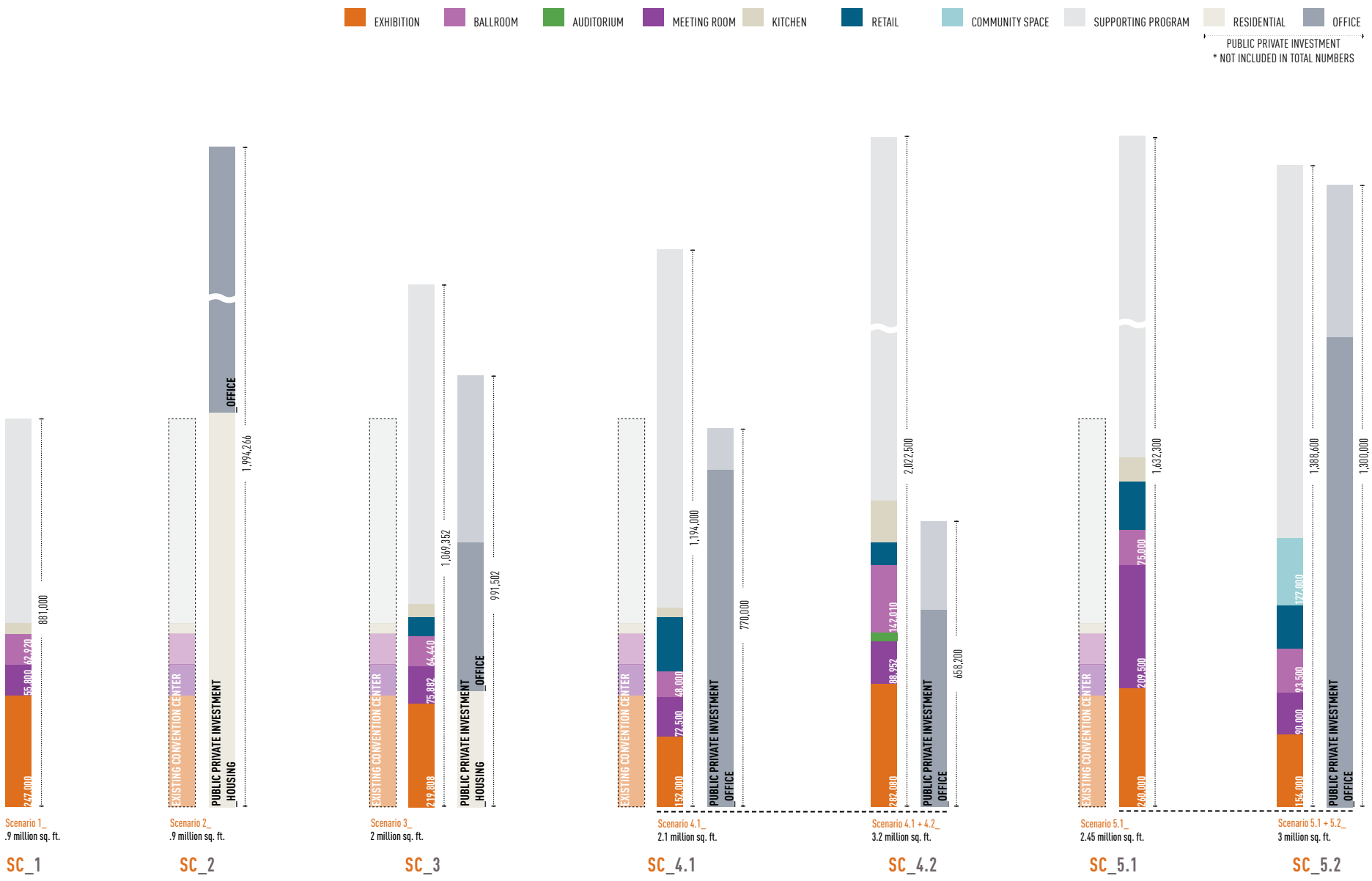
Scenario 5.2

Creating a large new convention center building in the western parcels in Scenario 5.1 sets the stage for the demolition of the entire existing facility at the outset of building Scenario 5.2. Subsequent construction of a new facility as part of this second phase would provide entirely state-of-the-art convention facilities on both sides of Trinity Street, connected to form one complete network of flexible convention infrastructure. Scenario 5.2 also yields the most significant amount of total retail of any of the scenarios, about 194,000 square feet (including retail built in 5.1), as compared to about 115,000 square feet to be delivered in the Saltillo Transit Oriented Development project. Scenario 5.2 is still able to accommodate about 1 million square feet of additional space, which can be accomodate multiple uses, as part of a public private investment program, although less than Scenario 4.

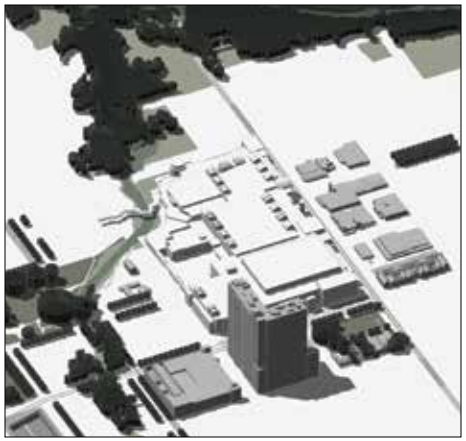
The experience of visiting the new convention center building east of Trinity, as well as the value of the mixed-use development, will both be significantly enhanced by orientation to the revamped Waller Creek. Between the Waller Creek access, the inclusion of a community performance venue, and the large concentration of retail and community space, Scenario 5 at full buildout would arguably do the most of any of the scenarios to draw local Austin residents to the convention center district. On the downside, because of the land area devoted to public space, Scenario 5 offers total private development value that is less than in Scenario 4 ($485 million vs. $570 million).

COMPARATIVE ANALYSIS_REDEVELOPMENT SCENARIOS

CONVENTION CENTER PROGRAM DISTRIBUTION_IN EACH SCENARIO

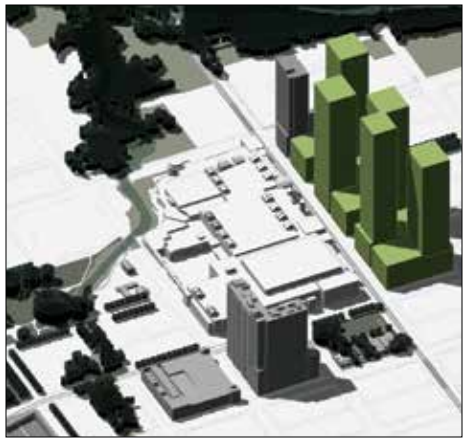


SCENARIO_1



- No changes to existing convention center or public infrastructure.
- New Capital Metro lines servicing the district.

SCENARIO_2



- No changes to existing convention center or public infrastructure.
- New Capital Metro lines servicing the district.
- 2 1/2 blocks of projected market-rate development.

SCENARIO_3

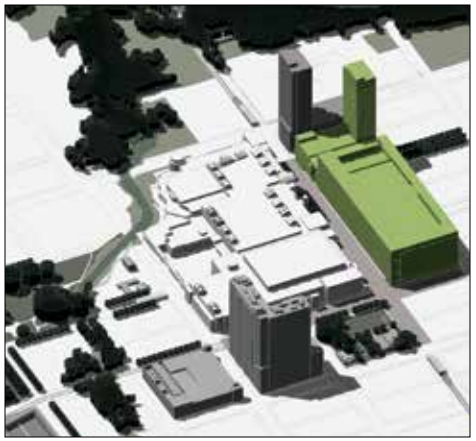
- Existing convention center remains in operation during construction.
- Consolidation of western parcels.
- Public-private partnership opportunity.
- Limited retail along Trinity Street.
- Pedestrian paseo at Second Street.
- Below-grade service and parking.
- Semi-public park on roof.

FINANCIAL DATA_

	SC_1	SC_2	SC_3
NET INCREASE IN LEASABLE CONVENTION CENTER SPACE OVER STATUS QUO (SQUARE FEET, ROUNDED TO NEAREST THOUSAND)	**0**	**0**	**360,000**
DEVELOPMENT COST OF NEW CONVENTION CENTER FACILITIES (MILLIONS OF US DOLLARS_TO THE NEAREST $5 MILLION)*	**0**	**0**	**535**
VALUE OF COMPLETED PRIVATE DEVELOPMENT (MILLIONS OF US DOLLARS_TO THE NEAREST $5 MILLION)	**75**	**1,000**	**230**

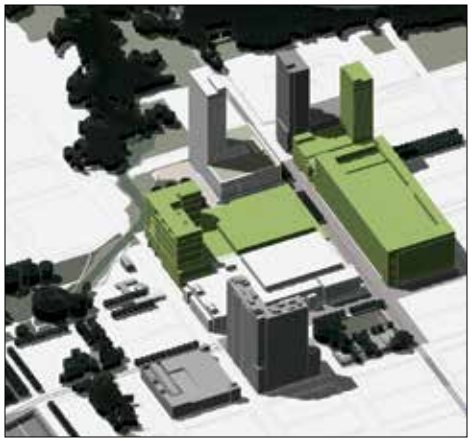
* INCLUDES ALL LAND ACQUISITION, DEMOLITION, PUBLIC SPACE, AND INFRASTRUCTURE COSTS

SCENARIO_4.1



- Existing convention center remains in operation during construction
- Public-private partnership opportunity.
- Retail along principal streets.
- Pedestrian galleria at Second Street.
- New festival street at Trinity and Fourth Street.
- Below-grade service and parking.
- Semi-public park on roof

SCENARIO_4.2

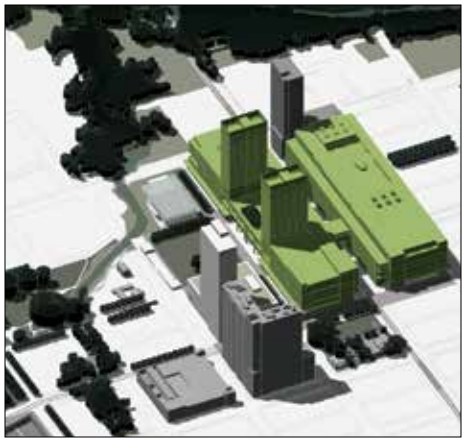


- Addition to the existing 2002 portion of the convention center remains.
- Extention of Second Street to Palm Park.
- 1 block for public-private partnership opportunity.
- New festival street at Trinity and Fourth Street.
- New public park at southeast corner.
- Below-grade service and parking.

SCENARIO_5.1

- Existing convention center remains in operation during construction.
- Consolidation of Western Parcels into one large parcel.
- Pedestrian extension to Second and Third Street.
- Retail along principal streets.
- Below-grade service and parking.
- Semi-public park on roof

SCENARIO_5.2



- New pedestrian promenade at Neches Street.
- Convention center has new orientation toward the Waller Creek Corridor.
- 1 block for new public event space.
- 1 block for public-private partnership opportunity..
- New public pavillion on the park.
- Below-grade service and parking.

SC_4.1	SC_4.2	SC_5.1	SC_5.2
273,000	**165,000**	**545,000**	**515,000**
450	**950****	**725**	**1,150*****
340	**570****	**30**	**485*****

**DOES NOT INCLUDE DEVELOPMENT COMPLETED IN SCENARIO 4.1

***DOES NOT INCLUDE DEVELOPMENT COMPLETED IN SCENARIO 5.1

Comparative Analysis Between Scenarios

The decision on whether and how to proceed with expanding Austin's convention center is a complex one, complex because there are so many factors to consider simultaneously. In this section, some of the factors that can be quantified numerically in the descriptions of the scenarios above are summarized.

The table below summarizes supply-side factors. These are costs and benefits that will accrue to Austin's city government and citizens as a direct consequence of a decision to undertake a given scenario over another. The first row of the table summarizes total convention center square footage in each scenario. Square footage refers to floor space (meeting space, exhibition halls, ballrooms, and auditoria) that is used for formal meeting purposes during events. It also includes other types of internal space, such as corridors and other "pre-meeting" spaces, whose primary purpose is circulation or "back of house" or other supporting functions that are essential but tangential to meetings. "Net increase" alludes to the fact that Two of the Scenarios (4.2 and 5.2) entail demolition of part (4.2) or all (5.2) of the existing convention center facility. Thus, in Scenario 4.1, a new convention center building is built west of Trinity Street, while the existing facility remains, for an increase of 273,000 leasable square feet over what exists currently. In Scenario 4.2, some of the existing facility is demolished, even as a second new convention center building is built east of Trinity Street, leaving a total net increase of 165,000 square feet of leasable space over what exists today. From this row, it can be seen that Scenario 5.1 yields the largest convention aggregated facilities, with 5.2 close behind, Scenario 4.2 yields the smallest, and Scenarios 3 and 4.1 are in between.

The second row summarizes the estimated costs that would be borne, likely by a public entity, to build a convention center expansion, excluding associated public spaces and infrastructures (third row) as well as demolition and land acquisition. These costs are all expressed in 2018 dollars and do not account for any changes in real (inflation-adjusted) construction costs or other development costs, such as architecture and engineering. They include all development costs, including soft costs (costs not directly related to physical construction). Note that it is possible that not all of the estimated $75 million cost of acquiring
the Western Parcels, nor the demolition costs, would be incurred directly, depending on how a redevelopment plan is structured. For instance, the city may elect to partner with the landowners of the western parcels, in which case their land value may be counted as an equity contribution towards a public-private partnership instead of a direct land sale to the city. A detailed methodology and breakouts of the computations for estimated development costs for the various scenarios are included in Appendix C.

The bottom row in the supply-side table shows the value of the private development incorporated within the various scenarios at the time of completion if it were to exist today. We straightforwardly estimated these valuations using "comps," or comparable properties, in or nearby Downtown Austin. Again, further details are in Appendix C. All of the expansion scenarios (save for Scenario 5.1) incorporate private real estate whose value exceeds what currently exists on the western parcels (i.e., Scenario 1) but is less than what could ultimately plausibly exist on the western parcels if left to market forces (i.e., Scenario 2). Scenario 4.2 "backfills" the highest proportion of private development value that would accrue under Scenario 2 (i.e., $570 million versus $1 billion).

Assuming a public entity owns the convention center facilities, as is the case now, those facilities would not owe any property taxes. Note that the computations (described in more detail in Appendix C) assume that in Scenario 3, even though the private development would be "stacked" on top of publicly owned land, it pays property taxes. Depending on the exact details of the redevelopment, this may or may not prove to be the case. As with the value of private development, Scenario 4.2 comes closest to replacing the opportunity cost of property tax revenue flowing to the city that

_SUMMARY OF SCENARIOS

	No Expansion	No Expansion (Buildout)	Austin Convention Center Master Plan	UT Austin Phased Scenario		UT Austin Phased Scenario	
	Scenario 1	*Scenario 2*	*Scenario 3*	*Scenario 4.1* (first phase)	*Scenario 4.2* (second phase) (3)	*Scenario 5.1* (first phase)	*Scenario 5.2* (second phase) (3)
Total convention center floor area, including existing (thousands of square feet) (1)	881	881	1,911	1,631	1,336	2,135	1,279
Estimated cost to develop new convention center facility (nearest $25 mm) (2)	N/A	N/A	525	450	950	725	1,150
Estimated cost to build public space and infrastructure (nearest $5 mm)	N/A	N/A	15	60	60	5	120
Estimated value of private development (nearest $5 mm)	75 (4)	1,000	230	340	570	30	485

(1) Excludes loading and parking.

(2) Excludes land acquisition and demolition costs.

(3) Includes previous phase.

(4) Property tax valuation (Travis Central Appraisal District).

would be expected to eventually be realized in the no-build Scenario 2 ($2.5 million vs. $4.4 million).

There are other possible factors to consider in a convention center expansion beyond costs and benefits tied directly to the land parcels where it would occur. Some of these factors cannot be credibly estimated or predicted, such as an enhancement to Downtown Austin from added and improved public spaces, more connectivity in the street network, and the "brand value" that would result from a state-of-the-art new convention center facility whose design emphasizes place-making in the surrounding area. This does not mean that they would not be real, only that they cannot be reasonably predicted ahead of time.

Demand Side Case Comparison

Another set of factors for decision-makers to consider in deciding whether and how to expand the convention center are on the demand-side. It is tempting to assume that "if you build it they will come," but the reality is that for an expanded convention center to be used to its full potential, there must be enough attendees to fill it.

In this report, three demand cases, all of which are summarized in the table below, are considered. These are a middle of the road Base Case, an optimistic Upside Case, and a pessimistic Downside Case. They represent increases of 40%, 100%, (i.e. a doubling) and 10% over current annual attendance, which is roughly 500,000 per year. Which one represents what will actually take place in the next ten years in Austin? It is impossible to know—the answer depends on unknowable factors such as the state of the national economy, structural trends in the convention and meeting industry, and many others. In Appendix C, there is a lengthy explanation of the argument that the Upside Case is entirely plausible for Austin (as well as the rationale for selecting the three demand cases). However, nothing is guaranteed, and for that reason, the research team analyzes three demand scenarios and examines the extent to which various consequences are sensitive to which one unfolds.

Although convention center demand is far from predictable, hotel and restaurant spending are entirely predictable. Convention center attendees vary in their spending patterns, but among those who do not stay with friends or in short-term rentals, it can be predicted with near-certainty that they will sleep in a hotel and that they will eat a restaurant meal. Although the details are explained in Appendix C, the "direct, induced, and indirect spending" line in the adjoining table captures the spending in the local economy (defined as Travis County) that results from these two activities as a result of attracting more convention attendees than at present. Note that this spending includes two spinoff effects beyond the expenditures in hotels and restaurants: indirect and induced spending (both defined in the introduction of this report). It is estimated (detailed in Appendix C) that indirect and induced spending amount to about 59% of direct spending. This direct, indirect, and induced spending combined is truly incremental to the local economy; it is not a case of "shuffling dollars around" that would have been spent elsewhere in the absence of an enlarged convention center. Attracting out-of-town visitors to spend money in hotels and restaurants can be thought of, in economic terms, as an export economy.

As beneficial as direct spending is, not all of it directly benefits the local economy since some of the locally spent dollars go towards goods and services that come from elsewhere. Value added is the portion of direct spending that accrues to the local economy—roughly equivalent to an increase to the local economy's Gross Domestic Product (GDP). Finally, a subset of value-added ends up as labor income or dollars that find their way into the household budgets of local workers and business owners via wages and business earnings.

The second and third to the last lines of the table summarize the boost to city coffers that would accrue from spending on restaurants (from sales tax) and hotels (from Hotel Occupancy Tax). The last line reports the number of full-time job equivalents supported per year, within the local economy, by restaurant and hotel spending. As an example, ten full-time job equivalents could mean ten full-time jobs that exist for one year or forty full-time jobs that exist for three months.

There are two main takeaways from the demand-side table. First, economic benefits such as local spending and tax collections are highly sensitive to the amount of demand. For instance, Scenario 5.2 (the most extensive expansion scenario) could accommodate the Upside Case, and in so doing generate $109 million of new local spending, $69 million in value added, and $40 million in labor income. On the other hand, if the Downside Case proved to unfold—which is unlikely but not impossible—the equivalent figures would be drastically reduced to $9 million, $6 million, and $3 million, respectively.

	Base Case	Upside Case	Downside Case
Attendance assumptions			
Increase in annual attendance over status quo	200,000	500,000	50,000
Increase in annual attendance over status quo (%)	40%	100%	10%
Restaurant and hotel spending effects			
Direct, induced, and indirect spending per year ($mm)	40.7	109.4	8.8
Value added per year ($mm)*	25.6	68.9	5.5
Labor income per year ($mm)*	14.8	39.9	3.2
Direct incremental sales tax collections ($mm)	0.1	0.3	0.02
Direct incremental Hotel Occupancy Tax collections ($mm)	1.8	4.8	0.4
Full-time equivalent jobs supported per year*	355	954	70

** Includes indirect and induced effects.*

USING THIS REPORT_

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This report ends by noting that it is not intended to provide fully-formed scenarios or proposals for convention center expansion to be implemented in their entirety. It is unlikely that any of the scenarios presented—irrespective of the details concerning design or economics provided—will be built exactly as drawn. As just one example among many: Should it be determined that an even larger convention center expansion is warranted than provided by even Scenario 5.2, an additional roughly 150,000 square feet of exhibition hall space could be yielded by adding a level to the proposed new convention center facility. Determining the exact pathway forward will require considerable further work.

Rather than providing fully baked options, by providing novel and useful information, this report contributes to the deliberative process that will come before any decision on whether and how to proceed with convention center redevelopment. It is hoped and expected that this report will serve as a launch pad of sorts—one that rests on a foundation of earlier work, such as the Austin Convention Center Master Plan and the Urban Land Institute's review of its findings. The acceptance of previous, well-vetted findings, such as the identification of westward expansion across Trinity Street as the optimal option, solidifies understanding of basic background facts, while putting new ideas into circulation for what will come next.

Advancing the process forward will require considerable further efforts moving on parallel tracks, from more in-depth financial modeling to community engagement, to space programming analysis. Austin's policymakers and citizens will have to simultaneously consider, as we have, programmatic requirements for expanded convention center facilities, placemaking in the Southeast Quadrant, traffic circulation, the ideal configuration of on-site, mixed use development, public benefits, economic feasibility, and various other considerations. Coming to a decision point is an unavoidably complex, iterative process that cannot be boiled down to a simple, linear procedure.

If the team has succeeded, then these necessary next steps will be shaped by some of the ideas injected, via this report, into the deliberation process. By comparing several scenarios, all of which have a baseline level of basic feasibility, yet represent considerably divergent outcomes, the team has endeavored to demonstrate the tradeoffs that come with different possible "big moves." Some of these—not all of which can be pursued in any single decision pathway—that have been explored in these pages include the following:

- Using the footprint of the existing and future land parcels under the convention center more efficiently by vertically stacking programs.

- Connecting Second and/or Third Streets from San Jacinto to Trinity, and possibly onward to Waller Creek, so that they can form a "creek to creek" connection from Shoal to Waller Creeks, the waterways that bookend Downtown Austin from west to east.

- Reimagining the convention center facility as the hub of a bustling downtown district with robust connections to activity centers emanating in all four cardinal directions.

- Expanding the convention center in two phases, to make it possible to demolish all or part of the existing facility, enabling the creation of new through connections and public spaces with no net loss in convention center floor area over what exists now.

- Reorienting the front of the convention center facility to face east, towards Waller Creek.

- Deploying retail spaces to activate street frontages in a part of downtown where these are currently lacking.

- Transforming streets running through a convention center district into pedestrian-oriented "festival streets" to create a lively atmosphere and accommodate special events.

- Burying Capital Metro's proposed Blue Line in a tunnel under Trinity Street to avoid conflicts with pedestrian activity above and with traffic on Cesar Chavez.

- Moving loading facilities underground to preserve the public realm.

- Using mixed-use private development to increase activity levels on the site.

- Including a public venue on-site for the purposes of drawing local creative economy participants, and their local audiences, to a site that is currently viewed as primarily for visitors.

Above all, City Council and the members of the public should "think big" about the possibilities for convention center expansion, which entails thinking beyond simply the future needs of the convention center facility, however important they are. It also entails moving away from ad-hoc planning, and instead thinking holistically and strategically about the future of the entire area surrounding the convention center.

The Southeast Quadrant of Downtown Austin, with its present-day challenges and nearly unlimited possibilities for the future, deserves nothing less.

6 Appendix

A_Catalog of Emerging Projects

B_Reference Catalog: Best Practices for Convention Centers

C_Estimating Economic Impact

D_Acknowledgements and External Feedback

E_References

Included in the Appendix are listings of projects, either in progress or pending, that are located within each of the four vectors that have been identified in this report as interfacing with the convention center site, and that are likely to impact the future of Downtown Austin. The listing is not comprehensive, as the landscape is perpetually changing, but is as inclusive as possible given the data available. Also included here is a catalog of twenty-seven convention center case-studies that have been researched in order to establish criteria from which to extract principles that inform the programming and planning of the scenarios. Additionally, a listing of individuals and organizations that have in some way informed the report, along with references and attributions may also be found in the following section.

A_CATALOG OF EMERGING PROJECTS

DELL MEDICAL HEALTH DISCOVERY BUILDING

DELL SETON MEDICAL CENTER AT UT

CENTRAL HELTH BRACKENRIDGE CAMPUS

WATERLOO PARK

WATERLOO PARK TOWER HOTEL

ALEXAN CAPITOL (MIXED USE)

HYATT HOUSE HOTEL

EAST 9TH STREET MULTIFAMILY

EPISCOPAL CHURCH BLOCK 87 (MIXED USE)

SABINE STREET PROMENADE

DOWNTOWN METRORAIL STATION EXPANSION

BLOCK 36 MICROAPARTMENTS

WALLER PARK PLACE

91 RED RIVER

THE TRAVIS (RESIDENTIAL, HOTEL)

FAIRFIELD INN AND SUITES HOTEL

70 RAINEY STREET RESIDENTIAL

48 EAST RESIDENTIAL

44 EAST AVENUE

DISTRICT COOLING PLANT #3

BLOCK 185 OFFICE

AUSTIN PROPER HOTEL AND RESIDENCES

THIRD AND SHOAL OFFICES

THE REPUBLIC OFFICES

300 COLORADO OFFICE

THIRD AND COLORADO RESIDENTIAL TOWER

MARRIOT HOTEL AT CESAR CHAVEZ

The Austin Convention Center is located in the Southeastern Quadrant of downtown, bounded by Sixth Street to the north, Congress Avenue to the west, Water Street (Cesar Chavez) to the south, and East Avenue (I-35) to the east. Downtown Austin has dramatically transformed since the convention center last expanded. During this time, thousands of new residences and hotel rooms, as well as office space, have emerged in Austin's urban core, including the Southeast Quadrant in the immediate vicinity of the Austin Convention Center.

With ongoing development migrating towards the edges of downtown, what was once the edge is now the center of a set of rapidly developing urban districts. A large amount of housing and entertainment venues have sprung up in the Rainey Street district to the south, An innovation district is emerging to the north, the Second Street corridor continues to flourish, and development is pushing into East Austin. The Austin Convention Center is now located at a critical juncture in the city, and has the potential to affect development in every direction.

Given its central location within a rapidly transforming area, it is imperative that the convention center is designed to enhance the physical connections between itself and the adjacent ongoing development. Doing so will allow the Austin Convention Center to integrate with and enhance the surrounding socially and economically active district. Analysis and consideration of emerging projects and developments in the downtown district have informed the scenarios and writings of this report. In order to serve the greater Austin community, in addition to the large number of visitors that are attracted to Austin and supported by the venue, any redevelopment or expansion to the convention center must be considered in concert with the public role that the center plays within the district.

Note:

The emerging projects presented in this section are in various stages of planning, design, construction, and finished completion. Project certainty also varies, and is subject to change.

W > E_FROM CREEK TO CREEK

DISTRICT COOLING PLANT #3_1

BLOCK 185 OFFICE_2

AUSTIN PROPER HOTEL AND RESIDENCES_3

THIRD AND SHOAL OFFICES_4

THE REPUBLIC OFFICES_5

300 COLORADO OFFICE_6

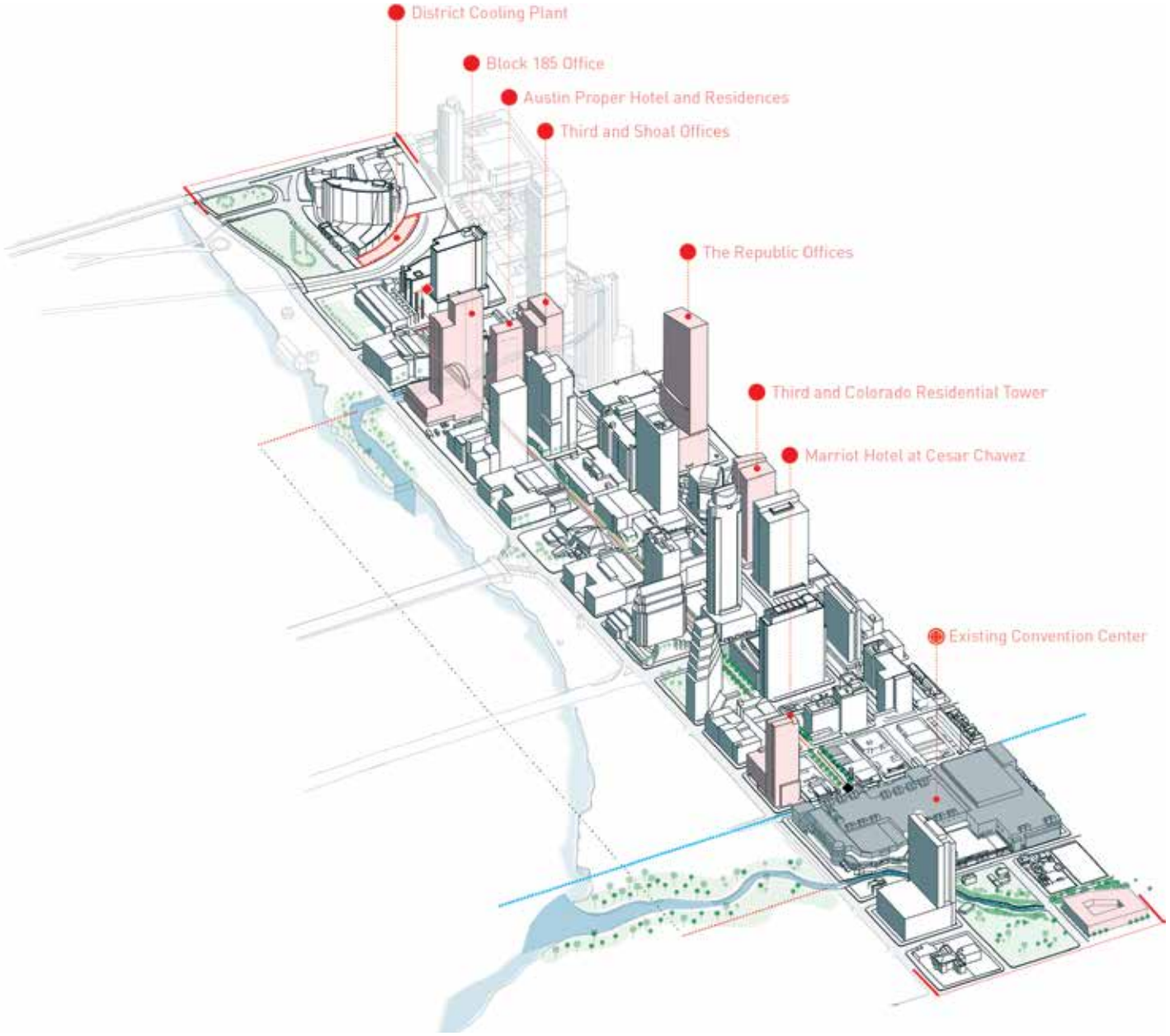
THIRD AND COLORADO RESIDENTIAL TOWER_7

MARRIOT HOTEL AT CESAR CHAVEZ_8

Creek to Creek

The area is bounded on the west by Lamar Blvd, on the north by Fourth Street, on the east by the I-35 frontage road, and on the south by Cesar Chavez Street. Second Street has been redeveloped in recent years with widened sidewalks lined with active street frontage. Along the Second Street corridor are, the Seaholm EcoDistrict, the Green Redevlopment, Second Street District, Congress Avenue, and the Fareground. Second Street terminates into the existing Austin Convention Center.

V1


District Cooling Plant
Block 185 Office
Austin Proper Hotel and Residences
Third and Shoal Offices
The Republic Offices
Third and Colorado Residential Tower
Marriot Hotel at Cesar Chavez
Existing Convention Center

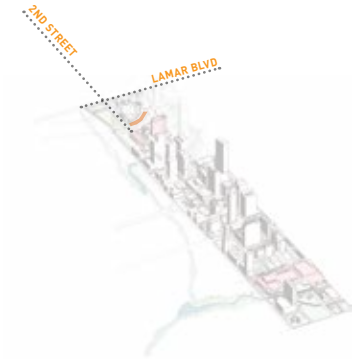
DISTRICT COOLING PLANT #3_1

A-02

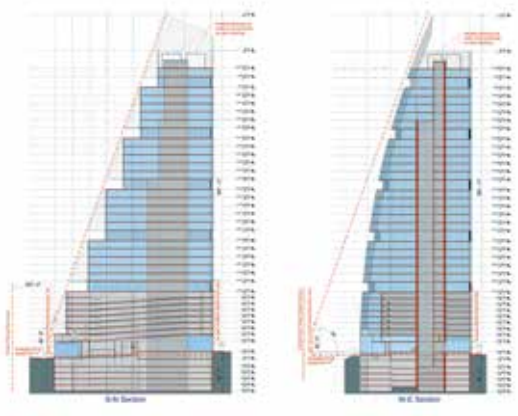
Planned: Austin Energy is proposing to build a new district cooling plant adjacent to the Gables Park Tower and the future Bowie Underpass in Austin's downtown Seaholm EcoDistrict. The project makes use of a small infill parcel that is considered undevelopable for other uses.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	$49 M
EXPECTED COMPLETION	2020



BLOCK 185 OFFICE_2

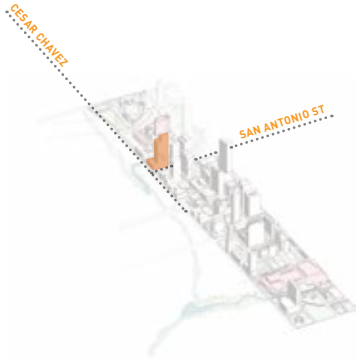


A-03

Planned: The 1.27-acre site will have a high-rise mixed use building with an underground parking garage. This is a proposed 35-story, 593-foot office tower.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

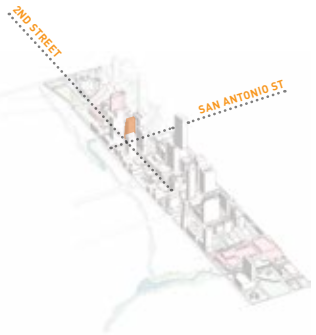


AUSTIN PROPER HOTEL AND RESIDENCES_3

Under Construction: The Tramell Crow Company is working with the Kor Group, a hotel developer, to build a 243-room hotel on Block 188 in the Green Water development just south of the former Austin Music Hall site. The 32 story tower will also have 100 condominium units.

PROJECT DETAILS

SQUARE FOOTAGE	500,000
BUDGET	N/A
EXPECTED COMPLETION	2019

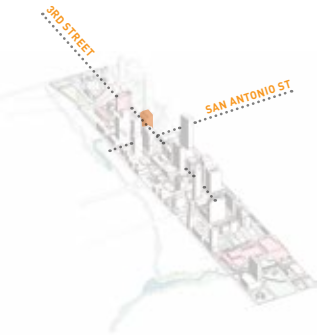


THIRD AND SHOAL OFFICES_4

Under Construction: The project is a 160 unit apartment project with ground floor retail/restaurant. It's a five story mixed-use building with integrated micro-housing units, 8,000 square feet of restaurant space, a parking garage, and live-work spaces with street access.

PROJECT DETAILS

SQUARE FOOTAGE	370,000
BUDGET	N/A
EXPECTED COMPLETION	2019

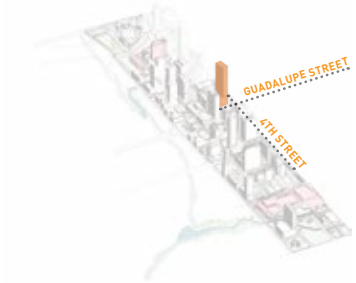


THE REPUBLIC OFFICES_5

Planned: Developer Lincoln Property Co. and partner Phoenix Property Co. proposed a 709 foot, 46 story skyscraper overlooking newly renovated Republic Square. The project is still in its early stages, but would include 687,471 square feet of office, 19,423 square feet of retail, 1,644 parking spaces.

PROJECT DETAILS

SQUARE FOOTAGE	900,000
BUDGET	N/A
EXPECTED COMPLETION	N/A



300 COLORADO OFFICE_6

Under Construction: A 34-story office tower is under construction at 300 Colorado Street. The building will have 340,000 square feet of office space, 10,000 square feet of restaurant space, and 727 parking spaces. The project broke ground in December of 2018.

PROJECT DETAILS

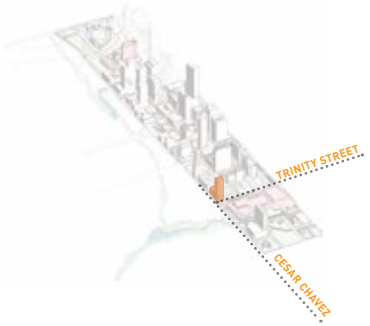
SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

MARRIOT HOTEL AT CESAR CHAVEZ_7

Under Construction: White Lodging Services Corp., downtown Austin's dominant hotel owner, has broken ground on another hotel, this time just west of the Austin Convention Center. Fronting Cesar Chavez, this 27-story Marriot hotel will have 610 rooms and a high-turnover sit-down restaurant, and four levels of underground parking.

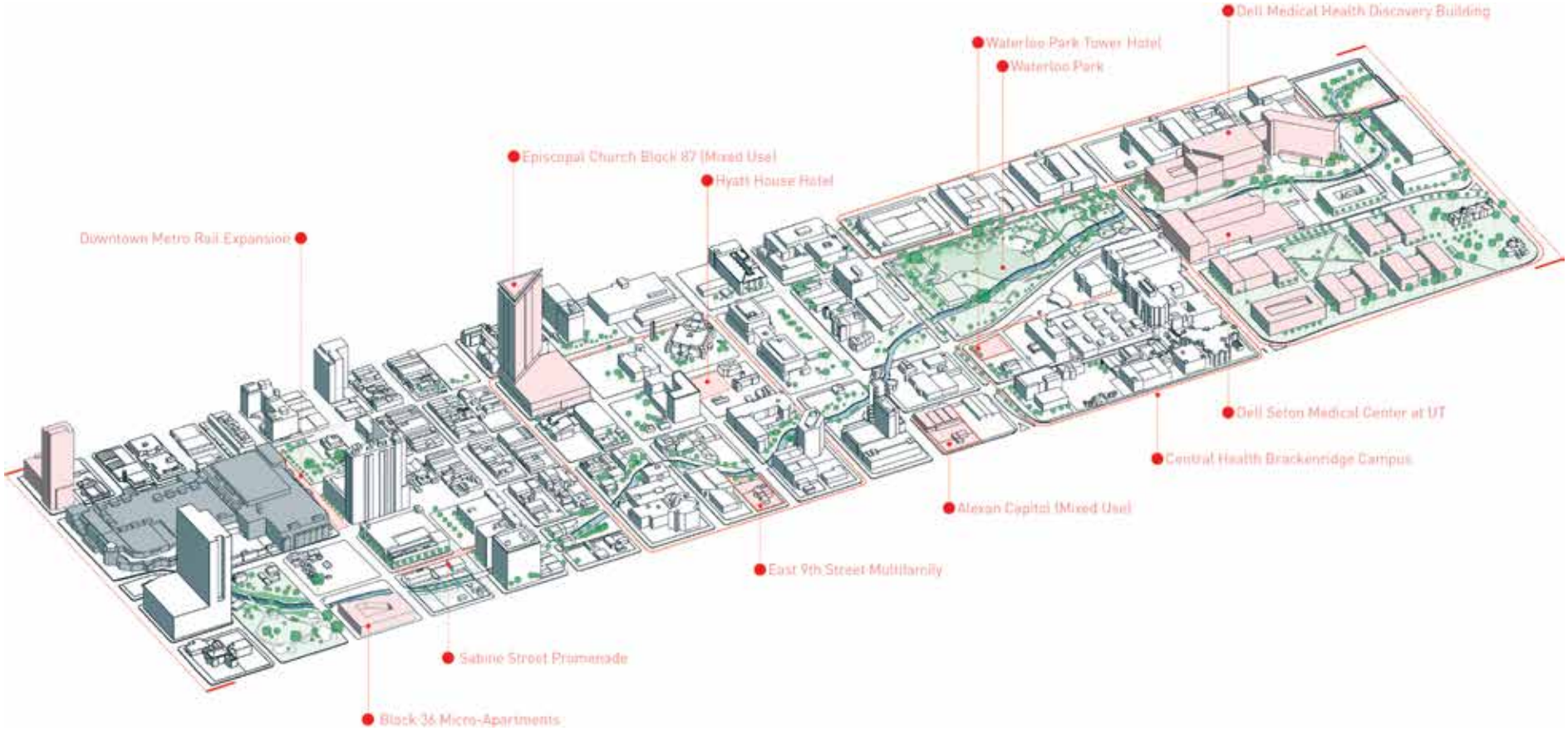
PROJECT DETAILS

SQUARE FOOTAGE	534,000
BUDGET	N/A
EXPECTED COMPLETION	2020



EMERGING PROJECTS_N > S: UP WALLER CREEK

V2


Dell Medical Health Discovery Building
Waterloo Park Tower Hotel
Waterloo Park
Episcopal Church Block 87 (Mixed Use)
Hyatt House Hotel
Downtown Metro Rail Expansion
Dell Seton Medical Center at UT
Central Health Brackenridge Campus
Alexan Capitol (Mixed Use)
East 9th Street Multifamily
Sabine Street Promenade
Block 36 Micro-Apartments

DELL MEDICAL HEALTH DISCOVERY BUILDING_9

Recently Completed: Some of the world's best researchers will make their home in the wet and dry labs in the Health Discovery Building. On the University of Texas They will also have access to advanced imaging equipment and a technology incubator.

PROJECT DETAILS

SQUARE FOOTAGE	260,000
BUDGET	N/A
COMPLETION	2017

DELL SETON MEDICAL CENTER AT UT_10

Recently Completed: A 220 bed hospital, one of four buildings in the first phase of Dell Medical School at the University of Texas at Austin.

PROJECT DETAILS

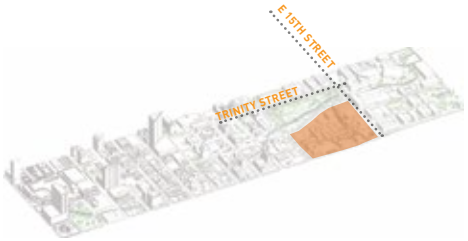
SQUARE FOOTAGE	517,000
BUDGET	$260M
COMPLETION	2017

CENTRAL HEALTH BRACKENRIDGE CAMPUS _11

Planned: Central Health, Travis County's publicly funded health care district is working with community partners and experts on the future reuse and redevelopment of its Brackenridge Campus, following the planned closing of University Medical Center Brackenridge in 2017. Central Health's Brackenridge Campus is a vital community asset that connects the new University of Texas Medical District, including Seton's new state-of-the-art teaching hospital that will replace UMC Brackenridge in 2017, with the Texas State Capitol complex and Downtown Austin, including the city's envisioned Innovation District. The masterplan was approved by the Central Health Board of Managers on Jan 27,2016.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	2035

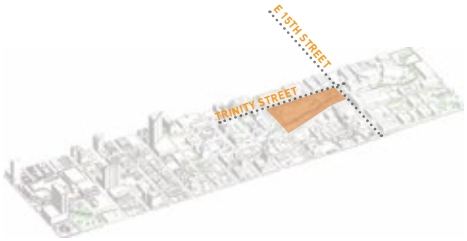


WATERLOO PARK_12

Under Construction: A dramatic makeover of Waterloo Park is underway after work began in September of 2017. Improvements to the park will include the addition of an ampitheater that can accommodate up to 5,000 people, made possible by a $15 million grant from the Moody Foundation. In addition, Waterloo Park will feature a great lawn, a variety of gardens, an elevated promenade, water features, meditative spaces and childrens play spaces. The park is expected to open to the public in late 2019.

PROJECT DETAILS

SQUARE FOOTAGE	11 ACRE
BUDGET	$64M
EXPECTED COMPLETION	2020



WATERLOO PARK TOWER HOTEL _13

Planned: This is a proposed 260 room hotel on the site of the current Brick Oven Pizza, east of Waterloo Park and south of UMC Brackenridge.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

ALEXAN CAPITOL (MIXED USE)_14

Planned: With 30 floors, Alexan Capitol will be the tallest tower in the brand's Texas portfolio to-date. The building's podium includes three subterranean floors of garage, a lobby floor, three floors of parking above the lobby, and a fifth floor with roughly 21,000 square feet of office space. After that, it's an average of 16,500 square feet of residential units per floor as the tower component rises.

PROJECT DETAILS

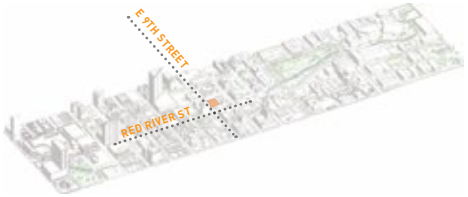
SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

HYATT HOUSE HOTEL _15

Completed: Nine-story, 190 room Hyatt House extended stay hotel is just blocks from the Texas State Capitol, the Austin Convention Center, and Sixth Street. The project includes four stories of underground parking, and 960 square feet of meeting and event space.

PROJECT DETAILS

SQUARE FOOTAGE	284,000
BUDGET	N/A
EXPECTED COMPLETION	2017

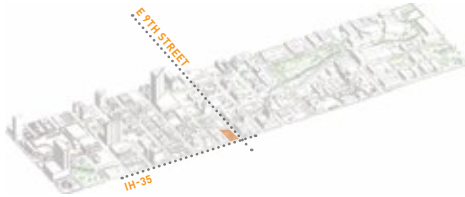


EAST 9TH STREET MULTIFAMILY_16

Planned: The project is a 160 unit apartment project with ground floor retail/restaurant. It's a five story mixed-use building with integrated micro-housing units, 8,000 square feet of restaurant space, a parking garage, and live-work spaces with street access.

PROJECT DETAILS

SQUARE FOOTAGE	136,028
BUDGET	N/A
EXPECTED COMPLETION	N/A



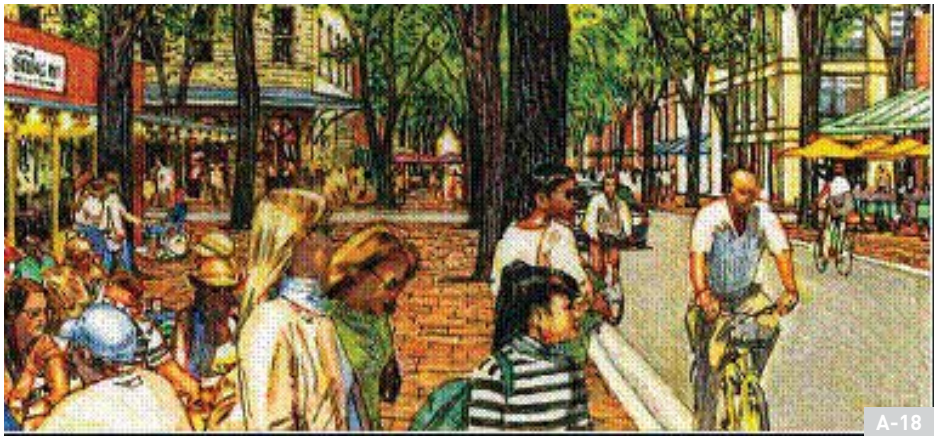
EPISCOPAL CHURCH BLOCK 87 (MIXED USE)_17

Planned: This block will be made up of several components, intricately pieced together to maximize the usability of the site. An Archives building, two office buildings, underground parking, ground floor retail, and a residential tower have been proposed. A Capitol View corridor restricts building height to four stories on about 75% of the site.

PROJECT DETAILS

SQUARE FOOTAGE	~600,000
BUDGET	N/A
EXPECTED COMPLETION	N/A

SABINE STREET PROMENADE_18



Planned: The Sabine Street Promenade, now under design, is the construction of the Sabine Street pedestrian and bike promenade from Fourth Street to Sixth Street. It will be designed in accordance with the Waller Creek District Master Plan.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	$3.4 MIL
EXPECTED COMPLETION	2019

DOWNTOWN METRORAIL STATION EXPANSION_19

Planned: The current downtown station on East Fourth Street has a single track and platform, with room for one car lane in the block between Trinity and Neches streets. The final design will move the station one block east of the current location, and expand to two platforms with three tracks. The station will serve as both a landmark and a hub, and riders will be able to connect to local MetroBus service, electric cab, Car-2-Go, B-cycle, and bicycle trails.

PROJECT DETAILS

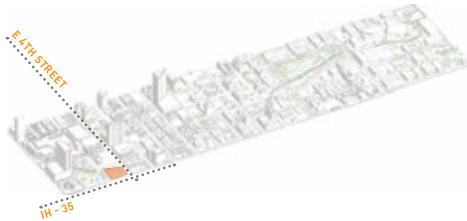
SQUARE FOOTAGE	N/A
BUDGET	$39.4 MIL
EXPECTED COMPLETION	2021

BLOCK 36 MICRO-APARTMENTS_20

Planned: The project is a 160 unit apartment project with ground floor retail/restaurant. It's a five story mixed-use building with integrated micro-housing units, 8,000 square feet of restaurant space, a parking garage, and live-work spaces with street access. The site is restricted by Capitol View Corridors #15 and #17.

PROJECT DETAILS

SQUARE FOOTAGE	136,000
BUDGET	N/A
EXPECTED COMPLETION	2019

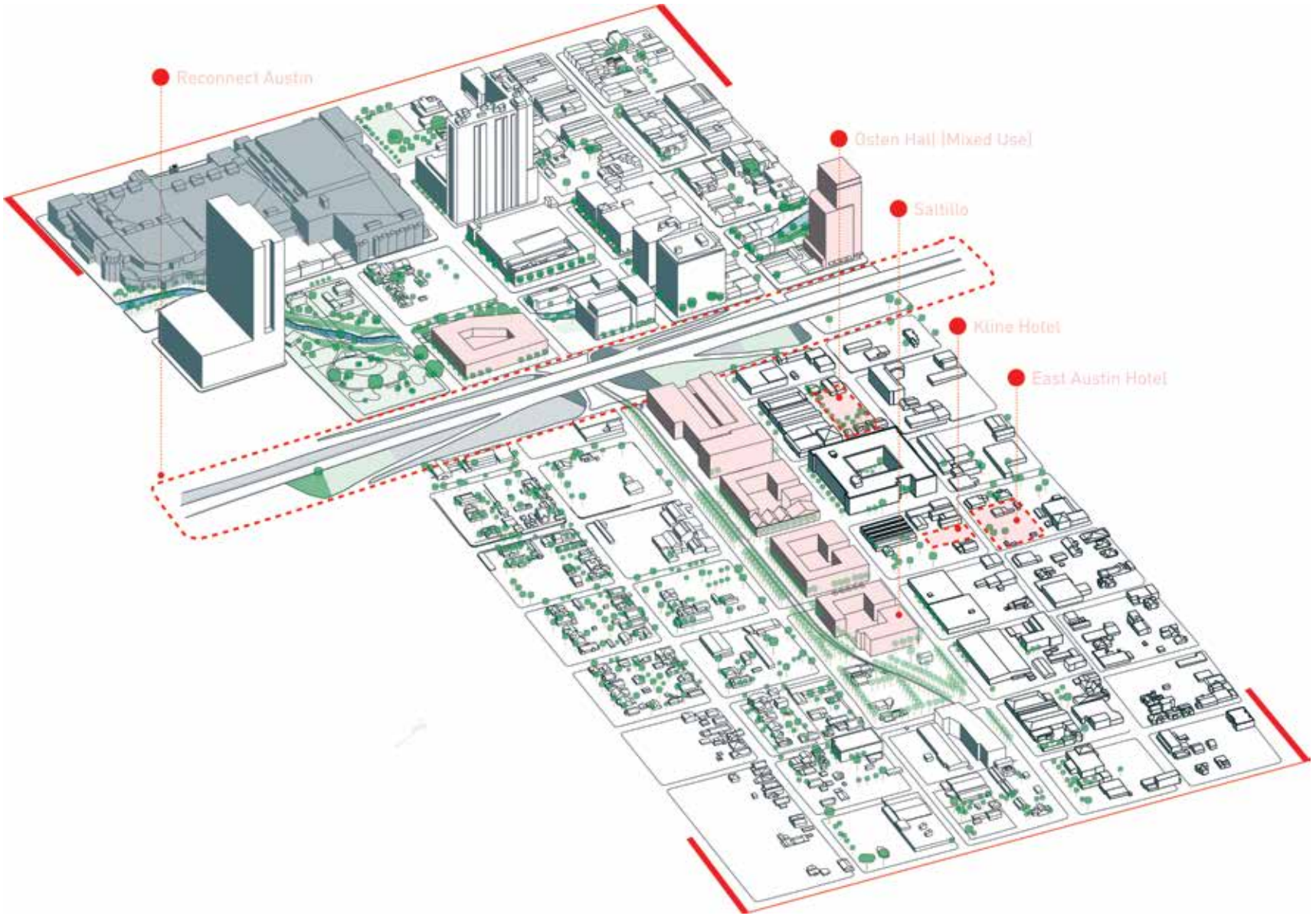


E > W_ACROSS THE INFRASTRUCTURAL DIVIDE

Across The Infrastructural Divide

This sector encompasses projects ranging from Palm Park on the west, to the potential amplification of Capital Metro's rail service with a new Green Line, and a number of projects underway within the Saltillo Transit Oriented Development District. The future status of the I-35 corridor remains the most critical component of the relationship between Downtown and East Austin.

V3



OSTEN HALL (MIXED USE)_21

A-21


A-22

Planned: The project is a four story, mixed-use office building with retail and restaurant space and a robotic parking garage. A demolition permit has been applied for.

PROJECT DETAILS

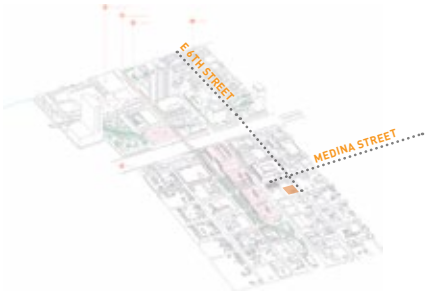
SQUARE FOOTAGE	129,000
BUDGET	N/A
EXPECTED COMPLETION	N/A

KLINE HOTEL_22

Planned: The site has been cleared for this forty-two room boutique hotel with a small 1,700 square foot cafe.

PROJECT DETAILS

SQUARE FOOTAGE	30,000
BUDGET	$8.1 MIL
EXPECTED COMPLETION	N/A



EAST AUSTIN HOTEL_23

Under Construction: Plans for the East Austin Hotel call for roughly 29,000 square foot complex with five buildings that each rise three stories. Plans also call for a swimming pool, courtyard, salon, and restaurant.

PROJECT DETAILS

SQUARE FOOTAGE	136,028
BUDGET	N/A
EXPECTED COMPLETION	JAN, 2019

SALTILLO_24


A-25


A-26

Under Construction: Saltillo Plaza is a six-block, ten acre site which is being developed into a mixed-use, transit oriented development. The project will feature appoximately 800 apartments, with at least fifteen percent being deeply affordable. It will also house 110,000 square feet of retail, 120,000 square feet of office space and more than eighteen acres of public open space with public art. The Red Line tracks that once bisected the site have now been relocated to the south at Fourth Street.

PROJECT DETAILS

SQUARE FOOTAGE	~900,000
BUDGET	N/A
EXPECTED COMPLETION	2019

RECONNECT AUSTIN_25

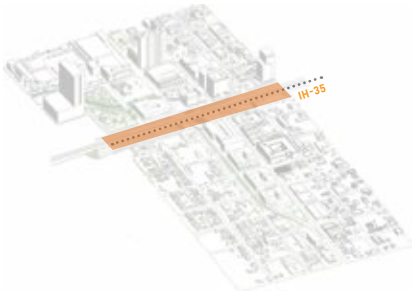

A-27


A-28

Proposed: I-35 is currently the most congested, dangerous highway corridor in Texas. "Reconnect Austin is a grassroots campaign to bury I-35 through Downtown Austin and reclaim this vital corridor as public space and developable land." The campaign's vision is to create a new, civilized boulevard, reconnect East Austin to downtown, mitigate air and water pollution, and provide an economic boost in the form of new, centrally located housing and businesses. Much of Reconnect Austin's focus is directed towards encouraging TxDOT to consider the needs of Austin as they rebuild the stretch of I-35 that extends from Holly St. to 12th Street.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

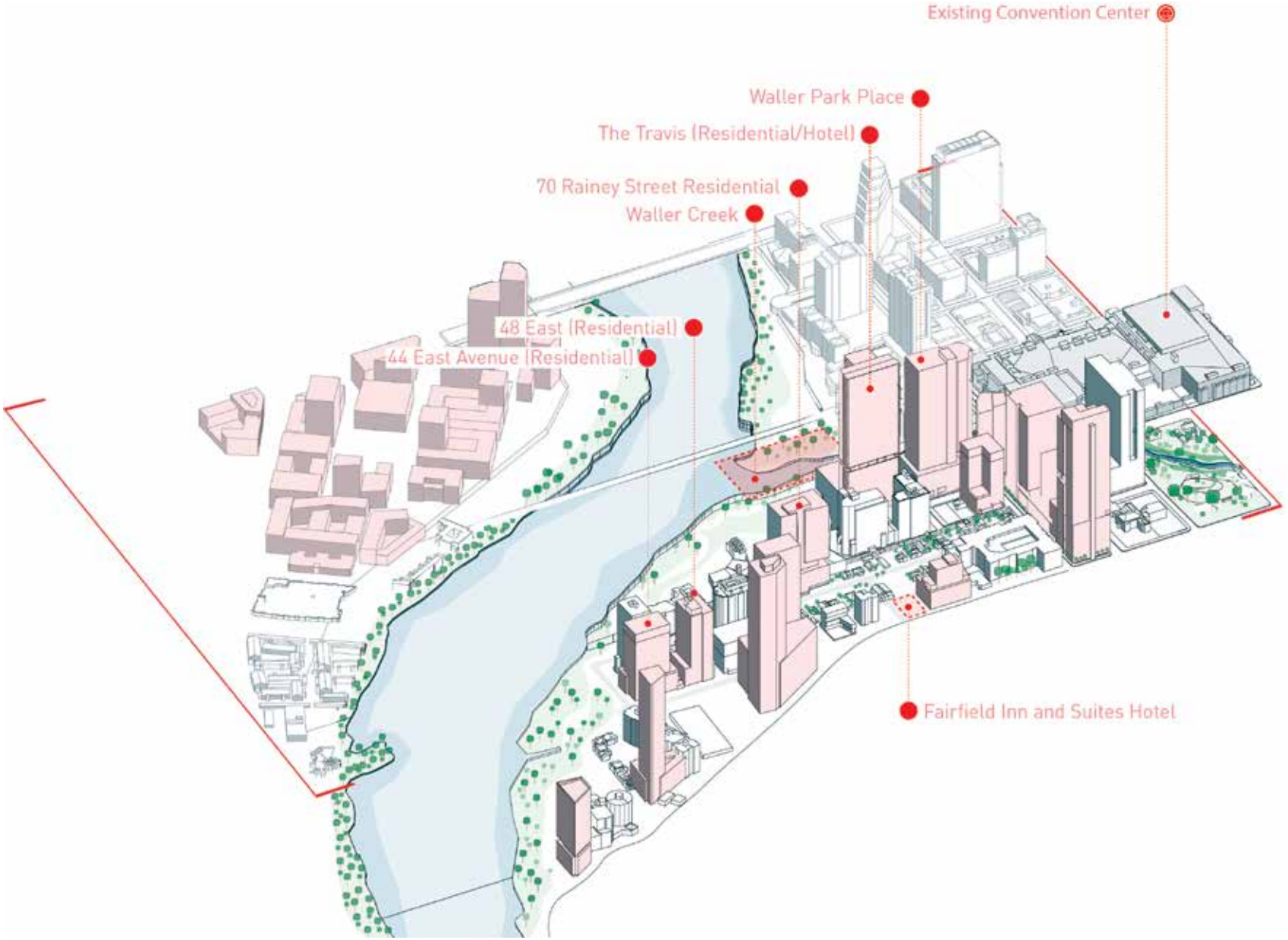


EMERGING PROJECTS_S > N: FROM SOUTHSHORE TO SXSW

Southshore to SXSW

The district, is bounded on the west side by Congress Avenue, on the north by Third Street, on the east by the I-35 frontage road, and on the south by Riverside Drive. This area includes the Southshore Waterfront District, the Rainey Street Historic District, and the edge of the Southeast Quadrant. The diagram V4 shows the South Shore Waterfront redevelopment as proposed. The Rainey Street Historic District is undergoing a significant redevelopment, with a number of mixed-use residential highrises on the way. The southern end of the Waller Creek redevelopment terminates at the edge of Lady Bird Lake.

V4

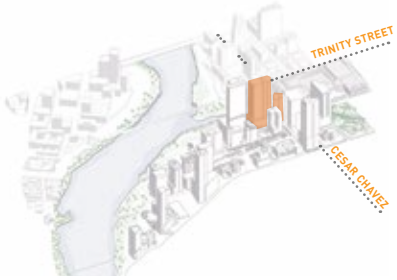

Existing Convention Center
Waller Park Place
The Travis (Residential/Hotel)
70 Rainey Street Residential
Waller Creek
48 East (Residential)
44 East Avenue (Residential)
Fairfield Inn and Suites Hotel

WALLER PARK PLACE_26

Planned: The 1.4 million square foot project, as envisioned, would have three towers with 300,000 square feet of office, a 150 room hotel, 498 residential units, and 60,000 square feet of retail. Demolition was completed in February of 2016, and construction is currently obtaining entitlements.

PROJECT DETAILS

SQUARE FOOTAGE	1.5 MIL
BUDGET	$1B
EXPECTED COMPLETION	TBD



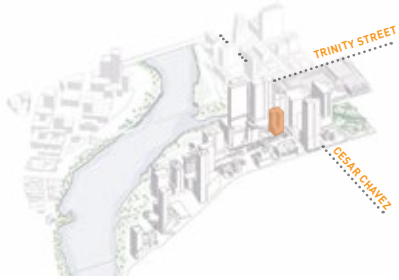
91 RED RIVER_27

A-29 A-30

Planned: The 0.74-acre site will have a 30-story mixed use tower. Project includes 328 apartments, three floors of office space, and ground level retail.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

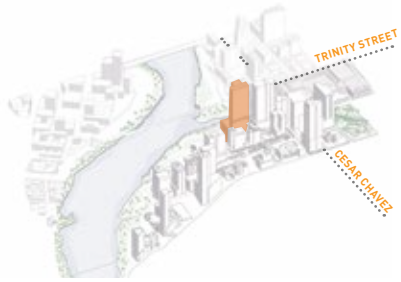


THE TRAVIS (RESIDENTIAL, HOTEL)_28

Planned: The applicant is proposing two towers with parking and associated improvements. The 2.29-acre site will have multifamily residential units and a hotel in two towers.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

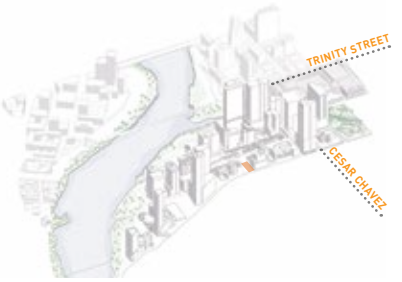


FAIRFIELD INN AND SUITES HOTEL _29

Planned: the 0.3 acre site will have a 107-room hotel.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	N/A

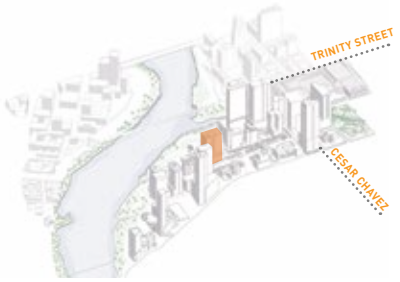


70 RAINEY STREET RESIDENTIAL_30

Under Construction: New York developer Sackman Enterprises has started construction of a 200 unit, thirty-fivestory condominium tower with a ground floor restaurant in the Rainey Street district.

PROJECT DETAILS

SQUARE FOOTAGE	550,00
BUDGET	N/A
EXPECTED COMPLETION	2019



48 EAST RESIDENTIAL_31

Planned: Austin developer Robert Lee is planning a $100 million, thirty-one story condo tower that will be built around the corner from SkyHouse Austin in the Rainey Street district.

PROJECT DETAILS

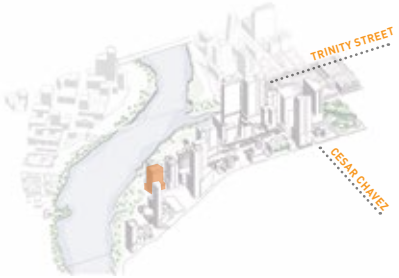
SQUARE FOOTAGE	268,000
BUDGET	~$150 MIL
EXPECTED COMPLETION	N/A

44 EAST AVENUE_32

Planned: A fifty-one story high rise condo tower is planned for Rainey Street. This 545 foot tall project includes 330 condo units, 3,000 square feet of ground floor retail/restaurant space, and 500 parking spots.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	N/A
EXPECTED COMPLETION	FALL 2022



WALLER CREEK _33

Under Construction: The Waller Creek redevelopment, a public-private partnership between the City and the Waller Creek Conservancy, includes the stretch of creek from Lady Bird Lake to Waterloo Park at Fifteenth Steet. The redevelopment will provide the city with two park improvements and three new parks, all connected by a creek-side trail system. This redevelopment will activate a north-south pedestrian corridor on the east side of Downtown.

PROJECT DETAILS

SQUARE FOOTAGE	N/A
BUDGET	$220M
EXPECTED COMPLETION	2025

B_REFERENCE CATALOG_BEST PRACTICES FOR CONVENTION CENTERS

Documented within this appendix are twenty-seven convention center facilities located in cities across North America. They range from modestly sized facilities in secondary markets to extensive facilities in major cities, and establish a comparative basis for evaluating the organizational and programmatic make-up of peer facilities. The selection of convention centers within this appendix is meant to provide a representative sample of conventions centers across the country. In deciding which convention centers to include, attention was directed towards those in urban areas or cultural districts, as well as those without contiguous exhibit space.

Many of the facilities in this appendix are located along the edges of urban centers, separated from the urban fabric, or are adjacent to highways, as was Austin's convention center when first constructed. As newer facilities begin to capitalize upon the urban destinations within which they are situated, this paradigm is changing. Facilities such as those located in Seattle, Cleveland, and Charlotte are challenging the status quo by adapting to their urban situation and expanding their site context to become part of a district. Many, if not most, urban convention centers include ground-floor space dedicated to a combination of civic, public, and retail use that coordinate with the convention center and provide an active street environment. Convention centers selected for comparison and evaluation of best practices represent three size categories of exhibit space: less than 250,000 square feet, 250,000-500,000 square feet, and more than 500,000 square feet. The convention centers within this appendix are organized from smallest amount of exhibit space to largest amount of exhibit space.

Note: The amount of total exhibition, meeting, and ballroom space is detailed for each convention center, as well as the overall building area. Overall building area includes additional categories of space such as restrooms, service areas, and prefunction areas.

BRANSON CONVENTION CENTER
_BRANSON, MISSOUR

WASHINGTON STATE CONVENTION CENTER
_SEATTLE, WASHINGTON

LONG BEACH CIVIC CENTER
_LONG BEACH, CALIFORNIA

SAN DIEGO CONVENTION CENTER
_SAN DIEGO, CALIFORNIA

IRVING CONVENTION CENTER AT LAS COLINAS
_IRVING, TEXAS

CLEVELAND CONVENTION CENTER
_CLEVELAND, OHIO

METRO TORONTO CONVENTION CENTRE
_ONTARIO, TORONTO

PENNSYVANIA CONVENTION CENTER
_PHILADELPHIA, PENNSYLVANIA

MONTEREY CONFERENCE CENTER
_MONTEREY, CALIFORNIA

OREGON CONVENTION CENTER
_PORTLAND, OREGON

AMERICA'S CENTER CONVENTION COMPLEX
_ST LOUIS, MISSOURI

MOSCONE CENTER
_SAN FRANCISCO, CALIFORNIA

GAYLORD TEXAN CONVENTION CENTER
_GRAPEVINE, TEXAS

CHARLOTTE CONVENTION CENTER
_MONTEREY, CALIFORNIA

MIAMI BEACH CONVENTION CENTER
_MIAMI BEACH, FLORIDA

LOS ANGELES CONVENTION CENTER
_LOS ANGELES, CALIFORNIA

VANCOUVER CONVENTION CENTER
_VANCOUVER, BRITISH COLUMBIA

PHOENIX CONVENTION CENTER
_PHOENIX, ARIZONA

HENRY B GONZALEZ CONVENTION CENTER
_SAN ANTONIO, TEXAS

GEORGE R BROWN CONVENTION CENTER
_HOUSTON, TEXAS

PALM SPRING CONVENTION CENTER
_PALM SPRING, CALIFORNIA

MYRTLE BEACH CONVENTION CENTER
_MYRTLE BEACH, SOUTH CAROLINA

SALT PALACE CONVENTION CENTER
_SALT LAKE CITY, UTAH

KAY BAILEY HUTCHISON CONVENTION CENTER
_DALLAS, TEXAS

RALEIGH CONVENTION CENTER
_RALEIGH, NORTH CAROLINA

NASHVILLE MUSIC CITY CENTER
_NASHVILLE, TENNESSEE

DENVER CONVENTION CENTER
_DENVER, COLORADO

BRANSON CONVENTION CENTER

_BRANSON, MISSOURI

Located on the edge of downtown Branson, Missouri, the Branson Convention Center (BCC) features meeting space, and one exhibit hall attached to a ballroom. BCC does not adapt itself well to an urban setting. It is bounded on the south side by a large parking lot, and on the west by a two lane road which offers little in the way of the urban pedestrian experience. To the north, the site features a small green space with wider sidewalks. To the east, the BCC is bounded by a rail line which separates it from the rest of the city. It is part of a larger cultural district, which includes small museums, a flea market, and several restaurants within walking distance along the White River.

SIZE OF EACH SPACE

EXHIBIT SPACE	47,000
MEETING SPACE	11,100
BALLROOM	22,700
OVERALL CC BUILDING AREA	**220,000**

IRVING CONVENTION CENTER AT LAS COLINAS

_IRVING, TEXAS

The Irving Convention Center is located two miles outside of the center of Irving, Texas, and surrounded by undeveloped land on three of its sides, with the Northwest Highway bounding its fourth. It has two column free exhibit halls on its ground floor level.

While it does not adapt itself to an urban setting, it is part of a growing entertainment and business district. The center is also located along a DART stop.

SIZE OF EACH SPACE

EXHIBIT SPACE	49,000
MEETING SPACE	11,000
BALLROOM	26,000
OVERALL CC BUILDING AREA	**275,000**

MONTEREY CONVENTION CENTER

_MONTEREY, CALIFORNIA

The Monterey Convention Center (MCC) is situated in the heart of Monterey California, surrounded by a single-family residential neighborhood, Brandman University, and within walking distance of the Municipal Wharf, where event-goers can choose from a variety of restaurants, retail, and local attractions. The MCC features multiple discontiguous ballrooms, all of which are column free but located on separate levels of the building. The building blends in nicely with its urban surroundings, with a large public plaza in front of the entrance, and wide sidewalks on the street frontages.

SIZE OF EACH SPACE

EXHIBIT SPACE	20,000
MEETING SPACE	50,000
BALLROOM	41,000
OVERALL CC BUILDING AREA	N/A

GAYLORD TEXAN CONVENTION CENTER

_GRAPEVINE, TEXAS

The Gaylord Texan Convention Center is located on 150 acres on the edge of Grapevine, Texas. The site is bounded on its northern/eastern sides by a waterfront view of Grapevine Lake, and on its southern/western sides by a single family residential neighborhood. It is not a part of any larger cultural district, and does not adapt itself to an urban setting. This convention center is meant to be a destination retreat. The exhibition space here is contiguous but interrupted by a grid of columns spaced approximately forty feet apart.

SIZE OF EACH SPACE

EXHIBIT SPACE	179,500
MEETING SPACE	60,000
BALLROOM	116,000
OVERALL CC BUILDING AREA	493,000

VANCOUVER CONVENTION CENTRE

_VANCOUVER, BRITISH COLUMBIA

Vancouver's new Convention Centre is a valuable example of the growing desirability of flexible non-exhibit spaces, multiple levels, and sustainability. These spaces are used for local community events just as they can be used for convention events. The Centre runs adjacent to a public waterfront trail and is within walking distance to the Waterfront transportation hub. To solve a difference in elevation across the site, circulation is split into different levels affecting service and location of spaces. There are two buildings as part of the complex, an east and a west building.

SIZE OF EACH SPACE

EXHIBIT SPACE	316,000
MEETING SPACE	84,000
BALLROOM	69,300
OVERALL CC BUILDING AREA	**2,120,000**

PALM SPRINGS CONVENTION CENTER

_PALM SPRINGS, CALIFORNIA

The Palm Springs Convention Center (PSCC) is a resort-style convention center surrounded by suburban levels of density. It integrates itself into its surroundings well, offering generous pedestrian sidewalks and shade trees.
The PSCC is not a part of any larger cultural district, as there are few amenities in the surrounding area. Many of the lots that are not residential are either parking lots or undeveloped land. The PSCC features five large, contiguous, column-free exhibit spaces with an associated array of ballrooms on the same level.

SIZE OF EACH SPACE

EXHIBIT SPACE	92,000
MEETING SPACE	15,800
BALLROOM	20,000
OVERALL CC BUILDING AREA	**261,000**

RALEIGH CONVENTION CENTER

_RALEIGH, NORTH CAROLINA

The Raleigh Convention Center (RCC) is located in the heart of downtown Raleigh, North Carolina. The convention center is surrounded by midrise office, residential, and hotel and is within walking distance to a couple of local parks. The surrounding cultural district features a number of restaurants, bars, and art galleries. The RCC contains three contiguous, column free exhibit halls.

SIZE OF EACH SPACE

EXHIBIT SPACE	150,000
MEETING SPACE	29,000
BALLROOM	32,000
OVERALL CC BUILDING AREA	**500,000**

WASHINGTON STATE CONVENTION CENTRE

_SEATTLE, WASHINGTON

The Washington State Convention Center (WSCC) is located in the heart of downtown Seattle. The convention center is apart of a larger cultural district, which includes shops, theaters, hotels, and a variety of dining options. It is also within walking distance of Pike Place Market, one of the oldest continuously operated farmers' markets in the United States. The WSCC features four exhibition halls, split into two contiguous groupings.

SIZE OF EACH SPACE

EXHIBIT SPACE	205,000
MEETING SPACE	57,000
BALLROOM	39,732
OVERALL CC BUILDING AREA	**414,722**

HUNTINGTON CONVENTION CENTER OF CLEVELAND

_CLEVELAND, OHIO

Cleveland's 2013 redevelopment of the Huntington Convention Center strategically fits within the historic Daniel Burnham designed Group Plan District. In so doing, it expands the original public park, which is the centerpiece of the project by locating the bulk of the new facility underground. The facility extends under the street so as not to interrupt the urban grid.

Additional program located around the edges of the park in a series of connected buildings fit within the massing of the existing buildings. The exhibition halls are connected to the adjacent Hilton hotel and a pre-existing large fixed seat auditorium. The exhibition halls are not clear span due to the required 20-30 foot ceiling heights within much of the facility.

SIZE OF EACH SPACE

EXHIBIT SPACE	225,000
MEETING SPACE	53,600
BALLROOM	43,200
OVERALL CC BUILDING AREA	**410,000**

OREGON CONVENTION CENTER

_PORTLAND, OREGON

The Oregon Convention Center (OCC) is located just across the Willamette River from downtown Portland, in a low-density commercial area called the Lloyd District. Similar to the Austin Convention Center, the OCC's proximity to a river situates it within walking distance of an important cultural and recreational asset. However, unlike the Austin Convention Center, options for eating or entertainment in the area are sparse. The OCC is accessible via sidewalks on three of its four sides. The fourth side, is a dedicated service entryway fronting Highway 5 and is not particularly pedestrian friendly. The OCC offers 255,000 square feet of contiguous, column-free exhibit space, with fifty-two meeting rooms and two grand ballrooms.

SIZE OF EACH SPACE

EXHIBIT SPACE	255,000
MEETING SPACE	53,000
BALLROOM	59,400
OVERALL CC BUILDING AREA	**1,000,000**

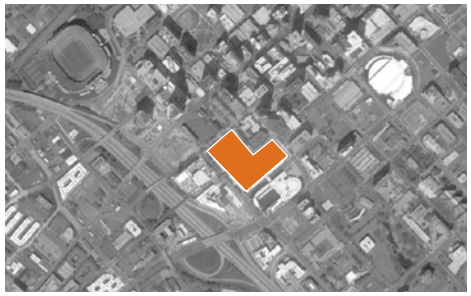
CHARLOTTE CONVENTION CENTER

_CHARLOTTE, NORTH CAROLINA

Like Austin, Charlotte's downtown is growing and now has a close relationship to the convention center. Originally built in 1995, the remodel engages the city streets and is open to the public. An internal food court attracts the people who work downtown and serves as an interior passage from the parking structure to adjacent attractions. Entrances are designed to face the termination of vehicular streets and bring visitors into the food court central to exhibition hall access.

SIZE OF EACH SPACE

EXHIBIT SPACE	280,000
MEETING SPACE	112,000
BALLROOM	75,000
OVERALL CC BUILDING AREA	**1,300,000**



PHOENIX CONVENTION CENTER

_PHOENIX, ARIZONA

The Phoenix Convention Center (PCC) is located in the heart of the Downtown. The area surrounding the PCC is similar to the blocks consists of office buildings, hotels, restaurants/bars, and a small segment of residential program. The PCC is split between two separate buildings. The largest of the two features four levels, with the top and bottom levels dedicated to exhibition space. The bottom level features approximately 312,500 square feet of contiguous exhibition space, while the top level provides another 190,000 square feet. The exhibit halls are not column free. The second, smaller building features meeting rooms, an Executive Conference Center, and a ballroom on its top floor.

SIZE OF EACH SPACE

EXHIBIT SPACE	312,500
MEETING SPACE	213,700
BALLROOM	46,000
OVERALL CC BUILDING AREA	**900,000**

MYRTLE BEACH CONVENTION CENTER

_MYRTLE BEACH, SOUTH CAROLINA

The Myrtle Beach Convention Center (MBCC) is located in Myrtle Beach, South Carolina. It is within amongst a suburban neighborhood and does not respond to any urban conditions. It is located just over a quarter of a mile from the beach, but this cultural and recreational asset is not easily accessible by pedestrians, because North Kings Highway falls in between the two. On the other side of the highway, there are also a number of restaurants, cafes and retail shopping options. The MBCC features 108,000 square feet of contiguous, column free exhibit space.

SIZE OF EACH SPACE

EXHIBIT SPACE	108,000
MEETING SPACE	8,000
BALLROOM	17,000
OVERALL CC BUILDING AREA	**250,000**

MUSIC CITY CENTER

_NASHVILLE, TENNESSEE

Nashville is a town known for music and culture. The convention center recognizes it's greatest attraction was the city of Nashville's special culture. In 2006, Nashville built an entirely new downtown convention center large enough and designed to attract 75% of the convention center market. In 2013, the building was opened in a big local festival, emphasizing a new relationship to the community. In the single month of June, Music City Center generated $74.9 million in economic impact for the city Within five years of opening, the MCC reports $1.8 Billion in direct economic impact, adding 1000 jobs to the city, internal revenue that greatly exceeds predictions, and has been reporting monthly profits.

SIZE OF EACH SPACE

EXHIBIT SPACE	353,000
MEETING SPACE	82,000
BALLROOM	75,400
OVERALL CC BUILDING AREA	**2,100,000**

LONG BEACH CIVIC CENTER

_LONG BEACH, CALIFORNIA

The Long Beach Convention Center is located in the heart of Long Beach's downtown waterfront, in the nation's second largest metro market. The Center features more than 400,000 square feet of flexible exhibit and meeting space, two theaters, four ballrooms, an arena and thirty-four multi-purpose meeting rooms.

The glass-domed Promenade Atrium, with sweeping views of the scenic waterfront and downtown skyline is used for pre-functions, receptions and special events.

SIZE OF EACH SPACE

EXHIBIT SPACE	224,000
MEETING SPACE	41,200
BALLROOM	86,000
OVERALL CC BUILDING AREA	**572,387**

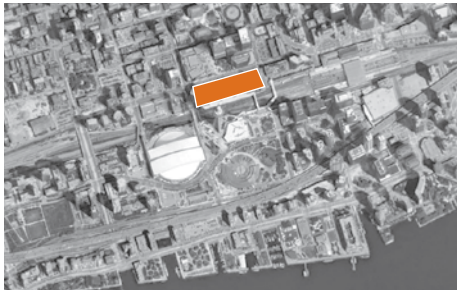
METRO TORONTO CONVENTION CENTRE

_ONTARIO, TORONTO

The Metro Toronto Convention Centre (MTCC) is located in the Old Toronto District. It is a highly urbanized area, with a number of high-rise residential and office buildings in the vicinity. The MTCC is separated into two distinct buildings, one on either side of the city's main transportation line. This creates a unique servicing strategy, where the convention center as a whole is serviced from the middle. A sky bridge connects the two buildings. Like the Austin Convention Center, the MTCC has a clear front and back of house. The MTCC has two clusters of exhibit hall space. One cluster of exhibit halls features 250,000 square feet of contiguous space, and the other, 182,000 square feet.

SIZE OF EACH SPACE

EXHIBIT SPACE	442,000
MEETING SPACE	129,900
BALLROOM	78,000
OVERALL CC BUILDING AREA	**600,000**



AMERICA'S CENTER CONVENTION COMPLEX

_ST LOUIS, MISSOURI

The America's Center Convention Complex (ACCC) is located on the northern edge of downtown St. Louis, Missouri. Like the Austin Convention Center, the ACCC is bounded on one side by a highway, and benefits from close proximity to a river. Small portions of the ACCC provide acceptable accommodations for pedestrians, but over 50% of the complex's street frontage is treated as "back of house" service entryways. The ACCC features 502,000 square feet of contiguous exhibit space (with columns), part of which can be converted into an arena for concerts, speakers, and related gatherings. There are also four distinct meeting facilities.

SIZE OF EACH SPACE

EXHIBIT SPACE	502,000
MEETING SPACE	_
BALLROOM	28,000
OVERALL CC BUILDING AREA	-

MIAMI BEACH CONVENTION CENTER

_MIAMI BEACH, FLORIDA

The Miami Beach Convention Center (MBCC) is located in the middle of the City Center District. The immediate surroundings are a mixture of low-rise apartments, hotels, restaurants, retail, and entertainment, all within walking distance. As is common with many of the older convention centers, there is a clear distinction between "front of house" and "back of house." Consequently, entire sides of the MBCC are off-limits to pedestrians, making it difficult to navigate around the building. The MBCC, a single story building, includes 491,651 square feet of contiguous exhibit space surrounded by meeting rooms, pre-function space, administrative offices, and service docks.

SIZE OF EACH SPACE

EXHIBIT SPACE	492,000
MEETING SPACE	125,900
BALLROOM	125,000
OVERALL CC BUILDING AREA	1,400,000

HENRY B. GONZALEZ CONVENTION CENTER

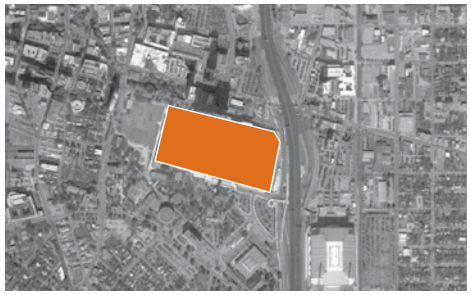
_SAN ANTONIO, TEXAS

San Antonio can be expected to have similar construction costs per square foot as Austin. The 2016 expansion increased square footage by 20%. The renovation and expansion included demolishing the west wing to make room for the development of Hemisfair Park and a park connection to San Antonio's famous River Walk.

The renovation and expansion included the integration of the latest technology and the flexibility for future technological updates. Technology and digital connectedness is a hallmark of the Austin Convention Center, but with rising efforts to match or exceed it it will likely not remain a discernible advantage.

SIZE OF EACH SPACE

EXHIBIT SPACE	497,000
MEETING SPACE	120,300
BALLROOM	94,300
OVERALL CC BUILDING AREA	**1,600,000**



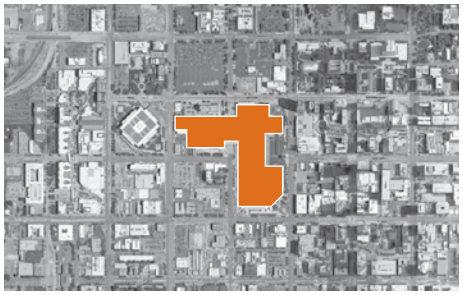
SALT PALACE CONVENTION CENTER

_SALT LAKE CITY, UTAH

The Salt Palace Convention Center (SPCC) is located on the northern edge of Downtown Salt Lake City, Utah. There hotels, shops, restaurants, and entertainment options within walking distance. Tree-lined sidewalks wrap around the edges of the SPCC, and a couple of public pocket parks enhance the pedestrian experience. The loading dock area is similar to that of the current Austin Convention Center; given that there is no possibility for street frontages in this loading area, it creates a dead zone for pedestrians. The SPCC features 515,000 square feet of contiguous exhibit hall space.

SIZE OF EACH SPACE

EXHIBIT SPACE	515,000
MEETING SPACE	164,000
BALLROOM	45,400
OVERALL CC BUILDING AREA	**679,000**



BOSTON CONVENTION AND EXHIBITION CENTER

_BOSTON, MASSACHUSETTS

The Boston Convention and Exhibition Center (BCEC) is located in the Seaport District, less than a mile from the Downtown Financial District. The Seaport District is more industrial than it is urban, and the BCEC is surrounded by an abundance of undeveloped land, most of which is currently used for parking. The front of the BCEC opens onto Summers Street, providing visitors with easy public transit access to the airport. The BCEC is notable for its efficiency more than it is for its response to urban context. There is little to no pedestrian access on three of the four sides of the BCEC. It features 516,000 square feet of column-free, contiguous exhibit space, with state of the art video technology.

SIZE OF EACH SPACE

EXHIBIT SPACE	516,000
MEETING SPACE	152,000
BALLROOM	41,000
OVERALL CC BUILDING AREA	**2,100,000**

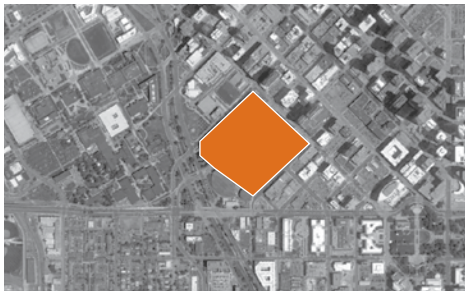
THE COLORADO CONVENTION CENTER

_DENVER, COLORADO

The Colorado Convention Center (CCC) is located on the southern edge of Downtown Denver, positioned within walking distance of a number of shops, restaurants, bars, and entertainment options. Unlike most of the other convention centers included in this analysis, the CCC has pedestrian accessibility on all four sides. However, large portions of these outer edges have no retail/restaurant frontage, which can create pedestrian dead zones. Loading docks are integrated into the building via a ramp system that shuttles trucks up to the third floor exhibit hall level. The CCC features 584,000 square feet of contiguous exhibition hall, but this is not column-free space.

SIZE OF EACH SPACE

EXHIBIT SPACE	584,000
MEETING SPACE	100,000
BALLROOM	85,000
OVERALL CC BUILDING AREA	**2,200,000**



SAN DIEGO CONVENTION CENTER

_SAN DIEGO, CALIFORNIA

The San Diego Convention Center (SDCC) is located on the southern edge of Downtown San Diego, California, with a waterfront view of the bay. The sides of the building that face Downtown are pedestrian friendly, with large shade awnings extending over the sidewalks. However, there is no retail/ restaurant frontage, creating dead zone areas. Like the Austin Convention Center, there is a clear "front of house/back of house" relationship between the SDCC and its surroundings. The loading dock creates an especially uninviting pedestrian experience on the side facing the San Diego Bay, arguably the SDCC's second greatest asset behind the Downtown District. The SDCC features 525,000 square feet of contiguous exhibit hall, with columns.

SIZE OF EACH SPACE

EXHIBIT SPACE	525,000
MEETING SPACE	96,000
BALLROOM	81,670
OVERALL CC BUILDING AREA	**2,600,000**

PENNSYLVANIA CONVENTION CENTER

_PHILADELPHIA, PENNSYLVANIA

The Pennsylvania Convention Center (PCC) is located on the north side of the Center City District. This area, along with neighboring Chinatown, is highly urbanized and offers numerous options for shopping, and entertainment. Like the Austin Convention Center, the PCC is located a couple of blocks from a busy highway (the Vine Street Expressway), however, in this case the highway is buried. Bridges at each block allow for easy access into the neighborhood of Callowhill, just beyond. North 13th Street cuts through the PCC, creating a dark tunnel for vehicular access. The PCC features 528,000 square feet of contiguous exhibit space.

SIZE OF EACH SPACE

EXHIBIT SPACE	679,000
MEETING SPACE	204,000
BALLROOM	87,400
OVERALL CC BUILDING AREA	**2,600,000**

MOSCONE CENTER

_SAN FRANCISCO, CALIFORNIA

The Moscone Center (MC) is located just south of the Financial District in San Francisco, California. The most recent update and addition was completed in 2017. All additions, renovations, and rebuilds after the original 1980's center aimed to preserve the existing block size - two times that of Austin's blocks - and street right-of-ways by connecting the three distinct buildings via sky bridges or underground levels. The location of the center provides a close connection to downtown attractions and many public transportation options such as Powell Street Station, two blocks away. The exhibit halls are underground and include multiple adjacent halls that connect in a column free space spanning many city blocks.

SIZE OF EACH SPACE

EXHIBIT SPACE	504,000
MEETING SPACE	256,225
BALLROOM	92,700
OVERALL CC BUILDING AREA	**2,000,000**

LOS ANGELES CONVENTION CENTER

_LOS ANGELES, CALIFORNIA

The Los Angeles Convention Center (LACC) is located southeast of Downtown Los Angeles, and is bounded on the southwestern side by highways, on the northern side by Staples Center, and eastern side by a low rise office and residential neighborhood. Two sides of the LACC provide adequate sidewalk space for pedestrians, however, the sides facing the highways have no pedestrian accessibility. The LACC could benefit greatly from an active retail/restaurant scene on the ground level, in order to improve the pedestrian experience and prevent a deadzone area. The LACC features two separate exhibition halls, one with 346,000 square feet and the other with 210,000 square feet. There is no ballroom.

SIZE OF EACH SPACE

EXHIBIT SPACE	720,000
MEETING SPACE	147,000
BALLROOM	-
OVERALL CC BUILDING AREA	**740,520**

GEORGE R BROWN CONVENTION CENTER

_HOUSTON, TEXAS

The George R. Brown Convention Center (GBCC) is located on the eastern edge of Downtown Houston, Texas. There are a number of hotels, restaurants, cafes, and sports arenas in the area. Many of the best restaurants and bars, however, are located on the other side of Highway 59. The GBCC fronts Discovery Green, a large urban park with concerts, concessions, and family friendly activities. The western facade of the GBCC is pedestrian friendly, with shade awnings, outdoor eating areas, and a number of pedestrian crossing points. Like the current Austin Convention Center, the GBCC represents a roadblock toward achieving connectivity with the east side of town. The GBCC features 862,000 square feet of exhibit space, with columns.

SIZE OF EACH SPACE

EXHIBIT SPACE	862,000
MEETING SPACE	101,943
BALLROOM	94,316
OVERALL CC BUILDING AREA	**1,800,000**

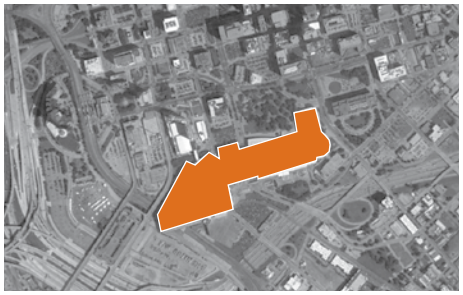
KAY BAILEY HUTCHISON CONVENTION CENTER

_DALLAS, TEXAS

The Kay Bailey Hutchinson Convention Center (KBHCC) is located on the southern edge of Downtown Dallas, which is a relatively low density area, despite its proximity to the city's center. Like many of the convention centers from this era, the KBHCC does little to integrate itself into the larger urban systems in the area. There is little in the way of pedestrian accessibility, roads pass underneath portions of the convention center, creating dark, unpleasant corridors. Furthermore, there are limited options for dining and entertainment within a walkable distance, making the KBHCC highly dependent on the automobile. The KBHCC features 724,000 square feet of contiguous exhibition space, with columns.

SIZE OF EACH SPACE

EXHIBIT SPACE	1,000,000
MEETING SPACE	98,900
BALLROOM	65,000
OVERALL CC BUILDING AREA	**2,000,000**



C_ESTIMATING ECONOMIC IMPACT

Note: This appendix was written by Dr. Greg Hallman and Dr. Jake Wegmann, to outline the research team's methodology to estimating economic impact.

Methodology

1) We assume that the incremental economic impact to the City of Austin from the proposed convention center expansion comes from out-of-town visitors spending money in the Austin economy. When out-of-town visitors attend convention center activities in Austin, they bring spending to the Austin economy from outside the Austin economy. We therefore view this as truly incremental spending brought to Austin as a result of the presence of the convention center. One of the goals of the proposed convention center expansion is to increase the size of conventions in Austin and therefore the overall number of out-of-town convention attendees. Our spreadsheet model is built to estimate incremental measures of economic impact that are associated with incremental out-of-town convention attendees created through the expansion of the convention center. Convention center activities that attract a local audience, e.g., consumer

events such as boat shows, or auto shows,or home improvement shows, re-arrange spending by Austin residents within the Austin economy, but do not provide the incremental economic impact of out-of-town convention attendees bringing new money into the local Austin economy.

2) We estimate the economic impact of operating the proposed expanded convention center across a range of possible future convention attendance figures, representing a Base Case, an Upside Case, and a Downside Case. We construct and use a basic Microsoft Excel spreadsheet model to estimate future economic impacts to the City of Austin from potential increased convention center attendance, including hotel and restaurant spending and associated city tax revenue, convention center revenues and expenses, and associated private development and tax revenue.

3) Our basic Excel model runs off estimates of future convention attendees and overnight guests. We estimate attendance and overnight guests based on historical Austin Convention Center data, along with attendance figures at peer convention centers in Nashville and Denver. Future attendance is not estimated by any kind of statistical model, and the attendance range can be easily adjusted in the model. Using the provided range of attendance figures, the model calculates convention center revenues and expenses and Net Operating Income (NOI), direct spending on hotel nights and restaurant meals by out of town visitors, and associated hotel and restaurant tax revenue. We believe the range of projected future attendance used in this report–700,000 total annual attendees in the Base Case, 1,000,000 in the Upside Case, and 550,000 in the Downside Case–provides a reasonably wide view of the possible future economics of an expanded convention center. Users of the model can easily estimate economic impacts for any projected number of attendees by changing the attendance and overnight figures on the model spreadsheet's Assumptions tab.

4) To complete the economic impact analysis, we use IMPLAN, a widely-used total economic impact calculator, to estimate total economic impact to the Austin economy, including direct hotel and restaurant spending, and indirect or induced spending throughout the local Austin economy. IMPLAN is a type of economic model known as an input/output model. It accounts for the extent to which spending ripples between various sectors of a local or statewide economy, and allows for estimates of job creation and tax revenues that accrue as a result. Originally developed in the mid 1970s by the United States Forest Service in partnership with the Federal Emergency Management Agency (FEMA), IMPLAN was originally created to model the impacts of natural resource outputs on local economies. In the mid 1980s, IMPLAN was assumed by the University of Minnesota and then later spun off as a private company. Today, it is widely used by various public and private entities across the United States and is arguably the best-known economic impact model. Our usage of IMPLAN resulted in a 1.59 multiplier computed for restaurant and hotel spending in Travis County. Travis County represents the closest available geographic match for the City of Austin.

Estimating Model Inputs

5) The first step in our economic impact calculation is estimating future attendance at an expanded Austin convention center. We considered recent historical attendance at the current Austin Convention Center, the Music City convention center in Nashville, and the Colorado Convention Center in Denver, along with attendance and overnight figures contained in a 2017 PricewaterhouseCoopers (PwC) Convention Center Report (the most recent available version of this industry report). We also considered Visit Austin's Lost Business File, which contains a list of conventions that inquired about using the Austin Convention Center but decided to go to another convention center due to space limitations at the Austin Convention Center, and/or an inability to hold larger conventions or multiple concurrent smaller conventions.

6) We used the lost business file and actual room nights to construct a "but for" room nights figure for 2017. Visit Austin keeps a record of all inquiries from potential conventions and calculates the potential room nights for each piece of lost business. For each piece of feasible lost business in 2017 (i.e., the lost business could be accommodated in an expanded convention center), we recorded the number of lost room nights, and we summed across all lost events and lost room nights for 2017. Our 2017 lost business analysis suggests that room nights at an expanded Austin Convention Center could have been 730,486, which is 462,575 greater than the actual convention center attendee room nights in 2017 of 267,911.Admittedly our analysis provides somewhat of a best case for attendance and room nights at an expanded Austin Convention Center, but the scale of the figures suggests that there is additional business and room nights available to the Austin Convention Center if it expands to accommodate larger conventions.

7) The current Austin Convention Center contains roughly 367,000 square feet of leasable space (~247,000 sq ft of exhibition space, 64,000 square feet of ballroom space, and 56,000 square feet of meeting room space). The expansion options presented in the design section of this report envision an expanded Austin Convention Center with between 532,042 leasable square feet in the smallest expansion option (Scenario 4.2), and 911,220 square feet in the largest expansion option (Scenario 5.1). Music City Center in Nashville contains 504,740 square feet of leasable space and has average attendance of 637,938 over the last three years, 2015-2017. The Colorado Convention Center in Denver contains 769,000 square feet of leasable space and has averaged 955,702 in annual attendance over the last three years, 2015-2017.

8) The PwC convention center report sizes convention centers based on their exhibition space and classifies convention centers with between 200,000 and 499,000 square feet of exhibition space as "Medium," and centers with 500,000 or more square feet of exhibit space as "Large." By this classification, the Music City Convention Center in Nashville, with 353,140 square feet of exhibit space, is in the middle of the "Medium" range, and the Colorado Convention Center in Denver, with 584,000 square feet of exhibit space, as the lower end of the "Large" range. In terms of design scenarios, Scenario 5.2 has only 154,000 square feet of exhibit space, and would be considered "Medium-Small", Scenarios 3, 4.1, and 4.2 with exhibit space of 466,808, 399,000, and 282,080, respectively, would be considered "Medium", and Scenario 5.1, with 507,000 square feet of exhibit space would be considered "Large" (although just barely). The PwC report shows Medium-sized convention centers had average room nights of 190,000 per year and average annual attendance of 505,900, while Large-sized convention centers had average room nights of 805,000 and average attendance of 1,315,800, suggesting that larger convention centers generate significantly more room nights per attendee than smaller centers. Although PwC sizes convention centers on exhibition space only, based on our case study research of recent state-of-the-art convention center expansions (detailed in Section 5), we believe there is some evidence that future conventions might be less reliant on very-large exhibits halls, and more interested in design schemes that better incorporate less-spacious exhibit spaces and more mid-sized meeting rooms. For this reason, we have considered total leasable space when trying to estimate possible future attendance at an expanded Austin Convention Center using comparable data from other convention centers.

9) Based on our comparable convention center data from Nashville and Denver, along with historical Austin Convention Center attendance and room night figures, and the proposed space available across the design alternatives, we project a Base Case attendance for an expanded Austin Convention Center of 700,000, with an Upside Case projection of 1,000,000 and a Downside Case attendance projection of 550,000. Our base-case projection of 700,000 is roughly 40% more than the convention center's current average attendance of 500,000 and is in line with the additional space (roughly 40%) in our smaller expansion scenarios. Our Upside

Case attendance figure of 1,000,000 is double the current average annual attendance, but only slightly more than the steady annual attendance at the Colorado Convention Center in Denver of roughly 950,000. Our Downside Case projection of 550,000 attendees is only slightly more (+10%) than the current average attendance of 500,000, and essentially equal to the actual attendance in 2017 of 546,385. This Downside Case projection represents a very bad outcome in which the convention center is expanded but no significant additional attendance materializes.

10) We use this same attendance range, 550,000 to 1,000,000, across all the design scenarios with the idea that the higher end of the attendance range (closer to the Upside Case projection of 1,000,000 attendance) is more relevant to the larger design scenarios, and the Base Case (closer to Base Case projection of 700,000 attendance) is more applicable to the smaller design scenarios. The Downside Case with attendance of 550,000 gives a view of the economics of a bad outcome in terms of additional attendance in the new space, and could, unfortunately, happen with any design scenario. However, we do not believe the Downside Case attendance projection is likely, for reasons provided later in this report.

11) As previously discussed, out-of-town convention attendees are the true source of incremental spending and benefit to the Austin economy. We estimate convention center room nights for out-of-town attendees based on the current convention center's historical attendance and room nights, along with room night data presented in the PwC convention center report. The average room nights/attendance ratio for the Austin Convention Center, calculated over the years 2015-2017, is 57% (average room nights of 285,050 and average attendance of 500,648). We use this 57% room nights/attendance ratio in our Base Case projection to produce an estimated total 398,554 room nights in the Base Case from a projected 700,000 annual attendees. The PwC report shows a higher percentage of room nights per attendee for larger conventions (61%), and we used this 61% ratio in our Upside Case projection to produce an estimated total 611,795 room nights in the Upside Case from the projected 1,000,000 attendees. Note that while the average room nights/attendance ratio for the Austin Convention Center over the last three years is 57%, the room night/attendance ratio was 61% in 2015 and 62% in 2016. In our Downside Case we used a room night to attendance ratio of 49%, which is the room night/attendance ratio for the Austin Convention Center in the most recent year, 2017, to produce an estimated 269,684 total room nights from a projected total attendance of 550,000.

12) We calculate direct spending by out-of-town attendees as the sum of hotel spending and restaurant spending, assuming that every overnight guest sleeps and eats. We assume an average hotel rate of $175 per night, estimated by applying a 20% discount to the Austin-CBD (Central Business District) ADR of $220, and an average restaurant spend of $50 per meal (both of these figures are easily changeable on the Assumptions page of the model), and we assume one restaurant meal for each room night (i.e., # restaurant meals = # room nights). The associated City of Austin tax revenue from hotel spending is calculated using the current Austin Hotel Occupancy Tax Rate of 9%, while taxes on restaurant spending are calculated using the 2% local share of the 8.25% sales tax.

13) Direct spending on hotels and restaurants by out-of-town convention attendees leads to induced and indirect spending throughout the economy. Hotels and restaurants collect revenue from guests and diners and use that revenue to pay wages to hotel and restaurant workers (induced spending) and to buy supplies and services from local suppliers and businesses (indirect spending). We use IMPLAN to estimate total economic impact including both the direct hotel and restaurant spending estimated by our Excel model, and indirect and induced spending driven by the direct spending. Specifically, we use the multiplier of 1.59, computed for hotel and restaurant spending in Travis County, to convert the direct spending by out-of-town convention attendees to total economic impact.

14) Finally, we consider the value of property taxes on projected private development across each design scenario. We estimate the value of the private development associated with each design scenario using Travis County Appraisal District (TCAD) figures on comparable buildings, and estimate property taxes received by the City of Austin on associated private development using Austin's current share of the property tax rate, which is 0.4403% of the total 2.1965%.

Results of Economic Modeling Analysis

15) Financial Summary Sheets presenting the calculations and results of our various economic impact calculations can be found at the end of this written appendix.

16) The Total Economic Impact calculations show that in the Base Case, where the expanded convention center brings in an additional, or incremental, 200,000 attendees a year and an additional 113,872 room nights, the total incremental economic impact is a little more than $40 million per year. That is, by expanding the convention center and bringing in an additional (incremental) 113,872 out-of-town convention attendees and hotel room nights and restaurant meals, our model estimates an additional (incremental) economic impact to the Austin economy of $40 million per year. The Upside Case, assuming a total of 1,000,000 attendees, of whom 500,000 are incremental, with over 300,000 incremental hotel room nights, shows total economic impact to the Austin economy of $109 million annually. In the Downside Case, where the new convention center expansion results in only a small increase in attendance of 50,000 per year and an additional 24,517 room nights, the total economic impact is a little less than $9 million per year.

17) Scenarios 4.1 and 4.2 include total leasable space roughly 1.5 times and 1.75 times greater than the current space, and the Base Case numbers with an expected 700,000 attendees are probably most relevant, with an economic impact of $40 million per year. For the larger Scenarios (5.1 and 5.2) with leasable space of roughly 900,000 square feet–larger than the Colorado Convention Center with a steady attendance of 950,000–the results from the Upside Case calculations assuming 1,000,000 attendees with an incremental economic impact of $109 million per year are likely more relevant. Scenario 3, with about double (1.98 times) the current space, might produce economic results roughly between the Base Case and Upside Case. The Downside Case presents an awful possibility in terms of attendance for all the design alternatives. Although nothing is guaranteed, we believe there are reasons that an expanded center will have a strong chance of increasing attendance with an expanded and updated facility.

Austin's Hospitality Market as an Indicator of Convention Center Performance

18) Predicting the economics of stabilized convention center operations for a proposed future expansion that is still years in the future is difficult, at best. There is no model in economics or statistics that correctly and consistently predicts future economic performance many years in the future. In considering the range of possible outcomes for a proposed convention center expansion, from Downside Case to Upside Case, the best we can do is consider the relevant evidence available today.

19) Convention centers, along with hotels and restaurants, are all parts of a city's overall hospitality industry. Convention centers and hotels are both in the business of attracting and entertaining and serving out-of-town visitors to a city. While convention centers also host consumer conventions that are predominantly local in nature, a goal of most convention centers is to attract conventions that will bring out-of-town guests and incremental spending to the city. Hotel owners earn room revenue and related hotel-spending (food and beverage) from overnight convention attendees, local restaurants enjoy additional customers, hotel and restaurant employees and service providers earn wages and income, and cities enjoy economic benefits from numerous forms of local spending by out-of-town visitors.

20) A hotel investment, either a purchase of an existing hotel or development and construction of a new one, can be thought

of as a bet on a city's ability to attract out-of-town visitors. Likewise, the proposed Austin Convention Center expansion is in essence a bet on Austin's ability to attract out-of-town visitors to attend conventions in Austin, or more specifically, to attract conventions that bring in out-of-town visitors to Austin. One way to judge the economic attractiveness and potential success or viability of Austin's proposed investment in a convention center expansion is to look at the hotel industry here in Austin, both in terms of recent performance and in terms of investment and new development. Hotel investments are expensive bets typically made by private investors, and these investors typically have many cities to choose from. If private capital is investing in hotel assets in Austin either through purchase or development, that is a sign that private capital believes in the future of the hospitality business in Austin, and, basically, in Austin's ability to continue to attract out-of-town visitors. If private capital is not investing in hotels in Austin, and no new development is taking place and investors are divesting hotel assets at lower and lower prices, that would be a sign that private capital does not believe in Austin's ability to continue to attract out-of-town visitors.

21) To determine the health of the Austin hospitality market and to gauge private capital market sentiment regarding hotel investment in Austin, we considered (1) recent historical and current performance of the hotel industry in the Austin Central Business District (CBD), and (2) private capital market investment and development in the Austin hotel market. In addition to studying the hospitality market in Austin, we also considered demographic and economic statistics for Austin at the time of the original convention center design and construction and Austin today, with an emphasis on Austin's tech-city character and the agglomeration benefits related to continued growth enjoyed by tech cities.

Austin Hotel Market Performance

22) We purchased a "Trend Report" on the Austin CBD from Smith Travel Research (STR), one of the leading data providers for hotel industry performance statistics. The STR report shows that Austin's hotel market is performing well and has been attracting significant new investment in new hotel supply (hotel development).

23) The basic metrics presented in the STR report to measure hotel performance, along with STR's definitions, are:

a) Occupancy – Percentage of available rooms sold during a specified time period. Occupancy is calculated by dividing the number of rooms sold by rooms available. [Occupancy = Rooms Sold / Rooms Available]

b) ADR – Average Daily Rate – A measure of the average rate paid for rooms sold, calculated by dividing room revenue by rooms sold. [ADR = Room Revenue / Rooms Sold]

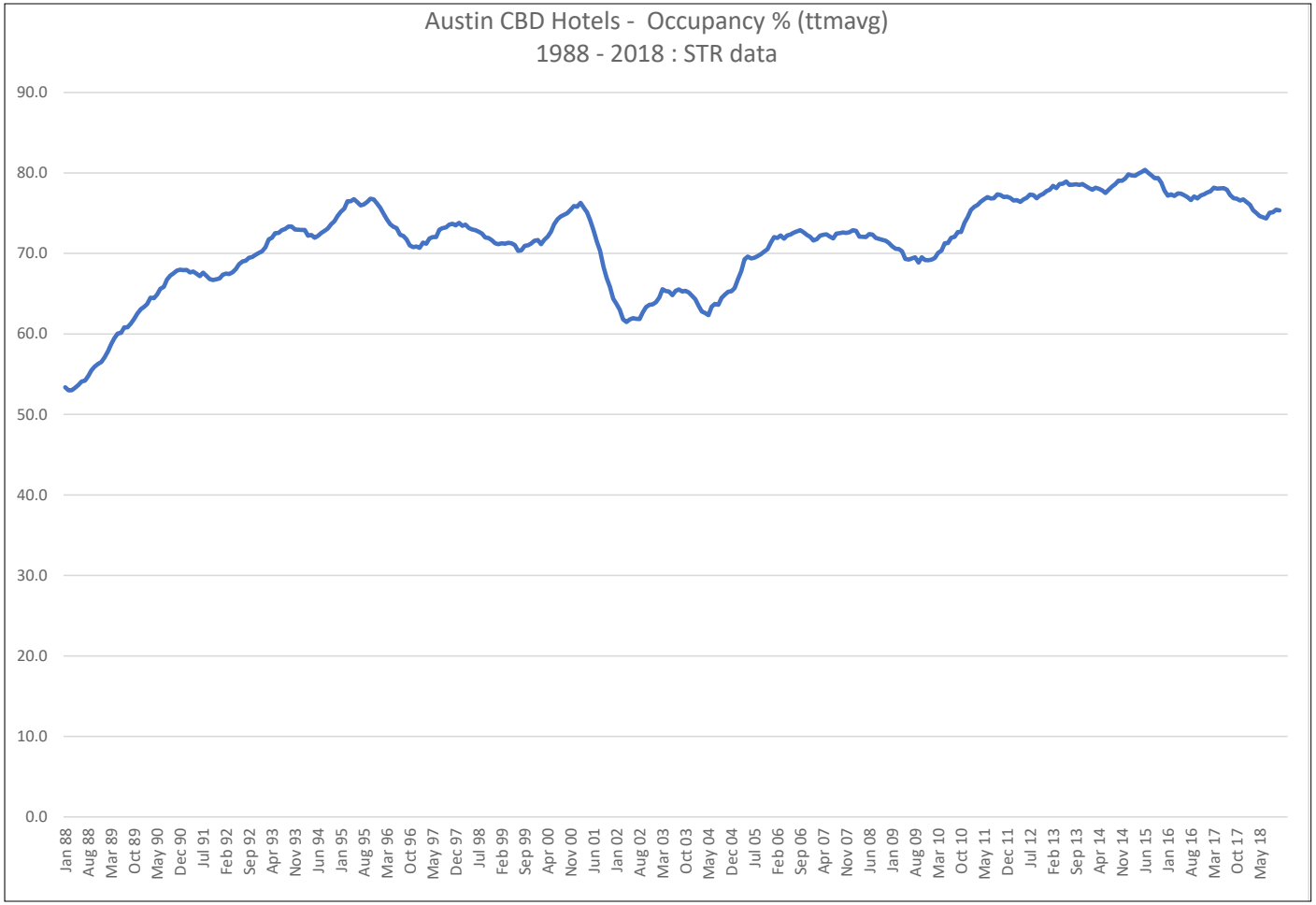
c) RevPAR – Revenue per Available Room – Total room revenue divided by the total number of available rooms. [RevPAR = Room Revenue / Rooms Available]

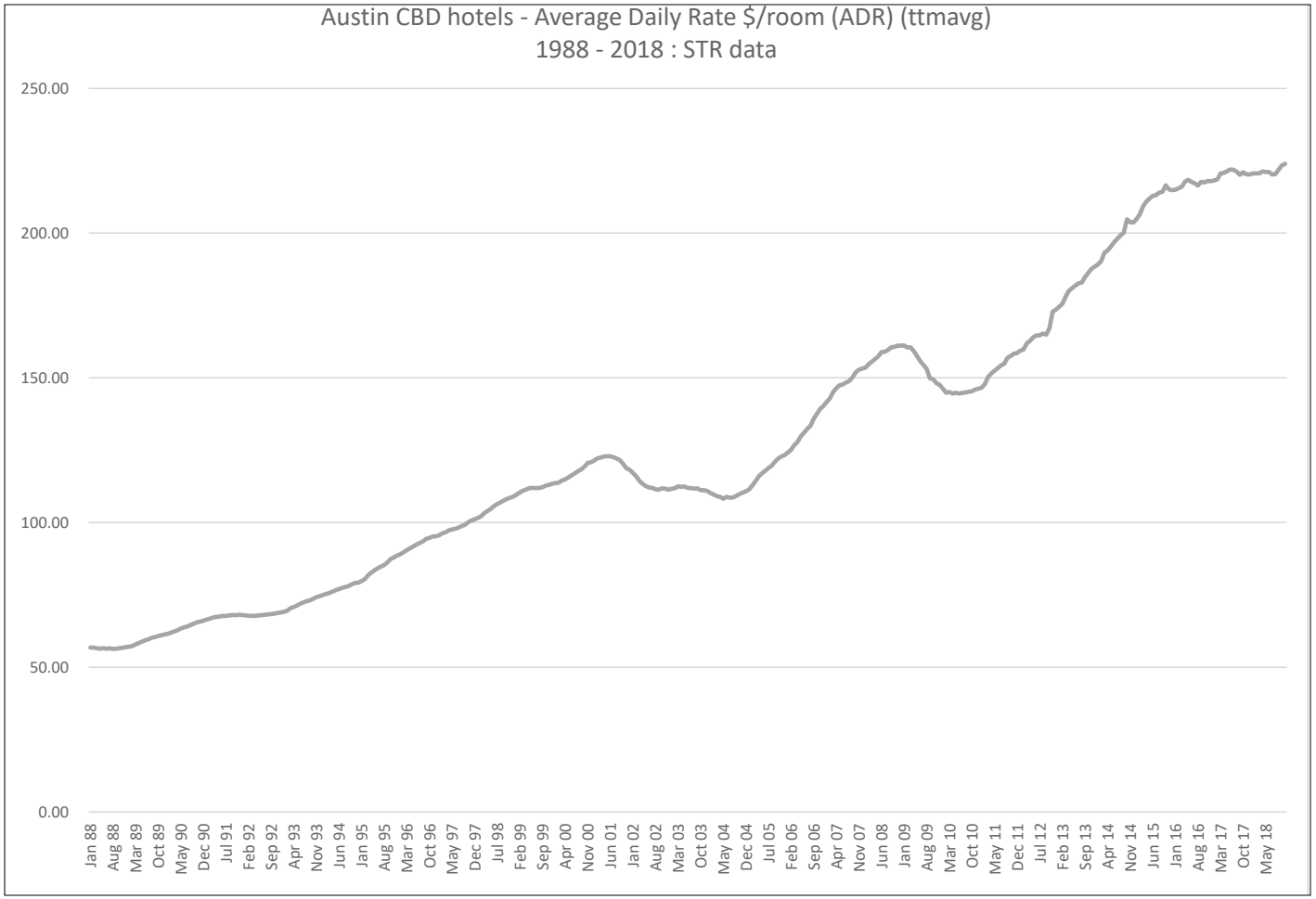
d) Supply (Rooms Available) – Number of rooms in a hotel or set of hotels; may also be multiplied by the number of days in a specified time period to produce a measure of supply for "room nights" over a period. Example: 100 rooms in subject hotel x 31 days in the month = Room Supply of 3,100 for the month.

e) Demand – The number of rooms sold in a specified time period.

We present charts from the STR Austin - CBD report, along with brief commentary, for each of these metrics in the following paragraphs.

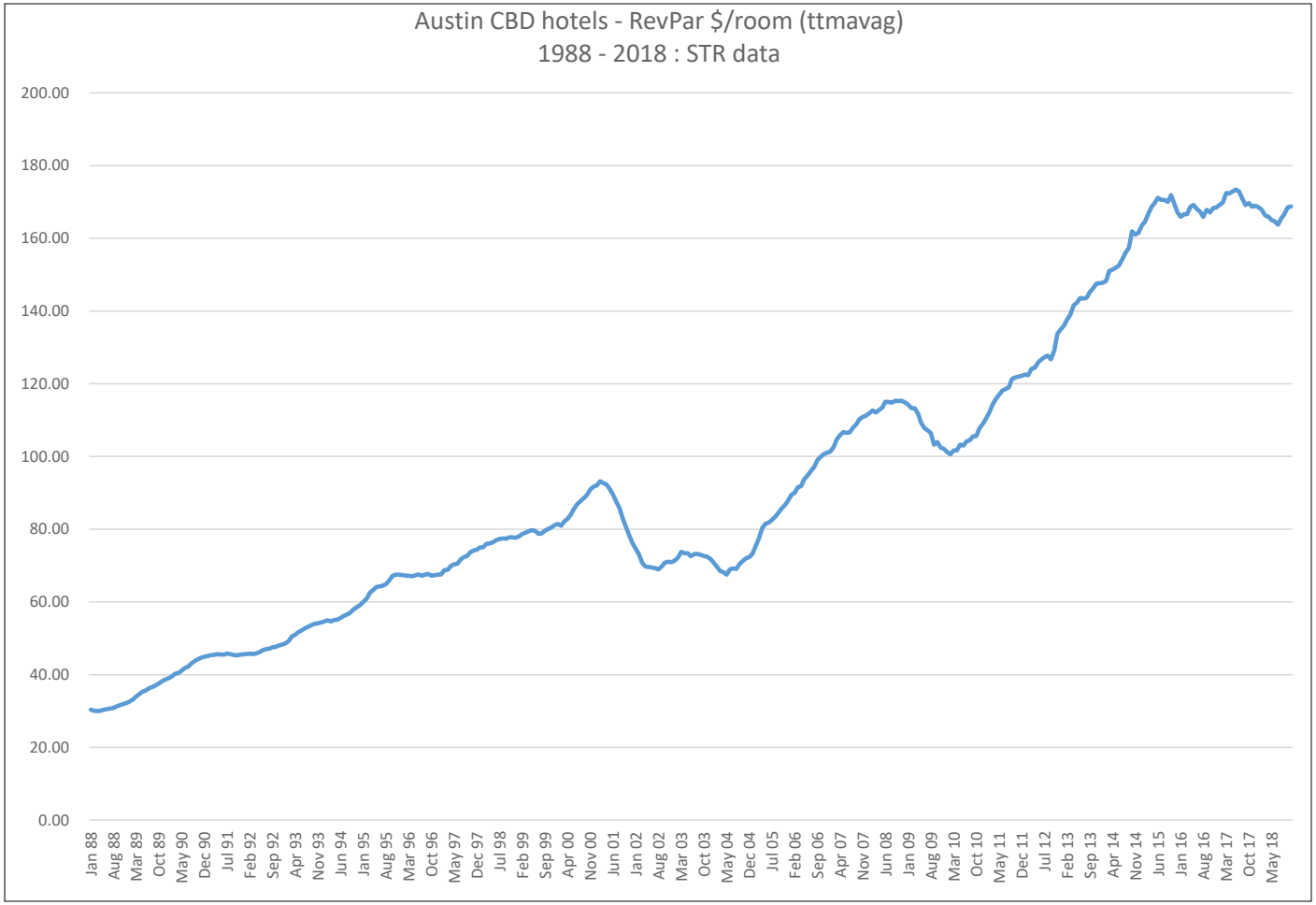
24) Occupancy in Austin CBD hotels has been very strong over the past 10 years, with most time periods showing healthy market occupancy above 70%, and occupancy approaching 80% in 2014 and 2015 just prior to the opening of the JW Marriott and the Fairmont. This consistent occupancy performance is impressive given the strong increase in supply the Austin CBD market has experienced in recent years.

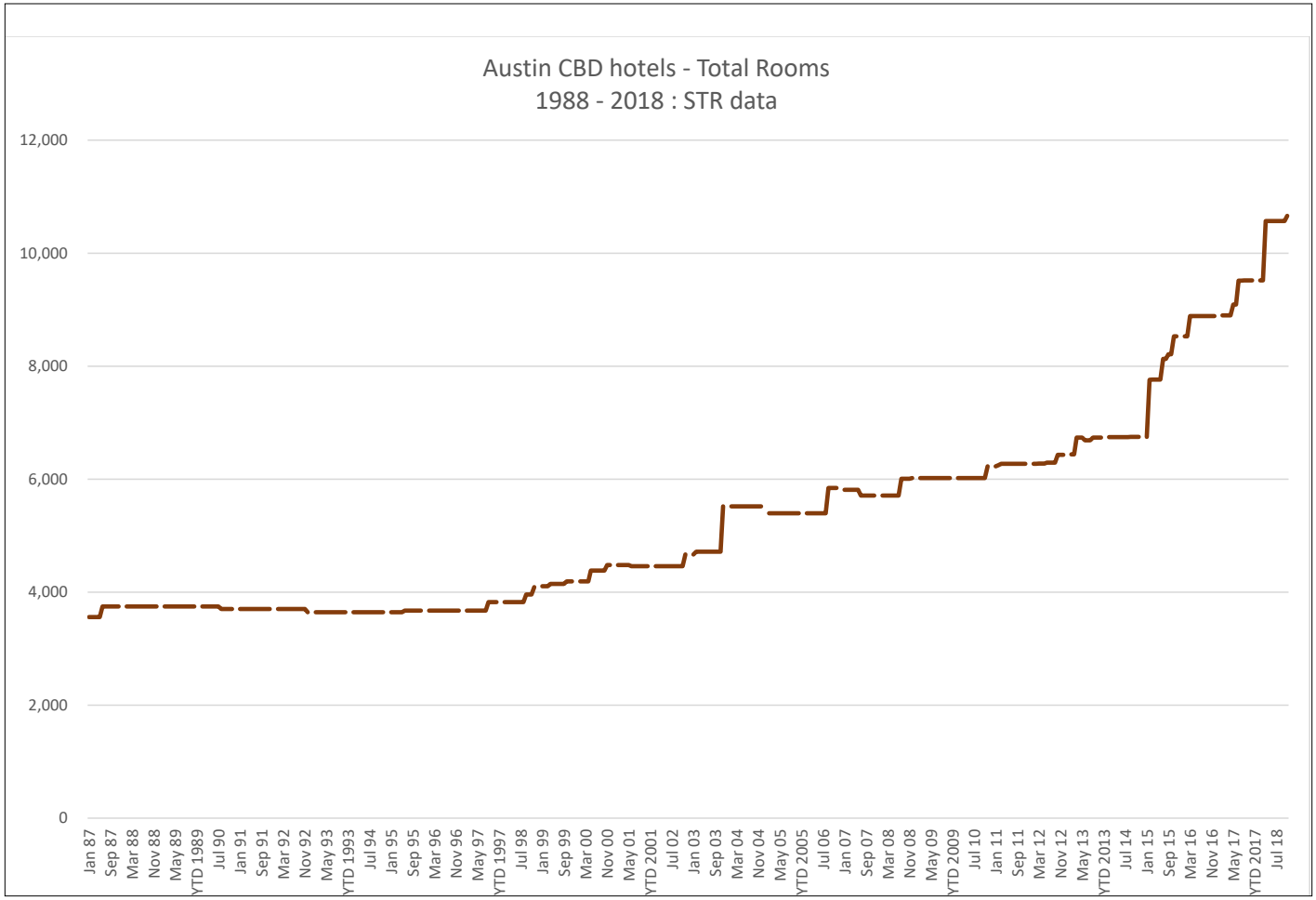




25) Average Daily Rate (ADR) – The average daily rate for rooms in the Austin CBD has increased by roughly 50% in the years since the financial crisis ended, with 2009/10 ADR of roughly $150 and current market ADR of roughly $225. The current pause in the trajectory of ADR is in large part due to the large supply deliveries the market has seen recently. Overall, however, the chart shows that the favorable occupancy rates in the Austin CBD hotel market have not been driven by low or decreasing room prices. This is an indicator of basic health in the market in recent years.

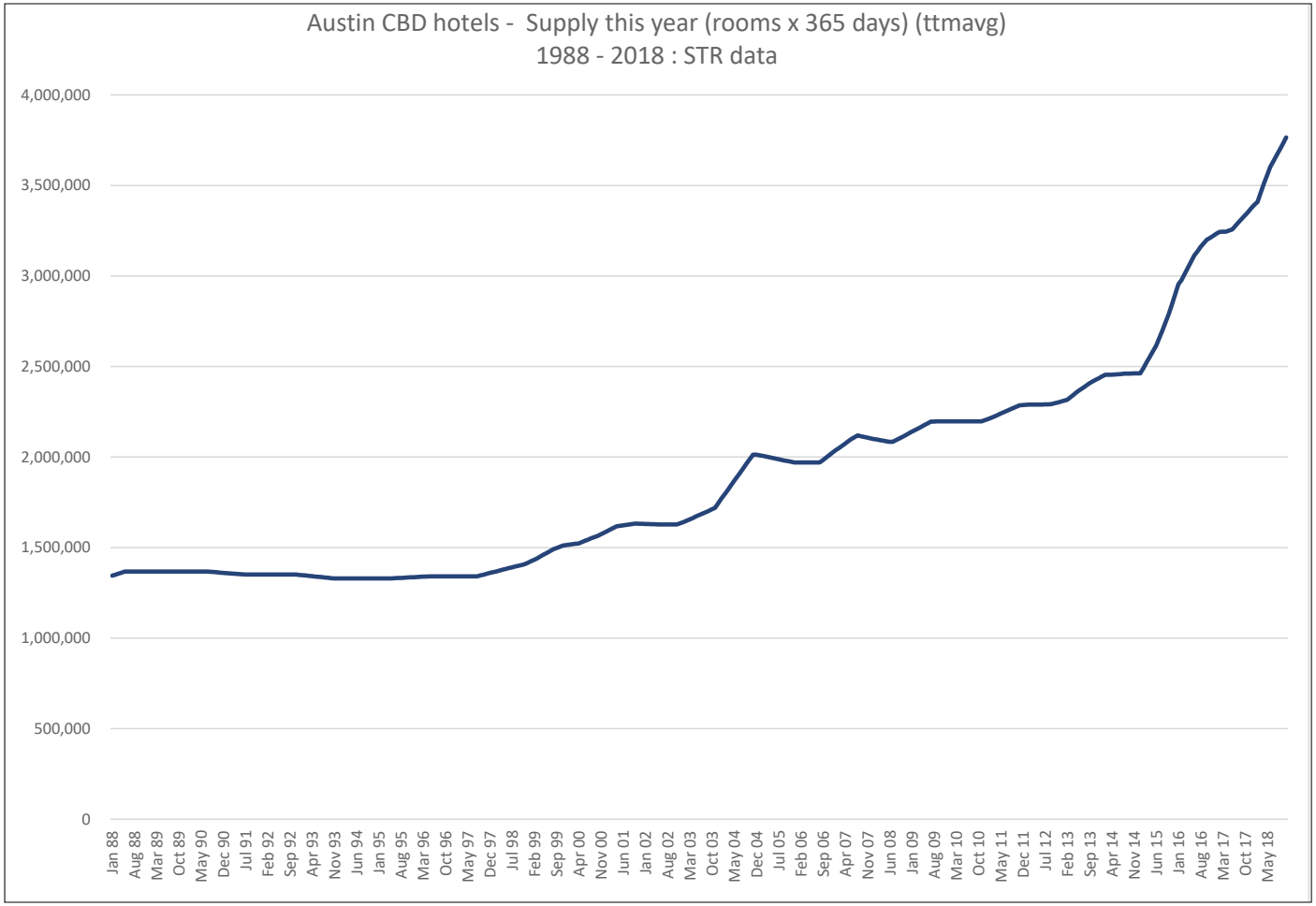
26) Revenue Per Available Room – RevPAR differs from ADR in the denominator; ADR is room revenue divided by rooms sold, and RevPAR is room revenue divided by the number of rooms in the market available. RevPAR takes overall supply–sold or not–into account while ADR only uses rooms sold and ignores any supply of unsold rooms, so RevPAR is lower than ADR whenever occupancy is less than 100% (i.e., there are unsold rooms in the market). In overbuilt markets with excess supply it is possible to see acceptable ADR performance but bad RevPAR. That is not the case in the Austin CBD market. The RevPAR chart shows growth at virtually the same rate as the ADR chart (~75% increase from 2010 to today), evidence of very strong growth in overall Austin CBD hotel room revenue even as the supply of rooms in the Austin CBD increased dramatically. Recent very large supply additions including the JW Marriott and the Fairmont have flattened and slightly decreased RevPAR over the last couple of years.

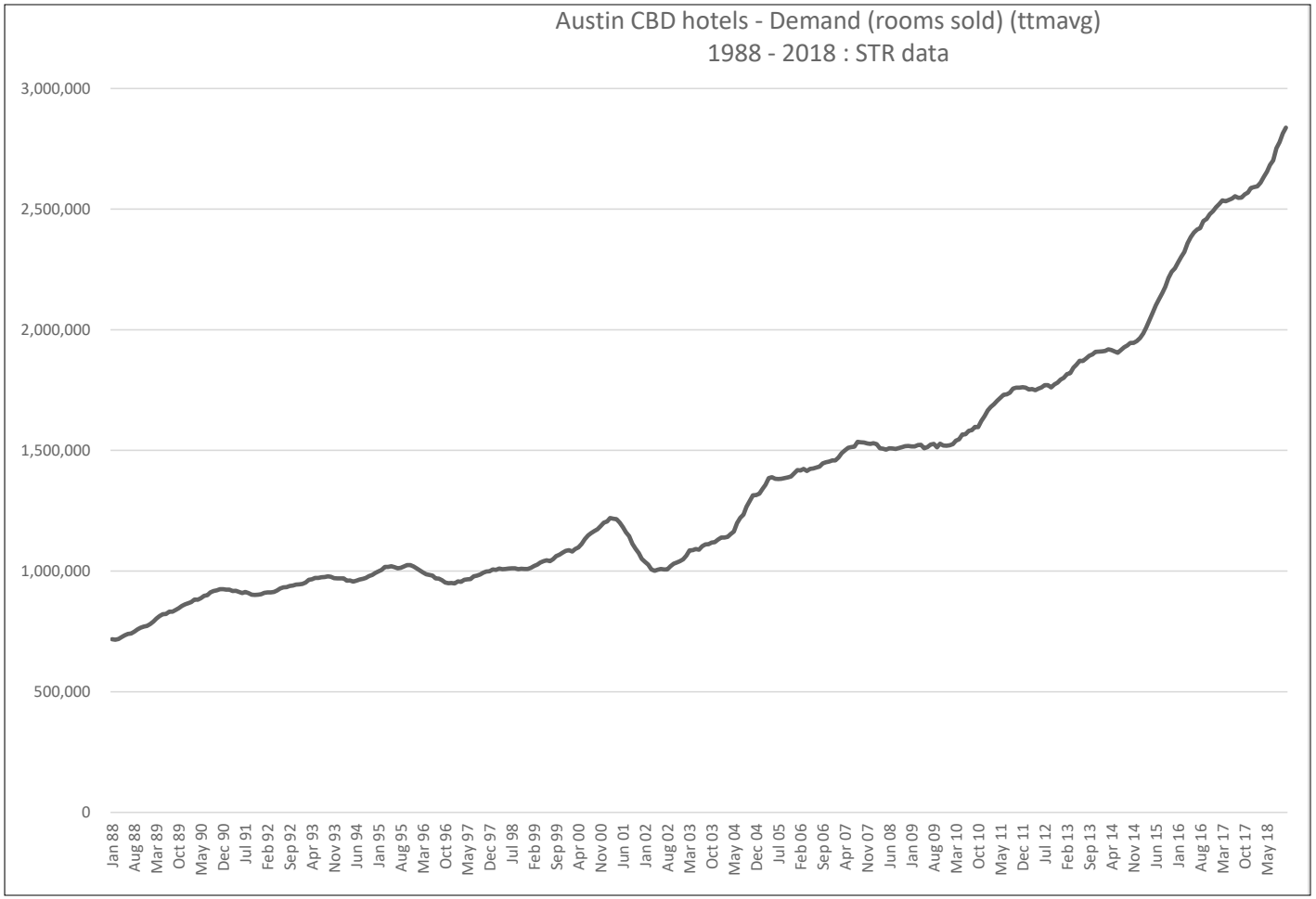




27) Supply (hotel rooms in the Austin CBD) – For the first ten years of the chart, 1987-1997, the Austin CBD market contained just under 4,000 rooms. Over the next 10 years, up through 2007, the Austin CBD market increased by 50% to a room count of roughly 6,000 rooms. Since 2010, the growth has been even stronger, and the current Austin CBD hotel market contains a little over 10,000 rooms (STR shows a total Austin CBD room count of 10,660), a 67% increase from the 6,000-room market in 2008. This strong growth in room supply represents hundreds of millions of dollars in hotel development investment by private market hotel developers and investors in the Austin CBD market.

28) Supply – rooms available multiplied by days available – In addition to presenting basic room counts as a measure of market supply, STR also provides data on room supply in terms of roomsXdays available for the past year, presented in a twelve-month moving average chart. Similar to the previous supply chart with simply rooms available, the supply chart for the Austin CBD displaying supply as roomsXdays also shows strong growth, with very steep growth around 2015 and 2016 as the JW Marriott and the Fairmont came online in the Austin CBD.





29) Demand – Rooms sold over the past twelve months – the Austin CBD hotel demand chart, representing rooms sold in Austin CBD hotels, has increased year after year since 2010. Austin-CBD demand (rooms sold) has kept up with supply (rooms available), producing the stable occupancy and ADR support for the market even as supply grew dramatically. The ability of owners to fill new rooms as they come to market is an indicator of a healthy hotel market, and this is the reality we see in the Austin CBD hotel data; even as supply has increased dramatically the Austin CBD market has produced demand to match the new supply.

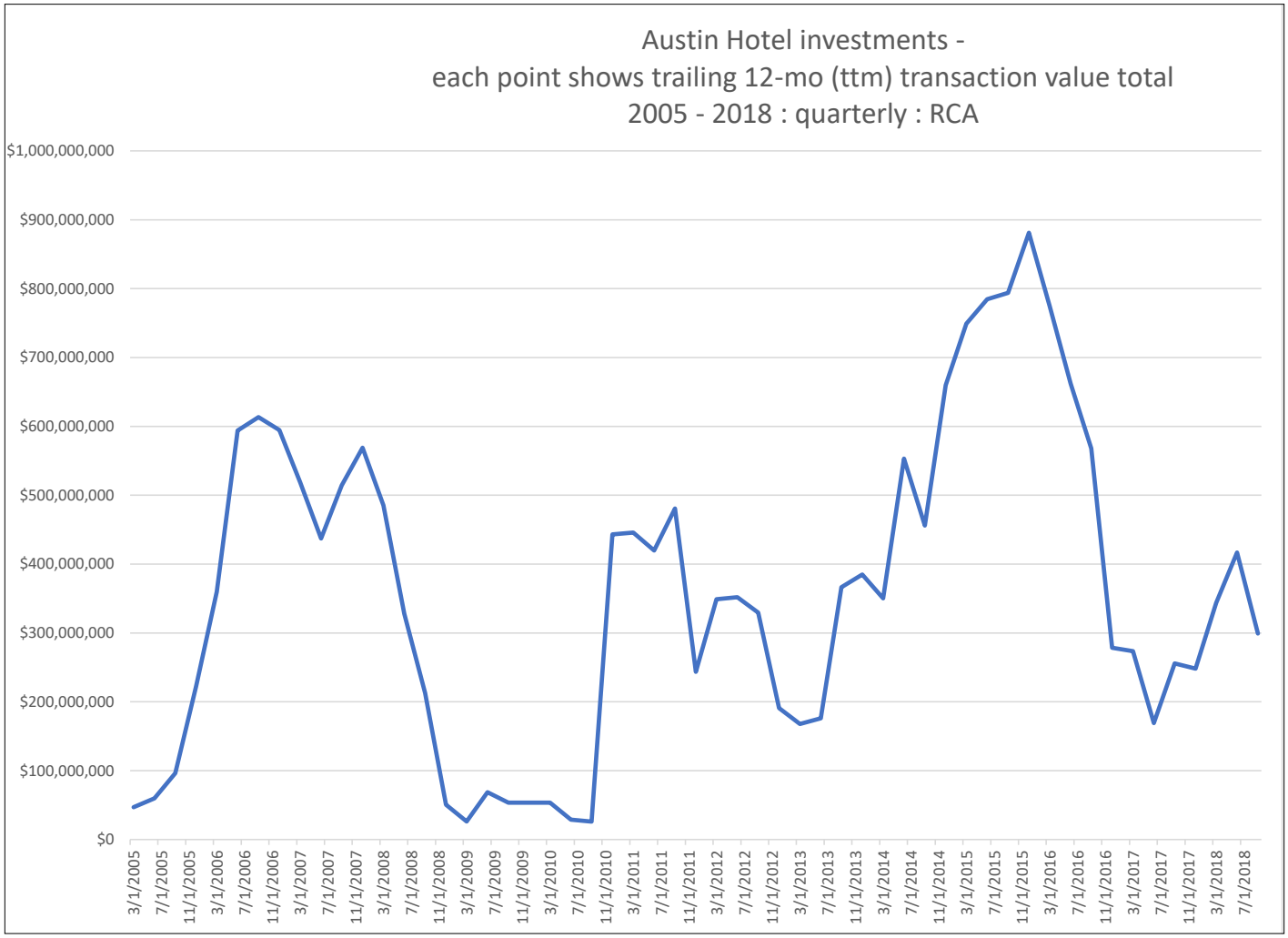
30) The Austin CBD hotel market has strong occupancy (>70%), healthy ADR and RevPAR levels (although recently flattening), and sufficient new demand to meet the fast-growing supply. Overall, the STR data indicates that the Austin CBD hotel market is a healthy hotel market.

Austin Hotel Market Investment by Private Market Participants

31) Over just the past few years Austin has seen the JW Marriott (34 stories, 1,012 guestrooms, 112,000 square feet of event space, 42 meeting rooms) and the Fairmont (37 stories, 1,048 guestrooms, 140,000 square feet of meeting space) added to the Austin-CBD hotel market. The impression from such significant investments — according to a New York Times article from 2013, the JW Marriott construction cost was estimated at $300 million, and roughly $350 million for the Fairmont—is that private capital market investors have a positive view of the Austin hospitality market. As part of our research on private investor sentiment regarding Austin's hospitality market, we spoke with Mr. Deno Yiankes, president and chief executive of White Lodging's investment and development division, developer and owner of the JW Marriott, and with Mr. Douglas Manchester, President, Manchester Texas Financial Group, and owner of the Fairmont Austin, about their decision to make major investments in the Austin-CBD market. Both Mr. Yiankes and Mr. Manchester referenced the strong Austin CBD occupancy rates (>70%, even in the face of rising supply), and the increasing ADR and RevPAR figures (both growing in the 2012-2013 time frame when these investments were first being considered) for the Austin market as important considerations in their investments. Both Mr. Yiankes and Mr. Manchester also referenced the overall strong growth in Austin's economy and population. Mr. Manchester expressed an opinion that major hotel markets, with the capacity and ability to attract larger meetings and conventions, contained at least three large hotels with 800+ rooms, and he considered the Fairmont as completing the big hotel market picture in Austin alongside the JW Marriott and the Austin Convention Center Hilton. Mr. Yiankes pointed out that White Lodging is continuing and significantly increasing its investment in the Austin market with two new Marriott hotel developments, one beside the Austin Convention Center (613 rooms planned) and another adjacent to University of Texas (347 rooms planned) Commenting on White Lodging's new Austin projects in a newswire release dated September 20, 2018, Mr. Yiankes stated,

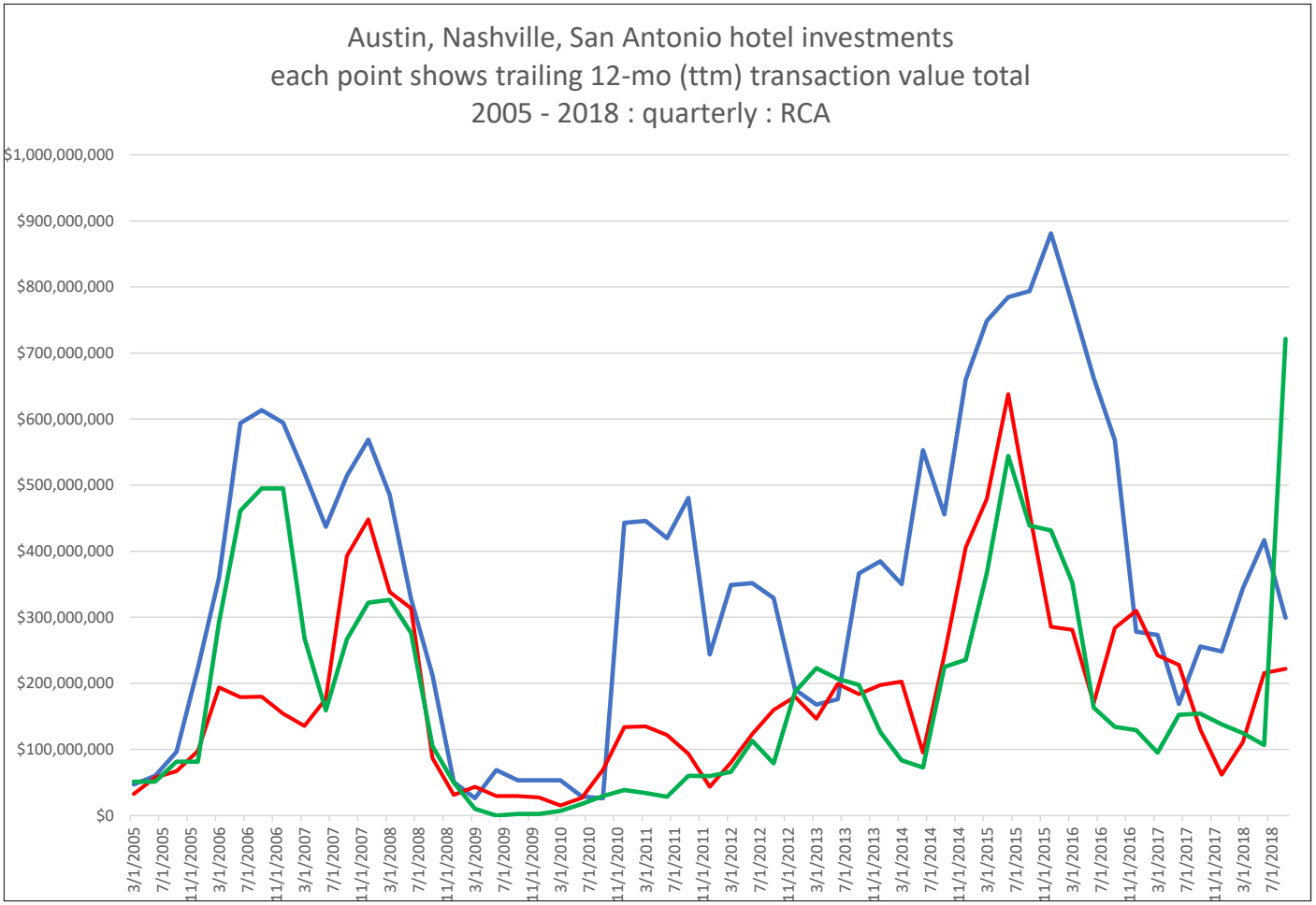
> "We remain bullish on Austin as it remains one of the most sought-after destinations in the United States and thrilled to be developing these two unique hotels adjacent to the world-class University of Texas and steps from downtown Austin."

32) We researched hotel investment by private capital using data from Real Capital Analytics (RCA), one of the leading real estate transaction and investment data providers. RCA gathers real estate transaction data through publicly available financial and legal filings and is widely used in both professional and academic research.



33) RCA measures the dollar value of transactions in a defined market, for a defined property type. The transaction totals show transactions, or purchases of existing hotel assets, but do not capture new investment in the form of new development. We obtained RCA data on Austin hotel purchases for the time period, 2005-2018. The chart presents the dollar volume of hotel transactions in the Austin market presented as a trailing twelve-month total (i.e., each point represents the dollar amount of hotel sales in the Austin market over the past year, or trailing twelve months (ttm)).

34) As a way to judge the scale of investor interest in the Austin market relative to other cities, we also obtained hotel transaction data over the same time period for San Antonio and Nashville, two metropolitan areas that are reasonably comparable to Austin, and both of which have recently invested in their own convention center expansion projects. The three-city chart shows that more private capital has flowed into the Austin hotel market than either San Antonio or Nashville.



35) Some notable big-dollar Austin CBD hotel transactions in the last few years, where a new investor purchased an existing hotel asset in the Austin market, include:

a) Driskill Hotel, March 2013, $85 million, or $449,735/room;

b) Hyatt Place Austin Downtown, April 2014, $87 million, or $293,919/room;

c) Sheraton Austin, May 2014, $99 million, or $271,233/room;

d) Four Seasons, May 2015, $197 million, or $676,976/room (a Texas record);

e) Block 21, September 2015, $107 million, or $426,295/room;

f) Radisson Hotel & Suites, May 2016, $130 million, or $314,770/room.

36) Two recent reports, one from 2017 and another from 2018, present additional commentary and evidence on the strong hotel and hospitality market in Austin.

a) In March 2017, Jones Lang LaSalle (JLL) prepared a report on the state of theTexas hotel market in 2016. It contains statewide hotel figures along with metro area-specific performance measures for the major Texas hotel markets, including Austin. In terms of private investment, the report states "Austin has become a highly sought-after market from a hotel investment perspective and boasts the most valuable hotel sale in the state. The Austin Four Seasons, which sold for $677,000 per room in 2015, highlights a healthy valuation for trophy assets."

b) An article from July 5, 2018 in the Austin American Statesman reports that "By pretty much every metric available, Austin's hotel market is the strongest in all of Texas –and one of the most robust in the entire nation," citing a report from Source Strategies, a San Antonio based hotel consulting firm. "Austin is the most vibrant lodging market in the state, with revenue per available room $30 higher than any other major Texas metro," Source Strategies senior vice president Paul Vaughn said.

37) The Smith Travel Research data on the Austin-CBD market indicates strong performance for the Austin CBD hotel industry in terms of all the major industry metrics, except for the recently flattened RevPAR, which at least did not really decline even in the face of the significant supply additions in the form of the JW Marriot and the Fairmont. Experienced and successful hotel groups continue to invest hundreds of millions of dollars in new development that has added significant new supply to the Austin CBD market. Austin CBD room demand has kept up with the new supply, and occupancy and pricing in terms of ADR and RevPAR have remained solid, although they are currently not growing at the recent pace as new supply is absorbed. Real Capital Analytics data, along with additional recent research reports on the Austin hotel market, shows significant private investor interest in the Austin hotel market. STR and RCA represent the best data available on the hotel market, and the data from both of these sources shows that Austin's hotel market is currently healthy and strong, and investor interest in the Austin hotel market is also robust. As the City of Austin considers the proposed convention center expansion, it can be assured that the Austin hospitality market it is investing in is currently healthy and growing, and the Austin hospitality market is apparently attractive as a destination for private hotel investment capital.

Austin Then, Austin Now, and Austin in the Future

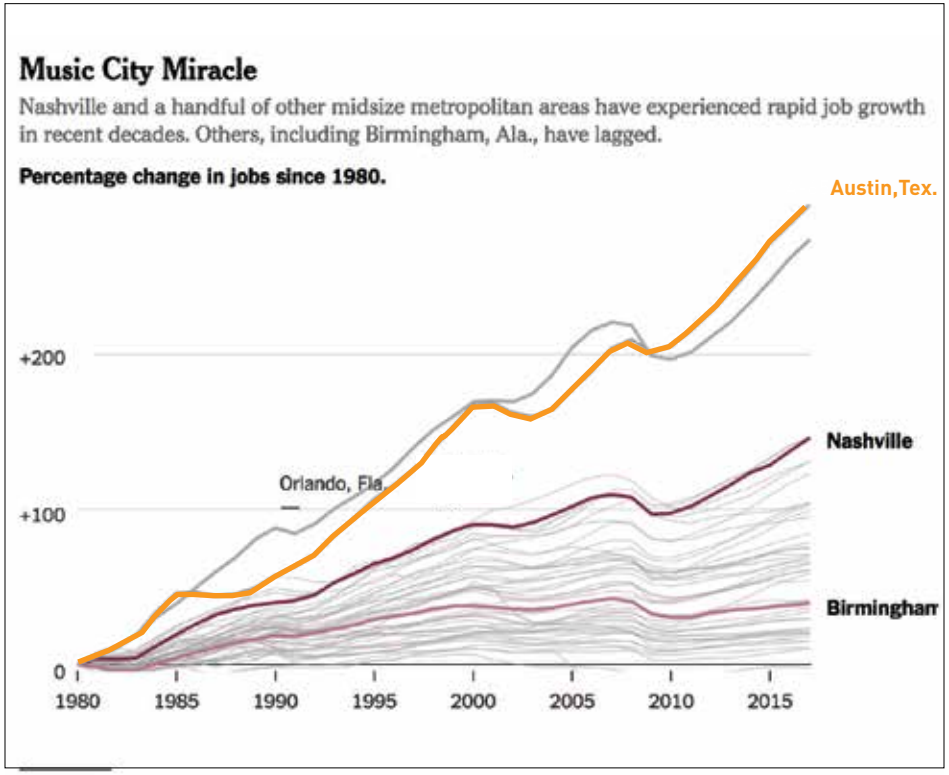
38) The current Austin Convention Center opened in 1992, with additions made to the facility in 2002. Austin has changed significantly since the original facility was designed and constructed in the late 1980s and early 1990s.

39) Data from the US Census shows that Austin's population in 1990 was 465,622, and in 2016 Austin's population was 926,426, for a gain of 460,804, or 99% (essentially doubling in size over the last 25 years). Over the past ten years Austin's population growth has placed it on numerous lists of the fastest growing large cities in the United States.

40) In terms of economics and employment, Austin's growth since the early 1990s has also been strong, and Austin has been among the best performing regional economies in the country. Data from the Bureau of Labor Statistics shows that in January 1990 Greater Austin had a labor force of 469,118, and employment of 446,124. By September 2018 the Austin region's labor force had grown to over a million, at 1,193,565 (a 154% increase), with employment of 1,158,937. In terms of economic output, data from the Federal Reserve Bank of St. Louis (FRED), shows total Gross Domestic Product (GDP) for Austin-Round Rock,TX (i.e., the five-county Metropolitan Statistical Area that includes Austin) of roughly $56 billion in 2001, growing to $149 billion in 2017, representing an increase in annual area economic output of almost $100 billion dollars, and a percentage GDP growth between 2001 and 2017 of 166%. In terms of population, employment, and economic output, Austin today is significantly bigger than Austin in 1990, when the current convention center was designed and built, and significantly bigger than Austin in 2002, when the last significant additions were made to the facility.

41) The population, employment, and GDP numbers for Austin over time tell a dramatic story of growth. Popular skyline comparisons of Austin's CBD present another view of Austin's striking transformation from a minor college and government town to one of the fastest growing cities in America. One of these popular, online then-and-now pictures of the Austin skyline is presented above, with the prominent Frost Bank tower pictured in 2005 almost disappearing into the 2017 skyline.

42) Over the past 10 years major technology companies such as Apple, Google, Facebook, and Oracle, to name a few, have established significant operations in Austin and have employed thousands of engineers, designers, project managers, and sales and support employees. The technology industry is very reliant on specialized human capital, and now that Austin has a core of technology companies and significant technology human capital, it is likely to continue to attract technology firms and technology workers. "Agglomeration" is a term in economics that refers to the tendency of industries to concentrate in geographic areas, and where the concentration often increases the productivity of employees and the profitability of firms. "Spillover" is another term used by economists to describe how positive shocks from one firm can spread through the local economy to other local firms, likely diffused through the interaction of local workers living in the city. Technology firms appear to understand these potential positive spillover effects and have tended to concentrate their new locations outside



of Silicon Valley and Seattle into just a few select cities. A New York Times article from December 2018, reporting on Apple's announcement to build a $1 billion campus in Austin, discussed the tendency of big technology firms to concentrate in just a few cities. The article reported that, "From 2015 to 2017, only nine metro areas increased their share of the nation's tech work force, including the West Coast tech hubs, as well as Austin and Denver." The article quotes Amy Liu, director of the Metropolitan Policy Program at the Brookings Institute as stating, "The tech industry concentrates in very few markets." A recent Brookings Institute article on tech employment concentration, commenting on similar data, stated that five metro areas–San Francisco, Seattle, San Jose, Los Angeles, and Austin–captured 34% of all new digital services job growth in the 2015–2017 time period and increased their share of the nation's core tech employment by 1.2 percentage points. Austin has an established base of technology human capital and a large university supplying more technology human capital every year, along with numerous tech firms already established in the area. Austin's place on the short list of favored technology locations bodes well for Austin's continued growth.

43) Austin has experienced tremendous growth over the 25 years since the current convention center opened in 1992, and the technology sector advantages that Austin enjoys make it likely that Austin will continue to grow. It seems unlikely that the current convention center, designed and constructed at a time when Austin was a significantly smaller and slower-growing city, is the optimal convention center for Austin today, or the even bigger Austin most observers expect to see in the future.

Schedule A

Assumptions and Driver sheet

Austin Convention Center historical performance	2017	2016	2015	**Average 2015 2016 2017**	
Annual Attendees	546,385	486,740	468,820	**500,648**	<a>
Room Nights	267,911	299,444	287,796	**285,050**	<a>
Room Nights / Attendee	49%	62%	61%	**57%**	
ACC Revenue	40,196,000	33,221,000	28,657,000	**34,024,667**	<b>
ACC Operating Expenses bf Depr	59,969,000	48,401,000	50,009,000	**52,793,000**	<b>
ACC Net Operating Income (Loss)	$ (19,773,000)	$ (15,180,000)	$ (21,352,000)	**(18,768,333)**	
Revenue/Attendee	$ 73.57	$ 68.25	$ 61.13	**$ 67.96**	
Cost/Attendee	$ 109.76	$ 99.44	$ 106.67	**$ 105.45**	
NOI/Attendee	$ (36.19)	$ (31.19)	$ (45.54)	**$ (37.49)**	

Average Annual Attendance 2015, 2016, 2017	500,648	Round to	**500,000**	for incremental analysis

Austin-CBD Hotel Average Daily Rate (ADR)	**$ 220**	est. discount %	**20%**	**$ 176**	estimated hotel rate

Sensitivity Attendance Inputs

	Projected Annual Attendees	Overnight % on Attendees	Hotel Rate / room night	<c> Restaurant Spend / meal	Total Proj room nights
Base Case	**700,000**	57%	$ 175	$ 50	398,554
Upside	**1,000,000**	61%	$ 175	$ 50	611,795
Downside	**550,000**	49%	$ 175	$ 50	269,684

Model Tax Rates

City of Austin Hotel Occ Tax	**9.00%**
City of Austin Share of Sales Tax	**2.00%**
City of Austin share of Property Tax	**0.4403%**

IMPLAN Total Impact Spending Multiplier	**1.59**

	New Space Multiples	sq ft
Current ACC		**366,720**
Scenario 1	1.00	366,720
Scenario 2	1.00	366,720
Scenario 3	1.98	726,850
Scenario 4.1	1.74	639,220
Scenario 4.2	1.45	532,042
Scenario 5.1	2.48	911,220
Scenario 5.2	2.41	882,000

<a> sourced from ConvCtr Activity Reports; 2015 2016 2017
<b> ConvCtr revenues and expenses from City of Austin published, audited, financial reports - notes
<c> Based on discussion with Christine Cramer, Visit Austin

Schedule EI

City of Austin Incremental Economic Impact Calculations

	Base Case	Upside	Downside
Average Annual Attendance 2015, 2016, 2017	500,000	500,000	500,000
Total Expected Annual Future Attendance	700,000	1,000,000	550,000
Incremental annual attendance over 2015 2016 2017 average	**200,000**	**500,000**	**50,000**
Overnight %	57%	61%	49%
Incremental Hotel Nights	113,872	305,898	24,517
Expected $ per room night	$ 175	$ 175	$ 175
Incremental Hotel Spend	$ 19,927,684	$ 53,532,072	$ 4,290,420
City of Austin Hotel Occupancy tax rate	9%	9%	9%
Incremental City of Austin Hotel Tax Revenue	$ 1,793,492	$ 4,817,886	$ 386,138
Incremental Restaurant Meals (n=room nights)	113,872	305,898	24,517
Expected Restaurant $ Spend	$ 50	$ 50	$ 50
Incremental Restaurant Spend	$ 5,693,624	$ 15,294,878	$ 1,225,834
City of Austin Local Sales Tax on Restaurant Spend	2%	2%	2%
City of Austin Sales Tax $ on Incremental Restaurant Spend	$ 113,872	$ 305,898	$ 24,517
Total Direct Spending on Hotel and Restaurant	$ 25,621,308	$ 68,826,949	$ 5,516,255
IMPLAN Spending Multiplier on Hotel + Restaurant Spending	**1.59**	**1.59**	**1.59**
City of Austin Total Economic Impact (Spending)	**$ 40,737,879**	**$ 109,434,850**	**$ 8,770,845**

Estimated Incremental Convention Center Revenue and Expenses			
Expected Incremental Convention Ctr Revenue	$ 13,592,242	$ 33,980,605	$ 3,398,061
Expected Incremental Convention Ctr Operating Expenses	$ 21,089,853	$ 52,724,634	$ 5,272,463
Expected Incremental Conv Ctr Net Operating Income (NOI)	$ (7,497,611)	$ (18,744,029)	$ (1,874,403)

Private Development Valuation with Comparable Properties: 2018 Appraised Value Data from TCAD

Projected Private Development Sq Ft	Scenario 2	Scenario 3	Scenario 4.1	Scenario 4.2	Scenario 5.1	Scenario 5.2
Residential	750,720	201,960				
Office	1,243,546	234,482	568,000	974,560		800,000
Retail		37,401	110,200	156,370	98,325	185,725
Parking spaces		1,000	846	1,827	168	1,341
Estimated Private Development Value						
Residential	$ 350,088,063	$ 94,181,300	$ -	$ -	$ -	$ -
Office	$ 659,800,591	$ 124,411,279	$ 301,369,516	$ 517,082,175	$ -	$ 424,464,107
Retail	$ -	$ 12,228,589	$ 36,031,301	$ 51,127,174	$ 32,148,618	$ 60,725,167
Total Private Development Value	**$ 1,009,888,655**	**$ 230,821,167**	**$ 337,400,817**	**$ 568,209,349**	**$ 32,148,618**	**$ 485,189,274**
City of Austin Property Tax Rate	0.4403%	0.4403%	0.4403%	0.4403%	0.4403%	0.4403%
Est. City of Austin Annual Property Tax Revenue	**$ 4,446,540**	**$ 1,016,306**	**$ 1,485,576**	**$ 2,501,826**	**$ 141,550**	**$ 2,136,288**

Comparable Properties to Calculate TCAD $/sq ft

	address	2018 appraised value	sq feet	value/sq ft
Residential				
Northshore	118 Nueces	$ 241,948,951	461,591	$ 524.16
Whitley Apartments	301 Brazos	$ 100,970,000	222,358	$ 454.09
The Ashton	101 Colorado St	$ 144,000,000	342,239	$ 420.76
Average of three Austin-CBD Res Comps				$ 466.34
Office				
500 West 2nd Street	500 W 2nd St	$ 307,578,287	500,511	$ 614.53
5th+Colorado	201 W 5th St	$ 117,600,875	205,970	$ 570.96
Chase Tower	221 W 6th St	$ 183,280,000	451,150	$ 406.25
Average of three Austin-CBD Office Comps				$ 530.58
Retail				
Koppel Building	320 Congress	$ 4,708,886	15,004	$ 313.84
Yeti HQ bldg	220 South Congress	$ 8,639,483	25,404	$ 340.08
Average of two Austin-CBD+ Retail Comps				$ 326.96

Schedule DC

Comparable Convention Center attendance statistics + PwC Convention Center Industry Report (2017)

Attendance (annual)	Austin Convention Center	Music City - Nashville	Colorado Conv Ctr - Denver
2015	468,820	670,060	952,682
2016	486,740	685,884	967,543
2017	546,385	557,870	946,881
Average	500,648	637,938	955,702
Facility breakout (sq ft)			
exhibition hall	247,000	353,140	584,000
ballroom	63,920	70,250	85,000
meeting	55,800	81,350	100,000
total leasable space	366,720	504,740	769,000
average attendance/sq ft	1.37	1.26	1.24

PwC Convention Center Industry Report - 2017			events	attendance
PwC page 18 - event volume, all events		medium	261	505,900
		large	193	1,315,800
		gateway	204	1,058,200
		national	220	529,800
				room nights
PwC page 20 - Average Total Room nights all events		medium		190,000
		large		805,000
		gateway		620,000
		national		133,000
PwC implied ratios using averages (calculated)	room nights / attendance	medium		38%
	room nights / attendance	large		61%
	room nights / attendance	gateway		59%
	room nights / attendance	national		25%

Guide for Gensler Proposal (Scenario 3)

Square Feet by Space Type		Price/SF		
Phase 1				
247,000	$	298	**Exhibition Space**	All costs in Gensler tab taken from sources above except C.S.S.
63,920	$	315	**Ballroom**	Space (Circulation, Service, and Support) which was taken from
55,800	$	350	**Meeting Rooms**	the Gensler 2015 master plan
39,369	$	500	**Retail**	
293,000	$	450	**Office**	
237,600	$	450	**Residential**	
669,853	$	438	**C.S.S. Space**	
460,800	$	53	**Above-Grade Parking**	Source: Cudney 2018.
127,316	$	80	**Rooftop Park**	

All costs in Scenario 3 taken from sources at top of page except C.S.S. Space (Circulation, Service, and Support) which was taken from the Gensler 2015 master plan

Area Modification Factors

Austin	0.05
San Antonio	0
Nashville	0.02
Chicago	0.15
San Francisco	0.27
Houston	0.15
San Diego	0.08

Fremont Street Experience

Length	1400	ft
Width	110	ft
Expenditure	70000000	USD
Year built	1994	

RS Means adjustment factor (time)	2.24	for 2019 construction as multiple of 1993 construction https://www.rsmeansonline.com/references/unit/refpdf/hci.pdf
RS Means adjustment (Austin-Las Vegas)	0.79	https://www.rsmeansonline.com/References/CCI/1-Unit%20Cost%20(MasterFormat%202010)/3-

Original cost per square foot	455
Adjusted cost per square foot	817

SCENARIO 3 DEVELOPMENT COSTS

2018 Dollars In Thousands	*FY2019*	*FY2020*	*FY2021*	*FY2022*	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*FY2028*	*FY2029*	***TOTAL***
Project year	*0*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	
	Purchase	*Construction*	*Construction*	*Construction*								
Convention Center												
Exhibition Space		$ 22,331	$ 26,053	$ 26,053								$ 74,438
Ballroom		$ 6,119	$ 7,139	$ 7,139								$ 20,397
Meeting Rooms		$ 5,935	$ 6,924	$ 6,924								$ 19,784
Circulation, Service & Support		$ 89,061	$ 103,905	$ 103,905								$ 296,870
Soft Costs		$ 37,034	$ 43,206	$ 43,206								$ 123,447
Convention Center Total		**$ 160,481**	**$ 187,227**	**$ 187,227**								**$ 534,935**
PPP Development												
Retail		$ 5,982	$ 6,979	$ 6,979								$ 19,940
Office		$ 40,069	$ 46,747	$ 46,747								$ 133,564
Residential		$ 32,493	$ 37,908	$ 37,908								$ 108,310
Above Grade Parking + Soft Costs		$ 9,565	$ 11,159	$ 11,159								$ 31,883
PPP Total		**$ 88,109**	**$ 102,794**	**$ 102,794**								**$ 293,697**
Community Amenities												
Rooftop Park		$ 3,095	$ 3,611	$ 3,611								$ 10,318
Soft Costs		$ 929	$ 1,083	$ 1,083								$ 3,095
Community Amenities Total		**$ 4,024**	**$ 4,695**	**$ 4,695**								**$ 13,413**
Land Acquisition	**$ 75,194**											**$ 75,194**
Demolition		**$ 4,959**										**$ 4,959**
Total Expenditures	**$ 75,194**	**$ 253,549**	**$ 290,021**	**$ 290,021**								**$ 922,199**
Construction cost allocation by year		30%	35%	35%								

Assumptions for Scenarios 4.1 and 4.2

Square Feet by Space Type			Price/SF			Space Factor	Benchmark Price
Scenario 4.1	*Scenario 4.2*						$ 350
152,000	161,000	$	297.50	Exhibition	Space types in green are adjusted from the	0.85	
-	19,000	$	376.25	Auditorium	benchmark price using estimated factors	0.9	
63,920	40,510	$	350.00	Ballroom	designed to ccapture the increase and	1	
55,800	28,952	$	402.50	Meeting		1.15	
710,000	508,200	$	450.00	**Office**			
-	-	$	450.00	**Residential**			
174,579	174,579	$	112.20	**Underground loading**		1.35	
50,421	158,421	$	112.20	**Underground parking**	Cost of underground service and parking		
116,000	48,600	$	500.00	Retail		0.9	
-	-	$	350.00	**Music Venue**	Music venue costs estimates from Moody Th		
27,500	-	$	80.00	**Rooftop Park**	Rooftop park casts taken from Levy Park		
160,800	-	$	150.00	**Woonerf Cost/SF**	revamp in Houston and Transbay Terminal		
261,360	440,000	$	18.07	**Demolition**	Woonerf street cost data gathered from		
213,000	150,000	$	52.54	**Above Grade Parking**	Demolition cost data gathered from the San		
23,800	-	$	817.15	**Galleria**			
477,700	553,200	$	472.50	CS&S			

Labor premium for year 7	1.012		
Year 3 Labor & Material Premium Factor	1.013	Benchmark price for space by type derived from comparable convention center projects including San Antonio and Nashville, averaged and adjusted to 2018.	
Year 7 Labor & Material Premium Factor	1.025		
Great Streets Cost/Block Face	$ 287,000		

SCENARIO 4.1 DEVELOPMENT COSTS

2018 Dollars In Thousands	*FY2019*	*FY2020*	*FY2021*	*FY2022*	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*FY2028*	*FY2029*	***TOTAL***
Project year	*0*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	
	Purchase	*Demo/Construction*	*Construction*	*Construction*	*Operations*	*Operations*	*Operations*	*Operations*	*Operations*	*Operations*	*Operations*	
Convention Center												
Exhibition Space		$ 13,742	$ 16,033	$ 16,033								**$ 45,808**
Meeting Space		$ 6,825	$ 7,963	$ 7,963								**$ 22,751**
Ballroom(s)		$ 6,799	$ 7,932	$ 7,932								**$ 22,663**
Auditorium												**$ -**
Circulation, Service & Support		$ 68,594	$ 80,027	$ 80,027								**$ 228,648**
Underground parking		$ 1,719	$ 2,006	$ 2,006								**$ 5,731**
Underground loading		$ 5,953	$ 6,945	$ 6,945								**$ 19,842**
Soft Costs		$ 31,090	$ 36,272	$ 36,272								**$ 103,633**
Convention Center Total		**$ 134,723**	**$ 157,177**	**$ 157,177**								**$ 449,076**
PPP Development												
Retail		$ 17,626	$ 20,564	$ 20,564								**$ 58,754**
Office		$ 97,096	$ 113,279	$ 113,279								**$ 323,654**
Above Grade Parking + Soft Costs		$ 4,421	$ 5,158	$ 5,158								**$ 14,737**
PPP Total		**$ 119,143**	**$ 139,001**	**$ 139,001**								**$ 397,145**
Community Amenities												
Festival Street/Promenade		$ 7,330	$ 8,552	$ 8,552								**$ 24,434**
Rooftop Park		$ 669	$ 780	$ 780								**$ 2,229**
Galleria		$ 5,910	$ 6,895	$ 6,895								**$ 19,701**
Soft Costs		$ 4,173	$ 4,868	$ 4,868								**$ 13,909**
Community Amenities Total		**$ 18,082**	**$ 21,095**	**$ 21,095**								**$ 60,272**
Land Acquisition	**$ 75,194**											**$ 75,194**
Demolition		**$ 4,959**										**$ 4,959**
Total Expenditures	**$ 75,194**	**$ 276,907**	**$ 317,273**	**$ 317,273**								**$ 986,646**
Construction cost allocation by year		30%	35%	35%								

SCENARIO 4.2 DEVELOPMENT COSTS

2018 Dollars		PHASE ONE				PHASE TWO								
In Thousands	*FY2019*	*FY2020*	*FY2021*	*FY2022*	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*FY2028*	*FY2029*	***PHASE 1 TOTAL***	***PHASE 2 TOTAL***	***GRAND TOTAL***
Project year	*0*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*			
	Purchase	*Demo/Construction*	*Construction*	*Construction*	*Ph 1 operations*	*Demo/Construction*	*Construction*	*Construction*	*Ph 1+2 operations*	*Ph 1+2 operations*	*Ph 1+2 operations*			
Convention Center														
Exhibition Space		$ 13,742	$ 16,033	$ 16,033		$ 14,556	$ 16,982	$ 16,982				**$ 45,808**	**$ 48,520**	**$ 94,328**
Meeting Space		$ 6,825	$ 7,963	$ 7,963		$ 3,541	$ 4,132	$ 4,132				**$ 22,751**	**$ 11,805**	**$ 34,556**
Ballroom(s)		$ 6,799	$ 7,932	$ 7,932		$ 4,309	$ 5,027	$ 5,027				**$ 22,663**	**$ 14,363**	**$ 37,026**
Auditorium						$ 2,173	$ 2,535	$ 2,535				**$ -**	**$ 7,242**	**$ 7,242**
Circulation, Service & Support		$ 68,594	$ 80,027	$ 80,027		$ 79,436	$ 92,675	$ 92,675				**$ 228,648**	**$ 264,785**	**$ 493,433**
Underground parking		$ 1,719	$ 2,006	$ 2,006		$ 5,402	$ 6,302	$ 6,302				**$ 5,731**	**$ 18,006**	**$ 23,737**
Underground loading		$ 5,953	$ 6,945	$ 6,945		$ 5,953	$ 6,945	$ 6,945				**$ 19,842**	**$ 19,842**	**$ 39,685**
Soft Costs		$ 31,090	$ 36,272	$ 36,272		$ 34,611	$ 40,379	$ 40,379				**$ 103,633**	**$ 115,369**	**$ 219,002**
Convention Center Total		**$ 134,723**	**$ 157,177**	**$ 157,177**		**$ 149,979**	**$ 174,976**	**$ 174,976**				**$ 449,076**	**$ 499,931**	**$ 949,007**
PPP Development														
Retail		$ 17,626	$ 20,564	$ 20,564		$ 7,385	$ 8,616	$ 8,616				**$ 58,754**	**$ 24,616**	**$ 83,370**
Office		$ 97,096	$ 113,279	$ 113,279		$ 69,499	$ 81,082	$ 81,082				**$ 323,654**	**$ 231,663**	**$ 555,316**
Above Grade Parking + Soft Costs		$ 4,421	$ 5,158	$ 5,158		$ 3,114	$ 3,632	$ 3,632				**$ 14,737**	**$ 10,378**	**$ 25,116**
PPP Total		**$ 119,143**	**$ 139,001**	**$ 139,001**		**$ 379,956**	**$ 93,330**	**$ 93,330**				**$ 397,145**	**$ 266,657**	**$ 663,802**
Community Amenities														
Festival Street/Promenade		$ 7,330	$ 8,552	$ 8,552								**$ 24,434**		**$ 24,434**
Rooftop Park		$ 669	$ 780	$ 780								**$ 2,229**		**$ 2,229**
Galleria		$ 5,910	$ 6,895	$ 6,895								**$ 19,701**		**$ 19,701**
Soft Costs		$ 4,173	$ 4,868	$ 4,868								**$ 13,909**		**$ 13,909**
Community Amenities Total		**$ 18,082**	**$ 21,095**	**$ 21,095**								**$ 60,272**		**$ 60,272**
Land Acquisition	**$ 75,194**											**$ 75,194**		**$ 75,194**
Demolition		**$ 4,959**				**$ 8,348**						**$ 4,959**	**$ 8,348**	**$ 13,307**
Total Expenditures	**$ 75,194**	**$ 276,907**	**$ 317,273**	**$ 317,273**	**$ -**	**$ 538,284**	**$ 268,306**	**$ 268,306**	**$ -**	**$ -**	**$ -**	**$ 986,646**	**$ 774,937**	**$ 1,761,584**
Construction cost allocation by year		30%	35%	35%		30%	35%	35%						

Assumptions for Scenarios 5.1 and 5.2

Square Feet by Space Type		Price/SF				Space Factor	Benchmark Price
Scenario 5.1	*Scenario 5.2*						$ 350
260000	154000	$	297.50	Exhibition	Space types in green are adjusted from the	0.85	
-		$	376.25	Auditorium	benchmark price using estimated factors	0.9	
75000	93500	$	350.00	Ballroom	designed to ccapture the increase and	1	
209500	90000	$	402.50	Meeting		1.15	
	1000000	$	200.00	**Office**	Office and Residential space prices are for		
-	-	$	286.50	**Residential**	Tower construction estimates only and are		
174,579	174,579	$	112.20	**Underground loading**		1.35	
50421	85842	$	112.20	**Underground parking**	Cost of underground service and parking		
103500	92000	$	315.00	Retail		0.9	
-	127000	$	350.00	**Community venue**	Music venue costs estimates from Moody Th		
		$	80.00	**Park**	Rooftop park casts taken from Levy Park		
45,000	40,000	$	80.00	**Rooftop park**	revamp in Houston and Transbay Terminal		
	253000	$	150.00	**Festival street/prome**	Woonerf street cost data gathered from		
-	881,000	$	18.07	**Demolition**	Demolition cost data gathered from the San		
-	300,000	$	52.54	**Above Grade Parking**	Source: Cudney 2018.		
709300	397100	$	472.50	CS&S			

Labor premium for year 7	1.012	
Year 3 Labor & Material Premium Factor	1.013	Benchmark price for space by type derived from comparable convention center projects including San Antonio and Nashville, averaged and adjusted to 2018.
Year 7 Labor & Material Premium Factor	1.025	
Great Streets Cost/Block Face	$ 287,000	

Area Modification Factors	
Austin	0.05
San Antonio	0
Nashville	0.02
Chicago	0.15
San Francisco	0.27
Houston	0.15
San Diego	0.08

SCENARIO 5.1 DEVELOPMENT COSTS

2018 Dollars In Thousands	*FY2019*	*FY2020*	*FY2021*	*FY2022*	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*FY2028*	*FY2029*	***TOTAL***
Project year	*0*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	
	Purchase	*Demo/Construction*	*Construction*	*Construction*	*Operations*	*Operations*	*Operations*	*Operations*	*Operations*	*Operations*	*Operations*	
Convention Center												
Exhibition Space		$ 23,507	$ 27,424	$ 27,424								**$ 78,356**
Meeting Space		$ 25,626	$ 29,897	$ 29,897								**$ 85,420**
Ballroom(s)		$ 7,977	$ 9,307	$ 9,307								**$ 26,591**
Circulation, Service & Support		$ 101,850	$ 118,825	$ 118,825								**$ 339,501**
Underground parking		$ 1,719	$ 2,006	$ 2,006								**$ 5,731**
Underground loading		$ 5,953	$ 6,945	$ 6,945								**$ 19,842**
Soft Costs		$ 49,990	$ 58,321	$ 58,321								**$ 166,632**
Convention Center Total		**$ 216,622**	**$ 252,726**	**$ 252,726**								**$ 722,073**
PPP Development												
Retail		$ 9,908	$ 11,559	$ 11,559								**$ 33,026**
Office		$ -	$ -	$ -								**$ -**
Above Grade Parking + Soft Costs		$ -	$ -	$ -								**$ -**
PPP Total		**$ 9,908**	**$ 11,559**	**$ 11,559**								**$ 33,026**
Community Amenities												
Festival Street/Promenade		$ -	$ -	$ -								**$ -**
Rooftop Park		$ 1,094	$ 1,276	$ 1,276								**$ 3,647**
Community Venue		$ -	$ -	$ -								**$ -**
Soft Costs		$ 328	$ 383	$ 383								**$ 1,094**
Community Amenities Total		**$ 1,422**	**$ 1,659**	**$ 1,659**								**$ 4,741**
Land Acquisition	**$ 75,194**											**$ 75,194**
Demolition		**$ 4,959**										**$ 4,959**
Total Expenditures	**$ 75,194**	**$ 232,911**	**$ 265,944**	**$ 265,944**								**$ 839,994**
Construction cost allocation by year		30%	35%	35%								

SCENARIO 5.2 DEVELOPMENT COSTS

2018 Dollars		PHASE ONE				PHASE TWO								
In Thousands	*FY2019*	*FY2020*	*FY2021*	*FY2022*	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*FY2028*	*FY2029*	***PHASE 1 TOTAL***	***PHASE 2 TOTAL***	***GRAND TOTAL***
Project year	*0*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*			
	Purchase	*Demo/Construction*	*Construction*	*Construction*	*Ph 1 operations*	*Demo/Construction*	*Construction*	*Construction*	*Ph 1+2 operations*	*Ph 1+2 operations*	*Ph 1+2 operations*			
Convention Center														
Exhibition Space		$ 23,507	$ 27,424	$ 27,424		$ 14,088	$ 16,436	$ 16,436				**$ 78,356**	**$ 46,960**	**$ 125,316**
Meeting Space		$ 25,626	$ 29,897	$ 29,897		$ 11,139	$ 12,996	$ 12,996				**$ 85,420**	**$ 37,131**	**$ 122,551**
Ballroom(s)		$ 7,977	$ 9,307	$ 9,307		$ 10,063	$ 11,740	$ 11,740				**$ 26,591**	**$ 33,543**	**$ 60,134**
Circulation, Service & Support		$ 101,850	$ 118,825	$ 118,825		$ 57,696	$ 67,312	$ 67,312				**$ 339,501**	**$ 192,320**	**$ 531,822**
Underground parking		$ 1,719	$ 2,006	$ 2,006		$ 2,962	$ 3,455	$ 3,455				**$ 5,731**	**$ 9,872**	**$ 15,603**
Underground loading		$ 5,953	$ 6,945	$ 6,945		$ 6,023	$ 7,027	$ 7,027				**$ 19,842**	**$ 20,077**	**$ 39,920**
Soft Costs		$ 49,990	$ 58,321	$ 58,321		$ 30,591	$ 35,690	$ 35,690				**$ 166,632**	**$ 101,971**	**$ 268,604**
Convention Center Total		**$ 216,622**	**$ 252,726**	**$ 252,726**		**$ 132,563**	**$ 154,656**	**$ 154,656**				**$ 722,073**	**$ 441,876**	**$ 1,163,949**
PPP Development														
Retail		$ 9,908	$ 11,559	$ 11,559		$ 8,911	$ 10,397	$ 10,397				**$ 33,026**	**$ 29,705**	**$ 62,731**
Office		$ -	$ -	$ -		$ 61,500	$ 71,750	$ 71,750				**$ -**	**$ 205,000**	**$ 205,000**
Above Grade Parking + Soft Costs		$ -	$ -	$ -		$ 6,301	$ 7,351	$ 7,351				**$ -**	**$ 21,003**	**$ 21,003**
PPP Total		**$ 9,908**	**$ 11,559**	**$ 11,559**		**$ 76,712**	**$ 89,498**	**$ 89,498**				**$ 33,026**	**$ 255,707**	**$ 288,734**
Community Amenities														
Festival Street/Promenade		$ -	$ -	$ -		$ 11,670	$ 13,615	$ 13,615				**$ -**	**$ 38,899**	**$ 38,899**
Rooftop Park		$ 1,094	$ 1,276	$ 1,276		$ 984	$ 1,148	$ 1,148				**$ 3,647**	**$ 3,280**	**$ 6,927**
Community Venue		$ -	$ -	$ -		$ 13,668	$ 15,946	$ 15,946				**$ -**	**$ 45,561**	**$ 45,561**
Soft Costs		$ 328	$ 383	$ 383		$ 7,897	$ 9,213	$ 9,213				**$ 1,094**	**$ 26,322**	**$ 27,416**
Community Amenities Total		**$ 1,422**	**$ 1,659**	**$ 1,659**		**$ 34,219**	**$ 39,922**	**$ 39,922**				**$ 4,741**	**$ 114,062**	**$ 118,803**
Land Acquisition	**$ 75,194**											**$ 75,194**	**$ -**	**$ 75,194**
Demolition		**$ 4,959**				**$ 16,716**						**$ 4,959**	**$ 16,716**	**$ 21,675**
Total Expenditures	**$ 75,194**	**$ 232,911**	**$ 265,944**	**$ 265,944**	**$ -**	**$ 260,209**	**$ 284,076**	**$ 284,076**	**$ -**	**$ -**	**$ -**	**$ 839,994**	**$ 828,361**	**$ 1,668,355**
Construction cost allocation by year		30%	35%	35%		30%	35%	35%						

Financing Convention Facilities

The economic impact analysis shows that an expanded convention center could bring between $40 and $100 million in additional annual spending to Austin's economy in the form of hotel and restaurant spending, including associated induced and indirect spending driven by visitor spending on Austin hotels and restaurants. The additional hotel and restaurant spending also helps create additional hospitality and service jobs in the Austin economy, which can provide good opportunities for professional employment and careers not directly associated with technology firms.

The economic impact of between $40 and $100 million in extra spending in the Austin economy could be a significant benefit from expanding the convention center, but this estimated benefit to the city must be weighed against the cost to the City of Austin to receive these incremental cash flows. In short, the City of Austin will not be paying for the convention center with general city funds that could be used in other areas (e.g., parks and libraries) but will finance the construction and operation of a convention center expansion with a bond issue paid for by the city's hotel tax revenue that is restricted to tourism-related assets and programs.

The roughly $400-$700 million of estimated construction costs for an expanded convention center will be paid for with a bond issue made possible by State of Texas tax statute - Subtitle D, Chapter 351 - that allows cities to tax hotels and use hotel taxes to fund tourism related assets such as convention centers. Chapter 351 ("Ch351") contains provisions for cities to use hotel taxes to fund tourism related assets and programs either through direct spending or by pledging hotel tax revenues for the payment of bonds issued for the purpose of operating or constructing or expanding tourism related assets. The City of Austin intends to pledge proceeds from hotel taxes collected under Ch351 to sell a bond issue to raise the funds to pay for the construction costs and operations of an expanded convention center. In addition to the city's current Ch351 hotel tax revenue, a subsection of Ch351 allows cities to increase the hotel tax rate by 2% as an additional incentive to build tourism related assets and compete for tourist spending, and the City of Austin intends to apply this additional 2% tax.

I have reviewed recent historical data on City of Austin hotel tax revenues collected under Ch351, along with projections of future hotel tax revenues including the additional 2% made possible by Chapter 351.1065. There appears to be sufficient projected hotel tax revenue to support a bond issue to raise the necessary funds to pay for the construction costs and operations of the proposed convention center expansion. However, regardless of my opinion, the ultimate test of whether the city has sufficient expected future hotel tax revenue to make full and timely payments on a bond issue to finance the proposed convention center expansion is the bond market itself. If bond buyers are confident that the City of Austin will have sufficient Ch351 hotel tax revenues to make full and timely payments on a newly issued bond, then they will buy the bond. If bond buyers are not confident that the City of Austin will have sufficient Ch351 hotel tax revenues to make full and timely payments on the bond, then they will not buy the bond.

There are numerous benefits and positive considerations from paying for an expanded convention center with Ch351 city hotel tax revenue.

1) The opportunity cost of using hotel tax revenue collected by the city through Ch351 to pay for an expansion of the convention center is virtually zero, because hotel tax revenue raised through Ch351 is tightly limited to spending on tourism related assets. In the case of Ch351 hotel tax revenue, there is no issue or decision to be made regarding whether the City of Austin should spend hotel tax revenue (or the proceeds from bond sales backed by hotel tax revenue) on an expanded convention center OR on parks and libraries, because Ch351 hotel tax revenue cannot be used for non-tourism purposes like parks and libraries. In other words, spending hotel tax revenue on a convention center expansion does not deprive other areas of the city budget from available funds.

2) Using hotel tax revenue to pay for construction and operation of an expanded convention center essentially has Austin's hotels paying for Austin's expanded convention center. The cost of a proposed expansion will not be paid by City of Austin taxpayers with funds that could be used in other parts of the city budget.

3) By selling a bond the city raises the necessary money for construction and operation of an expanded convention center, and bondholders take the risk that future hotel tax revenue will be insufficient to make the scheduled bond payments. Bondholders will only have access to Ch351 hotel tax revenue receipts and do not have access to City of Austin general funds, even in the event of a shortfall.

4) Given the ability of the City of Austin to tax all the hotels in Austin to pay for a convention center expansion, bond payback is a function of the financial health of the overall Austin hotel market and is not dependent on the future financial performance of an expanded convention center.

5) Expanding the convention center and utilizing the additional 2% hotel tax allowed under Ch351 (i.e., increasing Austin's hotel tax rate from 15% to 17%) would allow the City of Austin to increase spending on arts and historic preservation. Texas state tax law allows for cities to use 15% of hotel taxes collected under Ch351 to fund arts programming in the city, and the City of Austin is already spending the entire 15% allowed from the current Ch351 hotel tax revenue stream. A convention center expansion would allow the city to increase hotel taxes from 15% to 17%, and the city would then be able to access 15% of this new 2% stream to increase spending on arts and historic preservation.

It is also important to note that Ch351 hotel tax revenue is available to cover any financial shortfall generated by operating the convention center. City of Austin financial statements show an operating deficit for the current Austin Convention Center (i.e., convention center operating expenses are greater than revenues collected by the convention center), but expanding the convention center is not akin to expanding a money-losing business because convention center revenue shown on the City of Austin's financial statements is just a small part of the overall cash flows enjoyed by the City of Austin as a result of operating the convention center, which include millions of dollars in Ch351 hotel tax revenue that can only be spent on tourism related assets.

D_ACKNOWLEDGEMENTS AND EXTERNAL FEEDBACK

This report supports the effort to provide City Council and City staff with information to assist in assessing options for a Convention Center renovation or expansion that meets the City's longer-term social and economic goals. As stated previously, our task is to evaluate the "whether" and the "how" of expanding the Austin Convention Center as it relates to broader placemaking and urban planning in the Southeast Quadrant of Downtown Austin. Provided within these pages are our efforts to synthesize and summarize information that already exists, and create new information through several analyzed scenarios. Our hope is that this information can allow for members of the public and elected officials to base their opinions and positions on analysis that is reasoned, thorough, and digestible. In order to address this charge, fact-finding information sessions with relevant experts and stakeholders took place throughout the project timeline. External feedback, collected via meetings, phone calls and emails, comes from a diverse group of both individual and local organizations that represent a broad range of stakeholder interests. A detailed list of individuals and organizations who provided input into this study is included in this section. In addition, a short, Web-based portal was opened for broad public comment from individuals and groups to draw attention to concerns they have and to call our attention to any materials they thought the research team should consider. Participants were given the option to remain anonymous. City Council members and the Mayor received the online link for distribution,also posted on the University of Texas at Austin Center for Sustainable Development website. Participants were asked the following questions:

Question 1: Are there any resources you believe the research team should consult?

Question 2: Do you have any thoughts about how the convention center district should contribute to downtown?

The specific responses received from these questions are listed in the Feedback Table on the following pages.

The University of Texas at Austin School of Architecture Center for Sustainable Development would like to thank the following individuals and organizations for their time and/or input into this study:

Austin City Council*

Mayor Steve Adler
Council Member Ora Houston, District 1
Council Member Delia Garza, District 2
Council Member Sabino "Pio" Renteria, District 3
Council Member Greg Casar, District 4
Council Member Ann Kitchen, District 5
Council Member Jimmy Flannigan, District 6
Council Member Leslie Pool, District 7
Council Member Ellen Troxclair, District 8
Mayor Pro Tem Tovo, District 9
Council Member Alison Alter, District 10

City of Austin Staff

Greg Canally, Deputy Chief Financial Officer
Carla Steffen, Deputy Director, Convention Center

*Denotes the 2017-2018 City Council that passed the resolution to conduct this study

Others (alphabetical order)

American Hotel and Lodging Association
Asakura Robinson staff (Brush Park Consultants)
Austin Convention Center
Austin Independent Business Alliance
Black + Vernooy Architecture and Urban Design
Brush Square Park Plan Partner focus group
Brush Square Park consultant team
Capital City Innovation District
Capital Metro
City of Austin staff
City of Austin Parks and Recreation Department
Downtown Austin Alliance
Downtown land owners
Gensler & Associates - Austin Convention Center Long-Range Master Plan project design team
International Alliance of Theatrical Stage Employees (IATSE)
Kinney & Associates Architecture
McCann Adams staff
Music Venues Alliance
Reconnect Austin
Save our Springs Alliance
SXSW
Visit Austin
Visitor Impact Task Force Chair
Waller Creek Conservancy

Are there any resources you believe the research team should consult?	*Do you have any thoughts about how the convention center district should contribute to downtown?*	*Individual or Organization*	*Date*
Carl Hirsch, UT Athletics, SXSW, Visit Austin, Spurs Sports and Entertainment, USA Basketball, FIBA, USOC, USA Volleyball, NCAA	It would be awesome if the convention center district included a mid-sized arena for esports, Austin Spurs, Huston-Tillotson, international competitions, concerts and special events.	Individual	4/2/18
There should be a reconcerted effort to promote and highlight the indigenous tribes of this region. One if the main reasons Maribu Lamar recommended this region as the geography best suited for the Capital was the Buffalo....the climate....the resources. All of which was sanctified and sacrificed for by the natives of the region. With the archeological site recently founded in Salado, and the entirety of the footprint of these forebearers of resource conservation, in both agriculture and ecosystems....these recognitions are long overdue...thank you.	Have an emergency center of resources for the people who are not from here.	Individual	3/26/18
Minimum parking requirements and futurists models on lack of parking needs in the future	Public office share space with free WiFi and desk space. Maybe a ups store with P.O. boxes and small presentation rooms available to citizens to use during down times. Let's spark innovation and help foster young business ideas born right out of the convention center	Individual	3/26/18
	I support the mayor's proposal to use hotel taxes to pay for improvements in the way homeless folks are sheltered and housed.	Individual	3/10/18
	Adding housing and ample retail at the ground level will enhance the area which is currently somewhat devoid of life when there isn't an event at the convention center.	Individual	3/8/18
	The Convention Center District is a vital part of Downtown Austin which generates millions of dollars annually to the city's economy. As such, the City of Austin must invest the resources needed to expand and update the current space. The district should also be more than just the Convention Center and neighboring hotels. New additions should be designed where music and entertainment venues front the streets to bring in street interaction closer to 24 hours with the convention center space enclosed. If possible, the existing space should also incorporate more daily use options around the periphery. The Convention Center should both seamlessly blend in with the surrounding districts while also acting as gateway between Waller Creek, Rainey Street District and the rest of Downtown. Incorporating new music/ entertainment venues as well as retail and restaurant space surrounding new additions to the Convention center will go a long way in creating a walkable and active district. Reduce blank walls and empty spaces around the existing convention center which deters pedestrians from the area when there are no conventions going on or at night. Currently the District creates a hole in DT with little to no street activity except during Conventions. Even then, people are simply going into or out of the Convention Center coming from or going to other areas of DT. The City of Austin must build a sustainable vibrant Convention District in order to complete Downtown as a whole.	Individual	3/8/18
Any of the major Austin DMC (destination management companies) in town would be a good resource; any of the meeting planners that plan large conventions like Keller Williams, National Instruments, even Texas Women's Conference.	I definitely would like to see a thoughtful expansion of the convention center as I'm a small business owner, and I benefit from the events that come through the convention center.	Individual	3/7/18

Are there any resources you believe the research team should consult?	*Do you have any thoughts about how the convention center district should contribute to downtown?*	*Individual or Organization*	*Date*
Any of the major Austin DMC (destination management companies) in town would be a good resource; any of the meeting planners that plan large conventions like Keller Williams, National Instruments, even Texas Women's Conference.	I definitely would like to see a thoughtful expansion of the convention center as I'm a small business owner, and I benefit from the events that come through the convention center.	Individual	3/7/18
When this has been in the news, the (negative) angle has been to say that the attendance numbers aren't what was projected. That is the wrong angle. Look at the $ - it's evident that the Convention Center is far exceeding expectations. Sometimes fewer numbers can bring in more $, while larger numbers can bring in less $. In this case it's quality ($) over quantity (number of attendees).	The Center IS the downtown of the hospitality industry for Austin! Without it, there is a huge gap - hotels wouldn't fill up with conventioneers, restaurants wouldn't be full when events are in town, so many people would not be employed, and much more. It used to be that there were not enough hotels to accommodate event sizes, and not it's the opposite. The Center does not have enough space to accommodate the larger events who WANT to come to Austin but can't solely because of lack of center space. This is about the 4th+ study that has been done on this issue and the outcome is the same - we need to expand! It baffles my mind how Council doesn't 'get it' - word on the street is that they are opposed because they want $ diverted to their pet projects instead of what is necessary for Austin as a whole to continue prospering. STOP doing studies. BUILD and they will come.	Individual	3/6/18
	This is tough because now that we have enough hotel space, they have boxed in the center so that having a contiguous expansion is almost impossible. But downtown is a good place for the center since there is a lot to do downtown.	Individual	3/6/18
The Visit Austin and ACC teams have done their due diligence on this topic and have extensive data and resources that I assume you have access to. They also have data on the business that we are now losing due to the slow pace at which this process is going. I have served on numerous committees helping to determine the long range plan for the Center and am glad to assist this committee as well. I have put my name on this form in case you wish to reach out to me for further engagement.	The Center is one of the key economic pistons that make the Austin engine run. The bottom line is if we do not continue to invest in a long term plan, even beyond this one, with respect to the downtown center facility, Austin will no longer be the thriving city we are so proud of today. When you travel, there is not a major airport in the world that is not under construction constantly. The same is probably true of convention centers. They are critical for business (both for and non-profits) to succeed. As a corporation, National Instruments has been hosting NIWeek, our annual users conference, in Austin for the past 23 years. NIWeek has increased significantly, with 43% growth in the last 10 yrs. As we have grown, the ACC has worked diligently to ensure a positive experience for our customers. Even with past improvements, the ACC is less than half the size of centers with which it now competes, including Dallas (currently considering an expansion project) and San Antonio (just completed their latest expansion project). We have looked at both cities as possible options to host NIWeek; but our preference is to remain in Austin.	Individual	3/6/18
Visit Austin, Greater Austin Restaurant Association, International Live Events Association - Austin Chapter, Meeting Planner International - Hill Country Chapter, The Hospitality Sales and Marketing Association International - Austin Chapter, City of Austin - Austin Center for Events	The Convention Center District should help all of the City of Austin to thrive economically. Positive fiscal impact on hospitality & tourism.	Individual	3/5/18
	Austin currently has two conflicting visions for downtown. One idea of "downtown" is an area that's attractive to Austin residents, and the other is devoted primarily to visitors. In my opinion, the city has focused too much on the latter and not enough on the former. Expanding the convention center will overrun downtown, and make its focus even more for visitors/conventioneers and less for the people (taxpayers) of Austin. I used to work downtown, and now that I no longer do, I rarely go there, except for special events. I would like to go to downtown more often, but don't find it very inviting or accessible. Because I'd like to see a more balanced and inclusive vision for downtown Austin, I don't feel that the convention center should take up any more space. It already has a very large footprint, and to let it sprawl even more would be a shame. I wish the money brought in by the CC could be used for historic preservation, parks, or cultural resources. Instead, CC revenues benefit the CC itself, and it has spent lots of money on unnecessary items that don't benefit Austin as a whole (i.e., stained concrete sidewalks, exterior touch screens on the building, etc.). The CC should compliment downtown, not overtake it.	Individual	3/5/18

Are there any resources you believe the research team should consult?	*Do you have any thoughts about how the convention center district should contribute to downtown?*	*Individual or Organization*	*Date*
ULI Austin put together a paper on this a few years ago at the request of the City.	I like the mayor's idea of getting some extra funding to support improvements in Eastern downtown. The delay by council felt political coming up on an election year.	Individual	3/5/18
Look at other cities where the convention center is a part of the fabric of the city like Seattle, Portland and San Francisco rather than large spaces that don't integrate well with the city like Denver, Fort Worth and Chicago.	The convention center needs to become a public good, not a tourist good. Put a park on top; integrate storefronts into the building. Right now it's a dead space for residents and it's surrounded by Rainey st., downtown and sixth street. It needs to connect the city, not separate it.	Individual	2/27/18
There is a wealth of research showing that downtown convention centers never return on community investment and often become drains on municipal budgets. The entire convening industry has been in decline for 20 years. In Austin's case, our convention center has been soaking up over 70% of Hotel Tax revenue while contributing less than 2% of visitors (with SXSW alone constituting 33% of center attendance). Our current convention convention center has fallen for short of performance projections made 20 years ago. The business case does not exist for an expansion.	The current convention center site should be completely redeveloped. Convention space and services should be provided by the private sector hotels who are the only true beneficiaries of public subsidies for convention centers and services. It is long past the point when this transfer of wealth from the public to a specific industry should have ended. Hotel tax revenue must be invested in local arts, music, culture and preservation, the attractions that, according to the State of Texas are the true drivers of Austin tourism.	Individual	2/28/18
	The Convention Center should have a larger exhibit floor. We have plenty of hotel space to accommodate much larger conventions we don't have floor space for them.	Individual	10/9/18
The work force and working class who live and work here.	Brings new work to Austin which benefits the working class here. It would be good if there was more of that on a consistent basis.	Individual	10/9/18
	Increasing the capacity of the Convention Center should also include temporary and permanent staff parking, which means another garage, or an off-site parking facility. At present, Convention Center permanent and temporary staff (those brought in for the set-up and facilitation of events at the Convention Center, including stage hands and subcontractors) must pay dearly for parking either on the street or in a garage, the costs of which often equal or exceed the hourly wage of a worker.	Individual	10/12/18
Visit Austin, Greater Austin Restaurant Association, International Live Events Association - Austin Chapter, Meeting Planner International - Hill Country Chapter, The Hospitality Sales and Marketing Association International - Austin Chapter	I think it should help provide some relief to our homeless population.	Individual	10/18/18
Visitor Impact Task Force, Red River Cultural District, Visit Austin	Our current convention center does not have the capacity or design to host events that would otherwise be held in Austin. Even some Austin-based businesses have to hold events in other cities, because our center is insufficient. This loss of business means a lost opportunity for conventioneers to experience Austin's culture throughlive music in our venues. A renewed and expanded center could provide much needed space for creative businesses, facing an affordability crisis. By designing the ground floor in a way that locals could utilize, the renovation could reopen an area of downtown that currently does not serve Austinites or travelers not associated with a convention. Office and workspace on top of the convention center could add to the tax roles, creating revenue for the City. Many music businesses are run by entrepreneurs, who tend to work individually, or in small groups. If some of this workspace could be allocated for the music sector, it would provide a centrally located area for leaders in the industry to connect and collaborate. A sharable conference room would be extraordinarily beneficial. The convention center expansion would unlock a raise in hotel tax percentage, otherwise not available, per state statute. The increase in HOT revenue could be directed to currently underfunded programs in Austin, without raising taxes on residents. MVA is dedicated to working with Visit Austin on novel ways of educating conventioneers about all of the venues and genres available to them, and creating sponsored shows and transportation tailored for convention visitors.	Music Venues Alliance - Austin	9/18/18

Are there any resources you believe the research team should consult?	*Do you have any thoughts about how the convention center district should contribute to downtown?*	*Individual or Organization*	*Date*
Convention Center Follies by Heywood Sanders, Center for Exhibition Research, Convention Center Bookings data, Tourism office of the Governor, Visitor Impact Task Force - Austin Business Journal, Stephen Hacker report for the City of Austin	Now--at a time of unprecedented skepticism over whether a bigger convention center is the best possible way to spend 600 million tax dollars--the city wants to fund another huge Convention-Center expansion without convening Austin voters. Consultants who are paid to overstate convention center benefits downplay their costs. The proposed Convention Centerexpansion is unlikely to spawn another SXSW festival to justify its existence. Instead of spending $600 million on another Convention Center expansion, Austin should promote tourism by investing in the assets that make it special. The Convention Center did not make a Statesman social media reporter's recent unscientific list of Austin's top attractions. Cultural tourism is a more dynamic growth industry than conventions. Austin should invest the legal maximum of its hotel taxes collectedunder the Tax Code in both cultural arts and historic preservation (15% of that revenue in each). These grants should be administered by expert community boards—not by Visit Austin. Austin should invest heavily in art and artists, preserving existing music venues and building venues that can be used for artistic performances or sporting events. It should promote Austin by promoting performances by Austin musicians, not giving away tickets to out-of-town shows by musicians that have nothing to do with Austin. It should invest in cultural districts such as those along Red River and Sixth Streets, as well as the Mexican American Cultural Center.	Save Our Springs Alliance	10/14/18
Visit Austin	I question the need to expand the Convention Center at all, including a District. As Executive Director of AIBA, my focus is on local business—a huge draw for tourism. As a city, our citizens and tourists who come here would better benefit from enhancing many venues all over town, supporting the things tourist participate in when they come here(music, arts, parks and local business), and creating a larger vibrant cultural community that benefits everyone. By Visit Austin's own reports, only 2% of the visitors who come to Austin go to the Convention Center. We're talking about spending upwards of a billion dollars on expansion of a facility that even if we increase visitors by 50% (a near impossible number) would add only 1% more visitors. What else can we do in Austin that increases visitors by far more than 1% and benefits our residents. That is the question.	Austin Independent Business Alliance	1/7/19

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