

AUSTIN CONVENTION CENTER MASTER PLAN

UPDATE

A BALANCE OF INTERESTS
SHARED VISION

THE IMPORTANCE OF
PARTNERSHIPS

NO.1 DESTINATION
AUSTIN 2.0

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Study outcomes and key considerations for future development.



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Conventional Wisdom
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Prepared for -

The City of Austin,
Austin Convention Center Department

EXECUTIVE SUMMARY



For this study, the master plan update determined the carrying capacities of land required for the West Expansion and the city-owned land occupied by the existing Austin Convention Center. Combined, these sites represent the envisioned convention center complex, a mix of civic and commercial development that will transform the southeast gateway into downtown Austin. The overall convention complex will be a mix of below-grade and above-grade development with connectivity below and above Trinity Street. The development scenarios described in this update foster the urban design principles defined in the 2019 study by the University of Texas Center for Sustainable Development and include different approaches to P3 commercial development as part of the implementation strategies.

The purpose of this update is to test new assumptions and requirements that have been identified for the convention center expansion since the completion of the long range master plan in 2015. The source documents for this analysis include:

- 2015 – Austin Convention Center Long-Range Master Plan; Gensler/CW
- 2018 – Austin Convention Center Phase III Co-Development Plan; Gensler/CW/ACCD
- 2019 – Frameworks for Placemaking: Alternative Futures for the Austin Convention District; University of Texas Center for Sustainable Development
- 2019 – Block 16/ACC Site Study for West Expansion; Developer/Landowner
- 2020 – HVS Market Demand Update [need official name]

The site's carrying capacities, updated program requirements, planning principles and market demand metrics helped define and direct the planning for the ensuing development scenarios. This update incorporates the following considerations and the logical progression for a decision matrix.

Process to identify & analyze solutions -



SITE CAPACITIES



MARKET DEMAND
&
SIZE RECOMMENDATIONS



PHASING
ALTERNATIVES



URBAN PLANNING
&
DESIGN
CONSIDERATIONS



FUNDING
&
DEVELOPER
FINANCING

Site Capacities - Gensler Studies

A site capacity analysis was conducted to determine the practical development capacity per floorplate level for convention center spaces with the proper functional relationships, access, egress, servicing and loading.

The West Expansion site was originally conceived in Gensler's Option 3b: Non-Contiguous Expansion from the 2015 Long Range Master Plan as a 3 ½ block expansion footprint with a hotel tower fronting Cesar Chavez. The site was bounded by 4th Street, Trinity, Cesar Chavez and San Jacinto Street. The land fronting Cesar Chavez was purchased and privately developed as a new Marriott Hotel. A new co-development concept was explored in 2018 that added a commercial tower along 4th Street, vertically integrated with the convention center on the west expansion site. This 2 ½ block convention center expansion footprint was deemed the smallest possible footprint to still maintain its viability as a convention venue.

The Block 16/ACC study conducted in 2019 by a local landowner/developer further reduced the available site for the West Expansion to a 1 ½ block footprint. The dimensions of this reduced site proved unworkable due to the required size of the convention center's footprint. The minimum sizing requirements for exhibit and ballroom spaces demand that the north boundary of this site be extended to 4th Street. With the inclusion of the condominium parcel, a sufficient amount of area is available to allow a phasing strategy that does not reduce the amount of functional space available to users throughout the construction phasing.

The East development site encompasses the existing Austin Convention Center which is bordered by 4th Street, Red River, Cesar Chavez and Trinity Street. For this update, expansion concepts were developed that yielded the required long range space needs and returned approximately one-half of the site to street level enhancements and P3 development. Opportunities for improving pedestrian and vehicular circulation both north-south and east-west, ongoing and future transit plans, increasing open/public space and phasing strategies were considered in the various scenarios.

Market Demand & Size Recommendations – HVS Study

HVS International, through its convention center practice in Chicago, updated the demand targets and sizing recommendations for the expansion of the facility. The

team acknowledged Austin's unique position in the market where it attracts more than its fair-share of corporate and incentive clientele; that fact increases the amount of meeting space needed in the facility along with the trend of providing "non-traditional" meeting spaces that are occupied at a lower rate than a typical classroom-style set.

HVS' recommendations are shown below:

| | |
|------------------|------------|
| Exhibition Space | 454,000 SF |
| Meeting Space | 290,000 SF |
| Ballroom Space | 160,000 SF |

The space needs recommendations made by HVS can be accommodated as shown in this update's development scenarios while supporting the P3 development strategies recommended in the UT Study.

Development Alternatives

Two distinct development scenarios are examined in more detail later in this update. Both scenarios support the ideals and characteristics described in previous plans and reports published by Gensler, the Urban Land Institute and the University of Texas Center for Sustainable Development. Key considerations addressed in both scenarios include competitiveness in the marketplace, P3 mixed use development, pedestrian and vehicular mobility, activating the streets and connectivity to district and off-district destinations. Beyond that, the two development scenarios differ significantly in phasing, schedule, layout and P3 strategies.

The value of the two scenarios is in guiding future decisions by the city's leadership on approach, schedule and phasing, funding strategies and alignment with its vision. The Pros and Cons of each scenario must be weighed against the desired outcomes for the convention district. Features and ideas within each scenario may be desirable and included in the final design, resulting in a hybrid solution.

Urban Planning & Design Considerations

Frameworks for Placemaking: Alternative Futures for the Austin Convention District, a study developed by the University of Texas Center for Sustainable Design offered a unique and exciting vision for the expansion of the convention center within the context of the surrounding district. The study identified key planning principles that were important to the viability of the convention district as an active and vibrant destination for residents, workers, convention attendees and out-of-town visitors.

EXECUTIVE SUMMARY

CONTINUED

Key planning principles include:

- **placemaking** and creating spaces that promote and support programmed events that draw people and activate the area;
- **activating the streets** by developing street-level retail/entertainment/restaurants and bars along streets and paseos throughout the district;
- enhanced **mobility** by creating more opportunities for convenient pedestrian access to venues, parks and Waller Creek within the convention district
- fostering **connectivity** to adjacent downtown districts
- maximizing the value of city-owned land with **P3 co-development strategies**.

The planning principles were key considerations and influenced the concepts of the development scenarios described later in this study.



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THE PLANNING PROCESS

Austin Convention Center Long Range Master Plan

In Fall 2014, the City of Austin selected Gensler to develop a Long Range Master Plan for the future of the Austin Convention Center. The City's emergence as a national destination, known for its entertainment, restaurant and 'Keep Austin Weird' vibe, outgrew the capabilities of its convention center to support the growth in Conventions-Trade Shows. Following a detailed analysis of all properties surrounding the Convention Center including the various sites' carrying capacity and ability to support the Convention Center's mission, concepts were developed in numerous visioning and planning workshops conducted with key stakeholders including local civic and business leaders, public agencies and industry professionals.

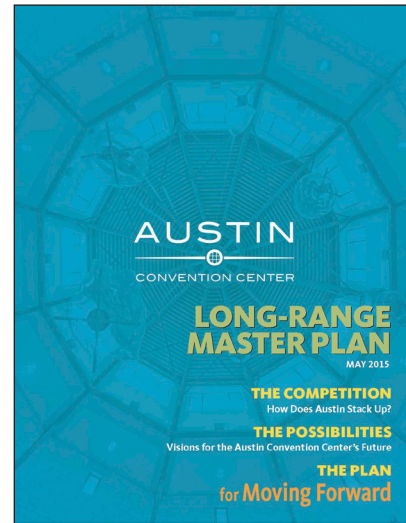
The long-range master plan illustrated a best-case scenario for the expansion of the Convention Center's facilities, public/private development within the Convention District, and improvements to existing infrastructure. The master plan's recommendations took into consideration: (1) an analysis of the current market; (2) industry trends and supply/demand; (3) an assessment of the existing facility and opportunities for future utilization; (4) a financial analysis of current and projected revenue, debt and expenses; and (5) a long range implementation strategy for future expansion.

The master plan's recommendations included facility expansion and the acquisition of 4 city blocks adjacent to, and west of, the existing convention center. Expansion highlights included:

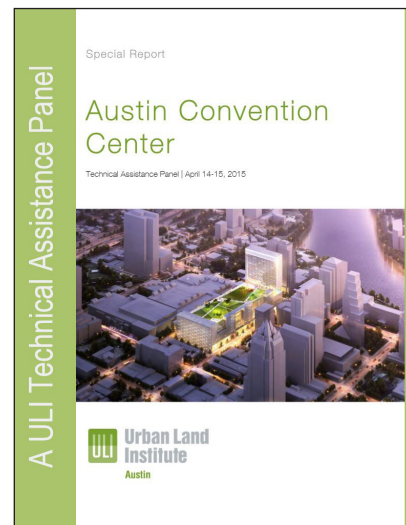
- A vertical development response to downtown density that doubles the existing convention space in half the footprint
- A 3-city block urban park on the roof of the convention center
- An open air paseo passing through the expansion building at the street level, enhancing pedestrian mobility and housing local restaurants and shops serving Austin residents, downtown workers and convention attendees
- Restaurants and bars imbedded into the expansion building's street side façade, activating the streets around the Convention Center.
- Attracting downtown workers, local residents and visitors.

Urban Land Institute TAP Report

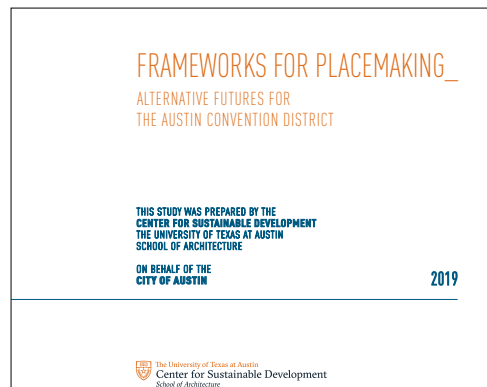
In April 2015, the Urban Land Institute (ULI) invited a ULI Technical Assistance Panel to conduct a two-day review of the Austin Convention Center Long Range Master Plan that included tours and extensive interviews with district stakeholders, City staff and consultants. Following the review, the Urban Land Institute issued a



2015 Long Range Master Plan



2015 Urban Land Institute TAP Report



2019 Frameworks for Placemaking: Alternative Futures For The Austin Convention Center

A summary of major recommendations and conclusions of the ULI TAP Report included:

- The Panel agrees with the Master Plan's conclusion that an expansion is necessary and to utilize Option 3b for the expansion
- Expand with a design plan to create a convention center district that includes an activates Brush Square and Palm Park, Waller Creek Corrdior and Red Line Station so that the entire area becomes an 18-hour district for both Austinites and convention visitors
- Design should include street level culture venues, retail and restaurant space to prevent the current 'dead zone' feel around the Convention Center
- Fund a visionary expansion and district development through an increase in the Hotel Occupancy Tax up to 17%.
- Purchase land now through the use of options, public-private partnerships or other joint venture structures to secure needed expansion land without the restrictions caused by the use of Eminent Domain and Condemnation.
- Be Bold and Visionary in the plans for the district to create a long term signature solution for Austin.

Frameworks for Placemaking: Alternative Future for the Austin Convention District

In December 2017, Austin's City Council authorized The University of Texas at Austin Center for Sustainable Development to develop and compare scenarios for the downtown Austin Convention Center area. Faculty and research staff from the School of Architecture and the McCombs School of Business examined options for a more inclusive and vibrant downtown district. Issued in April 2019, the 16-month study 'Frameworks for Placemaking: Alternative Futures for the Austin Convention District' built upon the work previously developed for the proposed expansion and broadened the scope with a more detailed examination of the convention district, opportunities for expanded P3 development and alternative outcomes for the convention center complex with particular focus on Placemaking and the Economics of development.

Following its presentation and review by City Council, the stated preferred scenario in the UT study for future consideration was Scenario 5.1/5.2, Phased Westward Expansion with Full Demolition. In this development scenario, the expansion west of Trinity Street would be constructed first as a stand-alone building and then the existing convention center would be demolished and replaced with a new complementary expansion east of

Trinity Street. The east expansion would be a P3 co-developed, vertically integrated structure that responds to and embraces Waller Creek as an important feature within the district. In August 2019, Austin's City Council approved the district development plan.

Austin Convention Center Master Plan Update

In January 2020, the City engaged Gensler and Conventional Wisdom to update the master plan with an emphasis on the Scenario 5 development strategy proposed in the UT Study. The update is not intended to be a comprehensive master plan. Its purpose is to explore alternative development and phasing strategies that reflect the characteristics of Scenario 5 but within the context of programmatic and operational requirements to be a viable solution for the convention center. Early in the study, Gensler/CW and the ACCD leadership team conducted a planning workshop that concluded with a review by Assistant City Manager Rodney Gonzales. Subsequent progress reviews have been conducted in addition to a briefing with City Manager Spencer Cronk.

Two distinct development scenarios came out of the workshop. The scenarios do not imply design. Instead, they represent strategies for implementation that minimize disruption to the business operations and functionality of the convention center during demolition and construction. In both scenarios, significant development occurs below grade and under Trinity Street to maximize the convention center's operations and P3 development plays a major role in the transformation of the district. Beyond that, both scenarios offer uniquely different approaches to the phasing and development of the future convention center complex. The 2-phase HALLS UP scenario has two levels of Exhibit Halls above the street level and a below-grade superblock for trucks/service/loading docks/storage and back-of-house operations. The 3-phase HALLS DOWN scenario has a large, contiguous Exhibit Hall below grade with two separate truck/service/loading docks/storage for Phase 1 West and Phases 2/3 East.

As the City moves forward with the design and implementation of the convention center expansion, consideration should be given to the opportunities and constraints described later in this document for each scenario.

DISTRICT-WIDE INITIATIVES

The future of the Austin Convention Center extends beyond the walls of the convention center and includes the businesses, residents, public agencies and other stakeholders of Austin's downtown district. The future development and success of the Convention Center cannot be fully realized without the future development and success of the 'convention district.' In the five years since the completion of the Austin Convention Center Long Range Master Plan, a number of projects, land acquisitions and parallel studies have been completed, or are currently underway or planned for the near future.

District Land Ownership

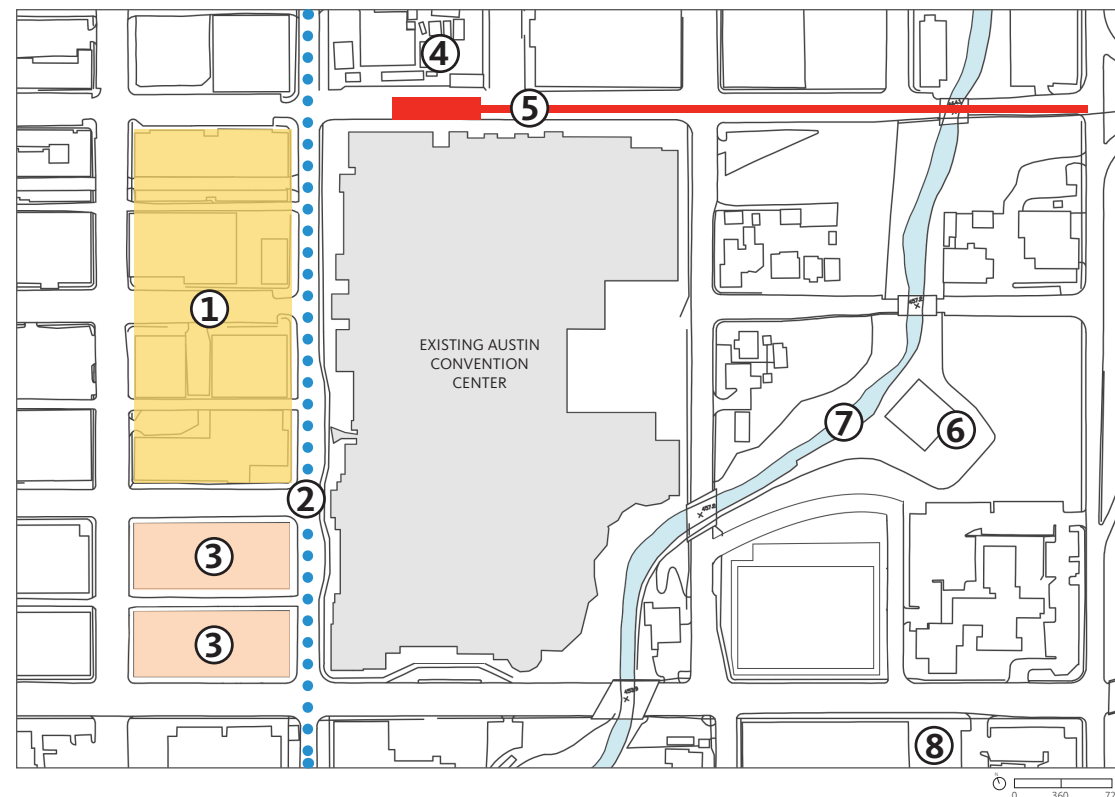
Land parcels identified in the earlier expansion plans have since been acquired and plans for their development are ongoing. White Lodging acquired the property fronting Cesar Chavez, between San Jacinto and Trinity Streets. A new Marriott Hotel is nearing completion on that site. The northern half of that same block has recently been purchased and tentative plans for another hotel are being considered. Block 16's ownership has been exploring the potential for assembling the remainder of parcels between 2nd and 4th Streets to partner with the City to co-develop a vertically integrated tower/convention center expansion.

As this master plan update nears completion, a partnership has been struck with all land owners between Second Street, Trinity Street, Fourth Street and San Jacinto. This is an important step in moving forward with the West expansion.

The original master plan envisioned a west expansion on all three city blocks bounded by Cesar Chavez, San Jacinto, 4th Street and Trinity Street. That opportunity no longer exists. The best case scenario that remains is the two-block P3 co-developed tower/convention center. Anything less than the two city blocks (with the Block 16 tower) will fail to meet the minimal requirements, both physically and programmatically, to be marketable in the convention-trade show industry.

“ Be BOLD and VISIONARY in the plans for the district to create a long term signature solution for Austin ”

2015 URBAN LAND INSTITUTE TAP REPORT



- ① Phase One West Expansion on Privatley Owner (P3) Property
- ② Proposed CAP Metro Blue Line
- ③ Future Hotel
- ④ Brush Square Park
- ⑤ CAP Metro Red Line and Station Upgrades
- ⑥ Palm Park
- ⑦ Waller Creek
- ⑧ Rainey Street Historic District

Mobility/Transit

Currently, CAP Metro's Red Line terminates at 4th and Trinity Streets, along the north face of the convention center. Improvements to the transit stop at this location are anticipated and should be considered in the context of the convention center's future design. There are proposed plans to connect the Austin-Bergstrom International Airport to downtown Austin via a new dedicated rail line called the Blue Line. The plans show the Blue Line traveling north on Trinity Street through the heart of the convention complex and to the University of Texas campus. It is recommended that the proposed Blue Line be installed at-grade on Trinity Street to allow operational connectivity for the convention center below the street.

Trinity Street serves as the coach bus and shuttle drop-off/pick-up zone, so the design of the convention center facades facing Trinity should reflect their role as the grand arrival plaza for large groups. For busses, CAP Metro, shuttles and taxis, Trinity Street will play a major role as the transit hub for the convention center and southern edge of downtown.

Destination District

The new Fairmont Hotel and soon-to-be completed Marriott, both on Cesar Chavez, plus the physically connected Hilton and a fourth anticipated hotel on 2nd Street, reflect a rapid growth in complementary development for a destination district. An emerging hospitality and residential community combined with street-level venues for retail, food and beverage, the convention district will serve a 24-7 population of residents and visitors alike.

In addition to the district's existing and planned built environment, the Waller Creek initiative and its envisioned development represent an extraordinary opportunity to be the connective tissue between the entertainment district, convention district, Rainey Street historic district and Lady Bird Lake. A long-envisioned iconic landmark, Waller Creek and its role within the convention district should be considered in the planning and design of the new Austin Convention Center.

It's important for the City to engage neighboring land owners, public agencies and CAP Metro in dialogues that are intentional and with the future convention center in mind. When coordinated, this collective group of stakeholders will play major roles in the success of the convention district.



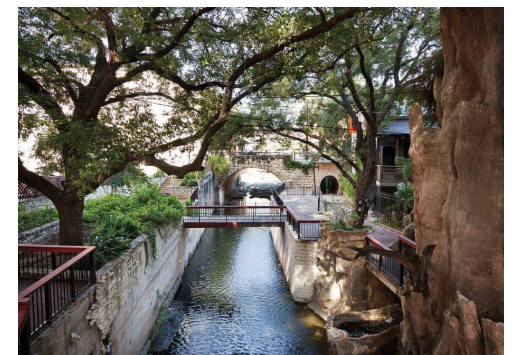
Redline Metro Rail



Brush Square Park



Rainey Street Entertainment District



Waller Creek

DEVELOPMENT SCENARIOS



Two distinct development scenarios are showcased in the following section. Both scenarios support the ideals and characteristics described in previous plans and reports published by Gensler, the Urban Land Institute and the University of Texas Center for Sustainable Development. Key considerations addressed in both scenarios include competitiveness in the marketplace, P3 mixed use development, pedestrian and vehicular mobility, activating the streets and connectivity to district and off-district destinations.

Beyond that, the two development scenarios differ significantly in phasing, schedule, layout and P3 strategies. Both scenarios have their strengths and weaknesses. As with any solution that involves multiple public and private stakeholders, parcel assemblage/land ownership, ongoing operations and external initiatives – compromises and a balance of interests become part of the solution.

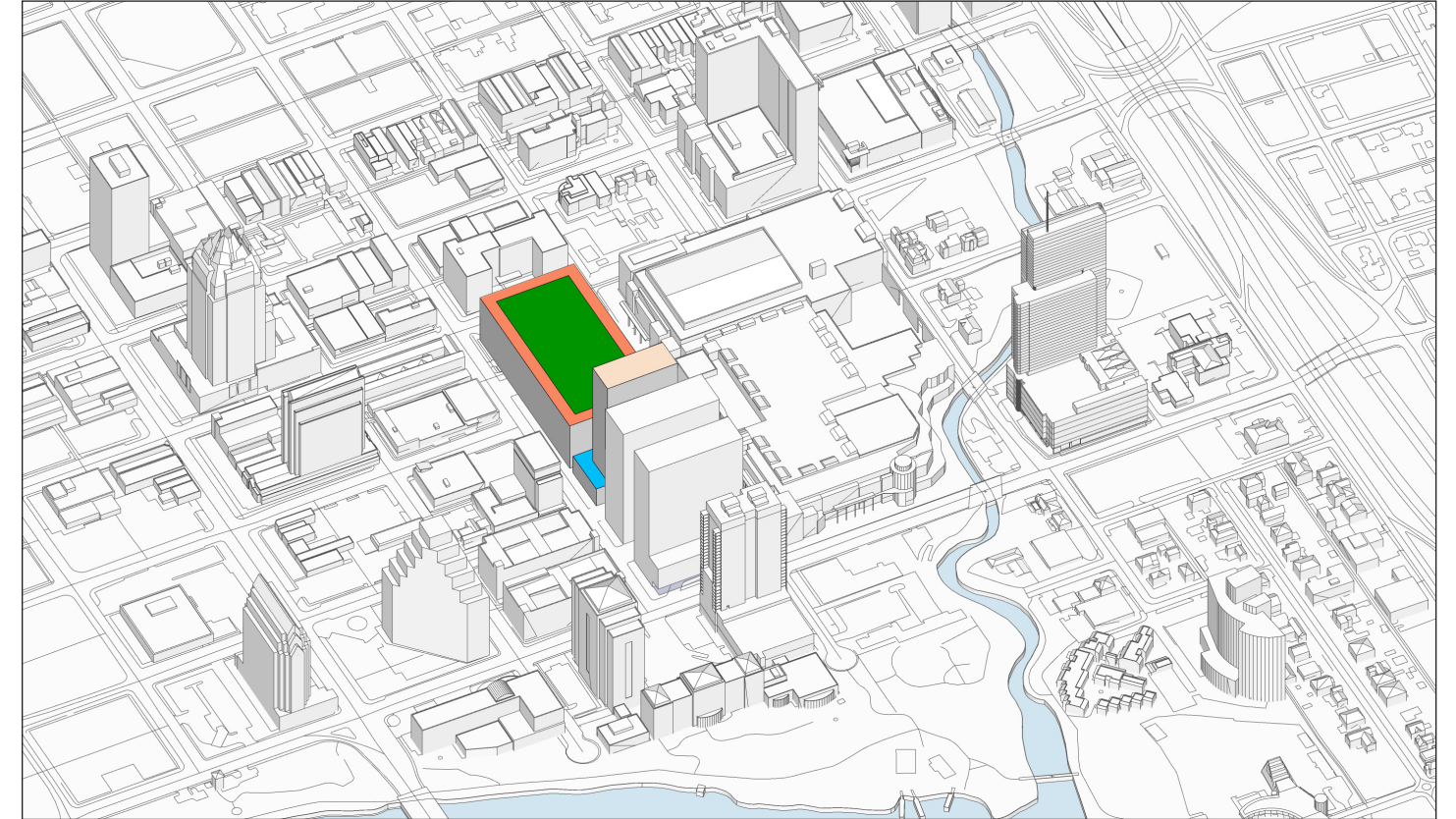
The 2-Phase Halls Up scenario is completed several years sooner than the 3-Phase Halls Down scenario. The 3-Phase Halls Down scenario has a single, large contiguous exhibit

hall below street level connected under Trinity Street whereas the 2-Phase Halls Up scenario has two levels of stacked exhibit halls above street level and connected by gallery bridges over Trinity Street. The 2-Phase scenario is less dependent on integrated P3 construction and the 3-Phase scenario offers a lower profile structure by placing the exhibit halls below grade. A summary comparison of the two scenarios can be found on pages 35.

At the time of this update, questions remain about funding strategies and timing. The two development scenarios described on the following pages offer unique approaches to achieving the City's objectives and vision. They are intended to serve as catalysts for future implementation strategies as key unknowns impacting the project are resolved.

HALLS UP - PHASE ONE

2 - PHASE SCENARIO



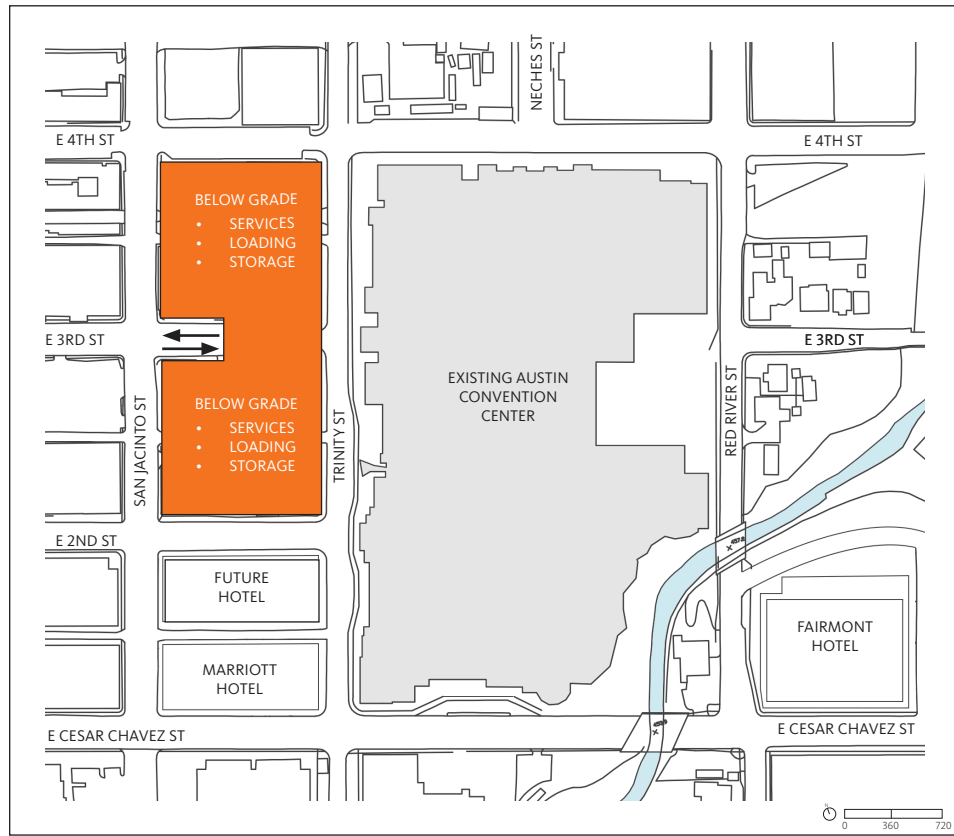
The Halls Up scenario includes two levels of stacked Exhibit Halls above the street level and all service and loading truck traffic is below grade. The Halls Up scenario reflects a 2-Phase development strategy. Phase 1 (ACC-West) is the planned expansion west of Trinity Street. It is envisioned that Phase 1 will be a P3 vertically integrated, co-developed convention center and tower/podium on privately-owned parcels assembled for this project. Phase 2 (ACC-East) is located within the footprint of the original center on City-owned property. In this scenario, ACC-East is physically and operationally independent of commercial development on adjacent City-owned property.

Following Phase 1's completion, Phase 2 will begin with the demolition of the existing convention center and development of a new convention center facility that mirrors ACC-West to facilitate horizontal connectivity via pre-function space spanning Trinity Street. Loading docks, service/maintenance, storage and back-of-house operations are located in a below-grade super block that connects both phases under Trinity Street with entry/exit ramps on 3rd Street east of Red River keeping all truck traffic outside of the downtown grid.

All P3 development on City-owned property east of Trinity Street in the convention complex is physically independent of the convention center and its operations, allowing flexibility in funding streams, market shifts and development schedules. The relationship between the convention center facilities and the commercial towers development is best described as "separate, seamless and synergistic."

HALLS UP - PHASE ONE

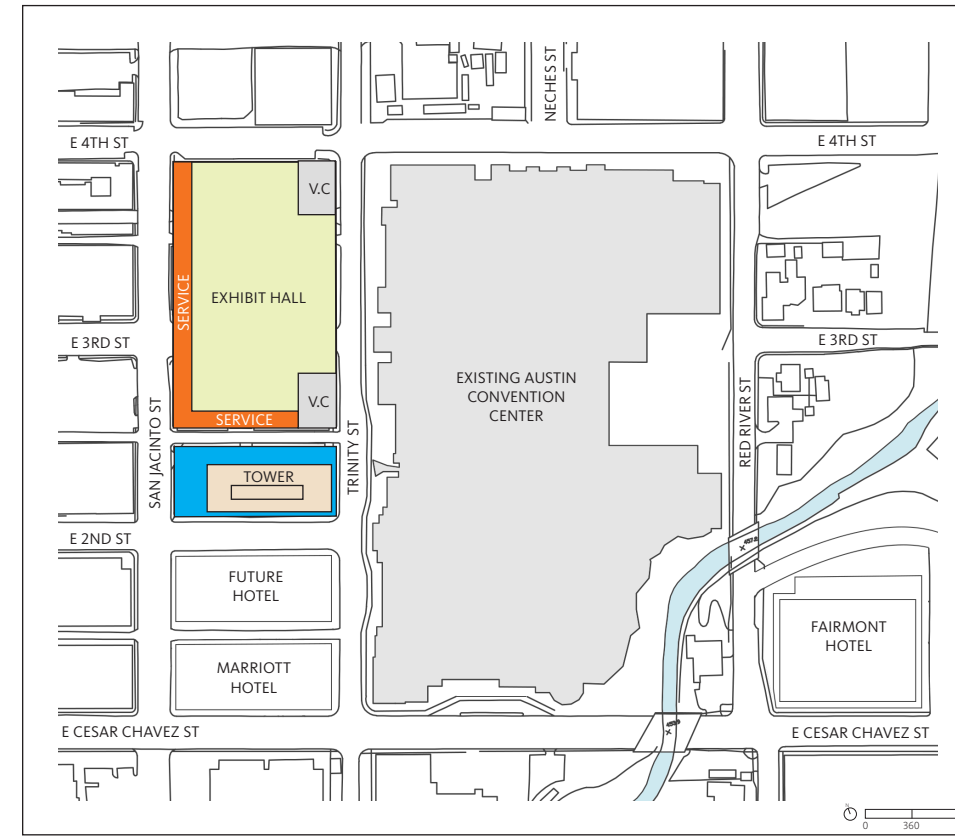
2 - PHASE SCENARIO



BELOW GRADE

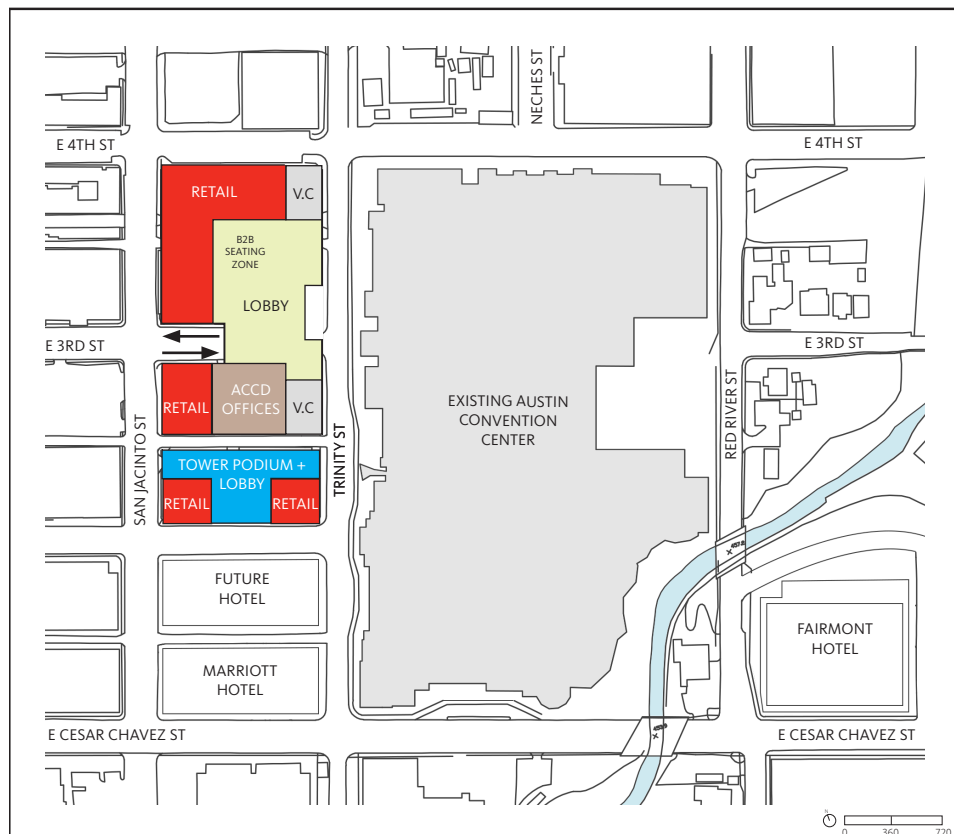
The West Expansion (Phase 1) will house all service, loading and storage for the convention center and Block 16 tower below-grade. Trucks and service vehicles will enter the sub-grade service zone on San Jacinto Street.

Note 1: Upon completion of Phase 2 (East Replacement), the San Jacinto Street service entry gates will be closed. The service zones for both phases will connect under Trinity Street. Trucks and service vehicles arriving at the convention complex will enter the sub-grade super block via an entry/exit ramp on 3rd Street east of Red River. This will eliminate all truck traffic from entering the downtown grid.



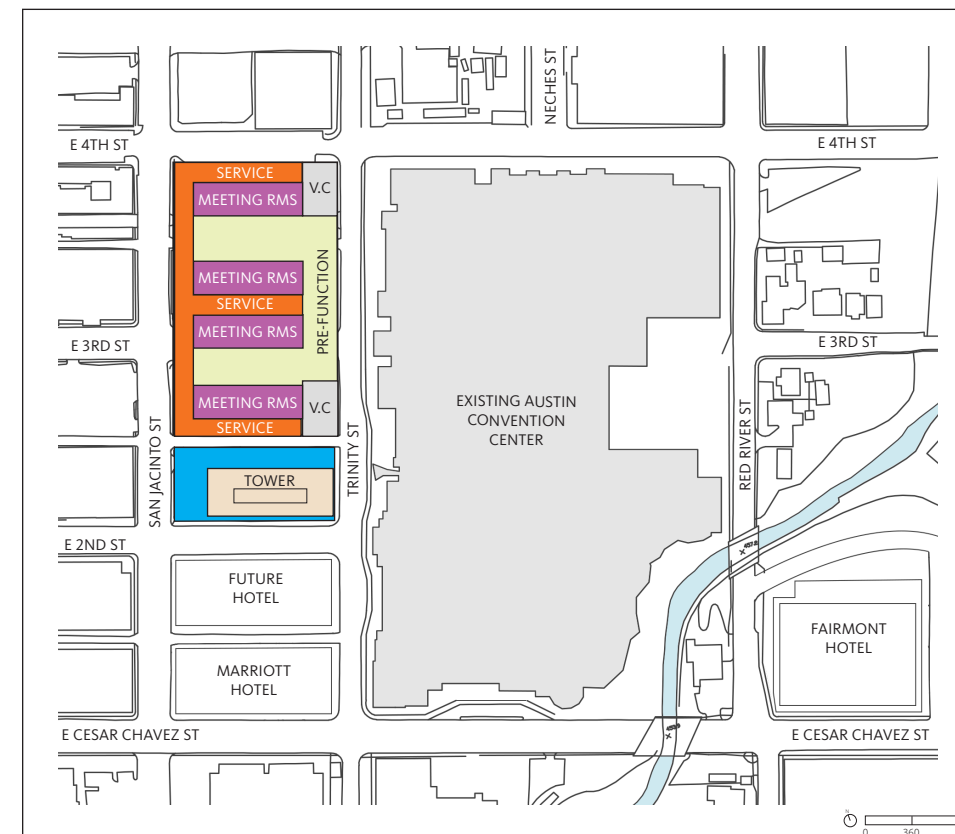
LEVELS 2/3 - 4/5

The convention center's Exhibit Halls are vertically stacked and serviced by freight elevators directly from the below-grade service/loading zone. Service corridors line the halls along their western edge to allow contiguous connections over Trinity Street with the future Phase 2 Exhibit Halls.



STREET LEVEL

At the street level, the West Expansion has a substantial lobby and ACCD offices to support the convention center's needs, particularly during the Phase 2 (East Replacement) development. The main entrance to the lobby is on Trinity Street where the primary drop-off/pick-up for busses and taxis are located. The podium and 2nd Street lobby for the Block 16 tower occupies the south end of the vertically integrated P3 project. Retail and restaurants and bars venues are planned along San Jacinto Street, 2nd Street and 4th Street.

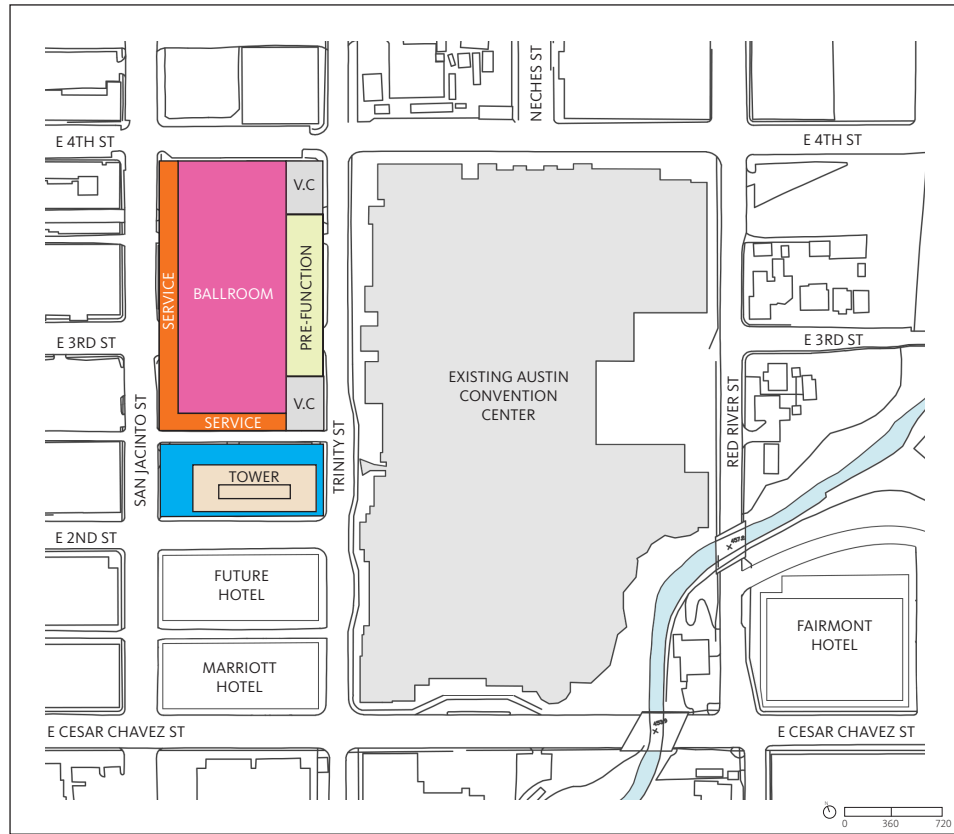


LEVELS 6 & 7

The convention center's Meeting Rooms are vertically stacked and above the Exhibit Halls. The meeting room floors are serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. Service corridors allow for seamless service from the backside of the rooms. Attendees arrive on each floor in the pre-function space with easy access to each bank of meeting rooms. The floor layout will allow contiguous connections over Trinity Street with the future Phase 2 Meeting Rooms floors.

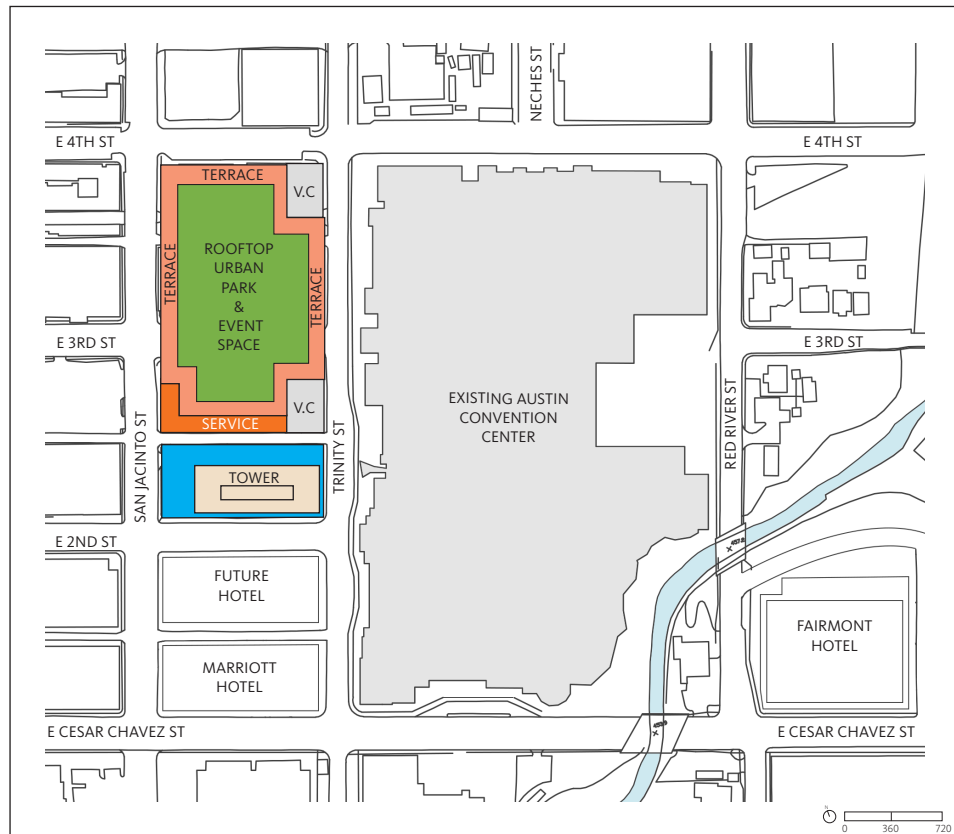
HALLS UP - PHASE ONE

2 - PHASE SCENARIO



LEVEL 8

The Ballroom is located above the Meeting Rooms and serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. The service corridor lines the Ballroom along its western edge to allow connections over Trinity Street with the future Phase 2 Ballroom(s) and expanded pre-function space. Attendees arrive in the pre-function space with easy access into the Ballroom. The potential exists for the north face of the Ballroom to have open views to downtown and the Capitol.

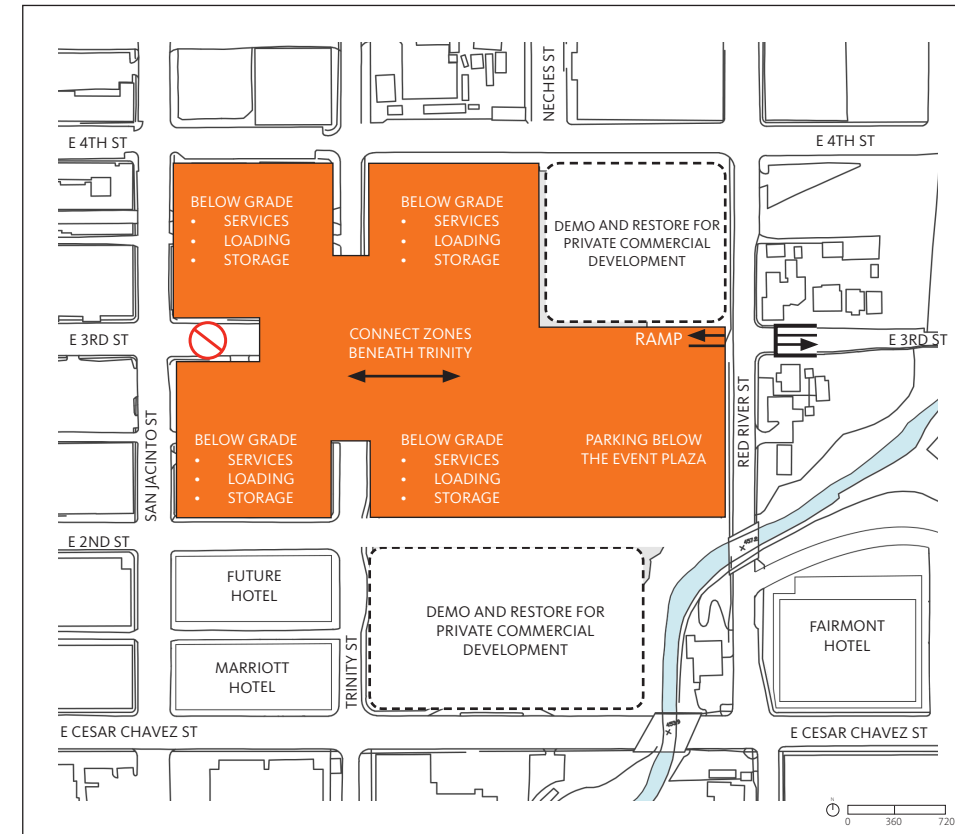
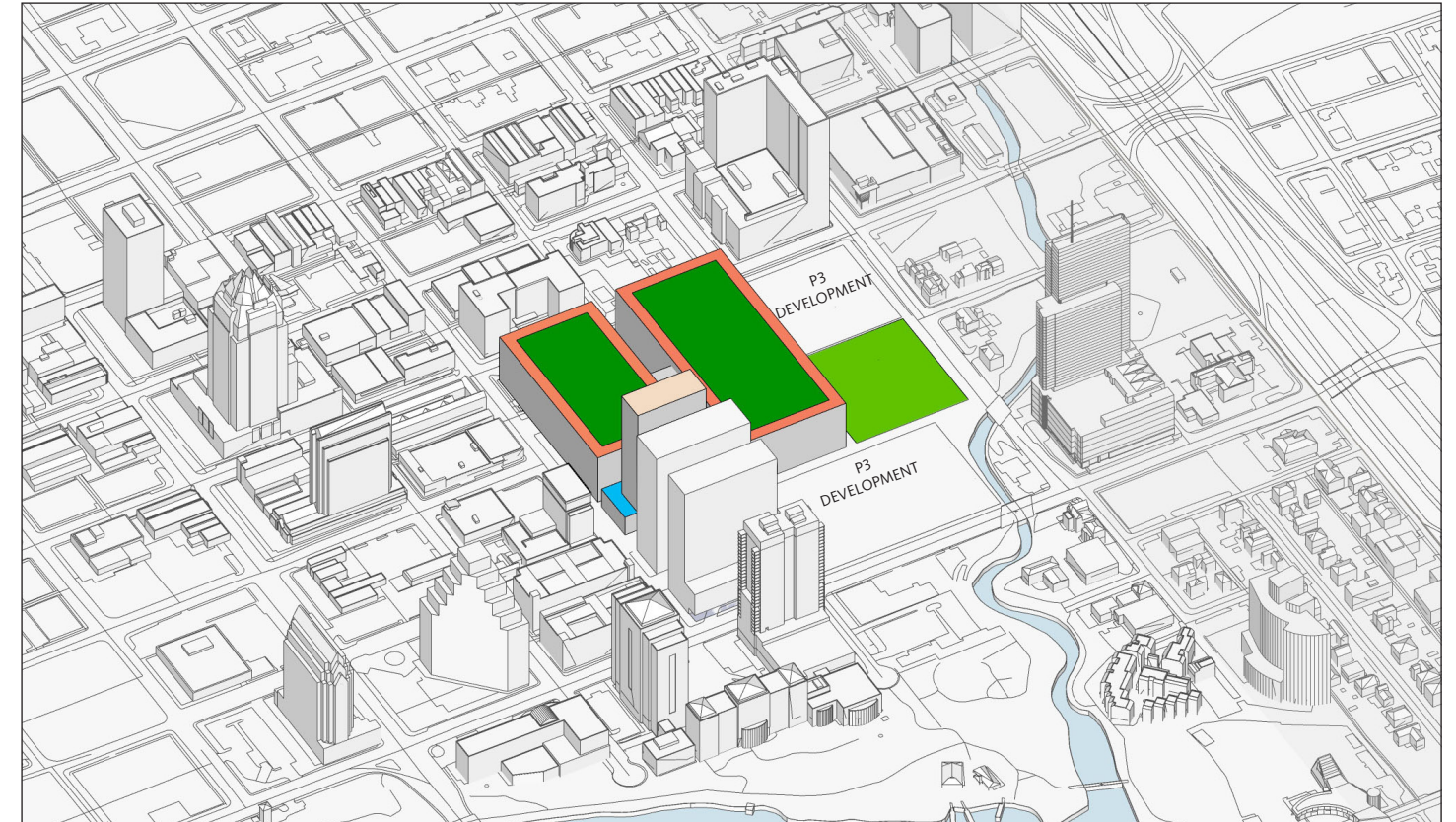


ROOFTOP

The rooftop park/event space is a response to the diminishing amount of open space in downtown Austin as the city grows and densifies. Approximately 1 1/2 city blocks in size and with views of downtown and the Capitol, the rooftop park will be a desirable, revenue-generating venue for the City and ACCD. The space is serviced by freight elevators to support programmed events.

HALLS UP - PHASE TWO

2 - PHASE SCENARIO



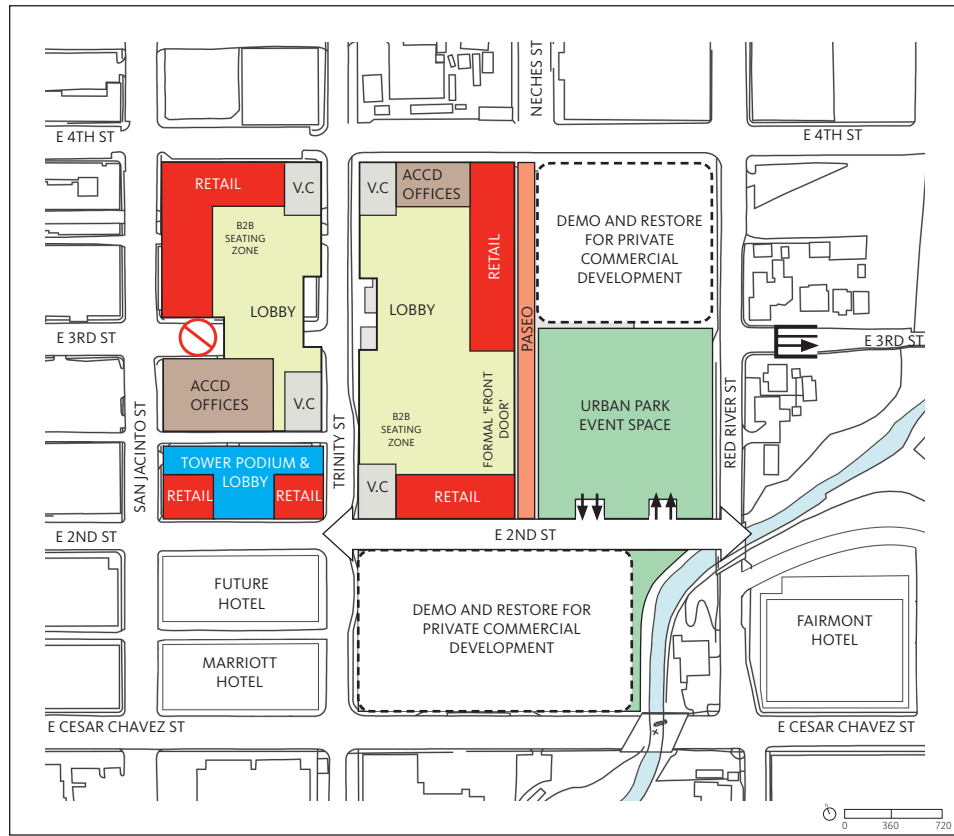
BELOW GRADE

The East Replacement (Phase 2) will house all service, loading and storage for the convention center and two levels of event parking below-grade. Trucks and service vehicles will enter the sub-grade service zone via an entry/exit ramp on 3rd Street east of Red River. The service zones for Phases 1 and 2 will connect under Trinity Street, creating a below-grade super-block for servicing the entire convention complex.

Note 1: Upon completion of Phase 2 (East Replacement) and the 3rd Street ramp, the service entry gate/ramp on San Jacinto Street will be closed (except for emergencies). Trucks and service vehicles will access the sub-grade super block via 3rd Street east of Red River, eliminating all convention complex truck traffic from entering the downtown grid.

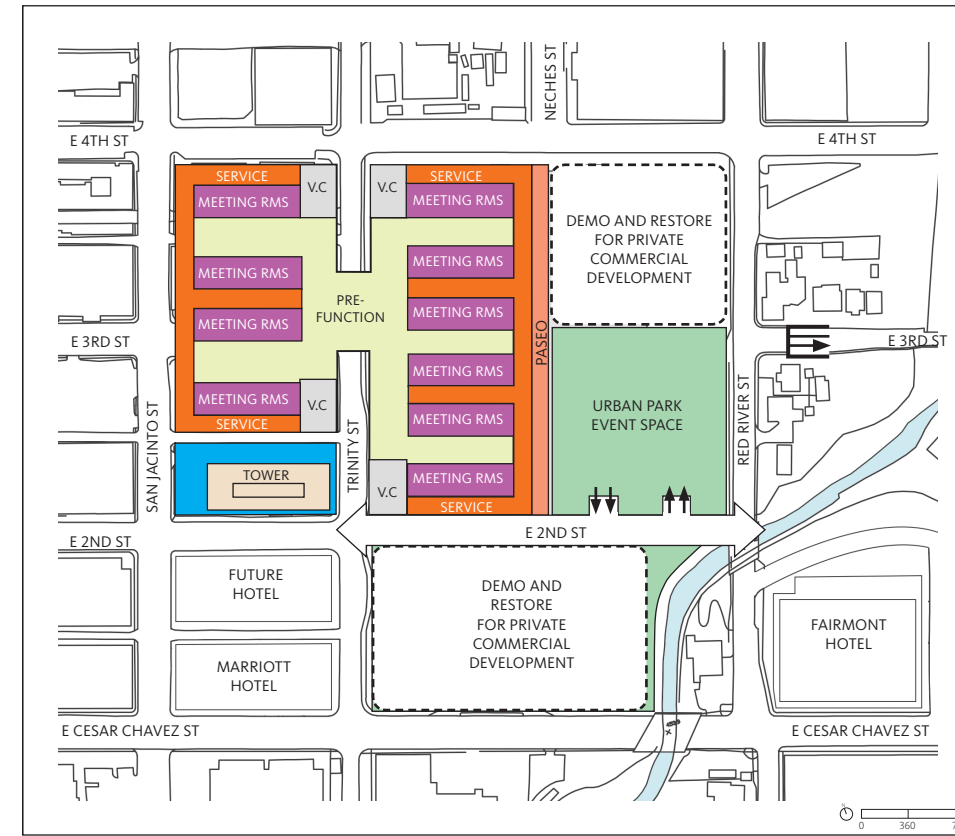
HALLS UP - PHASE TWO

2 - PHASE SCENARIO



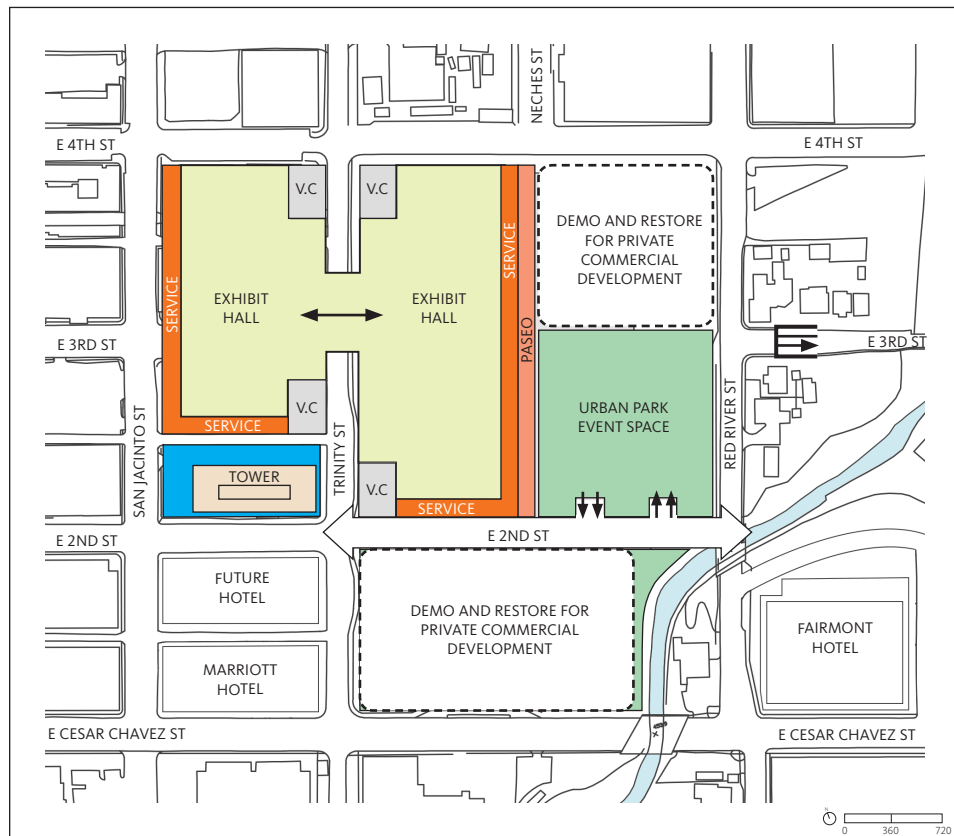
STREET LEVEL

At the street level, the East Replacement has a substantial lobby and ACCD offices to support the expanded convention center's needs. The main entrance to the lobby is on Trinity Street where the primary drop-off/pick-up for busses and taxis are located. The ceremonial 'front door' and new public face of the convention center faces east across Palm Park to I-35, showcasing the City's largest civic asset on its southern edge. A pedestrian paseo, aligned with Neches Street running north-south, borders the east façade of the convention center lined with retail and restaurants and bars venues. 2nd Street is extended eastward to Red River Street, providing vehicular access to future P3 development and the below-grade parking for the urban park/event space as well as pedestrian access to the park and Waller Creek.



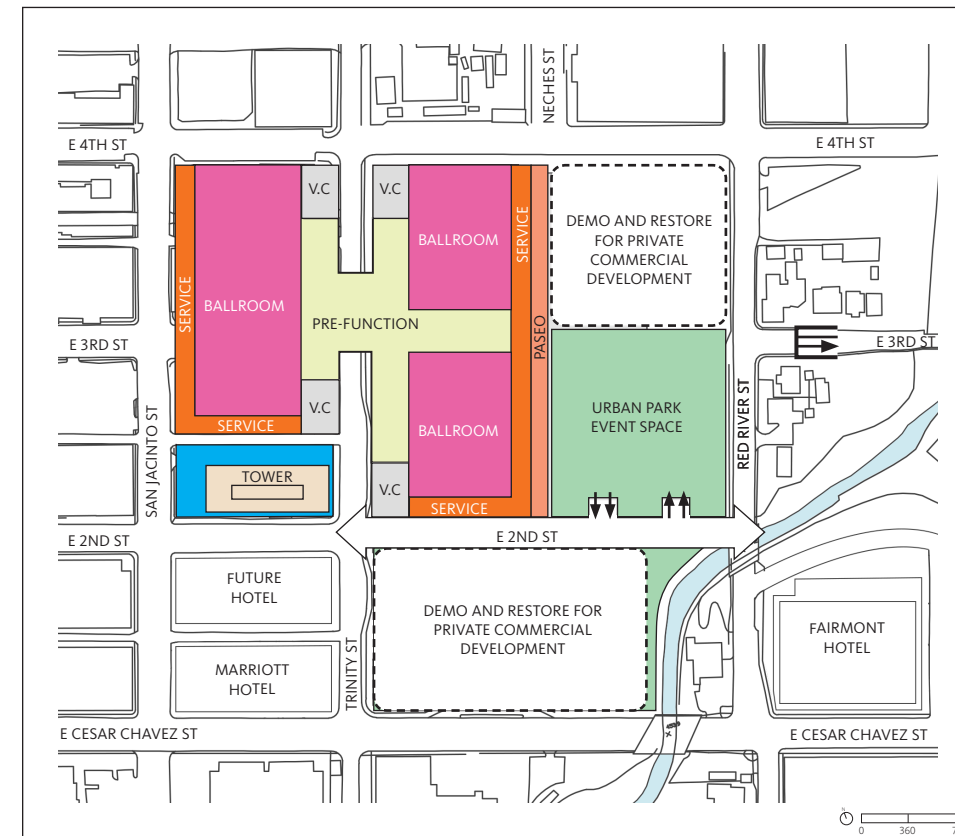
LEVELS 6 & 7

The convention center's Meeting Rooms are vertically stacked and above the Exhibit Halls. The meeting room floors are serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. Service corridors allow for seamless service from the backside of the rooms. Attendees arrive on each floor in the pre-function space with easy access to each bank of meeting rooms. The floor layout allows connections over Trinity Street with the Phase 1 Meeting Rooms floors resulting in ample, shared pre-function space.



LEVELS 2/3 - 4/5

The convention center's Exhibit Halls are vertically stacked and serviced by freight elevators directly from the below-grade service/loading zone. Service corridors line the halls along their eastern edge to allow connections over Trinity Street with the Phase 1 Exhibit Halls, resulting in two large contiguous halls spanning Trinity.

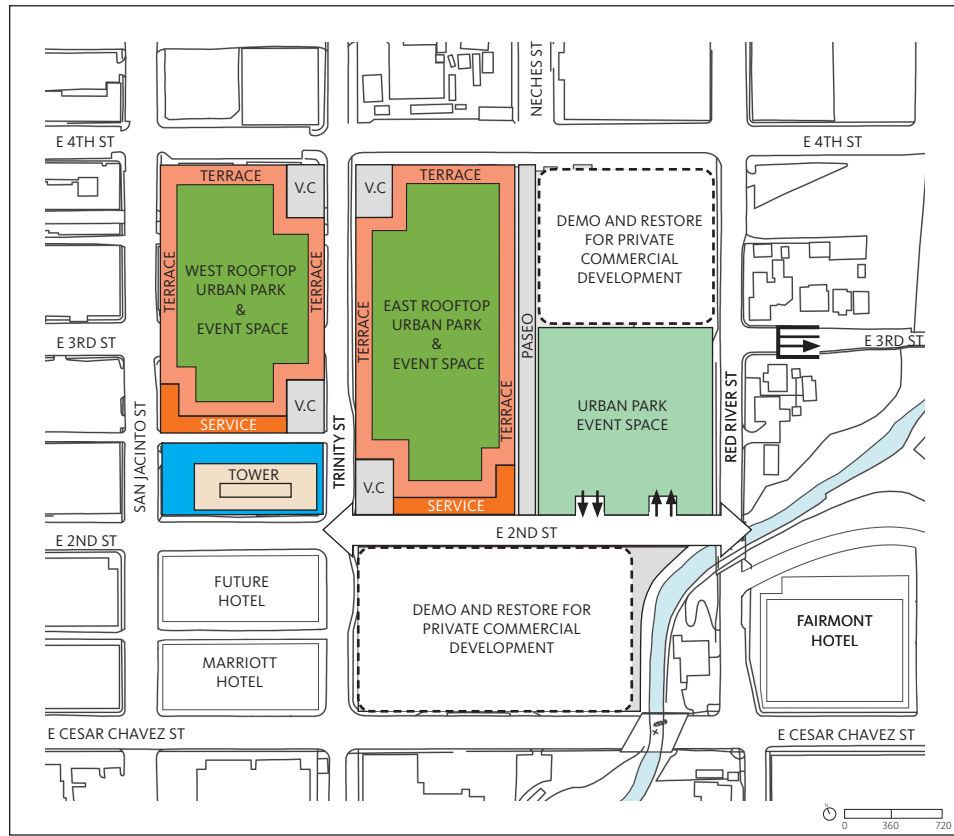


LEVEL 8

The Ballroom(s) is located above the Meeting Rooms and serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. The service corridor lines the Ballroom along its eastern edge to allow connections over Trinity Street with the Phase 1 Ballroom and expanded pre-function space. Attendees arrive in the pre-function space with easy access into the Ballroom. The potential exists for the north face of the Ballroom to have open views to downtown and the Capitol.

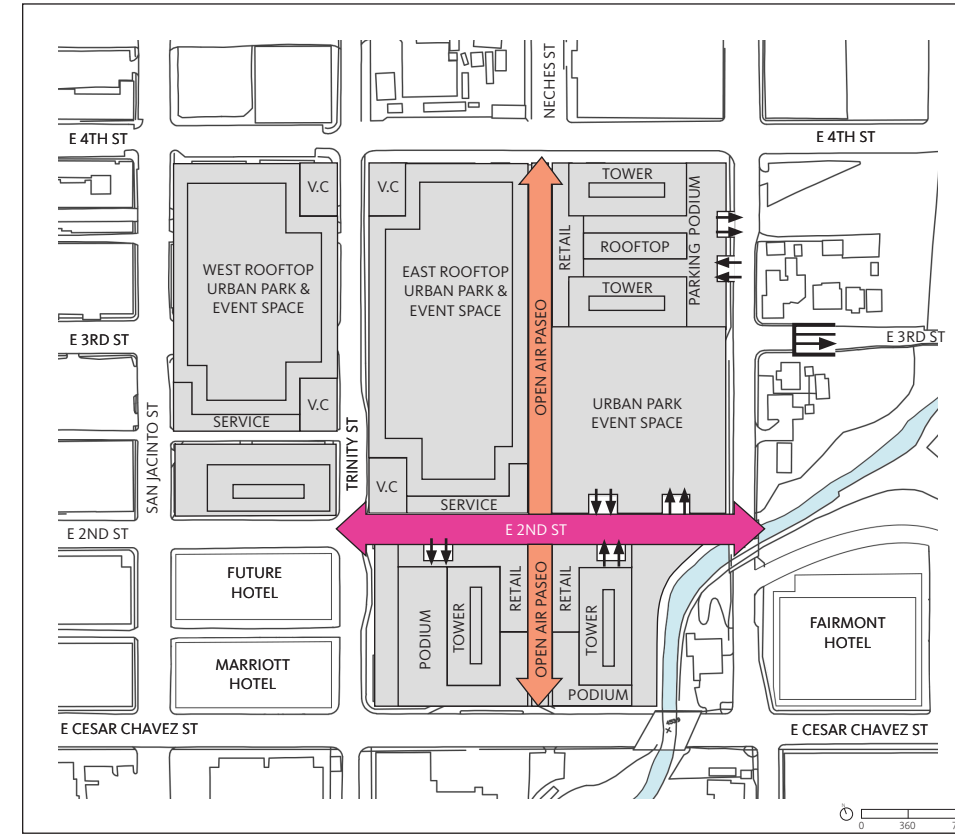
HALLS UP - PHASE TWO

2 - PHASE SCENARIO



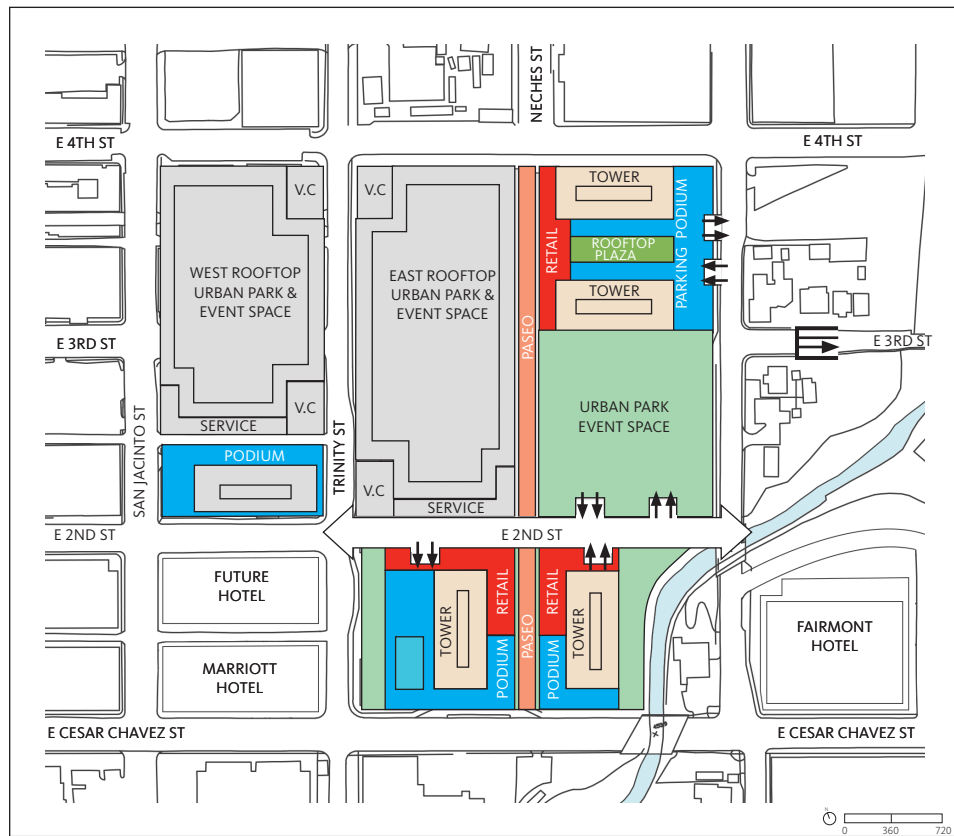
ROOFTOP

The rooftop park/event space is a response to the diminishing amount of open space in downtown Austin as the city grows and densifies. Approximately 2 city blocks in size and with views of downtown, the Capitol and Waller Creek, the rooftop park will be a desirable, revenue-generating venue for the City and ACCD. The space is serviced by freight elevators to support programmed events.



MOBILITY

The Halls Up scenario proposes an open-air pedestrian Paseo running north-south, connecting the Neches Street corridor to Cesar Chavez and the historic district beyond. The Paseo is lined with retail and F&B venues embedded in the convention center and P3 developments. 2nd Street is extended east-west between Trinity and Red River Streets, providing entry/exiting for the P3 developments and the below-grade event parking and removing those congestion impacts from Cesar Chavez. Additionally, 2nd Street provides a secondary pedestrian corridor intersecting with the Neches Paseo and Waller Creek. In the Halls Up scenario, convention complex service vehicles and 18-wheeler truck traffic do not enter the downtown grid.



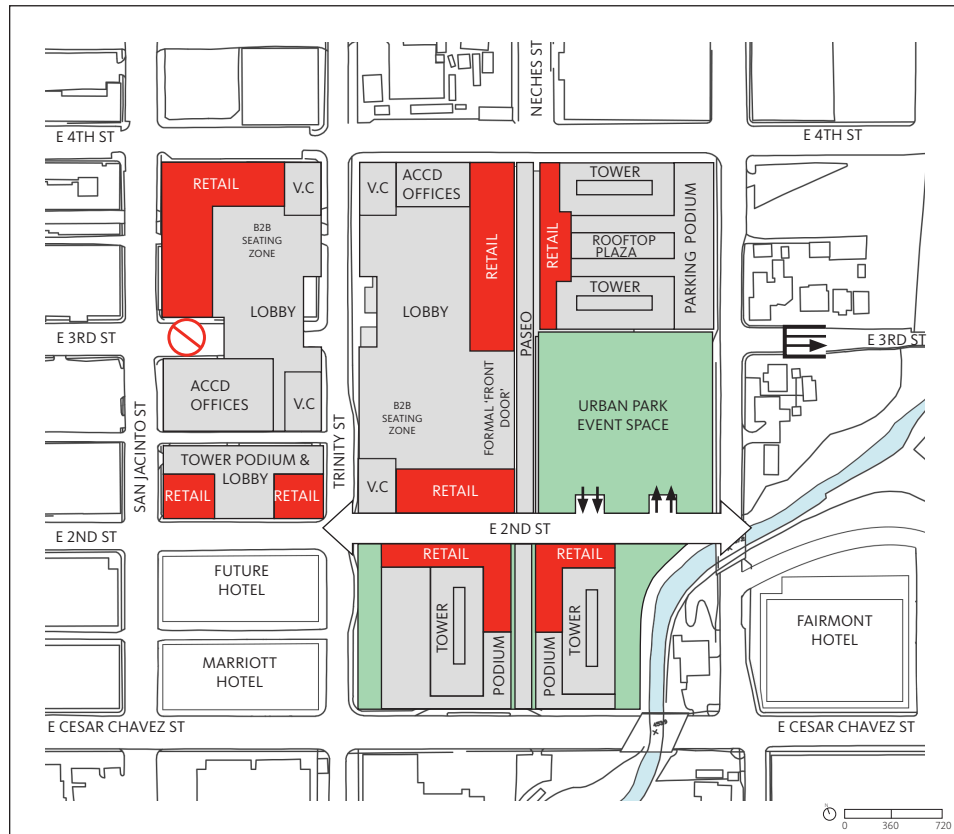
P3 DEVELOPMENT

Due to parcel assemblage, it is assumed the West Expansion (Phase 1) will be a vertically integrated design solution for both the convention facility and the commercial tower and podium. In the Halls Up scenario, the remaining P3 development parcels are independent of the Phase 2 convention center development. This approach allows Phase 2 construction of the convention center to begin immediately after Phase 1's completion without concerns for the funding, design and construction schedule of adjacent commercial development parcels. The relationship between the convention center facilities and the commercial towers development is best described as "separate, seamless and synergistic."



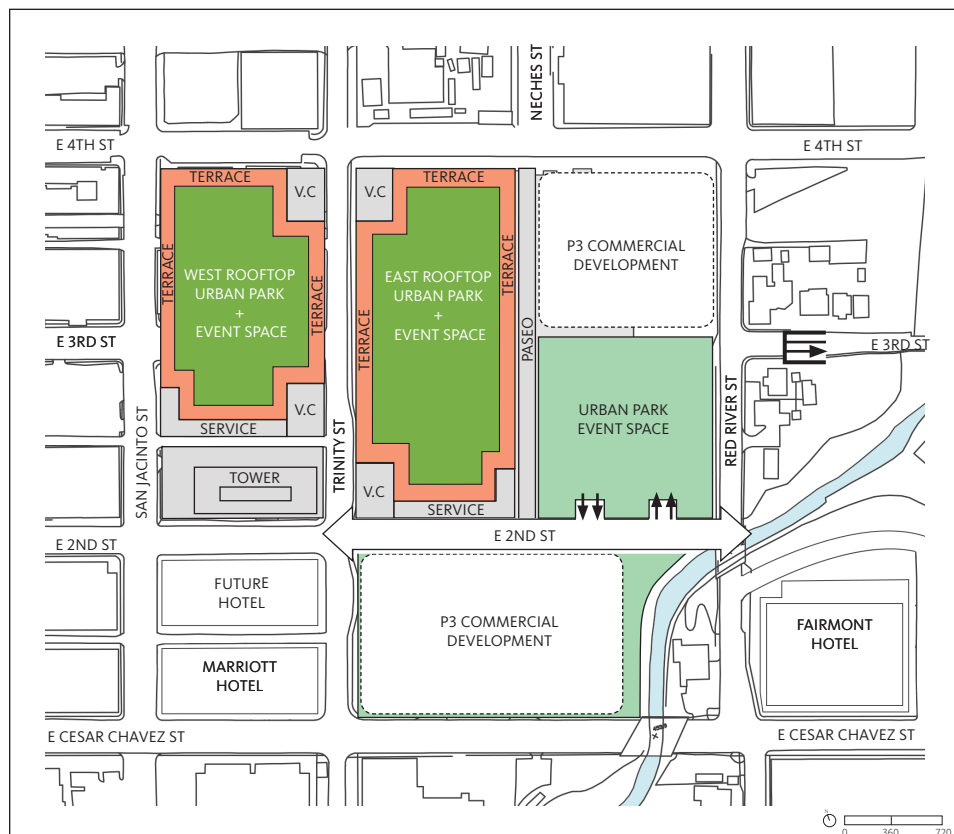
HALLS UP - PHASE TWO

2 - PHASE SCENARIO



ACTIVATING THE STREETS

Connectivity with a variety of venues and experiences draw people to a destination. The extension of the 2nd Street corridor connects downtown to Waller Creek, Palm Park and the proposed outdoor event space. 2nd Street and the Neches Paseo become the crossroads to key downtown districts including the Rainey Street historic district to the south, hotel row anchored by the Fairmont Hotel to the east and the 6th Street entertainment district to the north. The combination of convention events/shows, hotel activity, venue-lined pedestrian corridors, urban parks and the Waller Creek corridor will transform the experience along Austin's southeast gateway.

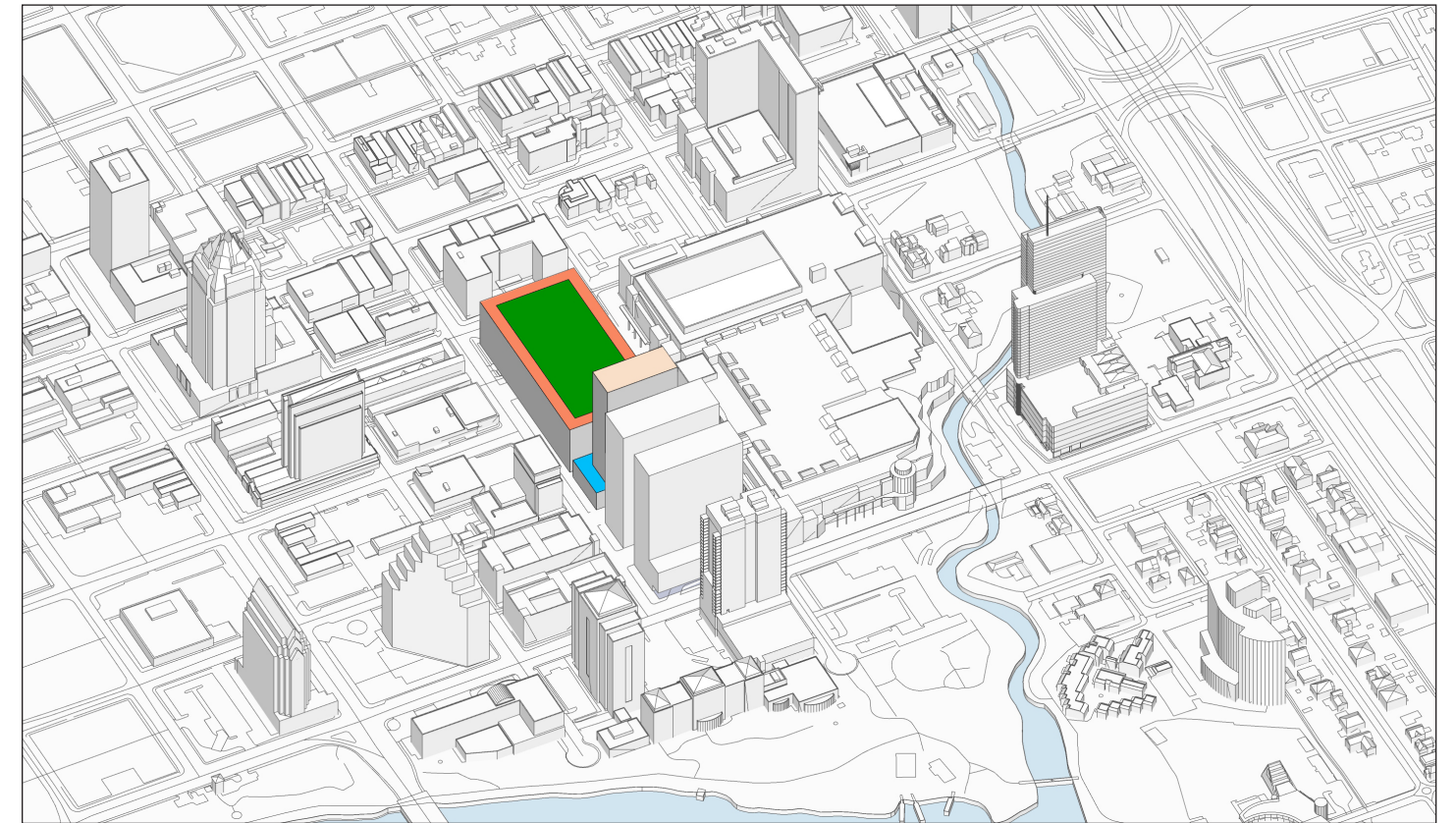


OPEN SPACE & PLACEMAKING

As Austin grows and downtown densifies, surface lots and open spaces are disappearing. In the Halls Up scenario, both Phase 1 and Phase 2 convention center buildings support rooftop urban parks for public events and revenue-generating space for private events. In total, the two rooftop parks are the equivalent to 2 1/2 - 3 city blocks in size. A large outdoor park/event space is located along Red River Street and serves as an extension of Palm Park and the Waller Creek corridor. Larger than a city block, two levels of parking exists below-grade under the outdoor park, accessed by the newly extended 2nd Street.

HALLS DOWN - PHASE ONE

3 - PHASE SCENARIO



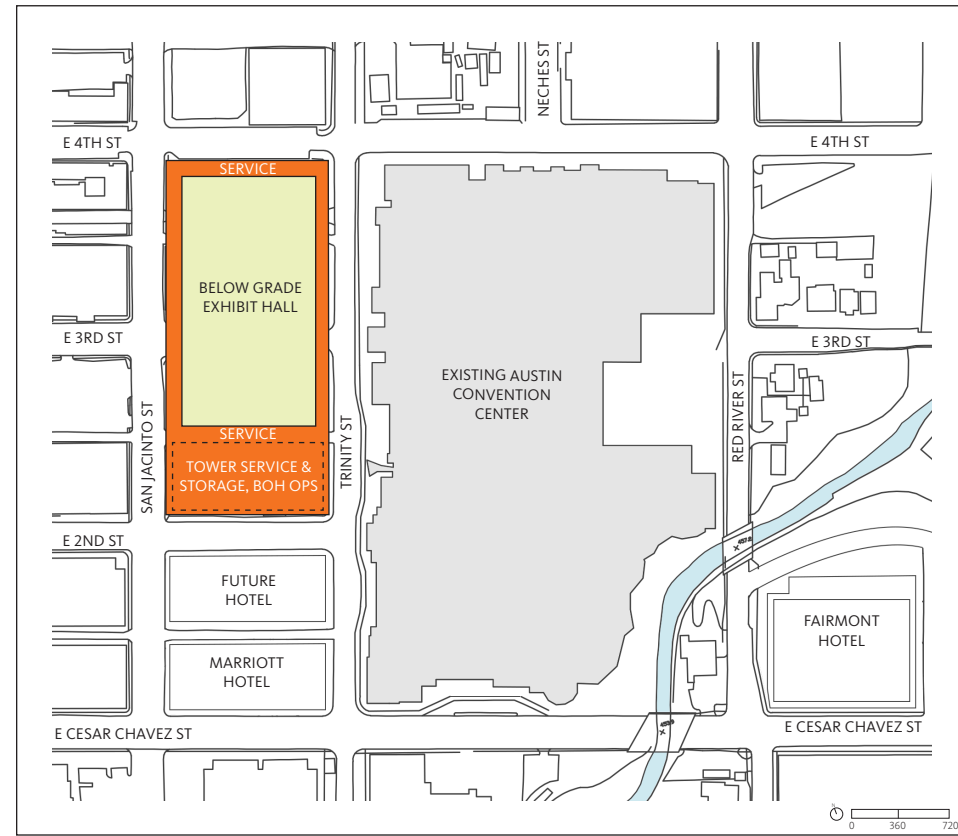
The Halls Down scenario includes a large, contiguous Exhibit Hall below street level that connects Phase 1 (ACC-West) to Phases 2 and 3 (ACC-East) under Trinity Street. The Halls Down scenario is a 3-Phase development strategy. Phase 1 (ACC-West) is the planned expansion west of Trinity Street. It is envisioned that Phase 1 will be a P3 vertically integrated, co-developed convention center and tower/podium on privately-owned parcels assembled for this project. Phases 2 and 3 (ACC-East) are located in the footprint of the original convention center on City-owned property. In both phases, ACC-East is a vertically integrated, co-developed convention center and tower/podium(s) on City-owned property.

Following Phase 1's completion, Phase 2 will begin with the demolition of the south half of the existing convention center while the north half remains in operation along with the Phase 1 West Expansion. Following completion of Phase 2, the north half (Phase 3) of the original convention center will be demolished and rebuilt while Phases 1 and 2 are in operation. In the Halls Down scenario, loading docks, service/maintenance, storage and back-of-house operations are split with Phase 1 loading docks serviced at street level on San Jacinto Street and Phases 2-3 loading docks serviced below-grade along Red River Street.

The 3-Phase Halls Down scenario allows ACCD to continuously operate without reducing its available meeting rooms and Exhibit Hall space during construction. It does require Phases 2 and 3 to operate and host events while the other half of the building is being demolished and reconstructed over a multi-year schedule, extending on-site construction by 3-4 years. The following pages describe the Halls Down development scenario by phase.

HALLS DOWN - PHASE ONE

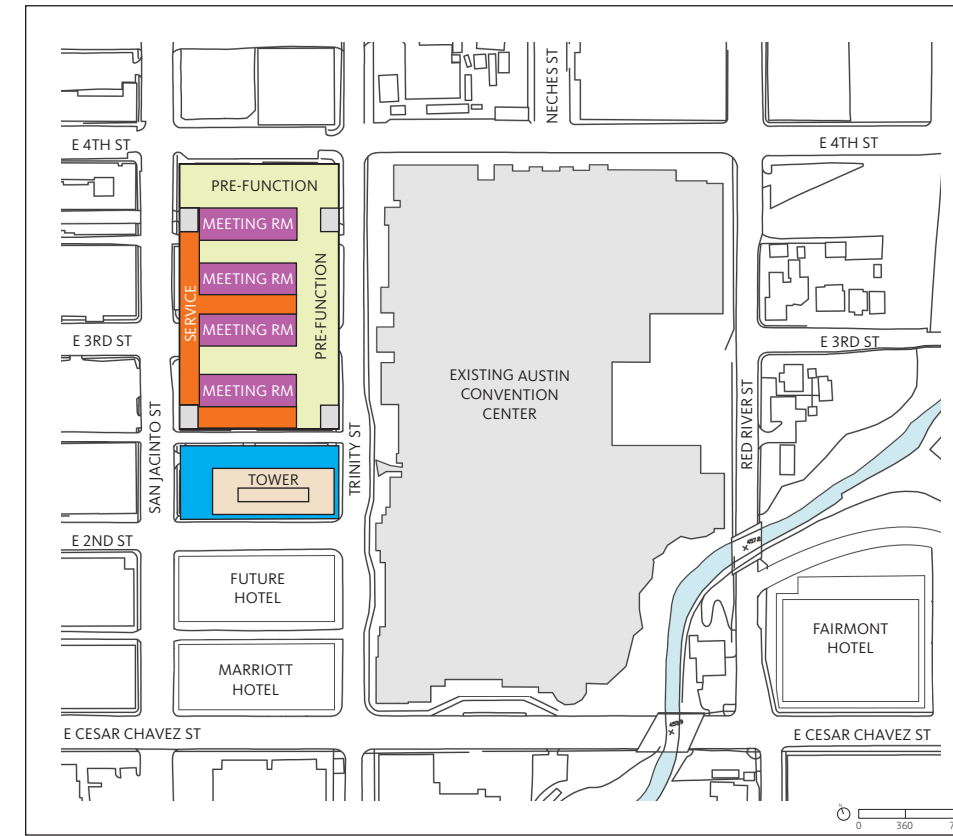
3 - PHASE SCENARIO



BELOW GRADE

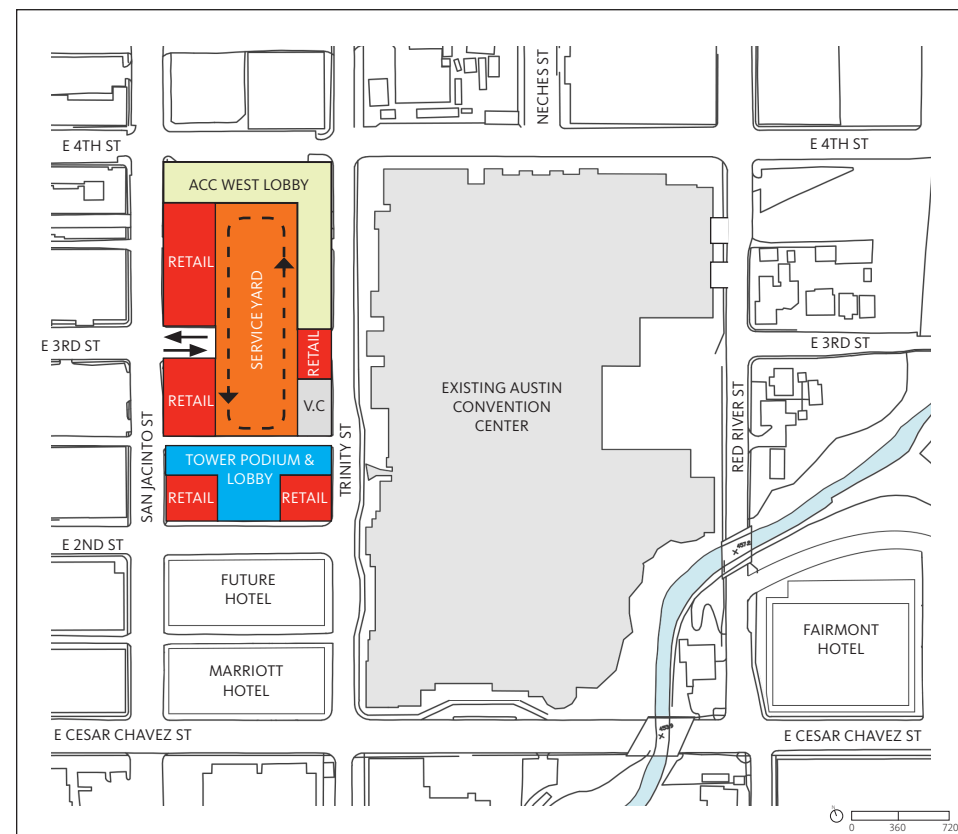
The West Expansion (Phase 1) will house its Exhibit Hall below grade. Lined with service corridors, the Exhibit Hall will allow connections below Trinity Street with the future Phase 2 (south) and Phase 3 (north) below-grade Exhibit Halls. The Exhibit Hall is serviced by freight elevators from the service/loading zone above.

Note 1: Upon completion of Phase 2 and Phase 3 (East Replacement), the Exhibit Halls for all phases will connect under Trinity Street, creating a one level, contiguous below-grade Exhibit Hall for the convention complex.



LEVELS 2 & 3

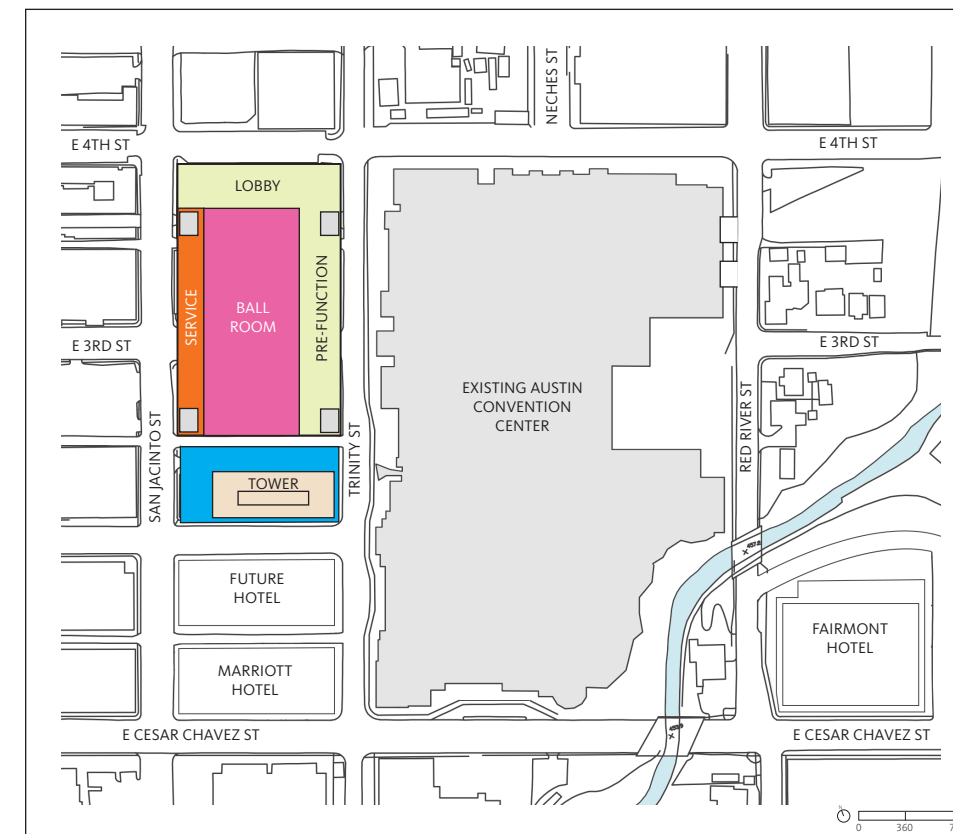
The convention center's Meeting Rooms are vertically stacked above the street level service loading zone. The meeting room floors are serviced by freight elevators directly from the street level Kitchen and loading/service zone. Service corridors allow for seamless service from the backside of the rooms. Attendees arrive on each floor in the pre-function space with easy access to each bank of meeting rooms. The floor layout will allow connections over Trinity Street with the future Phase 2 and Phase 3 Meeting Rooms floors.



STREET LEVEL

Service and Loading for Phase 1 is located at the street level. Trucks and service vehicles will enter/exit the at-grade service zone on San Jacinto Street. The lobby for Phase 1 is similar to a concourse lining the northeast edge of the building along 4th Street, relying on the larger lobby in the existing facility across the street. The main entrance to the lobby is on Trinity Street where the primary drop-off/pick-up for busses and taxis are located. The podium and 2nd Street lobby for the Block 16 tower occupies the south end of the vertically integrated P3 project. Retail and F&B venues are planned along San Jacinto Street and 2nd Street.

Note 1: The street level service/loading dock will service the Phase 1 (West Expansion) Exhibit Hall separately. Service/loading for Phase 2 and 3 Exhibit Halls will be located on the east side of the convention complex.

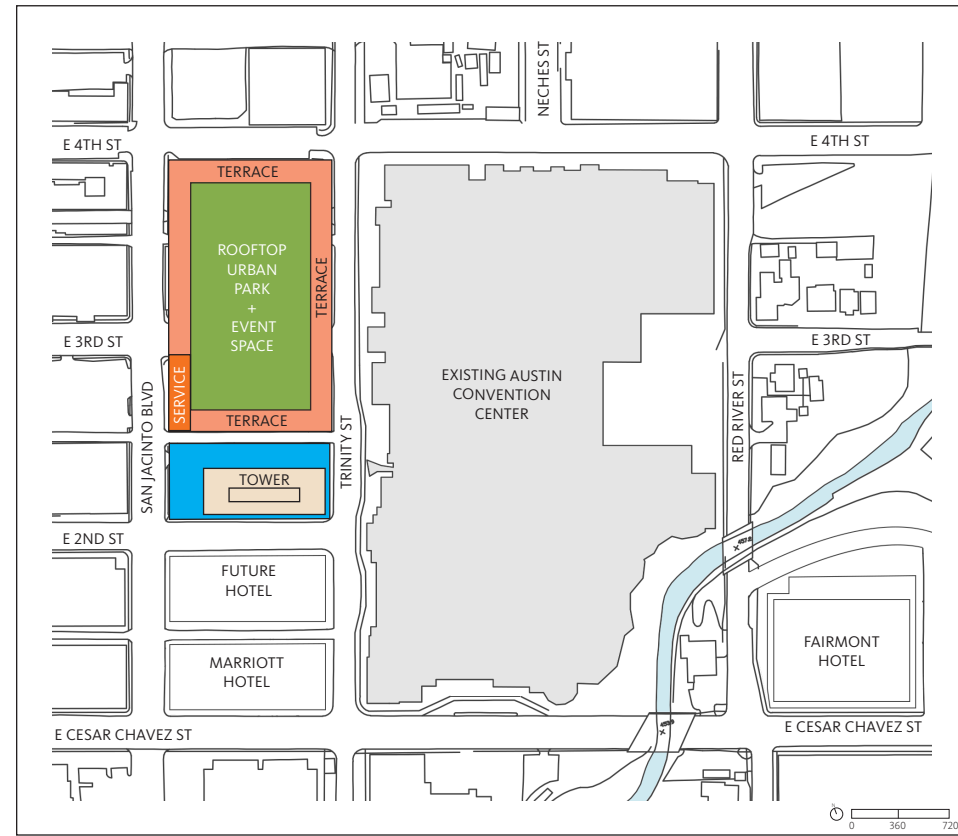


LEVEL 4

The Ballroom is located above the Meeting Rooms and serviced by freight elevators directly from the street level Kitchen and loading/service zone. The service corridor lines the Ballroom along its western edge to allow connections over Trinity Street with the future Phase 2 Ballroom and expanded pre-function space. Attendees arrive in the lobby along the north façade with pre-function space and easy access into the Ballroom. The Ballroom lobby has open views to downtown and the Capitol.

HALLS DOWN - PHASE ONE

3 - PHASE SCENARIO

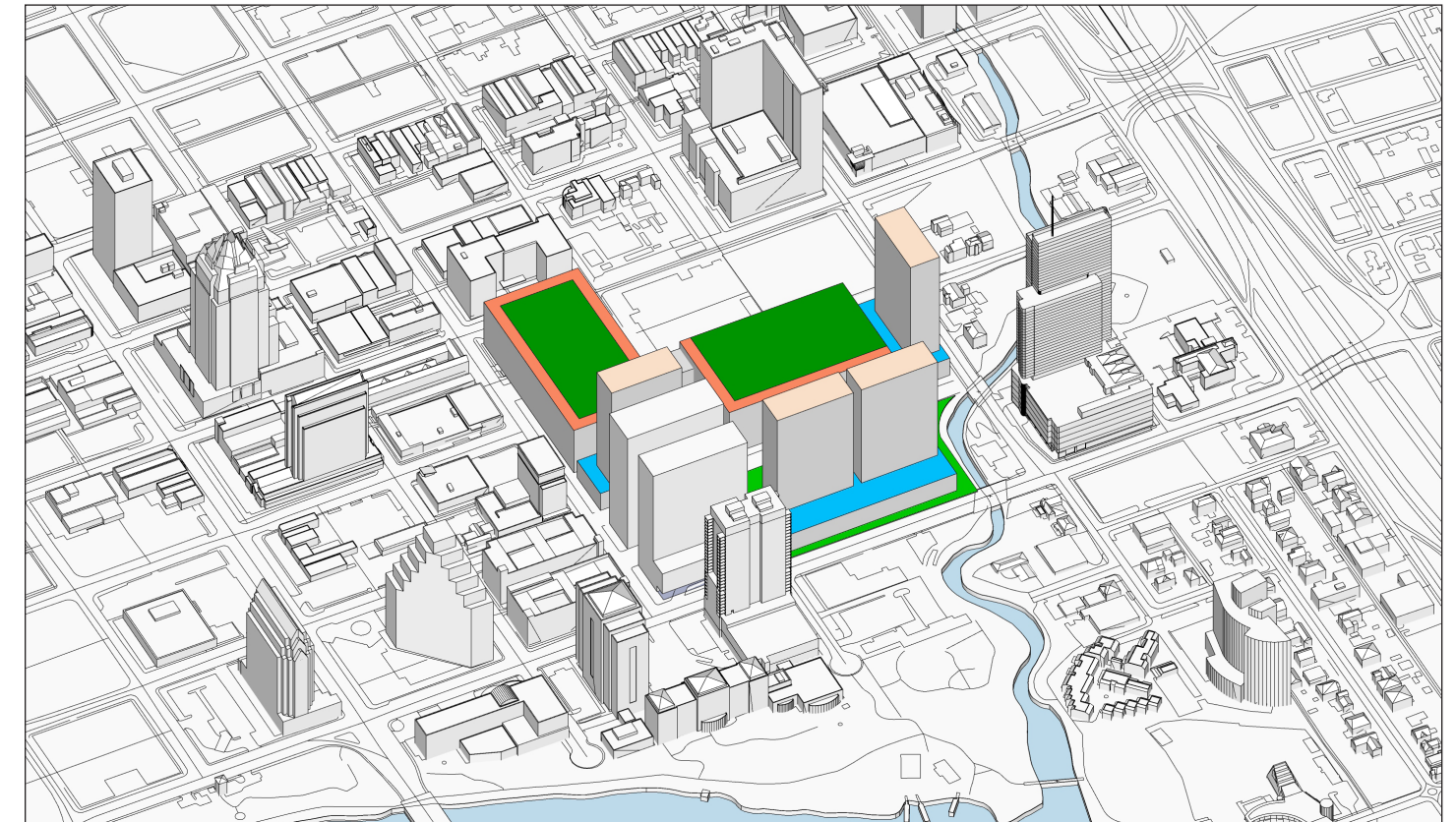


ROOFTOP

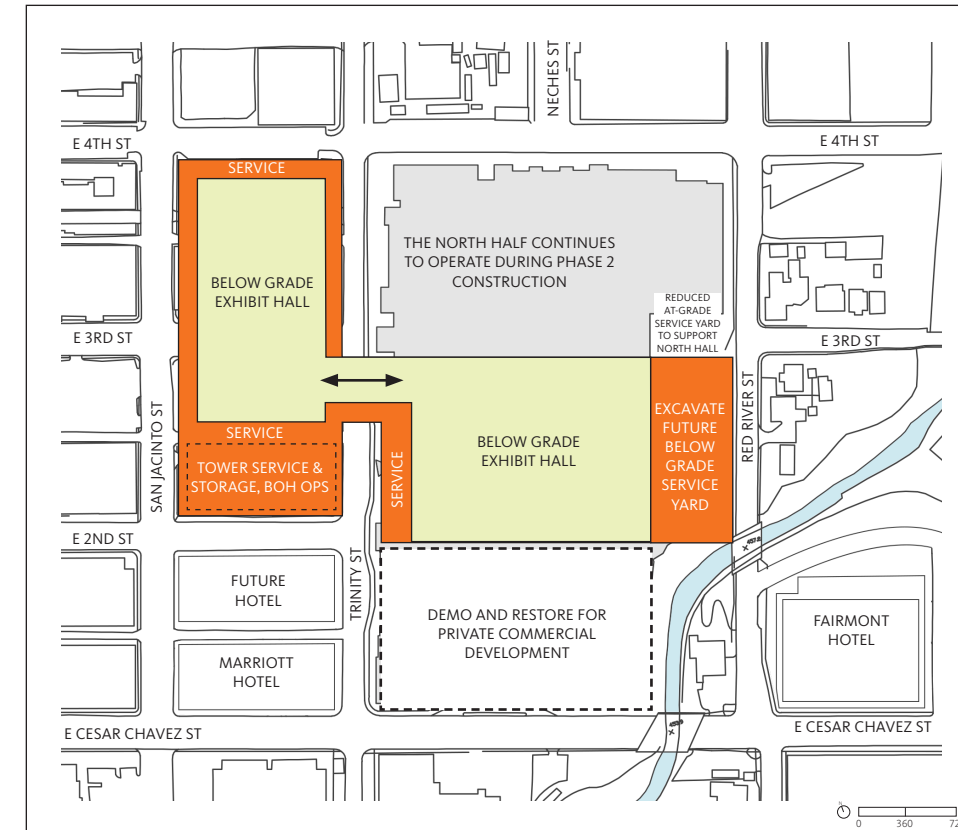
The rooftop park/event space is a response to the diminishing amount of open space in downtown Austin as the city grows and densifies. Approximately 1 ½ city blocks in size and with views of downtown and the Capitol, the rooftop park will be a desirable, revenue-generating venue for the City and ACCD. The space is serviced by freight elevators to support programmed events.

HALLS DOWN - PHASE TWO

3 - PHASE SCENARIO



Concept Image of the Shop-Lined Paseo (pedestrian corridor)



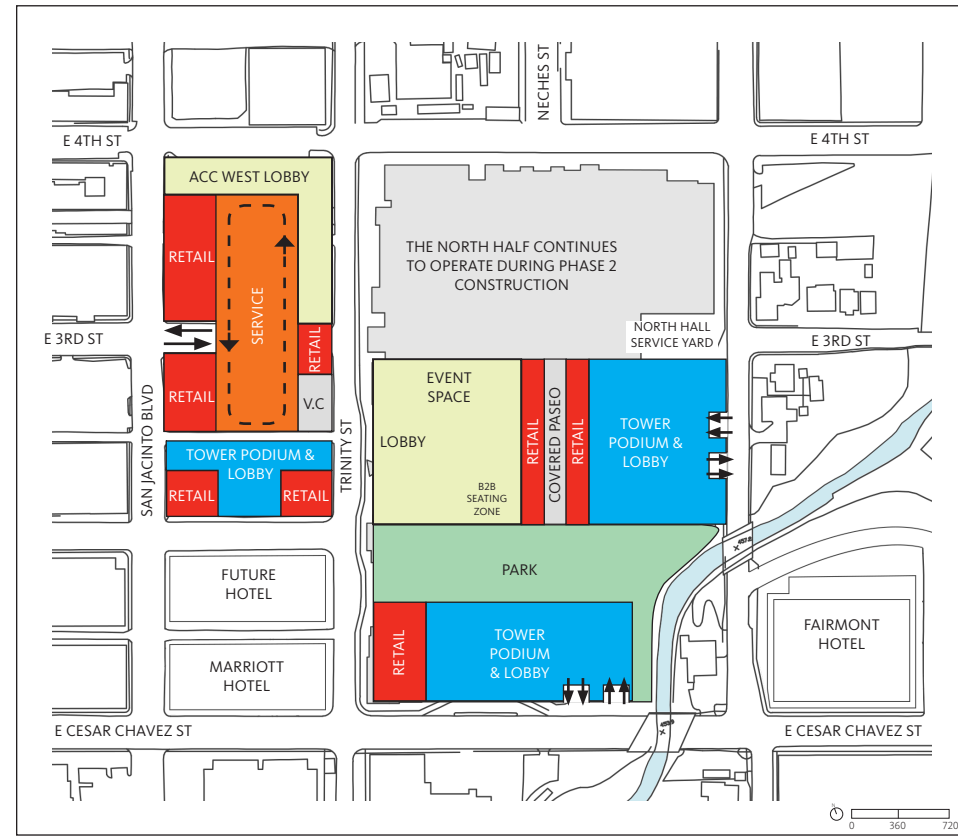
BELOW GRADE

The East Replacement (Phase 2) will house the first half of a large below-grade Exhibit Hall east of Trinity. The Exhibit Hall and service corridors will connect under Trinity Street with the Phase 1 Exhibit Hall. Despite the excavation of the below-grade Phase 2 loading zone along Red River, the Phase 2 East Hall may need to be serviced from the Phase 1 Hall until Phase 3 East and the 3rd Street ramp is completed due to ongoing construction activity.

Note 1: Consideration needs to be given to the impact of the Phase 2 excavation and truck ramp on the existing service yard's ability to accommodate trucks and loading for the Phase 3 North half until Phase 2 construction is completed.

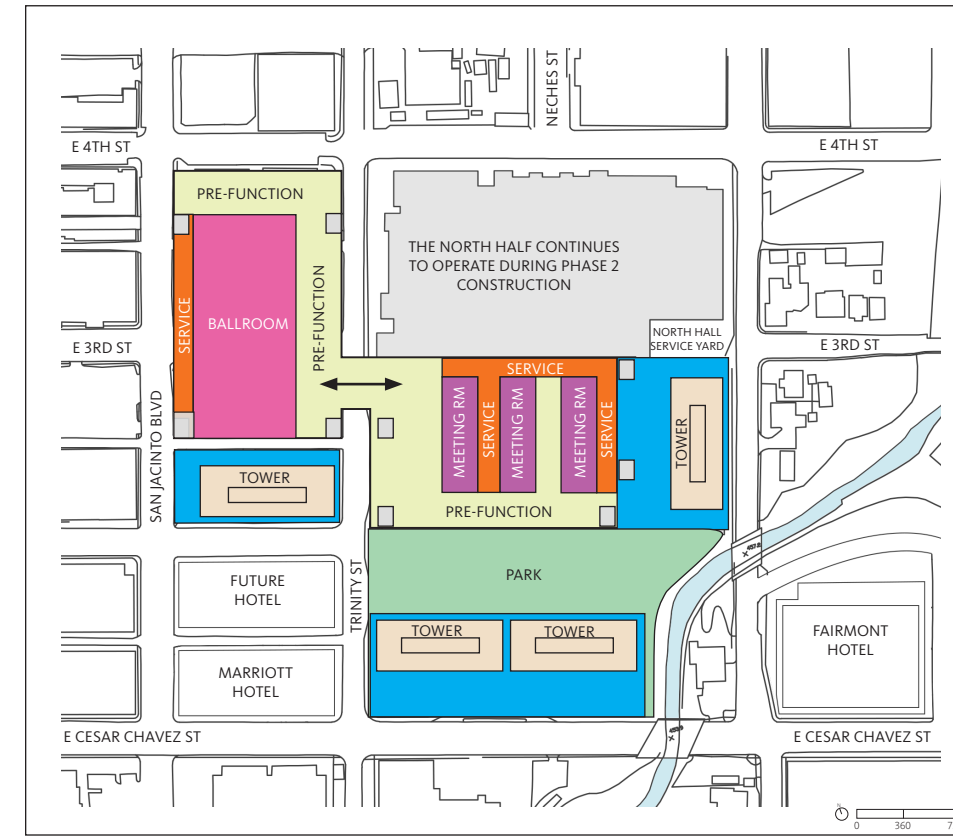
HALLS DOWN - PHASE TWO

3 - PHASE SCENARIO



STREET LEVEL

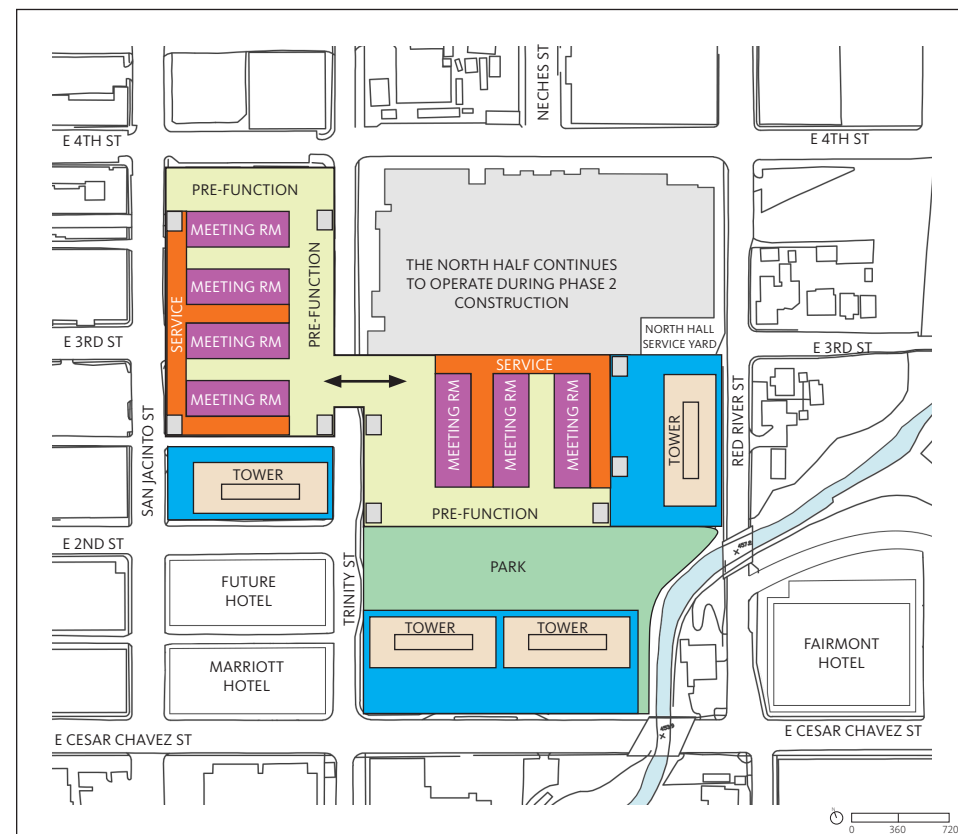
At the street level, the East Replacement (Phase 2 South) has a substantial lobby on Trinity Street where the primary drop-off/pick-up for busses and taxis are located. A portion of the future pedestrian paseo, aligned with Neches Street running north-south, borders the east façade of the convention center lined with retail and F&B venues. Phase 2 is envisioned to be a vertically integrated P3 development with a podium and tower situated on top of the Exhibit Hall and service/loading zone, accessible on Red River Street. A second P3 development (podium and tower) is envisioned with access/exiting on Cesar Chavez. A linear park extends 2nd Street as an east-west pedestrian corridor providing access to Waller Creek and the retail-lined Neches paseo. The linear park is situated over the southern portion of the below-grade Exhibit Hall.



LEVEL 4

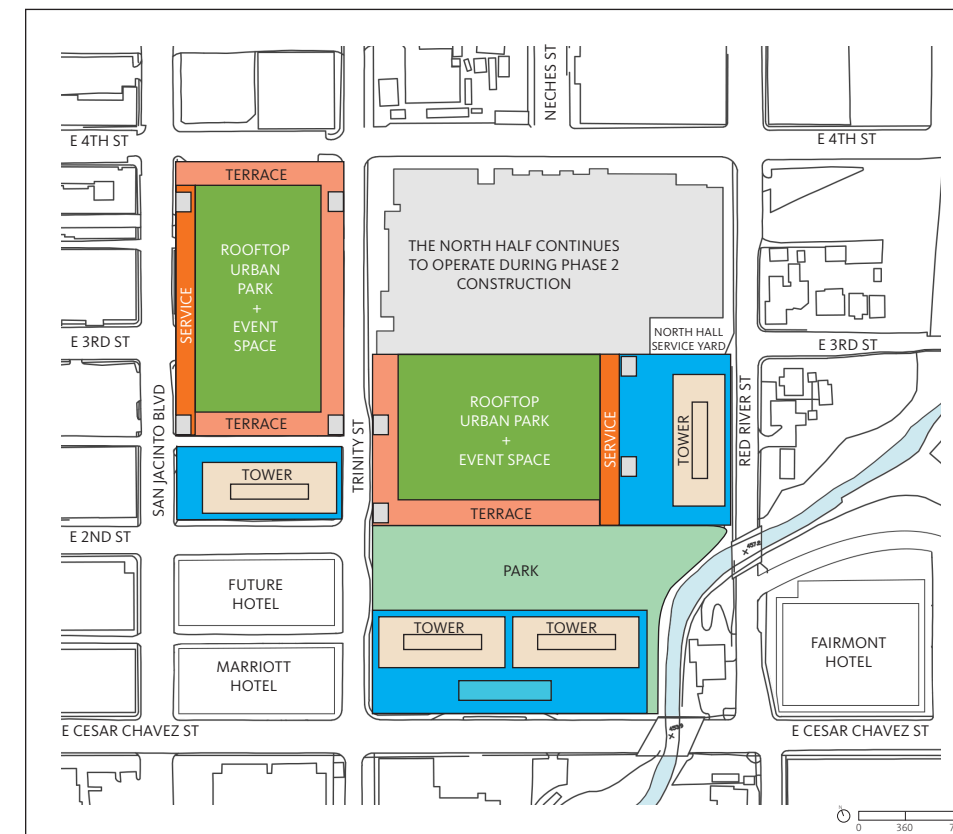
Level 4 houses another level of Meeting Rooms and serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. The service corridor allows for seamless service from the backside of the rooms. Attendees arrive in the pre-function space with easy access into each bank of meeting rooms. The layout of the Meeting Rooms allow connections over Trinity Street with the Phase 1 Ballroom and expanded pre-function space.

Note 1: The Phase 2, Level 4 meeting rooms can be substituted with a 40,000-sf Junior Ballroom, connected by a shared pre-function area spanning Trinity Street.



LEVELS 2 & 3

The convention center's Meeting Rooms are vertically stacked above the street level Lobby and the Neches Paseo. The meeting room floors are serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. Service corridors allow for seamless service from the backside of the rooms. Attendees arrive on each floor in the pre-function space with easy access to each bank of meeting rooms. The floor layout will allow connections over Trinity Street with the Phase 1 Meeting Room floors.

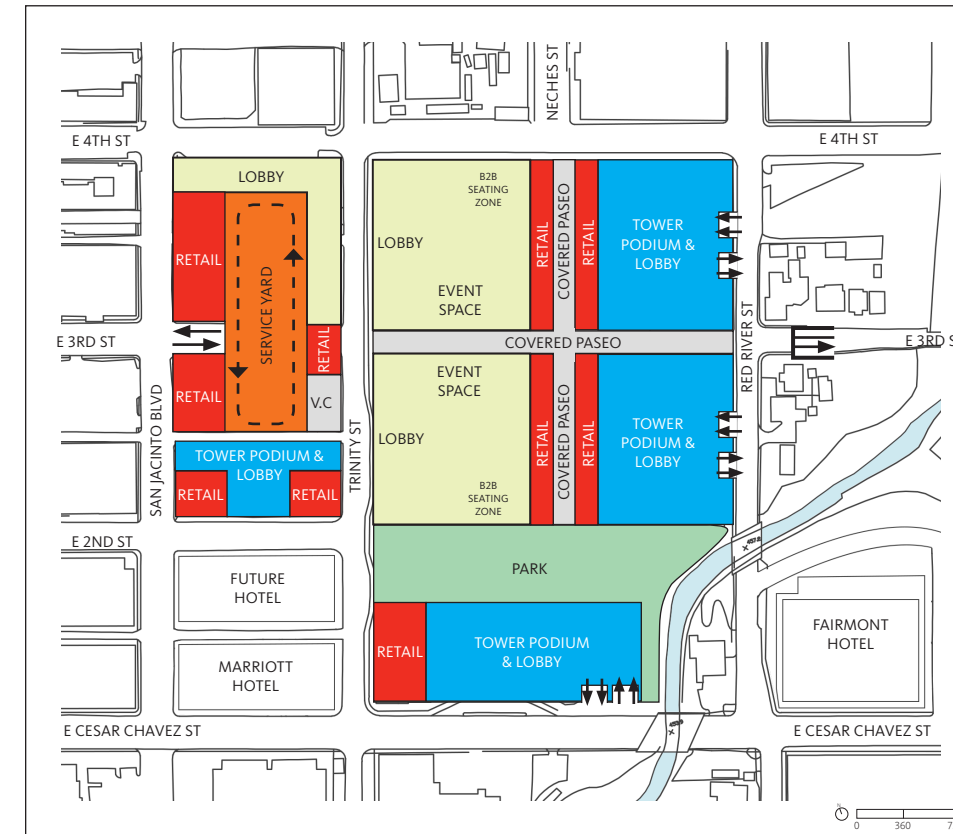
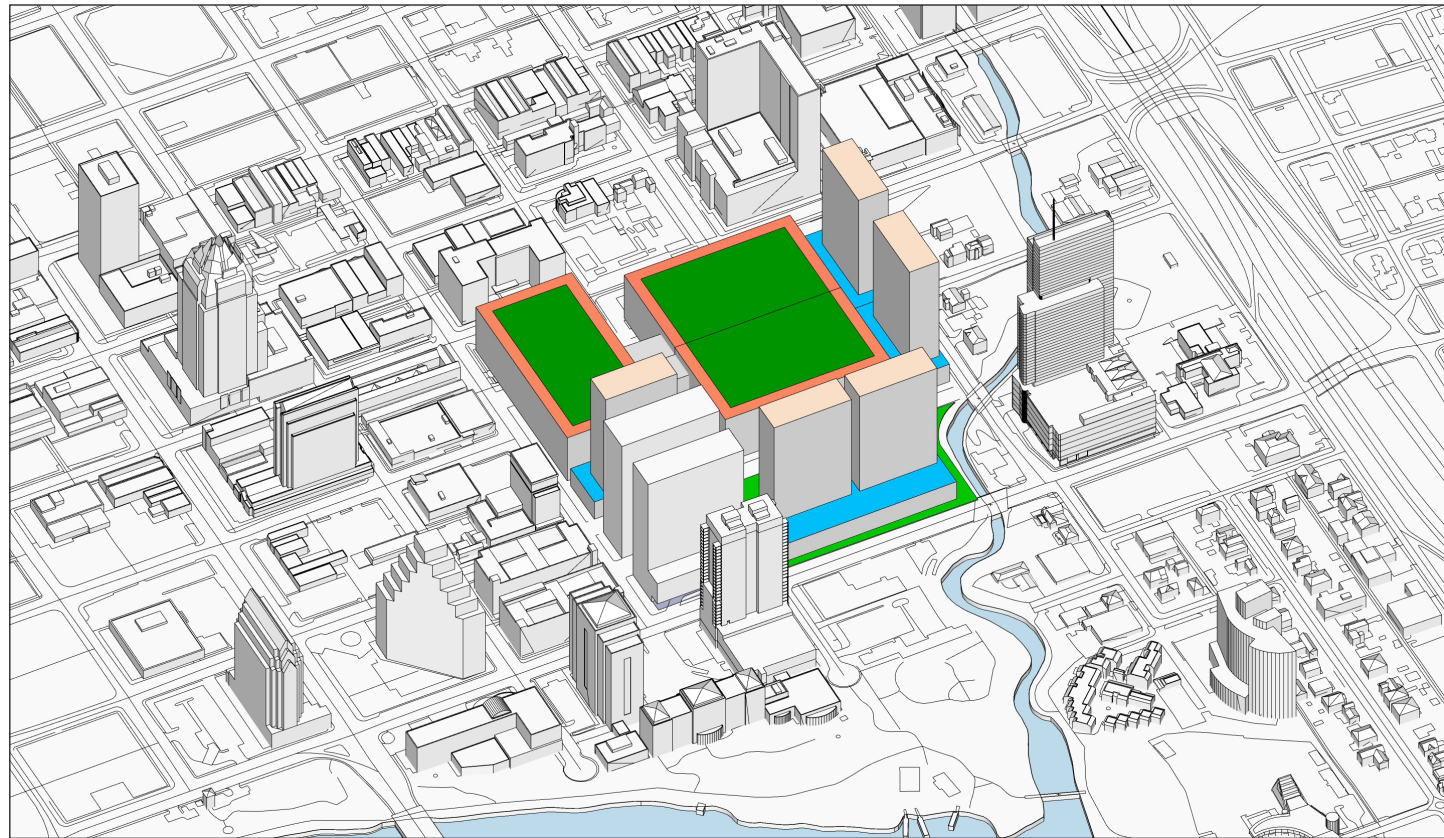


ROOFTOP

The rooftop park/event space is a response to the diminishing amount of open space in downtown Austin as the city grows and densifies. Approximately 1 city block in size and with views of Waller Creek and Palm Park, the rooftop park will be a desirable, revenue-generating venue for the City and ACCD. The space is serviced by freight elevators to support programmed events.

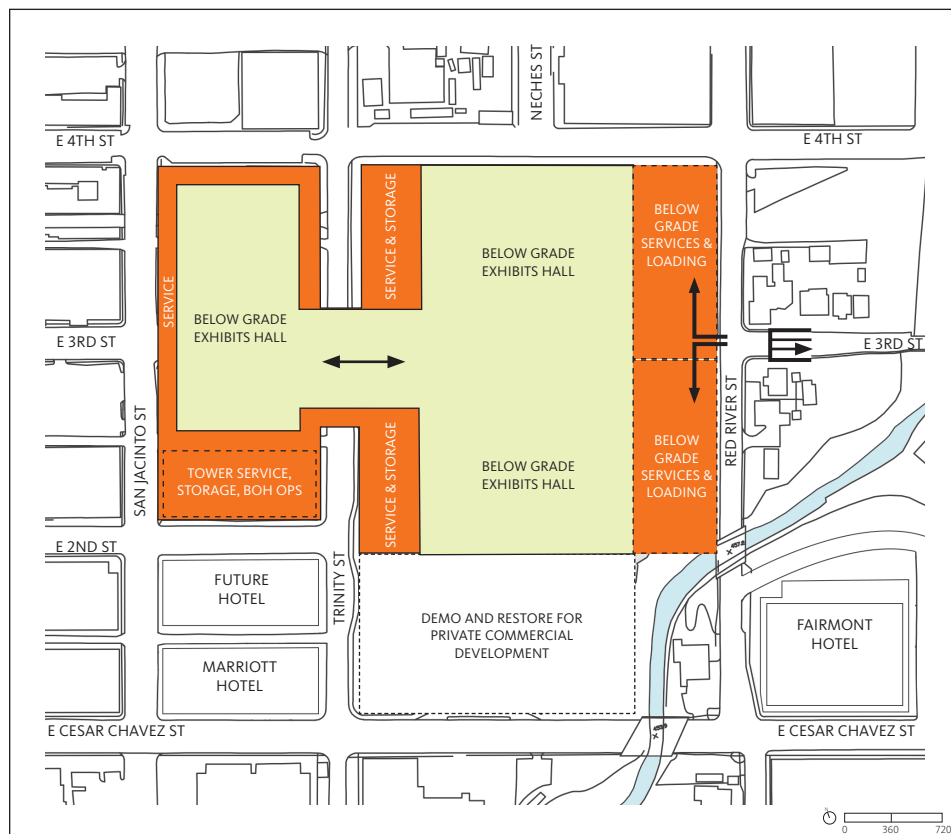
HALLS DOWN - PHASE THREE

3 - PHASE SCENARIO



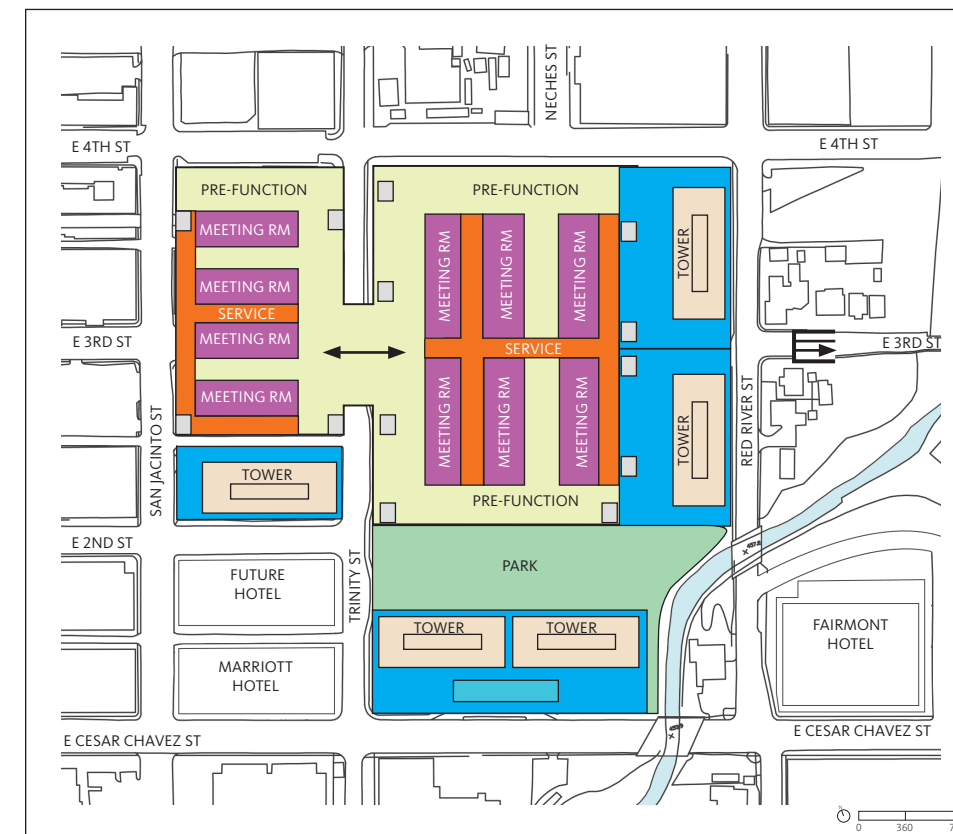
STREET LEVEL

At the street level, the East Replacement (Phase 3 North) has a substantial lobby on Trinity Street where the primary drop-off/pick-up for busses and taxis are located. The northern portion of the Neches Paseo, running north-south, borders the east façade of the convention center lined with retail and F&B venues. Phase 3 is envisioned to be a vertically integrated P3 development with a podium and tower situated on top of the Exhibit Hall and service/loading zone, accessible on Red River Street. A second Paseo, running east-west aligned with 3rd Street, is a public access corridor that separates the Phase 2 and Phase 3 Lobbies and intersects with the Neches Paseo.



BELOW GRADE

The East Replacement (Phase 3) will house the second half of a large below-grade Exhibit Hall east of Trinity. The Exhibit Hall and service corridors will connect under Trinity Street with the Phase 1 and Phase 2 Exhibit Halls. Service, loading and storage for the Phase 3 Exhibit Hall will also be below-grade with direct service from the loading docks into the Hall. Trucks and service vehicles will enter the sub-grade service zone via the new entry/exit ramp on 3rd Street east of Red River.

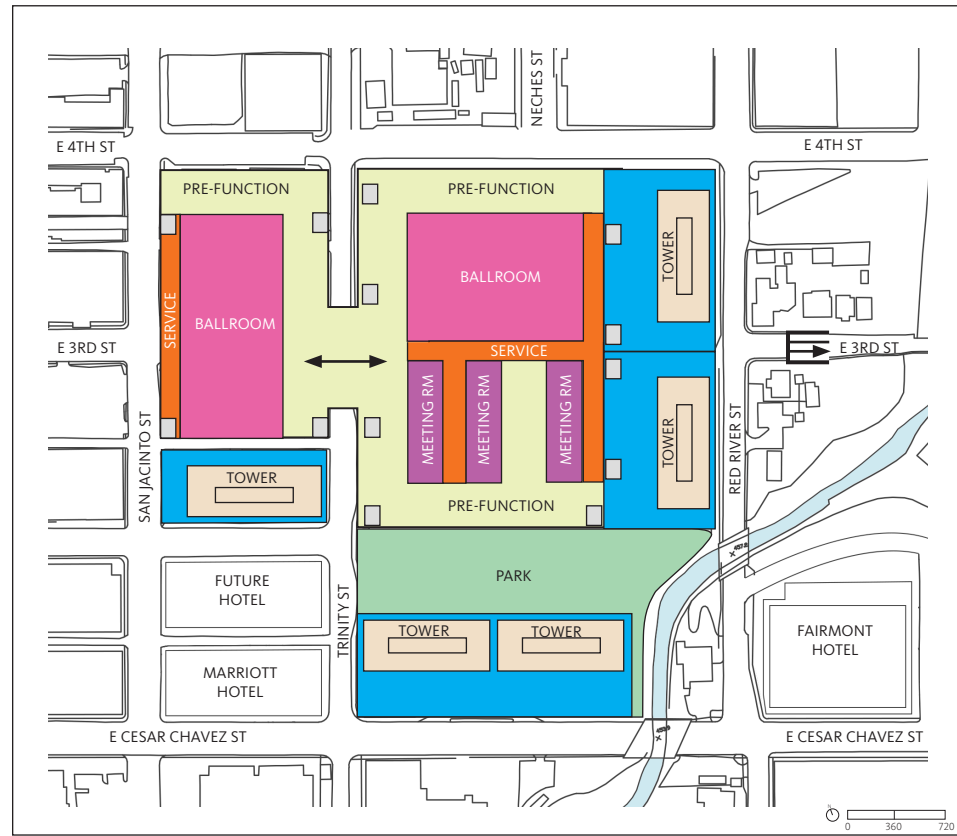


LEVELS 2 & 3

The convention center's Meeting Rooms are vertically stacked above the street level Lobby and the Neches Paseo. The meeting room floors are serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. Service corridors allow for seamless service from the backside of the rooms. Attendees arrive on each floor in the pre-function space with easy access to each bank of meeting rooms. The floor layout will merge with the Phase 2 floor and allow connections over Trinity Street with the Phase 1 Meeting Room floors.

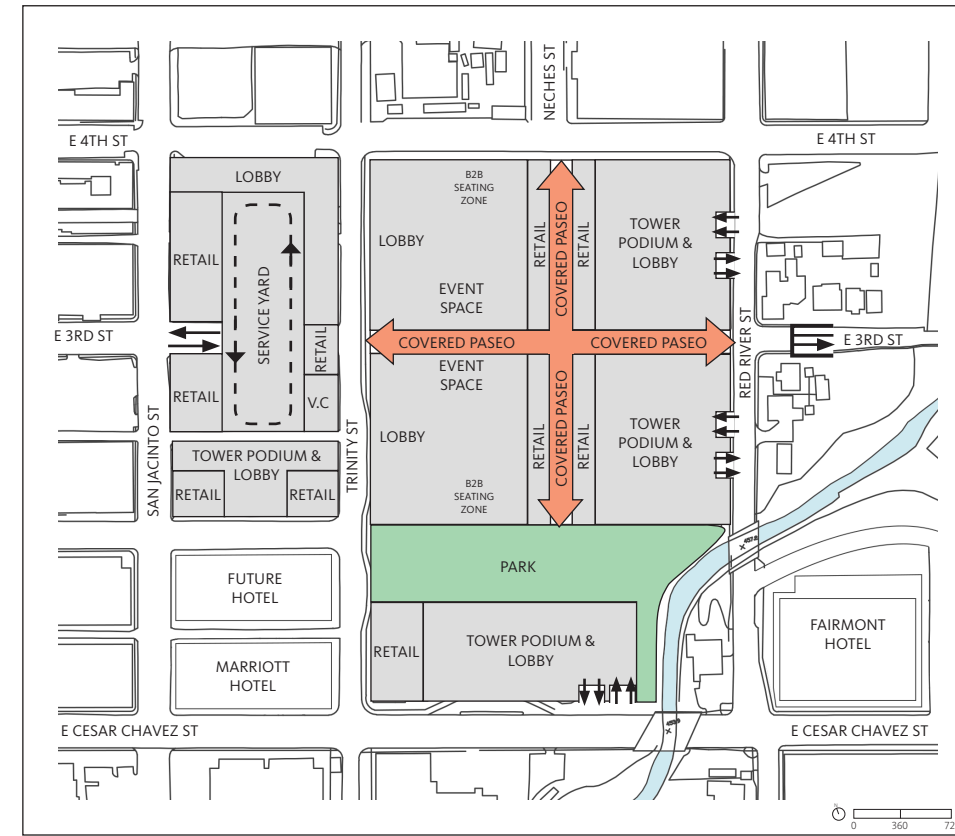
HALLS DOWN - PHASE THREE

3 - PHASE SCENARIO



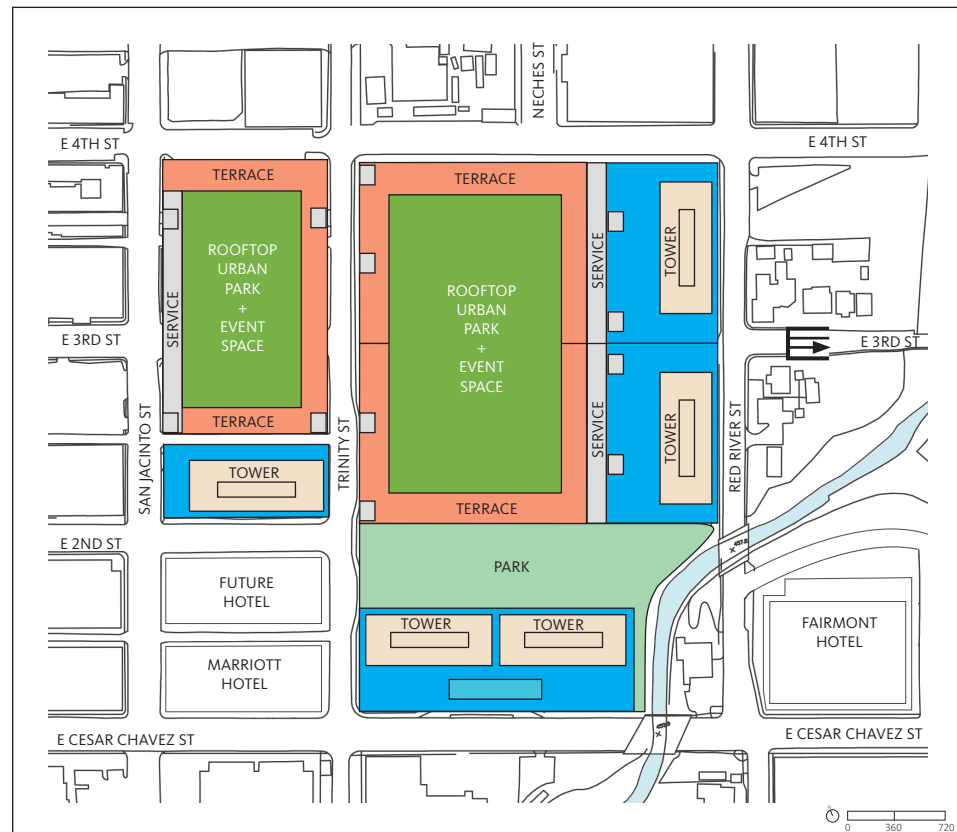
LEVEL 4

Level 4 houses a second Ballroom, serviced by freight elevators directly from the below-grade Kitchen and loading/service zone. The service corridor, shared with the adjacent Meeting Rooms, allows for seamless service from the backside of the Ballroom. Attendees arrive in the pre-function space with easy access into Ballroom and offering views of downtown and the Capitol. The layout of the Phase 3 floor merges seamlessly with the Phase 2 floorplan and allowing connections over Trinity Street with the Phase 1 Ballroom.



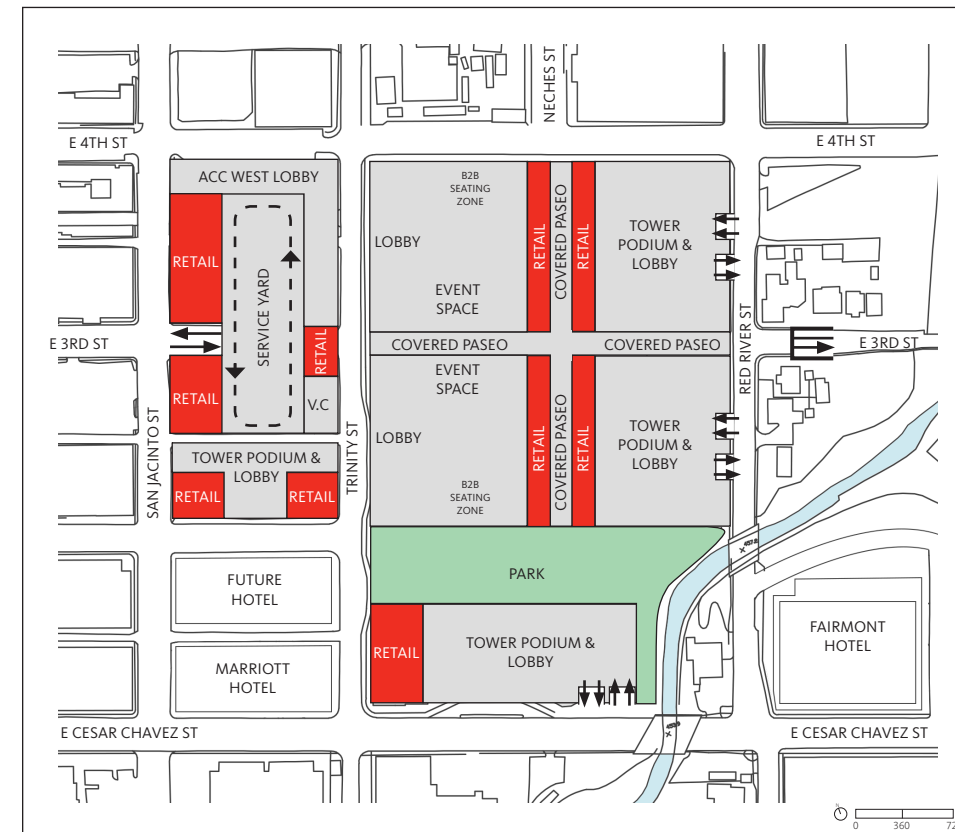
MOBILITY

The Halls Down scenario proposes a covered pedestrian Paseo running north-south, connecting the Neches Street corridor with the linear park to its south. The Paseo is lined with retail and F&B venues embedded in the convention center and P3 developments. A secondary paseo runs east-west, aligned with 3rd Street and connecting Trinity Street to the P3 developments along Red River Street. Like the Neches Paseo, the paseo is covered by the convention floors above. Additionally, a linear park at the terminus of 2nd Street at Trinity provides a secondary pedestrian corridor intersecting with the Neches Paseo and Waller Creek. In the Halls Down scenario, service and 18-wheeler truck traffic will continue to enter the downtown grid to serve the West Expansion (Phase 1).



ROOFTOP

The rooftop park/event space is a response to the diminishing amount of open space in downtown Austin as the city grows and densifies. Approximately 2 city blocks in size and with views of downtown and the Capitol, the rooftop park will be a desirable, revenue-generating venue for the City and ACCD. The space is serviced by freight elevators to support programmed events.

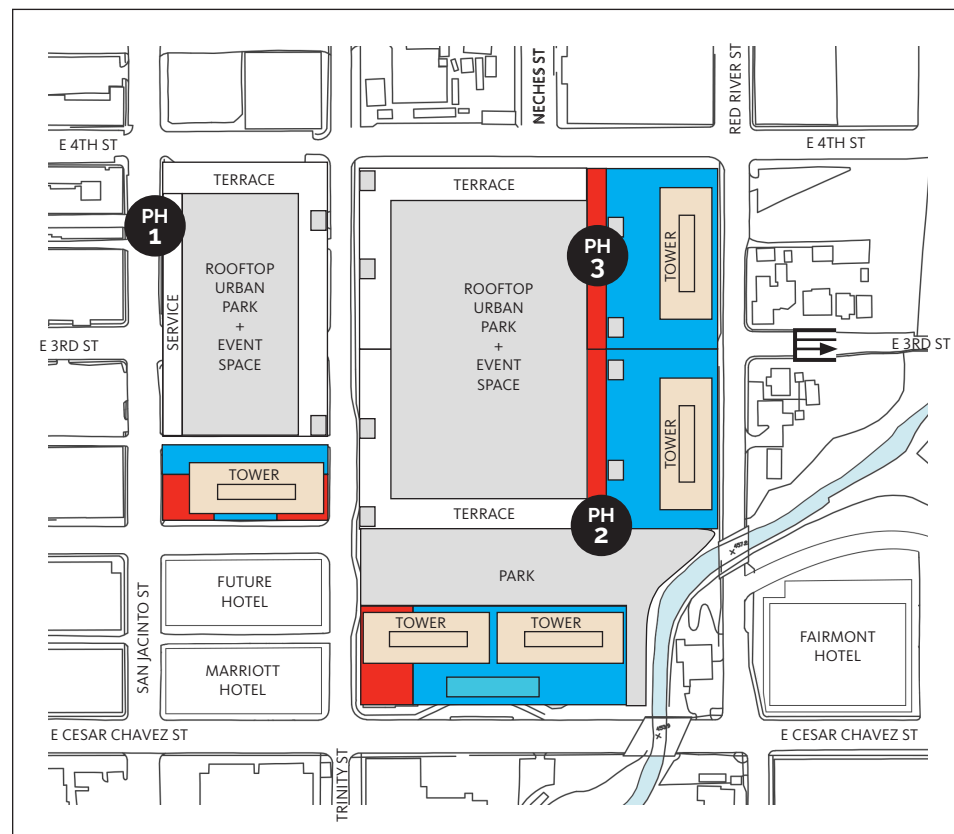
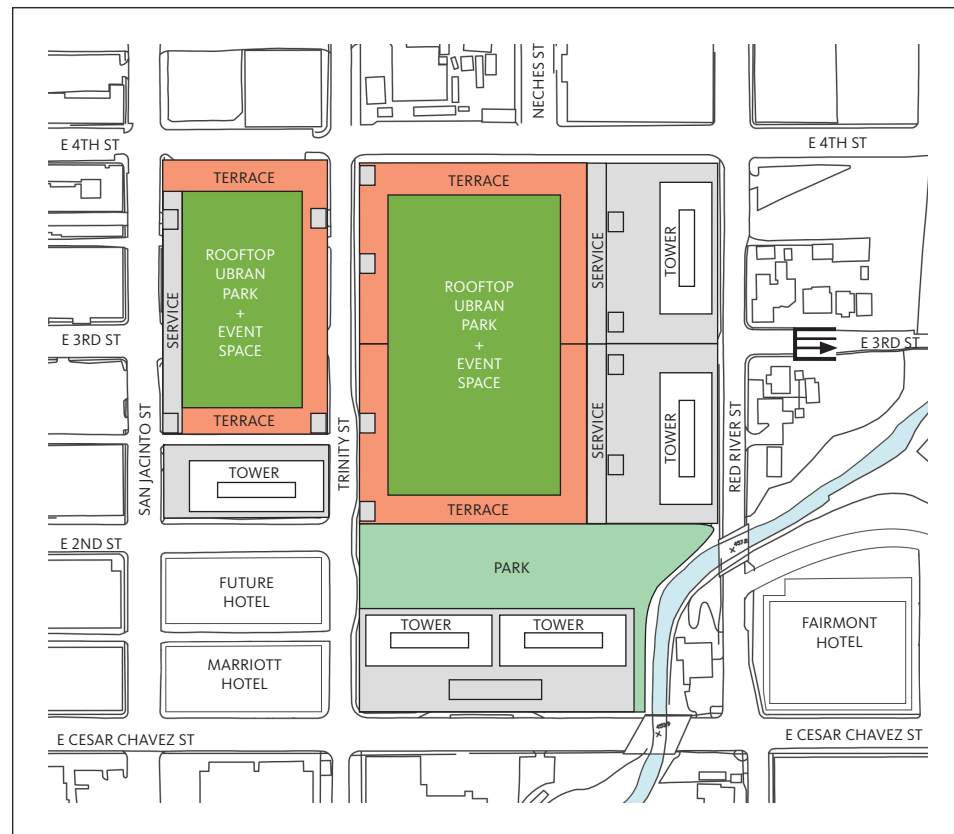


ACTIVATING THE STREETS

Connectivity with a variety of venues and experiences draw people to a destination. San Jacinto Street, 2nd Street and the Neches Paseo are lined with retail and F&B venues. Shop-lined streets and paseos that enhance the pedestrian experience, combined with a linear park for outdoor events and connectivity to Waller Creek will promote the district's image as a destination for visitors, downtown workers and Austin residents. The combination of convention events/shows, increased hotel activity, venue-lined pedestrian corridors, urban parks and the Waller Creek corridor will transform the experience along Austin's southeast gateway.

HALLS DOWN - PHASE THREE

3 - PHASE SCENARIO



OPEN SPACE & PLACEMAKING

As Austin grows and downtown densifies, surface lots and open spaces are disappearing. In the Halls Down scenario, the Phase 1 and Phases 2/3 convention center buildings support rooftop urban parks for public events and revenue-generating space for private events. In total, the two rooftop parks are the equivalent to 2 ½ - 3 city blocks in size.

A linear park/event space, aligned with 2nd Street between Trinity and Red River Streets, offers pedestrian connectivity from downtown to Waller Creek and Palm Park.

P3 DEVELOPMENT PARCELS

Due to parcel assemblage, it is assumed the West Expansion (Phase 1) will be a vertically integrated design solution for both the convention facility and the commercial tower and podium. In the Halls Down scenario, both Phase 2 and Phase 3 development parcels include vertically integrated, concurrently constructed convention center/podium tower complex. Another P3 parcel along Cesar Chavez is envisioned as independent of the Phase 2 convention center facility. Phases 2 and 3 are dependent on the funding, design and construction schedule of the integrated, co-developed commercial buildings. The 3-phase approach extends the duration of construction activity and impacts to ongoing convention operations by a minimum of 3-4 years.

SCENARIO COMPARISON

Both development scenarios showcased in this study address district mobility, activating the streets, P3 development, phasing strategies and connectivity to adjacent districts and amenities. Both scenarios have strong points for consideration and both scenarios require some compromises to achieve the City's vision for development of the convention center complex. Below is a list of considerations for each scenario:

2-PHASE HALLS UP

- Two levels; stacked; above grade.
- Connected over Trinity Street.
- 27% reduction of Exhibit Hall Space until Phase 2 is complete.

3-PHASE HALLS DOWN

- One Level; contiguous; below grade.
- Connected under Trinity Street.
- 16% reduction of Exhibit Hall space until Phase 2 is complete.

LOADING DOCKS/SERVICES/STORAGE

- Below grade Superblock.
- Connected Under Trinity.
- Accessed by 3rd Street ramp east of Red River Street.
- Trucks stay out of the downtown grid following the completion of Phase 2.

- Phase 1 West – street level.
- Phase 2/3 East – below grade; accessed by 3rd Street ramp east of Red River Street.
- Trucks continue to enter the downtown grid to serve Phase 1 West after Phase 2/3.

DISTRICT MOBILITY

- Neches Paseo (open air) runs N-S from 4th Street to Cesar Chavez.
- 2nd Street extended east to Red River for improved vehicular circulation and access; serves as secondary pedestrian access to the east and Waller Creek.

- Neches Paseo (enclosed) runs N-S from 4th Street to 2nd Street.
- 3rd Street Paseo (enclosed) runs E-W, intersecting with the Neches Paseo.
- Linear Park serves as secondary pedestrian access to the east and Waller Creek. as the front lawn for the convention center.

STREET PRESENCE

- High profile visibility of the convention center's new 'ceremonial front door' facing east and viewed from I-35, Cesar Chavez and Palm Park.
- The proposed urban park/event space serves as the front lawn for the convention center.

- Low visibility of the convention center facades due to lower massing and integration with P3 development.
- Linear Park serves as event space and a buffer between Phase 2 and P3 development along Cesar Chavez.

MISCELLANEOUS

- Phase 2 is developed independently of the P3 developments on Cesar Chavez and Red River.
 - schedule is not tied to P3 development timing.
 - less building complexity without the need for P3 mixed vertical integration.
- Shorter time frame to complete the two phases and minimal disruption to ongoing operations during construction.

- Phase 2 & 3 development is dependent on the funding, design and schedule of the P3 developments.
- Longer time frame to complete the three phases and the potential for disruption (noise; access) to ongoing Phase 2 and Phase 3 operations during construction of the co-joined space.
- A minimum of 3 additional years to complete the convention center complex.

CONCLUSION & RECOMMENDATIONS

A comparison of the sizes of the various function spaces for the existing ACC, two-phase, and three-phase expansions is shown in the table below:

| Space (in 1,000s) | Existing ACC | West (Phase 1) | After (Phase 1) | East (Phase 2) | After (Phase 2) | East (Phase 3) | Total Space |
|-------------------|---------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|
| 2-Phases | | | * | | | | |
| Exhibit | 247 sf | 180 sf | 180 sf | 300 sf | 480 sf | n/a | 480 sf |
| Meeting | 57 sf | 110 sf | 110 sf | 80 sf | 190 sf | n/a | 190 sf |
| Ballroom | 67 sf | 88 sf | 88 sf | 80 sf | 168 sf | n/a | 168 sf |
| Net SF | 369 sf | 378 sf | 378 sf | 460 sf | 838 sf | n/a | 838 sf |
| Gross SF | 881 sf | 998 sf | 998 sf | 1,150 sf | 2,095 sf | | 2,095 sf |
| | | | | | | | |
| 3-Phases | | | ** | | *** | | |
| Exhibit | 247 sf | 88 sf | 209 sf | 202 sf | 290 sf | 164 sf | 454 sf |
| Meeting | 57 sf | 110 sf | 139 sf | 80 sf | 190 sf | 60 sf | 250 sf |
| Ballroom**** | 67 sf | 80 sf | 120 sf | 40 sf | 120 sf | 80 sf | 200 sf |
| Net SF | 369 sf | 278 sf | 468 sf | 322 sf | 600 sf | 304 sf | 904 sf |
| Gross SF | 881 sf | 734 sf | 1,219 sf | 823 sf | 1,487 sf | 633 sf | 2,121 sf |

* In the 2-Phase scheme, the existing convention center is demolished after the completion of West Phase 1.

** In the 3-Phase scheme, the south half of the existing convention center is demolished after the completion of West Phase 1.

*** In the 3-Phase scheme, the north half of the existing convention center is demolished after the completion of East Phase 2.

**** A combination of Ballrooms and large Multi-Purpose room.

In the five years since the City of Austin made the decision to explore the possibilities for expanding its convention center, much has happened. Private sector land acquisitions have impacted earlier development strategies, multiple parties have been engaged to revisit and rethink previous studies and solutions, elections have changed the political landscape and several of the original champions within ACCD have departed.

The one constant that remains is the universal agreement by all parties involved that the City of Austin has all the components necessary to be a top convention/trade show/meeting destination in the U.S...except for its convention center facilities.

This document is a reflection of the analysis and strategies of the 2015 long-range master plan, the recommendations of the Urban Land Institute's Technical Assistant Panel and the district-wide vision of the 2019 University of Texas study. It offers two distinctly different approaches for development of the convention center complex with regard to facility layout, back of house operations, phasing, number of years for completion, engaging the surrounding district, mobility and P3 strategies. The intent is to provide the City with alternative pathways to adapt its approach over time in response to market shifts, funding mechanisms and external initiatives that impact the convention district.

Based on the analysis, site opportunities and constraints, development concepts and stakeholder input, this master plan update offers the following recommendations:

- To successfully operate either development option, the convention center must have below-grade rights under Trinity Street between Cesar Chavez and Fourth Street.
- The future CapMetro Blue Line should be planned for an at-grade line on Trinity Street to allow contiguous below-grade development of the convention center.
- Trinity Street between Second and Fourth Streets should be developed as a multi-modal transit hub for the convention district and southeast part of downtown, accommodating rail, busses and taxi services.
- Consider the view corridor and arrival from I-35. The Convention Complex will be the City of Austin's billboard for decades to come.
- Success follows informed decision making. Read this document fully and consider what is best for the City of Austin going forward.