FINAL DRAFT REPORT

CITY OF SAN ANTONIO TEXAS

PROPOSED DOWNTOWN SPORTS & ENTERTAINMENT DISTRICT ECONOMIC IMPACT ANALYSIS

August 15, 2025

CSL

August 15, 2025

Mr. Ben Gorzell
Chief Financial Officer
City of San Antonio
100 West Houston Street
San Antonio, TX 78205

Dear Mr. Gorzell:

Conventions, Sports & Leisure (CSL) has completed a Final Draft of Economic Impact Study for the Proposed Downtown San Antonio Sports & Entertainment District. This study aims to provide the City of San Antonio and key stakeholders with a comprehensive economic and fiscal evaluation of the proposed planned developments within the designated project area. Project elements included in the new Sports & Entertainment District include:

- The expansion of the Henry B. González Convention Center
- Phased improvements to the Alamodome
- Development of a state-of-the-art indoor music venue
- The construction of significant residential, hotel, restaurant and retail space.
- New Spurs Arena development

CSL has conducted highly-researched studies for the HBGCC, Alamodome and music venue projects. We have not studied the market demand or financial viability of new commercial construction nor the new Spurs Arena. Impact estimates for these projects are based in data provided by third parties. We sincerely appreciate the valuable input and collaboration from City staff and project stakeholders in shaping this important analysis. It has been a privilege to support the City in this forward-looking planning initiative.

Very Truly Yours,

CSL International

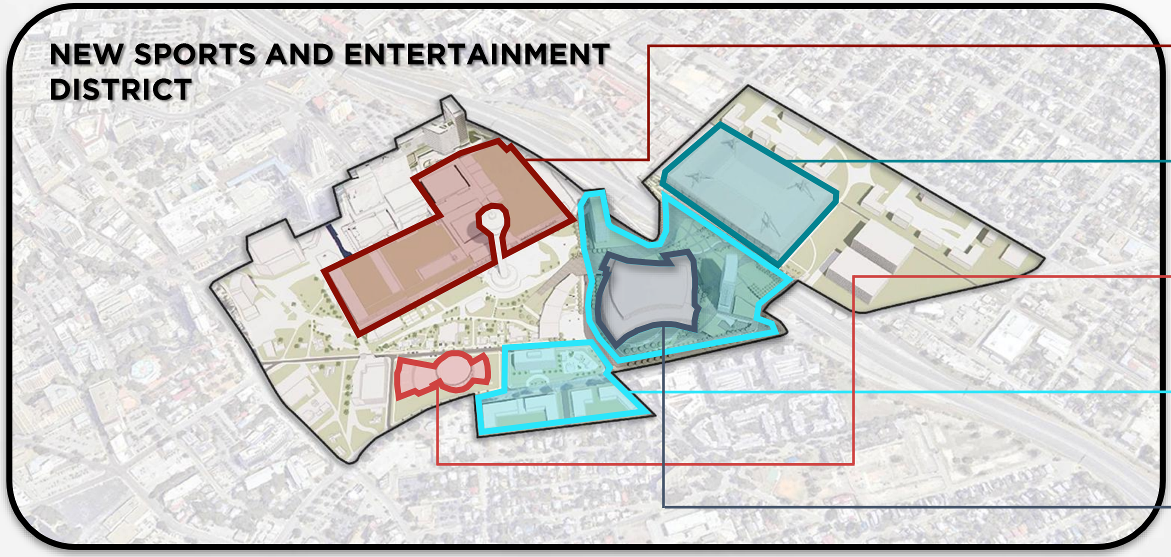
TABLE OF CONTENTS

NEW SPORTS & ENTERTAINMENT DISTRICT OVERVIEW

The Sports & Entertainment District represents a bold new vision for downtown San Antonio, bringing together major venue investments within a walkable district: the expansion of the Henry B. González Convention Center, a phased improvement plan for the Alamodome, a new 4,000 to 5,000-seat Indoor Music Venue at the site of the John H. Wood Jr. Federal Courthouse, and a new NBA Arena. These venue investments will be complemented by significant private sector investments in new residential, hotel, retail and restaurant amenities throughout the area.

The convention center expansion would greatly increase in event space, allowing for larger and more frequent events. Alamodome improvements would enhance the competitiveness and ability to attract both major concert, sports, festival and community events. The new music venue would offer a high-quality, mid-sized performance space, helping San Antonio attract a new tier of performers. The new mixed-use development, with millions of square feet of residential, hotel, restaurant and retail space, would generate substantial foot traffic within and around the district. A new Spurs Arena would lock in the significant entertainment, community pride and economic value of the team for the foreseeable future.

Together, these projects have the potential to transform San Antonio's urban core, bringing millions of new visitors, residents and workers, while establishing a vibrant, iconic district that could become a cornerstone of the city. Against this backdrop, CSL has prepared an analysis of the projected District economic impact, evaluating how increased visitation, event activity and facility operations will generate meaningful economic and fiscal returns for the City of San Antonio.



CONVENTION CENTER EXPANSION
Addition of 188,500 SF of exhibit space to the HBGCC, bringing total contiguous exhibit space to 702,400 SF. This option also adds a significant new ballroom and meeting space.

ALAMODOME IMPROVEMENTS
Gradual investment—$100m over the next 10 to 12 years, with additional investment in later years, all designed to maximize revenue and fan experience, with focus on concerts, sports and other entertainment events.

NEW MUSIC VENUE
4,000- to 5,000-seat Indoor Entertainment Venue at Courthouse site. Opportunity exists for the venue to capture mid-sized national touring acts.

MIXED USE DISTRICT
24.9 acres of planned mixed use, walkable district area, not including future development surrounding the Alamodome.

NEW SPURS ARENA
State-of-the-art NBA arena hosting professional and amateur sports, concerts and other entertainment events.

FINAL DRAFT REPORT

METHODOLOGY

The Sports & Entertainment District is expected to deliver substantial economic benefits to the City of San Antonio. To assess the impact on the local economy, we have prepared forecasts of direct spending across key sectors, including hotels, restaurants, retail, entertainment venues, local transportation, and other businesses. This spending is driven by the influx of new visitors, residents, and workers.

Below is a summary of the two primary categories of direct spending—in-facility and out-of-facility—with just a few examples for each. These are not exhaustive lists, but rather illustrative examples of the types of spending captured in the analysis:

- In-facility spending includes net new revenue from activities within the venues themselves, such as event rental, concessions, advertising and sponsorships, suite and club seat areas, telecommunications and other venue revenue sources. In-facility spending also includes sales at new restaurants and retail businesses in the district.
- Out-of-facility spending includes expenditures occurring outside the venues, such as convention center attendees dining at local restaurants, patrons of the new music venue shopping at nearby store and expenditures made by residents and office workers attracted to new housing and office options throughout the District.

This initial wave of direct spending will circulate throughout the broader economy, creating additional secondary and induced effects, as described on the following page.

(A) IN-FACILITY SPENDING

Revenues and expenditures associated with the Henry B. González Convention Center, Alamodome, proposed music venue and new NBA Arena—including ticket sales, concessions, staff wages, vendor contracts, and event services—generate sustained economic activity that supports employment and stimulates growth across the San Antonio economy.

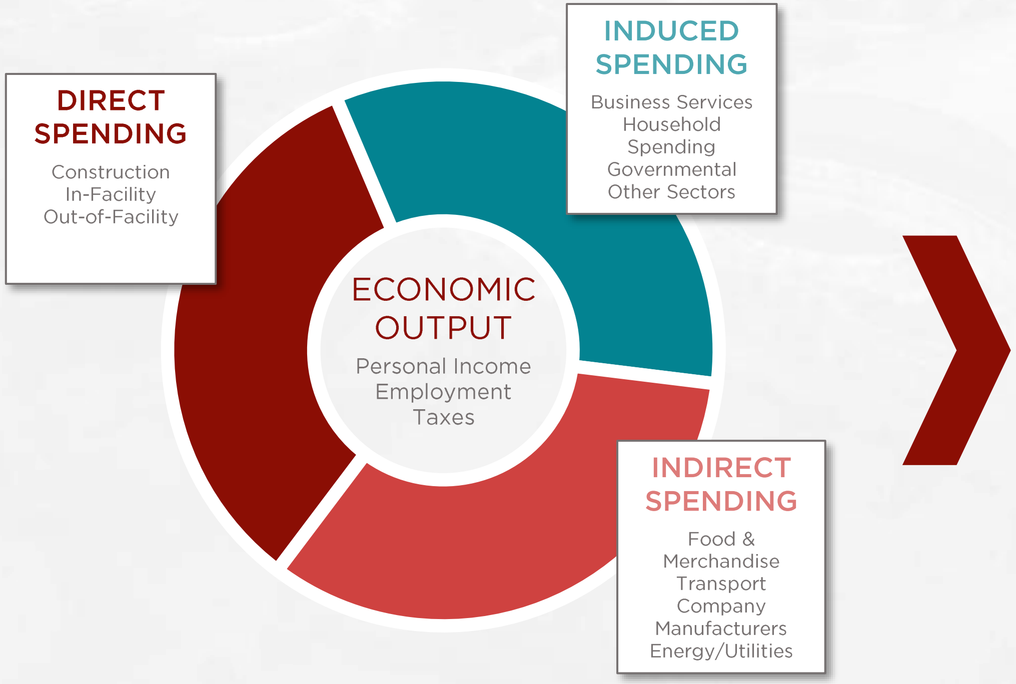
(B) OUT-OF-FACILITY SPENDING

Attendees frequently spend at nearby restaurants, bars, retail shops, and parking facilities before and after events, contributing meaningfully to broader economic activity within the immediate District and downtown San Antonio.

METHODOLOGY (continued)

To estimate the economic impact of the new Sports & Entertainment District, only net new direct spending is considered. This includes new dollars flowing into the San Antonio economy as a result of event activity that would not otherwise occur. These direct expenditures are then used to estimate total economic impact through successive rounds of re-spending, classified as indirect and induced effects. Indirect effects capture business-to-business transactions in sectors such as professional services, logistics, utilities, and wholesale trade. Induced effects reflect increased household spending by employees whose wages are supported by event-driven activity.

These ripple effects are modeled using RIMS II multipliers, a regional economic modeling tool developed by the Bureau of Economic Analysis that accounts for local supply chains and the portion of spending that remains within the community. Regions with greater economic self-sufficiency tend to produce stronger multiplier effects and more robust overall impacts. In addition to economic activity, fiscal benefits are expected to accrue to the City of San Antonio. Sales and lodging taxes are the primary sources of tax revenue considered in this analysis. These are estimated across all levels of spending—direct, indirect, and induced—with appropriate adjustments for displacement and leakage. While property and other taxes and fees may also be collected, sales and hotel occupancy taxes are the most directly linked to visitor-related activity. As illustrated in the graphic below, the analysis begins with net new direct spending and culminates in total economic output, which supports increases in employment, personal earnings, and tax revenue—providing a measurable return to both the private and public sectors.



- **TOTAL OUTPUT** reflects the full value of direct, indirect, and induced spending generated by the added demand generators included in the new Sports & Entertainment District. Total output is calculated by applying the appropriate regional output multipliers to the estimated direct spending within each relevant sector.
- **PERSONAL INCOME (EARNINGS)** represents the wages and salaries earned by employees of businesses impacted by the new Sports & Entertainment District Development. Personal earnings are calculated by multiplying the appropriate personal earnings multiplier by the estimated direct spending within each industry.
- **EMPLOYMENT** is expressed in terms of total jobs and includes both full and part-time jobs. Employment is calculated by dividing the appropriate employment multiplier by one million and then multiplying by the estimated direct spending within each industry.

FINAL DRAFT REPORT

METHODOLOGY (continued)

The multipliers used in this analysis are specific to the San Antonio metropolitan area economy and are summarized in the exhibit below.

Attraction	Economic Impact Multipliers		
	Output	Earnings	Employment
Hotel	1.79	0.47	10.92
Restaurant	1.93	0.59	16.92
Entertainment	2.03	0.58	20.14
Retail	1.85	0.51	14.89
Local Transit	2.14	0.59	22.78
Other Industries	2.07	0.67	15.79

The City and State tax rates used to calculate fiscal impacts associated with the New Sports & Entertainment District are summarized below. No property tax impacts have been included in this analysis.

Tax	Rate	Type
City Sales Tax	2.00%	City
City Hotel Tax	9.00%	

Using these multipliers and tax rates, the remainder of this chapter presents estimates of the economic and fiscal impacts associated with the HBGCC, Alamodome and new music venue projects. Annual impacts, representing a mature year of operations, are provided for each individual project, along with estimates of their cumulative impacts and net present value over a 30-year timeline.

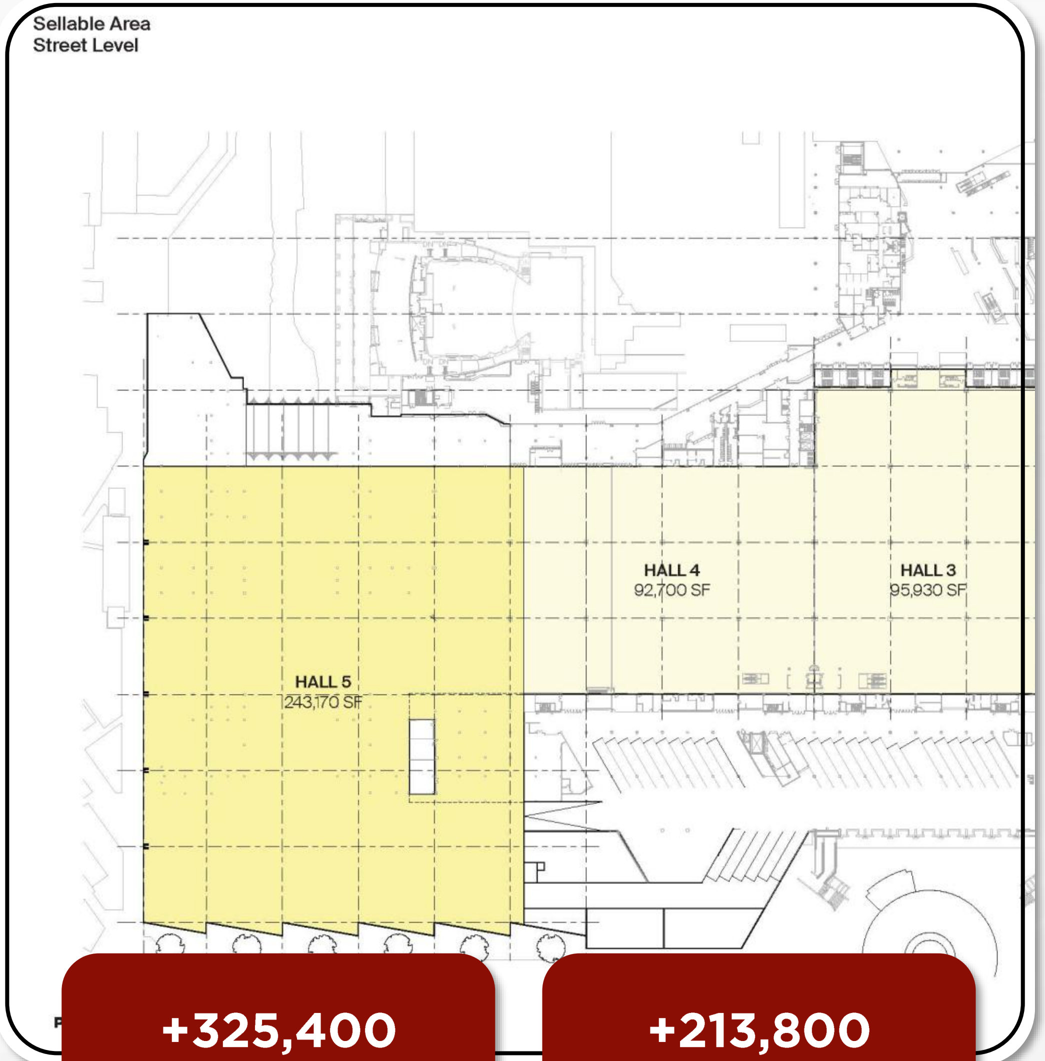
CONVENTION CENTER

The Henry B. González Convention Center (HBGCC) plays a central role in San Antonio's tourism economy, serving as a key driver of visitor activity and spending in the downtown core. Despite recent improvements and strong performance in recovering post-pandemic event volumes, the facility faces space and amenity limitations that may constrain its potential market share in the highly competitive national convention industry. Added sellable space will help meet competitive challenges and maintain and enhance market capture.

Several expansion scenarios have been developed based on detailed analyses of the local market, comparable facilities, and event demand. The recommended development program includes the addition of 188,500 square feet of net new contiguous exhibit space, expanding the existing 513,900-square-foot hall to approximately 702,400 square feet. This development will also add an 86,600-square foot ballroom (with the potential for 16,400 square feet of that ballroom to serve as flex space that convert to breakout meeting rooms) and 27,900 net new square feet of meeting space.

In a stabilized year of operation, this expansion is expected to generate approximately 325,400 new attendee days and 213,800 incremental room nights annually for the City of San Antonio, compared to a scenario with no Center investment.

A summary of key assumptions and the resulting the estimated impacts associated with this substantial project is provided on the following pages.



+325,400
Incremental annual attendee days

+213,800
Incremental annual room nights

CONVENTION CENTER

As noted in the table to the right, historical HBGCC event data are presented for various convention, trade, corporate, sports, consumer and other event categories. Other events – meeting, banquet, consumer and other event activity typically draw attendance from the local area and provide limited economic impact.

In generating estimates of future event activity, we consider a variety of factors including event planner perceptions of the market, past HBGCC occupancy data and lost business levels, the significant investments being made in competitive convention destinations, particularly in Texas, and the modest annual growth rates typical for the convention and tradeshow industry. While competitive market investment has been significant, event planner survey research highlights the relative strength of the San Antonio market in the region and nationally for large conventions and tradeshows.

HBGCC convention/tradeshow activity is enhanced with the planned expansion and improvement project. The increase in large conventions/tradeshows is modest given the limited number of these events currently rotating nationally. The ability to host overlapping smaller conventions and tradeshows is enhanced with the added exhibit, meeting and ballroom space. We note that while the historic average for small convention is 31, the events in this category averaged 39 over the 2016-2018 period.

The large ballroom addition could help accommodate added conventions/tradeshows without exhibits, and modest increases to large corporate tradeshows are assumed. Increases to events in other categories such as banquets, small meetings, entertainment event and local seminars are assumed, none of which contributes significantly to economic impact generation.

HBGCC Historic and Estimated Future Annual Event Levels

	ANNUAL EVENT LEVELS	
	Historical Average	Incremental Demand
Conventions (Large)	**37**	**39 (+2)**
Conventions (Small)	**31**	**47 (+16)**
Conventions (without exhibits)	**7**	**12 (+5)**
Corporate Tradeshows	**4**	**5 (+1)**
Sports	19	19 (+0)
Public/Consumer Shows	13	14 (+1)
Other	157	192 (+35)
Total	268	328 (+60)

CONVENTION CENTER

We have also analyzed past and potential HBGCC non-local event attendee days (the number of registered event attendees multiplied by the number of days they are in the San Antonio market for the event). Non-local attendees are those originating from outside the San Antonio area that travel to the market specifically for an event.

Combined annual convention/tradeshow and corporate event attendee days hosted at the HBGCC averaged 1.32 million between 2017 and 2024 (excluding 2020 and 2021). Post expansion, attendee days for these event sectors are estimated at 1.53 million annually.

The share of attendee days that are considered non-local, or that contribute to new economic impact is also presented in the table below. Between 18 and 37 percent of all convention/tradeshow and corporate event attendee days are eliminated from the impact analysis. These attendee days are assumed to be generated by San Antonio area residents and their spending would generally be considered displaced from other sectors of the local economy. A large majority of attendee days for other event categories (up to 99 percent in certain categories) are also eliminated form the impact analysis to reflect displaced versus new spending.

The resulting non-local convention/tradeshow and corporate event attendee days for the historical period is 926,000, and increases to 1.07 million under the Preferred Development Option for the HBGCC. The potential increase in total non-local attendees associated with the Preferred Development Option approximates 15 percent.

HBGCC Historic and Estimated Non-Local Attendee Data

	ATTENDEE DAYS		NON-LOCAL ATTENDEE SHARE	NON-LOCAL ATTENDEES	
	Historic Average	Expansion	Historic Average	Historic Average	Expansion
Conventions (Large)	**1,107,366**	**1,199,150**	**71%**	**782,915**	**849,398**
Conventions (Small)	**136,845**	**210,924**	**68%**	**91,587**	**142,374**
Conventions (without exhibits)	**66,677**	**105,549**	**63%**	**43,583**	**66,848**
Corporate Tradeshows	**9,777**	**13,691**	**82%**	**7,943**	**11,181**
Sports	89,555	38,316	53%	32,865	22,989
Public/Consumer Shows	169,413	128,907	5%	8,471	6,445
Other	188,912	214,402	1% - 10%	9,525	10,484
Total	1,768,545	1,910,938	-	976,888	1,109,719

CONVENTION CENTER

In order to focus on net new impacts generated by the HBGCC versus impacts that are simply displaced or redirected from other areas of the local economy, we make several important assumptions, as described below.

- We assume that not all attendees stay in San Antonio for the entire duration of the event. For convention, tradeshow and corporate events we take an approximate 10 percent reduction to the official event day total when calculating impact.
- No upward adjustment to attendee stay. It is highly likely that a share of event attendees arrive early and/or stay late with family or friends for leisure activities, particularly given that San Antonio is an internationally recognized and unique leisure destination. Although conservative with respect to estimates, we include no increases to attendee stay as part of this analysis.
- We assume that 5 percent of convention, tradeshow and corporate event attendees are staying in non-taxable lodgings such as with family or friends. This increases to between 10 percent and 30 percent for consumer show, social event, meeting, entertainment and sporting and other event attendees.
- We assume 5 percent of convention, tradeshow and corporate event spending is non-taxable, largely due to the potential for hosting events organized by tax-exempt organizations.
- We only count hotel and sales taxes generated by the project. No property taxes are assumed as part of this analysis. Although it is likely that various hospitality businesses in the downtown area will benefit from added convention activity, it is difficult to specifically define businesses that may be developed or sustained due to increased convention activity over time.
- Spending per day for non-local convention, tradeshow and corporate event attendees is assumed to range between $380 and $395. This spending average includes all spending by the attendee, the exhibitors and event producers, measured on a per-attendee basis.

These and other assumptions presented herein are used to calculate the net new economic and fiscal impacts associated with future investment in the HBGCC.

CONVENTION CENTER IMPACTS

The adjacent exhibit summarizes the estimated net new incremental economic impacts—encompassing both in-facility and out-of-facility activity—tied to the proposed expansion of the HBGCC. Net new spending is calculated as the difference between expanded HBGCC performance and performance under the Do Nothing scenario. In a stabilized year of operations, the expanded center is expected to generate approximately $107.6 million in net new direct spending ($95.6 million in 2025 dollars), This results in $204.7 million in total economic output ($181.9 million in 2025 dollars) and $58.1 million in personal income ($51.6 million in 2025 dollars) annually, and roughly 1,400 full-time equivalent jobs.

Over a 30-year horizon, cumulative impacts are projected to total $4.3 billion in direct spending and $8.2 billion in economic output, with a net present value (NPV) for economic output of $4.2 billion. Related hotel and sales tax collections for the City are estimated at $206.3 million cumulatively, with an NPV of $104.7 million over the same period.

Difference Between Expansion and Do Nothing Scenarios

NET NEW IMPACTS	Mature Year of Operations (Mature Year Dollars)	Mature Year of Operations (2025 Dollars)	30-Year Cumulative	30-Year NPV
Hotel Room Nights	213,800	213,800	5,904,000	-
Attendee Days	325,400	325,400	9,026,000	-
Non Local Visitor Days	243,900	243,900	6,740,000	-
Direct Spending	$107.6M	$95.6M	$4.3B	$2.2B
Indirect/Induced Spending	$97.1M	$86.3M	$3.9B	$2.0B
Economic Output	**$204.7M**	**$181.9M**	**$8.2B**	**$4.2B**
Personal Income	$58.1M	$51.6M	$2.3B	$1.2B
Employment (full & part-time jobs)	1,400	1,400	-	-
City Tax Collections	$5.1M	$4.6M	$206.3M	$104.7M

ALAMODOME

The Alamodome is a cornerstone of San Antonio's entertainment and sports landscape, hosting a diverse range of high-attendance events, including multiple NCAA Basketball Final Fours, NCAA football games, major touring concerts, and large-scale community programming. Since opening in 1993, the facility has proven to be a versatile and valuable asset. However, its ability to deliver top-quality experiences for fans, performers, and athletes has been increasingly questioned as similar facilities across the country have been upgraded or newly developed. Industry benchmarking and stakeholder feedback indicate that aging infrastructure, limited production capabilities, and outdated patron amenities could soon hinder the Alamodome's ability to attract high-profile events and fully realize its economic potential. Additionally, its design challenges may be restricting revenue-generating opportunities. Incremental improvements are necessary to sustain current event levels and maximize revenue generation for the City.

To address these issues, we recommend a phased improvement plan that prioritizes strategic upgrades over time. These enhancements focus on modernizing the venue's infrastructure, improving the fan experience, expanding food and beverage opportunities, and boosting operational efficiency. Potential upgrades may include:

- FF&E improvements for fans and performers
- Enhanced food and beverage offerings on the lower-level concourses
- Improved event spaces to increase third-party event utilization
- Digital placemaking investments, such as signage and interactive panels
- Upgrades to entry plazas, including shaded structures, additional points of sale, and enhanced electrical/internet infrastructure to enable greater pre- and post-event programming (i.e., tailgating, fanfests, etc.).

Under this phased scenario, an improved Alamodome is projected to attract approximately 100,000 new attendee days annually for the City of San Antonio and generate significant additional facility revenue.

+100,000
Incremental annual attendee days

ALAMODOME

As shown in the adjacent table, historical Alamodome event activity is summarized across key event categories. Recommended investments are designed to sustain these levels while reinforcing the venue's role as a critical community and economic driver. Only modest changes to the overall event mix are anticipated, with a shift toward slightly increasing the number of high-revenue, high-impact events while allowing smaller or more locally focused events to be accommodated by other San Antonio venues.

Concerts are highlighted in bold. With the recommended investments and considering broader industry trends, it is projected that the Alamodome could host one additional major concert annually. This incremental event is assumed to feature a headlining act attracting approximately 40,000 attendees.

Projections also include one additional exhibition or major sporting event per year, expected to draw an average of about 20,000 attendees. In certain years, this could include international soccer exhibitions or similar events that fill the venue's 65,000 seats. In addition, one more convention or banquet—likely a large religious gathering—is assumed, replacing a smaller consumer trade event that could be accommodated elsewhere in San Antonio.

HBGCC Historic and Estimated Future Annual Event Levels

	ANNUAL EVENT LEVELS	
	Historical Average	Incremental Demand
Consumer Trade	9	8 (-1)
Sporting/Competitions	49	50 (+1)
Conventions/Banquets	4	5 (+1)
Graduations	29	29 (+0)
Entertainment/Family	13	13 (+0)
Community	12	12 (+0)
Concert	**5**	**6 (+1)**
Total	**122**	**124 (+2)**

ALAMODOME

We also analyzed historical and projected Alamodome non-local event attendee days, defined as the number of registered attendees multiplied by the number of days they spend in San Antonio for an event. Non-local attendees are those traveling from outside the San Antonio area specifically to attend.

Between 2015 and 2024, excluding 2020 and 2021, the Alamodome averaged 1.01 million event attendee days annually. With recommended improvements and the addition of high-impact concerts and sporting events, this figure is projected to increase to 1.07 million, representing a gain of about 60,000 attendee days.

The share of attendee days attributable to non-local visitors, which drive new economic impact, is summarized in the table below. These estimates are based on Alamodome ticket purchase zip code data, Placer.ai analytics, and CSL's benchmarking with comparable facilities. Percentages range from about 20 percent for Community events to 75 percent for Concerts and 85 percent for Conventions and Banquets.

As a result, total non-local attendee days are expected to rise from approximately 610,500 in the historical period to 654,800 under the Alamodome Improvements scenario.

Alamodome Historic and Estimated Non-Local Attendee Data

	ATTENDEE DAYS		NON-LOCAL ATTENDEE SHARE	NON-LOCAL ATTENDEES	
	Historic Average	Improvements	Historic Average	Historic Average	Improvements
Consumer Trade	21,639	19,093	45%	9,738	8,592
Sporting/Competitions	510,939	521,313	55%	281,016	286,722
Conventions/Banquets	27,747	34,276	85%	23,585	29,134
Graduations	208,450	208,450	70%	145,915	145,915
Entertainment/Family	134,751	134,751	60%	80,851	80,851
Community	13,641	13,641	20%	2,728	2,728
Concert	**88,895**	**134,538**	**75%**	**66,671**	**100,903**
Total	**1,006,062**	**1,066,062**	**-**	**610,504**	**654,846**

ALAMODOME

In order to focus on net new impacts generated by the Alamodome versus impacts that are simply displaced or redirected from other areas of the local economy, as well as to define the economic difference between an overnight event attendee and a daytripper, we make several important assumptions, as described below.

- A majority of non-local Alamodome event attendees are assumed to be daytrippers, defined as those who drive in for an event and do not stay overnight in a hotel. Daytripper shares vary by event type, ranging from 99 percent for community events to 45 percent for conventions and banquets. About 60 percent of concert attendees and 80 percent of sports attendees are assumed to be daytrippers.
- Conversely, overnight attendees are estimated at roughly 40 percent for concerts and 20 percent for sports events, with other event types following similar assumptions.
- Average per diem spending outside the venue is estimated at $285 per day for overnight attendees and $85 per day for daytrippers, covering hotels, restaurants, retail, transit, and other local businesses.
- Per capita spending inside the Alamodome is assumed to increase significantly, by about 55 percent for concerts and 20 to 75 percent for other event types. Most of this is considered net new spending, driven by enhanced food and beverage offerings and more convenient points of sale.
- Five percent of Alamodome-related event spending is assumed to be non-taxable, largely due to events hosted by tax-exempt organizations.
- Only City hotel and sales taxes are counted in this analysis. Property taxes are excluded due to the difficulty of attributing future real estate development directly to Alamodome event activity.
- For comparison, a Do Nothing Scenario has also been prepared, which assumes a gradual decline in high-impact activity at the Alamodome. Most notably, it assumes the loss of one major concert on average. This reduction has material effects on non-local attendance and the overall economic impacts generated by the venue.

These and other assumptions presented herein are used to calculate the net new economic and fiscal impacts associated with future investment in the Alamodome.

ALAMODOME IMPACTS

Presented in the adjacent table is a consolidated overview of projected net new economic impacts stemming from gradual improvements to the Alamodome, incorporating both on-site and off-site activity. Net new spending is calculated as the difference between improved Alamodome performance and performance under the Do Nothing scenario.

At maturity, the upgraded facility is anticipated to drive $16.8 million in direct spending annually ($12.5 million in 2025 dollars), supporting $32.0 million in total economic output ($23.8 million), $10.1 million in personal income ($7.5 million), and an estimated 224 full-time equivalent jobs. Cumulatively over 30 years, the venue's improvements are projected to produce $563.6 million in direct spending and $1.09 billion in total output, with an NPV of $643.1 million. Associated city tax revenues are forecasted at $22.0 million in total, yielding a 30-year NPV of $13.1 million.

The value of the Alamodome extends well beyond its economic contributions. As a central hub for major touring concerts, entertainment productions, and high-profile sporting events, the venue plays a vital role in shaping San Antonio's cultural identity and enhancing its appeal as a vibrant, livable city. Planned investment in the Alamodome over the next 10 years will prioritize enhanced attendee experiences and revenue generating opportunities. Longer term plans include investment that will strengthen San Antonio's positioning for future NCAA Men's and Women's Final Fours, potential College Football Playoff games, the NBA All Star Game, WrestleMania events, high-profile international soccer exhibitions, and other world-class events.

We note that San Antonio has hosted 5 Men's and 3 Women's Final Four tournaments since its opening, and the impact of the most recent Men's event hosted in San Antonio was estimated by San Antonio Sports at approximately $400 million in total output, including $100 million in direct spending. Other major sporting events hosted at the Alamodome include Alamo Bowl games, Big 12 Championships, and NCAA Volleyball Championships. The significant impact of any potential future major sports tournaments has not been included in this analysis.

Difference Between Alamodome Improvement and Do Nothing Scenarios

NET NEW IMPACTS	Mature Year of Operations (Mature Year Dollars)	Mature Year of Operations (2025 Dollars)	30-Year Cumulative	30-Year NPV
Hotel Room Nights	11,000	11,000	281,000	-
Attendee Days	100,000	100,000	2,480,000	-
Non Local Visitor Days	51,000	51,000	1,324,000	-
Direct Spending	$16.8M	$12.5M	$563.6M	$333.5M
Indirect/Induced Spending	$15.2M	$11.3M	$524.0M	$309.6M
Economic Output	**$32.0M**	**$23.8M**	**$1.09B**	**$643.1M**
Personal Income	$10.1M	$7.5M	$333.3M	$196.8M
Employment (full & part-time jobs)	225	225	-	-
City Tax Collections	$668.2K	$497.2K	$22.0M	$13.1M

MUSIC VENUE

A modern, mid-sized indoor music venue represents an important opportunity to attract a wide inventory of new entertainment acts to San Antonio. While the city is home to several large-format stadiums/arenas and smaller theaters, it lacks a dedicated, state-of-the-art facility in the 4,000 to 5,000-seat range—one that can accommodate high-demand, mid-tier touring acts and offer a purpose-built experience for both performers and audiences. Through analysis of comparable markets, artist routing patterns, and stakeholder feedback, CSL identified a clear opportunity to address this market need with a flexible a music hall located in the heart of San Antonio's event district. The John H. Wood Jr. Federal Courthouse has been identified for potential redevelopment to accommodate such a facility.

The proposed venue, envisioned as a premier indoor concert hall capable of hosting a wide range of touring acts, comedy events, and community programming, would help strengthen downtown's year-round entertainment offerings. The venue would provide major national and international conventions with a high-end option for hosting large general sessions.

Key trend-forward aspects to consider for this type of facility model include U-shaped balcony seating for 1,000 or more guests; high-quality and unique food and beverage points of sale, including outdoor dine-and-drink options; premium seating for 200 or more in loge box or similar formats; integrated LED technology and artistic elements to create a distinctive and engaging atmosphere; flexible lighting, sub-divisible spaces, and meeting rooms to accommodate private banquets and special events; and the use of cutting-edge LED and projection mapping technology to enable immersive concert experiences.

By its fourth year of operations (assumed to be a stabilized year) it is estimated that a San Antonio Indoor Music Venue will host 60 concerts per year, in addition to 40 banquets/galas, 32 meetings, 12 community/civic events and six other ticketed events annually. In total, the Venue is estimated to host approximately 270,400 annual attendees by a stabilized Year 4.

60
Annual concerts

+270,400
Annual attendee days

MUSIC VENUE

As shown in the table to the right, the proposed music venue is projected to grow from 99 events in Year 1 to 150 events by Year 4, which is assumed to represent stabilized operations. This increase is driven in part by 20 additional concerts as the venue becomes more established among promoters and touring artists. The growth trajectory aligns with patterns observed at comparable facilities nationwide.

In Year 4, the venue is also expected to host a diverse mix of non-concert events, including 32 private meetings or miscellaneous events, 40 banquets and galas, 12 community or civic events, and 6 other ticketed events.

Attendance projections associated with this activity are presented on the following page.

Anticipated Event Levels for San Antonio Music Venue

	ANNUAL EVENT LEVELS			
	Year 1	Year 2	Year 3	Year 4 (Stabilized)
Concerts	**40**	**50**	**55**	**60**
Other Ticketed Events	4	5	6	6
Community/Civic Events	6	8	10	12
Banquets/Galas	25	30	35	40
Meetings/Misc. Events	24	28	30	32
Total	**99**	**121**	**136**	**150**

MUSIC VENUE

We also estimated non-local event attendee days, defined as the number of registered event attendees multiplied by the number of days they spend in the San Antonio market for the event. Non-local attendees are those traveling from outside the San Antonio area specifically to attend an event at the proposed music venue.

As shown, concerts are estimated to generate a majority of the venue's attendance, reaching 192,000 attendee days by a stabilized year of operations (Year 4). Overall the venue is estimated to 61,800 non-local attendees. Of this total, 43,300, or 70 percent are considered net new visitors to San Antonio.

Anticipated Non-Local Attendee Days for San Antonio Mid-Size Music Venue

	ATTENDEE DAYS	NON-LOCAL ATTENDEE SHARE	NON-LOCAL ATTENDEES
	Year 4 (Stabilized)		
Concerts	**192,000**	**25%**	**48,000**
Other Ticketed Events	18,000	20%	3,600
Community/Civic Events	30,000	10%	3,000
Banquets/Galas	24,000	25%	6,000
Meetings/Misc. Events	6,400	20%	1,280
Total	270,400	-	61,800

MUSIC VENUE

In order to focus on net new impacts generated by the proposed music venue versus impacts that are simply displaced or redirected from other areas of the local economy, we make several important assumptions, as described below.

- A majority of non-local music venue event attendees are assumed to be daytrippers, defined as those who drive in for an event and do not stay overnight in a hotel. Between 80 and 95 percent of non-local event attendees (from outside the city) are estimated to be daytrippers across the presented event types.
- Conversely, the share of non-local attendees expected to stay overnight in a hotel is estimated at 15 percent for concerts and between 5 and 20 percent for other event types.
- Average per diem spending outside the venue is estimated at approximately $205 per day for overnight attendees and $65 per day for daytrippers, covering hotels, restaurants, retail, transit, and other local businesses.
- Five percent of event-related spending is assumed to be non-taxable, largely due to events hosted by tax-exempt organizations.
- We only count hotel and sales taxes generated by the project. No property taxes are assumed as part of this analysis due to challenges in defining specific real estate projects that may be developed due to increased convention activity over time.

These and other assumptions presented herein are used to calculate the net new economic and fiscal impacts associated with operations of the proposed music venue.

MUSIC VENUE IMPACTS

The adjacent table outlines the projected net new economic impacts linked to the proposed San Antonio Indoor Entertainment Venue. Upon reaching a mature year of operations, the venue is forecasted to contribute approximately $13.8 million in annual direct spending ($12.3 million in 2025 dollars), generating $26.5 million in total economic output ($23.5 million), $7.9 million in personal income ($7.0 million), and 198 full-time equivalent jobs.

Over the course of 30 years, cumulative impacts are estimated at $644.5 million in direct spending and $1.2 billion in total output, with a net present value (NPV) of $639.1 million. Tax collections to the City are expected to total $17.6 million over the period, with a corresponding NPV of $8.7 million.

Incremental Affects of San Antonio Indoor Entertainment Venue

NET NEW IMPACTS	Mature Year of Operations (Mature Year Dollars)	Mature Year of Operations (2025 Dollars)	30-Year Cumulative	30-Year NPV
Hotel Room Nights	3,100	3,100	89,700	-
Attendee Days	270,400	270,400	7,940,200	-
Non Local Visitor Days	43,300	43,300	1,273,000	-
Direct Spending	$13.8M	$12.3M	$644.5M	$335.2M
Indirect/Induced Spending	$12.7M	$11.3M	$587.4M	$303.9M
Economic Output	**$26.5M**	**$23.5M**	**$1.2B**	**$639.1M**
Personal Income	$7.9M	$7.0M	$365.4M	$189.5M
Employment (full & part-time jobs)	198	198	-	-
City Tax Collections	$404.2K	$359.1K	$17.6M	$8.7M

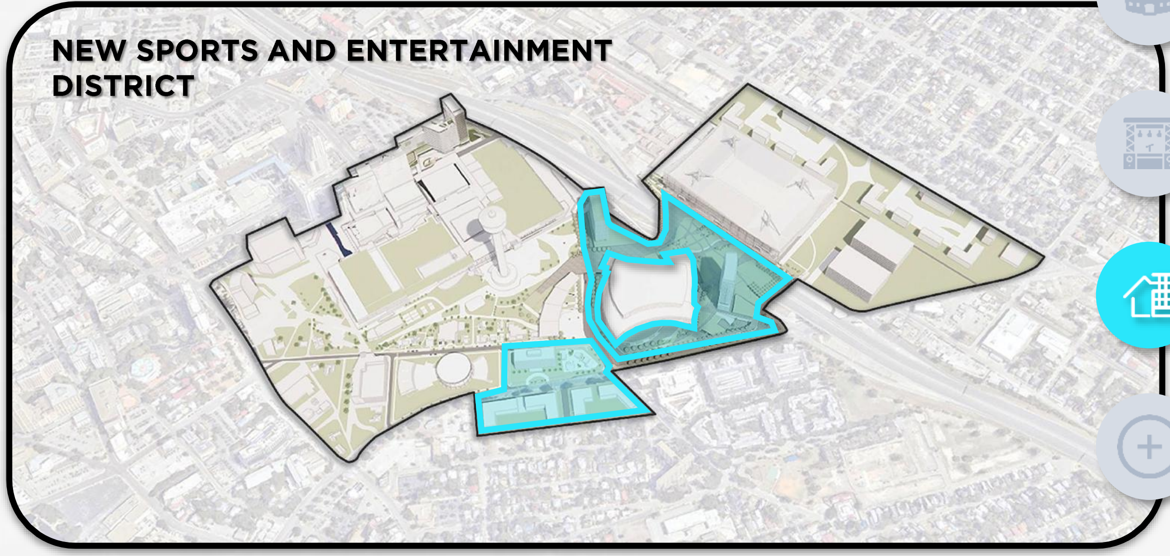
MIXED-USE DISTRICT

In addition to the three major venue projects summarized on the previous pages, the New Sports & Entertainment District project represents a transformative district master plan envisioned to elevate downtown San Antonio into a vibrant, mixed-use destination. We do not have access to specific mixed-use development parameters, and have conducted no market or financial research for these projects.

For purposes of this analysis, CSL has used development parameters provided to us by prospective private sector project developers. These parameters include 1,920 new residential units, two new hotels, approximately 220,000 square feet of office space, and 95,000 square feet of restaurant and retail space. Combined, these investments would support a year-round ecosystem of local activity, visitor engagement, and commercial vitality.

We do not assume any development east of I-37 around the Alamodome. While general concept plans are being prepared for this type of development, no specific space targets have been finalized. General public information as to the potential financial investment in district assets has been used to prepare assumptions as to future potential development. As noted above, no direct market research has been conducted to underpin these assumptions. Any change to these general assumptions could materially change the impact estimates.

The New Sports & Entertainment District is intentionally designed to complement, and be partially supported by, the City's planned investments in the convention center, Alamodome, and new music venue. Collectively, these assets are expected to drive a substantial rise in downtown visitation, with the New Sports & Entertainment District alone projected to generate approximately 2.4 million resident and attendee days annually at full buildout. It is important to note that this footfall estimate, along with the economic impact assumptions and findings presented on the following pages, are in addition to those associated with the three venue projects. The resulting activity is expected to deliver significant incremental economic benefits for San Antonio, reinforcing the city's broader vision for downtown revitalization.



2.4M
Annual Footfall

MIXED-USE DISTRICT

Development Assumptions at Full Buildout:
1,920 residential units

KEY RESIDENTIAL IMPACT ASSUMPTIONS	
Share of residents new to San Antonio (1)	50%
Share of resident spending taking place in San Antonio (2)	60%
Residents per unit	2.0
Share of resident spend out of City (not included in Economic Impact assessment) (3)	40%

Development Assumptions at Full Buildout:
220,000 SF of office space development

KEY OFFICE IMPACT ASSUMPTIONS	
Share of office workers new to San Antonio (1)	50%
Share of office worker spend in San Antonio (2)	60%
Share of resident spend out of City (not included in Economic Impact assessment) (3)	40%

(1) 40 percent of estimated District spending by resident and office base in the District is eliminated from consideration for purposes of calculating new Economic & Fiscal Impact. We note that San Antonio population growth rate between 2021 and 2023 was 2.1% annually, among the nation's highest based on data from the U.S. Census Bureau. Population levels in 2024 continued to increase at a 1.7% rate. Data from PopStat's Trend models indicate a 5 year population change of 5.5%, resulting in a San Antonio population of 3,008,547 by July 2029. These indicators defining strong population growth help support the directional assumptions with respect to share of residents new versus simply displaced from other areas of the City.

(2) 40 percent of estimated District spending by resident and office base is eliminated from consideration for purposes of calculating new Economic & Fiscal Impact.

(3) 40 percent of District resident and office spend is assumed to take place outside the City and is eliminated from this analysis.

MIXED-USE DISTRICT

Development Assumptions at Full Buildout:
95,000 sf of restaurant/retail development

KEY RESTAURANT/RETAIL IMPACT ASSUMPTIONS	
Share of patrons as visitors (from outside San Antonio) (1)	50%
Per-patron spend (2028) (2)	$21.00
Share of visitor spending new to San Antonio (3)	60%

Development Assumptions at Full Buildout:
300-unit upscale, and 145-unit limited service hotel

KEY HOTEL IMPACT ASSUMPTIONS	
Mature year occupancy/rate – Upscale Hotel (4)	67%/$342
Mature year occupancy/rate – Select Service Hotel (4)	70%/$184
% of guests new to San Antonio – Upscale Hotel (5)	70%
% of guests new to San Antonio – Select Service Hotel (5)	60%

(1) Restaurant/retail establishments will cater to convention attendees and entertainment attendees that are often from outside the City, and event the state.

(2) Restaurant/retail spending per person will result from a blend of small purchases and higher priced sit-down meals.

(3) Spending by some visitors would not necessarily be new to San Antonio.

(4) Based on recent HR&A studies specific to each project.

(5) Hotel will absorb new demand into the market due to new demand generators (HBGCC, Alamodome, Music Venue and Arena projects).

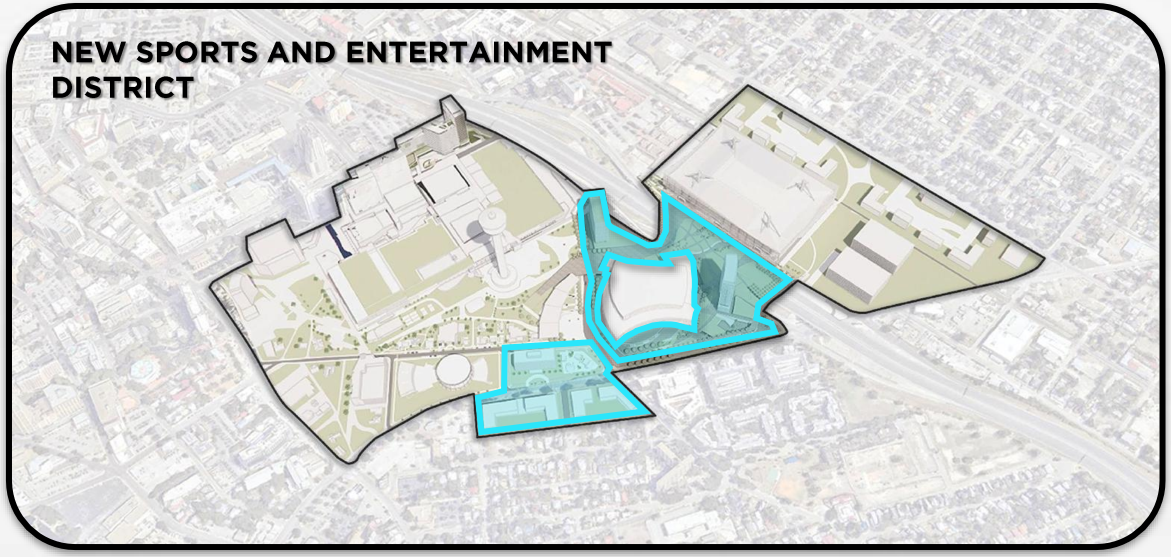
MIXED-USE DISTRICT

Other Key Assumptions:

(1) There will be potential commercial development on the surface parking lots adjacent to the Alamodome. The timing and configuration of this development has not been studied in detail. We have therefore NOT included any development on these parcels as part of this Economic and Fiscal Impact Analysis

(2) No property taxes associated with the planned commercial development are included in this analysis.

(3) We understand that as part of the on-going discussions with respect to NBA Arena development, the tax revenue value to the City of approximately $1.4 billion in commercial development (residential, office, retail, restaurant, hotel and infrastructure) will be guaranteed by the Spurs ownership and/or other private sector development entities.



MIXED-USE DISTRICT IMPACTS

The adjacent table summarizes the anticipated economic impacts associated with the planned mixed-use investments in the New Sports & Entertainment District. In a mature year of operations, the district is projected to generate approximately 2.4 million resident, office worker and event attendee days including nearly 243,500 non-local visitor days. The hotel investment assumed for the District would result in more than 77,300 new hotel room nights. These resident and visitation levels are expected to drive $177.4 million in direct spending annually ($128.2 million in 2025 dollars), along with $98.6 million in indirect and induced spending ($71.2 million). This results in a total annual economic output of approximately $276.3 million ($199.4 million in 2025 dollars).

Over a 30-year period, the New Sports & Entertainment District is estimated to generate $8.3 billion in cumulative economic output and $4.0 billion in net present value (NPV) terms. This includes $5.3 billion in direct spending, $3.0 billion in indirect and induced impacts, $2.4 billion in personal income, and nearly $111.7 million in new city tax collections ($58.9 million in NPV). At full buildout, the project is expected to support nearly 1,300 full- and part-time jobs, reinforcing its long-term economic significance for San Antonio.

Incremental Impacts Associated with Commercial District Development

NET NEW IMPACTS	Mature Year of Operations (Mature Year Dollars)	Mature Year of Operations (2025 Dollars)	30-Year Cumulative	30-Year NPV
Hotel Room Nights	77,300	77,300	2,150,000	-
Attendee Days	2,417,000	2,417,000	60,849,000	-
Non Local Visitor Days	243,500	243,500	6,773,700	-
Direct Spending	$177.4M	$128.2M	$5.3B	$2.6B
Indirect/Induced Spending	$98.6M	$71.2M	$3.0B	$1.5B
Economic Output	**$276.0M**	**$199.4M**	**$8.3B**	**$4.0B**
Personal Income	$78.1M	$56.4M	$2.4B	$1.14B
Employment (full & part-time jobs)	1,300	1,300	-	-
City Tax Collections	$3.7M	$2.6M	$111.7M	$58.9M

TOTAL IMPACTS

The table below summarizes the combined economic impacts of the three public venue investments—convention center expansion, Alamodome improvements, and new music venue—alongside the privately led mixed-use development within the New Sports & Entertainment District. Annually and cumulatively over a 30-year period, these impacts are significant, helping to transform an important area of downtown with spill-over impacts throughout the San Antonio area.

NET NEW IMPACTS	Hotel Room Nights	Attendee Days	Non Local Visitor Days	Direct Spending	Indirect/Induced Spending	Economic Output	Personal Income	Employment (full & part-time jobs)	City Tax Collections
Convention Center									
Mature Year of Operations - Mature Year Dollars	213,800	325,400	243,900	$107.6M	$97.1M	$204.7M	$58.1M	1,400	$5.1M
Mature Year of Operations - 2025 Dollars	213,800	325,400	243,900	$95.6M	$86.3M	$181.9M	$51.6M	1400	$4.6M
30-Year Cumulative	5,904,000	9,026,000	6,740,000	$4.31B	$3.89B	$8.21B	$2.33B	-	$206.3M
30-Year NPV	-	-	-	$2.19B	$1.98B	$4.16B	$1.18B	-	$104.7M
Alamodome									
Mature Year of Operations - Mature Year Dollars	11,000	100,000	51,000	$16.8M	$15.2M	$32.0M	$10.1M	225	$668.2K
Mature Year of Operations - 2025 Dollars	11,000	100,000	51,000	$12.5M	$11.3M	$23.8M	$7.5M	225	$497.2K
30-Year Cumulative	281,000	2,480,000	1,324,000	$563.6M	$524.0M	$1.09B	$333.3M	-	$22.0M
30-Year NPV	-	-	-	$333.5M	$309.6M	$643.1M	$196.8M	-	$13.1M
Music Venue									
Mature Year of Operations - Mature Year Dollars	3,100	270,400	43,300	$13.8M	$12.7M	$26.5M	$7.9M	198	$404.2K
Mature Year of Operations - 2025 Dollars	3,100	270,400	43,300	$12.3M	$11.3M	$23.5M	$7.0M	198	$359.1K
30-Year Cumulative	89,700	7,940,200	1,273,000	$644.5M	$587.4M	$1.2B	$365.4M	-	$17.6M
30-Year NPV	-	-	-	$335.2M	$303.9M	$639.1M	$189.5M	-	$8.7M
Mixed Use District									
Mature Year of Operations - Mature Year Dollars	77,300	2,417,000	243,500	$177.4M	$98.6M	$276.0M	$78.1M	1,300	$3.7M
Mature Year of Operations - 2025 Dollars	77,300	2,417,000	243,500	$128.2M	$71.2M	$199.4M	$56.4M	1300	$2.6M
30-Year Cumulative	2,150,000	60,849,000	6,773,700	$5.33B	$2.98B	$8.31B	$2.35B	-	$111.7M
30-Year NPV	-	-	-	$2.58B	$1.45B	$4.02B	$1.14B	-	$58.9M
TOTAL									
Mature Year of Operations - Mature Year Dollars	305,200	3,112,800	581,700	$315.6M	$223.6M	$539.2M	$154.2M	3,123	$9.9M
Mature Year of Operations - 2025 Dollars	305,200	3,112,800	581,700	$248.5M	$180.1M	$428.6M	$122.6M	3,123	$8.1M
30-Year Cumulative	8,424,700	80,295,200	16,110,700	$10.85B	$7.98B	$18.84B	$5.38B	-	$357.5M
30-Year NPV	-	-	-	$5.43B	$4.03B	$9.47B	$2.71B	-	$185.4M

NEW SPURS ARENA IMPACT

New Spurs Arena

Estimates of the economic and fiscal impacts associated with a New Spurs Arena in the New Sports & Entertainment District were developed by other consultants. CSL has presented selected findings of their analysis below.

Direct Spending:

Approximately $225 million in *incremental* annual Direct Spending associated with the New Arena. This would be a net new impact that accounts for the existing annual Direct Spending ($416 million) estimated for the City by Frost Bank Arena.

Total Output:

When applying impact multipliers specific to the San Antonio market, the Total Output is estimated by consultants at approximately $897 million in Total Output for the City. This does not account for the Total Output currently being generated by the Frost Bank Arena, estimated by consultants at $579 million.

When adjusting for the impact currently generated by the Frost Bank Arena, the net new annual Total Output impact to the City is estimated by the consultants at approximately $318 million.

The incremental annual City Direct Spending impacts prepared by the consultants appear within a broad expected range given our experience on similar projects, the depth and breadth of the San Antonio market, and the opportunities a new arena presents to generate incremental revenue from ticketing, premium seating, naming rights and sponsorships, concessions, third-party events, and other such sources. Further, more in-depth research and analysis would need to be undertaken for CSL to provide its own independent assessment of the incremental economic and fiscal benefits that could be generated to the City by the Arena project.

A New NBA Arena Could Generate $225 Million Annually In New Spending

DISTRICT CONSTRUCTION PERIOD IMPACTS

Construction Period

The full level of commercial and hospitality development in the New Sports & Entertainment District will take place over an extended period of time, and actual development levels and timing are difficult to determine at this point in time. However, we have prepared estimates of the economic impact associated with each $1.0 billion in investment that is made.

Our assessment assumes that 70 percent of project costs are spent on labor, with the remaining 30 percent spent on materials. Further, we assume that 80 percent of the labor expenditures are sourced from the City of San Antonio, with 35 percent of material purchases sourced from the City.

For every $1.0 billion spend on construction in the New Sports & Entertainment District, the City receives $665 million in direct spending impact. Applying impact multipliers specific to the County, the resulting total output per $1.0 billion in project investment is estimated at $1.2 billion.

General estimates of future construction spending on projects in the District range from $6.0 billion to $8.0 billion over a 12 to 15 year period, creating a very significant impact on the City.

For Every $1 Billion In District Construction Investment, The City Receives $665 Million In Direct Labor And Materials Spending

QUALITATIVE IMPACTS

In addition to the measurable economic benefits associated with the New Sports & Entertainment, there are a range of qualitative impacts that are not easily quantified but are important to understanding its full value. The public and private investment summarized throughout this document will reinforce San Antonio's position as a premier destination for conventions, sports, and entertainment, while also shaping community identity, supporting talent retention, and driving new layers of vibrancy and investment in the city's urban core. Qualitative benefits are often a central factor in evaluating long-term public investment in venue infrastructure, especially when such investments help advance San Antonio's appeal as a place to live, work, visit, and invest. The following explores several of these key non-quantifiable benefits.

TRANSFORMATIVE AND ICONIC EFFECTS

Large-scale investments in urban venue infrastructure can act as transformational milestones for a city's image and trajectory. With several key venue projects and an accompanying wave of mixed-use development, the New Sports & Entertainment District has the potential to redefine how residents, visitors, and national audiences perceive San Antonio. In addition to an expanded Convention Center, modernized Alamodome new concert venue and a new Spurs Arena, the addition of new housing, hotel and retail environments ensure that this transformation is not limited to event infrastructure, but extends to the everyday experience of the District. Together, these projects elevate San Antonio's brand equity on the national stage and provide a catalyst for further future development.

QUALITY OF LIFE FOR RESIDENTS

Each element of the New Sports & Entertainment District enhances quality of life by creating more inclusive, engaging, and accessible experiences for San Antonians. Convention center improvements expand opportunities for local organizations to host community and educational events in world-class spaces. Alamodome upgrades will offer improved comfort, food and beverage experiences, and technological integration for attendees of everything from high school games to international concerts. A new Spurs Arena locks in important destination exposure, entertainment value and economic impact for the long term. Importantly, new residential units, restaurants, and public spaces created through surrounding mixed-use development will offer residents more reasons to live, work, and stay downtown, reinforcing a complete neighborhood fabric.

NEW VISITATION

By modernizing and diversifying San Antonio's downtown event infrastructure, the New Sports & Entertainment District is poised to attract entirely new segments of visitors. National event planners who previously bypassed the city due to capacity or available date constraints will now see San Antonio as a viable option for major conventions, concerts and sports events. The music venue's scale and specialization will support artist routing patterns that previously excluded San Antonio, introducing new acts to the city. The addition of retail, dining, and hotel offerings within the District's private developments will further encourage visitor spending and extend the length and impact of their stay.

QUALITATIVE IMPACTS (continued)

SPIN-OFF DEVELOPMENT

Major venue investments often trigger surrounding commercial activity, particularly in entertainment, dining, and hospitality sectors. With the New Sports & Entertainment District anchoring three high-profile sites near San Antonio's convention and entertainment district, there is strong potential for enhanced private investment. Already, significant mixed-use developments—including residential, hotel, and retail components—are planned to complement the public investments, creating a district that feels active and alive beyond event days. The collective impact of these public and private projects may encourage adaptive reuse of surrounding buildings, increased land values, and infill development across the broader César E. Chávez Blvd corridor and beyond.

ANCHOR FOR REVITALIZATION

The New Sports & Entertainment District's cumulative effect may function as a natural anchor for long-term growth and enhancement in the downtown core. The continuous flow of event attendees drawn to the improved Alamodome, new music venue and a new Spurs Arena can help breathe new life into adjacent streets, corridors, and underutilized parcels. Paired with new housing, hotel, and placemaking-oriented retail development, these investments lay the groundwork for a vibrant, mixed-use urban neighborhood that attracts residents and workers alike. Over time, this momentum may serve as a foundation for larger master planning efforts that strengthen San Antonio's urban fabric.

TALENT ATTRACTION RETENTION & ATTRACTION

Vibrant downtowns with strong cultural, entertainment, and sports assets are increasingly important to attracting and retaining young professionals. The New Sports & Entertainment District helps San Antonio compete with peer cities by delivering the types of experiences younger residents and visitors value: live music, energetic events, and accessible public gathering spaces. Beyond the venues, the emergence of new housing and potentially modern office spaces for creative employers, alongside vibrant dining and social venues, creates a compelling live-work-play environment. A revitalized urban district can be instrumental in recruiting a diverse, educated workforce and encouraging alumni to return home or stay in the region post-graduation.

QUALITATIVE IMPACTS (continued)

COMMUNITY IDENTITY & CIVIC PRIDE

Public venues are more than just event spaces; they are symbolic centers of local pride and identity. The Alamodome, in particular, holds a unique place in the city's history as the home of many of San Antonio's most nationally recognized events. By reinvesting in and expanding upon these community landmarks, the New Sports & Entertainment District helps reinforce shared memories, traditions, and aspirations. Importantly, the surrounding private developments, including new retail, dining, hotel and gathering places, will offer residents additional spaces to express local culture and civic identity in their daily lives.

YEAR-ROUND ACTIVATION

One of the key benefits of combining multiple venues in a single district is the ability to activate public spaces on a near-daily basis throughout the year. The New Sports & Entertainment District helps mitigate seasonal and weekend lulls by creating a more consistent pattern of activity, whether from a weekday convention, a Friday concert, or a Saturday college football game. Mixed-use development plays a crucial supporting role by ensuring that there are always people living, working, and spending time in the district, regardless of event schedules. This consistent energy supports the surrounding businesses and promotes a safer, more walkable downtown environment that is attractive to both residents and visitors.

SUPPORTING LOCAL BUSINESSES

The New Sports & Entertainment District introduces new spending to the community that helps support small local businesses. Visitors to any destination seek unique and authentic opportunities to shop, eat, learn and be entertained. The small local business community provides these opportunities. The financial viability of these businesses if often challenging, and the new spending generated by projects in the District can help to sustain the vibrancy and financial health of local small businesses.