

Sports and Entertainment District Update

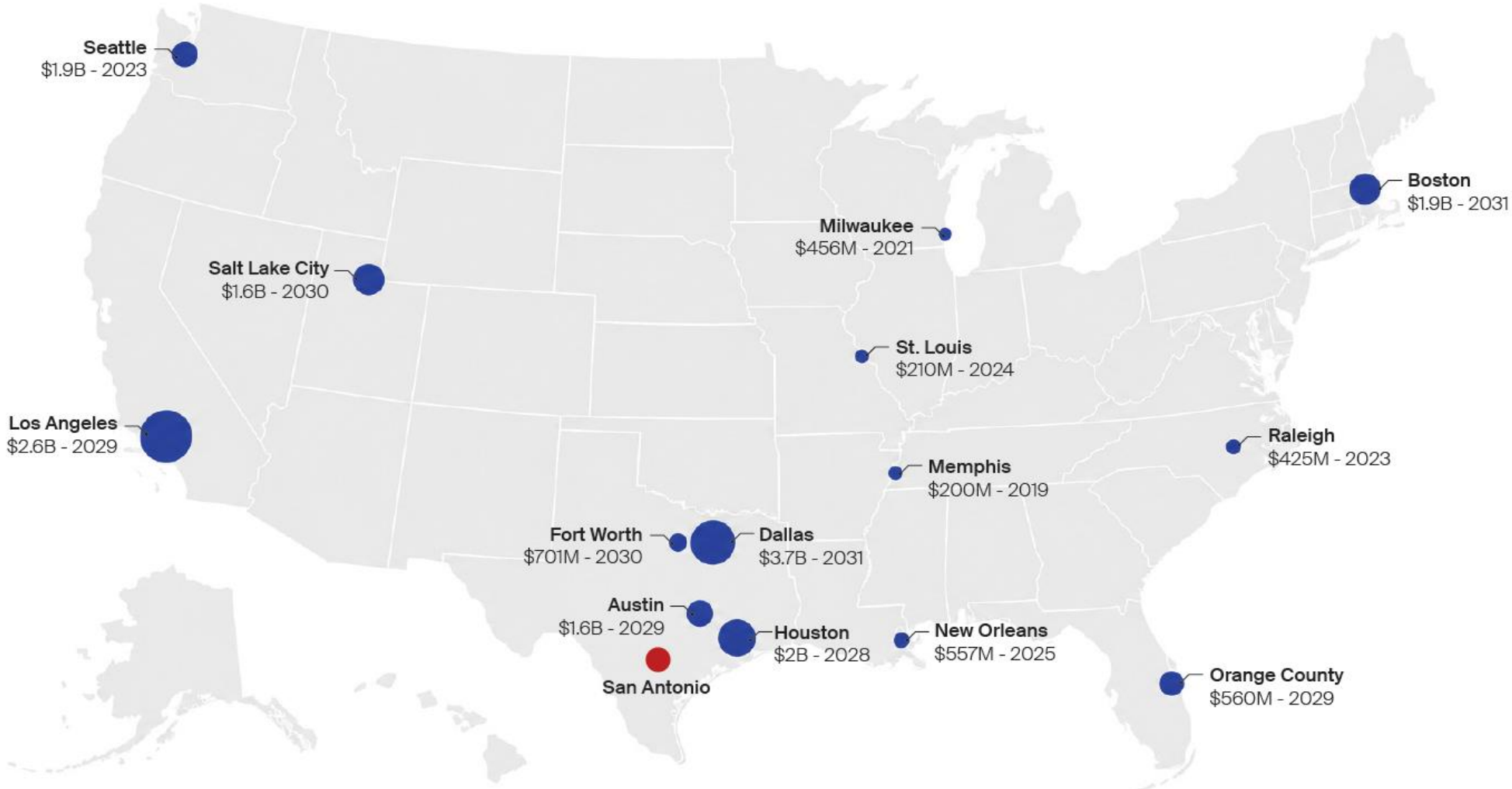
October 28, 2026

Today's Presentation

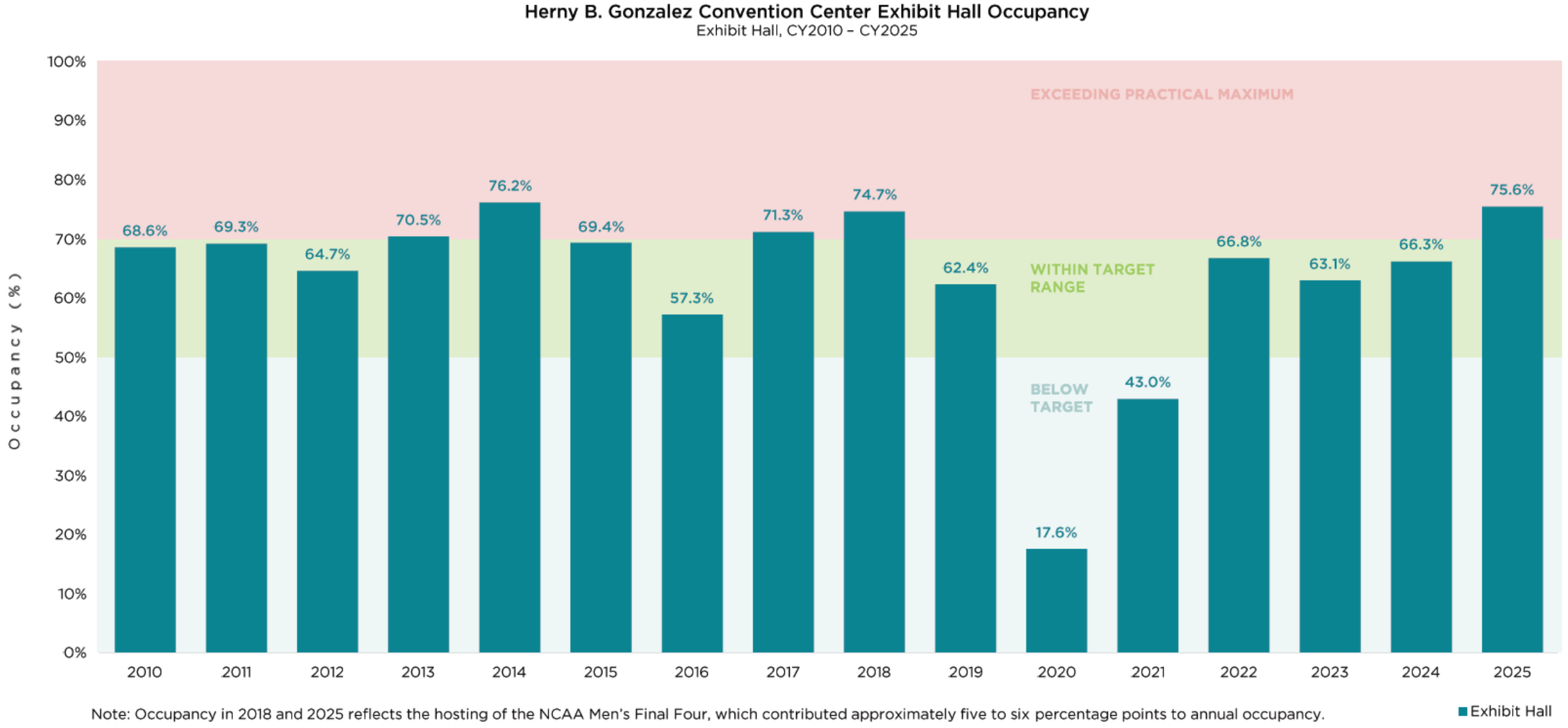
- Convention Center Expansion
- Alamodome Improvements
- Financial Update
- District Cost of Services
- Accessibility and Mobility Study
- Reconnecting Communities
- Community Engagement
- Next Steps

Convention Center Expansion

HBGCC City Council Updates


Seattle
$1.9B - 2023
Boston
$1.9B - 2031
Milwaukee
$456M - 2021
Salt Lake City
$1.6B - 2030
St. Louis
$210M - 2024
Los Angeles
$2.6B - 2029
Raleigh
$425M - 2023
Memphis
$200M - 2019
Fort Worth
$701M - 2030
Dallas
$3.7B - 2031
Austin
$1.6B - 2029
Houston
$2B - 2028
New Orleans
$557M - 2025
San Antonio
Orange County
$560M - 2029

HISTORICAL OCCUPANCY

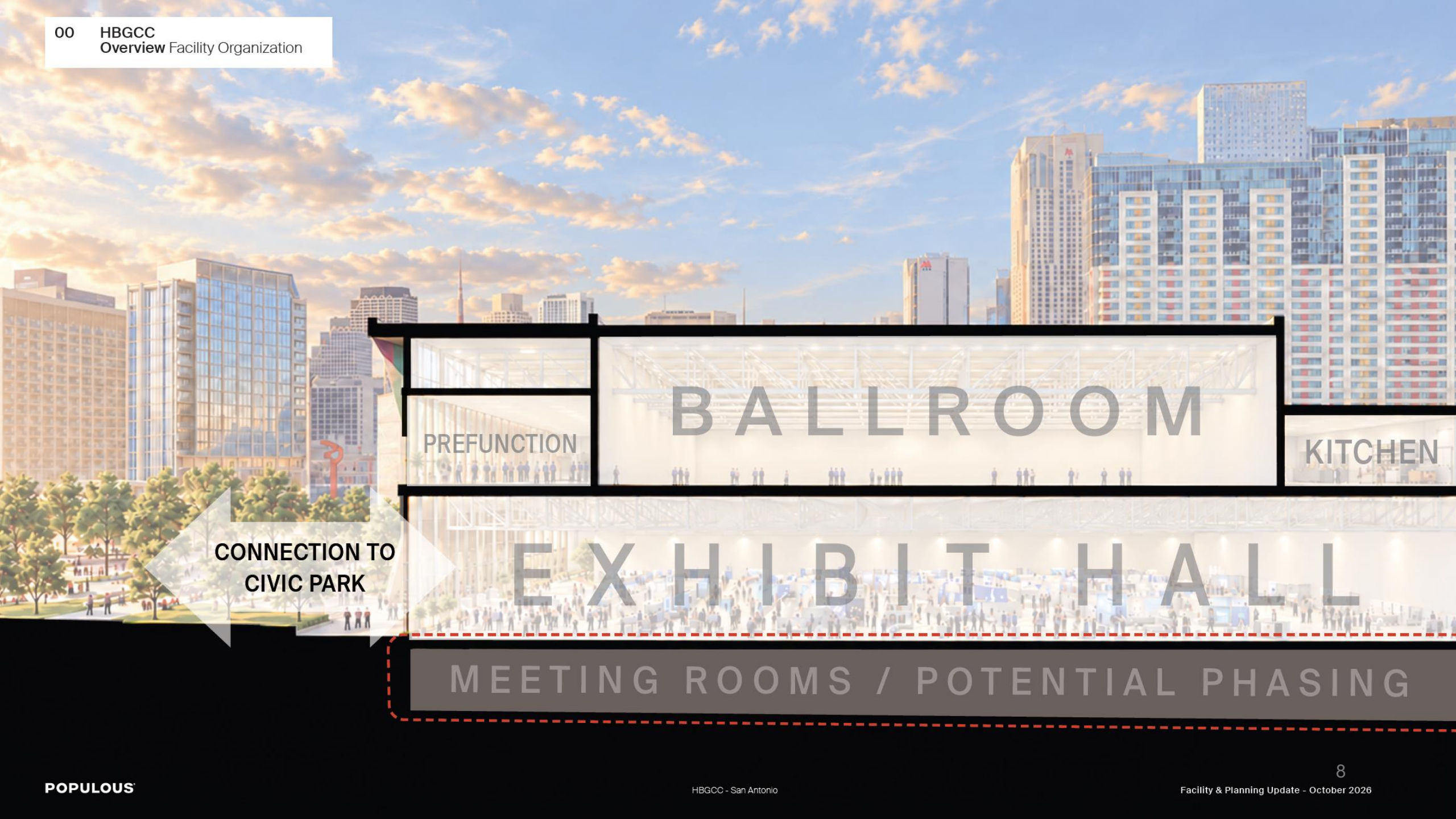


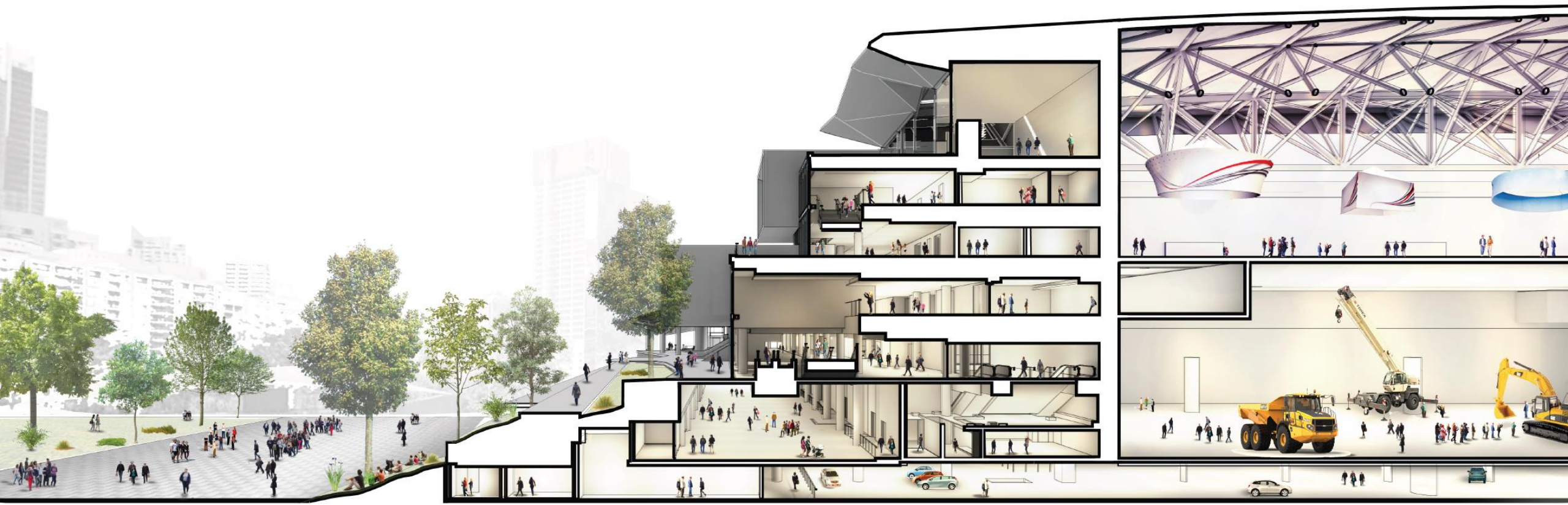
Note: Occupancy in 2018 and 2025 reflects the hosting of the NCAA Men's Final Four, which contributed approximately five to six percentage points to annual occupancy.

OVERVIEW

	Existing	Phase 1 Net New SF	Phase 2 Net New SF	Targeted Expansion
Exhibit Space (SF)	514,000 SF	+136,000 SF	+0 SF	650,000 SF
Ballroom Space (SF)	94,393 SF	+50,000 SF*	+0 SF	144,393 SF
Meeting Space (SF)	120,282 SF	+8,849 SF*	+36,000 SF	143,531 SF
Total Sellable Space (SF)	728,675 SF	+173,249 SF	+36,000 SF	937,924 SF
Project Cost		$700,000,000	$150,000,000	$850,000,000

Note: *50,000 SF Ballroom includes 21,600 of Flexible Meeting Space


PREFUNCTION
BALLROOM
KITCHEN
CONNECTION TO
CIVIC PARK
EXHIBIT HALL
MEETING ROOMS / POTENTIAL PHASING

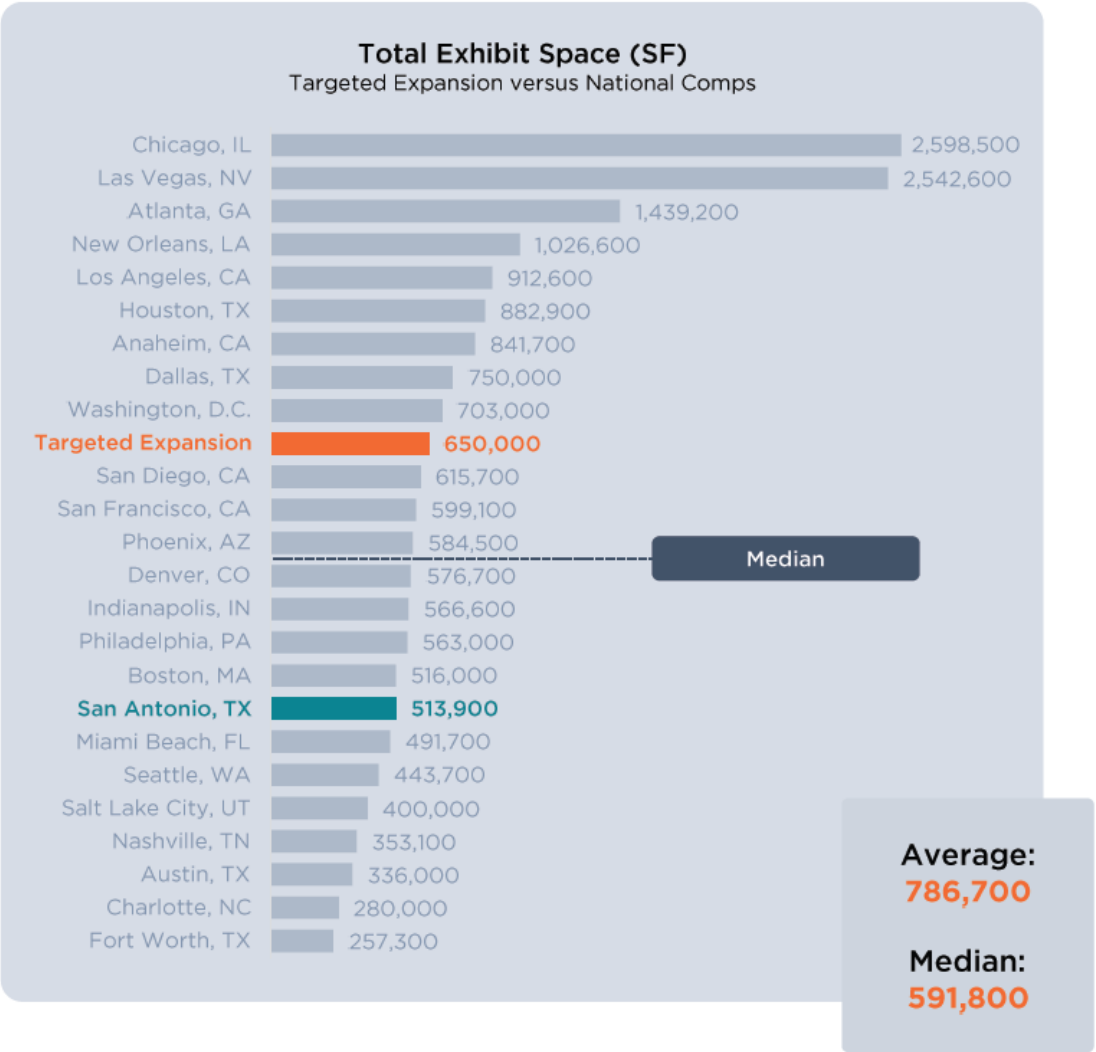


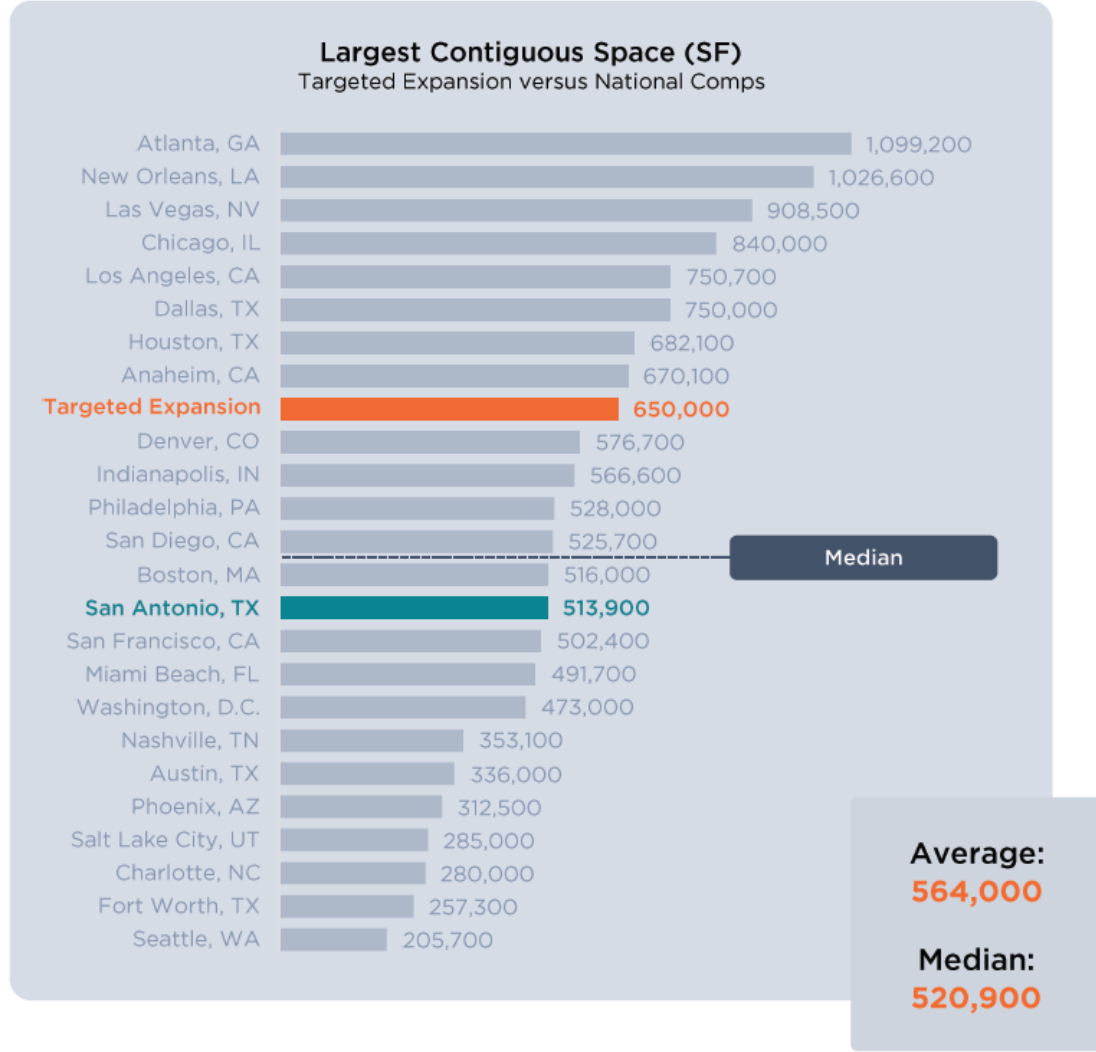


Benefits of Targeted Expansion

→ 26% Increase in Contiguous Exhibit Hall Space
→ 53% Increase in Ballroom Space
→ Increased Ballroom and Meeting Room to Exhibit Hall Ratios
→ Increased Marketability
→ On-Trend Based on Market and Customer Demands
→ Hemisfair Park Integration
→ Sports and Entertainment District Integration
→ Phasing Capabilities

EXHIBIT SPACE





Note: LA, Houston and Dallas figures reflect under construction or "proposed" expansion programs.

MEETING SPACE

Meeting to Exhibit Space Ratio

Targeted Expansion versus National Comps

Seattle, WA	0.44
Salt Lake City, UT	0.41
Charlotte, NC	0.30
Phoenix, AZ	0.27
Philadelphia, PA	0.26
*Targeted Expansion	0.25
Anaheim, CA	0.25
Boston, MA	0.25
Dallas, TX	0.24
Nashville, TN	0.24
Fort Worth, TX	0.24
San Antonio, TX	0.23
Austin, TX	0.22
New Orleans, LA	0.22
Indianapolis, IN	0.21
San Francisco, CA	0.20
Chicago, IL	0.20
Miami Beach, FL	0.20
San Diego, CA	0.19
Houston, TX	0.19
Washington, D.C.	0.17
Denver, CO	0.16
Las Vegas, NV	0.16
Los Angeles, CA	0.16
Atlanta, GA	0.15

Median

Strong Ratio

Poor Ratio

Average: 0.23

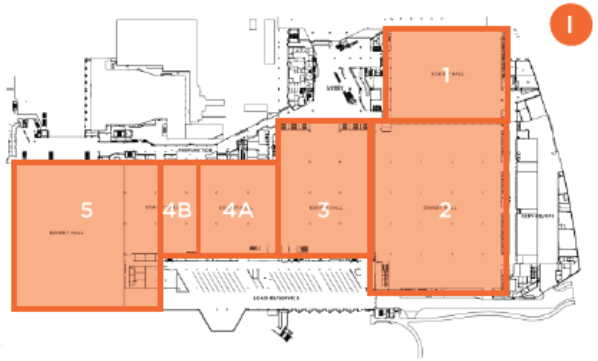
Median: 0.22



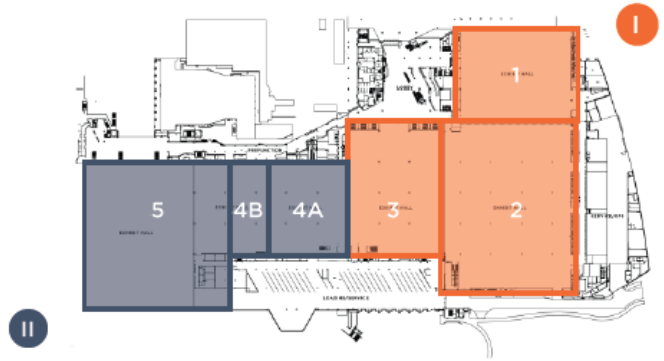
Note: *0.25 meeting to exhibit space ratio achieved by using 21,600 SF of flexible meeting space in the new 50,000 SF ballroom.

TARGETED EXPANSION MARKET CAPTURE

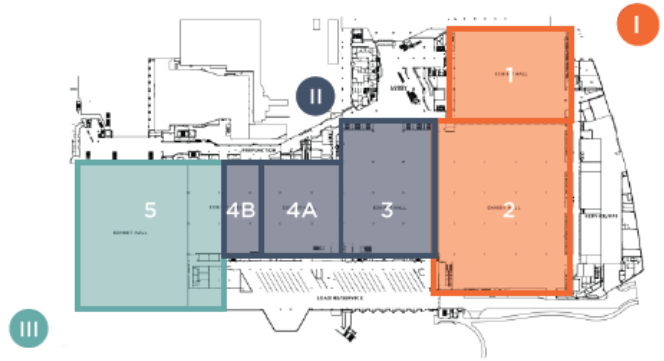
Configuration A (One Event)



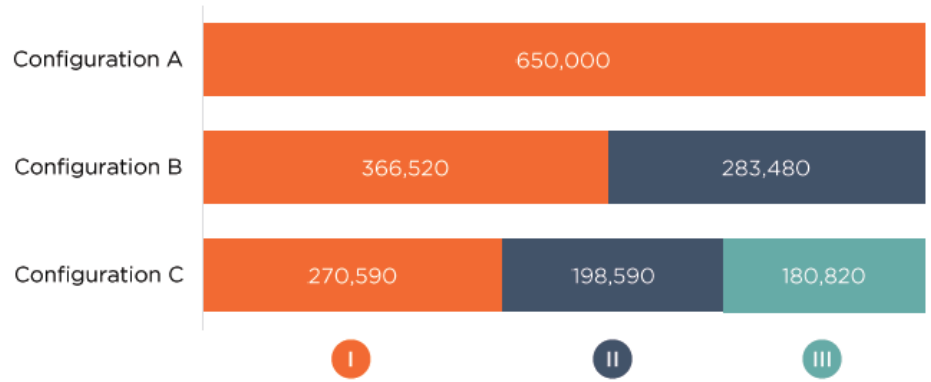
Configuration B (Two Events)



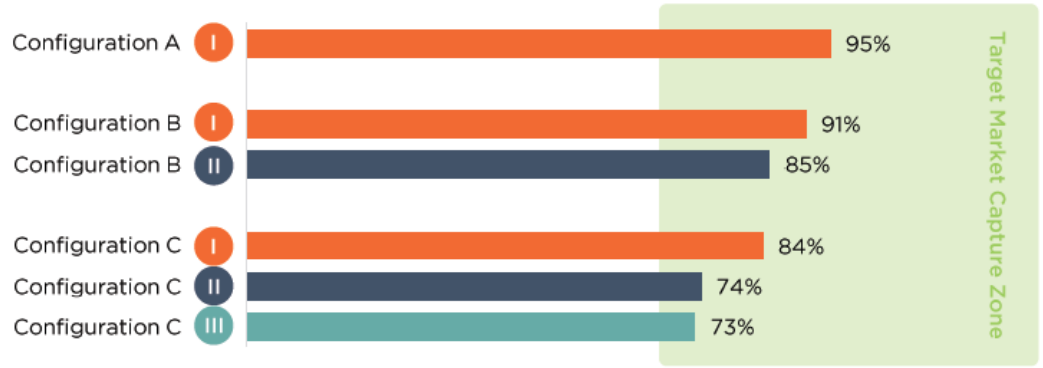
Configuration C (Three Events)



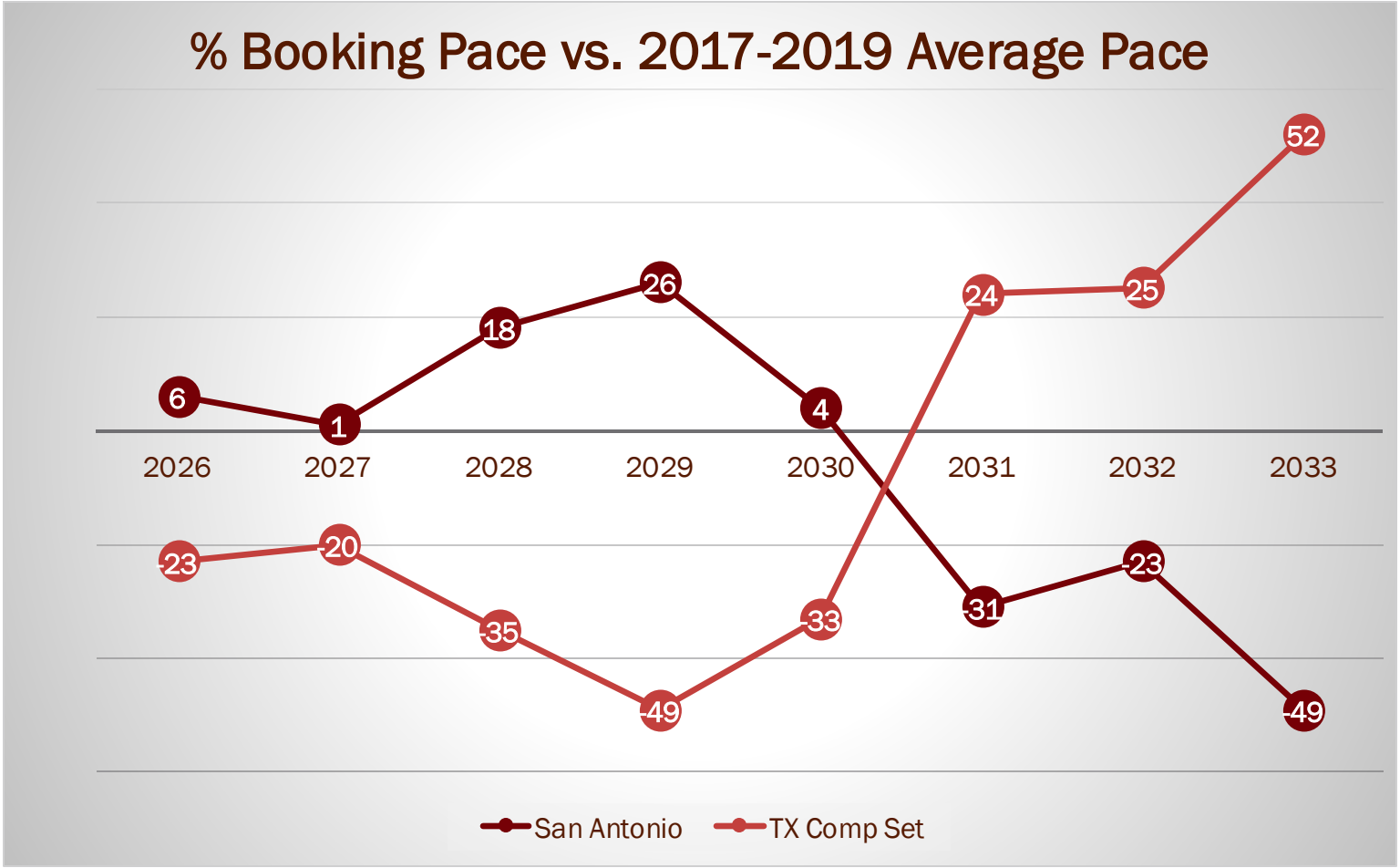
Package Square Footage Comparison



Package Market Capture Comparison



Convention Center Booking Pace



Source: 2synergize / FuturePace

- **Booking Pace:** How quickly room nights are being booked for a future date compared to the benchmark average
  - 2017-2019 average represents historic high watermark
- **2026-2029:**
  - SA consistent with or ahead of pace while TX competitive set (Austin, Dallas, Fort Worth) lags during construction closures
- **2031-2033:**
  - SA significantly behind pace as TX competitive set rebounds with facilities construction completion
  - Current pace does not reflect potential HBGCC expansion

Convention Center Next Steps

- Initiate solicitation for expansion of the Convention Center in 2027
- Design full Proposed Program
- Maintain flexibility in procurement to adjust to financial conditions

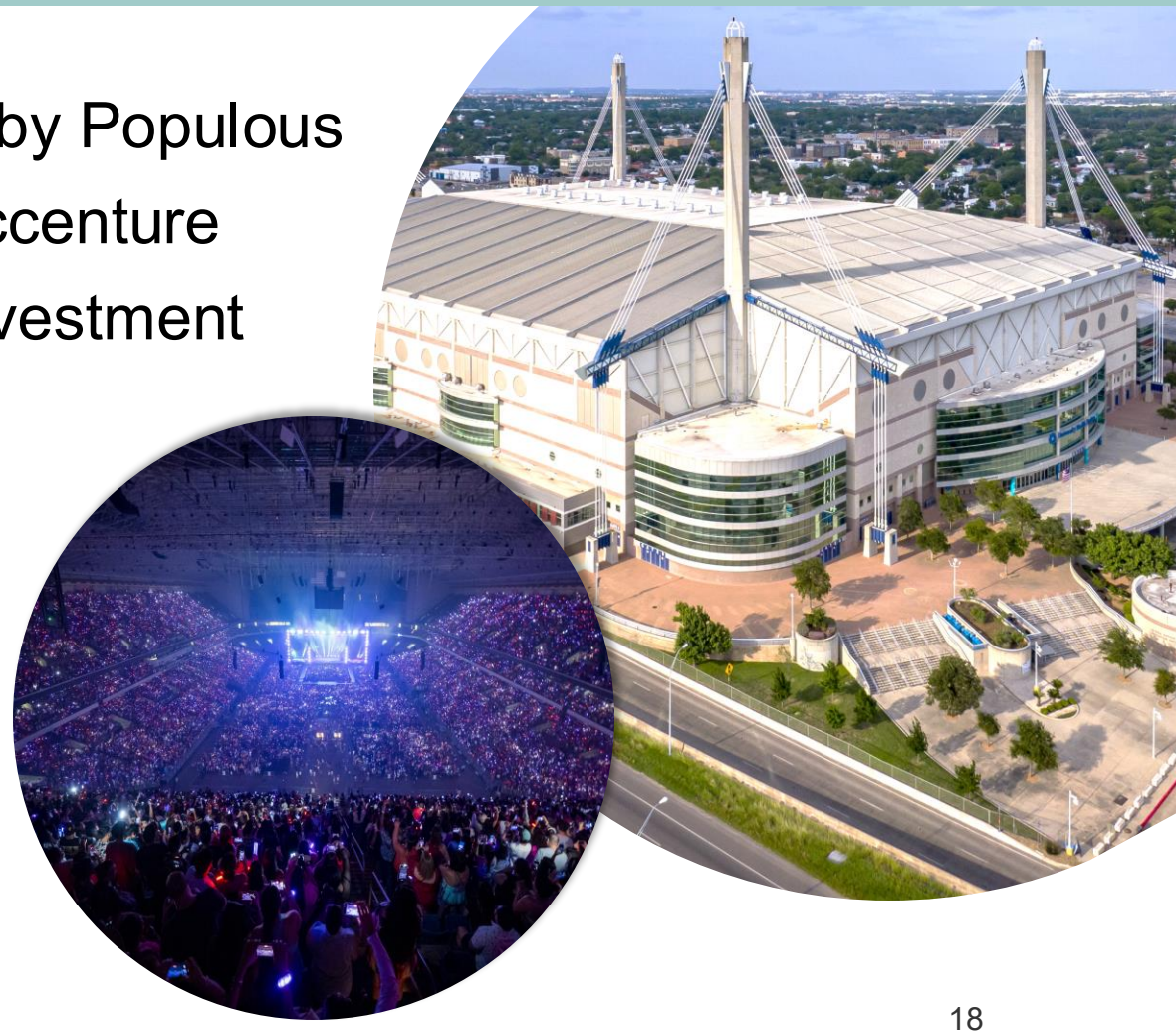


Alamodome

Alamodome

Facility Condition Assessment and Capital Plan

- Facility Condition Assessment conducted by Populous
- Assessment reviewed and validated by Accenture
- Proposed 10 Year Capital Plan: $125M Investment
- Capital Investment Prioritizes:
  - Critical Improvements
  - Technology
  - Compliance
  - Systems & Equipment End of Life



Alamodome

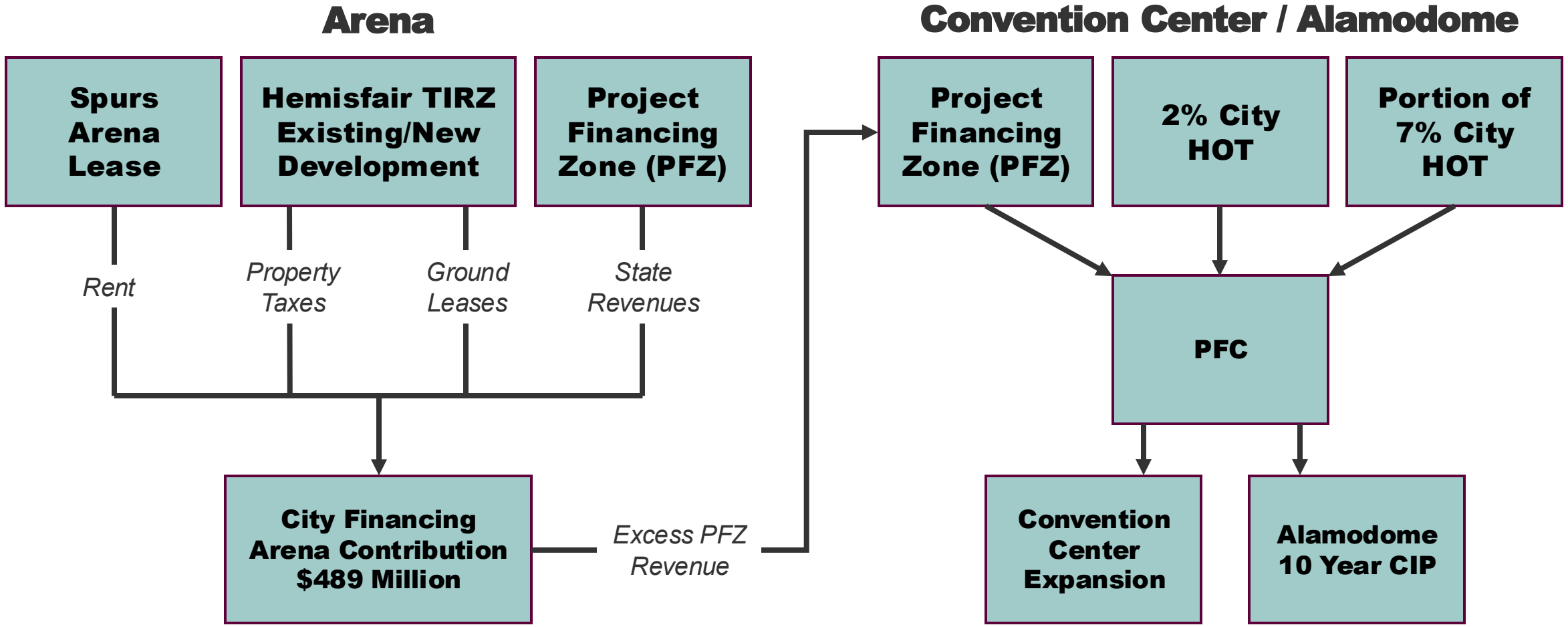
Looking Ahead

- Key Decision Point in Approximately 2035
  - Continue reinvestment to sustain ongoing operations
  - Evaluate a Potential Major Renovation
- Timing Aligns with Financial Planning and Modeling



Financial Update

Financing Structure



Operating Proforma and Financing Update

Preliminary

Key Assumptions *

- **Revenue forecast**
  - City HOT
  - PFZ Revenues
  - Alamodome Revenues
  - Convention Center Revenues
- **HOT Fund Expenditures**
- **Interest Rates**
  - Interest Earnings
  - Debt Rates
- **Debt Structures**

Capital Assumptions

- **Convention Center Expansion**
  - Initial phase: $700 Million
  - Second phase: $150 Million
- **Alamodome**
  - 10 Year Capital Plan: $125 Million
  - Supports operations

* *Subject to change based on economic and financial market conditions*

Pedestrian and Vehicular Improvements

Approximately $35M includes:

- **IH-37 Access Improvements, Pedestrian / Bike Bridge**
  - City Anticipates TxDOT funding support
  - Assumes 80% TxDOT, 20% City match
  - IH-37 Improvements total $21.3M of $35M
  - Addresses historical and current challenges on events days plus future development
- **Durango (S. Alamo to IH-37)**
- **Nueva St. Extension**



- Financial plan updated
- $35M from PFZ would impact the Convention Center expansion
- Term sheet included Pedestrian and Vehicular Improvements to be funded from City's bond program
- Recommend funding $35M from the City's bond program

District Cost of Services Study

Sports and Entertainment District Update

District Cost of Services Study

Scope

The Study evaluates the financial impact of the Sports and Entertainment District, including the Arena, Wood Courthouse Venue, Convention Center Expansion, and Mixed-Use Private Development

Revenue Opportunities — Identifies opportunities for future revenues

District Revenues — Identifies additional General Fund revenues generated by District activities

Service Costs — Assess the additional costs of providing City Services to support District operations







District Cost of Services Study

Revenue Opportunities

Commercial Rights Portfolio

District naming, advertising, and sponsorship rights the City controls

Hemisfair TIRZ

Additional new development and revenue beyond what is projected

Parking Participation

City share of event parking economics

Contractual Ticket or Facility Charge

A per-ticket or facility charge

District Cost of Services Study

Revenue Opportunities (Continued)

Services-only Public Improvement District

An assessment under Chapter 372. Proceeds are a dedicated cost offset, not General Fund revenue

Public-realm Concessions And Programming

License concessions, vending, activations, and programming in City-controlled public realm

Ground Transportation Fee

Explore Trip Fee to be applied to Transportation Network Companies and Autonomous Vehicles (Possible Legislative Action Required)

Public Private Partnerships (P3)

Explore partnerships to leverage private capital for facility development and identify opportunities to enhance revenue generation

District Cost of Services Study

Model Methodology and Key Assumptions

Methodology:

- Projects incremental General Fund revenues
- Projects the City's Cost of Service associated with the Sports and Entertainment District
- Develops a Dynamic Model that Allocates the City's Cost of Services from events back to individual venues
  - Flexibility to adjust assumptions based on event type and venue

Key Assumptions:

- Utilizes conservative assumptions based on currently available information
- Provides a flexible model that can be updated as additional information becomes available, including future infrastructure agreements, staffing requirements, and operational needs
- Baseline Scenario assumes full District is Developed and Operational

District Cost of Services Study

Base Working Model: Key Assumptions

District Activities

- Regular-season home games
- Concerts and major events
- Local events
- Concert venue operations
- Mixed-use development
- Convention Center expansion
- Concurrent events

City Services Considered

- **Police and Fire:** Traffic control, staffing, overtime, and emergency response support
- **Solid Waste:** Waste collection and event cleanup
- **Parks:** Park maintenance and support
- **Public Works:** Infrastructure and operational support
- **Downtown Operations:** District and downtown coordination

District Cost of Services Study

Baseline Scenario – General Fund Revenue

Projected Incremental General Fund revenues associated with the District and assumes full build out of Mixed-Use Development

ESTIMATED ANNUAL REVENUE	
Sales Tax	$383,000
Mixed Beverage Tax	$21,000
CPS Energy	$716,000
SAWS	$77,000
Personal Property Tax	$6,000
Total	$1,203,000

ONGOING REFINEMENT

Estimates will continue to be refined as more information becomes available

Does not include Sales and Mixed Beverage Tax revenues resulting from operation of the John Wood Courthouse and Arena

District Cost of Services Study

Baseline Scenario – Evaluating Cost of Services Across District Venues

- The Baseline Model:
  - Evaluates estimated annual recurring service costs and the incremental needs associated with new or expanded venue operations
  - Accounts for additional service needs when multiple events operate at the same time

General Fund*	District Venues
Mixed Use Development & Hemisfair Park $1,040,000	Will vary based on a number of factors Model built to allocate costs back to venues Eliminate impact to General Fund

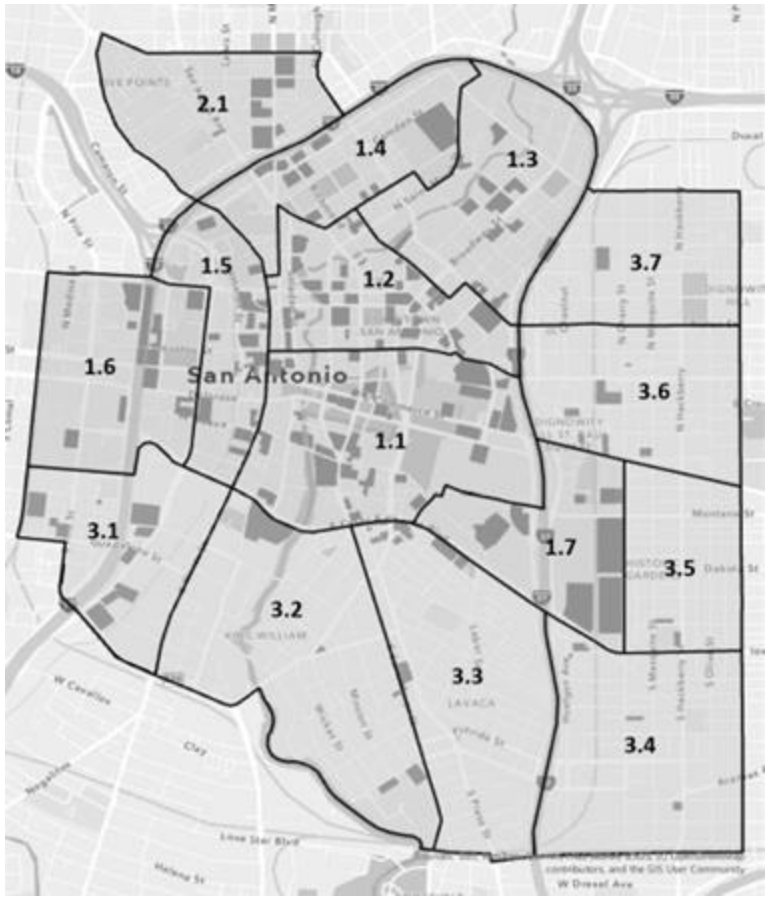
*Annual Estimates will continue to be refined as more operational and cost information becomes available

Mobility Studies

Accessibility and Mobility Study

Scope

- The Downtown Accessibility and Mobility Study evaluates access, mobility system performance, and user experience.
- The study considers trips made by personal vehicle, transit, rideshare, micromobility, cycling, and walking, and assesses parking demand as one component of the mobility ecosystem.
- The study will produce an implementation strategy that will improve daily and event-based mobility, including:
  - On-street and Off-street Parking
  - Utilization and Operations
  - Pricing and Payment
  - Real-time Information and Wayfinding
  - Coordinated Communication
  - Enabling Technology



Accessibility and Mobility Study

Findings

The study found that mobility challenges downtown are not primarily caused by a lack of parking supply.

Rather, they are largely driven by:

- how users access downtown,
- how information is provided,
- how curb space is managed,
- how various mobility services operate together as an integrated system.

Downtown remains **highly dependent** on single-occupancy vehicle travel.

Significant parking inventory exists, but utilization is uneven and demand is concentrated.

Event-day operations create recurring congestion, curbside conflicts, and wayfinding challenges.

Travelers report difficulty identifying **parking options and alternatives** before arriving downtown.

Existing **platforms and information systems** operate independently, creating a fragmented experience.

Curb space is an increasingly valuable and constrained asset that requires more management.

Travel time and convenience are the primary factors influencing **traveler behavior and mode choice**.

Accessibility and Mobility Study

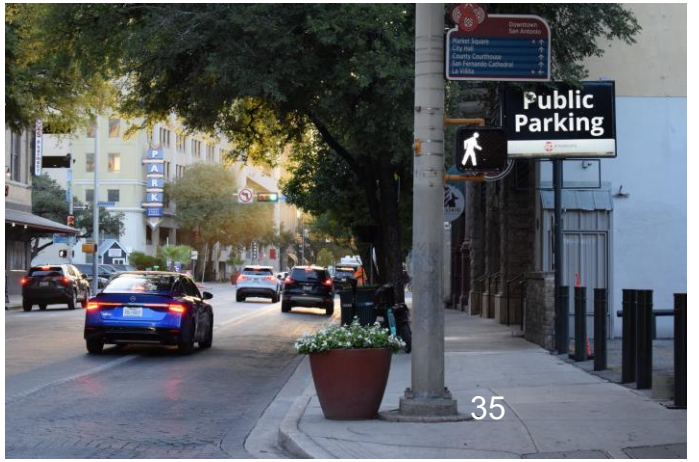
Opportunities to Increase Mobility Alternatives

Improve parking discovery and wayfinding: Provide clear, consolidated information on parking availability, location, cost, and walking distance through digital platforms, open data, and pedestrian wayfinding.

Optimize existing parking supply: Improve coordination among parking providers, explore shared-parking arrangements, and use pricing and event-management strategies to distribute demand more effectively.

Strengthen multimodal access: Invest in transit, remote parking and event shuttles, rideshare management and policy, pedestrian connections, and other measures that improve access to downtown destinations.





Accessibility and Mobility Study

Opportunities to Increase Mobility Alternatives, continued

Implement demand management strategies: Encourage carpooling, transit use, and other alternatives to single-occupancy vehicle travel through targeted communications, incentives, employer partnerships, and event-related programs.

Reallocate capital investment: Direct funding that would otherwise be committed to a new garage toward a coordinated package of multimodal, operational, technology, and demand management improvements that can benefit employees, visitors, and event attendees.

Monitor future conditions: Revisit the structured parking question if future development, event demand, or reductions in existing parking supply materially change downtown parking capacity.





Reconnecting Communities

Update

- The Reconnecting Communities project is a planning study aimed at improving connections between the Eastside and Downtown across I-37
- 2 of 3 rounds of engagement have taken place, including public meetings and pop-ups in the study area
- The study will result in a vision plan and preliminary plans for projects to seek future state or federal funding.
- Plan will be finalized in Spring 2027





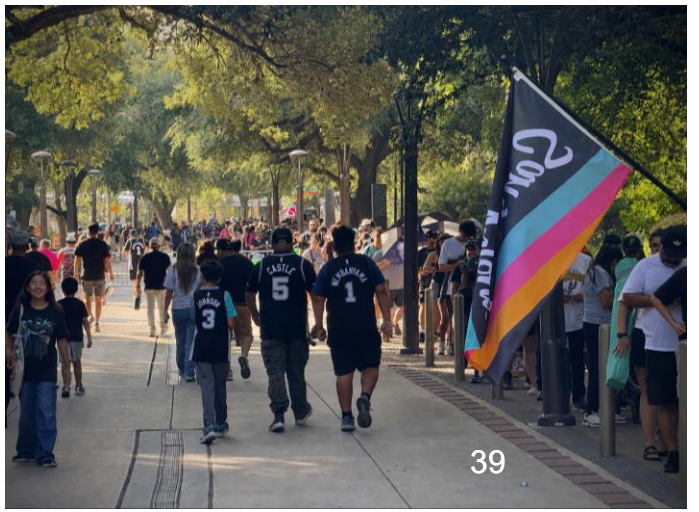
Community Engagement

Community Engagement

Updates

- The Sports and Entertainment District Community Advisory Committee (SEDCAC) was established in August 2026
- The SEDCAC is comprised of 33 members, 3 appointed by the Mayor and each Councilmember.
  - Appointments are pending, and the first meeting will occur this year
- The SEDCAC will make recommendations to Council on a) ongoing community engagement for the District, and b) the $75 Million community benefits allocation
- Recurring public engagement opportunities will be developed with SEDCAC input

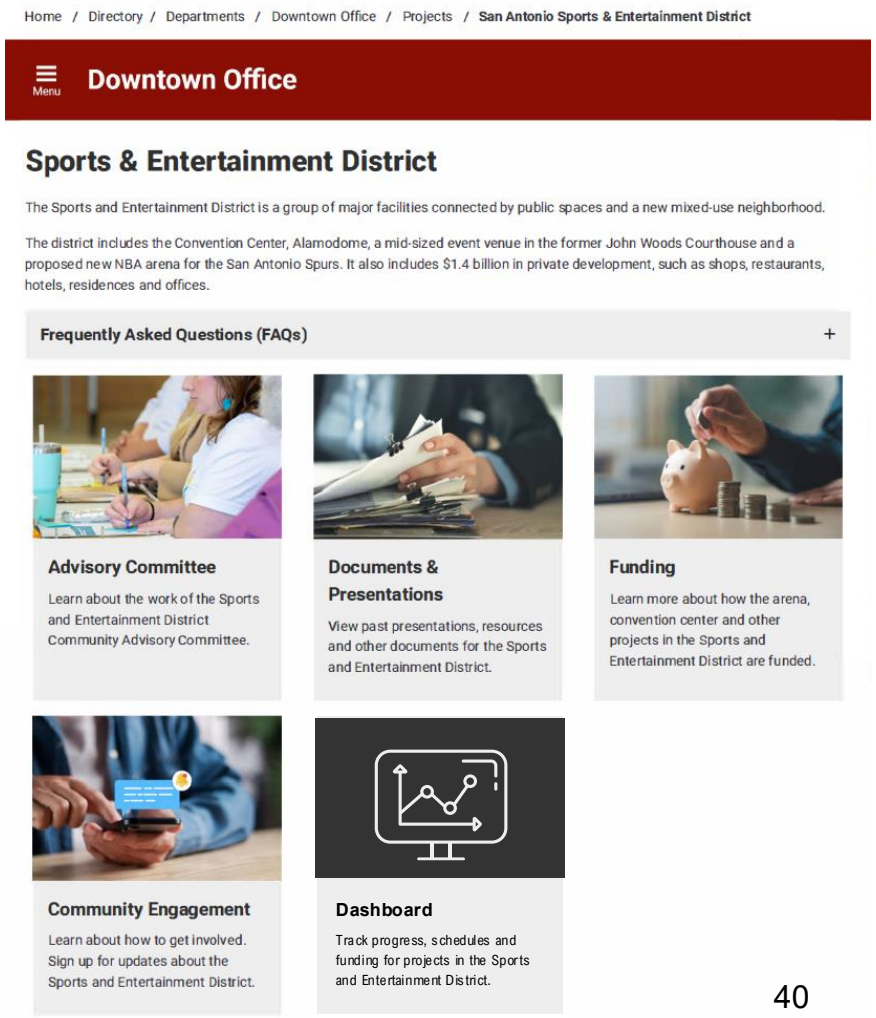




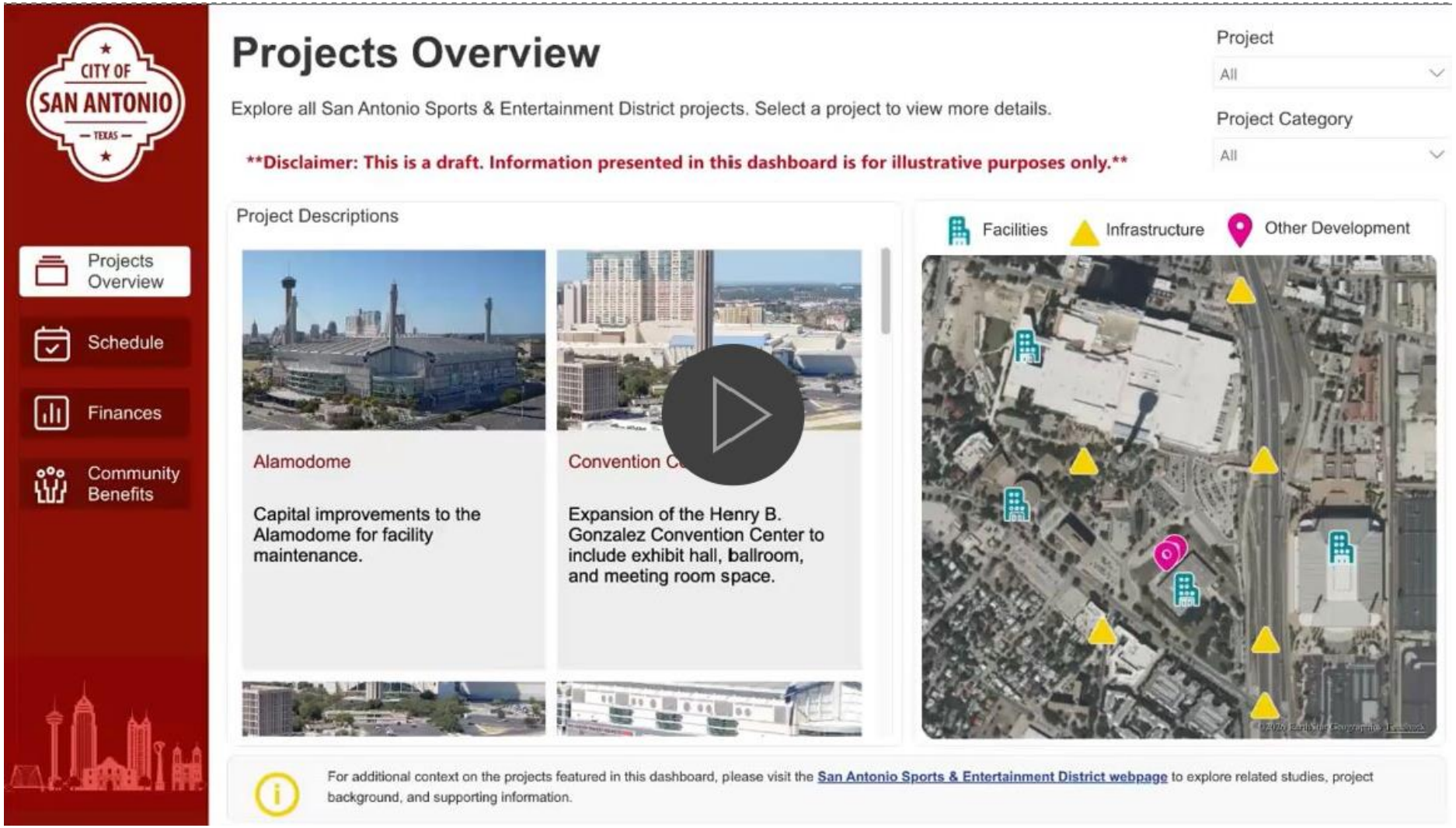
Community Engagement

Website

- New website launched at **sa.gov/sportsdistrict**
- The website is a one-stop portal for District-related items, promoting education, transparency and engagement
- Once live, the Dashboard will also be accessible from the website



Dashboard


CITY OF SAN ANTONIO TEXAS
Projects Overview
Schedule
Finances
Community Benefits
Projects Overview
Explore all San Antonio Sports & Entertainment District projects. Select a project to view more details.
Disclaimer: This is a draft. Information presented in this dashboard is for illustrative purposes only.
Project
All
Project Category
All
Project Descriptions
Alamodome
Capital improvements to the Alamodome for facility maintenance.
Convention C
Expansion of the Henry B. Gonzalez Convention Center to include exhibit hall, ballroom, and meeting room space.
Facilities
Infrastructure
Other Development
For additional context on the projects featured in this dashboard, please visit the San Antonio Sports & Entertainment District webpage to explore related studies, project background, and supporting information.

Exploratory Procurements

- **Procurement for P3 opportunities**
  - Convention Center Liner Buildings/Uses/Private Funding
- **Procurement to establish a range of options for Operations/Private Funding for:**
  - Alamodome
  - Wood Courthouse
  - Historic Buildings in Hemisfair
- **Issue in Calendar Year 2027**



Next Steps

- Initiate procurement(s) for Convention Center Expansion
- Initiate Exploratory Procurements
  - P3 Opportunities
  - Operations and Capital Investment
- Finalize Reconnecting Communities Report
- Convene District Community Advisory Committee



Sports and Entertainment District Update

October 28, 2026