

A ULI VIRTUAL ADVISORY SERVICES PANEL EXECUTIVE SUMMARY REPORT

UTSA'S INSTITUTE OF TEXAN CULTURES, SAN ANTONIO, TEXAS

Celebrating the Confluence of
Culture, History, and Stewardship

June 1-4, 2021



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About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries. The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2020 alone, more than 2,600 events were held in cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About ULI Advisory Services

The goal of the **ULI ADVISORY SERVICES** program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a

holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a three-and-a-half-day virtual Advisory Services panel (vASP) is tailored to meet a sponsor's needs. ULI members are briefed by the sponsor, engage with stakeholders through in-depth interviews, deliberate on their recommendations, and make a final presentation of those recommendations. A report is prepared as a final deliverable.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's vASP assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this vASP executive summary report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Acknowledgments

On behalf of the Urban Land Institute, the panel would like to thank the sponsor organization, the University of Texas at San Antonio (UTSA), for this effort.

The Advisory Services program acknowledges, with gratitude, UTSA president Taylor Eighmy, PhD; the Office of the President; provost and senior president for academic affairs Kimberly Andrews Espy, PhD; and the Office of the Provost and Vice President for Academic Affairs.

The panel would also like to thank the community stakeholders, staff, community representatives, and members across San Antonio who shared their perspectives, experiences, and insights with the panel.



Downtown San Antonio.

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Introduction and Panel Scope

The University of Texas at San Antonio (UTSA) is the third-largest institution of the University of Texas system and the largest university in the San Antonio metropolitan region. With four campuses—the Main Campus, Park West Campus, Downtown Campus, and HemisFair Campus, this last the home of the Institute of Texan Cultures (ITC)—UTSA is an emerging premier public research university. UTSA’s Institute of Texan Cultures increases the vibrancy and relevance of the university through its stewardship of heritage and special collections, educational and scholarly programs, and experiential learning for career preparation.

The ITC

While the value proposition of sustaining and amplifying a university museum is clear, the ITC has several layers of constraints that hinder its success. Built as the Texas Pavilion for the 1968 World’s Fair, known as the HemisFair, the facility was not designed or constructed to be a museum or to support educational uses. As an attraction, the current ITC building is neither ideally located nor easily accessible from major San Antonio tourist destinations such as the Convention

Center or the Alamo. In addition, the ITC is not financially self-sustaining, leading to deferred maintenance of the building and museum displays that do not meet current industry standards; many collections have not been rotated or replaced in decades.

Despite these constraints, as a landmark property and historic building, the existing facility has become a symbol of cultural inclusion, is a place of gathering, and evokes nostalgia of the 1968 World’s Fair. To celebrate the ITC’s mission and UTSA’s commitment to ensuring the ITC’s success in the next 50 years, UTSA is undertaking a community-based process to develop a vision for the ITC centennial in 2068. Through this inclusive and community-driven process, task forces will focus on creating a museum of the future, cultivating community engagement and sustaining support, and creating leadership in facility and land stewardship.

Panel Scope

UTSA engaged a ULI Advisory Services panel to explore key themes to inform the community stakeholder visioning process.



People at the 1968 World’s Fair.

HEMISFAIR

This Advisory Services panel met virtually from June 1 to 4, 2021, then presented its recommendations to the panel sponsor. After the panel’s weeklong meeting, its recommendations were consolidated into this report, published by ULI in fall 2021.

Panelists were asked to address the following questions in relation to the future of the ITC, the facility, and the property.

Advancing the ITC’s Mission

1. How might the ITC provide distinctive experiences within the museum and beyond its walls?

2. When considering future planning scenarios for the ITC, what types of partnerships should UTSA consider to help advance its future vision and achieve financial success for the ITC?

Optimization of the ITC Location within Hemisfair and Downtown

1. When considering future planning scenarios for the ITC property, how can the university contribute positively to the long-term vision of Hemisfair?
2. When considering future planning scenarios for the ITC property, how can the university contribute to the ongoing vitalization of downtown?

Land Stewardship

1. When considering future planning scenarios for the ITC, how might the current site and property best be used to advance the missions of the ITC and UTSA, while benefitting the San Antonio community?
2. When considering future planning scenarios for the ITC, what factors should be considered with respect to evaluation options for the current property, including renovations or reuse potential of the building, development



Boundaries of the Hemisfair District as indicated in the San Antonio bylaws include South Alamo Street to the west, East Market Street to the north, Tower of the Americas Way to the east, and East César E. Chávez Boulevard to the south.

potential of the land area, future ITC facilities, and integration into the adjacent master plan for Hemisfair?

Key Recommendations

1. Separate the discussion of the ITC's mission from decisions about the use of the Texas Pavilion building and the optimal use of the UTSA site. The ITC's mission, site location, and building are distinct considerations and require separate decisions. Focusing on the ITC as a compelling institution enables UTSA to help the ITC thrive and powerfully tell

the stories of and meet the needs of an ever-evolving San Antonio.

2. Find a new Hemisfair location and building for the ITC that better support future institutional priorities, create stronger synergies with the Hemisfair campus, and heighten community and visitor access.
3. Through integrated master planning, work to integrate the UTSA site with Hemisfair Park. Enable new uses on the UTSA site that support the entire Hemisfair campus and the city's important tourism and hospitality industries.
4. Build and strengthen partnerships among UTSA, Hemisfair, and the city of San Antonio.

Advancing the Mission of UTSA and the ITC

The panel characterizes the ITC as a function of the place-based, time-specific event of the 1968 World's Fair, or HemisFair. The presentation of history and materials currently in the ITC reflect that era and have not adapted to current modes of audience engagement or responded to the significant contemporary changes in the approach to the presentation of historical content.



Texas Pavilion building and current UTSA's Institute of Texan Cultures facility.

The panel offers the following quotes as a reference point for the necessity of evolution within museums such as the ITC.

“A museum is good only insofar as it is of use.”

“A ‘finished’ museum is a corpse, and so is a finished collection. In common with all other institutions, a museum to be of any value must grow; and it must do more than that—it must change its objects, their manner of presentment, and its method of management to meet the ever-changing needs of a changing order of society.”

—John Cotton Dana (1856–1929)
Newark Museum Foundation

“Museums are not islands: museums exist within a cultural, social, political, economic, and natural environment in which they must play a part. A museum as an unchallenged, venerable institution is a concept that no longer exists.”

—Gail Anderson, 2019
Mission Matters: Relevance and Museums in the 21st Century

ITC Visions: Yesterday and Tomorrow

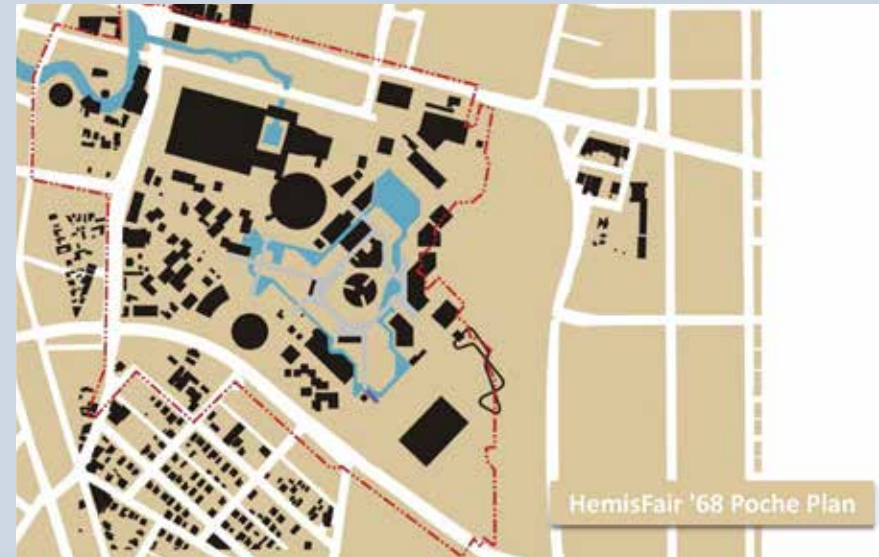
1968	2068
Future-facing, “wow” experience as part of HemisFair	Future-facing, “wow” experience as part of UTSA
Located in community	Embedded in campus and community
Service area: statewide	Service area: local and statewide (and beyond, digitally)
Develops quality, accessible resources about specific Texan cultures	Goes beyond “contributions” to exploring complex intersections of Texan cultures
Presentation to audiences	Engagement with audiences
On-site experiences, indoors and out	On-site, off-site, and online experiences
Taps latest presentation and learning technologies	Taps latest presentation and learning technologies
Content development led by institution	Content co-created among diverse partners, including faculty, students, community members
Focus on public, and 4th, 7th, and 10th graders	Lifelong learners—local, regional, national
Acts independently	Part of campus, curriculum, scholarship, research, and community; highly collaborative partnerships

To begin to increase institutional flexibility and adaptability, the panel recommends viewing the ITC not as a building or a collection, but rather as an idea. This powerful idea involves scholarship, narrative, ethics, technology, and civic engagement, all of which are more relevant than ever.

To frame this transition, the panel offers a vision of yesterday and tomorrow, from the ITC’s inception in 1968 to its 2068 centennial, which sparks excitement about what is

possible for the ITC’s new configuration as part of UTSA. This vision represents a real opportunity to expand the ITC’s focus, which has previously centered on middle and high school excursions, to the engagement of lifelong learners at local, regional, and national levels. Removing the conception of the ITC as just a building also expands possibilities for the use of the Texas Pavilion and the UTSA property.

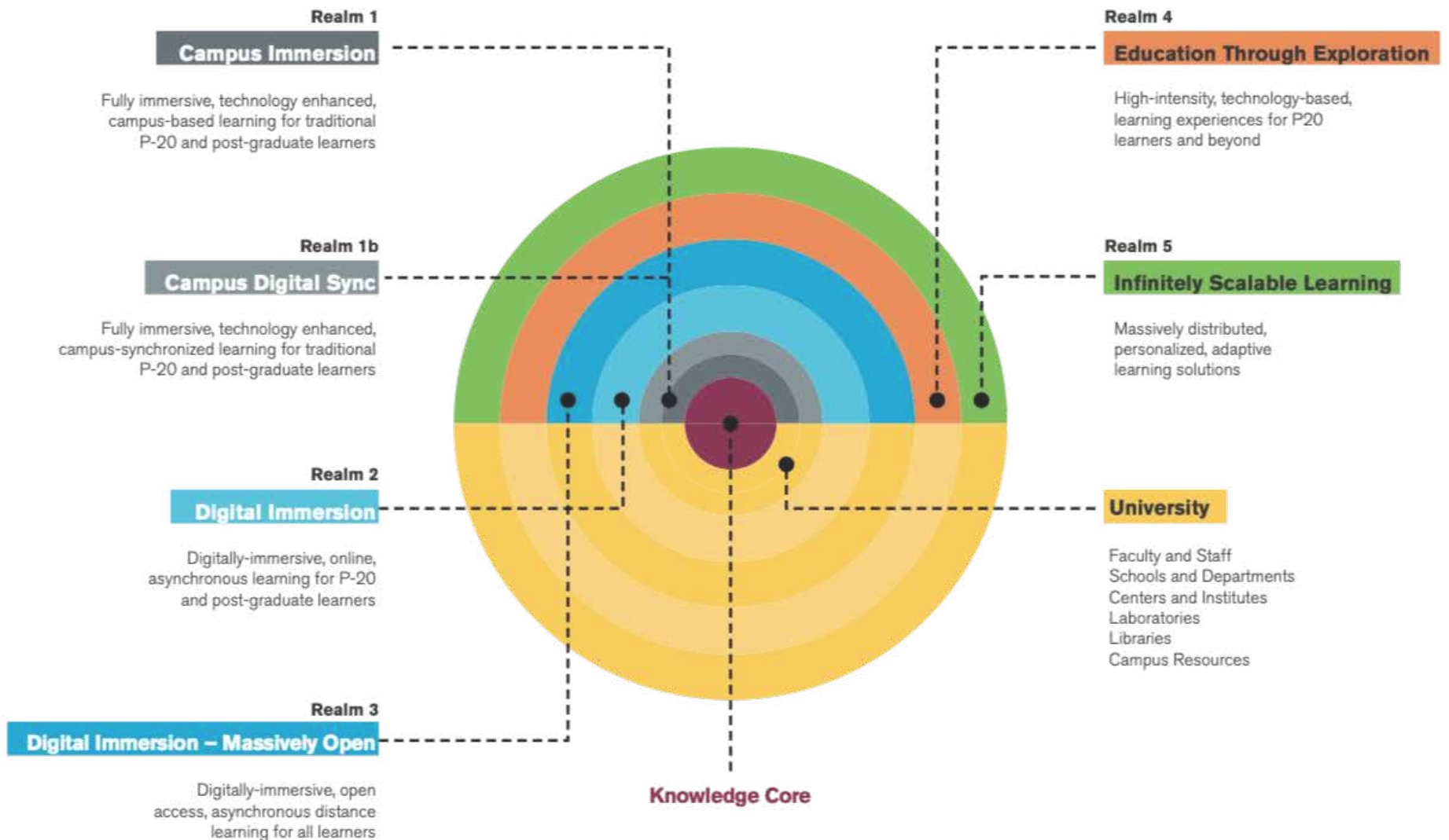
1968 World's Fair at HemisFair



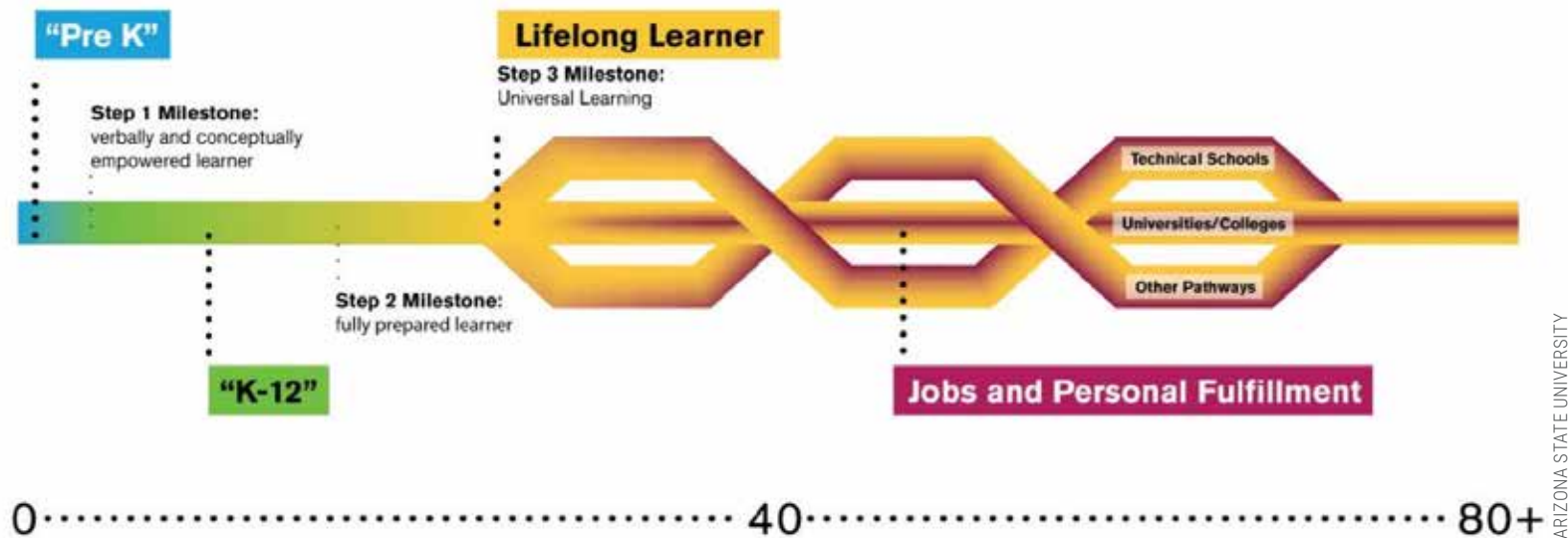
Juxtaposition of the pre-1968 Lavaca neighborhood and HemisFair developments.

The HemisFair site was initially developed to host HemisFair '68, a World's Fair celebration of San Antonio's 250th anniversary, transforming a residential area through the displacement of residents and the creation of large superblocks. This loss of the previously vital Lavaca neighborhood was facilitated through eminent domain. It was a common practice of the era, reflecting the complicated history of unbalanced political impact on neighborhoods that experienced urban renewal.

Panelists described the Texas Pavilion as a function of a place-based, time-specific event of the HemisFair of 1968. The presentation of history and materials currently within the ITC reflects the 1968 era even though everything about modes of audience engagement and even the approach to historical content have changed significantly.



Examples of multiple modes of education delivery, as defined by Arizona State University.



Learning is a lifelong endeavor. Arizona State University considers the stages of lifelong learning illustrated here.

Reimagining an Institution

Despite the dramatic changes in the world since the 1968 HemisFair, most of the ITC’s exhibitions still date to that era. The panel encourages a new vision, one that is forward-thinking and reaches audiences beyond the university itself. One of the most significant shifts this approach requires of the ITC is moving beyond acting as an independent island to create robust engagement with audiences and build partnerships with UTSA and the surrounding community that include campus and curriculum integration in addition to museum programming.

Museums across the country and the world have leveraged highly collaborative partnerships to address their changing needs and to relate to increasingly diverse communities. Institutions are expanding their missions and becoming learning venues offering programs and support services they never have before. Doing so allows institutions such as museums, libraries, community centers, and even research laboratories to embrace lifelong learning and respond to changing local demographics.

As a university institution serving the community, the ITC needs to take advantage of the opportunity to integrate and be reflective

of its context within the urban core of San Antonio and to allow it to serve as a space for students, tourists, community members, and digital visitors to access the university.

Lifelong Learners

The panel recommends that UTSA use the ITC to present itself as a lifelong learning opportunity beyond K–12 audiences. Amplifying parallel missions by merging and scaling a powerful public university with the ITC presents a chance to reap extraordinary benefits. Instead of local schoolchildren interacting with the ITC

through one or a handful of static experiences, the ITC could position itself for encounters throughout a visitor's life and for multiple reasons. This approach presents UTSA as an educational institution not simply as a space for 18- to 24-year-olds, but as a place of learning and interaction throughout the course of one's life. Powerful collaboration opportunities exist through coursework, research, and convening community in dialogue.

Although the on-site experience has been the foundation of the ITC, the potential for interacting digitally with people who are not on the premises is immense. Digitally, opportunities exist to provide deeply immersive experiences that uniquely expand the audience while delivering an evolving message about the ITC. The opportunity for UTSA partnerships is multifaceted.

Precedents

The panel offers some precedents—the University of Michigan Museum of Art, the New York Hall of Science, and the Spencer Museum of Art—to serve as a study of the educational potential when a university-affiliated museum promotes and fosters the mission of the university, students, and faculty alongside the needs of the community.



The University of Michigan Museum of Art.

University of Michigan Museum of Art

The University of Michigan Museum of Art received a Mellon grant to create stronger bonds across the campus, in the community, and within the greater geographic area. Funds were used to allow staff to establish new relationships and partnerships. The grant also funded a student engagement council, which every year delivers exhibitions and a series of programs on and off campus involving numerous community partners, permitting the university to place the museum as central to its academic life. The model positioned the university museum not only to look inward to the campus but also to look outward to teachers and families in the area.



Children interact with an exhibit at the New York Hall of Science.

NYSCI: Design, Make, Play

The New York Hall of Science (NYSCI), a museum byproduct of the 1964 New York World's Fair, is now known for reinventing itself as a "design, make, play" space, completely renovating its physical space and expanding its programming outside the facility. NYSCI is a leader in promoting a STEAM (science, technology, engineering, arts, and mathematics) learning ecosystem within adjacent neighborhoods through a program funded by grants and philanthropic foundations.

This support has allowed creation of innovative teaching laboratories as a third space for communities. NYSCI's "neighbors parent university" partners in this work and is where members of a largely immigrant community are provided educational resources to pursue their own interests. This partnership assists the community in understanding the pipeline of early education to college success for their children.

MICHAEL BARERA, WIKIMEDIA COMMONS

NICK NORMAL



The Spencer Museum of Art at the University of Kansas.

Spencer Museum of Art, University of Kansas

The Spencer Museum of Art at the University of Kansas functions as a connector between the campus and the broader community. The collections are seen as a living archive, motivating faculty research and student teaching. This model and site serve as an example of transformative and informative public dialogue led by a university museum.

RYAN WAGGONER, SPENCER MUSEUM OF ART, UNIVERSITY OF KANSAS

In addition, massive deferred maintenance needs are causing significant risk. With an estimated over \$50 million expense to bring the building to basic accreditation standards necessary for a modern museum, the current facility has outlived its useful life. The facility is ill suited to contemporary media, exhibition strategies, and hybrid access. It does not meet current museum standards and therefore is not conducive to the forward-looking enhanced mission of the ITC or an appropriate facility to honor the history, culture, and communities of Texas.

As it stands, both in facility and collections, accreditation is not within reach. Being an accredited institution would allow the ITC to exchange artifacts and explore a host of programmatic options in addition to increasing the value proposition to the university and the community. As the ITC and university continue to work toward this goal, they need to consider a footprint that is not only viable but desirable and allows UTSA to deliver on the forward-facing mission of the ITC rather than maintaining a static institution showcasing outdated collections within an obsolete facility. The time has come for the university to look forward to a reimagined institution and facility.

The panel strongly recommends a reimagined and potentially relocated ITC that reinforces the UTSA brand, the Hemisfair brand, and the image of San Antonio. Repositioning the ITC would open

opportunities for scholarship, research, and community engagement that sheds a light on culture and community stories. The ITC can be a place where thought leadership is centered and community members access education, job training, and overall opportunity, thus allowing UTSA's ongoing commitment to downtown San Antonio and the community to be realized. Because the visitor and tourism market in San Antonio is one of the most active in the country, this opportunity takes advantage of the juncture between audiences of the tourist and commercial districts to the north and the neighborhoods to the south to tell the story of San Antonio, Texas, and reinforce UTSA's academic mission.



An exhibit at the Institute of Texan Cultures.

NATALIEMAYNOR, FLICKR

Looking Forward

The ITC at the Texas Pavilion exemplifies a monument-oriented setting that is not ideal for continued use absent the formerly surrounding amenities associated with the 1968 World's Fair. As it exists today, the building is introspective and surrounded by berms that separate it from the overall Hemisfair site.

The Institute of Texan Cultures gives voice to the experiences of people from across the globe who call Texas home, providing insight into the past, present, and future.

Opportunity

As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation, and the world.

The future of the site presents a shared opportunity between UTSA and the ITC for strategic leadership.

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To understand the extent of facility needs, the panel recommends conducting a building cost analysis to determine the value of retaining all or parts of the existing structure. The benefits to be realized should be considered, given the building's physical constraints for museum use and the additional cost of finding a temporary home for museum staff and collections during renovations. A cost analysis will reveal if the ITC can achieve accreditation and its reimagined vision with a renovated building, or if a new structure is necessary.

The Texas Pavilion was not built for long-term use or to function as a museum or community space and therefore has structural deficiencies that prevent proper maintenance

of historical collections. The current ITC collections are threatened by the building's aging infrastructure.

The ITC's collections should be assessed as part of the building cost analysis process to determine their health and value as part of the ITC inventory. Collections policies and procedures should be reviewed and updated to be consistent with museum best practices. The ITC should consider moving collections into off-site storage if it is determined that the Texas Pavilion is not configured to adequately protect these items, or if they are not contributing to current exhibits. The panel recommends continuing the process of digitizing collections to increase academic and public access.

The panel recommends that the future ITC facility consider a smaller footprint flexible enough to accommodate changing exhibits and new modes of engagement, focusing on active and inquiry-based learning rather than static artifact exhibits: current exhibits reflect outdated scholarship and narratives. The facility should be inviting, and the architecture should reinforce the ITC's mission. The panel recommends that the facility should include rentable convening spaces of various sizes and consider providing retail and food services that can contribute to the ITC's revenue.

Placemaking and Land Stewardship

The panel believes locating a renewed ITC within the Hemisfair site is an appropriate representation of the confluence of culture and history that is also uniquely the heart of San Antonio's and UTSA's future. The emerging and revitalized Hemisfair site serves as a central gathering place where both visitors and locals meet. As a central node of activity and one of the front doors for tourism, where the convention-goers and vacationers meet at the nearby River Walk and the Alamo, it represents both an economic driver for the city of San Antonio and a front door to UTSA's Hemisfair Campus.

UTSA is primed to deliver an ITC that honors the message of inclusion and the diversity of backgrounds in San Antonio and Texas, recognizing the layered histories of San Antonio, its people, and the Hemisfair location. This represents an opportunity that positions the ITC not as a museum of the past but as a more expansive and important institution that has a central role in linking the echoes of Texas history with contemporary events.

To achieve this, UTSA must separate discussion of the mission of the ITC from that of the Texas Pavilion and building decisions on the site. UTSA must find a new home for the ITC within Hemisfair.



The Texas Pavilion in the foreground with the Tower of the Americas in the background, framed by Hemisfair grounds and downtown San Antonio.

ITC Site Observations

When analyzing the current site configuration, the panel acknowledges several core issues at the forefront need to be addressed and recommends and elevates the importance of developing an integrated master plan for Hemisfair that makes the various properties feel seamless to visitors.

The Texas Pavilion building, the current home of the ITC, is not conducive to interaction with the public. The building is not centrally located on the site, and the surrounding berms specifically limit views and restrict outdoor special events and operations. This lack of accessibility works against the ideals of the ITC to bring people together and reflect San Antonio's culture. Although the Texas Pavilion is perhaps not the ideal location for the ITC in terms of the overall Hemisfair site, even repositioning the ITC within its immediate site on the eastern edge of Hemisfair presents an overall opportunity to cultivate a community, student, and visitor focus for the university.

The Hemisfair site is a suitable home for the ITC, and several viable site options for a new ITC exist on the site. Keeping the facility within the overall grounds creates synergy with the other educational, historical, and public uses in the immediate area.



Brand visibility of the ITC building from neighboring Interstate 37 is poor.

Recent analysis has deemed the existing ITC not suitable for new or current use. Costs will be associated with finding a temporary home for museum staff and collections during necessary renovations. While a building cost analysis would determine the value of retaining the Texas Pavilion structure and portions of the enclosure, resources should be placed toward creating a new cultural center and museum facility.

The ITC needs to develop a visible identity within Hemisfair and from neighboring Interstate 37 and the surrounding neighborhoods. Visibility and ease of access are critical as UTSA invests in a Hemisfair Campus identity and cohesiveness to the Hemisfair site. Attention should be paid to capturing the past uses of this site and taking into account the connectivity to the Lavaca neighborhood to the south.

Proposed ITC Site Options

The panel identified several viable options for relocation of the ITC. These options are shaped by the need to identify a new home for the ITC, integrate UTSA and Hemisfair Park, and create potential new uses on UTSA land that support long-term financial sustainability for these institutions. Although these options account for the constraints and opportunities available on site, the pros and cons for each potential ITC location merit further study.

Ultimately this is a study of relationships, both internal and external, to the city, its residents, and within Hemisfair. Hemisfair site location criteria and questions for consideration include the following:

- Is there opportunity for iconic architecture and brand identity?
- Does the site location have potential for dedicated outdoor space for special events?
- Is the site location central to activity?
- Is the site visible to the community and tourists?
- Does the site location have service access for truck loading and school buses?
- Is there expansion potential?

Viable alternative locations for the ITC include two northern locations on the overall site that are close to the River Walk off Market Street: a location within the River Building and another as an extension of the Convention Center. The third potential new location is near the base of the Tower of the Americas, which is an iconic marker in terms of co-location. Two final locations are along the south edge of the site most near César Chávez Boulevard and the nearby residential community. These

options include the reuse of the federal court building or development of a parking lot into a new facility.

On the basis of location and the listed criteria, the panel ultimately selected the two options it deemed most viable to explore in greater detail. The panel also identified open space and pedestrian connections important to increasing the walkability and visible connectivity for each site option, as a means of more closely integrating the UTSA site with Hemisfair. This approach supports

a potential activity loop throughout the site, which can be explored further through a master-planning process for Hemisfair.

The first potential site reorganization approach involves moving the ITC to a new facility by reusing either the federal building or another facility adjacent to the Tower of the Americas. This move involves the removal of the Texas Pavilion and allows for tremendous flexibility and reorganization of UTSA land. The panel created a dioramic site organization to reflect the strong



The panel identified five possible options for a new location of the ITC.



The new site options the panel deems most viable for a future ITC location.

connectivity facilitated by this approach. As demonstrated by the graphic, centralized spaces allow links between UTSA and Hemisfair property. The panel placed mixed use and residential at the southern perimeter, with height grading to support the integration of properties and create porosity and connection along Interstate 37 and César Chávez Boulevard between the sites and the Lavaca neighborhood to the south, thereby increasing accessibility for visitors into Hemisfair and the ITC.

The former site of the Texas Pavilion would then become an opportunity for UTSA to create a new outward facing and highly visible anchor for its Hemisfair Campus through a new hospitality school and hotel. The panel finds the site's location in downtown San Antonio and proximity to the Convention Center would be advantageous for a hospitality use. Locating a school of hospitality and tourism on the current property opens new opportunities for UTSA and for community members, reinforces the importance of tourism to San Antonio's economy, and creates a meaningful presence for UTSA. The hotel could feature a university-run restaurant featuring Texas foods. The treatment of the I-37 edge would allow ingress and egress suitable for parking and loading. The diagrammed facility is organized by a central green space, which could be used for placemaking and events. The current

avenue of flags outside the ITC can be repositioned to introduce a supporting food truck service highlighting the cultures and flavors of Texas, as part of the hospitality facilities and local restaurant incubator.

While the panel's diagram leans into creating strong relations between the UTSA campus, Hemisfair, and the Convention Center, these objectives could also work well should the ITC be relocated nearer to the Tower of the Americas.



The panel's recommended site options with new open-space connections.



A potential land use organization with the ITC moved to the current federal courthouse building.



A potential land use organization with the ITC rebuilt on its current site.

A second site reorganization approach explores what is possible if the university moves the ITC into a new facility and retains the Texas Pavilion. Potential new uses of the Pavilion include event space that can be shared with the Convention Center, community-serving retail, or grocery. Although it is feasible, many constraints are associated with this proposal. Because the facility sits about 15 feet lower than the surrounding ground level, this approach requires accommodating the building and its topographic relationship to the rest of Hemisfair. The

existing footprint of the facility overwhelms the site and is not central to its property, which causes concerns about accessibility given the topography. Moreover, a huge cost is associated with renovating the building to accommodate new use.

If the Texas Pavilion is retained and renovated, the rest of the site could support similar land use to the previous configuration with residential massing along the southern border diagrammed using a larger scale while locating the hospitality school and



The UNLV Hospitality Hall.

Las Vegas College of Hospitality and Tourism

The University of Las Vegas (UNLV) Hospitality Hall is home to the William F. Harrah College of Hospitality and lies at the heart of the UNLV campus. The building contains interactive classrooms, a student-run café, an executive learning kitchen, and a learning center for the PGA golf management program.

Through partnership and strategic site location, a UTSA university hospitality school could include market-oriented mixed use such as housing, student housing, senior housing, neighborhood retail, urban large-format retail, small amounts of office, improved cultural offerings, and parking revenue on site.

hotel closer to the Hemisfair site. This scheme again places parking and green space along I-37.

The panel does not recommend that landmark status be pursued for the current Texas Pavilion because of the structure's functional obsolescence, the overwhelming costs required to make the building safe and code-compliant, and the impact on further development opportunities on site.

Development Paths

UTSA can pursue three possible paths for the ITC and the site. The first involves a do-nothing strategy of continuing baseline operations. This may involve retaining the building at its current site with some enhancements to the program of the ITC. This option maintains the building, which is increasingly obsolete outside its original context and suffers from ongoing code noncompliance liabilities that threaten the current collection and public safety. Doing nothing misses the opportunity for development and dynamism needed to meet modern and future audiences and ultimately limits the image, mission, and impact of the ITC and UTSA.

The second path involves retaining part or all of the Texas Pavilion building and committing to moderate site investment,

including bringing a hospitality school to the site. While the panel supports building out a hospitality program, this option does not fully create or sustain a real relationship to the overall Hemisfair site, nor does it fully realize the potential at hand.

The final option requires relocating the ITC to another Hemisfair building on site. This path has the advantage of increasing density, promoting a mix of uses, and providing the potential for the fullest and most cohesive overall development, including a hospitality program. By taking advantage of the maximum development rights, the university can introduce a new college of hospitality and tourism, making use of one of the largest economic sectors in San Antonio. This approach maximizes the land value and allows UTSA to create new revenue streams and strengthen community partnerships. The ITC can inhabit another building better suited to enhance its reimagined mission.

What is clear is this opportunity is rare, occurring once in a 50-year horizon; it can change the trajectory of the ITC, the city of San Antonio, and the region. The panel recommends UTSA pursue the most optimal approach that maximizes the site to its fullest development potential. This approach can set the stage for UTSA to be a leader of cultural and civic programming into the next century.

Approaches to Partnerships

In 2016, UTSA issued a solicitation for redevelopment of the ITC site. This decision lacked a robust community engagement and review process and was highly controversial at the time. Despite the ultimate withdrawal of the request for qualifications/proposals in 2017, the process damaged trust, which seeded a foundation of suspicion from neighbors, residents, organizations, and the business community. In response to this misstep and as part of the ITC Centennial 2068, UTSA is undertaking a community-based visioning process to develop a future vision for the ITC institution and property.



HEMISFAIR

The panel's recommended development strategy is only viable if effected through partnership and transparency. The panel strongly recommends the university enter and develop a partnership agreement with Hemisfair Park Area Redevelopment Corporation (HPARC), the entity responsible for the phased redevelopment of its (park) portion of the site.

Through partnership, the skills and resources of both parties can be leveraged to achieve a larger set of goals for mutual benefit and in service of a larger San Antonio audience. Benefits of this intentional partnership include more robust philanthropic and engagement opportunities, amplification of cultural assets on the Hemisfair grounds, greater connectivity to UTSA's western campus, and more coordinated marketing of proximity to local attractions.

From a real estate perspective, the greatest benefit to unlock site potential occurs when partners think in terms of the overall site instead of limiting themselves to the area within property lines.

For projects of this scale and impact, focus on the bottom line or return on investment is intense. Strong leadership and strong part-

Visioning Focus Areas



The UTSA-led community-based visioning process will include task forces focusing on the museum of the future, community engagement and sustaining support, and facility and land stewardship.

nerships are necessary to achieve optimum success. Given the stage of this ambitious project, the panel would like to broaden the financial discussion to include more qualitative aspects, providing a high-level cost/benefit strategy and a course of action for UTSA's partnership development.

Communicate to partners that the ITC will take a central civic role to spearhead how history is interpreted and told into the next

century. When the university exhibits bold leadership, it will be valued among local and national audiences. Demonstrating willingness, adaptability, and flexibility in pursuit of this vision is a strong indicator to HPARC and the city of San Antonio that UTSA is prepared to catalyze and spur investment to propel all parties forward. Partnership will break down barriers around ownership and encourage a collective interest in the success of the overall site.

Hemisfair, San Antonio, Texas, Advisory Services Panel, 2019

In 2019, ULI's Advisory Services program provided strategic advice on the transformation of the eastern portion of the Hemisfair site into an urban district with park space that serves as a focal point for the downtown community.

After analyzing market potential, design and planning, development strategies, and implementation considerations, the panel made the following recommendations:

- **Create a vision for the Eastern Zone:** Identify appropriate infrastructure and design interface between parks and development that incorporates future uses for the existing building inventory of historic and non-historic properties, including potential commercial uses and strategies to establish development requirements to develop the park and achieve sustainability and resiliency goals.
- **Cultivate a development strategy:** Find opportunities to strengthen the attractiveness of the park and identify opportunities to leverage private development that brings people and residents to the area, supporting economic impacts.
- **Strive toward long-term sustainability:** Incorporate best design and fiscal practices from similar park models across the country.

- **Use financing tools and methods to make goals attainable:** Incorporate best design and fiscal practices from creative models.

This study was conducted without inclusion of the Texas Pavilion. Should UTSA pursue opportunities to reimagine the location of ITC and use the Texas Pavilion, a tremendous opportunity exists to ensure HPARC development of the Eastern Zone is aligned and integrated with the vision for the most eastern zone owned by the university.



Envisioning a series of beloved urban parks embraced by a vibrant and walkable neighborhood, HPARC is leading the transformation of the area with the creation of three distinct parks—referred to as Yanaguana Garden, Civic Park, and Tower Park—that would deliver 19 acres of dedicated parkland and 17 acres of developable parcels.



HEMISFAIR

The panel recognizes that property transactions come with complications for both UTSA and HPARC. Both parties have a variety of tools to tackle these barriers. Legal levers such as interagency agreements, transfer of development rights agreements, and a property owners' association with conditions, covenants, and restrictions or "regime" may be effective tools. A "regime" may feature one or both parties managing elements or all of the property that has become part of the regime. Varying fees may be associated with this type of management. If the intensity of the assignment is prohibitive, a third party may also manage a regime.

While legal agreements ensure clarity about the technical components of partnership, no document creates trust. The upcoming UTSA-led stakeholder outreach program provides an avenue to build and instill trust critical to any successful partnership. HPARC is an astute partner in setting the standard for professional listening and interpretation, and critically, to demonstrate the capacity for empathy of varying perspectives. An exercise in stakeholder engagement allows both parties to hear from all stakeholders and build the foundation for long-term excellence.

HPARC completed development of Yanaguana Garden on its site, which is an example of a space in which the ITC can blur the lines between indoor and outdoor activities. HPARC is a strong development and programming partner for similar projects involving UTSA.

The panel encourages framing the future of the ITC and its site in terms of opportunities that can be gained through a strategic decision-making process and that can perform as a transformative change agent for academics and civic life led by the university. Partnership with HPARC and the city of San Antonio opens the door to bonds and other financial strategies to fund these opportunities.

It is opportune for both UTSA and HPARC as "principal partners" to seize on each other's

strength. Done properly, such a partnership could ensure that the collective challenges of the site are addressed, including visibility from I-37, effective engagement of a wide variety of stakeholders, and connectivity to neighborhoods to the south and UTSA's urban campus to the west. Each partner will be better able to leverage proximity to the Convention Center and Alamodome, hotels, the River Walk, and the Alamo. Finally, partnership would promote a more complete and deliberate plan for the overall Hemisfair site in downtown San Antonio.

Conclusion

UTSA should embrace the vision and concept of a university presence at Hemisfair. UTSA's future at this location is inextricably connected to Hemisfair's future.

Building trust is key to future success at this location. A robust UTSA vision and its success is a key driver of a thriving downtown San Antonio and of Hemisfair's best redesign potential. Hemisfair becomes a more successful endeavor only if and because of a widely supported UTSA. To achieve this goal, UTSA must embrace the vision and purpose of Hemisfair and connect the site physically, visually, and programmatically. An important starting place: the institution of the ITC and the Texas Pavilion building must be conceived of separately.



UTSA

Locating a school of hospitality and tourism on the property opens new opportunities for UTSA and for community members, reinforces the importance of tourism to San Antonio's economy, and creates a meaningful presence for UTSA in this visible and important neighborhood. As the university moves forward with participatory engagement with stakeholders and the public, the panel encourages the university to keep the discussion of the ITC as an institution and the Texas Pavilion building separate.

Success on this site requires a strong vision that supports San Antonio, the surrounding neighborhoods, UTSA, Hemisfair, the Convention Center, and all partners' reputation and contribution to the community. The panel has outlined an initial vision for UTSA's property and the Hemisfair Campus. This vision and a vision for the ITC as an organization should be supported by a community engagement process to represent the confluence of audience and opportunity in this area with a new focus on culture, hospitality, and tourism.

In summary, the panel recommends as follows:

Advancing the Mission of UTSA and the ITC

- Pursue a renewed vision and mission for the ITC, which serves as the front door to students, faculty, and public; represents a beacon for future-focused stewardship; and amplifies cultures that have not adequately been provided the opportunity to tell their own story.
- A future ITC facility should center scholarship, research, and community engagement; create space for community dialogue; and tell the history of urban renewal, political will, and community impact of the original Texas Pavilion.
- While a renewed ITC would have expanded reach, the institution should serve the San Antonio community first and foremost.

Placemaking and Land Stewardship

- Without the supporting context of the 1968 amenities, the existing Texas Pavilion is not suitable for and integrated with the Hemisfair grounds, nor is the facility itself safe or suitable for ITC's continued use.

- Further visioning for the site should incorporate integrated master planning. Other sites on the campus grounds merit further study for the relocation of the ITC.
- An opportunity exists on the grounds to curate a front door for the university that includes the ITC and a potential school of hospitality and tourism.

Approaches to Partnership

- In addition to the robust and transparent community-visioning process as part of the ITC Centennial 2068, UTSA should establish a partnership with HPARC.
- Through partnership, landownership barriers should be positioned around the collective interest in the city, its people, and the success of the overall site.
- Building trust and civic involvement should be central components to partnership in addition to the pursuit of strategic agreements and financial tools available to both parties.

About the Panel

Jeanne Myerson

Panel Chair

San Francisco, California

Myerson is an experienced member of public and private company boards of directors with a demonstrated history of working in the commercial real estate industry. She is skilled in governance, asset management, real estate private equity and finance, investment properties, and real estate transactions.

While Myerson was chief executive officer of the Swig Company, the company accomplished a smooth transition from its respected roots in the hospitality industry to become a recognized urban office investor and manager of over 9 million square feet of office space in New York City and coastal California.

Before joining the Swig Company, Myerson was president and CEO of Bailard Biehl & Kaiser Real Estate Investment Trust, a private REIT with a diversified, national investment portfolio. Before joining BB&K, she was director of facilities and real estate worldwide for NeXT Computer Inc. of Redwood City, California. She joined NeXT from Metropolitan Life Real Estate Investments

where she held senior management positions in Boston, New York, and Northern California.

Myerson has been recognized as one of the most influential women in the San Francisco business community by the *San Francisco Business Times*; was a member of the board of directors of BRE Properties Inc. (NYSE: BRE), a developer and operator of multifamily properties; is now on the board of Berkshire Residential Investors, an investment manager, developer, and operator of multifamily properties throughout the United States and she serves as chair of its compensation committee; and is a trustee of Grinnell College in Grinnell, Iowa, where she is chair of the Facilities Committee and a member of the Executive Committee.

She has been a member of the Urban Land Institute for 15 years, serving on multiple National Product Councils and Advisory Services panels and has been a longtime sponsor of ULI San Francisco. Myerson is a former board member and active supporter of SPUR, a leading civic planning organization in the San Francisco Bay area respected for its independent and holistic approach to urban issues. She graduated from Grinnell College (BA with honors) and Harvard University (MCRP).

Martha Clifford

San Francisco, California

For over 10 years, Clifford has been engaging with significant parks, gardens, and campuses in the public realm. Her background in fine art and public space management informs her work from concept design through construction. She has planned and designed landscapes for large historic estates, parks, public gardens, and institutional clients in the United States and Europe.

Since joining the Office of Cheryl Barton, Clifford has managed and led the design for a diverse selection of projects, including the restoration of Middle Lake in Golden Gate Park, the Community Plan for the 80-acre West LA Veterans Affairs Campus, and one of the first residential developments for homeless veterans to be implemented as part of the West LAVA Community Plan. She has supported a number of other public realm and campus projects including Stanford in Redwood City and UC Davis's Walker Hall Renewal.

While a senior designer with Michael Van Valkenburgh Associates, Clifford managed the Amherst College Campus Master Plan

and was an integral contributor to the design of the Gathering Place for Tulsa. With a keen interest in how public landscapes shape the way we live in urban areas, she approaches each project with sensitivity and rigor grounded on a commitment to sustainable, place-responsive design.

David Greenbaum Washington, D.C.

Greenbaum creates memorable architecture of proud civic presence and a strong sense of place. His projects frequently involve the adaptive use of historic structures, adding richness and creative complexity. Many of his projects have large-scale interior spaces providing a welcome opportunity for pause.

Greenbaum's work has won numerous design awards and has been published frequently. His work has often undergone the rigorous design review of the Commission of Fine Arts and the Historic Preservation Review Board of the Federal City and has been consistently seen as exceptional. Greenbaum's work includes the Museum of the Bible; the Normandy American Cemetery Visitor Center (Normandy, France); the International Spy Museum; the National Gallery of Art Sculpture Garden Pavilion renovation; Smithsonian Institution, National Museum of Natural History Discovery Center; Montgomery College Cultural Arts Center; Science City at Union Station (Kansas City,

Missouri); the Gilcrease Museum of Art (Tulsa, Oklahoma); North Carolina Museum of History (Raleigh); Wisconsin State Preservation Storage Facility (Madison); Masterplan for Mystic Seaport (Mystic, Connecticut); and the Changbai National Park Visitor Center (Jilin, China).

Contextual in the broadest sense and driven by site and client mission, Greenbaum's work applies his philosophy of amplifying an institution's mission by creating powerful and memorable places. Most of his projects are public in nature and require interaction and collaboration with numerous stakeholders. Through design leadership and education of the project's participants, Greenbaum creates a compelling expression of the project's spirit and its goals.

As 2019 chair of the National American Institute of Architects, Committee on Design, Greenbaum hosted conferences in San Francisco/Silicon Valley and Switzerland. He serves on the planning committee for the Mid-Atlantic Association of Museums "Building Museums Symposium" and is a founding member of the International Museum Construction Congress. He also has held teaching positions at the Catholic University of America, the University of Maryland, and the University of the District of Columbia.

Todd Mead San Francisco, California

Mead is a principal with the Office of Cheryl Barton in San Francisco. O|CB is committed to the creation of healthy cities, robust ecologies, and beautiful, habitable spaces through landscape architecture and green urbanism.

With over 30 years of experience as a landscape architect and urban designer, Mead has led a broad range of public and private realm projects varying in scale and complexity, including urban parks, health care and academic campuses, civic gardens, and urban infill redevelopments. He has collaborated extensively with architects and has led integrated interdisciplinary teams realizing projects throughout the United States. His design work often involves the regeneration of integrated natural systems as a means of making healthy urban places that amplify the social, economic, and ecological context.

Mead has participated in multiple roles with ULI, including serving on technical assistance panels and as a juror for the ULI Hines Student Competition. He holds a master's degree in landscape architecture from the University of Colorado and a BS in Natural Resources from the University of Wisconsin. Before joining O|CB, Mead was a principal at Civitas in Denver and a partner with PWP Landscape Architecture in Berkeley, California.

Wellington “Duke” Reiter Tempe, Arizona

Reiter is the senior advisor to the president of Arizona State University (ASU) and the executive director of the University City Exchange (UCX) at ASU. His UCX portfolio features complex, multistakeholder projects involving university/city collaboration, sustainable urbanism, health care, and university design.

Over the past 20 years, Reiter has played numerous roles: academic administrator, faculty member, architect, urban designer, community leader, and public artist. In the course of his career, he has established a track record of highly effective partnerships with public office holders, the business community, nonprofit groups, professional organizations, and private-sector developers. Central to his experience has been the construction of mutually beneficial relationships between the institutions he has led and the cities in which they are located.

Accordingly, Reiter was a key player in the conceptualization and creation of the award-winning Downtown Phoenix Campus for ASU and continues to expand the impact of university engagement via the Central Idea initiative and a proposal entitled NEXUS City—a framework to leverage the unique adjacency of the ASU Polytechnic Campus, the Phoenix-Gateway Airport, and

surrounding businesses. At the metropolitan scale, Reiter is spearheading the Rio Reimagined study at the urging of the late Senator John McCain, a 40-mile-plus vision that will unite the interests of Rio Salado stakeholders and is soon to be designated a priority project via the Federal Urban Waters program. Reiter’s most ambitious project at the moment is Ten Across (10X), an expansive undertaking that suggests the U.S. Interstate 10 corridor provides the most compelling window on the future of the country, one which presents the challenges of the 21st century in their highest relief. On the front lines of social, economic, and climate change, the 10X initiative positions this region as a living laboratory for the future of the entire country.

Reiter is the past president of the School of the Art Institute of Chicago, the former dean of the College of Design at Arizona State University, and a longtime faculty member at MIT in the Department of Architecture. He is the recipient of the Arizona Architect’s medal and is a Fellow of the American Institute of Architects. He is a trustee of the Urban Land Institute and former chair of the University Development and Innovation Council. His projects and visualizations have been featured in numerous museums, and Princeton Architectural Press previously published a monograph on Reiter’s work, *Vessels and Fields*.

Christine Richman Salt Lake City, Utah

Richman is the principal in charge of planning for GSBS Consulting. GSBS uses an integrated approach to its projects to ensure they are environmentally and economically sustainable. Richman’s services complement and expand on traditional architectural services with the addition of key planning and pre-design elements, including economic development and redevelopment project planning, and real estate market analysis as well as fiscal planning. Richman specializes in finding creative solutions to difficult economic development, planning, and government issues and problems. She and her team provide real estate market analysis, redevelopment project development, and economic development strategic planning services.

She teaches real estate market analysis as part of the Masters in Real Estate Development program offered jointly by the College of Architecture + Planning and David S. Eccles School of Business. Her case study-based course focuses on teaching students the resources and skills needed to identify and quantify real estate market opportunities and develop inputs to their development pro forma.

Richman has a BA and MA in English literature and an MBA from the University of Utah. She worked in the public sector

for almost 20 years, eventually serving as director of community and economic development for Midvale for nine years. She has been in the private sector serving private and public clients for 11 years.

Monte Ritchey Charlotte, North Carolina

Ritchey is the sole director of Conformity Corp and is responsible for the sourcing, investigation, approval, and financing of all development opportunities and equity procurement. A dedicated student of urban infill development for over 30 years, Ritchey is recognized as a developer of high-quality residential, mixed-use, and commercial projects, both new and repositioned. Under his leadership, the Conformity Corp name has come to be associated with innovative real estate projects and demonstrated commitment to community.

Ritchey and Conformity Corp have completed a multitude of tax-advantaged rehab projects, complex land assemblies, and developments. In the process, Conformity Corp has partnered not only with the private sector but also with government, Fortune 50 companies, institutional equity, and non-profit organizations to craft results that provide outstanding returns for investors as well as unique and thoughtful solutions for all stakeholders.

Ritchey is active in the Urban Land Institute, the Architecture and Planning Programs at the University of North Carolina at Charlotte, and several Citizen Advisory Panels for the city of Charlotte. A longtime board member and chair of Charlotte's International House, he conceived and developed the Midwood International and Cultural Center, home to over a dozen nonprofit businesses. His body of work has been featured in numerous publications and presented at several universities and professional conferences including the Harvard School of Design and the MIT Sloan School of Management.

Marsha Semmel Arlington, Virginia

Semmel is an independent consultant working with museums, libraries, foundations, and other organizations on learning, leadership, 21st-century skills, strategic partnerships, and cultural policy. In 2019, she published *Partnership Power: Essential Museum Strategies for Today's Networked World* (Rowman & Littlefield/AAM). She is currently co-editing a new volume, *Seize the Moment: How Museums Can Prepare for the Post-Pandemic Age*, to be published later this year by Rowman & Littlefield/AASLH.

Semmel is adjunct faculty in the Bank Street College of Education's Leadership in Museum Education graduate program. She is a founding faculty member for the South

East Museums Conference's Executive Leadership Institute, launched in 2021. She serves as senior adviser to SENCER-ISE, a project of the National Center for Science and Civic Engagement that involves partnerships between institutions of higher education and informal science organizations. From 2013 to 2015, Semmel was senior advisor for the Noyce Leadership Institute, a global program for leaders in science centers and other science museums.

Semmel's career has included stints at the major U.S. cultural agencies, including the Institute of Museum and Library Services (IMLS), where she served as director for strategic partnerships, deputy director for the Office of Museum Services, and acting IMLS director. At IMLS, Semmel led several collaborative museum/library initiatives, including *Connecting to Collections: Museums, Libraries, and 21st Century Skills*; an IMLS/John D. and Catherine T. MacArthur Foundation teen-focused learning lab partnership; and *Growing Young Minds: How Museums and Libraries Create Lifelong Learners*, a national partnership with the Campaign for Grade Level Reading. Semmel played a pivotal role in two international museum/library gatherings co-convened by IMLS and the Salzburg Global Forum: *Connecting to the World's Collections: Making the Case for the Conservation and Preservation of Our Cultural Heritage and Libraries and Museums in an Era of Participatory Culture*.

From 1998 to 2002, she was president and CEO of the Women of the West Museum, in Denver. Before that, she was president and CEO of Conner Prairie, a living-history museum near Indianapolis, Indiana. From 1984 to 1996, Semmel worked at the National Endowment for the Humanities, where, from 1993 to 1996, she was director of the Division of Public Programs, which supports humanities projects in museums, libraries, and public media. She returned to NEH from March 2019 through June 2020 for a stint as special initiatives adviser, Office of the Chairman.

A frequent speaker and writer on leadership, 21st-century skills, strategic partnerships, and museums and public value, Semmel also authored the forewords for *The Museum Experience Revisited*, by John H. Falk and Lynn Dierking (2013), and *Leadership Matters*, by Anne W. Ackerson and Joan H. Baldwin (2014).

She is a member of the Museum Group, a consortium of museum consultants that works with museums to help them achieve their greatest potential in an ever-changing world. In June 2020, she completed service as chair, Arlington Commission for the Arts. Semmel is currently a board member of the Council of American Jewish Museums and Planet Word, the Museum of Language Arts, which opened in Washington, D.C., in 2021.

Michael Stevens Washington, D.C.

As president of the Capitol Riverfront Business Improvement District (BID), Stevens has worked for the past 13 years to achieve the vision of a vibrant waterfront Capitol Riverfront community, which will contain 37 million square feet of development at buildout. His efforts led to the 2007 establishment of the BID, which is currently in its third five-year operating cycle. Stevens is responsible for overseeing a staff of eight full-time professionals, a 21-member board of directors, all external relations, development of work programs, and budget oversight.

He helped coordinate the Center City Action Agenda of 2007 and 2010—a new strategic plan and framework to guide development and public investment in the center city neighborhoods of Washington, D.C. From 2000 to 2006, he served as president and CEO of the Washington, D.C., Economic Partnership and built that organization from a startup to a full partner in the District’s economic development initiatives.

Before coming to Washington, Stevens was vice president of development for the Memphis Center City Commission, a combination of BID and economic development authority. He oversaw the planning and economic development section that administered financial incentives for downtown development projects such as the Memphis

Redbird’s new Triple A baseball stadium, hundreds of units of new housing, the South Main Arts District, and a new downtown public elementary school.

Stevens has been involved in the economic development, urban planning, and downtown/neighborhood development fields for the majority of his 41-year career. He has worked for public planning agencies, private planning firms, BIDs, and economic development entities. He has participated in numerous downtown redevelopment efforts for cities such as Wichita, Kansas; Lubbock, Dallas, and San Antonio, Texas; Nashville and Memphis, Tennessee; Jackson, Mississippi; and Washington, D.C. He holds a master’s degree in urban planning/urban design from Virginia Tech in Blacksburg and a BA in urban sociology from Millsaps College in Jackson, Mississippi.

Stevens serves in a volunteer capacity in the District by participating on boards such as Barracks Row Main Street; the Leadership Council for a Cleaner Anacostia; DC Sustainable Transit; DC Building Industry Association; the DC BID Council; and Friends of the National Arboretum. He has participated in numerous technical assistance panels for ULI, IDA, and APA. He is also an adjunct professor at Georgetown University’s College of Continuing Studies, where he teaches a class on economic development in the Master’s in Urban Planning program.



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