

FACILITY & LAND STEWARDSHIP TASK FORCE REPORT



UTSA INSTITUTE OF TEXAN CULTURES

ITC CENTENNIAL 2068

FACILITY & LAND STEWARDSHIP TASK FORCE CHAIRS

CHAIRS



Matt Brown

Matt Brown is CEO of Centro SA, a team of passionate placemakers who work every day to make downtown San Antonio more beautiful, playful, and welcoming. Prior to moving to San Antonio, he was the Economic Development Director for Santa Fe, NM. He has worked in education, tech, toys, publishing, gaming, CPG, media, government, and community and economic development.



Veronica Salazar Mendez

Veronica Salazar Mendez is the Chief Financial Officer and Senior Vice President for Business Affairs at The University of Texas at San Antonio. With over 20 years of experience in higher education, she provides leadership in finance, real estate, administration, urban development and strategic business initiatives. Mendez previously served as Vice Chancellor and Chief Financial Officer at the University of California, Merced, where she made significant contributions to the Merced 2020 project, a \$1.3 billion public-private project designed to add 1.2 million gross square feet to the campus footprint. Today, Mendez spearheads the growth of UTSA's Downtown Campus, ensuring the university serves as a key contributor to the revitalization of the city's urban core by providing access to state-of-the-art facilities and more.

FACILITY & LAND STEWARDSHIP TASK FORCE CHAIRS

SUBJECT MATTER EXPERTS



Trey Jacobson

Trey Jacobson is founder of San Antonio-based Momentum Advisory Services, which specializes in economic and land development, public-private partnerships, and special districts. Trey has a 30-year career working for and interacting with Texas local governments, including municipal utilities. He has personally been involved in economic and land development projects, in excess of \$1 billion in direct investment. In addition to hundreds of specific projects, Trey served as an advisor to two mayors, and has extensive familiarity with both municipal politics and policy. He will provide ongoing support to the *Facility and Land Stewardship Task Force*.



Corrina Green

Corrina Green is the Associate Vice President of Real Estate, Construction and Planning for The University of Texas at San Antonio (UTSA). She holds over 25 years of experience in design, construction and development, with a Bachelor of Architecture from Drexel University.

As Associate Vice President, Corrina oversees the core services consisting of management of the university's property, campus planning, design, plan review, campus renovations, inspections, and new construction. She has a broad background in design and project management, as well as expertise in land acquisition, financial modeling and project funding strategy for complex real estate development projects. Prior to joining the UTSA team, Corrina was Director of Development for Zachry Hospitality. Corrina is actively involved in the San Antonio chapter of the Urban Land Institute, serving as Chair for Mission Advancement and the incoming San Antonio District Chair, Co-Chairing the Placemaking Local Member Council and sitting on the National Placemaking Product Council. She will provide ongoing support to the *Facility and Land Stewardship Task Force*.

FACILITY & LAND STEWARDSHIP TASK FORCE MEMBERS



Gopinath Akalkotkar

Gopinath Akalkotkar, AIA, LEED AP, is a Principal at VLK Architects. He is an architect and urban designer with more than 30 years of experience leading multi-disciplinary teams to deliver large and complex architectural and master planning projects globally. He has a passion for the design of learning environments and projects of civic importance. He served as the City Architect for the City of San Antonio prior to joining VLK.



Pedro A. Alanis

Pete Alanis has 20 years of experience in real estate and community development, including working with the City of San Antonio in support of UTSA's downtown expansion and the Hemisfair redevelopment. Pete now works to ensure equitable outcomes for our most vulnerable populations as Executive Director of the San Antonio Housing Trust Foundation. He also serves on the San Antonio Housing Commission and with the For Everyone Home Initiative.



Betty Bueche

Betty Bueche serves as Bexar Heritage and Parks Director at Bexar County.



Patricia Muzquiz Cantor

Patricia Muzquiz Cantor is the Director of the Convention and Sports Facilities Department for the City of San Antonio. She oversees the operations of the Henry B. Gonzalez Convention Center, Lila Cockrell Theatre, Alamodome, Carver Community Cultural Center and ground lease for the Nelson W. Wolff Municipal Stadium and Toyota Field. Patricia serves on the Visit San Antonio and the SABC Soccer PFC Board of Directors. She enjoys promoting the city's assets and surrounding venues as a mecca that offers visitors and residents a cultural and educational experience.



Tom Carter

Tom Carter has 28 years of experience in engineering, urban planning, mining, and construction. In his current role, Tom provides civil design management for commercial, residential, office, and infrastructure projects. He served as Chairman of the San Antonio Chamber of Commerce Energy and Sustainability Committee in 2014, participated in Leadership San Antonio Class 36 and the Steering Committee of Class 44, and has been a council member and four-time mentor for the Urban Land Institute since 2007.



David J. Cohen

David J. Cohen, MD, MPA, is a native San Antonian and graduate of UTSA where he earned a B.S. Degree in Mechanical Engineering. Much of his career has been in the U.S. Army where he was a cardiothoracic surgeon, Chief of the Cardiothoracic surgery service at BAMC, and Cardiothoracic Surgery Consultant to the US Army Surgeon General. He continues to serve San Antonio as the Chairman of the Alamo Area Medical Reserve Corps which is sponsored by San Antonio Metro Health. His lifelong interest in San Antonio and Texas history began when his grandmother enrolled him as a Junior Member of the San Antonio Conservation Society.



Omar Gonzalez

Omar Gonzalez is Hemisfair's Real Estate Director and has guided the vision and execution of the parks district including public-private partnerships, retail ground-floor leasing, and public parking. He is also the current Chair of Urban Land Institute San Antonio. He believes a critical component of the ITC visioning process is its ability to seamlessly interact with Hemisfair's master plan.



Jelynn LeBlanc Jamison

Jelynn LeBlanc Jamison is the President and Chief Executive Officer of The Center for Health Care Services (CHCS), the mental health authority for Bexar County. CHCS' mission is to share hope and support recovery with a full spectrum of innovative services that promote healing and help people live life to their full potential. Jelynn currently serves as the Chairwoman of San Antonio Water System.



Vincent L. Michael

Vincent L. Michael, Ph.D., Executive Director of the Conservation Society of San Antonio, is a prominent leader in the heritage conservation field, having served as a Trustee of the National Trust for Historic Preservation and John Bryan Chair of Historic Preservation at The School of the Art Institute of Chicago.



Javier Paredes

Javier Paredes, AIA, is a Mexican-born architect working at the intersection of social impact and public architecture. Javier is an Associate-Principal for Muñoz & Company, where he focuses on projects of social change and cultural relevance such as San Pedro Creek Culture Park. He further exerts transformational change through civic leadership serving on multiple public boards. Javier received his Master of Architecture from UTSA and is honored to serve on the taskforce to re- envision ITC as the modern cultural beacon of Texas.



Sue Ann Pemberton

Sue Ann Pemberton, FAIA, FAPT, has more than thirty years professional experience in private practice and academia. She is Professor in Practice and Director of the Center for Architectural Engagement at the UTSA College of Architecture, Construction and Planning. Her areas of focus include design, materials research and technology, inner city development, and historic preservation. Sue Ann was appointed to serve as Tri-Chair of the Alamo Citizens Advisory Committee and to the Board of Directors of Hemisfair Park Area Redevelopment Corporation. She was the first preservation professional to be elected president of the San Antonio Conservation Society.



David Robinson Jr.

David Robinson Jr. serves as Director of Parks and Recreation at Weston Urban, where he is focused on launching and programming Weston Urban's new downtown park. David graduated from The University of Texas at Austin and recently earned a master's degree in Urban and Regional Planning at The University of Texas at San Antonio.

**Kate Rogers**

Kate Rogers is Executive Director of the Alamo Trust, Inc. Prior to her current role, she served as the Vice President of Community Outreach & Engagement for the Charles Butt Foundation.

**Alicia C. Treviño**

Alicia C. Treviño, AIA, IIDA, has over 35 years of experience in interior design along with master planning, cost estimation, and project management. She is a registered architect and interior designer. Her areas of technical expertise include integrated interiors and architectural and interior design coordination. Alicia has been a principal owner since 1999 and resides in Shavano Park, Texas.

2068

VISIONING PROCESS



FACILITY & LAND STEWARDSHIP

CHARGE/ROLES & RESPONSIBILITIES/DELIVERABLES

CHARGE

The Facility and Land Stewardship Task Force will consider how the ITC contributes to the vision of Hemisfair and the ongoing vitalization of downtown San Antonio and, further, how the university can leverage the ITC's location to fully engage stakeholders and optimize benefit to both the community and the ITC.

ROLES & RESPONSIBILITIES

1. Use individual expertise and experiences to develop a set of recommendations, informed by public input, that address the ITC Centennial 2068 questions posed to the Task Force to be considered by the Steering Committee in developing their realistic, feasible scenarios.
2. Review, evaluate and prioritize the ideas and input provided by our stakeholders from the first two Community Conversations.

DELIVERABLES

- **Mid-September:** Evaluation criteria to be used to review and prioritize public input gained from the first Community Conversation
- **January:** Final Task Force Public Analysis Report and Recommendations

FACILITY & LAND STEWARDSHIP QUESTIONS FOR CONSIDERATION

- How can we ensure ITC is the “go to place” to experience the rich mosaic of Texan cultures?
- What are the facility requirements needed to support ITC as a thriving point of attraction? Does the Texas Pavilion meet these requirements to fully support a thriving cultural center, exciting museum and destination attraction?
- How can the location of the ITC facility be leveraged to fully engage our stakeholders to advance our mission?
- What is the best strategy to steward the use of the land to optimize benefit to both the community and ITC?
- How can we contribute positively to vision of Hemisfair and the ongoing vitalization of downtown?
- What are the best strategies and tactics to leverage the use of land to generate resources to advance ITC’s success and sustainability in 2068?

FACILITY & LAND STEWARDSHIP RECAP MEETING #2

Sept. 9, 2021: Selection Criteria

Choice Board Overview

The Choice Board is designed to help identify strategic initiatives/ideas for your consideration based upon the weighted criteria most important to you, as a Task Force member. The criteria are weighted relative to their perceived importance and then each idea is scored against each criteria. This allows for non-biased selection of ideas.

There are two criteria categories: Strategic Value and Ease of Execution

- Strategic Value - the criteria which an initiative and/or idea is rated against to achieve a set of objectives and goals.
- Ease of Execution – the criteria which an initiative and/or idea is rated against in order to execute.

FLS Strategic Value Criteria

(Proposed to Steering Committee, extracted from meeting notes)

1. Does the idea lead to a unique, world-class facility (destination or place) for experiencing Texas Culture?
 - a. Does the idea create acclaim and become a new destination for San Antonians and Texans?
2. Does the idea allow for future adaption to future technologies and programming needs?
3. Does the idea advance the UTSA academic mission?

FLS Ease of Execution Criteria

1. How feasible is the idea environmentally and politically?
2. How operationally sustainable is it?

FINAL COMBINED EVALUATION CRITERIA FROM THE STEERING COMMITTEE

Strategic Value Criteria

- Explores the story of Texas (past, present, and future) with inclusivity
- Inspires, with stories of relevance and connections
- Provides a resource to the community for a greater cultural understanding
- Builds a sense of community ownership
- Leads to a world-class destination for experiencing Texan cultures
- Allows for adaption to future technologies and programming needs
- Advances the UTSA academic mission and serves PK-12 students
- Continuous evolution in programming with community engagement

Ease of Execution Criteria

- How feasible is the idea politically?
- How financially operational is it?
- How feasible is the idea environmentally?
- Accessible for all (facility, technology, and language)

FACILITY & LAND STEWARDSHIP RECAP MEETING #3

Nov. 11, 2021:

- **Present Choice Board results**
- **Review Choice Board topline**
- **Review archival doc highlights**
- **Discuss initial inputs to Recommendation Report**

Findings from Expert Panels & Consultant Reports

The task force has been able to engage in a high-level review of reports to guide in the creation of actionable steps. Several key points are highlighted in this review:

- ITC Facility in current state does not meet American Association of Museums (AAM's) accreditation standard.
- Suggestions for a smaller ITC with immersive/digital activities, cultural center, retail/food, outdoor activities and offerings, and stronger relationship with university.
- Emphasis that museums must change to remain viable and drive visitation.
 - Strengths identified as festivals, Texas history and culture, serving as a resource for local educators, strong contingent of volunteers, and location in the heart of the city in Hemisfair Park.

Committee discussion

As a result of reviewing the findings from the expert reports, several ideas and questions are raised for consideration:

- Would Hemisfair be a better steward of ITC, or should ITC be moved to the downtown campus in closer proximity to the School of Data Sciences?
- Could ITC be a space to host academic classes?
- An idea for future discussion – do we need to change the name to better represent cultural connections?
- How can we continue to think about what space ITC occupies uniquely and what niche ITC fits within the landscape?
- Is the museum too big?

- Is there a concern about potentially moving the Texas Folklife Festival to a different location?
- What is the cost of maintaining the existing building and land?
 - Currently, over \$2M a year in maintenance and police
 - About \$28M in deferred maintenance
- Is there a lower cost to improve the building and space for alternate use (as opposed to a museum)?
- In considering the Southwest School of Arts (SSA) acquisition, where is the opportunity for incorporation or collaboration?

Discussion questions

Guiding principles/criteria for what make an optimal facility and space are outlined, which will be reviewed and refined in future discussions.

- Who are the users?
- Is it accessible?
- What are the uses?
- What is surrounding the building?
- What is the space/building itself?

Discussion of ideas

- Users
 - Locals, people from around Texas, teachers, lifelong learners, UTSA students, researchers/collection managers
- Access
 - Space must be universally welcoming for all cultures and ages
 - Must have high level of visibility
 - Consideration of porosity and shade, ensuring easy to walk in/out
 - Consider windows/vistas/passageways
 - Street presence, equitable access for driving/biking/walking/buses
 - Central location
- Types of Uses
 - Learning and cultural engagement
 - Academic and learning purposes linked to university; connect to Hispanic Serving Institution
 - Events and festivals
 - Museum featuring permanent and visiting/traveling exhibits

- Retail/dining
 - Entertainment/Music/Public Art/Special Events Venue
- Surroundings
 - Outdoor space, density, proximity
 - Park once (or less) and spend hours in location
 - Shared civic space with Hemisfair (shared yard idea)
 - Academic surroundings (some universities have museums)
 - Serves as an entry point to the university
- Spaces
 - Needs to have flexibility
 - Technology forward, accommodate storage, archival zone with separate entrance, etc.
 - All spaces needed for retail, dining, education, etc.
 - Natural/outdoor spaces
 - Film dome consideration

Discussion for next steps

- Review recommendations from the research that has been received. Using a scale of 1-10, identify items, like density, where the task force has agreement.
- Dual considerations for task force members:
 - Think about other places in central and downtown San Antonio where the ITC could thrive
 - Think about how to get the existing building to work beautifully
- How much space do we need? How much of the existing space is being used? What is shareable space? Currently we have 14 acres.

FACILITY & LAND STEWARDSHIP

RECAP MEETING #4

Dec. 2, 2021:

- **Review & refine draft Recommendation Report**
- **Confirm ideas, key concepts & vision**
- **Users**
 - **Locals:**
Optimal: Highlights, celebrates, promotes active / dynamic cultural engagement and education for locals in and around Bexar County. Users visit site at least 2x a year.
Suboptimal: Static, instructional or minimal cultural engagement
 - **Texans:**
Optimal: Attracts Texans from across the globe to engage with the ITC in person and remotely
Suboptimal: Only locals and people within 2-hour radius use the facility
 - **Researchers, Scholars and Students** – tied to academics
Optimal: Ties the Institute to students of all ages, including adult education
Suboptimal: Distinct or independent from life-long learners
 - **Tourists/Visitors: Local, state** and aspirational **nat'l/int'l**
Optimal: Draws in a diverse set of visitors with offerings that are distinct from other Texas culture entities like the Alamo, Witte and Briscoe
Suboptimal: Competes with existing entities and only attracts San Antonians
 - **People interested in Texan Cultures or Academics**
Optimal: Addresses wide range of Texas cultural interests attracting wide range of people who already love or are potentially interested in Texas culture.
Suboptimal: Limited range of cultural expressions and types of users
- **Uses**
 - **ITC Events & Festivals:** Ability to support all desired events and festivals that need to be held on site is optimal.
 - **Exhibit Spaces:** Ability to professionally and beautifully display permanent and temporary/travelling exhibits is optimal.

- **Academic Facilities:** Sufficient facilities to support classroom and/or research activities, connected to UTSA academics is optimal.
- **Archive Storage and Access:** Safely house and make available the current archive and future anticipated acquisitions is optimal.
- **Cultural Entertainment Facilities:** Sufficient facilities to support music, film, live performance, lectures and other cultural entertainment activities is optimal.
- **Dining and Retail:** Good value, tasty dining options and good quality retail is optimal.
- **Access**
 - **Welcoming:** Designed to be inviting to people of various cultures and demographic profiles
Optimal: Welcoming to all cultures and people of all abilities, genders, income, ethnicities and orientations
Suboptimal: Welcoming to only one or two target user profiles.
 - **Accessible:** Designed to be accessible from all forms of transportation including walking
Optimal: Easy, frequent and affordable access based on all types of transportation, including walking
Suboptimal: Primary access just by car with paid parking
 - **Visible:** How visible and recognizable it is from vehicles, pedestrians/bikers, and people who live and/or work in the vicinity
Optimal: Readily visible and recognizable whether you are driving, biking or walking on freeways/roads/sidewalks nearby.
Suboptimal: Primarily visible only by walking nearby. Not immediately recognizable as the ITC.
 - **Porous:** Multiple points of entry and ability to see into the space so it is fully connected to surrounding area, as well as encourages people to investigate and to walk in, around and through is optimal.
 - **Centrally Located:** Located in the downtown area and in a location that is central to the primary users is optimal.
- **Surroundings**
 - **Be a Destination:** Sited and designed with enough activities surrounding it that you can park (car, bike) once and enjoy a whole day. Alternatively, get there by other transportation and enjoy the day as a pedestrian.
 - **Shared Civic, Academic and Cultural Assets:** Amount of other facilities, organizations and public spaces that can be used and/or partnered with for events, activations and other programming.
 - **Outdoor Space:** Sufficient exterior landscaping and space to accommodate intended uses and enhance beauty.

- **Urban Density:** Because ITC will be centrally located downtown, it should be sited in a space that has high urban density of uses. Morning to night mixed uses is optimal.
- **Spaces**
 - **Flexible:** Highly flexible interior and exterior spaces to accommodate a variety of uses and programming is optimal.
 - **Technology Forward:** Utilizing the latest in AR and VR, digital arts, immersive experience design, as well as remote learning and collaboration is optimal.
 - **Mixed Uses:** Diversify income generation opportunities and be attractive to different users & user needs is optimal.
 - **Signature Design:** The physical space that is beautifully designed with a distinct look and feel aligned to ITC brand is optimal.
 - **Gathering Spaces:** Sufficient indoor and outdoor spaces with activations, retail, play spaces and programming to support daily gatherings of people is optimal.
 - **Shade and Nature:** At a minimum, it should have adequate shade and landscaping for any outdoor spaces so that it is pedestrian friendly and inviting to sit and gather during the day is optimal.
 - **Accredited:** The space meets AAM accreditation standards is required.

Discussion: Refine Ideas

- **Users**
 - Added the wording **aspirational** related to Tourists/Visitors: Local, state and **aspirational** national/international
- **Uses**
 - Better utilization of the space year-round, rather than occasional events
 - "ROI relative to frequency"
 - Convention center space / flexibility / multi-use
 - Formal vs. informal facilities and cultural gathering areas
 - Can offer informal, casual opportunities
 - Organic cultural engagement and entertainment spaces
- **Access**
 - Focus on inclusive accessibility and universal design concepts
 - How can we ensure that people with physical or sensory disabilities can fully participate?
 - Change wording from **walkable** to more **accessible** (could be walking, biking, wheelchair, etc.)
 - Ideally both visible and recognizable – iconic design
 - The facility itself should be part of the experience and program

- Balancing welcoming with sufficient control for security
- Important to be open and inviting
 - Visitors should know what is going on inside without having to go inside
 - Facility should be “sticky” versus slick, should be inviting and expressive
 - Example: Berkley Art Museum
 - Keep space downtown and centrally located to primary users
- **Surroundings**
 - Shared civic, academic, and cultural assets
 - Parking/logistics – there is a need for shared parking lot in Hemisfair
 - Related to porosity – no one will visit if on an “island”
 - Think of shared space/resources in a shopping mall
 - Need for adjacent spaces - actively connecting (shared and public space)
 - Important to consider where revenue is coming from and identify business plan
 - Program dictates facilities
 - Need for interpretive programming plan
 - Information shared about Bexar County Historical Commission heritage groups
 - Iterative model (trial and error with a ‘food truck’ approach rather than build a restaurant)
 - What is the urban density?
- **Spaces**
 - Sustainable design is optimal – resiliency and reducing the burden
 - Focus on gathering spaces
 - Need for nature and shade
 - Accreditation is key – if going to have a museum, needs to be accredited
 - Coordinating with existing UTSA resources – Bexar heritage department [The Seed of Texas: An Interactive Exploration of Bexar County](#)

Next Steps & Closing Remarks

- Draft report will be developed and circulated via email

FACILITY & LAND STEWARDSHIP RECAP MEETING #5

Jan. 13, 2022:

- **Review final draft Recommendation Report**
- **Final edits and prep to sign**

The committee is largely in agreement that the draft Recommendation Report accurately reflects group discussions. It was recommended that the Executive Summary be more specific in regards to the future use of the existing facility. An edited version of the report will be circulated for final review.

FACILITY & LAND STEWARDSHIP RECOMMENDATIONS

Executive Summary

The Facility and Land Stewardship Task Force conducted four meetings to consider how the location and design of a facility for the future ITC could contribute to its success and the University. The Task Force considered how the University might leverage the ITC's current location to fully engage stakeholders and optimize benefit to both the community and the ITC and determined that the ITC's current facility is insufficient for any future vision of the ITC as an accredited museum under the American Alliance of Museums (AAM). The Task Force does not advocate for keeping or removing the existing building, and deferred recommendations as to use of the current location in the event a determination is made to locate the ITC elsewhere or not have the ITC be an accredited museum.

In order to accomplish this task, the Task Force members drew from their individual expertise and experiences, as well as public input and expert interviews and reports, to address the ITC Centennial 2068 questions posed to the Task Force. The following recommendations are a culmination of their review of the data and discussions during Task Force meetings. Please note that these recommendations are intended to be used as guidelines for future decision-making, not as specific recommendations for a facility's location, design and management.

Recommendations

1. Clarify Targeted Users

In order to ensure that ITC is the "go to place" to experience the rich mosaic of Texan cultures, an important focus must be placed on who will want these experiences and thereby visit the Institute, either virtually or in person.

Expert Reports

Expert reports helped identify the primary users expected to use, visit, and occupy the Institute. A heavy emphasis was placed on educational opportunities and subjects relevant to Texas cultures (current and past), including experiential opportunities from food and drink, music, language and topics of broad community interest. A similar focus included a redesign of the ITC offerings to increase state-wide appeal and provide for expanded sources of funding support, i.e., Texas Legislature (Assumptions, 2021). Additionally, a need was highlighted for an ITC site master plan that provides for thoughtful interface and community inclusion. If a future ITC is located at Hemisfair, the site master plan would

support entire Hemisfair campus, tourism and hospitality industries (ULI, 2021). Other users include a strong contingent of volunteers (Academic Assessment, 2019) and visiting scholar programs for university faculty (Assumptions, 2021). Overall, the ITC must focus on creating a 21st century space by focusing on the visitor, incorporating user-generated content, and is data driven (Master Plan, 2017).

Community Ideas

Community ideas often supported the expert reports, calling for the ITC to be a “hub” for Texas teachers and teacher educators at UTSA, as well as a space that appeals to children – especially school-aged children.

Discussion and Recommendations

In review of the data and through discussion, the Task Force identified the following target users for the Institute:

- **Locals**
 - Optimal: The ITC should highlight, celebrate, and promote interactive cultural engagement and experiential education for residents in and around Bexar County, with users visiting at least twice a year.
 - Suboptimal: The ITC presents dated, static historic exhibits with minimal cultural community engagement.
- **Texans**
 - Optimal: The ITC should attract Texans from across the globe to engage with the ITC in-person and remotely.
 - Suboptimal: Only locals and people within a 2-hour radius of the facility visit or utilize the ITC.
- **Researchers, Scholars, and Students**
 - Optimal: The ITC should utilize academic resources to accomplish its mission and engage with the community, including students of all ages, including adult education.
 - Suboptimal: The ITC does not engage the community with its academic resources and remains unconnected from life-long learners.
- **Tourists/Visitors - Local, state and aspirational national/international**
 - Optimal: The ITC should attract a diverse set of visitors with experiential and cultural explorations that are distinct from other museums or Texas culture institutions, such as the Alamo, Witte Museum, Bullock Museum (Austin), or Briscoe Museum of Western Art.
 - Suboptimal: The ITC is similar to and competes with existing other Texas history and cultural attractions for visitors, without a differentiating program.

- **Key Psychographic Profile for all possible users - People interested in Texan Cultures or Academics**
 - Optimal: The ITC should address a wide range of Texas cultural interests (past and current) and attract a wide range of people who interested in Texan cultures.
 - Suboptimal: The ITC only offers a limited range of cultural expressions and types of users.

2. Identify Top Functions and Uses for Facilities

A critical discussion among the Task Force concerned the facility requirements to support ITC as a thriving point of attraction, and considering whether the Texas Pavilion meets these requirements to fully support a thriving cultural center, exciting museum, and destination attraction. The result of these discussions is a recommendation to establish a new, attractive, appropriately-designed facility that accommodates functions and uses of the Institute.

Expert Reports

From the existing expert reports, the Task Force learned many essential pieces of information regarding the existing facility. "In its current state, the ITC facility does not meet the AAM's accreditation standards" (M. Goodwin, 2021). Additionally, "modification, replacement or repair of the existing building systems will not solve many of the challenges to accreditation" (M. Goodwin, 2021). Additional reports noted the need for new retail/food and beverage offerings (ULI, 2021), and increased academic connections to the university (Academic Assessment, 2019) including visiting scholar programs for university faculty (Assumptions, 2021).

Community Ideas

These findings were supported by the community input, with several comments about the need for enhanced spaces and more modern and appropriately sized building(s). Commenters noted that "the current ITC building just does not provide the physical environment needed to run a first-class university museum...a new, more appropriately sized and modern building is needed." This sentiment was echoed by others regarding concerns about the "modernization of the complex/grounds itself" with participants noting "it could be a fraction of the size yet accomplish so much more."

Discussion and Recommendations

The Task Force assumed that the ITC of the future would include an accredited museum and have expanded programming and experiences. However, we tried to make recommendations that were applicable if the ITC would remain the same or be reduced in scale. Overall, the Task Force identified that when considering the primary functions of the ITC, the list would include:

- **ITC Events & Festivals** – This was identified as currently the most valuable use by far, attracting more users in a few days than all other programming combined.
 - Optimal: The ITC should be designed to support an expanded number of potential cultural events and festivals that could be held on site or adjacent to the ITC.

Additionally, the facility should better utilize space for year-round functions (the actual return on investment reflected by frequency of use); and include multi-use spaces, which allow for experiential learning, along with both formal and informal facilities and gathering areas.

- Suboptimal: The ITC would be limited to inflexible facilities that only support one type or function; sporadic events.
- Additional notes: The Task Force discussed the need to define the optimal number and size of events/festivals, many of which require outdoor space. It was noted that remodeling of the current location would displace the Folk Life Festival for at least (1) one year, perhaps longer. Hemisfair Civic Park was identified as an alternative, permanent location for the Folk Life Festival.

- **Exhibit Spaces**

- Optimal: The ITC should be accredited in order to attract curated exhibits that support its mission. Exhibit spaces should be designed in a manner that permits the ITC to professionally and beautifully display permanent and temporary/travelling exhibits.
- Suboptimal: The ITC is unable to attract relevant travelling exhibits due to lack of accreditation.
- Additional notes: The Task Force discussed future questions for consideration by the Steering Committee including (1) Given the opportunities for new technologies, engagement, and experiential learning, what is the appropriate size (and space) to maintain and showcase the permanent historical collections? (2) How much needs to be displayed, and should the collection be archived or displayed in remote locations, such as other museums and/or on campus, in a manner that supports ITC mission?

- **Academic Facilities**

- Optimal: The ITC has sufficient academic support facilities, including classrooms and/or research activities connected to University academics.
- Suboptimal: The ITC facility has few or no established/formalized connection to UTSA academics.

- **Archive Storage and Access**

- Optimal: The University is able to appropriately store and make readily accessible the current historical collection of photos and resources (as well as future anticipated acquisitions) to researchers and public.
- Suboptimal: The ITC and/or University facilities do not provide for safe, appropriate access to the collection/archives, and lack infrastructure to support archival access (such as loading dock).
- Additional notes: The Task Force discussed future considerations for the Steering Committee including: (1) Should the collection and archival materials be separated from

the ITC, and where might the archive best be located? (2) How can access to, and protections for, the collection be improved?

- **Cultural Entertainment Facilities**

- Optimal: The ITC has appropriate and modern facilities to support music, film, live performances, lectures, cooking instruction, and other cultural engagement activities.
- Suboptimal: The ITC facility has inflexible space that cannot accommodate multiple uses or robust cultural programming.
- Additional notes: The Task Force posed and discussed details necessary for future design and site planning, including: Exactly what are the types and sizes of required facilities? In other words, the exact types of entertainment, as well as all other functions, including storage, academics, and events, need to be defined in order to outline the physical design and placement of the facilities.

- **Dining and Retail**

- Optimal: The ITC has recognized and affordable dining options for visitors, representing Texas cultures and foods, along with high-quality retail offerings that celebrate Texas.
- Suboptimal: The ITC retail gift store offers products representing a caricature of Texas culture or dominated by tourist-oriented, cheap products.

3. Enhance Access to the Institute

In order to advance the mission of the University, engage the community, and accomplish the vision of the ITC, the Task Force concluded that future access needed to be improved and expanded.

Expert Reports

In answering the question about how users might access the Institute, several reports assisted in the committee's dialogue. A central theme was for the Institute to be centrally located and accessible to everyone (ULI, 2021). This was noted in contrast to the current facility, which limits site access and inhibits accreditation ability (Goodwin, 2021). There was considerable discussion about whether or not to find a new location for the Institute, with potential benefits being heightened community and visitor access, and creating a new, modern, and inviting design (ULI, 2021). Also noted was a missed opportunity to connect with rural communities separated by geography and economic conditions. This finding yielded a need for equitable user access (Assumptions, 2021).

Community Ideas

Community comments urged inclusion of all peoples from the surrounding areas, regardless of economic status. Specific suggestions included a shuttle bus or nearby parking if the Institute remains in its current location. Additional public idea themes include connectivity to nearby spaces and expansion of online exhibits and offerings.

Discussion and Recommendations

Using the expert reports, community feedback, and Task Force discussion, the following qualities were determined as essential to enhancing the access of the Institute.

- **Welcoming**

- Optimal: The ITC facility is thoughtfully designed to be physically, operationally, and symbolically inviting to people of various background and demographic profiles, including people of all abilities, genders, income, ethnicities and orientations.
- Suboptimal: Access to the ITC is discouraged by its location, operations, or design, thereby becoming less welcoming to many.

- **Accessible**

- Optimal: The ITC is situated and designed to be truly accessible from all forms of transportation including car, transit, walking, bike, wheelchair, etc. with easy, inexpensive, frequent, and affordable access. The ITC design includes a focus on accessibility in terms of physical access, lighting, sensory sensitivities, etc.
- Suboptimal: Primary access to the ITC is provided by personal vehicles in parking lots, with paid parking.

- **Visible**

- Optimal: The ITC should be readily visible and recognizable from public areas, including nearby roads, sidewalks, or public parks. It should be a landmark, immediately recognizable by people who live and/or work in the vicinity. Care should be taken to provide a balance between welcoming, porous design and sufficient controls for security.
- Suboptimal: The ITC facility is not visible from public areas, nor immediately recognizable as the ITC.

- **Porous**

- Optimal: The ITC facility should have multiple points of entry, and a degree of transparency that permits visibility into the space so it is fully connected to surrounding area. This also encourages people to investigate and to walk in, around, and through. It is important for exterior spaces to be open and inviting – so-called “sticky” spaces that attract visitors.
- Suboptimal: The ITC has only one point of entry, with limited outside visibility. It requires people to enter into the building to know what it is going on inside.
- Additional notes: The Task Force considered and discussed scenarios in which the location is a more open, inviting space and posed the following question for future planning: What is the desired porosity if the ITC is located in a more open space (like Hemisfair) versus a dense, urban space (like The Briscoe or Tobin Center)?

- **Centrally Located**

- Optimal: The ITC should be located in the downtown area and central to the community, the primary users.
- Suboptimal: The ITC is located outside of downtown, thereby, making it more challenging or inconvenient to access by the primary users and tourists.
- Additional notes: As noted above, the location of vast archival collections was discussed, with the following questions identified as crucial to future planning: (1) Does the archive/historical collection need to be co-located with the public spaces and exhibits of the ITC? If not, where is an appropriate accessible location for it?

4. Surround the Institute with Shared Spaces and Attractors

The Task Force gave careful consideration as to the immediate surroundings of the ITC and how surrounding uses or entities might mutually support the ITC. This conversation is linked to the question posted regarding the best strategy to steward the use of land to optimize benefit to both the community and ITC, as well as how the ITC can contribute positively to the vision of Hemisfair and the ongoing vitalization of downtown. Through these interwoven questions, the committee was able to identify the optimal surroundings for the ITC.

Expert reports

Findings from expert reports highlighted both the limitations of the current location and values for an ideal future location. The existing ITC “does not support the development or implementation of revenue producing areas and programs needed to sustain operations” (Goodwin, 2021). Looking forward, proximity to visitors/tourists was emphasized (ULI, 2021) as well as the need for a location that supports community goals and supports Hemisfair (ULI, 2021). Recommendations include to “place ITC closer to a growing, vibrant part of the city” (Potential Relocation of ITC, 2015) and a vision that supports San Antonio, the surrounding neighborhoods, UTSA, Hemisfair, the Convention Center, and all partners’ reputation and contribution (Goodwin, 2021).

Community Ideas

Several of the community ideas added richness to the findings of the expert reports. Ideas called for “more density and connectivity to the neighborhoods and Hemisfair” including suggestions to “move it closer to the action of Hemisfair Park and reimagine the building much like what happened with the Doseum” and/or “open the grounds with better landscaping, shaded areas, tree canopy and make it connected to adjoining property - create a downtown cultural walkway.”

Additional suggestions included a call to “form a consortium of San Antonio museums, working together to promote history, the arts, science, culture, and each other. Have a special bus or train line that connects the museums to one another. Offer discounts for people wanting to visit more than one.” Overall, participants noted that “ITC has such a good location, yet nobody really knows about it or visits it. Better land development with architects and developers” can assist with enhancing surroundings with shared space.

Discussion and Recommendations

Overall, the review of expert reports and detailed analysis of community ideas led to a fruitful Task Force discussion regarding the surroundings of a future Institute, what those should include, and how surrounding areas might support the ITC vision and financial sustainability. Discussions further included consideration of the programming that should dictate the facilities and grounds, which will be a critical charge for the Steering Committee in evaluating findings from all Task Forces. In general, the current location is suboptimal because it has nominal other facilities and amenities within short walk that would attract people for other reasons and thereby introduce them to the ITC or give people additional reasons for staying in the area after going to the ITC.

- **Be a Destination**

- Optimal: The ITC should be sited and designed with enough complimentary activities surrounding the Institute that visitors can park (or otherwise arrive) once and enjoy a whole day in the area without driving.
- Suboptimal: The Institute is isolated with no surrounding complimentary activities or businesses, prompting visitors to drive/leave to find other activities.

- **Shared Civic, Academic, and Cultural Assets**

- Optimal: The ITC is surrounded by facilities, organizations and public spaces that can be used and/or borrowed for events, activations, and other programming by other individuals, organizations and businesses. Ideally, ITC visitors and staff utilize existing parking structures, park spaces, restaurants, and facilities (such as those at Hemisfair/Civic Park).
- Suboptimal: The ITC is situated in a location without many shared assets or complimentary activities.
- Additional notes: The Task Force engaged in discussion about how adjacency to shared assets and spaces would create “energy” around the ITC facility. Additionally, the Task Force discussed possibility of using an iterative model (trial and error with a “food truck” approach) when planning restaurant/food service options at the ITC.

- **Outdoor Spaces**

- Optimal: The ITC grounds are designed with attractive spaces, shade, lighting systems, electricity, water services, hardscapes, and exterior landscaping to both accommodate outdoor activities while enhancing the beauty of the facility.
- Suboptimal: The ITC has poorly designed, less attractive, and uncomfortable exterior spaces that limit utilization.

- **Urban Density**

- Optimal: Due to its central location, the ITC should be sited downtown in a space that has a high urban density of complimentary uses, including morning-to-night activities.

- Suboptimal: The ITC is isolated with few nearby activities or mixed uses.

5. Create Flexible Interior Spaces

The Task Force discussed in detail the best strategies and tactics to leverage the use of land to generate resources to advance ITC's success and sustainability looking forward. Specifically, the Task Force considered the internal spaces that might make up a future Institute and aspects that comprise the internal workings of a successful Institute.

Expert reports

As noted previously, an essential focus of the Task Force discussion surrounding the topic of land, resources, and spaces is that--in its current state--the existing ITC facility does not meet the AAM's accreditation standards (Goodwin, 2021), and that "modification, replacement, or repair of the existing building systems will not solve many of the challenges to accreditation" (Goodwin, 2021). Additional reports noted the need for new retail/food and beverage offerings (ULI, 2021), opportunities for ITC to increase its academic connection to the university (Academic Assessment, 2019), and visiting scholar programs for university faculty (Assumptions, 2021).

Community Ideas

The number of community ideas submitted related to the concept of flexible space aimed at leveraging the use of land to generate resources to advance the ITC's success was significant. Many ideas centered on events and activities, including suggestions to "host social events" and "partner with food trucks and hold happy hours," as well as hosting "concerts, live events, special or exclusive invitations [such as] after dark events, premiere events for new exhibits, etc." An emphasis was also placed on outdoor events including "outdoor community garden and performance space for meditation, outdoor classes, music, storytelling" and "outdoor event spaces to showcase the ITC for Cultural Events, Philanthropic Event, Galas, or other Private Events." Additionally, a need for "more public-private partnership" was offered, detailing that "restaurants and other retailers could draw attendance, just as it has done in Yanaguana [Gardens at Hemisfair]."

Discussion and Recommendations

Using expert reports, community ideas, and expertise from within the Task Force, the committee discussed and refined recommendations in the following areas:

- **Flexibility**

- Optimal: The ITC facility has highly flexible interior and exterior spaces to accommodate a variety of uses, activities, and programming.
- Suboptimal: The ITC has limited outdoor spaces and interior spaces restricted to single uses like exhibition or office space.

- **Technology Forward**
 - Optimal: The ITC utilizes the latest technology in AR and VR, digital arts, immersive experience design, as well as remote learning and collaboration.
 - Suboptimal: The ITC employs static displays without the use of current technologies.
- **Mixed Uses**
 - Optimal: The ITC facility has diverse revenue generation opportunities, which are attractive to different users and user needs.
 - Suboptimal: There are limited revenue opportunities from the ITC facility.
- **Signature Design**
 - Optimal: The physical space and building of the ITC is beautifully designed with a distinct look and feel aligned to ITC brand. Additionally, the facility includes a sustainable design focused on resiliency and reducing the burden on the environment.
 - Suboptimal: The ITC building and grounds is neither unique nor identifiable; it fails to attract visitors.
- **Gathering Spaces**
 - Optimal: The ITC has sufficient indoor and outdoor spaces with activations, retail, play spaces and programming to support desired, intended and/or appropriate daily gatherings of people.
 - Suboptimal: The ITC only has spaces that limit gatherings, and/or fail to attract visitors.
- **Shade and Nature**
 - Optimal: At a minimum, the Institute should have adequate shade and landscaping for any outdoor spaces so that it is pedestrian-friendly and inviting to sit and gather during the day.
 - Suboptimal: The ITC has limited shade and outdoor spaces, with no comfortable outdoor locations where visitors/guests can gather.

Throughout the discussions related to the creation of flexible space in relation to leveraging the use of land, an emphasis was placed on the need for accreditation. Beyond an ideal optimal situation, it is **required** for the space to meet AAM accreditation standards in order to be successful in the future as a museum.

Additional comments for Steering Committee consideration

Although ultimately determined not to be germane to the Facility and Land Task Force, several topics emerged in discussions among committee members that are worth noting in this final recommendation report. The emergence of these topics is natural, as discussing any one facet of the future of the Institute fosters questions related to the interconnectivity of the other topics simultaneously under review. This summary is offered to the Steering Committee for their consideration in reviewing recommendations from all ITC Task Force groups.

- **Building Preservation:** Concern was expressed over the preservation of existing Hemisfair buildings. The Task Force Chairs accepted the discussion and reminded Task Force members that the purpose of their group is to meet, review expert findings and community ideas, and generate recommendations for the best facilities and location for the ITC. Findings will be sent to the ITC Steering Committee. We make no comment on the ultimate use of UTSA buildings in Hemisfair, but note that we expect any actions would follow relevant historical preservation requirements, at that time.
- **Coordination with Existing Resources:** A topic was raised regarding coordination with existing historical resources, including a joint project with the Bexar Heritage and Parks Department and UTSA called *The Seed of Texas: An Interactive Exploration of Bexar County History* ([The Seed of Texas: An Interactive Exploration of Bexar County](#)). Although this suggestion might be more applicable to the Community Engagement and Sustaining Support Task Force, the Task Force Chairs offer this suggestion for consideration to the Steering Committee.

APPENDIX: A

CHOICE BOARDS

1. Rename ITC, dropping the name Institute and renaming it Texan Culture Museum of Education
2. History past/present/future with inclusivity of all ethnic groups through their settlement and contributions to Texas
3. Create and enhance exhibits using technology for in-person and virtual experiences
4. Leverage on tech and utilize faculty to educate on various topics currently impacting the San Antonio area (such as inequality, housing, police reform, voting rights)
5. Create engaging travel exhibitions and virtual learning opportunities to students and community with opportunities to partner with other state/national museums
6. Strategic partnerships with public, private, non-profit, and philanthropic entities to connect and unite the community
7. Intentional programming and engaging outreach through various platforms in K-12 classrooms across Texas for students bringing the understanding the diverse history of Texas
8. Offer cultural festivals, conferences, entertainment events, and other activities leveraging hemisphere park to bring the community together and encourage visitors inside/outside of Texas
9. Move the Back 40 Lot buildings to the front lawn. Make them into a miniature architectural museum
10. Retain the original ITC property, including the building itself, and capitalize on the HemisFair connection
11. Build a theater/auditorium for performances/plays
12. Modernize the building and grounds for more accessibility, modernizing indoor/outdoor space
13. Develop outdoor landscape creating opportunities for meditation, outdoor activities, playgrounds, and gardening for the community

Idea

Explores the story of Texas (past, present, and future) with inclusivity	Engage with people of relevance and connections	Provides a resource to the community for a greater cultural understanding	Builds a sense of community ownership	Leads to a unique, world-class destination for experiencing Texan cultures	Allows for adoption to future technological and programming needs	Advances the UTSA academic mission and serves PK-12 students	Continuous evolution in programming with community engagement	How feasible is the idea politically?	How financially operational is it?	How feasible is the idea environmentally?	Accessible for all (physical, technology, and language)
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