PROPOSAL TO PROVIDE
CONSULTING SERVICES
TO EVALUATE THE FEASIBILITY OF A CONFERENCE/
CONVENTION CENTER IN LAWRENCE, KANSAS

MARCH 20, 2014
March 20, 2014

Mr. David L. Corliss
City Manager
Lawrence City Hall
P.O. Box 708, 6 E. 6th Street
Lawrence, Kansas 66044-0708

Dear Mr. Corliss:

Conventions, Sports and Leisure International (CSL), in conjunction with Convergence Design (Convergence), is pleased to submit our proposal to evaluate the feasibility of a Conference/Convention Center in Lawrence, Kansas. The results of these services would assist the City of Lawrence, the University of Kansas and other community stakeholders in the assessment, planning and potential design of a conference/convention center in Lawrence, providing a comprehensive set of research, analysis and recommendations from which informed decisions can be made.

CSL was founded in 1988 specifically to provide focused and independent research to the convention, event, and hospitality facility industries. The professional resources at CSL include more than 150 years of combined industry experience and a large staff of highly-trained consultants. We have provided consulting services concerning more than 500 conference, convention, hotel, meeting, sports, entertainment and event facility projects throughout North America. Importantly, we have recently performed an extensive number of event facility planning studies throughout Kansas and the surrounding region including engagements in Lawrence, Wichita, Salina, Johnson County and Topeka, Kansas; Kansas City, Missouri; Oklahoma City and Tulsa, Oklahoma; and the State of Nebraska, among others. Additionally, our experience includes work with a number of major universities throughout the country, including Kansas University (KU), the University of North Carolina at Charlotte, Oklahoma State University, Iowa State University, the University of Colorado–Boulder and Yale University among many others.

Based in Kansas City, Missouri, Convergence offers a wide range of architectural and related services, including master planning, strategic facility planning, programming, design, documentation and construction phase services. With more than 30 years of professional experience, Convergence architects have designed a wide variety of public gathering places, including conference and convention centers, stadiums, arenas, recreation centers, student centers, fairgrounds, churches and other similar facilities. They value people more than design awards and value the communities where buildings exist as much as the buildings themselves. They are about finding design solutions that are as right for a particular place as they are for a particular time.

Each market is unique, and there is no substitute for the extensive research that is necessary to ensure that decision-making during the various stages of project development accurately reflect these distinctive characteristics. More so than any other firm performing these types of studies, CSL conducts more direct outreach to competitive and comparable venues and current and/or potential new users of conference/convention space in the study’s subject market. This research-based approach not only ensures that the findings and recommendations reflect the unique conditions of your individual community/destination, but it provides you with a comprehensive understanding of how these findings and recommendations were reached.

The objectivity and value that we bring to each project is highlighted by the large number of clients who have retained us for multiple engagements over the years. CSL and Convergence have worked together on many conference/convention facility projects in the past, including conference/convention facilities that were built and are successfully operating today. Very simply, no other project team has the overall relevant convention/conference center industry planning experience, detailed study approach and/or understanding of the Lawrence community that we offer.

The contents of this proposal highlight the extensive experience of our project team and the professionals who would be assigned to this project. We are enthusiastic about the prospect of assisting you with your planning efforts. Should you have any questions or require any additional information, please feel free to contact me at (612) 294-2003 or bkrueger@cslintl.com.

We greatly appreciate your consideration.

Sincerely,

Bill Krueger
CSL International
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PROJECT TEAM BACKGROUND, EXPERIENCE AND REFERENCES
CSL was founded in 1988 specifically to provide focused and independent research to the convention, trade, conference, hospitality and public assembly facility industry. The professional resources at CSL include over 150 years of combined industry experience and a large staff of highly trained consultants. In total, members of our firm have participated in over 500 engagements throughout 47 states and seven countries with respect to these types of facilities.

CSL has conducted conference, convention, destination, hospitality and other event facility planning studies in markets throughout the country that span the competitive and comparable market landscape. We assist our clients from the earliest stages of project planning, ensuring that all decisions are informed ones. Our consultants provide in-depth information, creative solutions to underlying issues, a thorough analysis of financial implications and various measurements of risk and return surrounding alternative courses of action. We understand that no two markets – or planning studies are the same, and our approach is designed to reflect the unique demand characteristics of the market within a highly competitive industry. CSL has built its reputation on meeting client needs by delivering quality services that have credibility in the marketplace.
As our focus is on the public assembly and hospitality industry, we are continually researching emerging trends and conditions that impact facility management, DMO’s, municipalities, public facility authorities and other industry participants. Over the past 25 years, members of our firm have built a reputation in assisting clients with critical strategic business planning surrounding the convention and visitor industry. These issues have commonly included the following:

- Market demand characteristics unique to a particular destination.
- Center and destination benchmarking research.
- National trends and their impact on individual markets.
- Development and expansion program plans that are tailored to these market characteristics.
- Mixed use development opportunities.
- Financial operating issues.
- Project funding options.
- Economic and community-wide impacts.
- Management structures and philosophies.
- Marketing efforts.
- Destination planning, focusing on hospitality, entertainment and other assets needed to grow the convention and visitor base.
- Related planning, development and operational issues.

Today, markets throughout the country are making significant investment in their convention and visitor industry assets. At the same time, societal demographic trends are impacting how events are produced and how centers need to respond. To remain competitive, any market must conduct strategic planning that incorporates industry trends, the competitive landscape, and (very importantly) the attributes, amenities and demand patterns that are unique to the market.

Recognizing that as a destination pursues conference center, hotel and other visitor industry investment there is no substitute for the extensive research that is necessary to ensure that decision making during the various stages of project planning accurately reflects the distinctive and unique market characteristics. More so than any other firm performing these types of studies, CSL conducts more direct outreach to competitive and comparable venues and current and/or potential new users of event space in your market.

This research-based approach not only ensures that the findings and recommendations reflect the unique conditions of your individual community, but it provides you with a comprehensive understanding of how these findings and recommendations were reached. The objectivity and value that we bring to each project is highlighted by the large number of clients who have retained us for multiple engagements over the years. Very simply, no other firm has the overall research capabilities, relevant event facility industry planning experience or approach that we offer.
Convergence Design

Who We Are

Convergence Design is about connecting people in significant and memorable places, and bringing them together in positive spaces. Convergence Design values the communities where buildings exist as much as the buildings themselves. We’re about finding design solutions that are as right for a particular place as they are for a particular time.

Specializing in public assembly architecture, Convergence Design offers a wide range of architectural and related services, including strategic facility planning, programming, master planning, design, documentation and construction phase services. We also offer consulting services in strategic marketing, public presentations, graphic design and branding.

Convergence Design is committed to serving each client with personal, professional care. We engage with trusted, experienced colleagues to provide the full range of architectural and engineering services required for a particular project. Our clients rest assured knowing they will receive attention from the owner-principal throughout the course of their project.

Firm History

Convergence Design began as the private professional practice of David Greusel, FAIA in 2004. Since then, the practice has served a variety of municipal, private and non-profit clients in the United States and Canada. We have assisted clients with everything from master plans to tenant finish permit drawings to building renovations to entirely new buildings. Convergence Design is organized as a Limited Liability Company in the state of Kansas and is authorized to provide architectural design services in eighteen U.S. states.

Specialized Experience

With more than 30 years of professional experience, founding principal David Greusel has designed a wide variety of public buildings, including convention and conference centers, arenas, ballparks, recreation centers, student centers, churches, and similar facilities. Convergence Design’s portfolio also includes a number of completed educational and institutional projects, office and retail projects, as well as a large number of facility master plans.
Representative Clients
Convergence Design’s client list reflects a diverse group of institutional, non-profit, and corporate clients. Some of our current and past clients include:

Alabama State University; Montgomery, Alabama
American Red Cross; Kansas City, Missouri
Greater Burlington Partnership; Burlington, Iowa
Community Development Foundation, Tupelo, Mississippi
Elkhart, Indiana Economic Development Commission
The City of Enid, Oklahoma
Global Spectrum; Philadelphia, Pennsylvania
Kansas City Chiefs Football Club; Kansas City, Missouri
Northwest Missouri State University, Maryville, Missouri
PPG Industries, Pittsburgh, Pennsylvania
Public Facilities Authority, City of Winston-Salem, North Carolina
The City of Salina, Kansas
The City of St. Joseph, Missouri
Stillwater Industrial Foundation, Stillwater, Oklahoma
St. Clair County, Michigan
The City of Troy, Ohio
University of Missouri; Columbia, Missouri
Walton County, Florida
YouthFront; Westwood, Kansas

Credentials
Founding Principal David Greusel is a member of the College of Fellows of the American Institute of Architects and has been certified by the National Council of Architectural Registration Boards since 1982. He is licensed to practice architecture in the following states:


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Convergence Design is a highly creative, a ‘think-outside-the-box’ organization that I believe will continue to grow and impact the architectural industry, as well as the community.”

Douglas R. Peete, President, Peete & Associates

Top to Bottom:
• Utah Valley Convention Center, Provo, Utah
• Dow Leadership Academy, Midland, Michigan
• Peoria Civic Center; Peoria, Illinois
The City of Lawrence recently engaged CSL to analyze the economic and fiscal impacts of the proposed Lawrence Sports Village, which is envisioned to include a 181,000 square foot indoor recreation center, as well as a competition soccer field and a competition 10,000-seat track and field stadium for the University of Kansas Athletics. The indoor recreation center is envisioned to accommodate a variety of sports including basketball, volleyball, indoor soccer, wrestling, gymnastics, and other such sports, while the competition soccer field and track and field stadium are envisioned to serve as the host of the University of Kansas women’s soccer and track and field programs, as well as other amateur soccer and track and field events. As a means of formulating assumptions necessary for estimating the economic and fiscal impacts of the facility, CSL developed estimates of potential utilization demand and analyzed potential financial operations.
In October 2012, CSL completed a market and financial analysis related to potential renovations to Memorial Stadium at the University of Kansas. As an initial step, CSL reviewed the historical operations of the Jayhawk football program and Memorial Stadium in order to provide a benchmarking comparison of Memorial Stadium to other football stadiums in the Big 12 Conference. Subsequently, CSL conducted an independent primary market analysis involving over 6,400 email surveys with Williams Education Fund donors, season ticket holders, occasional game ticket buyers, alumni, faculty/staff, and other members of the University community to gauge their potential interest in various new premium seating areas, including field level club memberships, club seats, loge boxes, and luxury suites, as well as their preferences related to potential improvements to the game day experience for all Jayhawks fans. CSL also conducted five focus group sessions in order to obtain additional insights from Williams Education Fund donors, football ticket buyers, alumni, and other such groups. Based on the results of the market study, CSL developed estimates of appropriate premium seating inventories and prices that could be supported in a renovated stadium. Finally, a financial analysis was performed to assess the incremental revenues that could be derived from a renovated Memorial Stadium.
In 2013, CSL was engaged by Wichita’s convention and visitors bureau, Go Wichita, to conduct an assessment of the market potential for the Wichita convention product. Our research effort is intended to identify and evaluate the market viability of convention center enhancement and to provide a thorough overview of competing facilities, event planner opinions, local convention industry conditions, industry trends and the impact of a new or expanded facility on the marketplace.

As part of this study effort, the primary components of a successful convention/destination package were evaluated in order to assess the types of added/enhanced convention facilities best suited to the local market. Specific tasks included an assessment of the existing convention center operations, inventorying the visitor industry infrastructure in and around downtown Wichita, an analysis of competitive convention facilities throughout the state and region, a review of the convention product within national markets comparable to Wichita, analysis of recent and ongoing industry trends and a comprehensive assessment of the market demand unique to the Wichita convention product.

This data provided an understanding of the competitive strengths and challenges of the Wichita destination from the perspective of convention, tradeshow and other event planners. The resulting analysis provided valuable insight as to how the Wichita convention product should be positioned to reflect the unique conditions of the local marketplace. Should sufficient market demand be established, a second phase of the study would develop estimates of event levels (by type) associated with future convention product investment, and the projected net new economic impacts that could be generated by an improved convention product in downtown Wichita.

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CSL was retained by the City of Kansas City to conduct a thorough financial and operations analysis for the Kansas City Convention Center. The study focused on financial operations on a line item bases, developing metrics for comparison to competitive and similar centers. The planning study also measured event activity at the center relative to the competitive and similar facility set.

Past CSL research projects have included an extensive analysis of the convention and entertainment facility needs for Kansas City. The study addressed market demand, facility and community needs, and financial and economic issues as they relate to attracting and accommodating convention activity specific to Kansas City. Extensive market research, program, financial and economic research was conducted as part of the study.

CSL also completed a convention and visitor industry Destination Master Plan for the Kansas City market area. The master plan focused on convention, hotel, attraction and other needs of the community to grow the impact of the convention and visitor industry.

The objective of the research provided as part of this study effort was to help facilitate the creation of a destination master plan for Kansas City’s visitor industry. The Destination Master Plan was designed to integrate primary past research into a coordinated vision for growing the magnitude and impact of the visitor industry in Kansas City. Specific initiatives presented within the master plan were placed within appropriate timeframes for implementation. In addition, appropriate public, private and non-profit entities that should be involved in the implementation process were identified.

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CSL completed a feasibility study for a new civic/convention center in Stillwater, Oklahoma. Stillwater is situated approximately an hour’s drive north of Oklahoma City and an hour’s drive west of Tulsa. It is also home to the Oklahoma State University Campus.

Key study components included the analysis of existing local market conditions, competitive/comparable facilities and communities, industry conditions, market potential by event segment, building program, event levels, site/location issues, preliminary construction cost estimates, financial operations, economic and fiscal impacts, funding alternatives and ownership/management options.

Further, the study process included in-person interviews with key local community and business leaders and telephone surveys of more than 75 event planners of potential events that could utilize a new facility.

The study included analysis of various public/private partnership opportunities concerning project development, with private partners such as hotel developers and Oklahoma State University.

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In late 2013, CSL was engaged by the University of North Carolina at Charlotte Foundation to conduct a feasibility study for a proposed new hotel and conference center adjacent to the University’s campus. The envisioned hotel would consist of a 375-room, upper-upscale chain scale property with a national brand such as Hilton, Hyatt, Marriott, Renaissance, or Westin. With its main campus located approximately ten miles from downtown Charlotte in the University City area, UNC-Charlotte has a student enrollment of more than 25,000.

The first phase of work included a detailed array of outreach, research and analysis tasks that provided a thorough assessment of the market potential for the proposed hotel. Projections of market performance and analysis of income and expense were completed. A project valuation was completed, along with a feasibility gap analysis that estimated the level of outside support required to provide a sufficient hotel investor return-on-investment. We also assessed sources of funding typically used within the industry and their applicability for the proposed project.

An important goal of the study also entailed optimally sizing the integrated conference space to maximize its benefit to the project and the university, as well as discussing market and financial implications of various conference space sizing alternatives. Specifically, the second phase of the study included analysis of local UNC-Charlotte conditions, competitive/comparable facilities and primary market research via telephone and in-person interviews and surveys of planners of rotating conferences and meetings. The results provided the basis for refining a supportable conference space program and further analysis of the associated cost/benefit and return-on-investment conclusions reached within the initial phase of work.

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In 2009, CSL was retained by the Ames Convention and Visitors Bureau to conduct a feasibility study for a new mixed-use convention and events center in Ames. The facility would be envisioned to meet several flat floor and other event needs of Iowa State University and the Ames market in general.

Based on an analysis of existing conditions in the Ames market, a review of operating information from existing facilities in comparable communities, and extensive interviews and surveys of potential facility users, we assessed the demand for various potential programming spaces.

Based on this analysis, estimates were developed regarding the number and types of events that could utilize a new facility in Ames on an annual basis. We also prepared estimates of the annual revenues and expenses that could result from facility operations, and the economic impacts that could be generated as a result of increased development and visitation spurred by the facility. We also provided guidance as to potential funding sources, management options and operating policies for the proposed facility.

CSL was retained again recently to assist the ACVB with various activities related to the development and funding of a potential conference center and hotel in Ames. Key tasks include analyzing the market potential and supportable size of a hotel in Ames, identifying and analyzing potential funding sources and developing potential parameters for private funding opportunities.

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CSL was selected from a field of proposing firms to perform a market, financial and economic impact feasibility study for developing the Sanford Center, which opened in October 2010.

The multi-use facility is expected to fulfill a number of important roles, including the accommodation of various local and non-local events such as conferences, tradeshows, performing arts, athletics and recreation. Further, the venue serves as a home to the Bemidji State University Division I Hockey program, through an ice hockey arena component and associated ice sheet (in addition to multipurpose flat floor space appropriate for conferences, meetings, tradeshows and other such events).

CSL was re-engaged to assist the City evaluate a potential transaction and partnership with a private hotel developer. The purpose of the partnership is to maximize private sector involvement and support to help defray public sector costs. Our assistance included providing market and financial assessments for the hotel project, including development of assumptions regarding market absorption, occupancy, average daily rate, revPAR, hypothetical operating cash flows, preliminary cost-to-build and partner return on investment (ROI) considerations. Additionally, CSL assisted in soliciting private partner candidates, evaluating developer/operator proposals, and structuring and negotiating development and operator agreements. A new 92-room DoubleTree by Hilton opened at the site in November 2013.

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CSL is currently leading a project team working with Georgia Southern University to determine the feasibility of developing a new arena, conference center and hotel in Statesboro, Georgia.

The first phase of this analysis involves a comprehensive evaluation of the marketplace including: an analysis of existing local market conditions, assembling and analyzing a variety of physical and operational characteristics from existing competitive and/or comparable complexes and conducting surveys with a wide variety of potential user groups. Based on this analysis, we will review and evaluate potential options related to the potential project, and to determine the appropriate supportable building programs.

Subsequent tasks to be accomplished include developing estimated operating results for the supportable building program scenarios outlined, conducting a funding analysis to explore both public and private sector funding alternatives and assessing the economic and fiscal impacts generated by the operation of the subject facilities that will provide the basis for an overall cost/benefit analysis.

Our evaluation involves a detailed market analysis for the potential development of an on-campus hotel. This analysis considers a detailed review of existing hotel supply and demand, projects future occupancy and average daily rate, income and expense projections and a funding analysis.
BLUE WATER CONVENTION CENTER & HEADQUARTERS HOTEL
Port Huron, Michigan

In 2010, CSL was engaged by the City of Port Huron to conduct a feasibility study of a new convention center. The original study contemplated the development of convention space adjacent to McMorran Place, the community’s existing arena/civic venue located in downtown Port Huron.

The study included analysis of local market conditions, industry trends, competitive/comparable facilities, market surveys, supportable program, financial operations, economic impacts and funding alternatives. Study results emphasized the need for an appropriate supporting headquarters hotel in order to make the convention center project feasible.

The following year, St. Clair County retained CSL to update its financial and economic impact analysis to consider a new convention center concept that would be attached to a renovated existing hotel property at the waterfront, and operated under a public/private partnership model.

Since 2011, CSL has been retained a third engagement that has provided a variety of planning assistance, including analysis and recommendations concerning management models, architectural layout and design issues, along with assistance in developing and reviewing a variety of agreements with the private partners. CSL had an instrumental role throughout the entire process of contracting private management for the Convention Center, including developing the RFP, evaluating proposals, interviewing candidates, and negotiating contract terms. CSL also had a lead role in developing and negotiating a room block agreement with the headquarters hotel, a booking policy, and a cooperative marketing agreement for the project.

The County approved bond financing for the convention center in August 2012. Construction is expected to be completed in late 2014. The attached headquarters hotel, a 149-room Hilton Doubletree Hotel, completed a major renovation and opened in early 2014, along with a new attached third-party operated restaurant.

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In 2013, CSL assisted the City of Henderson perform a feasibility study related to the potential market demand for a new or expanded combined-use events center. Henderson is community just outside Las Vegas and any convention facility development would be expected to serve the greater destination, in addition to Henderson itself.

The study process involved a detailed assessment of existing conference, meeting and cultural event center facilities throughout the market. Significant outreach was performed to gain an understanding of specific areas of need within the community and to what extent new Henderson event facilities can fulfill this demand. Additional outreach was conducted to understand the potential for attracting new non-local event activity to the Henderson community.

Key objectives for the study included a focus on industry performance for the facility - specifically financial and economic impact potential and the associated facility return-on-investment; performance benchmarking data with respect to comparable venues; industry operating data with projections of future event levels and financial results; and recommendations for optimal location, specific facility use[s], and characteristics and amenities for the facility.

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CSL conducted the original feasibility study for the new Utah Valley Convention Center in downtown Provo, Utah, as well as a market study for new downtown hotel development to support the project. CSL led a project team that was engaged by the Provo City Redevelopment Agency, the Utah Valley Economic Development Association and the Utah Valley Convention and Visitors Bureau.

The study developed an understanding of local conditions and dynamics influencing the demand and support for the convention center, analyzed market demand, and outlined finance strategies to be implemented to fund the center, identifying financing gaps the private sector may not be able to fill. The engagement resulted in a detailed market and economic feasibility assessment of a new convention center that outlined various development scenarios, including public/private partnerships with hotel developers and other private organizations.

CSL was again retained in 2010 by Utah County to assist in the solicitation of third-party private management firms, evaluate operator proposals and structure and negotiate an operator agreement for the new convention center.

The County broke ground on the $40 million UVCC in October 2010, mirroring the programmatic space recommendations of CSL. The building was completed in May 2012.

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PROPOSED BOULDER CONFERENCE CENTER
Boulder, Colorado

CSL has been working in Boulder for more than ten years. We completed a detailed feasibility study concerning the potential development of a convention/conference center in Boulder for the Boulder Chamber of Commerce. The internationally-known natural beauty of the area, the University of Colorado, combined with its general proximity to the Denver metropolitan area Colorado represent strengths that make this a viable event destination.

The conference center as planned would attract state, regional and national events. With the University of Colorado campus located adjacent to proposed sites, additional plenary session space could be incorporated into the project.

Key components of the study included market surveys, market demand analysis, building program analysis, event levels analysis, financial operations and economic impact analysis and funding analysis.

More recently, CSL has twice been retained to update the market and economic impacts that a potential new conference center could have on the Boulder market.

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CSL completed an engagement with the Greater New Haven Convention & Visitors Bureau to conduct a detailed feasibility study concerning the potential development of a convention/conference center in downtown New Haven, Connecticut (home of Yale University). One of the options considered under the study included the potential renovation/expansion of the New Haven Coliseum into a multipurpose convention facility.

Key study aspects included industry trends, competitive and comparable facility analysis, local market conditions, market demand, building program, financial operations and economic and fiscal impact.

As part of the market analysis, detailed surveys were conducted with state and regional associations, corporations located in the New Haven area and nearby major markets (i.e., Hartford, Springfield, New York City, etc.), Yale University departments, SMERF (social, military, educational, religious and fraternal) groups, and other groups.

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CSL project managers, offering an unmatched breadth and depth of relevant industry experience, have worked throughout the country with a wide variety of public and private sector organizations to perform hundreds of convention, conference, hospitality, trade, exhibition, civic and multipurpose event facility studies, including the following:

**SELECT CONVENTION, HOTEL AND EVENT FACILITY PROJECT EXPERIENCE**

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Fresno State University
Fresno, California

Gatlinburg Convention Center
Gatlinburg, Tennessee

George R. Brown Convention Center
Houston, Texas

Georgia Southern Univ. Conference Center
Statesboro, Georgia

Georgia Southern Univ. On-Campus Hotel
Statesboro, Georgia

Gonzaga University Centre
Spokane, Washington

Gonzalez Convention Center
San Antonio, Texas

Grand Wayne Center
Fort Wayne, Indiana

Granbury Conference Center
Granbury, Texas

Grand Junction Event Center
Grand Junction, Colorado

Grand Wayne Convention Center
Grand Wayne, Indiana

Greater Tacoma Conv. and Trade Center
Tacoma, Washington

Hammond Convention Center
Hammond, Louisiana

Hartford Convention Center
Hartford, Connecticut

Havre Multipurpose Event Center
Havre, Montana

Hawaii Convention Center
Honolulu, Hawaii

Helena Convention/Event Facilities
Helena, Montana

Hendersonville Convention Center
Hendersonville, North Carolina

Hendricks County Hotel/Conf. Center
Hendricks County, Indiana

Hickory Arena/Performing Arts Center
Hickory, North Carolina

Hollywood Park Conference Center
Hollywood Park, Texas

Hoover Convention Center and Theater
Hoover, Alabama

Jackson Convention Center & Hotel
Jackson, Michigan

Jacob K. Javits Convention Center
New York, New York

Joliet Convention/Arena Facilities
Joliet, Illinois

Kay Bailey Hutchinson Convention Center
Dallas, Texas

Kemper Arena and New Arena
Kansas City, Missouri

Kentucky Fair and Exposition Center
Louisville, Kentucky

Knight Ctr./Miami Convention Ctr.
Miami, Florida

Knoxville Convention Facility
Knoxville, Tennessee

Lake of the Ozarks Events Center
Osage Beach, Missouri

Lane County Convention Center
Eugene, Oregon

Lancaster Convention Center
Lancaster, Pennsylvania

Lansing Center
Lansing, Michigan

Laredo Civic Center
Laredo, Texas

Las Vegas Convention Center
Las Vegas, Nevada

Lewistown Conference Center
Lewistown, Montana

Lewistown Downtown Hotel
Lewistown, Montana

Lincoln Conference Center/Hotel
Lincoln, Nebraska

Los Angeles Convention Center
Los Angeles, California

Lubbock Civic Center
Lubbock, Texas

Multipurpose Equestrian Facility
Madisonville, Kentucky

Maryland Convention Facilities
Baltimore, Maryland

Mayborn Civic & Convention Center
Temple, Texas

McAllen Convention Center
McAllen, Texas

MECCA/Wisconsin Center
Milwaukee, Wisconsin

Memorial Coliseum
Portland, Oregon

Mexico City Convention Center
Mexico City, Mexico

Meydenbauer Center
Bellevue, Washington

Miami Beach Convention Center
Miami, Florida

Midland Convention Center
Midland, Texas

Minot Community Event Facilities
Minot, North Dakota

Mississippi Coast Convention Center
Biloxi, Mississippi

Minneapolis Convention Center
Minneapolis, Minnesota

Montgomery Civic Center
Montgomery, Alabama

Moore County Convention Center
Moore County, North Carolina

Moorhead Conference Center
Moorhead, Minnesota

Muskegon Convention Center
Muskegon, Michigan

Muskingum County Event Center
Zanesville, Ohio

Myriad Convention Center
Oklahoma City, Oklahoma

Myrtle Beach Convention Center
Myrtle Beach, South Carolina

Nashville Arena
Nashville, Tennessee

Nashville Convention Center
Nashville, Tennessee

Nashville Headquarters Hotel
Nashville, Tennessee

National Western Complex
Denver, Colorado

New Bern Convention Center
New Bern, North Carolina

New Braunfels Convention Center
New Braunfels, Texas
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Convergence Design has been retained by St. Clair County as convention center design expert for the new Blue Water Convention Center, which is an expansion and renovation of an existing hotel property in Port Huron, Michigan. The project involves programming, planning and design of the expansion, and consulting with the Owner on convention center function and operations.

The existing hotel property has been renovated as a Doubletree by Hilton, with a renovated ballroom shared by both facilities. A new restaurant will provide food service for both hotel and convention center. Challenges included tying the new facility together with the existing, and building over existing concrete foundations of an industrial structure that had been demolished when the hotel was first constructed.

This project is on schedule for completion of the hotel in 2013 and the convention center in 2014. Budget compliance is a crucial aspect of the project.

**Client Contact:** Mr. Bill Kauffman, Administrator/Controller, St. Clair County 200 Grand River Avenue, Suite 203 Port Huron, MI 48060 (810) 989-6900 BKauffman@stclaircounty.org

**Scope:** Convergence Design is acting as convention center design consultant. Services include master planning, programming, design, design review, and technical review.

**Design & Delivery Method:** Design-Build
The Dow Leadership Academy is an executive training facility and conference center created within an existing hotel structure in Midland, Michigan. The project was for the Dow Chemical Company, a worldwide manufacturer of chemicals and building products, which wanted a state-of-the-art center for executive learning near their Midland headquarters. The project faced several challenges, not least of which was locating the 20,000 square foot Academy within the footprint of an existing hotel. Structural modifications were limited to the removal of one internal column needed to create the proper arrangement and flow of spaces.

Another challenge of the project was replacing hotel amenities displaced by the Academy. The solution created a new structure along Main Street to improve the relationship of the hotel to the city. These buildings contain a European café, a popular bar, and a “five-star” restaurant, all of which are amenities for the city as well as the Academy. They create a new streetscape compatible with the low-scale structures lining Main Street.

The Academy consists of high-tech meeting and breakout rooms, lounges and break areas, an executive dining room, private rooms for C-level executives, a business center and fitness center. The objective was to create an all-inclusive meeting, dining and recreational facility that allows transformational learning for executives from around the world.

Contact: Ms. Joan Cleland, President, Acquest Development 40701 Woodward Avenue, Suite 100 Bloomfield Hills, MI 48304 (248) 645-5130 jcleland@acquestrealty.com

Scope: Full scope A/E services, led by David Greusel, FAIA.
Following a 2010 master plan also done by Convergence Design, the Enid Event Center and Convention Hall creates a major civic attraction in the center of Enid’s historic downtown across the street from a popular ballpark.

Anchoring the project is a new, 75,000 square foot event center which is a unique hybrid facility capable of conversion from full spectator events, with a capacity of nearly 4,000, to exhibition and other flat floor events with 31,500 square feet of exhibit space. Concourses and guest amenities are provided for both modes on two levels of circulation to optimize the experience for both spectator and convention events.

The other main component is a top-to-bottom renovation of Convention Hall, a beloved 1921 building. The renovation provides a 9,000 square foot ballroom along with more than 10,000 square feet of meeting space on four levels. The two buildings are connected by an enclosed link to create a full-feature meeting and event space.

The master plan includes a privately developed hotel, and anticipates demand for new private development at the perimeter of the expanded civic mall. Renovated Convention Hall opened in late 2012; the Enid Event Center opened in June, 2013.

**Cost:** $35 million   **Completion:** 2013   **Capacity:** 4,000 seats; 50,000 sq. ft. convention space

**ENID EVENT CENTER/CONVENTION HALL RENOVATION**

City of Enid
Enid, Oklahoma

**Scope:** Full scope A/E design services

**Contact:** Mr. Eric Benson, City Manager
City of Enid
(580) 616-7245
ebenson@enid.org
The Grand River Center is the centerpiece of Dubuque’s “America’s River” project, a major downtown revitalization that includes the center, a resort hotel, expanded museum, parking, and mixed use development. The Grand River center is connected by an enclosed bridge to the new hotel, creating a regional convention destination in northeast Iowa that serves three states.

The center contains a 30,000 square foot exhibition hall, a 12,000 square foot ballroom, and 12,000 square feet of meeting room space in a two-story configuration that affords spectacular river views from the main prefunction areas, and provides 120 covered parking spaces. The center has a full kitchen and can accommodate meetings from consumer and trade shows to all types of banquets and receptions in addition to conventions. A spectacular feature of the Grand River Center is the 2,200 square foot River Room, an additional meeting space that extends over the floodwall into the Mississippi River riverway. Clad entirely in glass, the River Room offers spectacular views, and has proven to be one of the most popular spaces in the building despite obvious light control limitations.

As museum director Jerry Enzler says, the Grand River Center “is all about the river.” Native Dubuque limestone recalls the river bluffs that line the upper reaches of the Mississippi, and the curving façade and rooflines recall the varying paths traced by the river over time.

Scope: David Greusel served as lead designer for this project. Architect of Record: HOK
Venue
Contact: Ms. Cindy Steinhauser, Assistant City Manager
City of Dubuque
City Hall
50 West 13th Street
Dubuque, Iowa  52001-4864
(563) 589-4116
csteinha@cityofdubuque.org
UTAH VALLEY CONVENTION CENTER
Utah County
Provo, Utah

Cost: $39 million  Completion: 2011  Profile codes: 008, 027  Architect of Record: MHTN Architects

Utah County undertook to this project to help drive economic development in downtown Provo, Utah. The project occupies an L-shaped site in Provo’s historic district next to the city’s primary convention hotel.

The project faced a number of challenges, including a small, irregularly shaped site, historic district restrictions, and an address that was not on Provo’s Center Street. All these challenges and more were overcome with a plan that stacks the program vertically, creating a dynamic new presence in downtown Provo, but that also preserves most of the site for future expansion.

The design includes a 20,000 square foot exhibit hall at grade, an 18,000 square foot second-level ballroom, and 7,000 square feet of additional meeting space in a junior ballroom on the third level. The decision to locate the meeting rooms on the third level, made during a design charrette in Provo, afforded the opportunity for a dramatic roof deck, with incredible views of the nearby Wasatch Mountains.

A prefunction space wraps the east and north sides of the building on all levels. This orientation allows for a mostly glass exterior, affording spectacular views from all prefunction areas while minimizing solar heat gain. The prefunction area steps down toward Center Street, turning a more traditional face toward the historic district. Convention and Visitor’s Bureau offices and building administration help to animate the Center Street façade. A small urban plaza provides surge space for exiting patrons as well as an open space amenity for the downtown. The new convention center is expected to trigger other new public and private development, including a City-funded parking structure and a mixed-use development, including a new hotel, to the north of the project.

Contact: Hon. Steve White, Commissioner, Utah County
100 East Center Street, Suite 2300, Provo, UT 84606
(801) 851-8136
stevew@utah.gov

Scope: David Greusel, FAIA led the planning, programming and design of this project.
ENTERTAINMENT & CONVENTION CENTER EXPANSION
Duluth Entertainment & Convention Center Authority
Duluth, Minnesota

Located on the shore of Lake Superior, the expanded Duluth Entertainment & Convention Center provides new space for spectator events and exhibitions. The new venue is home to the men’s and women’s hockey teams of the University of Minnesota-Duluth (UMD) Bulldogs, as well as more than 20,000 square feet of added exhibit space. The project also added a connecting skywalk and 475-car parking ramp expansion to the DECC.

Budget: $55,000,000  Completion: December 2010  Square Feet: 230,000 New

EASTERN MAINE EVENT/CONVENTION CENTER
City of Bangor
Bangor, Maine

David Greusel was part of a team engaged to help the City of Bangor determine the best site and general configuration of a new event/convention center designed to replace the aging Bangor Auditorium. The project envisioned by the study included 7,500 seats for spectator events, a 30,000 square foot space for exhibits that would share the event floor, and an additional 30,000 square feet of ballroom and meeting space separate from the event space.

Cost: $60 million  Completion: 2005 (study)  Profile Code: 035

RICHARD E. BERRY CENTER
Cypress-Fairbanks ISD
Houston, Texas

The Berry Center consists of a new 8,000 seat, two-tier arena, a 16,000 square foot multipurpose conference center, and a 500-seat theater. The conference center features a 16,000 square foot flexible ballroom that can be divided into 12 separate breakout rooms. Adjoining the conference center is a 500 seat auditorium with acoustics for music performance. A two-level concourse allows the conference center and the arena to be used together or separately for multiple simultaneous events.

Cost: $73 million  Completion: 2006  Profile Codes: 035, 029, 008

ARENA COMPLEX REDEVELOPMENT
Brown County
Green Bay, Wisconsin

A team led by David Greusel looked at the Brown County Arena Complex site with an eye toward maximizing the usefulness of the land, creating development opportunities, and integrating the arena complex with Lambeau Field, a Green Bay landmark sitting directly across the street. Common to each scenario were the demolition of the older arena and related structures, creation of a new, 50,000 square foot exhibition space to complement existing Shopko Hall, and a site for a privately developed hotel.

Completion: 2009 (study)  Profile Codes: 035
Convergence Design was part of a team hired to examine a number of potential new public facilities to promote tourism and economic development in the Greater Burlington (Iowa) area. The project then evaluated several options for economic viability, including tourism-related development and a possible new convention center.

**Convergence Design was retained to study potential improvements to the center, including new suite level dining options, improved access and exiting, and the potential to develop a conference center in the building’s lower level, which contained a considerable amount of unfinished space. The proposed conference center includes a 7,000 square foot ballroom and an additional 8,000 square feet of meeting room space around a redeveloped prefunction lobby.**

**PUBLIC FACILITIES STUDY**
Greater Burlington Partnership
Burlington, Iowa

Convergence Design was part of a team hired to examine a number of potential new public facilities to promote tourism and economic development in the Greater Burlington (Iowa) area. The project then evaluated several options for economic viability, including tourism-related development and a possible new convention center.

**Cost:** TBD  **Completion:** 2011 [study]  **Profile Codes:** 008, 027, 035, 042, 079, 088

**CONVENTION CENTRE EXPANSION STUDY**
Calgary TELUS Convention Centre
Calgary, Alberta, Canada

The Calgary TELUS Convention Centre is a two-building complex spanning a key retail street in Calgary’s city center. The facility is effectively landlocked, with expansion routes blocked by major existing hotels and a very significant city park that served as the awards plaza during the Winter Olympics. David Greusel worked with executive leaders and board members at the Calgary Convention Centre over a period of several years to study possible facility expansion plans and scenarios.

**Cost:** N/A  **Completion:** 2008 [study]

**DODGE CITY EVENT CENTER**
Public Facilities Advisory Board
Dodge City, Kansas

David Greusel led a team hired to study the potential for a new event facility in Dodge City, Kansas, to drive economic development in the community. The team studied potential sites for the new facility, finally recommending a downtown site in an existing park. The event center is intended to serve both convention and spectator events, seating approximately 5-6,000 for spectator events with 40,000 square feet of exhibition space in addition to meeting rooms.

**Completion:** 2005 [study]  **Profile Codes:** 035  **Scope:** Planning study

**ENCANA EVENTS CENTRE RENOVATION STUDY**
City of Dawson Creek
Dawson Creek, British Columbia

Convergence Design was retained to study potential improvements to the center, including new suite level dining options, improved access and exiting, and the potential to develop a conference center in the building’s lower level, which contained a considerable amount of unfinished space. The proposed conference center includes a 7,000 square foot ballroom and an additional 8,000 square feet of meeting room space around a redeveloped prefunction lobby.

**Cost:** $6 million  **Completion:** 2012 [Study]
HARBORSDIE EVENT CENTER EXPANSION
City of Fort Myers
Fort Myers, Florida

The main component of the expansion plan is a new event center addition to Harborside Event Center to provide expanded exhibition and meeting space and a new spectator venue downtown. The event center would provide over 50,000 square feet of exhibition space, as well as seating for spectator events of up to 7,500. The multi-use nature of the expansion will drive economic expansion to the City of Fort Myers and the region.

Cost: $20 million Completion: 2006 (plan) Profile Codes: 035, 049, 050, 079

IRVING CONVENTION CENTER/IRVING LIVE!
Irving Convention & Visitors Bureau
Irving, Texas

This project involved site planning and concept design for a convention/entertainment district in the Las Colinas area of Irving, Texas. Originally a much-hailed planned office development, Las Colinas has entered a new era of urban activity with the addition of new housing and retail. Irving Live! is a planned district of public assembly, dining, and hotel facilities designed to serve as a vibrant hub of this key district in Irving.

Cost: $120 million Completion: 2008 Profile Codes: 008, 027 Scope: Planning

LAREDO CONVENTION CENTER STUDY
City of Laredo
Laredo, Texas

David Greusel of Convergence Design worked with a feasibility consultant to study the potential for a new convention center in Laredo, Texas, an important international trade destination. The study explored market demand and potential sites for a new center, as the current Civic Center, while serving many purposes in the community, was not effective as a convention center. A total of nine different sites were considered as part of the study.

Completion: 2005 (study) Profile codes: 008, 027, 035 Scope: Feasibility Study

MISSOULA EVENT CENTER
Event Center Steering Committee
Missoula, Montana

David Greusel, FAIA worked with a team hired to study the market demand and potential for event facilities in Missoula, Montana to better address the needs of the local and regional market, including conceptual design and cost estimates. This project studied the potential for a new convention/event center that incorporated a 50,000 square foot exhibit hall with retractable seating that could be used for sport or entertainment events. The event center would be located on an 18 acre parcel of land near the airport.

Cost: N/A Completion: 2010 (study) Profile codes: 008, 035 Scope: Planning study
MONTGOMERY CIVIC CENTER DESIGN ADVISORY SERVICE
City of Montgomery
Montgomery, Alabama

This renovation project expanded the center, created a flexible performing arts theater within the center, and included the development of an attached Renaissance hotel and parking garage on the project site. David Greusel served as design advisor to the City of Montgomery on behalf of their $30 million interest in the project, which was jointly funded by the City and Retirement System of Alabama.

Cost: $30 million  Completion: 2007  Profile codes: 008, 029, 089
Architect of Record: TVS  Area: 73,000 SF meeting

NASHVILLE CONVENTION CENTER STUDIES
Nashville Convention Center Authority
Nashville, Tennessee

David Greusel participated in a number of studies, beginning as early as 2001, for the expansion or eventual replacement of the center. Initial studies included both contiguous and non-contiguous expansion strategies on a number of potential sites in downtown Nashville. Early in the 1999 study, a site was identified south of Broadway that would eventually become the site of the new Music City Center.

Cost: N/A  Completion: 2006 (study)

OCEAN CITY CONVENTION CENTER STUDY
Town of Ocean City
Ocean City, Maryland

Ocean City Convention Center is a busy, municipally owned center in the resort city of Ocean City, Maryland. David Greusel was part of a team engaged to study the potential expansion of the center. The study included an analysis of market demand, existing facility deficiencies, and expansion options. The team also studied the potential demand for, and location of, a new performing arts center at the site of the convention center.

Cost: N/A  Completion: 2009 (study)

CONVENTION CENTER SITE ANALYSIS
Oklahoma City Convention Center
Oklahoma City, Oklahoma

As part of a larger destination study conducted by another consulting firm, David Greusel led a process to identify and rate possible sites for a new convention center in Oklahoma City. This study was a high-level activity intended to identify and determine basic suitability for a number of sites. Detailed site investigations would be conducted as a later activity once preferred sites were identified.

Cost: N/A  Completion: 2008
OWENSBORO CONVENTION CENTER STUDY
City of Owensboro
Owensboro, Kentucky

The downtown Owensboro Convention Center optimizes access to the edge of the Ohio river while also providing additional space for events and festivals. The Convention Center offers over 57,000 square feet of meeting and exhibit space. It facilitates a strong connection to the heart of downtown while also reflecting the overall identity of the community. David Greusel led this study as part of a developer-led design competition.

Cost: N/A Completion: 2009 (study)

PEORIA CIVIC CENTER REVITALIZATION
Peoria Civic Center Authority
Peoria, Illinois

The revitalized Civic Center, originally designed by Philip Johnson, now offers 100,000 square feet of contiguous exhibit space, placing it in the “big leagues” for regional conventions, and a 25,000 square foot multipurpose ballroom in addition to an arena and performing arts venue. A newly created Great Hall has created a focal point for this large and diverse complex of buildings, something the Civic Center lacked since its opening in 1982.

Cost: $44 million Completion: 2007 Profile codes: 008, 027, 035 Architect of Record: Dewberry

QATAR NATIONAL CONVENTION CENTRE STAGE 2
Qatar Foundation
Daha, Qatar

Designed by internationally acclaimed architect Arata Isozaki, the Qatar National Convention Centre required expansion even before its completion. Stage 2 consists primarily of a 35,000 square meter (350,000 sq. ft.) exhibition hall, allowing the Centre to host the World Petroleum Congress in 2011. The client’s desire was for a world-class facility that reflects the colors and patterns of Qatar. The LEED Gold design included many materials sourced from suppliers nearby.

Cost: N/A Completion: September, 2011 Size: 700,000 sq. ft. Architect of record: Burns & McDonnell

RICHLAND COUNTY CENTER
Richland County Center Authority
Mansfield, Ohio

Richland County Center is a hybrid convention/spectator facility in Mansfield, Ohio, for the Richland County Convention Center Authority. The program for the center was a 5,000-seat spectator venue that could be adapted to a convention facility for this mid-state destination. Given the relatively small market size of Mansfield, a hybrid facility made sense to maximize the number of event days the facility would be in use.

Cost: N/A Completion: 2001 (study) Profile codes: 008, 027, 035
RILEY CENTER DESIGN
ADVISORY SERVICE
Mississippi State University-Meridian
Meridian, Mississippi

The Riley Center is a performing arts and conference center complex in downtown Meridian owned and operated by Mississippi State University-Meridian. The project involved the restoration of the Grand Opera House and conversion of an existing historic Marks-Rothenberg department store into conference space. David Greusel provided design advisory services to the University on the conference center components of the program, advising the architect of record.

Cost: $25 million  Completion: 2006  Profile codes: 008, 029, 089
Architect of Record: Pryor & Morrow

SPARTANBURG CONVENTION/ EVENT CENTER
Spartanburg Memorial Auditorium Authority
Spartanburg, South Carolina

This project studied the potential to expand the Auditorium into a full-fledged convention/event center by adding a 50,000 square foot exhibit hall with retractable seating that could be used for sport or entertainment events. The event center would be added to the south of the existing Auditorium, bringing the complex closer to downtown Spartanburg, from which it is now separated by several blocks and a railroad overpass.

Cost: N/A  Completion: 2007 (study)  Profile codes: 008, 027, 035

SPRINGFIELD EXPO CENTER
City of Springfield
Springfield, Missouri

David Greusel was lead designer for a design team hired to redevelop the Jordan Valley Expo Center. Originally located in a renovated department store, the Expo Center is Springfield’s primary exhibition center. The master plan conceived an expanded Expo Center adjoining a new arena, with a parking structure next to the arena. The parking structure was constructed, but the arena has not.

Cost: $16 million  Completion: 2003  Profile Codes: 008, 027
Architect of Record: Butler Rosenbury Partners

URBAN DEVELOPMENT STUDY
Springfield Convention & Visitors Bureau
Springfield, Missouri

Convergence Design was part of a team that examined the redevelopment of Springfield’s convention district. The Springfield Expo Center is facing competition from new facilities in Southwest Missouri, and is somewhat disconnected from Springfield’s improving downtown. This study examined the use of new development to connect the convention district to the high-energy areas of downtown Springfield to create a more compelling destination.

Cost: TBD  Completion: 2012 (study)  Profile Codes: 008, 027, 035, 042, 079, 088
ST. JOSEPH EVENT CENTER
City of St. Joseph
St. Joseph, Missouri

Convergence Design helped the City of St. Joseph investigate the possibility of a new event center to assist with the revitalization of downtown St. Joseph. Conceived as the anchor to the Felix Street entertainment district, the event center would serve both spectator and exhibition events. The project occupies a two block site adjacent to downtown St. Joseph’s largest hotel, with the potential to add a second, boutique hotel in a renovated warehouse to the north.

Cost: $30 million  Completion: 2010 (study)  Profile codes: 008, 027, 035  Scope: Study

PUBLIC FACILITIES MASTER PLAN
Stillwater Industrial Foundation
Stillwater, Oklahoma

Convergence Design was part of a team hired to develop a public facilities master plan for the city of Stillwater, Oklahoma. The project consists of project definition, site identification, concept development, cost estimating, and providing written and graphic support for a planned bond issue election. Projects explored in this study included new downtown connections, sports facilities, and a new downtown convention facility.

Cost: TBD  Completion: 2012 (Master Plan)  Profile codes: 008, 029, 035, 060, 078, 079, 103, 110, 202  Scope: Master Plan

TENNESSEE STATE FAIRGROUNDS MASTER PLAN
Metro Government of Nashville-Davidson County
Nashville, Tennessee

Convergence Design is part of a team that was hired to master plan the Tennessee State Fairgrounds in Nashville. The scope of the project involved evaluating the current facility, assessing market demand, and projecting four different scenarios for redevelopment or relocation of the fairgrounds.

Cost: TBD  Completion: 2012 (study)

TINLEY PARK CONVENTION CENTER
Tinley Park, Illinois
Village of Tinley Park

The design creates a new front for the center, which was built in an industrial style that did not fit the Village’s recent public projects. The expanded center has over 60,000 square feet of contiguous exhibit space, new meeting rooms, and more spacious public lobby and pre-function areas. New loading spots will improve loading into both old and new exhibit spaces. A new north entry allows for multiple simultaneous events to take place with minimal overlap of attendees at different events.

Cost: $19 million  Completion: 2011  Profile codes: 008, 027  Architect of Record: Populous
UIC FORUM
Chicago, Illinois
University of Illinois-Chicago

David Greusel led the programming and schematic design for the Forum. The design of the Forum is straightforward, including a 30,000 square foot flexible exhibition and meeting space with a twist: 1,500 fully telescoping auditorium seats can be pulled out from one wall to create a flexible 3,000 seat spectator venue with much better sightlines than a typical ballroom.

Cost: $50 million   Completion: 2007   Profile codes: 008, 027
Architect of Record: HOK

VIRIDIAN EVENT CENTER
West Jordan, Utah
Salt Lake County Library

The Viridian Event Center is a public assembly space that is part of the new headquarters of the Salt Lake County Library system. The Event Center is a 7,000 square foot multipurpose space that is divisible into three smaller meeting spaces. A unique feature of the Event Center is the 500 seats on telescoping platforms that convert the flat-floor space into a tiered seat auditorium for lectures or small performance events. The event space has a large glass wall that opens onto an outdoor event space.

Area: 55,000 sq. ft. (total building)   Cost: $12.2 million (total building)
Completion: June, 2012   Architect of Record: MHTN

WINNIPEG CONVENTION CENTRE EXPANSION
City of Winnipeg
Winnipeg, Canada

Convergence Design collaborated with Canadian firm Kasian Architects on the expansion proposal. The new expansion will increase the total space to 300,00 square feet; with 65,000 square feet of additional exhibition space and 30,000 square feet of additional meeting space This proposal included a convention hotel of 350 rooms and a condominium/office tower.

Scope: Schematic Design   Cost: $192 million CDN
Convention/Conference Center Project List

Albany Convention Center Study, City of Albany, New York
Birmingham-Jefferson County Convention Center Expansion, Birmingham, Alabama
Blue Water Convention Center, St. Clair County, Port Huron, Michigan
Brown County Center Expansion Study, Brown County, Green Bay, Wisconsin
Calgary Convention Center Study, Calgary Convention Center Authority
Citi Field Expo Center Study, Flushing, New York
DLF Convention Centre, Delhi, India
Duluth Entertainment & Convention Center Expansion, Duluth, Minnesota
Eagan Community Center, City of Eagan, Minnesota
Eastern Maine Arena & Convention Center, City of Bangor, Maine
Elmen Center, Augustana College, Sioux Falls, S.D.
Event Center, City of Dodge City, Kansas
Event Center, City of Mitchell, S.D.
Event Center Study, Community Development Foundation, City of Tupelo, MS
Encana Events Centre, City of Dawson Creek, British Columbia
Enid Event Center & Convention Hall, City of Enid, Oklahoma
GJX Expo Center, GJX, Tucson, Arizona
Glide Pavilion Study, Glide EDC, San Francisco, California
Grand River Center, City of Dubuque, Iowa
Greenspoint Convention Center, Greenspoint Development District, Houston, TX
H.H. Dow Leadership Academy, Dow Chemical Company, Midland, Mich.
Harborside Event Center Expansion, City of Fort Myers, Florida
Irving Convention Center Study, Irving CVB, Irving, Texas
Lansing Phase III Expansion Study, Lansing Public Facilities Authority, Lansing, MI
Springfield Expo Center, City of Springfield, Missouri
Springfield Expo Center Expansion Study, Springfield CVB, Springfield, Missouri
Laredo Convention Center Study, City of Laredo, Texas
Liberty Community Center, City of Liberty, Missouri
M.C. Benton Convention Center Study, City of Winston-Salem, North Carolina
Miami Convention Center Study, City of Miami, Florida
Missoula Event Center Study, Missoula Event Center Task Force, Missoula, MT
Montgomery Civic Center Design Advisory, City of Montgomery, Alabama
Music City Center Site Study, Music City Center Committee, Nashville, Tennessee
Nashville Convention Center Expansion Study, City of Nashville, Tennessee
Ocean City Convention Center, Maryland Stadium Authority, Ocean City, MD
Oklahoma City Convention Center Site Study, Oklahoma City Chamber, OK
Pier 48 Expo Center Study, City of San Francisco, California
Peoria Civic Center Expansion, Peoria Civic Center Authority, Peoria, Ill.
Provo Convention Center Study, Provo City Redevelopment Authority, Provo, Utah
Public Facilities Master Plan, Stillwater Industrial Foundation, Stillwater, OK
Qatar National Convention Centre Stage 2, Qatar Foundation, Doha, Qatar
Richard E. Berry Center, Cypress-Fairbanks ISD, Houston, Texas
Richland County Center, Richland County, Mansfield, Ohio
Riley Center Design Advisory, Mississippi State University-Meridian, Mississippi
St. Joseph Event Center, City of St. Joseph, Missouri
Show-Me Center, Southeast Missouri State University, Cape Girardeau, Missouri
Spartanburg Event Center, Spartanburg Auditorium Authority, Spartanburg, SC
Tampa Convention Center Expansion Study, City of Tampa, Florida
Thomas M. Ryan Center, University of Rhode Island, Kingston, R.I.
Tinley Park Convention Center Expansion, Village of Tinley Park, Illinois
Tucson Convention Center Expansion Study, City of Tucson, Arizona
Tulsa Convention Center & Arena Study, City of Tulsa, Oklahoma
UIC Forum, University of Illinois-Chicago
Utah Valley Convention Center, Utah County, Provo, Utah
Viridian Event Center, Salt Lake County Library, West Jordan, Utah
Winnipeg Convention Centre Expansion Study, Winnipeg, Manitoba

Top to Bottom:
- Tinley Park Convention Center Expansion, Village of Tinley Park, Illinois
- Springfield Expo Center, Springfield, Mo.
- Enid Event Center & Convention Hall, Enid, Oklahoma

Convergence Design was an asset that grew from ‘contractor’ to dedicated friend and trusted partner. I cannot adequately express my sincere, personal sense of gratification for the efforts they contributed that paved the way to success.”

Eric Benson, City Manager
City of Enid, Oklahoma

includes projects designed and/or led by David Greusel of Convergence Design while with other firms.
References

**Enid Event Center**
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**MC Benton Convention Center Renovation Study**
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**Peoria Civic Center Revitalization**
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debbie.ritschel@gmail.com

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**Peoria Civic Center**

Peoria Civic Center is a facility that must be very flexible to attract a wide range of events from conventions, meetings and community events of all kinds. Thanks to David Greusel’s expertise, we now are much more able to meet these challenges.”

Debbie Ritschel, former General Manager

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**Grand River Center**

After six months of operation, we continue to receive wonderful praise for the beautiful creative design that so appropriately reflects the ideas that the City Council envisioned for this area. It is particularly satisfying to receive this praise from citizens and visitors who have visited the building on more than one occasion and are awed each time they step through the doors.”

Cindy Steinhauser, Assistant City Manager, City of Dubuque

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PROFESSIONAL RESUMES
Bill Krueger, Director of CSL’s convention industry services, has more than 19 years of industry experience through nearly 300 studies relating to the convention, conference, exhibition, arena, civic, sport, spectator and hospitality industries. Areas of project focus have included facility development and expansion feasibility, facility/organization performance evaluation, community economic growth strategy formulation, and facility/CVB organizational structure and policy review.

Clients have included cities, counties, convention and visitors bureaus, chambers of commerce, state organizations and private entities. Bill has managed and directed studies in communities of all sizes throughout North America, many of which have involved analysis of opportunities to expand and enhance communities’ ability to generate new economic activity and visitation. Bill’s experience has included providing various types of analyses and advisory services, including:

- Market demand analysis.
- Facility sizing and building program analysis.
- Financial operating analysis.
- Economic and fiscal impact analysis.
- Project funding analysis.
- Site/location analysis.
- Operational and management structure analysis.
- Marketing strategy development analysis.
- CVB performance audits/benchmarking.

A summary of some of the specific projects in which Bill has been actively involved is presented on the following page.
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<td>Wilkes-Barre Exhibition Center</td>
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<td>Willets Point Convention Center &amp; Hotel</td>
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Mr. Feldman has been with CSL’s convention and visitor industry services practice since 2006. Joel’s experience as Project Manager or Lead Analyst through over 80 studies has included in-depth analysis for a wide variety of visitor-generating facilities including convention centers, conference centers, multipurpose event facilities, performing arts theaters, arenas and other such facilities.

Each of these studies has involved: analyzing the existing inventory of visitor industry amenities (i.e., hotel inventory and performance, meeting/event venues, complimentary attractions, etc.); benchmarking competitive and comparable facilities/complexes from a local, regional and national perspective; obtaining direct feedback from individuals and organizations directly (and indirectly) impacted by the potential project, and; preparing an analysis of current macro-industry characteristics and trends. The aggregate result of this extensive research effort is integral to understanding the existing and potential market demand for facility development and/or expansion.

Further, Mr. Feldman leads the process for contacting and surveying current, past and potential new users of new or expanded public assembly facility space. The insight gained through this exhaustive process, combined with the direct market research conducted, provides the necessary perspective for developing market supportable facility space programs, financial operating models and economic and fiscal impact projections.

In addition to providing context for market supportable facility space programs, the benchmarking and best practices research led by Mr. Feldman is utilized to identify the latest trends in funding alternatives for facility development and on-going operations as well as numerous examples of facility governance and management structures.
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<tr>
<th>Convention Center</th>
<th>Proposed Event Venue/Hotel</th>
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<td>Prime F. Osborn Convention Center</td>
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<td>Henry B. Gonzalez Convention Center</td>
<td>Prince George’s Equestrian Center</td>
<td>Upper Marlboro, Maryland</td>
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<td>Proposed Conference Center</td>
<td>Arlington, Virginia</td>
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<td>Proposed Livestock/Equestrian Complex</td>
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<td>Proposed Conference Center/Hotel</td>
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<td>Proposed Multipurpose Event Venue</td>
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<td>Proposed Conference Center and Amphitheatre</td>
<td>Cullman, Alabama</td>
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<td>Meydenbauer Center</td>
<td>Proposed Metro Area Conference Centers</td>
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Mr. Kaatz’s experience includes in-depth analyses for several hundred convention, trade show and hospitality industry projects. The results of these studies have been used to assist cities, DMOs, facility authorities and management entities with a wide range of convention industry business planning efforts.

In recent years, John has led study efforts for the following projects:
- Comprehensive convention center and destination planning services for the city of San Antonio.
- Planning analysis for next phase development for the convention industry in Dallas, focusing on the Center and surrounding areas.
- Market demand, program, financial, economic and related research for development of convention facilities in Seattle, including a new “sister” center located near the existing WSCC.
- Analysis of convention facility development issues for Los Angeles focused on the Convention Center, new sports venues and the overall LA Live! area.
- Comprehensive planning research for the convention industry in Miami Beach and downtown Miami. The research identified Center and destination needs for the Miami Beach center, as well the viability of a new downtown Center.

On virtually all of these and other projects led by Mr. Kaatz, extensive research is conducted to identify market demand aspects unique to the particular destination. These findings support development of facility, destination, operational and other policy recommendations based on conditions within the market.

Over the past 24 months, John has placed a particular emphasis on researching industry, economic and societal trends that will impact how convention centers must respond in terms of physical and service capabilities. This specialized effort is helping to define unique facility elements to increase market share in specific event sectors; define the ideal center, hotel and entertainment environment; and define cost/benefit parameters including financial operations, economic impacts and tax revenue generation.

Prior to joining CSL, John was the Director of Coopers and Lybrand’s Convention, Leisure and Entertainment Consulting Group. A thorough listing of John’s past projects is provided on the following page.
<table>
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<tr>
<th>Conference/Convention Center</th>
<th>City, State</th>
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<td>Puerto Rico Convention Center</td>
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<td>Reno-Sparks Convention Center</td>
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<td>Santa Fe Civic Center</td>
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<td>West Hollywood Convention Center</td>
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</table>
Founding principal David Greusel, FAIA has over 30 years of professional experience in architecture. He has worked as a principal and shareholder in large and medium-sized architectural firms across the Midwest. His responsibilities have included every aspect of architectural project delivery including design, programming, planning, and project management. His primary strength, however, is working with clients to help them articulate and realize their own particular goals for a project. For most of his career, David has specialized in public assembly architecture, including stadiums and arenas; civic, convention and conference centers; and athletic and recreation centers.

David has a reputation as a skilled communicator and a consensus-builder. He has taught communication skills to architects and allied professionals nationwide. He authored Architect’s Essentials of Presentation Skills, part of the Architect’s Essentials series published by Wiley. For his contributions to the profession of architecture, David was elevated to the College of Fellows of the American Institute of Architects in 2009.

Selected Projects

- Enid Event/Convention Center; City of Enid, Oklahoma
- Tinley Park Convention Center Expansion; Village of Tinley Park, Illinois
- Peoria Civic Center Revitalization; Peoria, Illinois
- H.H. Dow Leadership Academy, Dow Chemical Company; Midland, Michigan
- UIC Forum, University of Illinois-Chicago; Chicago, Illinois
- Richard E. Berry Center, Cypress-Fairbanks ISD; Houston, Texas
- Grand River Center; City of Dubuque, Iowa
- Utah Valley Convention Center; Provo, Utah
- Eastern Maine Events Center Study; Bangor, Maine
- Ocean City Convention Center Study; Ocean City, Maryland
- Winnipeg Convention Centre Expansion Study; Winnipeg, Manitoba
- Knight Convention Center Expansion Study; Miami, Florida
- Music City Center siting study; Nashville, Tennessee
- Springfield Expo Center; Springfield, Missouri
- Laredo Convention Center Study; Laredo, Texas
- Irving Convention Center Study; Irving, Texas
- Calgary Convention Centre Site Study; Calgary, Alberta
- Key Attractions Study, Greater Burlington Partnership; Burlington, Iowa
- Thomas M. Ryan Center, University of Rhode Island; Kingston, Rhode Island
- Public Facilities Study, Stillwater Industrial Foundation, Stillwater, Oklahoma
- Missoula Event Center Study, Missoula, Montana
- Richland County Center Study, Mansfield, Ohio
- Dodge City Event Center Study, Dodge City, Kansas
- Owensboro Convention Center Study, Owensboro, Kentucky
- Tampa Convention Center Expansion Study, Tampa, Florida
- Salina Bicentennial Center Renovation, Salina, Kansas
- Citi Field Conference Center Study, East Rutherford, New Jersey
- Encana Events Centre Conference Center Study, Dawson Creek, British Columbia
- Greenspoint Convention Center Study, Houston, Texas
- Tucson Convention Center Expansion Study, Tucson, Arizona
- New Exhibition Hall, GJX, Tucson, Arizona
- Tyson Event Center Renovation Study, Sioux City, Iowa
- Duluth Entertainment & Convention Center Expansion, Duluth, Minnesota
CHRISTINE L. OSTMeyer

Christy Ostmeyer is a licensed architect with over 25 years of experience in multiple venue types. For the past 17 years, she has specialized in public assembly convention and entertainment venues. Christy is distinguished by the experience and unique perspective gained as an owner of an architectural and engineering firm in Colorado Springs, Colorado.

A LEED® Accredited Professional, Christy has promoted the concept that green, sustainable, energy-efficient design not only preserves the environment, conserves valuable resources, and reduces life cycle costs, it creates healthier, more exhilarating environments and inspires more creative and innovative design solutions. A skilled communicator, Christy contributes to building a sense of trust and partnership between owner, design team, consultants, contractors and occupants. Christy’s most successful projects have all been collaborative team efforts.

Selected Projects

- Enid Events Center; City of Enid, Oklahoma
- Blue Water Convention Center, St. Clair County, Port Huron, Michigan
- M.C. Benton Convention Center Renovation Study, Public Assembly Authority, Winston-Salem, North Carolina
- Public Assembly Facilities Study, Stillwater Industrial Foundation, Stillwater, Oklahoma
- Public Assembly Facilities Study, Greater Burlington Partnership, Burlington, Iowa
- New Football Stadium, Alabama State University; Montgomery, Alabama
- Convention Hall Renovation, City of Enid, Oklahoma
- Encana Events Centre Renovation Study, City of Dawson Creek, British Columbia
- Bank of America [formerly Ericsson] Stadium, Carolina Panthers; Charlotte, North Carolina
- Arrowhead Stadium Renovations, Kansas City Chiefs; Kansas City, Missouri
- Dolphins Stadium, concession improvements; Miami, Florida
- Giants Stadium Suite Additions; East Rutherford, New Jersey
- Kauffman Stadium Additions and Renovations; Kansas City, Missouri
- Citi Field, New Ballpark for New York Mets; Flushing, New York
- Yankees Stadium, New York Yankees Baseball Club; New York
- Petco Park, San Diego Padres Baseball Club; San Diego, California
- Hohokam Stadium and Fitch Park; Mesa, Arizona
- Spring Training Facility and Stadium for Chicago Cubs
- Tucson Electric Park, Chicago White Sox and Arizona Diamondbacks; Tucson, Arizona
- Bright House Field, Spring Training Stadium for the Philadelphia Phillies; Clearwater, Florida
- Newark/Essex County Riverfront Stadium, Newark, New Jersey
- Chivas Soccer Stadium; Zapopan, Guadalajara, Mexico
- Foro Sol Stadium, baseball renovation; Mexico City, Mexico
- Club de Futbol, 50,000-seat soccer stadium for the Rayados; Monterrey, Mexico
- Pepsi Center; Denver, Colorado
- Sprint Center Arena, Tenant Improvements; Kansas City, Missouri
- O’Connell Center Improvements, University of Florida; Gainesville, Florida
- Virginia Tech Lane Stadium West Sideline Expansion; Blacksburg, Virginia

RA, LEED® AP

Responsibility

Project Architect

Education

Kansas State University, B.Arch.

Registration

Christine Ostmeyer is licensed as an architect in the State of Colorado.

Memberships

LEED® Accredited Professional, U.S. Green Buildings Council
au Sigma Delta - Honor Society in Architecture and Allied Arts
3 Proposed Scope of Work
POTENTIAL SCOPE OF WORK
The following study tasks have been developed by CSL to provide a foundation of research to provide decision makers with the information necessary to strategically plan for their future in the conference/convention center industry. Importantly, this research provides direction not only as to the facility components that may be supportable from a market demand perspective, but also the visitor amenities surrounding the potential conference/convention center. The availability of hotel, restaurant, retail and other visitor industry amenities in proximity to the conference/convention center is increasingly important to convention planners and attendees.

The project tasks included in this approach comprise a study process we have successfully implemented for similar projects throughout the country. We would be happy to discuss with you variations of a study approach that would meet your objectives. This study process consists of a comprehensive analysis of project feasibility, including a significant amount of primary market research and analysis to provide the most accurate assessment of market demand and cost/benefit analysis associated with the facility development/investment under consideration.

A summary of our task approach to the conference/convention center industry study is presented below, followed by a detailed description of the study effort. This approach addresses all of the required elements set forth in the City’s RFP.

| Task 1. Market Demand Analysis |
| Task 2. Building Program and Event Levels Analysis |
| Task 3. Site Analysis |
| Task 4. Conceptual Renderings |
| Task 5. Preliminary Construction Cost Analysis |
| Task 6. Financial Operations Analysis |
| Task 7. Economic and Fiscal Impact Analysis |
| Task 8. Funding/Ownership/Management Analysis |

UNDERSTANDING OF LAWRENCE AND THE PROJECT
We believe that the CSL and Convergence team is the best-qualified team to assist the City of Lawrence (City), the University of Kansas (KU), and other community stakeholders with the evaluation of the feasibility of a new conference/convention center project in Lawrence. Our team is uniquely-positioned with respect to both national and local expertise relevant to the project. Specifically:

National Experience & Insight: Through more than 500 comparable projects, CSL has unmatched experience throughout the country with feasibility assessment and planning in markets of all different sizes concerning conference/convention facilities, as well as all other types of event and hospitality facilities. Also specializing in the conference/convention and event facility industries, Convergence similarly has a strong portfolio of comparable experience nationwide.

Local Community Experience & Insight: CSL and Convergence have unique and critical insight into the Lawrence community and issues relevant to the City, KU and residents. Specifically, CSL’s recent project experience with the Lawrence Sports Village and Memorial Stadium projects, along with Convergence’s close nearby headquarters location provide our team with important familiarity with and access to the Lawrence community—offering attractive opportunities for efficient and responsive community outreach, client engagement, and product delivery.
As an initial step in the engagement, we will work with you and other project representatives to establish the specific project goals and timeframe. An initial planning meeting will take place to collect pertinent project data and to identify the local organizations, officials and others that we will need to meet with at the study’s outset.

**TASK I – Market Demand Analysis**

The purpose of this task is to identify and evaluate the likely event markets for a potential new conference/convention center in Lawrence, Kansas. The specific steps to be conducted as part of this task are summarized below.

**Step 1: Existing Market Conditions Analysis**

The purpose of this step is to define and evaluate the local market characteristics of the Lawrence area as well as the existing event facility infrastructure [i.e., conference, convention, meeting, civic and spectator and other such event facilities].

Initially, the analysis will focus on demographic/socioeconomic attributes and will be instrumental in understanding how Lawrence is presently positioned in the conference, convention, meeting, civic and local event industries [i.e., events with attendance bases that are primarily locally-based].

Additionally, the primary components of a successful facility destination/event package will be evaluated in order to assess the area’s ability to support added conference, convention, meeting and other event activity. This aspect of the analysis is critical in understanding the community’s visitor industry resources and infrastructure. The analysis will include a review of Lawrence area market data, both current and projected, to assess the area’s ability to accommodate added event activity [i.e., typically economic impact generating events that have a significant portion of out-of-town attendance].

Characteristics to be evaluated as part of this analysis step include the following:

- committable, convention-quality hotel and resort properties and guest rooms;
- existing/planned conference, convention, arena, spectator, event and hotel facilities in the local area;
- hotel cost structures;
- key demographic and socioeconomic characteristics and trends, such as population, disposable income, retail sales, entertainment spending, corporate base and other such indicators;
- proximity issues to major metropolitan markets;
- academic (university/college) institution presence and characteristics;
- air, rail, ground transportation and shuttle access;
- entertainment offerings and attractions;
- key community resources; and
- other such characteristics.
Further, as the information is available, we will collect and review data associated with existing local conference, convention, civic, and other such event facilities, including facilities offered within area hotels.

Information collected and analyzed will include, but will not be limited to, the following:

- existing conference, convention, civic, exhibition, meeting and event center physical components, configuration and related issues;
- event characteristics (type, number, length of stay, origination of attendees);
- square footage and occupancy/utilization by type of space;
- event seasonality;
- lost business information;
- rental and service rates;
- operating revenues and expenses; and
- capital improvements and long-term facilities planning data.

The results of this step will be used in combination with data prepared throughout the study to assess Lawrence’s competitive position within the state and regional marketplace and its ability to accommodate additional event demand. By understanding the type of business currently accommodated within the community, we can focus our recommendations on facility development that could add to the overall level of events, attendees and economic impact.

**Step 2: Industry Characteristics and Trends Analysis**

The conference, convention, civic, exposition, tradeshow, meeting and entertainment industries have undergone significant change over the past decade. Issues impacting the industry, including fluctuating demand for space, facility amenities, hotel availability, service levels and other such characteristics, have been joined by recent events such as the nationwide economic recession and credit market crisis. In addition, supply growth has impacted demand levels in individual markets.

The purpose of this step is to evaluate recent trends in the industry that may impact new conference/convention center space and event levels in Lawrence. Throughout this step, we will evaluate these and related trends, summarizing the potential impact on the proposed conference/convention center space. An evaluation of these trends will be important in “framing” and placing overall market demand estimates into the context of the industry, presently and into the foreseeable future.

**Step 3: Comparable and Competitive Facility Analysis**

In evaluating the market demand for a potential Lawrence conference/convention center, it is important to gain an understanding of the competitive and comparable facility environment. Within this step, we will assemble and review the operational and physical characteristics of existing and planned facilities in the region that could compete with the proposed project. Projects around the country that may offer some element of comparable insight will also be evaluated. For comparable projects, we will focus on identifying and analyzing facilities in markets similar to Lawrence, including those communities with a major university presence.

The types of data that will be assembles for comparable and competitive projects include the following.

- facility type and marketing focus;
- exhibit, meeting, ballroom and multipurpose space and capacities;
- fixed and temporary seating components;
- future expansion plans;
- layout, staging and design features;
- event characteristics (levels, attendance, utilization, future bookings, etc.);
- ancillary services and amenities;
- operating revenues and expenses;
- rental terms;
- available parking;
- area demographics;
- hotel availability, quality and proximity to the facility;
- visitor industry tax rates (i.e., hotel/motel tax);
- convention and visitor bureau marketing resources;
- location characteristics and transportation access; and
- other such characteristics.

In addition, as a part of this analysis, a number of case studies will be developed concerning comparable facilities in similar communities to Lawrence to address the respective facilities’ level of use, rates, financing, source of public subsidies, size and operating expense, as well as other key facility/market information.

This analysis will assist in providing data as to how Lawrence could compete within specific event markets, as well as later assisting in the evaluation of the associated financial operations, operation structure, marketing, and economic and fiscal impacts of a potential Lawrence conference/convention center.
Step 4: Market Surveys

The purpose of this step is to develop primary industry market research specific to Lawrence. In-person, one-on-one interviews and/or focus groups with key local individuals and business leaders will be conducted in Lawrence near the outset of the study to gain an understanding of the local market’s attitudes with regard to the market potential for conference/convention center space development. These interviews could include individuals such as representatives/officials of the City, County, Chamber/Visitors Bureau, hoteliers, event facility managers, restaurateurs, business leaders, and other civic and visitor industry representatives.

Beyond these local interviews, we will interview via telephone a significant sample of potential users of a Lawrence conference/convention center, both locally and from a state, regional and national basis. For a study of this type, we would anticipate targeting completion of in-person and telephone interviews with convention/meeting planners of 100 or more individual events. Such interviews allow us to go beyond simply relying on competitive and comparable facility data in order to develop market demand findings. In addition, this type of direct outreach to event planners can support our analysis of emerging industry trends from a demand perspective and in terms of the unique facility features that may provide a future competitive advantage to any new conference/convention center in Lawrence.

The analysis may include organizations or individuals from the following event segments:

- local, state, regional and national association conventions/conferences/meetings;
- corporate and trade events;
- KU-affiliated and academic-oriented events and users;
- public/consumer shows;
- SMERF events (social, military, education, religious, fraternal);
- community banquets, meetings, festivals and related events;
- local civic, service and religious organizations;
- spectator events;
- cultural events; and
- other such events.

Event organizer survey results will be analyzed to provide summaries of the following data specific to added facilities:

- likelihood of utilizing a potential conference/convention center in Lawrence;
- reasons for not choosing the Lawrence area;
- space/seating levels required to attract the event;
- overall hotel room requirements;
- other important community requirements to attract the event;
- event seasonality;
- length of event data;
- event attendance data;
- past facility use;
- requirement/preference for technology-related amenities;
- issues with respect to the proximity to nearby airports;
- perceptions of the Lawrence area; and
- other related event information and relevant opinions.

By combining the results of this step with the analysis results generated in previous steps, we will be able to identify the event markets that represent the primary sources of demand for a potential Lawrence conference/convention center, upon which future facility recommendations and event estimates are made.
TASK 2 – Building Program and Event Levels Analysis

The purpose of this task is to synthesize findings of the previous task to analyze and translate market demand into a market supportable facility program and to estimate event levels and characteristics for a potential conference/convention center in Lawrence. It is likely that the facility focus will be multi-use in nature, integrating a variety of functional components to allow for accommodation of a diversity of event types. The key steps comprising this task are outlined below.

Step 1: Market Supportable Facility Program Analysis

Within this step, we will prepare an analysis of the market supportable facility building program, based on market demand and related data developed as part of the market analysis determined through previous tasks. In developing the facility program, we will balance the importance of matching the size of the facility with existing/anticipated future market conditions, financing choices and economic impact-generating and local needs ability of the potential facility.

The analysis will focus on:

- exhibit, meeting, ballroom and multipurpose space;
- fixed and temporary seating levels;
- size of support space and other functional areas;
- amount and type of other revenue-producing areas;
- space configuration and aesthetic features;
- theme possibilities;
- infrastructure needs;
- possibilities for future expansion; and
- important technological and other amenities.

This data will also be used to identify any external factors that could significantly affect the ability of the potential Lawrence conference/convention center to maximize its potential. We will discuss opportunities and constraints concerning these characteristics and issues. Factors to be identified include:

- availability of quality, committable hotel rooms;
- parking needs;
- transportation infrastructure/accessibility;
- proximity to restaurants, retail, nightlife and other amenities/attractions;
- event attendee transportation within the area; and
- other such characteristics.

The results of this step will provide you and other project representatives with a clear understanding of the type of facility that should be considered. Additionally, we will outline whether any consideration should be given to an expansion, renovation or modification of an existing building in the Lawrence community as a means of adding new event space in the community. Even with private sector participation, you will be in a position to structure negotiations around achieving the facility components that best address current and future community needs. If sufficient market demand does not exist for a conference/convention center, alternate project opportunities will be discussed. These alternatives would be designed to grow new visitation and could include a public/private partnership with an existing/potential hotel, the development of other types of event facilities that could serve local community needs and other such concepts.
Step 2: Event Levels Analysis

Based on the results of the market demand and building program analyses, we will quantify the level and characteristics of events and activities that could be attracted to and retained at a potential conference/convention center during a stabilized year of operations. The market potential will be presented for those sources of demand that are identified as being supportable in the Lawrence area. These event sources could include entertainment, spectator, conventions, conferences, meetings, exhibitions, civic and local community uses and other events.

The measures of event demand to be focused on will include:

- event levels by event segment;
- potential attendance (including visitor) levels by activity or use;
- origin of attendees/exhibitors (i.e., local vs. non-local) and associated traffic levels;
- length of event data;
- facility space and functionality requirements (exhibit, meeting, banquet, seating, staging, technology, etc.) by event type;
- hotel requirements;
- parking requirements; and
- seasonality data.

Task 3 - Site Analysis

The focus of this task is on the site factors that impact event/meeting planners, attendees and the overall marketability and economic/financial success of a potential new conference/convention center. We will work with you and other project representatives to identify a set of potential sites for consideration, including the potential for the expansion of an existing KU, City or other local facility. As set forth in the RFP, we will work with you to focus our consideration on (1) downtown Lawrence; (2) Clinton Lake; (3) KU; and (4) potential other locations in Lawrence.

As part of this analysis, we will evaluate how each site/location addresses important selection factors including, but not limited to:

- site parcel size, suitability, visibility and image potential;
- entertainment/restaurant adjacencies;
- parking availability;
- ease of pedestrian access;
- hotel concentrations and adjacencies;
- access to transportation hubs and related transportation issues;
- ability to accommodate future growth;
- ability to stimulate future entertainment industry development; and
- other similar amenities.

Our analysis will also include physical evaluation of each site including inspection, photography, exploration and documentation of surrounding land uses, potential for development and expansion, and known environmental or planning issues. Our team’s familiarity with Lawrence will help us to be respectful of local sensitivities regarding Lawrence’s historic downtown neighborhood as well as the KU campus.

We will work with the City of Lawrence, Kansas University and other project representatives to agree upon a weighted set of evaluation criteria and will develop a site analysis matrix. Using this matrix, potential sites will be rated for each characteristic, highlighting the strengths and weaknesses of each. Ultimately, specific sites will be recommended as most appropriate for the development of a potential new conference/convention center.

Task 4 - Conceptual Renderings

Based on work conducted in previous tasks, we will work with stakeholders to develop one or more concept design option for the proposed facility. Our extensive knowledge of the facility type allows us to rapidly develop design concepts that meet industry expectations and the ability to adapt its design to the particular needs of the site, the program and the local market. Convergence Design’s senior staff have performed similar concept design exercises in communities as diverse as Miami, Florida and Missoula, Montana since 1999. In each case, our conceptual design work has recognized the unique market characteristics of each community in addition to the fairly uniform expectations of the meetings industry.

Our team’s concept design deliverables will include concept site plans illustrating building placement, site development and parking strategies; building concept plans that indicate large blocks of rentable and support space at appropriate scale, and 3D explorations of building massing. These massing studies can be especially important where a downtown site is under consideration, or in a campus location where attention to the physical scale of the facility is of particular concern. These concept design studies and massing studies help to inform the analysis and recommendations of subsequent tasks to be performed.
Task 5 - Preliminary Construction Cost Analysis

Based on a rich database of past projects, industry norms, the program information, unique site features, local cost characteristics and other relevant features, we will provide preliminary cost estimates for the recommended facility and/or facility concepts. The cost estimates will focus on per-unit data adjusted for conditions in the Lawrence area and cost data of comparable facilities modified for time and locations. The estimates will focus on the building programs and configurations developed in previous study tasks. These cost estimates will be useful for framing a discussion on overall project costs if the project gathers support for an implementation phase.

Task 6 - Financial Operations Analysis

The purpose of this task is to analyze the financial operating characteristics and other cost issues pertaining to a potential Lawrence conference/convention center. Based on the results of the market demand, event levels and market supportable building program research and analysis, we will prepare a financial operating analysis for a potential Lawrence conference/convention center. Specifically, we will develop a computer-based model incorporating comparable facility data and the estimated levels of event utilization and attendance derived from the market analysis in order to develop estimates with regard to facility operating revenues and expenses.

Revenues including rental, food service, event service, parking, advertising and sponsorship revenues, and other such sources will be estimated. Expenses including salaries (permanent and event driven staff costs), utilities, maintenance, supplies, insurance, contract service costs and others will be estimated. Further, we will work with you to develop other non-operating revenue/expense assumptions in order to provide initial estimations of the financial return/risk structures associated with the project.

We will present estimates of financial performance for the facility’s operations for a stabilized year of operations. The comparison of revenues and expenses will enable you to evaluate the level of facility-supportable revenues or public subsidies that may be required for annual facility operations.

Task 7 - Economic and Fiscal Impact Analysis

We will estimate the economic and fiscal (tax) impacts associated with the operation of a new conference/convention center. The operation of such a facility typically attracts some level of out-of-town event delegates to the community. The non-local delegates brought into the community by conference/convention center operations represents the basis for new local economic and fiscal impacts.

As part of this analysis, we will develop estimates of total incremental out-of-town delegates to the Lawrence area generated as a result of a potential conference/convention center. We will then apply appropriate per-delegate spending estimates using industry data adjusted to the local area. The resulting delegate spending levels will be segmented by industry and applied to economic impact multipliers.

The multipliers, specific to Lawrence and provided by leading input/output multiplier models, will be used to estimate total economic output, earnings and employment generated as a result of a potential conference/convention center. From these economic impact variables, we will apply appropriate local, regional and statewide tax rates to estimate the added tax revenue generated as a result of the project.

The completion of the economic and fiscal impact analysis will allow for a comparison of key costs and benefits associated with the development and operation of a potential conference/convention center in Lawrence. If more than one program scheme and/or project concept was previously developed, costs and benefits will be comparatively evaluated to allow project stakeholders and the community to assess issues related to return on investment.
Task 8 - Funding/Ownership/Management Analysis

The development of major conference/convention center facilities throughout the country typically involves some level of public funding. Many communities are willing to provide for such funding given the potential economic and fiscal impacts of the project. In the case of projects such as those which may be contemplated for Lawrence, a public sector contribution may be required to secure development. As part of this analysis, we will identify and summarize financing sources and the extent to which facility development may require funding from external sources to fund project operations and debt service. The analysis will focus on both financing mechanisms and the project revenue sources that could be used to partially fund facility development and ongoing operations.

Further, we will evaluate options for the ownership of potential conference/convention center space development located in Lawrence and to suggest appropriate key operating policies to ensure any facility developed serves as an economic development tool for the City, KU, and surrounding community. In many communities, a partnership with existing or planned lodging facility ownership is created to secure the necessary facilities. This creates important efficiencies; however, the importance to structure a development, marketing and operational agreement is very critical to protecting the needs of community. Conversely, publicly-developed project(s) could be pursued, with more of a loose operational agreement with area lodging properties, perhaps focusing on food and beverage service.

A key component of the analysis will focus on the various means of facility ownership and guidance. In addition, the study will address options for day-to-day issues of the facility [or facilities], including how the facility could be operated and marketed. We will evaluate operating and marketing relationships with public and private entities. In conducting this task, we will evaluate ownership and management structures at comparable facilities throughout the country, and provide specific pros and cons to every model analyzed.

At the conclusion of the analysis process, we will develop findings and recommendations as to how the community should proceed in order to protect its priorities and to best integrate efficiencies that may be available through a partnership.
Proposed Timing

We are prepared to commence this engagement upon receipt of notice to proceed. We would look forward to further discussing the specific study preferences or alternatives you may have for a potential feasibility study for a conference/convention center in Lawrence, Kansas. The project steps included in this study are based on a typical public assembly facility feasibility project. Most comprehensive feasibility studies of this nature require between 14 and 16 weeks to complete, which reflects the extensive amount of primary market research and subsequent analysis required to draw informed conclusions. The following exhibit presents the anticipated timeline for the study and its primary tasks.

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Meetings and Presentations: A = meetings between Project Team and City representatives; B = CSL deliverables

In addition, regular progress updates will be forwarded to you in-person or via conference call during the study period. Furthermore, we anticipate completing this study in full, performing all work as set forth in this proposal. In the event that a decision not to proceed occurs within the time frame finally agreed upon for this engagement, we will cease our work, and bill you for time incurred on the project at that point in time.

Proposed Study Cost

Total professional fees for any engagement will depend on the number of hours required to complete the project and skill levels of the assigned personnel. The following exhibit outlines the estimated professional fees associated with the key tasks associated with the description of project approach presented herein:

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<th>Task 1. Market Demand Analysis</th>
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Total Proposed Project Cost | $76,500 |

Professional fees associated with all tasks will not exceed $76,500. Out-of-pocket expenses including travel costs, postage, telephone, report preparation and reproduction will be billed separately and will not exceed $8,500 (unless expressly authorized by you). These fee and expense figures assume up to four person trips by CSL project leaders, and several additional person trips by Convergence project leaders (who are locally based). Professional fees and out-of-pocket expenses will be billed and are payable on a monthly basis.

Should additional work be required beyond the scope of services detailed herein, professional fees will be billed on an hourly rate basis. Total professional fees for additional services will depend on the number of hours required to complete the services and skill levels of the assigned personnel.

We would be happy to discuss with you potential adjustments to the scope of services to best meet any requirements that you may have for a study.
5 ADDITIONAL REQUIREMENTS
# PROPOSAL COVER SHEET

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<tbody>
<tr>
<td>Name of Consulting Firm:</td>
<td>CSL International</td>
</tr>
<tr>
<td>Address:</td>
<td>520 Nicollet Mall, Suite 440</td>
</tr>
<tr>
<td>City/State/Zip:</td>
<td>Minneapolis, MN  55402</td>
</tr>
<tr>
<td>Primary Contact:</td>
<td>Bill Krueger</td>
</tr>
<tr>
<td>Phone Number:</td>
<td>612-294-2003</td>
</tr>
<tr>
<td>Fax Number:</td>
<td>612-294-2045</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:bkrueger@cslintl.com">bkrueger@cslintl.com</a></td>
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<tr>
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## References (within last 12 months)

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<tbody>
<tr>
<td>Address:</td>
<td>515 S. Main Street  Wichita, Kansas 67202</td>
</tr>
<tr>
<td>Contact Name:</td>
<td>Ms. Susie Santo</td>
</tr>
<tr>
<td>Phone Number:</td>
<td>(316) 660-6307</td>
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<tr>
<th>Business Name:</th>
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<tbody>
<tr>
<td>Address:</td>
<td>203 Water Street, Suite 300  Henderson, Nevada 89015</td>
</tr>
<tr>
<td>Contact Name:</td>
<td>Ms. Andrea Primo</td>
</tr>
<tr>
<td>Phone Number:</td>
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<tr>
<td>Address:</td>
<td>200 Grand River Avenue, Suite 203  Port Huron, Michigan  49060</td>
</tr>
<tr>
<td>Contact Name:</td>
<td>Mr. Bill Kauffman</td>
</tr>
<tr>
<td>Phone Number:</td>
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