

Response to Request for Proposals

R1237 Consulting Services to Evaluate the Feasibility of a
Conference/ Convention Center

SUBMITTED TO
City of Lawrence

SUBMITTED BY
C.H. Johnson Consulting, Incorporated

March 20, 2014



**JOHNSON
CONSULTING**

Experts in Convention, Hospitality,
Sport and Real Estate Consulting.

March 20, 2014

Mr. David L. Corliss
City Manager
Lawrence City Hall
P.O. Box 708
6 E. 6th Street
Lawrence, KS 66044-0708
dcorliss@lawrenceks.org

RE: RFP R1327 – Consulting Services to Evaluate the Feasibility of a Conference/ Convention Center

Dear Mr. Corliss and Members of the Selection Committee:

Johnson Consulting, Inc., in association with **LMN**, is pleased to submit this proposal to the City of Lawrence and the University of Kansas to conduct a feasibility study evaluating the merits of developing a new conference/ convention center within the community. Johnson Consulting is an internationally regarded real estate and hospitality consulting firm that offers specialized expertise in the development, improvement and operation of conference centers, convention centers, multi-purpose venues, event centers, civic centers, hotels, entertainment facilities, theaters, and other public assembly facilities and districts.

LMN is one of the top Conference center and hotel design and planning firms in the nation. We have worked on over 30 assignments with them. At this stage, they will provide some simple site specific design concepts and counsel on cost and planning matters.

We regularly work on event venue feasibility studies for combined City- University efforts in the U.S. and abroad, where we excel at developing effective reports that outline priorities, demand potential, costs and benefits, and short- and long-term strategies for business and facility operating and design plans that respond to market opportunities and contribute to economic development and tourism.

Our core business is conference and convention centers and hotels, so we understand the broader industry context of why cities are attracting this demand base and what tools they are using to become more competitive. Regionally we have extensive experience, having worked in Kansas (Overland Park, KC, Kansas and many other locales, Missouri, Illinois, Wisconsin, Iowa, Nebraska, Colorado, Indiana, South Dakota, and Louisiana, among other markets.

I will serve as the main point of contact for this proposal. My contact details are as follows:

Charles H. Johnson

President

C.H. Johnson Consulting, Inc.

P: (312) 447-2001

C: (847) 778-5693

F: (312) 444-1125

cjohnson@chjc.com

We are available to begin work immediately and commit to delivering the highest quality product within a timeframe that meets your needs. If you have any questions about our proposal, please contact me. We truly look forward to the opportunity of serving you.

Sincerely yours,

C.H. JOHNSON CONSULTING, INC.



CHARLES H. JOHNSON IV, PRESIDENT

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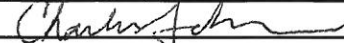
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SECTION I

COVER LETTER

PROPOSAL COVER SHEET

Date: March 20, 2014
Name of Consulting Firm: Johnson Consulting, Inc.
Address: 6 E Monroe, 5th Floor
City/State/Zip: Chicago, IL 60603
Primary Contact: Charles Johnson, President
Phone Number: (312) 447-2001
Fax Number: (312) 444-1125
Email: cjohnson@chjc.com
Signature: 
Title: President

References (within last 12 months) ***PLEASE SEE SECTION 2 IN THE PROPOSAL RESPONSE***

Business Name: _____
Address: _____
Contact Name: _____
Phone Number: _____

References (within last 12 months)

Business Name: _____
Address: _____
Contact Name: _____
Phone Number: _____

References (within last 12 months)

Business Name: _____
Address: _____
Contact Name: _____
Phone Number: _____

SECTION II

REFERENCES



REFERENCES

JOHNSON CONSULTING, INC.

- **Casey Wells**
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LMN ARCHITECTS

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- **Ryan Grommes**
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E: rgrommes@mmart.com

- **Bill Jennison**
Battelle Hall Renovation & Addition
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400 North High Street
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P: 614.827.2500
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SECTION III

FIRM QUALIFICATIONS

FIRM OVERVIEW

JOHNSON CONSULTING, INC.

Johnson Consulting, Inc. (Johnson Consulting) is a corporation founded in 1996 in Chicago, Illinois. Since inception, Johnson Consulting has conducted hundreds of engagements in the U.S., Central and South America, Asia, Africa, and Europe with a focus on the development of public assembly facilities, hotels and surrounding districts, urban renewal districts, and the broader real estate market.

Our staff of 10 at Johnson Consulting has worked in the hospitality, sports, and real estate planning and consulting fields for over 35 years. The majority of this work is focused on market, demand and feasibility analysis, economic and fiscal impact assessments, strategy development, tax analysis and projections, site selection, development consulting, and developer and investor recruitment, as well as downtown and suburban development and redevelopment planning. These engagements involve a variety of land uses, including conference centers, convention centers, hotels, civic and event centers, arenas, sports facilities, entertainment, retail, housing, and specialized development.

The majority of our clients are cities and counties, although we also perform studies for private developers and quasi-governmental organizations, such as universities and, convention and visitors bureaus and authorities. With both our public and private sector clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

We have provided analysis, insight and recommendations for numerous conference and convention center developments, providing both comprehensive evaluation of an entire area and specific evaluation of individual facility concepts and how they affect tourism and economic development. Our expertise allows us to counsel communities on whether development is appropriate, and if so, what should be built, where it should be built, and how to finance and develop the project. Johnson Consulting is noted for providing straightforward opinions and will say ‘no’ if the project does not make sense.



SERVICES

FEASIBILITY & ECONOMIC IMPACT SERVICES

- Independent analyses for public sector agencies, lenders, underwriters and joint venture partners
- Substantiate investment & policy decisions
- Feasibility and economic and fiscal impact analysis for hotels, convention centers, and public assembly facilities
- Conduct studies for bond offerings, loans, and private placement memorandum
- Evaluate site feasibility for development proposals & recruitment of commercial and private sector developers, investors & operators

ON-CALL SERVICES

- Devise management and operating structures for public and private clients
- Maintain a single point of responsibility, as asset manager and owner's advisor
- Develop data and benchmark reports for legal and financing staff
- Manage selection and oversight of design and construction partners
- Owners representation, project management & asset management services

OPERATIONAL AUDITS AND MANAGEMENT/OPERATOR SOLICITATION

- Analyze management, leadership and organizational structures
- Perform operational audits, organizational reviews and benchmarking analyses
- Analyze efficiency of operations and adherence to mission objectives
- Generate revenue and cost analyses
- Recruit executives and management companies

REVENUE FORECAST AND TRANSACTION ASSISTANCE

- Analyze funding mechanisms and finance plans for use by financial authorities, municipalities, lenders and stakeholders
- Forecast project-based revenues and taxes generated, such as income, property, hotel occupancy, auto rental, and food beverage taxes
- Identify additional revenue sources - county, state, & federal grant programs/finance initiatives
- Project Tax Increment Finance district collections
- Research & Analysis for use in issuance of bonds



KEY PERSONNEL

JOHNSON CONSULTING, INC.

Our staff provides the precise mix of skills and experience needed to perform the services required by the City and the University. We commit to the day-to-day involvement of our senior staff and we assure that the work on your project will be of the highest possible quality.

- **Charles H. Johnson** is a nationally recognized real estate consultant with 30 years of experience in the general real estate, hospitality, convention, and sports consulting fields. Prior to forming Johnson Consulting, he was National Director of KPMG Peat Marwick's Convention, Sports and Hospitality Consulting practice. He worked with Laventhol and Horwath's hotel consulting division and worked as an employee of two real estate development firms.

Charles has worked on more than 600 public assembly and hotel consulting assignments in the U.S., Canada and abroad. Recently, he led a multidisciplinary team in assisting the Oregon State Health Services University analyze investment in a hotel it could use as a conference center. He also has served as advisor for the last five years on the Waterfront Hotel and Conference Center for West Virginia University. He is currently working with the City of Des Moines in its efforts to develop a headquarters hotel, providing market and feasibility analyses for both venues; managing the RFP process, including evaluations, selection, and negotiations with developers and operators; and serving as the City's lead representative in the development process. Charles is currently assisting the Port of Miami in its efforts to build a new mixed-use development in association with the World Trade Center, Miami. He is also working on a proposed civic center and meetings venue in Florence, South Carolina.

- **Ayu Listiowati** holds a Masters Degree in Real Estate from Cornell University, as well as a Professional Degree in Architecture from the University of Indonesia. She has worked throughout the U.S. and internationally in architecture, real estate planning, and finance. She specializes in market and financial analysis, Tax Increment Financing (TIF) tax analysis, and economic and fiscal impact analysis for hotels and conference centers. She recently performed feasibility analyses for a 35-acre mixed-use development located in Starkville, Mississippi, that includes a conference center, hotel, condominium residences, student housing, office, retail, restaurant, and parking. Ayu is currently working with the City of Jackson, Mississippi relating to their efforts to attract a hotel developer for a convention center hotel; and a new hotel nest to the City's conference center in Paducah, Kentucky. Ayu counseled St. Louis Univeresity in review of its design of its new student union, and just completed work on Monona Terrace, next to the University of Wisconsin campus.
- **Ryan Johnson** specializes in finance and business management. He has extensive experience in conducting market and feasibility analyses for conference centers, exhibition, hospitality, fairgrounds, sports, and mixed-use developments. Ryan worked on the analysis of the Overland Park Convention



Center; provided market analysis and developer solicitation support for a conference center hotel in Kennewick, Washington; managed the operator selection process for the Jackson Convention Center in Jackson, Mississippi; and assisted with the procurement of a development company for a new hotel in Fort Wayne, Indiana. Recently, Ryan performed a site and benchmark analysis for the Columbia Metropolitan Convention Center; as it added the USC Alumni Center to the convention center's campus. He just completed a demand and financial feasibility study for a convention center headquarters hotel in at Monona Terrace Community and Convention Center in Madison, Wisconsin. Ryan is currently working on an audit of the Tucson Convention Center and the Rio Nuevo TIF District in Arizona.

- **Sarah Emmerton** joined Johnson Consulting after having working in London for a redevelopment agency. Prior to that, Sarah worked as a real estate analyst and consultant at a real estate advisory firm in Melbourne, Australia. Sarah has extensive experience working across a range of different real estate markets, on a variety of projects completed on behalf of both public and private sector clients, with GIS being a key component of her work. Sarah leads the firm in market research, case study development, and consumer and customer survey analysis. She recently completed work on a new fairgrounds and Conference Center in St. Joseph, MO. This facility is aimed at the Bio Tec industry in the MINK market and will be affiliated with Missouri Western State University; a proposed conference center in Dearborn, Michigan; and a feasibility study for a proposed multi-purpose events center in Surrey, British Columbia; She also conducted a market demand and financial feasibility study for a proposed convention center and hotel, and an associated mix-used district, in Russellville, Arkansas, and is now assisting the City with their developer recruitment process. She is also working on a proposed expansion to the South Padre Island Convention Center in Texas, and assisting Jefferson City, Missouri with their RFP process to recruit a hotel and conference center developer.



- **Brandon Dowling** is the firm's Director of Sports and Entertainment and an active member of the International Council of Shopping Centers (ICSC). Brandon specializes in market and financial analysis for community and youth sports complexes, stadiums, arenas, and retail-based mixed-use developments, including conference centers and hotels. He has extensive experience in financial modeling, trending analysis, and economic and fiscal impact assessment, and has assisted cities and communities in their application for Tax Increment Financing (TIF) and/ or other public funding. Prior to Johnson Consulting, he worked in the retail real estate industry, in which he performed market research analysis for future shopping center development, including market studies, feasibility studies, and financial analysis. Brandon recently completed a demand and financial feasibility analysis for a new conference center in Harford, Maryland; a feasibility study for a proposed convention and civic center in Clemson, South Carolina; a strategic planning analysis for hotel and proposed event center at West Virginia University; and an operational and economic impact study for the BI-LO Center in Greenville, South Carolina. Brandon is currently working on a feasibility and economic impact study for a new multi-purpose at George Williams College in Williams Bay, Wisconsin.

- **Christopher Budd** holds a Master's Degree in Sports Administration from Northwestern University, as well as a Bachelor's Degree in Finance from Marquette University. He has previously worked in the banking industry, and throughout his Master's program he studied sports facility operations and conducted numerous case studies on collegiate sports facilities. He recently performed feasibility analysis for Brevard County, Florida to determine possible expansion and additional uses for Space Coast Stadium, the Spring Training home to the Washington Nationals. Chris is currently working with George Williams College of Aurora University in Williams Bay, Wisconsin to determine the feasibility of constructing a multi-purpose sports facility to serve the local community and enhance the profile of George Williams College and a trends analysis for a proposed hotel in Miami Beach.

QUALIFICATIONS

The following pages provide examples of relevant projects undertaken by the Consulting Team that are similar in scope to the services required by the City and the University.

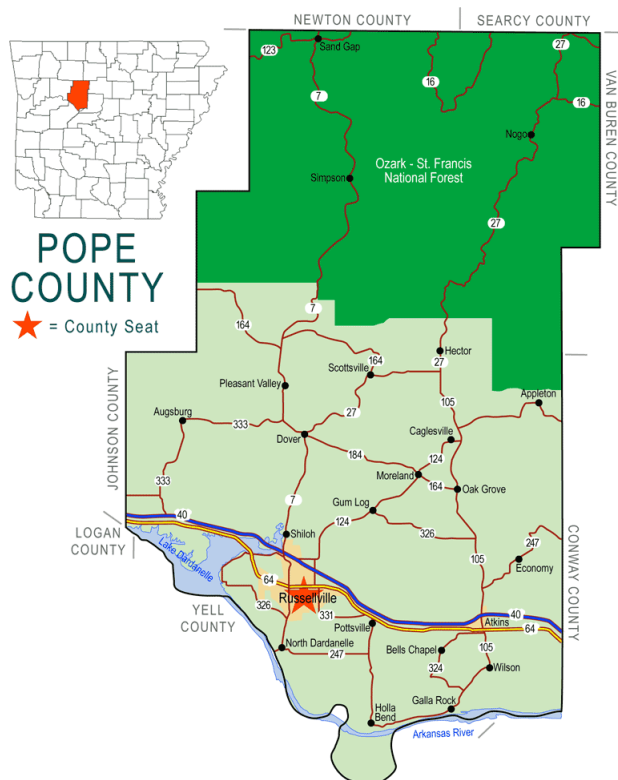
RUSSELLVILLE HOTEL AND CONVENTION CENTER

RUSSELLVILLE, ARKANSAS

Johnson Consulting was retained by the City of Russellville to undertake a market and financial feasibility study pertaining to a proposed hotel and convention center in Russellville, Arkansas. Based upon a prior feasibility study completed in 2003, the City of Russellville purchased a 22-acre site for the development of the proposed facility. The City had a contractual agreement with a hotel/ convention center developer that expired in 2009, due to the declining economy.

The vision for the project was to create a conference center that would serve the adjoining hotel, the proximate group of hotels around Exit-81 of Interstate 40, Arkansas Tech University, and the broader community. Further, the hotel and meeting space would not be in isolation. The balance of the site could include a marina, as well as some form of retail village offering.

The key objective of our analysis was to provide Client representatives with an estimate of demand, recommendations relating to appropriate program elements, and a projection of financial operations. With this information in hand, the Client group could then begin addressing an operational business plan.



PROJECT HIGHLIGHTS

- Demographic & Socio-Economic Analysis
- Facility Program Recommendations
- Recommended Operating Model
- Demand Projections
- Financial Projections
- Funding & Implementation

PADUCAH CONVENTION CENTER & HEADQUARTERS HOTEL

PADUCAH, KENTUCKY

In Paducah, Kentucky, Johnson Consulting worked with the City to conduct a market study and strategy analysis for an expanded convention center and redevelopment of the existing convention center hotel. The convention center and hotel studies analyzed peer city offerings, regional and national competitors, and provided an assessment regarding the recommended expansion size for the convention center and the size and brand of hotel. In addition Johnson Consulting analyzed the impact an expanded convention center and redeveloped hotel would have on the market. We worked directly with the Mayor's office and the Economic Development office.

We also completed the following:

- A long-range masterplan for the convention center
- An update of the hotel tax projections and an analysis of financing capacity
- An evaluation of the market potential and economic impact for an expanded convention center and redeveloped headquarters hotel
- Continue to provide ongoing asset management services to ensure the recommended facilities are developed and meet projections



PROJECT HIGHLIGHTS

- Numerous repeat engagements with the City
- Convention Center performance review and expansion analysis
- Hotel market, financial and impact analyses
- Managed Hotel operator selection and contract negotiation
- Convention Center and hotel funding strategies
- On-going asset management services

PROPOSED ARENA

OLATHE, KANSAS

In order to qualify for State and municipal bond programs, RTR, LLC, the project developer was required by the Kansas Secretary of State to procure an independent feasibility study for a proposed arena in Olathe, Kansas. After considerations of several firms, RTR, with support from the City of Olathe, selected Johnson Consulting to provide third party analysis and operating projections in order to confirm the value and contribution of the arena in the larger Olathe Arena and Retail District (District).

The broader development concept is centered on the goal of creating a unique destination that will draw visitors from throughout the state, Missouri, and the broader region and generate substantial new economic and fiscal activity. While the final elements of the design program for the mixed-use District remained under consideration, it was anticipated the project will feature more than 500,000 square feet of retail, and other commercial space; a high-quality mid-sized arena; a 250+ room hotel; and parking. The City of Olathe is an active and interested party in the project due to the fact that upon completion, ownership of the Arena element will revert to the City.

As part the engagement, Johnson Consulting conducted a full market analysis, reviewed the capacity of the Kansas City regional market to absorb additional entertainment events/products and luxury suites/premium seats. We also conducted an analysis to evaluate the impact a new arena in downtown Kansas City would have on the ability of an arena in suburban Olathe to secure tenants and events. We analyzed industry trends and their impact on a new facility in Olathe, profiled comparable facilities, provided demand analysis and financial projections for the arena, and determined the economic impacts. We also performed a review of the management team selected to run and managed the facility.



PROJECT HIGHLIGHTS

- Arena feasibility within a mixed-use district
- Demand projections
- Financial Projections
- Economic impact analysis
- Developer negotiations on behalf of the city

CONVENTION CENTER / HEADQUARTERS HOTEL DEVELOPMENT

OVERLAND PARK, KANSAS

The City of Overland Park, a fast growing suburb of Kansas City, has recently become the second largest city in Kansas. It is the home of over 100 corporate headquarters, including Sprint's 4.1 million square foot corporate campus.

The City sought to promote further economic development through the development of a hotel and convention center complex designed to serve the regional corporate community and state association market. Johnson Consulting performed a feasibility study and recommended facility developments that would provide the City with meeting and convention capabilities appropriate for the Overland Park market.

Johnson Consulting conducted a room tax study for the City to determine the amounts of revenue available for the financing of the convention center. The City acquired a 29-acre site and initiated the design of the Convention Center.

Johnson Consulting then assisted with the issuance of an RFP for a hotel developer which resulted in the selection of Sheraton as the hotel operator and a decision to finance the hotel using tax-exempt municipal bonds. This non-recourse debt is payable from revenues of the hotel. Johnson Consulting helped the City develop the financing plan and negotiate a set of agreements among the City, the developer (Garfield Corporation), a design-builder (Turner Construction), and the Sheraton Corporation for the development and operation of the hotel. The Overland Park Development Corporation successfully sold the bonds for the project. Our room tax projections were used in the bond issue.

Construction on both the Convention Center and Hotel is complete and both facilities are open for business, exceeding expectations.



PROJECT HIGHLIGHTS

- Assisted the City from the early planning stages through the implementation of the project.
- 60,000-square foot exhibit hall, 25,000-square foot ballroom, meeting space and a 412-room hotel.
- First-class convention center to be developed in an upscale suburban location.
- Issuance of tax-exempt bonds for the hotel.
- Issuance of G.O. debt for the convention center.

PROPOSED AGRI-BUSINESS EXPO CENTER

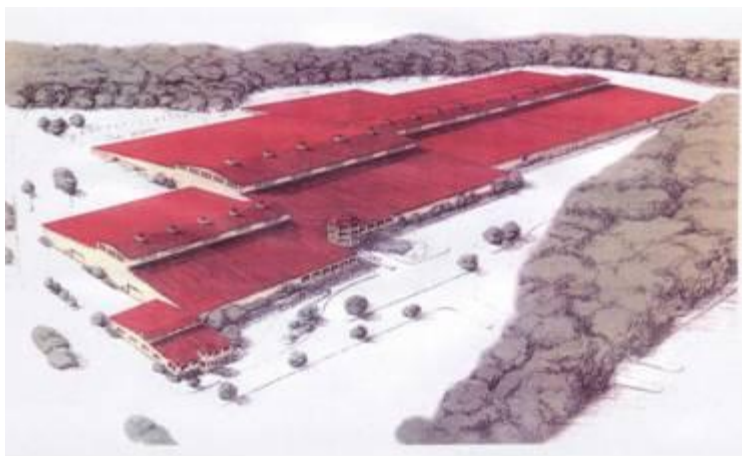
ST. JOSEPH, MISSOURI — BUCHANAN COUNTY

Johnson Consulting was retained by the Buchanan County Agricultural Expo Center Board to prepare a facility feasibility study for a proposed Agri-Business Expo Center in St. Joseph, Missouri. The vision was to create a multi-purpose venue, focused on agriculture and education that will act as a catalyst for economic growth in the local and regional economies. The Center will become an integral part of the established animal health corridor that extends from Manhattan, Kansas to Columbia, Missouri, with St. Joseph already finding its niche in the animal health industry.

The preliminary proposal included a 28,800 Expo Center, a 6,000-seat Arena, and over 600 portable stalls. Additional features of the proposal include trailer parking next to barns; RV camp sites with facilities; compost sales; nature trails; environmental studies; gasoline, diesel and convenience store; near shopping, restaurants, hotel/motels; City bus service; and green space.

Based on our assessment of the market opportunity for the proposed Expo Center, and analyses of competitive and comparable facilities, Johnson Consulting recommended that a larger Expo Center, incorporating a 50,000 square foot exhibition hall, could be supported within the proposed development.

Following on from our market and feasibility analysis, the next phase of the project involved developing building concepts, determining probable costs and a development schedule, and preparing a needs assessment and implementation plan. Together, these two phases of this study provided a solid foundation for advancing the project from an idea to a business plan that can be implemented.



PROJECT HIGHLIGHTS

- Working with the Buchanan County Agricultural Expo Center Board to understand their vision for the project
- Facility program recommendations
- Demand and financial projections
- Contact:
Beth Carmichael
bbctravel@aol.com
Budget: \$28,000

OREGON HEALTH AND SCIENCE UNIVERSITY

PORTLAND, OREGON

Johnson Consulting was retained by Oregon Health and Science University (OHSU) to provide independent advice on hotel-related issues, as the University considered becoming an equity partner in the acquisition and renovation of an existing hotel on the Marquam Hill campus. We provided a review of the operating projections prepared by a potential hotel developer, opining on the reasonableness of assumptions relating to occupancy, average daily rate (ADR), and net operating income (NOI). Our comprehensive analysis was specifically tailored to answering the following questions:

1. How many room nights do the University and Clinic currently generate? Would the hotel enhance this situation? If so, by what amount?
2. What effects, positive or negative, could the presence of a hotel as proposed have on enhancing the clinical enterprise's positioning and bottom line?
3. Would a hotel cause the clinical enterprise to be more successful?
4. Are there broader University factors that should be part of the decision-making equation?
5. Does the hotel need an incentive to be successful or should the University be insisting that the developer, or some other developer, forego University assistance?
6. If the University were provided a room night guarantee, what are the odds that it could be called to perform on that guarantee and what is the materiality of that provision? How much of a room night guarantee could the University provide without significant risk?
7. Are there other tools that could be used to advance the hotel, if strategic to the Clinic and University, that may provide equal or more value, but with less exposure?



PROJECT HIGHLIGHTS

- Review of assumptions
- Review of NOI ratio
- Assessment of feasibility of proforma
- Best Practices Analysis
- Strategy and guidance regarding OHSU's involvement in project

WEST VIRGINIA UNIVERSITY WATERFRONT PLACE HOTEL VALUATION

MORGANTOWN, WEST VIRGINIA

Johnson Consulting was hired by West Virginia University (WVU) as asset manager to provide an assessment of the existing Waterfront Place Hotel (WPH, or Hotel), events/conference center, and marina restaurant. The intended use of the report was for market value assessment for a potential acquisition of the property by the University from its current owners.

The report determined that the WPH hotel is clearly the market leader in Morgantown. The conference and events center helped strengthen and secure this position. The strategic location of this hotel adjacent to the new event center makes it the natural choice for event attendees to choose as their lodging destination. Until the market increases its supply, the WPH hotel should experience a windfall of new room nights resulting from event center activity. The University will also drive a high volume of events to the hotel and the events center.

Johnson Consulting analyzed past performance of the hotel and conference center, assessed the business plan for the conference center and measured the demand the University can shift to the hotel if it were to own it. We have served the University over the past 5 years from both a valuation perspective and asset adviser.



PROJECT HIGHLIGHTS

- Prepared a market analysis including key supply/demand characteristics
- Performed an income approach valuation; that included a 10 year cash flow analysis
- Recommended two potential options for West Virginia
- Analyzed feasibility of the events center impacts university ownership would have on event demand
- Helped establish purchase price
- Performed a PIP analysis for the hotel

CIVIC CENTER MASTERPLAN AND CONVENTION HOTEL

ERIE, PENNSYLVANIA

Johnson Consulting was engaged by the Erie County Convention Center Authority to conduct two distinct projects to extend the appeal and character of Erie as a convention, event, and tourism destination. Under the first engagement, we worked in partnership with the Authority to prepare a feasibility study and campus facilities master plan for the Erie Civic Center Complex (ECCC).

The ECCC is comprised of three facilities: the Warner Theatre, Tullio Arena, and Jerry Uht Ballpark. Our team was hired to evaluate the condition and performance of the facilities and prepare a master plan that positions the ECCC to remain an ongoing resource for Erie County. Our project included the following elements:

- An exploration of strategies for developing the ECCC into an integrated arts, entertainment, and cultural district in downtown Erie through the development of the ECCC master plan
- An evaluation of the physical condition of the ECCC's existing facilities, and recommendations regarding a capital improvements plan, and
- Financial analysis to measure the contribution margin associated with each capital improvement.

A fourth facility, the Erie Bayfront Convention Center, will be added to the Authority's roster of facilities when it is completed in 2006. As part of the development effort for this facility, the Authority retained Johnson Consulting to evaluate development proposals and sites for a convention center and a related headquarters hotel. The Authority also engaged Johnson Consulting to market the project; attract developer interest; provide independent analysis of alternate developer qualifications; provide counsel on critical deal terms and strategies that will contribute to the expedient delivery of a convention center/hotel project; review developer proposals; and serve as an analytical resource on developer negotiations. Additional services may include funding gap analysis and confirmation of hotel market opportunity and review of facility sizing and operating strategies.



PROJECT HIGHLIGHTS

MASTER PLAN

- Master plan for entertainment district featuring two-theaters, an arena, and a AA baseball stadium
- Demand and operating projections
- Cost estimates and phasing plan

CONVENTION HOTEL

- Hotel Developer RFQ/RFP solicitation, coordination, and management
- Developer proposal evaluation
- Site analysis and recommendations

LMN ARCHITECTS

LMN Architects

LMN is one of the world's leading convention center architects, having engaged highly collaborative teams and community processes on more than **80 convention projects in 65 cities.**

Creating a Civic Place

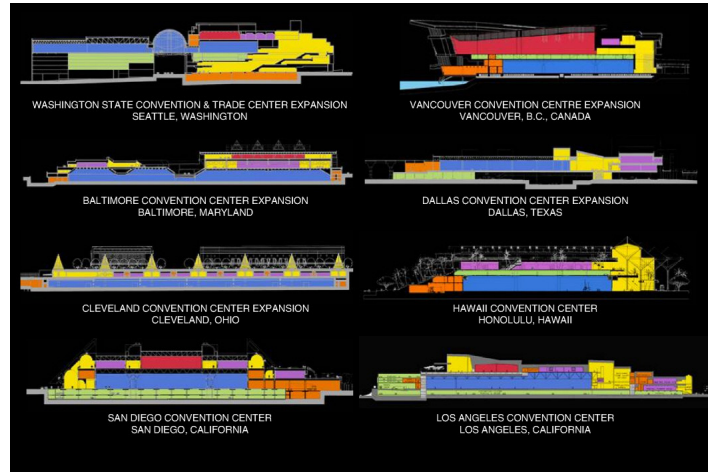
Convention center projects present unique hybrid design opportunities that encompass architecture, urban design, landscape, interior design, environmental graphics and public art. As a multi-disciplinary firm, these projects present an ideal opportunity for us to engage our full capability in designing a piece of the city that supports an integrated community experience.

With the planning and design of each facility, we synthesize the diverse needs and influences of functionality, urban context, user experience, operations and environmental sustainability. Through this approach we create facilities that are uniquely expressive of their particular program, site and community culture—creating an architectural experience deeply rooted in essential conditions of purpose and place.

Holistic Design

Over the course of three decades of planning and designing convention centers, LMN has devoted its practice to transforming this facility typology to make better cities and urban neighborhoods. We have developed a highly refined approach that melds comprehensive understanding of essential functional relationships with extensive analysis of cultural and environmental infrastructure. We seek to optimize diversity of uses through architectural solutions—enhancing public activities, commercial enterprise and civic engagement.

Located in Seattle and founded in 1979, LMN provides design services in architecture, urban design and interiors for a wide variety of public and private clients. Our projects are extremely diverse — in terms of project type, scale, user communities and conditions of place. We embrace this diversity as a core strength, and have organized our 100-person firm around project-specific



Ideal section diagram showing vertical organizations.



Ernest N. Morial Convention Center Hall A Renovations, New Orleans, LA. (2013); The conversion of Hall A, an existing 100,000 square foot exhibit hall, into a 60,000 square foot multi-purpose ballroom and associated pre-function space addresses the need for a heightened user experience for banquet and ballroom events while retaining the potential for exhibit use.

teams carefully assembled to address the specific needs and circumstances of each assignment. Our holistic, cross-disciplinary approach has brought significant recognition to our work. In 2013, Vancouver Convention Centre West became the first building in AIA history to win the National Honor Award in all 3 categories: architecture, interior architecture, and regional/urban design.

People

Led by six partners who are actively engaged in our project work as a fundamental aspect of our culture, we are a group of architects, urban designers, and interior designers who possess an extraordinary depth of experience and expertise in programming, master planning, design and project delivery. Passionately committed to an integrated design process, we continually strive to make our work highly responsive to the needs of our clients and enriching to the lives of the people and communities it serves.

Design

We aspire to create built environments that question, rethink, and improve on the status quo. Each design seeks a critical integration of the fundamental form givers—program, site and spatial experience—informed by craftsmanship, materiality and sustainability. We believe design is pervasive, encompassing all aspects of our work and involving all project participants. Our approach entails collaborative exploration with our consultant team, clients and users, seeking progressive discoveries, innovative design solutions and compelling architectural expression rooted in the unique substance of each project.

Environmental Responsibility

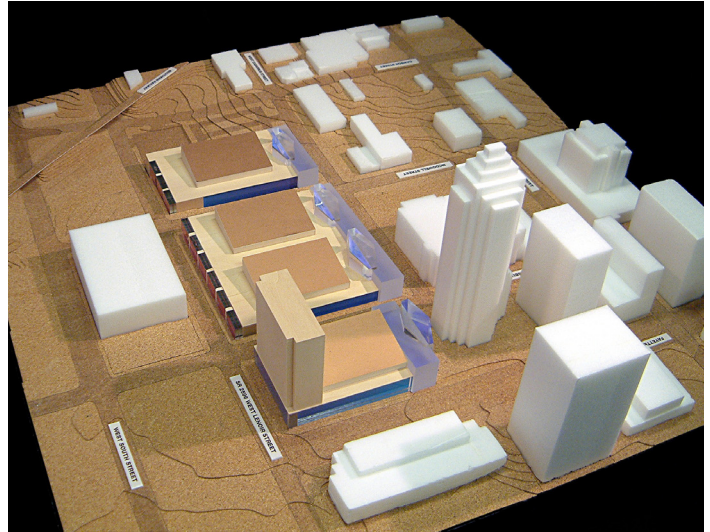
LMN promotes environmental responsibility through our practice of sustainable design and the application of “green” measures in the ongoing operation of the firm. LMN has been a carbon neutral organization since 2008. As a core aspect of this commitment, we officially adopted the 2030 Challenge and AIA 2030 Commitment in 2009. In support of this commitment we have developed in-house computational modeling expertise and protocol to analyze alternative design solutions for sustainability metrics throughout the design process. Our process goes beyond the LEED evaluation system to ensure that environmental principles are carefully integrated into the entire process, from concept design through technical development, project delivery and occupancy.

Management and Technical Expertise

LMN embraces effective project management and industry-leading technical expertise as essential components to high quality design and effective project delivery. A hallmark of our firm is the demonstrated capacity to design and deliver successfully a broad range of highly complex public projects. From large-scale urban landmark buildings to small-scale community projects, our integrated design approach and management process have a proven track record of effective cost control and schedule management. To ensure consistent quality of design and technical solutions, we employ a proactive system of quality assurance from the outset of the project—administered by our full-time QA Director. This process engages the LMN project team and sub-consultants in interactive framework of design coordination and document checking, applying advanced design technology tools in a highly organized, systematic manner.

Design Technology

LMN utilizes Building Information Modeling (BIM) as part of an overall framework of computational modeling that is completely integrated with our design and documentation process. In addition to enhancing the level of coordination between design disciplines and building systems, LMN is at the forefront of “GreenBIM”—the application of BIM to run environmental simulations (light, heat, air flow, energy consumption) in order to predict and improve



Raleigh/Wake County Convention Center Feasibility Study (2003): The study examined 13 potential convention center sites in downtown Raleigh and the surrounding suburbs, considering each site's performance against 27 different criteria, ultimately producing a preferred site which is located downtown, near existing hotels and visitor amenities.



Tobin Center for the Performing Arts, San Antonio, TX. (2014): The design capitalizes on the recent extension of the San Antonio River Walk to connect the cultural life of the City with its vibrant tourism and entertainment activities.

building performance. To this end, we have developed interoperability links between various software programs and simulation engines to effectively utilize iterative modeling and simulation during all phases of design. Our expertise with design technology goes beyond simulation. We are also actively engaged with parametric modeling and digital fabrication, using Grasshopper, Generative Components, and Autodesk Inventor. As an organic part of our design process, parametric modeling directly links design intent and geometry, allowing us to create form, as well as explore and solve geometrical problems. Taking a parametric approach to geometric form also allows us unparalleled control over the quality and fidelity of our models, a critical aspect of digital fabrication and rapid prototyping at our practice.

Convention Center Expertise

Convention centers are unlike any other building type. From our years of research and design of these facilities—encompassing new buildings as well as an extensive portfolio of feasibility/program studies, master plans, and expansions—we have developed a comprehensive understanding of the **integration of architecture, interiors, and urban design** in the creation of memorable civic experiences. This depth of knowledge is critical to designing a convention facility that successfully serves as an economic engine in the downtown core while **enriching the daily life of the city** in a mixed-use urban environment.

Alliant Energy Center Expansion Madison, Wisconsin	Fresno Convention Center Study Fresno, California	Monterey Convention Center Study Update Monterey, California	Santa Fe Convention Center Santa Fe, New Mexico
Alliant Energy Center 2011 Master Plan Madison, Wisconsin	Fort Lauderdale Convention Center Master Plan Fort Lauderdale, Florida	Mumbai Convention Center Study Mumbai, India	Seoul Convention Center Study Seoul, South Korea
Arlington Convention Center Site Selection & Concept Design Arlington, Virginia	Fort Lauderdale Convention Center Expansion Planning & Hotel Study Fort Lauderdale, Florida	Ernest N. Morial Convention Center New Orleans Hall A Renovations New Orleans, Louisiana	South Padre Island Convention Center South Padre Island, Texas
Baltimore Convention Center Expansion Baltimore, Maryland	Greater Columbus Convention Center East Lot Master Plan Columbus, Ohio	Newport Exposition & Events Center Newport, Oregon	South Towne Exposition Center Sandy, Utah
Baton Rouge Riverside Centroplex Expansion Baton Rouge, Louisiana	Greater Columbus Convention Center Interior Renovations Columbus, Ohio	Nolen Terrace Convention Center Study Madison, Wisconsin	Spokane Convention Center Addition Study Spokane, Washington
Battelle Hall Renovation & Addition Columbus, Ohio	Hawaii Convention Center Honolulu, Hawaii	Northwest Exposition Center Study Tukwila, Washington	Spokane Convention Center Expansion Spokane, Washington
Bicentennial Pavilion Tacoma, Washington	Kitsap Conference Center at Bremerton Harborside Bremerton, Washington	Oakland Convention Center Expansion Feasibility Study Oakland, California	St. Paul Convention/Civic Center Expansion St. Paul, Minnesota
Bismarck Convention Center Bismarck, North Dakota	Koyang International Exhibition Center Study Koyang, Korea	Omaha Convention Center & Arena Concept Design Omaha, Nebraska	Sydney International Convention, Exhibition and Entertainment Precinct Design Competition Sydney, Australia
Cairo Trade & Convention Center Study Cairo, Egypt	Lane County Fairgrounds Exhibition & Performance Hall Remodel Eugene, Oregon	Oregon Convention Center Meeting Room Renovation Study Portland, Oregon	Tacoma Convention Center Expansion Study Tacoma, Washington
Calgary TELUS Convention Center Expansion Calgary, Alberta	Las Vegas Convention Center Expansion Study Las Vegas, Nevada	Panama City Beach Hotel & Convention Center Study Panama City Beach, Florida	Vail Conference Center Market Analysis & Business Plan Vail, Colorado
Capital Area Arts & Conference Center Study Olympia, Washington	Los Angeles Convention Center Master Plan Expansion Study Los Angeles, California	Pasco Trade Recreation & Agriculture Center Pasco, Washington	Vancouver Convention Centre West Vancouver, British Columbia
Cincinnati Duke Energy Convention Center Expansion & Renovation Cincinnati, Ohio	Lincoln Convention Center Lincoln, Nebraska	Phoenix Civic Plaza Expansion Study Phoenix, Arizona	Washington State Convention Center Expansion Seattle, Washington
Clark County Fairgrounds Master Plan Clark County, Washington	London Convention Centre Space Needs Analysis & Space Utilization Recommendations London, Ontario, Canada	Phoenix Union Exhibition Facility Phoenix, Arizona	The Conference Center at Washington State Convention Center Seattle, Washington
Cleveland Convention Center Expansion Study Cleveland, Ohio	London Convention Centre Study Update London, Ontario, Canada	Raleigh Convention Center Site Selection Study Raleigh, North Carolina	Washington State Convention Center Transit Station Expansion Study Seattle, Washington
Cleveland Medical Mart & Convention Center Cleveland, Ohio	Memphis Cook Convention Center Expansion Memphis, Tennessee	Reno-Sparks Convention Center Expansion & Renovation Reno, Nevada	Wenatchee Convention Center Expansion Wenatchee, Washington
Colorado Convention Center Denver, Colorado	Meydenbauer Convention Center Exhibit Hall Renovation Bellevue, Washington	Sacramento Convention Center Expansion Sacramento, Calif.	Wichita Century II Convention Center Feasibility Study Wichita, Kansas
Dallas Convention Center Expansion, Phase I Dallas, Texas	Meydenbauer Interior Improvement Study Bellevue, Washington	Sacramento Memorial Auditorium Study Sacramento, California	Wildwoods Convention Center Wildwood, New Jersey
Dena'ina Civic & Convention Center Anchorage, Alaska	Minneapolis Convention Center Minneapolis, Minnesota	Salem Conference Center & Hotel Salem, Oregon	Winnipeg Convention Centre Expansion Winnipeg, Alberta, Canada
Dena'ina Civic & Convention Center Feasibility Review & Site Selection Analysis Anchorage, Alaska	Minneapolis Convention Center Expansion Minneapolis, Minnesota	San Antonio Convention Center Expansion Study San Antonio, Texas	Yakima Convention Center Expansion Yakima, Washington
Des Moines Convention Center Des Moines, Iowa	Monterey Convention Center Feasibility Study Monterey, California	San Diego Convention Center San Diego, California	Yellowstone Conference Center Big Sky, Montana
Discovery Place Convention Center Expansion Study Vancouver, British Columbia		San Jose Convention Center Expansion Preliminary Design San Jose, California	
Duluth Entertainment Convention Center Expansion Duluth, Minnesota			

Christopher Eseman

AIA, LEED AP

Chris Eseman has over 30 years of architectural experience including the programming, planning, and design of several award-winning public assembly and urban design projects. His involvement in some of today's most successful convention centers across the country and internationally has solidified him as an expert in civic planning and design. Chris's extensive and diverse background with many market sectors results in considerable experience with diverse site issues, technical requirements, on-budget cost control, on-time scheduling and delivery, and a design result that meets the artistic and programmatic requirements of a project.

Principal

Education

Master of Science, Architecture and Urban Design, 1983, Columbia University
Bachelor of Architecture, 1976, Lawrence Institute of Technology

Professional Registrations

National Council of Architectural Registration Boards (NCARB)
Allied member of IAAM (International Association of Assembly Managers)
AIPC 2010

State Registrations

Washington, Arizona, Missouri, Louisiana, Nevada, North Carolina, Illinois, Kansas, New York, Florida, Virginia, North Dakota

Professional Affiliations & Accreditations

American Institute of Architects (AIA)
LEED Accredited Professional

Public Assembly Industry Expert

AIPC (International Association of Convention Centres)
2009: Annual Conference, Changing Industry Conditions – An Outline of Industry Trends
2010: Annual Conference, About LEED – North American Sustainability Benchmarking
2010: Annual Conference, Concepts to Design – Understanding the Design Process
2012: "Convention Centre Design and Development" Presentation, Management and Professional Development Program
2012: "Venue Design" Presentation, Management and Professional Development Program
IAEM (International Association of Exhibition Managers)
2005: Research Symposium: Discovering the Next Generation of Convention and Exhibition, Contemporary Architectural Design Issues
ICCC (International Convention Center Conference)
2005: Thinking "Inside the Box" Transforming Existing Facilities
2004: The Be-all-Room: Defining the Convention Center Ballroom
2003: Convention Centers of the New Millennium Design Trends, Hopes and Dreams
IEDC (International Economic Development Council)
2005: Convention Center Facility Development: Expansion in Context
2004: Convention Center Facility Development: Trends in Design
Anchorage Convention & Visitors Bureau Annual Conference
2004: When the Building is Over
Seattle Daily Journal of Commerce Special Coverage Article
2001: *Industry Trends: Washington State Convention and Trade Center Expansion*

Relevant Project Experience

Convention Centers

Cleveland Medical Mart & Convention Center |
Cleveland, Ohio
Calgary TELUS Convention Center Expansion | Calgary,
Alberta
Washington State Convention Center Transit Station
Expansion Study | Seattle, Washington
The Conference Center at Washington State Convention
Center | Seattle, Washington
San Jose Convention Center Expansion Concept Design
| San Jose, California
Sydney International Convention, Exhibition and
Entertainment Precinct Design Competition | Sydney,
Australia
Battelle Hall Renovation & Expansion | Columbus, Ohio
Dena'ina Civic & Convention Center | Anchorage, Alaska
Arlington Convention Center Site Selection Study |
Arlington, Virginia
Arlington Convention Center Concept Design |
Arlington, Virginia
Greater Fort Lauderdale/Broward County Convention
Center Master Plan | Ft. Lauderdale, Florida
Raleigh-Wake County Convention Center Expansion Site
Selection Study | Raleigh, North Carolina
Cincinnati Convention Center Expansion | Cincinnati,
Ohio
Wichita Century II Expansion & Modernization Study |
Wichita, Kansas
Anchorage Civic Convention Center Site Selection &
Feasibility Study | Anchorage, Alaska
Phoenix Civic Plaza Conceptual Building Site and
Planning Study | Phoenix, Arizona
Cleveland Convention Center Site Selection Analysis |
Cleveland, Ohio
Baton Rouge Riverside Centroplex Expansion | Baton
Rouge, Louisiana
Minneapolis Convention Center Expansion |
Minneapolis, Minnesota
Wildwoods Convention Center Expansion | Wildwood,
New Jersey
Washington State Convention Center Expansion |
Seattle, Washington
Washington State Convention Center Expansion
Feasibility Study | Seattle, Washington
San Antonio Convention Center Expansion Study | San
Antonio, Texas
Baltimore Convention Center Expansion | Baltimore,
Maryland
Dallas Convention Center Expansion | Dallas, Texas
Vancouver Convention Center West | Vancouver, British
Columbia
Los Angeles Convention Center Expansion Master Plan |
Los Angeles, California

Sports Facilities

Comcast Arena at Everett | Everett, Washington
Baseball/Soccer Facility Study, University of Washington
| Seattle, Washington
Baseball/Soccer Facility Master Plan, University of
Washington | Seattle, Washington
Husky Pool Master Plan, University of Washington |
Seattle, Washington
Bellevue Crown Center Master Plan | Bellevue,
Washington
Washington Gateway Special Events Center | Vancouver,
Washington
Alaska Airlines Arena at Hec Edmundson Pavilion,
University of Washington | Seattle, Washington
Husky Hall of Fame, University of Washington | Seattle,
Washington
Hec Edmundson Pavilion Phase I Interior Upgrades,
University of Washington | Seattle, Washington
Women's Fastpitch Softball Facility, University of
Washington | Seattle, Washington
Athletics Fields Master Plan, University of Washington |
Seattle, Washington
Physical Education Facility, Northern Montana College |
Havre, Montana

Educational Facilities

Ackerley Athletic Center Expansion and Renovation,
Lakeside School | Seattle, Washington
Bliss Hall Renovation, Lakeside School | Seattle,
Washington
Student Union Renovation, University of New Hampshire
| Durham, New Hampshire *
South Whidbey Island High School | Langley,
Washington*

Cultural Facilities

Oxbow Performing Arts Center | Fort Collins, Colorado
Bellevue Crown Center Master Plan | Bellevue, WA
Seattle Center Master Planning and Design Studies |
Seattle, Washington
Benaroya Hall | Seattle, Washington
Fifth Avenue Theater Expansion Feasibility Studies |
Seattle, Washington
Renovation of Carnegie Hall | New York, New York *
Renovation of Portsmouth Music Hall | Portsmouth,
New Hampshire*

**Project experience prior to joining LMN*

Mark Reddington

FAIA

As a Partner at LMN focused on design, Mark is constantly pushing for innovation, always looking for a better way. He harnesses the energy of an integrative design approach which elevates the quality of work of all team members. His determination and passion has led to the design of civic spaces that are highly functional and contextually engaging, establishing the firm as a national leader in public building design.

As an advocate for the improved vitality of urban centers, Mark's success in setting the course for LMN's complex Convention Center projects is part of waking up and being ready for the day. He is currently co-chair of the Design Oversight Committee for Waterfront for All, an essential development project linking the improvements of Seattle's waterfront to the city core. His ability to weave the essential operational needs of a convention center with an elevated urban experience is due to his commitment to integrating buildings with the urban fabric.

Partner

Education

Bachelor of Architecture, 1977, University of Cincinnati

Professional Registration

American Institute of Architects (AIA)

National Council of Architectural Registration Boards (NCARB)

United States Institute of Theatre Technology

State Registrations

Washington, Ohio, New Jersey, Tennessee, Colorado, Nevada,

Minnesota, Iowa, Texas, Indiana, Montana, New Mexico, Wisconsin

Relevant Project Experience

Convention Centers

Vancouver Convention Centre West | Vancouver, British Columbia

Cleveland Medical Mart & Convention Center | Cleveland, Ohio

Winnipeg Convention Center Expansion | Winnipeg, Manitoba

Calgary TELUS Convention Center Expansion | Calgary, Alberta

San Jose Convention Center Expansion | San Jose, California

Reno-Sparks Convention Center Expansion Master Plan | Reno, Nevada

Sydney International Convention, Exhibition and Entertainment Precinct Design Competition | Sydney, Australia

Washington State Convention Center Transit Station Expansion Study | Seattle, Washington

The Conference Center at Washington State Convention Center | Seattle, Washington

Alliant Energy Center Master Plan | Madison, Wisconsin

Battelle Hall Renovation | Columbus, Ohio

Cincinnati Convention Center Expansion | Cincinnati, Ohio

Dena'ina Civic & Convention Center | Anchorage, Alaska

Raleigh-Wake County Convention Center Expansion Feasibility Study | Raleigh, North Carolina

Los Angeles Convention Center Expansion Master Plan Study | Los Angeles, California

Anchorage Civic & Convention Center Feasibility Study | Anchorage, Alaska

Reno-Sparks Convention Center Addition & Renovation | Reno, Nevada

Omaha Convention Center and Arena Concept Study | Omaha, Nebraska

Cleveland Convention Center Concept Design Study | Cleveland, Ohio

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Southtowne Exposition Center | Sandy, Utah
Washington State Convention Center Expansion |
Seattle, Washington
Cook Convention Center Expansion | Memphis,
Tennessee
San Jose Convention Center Expansion Feasibility Study
| San Jose, California
Meydenbauer Center Expansion Feasibility Study |
Bellevue, Washington
Wildwoods Convention Center | Wildwood, New Jersey
Wenatchee Convention Center Expansion | Wenatchee,
Washington
Dallas Convention Center Expansion | Dallas, Texas
Spokane Convention Center Expansion | Spokane,
Washington
Santa Fe Civic Center District Action Plan | Santa Fe,
New Mexico
St. Paul Civic Center Expansion | St. Paul, Minnesota
Exhibition Hall at the Alliant Energy Center, Dane County
Exposition Center | Madison, Wisconsin
Colorado Convention Center | Denver, Colorado
Minneapolis Convention Center | Minneapolis,
Minnesota
Fresno Convention Center Expansion Study | Fresno,
California
Tacoma Convention Center Expansion Study | Tacoma,
WA
Calgary Convention Center Expansion Study | Calgary,
Alberta

Cultural Facilities

Vashon Performing Arts Center | Vashon, Washington
Marion Oliver McCaw Hall | Seattle, Washington
Benaroya Hall | Seattle, Washington
Tobin Center for the Performing Arts | San Antonio,
Texas
Conrad Prebys Music Center, University of California, San
Diego | La Jolla, California
Millennium Carillon | Olympia, Washington
Mercer Arts Arena Renovation | Seattle, Washington
Glacier Performing Arts Center Feasibility Study |
Kalispell, Montana
Sacramento Community Center Theater Renovation
Study | Sacramento, California
Seattle Pacific University Auditorium Study | Seattle,
Washington
University of Idaho Music Center Study | Moscow, Idaho
Museum of History and Industry | Seattle, Washington
Ed Erickson Theatre Off-Broadway, Seattle Central
Community College | Seattle, Washington
Western Nevada Community College Center for the Arts
| Carson City, Nevada
Performing Arts Center of Wenatchee | Wenatchee,
Washington
Adams State College Fine Arts Renovation & Addition |
Alamosa, Colorado
Northshore Performing Arts Center Feasibility Study |

Bothell, Washington
Seattle Children's Theatre Technical Pavilion | Seattle,
Washington
Cannon Center for the Performing Arts | Memphis,
Tennessee
Fifth Avenue Theater Expansion Feasibility Studies |
Seattle, Washington
Eastside Performing Arts Center Study | Bellevue,
Washington
U.S. Navy Band Facility | Bangor, Washington
Sacramento Memorial Auditorium Study | Sacramento,
California
Seattle Center Master Planning and Design Studies |
Seattle, Washington
Performing Arts Center, City College of San Francisco |
San Francisco, California
Lee Center for the Arts, Seattle University | Seattle,
Washington

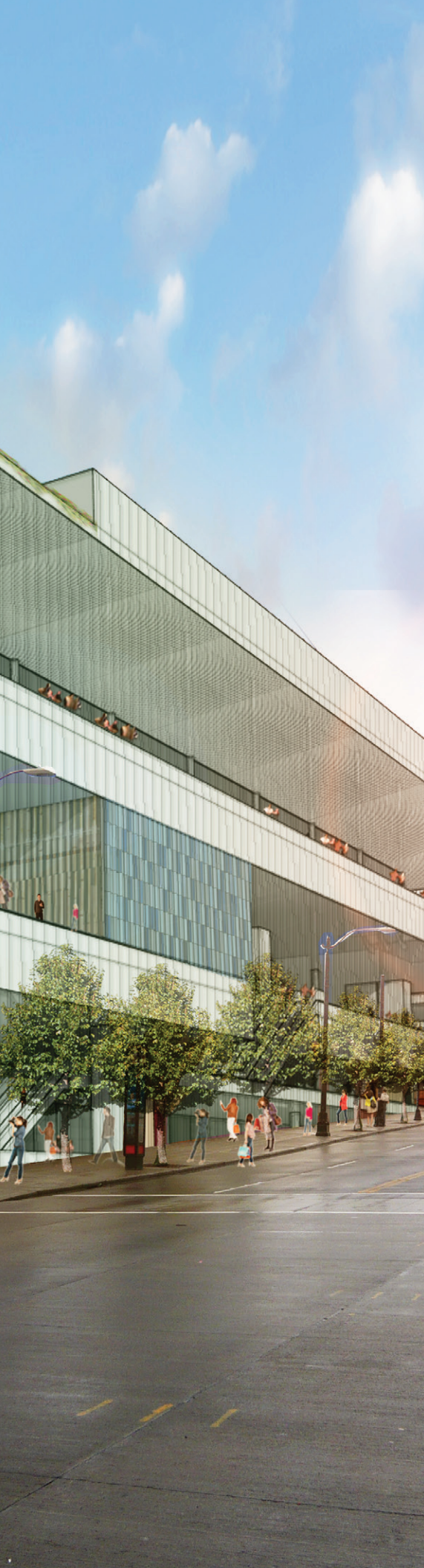
**Project experience prior to joining LMN*

WASHINGTON STATE CONVENTION CENTER

Master Plan Expansion Study

SEATTLE, WA





The Washington State Convention Center operates at a very high utilization rate and regularly turns away potential event business due the lack of available dates. In order to better serve the convention and meeting needs of the state and the region, the facility recently conducted a feasibility study examining the potential for **expanding the existing facility**.

.....
Location
Seattle, Washington
.....

.....
Size
1.2 million gsf
.....

.....
Status
Master Plan Completed 2013
.....

.....
Construction Cost
Master Plan: \$650,000,000
.....

.....
Client
State of Washington
.....

.....
Architect
LMN
.....

.....
Project Highlights

- Demonstrates understanding of analysis comparing modification / expansion vs. new building site
- Urban catalyst created out of Expansion, Master Planning, Site Planning, resulting in a true, pedestrian convention center district in downtown Seattle
- Demonstrates creativity in reuse of existing space and the transformation of “under performing” spaces into popular venues
- Project personnel: Mark Reddington, Chris Eseman

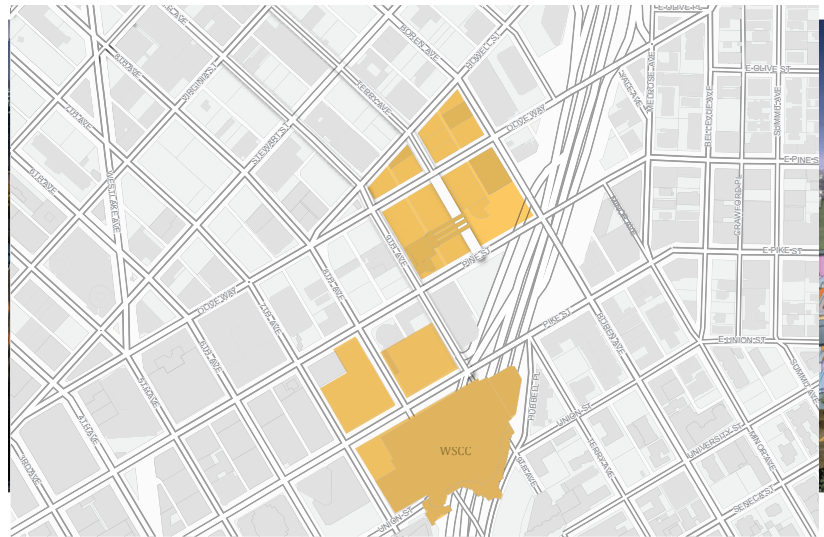


The goal was to develop an expansion program that could adequately address the needs of the facility over a 20 to 25 year planning horizon.

The existing facility is located in the heart of downtown Seattle's retail core, in close proximity to transit, hotels, restaurants and entertainment. The 2001 expansion is located directly to the north of the existing facility with the contiguous exhibit halls connected by two bridges over Pike Street. The current expansion site is located one block to the north of the existing facility, maintaining pedestrian access to downtown amenities and the existing facility itself, but separating the expansion physically – creating the need to think about the facilities differently. From the viewpoint of the delegate, the two facilities must be integrated into a coherent urban campus - a unified convention center district.

Strategies to enhance the cohesiveness of the new convention center district will focus on the pedestrian realm including:

- Demonstrates creativity in accommodating program needs across multiple urban sites – producing an integrated convention center district
- Unified signage and environmental graphics program
- Strong visual connections, potentially including overhead weather protection

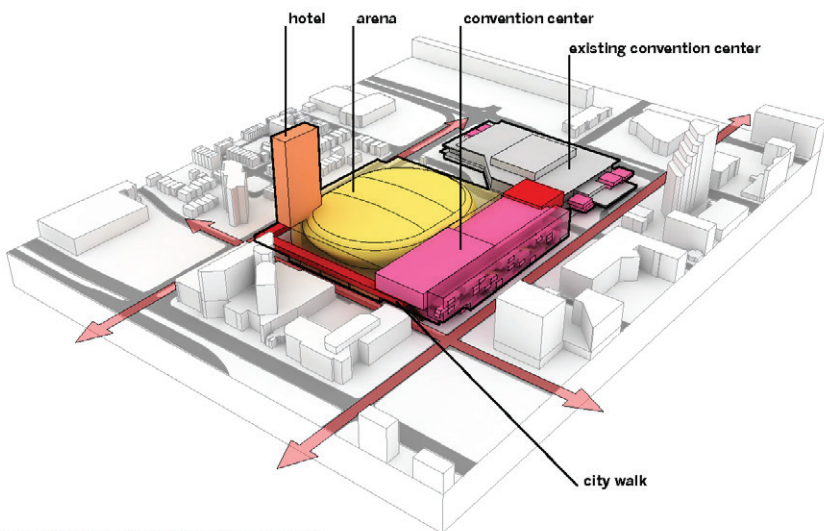


As demand increases, convention centers will continue to seek to expand. The Washington State Convention Center is a prototypical example of the creativity that must be brought to bear to integrate a convention center into a dense urban core – producing a connected, pedestrian urban campus.

BALTIMORE CONVENTION CENTER, ARENA & HOTEL

Master Plan

BALTIMORE, MD



Urban District of Multiple Components





Following a February 2012 market analysis study which recommended expansion of the Baltimore Convention Center, a **public/private partnership** was formed to investigate the feasibility of accommodating a multi-use development on a site immediately adjacent to the convention center. The approach would increase the density on the site, with all three program components stacked and overlapped to maximize available site footprint. The result anticipates a much more **active convention center district**, with meeting spaces interspersed with retail and pedestrian concourses along transparent street facades.

Location

Baltimore, Maryland

Client

Maryland Stadium Authority

Architect

LMN was engaged as part of an architectural consortium, specifically responsible for the design of the convention center.



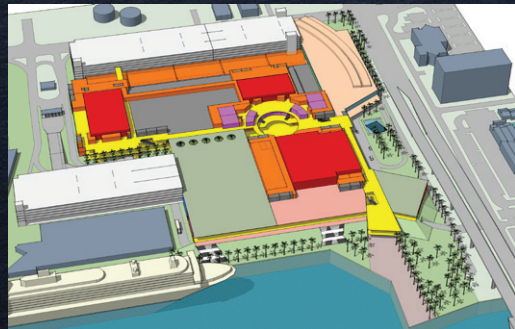
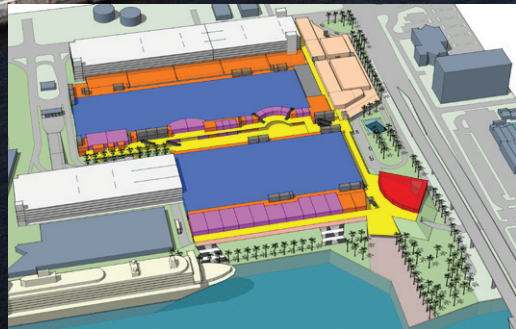
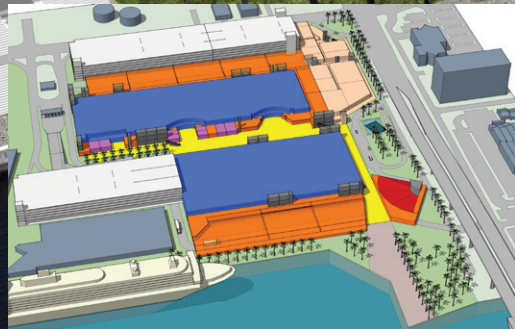
Project Highlights

- An expansion of the convention center which would double its current size, replacing the oldest portions of the original building with a new multi-level facility comprised of exhibition halls, meeting rooms and a large ballroom, contiguously connected above and below Sharp Street.
- A new arena containing at least 18,000 seats replacing an outdated and undersized existing facility.
- A new 500 Room hotel replacing a smaller existing hotel currently located on the site.
- Personnel: Mark Reddington, Chris Eseman



Expansion Master Plan

FT. LAUDERDALE, FL





The master plan addressed the existing site constraints pertaining to parking for convention center events, vehicular and pedestrian access to the convention center, **hotel site analysis, and future convention center expansion.**

Options were developed for a phased expansion onto land adjacent to the cruise ship terminal on the Port Everglades waterfront in Fort Lauderdale. In conjunction with the planning study, a market analysis and financial feasibility study were developed for both a hotel and the convention center expansion.

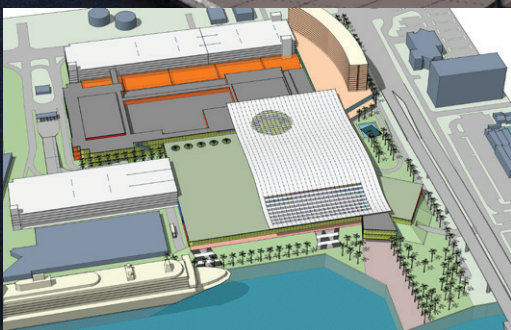
Location
Fort Lauderdale, Florida

Architect
LMN

Client
Broward County Convention Center

Project Highlights

- Options developed for a phased expansion onto land adjacent to the cruise ship terminal on the Port Everglades waterfront in Fort Lauderdale.
- Market analysis and financial feasibility study developed for both a hotel and the convention center expansion.
- The expansion program includes 75,546 square feet of new lobby/pre-function space, 180,000 square feet of new exhibit hall space, and 70,000 square feet of new ballroom/meeting room space. Solutions for access, parking, and the security of the cruise ships were primary concerns.
- Project personnel: Chris Eseman



LONDON ONTARIO CONVENTION CENTER

F3a - WEST TOILET ROOMS

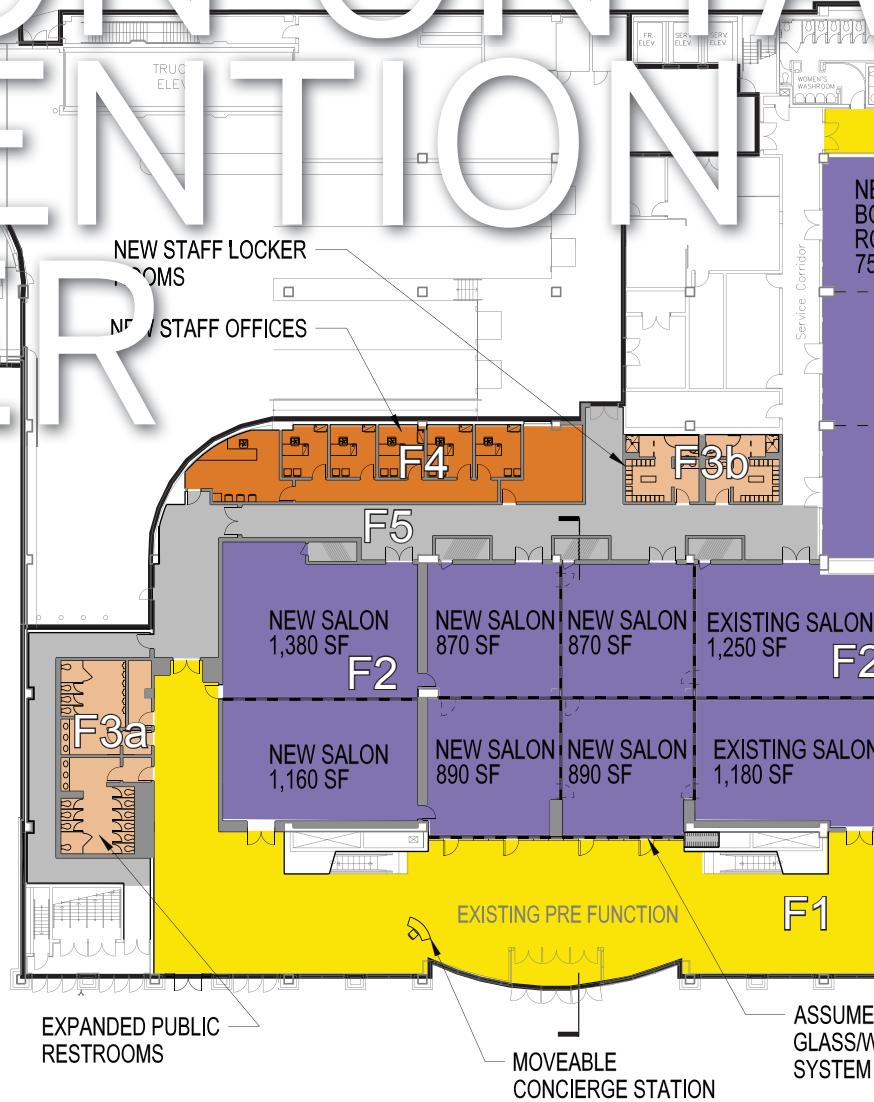
F3b - EAST TOILET
ROOMS/LOCKER ROOMS

F4 - OFFICES

F5 - BOH SERVICE

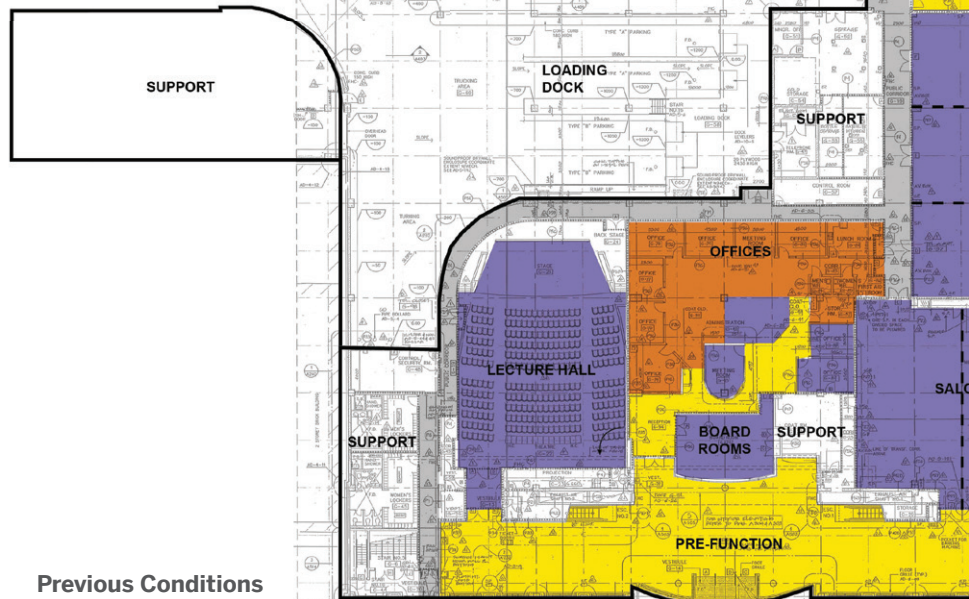
WALL LEGEND

- EXISTING OPERABLE PARTITION
- NEW OPERABLE PARTITION
- == EXISTING WALLS
- == NEW WALL CONSTRUCTION



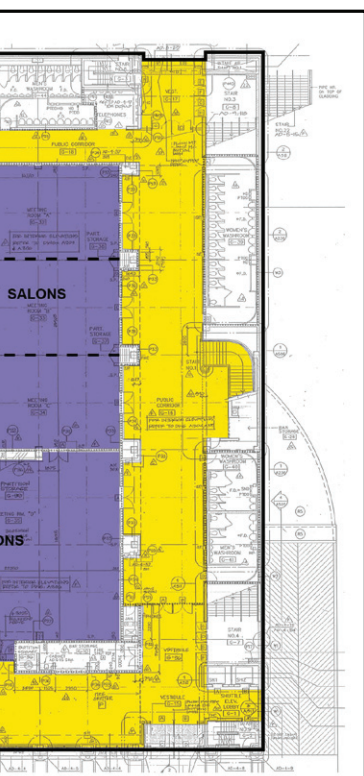
Renovation/ Reconfiguration Study

LONDON, ONTARIO



Previous Conditions

RIO



In collaboration with a market analysis consultant, LMN conducted a space needs analysis of the London Convention Centre. The London Convention Centre currently offers 63,000 square feet of multi-purpose event space on two levels including a 33,000 square foot multi-use ballroom and a 300 fixed seat lecture hall. The Convention Centre asked our team to **evaluate the regional market conditions and make planning recommendations** for possible renovations and/or expansions that would help improve the utilization rate of the venue spaces and increase overall business for the Centre.

Location
London, Ontario

Architect
LMN, Design Architect
Dialog, Architect of Record

Client
London Convention Center

Project Highlights

- The scope of work consisted of a market and opportunity analysis; existing building assessment; facility use and utilization analysis; and renovation and expansion alternatives with concept level cost estimates.
- LMN incorporated the information from the market analysis along with input from the Centre's marketing and operations staff to produce renovation and expansion alternatives, along with concept level construction costs, for presentation to the owner's team.

CINCINNATI CONVENTION CENTER

Expansion & Renovation

CINCINNATI, OH





In support of substantial program expansion, this project set out to significantly improve the existing three-floor circulation system, **energize the urban context**, and create a city-scaled gateway on the western edge of downtown Cincinnati.

Location

Cincinnati, Ohio

Size

182,854 square-foot renovation

Status

Completed 2013

Construction Cost

\$39,500,000

Client

City of Cincinnati

Architect

LMN with Cincinnati Architects
Collaborative and Sussman/Prejza
& Company

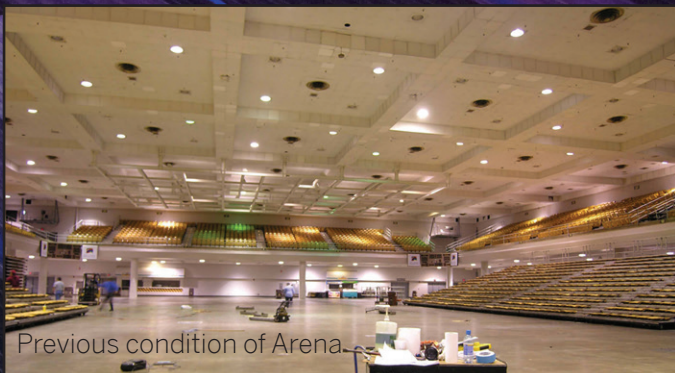
Project Highlights

- The new center crosses two city blocks and includes additional exhibition, meeting room, and ballroom space, as well as new circulation and lobbies with glass walls that provide expansive views of the skyline and the Ohio River.
- The expanded facility occupies a corner of the primary western entry into downtown. To embellish its presence at the threshold to the urban core, the west facade integrates public art and architecture with a series of metal panels set at angles to form the word "Cincinnati" in 50-foot tall letters. From a city-scale perspective, the glistening letters form an iconic gesture.
- Design of the 40,000 square-foot grand ballroom blurs the distinction between ceiling and wall, creating a distinctive, enveloping atmosphere of movement, tapestry and filtered light.
- Project personnel: Chris Eseman, Mark Reddington

BATTELLE HALL

Expansion & Renovation

COLUMBUS, OH



Previous condition of Arena



The successful transformation of a 1970's arena into a contemporary 50,000 square-foot banquet and meeting facility **created an iconic meeting space within the existing facility and improved connections** to the adjacent convention center facility and surrounding downtown Columbus community.

Location

Columbus, Ohio

Status

Completed 2010

Client

Franklin County Convention Center
Authority

Size

150,000 square feet of renovation;
8,000 square feet of new construction

Construction Cost

\$32,086,029

Architect

LMN with Karlsberger

Project Highlights

- As the largest multi-use ballroom in the state of Ohio, the renovation focused on increasing the hall's functionality and event flexibility through the incorporation of a moveable wall system and a new entrance and foyer space to better accommodate pre-function activities while improving the flow of delegates through the facility.
- The renovated Battelle Hall features a unique high-tech ceiling system composed of an array of metallic fins with an integrated colored LED lighting system, allowing clients to select unlimited different combinations that tailor the experience of the space to their event.
- Addition of a 40' high by 120' wide window opens the space to natural light and views of the surrounding Columbus skyline while giving the community a hint of the energy and activities occurring in the event space.
- Project personnel: Chris Eseman, Mark Reddington

ERNEST N. MORFITT CONVENTION CENTER

New Orleans Hall A Renovations

NEW ORLEANS, LA





RIAL

Originally constructed for the 1984 Louisiana World Exposition, the Ernest N. Morial Convention Center New Orleans Hall A renovation provided the opportunity to **create multi-purpose space to better meet the needs of its convention center business and recreate the primary entry** welcoming delegates from the French Quarter and area hotels.

Location

New Orleans, LA

Size

182,854 square-foot renovation

Status

Completed 2013

Construction Cost

\$39,500,000

Client

Ernest M. Morial Exhibition Hall Authority

Architect

LMN with Manning Architects/
Eskew+Dumez+Ripple, A Joint Venture

Project Highlights

- Transformation of the existing understated entry into an enlarged entry and plaza provides natural daylighting into the interior spaces, improves the facility operations and provides visibility and a strong identity for the convention center in this active urban neighborhood.
- The conversion of Hall A, an existing 100,000 square foot exhibit hall, into a 60,000 square foot multi-purpose ballroom and associated pre-function space addresses the need for a heightened user experience for banquet and ballroom events while retaining the potential for exhibit use.
- Programmable lighting systems animate the ballroom, supporting the range of anticipated functions.
- Discovered through this transformation was the opportunity for a signature meeting and banquet space located at the front door to the city.

SPOKANE CONVENTION CENTER

SPOKANE, WA





The Spokane Convention Center Completion project represents the final piece of the puzzle in the transformation of its site, **directly connecting visitors to the Spokane River shoreline** and engaging the historic Centennial Trail, while activating the riverside park with the life and energy of the facility.

Location

Spokane, Washington

Status

Anticipated 2015

Client

Spokane Public Facilities District

Size

90,000 GSF

Construction Cost

\$36 million

Architect

LMN, in an integrated design-build collaboration with Garco Construction and local architect ALSC

Selected Awards

Project awarded through competitive design-build competition

Project Highlights

- Riverfront convention center with layers of landscape design integrating key meeting spaces with the public realm along the city-wide Centennial Trail
- Design excellence - winner of a design-build competition including open-house public viewing
- High degree of flexibility for a variety of possible events, including sports exhibitions, as well as programmable public spaces



The design philosophy for the project is built around the theme of “Meet Me By the River,” taken from the 1974 World’s Fair which created the facility’s forward-thinking riverside campus. This theme captures the timeless function of the Spokane River as a place of gathering, stretching from the time of the first native inhabitants to the present day. It also reflects the aspiration to create a meeting place for everyone: locals, visitors, tourists, and convention delegates.

The facility directly connects visitors to the natural beauty of the site, breaking down visual and physical barriers to the outside, while activating the riverside park with the life and energy of events within the space. A series of outdoor spaces, each with its own character and functional capacity, extends the interior experience out into nature. Multiple terraces step down to the river with varying levels of access to the public realm. At the western end of the facility, a wide outdoor stair creates an informal seating platform suited for events, people watching, or small gatherings. At the eastern end, a landscaped “hill climb”



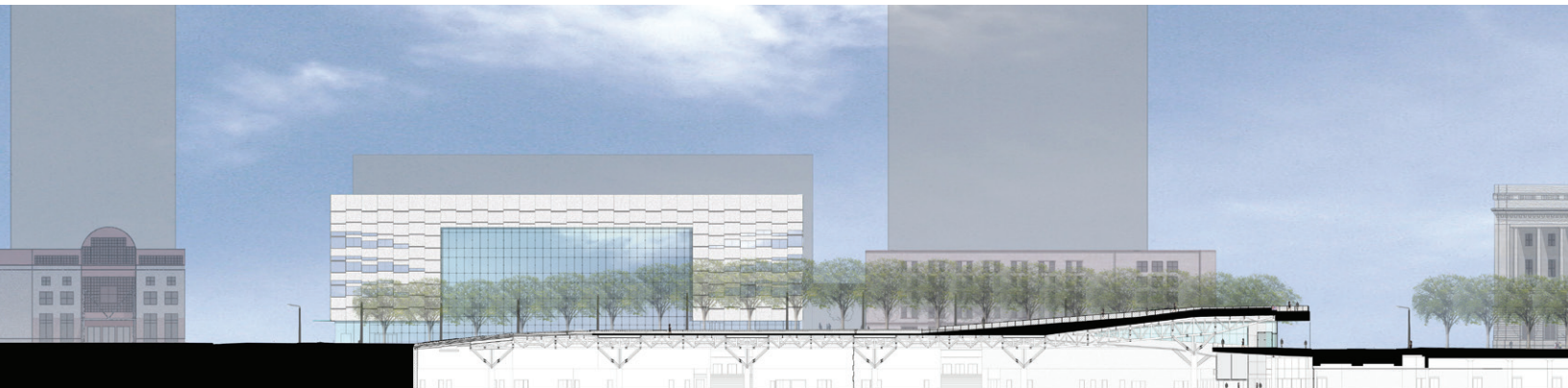
connects to the trail level to the Division Street Bridge and the parking mezzanine. The Centennial Ballroom features its own dedicated outdoor terrace that extends the indoor function space, while another small garden terrace adjacent to the meeting rooms features seating areas just off the trail.

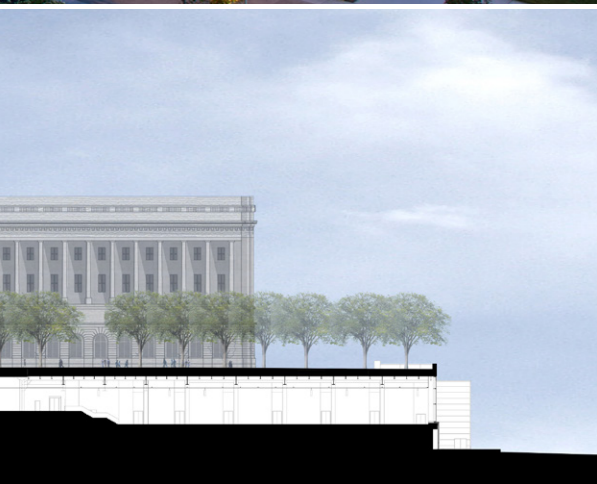
Functionally, the collective outdoor spaces vary programmatically according to the seasons. During the fall and early winter, the function terraces primarily host events that directly support the high season for conventions and exhibitions. Summer, traditionally the least active time for the exhibition halls, sees the uses shift to community-based events and trail and river visitors.

CLEVELAND CIVIC CORE

Burnham Mall
Cleveland Convention Center
Global Center for Health Innovation

CLEVELAND, OH





The redesign of the historic Burnham Mall in downtown Cleveland weaves together convention and public gathering elements both above and below grade, **taking advantage of long-dormant opportunities for the city's iconic civic core** in the context of a century-old landscape architecture vision.

Location

Cleveland, Ohio

Construction Cost

\$348 million

Status

Design Completion Date: 2010

Construction Completion Date: 2013

Architect

LMN: design architect

URS: prime architect

Gustafson Guthrie Nichol: landscape architect

Client

Merchandise Mart Properties, Inc.

Selected Awards

2013 AIA Seattle Chapter Honor Award

2012 AIA Civic Design Awards Merit Award, Unbuilt Category

2013 Architizer A+ Awards: Special Mention for Fabrication and Modeling

Size

767,000 gsf convention center

235,000 gsf medical mart showroom

600,000 gsf Burnham Malls redesign

Project Highlights

- District-based approach to a major civic facility, weaving together architecture, interiors, urban design, and landscape in a unified piece of the urban fabric
- Design excellence – maximizes the public benefits of the facility by creating new lake views and park amenities, and linking convention activity to the public realm through transparent, accessible architectural spaces
- Major Civic Open Space: The project re-establishes the historic Cleveland Mall (designed by Daniel Burnham) as a major public open space integrated with the convention center and surrounding public buildings—embellishing the experience of the convention facility into the surrounding urban neighborhood
- Project personnel: Mark Reddington, Chris Eseman

Cleveland Convention Center Expansion History of LMN's Involvement

In 1998, LMN Architects, Robert Madison International, and Osborn Engineering joined forces to assemble a multi-disciplinary design team to thoroughly investigate the urban design, transportation, historic preservation, architectural and engineering possibilities of several sites proposed for the expansion of the Cleveland Convention Center. The program for the convention center was established by the following Market Study recommendations:

- 360,000 square feet of contiguous exhibition hall space, expandable to 450,000 square feet.
- 100,000 square feet of flexible meeting room space
- 48,000 square feet of ballroom space
- Adequate public and back-of-house support spaces

Between the start of the original site selection studies and the most recent study updates, this team has been engaged in the study of convention center options on five separate occasions, demonstrating an unparalleled familiarity the program and with downtown Cleveland.





Burnham Mall

Cleveland's civic center is one of the most completely realized examples of the early 20th-century City Beautiful movement. In 1907, Cleveland's civic leaders hired Daniel Burnham to create a central mall—a large, civic, park-like space, flanked by major civic and government buildings on a bluff above Lake Erie. One hundred years later, the new Cleveland Civic Core restores and reinvigorates Burnham's original vision while reimagining it for the 21st century.

Global Center for Health Innovation

The five-level “medical mart,” a permanent showroom for the region's best-in-class medical industry, is located at the prominent intersection of St Clair Avenue and Ontario Street over a portion of the Exhibition Hall. The Mart is clad in custom pre-cast panels, which relate to the Beaux Arts structures framing the Burnham Mall in both scale and materiality. The facility's central atrium space features a multi-story glass wall facing the Mall, exposing the internal activity of the facility and linking the various internal functions to the public realm of the Mall.

The Cleveland Convention Center

The convention center is designed to flexibly accommodate a wide variety of industry trade shows, as well as to work in combination with the Medical Mart for health care industry conventions. The programmatic layout supports simultaneous events, with a direct below-grade connection between the exhibition hall and Medical Mart showrooms.

Several day lighting strategies optimize the amount of natural light infusing the below-grade facility. In addition to the entry pavilion, clerestory windows light the concourse linking the entry pavilion to the Medical Mart. The ballroom at the north end of the site overlooks Lake Erie, giving the facility a distinguished “city room” and a unique edge in the convention center industry.

VANCOUVER CONVENTION CENTRE WEST

VANCOUVER, BC





The culmination of two decades of planning and redevelopment for its waterfront neighborhood, the integrated convention center and public realm district unifies many layers of built and natural components into a **holistic, ecologically productive whole**, mediating between the city and its larger environmental context.

Location

Vancouver, British Columbia

Status

Completed 2009

Client

BC Pavilion Corporation (PavCo), PavCo is wholly-owned by the Province of British Columbia

Size

1.2 million square feet

Construction Cost

\$625,000,000 (CAN)

Architect

LMN: design architect
MCM/DA: prime architect

Selected Awards

2013 World Architecture News Sustainable Building of the Year Award
2013 AIA National Honor Award for Architecture
2013 AIA National Honor Award for Regional & Urban Design
2011 AIA National Honor Award for Interior Architecture
2011 AIA National Committee on the Environment Top Ten Award
2011 World Architecture News Effectiveness Award
2010 Architect Magazine Annual Design Review: Citation
2010 Urban Land Institute Award for Excellence: The Americas Competition

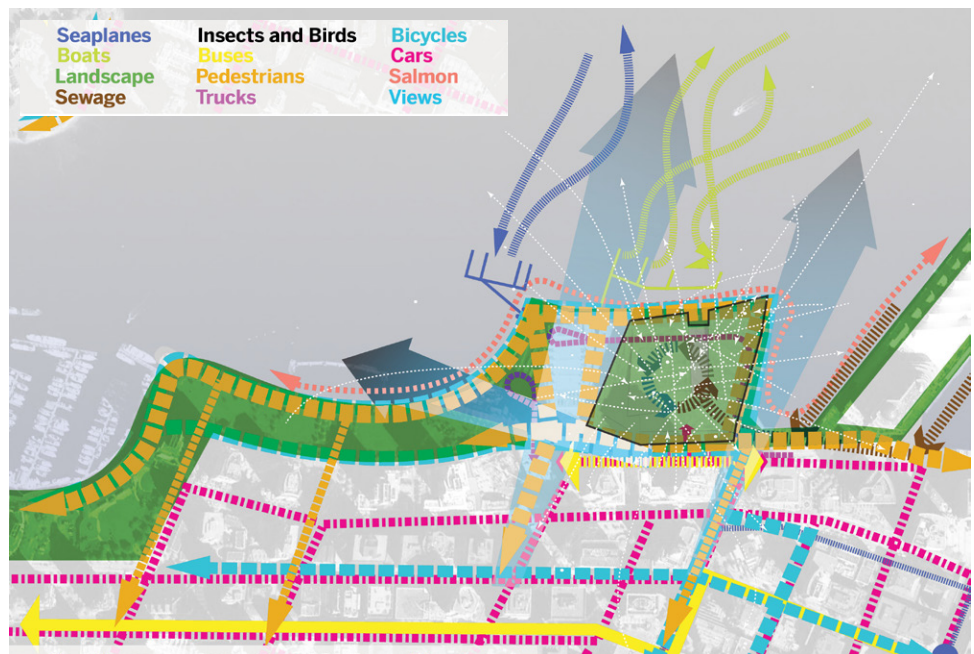
Project Highlights

- District-based approach to a major civic facility, weaving together architecture, interiors, urban design, and landscape in a unified piece of the urban fabric
- Design excellence – the world's first LEED Platinum convention center, winner of 18 design awards internationally, including the AIA National Honor Award in all 3 categories
- Project personnel: Mark Reddington, Design Partner



Reusing a former brownfield site, the development is approximately 14 acres on land and 8 acres over water, with 1 million square feet of convention space, 90,000 square feet of retail space, 450 parking stalls, and 400,000 square feet of walkways, bikeways, and public open space. Among other destination amenities, the project's Jack Poole Plaza is the city's first major gathering space on the water's edge, and the permanent home of the 2010 Olympic Torch.

The multi-purpose convention center emphasizes spaces for both public and private events, mixing the energy of convention visitors with the social life of the city. Urban spaces created by the building's landforms extend the downtown street grid to preserve view corridors out to the water. The public realm extends through and around the site, with continuous access to the water's edge and explicit accommodations for bicycles and transit.



The building's perimeter enclosure is an ultra-clear glass system, blurring the boundaries between exterior and interior functions. Sweeping views from the interior to city, harbor, and mountains visually reinforce the integration of context into the user experience of the building.

Wildlife is integrated into the urban core through a 6-acre living roof that is ecologically connected to habitat networks throughout the harbor. The shoreline is also fully restored with a marine habitat skirt, designed in collaboration with marine biologists and restoring an important salmon run.

SECTION IV

SCOPE OF WORK

UNDERSTANDING OF THE ASSIGNMENT

The City of Lawrence (the “City”), in partnership with the University of Kansas (the “University”), is seeking a qualified consultant to investigate the merits of developing a conference/ convention center within the community. Universities are so crucial to the success of communities the size of Lawrence. When Cities and Universities partner, so much more power exists due to leverage. In some cases, there may be competition for image and resources- U of A and Tucson, are an example. In your market this competition does not exist and your condition is more like Tempe and ASU, but on a smaller scale. As we worked with West Virginia University, on their hotel and conference center effort, Downtown Morgantown is just peppered with WVU buildings. A strong University investment in a City CBD for example shares costs, increases demand and helps communities advance their economic development agenda. That is exactly how we help both Cities and Universities- we help make partnerships work.

As the City and community consider the need for this facility, the following questions need to be addressed:

1. **MARKET AND NEEDS ASSESSMENT:** Do local and regional demographics support the development of a conference/ convention center? Which existing and proposed venues will the facility compete with, or complement? Who will utilize the facility and what are their needs, desires and expectations? What is the overall market potential of the proposed facility?
2. **PROGRAM CONSIDERATIONS:** What size should the facility be? What physical attributes should the facility have? What is the facility’s optimal configuration to capitalize on the market trends and ensure flexible use of space?
3. **SITE CONSIDERATIONS AND COST ESTIMATE:** Given the optimal facility program, what site considerations should be made a priority in locating the new facility? How will linkages to hotel supply and entertainment offerings influence site location? Are there deficiencies in these offerings that could impact operation of the facility? What is the broader development potential of its adjacent neighborhood? What are the preliminary cost estimates for the contemplated project, including construction hard costs and soft costs?
4. **OPERATIONS AND FINANCING:** Is the proposed facility financially feasible? If so, how will the facility operate from a demand and financial perspective, as well as from a management and business planning standpoint in the short-, mid- and long-term? How will the development be funded? Is there potential for non-traditional revenue streams? Who will market the facility?

SCOPE OF WORK

Before a public assembly facility, such as a conference/ convention center is developed, it is critical to understand how facilities of this nature will perform in the market and if it is financially feasible. It is also

important to think about special niche markets the venue should target and who should own and operate the facility, as these factors can affect demand and funding for these types of venues. The Consulting Team will follow a well-developed approach that we have successfully used in conducting similar studies for conference and convention facilities throughout North America. Our proposed approach will serve the City and University well as this project is further considered. Further, we commit to addressing all aspects of the RFP. Johnson Consulting will focus on the market, financial and economic development strategy, while LMN Architects will focus on site analysis, cost estimates, and design, and we will jointly analyze operations.

TASK 1 – PROJECT ORIENTATION AND FIELD WORK

Over an intensive two-day data collection and site analysis work session, the Consulting Team will meet with Client representatives to confirm objectives of the study, develop clear lines of communication, review project methodology, and conduct initial fieldwork. Among the tasks to be performed during this step are:

- Hold a workshop with Client representatives to discuss the proposed project from both a needs and conceptual planning perspective.
- Gather and analyze background information related to the project, including any prior research or analyses that may have been conducted by, or for, the Client.
- Tour the local area and surrounding region, including key business and commercial corridors, and any potential sites, if appropriate.
- Review the City's near- and long-term economic development objectives, including area redevelopment efforts.
- Identify competitive and comparable markets for use in developing case studies regarding innovative facility strategies and development approaches.
- Discuss possible funding strategies and identify available financing tools.
- Identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.
- Hold various meetings as described in the tasks below.

TASK 2 – MARKET ANALYSIS

The Consulting Team will evaluate the economic and demographic characteristics of the market area. This data is very important because in many markets, the local market and its economic clusters provide for much demand. Our analysis will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be gathered and analyzed will be:

- Population and demographic trends.

- Analysis of commercial, entertainment, hospitality, office and other development in Lawrence and the surrounding region that may affect the performance of, and demand for, the proposed facility.
- Income and employment trends, including any major employers expected to enter or leave the market.
- Key industry cluster trends and how the events, meeting, and entertainment industries relate to them.
- Colleges and universities in the area that could utilize the proposed facility, including the University of Kansas.
- Competitive and complementary venues in the immediate and broader region (including capacity and utilization rate), including an inventory of any proposed facilities and those currently under construction. This will assist us in determining whether there are any gaps in the market due to a lack of supply and how the proposed facility will interface with the existing supply.
- Transportation and access.
- Hotel supply and growth patterns.
- Meeting, entertainment, and tourism marketing resources and strategies.

TASK 3 – INDUSTRY TRENDS

The Consulting Team will review recent statistics for the public assembly facility industry, as well as conference, convention, meeting, consumer show, and entertainment industry trends. The analysis will be based upon primary and secondary sources of information, such as Convention and Visitors Bureau research files, Destination Marketing Association International (DMAI) data, Meeting and Convention Magazine, IAFE research, Association of Meeting Professionals (AMPS), International Association of Venue Managers (IAVM), and other publications and resources. We will also use the firm's extensive experience to determine and document industry trends, such as growth, meeting planner and event promoter trends, venue selection criteria, technology, overall industry health, and other factors that will influence this project.

Most importantly, we will interpret our prior experience in regional and similar markets in a workshop setting with Client representatives and other civic leaders. This experience provides us with a solid understanding of important trends for facilities in markets of this size and provides a basis for developing overall feasibility recommendations and a long-term vision for the project.

TASK 4 – POTENTIAL USERS SURVEY

We will work with Client representatives to document major corporations, University Departments, organizations, and institutions active in the region. We will identify potential users and interview them regarding the need and desire for a new conference/ convention center. We will ask them about the qualities they would seek in a new facility, location preferences, the frequency of use they would anticipate, and events

they could attract if such a facility was provided. We will have similar conversations with regional and national show producers, convention organizers, and other relevant industry participants, as well as representatives of events that make the circuit through regional facilities.

We will ask specific questions regarding:

- Amount, size, and attributes of exhibition space.
- Amount, size and attributes of ballroom space.
- Amount, size and attributes of meeting space.
- Classroom and theater needs.
- Hotel requirements.
- Pricing requirements.
- Preferred location.
- Perceptions of the area, and potential site(s), if any.
- Recreation offerings.
- Support facilities.
- Other criteria necessary to attract their patronage.

We will utilize a combination of interviews and a web-based survey tool to gather input from potential users of the new facility, as well as local businesses and community organizations. This methodology will ensure that we have a clear and accurate understanding of perceptions of the need and desire for an additional facility(s).

TASK 5 – REGIONAL AND COMPARABLE FACILITIES ANALYSIS

In conjunction with Client representatives and other stakeholders, we will select several comparable and competitive markets that may offer innovative ideas with respect to facility development or performance. We will then interview facility management and compile statistical data on the size, quality, and performance of these facilities/ markets, including demand and operational information, as follows:

- Physical profile in terms of lodging units, conference center spaces.
- Profile of past, current, and future event calendars, user current location and satisfaction, and operating performance, including
 - Number of events by type.
 - Attendance by event type.

- Number of square feet rented.
- Trends in recent event and attendance demand.
- Other measures of demand, as appropriate.
- Revenues, by type.
- Expenses, by type.
- Analysis of rental fee structures, based on information provided by facility management.
- Profile of management/ ownership structures and funding mechanisms.
- Analysis of local economic and demographic factors, such as population, per capita income, corporate and employment base, age breakdown, and others, which affect demand and other forms of support.
- Analysis of local environment and support infrastructure including hotel rooms, retail, restaurants, key attractions, transportation, etc.

The Consulting Team has developed a substantial database of financial and operating data for meetings, event, entertainment, and multi-purpose facilities throughout the U.S. In addition, we have working relationships with numerous facility operators that will provide us with a comprehensive understanding of what the costs and benefits of a facility will be for the community. Our analysis will provide real world operating data and financial performance results that will be one of the primary inputs into our demand and financial analysis. Case study information on comparable and competitive facilities will be summarized in our report.

TASK 6 – FACILITY PROGRAM RECOMMENDATIONS

The market analysis will result in recommendations regarding the appropriate building program, including any long-term recommendations that will allow for future expansions, if warranted. Recommendations will be developed by the Consulting Team regarding:

- Number of lodging rooms.
- Size of exhibit space.
- Amount of meeting room space.
- Size of ballroom/ banquet space.
- Theater/ assembly seating.
- Recommended configuration of function space.
- Food service preparation and points of sale.

- Technology needs.
- Sustainability requirements.
- Restroom to patron ratios.
- Parking and loading dock requirements.
- Long-term phasing and expansion strategies.
- Commercial and retail real estate opportunities.
- Hotel supply requirements.
- Entertainment opportunities.
- Other requirements, as identified.

TASK 7 – SITE ANALYSIS AND DESIGN CONCEPTS

The Consulting Team will identify areas and specific sites that may be suitable for the development of new, expanded, or re-purposed facilities, and provide an overview each site with respect to the following parameters:

- Preliminary program requirements: size and functional requirements.
- Relationship to surrounding development, including existing community elements such as hotel rooms, or City/County facilities.
- Urban design considerations.
- Transportation including parking requirements; pedestrian and vehicular circulation and accessibility.
- Community impacts.
- Integration with other economic or community development efforts.
- Impact on hotels and tourism.
- Land and Capital Costs.

Based upon the recommended building program and preferred site options, the Consulting Team will prepare conceptual designs for the proposed venue.

TASK 8 – COST ESTIMATES

The Consulting Team will develop a preliminary statement of probable costs ranges for the recommended facility. These cost estimates will identify:

- Construction costs, including an analysis of the construction market to understand what trades and materials are likely to be the most cost effective and therefore may have an influence on design.
- Phasing and scheduling considerations.
- Soft costs (design, other non-construction costs).
- FF&E allowance.
- Recommended construction and project contingencies.
- Cost control mechanisms and value engineering.
- Final on budget estimate.

TASK 9 – DEMAND PROJECTION

The Consulting Team will provide demand projection ranges and demand origins for the proposed facility, including:

- Specific, separate analysis for:
 - Meetings Events – conferences, conventions, trade shows, banquets, and meetings.
 - Entertainment, Social and Consumer Events – consumer shows, concerts, family shows, theater productions, and sporting events.
- Development of long-range demand projections addressing the number of events, number of event days, number of attendees, and the amount of space required for the various event types.
- Testing of demand projections using two analytical methods:
 - ‘Bottom-up’ approach reflecting current demand, annual repeat events, turned away events, and transfers from other locations, and;
 - ‘Top-down’ approach reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market, and anticipated future market share.

TASK 10 – FINANCIAL PROJECTIONS

Based upon our knowledge of conference and convention facility operations and experience with similar markets, we will develop a detailed financial model that considers all factors that will affect the facility performance and summarizes a 10-year projection of revenues, expenses, and net operating income. We can prepare information for convention centers, conference centers, hotels, arenas, stadiums, performing arts center and hybrid facilities.

The analysis will document our recommended approach to delivery of services, such as staffing, food and beverage, parking, and other major line items affecting the operation, thus providing the reader with a clear understanding of how the facility will earn and spend money, and what the expected financial picture will be at the end of each year for each target facility.

TASK 11 - DEVELOPMENT AND FUNDING STRATEGY

The culmination of our research will result in a financial planning document that presents funding options, incentives (existing and new), and potential public and private development partners for successful development of this project. We will also opine on the most desirable operating model for the proposed facility, evaluating various operating structures.

OWNERSHIP AND MARKETING MODEL

The Consulting Team will work with the Client representatives to devise an initial ownership operating strategy for proposed facility. As a first step, we will discuss options regarding facility ownership, governance, and management based on our experience and development of operating structures in many of the most successful public assembly facilities nationally. There are no International Association of Conference Center (IACC) certified facilities in Kansas. We will investigate the merits of obtaining that designation for this facility. We will make recommendations and take the following steps:

- Comment on ownership and operating structure.
- Analyze marketing capacities for event types and help counsel on improvements.
- Pros and cons of various ownership models model through a SWOT analysis. Alternative ownership structures, including but not limited to, Private Ownership, Public Private Partnerships, Public Concession and Joint Venture.
- Alternative board structures, board appointments, and governance strategies.
- Considerations and typical business terms of management and service contracts.

FUNDING MODEL

The Consulting Team will outline potential funding options that could be considered for the proposed facility that will consist of a detailed SWOT analysis for each option. Based on our experience in numerous other cities throughout the U.S., the Consulting Team will outline finance strategies that have been used to develop public assembly facilities in other destinations and prepare a discussion of their application in Bismarck. These approaches may include private investments, incentives, sales, meals and room taxes, Tax Increment Finance Districts, revenue bonds, empowerment/enterprise zones, tax-exempt bonds, and taxable bond revenue streams, among other tools.

We will also identify to what degree businesses, industries, and other potential partners will benefit from the project to gauge if public-private partnership funding categories are clearly indicated or other incentives or partners may exist. In a number of destinations, new tax categories, such as meals taxes and auto rental taxes were considered or enacted and national or state grants were achieved based on our analyses.

TASK 12 – FEASIBILITY STUDY CONCLUSION

The Consulting Team will prepare a fully documented report that summarizes the preceding analyses and addresses the following questions:

- Does a new facility make sense for the community and the University?
- Who will utilize the facility and what are their needs, desires, and expectations?
- What would be the optimal size, configuration, and siting of the facility to best respond to local and regional demand?
- If built, how will the facility be funded and operated/ managed, and what would the operating profile be?

REPORTS AND MEETINGS

We are noted for the clarity, simple sophistication, and quality of our reports. The following are scheduled meetings and deliverable products that we will provide to Client representatives:

- **KICK-OFF MEETING:** Will be an initial meeting with the Client group to confirm the objectives of the project, tour the site area and collect and analyze data for the project.
- **PRELIMINARY DRAFT REPORT AND MID-POINT WORKSHOP:** At the conclusion of Task 6 (Facility Program Recommendations), the Consulting Team will issue a preliminary draft report and conduct a workshop with Client representatives to discuss key recommendations for the potential facility and preliminary site considerations. Based upon feedback from the Client group, we will advance to the subsequent tasks of the analysis.
- **COMPLETE DRAFT REPORT:** Will be provided to Client representatives at the completion of Task 12 (Feasibility Study Conclusion). The Draft Report will include fully documented findings and recommendations, and will be accompanied by appropriate graphics and presentation material.
- **FINAL REPORT:** Fully documented Final Report addressing all client comments and refinements.
- **PRESENTATION:** A PowerPoint presentation detailing our findings and recommendations, to be provided following the issuing of our Final Report. We will also be available to explain the study's findings and recommendations to stakeholders and the broader community, if desired.

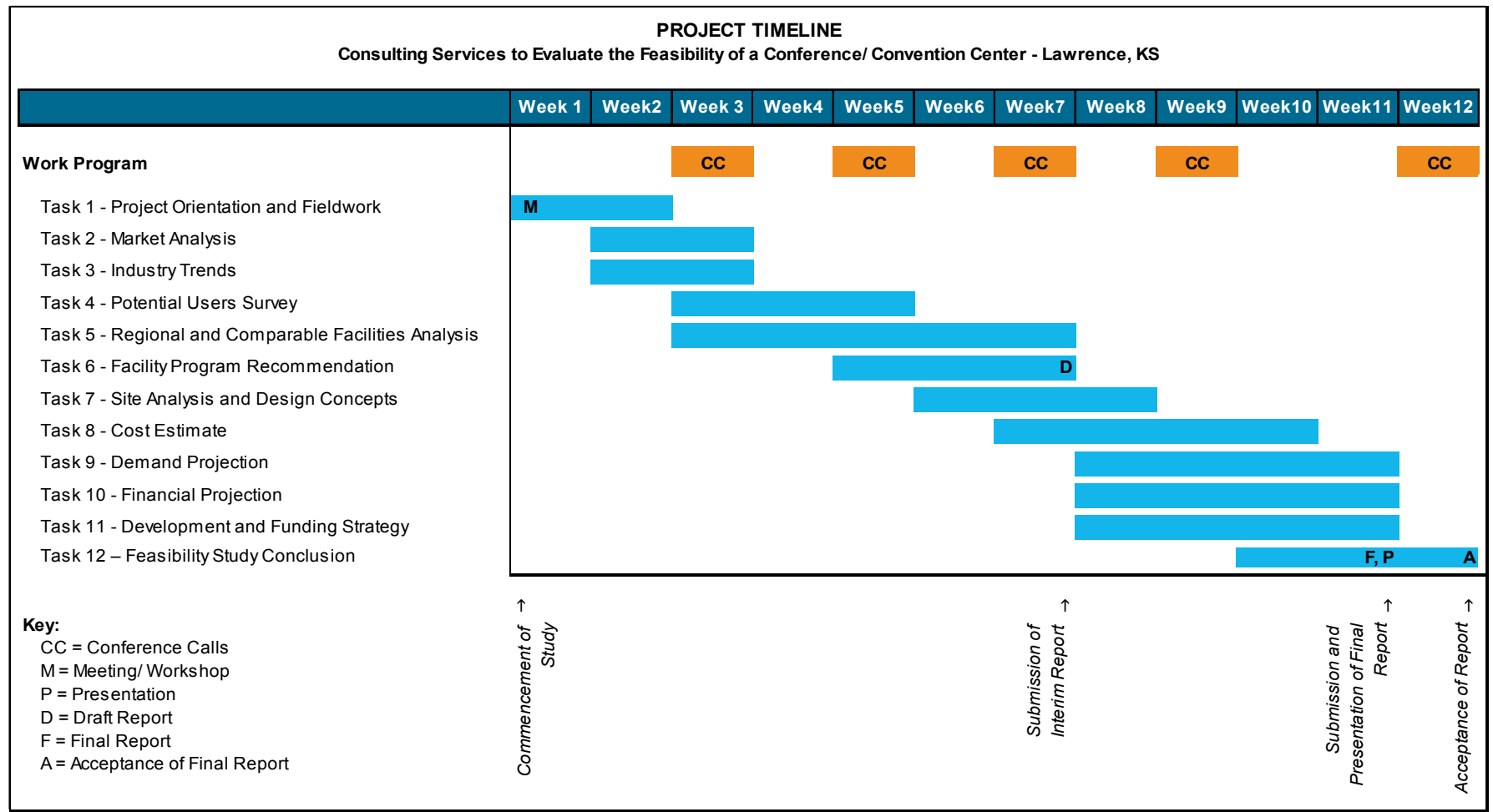


- In addition to the above, **INTERIM STATUS REPORTS** will be provided on an as needed basis that meets the needs of the Client Group.

The Consulting Team will meet and exceed all of the City's and University's requirements and expectations relating to this study. We will achieve this by working closely with Client representatives, in person and through regular conference calls, to ensure the timely delivery of a study that accurately meets the needs and requirements of the City and University, and addresses all relevant questions and concerns that arise during the study period.

SCHEDULE

We anticipate that the scope of services as described above will take 10-12 weeks to complete. We commit to meeting all of the Client's timeframe requirements.



SECTION V
COST PROPOSAL

COST PROPOSAL

We propose to complete the scope of work outlined in this proposal for the fees shown in the following table.

Price Proposal Consulting Services to Evaluate the Feasibility of a Conference/ Convention Center - Lawrence, KS	
Task	Fees
Work Program	
Task 1 - Project Orientation and Fieldwork	
Task 2 - Market Analysis	
Task 3 - Industry Trends	
Task 4 - Potential Users Survey	
Task 5 - Regional and Comparable Facilities Analysis	
Task 6 - Facility Program Recommendation	
Task 7 - Site Analysis and Design Concepts	
Task 8 - Cost Estimate	
Task 9 - Demand Projection	
Task 10 - Financial Projection	
Task 11 - Development and Funding Strategy	
Task 12 – Feasibility Study Conclusion	
Total Anticipated Fee Budget	\$36,500
Maximum Expense Budget	\$3,000
Total Fixed Project Budget	\$39,500

We confirm that we have the ability for our work to stay within the proposed budget for the types of services anticipated. Should you determine that changes to the scope of work are necessary, our fees will be adjusted accordingly. We are prepared to commence work at your request and will complete the project in the timeframe stated in this proposal.

SECTION VI

SAMPLE REPORT

SAMPLE REPORT

Please find in the enclosed CD containing the following sample report: Feasibility Study for Hotel/Conference Center Project in Russellville, Arkansas submitted to the City of Russellville in December 2012.