

# **Proposal to Conduct a Feasibility Study for a Proposed New Conference/Convention Center in Lawrence, Kansas**



**Submitted to:**



**&**



**Submitted by:**



4427 W. Kennedy Boulevard  
Suite 200  
Tampa, FL 33609



1600 Genessee  
Suite 620  
Kansas City, MO 64102

**March 2014**

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March 19, 2014

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

Dear Mr. Corliss:

Crossroads Consulting Services LLC (Crossroads) in conjunction with Convergence Design is pleased to present this proposal to conduct a study that explores the merits of developing a conference/convention center in Lawrence, Kansas. We believe our team is uniquely qualified to provide the City of Lawrence (City) and the University of Kansas (KU) with objective guidance based on our experience with similar projects.

It is our understanding that the City and KU seek to hire an experienced and accomplished consultant to evaluate the potential market demand for a conference/convention center; assess the optimal size, configuration, and supporting infrastructure; identify and evaluate potential site locations in downtown Lawrence, Clinton Lake and KU; develop a preliminary design concept and cost estimate for the project; identify potential owner/operator models and other industry best practices; and develop a financial pro forma including potential funding models.

Based in Tampa, Crossroads focuses on providing advisory services to public and private clients involving various facility types such as conference centers, hotels, convention centers, arenas, sports complexes, civic centers, mixed-use development projects, tourist attractions and other development projects. Our clients include educational institutions, destination marketing organizations, authorities, municipalities, chambers of commerce, private developers/operators, non-profit organizations, and other entities involved in the convention/meeting, sports/entertainment and tourism/hospitality industries. We have conducted numerous market, operational, financial and strategic planning studies that provide thorough analysis of the pertinent issues and objective recommendations similar to those requested in your Request for Proposal (RFP).

Crossroads staff has worked on development and business planning studies for proposed conference/convention centers in Concord, North Carolina; Charlottesville, Virginia; Chicago, Illinois; Frederick, Maryland; and St. Petersburg, Florida. Our staff has also provided strategic planning advice to higher education institutions including Florida State University, New Mexico State University, Northern Illinois University, Tulane University, University of Colorado, University of Connecticut, University of Illinois-Chicago, University of Massachusetts – Amherst, University of Miami, University of Missouri, University of Oklahoma, and University of Utah.

We have also worked with many municipalities on a variety of mixed-use development projects envisioned as public/private initiatives to serve growing residential needs and foster economic development including a downtown redevelopment master plan for Fort Myers, Florida; a proposed new hotel, arena, and convention center expansion in Baltimore, Maryland; and a proposed new hotel/convention center in Las Cruces, New Mexico. In each case, our clients were seeking to increase their market penetration of specific target markets in order to increase visitation, room nights and economic/fiscal impacts.



Based in Kansas City, Convergence Design has been involved in significant facility projects involving new construction, expansion and/or renovation of venues. Its services extend from the site selection, programming and master planning phases through all stages of design, construction and post-occupancy analysis. With more than 30 years of professional experience, Convergence Design has designed a wide variety of public gathering places, including elements designed to attract visitation such as conference and convention centers, sports complexes, stadiums and arenas, recreation centers, student centers, churches, and similar facilities. Convergence Design also has extensive planning and design experience with other types of public assembly venues, downtown redevelopment, and infrastructure planning and design.

Crossroads and Convergence Design staff have partnered on a number of engagements including a tourism attraction study for Burlington, Iowa; expansion of the Ocean City Convention Center in Maryland; expansion of the Harborside Event Center in Fort Myers, Florida; a facility assessment and economic analysis for the Benton Convention Center in Winston-Salem, North Carolina; a proposed new amphitheater in Fort Collins, Colorado; expansion/renovation of the Spartanburg Memorial Auditorium in South Carolina; renovation/modernization of the Hobart Arena in Troy, Ohio and a market/site/ financial analysis for proposed development of a youth/amateur sports complex in Walton County, Florida. We are accustomed to working together to provide our clients with the competitive, programmatic, financial and economic analysis necessary to have a full assessment of their proposed development strategies.

We are committed to providing the City and KU with the required resources to perform the requested scope of services in a timely manner. Crossroads brings an experienced project team, industry knowledge, and the ability to communicate results in a manner that has proven effective for other clients facing similar issues.

The remainder of this proposal contains the information requested in your RFP. We look forward to the opportunity to work together with the City and KU on this important project. If you have any questions regarding this proposal or require any further information, please do not hesitate to contact me.

Sincerely,

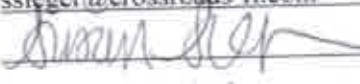
*Crossroads Consulting Services LLC*

A handwritten signature in black ink that reads "Susan A. Sieger". The signature is written in a cursive, flowing style.

Susan A. Sieger, Managing Principal



## PROPOSAL COVER SHEET

Date: March 19, 2014  
Name of Consulting Firm: Crossroads Consulting Services LLC  
Address: 4427 W. Kennedy Boulevard – Suite 200  
City/State/Zip: Tampa, Florida 33609  
Primary Contact: Susan Sieger  
Phone Number: 813-281-1222  
Fax Number: 813-315-6040  
Email: ssieger@crossroads-fl.com  
Signature:   
Title: Managing Principal

### References (within last 12 months)

Business Name: Maryland Stadium Authority  
Address: 351 West Camden Street, Suite 500 – Baltimore, MD 21201  
Contact Name: Gary McGuigan  
Phone Number: 410-223-4150

### References (within last 12 months)

Business Name: Wicomico Youth & Civic Center  
Address: 500 Glen Avenue – Salisbury, MD 21804  
Contact Name: Gary Mackes  
Phone Number: 410-548-4900 ext 106

### References (within last 12 months)

Business Name: City of Winston-Salem  
Address: 100 Town Drive – Morrisville, NC 27560  
Contact Name: Martha Wheelock – Former Assistant City Manager  
Phone Number: 919-463-6150

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## Firm Profile

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Crossroads recognizes that public and private clients are increasingly faced with making decisions and committing resources to the convention, sports, and entertainment industries. These decisions can have long-term impacts on a facility operating entity and/or a community's financial position and overall economics. As the cost of pursuing and operating public assembly facilities continues to escalate and the resources necessary to help ensure their success become more scarce, it is important that decision makers receive independent, credible information.

Founded in 2007 by the former leadership of KPMG LLP's Convention, Sports and Entertainment Practice, Crossroads serves the unique demands and requirements of the public assembly facility industry. Our project experience encompasses a variety of facility types including convention/conference centers, convention center headquarters hotels, civic centers, arenas, performing arts centers, exhibition/events centers, sports complexes, stadiums, amphitheaters, museums, equestrian parks/fairgrounds, and other real estate assets. The dynamics of the convention, sports, and entertainment industries require owners, operators and others to constantly adapt to changes in the marketplace in order to maximize their competitive position.

Crossroads has completed numerous studies for various public and private sector clients including performance audits/operations analyses, market/financial analyses, management agreement negotiations, economic/fiscal impact analyses and financial due diligence studies. We believe that one of the most important elements to the success of any project is the quality and experience of the people who will be assigned to work with the client. With over 75 years of combined experience, our staff has conducted more than 450 studies. This experience enables us to provide the information, analysis and recommendations necessary for our clients to make informed decisions. In addition to our strong analytical skills for market, financial and economic analyses, our staff's experience includes urban planning, economic development, public/private finance and first-hand facility management experience which we believe differentiates us from our competition.

Crossroads prides itself on the ability to guide our clients through the entire process of developing and operating new projects, enhancing the operations of existing assets, or refining business strategies in order to maximize market and economic performance. Our services include:

- Market demand assessment
- User input analysis
- Building program recommendations
- Site evaluation
- Financial analysis
- Statistical analysis and modeling
- Economic/fiscal impact analysis
- Benchmarking analysis
- Performance improvement studies
- Management structure evaluation
- Financing strategies
- Master planning
- Strategic planning
- Destination audits
- RFP/RFQ preparation/evaluation
- Lease negotiations

We have a reputation for providing quality service and reliable advice. What we offer is not a carbon copy of any previous study, but a wealth of knowledge and experience from our work on similar projects. Our experience provides us with tools, techniques, and strategies that allow us to focus on the timely delivery of credible results.

Crossroads is a woman-owned, limited liability company incorporated in the State of Florida (2007).



## Client/Project List

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The following is a list of clients/projects in which our staff has been involved.

### Colleges/Universities

- Florida State University
- New Mexico State University
- Northern Illinois University
- Tulane University
- University of Colorado
- University of Connecticut
- University of Illinois-Chicago
- University of Massachusetts – Amherst
- University of Miami
- University of Missouri
- University of Oklahoma
- University of Utah
- University of Virginia

### Municipalities

- City of Anaheim, CA
- City of Baltimore, MD
- City of Baton Rouge, LA
- City of Benton, AR
- City of Corpus Christi, TX
- City of Edmond, OK
- City of Gainesville, GA
- City of Greensboro, NC
- City of Hampton, VA
- City of Jacksonville, FL
- City of Las Cruces, NM
- City of Lincoln, NE
- City of Los Angeles, CA
- City of O'Fallon, MO
- City of Omaha, NE
- City of Peoria, AZ
- City of Rio Rancho, NM
- City of St. Petersburg, FL
- City of Tampa, FL
- City of Winston-Salem, NC
- Columbia County, GA
- Commonwealth of Pennsylvania
- Metro Nashville, TN
- Metro Visitor Venues in OR
- Osceola County, FL
- Sedgwick County, KS
- State of Connecticut
- Walton County, FL
- York County, SC

### Authorities

- Anne Arundel Economic Development Corp.
- Cobb-Marietta Coliseum & Exhibit Hall Authority
- Classic Center Authority
- Edmond Economic Development Authority
- Fort Collins Downtown Development Authority
- Louisiana Stadium and Exhibition District
- Maryland Stadium Authority
- New Jersey Sports and Exposition Authority
- Pennsylvania Convention Center Authority
- Pittsburgh Stadium and Exhibition Authority
- Tampa Sports Authority
- Washington Convention Center Authority

### Convention/Conference Centers

- Albuquerque Convention Center in NM
- Annapolis Convention/Conference Center in MD
- Baltimore Convention Center in MD
- Baton Rouge River Center in LA
- CenturyLink Center in NE
- Charlottesville Conference Center in VA
- Cobb Galleria Centre in GA
- Cobo Center in MI
- Columbia Metropolitan Convention Center in SC
- Concord Convention Center in NC
- Connecticut Convention Center
- Duke Energy Center in OH
- Georgia International Convention Center
- Hampton Roads Convention Center in VA
- Harborside Event Center in FL
- Indiana Convention Center
- Lakeland Center in FL
- Las Cruces Center in NM
- Los Angeles Convention Center
- M.C. Benton Jr. Convention Center in NC
- Montgomery County Conference Center in MD
- Nashville Convention Center in TN
- Raleigh Convention Center in NC
- Richmond Convention Centre in VA
- Roland E. Powell Convention Center in MD
- SeaGate Convention Centre in OH
- St. Petersburg Conference Center in FL
- Tampa Convention Center in FL
- University of Illinois – Chicago Conference Center
- Washington D.C. Convention Center

### **Arenas/Civic Centers**

- American Bank Center
- Cabarrus Arena and Events Center in NC
- Barclays Center in NY
- Classic Center in Athens, GA
- Colonial Center in SC
- Dothan Civic Center in AL
- Baltimore Arena in MD
- Georgia Mountains Center in Gainesville, GA
- Giant Center in PA
- Greensboro Coliseum in NC
- Hampton Coliseum in VA
- INTRUST Bank Arena in KS
- Jacksonville Veterans Memorial Arena
- Jobing.com Arena in AZ
- Lawrence Joel Veterans Memorial Coliseum
- New Orleans Arena in LA
- CenturyLink Center in Omaha, NE
- Riverside Centroplex in LA
- Spartanburg Memorial Auditorium in SC

### **Destination Marketing Organizations**

- Baton Rouge Area Convention and Visitors Bureau
- Chattanooga Convention and Visitors Bureau
- Greater Burlington Partnership
- Kissimmee Convention and Visitors Bureau
- Nashville Convention and Visitors Bureau
- San Antonio Convention and Visitors Bureau
- Tampa Bay & Company
- Travel Portland
- Visit Baltimore
- Visit London
- Visit Raleigh
- Warren County Convention and Visitors Bureau

### **Amphitheaters**

- Champlain Valley Exposition in VT
- Chastain Park in GA
- Cobb County Amphitheater in GA
- Fort Collins Amphitheater in CO
- Myrtle Beach Amphitheater in SC
- Wichita Amphitheater in KS

### **Theaters**

- Cobb Energy Performing Arts Centre in GA
- Hippodrome Theatre in MD
- Portland Center for the Performing Arts in OR
- Progress Energy Center's Mahaffey Theater in FL

### **Museums**

- Liberty Memorial Museum in MO
- Minor League Baseball Museum in NC
- Tubman African American Museum in GA
- Volleyball Hall of Fame Museum in MA

### **Stadiums**

- Bowman Gray Stadium in Winston-Salem, NC
- New Stadium for the Seattle Mariners
- New Stadium for the Seattle Seahawks
- New MLS Stadium to host D.C. United
- Proposed MLS Stadium in Elizabeth, NJ
- New Stadium for the Chicago Bears
- New Stadium for the New England Patriots
- New Arizona Cardinals Stadium
- Raymond James Stadium in Tampa, FL
- Autozone Park in Memphis, TN
- Baseball Grounds of Jacksonville, FL
- Fifth Third Field in Toledo, OH
- Isotopes Park in Albuquerque, NM
- Jerry Uht Park in Erie, PA
- McCoy Stadium in Pawtucket, RI
- Nelson W. Wolff Stadium in San Antonio, TX
- New Bridge Bank Park in Greensboro, NC
- New Britain Stadium in CT
- Oldsmobile Park in Lansing, MI
- Spring Mobile Ballpark in Salt Lake City, UT
- Victory Field in Indianapolis, IN
- Zephyr Field in New Orleans, LA
- New Stadium for the Nashville Sounds in TN
- New Stadium in Craven County, NC
- Reuse of Downing Stadium in NY
- Amateur Sports Complex in Warren County, OH
- USSSA Amateur Sports Complex in FL
- Folsom Field at University of Colorado
- Rentschler Field at University of Connecticut
- Rice Stadium at University of Utah
- Constância Vaz Guimarães Sports Facility (CVG) in Sao Paulo, Brazil
- Singapore Sports Hub

### **Horse Parks/Fairgrounds/Equestrian Facilities**

- Cal Expo
- Dixie Classic Fairgrounds in NC
- Florida Horse Park
- Kansas Star Mixed-Use Development Project
- Maryland Horse Park
- Westworld of Scottsdale AZ

## Testimonials

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The following summarizes testimonials from some of our recent clients.

“Ms. Sieger has worked for the Maryland Stadium Authority on several engagements in the last few years. These studies include the replacement of the Baltimore Arena, a new D.C. United Stadium, the expansion of the Ocean City Convention Center, a new Maryland Horse Park as well as several economic/fiscal impact studies. These potential projects which require major public funding to become reality demand that the Maryland Stadium Authority receive the best advice possible. Ms. Sieger provides this advice in an objective manner. Her understanding of the economic matters and business terms related to these public/private investments is invaluable. Her personal involvement from start to finish with each of the tasks eases the normally difficult process of producing a study and leads to an excellent result. The Maryland Stadium Authority looks forward to working with Ms. Sieger and her team on future endeavors.” *Gary McGuigan LEED A.P., Project Executive - Maryland Stadium Authority*

“The one word I would use to describe our experience with Susan and Crossroads Consulting is “complete”. Susan completely understood the tourism, equestrian and agricultural landscape within the State of South Carolina, which helped with her recommendations for our specific area. She completely delivered on the scope of work that we contracted with her. And, her final presentation and deliverables were met with complete approval by our elected officials and a myriad of community stakeholders, which is always a good sign for a project of this type.” *Bennish D. Brown, Former Executive Director - Rock Hill/York County Convention and Visitors Bureau*

“We engaged the services of Crossroads Consulting to provide an Economic and Fiscal Benefits Analysis for inclusion in our annual report. Crossroads' in depth knowledge of the convention business was evident as the report was comprehensive, meaningful and completed in a timely manner.” *Michele L. Swann, General Manager/CEO - Cobb-Marietta Coliseum & Exhibit Hall Authority*

“Susan Sieger, a preeminent authority of the hospitality industry, completed a marketing and expansion feasibility study for our facility. Susan's vast knowledge and “real world” industry experience allowed her to handle work of the most complex nature with ease. She has the ability to effectively translate complex information into common terms everyone can understand. Susan's quality of work reflects the highest professional standards and I recommend her without hesitation.” *Carol Moore, CFE, Former Executive Director – Georgia Mountains Center*

“I will tell you that Crossroads did a phenomenal job for us on all phases and aspects of our economic impact studies. Crossroads was very professional in identifying an accurate scope of work which we needed, and delivered the materials on time. Communications were always clear and timely. The Crossroads team was thorough and also was instrumental in identifying areas which could be relevant which we had not thought of. The “competitive” information was also great in terms of identifying areas where our plans could be strengthened or adjusted. I would highly recommend Crossroads for your study; you will be completely satisfied with the results. We, too, interviewed and researched several companies for this job, and I will use Crossroads again in the future. You will be so glad that you choose Crossroads.” *Jill Jones, Former Executive Director - Benton Advertising & Promotion Commission*



## Qualifications and Experience

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This section summarizes our most relevant project experience. Our staff has worked with a wide variety of individuals and groups throughout these projects including government leaders, business community members, educational institutions, citizen representatives, industry organizations, neighborhood groups, as well as facility and/or team ownership and management representatives such as architects, land planners and engineers. Crossroads' staff has extensive experience in assessing the need for development concepts, estimating financial operations, negotiating terms among development partners, prioritizing programming based on funding and economics, maximizing revenues and improving operating efficiencies, and assisting clients with an implementation strategy for development taking into account the community's broader objectives. Crossroads' staff managed all aspects of the projects listed on the pages that follow.

### Regional Experience



#### **Kansas Star Casino in Mulvane, Kansas**

Las Vegas-based Boyd Gaming, which completed its acquisition of Peninsula Gaming in November 2012, is currently developing a \$225 million mixed-use development project which will include a casino, a 150-room Hampton Inn and Suites, a 3,500-seat multi-purpose arena and an adjacent equine complex with more than 600 stalls. As part of its gaming license approval process, the State of Kansas requires an application outlining several key objectives; one of which is the potential of the proposed gaming project to draw visitors from beyond a 100-mile radius. Crossroads developed a business plan that quantified market demand for the proposed concept, identified additional infrastructure elements that are required for success (e.g., hotel, retail, etc.), outlined potential operating structures, as well as estimated the ongoing operating revenues/expenses and economic/fiscal impacts associated with the proposed project. An architectural firm prepared the facility program statement and site analysis. Our team's analysis and oral presentations to the State Gaming Commission were critical to the ultimate award of the license to develop the complex in southern Kansas. The facility is scheduled to be completed for the 2015 season.



#### **Proposed New Arena and Amphitheater in Wichita, Kansas**

Crossroads staff was retained by a task force committee that included representatives from Sedgwick County, the City of Wichita, Wichita State University, the Convention and Visitors Bureau, the Chamber of Commerce and the Sports Commission to evaluate the merits of constructing a new arena in downtown Wichita and/or a new amphitheater adjacent to the Kansas Coliseum. At the time, there were four major facilities that served the market: Kansas Coliseum, Henry Levitt Arena, Wichita State University and the Century II Convention Center. The first phase of the study provided a market analysis which assessed potential market demand for the projects given the competitive local and regional market and a recommended building program. The second phase of the report addressed potential utilization for the proposed projects, estimated operating revenues and expenses as well as the economic/fiscal impacts associated with the construction and on-going operations of the projects, identified potential funding sources and set forth a development strategy for the projects.

Crossroads staff subsequently prepared an estimate of the economic and fiscal impacts associated with the construction and on-going operations of a proposed new arena in downtown Wichita for the Greater Wichita Area Sports Commission. Opened in 2010, Intrust Bank Arena has a total capacity of 15,000 and features 22 suites, two party suites, and over 300 premium seats.





### **Liberty Memorial Museum in Kansas City, Missouri**

Crossroads staff developed a business plan for the proposed Liberty Memorial Museum in Kansas City, Missouri. The business plan was based on an in-depth analysis of the market, regional tourism and attractions and comparable museum projects. Crossroads staff also reviewed the current design concept and estimated the potential attendance, operating revenues and operating expenses for the proposed museum to be built beneath the existing Liberty Memorial. The study also addressed marketing strategies including joint pricing with area attractions. Subsequent to the initial study, Crossroads updated this business plan to reflect changes in the market.



### **Mizzou Arena at the University of Missouri – Columbia**

Crossroads staff conducted a development planning study for the University of Missouri - Columbia which assessed the merits of renovating/expanding the Hearnes Center or constructing a new intercollegiate sports arena for the campus. The study included determining both collegiate and non-collegiate demand potential, analyzing the need and type of premium seating best suited for the market, estimating operating revenues and expenses for each option, developing a detailed building program, estimating preliminary construction costs, and identifying financing strategies for the project including changes to the premium seating program. The Mizzou Arena opened in the Fall of 2004. The \$75 million facility offers a seating capacity of approximately 15,000 including private suites and 1,000 club seats.



### **CenturyLink Convention Center in Omaha, Nebraska**

Crossroads is currently conducting a strategic planning study for the Century Link Convention Center in Omaha. Our study for the operating entity, Metropolitan Entertainment & Convention Authority (MECA), consists of an analysis of convention/meeting industry trends, historical center operations, interviews with past users, analysis of competitive facilities/destinations, and an assessment of comparable facility operations and best practices. Results of the study include a summary of the strengths, weaknesses, opportunities, and threats of the current CenturyLink Convention Center and various recommendations that can help it continue to operate effectively in a changing competitive environment.



Crossroads, in association with Convergence Design, assisted the Greater Burlington Partnership in assessing Greater Burlington's competitive position within the tourism industry in order to identify, understand and evaluate a new key attraction that would place it in a better long-term strategic position. The assessment took into account the desire to tie into existing and planned development efforts to take advantage of synergies and enhance the area for both residents and visitors. Projects under consideration included, but were not limited to, an amphitheater; convention/meeting/exhibition facility and boutique hotel; destination retail; Discovery Center; expanding the existing RecPlex sports facility; IMAX; new indoor sports facility; outdoor pavilion; railroad museum; river attractions and a zip line. We assisted the client in prioritizing the potential development options and further analyzed a proposed new indoor sports complex including developing a preliminary program and estimating annual visitation/event activity, financial operations, and economic/fiscal impacts.

## **Other Relevant Experience**



### **Riverfront Redevelopment Master Plan in Fort Myers, Florida**

Crossroads assisted the Fort Myers Conference and Convention Council in its evaluation of the merits of expanding the Harborside Event Center (HEC) to better meet the long-term needs and objectives of the community. Our staff assessed the market and financial aspects while Convergence Design staff addressed site and physical planning issues associated with the potential expansion of HEC. The project is currently in the planning stage to begin Phase 1 of its expansion. We also conducted an analysis for the Fort Myers Redevelopment Agency that estimated the economic and fiscal impacts associated with an expanded convention center, a new hotel, and other commercial ancillary development involving retail/entertainment and residential elements.



### **Orange County Fairgrounds in California**

Crossroads is currently working with the Orange County Fair and Event Center in Costa Mesa, California on an assessment for additional multi-purpose conference/event space as part of its master planning initiative. Our analysis includes assessing trends in various demographic/economic characteristics, the supply of area facilities, historical operations, and developing estimates of utilization and financial operations for the proposed new space. The complex is adjacent to the Orange Coast College campus which has a long-standing relationship with the fairgrounds in terms of shared parking and joint uses. The potential to develop the multi-purpose conference/event space in partnership with the College is under consideration as both entities strive to meet their long-term master planning objectives.



### **City of Frederick, Maryland**

Crossroads conducted a market and economic analysis of a proposed new hotel and conference center in downtown Frederick, Maryland. The market study included interviews with area stakeholders, touring potential sites, profiling market attributes, interviewing competitive hotels, and surveying potential users. Recommendations were made for the proposed facility's building program elements based on the market findings. Estimates of financial operations and economic/fiscal impacts were also prepared. Subsequently, the City is currently working with a hotel consultant to identify a site, select a development team, and coordinate with major hotel brands to ensure industry standards are met.



### **Las Cruces Center in New Mexico**

Crossroads staff conducted a market and financial analysis for the City of Las Cruces for a proposed new conference/convention center that utilized a two-phased approach. The Phase I market demand assessment analyzed demographic and economic characteristics; infrastructure including accessibility and hotel supply; the building program, event mix and destination attributes of competitive and/or comparable facilities; industry trends as well as input from both current users of existing facilities in the market and potential users of the proposed new facility. Phase I also included a survey of Las Cruces citizens to gain an understanding of their level of support for the proposed center, their perceptions of what features it should include, as well as possible funding sources. Phase II analyzed potential sites as well as an estimate of financial operations and economic/fiscal impacts associated with the proposed facility. Critical to this project was the ability to assess the needs of a variety of users and potential funding partners.

Subsequent to the feasibility study, Crossroads served as an advisor to the City as it embarked on the joint development of a civic center and hotel with New Mexico State University. The Las Cruces Center opened in January of 2011 and offers a 15,000 SF exhibition hall, a 9,360 SF ballroom and six breakout rooms totaling over 3,000 SF.



#### **Proposed New Conference Center at University of Illinois at Chicago (UIC)**

Crossroads staff was retained initially to conduct a market analysis for a proposed new conference center that would be part of a larger master development plan by UIC. The market analysis assessed the potential market demand for the proposed facility based on factors such as demographic and economic characteristics, the competitive market, industry trends, area attractions, existing infrastructure such as air access, highway access and hotel supply as well as input from potential users. Based on the market assessment, a recommended building program and an estimate of the potential usage at the facility were presented. The market study recommended that the University try to partner with a private hotel developer and/or to jointly pursue the development of additional university housing.



#### **Proposed New Conference Center in St. Petersburg, Florida**

Crossroads staff conducted a market demand study for a proposed new conference center in downtown St. Petersburg adjacent to the University of South Florida campus. Market research indicated that existing hotel properties in downtown and the surrounding area as well as other facilities in the region could adequately accommodate the majority of needs expressed by potential users. As such, it did not appear that there was enough unmet market demand at the time of the study to justify the significant capital investment and ongoing operating subsidy that would be required by the City for a potential new conference center.



#### **Proposed New Convention/Conference Center in Concord, North Carolina**

Our staff worked with the Cabarrus County Convention and Visitors Bureau to update a previously conducted market and financial analysis related to a new convention/conference center that would be constructed in conjunction with a headquarters hotel. The updated market analysis assessed potential market demand for the proposed facility based on factors such as demographic and economic characteristics, the competitive market, industry trends, area attractions, and existing infrastructure including accessibility and hotel supply as well as input from potential users. The study also estimated the economic and fiscal impacts that may be generated as a result of the proposed project and assisted in preparing data and analysis for negotiations with a private hotel developer. Opened in January of 2007, the Embassy Suites Hotel Resort and Conference Center Charlotte-Concord is located near the Lowe's Motor Speedway and the Concord Mills Mall. The facility offers more than 42,000 square feet of flexible event and conference space, including a 28,800 square foot ballroom and 26 breakout rooms.



#### **M.C. Benton Jr. Convention Center in Winston-Salem, North Carolina**

Crossroads and Convergence Design recently completed a facility assessment and economic analysis of the M.C. Benton Jr. Convention Center. The study included a comprehensive evaluation of the existing state of the facility in terms of its physical condition, programmatic needs, and mechanical systems. Our analysis also included a competitive assessment that compared the M.C. Benton Convention Center to other regional facilities in terms of key physical attributes in order to provide context for recommended areas of improvement.

Our team also surveyed a variety of past users of the convention center to ascertain their needs. Our findings were summarized into a SWOT analysis that outlined both the strengths and weaknesses of the Convention Center both from a physical facility as well as a competitive market perspective. Finally, we estimated the costs and benefits associated with various renovations/enhancements as well as their associated return in terms of event activity, financial performance and/or economic/fiscal benefits.



### **Raleigh Convention Center**

Our staff worked with Visit Raleigh to conduct a market and financial analysis that assisted the City of Raleigh and Wake County in ascertaining whether the existing Raleigh Convention and Conference Center should be expanded or a new convention facility should be built in order to best meet the long-term needs of the community. The market analysis outlined potential demand generators for an expanded or new facility based on factors such as the competitive market, industry trends, area attractions, air access, highway access and hotel supply, as well as input from past and potential users. Based on the market assessment, a preliminary building program was developed and potential usage, operating revenues/ expenses and economic/fiscal benefits associated with pursuing the project were estimated. The new Raleigh Convention Center opened in September of 2008 with 150,000 square feet of exhibit space, 32,000 square feet of meeting space that is divisible into 20 breakout rooms and a 32,000 square foot ballroom.



### **Ocean City Convention Center in Maryland**

Crossroads and Convergence Design staff conducted an expansion study for the Ocean City Convention Center. The existing facility offers 63,000 square feet of exhibit space, a 21,900 square foot ballroom and 25 meeting rooms. The first phase of the study effort focused on assessing whether market demand appeared strong enough to support expansion or enhanced building components and identifying what building elements were needed to better address users' requirements. Based on a preliminary building program recommendation, the event activity and financial operating characteristics for an expanded convention center were estimated. The second phase of work included evaluating potential expansion options, developing potential construction costs and estimating the potential economic and fiscal impact associated with expansion including a fixed seat auditorium. Renovations/enhancements to the facility are currently underway.



### **Baltimore Convention Center in Maryland**

The City of Baltimore and the Maryland Stadium Authority retained Crossroads Consulting and Hospitality & Gaming Solutions to conduct a market and economic study that evaluated the merits of expanding the Baltimore Convention Center. The private sector's stated interest in constructing and financing a new 500-room hotel and a new 18,000-seat arena led the City to evaluate the merits and opportunities of the BCC expansion within the context of a broader development plan. The proposed public/private partnership presented the City and State with an opportunity to leverage private investment for public benefit, meet a stated objective to develop a new arena in downtown Baltimore that better accommodates residents' sports and entertainment needs, enhance the overall destination package, and increase out-of-town visitation that generates economic activity to the City and the State. As such, the study also discussed the overall viability and estimated economic/fiscal benefits associated with all three components of the development project.



### **Wicomico Youth and Civic Center (WYCC) in Salisbury, Maryland**

The WYCC is a multi-purpose facility that is owned by Wicomico County and operated by the Wicomico Department of Recreation, Parks and Tourism. Crossroads conducted a market and economic study that evaluated the merits of renovating/expanding the existing WYCC or constructing a new facility. The study found that it was imperative the County continue to improve its aging asset in order to remain competitive as remaining status quo would result in a continual decline in both event activity and competitive position over the long-term. The study recommended enhancing/modernizing the WYCC as well as reconfiguring the existing space to maintain/grow market share, increase revenues, and increase economic/fiscal impacts rather than constructing a new facility. This strategy provides potential upside to event activity with relatively less cost and future risk from uncontrollable external threats. The study recommended specific programmatic and physical improvements as well as several policy changes to increase the facility's marketability.



### **Spartanburg Memorial Auditorium in South Carolina**

Crossroads and Convergence Design staff conducted an expansion study for the Spartanburg Memorial Auditorium (SMA) which currently offers 15,000 SF of exhibit space and seating for 2,100 in a theater-style setting or 3,200 arena-style. Specific tasks completed as part of this analysis included interviewing stakeholders; summarizing industry trends; profiling demographic/economic data; analyzing data on competitive and/or comparable destinations and facilities; analyzing historical event activity at the SMA; surveying existing and potential users; preparing preliminary building program recommendations; and estimating event activity, financial operations and economic/fiscal benefits for an expanded SMA. Research indicated that a moderate expansion of multi-purpose space was warranted in order to retain existing business and better address market segments such as concerts, tradeshow and sporting events in the future. Subsequent to the original study effort, Crossroads provided additional advisory services including making presentations to various stakeholders and potential funding partners.



### **Edmond Economic Development Authority in Oklahoma**

Crossroads staff conducted a market and financial analysis for a proposed new convention/civic center facility in Edmond, Oklahoma. This study assessed the potential market demand for the facility based on factors such as industry trends, demographic and economic characteristics, area attractions, existing infrastructure including accessibility and hotel supply, the competitive market as well as input from both current users of existing facilities in the market and potential users of a new facility. Based on the market assessment, a recommended building program and estimate of utilization were presented. In addition, the study provided estimates of financial operations, economic/fiscal impacts, identified potential funding sources and discussed advantages and disadvantages of various operating structures for the proposed facility.



### **Proposed New Convention/Conference Center in Charlottesville, Virginia**

Our staff conducted a development planning study for a new convention/conference center in Charlottesville, Virginia. The study included an assessment of potential market demand, estimate of utilization, evaluation of potential sites, estimate of operating revenues and expenses and estimate of economic and fiscal impacts. The steering Committee consisted of representatives of the City of Charlottesville, Albemarle County and the University of Virginia. Crossroads staff also assisted with a developer solicitation for a proposed new hotel to support a conference center in Charlottesville.





### **Hampton Roads Convention Center, Virginia**

Crossroads staff worked with the City of Hampton to assess the market and financial aspects associated with development of a new convention center adjacent to the Hampton Coliseum. Analysis included a market study to assess the potential demand for the facility as well as competition in the region. Based on the recommended building program and projected utilization, financial operations were projected. Finally, the economic and fiscal impacts associated with the proposed center were estimated. In addition, a market study for a proposed new full-service headquarters hotel to service the proposed Center was also completed. The Hampton Roads Convention Center opened in 2005 with approximately 110,000 square feet of exhibit space and 13,000 square feet of ballroom/meeting space.



### **SeaGate Convention Centre in Toledo, Ohio**

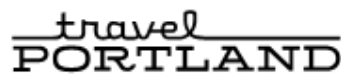
Our staff conducted a market, financial and economic/fiscal impact analysis of a proposed expansion/renovation of the SeaGate Convention Centre in Toledo, Ohio. Built in 1987, the facility offers 75,000 square feet of column-free exhibit space in three halls. In addition, the Centre has approximately 19,300 square feet of meeting space in 23 rooms but does not offer a dedicated ballroom. The analysis included a hotel needs study and financial analysis of current convention center operations. Our staff subsequently assisted the Toledo/Lucas County Convention and Visitors Bureau in assessing the market and financial impacts of acquiring additional space from the University of Toledo that could be converted into additional meeting/ballroom space.



### **Metro Visitor Venues in Portland, Oregon**

Crossroads conducts an annual report for the Metropolitan Exposition-Recreation Commission (MERC) that estimates the economic and fiscal benefits realized by the Tri-County Metropolitan Region as a result of on-going operations of the Oregon Convention Center. In addition, our staff prepared an order-of-magnitude estimate of the economic and fiscal impacts that could potentially be generated by the construction and operation of a new headquarters hotel. Two development scenarios were analyzed including a 500-room and a 600-room property. We also worked with MERC on updating this economic/fiscal impact analysis based on its selection of a developer for the headquarters property which we presented at several public meetings.

Crossroads also performs an annual economic/fiscal impact analysis for the Portland Center for the Performing Arts (PCPA), the Portland Metropolitan Exposition Center and the Oregon Zoo. As part of our research, we conducted direct, electronic and on-site surveys with event promoters/producers, exhibitors and attendees to obtain primary data regarding spending patterns. Information gathered from this survey sample is used as inputs to the economic impact model. These inputs provide more destination-specific estimates as opposed to applying spending figures from nationally conducted surveys.



Crossroads worked with Travel Portland on a comprehensive survey of convention and meeting delegates, exhibitors and meeting planners over a 12-month period. Data obtained and analyzed was used to develop an economic impact modeling tool that the organization can use on an on-going basis to measure the relative value of conventions and meetings to the local and regional economies.

Crossroads assisted a committee of International Association of Venue Managers (IAVM) member facilities with creating an easy-to-use tool that will allow facility managers at all venue types to calculate economic impact of events held at their facility. This tool was released at the IAVM annual trade and conference show last summer.



### **Metropolitan Government of Nashville and Davidson County (Metro Nashville) in Tennessee**

Crossroads staff has conducted a variety of studies for Metro Nashville. Most relevant to this project, Crossroads staff conducted a market, site and financial analysis associated with potential expansion of the Nashville Convention Center or development of a new center on an alternate site. Specific research tasks included assessing the market potential for expanded or new convention center space, providing building program recommendations, developing cost estimates and site planning options, and estimating economic and fiscal impacts under different development scenarios. The cost estimates were used in conjunction with financial operating estimates prepared by Crossroads staff to develop a comprehensive funding analysis based on existing and potential sources. This analysis included order-of-magnitude estimates of future tax collections, assumed tax rate increases and an assessment of alternative financing schemes with former precedence in the State of Tennessee. The new Music City Center recently opened.

Our staff also conducted performance audits of the Nashville CVB, the Nashville Convention Center, Bridgestone Arena, and the Nashville Municipal Auditorium. The performance audits assessed a variety of operational issues including governance, marketing efforts, rate structure, internal controls, maximization of revenues, cost containment measures, procurement process, major contractual agreements, budgeting process, utilization, operating results, capital improvement planning, market demand, operations and management approach. Each audit included a review of existing operations, a benchmarking analysis, and a summary of short and long-term recommendations to enhance performance.



### **Los Angeles Convention Center in California**

Crossroads provided the following advisory services to the City of Los Angeles:

- Preparing a Request for Proposal (RFP) to privatize the operations of the Los Angeles Convention Center (LACC) and assisting the City in reviewing, summarizing, and comparing proposal responses as well as facilitating contract negotiations.
- Conducting a financial analysis that recommended alternative business or management models for the LACC in order for the City to reduce general fund costs; improve operating efficiency, and maximize the City's competitive position as a major convention destination.
- Providing financial advisory services related to design assistance associated with expansion of the LACC in conjunction with the potential development of an adjacent NFL stadium which would be privately owned and operated.
- Providing assistance related to establishing a new governance authority and related operational and policy matters that seek to better position the City as a destination and the LACC to attract more Citywide conventions thereby increasing tourist occupancy tax collections.
- Providing assistance in reviewing and renegotiating the Los Angeles Tourism and Convention Board (LATCB) contract.



Crossroads recently conducted a convention center strategic sales analysis that assisted the Atlantic City Alliance (ACA) and Atlantic City Convention & Visitors Authority (ACCVA) in identifying target markets, sales strategies, performance measures, and necessary resources that seek to maximize optimal short and long-term market opportunities for the Convention Center. Atlantic City has faced several challenges including increased gaming competition from other regional destinations and negative perceptions related to safety and cleanliness. In addition, Hurricane Sandy made landfall at Atlantic City in October 2012 which had a negative impact on the destination and economy. As such, enhancing the destination's marketability as a convention and tourism destination became increasingly important. Our work plan included a situational overview; a benchmarking analysis relative to industry best practices; and developing recommendations to create a unified, streamlined approach to promoting and marketing Atlantic City that maximizes available human and financial resources and increases the overall efficiency of the organization. We conducted numerous stakeholder interviews as part of this analysis including government officials, hoteliers, attractions, and tourism officials. Specific recommendations, action steps and prioritizations were outlined in the report.



### **Maryland Stadium Authority**

Since 2010, Crossroads has served as the on-call economic advisor to the Maryland Stadium Authority which owns and operates M&T Bank Stadium and Oriole Park at Camden Yards. During the multi-year contract term, we are responsible for conducting any market and economic studies that may be requested by the MSA for any public assembly related projects. Understanding the local and regional market characteristics in which any proposed new real estate development would operate is an important component of the market analysis and a critical element in developing financial assumptions. As such, our market analyses profile select market characteristics including demographic/economic data, psychographic attributes, seasonality, employment base, accessibility, hotel supply, and the area supply of competitive facilities/businesses and potential future developments that could impact the viability of new or enhanced projects. The State historically bases its level of funding on the incremental new fiscal benefits anticipated to be generated by the project. As such, most of our work includes a comprehensive cost/benefit analysis of estimated capital and operating costs compared to economic and fiscal benefits which are matched to other potential funding sources (e.g., local government, private sector investment, etc.) in order to ascertain the overall economic viability of a project. Our experience includes market/economic analyses related to:

- Construction of a proposed new hotel and conference center in Frederick
- Expansion of the Baltimore Convention Center and proposed ancillary developments
- Expansion of the Roland E. Powell Convention Center in Ocean City
- Construction of a new auditorium at the Roland E. Powell Convention Center in Ocean City
- Renovation/expansion of the Wicomico Youth & Civic Center
- Construction of a new live entertainment venue in Prince George's County
- Construction of a new multi-purpose arena in downtown Baltimore
- Construction of a proposed new lacrosse stadium/youth sports complex
- Construction of a proposed new regional park including a tennis center in Howard County
- Renovation/modernization to Arthur W. Perdue Stadium in Salisbury
- Economic analysis of lease terms for a proposed new Class A baseball stadium in Maryland
- Construction of a new soccer stadium for the MLS D.C. United in Prince George's County and Baltimore
- Construction of a proposed new horse park

Crossroads also prepares annual estimates of the economic/fiscal impacts associated with the operations of the Hippodrome Theater, the Baltimore Convention Center, the Montgomery County Hotel and Conference Center, and the Roland E. Powell Convention Center in Ocean City for the MSA's annual report to the State as well as other specialty events held at M&T Bank Stadium.

## **Select University Experience**



### **Donald L. Tucker Civic Center in Tallahassee, Florida**

Crossroads conducted a market and financial analysis as part of the overall master planning process for the Donald L. Tucker Center (Civic Center) in Tallahassee. Florida State University (University) is in the final stages of purchasing the facility and will assume full management and operational responsibilities. In order to assist the University with its on-going planning efforts, the study focused on identifying renovation/enhancement options that would increase the facility's overall marketability and financial performance. Primary objectives including assessing what physical improvements need to be made to maintain the facility's viability as a NCAA Division I basketball arena as well as meet broader sports and entertainment needs of the University as well as the community. Specific tasks included analyzing regional demographic characteristics and historical facility operations; profiling competitive facilities, conducting interviews with past and potential user groups; analyzing data from comparable facilities; refining previously defined programmatic recommendations; and estimating the impact of proposed improvements to facility usage and financial operations. These results were summarized along with architectural/engineering cost estimates to provide the University with a cost/benefit analysis of the proposed improvements.



### **Convocation Center at Northern Illinois University in DeKalb, Illinois**

Our staff was retained to evaluate the market demand, alternative sites and facility program recommendations for a new arena to replace the existing Evans Fieldhouse. The financial analysis focused on operating revenues and expenses for a new 10,000 to 12,000-seat facility as well as alternative uses and financial impact on the existing Fieldhouse. A comprehensive development plan was prepared including construction costs for the project and potential financing strategies. The new convocation center opened in the fall of 2002.

## **Crossroads Consulting Services LLC - References**

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We encourage you to contact any of the individuals listed below to assess their level of satisfaction with the services provided, our individual personnel and our project deliverables.

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**Maryland Stadium Authority**

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**Gary Mackes, Director**

**Wicomico Youth & Civic Center**

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**Martha Wheelock, Former Assistant City  
Manager**

**City of Winston-Salem**

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**Natalie Brill, Chief of Debt Management**

**City of Los Angeles**

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## Convergence Design



### Who We Are

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

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

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

### Firm History

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

### Specialized Experience

With more than 30 years of professional experience, founding principal David Greusel has designed a wide variety of public buildings, including convention and conference centers, arenas, ballparks, recreation centers, student centers, churches, and similar facilities. Convergence Design's portfolio also includes a number of completed educational and institutional projects, office and retail projects, as well as a large number of facility master plans.





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

**Douglas R. Peete, President,  
Peete & Associates**

**Top to Bottom:**

- Utah Valley Convention Center, Provo, Utah
- Dow Leadership Academy, Midland, Michigan
- Peoria Civic Center; Peoria, Illinois

### Representative Clients

Convergence Design's client list reflects a diverse group of institutional, non-profit, and corporate clients. Some of our current and past clients include:

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

### Credentials

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

*Alabama, Arizona, Colorado, Florida, Illinois, Indiana, Iowa, Kansas, Louisiana, Maine, Michigan, Missouri, North Carolina, Ohio, Oklahoma, South Dakota, Tennessee, Texas, Utah.*

### Contact Information

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**Phone:** (816) 255-2123

**Mail:** 1600 Genessee Street, Ste. 620  
 Kansas City, MO 64102



## Convention/Conference Center Project List

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

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



### Top to Bottom:

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



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

Eric Benson, City Manager  
City of Enid, Oklahoma

## References

### Enid Event Center

Mr. Eric Benson, City Manager  
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### MC Benton Convention Center Renovation Study

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### Grand River Center

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### Peoria Civic Center Revitalization

Ms. Debbie Ritschel, General Manager  
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## Peoria Civic Center

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

Debbie Ritschel, former General Manager



Above: Peoria Civic Center; Peoria, Illinois



Above: Grand River Center; Dubuque, Iowa

## Grand River Center

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

Cindy Steinhauser, Assistant City Manager, City of Dubuque

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# Blue Water Convention Center

Port Huron, Michigan



**Cost:** \$9 million **Budget:** \$9 million **Schedule:** Started 2013, Completed 2014 **Architect of Record:** Progressive|AE

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

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

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



**Client Contact:** Mr. Bill Kauffman, Administrator/  
Controller,  
St. Clair County  
200 Grand River Avenue, Suite 203  
Port Huron, MI 48060  
(810) 989-6900  
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**Scope:** Convergence Design is acting as convention center design consultant. Services include master planning, programming, design, design review, and technical review.

**Design & Delivery Method:** Design-Build

# H.H. Dow Leadership Academy

Dow Chemical Company  
Midland, Michigan



**Cost:** \$20 million **Completion:** 2009 **Profile Code:** 027, 029 **Architect of Record:** Populous

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

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

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



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jcleland@acquestrealty.com

**Scope:** Full scope A/E services, led by David Greusel, FAIA.



# Enid Event Center/Convention Hall Renovation

City of Enid  
Enid, Oklahoma



**Cost:** \$35 million   **Completion:** 2013   **Capacity:** 4,00 seats; 50,000 sq. ft. convention space

Following a 2010 master plan also done by Convergence Design, the Enid Event Center and Convention Hall creates a major civic attraction in the center of Enid's historic downtown across the street from a popular ballpark.

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

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

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



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

**Contact:** Mr. Eric Benson, City Manager  
City of Enid  
(580) 616-7245  
ebenson@enid.org

# Grand River Center

City of Dubuque  
Dubuque, Iowa



**Completion:** 2003   **Area:** 120,000 square feet   **Cost:** \$29 million

The Grand River Center is the centerpiece of Dubuque’s “America’s River” project, a major downtown revitalization that includes the center, a resort hotel, expanded museum, parking, and mixed use development. The Grand River center is connected by an enclosed bridge to the new hotel, creating a regional convention destination in northeast Iowa that serves three states.

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

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



**Scope:** David Greusel served as lead designer for this project. Architect of Record: HOK Venue

**Contact:** Ms. Cindy Steinhauser, Assistant City Manager  
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# MC Benton Convention Center Study

Winston-Salem, North Carolina



**Budget:** \$20 million **Schedule:** 2013 (study) **Role:** Architectural Design Consultant

Convergence Design was part of a team hired to study the potential renovation of the M.C. Benton Convention Center in Winston-Salem, North Carolina. The center, connected to two downtown hotels, is a key component of Winston-Salem's visitor infrastructure, but had begun to fall behind its competitors in terms of space, finishes and services offered.

The study was a comprehensive look at the facility and its operation, and divided proposed improvements into three "buckets" for evaluation: short term projects of immediate concern, mid-range projects that would help the facility to be more competitive, and long-range projects that could help ensure the building's long-term future. The short range projects totaled an estimated \$5 million. The mid range projects were approximately \$12 million, and the long-range projects ranged upwards of \$20 million, all included.

As part of the study, Convergence Design prepared before-and-after visualizations of some spaces in the building to give an idea what a renovated space could offer the meetings marketplace.



**Client Contact:** Mr. Bucky Dame, Executive Director (retired) Public Facilities Authority of Winston-Salem  
3780 Kinklees Road  
Winston-Salem, NC 27104  
(336) 682-2720  
buckydame@gmail.com

**Scope:** Convergence Design provided architectural evaluation, design and cost estimating services

**Key Personnel:** David Greusel, Scott Jones, Christy Ostmeyer

## Entertainment & Convention Center Expansion

Duluth Entertainment & Convention Center Authority  
Duluth, Minnesota

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

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



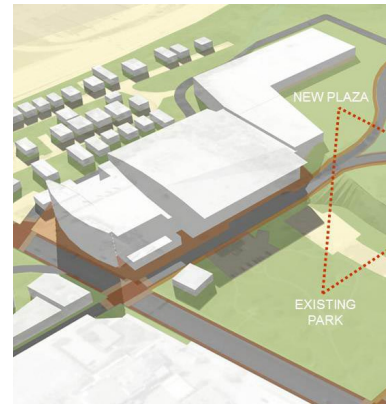
## Eastern Maine Event/Convention Center

City of Bangor  
Bangor, Maine

David Greusel was part of a team engaged to help the City of Bangor determine the best site and general configuration of a new event/convention center designed to replace the aging Bangor Auditorium.

The project envisioned by the study included 7,500 seats for spectator events, a 30,000 square foot space for exhibits that would share the event floor, and an additional 30,000 square feet of ballroom and meeting space separate from the event space.

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



## Richard E. Berry Center

Cypress-Fairbanks ISD  
Houston, Texas

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

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



## Arena Complex Redevelopment

Brown County  
Green Bay, Wisconsin

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

**Completion:** 2009 (study)   **Profile Codes:** 035





## Public Facilities Study

Greater Burlington Partnership  
Burlington, Iowa

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

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

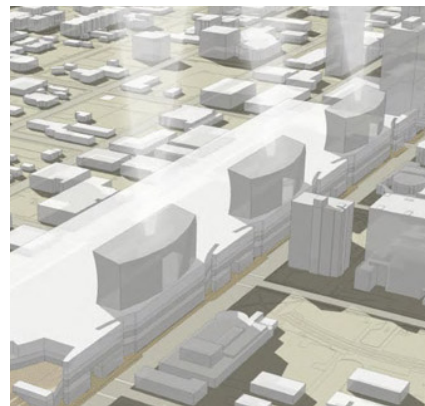


## Convention Centre Expansion Study

Calgary TELUS Convention Centre  
Calgary, Alberta, Canada

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

**Cost:** N/A **Completion:** 2008 (study)



## Dodge City Event Center

Public Facilities Advisory Board  
Dodge City, Kansas

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

**Completion:** 2005 (study) **Profile Codes:** 035 **Scope:** Planning study



## Encana Events Centre Renovation Study

City of Dawson Creek  
Dawson Creek, British Columbia

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

**Cost:** \$6 million **Completion:** 2012 (Study)





## Harborside Event Center Expansion

City of Fort Myers  
Fort Myers, Florida

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

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



## Irving Convention Center/Irving Live!

Irving Convention & Visitors Bureau  
Irving, Texas

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

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

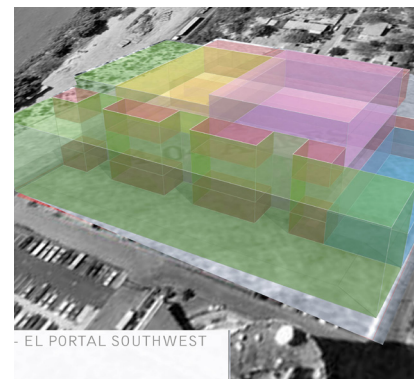


## Laredo Convention Center Study

City of Laredo  
Laredo, Texas

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

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



## Missoula Event Center

Event Center Steering Committee  
Missoula, Montana

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

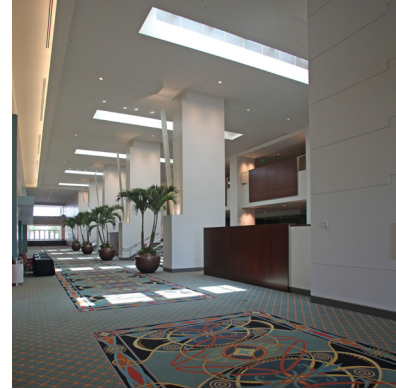
**Cost:** N/A **Completion:** 2010 (study) **Profile codes:** 008, 035 **Scope:** Planning study



## Montgomery Civic Center Design Advisory Service

City of Montgomery  
Montgomery, Alabama

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

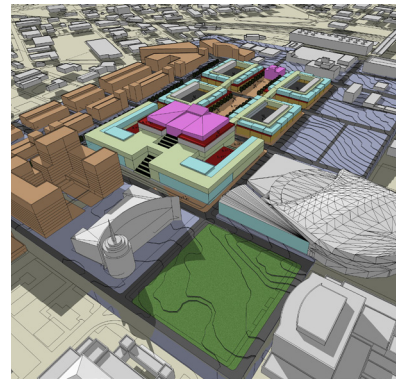


**Cost:** \$30 million **Completion:** 2007 **Profile codes:** 008, 029, 089 **Architect of Record:** TVS **Area:** 73,000 SF meeting

## Nashville Convention Center Studies

Nashville Convention Center Authority  
Nashville, Tennessee

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



**Cost:** N/A **Completion:** 2006 (study)

## Ocean City Convention Center Study

Town of Ocean City  
Ocean City, Maryland

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

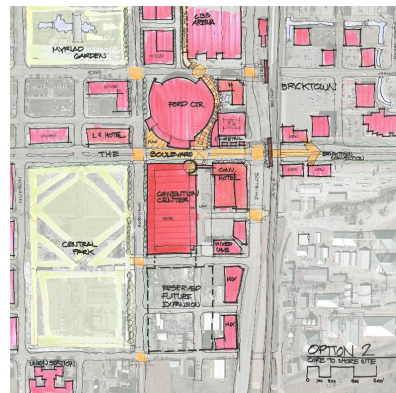


**Cost:** N/A **Completion:** 2009(study)

## Convention Center Site Analysis

Oklahoma City Convention Center  
Oklahoma City, Oklahoma

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



**Cost:** N/A **Completion:** 2008

CONVERGENCE DESIGN CONVENTION CENTER EXPERIENCE



## Owensboro Convention Center Study

City of Owensboro  
Owensboro, Kentucky

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

**Cost:** N/A **Completion:** 2009 (study)



## Peoria Civic Center Revitalization

Peoria Civic Center Authority  
Peoria, Illinois

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

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



## Qatar National Convention Centre Stage 2

Qatar Foundation  
Doha, Qatar

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

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

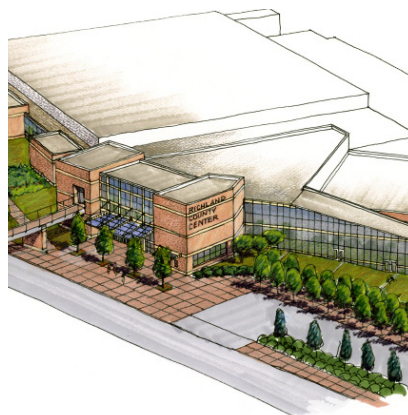


## Richland County Center

Richland County Center Authority  
Mansfield, Ohio

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

**Cost:** N/A **Completion:** 2001 (study) **Profile codes:** 008, 027, 035



## Riley Center Design Advisory Service

Mississippi State University-Meridian  
Meridian, Mississippi

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



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

## Spartanburg Convention/Event Center

Spartanburg Memorial Auditorium Authority  
Spartanburg, South Carolina

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

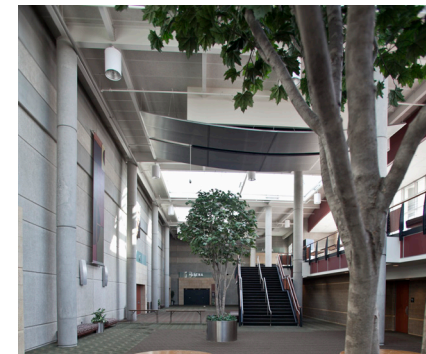


**Cost:** N/A **Completion:** 2007 (study) **Profile codes:** 008, 027, 035

## Springfield Expo Center

City of Springfield  
Springfield, Missouri

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



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

## Urban Development Study

Springfield Convention & Visitors Bureau  
Springfield, Missouri

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



**Cost:** TBD **Completion:** 2012 (study) **Profile Codes:** 008, 027, 035, 042, 079, 088

CONVERGENCE DESIGN CONVENTION CENTER EXPERIENCE



## St. Joseph Event Center

City of St. Joseph  
St. Joseph, Missouri

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



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

## Public Facilities Master Plan

Stillwater Industrial Foundation  
Stillwater, Oklahoma

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

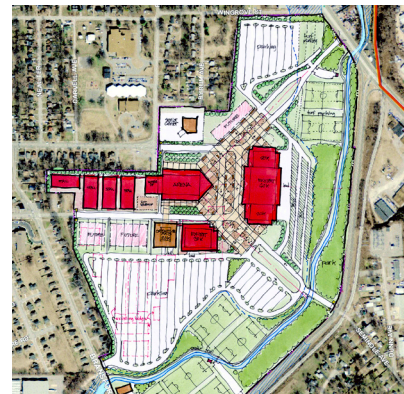


**Cost:** TBD **Completion:** 2012 (Master Plan) **Profile codes:** 008, 029, 035, 060, 078, 079, 103, 110, 202 **Scope:** Master Plan

## Tennessee State Fairgrounds Master Plan

Metro Government of Nashville-Davidson County  
Nashville, Tennessee

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



**Cost:** TBD **Completion:** 2012 (study)

## Tinley Park Convention Center

Tinley Park, Illinois  
Village of Tinley Park

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



**Cost:** \$19 million **Completion:** 2011 **Profile codes:** 008, 027 **Architect of Record:** Populous





## UIC Forum

Chicago, Illinois  
University of Illinois-Chicago

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



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

## Viridian Event Center

West Jordan, Utah  
Salt Lake County Library

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

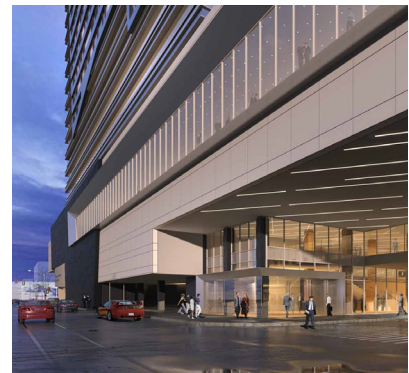


**Area:** 55,000 sq. ft. (total building) **Cost:** \$12.2 million (total building) **Completion:** June, 2012 **Architect of Record:** MHTN

## Winnipeg Convention Centre Expansion

City of Winnipeg  
Winnipeg, Canada

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



**Scope:** Schematic Design **Cost:** \$192 million CDN

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## **Project Team Resumes**

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One of the most important elements to the success of any project is the quality and expertise of the individuals who will be assigned to work on the engagement. The pages that follow provide resumes for our team members who will be assigned to this project. These individuals have the appropriate mix of skills and experience to perform all of the services identified in your RFP and to provide the City and KU with credible research, analysis, conclusions and recommendations related to assessing potential opportunities associated with development of a convention/conference center. We are committed to providing the City and KU with a dedicated team of qualified professionals to conduct this study in a first-class and timely manner.

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## SUSAN A. SIEGER

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### Expertise

Market Analyses  
Financial Analyses  
Economic and Fiscal Impact Analyses  
RFP Preparation/Evaluation  
Lease Negotiations  
Performance Audits/Benchmarking Analyses  
Business Plan Development  
Development Planning  
Strategic Planning

### Education

Master of Science in Sports Administration  
Ohio University

Bachelor of Arts  
University of Virginia

### Industry Affiliations

International Association of Venue Managers  
Destination Marketing Association  
International  
International Economic Development  
Council  
American Horse Council

### Contact Information

Susan Sieger  
4427 W. Kennedy Boulevard, Suite 200  
Tampa, Florida 33609  
Phone: 813-281-1222  
Fax: 813-315-6040  
ssieger@crossroads-fl.com

**Susan A. Sieger** has over 25 years of experience in the convention/meeting, sports/entertainment, and hospitality/tourism industries. She focuses on providing development planning, transaction, operational and business planning assistance to public and private sector clients. Susan has conducted more than 400 studies in the U.S. and abroad related to convention/conference centers, headquarter hotels, arenas, civic centers, stadiums, amphitheaters, performing arts centers, destination marketing agencies, sports complexes, horse parks, fairgrounds, equestrian facilities, and other similar real estate assets. She specializes in assisting clients in their evaluation of a project's overall viability from a market and economic perspective, develop implementation strategies that move a project from concept to reality, manage their asset in a more efficient manner that better meets their desired operating objectives, and helps plan the overall future direction of a project.

Prior to forming Crossroads, Susan worked with KPMG LLP's Convention, Sports and Entertainment Practice for 15 years, most recently as the National Director. She also worked in facility management at the Miami Beach Convention Center as well as athletic facilities at the University of Virginia and Ohio University.

Her convention/conference center experience includes development and business planning studies for the Albuquerque Convention Center, Anaheim Convention Center, Baltimore Convention Center, Benton Convention Center, Cobb Galleria Centre, Cobo Center, Connecticut Convention Center, Duke Energy Center, Georgia Mountains Center, Indiana Convention Center, Los Angeles Convention Center, Nashville Convention Center, Ocean City Convention Center, Oregon Convention Center, Pennsylvania Convention Center, CenturyLink Center, Raleigh Convention Center, Richmond Convention Center, Tampa Convention Center and Washington D.C. Convention Center.

Susan has worked on similar studies for proposed new conference centers in Charlottesville, Virginia; Chicago, Illinois; St. Petersburg, Florida; Frederick, Maryland; and Las Cruces, New Mexico. The latter study resulted in a public/private partnership with New Mexico State University for development of a conference center and hotel.

She also worked with the City of Fort Myers on a downtown redevelopment project that included an expansion of their convention center, development of a new hotel, additional residential, retail, and commercial space.

Susan and her team serve as the on-call market/economic advisor for the Maryland Stadium Authority which involves conducting development planning studies to evaluate the merits of various new, renovated, or expanded public assembly projects throughout Maryland.

Susan conducts annual economic and fiscal impact analyses for multiple public assembly facilities in the State of Maryland, Cobb County, Georgia and Portland, Oregon.

## KAREL E. GARSIDE

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**Karel E. Garside** has more than 15 years of experience conducting market demand studies, financial and economic/fiscal impact analyses, funding analyses, and performance improvement studies for various public assembly facilities around the country including conference centers, convention centers, sports complexes, arenas/civic centers, horse parks, equestrian facilities, fairgrounds, amphitheaters and stadiums. Her experience and economics background provides her with a strong skill set to assist clients with financial modeling and related analysis. She has been with Crossroads for six years.

### **Expertise**

Market Analyses  
Financial Analyses  
Economic and Fiscal Impact Analyses  
Performance Audits  
Business Plan Development  
Strategic Planning

### **Education**

Master of Arts in Economics  
University of South Florida

Bachelor of Science in Economics  
University of South Florida

### **Industry Affiliations**

International Association of Venue  
Managers  
  
Destination Marketing Association  
International

### **Contact Information**

Karel Garside  
4427 W. Kennedy Boulevard, Suite 200  
Tampa, Florida 33609  
Phone: 813-281-1227  
Fax: 813-315-6040  
kgarside@crossroads-fl.com

Karel previously worked in the Sports, Convention & Entertainment divisions at KPMG LLP and at Price Waterhouse LLP. During her tenure at Price Waterhouse, she authored the Stadium & Arena Managers' Annual Report. She also provided research efforts and wrote case studies on both U.S. and international stadiums, arenas, convention centers, amphitheaters and specialty facilities for publication in the book *Sports, Convention & Entertainment Centers*.

Her convention/conference center experience includes work for the American Bank Center in Corpus Christi, Baltimore Convention Center, Benton Convention Center, Georgia World Congress Center, Las Cruces Center, Los Angeles Convention Center, Nashville Convention Center, Oregon Convention Center, San Diego Convention Center, Pennsylvania Convention Center, Ocean City Convention Center, Raleigh Convention Center, River Center in Baton Rouge, Duke Energy Center in Cincinnati, and proposed St. Petersburg Conference Center.

Karel has conducted strategic plans for destination marketing organizations in Baton Rouge, Burlington (IA), Chattanooga, Kissimmee, London, Nashville, Portland, San Antonio, Tampa, Toronto and Warren County (OH).

She has conducted an economic and fiscal impact analysis for the Harborside Event Center and proposed downtown redevelopment as well as annual analyses for the Oregon Convention Center, Portland Center for the Performing Arts, Portland Metropolitan Exposition Center, Oregon Zoo, a headquarters hotel in Portland, Cobb Galleria Centre and Cobb Energy Performing Arts Center in Marietta, Georgia as well as the Baltimore Convention Center, Ocean City Convention Center, Hippodrome Theatre and Montgomery County Conference Center in Maryland.

Karel also worked with Travel Portland to conduct a comprehensive survey of convention and meeting delegates, exhibitors and meeting planners over a 12-month period that resulted in creation of an economic impact modeling tool that can be used on an on-going basis to measure the relative value of conventions and meetings to the local and regional economies.



## AMY B. BROWN, CFE

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### Expertise

Market Analyses  
Facility Operating Strategies  
Marketing Strategies  
Operations Analyses  
Business Plan Development  
Strategic Planning

### Education

Master of Science in Sports Management  
University of Massachusetts at Amherst  
  
Bachelor of Arts  
Boston College

### Industry Designations/Affiliations

Certified Facility Executive (CFE)  
  
International Association of Venue  
Managers

### Contact Information

Amy Brown  
4427 W. Kennedy Boulevard, Suite 200  
Tampa, Florida 33609  
Phone: 617-275-6937  
abrown@crossroads-fl.com

**Amy B. Brown** has over 20 years of facility management experience including opening and operating mid-size arenas including the Spokane Arena in Washington and Agganis Arena at Boston University (BU). She has been with Crossroads for five years.

As General Manager, Amy managed all departments and functions of the \$8.2 million Arena Management Department at BU; coordinated the Grand Opening of the \$100 million Agganis Arena and all related events; negotiated, booked, and contracted all events – 100 major and 300+ minor events annually; supervised and managed 17 full-time management and 200+ part-time staff members; oversaw subcontractors; as well as directed the ticketing, sales, marketing, promotions, and game experience activities for 4 NCAA Division I sports programs – nationally ranked Men's Hockey, Men's Basketball, Women's Hockey, and Women's Basketball.

As the Assistant General Manager & Marketing Manager at the Spokane Arena, Amy developed and implemented \$4 million annual budget; coordinated the Grand Opening; booked and contracted the Arena, Star Theatre, and meeting space – 140 major and 500+ minor events annually; coordinated all marketing/public relations functions including hiring, training, and supervising all marketing personnel; implemented a revenue generating in-house advertising and public relations agency; worked closely with the Convention & Visitors Bureau, Hotel/Motel Association, and Spokane Regional Sports Commission; and served as co-Tournament Director for 2003 NCAA Men's Basketball First/Second Rounds and Tournament Director for 2001 Women's Basketball West Regional.

She was the Marketing Director for Live Nation Motor Sports (formerly SRO/Pace Motor Sports) where her responsibilities including live event marketing; booking event dates; negotiating facility contracts; media buying; creating/implementing media, sponsor, and event promotions; coordinating all facets of on-site media; overseeing radio, television, and print production; event management; financial settlement; developing/implementing event budgets; and coordinating on-site sponsor involvement and fulfillment.

Amy was the Marketing/Event Manager at the James L. Knight Center/Miami Convention Center and Marketing /Event Manager at the DCU Center (formerly the Centrum) in Worcester, Massachusetts.

Since joining Crossroads, she has worked on market/economic analyses for the Anaheim Convention Center, the Baltimore Convention Center, the Los Angeles Convention Center, the Pennsylvania Convention Center as well as public assembly facilities in Prince George's County, Maryland; Princeton, West Virginia; New Bern, North Carolina; York County, South Carolina; and O'Fallon, Missouri.

Amy's first-hand facility operations experience in the public assembly industry and experience with higher education institutions will be particularly beneficial to this project.



FAIA, CNU, LEED® AP  
Convergence Design

Responsibility  
Principal

Education  
Kansas State University,  
B.Arch., cum laude

Registration  
David Greusel holds  
a certificate from the  
National Council of  
Architectural Registration  
Boards (NCARB), and is  
licensed as an architect in  
the following jurisdictions:  
Arizona, Alabama,  
Colorado, Florida, Illinois,  
Indiana, Louisiana, Kansas,  
Maine, Michigan, Missouri,  
North Carolina, Ohio,  
Oklahoma, South Dakota,  
Tennessee, Texas, Utah

Memberships  
Fellow,  
American Institute of  
Architects  
Member, Congress for The  
New Urbanism  
LEED® Accredited  
Professional  
U.S. Green Buildings  
Council



## David Greusel

Founding principal David Greusel, FAIA has over 30 years of professional experience in architecture. He has worked as a principal and shareholder in large and medium-sized architectural firms across the Midwest. His responsibilities have included every aspect of architectural project delivery including design, programming, planning, and project management. His primary strength, however, is working with clients to help them articulate and realize their own particular goals for a project. For most of his career, David has specialized in public assembly architecture, including stadiums and arenas; civic, convention and conference centers; and athletic and recreation centers.

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

### Selected Projects

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



## Christine L. Ostmeyer

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

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

**RA, LEED® AP**

**Responsibility**  
Project Architect

**Education**  
Kansas State University,  
B.Arch.

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

**Memberships**  
LEED® Accredited  
Professional, U.S. Green  
Buildings Council  
au Sigma Delta - Honor  
Society in Architecture  
and Allied Arts

### Selected Projects

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



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## Approach to the Project and Schedule

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### Our Understanding of the Project

With a population of nearly 90,000, Lawrence is the sixth largest city in the State of Kansas and the county seat of Douglas County. Located in northeastern Kansas, Lawrence is the anchor city of the Lawrence Metropolitan Statistical Area, which encompasses Douglas County. Located approximately 25 miles east of Topeka and 40 miles west of Kansas City, Missouri, Lawrence is situated along the banks of the Kansas and Wakarusa Rivers. Lawrence is home to the University of Kansas and Haskell Indian Nations University.

KU is a major comprehensive research and teaching university and a center for learning, scholarship, and creative endeavor. KU is the only Kansas Regents University to hold membership in the prestigious Association of American Universities (AAU), a select group of 62 public and private research universities that represent excellence in graduate and professional education and the highest achievements in research internationally.

KU has enrollment of 28,000 students and 2,600 faculty on five campuses in Lawrence, Kansas City, Overland Park, Wichita, and Salina. KU has 13 schools, including the only schools of pharmacy and medicine in the state, and offers more than 345 degree programs in 200 fields.

Lawrence officials have researched the approach that Manhattan officials used to develop the Manhattan Conference Center in downtown. The facility has more than 15,500 square feet of flexible, full-service meeting and event space for up to 1,500 guests and hosts a variety of events including conferences/meetings, weddings, and other special events. The Manhattan Conference Center is connected to a Hilton Garden Inn adjacent to the Flint Hills Discovery Center and Manhattan Town Center shopping mall. The City of Manhattan is funding approximately one-third of the estimated \$30 million project cost. In addition, KU officials have been studying the idea of a convention center as part of its master planning process. KU officials cited they have had difficulty attracting and accommodating academic conferences.

Without having conducted the study, it is evident that Lawrence has tremendous potential as a destination for conferences and/or conventions. As the home of a major research university with a high national profile, Lawrence is already a highly recognized location. Its scenic location, proximity to a major transportation hub, and unique community attributes further enhance its position as a potential destination for a public meeting facility. Lawrence is also home to one of America's great main streets, located in a beautiful historic district and close to the University and unique attractions such as James Naismith's original rules of basketball. Adding to the appeal of the destination is Lawrence's very lively cultural scene, which includes the availability of live music at a level comparable to Seattle or Austin. Taken as a whole, the City has several of the key attributes of a successful meetings destination—except an appropriate facility in which to house these events. As with all our projects, we will let the research guide any conclusions and recommendations related to the proposed new conference/convention space in Lawrence.

Given this backdrop, representatives of the City of Lawrence and Kansas University agreed to jointly study the feasibility of a potential new conference/convention center. It is our understanding that the primary objectives of the study effort are to:

- Assess whether there is market demand for the proposed new conference/convention center and if so, what is the optimal size
- Evaluate potential site locations for the proposed project including those in downtown, close to the KU campus and near Clinton Lake
- Estimate development and project costs
- Identify potential funding strategies including a partnership between the City and KU



## Approach to the Project

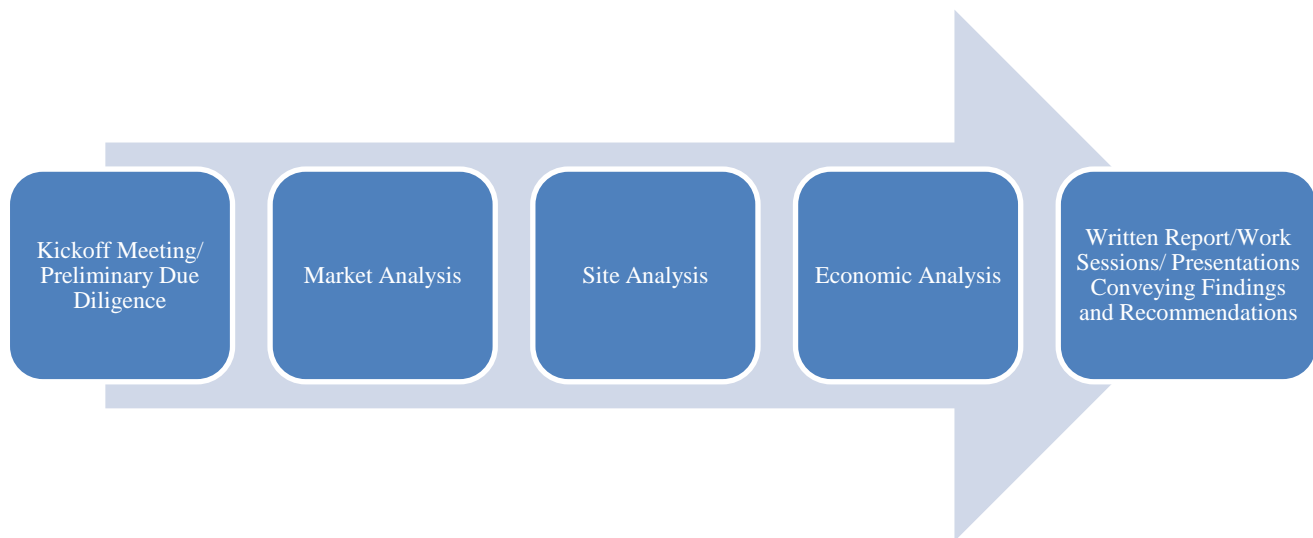
We believe in teaming with our clients to provide the highest quality products. With this objective in mind, our project team will share responsibility for day-to-day management of the engagement with the City and KU. We request that you designate an individual to be responsible for monitoring the contract and overseeing the engagement, including, but not limited to, coordinating activities, scheduling interviews and meetings, and assisting in the review of all deliverables.

Our project team members will provide industry knowledge, data collection and analysis, financial and economic modeling as well as deliverables production to the engagement. While our project team members will contribute specific analysis related to this proposed project, the City and KU will maintain total responsibility for management decisions pertaining to this engagement.

The issues associated with market opportunities, local and regional competition, changing economics, user needs/requirements dictate an ever-evolving set of operating conditions and approaches. We utilize a methodology that provides objective, research-based information to assist the City and KU in making informed decisions regarding the proposed conference/convention center. We anticipate an interactive study process allowing us to communicate issues and discuss preliminary findings with you throughout the study process. This approach also provides the opportunity to engage the appropriate stakeholders in building consensus should development be pursued. Our project team has significant experience with guiding entities through the development process if market demand appears warranted.

## Proposed Work Plan

Based on our experience with similar engagements, our work plan will consist of the following major tasks:



While we have addressed the scope of work outlined in your RFP, our work plan is organized to coincide with our anticipated workflow and deliverables. Once we have met with you to further discuss your objectives, we can refine our scope to ensure that it fully accommodates your needs. The following provides a more detailed description of the individual tasks comprising the work plan.

## Scope of Services

Based on our understanding of the project, our scope of services consists of the following tasks:

### ***Task 1 – Conduct Kickoff Meeting/Preliminary Due Diligence***

The first step will be to meet with the appropriate City and KU representatives to develop an understanding of the background, history and key issues related to the study; confirm the study scope and objectives; review existing data related to the project including previous studies and analyses; and tour potential site locations.

Our project team has found it beneficial to involve stakeholders throughout the entire data collection and planning process. Stakeholder input is an important factor in formulating conclusions and is critical in achieving implementation of the resulting development plan. We believe that creative development planning is only possible when stakeholder input enlightens the process from the beginning. This interaction and cooperation will occur throughout the process and will seek to generate public buy-in for the implementation of any resulting development plan. The key to successful consensus building is to keep stakeholders (both internal and external to the study effort) involved, engaged and informed about the project.

As such, we will obtain input from select stakeholders regarding their perspectives on the strengths, challenges and opportunities associated with the proposed new conference/convention center. In addition to representatives from the City and KU, other stakeholders to be interviewed include, but are not limited to, representatives from the convention/visitor industry, the business community, event producers as well as others identified throughout the study process. Input will be received from these groups through direct interviews, either individually or in small focus groups, as well as from phone or email surveys.

### ***Task 2 – Conduct Market Analysis***

Facility design, staffing, marketing and operations are tied to the future usage that facilities are anticipated to accommodate. As such, the market demand analysis is an important element in evaluating future opportunities associated with the proposed conference/convention center. Specific subtasks to be completed include:

#### ***Task 2.1. – Profile Market Attributes***

An important factor in assessing potential market demand for the proposed new conference/convention center is obtaining an understanding of the market within which the facility would operate. The location of a facility is typically important in the decision-making process for both meeting planners and attendees. In this task we will analyze trends and projections in population, age distribution, and income; employment base; accessibility; hotel supply; tourism/visitor statistics; as well as existing and planned amenities and/or development projects that could impact future demand for the proposed new conference/convention center.

The commitment from the hotel community is imperative and successful penetration of the conference/meetings industry is tied to the quality and composition of the hotel industry. As such, the research conducted in this task will focus on obtaining an understanding of the number of hotel rooms and convention quality properties in the market as well as the percentage of committable rooms that these hotels would be willing to set aside for conference/convention center activity. As appropriate, we will also explore opportunities for any possible development partnerships.

#### ***Task 2.2. – Profile Competitive Facility Inventory***

Obtaining an understanding of the competitive marketplace is important when assessing the potential market demand for the proposed new conference/convention center. Specifically, we will summarize the inventory of existing and planned facilities in the area in terms of their physical characteristics (e.g., size, specific building components, amenities, parking spaces, etc.), usage characteristics (e.g., number of events and attendance, mix of business, etc.) and general financial operations (e.g., operating revenues, operating expenses, etc.) to assess how the proposed new conference/convention center could complement or compete with these facilities.

#### *Task 2.3– Summarize Industry Trends and Best Practices*

The conference/convention center industries have experienced significant change over the last several years. We will utilize information from secondary sources combined with our project team’s experience in the industry to summarize trends that may impact the future operations of the proposed development in Lawrence. This task will also address best practices around the U.S. which can impact the success or failure of a project. As appropriate, best practices related to booking policy/priorities; marketing responsibility, strategies and funding; and strategic partnerships will be discussed.

#### *Task 2.4 – Conduct Interviews/Surveys with Potential User Groups*

In this task we will conduct interviews/surveys with potential users to obtain their input and perspectives on the strengths, challenges and opportunities associated with the proposed new conference/convention center in Lawrence; potential market support; required program elements/amenities/supporting infrastructure; and usage of the proposed new facilities. These surveys will also seek to understand the site selection criteria used by meeting planners to choose a conference/convention center destination; how, in general, Lawrence meets their objectives; what facility requirements are responsive to their growth expectations; and the likelihood of them choosing the proposed new conference/convention center for their event in the future. Input will be received from these groups from direct interviews, either individually or in small focus groups, as well as from phone and/or internet based surveys.

#### *Task 2.5 – Analyze Data from Comparable Facilities*

In order to assess competitive position, we will analyze data from a select number of comparable facilities to that proposed in Lawrence. Based on available information, specific factors to be analyzed include operating model, market attributes, building program elements, utilization, financial operating data as well as destination attributes such as hotel supply. We will seek to obtain the majority of information through direct interviews with management at these facilities as well as through other secondary resources including our comprehensive database of conference/convention center information.

#### *Task 2.6 – Summarize Market Findings and Conduct Work Session*

Based on the research and analysis conducted in the previous tasks, we will issue a draft report that summarizes key findings related to the potential market demand for the proposed new conference/convention center within the context of the competitive environment. We will provide market-driven recommendations for the proposed new conference/convention center in terms of the general amount and type of space as well as desired configuration. Building program recommendations will be based on market demand and potential economic importance. We will also identify any additional infrastructure demands (e.g., hotel) required to increase marketability. The report will include a summary of relative strengths, weaknesses, opportunities and threats (SWOT) analysis to help the project from a market perspective as well as the future return on investment from a macro level. The strengths will help identify additional target markets that could further enhance and broaden the economy. In addition, the report will discuss challenges the market and facility face today as well as those anticipated for the future. We will also conduct a work session with client representatives to discuss the market analysis findings and subsequent steps in the study process.

#### *Task 3 – Conduct Site Analysis*

The site analysis will focus on developing a building program; identifying and evaluating potential sites, developing a conceptual site plan and related cost estimates.

##### *Task 3.1 – Develop a Building Program Relative to Size and Function Capabilities*

Based on the findings of the market analysis, Convergence Design will assist the team in developing a program for the proposed new conference/convention center. The demand study will identify levels of demand for key program spaces (e.g., meeting, ballroom and possibly exhibit space). Convergence Design will use its extensive industry knowledge to convert those numbers into realistic building areas by including allowances for prefunction, back of house, support and administrative space that result in a full-fledged facility program.

In the event that more than one facility program is considered (e.g., with and without exhibit space), Convergence Design will develop outline space programs for all options under consideration so that the building footprint can be tested against candidate sites.

#### *Task 3.2 – Identify and Evaluate Potential Sites*

Based on the recommended facility program Convergence Design will work with the team to identify and evaluate potential sites for consideration based on various vantage points. Convergence Design uses a site evaluation matrix to assist the site analysis process. This matrix considers 25 attributes of candidate sites in five main categories - Physical Characteristics, Access, Transportation & Parking, Availability, and Cost Factors - to create a fair evaluation of each candidate site's strengths and weaknesses.

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

Convergence Design will assist the team in developing a ranking of candidate sites that indicates the consulting team's best opinion regarding preferred sites. Ultimately, of course, the decision to site a convention/conference center falls to the stakeholders (i.e., the City and/or KU), but our team will provide an unbiased ranking of candidate sites for your consideration.

#### *Task 3.3 – Develop a Preliminary Design Concept for the Proposed New Conference/Convention Center*

Working with the preferred site option and the results of the market demand analysis and draft facility program, Convergence Design will work with stakeholders to develop one or more concept design options for the proposed facility. Our extensive knowledge of the facility type allows us to rapidly develop design concepts that meet industry expectations as well as adapting to the particular needs of the site, the program and the local market. Convergence Design's senior staff have performed similar concept design exercises in communities as diverse as Miami, Florida and Missoula, Montana since 1999. In each case, our conceptual design work has recognized the unique market characteristics of each community in addition to the fairly uniform expectations of the meetings industry.

Our team's concept design deliverables will include concept site plans illustrating building placement, site development and parking strategies; building concept plans that indicate large blocks of rentable and support space at appropriate scale, and 3D explorations of building massing. These massing studies can be especially important where a downtown site is under consideration, or in a campus location where attention to the physical scale of the facility is of particular concern. These concept design studies and massing studies help to inform the project cost estimate.

Convergence Design will provide input to the team regarding its experience with conference/convention center industry best practices as they relate to facility design. For many years, Convergence Design principal David Greusel participated in an event to brainstorm the future of convention facilities, and the insights gained from that effort still have relevance in the industry. As Convergence Design has continued to grow its convention and conference facility practice, constant exposure to new and existing facilities has grown its knowledge base of industry norms, best practices, and innovative trends in facility design.



#### *Task 3.4 – Develop a Preliminary Design Cost Estimate*

Using a rich database of past projects and industry norms, Convergence Design will develop a project cost estimate that captures, at a conceptual level, the amount of capital expenditure required to make a new conference/convention facility a reality. In addition to providing an estimate of probable construction cost appropriate to the level of design, our estimate will incorporate project (“soft”) costs so that all stakeholders have a more complete picture of the level of financial commitment required. Soft costs include such items as design fees, contractor fees, furnishings, fixtures and equipment, as well as allowances for permits and testing. Land cost is typically excluded from project cost estimates because sites under consideration are typically owned by one of the stakeholders. In the event that land acquisition is part of the project, we recommend using an experienced local commercial realtor to provide a realistic estimate of land acquisition cost.

#### *Task 4 – Conduct Economic Analysis*

This task will provide an analysis of the economic factors related to the proposed new conference/convention center including estimates of event activity, financial performance and/or economic and fiscal benefits.

##### *Task 4.1 – Develop an Estimate of Potential Usage/Event Activity*

A primary objective of any new conference/convention center is to attract a greater share of conference/meeting business that attracts people from out-of-town and generates economic and fiscal impacts to the community than the existing facilities can currently accommodate because of their size, configuration or other limitations. This subtask will estimate potential utilization for the proposed new conference/convention center in terms of the number of events and attendance by major event type such as conventions/tradeshows; consumer/public shows; meetings; banquets/receptions; and other events. This estimate of utilization will serve as the basis for the financial pro forma and economic/fiscal analysis.

##### *Task 4.2 – Outline Potential Ownership/Operating Strategies*

The governance and management structure can have a material effect on the booking, marketing, utilization, financial operations and overall efficiency of operations of the proposed new conference/convention center. In some instances, governmentally run facilities are limited in their capability to act as quickly as more streamlined management approaches such as authorities or private management companies. Crossroads will profile and discuss the relative advantages and disadvantages of alternative management structures used at comparable facilities. The potential ownership/operating structure will also be impacted by any potential partnerships with public and/or private entities.

##### *Task 4.3 – Develop a Financial Pro Forma*

We will develop a financial pro forma associated with the proposed new conference/convention center based on input from key stakeholders including the City and KU; input from potential users; information on comparable facilities; the anticipated building program; potential site locations; as well as the estimate of utilization. The financial pro forma will be dependent on a number of assumptions regarding the facility and its operations which will be discussed with the City and KU and outlined in the report. The analysis would summarize the major assumptions used to develop the estimate of operating revenues (e.g., facility rental/admission, food/beverage, event services, parking, etc.) and operating expenses (e.g., salaries/wages and benefits, contracted services, utilities, repairs/maintenance, materials/supplies, marketing/promotion, administrative/general, etc.). The financial pro forma will identify the proposed new conference/convention center’s estimated operating surplus or deficit for a stabilized year of operation.

##### *Task 4.4 – Estimate Economic and Fiscal Impacts*

This task would include an estimate of the economic impacts in terms of spending, jobs and earnings associated with the proposed new conference/convention center. This information can be used to solicit potential funding partners by providing a relative measure of the cost benefits of the project. Specific subtasks include:

- Estimate direct spending inputs generated from activities both inside and outside of the proposed conference/convention center based on available primary and secondary research including data from Destination Marketing Association International (DMAI).
- Allocate the estimated direct spending amounts into spending categories which will serve as the basis for the multiplier analysis.
- Apply the multipliers using a regional economic forecasting model provided by the Minnesota IMPLAN Group, Inc. in order to calculate total (i.e., direct, indirect and induced) spending, earnings and employment. One of the primary advantages of the IMPLAN model is that it is both location and industry specific. Consequently, the analysis will delineate the individual industries that are affected by the direct spending generated by the new conference/convention center.

This task would also estimate tax revenues to local and State governments from major sources such as State and local sales and use tax, corporate income tax, individual income tax, transient guest tax, etc.

#### *Task 4.5 – Profile Alternative Funding Methods*

After assessing the viability of the proposed new conference/convention center, one of the fundamental considerations is how the facility can be financed. Throughout the United States, universities, public agencies, and private entities have used a variety of financing techniques and sources of funding to construct conference/convention centers and associated hotels. One of the primary sources of underwriting for debt service on construction is public avenues. Some developers around the country are assembling multiple alternative financing sources for their projects such as EB-5 immigrant investor financing, new market tax credits, tourism development districts, and other forms of public incentives. We will include a summary of financing alternatives and mechanisms for similar developments including recent public/private partnerships.

#### *Task 4.6- Summarize Findings and Recommendations/Conduct Work Sessions/Presentations*

Upon conclusion of all research tasks, we will issue a draft report that summarizes our findings and recommendations. Once the appropriate City and KU representatives have completed their review of the draft report, we will make any appropriate refinements and issue the final report. As required, we will conduct work sessions/presentations to discuss the report findings and potential next steps for implementation.

### **Deliverables**

The deliverables will consist of documents in Microsoft Word and/or Power Point including summary utilization estimates and related assumptions as agreed to by the City and KU and will not include forecasted or projected financial statements. Our deliverables will be prepared for internal use by the City and KU in their ongoing development planning decisions regarding the proposed new conference/convention center in Lawrence. It is understood that our findings will constitute only one of several factors that be will consider related to this project.

### **Schedule**

Our project team is dedicated to providing you with the necessary, qualified resources to complete this engagement in a timely manner. Based on our experience with similar projects, we anticipate that this engagement will take approximately 12 to 14 weeks to complete. This timeline will rely on City and KU representatives as well as other people directly related with the project to act in a timely fashion particularly in assisting in the facilitation of interviews, obtaining necessary data and subsequent clarification, as well as providing work product review comments. As mentioned previously, we anticipate an interactive process allowing us to communicate issues and discuss preliminary findings with you throughout the study. Once we have finalized the scope of services, we can refine the project schedule as appropriate to help ensure that it meets your needs.

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## Cost of Services

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Based on the scope of services outlined in this proposal and our familiarity with the required steps to complete the project, our fee quote for this engagement is \$67,500. This fee quote includes professional fees, administrative fees, travel-related costs such as airfare, lodging, meals, ground transportation and incidentals associated with a maximum of three on-site work sessions in Lawrence as well as printing, binding and reproduction, telephone or facsimile charges, messenger service, and research materials, background data or reports for which charges apply.

One of the most important ways we add value and quality to our services is that our team is comprised of high-level professionals who bring a broad range of industry-specific experience to each engagement. Consequently, our fees are dependent upon the time needed to complete our work at the rates based on the experience of these individuals. Should this fee quote not meet your budget expectations we would be amenable to discussing any appropriate changes to the proposed work plan that may better meet your needs.

Invoices will be submitted monthly as work progresses and will be due upon receipt. Our fee is not contingent upon our analysis and all progress bills for fees are to be paid before we issue our draft and final reports. Crossroads has the right to withhold delivery of deliverables pending receipt of outstanding invoices. Should you terminate the study process prior to its completion, we will only bill you for the professional fees and expenses incurred to that date.