



City of Lawrence



PROPOSAL TO PROVIDE

CONSULTING SERVICES

TO EVALUATE THE FEASIBILITY OF A CONFERENCE/
CONVENTION CENTER IN LAWRENCE, KANSAS

MARCH 20, 2014





March 20, 2014

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

Dear Mr. Corliss:

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

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

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

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

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

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

We greatly appreciate your consideration.

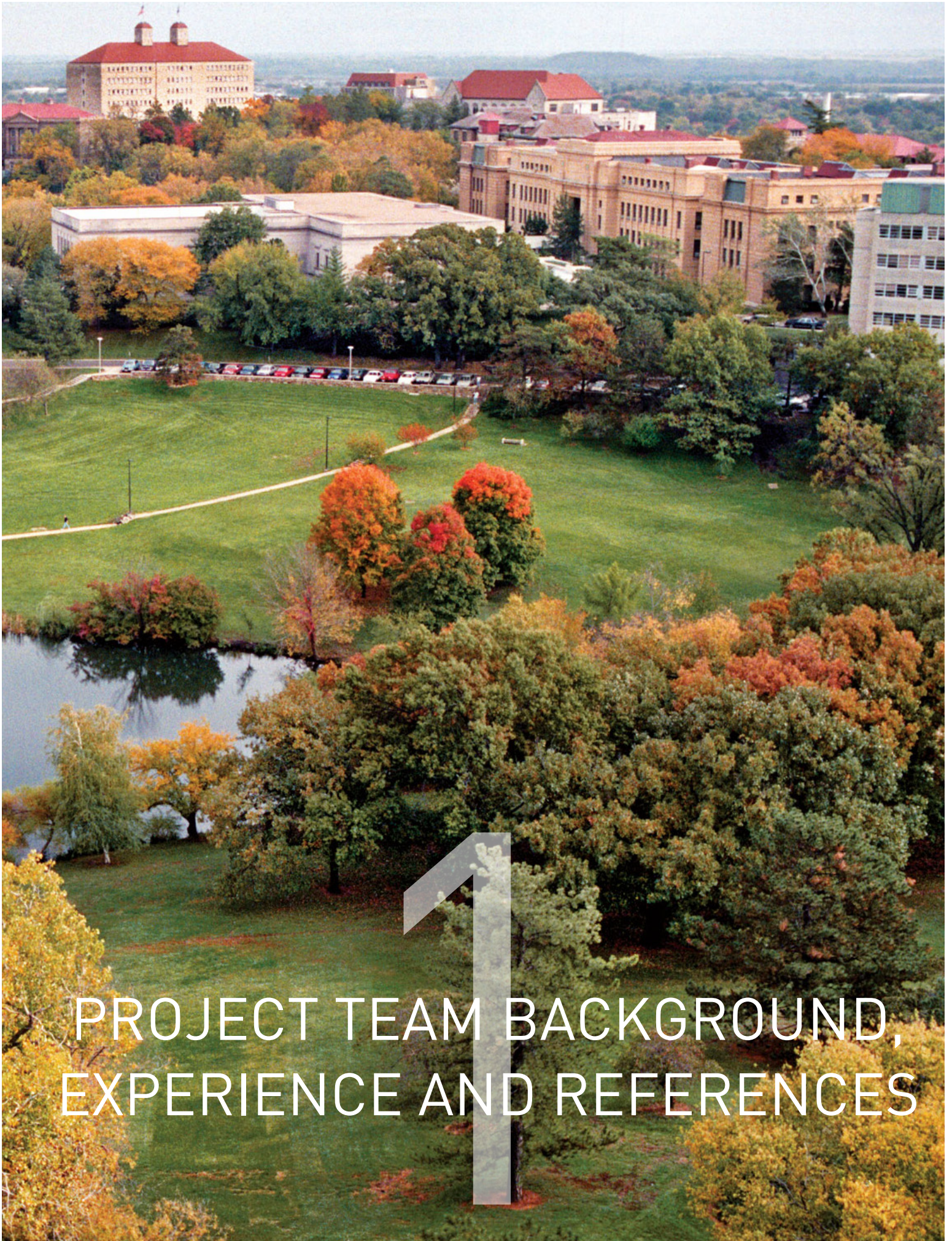
Sincerely,

Bill Krueger
CSLI International



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PROJECT TEAM BACKGROUND,
EXPERIENCE AND REFERENCES

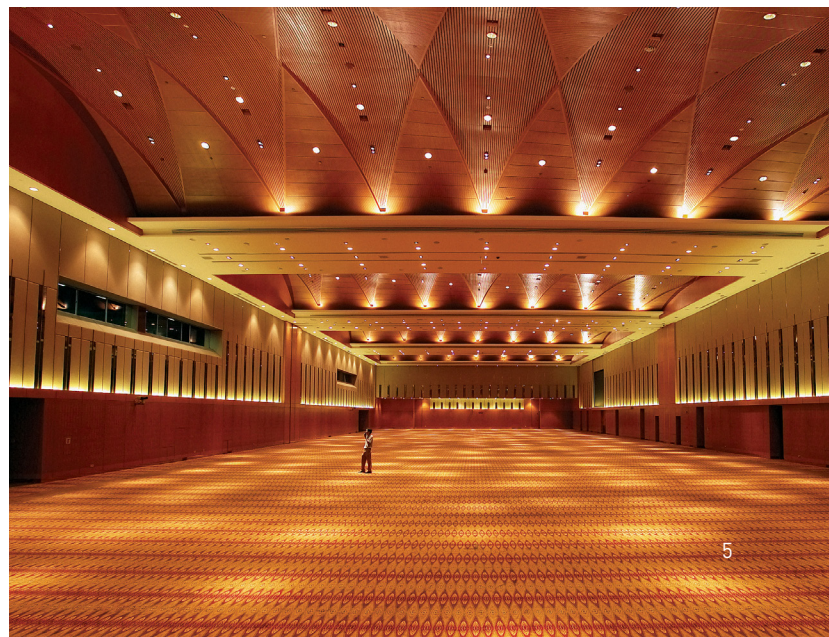




CSL INTERNATIONAL

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

CSL has conducted conference, convention, destination, hospitality and other event facility planning studies in markets throughout the country that span the competitive and comparable market landscape. We assist our clients from the earliest stages of project planning, ensuring that all decisions are informed ones. Our consultants provide in-depth information, creative solutions to underlying issues, a thorough analysis of financial implications and various measurements of risk and return surrounding alternative courses of action. We understand that no two markets – or planning studies are the same, and our approach is designed to reflect the unique demand characteristics of the market within a highly competitive industry. CSL has built its reputation on meeting client needs by delivering quality services that have credibility in the marketplace.





As our focus is on the public assembly and hospitality industry, we are continually researching emerging trends and conditions that impact facility management, DMO's, municipalities, public facility authorities and other industry participants. Over the past 25 years, members of our firm have built a reputation in assisting clients with critical strategic business planning surrounding the convention and visitor industry. These issues have commonly included the following:

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



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



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



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

Convergence Design



Who We Are

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

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

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

Firm History

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

Specialized Experience

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



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.

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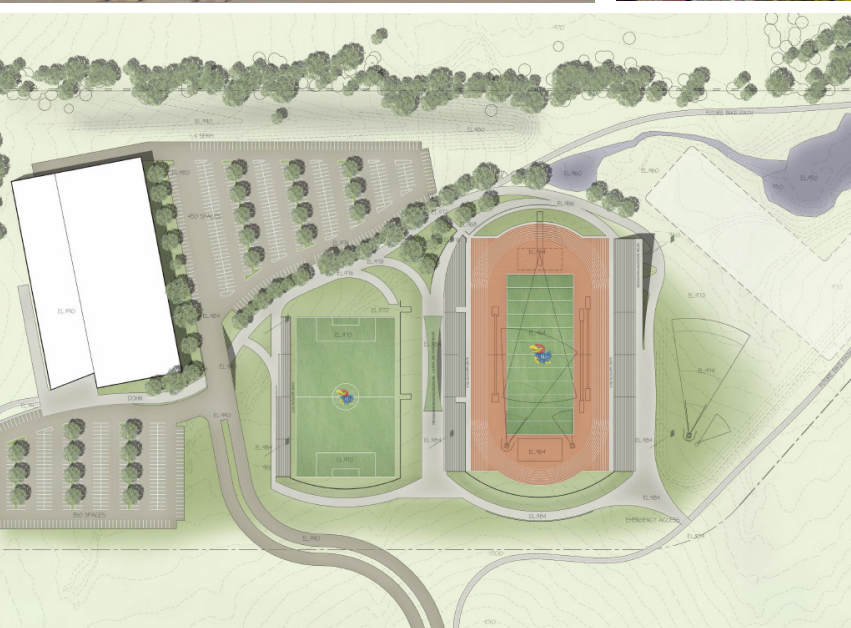




PROPOSED LAWRENCE SPORTS VILLAGE

Lawrence, Kansas

The City of Lawrence recently engaged CSL to analyze the economic and fiscal impacts of the proposed Lawrence Sports Village, which is envisioned to include a 181,000 square foot indoor recreation center, as well as a competition soccer field and a competition 10,000-seat track and field stadium for the University of Kansas Athletics. The indoor recreation center is envisioned to accommodate a variety of sports including basketball, volleyball, indoor soccer, wrestling, gymnastics, and other such sports, while the competition soccer field and track and field stadium are envisioned to serve as the host of the University of Kansas women's soccer and track and field programs, as well as other amateur soccer and track and field events. As a means of formulating assumptions necessary for estimating the economic and fiscal impacts of the facility, CSL developed estimates of potential utilization demand and analyzed potential financial operations.





MEMORIAL STADIUM

University Of Kansas

In October 2012, CSL completed a market and financial analysis related to potential renovations to Memorial Stadium at the University of Kansas. As an initial step, CSL reviewed the historical operations of the Jayhawk football program and Memorial Stadium in order to provide a benchmarking comparison of Memorial Stadium to other football stadiums in the Big 12 Conference. Subsequently, CSL conducted an independent primary market analysis involving over 6,400 email surveys with Williams Education Fund donors, season ticket holders, occasional game ticket buyers, alumni, faculty/staff, and other members of the University community to gauge their potential interest in various new premium seating areas, including field level club memberships, club seats, loge boxes, and luxury suites, as well as their preferences related to potential improvements to the game day experience for all Jayhawks fans. CSL also conducted five focus group sessions in order to obtain additional insights from Williams Education Fund donors, football ticket buyers, alumni, and other such groups. Based on the results of the market study, CSL developed estimates of appropriate premium seating inventories and prices that could be supported in a renovated stadium. Finally, a financial analysis was performed to assess the incremental revenues that could be derived from a renovated Memorial Stadium.





FEASIBILITY STUDY OF A NEW OR REDEVELOPED CONVENTION CENTER

Wichita, Kansas

In 2013, CSL was engaged by Wichita's convention and visitors bureau, Go Wichita, to conduct an assessment of the market potential for the Wichita convention product. Our research effort is intended to identify and evaluate the market viability of convention center enhancement and to provide a thorough overview of competing facilities, event planner opinions, local convention industry conditions, industry trends and the impact of a new or expanded facility on the marketplace.

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

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

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KANSAS CITY CONVENTION CENTER, CITYWIDE EVENT FACILITIES, HOTEL & VISITOR INDUSTRY PLANNING

Kansas City, Missouri



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

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

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

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

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PROPOSED STILLWATER CIVIC/CONVENTION CENTER

Stillwater, Oklahoma

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

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

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

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

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FULL SERVICE HOTEL AND CONFERENCE CENTER AT UNC-CHARLOTTE

Charlotte, North Carolina

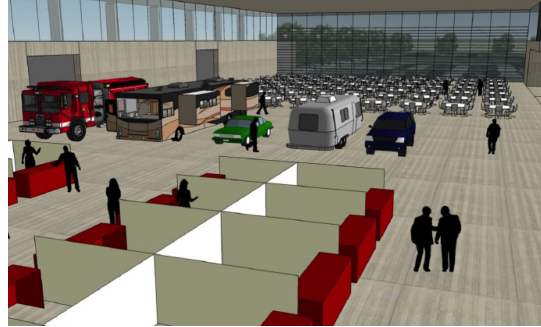
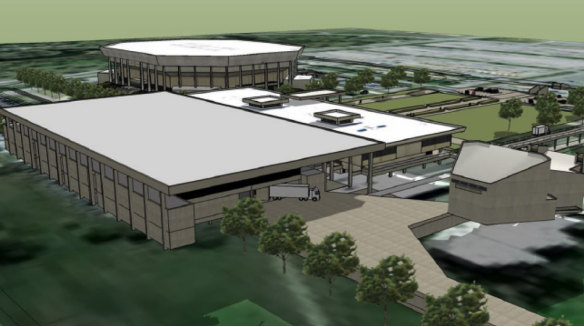
In late 2013, CSL was engaged by the University of North Carolina at Charlotte Foundation to conduct a feasibility study for a proposed new hotel and conference center adjacent to the University's campus. The envisioned hotel would consist of a 375-room, upper-upscale chain scale property with a national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

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

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

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UNIVERSITY HOTEL AND CONVENTION CENTER

Ames, Iowa

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

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

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

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

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THE SANFORD CENTER AND HOTEL

Bemidji, Minnesota

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

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

CSL was re-engaged to assist the City evaluate a potential transaction and partnership with a private hotel developer. The purpose of the partnership is to maximize private sector involvement and support to help defray public sector costs. Our assistance included providing market and financial assessments

for the hotel project, including development of assumptions regarding market absorption, occupancy, average daily rate, revPAR, hypothetical operating cash flows, preliminary cost-to-build and partner return on investment (ROI) considerations. Additionally, CSL assisted in soliciting private partner candidates, evaluating developer/operator proposals, and structuring and negotiating development and operator agreements. A new 92-room DoubleTree by Hilton opened at the site in November 2013.

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GEORGIA SOUTHERN UNIV. HOTEL & CONVENTION CENTER

Statesboro, Georgia

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

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

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

Our evaluation involves a detailed market analysis for the potential development of an on-campus hotel. This analysis considers a detailed review of existing hotel supply and demand, projects future occupancy and average daily rate, income and expense projections and a funding analysis.





BLUE WATER CONVENTION CENTER & HEADQUARTERS HOTEL

Port Huron, Michigan

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

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

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

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

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



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NEW CONVENTION CENTER AND HOTEL ISSUES

Henderson, Nevada

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

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

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

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UTAH VALLEY CONVENTION CENTER AND HOTEL

Provo, Utah

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

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

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

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

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PROPOSED BOULDER CONFERENCE CENTER

Boulder, Colorado

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

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

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

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

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NEW HAVEN CONVENTION CENTER

New Haven, Connecticut

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

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

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

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

SELECT CONVENTION, HOTEL AND EVENT FACILITY PROJECT EXPERIENCE

Alliant Energy Center <i>Madison, Wisconsin</i>	Boulder Conference Center <i>Boulder, Colorado</i>	Crown Center Convention/Hotel Facilities <i>Kansas City, Missouri</i>
Americas Center <i>St. Louis, Missouri</i>	Branson Convention Center <i>Branson, Missouri</i>	Cullman Conference Center and Hotel <i>Cullman, Alabama</i>
Ames Convention Center <i>Ames, Iowa</i>	Bridgeport Arena & Event Center <i>Bridgeport, Texas</i>	Davis Conference Center <i>Layton, Utah</i>
Ames Headquarters Hotel <i>Ames, Iowa</i>	Broward County Convention Center <i>Fort Lauderdale, Florida</i>	Deadwood Amphitheater <i>Deadwood, South Dakota</i>
Anaheim Convention Center <i>Anaheim, California</i>	Broward County Headquarters Hotel <i>Fort Lauderdale, Florida</i>	Denver Headquarters Hotel <i>Denver, Colorado</i>
Arlington Convention Center <i>Arlington, Virginia</i>	Buena Park Convention Center <i>Buena Park, California</i>	Des Moines Convention Ctr. & Aud. <i>Des Moines, Iowa</i>
Arvada Events Center <i>Arvada, Colorado</i>	Burlingame Conference Center <i>Burlingame, California</i>	Dubuque Conference Center <i>Dubuque, Iowa</i>
Austin Convention/Civic Center <i>Austin, Texas</i>	Calgary Exhibition & Stampede <i>Calgary, Alberta</i>	Dunn Conference Center <i>Dunn, North Carolina</i>
Bangor Convention Center <i>Bangor, Maine</i>	Canadian Event Center/Arena <i>Canadian, Texas</i>	Durango Conference Center <i>Durango, Colorado</i>
Bartle Hall Convention Complex <i>Kansas City, Missouri</i>	Carbon County Fairgrounds Event Ctr. <i>Price, Utah</i>	"E" Center <i>West Valley City, Utah</i>
Bartlesville Convention/Civic Center <i>Bartlesville, Oklahoma</i>	Cashman Center <i>Las Vegas, Nevada</i>	El Paso Arena <i>El Paso, Texas</i>
Bell County Expo Center <i>Belton, Texas</i>	Century II Perf. Arts & Conv. Ctr. <i>Wichita, Kansas</i>	Ernest N. Morial Convention Center <i>New Orleans, Louisiana</i>
Bemidji Headquarters Hotel <i>Bemidji, Minnesota</i>	Chandler Convention Center & Hotel <i>Chandler, Arizona</i>	Evansville Convention Center <i>Evansville, Indiana</i>
Bentonville Civic Center <i>Bentonville, Arkansas</i>	Charleston Civic Center <i>Charleston, West Virginia</i>	Evansville Minor League Arena <i>Evansville, Indiana</i>
Bismarck Civic Center <i>Bismarck, North Dakota</i>	Cincinnati Convention Center <i>Cincinnati, Ohio</i>	Fairbanks Convention & PAC Facilities <i>Fairbanks, Alaska</i>
Black Hawk Convention/Events Center <i>Black Hawk, Colorado</i>	Cleveland Convention Center <i>Cleveland, Ohio</i>	Fairfield University <i>Fairfield, Connecticut</i>
Blue Water Conv. Ctr. and HQ Hotel <i>Port Huron, Michigan</i>	Coconut Grove Convention Center <i>Miami, Florida</i>	Fargodome <i>Fargo, North Dakota</i>
Boise Centre on the Grove <i>Boise, Idaho</i>	College of St. Catherine <i>Minneapolis, Minnesota</i>	Five Flags Center <i>Dubuque, Iowa</i>
Borger Event Center <i>Borger, Texas</i>	Colorado Convention Center <i>Denver, Colorado</i>	Fort Worth Event Facilities <i>Forth Worth, Texas</i>
Boston Conv. & Exhibition Ctr. <i>Boston, Massachusetts</i>	Commonwealth Convention Center <i>Louisville, Kentucky</i>	Fox Cities Convention Center & Hotel <i>Appleton, Wisconsin</i>

Franklin Conference Center <i>Franklin, Kentucky</i>	Jackson Convention Center & Hotel <i>Jackson, Michigan</i>	McAllen Convention Center <i>McAllen, Texas</i>
Fresno State University <i>Fresno, California</i>	Jacob K. Javits Convention Center <i>New York, New York</i>	MECCA/Wisconsin Center <i>Milwaukee, Wisconsin</i>
Gatlinburg Convention Center <i>Gatlinburg, Tennessee</i>	Joliet Convention/Arena Facilities <i>Joliet, Illinois</i>	Memorial Coliseum <i>Portland, Oregon</i>
George R. Brown Convention Center <i>Houston, Texas</i>	Kay Bailey Hutchinson Convention Center <i>Dallas, Texas</i>	Mexico City Convention Center <i>Mexico City, Mexico</i>
Georgia Southern Univ. Conference Center <i>Statesboro, Georgia</i>	Kemper Arena and New Arena <i>Kansas City, Missouri</i>	Meydenbauer Center <i>Bellevue, Washington</i>
Georgia Southern Univ. On-Campus Hotel <i>Statesboro, Georgia</i>	Kentucky Fair and Exposition Center <i>Louisville, Kentucky</i>	Miami Beach Convention Center <i>Miami, Florida</i>
Gonzaga University Centre <i>Spokane, Washington</i>	Knight Ctr./Miami Convention Ctr. <i>Miami, Florida</i>	Midland Convention Center <i>Midland, Texas</i>
Gonzalez Convention Center <i>San Antonio, Texas</i>	Knoxville Convention Facility <i>Knoxville, Tennessee</i>	Minot Community Event Facilities <i>Minot, North Dakota</i>
Grand Wayne Center <i>Fort Wayne, Indiana</i>	La Crosse Center <i>La Crosse, Wisconsin</i>	Mississippi Coast Convention Center <i>Biloxi, Mississippi</i>
Granbury Conference Center <i>Granbury, Texas</i>	Lake of the Ozarks Events Center <i>Osage Beach, Missouri</i>	Minneapolis Convention Center <i>Minneapolis, Minnesota</i>
Grand Junction Event Center <i>Grand Junction, Colorado</i>	Lane County Convention Center <i>Eugene, Oregon</i>	Montgomery Civic Center <i>Montgomery, Alabama</i>
Grand Wayne Convention Center <i>Grand Wayne, Indiana</i>	Lancaster Convention Center <i>Lancaster, Pennsylvania</i>	Moore County Convention Center <i>Moore County, North Carolina</i>
Greater Tacoma Conv. and Trade Center <i>Tacoma, Washington</i>	Lansing Center <i>Lansing, Michigan</i>	Moorhead Conference Center <i>Moorhead, Minnesota</i>
Hammond Convention Center <i>Hammond, Louisiana</i>	Laredo Civic Center <i>Laredo, Texas</i>	Muskegon Convention Center <i>Muskegon, Michigan</i>
Hartford Convention Center <i>Hartford, Connecticut</i>	Las Vegas Convention Center <i>Las Vegas, Nevada</i>	Muskingum County Event Center <i>Zanesville, Ohio</i>
Havre Multipurpose Event Center <i>Havre, Montana</i>	Lewistown Conference Center <i>Lewistown, Montana</i>	Myriad Convention Center <i>Oklahoma City, Oklahoma</i>
Hawaii Convention Center <i>Honolulu, Hawaii</i>	Lewistown Downtown Hotel <i>Lewistown, Montana</i>	Myrtle Beach Convention Center <i>Myrtle Beach, South Carolina</i>
Helena Convention/Event Facilities <i>Helena, Montana</i>	Lincoln Conference Center/Hotel <i>Lincoln, Nebraska</i>	Nashville Arena <i>Nashville, Tennessee</i>
Hendersonville Convention Center <i>Hendersonville, North Carolina</i>	Los Angeles Convention Center <i>Los Angeles, California</i>	Nashville Convention Center <i>Nashville, Tennessee</i>
Hendricks County Hotel/Conf. Center <i>Hendricks County, Indiana</i>	Lubbock Civic Center <i>Lubbock, Texas</i>	Nashville Headquarters Hotel <i>Nashville, Tennessee</i>
Hickory Arena/Performing Arts Center <i>Hickory, North Carolina</i>	Multipurpose Equestrian Facility <i>Madisonville, Kentucky</i>	National Western Complex <i>Denver, Colorado</i>
Hollywood Park Conference Center <i>Hollywood Park, Texas</i>	Maryland Convention Facilities <i>Baltimore, Maryland</i>	New Bern Convention Center <i>New Bern, North Carolina</i>
Hoover Convention Center and Theater <i>Hoover, Alabama</i>	Mayborn Civic & Convention Center <i>Temple, Texas</i>	New Braunfels Convention Center <i>New Braunfels, Texas</i>

New Downtown Full-Service Hotel <i>St. Paul, Minnesota</i>	Redding Convention Center <i>Redding, California</i>	Springfield Civic Center <i>Springfield, Massachusetts</i>
New Headquarters Hotel <i>Slidell, Louisiana</i>	Reliant Park Master Plan <i>Houston, Texas</i>	Springfield Convention Center <i>Springfield, Missouri</i>
New Iberia Hotel/Conference Center <i>New Iberia, Louisiana</i>	Reno Downtown Events Center <i>Reno, Nevada</i>	S. San Francisco Conference Center <i>South San Francisco, California</i>
New Jersey Exhibition Center <i>Meadowlands, New Jersey</i>	Reno Livestock Events Center <i>Reno, Nevada</i>	State Fair Park <i>Oklahoma City, Oklahoma</i>
Newark Tradeshow & Conv. Center <i>Newark, New Jersey</i>	Reno/Sparks Convention Center <i>Reno, Nevada</i>	Statesville Civic Center <i>Statesville, North Carolina</i>
Norfolk Conference Center/Hotel <i>Norfolk, Virginia</i>	Richmond Coliseum <i>Richmond, Virginia</i>	Stillwater Convention Center <i>Stillwater, Oklahoma</i>
Northshore Harbor Center Expansion <i>Slidell, Louisiana</i>	Roanoke Conference Center <i>Roanoke, Virginia</i>	Three County Fairgrounds <i>Northampton, Massachusetts</i>
Northern Kentucky Conv. Center <i>Covington, Kentucky</i>	Roseville Conference Center and Hotel <i>Roseville, California</i>	Temple Convention Facilities <i>Temple, Texas</i>
Owatonna Events Center <i>Owatonna, Minnesota</i>	Roland E. Powell Convention Center <i>Ocean City, Maryland</i>	Tulsa Convention Center <i>Tulsa, Oklahoma</i>
Palm Beach Convention Center <i>West Palm Beach, Florida</i>	Sacramento Convention Center <i>Sacramento, California</i>	Tulsa Downtown Hotel Development <i>Tulsa, Oklahoma</i>
Palmer Community Center <i>Palmer, Alaska</i>	Sanford Center Conv. Ctr. and Arena <i>Bemidji, Minnesota</i>	Tulsa Casino Hotel <i>Tulsa, Oklahoma</i>
Pasadena Center <i>Pasadena, California</i>	St. Charles Convention Center <i>St. Charles, Missouri</i>	UNC-Charlotte Conference Center <i>Charlotte, North Carolina</i>
Pennsylvania Convention Center <i>Philadelphia, Pennsylvania</i>	St. Cloud Civic Center <i>St. Cloud, Minnesota</i>	UNC-Charlotte Hotel <i>Charlotte, North Carolina</i>
Pensacola Convention Center <i>Pensacola, Florida</i>	St. Paul RiverCentre <i>St. Paul, Minnesota</i>	UNC-Charlotte Full-Service Hotel <i>Charlotte, North Carolina</i>
Pier 48 Exhibition Center <i>San Francisco, California</i>	Salisbury Conference Center <i>Salisbury, North Carolina</i>	Vail Conference Center <i>Vail, Colorado</i>
Pier 92/94 Tradeshow Facility <i>New York City, New York</i>	Salt Palace <i>Salt Lake City, Utah</i>	Vermillion Conference Center <i>Vermillion, South Dakota</i>
Portland Convention Facilities <i>Portland, Maine</i>	San Mateo County Expo Ctr. & HQ Hotel <i>San Mateo, California</i>	Washington D.C. Conv. Center/Hotel <i>Washington, D.C.</i>
Prime Osborn Convention Center <i>Jacksonville, Florida</i>	Santa Fe Civic Center <i>Santa Fe, New Mexico</i>	Washington State Conv./Trade Ctr. <i>Seattle, Washington</i>
Provo Hotel/Convention Center <i>Provo, Utah</i>	Sarasota Convention Center <i>Sarasota, Florida</i>	Waterbury Exhibition Center <i>Waterbury, Connecticut</i>
Puerto Rico Convention Center <i>San Juan, Puerto Rico</i>	Scranton Convention Center <i>Scranton, Pennsylvania</i>	Watertown Multipurpose Facility <i>Watertown, South Dakota</i>
Quad Cities Event Center <i>Bettendorf, Iowa</i>	Sioux Falls Convention Center <i>Sioux Falls, South Dakota</i>	Wilkes-Barre Exhibition Center <i>Wilkes-Barre, Pennsylvania</i>
Queens Convention Center <i>New York, New York</i>	Snowmass Conference Facilities <i>Snowmass, Colorado</i>	Wisconsin Center District <i>Milwaukee, Wisconsin</i>
Reading Exhibition Center <i>Reading, Pennsylvania</i>	South Lake Tahoe Conv. Facility <i>South Lake Tahoe, California</i>	Woodstock Exhibition Facility <i>Woodstock, Illinois</i>

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
BKauffman@stclaircounty.org

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

Design & Delivery Method: Design-Build

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.



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

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

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
City of Dubuque
City Hall
50 West 13th Street
Dubuque, Iowa 52001-4864
(563) 589-4116
csteinha@cityofdubuque.org

UTAH VALLEY CONVENTION CENTER

Utah County
Provo, Utah



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

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

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

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

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



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

Scope: David Greusel, FAIA led the planning, programming and design of this project.

ENTERTAINMENT & CONVENTION CENTER EXPANSION

Duluth Entertainment & Convention Center Authority
Duluth, Minnesota

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

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



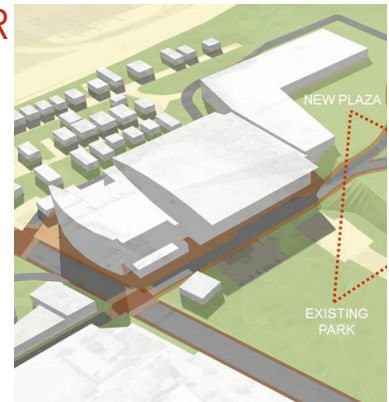
EASTERN MAINE EVENT/CONVENTION CENTER

City of Bangor
Bangor, Maine

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

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

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



RICHARD E. BERRY CENTER

Cypress-Fairbanks ISD
Houston, Texas

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

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

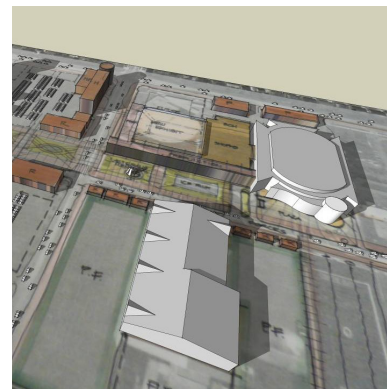


ARENA COMPLEX REDEVELOPMENT

Brown County
Green Bay, Wisconsin

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

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



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

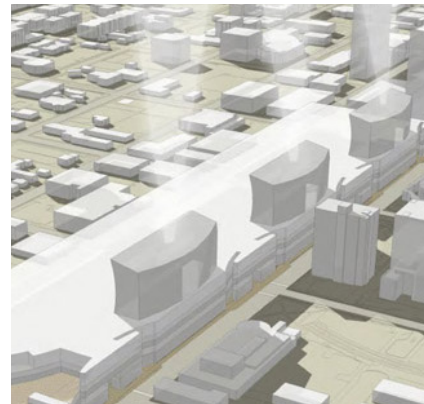


CONVENTION CENTRE EXPANSION STUDY

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

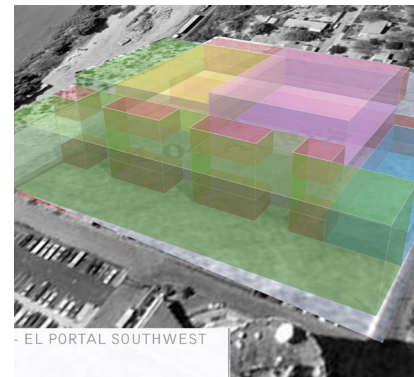


LAREDO CONVENTION CENTER STUDY

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

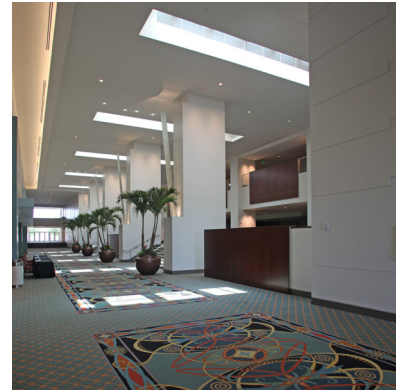


MONTGOMERY CIVIC CENTER DESIGN ADVISORY SERVICE

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

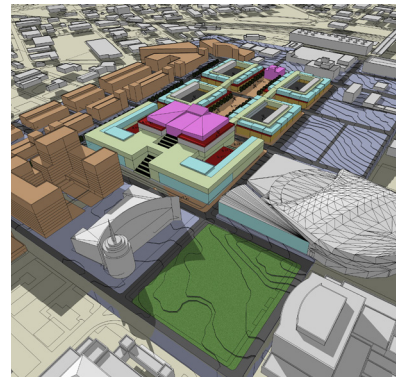


NASHVILLE CONVENTION CENTER STUDIES

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)

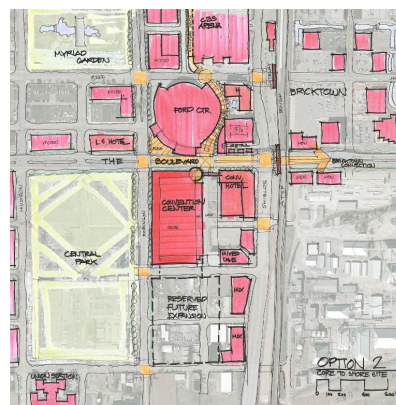


CONVENTION CENTER SITE ANALYSIS

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



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

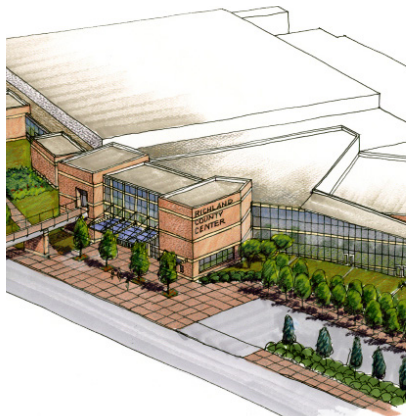


RICHLAND COUNTY CENTER

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



ST. JOSEPH EVENT CENTER

City of St. Joseph
St. Joseph, Missouri

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

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



PUBLIC FACILITIES MASTER PLAN

Stillwater Industrial Foundation
Stillwater, Oklahoma

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

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

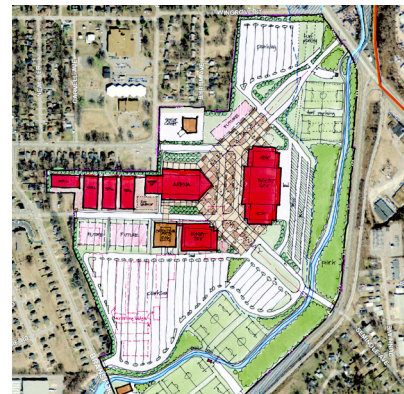


TENNESSEE STATE FAIRGROUNDS MASTER PLAN

Metro Government of Nashville-Davidson County
Nashville, Tennessee

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

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



TINLEY PARK CONVENTION CENTER

Tinley Park, Illinois
Village of Tinley Park

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

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



UIC FORUM

Chicago, Illinois
University of Illinois-Chicago

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

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



VIRIDIAN EVENT CENTER

West Jordan, Utah
Salt Lake County Library

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

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

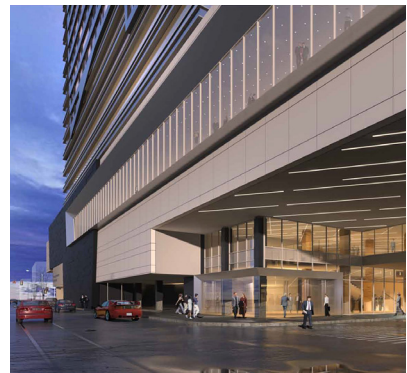


WINNIPEG CONVENTION CENTRE EXPANSION

City of Winnipeg
Winnipeg, Canada

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

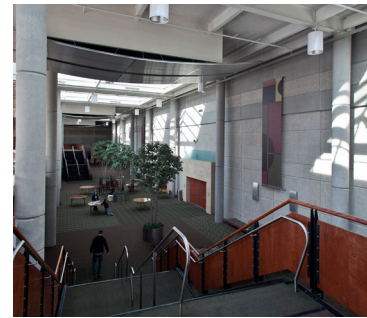
Scope: Schematic Design **Cost:** \$192 million CDN



Convention/Conference Center Project List

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

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, CityManager
City of Enid
401 West Owen K. Garriott Road
Enid, OK 73701
(580) 616-7245
ebenson@enid.org

MC Benton Convention Center Renovation Study

Mr. Bucky Dame, Executive Director (retired)
Public Facilities Authority
3780 Kirklees Road
Winston-Salem, NC 27104
(336) 725-5635
buckydame@gmail.com

Grand River Center

Ms. Cindy Steinhauser, Assistant City Manager
City of Dubuque
City Hall
50 West 13th Street
Dubuque, Iowa 52001-4864
(563) 589-4116
csteinha@cityofdubuque.org

Peoria Civic Center Revitalization

Ms. Debbie Ritschel, General Manager
Peoria Civic Center
201 SW Jefferson Avenue
Peoria, IL 61602
(309) 680-3800
debbie.ritschel@gmail.com

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

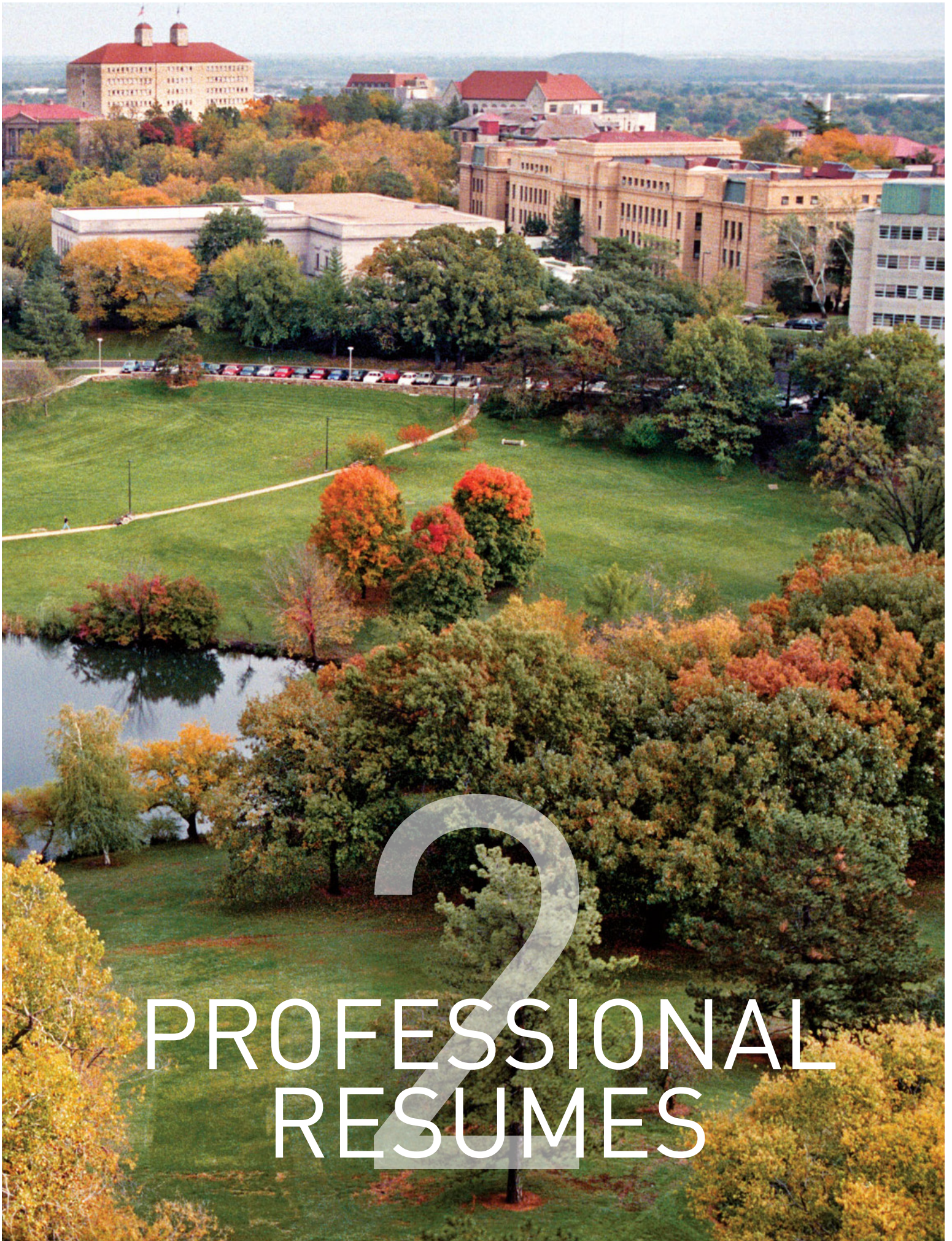


Above: Grand River Center; Dubuque, Iowa

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



PROFESSIONAL RESUMES



BILL KRUEGER
Project Leader

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

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

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

A summary of some of the specific projects in which Bill has been actively involved is presented on the following page.

RECENT REPRESENTATIVE PROJECTS



FEASIBILITY STUDY OF A NEW OR REDEVELOPED CONVENTION CENTER
Wichita, Kansas



FULL SERVICE HOTEL AND CONFERENCE CENTER AT UNC-CHARLOTTE
Charlotte, North Carolina



PROPOSED STILLWATER CIVIC/CONVENTION CENTER
Stillwater, Oklahoma



UTAH VALLEY CONVENTION CENTER AND HOTEL
Provo, Utah



BILL KRUEGER

CONFERENCE/CONVENTION CENTER AND HOTEL EXPERIENCE

Ames Convention and Events Center
Ames, Iowa

Anaheim Convention Center
Anaheim, California

Arlington Conference Center
Arlington, Virginia

Bell County Expo Center
Belton, Texas

Bemidji Event Center & Hotel
Bemidji, Minnesota

Boise Centre on the Grove
Boise, Idaho

Boulder Convention Center
Boulder, Colorado

Branson Convention Center & Hotel
Branson, Missouri

Bridgeport Arena and Event Center
Bridgeport, Texas

Carbon County Event Center
Price, Utah

Century II Perf. Arts & Conv. Ctr.
Wichita, Kansas

Cincinnati Convention Center
Cincinnati, Ohio

Charleston Civic Center & Hotel
Charleston, West Virginia

Colorado Convention Center & Hotel
Denver, Colorado

Cox Business Services Conv. Ctr.
Oklahoma City, Oklahoma

New Conference Center & Hotel
Durango, Colorado

Fort Worth Event Facilities
Fort Worth, Texas

Gatlinburg Convention Center
Gatlinburg, Tennessee

Grand Wayne Center
Fort Wayne, Indiana

Hammond Convention Center
Hammond, Louisiana

Hendricks Cty. Hotel/Conf. Center
Hendricks County, Indiana

Henry B. Gonzalez Conv. Ctr.
San Antonio, Texas

Jackson Convention Center/Hotel
Jackson, Michigan

Kansas City Convention Center
Kansas City, Missouri

Kentucky Fair and Exposition Center
Louisville, Kentucky

Knight Center/Miami Convention Ctr.
Miami, Florida

Lake of the Ozarks Exhibition Center
Osage Beach, Missouri

Lansing Center
Lansing, Michigan

Laredo Convention Center
Laredo, Texas

Las Vegas Convention Center
Las Vegas, Nevada

Lincoln Convention Center & Hotel
Lincoln, Nebraska

Mexico City Convention Center
Mexico City, Mexico

Maydenbauer Center & Hotel
Bellevue, Washington

Miami Beach Convention Center & Hotel
Miami Beach, Florida

Midland Convention Center
Midland, Texas

Minneapolis Convention Center
Minneapolis, Minnesota

Minot Event Facilities
Minot, North Dakota

Mississippi Coast Coliseum & Hotel
Biloxi, Mississippi

Monterey Conference Center
Monterey, California

Nashville Convention Center
Nashville, Tennessee

National Western Complex
Denver, Colorado

New Braunfels Convention Center
New Braunfels, Texas

New Haven Conference Center
New Haven, Connecticut

New Iberia Conference Center/Hotel
New Iberia, Louisiana

New Jersey Exhibition Center
East Rutherford, New Jersey

New Orleans Morial Conv. Center
New Orleans, Louisiana

Northern Kentucky Convention Center
Covington, Kentucky

Owatonna Conference Center
Owatonna, Minnesota

Palm Beach Convention Center
Palm Beach, Florida

Pasadena Center
Pasadena, California

Pier 48 Exhibition Center
San Francisco, California

Pier 94 Tradeshow Center
New York, New York

Provo Conference Center & Hotel
Provo, Utah

Reno-Sparks Convention Center
Reno, Nevada

Reno Livestock Events Center
Reno, Nevada

Sacramento Convention Center
Sacramento, California

Salt Palace Convention Center
Salt Lake City, Utah

So. San Francisco Conference Center
South San Francisco, California

St. Cloud Civic Center
St. Cloud, Minnesota

St. Paul Downtown Hotel Needs
St. Paul, Minnesota

Stillwater Convention Center
Stillwater, Oklahoma

Tulsa Convention Ctr & Hotel Projects
Tulsa, Oklahoma

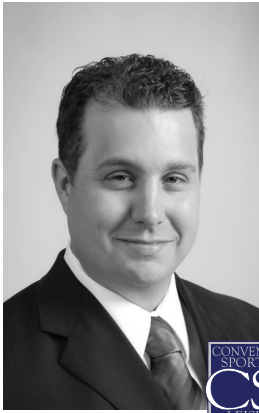
Washington DC Conv. Ctr & HQ Hotel
Washington, DC

Washington State Conv/Trade Center
Seattle, Washington

Wilkes-Barre Exhibition Center
Wilkes-Barre, Pennsylvania

Willets Point Convention Center & Hotel
Queens, New York





JOEL FELDMAN
Project Manager

Mr. Feldman has been with CSL's convention and visitor industry services practice since 2006. Joel's experience as Project Manager or Lead Analyst through over 80 studies has included in-depth analysis for a wide variety of visitor-generating facilities including convention centers, conference centers, multipurpose event facilities, performing arts theaters, arenas and other such facilities.

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

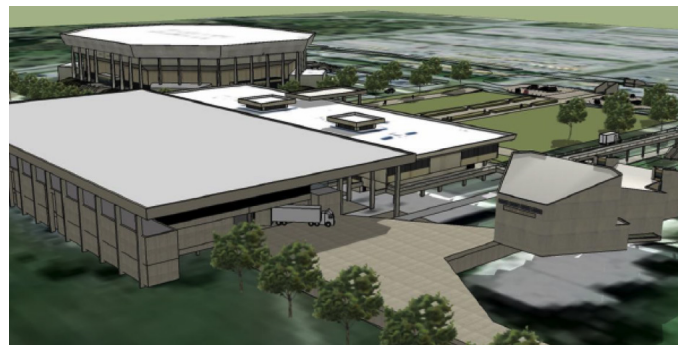
Further, Mr. Feldman leads the process for contacting and surveying current, past and potential new users of new or expanded public assembly facility space. The insight gained through this exhaustive process, combined with the direct market research conducted, provides the necessary perspective for developing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

In addition to providing context for market supportable facility space programs, the benchmarking and best practices research led by Mr. Feldman is utilized to identify the latest trends in funding alternatives for facility development and on-going operations as well as numerous examples of facility governance and management structures.

RECENT REPRESENTATIVE PROJECTS



FEASIBILITY STUDY OF A NEW OR REDEVELOPED CONVENTION CENTER
Wichita, Kansas



UNIVERSITY HOTEL AND CONVENTION CENTER
Ames, Iowa



BLUE WATER CONVENTION CENTER & HEADQUARTERS HOTEL
Port Huron, Michigan



NEW CONVENTION CENTER AND HOTEL ISSUES
Henderson, Nevada



JOEL FELDMAN

CONFERENCE/CONVENTION CENTER AND HOTEL EXPERIENCE

Baltimore Convention Center
Baltimore, Maryland

Boston Convention and Exhibition Center
Boston, Massachusetts

Frontier Airlines Center
Milwaukee, Wisconsin

George R. Brown Convention Center
Houston, Texas

Greater Tacoma Conv. and Trade Ctr.
Tacoma, Washington

Henry B. Gonzalez Convention Center
San Antonio, Texas

Javits Convention Center
New York, New York

Kansas City Convention Center
Kansas City, Missouri

Kentucky Horse Park
Lexington, Kentucky

Las Vegas Convention Center
Las Vegas, Nevada

Lincoln Convention Center
Lincoln, Nebraska

Los Angeles Convention Center
Los Angeles, California

Meydenbauer Center
Bellevue, Washington

Miami Beach Convention Center
Miami Beach, Florida

Minneapolis Convention Center
Minneapolis, Minnesota

Nashville Fairgrounds Expo Center
Nashville, Tennessee

National Western Complex
Denver, Colorado

New Orleans Morial Convention Center
New Orleans, Louisiana

Ontario Convention Center
Ontario, California

Pennsylvania Convention Center
Philadelphia, Pennsylvania

Prime F. Osborn Convention Center
Jacksonville, Florida

Prince George's Equestrian Center
Upper Marlboro, Maryland

Proposed Multipurpose Event Venue
Ames, Iowa

Proposed Conference Center
Arlington, Virginia

Proposed Livestock/Equestrian Complex
Borger, Texas

Proposed Conference Center/Hotel
Chandler, Arizona

Proposed Multipurpose Event Venue
Coeur d'Alene, Idaho

Proposed Conference Center and Amphitheatre
Cullman, Alabama

Proposed Metro Area Conference Centers
Detroit, Michigan

Proposed Conference Center/Perf. Arts Ctr.
Fairbanks, Alaska

Proposed Multipurpose Event Venue
Grand Junction, Colorado

Proposed Multipurpose Event Venue
Hendersonville, North Carolina

Proposed Conference Center/Perf. Arts Ctr.
Hoover, Alabama

Proposed Multipurpose Event Venue
Milpitas, California

Proposed New Convention Center
Oklahoma City, Oklahoma

Proposed Multipurpose Event Venue
Park City, Utah

Proposed Convention Center and Hotel
Port Huron, Michigan

Proposed Livestock/Equestrian Complex
Saline, Kansas

Proposed Conference Center and Hotel
San Mateo, California

Proposed Conference Center
San Pedro, California

Proposed Conference Center and Hotel
Tulsa, Oklahoma

Proposed Headquarters Hotel
West Palm Beach, Florida

Reliant Park
Houston, Texas

San Diego Convention Center
San Diego, California

San Jose Convention Center
San Jose, California

St. Paul RiverCentre
St. Paul, Minnesota

State Fair Park
Oklahoma City, Oklahoma

Three County Fairgrounds
Northampton, Massachusetts





JOHN KAATZ
Project Advisor

Mr. Kaatz’s experience includes in-depth analyses for several hundred convention, trade show and hospitality industry projects. The results of these studies have been used to assist cities, DMOs, facility authorities and management entities with a wide range of convention industry business planning efforts.

In recent years, John has led study efforts for the following projects:

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

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

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

Prior to joining CSL, John was the Director of Coopers and Lybrand’s Convention, Leisure and Entertainment Consulting Group. A thorough listing of John’s past projects is provided on the following page.

RECENT REPRESENTATIVE PROJECTS



KANSAS CITY CONVENTION CENTER, CITYWIDE EVENT FACILITIES, HOTEL & VISITOR INDUSTRY PLANNING
Kansas City, Missouri



PROPOSED BOULDER CONFERENCE CENTER
Boulder, Colorado



NEW HAVEN CONVENTION CENTER
New Haven, Connecticut



UNIVERSITY HOTEL AND CONVENTION CENTER
Ames, Iowa



JOHN KAATZ

CONFERENCE/CONVENTION CENTER AND HOTEL EXPERIENCE

Americas Center
St. Louis, Missouri

Anaheim Convention Center
Anaheim, California

Arlington Convention Center
Arlington, Virginia

Boise Center on the Grove
Boise, Idaho

Boston Convention Facilities
Boston, Massachusetts

Boulder Conference Center
Boulder, Colorado

Buena Park Convention Center
Buena Park, California

Chandler Conference Facilities
Chandler, Arizona

Cleveland Convention Center
Cleveland, Ohio

Colorado Convention Center
Denver, Colorado

Commonwealth Convention Center
Louisville, Kentucky

Dubuque Convention/Arena Facilities
Dubuque, Iowa

Duke Energy Center
Cincinnati, Ohio

Fort Worth Convention Center
Fort Worth, Texas

Gatlinburg Convention Center
Gatlinburg, Tennessee

George R. Brown Convention Center
Houston, Texas

Grand Wayne Center
Fort Wayne, Indiana

Grand Junction Convention Center
Grand Junction, Colorado

Greater Ft. Lauderdale/Broward Cty. CC
Fort Lauderdale, Florida

Hartford Convention Center
Hartford, Connecticut

Hawaii Convention Center
Honolulu, Hawaii

Henry B. Gonzalez Convention Center
San Antonio, Texas

Hull Convention & Event Facilities
Hull, England

Jacksonville Convention Facilities
Jacksonville, Florida

Jacob K. Javits Convention Center
New York, New York

Kansas City Convention Center
Kansas City, Missouri

KEOX World Trade Center
Seoul, South Korea

Knight Center/Miami Convention Center
Miami, Florida

Knoxville Convention Center
Knoxville, Tennessee

La Crosse Center
La Crosse, Wisconsin

Lansing Center
Lansing, Michigan

Las Vegas Convention Center
Las Vegas, Nevada

Lincoln Convention Center and Arena
Lincoln, Nebraska

Los Angeles Convention Center
Los Angeles, California

Maryland Convention Facilities
Baltimore, Maryland

Mexico City Convention Center
Mexico City, Mexico

Meydenbauer Center
Bellevue, Washington

Miami Beach Convention Center
Miami Beach, Florida

Midwest Airlines Center
Milwaukee, Wisconsin

Minneapolis Convention Center
Minneapolis, Minnesota

Mississippi Coast Convention Center
Biloxi, Mississippi

Monterey Conference Center
Monterey, California

Montgomery Civic Center
Montgomery, Alabama

Myrtle Beach Convention Center
Myrtle Beach, South Carolina

Nashville Convention Center
Nashville, Tennessee

Newark Convention Center
Newark, New Jersey

New Bern Convention Facilities
New Bern, North Carolina

New Jersey Exhibition Center
Edison, New Jersey

New Orleans Morial Convention Center
New Orleans, Louisiana

Northern Kentucky Convention Center
Covington, Kentucky

Oklahoma City Convention Center
Oklahoma City, Oklahoma

Palm Beach County Convention Center
West Palm Beach, Florida

Pasadena Center
Pasadena, California

Pennsylvania Convention Center
Philadelphia, Pennsylvania

Pensacola Convention Center
Pensacola, Florida

Phoenix Convention Center
Phoenix, Arizona

Puerto Rico Convention Center
San Juan, Puerto Rico

Reno-Sparks Convention Center
Reno, Nevada

Sacramento Convention Center
Sacramento, California

San Diego Convention Center
San Diego, California

Salt Lake City Convention Center
Salt Lake, Utah

Santa Fe Civic Center
Santa Fe, New Mexico

Sarasota Convention Facilities
Sarasota, Florida

Sioux Falls Convention Center
Sioux Falls, South Dakota

South San Francisco Conf. Center
South San Francisco, California

Springfield Convention Facilities
Springfield, Massachusetts

St. Charles Convention Center
St. Charles, Missouri

St. Paul RiverCentre
St. Paul, Minnesota

Vail Conference Center
Vail, Colorado

Washington Convention Center
Washington, D.C.

Washington State Conv. & Trade Center
Seattle, Washington

West Hollywood Convention Center
West Hollywood, California





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.

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

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.

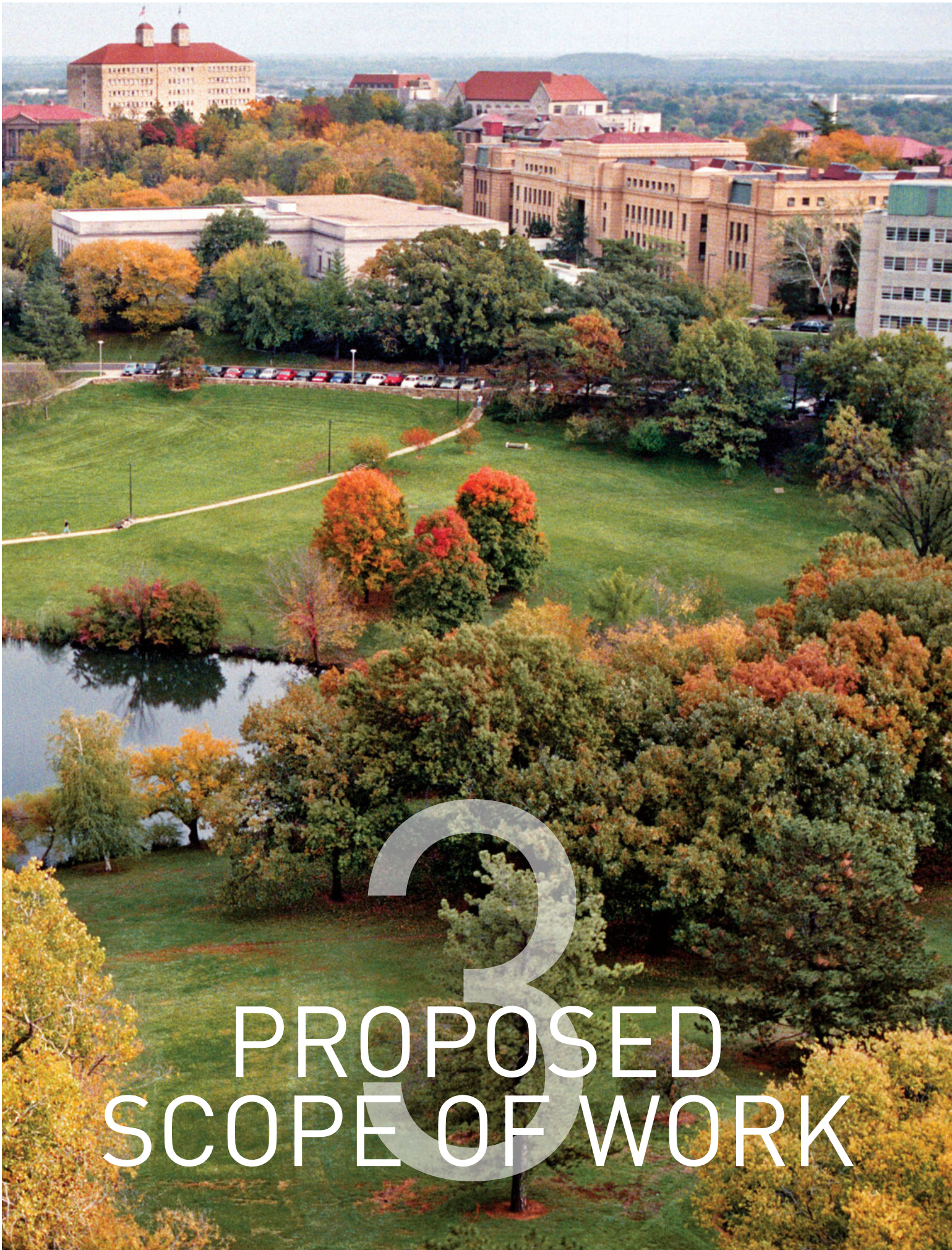
Registration
Christine Ostmeyer is
licensed as an architect
in the State of Colorado.

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





3
PROPOSED
SCOPE OF WORK



UNDERSTANDING OF LAWRENCE AND THE PROJECT

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

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

Local Community Experience & Insight: CSL and Convergence have unique and critical insight into the Lawrence community and issues relevant to the City, KU and residents. Specifically, CSL's recent project experience with the Lawrence Sports Village and Memorial Stadium projects, along with Convergence's close nearby headquarters location provide our team with important familiarity with and access to the Lawrence community—offering attractive opportunities for efficient and responsive community outreach, client engagement, and product delivery.

POTENTIAL SCOPE OF WORK

The following study tasks have been developed by CSL to provide a foundation of research to provide decision makers with the information necessary to strategically plan for their future in the conference/convention center industry. Importantly, this research provides direction not only as to the facility components that may be supportable from a market demand perspective, but also the visitor amenities surrounding the potential conference/convention center. The availability of hotel, restaurant, retail and other visitor industry amenities in proximity to the conference/convention center is increasingly important to convention planners and attendees.

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

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

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

As an initial step in the engagement, we will work with you and other project representatives to establish the specific project goals and timeframe. An initial planning meeting will take place to collect pertinent project data and to identify the local organizations, officials and others that we will need to meet with at the study's outset.

TASK I – Market Demand Analysis

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

Step 1: Existing Market Conditions Analysis

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

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

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

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

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



Further, as the information is available, we will collect and review data associated with existing local conference, convention, civic, and other such event facilities, including facilities offered within area hotels.

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

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

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

Step 2: Industry Characteristics and Trends Analysis

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

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

Step 3: Comparable and Competitive Facility Analysis

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

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

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

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

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

Step 4: Market Surveys

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

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



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

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

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

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

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

TASK 2 – Building Program and Event Levels Analysis

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

Step 1: Market Supportable Facility Program Analysis

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

The analysis will focus on:

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

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

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

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



Step 2: Event Levels Analysis

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

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

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

TASK 3 - Site Analysis

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

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

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

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

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

Task 4 - Conceptual Renderings

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

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



Task 5 - Preliminary Construction Cost Analysis

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



Task 6 - Financial Operations Analysis

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

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

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



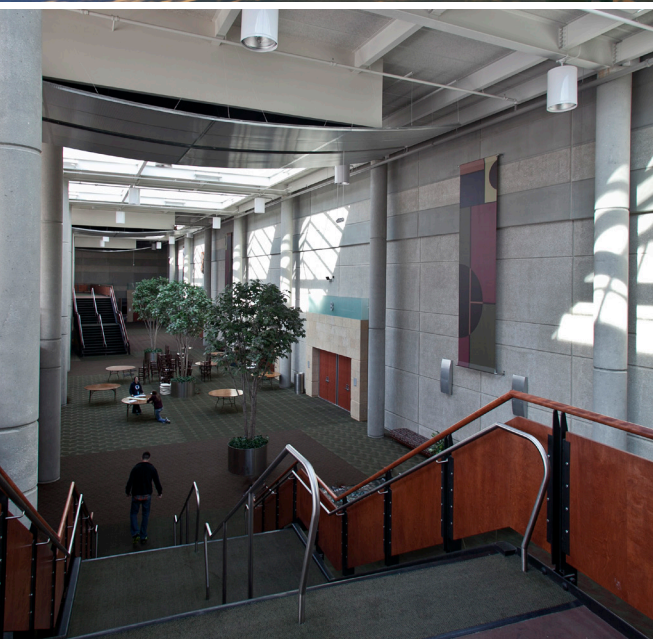
Task 7 - Economic and Fiscal Impact Analysis

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

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

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

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



Task 8 - Funding/Ownership/Management Analysis

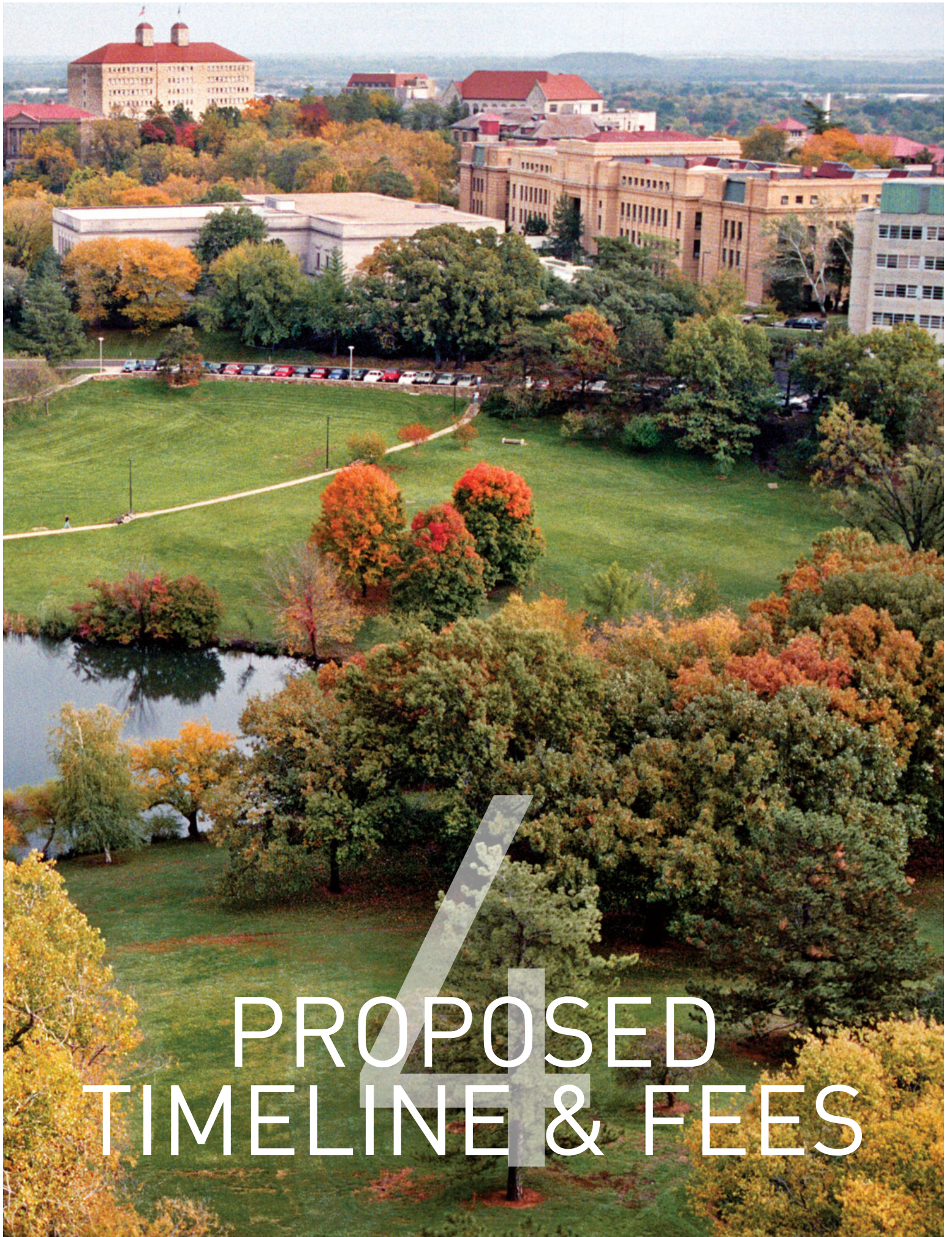
The development of major conference/convention center facilities throughout the country typically involves some level of public funding. Many communities are willing to provide for such funding given the potential economic and fiscal impacts of the project. In the case of projects such as those which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

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

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

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





PROPOSED TIMELINE & FEES

Proposed Timing

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

		Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Task 1.	Market Demand Analysis															
Task 2.	Building Program and Event Levels Analysis															
Task 3.	Site Analysis															
Task 4.	Conceptual Renderings															
Task 5.	Preliminary Construction Cost Analysis															
Task 6.	Financial Operations Analysis															
Task 7.	Economic and Fiscal Impact Analysis															
Task 8.	Funding/Ownership/Management Analysis															
	Meetings and Presentations	A									A/B					A/B

A = meetings between Project Team and City representatives

B = CSL deliverables

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

Proposed Study Cost

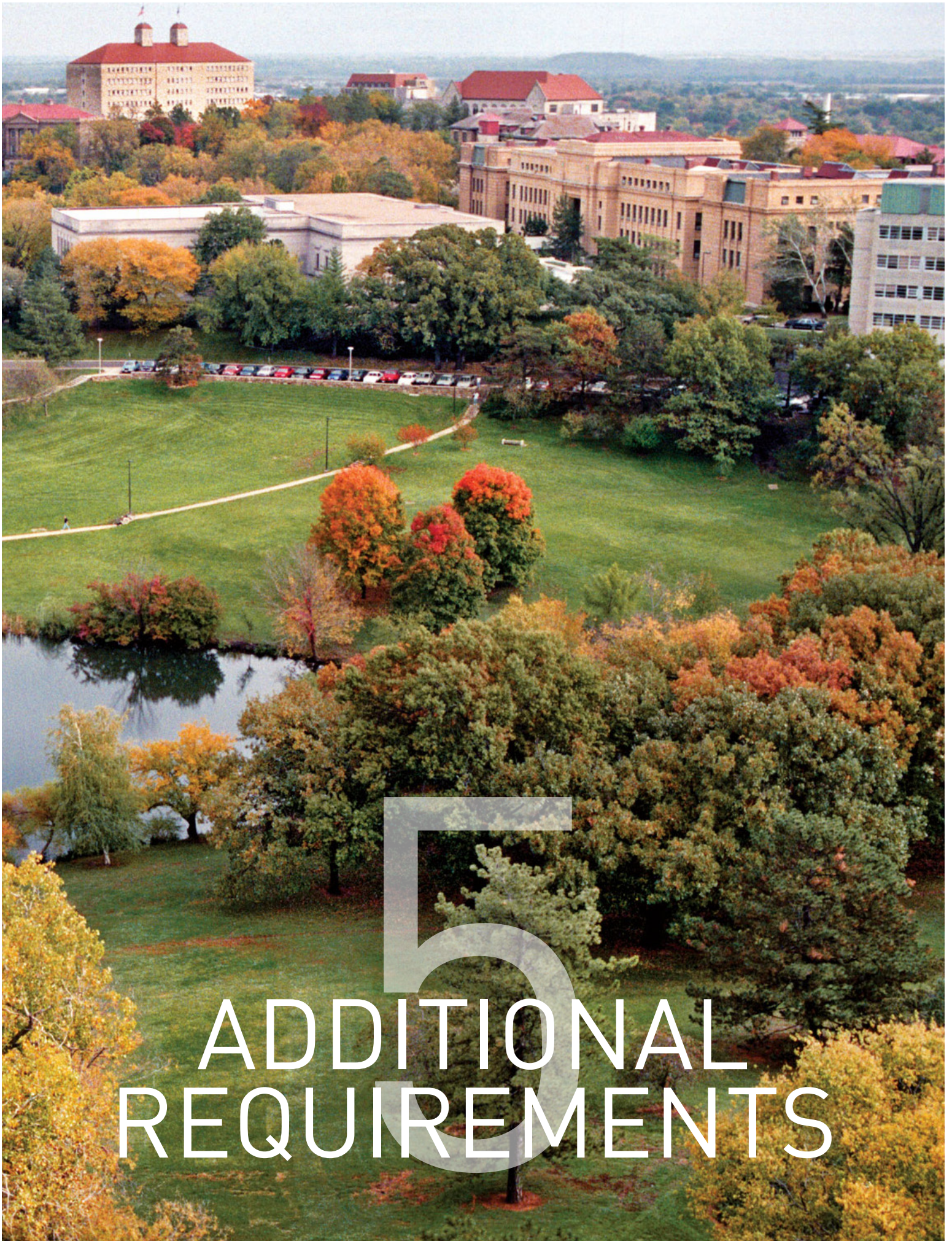
Total professional fees for any engagement will depend on the number of hours required to complete the project and skill levels of the assigned personnel. The following exhibit outlines the estimated professional fees associated with the key tasks associated with the description of project approach presented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

Task 1. Market Demand Analysis	\$29,000
Task 2. Building Program and Event Levels Analysis	2,500
Task 3. Site Analysis	4,500
Task 4. Conceptual Renderings	20,000
Task 5. Preliminary Construction Cost Analysis	3,500
Task 6. Financial Operations Analysis	6,500
Task 7. Economic and Fiscal Impact Analysis	6,500
Task 8. Funding/Ownership/Management Analysis	4,000
Total Proposed Project Cost	\$76,500

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


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

We would be happy to discuss with you potential adjustments to the scope of services to best meet any requirements that you may have for a study.



5 ADDITIONAL REQUIREMENTS

PROPOSAL COVER SHEET

Date: 3/20/14
Name of Consulting Firm: CSL International
Address: 520 Nicollet Mall, Suite 440
City/State/Zip: Minneapolis, MN 55402
Primary Contact: Bill Krueger
Phone Number: 612-294-2003
Fax Number: 612-294-2045
Email: bkrueger@cslintl.com
Signature: 
Title: Project Leader

References (within last 12 months)

Business Name: Go Wichita
Address: 515 S. Main Street Wichita, Kansas 67202
Contact Name: Ms. Susie Santo
Phone Number: (316) 660-6307

References (within last 12 months)

Business Name: City of Henderson – Department of Cultural Arts
Address: 203 Water Street, Suite 300 Henderson, Nevada 89015
Contact Name: Ms. Andrea Primo
Phone Number: (702) 267-2171

References (within last 12 months)

Business Name: St. Clair County
Address: 200 Grand River Avenue, Suite 203 Port Huron, Michigan 49060
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