

Proposal to Conduct a  
**MARKET ANALYSIS AND  
FEASIBILITY STUDY FOR  
A HOTEL CONVENTION CENTER**  
In Seguin, Texas

July 12, 2022



It's real.



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July 12, 2022

Office of the City Secretary  
City of Seguin  
205 N. River  
Seguin, TX 78155

Dear Members of the City Council:

Conventions, Sports and Leisure International (CSL) and our architect partner, Convergence Design, are pleased to submit our proposal to conduct a Market Analysis and Feasibility Study for a Hotel Convention Center in Seguin, Texas. The results of this Study will assist the City and other community stakeholders in determining if demand exists for expansion of the existing coliseum, or new construction of a convention campus with potential elements including a convention center, conference center, performing arts center, and full-service hotel in the City of Seguin

CSL was founded in 1988 specifically to provide independent and unbiased research to the public assembly facility industry. The professional resources at CSL include over 200 years of combined industry experience and a large staff of highly-trained consultants. Our professionals have conducted more than 2,000 demand, program and feasibility studies for event facilities such as conference/convention centers, community/civic centers, theaters, hotels, professional and amateur sports facilities, entertainment venues and other event facility projects throughout North America. Our extensive breadth of national comparable experience is complemented by a strong understanding of the event facility market throughout Texas marketplace, including the following sample of comparable CSL-led studies:

- San Antonio (Henry B. Gonzalez Convention Center)
- Dallas (Kay Bailey Hutchison Convention Center)
- Houston (George R. Brown Convention Center)
- Pearland (new full-service hotel & conference center)
- Stephenville (new hotel & conference center)
- Denton (new multipurpose event facility)
- Waco (expanded Extraco Events Center)
- Laredo (new convention center)
- Midland (Bush Convention Center and Wagner Noel PAC)
- New Braunfels (expanded convention center)
- McAllen (McAllen Convention Center)
- Temple (new/expanded convention center)
- Frisco (The Star)
- Dumas (new exposition center)
- Belton (expanded Bell County Expo Center)
- Bridgeport (new event facility)
- Sugar Land (Smart Financial Centre)
- Fort Worth (Will Rogers Memorial Center)

The overriding goal of our firm is to provide the most accurate, highest quality research, programming analysis, strategic cost/benefit analysis and other planning services to our clients. To achieve these goals, we ensure the involvement of senior staff from evaluation and planning through substantial completion of our projects. CSL has never been terminated from a contract, nor has it been involved in any litigation, debarments, suspensions or other adverse sanctions or actions.

We are pleased to include **Convergence Design** as a team member, who will have an important supporting role in assisting with defining the size and cost of a possible convention center campus in Seguin. CSL has led numerous engagements with Convergence Design in the past, including for recent public assembly facility projects in Laredo, (TX), Tupelo, (MS), Provo, (UT), Port Huron, (MI), Tucson, (AZ), Sioux City, (IA), Dubuque, (IA), and Lawrence, (KS), among others. Convergence Design 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 convention and conference centers, stadiums, arenas, recreation centers, student centers, fairgrounds, churches and other similar facilities.

The contents of this proposal highlight the extensive experience of the professionals who would be assigned to this project and the proposed study methods designed to provide you with the analysis needed for key decision-making. Please feel free to contact me at (612) 294-2003 or [bkrueger@cslintl.com](mailto:bkrueger@cslintl.com) should you have any questions or require any additional information. We greatly appreciate your consideration.

Sincerely,

Bill Krueger  
Senior Vice President  
CSL International



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## TEAM BACKGROUND AND OVERVIEW



## FIRM OVERVIEW

THE LEADING ADVISORY AND PLANNING FIRM  
PROVIDING CONSULTING SERVICES TO THE CONVENTION,  
CONFERENCE, ARTS, CULTURAL AND OTHER ASSEMBLY  
VENUE SECTORS

CSL was established for the specific purpose of providing a source of focused research and expertise in the convention, conference, arts, culture, hospitality, entertainment and leisure industries. Members of our firm have been providing services to these specialized industries since the mid-1990's and have been involved in over 2,000 engagements. 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.

CSL has built its reputation on meeting client needs by delivering quality services that have credibility in the marketplace. Our firm is able to provide these services by drawing upon the years of experience of its professional staff. Being consistently involved in strategic planning processes allows our professionals to obtain knowledge of both tangible and intangible components of completed projects, the reasons for failed efforts, and changes in the marketplace affecting ultimate project feasibility.

Our project team has extensive experience in providing assistance for municipalities, Destination Marketing Organizations, venue management, private sector and other entities in the convention, conference, arts, culture, hospitality, leisure and other event sectors. This level of broad and extensive experience provides CSL with a unique platform from which to assist our clients, drawing on a base of working knowledge gained from over 1,000 relevant industry projects. From the largest markets in the country to some of the smallest, the diversity of our experience provides us with a broad and comprehensive perspective to help guide our clients toward their goals of growing economic activity and enhancing the quality of life for their residents.



FINANCIAL PRO FORMAS  
 ECONOMIC IMPACT PROJECTIONS  
 COST/BENEFIT ANALYSIS  
 IMPLEMENTATION STRATEGY

MARKET SUPPORTABLE BUILDING PROGRAM  
 TAILORED DEVELOPMENT OPTIONS ANALYSIS  
 UTILIZATION PROJECTIONS

LOCAL MARKET CONDITIONS  
 STAKEHOLDER INTERVIEWS  
 HISTORICAL OPERATIONS  
 COMPETITIVE FACILITY ANALYSIS  
 BENCHMARKING/BEST PRACTICES  
 MARKET DEMAND SURVEYS

**MARKET DEMAND**

**FINANCIAL**

**ECONOMIC**


**IMPLEMENTATION**

In nearly all of our projects, **MARKET DEMAND** forms the basis of the evaluation of a facility project, development initiative, or strategic planning exercise. Without a clear and accurate understanding of demand potential unique to a specific market and project, all later analysis of programmatic, financial, economic and implementation issues may be misdirected. As such, we utilize the most comprehensive set of research and analysis tools and techniques in the industry to comprehensively evaluate and estimate the unique market demand and potential for each project. Our methods have been employed and refined through hundreds of diverse projects over the past 30+ years.

Building on market conclusions, **FINANCIAL** and **ECONOMIC** issues are often central to the consideration of facility development, performance enhancement, and economic development projects. Our extensive database of comparable projects collected over hundreds of engagements is a critical asset during our analysis of project financial and economic issues. Being consistently involved in many projects and strategic planning efforts throughout North America allows our professionals to obtain knowledge of both tangible and intangible components of successful projects/transactions, the reasons for failed efforts, and changes in the marketplace affecting financial and economic performance.

**IMPLEMENTATION** is key to any successful project. Our professionals bring a wealth of industry-specific experience to every one of our engagements, delivering objective answers, creative solutions and focused recommendations to complex projects. We provide our clients with the detailed information they need to make informed decisions regarding project implementation.

The following provides a brief summary of services that CSL provides with regard to feasibility planning:

-  **MARKET FEASIBILITY**  
Estimate probable market demand for municipalities, conferences/conventions, meetings, banquets and other multipurpose event facilities projects and identify appropriate market(s) in which to compete.
-  **DESTINATION PLANNING**  
Considering conditions beyond the venue, focusing on how to generate visitation by developing attraction, hotel, arts/cultural, outdoor, historic assets, festivals, hospitality districts, walkability, festivals and other assets. Our destination planning often goes hand in hand with our venue analysis, helping to create a full picture of the opportunities to increase destination visitation and improve quality of life.
-  **ECONOMIC IMPACT ANALYSIS**  
Provide an estimate of the quantitative and qualitative short and long-term economic and fiscal impacts of conferences, meetings and tourism or construction and operations of a project or entity on the local area.
-  **STRATEGIC PROJECT PLANNING**  
Establish the framework for the initial planning phases of a project and design an action plan to bring a project from planning to successful operation.
-  **FINANCIAL ANALYSIS**  
Develop a financial model based upon estimated levels of utilization and patron spending that will reflect important variables that will impact the financial operations of conference/convention facilities and other multipurpose event facilities and entities.
-  **PREFERENTIAL AMENITIES ANALYSIS**  
Assist in the evaluation, market positioning, pricing, quantity, target markets and successful marketing of preferential amenities. Such amenities include exhibit, ballroom and meeting space, registration/lobby space, hospitality and food service operations, technological and other service offerings and other related concepts.
-  **FACILITY FUNDING ANALYSIS**  
Identify funding alternatives that could be available to support various initiatives and to develop a strategic funding plan. This analysis can also be used to initiate the process of identifying prospective interest in all components of the financing plan and to evaluate the level of private or public sector funding that may be necessary.
-  **FACILITY DESIGN CRITERIA**  
Assist in defining optimal size and configuration criteria for a conference, convention, meeting, banquet or multipurpose event facility within a given market.
-  **NEGOTIATION ASSISTANCE**  
Assist in reaching negotiated development, relocation, lease and management agreements with a variety of parties, including facility management, concessionaire and other such parties.
-  **STRATEGIC PLAN DEVELOPMENT AND IMPLEMENTATION**  
Assist in the development and implementation of a strategic business plan. This includes the consideration of the organization of the development, construction, operational and legal teams. In addition, this step will assist in developing the appropriate pricing and inventories for exhibit, ballroom and meeting space, establishing a marketing plan, and selecting various facility contractors (i.e., concessionaires, media, etc.).
-  **VALUATION ANALYSIS**  
Develop exposure-based calculators of the fair market value of a property, relying on a variety of both quantitative (on-site visibility, broadcast exposure, paid and earned media) and qualitative (property prestige, track record with sponsors loyalty of audience and degree of sponsor protection) factors.

## 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 grown to serve a variety of municipal, private and institutional clients in the United States and Canada. We have assisted clients with everything from feasibility studies and master plans to renovations, building expansions and 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 more than twenty-five 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.

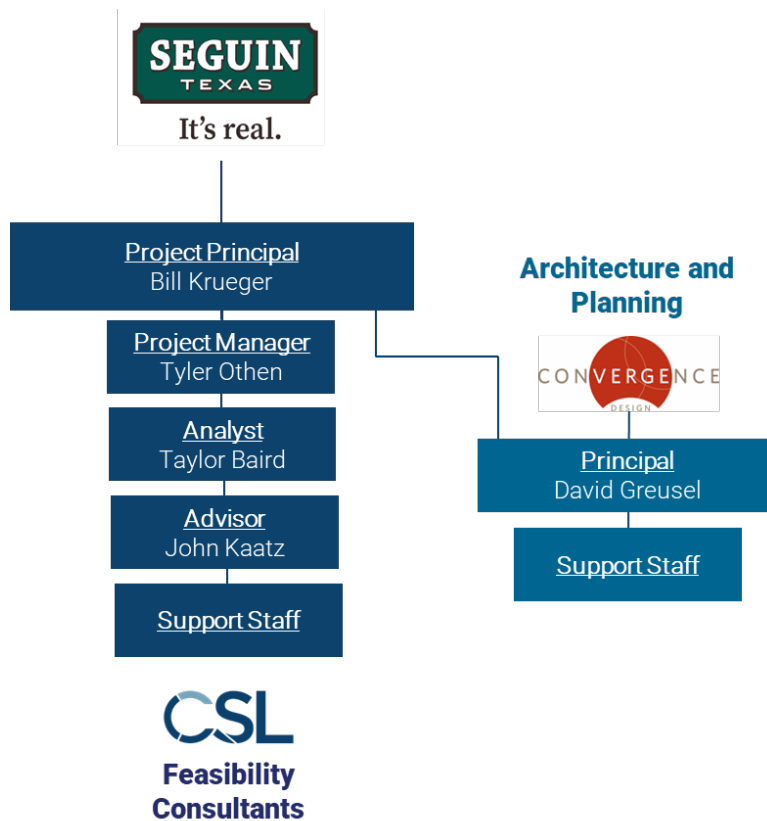


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## KEY PERSONNEL

# PROJECT TEAM STRUCTURE

Brief descriptions of roles and responsibilities of the professionals that would be involved in study tasks are presented below, followed by resumes of key leadership personnel who would be involved in leading the study. CSL will serve as the prime consultant for this engagement, Convergence Design acting as a sub-consultant. We commit to giving notice to the City of Seguin should any changes in personnel occur.



- **CSL International - Prime Contractor & Feasibility Consultants** - Bill Krueger, a Principal with CSL, will help lead all phases of this study, will serve as a primary contact for all study-related correspondence, will attend study meetings and will work with the team to deliver Strategic Plan presentations. Project Manager, Mr. Tyler Othen, will manage the day-to-day research and analysis aspect of the study. He will be assisted by Ms. Taylor Baird and CSL Support staff and advised by John Kaatz, Principal-in-Charge of CSL’s visitor industry practice.
- **Convergence Design - Subcontractor & Project Architect and Planner** - Mr. David Greusel, founding Principal of Convergence Design with more than 30 years of professional experience in architecture, will assist CSL with analyzing industry trends, developing building program recommendations and evaluating potential sites. They will also prepare renderings and other visuals to illustrate recommended building program(s) and site(s) and play a significant role with development cost estimates.

## CONTACT INFO

Office Phone: (612) 294-2003

Email: [bkrueger@cslintl.com](mailto:bkrueger@cslintl.com)



## BILL KRUEGER PRINCIPAL



Bill Krueger, a CSL Senior Vice President and Principal, will serve as the project leader if selected for this engagement. Mr. Krueger will be responsible for all project results and, along with Tyler Othen, will be the primary client contact with project representatives. Mr. Krueger has been a convention and event facility consultant for the past 26 years and has consulted on over 450 projects relating to the convention, conference, hospitality, sports and other multipurpose event facility industries. Areas of project focus have included facility development and expansion feasibility, facility/organization performance evaluation, economic growth strategy formulation, and public/private evaluation and negotiation assistance. Bill has led 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.

### EDUCATION:

B.S.B. in Marketing and Finance  
University of Minnesota (1993)

### EXPERIENCE:

26 years – Convention Industry Consulting  
Facility Consulting 1995 – Present  
Principal – CSL International  
Public Assembly Practice

### AFFILIATIONS:

Destinations International (formerly DMAI)  
International Association of Venue Managers  
Sports ETA (formerly NASC)

### REPRESENTATIVE CLIENTS:

Laredo Convention Center Feasibility Study – Laredo, TX  
Hotel/Conference Center Feasibility Analysis - Stephenville, TX  
Convention Center and Full-Service Hotel Feasibility Study – Pearland, TX  
New Convention and Event Center Feasibility Study – New Bedford, MA  
NW Indiana Convention Center Feasibility Analysis – Lake County, IN  
Washtenaw County Convention Center Feasibility Study – Ann Arbor, MI  
Blue Water Area Convention Center Feasibility Study – Port Huron, MI  
Eugene Convention/Conference Center Feasibility Study – Eugene, OR  
Century II Perf. Arts & Conv. Ctr. Expansion Feasibility – Wichita, KS  
Utah Valley Convention Center and Hotel Feasibility Study – Provo, UT  
Davis Conference Center Expansion Feasibility Study – Layton, UT  
New Convention Center and Hotel Feasibility Study – Park City, UT  
Pro Football HOF Hotel and Conference Center Impact Study – Canton, OH  
Expanded Sharonville Convention Center – Sharonville, OH  
Expanded Monterey Conference Center – Monterey, CA  
New Convention Center & Arena – Kalamazoo, MI

## CONTACT INFO

Office Phone: (612) 294-2004

Email: [tothen@cslintl.com](mailto:tothen@cslintl.com)



## TYLER OTHEN PROJECT MANAGER



Mr. Othen has served as a Project Manager or Director for over 130 event facility and visitor industry assessments spanning a wide range of market sizes across the country. He has led efforts to develop in-depth and critical analysis for investment in convention centers and the overall destination assets that can significantly impact the ability to attract events. Tyler will lead the day-to-day management of Study efforts and, along with Mr. Krueger, will be the primary client contact with project representatives.

Tyler is also leading CSL's research efforts regarding the future of the event industry, focusing on the emergence and continued growth of a variety of new event sectors. His continued analysis of global industry trends and extensive outreach to both event planners and facility managers have produced invaluable findings regarding the facility and destination preferences of conferences, conventions, festivals, arts/cultural events and a variety of emerging event sectors including esports and robotics events. Othen has spoken at a variety of travel industry tradeshows regarding the future of the public assembly event industry and resulting implications for public assembly facility development.

### EDUCATION:

B.S.B. in Marketing and Finance  
University of Minnesota

### EXPERIENCE:

8 years Public Assembly  
Facility Consulting 2014 – Present  
Project Manager – CSL International  
Public Assembly Practice

### AFFILIATIONS:

Destinations International (formerly DMAI)  
Member of the DI Advocacy Committee  
Esports Partner of Northstar Travel Group  
International Assn. of Venue Managers

### REPRESENTATIVE CLIENTS:

Kay Bailey Hutchison Convention Center – Dallas, TX  
Tech Port San Antonio Esports Feasibility Study – San Antonio, TX  
Lancaster (PA) Convention Center – Lancaster, PA  
Conference Center Expansion Feasibility Study – Vancouver, WA  
Convention/Conference Center Feasibility Study – Lincoln, NE  
New Hotel and Conference Center Feasibility Study – Greenville, SC  
New Convention Center Feasibility Study – Biloxi, MS  
Esports and Event Center Feasibility Study – Broken Arrow, OK  
Conference Center Expansion Feasibility Study – Norman, OK  
New Convention Center Feasibility Study – Wichita, KS  
Conference/Convention Center Feasibility Study – Southaven, MS  
Grand Wayne Convention Center Expansion Feasibility Study – Fort Wayne, IN  
Convention Center Expansion Feasibility Study – Grand Rapids, MI  
Convention Center Expansion Feasibility Study – Dayton, OH



## David Greusel, FAIA, LEED® AP

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.

### CONVERGENCE DESIGN

**Responsibility**  
Principal

#### Education

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

#### Registration

NCARB Certificate;  
licensed architect in:  
Alabama, Arizona,  
Arkansas, Colorado,  
Florida, Georgia, Idaho,  
Illinois, Indiana, Iowa,  
Kansas, Louisiana, Maine,  
Maryland, Michigan,  
Mississippi, Missouri,  
Nebraska, North Carolina,  
North Dakota, Ohio,  
Oklahoma, South Dakota,  
Tennessee, Texas, Utah,  
Virginia, Wisconsin

#### Memberships

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

#### Selected Projects

- Ogden Eccles Conference Center Expansion Study; Weber County; Ogden, Utah
- Utah Valley Convention Center; Provo, Utah
- Ithaca Conference Center; Ithaca, New York
- Monroe Center Expansion & Transit Center; Bloomington, Indiana
- Bancorp South Arena and Conference Center Link; Tupelo, Mississippi
- Pueblo Convention Center Expansion; Urban Renewal Authority; Pueblo, Colorado
- Stride Bank Center; City of Enid, Oklahoma
- Blue Water Convention Center, St. Clair County; Port Huron, Michigan
- 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
- Bentonville Convention Center Study; Bentonville Convention & Visitors Bureau; Bentonville, Arkansas
- Grand River Center; City of Dubuque, Iowa
- Eastern Maine Events Center Study; Bangor, Maine
- Winnipeg Convention Centre Expansion Study; Winnipeg, Manitoba
- 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
- Public Facilities Study, Stillwater Industrial Foundation; Stillwater, Oklahoma
- Missoula Event Center Study; Missoula, Montana
- Dodge City Event Center Study; Dodge City, Kansas
- Owensboro Convention Center Study; Owensboro, Kentucky
- Tampa Convention Center Expansion Study; Tampa, Florida
- Tony's Pizza Event Center Renovations; Salina, Kansas
- Benton Convention Center Renovation Study; Winston-Salem, North Carolina
- Encana Events Centre Conference Center Study; Dawson Creek, British Columbia
- Tucson Convention Center Expansion Study; Tucson, Arizona
- Dayton Convention Center Renovation Study; City of Dayton, Ohio
- Tyson Event Center Renovation Study; Sioux City, Iowa
- Duluth Entertainment & Convention Center Expansion; Duluth, Minnesota



## CONTACT INFO

Office Phone: (612) 294-2001

Email: [jkaatz@cslintl.com](mailto:jkaatz@cslintl.com)



## JOHN KAATZ

### PRINCIPAL, PROJECT ADVISOR

Mr. Kaatz's experience includes more than 30 years of in-depth analyses for hundreds of convention and conference centers, arenas, entertainment venues, sports, leisure and other event facility projects, including dozens of studies throughout Texas and around the region. The results of these studies have been used to assist public and private sector entities in determining market and financial feasibility, supportable building program levels, financial operations, economic impacts, site location, appropriate marketing focus and management structure, and in pursuing and securing project financing. Mr. Kaatz has experience with a variety of convention and conference centers, arenas, multi-purpose event venues and other public and private venues in markets of all sizes throughout the country.

John has been asked to speak at numerous industry forums and seminars related to the market analysis and the fiscal and economic impacts associated with the convention, conference and overall public assembly industry.

### EDUCATION:

B.S. in Economics  
University of Minnesota (1987)

### EXPERIENCE:

- 35 years Public Assembly Facility Consulting:
- 1987 – 1997
  - Director – Coopers & Lybrand Convention, Sports and Entertainment Practice
  - 1997 – present
  - Principal – CSL International Public Assembly Practice

### AFFILIATIONS:

- Destinations International (formerly DMAI)
- International Association of Venue Managers

### REPRESENTATIVE CLIENTS:

Kay Bailey Hutchison Convention Center in Dallas  
Henry B. Gonzalez Convention Center  
George R. Brown Convention Center  
MassMutual Center  
Lancaster Convention Center & Hotel  
Niagara Falls Convention Center  
Cape Cod Destination & Venue Plan  
Richmond Convention Center  
New Biloxi Convention/Event Center  
DeVos Place (Grand Rapids, MI)  
Lexington Convention Center  
Kentucky International Convention Center  
New Bern Conference Center  
Pasadena Convention Center  
Meydenbauer Center (Bellevue, WA)  
Northern Kentucky Convention Center  
Duke Energy Convention Center (Cincinnati, OH)

## CONTACT INFO

Office Phone: (915) 241-0301

Email: [tbaird@cslintl.com](mailto:tbaird@cslintl.com)



## TAYLOR BAIRD

### PROJECT ANALYST



Ms. Baird serves as an Analyst for studies of visitor industry-related event facilities and attractions spanning a wide range of markets across the country. Serving in this role, Taylor has provided planning and research into the development and operation of facilities and destinations throughout the country. Since joining CSL, Taylor has been involved in a variety of facility feasibility studies, including those for convention, conference and exhibition centers, sports and recreational facilities, arenas and other such multipurpose event venues.

Taylor has conducted detailed analysis of existing local visitor amenities, benchmarking analysis of competitive and comparable markets, as well as in-depth market demand and local community input. Prior to working for CSL, Taylor developed a strong background in industry benchmarking research, and data analysis which has successfully translated into public assembly facility planning studies with CSL.

### EDUCATION:

B.S.B. in Business Administration & Marketing  
Sam Houston State (2007)

### EXPERIENCE:

6 years Public Assembly  
Facility Consulting 2015 – Present  
Senior Analyst – CSL International  
Public Assembly Facility Practice

### REPRESENTATIVE CLIENTS:

New Meeting and Event Facilities – Iron County, Utah  
Expanded Pasadena Convention Center – Pasadena, California  
Expanded San Jose McEnery Convention Center – San Jose, California  
Oakland Convention Center Expansion or Reuse – Oakland, California  
The Star Dallas Cowboys – Frisco, Texas  
Scheel's Arena Renovation – Fargo, North Dakota  
Watford City Event Center – Watford City, North Dakota  
New LA Clippers Arena – Hollywood Park, California  
Practice Facility Carolina Hurricanes – Raleigh, North Carolina  
Reser Stadium Oregon State University – Corvallis, Oregon  
Proposed New Amphitheater – Prince George's County, Maryland



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## STATEMENT OF VALUE

# STATEMENT OF VALUE

We believe that the Project Team led by CSL is the most qualified to assist the City of Seguin and other community stakeholders conduct a Market Analysis and Feasibility Study for a Hotel Convention Center in Seguin, Texas. CSL specializes in working with communities to identify the demand for convention, conference, hotel, theater, civic, amateur sports, hospitality and other multi-purpose event facilities and supporting infrastructure.



Further, we have a consistent track record of working with communities to build consensus behind findings and recommendations with the goal of leveraging the unique appeal of the destination to maximize economic and community benefit. In recent years, we have successfully assisted dozens of communities all across the country to develop strategic plans for facility and destination enhancement with the underlying goal of attracting new visitor spending and economic impact.

Unique among economic development initiatives, investment in the event, travel and tourism industry can increase economic activity, support businesses within and beyond the tourism sector, create important employment opportunities, bolster local tax revenues thereby reducing the tax burden on residents, and improve quality of life aspects within the community. We also know that a “stand-still” approach never works—your competition, both regionally and nationally, continue to invest in visitor-generating assets and infrastructure, increasing the need for careful destination strategic planning. In order to provide for long-term growth in an increasingly competitive segment of the economy, we believe that the importance of comprehensive strategic planning is difficult to overstate.

Creative facility and destination planning designed to benefit residents and develop products targeted to the unique aspects of the community is critical to maintaining and enhancing visitor industry market capture. In order to achieve these goals, we strongly believe in the importance of robust community engagement initiatives. In all our research efforts, we dedicate significant time to early and on-going outreach in the form of one-on-one interviews, focus groups, community gatherings and on-line community surveys. This important step helps to increase the likelihood of implementing strategic recommendations and initiatives because it both engages the community in the process, building consensus from the earliest stages of project planning, and ensures that recommendations most accurately reflect the wishes of the stakeholders.

The overriding goal of CSL is to provide the most accurate, highest quality research, analysis and strategic planning services to our clients. To achieve these goals, we ensure the direct involvement and dedication of firm principals and other senior staff from evaluation and assessment through ongoing strategic implementation planning stages.

# NEXT GENERATION CONFERENCE CENTER TRENDS



## THE CHANGING CONVENTION AND EVENT INDUSTRY

No venue, regardless of the attractiveness of the market, is entitled to continually retain specific events or market share. As with any product in any industry, continual investment is required to respond to evolving customer and industry demands. Our proposed scope of work for the Market Analysis and Feasibility Study, as outlined herein, takes a “futures study” approach to deliver defensible recommendations surrounding the proposed center project and provide critical information needed for key strategic planning decisions in an evolving and highly competitive environment.

At CSL, we understand that the competition for non-local conventions, conferences, meetings and other events is intense – leading many communities to invest significantly in event facilities, hotels and other aspects of the destination. At the same time, the demographics and business practices of the event attendee are and will continue to change. Traditional facility development and hotel solutions that preceded past industry success are not guaranteed to secure continued and growing market capture in the future.

Even prior to the COVID-19 pandemic, CSL’s research had shown that increasing Millennial and Gen-Z conference and convention attendee base was creating new demands and expectations of event facility design and programming. The next generation of event attendees will require greater flexibility in how meetings are conducted, how information is delivered, and how technology is used. Greater emphasis is being placed on the ability of a destination to offer a unique, authentic and productive experience. Importantly, we know that any community that ceases to invest in their convention and destination assets will fall behind – increasingly failing to meet competitive pressure and the demand of an ever-changing marketplace.

As part of our work for the City of Seguin, CSL will conduct a thorough analysis of factors that impact future success. We will carefully analyze important elements of next generation convention and event industry product including the walkability, outdoor event space, open space learning, technology, food service, space flexibility and other such elements shown within the above graphic.



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## SCOPE OF WORK

# PROPOSED PROJECT APPROACH AND METHODOLOGY

In putting together this Scope of Work, we have carefully considered the steps needed to determine if a convention campus could establish the City of Seguin as a destination for meetings, conventions, and performing arts in metropolitan San Antonio. Successfully attracting events in the convention, conference, cultural, and performing arts markets could play a very important role in supporting small and mid-sized businesses, attracting new spending, generating new tax dollars and improving the quality of life for local and regional residents.

At the same time, these event industries are highly competitive, with communities of all sizes making facility and destination investments to better compete. Recognizing this, it will be critical to undertake a Scope of Work that is based on the following key principles:

1. Reflect the **unique conditions** in Seguin, not a generic approach to the study.
2. Provide **extensive research** into potential customer interest, venue needs and hospitality requirements.
3. Define the **market-supportable facility options**, including an assessment of public/private development/operating models that maximize financial benefit to the community.
4. Develop an **implementation plan that is actionable**, and energizes key stakeholders with an excitement to execute, not a study that sits on a shelf.

The proposed Scope of Work outlined herein is comprised of a study process we have successfully implemented for similar projects throughout the country. The primary tasks are outlined below, followed by a more detailed description of the study effort on the subsequent pages.

	Project Orientation
Task 1.	Market Demand Analysis
Task 2.	Hotel Demand Analysis
Task 3.	Program and Facility Recommendations
Task 4.	Site Evaluation
Task 5.	Feasibility Study
Task 6.	Financing Options
Task 7.	Development Cost Analysis
Task 8.	Economic Impact Study

A description of the scope of services and methods to be applied to each study task is provided below and on the following pages.

## Project Orientation

As an initial task in the engagement, we will work with the City and other key stakeholders 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. This is a critical first-step, and we will spend several days in the community conducting local interviews, reviewing existing market data and visiting existing hotel, meeting and function spaces and other visitor industry amenities.

We will connect with key project stakeholders to obtain background information related to the project. These interviews could include individuals such as elected officials and other City representatives, organizers of local/regional events, area hotel owners and managers or other local tourism industry representatives, representatives from local schools/universities, hospitality and service industry representatives, and other community groups and stakeholders. These meetings will focus on understanding conditions regarding local market characteristics, facility needs and the opportunities that future investment in a convention center and hotel may represent.

## Task 1. Market Demand Analysis

The purpose of this task is to define the market potential for future development of hotel, convention center and other event venue space in the City of Seguin. Our Scope stresses extensive market research and outreach directly to potential customers of the venue, competitive venues, and comparable projects nationally. Specific steps to be undertaken as part of the Market Demand Analysis are summarized below.

### Step 1 – Existing Conditions Analysis

We will inventory and thoroughly analyze existing and planned event facilities and hotels in the Seguin area market, focusing on their sellable space, seating capacity, market focus, location considerations, lodging capacity, parking capacity and other relevant conditions. This will provide an important base of information from which potential market share *new to the market* can be determined, and how a new venue would impact event and attendance levels at existing properties.

We will also focus closely on other local market characteristics that can impact the ability to attract convention, conference, cultural, arts and other events, including the following:

- Committable, quality hotel properties and guest rooms.
- 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.
- Tax rates, collections and uses (both hospitality industry taxes and other taxes/assessments).
- Proximity to other metropolitan markets and event facilities.
- Air, rail, ground transportation and shuttle access.
- Entertainment, retail, restaurant and other such offerings and attractions.
- Other such characteristics.

The results of this task will be used in combination with data prepared throughout the study to assess Seguin's competitive position within the state, regional and national marketplaces and its ability to accommodate incremental event demand.

### Step 2 – Event Industry Trends and Analysis

The public assembly event industry has undergone significant change over the past decade. Even prior to the Pandemic, issues impacting these included changing event planner and attendee demographics, a focus on unique experiences, demand for different types of event spaces and technological amenities, and evolving hotel preferences. In addition, event center product supply growth has impacted demand levels in individual markets.

Since early 2020, the negative impact of the COVID-19 pandemic on the event, entertainment, retail, hospitality and tourism industries cannot be understated. Cancellations and postponements of nearly all events and gatherings through the end of 2020 occurred, and many live event activity throughout the country had been cancelled, postponed or shifted to a virtual or hybrid format through early 2022.

While some industry changes associated with the disruption are expected to be temporary, we believe that certain changes may be more permanent—with greater interest in outdoor event components, technology to allow for hybrid in-person/virtual events, and changes in food service operations. CSL is at the forefront of industry research and planning with respect to these issues, and will ensure that trend-forward planning is incorporated into any future Seguin hotel, convention and/or performing arts venue development.

We believe that the concept of a “feasibility study” must also evolve to become something more. Today, CSL leads the industry by conducting “Futures Studies”, taking into consideration all aspects of event centers, the surrounding area, and other important aspects of a destination that, together, impact success in the highly competitive public assembly venue landscape. From analyzing opportunities to better connect facilities to surrounding neighborhoods, introducing technology to all event production aspects, considering sustainability as a necessary investment, creating open space gathering areas throughout a facility or treating a venue as an opportunity for public art— public assembly event venues of all types must adapt to remain successful.

### Step 3 - Competitive and Comparable Analysis

In evaluating the market positioning and demand for new event venue development in Seguin, it is important to gain an understanding of the competitive and comparable facility environment. Within this task, we will assemble and review the operational and physical characteristics of existing and planned facilities throughout the competitive regional and statewide marketplace. We will develop inventories of facilities to determine the level of competition within the marketplace and identify potential gaps that could be addressed by new convention, conference, cultural and performance venues in Seguin. We will analyze existing and planned regional competitive facilities to assess the relation, interaction and impact, if any, they may have on the demand for potential new conference, convention, or other event facilities in Seguin.

Additionally, we will evaluate projects around the country that may offer some element of comparable insight, focusing on those in markets similar to the Seguin area. The type of data that will be assembled for comparable and competitive projects includes the following:

- Facility type and marketing focus.
- Exhibit, meeting, ballroom and multipurpose space and capacities.
- Fixed and temporary seating components.
- Layout, staging and design features.
- Future expansion plans.
- Event characteristics (e.g., levels, attendance, utilization, future bookings, etc.).
- Operating revenues and expenses.
- Construction costs and financing sources.
- Hotel availability, quality and proximity to the facility.
- Area demographics.
- Convention and visitor bureau marketing resources.
- Location characteristics and transportation access.

This analysis will assist in providing data as to how new venue development in Seguin could compete within the greater state, regional and national marketplace, as well as later assisting in the evaluation of the associated financial operations and economic and fiscal impacts.

#### Step 4 - Market Outreach

CSL's industry-leading approach to market analysis and feasibility studies is supported by obtaining direct input from the end users of any potential convention, conference, cultural or performing arts center product. Beyond the local interviews performed at the outset of the Study process, we will identify and interview a large sample of potential users and/or user groups from the state, regional and targeted national event markets. These interviews allow us to go beyond simply relying on competitive and comparable facility data in order to develop utilization and other financial operating assumptions. These interviews may include organizations and/or individuals from the following event segments:

- Local, state, regional and national association conventions/conferences/meetings.
- Corporate and trade events.
- Public/consumer shows.
- SMERF events (social, military, education, religious, fraternal).
- National, regional, and local arts organizations.
- Local school districts, colleges and universities.
- Community banquets, meetings, festivals and related events.
- Local civic, service club and religious organizations.
- Concerts, cultural events and festivals.
- Other such events and activities.

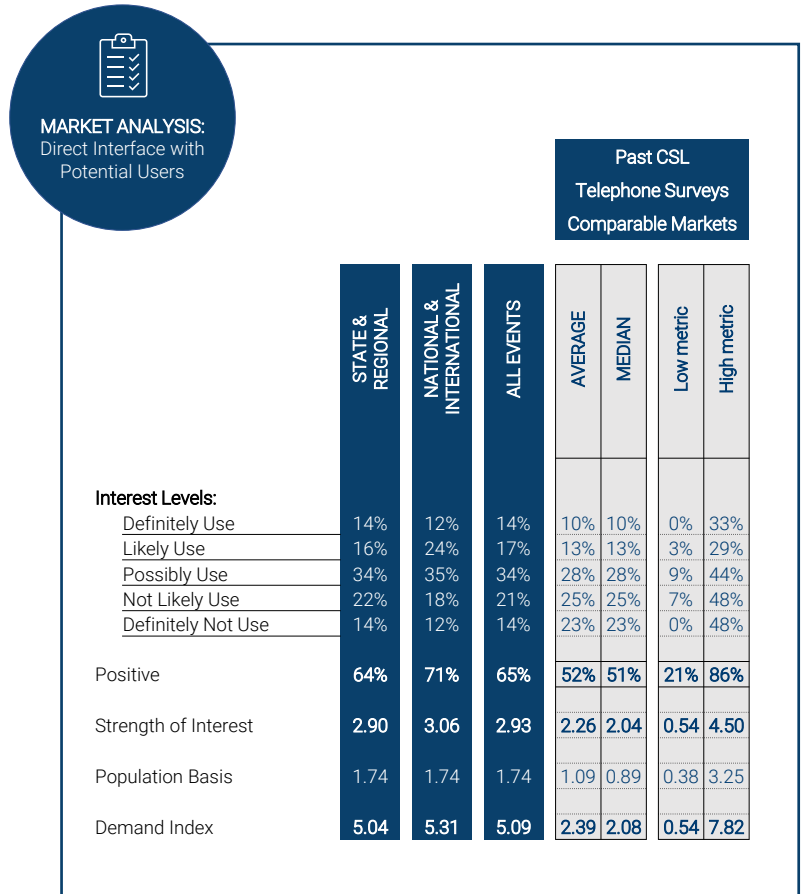
Event/activity organizer survey results will be analyzed to provide summaries of the following data specific to the potential for developing a new event venue in Seguin:

- Likelihood of utilizing the proposed event venue.
- Reasons for not choosing to utilize new event space in Seguin.
- Space/seating levels required.
- Need for outdoor event space.
- Overall hotel room requirements.
- Other important community requirements.
- Event seasonality.
- Length of event data.
- Event attendance data.
- Past facility use.
- Issues with respect to transportation and accessibility.
- Perceptions of Seguin as a destination for events.
- Other related information and relevant opinions.

CSL's extensive similar convention, conference and other event center study experience and proprietary survey methodology allows for the critical benefit of comparing Seguin's survey data with the survey data collected from a large number of similar feasibility studies that we have conducted in recent years.

This unique apples-to-apples comparison to other similar projects offers critical insight into the strength and nature of the market demand that will be measured in Seguin. The exhibit to the right provides an example of how this type of analysis could be presented. The context that this type of comparison provides in terms of interpreting interest feedback by past, current and potential future user groups for a new Seguin event venue with similar data from hundreds of past surveys that CSL has deployed for comparable projects in other markets throughout the region and country can be valuable and insightful.

By combining the results of this task with the analysis results generated in previous tasks, we will be able to identify the market segments that represent the primary sources of demand for a new convention, conference, cultural and arts venue in Seguin, upon which future facility recommendations and utilization estimates are based.



### Step 5 - Event, Attendance and Utilization Projections

Based on the identified demand, we will forecast the anticipated usage among a variety of convention, conference, cultural, arts and other event segments. The analysis will distinguish between local, drive-in and overnight visitors in order to help measure net new impacts to the community.

We will evaluate how successfully a new event venue in Seguin could accommodate existing and future demand while competing with other regional facilities for the opportunity to host non-local conventions, conferences, tradeshows, public/consumer shows, assembly events, meetings, banquets, SMERF events, arts, cultural, civic, spectator, local community uses and other events. Specifically, from these data we will provide information on the following:

- Event levels by event segment.
- Attendance 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.
- Hotel room night generation.
- Parking requirements.
- Seasonality of demand.
- Rental and other revenues.

We will identify the market segments that represent the primary sources of demand for an event venue in Seguin and assess the potential penetration of these markets to estimate utilization levels, attendance levels and other primary characteristics by type of activity.

These estimates will form the basis on which we will evaluate the financial implications and economic impacts of operating a new venue in Seguin.

## **Task 2. Hotel Demand Analysis**

An adjoined or otherwise nearby hotel product would likely enhance the marketability of any potential Convention Center Campus in Seguin. As such, we will evaluate the market conditions and potential demand in Seguin for added hotel inventory. To develop research-supported forecasts and hotel sizing, quality and service recommendations, we will undertake the following steps.

### Step 1 – Local Market Area Analysis

In addition to the Existing Conditions Analysis in Task 1, we will further review local market factors unique to hotel development potential. Specifically, we will evaluate macroeconomic trends and local economic indicators such as:

- Real estate development trends.
- Office space statistics.
- Airport statistics.
- Convention, conference, meeting, sports and other event statistics.
- As available, drive-in leisure visitor statistics.

Based on these data, we will develop conclusions about the directional trends of key economic indicators that influence the lodging industry in Seguin.

### Step 2 – Hotel Supply and Demand Analysis

It is critical to analyze current hotel performance in the Seguin area to determine potential group, corporate and leisure visitors that would occupy any new hotel product. As part of this Step, we will define the existing set of competitive hotels in the area and estimate occupancy and average daily rate of each hotel in the defined competitive set. We will also identify and evaluate proposed new competitors in the market area and the resulting impact on occupancies and average daily rates.

These data will be used to estimate demand segmentation of accommodated demand (i.e. percentage of business, leisure, and meeting/group activity), and to analyze un-accommodated demand related to local sell-out patterns. Finally, we will evaluate potential induced demand from any proposed major developments in the area.

### Step 3 – Assess Financial Results and Program Levels from Comparable Projects

We will identify a set of comparable hotel and hotel/conference facilities in similar settings regionally and/or nationally that share key characteristics with a potential lodging and convention/conference product in Seguin. We will then obtain financial statements/reports from these comparable projects, including operating revenues & expenses, average daily rate (ADR), occupancy, revenue per available room (RevPAR) and related metrics from the cumulative set of comparable properties. These data will be used to perform a detailed analysis of performance metrics, including all revenue and expense line items. We will also inventory specific program elements, including number of guest rooms, conference space, flag/brand, age and related characteristics.

## Step 4 – Projections of Hotel Demand

Using the findings from previous Steps, we will analyze the potential for new hotel development to develop a market position for a new convention/conference lodging property in Seguin and provide estimates of demand for the property. Specific analysis to be undertaken includes:

- Analysis of occupancy and average daily rates associated with commercial, leisure and meeting/group demand segments.
- Estimates of the subject property's likely ability to penetrate each demand segment relative to the defined competitive set of hotels in its market.
- Forecast total occupancy and average daily rates through the estimated stabilization period.

### **Task 3. Program and Facility Recommendations**

The purpose of this task is to synthesize findings of the previous tasks to analyze and translate market demand and opportunities into a market supportable facility program for a new event venue that may accommodate convention, conference, cultural, arts and other event demand in Seguin. Working with Convergence Design, our collective analysis will address space needs in terms of the elements presented below.

#### Convention Center

- Exhibit, meeting, ballroom and multipurpose space.
- Prefunction and open space learning areas.
- Outdoor event space (i.e., potential patio, pavilion, courtyard, terrace, or rooftop space).
- Fixed and temporary seating levels.
- Size of support space and other functional areas.
- Food service areas.
- Required supporting parking inventory, including dedicated and occasionally usable parking spaces.
- Amount and type of other revenue-producing areas.
- Space configuration and aesthetic features.
- Storage space and other such supporting infrastructure needs.
- Possibilities for future expansion and spin-off development.
- Important technological and other amenities.
- Seating capacity and stage size(s) associated with potential theater venue(s).

#### Hotel

- Room count.
- Meeting space square footage and configuration.
- Food and beverage areas.
- Lobby/registration space.
- Fitness center.
- Business center.
- Concierge areas.
- Ideal location considerations.

Based on the Net Leasable Areas for the recommended venues development, we will develop the projected total Gross Building Area (square feet). This task will not involve detailed building programming but will identify the required non-leasable square foot areas for service, support and circulation. The grossing factor will consider the specific site constraints of the selected site.

#### Task 4. Site Evaluation

The focus of this task is on the site factors that impact convention/conference center users (both individuals and groups) and the overall marketability and economic/financial success of a potential new Hotel Convention Center Campus in Seguin.

Working with Convergence Design, we will determine the amount and configuration of land required to develop the previously recommended building program and will work with the City and other stakeholders to identify up to five potential sites that could best accommodate this program while maximizing the marketability of the facility. We will also evaluate the strengths and challenges of choosing the Seguin Coliseum as the site for a conference/convention lodging property, and determine the redevelopments and upgrades needed at the venue to support such a property.

Will then comparatively analyze the strengths, challenges, opportunities and other factors associated with each of the identified sites. As part of this analysis, we will evaluate how each site addresses important selection factors including, but not limited to:

- Site parcel size, suitability, visibility and image potential.
- Adjacencies to other event facilities or area demand generators.
- Entertainment/restaurant adjacencies.
- Other adjacent land uses.
- Soil types and environmental issues.
- Floodplains, drainage and zoning.
- Historic uses.
- Parking availability.
- Vehicular accessibility.
- Ease of pedestrian access and public circulation.
- Access to transportation hubs.
- Hotel concentrations and adjacencies.
- Ability to accommodate future expansions of the property.
- Ability to stimulate future spin-off development.
- Access to available funding, management and ownership options to potentially enhance opportunities for facility development.
- Any significant differences in costs associated with each site.
- Ability to generate positive perceptions among the greater San Antonio metropolitan community.
- Other similar amenities.

We will confer with the City 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, a weighted rating comparing each site will be presented, with the preferred site or sites recommended as most appropriate for the development of a new Hotel Convention Center Campus. The site "short list" generated from this analysis will be used for subsequent tasks.

#### Task 5. Feasibility Study

We will summarize the annual financial operations associated with the recommended venue type, sizing and configuration, including projections for annual surpluses or subsidies generated over a 20-year period. To accurately portray a comprehensive estimate of costs associated with the facility, it will be critical to include potential annual debt service payments for construction. As such, this Task will incorporate high-level construction cost estimates developed in Task 7, and various financing assumptions will be used to assess potential annual project debt service.

Further, CSL will prepare a financial operating analysis for a potential Hotel Convention Center Campus in Seguin. Specifically, we will develop a financial operating model incorporating comparable facility data and the estimated levels of event utilization and attendance derived from the market analysis to develop estimates for operating revenues and expenses of a new hotel and new convention/conference center.

On an operating basis, revenues including rental, food service, event service, parking, advertising and sponsorship revenues, box office, membership and endowment revenue (particularly for a theater venue), and other such sources will be estimated. Direct expenses including event staff wages and salaries, contract services, utilities, maintenance, repair, supplies, and other items will be estimated, in addition to unallocated expenses such as administrative salaries, employee benefits, advertising and promotion, general and administrative, professional services, insurance, maintenance reserves, and other items.

We will present estimates of financial performance for recommended event center operations for a stabilized year of operations, as well as its first twenty years of operation. These estimates will include possible annual debt service payments and other financial return/risk structures associated with the project (as identified). This will aid in evaluating the level of facility-supportable revenues or subsidies that may be required for annual facility operations.

Pricing, discounting and leasing structures will be recommended for the particular venue type deemed supportable from a market demand perspective.

We will also prepare a cash flow analysis for hotel operations. Based on estimated occupancy and average daily room rate analysis, we will develop a hotel-specific model to assess and develop foundational metrics and performance projections for the project over a 20-year period, including:

- Hotel market mix.
- ADR.
- Occupancy.
- RevPAR.
- Operating revenue.
- Operating expenses (departmental, fixed and other local factors).

We will then prepare 20-year projections of net income for the lodging component of the project. Cash flow available for debt service and income taxes will be assessed and scenarios will be prepared analyzing the impact of changes to the overall facility complex program on available cash flow.

## **Task 6. Financing Options**

The development of public assembly 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 associated with the development and operations of the project. In the case of community benefit and/or economic impact-generating projects, such as the event venue project being considered for Seguin, 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/or debt service. The analysis will focus on both financing mechanisms (type of bonds or certificates) and the project revenue sources (hotel, sales, restaurant, car rental and other such taxes) that could be used to fund potential facility development and support ongoing operations.

Typically, funding for public assembly venues is tied to the industries that benefit from facility operations. We will provide an overview of potential funding sources available for construction of the project, including an analysis of revenues streams for Seguin that would be legally available to fund this type of project. This analysis will focus on numerous sources of revenue for project funding including allocation of existing or new visitor industry taxes. Order-of-magnitude estimates of revenue potential from each viable revenue source will be prepared and potential funding sources will be prioritized.

Importantly, potential partner funding options, as used by similar communities, will be identified and discussed, including the possibility of developing a convention/conference center as a joint venture with one or more public or private parties, particularly in the context of hotel development. In the past several years, our project team has been involved with many similar projects around the country that have incorporated creative partnerships with the private sector to assist in defraying facility development costs. Some additional potential private sector funding possibilities for the potential facility development that will be identified and analyzed will include sponsorships, naming rights, franchising, branding, upfront service provider fees and facility component build-outs. We will provide general recommendations for possible financing structures, including opportunities to pursue public/private partnerships, addressing common issues typically raised by potential investors and rating agencies in these types of financing arrangements.

### **Task 7. Development Cost Analysis**

Based on the results of previous tasks, CSL will coordinate closely with Convergence Design to generate construction cost estimates for the identified Convention Center Campus development scenario(s). Cost parameters for the top three ranked sites identified in Task 3 will be assessed, focusing on:

- Probable acquisition costs.
- Probable relocation costs, if any.
- Site and parking improvement costs.
- Estimated A&E, consultant, developer fees and other soft costs.
- Estimated construction costs for each component of the recommended program. Construction costs will be provided separately for each recommended facility component.

Potential site plans will be completed for each of the three sites, and report narrative will be provided regarding the physical characteristics and marketability of each location. The final site evaluation will include two concept renderings depicting how facilities recommended by the study could appear as a completed project.

The top-ranked site will be used as the basis of a cost analysis for the anticipated development. The cost estimates will focus on per-unit data adjusted for conditions in Seguin and cost data of comparable projects, modified for time and locations. This exercise will generate data to support our projections of annual debt service for the project. We will also develop a project timeline showing key planning and construction milestones.

### **Task 8. Economic Impact Study**

We will estimate the economic and fiscal (tax) impacts associated with proposed Convention Center Campus development, emphasizing the incremental impacts to the City. The operation of a convention center or other assembly event venue typically attracts some level of out-of-town event attendees/exhibitors to the community. The non-local attendees and visitors brought into the community as a result of a new facility represent the basis for added local economic and fiscal impacts.

As part of this analysis, we will develop estimates of total incremental visitors to the Seguin area generated as a result of new visitor-oriented facility and investment strategies. We will then apply appropriate per-visitor 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 Seguin and provided by leading input/output multiplier models, will be used to estimate total economic output, earnings and employment generated as a result of each of the supportable strategic options identified. From these economic impact variables, we will apply appropriate local, regional and state tax rates to estimate the added tax revenue generated as a result of the development of a new convention center campus. 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 the project to allow project stakeholders and the community to assess issues related to return on investment.

### **Preparation and Presentation of Final Report**

As a final step in the Study process, we will prepare a written draft report summarizing our findings and conclusions. We will summarize these matters in a draft report, which will be submitted to you prior to finalizing the document. After comments are incorporated, we will issue a final written report summarizing all findings, conclusions and recommendations.

In addition to the written and electronic report, we will conduct oral presentations to the City and other key stakeholder groups regarding the study findings.



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PROPOSED  
SCHEDULE

# PROPOSED TIMING

We are prepared to commence this engagement upon receipt of notice to proceed. We expect to complete the Scope of Work within 14 to 16 weeks, as shown below.

Our project management infrastructure and considerable resources available at each of our locations throughout the country allow us to meet these time sensitive deadlines in an effective and comprehensive fashion. This schedule assumes timely receipt of requested information and the availability of key stakeholders for interviews early in the study process.

The following exhibit presents the anticipated timeline for the study and its primary phases and tasks. Should you have any specific timing milestones that you are internally attempting to meet, we would be happy to discuss potential adjustments to our proposed timeline.

		Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Project Orientation</b>			A															
<b>Task 1.</b>	Market Demand Analysis																	
<b>Task 2.</b>	Hotel Demand Analysis																	
<b>Task 3.</b>	Program and Facility Recommendations											A/B						
<b>Task 4.</b>	Site Evaluation													A				
<b>Task 5.</b>	Feasibility Study																	
<b>Task 6.</b>	Financing Options																	
<b>Task 7.</b>	Development Cost Analysis																A	
<b>Task 8.</b>	Economic Impact Study																	
<b>Preparation and Presentation of Final Report</b>																		A/B

A = In-person or virtual meetings with CSL.  
 B = Submission of project deliverables.

The initial kickoff visit would be attended by appropriate project team representatives for purposes of project organization/planning, tours and local community interviews and outreach. We will be available for conference calls as needed to complement the study effort and coordination/collaboration. We would expect to present preliminary findings regarding recommended building program and market in-person or virtually by Week 8, and the final report deliverable by Week 16.

In addition, regular progress updates will be forwarded to you in-person or via conference call during the study period. This regular communication will allow us to tailor our study process and services as preferred City officials and other project stakeholders. 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 agreed upon for this engagement, we will cease our work, and bill you for time incurred on the project at that point in time.



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## PROPOSED BUDGET

# BUDGET PROPOSAL

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 professional fees and expenses associated with the scope of work outlined within the proposal document, including a total not-to-exceed amount.

	CSL			Convergence		Total Costs
	Principal	Manager	Analyst	Principal	Staff	
	\$300	\$200	\$145	\$300	\$180	
<b>Project Orientation</b>	8	12	0	8	0	\$7,200
<b>Task 1.</b> Market Demand Analysis	8	20	32	4	0	12,240
<b>Task 2.</b> Hotel Demand Analysis	10	8	4	0	0	5,180
<b>Task 3.</b> Program and Facility Recommendations	8	6	4	8	0	6,580
<b>Task 4.</b> Site Evaluation	8	8	8	8	8	9,000
<b>Task 5.</b> Feasibility Study	8	6	0	0	0	3,600
<b>Task 6.</b> Financing Options	12	4	4	0	0	4,980
<b>Task 7.</b> Development Cost Analysis	6	6	0	12	12	8,760
<b>Task 8.</b> Economic Impact Study	10	8	2	0	0	4,890
<b>Preparation and Presentation of Final Report</b>	-	-	-	-	-	-
<b>Total Professional Fees</b>						\$62,430
<b>Total Out-of-Pocket Expenses (cap)</b>						\$6,867
<b>Total Project Fees</b>						\$69,297

Total professional fees and out-of-pocket expenses associated the study effort will not exceed \$69,297. This fee and expense figure assumes three (3) multi-day trips to the Seguin market. Professional fees and out-of-pocket expenses will be billed and are payable on a monthly basis. Out-of-pocket expenses include travel costs and report development/materials costs.

Should additional work or travel be requested beyond the scope of services detailed herein, professional fees will be billed on an hourly rate basis using the rates included in the chart above, and additional out-of-pocket expenses will be billed at cost.

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 this study. Thank you for your consideration.



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## RELATED PROJECT EXPERIENCE



## PROJECT TEAM

Lead: Bill Krueger, Principal  
Manager: Tyler Othen  
Analyst: Taylor Baird

### Reference

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# NEW FULL-SERVICE HOTEL & CONFERENCE CENTER AND OTHER NEW TOURISM FACILITY ASSETS

## PEARLAND, TEXAS

Since 2017, under multiple engagements, CSL has assisted the Pearland Economic Developmental Corporation (PEDC) with feasibility studies and other advisory services concerning proposed new event and hospitality facility products in Pearland, Texas.

Originally, CSL was selected under a competitive bid process in 2017 to conduct feasibility study of a potential new Multi-Use Center in Pearland. As identified in Pearland's 20/20 Community Strategic Plan, a new Multi-Use Center would be expected to drive new tourism, hotel room nights, and economic impact to Pearland, while serving as a community resource and enhancing quality of life for residents. Specific facility concepts that were considered included: hotel & conference center, convention center, spectator/entertainment arena, amateur sports facility, dirt-floor multipurpose equestrian/livestock venue, performing arts/cultural venue and/or outdoor amphitheater/festival grounds.

An analysis of Pearland's position within the greater Houston marketplace within each of these event facility industries and an associated demand analysis provided greater detail into the four scenarios that were measured as having the greatest unmet market demand in Pearland. CSL then further compared and contrasted the costs and benefits associated with each of these options and outlined scenarios for their potential development. The study evaluated various types of event facilities and the market, financial and economic merits of each. The study concluded that a hotel & conference center project, executed under a public/private partnership (P3) model, would be one of two project types that would best meet market needs/opportunities in Pearland and be advantageous for the PEDC and the City to pursue. An indoor amateur sports facility (offering hardwood and turf surfaces) was the second of two concepts that were determined to represent primary opportunities in Pearland.

In 2018, CSL was subsequently re-engaged to assist the PEDC provide advisory services concerning the evaluation and planning for a potential public/private partnership for hotel/conference center development and in soliciting private management firms to assist in the development and/or operations of an indoor amateur sports facility.

In 2022, CSL completed an update of the feasibility analysis of the hotel and conference center project, and is presently assisting the PEDC and other stakeholders with ongoing advisory services associated with planning and implementation steps involving a P3 transaction for the hotel and conference center project. These services include work to solicit, engage, select, and negotiate various terms and agreements associated with the transaction with a private hotel partner.



## PROJECT TEAM

Lead: Bill Krueger, Principal  
Manager: Tyler Othen, Project Manager  
Analyst: Taylor Baird

## Reference

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# HILTON HOTEL & CONVENTION CENTER EXPANSION

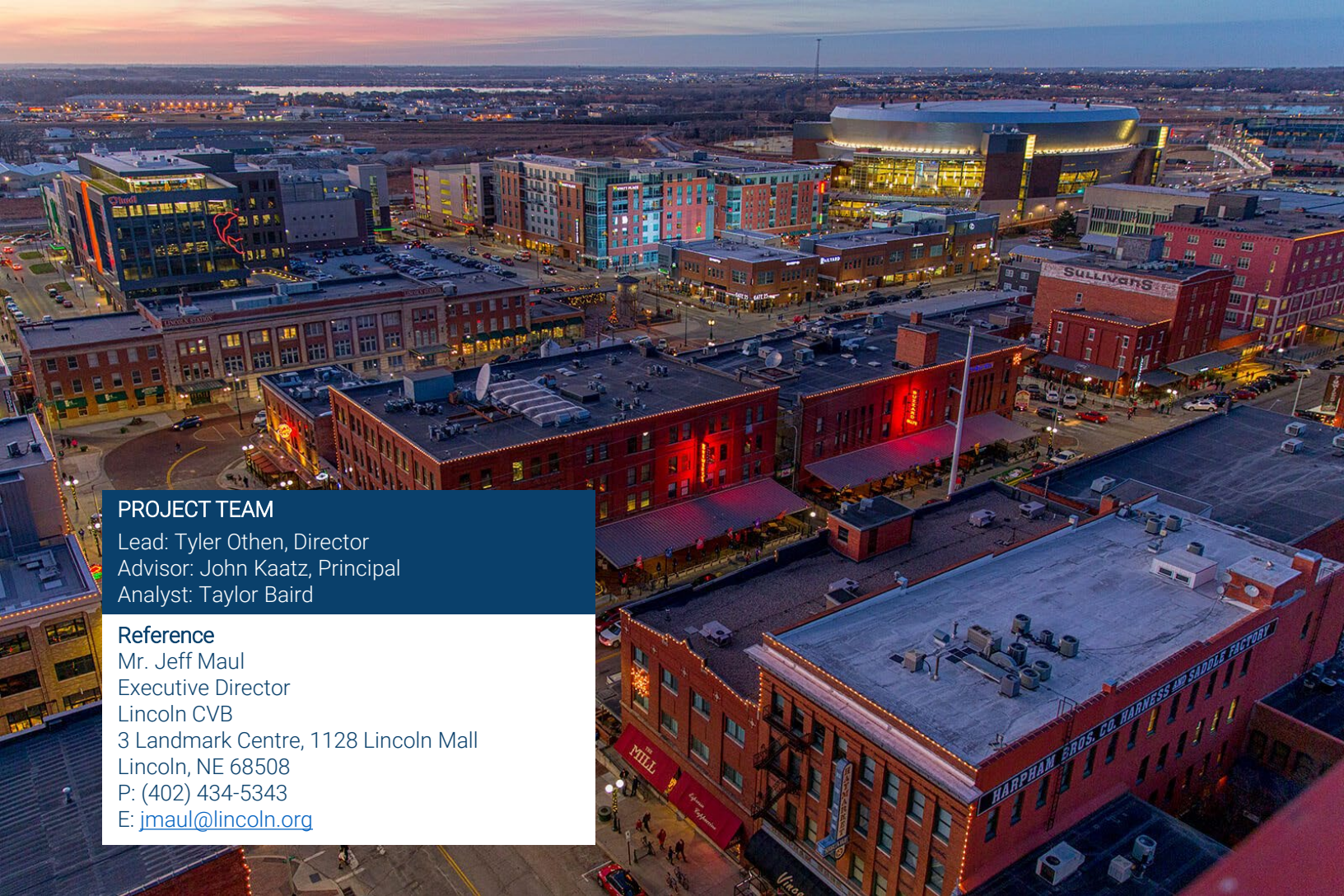
## VANCOUVER, WASHINGTON

CSL was retained the City of Vancouver, Washington in November of 2021 to conduct a feasibility study for the potential expansion of the Convention Center at the Hilton in downtown Vancouver. The existing property offers a 14,000-square foot ballroom with additional supporting meeting space, but visitor industry stakeholders felt that the City was losing market share in the convention marketplace due to a growing number of similar sized competitors in their region. At the same time, Vancouver’s downtown Waterfront and the area surrounding the existing Hilton property are undergoing substantial development over the next several years, which will significantly enhance the walkability and desirability of the destination in the near future.

Considering these factors, CSL is conducting the following study tasks to to best assess the opportunity for Vancouver to attract more and larger convention and conference events through the expansion and/or improvement of the Hilton Vancouver:

- Virtual and in-person stakeholder interviews with more than 50 individuals in the Vancouver area.
- An evaluation of the convention industry rebound’s trajectory using in-house and third-party event planner survey data.
- Analysis of the changing behavior of event planners and attendees, considering Millennial and Gen-Z preferences for event space and the destination “beyond the box”.
- Analysis of the crowded 10,000 to 18,000 SF ballroom inventory in the Portland Metro.
- Review of comparable and aspirational facilities nationally.
- Email and telephone outreach to more than 100 event planners at the state, regional, and national levels.
- In-depth analysis of existing and future housing, office, and hospitality real estate in the downtown, including measurements of dining and retail sales in the destination to fully define the walkable destination from the perspective of the convention attendee.

Findings from these exercises will be useful in developing a market supportable expansion program that will optimally integrate with the vibrant pedestrian environment in downtown Vancouver. Estimates regarding event levels, attendance, financial operations, room night generation, and economic impacts associated with the recommended Hilton expansion will also be prepared



## PROJECT TEAM

Lead: Tyler Othen, Director  
Advisor: John Kaatz, Principal  
Analyst: Taylor Baird

## Reference

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# NEW LINCOLN CONFERENCE/CONVENTION CENTER

## LINCOLN, NEBRASKA

CSL has conducted numerous conference and convention center studies for the Lincoln, Nebraska market. Our past research focused on the market demand for potential new conference center investment, and the gaps between demand and existing facilities in the downtown area. Our research at the time indicated that the existing Marriott hotel offered sufficient space for the market.

In 2022, CSL updated our past research, incorporating new demand conditions, significant progress in downtown development and hotel supply increases. Our current work helped the City and the Lincoln Convention & Visitors Bureau determine the appropriate path forward for convention/ conference center investment.

We conducted significant demand analysis for local, state, regional and national markets, including conventions, conferences, trade shows, sporting events, corporate events, banquets, receptions and other local and non-local event sources. This analysis helped to identify the market-supportable program of space for the project, including exhibit, ballroom/multi-use, meeting, pre-function, fixed seating and other key components. We also focused carefully on the hotel inventory needed to ensure the project will achieve desired event market capture.

We evaluated alternative locations for potential future development, including use of existing structures, and new-build opportunities. Advantages and disadvantages of each development option were explored, including proximity to existing hotel and entertainment venues, potential to spur future development, size and configuration of location options, access to parking and other important factors.

Our current work includes developing detailed financial operating and economic impact models to help define the project costs and benefits to both the public and private sector.



# CSL FIRM EXPERIENCE

## SAMPLE OF CONFERENCE/EVENT CENTER EXPERIENCE

- Alliant Energy Center (Madison, Wisconsin)
- Americas Center (St. Louis, Missouri)
- Ames Convention and Events Center (Ames, Iowa)
- Anaheim Convention Center (Anaheim, California)
- Arlington Convention Center (Arlington, Virginia)
- Arvada Events Center (Arvada, Colorado)
- Austin Convention/Civic Center (Austin, Texas)
- Bangor Convention Center (Bangor, Maine)
- Bartle Hall Convention Complex (Kansas City, Missouri)
- Bartlesville Convention/Civic Center (Bartlesville, Oklahoma)
- Bell County Expo Center (Belton, Texas)
- Bemidji Event/ Convention Center & Hotel (Bemidji, Minnesota)
- Bentonville Civic Center (Bentonville, Arkansas)
- Birch Run Convention/Event Center (Birch Run, Michigan)
- Bismarck Civic Center (Bismarck, North Dakota)
- Blue Water Area Convention Center (Port Huron, Michigan)
- Boise Centre on the Grove (Boise, Idaho)
- Boston Convention & Exhibition Center (Boston, Massachusetts)
- Boulder Conference Center (Boulder, Colorado)
- Branson Convention Center (Branson, Missouri)
- Bridgeport Arena & Event Center (Bridgeport, Texas)
- Broward County Convention Center & Hotel (Fort Lauderdale, Florida)
- Buena Park Convention Center (Buena Park, California)
- Burlingame Conference Center (Burlingame, California)
- Calgary Exhibition & Stampede (Calgary, Alberta)
- Carbon County Fairgrounds Event Center (Price, Utah)
- Cashman Center (Las Vegas, Nevada)
- Chandler Convention Center & Hotel (Chandler, Arizona)
- Charleston Civic Center (Charleston, West Virginia)
- Cincinnati Convention Center (Cincinnati, Ohio)
- Cleveland Convention Center (Cleveland, Ohio)
- Coconut Grove Convention Center (Miami, Florida)
- Colorado Convention Center (Denver, Colorado)
- Commonwealth Convention Center (Louisville, Kentucky)
- Crown Center Convention/Hotel Facilities (Kansas City, Missouri)
- Davis Conference Center (Layton, Utah)
- Denver Headquarters Hotel (Denver, Colorado)
- Des Moines Convention Ctr. & Aud. (Des Moines, Iowa)
- Dubuque Conference Center (Dubuque, Iowa)
- Dunn Conference Center (Dunn, North Carolina)
- Durango Conference Center (Durango, Colorado)
- Denton Event Center (Denton, Texas)
- Dumas Event Center (Dumas, Texas)
- Ernest N. Morial Convention Center (New Orleans, Louisiana)
- Evansville Convention Center (Evansville, Indiana)
- Evansville Minor League Arena (Evansville, Indiana)
- Fairbanks Convention & PAC Facilities (Fairbanks, Alaska)
- Five Flags Center (Dubuque, Iowa)
- Fort Worth Event Facilities (Forth Worth, Texas)
- Fox Cities Convention Center & Hotel (Appleton, Wisconsin)
- Gatlinburg Convention Center (Gatlinburg, Tennessee)
- George R. Brown Convention (Center Houston, Texas)
- Gonzalez Convention Center (San Antonio, Texas)
- Grand Wayne Center (Fort Wayne, Indiana)
- Granbury Conference Center (Granbury, Texas)
- Grand Junction Event Center (Grand Junction, Colorado)
- Grand Wayne Convention Center (Grand Wayne, Indiana)
- Hammond Convention Center (Hammond, Louisiana)
- Hartford Convention Center (Hartford, Connecticut)
- Havre Multipurpose Event Center (Havre, Montana)



# CSL FIRM EXPERIENCE

## SAMPLE OF CONFERENCE/EVENT CENTER EXPERIENCE

- Hawaii Convention Center (Honolulu, Hawaii)
- Helena Convention/Event Facilities (Helena, Montana)
- Hendersonville Convention Center (Hendersonville, North Carolina)
- Hendricks County Hotel/Conf. Center (Hendricks County, Indiana)
- Hollywood Park Conference Center (Hollywood Park, Texas)
- Jackson Convention Center & Hotel (Jackson, Michigan)
- Jacob K. Javits Convention Center (York, New York)
- Joliet Convention/Arena Facilities (Joliet, Illinois)
- Kentucky Fair and Exposition Center (Louisville, Kentucky)
- Knight Ctr./Miami Convention Center (Miami, Florida)
- Knoxville Convention Facility (Knoxville, Tennessee)
- La Crosse Center (La Crosse, Wisconsin)
- Lake of the Ozarks Events Center (Osage Beach, Missouri)
- Lane County Convention Center (Eugene, Oregon)
- Lancaster Convention Center (Lancaster, Pennsylvania)
- Lansing Center (Lansing, Michigan)
- Laredo Civic Center (Laredo, Texas)
- Las Vegas Convention Center (Las Vegas, Nevada)
- Lincoln Conference Center/Hotel (Lincoln, Nebraska)
- Los Angeles Convention Center (Los Angeles, California)
- Lubbock Civic Center (Lubbock, Texas)
- Maryland Convention Facilities (Baltimore, Maryland)
- Mayborn Civic & Convention Center (Temple, Texas)
- McAllen Convention Facility (McAllen, Texas)
- MECCA /Wisconsin Center (Milwaukee, Wisconsin)
- Mexico City Convention Center (Mexico City, Mexico)
- Meydenbauer Center (Bellevue, Washington)
- Miami Beach Convention Center (Miami, Florida)
- Midland Convention Center (Midland, Texas)
- Mid-South Fairgrounds (Memphis, Tennessee)
- Minot Community Event Facilities (Minot, North Dakota)
- Mississippi Coast Convention Center (Biloxi, Mississippi)
- Mississippi State Fairgrounds (Jackson, Mississippi)
- Minneapolis Convention Center (Minneapolis, Minnesota)
- Montgomery Civic Center (Montgomery, Alabama)
- Moore County Convention Center (Moore County, North Carolina)
- Moorhead Conference Center (Moorhead, Minnesota)
- Muskegon Exhibition Center (Muskegon, Michigan)
- Muskingum County Event Center (Zanesville, Ohio)
- Myriad Convention Center (Oklahoma City, Oklahoma)
- Myrtle Beach Convention Center (Myrtle Beach, South Carolina)
- Nashville Convention Center (Nashville, Tennessee)
- Nashville Headquarters Hotel (Nashville, Tennessee)
- National Western Complex (Denver, Colorado)
- New Braunfels Event Center (New Braunfels, Texas)
- New Bern Convention Center (New Bern, North Carolina)
- New Iberia Hotel/Conference Center (New Iberia, Louisiana)
- New Jersey Exhibition Center (Meadowlands, New Jersey)
- Newark Tradeshow & Conv. Center (Newark, New Jersey)
- Norfolk Conference Center/Hotel (Norfolk, Virginia)
- Northern Kentucky Conv. Center (Covington, Kentucky)
- Owatonna Events Center (Owatonna, Minnesota)
- Palm Beach Convention Center (West Palm Beach, Florida)
- Palmer Community Center (Palmer, Alaska)
- Pasadena Center (Pasadena, California)
- Pennsylvania Convention Center (Philadelphia, Pennsylvania)
- Pearland Hotel and Conference Center (Pearland, Texas)
- Pensacola Convention Center (Pensacola, Florida)
- Pier 48 Exhibition Center (San Francisco, California)
- Pier 92/94 Tradeshow Facility (New York City, New York)



# CSL FIRM EXPERIENCE

## SAMPLE OF CONFERENCE/EVENT CENTER EXPERIENCE

- Portland Convention Facilities (Portland, Maine)
- Prime Osborn Convention Center (Jacksonville, Florida)
- Provo Hotel/Convention Center (Provo, Utah)
- Puerto Rico Convention Center (San Juan, Puerto Rico)
- Quad Cities Event Center (Bettendorf, Iowa)
- Queens Convention Center (New York, New York)
- Reading Exhibition Center (Reading, Pennsylvania)
- Redding Convention Center (Redding, California)
- Reno Downtown Events Center (Reno, Nevada)
- Reno Livestock Events Center (Reno, Nevada)
- Reno/Sparks Convention Center (Reno, Nevada)
- Roanoke Conference Center (Roanoke, Virginia)
- Roland E. Powell Convention Center (Ocean City, Maryland)
- Sacramento Convention Center (Sacramento, California)
- St. Charles Convention Center (St. Charles, Missouri)
- St. Cloud Civic Center (St. Cloud, Minnesota)
- St. Paul River Centre (St. Paul, Minnesota)
- St. Paul Hospitality Facilities (St. Paul, Minnesota)
- Salisbury Conference Center (Salisbury, North Carolina)
- Salt Palace (Salt Lake City, Utah)
- Santa Fe Civic Center (Santa Fe, New Mexico)
- Sarasota Convention Center (Sarasota, Florida)
- Scranton Convention Center (Scranton, Pennsylvania)
- Sioux Falls Convention Center (Sioux Falls, South Dakota)
- Snowmass Conference Facilities (Snowmass, Colorado)
- South Lake Tahoe Conv. Facility (South Lake Tahoe, California)
- Springfield Civic Center (Springfield, Massachusetts)
- Springfield Convention Center (Springfield, Missouri)
- S. San Francisco Conference Center (South San Francisco, California)
- State Fair Park (Oklahoma City, Oklahoma)
- Statesville Civic Center (Statesville, North Carolina)
- Stillwater Convention Center (Stillwater, Oklahoma)
- The Ranch Events Complex (Loveland, Colorado)
- Three County Fairgrounds (Northampton, Massachusetts)
- Temple Convention Facilities (Temple, Texas)
- Tulsa Convention Center (Tulsa, Oklahoma)
- Tulsa Downtown Hotel Development (Tulsa, Oklahoma)
- Vail Conference Center (Vail, Colorado)
- Washington D.C. Convention Center/Hotel (Washington, D.C.)
- Washington State Convention/Trade Center (Seattle, Washington)
- Washtenaw County Convention Center (Washtenaw County, Michigan)
- Waterbury Exhibition Center (Waterbury, Connecticut)
- Watertown Multipurpose Facility (Watertown, South Dakota)
- Wilkes-Barre Exhibition Center (Wilkes-Barre, Pennsylvania)
- Wisconsin Center District (Milwaukee, Wisconsin)
- Woodstock Exhibition Facility (Woodstock, Illinois)



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
- City of Bismarck, North Dakota
- Boise State University
- Greater Burlington Partnership; Burlington, Iowa
- Community Development Foundation, Tupelo, Mississippi
- Dayton Convention & Visitors Bureau
- City of Enid, Oklahoma
- Escambia County, Florida
- Fox Theatre Inc., Atlanta, Georgia
- Global Spectrum; Philadelphia, Pennsylvania
- City of La Crosse, Wisconsin
- Little Rock Convention & Visitors Bureau
- Maryland Stadium Authority
- Northwest Missouri State University, Maryville, Missouri
- Osceola County, Florida
- Public Facilities Authority, City of Winston-Salem, North Carolina
- Pueblo Urban Renewal Authority, Colorado
- City of Salina, Kansas
- City of St. Joseph, Missouri
- Southeast Missouri State University
- Stillwater Industrial Foundation, Stillwater, Oklahoma
- St. Clair County, Michigan
- City of Troy, Ohio
- Walton County, Florida

### 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, Arkansas, Arizona, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Louisiana, Maine, Maryland, Michigan, Mississippi, Missouri, North Carolina, Nebraska, North Dakota, Ohio, Oklahoma, South Dakota, Tennessee, Texas, Utah, Wisconsin.*

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**Phone:** 816-255-2123  
**Mail:** 1600 Genessee Street, Ste. 620  
Kansas City, MO 64102



## Convention/Conference Center Project List

Albany Convention Center Study, City of Albany, New York  
Birmingham-Jefferson County Convention Center Expansion, Birmingham, Ala.  
Bismarck Events Center Study, City of Bismarck, North Dakota  
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, Miss.  
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, Tex.  
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, Mich.  
Springfield Expo Center, City of Springfield, Missouri  
Springfield Expo Center Expansion Study, Springfield CVB, Springfield, Missouri  
La Crosse Center Renovation/Expansion Study, City of La Crosse, Wisconsin  
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, Mont.  
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, Oklahoma  
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, Oklahoma  
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  
Spartanburg Event Center, Spartanburg Auditorium Authority, Spartanburg, S.C.  
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, Chicago, Illinois  
Utah Valley Convention Center, Utah County, Provo, Utah  
Viridian Event Center, Salt Lake County Library, West Jordan, Utah  
Winnipeg Convention Centre Expansion Study, Winnipeg, Manitoba

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



### Top to Bottom:

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



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

Eric Benson, City Manager  
City of Enid, Oklahoma

## References

### Enid Event Center

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

Mr. Bucky Dame, Executive Director (retired)  
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### Grand River Center

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

### Peoria Civic Center Revitalization

Ms. Debbie Ritschel, General Manager  
Peoria Civic Center  
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(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

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