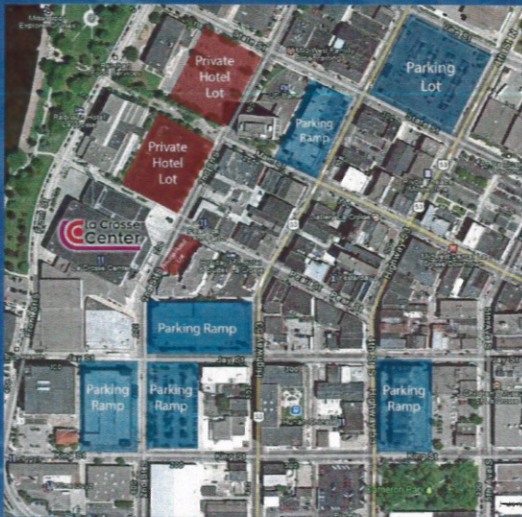


Proposal to Conduct a Market Analysis for Remodeling, Renovating and/or Expanding the La Crosse Center



Presented to the:

La Crosse Center & the City of La Crosse

March 7, 2014





March 7, 2014

Mr. Art Fahey
La Crosse Center Director
300 Harborview Plaza
La Crosse, WI 54601

Dear Mr. Fahey:

Conventions, Sports & Leisure International (CSL) is pleased to submit this proposal to assist the La Crosse Center Board and the City of La Crosse in the possible remodeling, renovation and/or expansion of the La Crosse Center. We understand that a first phase of internal review has been conducted, incorporating staff and stakeholder assessments. The study being requested will provide an overall analysis of not only the original structure, but also the 2000 expansion and the market feasibility of a further expansion.

CSL was founded in 1988 specifically to provide focused and independent research to the event facility industry. We have the expertise, professional resources, past study experience in La Crosse and the national reputation for independent research needed to conduct this study.

The professional resources at CSL include more than 120 years of combined industry experience and a large staff of highly-trained consultants. CSL has prepared comprehensive convention and assembly facility planning studies in over 500 markets throughout the country, including St. Cloud (MN), Milwaukee, Madison and Appleton (WI), Lansing and Port Huron (MI), Sioux Falls (SD), Provo (UT) and Lincoln (NE). In addition, the principal assigned to this project conducted past research for the La Crosse Center focusing on operational and financial issues.

The contents of this proposal highlight our significant interest in assisting you on what is a very important project for future La Crosse public assembly success and economic development. Please contact John Kaatz at (612) 294-2001 or at jkaatz@cslintl.com with any questions regarding this proposal.

Sincerely,

CSL International

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1.0 FIRM BACKGROUND AND PROFESSIONAL RESUMES



CSL was founded in 1988 specifically to provide focused and independent research to the convention, trade, conference, hospitality, sports, entertainment and public assembly facility industry. The professional resources at CSL include over 120 years of combined industry experience and a large staff of highly trained consultants. In total, members of our firm have participated in over 500 engagements throughout 47 states and seven countries with respect to these types of facilities.

Over the past 25 years, members of our firm have built a reputation in assisting clients with critical strategic business planning issues including market research and supportable building program options, financial and economic impact analysis, funding analysis, and development assistance throughout the planning and design process.

Each market is unique, and there is no substitute for the extensive research that is necessary to ensure that decision making during the various stages of project development accurately reflect these distinctive characteristics. More so than any other firm performing these types of studies, CSL conducts more direct outreach to competitive and comparable venues and current and/or potential new users of event space in your market. This research-based approach not only ensures that the findings and recommendations reflect the unique conditions of your individual community, but it provides you with a comprehensive understanding of how these findings and recommendations were reached. The objectivity and value that we bring to each project is highlighted by the large number of clients who have retained us for multiple engagements over the years. Very simply, no other firm has the overall research capabilities, relevant event facility industry planning experience or approach that we offer.

The following provides a brief summary of services that CSL provides with regard to event facility planning.

- Market Analysis - To estimate market demand for new or expanded/renovated projects through tailored, primary market research and analysis, resulting in a determination of the appropriate market(s) in which the facility will compete.
- Financial Analysis - To develop financial operating models based upon estimated levels of utilization and patron spending reflecting important variables that will impact the cash flow of the proposed facility, public and private sectors and tenants.
- Economic Impact Analysis - To provide an estimate of the quantitative and qualitative short and long-term economic and fiscal impacts of the construction and operations of the project on the local area. This analysis will produce estimates of the direct spending, total output, employment, earnings and tax revenues generated by the project.

1.0 FIRM BACKGROUND AND PROFESSIONAL RESUMES

- Facility Program/Design Criteria - To assist in defining optimal size, configuration and amenity criteria for an event facility within a given market.
- Facility Funding Analysis - To identify funding alternatives that could be available to support facility development and to outline 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.
- Strategic Project Planning - To establish the framework for the initial planning phases of a project and to design an action plan to bring a project from planning to successful operation.
- Operations Analysis - To comprehensively evaluate the existing operations of venues, using benchmarking analysis, industry best practices and review of mission, policies, procedures, staffing and financial performance metrics.
- Negotiation Assistance - To assist in reaching negotiated development and lease agreements with a variety of parties, including facility management, service contractors and other such parties.
- Strategic Plan Development and Implementation - To assist in the development and implementation of the facility's strategic business plan. This includes the consideration of the organization of the development, construction, operational and legal teams. In addition, we can assist in developing the appropriate pricing and inventories for space rental, general and premium seating, establishing a marketing plan, and selecting various facility service contractors.
- Peer Review – To conduct review and independent analysis concerning third-party-produced feasibility studies and market/financial estimates, as well as architectural concept work. To provide comment based on extensive industry experience as to areas that may require additional focus or are deficient, if any, as well as to identify areas where research and methods appear sound and reasonable.

Within this section of our proposal, we present background information on the professionals that will be involved in this project. A brief description of roles and responsibilities is presented below, followed by professional resumes.

Project Partner – John Kaatz – Mr. Kaatz, a Partner with CSL, will lead all phases of this study, will serve as the primary contact for all study-related correspondence, will attend all study meetings and will deliver all report presentations. He will have prime responsibility and final authority for all work performed throughout the study process. Over the past 25 years, John has been involved in over 400 convention and conference center studies around the country, including past research for the La Crosse Center. These strategic planning projects focus on market demand, facility sizing, financial operations, economic and fiscal impacts, site analysis and other planning elements for the public assembly and hospitality industry.

1.0 FIRM BACKGROUND AND PROFESSIONAL RESUMES

Project Manager – Kristoffar Nelson – Mr. Nelson has more than twelve years of industry experience and will assist Mr. Kaatz with day-to-day tasks involved with the project. He will work closely with other support staff to perform the variety of market research, survey, comparable facility analysis, model development and related tasks throughout the study process.

Project Analyst – Joel Feldman – Mr. Feldman will help perform day-to-day tasks involved with the project and will work closely with Mr. Kaatz and Mr. Nelson in connection with other support staff, to perform the variety of the tasks throughout the study process.

Other Support Staff – We will utilize various supporting personnel within CSL to accomplish the research, analysis and document preparation needs associated with the study.

Resumes for key project staff are presented on the following pages.

JOHN KAATZ Partner

Mr. Kaatz's experience includes in-depth analyses for hundreds of convention, conference and hospitality industry projects. The results of these studies have been used to assist facility authorities and management entities, development authorities, CVB's and other such entities with a wide range of business planning efforts.

The issues that commonly encompass the strategic planning process include:

- Identifying market demand aspects unique to the particular destination.
- Analyzing industry trends and their impact on a particular project.
- Analyzing convention center program elements in the context of market need, as well as configuration and siting issues.
- Identifying the adjacent and community-wide assets needed to help support successful participation in the convention and conference industry.
- Analyzing the financial operating and economic implications of various facility and surrounding area development scenarios.

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

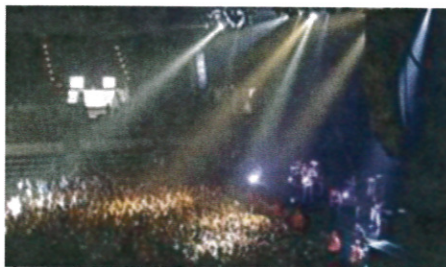
John has led CSL consulting teams that have studied convention facility issues in markets throughout the North America and internationally, working on over 400 projects, including past facility research in La Crosse.

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

Representative Projects:



Sioux Falls Convention Center
Sioux Falls, South Dakota



La Crosse Center
La Crosse, Wisconsin



Kentucky International Convention Center
Louisville, Kentucky



Lexington Convention Center
Lexington, Kentucky

1.0 FIRM BACKGROUND AND PROFESSIONAL RESUMES

John Kaatz Resume (continued)

Convention Centers

Anaheim Convention Center <i>Anaheim, California</i>	Henry B. Gonzalez Convention Center <i>San Antonio, Texas</i>	New Bern Convention Facilities <i>New Bern, North Carolina</i>
Arlington Convention Center <i>Arlington, Virginia</i>	Hull Convention & Event Facilities <i>Hull, England</i>	Northern Kentucky Convention Center <i>Covington, Kentucky</i>
Bartle Hall Convention Complex <i>Kansas City, Missouri</i>	Jacob K. Javits Convention Center <i>New York, New York</i>	Palm Beach County Convention Center <i>West Palm Beach, Florida</i>
Boise Center on the Grove <i>Boise, Idaho</i>	Kentucky Int'l. Convention Center <i>Louisville, Kentucky</i>	Pasadena Center <i>Pasadena, California</i>
Boston Convention Facilities <i>Boston, Massachusetts</i>	KEOX World Trade Center <i>Seoul, South Korea</i>	Pennsylvania Convention Center <i>Philadelphia, Pennsylvania</i>
Boulder Convention Center <i>Boulder, Colorado</i>	Knoxville Convention Center <i>Knoxville, Tennessee</i>	Pensacola Convention Center <i>Pensacola, Florida</i>
Buena Park Convention Center <i>Buena Park, California</i>	La Crosse Center <i>La Crosse, Wisconsin</i>	Prime F. Osborn III Convention Center <i>Jacksonville, Florida</i>
Chandler Conference Facilities <i>Chandler, Arizona</i>	Lansing Center <i>Lansing, Michigan</i>	Puerto Rico Convention Center <i>San Juan, Puerto Rico</i>
Cleveland Convention Center <i>Cleveland, Ohio</i>	Las Vegas Convention Center <i>Las Vegas, Nevada</i>	Reno-Sparks Convention Center <i>Reno, Nevada</i>
Colorado Convention Center <i>Denver, Colorado</i>	Lexington Convention Center <i>Lexington, Kentucky</i>	Roanoke Conference Center <i>Roanoke, Virginia</i>
Crown Center <i>Kansas City, Missouri</i>	Lincoln Convention Center and Arena <i>Lincoln, Nebraska</i>	Sacramento Convention Center <i>Sacramento, California</i>
Dallas Convention Center <i>Dallas, Texas</i>	Los Angeles Convention Center <i>Los Angeles, California</i>	Salt Palace Convention Center <i>Salt Lake, Utah</i>
Dubuque Convention/Arena Facilities <i>Dubuque, Iowa</i>	Maryland Convention Facilities <i>Baltimore, Maryland</i>	Santa Fe Civic Center <i>Santa Fe, New Mexico</i>
Duke Energy Center <i>Cincinnati, Ohio</i>	Mexico City Convention Center <i>Mexico City, Mexico</i>	Sarasota Convention Facilities <i>Sarasota, Florida</i>
Ernest N. Morial Convention Center <i>New Orleans, Louisiana</i>	Meydenbauer Center <i>Bellevue, Washington</i>	Sioux Falls Convention Center <i>Sioux Falls, South Dakota</i>
Fort Worth Convention Center <i>Fort Worth, Texas</i>	Miami Beach Convention Center <i>Miami Beach, Florida</i>	South San Francisco Conf. Center <i>South San Francisco, California</i>
Gatlinburg Convention Center <i>Gatlinburg, Tennessee</i>	Midwest Airlines Center <i>Milwaukee, Wisconsin</i>	Springfield Convention Facilities <i>Springfield, Massachusetts</i>
George R. Brown Convention Center <i>Houston, Texas</i>	Minneapolis Convention Center <i>Minneapolis, Minnesota</i>	St. Charles Convention Center <i>St. Charles, Missouri</i>
Two Rivers Convention Center <i>Grand Junction, Colorado</i>	Mississippi Coast Convention Center <i>Biloxi, Mississippi</i>	St. Paul River Centre <i>St. Paul, Minnesota</i>
Grand Wayne Center <i>Fort Wayne, Indiana</i>	Monterey Conference Center <i>Monterey, California</i>	Vail Conference Center <i>Vail, Colorado</i>
Greater Ft. Lauderdale/Broward Cty. CC <i>Fort Lauderdale, Florida</i>	Montgomery Civic Center <i>Montgomery, Alabama</i>	Washington Convention Center <i>Washington, D.C.</i>
Hartford Convention Center <i>Hartford, Connecticut</i>	Myriad Convention Center <i>Oklahoma City, Oklahoma</i>	Washington State Conv. & Trade Center <i>Seattle, Washington</i>
Hawaii Convention Center <i>Honolulu, Hawaii</i>	Nashville Convention Center <i>Nashville, Tennessee</i>	West Hollywood Convention Center <i>West Hollywood, California</i>

KRISTOFFAR NELSON
Project Manager

Mr. Nelson has more than 12 years of professional experience with regard to planning during the early stages of convention and event facility, hospitality industry and tourism related development, expansion and renovation. Kris's experience includes performing extensive analysis focusing on a variety of areas within the industry, including:

- Market demand analysis.
- Facility programming analysis.
- Site/location analysis.
- Financial operating analysis.
- Management structure analysis.
- Operational and management structure analysis.
- Third-party private management search.
- Economic and fiscal impacts.
- Facility funding analysis.
- Business plan development.
- Project funding analysis.
- CVB performance audits/benchmarking.

Kris works on a day-to-day basis with clients and convention industry stakeholders throughout the country. This provides him with extensive, current industry knowledge on which to help base our study research.

The results of Mr. Nelson's work have contributed detailed reports on facility demand, development recommendations, financing options and financial feasibility for more than 125 convention, conference and tourism industry projects.

Recently, Kris has conducted much of CSL's research for the market, program, financial and economic impact research for similar projects in Appleton, Madison, Boise, Sioux Falls and many other markets throughout the country.

Recent Representative Projects:



Alliant Energy Center
Madison, Wisconsin



New Convention & Event Center
Appleton, Wisconsin



Oklahoma City Convention Facilities
Oklahoma City, Oklahoma



Boise Centre
Boise, Idaho

1.0 FIRM BACKGROUND AND PROFESSIONAL RESUMES

Kristoffar Nelson Resume (continued)

Selected Event Facility Experience

Alliant Energy Center <i>Madison, Wisconsin</i>	Hull Convention & Event Facilities <i>Hull, England</i>	Pier 48 Exhibition Center <i>San Francisco, California</i>
Ames Event Facilities <i>Ames, Iowa</i>	Jacksonville Convention Facilities <i>Jacksonville, Florida</i>	Pier 94 Tradeshow Center <i>New York, New York</i>
Anaheim Convention Center <i>Anaheim, California</i>	Jacob K. Javits Convention Center <i>New York, New York</i>	Prime F. Osborn III Convention Ctr. <i>Jacksonville, Florida</i>
Arlington Conference Center <i>Arlington, Virginia</i>	Kansas City Convention Center <i>Kansas City, Missouri</i>	Provo Convention Facilities <i>Provo, Utah</i>
Bangor Convention Center <i>Bangor, Maine</i>	Knoxville Convention Center <i>Knoxville, Tennessee</i>	Reno Convention Center <i>Reno, Nevada</i>
Boise Centre on the Grove <i>Boise, Idaho</i>	Las Vegas Convention Center <i>Las Vegas, Nevada</i>	Richmond Conference Center <i>Richmond, Indiana</i>
Boston Convention & Exhibition Ctr. <i>Boston, Massachusetts</i>	Lincoln Event Facilities <i>Lincoln, Nebraska</i>	Sacramento Convention Center <i>Sacramento, California</i>
Boulder Convention Center <i>Boulder, Colorado</i>	Los Angeles Convention Center <i>Los Angeles, California</i>	Salt Palace Convention Center <i>Salt Lake City, Utah</i>
Branson Convention Center <i>Branson, Missouri</i>	Meydenbauer Center <i>Bellevue, Washington</i>	San Diego Convention Center <i>San Diego, California</i>
Broward Cty./Ft. Lauderdale CC <i>Fort Lauderdale, Florida</i>	Miami Beach Convention Center <i>Miami Beach, Florida</i>	Sarasota Convention Facilities <i>Sarasota, Florida</i>
Chandler Conference Facilities <i>Chandler, Arizona</i>	Midwest Airlines Center <i>Milwaukee, Wisconsin</i>	Sioux Falls Convention Center <i>Sioux Falls, South Dakota</i>
Cincinnati Convention Center <i>Cincinnati, Ohio</i>	Minneapolis Convention Center <i>Minneapolis, Minnesota</i>	South San Francisco Conference Ctr. <i>South San Francisco, California</i>
Cleveland Convention Center <i>Cleveland, Ohio</i>	Mississippi Coast Convention Center <i>Biloxi, Mississippi</i>	St. Cloud Convention Center <i>St. Cloud, Minnesota</i>
Colorado Convention Center <i>Denver, Colorado</i>	Monterey Conference Center <i>Monterey, California</i>	St. Paul RiverCentre <i>St. Paul, Minnesota</i>
Cox Business Services Conv. Ctr. <i>Oklahoma City, Oklahoma</i>	New Jersey Exhibition Center <i>East Rutherford, New Jersey</i>	Tulsa Convention Center <i>Tulsa, Oklahoma</i>
Fairbanks Event Facilities <i>Fairbanks, Alaska</i>	New Orleans Morial Convention Ctr. <i>New Orleans, Louisiana</i>	Washington Convention Center <i>Washington DC</i>
Grand Junction Event Facilities <i>Grand Junction, Colorado</i>	Northern Kentucky Convention Center <i>Covington, Kentucky</i>	Washington State Conv./Trade Center <i>Seattle, Washington</i>
Hendricks County Conference Center <i>Hendricks County, Indiana</i>	Pasadena Center <i>Pasadena, California</i>	West Hollywood Conference Center <i>West Hollywood, California</i>
Henry B. Gonzalez Convention Center <i>San Antonio, Texas</i>	Pennsylvania Convention Center <i>Philadelphia, Pennsylvania</i>	Wilkes-Barre Exhibition Center <i>Wilkes-Barre, Pennsylvania</i>

JOEL FELDMAN
Project Analyst

Mr. Feldman has been with CSL's convention and visitor industry services practice since 2006. Joel's experience as Project Manager or Lead Analyst through over 80 studies has included in-depth analysis for a wide variety of visitor-generating facilities including convention centers, conference centers, multipurpose event facilities, performing arts theaters, arenas and other such facilities. Each of these studies has involved: analyzing the existing inventory of visitor industry amenities (i.e., hotel inventory and performance, meeting/event venues, complimentary attractions, etc.); benchmarking competitive and comparable facilities/complexes from a local, regional and national perspective; obtaining direct feedback from individuals and organizations directly (and indirectly) impacted by the potential project, and; preparing an analysis of current macro-industry characteristics and trends. The aggregate result of this extensive research effort is integral to understanding the existing and potential market demand for facility development and/or expansion.

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

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

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

Recent Representative Projects:



**Proposed Convention Center & Hotel
Port Huron, Michigan**



**Convention Center and Hospitality Planning
San Jose, California**



**Utah Valley Convention Center and Hotel
Provo, Utah**



**Henry B. Gonzalez Convention Center
San Antonio, Texas**

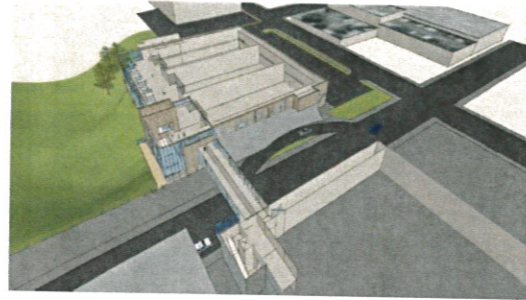
1.0 FIRM BACKGROUND AND PROFESSIONAL RESUMES

Joel Feldman Resume (continued)

Baltimore Convention Center <i>Baltimore, Maryland</i>	National Western Complex <i>Denver, Colorado</i>	Proposed Conference Center/Perf. Arts Ctr. <i>Hoover, Alabama</i>
Boston Convention and Exhibition Center <i>Boston, Massachusetts</i>	New Orleans Morial Convention Center <i>New Orleans, Louisiana</i>	Proposed Multipurpose Event Venue <i>Milpitas, California</i>
Frontier Airlines Center <i>Milwaukee, Wisconsin</i>	Ontario Convention Center <i>Ontario, California</i>	Proposed New Convention Center <i>Oklahoma City, Oklahoma</i>
George R. Brown Convention Center <i>Houston, Texas</i>	Pennsylvania Convention Center <i>Philadelphia, Pennsylvania</i>	Proposed Multipurpose Event Venue <i>Park City, Utah</i>
Greater Tacoma Conv. and Trade Ctr. <i>Tacoma, Washington</i>	Prime F. Osborn Convention Center <i>Jacksonville, Florida</i>	Proposed Convention Center and Hotel <i>Port Huron, Michigan</i>
Henry B. Gonzalez Convention Center <i>San Antonio, Texas</i>	Prince George's Equestrian Center <i>Upper Marlboro, Maryland</i>	Proposed Livestock/Equestrian Complex <i>Saline, Kansas</i>
Javits Convention Center <i>New York, New York</i>	Proposed Multipurpose Event Venue <i>Ames, Iowa</i>	Proposed Conference Center and Hotel <i>San Mateo, California</i>
Kansas City Convention Center <i>Kansas City, Missouri</i>	Proposed Conference Center <i>Arlington, Virginia</i>	Proposed Conference Center <i>San Pedro, California</i>
Kentucky Horse Park <i>Lexington, Kentucky</i>	Proposed Livestock/Equestrian Complex <i>Borger, Texas</i>	Proposed Conference Center and Hotel <i>Tulsa, Oklahoma</i>
Las Vegas Convention Center <i>Las Vegas, Nevada</i>	Proposed Conference Center/Hotel <i>Chandler, Arizona</i>	Proposed Headquarters Hotel <i>West Palm Beach, Florida</i>
Lincoln Convention Center <i>Lincoln, Nebraska</i>	Proposed Multipurpose Event Venue <i>Coeur d'Alene, Idaho</i>	Reliant Park <i>Houston, Texas</i>
Los Angeles Convention Center <i>Los Angeles, California</i>	Proposed Conference Center and Amphitheatre <i>Cullman, Alabama</i>	San Diego Convention Center <i>San Diego, California</i>
Meydenbauer Center <i>Bellevue, Washington</i>	Proposed Metro Area Conference Centers <i>Detroit, Michigan</i>	San Jose Convention Center <i>San Jose, California</i>
Miami Beach Convention Center <i>Miami Beach, Florida</i>	Proposed Conference Cener/Perf. Arts Ctr. <i>Fairbanks, Alaska</i>	St. Paul RiverCentre <i>St. Paul, Minnesota</i>
Minneapolis Convention Center <i>Minneapolis, Minnesota</i>	Proposed Multipurpose Event Venue <i>Grand Junction, Colorado</i>	State Fair Park <i>Oklahoma City, Oklahoma</i>
Nashville Fairgrounds Expo Center <i>Nashville, Tennessee</i>	Proposed Multipurpose Event Venue <i>Hendersonville, North Carolina</i>	Three County Fairgrounds <i>Northampton, Massachusetts</i>

2.0 PROJECT QUALIFICATIONS

Proposed New Fox Cities Convention Center Appleton, Wisconsin



In 2013, CSL was re-engaged by the FCCVB to provide business planning advisory services, including an updated market analysis associated with the Fox Cities Exhibition Center (and the overall related convention facility product that includes existing conference space provided within the Radisson Paper Valley Hotel). In order to plan and implement a successful development, ownership, management and operational framework for the project based on industry best practices and to best protect the interests of the public sector, CSL will provide targeted advisory assistance to the FCCVB and other relevant stakeholders in planning for funding, partner/stakeholder roles and other business planning aspects for the convention center project.

In 2008, CSL was selected through a competitive bid process to conduct a feasibility study for a new convention center for the Fox Cities Convention and Visitors Bureau (FCCVB) and the Fox Cities Chamber of Commerce.

The scope of services included the analysis of local market conditions, competitive and comparable convention centers, regional industry characteristics and trends, market surveys of state and regional organizations, market supportable building program, site analysis, preliminary construction costs, financial operations and economic impacts.

In 2009, the CVB rehired CSL to provide professional services related to the planning, evaluation and transaction assistance concerning a potential public/private partnership agreement for a new convention center development and associated headquarters hotel (existing or new) in the Fox Cities area. Extensive research and analysis was conducted pertaining to comparable public/private partnership hotel/conference center projects throughout the country.

Project Reference Ms. Pam Seidl
Executive Director
Fox Cities Convention & Visitors Bureau
3433 West College Avenue
Appleton, Wisconsin 54914
(920) 734-3358
pseidl@foxcities.org

2.0 PROJECT QUALIFICATIONS

Boise Centre

Boise, Idaho



CSL recently completed a comprehensive feasibility study for convention center development/expansion in Boise. The study research included local market research, an analysis of competitive/comparable facilities, the development of primary industry market research specific to the Boise convention market, industry trend analysis, facility development program analysis, a financial operations analysis and an economic impact analysis.

We recently assisted with the physical planning process for the development of a new convention facility, and explored the option for expansion of the existing Centre. Specific project steps include a review of project and development initiatives, preparing a site plan for various development scenarios, including phased approaches, with consideration for other aspects crucial for a successful convention product (i.e., hotel inventory and linkages to restaurant, retail and other entertainment).

In 1998, CSL assisted the Centre management with an analysis of the feasibility of project expansion. This study focused on market demand, building program, financial and economic impact issues. In 2002, CSL was retained to prepare an update of the study focusing on the development of a new center several blocks away from the existing facility, and how the two projects would impact each other. This analysis was based on detailed surveys of current and potential customers, as well as study of industry trends, historical operations and comparable projects.

Studies found that event levels at the Centre continued to be high, indicating that some portion of event potential was being turned away. Suggestion expansions include the addition of contiguous exhibit/multipurpose space, meeting/ballroom space and committable, convention-quality hotel rooms within close proximity to the Centre.

Project Contact: Patrick D. Rice
Executive Director
Boise Centre/Greater Boise Auditorium District
850 W. Front Street
Boise, ID 83702
(208) 489-3650
pat_rice@boisecentre.com

2.0 PROJECT QUALIFICATIONS

Development Planning Services for a Potential New Convention Center Port Huron, Michigan



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

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

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

CSL was again retained for a third engagement that provided a variety of planning assistance, including analysis and recommendations concerning management models, architectural layout and design issues, along with assistance in developing and reviewing a variety of agreements with the private partners.

The County approved bond financing for the convention center in August 2012. Construction is expected to be completed in 2014.

Project Contact: Mr. Bill Kauffman
 County Administrator
 St. Clair County
 200 Grand River Avenue, Suite 203
 Port Huron, Michigan 49060
 (810) 989-6900
 bkauffman@stclaircounty.org

2.0 PROJECT QUALIFICATIONS

Meydenbauer Center Expansion and Hotel Market Analysis Bellevue, Washington



CSL recently conducted a benchmarking study for Center management, focusing on various financial operating metrics. CSL has also assisted the Bellevue Convention Center Authority with market demand study to identify potential future facility improvements and/or expansion of Meydenbauer Center. The market demand study provided a comprehensive assessment of the event and space demand potential for Meydenbauer Center, and identified future facility programming that will provide the Center with the greatest opportunity for convention bookings, room night growth and increased Center revenue and occupancy.

The results of the study were used to support a significant renovation of existing space, to include conversion to carpeted space, improved lighting and ceiling acoustics, wall treatment and other features that have helped to increase event utilization.

CSL was also engaged by management of the Meydenbauer Center on multiple occasions to conduct an independent benchmarking review of Center financial operations, including all primary revenue and expense categories.

Finally, CSL was hired by the developer of a proposed headquarters hotel to provide an independent assessment of future Meydenbauer Center expansion. We were subsequently hired to conduct case study research regarding primary competitors to the Meydenbauer Center and potential economic and room night implications of changes to the potential building program.

Project Contact: Ms. Stacy Graven
Executive Director
Meydenbauer Center
11100 NE 6th Street
Bellevue, Washington 98004
(425) 637-1020
sgraven@meydenbauer.com

2.0 PROJECT QUALIFICATIONS

Feasibility Analysis of a Potential Expansion of the Lexington Convention Center Lexington, Kentucky

In 2011, CSL completed a market and facility development feasibility study regarding potential future investment in convention and event facilities in Lexington. Our study process included analysis of local market conditions, historical Lexington Convention Center (LCC) operations, industry trends and characteristics, competitive and comparable markets and facilities and convention center demand characteristics specific to the Lexington market.



The study process consisted of detailed research and analysis, including a thorough set of market-specific information derived from the following:

- Local market visits and site tours.
- In-person interviews/meetings with Lexington Convention and Visitors Bureau, LCC management, Chamber of Commerce officials, business and community leaders, downtown organizations, government officials, City departments and related entities.
- Analysis of trends in the industry that may impact development of additional space in Lexington.
- Research and analysis of local market conditions and national and regional trends.
- Analysis of data from a total of 18 competitive and comparable facilities and markets.
- Analysis of LCC lost business records.
- Interviews with 43 current and past users of the LCC.
- Approximately 125 completed interviews with meeting planners of targeted national conventions, tradeshows, conferences and other events.

Project Contact: Mr. Jim Browder
President
Lexington Convention and Visitors Bureau
301 East Vine Street
Lexington, Kentucky 40507
(859) 244-7706
jbrowder@visitlex.com

2.0 PROJECT QUALIFICATIONS

Proposed New Multipurpose Event Venue in Cambridge Cambridge, Maryland



In late 2013, at the request of the City of Cambridge, the Maryland Economic Development Corporation retained CSL to conduct a feasibility analysis of a proposed new multipurpose venue to replace Governor's Hall--a versatile, low finish facility that was created in the mid 1990's from a former Bumblebee Tuna warehouse. The venue provides approximately 13,700 square feet of contiguous, non-divisible, flat floor event space, as well as approximately five acres of outdoor space.

The research conducted as part of this study included an overview of conditions in and around Cambridge, stakeholder interviews and focus groups, a public forum, analysis of historical Governor's Hall operations, an assessment of existing and planned venues within the region that could impact the operations of a new event facility, analysis of comparable facilities nationally, interviews with existing and potential users of event facilities in Cambridge, assessment of cost parameters associated with new facility development, analysis of potential event levels and resulting economic and fiscal impacts, a review of management options, and an analysis of potential sites to be considered for development.

Based on the analyses undertaken, key aspects of a market supportable facility program for a potential new event center in Cambridge included the following:

- Primary Area Square Footage – A minimum flat floor area (when seating is retracted) of 15,000 contiguous square feet.
- Secondary Area Square Footage – 2,500 to 3,500 square feet of divisible, breakout meeting space.
- Other Support Areas – Sufficient levels of other service and support areas typical in small, multipurpose event facilities (i.e., pre-function, kitchen, lobby, restroom, concession stand, storage, load-in/out and other such space).
- Parking – With a potential capacity for groups of up to 2,000, the recommended parking stall count would be 500 to 700 spaces.

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2.0 PROJECT QUALIFICATIONS

Convention Center Facility Planning

Louisville, Kentucky

CSL recently completed a comprehensive market and feasibility analysis for potential investment and expansion of the Kentucky International Convention Center. The study included assessments of market demand, supportable program options, potential configuration and location options, financial operating analysis and economic impact analysis. The impacts of added hotel inventory were also studied.



Our engagement also included preparation of a Destination Development Plan highlighting the various infrastructure, facility and policy initiatives that would need to be considered in order to increase the positive impact of the visitor industry in Louisville. The result of the study efforts were summarized in a comprehensive report document, clearly identifying strengths and weaknesses of the visitor industry in the Louisville area and exposition and event facility products, strategies for improvement, and roles/responsibilities for particular entities in implementing the recommendations. Further, the report presented specific strategies for creating a destination that is unique among the competitive set, infused with aspects and attributes that are unique to the history, industry and sports/entertainment aspects of the Louisville area.

Finally, CSL has recently prepared detailed economic impact analyses for headquarter hotel development near the Kentucky International Convention Center, and near the Kentucky Expo Center.

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2.0 PROJECT QUALIFICATIONS

Utah Valley Convention Center and Hotel *Provo, Utah*



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

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

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

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

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2.0 PROJECT QUALIFICATIONS

San Jose Convention Center & Hospitality Planning

San Jose, California

CSL worked with project architects to analyze specific meeting and ballroom space development scenarios for the San Jose Convention Center. The addition of 125,000 total square feet of new, flexible space (including 25,000 square feet of meeting space, 35,000 square feet of space), as well as substantial renovation to existing Center space is currently underway. CSL conducted detailed analysis as to market-supportable meeting and ballroom space totals, and specific capacity levels.



This analysis included extensive benchmarking with comparable centers, analyzing the meeting and ballroom capacity needs of the event planner community, and evaluating specific demisement patterns with respect to potential event accommodation. Based on this analysis, we worked closely with the architectural team to create a space plan that allows for the greatest possible event flexibility, addressing current and projected trends in the industry.

CSL recently conducted a large study for the City of San Jose pertaining to the evaluation of financial, marketing and operational performance data for the San Jose Convention Center and other important City-owned cultural venues. The scope of work included an assessment of the long-term viability of the Convention Center and Cultural Affairs Fund and analysis of alternate governance structures relating to City event facilities and destination marketing organizations. CSL has also been retained for the next several years to update analysis findings and generate quarterly and annual reports focusing on key metrics of facility and organizational performance.

A detailed benchmarking effort was also completed that involved research as to organizational structure, policy and governance issues, performance metrics, coordination/communication, and other key aspects of event facility and hospitality industry organizations in other major destinations. The study defined industry best practices and provided strategic recommendations to best align, fund and operate San Jose's event facility assets and hospitality industry organizations.

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Task 1. Market Demand Analysis

We have prepared a detailed study approach for analyzing potential demand and needs for remodeling and/or expanding the La Crosse Center (Center) convention, meeting and entertainment facility. A detailed description of each of the project steps that we will undertake is presented below.

Step 1. Study Kickoff and Initial Project Planning

As an initial step in the engagement, we will work with Center and City management and other project representatives to establish the specific project goals and timeframe. An initial planning meeting will take place to collect pertinent project data and to identify the local organizations, officials and others that we will need to meet with at the study's outset. This is a critical first-step, and we will spend several days in the community conducting in-person interviews, reviewing existing data and visiting existing La Crosse convention and visitor industry amenities.

Specifically, through this process, we will:

- establish a working group that will include representatives of the Center and City, other key stakeholders, and our project team;
- assemble important project related data;
- gain initial insight and perspective into local conditions that will impact the research process;
- establish the format and content of our deliverable products; and
- modify the work plan, if necessary, to reflect any appropriate changes arising from the information obtained in the steps noted above.

Step 2. Local Market Conditions Analysis

In order to understand the local environment in which La Crosse convention and event products presently operate, we will evaluate critical visitor amenities (i.e., hotels, accessibility, restaurants, retail, attractions, etc.) that can impact the level of incremental event activity that may be possible to attract through adding renovated and/or expanded space.

Characteristics to be evaluated as part of this overall analysis step include location and size of committable, convention-quality hotel properties/rooms; existing/planned convention and hotel facilities in the local area; transportation access; and access to visitor amenities, such as restaurants, retail offerings and entertainment.

We will also analyze existing economic and demographic characteristics, corporate base and current/planned downtown and other developments within the local and regional area, and assess the potential impact on future Center demand.

The results of this step will be used in combination with data prepared throughout the study to assess La Crosse's competitive position within the regional and national marketplace, and its ability to accommodate additional event demand under various facility development program scenarios.

Step 3. Analysis of Existing La Crosse Center Operating Characteristics

We will analyze the existing/historical operational characteristics of the Center, as well as data for lost business. This analysis will help form a basis for analysis of future demand levels and estimates of the incremental level/mix of business that potential future investment in facility improvement and/or expansion could generate.

Lost business data will be analyzed (as available) in terms of events, room nights and reasons for not selecting the La Crosse market. As the information is available, the collection and review of past/current event data will include, but will not be limited to:

- Center physical components, configuration, functionality, amenities and related issues.
- Center event characteristics including the following:
 - number of events by type
 - utilization days (move-in, event, move-out)
 - space used, by area
 - attendance
 - origin of attendees
 - length of stay
 - historical growth characteristics
- Square footage and daily occupancy by type of space.
- Event seasonality.
- Room night generation.
- Rental and service rates.
- Operating revenues.
- Operating expenses.
- Capital improvements and long-term facility planning data.

The results of this step will provide an assessment of the capacity, performance and limitations of the existing Center and, importantly, benchmark data for subsequent tasks and steps.

Step 4. Comparable and Competitive Facility Analysis

In evaluating the market demand for convention space, it is important to gain an understanding of the competitive and comparable facility environment. Within this step, we will assemble and review the operational and physical characteristics of existing and planned facilities that compete with La Crosse in the state, regional and national event markets. Projects around the country that may offer some element of comparable insight will also be evaluated. The type of data that will be assembled for comparable and competitive markets and facilities include the following.

- Ballroom, meeting and exhibit space inventory.
- Fixed and temporary seating components.
- Current and planned hotel availability, quality and proximity to the center and the site of any potential convention facility development.
- Future expansion plans.
- Event characteristics (booking levels, attendance, occupancy, utilization, room nights, future bookings, etc.).
- Operating revenues and expenses.
- Destination marketing organization (DMO, or CVB) resources.
- Location characteristics and transportation access.
- Other such characteristics.

This analysis will assist in providing data as to how any investment in La Crosse Center space could help support the attraction of additional business, as well as later assisting in the evaluation of the associated program of space, financial operations and economic impacts.

Step 5. Market Demand Assessment

The purpose of this task is to analyze the demand characteristics for the La Crosse Center. Projections of future event demand that could be accommodated with various Center space levels and configurations will be made. We will interview a sample of targeted event planners and promoters (including current past users of the Center) from a national, regional and local basis.

The analysis will focus on segments such as:

- association conventions and conferences;
- tradeshow;
- major corporate events;
- public/consumer shows;
- SMERF (social, military, education, religious, fraternal) events;
- family shows, concerts and other general public ticketed events; and
- various local events.

Such interviews allow us to go beyond simply relying on historical event data, lost business information and competitive and comparable facility data in order to form important project recommendations. Event organizer survey results will be analyzed to provide summaries of the following data:

- Likelihood of utilizing current and/or enhanced Center space.
- Reasons for not choosing La Crosse (where applicable).
- Meeting space/seating capacities required to attract the event.
- Back of house needs.
- Overall hotel room requirements.
- Event seasonality.
- Length of event.
- Attendance.
- Past facility use.
- Perceptions of the Center and the La Crosse market.
- Other related event information and relevant opinions.

By combining the results of this step with the analysis results generated in previous steps, we will be able to identify the event markets that represent the primary sources of demand for convention facility products in La Crosse, and how renovated and/or expanded space could improve the competitive position of the market.

Step 6. Evaluation of the Internal Review of La Crosse Center Renovation Possibilities

La Crosse Center staff have prepared the "Internal Review of Renovation Possibilities of the La Crosse Center". The Review takes into consideration historical event activity and staff insight gained from working closely with the extensive existing customer base. Within this document, recommendations are made that focus on areas of the complex such as the Arena, North Hall, Zielke Suite, South Hall, Lobbies and Administrative Offices. General suggestions and "wish list" items are also defined.

As part of this task, we will review the research and findings generated as part of the staff effort, and incorporate the results into our overall analysis.

Step 7. Industry Trend Analysis

As we enter 2014, there are indications that the overall economy has started to rebound, and that key demand indicators for the convention and entertainment industry have responded similarly. Today, planners are increasingly focused on factors that impact the experience of the event attendee, including walkable access to hotels, restaurants and entertainment. Centers are looking to enhance sponsorship and advertising revenue. Audiences look for enhanced food service within the venue.

CSL understands these and related important characteristics and how they have and will continue to affect the industry. Our understanding of industry trends and their implications on specific markets and needed convention, entertainment venue and destination amenities is something that we take very seriously, as demonstrated by our ongoing dedication of significant staff resources to important industry research efforts. We are constantly researching the industry from the perspective of event planners, promoters, exhibitors and attendees, conducting hundreds of individual event interviews on an annual basis.

Our focus during this step is to evaluate these trends and their potential implication of future Center space investment in La Crosse. Estimates of event potential, supportable sizing and configuration, and economic impacts will reflect current and projected industry trends.

Task 2. Facility Recommendations

Based on the extensive research prepared in Task 1, we will provide a thorough evaluation of the type and size of facility suitable for the mid-term and long-term in La Crosse. Facility needs in terms of community use and associated quality of life, as well as the ability to generate increases in non-local attendees will be considered. Elements that will be focused on in this task include the following:

- Exhibit, meeting and ballroom/multipurpose space;
- Fixed and temporary seating areas;
- Size of support space and other functional areas;
- Amount and type of other revenue-producing areas;
- Space configuration and aesthetic features;
- Infrastructure needs;
- Possibilities for future expansion and spin-off development; and
- Important technological and other amenities.
- Enhancements to existing space.

These data will also be used to identify any external factors and complementary facilities that could significantly affect the ability of the facility to maximize its potential. We will discuss adequacy and/or shortage concerning these characteristics and issues. Factors to be identified include:

- Availability of quality, committable hotel rooms;
- Restaurant/retail establishments;
- Parking needs;
- Transportation infrastructure/accessibility;
- Event attendee transportation within the area; and
- Other such characteristics.

The results of this step will provide project representatives with a clear understanding of the type of facility investment, if any, that should be considered.

Task 3. Cost/Benefit Analysis

In this task, we will develop estimates of incremental event activity financial operating impacts and economic impacts associated with any recommended renovation and/or expansion scenarios identified in previous Tasks. Specific steps to be conducted are described below.

Step 1. Event Levels Analysis

Based on the results of the market demand analysis, we will quantify the level and characteristics of events and activities that could be attracted to and retained at the Center under the various program scenarios developed previously in this task. The measures of event demand to be focused on will include:

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

Step 2. Financial Projections

Based on the results of the market demand, event levels and market supportable building program research and analysis, we will prepare a financial operating analysis for the potential Center investment. Specifically, we will develop a computer-based model incorporating historical Center financial and event data, comparable facility data and the estimated levels of event utilization and attendance derived from the market analysis in order to develop estimates with regard to future Center operating revenues and expenses.

Revenues including rental, food service, event service, parking, advertising and sponsorship revenues, and other such sources will be estimated. Expenses including salaries (permanent and event driven staff costs), utilities, maintenance, supplies, insurance, contract service costs and others will be estimated.

We will present estimates of financial performance for the facility's operations for a stabilized year of operations. This analysis will allow for an evaluation of the level of facility-supportable revenues or public subsidies that may be required for annual facility operations.

Step 3. Economic Impact Analysis

The operation of a public assembly facility such as the La Crosse Center attracts out-of-town event delegates and attendees to the community. The non-local visitors brought into the community by facility operations represents the basis for added room night generation and economic/fiscal impacts.

As part of this task, we will calculate the economic and fiscal impact of the Center investment scenarios outlined within previous study Tasks. Analysis of incremental non-local attendees to the area will be developed based on estimates of added event activity by market segment developed as part of the analysis. Economic and fiscal impacts associated with future Center investment will be analyzed and compared to existing impact levels to measure the potential incremental impacts associated with Center investment. The resulting delegate spending levels will be segmented by industry (hotel, restaurant, retail and local transportation) and applied to economic impact multipliers. The multipliers, specific to the La Crosse area and provided by leading input/output multiplier models, would be used to estimate total economic output, earnings and full and part-time employment generated from the events held at the Center.

From these economic impact variables, we would apply appropriate local, regional and statewide tax rates to estimate the added tax revenue generated as a result of Center investment. Estimates of existing and incremental hotel room night generation will also be prepared. Further, the effect that the Center has on local tax collections will also be considered.

Task 4. Presentations

We will develop draft reports and presentations, and will work with staff to incorporate comments and suggested edits. We will also make presentations to the La Crosse Center Board and to the City of La Crosse Common Council. Ten hard copies of the report and an electronic version will be provided.

5.0 PROJECT FEES, EXPENSES AND TIMING

Total professional fees for any engagement are based on the number of hours required to complete the project and skill levels of the assigned personnel. We understand that the budget for the project is \$50,000, and we commit that we will not bill for fees or expenses over this amount. Please note that in order to complete the comprehensive research required to provide you with credible, well-researched results, it is not likely that fees and expense would be less than budgeted.

We are prepared to commence this engagement upon receipt of notice to proceed. If all of the project tasks (as outlined in this proposal) are undertaken, we anticipate that completion of the project within 14 weeks.

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