

Strategic and Business Plan
America's Center Convention Complex

SUBMITTED TO
St. Louis Convention and Visitors Commission

SUBMITTED BY
C.H. Johnson Consulting, Inc.

DRAFT February 17, 2016



**JOHNSON
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Experts in Convention, Hospitality,
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SECTION I
EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

C.H. Johnson Consulting, Inc. (**Johnson Consulting**), in association with M. Arthur Gensler, Jr. and Associates, Inc. (**Gensler**) and **Arcturis**, were retained by the St. Louis Convention & Visitors Commission to develop a Strategic and Business Plan for the America's Center Convention Complex, with the objectives to identify, formulate, and recommend a series of actions that address the future development and success of the existing Convention Complex.

Originally opened in 1977, the America's Center Convention Complex (Cervantes Convention Center and the Edward Jones Dome) has been a leading host of premier meetings and conventions throughout its history.

Today, the America's Center Convention Complex contains four unique elements of venue space that include Cervantes Convention Center, the Edward Jones Dome, the St. Louis Executive Conference Center, and the Ferrara Theatre. When combined, the Complex offers 502,000 square feet of exhibit space, 27,625 square feet of ballroom space, 119,043 square feet of meeting rooms, and a theater seating capacity of 1,411.

This complex is hugely important for the City of St. Louis, the County and the State. The Complex anchors an entire subsector of the City's Downtown and brings hundreds of thousands of people to the Metro area every year. On average from 2011 through 2014, excluding the NFL games, the Complex hosted 109 events, generating over 600,000 attendees, 350,000 room nights, and \$258 million of direct spending, and supporting 3,340 full-time equivalent jobs, annually.

However, there have been some challenges. Interviews with past, current and potential users reveal that while the America's Center Convention Complex does well with the facilities it has, it is approaching a point where its portfolio of events is outgrowing the current inventory of space. The current ballroom is awkward to use given its size relative to the amount of exhibit space and the back of house and support functions also constrain the space from achieving its maximum potential as the kitchen and loading docks are not proximate. Historically, using the Edward Jones Dome as an extension of exhibit hall space is inconsistent with the primary exhibit halls in the Cervantes Convention Center. Considering the Edward Jones Dome as part of the exhibit hall package is providing a false sense of scale due to its quality and connectivity to the rest of the complex. Past users have also indicated a desire to come back if more exhibit and ballroom space is added. This indicates that St. Louis is a very viable and desirable convention and tradeshow destination due to its location, affordability, and well run sales effort and operation.

Meanwhile, many facilities that are competitors to the America Center's are expanding. It is important to observe the wave of activity in St. Louis' peer set of facilities, with and without stadiums. Most are conducting major improvements to update and improve their convention center and adjacent environment for the center. As in the case of St. Louis, the respective recommendations herein will position the Complex to be not just competitive but a market leader for the future. This is important to the City, County and State, as the



Americas Center is a major influence in economic development and downtown development. The market is there if the community wants it. Reinvestment is essential to stay competitive.

A series of planning workshops concluded in a set of improvement and expansion recommendations towards a total build-out of 675,000 square feet of exhibit space, 87,625 square feet of ballroom, and 145,043 square feet of meeting rooms, amounting to over 907,000 square feet of function space.

If improvements are made, it is projected that a minimum 37 percent increase in impacts of all events, combined will occur, and the expansion will position this sector of the downtown area to re-energize and redevelop. Implementing the recommendations is estimated to result in greater volume of activities in the Complex with 171 events, generating nearly 675,000 attendees, over 557,000 room nights, and \$355 million of direct spending, and supporting over 4,500 full-time equivalent jobs, annually, upon stabilization of operation.

On the contrary, if the facility is not upgraded and expanded, business will decline. Leaving the Complex as-is, is estimated to result in a minimum 14 percent loss in room nights, direct spending, and jobs, annually of what is currently being achieved. With the improvements it is projected that the above impacts could increase by 37 percent.

On a final note, with the Rams lease terminated, St. Louis has the opportunity to capitalize on additional event days in the Dome. However, the Dome in its present stadium configuration is not ideal for meetings and conventions and a retrofit of the space is required. By addressing the functional enhancements proposed in this report, the America's Center will add 36 incremental event days and 67,000 multi-day visitors, plus two (2) consumer shows to the center's book of business. We expect this improved volume of meetings, tradeshows and events to more than replace the loss of commercial activity the facility has forgone with the departure of the Rams.

SECTION II

INTRODUCTION

Overview

Brief History of America's Center Development

Economic Vitality of America's Center

Challenges Identified by Management

Consulting Team

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INTRODUCTION

C.H. Johnson Consulting, Inc. (**Johnson Consulting**), in association with M. Arthur Gensler, Jr. and Associates, Inc. (**Gensler**) and **Arcturis**, were retained by the St. Louis Convention & Visitors Commission to develop a Strategic and Business Plan for the America's Center Convention Complex, with the objectives to identify, formulate, and recommend a series of actions that address the future development and success of the existing Convention Complex.

BRIEF HISTORY OF AMERICA'S CENTER DEVELOPMENT

Originally opened in 1977, the America's Center Convention Complex (Cervantes Convention Center and the Edward Jones Dome) has been a leading host of premier meetings and conventions throughout its history.

CENTER OPENS – 1977

The facility originally opened as the Cervantes Convention Center in 1977. It featured 240,000 gross square feet of exhibit space and 12 loading docks on Cole Street. The entrance to the center was on Convention Plaza. There was no ballroom at the time, and there were four groupings of meeting rooms, two on each floor.

SOUTHERN EXPANSION – 1993

In 1993, the facility underwent a major expansion to the south. The newly renamed America's Center opened with 340,000 gross square feet of exhibit space. There are now 12 loading docks on Cole St. and four on 9th Street. The main entrance is moved to Washington Avenue and the facility sees the addition of a 28,000 square foot ballroom and the 1,411-seat Ferrara Theatre.

DOME OPENS – 1995

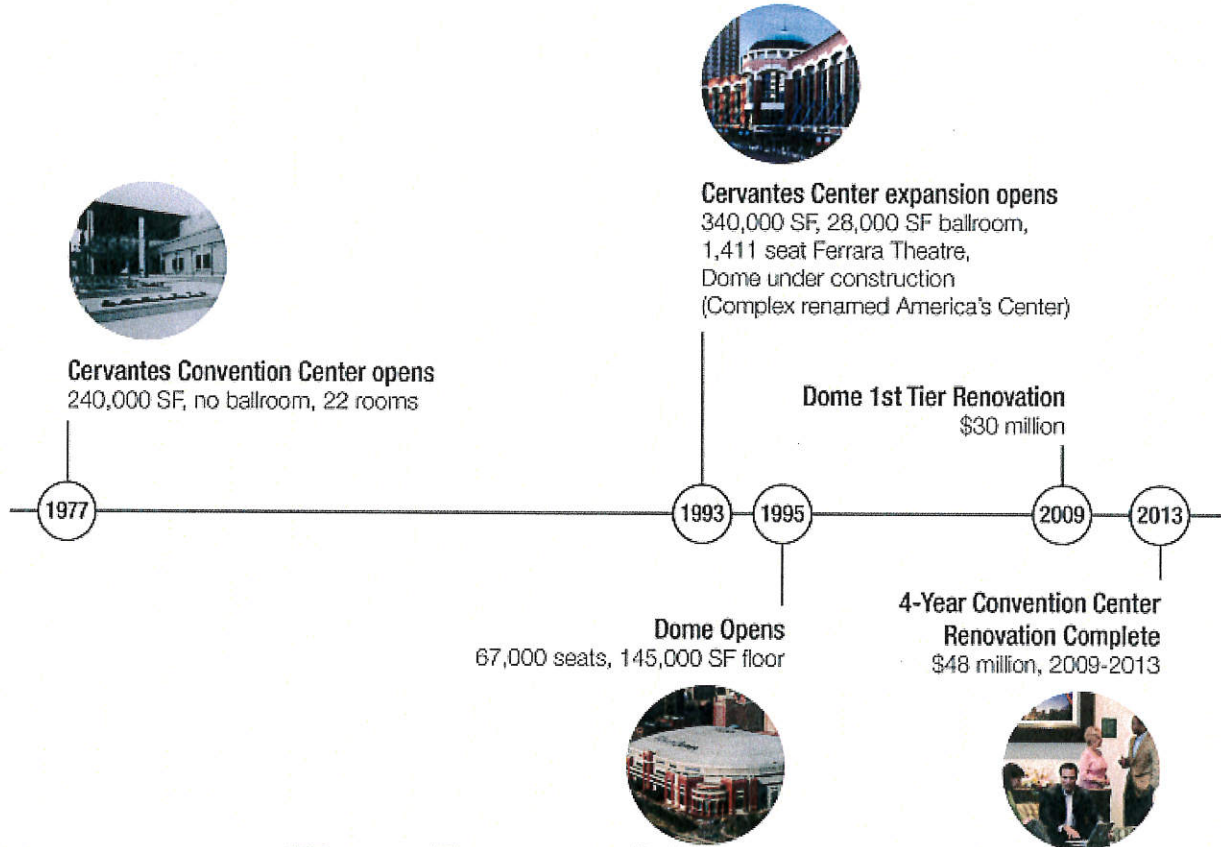
In 1995, the 66,000-seat Trans World Dome (renamed the Edward Jones Dome in 2001) opened at a cost of \$280 million. Directly connected to the America's Center, it served as home of the NFL's St. Louis Rams and a multi-purpose meeting and event facility.

RECENT CONVENTION CENTER IMPROVEMENTS

The facility saw a \$2.7 million facelift in 2007 (seating areas, first floor artwork, and Plaza Lobby ceiling upgrades). The America's Center saw an additional \$48 million renovation from 2009-13. This project included a new roof, renovated elevators, an additional elevator, all new escalators, a new lighting system, new carpet, and kitchen and restroom upgrades. Currently, there is a planned \$2 million renovation to replace the old analog security camera system with a new digital system and a \$4 million Wi-Fi installation in the Dome.

In addition to the Convention Center improvements, the Edward Jones Dome was recently upgraded at a cost of \$30 million to improve its ability to host football events.

The following chart summarizes key milestones as described above.



THE CONVENTION COMPLEX TODAY

Today the America's Center Convention Complex contains four unique elements of venue space that include Cervantes Convention Center, the Edward Jones Dome, the St. Louis Executive Conference Center, and the Ferrara Theatre. The breakdown of function space square footage is summarized in Table 2-1 and when combined, the Complex offers 502,000 square feet of exhibit space, 27,625 square feet of ballroom space, 119,043 square feet of meeting rooms, and a theater seating capacity of 1,411.



Table 2-1

America's Center Convention Complex Summary of Function Space per Facility				
	Exhibit Space	Ballroom	Meeting Rooms*	Theater Seating Capacity
Cervantes Convention Center	340,000	27,625	91,241	-
Edward Jones Dome	162,000**	-	22,427	-
Executive Conference Center	-	-	5,375	-
Ferrara Theatre	-	-	-	1,411
Total	502,000	27,625	119,043	1,411

**EXCLUDING supplemental class B spaces that are comprised of show offices, locker rooms, and storage rooms (20,288 SF in total).*

***Including Dome floor area (seats retracted, 145,000 SF) and The Annex (17,000 SF).*

Source: America's Center Convention Complex Department, Johnson Consulting

The versatility of spaces is intended to enable a wide range of users and attract major conventions, tradeshow, and arena events, among others.

ECONOMIC VITALITY OF AMERICA'S CENTER CONVENTION COMPLEX

This complex is hugely important for the City of St. Louis, the County and the State. The Complex anchors an entire subsector of the City's Downtown and brings millions of people to the Metro area every year. Table 2-2 summarizes average annual performance statistics of America's Center Convention Complex between 2011 and 2014. Please note that the figures in Table 2-2 may not add, due to averaging and rounding.



Table 2-2

America's Center Convention Complex Four-Year Average of Operating Statistics 2011 thru 2014				
	Total Complex	Accommo- dated in Center Only*	Accommo- dated in Dome Only**	Accommo- dated in Combined Facilities***
Activities				
# of Events	119	86	26	7
Event Days	268	201	35	32
Attendance	1,040,800	215,977	664,196	160,627
Income (\$Million)				
Event Income	\$6.5	\$2.4	\$2.9	\$1.2
Food and Beverage Income	\$10.2	\$5.2	\$2.3	\$2.6
Impact (\$Million)				
Est. Direct Impact on St. Louis Economy	\$258	\$200	\$24	\$32
*Reflecting events accommodated in Cervantes CC, St. Louis ECC, and/or Ferrara Theatre, but NOT in Edward Jones Dome.				
**Reflecting events accommodated in Dome only but NOT in any of the other facilities.				
***Reflecting events accommodated in CC, ECC, and/or Theater, in combination with Dome as well.				
Note: All figures are not integers, as they are four years' averages, hence they may seem to not add up.				
Source: St. Louis Convention & Visitors Commission, Johnson Consulting				

As shown on the table, on average from 2011 through 2014, the Complex hosted 119 events in 268 event-days, generated over 1 million attendees, \$6.5 million in event income, and \$10.2 million in food and beverage income. The Complex is estimated to have generated \$258 million of direct spending, on average annually from 2011 through 2014 (the methodology utilized to estimate this impact is described in Section 5).

Furthermore, based upon our estimates also described in Section 5, the Complex today generates well over an estimated 350,000 room nights, annually. If the recommendations presented in the report are implemented, the Complex will be much more competitive on a national basis.

HISTORICAL FINANCIAL STATEMENTS

Table 2-3 summarizes the four-year average financial operations of America's Center Convention Complex for the years 2011 and 2014.



Table 2-3

America's Center Convention Complex Four-Year Average of Revenue and Expenditures FYE 2011 thru FYE 2014	
	Four-Year Average (\$000)
Total Operating Revenue	\$14,059
Total Operating Expenditures	\$17,244
Operating Surplus (Deficit)	(\$3,185)

Source: America's Center Convention Complex, Johnson Consulting

As shown on the table, on average from Fiscal Year Ending (FYE) 2011 through FYE 2014, the Complex generated \$14.1 million of operating revenue and incurred \$17.2 million in operating expenditures, resulting in an average annual operating deficit of \$3.2 million. This level of deficit is inline with other national venues of this size and market orientation. The primary metric convention venues are measured by is hotel room night generation, and in the case of America's Center, its deficit amount is earned back many times over by the hotel room nights and spending the presence of America's Center generates.

DESIGN CHALLENGES IDENTIFIED BY MANAGEMENT AND USERS

Nationally, convention centers are going through a robust upgrade and expansion. More importantly the environments around the convention centers are finally achieving the economic redevelopment ambitions intended when these facilities were originally built generations ago. This is occurring for two key reasons. First is the efficient role conventions, trade shows and consumer shows have in business to business and business to consumer marketing. Industry research and the level of business occurring at well-designed and positioned facilities is testimony to the importance of face to face meetings. Second, demographics are working in favor of downtown vitalization. Younger and older people want to have an active place to live and work. Convention centers, ballparks, museums and natural settings are combining to stimulate this renaissance in downtown environments around convention centers.

The America's Center is poised to improve and lever these two trends. In fact it must if it is going to remain competitive. The design work for the 1993 expansion and the Dome opening in 1995 generated a number of consequences that have impacted the functionality and desirability of the America's Center Complex. Both management and users have identified a number of these challenges that are summarized below:

- Parking garage location prohibits north and south building connections.
- No direct access to Ballroom from Cole Street or 9th Street loading docks for event load in/out.



- No direct access to Ballroom from Kitchen at Cole Street basement.
- No service corridors on any level from Cole Street to Washington Avenue.
- No dock access for Hall 2 and Hall 3.
- Ballroom service corridor is also Meeting Room access corridor so no food service in Ballroom if used as meeting rooms.
- No dignitary secured parking (Presidential, Congressional visits, VIP Speakers).
- No incentive for garage to be properly maintained.
- Holiday Inn connection cut off.
- Mismatch between the quality level of the Dome and the Convention Center when used for exhibit events.
- Flow between Edward Jones Dome and Cervantes Convention Center is restricted via the connecting corridor when using the Dome as exhibit space.
- Attendee flow between the two buildings is severely restricted due to limited connectivity.

With these original design limitations, an improvement plan that addresses these original weaknesses, must also keep the facility competitive. Since original development, competitor buildings have built new ballrooms ranging from 50,000 to 100,000 square feet, have made improvements to their buildings addressing limitations to the original design, like the factors listed above, and have expanded their exhibit space. Also, the areas around the convention centers have been targeted for improvement. Recognizing that attendees not only use the center perhaps for a third of their stay, the balance of the day is in hotels and out shopping, eating and enjoying the City.

Existing, former, and potential users were clear. The primary challenges relate to the ballroom, which was compromised by not acquiring the parking garage and building around it. This resulted in the ballroom being undersized, lack of direct connection to loading docks and the kitchen, and serving challenges when used as meeting room space. Another significant challenge that has arisen is the connectivity between the Cervantes Convention Center and the Edward Jones Dome. The main circulation point between the two is too narrow to accommodate the thousands of people that pass from one side to the other and the annex connection when the Dome is used for exhibit space is also constrained and serves as a barrier for attendees passing from the exhibit halls in the Cervantes Convention Center to the floor of the dome. Finally, past users need more exhibit space and a large ballroom and more loading docks to even consider coming back to St. Louis. These



same improvements will keep the convention center competitive nationally for the next generation of service to the community.

This report focuses on the Convention Center and Dome physical improvements and priorities. A companion analysis needs to be developed at this same level of detail for the District around the Convention Center. The entire area between and around the America's Center and the surrounding hotels and entertainment venues should be viewed as a Convention, Sports and Entertainment District, which shall be made more attractive to a greater volume of convention business. The case study research in this report sets the stage for this future work. Broader community buy in to the improvement plan will be gained if a holistic district approach is ultimately developed.

CONSULTING TEAM

St. Louis Convention and Visitors Commission (SLCVC) has engaged a team of consultants to develop a strategic and business plan for America's Center Convention Complex redevelopment:

- **Johnson Consulting** is a leading real estate and hospitality consulting firm based in Chicago. The firm specializes in convention center and hospitality strategic planning and has worked in the St. Louis market area for over 2 decades. Johnson Consulting has led or participated in the development process for the top performing convention center developments in the U.S. and internationally.
- **Gensler** is a global design firm grounded in the belief that great design optimizes business performance and human potential. Its 4,700+ practitioners networked across 46 offices use global perspective and local presence to innovate at every scale. Gensler's primary focus is on helping our clients make informed, strategic decisions about their assets. Whether it is planning a new urban district, designing a new corporate campus or refreshing a retailer's brand, Gensler strives to make the everyday places people occupy more inspiring, more resilient, and more impactful.
- **Arcturis** is a national design firm headquartered in St. Louis that specializes in planning, architecture, interior design, graphic design and landscape architecture. Founded in 1977, Arcturis is a women-owned business that has additional offices in Texas, and is ranked in the top 20 interior design and architecture firms by the St. Louis Business Journal.

SECTION III

STRATEGIC REVIEW PROCESS

Interviews

Analysis and Summary of Data

Stakeholder Engagement

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STRATEGIC REVIEW PROCESS

This section discusses the process undertaken in developing the Strategic and Business Plan for the America's Center Convention Complex, including interviews, analysis of historical data, and stakeholder engagement.

INTERVIEWS

In addition to the stakeholder meeting facilitated by Johnson Consulting and Gensler, a critical component of the project is to understand how current, past and future users have used, or plan to use, the complex and to identify what is working well and where improvements are needed. Johnson Consulting worked closely with the St. Louis Convention and Visitors Commission (SLCVC) and the management team to identify a range of meeting planners to interview. Our firm then spent time engaging the meeting planners through a comprehensive interview process that solicited information about their event growth, facility needs, history of venues used, and how St. Louis compares. The meeting planners were in three distinct categories that included current users, past users, and potential users. For current users it was important to understand future space needs of their event and what other factors are important to them. Past users provided insight as to why they left for a different venue and potential users provided insight into the decision making process and how they consider St. Louis among competing destinations.

The interviewees included:

- American Academy of Neurology
- American Association of Orthodontists
- American Chemical Society
- AmericanHort
- Experient (representing multiple clients)
- IMN Solutions (representing multiple clients)
- National Rifle Association
- National Wood Flooring Association
- O'Reilly Automotive Stores
- True Value Company

The findings of these interviews are described in Section 4 of this report.

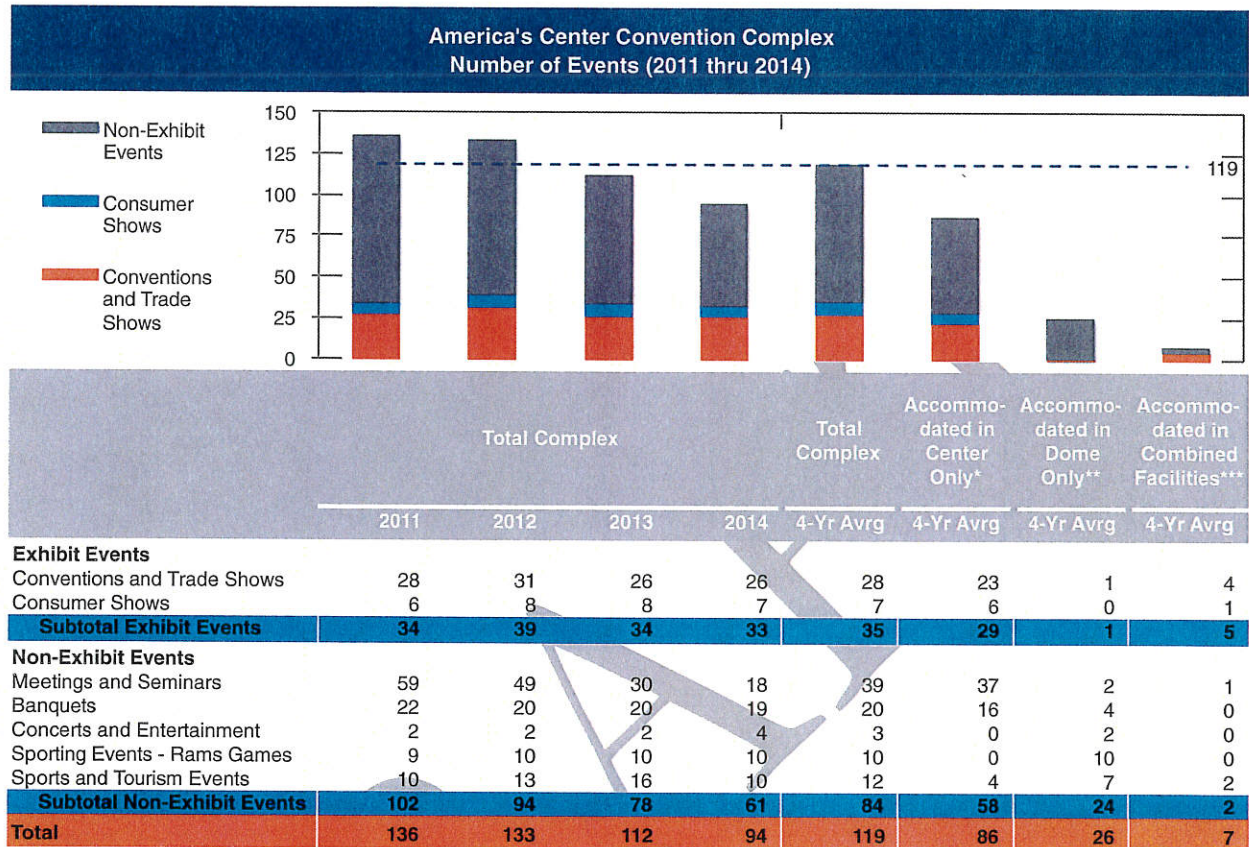
ANALYSIS AND SUMMARY OF HISTORICAL DATA

The management of America's Center Convention Complex provided historical demand and financial statistics of the facility for the last four full years. They are summarized in the following tables.

Table 3-1 shows historical event demand from 2011 through 2014.



Table 3-1



*Reflecting events accommodated in Cervantes CC, St. Louis ECC, and/or Ferrara Theatre, but NOT in Edward Jones Dome.

**Reflecting events accommodated in Dome only but NOT in any of the other facilities.

***Reflecting events accommodated in CC, ECC, and/or Theater, in combination with Dome as well.

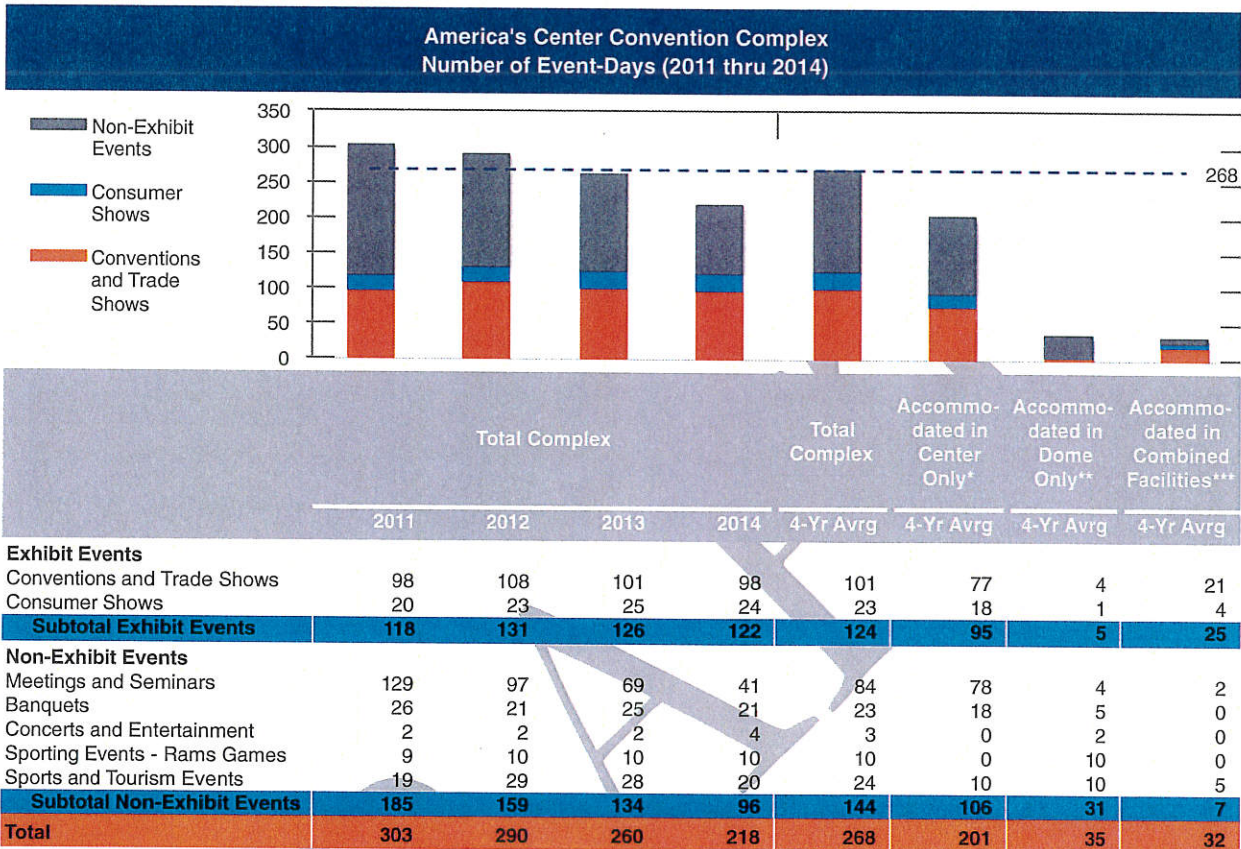
Source: St. Louis Convention & Visitors Commission, Johnson Consulting

As shown on the table, the Complex hosted an average of 119 events from 2011 through 2014, including a combined 86 events at the “Center only,” i.e., accommodated in Cervantes Convention Center, St. Louis Executive Conference Center, and/or Ferrara Theater, but not in the Edward Jones Dome; 26 events at the “Dome only”; and seven events accommodated in “combined facilities,” i.e., in Dome AND any of the Convention Center, Executive Conference Center, and/or Theater.

Table 3-2 shows historical event-days from 2011 through 2014.



Table 3-2



*Reflecting events accommodated in Cervantes CC, St. Louis ECC, and/or Ferrara Theatre, but NOT in Edward Jones Dome.

**Reflecting events accommodated in Dome only but NOT in any of the other facilities.

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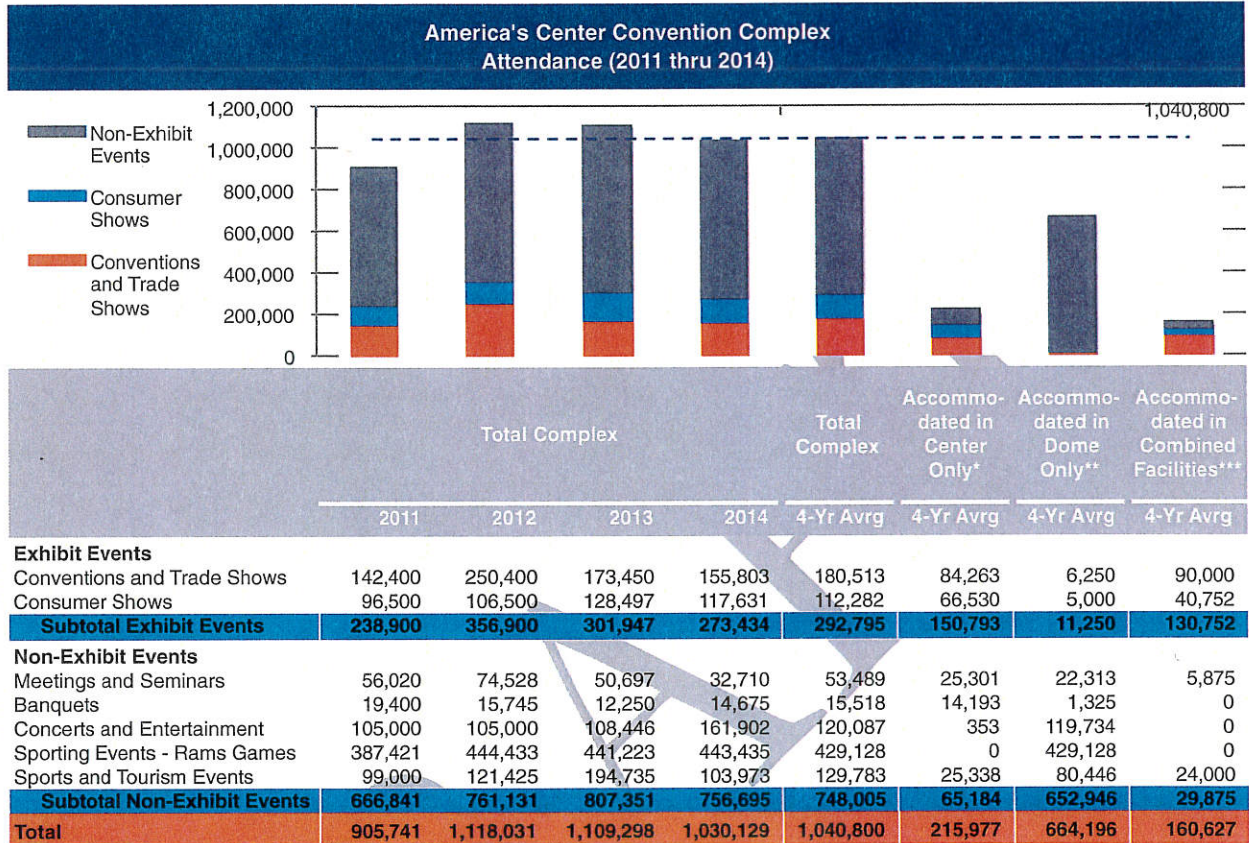
Source: St. Louis Convention & Visitors Commission, Johnson Consulting

As shown on the table, the Complex was utilized for an average of 268 event-days from 2011 through 2014, including a combined 201 event-days at the Center only, 35 event-days at the Dome only, and 32 event-days at the combined facilities.

Table 3-3 shows historical attendance from 2011 through 2014.



Table 3-3



*Reflecting events accommodated in Cervantes CC, St. Louis ECC, and/or Ferrara Theatre, but NOT in Edward Jones Dome.

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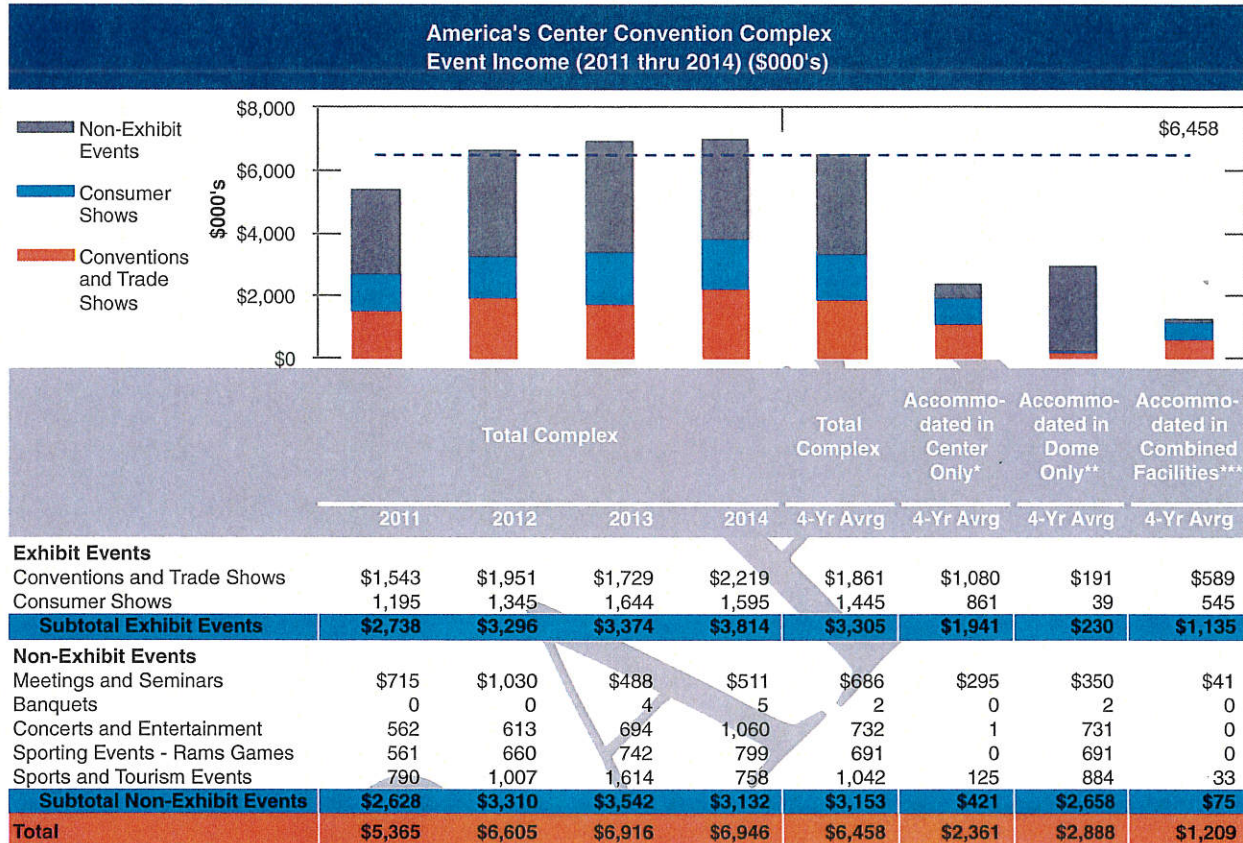
Source: St. Louis Convention & Visitors Commission, Johnson Consulting

As shown on the table, the Complex generated an average of 1,040,000 attendees from 2011 through 2014, including a combined 215,977 attendees at the Center only, 664,196 attendees at the Dome only, and 160,627 attendees at the combined facilities.

Table 3-4 shows historical event income from 2011 through 2014.



Table 3-4



*Reflecting events accommodated in Cervantes CC, St. Louis ECC, and/or Ferrara Theatre, but NOT in Edward Jones Dome.

**Reflecting events accommodated in Dome only but NOT in any of the other facilities.

***Reflecting events accommodated in CC, ECC, and/or Theater, in combination with Dome as well.

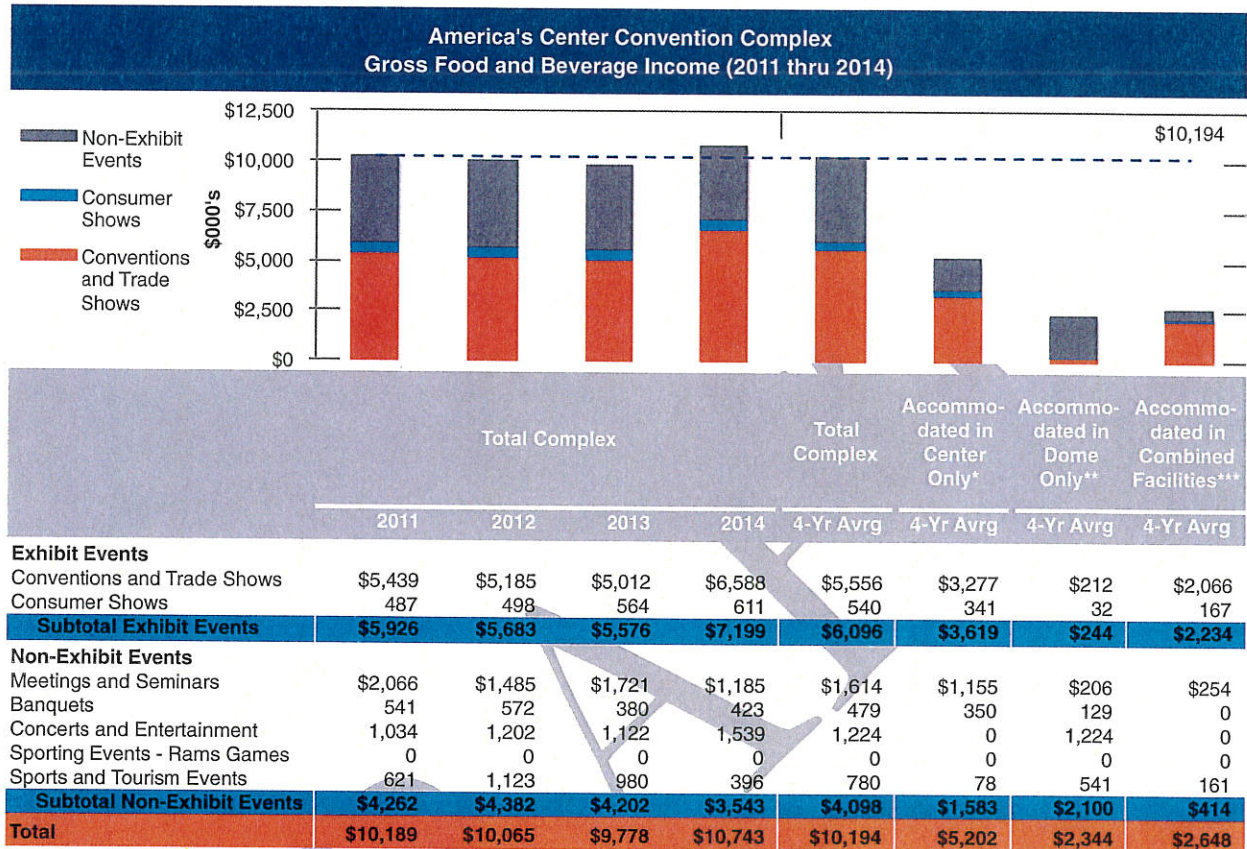
Source: St. Louis Convention & Visitors Commission, Johnson Consulting

As shown on the table, the Complex generated an average of \$6.5 million in event income from 2011 through 2014, including a combined \$2.36 million from events at the Center only, \$2.89 million from events at the Dome only, and \$1.21 million from events at combined facilities.

Table 3-5 shows historical food and beverage income from 2011 through 2014.



Table 3-5



*Reflecting events accommodated in Cervantes CC, St. Louis ECC, and/or Ferrara Theatre, but NOT in Edward Jones Dome.

**Reflecting events accommodated in Dome only but NOT in any of the other facilities.

***Reflecting events accommodated in CC, ECC, and/or Theater, in combination with Dome as well.

Source: St. Louis Convention & Visitors Commission, Johnson Consulting

As shown on the table, the Complex generated an average of \$10.19 million in food and beverage income from 2011 through 2014, including a combined \$5.2 million from events at the Center only, \$2.34 million from events at the Dome only, and \$2.65 million from events at combined facilities.

Table 3-6 shows historical financial statements from FYE 2011 through FYE 2014.



Table 3-6

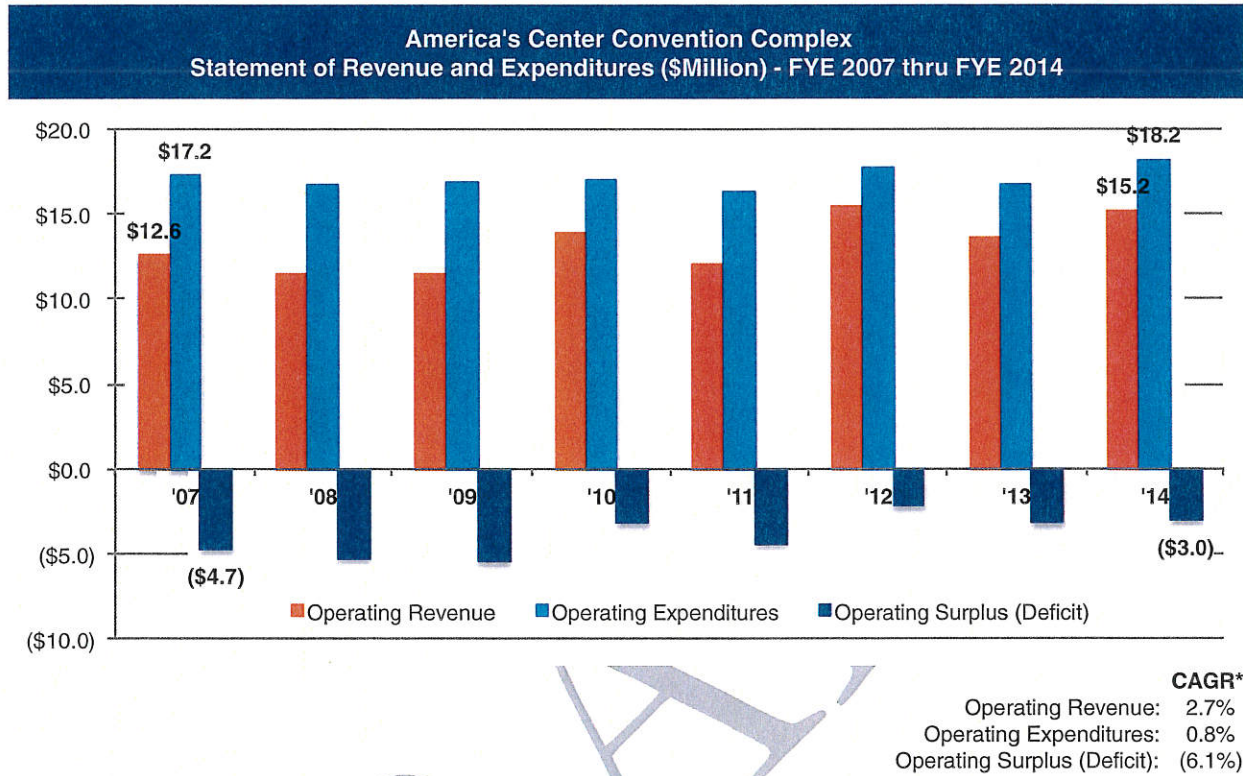
America's Center Convention Complex Statement of Revenue and Expenditures (\$'000)						
For Fiscal Year Ending June 30,	2011	2012	2013	2014	4-Yr Avrg	Ratios
Operating Revenue						
Building Rental	\$2,996	\$4,103	\$5,050	\$4,355	\$4,126	29%
Food and Beverage	3,589	4,664	2,884	4,249	3,847	27%
Event Reimbursements	1,345	1,358	1,415	1,718	1,459	10%
Box Office Revenues	852	1,216	908	1,819	1,199	9%
All Other Revenue Categories	3,242	4,147	3,296	3,030	3,429	24%
Total Operating Revenue	\$12,025	\$15,487	\$13,553	\$15,172	\$14,059	100%
Operating Expenditures						
Personnel	\$6,889	\$7,054	\$7,032	\$7,168	\$7,036	41%
Utilities	2,484	2,478	2,617	2,904	2,621	15%
Cleaning Services/ Building Services	1,955	2,311	2,181	2,362	2,202	13%
Property & Liability Insurance	1,729	1,907	2,045	2,051	1,933	11%
All Other Expenditures	3,314	3,919	2,878	3,696	3,452	20%
Total Operating Expenditures	\$16,372	\$17,668	\$16,753	\$18,182	\$17,244	100%
Operating Surplus (Deficit)	(\$4,347)	(\$2,181)	(\$3,200)	(\$3,010)	(\$3,185)	

Source: America's Center Convention Complex, Johnson Consulting

As shown on the table, on average from FYE 2011 through FYE 2014, the Complex generated \$14.1 million of operating revenue and spent \$17.2 million in operating expenditures, resulting in an operating deficit of \$3.2 million. This is a very favorable level of deficit when compared to other convention centers nationally. On the revenue side, building rental, food and beverage, and event reimbursements are the top three revenue categories. On the expenditures side, personnel expenses are the top category at 41 percent, followed by utilities and cleaning/ building services.

Figure 3-1 shows historical operating revenue and expenditures of the America's Center Convention Complex from FYE 2007 through FYE 2014.

Figure 3-1

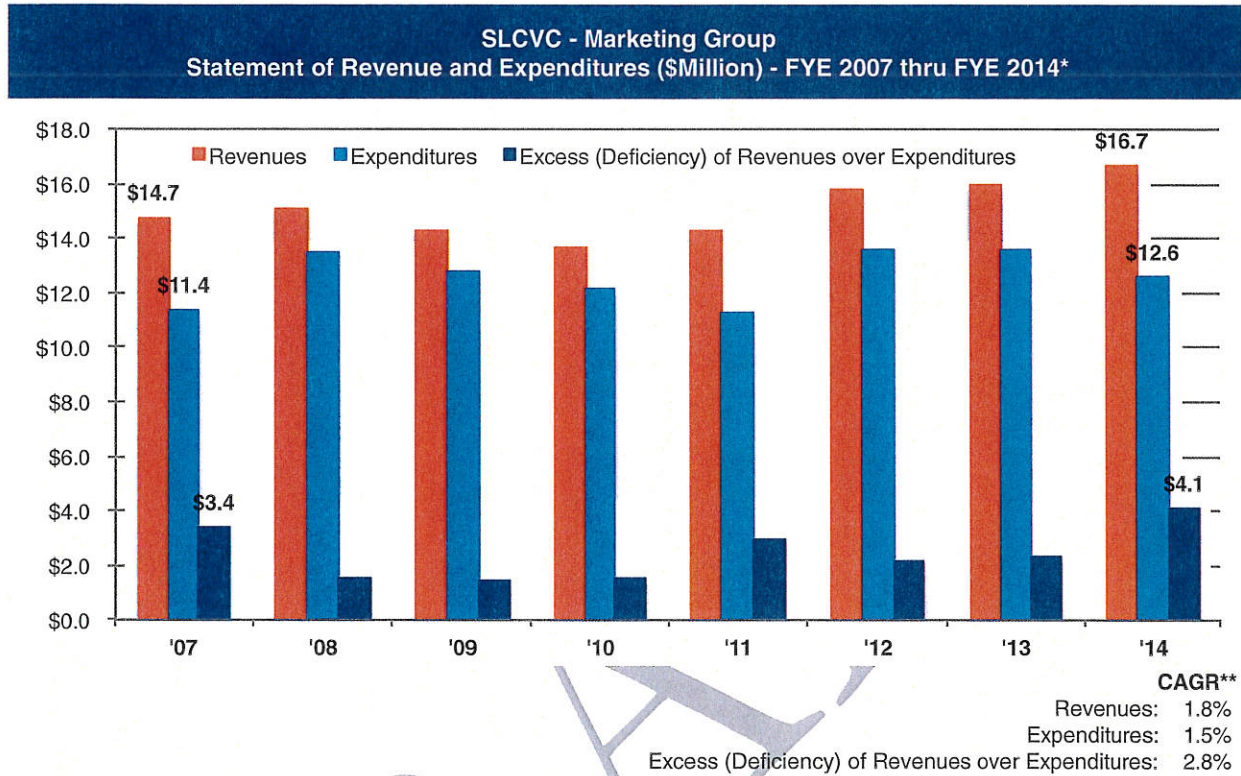


*CAGR = Compounded Annual Growth Rate, from FYE 2007 thru FYE 2014.
 Source: America's Center Convention Complex, Johnson Consulting

As the chart shows, operating revenue increased from \$12.6 million in FYE 2007 to \$15.2 million in FYE 2014, reflecting a 2.7 percent annual growth. Meanwhile, operating expenditures increased from \$17.2 million in FYE 2007 to \$18.2 million in FYE 2014, reflecting a 0.8 percent annual growth. As a result, operating deficit has decreased over the years, from \$4.7 million in FYE 2007 to \$3.0 million in FYE 2014, reflecting a 6.1 percent annual reduction.

Figure 3-2 shows historical operating revenue and expenditures of the St. Louis Convention and Visitors Commission (SLCVC) Marketing Group from FYE 2007 through FYE 2014.

Figure 3-2



*Down through Excess (Deficiency) of Revenues over Expenditures line item. Other Financing Sources are not shown on chart.

**CAGR = Compounded Annual Growth Rate, from FYE 2007 thru FYE 2014.

Source: America’s Center Convention Complex, Johnson Consulting

As the chart shows, SLCVC Marketing Group’s operating revenue increased from \$14.7 million in FYE 2007 to \$16.7 million in FYE 2014, reflecting a 1.8 percent annual growth. Meanwhile, operating expenditures increased from \$11.4 million in FYE 2007 to \$12.6 million in FYE 2014, reflecting a 1.5 percent annual growth. As a result, excess of revenues over expenditures have increased over the years, from \$3.4 million in FYE 2007 to \$4.1 million in FYE 2014, reflecting a 2.8 percent annual growth.

STAKEHOLDER ENGAGEMENT

Developing a feasibility study for a major civic asset like the America’s Center Convention Complex (ACCC) demands a highly collaborative process, requiring a significant time commitment and input from a variety of constituent groups. Allowing each stakeholder to discuss and define its needs, anticipate market demand and growth, and come to a consensus is the only way to ensure the study achieves a balance of interests for all parties.

Over the course of two months, meetings were conducted with many individuals representing the City, the business sector, industry leaders and professional organizations. Surveys were conducted to cast a wider net



of input for the information needed to understand the market and economic drivers that influence the need for future growth. The findings and recommendations in this report reflect the ideas, insights, feedback and direction of a diverse cross section of St. Louis and the convention industry.

Johnson Consulting and Gensler's approach to development of the ACCC Reinvestment Plan promoted a spirit of inclusion through Client meetings, Advisory Group work sessions and on-site stakeholder meetings.

ESTABLISHING KEY OBJECTIVES

The St. Louis Convention and Visitors Commission began its planning process with Johnson Consulting, Gensler and Arcturis on April 2, 2015 with a goal-setting session with key representatives of ACCC Steering Committee. At that time, the assembled group identified key objectives for the planning report and a strategy for engaging industry leaders to supplement the expertise of the Johnson Consulting/Gensler consultant team.

VISION SESSION

Two weeks later, on April 13, 2015 ACCC hosted an all-day vision session facilitated by Gensler with civic, business and industry leaders including event specialists, meeting planners and exhibitors from across the nation. The following table lists all attendees from the April 13 meeting.

- American Dental Association
- American Society of Association Executives
- Commissioners of St. Louis Convention & Visitors Commission
- General Managers of the downtown Courtyard by Marriott and the Four Seasons Hotel
- Decorators and Displaymen Local Union 39-U
- Executive Staff of the St. Louis Convention & Visitors Commission
- Intervarsity Christian Fellowship (Urbana Conference)
- Mercantile Exchange
- Missouri Department of Transportation
- St. Louis City Development Corporation
- St. Louis City Treasurer's Office
- St. Louis County Executive's Office
- St. Louis City Mayor's Office
- St. Louis City Streets Department
- St. Louis City Board of Aldermen (Ward 7)
- St. Louis Regional Chamber



During the session, the industry leaders and customers shared their knowledge of industry trends related to Show Demands, Facilities and Space Needs; Show Types; Attendee Demographics; Entertainment and Technology. Given the convention industry attendees' first-hand experience with convention center facilities nationwide, their observations and recommendations were extremely important to meeting ACCC's objective of enhancing its competitiveness and increasing its market share of exhibitions, trade shows and other events. Key discussion points included:

- How will the (then hypothetical) departure of the NFL Rams team impact physically and economically the America's Center Convention Complex?
- Will its current customers outgrow the America's Center Convention Complex?
- Should ACCC and the City of St. Louis consider acquisition of adjacent properties to support needed growth?
- How can ACCC improve the complex's functionality, internal circulation and service/loading docks?

SECTION V

DEVELOPMENT STRATEGY

Demand, Financial, and Impact Implications

DRAFT

FOCUS OF DEVELOPMENT STRATEGY

This study is intended to determine the entire range of improvements that are needed to enhance America's Center. All recommendations are considered to be essential for the long-term viability of the complex and to generate the greatest return on investment for the community. There will not be Rams games in this facility in the future. Therefore, a strategy was developed focusing on the existing facility and the connections between it and the surrounding hotels and entertainment venues that are in the core of downtown, and how to attract a greater volume of convention business into the area.

DEMAND IMPLICATIONS

This subsection summarizes the implications of the expansion on event demand, attendance, operating revenue and expenses, as well as the overall impact to St. Louis. The analysis focuses on the demand, attendance, and financial projections upon total build-out expansion.

IMPLICATIONS ON EVENT DEMAND

Table 5-1 compares event demand as-is (per four-year average from 2011 thru 2014 statistics) with the projected event demand upon total build-out expansion.

Table 5-1

America's Center Convention Complex Projected Event Demand			
Event Demand	Existing	Total Build-Out	
	2011-2014 Average	Incremental	Stabilized Year
Exhibit Events			
Conventions and Trade Shows	28	10	38
Consumer Shows	7	2	9
Subtotal Exhibit Events	35	12	47
Non-Exhibit Events			
Meetings and Seminars	39	9	48
Banquets	20	43	63
Concerts and Entertainment*	3	4	7
Sports Events - Rams Games	10	(10)	0
Sports and Tourism Events*	12	(6)	6
Subtotal Non-Exhibit Events	84	40	124
Total	119	52	171

*Upon expansion, they represent smaller spectator events that can fit half a Dome.

Source: America's Center Convention Complex, SLCVC, Johnson Consulting



Upon expansion, Rams games are removed, and half of the other sports events are also assumed to leave the ACCC. On the Convention Center side, the new ballroom and significantly expanded exhibit space allow the ACCC to accommodate a higher number of exhibit events.

As shown on the table, the proposed expansion is projected to add ten conventions and trade shows, two consumer shows, and 41 non-exhibit events (net of Rams games). This results in a total of 52 incremental events. Total number of events is projected to increase from 119 events pre-expansion to 171 events, post-expansion.

The volume of banquets is projected to increase significantly. With the existing 27,625-square foot ballroom, the ACCC had 20 non-convention related banquet events. Upon expansion, ACCC's banquet space more than triples from 27,625 to over 87,000 square feet. The new 60,000 square foot ballroom accommodates a lot more various sized events, many of which can happen concurrently as well, e.g., three simultaneous 20,000-square foot events are counted as three events. Taking into account the variety of size of banquet events possible, it is reasonable to estimate that the new 60,000 square foot Ballroom could generate 43 new banquet events.

Concerts, entertainment events, and sports events are largely accommodated at the Dome, i.e., 19 out of 25 such events today, including ten Rams games. The projected seven concerts and entertainment events upon reconfiguration of the dome would be smaller spectator events that can fit in the performance and meeting areas of the Dome. Half of the non-Rams sports events, like volleyball tournaments, are expected to remain in the ACCC.

IMPLICATIONS ON EVENT-DAYS

Table 5-2 compares event-days as-is (per four-year average from 2011 thru 2014 statistics) with the projected event-days upon expansion.

Table 5-2

America's Center Convention Complex Projected Event-Days			
Event-Days	Existing	Total Build-Out	
	2011-2014 Average	Incremental	Stabilized Year
Exhibit Events			
Conventions and Trade Shows	101	36	137
Consumer Shows	23	7	30
Subtotal Exhibit Events	124	43	167
Non-Exhibit Events			
Meetings and Seminars	84	19	103
Banquets	23	49	72
Concerts and Entertainment*	3	4	7
Sports Events - Rams Games	10	(10)	0
Sports and Tourism Events*	24	(12)	12
Subtotal Non-Exhibit Events	144	50	194
Total	268	93	361

*Upon expansion, they represent smaller spectator events that can fit half a Dome.

Source: America's Center Convention Complex, SLCVC, Johnson Consulting

The absence of Rams games allows the ACCC to accommodate a higher number of exhibit events. As shown on the table, completion is projected to add 43 exhibit event event-days, and 50 non-exhibit event event-days, totaling to 93 incremental even-days. Total number of event-days is projected to increase from 268 event-days pre-expansion to 361 event-days post-expansion.

The projected event-days conservatively assume that on average, events that happen upon expansion will last for the same length as the existing ones, as shown on Table 5-3. The existing average event-days are entirely based on historical data as provided by SLCVC.



Table 5-3

America's Center Convention Complex Average Event-Days by Type of Events				
	Existing (2011-2014 Average)			Total Build-Out (Stabilized Year)
	# of Event-Days	# of Events	Average Event-Days	Average Event-Days
Exhibit Events				
Conventions and Trade Shows	101	28	3.6	3.6
Consumer Shows	23	7	3.3	3.3
Non-Exhibit Events				
Meetings and Seminars	84	39	2.2	2.2
Banquets	23	20	1.2	1.2
Concerts and Entertainment*	3	3	1.0	1.0
Sports Events - Rams Games	10	10	1.0	0.0
Sports and Tourism Events*	24	12	2.0	2.0

**Upon expansion, they represent smaller spectator events that can fit half a Dome.
Source: America's Center Convention Complex Department, Johnson Consulting*

ATTENDANCE

Table 5-4 compares attendance as-is (per four-year average from 2011 thru 2014 statistics) with the projected attendance upon expansion.

Table 5-4

America's Center Convention Complex Projected Attendance			
Attendance	Existing	Total Build-Out	
	2011-2014 Average	Incremental	Stabilized Year
Exhibit Events			
Conventions and Trade Shows	180,513	64,469	244,982
Consumer Shows	112,282	32,081	144,363
Subtotal Exhibit Events	292,795	96,550	389,345
Non-Exhibit Events			
Meetings and Seminars	53,489	12,343	65,832
Banquets	15,518	37,586	53,104
Concerts and Entertainment*	120,087	14,410	134,497
Sports Events - Rams Games	429,128	(429,128)	0
Sports and Tourism Events*	129,783	(97,999)	31,784
Subtotal Non-Exhibit Events	748,005	(462,788)	285,217
Total	1,040,800	(366,238)	674,562

*Upon expansion, they represent smaller spectator events that can fit half a Dome.

Source: America's Center Convention Complex, SLCVC, Johnson Consulting

As shown on the table, completion of the expansion is projected to add over 64,000 convention and trade show attendees, 32,000 consumer show attendees, and 64,000 meeting, seminar banquet and small concert attendees, while losing approximately 527,100 Rams and other sports event attendees, totaling to a net loss of 366,000 attendees. Total attendance is projected to decrease from approximately 1.04 million attendees pre-expansion to nearly 675,000 attendees post-expansion.

The projected attendance conservatively assumes that on average, events that happen upon expansion will be the same size as the existing ones, attendance-wise, with only one exception. Banquets are likely to slightly increase in size, resulting from the presence of the new 60,000 square foot ballroom. Table 5-5 shows the assumed average attendance for each type of events. The existing average attendance is entirely based on historical data as provided by SLCVC.

Table 5-5

America's Center Convention Complex Average Attendance by Type of Events				
	Existing (2011-2014 Average)			Total Build-Out (Stabilized Year)
	Attend- ance	# of Events	Average Attendance	Average Attendance
Exhibit Events				
Conventions and Trade Shows	180,513	28	6,447	6,447
Consumer Shows	112,282	7	16,040	16,040
Non-Exhibit Events				
Meetings and Seminars	53,489	39	1,372	1,372
Banquets	15,518	20	776	843
Concerts and Entertainment*	120,087	3	40,029	19,214
Sports Events - Rams Games	429,128	10	42,913	na
Sports and Tourism Events*	129,783	12	10,815	5,297

**Upon expansion, they represent smaller spectator events that can fit half a Dome.
Source: America's Center Convention Complex Department, Johnson Consulting*

IMPLICATIONS ON OPERATING REVENUE AND EXPENDITURES

Table 5-6 compares operating revenue and expenditures as-is (per four-year average from FYE 2011 thru FYE 2014 statistics) with the projected operating revenue and expenditures upon expansion in uninflated dollars (i.e., not adjusted for inflation). The projections are based upon comparison of event activity volume (measured in number of events, event-days, and attendees) before and after the expansion, as well as the expected changes in rates and operating cost structures.

Table 5-6

America's Center Convention Complex Projected Revenue and Expenditures (\$000, Uninflated)				
Facility Program (SF)	Existing		Total Build-Out	
	Total	Incremental	Total	% Change
Exhibit Halls	502,000	173,000	675,000	34%
Ballrooms	27,625	60,000	87,625	217%
Meeting Rooms	119,043	26,000	145,043	22%
Total SF	648,668	259,000	907,668	40%
Revenue and Expenditures (\$000)	Existing		Total Build-Out	
	2011-2014 Average	Incremental*	Stabilized Year	% Change
Operating Revenue				
Building Rental	\$4,126	\$2,267	\$6,393	55%
Net Food and Beverage	3,847	1,979	5,825	51%
Event Reimbursements	1,459	(1,065)	393	(73%)
Box Office Revenues	1,199	(174)	1,025	(14%)
All Other Revenue Categories	3,429	970	4,399	28%
Total Operating Revenue	\$14,059	\$3,977	\$18,036	28%
Operating Expenditures				
Personnel	\$7,036	\$1,678	\$8,714	24%
Utilities	2,621	909	3,530	35%
Cleaning Services/ Building Services	2,202	765	2,967	35%
Property & Liability Insurance	1,933	(584)	1,349	(30%)
All Other Expenditures	3,452	693	4,145	20%
Total Operating Expenditures	\$17,244	\$3,461	\$20,705	20%
Operating Surplus (Deficit)	(\$3,185)	\$515	(\$2,669)	(16%)

(in 2014 dollars) (in 2014 dollars) (in 2014 dollars)

*Measures the difference between 2011-2014 Average and the stabilized year upon expansion, reflected in 2014 dollars.

Source: America's Center Convention Complex, SLCVC, Johnson Consulting

As shown on the table, completion of the expansion is projected to increase operating revenue from \$14.1 million pre-expansion to \$18 million post-expansion. Operating expenditures are projected to increase from \$17.2 million pre-expansion to \$20.7 million post-expansion. As a result, operating deficit is projected to decrease from \$3.2 million pre-expansion to \$2.7 million post-expansion.

Table 5-7 summarizes the underlying assumptions for the operating revenue projections, derived from pre-expansion statistics and shows the assumed increase (or decrease), if any, of revenue changes, post expansion.



Table 5-7

America's Center Convention Complex Revenue Basis and Assumptions							
	2011-2014 Average	Relevant Existing Statistics	Existing Base Revenue	Base Revenue Upon Expansion	% Increase (Decrease)	Unit	
Operating Revenue							
Building Rental	\$4,126,046	268 event-days	\$15,396	\$17,710	15.0%	per event-day	
Net Food and Beverage	3,846,681	1,040,800 attendees	--	--		see per caps below	
Event Reimbursements	1,458,979	268 event-days	\$1,089*	\$1,090	0.0%	per event-day	
Box Office Revenues	1,198,840	362,152 ticketed attendees**	\$3.31	\$3.30	0.0%	per ticketed attendee	
All Other Revenue Categories	3,428,794	\$14,059,339 total revenue	24%	24%	0.0%	of total revenue	
Total Operating Revenue	\$14,059,339						
Food and Beverage Sales (Gross)							
Exhibit Events							
Conventions and Trade Shows	\$5,555,972	180,513 attendees	\$30.78	\$35.40	15.0%	per attendee	
Consumer Shows	540,201	112,282 attendees	\$4.81	\$5.53	15.0%	per attendee	
Subtotal Exhibit Events	\$6,096,173						
Non-Exhibit Events							
Meetings and Seminars	\$1,614,418	53,489 attendees	\$30.18	\$34.71	15.0%	per attendee	
Banquets	479,258	15,518 attendees	\$30.88	\$35.52	15.0%	per attendee	
Concerts and Entertainment*	1,224,011	120,087 attendees	\$10.19	\$11.72	15.0%	per attendee	
Sports Events - Rams Games	0	429,128 attendees	\$0.00	\$0.00	15.0%	per attendee	
Sports Events - Others*	779,925	129,783 attendees	\$6.01	\$6.91	15.0%	per attendee	
Subtotal Non-Exhibit Events	\$4,097,612						
Net Food and Beverage	\$3,846,681	\$10,193,785 Gross to Facility	38%	38%	0.0%	per gross F&B revenue	

*Based on only 20% of revenue, since 80% is Rams-related.
 **Excluding attendance to Rams games,
 Source: America's Center Convention Complex, SLCVC, Johnson Consulting

Table 5-8 summarizes the underlying assumptions for the operating expense projections, derived from pre-expansion statistics and showing the assumed increase (or decrease), if any, of expense bases, post expansion.

Table 5-8

America's Center Convention Complex Expense Basis and Assumptions							
	2011-2014 Average	Relevant Existing Statistics	Existing Base Expenses	Base Expenses Upon Expansion	% Increase (Decrease)	Unit	
Operating Expenditures							
Personnel	\$7,035,959	648,668 SF of function space	\$10.85	\$9.60	(11.5%)	per SF of function space*	
Utilities	2,620,713	268 event-days	\$9,779	\$9,779	0.0%	per event-day	
Cleaning Services/ Building Services	2,202,207	268 event-days	\$8,217	\$8,220	0.0%	per event-day	
Property & Liability Insurance	1,933,054	1,040,800 attendees	\$1.86	\$2.00	7.5%	per attendee	
All Other Expenditures	3,451,910	\$17,243,842 total expenses	20%	20%	0.0%	of total expenses	
Total Operating Expenditures	\$17,243,842						

*Reflecting increased efficiency on per square foot basis.
 Source: America's Center Convention Complex, SLCVC, Johnson Consulting

In summary, building rental per event-day and food and beverage revenue per attendee is expected to increase by 15 percent to reflect higher quality and increased demand interest. The remainders of the revenue and expense bases are expected to change slightly or stay largely at the same level.

ANNUAL IMPACT

This subsection measures and compares the estimated economic and fiscal impact as-is (per four-year average from 2011 thru 2014 statistics) with the projected impact upon expansion. The impact estimates are based on the findings from the analysis of representative events as shown in Table 5-9 (previously shown in Section 4 as well), applied to the event activity volume (measured in number of events, event-days, and attendees) for each type of events.

Table 5-9

America's Center Convention Complex Comparison of Event Types' Average						
Event	Conventions	Consumer Shows	Meetings and Seminars	Entertainment Events	Sports and Tourism Events	All Other Types of Events
1 Event Length (Days)	5.5	4.0	3.0	1.0	2.3	1.0
2 Attendance	12,499	36,825	2,075	55,000	6,367	2,800
3 Est. Room-Night Demand	18,253	657	2,681	921	4,554	280
Event Income Summary						
4 Total Income	\$429,385	\$540,532	\$360,741	\$677,587	\$98,716	\$7,909
5 Event Expenses	\$162,902	\$125,856	\$49,471	\$153,287	\$28,655	\$2,002
6 Net Event Operating Income (Loss)	\$266,483	\$414,676	\$311,270	\$524,301	\$70,061	\$5,907
Event Impact Summary						
7 Direct Spending	\$8,369,362	\$1,548,075	\$1,453,584	\$1,257,203	\$2,381,681	\$102,299
8 Total Spending	\$15,061,262	\$2,551,043	\$2,638,369	\$2,163,591	\$4,322,685	\$180,014
9 Personal Income	\$4,937,688	\$816,353	\$877,526	\$690,254	\$1,332,648	\$57,893
10 Jobs Supported (FTEs)	134	19	28	22	37	1.6
11 Local Taxes	\$993,083	\$108,385	\$158,736	\$102,483	\$289,421	\$10,248

Notes:
 Figures on Line 1 exclude move-in and move-out days.
 Figures on Line 1 thru Line 11 correspond exactly to the averages of, or the single example of, respective types of events previously shown in Section 4 (except those on the last column, representing other types of events, which are estimates, based on available historical statistics).
 Statistics shown for Sports and Tourism Events exclude those of Rams games.
 Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

Table 5-9 above shows the estimated per-event impact of each type of event, based on the **average** of the representative sampled events (not the largest event from each type, so as to be reasonable to conservative, even though the building is expanding). Definitions of key impact measures are listed in Table 5-10.

Table 5-10

Impact Definitions	
Direct Spending	This is the sum of visitor, meeting planner, and exhibitor spending. This is the figure most often cited as the “impact” of an event.
Total Spending	This includes indirect (business-to-business supply chain purchases) and induced (incomes spent in the local economy) business sales. This is a more complete view of the impact of an event as dollars flow through the local economy.
Personal Income	This includes all forms of income accruing to households as a result of the event, both through direct and indirect business activity, including: <ul style="list-style-type: none"> - wages and salaries, - other labor income, e.g., contributions by employers to unemployment, health plans, private pensions, - proprietor's income, e.g., income from sole-proprietors/ partnerships, - transfer payments, i.e., retirement payments, disability, military pensions.
Jobs Supported (FTEs)	This includes the employment supported by all event-related business sales. It includes indirect (business-to-business supply chain purchases) and induced (incomes spent in the local economy) business sales. This is a more complete view of the impact of an event as dollars flow through the local economy.
Local Taxes	This is the sum of direct, indirect, and induced local taxes and assessments generated by an event, including income, bed, sales, and other local taxes.

Source: Destination Marketing Association International

Today, America's Center hosts 28 conventions and trade shows, seven consumer shows, 39 meetings and seminars, 20 banquets, three concerts and entertainment events, and 12 sports events (excluding Rams games), on average, annually. Multiplying the number of events each type with the respective average impact will result in the estimated overall annual economic and fiscal impact as shown in Table 5-11.

Table 5-11

America's Center Convention Complex Estimated Current Impact (based on 2011-2014 Average)									
Event	Conven- tions	Consumer Shows	Meetings and Seminars	Entertain- ment Events	Sports and Tourism Events	All Other Types of Events	Total w/o Rams Games	Rams Games	Total w/ Rams Games
1 # of Events	28	7	39	3	12	20	109	10	119
2 # of Event-Days	101	23	84	3	24	23	258	10	268
3 Attendance	180,513	112,282	53,489	120,087	129,783	15,518	611,672	429,128	1,040,800
4 Est. Room-Night Demand	294,014	1,975	34,073	1,761	18,306	1,530	351,660	0	351,660
Event Impact Summary (\$Million)*									
5 Direct Spending	\$180	\$11	\$38	\$4	\$24	\$2	\$258	\$0	\$258
6 Total Spending	\$324	\$18	\$69	\$6	\$43	\$3	\$463	\$0	\$463
7 Personal Income	\$106	\$6	\$23	\$2	\$13	\$1	\$151	\$0	\$151
8 Jobs Supported (FTEs)	2,290	100	590	50	290	20	3,340	0	3,340
9 Local Taxes	\$21	\$1	\$4	\$0	\$3	\$0	\$30	\$0	\$30

Notes:

Statistics shown on Line 1 thru 3 are historical four years' averages as provided by SLCVC.

Statistics shown for Sports and Tourism Events (on Line 1 thru 3) exclude those of Rams games, which averaged 10 events, 10 event-days, and 429,128 attendees.

Therefore, impact estimates shown for Sports and Tourism Events (Line 4 thru 9) exclude any from Rams games as well.

*Impact figures are shown in uninflated 2014 dollars. Jobs are shown in number of full-time equivalent ones.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

As shown on the table, annual impact of the existing America's Center operations is already significant. Combined, event activities at the ACCC are estimated to have generated 351,660 room nights (which include both contracted rooms and those outside the block), \$258 million of direct spending, \$463 million of total spending, 3,340 full-time equivalent jobs, and \$30 million in local tax revenues, annually.

Table 5-12 shows the estimated annual impact of the America's Center, post-expansion



Table 5-12

America's Center Convention Complex Estimated Future Impact (based on Stabilized Year of Total Build-Out)							
Event	Conventions	Consumer Shows	Meetings and Seminars	Entertainment Events	Sports and Tourism Events	All Other Types of Events	Total
1 # of Events	38	9	48	7	6	63	171
2 # of Event-Days	137	30	103	7	12	72	361
3 Attendance	244,982	144,363	65,832	134,497	31,784	53,104	674,562
4 Est. Room-Night Demand	470,420	3,000	51,110	2,780	27,460	2,570	557,340
Event Impact Summary (\$Million)*							
5 Direct Spending	\$244	\$14	\$47	\$9	\$35	\$6	\$355
6 Total Spending	\$440	\$23	\$85	\$15	\$64	\$10	\$637
7 Personal Income	\$144	\$7	\$28	\$5	\$20	\$3	\$208
8 Jobs Supported (FTEs)	3,110	130	720	120	430	80	4,590
9 Local Taxes	\$29	\$1	\$5	\$1	\$4	\$1	\$41

Notes:

Figures shown on Line 1 thru 3 correspond to the event, event-day, and attendance projections on Table 5-2, Table 5-3, and Table 5-5.

Estimates for Sports and Tourism Events assume that Rams games will no longer be at the America's Center Convention Complex.

*Impact figures are shown in uninflated 2014 dollars. Jobs are shown in number of full-time equivalent ones.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

As shown on the table, annual impact of the expanded America's Center is significantly greater. Among other factors, expansion completion is projected to increase room-night demand to over 557,000 room nights. Direct spending is projected to increase to \$355 million post-expansion. The expansion is also expected to support 4,590 FTE jobs post-expansion.

Table 5-13 shows the incremental annual impact, showing the difference between pre- and post-expansion.



Table 5-13

America's Center Convention Complex Estimated INCREMENTAL Impact							
Event	Conventions	Consumer Shows	Meetings and Seminars	Entertainment Events	Sports and Tourism Events	All Other Types of Events	Total
1 # of Events	10	2	9	4	(6)	43	62
2 # of Event-Days	36	7	19	4	(12)	49	103
3 Attendance	64,469	32,081	12,343	14,410	(97,999)	37,586	62,890
4 Est. Room-Night Demand	176,406	1,025	17,037	1,019	9,154	1,040	205,680
5 % Increase Over Current	60%	52%	50%	58%	50%	68%	
Event Impact Summary (\$Million)*							
6 Direct Spending	\$64	\$3	\$9	\$5	\$12	\$4	\$97
7 Total Spending	\$116	\$5	\$16	\$9	\$21	\$7	\$174
8 Personal Income	\$38	\$2	\$5	\$3	\$7	\$2	\$56
9 Jobs Supported (FTEs)	820	30	130	70	140	60	1,250
10 Local Taxes	\$8	\$0	\$1	\$0	\$1	\$0	\$11

Notes:

Figures in this table show the difference between those shown in Table 5-12 and Table 5-13.

Incremental impacts of Sports and Tourism Events do not take into account any impacts related to Rams games.

*Impact figures are shown in uninflated 2014 dollars. Jobs are shown in number of full-time equivalent ones.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

As shown on the table, the proposed expansion is estimated to increase, among others, room night demand, direct spending and employment in all categories, except sporting events.

Table 5-14 summarizes and compares the annual impact: pre-expansion, post-expansion, and the difference.

Table 5-14

America's Center Convention Complex Estimated Economic and Fiscal Impact (Uninflated Dollars)				
Estimated Economic and Fiscal Impact	Existing*	Total Build-Out		
	2011-2014 Average	Incremental**	Stabilized Year	% Change
Visitation Volume				
5 # of Events	109	62	171	57%
6 # of Event-Days	258	103	361	40%
7 Attendance	611,672	62,890	674,562	10%
8 Est. Room-Night Demand	351,660	205,680	557,340	58%
Event Impact Summary (\$Million)				
9 Direct Spending	\$258	\$97	\$355	38%
10 Total Spending	\$463	\$174	\$637	38%
11 Personal Income	\$151	\$56	\$208	37%
12 Jobs Supported (FTEs)	3,340	1,250	4,590	37%
13 Local Taxes	\$30	\$11	\$41	37%

*Statistics and impact estimates shown for the existing events exclude those of Rams games, which averaged 10 events, 10 event-days, and 429,128 attendees annually from 2011 through 2014.

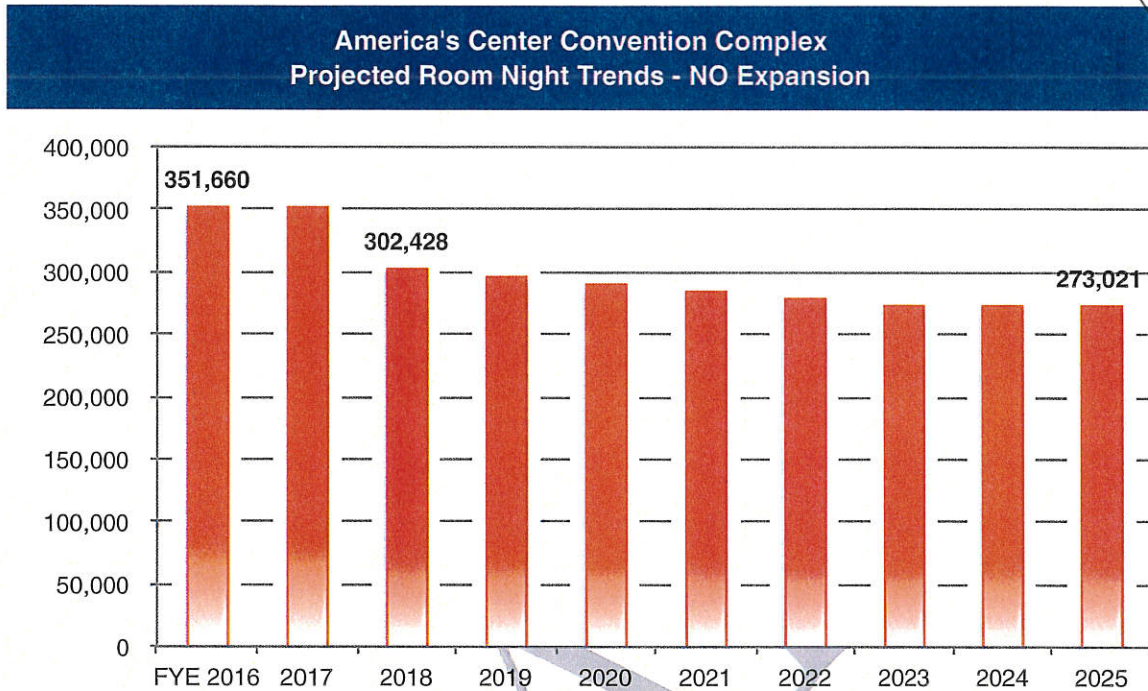
**Measures the difference between 2011-2014 Average and the stabilized year upon expansion, reflected in uninflated 2014 dollars.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting.

In summary, the increased activities in conventions, trade shows, consumer shows, and other types of events are expected to result in increased attendance, the majority of which are by overnight convention attendees, thus increasing the number of room nights as well as overall economic and fiscal impact substantially.

If expansion does not occur, current annual impacts will begin to decline due to improvements in competitive buildings in other destinations. Figure 5-1 illustrates the estimated erosion of convention business as reflected in declining numbers of room nights.

Figure 5-1

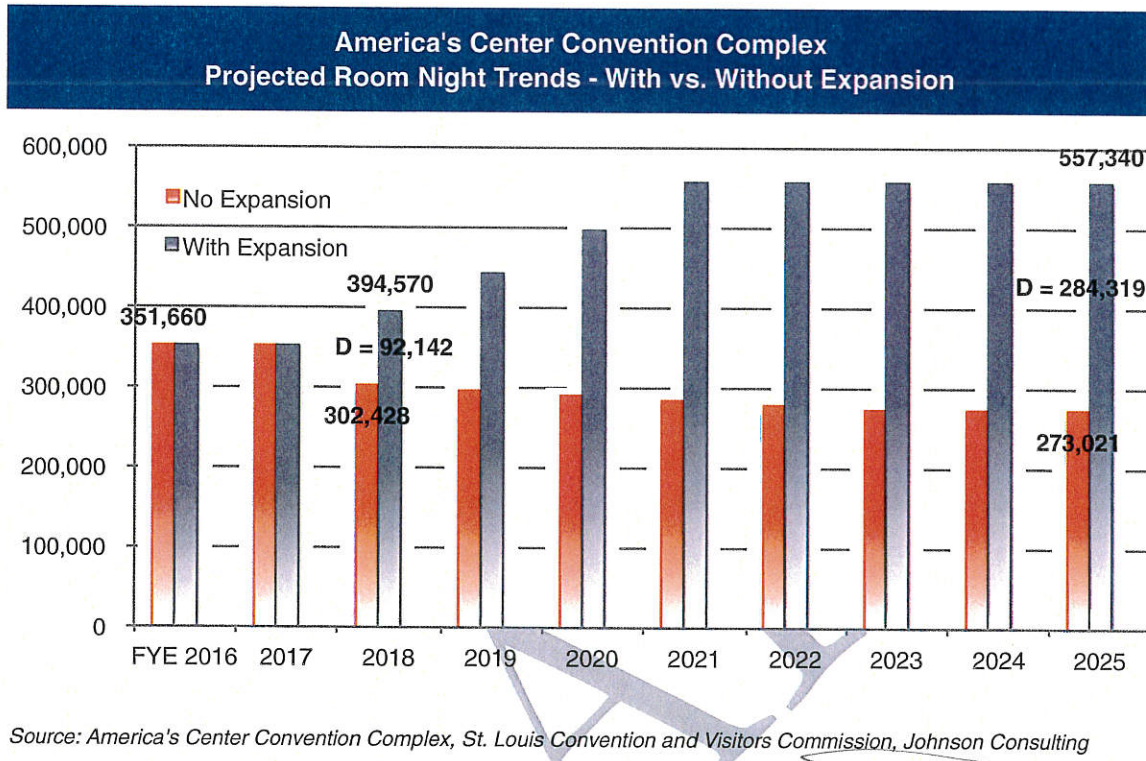


Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

Figure 5-2 compares room night trends when expansion is made vs. not made, illustrating a widening difference between the two trends.



Figure 5-2



As shown on the chart, the difference in room night trends between expanding the ACCC and doing nothing is significant: over 92,000 room nights in near future to over 284,000 room nights in ten years from now.

ONE-TIME CONSTRUCTION IMPACT

[at a later date]

KEY CONCLUSIONS FROM ANALYSIS

Extensive expansions, district upgrades around convention centers and aesthetic upgrades are occurring in virtually all competitor buildings. These upgrades and expansions range from adding ballroom and meeting space, to complete redevelopment of convention centers.

Costs of improvements are expensive. Seattle will invest \$1 billion, while many other improvements are upwards of \$500 million.

St. Louis' biggest deficiencies, according to past, current and prospective users are a need for a major ballroom (minimum 60,000 square feet), more exhibit space, more loading docks, and better interface with the Stadium.

Americas Center has declined slightly in events and attendance, and core clients will leave to alternative markets that are upgrading to accommodate them.

Clients like St. Louis. It is a good city for many events and they enjoy the fact that they are a dominant presence in the City.

The facility was originally built in 1977 with the Dome addition in 1995; the entire complex is aging and in need of substantial capital improvements in the years ahead. If the facility is not upgraded and expanded, business will decline. If improvements are made, it is projected that a minimum 37 percent increase in impacts will occur, and the expansion will position this sector of the downtown area to re-energize and redevelop.

Americas Center currently hosts 28 major conventions and trade shows annually. If the essential expansion and upgrades are addressed, an estimated ten new conventions and trade shows will come to St. Louis. Combined, the projected 38 convention and trade show events are estimated to host a total of over 245,000 multi-day attendees.

Room nights will increase from an estimated 350,000 today to over 557,000 upon stabilization.

Retention of part or all of the Dome will be a unique advantage for St. Louis, but part of it can be repurposed to exhibit space. This allows for general sessions, religious and multi-level marketing events to have a specially designed component of the building available for their events.

America's Center is a huge draw for the downtown area and a significant number of ACCC attendees stay multiple days in the market. Furthermore, its attendance and room night usage has impacts far greater than just downtown area, as room night demand from large groups spills to outside of downtown and fills up outer hotels as well. The SLCVC has commissioned a compression study separate from this report. The departure of the Rams will make scheduling events easier, and still has plenty of entertainment events possible for its reduced size. While attendance increase in exhibit hall events, meetings, seminars, banquets, and small concerts is still insufficient to make up lost attendance from Rams games and the other Dome events, the expected increase in activity volume, size, and length of those conventions and other types of events is expected to result in increased visitation by unique individuals, the majority of which are by overnight attendees. Therefore, the overall effects include greater room nights, greater direct spending, and greater tax revenues – in summary, greater positive impact than the loss of Rams attendees.

The types of improvements being added are the most profitable aspects of the venue. At \$3.2 million, the current operating deficit is very low compared to many of its peer buildings. Upon expansion, some of the typically profitable events currently taking place at the Dome will move out from the America's Center. However, the increased activities at the expanded exhibit halls and new ballrooms have the potential to



reduce the loss. With a new 60,000 square foot ballroom and more exhibit space, the annual operating subsidy should stabilize at between \$3.4 million to \$4 million annually.

Currently, over 3,340 jobs are supported by Americas Center annually. This will increase to over 4,500 annually. Job support will decline if physical improvements are not made.

Table 5-15 summarizes the overall economic and fiscal impact, from one-time construction activity and annual incremental event activities.

Table 5-15

America's Center Convention Complex Estimated Economic and Fiscal Impact (\$Million)	
	Annual Incremental Impact
Direct Spending	\$97
Total Spending	\$174
Personal Income	\$56
Jobs Supported (FTEs)	1,250
Local Taxes	\$11

Source: Johnson Consulting

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SECTION VI

NEXT STEPS

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NEXT STEPS

The next steps to implementing the recommended improvements relate to the SLCVC using the body of work developed to date in this report and management as a tool to justify broader community buy in to the improvement plan. The most important thing to remember about the Rams leaving is that it will present an opportunity to make the venue more competitive as other buildings position themselves nationally.

NEXT STEPS

CIVIC BUY IN TO THE PROCESS AND FINDINGS

It must be communicated that this competitive business is expanding, and St. Louis' competitors are expanding and upgrading. If Americas Center does not respond accordingly, the City will lose stature, existing businesses, and its historical competitive edge.

DETAILED PLANNING

After expansion, the next weak link to be addressed is the aesthetics and content of the area surrounding the convention center. Finally, demographic shifts nationally are coinciding with good planning efforts as millennials and active adults seek urban environments. The area around Americas Center is ripe for development and needs it.

FUNDING STRATEGY

Room tax and the SLCVC's money and stewardship is directly invested in outcomes it must drive. The expansion and upgrade program will be expensive, and current resources may not be able to fund all improvements. Funding can be found- Nashville created a Tourism Development Zone; Chicago implemented a small food and beverage fee on downtown restaurants. If the community accepts the need for this expansion, the right mix of City, County and State support can be devised to fund the improvements. A few examples include:

- Nashville created a three square mile Tourism Development Zone (TDZ) whereby the bond obligations of the Music Center are financed through an increment of property tax, car rental tax, and state and local sales tax. Tax collections have substantially exceeded pro forma expectations by more than \$20 million in FY 2015.
- Austin and Seattle plan to finance their expansions with increased tax revenues generated from existing taxes made possible by improved convention business performance and growth in the economy. Indianapolis planners made similar forecasts for their 2011 expansion, and indeed found that improved revenue generation meets or exceeds their bond obligations.

PHOTOS

The following images show the photos of the existing surroundings of the America's Center.

Exterior and Interior



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9th Street Exterior



7th Street Parking Garage



AMERICA'S CENTER CONVENTION COMPLEX STRATEGIC PLAN / JOHNSON CONSULTING / GENSLER / ARCTURIS

12

Convention Plaza



Broadway



AMERICA'S CENTER CONVENTION COMPLEX STRATEGIC PLAN / JOHNSON CONSULTING / GENSLER / ARCTURIS

13

SECTION IV

FINDINGS AND INTERPRETATIONS

Industry Trends Assessments

Customer and Stakeholder Interviews

Lost Business Analysis

Sample Event Analysis

Peer Set Analysis

Peer Set Expansion Plans Assessments

Conclusion

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FINDINGS AND INTERPRETATIONS

This section summarizes our findings and interpretations from industry trends assessments, customer and stakeholder interviews, lost business analysis, sample event analysis, peer set analysis, and assessments of peer set expansion plans.

INDUSTRY TRENDS

As a whole, the meetings industry has experienced stable growth in the past ten years, indicative of a somewhat mature industry. Trend-wise, there was a slight decline in the early 2000s, then a significant period of growth, followed by another wave of decline reflecting the recession and the negative publicity related to hosting meetings in upscale and resort destinations. Indeed, the impact of the recession on the global meetings industry was widespread – new hotel and meeting facility construction was delayed, and in many cases abandoned, corporations and associations dramatically reduced their meetings and events budgets, attendance levels fell sharply, and negative perceptions of the value of face-to-face meetings prevailed across governments, media and the general public.

Data from the Center for Exhibition Industry Research (CEIR) Index Report confirms the need, role and economy related to the larger meeting event industry. Their analysis considers utilization, number of exhibitors, number of attendees, and revenues, indicated the return of positive momentum to the meetings and exhibition industry in late 2010 and increasing through 2014, albeit at a modest pace of 1.8 percent (across all metrics). In 2014, the Financial, Legal, and Real Estate sector experienced the strongest growth (5.8 percent), followed by Building, Construction, Home, and Repair (5.1 percent), while the Education and Finished Business Outputs sectors contracted by (3) percent and (1) percent respectively. CEIR predicts faster growth in 2015 of 2.8 percent, followed by 2.4 percent growth in 2016 and 2.0 percent growth in 2017, at which time the Index will have recovered to within 1 percent of the most recent 2007 peak.

From a venue competition perspective, established destinations are expanding and planning for the future based on an increasingly competitive environment of facilities and destinations, and to reflect need for more meeting space and better technology. Exhibit hall-based events have been lighter and easier to build, in part due to an increased focus on education/training, particularly in medical and health care sectors. Demographics of show attendees are aging and focus is shifting to engaging younger generations. Flexibility of space is emerging as a key differentiator in meeting planner selection criteria, including ability to incorporate latest technology into room capabilities, providing a variety of presenting and learning formats that engage both young and maturing audiences/participants over an increasingly shorter run of the event. The key is to provide a unique, customizable, and engaging destination experiences around and during the run of the event. Event planners are also demanding quality hotel supply, competitive rates, and room blocks at as few hotels as possible.



It is often forgotten that convention venues are critical pieces of community infrastructure and that face-to-face exchanges (conventions and tradeshow) are the most effective way of matching buyers with sellers and providing industry specific education. Lack of reinvestment in upkeep and targeted expansion will result in erosion of market share and declining return on investment.

CUSTOMER AND STAKEHOLDER INTERVIEWS

Johnson Consulting worked closely with SLCVC to identify past, current and potential users of the America's Center Complex to solicit an understanding of venue attributes that work well, may cause issues, or impact the future use of America's Center. The user groups interviewed include:

- American Academy of Neurology
- American Association of Orthodontists
- American Chemical Society
- AmericanHort
- Experient (representing multiple clients)
- IMN Solutions (representing multiple clients)
- National Rifle Association
- National Wood Flooring Association
- O'Reilly Automotive Stores
- True Value Company

The summarization below provides key points made during the interviews. There was an overall consensus that the lack of a sufficiently sized ballroom and the use of the dome as additional exhibit space are the two biggest liabilities of America's Center.

PROS

- St. Louis is affordable overall as a destination.
- St. Louis is centrally located and larger events feel like “they own the city” because conventions dominate the market when they are in town.
- Sales and management team are very professional and helpful.
- Drivability.
- Dome is a unique option for some tradeshow and receptions and food functions.
- Flexibility is key. Being able to use ballroom space as additional meeting space is critical for events with a lot of breakout space.

- A number of past users want to come back to St. Louis but don't fit!

CONS

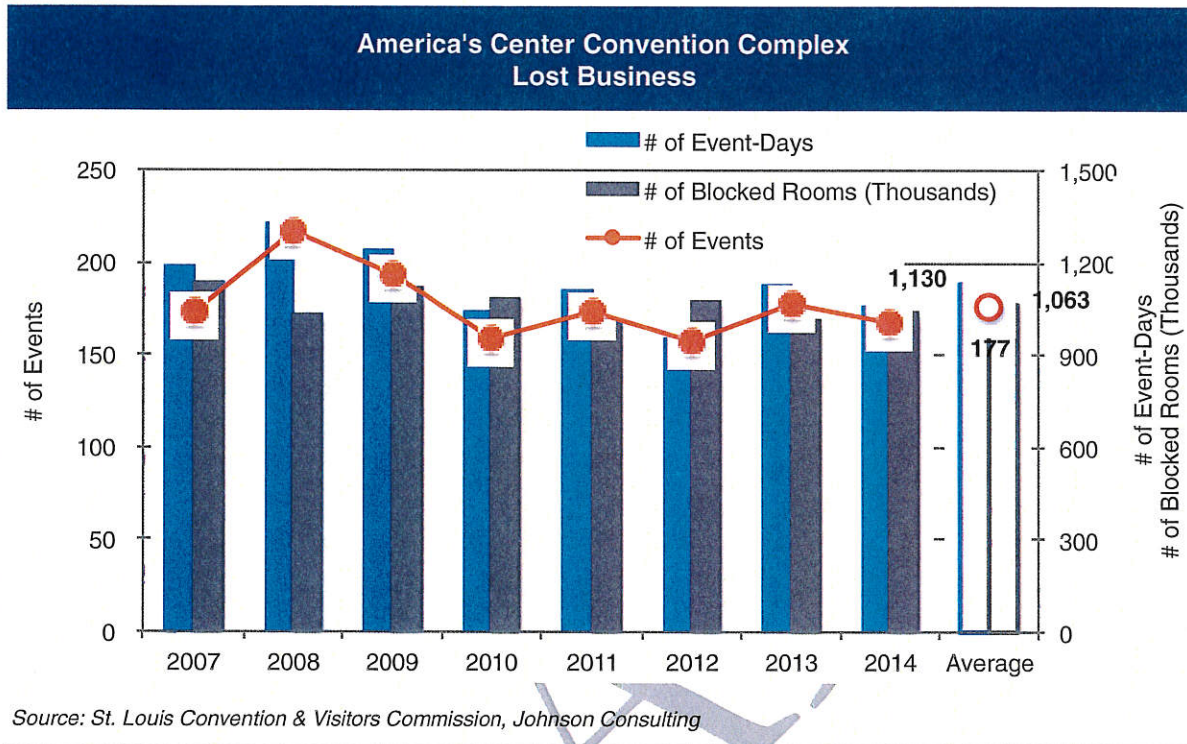
- The ballroom is too small (50,000 square feet is minimum).
- It is hard to use Dome as exhibit space when using other halls – quality is different, it is awkward to use and way-finding is an issue.
- Some current events are “busting at the seams.”
- The venue needs more usable exhibit space (500,000 to 600,000 square feet total).
- Labor costs are high in St. Louis.
- Some hotels need property improvements.
- Some interior upgrades to meeting rooms at the AC are needed.
- There are safety/ homelessness concerns around AC area.

As the above points indicate, America's Center Convention Complex does well with the facilities it has but it is approaching a point where its portfolio of events are outgrowing the current inventory of space. The current ballroom is awkward to use given its size relative to the amount of exhibit space and the back of house and support functions also constrain the space from achieving its maximum potential. Using the Edward Jones Dome as an extension of exhibit hall space is unreliable due to Rams scheduling and is inconsistent with the primary exhibit halls in the Cervantes Convention Center. Considering the Edward Jones Dome as part of the exhibit hall package is providing a false sense of scale due to the uncertainty of its availability and its quality and connectivity to the rest of the complex. Past users have also indicated a desire to come back if more exhibit and ballroom space is added. This indicates that St. Louis is a very viable and desirable convention and tradeshow destination due to its location, affordability, and well run sales effort and operation.

LOST BUSINESS ANALYSIS

St. Louis Convention and Visitors Commission provided records of lost business from bookings for 2007 through 2014. Figure 4-1 summarizes lost opportunities, from a total of 1,415 leads that ended up deciding to not hold an event at the America's Center Convention Complex.

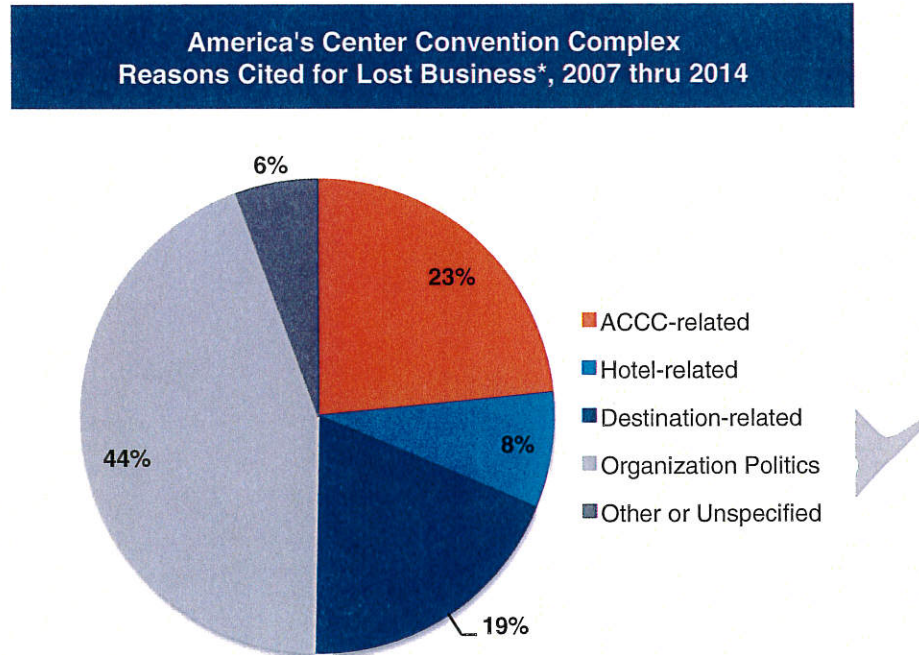
Figure 4-1



As shown on the chart, an average of 177 events were lost annually, resulting in a loss of 1,130 event-days and 1.1 million of booked room nights. The combined loss in the eight-year period (from 2007 through 2014) amount to 9,042 event-days and 8.5 million room nights. These do not include events that do not even investigate the market because of knowledge that the facility does not support their event.

In SLCVC's records, there are 59 reasons cited in the lost events' withdrawals. Figure 4-2 summarizes the resulting lost room nights from five categories of reasons: (i) America's Center Convention Complex-related, (ii) Hotel inventory-related, (iii) reasons related to St. Louis as a destination, (iv) reasons related to organization and/or politics, and (v) unspecified or not given.

Figure 4-2



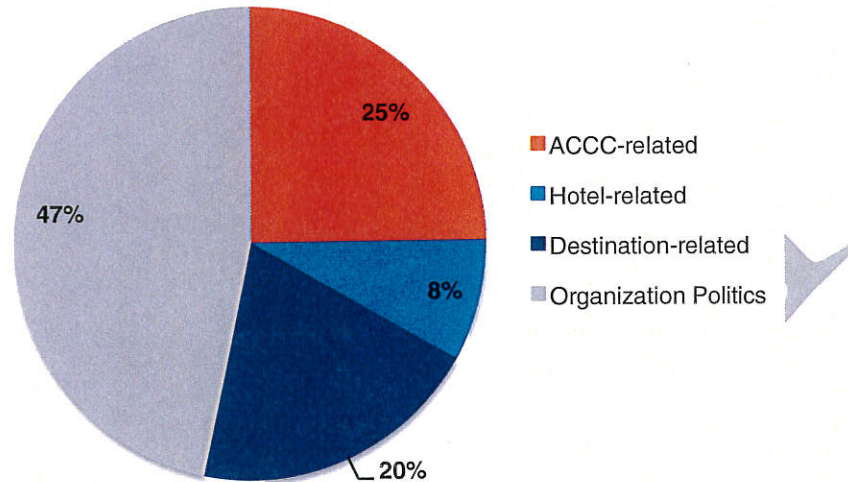
**As measured in percentage of blocked rooms lost.
Source: St. Louis Convention & Visitors Commission, Johnson Consulting*

As shown on the charts, reasons related to America's Center Convention Center contributes to 23 percent of lost room nights, strongly indicating that issues at the Complex need to be addressed.

Figure 4-3 summarizes the resulting lost room nights from only four categories of reasons, excluding those citing unspecified or no reason.

Figure 4-3

**America's Center Convention Complex
Reasons Cited for Lost Business*, 2007 thru 2014**



**As measured in percentage of blocked rooms lost, excluding those citing other, unspecified, or no reason.
Source: St. Louis Convention & Visitors Commission, Johnson Consulting*

As shown on the charts, reasons related to America's Center Convention Complex contributes to 25 percent of lost room nights, further strongly indicating that issues at the Complex need to be addressed. Hotel-related, destination-related, and organization politics-related reasons contribute to eight percent, 20 percent, and 47 percent of lost room nights, accordingly.

SAMPLE EVENT ANALYSIS

St. Louis Convention and Visitors Commission provided actual statistics of 12 representative events at the America's Center Convention Complex, representing conventions, entertainment events, consumer shows, and sports and tourism events. The SLCVC keeps tracks of the major events at the America's Center Convention Complex to quantify and optimize their potential impact.

The SLCVC uses DMAI's Event Impact Calculator, a model developed by Destination Marketing Association International to estimate impact of events. Specific parameters of any convention, consumer show, entertainment, sports and tourism event are run through the model, which then produces the estimated impact of that event based on the input. Parameters include: length of events, attendance, breakdown of local vs. out-of-town visitors, room block, average room rate, etc. The model runs the parameters through a set of



St. Louis-specific attributes, e.g., multipliers, tax rates, etc. Based on the inputted parameters and built-in attributes, the model produces impact estimates, including spending, jobs, and tax revenues, as defined by DMAI as listed in Table 4-1, below.

Table 4-1

Impact Definitions	
Direct Spending	This is the sum of visitor, meeting planner, and exhibitor spending. This is the figure most often cited as the “impact” of an event.
Total Spending	This includes indirect (business-to-business supply chain purchases) and induced (incomes spent in the local economy) business sales. This is a more complete view of the impact of an event as dollars flow through the local economy.
Personal Income	This includes all forms of income accruing to households as a result of the event, both through direct and indirect business activity, including: <ul style="list-style-type: none"> - wages and salaries, - other labor income, e.g., contributions by employers to unemployment, health plans, private pensions, - proprietor’s income, e.g., income from sole-proprietors/ partnerships, - transfer payments, i.e., retirement payments, disability, military pensions.
Jobs Supported (FTEs)	This includes the employment supported by all event-related business sales. It includes indirect (business-to-business supply chain purchases) and induced (incomes spent in the local economy) business sales. This is a more complete view of the impact of an event as dollars flow through the local economy.
Local Taxes	This is the sum of direct, indirect, and induced local taxes and assessments generated by an event, including income, bed, sales, and other local taxes.

Source: Destination Marketing Association International

Table 4-2 summarizes the average characteristics and impact of each type of events, as derived from 12 representative events that include six conventions, a consumer show, a meeting, an entertainment event, and three sports and tourism events. Please note that on Table 4-2, each column reflects the average statistics of each type of event, which are presented in greater details in subsequent tables.



Table 4-2

America's Center Convention Complex Comparison of Event Types' Average					
Event	Conventions	Consumer Shows	Meetings/ Seminars	Entertain- ment Events	Sports and Tourism Events*
1 # of Event Days	5.5	4.0	3.0	1.0	2.3
2 Attendance	12,499	36,825	2,075	55,000	6,367
3 Est. Room-Night Demand	18,253	657	2,681	921	4,554
Event Income Summary					
4 Total Income	\$429,385	\$540,532	\$360,741	\$677,587	\$98,716
5 Event Expenses	\$162,902	\$125,856	\$49,471	\$153,287	\$28,655
6 Net Event Operating Income (Loss)	\$266,483	\$414,676	\$311,270	\$524,301	\$70,061
Event Impact Summary					
7 Direct Spending	\$8,369,362	\$1,548,075	\$1,453,584	\$1,257,203	\$2,381,681
8 Total Spending	\$15,061,262	\$2,551,043	\$2,638,369	\$2,163,591	\$4,322,685
9 Personal Income	\$4,937,688	\$816,353	\$877,526	\$690,254	\$1,332,648
10 Jobs Supported (FTEs)	134	19	28	22	37
11 Local Taxes	\$993,083	\$108,385	\$158,736	\$102,483	\$289,421

Notes:

*Excluding Rams events.

Figures on Line 1 exclude move-in and move-out days.

Figures on Line 1 thru Line 11 correspond exactly to the averages of, or the single example of, respective types of events shown on subsequent tables.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

As shown in the table, conventions generate the highest impact. A single 5.5-day convention is estimated to generate \$8.4 million of direct spending. Consumer shows also do have a positive impact on the economy, but not as much as a convention. Based on the sampled events, their impact is estimated to be \$1.5 million from a consumer show, \$1.45 million from an average sampled meeting, \$1.3 million for an average sampled entertainment event, and \$2.4 million for an average sampled sports and tourism event.

The following tables summarize the representative events and their estimated impact: six conventions, a consumer show, a meeting, an entertainment event, and three sports and tourism events. The event statistics are presented exactly as provided by SLCVC.



Table 4-3

America's Center Convention Complex Event Sampling - Conventions								
	Event C1	Event C2	Event C3	Event C4	Event C5	Event C6	AVERAGE	RANGE
1 Month	05/13	04/14	06/14	07/14	11/14	02/15		
2 # of Event Days	6	3	7	5	8	4	5.5	3 - 8
3 Attendance	7,800	10,000	5,393	10,000	35,000	6,800	12,499	5,300 - 35,000
4 Est. Room-Night Demand	20,019	11,151	17,319	16,426	32,559	12,044	18,253	11,000 - 33,000
Event Income Summary								
5 Total Income	\$483,822	\$419,781	\$276,498	\$158,401	\$188,216	\$1,049,592	\$429,385	\$158,000 - \$1.1 million
6 Event Expenses	\$130,045	\$141,482	\$256,942	\$109,527	\$174,633	\$164,781	\$162,902	\$109,000 - \$257,000
7 Net Event Operating Income (Loss)	\$353,776	\$278,299	\$19,556	\$48,875	\$13,582	\$884,811	\$266,483	\$13,000 - \$885,000
Event Impact Summary								
8 Direct Spending	\$9,053,428	\$5,127,972	\$6,875,704	\$7,278,528	\$14,921,480	\$6,959,060	\$8,369,362	\$5.1 million - \$15 million
9 Total Spending	\$16,113,631	\$9,272,231	\$12,282,238	\$13,004,544	\$27,130,191	\$12,564,735	\$15,061,262	\$9.2 million - \$27.2 million
10 Personal Income	\$5,365,709	\$3,008,805	\$4,165,120	\$4,245,227	\$8,645,872	\$4,195,397	\$4,937,688	\$3 million - \$8.7 million
11 Jobs Supported (FTEs)	140	83	104	108	243	123	134	83 - 243
12 Local Taxes	\$1,039,732	\$624,002	\$869,608	\$828,019	\$1,834,940	\$762,199	\$993,083	\$624,000 - \$1.9 million

Notes:

Figures on Line 1 thru 12 for Event C1 thru C6 are provided by SLCVC.

Figures on Line 2 reflect the number of days when the event takes place, excluding move-in and move-out days.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

Table 4-4

America's Center Convention Complex Event Sampling - Consumer Shows	
	Event CS1
1 Month	01/15
2 # of Event Days	4
3 Attendance	36,825
4 Est. Room Demand	657
Event Income Summary	
5 Total Income	\$540,532
6 Event Expenses	\$125,856
7 Net Event Operating Income (Loss)	\$414,676
Event Impact Summary	
8 Direct Spending	\$1,548,075
9 Total Spending	\$2,551,043
10 Personal Income	\$816,353
11 Jobs Supported (FTEs)	19
12 Local Taxes	\$108,385

Notes:

Figures on Line 1 thru 12 are provided by SLCVC.

Figure on Line 2 reflects the number of days when the event takes place, excluding move-in and move-out days.

Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

Table 4-5

America's Center Convention Complex Event Sampling - Meetings and Seminars	
	Event M1
1 Month	10/14
2 # of Event Days	3
3 Attendance	2,075
4 Est. Room-Night Demand	2,681
Event Income Summary	
5 Total Income	\$360,741
6 Event Expenses	\$49,471
7 Net Event Operating Income (Loss)	\$311,270
Event Impact Summary	
8 Direct Spending	\$1,453,584
9 Total Spending	\$2,638,369
10 Personal Income	\$877,526
11 Jobs Supported (FTEs)	28
12 Local Taxes	\$158,736

Notes:
 Figures on Line 1 thru 12 are provided by SLCVC.
 Figure on Line 2 reflects the number of days when the event takes place, excluding move-in and move-out days.
 Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

Table 4-6

America's Center Convention Complex Event Sampling - Entertainment Events	
	Event E1
1 Month	01/15
2 # of Event Days	1
3 Attendance	55,000
4 Est. Room-Night Demand	921
Event Income Summary	
5 Total Income	\$677,587
6 Event Expenses	\$153,287
7 Net Event Operating Income (Loss)	\$524,301
Event Impact Summary	
8 Direct Spending	\$1,257,203
9 Total Spending	\$2,163,591
10 Personal Income	\$690,254
11 Jobs Supported (FTEs)	22
12 Local Taxes	\$102,483

Notes:
 Figures on Line 1 thru 12 are provided by SLCVC.
 Figure on Line 2 reflects the number of days when the event takes place, excluding move-in and move-out days.
 Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

Table 4-7

America's Center Convention Complex Event Sampling - Sports and Tourism Events*				
	Event S1	Event S2	Event S3	AVERAGE
1 Month	02/15	02/15	02/15	
2 # of Event Days	3	3	1	2.3
3 Attendance	14,000	1,500	3,600	6,367
4 Est. Room-Night Demand	10,224	1,145	2,292	4,554
Event Income Summary				
5 Total Income	\$178,453	\$93,110	\$24,584	\$98,716
6 Event Expenses	\$58,608	\$18,893	\$8,465	\$28,655
7 Net Event Operating Income (Loss)	\$119,845	\$74,217	\$16,119	\$70,061
Event Impact Summary				
8 Direct Spending	\$5,364,024	\$634,333	\$1,146,685	\$2,381,681
9 Total Spending	\$9,739,928	\$1,150,435	\$2,077,692	\$4,322,685
10 Personal Income	\$2,979,410	\$371,813	\$646,721	\$1,332,648
11 Jobs Supported (FTEs)	82	11	17	37
12 Local Taxes	\$649,644	\$73,673	\$144,947	\$289,421

Notes:
 *Excluding Rams events.
 Figures on Line 1 thru 12 for Event S1 thru S3 are provided by SLCVC.
 Figures on Line 2 reflect the number of days when the event takes place, excluding move-in and move-out days.
 Source: America's Center Convention Complex, St. Louis Convention and Visitors Commission, Johnson Consulting

PEER SET ANALYSIS

The facilities highlighted in this section were selected because they are America's Centers primary competitors. These facilities were then split into two groups: those that stand alone as a convention center, and those that have a stadium and/or arena attached or within close proximity.

Convention Centers Only:

- Colorado Convention Center – Denver, Colorado
- Minneapolis Convention Center – Minneapolis, Minnesota
- Music City Center – Nashville, Tennessee
- Greater Columbus Convention Center – Columbus, Ohio
- Kentucky International Convention Center – Louisville, Kentucky

Convention Centers with Stadiums:

- Georgia World Congress Center – Atlanta, Georgia
- George R. Brown Convention Center – Houston, Texas
- Indiana Convention Center & Lucas Oil Stadium – Indianapolis, Indiana
- Henry B. Gonzalez Convention Center – San Antonio, Texas

PEER SET MATRIX – CONVENTION CENTERS ONLY

In consultation with the St. Louis Convention & Visitors Commission, Johnson Consulting has selected the following set of peer facilities for inclusion in our benchmarking analysis:

- **Colorado Convention Center – Denver, Colorado:** Opened in 1990 and expanded in 2004, Colorado Convention Center (CCC) offers 753,097 square feet of leasable space. The CCC has six exhibit halls totaling 579,000 square feet of leasable space, with the largest hall being 106,000 square feet. The facility has two ballrooms totaling 82,156 square feet of space with the larger of the two equaling 47,700 square feet of space (the Mile High Ballroom). The CCC features 91,941 square feet of meeting room space in 62 rooms as well as the 5,000-seat Bellco Theatre. There are 49 loading docks at the CCC.
- **Minneapolis Convention Center – Minneapolis, Minnesota:** Opened in 1990 and most recently expanded in 2002, the Minneapolis Convention Center (MCC) offers a total of 598,113 square feet of leasable space. Available space at the MCC includes 475,200 square feet of exhibit hall space, 95,391 square feet of meeting room space (in 87 rooms), and 27,522 square feet of ballroom space. (Two smaller ballrooms combine to make the 27,522 square foot space). The facility also includes a 3,433-seat auditorium and 32 loading docks.
- **Music City Center – Nashville, Tennessee:** The Music City Center (MCC) opened in 2013 and offers 504,743 square feet of leasable space. The MCC offers 353,143 square feet of exhibit hall space, 57 meeting rooms totaling 81,350 square feet of space, and two ballrooms totaling 70,250 square feet of space. The larger of the two ballrooms, the Grand Ballroom, is 52,350 square feet. There are 32 loading docks at the MCC.
- **Greater Columbus Convention Center – Columbus, Ohio:** The Greater Columbus Convention Center (GCCC) opened in 1993 and offers a total of 493,200 square feet of leasable space. Most recently expanded in 2010, the GCCC features 338,400 square feet of exhibit hall space, 65,549 square feet of meeting room space in 65 rooms, and 89,251 square feet of ballroom space. The Battelle Grand, the largest of the three ballrooms at the GCCC, is 49,522 square feet. This is also the largest ballroom in Ohio, and was a major part of the 2010 expansion project. The facility has 39 loading docks.
- **Kentucky International Convention Center – Louisville, Kentucky:** Opened in 1977 and most recently expanded in 2000, the Kentucky International Convention Center (KICC) offers a total of 296,252 square feet of leasable space. The facility includes 191,000 square feet of exhibit hall space, 75,252 square feet of meeting room space in 50 rooms, and 30,000 square feet of ballroom space in the Cascade Ballroom. The KICC also features the 175-seat Conference Theater as well as 12 loading docks.

Table 4-8 provides a summary of key benchmarking attributes for the peer set facilities – convention centers only, as they currently stand.

Table 4-8

America's Center Convention Complex Key Characteristics of National Comparable Facilities and Markets (CC Only)						
	America's Center	Colorado Convention Center	Minneapolis Convention Center	Music City Center	Greater Columbus Convention Center	Kentucky International Convention Center
Location	St. Louis, MO	Denver, CO	Minneapolis, MN	Nashville, TN	Columbus, OH	Louisville, KY
Demographics Characteristics - MSA (2013)						
Population	2,798,304	2,703,067	3,461,538	1,782,868	1,983,754	1,260,980
Median Age (Years)	39.0	36.6	37.0	36.9	36.2	39.3
Median Household Income	\$54,317	\$64,675	\$67,890	\$52,904	\$54,421	\$51,239
Unemployment Rate (%)	6.7%	3.4%	4.0%	4.8%	4.3%	5.9%
Transport Linkages						
Major Airport	Lambert St. Louis International Airport	Denver International Airport	Minneapolis - St. Paul International Airport	Nashville International Airport	Port Columbus International Airport	Louisville International Airport
Airlift Capacity (passengers per annum)	12.3 million	53.3 million	35 million	11 million	6.3 million	3.4 million
Public Transit from Airport	Bus/ Light Rail	Bus	Bus/ Light Rail*	Bus	Bus	Bus
Facility Attributes						
Year Built/ Most Recent Expansion	1977/ 1995	1990/ 2004	1990/ 2002	2013	1993/ 2010	1977/ 2000
Planned Expansion	Analyzed	Yes	No	No	Yes	Yes
Total Leasable Space (SF)	464,241	753,097	598,113	504,743	493,200	296,252
Exhibit Hall (SF)	340,000	579,000	475,200	353,143	338,400	191,000
Total Ballroom (SF)	27,625	82,156	27,522	70,250	89,251	30,000
Largest Ballroom (SF)	27,625	47,700	27,522	52,350	49,522	30,000
Meeting Rooms (SF)**	96,616	91,941	95,391	81,350	65,549	75,252
Ratio of Ballroom & Meeting Rooms to Exh. Hall	0.37	0.30	0.26	0.43	0.46	0.55
Number of Loading Docks	16	49	32	32	39	12
Hotel Inventory						
Headquarters Hotel	Marriott Grand Hotel	Hyatt Regency Denver	Hilton Minneapolis	Omni Nashville Hotel	Hyatt Regency Columbus	Hyatt Regency Louisville
Headquarters Hotel (# Rooms)	917	1,100	821	800	633	393
Hotel Rooms within 1/2 Mile of Facility	5,382	6,595	4,869	3,719	2,571	4,193

*Light Rail starting September 2015.

**Meeting room square footage does not include ballroom square footage.

Source: Relevant Facilities, ESRI, JohnsonConsulting

The following observations are made with respect to the key attributes of the peer markets and facilities:

- **Demographics:** The 2013 resident population of Greater St. Louis was 2.8 million, placing it in the middle of metropolitan area populations in the peer set. The Minneapolis MSA was the largest in the set at 3.5 million, while the Louisville MSA was the smallest at 1.3 million.

Residents of Greater St. Louis are the second oldest in the peer set, with a median age in 2013 of 39 years. The Greater Louisville MSA is slightly older at 39.3 years, while the Greater Columbus area is the youngest at 36.2 years of age.



The median household income in Greater St. Louis was \$54,317 in 2013, which ranked in the middle of cities in the peer set. The Greater Minneapolis area had the highest median household income at \$67,980, while Louisville had the lowest at \$51,239.

Greater St. Louis had the highest unemployment rate amongst the peer set in 2013 (6.7 percent). The Greater Denver area had the lowest unemployment rate amongst the peer set, at 3.4 percent.

- **Transport Linkages:** Greater St. Louis is home to Lambert - St. Louis International Airport. All other markets within the peer set also have a major commercial airport.

Lambert ranks 3rd highest within the competitive set, with 12.3 million passenger movements per annum, behind Denver International Airport (53.3 million passengers per annum), and Minneapolis – St. Paul International Airport (35 million passengers per annum). Louisville International Airport had the fewest passenger movements at 3.4 million per annum.

St. Louis' Metrolink Light Rail connects Lambert with downtown and points further east in Illinois. Additionally, bus service provided by Metro Transit connects the airport with downtown and locations throughout the Greater St. Louis area. Minneapolis – St. Paul International Airport also has light rail service to and from its downtown, and all airports in the competitive set have public bus service.

- **Facility Attributes:** The Cervantes Convention Center (part of the America's Center Complex) was built in 1977, tying it with the Kentucky International Convention Center as the oldest facility among the peer set. The most recently built facility is Music City Center in Nashville, which opened in 2013.

The Cervantes Convention Center is the second smallest facility in the peer set, ahead of only the Kentucky International Convention Center. Similarly, the Cervantes Convention Center has the third lowest amount of exhibit hall space, ahead of the facilities in Columbus and Louisville. It also has the second lowest amount of ballroom space, ahead of only the Minneapolis Convention Center. America's Center does however have the largest amount of meeting room space amongst the peer set.

As shown, the Cervantes Convention Center falls in the middle of the peer set in the ratio of ballroom & meeting room space to exhibit hall space at .37. The Kentucky International Convention Center has the highest figure at .55 and the Minneapolis Convention Center has the lowest at .26. The AC had the second fewest loading docks with 16, ahead of KICC's 12. The Colorado Convention Center had the most with 49.



- **Hotel Inventory:** All facilities within the peer set have a headquarters hotel, with the Hyatt Regency Denver being the largest (1,100 rooms), and the Hyatt Regency Louisville being the smallest (393 rooms).

As of May 2015, there are 5,382 hotel rooms within walking distance (0.5 mile radius) of America's Center. This ranks as the second highest among the peer markets, behind Denver (6,595 rooms).

PEER SET MATRIX – CONVENTION CENTERS WITH STADIUMS

In consultation with the St. Louis Convention & Visitors Commission, Johnson Consulting has selected the following set of peer facilities for inclusion in our benchmarking analysis:

- **Georgia World Congress Center – Atlanta, Georgia:** Originally opened in 1976 and most recently expanded in 2002, the Georgia World Congress Center (GWCC) offers 1,681,451 square feet of leasable space. The GWCC has 12 exhibit halls totaling 1,362,750 square feet of leasable space, with the largest hall being 151,000 square feet. The facility has two ballrooms totaling 58,722 square feet of space, with the larger of the two equaling 33,000 square feet of space (the Thomas Murphy Ballroom). The GWCC features 259,979 square feet of meeting room space in 101 rooms, in addition to the 1,726-seat Sidney Marcus Auditorium, the 396-seat C101 Auditorium, and the 225-seat C102 Auditorium. The GWCC has 88 loading docks. The 71,228-seat Georgia Dome (home to the Atlanta Falcons) and the 18,118-seat Philips Arena (home to the Atlanta Hawks) are both located adjacent to the GWCC.
- **George R. Brown Convention Center – Houston, Texas:** Opened in 1987 and most recently expanded in 2003, the George R. Brown Convention Center (GRBCC) offers a total of 898,295 square feet of leasable space. The facility features four exhibit halls that total 770,730 square feet of space as well as the Grand Ballroom that totals 31,590 square feet of space. The GRBCC has 88 meeting rooms totaling 95,975 square feet of meeting room space, as well as the 3,600-seat General Assembly Theater. There are 66 loading docks at the GRBCC. The 40,963-seat Minute Maid Park (home to the Houston Astros) and the 18,043-seat Toyota Center (home to the Houston Rockets) are both located within a quarter mile of the GRBCC.
- **Indiana Convention Center and Lucas Oil Stadium – Indianapolis, Indiana:** Originally opened in 1972 and most recently expanded in 2011, is the Indiana Convention Center (ICC). The ICC has four exhibit halls and 8,600 square feet of swing space totaling 566,600 square feet of space. It also has four ballrooms totaling 62,173 square feet of space, including the 33,335-square foot Sagamore Ballroom, the facilities largest. The ICC has 83 meeting rooms totaling 123,312 square feet of space as well as 49 loading docks. Attached to the ICC is Lucas Oil Stadium, which opened in 2008. Home to the Indianapolis Colts, Lucas Oil Stadium has a capacity for 67,000 people and has 178,610 square



feet of exhibit hall space itself. When including Lucas Oil Stadium, the ICC has 745,210 square feet of exhibit hall space and 930,695 square feet of total leasable space.

- **Henry B. Gonzalez Convention Center – San Antonio, Texas:** Originally opened in 1968 and currently being expanded, featuring 627,395 square feet of total leasable space, is the Henry B. Gonzalez Convention Center (HBGCC). The HBGCC has two exhibit halls totaling 438,513 square feet of space and three ballrooms totaling 89,102 square feet of space. The largest of the ballrooms is Grand Ballroom C, at 39,576 square feet. There are 59 meeting rooms totaling 99,780 square feet of space at the HBGCC, as well as 45 loading docks. The facility also includes the 2,317-seat Lila Cockrell Theatre. Across Interstate 37 to the southeast is the 72,000-seat Alamodome, which is currently undergoing a renovation that will feature an outdoor pedestrian walkway connecting it with the currently being expanded HBGCC.

Table 4-9 provides a summary of key benchmarking attributes for the peer set facilities – convention centers with stadiums.

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Table 4-9

America's Center Convention Complex Key Characteristics of National Comparable Facilities and Markets (Convention Center & Stadium)					
	America's Center	Georgia World Congress Center	George R. Brown Convention Center	Indiana Convention Center & Lucas Oil Stadium	Henry B. Gonzalez Convention Center
Location	St. Louis, MO	Atlanta, GA	Houston, TX	Indianapolis, IN	San Antonio, TX
Demographics Characteristics - MSA (2013)					
Population	2,798,304	5,527,230	6,460,329	1,967,168	2,318,053
Median Age (Years)	39.0	35.9	34.0	36.7	34.8
Median Household Income	\$54,317	\$56,889	\$61,044	\$51,452	\$52,913
Unemployment Rate (%)	6.7%	8.7%	4.1%	5.4%	4.5%
Transport Linkages					
Major Airport	Lambert St. Louis International Airport	Hartsfield - Jackson Atlanta International Airport	Houston George Bush Intercontinental Airport	Indianapolis International Airport	San Antonio International Airport
Airlift Capacity (passengers per annum)	12.3 million	96 million	41 million	7.2 million	8.3 million
Public Transit from Airport	Bus/ Light Rail	Bus/ Train	Bus	Bus	Bus
Facility Attributes					
Year Built/ Most Recent Expansion	1977/ 1995	1976/ 2002	1987/ 2003	1972/ 2011	1968/ 2016
Planned Expansion	Analyzed	Yes	Yes*	No	Yes
Total Leasable Space (SF) ¹	648,668	1,681,451	898,295	930,695	627,395
Total Exhibit Hall (SF)	502,000	1,362,750	770,730	745,210	438,513
Convention Center Exhibit Hall (SF)	340,000	-	-	566,600	-
Dome/Stadium Exhibit Space (SF)	162,000	-	-	178,610	-
CC/Stadium Integrated or Connected (Y/N)	Yes	No	No	Yes	No
Total Ballroom (SF)	27,625	58,722	31,590	62,173	89,102
Largest Ballroom (SF)	27,625	33,000	31,590	33,335	39,576
Total Meeting Room (SF) ^{***}	119,043	259,979	95,975	123,312	99,780
Ratio of Ballroom & Meeting Rooms to Ex Hall	0.29	0.23	0.17	0.25	0.43
Number of Stadium Seats	66,000	71,228/18,118**	40,963/18,043**	67,000	72,000
Number of Loading Docks	22	88	66	49	45
Hotel Inventory					
Headquarters Hotel	Marriott Grand Hotel	Omni Atlanta Hotel at CNN	Hilton Americas - Houston	JW Marriott Indianapolis	Grand Hyatt San Antonio
Headquarters Hotel (# Rooms)	917	1,067	1,200	1,005	1,003
Hotel Rooms within 1/2 Mile of Facility	5,382	4,610	3,927	6,055	9,142
*As part of Marriott Marquis HQ Hotel					
**Georgia Dome/Phillips Arena & Minute Maid Park/Toyota Center					
***Meeting room square footage does not include ballroom square footage.					
Source: Relevant Facilities, ESRI, JohnsonConsulting					

The following observations are made with respect to the key attributes of the peer markets and facilities:

- **Demographics:** The 2013 resident population of the Greater St. Louis area (MSA) was 2.8 million, placing it in the middle of metropolitan areas in the peer set, behind Houston (6.5 million people) and Atlanta (5.5 million) but ahead of San Antonio (2.3 million) and Indianapolis (2 million).

Residents of Greater St. Louis were the oldest in the peer set, with a median age of 39 years. The MSA with the youngest median age of residents was Houston at 34 years of age.



The median household income in Greater St. Louis was \$54,317 in 2013, which ranked third highest among the peer set, behind Houston (\$61,044) and Atlanta (\$56,889). Indianapolis had the lowest median household income in the peer set at \$51,452.

Greater St. Louis had the second highest unemployment rate amongst the peer set in 2013 (6.7 percent), behind only Atlanta at 8.7 percent. Houston had the lowest unemployment rate amongst the peer set at 4.1 percent.

- **Transport Linkages:** Greater St. Louis is home to Lambert - St. Louis International Airport. All other markets within the peer set also have a major commercial airport.

Lambert ranks 3rd within the competitive set, with 12.3 million passenger movements per annum, behind Hartsfield Jackson – Atlanta International Airport (96 million passengers per annum), and Houston George Bush Intercontinental Airport (41 million). Indianapolis International Airport was the least busy of the airports in the competitive set at 7.2 million passengers a year.

St. Louis' Metrolink Light Rail connects Lambert with downtown and points further east in Illinois. Bus service provided by Metro Transit also connects the airport with downtown and locations throughout the Greater St. Louis area. Atlanta also has a rail connection from its airport to downtown, provided by MARTA. All airports in the peer set have public bus connections to their respective downtowns and surrounding areas.

- **Facility Attributes:** America's Center was built in 1977, making it the second newest of facilities among the peer set. Only the George R. Brown Convention Center in Houston is newer, originally built in 1987. The oldest building in the peer set is the Henry B. Gonzalez Convention Center in San Antonio, which was built in 1968. However, the most recent expansion of America's Center was completed in 1995, making it the only facility in the peer group that has not had an expansion since that time. The Henry B. Gonzalez Convention Center is currently undergoing renovations and expansions that are scheduled for completion in 2016, while the Indiana Convention Center had an expansion and renovation in 2011.

The America's Center is the second smallest facility in the peer group, larger than only the HBGCC in San Antonio (which is currently undergoing an expansion). Similarly, America's Center has the second least amount of exhibit hall space (after the HBGCC) and the smallest amount of ballroom space. The AC had the third largest amount of meeting room space, behind the Georgia World Congress Center and the Indiana Convention Center.

As shown, America's Center has the second highest ratio of ballroom & meeting room space to exhibit hall space at .29, behind only HBGCC's .43. The GRBCC in Houston had the lowest rate at .17. The AC had fewest loading docks with 16, while the GWCC in Atlanta had the most with 88.

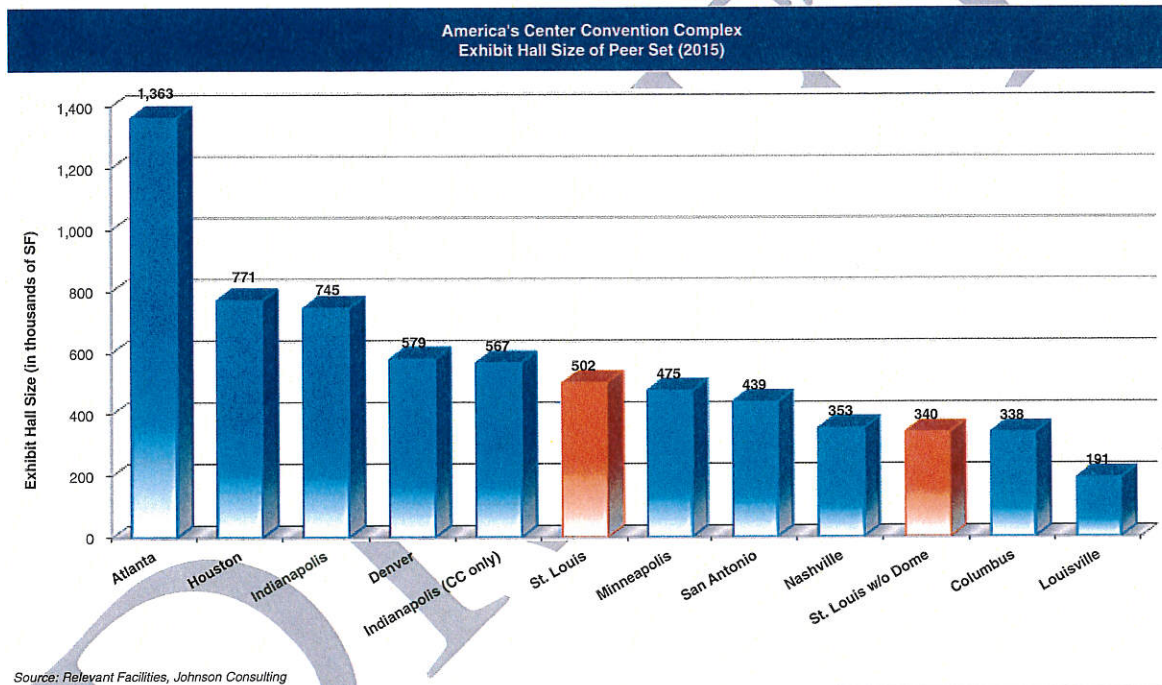
- **Hotel Inventory:** All facilities within the peer set have a headquarters hotel, with the Marriott Grand Hotel being the smallest (917 rooms), and the Hilton America's – Houston the largest (1,200 rooms).

As of May 2015, the America's Center has 5,382 rooms within walking distance (0.5 miles). This puts it in the middle of the peer group. San Antonio has the most with 9,142 rooms and Houston has the fewest with 3,927.

COMPARISON OF FACILITY ATTRIBUTES

The following figures highlight America's Center in comparison with both peer sets.

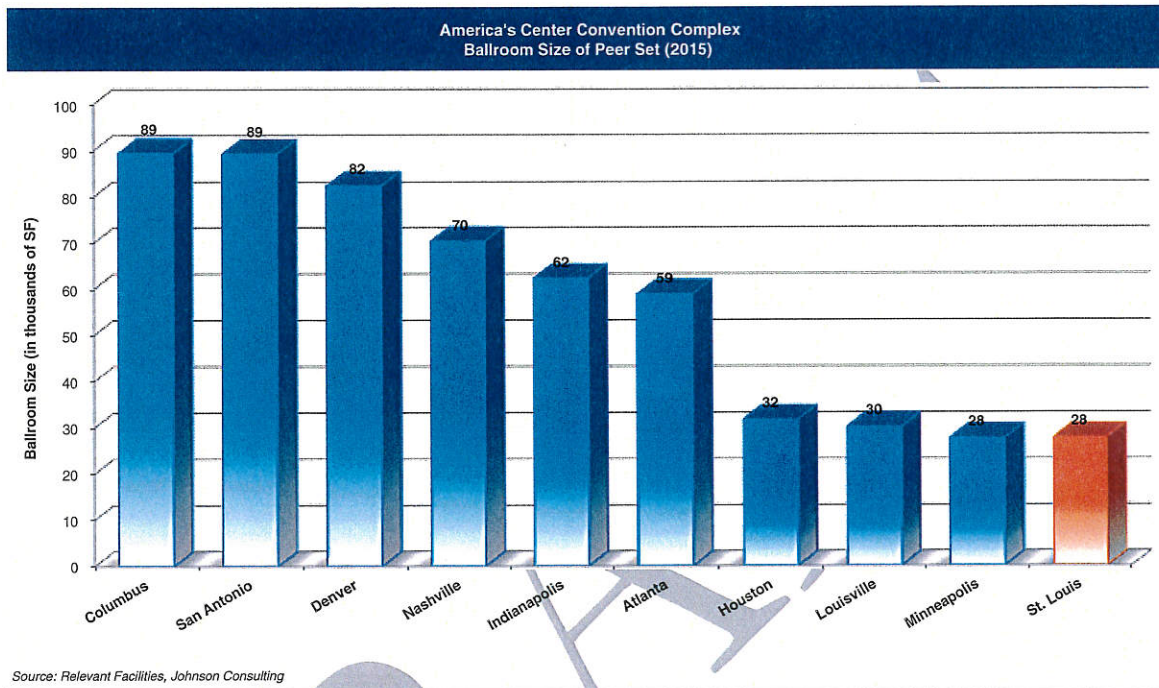
Figure 4-4



The above chart provides a representation of how the Cervantes Convention Center (America's Center, without the Edward Jones Dome) compares to a competitive set of venues nationally. When all exhibit space of America's Center is included, it ranks 6th out of 12 in terms of total exhibit hall space. When just the Cervantes Convention Center is ranked in comparison to the competitive set, it ranks 10th out of 12, indicating how important the dome exhibit space is when trying to compete with the upper quartile of the set. Additionally, the space in the dome is not contiguous or of the same quality as the other larger venues and puts America's Center at a disadvantage. For 6 months out of the year, there have been some limitations with the use of the Dome for exhibit hall events further challenging SLCVC's efforts to pursue larger, higher impact events. As discussed with a number of meeting planners, the perspective that they take when ranking

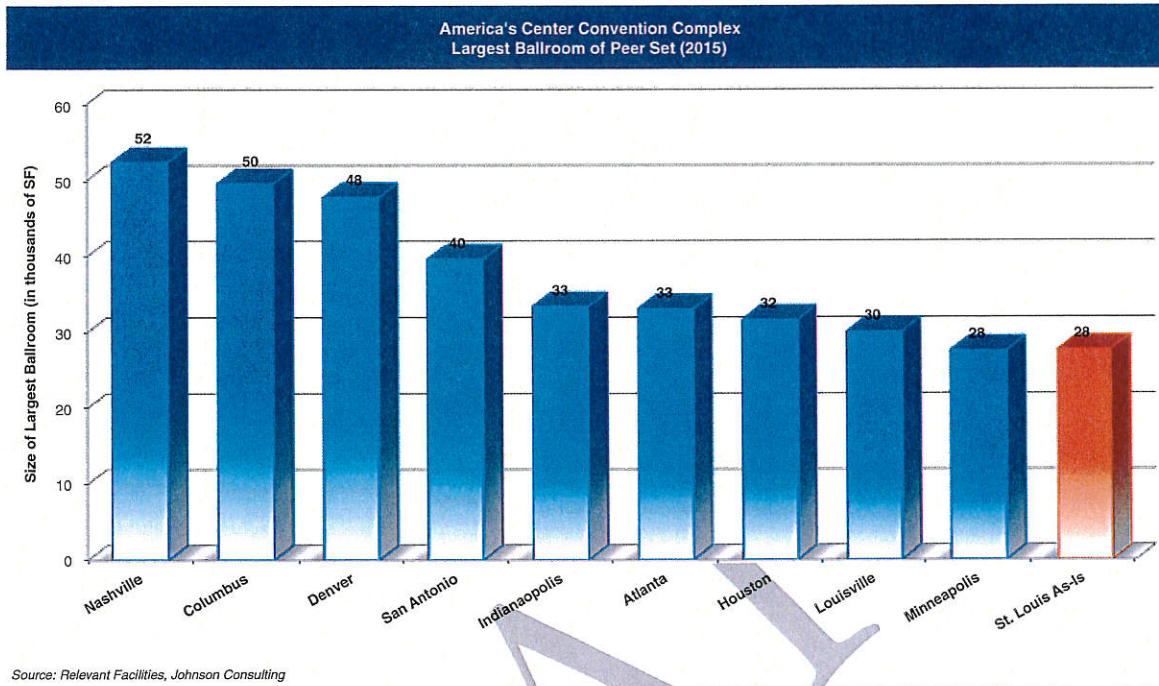
potential destinations for their event primarily focuses on the exhibit hall space in Cervantes Convention Center.

Figure 4-5



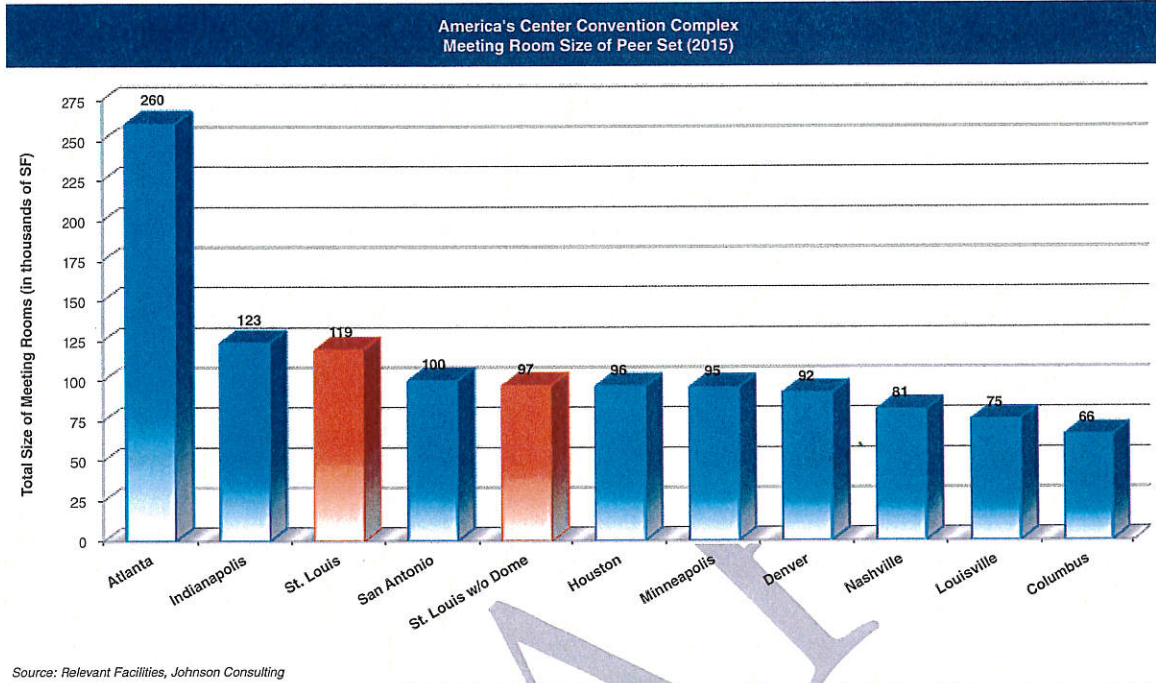
The above chart focuses on the amount of total ballroom space for the competitive set. St. Louis currently ties for last place in total ballroom space. The total ballroom space in St. Louis also represents the only ballroom in the America's Center Complex.

Figure 4-6



While the prior chart focused on the total amount of ballroom space, this chart focuses on the single largest contiguous space. The destinations that St. Louis is most inclined to compete against have their largest contiguous ballroom in the 40,000 to 50,000 square feet range, with the balance of ballroom space serving as a Jr. ballroom. Expansion plans for a number of the venues have much larger ballrooms being added, for instance, Denver is adding an 80,000 square foot ballroom in addition to their largest ballroom space of 48,000 square feet; and Louisville is adding a 40,000 square foot ballroom to their existing one of 30,000 square feet, which will be completed in 2018 and are being marketed now for 2019 use. A key point made by both management and meeting planners, was the undersized ballroom space or lack of a second ballroom space as a competitive disadvantage.

Figure 4-7



This chart analyzes the amount of venue meeting space in the competitive set of facilities. As the chart indicates, America's Center has 119,000 square feet of meeting space and ranks 3rd overall in total meeting space. Focusing on the Cervantes Center only there is 97,000 square feet of total meeting room space. Both the total complex and Cervantes Convention Center are in the upper quartile.

PEER SET EXPANSION PLANS

The following describes recent or planned expansions of America's Center Convention Complex' peer sets, of those consisting of convention centers only and with stadiums.

PEER SET EXPANSION PLANS – CONVENTION CENTERS ONLY

- Colorado Convention Center:** The CCC is planning a \$105 million expansion that would include a 80,000 square foot ballroom and 25,000 square feet of meeting room space built on top of the existing building. Adjacent, smaller developments are being considered as well to help better the pedestrian and urban connectivity between the facility and its surroundings. The CCC was previously expanded in 2004.
- Minneapolis Convention Center:** The MCC was last expanded in 2002 as part of a \$211 million expansion and renovation project. The project expanded the MCC's gross exhibit space by 71 percent and the 3,433-seat auditorium was added as part of this project as well. There have been

minor interior and exterior improvements since that time, but there is no expansion or renovation project currently planned.

- **Music City Center:** The MCC was built in 2013 at a cost of \$623 million. There has been no expansion since then, however the funding model allows for substantial future expansion. Plans are underway to redevelop the site of the old convention center (the Nashville Convention Center) into a new \$400 million mixed-use development (anchored by retail).
- **Greater Columbus Convention Center:** The GCCC last underwent an expansion in 2010. This project cost \$40 million with 74,000 square feet of space (the Battelle Grand) repurposed from an old multi-purpose venue as well the addition of more meeting space. An upcoming \$125 million expansion will feature additional exhibit hall space (35,000 square feet), a new lobby/grand entrance, and significant upgrades to existing interior spaces.
- **Kentucky International Convention Center:** A planned \$180 million expansion will add 200,000 square feet of new exhibit hall space as well as a new 40,000 square foot ballroom. The KICC will close while construction takes place. The project is scheduled to begin in 2016 and be completed in 2018. Events that were scheduled for this time will be moved to other downtown Louisville locations, including the KFC Yum! Center and the Kentucky Center for the Performing Arts.
- **Austin Convention Center – Austin, Texas:** A Long-Range Master Plan was recently completed in June 2015 for Austin Convention Center expansion. Several scenarios are being considered for expansion on the site immediately to the east, west, and south of the existing facility. The expansion is expected to add up to 321,680 square feet of function space, resulting in 447,000 square feet of exhibit halls and 241,400 square feet of banquet and meeting space.

PEER SET EXPANSION PLANS – CONVENTION CENTERS WITH STADIUMS

- **Georgia World Congress Center:** The Georgia World Congress Authority (which runs the GWCC and the adjacent Georgia Dome, home of the Atlanta Falcons) is planning on tearing down the Georgia Dome to make way for parking for a new open-air stadium with a retractable roof currently being built just south of the GWCC. No new exhibit space would be added as part of this project. The GWCC itself was last expanded in 2002, with the completion of the 1.1 million square foot Phase IV expansion project that added 420,000 square feet of exhibit space.
- **George R. Brown Convention Center:** The GRBCC in Houston is planning to construct a new grand entryway/lobby as part of the adjacent Marriott Marquis project. This project would increase connectivity to the Discovery Green Park, as well as add new retail and dining options as part of the new development.

- Indiana Convention Center and Lucas Oil Stadium:** The ICC was most recently expanded in 2011 by adding 420,000 square feet of exhibit space. After the expansion, attendance was up to 1.3 million, from 796,000. Attendance has since stabilized at 967,000. The ICC's expansion cost \$275 million. In 2008, the attached Lucas Oil Stadium (home of the Indianapolis Colts) opened at a cost of \$800 million. There are no current plans for further expansion of the ICC.

COMPARISON OF FACILITY ATTRIBUTES UPON THEIR EXPANSIONS

By 2019, some of the peer facility attributes as shown on Figure 4-4 through Figure 4-6 on previous pages will be different than they do today. When their expansions are completed, the comparison charts will look as follows.

Figure 4-8

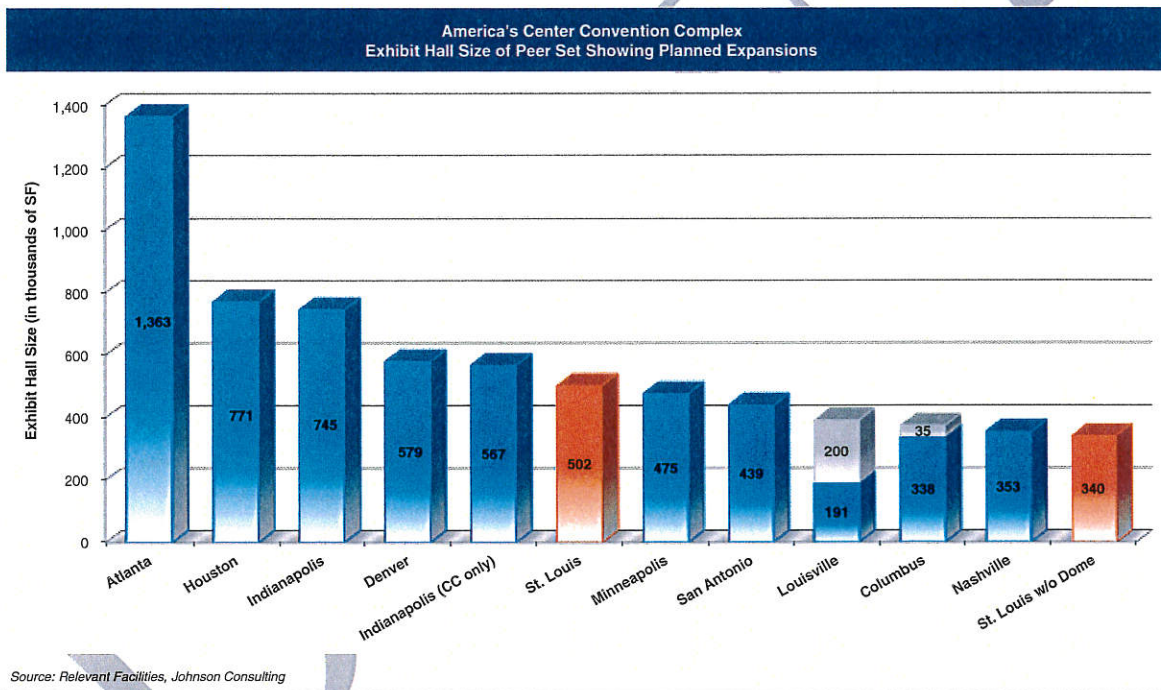
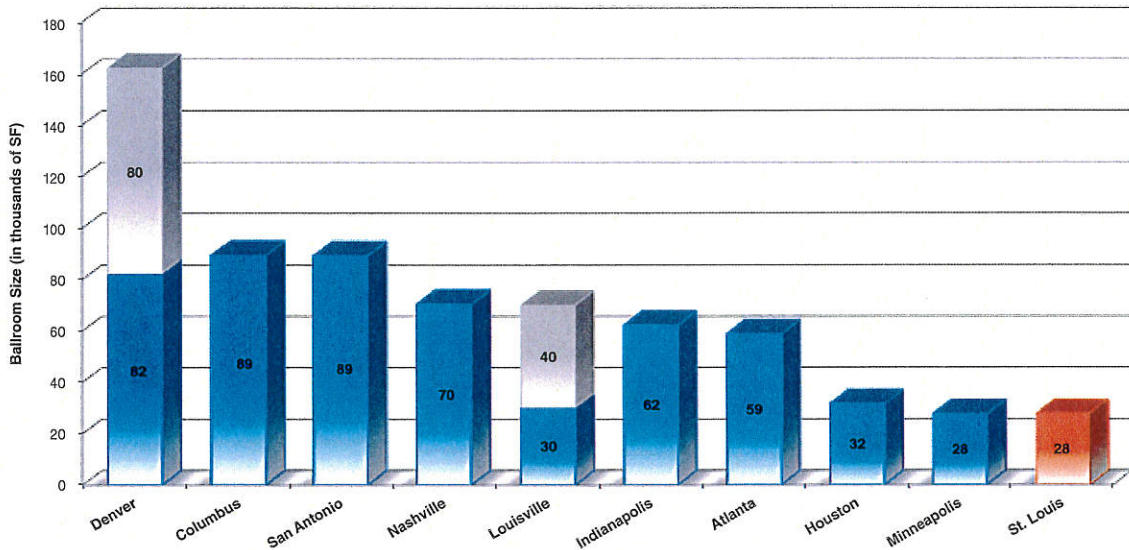


Figure 4-9

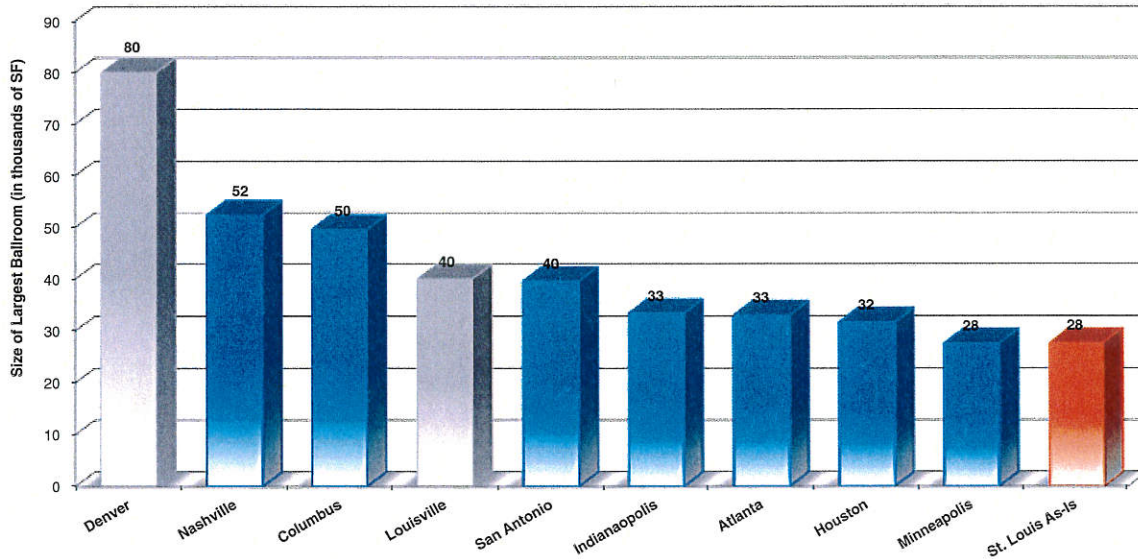
America's Center Convention Complex
 Ballroom Size of Peer Set Showing Planned Expansions



Source: Relevant Facilities, Johnson Consulting

Figure 4-10

America's Center Convention Complex
 Largest Ballroom of Peer Set Showing Planned Expansions



Source: Relevant Facilities, Johnson Consulting

Funding for the Columbus, Denver and Louisville projects has been secured and all will be completed by 2019.

CONCLUSION

It is startling to observe the wave of activity in the convention centers analyzed for this report, with and without stadiums. Each city, except for Minneapolis, is undertaking improvements to update and enhance their convention center and adjacent environment for the center. As in the case of St. Louis, the respective recommendations herein will position the Complex to be not just competitive but a market leader for the future. This is important to the City, County and State, as the center in St. Louis is a major influence in economic development and downtown development. Indianapolis, Denver, San Antonio and many other cities are threats to St. Louis. The market is there if the community wants it. Reinvestment is essential to stay competitive.

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