



FACILITY NEEDS ASSESSMENT STUDY

NOVEMBER 2016

VOLUME II

# Amarillo Civic Center Complex Facility Needs Assessment Study Volume II



Project No. 02-11

Produced for:

The City of Amarillo  
509 SE Seventh Avenue  
Amarillo, TX 79101

## City of Amarillo

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### Elected Officials

Paul Harpole  
*Mayor*

Elisha Demerson  
*City Councilmember Place 1*

Randy Burkett  
*City Councilmember Place 3*

Lisa Blake  
*City Councilmember Place 2*

Mark Nair  
*City Councilmember Place 4*

### City Management

Terry L. Childers  
*City Manager (Interim)*

Michelle Bonner  
*Assistant City Manager*

Bob Cowell  
*Deputy City Manager*

Paula Hertwig-Hopkins  
*Assistant City Manager (Interim)*

### Civic Center Management

Sherman Bass  
*General Manager*

Bo Fowlkes  
*Assistant General Manager*



## Project Team



D/P/S has served public clients for over 50 years. We are committed to supporting local institutions by providing the information needed to make good decisions and the design expertise to create functional, beautiful buildings. Our staff of over 160 includes architects, interior designers, planners, structural engineers, landscape architects, and experts in sustainable design. We focus on collaborating with our clients and expert consultants to create functional, comfortable, and stimulating places.

DONALD GRINBERG, FAIA **ARCHITECTURE+ PLANNING+**

Boston, MA / San Francisco, CA

Mr. Grinberg, a national leader in the planning and design of public assembly facilities, has worked on more than fifty convention and sports projects in the US and abroad. He has particularly strong skills in assisting clients with pre-design project start-up tasks, such as feasibility and programming studies. His perspective on industry trends is regularly reported in national industry press, and he is a frequent speaker on a variety of topics of concern to civic leaders, building managers and other industry participants.



HVS Convention, Sports & Entertainment Facilities Consulting provides specialized expertise necessary to analyze and implement public facilities projects, including convention centers, hotels, arenas, civic centers, fairgrounds, and museums. Our service delivery methods set the industry standard with techniques based on sound economics and rigorous analytical methods.

RLB | Rider Levett Bucknall  
Las Vegas, NV

Rider Levett Bucknall is a leading professional advisory firm providing clients with unbiased, independent, expert advice and management for all aspects of feasibility, cost and time of major construction projects, from project conception and site acquisition to final completion and commissioning. Established in 1785, Rider Levett Bucknall has grown into a truly global practice with more than 80 offices around the world.



Brown Consulting Engineers, Inc. has considerable experience with renovations of existing buildings, including the existing Amarillo Civic Center. Careful consideration is given to designing a new mechanical, electrical and plumbing system which must be coordinated with existing conditions and meeting new energy standards. This coordination can only be achieved by thorough and knowledgeable surveys of existing facilities, and a substantial knowledge of building systems.



J. Shehan Engineering, P.C., has provided consulting engineering services in the Amarillo area since 1994. Mr. Shehan's past experience includes public projects for school districts, municipalities, institutions, and private projects for residential and commercial developments. Understanding and navigating the development approval process is critical to any project's success, as well as coordination of all parties involved. JSE provides client's needs with state-of-the-art computer based tools that are fundamental to modern civil engineering.



Page & Associates Contractors, Inc. is a premiere Amarillo Contractor/Contract Manager in the industry. Established in 1939, many facilities in Amarillo including the original facility for the Amarillo Civic Center have been built under their guidance. Page and Associates provide services to assist the client from the beginning, at project conception, in achieving budgetary goals and project duration.



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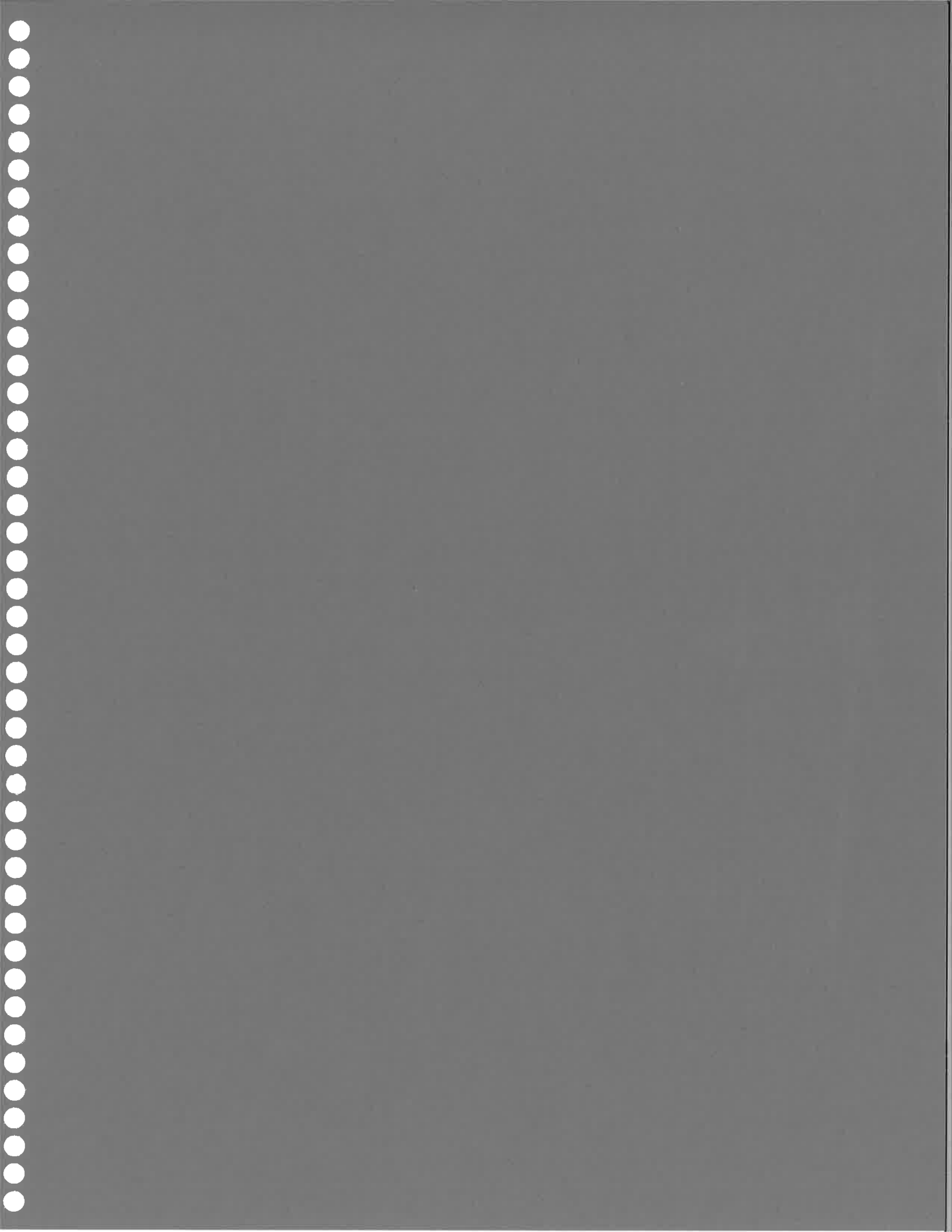
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## Executive Summary

### Overview

This report is a companion to the Volume I of the Needs Assessment published in 2011, which documented the Market Study and Existing Conditions Analysis of the Amarillo Civic Center. In this volume, based on the work reported in Volume I, are presented the preliminary building program, recommended master plan concept for meeting that program, and financial analysis of future operations and economic impact. The recommended concept plan is presented with supporting graphics and is accompanied by the preliminary cost estimate showing the Center being expanded and renovated for the cost of \$78.5 million.

### Scope and Methodology

This phase of the project first focused on developing, testing and refining master plan options that solved the programmatic, site and budget constraints. Several iterations of cost estimating were conducted in order to best reconcile the scope of the project within the budgetary limits. Based on the recommended concept plan and its associated costs, the study team then prepared a financial pro-forma for future operations and an analysis of the economic impact of the project.

### Building Program

The Building Program recommended, as a result of the market analysis, this includes the following spaces which will enable Amarillo to meet projected event demand for Civic Center events:

- Exhibit Space: 75,000 SF - 100,000 SF contiguous; 25,000 SF of the 100,000 SF can be arena floor.
- Meeting and Ballroom space: A minimum of 50,000 SF, including the existing Heritage Room, additional meeting rooms, and a sub-divisible 30,000 SF Ballroom.
- Arena Seating: 5,500 to 7,500 fixed stadium seats around a single concourse, including 200-300 premium seats in 12-20 seat suites.  
*(Future standalone facility and is not part of the budget in this study)*
- Auditorium: Seating capacity remains as is with 2,324 fixed seats.

In addition to the space program listed above, the market study also recommended that the Civic Center's functionality and overall aesthetic character be upgraded so that it can successfully compete for events with other cities and better serve its attendees and users.

### Master Plan

The recommended Master Plan concept focuses on improving the convention facilities portion of the Civic Center, with some minor improvements throughout the other parts of the Center. The proposed plan adds a new 75,600 SF column-free exhibit hall to the east side of the existing center. This addition allows the existing exhibit halls to be converted into a new Ballroom, meeting rooms, and adds ample public circulation and pre-function space. Improvements to support spaces include a new central kitchen, service corridors, storage space and new loading docks hidden from public view. New entrances, a new façade along Buchanan Street and open space landscaping improvements complete the transformation of the existing Center into an even more important civic icon and destination than it is today.

### Project Costs- Preliminary Estimate

A realistic overall budget of \$78.5 million was established to fully implement the expansion and renovations of the Amarillo Civic Center Complex (ACCC) as described by the Master Plan. All phases of construction are to be completed by summer 2021. The study team anticipated the need for two estimates to provide a range of possible project costs: RLB, a national advisory firm for construction cost estimating; and Page & Associates, a local advisory firm for construction cost estimating.



# I EXECUTIVE SUMMARY

## Financial Operations

HVS analyzed the existing ACCC operation and applied a series of revenue and expense assumptions regarding future facility utilization and operations to develop comprehensive operating financial statements for the proposed ACCC. The following projections are a portion of the net income projections for one year prior to the completion of the new Exhibit Hall through two years after the completion of all proposed renovations.

	2017/18	2018/19	Exhibit Hall Opens 2019/20	2020/21	North Hall Opens 2021/22	2022/23
<b>DEPARTMENTAL REVENUE</b>						
Exhibit Space Rental	\$720,000	\$738,000	\$771,000	\$1,012,000	\$1,508,000	\$1,672,000
Arena Rental	183,000	188,000	194,000	199,000	215,000	229,000
Other Rental	228,000	233,000	229,000	235,000	282,000	292,000
Ticket Sales (Net)	160,000	164,000	174,000	178,000	204,000	216,000
Event Services (Net)	180,000	185,000	192,000	251,000	379,000	445,000
Food & Beverage (Net)	240,000	246,000	747,000	782,000	926,000	992,000
Novelty (Net)	20,000	20,000	22,000	22,000	26,000	28,000
Box Office	346,000	354,000	376,000	385,000	439,000	466,000
Globe-News Center	206,000	211,000	217,000	222,000	228,000	233,000
<b>Total</b>	<b>\$2,284,000</b>	<b>\$2,341,000</b>	<b>\$2,921,000</b>	<b>\$3,286,000</b>	<b>\$4,208,000</b>	<b>\$4,573,000</b>
<b>OPERATING EXPENSES</b>						
Salaries & Benefits	\$1,827,000	\$1,873,000	\$1,919,000	\$2,053,000	\$2,333,000	\$2,391,000
Contractual Services	311,000	318,000	363,000	392,000	461,000	491,000
Supplies & Equipment	200,000	205,000	233,000	252,000	296,000	315,000
Utilities	782,000	801,000	1,002,000	1,042,000	1,110,000	1,150,000
Other Expense	261,000	268,000	285,000	298,000	322,000	335,000
Globe News Center	279,000	286,000	293,000	300,000	308,000	316,000
<b>Total</b>	<b>\$3,659,000</b>	<b>\$3,751,000</b>	<b>\$4,095,000</b>	<b>\$4,337,000</b>	<b>\$4,830,000</b>	<b>\$4,998,000</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$1,376,000)</b>	<b>(\$1,410,000)</b>	<b>(\$1,175,000)</b>	<b>(\$1,051,000)</b>	<b>(\$622,000)</b>	<b>(\$426,000)</b>
<b>NON-OPERATING REVENUE</b>						
Fund Transfers In	398,000	398,000	398,000	398,000	398,000	398,000
Other Non-Operating Revenue	26,000	26,000	27,000	28,000	28,000	29,000
<b>Total</b>	<b>\$424,000</b>	<b>\$424,000</b>	<b>\$425,000</b>	<b>\$426,000</b>	<b>\$427,000</b>	<b>\$427,000</b>
<b>NON-OPERATING EXPENSES</b>						
Indirect Costs	\$646,000	\$662,000	\$679,000	\$696,000	\$713,000	\$731,000
<b>Total</b>	<b>\$646,000</b>	<b>\$662,000</b>	<b>\$679,000</b>	<b>\$696,000</b>	<b>\$713,000</b>	<b>\$731,000</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,598,000)</b>	<b>(\$1,648,000)</b>	<b>(\$1,428,000)</b>	<b>(\$1,321,000)</b>	<b>(\$909,000)</b>	<b>(\$729,000)</b>

Projections for fiscal year 2018-19 represent the continuation of existing ACCC operations. Demand increases in 2019-20 with the completion of the new Exhibit Hall and again with the completion of other renovations. The operating revenues and expenses associated with these changes in demand are reflected in the above figure. HVS projects that demand will stabilize in fiscal year 2024-25, three years following the completion of the renovations. The improvements show a significant gain in operating revenue and corresponding reduction in operating loss.



**Economic and Fiscal Impact**

HVS identified the new direct spending that would occur in the local economy due to the operations of the expanded ACCC. HVS uses the IMPLAN input-output model to estimate indirect and induced impacts as well as the jobs created based on this direct spending. The following projection present the recurring annual economic and fiscal impacts after stabilizing in 2024-25.

Construction impacts reflect conceptual project cost estimates based on the proposed total facility cost of \$78.5 million. HVS estimates the spending in construction and development would generate approximately \$76.5 million in direct, indirect, and induced spending in the City of Amarillo. This spending translates to around 550 construction and other jobs during the construction period. All dollar values represent 2016 dollars.

Summary of Impacts*	City of Amarillo
Economic Impact (millions)	\$24.8
Fiscal Impact (millions)	\$0.74
Jobs	170

\*In a stabilized year.

Fiscal impacts represent the public sector share of the economic impacts, as represented by tax collections on new spending.

**Approach to Financing**

Given that the existing convention center operation and other ongoing development projects in Amarillo claim many of the resources (e.g., hotel tax) that are typically used for convention center financing, a comprehensive financing plan may require reliance on methods which are not commonly used. Options include an increase in the hotel tax; Amarillo Economic Development Corporation type B funding; the issuance of gross tax receipt bonds and the issuance of general obligation debt.

**Conclusion and Next Steps**

The Needs Assessment process has resulted in an exciting proposal to dramatically enhance Amarillo’s ability to compete in the state and region for larger and more exhibitions, conventions, and meetings, and to better serve the local event market. Not only does the proposed Master Plan concept describe a path to positive economic impact for the City, it also lays out a physical improvements strategy that will enhance and relate well to the positive development initiatives elsewhere in downtown Amarillo. Based on the Needs Assessment’s analysis, findings and recommendations, the process to plan funding and implement design and construction can now move forward.

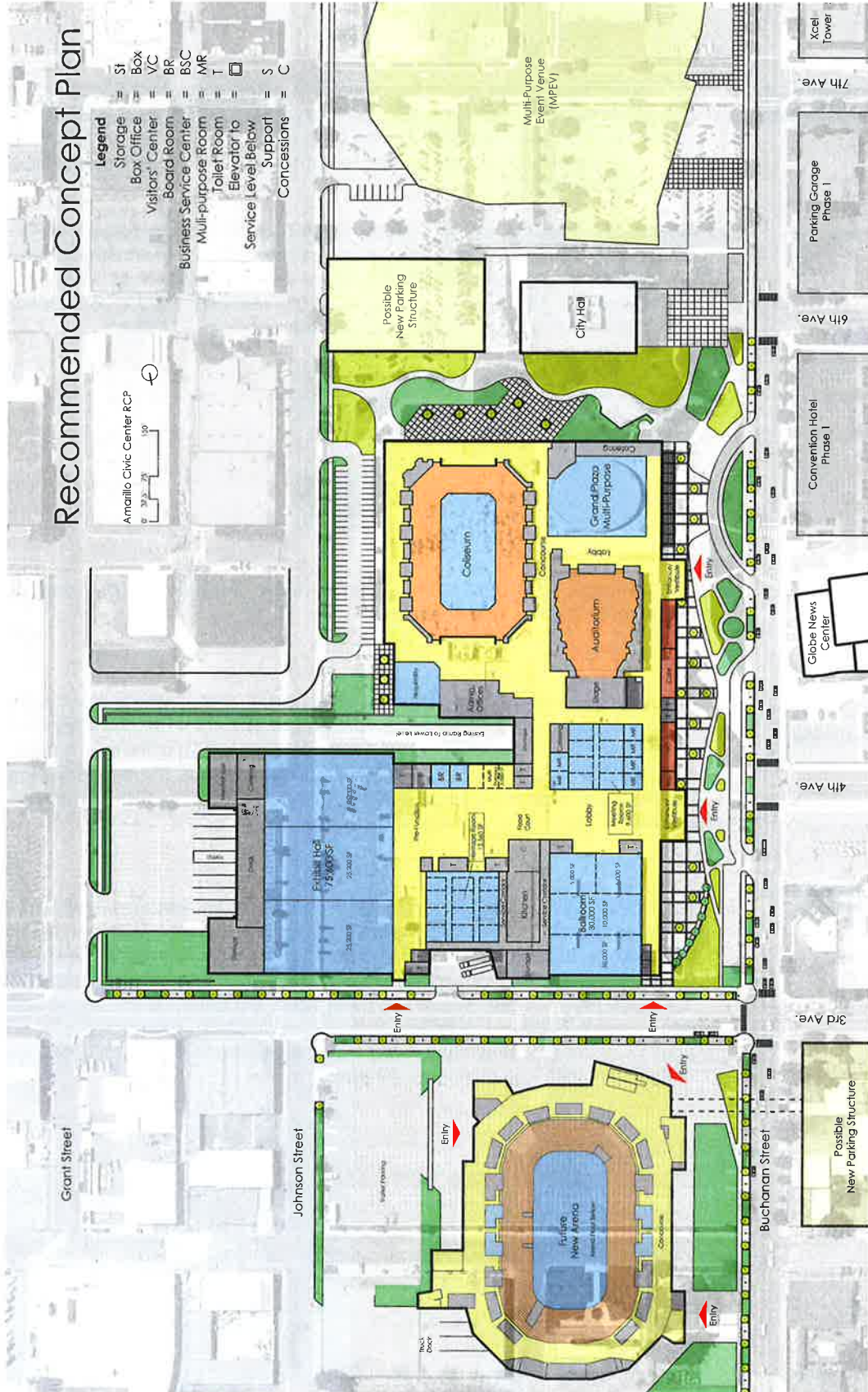


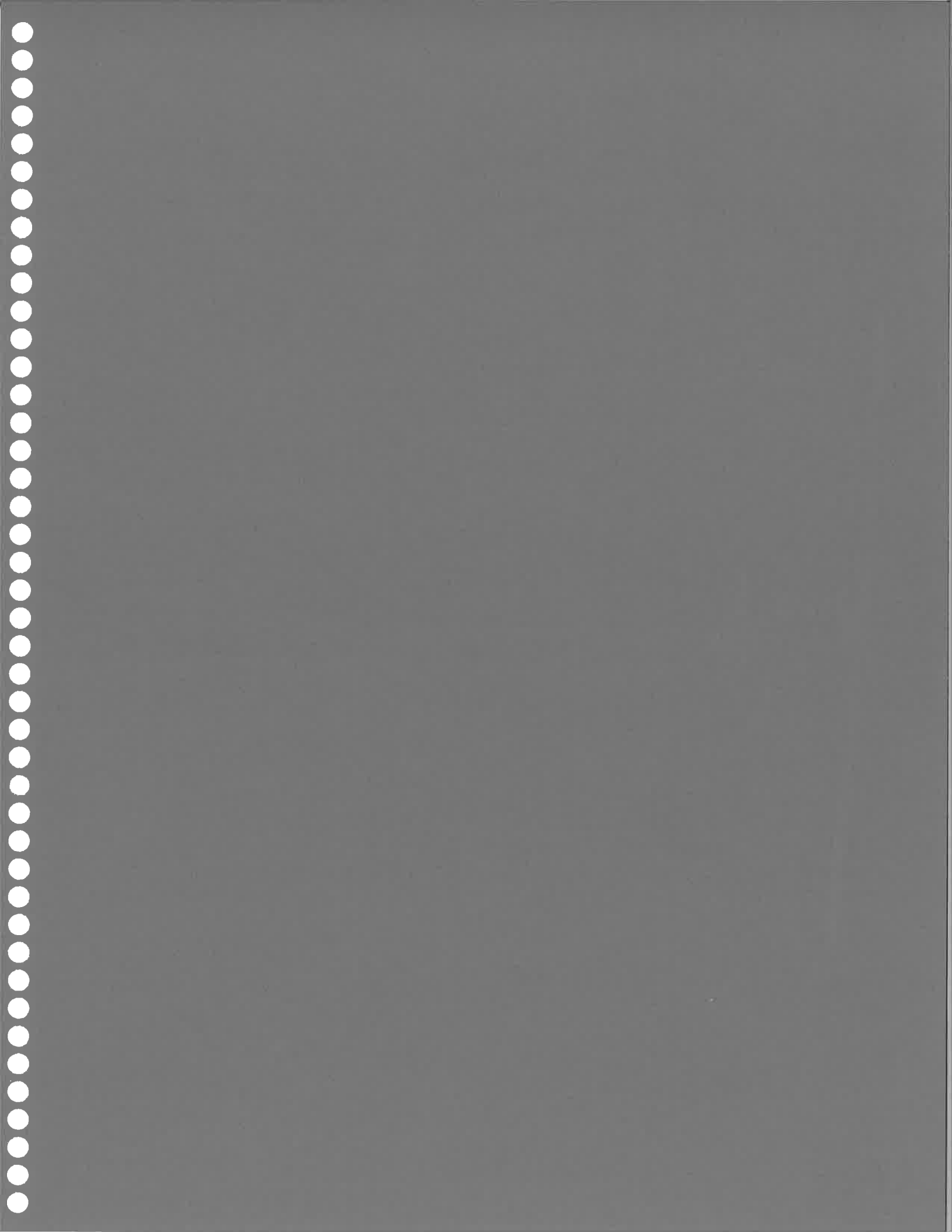




# EXECUTIVE SUMMARY

## Recommended Master Plan





## Study Scope & Methodology

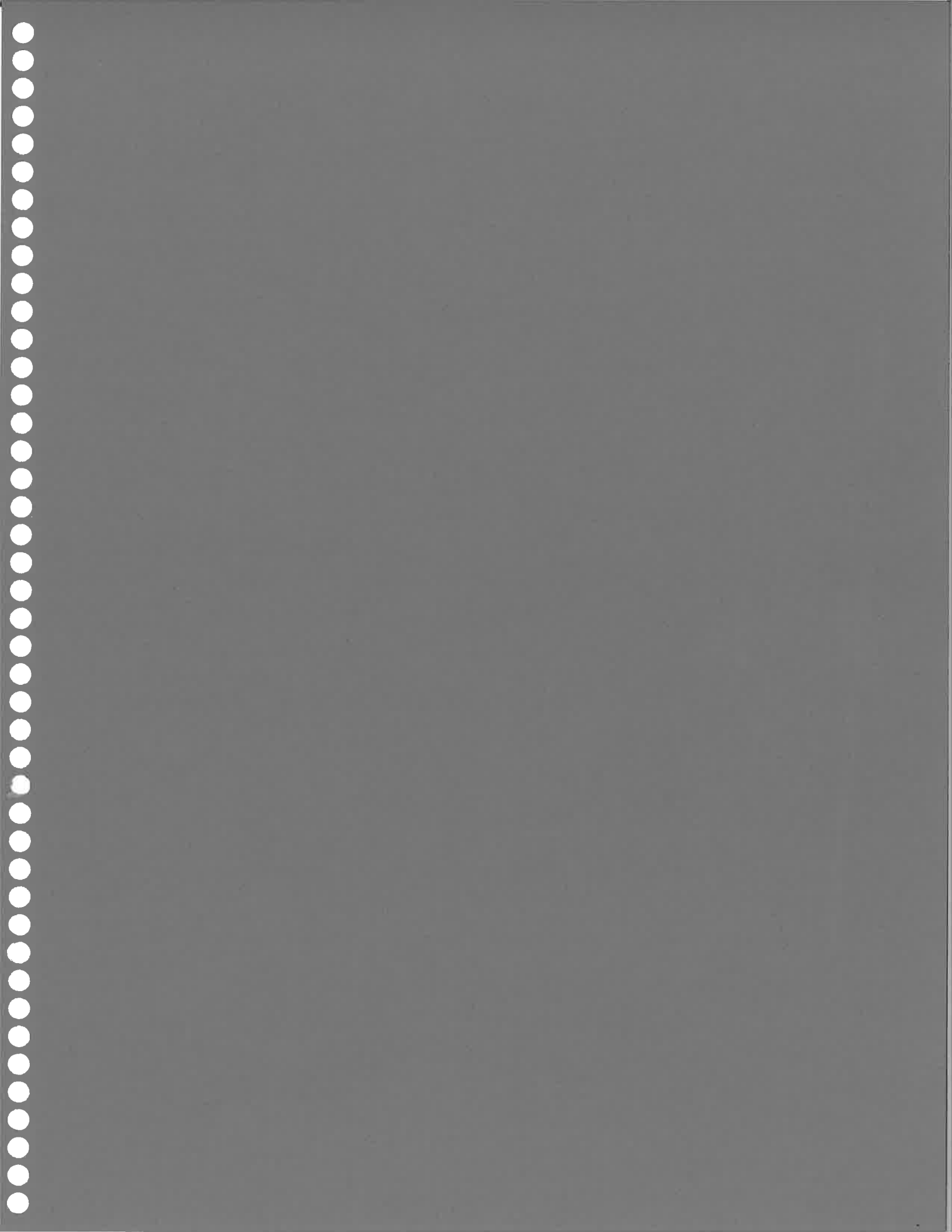
### Overview

The second phase of the Needs Assessment was based on the market analysis and existing conditions survey completed earlier and reported in Volume I. First, the study team developed the leasable area program recommended by HVS with more detail to include identification of required support spaces in order to determine the gross building area. The development of the building program also included the listing of key systems, amenities and quality level of the proposed project. This program was developed to a level sufficient for the Needs Assessment master planning process to begin; eventual final design of the project will first require the completion of a detailed building program.

Project costs are always a driver of the master planning process. The budget has been established by the City of Amarillo at a total project cost of \$78.5 million. The study team, with input from Civic Center staff, has divided the budget into hard construction costs and soft construction cost. Hard costs are the cost of building materials and trades to building the project. Soft costs are the cost of architectural/engineering fees, testing, furniture, equipment for the project.

The study team tested several master plan options taking into account the building program, allowable cost limitations, and the constraints and/or opportunities of the existing building as the key factors. These options considered size, location and relationships among the recommended program spaces, and took differing attitudes about overall development strategy and sequencing. As the pros and cons of the tested options became more evident, a recommended approach emerged, and that concept was further refined to fit within the project budget. This report describes the recommended master plan concept, and for reference documents the several tested and rejected concept plans. The preliminary project cost estimate is also presented in this report.

With the completion of the recommended master plan concept that met the market-driven program as described by HVS and the preliminary estimate of the project's construction and hard costs, HVS then conducted a financial analysis. This work involved projecting a pro-forma of the building's operations following renovations and expansion. The basis for these projections were the demand and attendance projections, an analysis of historical operations, and a study of the operations of comparable facilities. HVS then calculated the economic and fiscal impacts of the proposed expansion based on new visitor spending that would take place in Amarillo as a direct result of the expansion. Given the estimated development budget for the project, HVS calculated the economic impact of construction and identified methods used to fund civic center projects.



## Building Program

### Introduction

Following the completion of the Market Analysis and the physical Facility Needs Assessment (documented in Volume I), the study team developed a preliminary building program and several master plan options for accommodating the recommended leasable areas. These multiple options allowed the testing and maximizing of various criteria, and the comparisons among the options facilitated a discovery of the advantages and disadvantages of each. The building program recommendations are based on the market analysis, user focus groups and civic center staff for all of the expansion options that are listed below.

### Market Analysis Recommendations and Building Program Areas

The facility expansion program for the leasable spaces as recommended by HVS included the following provisions:

- *Exhibit Space: 75,000 SF – 100,000 SF contiguous; 25,000 SF of the 100,000 SF can be arena floor.*
- *Meeting and Ballroom Space: A minimum of 50,000 SF, including the existing Heritage Room, additional meeting rooms, and a sub-divisible 30,000 SF ballroom.*
- *Arena Seating: 5,500 to 7,500 fixed stadium seats around a single concourse, including 200-300 premium seats in 12-20 seat suites. (The Arena is a future standalone facility and is not part of the \$78.5 million budget limit used by HVS for the Civic Center project)*
- *Auditorium: Seating capacity remains as is with 2,324 fixed seats.*

### Additional Program Assumptions and Recommendations

It was assumed that all of the space types recommended to meet market demand would be developed at current industry standards, and therefore the study team identified other major characteristics in addition to size that would be used in the development of the master plan options.

As will be clear in the presentation of the master plan expansion options, the program for the footprint of the Civic Center that is currently the Coliseum will vary depending upon the long-term use of this space. For the most part, the building program summarized is expansion/renovation solution-neutral; that is, it applies regardless of where the functional spaces are located (within the expanded Civic Center, or on a separate site). Furthermore, final building programs for the project components will have to be fine tuned and consistent with the preferred overall development strategy.

## LEASABLE SPACES

### Common Characteristics among main spaces

The following characteristics are common to the Exhibition Hall, Ballroom and Meeting Rooms:

- Proportions: no longer/thinner than 2:1 (whole and each subdivision)
- Appropriate floor utilities
- Natural Lighting: provide if possible with black-out capability
- Artificial lighting: dimmable, zoned per space subdivision
- HVAC: independent zoning and controls for each subdivision
- Other related support spaces: restrooms, janitor rooms, storage, electrical and IT closets, wall panel storage

### Exhibition Hall

- Contiguous, all on one level
- Structure: column-free; 350 psf floor live load; 1,000 pound ceiling rigging points at 15' centers
- Divisibility: three divisions separated by high performance acoustic air walls, approximately 25,000 SF for each subdivision
- Clear height from floor to lighting, structure, etc.: 30'
- Truck access: Dock at 4' above grade at same level as Exhibition Hall floor; provide ramp for truck drive-on capability to exhibit floor
- Floor Utilities: Recessed, flush floor boxes on a 30' x 30' grid, each with 110v and 220v electrical power; water; drain; Cat 6 data and tel; no compressed air
- Wall utilities: 110v electrical power and Cat 6 data and telephone @ 10'-0" intervals; 220v electrical power @ 30' intervals; water and drain @ 60' intervals
- Ceiling Utilities: 480v electrical power drops
- Finishes: Floor – polished concrete; walls – masonry for first 10'; acoustic panels above; no ceiling – black and exposed to structure, lighting fixtures, etc.
- Continuous 30'-wide back-of-house dock addressing each exhibit hall subdivision
- Minimum of one truck dock parking position for each 10,000 SF of exhibit space; 7 docks minimum in total; provide additional food service docks near new central kitchen

### Ballroom

- Contiguous, all on one level
- Structure: column-free; 150 psf floor live load; provide 1,000 pound rigging points to serve multiple alternative stage configurations
- Divisibility: three to five divisions separated by high performance acoustic air walls
- Clear height from floor to ceiling: 25'
- Floor Utilities: Recessed, flush floor boxes on a 30' x 30' grid, each with 110v and 220v electrical power; Cat 6 data and tel; no compressed air
- Wall Utilities: 110v electrical power and Cat 6 data and tel @ 10' intervals; 220v electrical power @ 30' intervals
- Finishes: Floor – carpet; walls – masonry base, decorative wood and chair rail for first 10'; acoustic panels and decorative wood trim above; ceiling – custom finishes with coffers, recessed and direct lighting
- Dedicated back-of-house service corridor (ideally 20' wide) serving as many of the ballroom subdivisions as possible; provide water and ice stations, power for hot boxes and coffee stations

**LEASABLE SPACES (cont.)**

- Meeting Rooms (New & Renovation of Heritage Room and S. Exhibit Hall)**
- New meeting rooms to meet/exceed same standards as existing Heritage Room
  - Consider reducing use of air walls to create small subdivisions and temporary circulation corridors
  - Clear height from floor to ceiling: 14' (consider up to 16')
  - Provide back-of-house service corridors (15' wide), including renovation/upgrade to Heritage Room; provide water and ice stations, power for hot boxes

- Auditorium (Existing)**
- Replace existing fixed seating (currently 2,324 fixed seats) - *completed in 2014*
  - Provide distributed handicapped seating - *still required*
  - Provide new public elevator to auditorium seating - *still required*

**Grand Plaza** The following improvements were considered, but are not being included in the recommended plan because of budget constraints:

- Renovate Grand Plaza so that it can function as a new major lobby (with new entrance from Buchanan) serving the Auditorium and area of the Complex that is now the Coliseum
- Provide flexibility so that this space can still be used for receptions and banquets when not serving as a major entrance lobby to the Complex
- Provide black-out system at perimeter clerestory glazing
- Enlarge and isolate adjacent catering kitchen

**LEASABLE SPACES (cont.)**

**New Arena**

The arena characteristics are listed below even though it is not part of the \$78.5 million project budget. A separate analysis for a New Arena is forthcoming.

- Regulation hockey rink (85' x 200') with removable dashers
- Arena floor to be 25,000 SF with retractable lower seating
- Structure: column-free; 350 psf floor live load; provide 2,000 pound rigging points at 15' on center at roof structure; total rigging capacity to be 120,000 pounds
- Clear height from arena floor to ceiling structure, lighting: 55'
- Floor Utilities: Recessed, flush, fully waterproof floor boxes on a 30' x 30' grid, each with 110v and 220v electrical power; water; drain; Cat 6 data and tel; no compressed air (Do not provide floor boxes unless proven to be fully waterproof)
- Premium suites to contain 12-20 fixed seats; additional portable seating; large HD TV screen; full climate control; service bar with plumbing, refrigeration, microwave, Cat 6 data and tel; carpeted floors; fully lockable
- Central multi-sport scoreboard with video play-back capability; provide two additional score/video boards
- F&B concessions: Eight to ten full service (HVAC, plumbing, electrical) preparation and serving concession areas distributed around the concourse
- Provide for easy public access for 2,500 attendees to arena floor; provide public restrooms at Arena floor level
- 4,000 SF VIP Club with supporting food and beverage catering area; coat closet; tables and chairs; carpeted with upscale finishes
- Generous and naturally lit concourse public restrooms, janitor rooms, first aid station, security office
- Six (6) locker room suites with internal restrooms and showers; provide for separation between home and visiting team access to Arena floor
- Two referees/multi-purpose locker room suites with internal restrooms and showers
- One multi-purpose/press/reception room at Arena floor level, 1,000 SF
- Two (2) team office suites, each 500 SF at Arena floor level
- Dedicated catering kitchen to support the premium suites, VIP Club and concession stands
- Box office with walk-up ticket booth, office, secure room and safe
- Easy truck access to Arena floor to allow for multiple, simultaneous truck access (exhibits, AV production, rodeo, etc.)
- Other related support areas should include: storage (for staging and chairs used on arena floor), electrical and rigging equipment, hockey dashers, basketball floor, football synthetic turf, etc.); restrooms for temporary support personnel; vending area

**Re-use of Coliseum •  
(if new Arena is  
built off of existing  
Civic Center site)**

Building program scenarios for re-using the Coliseum footprint if a new Arena is built elsewhere are an understandably highly variable. Options include 1) continued use of the Coliseum in its current configuration (ice practice facility, etc.); 2) major modification to accommodate a new 75,000 SF Exhibit Hall in accordance with the criteria stated above; 3) major modification to accommodate a flat floor recreation facility (basketball, volleyball, other sports requiring a flat surface); 4) Aquatic Center; 5) other uses not yet identified.



**SUPPORT**

**Food Service**

- Central, full-service catering kitchen of 8,500 - 12,000 SF, with direct connection to back-of-house service corridors; This kitchen should be provided at the Complex regardless of the catering policy selected by the City (exclusive vs. non-exclusive)
- Provide satellite food service areas to support assembly areas that are remote from the main kitchen
- Consider option for concession/food court adjacent to main lobby / pre-function space

**Additional Back-of-House Service Areas**

- Minimum of one truck dock for each 10,000 SF of exhibit space; 7 docks minimum in total; provide additional 2-3 dedicated food service docks
- Where possible, centralize truck service loading areas so that they are not visible from public access zones
- Dedicated garbage, trash and recycling facilities (to be coordinated with City recycling policy and back-of-house service corridor configuration), out of attendee/public view.

**Building Wide Improvements - Interior**

- New building-wide signage system with coordinated design and graphics. Include digital directories, variable message boards, room identification system, major way finding signs. Coordinate with new exterior signage program, new public circulation configurations, new entries, etc.
- Updated circulation/registration/lobby areas should be dimensionally increased to improve attendee flow, and to accommodate temporary functions (e.g., registration, displays, event information kiosks, portable concessions, seating, etc.); include new finishes; the addition of natural light (clerestory); new artificial lighting and controls; and new electrical power and IT outlets at walls lining the concourses
- Create new entrances/lobbies along Buchanan (specific program for these varies according to master plan concepts)
- Provide new state-of-art house PA system for publicly accessible areas

**Building Wide Improvements - Exterior**

- New major entrances, eliminate multiple entrances on all sides
- Update exterior facade, enhance the first impression of the facility
- Create transparency; addition of glass walls and clerestories to open up the facility to natural light
- Improve pedestrian accessibility, character, and visibility of Visitors Center and Box Office, including associated signage and lighting

**SUPPORT (cont.)**

**Site Improvements  
- Exterior**

- Create pleasant places for attendees to gather around the facility
- Reduce paved areas dedicated to parking on the west side of the Complex
- Reorganize handicapped parking areas to meet ADA requirements
- Improve service vehicle circulation and its separation from public areas
- Plan for increased parking for the Civic Center Complex to accommodate growth of Arena capacity and convention center size; coordinate parking master plan with private development in the area
- Increase streetscape amenities to make the public exterior areas of the Civic Center Complex more pedestrian friendly
- Improve Buchanan corridor, including traffic calming, pedestrian crossings, landscaping, artificial lighting and other pedestrian amenities
- Develop a sustainable plan for upgraded site landscaping

**Phasing  
Considerations**

- It is critical to preserve as much existing business at the Civic Center Complex as possible during the construction of the various improvements and expansions
- Phasing, project sequencing, and construction processes must be developed to balance the need to get the project built in a reasonable time frame without undue delays against the requirement to maintain existing operations
- Construction of new leasable areas first, temporary entrances and circulation zones, construction zone barriers (for life safety, acoustics, and dust control) all have to be part of the project implementation strategy
- Because the project involves complex renovations as well as new construction, it is recommended that construction management expertise be engaged early to plan the construction progress in parallel with the design of the project

## Master Plan Concepts

### Introduction

The study team conducted several internal charrettes testing conceptual layouts, as well as subsequent coordination meetings to arrive at multiple ways to approach locating and arranging the recommended program elements on the site. Five (5) of the master plan expansion concepts which the team identified and explored are presented herein. Each one is based to the greatest extent possible on the Building Program recommended by HVS as the result of their market analysis (see Volume I).

In addition to the recommended Building Program, the Study Team evaluated Master Plan alternatives in light of the construction budget parameter of a \$70M project cost. The recommended Master Plan Project is targeted to fall within this limit.

### Master Plan Concepts Overview

The five master plan concepts described below have titles that are partial, large-scale characterizations of the expansion strategies. The four tested concepts vary based on how a new Arena is sited. This topic is discussed below separately rather than with each option.

Recommended Concept Plan      *New Exhibit Hall adjoined east of existing Civic Center Complex ; close Johnson Street; New Arena on a new site (Recommended solution and therefore described in more detail)*

The following master plan concepts were evaluated but found to have fatal flaws:

Tested Concept Plan #1      *New Exhibit Hall adjoined east of existing Civic Center Complex; close Johnson Street; New Arena built on site of demolished Coliseum*

Tested Concept Plan #2      *New Exhibit Hall on the site of Heritage and Regency Rooms within existing site; New Arena on a new site*

Tested Concept Plan #3      *New Arena on a new site with conversion/renovation of the Coliseum to new Exhibit Hall; Tested Concept Plan #3 Variant: a new Exhibit Hall on the site of the demolished Coliseum*

Tested Concept Plan #4      *New Exhibit Hall North of the Civic Center Complex and SE 3rd Avenue; New Arena on a new site*

### NEW ARENA SITE SCHEMES

#### Overall Strategy

The study team evaluated several options for locating a new Arena. In addition to its relationship with the Civic Center Complex, the new Arena's location also needs to work with the overall master plan development of downtown Amarillo. The City of Amarillo had previously worked with a developer to plan for a new multi-purpose event venue (MPEV), a parking garage, and a new convention center hotel. The locations of these facilities in relationship to the Civic Center Complex have the ability to create a synergy of 'place-making,' building a true Venue District for downtown Amarillo. The two best options for locating a new Arena are described below:



**NEW ARENA SITE  
SCHEMES  
(cont.)**

**Recommended  
Arena Site -  
Option One**

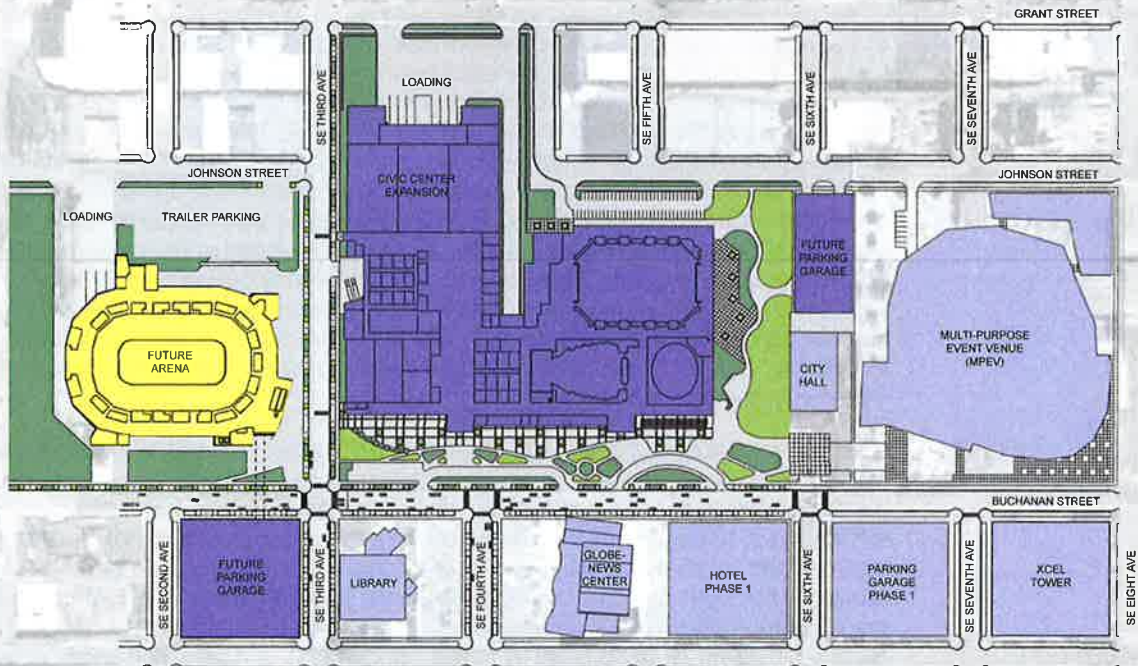
This option shows the new Arena to the north of the existing Civic Center Complex across SE Third Street. The advantages of this approach are:

- *A portion of the construction would occur on property that is currently owned by the City of Amarillo. It also can be constructed independently of current Civic Center Complex operations and would not have a negative impact on current business.*
- *An additional parking garage structure is proposed west of the new Arena. This would place structured parking at both the North and South ends of the Civic Center Complex providing adequate parking to the entire complex. (South parking structure is currently under construction.) Also proposed is an additional parking garage east of City Hall; this would aid in parking needs for the MPEV, as well as City Hall and the Civic Center Complex.*
- *New Arena to the north and new MPEV to the south of the Civic Center provide strong anchors at each end of the Venue District. The Civic Green public park/mall proposed in front of the Civic Center helps to delineate and tie all of the components of the Amarillo Civic Center Complex along Buchanan Street together.*
- *The new Arena's location at the corner of Buchanan Street and SE Third Avenue allows for event vendor trailers, rodeo setup, etc. have a surface lot area on the east side of the new Arena. In addition, the parking is hidden from immediate public view and the new Civic Green public park/mall.*
- *The separation of the new Arena from the MPEV allows for the possibility of both venues to have events on the same date by distributing the pedestrian circulation.*

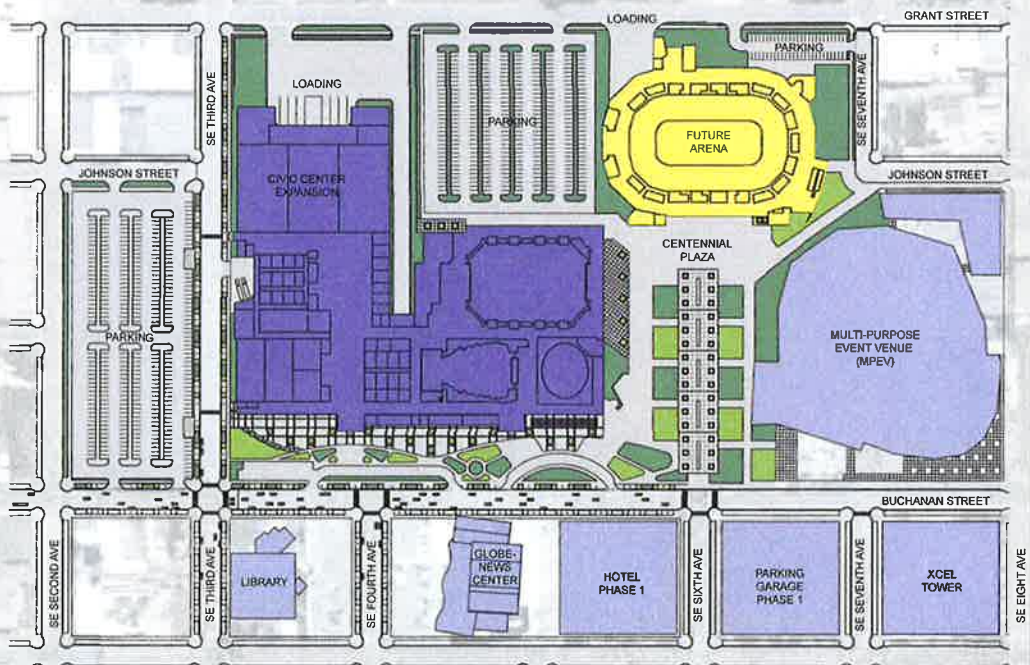
**Arena Site -  
Option Two**

This option locates the new Arena to the southeast of the existing Civic Center Complex and helps enclose an enlarged and improved Centennial Plaza park. The Plaza would be an extension of the public mall created by the current construction on 6th Street between the new Convention Hotel and parking structure. The Plaza could be framed with a restaurant/bar addition to the existing Civic Center Complex on the north side, new Arena on the east, and the MVEP's concourse with additional concessions, restaurant/bars on the south. The study team does not recommend this scheme for the following reasons, any of which could be identified as a "non-starter" for the project:

- *This solution would require the relocation of City Hall and demolition of the existing building. These would have to be done prior to beginning the new Arena project.*
- *Additional property to the East of City Hall would need to be acquired by the City of Amarillo.*
- *This strong anchor to the Plaza could be viewed as a restriction to the development East between the Plaza and existing railroad tracks; other development plans identified this zone for future residential development and another City park.*
- *The parking structure currently under construction would have to accommodate functions for all of the Complex venues (Globe-News Center, Civic Center, Arena, and MPEV) plus the hotel clients and staff. This could cause significant traffic congestion on Buchanan and Pierce Street.*



Recommended  
Arena Site Option One  
North of SE Third Avenue



Arena Site Option Two  
Centennial Plaza

**Existing Coliseum  
vs.  
New Arena**

In initial evaluations of the recommended building program and consideration of the Complex's existing conditions, the study team reached the conclusion that expanding the existing Coliseum (now 4,870 permanent seats) to a facility with 5,500-7,500 fixed seats was not feasible. There is not enough vertical clearance within the existing building envelope to incorporate a seating balcony which would be needed to increase the seating capacity. Alternatively, if the existing seating bowl continued diagonally, upwards and outwards, the new seats would lie outside the existing line of columns that support the roof structure; this would result in seats with an obstructed view and is deemed unacceptable. The study team also ruled out raising the Coliseum roof as a reasonable option because of complexity and cost, and because this would not satisfy other deficiencies. As a result of this conclusion concerning seating and because the Coliseum floor does not accommodate a regulation-size hockey rink, all of the master plan concepts consider a new Arena as part of the overall facility improvements plan.

Given the necessity of a new larger Arena to meet market demand, the master plan concepts include consideration of whether new Arena construction would be on the critical path for the overall facility improvements plan. Accordingly, the descriptions of the concepts address the impact of timing for the new Arena construction on the overall project. Additionally, the future of the existing Coliseum needs consideration in relationship to other uses that will remain in the Civic Center Complex after a new Arena is constructed. What is clear is that the recommended master plan concept must not only accommodate the required space program, but it must be feasible from the perspectives of minimizing lost business, rational construction sequencing, and the timeframe to deliver the various project components.

**MASTER PLAN  
RECOMMENDED CONCEPT PLAN**

*New Exhibit Hall adjoined east of existing Civic Center Complex; close Johnson Street; New Arena on a new site*

**Overall Strategy**

The recommended expansion concept employs the following key strategies:

1. *The enhancement of Buchanan Street as an important and pedestrian-friendly Civic Green and its validation as the public/attendee entry to the Civic Center Complex;*
2. *Developing a strong pedestrian and visual relationship to the new hotel and parking garage currently under construction on the west side of Buchanan;*
3. *Defined separation of the public/attendee circulation and function spaces from back-of-house service areas;*
4. *The reasonable maximum utilization of the existing Civic Center structure in order to rely on renovation more than new construction;*
5. *Internal organization of functional spaces that maximizes marketability, functionality, flexibility and user friendliness;*
6. *Enlargement and improvement of the back-of-house service and support areas;*
7. *A construction phasing and sequencing strategy that allows for minimal disruption of existing events and on-going operations;*
8. *Expansion of Civic Center Complex is independent of new Arena construction; any Coliseum related improvements would bridge the time period until construction of new Arena is feasible;*
9. *Connectivity of businesses and traffic movement in the area between the Civic Center Complex and the railroad tracks to the east.*

**Location of Major  
Functional Areas  
- Main Level**

This recommended concept plan adjoins a new 75,600 SF Exhibit Hall east of the existing Civic Center Complex. The new Exhibit Hall would be built on City-owned land, including a portion of Johnson Street that would be closed. By renovating and slightly expanding the North Exhibit Hall, it becomes a 30,000 SF multi-purpose Ballroom, sub-divisible into three large meeting rooms with one of the three additionally divisible in half. This expansion/renovation approach demolishes a portion of the South Exhibition Hall and Regency Room to make way for a major new entrance off Buchanan with lobby and pre-function space on the main level. The remaining part of the South Exhibit Hall will be converted to meeting rooms. Most of the Heritage Room is maintained as meeting breakout space in its current location and a new central kitchen and additional back-of-house service corridors are provided to support the Heritage Room and the new Ballroom. Also included are two boardrooms, six permanent meeting rooms, and a multi-purpose area that can serve for registration, coat storage, food court, lounge or other uses.

**MASTER PLAN**  
**RECOMMENDED CONCEPT PLAN**

**Coliseum and  
New Arena**

A distinct advantage of this recommended concept plan (RCP) is the timeline for upgrading and expanding the convention center portion of the Civic Center Complex. Because the new Exhibit Hall is sited on vacant land, its construction can quickly and easily proceed without disrupting existing business. This RCP also allows continued operation of the existing Coliseum until a new Arena is built on a new site.

If and when a new Arena is built, there are several possibilities for reusing the Coliseum footprint. These are listed below even though they cannot be built within the \$78.5 million overall project budget.

- *One approach would be to leave it as is and use it as a practice ice sheet/arena.*
- *A second approach would be to renovate the Coliseum by removing the permanent seating, which widens the lower level activity floor to become the City's prime multi-purpose recreation center. Uses that could be accommodated in this scenario include basketball and volleyball tournaments, youth hockey and recreational public skating, broom ball, team practices, roller derbies, etc. For this concept, the preferred location for the Arena is north of SE 3rd Avenue.*
- *A third long-term approach for the Coliseum footprint would involve a conversion to more exhibition and meeting space if warranted by future demand for additional convention center space. For these future uses of the Coliseum, it would be desirable to construct a bank of two escalators and open public stairways to connect the lower activity floor level with the new Exhibit Hall's pre-function area at the main level of the Complex. This will allow the Coliseum floor to better serve as supplemental exhibit space, and provide good attendee access for other events held at the Coliseum floor level of the facility.*

**Entrances,  
Lobbies, Pre-  
Function and  
Circulation Space**

Three major new entrances viewed from Buchanan Street and a secondary new entrance addressing SE 3rd Avenue are important features of this recommended scheme. The major new convention center entrance is located on axis with 4th Avenue and is to be designed to have an important civic identity within downtown Amarillo. With clear exterior visibility and identity, the new convention center entrance leads to a generous lobby and pre-function space that provides a clear organization for the convention center as a whole and a direct travel path to and from the new Exhibit Hall to the east. In contrast to the long, thin, inadequate circulation corridors of the existing Civic Center Complex, the new pre-function space will be especially generous, spacious and inviting so that it can support the wide variety of functions associated with multiple event types. This iconic central organizing space will be dramatic, naturally lit, and can become an important civic destination in Amarillo.

The enlarged lobby space will be able to support the pre-and post-event receptions that will typically accompany large banquets held in the new Ballroom. At its easterly end, the lobby space is truly multi-purpose, and can be set up according to the specific requirements of the event in the building. This space can serve for exhibit and registration areas, portable food kiosks, a food court, internet café, lounge area, event bookstore, association headquarters kiosk, etc.

The new Auditorium/Box Office/Coliseum entrance will serve as another major entrance off of Buchanan. This expansion/renovation plan concept also proposes a new entrance be constructed at the Grand Plaza on Buchanan Street to complete the renovation of the Buchanan Street facade of the center.



**MASTER PLAN  
 RECOMMENDED CONCEPT PLAN**

**Entrances,  
 Lobbies, Pre-  
 Function and  
 Circulation Space  
 (cont.)**

A new secondary entrance to the complex at its northern end off SE Third Avenue serves the pre-function area adjacent to the new Exhibition Hall. This entrance location works well in relationship to the existing surface parking north of SE Third Avenue (or with future development of this site).

**Exhibition Hall**

The new 75,600 SF Exhibit Hall (210' wide by 360' long), adjoined just east of the existing complex's footprint, is easily accessible from the Buchanan Street entry, and separates back-of-house servicing on its eastern side. This state-of-the-art Exhibit Hall will be sub-divisible into three 25,200 SF halls, each 210' x 120' (based on the 30' planning module that is widely used in this industry). With 30' vertical clearance to the underside of structure/lighting/HVAC, a complete floor box utility grid, a truck ramp for drive-on capability, a dedicated freight operations dock and catering support area, the new Exhibit Hall will allow the capture of many new events that otherwise presently cannot come to Amarillo.

**Ballroom**

The new 30,000 SF Ballroom is created by converting and expanding the existing 24,565 SF North Exhibit Hall. New finishes (floor, walls, and ceiling), upgraded technology, additional air walls and new lighting and controls will completely transform this space for use as a multi-purpose ballroom and large meeting spaces. Given its location directly adjacent to the new main entrance at Buchanan, the new Ballroom will function very well as a self-standing venue for local events as well as part of the overall convention facilities at the Civic Center Complex. The Ballroom will be divided into three 10,000 SF spaces, with the 10,000 SF space adjacent to the lobby having further subdivision, creating two 5,000 SF meeting rooms. A new dedicated back-of-house service corridor (now used as circulation between the Heritage Room and the North Exhibit Hall on the east side) will service the new Ballroom.

**Meeting Rooms**

The Heritage Room is currently a 20,725 SF space when the air walls are not deployed to divide the space up into small meeting rooms. The recommended master plan concept allows the continued use of most of the Heritage Room. The proposed improvements to enhance the functioning of this space include an increase of back-of-house support space and making it accessible from the new Exhibit Hall's pre-function area. The new central kitchen will utilize the portion of the Heritage Room footprint that is discontinued. The net leasable area of the modified Heritage Room with the air walls in the open position will be approximately 10,270 SF, usable as a junior Ballroom. The balance of the HVS recommended meeting room/ballroom program minimum of 50,000 SF is contained in the new 30,000 SF Ballroom and the renovated South Exhibit Hall which will provide approximately 8,616 SF of meeting space. Also included in the recommended plan are two new Board Rooms, a multi-purpose space divisible into three meeting rooms, and six permanent meeting rooms.

Eight new flexible meeting rooms will occupy the renovated central column-free zone of the existing South Exhibit Hall, and these can open up into a single 9,600 SF space that can serve also as an additional Junior Ballroom. Additional meeting rooms and a catering support space will be provided as part of the renovation of the South Exhibit Hall. All of the complex's meeting space is located very well with respect to the Exhibit Hall in terms of clarity of way finding, travel time, and juxtaposition of complimentary uses. When complete, the renovated center will have 31 break-out meeting spaces, not including the four sub-divisions of the new Ballroom.



**MASTER PLAN  
RECOMMENDED CONCEPT PLAN**

**Meeting Rooms  
(cont.)**

In summary, the recommended minimum of 50,000 SF of flexible meeting and ballroom space is met in the following manner:

Leasable Space	Leasable Area (SF) with air walls deployed	# Sub-Divisions
Ballroom	30,000	4
Heritage Room	10,270	12
South Exhibit Hall	8,616	8
Board Rooms A & B	2,400	2
Multi-Purpose Room	3,000	3
Meeting Rooms (permanent)	5,008	6
Total	59,294	35

**Other Amenities  
at Main Level**

The existing internal circulation corridor that runs north/south along the west side of the Auditorium that is parallel to Buchanan will remain in service. In addition to renovating this corridor, added to its exterior side will be the relocated Visitors' Center and Box Office, along with a new café. These spaces can be accessed either from within the Complex or, when desirable, can have direct access from the exterior. The Visitors' Center will have additional space to accommodate displays from local attractions. Another new amenity, a Business Service Center, will be located directly adjacent to the Visitors Center to facilitate joint staffing. All of these spaces are accessible by convention attendees as well as by users of the Auditorium and Coliseum.

**Service and  
Support Space**

This recommended concept expansion solution achieves one of the basic goals of the master plan: The separation of service areas from public view. By placement of the new Exhibit Hall's loading zone to the east, the elimination of truck docks visible from Buchanan is accomplished. With the provision of a new screened service yard at the northern end of the complex at 3rd Street, truck and service vehicle operations will become more efficient while the character and pedestrian experience along Buchanan can dramatically improve. With this concept, the Complex now has a clear public front and service back, which is of benefit to the building's operations, the attendee experience, and the public in general.

The truck dock serving the new Exhibit Hall will have seven truck parking positions, a vehicular ramp, and additional dedicated locations for trash dumpsters to handle various types of waste and recycle streams from the Exhibit Hall. Adjustable load levelers will serve each of the truck docks so that a variety of truck sizes can be accommodated. The Exhibit Hall's vehicular ramp will connect to grade to provide capability for vehicles to drive directly on to the Exhibit floor.

Between the new Ballroom and Heritage Room, the existing public circulation space will be converted to back-of-house support space so that food and beverage operations will have more room to operate efficiently in support for these two spaces. Enlarged service corridors will also be created on two sides of the Heritage Room. This new back-of-house circulation space will connect to a new storage area and truck dock that is intended to serve the new central kitchen and the periodic move-in/move-out requirements of the Ballroom and Heritage Room.



**MASTER PLAN  
RECOMMENDED CONCEPT PLAN**

**Service and  
Support Space  
(cont.)**

The study team conducted an extensive evaluation of the possibility of expanding the lower level service area of the Civic Center Complex. Excavation and new sub-surface construction were considered to take place primarily within the footprint currently defined by the South Exhibit Hall and the Regency Room. This strategy would also involve the widening and relocation of the truck service ramp further to the east in order to allow for vertical clearance, maneuverability for trucks, and improved vehicle access to the Coliseum floor. Other improvements considered for this level included improved locker rooms, dressing areas and an enlarged Auditorium loading dock. Due to budget constraints these improvements to the lower level of the Complex are not being included in the recommended master plan.

**Buchanan Street  
Facade**

Three new entrances along and visible from Buchanan will dramatically improve the access to and character of the entire Complex. Interesting visual modulation of the façade and a clear sense of place and destination will be created. The new entrances will punctuate and reduce the monotony of the long expanse of the Complex.

Along the new Ballroom's edge facing Buchanan, new pre-function space will help to provide an inviting sense of activity. Other portions of this west-facing façade housing new functions (e.g. visitor center, cafe, box office) that can be accessed from the exterior will improve the public front of the Civic Center Complex with an entire new look and feel.

**Renovations of  
Existing Facilities**

In addition to the renovations described above as part of this master plan improvements concept, the scope of this project will also include upgrades to spaces in the existing Complex that currently meet the HVS recommended program. These improvements include:

- *New seats in Auditorium were completed in 2014, new elevator and dispersed seating for ADA are still needed;*
- *New electronic scoreboards/video screens in the Coliseum;*
- *New comprehensive building-wide signage system*

**Site Development  
and Landscaping**

The intent of the master plan concept's Civic Green is to provide a continuous sustainable outdoor plaza space between the street and the Civic Center Complex linking the Phase I developments (Convention Center Hotel and Parking Garage), the MPEV, an Arena, and the Civic Center. This new outdoor space will be utilized for pre-and post-function activities with seating and gathering areas. New trees and native landscape will provide shade, a more hospitable environment, and an urban cooling function as well as a sense of scale next to the Civic Center, encouraging patrons to linger. The numerous existing entrances to the building have been reduced and focused, and the new entrances are highlighted with enhanced pavement and landscape to provide better visual cues and way finding for the patrons. The service needs of the building have been relegated to a true back-of-house for the complex, separating patron vehicular use from exhibitor loading and unloading needs. Views into the Civic Center loading areas will now be screened by masonry walls with layers of native landscape planting (shrubs, grasses) on the street side of the wall. The new streetscape trees and lighting in the parkway between the sidewalk and street will also add another layer of screening, shielding passersby from the true nature of this back-of-house side of the building and allowing it to blend into the adjacent cityscape.



**MASTER PLAN  
RECOMMENDED CONCEPT PLAN**

**Site Development  
and Landscaping  
(cont.)**

The goal of promoting a pedestrian-oriented urban form, while maximizing connectivity and access to support neighboring business will be consistent with the Downtown Amarillo Urban Design Standards.

**Closing Johnson  
Street**

In this recommended concept, the 'pros' outweigh the 'cons' on closing a portion of Johnson Street. The closure allows the existing Civic Center to stay in operation while a large part of the new Exhibit Hall is constructed. A true back-of-house zone is established on the east side to keep loading docks, ramps, and garage doors off the Buchanan Street side of the complex. The RCP is oriented for pedestrian traffic to enter the ACCC at the north and west facades. This orientation creates the buzz for the civic green and the synergy with the Phase I Development across Buchanan Street to the west.

The City of Amarillo's previous development plans showed for Grant Street, one street to the East of Johnson Street, to be developed into a landscaped boulevard entrance to a warehouse/loft/apartment residential district in the future. The new back-of-house area on the east side of the complex can be landscaped and screened from view of Grant Street. The current utilities run in the alley between Johnson and Grant streets, therefore the City grid of utilities should not be impacted. Currently major traffic flows into downtown from arterial streets and highways, closing this portion of Johnson Street (a "collector") should not impact current and future businesses.

**Construction  
Phasing**

This recommended expansion concept is clearly superior to the other tested concepts that involve building the new 75,600 SF Exhibit Hall within the footprint of the existing Civic Center. Here, the new Exhibit Hall would be built first and become operational before the major demolition, renovation and new construction towards Buchanan.

The conversion and expansion of the North Exhibit Hall to become a Ballroom, the renovation of the South Exhibit Hall to become meeting rooms and the construction of the new lobby, pre-function space have to be carefully planned and sequenced so that as much of the facility as possible can continue to be in operation during construction. It is highly recommended that detailed phasing plans be developed in parallel with the design process in order to refine the strategies for keeping as much of the facility operational during construction as possible.

**Future Expansion**

The study team identified several advantages inherent in this master plan concept that allows for possible future expansion of the complex. If a new Arena is eventually constructed on a separate site, the Coliseum could be converted to additional exhibit and meeting space. Alternatively, the new 75,600 SF Exhibit Hall could be expanded in a southerly direction east of the Coliseum; this approach would require modifications of the service truck ramp and new pre-function space serving the expanded Exhibit Hall and Coliseum. In any case, until a new Arena is built it is clear that with the expansion and renovations described herein the Coliseum can continue to function, albeit at a smaller seating capacity than the market supports.

MASTER PLAN  
RECOMMENDED CONCEPT PLAN

**Hard Costs/Soft Costs**

A realistic overall budget of \$78.5 million has been established to implement the expansion and renovations described in this master plan for the Amarillo Civic Center. All phases are to be completed by summer 2021. The project cost has been broken down into hard costs and soft costs. Hard costs are the actual dollars spent to buy building materials and for the labor to construct the project. Soft costs are the unseen items that are incurred on all construction projects such as design, inspection and accounting fees, project administration, kitchen equipment, furniture, art work, signage, insurance, taxes, etc. The balancing act is getting the hard construction costs and the soft costs of designing and filling the project with furniture and equipment to fall within the \$78.5 million dollar budget.

Our team has taken the recommended concept plan and has had two construction cost estimators (one local and one from out of the state, as a system of check and balance) prepare a preliminary estimate of anticipated construction hard costs. By re-purposing large portions of the existing Civic Center and limiting the new construction to the exhibit hall, new Buchanan façade, and the new clerestory lighted pre-function space, the study team was able to control the hard cost of the project and balance with the soft costs. Contingencies have been allowed for both the hard and soft costs to cover for unanticipated items that arise on all construction projects, especially when dealing with existing structures. The following chart summarizes the distribution of hard and soft costs, including contingencies within the \$78.5 million budget limit.

<b>Hard Cost</b>	Area	National Estimator - \$ Cost	Local Estimator - \$ Cost
Demolition	471,285 CF	\$1,431,307	\$1,302,490
Renovation	125,029 SF	\$13,510,385	\$12,294,450
New Construction	158,892 SF	\$41,557,220	\$37,817,070
Site Improvements	436,856 SF	\$2,125,088	\$1,933,830
Asbestos Abatement	Allowance	\$303,500	\$276,185
Utility Relocation	Allowance	\$364,200	\$331,500
<i>Sub-Total</i>		<b><u>\$59,291,700</u></b>	<b><u>\$53,955,525</u></b>
10% Contingency		\$5,929,200	\$5,395,600
<b><i>Hard Cost Total</i></b>		<b><u>\$65,220,900</u></b>	<b><u>\$59,351,125</u></b>
<b>Soft Cost</b>		National Estimator - \$ Cost	Local Estimator - \$ Cost
Fees		\$6,848,200	\$6,231,870
Fixtures, Furniture & Equipment (FF&E)		\$4,500,300	\$4,154,580
Insurance, Testing, Financing		\$1,366,800	\$1,243,790
<i>Sub-Total</i>		<b><u>\$12,715,300</u></b>	<b><u>\$11,630,240</u></b>
Owner's Contingency 4%		\$508,600	\$465,210
<b><i>Soft Cost Total</i></b>		<b><u>\$13,223,900</u></b>	<b><u>\$12,095,450</u></b>
<b><i>Project Cost</i></b>		<b><u>\$78,444,800</u></b>	<b><u>\$71,446,575</u></b>
*Breakdown of costs are attached in the Appendix			

*Disclaimer - In providing opinions of probable construction cost, it is understood that the Architect and its consultants (collectively "Architect") have no control over the cost or availability of labor, equipment or materials, inflation, or over market conditions or the Contractor's method of pricing, and that the Architect's opinions of probable construction costs are made on the basis of the preliminary floor plans and current day local square foot prices. The Architect makes no warranty, express or implied, that the bids or the negotiated cost of the work will not vary from the Architect's opinion of probably construction cost.*

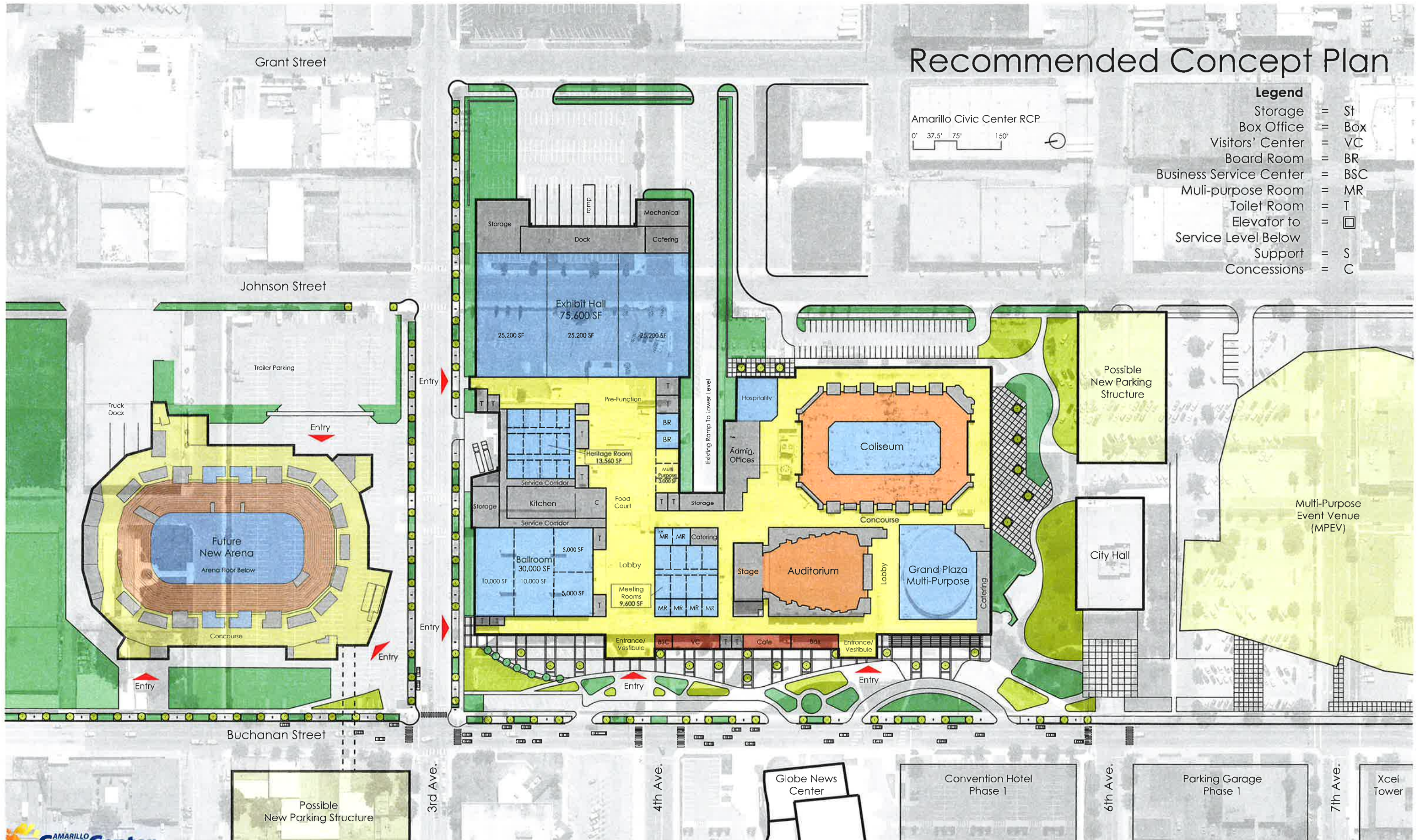


**MASTER PLAN**  
**RECOMMENDED CONCEPT PLAN**

**Conclusion**

The overall key strategies that will be achieved by this concept plan will expand the options of the Civic Center from local events to state and regional conventions. The approach aims at re-using as much of the existing structure while reworking outgrown spaces to achieve the building program recommended by HVS. The new internal organization of functional spaces maximize marketability, functionality, flexibility and user friendliness. With the location of the new 75,600 SF Exhibit Hall addition located on the east side of the existing Civic Center and the closure of Johnson Street a much needed definition of separation between public and back-of-house support service areas will be created. The current development on the west side of Buchanan, including the Globe-News Center for the Performing Arts (GNC), suggest the need for enhancement of Buchanan Street and the area in front of the Civic Center as an important and pedestrian-friendly Civic Green Boulevard. The Civic Green provides a strong pedestrian and visual relationship to the Civic Center and the Globe-News Center, thereby developing and validating the public/attendee entry side of the overall Amarillo Civic Center Complex on Buchanan Street. This concept along with the critical path for construction phasing and sequencing will allow minimal disruption of existing events and on-going operations. This is the study team's recommended master plan choice for the expansion and renovation of the Amarillo Civic Center Complex.

# Recommended Concept Plan



**Legend**

Storage	=	St
Box Office	=	Box
Visitors' Center	=	VC
Board Room	=	BR
Business Service Center	=	BSC
Multi-purpose Room	=	MR
Toilet Room	=	T
Elevator to Service Level Below	=	□
Support	=	S
Concessions	=	C

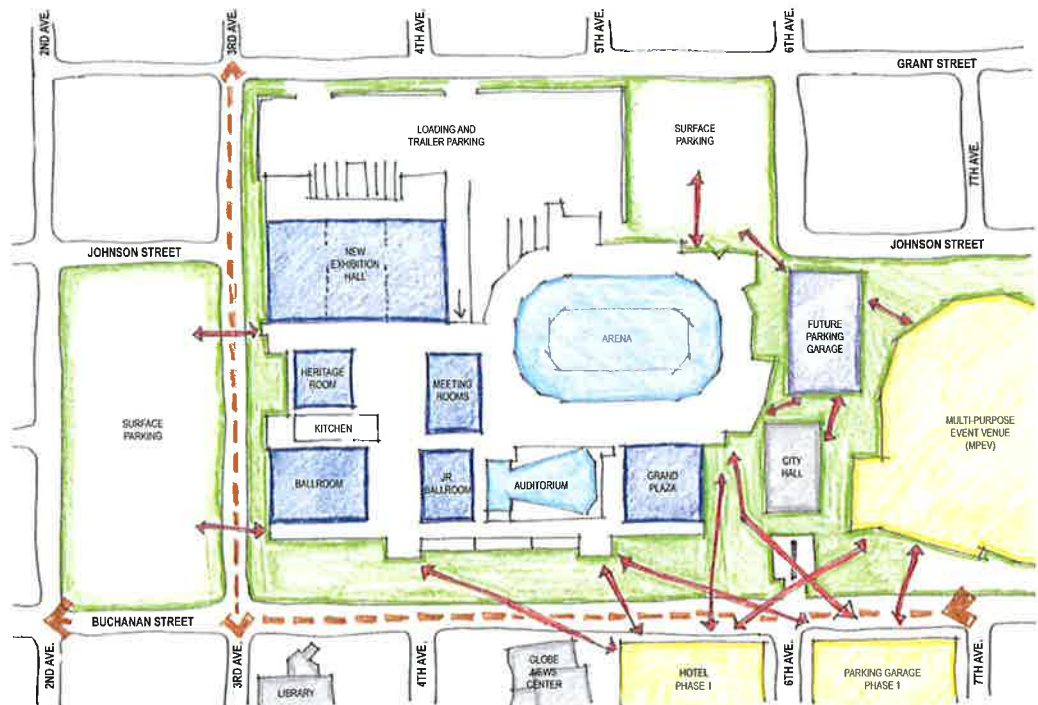


MASTER PLAN  
TESTED CONCEPT PLAN #1

New Exhibit Hall adjoined east of existing Civic Center; Close Johnson Street; New Arena built on site of demolished Coliseum

**Overall Strategy** This tested concept plan #1 employs the following key strategies:

1. Provide the new Arena on the site of the existing coliseum to achieve the “under one roof” facility concept;
2. Enhance Buchanan Street as the primary public/entry side of the facility, and locate service operations off Grant Street, the eastern side of the complex;
3. Create an internal organization of functional spaces that maximizes marketability, functionality, flexibility, and user friendliness;
4. Improve the size and functionality of back-of-house service spaces;
5. Bring natural light into the center of the building;
6. Implement a construction phasing strategy that allows for minimal disruption of existing events and on-going operations;





**MASTER PLAN**  
**TESTED CONCEPT PLAN #1**

**Coliseum & New  
Arena**

This tested concept plan #1 is a variant of the recommended concept, but instead of locating a new Arena north of SE 3rd Avenue, the new Arena would be located on the site of the existing Coliseum. This approach would allow the proper length, width and height of a new Arena to be accommodated under the “one roof,” single integrated facility concept. The new Arena would be state-of-the-art, remedying all of the deficiencies of size, functionality, and operability that the current Coliseum faces. It should also be noted that Johnson Street would be closed in this concept east of the arena to accommodate the larger Arena’s footprint.

This approach would be more expensive (excluding land costs) than building a new Arena on a separate site, and it would result in there being no Arena during the demolition and construction period. This would result in a significant threat to the project’s viability because of the lost business that currently uses the Coliseum. A project that combines the new Exhibit Hall and a new Arena on a single site will have operational challenges when there are simultaneous events because of the larger number of attendees than is currently the case. This issue will require a more detailed examination because of proximity to the new MPEV. From a land use economics perspective, this option has advantages of preserving the parcel north of SE 3rd Avenue for other possible development uses.

As noted earlier, a decision about the long-term use of the Coliseum portion of the Civic Center Complex site does not lie in the way of proceeding with the convention center-related improvements involving the construction of Exhibition, Ballroom, and Meeting space. Proceeding with the recommended concept allows the City’s decision about building a new Arena to be made at any time, with the new Arena either being built on the site of the existing Coliseum, or elsewhere.

**Johnson Street**

Closing Johnson Street between 3rd and 6th Avenue allows the existing Civic Center to stay in operation while a large part of the new Exhibit Hall and Arena are constructed. A true back-of-house zone is established on the east side and shared by the Exhibit Hall and the new Arena. All loading for the Civic Center will concur at this new back-of-house zone keeping loading docks, ramps and garage doors off the Buchanan Street façade of the complex.

**Construction &  
Phasing**

The new Exhibit Hall would be built first and become operational before the major demolition, renovation and new construction of the convention aspect of the Civic Center towards Buchanan. The next phase would be the demolition of the existing Coliseum, followed by the new construction of the Arena.

**Future Expansion**

A disadvantage to TCP #1 is “landlocking” the Civic Center. Future expansions could happen north of 3rd Avenue, however, the “one roof” concept that many conventions look for in a facility would be lost.

**Conclusion**

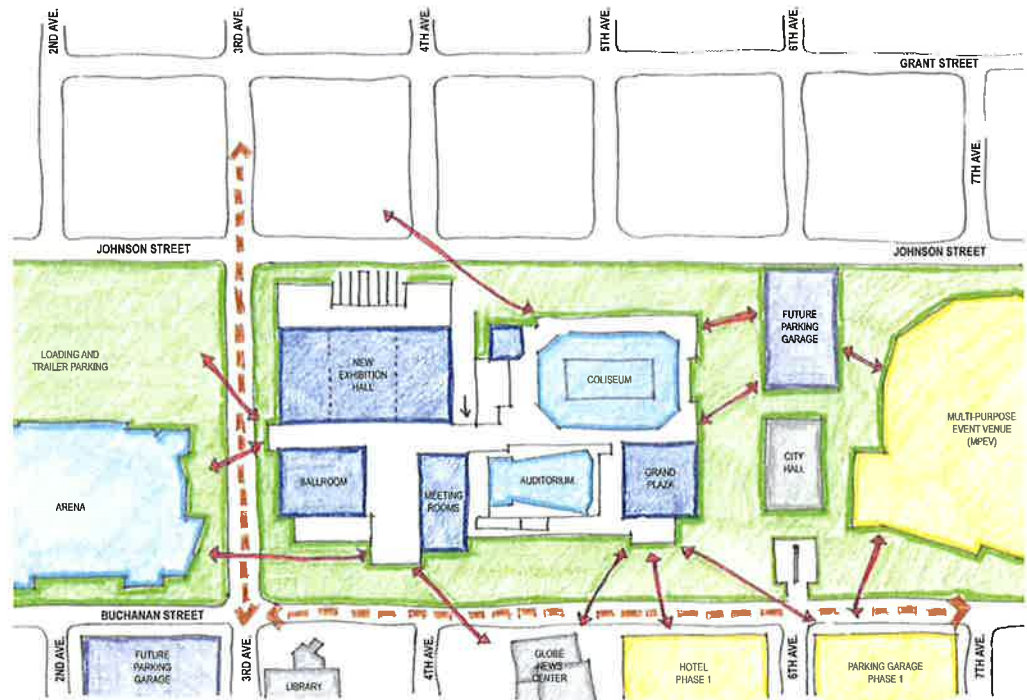
While this TCP #1 demonstrates an approach to solving the back-of-house zone for the Civic Center and the new Arena, it is not recommended because it does not allow for future growth of the complex. Furthermore, the diagram shows that pedestrian circulation on a day that has simultaneous events at the new Arena and MPEV could be an issue. The need to demolish the Coliseum before a new Arena is built would result in significant lost business.

MASTER PLAN  
TESTED CONCEPT PLAN #2

New Exhibit Hall on the site of Heritage and Regency Rooms within existing site; New Arena on a new site

**Overall Strategy** This tested concept plan #2 employs the following key strategies:

1. Convert the Civic Center to become primarily a convention center with attached Auditorium, and eventually locate a new, larger Arena that meets the HVS-recommended program on another downtown Amarillo site;
2. Enhance Buchanan Street as the primary public/entry side of the facility, and locate service operations on Johnson Street, the eastern side of the complex;
3. Create an internal organization of functional spaces that maximizes marketability, functionality, flexibility, and user friendliness;
4. Improve the size and functionality of back-of-house service spaces;
5. Bring natural light into the center of the building;
6. Implement a construction phasing strategy that allows for minimal disruption of existing events and on-going operations;
7. Keep Johnson Street open as a through street between SE 3rd and SE 6th Avenues as it passes by the eastern side of the Civic Center Complex.



**MASTER PLAN**  
**TESTED CONCEPT PLAN #2**

**Location of Major Functional Areas** Tested concept plan #2 (TCP #2) places a new 75,600 SF Exhibit Hall on the area of the existing Civic Center site where the Heritage and Regency Rooms are currently located. The new Exhibit Hall, loading dock, and other back-of-house areas would not require the closing of Johnson Street; however, it would still be needed for truck maneuvering. The existing North Exhibit Hall would be renovated to become a 24,565 SF multi-purpose Ballroom, sub-divisible into two large rooms. This expansion/renovation approach also demolishes the South Exhibition Hall to make way for a major new entrance off Buchanan, lobby and pre-function space on the main level as well as new service and support areas below. In addition, a new block of 18,000 SF of flexible meeting space would be provided between the new Ballroom and Auditorium, with additional meeting rooms on an upper level above.

**Entries, Lobbies and Circulation Space** Compared with the recommended concept, this approach results in a much smaller lobby and pre-function area, but the travel distance from the Buchanan Street entrance to the new Exhibit Hall is shorter. Space to set up exhibits, registration, temporary food service operations, etc. are much more limited here, and for larger events these functions may have to use some of the adjoining leasable space. This TCP #2 calls for two new entrances along Buchanan: 1) addressing the new east/west lobby that serves the Ballroom, meeting rooms and Exhibit Hall; 2) leading to a renovated Grand Plaza that can serve as the lobby for the Auditorium and/or Coliseum. If it is also decided to expand the Coliseum Concourse to the south (as proposed in recommended concept), then a third new entrance would lead off of the Grand Plaza directly to the Coliseum.

**Exhibition Hall** The new 75,600 SF (210 feet x 360 feet) Exhibit Hall, with support space similar to that shown for the recommended concept plan, in this TCP #2 is located on the site of the Heritage and Regency rooms. With this approach, the Exhibition Hall cannot expand in the future except in an easterly direction. This is the least desirable solution because of room proportion, attendee circulation, back-of-house facility constraints, and demolishing the Heritage Room.

**Ballroom** In this TCP #2, the North Exhibit Hall of 24,565 SF is renovated to become the new Ballroom. The Ballroom would be sub-divided into two larger meeting rooms, with new finishes, upgraded technology, and new lighting and controls. Due to the new meeting room block to the south, expansion of the new Ballroom to 30,000 SF is not recommended because this would reduce the amount of pre-function space that could be provided.

**MASTER PLAN  
TESTED CONCEPT PLAN #2**

**Meeting Rooms** The smaller footprint of this TCP #2 requires that there be two levels of flexible meeting space to meet the program requirement of 50,000 SF of net usable meeting space in 30 breakout rooms. The upper level of meeting rooms would be directly over the lower level meeting rooms, and their supporting circulation space would overlook the double-height lobby below.

The meeting room space in this concept is distributed as follows:

Space	Leasable Area (SF) with air walls deployed	# Sub-Divisions
Ballroom	24,565	2
Ground Level Meeting Rooms	16,000	16
Upper Level Meeting Rooms	9,500	12
Total	50,065	30

**Buchanan Street Facade** Compared to the recommended concept plan, this solution does not lend itself as well to an extensive redesign of the Buchanan Street façade. While the two new entries would help articulate and break up the existing horizontal monotony, there are fewer functional changes to this edge of the building that would lead to a logical redesign of the façade to make it more interesting and transparent. This is especially true at the northwest corner of the Complex where the catering support area for the ballroom faces Buchanan.

**Service and Support Space** This TCP #2 could include, if budget allowed, a new lower level service and support area that will dramatically improve the separation of attendees from back-of house support operations. An expanded truck operations area, new dock, main kitchen, lockers, and Auditorium dressing rooms would be located at this lower service level, with freight elevators at key locations to serve satellite support areas on the two levels above. Budget analysis shows that these lower level improvements would be too expensive and not achievable within the project budget of \$78.5M.

The back-of-house catering support area for the new Ballroom remains in its current location on the western side along Buchanan. The option of relocating this function to another side of the new Ballroom and freeing this area up for pre-function space (as shown in the recommended concept plan) is not possible since the attendee circulation zone is needed on the east side of the new Ballroom to also serve the new Exhibition Hall.

**Other Amenities** This TCP #2 shows the Administration Suite and Hospitality Room remaining in their current positions. The Visitors' Center and Box Office are on the Buchanan Street side, but with the added flexible meeting rooms, these functions are not directly accessible from the new main lobby at the convention center end of the building. Furthermore, because of the tight plan, the public circulation along the west side of the Auditorium no longer connects to the northern half of the Complex.



**MASTER PLAN  
TESTED CONCEPT PLAN #2**

- Coliseum and New Arena** Under this TCP #2, the Coliseum could continue to operate while building a new Arena on another site. Alternative uses of the Coliseum are addressed previously in the discussion of the recommended concept.
- Site Development and Landscaping** The strategy for the exterior experience of the site is to reduce the sense that the Civic Center Complex sits in a sea of parking, especially along Buchanan. This can be accomplished for this TCP #2 in the same way as it can for the other tested concept plans considered. It is recommended that the amount of parking on the western side of the Civic Center along Buchanan be reduced, and the amount of landscaping be increased. New pavement patterns, lighting, and signage are suggested for the two new public entrances off Buchanan.
- Johnson Street** One of the goals of exploring this TCP #2 was to assess the implications of keeping Johnson Street open. As shown on the plan diagram, this can be accomplished only by building the new Exhibition Hall and its support areas west of Johnson, in this case on the site of the Heritage and Regency Rooms. Even in this case, trucks positioning their back ends to the loading docks will have to maneuver on Johnson Street itself.
- Construction Phasing** A significant “fatal flaw” of this TCP #2 is that it takes both the Heritage and Regency Rooms off line permanently. While it would be possible to build the two new levels of flexible meeting rooms in a first construction phase prior to the demolition of the Heritage and Regency Rooms, the interim steps to a full build out of this TCP #2 will result in significant lost business. While demolition of the Regency Room is acceptable because of its limited ceiling height and other deficiencies, it does not make good sense to demolish the relatively new Heritage Room that is the most used ballroom/meeting venue in the existing Complex.
- Future Expansion** As noted above in the description of the Exhibition Hall, this TCP #2 does not work well for future expansion because of the way the Exhibition Hall is blocked in on all sides.
- Conclusion** While this TCP #2 demonstrates an approach to keeping Johnson Street open, it is not recommended because of the need to take the Heritage Room out of service. Furthermore, the diagram shows that the available building footprint is too small to adequately solve for internal circulation and pre-function space, amenities, and several required functional relationships.

MASTER PLAN  
TESTED CONCEPT PLAN #3

New Arena on a new site with conversion/renovation of the Coliseum to new Exhibit Hall:  
Tested Concept Plan #3 variant that considers a new Exhibit Hall on the site of the demolished  
Coliseum.

**Overall Strategy**

This tested concept plan #3 employs the following key strategies:

1. Convert the Civic Center to become primarily a convention center with attached Auditorium, and eventually locate a new, larger Arena that meets the HVS recommended program on another downtown Amarillo site;
2. Locate a new 75,600 SF Exhibit Hall within the footprint of the existing Coliseum.
3. Enhance Buchanan Street as the primary public/entry side of the facility, and locate service operations on the eastern side of the complex accessible from Johnson Street;
4. Maintain the use of the North Exhibit Hall and the Heritage Room with minimal modifications;
5. Create an internal organization of functional spaces that maximizes marketability, functionality, flexibility, and user friendliness;
6. Improve the size and functionality of back-of-house service spaces;
7. Bring natural light into the center of the building;
8. Implement a construction phasing strategy that allows for minimal disruption of existing events and on-going operations;
9. Keep Johnson Street open as a through street between SE 3rd and SE 6th Avenues as it passes by the eastern side of the Civic Center Complex.



**MASTER PLAN**  
**TESTED CONCEPT PLAN #3**

**Location of Major Functional Areas** Tested concept plan #3 (TCP #3) redevelops the Civic Center Complex within its current site limits, and assumes a new Arena would be built elsewhere in downtown Amarillo. A new 75,600 SF column-free Exhibit Hall will be located within the footprint of the existing Coliseum. The existing North Exhibit Hall through renovation and expansion would be converted to a sub-divisible 30,000 SF multi-purpose Ballroom. The Heritage Room remains in its current configuration for breakout meeting space of 16,360 SF, with a new service corridor developed along its northern side. An additional 9,000 SF of new state-of-the art flexible meeting spaces and Administrative offices are provided where the Regency Room is now located, and the South Exhibit Hall is removed, replaced by new construction to become a new entrance lobby and outdoor courtyard.

**Entries, Lobbies and Circulation Space** TCP #3 strengthens the connections to the Buchanan Street corridor by the development of two large and visible civic entrances that support east/west circulation through the building; public access on the eastern side of the Civic Center Complex will be dramatically reduced. A new entrance, lobby, and pre-function space would be created where the South Exhibit Hall now stands. This new circulation zone will connect to the existing north/south circulation spine that defines the current facility. With an adjacent exterior courtyard to the south, the new lobby space will feel light and airy, and some of the functions held here, such as receptions, can flow outdoors when the weather permits.

**Entries, Lobbies and Circulation Space (cont.)** A secondary new entrance off Buchanan Street will involve modifications to the Grand Plaza. By relocating the stage and modifying circulation paths, this space can serve the new Exhibit Hall as the new main lobby. Periodically, when not used in conjunction with the Exhibition Hall, the Grand Plaza can serve as a larger and more gracious lobby for the Auditorium. This space will still be available as a venue for local events when the adjacent Exhibit Hall is not in use.

**Exhibition Hall** The largest portion of the renovation/expansion program for TCP #3 is the insertion of a new 75,600 SF Exhibition Hall where the Coliseum is now located. The existing 180 foot structural span will remain in place, and a new Exhibit Hall dimensioned 183 feet wide by 420 feet long will be created at the main level. These dimensions create a 75,600 SF hall using the common horizontal planning module of 30 feet – this allows for the most efficient exhibit booth and utility grid layout.

The new Exhibition Hall will be located at the same level as the existing main concourse, thereby placing it about four feet above the Johnson Street grade level; this is ideal for the creation of a high level loading dock on the Exhibition Hall's east side. The existing Arena floor level can remain in service as a practice ice rink or for other flat floor sports-related uses. However, there will be a premium cost to leave the ice rink's footprint column free. The clear height from ice level to new structure/lighting at the ceiling below the new exhibit floor would be only approximately twelve feet. Further decisions about the use of this residual space below a new exhibit floor would have to be made as part of the final building programming process.

MASTER PLAN  
TESTED CONCEPT PLAN #3

**Exhibition Hall  
(cont.)**

While the floor plan diagram for TCP #3 accommodates the Exhibition Hall, the vertical relationships show that this is a seriously flawed concept. The Coliseum's existing structure is 38 feet above the floor of the Coliseum, and the concourse (same as the new exhibition floor level) is 20 feet above the Coliseum floor. This means that the vertical clearance to the underside of structure from the new exhibit floor located at concourse level will be only approximately 18 feet. This clearance is significantly less than the industry standard of 30 feet clear for exhibit halls, and therefore this option is not recommended.

**Ballroom**

The existing 24,565 SF North Exhibit Hall will be expanded to the south and renovated to become a dedicated multi-purpose, sub-divisible ballroom of 30,000 SF. This space could become the most frequently used banquet facility in the Complex, allowing the configuration of the Heritage Room to be meeting breakout space more regularly. The renovations to convert the North Exhibit Hall to a state-of-the-art Ballroom will include new finishes, upgraded technology, additional air walls as well as new lighting and controls. Access to the new Ballroom would be off the existing north/south circulation corridor or from the new main lobby/pre- function space to its south.

With the new 75,600 SF Exhibit Hall, ideally the Ballroom would not be used to host heavy exhibits very often – appropriate to its carpeted floor and lack of good truck loading access. However, the space will still work well for light exhibits that stand alone or supplement the use of the main Exhibit Hall.

**Meeting Rooms**

The recommended meeting room program in TCP #3 would be accommodated by using the existing breakout space in the Heritage Room and replacing the Regency Room with new state-of-the-art flexible meeting spaces distributed in a manner consistent with the organization of the new pre-function lobby space.

**Buchanan Street  
Facade**

The Buchanan Street façade in TCP #3 presents a new image to this important corridor with a complete rebuild. The new entries and exterior courtyard would help articulate and break up the horizontal monotony of the existing façade. However, the northwest corner of the Complex would still support the back-of-house area that remains in this location to serve the new Ballroom. With an Exhibit Hall replacing the Coliseum, TCP #3 provides many opportunities to redesign the southeastern quadrant of the Civic Center.

**Service and  
Support Spaces**

The loading docks and back-of-house support spaces at the Exhibition Hall will be state of the art, and work similarly to those of TCP #2 and the recommended concept plan. However, the new Ballroom and Heritage Room do not share a common back-of-house service and catering support area. Back-of-house service areas also do not support the new flexible meeting room block because of space constraints and the need to accommodate a relocated administrative suite. The arrangements of the main level service and support functions in TCP #3 are not as successfully as in the recommended concept plan. An enlarged lower level service area could be included if affordable. Because of the more southerly location of the Exhibition Hall, it would be more difficult to have the new Exhibit Hall serviced by a main kitchen.



**MASTER PLAN**  
**TESTED CONCEPT PLAN #3**

- Other Amenities** TCP #3 shows a new Visitors' Center, Business Service Center, and Box Office, but it is more difficult to plan these with good access to the entire Complex given the changes in the overall circulation plan.
- Coliseum and New Arena** As in the other tested concept plans considered by the study team, a new Arena could be built at any time on the lots to the North of the Civic Center. However, the new Arena would have to happen prior to any work on the Civic Center shown in this TCP #3 since the new contiguous Exhibit Hall is planned for the existing Coliseum location.
- Site Development and Landscaping** The improvement strategy for the exterior experience of the site is to reduce the sense that the Civic Center sits in a sea of parking, especially along Buchanan. This can be accomplished for TCP #3 in the same way as it can for the other tested concept plans considered. New pavement patterns, lighting, and signage are suggested for the two new public entrances off Buchanan. The new exterior courtyard off Buchanan Street, there is an opportunity to have a strongly developed sense of the exterior landscape intertwining with the building.
- Johnson Street** One of the goals of exploring TCP #3 was to assess the implications of keeping Johnson Street open. As shown on the plan diagram, this can be accomplished only by building the new Exhibition Hall and its support areas west of Johnson Street, in this case on the site of the Coliseum. However, truck operations accessing the loading docks will have to maneuver on Johnson Street itself.
- Construction Phasing** A key consideration to TCP #3 is that constructing a new Arena on a new site must be complete before a major renovation of the Coliseum can commence to become the new Exhibit Hall. With the implementation of a new Arena taking at least four years if not longer, the Exhibition Hall coming on-line would be a minimum of six years out. There is significant lost business opportunity that results from the need to sequence the projects in this way. Therefore, the study team concluded that TCP #3 could be considered further only if there are ways to plan, design, and construct a new Arena within an extremely compressed timeframe.
- Future Expansion** This TCP #3 does not allow a logical way to expand the Exhibition Hall at a later date. With the location of the Exhibit Hall, the expansion to the north is blocked by other building functions, and to the east by Johnson Street and back-of-house support areas. Expansion to the south would affect City Hall and related parking, so expansion in this direction is also not feasible.
- Conclusion** This expansion/renovation option is not recommended because of a key fatal flaw: An Exhibit Hall with only 18' vertical clearance is unacceptable.

**MASTER PLAN  
TESTED CONCEPT PLAN #3 VARIANT**

**Tested Concept  
Plan #3 Variant**

A variant on this tested concept plan #3: New Exhibit Hall on the site of the demolished Coliseum

**Overall Strategy**

This tested concept plan #3 variant employs the following key strategies:

1. Similar to TCP #3 except in its treatment of the Exhibit Hall. This variant would fully demolish the Coliseum, administration block, and Regency Room and use those locations for a new 75,600 SF Exhibit Hall.
2. Convert the Civic Center to become primarily a convention center with attached Auditorium, and eventually locate a new, larger Arena that meets the HVS - recommended program on another downtown Amarillo site;
3. Enhance Buchanan Street as the primary public/entry side of the facility, and locate service operations on the eastern side of the complex accessible from Johnson Street;
4. Create an internal organization of functional spaces that maximizes marketability, functionality, flexibility, and user friendliness;
5. Improve the size and functionality of back-of-house service spaces;
6. Bring natural light into the center of the building;
7. Implement a construction phasing strategy that allows for minimal disruption of existing events and on-going operations;
8. Keep Johnson Street open as a through street between SE 3rd and SE 6th Avenues as it passes by the eastern side of the Civic Center Complex.



**MASTER PLAN**  
**TESTED CONCEPT PLAN #3 VARIANT**

- Exhibition Hall** While this version of TCP #3 would result in a state-of-the art Exhibition Hall, including the required 30 feet vertical clearance, it is not recommended for the following reasons:
- *Significant delay and increased cost to complete the new Exhibition Hall since it depends on first building a new Arena elsewhere, then demolition of the Coliseum, then new construction.*
  - *Assuming the new Exhibition Hall's floor level matches the existing main level of the Civic Center, this approach raises the following questions because of the large volume of existing Coliseum's sub-surface excavation: is the old Coliseum bowl filled, or is there occupied space built under the new exhibit floor? Filling the site would be a significant added cost. There is not a building program to occupy the volume under a new exhibition floor slab at this location; it is the wrong location for the added sub-grade space needed to improve the back-of-house support areas for the Auditorium. The added premium for building a structured slab for the exhibition floor does not have an accompanying benefit.*
  - *The new Exhibition Hall footprint for this variant could be similar to that shown in the diagram illustrating TCP #3. This approach allows keeping Johnson Street open only if the new Exhibit Hall uses the same dimensions/proportions as TCP #3, e.g., 180 feet span in the east/west direction in order to allow room for truck dock and maneuvering room on the east.*
- Future Expansion** This variant allows for expansion to the east, but would require the closing of Johnson Street and acquiring more land not currently owned by the City of Amarillo.
- Construction Phasing** Not only does this option require prior construction of a new Arena, it also requires Administration to be relocated. Furthermore it requires a new sub-level access ramp to service the Auditorium from the south, which could negatively impact Auditorium operations during construction.
- Conclusion** Overall, the study team does not recommend this variant of TCP #3 primarily because of cost premiums for extensive demolition and sub-surface construction. Furthermore, and in the case of both tested TCP #3 and the TCP #3 variant the long delay to deliver a new Exhibition Hall is considered a fatal flaw. Both of these options do not result in a facility that is as functional as the recommended concept plan.

MASTER PLAN  
TESTED CONCEPT PLAN #4

New Exhibit Hall North of the Civic Center and SE 3rd Avenue; New Arena on a new site

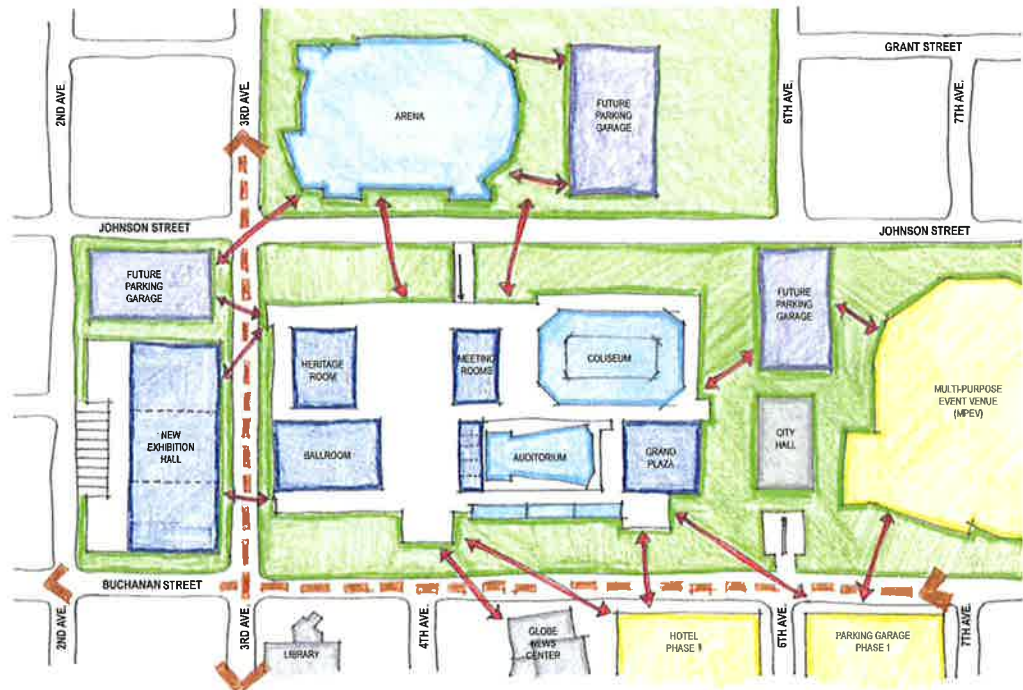
**Overall Strategy**

Tested concept plan #4 (TCP #4) first considered how to expand the existing North Exhibit Hall (now 24,565 SF) to become a 75,600 SF hall as recommended by the market analysis. Given the requirement that all of the exhibition space be contiguous, it is clear that street closures would be required to accomplish this. However, since neither Buchanan Street nor SE Third Avenue can be closed, it was concluded that the North Exhibit Hall was “landlocked” and could not be expanded to meet the program threshold of 75,000 SF of contiguous exhibition space.

As an alternative, the study team tested the idea of locating a new 75,600 SF Exhibit Hall North of SE Third Avenue on the site now serving for on-grade parking, and connecting to the existing Civic Center by a sky bridge and/or tunnel under the street.

There are several advantages of this approach:

- Construction of the Exhibit Hall would be independent of the existing Civic Center and therefore on-going business and operations could continue unaffected by the first phase of construction. In this scenario, the construction of the Exhibit Hall would be first, and after its completion the renovations necessary to meet the remaining portions of the recommended convention center program would be undertaken.
- Long-term future expansion of the 75,600 SF Exhibit Hall, if supported by increased market demand, could easily happen on this site.
- Crowds accessing the Coliseum and the new Exhibit Hall would be well separated when simultaneous events are taking place.



**MASTER PLAN**  
**TESTED CONCEPT PLAN #4**

**Exhibit Hall**

With the need to cross over and/or under SE Third Avenue, this solution results in a convention center whose Exhibit Hall is too isolated from the other assembly spaces, especially the Ballroom and meeting rooms. The City already knows the marketing as well as the functional and operational advantages of the "under one roof" concept, but this strategy for expanding the Civic Center would take the project in the opposite direction. The successful convention center facilitates an easy transition of its attendees between exhibits, meetings, food and beverage functions, and it is clear that exhibitors especially would have a problem with such an isolated Exhibit Hall.

Furthermore, the remoteness of the Exhibition Hall from the rest of the complex creates other operational problems concerning management; security; storage and movement of furniture; food and beverage operations, etc. Events that use the Exhibit Hall itself without any of the other venues and resources of the Civic Center Complex may work, but for the majority of events, especially ones that use the whole facility, this solution is definitely not recommended.

**Services &  
Support Spaces**

There is not a good location for support services at grade level because the pedestrian circulation access to the surrounding facilities are on all sides.

**Coliseum & New  
Arena**

A negative feature of this tested concept plan #4 for the Exhibit Hall site is that it would prohibit the use of the parking lot north of SE Third Avenue for use as a new Arena site. For this TCP we have shown the new Arena on property owned by the City of Amarillo, however this location has several issues. At this location the new Arena is hidden from the main thoroughfare Buchanan Street, a true back-of-house for the Civic Center is not viable because of the pedestrian circulation connection from the ACCC to the New Arena, and multiple street closures and utilities would have to be relocated.

**Construction  
Phasing**

The new Exhibit Hall would be built first and become operational before the major demolition, renovation and new construction to the existing ACCC would take place. The conversion and expansion of the North Exhibit Hall to become a Ballroom, the renovation of the South Exhibit Hall to become meeting rooms, and the construction of the new pre-function lobby space would have to be carefully planned and sequenced so that as much as possible of the facility can continue to be in operation during construction.

**Future  
Expansion**

Additional facilities could be added on land surrounding the Civic Center, but it is likely that conventions managers and attendees would be dissatisfied with this solution for expansion.

**Conclusion**

The fatal flaws for TCP #4 are so numerous that the study team does not recommend this option. The isolated location of the Exhibit Hall creates issues for the Civic Center to become a competitive convention center, and the new Arena hinders the overall operation of the Civic Center. TCP #4 result is a facility that has impractical and limited functions.

**MASTER PLAN  
CONCEPT CONCLUSIONS**

**Observations &  
Conclusion**

Several observations and major conclusions were reached in the course of evaluating the existing facility, testing concept plans for expansion to meet the recommended program that grew out of the market study, and arriving at the recommended concept plan. These key findings are:

- *The existing Civic Center Complex site is too small to accommodate the full HVS-recommended program of a new Exhibit Hall, flexible meeting space, and an enlarged Arena.*
- *Re-use of the Coliseum footprint for a new Exhibition Hall is not a viable option.*
- *A key factor in developing and evaluating master plan tested concept plans and the recommended concept plan is the sequencing of facility construction so that there is minimal disruption to on-going operations. Some concepts work better than others based on the construction's impact on operations.*
- *It is very feasible to dramatically improve and expand the Civic Center while at the same time meeting the City's broader urban design goals. These goals relate well to the current construction along the west side of Buchanan Street which is Phase One of Downtown Amarillo Revitalization plan (Convention Center Hotel and Parking Garage).*
- *While many features and systems of the Civic Center are obsolete and functionally compromised, the "bones" of the facility, with some exceptions, are worth preserving, reusing, and upgrading. A strategy that re-uses and renovates as much as possible of the existing structure is desirable.*
- *Although the HVS program recommendations for the Coliseum suggest the need for a new Arena due to fixed seat size, it is possible to achieve many of the improvements program for the Complex without waiting for a new Arena to be built on another site.*

Based on the development and exploration of the tested master plan renovation and expansion concept plans and the recommended concept plan described above, as well as several tested concept plans that are even less workable (which have not been documented in this report), the study team concluded that the recommended concept plan best satisfies the various market-driven program, function, urban design and civic objectives for the project. This solution provides a significantly enlarged and improved Civic Center that meets the recommended program for conventions, exhibits and meetings, dramatically improves civic interest downtown and will be the pride of Amarillo for years to come.

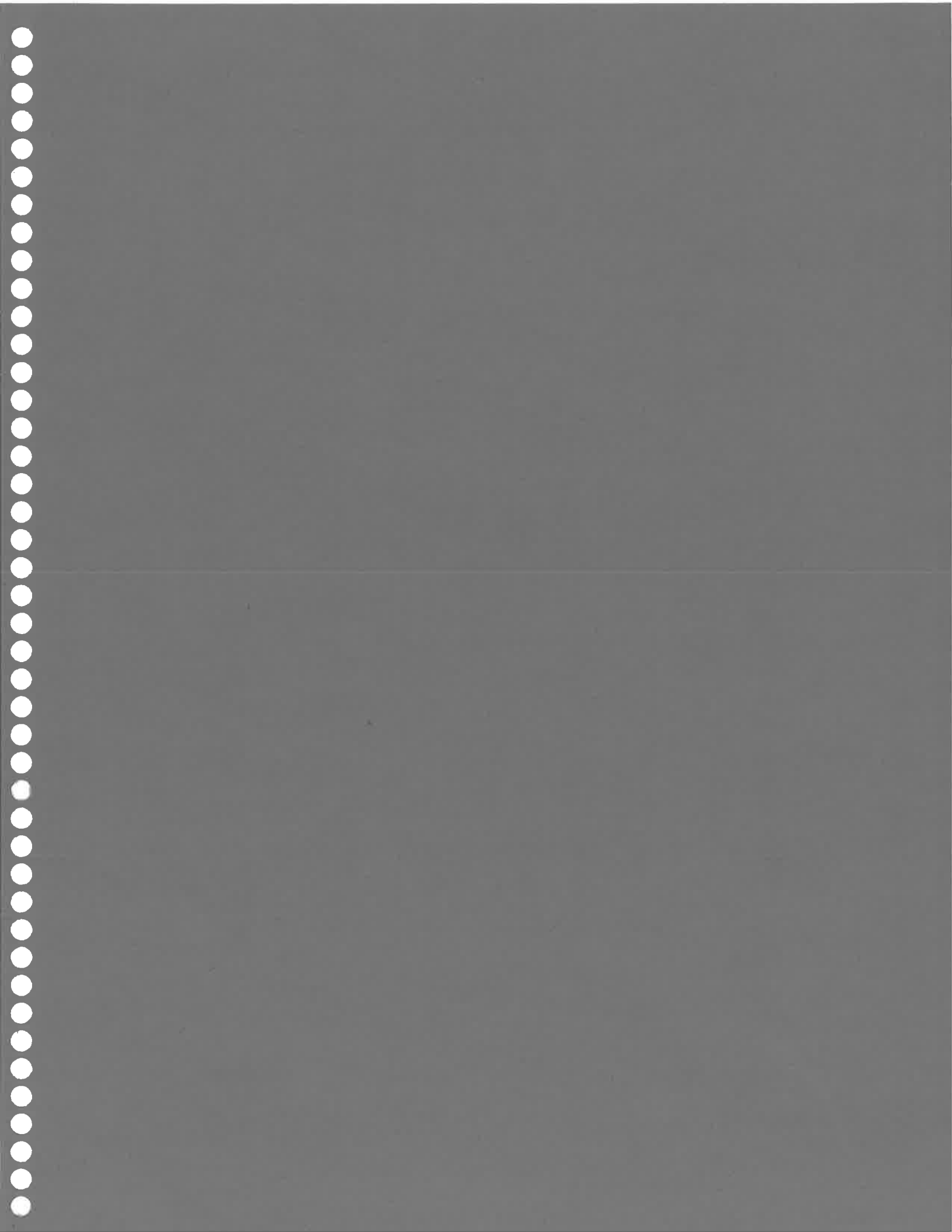
The following table summarizes comparisons among the recommended concept plan and the various tested concept plans considered:



Tested Concepts  Criteria	<b>Recommended</b> New Exhibit Hall adjoined east of existing Civic Center, close Johnson Street; New Arena on a new site	<b>TCP #1</b> New Exhibit Hall adjoined east of existing Civic Center, close Johnson Street; New Arena built on site of demolished Coliseum	<b>TCP #2</b> New Exhibit Hall on site of Heritage and Regency Rooms within existing site; New Arena on a new site	<b>TCP #3</b> New Arena on a new site with conversion/renovation of the Coliseum to new Exhibit Hall; <i>Variant that considers a new Exhibit Hall on the site of the demolished Coliseum</i>	<b>TCP #4</b> New Exhibit Hall North of Civic Center and SE 3 <sup>rd</sup> Avenue; New Arena on a new site
<b>Meets HVS Recommended Quantitative Program</b>	Yes	Yes	Yes,	Yes, sub-standard pre-function space for Exhibit Hall & tight circulation	Yes
<b>New Arena Location</b>	North of 3 <sup>rd</sup> Avenue preferred	On site of existing Coliseum	North of 3 <sup>rd</sup> Avenue preferred	North of 3 <sup>rd</sup> Avenue preferred	New site
<b>New Exhibit Hall Location</b>	Abuts existing Center at eastern side; uses Johnson St.	Abuts existing Center at eastern side; uses Johnson St.	Replaces Heritage and Regency Rooms within existing CC footprint	Within existing Coliseum footprint and roof structure, vertical clearance below industry standard	North of 3 <sup>rd</sup> Avenue, lose under-one-roof marketability
<b>Future Use of Coliseum Footprint</b>	Continues as secondary Arena, or converted to recreation center	Coliseum demolished and replaced by new larger Arena	Continues as secondary Arena, or converted to recreation center	Exhibit Hall	Continues as secondary Arena; or converted to recreation center
<b>Requires Additional Land</b>	Yes, for Ex. Hall and new Arena	Yes, for Ex. Hall and new Arena	Yes, for new Arena	Yes, for new Arena	Yes, for Ex. Hall and new Arena
<b>Supports Buchanan St. Urban Design Goals</b>	Yes; new main lobbies off Buchanan and enhanced perimeter uses	Arena away from Buchanan, somewhat isolated	Yes; new main lobbies off Buchanan	Yes; modify use of Grand Plaza as new Ex. Hall entrance/lobby	Arena away from Buchanan, somewhat isolated
<b>Street Grid</b>	Johnson Street permanently closed between 3 <sup>rd</sup> and 5 <sup>th</sup> Avenues	Johnson Street permanently closed between 3 <sup>rd</sup> and 6 <sup>th</sup> Avenues	Maintains existing streets	Maintains existing streets	Maintains existing streets, but requires bridge over and/or tunnel under 3 <sup>rd</sup> Ave.
<b>Parking Impact</b>	Parking areas to east of Center used for Ex. Hall and truck operations (impacts about 482 parking spaces)	Parking areas to east of Center used for Ex. Hall, new Arena and truck operations (impacts about 644 parking spaces)	Parking area to east of new Ex. Hall used for truck operations (impacts about 127 parking spaces)	Parking area to east of new Ex. Hall used for truck operations (impacts about 84 parking spaces)	Ex. Hall uses City parking lot north of 3 <sup>rd</sup> Avenue (approximately 596 spaces) Parking areas east of Center used for new Arena (impacts about 644 parking spaces)
<b>Phasing and Constructability Issues</b>	Ex. Hall built in first phase; major renovations follow after Ex. Hall is operational. Complex second phase of construction, but feasible	No Arena functions available during demolition of Coliseum and construction of new Arena	Requires demolition of Heritage and Regency rooms; significant lost business is likely until new facilities come on line	Requires completion of new Arena on a new site before Ex. Hall construction can start; very long construction period	Relatively simple phasing; build Ex. Hall first, and then renovate existing Center. Preserves existing business
<b>Marketing/Functional Issues</b>	Excellent solution for all program; results in very marketable convention center and Arena	Potential conflicts between Arena and convention center/Auditorium functions; more separation desirable	Inadequate pre-function space	Vertical clearance in Ex. Hall is about 18' - well below industry standards; Inadequate pre-function area	Separation of Ex. Hall from other venues (especially ballroom, meeting rooms) is very problematic
<b>Potential to Improve Architectural Image</b>	Good: New Buchanan St. façade naturally results from functional rearrangements; new façade on east is service side of Ex. Hall	Excellent: New facades on all sides of expanded Civic Center	Good: New Buchanan St. façade naturally results from functional rearrangements; new façade on east is service side of Ex. Hall	Mediocre: Excessive exterior project perimeters on multiple sites; new façade on east is service side of Ex. Hall	Poor: Excessive exterior project perimeters on multiple sites; minimal reasons to re-image the existing Civic Center
<b>Recommendation</b>	RECOMMENDED	Not recommended; loss of Arena functions during construction; does not conserve existing resources for other uses	Not recommended; too disruptive to existing operations	Not recommended because of inadequate Ex. Hall; Depends on new Arena being built first	Not recommended; very non-functional and disjointed project







## Financial Operations

### Introduction

HVS uses a proprietary financial operating model to estimate revenues and expenses at conventions centers and arenas. This model quantifies the key variables and operating ratios that determine revenue potential and expenses levels. Unless otherwise indicated, the model assumes an annual inflation rate of 2.5 percent applies to both revenues and expenses.

For the purposes of this financial analysis, HVS assumes that the proposed Amarillo Civic Center Complex (“ACCC”) includes the proposed Civic Center exhibit hall, ballroom and meeting spaces, as well as the Coliseum, Auditorium, and the Globe-News Center for the Performing Arts. A single operations team, as a department of the City of Amarillo, would manage the ACCC. The ACCC revenues and expenses described in this section refer to all direct event and non-event revenues and expense line items attributed to Civic Center, Coliseum, and Auditorium events. Revenues and expenses attributed to the operation of the Globe-News Center are presented as single line items.

### Demand and Attendance Projections

As a part of the 2011 Volume I needs assessment HVS prepared event demand and attendance projections for a variety of event types that would take place at the expanded and renovated ACCC. In preparing this updated Volume II analysis, we analyzed multiple years of recent historical demand and attendance data provided by the ACCC. As a result of this historical demand analysis, we have reevaluated and modified our demand projections to reflect recent trends in events and ACCC operations. The following figure compares the original demand projections from the 2011 analysis to the current revised projections used in this financial operations analysis. The projections reflect a stabilized year of demand following the completion of all ACCC improvements.

**FIGURE 4-1**  
**COMPARISON OF EVENT DEMAND AND ATTENDANCE PROJECTIONS**

	2016 Update	2011 Analysis	Difference
<b>Number of Events</b>			
Conventions	10	10	0
Tradeshows	17	21	(4)
Consumer Shows	45	41	4
Meetings & Conferences	126	90	36
Banquets	101	115	(14)
Tenant Sports	39	44	(5)
WRCA Ranch Rodeo	1	1	0
Other Sports	15	15	0
Concerts & Entertainment	54	65	(11)
Assemblies	35	27	8
Other Civic Center	32	38	(6)
<b>Total Civic Center</b>	<b>475</b>	<b>467</b>	<b>8</b>
GNC Performing Arts	85	87	(2)
GNC Assemblies	3	7	(4)
<b>Total All Events</b>	<b>563</b>	<b>561</b>	<b>2</b>
<b>Total Attendance</b>			
Conventions	18,000	16,000	2,000
Tradeshows	54,400	44,100	10,300
Consumer Shows	108,000	106,600	1,400
Meetings & Conferences	28,980	27,000	1,980
Banquets	50,500	57,500	(7,000)
Tenant Sports	54,600	61,600	(7,000)
WRCA Ranch Rodeo	16,500	14,750	1,750
Other Sports	22,963	22,500	463
Concerts & Entertainment	86,400	104,000	(17,600)
Assemblies	61,789	56,700	5,089
Other Civic Center	16,525	19,950	(3,425)
<b>Total Civic Center</b>	<b>518,657</b>	<b>530,700</b>	<b>(12,044)</b>
GNC Performing Arts	62,550	66,278	(3,728)
GNC Assemblies	1,000	1,170	(170)
<b>Total All Events</b>	<b>582,207</b>	<b>598,148</b>	<b>(15,942)</b>

**Demand and Attendance Projections (cont.)**

Upon analyzing historical demand from the most recent events, we noted that most event types exhibited minor year to year variances in the quantity of events and the average attendance. Some event types have experienced significant and sustained changes as detailed below.

- The number of trade shows has decreased, possibly due to the recent increase in ACCC rental fees. The result is a decrease in the projected number of trade shows.
- The number of meetings hosted by the City of Amarillo and other local-based organizations has increased driving the projection of meetings and conferences up.
- The number of wedding receptions, luncheons, parties, and other social events has decreased, possible due to an increase in venue rental fees for these events. The result is a decrease in the projected number of banquets.
- The number of concerts and other entertainment events held in the ACCC's auditorium and arena had declined in recent years, causing a decrease in the concert and entertainment projection.

The net impact of these revised projections is a decrease in total attendance at the Civic Center of around 12,000 and 16,000 for all ACCC events. The operating revenues and expenses which follow reflect the revised event and attendance projections and incorporate any recent shifts in fees and attendee spending.

**Operating Revenues**

ACCC revenue line items include facility rental, food and beverage sales, box office fees, and event services. The model uses a series of revenue assumptions based on attendance or floor area utilization that reflect the projected utilization levels of function space. Floor area utilization is measured in Gross Square Foot Days (“GSFD”)—the amount of floor area rented times the number of days it is rented including move-in and move-out days.

To formulate the revenue assumptions, HVS relied on historical operations data, industry information, knowledge of the performance of comparable venues, and information on price levels from local area sources. We adjusted the assumptions for inflation and other anticipated trends in price levels.

The figure below summarizes the departmental income assumptions for the proposed ACCC by type of event. All revenue assumptions are in 2016 dollars. A brief description of each revenue item follows.

**FIGURE 4-2  
REVENUE ASSUMPTIONS IN 2016 DOLLARS**

Type	Exhibit Space Rental	Arena Rental	Other Rental	Ticket Sales (Net)	Event Services (Net)	Food & Beverage (Net)	Novelty (Net)	Box Office
	per GSFD	per Event	per Attendee	per Attendee	per GSFD	per Attendee	per Attendee	per Attendee
Conventions	\$0.12	\$0.00	\$0.00	\$0.00	\$0.07	\$4.30	\$0.00	\$0.00
Tradeshows	0.12	-	-	-	0.02	0.65	-	-
Consumer Shows	0.08	-	-	-	0.02	0.65	-	-
Meetings & Conferences	-	-	1.50	-	0.02	2.10	-	-
Banquets	-	-	2.00	-	0.02	5.60	-	-
Tenant Sports	-	1,800	-	0.75	-	0.82	-	2.25
WRCA Ranch Rodeo	0.06	2,500	-	1.71	-	3.30	0.30	2.25
Other Sports	-	1,800	-	0.75	-	2.70	0.10	2.00
Concerts & Entertainment	-	1,800	-	1.15	-	1.84	0.20	2.25
Assemblies	-	-	1.25	-	-	-	-	-
Other Civic Center	-	-	1.25	-	-	0.40	-	-



**Operating Revenues (cont.)**

**Exhibit Space Rental** — Exhibit space rental revenue includes the revenue the ACCC receives from clients that reserve the one or more function areas in the facility as exhibit space. Despite having published rates, convention centers typically charge rental fees based on negotiated daily rental fees. Not all events are charged a facility rental fee. A facility may reduce or waive the exhibit rental charges in order to book an event that has a strong economic impact to the City. The above rates are based on the gross area rented, consistent with historic ACCC operations.

**Arena Rental** — Arena rental revenue includes the revenue the ACCC receives from its tenant sport teams for use of the Coliseum and related spaces. As such, the estimated arena rental per event fees may be a mix of a flat rental fee plus a percentage of ticket sales. Arena rental also includes the rental fees charged to organizers of other sporting events. While some other sports events may take place in the exhibit hall, revenues associated with all events in this category are included in arena rental revenue. Above rates are based on a per event rate consistent with historic ACCC operations.

**Other Rental** — Other rental includes the revenue the ACCC receives from stand-alone meetings, banquets, and assembly events. HVS estimated the rental of non-exhibit spaces such as the ballroom and meeting space, based on attendance with rates consistent with historic ACCC operations.

**Ticket Sales** — Ticket sales represent the ACCC's share of gross ticket sales for ticketed events including the WRCA Ranch Rodeo, concerts, family shows, live theater, and other entertainment events. The ACCC currently receives approximately \$1.70 per attendee at the WRCA Ranch Rodeo. HVS projects that this would remain consistent. For other concerts and entertainment events, HVS projects an average ticket price of around 23 dollars with a 12 percent share of the gross ticket revenue going to the venue, yielding net ticket revenue of \$2.80 per attendee.

**Event Services** — Event Services include the fees charged to tenants for services that could include business services, audio and video technical assistance, set-up and take down of function spaces, cleaning services, security services, electricity and other utilities, commissions from decorators and other services provided by third-party contractors at events. Many events also require audio, video, communications and internet services. Banquets and other upscale events can often require elaborate decorating services. Almost all events require cleaning services; cleaning of common areas may be complimentary for most events while cleaning services offered to individual exhibitors can represent a significant source of revenue. Service charges vary by type of event. Some of these services may be included in the rental charges for using the facility, but others will be add-on service charges. The HVS model estimates event services revenue based on the amount of space rented and estimates of historic unit revenues.

**Food and Beverage** — most events that use the ACCC's function space will also arrange for food service for their attendees during their events. This food service includes catering which can range from coffee breaks associated with a meeting to a full dinner associated with a convention or banquet. Consumer shows, sporting events, concerts, and other entertainment events may generate concessions revenue. Most conventions and conferences generate demand for multiple meals during the course of these multi-day events. Meetings and banquets generally include a single meal or refreshment services. HVS projects estimated gross food and beverage revenues on a per capita basis depending on the type of event. Events like conventions and banquets typically spend the most per attendee. Consumer shows have lower per capita spending. The figure on the next page presents these gross per capita assumptions:

**Operating Revenues (cont.)**

**FIGURE 4-3  
FOOD & BEVERAGE PER CAPITA SPENDING**

Type	Gross per capita Sales	Venue Share of Gross Sales
Conventions	\$21.50	20%
Tradeshows	\$3.25	20%
Consumer Shows	\$3.25	20%
Meetings & Conferences	\$10.50	20%
Banquets	\$28.00	20%
* Tenant Sports	\$8.20	10%
WRCA Ranch Rodeo	\$8.25	40%
Other Sports	\$6.75	40%
Concerts & Entertainment	\$4.60	40%
Assemblies	na	na
Other Civic Center	\$1.00	40%

\* Tenant sports teams take up to 75% of food & beverage commissions.

HVS assumes that the ACCC would contract with one or more third party food and beverage providers and receive a percentage share of the gross sales. For concession sales, HVS projects a 40 percent commission to the ACCC, which is consistent with the current agreement. Currently, the ACCC does not have a catering agreement. Event planners are allowed to openly select a food service provider, and the ACCC does not receive a share of these sales. HVS recommends that the ACCC either contract with a single, exclusive caterer or create an approved list of local vendors from which an event planner can select. In either case, HVS assumes that the venues share of catering revenue would average 20 percent of gross sales.

**Novelties** – Similar to food and beverage revenues, the ACCC receives a commission on certain merchandise sales. The HVS model assumes that the per capita revenue the facility receives on merchandise sales would remain consistent with historical averages. The actual net revenue from novelties would likely vary for different types of events, depending upon the individual agreements reached with different facility users.

**Box Office** – Box office revenues include ticket fees, credit card charges, and other revenues earned from the sales of tickets. The HVS model estimates box office revenue based on event attendance and estimates of historic unit revenues.

In addition to variable event revenues, the proposed ACCC would also earn other revenues as described below.

**Globe-News Center Revenue** – Revenues associated with the operation of the Globe-News Center for the Performing Arts include facility rental, event services, food and beverage, and novelty commissions. These revenues are currently accounted for separate from the operations of the civic center spaces, and HVS assumes that this will continue after the proposed ACCC expansion. The HVS model assumes that the sum of these revenues will remain consistent with historical operations.

**Operating Expenses**

**Salaries & Benefits** — Based on existing staffing level and ACCC salary & benefit expenses, HVS estimated a detailed projection of salaries and associated benefits for permanent full and part-time employees dedicated to administration, marketing, building operations, and other functions. This category does not include part time food & beverage and event staffing, which are included in vendor costs and net event service revenue. The proposed staffing schedule and benefit levels reflects the current organization structure at the ACCC plus certain additional employees due to the proposed expansion. The estimated salaries do not precisely reflect existing levels, however, are adequate estimates for the purpose of the projections. The following figure presents a proposed staffing schedule with 41 staff positions prior to expansion and 52 positions following expansion. All salaries are reported in 2016 dollars.

**FIGURE 4-4  
ACCC STAFFING SCHEDULE**

Position	Pre-Expansion			Post-Expansion		
	Number	Salary	Total Salary	Number	Salary	Total Salary
<b>CIVIC CENTER ADMINISTRATION (1)</b>						
Civic Center Manager	1	98,000	98,000	1	98,000	98,000
Asst Civic Center Manager	1	72,000	72,000	1	72,000	72,000
Marketing Manager	0	0	0	1	50,000	50,000
Booking Coordinator	1	25,000	25,000	1	25,000	25,000
Marketing Administrator	1	27,000	27,000	2	27,000	54,000
Administrative Assistant I	1	25,222	25,222	1	25,222	25,222
<b>CIVIC CENTER OPERATIONS (1)</b>						
Operations Manager	1	50,000	50,000	1	50,000	50,000
Production Manager	1	46,000	46,000	1	46,000	46,000
Events Manager	1	45,000	45,000	2	45,000	90,000
Events Supervisor	2	35,000	70,000	3	35,000	105,000
Building Attendant I	9	20,500	184,500	11	20,500	225,500
Building Attendant II	2	28,000	56,000	3	28,000	84,000
Building Attendant III	2	34,000	68,000	3	34,000	102,000
Building Technician	2	28,000	56,000	2	28,000	56,000
<b>SPORTS (1)</b>						
Events Supervisor	1	46,000	46,000	1	46,000	46,000
Assistant Production Manager	2	27,000	54,000	2	27,000	54,000
<b>BOX OFFICE OPERATIONS (2)</b>						
Box Office Manager	1	38,500	38,500	1	38,500	38,500
Box Office Asst Manager	2	27,000	54,000	2	27,000	54,000
Ticket Sellers (part-time)	9	8,000	72,000	9	8,000	72,000
<b>TOTALS</b>	<b>40</b>		<b>\$1,087,222</b>	<b>48</b>		<b>\$1,347,222</b>
	Benefits 1	48%	\$561,573		48%	\$567,707
	Benefits 2	29%	47,705		29%	47,705
	<b>Total</b>		<b>\$1,696,500</b>			<b>\$1,962,634</b>

HVS estimated the remaining operating expenses as a combination of fixed and variable components. Variable expenses are calculated as a percentage of certain operating revenues. The figure below summarizes the expense assumptions for the proposed ACCC

**FIGURE 4-5  
ACCC EXPENSE ASSUMPTIONS**

Expenditure	Percentage Revenue	Fixed Expense
<b>OPERATING EXPENSES</b>		
Contractual Services	7.0% of Total Operating Rev	140,000
Supplies & Equipment	4.5% of Total Operating Rev	90,000
Utilities	5.0% of Total Operating Rev	756,400
Other Expense	2.0% of Total Operating Rev	200,000
Globe News Center		259,065



**Operating Expenses (cont.)**

**Contractual Services** – Contractual services include any outsourced operations and maintenance services as well as professional services in conducting venue operations such as legal, accounting, tax, consulting or other advice.

**Supplies & Equipment** – Items such as computers, office machines, furniture, consumables, and chemicals are required to support and maintain the operations of the facility.

**Utilities** – Utilities, including electricity, gas, water, and other charges often represent one of the largest expenses incurred by facility operators.

**Other Expenses** – These other expenses could include expenses such as administrative costs, insurance and legal costs, special training expenses, collection costs, credit losses, bank fees, and other small miscellaneous expenses.

**Globe-News Center Expenses** – Expenses associated with the operation of the Globe-News Center for the Performing Arts include salaries and benefits, contractual services, supplies and equipment, and utilities. These expenses are currently accounted for separately from the operation of the civic center, and HVS assumes that this will continue after the proposed ACCC expansion. The HVS model assumes that the sum of these expenses will remain consistent with historical operations.

**Operating Pro Forma**

The figure below presents the ten-year financial projections for the proposed ACCC including the expanded exhibit hall, banquet and meeting spaces, the Coliseum, the Auditorium, and the Globe-News Center. The projections are in inflated dollars beginning October 1, 2017, roughly two years prior to the projected opening of the expanded exhibit hall in January of 2019.

**FIGURE 4-6  
PROJECTED TEN YEAR FINANCIAL OPERATIONS**

	2017/18	2018/19	Exhibit Hall Opens 2019/20	2020/21	North Hall Opens 2021/22	2022/23	2023/24	Stabilized Demand 2024/25	2025/26
<b>DEPARTMENTAL REVENUE</b>									
Exhibit Space Rental	\$720,000	\$738,000	\$771,000	\$1,012,000	\$1,508,000	\$1,672,000	\$1,801,000	\$1,935,000	\$1,983,000
Arena Rental	183,000	188,000	194,000	199,000	215,000	229,000	241,000	252,000	258,000
Other Rental	228,000	233,000	229,000	235,000	282,000	292,000	300,000	310,000	318,000
Ticket Sales (Net)	160,000	164,000	174,000	178,000	204,000	216,000	227,000	238,000	244,000
Event Services (Net)	180,000	185,000	192,000	251,000	379,000	445,000	488,000	534,000	547,000
Food & Beverage (Net)	240,000	246,000	747,000	782,000	926,000	992,000	1,043,000	1,092,000	1,120,000
Novelty (Net)	20,000	20,000	22,000	22,000	26,000	28,000	30,000	31,000	32,000
Box Office	346,000	354,000	376,000	385,000	439,000	466,000	491,000	512,000	525,000
Globe-News Center	206,000	211,000	217,000	222,000	228,000	233,000	239,000	245,000	251,000
<b>Total</b>	<b>\$2,284,000</b>	<b>\$2,341,000</b>	<b>\$2,921,000</b>	<b>\$3,286,000</b>	<b>\$4,208,000</b>	<b>\$4,573,000</b>	<b>\$4,860,000</b>	<b>\$5,150,000</b>	<b>\$5,279,000</b>
<b>OPERATING EXPENSES</b>									
Salaries & Benefits	\$1,827,000	\$1,873,000	\$1,919,000	\$2,053,000	\$2,333,000	\$2,391,000	\$2,451,000	\$2,512,000	\$2,575,000
Contractual Services	311,000	318,000	363,000	392,000	461,000	491,000	515,000	540,000	553,000
Supplies & Equipment	200,000	205,000	233,000	252,000	296,000	315,000	331,000	347,000	356,000
Utilities	782,000	801,000	1,002,000	1,042,000	1,110,000	1,150,000	1,188,000	1,226,000	1,256,000
Other Expense	261,000	268,000	285,000	298,000	322,000	335,000	347,000	359,000	368,000
Globe News Center	279,000	286,000	293,000	300,000	308,000	316,000	324,000	332,000	340,000
<b>Total</b>	<b>\$3,659,000</b>	<b>\$3,751,000</b>	<b>\$4,095,000</b>	<b>\$4,337,000</b>	<b>\$4,830,000</b>	<b>\$4,998,000</b>	<b>\$5,155,000</b>	<b>\$5,315,000</b>	<b>\$5,448,000</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$1,376,000)</b>	<b>(\$1,410,000)</b>	<b>(\$1,175,000)</b>	<b>(\$1,051,000)</b>	<b>(\$622,000)</b>	<b>(\$426,000)</b>	<b>(\$295,000)</b>	<b>(\$165,000)</b>	<b>(\$169,000)</b>
<b>NON-OPERATING REVENUE</b>									
Fund Transfers In	398,000	398,000	398,000	398,000	398,000	398,000	398,000	398,000	398,000
Other Non-Operating Revenue	26,000	26,000	27,000	28,000	28,000	29,000	30,000	30,000	31,000
<b>Total</b>	<b>\$424,000</b>	<b>\$424,000</b>	<b>\$425,000</b>	<b>\$426,000</b>	<b>\$427,000</b>	<b>\$427,000</b>	<b>\$428,000</b>	<b>\$429,000</b>	<b>\$429,000</b>
<b>NON-OPERATING EXPENSES</b>									
Indirect Costs	\$646,000	\$662,000	\$679,000	\$696,000	\$713,000	\$731,000	\$749,000	\$768,000	\$787,000
<b>Total</b>	<b>\$646,000</b>	<b>\$662,000</b>	<b>\$679,000</b>	<b>\$696,000</b>	<b>\$713,000</b>	<b>\$731,000</b>	<b>\$749,000</b>	<b>\$768,000</b>	<b>\$787,000</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,598,000)</b>	<b>(\$1,648,000)</b>	<b>(\$1,428,000)</b>	<b>(\$1,321,000)</b>	<b>(\$909,000)</b>	<b>(\$729,000)</b>	<b>(\$617,000)</b>	<b>(\$505,000)</b>	<b>(\$527,000)</b>



**Operating  
Pro Forma (cont.)**

HVS financial projections are intended to show the expected levels of revenues and expenses over a ten-year period. Projections show smooth growth over time. However, event demand and booking cycles are not always smooth. Business can be affected by unpredictable local and national economic factors. Event demand is often cyclical, based on rotation patterns and market conditions. Therefore, HVS recommends interpreting the financial projections as a mid-point of a range of possible outcomes and over a multi-year period rather than relying on projections for any one specific year.

**Economic & Fiscal Impact**

**Methodology**

HVS identified the new spending that would occur in the local economy due to the operations of the Amarillo Civic Center Complex (“ACCC”), assuming that the ACCC expansion opens on January 1, 2019. HVS direct spending estimates include only new spending that originates from outside the market area as defined by the city limits of Amarillo, Texas. Spending by attendees who live within the market area is a transfer of income from one sector of the area’s economy to another; therefore, this analysis does not count spending by local residents as a new economic impact.

**Direct, Indirect &  
Induced Spending**

Spending falls into three categories:

- **Direct spending** includes the new spending of event attendees and organizers. For example, an attendee’s expenditure on a restaurant meal is a direct spending impact. Direct spending includes only new spending that originates from outside. Spending by attendees who live within the City of Amarillo is a transfer of income from one sector of the area’s economy to another; therefore, this analysis does not count spending by local residents as a new economic impact.
- **Indirect spending** follows from the business spending resulting from the initial direct spending. For example, an event attendee’s direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that remain within Amarillo count as indirect impacts.
- **Induced spending** represents the change in local consumption due to the personal spending by employees whose incomes change from direct and indirect spending. For example, a waiter at a local restaurant may have more personal income as a result of an event attendee dining at the restaurant. The amount of the increased income that the waiter spends in the local economy is an induced impact.

To generate direct spending estimates, HVS applied assumptions about the amounts of new spending generated by ACCC events. HVS used the IMPLAN input-output model of the local economy to estimate indirect and induced spending. The sum of direct, indirect, and induced spending estimates make up the total estimated spending impact of the proposed renovation and expansion of the ACCC.

Some refer to indirect and induced impacts as multiplier effects. The relationship between direct spending and the multiplier effects vary based upon the specific size and characteristics of a local area’s economy.

**Sources of Direct  
Spending**

HVS identified four sources of new direct spending impacts:

- **Overnight Guests:** Visitors to Amarillo who require overnight lodging, including convention delegates, meeting attendees, and attendees at other ACCC events. Overnight delegate spending includes the spending on lodging, meals, shopping, local transportation, recreation and entertainment, and other goods and services while in town.
- **Daytrip Attendees:** Visitors to the Amarillo who do not require paid lodging. In most markets, day-trippers typically spend money on meals, shopping, local transportation, recreation and entertainment, and other goods and services while in town.





**Sources of Direct Spending (cont.)**

- **Event Organizers:** Individuals, associations, or other organizations that plan, sponsor, organize, and coordinate events that take place at ACCC facilities. In addition to facility spending, event organizers also spend on lodging, meals, local transportation, facility rentals, equipment rentals, and other goods and services required to plan and organize a successful event.
- **Exhibitors:** Individuals or companies that rent exhibition space, typically from event organizers, to display information or products at events. In addition to spending at the facility, exhibitors purchase lodging, meals, local transportation, vendor services, meeting room rentals, equipment rentals, and other goods and services.

Estimation of new spending of each of these sources involves three sets of assumptions: 1) the number of new visitors to the market, 2) the geographic location of their spending, and 3) the amounts typically spent by each of the sources.

**New Visitors**

HVS estimated the percentage of each visitor type that would come from outside the market rather than from the local area. The spending estimates only include new visitor spending because non-residents import income, whereas residents transfer income already in the market area.

- **Overnight Guests** – HVS assumes that approximately 95% of new overnight guests are new to the City of Amarillo. Some overnight guests may stay with friends and family or outside the market.
- **Day Trips** – For each type of event, HVS estimated the percentages of new day trippers arriving from outside the local market based on a total day-trip population defined by a 90-minute drive time.
- **Exhibitor/Organizer spending on Attendees/Delegates** – HVS based estimates on the percentage of attendees by events organized and exhibited by companies that would otherwise not hold or participate in an event in Amarillo.

The product of the visitor forecasts and the percent of demand new to the market yields an estimate of the sources of impact shown in the table below. That is:

$$\begin{aligned} \text{Total Overnight Guests} \times \text{Percent New} &= \text{New Overnight Stays} \\ \text{Total Day Trips} \times \text{Percent New} &= \text{New Day Trips} \end{aligned}$$

$$\text{Total Delegate Days} \times \text{Percent New} = \text{New Delegate Days}$$

The figure below shows the number of new visitors to the City of Amarillo that generate new spending.

**FIGURE 4-7**  
**SUMMARY OF DIRECT SPENDING**

Event Type	Overnight Visitor Days	Day Trips	Convention Delegate Days*
<b>City of Amarillo</b>			
Conventions	20,900	1,700	24,500
Tradeshows	9,500	10,600	32,600
Consumer Shows	2,800	1,300	14,100
Meetings & Conferences	1,800	400	0
Banquets	0	400	0
Tenant Sports	0	0	0
WRCA Ranch Rodeo	0	0	0
Other Sports	0	600	0
Concerts & Entertainment	0	1,100	0
<b>Total</b>	<b>35,000</b>	<b>16,100</b>	<b>71,200</b>

\*Used to estimate organizer and exhibitor spending.

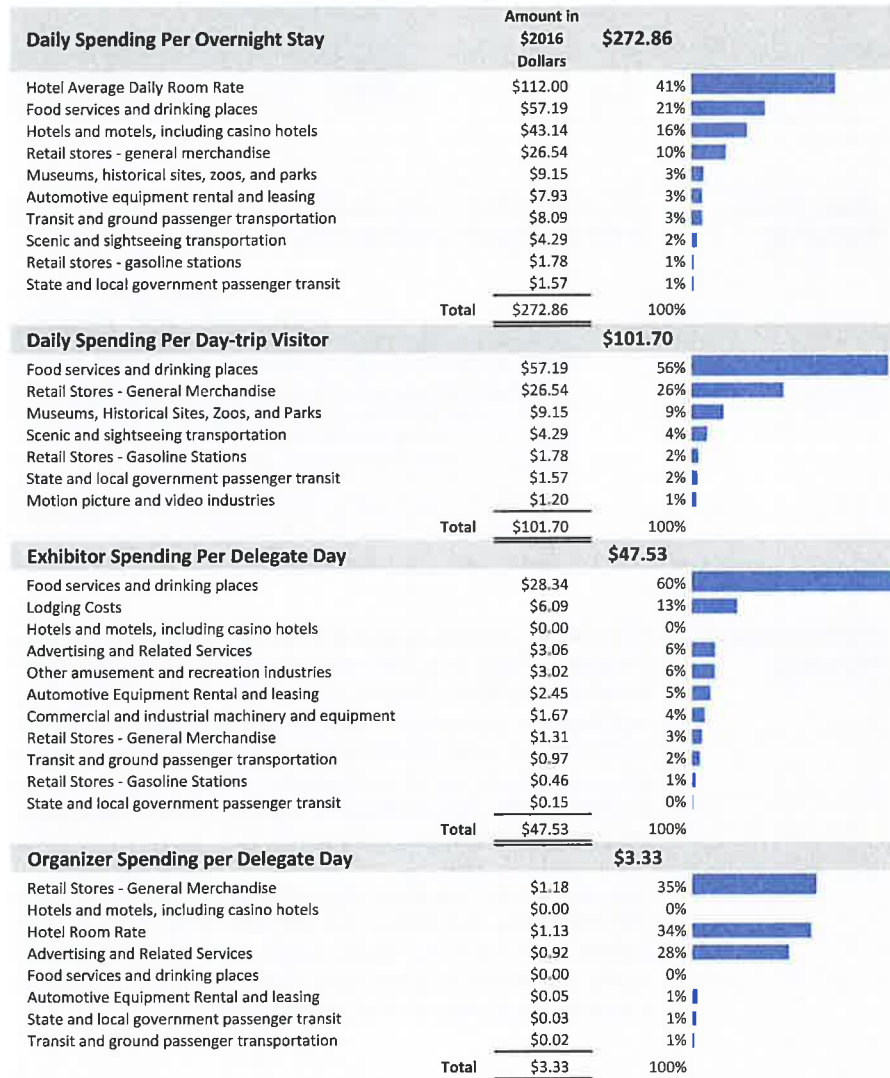


**Spending Parameters**

Delegates, attendees, event organizers, and exhibitors spend locally on lodging, meals, local transportation, facility rentals, vendor services, meeting room rentals, equipment rentals, and other goods and services.

The “Daily Spending Parameters” include the daily spending by individual overnight delegates, day-trippers, event organizers, and exhibitors. Adjusted DMAI data provides estimates of exhibitor and organizer spending per attendee day. Facility revenue estimates include event organizer and exhibitor spending on facility rental, facility services, and event food and beverage. The figure below states all daily spending parameters in 2016 dollars.

**FIGURE 4-8  
VISITOR SPENDING PARAMETERS**



Sources: DMAI, CITI, STR, and HVS

**Facility Revenue from User Spending**

Event attendees, organizers and exhibitors create additional spending impacts through spending at the ACCC through facility rentals, ticket sales, box office fees, food and beverage purchases, and other spending at the venue. Using historical facility revenues and new revenues projected above, HVS estimated the new spending at the venue as presents below.

**FIGURE 4-9  
NEW FACILITY REVENUE IN A STABILIZED YEAR**

SPENDING CATEGORY	
Exhibit Space Rental	\$843,000
Arena Rental	27,000
Other Rental	30,900
Ticket Sales (Net)	306,100
Event Services (Net)	1,663,700
Food & Beverage (Net)	393,500
Novelty (Net)	59,700
Box Office	79,200
<b>Total</b>	<b>\$3,403,100</b>

**Gross Direct Spending**

HVS applied the previous sources of spending impacts and spending parameters to estimate gross direct spending for a stabilized year. See the figure below.

**FIGURE 4-10  
TOTAL GROSS DIRECT SPENDING**

City of Amarillo					
Direct overnight visitor spending =	35,000	overnight visitors	x	\$272.86	= \$9.6 M
Direct day trip spending =	16,100	daytrip visitors	x	\$101.70	= \$1.6
Exhibitor Spending =	71,200	attendees	x	\$47.53	= \$3.4
Organizer Spending =	71,200	attendees	x	\$3.33	= \$0.2
		Facility Revenue =			\$3.4
		<b>Total Gross Direct Spending =</b>			<b>\$18.2 M</b>

**IMPLAN Impact Modeling**

HVS uses the IMPLAN input-output model to estimate indirect and induced spending and employment impacts. IMPLAN is a nationally recognized model developed at the University of Minnesota and commonly used to estimate economic impacts. An input-output model generally describes the commodities and income that normally flow through the various sectors of a given economy. The indirect and induced spending and employment effects represent the estimated changes in the flow of income, goods, and services caused by the estimated direct spending. The IMPLAN model accounts for the specific characteristics of the local area economy and estimates the share of indirect and induced spending that it would retain.

HVS categorized new direct expenditures into spending categories that we provide inputs into the IMPLAN model. Specifically, the IMPLAN model relies on spending categories defined by the U.S. Census according to the NAICS. Because the spending data from the spending surveys used by HVS do not match the NAICS spending categories, HVS translates the spending categories into the NAICS spending categories that most closely match.

**Annual Net Direct Spending**

Not all of the gross direct spending counts as an economic impact because some of the spending does not generate income within the market. HVS adjusts gross direct spending to account for income that leaks out of the local economy by estimating retail margins and local purchase percentages. As a result, the realized direct spending ("net direct spending") is lower than the gross direct spending in the market area.

**Retail Margins** Spending at retailers creates a smaller economic impact compared to spending in other industries. Retailers add value equal to the margin or price increase of the good above the original price paid to obtain the good. The IMPLAN model is product based, so HVS uses IMPLAN margin numbers to account for the discrepancy between retail purchaser prices and producer prices.

**Local Purchase Percentage** To accurately measure spending impacts, HVS counts spending on products and services located in the market area. Some of the direct spending demand in the market area cannot be accommodated. For example, an event organizer may need to buy novelty items for all attendees, but find that the market area does not produce these items. This effect occurs for direct, indirect, and induced spending. HVS uses the IMPLAN SAM model values to track the percentage of a good purchased within the market area.

**Indirect and Induced Spending** The relationship between direct spending and the multiplier effects can vary based on the specific size and characteristics of a local area’s economy. HVS enters the gross direct spending estimate into the IMPLAN input output model of the local economy to estimate the net direct, indirect and induced spending. HVS obtained the most recent available data from IMPLAN for the City of Amarillo.

The following figures present the output of the IMPLAN model—the net new direct, indirect, and induced economic impacts and that are attributable to the proposed renovation and expansion of the ACCC. HVS also used IMPLAN to estimate the jobs created based on the direct, indirect, and induced spending estimates.

**Annual Net Spending Impacts** The figure below shows the annual net direct, indirect and induced spending generated for the City of Amarillo.

**FIGURE 4-11  
ANNUAL ECONOMIC IMPACT ESTIMATES**

Impact (\$ millions)	City of Amarillo
<b>Spending Estimates</b>	
Net Direct	\$16.2
Indirect	5.6
Induced	3.0
<b>Total</b>	<b>\$24.8</b>

**Present Value of Net Spending** The proposed capital investment in the renovation and expansion of the ACCC would likely be repaid over a 20-year period that coincides with the useful life of the asset. As a point of comparison with the capital investment, HVS calculated the present value of the net spending that it would generate over a 20-year period. We assumed a 5% discount rate that approximates weighted cost of public sector capital. The figure below shows the present value of spending for 2016.

**FIGURE 4-12  
NET PRESENT VALUE**

	\$ Millions
City of Amarillo	\$258

\*Stated in constant 2016 dollars.

Over a 20-year period, the present value of net spending impact is approximately \$260 million. The amounts of impact should be compared to the potential capital investment in the project.



**Employment Impacts**

HVS calculated the full-time equivalent jobs supported by the spending in each economic sector. The figure below summarizes the results.

**FIGURE 4-13  
EMPLOYMENT IMPACT IN A STABILIZED YEAR**

Full-Time Equivalent Jobs	City of Amarillo
Direct	120
Indirect	30
Induced	20
<b>Total Permanent Jobs</b>	<b>170</b>

By a stabilized year of operation, the project would support approximately 170 permanent full-time equivalent jobs.

**Economic Impact of Construction**

The concept planning process described in Section III of this report yields a concept cost estimate for the development and construction for the proposed renovations of the Amarillo Civic Center of approximately \$78.5 million in 2016 dollars. This cost estimate includes all construction hard costs for new and renovated spaces as well as the demolition, site work, asbestos abatement general conditions and other soft costs of the project. Construction expenditures will occur throughout the life of the project from 2018 through project completion in 2021. HVS reviewed the cost estimate to determine the amount and timing of construction spending that would occur in Amarillo. Any purchases from sources outside of Amarillo are not included in the impact analysis. HVS estimates that roughly 20 percent of the hard costs of new construction and remodeling the existing venue would be from material and equipment purchases and rentals that originate outside the City of Amarillo. Additionally, all FF&E purchased would be made from manufacturers outside of Amarillo and is therefore excluded from this analysis. Based on these cost estimate assumptions, HVS used the IMPLAN model to estimate the indirect and induced impacts of the proposed ACCC project. The following figure presents the results of this analysis.

**FIGURE 4-14  
ECONOMIC IMPACTS OF CONSTRUCTION (2016\$)**

	Spending (in Thousands)	Jobs
<b>Net Direct</b>	\$54,067	396
<b>Indirect</b>	13,244	81
<b>Induced</b>	9,214	72
	<b>\$76,524</b>	<b>549</b>

HVS estimates that the \$78.5 million in total construction and development spending would generate an approximately \$76.5 million in direct, indirect and induced spending in the City of Amarillo. This spending translates to around 550 construction and other jobs during the construction period.

**Fiscal Impacts**

Fiscal impacts represent the public sector share of the economic impacts from tax collections on new spending. The previously discussed spending estimates provide a basis for estimating potential tax revenue, as will collect some of the spending through taxation.

The IMPLAN analysis results in direct, indirect, and induced spending classified into hundreds of detailed spending categories. HVS evaluated each of these spending categories to determine which taxes would apply to each type of spending output. HVS then used the appropriate tax rates to estimate the amount of tax revenue.

HVS applied these nominal tax rates to a detailed breakdown of spending and income categories that result from direct, indirect, and induced spending through operation of the ACCC. HVS then estimated the potential annual revenue from each tax source as shown in the following figures.

**FIGURE 4-15**

Tax Category	Tax Base	Nominal Tax Rate	Estimated Tax Revenue
City Sales & Use Tax	\$12,966,726	1.50%	\$194,500
EDC Sales & Use Tax	12,966,726	0.50%	\$64,800
Mass Transit Tax	12,966,726	0.00%	\$0
Auto Rental	379,112	5.00%	\$17,500
Lodging - City HOT	5,144,600	7.00%	\$323,000
Lodging - Venue District HOT	5,144,624	2.00%	\$92,100
Telecommunications	172,010	\$2.32/month/line	\$7,600
Electricity	819,247	5.00%	\$40,100
Natural Gas	35,866	5.00%	\$1,800
Cable TV Franchise Fee	16,328	5.00%	800
			\$742,200

Sources: IMPLAN and HVS

Nine tax sources would generate approximately \$742,000 in annual tax revenue to the City of Amarillo in a stabilized year of operation.

The following figure summarizes recurring annual economic and fiscal impacts in a stabilized year.

**FIGURE 4-16**

**SUMMARY OF ECONOMIC AND FISCAL IMPACTS**

Summary of Impacts*	City of Amarillo
Economic Impact (millions)	\$24.8
Fiscal Impact (millions)	\$0.74
Jobs	170

\*In a stabilized year.

These economic and fiscal impact estimates are subject to the assumptions and limiting conditions described throughout the report. Numerous assumptions about future events and circumstances form the basis for these estimates. Although we consider these assumptions reasonable, we cannot provide assurances that the project will achieve the forecasted results. Actual events and circumstances are likely to differ from the assumptions in this report and some of those differences may be material. The readers should consider these estimates as a mid-point in a range of potential outcomes.

## Approach to Financing

**Convention & Civic Center Financing** In the United States, cities usually finance the construction of convention facilities with public debt, which is repaid over a 20- to 30-year period. Cities justify public investment based on the potential economic impact of a project or because it represents the development of a community asset with broad support that would not be developed without public spending.

Projects that are relatively small or that municipalities finance with rapidly growing tax bases are sometimes paid for directly out of appropriated funds. This type of pay-as-you-go financing is not common for large projects, though. In Amarillo, as in most cities, the difficulty of providing sufficient revenues to pay for the entire project during the construction period effectively eliminates the pay-as-you-go option.

The majority of facilities have funding through the issuance of long-term debt so that the payment of capital costs corresponds to the period over which the facility is used and the realization of public benefits. Cities typically structure the debt in the form of bonds or other municipal debt instruments. One approach is to repay debt using general fund revenues, backed by the full faith and credit of the issuer. These are general obligation bonds.

Governments, authorities, or public benefit corporations may issue revenue bonds which are repaid from specific tax sources and do not have a general claim on public resources. For convention center projects, cities often use taxes or fees that derive from the activities or businesses that are most likely to use or otherwise benefit from the facility. Hotel room occupancy taxes, sales taxes, car rental fees, parking taxes, prepared meal taxes, airport access fees, and development fees are the revenue sources most commonly used to repay debt service for convention center revenue bonds. In addition, cities frequently use these tax sources to finance ongoing operating and marketing needs of the facility.

The types of bonds used for particular projects depend on the size of the investment, lending rates, the creditworthiness of the borrowing entity, and the availability of revenue sources to repay the debt. The mix of revenue sources selected for particular projects depends on the comparative level of existing taxes or fees, as well as what is considered to be both fair and feasible under the unique political and economic circumstances of each development.

### **Bond Financing Strategies**

In Amarillo, as in most communities, a high level of commitment and a coordinated community-wide effort that includes city and county governments, and possibly the private sector, would be necessary to fund this project successfully. The proposed renovations to the civic center would require the City to issue some type of long-term bonds to fund its development and construction. The financing mechanisms, therefore, must fund an estimated \$78.5 million in development costs. In addition to project funding requirement, costs of issuance could add as much as two percent to the total funding requirement. For revenue bonds, the need to borrow debt reserve funds could add another five to ten percent to the total issuance. Certain types of revenue bonds that rely on revenue sources that are generated by the project may require borrowing capitalized interest to fund debt service payments during and shortly after the construction period. Consequently, the amount of debt issued is almost always greater than the amount of development costs.

The primary types of convention and civic center bond financing mechanisms are general obligation bonds and revenue bonds. They are described below.

**Bond Financing Strategies (cont.)**

**Gross Receipts Tax (GRT) Improvement Bonds** - Long-term bonds that pledge the gross tax receipts of the city. This type of debt would provide a strong credit and relatively low borrowing costs for the project. The use of GRT bonds is typically reserved for projects perceived to benefit the population as a whole, such as educational, environmental, transportation, or correctional facilities. Because convention centers often have a narrower group of users and people who benefit from these projects, GRT bonds are not often recommended as a financing vehicle. In lieu of financing an entire project through GRT bonds, some alternative uses of GRT debt might include: (i) restricting it to a portion of the project costs such as land acquisition, site preparation, and transportation access; (ii) creating a short-term means of paying for some or all construction costs until revenues triggered by the new facility are realized; and/or (iii) providing a guarantee to back-stop a new revenue source that is not initially creditworthy on its own or results in a lower bond rating without the backing of the gross receipts tax.

**Revenue Bonds** - Various taxes, fees, or other dedicated revenues could secure revenue bonds for the new convention center. Most of the recent convention center projects throughout the U.S. have used this financing structure, and tailored it to fit the specific requirements of the involved state and local governments.

Municipal governments can pledge revenue from existing or projected taxes and fees to support the repayment of debt on convention center projects. Bonds that are backed by such sources are called “revenue” bonds because the revenue from these taxes and fees provide the ability to pay back debt. The interest rates paid on revenue bonds would vary depending on the reliability of the chosen revenue source. Interest rates will also vary from one municipality to another depending on their credit ratings and the level of credit support provided to the bondholders.

**Revenue Source for Financing Debt**

If a city uses revenue bonds to finance a convention center project, the city must decide which revenue source or sources are appropriate and feasible for paying off the bonds. The following points summarize the characteristics of various taxing tools available for the proposed civic center project in Amarillo.

**Real Estate Ad Valorem Tax** – A general property tax increase could provide a secure and stable base of funds to finance the construction of the proposed ACCC expansion. An increase in Amarillo’s current rate of around 3.5% of the taxable property value would require a voter referendum, thus making this a more difficult method to successfully implement.

**Hotel Tax** – Hotel taxes have the major advantage of primarily taxing out-of-town visitors rather than local residents. Convention centers in Orlando, Los Angeles, New Orleans, Atlanta, Charlotte, Houston, Indianapolis, Miami, Philadelphia, St. Louis, and San Francisco have their debt service paid totally or in part by dedicated hotel tax revenues. The total 15 percent tax burden on transient accommodations in Amarillo is above average when compared to the tax burden on hotels throughout the country. Furthermore, the City lacks authority to raise the tax rate. The state hotel tax rate is 6 percent, the city levies at a 7 percent rate and the Venue District adds another 2 percent to the tax burden. HVS projections indicate that the increased demand and attendance levels at the expanded Civic Center would increase revenue generation, thus decreasing the overall annual subsidy required for ongoing operations. The annual operating subsidy is indirectly funded from room taxes and a lower deficit could free some of this resource for other uses.





**Revenue Source  
for Financing  
Debt (cont.)**

**Gross Receipts Taxes** - Sales taxes provide strong credit structures because they are relatively predictable and tend to track inflation and economic growth. A general sales tax increase or expansion of the base could provide a strong incremental revenue stream. However, these taxes are often difficult to implement because they primarily tax local residents and require a referendum and/or state legislative approval. Sales taxes can generate large amounts of revenue, but also burden the local economy. In some cases, municipalities have used a general sales tax increase over a fixed period to finance major capital projects such as stadiums and convention centers. This quick-pay method enables municipalities to generate the necessary revenue over a short period, but a general sales tax is a blunt taxing instrument that does not always provide a good match between who bears the burden of the tax and who benefits from it. In addition, the sales tax rate in Amarillo is 8.25%, consisting of a 6% state and 2.25% local tax. This rate is currently the maximum allowed under state law.

**Prepared Meals Tax** - Taxes on prepared meals (i.e. restaurants) have been used in several cities, outside of Texas, to support the costs of convention and sporting facilities. Like hotel taxes, they are directed toward beneficiaries of the project and to some extent, non-residents. A subset of an overall sales tax, meals taxes can also generate substantial revenue. In some cases, it can be difficult to define the appropriate geographic boundaries within which such a tax should be applied.

**Development Fees / Land Lease Income** - Fees for the right to develop projects near the proposed convention center or elsewhere in the downtown area could conceivably be used to assist in funding the facility. These so-called linkage fees have been imposed in other cities where available land adjacent to a convention center is at a premium. Development fees or land lease income from hotels, parking decks, retail stores, and other uses that can benefit from being adjacent to a convention center are sometimes available to help fund project costs.

**Tax Increment Financing** - Tax increment financing ("TIF") is a tool that allows a certain portion of the incremental increase in tax revenues from a project to be used for developments that will benefit that project. Projections are based on the incremental property tax value of the ancillary economic development projects that are triggered by a major new facility. The tax base of a defined area surrounding the project, the tax Increment Financing Zone ("TIRZ"), is frozen and any increases in the future tax base are used to repay TIRZ bonds. Depending on the size and scope of the TIRZ, this concept may be useful as a means of offsetting a portion of the future debt service on convention center bonds or providing an additional backstop for another primary revenue source. TIF strategies can also be used to support ancillary hotel developments in some communities. However, assuming the proposed convention center would be a publicly owned entity, and as such is not subject to property taxes, TIF financing is not an option for this project.

**Economic Development Corporation ("EDC") Funding** - With voter approval, a Type A EDC in Texas may fund projected eligible under Type B without abolishing the Type A tax or imposing a Type B tax. Type B projects include convention, entertainment, and sports facilities.

**Lease Financing** - Lease financing, or certificate of participation financing, could be backed by any of the revenue sources previously discussed.

**Other Sources** - Other sources of partial funding may include private donations, naming rights revenue, car rental taxes, taxi airport access fees, and parking fees.

## Next Steps

Given that the existing convention center operation and other ongoing development projects in Amarillo claim many of the resources that are typically used for convention center financing, a comprehensive financing plan may require reliance on methods which are not commonly used.

One such option would be an increase in the Real Estate Ad Valorem tax rate and the issuance of a General Obligation debt. Based on information provided by the City of Amarillo, at current collection levels, a 1% increase in the Real Estate Ad Valorem tax rate would yield approximately \$325,000 in funds available for debt service, or roughly \$4.1 million in debt. Therefore, the tax rate increase necessary to fund \$78.5 million in inflated project costs would result in a 19% increase over the current City tax rate. This could be added to the City's tax rate or through the establishment of a separate taxing authority. A property tax rate increase would be subject to voter approval and such efforts have not met with success in many communities. Other sources of funding or authorization to impose alternative taxes could partially offset the reliance on property taxes to financing the project.

A comprehensive financing plan to move the Civic Center project forward requires further research and discussion, which is beyond the scope of this study. The annual financing cost is highly dependent upon the specific structure of the financing plan and additional analysis is required to develop a more detailed plan.

## Case Studies

### Case Studies - Convention Centers

A brief overview of financing methods and strategies used in other cities around the country can be useful to demonstrate a range of options that have been applied in different situations. HVS identified a number of recent projects to use as examples. The following brief case studies illustrate financing methods that other communities have used and that represent various strategies to obtain the financing necessary for their respective facilities.

**Case Studies -  
Convention  
Centers (cont.)**

**OWENSBORO CONVENTION CENTER –  
OWENSBORO, KY**



Opened in January of 2014, the Owensboro Convention Center houses a 44,000 square foot exhibit hall, two 13,000 square foot ballrooms, and 5,000 square feet of additional meeting and function space. A bridge connects the facility to a privately developed 151-room Hampton Inn. A 120-room Holiday Inn Express has also recently opened near the center. The venue, which overlooks the Ohio River in downtown Owensboro was part of a billion-dollar reimagining of the city which also includes a regional hospital, a riverfront park, the rerouting of an expressway, an expansion of the airport terminal, a new shopping center, two hotels, and corporate offices.

The \$48 million cost to develop and construct the Owensboro Convention Center and connecting bridge was funded through an \$80 million tax increase which was approved by voters. City and County voters agreed to a 5% increase on the tax on insurance premiums for auto, home, boat and casualty insurance policies. The County imposes a special 1% lodging tax to fund the convention center's operating subsidy.

**Case Studies -  
Convention  
Centers (cont.)**

**SPOKANE CONVENTION CENTER –  
SPOKANE, WA**



Originally opened in 1974, the Spokane Convention Center's most recent expansion and renovation was completed in January of 2015. The \$55 million expansion added 20,000 square feet of exhibition space and 12 new meetings rooms. Construction also included a sky bridge to the 700-room Davenport Grand Hotel and a parking garage. The expansion has a LEED Silver Certification.

To fund the expansion and other development, voters approved a 10-year extension of existing Public Facility Development taxes, including a 0.1% sales tax and a 2% lodging tax. These taxes were originally used to fund the development of the Spokane Arena which opened in 1995.

**Case Studies -  
Convention  
Centers (cont.)**

**RIVERSIDE CONVENTION CENTER –  
RIVERSIDE, CA**



Originally opened in 1976, the Riverside Convention Center's most recent expansion and renovation was completed in March of 2014. The \$43.6 million renovation project was part of a \$1.6 billion "Riverside Renaissance" which includes a variety of parks and recreation, public safety, arts and culture, transportation, and public utility projects.

In 2010, voters approved a 2% increase in the lodging tax, bringing the total lodging tax rate to 13%. The city issued tax-exempt bonds with these additional funds to finance the convention center expansion.

**Case Studies -  
Convention  
Centers (cont.)**

**KI CONVENTION CENTER –  
GREEN BAY, WI**



In 2015, the KI Convention Center opened its 65,000 square foot expansion, which includes a 34,000 square foot expansion to its exhibit space, a 25,000 square foot ballroom, and three new meetings rooms. The project also constructed an elevator expansion to allow for connection to the 115-room Hampton Inn Green Bay. The center is also connected to the 241-room Hyatt on Main Green Bay.

The \$20 million expansion was funded by a 2% increase in county lodging taxes. Additional funds from the tax increase were also used to pay down debt on municipal bonds.

**Case Studies -  
Convention  
Centers (cont.)**

**BISMARCK CIVIC CENTER –  
BISMARCK, ND**



Originally opened in 1969, The Bismarck Civic Center has undergone multiple renovations and expansions. The venue currently features a 100,000 square foot exhibit hall and a 10,000 seat arena. The Civic Center also manages the adjacent 840-seat Belle Mehus Auditorium. In 2014, the City completed an 50,000 square foot expansion of the Civic Center which doubled the size of its exhibition space.

In November 2012, voters rejected a \$90 million expansion plan that, in addition to the exhibition hall expansion, would have added 46,000 square feet of meeting and ballroom space, a 15,000 square foot kitchen, 44,000 square feet of back of house space, and other improvements. The \$90 million expansion plan included funding by a 20-year increase in hospitality taxes, including a 1.5% increase on restaurant food and beverage sales and a 2.5% increase in the city lodging tax. In March of 2013, the City Commission approved the scaled down expansion for a cost of \$27 million to be funded through existing hospitality taxes.

**Case Studies -  
 Convention  
 Centers (cont.)**

**IRVING CONVENTION CENTER –  
 IRVING, TX**



Opened in January of 2011, the Irving Convention Center houses a 50,000 square foot exhibit hall, a 20,000 square foot ballroom, and 20 break out meeting rooms. The Silver LEED certified building is adjacent to the Dallas-Fort Worth International Airport. A 12-story, 350-room Westin Hotel is currently planned to open during 2017. The proposed hotel will be adjacent to the Irving Convention Center and contain 16,000 square feet of meeting space. Also opening in 2017, the Music Factory, a \$165 million entertainment development which will include an 8,000-seat concert hall, restaurants, retail, and an outdoor plaza.

The \$133 million cost to develop and construct the Irving Convention Center was funded through a 2% lodging tax. In 2007, voters approved an additional 2% lodging tax to fund the entertainment development. Other funding sources for the future development include private investment, a tax on ticket sales, and parking fees.



**Case Studies -  
Convention  
Centers (cont.)**

**HENRY B. GONZALES CONVENTION CENTER –  
SAN ANTONIO, TX**



Originally opened in 1968, the Henry B. Gonzales Convention Center completed its most recent and largest expansion and renovation in January of 2016. The project added 75,000 square feet of exhibition space, bringing the total to 515,000 square feet, 438,000 square feet of which is contiguous. A new 54,000 square foot ballroom is the largest in the state. In addition, the expansion added four meeting rooms and provides better integration with the surrounding downtown district and Hemisfair Park. In total, the footprint of the facility reached 1.6 million square feet.

The \$325 million project was the largest capital project in the City of San Antonio's history. Funding was provided by a 2% lodging tax increase and subsequent \$550 million bond that was approved by voters in 2012.

## Statement of Assumptions and Limiting Conditions

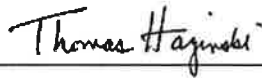
1. This report is to be used in whole and not in part.
2. No responsibility is assumed for matters of a legal nature.
3. We have not considered the presence of potentially hazardous materials on the proposed site, such as asbestos, urea formaldehyde foam insulation, PCBs, any form of toxic waste, polychlorinated biphenyls, pesticides, or lead-based paints.
4. We have made no survey of the property, and we assume no responsibility in connection with such matters. Sketches, photographs, maps, and other exhibits are included to assist the reader in visualizing the property. It is assumed that the use of the land and improvements is within the boundaries of the property described, and that there is no encroachment or trespass unless noted.
5. All information, estimates, and opinions obtained from parties not employed by HVS are assumed to be true and correct. We can assume no liability resulting from misinformation.
6. Unless noted, we assume that there are no encroachments, zoning violations, or building violations encumbering the subject property.
7. All mortgages, liens, encumbrances, leases, and servitudes have been disregarded unless specified otherwise.
8. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and only when our standard per diem fees and travel costs are paid prior to the appearance.
9. If the reader is making a fiduciary or individual investment decision and has any questions concerning the material presented in this report, it is recommended that the reader contact us.
10. We take no responsibility for any events or circumstances that take place subsequent to the date of our field inspection.
11. The quality of a convention/event center facility's on-site management and organization that market the facility have a direct effect on a center's economic viability. The forecasts presented in this analysis assume responsible ownership, competent management and effective marketing and sales. Any departure from this assumption may have a significant impact on the projected operating results.
12. It is agreed that our liability to the client is limited to the amount of the fee paid as liquidated damages. Our responsibility is limited to the client, and use of this report by third parties shall be solely at the risk of the client and/or third parties. The use of this report is also subject to the terms and conditions set forth in our engagement letter with the client.
13. This report was prepared by HVS Convention, Sports & Entertainment Facilities Consulting, a division of HVS Global Hospitality Services. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of these two organizations, as employees, rather than as individuals.
14. This report is set forth as a market study of the proposed subject project; this is not an appraisal report.



## Certification

The undersigned hereby certify that, to the best of our knowledge and belief:

1. that the statements of fact presented in this report are true and correct to the best of our knowledge and belief;
2. that the reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are our personal, impartial, and unbiased professional analyses, opinions, and conclusions;
3. that we have no (or the specified) present or prospective interest in the property that is the subject of this report and no (or the specified) personal interest with respect to the parties involved;
4. that we have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment;
5. that our engagement in this assignment was not contingent upon developing or reporting predetermined results;
6. that this report sets forth all of the limiting conditions (imposed by the terms of this assignment) affecting the analyses, opinions, and conclusions presented herein;
7. that the fee paid for the preparation of this report is not contingent upon our conclusions, or the occurrence of a subsequent event directly related to the intended use of this report;
8. that Catherine Sarrett personally inspected the property described in this report; Thomas Hazinski participated in the analysis and reviewed the findings, but did not personally inspect the property;
9. that no one other than those listed above and the undersigned prepared the analyses, conclusions, and opinions concerning the real estate that are set forth in this market study; and
10. that our analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice.

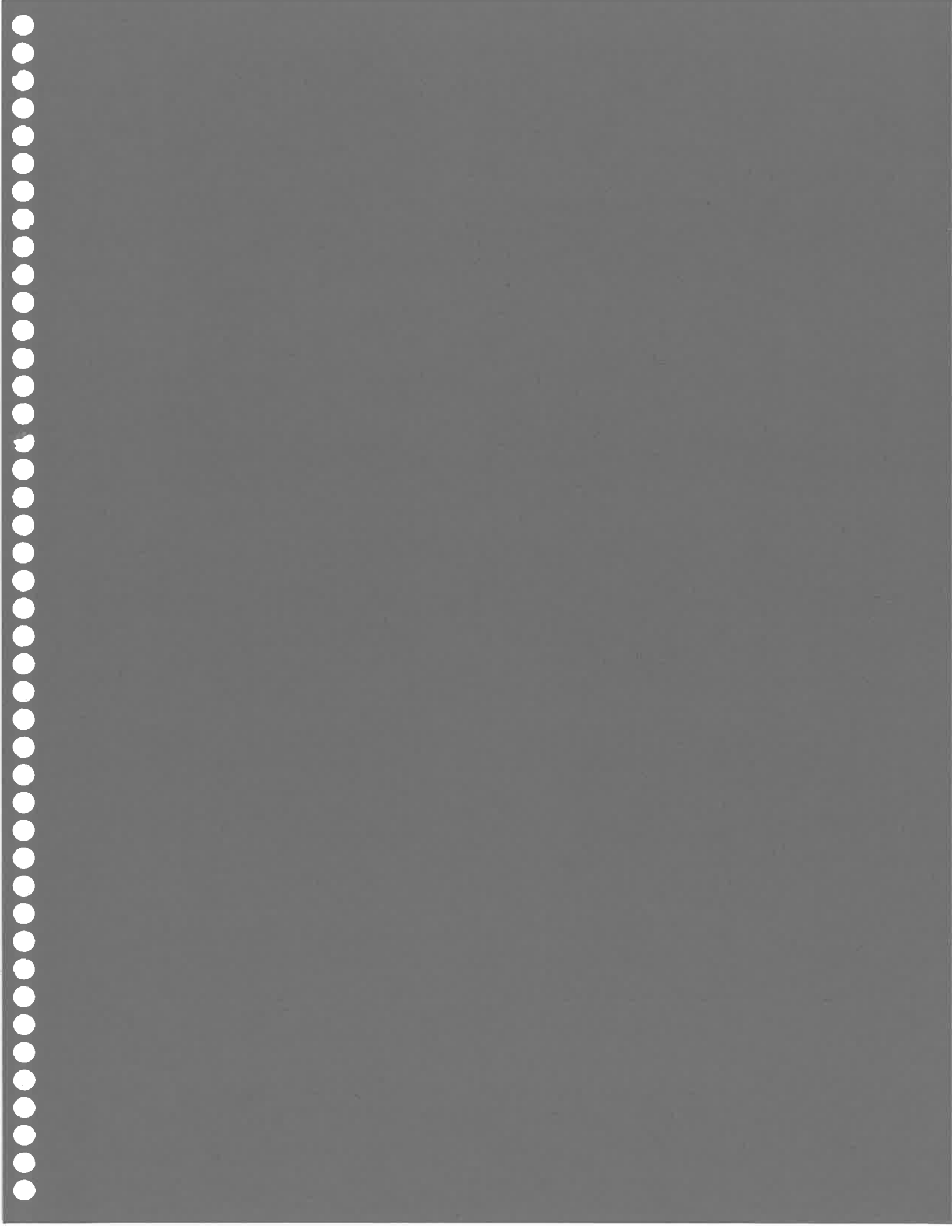


Thomas Hazinski  
Managing Director

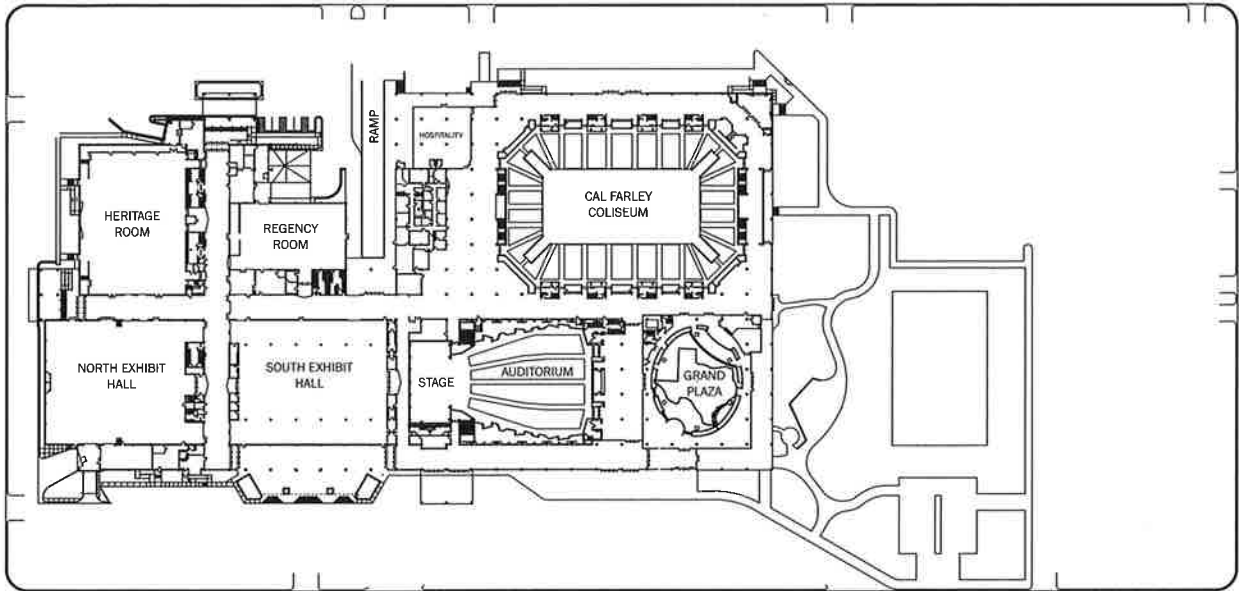


Catherine Sarrett  
Project Manager

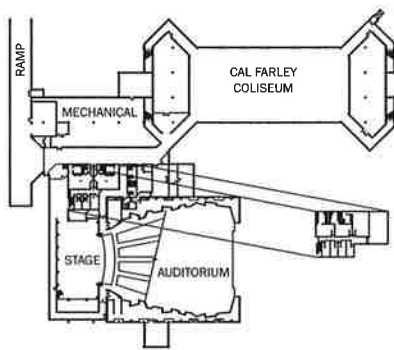
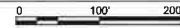




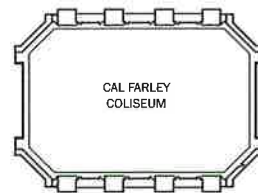
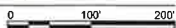
Existing ACCC Floor Plans



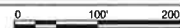
A1 EXISTING ACCC FLOOR PLAN, MAIN



A2 EXISTING ACCC FLOOR PLAN, LOWER



A3 EXISTING ACCC FLOOR PLAN, UPPER









## Preliminary Cost Estimates - Detailed

### Introduction

Our team has taken the recommended concept plan and has had two construction cost estimators (one local and one from out of the state, as a system of check and balance) prepare preliminary estimates of anticipated construction hard costs.

A realistic budget of \$78.5 million (project cost) to implement the expansion and renovations described in this master plan for the Amarillo Civic Center Complex with all phases completed by summer 2021. The project cost has been broken down into hard costs and soft costs. Hard costs are the actual dollars spent to buy building materials and for the labor to construct the project. Soft costs are the unseen items that are incurred on all construction projects such as design, inspection and accounting fees, project administration, kitchen equipment, furniture, art work, signage, insurance, taxes, etc. The balancing act is getting the hard construction costs and the soft costs of designing and filling the project with furniture and equipment to fall within the \$78.5 million dollar budget.

### RLB - Order of Magnitude Program Estimate - Summary (National Estimator)

RLB | Rider Levett Bucknall

Amarillo Convention Center  
Estimate Update - Order of Magnitude Program Estimate  
Summary

6/3/2016

Description	Estimated Total Construction Cost at May/June 2012	Escalation from June 2012 to May 2016	Revised Estimated Cost as at May 2016	Estimate Time to Commencement of Construction	Escalation to Commencement of Construction allow 2.5% per year	Anticipated Cost at Commencement of Construction Rounded
<b>Hard Costs</b>						
Phase 1 Exhibit Hall	\$ 27,021,713	\$ 3,941,792	\$ 30,963,505	18 Months	\$ 1,161,131	\$ 32,124,600
Phase 2 Renovations	\$ 12,191,507	\$ 1,778,436	\$ 13,969,943	36 Months	\$ 1,047,746	\$ 15,017,700
Phase 3 Central Corridor	\$ 5,560,822	\$ 811,185	\$ 6,372,007	45 Months	\$ 597,376	\$ 6,969,400
Phase 4 West Expansion	\$ 4,063,424	\$ 592,752	\$ 4,656,176	54 Months	\$ 523,820	\$ 5,180,000
Contingency 10%	\$ 4,883,748	\$ 712,417	\$ 5,596,163		\$ 333,007	\$ 5,929,200
<b>TOTAL HARD COSTS</b>	<b>\$ 53,721,213</b>	<b>\$ 7,836,582</b>	<b>\$ 61,557,794</b>		<b>\$ 3,663,080</b>	<b>\$ 65,220,900</b>
<b>Soft Costs</b>						
A/E Design Costs	7.5% of Hard Construction Costs					\$ 4,891,600
Bond Underwriting/Financing						\$ 300,000
Project Admin/CMAR	3% of Hard Construction Costs					\$ 1,956,600
Marketing	By Owner					Excl
FF & E	Includes 5% for escalation					\$ 4,500,300
Testing						\$ 66,700
Project Insurance						\$ 1,000,100
Owners Contingency	4% of Soft Cost					\$ 508,600
<b>TOTAL SOFT COSTS</b>						<b>\$ 13,223,900</b>
<b>TOTAL PROJECT COST</b>						<b>\$ 78,444,800</b>





**RLB - Order of  
Magnitude Program  
Estimate - Hard  
Cost Summary  
(National  
Estimator)**

**Amarillo Convention Center**  
Order of Magnitude Program Estimate 5/31/2012  
Hard Cost Summary

RLB Rider Levett Bucknall

Rates Current At May 2012

Description	GFA SF	Cost/SF	RLB Order Of Magnitude Cost	DPS Design Opinion of Probable Cost
Phase 1 Exhibit Hall - New Construction	115,858 SF	\$233 /SF	\$27,021,713	\$30,984,000
Site Improvements pro-rated from DPS costs shown below			\$750,000	
Utility Relocations pro-rated from DPS costs shown below			\$300,000	
Exhibit Hall Construction per estimate attached			\$25,971,713	
Phase 2 Renovations Heritage & North Hall	125,029 SF	\$98 /SF	\$12,191,507	\$10,003,000
Asbestos Abatement			\$250,000	
Demolition pro-rated from DPS costs shown below			\$812,689	
Renovations, Heritage & North Hall per attached estimate			\$11,128,818	
Phase 3 Central Circulation - New Construction	30,117 SF	\$185 /SF	\$5,560,822	incl w/Phase 1
Demolition pro-rated from DPS costs shown below			\$366,312	
New Central Corridor per attached estimate			\$5,194,510	
Phase 4 Building Expansion West Elevation - New Construction	12,917 SF	\$315 /SF	\$4,063,424	incl w/Phase 1
West Elevation Expansion per attached estimate			\$3,065,424	
Site Improvements pro-rated from DPS costs shown below			\$998,000	
<b>Subtotal - New Construction</b>	<b>283,921 SF</b>	<b>\$172 /SF</b>	<b>\$48,837,466</b>	<b>\$40,987,000</b>
Costs per DPS Design Opinion of Probable Construction Costs dated 5-23-2012				
Demolition			incl above	\$1,179,000
Site Improvements			incl above	\$1,748,000
Asbestos Abatement			incl above	\$250,000
Utility relocation			incl above	\$300,000
<b>Subtotal - Hard Costs</b>			<b>\$48,837,466</b>	<b>\$44,464,000</b>
Contingency		10%	\$4,883,747	\$4,446,400
<b>Total - Hard Costs &amp; Contingency</b>			<b>\$53,721,213</b>	<b>\$48,910,400</b>

- o RLB new construction and renovation costs based on previous estimate with adjustments made for scope.
- o Renovation costs assume reusing existing walls, doors, equipment (incl MEP equipment) where feasible.
- o Areas for new construction & renovation based on areas shown in DPS Design document ACCC - SF Breakdown - 5 22 2012
- o Excludes soft costs



**RLB -  
New Exhibit Hall**

RLB|Rider Levett Bucknall

**Amarillo Convention Center**  
Program Estimate 5/31/2012

Rates Current At May 2012  
GFA: Gross Floor Area

Code	Description	GFA SF	Cost/SF	Total Cost
	Phase 1 Exhibit Hall - New Construction	115,858 SF		
	Foundations		\$ 6.00	\$695,148
	Caissons		\$ 15.00	\$1,737,870
	Slab on grade		\$ 6.50	\$753,077
	Roof construction		\$ 40.00	\$4,634,320
	Exterior walls		\$ 25.00	\$2,896,450
	Exterior doors		\$ 1.04	\$120,000
	Roof coverings		\$ 8.00	\$926,864
	Partitions		\$ 8.63	\$1,000,000
	Interior doors		\$ 0.86	\$100,000
	Fittings		\$ 10.00	\$1,158,580
	Wall finish		\$ 4.00	\$463,432
	Floor finish		\$ 6.00	\$695,148
	Ceilings		\$ 3.50	\$405,503
	Plumbing		\$ 4.25	\$492,397
	Roof drainage		\$ 2.50	\$289,645
	HVAC		\$ 20.00	\$2,317,160
	Sprinklers		\$ 3.50	\$405,503
	Electrical		\$ 26.75	\$3,099,202
	Miscellaneous		\$ 3.40	\$393,800

**Margins & Adjustments**

GC's, phasing, ins/bonds, fee	15.00%		\$3,387,615
Design Contingency	10.00%		Excl see summary sheet
Change Order Contingency			Excl.
A & E fees			Excl.
FF & E			Excl.
<b>Estimated Total Cost - Exhibit Hall</b>		<b>115,858</b>	<b>\$224 \$25,971,713</b>





**RLB -  
Existing  
Renovations**

RLB/Rider Levett Bucknall

**Amarillo Convention Center**  
Program Estimate 5/31/2012

Rates Current At May 2012  
GFA: Gross Floor Area

Code	Description	GFA SF	Cost/SF	Total Cost
<b>Phase 2 Renovations Heritage &amp; North Hall</b>		125,029 SF		
	Foundations			\$0
	Caissons			\$0
	Slab on grade			\$0
	Roof construction			\$0
	Exterior walls			\$0
	Exterior doors			\$50,000
	Roof coverings			\$0
	Partitions	\$	6.00	\$750,174
	Interior doors	\$	1.00	\$125,029
	Fittings	\$	8.00	\$1,000,232
	Wall finish	\$	4.00	\$500,116
	Floor finish	\$	6.00	\$750,174
	Ceilings	\$	7.00	\$875,203
	Plumbing	\$	4.25	\$531,373
	Roof drainage			\$0
	HVAC	\$	17.00	\$2,125,493
	Sprinklers	\$	1.75	\$218,801
	Electrical	\$	22.00	\$2,750,638

**Margins & Adjustments**

GC's, phasing, ins/bonds, fee	15.00%		\$1,451,585
Design Contingency	10.00%		Excl see summary sheet
Change Order Contingency			Excl.
A & E fees			Excl.
FF & E			Excl.
<b>Estimated Total Cost - Renovations</b>		<b>125,029</b>	<b>\$89</b>
			<b>\$11,128,818</b>



**RLB -  
New Central  
Circulation**

RLB|Rider Levett Bucknall

**Amarillo Convention Center**  
Program Estimate 5/31/2012

Rates Current At May 2012

GFA: Gross Floor Area

Code	Description	GFA SF	Cost/SF	Total Cost
Phase 3 Central Circulation - New Construction		30,117 SF		
	Foundations		\$ 6.00	\$180,702
	Caissons		\$ 15.00	\$451,755
	Slab on grade		\$ 6.50	\$195,761
	Roof construction		\$ 29.50	\$888,452
	Exterior walls		\$ 5.00	\$150,585
	Exterior doors		\$ 1.25	\$37,646
	Roof coverings		\$ 8.00	\$240,936
	Partitions		\$ 4.00	\$120,468
	Interior doors		\$ 1.00	\$30,117
	Fittings		\$ 5.00	\$150,585
	Wall finish		\$ 4.00	\$120,468
	Floor finish		\$ 6.00	\$180,702
	Ceilings		\$ 3.50	\$105,410
	Plumbing		\$ 4.25	\$127,997
	Roof drainage		\$ 2.50	\$75,293
	HVAC		\$ 18.00	\$542,106
	Sprinklers		\$ 3.50	\$105,410
	Electrical		\$ 22.00	\$662,574
	Miscellaneous		\$ 4.98	\$150,000

**Margins & Adjustments**

GC's, phasing, ins/bonds, fee	15.00%		\$677,545
Design Contingency	10.00%	Excl see summary sheet	
Change Order Contingency		Excl.	
A & E fees		Excl.	
FF & E		Excl.	
<b>Estimated Total Cost - Central Circulation</b>			<b>\$5,194,510</b>





**RLB -  
New West Elevation**

RLB|Rider Levett Bucknall

**Amarillo Convention Center**  
Program Estimate 5/31/2012

Rates Current At May 2012  
GFA: Gross Floor Area

Code	Description	GFA SF	Cost/SF	Total Cost
<b>Phase 4 Building Expansion West Elevation - New Constr</b> 12,917 SF				
	Foundations		\$ 6.00	\$77,502
	Caissons		\$ 15.00	\$193,755
	Slab on grade		\$ 6.50	\$83,961
	Roof construction		\$ 26.50	\$342,301
	Exterior walls		\$ 45.00	\$581,265
	Exterior doors		\$ 10.00	\$129,170
	Roof coverings		\$ 8.00	\$103,336
	Partitions		\$ 6.50	\$83,961
	Interior doors		\$ 2.50	\$32,293
	Fittings		\$ 5.00	\$64,585
	Wall finish		\$ 4.00	\$51,668
	Floor finish		\$ 6.00	\$77,502
	Ceilings		\$ 3.50	\$45,210
	Plumbing		\$ 4.25	\$54,897
	Roof drainage		\$ 2.50	\$32,293
	HVAC		\$ 18.00	\$232,506
	Sprinklers		\$ 3.50	\$45,210
	Electrical		\$ 22.00	\$284,174
	Miscellaneous		\$ 11.61	\$150,000

**Margins & Adjustments**

GC's, phasing, ins/bonds, fee	15.00%		\$399,838
Design Contingency	10.00%	Excl see summary sheet	
Change Order Contingency		Excl.	
A & E fees		Excl.	
FF & E		Excl.	
<b>Estimated Total Cost - Building Expansion South Elevation</b>	<b>12,917</b>	<b>\$237</b>	<b>\$3,065,424</b>





**Page & Associates -  
Opinion of Probable  
Construction Costs  
(Local Estimator)**

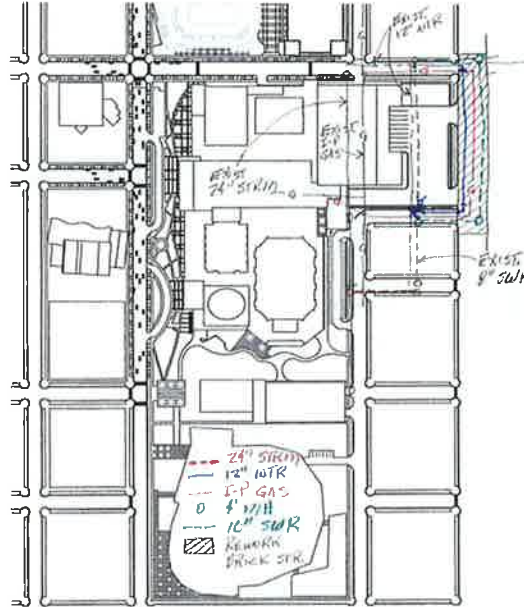
Description - Hard Costs	Area	\$/SF	Estimated Cost May/June 2012	Escalation from June 2012 to May 2016 <i>allow 10.6%</i>	Revised Estimated Cost May 2016	Estimated Time to Commencement of Construction	Escalation to Commencement of Construction <i>allow 4% per year</i>	Anticipated Cost at Commencement of Construction
<b>Phase 1 - Exhibit Hall</b>	115,858	\$ 195	\$ 23,642,330	\$ 2,508,797	\$ 26,151,127	18 months	\$ 1,569,068	\$ 27,720,195
Site Improvements		\$	750,000					
Utility Relocation		\$	300,000					
Exhibit Hall Construction		\$	22,592,330					
<b>Phase 2 - Renovations</b>	125,029	\$ 80	\$ 11,065,690	\$ 1,174,232	\$ 12,239,922	36 months	\$ 1,468,791	\$ 13,708,712
Asbestos Abatement		\$	250,000					
Demolition		\$	812,690					
Renovations, Heritage & North Hall		\$	10,003,000					
<b>Phase 3 - Central Corridor</b>	30,117	\$ 195	\$ 6,239,140	\$ 662,064	\$ 6,901,204	45 months	\$ 1,035,181	\$ 7,936,385
Demolition		\$	366,310					
New Central Corridor Construction		\$	5,872,830					
<b>Phase 4 - West Expansion</b>	12,917	\$ 195	\$ 3,516,840	\$ 373,188	\$ 3,890,028	54 months	\$ 700,205	\$ 4,590,233
Site Improvements		\$	998,000					
West Elevation Construction		\$	2,518,840					
<b>Subtotal - Hard Costs</b>			\$ 44,464,000	\$ 4,718,281	\$ 49,182,281		\$ 4,773,244	\$ 53,955,525
Contingency	10%		\$ 4,446,400	\$ 471,800	\$ 4,918,200		\$ 477,300	\$ 5,395,600
<b>Total - Hard Costs</b>			\$ 48,910,400		\$ 54,100,481			\$ 59,351,125

Description - Soft Costs	Fee Structure	Estimated Cost May/June 2012	Escalation from June 2012 to August 2013	Revised Estimated Cost August 2013	Estimated Time to Commencement of Construction	Escalation to Commencement of Construction	Anticipated Cost at Commencement of Construction
A/E Design Fee	7.5% of Hard Construction Cost						\$ 4,451,330
Bond Underwriting / Financing							\$ 300,000
Project Admin./CM@R	3% of Hard Construction Cost						\$ 1,780,530
Marketing	By Owner						Excluded
FF&E	7% of Hard Construction Cost	\$ 3,423,730					\$ 4,154,580
Testing	Allowance						\$ 60,000
Project Insurance	1.50%						\$ 883,800
<b>Subtotal - Soft Cost</b>							\$ 11,630,240
Owner's Contingency	4%						\$ 465,210
<b>Total - Soft Cost</b>							\$ 12,095,450
<b>Total Project Cost</b>							\$ 71,446,575

*\* Disclaimer - In providing opinions of probable construction cost, it is understood that the Architect and its consultants (collectively "Architect") have no control over the cost or availability of labor, equipment or materials, inflation, or over market conditions or the Contractor's method of pricing, and that the Architect's opinion of probable construction costs are mad on the basis of the preliminary floor plan and current day local square foot prices. The Architect makes no warranty, express or implied, that the bids or the negotiated cost of the work will not vary from the Architect's opinion of probable construction cost.*



**Utility Relocation  
Cost Opinion**



Utility Relocate Cost Opinion		J Shehan Engineering, P.C.			
Client: City Of Amarillo		Time: 3:27 PM			
Project: Amarillo Civic Center Expansion		Date: 15-May-12			
Item No.	Description	Unit	Quantity	Unit Price	Item Extension
<b>WATER LINES</b>					
1	12" Water Supply Lines	L.F.	800	\$25.00	\$20,000.00
2	6" Gate Valve & Box	EA.	1	\$1,750.00	\$1,750.00
3	12" x 12" Tapping Sleeve & Valve w/Box	EA.	2	\$4,000.00	\$8,000.00
4	Plug Exist. 12"	EA.	1	\$1,500.00	\$1,500.00
5	M.J. Ductile Iron Fittings	LB.	1,342	\$5.00	\$6,710.00
6	Fire Hydrant	EA.	1	\$2,200.00	\$2,200.00
7	Trench Safety Systems (OSHA)	L.F.	800	\$2.00	\$1,600.00
<b>CONSTRUCTION SUBTOTAL</b>					<b>\$41,760.00</b>
<b>SANITARY SEWER LINES</b>					
1	10" Sewer Collection Lines 0'-6" Depth	L.F.	1,000	\$35.00	\$35,000.00
2	Standard 4" Diameter Manholes	EA.	3	\$2,200.00	\$6,600.00
3	Tie-in to Exist. Sewer	EA.	1	\$1,000.00	\$1,000.00
4	Trench Safety System (OSHA)	L.F.	1,000	\$4.00	\$4,000.00
<b>CONSTRUCTION SUBTOTAL</b>					<b>\$46,600.00</b>
<b>STORM SEWER LINE</b>					
1	24" Storm Sewer	L.F.	200	\$42.00	\$8,400.00
2	24" Plug	EA.	2	\$400.00	\$800.00
3	Misc.	L.S.	1	\$1,000.00	\$1,000.00
<b>CONSTRUCTION SUBTOTAL</b>					<b>\$10,200.00</b>
<b>GAS LINES</b>					
1	IP Gas Line	L.F.	1,350	\$0.00	\$0.00
<b>CONSTRUCTION SUBTOTAL</b>					<b>\$0.00</b>
<b>PAVING</b>					
<b>STREET PAVING CONSTRUCTION</b>					
1	Rework Brick Street	S.Y.	2,124	\$65.00	\$138,034.00
2	Asphalt Paving w Prime Coat	S.Y.	155	\$45.00	\$6,976.00
<b>CONSTRUCTION SUBTOTAL</b>					<b>\$145,010.00</b>
Contingencies					\$24,360.00
<b>GRAND TOTAL</b>					<b>\$267,930.00</b>

