



FACILITY NEEDS ASSESSMENT STUDY  
JANUARY 2020  
VOLUME IV





**Amarillo Civic Center Complex Facility  
Needs Assessment Study  
Volume IV**



Project No. 19-0412.001

Produced for:

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

**City of Amarillo**

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**Elected Officials**

Ginger Nelson  
*Mayor*

Elaine Hays  
*City Councilmember Place 1*

Eddy Sauer  
*City Councilmember Place 3*

Freeda Powell  
*City Councilmember Place 2*

Howard Smith  
*City Councilmember Place 4*

**City Management**

Jared Miller  
*City Manager*

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*Assistant City Manager*

Michelle Bonner  
*Deputy City Manager*

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*General Manager*

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Jerry Danforth  
*Director of Facilities and Capital Improvement*





## Project Team



Dekker/Perich/Sabatini (D/P/S) is an award-winning, multidisciplinary design firm that has served public and private clients for 60 years. Our staff includes architects, interior designers, planners, structural engineers, landscape architects, and experts in sustainable design, based in offices in Amarillo, TX; Albuquerque and Las Cruces, NM; and Phoenix, AZ. As a regional leader in design excellence and sustainability, we help our clients realize their dreams by partnering with them through a collaborative, multi-disciplined process that recognizes new trends and utilizes technologies to create functional, comfortable and stimulating places.



Populous is a global architecture and design firm that designs the places where people love to be together, like Yankee Stadium, the London Olympics, and the Super Bowl. Over the last 36 years, the firm has designed more than 3,000 projects worth \$40 billion across emerging and established markets. Populous' comprehensive services include architecture, interior design, event planning and overlay, branded environments, wayfinding and graphics, planning and urban design, landscape architecture, aviation and transport design, hotels and hospitality, and sustainable design consulting. Populous has 14 offices on four continents with regional centers in Kansas City, London and Brisbane.



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.



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 120 offices around the world.





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## Executive Summary

### Overview

The previous three volumes document the existing conditions of the Amarillo Civic Center Complex, the recommended plan to turn the Civic Center into a true convention center, and incorporate a new standalone arena. These reports span from May 2012 to February 2018. Several of the identified downtown revitalization catalyst projects have been completed. Volumes two and three each look at the improvements as individual projects. In this volume, the needs of Amarillo Civic Center Complex, which we will refer to as ACCC, are combined with a new arena so both projects are occurring concurrently. The initial total cost of acquiring land and moving utilities to make both projects happen could be surprising to some people; however, the financial analysis, future operations, and economic impact of both projects united show the projects together maximize the return on the investment for the City of Amarillo. The existing facility has served the citizens well, but it is not keeping up with what convention and concert promoters are looking for when booking events. The new recommended concept plan continues the revitalization of downtown, fulfills promoters standards and requirements, and improves the quality of life for the citizens of Amarillo and the surrounding Texas Panhandle community it serves.

### Scope and Methodology

This project takes the building program of the ACCC expansion and combines it with a developed program of a new arena. This required developing, testing and refining master plan options that solved the programmatic, site and budget constraints. The team process was macro to micro. This helps to insure the plan functions not only internally but also with the existing fabric of downtown Amarillo. Several iterations of cost estimating (National and Local) were conducted in order to best reconcile the scope of the project. The estimates attempt to encapsulate variables that could affect the overall cost, incorporate an inflation factor, and allow for a contingency for unknowns. A financial pro-forma for future operations and an analysis of the economic impact of the project are based on the new recommended concept plan and its associated costs.

### Building Program

The building program recommendations from the market analysis include the following spaces which will enable Amarillo to meet projected demand for events:

- Exhibit Space: 75,000 SF - 100,000 SF contiguous space
- 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: 7,500 fixed seats, including 200-300 premium seats in 12-20 seat suites. An end stage configuration should have approximately 9,000 seats utilizing the arena floor.

In addition to the space program listed above, the market study also recommended that the ACCC 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 new recommended master plan focuses on improving the convention facilities portion of the ACCC. The proposed plan achieves a new 75,600 SF column-free exhibit hall to the east side of the existing ACCC. 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. The proposed plan also achieves a new 10,100 maximum capacity arena added to the south side which allows the existing center to meet requests from convention/concert promoters and the local school districts. Improvements to support spaces include a new central kitchen, service corridors, storage space and new loading docks hidden from public view. A new façade along Buchanan Street and open space landscaping improvements

# I EXECUTIVE SUMMARY

complete the transformation of the existing ACCC into an even more important civic icon and destination than it is today.

## Project Costs- Preliminary Estimate

A realistic overall budget of \$290 million was established to fully implement the expansion and renovations of the ACCC and new arena as described by the Master Plan. All phases of construction are to be completed by 2025. The study team anticipated the need for two estimates to provide a range of possible project costs. RLB, a national advisory firm for construction estimating and the City of Amarillo, Facilities Administration estimate were both based on projects of comparable size both regionally and nationally.

## Financial Operations

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

	Base Year			Exhibit Hall Opens	Arena and Renovation Opens		Stabilized	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Revenue</b>								
Exhibit Space Rental	\$625	\$644	\$663	\$542	\$558	\$1,244	\$1,405	\$1,609
Arena Rental	156	161	166	171	176	221	243	268
Other Rental	201	207	213	156	161	284	311	333
Facility Fee	248	256	263	271	279	831	912	1,000
Event Services (Net)	116	120	124	92	95	176	200	229
Food & Beverage (Net)	281	289	298	249	257	973	1,054	1,146
Novelty (Net)	24	25	26	27	27	48	53	58
Box Office	346	356	367	378	389	582	633	691
Globe-News Center	217	224	231	237	245	252	259	267
Net Suite Revenue	0	0	0	0	0	476	511	548
<b>Total Revenue</b>	<b>\$2,215</b>	<b>\$2,281</b>	<b>\$2,350</b>	<b>\$2,124</b>	<b>\$2,187</b>	<b>\$5,087</b>	<b>\$5,582</b>	<b>\$6,149</b>
<b>Operating Expense</b>								
Salaries & Benefits	\$1,789	\$1,861	\$1,935	\$2,603	\$2,895	\$3,136	\$3,261	\$3,391
Contractual Services	345	355	366	354	365	707	751	799
Supplies & Equipment	114	117	121	117	121	245	260	277
Utilities	678	698	719	1,041	1,128	1,367	1,420	1,476
Other Expense	459	473	487	487	502	958	1,000	1,045
Globe News Center	287	295	304	313	323	332	342	353
<b>Total Operating Expense</b>	<b>\$3,672</b>	<b>\$3,800</b>	<b>\$3,932</b>	<b>\$4,915</b>	<b>\$5,333</b>	<b>\$6,745</b>	<b>\$7,034</b>	<b>\$7,341</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>(\$1,457)</b>	<b>(\$1,518)</b>	<b>(\$1,583)</b>	<b>(\$2,792)</b>	<b>(\$3,145)</b>	<b>(\$1,658)</b>	<b>(\$1,451)</b>	<b>(\$1,192)</b>
<b>Non-Operating Revenue</b>								
Fund Transfers In	398	398	398	398	398	398	398	398
Other Non-Operating Revenue	40	41	42	44	45	46	48	49
Advertising (Net)	2	2	2	2	2	413	426	438
<b>Total Non-Operating Revenue</b>	<b>\$440</b>	<b>\$441</b>	<b>\$442</b>	<b>\$444</b>	<b>\$445</b>	<b>\$857</b>	<b>\$871</b>	<b>\$885</b>
<b>Non-Operating Expense</b>								
Indirect Costs	\$378	\$390	\$401	\$484	\$522	\$660	\$685	\$712
<b>Total Non-Operating Expense</b>	<b>\$378</b>	<b>\$390</b>	<b>\$401</b>	<b>\$484</b>	<b>\$522</b>	<b>\$660</b>	<b>\$685</b>	<b>\$712</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,395)</b>	<b>(\$1,467)</b>	<b>(\$1,541)</b>	<b>(\$2,832)</b>	<b>(\$3,223)</b>	<b>(\$1,460)</b>	<b>(\$1,265)</b>	<b>(\$1,019)</b>

The ACCC will be operational during construction timeline as new spaces will be constructed and made available prior to demolition of the existing smaller spaces. Demand decreases slightly during construction in 2023 - 2024, but will increase quickly as the overall facility is completed. HVS projects that demand will stabilize in fiscal year 2027. 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 and increased number of annual room nights generated by the ACCC. The following projection presents the recurring annual economic and fiscal impacts after stabilizing in 2027. Fiscal impacts represent the public sector share of the economic impacts, as represented by tax collections on new spending.

Summary of Impacts*	Base	Expanded ACCC	Increase from Project
Economic Impact (millions)	\$36.4	\$63.7	\$27.3
Fiscal Impact (Thousands)	\$963	\$1,710	\$747
Jobs	288	503	216
Room Nights	41,500	74,000	32,500
*In a stabilized year.			

Construction impacts reflect conceptual project cost estimates based on the proposed total facility cost of \$290 million. HVS estimates the spending in the construction and development years would generate approximately \$361.4 million in direct, indirect, and induced spending in the City of Amarillo. This spending supports temporary jobs during the construction period, with the number of jobs peaking in 2022 at 510.

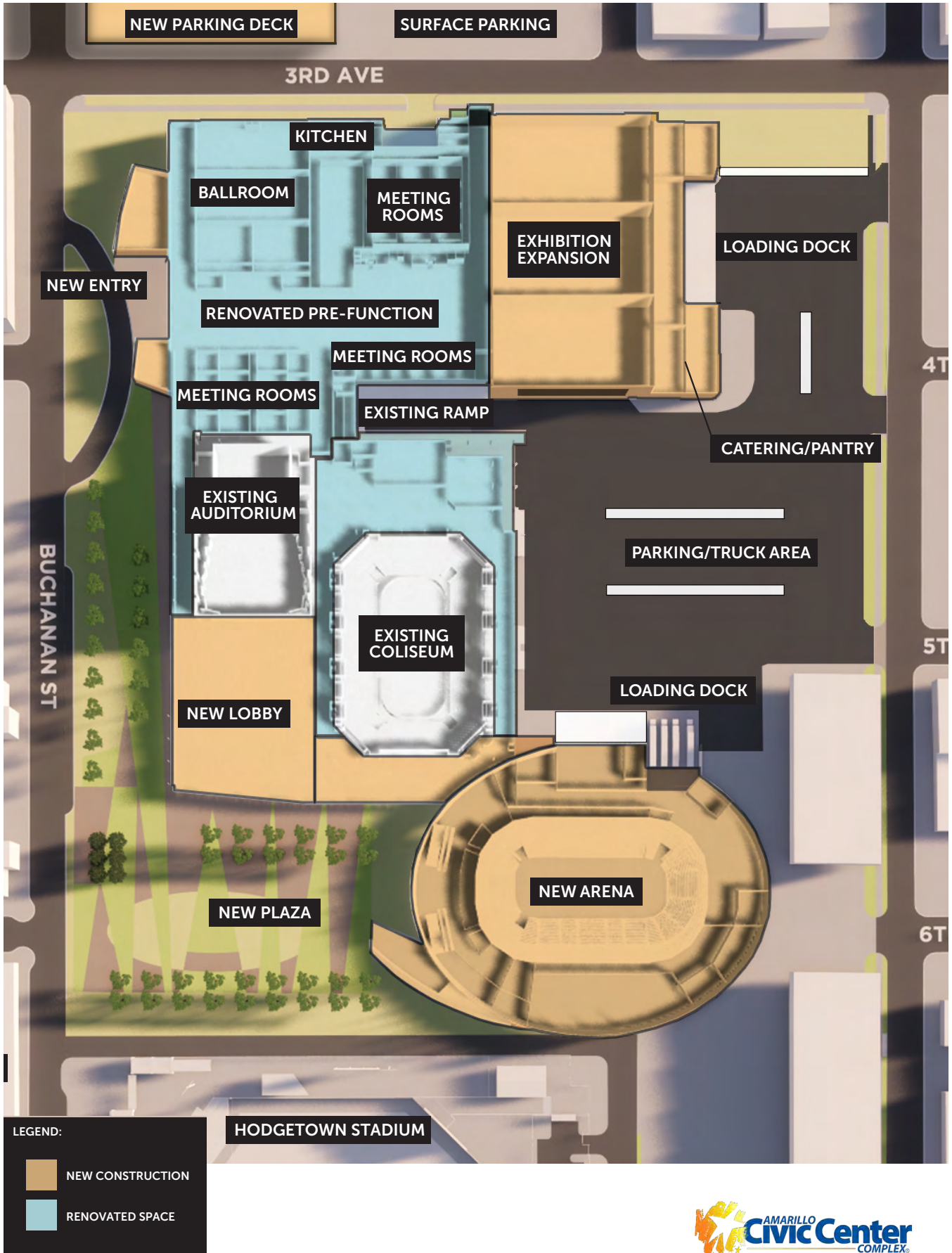
Impact (\$ millions)	2020	2021	2022	2023	2024
Net Direct	\$6.8	\$45.2	\$107.3	\$76.9	\$26.0
Indirect	1.9	11.8	27.8	19.8	6.7
Induced	1.8	9.3	21.7	15.2	5.1
<b>Total</b>	<b>\$10.5</b>	<b>\$66.3</b>	<b>\$156.8</b>	<b>\$111.9</b>	<b>\$37.8</b>

**Conclusion**

The Needs Assessment process has resulted in an exciting proposal to dramatically enhance Amarillo’s ability to better serve the local event market and compete in the state and region for more exhibitions, conventions, and meetings with a larger capacity. 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. The financial analysis in section four, which is based on the recommended concept plan and phasing plans to keep the ACCC operational throughout construction, reveals an overall economic benefit to the City of Amarillo once completed. The documentation through this Needs Assessment supports moving forward with engaging the community in a conversation about the ACCC’s future.



Recommended Master Plan



LEGEND:

- NEW CONSTRUCTION
- RENOVATED SPACE



## Existing Context

### Introduction

Taking into consideration opportunities to expand and enhance Amarillo's downtown cultural offerings, a new multi-purpose arena on the Amarillo Civic Center Complex (ACCC) site becomes a critical component in the next phase of development for the City of Amarillo. With the completion of the MPEV this past spring, Buchanan street joins Polk Avenue as a thriving downtown development corridor. The linking of these corridors along 6th Avenue is critical for the development of a true arts and entertainment district for the city. The new arena and plaza will serve to bookend 6th Avenue and become a new gateway to the heart of downtown Amarillo.

### Contextual Aspects to Evaluate

In looking at the overall impact of the new arena and ACCC enhancements, the boundaries of engagement must be considered beyond the immediate site of the ACCC. In working with the user groups, the ACCC, and city officials, the design team analyzed this potential impact the project would have on the city as a whole, addressing the following:

- Development Corridors
- Land Acquisition
- District Opportunities
- Infill Catalyst
- Existing Parking

The following pages evaluate these contextual aspects.



## II EXISTING CONTEXT

### Development Corridors

All of the recent development along Buchanan Street is helping establish a needed presence and identity for the ACCC on the east side. With the MPEV to the south and the existing front door of the convention center and the auditorium to the north, the natural development of the area between would be a positive catalyst in the east side development of Buchanan Street.

The corridor along Polk Street a few blocks to the west is a thriving entertainment center, which extends primarily to the south to run parallel with the development along Buchanan. These north-south datums are establishing boundaries to create the overall district.



**Land Acquisition**

In focusing on the site directly south of the existing Coliseum, there are opportunities to reconfigure Johnson Street and the associated land parcels directly east of the ACCC site. Much of this reconfiguration and potential land acquisition is dependent on the final location of the new arena, which is addressed later in this study.

One of the critical aspects of redeveloping the property to the east is addressing the existing below grade utility infrastructure that runs in the north-south direction between Johnson Street and Grant Street. The potential for both land acquisition and utility relocation would need to be assessed in the final location and overall cost of the new arena.

On the actual ACCC site, the existing location of city hall would need to be relocated, in order to accommodate the plaza and sequence for the new arena.



## II EXISTING CONTEXT

### District Opportunities

In analyzing the existing infrastructure and districts in all directions from the ACCC site, the primary opportunities lie to the west and south of the ACCC. With the addition of the MPEV to the south and recent development along the west side of Buchanan Street, further linkage has been created to the larger entertainment district along Polk Street to the west of the site. The development along Buchanan Street is also establishing a natural focal point from the east from 6th Avenue, creating a terminus to the site directly south of the existing Coliseum.

This western district leading to the heart of downtown Amarillo will create a new hub of activity for ACCC patrons to naturally progress from the site to these activity hubs to the southwest. In looking at the overall district opportunities, the site located directly to the south of the existing Coliseum would further reinforce the significance of Buchanan Street in connecting the ACCC to the district at large.





**Infill Catalyst**

There are opportunities to create infill along 6th Avenue, directly to the west of the ACCC site. Creating new development along this corridor would help strengthen the connection from the proposed site, to the Polk Street corridor. The proposed site directly to the south of the existing Coliseum would serve as the primary public gathering space between the ACCC and the MPEV.

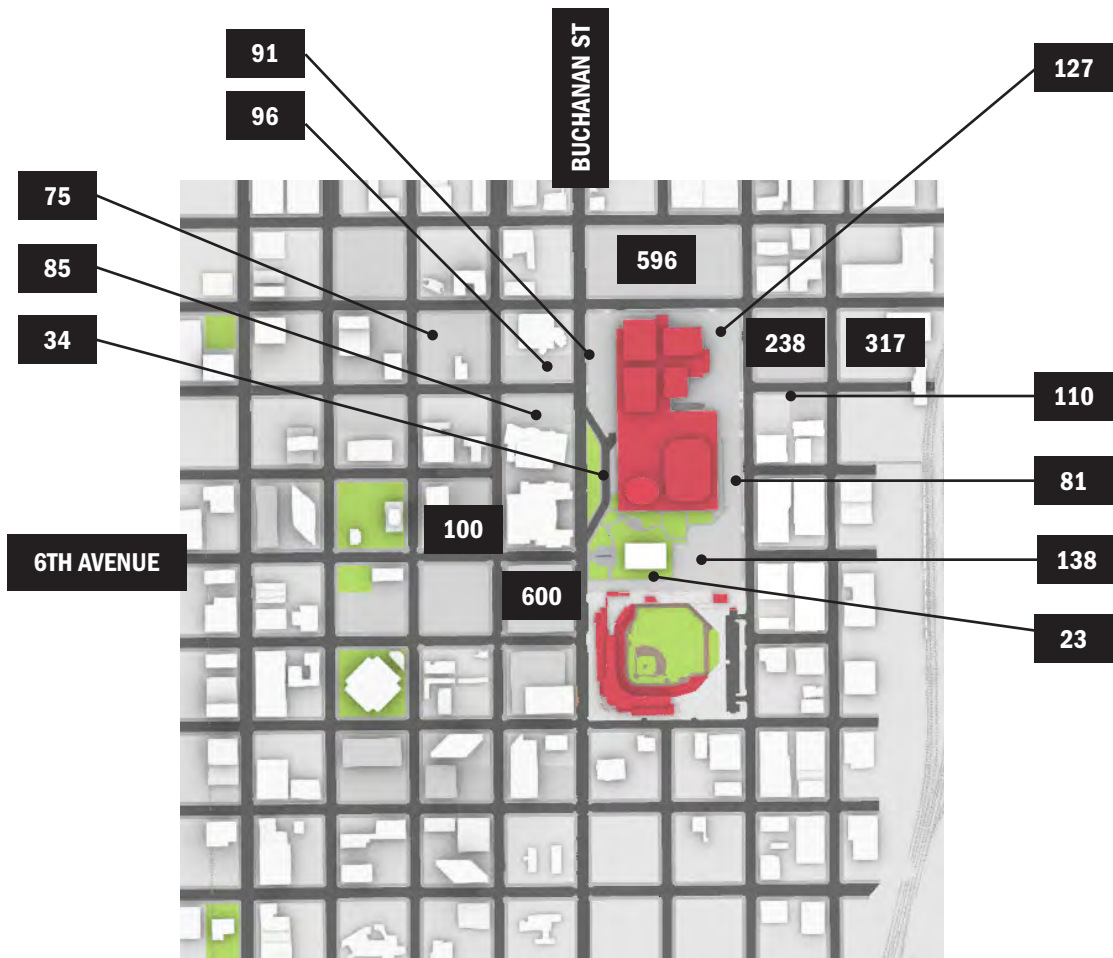
Further infill development opportunities exist along all arteries to the west, from 3rd Avenue down to 10th Avenue, which bookend the entire district to the north and south.



## II EXISTING CONTEXT

**Existing Parking** Through a combination of surface and structured parking, the diagram below illustrates the availability of parking spaces adjacent to the ACCC site. With the proposed increase in capacity for the new arena and anticipated overall growth of the ACCC, the need for the parking will ultimately increase. There are opportunities for multi-level structured parking to the east of the site, along with the surface lot directly north of 3rd Avenue.

Accessible parking located either directly on the ACCC site, or immediately next to it, is a critical factor in analyzing the overall parking picture. As part of the new arena development, on site parking will need to be addressed so that those patrons have unobstructed access to the new facility without having to cross major streets.



**Description of Existing Facility**

When the ACCC first opened in 1968, it included the coliseum and the auditorium. Since then, the facility underwent renovations in 1978, 1991, 2003, and 2006 and now includes the coliseum, auditorium, two separate exhibit halls, ballroom and meeting space, and a performing arts center. In total there is 98,190 square feet of rentable function space at the existing ACCC, not including prefunction or support spaces and not including the coliseum, auditorium, and GNC as rentable function spaces.

The ACCC struggles to attract events in part because of the fragmented nature of the event spaces available. The two exhibit halls are separate and were built twenty-five years apart with different design standards, which is a deterrent to event planners who prefer a single contiguous space for an event. The Grand Plaza is on the opposite side of the complex from the exhibit halls, the Heritage Room and the Regency Room, which makes it hard for event planners to use the Grand Plaza in conjunction with other function spaces.

The interior finishes of the existing facility are in need of updates both for aesthetics and the functionality of the space. Some of these spaces are more than 30 years old and need to be addressed.





## II EXISTING CONTEXT







## Overall Building Program

### Introduction

Following the completion of the Market Analysis and the physical Facility Needs Assessment (documented in Volume III), the study team developed a preliminary building program and a conceptual seating bowl design for the new multi-purpose arena. The design team met with a series of user groups over a 2-day period, in order to establish goals and a preliminary program for what the new arena could potentially host in terms of events. The building program recommendations are based on the market analysis, the user focus groups and in coordination with civic center staff, to arrive at the design 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 space
- Meeting and Ballroom Space: A minimum of 50,000 SF, including a sub-divisible renovated Heritage Room, additional meeting rooms, and a sub-divisible 30,000 SF ballroom.
- Arena Seating: 7,500 fixed seats, including 200-300 premium seats in 12-20 seat suites. An end stage configuration should have approximately 9,000 seats utilizing the arena floor.

### Additional Program Assumptions and Recommendations

The mid-size arena market has been gradually shifting over the past decade, with an overall decrease in the number of overall fixed seats in the venue and more of a focus on fan comfort and available amenities. With an increase in the number of competing venues, combined with the available digital streaming content, the focus of the mid-size arena can no longer strictly be about seating capacity.

This shifting focus has created a movement to decrease the number of premium suites and a focus more on open, expansive club spaces. These multi-purpose club spaces can be designed to host a variety of non-event related functions, including private receptions, speaking engagements, banquets, and other seating configurations, in order to generate additional revenue streams for the Amarillo Civic Center Complex (ACCC). Thus, the number of suites recommended in this current study, has been reduced from those recommended in earlier studies, due to these shifting market conditions.

The fan expectation for amenities goes well beyond premium seating, however. The desire for venue attendees is that there are multiple seating and pricing options to choose from, food and drink selections that extend beyond the standard fare of hot dogs and popcorn, as well as have consistent and uninterrupted access to Wifi. This connectivity for fans to be engaged through social media is critical to the success of any venue.

Other site specific critical considerations that impact the program for the new arena would include the connection to the existing coliseum floor and the allowable available width on the site to accommodate the seating bowl geometry required for the new arena.

## 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 telephone; 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 operable 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)**
- Provide distributed handicapped seating
  - Provide new public elevator to auditorium seating

**Grand Plaza** As part of the overall recommended master plan, the Grand Plaza will be demolished, in lieu of a new lobby that would connect the new arena with the existing Coliseum concourse, auditorium pre-function area, serving as the new primary front door for the entire complex.

**New Arena** The market trends described above, along with other critical supporting industry standard infrastructure, need to be at the forefront in the development of the program and content for the new arena. A brief summary of key features to be supported in the new venue are listed below:

- NHL Regulation hockey rink (85' x 200') with removable dashers
- Arena floor to be 29,000 SF with retractable lower seating around portions of the lower seating bowl
- Column free, steel structure with integral rigging grid at one end to accommodate end stage concerts and performances. Total rigging capacity to be 150,000 pounds minimum
- Clear height from arena floor to ceiling structure, lighting minimum of 60'
- Premium suites to contain 12-16 fixed seats; large HDTV screens; data and USB outlets, carpeted, with tile inlays, full service sink, under counter refrigerator, and serving counters for buffet and food
- State of the art scoreboards, LED ribbon boards, and HDTVs throughout the concourse and in premium club areas
- Full press level, which would accommodate sound, light, AV, and some security functions for the facility. Press level would also include full broadcast capabilities, as well as coaching booths for hockey
- Broadcast infrastructure per NCAA standards throughout the entire facility to support NCAA events
- Shared team store that would accommodate multiple tenant merchandise
- A variety of concessions, grab-and-go market areas throughout the concourse, pantry areas to serve suite and club patrons, all serviced from a central kitchen/commissary area at event level



## LEASABLE SPACES (cont.)

- New Arena (cont.)**
- Provisions for direct public access for up to 2,000 attendees to arena floor, with toilets for floor patrons located directly off of the arena floor
  - Several premium clubs located throughout the facility, with full service food and beverage capabilities
  - Generous and naturally lit concourse, public toilets, janitor rooms, first aid station, security office
  - Locker room suites with internal toilets and showers, with direct access to the arena floor
  - Officials locker room suites with internal toilets and showers
  - Artist suites, green room, and press/interview room – crew catering facilities and accommodations for crew
  - Dedicated catering kitchen to support the premium suites, clubs, concession stands, and pantries
  - Team offices and administrative space
  - Centrally located ticketing facilities with supporting offices
  - Direct truck access to arena floor to allow for multiple, simultaneous truck access (exhibits, AV production, rodeo, etc.)
  - Other related support areas would include: storage (for staging and chairs used on arena floor), electrical and rigging equipment, hockey dasher board storage, basketball floor, and football turf field
  - Event staff restrooms and facilities
  - Broadcast truck patch room and site accommodations and infrastructure for broadcast trucks

**Re-use of Coliseum** Building program scenarios for re-using the Coliseum footprint if a new Arena is built elsewhere are understandably highly variable. Options include:

- Continued use of the Coliseum in its current configuration.
- Enhancements to the Coliseum concourse to help establish a stronger connection to the overall master plan of the Amarillo Civic Center Complex (ACCC).

**SUPPORT**

**Food Service**

- Central, full-service catering kitchen of 8,500 - 12,000 SF, with direct connection to back-of-house service corridors
- 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 signage system throughout the building, 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.); includes 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  
CONSIDERATIONS**

**Master Plan  
Considerations**

- Create a large civic gathering space for the ACCC
- Create inviting places for attendees to gather around the facility as a whole
- 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 ACCC to accommodate different arena capacities and convention center size
- Consider opportunities for structured and surface parking around the ACCC
- Increase streetscape amenities to make the public exterior areas of the ACCC more pedestrian friendly
- Improve the Buchanan Street corridor, including traffic calming, pedestrian crossings, landscaping, artificial lighting and other pedestrian amenities
- Develop a sustainable plan for upgraded site landscaping
- Preserve as much existing business at the ACCC as possible during the construction of the improvement and expansion process

## Arena Site Concepts

### Introduction and Overall Strategy

The team studied numerous options for locating a new arena on the ACCC site, taking into account all of the current understanding of available site(s), existing infrastructure, utilities, parking, and general connectivity to the ACCC itself. Based on the development of the master planning criteria discussed earlier, the focus for the location of a new arena centered around three different options on south end of the ACCC, just north of the MPEV site.

### Existing Coliseum

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 or an upper seating bowl 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.

Because of the limited existing structure and conditions, a substantial increase in seating capacity to the existing Coliseum would prove to be cost prohibitive. Coupled with the fact that existing the Coliseum floor does not accommodate a NHL regulation-size hockey rink and would require complete demolition and rebuilding of the arena floor and piping for the ice. This extension of the arena floor to accommodate a regulation ice floor would ultimately affect the existing lower bowl seating configuration and would compromise sight lines on the ends of the floor. All of these observations and analysis led to the conclusion to include as part of the master plan, concepts for a new Arena as part of the overall facility improvements plan.

### Arena Site Concepts Overview

The following arena site concepts were evaluated, with the recommendation of Concept #2 being the preferred option. Each of the concepts is briefly described below:

#### Arena Site Concept #1

*New arena sited south of the existing ACCC within existing site boundaries.*

#### Arena Site Concept #2 *(Recommended Option)*

*New arena sited south of the existing ACCC on land acquired by the city between Buchanan street and Grant street.*

#### Arena Site Concept #3

*New arena straddling Grant street on land acquired by the city between Buchanan street and the railroad tracks to the far east of the ACCC.*

#### Arena Site Concept #4

*New arena completely detached and north of 3rd Avenue. This option was addressed and discussed in detail in the Facility Needs Assessment, Volume III.*

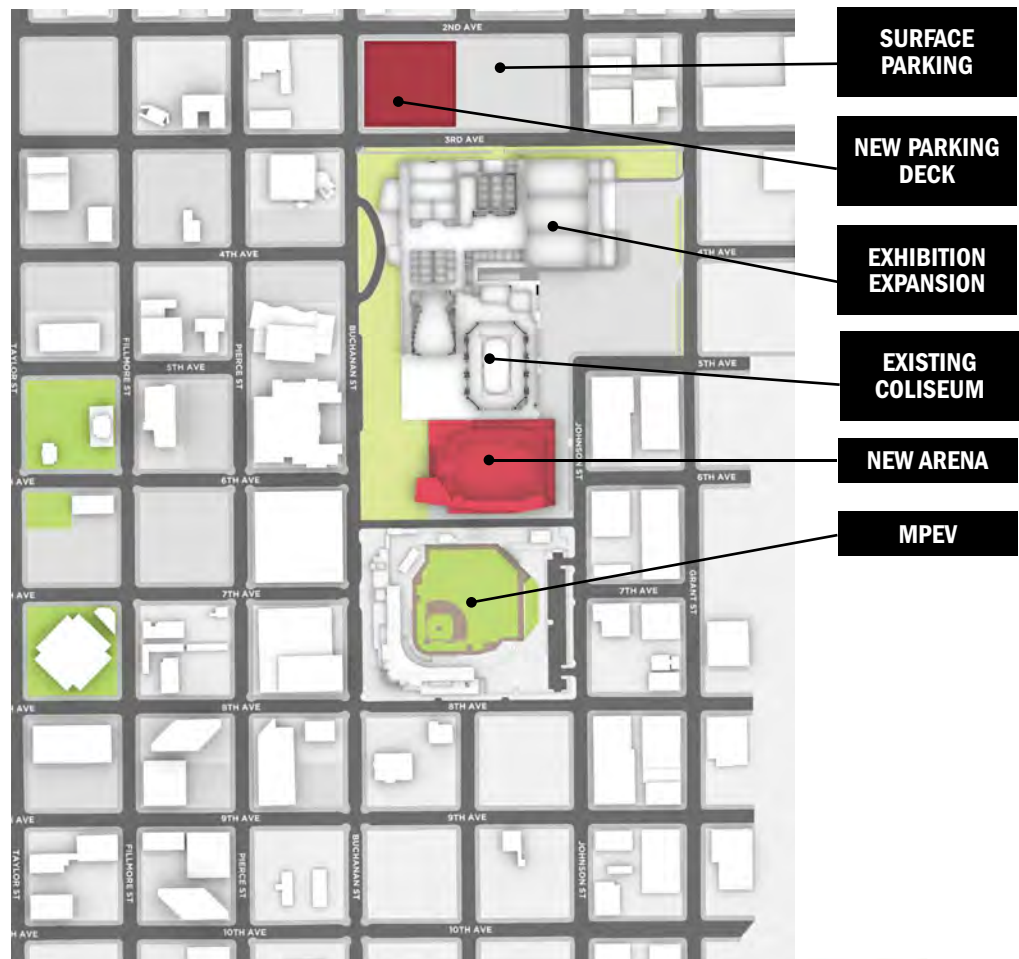
**Arena Site  
Concept #1**

As with all three of the explored options, this first approach places the arena north of the MPEV, directly south of the existing coliseum. The new arena would be directly attached to the coliseum and the existing lobby on the southwest corner of the ACCC. The advantages of this particular site location are:

- The construction would occur on property currently owned by the City of Amarillo, thus would require no additional property acquisition
- The new arena can be constructed independently of current ACCC operations and would not have a negative impact on current business
- The existing utility corridor running north-south, between Johnson Street and Grant Street would not be disturbed

The disadvantages of this particular site location are:

- The available area for a large civic space or any queuing space for the arena is greatly diminished, since the footprint of the arena is closer to Buchanan Street
- The overall site width from north to south is very constricted, which impacts the overall arena seating bowl design, as well as the ability to create adequate pedestrian circulation around the site
- The vertical connections to the existing coliseum would be challenging, based on the position of the arena floor. This issue will be explored in the 'Arena Connectivity' section of this study
- Requires the relocation of city hall



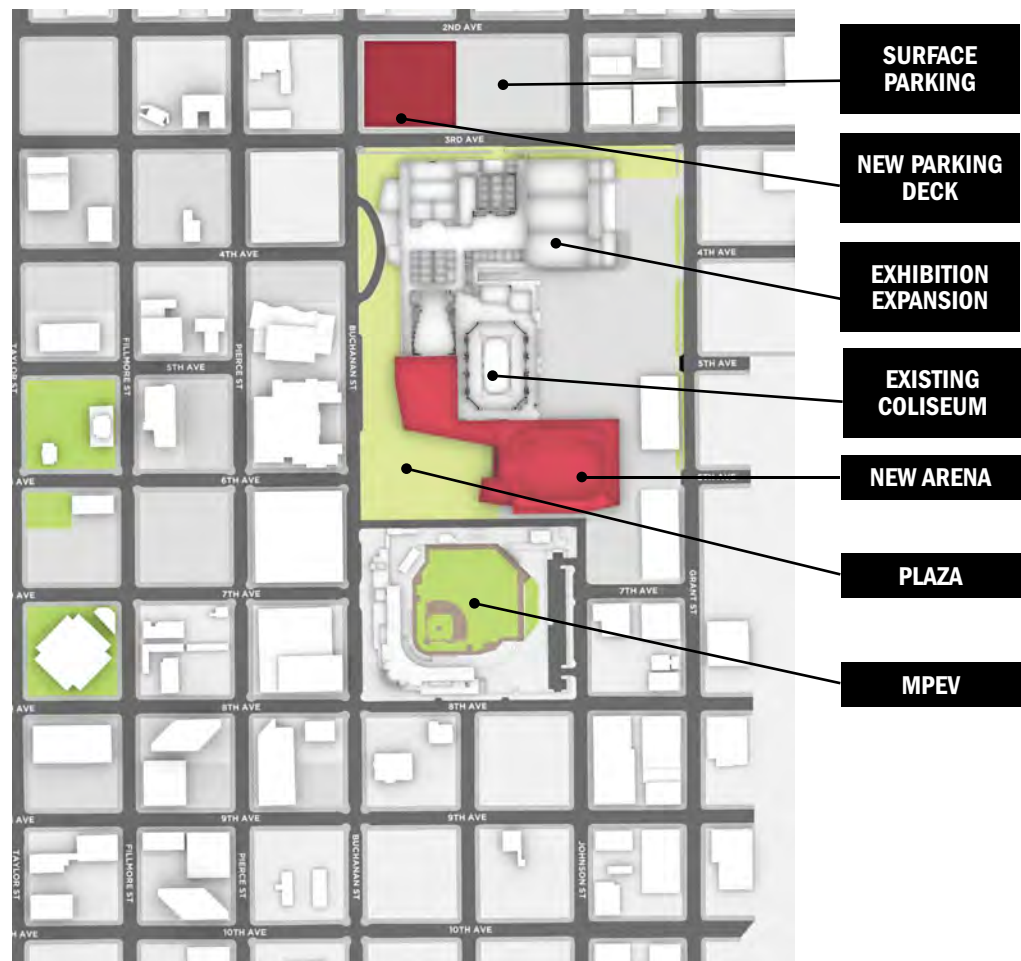
**Arena Site  
Concept #2**

The second approach places the arena north of the MPEV, directly south of the existing coliseum, however the placement is shifted to the east. The advantages of this particular site location are:

- The new arena can be constructed independently of current ACCC operations and would not have a negative impact on current business
- The arena can be shifted north, allowing for additional site area in the north-south direction and will help facilitate pedestrian flow and access
- The existing utility corridor running north-south, between Johnson Street and Grant Street would not be disturbed
- Allows for a much larger, expansive plaza along Buchanan Street
- The connection to the existing coliseum as well as a staging/loading area to the north will be more easily achieved

The disadvantages of this particular site location are:

- Requires some property acquisition to the east of Johnson Street
- Requires the relocation of city hall
- Requires the rerouting of Johnson Street, from 7th Avenue to 3rd Avenue





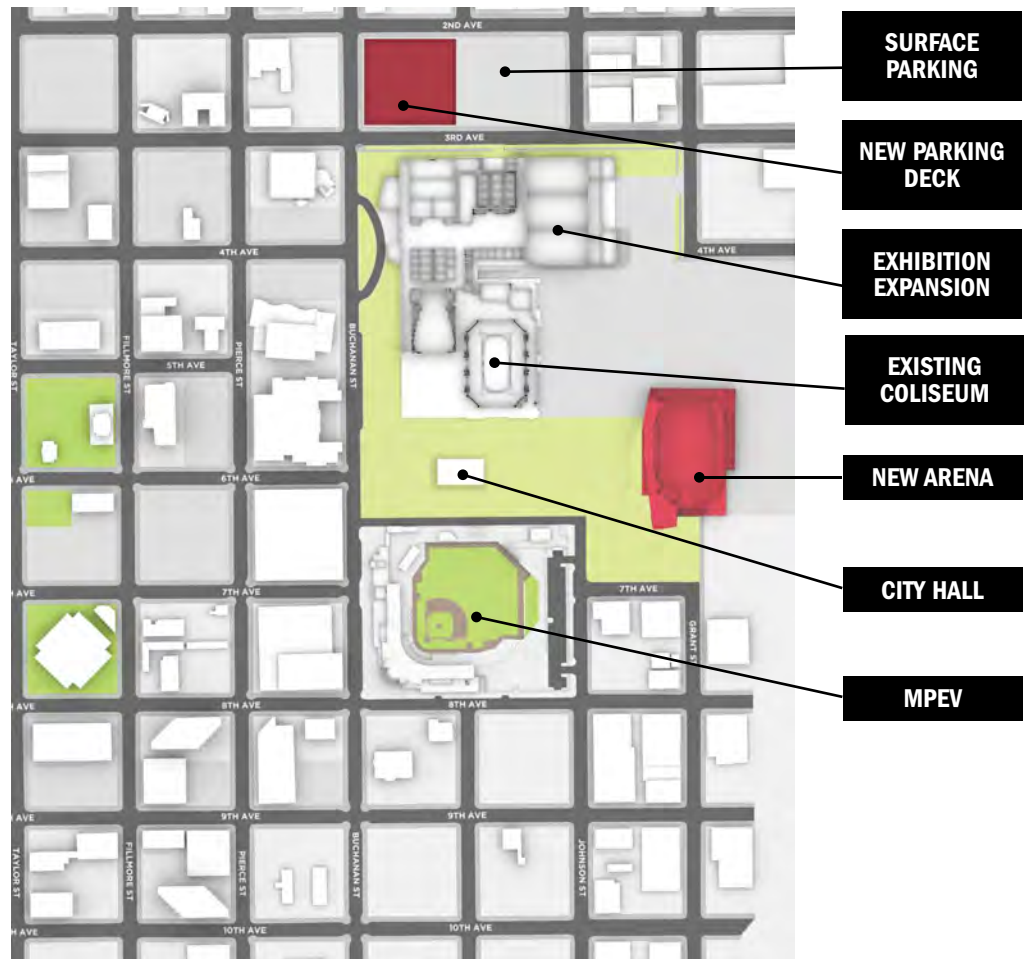
**Arena Site  
Concept #3**

This third approach places the arena north of the MPEV, directly south of the existing coliseum, however the placement is shifted even further east, so that it is centered on Grant Street. The advantages of this particular site location are:

- The new arena can be constructed independently of current ACCC operations and would not have a negative impact on current business
- The arena is not confined in the north-south direction
- Allows for a stand-alone facility that is not dependent on the existing coliseum infrastructure
- Allows for a much larger, expansive plaza along Buchanan Street and city hall to remain

The disadvantages of this particular site location are:

- There is a complete disconnect with the existing coliseum, which would require the new arena to run independently of the existing ACCC entirely
- Requires additional property acquisition to the east of Johnson Street
- Requires the rerouting of Grant Street, from 7th Avenue to 5th Avenue
- Potentially requires rerouting of utilities between Johnson Street and Grant Street



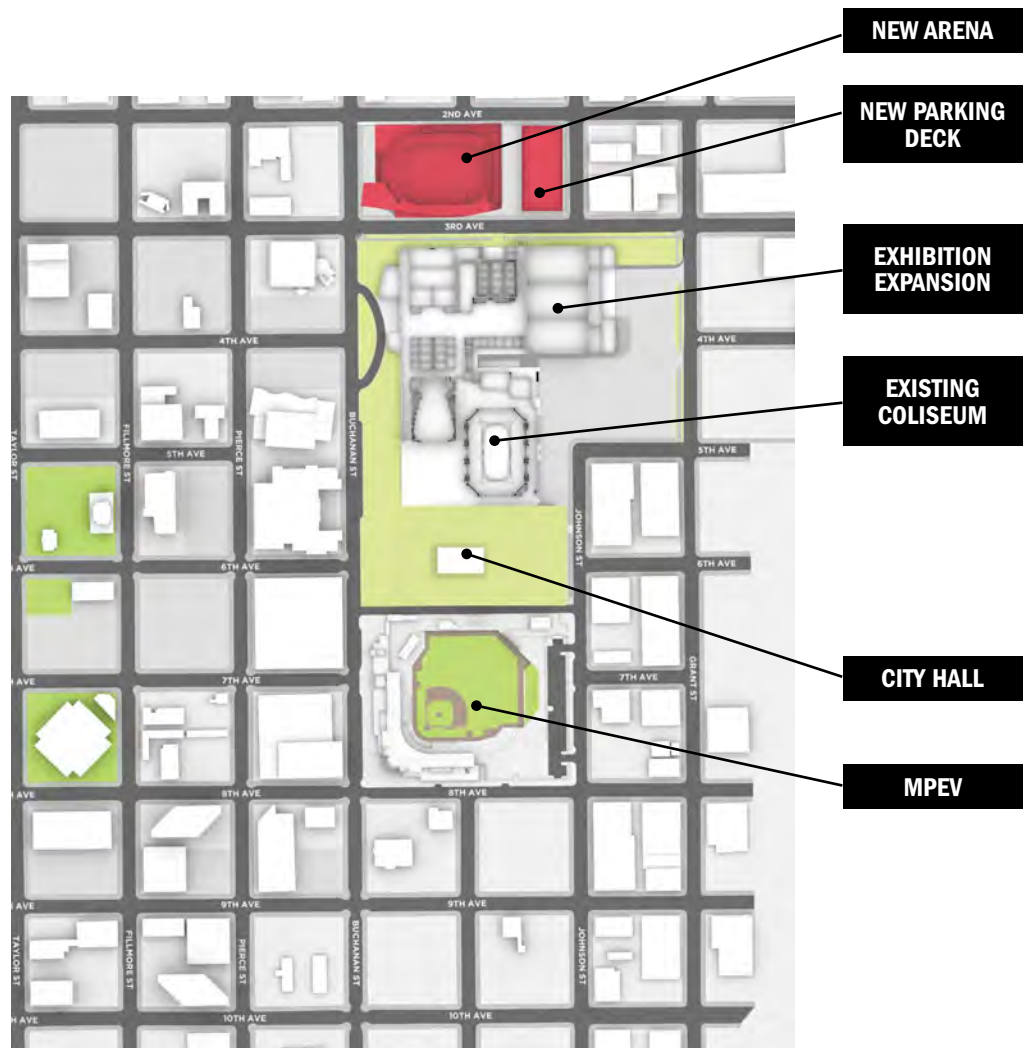
**Arena Site  
Concept #4**

This option was explored in the Facility Needs Assessment, Volume III in detail and was at the time, the recommended plan. Because of the development and opening of the MPEV, additional development along Buchanan Street, and the desire for the new arena to be closer to the existing Coliseum, this previously recommended site is no longer a true viable option. The advantages of this site are:

- The new arena can be constructed independently of current ACCC operations and would not have a negative impact on current business
- The arena has less constraints on this site
- Allows for a stand-alone facility that is not dependent on the existing coliseum infrastructure
- Allows for city hall to remain and the existing plaza to the south to be untouched

The disadvantages of this particular site location are:

- There is a complete disconnect with the existing coliseum, which would require the new arena to run independently of the existing ACCC entirely
- No true public gathering space and no connection to the MPEV activity





**Arena Site Matrix**

In addressing the major site factors, property procurement, parking, and overall urban design strategies, the matrix below indicates the overall final scoring for all (3) selected sites. These overall master plan concepts were evaluated based on the following four basic criteria:

- Physical Site Factors
- Site Procurement
- Vehicular Access and Parking
- Urban Design

Amarillo Civic Center Site Selection Study		Site #1	Site #2	Site #3	Site #4
CATEGORY	CRITERIA				
Physical Site Factors	Site Size and Configuration	2	4	3	3
	Ability of Site to Accommodate Future Expansion/Development	2	4	4	4
	Topography	4	4	4	4
	Adequacy/Proximity of Existing Utility Infrastructure	4	4	2	2
	Required Relocation of Existing Utility Infrastructure to Accommodate Project	4	2	3	3
	Environmental Remediation				
<b>Physical Site Factors Subtotal</b>		<b>16</b>	<b>18</b>	<b>16</b>	<b>16</b>
Site Procurement	Quantity of Properties to Assemble	5	4	3	3
	Property Value	5	3	4	4
	<b>Site Procurement Subtotal</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>7</b>
Vehicular Access & Parking	Vehicular Access to Available Public Parking Inventory	4	4	4	3
	Proximity to Existing Available Public Parking Inventory - 1/4 Mile or Less	4	4	4	4
	Proximity to Existing Available Public Parking Inventory - 1/2 Mile or Less	4	4	4	4
	<b>Vehicular Access &amp; Parking Subtotal</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>11</b>
Urban Design	Proximity to Existing Development Districts/Civic Amenities/Places of Value	4	4	3	3
	Potential Catalyst for New or Existing Development Districts	3	5	4	3
	Civic Image/Community Presence	3	5	4	4
	Compatibility With Existing Amenities/Improvements	3	5	4	4
	Compatibility With Adjacent Land Uses	4	4	4	4
	<b>Urban Design Subtotal</b>	<b>13</b>	<b>19</b>	<b>16</b>	<b>15</b>
<b>TOTALS</b>		<b>51</b>	<b>56</b>	<b>42</b>	<b>48</b>
<b>SCORING</b>	<b>1 Poor, 2 Below Average, 3 Average, 4 Good, 5 Excellent</b>				

**Site Recommendation**

Based on the above criteria, Option #2 proved to be the most advantageous option to site the new arena. By shifting the arena to the east and the proposed alteration of Johnson Street, the site will allow for more flexibility at all levels of the new arena. Site constrictions are at their heaviest directly south of the existing Coliseum, thus pushing the arena further to the east will help alleviate some of these restraints.

The opportunity to create a large public plaza to host any number of pre-event and post-event activities will create a much needed civic gathering space for the City of Amarillo. With the synergy of the recently completed MPEV to the south, the plaza will become the new threshold to the new arena and the rest of the ACCC.



## ARENA CONNECTIVITY

### Introduction

Given the limitations of the existing ramp to support the variety of events at the coliseum, the design team explored several options to link the new arena with the existing coliseum both vertically and horizontally, while maintaining an egress strategy from both the new arena and existing Coliseum. These studies were done to not only look at loading strategies for back of house areas, but also to consider strategies for front of house (patron) flows. Core to the design is the establishment of a secure truck yard to the east which is adequately sized to support the demands for events ranging from concerts to rodeos.

The assumption with all three of the connectivity diagrams is that the arena location itself is based on Site Option 2, which puts the new arena located to the east, where Johnson Street would be vacated.

### Connectivity Concepts Overview

In conjunction with all of the site considerations addressed previously in this study, a series of connectivity diagrams were developed to study various scenarios to join back of house areas and public areas. The loading areas in particular were considered in how they were able to access the proposed staging/truck area to the east of the existing coliseum. From a public standpoint, the design team not only addressed how patrons are able to access the main concourse of the new arena, but also how that concourse aligned with the existing coliseum and pre-function areas of the auditorium and exhibition spaces overall at the ACCC. The front of house fan experience and the service experience are equally important and much be cohesive for the new arena to be successful.

Each of the concepts is briefly described below:

Connectivity Diagram 'A'

*Arena event level at existing coliseum event level (0'-0")*

Connectivity Diagram 'B'  
*(Recommended Option)*

*Arena Event Level at grade (+14'- 0" above Coliseum Event Level)*

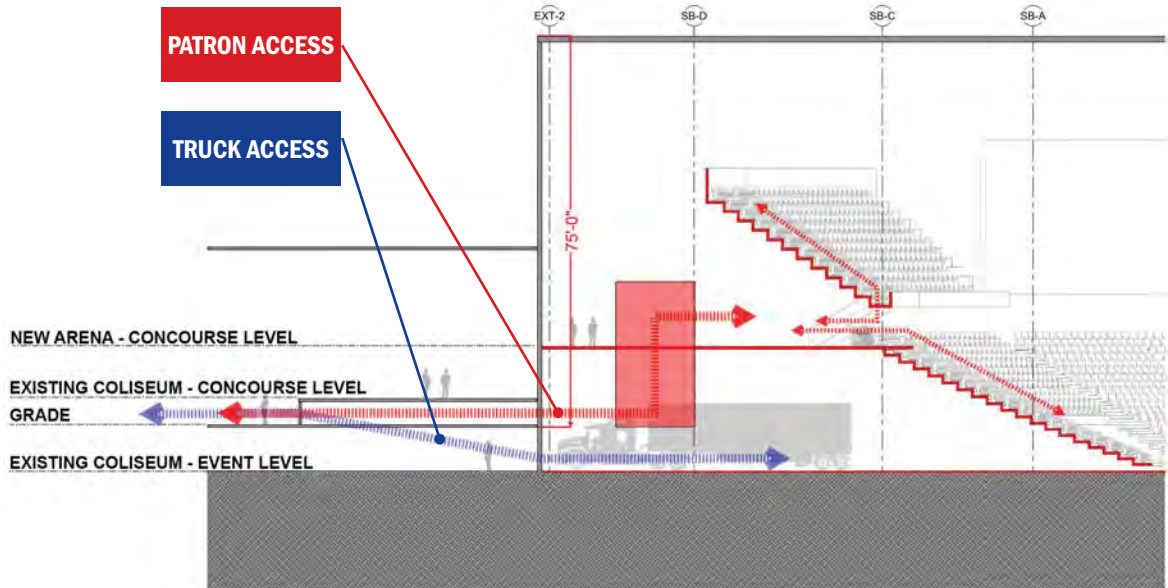
Connectivity Diagram 'C'

*Arena concourse level at existing concourse level (-10'- 0" above event level)*

**Connectivity  
Diagram 'A'**

**Overview**

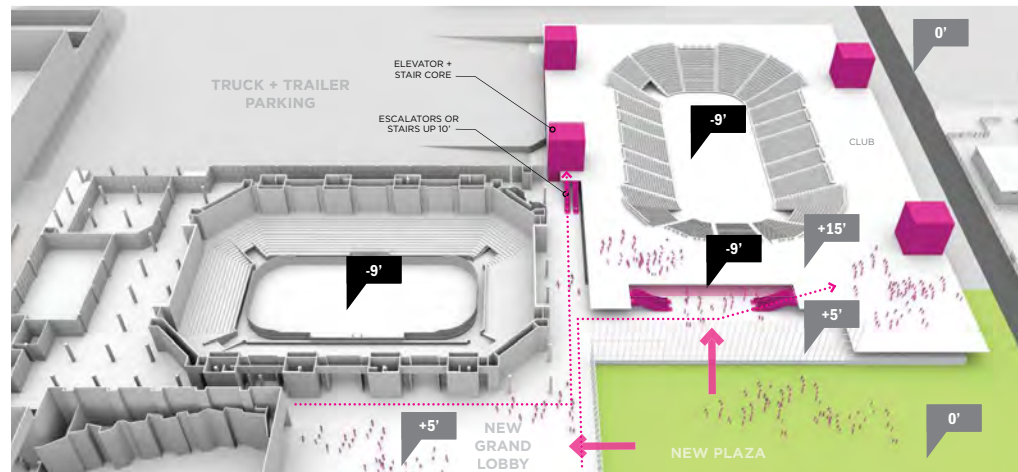
The first option explored aligning the new arena event level with the existing Coliseum arena floor level. While this reduces the required ramping to the new arena floor, it creates challenges in connecting patron flow and access throughout the facility, as described below in the front of house and back of house sections.



**Public Access  
(Front of House)**

From a front of house (patron) standpoint, this arrangement creates great views from the main concourse from the new arena, which is elevated 15' above grade. However, the vertical connectivity from the new arena concourse to the existing Coliseum concourse is not continuous, thus if both venues are to be used simultaneously, it creates transition issues for patrons by having to use vertical circulation (stair towers, elevators, or escalators) in order to go between each facility. Because the new concourse is elevated, it would also require large stair towers to get patrons down to grade level for exiting.

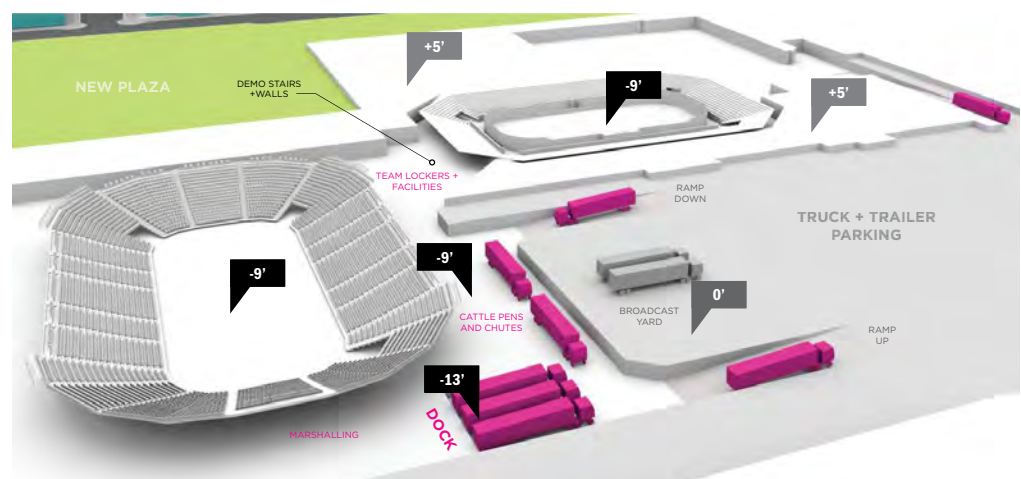
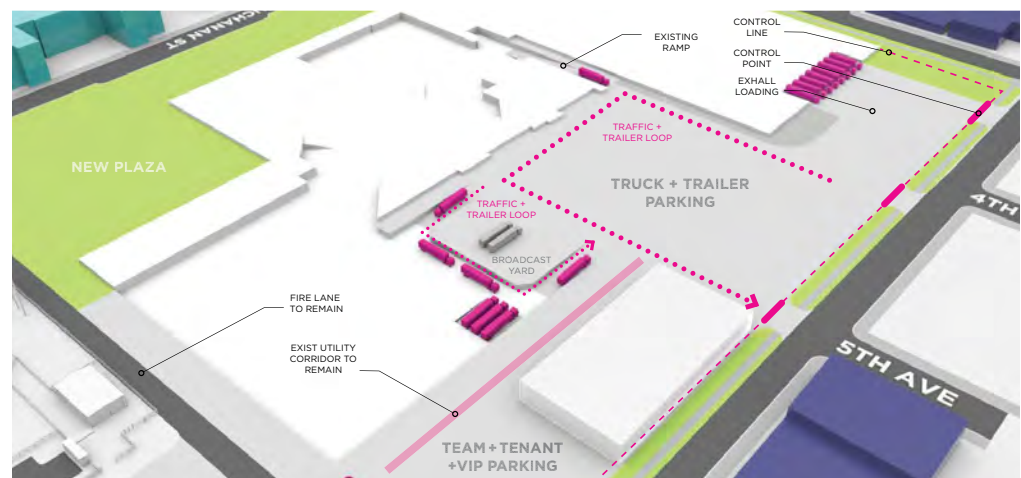
There are an equal amount of challenges in getting patrons from the proposed plaza to the west, down to the arena floor, as there are elevation transitions that need to be addressed either externally on the site or internal to the building.



**Loading Access  
(Back of House)**

From a back of house (loading) standpoint, this arrangement eliminates the need for a longer ramp to access the arena floor of the new arena, since the elevation change is only 9' lower than grade at the loading side of the new building. This scenario creates a direct connection to a truck loading/staging yard, located directly east of the existing Coliseum. An external (or internal) loop can be established to help facilitate and expedite loading for various events.

The existing Coliseum and new arena floor would be at the same elevation, which is -9' below grade. This creates a great synergy between both venues, which can be very advantageous when both floors need to be utilized for events.

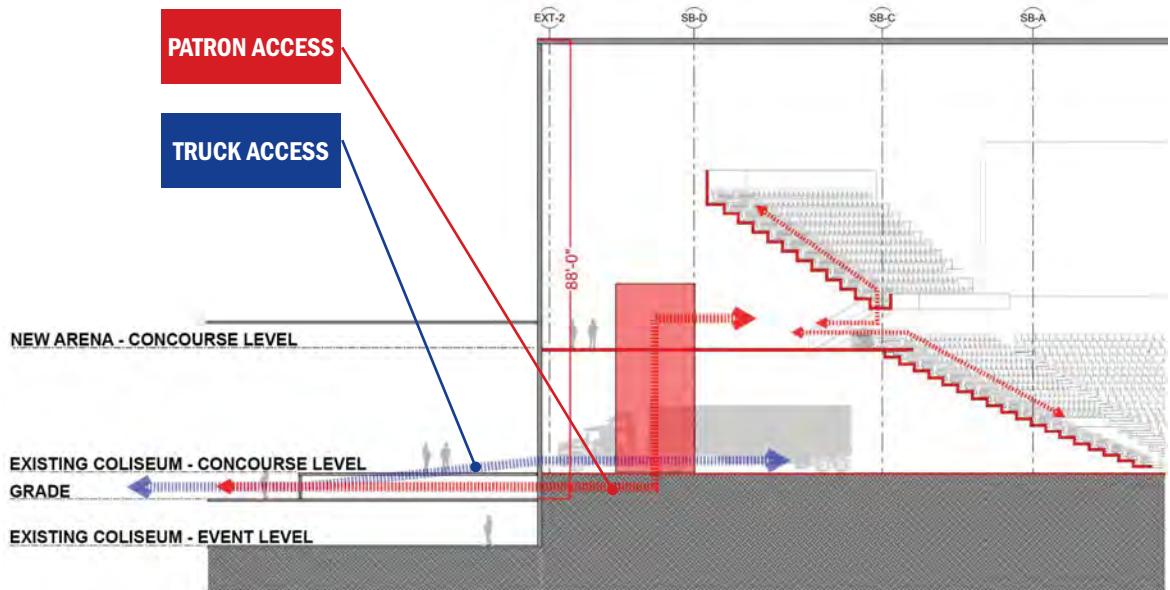




**Connectivity  
Diagram 'B'**

**Overview**

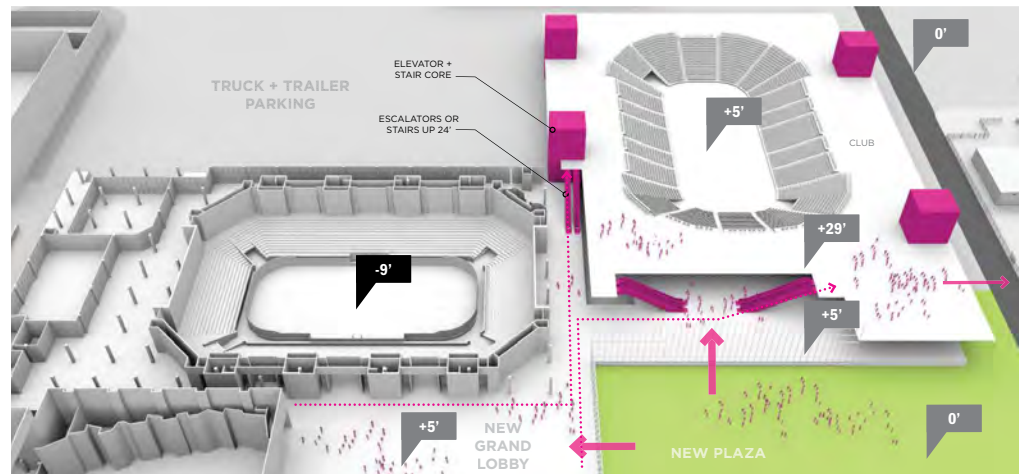
This second (preferred) option explored aligning the new arena event level with the existing Coliseum concourse level. This approach minimizes ramping down to the arena floor and creates the best scenario for ACCC patrons, as described below in the front of house and back of house sections.



**Public Access  
(Front of House)**

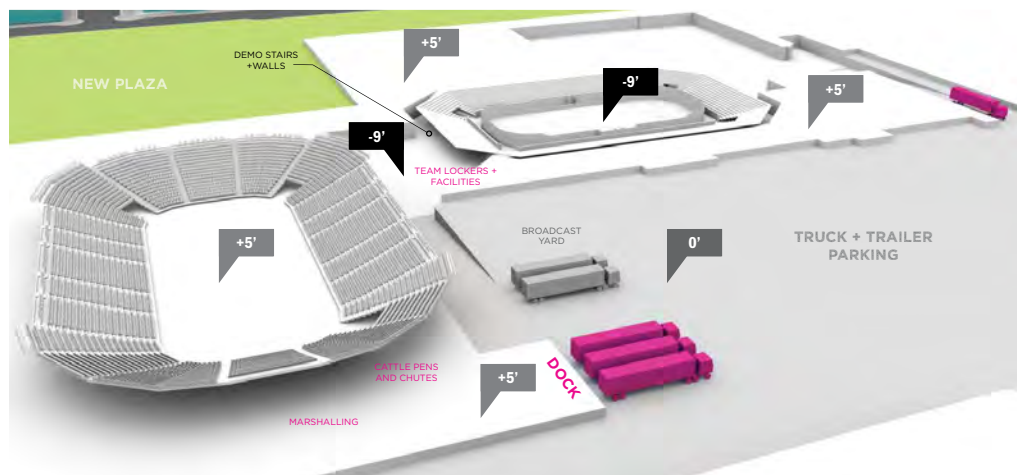
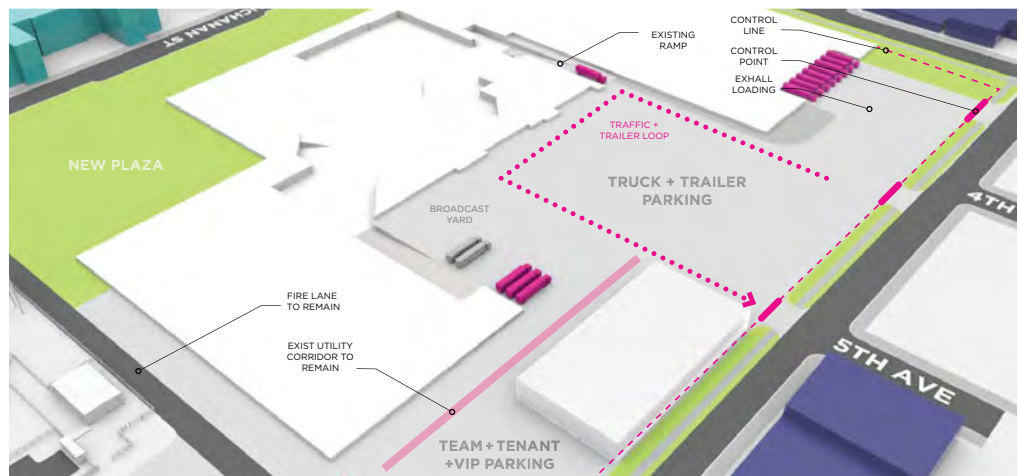
As with Option 1, this arrangement creates great views from the main concourse from the new arena, which is elevated 15' above grade. While the vertical connectivity from the new arena concourse to the existing Coliseum concourse is not continuous at the main concourse, they are at the same level for the arena floor. This creates a flow from the new arena floor directly onto the existing Coliseum concourse, which is advantageous for concerts, exhibitions, or any other show that might utilize the entire ACCC venue. Because the new concourse is elevated similar to Option 1, it would require large stair towers to get patrons down to grade level for exiting.

Having the new arena floor at this elevation also creates a direction connection from the plaza area directly into the arena with a minimal amount of transition. This alleviates any internal elevation changes inside the building.



**Loading Access  
(Back of House)**

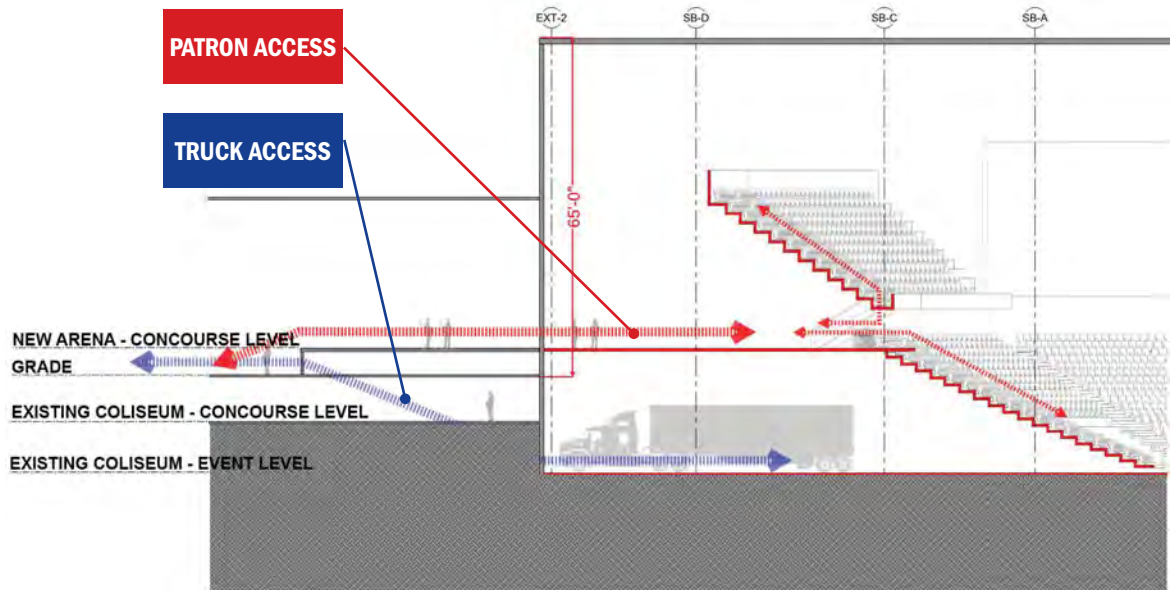
From a back of house (loading) standpoint, this preferred arrangement eliminates the need for a longer ramp to access the arena floor of the new arena, since the elevation change is essentially at grade at the loading side of the new building. This scenario creates a direct connection to a truck loading/staging yard, located directly east of the existing Coliseum. This direct connection alleviates the need for a loop, as described in Option 1.



**Connectivity  
Diagram 'C'**

**Overview**

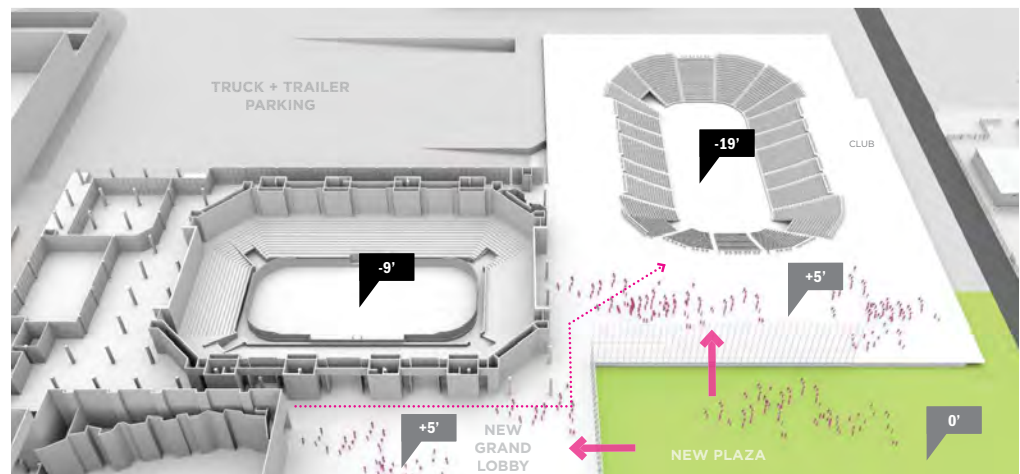
This final option explored aligning the new arena concourse level with the existing Coliseum concourse level. This approach requires an extensive amount of ramping down to the new arena floor, yet creates a straight transition for patrons onto the new arena concourse, as described below in the front of house and back of house sections.



**Public Access  
(Front of House)**

This arrangement establishes a different approach that the first two options, with the main concourse of the new arena being aligned with the existing Coliseum concourse. This allows both venues to be seamless from a patron standpoint and reduces the need for expensive vertical circulation. There is also a direct connection from the plaza to new arena concourse, which is advantageous in terms of egress - it would minimize the need for larger exit towers around the entire facility.

However, getting patrons down to floor level will require additional internal transitions and vertical circulation. This is not an ideal situation for any floor configurations that require a significant amount of floor seating or access.

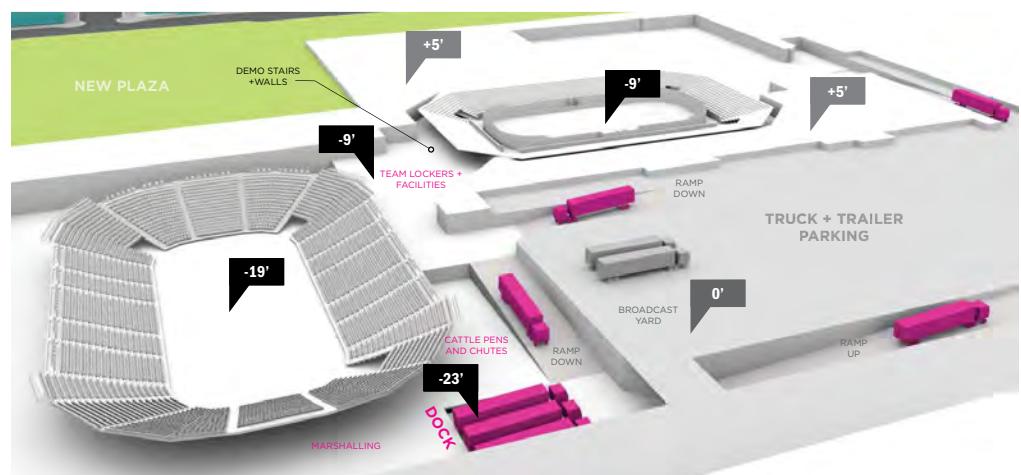
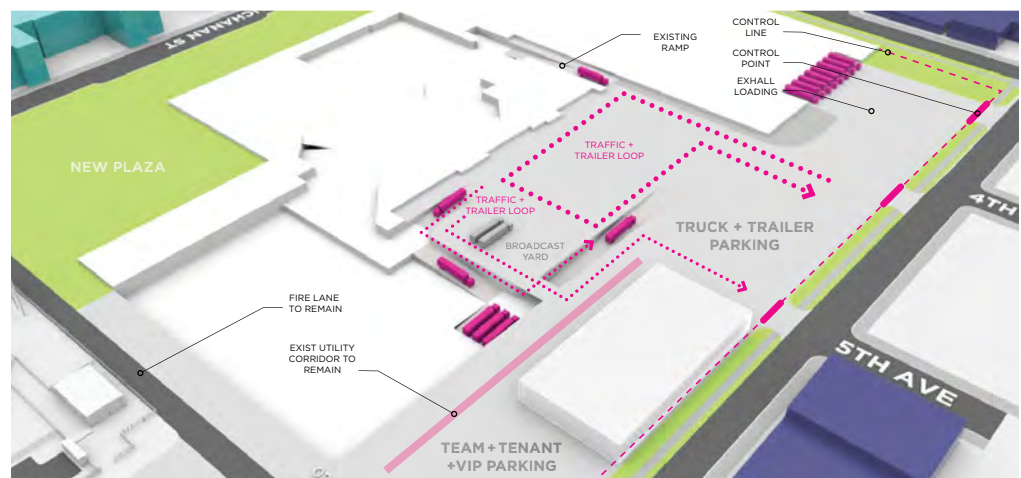




**Loading Access  
(Back of House)**

From a back of house (loading) standpoint, this arrangement creates a need for an excessive amount of ramp length, in order to get from grade down to the new arena event floor, which is -19' below grade. There is also a 10' elevation differential in getting from the existing Coliseum floor to the new arena floor, which creates the need for additional internal ramps to make this transition. This internal disconnect uses valuable floor space and potentially increases the overall footprint of the new arena.

This proposed connectivity also creates problems with internal connections for locker rooms and artist areas between the two venues.





**Overall Recommendation (Connectivity Matrix)**

Based on an analysis of the three connectivity concepts, Option 'B' best employs the following key strategies in the development of the new arena.

1. Best truck dock access to new arena event level provides the most efficient load-in + load-out circulation for large events.
2. Limited internal ramping connects the existing coliseum event level with the new arena event level.
3. Spacious, secured truck staging yard for efficient back of house circulation and connection to warm-up pens when larger rodeo events occur.
4. Provides great views over the MPEV and 6th Ave corridor with direct pedestrian access to the event level for large floor events.
5. Best overall patron experience and connection to a new central plaza to the west.

Concourse Connectivity Matrix		Option 'A'	Option 'B'	Option 'C'
<b>CATEGORY</b>	<b>CRITERIA</b>			
Exterior Ramp	Direct Connection to New Arena Event Floor	3	4	3
	Ramp Length	3	4	2
	Truck Docking and Marshalling	4	5	3
	Animal Loading and Unloading	5	4	3
Interior Vertical Circulation	Internal Ramps Between Event Floors	5	3	3
	Stair Tower Size and Location	2	2	5
	Escalators and Mechanical Conveyance	3	3	5
	Alignment with Coliseum Concourse--Exit at Grade	3	3	5
Site/Parking Impacts	Direct Access to Warehouse	3	5	3
	Parking Lot Access for Trucks and Trailers	4	4	4
	Ease of Access to Warmup Area	4	5	3
	Impacts to Yard Security and Efficiency	4	4	3
Urban Design Issues	Views to MPEV and New Plaza	4	4	3
	Connection to New Plaza at Grade	3	4	5
	Ramp Requirements	4	4	2
	VIP Parking and Event Entrances	4	4	4
<b>TOTALS</b>		<b>58</b>	<b>62</b>	<b>51</b>
<b>SCORING</b>	<b>1 Poor, 2 Below Average, 3 Average, 4 Good, 5 Excellent</b>			

## Arena Bowl Design

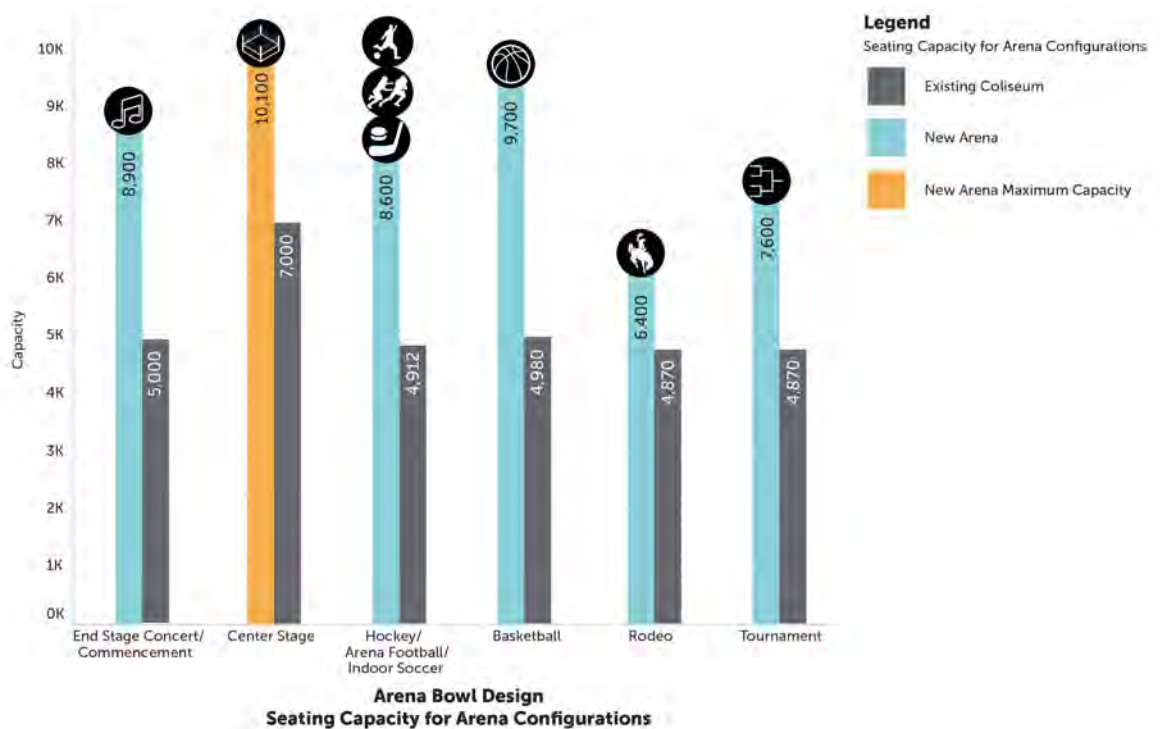
### Bowl Design Concepts Overview

The overall design of the seating bowl is such that it will accommodate a variety of configurations, including the (7) basic layouts listed below. This flexibility is dependent on the amount of retractable seating available in the overall design of the seating bowl. While the sight lines for the seating bowl are established from a hockey geometry perspective, from a capacity standpoint, the overall focus for the venue will be on end stage concerts.

<u>Basis of Design</u>	<i>Hockey</i>
<u>Seating Configuration #1</u>	<i>End Stage Concert/Commencement</i>
<u>Seating Configuration #2</u>	<i>Center Stage Concert (Highest capacity configuration)</i>
<u>Seating Configuration #3</u>	<i>Hockey/Arena Football</i>
<u>Seating Configuration #4</u>	<i>Indoor Soccer</i>
<u>Seating Configuration #5</u>	<i>Basketball</i>
<u>Seating Configuration #6</u>	<i>Rodeo</i>
<u>Seating Configuration #7</u>	<i>Tournament</i>

The following seating configuration was found to have significant issues, which are described in the corresponding brief below.

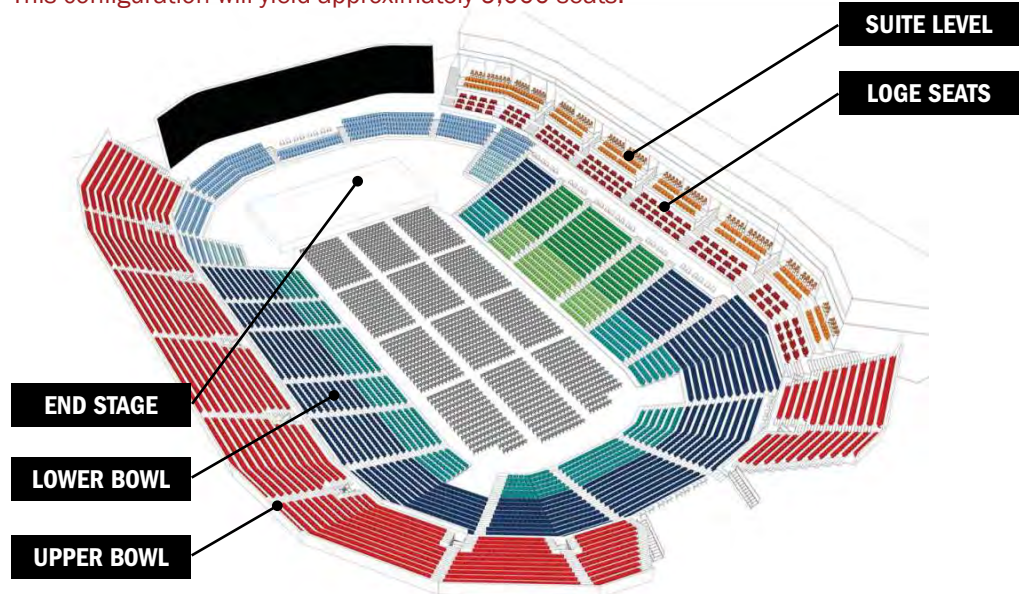
Seating Configuration #8 *Indoor Track and Field (Not recommended)*



**Configuration #1**  
**End Stage Concert/**  
**Commencement**

In an end stage concert configuration, a maximum footprint of a 45' x 90' stage is located at the loading end of the arena. Retractable seating sections at the stage end are in the stored position, which is dependent on the desired stage size and configuration. A percentage of the lower seating bowl permanent seats located behind the stage do not have visibility to the stage, those seats are not included in the overall seating count for this configuration. Temporary floor seating is utilized on the arena floor, which is typically covered with protection boards when the ice sheet for hockey is still in place. All suite, loge, and club seating is available in a typical end stage concert configuration.

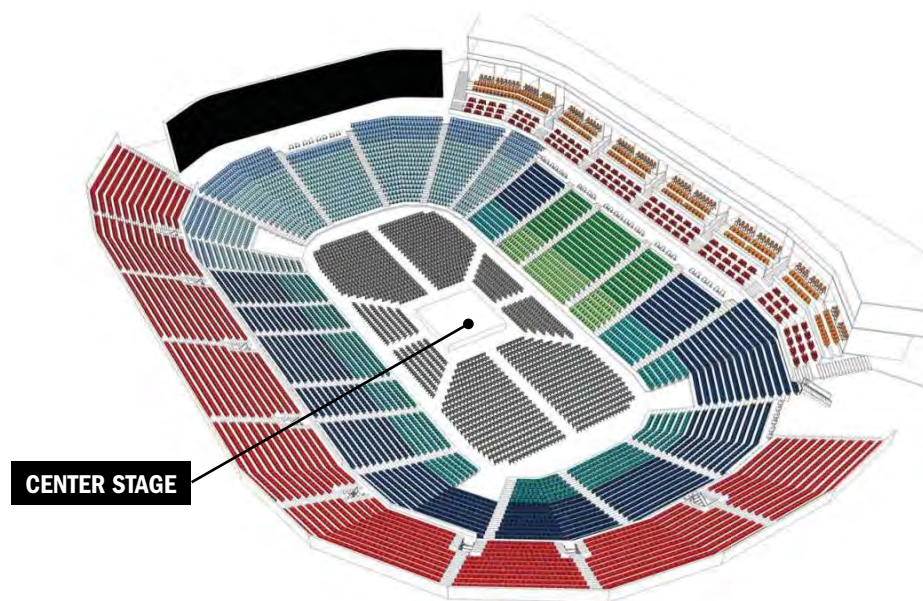
This configuration will yield approximately 9,000 seats.



**Configuration #2**  
**Center Stage**

A center stage concert configuration will typically accommodate the largest capacity of all of the arena configurations, as it assumes a 30' x 30' stage placed at mid court. Floor seating is maximized in all directions, along with all fixed seats in the entire venue. This type of configuration is usually used for boxing or any other show that wants seating in the round. From a code standpoint, as well as a fan experience standpoint, all toilet fixtures, concession points of sale, and overall arena floor access strategies are based on this highest-grossing capacity configuration. It is the maximum number of allowable seated patrons the facility can handle and the overall life safety approach is based on this maximum capacity.

This configuration will yield approximately 10,100 seats.

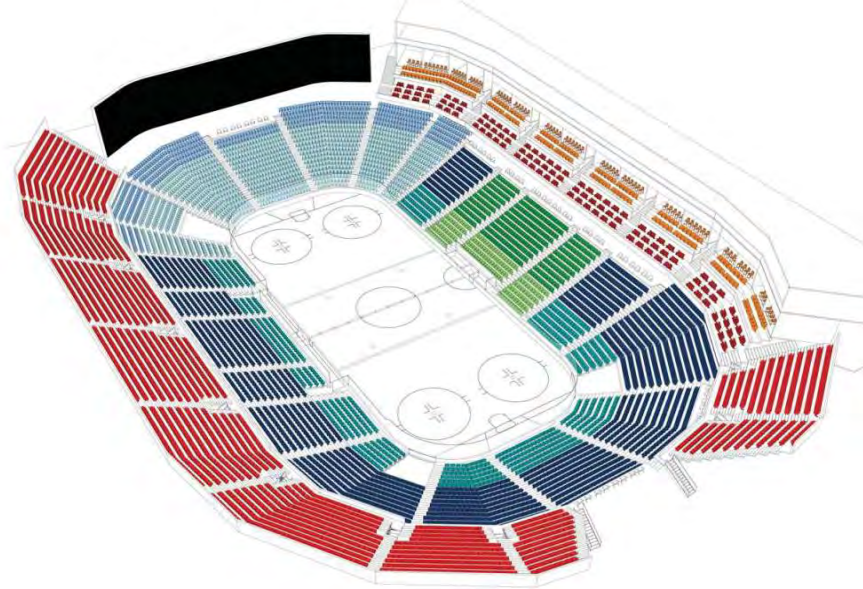




**Configuration #3  
Hockey/Arena  
Football**

The overall geometry for the arena seating bowl is based on an ice hockey or arena football configuration. In this scenario, all retractable seating sections are fully extended to the face of the dasher boards, utilizing all fixed seats. There are opportunities to pull back some of these sections, in order to create temporary end-zone club seating areas, in order to potentially create additional revenue generation in what might otherwise be unsold seats in a lower capacity hockey or arena football event.

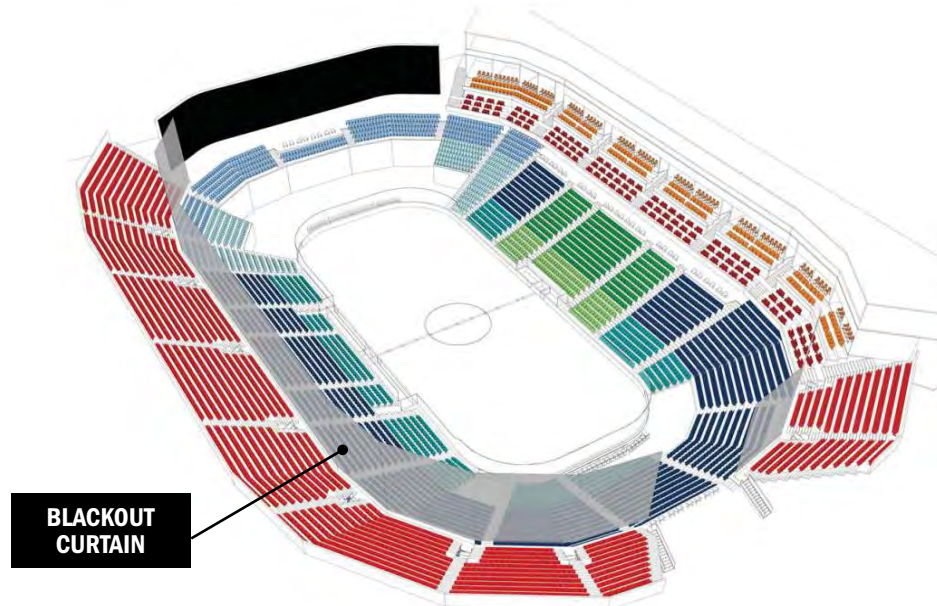
This configuration will yield approximately 8,600 seats.



**Configuration #4  
Indoor Soccer**

Similar to a typical hockey configuration, where the upper seating bowl, on the side opposite the suite side, the entire upper bowl is sectioned off with blackout curtains. The blackout curtains are supported by the main structural steel above and stored or retracted when not in use. This sectioning off process of darkening the upper seating bowl creates a more intimate atmosphere for lower capacity crowds for hockey. This approach would be used for any type of event outside of hockey that does not warrant usage of the upper seating bowl, including indoor soccer.

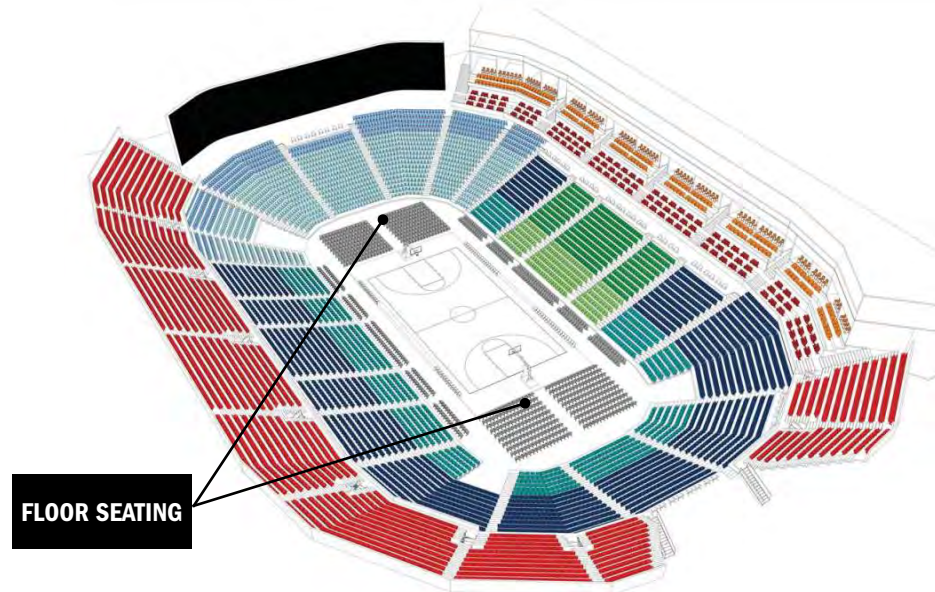
This configuration will yield approximately 5,100 seats.



**Configuration #5  
Basketball**

As with hockey, a typical basketball configuration will have all retractable seating sections fully extended in order to capitalize on all available fixed seats in the venue. In addition to the fixed seats, additional floor seating is added on the sidelines for basketball, including player benches, broadcast, officials, and premium court side seating, if desired. End-zone floor seating can be added as well, however, these seats will have limited sight lines, as they are all on the flat arena floor at both ends.

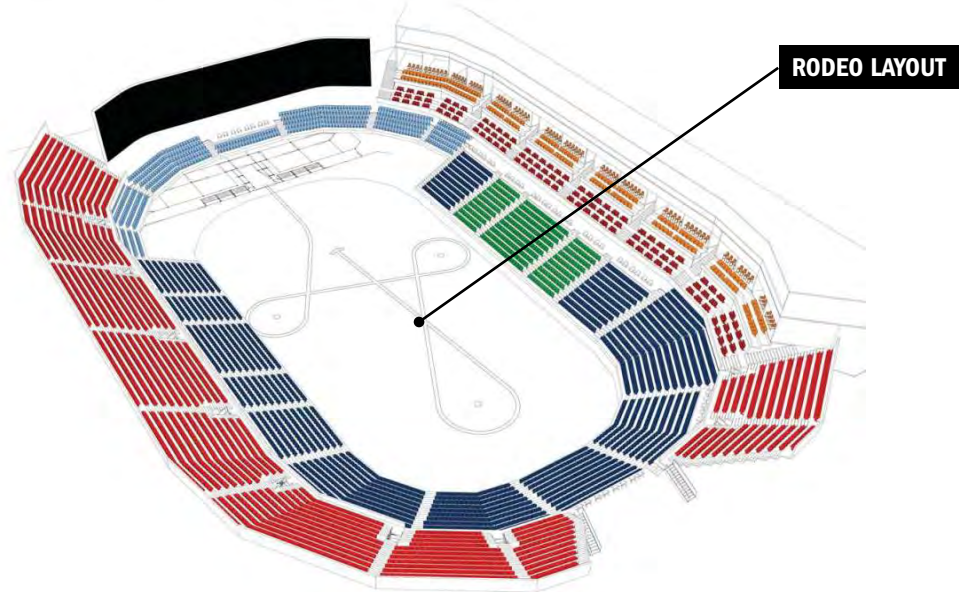
This configuration will yield approximately 9,700 seats.



**Configuration #6  
Rodeo**

For rodeo, the retractable seating sections, which run on all sides of the arena floor, are put in the stored position, in order to maximize the amount of available floor area for performance. This allows for an approximately 120' x 240' clear floor area for rodeo, depending on the number or retractable rows in the design. The loading end of the arena, same location used for the end-stage concert configuration, typically serves as the chute end for livestock and animals. All hockey dashers and ice floor surface is removed to accommodate the dirt required for rodeo and equestrian performance.

This configuration will yield approximately 6,400 seats.

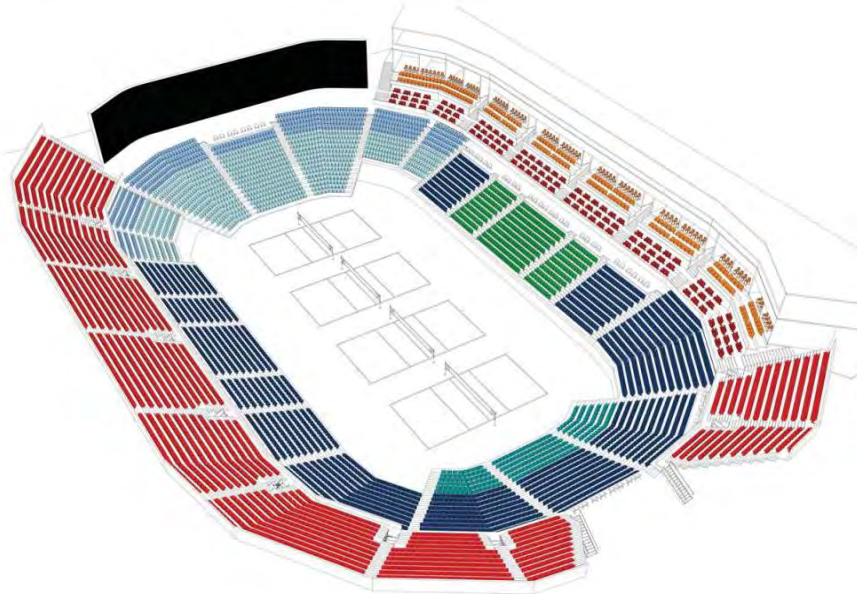




**Configuration #7  
Tournament**

For tournament play, all sideline retractable seating is pulled back in the stored position, in order to allow for maximum width across the arena floor. The increase in width gives the ability to place multiple basketball, volleyball, or similar size courts alongside each other for tournament play. The end-zone retractable seating sections can either be extended or stored, depending on the desired number of courts. This type of configuration will also accommodate most NCAA gymnastics configurations as well.

This configuration will yield approximately 7,600 seats.



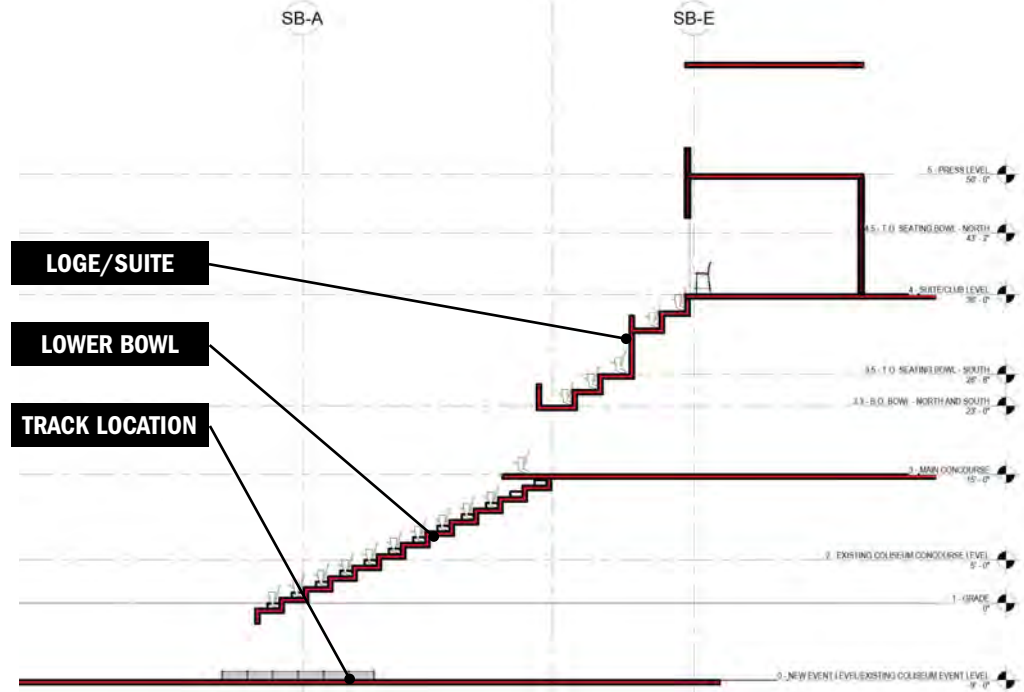
**Configuration #8  
Indoor Track & Field  
(Not Recommended)**

The geometry and sight line requirements needed to accommodate an NCAA-type indoor running track are complex. The flat floor area needed to place the track is extensive, thus the amount of retractable seating sections and rows on the sidelines and ends of the venue would not only be cost prohibitive, but would significantly compromise the overall fan experience in this size arena. Since the overall geometry of the seating bowl is based on hockey sight lines, the distance from the main concourse level to the arena floor would also severely restrict most sight lines to the actual track surface.



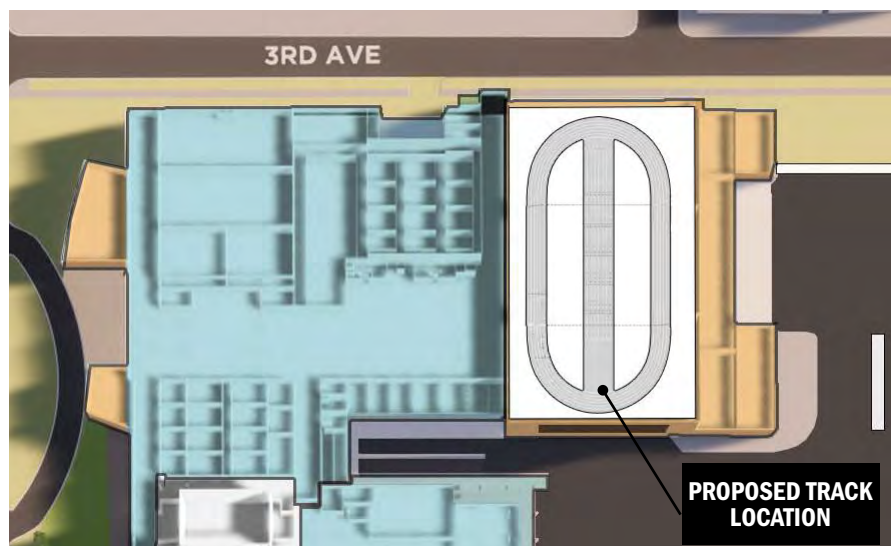
Competitive indoor track and field facilities require a minimum clear floor area of 200'- 230'. While the arena can accommodate the size of the track, its steep sight lines for hockey prohibit clear unobstructed views of the entire surface, and is therefore not recommended for track and field events.

Therefore, the proposed new arena would not be designed to accommodate indoor track events. There are other opportunities within the larger ACCC to accommodate the installation of a temporary indoor flat or banked running track, as described below.



**Indoor Track & Field: Recommended Location**

An emerging trend for municipalities who desire to host indoor track and field events is to install removable banked tracks into convention center spaces which can accommodate the necessary column-free clear floor space. The exhibit hall expansion can accommodate the clear floor space required for an indoor competition facility. Additional storage for the track and portable bleachers could be provided elsewhere at the ACCC, if desired.



## Recommended Master Plan

### MASTER PLAN RECOMMENDED CONCEPT PLAN

#### Coliseum and New Arena

A distinct advantage of this recommended concept plan (RCP) is the time line 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 during construction of the new arena.

There are several scenarios for repurposing the existing coliseum, including:

- *Leaving it as-is and use it as a practice ice sheet/arena. It would be used as overflow and a potential staging area for larger events in the new arena.*
- *A renovation of the Coliseum could include removal of portions of the existing surrounding walls at the concourse level, in an effort to open up the seating bowl to those concourse fan amenities, creating an overall better experience and stronger fan engagement. Additional renovation efforts could include a rebranding of the existing Coliseum seating bowl, concourses, and toilet/concession areas, through graphics, signage, and new interior finishes. This would also tie the Coliseum into the new arena, making the entire experience between the two more cohesive.*
- *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 Exhibition 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.

**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
<b>Total</b>	<b>59,294</b>	<b>35</b>

**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**

**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 opportunities outweigh the challenges 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. In addition, major traffic flows into downtown from arterial streets and highways, closing this portion of Johnson Street (a “collector”) should not impact current and future business.

**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.



**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. This upgrade and expansion would include new finishes (floor, walls, and ceiling), upgraded technology, operable partitions in the 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 operable 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 operable 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

**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 elevator and dispersed seating for ADA are still needed;*
- *New electronic scoreboards/video screens in the Coliseum;*
- *New comprehensive signage system throughout the building*
- *Renovations to the south end of the Coliseum for floor access to a new arena ramp and locker rooms*

**Site Development and Landscaping**

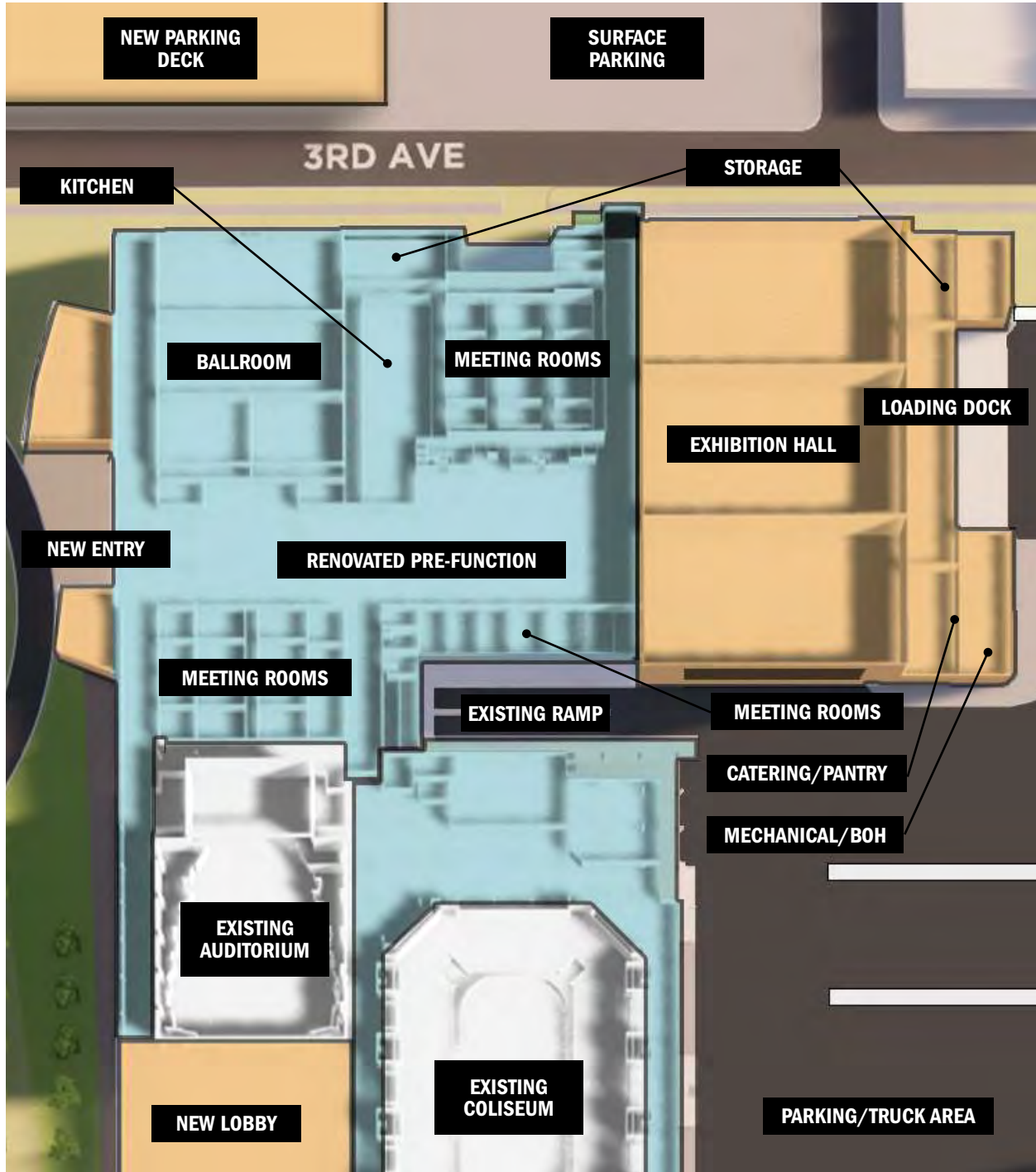
The intent of the master plan concept’s Civic Green is to provide a continuous sustainable outdoor plaza space between the street and the Civic Center Complex linking the Phase I developments (Convention Center Hotel and Parking Garage), the MPEV, an Arena, and the Civic Center. This new outdoor space will be utilized for pre-and post-function activities with seating and gathering areas, as well as connecting this grand plaza to the new arena. 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**

**Recommended  
Concept Plan -  
North End**

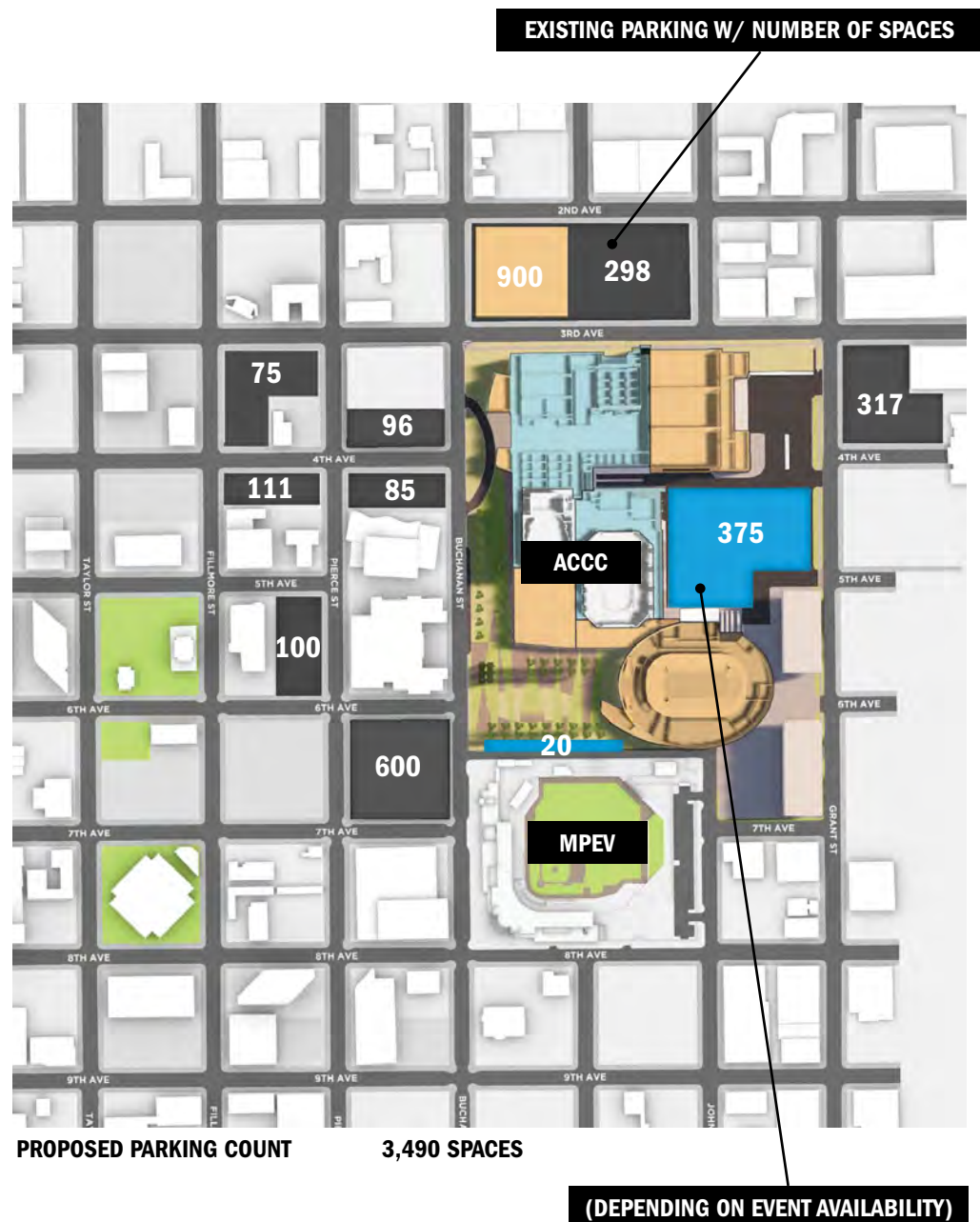
The north end of the ACCC includes the expansion to the east, with the new exhibition hall, along with extensive renovations to the existing exhibition halls and meeting rooms. An expanded and reconfigured pre-function area will establish a stronger connection and experience internally. Externally, an enhanced street experience will be created via a new entry directly off of Buchanan Street to the west.



**Parking**

With all of the proposed arena site locations, available parking and access to parking around the site will be critical. Included in the overall project would be a new multi-level parking deck for approximately 900 vehicles, located on the corner of 3rd Avenue and Buchanan Street to help support the increased capacity for the entire ACCC complex. Patrons would also have access to a host of existing surface parking lots, as well as newly created surface lots as part of the ACCC expansion and renovation.

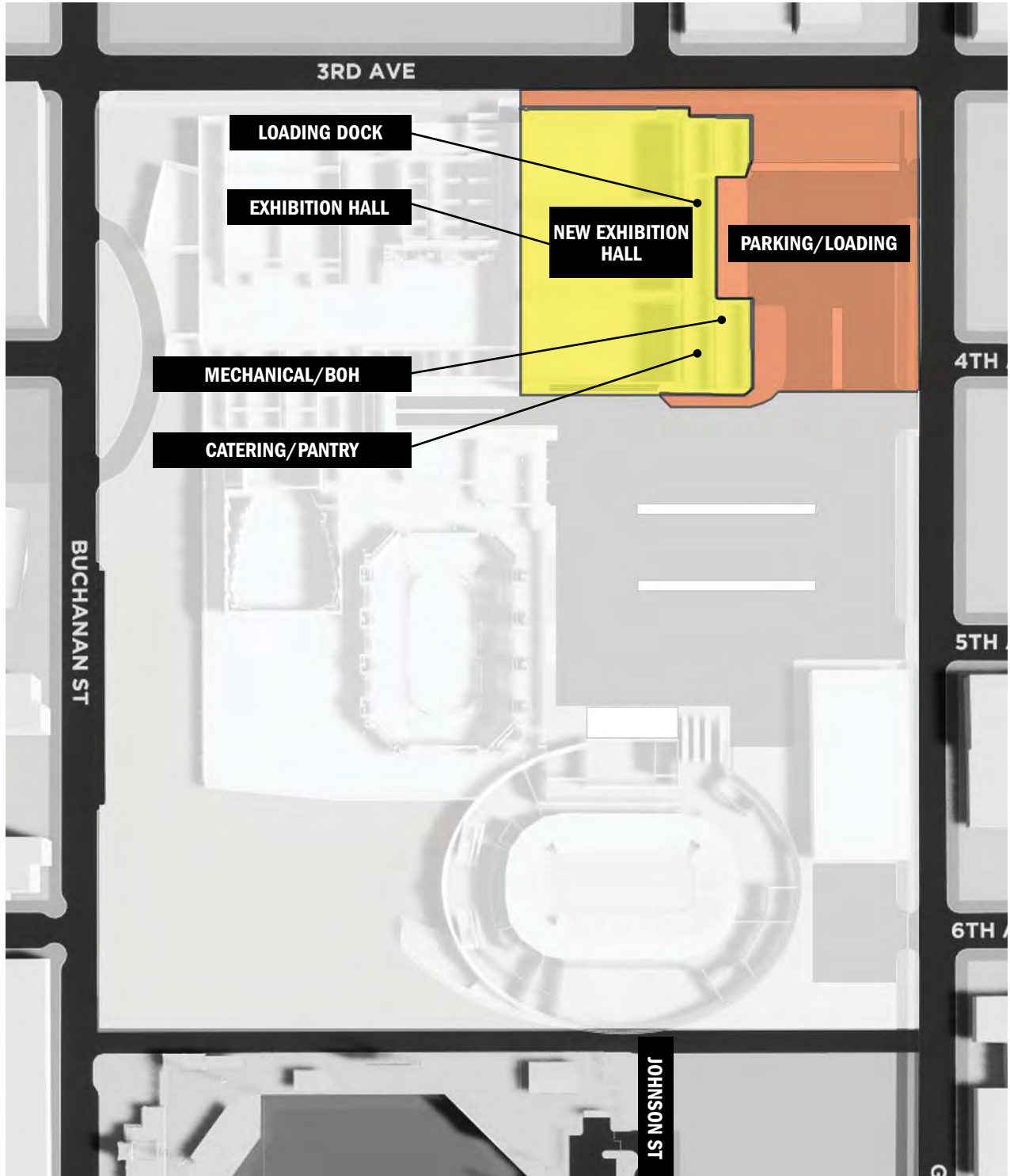
Depending on the event being hosted at the ACCC, portions of the surface lot directly to the east of the existing coliseum may become available as additional surface parking.





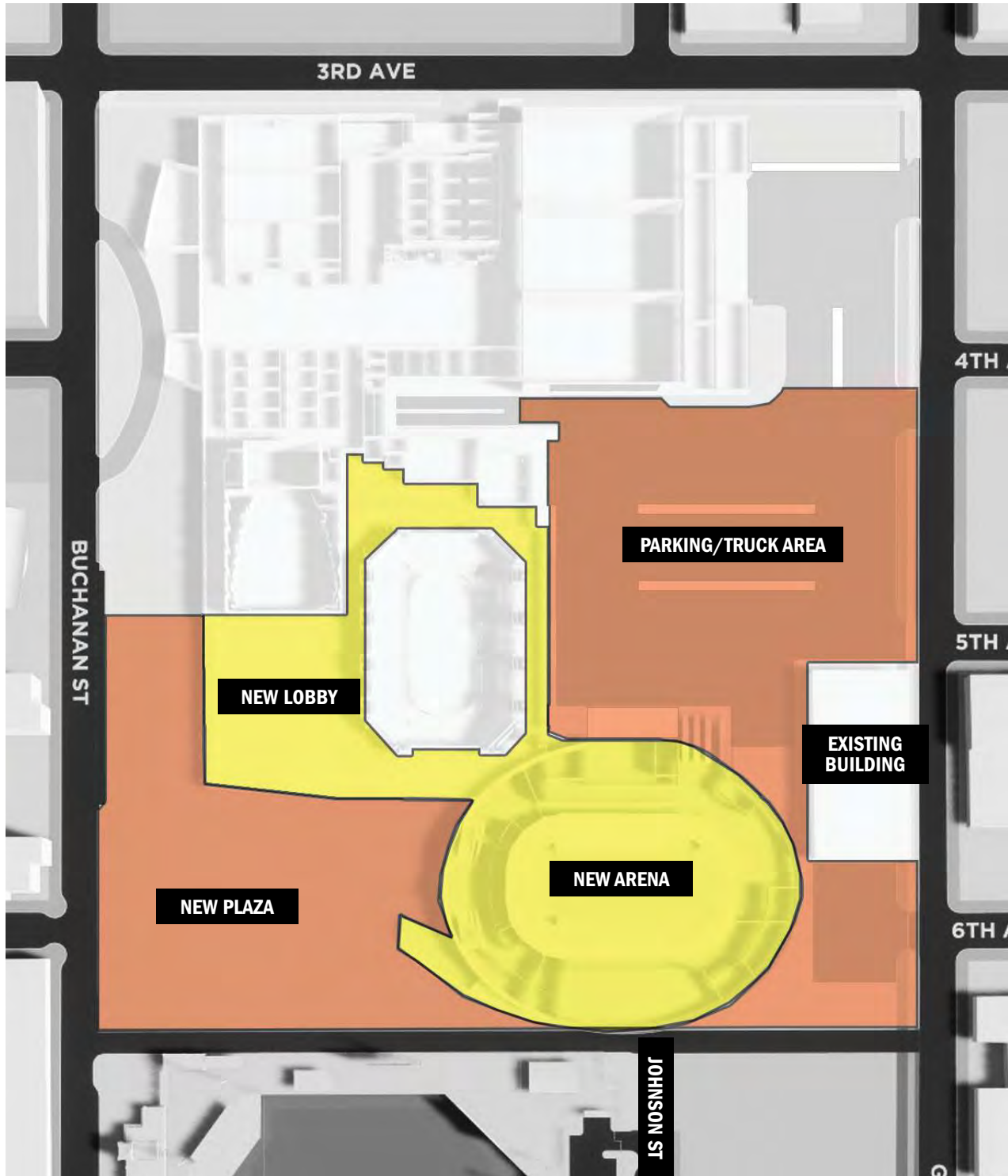
**Proposed Phasing  
Diagrams**

After the rerouting of Johnson Street, the new primary expansion for the north exhibit hall can occur, with associated loading dock and staging areas.



**Proposed Phasing Diagrams**

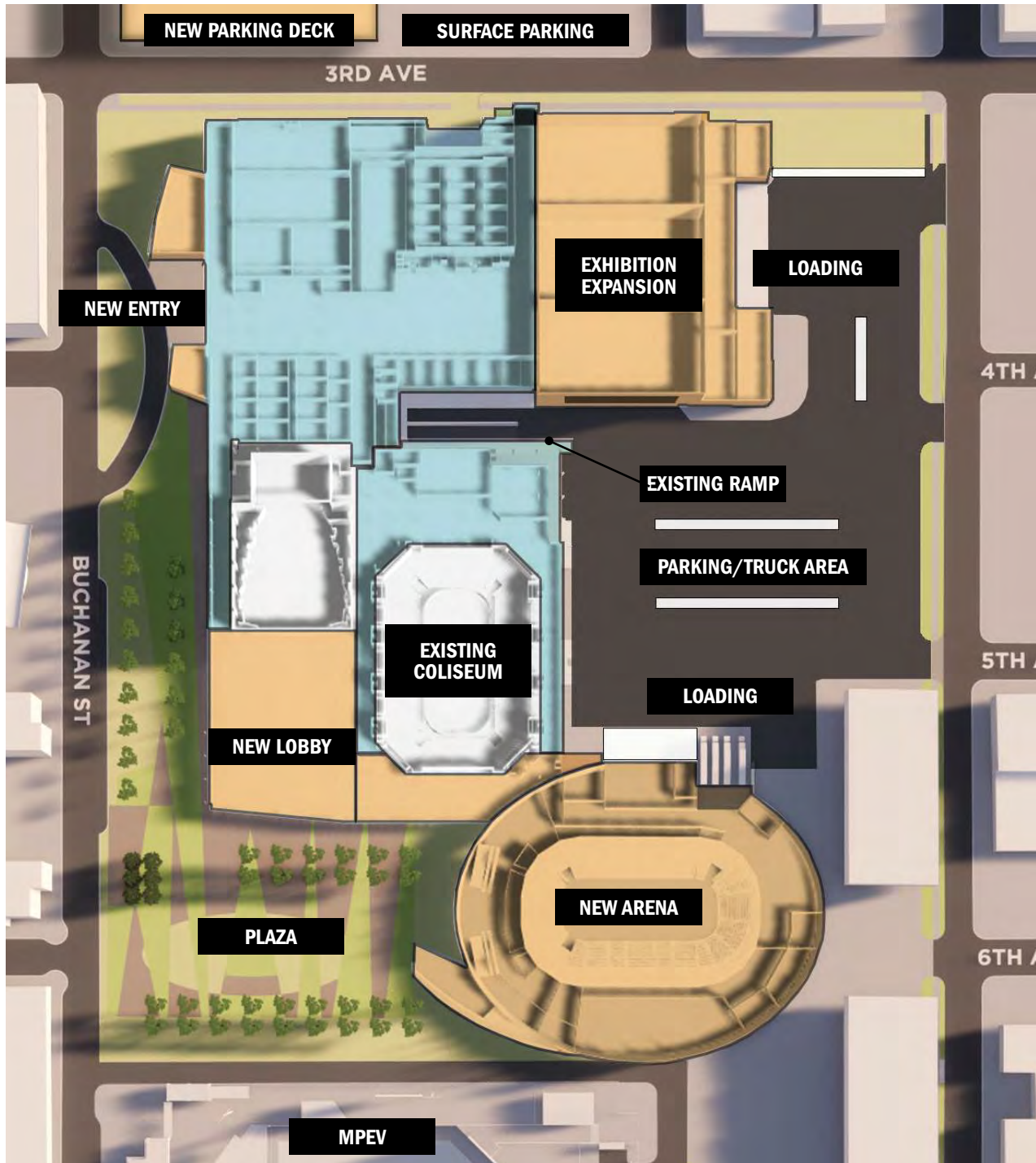
A majority of the new construction and renovation will occur on the south end of the complex, with the new arena, grand lobby, and plaza, which will require temporary exit strategies for the existing Coliseum, auditorium, and the enhancements to the north end exhibition expansion/renovation to be able to function independently during construction.



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

**Recommended  
Concept Plan**

The overall recommended master site plan for the ACCC encompasses all of the studies and strategies for creating a cohesive, unified complex for the City of Amarillo. By focusing the expansion of the exhibition hall to the east, along with the arena connections to the existing Coliseum, a strong separation between ACCC patrons and back of house requirements for the facility. The closing of Johnson Street, from 3rd Avenue to 7th Avenue will help solidify this parking/truck area that will serve the entire expanded facility.

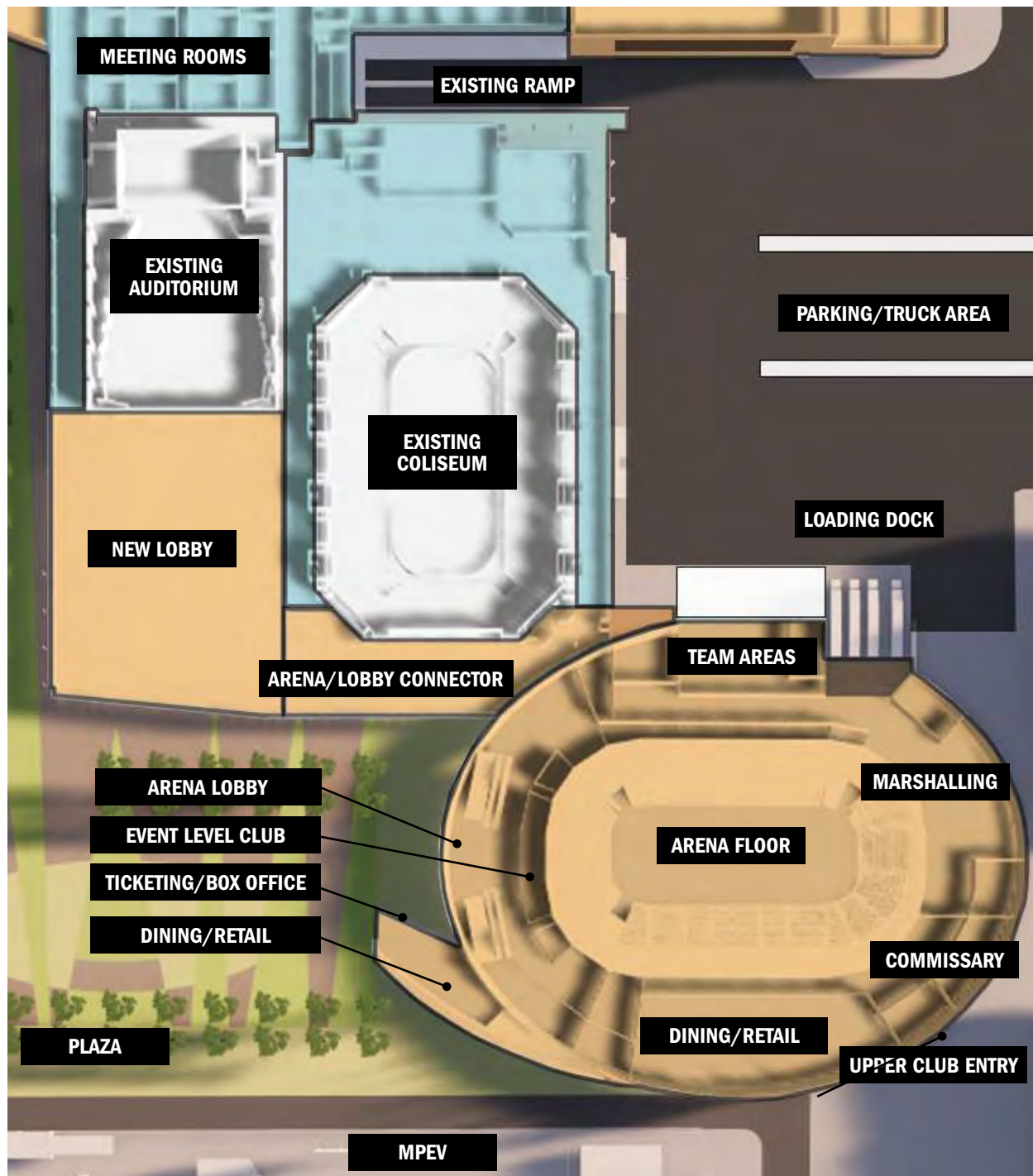




MASTER PLAN  
RECOMMENDED CONCEPT PLAN

Recommended  
Concept Plan -  
South End

On the south end of the complex, the new arena will tie directly into the existing Coliseum concourse level. A new grand lobby with a connector to the new arena will create a synergy between the two venues, while also serving as a new pre-function space for the existing auditorium. The loading dock for the new arena will be accessed from a parking/truck area to the north, providing ample staging area for larger rodeo and performance-based shows. The existing Coliseum floor can be accessed from the new arena loading dock by ramping down internally on the south end, as well as from the existing ramp on the north end.

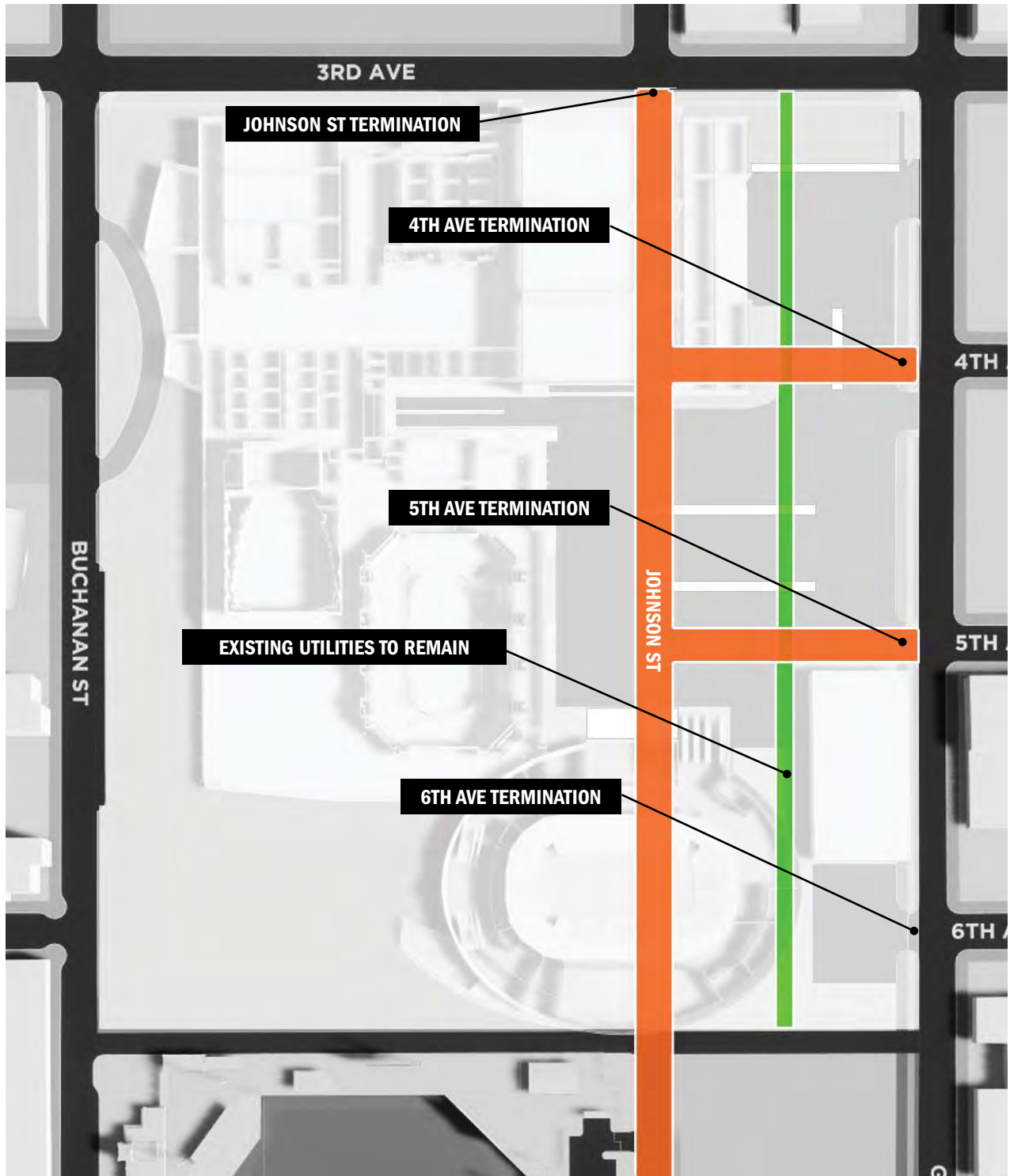




## Proposed Project Phasing

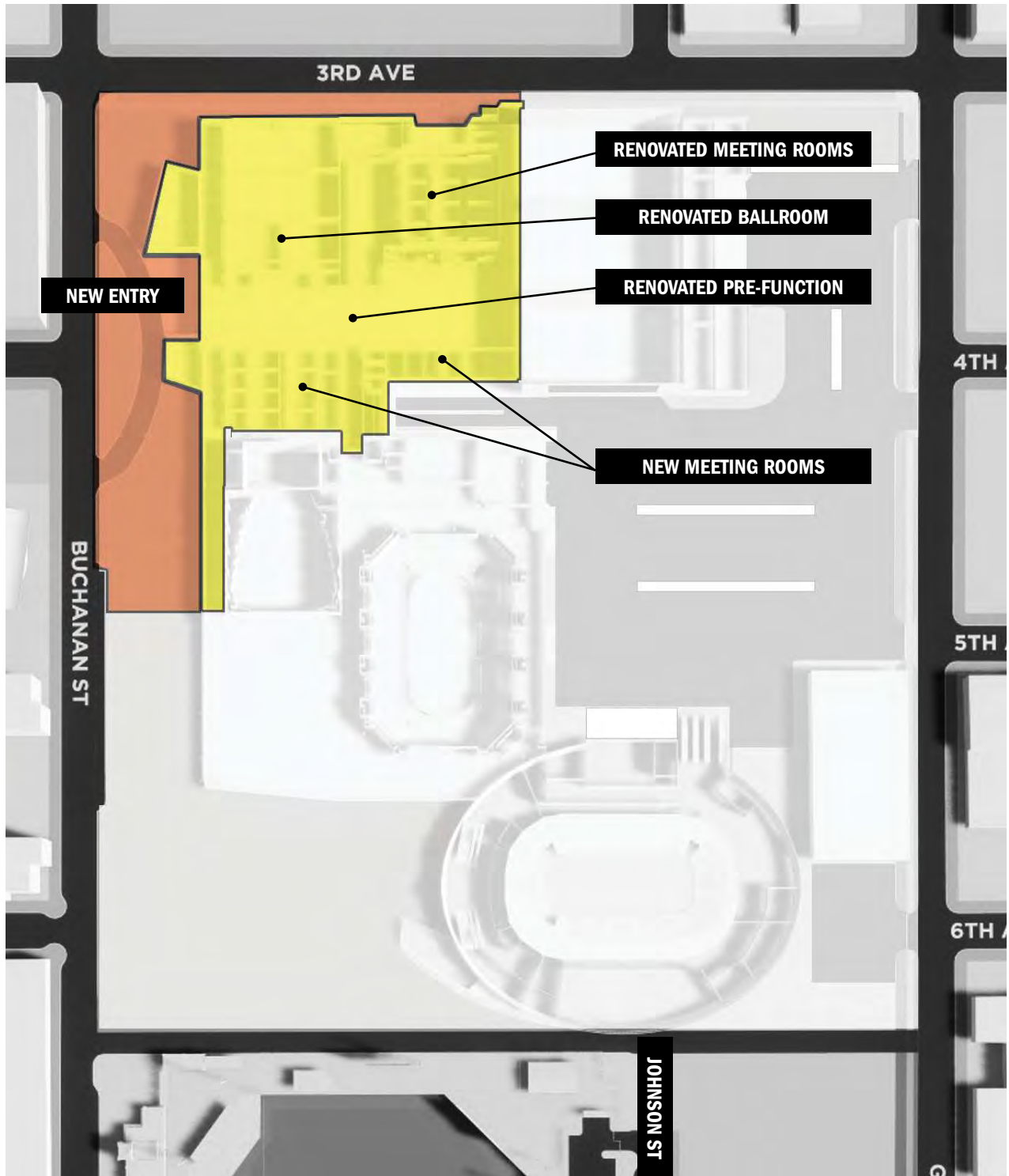
### Proposed Phasing Diagrams

With such a large scale expansion, maintaining existing infrastructure and understanding existing traffic patterns are vital to the facility's success. The following proposed diagrams illustrate a proposed strategy for the configuration of the east side of the ACCC site, starting with the closure and rerouting of a section of Johnson Street, from 3rd Avenue to 7th Avenue.



**Proposed Phasing  
Diagrams**

With the new exhibition hall coming online to the east, the extensive renovation of the existing pre-function, meeting rooms, and exhibition halls can occur. Temporary rerouting of patrons through the facility will need to occur during the phase of the renovation/addition.



**Conclusion**

**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 75,000 SF Exhibit Hall addition located on the east side of the existing ACCC 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 development west of Buchanan and south of the ACCC, as well as the Globe-News Center for the Performing Arts (GNC) west of Buchanan Street suggested the need for enhancement of Buchanan Street and the area in front of the ACCC as an important and pedestrian-friendly Civic Green Boulevard.

The Civic Green provides a strong pedestrian and visual relationship to this west development and the Globe-News Center, thereby developing and validating the public/attendee entry side of the 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 ACCC.



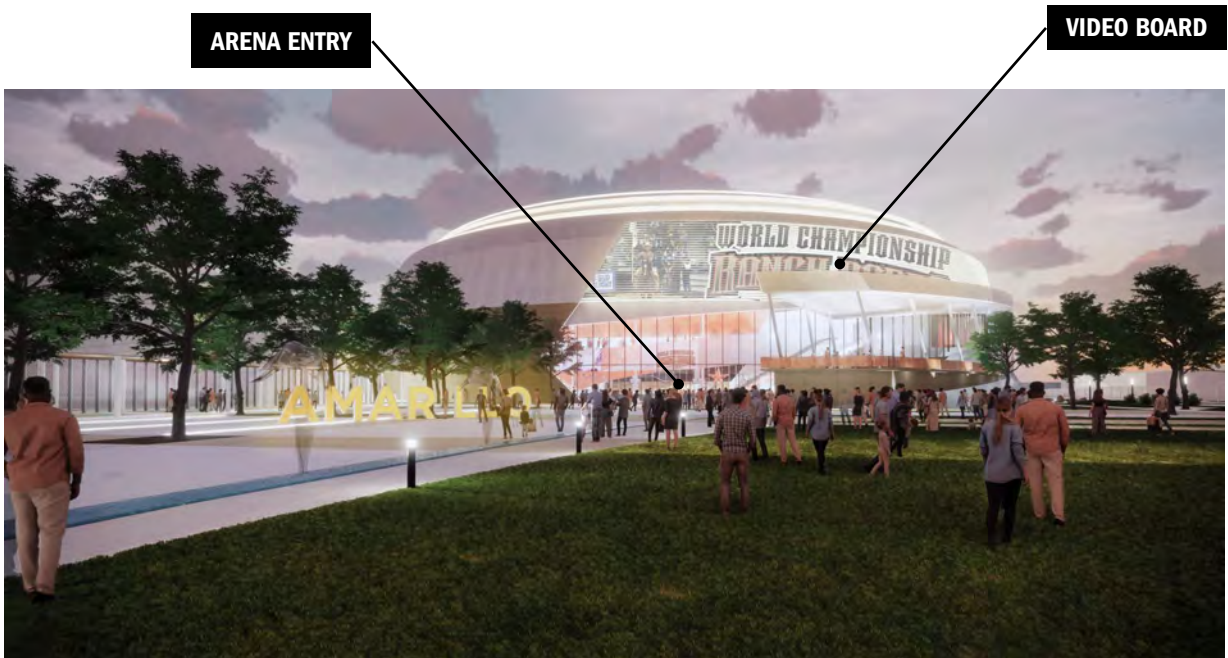


Concept Plan  
Conclusion





**Concept Plan  
Conclusion**



Concept Plan  
Conclusion

ARENA LOBBY



BUCHANAN STREET ENTRY



CONVENTION PRE-FUNCTION





**Concept Plan  
Conclusion**

**CONCERT MODE**



**RODEO MODE**



**HOCKEY MODE**



Concept Plan  
Conclusion

VIEW TO  
SANTA FE DEPOT



VIEW FROM  
MPEV



VIEW FROM  
6TH AVENUE





## Introduction and Financial Summary

<b>Nature of the Assignment</b>	Dekker/Perich/Sabatini engaged HVS Convention, Sports & Entertainment Facilities Consulting (“HVS”) to conduct an analysis of an expansion and renovation of the Amarillo Civic Center Complex (“ACCC”) in Amarillo, Texas.
<b>Ownership and Management</b>	The ACCC is owned and operated by the City of Amarillo and was opened in 1968 as a place for residents of the Texas Panhandle to meet and gather. It now offers an arena, an auditorium, exhibit, meeting, and ballroom space, and the Globe-News Center for the Performing Arts (“GNC”). The GNC opened in 2006 and houses the Amarillo Opera, Amarillo Symphony, Lone Star Ballet, and Window on a Wider World.
<b>Methodology</b>	<p>In accordance with the Scope of Services, HVS performed the following tasks:</p> <ol style="list-style-type: none"><li>1. Thomas A. Hazinski, MPP and Anthony Davis, MPP from HVS travelled to Amarillo, TX on March 28, 2019 for a site visit and client meeting. During this visit, we toured the facility, met with facility management and other key industry participants, and gathered relevant data.</li><li>2. Analyzed the economic and demographic data that indicate whether, and the extent to which, the local market area supports the ACCC expansion, renovation, and construction of the new Arena.</li><li>3. Reviewed and analyzed historical demand and attendance data provided by the ACCC.</li><li>4. Reviewed ACCC expansion, renovation, and Arena construction plans provided by Dekker/Perich/Sabatini.</li><li>5. Compiled data on nineteen competitive and comparable convention centers and fifteen comparable and competitive arenas to inform and test the reasonableness of event demand projections.</li><li>6. Prepared event demand and attendance forecasts based on the implementation of the program recommendations prepared by Dekker/Perich/Sabatini.</li><li>7. Prepared a financial forecast for the proposed expanded ACCC operations, including the GNC, coliseum, and Arena.</li></ol>



8. Prepared an economic and fiscal impact analysis for the proposed ACCC expansion, renovation, and new Arena construction. This includes the current annual impact of the ACCC on Amarillo, the projected increase in annual economic impact due to the expansion, renovation, and construction of a new Arena at the ACCC, and the temporary construction impacts.

HVS and collected and analyzed all information contained in this report. HVS sought out reliable sources and deemed information obtained from third parties to be accurate.

## Description of the Project

In a do-nothing scenario, where the ACCC continues to operate without any renovation or expansion, the demand for the facility would depreciate as event planners move to larger and newer venues. The number of events, attendees, room nights, and the economic impact generated by the ACCC would decrease as the facility continued to age and became obsolete with new technologies and trends in events. Already, the ACCC has missed out on shows like Marvel Universe Live, Robert Plant, Lynyrd Skynyrd, Mercy Me, Luke Combs, and Cher for reasons including insufficient capacity, inadequate steel height, and insufficient floor size.

In the do-nothing scenario, the ACCC would fall further behind its competition, which have and will undergo renovations and expansions in the future, and the facility would struggle to attract events from outside Amarillo. The WRCA Rodeo would move as it continues to grow as an event and looks for more exhibit and arena space. The ACCC's economic impact in Amarillo would decrease significantly as the facility would stop attracting events and attendees from across West Texas and would only serve some Amarillo residents.

The proposed ACCC expansion includes the construction of a new exhibit hall and Arena, as well as the renovation of existing ACCC exhibit, ballroom, meeting, and support spaces. HVS refers to the entire construction, expansion, and renovation of the ACCC as the "Project" in the rest of this report. The Project plans were presented by Dekker/Perich/Sabatini.

The total amount of function space in the ACCC would increase by a little over 40,000 square feet, not including the Arena, and the new Arena would be larger than the coliseum by varying amounts, depending on the layout. However, the Project does more than increase the amount of function space at the ACCC. The renovation would also do the following: 1) update the function, pre-function, and support spaces, some of which are over 30 years old, 2) improve the flexibility of the ACCC to host simultaneous events more often, and 3) move the ACCC from a civic center with disparate elements to a convention center with complementary spaces. Potential events that a

new Arena could compete for include Blake Shelton, Luke Combs, Alan Jackson, Twenty One Pilots, and Jimmy Buffet.

#### **Market Area**

The market area analysis reviews economic and demographic data that describe the overall condition of the local economy in Amarillo, Texas. The characteristics of the area economy and trends that indicate growth or decline provide indicators of the performance of the ACCC.

The Amarillo market area has grown at a relatively low rate but is supported by growing retail, finance and insurance, and real estate sectors. The unemployment rate in the MSA and county has historically been below national and state levels. Three airlines serve Rick Husband Amarillo International Airport, and it has increased passenger traffic the last three years.

The lodging supply is limited in the area immediately around the ACCC, but the city has over 6,800 rooms that are easily accessible via the highway that offer all service levels and price points. In the next four years, Amarillo is expected to add seven hotels and over 700 hotel rooms. The majority of these additional rooms are upscale or upper upscale, two more expensive price points that Amarillo currently needs.

#### **Comparable Venue Assessment**

HVS analyzed nine competitive convention centers in the state of Texas and ten competitive convention centers in similarly sized markets across the United States. The following figure compares the current ACCC and expanded ACCC to its in-state competitors and national comparable convention centers in terms of total function space. This total does not include any exhibit space that may be available in the coliseum or new Arena as those spaces would primarily be used as entertainment spaces, and would only be used as exhibit space if the entire ACCC was being used by an event, like the WRCA World Championship Ranch Rodeo.

**FIGURE 4-1  
COMPETITIVE VENUE ANALYSIS – RANK OF SELECTION CRITERIA**

Competitive State Venues		
Name	Location	Function Space (sf)
<b>Expanded Amarillo Civic Center</b>	<b>Amarillo</b>	<b>138,260</b>
American Bank Center	Corpus Christi	136,514
<b>Amarillo Civic Center</b>	<b>Amarillo</b>	<b>98,190</b>
Ector County Exhibition Center	Odessa	98,000
Waco Convention Center	Waco	80,207
Lubbock Civic Center	Lubbock	65,915
Wichita Falls Event Center	Wichita Falls	57,523
Beaumont Civic Center	Beaumont	44,300
Abilene Civic Center	Abilene	40,830
Midland Convention Center	Midland	29,000
Laredo Civic Center	Laredo	27,542
Average		69,807

Comparable Convention Centers		
Name	Location	Function Space (sf)
Mississippi Coast Convention Center	Biloxi	253,556
Spokane Convention Center	Spokane	197,830
Von Braun Center	Huntsville	160,626
Arthur R. Outlaw Mobile Convention Center	Mobile	141,366
<b>Expanded Amarillo Civic Center</b>	<b>Amarillo</b>	<b>138,260</b>
Shreveport Convention Center	Shreveport	131,460
Jackson Convention Complex	Jackson	107,241
<b>Amarillo Civic Center</b>	<b>Amarillo</b>	<b>98,190</b>
RiverCenter	Davenport	53,751
Donald L. Tucker Civic Center	Tallahassee	51,000
Sioux City Convention Center	Sioux City	37,307
Casper Events Center	Casper	30,896
Average		116,790

The current ACCC has slightly under 100,000 square feet of total function space, which is the second most among the set of competitive in-state venues. The Project will move the ACCC to the most function space of the in-state venues. Among the set of national comparable convention centers, the current ACCC ranks seventh, but the Project will move the ACCC to fifth in the set.

HVS also compared the new Arena at the ACCC and current coliseum to five arenas that are attached or adjacent to a civic or convention center, and eight standalone arenas nationwide. The coliseum has the lowest concert and hockey capacity in the set of venues, but the new Arena will have the fifth highest hockey capacity and the eleventh highest concert capacity,





HVS ranked Amarillo as a destination along with its in-state convention center competitors and national comparable convention centers on twelve amenities specifically around the facility and citywide. The criteria include population, median income, business presence, hotel supply, restaurant supply, entertainment, air access, and a cost index. Criteria were weighted to match the preferences of event planners.

The figure below shows the total score for Amarillo and each of its competitive and comparable cities on all criteria.

**FIGURE 4-2  
DESTINATION ANALYSIS**

Rank	City	Weighted Destination Score
1	Spokane, WA	0.767
2	Tallahassee, FL	0.477
3	Huntsville, AL	0.415
4	Sioux City, IA	0.404
5	Midland, TX	0.403
6	Shreveport, LA	0.388
7	Davenport, IA	0.388
8	Lubbock, TX	0.380
9	Beaumont, TX	0.371
10	<b>Amarillo, TX</b>	<b>0.360</b>
11	Jackson, MS	0.358
12	Abilene, TX	0.355
13	Corpus Christi, TX	0.339
14	Laredo, TX	0.334
15	Waco, TX	0.331
16	Odessa, TX	0.239
17	Casper, WY	0.179
18	Wichita Falls, TX	0.031
19	San Angelo, TX	0.021
20	Biloxi, MS	0.014

Amarillo ranks tenth in overall score. Its strengths are in business presence and travel costs. It has weaknesses in hotels and restaurants and bars around the ACCC.

**Historic Demand**

The ACCC provided HVS with a summary of the number of events and corresponding total attendance that occurred at the facility from October 1, 2013 through September 30, 2018. The following figure presents the event and attendance history at the ACCC for the past five years.



**FIGURE 4-3  
HISTORICAL ACCC DEMAND**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<b>Events</b>					
Convention	8	5	6	5	5
Trade Show	14	12	13	13	16
Consumer Show	49	45	45	38	35
Meeting & Conferences	95	108	127	93	83
Banquet	98	101	115	112	107
Tenant Sports	36	36	37	41	37
Rodeo	4	4	4	4	4
Other Sports	3	4	6	14	9
Concerts and Entertainment	47	44	41	54	53
Assembly	29	35	39	44	30
Other	27	34	31	33	28
GNC Performing Arts*	59	85	80	63	80
GNC Assembly*	7	3	8	6	6
<b>Total</b>	<b>476</b>	<b>516</b>	<b>552</b>	<b>520</b>	<b>493</b>
<b>Attendees</b>					
Convention	11,890	8,589	9,605	10,450	10,397
Trade Show	22,775	3,551	31,514	25,185	30,173
Consumer Show	59,683	22,222	61,308	55,936	43,985
Meeting & Conferences	17,205	19,476	27,482	25,222	26,607
Banquet	41,349	42,187	47,928	45,279	44,149
Tenant Sports	61,640	47,324	46,370	48,790	47,328
Rodeo	15,600	16,491	16,188	14,749	15,365
Other Sports	3,950	8,193	7,700	8,475	6,225
Concerts and Entertainment	66,518	50,582	53,821	76,184	80,043
Assembly	60,997	61,789	56,668	52,748	53,707
Other	11,110	17,517	11,707	13,911	12,815
GNC Performing Arts*	42,690	62,550	56,676	40,367	50,793
GNC Assembly*	4,100	1,000	841	2,455	1,550
<b>Total</b>	<b>419,507</b>	<b>361,471</b>	<b>427,808</b>	<b>419,751</b>	<b>423,137</b>

\* Globe News Center, a 1,300-seat venue that supports the performing arts

The ACCC has hosted between 476 and 552 events a year and attracted between 360,000 and 425,000 annual attendees over the period analyzed. Banquets and meetings and conferences are the two most common types of events while concerts and entertainment events and assembly events attract the most people to the ACCC annually.

**Demand Projections**

HVS’s analysis suggests that the Project should allow the ACCC to better capture regional meetings and conferences, as well as more concert and entertainment events. The Project should allow the venue to provide an adequate balance of contiguous exhibit space, ballroom space, and smaller breakout space required by conferences, and host more concerts with a new 10,100-seat arena. HVS considered the following:



- The new arena has a larger capacity and improves the selection of venues for acts to choose from at the ACCC, which include the coliseum, the auditorium, and the GNC,
- The new 75,600 square-foot exhibit hall will be contiguous and divisible,
- The new ballroom and meeting rooms will be flexible, enabling each space to be divided up into smaller breakout rooms when necessary,
- The new exhibit hall would be completed by January 1, 2023,
- Once the new exhibit hall is completed, the rest of the ACCC, except for the coliseum, auditorium and GNC, would be taken offline for renovation,
- The new Arena and renovation would be completed by January 1, 2025,
- Incremental event demand would ramp up following the completion of the expansion and stabilize in 2027.

HVS projects the following demand for the expanded ACCC. The figure below breaks out event projections by type of event. Total attendance figures represent individual event attendees.

**FIGURE 4-4  
SUMMARY OF DEMAND PROJECTIONS WITH EXPANSION**

	Base Year*	New Exhibit Hall Opens	Arena and Renovation Opens			Stabilized
	FY 2020	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Events</b>						
Convention	5	3	3	8	9	10
Trade Show	15	10	10	16	18	20
Consumer Show	37	37	37	38	40	45
Meeting & Conferences	90	10	10	95	110	126
Banquet	107	75	75	109	112	115
Tenant Sports	38	38	38	38	38	38
Rodeo	4	4	4	4	4	4
Other Sports	7	7	7	8	10	13
Concerts and Entertainment	50	50	50	54	58	62
Assembly	35	35	35	37	40	40
Other	30	30	30	30	30	30
GNC Performing Arts	80	80	80	80	80	80
GNC Assembly	6	6	6	6	6	6
<b>Total</b>	<b>504</b>	<b>385</b>	<b>385</b>	<b>523</b>	<b>555</b>	<b>589</b>
<b>Attendees</b>						
Convention	10,000	6,000	6,000	18,000	20,250	22,500
Trade Show	30,000	20,000	20,000	40,000	45,000	50,000
Consumer Show	48,100	48,100	48,100	60,800	64,000	72,000
Meeting & Conferences	24,750	2,750	2,750	26,125	30,250	34,650
Banquet	44,405	31,125	31,125	49,050	50,400	51,750
Tenant Sports	45,600	45,600	45,600	57,000	57,000	57,000
Rodeo	15,500	15,500	15,500	19,500	19,500	19,500
Other Sports	6,300	6,300	6,300	8,800	11,000	14,300
Concerts and Entertainment	71,250	71,250	71,250	113,400	121,800	130,200
Assembly	52,500	52,500	52,500	62,900	68,000	68,000
Other	13,500	13,500	13,500	13,500	13,500	13,500
GNC Performing Arts	52,000	52,000	52,000	52,000	52,000	52,000
GNC Assembly	1,800	1,800	1,800	1,800	1,800	1,800
<b>Total</b>	<b>415,705</b>	<b>366,425</b>	<b>366,425</b>	<b>522,875</b>	<b>554,500</b>	<b>587,200</b>
* Based on historic averages						

The Project is projected to increase the number of events at the ACCC from 504 in the base year to 589 by demand stabilization. ACCC attendance is projected to increase from slightly over 415,000 annual attendees to almost 585,000 annual attendees.

**Historic  
Financial  
Operations**

HVS obtained data on historical ACCC financial operations from October 2012 through September 2018 and restated that information into line items organized into four categories: 1) operating revenues, 2) operating expenses, 3) non-operating revenues, and 4) non-operating expenses. HVS uses this same categorization of revenue and expense for the financial projections to follow. The following figure presents the historical financial operations as restated by HVS.





**FIGURE 4-5  
ACCC HISTORIC FINANCIAL OPERATIONS**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<b>Revenue</b>						
Exhibit Space Rental	\$1,078,196	\$1,099,097	\$1,134,246	1,123,597	1,251,273	1,308,518
Event Services (Net)	\$128,610	\$122,192	\$167,083	178,754	180,304	183,410
Food & Beverage (Net)	\$269,824	\$249,609	\$224,643	222,120	274,230	218,861
Novelty (Net)	\$25,361	\$19,129	\$13,267	28,935	24,837	45,473
Box Office	\$354,802	\$304,604	\$263,607	259,860	326,306	375,669
Globe-News Center	\$148,960	\$164,791	\$191,440	171,951	176,483	195,004
<b>Total Revenue</b>	<b>\$2,005,752</b>	<b>\$1,959,422</b>	<b>\$1,994,287</b>	<b>\$1,985,216</b>	<b>\$2,233,432</b>	<b>\$2,326,937</b>
<b>Operating Expense</b>						
Salaries & Benefits	\$1,446,475	\$1,575,885	\$1,621,944	1,642,448	1,820,920	1,774,109
Contractual Services	\$277,980	\$247,382	\$282,952	284,729	301,327	303,680
Supplies & Equipment	\$154,702	\$77,568	\$179,791	147,991	93,922	104,743
Utilities	\$668,015	\$744,615	\$722,116	643,609	725,784	695,368
Other Expense	\$205,520	\$227,587	\$240,307	261,506	272,424	353,624
Globe News Center	\$275,365	\$260,193	\$259,065	259,065	259,065	295,129
<b>Total Operating Expense</b>	<b>\$3,028,056</b>	<b>\$3,133,229</b>	<b>\$3,306,176</b>	<b>\$3,239,349</b>	<b>\$3,473,442</b>	<b>\$3,526,653</b>
<b>Non-Operating Revenue</b>						
Interest Income	\$624	\$638	\$194	\$0	\$0	\$0
Fund Transfers In	\$433,197	\$404,624	\$416,372	\$401,951	\$413,692	\$416,696
Other Non-Operating Revenue	\$0	(\$3)	\$5,426	\$8,542	\$10,575	\$7,347
<b>Total Non-Operating Revenue</b>	<b>433,821</b>	<b>405,258</b>	<b>421,992</b>	<b>410,494</b>	<b>424,267</b>	<b>424,044</b>
<b>Non-Operating Expense</b>						
Indirect Costs	\$937,656	\$841,005	\$741,240	\$268,154	\$209,978	\$309,086
<b>Total Non-Operating Expense</b>	<b>\$937,656</b>	<b>\$841,005</b>	<b>\$741,240</b>	<b>\$268,154</b>	<b>\$209,978</b>	<b>\$309,086</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,526,140)</b>	<b>(\$1,609,554)</b>	<b>(\$1,631,136)</b>	<b>(\$1,111,794)</b>	<b>(\$1,025,721)</b>	<b>(\$1,084,759)</b>

The ACCC revenues and expenses described in this section refer to all direct event and non-event revenues and expense line items attributed to ACCC events as described in Section 4. The change in indirect costs from 2014 to 2015 reflects a change in accounting methods and not an underlying change in operating methods.

**Financial Projections**

The figure below presents the financial projections for the ACCC once the Project is completed. The projections are in inflated dollars beginning October 1, 2020. HVS assumes the expansion and renovation would occur as described below:

- The ACCC would function until 2023, when the new exhibit hall opens.
- After the new exhibit hall opens, the rest of the building, except for the coliseum, auditorium, and GNC would go offline as the other ACCC spaces are built and renovated.



- The whole building is estimated to be completed and running in 2025 and demand is projected to stabilize in 2027.

FIGURE 4-6  
PROJECTED PRO FORMA (INFLATED \$000'S)

	Base Year		Exhibit Hall Opens		Arena and Renovation Opens		Stabilized	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Revenue</b>								
Exhibit Space Rental	\$625	\$644	\$663	\$542	\$558	\$1,244	\$1,405	\$1,609
Arena Rental	156	161	166	171	176	221	243	268
Other Rental	201	207	213	156	161	284	311	333
Facility Fee	248	256	263	271	279	831	912	1,000
Event Services (Net)	116	120	124	92	95	176	200	229
Food & Beverage (Net)	281	289	298	249	257	973	1,054	1,146
Novelty (Net)	24	25	26	27	27	48	53	58
Box Office	346	356	367	378	389	582	633	691
Globe-News Center	217	224	231	237	245	252	259	267
Net Suite Revenue	0	0	0	0	0	476	511	548
<b>Total Revenue</b>	<b>\$2,215</b>	<b>\$2,281</b>	<b>\$2,350</b>	<b>\$2,124</b>	<b>\$2,187</b>	<b>\$5,087</b>	<b>\$5,582</b>	<b>\$6,149</b>
<b>Operating Expense</b>								
Salaries & Benefits	\$1,789	\$1,861	\$1,935	\$2,603	\$2,895	\$3,136	\$3,261	\$3,391
Contractual Services	345	355	366	354	365	707	751	799
Supplies & Equipment	114	117	121	117	121	245	260	277
Utilities	678	698	719	1,041	1,128	1,367	1,420	1,476
Other Expense	459	473	487	487	502	958	1,000	1,045
Globe News Center	287	295	304	313	323	332	342	353
<b>Total Operating Expense</b>	<b>\$3,672</b>	<b>\$3,800</b>	<b>\$3,932</b>	<b>\$4,915</b>	<b>\$5,333</b>	<b>\$6,745</b>	<b>\$7,034</b>	<b>\$7,341</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>(\$1,457)</b>	<b>(\$1,518)</b>	<b>(\$1,583)</b>	<b>(\$2,792)</b>	<b>(\$3,145)</b>	<b>(\$1,658)</b>	<b>(\$1,451)</b>	<b>(\$1,192)</b>
<b>Non-Operating Revenue</b>								
Fund Transfers In	398	398	398	398	398	398	398	398
Other Non-Operating Revenue	40	41	42	44	45	46	48	49
Advertising (Net)	2	2	2	2	2	413	426	438
<b>Total Non-Operating Revenue</b>	<b>\$440</b>	<b>\$441</b>	<b>\$442</b>	<b>\$444</b>	<b>\$445</b>	<b>\$857</b>	<b>\$871</b>	<b>\$885</b>
<b>Non-Operating Expense</b>								
Indirect Costs	\$378	\$390	\$401	\$484	\$522	\$660	\$685	\$712
<b>Total Non-Operating Expense</b>	<b>\$378</b>	<b>\$390</b>	<b>\$401</b>	<b>\$484</b>	<b>\$522</b>	<b>\$660</b>	<b>\$685</b>	<b>\$712</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,395)</b>	<b>(\$1,467)</b>	<b>(\$1,541)</b>	<b>(\$2,832)</b>	<b>(\$3,223)</b>	<b>(\$1,460)</b>	<b>(\$1,265)</b>	<b>(\$1,019)</b>



HVS projects the Project will increase total operating revenue by \$3.9 million from 2020 to 2027, the year demand stabilizes, and increase operating expense by \$3.6 million over the same period. In fiscal years 2023 and 2024, the net income decreases significantly due to most of the ACCC being offline for renovations. During that time, the exhibit hall, coliseum, auditorium, and GNC will be the only function spaces that are operating. Total revenue increases \$2.9 million in 2025 when the Project is complete. Food and beverage revenue is projected to increase significantly from 2024 to 2025 due to the ACCC charging a fee for catering at ACCC events. Currently, the ACCC gets a percentage of alcohol and concessions sales at the venue but does not charge a fee for catering. After the Project is completed, the ACCC expects to charge for catering.

Two new sources of revenue for the ACCC are the new suite revenue and advertising revenue that comes from the construction and operation of the new Arena. The new Arena will have sixteen suites, which will be available for lease or for single event use. Advertising revenue comes from the new signage and scoreboards in the new Arena. Combined, these two line items add nearly \$1 million in revenue to ACCC operations in a stabilized year.

HVS intends for financial projections to show the expected levels of revenues and expense. Projections show smooth growth over time. However, event demand and booking cycles are not always smooth. Unpredictable local and national economic factors can affect business. 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.

**Annual Economic Impact**

Based on the demand projections presented in this report, HVS identified the new annual spending that would occur in the local economy due to the Project. HVS estimated the additional amounts of income and employment that new visitors, event organizers, and exhibitors would generate in Amarillo if the Project goes through as proposed.

The figure below presents the annual economic impact of the current ACCC, the increase in economic activity from the Project, the fiscal impact, which only includes revenue generated for the City of Amarillo, and the increase in employment. All dollar figures are in the current year (2019).



**FIGURE 4-7  
ANNUAL ECONOMIC IMPACTS**

Summary of Impacts*	Base	Expanded ACCC	Increase from Project
Economic Impact (millions)	\$36.4	\$63.7	\$27.3
Fiscal Impact (Thousands)	\$963	\$1,710	\$747
Jobs	288	503	216
Room Nights	41,500	74,000	32,500
*In a stabilized year.			

The Project is projected to increase the economic impact of the ACCC by \$27 million, increase the fiscal impact by \$747,000, generate an additional 216 new jobs in Amarillo, and increase the number of annual room nights generated by the ACCC by 32,500.

**Economic Impact of Construction**

The economy of Amarillo will also benefit from the construction of Project. Unlike the economic impacts discussed above, the impact of construction will be limited to the years in which the construction occurs. The impacts from construction do not recur annually. Construction impacts are based on the Facilities Department of the City of Amarillo and Rider Levett Bucknall cost estimates and construction schedules for the Project. The City of Amarillo projects that the Project will cost approximately \$290 million, and Rider Levett Bucknell projects construction will last from 2020 until 2024.

The figures below show the net direct, indirect and induced spending generated in Amarillo by construction in the year that the impacts occur.

**FIGURE 4-8  
ONE-TIME CONSTRUCTION ECONOMIC IMPACT**

Impact (\$ millions)	2020	2021	2022	2023	2024
Net Direct	\$6.8	\$45.2	\$107.3	\$76.9	\$26.0
Indirect	1.9	11.8	27.8	19.8	6.7
Induced	1.8	9.3	21.7	15.2	5.1
<b>Total</b>	<b>\$10.5</b>	<b>\$66.3</b>	<b>\$156.8</b>	<b>\$111.9</b>	<b>\$37.8</b>

Economic impacts of construction in Amarillo would peak in 2022 at over \$155 million.

HVS calculated the full-time equivalent jobs supported by the spending





in each economic sector during construction. Due to the temporary nature of the construction spending, these are temporary jobs created during construction and will end once construction is completed. The figure below summarizes the results.

**FIGURE 4-9  
EMPLOYMENT IMPACT OF CONSTRUCTION**

Full-Time Equivalent Jobs	2020	2021	2022	2023	2024
Direct	29	124	284	194	65
Indirect	12	65	150	106	36
Induced	10	50	117	82	28
<b>Total Jobs</b>	<b>50</b>	<b>239</b>	<b>550</b>	<b>382</b>	<b>128</b>

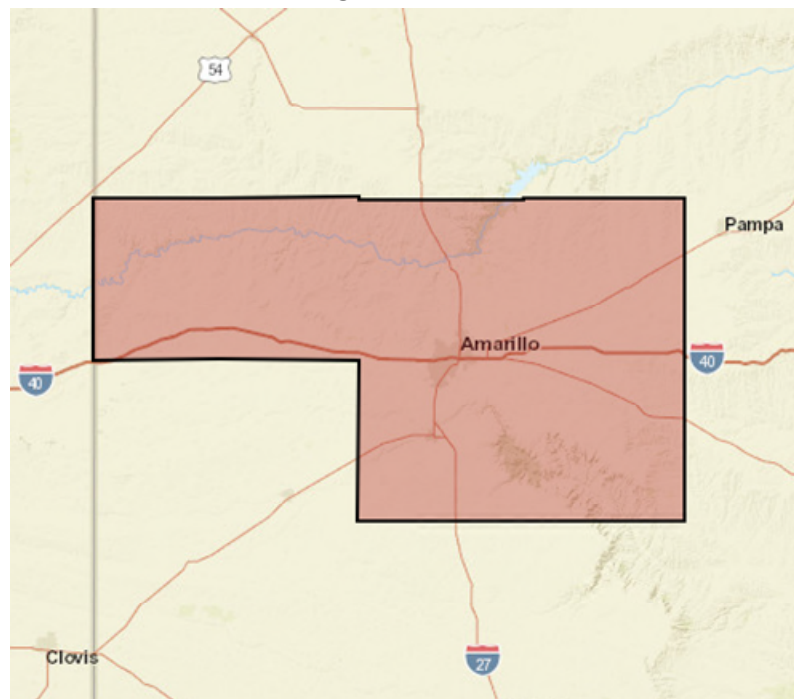
## Market Area Overview

This market area analysis reviews economic and demographic data that describe the overall condition of the local economy in Amarillo, Texas. The characteristics of the area economy and trends that indicate growth or decline provide indicators of the performance of the ACCC. HVS analyzed the following indicators: population, income, sales, work force characteristics, employment levels, major businesses, airport access, transportation, hotel supply, and tourism attractions.

### Market Area Definition

The market area for a convention center consists of the geographical region that offers transportation access, lodging, and other amenities to users of the facility. For the purposes of this study, HVS defined the market area as the Metropolitan Statistical Area of Amarillo, which includes the Texas counties of Armstrong, Carson, Oldham, Potter, and Randall. The following map shows the market area.

MAP OF MARKET AREA

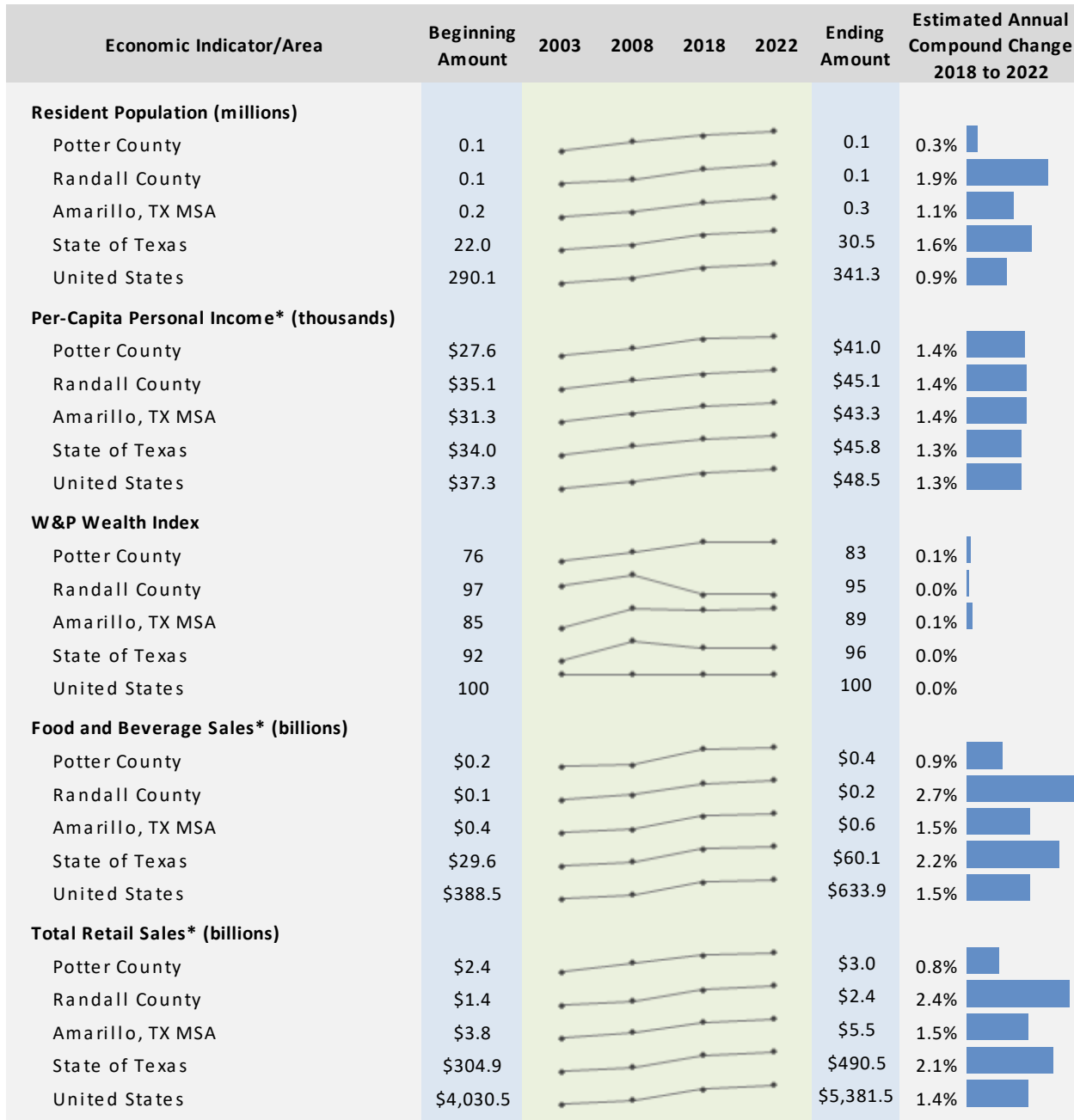


### Economic and Demographic Review

For this analysis, HVS used the Complete Economic and Demographic Data Source published by Woods & Poole Economics, Inc as a primary source of economic and demographic statistics. Woods & Poole runs a well-regarded forecasting service that uses a database containing more than 900 variables for each county in the nation. Their regional model forecasts economic and demographic trends drawing on census data and information published by the Bureau of Economic Analysis. Woods

& Poole uses these data to formulate projections, and the group adjusts all dollar amounts for inflation to reflect real change.

**FIGURE 4-10  
ECONOMIC AND DEMOGRAPHIC DATA SUMMARY**



Source: Woods & Poole Economics, Inc

The population of Randall County and the Amarillo MSA is growing faster than the nation, but within Potter County the population is growing at a relatively low rate. Personal income in both counties and



the MSA are expected to grow at a slightly higher rate than the state and country.

**Workforce Characteristics**

The characteristics of an area's workforce indicate the type and amount of transient visitation local businesses would generate. Sectors such as finance, insurance, and real estate (FIRE), wholesale trade, and services produce a considerable number of visitors who are not particularly rate sensitive. The government sector often generates transient room nights, but per-diem reimbursement allowances often limit the accommodations selection to budget and mid-priced lodging facilities. Some employers of manufacturers, construction, transportation, communications, and public utilities (TCPU) contribute many visitors to the area.

The following table shows the Amarillo MSA workforce distribution by business sector.

**FIGURE 4-11  
HISTORICAL AND PROJECTED EMPLOYMENT**

Sector/Geographic Area	Beginning Amount (thousands)	2003	2008	2018	2022	Ending Amount (thousands)
<b>Amarillo, TX MSA</b>						
Retail Trade	17					25
State And Local Government	17					20
Health Care And Social Assistance	16					19
Manufacturing	12					16
Accommodation And Food Services	11					15
Finance And Insurance	7					12
Construction	9					12
Other Services, Except Public Administration	9					12
Professional And Technical Services	5					8
Real Estate And Rental And Lease	4					7
Other	32					41
<b>Total Amarillo, TX MSA</b>	140					188
<b>U.S.</b>	166,026					214,599

Source: Woods & Poole Economics, Inc

The retail trade is the projected to be the largest employment sector in the Amarillo MSA in 2022, with 25,000 employees. It is projected to add an estimated 8,000 jobs between 2003 and 2022. The finance and insurance and real estate sectors are projected to nearly double from 2003, adding an estimated 5,000 and 3,000 jobs, respectively.





**Major Business and Industry**

Providing additional context for understanding the nature of the regional economy, the following table presents a list of the major employers in the market area.

**FIGURE 4-12  
MAJOR EMPLOYERS**

Firm	Number of Employees
Amarillo Independent School District	4,391
CNS Pantex	3,203
Baptist St. Anthony Healthcare System	3,200
Tyson Foods, Inc.	2,280
Northwest Texas Healthcare System	1,860
City of Amarillo	1,748
Affiliated Foods/TriState Baking/Plains Dairy	1,400
Wal-Mart Stores, Inc.	1,359
Texas Department of Criminal Justice	1,303
Bell Helicopter, Inc.	1,000

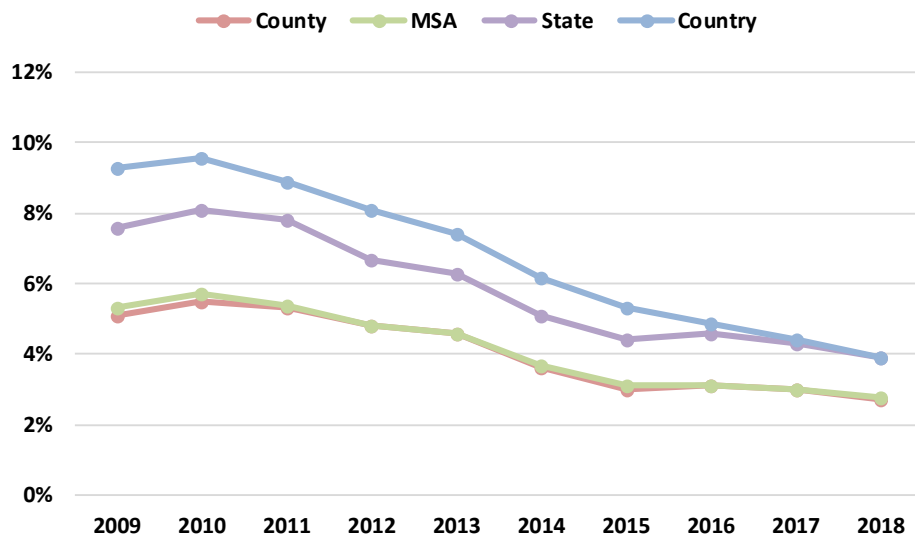
Amarillo Chamber of Commerce

The largest employer is the school district, but two major healthcare systems and two large food processors and distributors each employ over a thousand people. A significant number of major companies across a broad range of business sectors indicate a strong and stable corporate presence as well as potential source of demand for ACCC spaces.

**Unemployment Statistics**

Unemployment statistics provide a measure of the health of the local economy and comparisons to state and national trends. The following table presents historical unemployment rates for the market area.

**FIGURE 4-13  
UNEMPLOYMENT STATISTICS**



Like the rest of the country, the Amarillo MSA experienced a spike in unemployment during the recession 2010. By 2015, unemployment fell to less than 3.0%. Unemployment levels in the Amarillo MSA and Potter County have been significantly lower than unemployment in Texas or nationwide.

**Airport Traffic**

Airport passenger counts indicate a market’s ability to support conference events. Trends in passenger counts reflect local business activity and the area’s economic health. Event planners consider airport access when choosing a destination for their conferences and meetings.

The following table illustrates the previous decade’s passenger traffic statistics for Rick Husband Amarillo International Airport.

**FIGURE 4-14  
AIRPORT STATISTICS**

Year	Passenger Traffic	Annual Percent Change
2010	813,000	
2011	814,000	0.1%
2012	799,000	-1.8%
2013	760,000	-4.9%
2014	738,000	-2.9%
2015	671,000	-9.1%
2016	686,000	2.2%
2017	688,000	0.3%
2018	726,000	5.5%

Rick Husband Amarillo International Airport (AMA) is a public-use airport located on the east side of Amarillo, Texas. The airport was renamed in 2003 after NASA astronaut and Amarillo native Rick Husband, who died in the Space Shuttle Columbia disaster that year. AMA is a department of the City of Amarillo, and the airport underwent a major renovation and expansion in 2011 to provide a state-of-the-art facility with improved security and passenger services. The airport is serviced by American Airlines, Southwest Airlines, and United Airlines.

Fuel prices, ticket prices, and the overall economy caused decreases in passenger traffic from 2010 to 2014. Between 2014 and 2015, Southwest Airlines restructured their route network in and out of Amarillo, decreasing the number of flights that stopped over in Amarillo in route to another destination. Since 2015, passenger traffic has increased in the last three years and is approaching pre-recession levels.

**Lodging Supply**

A civic center complex’s ability to attract out-of-town groups depends greatly on the availability of nearby hotel rooms within a reasonable distance to the facility. Moreover, different events have different preferences with respect to the types of hotels that best meet the needs of their delegates and attendees. Most planners of professional



conferences and trade shows prefer large blocks of full-service hotel rooms in nationally branded properties. Some consumer show and sporting event attendees prefer less expensive, limited-service hotel options that offer guest amenities such as complimentary breakfast and free internet connections.

Smith Travel Research (“STR”) maintains a database of approximately 140,000 hotel properties and 13 million hotel rooms around the world. The figures below show the STR database inventory of all hotel rooms in the city of Amarillo by service level and size. The quality of the hotels also indicates the market’s ability to support the expanded civic center complex.

**FIGURE 4-15  
LODGING SUPPLY BY SIZE IN AMARILLO**

Size (Number of Guest Rooms)	Number of Properties	Number of Guest Rooms
Less than 50	13	337
50 to 99	36	2,757
100 to 199	25	3,005
200 and over	3	694
<b>Total</b>	<b>77</b>	<b>6,793</b>

Source: STR

**FIGURE 4-16  
LODGING SUPPLY BY SERVICE LEVEL IN AMARILLO**

Chain Scale	Number of Properties	Number of Guest Rooms
Upper Upscale	2	338
Upscale	7	655
Upper Midscale	18	1,691
Midscale	12	1,111
Economy	14	1,202
Independent	24	1,796
<b>Total</b>	<b>77</b>	<b>6,793</b>

Source: STR

Amarillo has 77 hotels and almost 6,800 rooms. Most hotel properties have between 50 and 99 rooms, but three hotels have over 200 rooms, including the Embassy Suites across the street from the ACCC. The Embassy Suites also offers over 10,000 square feet of ballroom space and almost 4,000 square feet of meeting space. Amarillo has a good mix of service levels available with 40% of hotel rooms being upper midscale or above.

According to the Amarillo Convention and Visitors Council, there are up to nine hotels that are in the development pipeline in Amarillo that could be open by the time the Project is completed. Due to

confidentiality and the uncertainty of the timing of the developments, HVS did not list the specific hotels that are currently projected to open in the next two years. HVS was able to confirm that a 112-room Autograph Collection Marriott would be opening in February 2020 in the Barfield building in downtown Amarillo. The opening of the hotel in the Barfield building, and the development of other hotels, will improve the quality and availability of lodging in downtown Amarillo.

The following tables show what the hotel supply will look like in Amarillo after the proposed hotels are added. This assumes that all hotels in the development pipeline will be built as proposed in terms of room count and service level.

**FIGURE 4-17  
FUTURE LODGING SUPPLY BY SIZE IN AMARILLO**

Size (Number of Guest Rooms)	Number of Properties	Number of Guest Rooms
Less than 50	13	337
50 to 99	40	3,107
100 to 199	30	3,589
200 and over	3	694
<b>Total</b>	<b>86</b>	<b>7,727</b>

Source: STR and Amarillo CVC

**FIGURE 4-18  
FUTURE LODGING SUPPLY BY SERVICE LEVEL IN AMARILLO**

Chain Scale	Number of Properties	Number of Guest Rooms
Upper Upscale	4	565
Upscale	10	962
Upper Midscale	21	2,011
Midscale	12	1,111
Economy	15	1,282
Independent	24	1,796
<b>Total</b>	<b>86</b>	<b>7,727</b>

Source: STR and Amarillo CVC

The additional supply could add up to nine hotels and 934 rooms to the Amarillo hotel market. Two of the hotels and 227 rooms will be upper upscale and three hotels and 307 rooms will be upscale, which improves the supply of high quality, full-service hotels in Amarillo. The percentage of total hotel rooms at the upper midscale level and above increases from 40% to 45% and the percentage of rooms at the upscale level and above increases from 14% to 20%.

**Tourist Attractions**

The market benefits from a variety of tourist and leisure attractions in the area. The peak season for tourism in this area is from May to September. During other times of the year, weekend demand





comprises travelers passing through in route to other destinations, people visiting friends or relatives, and other similar weekend demand generators. Primary attractions in the area include the following:

### HODGETOWN



Source: MILB

- Hodgetown, also known as the Amarillo Multi-Purpose Event Venue, opened in April of 2019. The baseball stadium is home to the AA Texas League Amarillo Sod Poodles, an affiliate of the San Diego Padres. The stadium holds approximately 7,000 for baseball games and can host up to 10,000 for concerts.
- The Amarillo area draws much of its tourism by means of its natural attractions. The Palo Duro Canyon State Park encompasses over 25,000 acres of prime outdoor recreation including camping, horseback riding, hiking, and mountain biking. Lake Meredith National Recreation Area is the largest lake in the area and offers fishing, swimming, sailing, and boating.
- Amarillo is known for its preservation of Western culture. River Breaks Ranch, The Big Texan Steak Ranch, and Cowgirls and Cowboys in the West are popular Western-themed venues in the Amarillo area.
- The 5,000-seat Amarillo National Center hosts events ranging from national equestrian competitions and rodeos to musical performances and motor sports.
- Located in the heart of Thompson Park, the Amarillo Zoo features over 60 species of animals in 15-acres. Thompson Park is also home to Wonderland Park, an amusement park offering mini golf, arcade games, four roller coasters, and five water rides.

## IV FINANCIAL ANALYSIS

- The Amarillo Museum of Art is located on the campus of Amarillo College and opened in 1972. It features a permanent Asian Art collection with over 300 pieces and an outdoor sculpture garden. Admission is free to the public.
- The Panhandle-Plains Historical Museum is dedicated to the American West and features exhibits on Native American art and artifacts, agricultural history, and paleontology. It also features a replica Pioneer Town that includes a livery, saloon, schoolhouse, and cabin.
- The American Quarter Horse Hall of Fame in the eastern part of Amarillo. It honors the American Quarter Horse, the most popular breed of horse in America today.
- A public art installation featuring ten Cadillac cars, known as “Cadillac Ranch”, is located west of Amarillo, along interstate 40.

### Conclusion

The Amarillo market area has grown at a relatively low rate but is supported by growing retail, finance and insurance, and real estate sectors. The unemployment rate in the MSA and county has historically been below national and state levels. Three airlines serve Rick Husband Amarillo International Airport, and it has increased passenger traffic the last three years.

The lodging supply is limited in the area immediately around the ACCC but is being addressed by the development of at least one 112-room hotel. Amarillo has over 6,800 rooms city-wide that are easily accessible via the highway that offer all service levels and price points. In the next four years, Amarillo could add up to nine hotels and over 900 hotel rooms citywide. Most of these additional rooms are upscale or upper upscale, two more expensive price points that Amarillo currently needs.

## Comparable Venues

This analysis of comparable venues provides a basis for forecasts of event demand. HVS compared the function spaces, seating capacity for different events, and characteristics of the markets relevant to the success of a civic center.

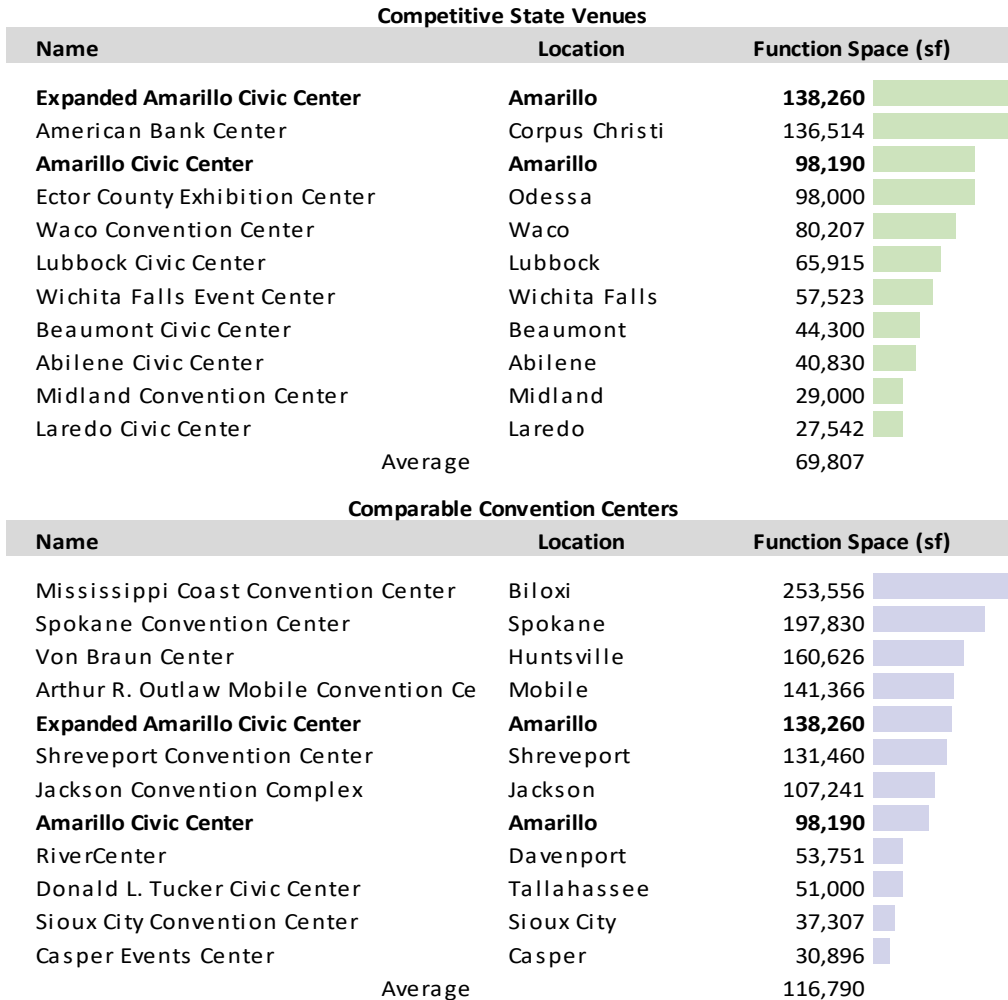
Event planners and promoters select host cities for their events based on a wide-range of criteria. These factors include the attributes of the convention or arena facilities, lodging supply, the economic and demographic profile of the community, transportation access, tourism amenities, and overall destination appeal. At a minimum, a city must offer an event venue that meets user needs and for convention events that require lodging, a sufficient number of hotel rooms near the venue. The price of venue rental and hotel rooms are also important to event planners. Cities that meet these threshold criteria must then compete based on their destination appeal.

HVS analyzed two sets of venues and destinations and two sets of arenas.

- Texas convention centers that compete with Amarillo for state and local business, excluding large convention centers in Dallas, Austin, San Antonio and Houston due to the lack of competitiveness with the Amarillo Civic Center Complex (“ACCC”), and
- National comparable convention centers, with similar sized markets and venues.
- Mid-sized arenas nationwide that are attached or adjacent to a convention or civic center.
- Mid-sized, standalone arenas that are in similar-sized markets to Amarillo.

The convention centers and their locations are listed in the figure below along with their location and the total amount of rentable function space. HVS calculates total function space as the amount of space available to rent by users of the facility. This excludes the GNC, auditorium, and coliseum, as well as lobbies, hallways, and support spaces in the ACCC.

**FIGURE 4-19  
COMPARABLE CONVENTION CENTERS**



Source: Respective Venues

Among the set of competitive state venues, the current ACCC has the second most function space. If the Project proceeds as planned, the ACCC would have the most function space in the set. The ACCC has the seventh most function space among the set of comparable convention centers; it would move to fifth among the set if the Project proceeds as planned.

Total function space increases by only 40,000 square feet because the addition of the new 75,000 square foot exhibit hall is offset by the loss of the Grand Plaza and other event spaces.

**Exhibition  
Space  
Assessment**

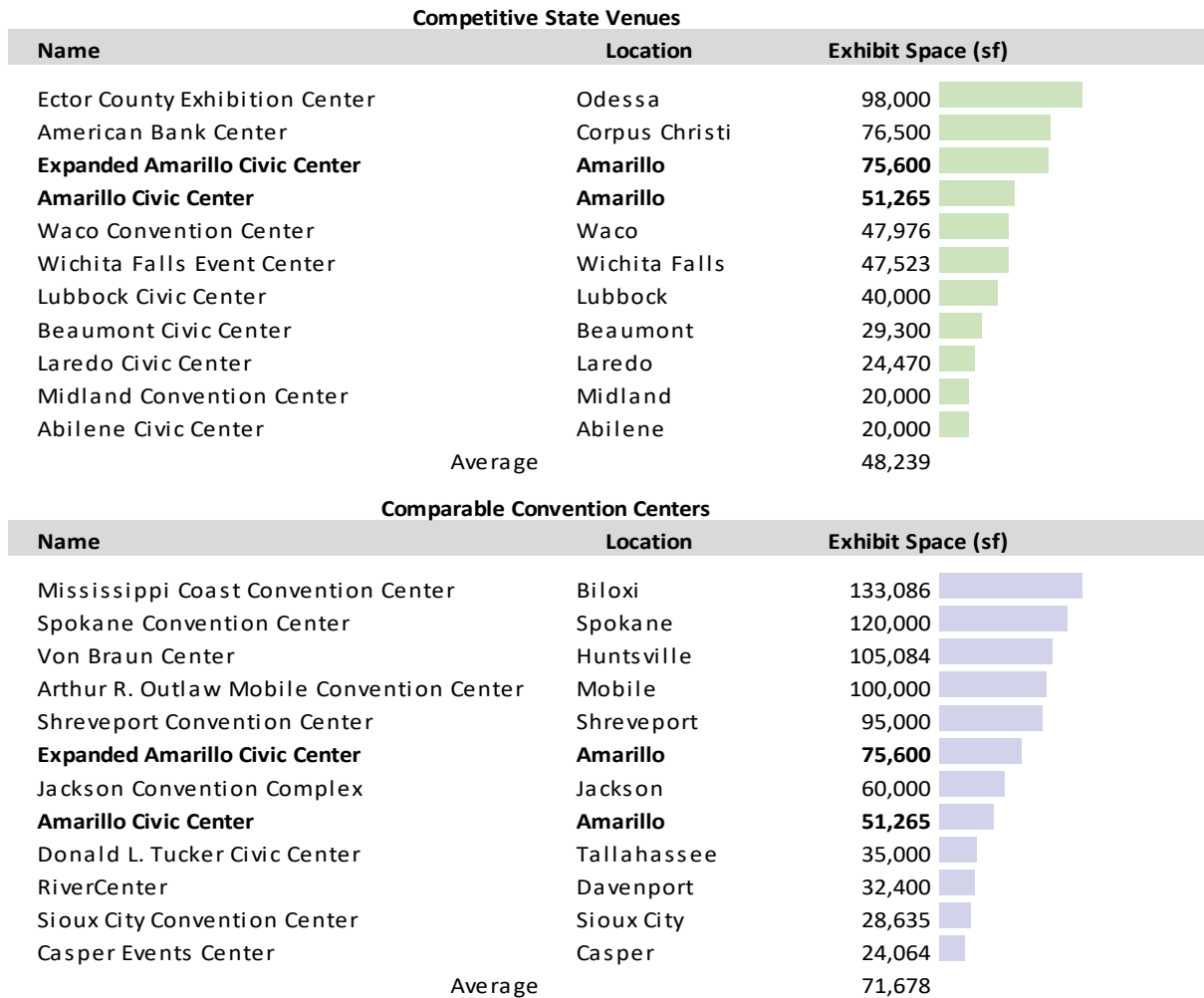
The amount and quality of exhibition space determines the size and type of events that a venue can accommodate and is critical for several types of events such as conventions, tradeshow, and consumer shows. A comparison of the exhibition space available at each of the selected comparable facilities





provides an indication of the appropriate amount of space for Amarillo and whether any further exhibition space is warranted.

**FIGURE 4-20  
TOTAL EXHIBITION SPACE IN COMPARABLE CONVENTION CENTERS**



Source: Respective Venues

The ACCC ranks third in the amount of exhibit space in the competitive set. However, the exhibit space in Amarillo is in two separate halls that were built twenty-five years apart with different design standards. After the Project is completed, the ACCC would remain in third, but would have a single contiguous clear-span exhibit hall with modern amenities that is column-free and divisible. This is a significant improvement for event planners, who prefer events to be in a single exhibit space.

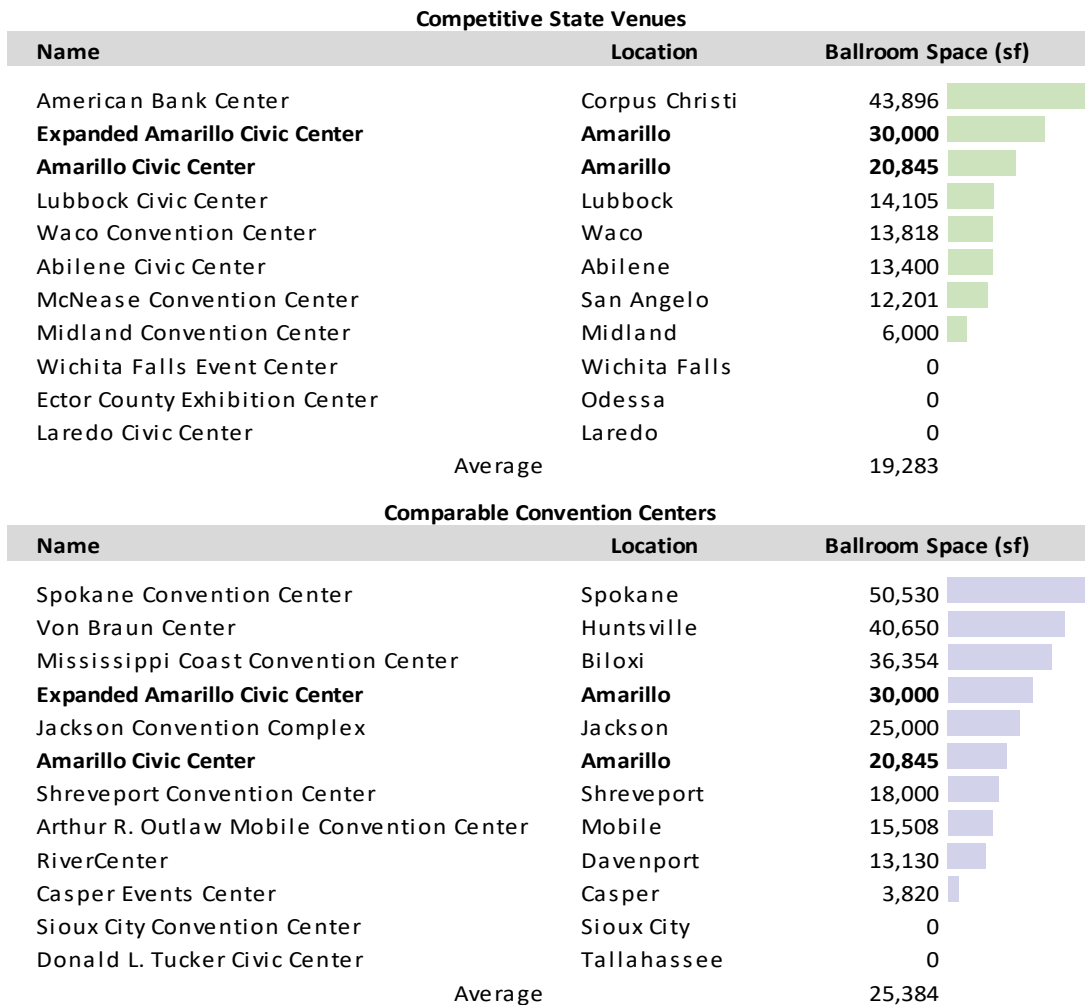
Among the set of comparable convention centers, the ACCC ranks seventh in total exhibit space. After the Project, it would move to sixth in the set.



**Ballroom Space Assessment**

In addition to social events that host banquets, several other types of events, such as conventions and tradeshows, typically require food services in a ballroom setting. General assemblies at conventions and tradeshows use a ballroom with a theater or banquet set-up. As facility operators attempt to grow food service revenues at their facilities and event planners seek a higher level of service for their attendees, the size of the ballroom often determines a venue’s event size capacity. The figure below compares the amounts of available banquet space in the comparable and competitive venues. HVS included the Heritage Room as the ballroom space at the current ACCC.

**FIGURE 4-21  
BALLROOM SPACE IN COMPETITIVE CONVENTION CENTERS**



Source: Respective Venues

Only seven of the ten competitive state venues have ballrooms. The ACCC ranks second in total ballroom space before and after the Project.

Two of the comparable convention centers do not have ballroom space. The ACCC has the sixth most ballroom space among the comparable set and the



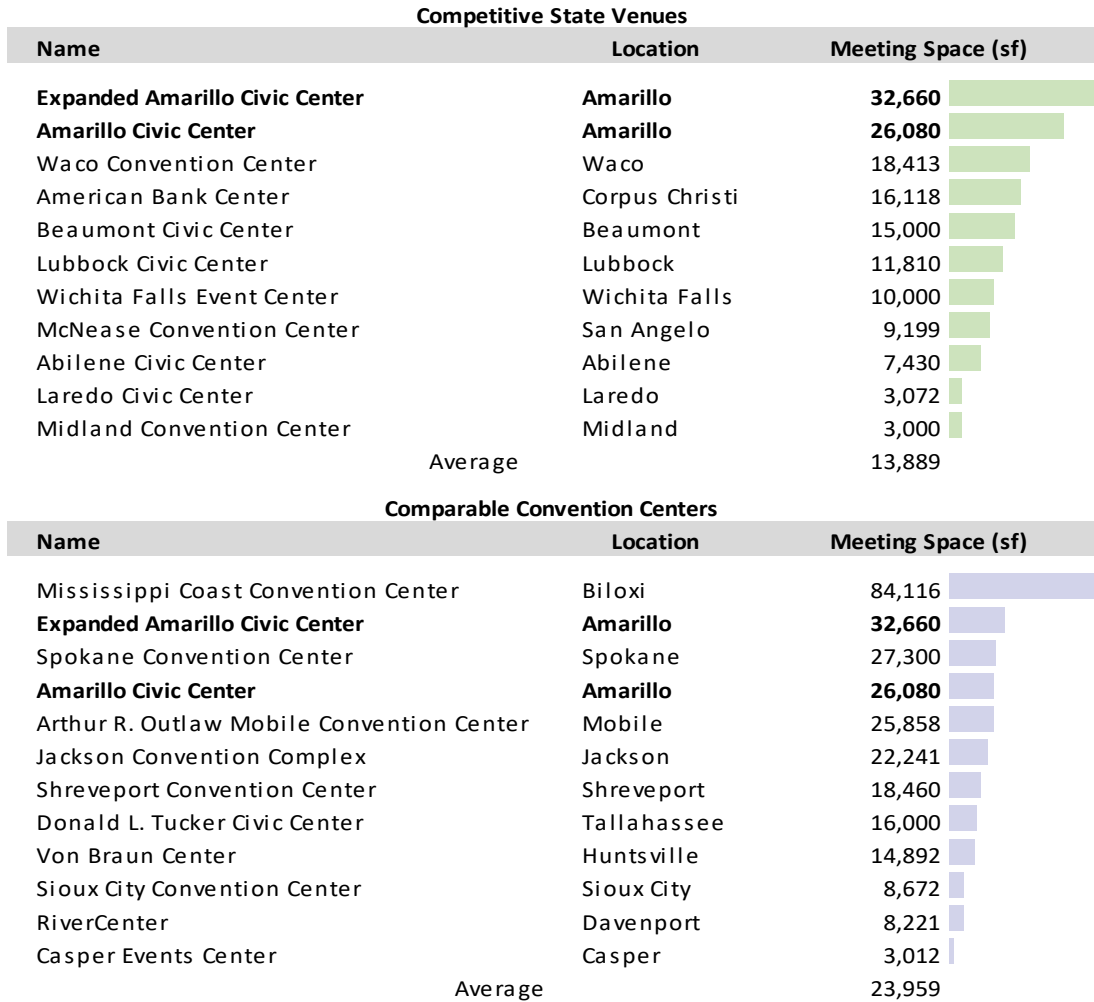
proposed expansion would give the ACCC the fourth most ballroom space in the set.

### Meeting Space Assessment

Meeting rooms can accommodate sub-groups as they break out of larger general sessions at conventions and tradeshows. Additionally, these smaller rooms can support self-contained meetings, training sessions, seminars, classes, and a variety of small meeting functions. A facility's meeting rooms are often its most frequently used function spaces. Generally, convention centers should offer meeting space proportionate to the amount of exhibition and ballroom space available at the facility. However, the optimum amount of meeting space can vary depending on type of events that a city may attract and the needs of event planners.

The following figure presents a comparison of available meeting space in the comparable and competitive venues. HVS included the Grand Plaza and the Regency Room as meeting rooms at the current ACCC.

**FIGURE 4-22  
MEETING SPACE IN COMPARABLE CONVENTION CENTERS**



Source: Respective Venues

The ACCC has the most meeting space of the competitive convention centers in Texas, more than 14,000 square feet more than the venue with the second most meeting space. The Project would increase the meeting space by approximately 6,500 square feet.

Among the set of comparable convention centers, the ACCC has the third most meeting space, but it has less than one third of the meeting space of the Mississippi Coast Convention Center, the venue with the most meeting space in the set.

**Arena Capacity Assessment**

The Project includes the construction of a new Arena, which will be larger than the current coliseum, and will have updated amenities and concessions. The coliseum is still expected to operate and will offer a second venue for sports, concerts, and the rodeo. Two arenas in the same facility as an exhibit hall, auditorium, and performing arts center is very rare and there are very



few comparable facilities that can offer the same type of spaces as the ACCC once the Project is completed. It will benefit sports tournaments like youth hockey, volleyball, and basketball that prefer being in as few locations as possible and will enable the ACCC to offer multiple different sized venues for concerts and entertainment events.

HVS identified five arenas that are adjacent or attached to a convention or civic center and eight other mid-sized arenas in comparable markets to Amarillo. These arenas have flexible capacities based on the type of event. The figures below rank the arenas on the amount of fixed seating and hockey capacity. HVS used fixed seating capacity, because different venues report the maximum capacity in different configurations. It is understood by HVS that the Arena and coliseum have, and will, host events larger than the maximum fixed seating capacity, depending on the seating configuration of the event.

**FIGURE 4-23  
FIXED SEATS IN COMPARABLE ARENAS**

Standalone Arenas				
Name	Location		Fixed Seats	Suites
Ford Center	Evansville	IN	9,049	22
Ford Arena	Beaumont	TX	9,000	16
<b>Expanded Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>8,612</b>	<b>16</b>
American Bank Center Arena	Corpus Christi	TX	8,200	NA
TaxSlayer Center	Moline	IL	8,000	NA
Kay Yeager Coliseum	Wichita Falls	TX	7,380	9
H-E-B Center	Cedar Park	TX	6,863	24
Sames Auto Arena	Laredo	TX	6,500	14
<b>Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>4,912</b>	<b>0</b>
Average			7,613	17
Adjacent Arenas				
Name	Location		Fixed Seats	Suites
Denny Sanford Premier Center	Sioux Falls	SD	9,500	22
<b>Expanded Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>8,612</b>	<b>16</b>
Huntington Center	Toledo	OH	7,560	5
Von Braun Center	Huntsville	AL	6,602	NA
Resch Center	Green Bay	WI	6,500	25
Tyson Events Center	Sioux City	IA	5,779	27
Amsoil Arena	Duluth	MN	5,677	15
<b>Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>4,912</b>	<b>0</b>
Average			6,172	18

Source: Respective Venues

The current ACCC coliseum has the lowest number of fixed seats in both sets of arenas. Once the Project is complete and the new Arena is built, the ACCC will have the third most fixed seats among standalone venues and the second most fixed seats among arenas adjacent to a convention or civic center.





The current ACCC does not have any suites. The new Arena will have sixteen, which is slightly below average for both sets.

**FIGURE 4-24  
HOCKEY SEATS IN COMPARABLE ARENAS**

Standalone Arenas			
Name	Location		Hockey Seats
TaxSlayer Center	Moline	IL	9,200
Ford Arena	Beaumont	TX	9,000
Resch Center	Green Bay	WI	8,709
<b>Expanded Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>8,612</b>
Sames Auto Arena	Laredo	TX	8,065
Kay Yeager Coliseum	Wichita Falls	TX	7,380
Tyson Events Center	Sioux City	IA	6,731
Von Braun Center	Huntsville	AL	6,602
<b>Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>4,912</b>
Average			7,690

Adjacent Arenas			
Name	Location		Hockey Seats
Denny Sanford Premier Center	Sioux Falls	SD	10,678
<b>Expanded Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>8,612</b>
American Bank Center Arena	Corpus Christi	TX	8,200
Ford Center	Evansville	IN	9,049
Huntington Center	Toledo	OH	7,389
H-E-B Center	Cedar Park	TX	6,863
Amsoil Arena	Duluth	MN	6,726
<b>Amarillo Civic Center</b>	<b>Amarillo</b>	<b>TX</b>	<b>4,912</b>
Average			7,804

Source: Respective Venues

For hockey seating, the current ACCC coliseum also has the fewest available seats in both sets of arenas, almost 40% less than the average capacity. The new ACCC Arena will have the fourth most seats for hockey in the set of standalone arenas and the second-most seats among adjacent arenas. The new Arena has the flexibility to downsize to 5,153 hockey seats for smaller games and events when necessary.

**Destination Analysis**

To maximize attendance, event planners seek attractive destinations for their events. The availability of amenities that support tourist visitation and overall attractiveness of a destination play important roles in event planner decisions. To assess the suitability of a city for convention center events, we defined the destination as an area within a 15-minute walk of the convention center.

HVS used Esri Business Analyst Online (“Esri”) to compare the suitability of an event destination to competitive cities. Esri is a well-regarded forecasting service that applies geographic information system technology (“GIS”) to produce extensive demographic, consumer spending, and business data



analyses. Esri employs a sophisticated location-based model to forecast economic and demographic trends. Esri models rely on U.S. census data, the American Community Survey, and other primary research.

Using ESRI data, HVS ranked the convention destinations in the comparable venue set and the regionally competitive set on ten indicators of destination quality. The first six variables compare destinations from a citywide perspective. The final four variables assess the area within a 15-minute walk of the convention center to compare the amenities specifically around the venue.

#### Citywide Parameters

- **Total Population**—The size of the local area population data provides evidence of a community’s ability to support public services and visitor amenities, and potential demand for local events.
- **2018 Median Household Income**—Median household income provides an overall measure of community's well-being. It indicates the quality of the surrounding neighborhood.
- **Occupied Housing (%)**—The quality of the neighborhood around the convention center is very important. The more vacant housing indicates a lower quality area and is a large detractor from destination quality.
- **Public Transportation Spending Index**—Total sales of public transportation indexed to enable comparisons between cities. A score of 100 indicates the national average of spending on public transportation by users. Higher spending on public transportation indicates a more accessible city for visitors.
- **Number of Businesses**—The number of businesses indicates the level of corporate and industry presence. The density and breadth of a city’s corporate base indicates demand potential in the meetings industry. Businesses generate demand for conventions, conferences, training, and other industry-specific events.
- **Percentage of Households Over the Poverty Line**—The percentage of households that are considered to be above the poverty line, as determined by the US Census Bureau. It is another indicator of a community’s ability to support public services and visitor amenities, and potential demand for local events.

#### Convention Center District Parameters (15-minute walk from venue)

- **Storefront Businesses**—A sum of the number of Food and Beverage Stores, Clothing and Accessory Stores, Sports, Hobby and Music stores, General Merchandise and Miscellaneous stores. This indicates

the presence of retail shopping, grocery and liquor stores, and other destination attractions for visitors.

- Food Service & Drinking Businesses—The number of food service and drinking businesses measures the presence of restaurants, bars and other outlets that support local and tourism visitation.
- Arts, Entertainment & Recreation Businesses—Arts, entertainment and recreation business enhance the quality and attractiveness of a destination.
- Hotel and Lodging Businesses—The quality and proximity of hotel supply represents one of the most important selection factors for facility users in recent years. To attract out-of-town groups, an adequate supply of nearby hotel rooms should support the lodging needs of delegates, exhibitors, and other attendees.

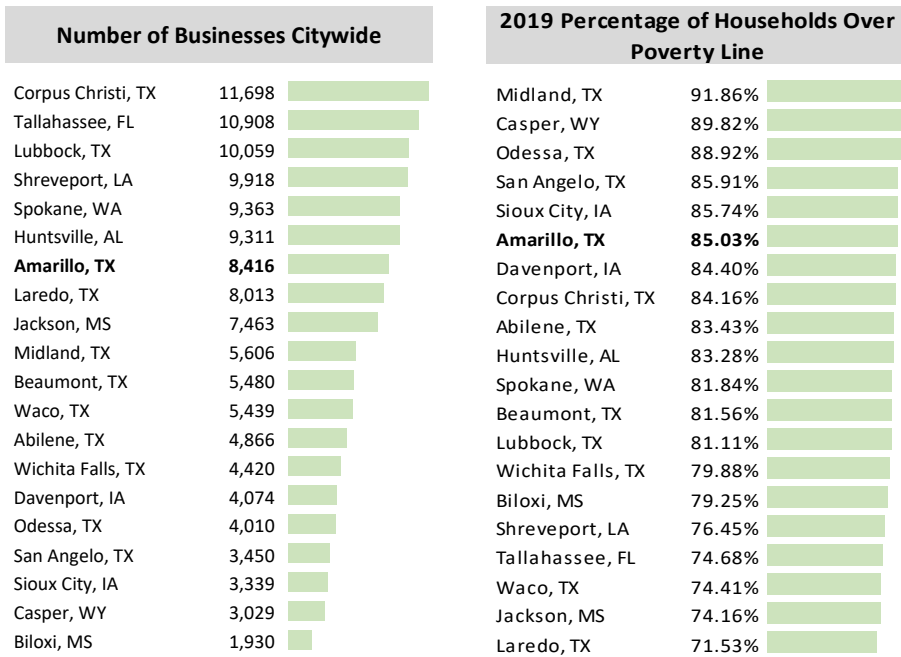
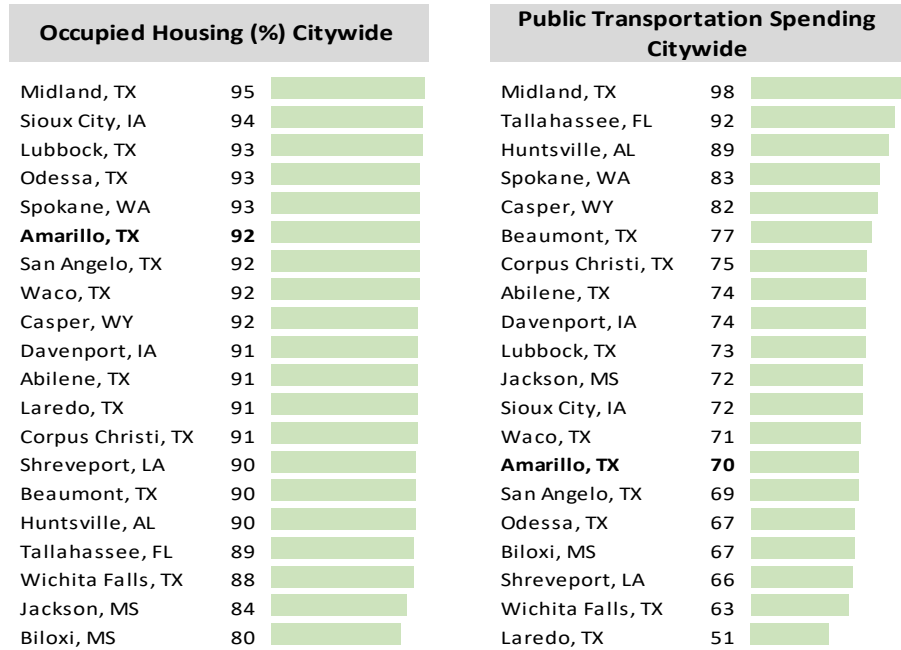
The figures below rank Amarillo among the set of comparable and competitive venue cities on each of the criteria described above within a fifteen-minute walk of the venue.

**FIGURE 4-25  
NATIONAL COMPARABLE DESTINATION ANALYSIS**

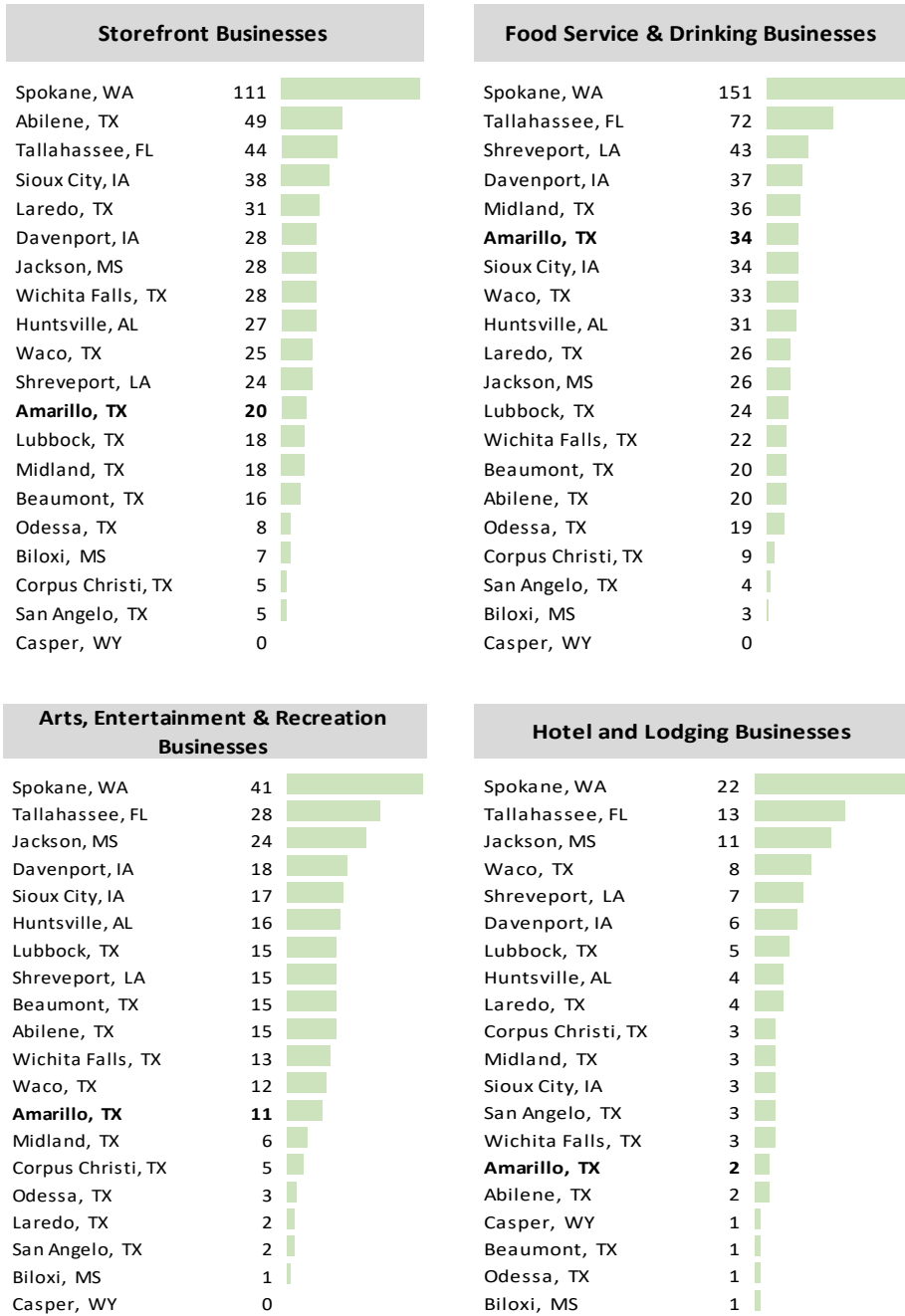
2019 Total Population Citywide			2019 Median Household Income (\$) Citywide		
Corpus Christi, TX	334,834		Midland, TX	77,166	
Laredo, TX	268,978		Casper, WY	58,146	
Lubbock, TX	263,923		Odessa, TX	56,947	
Spokane, WA	227,620		Huntsville, AL	54,470	
<b>Amarillo, TX</b>	<b>206,434</b>		Corpus Christi, TX	53,614	
Huntsville, AL	205,061		<b>Amarillo, TX</b>	<b>52,852</b>	
Shreveport, LA	195,564		Sioux City, IA	52,068	
Tallahassee, FL	192,864		Davenport, IA	51,320	
Jackson, MS	167,660		Abilene, TX	49,650	
Waco, TX	138,795		San Angelo, TX	48,946	
Midland, TX	133,993		Spokane, WA	47,943	
Abilene, TX	122,269		Biloxi, MS	45,747	
Beaumont, TX	120,944		Lubbock, TX	45,303	
Odessa, TX	114,143		Tallahassee, FL	45,298	
Wichita Falls, TX	106,339		Beaumont, TX	45,278	
Davenport, IA	104,270		Laredo, TX	43,053	
San Angelo, TX	100,361		Wichita Falls, TX	42,677	
Sioux City, IA	84,832		Jackson, MS	39,057	
Casper, WY	59,589		Waco, TX	38,129	
Biloxi, MS	49,742		Shreveport, LA	33,779	



**FIGURE 4-25 CONTINUED  
NATIONAL COMPARABLE DESTINATION ANALYSIS**



**FIGURE 4-25 CONTINUED  
WALKING DISTANCE (15 MINUTES) COMPARABLE DESTINATION ANALYSIS**



Source: ESRI





**Summary of  
National  
Destination  
Indicators**

On a citywide basis, Amarillo has the fifth largest population, the sixth highest median household income, and the seventh highest number of businesses among the set of twenty cities. The area around the ACCC specifically has the eleventh most storefront businesses, the twelfth most hotels, and the sixth most restaurants and bars among the set.

**Destination  
Ranking**

To assess the relative strength of each destination, HVS calculated a score for each convention area's ranking within the criteria. Destination quality criteria were weighted to reflect their importance to event planners.

Besides the ten ESRI categories discussed above, the number of airport enplanements and a cost index were included as criteria to calculate the aggregate ranking of cities. Airport enplanements indicates the ease of access for the destination and is a major factor in event planner decisions. The cost index is from the Bureau of Economic Analysis and uses the Regional Price Parity (RPP) statistic. RPP is based on a combination of price quotas from the Consumer Price Index and rent data from the American Community Survey. It provides a general indication of the cost of goods and services in that destination along with the cost of food, lodging, and entertainment.

Food service and drinking businesses, storefront businesses, the and the number of hotels and lodging businesses were weighted the highest and occupied housing and public transportation index were weighted the lowest. The figures on the next page show the overall rank among the competitive cities.

FIGURE 4-26  
RANK ON ALL DESTINATION CRITERIA

Rank	City	Weight (1 to 5)										Weighted Destination Score		
		3	3	1	1	1	3	2	4	5	3		3	5
		2019 Total Population Citywide	2019 Median Household Income (\$)	Occupied Housing (%) Citywide	Public Transportation Index Citywide	Number of Businesses Citywide	Percentage of Households Over Poverty Line	Hotel and Lodging Businesses	Food Service & Drinking Businesses	Arts, Entertainment & Recreation Businesses	Storefront Businesses	Cost Index	Airport Enplanements	
1	Spokane, WA	0.62	0.33	0.85	0.68	0.76	0.51	1.00	1.00	1.00	1.00	0.44	0.09	0.748
2	Tallahassee, FL	0.50	0.27	0.57	0.87	0.92	0.15	0.57	0.48	0.68	0.40	0.63	0.02	0.498
3	Huntsville, AL	0.54	0.48	0.84	0.81	0.76	0.58	0.14	0.21	0.39	0.24	0.95	0.02	0.424
4	Lubbock, TX	0.75	0.27	0.88	0.47	0.83	0.47	0.19	0.16	0.37	0.16	0.61	0.02	0.376
5	Shreveport, LA	0.51	0.00	0.68	0.32	0.82	0.24	0.29	0.28	0.37	0.22	0.91	0.01	0.370
6	Corpus Christi, TX	1.00	0.46	0.71	0.51	1.00	0.62	0.10	0.06	0.12	0.05	0.59	0.01	0.369
7	Jackson, MS	0.41	0.12	0.27	0.45	0.57	0.13	0.48	0.17	0.59	0.25	0.89	0.02	0.365
8	Davenport, IA	0.19	0.40	0.76	0.49	0.22	0.63	0.24	0.25	0.44	0.25	0.88	0.04	0.355
9	<b>Amarillo, TX</b>	<b>0.55</b>	<b>0.44</b>	<b>0.81</b>	<b>0.40</b>	<b>0.66</b>	<b>0.66</b>	<b>0.05</b>	<b>0.23</b>	<b>0.27</b>	<b>0.18</b>	<b>0.63</b>	<b>0.01</b>	<b>0.355</b>
10	Sioux City, IA	0.12	0.42	0.94	0.45	0.14	0.70	0.10	0.23	0.41	0.34	1.00	0.00	0.352
11	Beaumont, TX	0.25	0.27	0.66	0.55	0.36	0.49	0.00	0.13	0.37	0.14	0.92	1.00	0.344
12	Midland, TX	0.30	1.00	1.00	1.00	0.38	1.00	0.10	0.24	0.15	0.16	0.00	0.09	0.344
13	Abilene, TX	0.25	0.37	0.73	0.49	0.30	0.59	0.05	0.13	0.37	0.44	0.76	0.00	0.331
14	Laredo, TX	0.77	0.21	0.72	0.00	0.62	0.00	0.14	0.17	0.05	0.28	0.98	0.00	0.328
15	Waco, TX	0.31	0.10	0.78	0.43	0.36	0.14	0.33	0.22	0.29	0.23	0.75	0.00	0.300
16	Odessa, TX	0.23	0.53	0.86	0.34	0.21	0.86	0.00	0.13	0.07	0.07	0.31	0.02	0.229
17	Casper, WY	0.03	0.56	0.77	0.66	0.11	0.90	0.00	0.00	0.00	0.00	0.24	0.00	0.174
18	Wichita Falls, TX	0.02	0.02	0.02	0.01	0.02	0.02	0.01	0.02	0.03	0.04	0.08	0.00	0.025
19	San Angelo, TX	0.02	0.03	0.02	0.01	0.01	0.04	0.01	0.00	0.00	0.01	0.05	0.00	0.015
20	Biloxi, MS	0.00	0.02	0.00	0.01	0.00	0.02	0.00	0.00	0.00	0.01	0.08	0.01	0.013

The higher scores are shaded heavier and lower scores are shaded lighter to make comparisons easier.

Chart Key	
Maximum	1.00
Minimum	0.00
Average	0.35



Among comparable and competitive venues, Amarillo scores well on population, median household income, and the number of businesses. Around the ACCC, Amarillo scores relatively well on restaurants and bars as well as arts, entertainment, and recreation businesses.

The proposed ACCC expansion would make the ACCC the largest of any competitive in-state venue by total function space. It would also move Amarillo from seventh in the set of national comparable convention centers identified by HVS to the fifth largest. In terms of destination amenities, Amarillo benefits from a large business presence and an above median population and income. Airport accessibility and the amount of hotels and storefront businesses around the ACCC prevent it from being rated higher. Two hotels are in the development pipeline that will be located within a 15-minute walk of the ACCC, which would address the issue of limited lodging in downtown.

## Demand Analysis

HVS based event demand projections at the ACCC on the following research and analysis:

- The building program produced by Dekker/Perich/Sabatini outlined in the ACCC Renovation and Arena Masterplan,
- Historical ACCC demand data,
- Industry data and trends reports,
- Key market and economic indicators outlined in Section 2,
- Comparable venue program and demand data, and
- Discussions with representatives from the current ACCC management and the Amarillo Convention and Visitor Council .

In developing the demand projections, HVS assumes that the new exhibit hall would be completed by January 1, 2023, and the ACCC renovation and new arena construction would be completed by January 1, 2025. The ACCC would operate normally until 2023, when the new exhibit hall, coliseum, auditorium, and the Globe-News Center (“GNC”) would remain operational while the rest of the complex is renovated. HVS estimates that event demand would stabilize in the third year of operation—calendar year 2027. Demand projections also assume the continued presence of a highly qualified, professional sales and management team for the ACCC.

Demand projections include those events which would take place in the renovated and the existing meeting and convention spaces at the ACCC, the proposed arena, the existing coliseum, and the GNC.

### Historical Demand

The ACCC provided HVS with a summary of the number of events and corresponding total attendance that occurred at the facility from October 1, 2013 through September 30, 2018. The following figure presents the event and attendance history at the ACCC for the past five years.

**FIGURE 4-27  
SUMMARY OF DEMAND HISTORY**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<b>Events</b>					
Convention	8	5	6	5	5
Trade Show	14	12	13	13	16
Consumer Show	49	45	45	38	35
Meeting & Conferences	95	108	127	93	83
Banquet	98	101	115	112	107
Tenant Sports	36	36	37	41	37
Rodeo	4	4	4	4	4
Other Sports	3	4	6	14	9
Concerts and Entertainment	47	44	41	54	53
Assembly	29	35	39	44	30
Other	27	34	31	33	28
GNC Performing Arts*	59	85	80	63	80
GNC Assembly*	7	3	8	6	6
<b>Total</b>	<b>476</b>	<b>516</b>	<b>552</b>	<b>520</b>	<b>493</b>
<b>Attendees</b>					
Convention	11,890	8,589	9,605	10,450	10,397
Trade Show	22,775	3,551	31,514	25,185	30,173
Consumer Show	59,683	22,222	61,308	55,936	43,985
Meeting & Conferences	17,205	19,476	27,482	25,222	26,607
Banquet	41,349	42,187	47,928	45,279	44,149
Tenant Sports	61,640	47,324	46,370	48,790	47,328
Rodeo	15,600	16,491	16,188	14,749	15,365
Other Sports	3,950	8,193	7,700	8,475	6,225
Concerts and Entertainment	66,518	50,582	53,821	76,184	80,043
Assembly	60,997	61,789	56,668	52,748	53,707
Other	11,110	17,517	11,707	13,911	12,815
GNC Performing Arts*	42,690	62,550	56,676	40,367	50,793
GNC Assembly*	4,100	1,000	841	2,455	1,550
<b>Total</b>	<b>419,507</b>	<b>361,471</b>	<b>427,808</b>	<b>419,751</b>	<b>423,137</b>

\* Globe News Center, a 1,300-seat venue that supports the performing arts

The ACCC has hosted between 476 and 552 events a year and attracted between 360,000 and 427,000 annual attendees over the period analyzed. Banquets and meetings and conferences are the two most common types of events while concerts and entertainment events and assembly events attract the most people to the ACCC annually.

### Demand Projections

HVS's analysis suggests that the proposed expansion should allow the ACCC to better capture regional meetings and conferences, as well as more concert and entertainment events. The expansion should allow the venue to provide an adequate balance of contiguous exhibit space, ballroom space, and smaller breakout space required by conferences, and host more concerts with a modern 10,100-seat arena. HVS considered the following:





- The new arena has a larger capacity and improves the selection of venues for acts to choose from at the ACCC, which include the coliseum, the auditorium, and the GNC.
- The new 75,600 square-foot exhibit hall will be contiguous and divisible,
- The new ballroom and meeting rooms will be flexible, enabling each space to be divided up into smaller breakout rooms when necessary,
- The new exhibit hall would be completed by January 1, 2023,
- Once the new exhibit hall is completed, the rest of the ACCC, except for the coliseum, auditorium, and GNC would be taken offline for renovation,
- The new Arena and renovation would be completed by January 1, 2025,
- Incremental event demand would ramp up following the completion of the expansion and stabilize in 2027.

HVS projects the following demand for the expanded ACCC. The figure below breaks out event projections by type of event. Total attendance figures represent individual event attendees.

**FIGURE 4-28  
SUMMARY OF DEMAND PROJECTIONS WITH EXPANSION**

	Base Year*	New Exhibit Hall Opens		Full Expansion Opens		Stabilized
	FY 2020	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Events</b>						
Convention	5	3	3	8	9	10
Trade Show	15	10	10	16	18	20
Consumer Show	37	37	37	38	40	45
Meeting & Conferences	90	10	10	95	110	126
Banquet	107	75	75	109	112	115
Tenant Sports	38	38	38	38	39	38
Rodeo	4	4	4	4	4	4
Other Sports	7	7	7	8	10	13
Concerts and Entertainment	50	50	50	54	58	62
Assembly	35	35	35	37	40	40
Other	30	30	30	30	30	30
GNC Performing Arts	80	80	80	80	80	80
GNC Assembly	6	6	6	6	6	6
<b>Total</b>	<b>504</b>	<b>385</b>	<b>385</b>	<b>523</b>	<b>556</b>	<b>589</b>
<b>Attendees</b>						
Convention	10,000	6,000	6,000	18,000	20,250	22,500
Trade Show	30,000	20,000	20,000	40,000	45,000	50,000
Consumer Show	48,100	48,100	48,100	60,800	64,000	72,000
Meeting & Conferences	24,750	2,750	2,750	26,125	30,250	34,650
Banquet	44,405	31,125	31,125	49,050	50,400	51,750
Tenant Sports	45,600	45,600	45,600	57,000	58,500	57,000
Rodeo	15,500	15,500	15,500	20,000	20,000	20,000
Other Sports	6,300	6,300	6,300	8,800	11,000	14,300
Concerts and Entertainment	71,250	71,250	71,250	110,700	118,900	127,100
Assembly	52,500	52,500	52,500	62,900	68,000	68,000
Other	13,500	13,500	13,500	13,500	13,500	13,500
GNC Performing Arts	52,000	52,000	52,000	52,000	52,000	52,000
GNC Assembly	1,800	1,800	1,800	1,800	1,800	1,800
<b>Total</b>	<b>415,705</b>	<b>366,425</b>	<b>366,425</b>	<b>520,675</b>	<b>553,600</b>	<b>584,600</b>

\* Based on historic averages

**Event Types**

HVS classified events in the following categories.

**Conventions**—Conventions require a combination of exhibition, banquet, and meeting space. The source of conventions would be primarily state and regional associations and corporations with some national groups booking as well. This demand category also includes religious and other SMERF groups that would rotate to Amarillo for their annual events. HVS projects the number of conventions would increase to ten in a stabilized year after decreasing to three while the new exhibit hall and other renovations are constructed. The new contiguous exhibit hall will enable the ACCC to offer a single large exhibit space, as well as ballroom and meeting space simultaneously. HVS projects attendance will increase due to the increase in exhibit space.



**Tradeshows**—Tradeshows provide a means for wholesalers and retailers to transact business with industry buyers. As such, tradeshows are typically exhibit-oriented events in which people display and demonstrate products. Tradeshows require some meeting and meal space; however, they require much less space than conventions. HVS projects the number of trade shows to increase to 20 by a stabilized year of demand due to the increase in contiguous flexible exhibit space, and a ballroom that can be used simultaneously. HVS projects attendance will grow as the larger exhibit hall will accommodate larger and more attractive events.

**Consumer Shows**—Consumer shows are ticketed public events that attract local and regional attendees, such as home and garden shows and auto shows. These events require some meeting space for support and back of house services. Food and beverage services would be limited to concessions. HVS projects that 45 consumer shows at the ACCC by a stabilized year, due to the additional contiguous exhibit space created by the new exhibit hall. HVS projects attendance will increase due to the increase in exhibit capacity.

**Meetings and Conferences**— Meetings require breakout meeting space but would not use banquet or exhibit space. Food service is limited to coffee breaks, breakfasts, or luncheons in meeting rooms. Civic organizations, local corporations, state associations, religious groups, and government agencies all host meetings. Conferences are multi-day events like conventions but with minimal exhibit requirements. Conferences require a mix of banquet and breakout space and occasional assembly space, but they do not require an exhibit hall. HVS projects the number of meetings and conferences to increase to 126 in a stabilized year. This is due to the improved flexibility in ballroom and meeting space that is included in the building program. The ACCC currently hosts simultaneous events, the improved flexibility will make it easier to host simultaneous events in the exhibit hall, ballroom, and meeting spaces.

**Banquets**—Banquets are social events, luncheons, and other meals typically booked by local corporations, social and civic organizations, and private clients. The flexibility of the ballroom and pre-function spaces would allow for a variety of banquet sizes and multiple simultaneous events. HVS projects the number of banquets to increase to 115 in a stabilized year based on the increase in ballroom space and considers the presence of the Embassy Suites across the street from the ACCC, which has a 10,000-square foot ballroom.

**Tenant Sports**—Tenant sports teams currently play their home games in the ACCC coliseum. The teams include the Venom, who play in the Champions Indoor Football League, the Bulls, who play in the North American Hockey League, and FC Amarillo, who play in the US Arena Pro Soccer League. HVS projects that the number of tenant sports events will stay constant and that all three teams will continue to play in the new Arena at the ACCC based on conversations with the operators of the ACCC. HVS projects attendance will increase due to the improved guest experience, modern amenities, and improved operational efficiency for the teams.

**Rodeo**—The Working Ranch Cowboys Association (“WRCA”) World Championship Ranch Rodeo attracts vendors, competitors, spectators, and judges to Amarillo. The event lasts for four nights and includes rodeo competitions, trade shows, and equipment expos. Concessions are available for all four days and the event occupies the entire building. HVS projects that the rodeo will continue to occur in Amarillo and attendance will increase due to the larger exhibit hall and increased arena capacity.

**Other Sports**—Other sports will be able to rent the new Arena or existing coliseum, or other ACCC facilities to hold an individual or series of competitions. However, unlike tenant sports, the sponsors of these events rent the venue for single events and do not have a long-term commitment to the venue. Other sports events currently include wrestling competitions, youth hockey tournaments, dog shows, and cheer and tumbling competitions. HVS projects the number of other sports events will increase to thirteen by stabilization due to the new arena and exhibit hall space, which is able to host track events, as well as dog shows and wrestling. HVS projects attendance will increase due to the increase in exhibit space and in arena capacity.

**Concerts & Entertainment**—include concerts, comedy shows, and theatrical productions. HVS projects the number of concerts to increase to 62 by stabilization. This considers the construction of the new Arena, which will be larger and attract more events and capture events that currently use the coliseum. For the most part, concert promoters will choose the Arena over the coliseum when considering Amarillo, even those currently putting on concerts in the coliseum.

**Assemblies**—Assemblies include graduations, religious services, and lectures. Produced by any type of organization, assemblies are always public events. Additionally, assemblies only require a plenary set-up. HVS projects the number of assemblies will increase to 40 by stabilization due to the renovated spaces and expanded exhibit space. Attendance will increase due to the increase in exhibit space and arena capacity.

**Other**—Other events include quinceañeras, birthday parties, proms, and dance club events.

**GNC Performing Arts**—The Globe-News Center hosts ballet, theater, and symphony productions, as well as other concerts. Its adjustable shell enables it to host a variety of acts and adjust the building’s acoustics to best suit the current performance.

**GNC Assembly**—The Globe-News Center also hosts assembly events, such as graduations, lectures, and religious services.

#### Room Night Projections

HVS calculated the potential increase in the generation of room nights by the Project. The increase in room nights is driven by the increase in attendance and events at the expanded ACCC. These room nights represent new, induced demand into Amarillo as a direct result of the Project. The figure below shows



the projected number of room nights generated by the ACCC in each year and breaks out the total room nights by the event type.

**FIGURE 4-29  
ROOM NIGHT PROJECTIONS WITH EXPANSION**

	Base Year	New Exhibit Hall Opens	Full Expansion Opens			Stabilized
	FY 2020	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Convention	12,700	7,600	7,600	22,900	25,800	28,600
Trade Show	10,200	6,800	6,800	13,600	15,300	17,000
Consumer Show	3,200	3,200	3,200	4,100	4,300	4,800
Meeting & Conferences	5,100	600	600	5,300	6,200	7,100
Banquet	900	600	600	1,000	1,000	1,000
Tenant Sports	1,400	1,400	1,400	1,700	1,700	1,700
Rodeo	4,600	4,600	4,600	5,700	5,700	5,700
Other Sports	200	200	200	300	400	500
Concerts and Entertainment	1,400	1,400	1,400	4,500	4,900	5,200
Assembly	1,400	1,400	1,400	1,700	1,900	1,900
Other	400	400	400	400	400	400
<b>Total</b>	<b>41,500</b>	<b>28,200</b>	<b>28,200</b>	<b>61,300</b>	<b>67,500</b>	<b>74,000</b>

The number of room nights generated by the ACCC is projected to increase by approximately 32,000 due to the Project. The majority of the increase in room nights comes from conventions and concerts.

**Other Considerations**

HVS intends for demand projections to show the expected levels of event numbers and attendance. Projections show smooth growth over time. However, event demand and booking cycles do not always run smoothly. Unpredictable local and national economic factors can affect businesses. Event demand often moves in cycles based on rotation patterns and market conditions. Therefore, HVS recommends interpreting the demand 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.





## Financial Analysis

HVS used a proprietary financial operating model to estimate revenues and expenses of the ACCC. This model quantifies the key variables and operating ratios that determine revenue potential and expense levels. The financial operating projections presented below restate the historical financial operating statements of the ACCC and projects future operations based on the proposed building program and demand estimates presented earlier in this report.

### Historical Financial Operations

HVS obtained data on historical ACCC operations from October 2012 through September 2018 and restated that information into line items organized into four categories: 1) operating revenues, 2) operating expenses, 3) non-operating revenues, and 4) non-operating expenses. HVS uses this same categorization of revenue and expense for the financial projections to follow. The following figure presents the historical financial operations as restated by HVS.

**FIGURE 4-30**  
**ACCC HISTORIC FINANCIAL OPERATIONS**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<b>Revenue</b>						
Exhibit Space Rental	\$1,078,196	\$1,099,097	\$1,134,246	1,123,597	1,251,273	1,308,518
Event Services (Net)	\$128,610	\$122,192	\$167,083	178,754	180,304	183,410
Food & Beverage (Net)	\$269,824	\$249,609	\$224,643	222,120	274,230	218,861
Novelty (Net)	\$25,361	\$19,129	\$13,267	28,935	24,837	45,473
Box Office	\$354,802	\$304,604	\$263,607	259,860	326,306	375,669
Globe-News Center	\$148,960	\$164,791	\$191,440	171,951	176,483	195,004
<b>Total Revenue</b>	<b>\$2,005,752</b>	<b>\$1,959,422</b>	<b>\$1,994,287</b>	<b>\$1,985,216</b>	<b>\$2,233,432</b>	<b>\$2,326,937</b>
<b>Operating Expense</b>						
Salaries & Benefits	\$1,446,475	\$1,575,885	\$1,621,944	1,642,448	1,820,920	1,774,109
Contractual Services	\$277,980	\$247,382	\$282,952	284,729	301,327	303,680
Supplies & Equipment	\$154,702	\$77,568	\$179,791	147,991	93,922	104,743
Utilities	\$668,015	\$744,615	\$722,116	643,609	725,784	695,368
Other Expense	\$205,520	\$227,587	\$240,307	261,506	272,424	353,624
Globe News Center	\$275,365	\$260,193	\$259,065	259,065	259,065	295,129
<b>Total Operating Expense</b>	<b>\$3,028,056</b>	<b>\$3,133,229</b>	<b>\$3,306,176</b>	<b>\$3,239,349</b>	<b>\$3,473,442</b>	<b>\$3,526,653</b>
<b>Non-Operating Revenue</b>						
Interest Income	\$624	\$638	\$194	\$0	\$0	\$0
Fund Transfers In	\$433,197	\$404,624	\$416,372	\$401,951	\$413,692	\$416,696
Other Non-Operating Revenue	\$0	(\$3)	\$5,426	\$8,542	\$10,575	\$7,347
<b>Total Non-Operating Revenue</b>	<b>433,821</b>	<b>405,258</b>	<b>421,992</b>	<b>410,494</b>	<b>424,267</b>	<b>424,044</b>
<b>Non-Operating Expense</b>						
Indirect Costs	\$937,656	\$841,005	\$741,240	\$268,154	\$209,978	\$309,086
<b>Total Non-Operating Expense</b>	<b>\$937,656</b>	<b>\$841,005</b>	<b>\$741,240</b>	<b>\$268,154</b>	<b>\$209,978</b>	<b>\$309,086</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,526,140)</b>	<b>(\$1,609,554)</b>	<b>(\$1,631,136)</b>	<b>(\$1,111,794)</b>	<b>(\$1,025,721)</b>	<b>(\$1,084,759)</b>



The ACCC revenues and expenses described in this section refer to all direct event and non-event revenues and expense line items attributed to ACCC events as described in Section 4. The change in indirect costs from 2014 to 2015 reflects a change in accounting methods and not an underlying change in operating methods.

### Operating Revenues

ACCC revenue line items include facility rental, event services, food and beverage sales, novelties, box office and ticket sales, and the Globe-News Center for the Performing Arts (“GNC”). To estimate revenues, parameters were applied to attendance, floor area utilization, or occupied days estimates. Attendance is measured in delegate-days, which is the daily attendance times the number of event days. 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. Occupied days only include those days in which attendees are present and excludes move-in and move-out days.

To formulate the revenue parameters, HVS relied on historical operations data, industry information, knowledge of the performance of comparable venues, information on price levels from local area sources, and conversations with ACCC management. We adjusted the assumptions for inflation and other anticipated changes in price levels. Unless otherwise indicated, an annual inflation rate of 2.5% applies to both revenues and expenses.

The figure below presents the revenue parameters for the ACCC by type of event. A brief description of each revenue item follows.

**FIGURE 4-31  
REVENUE PARAMETERS**

Revenue Line Item and Demand Source	Revenue Estimation Unit	Amount per Unit	
		Pre-Expansion	Stabilization
<b>Exhibit Space Rental</b>			
Convention	GSFD	\$0.11	\$0.15
Trade Show	GSFD	0.10	0.15
Consumer Show	GSFD	0.08	0.10
<b>Arena Rental</b>			
Tenant Sports	Event	1,357	1,357
Rodeo	Event	1,885	1,885
Other Sports	Event	1,575	1,975
Concerts and Entertainment	Event	1,575	1,975
<b>Other Rental</b>			
Meeting & Conferences	Attendee	1.40	1.50
Banquet	Attendee	1.85	2.00
Assembly	Attendee	1.13	1.25
Other	Attendee	1.13	1.25
<b>Facility Fee</b>			
Tenant Sports	Attendee	1.15	1.15
Rodeo	Attendee	2.65	2.65
Other Sports	Attendee	1.75	1.75
Concerts and Entertainment	Attendee	1.85	4.85
<b>Event Services (Net)</b>			
Convention	GSFD	\$0.04	\$0.04
Trade Show	GSFD	0.01	0.01
Consumer Show	GSFD	0.01	0.01
Meeting & Conferences	GSFD	0.01	0.01
Banquet	GSFD	0.01	0.01

**FIGURE 4-31 CONTINUED  
REVENUE PARAMETERS**

Revenue Line Item and Demand Source	Revenue Estimation Unit	Amount per Unit	
		Pre-Expansion	Stabilization
<b>Food &amp; Beverage (Net)</b>			
Convention	Attendee	\$1.91	\$3.00
Trade Show	Attendee	0.29	1.25
Consumer Show	Attendee	0.29	0.65
Meeting & Conferences	Attendee	0.29	0.65
Banquet	Attendee	2.50	6.50
Tenant Sports	Attendee	0.37	1.50
Rodeo	Attendee	1.40	2.50
Other Sports	Attendee	1.21	1.90
Concerts and Entertainment	Attendee	0.82	1.25
Other	Attendee	0.18	2.00
<b>Novelty (Net)</b>			
Rodeo	Attendee	0.34	0.34
Other Sports	Attendee	0.14	0.14
Concerts and Entertainment	Attendee	0.24	0.28
<b>Box Office</b>			
Tenant Sports	Attendee	1.90	1.90
Rodeo	Attendee	2.62	2.62
Other Sports	Attendee	2.40	2.40
Concerts and Entertainment	Attendee	2.62	2.62
<b>Globe-News Center</b>			
GNC Performing Arts	Event	2,586	2,586
<b>Net Suite Revenue</b>			
Tenant Sports	Event	\$0	3,539
Rodeo	Event	\$0	8,271
Concerts and Entertainment	Event	\$0	4,135

**Exhibit Space Rental**—Exhibit space rental revenue includes the revenue the ACCC receives from clients that reserve one or more exhibit areas in the facility. Despite having published rates, convention centers typically charge rental fees based on negotiated daily rental fees. Not all events incur a facility rental fee. ACCC management may reduce or waive the exhibit rental charges in order to book an event that has a strong economic impact on Amarillo. The above rates are based on the number of delegate-days, consistent with historic ACCC operations and are anticipated to increase after the expansion and renovation.

**Arena Rental**—Arena rental revenue includes the revenue the ACCC receives from clients that reserve the coliseum or the proposed Arena. This includes tenant sports, other sports, the WRCA World Championship Ranch Rodeo, and some concerts. The rates for tenant sports and the WRCA Rodeo are not anticipated to change, the ACCC operator does expect to charge approximately \$400 more for using the new arena for other sports and concerts and entertainment. The addition of the Arena will increase arena rental revenue because it will attract some new events that do not occur in

the coliseum. But we assume continued operation of the coliseum and our estimates of arena rental revenues include both venues.

**Other Rental**—Other rental revenue includes the revenue the ACCC receives from clients that reserve other spaces in the ACCC including the auditorium, Grand Plaza, Regency Room, and Heritage Room, as well as other new spaces added by the expansion. Rental rates are expected to increase after the renovation and expansion.

**Facility Fee**—The facility fee represent the ACCC’s share of gross ticket sales for ticketed events including the WRCA World Championship Ranch Rodeo, concerts, family shows, live theater, and other entertainment events. The share of facility fee revenue may vary by event based on the negotiation of rental and promotions agreements. We assume the overall average share of ticket sales revenue will be consistent with historical precedent for tenant sports, the rodeo, and other sports. HVS increased the facility fee per attendee for concert events based on conversations with the ACCC operator.

**Event Services**—The ACCC generates event service revenue from fees charged to tenants for services including business services, audio and video technical assistance, set-up and take down of function spaces, cleaning charges, security services, electricity and other utility fees, commissions from decorators, and other services provided by third-party contractors at events. 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. HVS estimates event services revenues based on the number of delegates at levels consistent with historical ACCC operations.

**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, and other events may generate concessions revenue. Most conventions and conferences generate demand for meals during 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 delegate-day basis depending on the type of event. After the expansion and renovation, the ACCC will charge a fee for catering, which will increase food and beverage revenue per event. Events like conventions and tradeshow typically spend the most per attendee. Consumer shows have lower per capita spending. Increases in revenue per attendees were based on conversations with the ACCC operator and previous HVS reports on ACCC operations.



**Novelty**— The ACCC receives a commission on certain merchandise sales. HVS assumes that the per capita revenue the facility receives on merchandise sales will remain consistent with historical averages. The actual net revenue from novelties will vary for different types of events, depending upon the individual agreements negotiated with facility users.

**Box Office**— Box office revenues include ticket fees, credit card charges, and other revenues earned from ticket sales. HVS estimates box office revenue based on event attendance and consistent with historic revenues per attendee.

**Net Suite Revenue**—Sixteen Arena suites can be leased for an entire year, with the leasee receiving tickets to every event, or by event. HVS estimated the amount of suite revenue by calculating the per event ticket price, the price of a season long lease, as well as the number of seats and number of suites in the Arena. Revenues are net of sales costs.

**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 separately from the operations of other civic center spaces HVS projections are consistent with historical operations.

#### Operating Expenses

**Salaries & Benefits**— Based on existing staffing levels and ACCC salary & benefit expenses, HVS projected salaries and associated benefits of permanent full and part-time employees. This expense category does not include part time food and beverage and event staffing, which are included in vendor costs or 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 following figure presents a proposed staffing schedule with 44 staff positions prior to expansion and 55 positions following expansion. All salaries in Figure 4-31 are reported in 2019 dollars. The pro forma operating statement includes annual salary increases consistent with ACCC policies. Salaries were reported in aggregate to protect the privacy of individual staff members of the ACCC.

**FIGURE 4-32  
FULL-TIME STAFFING COSTS IN 2019 DOLLARS**

Position	Pre-Expansion		Stabilization	
	Number	Total Salary	Number	Total Salary
<b>CIVIC CENTER ADMINISTRATION</b>				
Civic Center Manager	1		1	
Asst Civic Center Manager	1		1	
Marketing Director	0		1	
Director of Booking	1		1	
Marketing Administrator	1		1	
Administrative Assistant I	1		1	
Systems Administrator	0		1	
Sales Manager	0		1	
Subtotal	5	\$282,000	8	\$411,000
<b>CIVIC CENTER OPERATIONS</b>				
Operations Manager	1		2	
Production Manager	1		1	
Events Manager	1		1	
Events Supervisor	2		2	
Building Attendant I	11		14	
Building Attendant II	2		2	
Building Attendant III	2		3	
Building Technician	2		2	
Subtotal	22	\$583,000	27	\$801,000
<b>SPORTS</b>				
Events Supervisor	1		2	
Assistant Production Manager	1		2	
Guest Services Manager	0		1	
Subtotal	2	\$60,000	5	\$170,000
<b>BOX OFFICE OPERATIONS</b>				
Box Office Manager	1		1	
Box Office Asst Manager	2		2	
Ticket Sellers (part-time)	9		9	
Subtotal	12	\$181,000	12	\$204,000
<b>GLOBE NEWS CENTER</b>				
Assistant Production Manager	1		1	
Building Attendant I	2		2	
Subtotal	3	\$78,000	3	\$83,000
Benefits 1 (Full-time)		\$579,000		\$758,000
Benefits 2 (Part-time)		\$26,000		\$26,000
<b>Total</b>	<b>44</b>	<b>\$1,789,000</b>	<b>55</b>	<b>\$2,453,000</b>

HVS estimated non-salary operating expenses, non-operating revenues, and non-operating expenses as a blend of fixed and variable costs as summarized in the figure below. HVS based these fixed and variable estimates on multiple years of historical revenue and expense data and other industry standards. HVS modified certain fixed expenses to reflect operating changes required by

the proposed ACCC expansion. An explanation of these modifications and a brief description on each expense line item follows.

**FIGURE 4-33  
EXPENSE ASSUMPTIONS**

Expense Line Item	Estimation Method	Unit	Amount Per Unit		Fixed %
			Pre-Expansion	Stabilization	
<b>Operating Expense</b>					
Contractual Services	Ratio to Sales	Total Revenue	15.58%	13.00%	50%
Supplies & Equipment	Ratio to Sales	Total Revenue	5.15%	4.50%	50%
Utilities	Ratio to Sales	Total Revenue	30.59%	24.00%	86%
Other Expense	Ratio to Sales	Total Revenue	20.72%	17.00%	77%
Globe News Center	Fixed Amount		\$272,980	\$272,980	100%
<b>Non-Operating Revenue</b>					
Fund Transfers In	Fixed Amount		\$388,293	\$388,293	100%
Other Non-Operating Revenue	Fixed Amount		\$38,000	\$38,000	100%
Advertising (Net)	Fixed Amount		0.00%	\$339,221	100%
<b>Non-Operating Expense</b>					
Indirect Costs	Ratio to Sales	Total Operating Expense	7.00%	6.50%	100%

**Contractual Services**—Contractual services include any outsourced operations and maintenance services and are projected to decrease as a percentage of revenue once the Project is completed.

**Supplies & Equipment**—Items such as computers, office machines, furniture, consumables, and chemicals are required to support and maintain the operations of the facility. Supplies and equipment expenses are projected to decrease as a percentage of revenue once the Project is completed.

**Utilities**—Utilities, including electricity, gas, water, and other charges often represent one of the largest expenses incurred by the ACCC. Utility expenses are projected to decrease as a percentage of revenue once the Project is completed.

**Other Expenses**—These other expenses include administrative costs, insurance and legal costs, special training expenses, collection costs, credit losses, bank fees, and other small miscellaneous expenses. Other expenses are projected to decrease as a percentage of revenue once the Project is completed.

**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 and renovation, consistent with historical operations.

**Fund Transfers In**—Revenue transferred to the ACCC from the venue district in Amarillo as part of the venue district management agreement. Transfers are expected to remain constant after the expansion and renovation are complete.

**Other Non-Operating Revenue**—Other non-operating revenue includes any other sources of revenue the ACCC generates through other means besides its operation. These are expected to remain constant after the expansion and renovation are complete.

**Advertising**—Improved signage, scoreboard and other advertising opportunities in the new arena would generate new revenue for the ACCC. Using data from other similar sized arenas, HVS estimated the new revenue generated in 2019 dollars minus a 10% sales cost. Revenue from a naming rights agreement for the new Arena would be dedicated to its capital costs and are not included in financial operating projections.

**Indirect Costs**—Indirect costs are incurred through building administration and have historically been 7% of total expenses. HVS expects the ratio to decrease to 6.5% after the renovation and expansion.

#### Operating Pro Forma

The figure below presents the financial projections for the proposed ACCC expansion and renovation. The projections are in inflated dollars beginning October 1, 2020. HVS assumes the expansion and renovation would occur as described below:

- The ACCC would function until 2023 when the new exhibit hall opens,
- After the new exhibit hall opens, the rest of the building, except for the coliseum, auditorium and GNC would go offline as the other ACCC spaces are built and renovated,
- The whole building is estimated to be completed and running in 2025 and demand is projected to stabilize in 2027.

FIGURE 4-34  
PROJECTED PRO FORMA (INFLATED \$000'S)

	Base Year				Exhibit Hall Opens				Arena and Renovation Opens				Stabilized		
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2026	FY 2027					
<b>Revenue</b>															
Exhibit Space Rental	\$625	\$644	\$663	\$542	\$558	\$1,244	\$1,405	\$1,609							
Arena Rental	156	161	166	171	176	221	243	268							
Other Rental	201	207	213	156	161	284	311	333							
Facility Fee	248	256	263	271	279	831	912	1,000							
Event Services (Net)	116	120	124	92	95	176	200	229							
Food & Beverage (Net)	281	289	298	249	257	973	1,054	1,146							
Novelty (Net)	24	25	26	27	27	48	53	58							
Box Office	346	356	367	378	389	582	633	691							
Globe News Center	217	224	231	237	245	252	259	267							
Net Suite Revenue	0	0	0	0	0	476	511	548							
<b>Total Revenue</b>	\$2,215	\$2,281	\$2,350	\$2,124	\$2,187	\$5,087	\$5,582	\$6,149							
<b>Operating Expense</b>															
Salaries & Benefits	\$1,789	\$1,861	\$1,935	\$2,603	\$2,895	\$3,136	\$3,261	\$3,391							
Contractual Services	345	355	366	354	365	707	751	799							
Supplies & Equipment	114	117	121	117	121	245	260	277							
Utilities	678	698	719	1,041	1,128	1,367	1,420	1,476							
Other Expense	459	473	487	487	502	958	1,000	1,045							
Globe News Center	287	295	304	313	323	332	342	353							
<b>Total Operating Expense</b>	\$3,672	\$3,800	\$3,932	\$4,915	\$5,333	\$6,745	\$7,034	\$7,341							
<b>NET OPERATING INCOME (LOSS)</b>	(\$1,457)	(\$1,518)	(\$1,583)	(\$2,792)	(\$3,145)	(\$1,658)	(\$1,451)	(\$1,192)							
<b>Non-Operating Revenue</b>															
Fund Transfers In	398	398	398	398	398	398	398	398							
Other Non-Operating Revenue	40	41	42	44	45	46	48	49							
Advertising (Net)	2	2	2	2	2	413	426	438							
<b>Total Non-Operating Revenue</b>	\$440	\$441	\$442	\$444	\$445	\$857	\$871	\$885							
<b>Non-Operating Expense</b>															
Indirect Costs	\$378	\$390	\$401	\$484	\$522	\$660	\$685	\$712							
<b>Total Non-Operating Expense</b>	\$378	\$390	\$401	\$484	\$522	\$660	\$685	\$712							
<b>TOTAL NET INCOME (LOSS)</b>	(\$1,395)	(\$1,467)	(\$1,541)	(\$2,832)	(\$3,223)	(\$1,460)	(\$1,265)	(\$1,019)							

HVS projects the proposed expansion will increase total operating revenue by \$3.9 million from 2020 to 2027, the year demand stabilizes, and increase operating expense by \$3.6 million over the same period. In the fiscal years 2023 and 2024, the net income decreases significantly due to most of the ACCC being offline for renovations. For that time the exhibit hall and Coliseum will be the only function spaces that are operating. Total revenue increases \$2.9 million in 2025 when the renovation and expansion are complete.

Two new sources of revenue for the ACCC are the new suite revenue and advertising revenue that come from the construction and operation of the new Arena. The new Arena will have sixteen suites, which will be available for





lease or for single event use. Advertising revenue comes from the new signage and scoreboards in the new Arena. Combined, these two line items add nearly \$1 million in revenue to ACCC operations in a stabilized year.

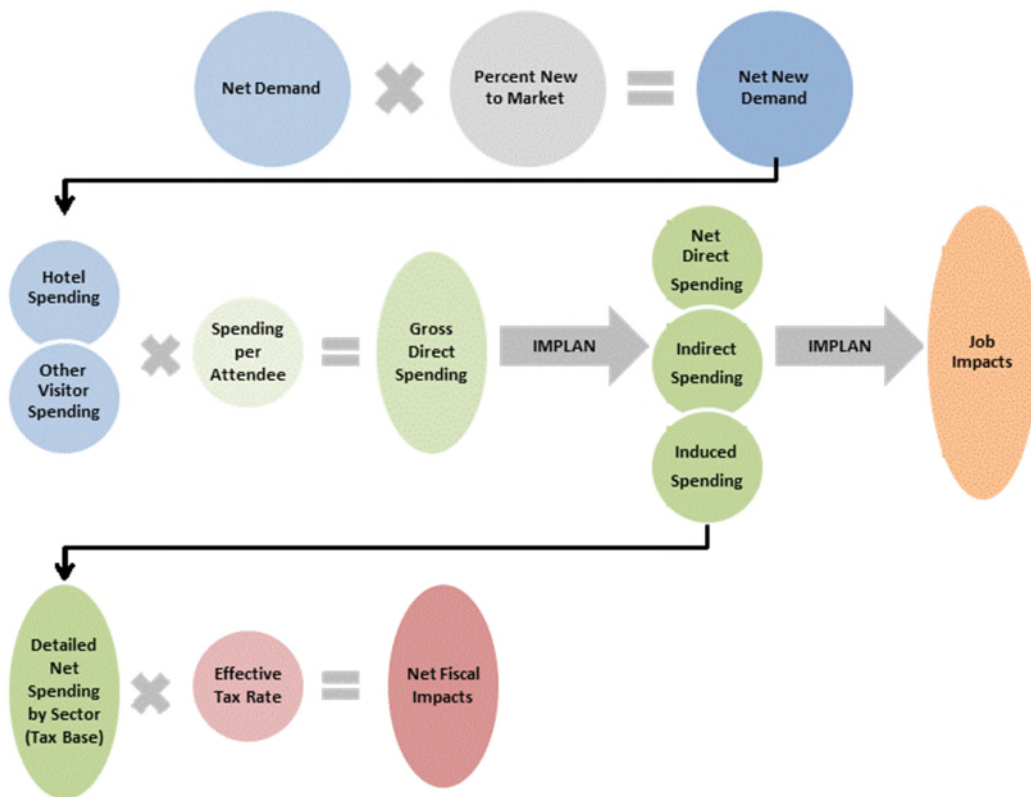
HVS intends for financial projections to show the expected levels of revenues and expense. Projections show smooth growth over time. However, event demand and booking cycles are not always smooth. Unpredictable local and national economic factors can affect business. Event demand is often cyclical, based 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 Impact

Based on the demand projections presented in this report, HVS identified the additional spending that would occur in the local economy due to the Project. HVS estimated the amounts of income and employment that new visitors, event organizers, and exhibitors would generate in Amarillo.

The figure below demonstrates our methodology.

FIGURE 4-35  
METHODOLOGY FOR ECONOMIC AND FISCAL IMPACT ANALYSIS



Spending falls into three categories:

Direct, Indirect, and Induced Spending

- **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 Amarillo. 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.

- **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 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 multiplied spending parameters by the number of net new attendees. 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 Project.

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 five sources of new direct spending impact:

- **Overnight Guests:** Visitors who require overnight lodging, including convention delegates, meeting attendees, and attendees at other ACCC events. Overnight delegate spending includes the spending on meals, shopping, local transportation, recreation and entertainment, and other goods and services while in town.
- **Daytrip Attendees:** Visitors to the ACCC 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.
- **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.
- **Rodeo Attendees:** Visitors who come to Amarillo for the WRCA World Championship Ranch Rodeo, including vendors, competitors, spectators, and judges. Attendees spend on lodging, food and drinks,

souvenirs, entertainment, as well as equipment and materials. This group of attendees is broken out separately from other overnight attendees because they spend differently than a convention or conference attendee. Rodeo attendees spend on farming and ranching equipment and materials that are on sale as part of the Rodeo.

Projection of new spending of each of these sources involves three types of estimates: 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. HVS based estimates on of the origin of attendees on analysis of historic ACCC demand and on event attendance by zip code.

- Overnight Guests – The percentage of overnight attendees new to Amarillo varies by the event type and not all event types generate overnight guests. See the figure below for the percentage new to Amarillo. Some overnight guests may stay with friends and family or outside the market.

**FIGURE 4-36  
NEW OVERNIGHT SPENDING**

Event Type	Percent New
Convention	95%
Trade Show	95%
Consumer Show	95%
Meeting & Conferences	50%
Concerts and Entertainment	31%

- Day Trips – The percentage of daytrip attendees new to Amarillo varies by the event type and not all event types generate new daytrip guests. Zip code data from the ACCC was used to formulate the percent new for each event type. See the figure below for the percentage new to Amarillo.



**FIGURE 4-37  
NEW DAYTRIP SPENDING**

Event Type	Percent New
Convention	60%
Trade Show	50%
Consumer Show	5%
Meeting & Conferences	5%
Banquet	5%
Tenant Sports	28%
Rodeo	20%
Other Sports	55%
Concerts and Entertainment	55%
Assembly	5%
Other	5%
GNC Performing Arts	25%

- 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.
- Rodeo Attendees – HVS estimated 95% of the new rodeo attendees would be new to 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:

$$Total\ Overnight\ Guests \times Percent\ New = New\ Overnight\ Stays$$

$$Total\ Day\ Trips \times Percent\ New = New\ Day\ Trips$$

$$Total\ Delegate\ Days \times Percent\ New = New\ Delegate\ Days$$

$$Total\ Rodeo\ Attendees \times Percent\ New = New\ Rodeo\ Attendees$$

The figure below shows the increase in new visitors to Amarillo that generate new spending.



**FIGURE 4-38  
SUMMARY OF DIRECT SPENDING**

Demand Type	Overnight	Daytrip	Exhibition Days	Event Organizer Days	Rodeo Overnight
Convention	15,114	4,500	23,750	23,750	0
Trade Show	6,477	11,250	28,500	28,500	0
Consumer Show	1,513	1,076	11,950	0	0
Meeting & Conferences	1,013	421	0	7,425	0
Banquet	0	356	0	0	0
Tenant Sports	0	3,096	0	0	0
Rodeo	0	400	0	0	1,117
Other Sports	13	4,180	0	0	0
Concerts and Entertainment	1,225	29,302	0	0	0
Assembly	0	752	0	0	0
<b>Total</b>	<b>25,355</b>	<b>55,332</b>	<b>64,200</b>	<b>59,675</b>	<b>1,117</b>

**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.

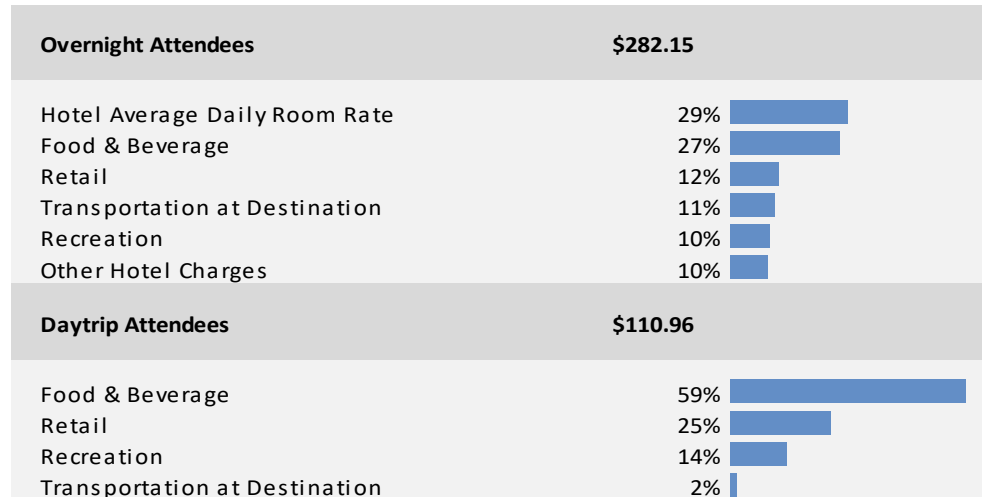
To estimate the spending for overnight and day trip visitors, HVS used results from several tourism spending data sources. Our primary source is the Travel USA study by Longwoods International. This survey is conducted annually with a sample size of approximately 350,000 trips and assesses origin, spending, party size, and primary purpose of the trip.

HVS supplements this with the Destination International (“DI”) Convention Expenditure & Impact Study which surveyed event organizers across over 1,000 events to gather daily spending parameters on overnight convention attendees, day-trip event attendees, exhibiting companies, and event organizers. HVS applies parameters from the Corporate Travel Index (“CTI”) to account for local spending patterns. Adjusted data from DI provides estimates of organizer spending per visitor day. HVS uses per visitor day spending to account for the different sized events that occur in the ACCC. For rodeo attendee spending, HVS used a 2019 WRCA Rodeo Economic Impact Report prepared by Highland Market Research. This report included average spending per attendee based on a random sample of 400 attendees taken at the WRCA Ranch Rodeo.

All spending parameters are stated as the daily spending by individual overnight guests and day-trippers in 2019 dollars. The following figures present the direct spending estimates for each spending category.

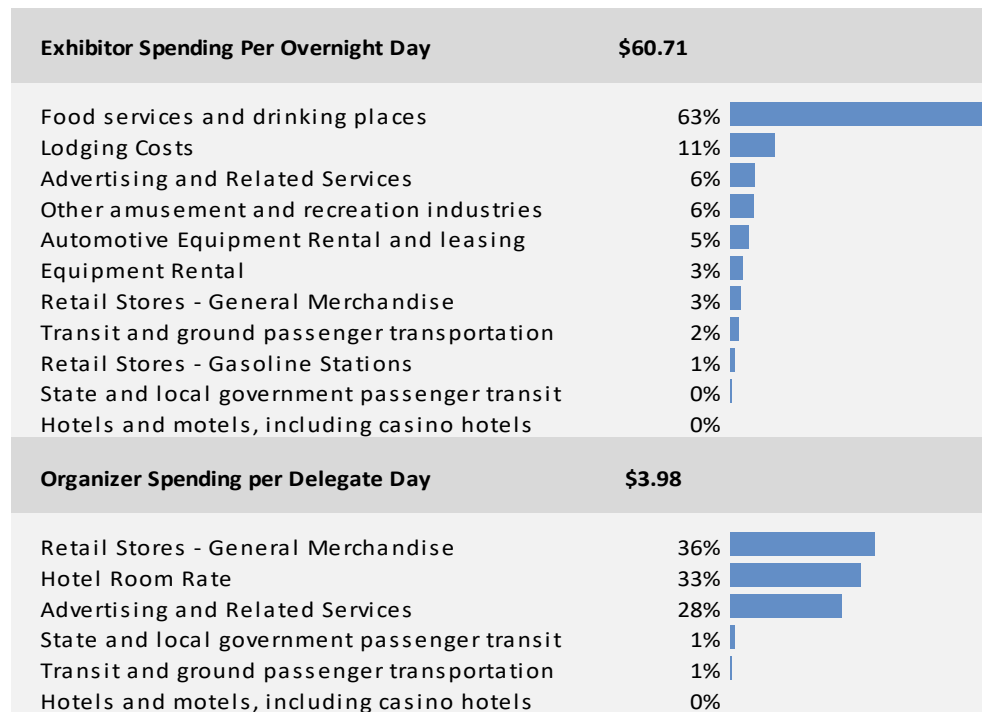


**FIGURE 4-39  
CONVENTIONS ATTENDEE SPENDING**



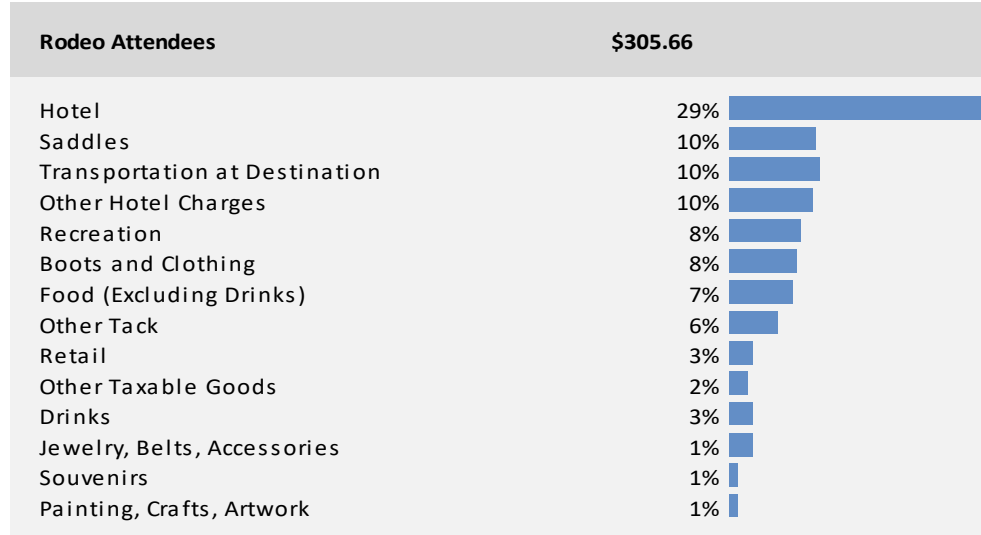
Sources: Longwoods International, STR, CTI, DMAI

**FIGURE 4-40  
EXHIBITOR AND ORGANIZER SPENDING PER ATTENDEE DAY**



Sources: Destinations International, CTI

**FIGURE 4-41  
RODEO ATTENDEE SPENDING**



Sources: Longwoods International, STR, CTI

**Facility Revenue from Outside Spending**

Event organizers and exhibitors create additional spending impacts through spending at the ACCC through facility rentals, the purchase of event food and beverage services, and other spending at the venue. HVS used operating revenue histories to estimate the future spending by exhibitors and event organizers at the ACCC in the previous section. See the figures below for the gross revenue the ACCC generates currently, and the increase in uninflated facility revenue in a stabilized year due to the Project.

**FIGURE 4-42  
CURRENT ESTIMATED GROSS FACILITY REVENUE**

Department	Base Gross Revenue (\$)
Facility Rental	\$867,000
Event Services	757,000
Food and Beverage	1,190,000
Novelty	267,000
Box Office	337,000
Globe-News Center	212,000
<b>Total</b>	<b>\$3,630,000</b>



**FIGURE 4-43  
NEW ESTIMATED GROSS FACILITY REVENUE FROM PROJECT**

Department	Revenue (\$)
Exhibit Space Rental	\$410,000
Arena Rental	36,000
Other Rental	50,000
Ticket Sales	2,764,000
Event Services	454,000
Food & Beverage	463,000
Novelty	194,000
Box Office	211,000
Net Suite Revenue	435,000
<b>Total</b>	<b>\$5,017,000</b>

Sources: HVS

**Gross Direct Spending**

HVS applied the previous sources of spending impacts and spending parameters to estimate both the current gross direct spending and the projected increase in gross direct spending for a stabilized year after the Project is complete. See the figures below.

**FIGURE 4-44  
CURRENT GROSS DIRECT SPENDING**

Visitor Type	Number of New Visitors	Daily Spending	Base Spending
Overnight Spending =	27,785 overnight visitors	x \$282.15 =	\$7.84
Daytrip Spending =	97,300 daytrip visitors	x 110.96 =	10.80
Exhibiting Company Spending per attendee day =	85,800 attendee days	x 60.71 =	5.21
Event Organizer Spending per attendee day =	80,300 attendee days	x 3.98 =	0.32
Rodeo Attendees =	4,300 overnight visitors	x 305.66 =	1.31
	<b>Facility Gross Revenue =</b>		<b>3.63</b>
	<b>Total Gross Direct Spending =</b>		<b>\$29.11</b>

**FIGURE 4-45  
INCREASE IN GROSS DIRECT SPENDING FROM PROJECT**

Visitor Type	Number of New Visitors	Daily Spending	Total Spending (Millions)
Overnight Spending =	25,355 overnight visitors	x \$282.15 =	\$7.15
Daytrip Spending =	55,300 daytrip visitors	x 110.96 =	6.14
Exhibiting Company Spending per attendee day =	64,200 attendee days	x 60.71 =	3.90
Event Organizer Spending per attendee day =	59,700 attendee days	x 3.98 =	0.24
Rodeo Attendees =	1,100 overnight visitors	x 305.66 =	0.34
	<b>Facility Gross Revenue =</b>		<b>5.02</b>
	<b>Total Gross Direct Spending =</b>		<b>\$22.78</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 North American Industry Classification System (“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 parentages. 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 following figures present the output of the IMPLAN model—the net new direct, indirect, and induced economic impacts and that are attributable to the



Project. 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 Amarillo by the current ACCC as well as the increase in economic impact from the Project.

**FIGURE 4-46  
ANNUAL ECONOMIC IMPACT (2019 DOLLARS)**

Impact (\$ millions)	Base	Expanded ACCC	Increase from Project
Net Direct	\$24.1	\$41.9	\$17.9
Indirect	6.9	\$12.6	5.6
Induced	5.4	\$9.2	3.8
<b>Total</b>	<b>\$36.4</b>	<b>\$63.7</b>	<b>\$27.3</b>

**Employment Impacts**

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

**FIGURE 4-47  
EMPLOYMENT IMPACT**

Full-Time Equivalent Jobs	Base	Expanded ACCC	Increase from Project
Direct	223	387	164
Indirect	36	68	31
Induced	29	49	20
<b>Total Permanent Jobs</b>	<b>288</b>	<b>503</b>	<b>216</b>

The ACCC currently generates approximately 288 full-time equivalent jobs through the increase in economic activity from event attendees. By a stabilized year of operation, the Project would support approximately 216 additional permanent full-time equivalent jobs.

These employment impacts do not measure the number of employees of the ACCC. Rather, they reflect the amount of labor needed to support the total output generated by new spending. Since economic impact spreads out across many sectors of the economy, so do the jobs.

**Fiscal Impacts**

Fiscal impacts are the public sector share of the economic impacts generated by tax collections on new spending. The previously discussed spending estimates provide a basis for estimating potential tax revenue, as certain existing Amarillo taxes would apply to some of the spending.

The IMPLAN analysis generates net-direct, indirect, and induced outputs, which fall into various NAICS categories. HVS determined which taxes would



apply to which category of 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 the expansion of the ACCC. HVS then estimated the potential annual revenue from each tax source as shown in the following figures. The base fiscal impact shows the revenue generated from the operation of the current ACCC. The net fiscal impact shows the increase in fiscal revenue from the Project.

**FIGURE 4-48  
BASE FISCAL IMPACT**

Tax Category	Tax Base	Effective Tax Rate	Tax Revenue
City Sales & Use Tax	\$26,463,000	1.50%	\$396,900
EDC Sales & Use Tax	26,463,000	0.50%	132,300
Auto Rental	895,000	5.00%	44,800
City HOT	3,789,600	7.00%	265,300
Venue District HOT	3,789,600	2.00%	75,800
Telecommunications	368,000	\$2.32/month/line	16,300
Electricity	726,000	5.00%	36,300
Natural Gas	57,000	5.00%	2,900
<b>Total</b>			<b>\$970,600</b>

The ACCC currently generates approximately \$970,000 in tax revenue annually for the City of Amarillo.

**FIGURE 4-49  
NET INCREASE IN FISCAL IMPACT**

Tax Category	Tax Base	Effective Tax Rate	Estimated Tax Revenue
City Sales & Use Tax	\$19,776,000	1.50%	\$296,600
EDC Sales & Use Tax	19,776,000	0.50%	98,900
Auto Rental	698,000	5.00%	34,900
City HOT	3,058,500	7.00%	214,100
Venue District HOT	3,058,500	2.00%	61,200
Telecommunications	277,000	\$2.32/month/line	12,200
Electricity	528,000	5.00%	26,400
Natural Gas	43,000	5.00%	2,200
<b>Total</b>			<b>\$746,500</b>

Eight tax sources would generate an additional \$747,000 in annual tax revenue for the City of Amarillo in a stabilized year of operation.



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

**FIGURE 4-50  
SUMMARY OF ECONOMIC AND FISCAL IMPACTS**

Summary of Impacts*	Base	Expanded ACCC	Increase from Project
Economic Impact (millions)	\$36.4	\$63.7	\$27.3
Fiscal Impact (Thousands)	\$963	\$1,710	\$747
Jobs	288	503	216
Room Nights	41,500	74,000	32,500
*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 or potential outcomes.

**Construction Impacts**

The economy of Amarillo will also benefit from the Project. Unlike the economic impacts discussed above, the impact of construction will be limited to the years in which the construction occurs. The impacts from construction do not recur annually.

Construction impacts are based on the Facilities Department of the City of Amarillo and Rider Levett Bucknall cost estimates and construction schedules for the Project. The City of Amarillo estimates the project will cost approximately \$290 million and Rider Levett Bucknall estimate construction will last from 2020 to 2024. The table below shows the gross direct spending by year for the Project.



**FIGURE 4-51  
CONSTRUCTION GROSS SPENDING (\$000'S)**

Description	2020	2021	2022	2023	2024
Convention Space					
Expansion/Remodel	0	\$5,162	\$49,861	\$22,402	\$25,808
FF&E	0	500	4,830	2,170	2,500
Arena Construction and FF&E	0	28,056	56,113	56,113	0
A/E Design Costs	6,447	6,447	6,447	0	0
Land Costs (crossing Johnson St.)	5,000	0	0	0	0
City Hall Demolition	1,000	0	0	0	0
Site Demolition/Prep	2,460	0	1,640	0	0
Pedestrian Park	0	0	0	3,500	0
Utilities Relocation					
Water & Sewer	5,339	0	0	0	0
Storm Sewer	3,231	0	0	0	0
Xcel, ATT, Atmos	250	0	0	0	0
Parking Garage	4,950	10,050	0	0	0
<b>Total</b>	<b>\$28,677</b>	<b>\$50,215</b>	<b>\$118,892</b>	<b>\$84,185</b>	<b>\$28,308</b>

Source: City of Amarillo Facilities Department and Rider Levett Bucknall

Construction is projected to last from 2020 until 2024 and spending would peak in 2022. The Arena and the exhibit hall would be built first, with renovations to the current ACCC coming after the new construction is finished.

The figures below show the net direct, indirect and induced spending generated in Amarillo by construction in the year that the impacts occur.

**FIGURE 4-52  
ONE TIME CONSTRUCTION ECONOMIC IMPACT**

Impact (\$ millions)	2020	2021	2022	2023	2024
Net Direct	\$6.8	\$45.2	\$107.3	\$76.9	\$26.0
Indirect	1.9	11.8	27.8	19.8	6.7
Induced	1.8	9.3	21.7	15.2	5.1
<b>Total</b>	<b>\$10.5</b>	<b>\$66.3</b>	<b>\$156.8</b>	<b>\$111.9</b>	<b>\$37.8</b>

The economic impacts of construction in Amarillo would peak in 2022 at over \$156 million.

**Construction  
Employment  
Impacts**

HVS calculated the full-time equivalent jobs supported by the spending in each economic sector during construction. Due to the temporary nature of the construction spending, these are temporary jobs created during construction and will end once construction is completed. The figure below summarizes the results.



**FIGURE 4-53  
EMPLOYMENT IMPACT OF CONSTRUCTION**

Full-Time Equivalent Jobs	2020	2021	2022	2023	2024
Direct	29	124	284	194	65
Indirect	12	65	150	106	36
Induced	10	50	117	82	28
<b>Total Jobs</b>	<b>50</b>	<b>239</b>	<b>550</b>	<b>382</b>	<b>128</b>

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.



## Statement of Assumptions and Limiting Conditions

1. This report is to be used in whole and not in part.
2. All information, financial operating statements, 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.
3. Unless noted, we assume that there are no encroachments, zoning violations, or building violations encumbering the proposed subject property.
4. The proposed facility is assumed to be in full compliance with all applicable federal, state, local, and private codes, laws, consents, licenses, and regulations (including a liquor license where appropriate), and that all licenses, permits, certificates, franchises, and so forth can be freely renewed or transferred to a purchaser.
5. 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.
6. 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.
7. We take no responsibility for any events or circumstances that take place subsequent to the date of our report.
8. The quality of a facility's on-site management has a direct effect on a property's economic performance. The demand and financial forecasts presented in this analysis assume responsible ownership and competent management. Any departure from this assumption may have a significant impact on the projected operating results.
9. The impact analysis presented in this report is based upon assumptions, estimates, and evaluations of the market conditions in the local and national economy, which may be subject to sharp rises and declines. Over the projection period considered in our analysis, wages and other operating expenses may increase or decrease due to market volatility and economic forces outside the control of the hotel's management.
10. We do not warrant that our estimates will be attained, but they have been developed on the basis of information obtained during the course of our market research and are intended to reflect reasonable expectations.
11. Many of the figures presented in this report were generated using sophisticated computer models that make calculations based on

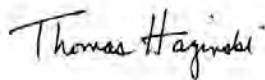
numbers carried out to three or more decimal places. In the interest of simplicity, most numbers have been rounded. Thus, these figures may be subject to small rounding errors.

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. Although this analysis employs various mathematical calculations, the final estimates are subjective and may be influenced by our experience and other factors not specifically set forth in this report.
14. HVS, is not a municipal advisor and HVS is not subject to the fiduciary duty set forth in section 15B(c)(1) of the Act (15 U.S.C. 78o-4(c)(1)) with respect to the municipal financial product or issuance of municipal securities. The reader is advised that any actual issuance of debt would be done under the advice of its bond counsel and financial advisors. Financial advisor would provide advice concerning the specific structure, timing, expected interest cost, and risk associated with any government loan or bond issue. Potential investors should not rely on representations made in this report with respect to the issuance of municipal debt.
15. This report was prepared by HVS Convention, Sports & Entertainment Facilities Consulting. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of this organization, as employees, rather than as individuals.
16. This report is set forth as a Facility Needs Assessment 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. the statements of fact presented in this report are true and correct;
2. 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. we have no present or prospective financial or personal interest with respect to the parties involved;
4. HVS is not a municipal advisor and is not subject to the fiduciary duty set forth in section 15B(c)(1) of the Act (15 U.S.C. 78o-4(c)(1)) with respect to the municipal financial product or issuance of municipal securities;
5. we have no bias with respect to the subject of this report or to the parties involved with this assignment;
6. our engagement in this assignment was not contingent upon developing or reporting predetermined results;
7. our compensation for completing this assignment is not contingent upon the development or reporting of a predetermined result that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal;
8. Thomas A. Hazinski, MPP and Anthony Davis, MPP personally inspected the area described in this report.



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Thomas Hazinski  
Managing Director



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Anthony Davis  
Associate