

# Vision 2020

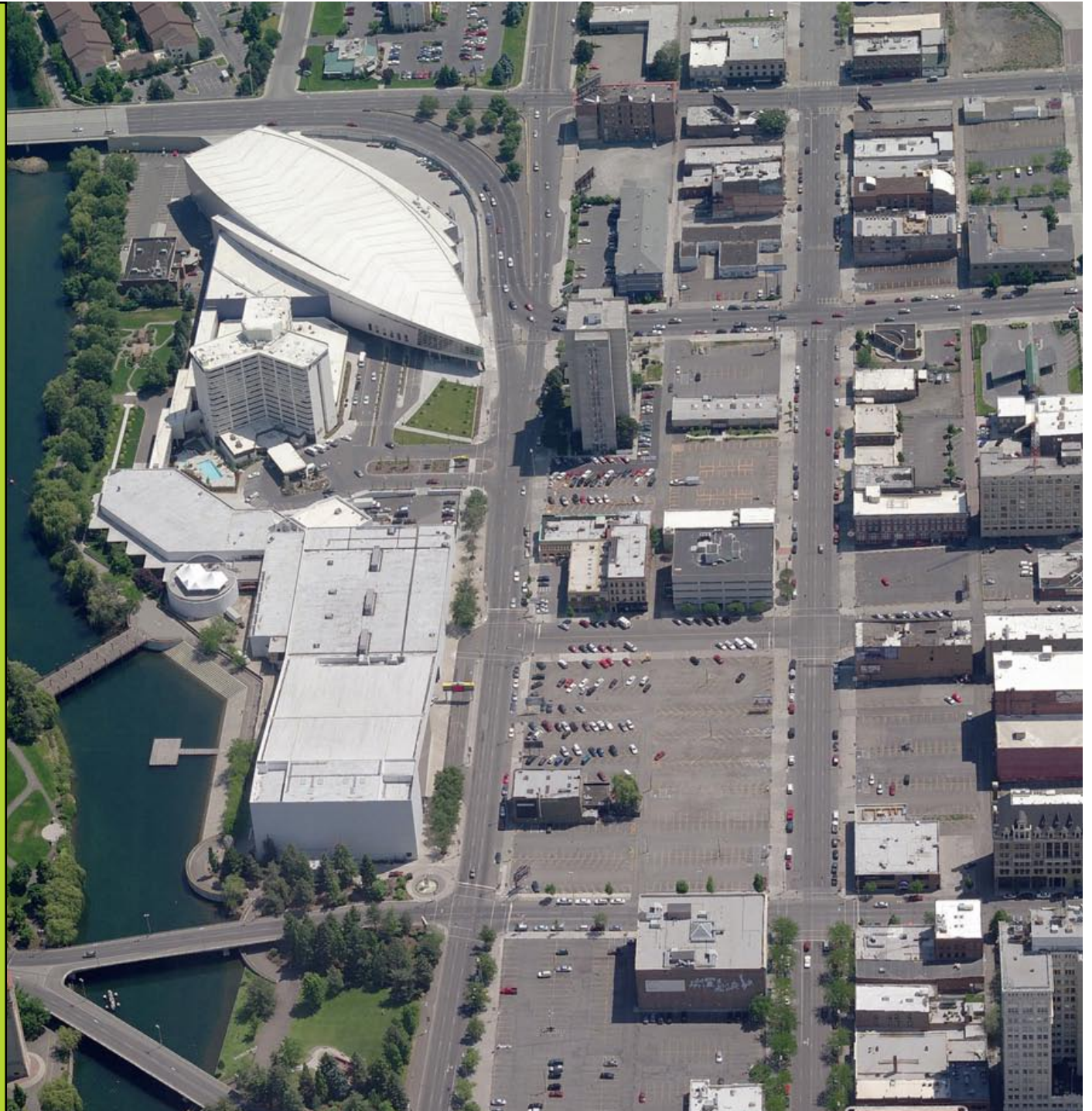
The Plan for Expansion of the  
Spokane Convention Center

## Master Plan Report

Produced for

**Spokane Public  
Facilities District**

March 17, 2009





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## EXECUTIVE SUMMARY

The Spokane Public Facilities District (SPFD), an independent State of Washington municipal corporation, owns and operates the Spokane Veterans Memorial Arena, the INB Performing Arts Center (INB) and the Spokane Convention Center (SCC). Having completed an expansion of the Convention Center, a renovation of original convention facilities and refurbishment of the INB Performing Arts Center, the SPFD is master planning for future expansion of the Convention Center and parking facilities.

The trend for North American convention centers is to expand every ten years and by increments that roughly match the size of the original exhibition space. While the average period is ten years, the timing for building new space is affected by and must be balanced with the availability and quality of hotel rooms and attractions, the transportation infrastructure and economic conditions.

The expansion program for the Washington State Convention & Trade Center is following this trend (although delayed) along with many other centers across the United States and Canada. Expansion of the Spokane Convention Center over time will better position the City to compete with other destinations such as Portland, Salt Lake City, Sacramento, Albuquerque and even Seattle for hosting conventions and tradeshow.

This master plan report has been compiled with the expertise and experience of the Consulting Team in collaboration with the Spokane Public Facilities District, the Spokane Regional Convention & Visitors Bureau (CVB) and the various participating stakeholders. Since cities compete for convention business on a "destination versus destination" basis, the long term vision for expansion must also incorporate the hospitality infrastructure required to support meeting activity with the appropriate hotel quality and quantity in addition to the downtown restaurant, retail and entertainment activities. Downtown Spokane has many of these attributes in place. Airlift capacity and ground transportation options must keep pace for Spokane to realize the full potential of the meeting and convention business.

The Consulting Team gathered the various stakeholder groups together for workshops and preliminary concept presentations during the months of December 2008 and January 2009 and documented the following observations:

- The distance between Group Health exhibition space and the meeting rooms in the renovated portion of the SCC is impacting the sales appeal of the SCC to the convention market.
- The demand for larger banquet space results in the Group Health Exhibition Hall being utilized for food events. The exhibition hall is not purpose built space for banquet use lacking appropriate prefunction, ballroom aesthetics and production kitchen adjacency.
- The current hotel inventory is insufficient for convention demand. The linked DoubleTree Hotel is an asset for meeting planners however, the limited room block and the lack of convention quality space detracts from the destination. The Davenport Hotel is a superior convention quality hotel but its more remote location is a challenge for meeting planners looking for hotels immediately adjacent to the Center.
- Current exhibition space at 100,000 SF (including 17,000 SF of multipurpose swing space), while adequate to capture a significant portion of the market, does not allow for concurrent conventions and tradeshow which would significantly increase utilization of the facility and adjacent hotel occupancy.
- The lack of a single identifiable front door to the complex confuses guests. The SCC is also unique in that it presents two faces to the community – the riverfront and the downtown core, making organization of front and back of house challenging.
- Significant demand exists for convention groups requiring 125,000-130,000 SF of exhibition space which cannot be accommodated in the existing facility.



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The SPFD has been assembling land south of the INB Performing Arts Center, the South Site bounded by Washington and Browne Streets and Spokane Falls Blvd to Main Street, in preparation for development of parking facilities and convention center expansion. The original scope of this study which built on the 2001 LMN study, was expanded to a broader convention center district approach to incorporate a long-range master plan.

Both an expanded South Site, bounded by Washington Street to the west and Division Street to the east, and redevelopment of the North Site, bounded by the INB to the west and Division Street to the East, were explored and measured against the study goals for expansion which can be summarized as follows:

- Parking for 1,600-2,100 cars at full build-out of the convention center district. An increase of about 600 to 700 stalls is required to meet current/peak demand for both the INB and the SCC. Parking must be proximate to the INB and the SCC.
- Expansion of the Convention Center would be phased and occur in 50-100,000 SF increments of exhibition space to meet market demand. The projected size of the exhibition halls at full build-out would be 250-300,000 SF.
- Opportunities for hotel development are incorporated into the master plan. The DoubleTree Hotel needs to determine if it will expand and upgrade on the existing site; if not, options for relocation of the hotel could be explored. The future of the DoubleTree will determine the redevelopment options on the existing site.
- The decision to expand from south-to-north or north-to-south is contingent on the future of the DoubleTree Hotel property on the existing site.
- The North Site and South Site options are not necessarily independent and could be explored in tandem.

Working from these study goals and the design and planning principles outlined in this report, the Consulting Team initially developed eight study diagrams (see appendix); from these, six Master Plan Concepts were developed in collaboration with the SPFD and its stakeholders. The relative advantage/disadvantages of the concepts are as follows:

Four of the six options studied reach the desired ultimate size range of 250,000 - 300,000 SF. The North Site concepts 3 and 4 can reach the desired ultimate size when considered in combination with South Site development.

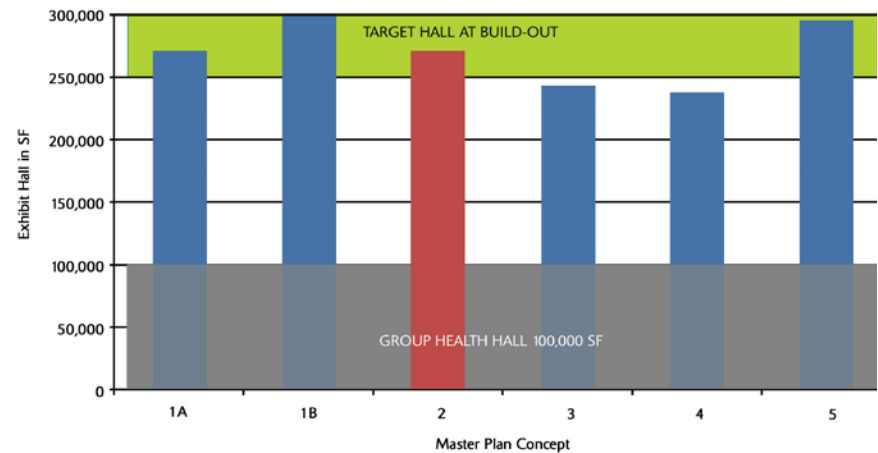
The relative advantage/disadvantage of each concept was also assessed for issues of constructability, impact on hotel development opportunities, urban environment enhancements, and site acquisition.

For Spokane to remain competitive in the lucrative meetings and convention market, opportunities for expansion must be identified and preserved over time. The development of a convention district does not occur in a vacuum and as such must be closely aligned with the overall strategy for downtown Spokane. Vision 2020 provides a roadmap for the SPFD to strategically approach the development of the convention center district in alignment with the overall goals of the Downtown Plan.

*Comparison Matrix*

Site / Concept	1A/B	2	3	4	5
Meets Program Exhibit ≥ 250 SF	Yes	Yes	No	No	Yes
Constructability	Simple	Moderate (Main St)	Highly Complex	Complex	Simple
Hotel Impacts or Opportunity	2 New Sites	2 New Sites	Replace D' Tree	Replace D' Tree	1 New, 2 Rebuild Sites
Enhanced Urban Environment	-	Retail on Main Street	River Views, Faces City	River Views, Faces City	-
Site Acquisition	High	High	High	High	High

*Comparison to Goal*





## THE ASSIGNMENT

The Spokane Public Facilities District (SPFD) requested master planning and conceptual design services for expansion of the Spokane Convention Center (SCC) and related parking facilities on the block due south of the center and INB Performing Arts Center (INB). As outlined in the Request for Qualifications, development of the South Site envisioned three phases:

1. Build a surface parking lot in 2009.
2. Plan for a 700-1,000 space parking garage with improved pedestrian connection to the Convention Center and the INB.
3. Provide an expansion plan for the SCC to be built within a ten-year period.

This original scope request was explored during the initial consultation meetings and expanded to incorporate a long-range master plan approach in lieu of a short-term expansion planning exercise. The revised scope is detailed under the Goals and Objectives section of this report.

The Consulting Team assembled for this master planning effort is led by ALSC Architects with support from Conventional Wisdom Corp. Rick Williams Consulting, Coffman Engineers, and Thomas Consulting have also been retained for parking analysis, engineering and cost estimating services.

ALSC Architects 203 N. Washington, Suite 400 Spokane, WA 99201	Project Management, Conceptual Design
Conventional Wisdom Corp 2703 Rew Circle Ocoee, FL 34761	Facility Evaluation, Stakeholder Interviews, Program Recommendation, Functional Layouts
Rick Williams Consulting 610 SW Alder, Suite 1221 Portland, OR 97205	Parking Analysis
Coffman Engineers 10 North Post Street #500 Spokane, WA 99201	Engineering Review
Thomas Consulting 905 W Riverside Ave # 407 Spokane, WA 99201	Cost Estimating





## STUDY GOALS AND OBJECTIVES

### EXPANDING THE TIME FRAME

The need to shift from an expansion study to a master planning exercise became readily apparent during the first client meetings. The final report must inform how the site and program meet projected market demand for the next 20-30 years and that multiple options are identified to support phased expansion over a 10-30 year time span. Future expansion opportunities are identified as part of the space program development and factored into the master plan.

Convention centers are built by communities as a catalyst for new business development. Initially sized using demographic comparisons and historical event data to serve an estimated regional market opportunity, success generates tax revenues that can support future expansion and further business development. Growth happens in stages and at a pace dependent on market conditions, the regional economy and the strength of the local hospitality community.

Historical data from healthy North American communities indicate convention facilities have expanded on average every ten years and by increments that roughly match the size of the original offering. Spokane followed the national trend by expanding its exhibition space from 40,000 to 83,000 square feet (100,000 SF including Riverview Hall D) in 2006. This study will evaluate future expansion using exhibition hall modules from 50,000 to 100,000 square feet in size.

The purpose for expanding the timeline for this study is to identify and preserve multiple options for growth of the convention center and related parking in tandem with new business opportunities for hotels, restaurants and retail outlets that benefit from attracting new visitors to the city.

Experience in other urban convention destinations such as Seattle, Phoenix and San Diego show significant cost premiums have been incurred to expand facilities when long-term planning did not anticipate the full growth potential of the meetings industry.





## SURROUNDING AREAS AND INFLUENCES

The Spokane Convention Center and the INB Performing Arts Center are well positioned along the Spokane Riverfront and adjacent to the downtown central business district, shopping, restaurants and other entertainment options. The Center is located between downtown and the burgeoning University District to the east of Division Street and north of the river, with its emphasis on biomedical, life sciences and healthcare research, teaching and outreach.

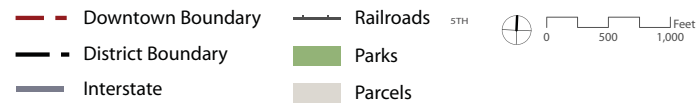
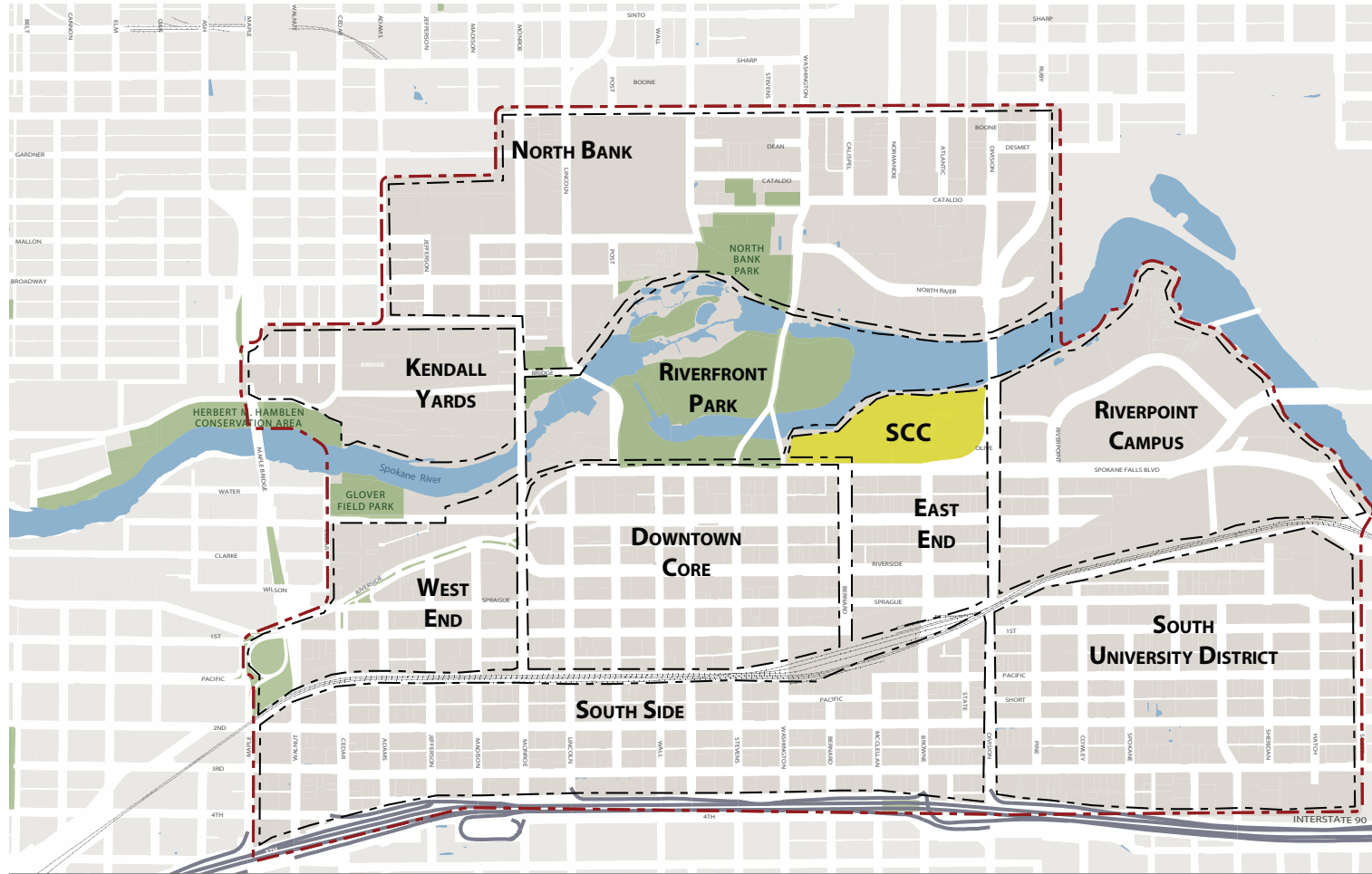
The City of Spokane and Downtown Spokane Partnership, in collaboration with local stakeholder groups, completed the Plan for a New Downtown in 1999. The goals and objectives of the Plan were revisited in mid-year 2008 and the Fast Forward Spokane: Downtown Plan Update was issued.

Downtown Spokane is comprised of nine districts each with its own distinct character which the plan is committed to enhancing. The current SCC is located in the East End sub-district and classified as Visitor Serving Commercial on the Downtown Plan Land Use Map. *(See Downtown Sub Districts Map)*

Since 1999, Spokane has invested over \$3.4 billion in more than 800 projects to reestablish itself as the cultural, nightlife and entertainment hub of the Inland Northwest. The Convention Center expansion completed in 2006 was just one of the revitalization projects listed in the plan.

The Convention Center does not exist in a vacuum, but rather is one element in a complex package of hospitality and infrastructure-related features that make up the identity of a community to visitors. The convention and tradeshow industry relies upon the airline and roadway networks for connectivity regionally and nationally; it benefits local hotels, restaurant, entertainment and retailers alike. The Convention Center provides the capacity and stimulates demand for those types of events, and when filled with activity drives demand and growth for all of these supporting businesses.

Downtown Sub Districts Map



www.spokane.gov

Source: *The Fast Forward Spokane: Downtown Plan Update*



### QUALITY OF LIFE

Spokane's enviable high quality of life has earned the City numerous accolades according to the Downtown Spokane Partnership. In 2005, Spokane was rated as one of the most walkable cities in the U.S. by Prevention Magazine. The City's burgeoning high-tech industry has also established Spokane as one of the country's best places for entrepreneurial businesses. In 2007, Spokane ranked number 22 on Inc. Magazine's list of the "Best Midsize Cities for Doing Business" and number 20 on Forbes' list of overall "Best Places." In 2008, Spokane ranked number nine on Forbes' list of "Best Places for Business and Careers".

As a large-scale development with potentially the largest footprint in downtown Spokane, the Center has a responsibility to enhance the appearance, safety and functionality of public areas at its boundaries. By working in partnership with other civic and state agencies, improvements may be made to the riverfront and to vehicular and pedestrian traffic patterns. This approach serves to benefit the community as a whole while maximizing the guest experience in Spokane.





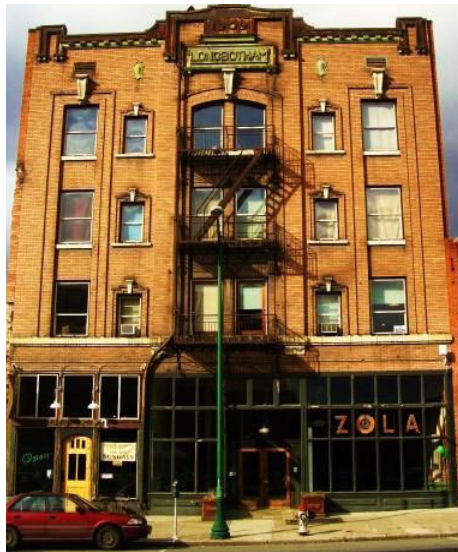
*Studies of successful convention destinations indicate the value of creating an identifiable district to support commercial amenities such as shopping, dining and entertainment.*



## FUTURE DEVELOPMENT PATTERNS

Downtown offers the benefits of a cosmopolitan city with the character and approachability of a smaller town. The natural setting on the Spokane River combined with shopping, restaurant, and entertainment options offers a vibrant urban experience. New residential development has provided a number of new housing options in the downtown area. Coupled with the area's historic architecture, these urban lifestyle enhancements define the unique character of downtown Spokane.

New development in the nearby University District is also supporting new businesses in the East End near Division Street and Main Avenue. New restaurants, nightclubs and eclectic shops that target students and residents alike anchor this area and are energizing this boundary of the convention center. The goal is to balance capital investment in convention facilities with new hotels and commercial opportunities while preserving adequate space to expand over time and continue to stimulate growth of new businesses. (See *Downtown Primary Land Use Map*)

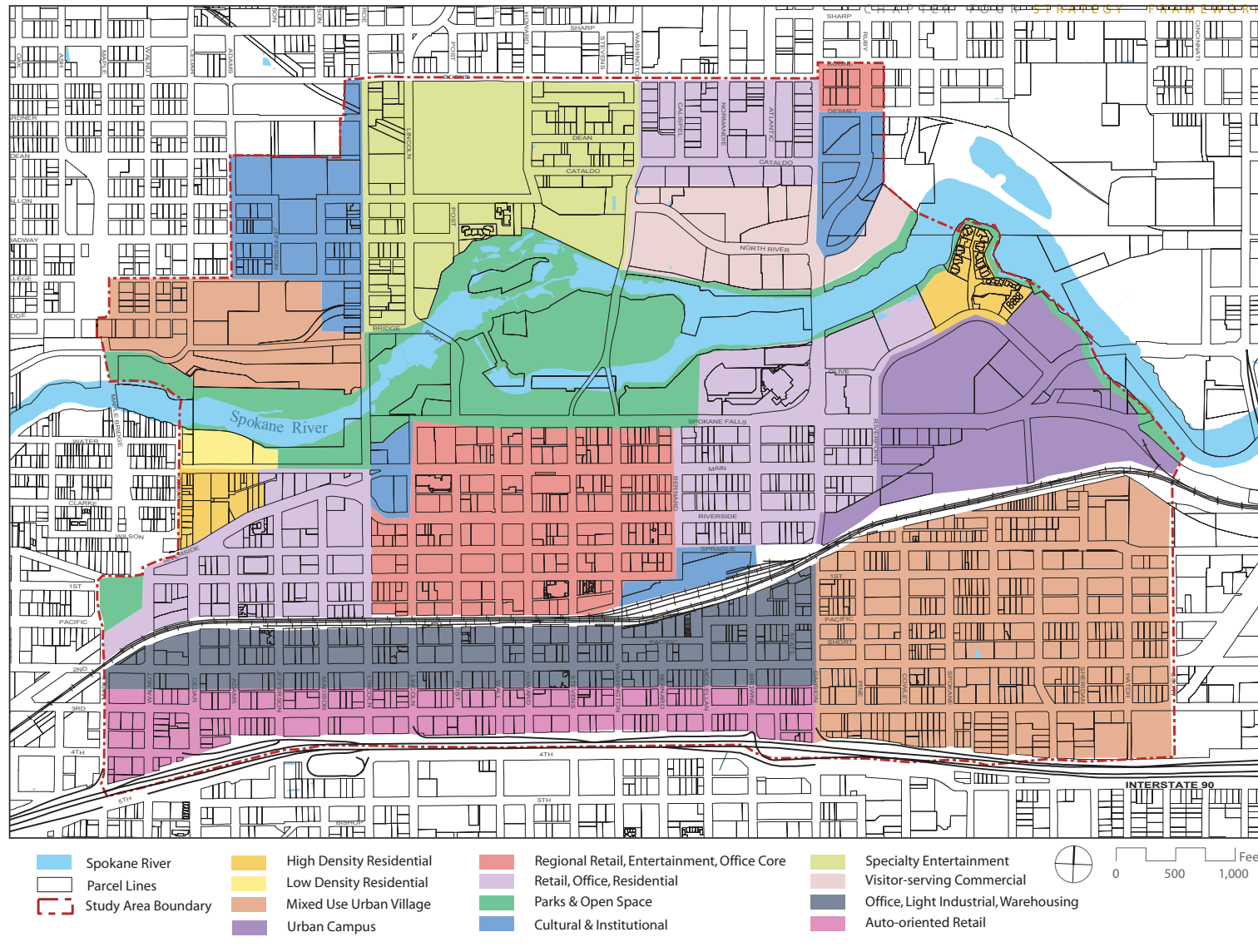


The Downtown Plan Update identified the following key development attributes and opportunities in Spokane:

- *Spokane River and Riverfront Park*: A stunning historic backdrop and recreational opportunity.
- *Spokane River Centennial Trail*: 37 mile trail for residents and visitors to enjoy easy access to cycling, running, kayaking, canoeing and fishing.
- *Convention Center and Davenport Hotel*: The expanded convention center is an economic engine for the City, while the Davenport is described as the icon of the City and an architectural jewel.
- *INB Performing Arts Center*: Premier entertainment venue and cultural icon for the Spokane Region.
- *Spokane Arena*: The facility is host to national-level entertainment and sporting events.
- *Strategic Location*: Regional hub of the Inland Northwest.
- *Downtown Regional Retail Center & River Park Square*: Major asset with quality downtown shopping.
- *Sense of History and Place*: Historic buildings and unique riverfront setting.
- *Universities and Research Opportunities*: Eastern Washington, Gonzaga and Washington State University Spokane are all located proximate to downtown.

The development of the Convention Center as the catalytic project within the East End sub-district remains a priority for the City of Spokane and the Downtown Spokane Partnership. Studies of successful convention destinations indicate the value of creating an identifiable district to support commercial amenities such as shopping, dining and entertainment for attendees and residents.

Downtown Primary Land Use Map



Source: *The Fast Forward Spokane: Downtown Plan Update*



## DATA GATHERING - THE PROCESS

### SPOKANE PUBLIC FACILITIES DISTRICT

In 1989 the Washington State Legislature created the Spokane Public Facilities District (SPFD) to “acquire, construct, own and operate sports and entertainment facilities with contiguous parking facilities.” The SPFD first oversaw the replacement of the old Spokane Coliseum with the Spokane Veterans Memorial Arena. In September 2003, the SPFD assumed control of the Spokane Opera House and Convention Center. Today, the SPFD manages the Spokane Arena, Spokane Convention Center and the INB Performing Arts Center.

The SPFD is a municipal corporation, an independent taxing authority as defined in the State Constitution. The boundaries of the taxing district are coextensive with the boundaries of Spokane County. The Spokane Public Facilities District enjoys a reputation of delivering on its promises within the local community and maintains active participation by its Board.

### PRIOR STUDIES

The team compiled information from existing data for market demand, previous feasibility and expansion studies and other relevant information.

City of Spokane  
*Draft University District/Downtown Spokane Transportation Improvement Plan*  
DKS Assoc, May 2008

Spokane Regional Transportation Council (SRTC)  
*Spokane Streetcar Feasibility Study*  
URS, March, 2006

Downtown Spokane Partnership  
*Downtown Spokane Streetscape Treatment and Element Design Standards*  
David Evans and Associates, Inc., November 28, 2007

Downtown Spokane Partnership  
*Spokane University District Parking Study*  
Rick Williams Consulting, May 2007

City of Spokane  
*Comprehensive Plan*  
City of Spokane Planning Services, January 2007

City of Spokane  
*The University District Strategic Master Plan*  
City of Spokane’s Economic Development Department, November 2004

City of Spokane/Downtown Partnership & Federal National Mortgage Assoc.  
*Residential Market Potential Study*  
Zimmerman/Volk Associates, February 2003

City of Spokane/Downtown Partnership  
*Spokane Downtown Parking Demand Study*  
Melvin Mark Development Co. & Nelson/Nygaard Consulting, April 2005

*2007 Year End Report*  
Spokane Public Facilities District

*2007 Convention Center Benchmarking Report*  
PricewaterhouseCoopers/IAAM, September 2008

Visit Spokane Regional Convention and Visitors Bureau  
*Best Practices Joint Study*  
The Radcliffe Company, 2007

University District/Downtown Spokane  
*Transportation Improvement Study, Draft Study*  
DKS Associates, July 2008





## STAKEHOLDER PARTICIPATION

The master planning kickoff began on December 1, 2008 with an Executive Team session to clarify the scope of the work and the goals of the master planning effort. Participation in the meeting included the SPFD management team, representatives from the SPFD Board and the Spokane City Planning Department.

Stakeholder review sessions and presentations of preliminary findings were provided throughout the month of December to SPFD staff, hotel management, Spokane Regional Convention & Visitors Bureau (CVB) staff and neighboring businesses.

### **Convention Center Staff Interviews**

In gathering relevant information for this report, the consultants interviewed a cross section of staff members from each department and working group of the Convention Center on December 1-2, 2008. These sessions allowed the Consulting Team to identify potential differences and to align our perceptions, standards and approach with Spokane's operating methodology. Adjustments were made to the master plan, thus reflecting both local operating preferences and industry best practices.

- Administration
- Event Managers
- Sales
- Finance
- Communications
- Operations
- Security
- Building Services
- Food & Beverage

## Hotel & CVB Constituent Interviews

An industry-specific study group comprised of hotel management and CVB staff was also interviewed by the Consulting Team and the SPFD to ensure participation and feedback from the local hospitality industry. These initial sessions were also held on December 1-2, 2008.

- Spokane Regional Convention & Visitors Bureau
- Doubletree Hotel
- Red Lion Hotels
- Davenport Hotel

## District Neighbors Presentation

A presentation of preliminary master plan concepts was conducted on December 15, 2008 to the SPFD management team, the SPFD Board, representatives of the CVB and the City Planner, followed by the District Neighbors presentation on December 16, 2008. The presentation to this wider audience provided an opportunity for feedback from a diverse stakeholder group including those listed below:

- Greater Spokane Incorporated
- Spokane Schools
- Downtown Hotels
- Neighborhood Businesses
- Spokane Downtown Partnership
- Business Improvement District
- City Council Representative
- Spokane Regional Convention & Visitors Bureau
- Spokane Public Facilities District
- City of Spokane Planning Department
- SCC Food & Beverage Provider
- Local Service Contractors

## Review of Draft Concept Plans

The Consulting Team met with the SPFD management team on January 19, 2009 to present the Consulting Team's draft concepts for the strategic vision plan for the Convention Center District. Opportunities for questions and new ideas provided further input for the final concept plans outlined in this report.

On January 20, 2009 the SPFD management team and representatives of the SPFD Board met to finalize input and provide direction relative to the draft concept plans.

## Presentation to the Mayor's Office

A presentation to the Mayor's Office and City officials took place on February 17, 2009 to review concept plans and hear input from the City's perspective. Comments received have been integrated into this report.

## Public Input

A public meeting was held February 19, 2008 to allow the general public an opportunity for input into the draft concepts. Input gained from this public meeting are incorporated into this report.





## CONVENTION MARKET TRENDS

### EVENT TYPES AND PROFILES

The meetings industry has developed into a varied group of events ranging from large trade and exhibition events to small business conferences. As societies mature and become more sophisticated, so does the meetings market. The diverse nature of the meetings industry and the characteristics of various event types necessitate a range of alternative facilities.

Virtually all categories of meeting activities have experienced rapid worldwide growth since the early 1970s. The pursuit of education and commerce has fueled the development of new events and the expansion of existing events in both size and attendance. Cities throughout the world are still responding to this demand by supplying millions of square feet of new or renovated exhibition and meeting space in both small and large markets.

The meetings industry includes a wide variety of event types that are hosted by public corporations, government agencies, educational institutions, non-profit professional associations and social, military, education, religious and fraternal (SMERF) organizations. These events are broadly classified below using standard terminology from the Convention Industry Council (CIC) APEX Glossary of Terms.

#### Conventions

Conventions provide educational programming and information to an organization, association or business. Attendees are usually members of a professional association, company, organization, or interest group. Most of the attendees and exhibitors will stay at local hotels. Conventions may have a local, regional, national, or international focus that may affect its booking priority. Conventions may have an exhibition component associated with the event - conventions with exhibits.



*The shift towards information and education has increased the demand for meeting spaces.*

**Vision  
2020**



*Virtually all categories of meeting activities have experienced rapid worldwide growth since the early 1970s.*

### Trade Shows

Trade shows display products, technology or services resulting in business-to-business transactions. Trade shows may have an educational component that requires meeting space. In most cases, the exhibitors in a trade show are manufacturers or suppliers and the attendees are wholesalers or retailers. Most of the attendees and exhibitors will stay at local hotels; a portion of attendees may “drive-in” for the day. Trade Shows may have a local, regional, national, or international focus that may affect its booking priority. These events are generally not open to the public.

### Consumer Shows

A consumer show is a type of tradeshow that is open to the public and focuses on business-to-consumer retail transactions. In most cases the exhibitors are local retailers and the attendees are local consumers. Relatively few hotels rooms are used for performers, exhibitors or attendees. Examples of consumer shows include car shows, home and garden shows, boat shows, and sport shows.

### Conferences

An event used by any organization to meet and exchange views, convey a message, open a debate or give publicity to some area of opinion on a specific issue. No tradition, continuity or periodicity is required to organize a conference and they are usually of short duration with specific objectives. Conferences are generally on a smaller scale than conventions. Conferences may use a small number of hotel rooms and have a national or international focus that may affect its booking priority.

### Meetings

Meetings are events where the primary activity of the attendees is to attend educational sessions, participate in forums or discussions, socialize, or attend other organized events that do not require use of the larger function spaces in the facility, such as the exhibition hall or the ballroom.

**Banquets**

Banquets are generally local events that are not associated with a convention, trade show, meeting or conference. Banquets are traditionally a formal or ceremonial dinner for a select group of people, often in honor of a particular person, and may include entertainment. Dinners, lunches, receptions and breakfasts are all food events encompassed by the banquet event type. They may be public or private in nature.

**Other Events**

Other events may include sporting events and special events that do not fit into the classifications described above.



## **EVENT DIVERSIFICATION**

The meeting industry is influenced by the same factors that affect their client base - economic recession, terrorism, medical emergencies or restrictions by customs and immigration officials can all affect the number, type or attendance of events. In response to these constraints, facility operators have sought to broaden their client base and event mix to attract a more diverse audience.

Conventions and trade shows traditionally have a longer booking horizon with venue commitments several years in advance of an event. Corporate, local and regional events typically have short planning windows and are often flexible to use dates the facility has available. However, each of these different event types has design and operational considerations.

For corporate meetings and professional associations, venues need to have high-tech auditoriums or presentation theaters, large ballrooms with upscale finishes and production capabilities for keynote speakers, menu offerings from buffets to five-star dining, and an ample number of meeting rooms for educational purposes.

Community banquets and fundraising events are looking for large multipurpose ballrooms with higher level finishes, valet parking and efficient transportation options.

The broadest market segment, conventions and trade shows, require an ever-changing mix of flexible exhibition and meeting space. The shift toward information and education has increased demand for meeting space with lighting presets for testing, lectures and multimedia audiovisual projection. The adoption of personal productivity tools such as cell phones, personal digital assistants and laptop computers now drives demand for the services to support those devices via Wi-Fi Internet connectivity, RFID badging and lead-retrieval systems.

Ticketed public events such as those featuring automobiles, boats, hunting enthusiasts, coins, stamps or home and garden improvements are generally limited to using exhibition space for 2-3 days and have little need for technical services such as audiovisual production or telecommunications support.

Building owners and managers seek to improve operating efficiency, from staffing and security to utility cost and waste management. Speeding the turnover time between events requires having ample storage areas proximate to function spaces; using portable equipment such as stages, risers, and lighting systems; providing exhibitor crate storage on site, plentiful dock space and comfortable environmental conditions (temperature and lighting) for staff and service contractors.

## **FACILITY TYPES**

Facilities must be designed and configured to host multiple events, or events that are in various stages of set-up or dismantling. Hosting multiple smaller events maximizes the economic benefits achieved by the facility and the private-sector infrastructure that supports it. The convention center relies upon the finite supply of accommodations, transportation, shopping, dining, and attractions – multiple events use these assets continuously.

Attendees at meetings want to conduct business, have fun and do it conveniently and cost effectively. The diverse needs of the various event types have led to the emergence of a spectrum of facility types designed to attract potential tenants. Certain events require large amounts of contiguous space, while others require many smaller meeting rooms. Often a single meeting will use many different types of spaces, such as large exhibition halls, banquet facilities, breakout meeting rooms, and theater-style seating.

### **Conference Center**

Conference centers provide a combination of meeting spaces, high-tech amenities, and services in support of training and education initiatives. Most conference centers are operated in conjunction with a hotel, although some are part of a university and a few operate as stand-alone venues. Conference centers may be certified by the International Association of Conference Centers and as such must offer a comprehensive and inclusive complete meeting package on a per person basis.

## Convention Center

On a larger scale, convention centers combine the meeting capabilities of a conference center with exhibition space. These facilities are designed to meet the broad needs of the Meetings, Incentive, Convention, and Exhibition (M.I.C.E.) market and primarily serve as economic development enterprises for the community. Their mission is to bring outside visitors and associated spending into the community, although they may also host large consumer show events and festivals. Usually, there is one primary facility in a market, designed to spawn hotel and retail development in an area.

## Exhibition Center

Pure exhibition (exposition) or trade centers generally occur in markets that have other convention and meeting venues available or in cases where cities have failed to develop facilities and the private sector responds with an inexpensive facility. Fairgrounds also offer facilities that are more exhibition-oriented. These facilities focus exclusively on product and consumer shows that require little meeting space.

## Trademart

Trademarts or merchandise marts typically combine an exhibition facility, permanent display space, and specialized office space. These facilities provide space for the wholesale distribution of products in certain industries, such as furniture, clothing, sporting goods, and certain other commodities. Trademarts are generally located in large cities that serve as regional marketing and wholesale centers or where the products are made, and typically have permanent display facilities occupied by various businesses under long-term leases. Many trademarts also have large exhibition halls that serve temporary exhibitions, tradeshow, and consumer shows.

## Fairgrounds

Fairgrounds combine a number of assembly and exhibition elements on a large campus. They may include one or more halls, with the physical characteristics of exhibition centers. They may also offer parks, arenas, or other elements. Located away from downtown areas, fairgrounds provide acres of parking for large events. The facilities usually have little meeting space, but other arena and meeting functions may occur on the property.

## Events Center

Events centers are generally arenas, used as a multipurpose facility and host a wide range of events, from small to mid size conventions, and trade shows, to sporting events, concerts, banquets and many other types of events. Events centers are very versatile and offer communities a multipurpose facility option compared to larger more costly, specialized convention centers. Events centers also incorporate breakout/meeting rooms, and often have a full commercial kitchen to host and cater banquet events.

## Theater

A facility with fixed seats usually on a sloped floor with site lines focused on a permanent stage. Typically a stage box is located behind the proscenium, which contains the performance area and the fly loft. Performing arts centers are this type of venue.

*Hosting multiple smaller events maximizes the economic benefits achieved by the facility and the private-sector infrastructure that supports it.*



*Gen-Yers are self-reliant and “wired” individuals that eschew generic and instead seek out the one-of-a-kind attractions that define a given destination.*



*Exhibition halls without adjacent meeting space do not meet the needs of the user group.*

## **FUTURE TRENDS**

*B. Joseph Pine II and James H. Gilmore, the authors of *The Experience Economy: Work Is Theater & Every Business a Stage*, argue that the service economy is being superseded by experiences. In part because of technology and the increasing expectations of consumers, services today are starting to look like commodities. The authors write that “Those businesses that relegate themselves to the diminishing world of goods and services will be rendered irrelevant. To avoid this fate, you must learn to stage a rich, compelling experience.”*

The emergence of the experience economy is slowly transforming the convention center industry. The upcoming group of convention delegates comes from the so-called “Generation Y”. These individuals are focused on their experience at a destination. Gen-Yers are self-reliant and “wired” individuals that eschew generic and instead seek out the one-of-a-kind attractions that define a given destination.

This youth trend translates to increased access to technology in prefunction areas which is flexible, provides audible and visual stimulation with opportunities for customized interaction. The counterpoint to this is a need for quiet areas for one-on-one conversation or privacy for phone calls, email or text messaging.

Exhibition halls are being redesigned to increase visual appeal, providing unique spaces that are flexible enough to create intimate personal spaces for this new user group. Fully interactive video exhibits are replacing the show and tell approach to showcasing company products.

Meeting rooms with windows that allow controlled natural light to minimize that boxed-in feeling; unique and flexible seating; adaptable technical interfaces are built into tables or using wireless interfaces are all future design trends. There is increasing demand for built-in lighting and audio production capability in ballrooms for broadcast-quality presentations. Increased dining options including organic and other sustainable operations combined with unique spaces.

Another demographic trend impacting the industry is the aging population. Baby boomers are working later in life and as such will continue to influence the design and operation of our venues. Issues of connectivity between spaces are

important to ensuring the relevancy of our venues in the coming years. Much thought needs to be given to the adjacency of spaces that meeting planners rely on to deliver an exceptional convention program. Exhibition halls without adjacent meeting space do not meet the needs of the user group. While stacked vertical buildings may be more costly to build, it will reduce the travel distance between exhibition hall, meeting rooms and banquet spaces.

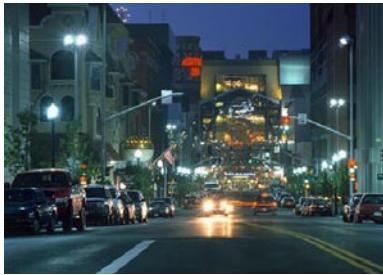
Baby boomers have long felt the need for face to face interaction in the business environment and while the purpose of gathering may be different for the new generations, the need to gather is consistent amongst the generations. Baby boomers rely on technology for efficiency while for Generation Y it is a lifestyle.

Gilmore and Pine released their new publication *Authenticity: What Consumers Really Want* in late 2007 arguing that in a world increasingly filled with deliberately and sensationally staged experiences, consumers choose to buy or not buy based on how real they perceive an offering to be. Everything that forms a company’s identity—from its name and practices to its product details—affects consumers’ perceptions of its authenticity.

Meeting planners and attendees are increasingly looking for a unique experience when selecting between destinations and convention centers. Convention centers are expected to deliver an authentic “sense of place” that is representative of the destination. While few centers today have delivered on this promise some notable exceptions are the Hong Kong Convention Centre, the Phoenix Convention Center, the Virginia Beach Convention Center and the Vancouver Convention Centre. Each of these convention centers is known for being a warm inviting venue designed to reflect and resemble the region in which it is situated.



*Convention centers are expected to deliver an authentic "sense of place" that is representative of the destination.*



## SPOKANE AS A CONVENTION DESTINATION

### DESTINATION APPEAL

Cities compete on a “destination versus destination” basis for meeting and convention business. The destination considerations include available event space, hotel package, entertainment, attractions and other activities unique to the community. While the quality of the venue is an important factor for selecting the destination, the facility cannot attract convention business on its own without the support of the other elements desired by meeting planners and their attendees. A great convention facility is not enough to attract convention business.

Spokane’s biggest challenge in selling its destination package to potential clients is a lack of awareness of and familiarity with the locale. The appeal of Spokane is generally a surprise to most meeting planners, who need to visit and experience the city to understand its urban-yet-wilderness appeal, captured in the CVB’s “Near Nature, Near Perfect” tag line. Spokane offers the best of both worlds: a compact downtown core featuring a modern urban lifestyle proximate to the Spokane River with a park, waterfalls and rugged outdoors to satisfy a growing ecotourism market niche.



*Spokane’s biggest challenge in selling its destination package to potential clients is a lack of awareness of and familiarity with the locale.*



The biennial survey of members of the American Society of Association Executives (ASAE) has consistently ranked the following items as their top-five selection criteria. While the priority has changed over time, the first two measures are quantitative and limiting – if either choice is lacking, no further consideration is given to the destination for that particular event.

1. Convention Facility and Amenities
  - Exhibition, Meeting and Banquet Space
2. Hotel Supply
  - Headquarter Hotel
  - Room Block and Suites
  - Proximity to Convention Center
3. Transportation, Macro and Micro
  - Access to the Destination
  - Mobility within the Destination
4. Attractions and Activities
  - Dining
  - Shopping
  - Entertainment
5. Safety

So how does Spokane measure up to these selection criteria? The newly-renovated and expanded Convention Center is perceived by meeting planners to have improved its quality level of service, facility and amenities. The riverfront location is picturesque with immediate proximity to restaurants, shopping and other amenities.

In addition, the Spokane convention package offers a desirable component for the meeting planner with a full-service DoubleTree hotel directly linked to the Convention Center. The signature Davenport Hotel, eight blocks away from the Center, is a spectacular property which counteracts any resistance to its perceived distance from the Center. The Red Lion properties on the north side of the river are a short but scenic walk away. This mix of hotel options provides multiple price points with the room block offered to meeting planners.

Only eight miles from downtown, the Spokane International Airport is served by seven major air carriers and several commuter airlines. These provide direct flights to ten major hubs with connecting flights to the majority of national and international cities. Strong communication links developed between the CVB, airport management and the airlines assure that adequate seat capacity can be made available to support unusually high demand from special events in the city.

Successful convention destinations provide all of these features as part of their package. In locations where governmental bodies build and/or operate convention and conference facilities, partnerships with private-sector developers often evolve in a number of ways to provide the amenities and services necessary to attract meeting planners with a complete destination package.





*The City's lack of recognition as a destination (beyond the Inland Northwest), current hotel inventory, configuration of meeting facilities and indirect airline service all serve to limit its attractiveness to national association group business.*



**REGIONAL MARKETS**

The Spokane Convention Center is currently ranked 134th largest in size by Tradeshow Week (2008 Major Exhibit Hall Directory) within North America. Venues in the region include the Salt Palace Convention Center in Salt Lake City, the Washington State Convention & Trade Center in Seattle, the Oregon Convention Center in Portland, the Greater Tacoma Convention & Trade Center, Meydenbauer Center in Bellevue and the Boise Centre on the Grove.

The current size of the existing facility means that the SCC rarely competes with Seattle or Salt Lake and struggles to complete head to head with Portland. The Convention Center and CVB currently focus their marketing effort toward state association meetings, regional tradeshow, consumer shows and local civic events. These events typically have limited reliance on air travel, instead drawing the majority of attendance from a three to five hour driving radius. The City's lack of recognition as a destination (beyond the Inland Northwest), current hotel inventory, configuration of meeting facilities and indirect airline service all serve to limit its attractiveness to national association group business.

*Regional Competitive Venues Table*

	Expansion/ Year Built	Exhibition SF	Meeting Rooms SF	Ballroom SF
Salt Palace Convention Center Salt Lake City, UT	2006	515,000	164,000	45,000
Washington State Convention & Trade Center Seattle, WA	2001 *2010 *2015	205,700 230,700 450,000	102,000 127,000 127,000	45,000 45,000 45,000
Oregon Convention Center Portland, OR	2003	255,000	137,000	25,000 & 34,200
Greater Tacoma Convention & Trade Center Tacoma, WA	2004 *2020	50,000 100,000	10,900 30,900	13,400
Meydenbauer Center Bellevue, WA	1993	36,000	12,000	
Boise Centre on the Grove Boise, ID	1990 *2010/11	25,000 136,000	16,680 36,000	13,500

Source: Conventional Wisdom Corp. \* Future Expansion

Future expansion of the convention center and underlying hospitality infrastructure will position Spokane to better compete with other cities in the competitive set as identified by the Radcliffe Best Practices Joint Study Report. Additional capacity and improved ability to host multiple ongoing events will significantly enhance the economic impact of the convention center to the region and the State.

*Competitive Set Table*

	Expansion Year	Exhibition SF	Meeting Rooms SF	Ballroom SF
Salt Palace Convention Center Salt Lake City, UT	1996 2000 2006	263,000 376,000 515,000	92,000 92,000 164,000	30,000 30,000 45,000
Washington State Convention & Trade Center Seattle, WA	1988 2001 2010 2015	100,000 205,700 230,700 450,000	102,000 102,000 127,000	45,000 45,000
Oregon Convention Center Portland, OR	1990 2003	150,000 255,000	20,000 137,000	25,000 25,000 & 34,000
Albuquerque Convention Center Albuquerque, NM	1972 1990	166,550	48,000	12,400
Sacramento Convention Center Sacramento, CA	1974 1996	134,000	64,000	25,000

Source: Conventional Wisdom Corp.

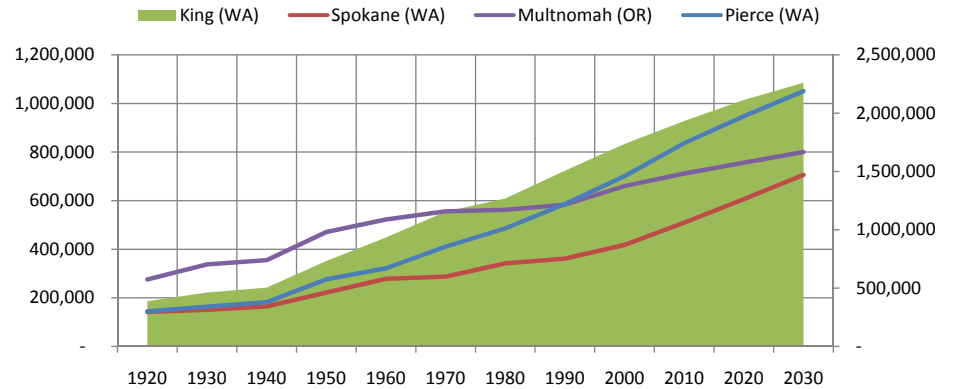
## DEMOGRAPHIC TRENDS

To confirm an underlying assumption that convention space expands to keep pace with a growing community, the Consulting Team compared historical growth patterns and future projections for a number of cities in the Northwest that are competitors for regional convention business. Census data for Spokane County from 1920 to the present were compared to King and Pierce Counties for metro Seattle, and to Multnomah County for Portland, as were official projections through 2030. This characteristic helps to gauge the performance of the regional economy and its hospitality sub-market.

Significant differences in the population of Spokane in comparison to Seattle and Portland meant the Consulting Team had to find the differentiating factor. By scaling King County proportionally to the others under study, the long term patterns for the Washington counties were quite similar, with Portland lagging the growth rate to a modest degree. This allowed us to compare the size of the convention facilities in each of these communities and establish a target for expanded exhibition space that is based on national and industry trend data and confirmed against regional competitors.

The growth in population in Spokane County is expected to reach 706,000 by 2030, a 69 percent increase over the 2000 census data. When compared to convention space and timelines in both Seattle and Portland, this indicates that Spokane could easily support an expansion program that reaches 300,000 SF of exhibition space in 30-40 years.

Population by County



Source: US Census Bureau, Social Science Data Analysis Network

## MARKET EVALUATION

In 2006, the SPFD completed an expansion of the convention center by building the 100,000 square foot Group Health Exhibit Hall. Additional meeting facilities were not constructed as part of the expansion due to unusual construction cost inflation during this period. The District also completed a major renovation to the original building as well as the INB Performing Arts Center, creating an aesthetically unified complex.

The Center has just completed its first full year of operation following the renovation and expansion project. Historically, three to five years are needed for new convention space to be absorbed into the market and to achieve stabilized operation, depending on the uniqueness of each destination. The Consulting Team's projections for regional markets similar to Spokane and the Inland Northwest suggest five years to be a reasonable expectation for this milestone.

The Center performance indicators for calendar year 2007 are as follows:

Number of Major Events:	333
Number of Minor Events:	144
Total Events:	477
Total Attendance:	291,211
Revenues:	\$3,926,058
Expenses:	(\$4,405,662)
Operating Deficit:	(\$479,604)
Economic Impact:	\$19,541,563
Hotel Room Nights:	28,064

As a business unit, the Convention Center operates at a deficit that is underwritten by the operating profits generated by the Spokane Arena and INB Performing Arts Center. A key concern for the SPFD in the future is the ability to fund an assumed increase in operating deficits that would result from an expanded convention center.

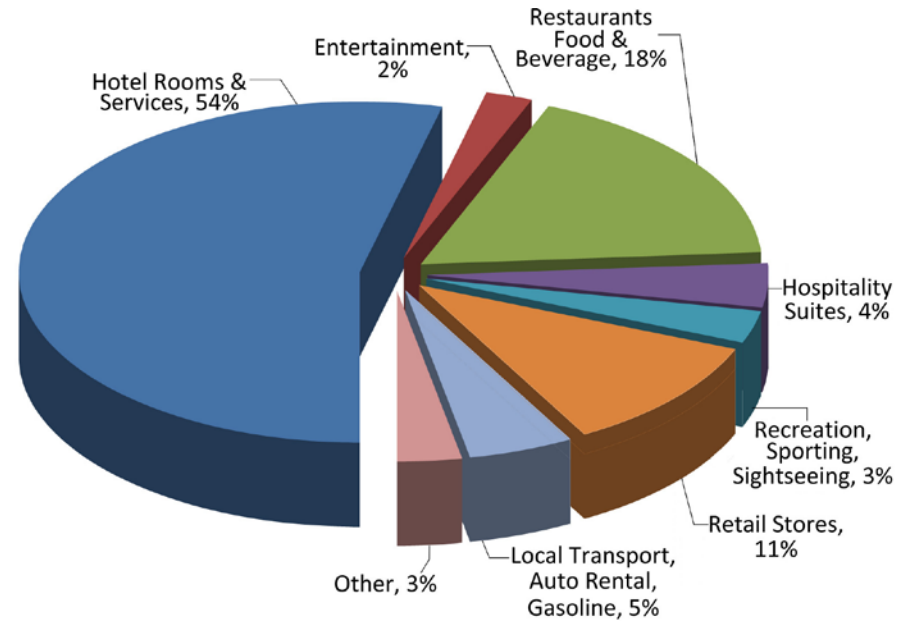
## Delegate Spending

Convention centers are investments by communities as incubators for new business development. Their success is measured not by gross revenues or operating profits, but by the number of new visitors to the region and creating new opportunities for supporting businesses, construction, employment and tax revenues. Delegate spending is the measurement used to gauge the visitors' impact on the community.

The following graph represents the typical distribution of direct delegate expenditures at the destination during a convention or conference. Transportation costs to/from the destination are not included in the chart. Expenditures made at the facility on behalf of the delegates (rental and services) represent a relatively small portion of the amount spent by the delegates in the greater community, estimated by the Destination Marketing Association International (DMAI) to be 15 to 20 percent of the total.

Delegate spending related to conventions and conferences with exhibits typically exceed the DMAI averages noted above by roughly 20 percent due to higher entertainment and hospitality activities. Clients representing those events are among the most highly sought by local marketing representatives.

*Delegate Expenditures*



**Current Activity Profiles**

PricewaterhouseCoopers and the International Association of Assembly Managers (IAAM) produce and distribute annual reports on the meetings industry. The 2007 Report indicates a higher-than-average utilization of the new exhibition hall for non-convention and tradeshow uses. While the total number of hall events is similar to comparable venues, the utilization percentage is noticeably less. This supports the assertion that banquet events are using the exhibition space and that the current ballroom is undersized to local market demand.

Another factor to be considered is the much longer lead time necessary to book conventions and tradeshow, that banquet business has taken advantage of this space being available, and that the event profile will more closely match industry averages as the facility achieves market-stabilized operation.

*Event Activity Benchmarks*

	Spokane CC			Regional
	Pre Expansion Average*	1997-2000 Exp'n Stabilization Projection **	2007 Actual	2007 Other Centers
<b>Total Events</b>	N/A	N/A	219	382
<b>Total Attendance</b>	132,000	227,000	214,189	313,200
<b>Exhibition Hall Occupancy</b>	45%	52%	16.3%	41.1%
<i>Conventions/Trade shows</i>	25%	30%	9.57%	17.0%
<i>Consumer shows</i>	10%	12%	4.4%	16.6%
<i>Other Events</i>	10%	10	3.8%	7.5%
<b>Ballroom Occupancy</b>	N/A	N/A	28.4%	38.9%
<b>Exhibition Hall # of Events</b>			101	100
<i>Conventions/Trade shows</i>	35	40	26	33
<i>Consumer shows</i>	15	20	22	26
<i>Other Events</i>	N/A	N/A	53	41
<b>Exhibition Hall Attendance</b>			189,437	225,400
<i>Conventions/Trade shows</i>	70,000	102,500	53,790	65,200
<i>Consumer Shows</i>	105,000	160,000	102,544	109,900
<i>Other events</i>	N/A	N/A	33,103	50,300
<b>Average Event Attendance</b>				
<i>Conventions/Trade shows</i>	2,000	2563	2,069	2,200
<i>Consumer shows</i>	7,000	8,000	4,661	4,600
<b>Hotel Room Nights</b>	42,000	89,000	23,391	35,900

Source: Spokane Public Facilities District

\*No-Build projection according to PricewaterhouseCoopers based on pre-expansion averages.

\*\*Low estimate from 1997 Feasibility Study for the Expansion of the Spokane Convention Center, INTEGRUS Architecture/LMN/Price Waterhouse, September 1997 updated July 2000 by PricewaterhouseCoopers.

### Lost Business Impacts

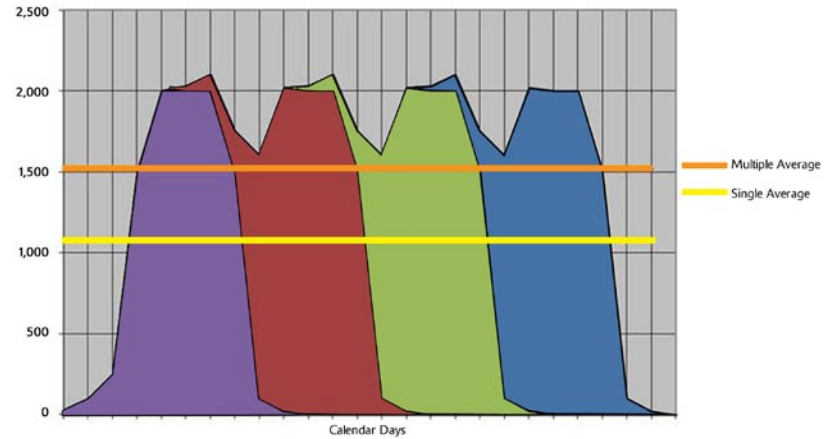
The lost business report provided by the CVB indicates near-term difficulty in satisfying the ASAE's top two selection criteria. On the facility side, the lack of meeting rooms adjacent to exhibition halls is a constraint on attracting larger conventions and association meetings that need both spaces. Meeting planners commented that the length of the enclosed walkway linking the conference building to the Group Health Exhibit Hall is excessive, even if views of the river are spectacular.

The hotel room block is challenged by perceptions of limitations in quantity, proximity and quality when compared to regional competitors. The DoubleTree, while directly connected to the convention center, is too small at 375 rooms (6 suites) to serve as a singular headquarters hotel for many groups and its furnishings need to be refreshed. The two Red Lion properties are seen as providing a very modest service level for convention hotels and are remote: a five minute walk across the river and through the park may raise concerns for weather and personal safety, necessitating shuttle buses with added cost to event sponsors. The Davenport offers premium quality and service at market rates, adding significantly to the appeal of the destination package and room block availability. However, none of these brands has a signature identity among national meeting planners.

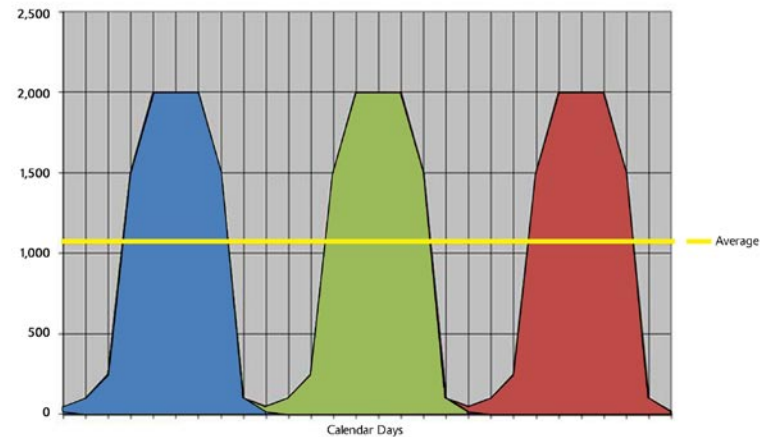
The combination of these two constraints is impacting the ability of the sales team to attract state associations and regional conventions to Spokane because the competition is offering better alternatives at the present time.

This highlights the importance of planning future hotels, restaurants and other businesses that support the convention center. The following charts illustrate the different profiles in hotel utilization between hosting back-to-back single conventions as compared to multiple overlapping event schedules.

*Hotel Occupancy - Multiple Events*



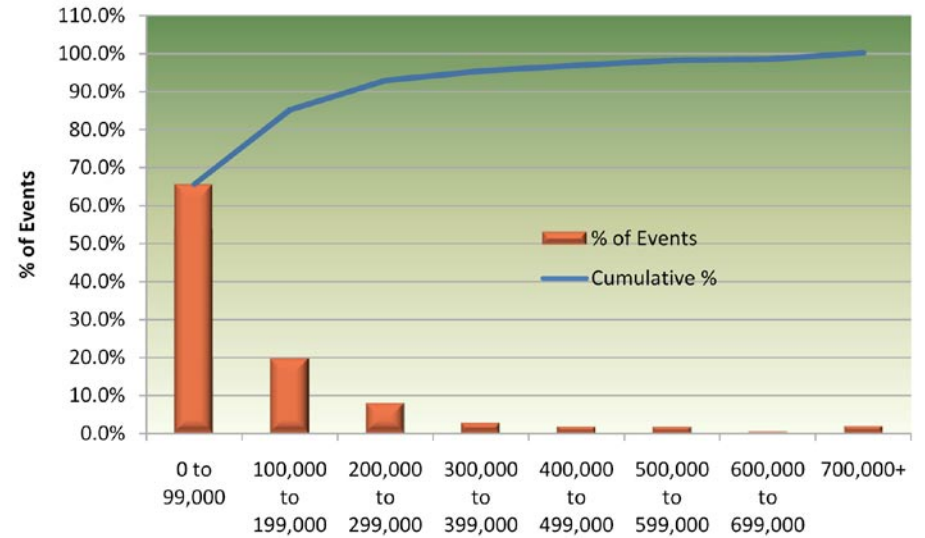
*Hotel Occupancy - Back-to-Back Events*



### Market Opportunities

The new Group Health Exhibit Hall includes an 83,000 square foot divisible hall joined by a 17,000 square foot multipurpose space that can be used by groups needing up to 100,000 square feet of exhibition space. The CVB's lost business report indicates a significant demand exists from potential clients (those who would come to Spokane) who need 125 – 150,000 SF of exhibition space. Industry data shows that the majority of events, nearly 66%, need less than 100,000 SF of exhibition space and could use the existing facilities, if properly configured with exhibition, meeting and banquet space. Groups needing between 100,000 and 200,000 SF of exhibition space comprise less than 20% of the total but represent a new marketing opportunity for Spokane.

*Distribution of Events by Required Exhibit Space*



Source: Tradeshow Week Data Book 2007

## FACILITY ANALYSIS AND FINDINGS

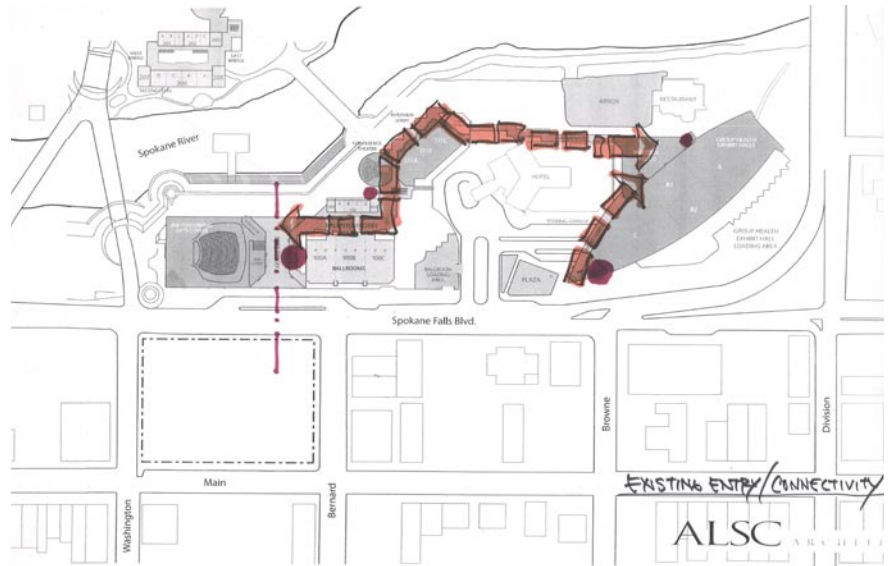
The Consulting Team's highly subjective evaluation of the architectural and operational aspects of the existing convention center is based on our observations from a number of site visits as well as anecdotal evidence gleaned from our interviews with staff and stakeholders alike.

### Connectivity

A major concern expressed by most stakeholders during interviews was the perception of distance and poor connectivity between the ballroom/conference area and exhibition hall that arose following completion of the 2006 expansion project. Extremely volatile market conditions and rapid, construction-specific inflation forced many similar projects nationwide to make difficult scope reductions. For Spokane, the direction was to build an elevated east-west connector featuring riverfront views and to delay a meeting room component until future funding could be found.

The number and size of banquets being held in the exhibition hall reflect both the need for a larger ballroom to meet market demand for community-based events and the exhibitors' desire to dine proximate to exhibits. Ideally, conventions and tradeshow should have general sessions, exhibits, meetings and dining functions in one part of the building. This simplifies event management, theme colors and graphics, wayfinding and cost controls, and is a better configuration for hosting multiple concurrent events.

Planning for phased expansion should seek to balance the amounts of space by type while minimizing travel distance between multiple buildings within the complex. This mix of function spaces may optimize different building zones for specific event types at intermediate milestones. This approach can provide the highest utilization of overall space and the flexibility to host a wide range of events, each with its own definable territory.



*Planning for phased expansion should seek to balance the amounts of space by type while minimizing travel distance between multiple buildings within the complex.*

## Building Identity and Arrival Experience

The public perception after completion of the 2006 expansion is that there is an “old” and “new” convention center, each with its own arrival, drop-off and building entrance. The combined curb cut for entrances into the Group Health Exhibit Hall and the DoubleTree to the east, with a similar condition at the breezeway for the INB PAC and conference facilities, has created a wayfinding challenge. Overcoming this challenge will require an architectural solution provided in future expansions. Given the multiple angles of approach to the Center, grade changes, vehicle speeds and limited decision time, signage alone cannot improve this situation.

The drop-off lane at the breezeway is lacking in ceremonial quality and restrictive in pedestrian-friendly features. Part of the effort to upgrade Spokane Falls Boulevard from Division to Stevens Streets should include crosswalks and holding areas at intersections; reconfiguration of the roadway, curbs and walks on the north side of the road; and ultimately an elevated bridge linking parking and convention facilities on both sides of Spokane Falls Boulevard.

Drop-off and pick-up locations for shuttle buses, taxis and personal vehicles will need to be improved as part of an expansion or capital improvement project. A separate ceremonial entrance for the ballroom is preferable, along with multiple building entrances for handling multiple events and distributing traffic for larger single events around the building.

The SCC is unique in that it presents two faces to the community – the riverfront and the downtown core. Opportunities to reinforce both of these faces with pedestrian and view corridors through the site should be explored to protect the assets of the site.





### Lobbies and Concourses

Any expansion of the SCC anticipates the facility having multiple entrances. While one major entry may be part of the architectural signature, all entrances should provide access to registration and public circulation that welcomes visitors to the City. These public lobby areas should immediately orient attendees and provide landmarks to orient visitors to their location in the facility. These elements may include planted areas, atriums, unique artwork or other displays. Visual connection between levels also reinforces this sense of place.

These spaces should be configured to facilitate security control points into exhibition halls and meeting room blocks which can be adapted for both single and multiple concurrent shows.

The gathering space outside of meeting rooms is primarily used for pre- and post-event social networking by attendees. Pre-function spaces outside of the meeting rooms should allow for tabletop registration at individual room functions. Refreshments such as water, sodas, coffee and snacks are typically served, requiring access points to service corridors.



### Swing Space as Prefunction

As part of the Group Health facility, the Riverside Room is a 17,000 square foot multipurpose space that has been used for receptions, banquets, registration and exhibition. This flexible room has many benefits, but it adds complexity to hosting conventions because it is irregular in shape and does not have equal access to each hall division, thus it is difficult to share among multiple events. Access to food service staging areas, loading docks and support spaces is severely restricted, further limiting its usability toward single events that lease the entire-building.

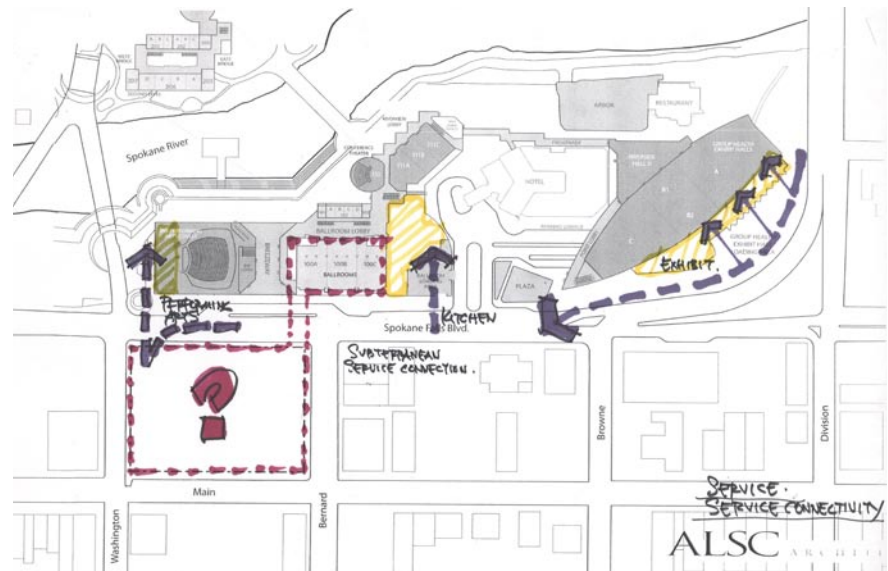
## Loading Dock Efficiency

There are currently four separate loading docks serving the different elements within the complex: for the upper-level Group Health hall on the east, and at grade for the DoubleTree to the center-north, the ballroom kitchen dock west of the hotel arrival court, and exterior to the INB at Washington and Spokane Falls Boulevard. There is no way to avoid mixing service trucks, personal cars and transit (buses and taxis) in the current layout.

The new exhibition hall is being used for banquets more than originally envisioned. Because the main kitchen and commissary adjoin the ballroom and there is no service connection to the Group Health hall, service space near the latter loading dock was retrofitted into a modest kitchen and staging area. The result improved food service quality for those events and reduced operating expense, but reduced furniture storage and workshops.

The current loading docks do not function optimally and future renovation and expansion projects should seek to minimize confusion about loading dock access and provide maximum functionality of the new facilities. One master plan option to be explored is the complete redevelopment of the existing site between the Group Health hall and the INB Performing Arts Center, which provides great opportunities to address the current problems with the public arrival, service and loading functions.

A loading-related issue that will grow with future expansion is the need for off-site marshalling which affects access, staging and communications logistics influencing venue design and vehicular traffic management. Currently the Center functions by staging on nearby surface streets, but larger trade and consumer shows in future expanded halls, compounded by high-density urban development on adjoining lands, will ultimately force the need for an off-site marshalling arrangement.





### INB Performing Arts Center

The 2,700-seat INB theater complex is connected to the Convention Center and is often used by convention and meeting planners requiring a large plenary hall. Among the most expensive public assembly venues to construct per square foot, this recently-renovated and fully modernized facility has been well-maintained and is capable of meeting the cultural needs of Spokane beyond the 20 to 30 year vision of this report. The Consulting Team did not consider redevelopment options on this site as part of its analysis.

## Parking

Parking is both an operational and financial imperative to the success of the Spokane Convention Center. There are approximately 400 spaces built under the 2006 expansion that are shared among the DoubleTree, INB and Convention Center. Theater performances filling the 2,700-seat INB can generate demand for more than 1,000 cars. Peak demand occurs by combining events in all three buildings, substantially exceeding the available parking supply and expanding to fill parking facilities well into the downtown core. Additional parking is provided by substandard surface parking lots directly south of the INB and SCC.





## FUTURE DEVELOPMENT GOALS & GUIDELINES

### CONVENTION DISTRICT CONCEPT

Most cities have learned that they compete on a “destination versus destination” basis for meeting and convention business. The facilities themselves occupy a critical position within that destination, but cannot attract convention business on their own without the support of other destination features desired by meeting planners and their attendees. Therefore, having a great convention facility is not enough to attract convention business, as simply having a great destination is insufficient to attract business without the appropriate facility and supporting hospitality amenities.

The concept of creating a district adjacent to or surrounding the convention center has evolved over the past twenty years. Cities like San Diego, San Antonio and Orlando have worked to integrate hospitality-related development into a seamless entertainment experience for tourists and convention attendees alike. These districts include a number of amenities such as hotels, restaurants, shopping and nightlife within an easily-defined area, often using a singular theme combining marketing, graphics and a unique architectural identity.

The success of the above venues has changed the focus of convention facility planners to acknowledge the importance of addressing the building in its urban context together with its mutual ties to neighboring businesses. Recently designed and constructed convention centers in destinations from San Juan, Puerto Rico to Seoul, Korea have worked to redefine the convention district concept as a competitive advantage for booking events.

The purpose of this convention district master plan is to establish a framework for cooperation among the many parties having mutual civic and financial interest in Spokane’s continued growth and visibility as a convention and visitor destination. The land use strategies proposed herein are intentionally flexible, to adapt to changing market conditions and the new opportunities that accompany the challenges of growth.

*Recently designed and constructed convention centers in destinations from San Juan, Puerto Rico to Seoul, Korea have worked to redefine the convention district concept as a competitive advantage for booking events.*

Vision  
2020



## **DESIGN AND PLANNING PRINCIPLES**

Planning and design activities do not occur in a vacuum, and defining the shared values of the client and the community are crucial to evaluating the work product. By establishing a number of basic guiding principles at the outset, the scorecard is fixed against which the success of these studies are measured. These broad themes cover a range of metrics, from financial performance to social influences and improvements to urban livability.

### **VIABLE**

- Flexible/adaptable/expandable.
- Affordable within the funding means available.
- Provide for current and future parking needs.
- Financially viable through economical operations.
- Mix of spaces to meet the needs of conventions and other events now and in the future.
- Encourage development of appropriate hotel(s) near convention center.

### **LIVABLE**

- Stimulate healthy, vibrant urban environment adjacent to the convention center.
- Minimize internal walking distances, simplify wayfinding between various portions of the expanded facility.
- Coordinate design with current and future transportation modes.
- Create interior and exterior environment that is safe for guests both day and night.
- Improve river habitat, safety and access.
- Enhance pedestrian experience on Spokane Falls Blvd.

The design and planning principles established in stakeholder meetings for the Spokane Convention Center master plan are identified below:

### **SUSTAINABLE**

- Provide for long term growth of convention center.
- Meet Spokane Public Facilities District goals for sustainable construction and ongoing operations.
- Create phased growth plan that minimizes need to demolish recent construction as growth occurs.
- Minimize impact of expansion to ongoing events.

### **IDENTIFIABLE**

- Create a single identity for phases of the convention center.
- Establish a visible presence authentic to Spokane.

### **MEMORABLE**

- Create the best possible guest experience.
- Maximize opportunities to connect with the river and Riverfront Park.
- Emphasize “Near Nature, Near Perfect” identity.
- Reinforce connection to downtown entertainment, restaurants and shopping.

## CREATING A CONVENTION CENTER DISTRICT

### City as Community

It is important to view the convention center its activities and future in a larger context. The convention center is but one of many Civic assets, from academic, medical, research, retail, entertainment/food, business and housing that share in the success and vibrancy of a community. The success of the Spokane Convention Center and its future, while sharing many common values, are inextricability linked to one another's economic vitality and viability.

The Consulting Team's master planning effort included interviewing key stakeholders that were involved in the development of the Downtown Plan. We have incorporated the urban planning goals that were identified in that plan.

- Streetscape Improvements
- Howard Street "String of Pearls" – the string that links downtown, including the North Bank, the Arena, Riverfront Park, the downtown retail core, and South Hill as a pedestrian corridor.
- East-West Links – Spokane Falls Blvd remains as a strong east/west pedestrian connection between the Convention Center and the downtown core. First and Main Avenues will provide the major east west links through downtown. The Riverside extension project will extend Riverside Avenue east of Division into the University District.
- Urban Refuge – Enhancement of Riverfront Park with new corridors and buildings oriented toward the Howard Street corridor.
- Increased Public Transportation – Rapid transit corridor through downtown from the east side of the City. Enhanced streetcar routes both east-west and north-south.
- Smart Growth – Balance the additional density with the historic character and livability of Spokane.

### Streets and Traffic

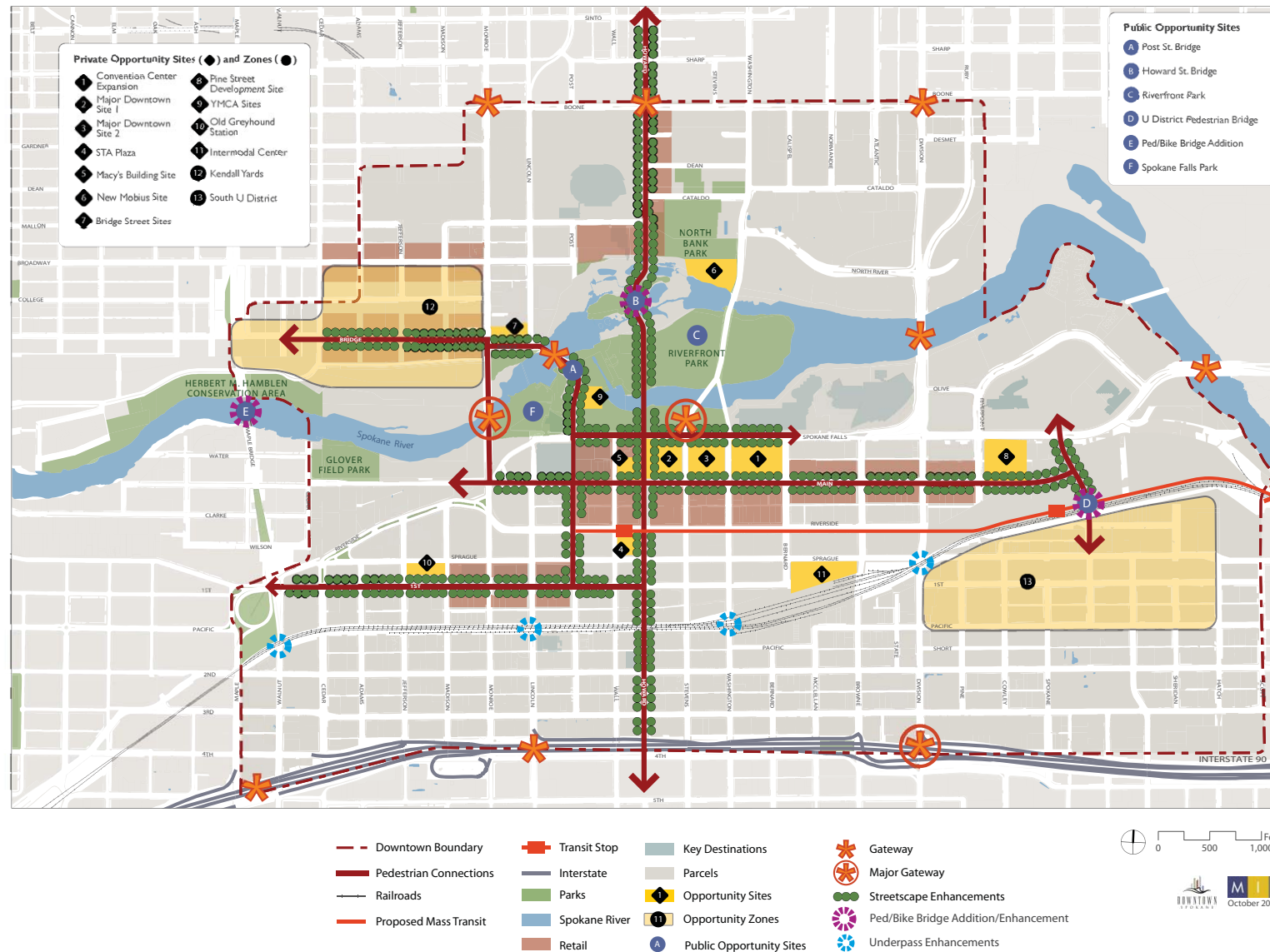
Opportunities to provide pedestrian friendly linkages and traffic calming on Spokane Falls Blvd., Main and Washington Streets are important to the success of the Center as a meeting destination. The City of Spokane is in the process of investigating the possibility of changing Spokane Falls Blvd. and Main Avenue into two-way streets. This change is beneficial to the Convention Center in its future expansion for the following reasons:

- Improved traffic calming opportunities.
- Ease in accessing the front door and parking (currently vehicles approach from the west must loop two blocks to the east and back to enter parking).
- Allows bus drop off on the right hand side of the vehicle going either direction.

Another traffic change proposed by the City will re-route East Trent/Spokane Falls Blvd. to connect to the Downtown grid at Riverside Avenue. This will reduce some of the traffic volume on Spokane Falls Blvd. in front of the Convention Center, making it safer for pedestrians.

The current traffic volume on Main Avenue south of the Convention Center does not require the four traffic lanes that currently exist. The City of Spokane has expressed a willingness to allow the Convention Center Development to utilize the existing north lane of the right-of-way. This is an opportunity to increase the north/south dimension of an expansion and increase functionality of the design. It is recommended that the SPFD pursue acquisition of a portion of the right-of-way for Convention Center expansion.

# Downtown Development Concept Map



Source: *The Fast Forward Spokane: Downtown Plan Update*



*It is recommended that the Park greenery be expanded south so the Convention Center feels like it is in the Park rather than just next to it.*

### Riverfront Park and the Spokane River

The Convention Center visual and physical adjacency to Riverfront Park, along with the Spokane River and Centennial Trail, are important amenities that attract convention business. They represent one of the many attributes that makes Spokane a unique destination. Expansion of the Center must maximize the opportunity to connect to these important community assets. It is recommended that the Park greenery be expanded south so the Convention Center feels like it is in the Park rather than just next to it. This can be accomplished by substantially increasing the trees and landscaping along Spokane Falls Blvd.

Links from the south to the River must be enhanced to improve the sense of Park and River connection. Convention Center guests often go outdoors to view and experience the River. This frequently results in attempts to approach and touch the water. The current condition of the riverbank makes touching the water dangerous as well as resulting in damage to the shoreline. Future Convention Center development should consider opportunities to stabilize the riverbank, protect animal habitat and provide safe places for visitors to get close to the water.

## Connections to Shopping & Entertainment

The Convention Center District is located between Downtown Spokane's Retail Shopping District located in the downtown core and a burgeoning East End District. Convention Center guests have identified the proximity of shopping as a desirable and unique attribute of the Spokane Convention Center. The design of the Convention Center expansion needs to shorten the perceived distance to shopping. This can include utilization of a proposed downtown streetcar system.

The East End District is evolving into a destination due to its unique shops, restaurants and a growing number of clubs. This area presents an opportunity for visitors to experience something unique to Spokane within a block of the Center. As the Convention Center grows, planning should look toward the opportunity to enhance the growth of the East End as a shopping and entertainment district.

The Downtown Core Shopping District and the East End District are linked by Main Avenue, which skirts the south edge of potential further Convention Center expansion. The design of the expansion must enhance street level activity, encouraging retail, restaurant and other development. Strategies include developing Main Avenue into a green street as identified in the Downtown Plan, and creating retail space at the ground floor of Convention Center structures.



*The design of the expansion must enhance street level activity, encouraging retail, restaurant and other development.*



## Public Transportation

A 2007 study proposes a streetcar system for Downtown Spokane. The study proposes an east-west route that passes by the Convention Center on Main Avenue. It connects to the U-District and Gonzaga Campus to the east. Downtown retail, Browne's Addition and Kendall Yards are located at the west end of the proposed routes. Planning should create convenient access to the streetcar stop. Another alternative is to propose re-routing the streetcar so that it passes the Convention Center on Spokane Falls Blvd.

A long term goal for the region is to have a light rail system eventually connecting Downtown Spokane to Coeur d'Alene, Idaho. There is currently no proposed timeline for this project. Recent studies have proposed that the line pass through Downtown Spokane on Riverside Avenue. The closest proposed stop is located five blocks from the Center. This exceeds the distance people are typically willing to walk. It is not expected that light rail will be a significant mode of transportation for Convention Center guests, except for possible consumer shows.

The Center is located three blocks from Spokane's Intermodal Center. This is the Spokane terminal for inter-City buses and rail travel.



Gateway to Downtown Core

Enhanced River Access

Park-like Setting for  
Spokane Falls Blvd.

Retail Opportunities

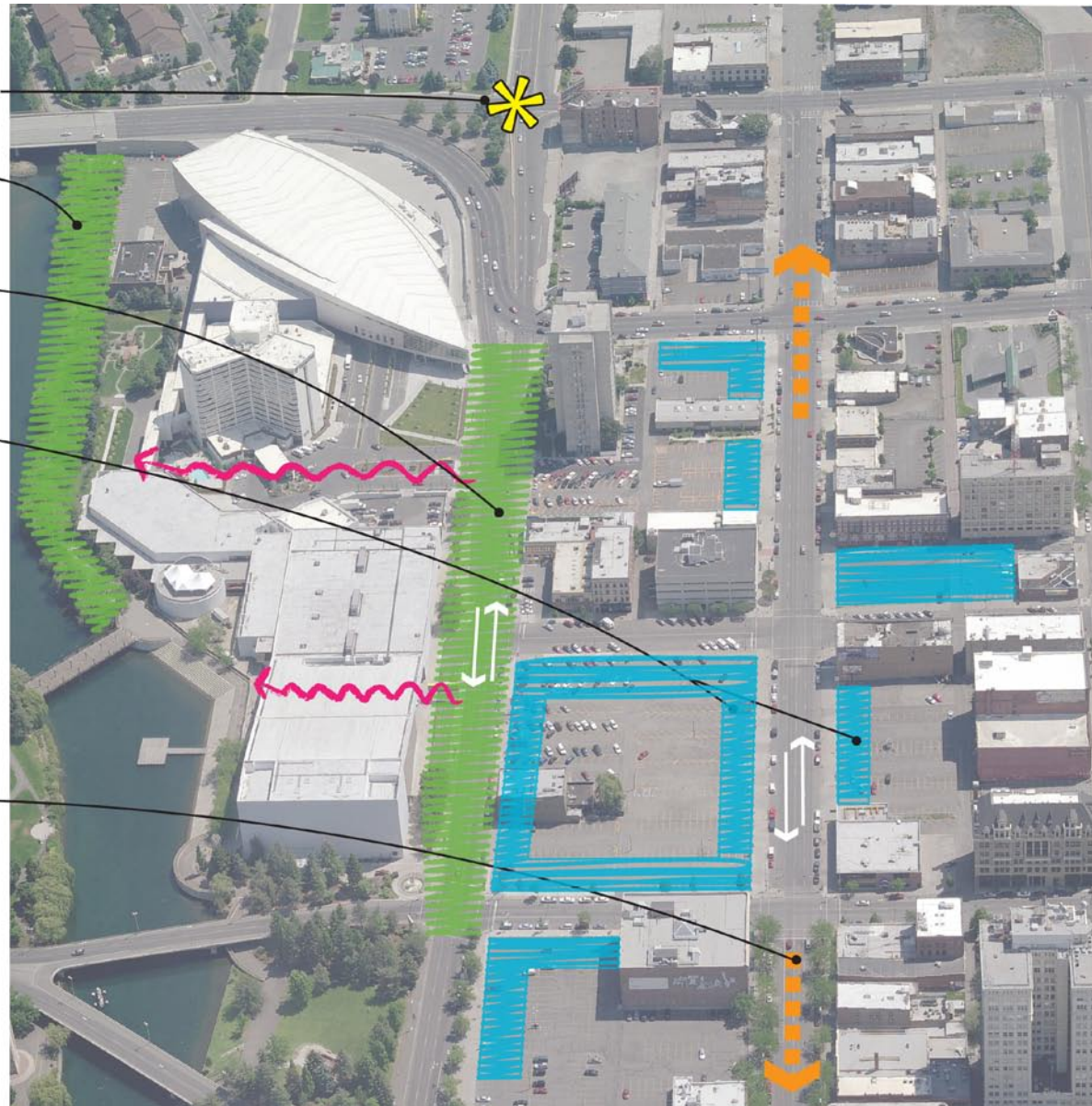
Infill Underutilized Property

2 Way Streets:

- Main Avenue
- Spokane Falls Blvd.

Connections To:

- Retail Restaurants
- East End Businesses





### Gateways

Gateways can be functional, symbolic and memorial aspects to the Convention Center District, and share common goals and outcomes with the Downtown Plan. Opportunities exist to develop a clear strategy and create an identifiable marker that clearly expresses a downtown gateway as well as a gateway to the Convention Center specifically.

The opportunity exists to use future expansion of the Convention Center to create a gateway. One of two primary access routes to downtown retail and Riverfront Park pass in front of the Convention Center on Spokane Falls Blvd. Planning should consider design opportunities to create a positive and memorable gateway experience as vehicles approach from the east.

### INB Performing Arts Center Loading Dock

The INB Performing Arts Center has an existing loading dock at its west end. For trucks to back up to the docks, they must maneuver in Spokane Falls Blvd. and the "South Site" block. Future development of the South Block must provide space for trucks to pull on to the block, then back across Spokane Falls Blvd. into the loading docks.



## CURRENT DESIGN INFLUENCES

### Sustainable Design and Operation

Of particular interest has been the speed with which the SPFD along with others in the venue management industry have adopted green building practices. While the percentage of meeting planners requiring minimum green building practices as a condition of booking with the Center is still relatively modest, the expectation exists and most venues are racing to catch up with their competition. New builds and expansions are requiring LEED certification driven both by the meetings industry and by governmental decree.

Venues and meeting planners are now questioning the long held belief of exhibition halls as black boxes and are implementing daylighting options within the halls – Spokane has already done this in their 2006 expansion. The 56,000 square foot ballroom of the Vancouver Convention Centre features a glass curtain wall soaring to 60 feet in height overlooking the harbor and mountains and is looking to maximize the utilization of the ballroom with both natural light and black box options for the space. Meeting rooms are the next spaces to include windows with a few rooms within the existing Spokane venue offering this option. The key to the success of daylighting options is the automation of the blackout condition in a reliable, durable and cost effective fashion.

Waste water is another aspect of sustainability undergoing rapid change. Dual flush toilets and low flow urinals were installed at the new Phoenix Convention Center expansion in an effort to reduce consumption. Condensate from the HVAC systems is being collected to irrigate the water harvesting garden as both an operational and design feature. HVAC pre-coolers were integral to the sustainability effort, while solar roof panels were added once the Center was opened. These options and many others are being replicated in convention centers around the world.

The cost of installation is an overriding factor for many of these initiatives, but early adopters of new technology know education is a significant factor as well. If the one-time visitor does not understand how to utilize the dual flush toilet, for example, many of the efficiencies may not be realized and new problems may instead be created.

The desire to incorporate sustainability as a core tenet of convention centers has led to changes in design and operating standards. These include construction methodology, energy control systems, energy efficient lighting, green power, solar power and living roof technologies, water treatment systems, natural lighting, ventilation and energy conservation programs. All of this is in addition to more efficient and comprehensive recycling programs. Food and beverage sustainability programs may include composting, use of biodegradable cups and serving utensils, onsite organic gardens and free range options which are being adopted as part of a sustainable venue's operating methodology.

*The desire to incorporate sustainability as a core tenet of convention centers has led to changes in design and operating standards.*





*The convergence of technology whether it is telecommunications, audiovisual production or building automation is the current trend that will continue to change the way venues address needs of meeting and event planners.*

### Convergence of Technology

While technological requirements for high speed access to broadband technology is not a new phenomenon for convention centers, more and more types of events are utilizing this technology. The ability to stream video throughout a venue and around the world is considered a necessity. Convention centers hosting national political conventions or the media center for the Super Bowl are challenged to provide all of the bandwidth, both wired and wireless, required to host these increasingly technology-driven events.

Spokane will be expected to be able to broadcast audio and video signals anywhere in the venue, resulting in a need for an enhanced audio-visual and telecommunications backbone to provide the kind of flexibility required by today's meeting planner. The new center should endeavor to provide a common communication infrastructure capable of distributing voice, video and data signals to all points within the complex in an easy "plug and play" fashion to optimize the infrastructure.

The convergence of technology, whether it is telecommunications, audiovisual production or building automation, is the current trend that will continue to change the way venues address needs of meeting and event planners.

### Safety and Security

Convention centers as venues that host large groups of people on a regular basis, including governmental officials and celebrities, are considered possible targets of terrorism and social disorder. Particularly following the events of 9/11, convention centers have increasingly had to address both operational and design considerations in both existing and new build convention centers.

The need for improved security measures has impacted the role and design of the security operations center, front of house drop-off, public concourse and lobby configuration, coat/bag check locations, access control technology, back of house loading dock and marshalling access, parking and physical plant.

Requirements for coordination with local agencies and the requisite redundancy requirements have significantly impacted security and telecommunication requirements at convention centers.

## **PARKING PROFILE AND RECOMMENDATIONS**

The recommended number of parking spaces to be provided for the Convention Center is affected by a number of variables including event profiles, adjacency of hotels and other parking supply in the downtown core. Should regional transit enhancements occur in the future such as creating a regional high-speed or commuter rail system that include a route from downtown to the airport, significant reductions in parking demand will apply to certain event types.

Currently, the highest parking demand generator is events at the INB Performing Arts Center. In the future however, a large civic banquet happening concurrent with a performance could overload the available parking supply and require a managed operational approach that may involve shuttle buses and remote offsite parking.

The first phase development has already been identified as surface parking on the South Site with 300 – 350 stalls to be available by early fall 2009. The Consulting Team concurs with the SPFD's plan for development of a parking structure for 700 cars to meet current and near-term demand. The proximity of the parking inventory to the INB Performing Arts Center is a key factor in the assessment of the relative viability of the concept plans.

Subsequent expansion of the Convention Center should plan for total parking capacity of 1,100 to 1,700 cars, based on experience at comparable facilities in regional markets.

## **RETAIL PROGRAM**

While good urban planning principles recommend activating the street face of large urban structures, the inclusion of retail storefronts in the convention center should be carefully considered. Uses compatible with the business needs of the SCC such as a business center, coffee shop or possibly a visitor's center should be given first priority.

Retail components cannot rely solely on convention-generated traffic to be successful, but must be part of a larger activity center. While new businesses are reshaping the East End along Main Avenue and Division Street, the area has yet to experience significant revitalization.

## **MAXIMUM DEVELOPMENT DENSITY**

The intent of establishing the maximum development density is to explore the issues of qualitative boundaries and regulatory constraints. The location of the convention center downtown and adjacent to the river influences the maximum development density with respect to building height, setbacks and street edge requirements, shoreline and park shadow as well as pedestrian and vehicle access. By raising these critical planning issues now, the expectation is that any future design will be more responsive to those affects and compromises made to improve the quality of life for visitors and residents alike.

Spokane is neither Seattle nor is it Kennewick – a balance of density against the overall urban character of downtown Spokane is critical. The evaluation of maximum density on the sites identified in the master plan is guided by the design principles.

*Currently, the highest parking demand generator is events at the INB Performing Arts Center.*



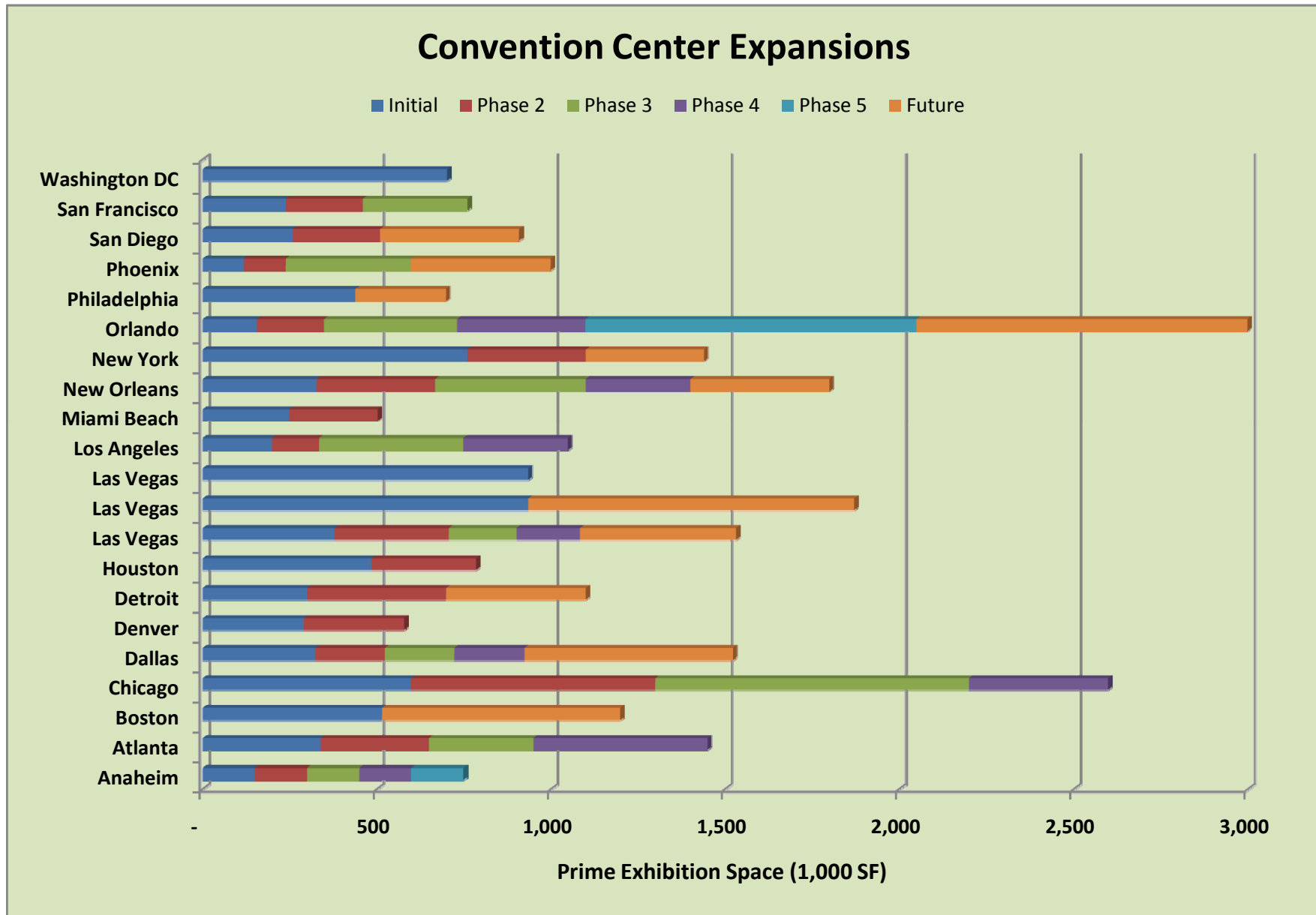
*On average, these buildings have expanded every seven to ten years.*

### **PHASED EXPANSION PROGRAM DATA**

Convention centers are investments by communities as incubators for new business development. Their success is measured not by gross revenues or operating profits, but by the number of new visitors to the region and creating new opportunities for supporting businesses, construction, employment and tax revenues.

Analysis of major convention destinations reveals the pattern of expansion of facilities in phases. The convention center provides the stimulus for new business, and the private sector expands until the local economy stabilizes. Because the market for meetings, conventions and tradeshow as a whole is growing both as a function of the national economy and the demand for continuing education in an information society, repeat clients eventually outgrow the facility and drive the need to expand it.

The following chart tracks the size of publicly owned and operated convention facilities in major markets over the past thirty years. On average, these buildings have expanded every seven to ten years, depending on local economic conditions and the ability to absorb the increase in function space. Similarly, there is a pattern in the size of expansions, wherein the first expansion typically doubles the amount of leasable space, and future increments are at minimum equal to the original facility size, if not larger.



Spokane matched this industry profile by completing its last expansion in 2006, expanding its exhibition space from 40,000 to 100,000 square feet. However, it should be noted that the expansion fell short of the recommended program with the elimination of the adjacent meeting rooms due to cost constraints. Additionally, the 100,000 SF exhibition hall is comprised of 83,000 SF of prime exhibition hall and 17,000 SF of swing space – prefunction or exhibition use. This master plan anticipates future expansion in multiple phases that allow the SPFD to adapt its future facilities mix to changing market demands.

Market demand, regional growth patterns, redefined competitive set and phasing opportunities analyzed by the Consulting Team established a planning goal for a maximum development capacity of between 250,000 and 300,000 square feet of exhibition space with an appropriate amount of meeting and banquet space, as well as the requisite service and support space. All of the expansion concept plans will be measured against this size as the standard for program compliance.

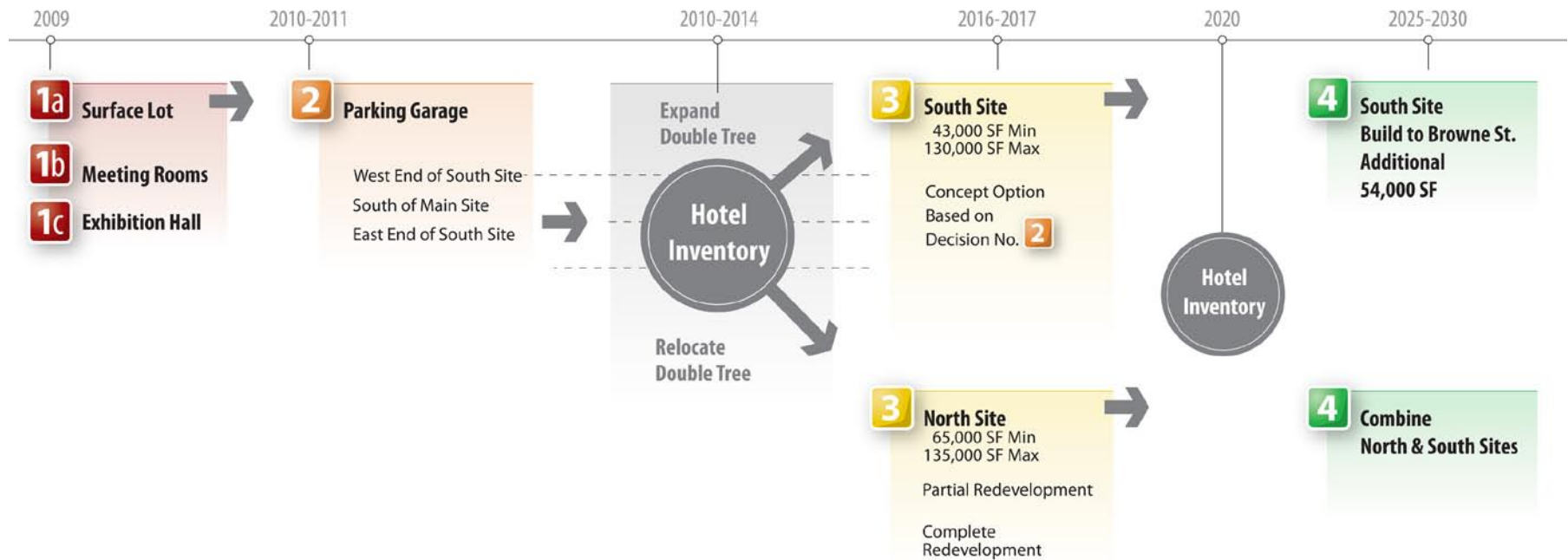
	Exhibition	Banquet	Meeting	Total Built
Expansion 2006	100,000 SF	25,000SF	30,000 SF	660,000 GSF
Phase 1	130,000 SF	25,000SF	50,000 SF	710,000 GSF
<b>New Development - South Site</b>				
Concept 1A	283,000 SF	65,000SF	110,000 SF	1,121,000 GSF
Concept 1B	307,000 SF	65,000SF	115,000 SF	1,151,000 GSF
Concept 2	282,000 SF	65,000SF	135,000 SF	1,139,000 GSF
<b>Redevelopment - North Site</b>				
Concept 3	195,000 SF	65,000SF	80,000 SF	748,000 GSF
Concept 4	265,000 SF	65,000SF	175,000 SF	1,111,000 GSF



The challenge for the SPFD and the City of Spokane is to align expansion of the convention district and the related impacts to current land uses in the identified area with event activity projections and future demand for space. Timing is highly dependent on local market and economic conditions, and the types of events using the building will change over time, affecting the mix of spaces needed to support them.

Based on recent market trends and showing the direct linkage between convention center expansion and hotel room availability, the following exhibit offers one timeline for future growth. These assumptions must be tested and confirmed or adjusted each time before design and construction can begin.

## Planning Decision Process





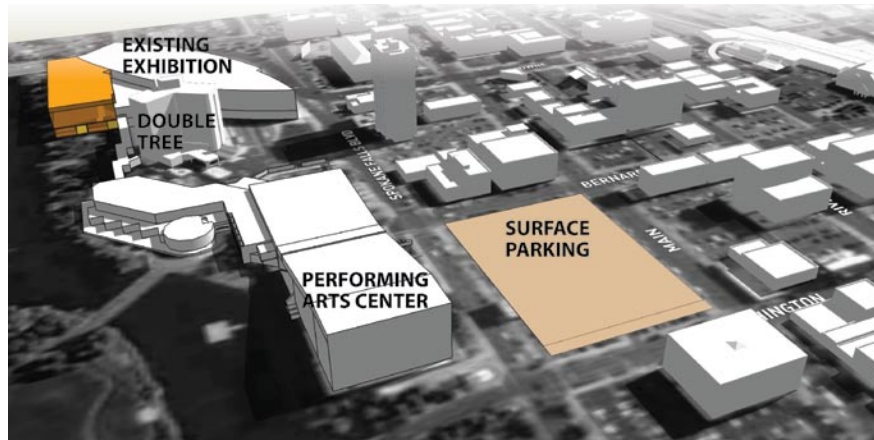
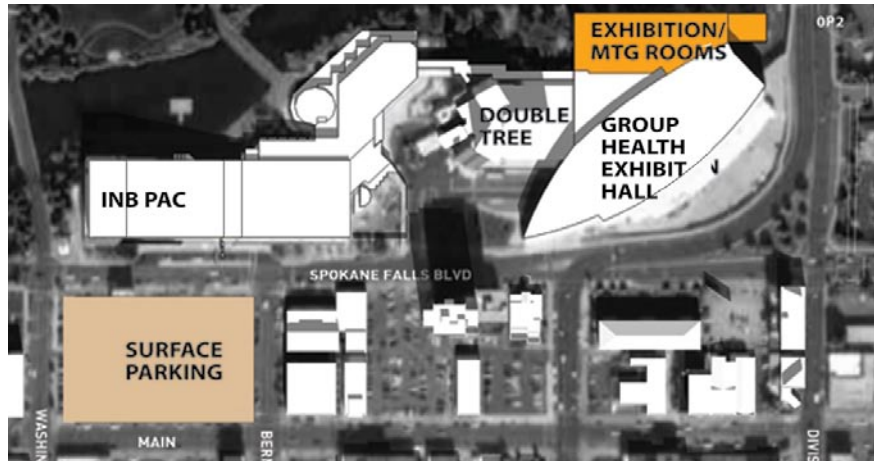
## MASTER PLAN RECOMMENDATIONS

The starting point for these master plan studies is the initial South Site, which has been previously defined as the city block bounded by Main Street to the south, Spokane Falls Boulevard to the north, Washington Street to the west and Bernard Street to the east. All but the last of those streets are one-way arterials that are an integral part of the City's traffic management system.

A number of prior studies have established the range of exhibition space that can be constructed at this South Site. Those studies indicate that, as a stand-alone element, any expansion limited to the South Site as defined will not satisfy the long-term needs of the Convention Center if it is to remain competitive in the region.

In order to meet the space criteria for ultimate build-out of the Convention Center, the Consulting Team has evaluated a number of adjoining land parcels in order to evaluate the highest and best use for hospitality-related redevelopment over a 20-30 year time-frame. Each of the following Concept Plans implies acquisition of different land parcels or timing sequences.





## PHASE 1

### IMPROVE SURFACE PARKING (PHASE 1A)

The SPFD intends to move forward with a capital improvement project for reconstruction of the South Site into surface parking that would comply with the City's current standards while enhancing the guest experience through improved aesthetics, parking layout and efficiency, landscaping and drainage.

### MEETING ROOMS (PHASE 1B)

A high priority for the SPFD should be to complete the development program as envisioned in the 2006 expansion project. This will entail design and construction of a complement of meeting rooms with service and prefunction area that would be adjacent to the Group Health Exhibit Hall. The meeting room block, part of the original program, was postponed due to funding constraints.

### ADDITIONAL EXHIBITION SPACE (PHASE 1C)

A variation on the meeting block expansion would be to enlarge the exhibition hall contiguous to the Group Health Hall, with meeting space on upper and/or lower levels.

## PHASE 2 PARKING STRUCTURE

Three parking locations were studied:

- Facing Washington on the west edge of the site.
- South of the entrance to Group Health and east of the expansion site.
- South of Main between Washington and Bernard (again, off-site of the initial expansion site).

Of these locations, only the first option was carried forward because of its proximity to the INB Performing Arts Center.

### PHASE 3-5 FUTURE EXPANSION

For the purposes of these expansion options, the location of the existing complex facing Riverfront Park will be referred to as the North Site. The area between Spokane Falls Boulevard and Main Avenue and extending from Washington Street east toward Division Street will be generally described here as the South Site. A number of different concept plans were explored which involved subsets of the enlarged South Site.

The principal determinant for these multiple South Site conceptual plans is the location of a parking structure and its affect on the placement and ultimate size of an exhibition hall, which also affects the adjacent loading dock and service vehicle access. The assumption is that construction of the parking structure will precede expansion of the Convention Center by several years and thus must function independently.

Expansion on the North Site, other than the recommended addition of meeting rooms to support the Group Health Exhibit Hall, implies a longer time frame and the relocation or replacement of the existing DoubleTree Hotel. Because the Consulting Team's evaluation of the existing convention center complex identified a number of operating and service conflicts between the hotel and convention center, due diligence required the Team to evaluate redevelopment options that could consolidate the center's operations by using the entire site north of Spokane Falls Boulevard.

If we assume the hotel is displaced within the next ten years, our assumption is that the existing ballroom and most of the meeting rooms would remain in service. Room 111 and possibly the Conference Theater would be demolished to make way for new exhibition, banquet and meeting space.

Assuming the hotel site is opportune for redevelopment in twenty years or more, then the existing ballroom and meeting complex may also be at the end of their usable life, and a complete redevelopment of the site between the Group Health Exhibit Hall and the INB PAC breezeway should be considered.

The Consulting Team did not include the INB PAC within its redevelopment studies for several reasons. First, the site dimension between the river and Spokane Falls Boulevard is too restrictive for exhibition use and would not significantly increase the functionality of the convention center. Second, the INB PAC has been well maintained and is well-suited to performances in Spokane; replacing this theater complex would be quite expensive and difficult to achieve without multiple benefactors.



## SOUTH SITE – CONCEPT 1A

A multi-level 700 car parking structure is constructed at the west end of the site facing Washington Street, with the lowest level tall enough and configured to accommodate a one-way, angled loading dock for the future convention hall.

An exhibition hall of 76,000 square feet in area would be constructed roughly at grade with prefunction lobbies and public areas facing Spokane Falls Boulevard and service areas backing onto Main Avenue. A grand ballroom with additional meeting rooms would be built on one or two levels above the exhibition hall, with concourses wrapping exterior faces wherever possible. The ballroom lobby would face Riverfront Park to reinforce Spokane as a destination for visitors. A climate-controlled, elevated pedestrian skywalk crossing the Boulevard would link the north and south convention buildings.

Because the parking deck is assumed to be constructed first, if additional demand require more spaces, up to 800 spaces could be provided on one or two levels beneath the exhibition hall as part of the next phase expansion.

A second expansion of the Convention Center that maximizes contiguous exhibition space could be built by extending the facilities eastward to Browne Street, bringing the hall size to approximately 146,000 square feet, assuming that a second loading dock is required to service the east end of the building.

### Pros for Concept 1A

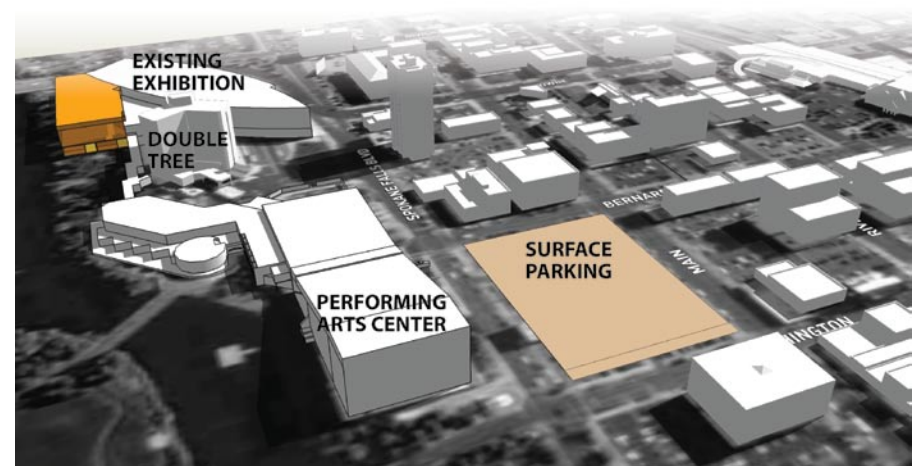
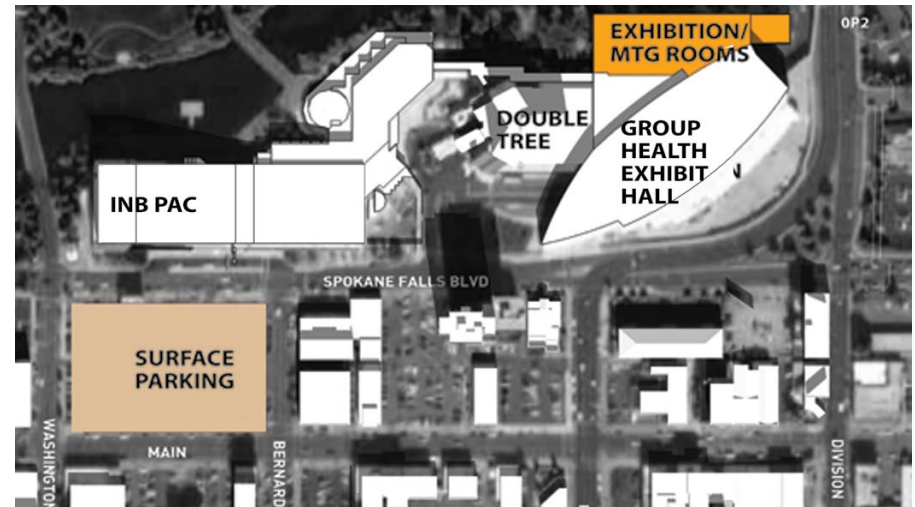
- Public face on Spokane Falls Boulevard mirrors the existing complex and allows integrated streetscape design for pedestrians, bicycles and vehicles.
- Provides singular image of the Convention Center to first-time visitors by creating one “front door”.

### Cons for Concept 1A

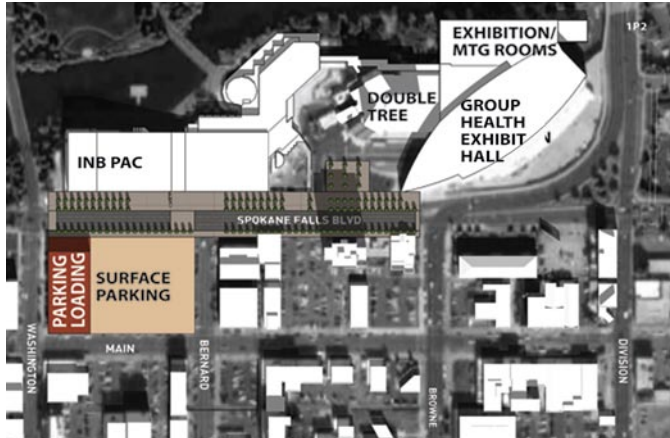
- Loading area near grade at Washington is difficult to screen without creating barrier walls.
- Creating retail on Washington reduces exhibition hall size and site capacity.

- Functional limitations imposed by block depth of 300 feet creates “blank wall” facing Main Avenue for full length.
- Future expansion may require a second loading dock off Browne Street, which again limits the public face of the building.

## PHASE 1



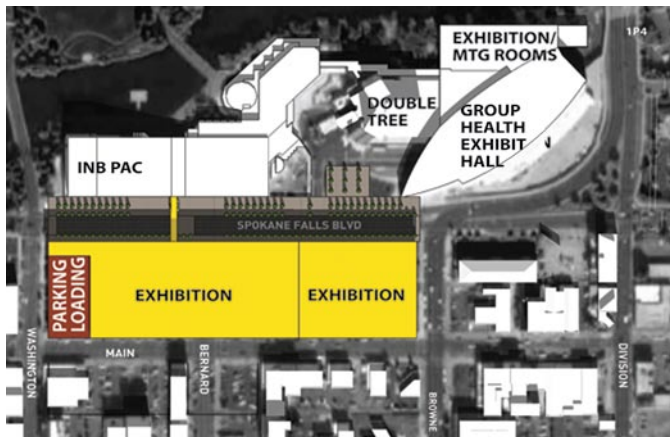
PHASE 2



PHASE 3



PHASE 4



## SOUTH SITE – CONCEPT 1B

While appearing to be similar to Concept 1, this approach considers the impacts of reducing the width of both Spokane Falls Boulevard and Main Avenue by one lane, thereby increasing the depth of the site by a minimum of 30 feet.

This layout also explores an alternate two-way loading dock configuration along Washington. This plan has a larger initial footprint but provides dock space for the full build-out of the exhibition hall and a more efficient layout and increased capacity for parking on the levels above.

An exhibition hall of 95,000 square feet in area would be constructed roughly at grade with prefunction lobbies and public areas facing Spokane Falls Boulevard and service areas backing onto Main Avenue. A grand ballroom with additional meeting rooms would be built on one or two levels above the exhibition hall, with concourses wrapping exterior faces wherever possible. The ballroom lobby would face Riverfront Park and connect to a climate-controlled, elevated pedestrian skywalk crossing the Boulevard to reach the north convention building.

A second expansion of the Convention Center that maximizes contiguous exhibition space could be built by extending the facilities eastward to Browne Street, bringing the hall size to approximately 189,000 square feet.

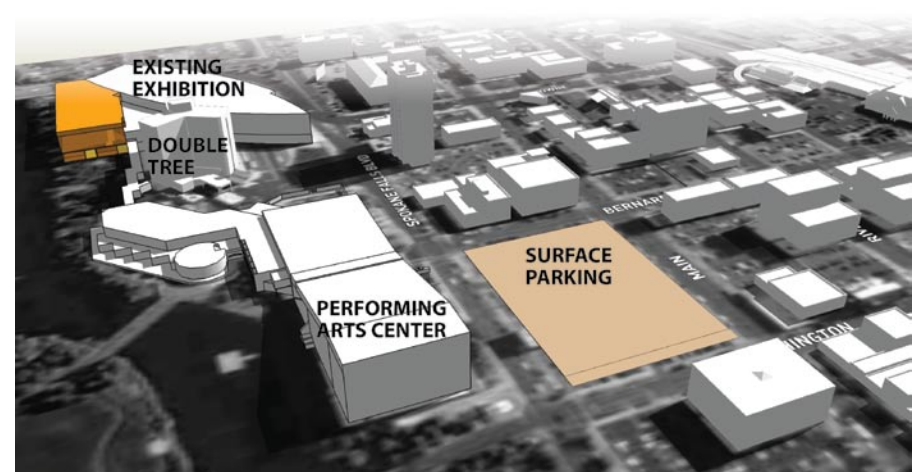
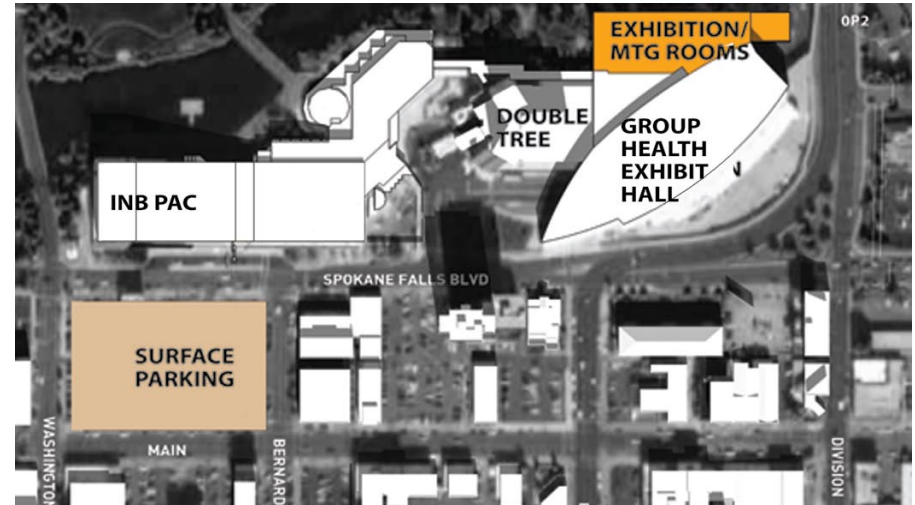
### Pros for Concept 1B

- Public face on Spokane Falls Boulevard mirrors the existing complex and allows integrated streetscape design for pedestrians, bicycles and vehicles.
- Improved room proportion and increased flexibility of use by having deeper exhibition halls.
- Opportunity to reconstruct streetscape and improve vehicular patterns on Spokane Falls Boulevard.
- Maximizes the exhibition space on the South Site.
- Loading dock exposure limited to Washington Street.

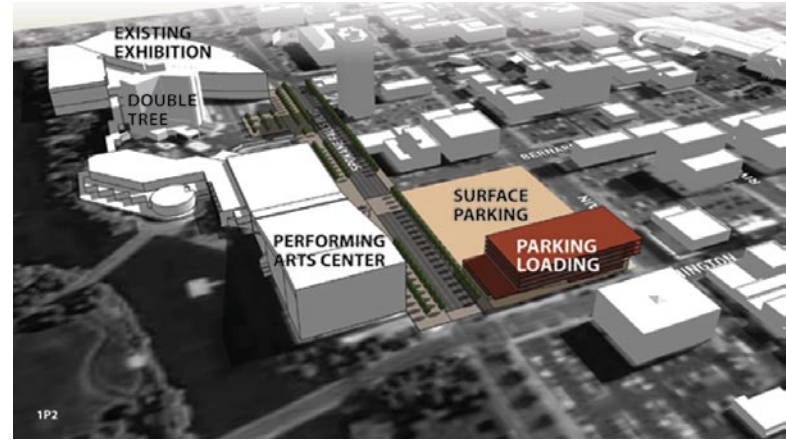
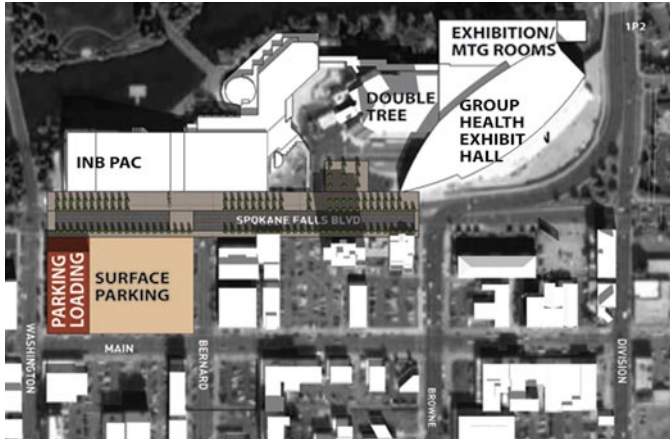
### Cons for Concept 1B

- No practical long-range opportunities for retail storefronts.
- Material handling for expanded exhibition hall requires relatively long distance movements.

### PHASE 1



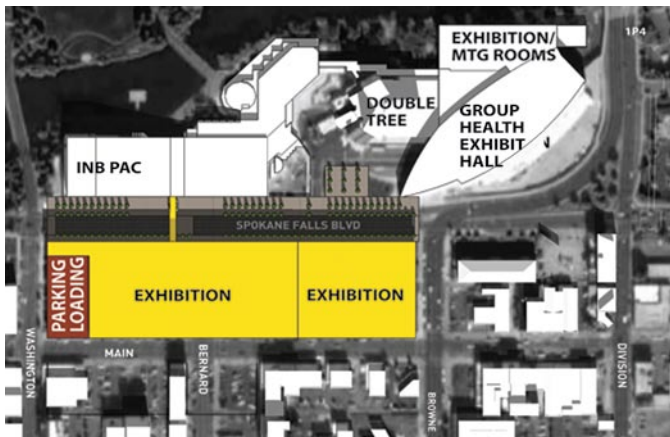
PHASE 2



PHASE 3



PHASE 4



## SOUTH SITE – CONCEPT 2A

An alternative approach to increasing the site capacity for exhibition space is to move the loading function off-site, either elevated or submerged beneath Main Avenue. This concept was identified in prior studies for expansion on the South Site. The added cost and complexity of moving semi-trailers to an upper or lower level via ramps provides opportunities to improve the public face of the convention center along Main Avenue using retail storefronts. Two options were evaluated for this Concept Plan.

In the submerged concept (2A), the exhibition hall is partially below grade and the site excavated 20 feet below ground, access via ramp along Washington Street to below Main Avenue. Loading docks would be completely underground, providing an opportunity for retail storefronts and other commercial space to be built above it along Main. The ballroom and meeting space would be built on top of the exhibition hall facing Riverfront Park.

Under either the elevated or submerged concept, structured parking would be located at the west side of the South Site along Washington Street between Main and Spokane Falls Boulevard. The final position of parking will depend on selection of one concept and coordinating the access ramps (up or down) to the loading dock with parking attendant booths.

### Pros for Concept 2A

- Provides opportunities for retail on both the north and south sides of Main Avenue.
- Reduces the visible height of the Convention Center from existing grade.
- Concourses on two levels along Spokane Falls Boulevard provide light and animation to the street.
- Screens the visibility of the loading docks.

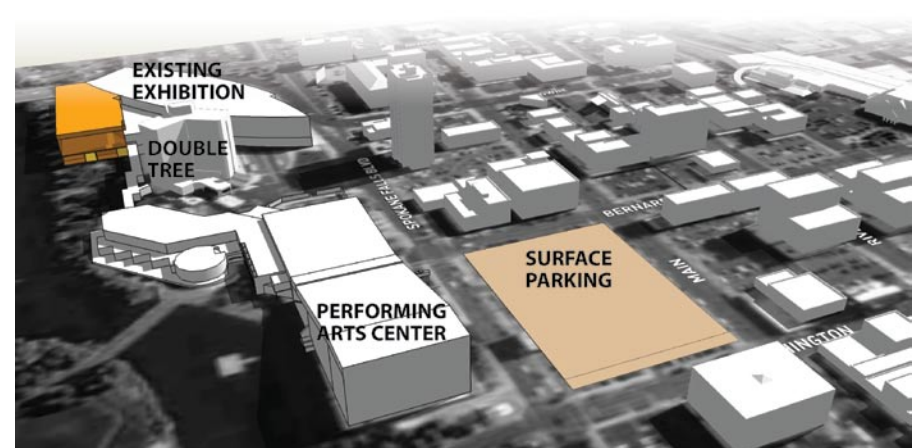
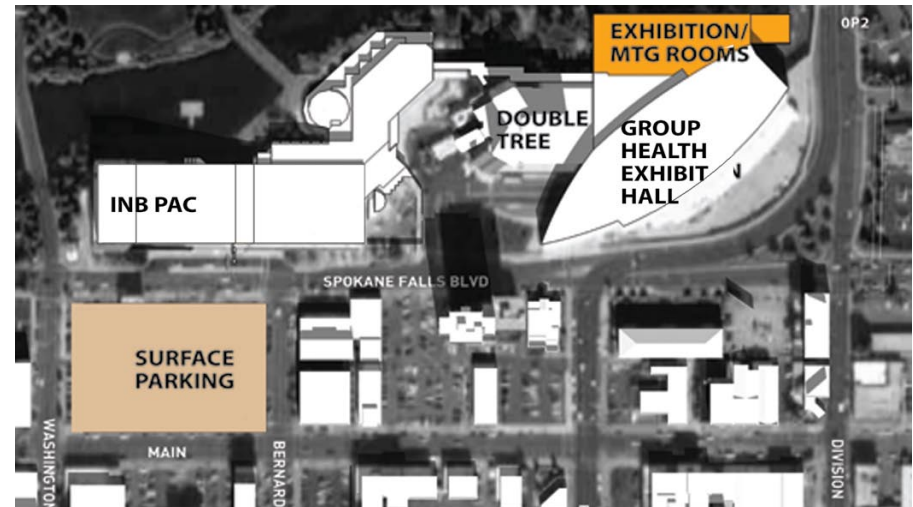
### Cons for Concept 2A

- Added cost and complexity of bridging over Main Avenue, compounded by the aesthetic and visual detractor of the bridge itself. (ELEVATED HALL CONCEPT)

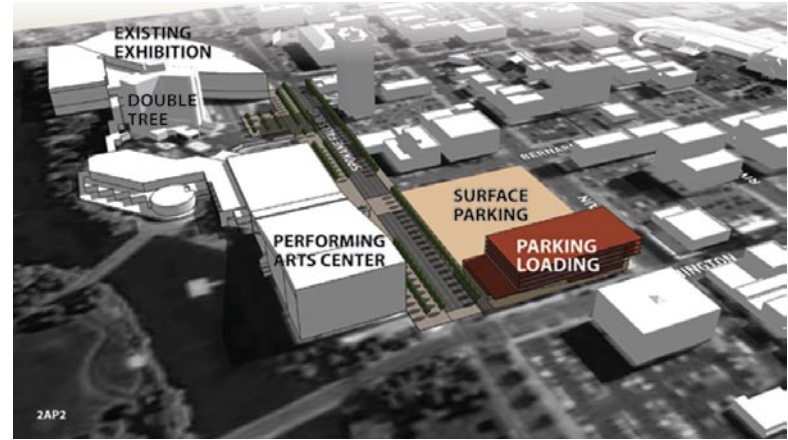
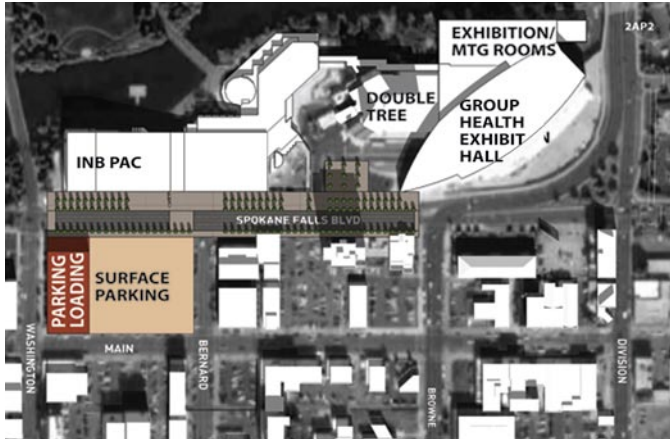
## OR

- Added cost and complexity of tunneling beneath Main Avenue. (SUBMERGED HALL CONCEPT)
- Potential of disruption for traffic, existing businesses and utility services during construction.
- Conflict for pedestrians with ramps for service vehicles.
- Difficult to expand without impacting Main Avenue.

## PHASE 1



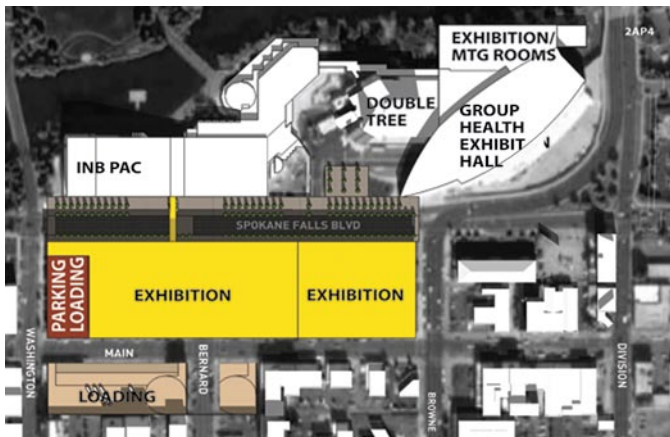
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PHASE 3



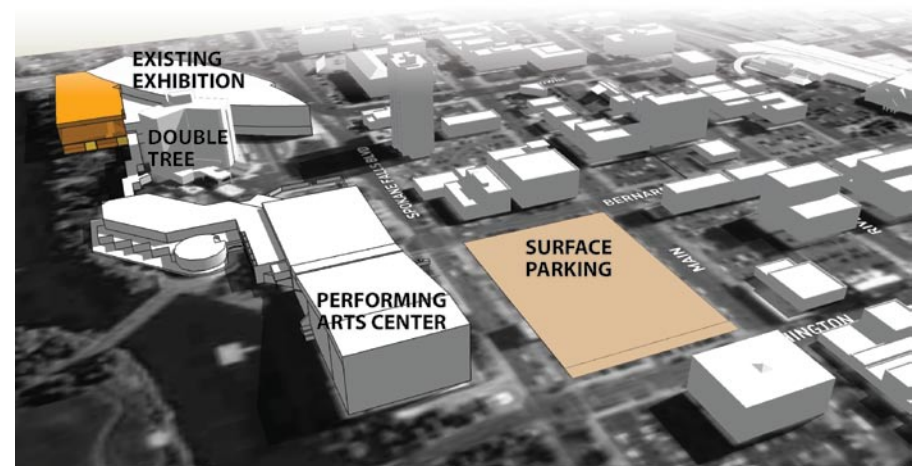
PHASE 4



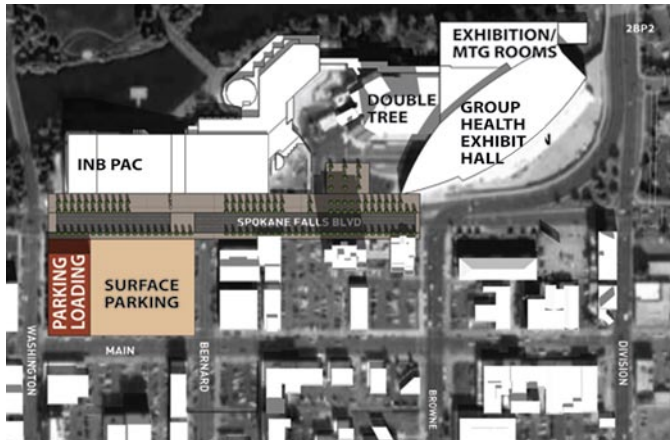
**SOUTH SITE – CONCEPT 2B**

In the elevated concept (2B), the exhibition hall is 25 feet above street level and the grand ballroom must be excavated 20 feet below ground to achieve the clearances required for its functionality and the structure necessary to span long distances. Meeting rooms would be developed at the lower level and street level, with lobbies and concourses visible along the street edges of the building, reserving portions of Main for retail uses. Loading and service functions would be housed in a separate building south of Main between Washington and Bernard, connected to the Convention Center via enclosed service bridge above Main.

**PHASE 1**



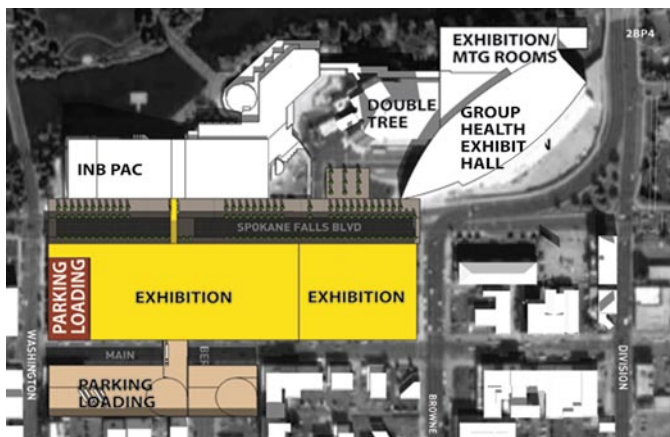
PHASE 2



PHASE 3



PHASE 4



### NORTH SITE – CONCEPT 3

There are a number of potentially conflicting design principles, marketability and operational requirements that must be addressed in a partial redevelopment of the North Site. The most difficult challenge related to this approach will be finding a way to build it while maintaining ongoing activities and minimizing disruption to ongoing events.

This partial redevelopment approach assumes the recently renovated ballroom and meeting block remains in service but the Conference Theater and Riverview Rooms are demolished along with the DoubleTree Hotel to make way for expansion.

Ideally, exhibition hall expansion should be contiguous, or at least have separate connectivity for both attendees and service functions. Doing this demands the new exhibition hall be elevated roughly 20 feet above grade and extending the loading dock west along Spokane Falls Boulevard, which is a less-than-perfect co-location with the main arrival zone. Similarly, creating a concourse facing the river adds one or more north-to-south connections between arrivals and the front-of-house, adding cost for public circulation area.

Some flexibility is possible by building a new exhibition hall on-grade, but it cannot be contiguous and will require service connectivity using elevators. The loading dock will also consume a portion of valuable land and reduce the footprint available for the exhibition hall.

#### Pros for Concept 3

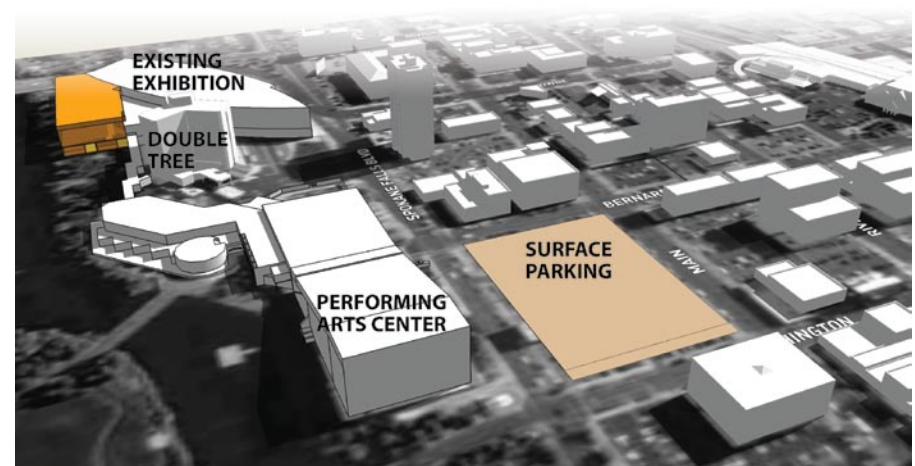
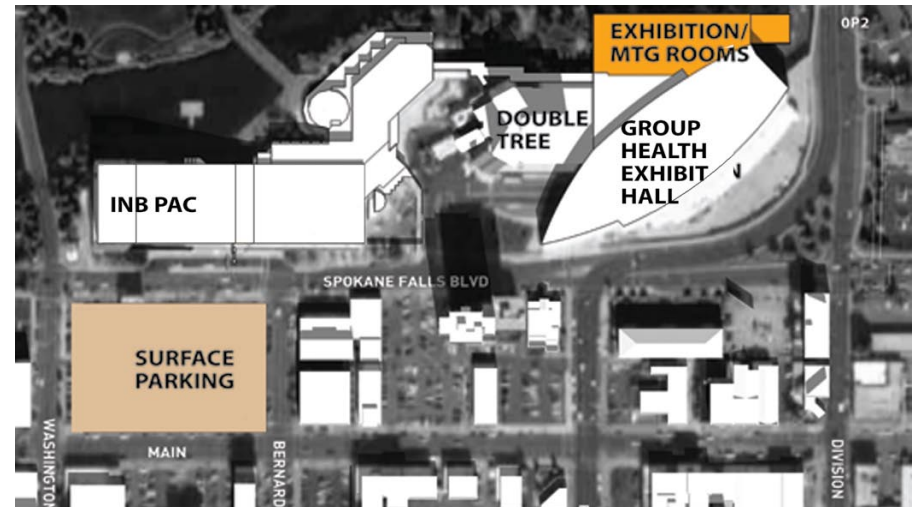
- Opportunity to create a unified entrance and resolve site congestion issues.

#### Cons for Concept 3

- Highly complex multi-level design required to link public areas and service-related functions.
- Added cost for complexity of design and construction.
- High potential for disruption to ongoing events.

- Reduces size of the ultimate exhibition space build-out by keeping the existing ballroom.
- Loading dock and parking solutions not readily apparent.

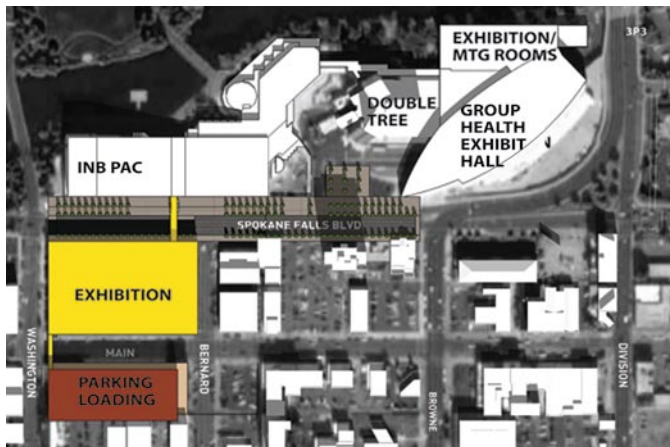
### PHASE 1



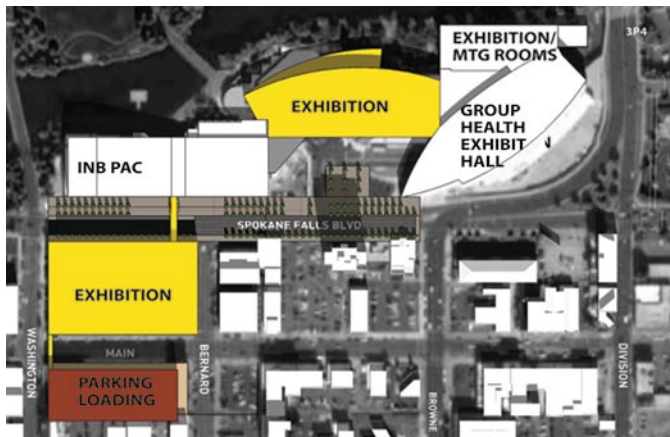
PHASE 2



PHASE 3



PHASE 4



## NORTH SITE – CONCEPT 4

Achieving the maximum size convention and exhibition facility north of Spokane Falls Boulevard involves a complete redevelopment of the site between the INB PAC breezeway and the Group Health Exhibit Hall. This requires demolition of the original convention center and the DoubleTree hotel but provides the greatest flexibility in the mix of spaces to be built.

This study assumes that the start of this Concept Plan would not occur for upwards of twenty years to allow the facilities being demolished to be fully depreciated and to have reached the end of their useful life.

The design expands the arrival zone at the breezeway and provides public concourses on three sides to face both the river and downtown. The at-grade exhibition hall would have an internal service court and loading dock, screened from view, but maintains access to the parking under the Group Health Exhibit Hall. An upper level would include meeting rooms facing the city and a ballroom overlooking the river that links back to the Group Health portion of the convention center.

This concept assumes a parking structure could use only a portion or all of the South Site between Washington and Bernard Streets, depending on the number of floors provided or leaving partnership opportunities with a hotel or other commercial space.

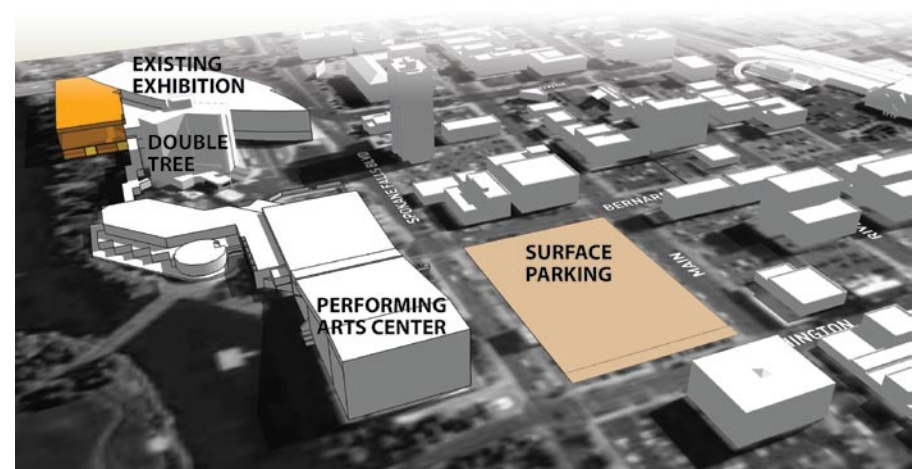
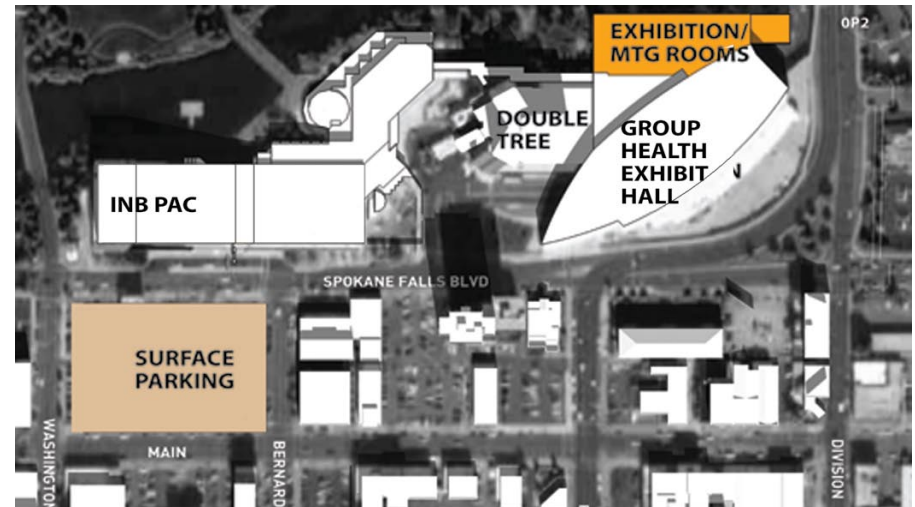
### Pros for Concept 4

- Provides the greatest amount of exhibition space within one facility.
- Meeting and banquet space on an upper level provides highest visibility and presence for downtown Spokane.
- Screens service functions from adjacent development.
- Solves existing problem of having multiple entrances to individual buildings.
- Allows extended time frame to implement.

### Cons for Concept 4

- Requires replacement of the DoubleTree Hotel to be marketable convention space.
- Requires extended time frame to implement.

## PHASE 1



PHASE 2



PHASE 3



## SOUTH SITE – CONCEPT 5

This layout is an alternative to Concept 2A's submerged hall concept that moves the parking structure from Washington to the south side of Main Avenue in an effort to address several concerns from an urban planning and design perspective. Parking stalls would be on elevated floor above retail space facing Main. The convention center could wrap the concourse along Washington and Spokane Falls Boulevard, providing an interior connection from parking across the South Site to an elevated bridge linking north to the INB and Group Health hall. The exhibition hall size in this configuration adds about 20,000 square feet to Concept 2 plan.

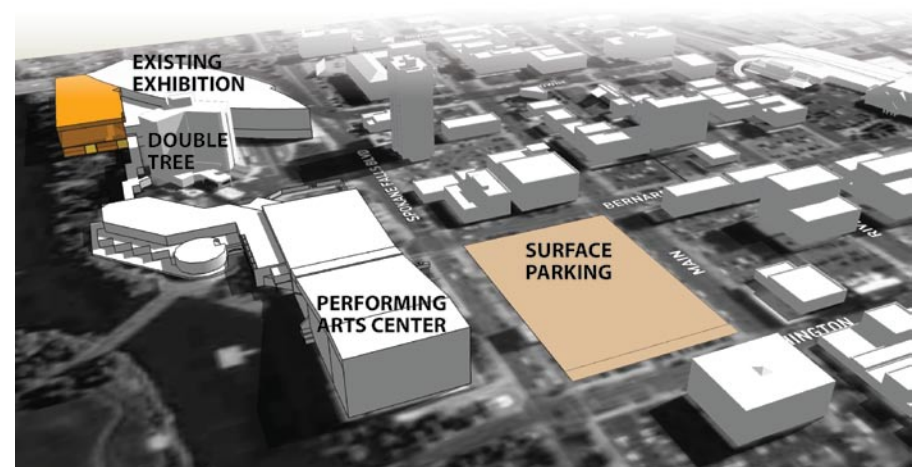
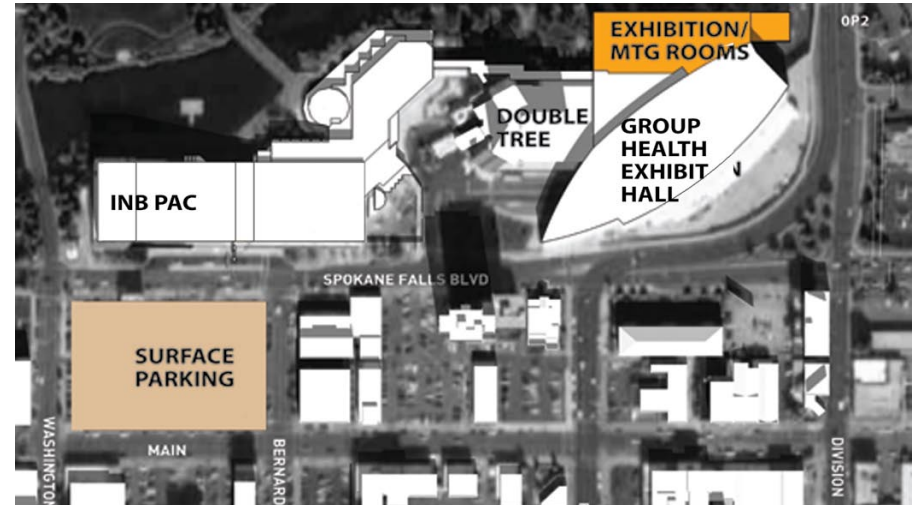
### Pros for Concept 5

- Provides a pedestrian-friendly face to the convention center facing Washington Street.
- Increased retail frontage south of Main masks loading and service functions.
- Increases maximum exhibition hall size.
- Parking structure can be built without reducing surface parking on the South Site.

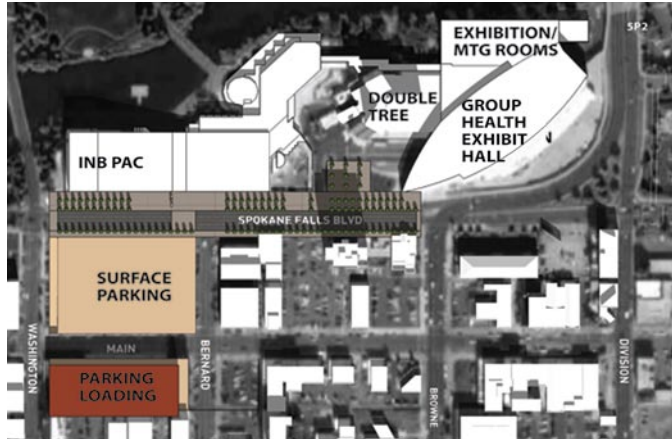
### Cons for Concept 5

- Parking is remote from the INB Performing Arts Center until the expanded convention center provides interior connectivity.

## PHASE 1



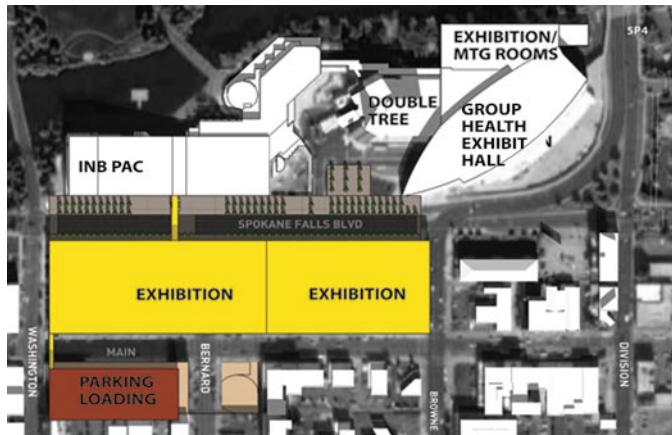
PHASE 2



PHASE 3



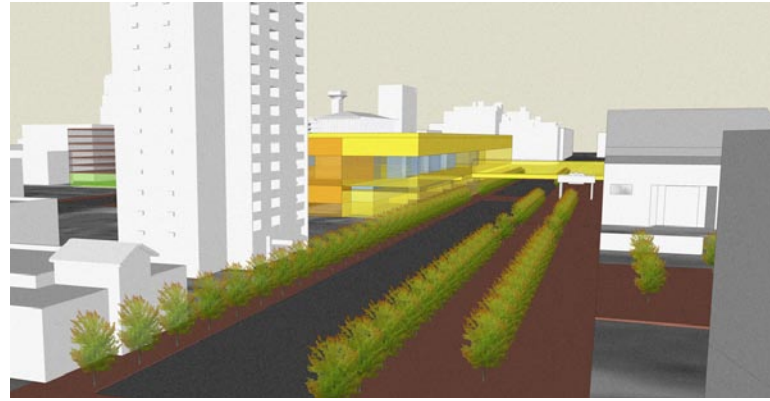
PHASE 4





## APPENDIX

- Parking Analysis
- Street Utility Analysis Diagrams
- Site Analysis Diagrams
- Urban Land Use Opportunities
- Study Diagrams



**Vision  
2020**

## PARKING ANALYSIS

Rick Williams Consulting

### A. BACKGROUND

This memorandum is intended to serve as a follow up to the first draft analysis recently submitted for your review (dated 2/19/2009). The data and assumptions underlying that proforma model were based on demand numbers provided by Conventional Wisdom (CW). Subsequent usage numbers for actual 2008 attendees at the Convention Center and INB were provided by the Spokane Public Facilities District (SPFD). The “parking demands” associated with these two data sets are somewhat different, with the CW numbers estimating a more aggressive rate of demand growth than the existing facility currently generates.

As such, this analysis (Scenario B) uses the existing “demand” numbers provided by SPFD to run a revenue generation model that assumes parking demand growth in the Convention Center that will parallel that of current levels. The earlier analysis would then be considered a “high growth” scenario and the Scenario B analysis the “conservative growth” model.

### B. COMPARATIVE FINDINGS

Table A illustrates the range in revenue generation between the high and conservative growth models.

The most significant difference between the models is that the high growth model assumes that facility would capture 251,120 Convention/INB based vehicles per year. The conservative model assumes a total of 195,339 vehicles would access the parking garage annually (not including monthly pass sales).

Scenario A generates about \$286 per stall per month, whereas Scenario B generates approximately \$232. Both modes continue to benefit from the retail component of the ground floor. The conservative model does not reach positive cash flow until Year 12, where the higher growth model experienced positive cash flow in Year 6.

All other basis assumptions of financing were held constant. Again, neither Scenario, as yet, carries equity, land or “profit” to the owner.

Table A  
High versus Conservative Growth Scenarios  
Spokane Convention Center Expansion - Garage Opportunity Site

	Scenario A High	Scenario B Conservative
Total Stalls	617	617
Est. Site Area	36,000 SF	36,000 SF
SF of Parking Area	216,000 SF	216,000 SF
SF of Retail Area	18,000 SF	18,000 SF
Est. Cost of Land	\$0	\$0
Direct Costs Construction/ Parking Development	\$19,440,000	\$19,440,000
Hard Cost per Stall	\$31,500	\$31,500
Cost of Retail Development	\$1,462,860	\$1,462,860
Sales Taxes @ 8.4%	\$1,755,840	\$1,755,840
Indirect Costs @ 25%	\$5,225,715	\$5,225,715
Equity Contribution @ 0%	\$0	\$0
Total Financed	\$27,884,415	\$27,884,415
Full Cost per Stall w/ Retail	\$45,183	\$45,183
<b>Vehicles Per Year (less monthly passes)</b>	<b>251,120</b>	<b>195,339</b>
Annual Gross Revenue Parking	\$2,125,268	\$1,719,090
Annual Gross Revenue Retail	\$395,523	\$395,523
<b>Combined Gross Revenue (annualized est.)</b>	<b>\$2,520,791</b>	<b>\$2,114,613</b>
Annual Operating Costs (annualized est.)	<\$474,586>	<\$462,400>
Annual Debt Service @ 25 Yrs. @ 5.50%	<\$2,054,816>	<\$2,054,816>
Net Cash Flow (annualized @10 years)	<\$8,611>	<\$402,604>
First Year in positive cash flow	Year 6	Year 12
Monthly revenue per stall (parking only)	\$286.98	\$232.13
Monthly revenue per stall (w/ retail contribution)	\$340.38	\$285.54
Monthly Per stall needed for expense & debt coverage	\$341.55	\$330.90
<b>Monthly Per stall gap between cash flow and break even</b>	<b>&lt;\$1.16&gt;</b>	<b>&lt;\$54.00&gt;</b>

### C. SUMMARY

The modeling analysis presented here is intended to be a draft discussion piece. Review of all assumptions by Spokane Public Facilities District is expected, resulting in refinements and revisions and additional iterations.

## STREET UTILITY ANALYSIS DIAGRAMS



### PROJECT DESCRIPTION

At the request of the Spokane Public Facilities District, Coffman Engineers, Inc. was employed to investigate the nature and location of underground utility pipelines in the vicinity of the proposed additions to the Convention Center. Our task was to identify which pipelines were present in the streets surrounding the proposed expansion areas and to find out the impacts to the pipelines and the feasibility of several underground expansion ideas. We also investigated the key municipal agencies or utility purveyors that govern those lines and discussed preliminary ideas and the possible limitations to expansion in the existing right-of-way because of the existing pipelines.

### OPTIONS FOR PROPOSED UNDERGROUND FACILITIES

The following options represent the proposed facilities we were asked to investigate:

1. Loading dock under Main Avenue (from Washington Street to Bernard Street)
2. Tunnels under Main Avenue to a loading dock under the block south of Main Avenue
3. Building construction over Bernard Street
4. Utility service tunnel under Spokane Falls Boulevard (near Bernard Street intersection)

The items discovered during the preliminary investigation are discussed in the individual sections listed below:

#### OPTION 1: LOADING DOCK UNDER MAIN AVENUE

Option 1 proposes constructing a loading dock under the Main Avenue right-of-way. Although the entrance and exit to this facility has not been decided yet, preliminary ideas include installing a ramp off of Spokane Falls Blvd along the westerly edge of the block south of the INB Performing Arts Center. The street, Main Avenue, from Washington Street to Bernard Street is proposed to remain a City street and the street surface would become the top deck of the underground loading dock. All underground utilities would require relocation out of the current right-of-way.

A summary of the existing utilities in Main Avenue and their purveyors are listed below:

UTILITY	SIZE/STRUCTURES	LOCATION	PURVEYOR
Gas	4" main feeder	Along the south edge of the street.	Avista Utilities
Gas	¾" service lines	2 north, 4 south	Avista Utilities
Electric	Duct bank with vaults & manholes	Along the north edge of the street	Avista Utilities
Fiber Optic	Unknown	Inside Avista's duct bank	Miscellaneous
Water	12" main with hydrants	Along the north half of the street	City of Spokane
Sanitary Sewer	18" main line with manholes	Along the south half of the street	City of Spokane
Storm Sewer	Catch basins combined with 18" sanitary sewer.	At intersections and along the south half of the street.	City of Spokane

Facts about the existing utilities related to **Option 1 – Loading Dock Under Main Ave:**

- Gas: The 4" gas line in Main Ave is a main feeder that connects to a 12" gas line in Division Street. This line is a vital link to gas service in the downtown area and can not be abandoned. It is possible to relocate the line, but estimates for price are significant. There are four services on the south side of main that would also need to be reestablished. This may take some additional right-of-way or easement acquisition through the back of each site.
- Electric: The system in Main Ave is part of a main feeder through downtown and can not be abandoned. It is possible to relocate the vaults and duct banks, but estimates are significant (hundreds of thousands of dollars). There are four services on the south side of Main Ave that would need to be relocated. Easements may be necessary to reinstate service connections.
- Fiber Optic: Avista Utilities leases space in their duct banks to several fiber optic companies. Avista has indicated the fiber optic companies are harder to convince to relocate their equipment than Avista is. If needed, negotiation with the fiber optic companies would be handled by Avista. We have not directly contacted any fiber optic companies.
- Water: The 12" water main is a large link in the City's water system grid. It is likely this piece could not be abandoned without replacing it somewhere else. The line currently feeds two fire hydrants (between Washington St. and Bernard St) that would need to remain and would require an alternate means of providing water to them. There are also businesses along the south side of Main Ave that are served both domestic and fire water from the 12" water main. These buildings would need services rerouted and possibly building plumbing redone to accommodate service from a different location.
- Sanitary and Storm Sewer: Both utilities are collected in a common 18" diameter pipe running along the south side of Main Avenue. The sewer drains from east to west and would need to be relocated. It may be possible to reroute the sewer to the alley between Washington and Bernard in the block south of Main or one full block south to Riverside Ave, if grade allows. If grade is an issue, a sewage pump station could be designed but it would not be cost effective and would be very undesirable (possibly disallowed) by the City. If routed to Riverside, several block lengths of sewer will likely need to be upsized in order to take the additional capacity diverted from Main. City records show there are six individual sanitary sewer services connecting to this line from businesses along the south side of Main Ave. These services will need to be rerouted to either Washington Street, Riverside Avenue or the relocated sewer in the alley. Additionally, the sewer in Main Ave collects stormwater from the City streets. There are at least 7 drainage structures located at the intersections of Main and Washington and Main and Bernard. These structures will need to be rerouted along with the main line as grade allows.

Other items related to the construction of **Option 1:**

- Plan and profile sheets for the sewer construction in Main Ave indicate a minimal amount of rock was encountered along the block between Washington and Bernard streets.
- Rock was found in soil borings completed along the north edge of the Main Ave right of way at depths of approximately 19 feet.
- Groundwater was found in the same soil borings at depths of approximately 16 to 17 feet.

**OPTION 2: TUNNELS UNDER MAIN AVENUE**

Option 2 proposes constructing a loading dock under the block south of Main Avenue and providing access via two tunnels under the Main right-of-way. The tunnels would be approximately 20' wide and would need to provide enough clearance for the tallest truck anticipated to serve the site. We estimate the clear height to be approximately 16'. With this option, we assume the businesses along the north side of the block south of Main have been demolished and the utility services eliminated. A new structure will be built in place of these businesses and utilities will be routed as needed. Main Avenue, from Washington Street to Bernard Street is proposed to remain a City street and the existing utilities will remain as much as practical. If any utilities required relocation, see Option 1 for details.

A summary of the existing utilities in Main Avenue and their purveyors are listed above in Option 1.

Facts about the existing utilities related to **Option 2 – Tunnels Under Main Avenue:**

- Gas: The 4” gas main in the street is proposed to remain. Presumably the gas line is buried 36” deep (to top of pipe) and could be left in place if a tunnel is installed underneath. We estimate at least 2-feet of clearance would be required between the bottom of the gas line trench and the top of the tunnel. The tunnel itself poses no concern for the gas utility as long as the gas main is protected.
- Electric: The underground system of duct banks, vaults and manholes is proposed to remain. The duct banks are assumed to be buried 36” to 48” deep (to top of duct) with the vaults and manholes extending deeper. In order to keep the tunnel depth shallow, the tunnel location should be coordinated to provide clearance away from the vaults and manholes. Clearance between the bottom of duct bank and top to tunnel is estimated at 2-feet.
- Fiber Optic: Same issues as electric.
- Water: Ideally, the 12” water main would remain in place. However, depending on the depth of the underground loading dock it may be impractical to provide a tunnel under the water line. The water line is assumed to be buried 5.5’ from invert to finished grade. By providing minimum 2-feet of clearance between the bottom of the pipe and the top of the tunnel, the tunnel could end up 23’ deep.
- Sanitary and Storm Sewer: The depth of the 18” diameter sewer pipe ranges from approximately 13.5’ at Washington to 15’ at Bernard. Providing a tunnel under the sewer seems impractical due to depth. Assume the sewer main would require relocation as described in Option 1.

Other items related to the construction of **Option 2:**

- Plan and profile sheets for the sewer construction in Main Ave indicated a minimal amount of rock was encountered along the block between Washington and Bernard streets.
- Rock was found in soil borings completed along the north edge of the Main Ave right of way at depths of approximately 19 feet.
- Groundwater was found in the same soil borings at depths of approximately 16 to 17 feet.

**OPTION 3: BUILDING OVER BERNARD STREET (VACATING BERNARD)**

Option 3 proposes vacating Bernard Street from Spokane Falls Boulevard to Main Avenue and constructing a structure over the top. The street vacation would be handled through the City of Spokane and would require application, payment of filing fee, review by City departments, public hearing at City

Council and if approved, payment for the land. An agreement with the property owners to the east would be required as typically half of the street (after vacation) returns to each side. Provided the vacation is successful, conditions would be placed on the vacation regarding public utilities. In this case, the owner would want the public utilities moved out of or abandoned in the right-of-way.

A summary of the existing utilities in **Bernard Street** and their purveyors are listed below:

UTILITY	SIZE/STRUCTURES	LOCATION	PURVEYOR
Gas	2” back feed line	Along the west edge of the street.	Avista Utilities
Telephone	Duct bank with manholes	Along the west edge of the street	Qwest
Electric	Duct bank with vaults & manholes	Along the east edge of the street	Avista Utilities
Fiber Optic	Unknown	Inside Avista’s duct bank	Miscellaneous
Water	4” main	Along the east half of the street	City of Spokane
Storm Sewer	Catch basins combined with 12” & 18” sewer.	At intersections.	City of Spokane

Facts about the existing utilities related to **Option 3 – Building Over Bernard St:**

- Gas: The 2” plastic line is a back feed line from Spokane Falls Boulevard to Main Ave. This line is needed, but Avista has reported they can work around rerouting outside of Bernard. There are no services from this line. A new route for relocating the line would need to be coordinated with Avista.
- Telephone: The underground telephone duct bank system provides service to the buildings along the east side of Bernard. This system could be relocated and services rerouted. The Spokane Public Schools District Office building at 200 N. Bernard reportedly uses a lot of service. Easements may be necessary to reinstate the service connections.
- Electric: This section of utility feeder appears to only serve the building at 218 N. Bernard St. According to Avista, it appears this section can be abandoned provided the service to the building is rerouted from somewhere else. An easement may be necessary to reinstate the service connection.
- Fiber Optic: Avista Utilities leases space in their duct banks to several fiber optic companies. Avista has indicated the fiber optic companies are harder to convince to relocate their equipment than Avista is. If needed, negotiation with the fiber optic companies would be handled by Avista. We have not directly contacted any fiber optic companies.
- Water: The 4” water main is a minor distribution line in the City’s water system grid. It is likely this piece could be abandoned without replacing it somewhere else. The line currently feeds two services between Spokane Falls Blvd and Main Ave. One service, a 4” line to the building at 218 N. Bernard, would need to be rerouted and possibly building plumbing redone to accommodate service from a different location. The second service, a 4” line to 221 N. Bernard, currently goes to a surface parking lot. It is assumed this service is not needed and would be abandoned. The rerouted service may require an easement.
- Storm Sewer: Storm water from the City streets is collected in catch basins and routed to a common sanitary and storm sewer line. Drainage structures located at the Bernard St-Spokane Falls Blvd intersection are connected to a 10” sewer in Spokane Falls Blvd. These structures

would likely require relocation and reconnection to the same 10” line. Drainage structures located at the Bernard St-Main Ave intersection are connected to a 16” sewer in Main Ave. These structures would likely require relocation and reconnection to the same 16” line.

Other items related to the construction of **Option 3:**

- Rock was found in soil borings completed for the block bounded by Bernard, Main, Washington, and Spokane Falls Blvd. Depths varied from 5 to 19 feet below ground surface.
- Groundwater was found in the soil borings for the block mentioned above at depths ranging from approximately 13 to 17 feet.
- Access to the buildings that remain on the east side of Bernard Street will need to be coordinated.
- Street closure during construction may be difficult.
- Construction due to rock and shoring will be difficult.
- Tunnel construction will need to consider electrical service, ventilation and drainage.

**OPTION 4: UTILITY SERVICE TUNNEL UNDER SPOKANE FALLS BLVD**

Option 4 proposes constructing one or more utility service tunnels under Spokane Falls Blvd. The tunnel would serve pedestrians and possibly golf carts. The location is anticipated near the Bernard Street intersection or anywhere east of Bernard to Browne St. The tunnels would be approximately 20’ wide and would need to provide enough clearance for the tallest vehicle and/or adequate pedestrian head room. We estimate the clear height to be approximately 8’. Spokane Falls Blvd, from Washington Street to Bernard Street is proposed to remain a City street and the existing utilities will remain as much as practical.

A summary of the existing utilities in **Spokane Falls Blvd** and their purveyors are listed below:

UTILITY	SIZE/STRUCTURES	LOCATION	PURVEYOR
Gas	2” distribution line	Along the south edge of the street.	Avista Utilities
Telephone	Concrete encased conduit system	Along the north edge of the street	Qwest
Electric	Duct bank with vaults & manholes	Along the south side of the street	Avista Utilities
Fiber Optic	Unknown	Inside Avista’s duct bank	Miscellaneous
Water	16” cast iron main	Along the north half of the street	City of Spokane
Sanitary Sewer	54” interceptor	Along the north half of the street	City of Spokane
Sanitary Sewer	12” main line with manholes	Along the north half of the street	City of Spokane
Storm Sewer	Catch basins combined with 12” sanitary sewer.	At intersections and along the north half of the street.	City of Spokane

Facts about the existing utilities related to **Option 4 – Utility Service Tunnel Under Spokane Falls:**

- Gas: The 2” steel line located in Spokane Falls Boulevard is anticipated to remain. Several service lines tee off the distribution line along this section. The location of the services would

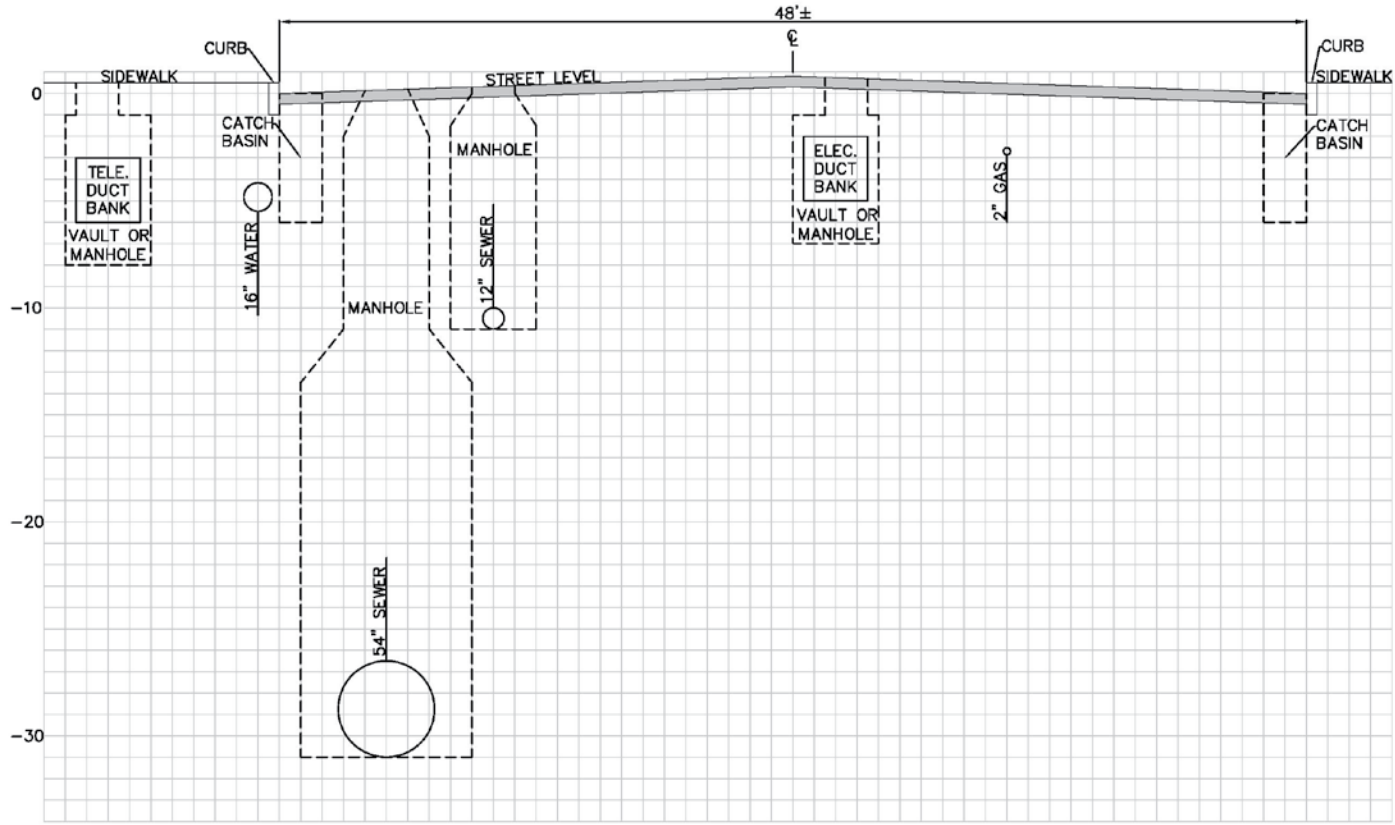
need to be considered when determining the final location of the tunnels. Presumably the gas line is buried 36” deep (to top of pipe) and could be left in place if a tunnel is installed underneath. We estimate at least 2-feet of clearance would be required between the bottom of the gas line trench and the top of the tunnel. The tunnel itself poses no concern for the gas utility as long as the gas main is protected.

- Telephone: The underground telephone duct bank system located along the north edge of Spokane Falls Blvd is a major route for providing phone and data service downtown. This system consists of concrete encased conduits in two separate systems. One system has 6 ducts and the other has 16 ducts. The entire system is anticipated to remain in place. Anecdotal costs to relocate this portion of Qwest’s system have been described as hundreds of millions. The telephone duct bank is buried 36” to 60” deep (to top of duct) and could be left in place with the tunnel installed underneath. We estimate at least 2-feet of clearance would be required between the bottom of the duct bank and the top of the tunnel. The tunnel poses no concern as long as the duct bank is protected.
- Electric: The underground system of duct banks, vaults and manholes is proposed to remain. The duct banks are assumed to be buried 36” to 48” deep (to top of duct) with the vaults and manholes extending deeper. In order to keep the tunnel depth shallow, the tunnel locations should be coordinated to provide clearance away from the vaults and manholes. Clearance between the bottom of duct bank and top to tunnel is estimated at 2-feet. If necessary, it is possible to relocate the vaults and duct banks, but estimates are significant (hundreds of thousands of dollars). There are two services south of Spokane Falls Blvd - west of Bernard St and five services total (four south, one north) of Spokane Falls Blvd - between Bernard and Browne. Tunnel siting should take into account these locations.
- Fiber Optic: Avista Utilities leases space in their duct banks to several fiber optic companies. Avista has indicated the fiber optic companies are harder to convince to relocate their equipment than Avista is. If needed, negotiation with the fiber optic companies would be handled by Avista. We have not directly contacted any fiber optic companies.
- Water: The 16” water main is a distribution line in the City’s water system grid and is assumed to be buried 5.5’ from invert to finished grade. This water main needs to remain in place. It currently feeds numerous services between Washington and Browne Streets, several fire hydrants and provides important looping to the City’s grid. The water line could be relocated for the tunnels, however finding a new location that provides the same outcome may be very difficult.
- Sanitary Sewer (Interceptor): The 54” interceptor line carries sewage through downtown Spokane to the treatment plant. The line is approximately 32’ below grade to pipe invert in the vicinity of Bernard St. This line needs to remain in place. It may be possible to construct a tunnel over the top of this pipe with proper bridging over the pipe.
- Sanitary and Storm Sewer: Both utilities are collected in a common 12” diameter pipe running along the north side of Spokane Falls Blvd. The sewer drains from east to west and is approximately 11’ below grade to pipe invert at Bernard St. It is likely the line would need to remain in place. There is no easy or obvious way to relocate the line such that sanitary and storm sewer lines connecting to this pipe could still be serviced. By leaving this pipe in place, it forces the tunnel construction underneath the sanitary/storm, but above the sewer interceptor. By providing minimum 2-feet of clearance between the bottom of the pipe and the top of the tunnel, the tunnel could end up 23’ deep

Other items related to the construction of **Option 4:**

- Rock was found in soil borings completed for the block bounded by Bernard, Main, Washington, and Spokane Falls Blvd. Depths varied from 5 to 19 feet below ground surface.

- Groundwater was found in the soil borings for the block mentioned above at depths ranging from approximately 13 to 17 feet.
- Access to the tunnel may be difficult due to the proposed depth. Assuming ramps are needed for accessibility and golf cart traffic, the footprint to daylight the ramps may be prohibitive.
- Plan and profile sheets for the sewer interceptor construction in Spokane Falls Blvd indicate a majority of the space between the 12" sanitary sewer and the 54" sewer interceptor is rock. There is an area of declining rock approximately 100' to 400' east of Bernard St.
- Street closure during construction may be difficult.
- Construction due to rock and shoring will be difficult.
- Tunnel construction will need to consider electrical service, ventilation and drainage.

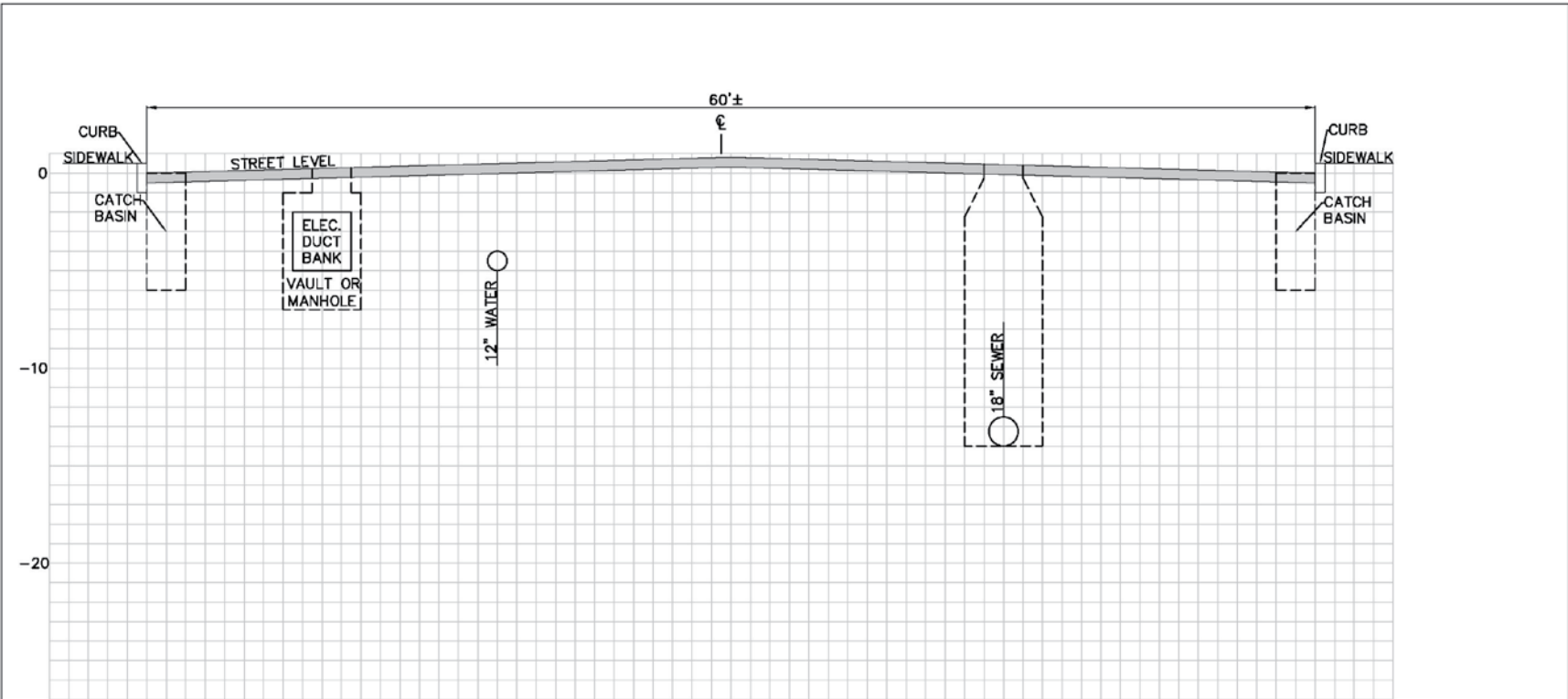


- NOTES:
1. UTILITIES SHOWN ARE AT APPROXIMATE HORIZONTAL AND VERTICAL LOCATIONS AS DEPICTED ON EXISTING DRAWINGS PROVIDED BY THE OWNER, THE CITY OF SPOKANE AND FROM INFORMATION PROVIDED BY AVISTA UTILITIES AND QWEST. THEY HAVE NOT BEEN VERIFIED.
  2. FIBER OPTIC LINES ARE LIKELY PRESENT IN THE ELECTRICAL AND TELEPHONE DUCT BANKS.
  3. ROCK WAS FOUND IN SOIL BORINGS COMPLETED IN THE BLOCK BOUNDED BY BERNARD ST., MAIN AVE., WASHINGTON ST. AND SPOKANE FALLS BLVD. DEPTHS VARIED FROM 5 TO 19 FEET BELOW GROUND SURFACE.
  4. GROUND WATER WAS FOUND IN THE SOIL BORINGS MENTIONED ABOVE AT DEPTHS RANGING FROM APPROXIMATELY 13 TO 17 FEET.
  5. ANTICIPATE A 2 FOOT BUFFER BETWEEN EXISTING UTILITIES AND TOP OR BOTTOM OF PROPOSED TUNNEL.
  6. ANTICIPATE CLEAR HEIGHT INSIDE TUNNEL IS 8 FEET. TOP AND BOTTOM THICKNESS ARE EXTRA.

**SPOKANE FALLS BLVD. CROSS SECTION**  
 LOOKING EAST AT APPROXIMATELY BERNARD ST.  
 SCALE: 1"=5'

**COFFMAN ENGINEERS**  
 10 N. Post Street Suite 500  
 Spokane, Washington 99201  
 509 328 2994 Fax 509 328 2998

project	SPOKANE PUBLIC FACILITIES DISTRICT	by	CPM	sheet no.
location	SPOKANE, WA	date	1/23/09	*
client	ALSC	checked	SMA	job no.
	SPOKANE FALLS BLVD. EXISTING UTILITIES	date	1/23/09	06572



**MAIN AVENUE CROSS SECTION**  
 LOOKING EAST APPROXIMATELY MID BLOCK BETWEEN WASHINGTON ST. AND BERNARD ST.  
 SCALE: 1"=5'

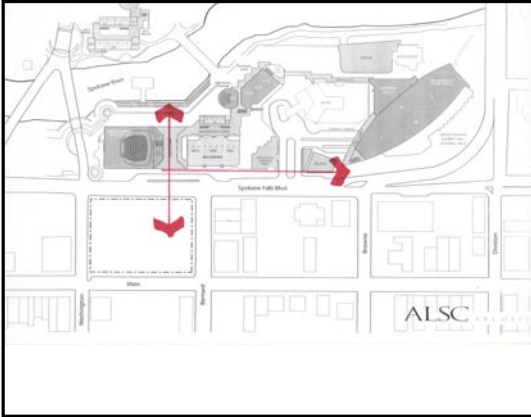
**NOTES:**

1. UTILITIES SHOWN ARE AT APPROXIMATE HORIZONTAL AND VERTICAL LOCATIONS AS DEPICTED ON EXISTING DRAWINGS PROVIDED BY THE OWNER, THE CITY OF SPOKANE AND FROM INFORMATION PROVIDED BY AVISTA UTILITIES AND QWEST. THEY HAVE NOT BEEN VERIFIED.
2. FIBER OPTIC LINES ARE LIKELY PRESENT IN THE ELECTRICAL AND TELEPHONE DUCT BANKS.
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4. GROUND WATER WAS FOUND IN THE SOIL BORINGS MENTIONED ABOVE AT DEPTHS RANGING FROM APPROXIMATELY 13 TO 17 FEET.
5. ANTICIPATE A 2 FOOT BUFFER BETWEEN EXISTING UTILITIES AND TOP OR BOTTOM OF PROPOSED TUNNEL.
6. ANTICIPATE CLEAR HEIGHT INSIDE TUNNEL IS 16 FEET. TOP AND BOTTOM THICKNESS ARE EXTRA.

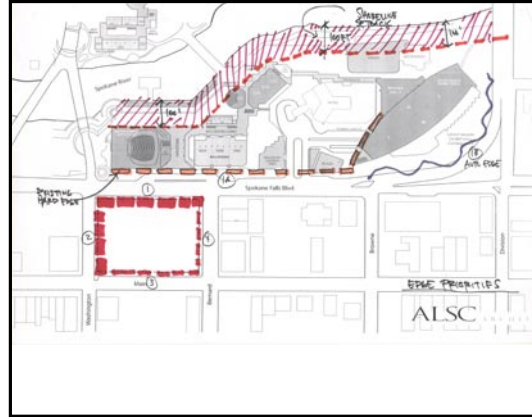
 10 N. Post Street Suite 500 Spokane, Washington 99201 509 328 2994 Fax 509 328 2999	project	SPOKANE PUBLIC FACILITIES DISTRICT	by	CPM	sheet no.
	location	SPOKANE, WA	date	1/23/09	.
	client	ALSC	checked	SMA	job no.
		MAIN AVENUE EXISTING UTILITIES	date	1/23/09	08572

# SITE ANALYSIS DIAGRAMS

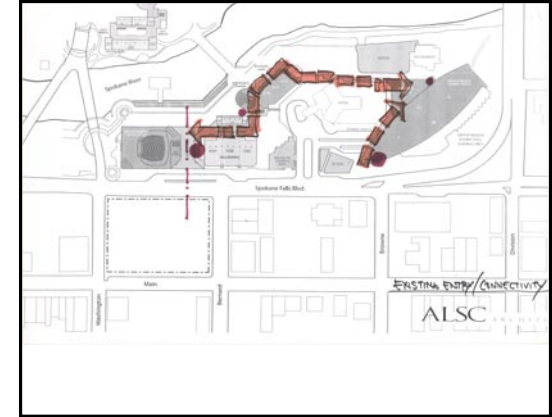
Connectivity



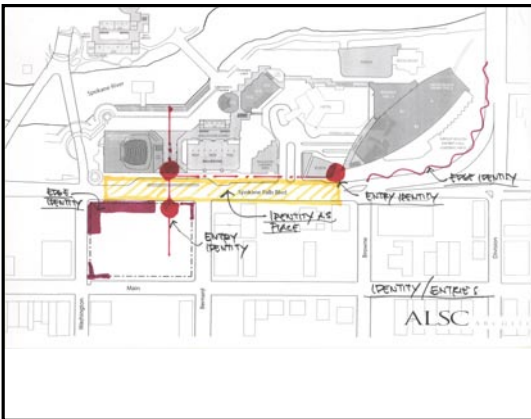
Edge Priorities



Existing Entry



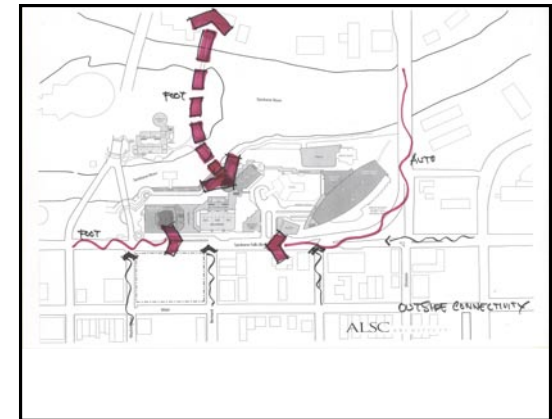
Identity



Open Space



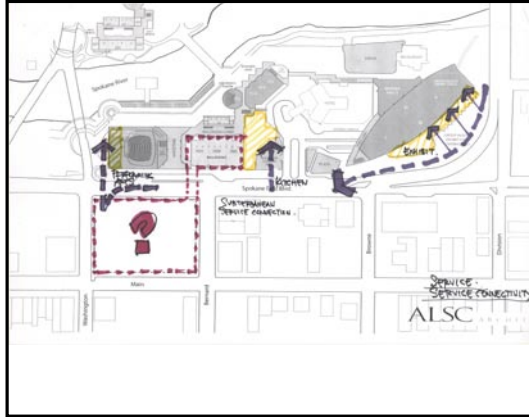
Outside Connectivity



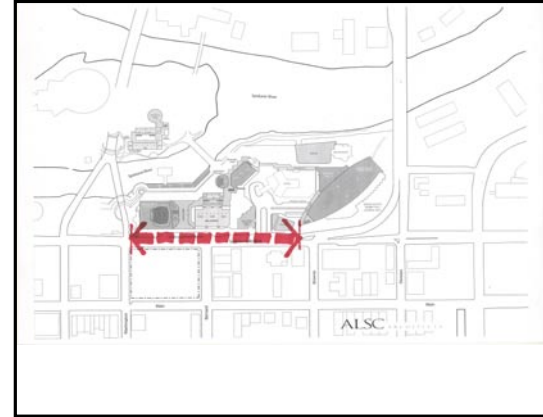
Parking



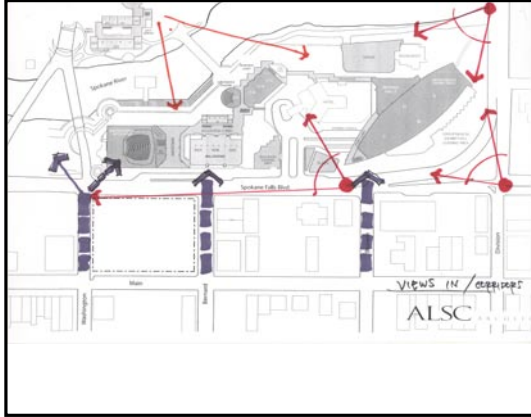
Service Connectivity



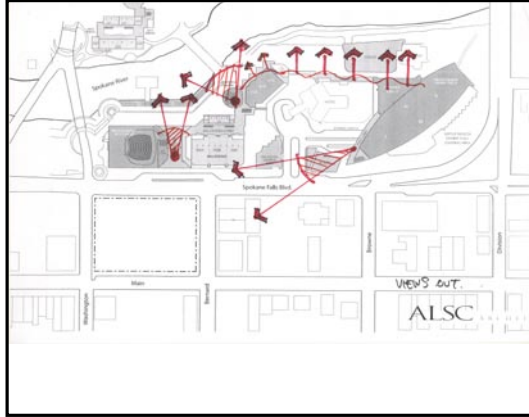
Street Development



Views In



Views Out



Walkability



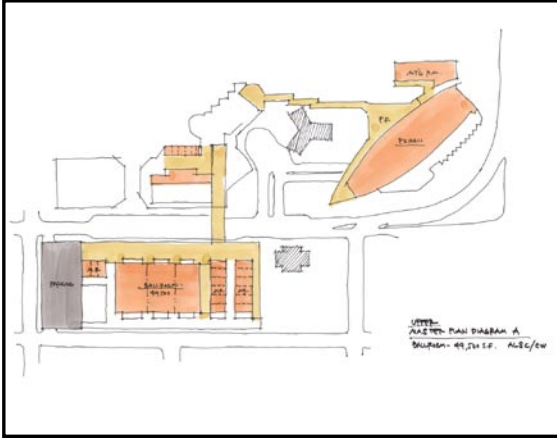
# URBAN LAND USE OPPORTUNITIES



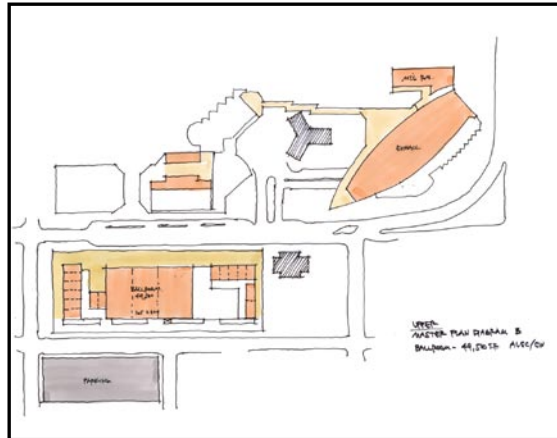


SKETCH PLANNING STUDIES

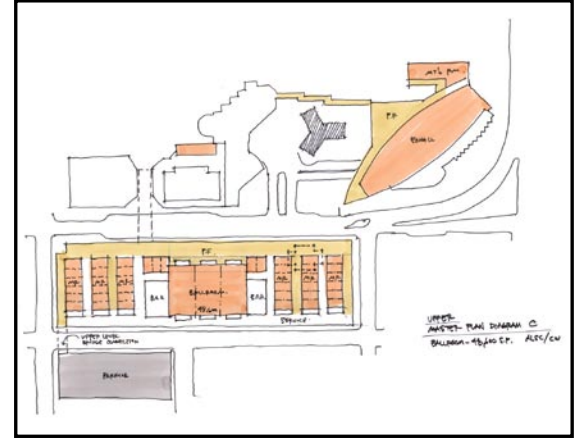
Upper Plan Diagram A (Concept 1A)



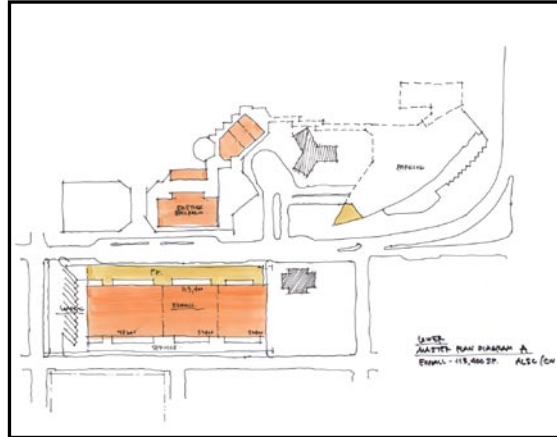
Upper Master Plan Diagram B (Concept 5)



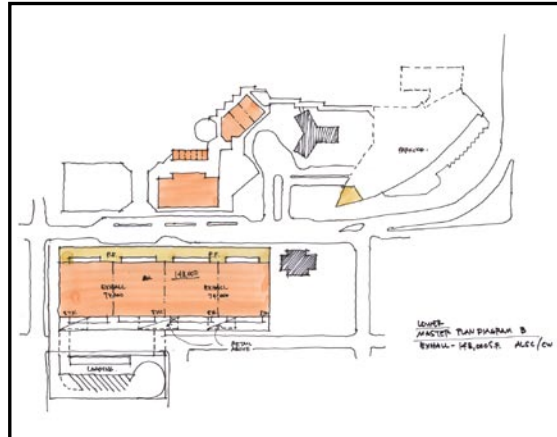
Lower Master Plan Diagram C (Concept 5)



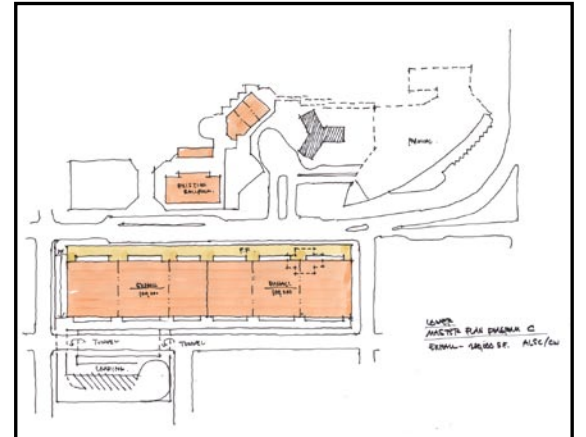
Lower Plan Diagram A (Concept 1A)



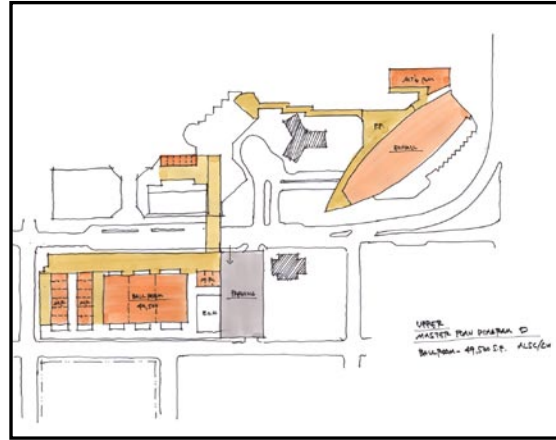
Lower Plan Diagram B (Concept 5)



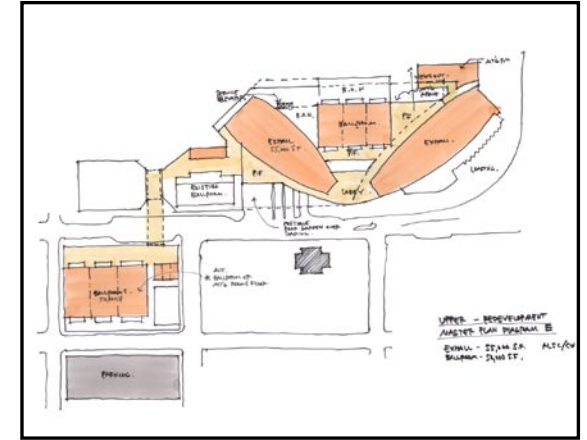
Upper Master Plan Diagram C (Concept 5)



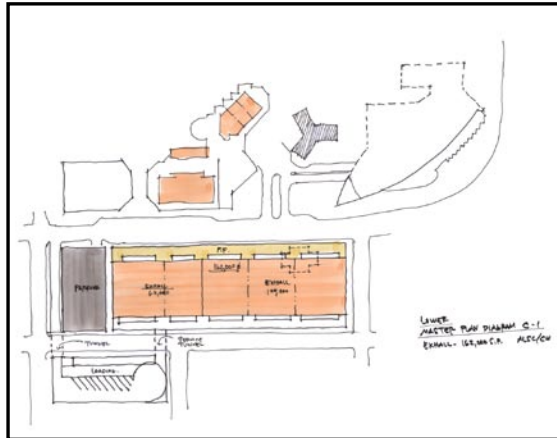
Upper Plan Diagram D



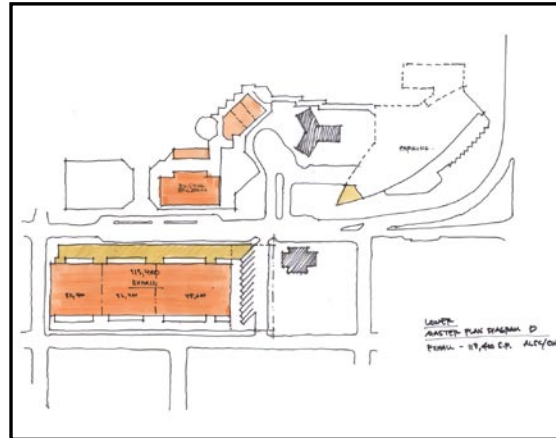
Upper Plan Diagram E



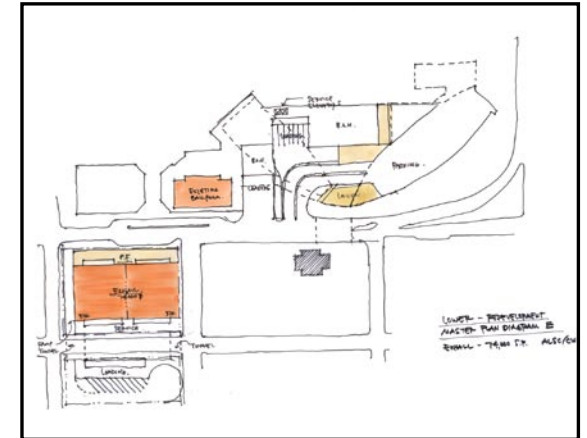
Lower Plan Diagram C-1 (Concept 2A)



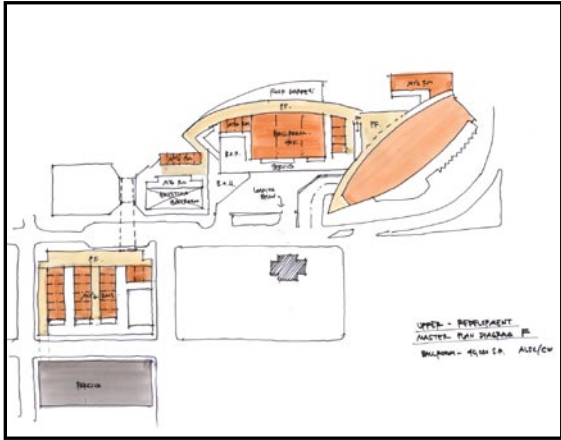
Lower Plan Diagram D



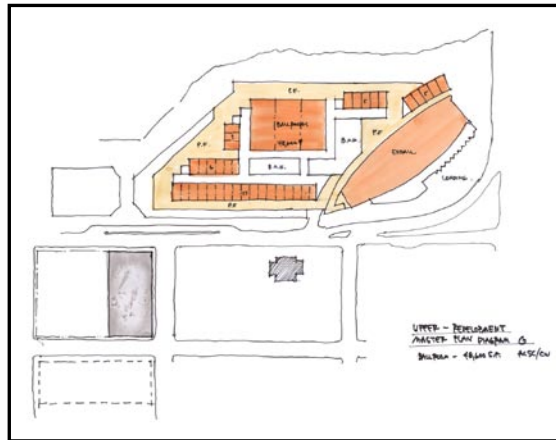
Lower Plan Diagram E



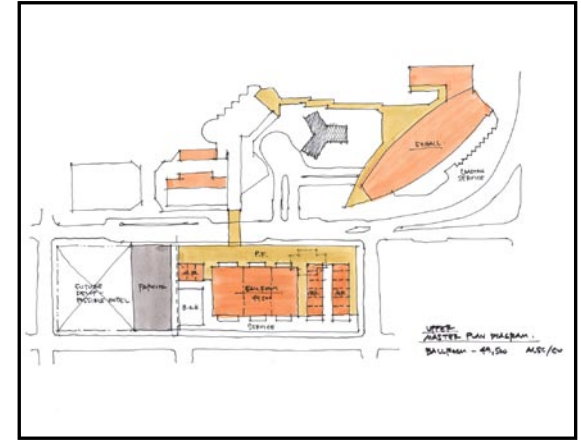
Upper Plan Diagram F (Concept 3)



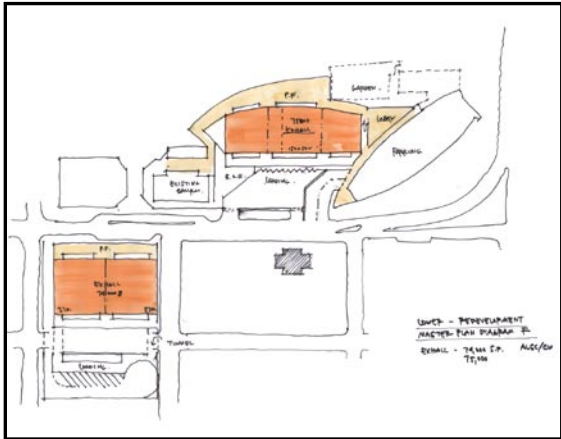
Upper Plan Diagram G (Concept 4)



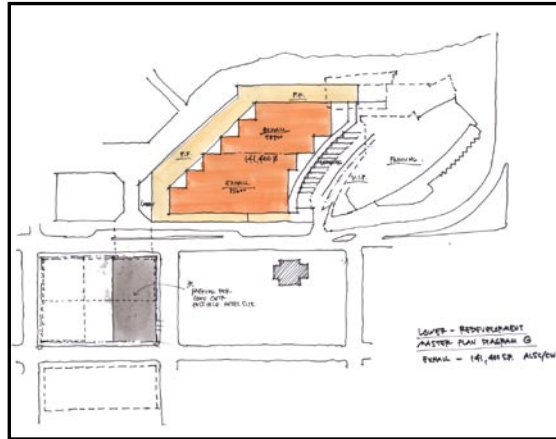
Upper Plan Diagram H



Lower Plan Diagram F (Concept 3)



Lower Plan Diagram G (Concept 4)



Lower Plan Diagram H

