

A FRAMEWORK FOR ACTION
ON THE
PROPOSED COLUMBUS CONVENTION CENTER



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Mid-Ohio Regional Planning Commission



Mid-Ohio Regional Planning Commission

ACKNOWLEDGMENTS



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Howard, Needles, Tammen, & Bergendoff/Ron Turner
Touche Ross & Company-Stewart Fog and Bill Rolfe
Richard Trott Partners Architects, Inc./Frank Elmer
The City of Columbus

Columbus Department of Development/Patrick Brady and
Kerene Allen

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PROPOSED COLUMBUS CONVENTION CENTER

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by

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Mid-Ohio Regional Planning Commission
with assistance from
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Touche Ross & Co.
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The City of Columbus
URS Corporation
Bohm-NBBJ
Turner Construction
Ohio Center Company
Columbus Capital Corporation
The Ohio Company
Nationwide Insurance Companies

April 15, 1988
Columbus, Ohio

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The City of Columbus

Columbus Department of Development/Patrick Grady and Dianne Allen

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Turner Construction/Rick Lombardi

Ohio Center Company/Bill Lillyman, Barbara Coalter and Joe Odoguardi

Columbus Capital Corporation/Dan Galbreath and Marjie Pizuti

The Ohio Company/Marty Vogtsberger

Nationwide Insurance Companies/John E. Fisher

Miami Beach Convention Center/Norm Litz

New Orleans Convention Center/Dan Sanders

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1. SUMMARY

This report contains the results of an eight week review of the report entitled "Columbus Convention Center: Preliminary Development Information" dated January 15, 1988. The report was prepared for the Columbus Capital Corporation by a team of professionals who volunteered their services beginning in November, 1987. MORPC was asked to perform this review by Mayor Rinehart, Council President Hammond, and County Commission President Tracy.

The purpose of this review is to assist city and county elected officials in the final decision making process.

The scope of work was to review the physical design, the financial plan, and the urban impact of the proposal. As a result of passage of new tax legislation during this review, the financial plan was adjusted to utilize a new four percent countywide hotel/motel tax.

The same three consultants who helped MORPC prepare the 1987 report entitled "A Recommended Arena and Convention Center for Columbus" were retained to assist in this review.

The proposed arena was deleted from the 1987 plan and Battelle Hall in Ohio Center was assumed to operate full time as a 6,000 seat arena. The same 300,000 square foot exhibit hall contained in that earlier plan was assumed here. Parking and related facilities were scaled down to reflect this reduced concept.

The physical plan review by HNTB found that the design and capital budget were sound subject to resolution of some minor questions which can be handled during detailed design.

The adjusted financial plan prepared by Touche Ross shows that the capital and operating costs of the convention center complex can be fully funded using hotel/motel taxes. They consist of a proposed new four percent countywide tax and fifteen percent of the existing Columbus tax.

The urban impact analysis by Richard Trott Partners Architects, Inc. showed that the proposed number of parking spaces was adequate. It outlined pedestrian movement suggestions and a unique way to treat the east High Street sidewalk. It presented a range of development "spin-off's" and an extended loop road concept. Finally, it made recommendations concerning the North Market Area, the Short North Area and a potential Greyhound terminal.

- 2) Evaluate the New World Center design concept.
- 3) Verify the site layout.
- 4) Update cost estimates/set private funding.
- 5) Determine impacts on the surrounding areas.

2. BACKGROUND

May, 1986 Ballot Results

Issue One which, was a proposed 1/2 percent county-wide sales tax to be split between COTA and the New World Center, was defeated with 93,529 votes against it versus 81,629 votes in favor. In other words, "yes" votes totaled 46.6 percent.

Summer, 1986 MORPC Community Interviews

This project was requested by the County Commissioners, the Mayor, City Council, and the Columbus Area Chamber of Commerce. MORPC conducted six weeks of broad-based county-wide community interviews to reassess Issue One.

The purpose of these interviews was to determine the pro's and con's of the issue and to determine what type of repackaging, if any, Franklin County Voters would prefer.

Results, which were supported by over fifty percent of the respondent group, were as follows.

- 1) "Separate COTA from the New World Center". People felt there was no logical connection. COTA's surplus meant that they didn't need money now. Inclusion of COTA was some kind of scheme to pass the New World Center. Support for this finding was eighty-eight percent.
- 2) "Put private dollars in the New World Center". Sixty-nine percent felt that private money should help fund the New World Center. They often expressed the concern that the private individuals who will profit from it should help fund it.

Work of the Columbus Center Civic Committee

This committee, a cross section of community leaders county-wide, was organized by the Mayor, County Commissioners, and the City Council President in August, 1986.

As a result of five months of meetings the work of the committee was summarized in seven recommended next steps which chairman Greg Lashutka was directed to discuss with the elected officials. These were:

- 1) Verify the size and type of events,
- 2) Evaluate the New World Center design concept,
- 3) Verify the site layout,
- 4) Update cost estimates/set private funding,
- 5) Determine impacts on the surrounding areas,

6) Select tax/user fee options,

7) Place it on the ballot.

It also included the report of the Events/Design Subcommittee and a list of preferred financing options with their estimated yields. This report was then distributed to the Mayor, County Commissioners, and City Council members.

Several meetings between chairman Lashutka and the elected officials were held between February and April of 1987. These meetings included discussions of alternatives to be included in the next ballot issue and alternative sources of tax revenue. It was decided to seek approval of the Ohio General Assembly for enabling legislation to allow a 1/4 percent sales tax to be used to fund a facility such as the New World Center.

As a result of these meetings, Mayor Rinehart and County Commission President Teater then asked MORPC to prepare a plan for the Columbus Arena and Convention Center.

July, 1987 Columbus Arena and Convention Center Plan

The scope of work was to confirm the site layout, to determine the size and configuration of a separate arena, to develop cost estimates and a public/private financial plan, and to develop traffic and neighborhood impact plans.

Three consultants (HNTB, Touche Ross, and Trott & Bean) were hired to assist MORPC and a large group of volunteer organizations in the effort.

Results of polls taken after the May, 1986 election and the work of the Columbus Center Civic Committee were heavily used in developing MORPC's recommendations.

Touche Ross recommended a 20,000 seat arena.

The site for the proposed arena and convention center was adjacent to the Ohio Center. In addition to its 20,000 seats, the arena was to contain thirty suites and 50,000 square feet of exhibit space. The convention hall was to be divisible into 50,000 square foot segments and to be expandable by 100,000 square feet.

It was recommended that the Ohio Center be remodeled to serve as the major support facility for the exhibit hall by converting Battelle Hall to 120,000 square feet of meeting room space on two levels.

This project included 3,300 parking spaces which, when added to the Ohio Center garage, totaled 3,800 for the entire facility. There were almost 7,000 additional parking spaces available nearby within the maximum desirable 1,500 foot walking distance. Taken together, the parking supply readily met the peak demand of 8,505 spaces.

Private development sites were provided for a hotel at Goodale and High and for a hotel or office development between the Ohio Center and Third Street.

Trott and Bean recommended that the surrounding setting should shape the project so that it helps its neighbors rather than posing problems for them. The hotel at Goodale and High provided a concentrated source of pedestrian shoppers for the Short North area. Properly designed new parking facilities, use of existing adjacent facilities, and implementation of a controlled parking program in Italian and Victorian Villages were proposed to eliminate negative parking impacts. The High Street landscape and the bridge over I-670 were to be improved with street trees, widened sidewalks, street furniture, night lighting, attractive pavements and uniform graphics to encourage pedestrian travel.

The project was estimated to cost \$148,954,000 including construction, architectural/engineering fees, financing fees and bond insurance.

The Ohio Center and arena/exhibit hall complex were to be operated as one entity by the Ohio Center Company under contract with a newly created Convention Facilities Authority. The projected budget showed deficits in each of the first five years after including capital replacement. These deficits were to be met through use of the hotel/motel tax.

Construction of the project was assumed to be financed by a 1/4 percent county-wide sales tax levied for an eight year period beginning in February, 1988. Supplemental sources of revenue included land leases on commercial development parcels. These were to provide for early retirement of debt or be added to the reserve for capital replacement.

November, 1987 Ballot Results

Issue Four, which was a proposed 1/4 percent county-wide sales tax for the arena and convention center, was defeated as a result of obtaining a favorable vote of only 44 percent.

3. STRUCTURE OF THIS REVIEW PROCESS

On January 20 MORPC received a letter from Mayor Rinehart, Council President Hammond, and County Commission President Tracy. Based on MORPC's efforts in shaping Issue 4, the letter contained a request that MORPC further review preliminary plans for only the convention center portion of the Issue 4 package. This review was to assist city and county elected officials in the final decision making process.

Based upon the nature of this request, it was decided to reassemble the team of three consulting firms which helped prepare the 1987 plan.

On February 18, MORPC's board authorized its executive director to execute a master contract with the city, the county and the private sector as well as to execute subcontracts with consultants.

On February 24, a master contract was executed with the city and the county. It called for a review of the preliminary development information, evaluation of additional alternatives, and recommendations to the sponsoring elected officials. An eight week schedule was set and a maximum budget of \$40,000 was developed.

Contracts with HNTB, Touche Ross & Company, and Richard Trott Partners Architects, Inc. were executed early in March.

The materials were developed to provide elected city and county officials with the necessary tools to pursue a specific course of direction following additional review and analysis of this information.

Also included in the report were general materials which supported the rationale for a 300,000 square foot convention facility, as well as comparative charts on sizing and financing of other convention centers around the country.

This sizing recommendation was based upon extensive market analyses which were conducted for both the New World Center and Convention Center/Civic Arena proposals.

The results of this effort were contained in a report entitled "Columbus Convention Center: Preliminary Development Information" which was presented to the Columbus Capital Corporation on January 15, 1988. The purpose of this section is to summarize that report.

Findings

A detailed review of the 1987 exhibit hall plan was conducted by Turner Construction Company in consultation with URS Corporation and Bohm-HBSJ. This resulted in the gross area breakdown shown as Exhibit 1.

4. CONTENTS OF THE PLAN WHICH WAS REVIEWED

Overview

Following the defeat of Issue 4 (the Convention Center/Civic Arena proposal) on the November 1987 ballot, efforts were initiated to pursue alternative financing for the Convention Center only portion of the Issue 4 package.

Those individuals who dedicated time and expertise to this preliminary process included:

Freidl Bohm - Bohm-NBBJ
John Christie - Columbus Area Chamber of Commerce
Melvin Dodge - Columbus Convention and Visitors Bureau
Claire Hazucha - City Office of Management and Budget
Michael Kasler - City Council, Budget Finance Officer
Douglas Langenfeld - Ernst and Whinney
Greg Lashutka - Squire, Sanders & Dempsey
William Lillyman - The Ohio Center Company
Richard Lombardi - Turner Construction Company
Marjory Pizzuti - Columbus Capital Corporation
Charles Rodenfels - URS Corporation
Paul Sefcovic - Squire, Sanders & Dempsey
Martin Vogtsberger - The Ohio Company

The activities of this group focused on a preliminary assessment of the design, project construction costs and alternative financing options for a 300,000 square foot convention center. In addition, legal and legislative requirements were evaluated.

The materials were developed to provide elected city and county officials with the necessary tools to pursue a specific course of direction following additional review and analyses of this information.

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Exhibit 1

Columbus Convention Center

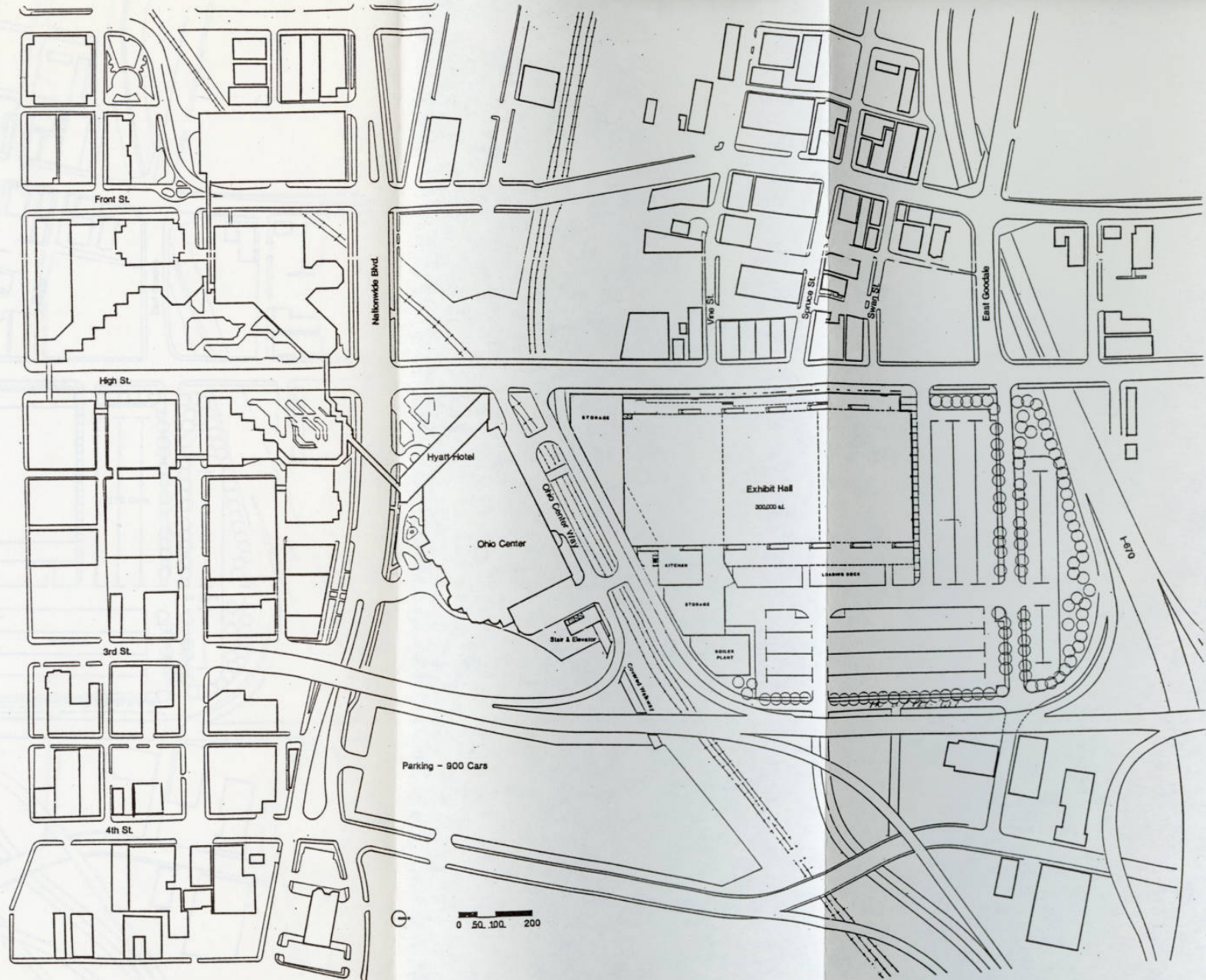
EXHIBIT HALL GROSS FLOOR AREA BREAKDOWN

	<u>Square Feet</u>
Exhibit Hall	291,600
Lobby	30,600
Storage - Main Building	34,080
Loading Dock	35,550
Kitchen	12,300
Storage - Service Building	21,300
Boiler Plant	15,350
Circulation	78,300
Toilets & Concession	10,800
Offices	3,600
Soffits	10,120
Mechanical Lofts	31,500

TOTAL GROSS AREA	535,100

Exhibits 2 and 3 depict the physical plans for two levels of the entire complex. They show locations of the exhibit hall floor, kitchen, boiler plant, and loading dock. They also describe the location of 1,731 surface lot parking spaces which are planned to complement the 550 space Ohio Center Garage.

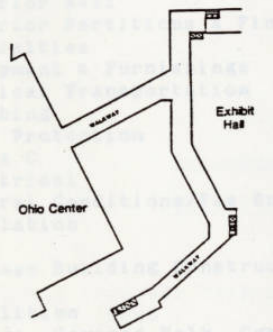
Exhibit 4 contains the detailed construction/project budget which assumed a second quarter 1988 construction start and a twenty-two month construction period.



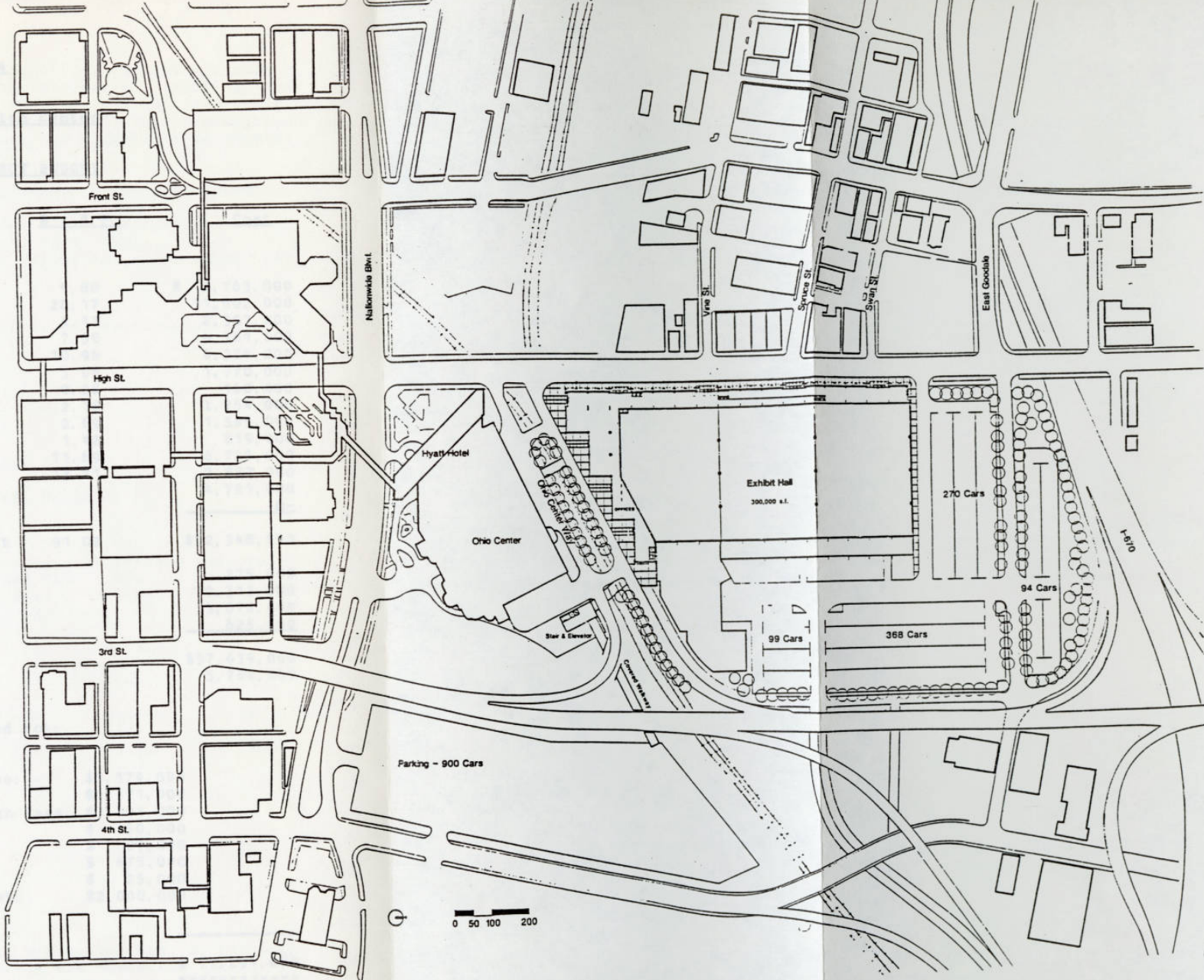
COLUMBUS CONVENTION CENTER 300,000 S.F. EXHIBITION AREA
LOWER LEVEL PLAN

NOVEMBER 24, 1987
 Revised 11-20-87
 Revised 12-18-87

Columbus, Ohio
 Bohm NBBJ
 URS
 Turner



INTERMEDIATE LEVEL



COLUMBUS CONVENTION CENTER
UPPER LEVEL PLAN

300,000 S.F. EXHIBITION AREA

Columbus, Ohio

Bohm NBBJ
URS
Türker

NOVEMBER 24, 1987
REVISED 12-4-87

Exhibit 4

Columbus Convention Center

CONSTRUCTION PROJECT BUDGET

BUILDING 575, 100 S. F.	<u>\$ / S. F.</u>	<u>Cost</u>
Building Components:		
Excavation & Foundations	4.80	\$ 2,763,000
Structure	20.17	11,602,000
Roofing & Waterproofing	4.17	2,397,000
Exterior Wall	7.58	4,361,000
Interior Partitions & Finishes	10.96	6,304,000
Specialties	3.08	1,770,000
Equipment & Furnishings	0.28	160,000
Vertical Transportation	2.18	1,254,000
Plumbing	2.69	1,545,000
Fire Protection	1.42	819,000
H. V. A. C.	11.69	6,725,000
Electrical	13.71	7,887,000
General Conditions/Fee Building		4,761,000
Escalation		<u>-0-</u>
Total Base Building Construction Cost	91.02	\$52,348,000
Demolition		275,000
Bridge, Covered Walk, Conn. Bldg.		1,313,000
Sitework		3,078,000
Auxiliary Parking Lot		<u>625,000</u>
TOTAL PROJECT CONSTRUCTION COST		\$57,639,000
Contingency (10 percent)		5,764,000
Exclusions (including but not limited to):		
* Appropriate Land Costs		
- CSX Property Approx. 7.3 acres:		\$3,179,000
- Swan North to I-71 property:		\$4,171,000
* Architectural & Engineering Design Fees:		\$3,804,000
* Testing & Inspection:		\$ 150,000
* Builders Risk Insurance:		\$ 87,000
* Bonds		\$ 475,000
* Surveys:		\$ 25,000
* Furniture, Fixtures, and Equipment:		\$2,000,000
TOTAL PROJECT COST		<u><u>\$ 77,294,000</u></u>

This was followed by a set of assumptions and qualifications about demolition, foundations, the structure, roofing and waterproofing, exterior walls, the interior, specialties, equipment and furnishings, vertical transportation, fire protection, plumbing, HVAC, electrical, sitework and miscellaneous general issues.

The next section dealt with financing issues. These included:

- * A proposed \$1.50 per room per night hotel/motel tax,
- * Availability of other sources of capital,
- * The portion of Columbus' existing hotel/motel tax needed, and
- * Tax-exempt bond financing.

Exhibit 5 contains a summary of the seven alternatives which were developed.

Exhibit 5

Columbus Convention Center

SUMMARY OF FINANCIAL OPTIONS

Option	Total Cost (\$M)	Interest Rate (%)	Term (Years)	Cost of Bonds (%)	Existing Bed Tax Used (%)	\$1.50/Room Tax Base	Additional Capital Required (\$M)
1	74	6.5	30	1.5	15	County	6
2	81	6.5	30	1.5	21	County	--
3	70	8.5	30	3.5	25	County	12
4	71	6.5	30	1.5	26	City	9
5	82	6.5	20	1.5	35	County	--
6	64	6.5	30	1.5	21	City	15
7	59	6.5	30	1.5	17	City	20

Option 1 was favored because it minimized the percent of Columbus' existing hotel/motel tax which was required while at the same time requiring a low level of additional capital.

Passage of State Legislation

During the period from early February to mid-March intensive work was done to obtain passage of state legislation which would enable the levying of additional hotel/motel taxes. This legislation also contained the process for levying such a tax.

As a result of negotiations with all concerned parties, House Bill 772 was passed on March 17. It contains provisions for a countywide hotel/motel tax of up to four percent to be levied by a Convention Facilities Authority when so authorized by a Board of County Commissioners. It also contains a sunset date of December 31, 1988 by which the legislation must be used or the powers granted by it will expire.

Dan Sanders, director of the New Orleans Convention Center, felt that we had enough meeting room space but that it may need to be reconfigured. His center has 350,000 square feet of exhibit space with 10,000 square feet of exhibit space.

Based upon these consultations, it was determined that we have adequate meeting room space in the Ohio Center. Any reconfiguration of it or other changes should be accomplished during detailed design of the convention center.

Assessment of the Physical Plan by HNTB

The following letter was provided by consultant Ron Turner of HNTB who is responsible for his firm's national practice of convention center design. Mr. Turner also headed the design team which developed the 1987 plan.

Mr. William C. Habig
March 22, 1988
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HOWARD NEEDLES TAMMEN & BERGENDOFF

March 22, 1988

Mr. William C. Habig, Director
Mid-Ohio Regional Planning Commission
285 East Main Street
Columbus, Ohio 43215-5272

Dear Bill:

The following document is a review of the assumptions and construction project budgets for the Columbus Convention Center project. The basis for review is the document dated January 15, 1988 entitled "Preliminary Development Information."

This architectural evaluation is limited to only Gross Area Breakdown, Construction/Project Budget, Cash Flow Analysis and Assumptions and Qualifications.

Before beginning the report, a brief evaluation of the proposed site plan and architectural nature of the building based upon the limited drawings is provided.

The site is an excellent location for this expansion to the Ohio Center. The potential enclosed walkway will provide direct linkage to the existing Ohio Center, allowing the new facility to provide the flat space more economically, utilizing the support of the Ohio Center facilities for meeting rooms, prefunction and registration areas. The relationship to existing and new parking spaces is excellent as well as proximity to downtown Columbus and major hotels. Transportation networks and infrastructure already existing and proposed will serve the site quite adequately. The possibility for construction of additional support facilities such as hotels, retail, additional exhibition space, and parking is available on site as well as the North Market area and Short North development. This public project should provide synergy and stimulation to not only these close developments but also to the downtown and region.

The facade along High Street depicts a strong desire to reflect and be sympathetic to the historic architecture and scale of the North Market area.

Architects Engineers Planners

9200 Ward Parkway • P.O. Box 419299, Kansas City, Missouri 64141, 816 333-4800

Partners Gerard F. Fox PE, Charles T. Hennigan PE, Daniel J. Watkins PE, Daniel J. Spigai PE, John L. Cotton PE, Francis X. Hall PE, Robert S. Coma PE, Donald A. Dupies PE, William Love FAIA, Robert D. Miller PE, James L. Tuttle, Jr. PE, Hugh E. Schall PE, Cary C. Goodman AIA, Gordon H. Stanley, Jr. PE, Harvey K. Hammond, Jr. PE, Stephen G. Goddard PE, John W. Wight, Jr. PE

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Offices Alexandria, VA, Atlanta, GA, Austin, TX, Baton Rouge, LA, Boston, MA, Charleston, WV, Chicago, IL, Cleveland, OH, Dallas, TX, Denver, CO, Fairfield, NJ, Hartford, CT, Houston, TX, Indianapolis, IN, Kansas City, MO, Lexington, KY, Lexington, MA, Los Angeles, CA, Miami, FL, Milwaukee, WI, Minneapolis, MN, Nashua, NH, New York, NY, Orlando, FL, Overland Park, KS, Philadelphia, PA, Phoenix, AZ, Raleigh, NC, Seattle, WA, Tampa, FL, Tulsa, OK, Wilmington, DE

The Gross Area Breakdown shown reflects the linkage required for the existing building to provide support to the exhibition expansion. Typically the percentage of lobby/prefunction space is greater in this kind of breakdown. However, this building should not need the amount of support space due to the 100,000 + S.F. available in the Ohio Center, along with available meeting rooms. The appropriate assumptions are to provide a very efficient net to gross building.

The Construction/Project Budget shown, while modest, should allow for an appropriate architectural solution along High Street with modest precast elevations relating to the Ohio Center on the balance of the structure. A careful review of items to be provided by Owner, and not a part of this budget, should be understood. One such item relates to the allowance for Furniture, Fixtures and Equipment - \$2,000,000. An itemization of items included should be reviewed with the Ohio Center administration to verify assumptions of equipment and furnishings to be provided and existing equipment and furnishing to be shared. This figure appears low, but only after this review should a judgement be given. It is advised that these construction costs should be escalated one year at the rate of 2% to more realistically relate to the schedule of construction.

The Cash Flow Analysis appears to meet industry standards for disbursements and should be updated to reflect the 2% escalation of construction costs.

Assumptions and Qualifications

General

- The assumption of the Owner not requiring the project to be bonded may want to be reviewed.

Foundations

- Soil conditions may need to be investigated before the assumption of spread footings is documented, as the large loads of long-span construction may demand a more elaborate and costly foundation system for the columns.

Exterior Wall

- The code should be investigated thoroughly with the building officials as the requirement for 200 feet minimum to an exit will need to be addressed in a hall 360 feet wide.
- The number of doors assumed appears to be below acceptable code allowance. Exiting of an occupant load of 20,000 usually requires over 130-3 foot doors.

Plumbing

- Restroom capacity is specified as code minimum. This may want to be reviewed as it will not address the unique peak loading

Mr. William C. Habig
March 22, 1988
Page 3

6. FINANCIAL PLAN

The following is a revised financial plan based on Touche Ross' work. The major revision was due to passage of authority to use a four percent countywide hotel/motel tax which yielded more characteristics of Convocation Centers.

- Compressed air, water and sanitary drain service are shown at the same frequency as electrical power although the demand will not be as great. Perhaps a savings could be achieved here. Also note that electrical boxes and boxes containing a water source should be provided separately.

Electrical

- It is recommended that the 480/277 volt service be upgraded to 100 amps per floor box.

This review is submitted for inclusion in your final report. Should you have any specific questions regarding any comments, I will be very happy to provide further information as necessary.

Howard Needles Tammen & Bergendoff

RONALD F. TURNER

Ronald F. Turner, AIA
Associate-in-Charge
Public Assembly Facilities

RFT/je

cc: Bob Lyons, L.A. Office

6. FINANCIAL PLAN

The following is a revised financial plan based on Touche Ross' work. The major revision was due to passage of authority to use a four percent countywide hotel/motel tax which yielded more revenue than the \$1.50 per bed per night tax originally proposed.

The construction cost estimate was inflated by 3.5 percent to reflect starting the project one year later. This figure was developed in consultation with Turner Construction Company through URS Corporation.

Project capital cost was also adjusted to reflect deletion of the \$681,000 CSX lot access (covered walkway and elevator tower) and the addition of \$970,000 to construct 255 surface parking spaces west of High Street together with a related loop road. The amount allocated for construction bonding was reduced by \$150,000 as a result of discussions with URS Corporation.

Battelle Hall is assumed to be used full time as a 6,000 seat arena. The event projections show five more concerts per year than those prepared in 1987. However, the average attendance for these concerts is now 5,500 as compared to 11,000 in that earlier plan. The event projections for all other categories are the same but most have lower average attendance.

As in the 1987 plan, operating budgets have been developed in close consultation with the Ohio Center Company using their base costs as a guide. Once again it has been assumed that all facilities would be managed by a single entity in order to achieve economies of scale and significantly lower operating costs.

The following financial plan submitted by Touche Ross has been placed into the report so as to make a totally independent document per their requirements. This explains why it has its own table of contents and independent page numbering system.

A review of the critical assumptions supporting the financing plan including the revenues resulting from the proposed 4% increase in hotel/motel occupancy taxes:

Updating operating and financial projections in the Touche Ross feasibility evaluation report dated July 20, 1987 to verify reasonableness of the plan.

Because the procedures described above do not constitute an examination of prospective financial statements based on standards established by the American Institute of Certified Public Accountants (AICPA), we do not express an opinion on whether or not the prospective financial statements are presented in conformity with AICPA presentation guidelines or on whether the underlying assumptions provide a reasonable basis for the presentation.

Touche Ross & Co.
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Newark, NJ 07102-5311
Telephone: 201 622-7100
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April 11, 1988

Mr. William Habig
Executive Director
Mid-Ohio Regional
Planning Commission
235 East Main Street
Columbus, Ohio 43215

Dear Mr. Habig:

At your request, we have performed an independent analysis of the current financing plan for the proposed Columbus Convention Center by performing certain agreed-upon procedures. These procedures are enumerated below and relate to the facility's projected event mix, projected financial operating performance, and financing plan. The procedures were performed solely to assist the Mid-Ohio Regional Planning Commission, the Franklin County Commissioners and the City of Columbus in their evaluation of the feasibility of the proposed project. It is understood that this letter and related projections and analyses may not be used in any official statement, private placement memorandum, offering circular, loan or similar agreement or document.

Our procedures included:

- . A review of the new event mix for Battelle Hall and the Columbus Convention Center;
- . A review of the planned combined operating budget for the Ohio Center and Columbus Convention Center;
- . A review of the critical assumptions supporting the financing plan including the revenues resulting from the proposed 4% increase in hotel/motel occupancy taxes;
- . Updating operating and financial projections in the Touche Ross feasibility evaluation report dated July 20, 1987 to verify reasonableness of the plan.

Because the procedures described above do not constitute an examination of prospective financial statements based on standards established by the American Institute of Certified Public Accountants (AICPA), we do not express an opinion on whether or not the prospective financial statements are presented in conformity with AICPA presentation guidelines or on whether the underlying assumptions provide a reasonable basis for the presentation.

Our findings are as follows:

- Battelle Hall, as a dedicated arena, is projected to host 105 events and attract over 365,000 in total attendance by its third year of operations. The previously proposed 20,000 seat arena was projected to host 133 events and attract over 900,000 in annual attendance.
- The proposed new 300,000 sq. ft. convention center is projected to host 70 events by its third year of operations. This projection has not changed from the July 20, 1987 report.
- The combined Ohio Center and Columbus Convention Center is projected to generate an operating deficit in the first two years of combined operation, because the facilities will be in a start-up and reorganization mode. An operating surplus is expected by the third year of operations and it increases over the remainder of the projection period.
- The combined Ohio Center and Columbus Convention Center is projected to require funding for capital replacement after the operating deficit or surplus. On-going capital replacement is required to keep the facility in first class condition over time.
- The projection is based on a compounded annual growth in County and City hotel/motel tax receipts of 5.8% per year, which is significantly more conservative than the historical compounded annual City growth rate of 11.2% over the last ten years.
- The total capital cost requirements for the proposed new facility are estimated to be \$79.8 million.
- Based upon the analyses performed and respective key assumptions, projected hotel/motel receipts and other sources of funds are projected to meet or exceed the debt service, operating deficit, and capital replacement projections over the first five years of operation of the combined Ohio Center and Columbus Convention Center.

There will usually be differences between projected and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this letter for events and circumstances occurring after the date of this letter.

Very truly yours,

Touche Ross & Co.

MID-OHIO REGIONAL PLANNING COMMISSION
ANALYSIS OF THE COLUMBUS CONVENTION CENTER
FINANCING PLAN

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MID-OHIO REGIONAL PLANNING COMMISSION

ANALYSIS OF THE COLUMBUS CONVENTION CENTER
FINANCING PLAN

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Introduction

Following the defeat of the Convention Center/Civic Arena proposal (Issue 4), a team of community volunteers developed an alternative plan to construct and finance a 300,000 square foot convention facility to be called the Columbus Convention Center. The plan utilizes a portion of the current 6% hotel/motel tax in Columbus and includes a potential County-wide 4% room tax. Consequently, the Mid-Ohio Regional Planning Commission (MORPC) was retained by the Franklin County and the City of Columbus to review this new plan and provide input on its feasibility.

Touche Ross was retained by MORPC to conduct an independent analysis of the current Columbus Convention Center financing plan. In conducting this analysis, we reviewed the components of the current financing plan. These components included event projections, projected operating statements, and financing projections and related assumptions for the new facility. In addition, we updated and revised several financial projections which were presented in our report entitled "Feasibility Evaluation for the Proposed Columbus Arena and Convention Center," dated July 20, 1987.

The balance of this letter presents the related analyses and updates that were performed.

Revenue and Expense Projection Analysis

Event Mix Battelle Hall and Convention Center

The current financing plan calls for the construction of a 300,000 sq. ft. convention center only. This facility will be built adjacent to and attached by a pedestrian walkway to the existing Ohio Center. A separate arena facility will not be built. The Ohio Center's Battelle Hall will serve as a dedicated full time arena hosting an event mix consisting of concerts, family shows and special events.

The projected event mix for the planned facility was analyzed and a new event projection was prepared for Battelle Hall and the Columbus Convention Center facility. This analysis included interviews with the current Ohio Center Management team and several event promoters, and analysis of the assumptions used in the July 20, 1987 feasibility evaluation report. This event projection for Battelle Hall and the Columbus Convention Center for the first five years of operations is summarized in Tables 1 and 2, respectively.

The use of Battelle Hall as a dedicated arena, rather than a combined arena and convention facility, will provide additional available dates, and thus new opportunities for event bookings. However, Battelle Hall's seating capacity is significantly lower than the previously proposed 20,000 seat arena. Although attendance at some Battelle Hall events has been recorded as high as 10,000, the historical average event attendance is approximately 3,400. Battelle Hall's current seating capacity ranges up to 6,000 permanent seats, depending on type of event. As a result, the proposed arena event mix was adjusted to reflect the lower seating capacity and average attendance. Since the convention facility configuration did not change, the proposed convention center event schedule was not adjusted.

For comparison purposes, the third year of operations is used as a reference point because the facilities will be in a start-up and reorganization mode during the first two years. Battelle Hall, as a dedicated arena, is projected to host 105 events and attract over 365,000 in total attendance by its third year of operations. The previously proposed 20,000 seat arena was projected to host 133 events and attract over 900,000 in annual attendance. In addition, the proposed new 300,000 sq. ft. convention center is projected to host 70 events by its third year of operations. As indicated above, this convention center projection has not changed from the July 20, 1987 report.

The major changes to the proposed arena event mix results from the elimination of large events for which the average attendance exceeded the Battelle Hall seating capacity. In addition, projected event average attendance was adjusted to reflect historical attendance at Battelle Hall. Although the number of arena events only decreased by 21% the average annual attendance is projected to decline by 59%. This decline reflects the reduction in high attendance events due to the limitations on seating capacity.

Table 1
Columbus Convention Center
SUMMARY OF PROJECTED BATTELLE HALL EVENTS

Event	Year 1			Year 2			Year 3			Year 4			Year 5		
	Total Events	Average Attn	Total Attn	Total Events	Average Attn	Total Attn	Total Events	Average Attn	Total Attn	Total Events	Average Attn	Total Attn	Total Events	Average Attn	Total Attn
Concerts	25	5,500	137,500	30	5,500	165,000	35	5,500	192,500	35	5,500	192,500	35	5,500	192,500
Wrestling	12	3,600	43,200	12	3,600	43,200	12	3,600	43,200	12	3,600	43,200	12	3,600	43,200
Ice Shows	9	3,500	31,500	9	3,500	31,500	9	3,500	31,500	9	3,500	31,500	9	3,500	31,500
Circus	10	3,300	33,000	10	3,300	33,000	10	3,300	33,000	10	3,300	33,000	10	3,300	33,000
Sesame Street	9	3,000	27,000	9	3,000	27,000	9	3,000	27,000	9	3,000	27,000	9	3,000	27,000
Special Events	5	4,600	23,000	5	4,600	23,000	5	4,600	23,000	5	4,600	23,000	5	4,600	23,000
BMX Bicycle	14	1,250	17,500	14	1,250	17,500	14	1,250	17,500	14	1,250	17,500	14	1,250	17,500
Graduations	4	4,000	16,000	4	4,000	16,000	4	4,000	16,000	4	4,000	16,000	4	4,000	16,000
Religious Events	2	4,500	9,000	2	4,500	9,000	2	4,500	9,000	2	4,500	9,000	2	4,500	9,000
Minor Events	10	NA	NA	10	NA	NA	10	NA	NA	10	NA	NA	10	NA	NA
Subtotal	100	3,377	337,700	105	3,478	365,200	110	3,570	392,700	110	3,570	392,700	110	3,570	392,700
Utilization (1)	27.40%			28.77%			30.14%			30.14%			30.14%		

(1) Utilization is defined as the total events divided by 365 days.

NA = Not applicable

Table 2

Columbus Convention Center
SUMMARY OF PROJECTED CONVENTION CENTER EVENTS

Event	Year 1		Year 2		Year 3		Year 4		Year 5	
	Total Usage (2) Events	Days	Total Usage (2) Events	Days	Total Usage (2) Events	Days	Total Usage (2) Events	Days	Total Usage (2) Events	Days
Conventions										
300,000 Sq. Ft.	1	6.75	2	13.50	3	20.25	3	20.25	3	20.25
200,000 Sq. Ft.	3	15.00	10	50.00	13	65.00	13	65.00	13	65.00
100,000 Sq. Ft.	35	131.25	20	75.00	14	52.50	14	52.50	14	52.50
Trade Shows										
300,000 Sq. Ft.	0	0.00	1	6.75	2	13.50	2	13.50	2	13.50
200,000 Sq. Ft.	2	10.00	3	15.00	4	20.00	4	20.00	4	20.00
100,000 Sq. Ft.	4	15.00	2	7.50	4	15.00	4	15.00	4	15.00
Public Shows										
300,000 Sq. Ft.	0	0.00	2	13.50	3	20.25	3	20.25	3	20.25
200,000 Sq. Ft.	2	10.00	6	30.00	6	30.00	6	30.00	6	30.00
100,000 Sq. Ft.	2	7.50	7	26.25	8	30.00	8	30.00	8	30.00
Performances and Other										
300,000 Sq. Ft.	0	0.00	0	0.00	1	1.00	1	1.00	1	1.00
200,000 Sq. Ft.	1	1.00	3	3.00	4	4.00	4	4.00	4	4.00
100,000 Sq. Ft.	6	6.00	5	5.00	5	5.00	5	5.00	5	5.00
Corporate Meetings										
300,000 Sq. Ft.	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
200,000 Sq. Ft.	0	0.00	1	3.00	1	3.00	1	3.00	1	3.00
100,000 Sq. Ft.	2	4.00	1	2.00	2	4.00	2	4.00	2	4.00
Subtotal	58	206.50	63	250.50	70	283.50	70	283.50	70	283.50
Utilization (1)	23.38%		38.26%		47.08%		47.08%		47.08%	

(1) Utilization is defined as the percentage occupancy of the facility prorated by square footage and is based on use of facility for simultaneous events of compatible size:

$$\text{Utilization} = \frac{\text{Sum}(\text{usage days/event}) \times (\text{area/event})}{(365 \times 300,000)}$$

(2) Includes set-up and tear-down time

Projected Operating Performance

An operating revenue and expense projection analysis was performed for the proposed Columbus Convention Center. In preparing this analysis, the following major changes were made to the assumptions underlying the July 20, 1987 projections.

- . The facility is assumed to be operational in February 1991 rather than September 1991.
- . Events which require seating capacity above Battelle Hall's seating capacity were eliminated.
- . Average attendance for all events were adjusted to reflect historical Battelle Hall performance.
- . Concert events were increased to reflect the availability of additional dates and the representations of the Ohio Center Management.
- . Retail Mall rental income was increased to more closely reflect actual Ohio Center results.
- . Display Advertising Rental revenue was eliminated since it was associated with the arena facility.
- . Convention meeting room rental was eliminated since Battelle Hall will not be converted to a meeting room facility.
- . Non-event parking was adjusted to reflect actual performance and available spaces.
- . Salary and wage expense was projected based on Ohio Center management's requirements for a convention center only.
- . Insurance expense was adjusted to reflect lower actual Ohio Center insurance premiums for 1988.

As assumed in the July 20, 1987 feasibility evaluation report, the Ohio Center and convention center will be managed by a single entity. Operations of these facilities by a single entity will allow for operational economies resulting in significantly lower operating costs. Furthermore, if the facilities were operated independently, competition between them would result in significant operating losses for each facility. With a single operating entity, the Ohio Center can dedicate itself to arena events and transfer all convention activities to the new convention facility.

Table 3

The revenue and expense projection analysis for the first five years of operations is presented in Table 3. Operating revenues are composed of Battelle Hall arena activities, convention center activities and non-event activities. Event revenue projections are based on current Ohio Center data and comparable facilities consistent with the size and operating structure of the new convention facility. Non-event revenue is based on current Ohio Center operations and projected new sources of revenue (additional parking). Operating expenses are summarized by function and also are based on the expenses at the Ohio Center and other comparable facilities, consistent with the size and operating structure of the new facility.

The operating surplus (deficit) is the cash generated or lost from operations. The cash surplus (deficit) is the cash generated or lost from operations after capital replacement. As indicated in Table 3, the initial first two years of operation will generate an operating deficit because the facilities will be in a start-up and reorganization mode. However, an operating surplus is expected by the third year of operations and increases over the remainder of the projection period.

	1985	1986	1987	1988	1989
Food & Beverage (Gross)	774	296	383	399	413
Reimbursed Expenses	761	295	341	374	368
Convention Parking	255	309	389	405	421
Subtotal	1,790	2,325	3,113	3,318	3,450
Others:					
Non-Event Parking	1,185	1,770	1,217	1,285	1,316
Hyatt - Dining Room Rental	159	175	182	190	187
Ohio Center Retail Rental	1,237	1,287	1,338	1,392	1,446
Reimbursed Utilities - Hyatt	427	445	462	481	500
Other (Land, Investments, Etc.)	337	351	365	380	395
Subtotal	3,395	3,428	3,564	3,708	3,856
TOTAL REVENUE	51,851	55,219	59,347	59,723	610,112
OPERATING EXPENSE:					
Salaries, Wages & Benefits	3,107	3,337	3,604	3,745	3,898
Utilities	1,707	1,807	1,973	2,052	2,134
Repairs & Maintenance	342	504	586	610	634
Materials & Supplies	271	282	293	303	317
Insurance	619	643	669	696	724
Event Expenses	400	700	617	649	683
Concession Product Cost	136	164	196	203	211
Other	587	611	635	661	687
TOTAL OPERATING EXPENSE	7,359	8,248	8,773	9,124	9,486
OPERATING SURPLUS (DEFICIT)	(4708)	(4229)	(4574)	(4396)	(4624)

Table 3
Columbus Convention Center
PROJECTED OPERATING PERFORMANCE
(\$000'S)

OPERATING REVENUE:	1991	1992	1993	1994	1995
-----	-----	-----	-----	-----	-----
Ohio Center/Battelle Hall:					
Rent Revenue(% of Gross)	\$545	\$621	\$702	\$730	\$759
Flat Rent Rate	70	73	75	78	82
Food & Beverage(Gross)	481	556	635	660	687
Novelty/Merch Commissions(Net)	254	305	360	374	389
Reimbursed Expenses	298	363	432	450	468
Arena Parking	257	289	323	336	350
Equipment Rental	53	59	66	69	71
	-----	-----	-----	-----	-----
Subtotal	1,958	2,266	2,593	2,697	2,806
	-----	-----	-----	-----	-----
Convention Center:					
Flat Rent Rate	958	1,625	2,077	2,160	2,246
Food & Beverage(Gross)	174	296	383	399	415
Reimbursed Expenses	261	295	341	354	368
Convention Parking	205	309	389	405	421
	-----	-----	-----	-----	-----
Subtotal	1,598	2,525	3,190	3,318	3,450
	-----	-----	-----	-----	-----
Other:					
Non-Event Parking	1,125	1,170	1,217	1,265	1,316
Hyatt Meeting Room Rental	169	175	182	190	197
Ohio Center Retail Rental	1,237	1,287	1,338	1,392	1,448
Reimbursed Utilities-Hyatt	427	445	462	481	500
Other (Land,Investments,Etc)	337	351	365	380	395
	-----	-----	-----	-----	-----
Subtotal	3,295	3,428	3,564	3,708	3,856
	-----	-----	-----	-----	-----
TOTAL REVENUE	\$6,851	\$8,219	\$9,347	\$9,723	\$10,112
	=====	=====	=====	=====	=====
OPERATING EXPENSE:					

Salaries, Wages & Benefits	3,107	3,387	3,604	3,748	3,898
Utilities	1,707	1,897	1,973	2,052	2,134
Repairs & Maintenance	542	564	586	610	634
Materials & Supplies	271	282	293	305	317
Insurance	619	643	669	696	724
Event Expenses	600	700	817	849	883
Concession Product Cost	126	164	196	203	211
Other	587	611	635	661	687
	-----	-----	-----	-----	-----
TOTAL OPERATING EXPENSE	7,559	8,248	8,773	9,124	9,488
	-----	-----	-----	-----	-----
OPERATING SURPLUS (DEFICIT)	(\$708)	(\$29)	\$574	\$599	\$624
	=====	=====	=====	=====	=====

Financing Analysis

Hotel/Motel Tax Receipts Analysis

The proposed new convention facility will be funded through the new Franklin County and present City of Columbus hotel/motel tax. The financing plan will utilize 15% of the current City wide hotel/motel tax at 6% plus 100% of the new 4% County and City wide hotel/motel tax.

City hotel/motel taxes have historically experienced dramatic growth. Between 1978 and 1987, hotel/motel tax receipts, normalized for changes in tax rates, have grown at a compounded annual growth rate of 11.2%. In 1987, \$5.6 million was collected on the 6% hotel/motel tax in the city. Based on this amount, an average occupancy of 55% and an average room rate of \$44 was estimated. Historical hotel/motel tax collections for the City of Columbus Franklin County are presented in Table 4.

The number of hotel rooms in the County and City also has experienced dramatic growth. The total hotel room stock for 1987 was estimated by the Greater Columbus Convention and Visitors Bureau (GCCVB) to be 14,129 rooms. This figure is split 10,620 in the City and 3,509 in the county. For 1988, the number of rooms in the City is projected by the GCCVB to grow 2.8% to a total of 11,070 rooms, which results in a City and County total of 14,699. This growth will be attributable to the additions of several new properties in the City.

A projection of hotel/motel tax receipts was prepared for a seven year period from November 1988 through 1995, which includes the construction period for the new facility and its first five years of operation. This projection is based on historical hotel/motel tax receipts, room stock, occupancy, and room rates. This projection is presented in Table 5. The projection assumes that occupancy will remain at a constant 55%, average room rates will grow at the assumed inflation rate of 4%, and available room stock will grow at 1% per year. In addition, a 300 room expansion to the Hyatt Hotel is assumed to come on line in 1991 and a new 300 room convention center hotel is assumed to come on line in 1993. This represents an overall compounded growth in hotel/motel tax receipts of 5.8% per year, which is significantly lower than the historical growth rate of 11.2%.

Capital Estimate and Construction Draw-down

Based on the preliminary cost estimates prepared by architects and engineers evaluating the proposed project, the total capital cost requirements are estimated to be \$79.7 million. These capital costs includes all project hard costs, a construction contingency, an inflation contingency, all project soft costs, and land costs.

Based on these preliminary capital costs a monthly construction draw-down schedule was prepared. Construction is assumed to begin in December 1988 and be completed in January of 1991. This represents a 26 month construction period. The preliminary cost estimate and the construction draw-down schedule summarized by year is presented in Table 6.

Table 4

Columbus Convention Center
 HISTORICAL AND NORMALIZED
 CITY OF COLUMBUS HOTEL/MOTEL TAX COLLECTIONS
 (000's)

		1982	1983	1984	1985	1986	1987	1988	1989
Available Days		365	365	365	365	365	365	365	365
Number of Rooms		10,950	10,950	10,950	10,950	10,950	10,950	10,950	10,950
City	Year								
County	Tax Rate								
Average Occupancy									
City	1987	6.00%	\$5,622	\$9,370	6.8%	\$5,08	\$5,08	\$5,08	\$5,08
County	1986	6.00%	5,262	8,770	12.8%	\$5,08	\$5,08	\$5,08	\$5,08
State High	1985	4.67% (1)	3,629	7,773	10.7%				
City	1984	4.00%	2,808	7,020	12.6%	2,004	2,456,324	2,489,887	
County	1983	4.00%	2,493	6,233	12.0%	1,008	798,913	806,912	
Average Room Rate	1982	4.00%	2,226	5,565	2.7%				
City	1981	4.00%	2,167	5,418	20.2%	83.53	857.67	857.90	
County	1980	3.33% (2)	1,500	4,507	9.6%	81.30	853.14	855.27	
Total Receipts	1979	3.00%	1,234	4,113	13.8%				
City	1978	3.00%	1,084	3,613	16.1%	100,192	1136,753	1143,644	
County									
CFA Receipts (000's)									
City									
County									

(1) 4.67% represents the weighted average tax rate for the year.
 The tax rate increased from 4% to 6% effective 9/1/85.

(2) 3.33% represents the weighted average tax rate for the year.
 The tax rate increased from 3% to 4% effective 9/85.

Source: Greater Columbus Convention and Visitors Bureau
 Business First of Greater Columbus March 14, 1988

Table 5

Columbus Convention Center
HOTEL/MOTEL TAX RECEIPT PROJECTION

	---Construction Period---			-----Operating Period-----				
	1988	1989	1990	1991	1992	1993	1994	1995
Available Days	61	365	365	365	365	365	365	365
Number of Rooms:								
City	10,950	11,060	11,170	11,582	11,698	12,115	12,236	12,358
County	3,749	3,786	3,824	3,863	3,901	3,940	3,980	4,019
Average Occupancy:								
City	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%
County	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%
Room Nights								
City	367,373	2,220,195	2,242,397	2,325,046	2,348,296	2,432,004	2,456,324	2,480,887
County	125,779	760,138	767,739	775,417	783,171	791,003	798,913	806,902
Average Room Rate:								
City	\$44.00	\$45.76	\$47.59	\$49.49	\$51.47	\$53.53	\$55.67	\$57.90
County	\$42.00	\$43.68	\$45.43	\$47.24	\$49.13	\$51.10	\$53.14	\$55.27
Total Receipts (000):								
City	\$16,164	\$101,596	\$106,717	\$115,076	\$120,876	\$130,192	\$136,753	\$143,646
County	\$5,283	\$33,203	\$34,876	\$36,634	\$38,480	\$40,420	\$42,457	\$44,597
CFA Receipts (000):								
City	\$792	\$4,978	\$5,229	\$5,639	\$5,923	\$6,379	\$6,701	\$7,039
County	211	1,328	1,395	1,465	1,539	1,617	1,698	1,784
Total CFA Receipts	\$1,003	\$6,306	\$6,624	\$7,104	\$7,462	\$7,996	\$8,399	\$8,823

Total Soft Costs and Additions

TOTAL CONSTRUCTION COST

239 9,675 3,492 485 13,072
\$239,326,124 \$49,113 54,330 679,804

Table 6

Columbus Convention Center
CONSTRUCTION DRAW-DOWN SCHEDULE

*****CONSTRUCTION*****					
	1988	1989	1990	1991	Total
PROJECT HARD COSTS:					
Base Building	\$0	\$9,815	\$39,261	\$3,272	\$52,348
Demolition	0	275	0	0	275
Bridge	0	0	632	0	632
Sitework	0	3,078	0	0	3,078
Auxiliary Parking Lot (CSX)	0	0	417	208	625
Parking West of High Street	0	0	937	0	937
Total Hard Costs	0	13,168	41,247	3,480	57,895
Construction Contingeny	0	2,369	3,158	263	5,790
Inflation Contingency	0	912	1,216	101	2,229
Total Hard Costs With Contingency	0	16,449	45,621	3,845	65,914
SOFT COSTS AND ADDITIONS:					
CSX Land Cost (7.3 acres)	0	3,179	0	0	3,179
Swan North Land Cost	0	4,171	0	0	4,171
Architechural & Engineering Fees	152	1,825	1,825	152	3,955
Testing, Insurance, & Surveys	87	175	0	0	262
Construction Bonds	0	325	0	0	325
FF&E	0	0	1,667	333	2,000
	0	0	0	0	0
	0	0	0	0	0
Total Soft Costs and Additions	239	9,675	3,492	485	13,892
TOTAL CONSTRUCTION COST	\$239	\$26,124	\$49,113	\$4,330	\$79,806

The operating deficit or surplus projection is presented in Table 3. The capital replacement requirements are assumed to be \$600,000 in the second year of operation (1992) and grow to \$1.1 million by the fifth year of operation (1995). Capital replacement funding is required to keep the facility in first class condition over time.

Based the analyses performed and respective key assumptions, projected hotel/motel receipts and other sources of funds are projected to meet or exceed the debt service, operating deficit, and capital replacement projections over the first five years of operation of the combined Ohio Center and Columbus Convention Center. This is illustrated by the coverage ratio in Table 8, which grows from 1.06 in 1990 to 1.28 in 1995.

Financing Analysis

The proposed project will be financed with revenue bonds issued by a Convention Facility Authority. These revenue bonds will be a combination of taxable and tax-exempt bonds. Under the current tax law, the capital costs associated with the new parking facilities can only be financed with taxable debt, since private parkers will use over 10% of the new parking facilities. The balance of the capital costs will be financed with tax-exempt debt.

The total bond size of the taxable debt was estimated to be \$5.1 million. The terms assumed a coupon rate of 10.5% with level debt service payments over a fifteen year term commencing in the second year of operation (1991). Bond insurance of 0.75% of the total debt service also was assumed.

The total bond size for the tax-exempt debt was estimated to be \$73.4 million. The bond size is based on the construction draw down requirements in Table 6, and the receipt of hotel/motel taxes, interest earnings on construction fund cash balances, construction interest, and financing fees and requirements during the construction period. The terms assumed an interest rate of 6.75% with level debt service payments over a thirty year period commencing in the second year of operation - 1991. A debt service reserve fund also was assumed.

The sizing of the tax-exempt debt is illustrated in the Construction Period Sources and Uses of Funds Statement presented in Table 7. As presented in this Table, the taxable and tax-exempt bond proceeds are received in December 1988.

Operating Fund Analysis

A sources and uses of funds analysis and schedule was prepared for the first five years of operation for the facility (1990-1995). This schedule is presented in Table 8. As illustrated in this exhibit, sources of funds include the projected hotel/motel tax receipts, operating surpluses, and interest earnings. Uses of funds include interest and principal payments on the taxable and tax-exempt bonds, operating deficits, and capital replacement funding.

The operating deficit or surplus projection is presented in Table 3. The capital replacement requirements are assumed to be \$600,000 in the second year of operation (1992) and grow to \$1.1 million by the fifth year of operation (1995). Capital replacement funding is required to keep the facility in first class condition over time.

Based the analyses performed and respective key assumptions, projected hotel/motel receipts and other sources of funds are projected to meet or exceed the debt service, operating deficit, and capital replacement projections over the first five years of operation of the combined Ohio Center and Columbus Convention Center. This is illustrated by the coverage ratio in Table 8, which grows from 1.06 in 1990 to 1.28 in 1995.

Table 7

Columbus Convention Center

CONSTRUCTION PERIOD

SOURCES AND USES OF FUNDS

(000's)

*****Construction*****				
CONSTRUCTION FUND	Year 1 1988	Year 2 1989	Year 3 1990	Year 4 1991
CASH BEGINNING BALANCE	\$0	\$262	\$52,453	\$6,501
Sources of Funds:				
Hotel/Motel Tax Receipts	502	6,306	6,624	592
Bond Proceeds Taxable	0	5,126	0	0
Bond Proceeds Tax Exempt	0	73,350	0	0
Interest Earned Cash Balance	0	3,756	2,026	43
Total Sources of Funds	502	88,538	8,650	635
Uses of Funds:				
Interest on Taxable Bonds	0	314	538	269
Principal on Taxable Bonds	0	0	0	0
Interest on Tax Exempt Bonds	0	2,888	4,951	2,476
Principal on Tax Exempt Bonds	0	0	0	0
Construction Costs	239	26,124	49,113	4,330
Financing Fees & Insurance	0	1,258	0	0
Debt Service Reserve Fund	0	5,763	0	0
Total Uses of Funds	239	36,347	54,602	7,075
CASH ENDING BALANCE	\$262	\$52,453	\$6,501	\$61

Table 8

Columbus Convention Center

OPERATING PERIOD
SOURCES AND USES OF FUNDS
(000's)

	1991	1992	1993	1994	1995
OPERATING FUND	-----	-----	-----	-----	-----
CASH BEGINNING BALANCE	\$61	\$405	\$812	\$2,160	\$3,643
Sources of Funds:					
Hotel/Motel Tax Receipts	6,512	7,462	7,996	8,399	8,823
Interest Earned	29	30	35	41	50
Total Sources of Funds	6,541	7,492	8,031	8,440	8,873
Uses of Funds					
Interest on Taxable Bonds	538	538	522	504	484
Principal on Taxable Bonds	0	155	171	189	209
Interest on Tax Exempt Bonds	4,951	4,951	4,896	4,838	4,775
Principal on Tax Exempt Bonds	0	812	867	925	988
Operating (Surplus) Deficit	708	29	(574)	(599)	(624)
Capital Replacement Fund	0	600	800	1,100	1,100
Total Uses of Funds	6,197	7,086	6,683	6,958	6,933
CASH ENDING BALANCE (Reserve For Debt Retirement)	\$405	\$812	\$2,160	\$3,643	\$5,583
COVERAGE RATIO	1.06	1.06	1.20	1.21	1.28

Parking

The plan under study provides 831 parking spaces at grade to the north and east of the proposed exhibit hall. The plan includes the acquisition of the CSX tract, providing parking at grade for an additional 900 parking spaces. It also contains 255 new spaces in lots west of High Street. Including the 550 car parking facility under the Ohio Center, the parking plan for the project provides a total of 2,536 spaces.

7. URBAN IMPACT PLAN

Our review of the current, contracted version of the plan to expand the convention center was completed in reference to our prior urban impact plan. We sought to objectively analyze the various features of the proposed plan, but we sought also to ensure that the proposed project would achieve positive impacts upon its urban setting.

This approach led us to suggest modifications to the plan, which would enhance renovation and development efforts and opportunities within neighboring areas. The modifications we have suggested result in a plan which is generally compatible with its urban setting. Costs associated with some of the modifications we have suggested are included within the project financing.

Literally all of the impacts of the current plan to expand the convention center are reduced in reference to previous plans. In many ways, the current plan also provides for a greater array of future development opportunities, some not previously addressed. Our review of the plan also includes, therefore, suggested modifications or planning adjustments which could be accomplished in future years, as part of these future projects. In each of these instances, we have sought to scale suggested plan modifications to be sufficiently economic to be born within future project financing requirements.

Discussion of Impacts

Our review of urban impacts of the scaled-back plan for expanding the convention center focused primarily on the following:

1. The adequacy of parking provided to support the proposed expansion;
2. Traffic circulation to and from the convention center and the accessibility of its parking facilities;
3. The pattern of pedestrian circulation which would be established by the plan of the expanded center;
4. Operating characteristics and relationships which would result between the project, the northern portion of the downtown area, the Short North business precinct, and the North Market district;
5. Considerations of the project's High Street facade, in relation to the North Market and its restoration potential.

Parking

The plan under study provides 831 parking spaces at grade to the north and east of the proposed exhibit hall. The plan includes the acquisition of the CSX tract, providing parking at grade for an additional 900 parking spaces. It also contains 255 new spaces in lots west of High Street. Including the 550 car parking facility under the Ohio Center, the parking plan for the project provides a total of 2,536 spaces.

Projections of maximum peak-use parking demand would result in a total demand of 4,183 parking spaces. A realistic contribution, however, of 2,585 spaces, in the Nationwide I and II garages would yield a total parking supply of 5,121 spaces. The proposed convention center plan would appear to be adequately served by the number of parking spaces available. The following MORPC projections and calculations are provided for review.

Projected Maximum Parking Demand

Convention Center 1,872 Spaces

Averaging Veterans Memorial and Ohio Center attendance rates for 1985 and 1986 conventions and trade shows yields a usage rate of 39 persons/1,000 s.f./day. Applying this to our exhibit hall of 300,000 s.f. yields 11,700 attendees. Of these, 2,340 (20 percent) are projected to arrive by taxi, transit, or other means. The other 9,360 (80 percent) are expected to average 2.5 per automobile to yield 3,744 parkers/day. These are expected to turn over twice a day.

Hyatt Regency Hotel 511 Spaces

The existing 631 hotel rooms in the Hyatt Regency require an average of 0.81 spaces per room, using rates in the new Institute of Transportation Engineers Parking Generation Manual

Battelle Hall Serving as the Arena 1,800 Spaces

Parking estimates for the 6,000 seat Battelle Hall, which will be used exclusively as an arena, project that 600 attendees (10 percent) will arrive by bus, charter bus, taxi or drop-off. The remaining 5,400 will arrive with an average of three persons per car.

Total Projected Maximum Demand 4,183 Spaces

Planned Parking Facilities

Reconfigured Ohio Center Lot 831 Spaces

The land running north from the present 1,800 space lot to I-670 will be purchased. The convention hall will occupy part of it thereby reducing parking capacity to 831 spaces.

Existing Ohio Center Garage 550 Spaces

Planned CSX Lot 900 Spaces

This lot is the same as planned by MORPC in 1987. The land would be purchased and then paved and lighted.

Planned Lots West of High Street 255 Spaces

This feature was also contained in the MORPC 1987 plan as 345 spaces. It consists of two lots at railroad level containing a total of 130 spaces which would be reached by a new street running through the convention center site, under High and Front Streets, and back up to grade at Front Street. Three smaller lots containing 125 spaces are planned at street level west of the North Market area.

Total Parking Planned with the Project 2,536 Spaces

Net Demand to be Met Using Nearby Facilities 1,647 Spaces

Nearby Parking on the Elevated Walkway System

Nationwide II Garage 1,100 Spaces

The newly completed Nationwide II garage lies within 1,100 feet of the middle of the Ohio Center/convention hall complex. It contains 1,508 spaces of which we have assumed 255 would be used by the Holiday Inn and 153 by monthly permit holders or others. This leaves a net of 1,100 spaces available for peak needs of the convention complex.

Nationwide I Garage 1,485 Spaces

This facility lies within 1,500 feet of the middle of the Ohio Center/convention hall complex. It contains 1,650 spaces. We have assumed that 165 spaces would be used by monthly permit holders or others. This leaves a net of 1,485 spaces available for peak needs of the convention center.

Summary Parking Assessment

Unmet Peak Demand 0 Spaces

We can assume that on-street parking and various other nearby lots will meet some portion of project parking demand. However, as availability of parking within the Nationwide I garage provides 938 spaces in excess of peak demand, it is our conclusion that the proposed parking plan enhances total supply within the urban setting.

Traffic

Deletion of the arena would remove event-related access and egress traffic surges, which could impact normal traffic flow for the downtown area and surrounding neighborhoods. It is also important to note that the traffic demand associated with the proposed exhibit hall would be non-surge traffic. Exhibit halls normally generate a more constant flow of access and egress traffic, which is spread more evenly over workday and evening hours. It would be very unlikely that traffic for the proposed exhibit hall would conflict with peak hour drive-times associated with downtown employment traffic.

Battelle Hall event traffic can be expected to remain tied to evening and weekend hours, as it has been over its past years of operation. The parking facilities proposed, including the CSX lot, are the same facilities which have been used by Battelle Hall event patrons in past years.

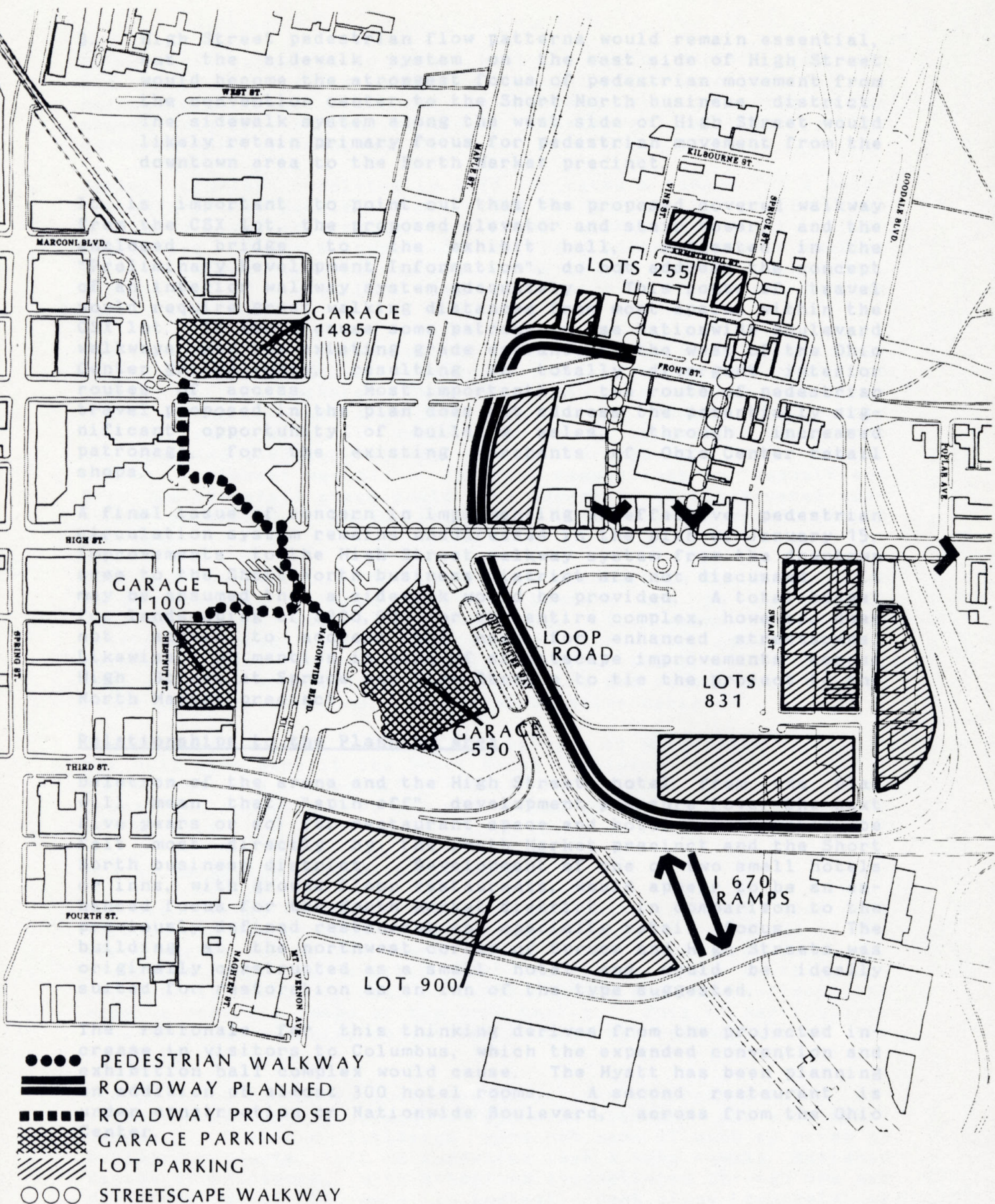
Two traffic flow and parking access modifications were incorporated into the plan. A two lane loop road was aligned to run south of the exhibit hall structure, paralleling the tracks, running under High Street and Front Street, and connecting up-grade on the old Park Street right of way to Park Street at Vine. (Refer to Exhibit 6). This loop road would provide ready access to the parking areas provided along the tracks and west of Front Street. It would also complete a traffic flow pattern for the convention center, which would allow alternative routes of access to the freeway system, minimizing reliance on High Street.

The second roadway access improvement, suggested also for future consideration, would be an extension of the loop road under High and Front Streets to intersect with the Nationwide connector. This proposal could not be accomplished until after the Spring-Sandusky interchange would be completed. Planning for this improvement would not be justified until such time as other private development opportunities within the urban setting would become viable.

Pedestrian Circulation

The scope of the proposal under review could imply the notion of "phasing" the plan proposed in the summer of 1987. The nature of the current plan, however, presents some unique "twists" which may result in outcomes not anticipated in the last plan presented to the voters.

1. A more intensive use of Battelle Hall would internalize the arena function, reinforcing the existing pedestrian circulation pattern inside the Ohio Center. Whereas a new, separate arena would have caused new out-of-doors paths of circulation from parking areas, a more institutionalized interior pattern of movement will require care in planning. This will be particularly true in regard to planning any interior improvements concerning the projected use of 125,000 square feet of meeting and conference facilities. Entrance and exit locations will become more important as exhibit space and new parking areas will provide for a greater intensity of pedestrian access and movement.
2. The North Market area would serve as a greater relative focus of pedestrian activity. The pedestrian crossings of High Street at Vine and Spruce Streets would become more important linkages between the North Market parking and restaurant facilities and the internal circulation system within the exhibit hall and Ohio Center.



Columbus Convention Center
 Exhibit #6 Parking and Circulation Plan

3. High Street pedestrian flow patterns would remain essential, but the sidewalk system on the east side of High Street would become the strongest focus of pedestrian movement from the convention center to the Short North business district. The sidewalk system along the west side of High Street would likely retain primary focus for pedestrian movement from the downtown area to the North Market precinct.

It is important to point out that the proposed covered walkway from the CSX lot, the proposed elevator and stair tower, and the enclosed bridge to the exhibit hall, suggested in the "Preliminary Development Information", do not address the concept of an interior walkway system adequately. This route of travel would require great walking distances from most spaces within the CSX lot. It would cause some patrons to use Nationwide Boulevard walkways and the existing grade entrance to the west of the Ohio Center garage entry, resulting in totally divergent interior routes of access. Most importantly, the route of pedestrian travel proposed in the plan does not address the potentially significant opportunity of building sales, through increased patronage, for the existing merchants of Ohio Center retail shops.

A final issue of concern in implementing an effective pedestrian circulation system remains unaddressed in the plan of January 15. Improvements to the High Street walkway system from the downtown area to the Short North business district are not discussed. It may be assumed that a sidewalk would be provided. A total budget for landscaping of \$200,000 for the entire complex, however, does not appear to address the need for enhanced streetscape. Likewise, no mention is made of streetscape improvements across High Street at Spruce and Vine Streets to tie the project to the North Market precinct.

Relationships to the Planning Area

Deletion of the arena and the High Street hotel from the plan will mean that "spin-off" development pressure (over the next five years or so) for restaurant space and hotel rooms would be felt most directly by the North Market precinct and the Short North business district. Development of one or two small hotels or inns, with ground floor restaurants, would appear to be an enhanced focus for the North Market district, in comparison to the previously defined restaurant and specialty retail focus. The building at the northwest corner of Spruce and High Streets was originally constructed as a small hotel and would be ideally suited for restoration as an inn of the type suggested.

The rationale for this thinking derives from the projected increase in visitors to Columbus, which the expanded convention and exhibition hall complex would cause. The Hyatt has been planning an addition of almost 300 hotel rooms. A second restaurant is under construction on Nationwide Boulevard, across from the Ohio Center.

It is most reasonable to expect that the North Market area and the Short North would be the most sought after locations for new restaurants. Each area can be reached within a five to ten minute walk from convention center hotels and offices in the northern part of downtown.

Market studies completed in 1980 indicated a demand for a major restaurant (250 people), a mid-sized restaurant (100 people), two or three smaller restaurants, and perhaps a night club. Facilities of this type can be very compatible with smaller hotels, sometimes serving as lobby-level tenant businesses. Facilities of this type can also provide their own parking facilities.

The potential for increasing the array of restaurant offerings within the North Market area would draw increased patronage from downtown office workers. This would result in heavier pedestrian travel along the west side of High Street during the better weather seasons. It would also result in heavier use of the enclosed and elevated walkway system through the Ohio Center during inclement weather. Internal renovations to "reposition" Ohio Center retail space could take advantage of the greater customer potential, which increased pedestrian movement would provide.

Internal renovations of the retail area within the Ohio Center could result in a change in mix of tenants and in an overall decline in non-food related retailing. This means that certain existing merchants within the complex might find advantage in relocating to the North Market area or to the Short North area. This could be verified if a merchandising and tenant mix strategy could be achieved on more of a comprehensive basis.

The proposed exhibit hall and the patrons it will bring to Columbus will also benefit the Short North business district. The Short North's specialty retail focus will certainly draw pedestrian shoppers from the convention-going, visitor population of the city.

A Note About the High Street Facade

The High Street facade of the proposed exhibit hall does not respond to the context of the historic business buildings of the North Market and of the Short North. It would be more appropriate for the exhibit hall to represent the existing architectural fabric of High Street buildings than to reflect the massive concrete image of the Ohio Center. This is particularly true if urban planning objectives include the restoration of the North Market area.

The proposed design includes use of precast concrete panels, insulated metal panels, glass curtain-wall systems, and some brick veneer. Historic buildings were not made of such an array of building products. It is suggested that a more simply designed facade of brickwork, with detailing accomplished through the use of stone would be more in context. Cast stone (concrete) or

"Dryvit" systems could be utilized for cost savings if necessary. Facade design could also incorporate massing and proportions of the existing facades of the North Market buildings. Even though the exhibit hall would be a long building, its facade could reflect the rhythm of a row of historic business buildings. The design could be done to represent, in a new way, the architecture that had previously occupied the place. This would be preferable to introducing industrial or institutional shapes, proportions and materials.

Conclusions and Recommendations

1. The number of parking spaces available to the project is more than adequate.
2. More care should be taken in planning pedestrian routes of travel from surface parking facilities to entrances and from the exhibit hall to the North Market and to the Short North.
3. The \$681,000 covered walkway, stair and elevator tower, and enclosed bridge to the exhibit hall from the CSX parking lot should be deleted from the plan.
4. Parking provisions should not include demand associated with expansion of the Hyatt Hotel. Hyatt should provide for its own expanded parking demand for the 270 rooms it plans to build.
5. Coordinating pedestrian movement from the CSX lot with the existing walkway systems, carrying pedestrians from downtown Columbus to the south side of Ohio Center, offers the opportunity for significant enhancement of retail viability within the Ohio Center.
6. Access to the exhibit hall for patrons, from proposed parking lots to the east and to the north needs to be further studied.
7. The opportunity exists for treating the full-length, High Street "lobby" of the proposed exhibit hall as a continuation of the interior walkway system which ties downtown Columbus to the Ohio Center. This would mean, perhaps, that a sidewalk along the east side of High Street would be less important than appropriate streetscape improvements across High Street, connecting the North Market area at Vine and Spruce Streets to the exhibit hall. This would also mean that an enhanced walkway, along the east side of High Street, from the northernmost entrance to the High Street lobby of the exhibit hall, to the Short North would be quite valuable.
8. The opportunity exists for a very appropriate landscaping plan along the east side of High Street, if the redundant exterior sidewalk along the east side of High Street to Vine is deleted. This would soften the High Street facade of the exhibit hall, and it would further enhance the experience for pedestrians of moving through the exhibit hall's long High Street lobby.

9. The range of development "spin-offs" from the exhibit hall project are significant. A major office building site exists at the southeast corner of the North Market area, fronting High Street. The parcel is adjacent to the large parking lot paralleling the tracks. This lot is suited for a major parking garage. Several large restaurants could be accommodated within the North Market precinct. The opportunity for planning smaller hotels has also been mentioned, as has the recommendation to reconfigure retail space within the Ohio Center.

For these potentials to be realized, it is recommended that the proposed loop road to be built under High Street, connecting the convention center to the North Market area, be extended west to the Nationwide Connector to the Spring-Sandusky freeway interchange. For the suggested development potentials to be realized, it would be important to begin a more detailed process of planning for the North Market area, a process designed to focus on streetscape and urban design improvements to the environment. The following tasks would be considered essential:

- 9.1 A comprehensive retail strategy should be established for the Ohio Center, the North Market, and the Short North. Elements of this plan already exist, but more investigation needs to be accomplished.
- 9.2 The existing North Market produce merchants should be provided assistance in relocating to new, more appropriate quarters within the North Market area. This should be done to permit new restaurants and the market to solidify the new restored image of the precinct.
- 9.3 The site now occupied by the produce merchants should be redesigned as an urban park and plaza, enhancing the streetscape and pedestrian priority image of a restored urban district.
- 9.4 High Street walkway improvement planning, along the west side of High, should include streetscape improvements along Vine and Spruce Streets and across High Street to the High Street entrances to the exhibit hall walkway lobby.

One final point should be made clear concerning the development potential presented as impacts of the proposed exhibit hall. Except for the costs associated with extending the loop road to the Nationwide Connector, and except for the costs of streetscape and urban design improvements, all other costs should be carried within the development financing of each future project. Each project should provide for its own parking needs.

Each development should be able to carry its own property acquisition and development costs. This would also be true for the renovations to Ohio Center's retail shops, as increased revenues could result from more effective retailing.

Postscript/Greyhound: An Opportunity

The Greyhound bus station in downtown Columbus most probably will be relocated within three years. Officials from the company are quite interested in the potential for locating a new facility in the Ohio Center area, to take advantage of the potential future accessibility which the convention center will have to the regional freeway system. Greyhound has a major commitment to charter service, which would be of significant value to an expanded convention center. Greyhound will continue its package delivery operation, and it will continue its own maintenance operation. Discussions with representatives of Greyhound resulted in the following information. They would lease terminal facilities and would require approximately 20,000 square feet of space, serving 13 buses. Their maintenance facility could be located to the west of Front Street or to the east of Fourth Street, at some distance from the terminal. Other facets of Greyhound's occupancy would be:

1. Greyhound would build a dormitory for twenty drivers.
2. Greyhound would lease office space off-site, perhaps in the Ohio Center or in the North Market area, if all their space needs could not be accommodated on-site.
3. The terminal would include vending facilities and a small restaurant, permitting bus patrons' needs to be self-contained within the facility.
4. The terminal would provide for COTA express service to the airport.
5. Greyhound's occupancy could help defray the added costs of a widened loop road, and would assist in justifying extension of the loop road to the Nationwide Connector.
6. Depending upon the specific location for a bus maintenance facility, additional costs of the loop road extension might also be accommodated.
7. The concept of incorporating a bus terminal at the Ohio Center, which was located at the old downtown railway terminal, is consistent with the multi-modal transportation concept and originally incorporated into the design of the facility.

8. CONCLUSIONS AND RECOMMENDATIONS

The plan which was provided to MORPC for review was sound.

Adequate meeting space is available in the Ohio Center.

Details of final building design, such as the materials to be used in the High Street facade, should be worked out during final project design.

It has been assumed that all facilities would be managed by a single entity in order to achieve economies of scale and significantly lower operating costs.

Battelle Hall, as a dedicated arena, is projected to host 105 events and attract over 365,000 in total attendance by its third year of operations. The previously proposed 20,000 seat arena was projected to host 133 events and attract over 900,000 in annual attendance.

The proposed new 300,000 square feet convention center is projected to host 70 events by its third year of operations. This projection has not changed from the July 20, 1987 report.

The combined Ohio Center and Columbus Convention Center is projected to generate an operating deficit in the first two years of combined operation, because the facilities will be in a start-up and reorganization mode. An operating surplus is expected by a third year of operations and it increases over the remainder of the projection period.

The combined Ohio Center and Columbus Convention Center is projected to require funding for capital replacement after the operating deficit or surplus. On-going capital replacement is required to keep the facility in first class condition over time.

The projection is based on a compounded annual growth in County and City hotel/motel tax receipts of 5.8 percent per year. This is significantly more conservative than the historical compounded annual City growth rate of 11.2 percent over the last ten years.

The total capital cost requirements for the proposed new facility are estimated to be \$79.8 million.

Based upon the analyses performed and respective key assumptions, projected hotel/motel receipts and other sources of funds are projected to meet or exceed the debt service, operating deficit, and capital replacement projections over the first five years of operation of the combined Ohio Center and Columbus Convention Center.

The number of parking spaces available to the project is more than adequate.

More care should be taken in planning pedestrian routes of travel from surface parking facilities to entrances and from the exhibit hall to the North Market and to the Short North.

Parking provisions should not include demand associated with expansion of the Hyatt Hotel. Hyatt should provide for its own expanded parking demand for the 270 rooms it plans to build.

Coordinating pedestrian movement from the CSX lot with the existing walkway systems, carrying pedestrians from downtown Columbus to the south side of Ohio Center, offers the opportunity for significant enhancement of retail viability within the Ohio Center.

Access to the exhibit hall for patrons from proposed parking lots to the east and to the north needs to be further studied.

The opportunity exists for treating the full-length, High Street "lobby" of the proposed exhibit hall as a continuation of the interior walkway system which ties downtown Columbus to the Ohio Center. As a result the sidewalk along the east side of High Street would be less important than appropriate streetscape improvements across High Street, connecting the North Market area at Vine and Spruce Streets to the exhibit hall. This would also mean that an enhanced walkway, along the east side of High Street, from the northernmost entrance to the High Street lobby of the exhibit hall, to the Short North would be quite valuable.

The opportunity exists for a very appropriate landscaping plan along the east side of High Street, if the redundant exterior sidewalk along the east side of High Street to Vine is deleted. This would soften the High Street facade of the exhibit hall, and it would further enhance the experience for pedestrians of moving through the exhibit hall's long High Street lobby.

The range of development "spin-offs" from the exhibit hall project are significant. A major office building site exists at the southeast corner of the North Market area, fronting High Street. The parcel is adjacent to the large parking lot paralleling the tracks. This lot is suited for a major parking garage. Several large restaurants could be accommodated within the North Market precinct. The opportunity for planning smaller hotels has also been mentioned, as has the recommendation to reconfigure retail space within the Ohio Center.

The proposed loop road to be built under High Street at the southern edge of the exhibit hall should be extended west to the Nationwide Connector to the Spring-Sandusky freeway interchange.

For the suggested development potentials to be realized, a more detailed process of planning for the North Market area should be undertaken. It should focus on streetscape and urban design improvements. The following tasks should be included:

- * Establish a comprehensive retail strategy for the Ohio Center, the North Market, and the Short North,

- * Provide assistance to existing North Market produce merchants in relocating to new, more appropriate quarters within the North Market area,
- * Redesign the site currently occupied by the North Market as an urban park and plaza to enhance the streetscape and pedestrian image of a restored urban district,
- * Improve the west streetscape of High Street and add streetscape improvements along Vine and Spruce Streets as well as across High Street to the exhibit hall entrances.

Except for the costs associated with extending the loop road to the Nationwide Connector, and except for the costs of streetscape and urban design improvements, all other costs should be carried within the development financing of each future project. Each project should provide for its own parking needs and should be able to carry its own property acquisition and development costs. This would also be true for the renovations to Ohio Center's retail shops, as increased revenues could result from more effective retailing.

Discussions with Greyhound Lines, Inc. should continue to see whether their needs for a new terminal can be accommodated within the convention center complex. This would achieve one element of the multi-modal transportation center originally included in the design of the Ohio Center.