

# WORK SESSION AGENDA



**Casper City Council**

**The Lyric**

**Tuesday, November 28, 2023**


*(Following the Special Meeting which begins at 4:00 p.m.)*

<b>Work Session Meeting Agenda</b>		Recommendation	Beginning Time	Allotted Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested				
1.	Meeting Follow-up		4:30	5 min
2.	Casper Housing Authority Update	Direction Requested	4:35	20 min
3.	Ford Wyoming Center Expansion Study – Part 2	Direction Requested	4:55	30 min
4.	Casper Business Center Design	Direction Requested	5:25	45 min
5.	Center Street Underpass	Direction Requested	6:10	30 min
6.	Leadership Nominations	Information Only	6:40	5 min
7.	Agenda Review		6:45	10 min
8.	Council Around the Table		6:55	15 min
Approximate End Time:				7:10

**\* Reminder \***

**Please silence cell phones during the City Council meeting.**

November 17, 2023

MEMO TO: J. Carter Napier, City Manager   
FROM: Tom Brauer, Chief Operating Officer  
Zulima Lopez, Parks, Recreation and Public Facilities Director  
SUBJECT: Ford Wyoming Center Expansion Study Part II

**Meeting Type & Date**

Work Session  
November 28, 2023

**Action type**

Direction Requested

**Recommendation**

That Council provide direction regarding the future renovation and expansion of the Ford Wyoming Center and support staff to research and develop a proposal to upgrade the facility.

**Summary**

In 1979, the City of Casper, using one cent tax funds, began construction on what was to be the largest indoor event venue of its kind in Wyoming. For over forty years, the event center has delivered Casper and the surrounding area entertainment that includes high school and college championships, rodeo, Monster Trucks, Broadway shows, comedy shows, trade shows, concerts, and much, much more. The Ford Wyoming Center plays a critical role in the vitality of Casper, generating tens of millions of dollars in economic impact annually, creating tourism opportunities, and enhancing residents' quality of life.

In December 2021, just ahead of the venue's 40<sup>th</sup> anniversary, City Council supported a collaborative effort between the City of Casper, Visit Casper, and OVG360, to conduct a study of the Ford Wyoming Center. The purpose was to evaluate the existing and future event demand and make recommendations regarding the best use of the facility, as well as what would be needed in terms of facility renovations and expansion to keep the building active and relevant into the future. The study and conceptual designs were completed by Strategic Venue Studies and JLG Architects, with the results presented to City Council on July 12, 2022.

Since that presentation, the WYO Sports Ranch has broken ground, a master plan of adjacent North Platte Park property was completed, and the excitement and expectations for the impending development of the area are palpable. Moreover, the Ford Wyoming Center, under OVG360 and a new General Manager, is delivering a growing and impressive lineup of events and reinforcing Casper as an attractive market for touring acts and sports championships. As such, we believe it is the right time to revisit the study recommendations and develop a strategy to renovate and expand



the facility so it can remain a linchpin in our growing hub of sports and entertainment in Casper, in Wyoming, and throughout the region.

**Financial Considerations**

The Ford Wyoming Center Expansion Study completed in 2022 provided various options for renovation and expansion, as well as cost estimates for each option. We are requesting Council direction regarding the facility enhancements that are desired, as well as Council support for staff and partners to begin examining potential funding sources and develop a proposal to upgrade the facility, as directed, in the next three to five years.

**Oversight/Project Responsibility**

Zulima Lopez, Parks, Recreation and Public Facilities Director  
Kirk Goodman, General Manager, Ford Wyoming Center  
Tyler Daugherty, CEO, Visit Casper

**Attachments**

2022 Ford Wyoming Center Expansion Study  
2022 Ford Wyoming Center Improvements and Addition Conceptual Predesign Report



# FORD WYOMING CENTER

**IMPROVEMENTS AND ADDITION**

CONCEPTUAL PREDESIGN

MAY 31, 2022

JLG PROJECT #21408



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- b. Ballroom/ Event Space Overview
- c. Support Space Overview
  - 1. Receiving
  - 2. Kitchen



# 1.0

## OVERVIEW



# EXECUTIVE SUMMARY/PROJECT OVERVIEW

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The Ford Wyoming Center (FWC) is a 40-year-old multipurpose arena in Casper, Wyoming. With no major renovation or enhancement since its original opening in 1982, the building is outdated compared to peer facilities. The fan experience and expectations for facilities of this type have changed considerably since it was constructed. In an environment of strong competition to attract events to arenas of this nature, JLG Architects has performed a predesign exercise in conjunction with recommendations from Strategic Venture Studies to establish several enhancements to this facility to both modernize and differentiate it for future success in the market.

This predesign has been assembled to establish a controlled scope, a cost estimate, an estimated schedule, and imagery for project support and/or fundraising. To simplify the presentation, the project has been broken into four major scope areas that can be constructed in phases or all together as a single project.

## Scope 1 – Main Entrance and Premium Seating Addition

Currently, the Ford Wyoming Center doesn't have a defined main entrance. People only know where to go from experience, and once inside, there is only one type of seating. Modern arenas are much more than just what is happening on the event floor. To enhance both the entry experience and offer new premium seating, an entrance and premium club level addition is proposed to modernize this half of the building.

## Scope 2 – Concourse Improvements

Both the public restrooms and the concessions on the main concourse are dated and of inadequate size, both for operations and compliance with current building codes. Expansion and enhancements have been proposed to bring toilet rooms up to code for both accessibility and fixture counts while the concessions are expanded to increase functionality and ability to offer expanded menus.

## Scope 3 – City View Improvements

The location of the Ford Wyoming Center on a ridge above the City is an asset that was never fully realized in the original design. Arenas at the time were very inward-focused and closed off from the environment in which they were located. Today's arenas have much more transparency and project the energy from the events inside to the outside. Given opportunities for a commanding view of the City of Casper on this side of the building, concepts have been proposed to add transparency to this end of the arena and include additional event viewing with arena break-out spaces.

## Scope 4 – Multipurpose Events Building

To help attract more trade shows, banquets, conferences, and other exhibition type events, an Events Center building addition has been proposed. This facility can operate independently of the FWC or in conjunction for larger events that require the additional space. Spaces within the Events Building will be dividable into several configurations to tailor themselves to a wide array of event sizes making the Ford Wyoming Center site a true multi-purpose and multi-event ready facility.

# PROJECT TEAM

## STRATEGIC VENUE STUDIES

Catherine Sarrett, President  
strategicvenuestudies.com  
(630) 926-8896



**JLG Architects Ltd**  
710 S Second Street, 8th Floor  
Minneapolis, MN 55401  
(612) 746-4260

Project Manager:  
Adam Meyerring, AIA  
WY Architect #C-3622

Project Designer:  
Ted Wright, AIA

Project Coordinator:  
Grant Larsen, AIA

## OWNER



**CITY OF CASPER WYOMING**  
200 North David Street  
Casper, WY 82601



**CASPER AREA CONVENTION AND VISITORS BUREAU**  
139 West 2nd Street, Suite 1B  
Casper, WY 82601

## OPERATOR



**OAKVIEW GROUP 360**  
Ford Wyoming Center  
#1 Events Drive  
Casper, WY 82601

2.0

STATEMENT OF NEED



# STATEMENT OF NEED

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## Historical Background

In late 2021, Strategic Venue Studies (SVS) was contacted by Visit Casper to do a market analysis of the Ford Wyoming Center with a goal of providing recommendations that would help attract more events and maximize value for the City of Casper. JLG Architects joined the team with SVS as a market leader in the design of arenas and athletic facilities. Taking the market analysis recommendations, JLG was tasked with envisioning what this looks like for an improved Ford Wyoming Center.

## Mission and Objectives

After 40 years, the fan experience at Ford Wyoming Center has become dated. There is a lack of seating options with no premium options, concessions are limited, no dedicated ticketing and entrance lobby, and ineffective multipurpose meeting/event spaces. Addressing and updating these major issue areas will modernize a dated arena and make it competitive in the market for the next generation.

## Statutory Requirements and/or Other Mandates

Statutory requirements for this project include general building code related updates to the existing infrastructure to comply with the current, State-enforced standards of the International Building Code. This includes full accommodation with accessibility code and adherence to the Americans with Disabilities Act of 1990. The total occupancy load of the arena will be slightly increased with the premium seating additions and additional ancillary gathering spaces, requiring a small addition of egress width as part of the entry addition. With more occupants, a ventilation analysis will need to be conducted to assess the ability to expand the existing system. Standalone HVAC systems for building additions are assumed.

## Current Facility Deficiencies/Inadequacies

The Ford Wyoming Center has not been significantly improved since the original 1982 construction. Building code has evolved greatly over the past 40 years, most significantly are the federal mandates for accessibility. Any significant alteration or expansion to the facility will trigger a requirement to upgrade the entire facility to current, State-enforced standards in building and accessibility codes.

A separate facility assessment has also been completed to evaluate the operational lifespan of the building envelope and systems. JLG Architects advise that end of life building components are replaced in conjunction with any building enhancements.



# 3.0

## PROGRAM ANALYSIS



# PROGRAM ANALYSIS

The Conceptual Predesign for the Ford Wyoming Center was created to develop a comprehensive understanding of the potential/desired facility enhancements to modernize the facility with the goal of attracting more events and driving direct and indirect revenue for the City of Casper. A Predesign is to establish a controlled scope, cost, and funding. Based on the areas of work, we have broken the scope into four major components.

## Main Entrance and Premium Seating Addition

The current Ford Wyoming Center lacks a defined front entrance and a true premium seating experience. To correct both deficiencies, a single entrance and premium seating addition are proposed. Centering the expansion on the northwest side of the building, a prominent expansion is shown to be both eye-catching and works to draw the guests to a beacon point on the building. Inside, a large lobby space is provided to fully accommodate ticketing and circulation for the largest events. The existing wall between the concourse and arena is removed, and several rows of seating are platformed to create a modern standing/viewing platform with a view of the events below.

Above the concourse, a large premium/club level addition is proposed. This would be a true luxury space separate from guests in the main arena bowl or even the Rockstar balcony. On this level would be all amenities the premium guest would require, such as concession and restrooms. A large lounge space is shown with club seats facing the arena. Flanking the club seats are two private suites on each side. Altogether, this space provides several opportunities for enhanced ticket sales to the premium guest with the best views to the arena.

## Concourse Improvements

The existing public restrooms and concessions at the main concourse are short on space, antiquated by modern standards, and are nearing end of life for their associated infrastructure. Expansion is proposed by extending the footprint of the concourse level to capture additional square footage and then rebuilding each component in the same general location with an overall larger footprint. This also allows some space to be given back to the concourse to widen circulation areas and allow a smoother queuing process for these service areas of the building.

## City View Improvements

A largely untapped asset, the Ford Wyoming Center has its location and views above the City of Casper. To embrace its assets and provide additional ancillary revenue opportunities, a city view modification is proposed. This includes opening the existing southeast wall to provide more transparency. Included with the opening of the wall, is operable doors to extend the indoor space to the outside by converting the unoccupied weather shelter over the receiving area into an occupied outdoor terrace. Windscreens can be installed to extend the use of this space given the extreme winds in the region. Inside, the existing Rockstar balcony is proposed to be extended on both ends to maximize seating at the stage end of the arena. Finally, a second-level viewing platform is shown above the concourse at this side of the building with views out to the city beyond or down to the arena floor. This space can be multipurpose as both an amenity to guests of the Rockstar balcony or used for private events.

## Multipurpose Events Building

A multipurpose events/ballroom building is shown to the northeast side of the arena with a link to the main concourse. This building can operate completely standalone from the existing Ford Wyoming Center as its own events center or open to the arena to fully accommodate larger conventions and arena events that the existing building is currently inadequate for. A dividable space, the building can handle multiple smaller events concurrently to cater to a variety of needs. Using similar concepts explored in the City View Improvements, this building also takes advantage of the site for its views to the City of Casper below.

# 4.0

## SITE ANALYSIS



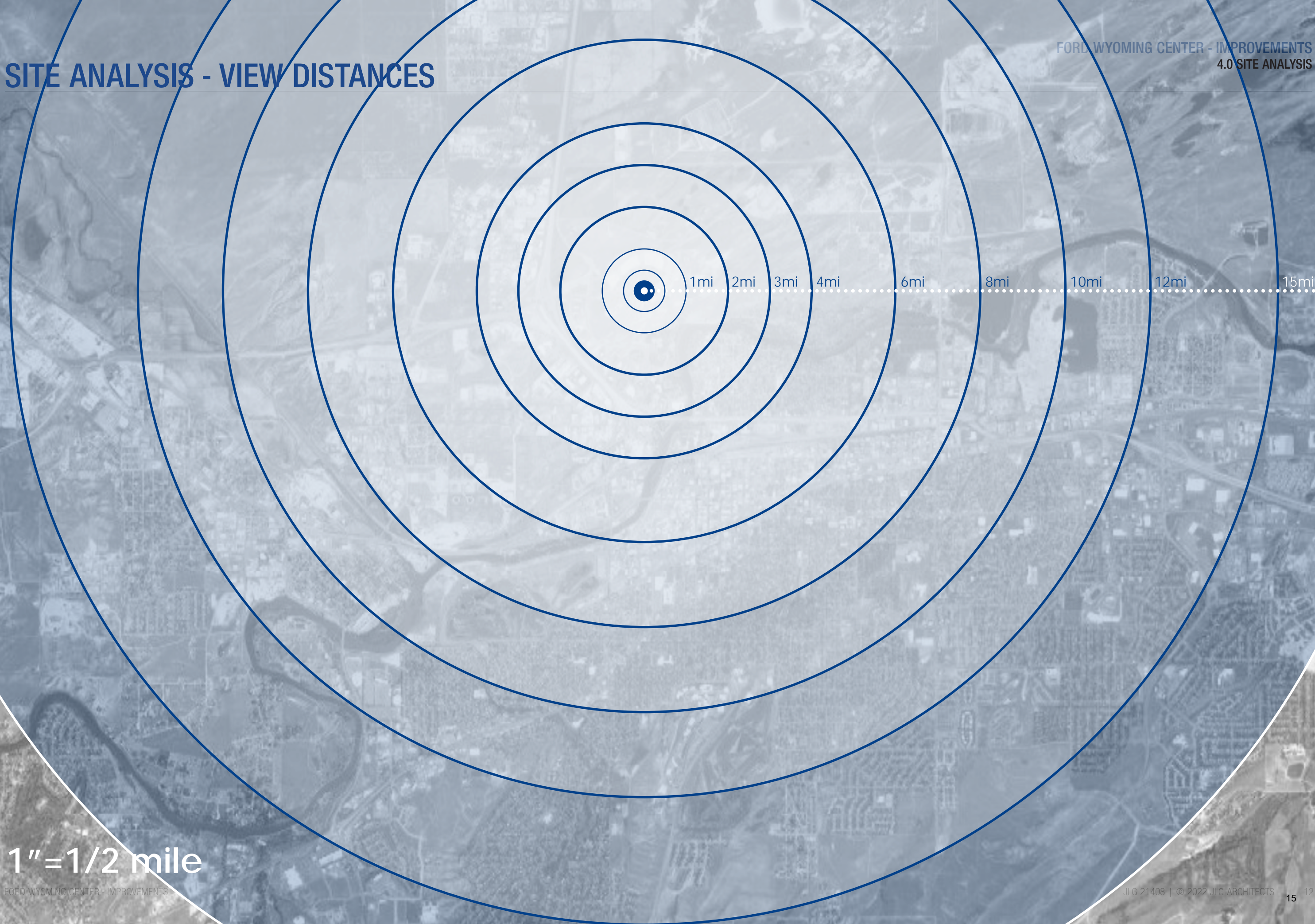


# SITE ANALYSIS - CITY VIEW

1" = 1/2 mile



# SITE ANALYSIS - VIEW DISTANCES



1" = 1/2 mile



# SITE ANALYSIS - HILLTOP VIEW



OPTIMIZED VIEW SHED

1" = 500ft



# SITE ANALYSIS - PREVAILING WINDS STUDY



1" = 500ft



# SITE PLAN - EXISTING



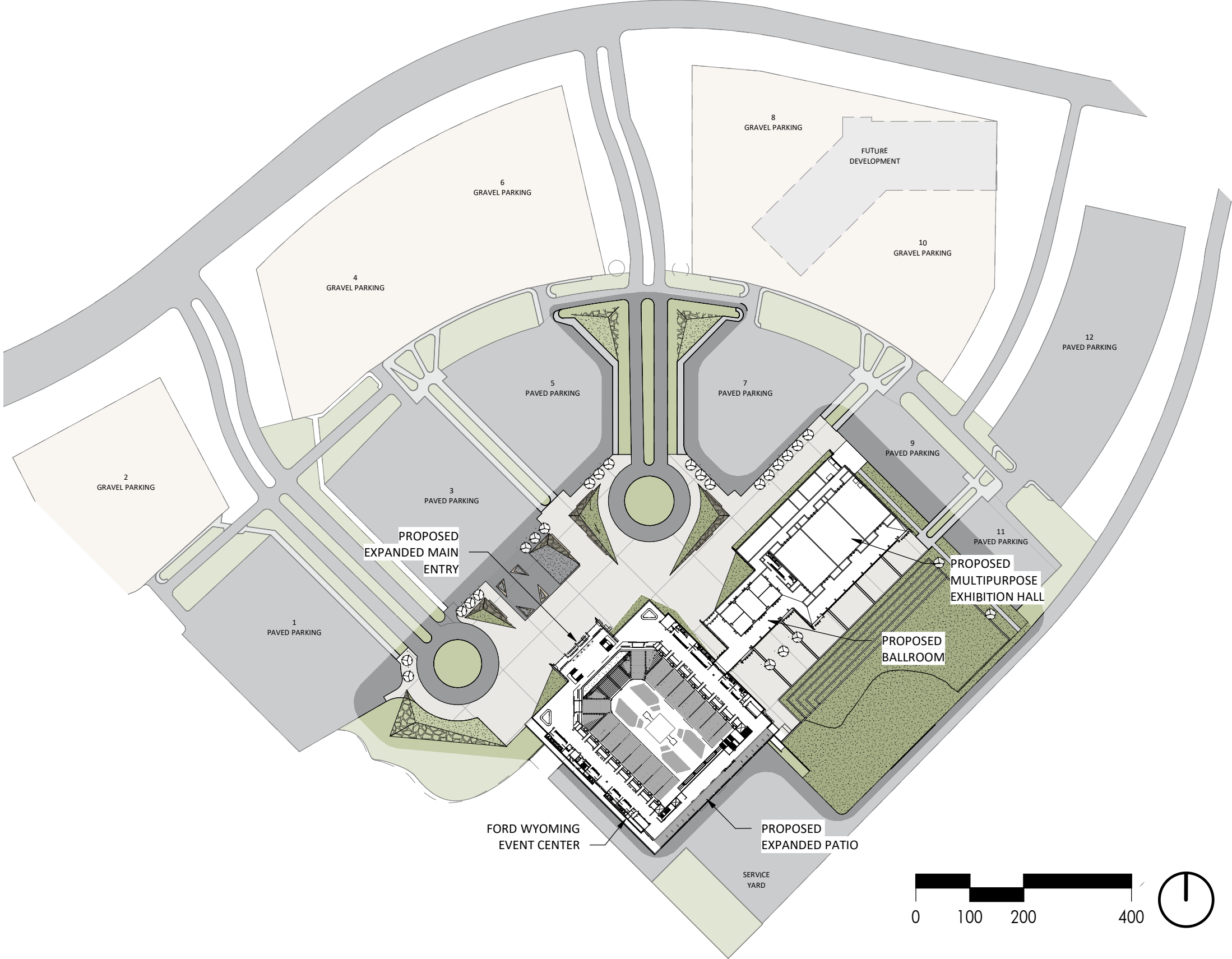


# SITE PLAN - PROPOSED

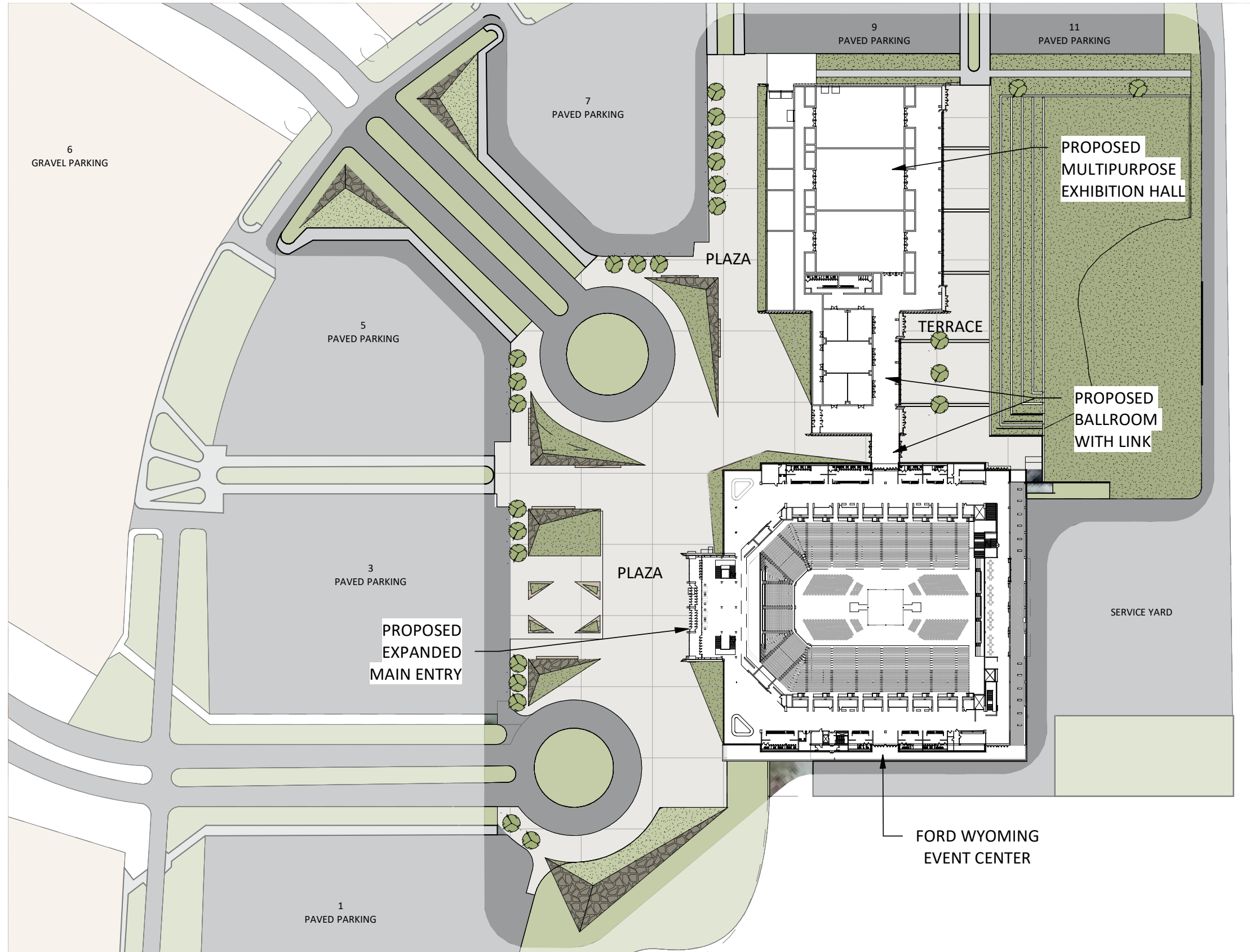
The footprint of the Ford Wyoming Center itself is being expanded at the northwest facade for the entrance addition. This will expand into existing plaza and green spaces, requiring minor civil and landscaping rework, but will not affect existing parking or vehicle circulation. Concourse improvements will not technically expand the building footprint as they are fully contained under the drip edge of the existing roof structure. This expansion will require minor site work to adjust building egress paths from the arena to the public way.

The largest site impact is the proposed multipurpose events building addition to the northeast of the existing Ford Wyoming Center. The new building footprint is entirely captured by existing green space and parking on this side of the arena. Parking and vehicle circulation will be slightly affected with needs of the new building to have a receiving area with truck accommodation. Since this is adding a significant amount of non-pervious surface to the overall site, Civil review will be necessary to account for stormwater runoff and potential capture on-site in a retention basin or other structure.

Not addressed but acknowledged in the predesign scope, is the future addition of a multipurpose courts building at the north end of the overall site in a currently unpaved parking lot. This predesign assumes that all site requirements for that building will be part of that project. It is also known that vehicular circulation on site is poor and not well-suited for exiting vehicles after a large event. It is advised that with any building improvements, a full civil/site review is included with enhancements incorporated as needed.



# SITE PLAN - ENLARGED PROPOSED PLAN



**5.0**

**STATUTORY AND CODE**



# STATUTORY AND CODE

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## Overview

It is presumed The Ford Wyoming Center was originally designed and constructed under the 1979 Uniform Building Code. Since that time, the building code has been through several evolutions with the City of Casper, currently enforcing the 2018 International Building Code with local amendments.

Any major renovation to the Ford Wyoming Center will require a comprehensive code analysis and must include improvements to provide compliance with the building codes as the overall building occupancy will be modified.

The most notable code-related change since original construction has been the adoption of the Americans with Disabilities Act of 1990. Chapter 11 of the International Building Code sets forth the scope of accessibility requirements with standards defined in the 2009 version of the ANSI A117.1 publication.

Adherence to the accessibility codes is not an option as the Supreme Court has ruled this a Civil Rights issue with Owners of public facilities such as this one being held directly liable. Minor renovations do allow a level of grandfathering given the existing nature of the building; however, a major renovation will require full compliance with current standards.

Another notable code addition since 1979 has been the widespread adoption of Energy Conservation Code. The City of Casper currently enforces the 2018 International Energy Conservation Code. This code outlines minimum requirements for thermal insulation, air leakage, duct leakage, and maximum energy rating index. All additions would be required to comply with this energy code, and it is advised to bring existing portions of the building up to current standards where feasible as the payback will be realized in long-term operating costs for heating and cooling.



# 6.0

## COST ANALYSIS

- 6.1 Budget Assumptions
- 6.2 Cost Summary



# 6.1

## BUDGET ASSUMPTIONS

### Budget Assumptions

To assist in the planning for future enhancements to the Ford Wyoming Center an estimate of probable cost has been provided. This raw cost estimates are based upon the scope of the conceptual predesign outlined in section 8 and do not include other deferred maintenance items for the existing building and grounds.

The estimate has been broken out into the four main scope areas to show a la carte pricing should the project be constructed in phases. Each main area of work does have unique challenges that greatly affect the price per square foot and while design aesthetics and/or level of finish do impact cost, these values are based on market competitive venues in the Mountain West and Midwest regions of the country.

Values for site work are only for work related to the four main scope areas, with the majority being that of the Multipurpose Events building. Reworking of parking lots, vehicular or pedestrian circulation, and other site infrastructure is not included.

Several allowances have also been included for other known project costs. First being deferred maintenance for the Ford Wyoming Center. It is known there are issues related to the age and condition of the building. A 15% contingency has been included to cover the most dire of those items. In addition, a standard construction contingency of 15% has been added to cover unknowns due to the conceptual nature of this predesign. As the design is firmed up risk is reduced, and this value can be reduced. Finally, an escalation factor to account for 2024 construction has been included. It is known that with design and procurement a realistic construction start is 2024 or later so this accounts for that inflation.

Actual costs will vary based on multiple factors including final design scope, market conditions, project schedule, material procurement, amongst others. These values are not hard prices prepared by a Contractor and should only be used for high level planning. It is recommended that cost estimates be updated by a Contractor or other professional at in future design phases.



## BUDGET ASSUMPTIONS

### CONSTRUCTION COSTS

Construction	Cost/SF	Area (SF)	
Main Entrance and Premium Seating Addition	\$1,200	17,500	\$21,000,000
Concourse Improvements	\$450	13,000	\$5,850,000
City View Improvements	\$450	15,000	\$6,750,000
Multipurpose Events Building	\$550	67,104	\$36,907,200
		<b>SUBTOTAL</b>	<b>\$70,507,200</b>

Site		
Misc Site Improvements		\$600,000
Deferred Maintenance	15%	\$10,666,080
Contingency	15%	\$10,666,081
Escalation Fall 2024 Start	15%	\$10,666,081
		<b>SUBTOTAL</b>
		<b>\$31,998,242</b>

<b>TOTAL CONSTRUCTION COSTS</b>	<b>\$103,105,447</b>
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### SOFT COSTS (OWNER)

Professional Fees	\$0
Reimbursable Expenses	\$0
Owner Fees	\$0
Furniture, fixtures and equipment (FFE)	\$0
Technology Security and Equipment	\$0
Site Survey	\$0
Geotechnical Report	\$0
Hazardous Material Abatement	\$0
Temporary Heat	\$0
Special Inspections and Testing	\$0
Permits	\$0
Tapping Fee	\$0
Legal, Admin or Miscellaneous Cost	\$0
Moving Cost	\$0

\*All softcosts are estimated at 20%

<b>TOTAL SOFT COSTS</b>	<b>\$20,621,089</b>
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### TOTAL PROJECT COST

<b>TOTAL PROJECT COST</b>	<b>\$123,726,536</b>
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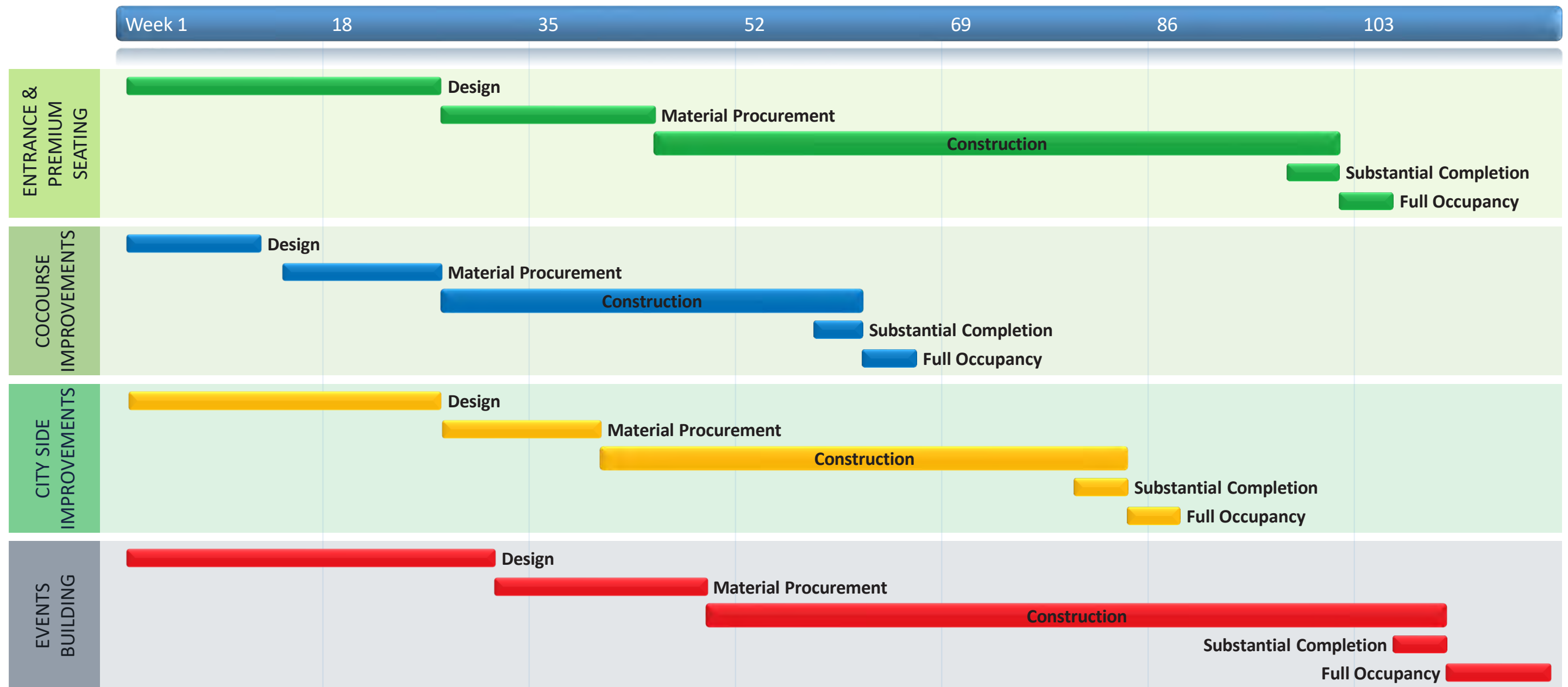
# 7.0

## ESTIMATED PROJECT SCHEDULE





# ESTIMATED PROJECT SCHEDULE



\*\*DISCLAIMER: This is an estimate schedule only based on JLG Architects' experience with projects of similar scope. Actual construction durations should be fully vetted by a construction professional taking into account local variables before any definitive plans are made that are schedule dependent.

# 8.0

## DESIGN & NARRATIVES

- 8.1 Main Entrance and Premium Seating Improvements
- 8.2 Concourse Improvements
- 8.3 City Side Improvements
- 8.4 Multipurpose Events Building Addition

# 8.1

## MAIN ENTRANCE AND PREMIUM SEATING IMPROVEMENTS

### Main Entrance and Premium Seating Addition (Scope 1)

For the past 40 years, the Ford Wyoming Center has been an icon of the Casper landscape. Unfortunately, to an outsider who hasn't lived in the community, the building looks nearly identical on each of its four sides. The entry side is defined only through physical signage and site layout. To create a more welcoming and identifiable front door, a prominent main entrance addition is proposed. More than just a storefront, this addition is an architectural element that draws on the classic design everyone is familiar with but elevates the overall building image into the 21st-century.

This entry will create a large circulation space that can provide ample space for event admission functions while allowing the guests to get out of the harsh Wyoming winter weather. Doubly, the lobby is a pre-function space for events of all kinds where crowds can gather before dispersing throughout the larger arena.

Tied to the entrance addition, a concourse-level viewing platform is proposed at the end bowl just beyond the entry. Extending over several rows of existing seating, this platform creates a standing room area section with views to the arena floor. Being completely open to the entry, this engages the event with the concourse that is a standard of modern arenas. Guests today expect to engage with the event even when outside their seat, and this openness provides that ability.

Above the standing platform, a true premium level is proposed. This is an upper-level club for the premium ticket holder. Overlooking the event floor, the end bowl seating is open club and flanked on each side with two (four total) private guest suites. Backing the premium seating are support spaces for the premium guest including lounge, concessions, and restrooms. Access is via private stairs and elevator from the entrance lobby so the premium guest can be completely segregated from the standard ticket holder.

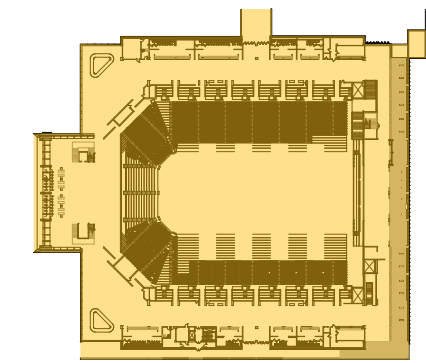
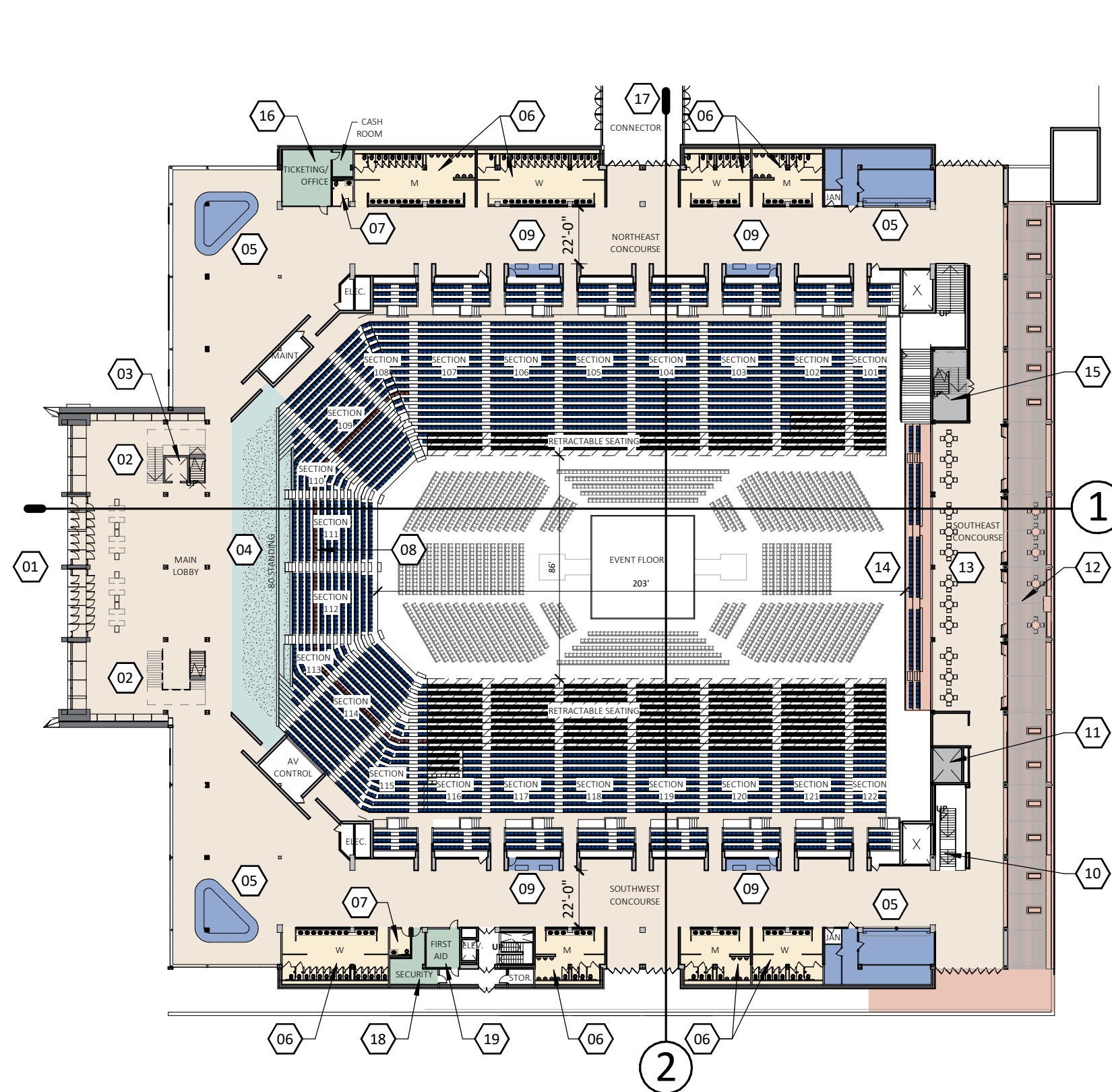


# EXTERIOR MAIN ENTRY AT FORD WYOMING CENTER





# CONCOURSE AND LOWER BOWL SEATING IMPROVEMENTS



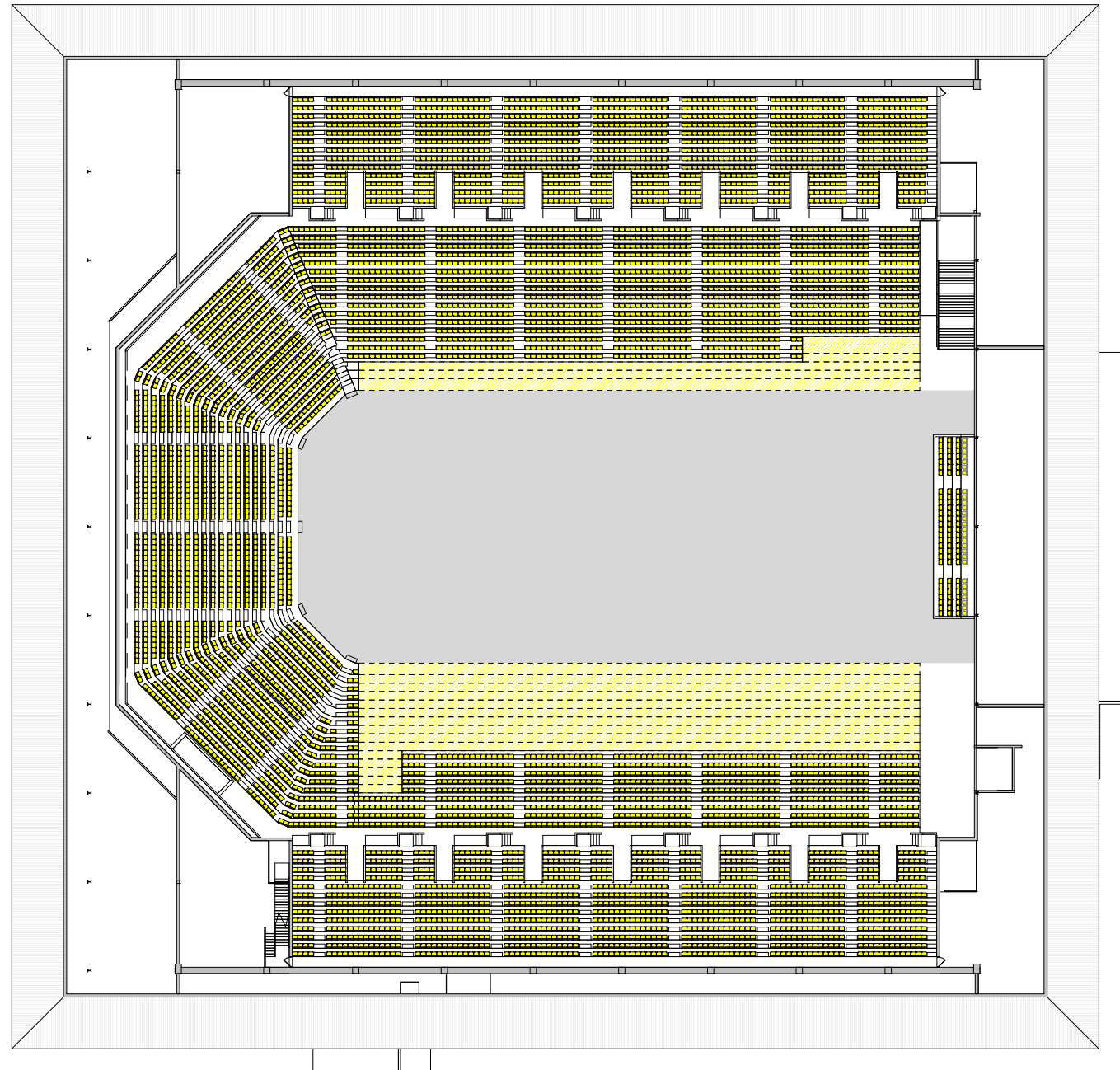
KEY PLAN

## CONCOURSE LEVEL FLOOR PLAN KEYNOTES

- 01 NEW MAIN ENTRANCE AND LOBBY
- 02 STAIRS TO NEW PREMIUM CLUB LEVEL
- 03 NEW PASSANGER ELEVATOR
- 04 PROPOSED STANDING PLATFORM AND TERRACED ROW [TERRACED ROW TO BE USED FOR STANDING SPACES]
- 05 PROVIDE NEW CONCESSIONS AREA
- 06 EXPANDED TOILET ROOMS
- 07 PROVIDE FAMILY TOILET ROOM
- 08 DRINK RAIL REMOVED AND SATIDA SEATING ADDED
- 09 PROVIDE NEW CART CONCESSIONS AREA
- 10 EXISTING STAIRS TO LOWER LEVEL EVENT AND MEETING SPACES
- 11 FREIGHT ELEVATOR CONVERETED TO PASSENGER ELEVATOR
- 12 EXPANDED OUTDOOR CITY VIEW DECK
- 13 EXPANDED CONCOURSE HIGH-TOP SEATING
- 14 EXPANDED ROCKSTAR LOUNGE
- 15 PROPOSED STAIRS TO CITY VIEW CLUB LEVEL
- 16 PROVIDE NEW TICKETING OFFICE AND CASH ROOM
- 17 PROVIDE NEW CONNECTION TO MULTIPURPOSE EVENTS BUILDING
- 18 PROVIDE NEW SECURITY OFFICE
- 19 PROVIDE NEW FIRST AID



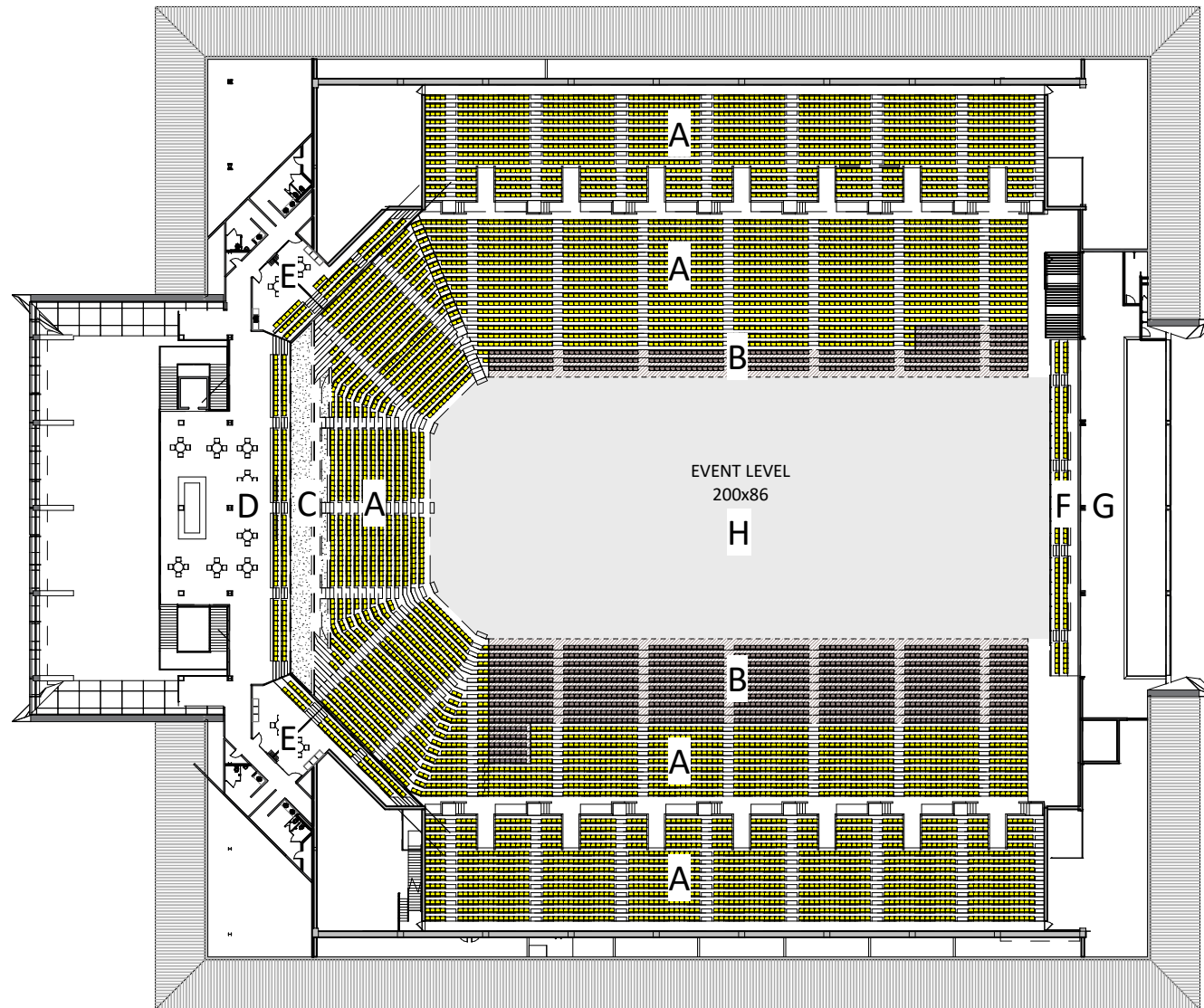
# SEATING BOWL - EXISTING SEATING COUNT



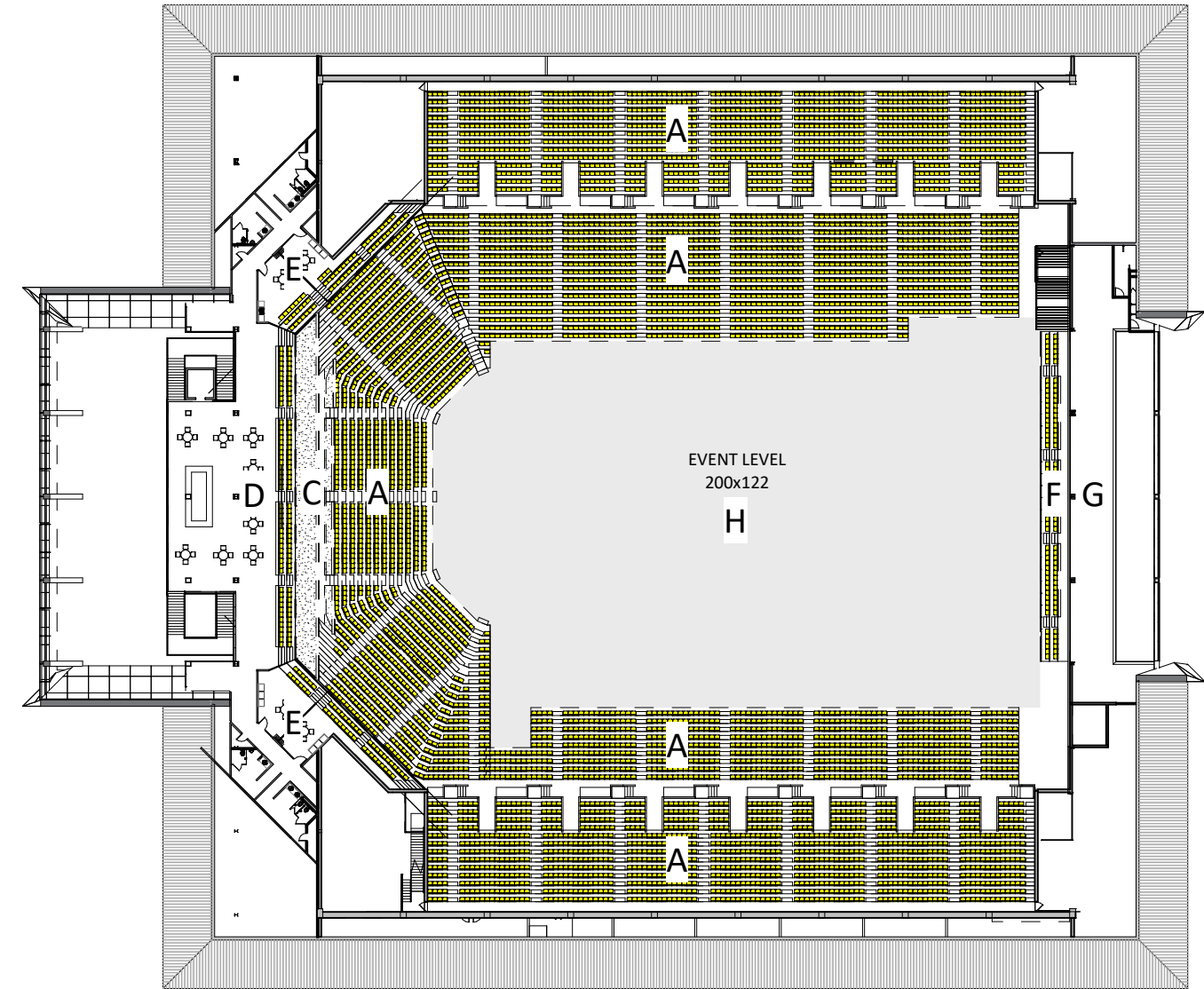
SEATING COUNT - EXISTING - FULL	
SEATING AREA	SEAT COUNT
Bowl	±6199
Retractable	±1655
Premium	±89
Rockstar Lounge	±112
Floor [Moveable Bleachers]	±448
<b>Grand Total</b>	<b>±8503</b>

# CONCOURSE, LOWER AND UPPER BOWL SEATING PLANS

RODEO SEATING



CONVENTION SEATING



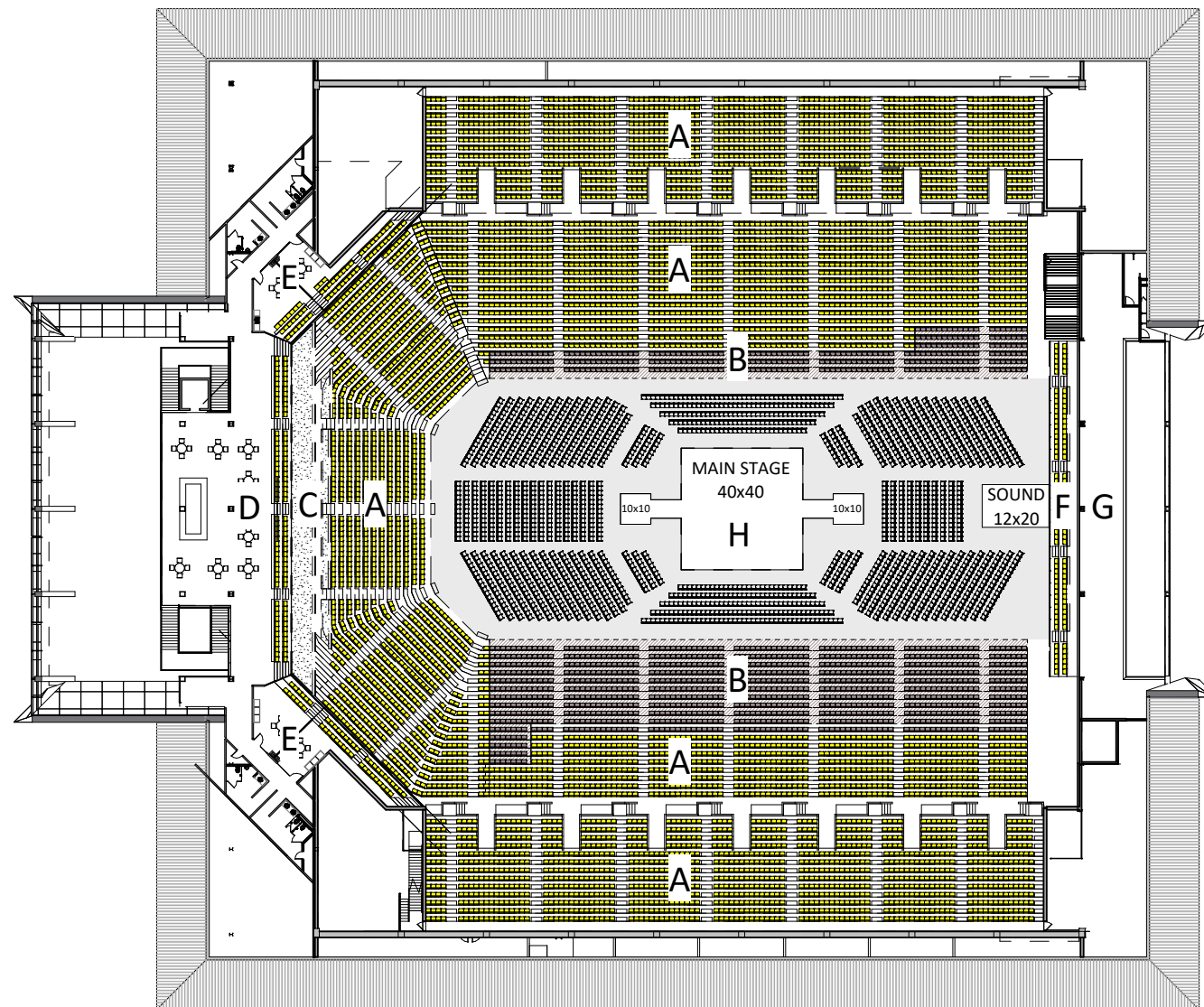
SEATING COUNT - RODEO - FULL		
	SEATING AREA	SEAT COUNT
A	Bowl	±6085
B	Retractable Bowl	±1210
C	Bowl Loge/ Standing	±25
D	Club	±156
E	Club Suite	±124
F	Rockstar Lounge	±162
G	City Side Mezzanine	±48
H	Floor	0
<b>Grand Total</b>		<b>±7810</b>

SEATING COUNT - CONVENTION - FULL		
	SEATING AREA	SEAT COUNT
A	Bowl	±6085
B	Retractable Bowl	±0
C	Bowl Loge/ Standing	±25
D	Club	±156
E	Club Suite	±124
F	Rockstar Lounge	±162
G	City Side Mezzanine	±48
H	Floor	0
<b>Grand Total</b>		<b>±6600</b>

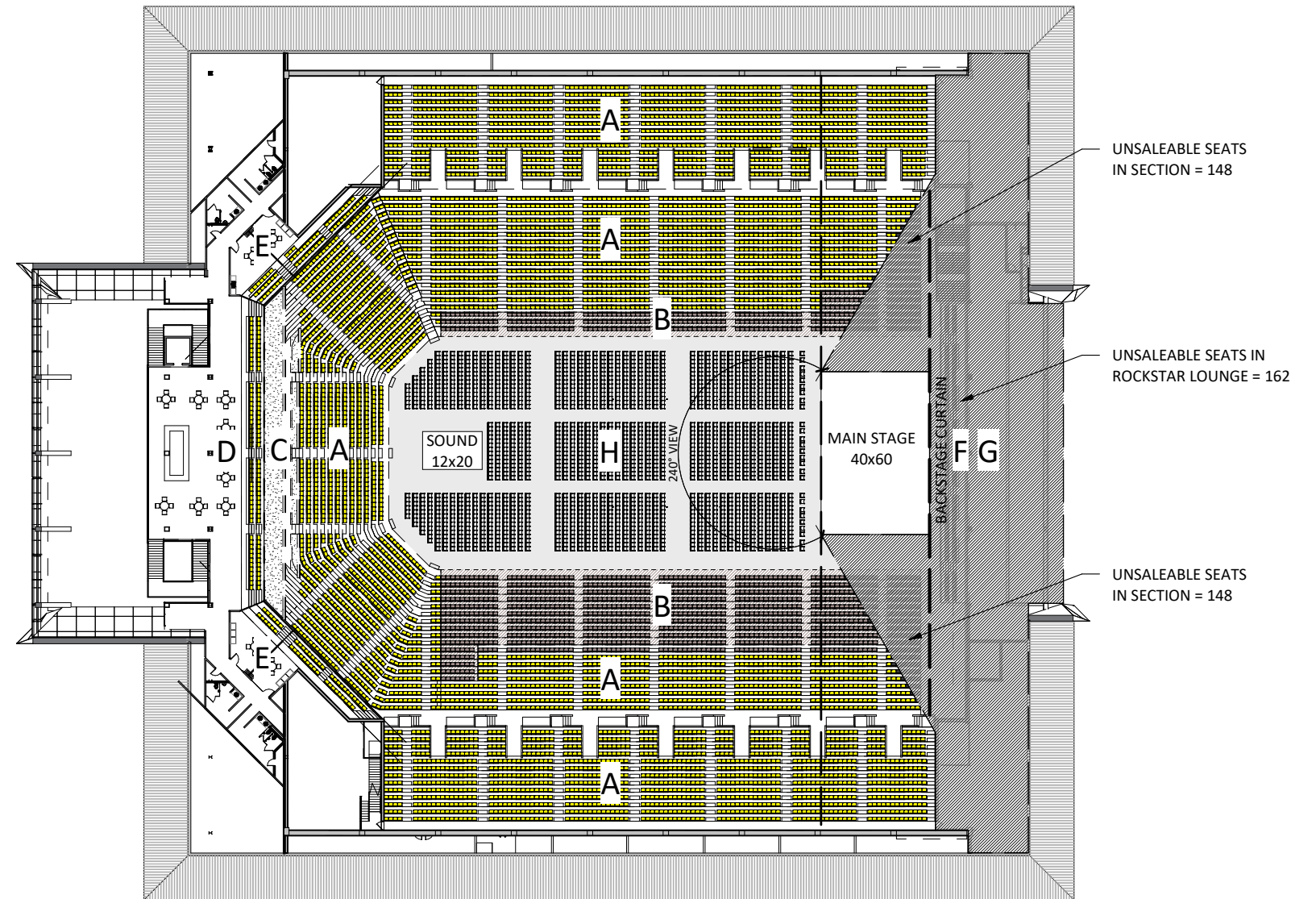


# CONCOURSE, LOWER AND UPPER BOWL SEATING PLANS

CENTER STAGE SEATING



END STAGE SEATING

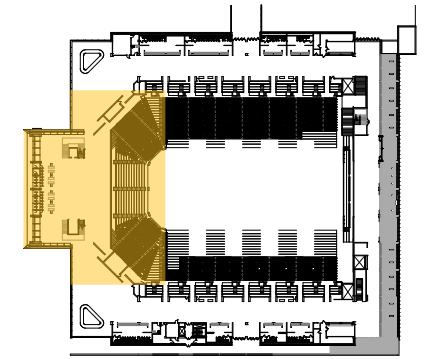
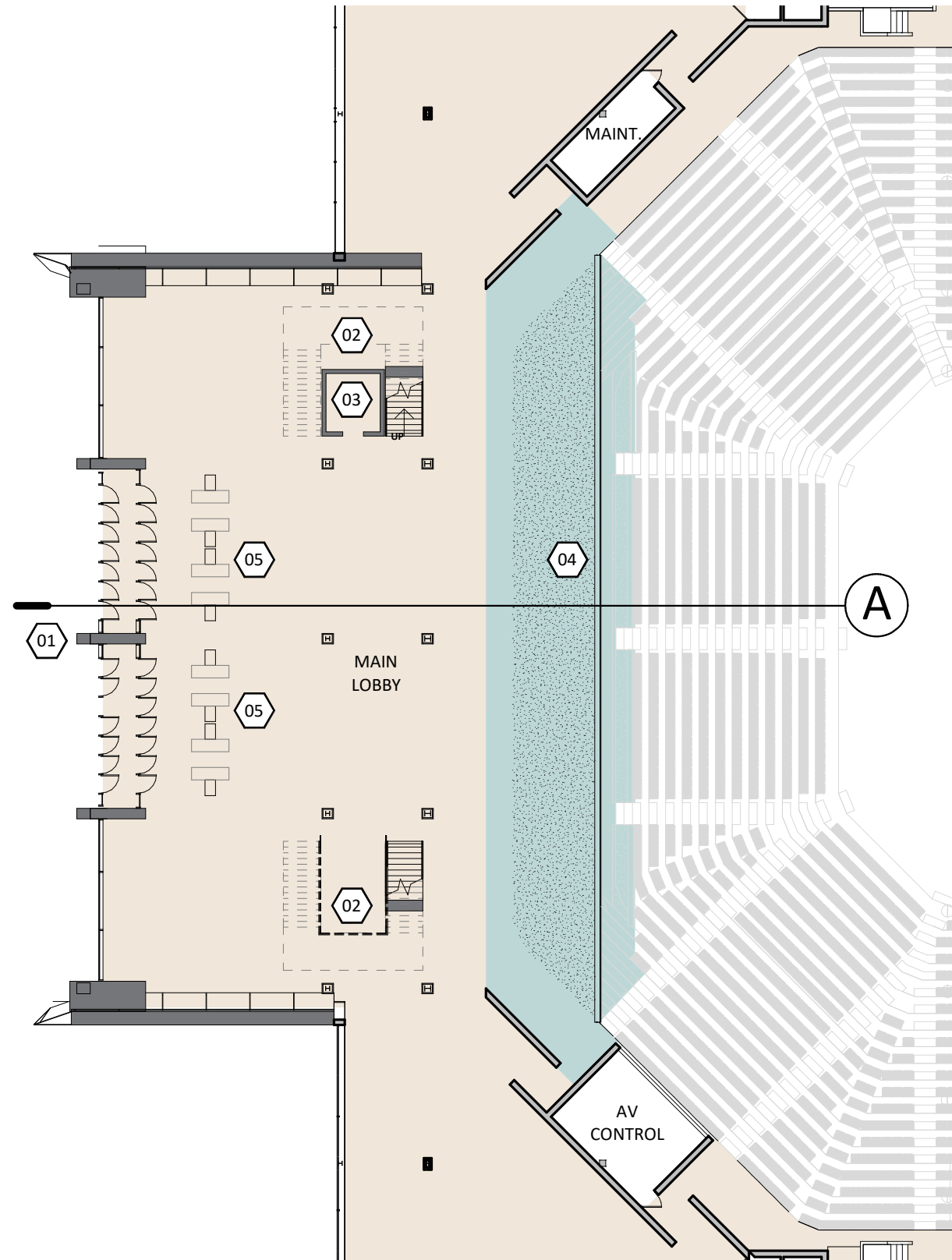


SEATING COUNT - CENTER STAGE - FULL		
	SEATING AREA	SEAT COUNT
A	Bowl	±6085
B	Retractable Bowl	±1210
C	Bowl Loge/ Standing	±25
D	Club	±156
E	Club Suite	±124
F	Rockstar Lounge	±162
G	City Side Mezzanine	±48
H	Floor	±1825
<b>Grand Total</b>		<b>±9635</b>

SEATING COUNT - END STAGE - FULL		
	SEATING AREA	SEAT COUNT
A	Bowl	±6016
B	Retractable Bowl	±979
C	Bowl Loge/ Standing	±25
D	Club	±156
E	Club Suite	±124
F	Rockstar Lounge	0
G	City Side Mezzanine	0
H	Floor	±1765
<b>Grand Total</b>		<b>±9065</b>



# ENTRANCE ADDITION AND STANDING PLATFORM - ENLARGED PLAN



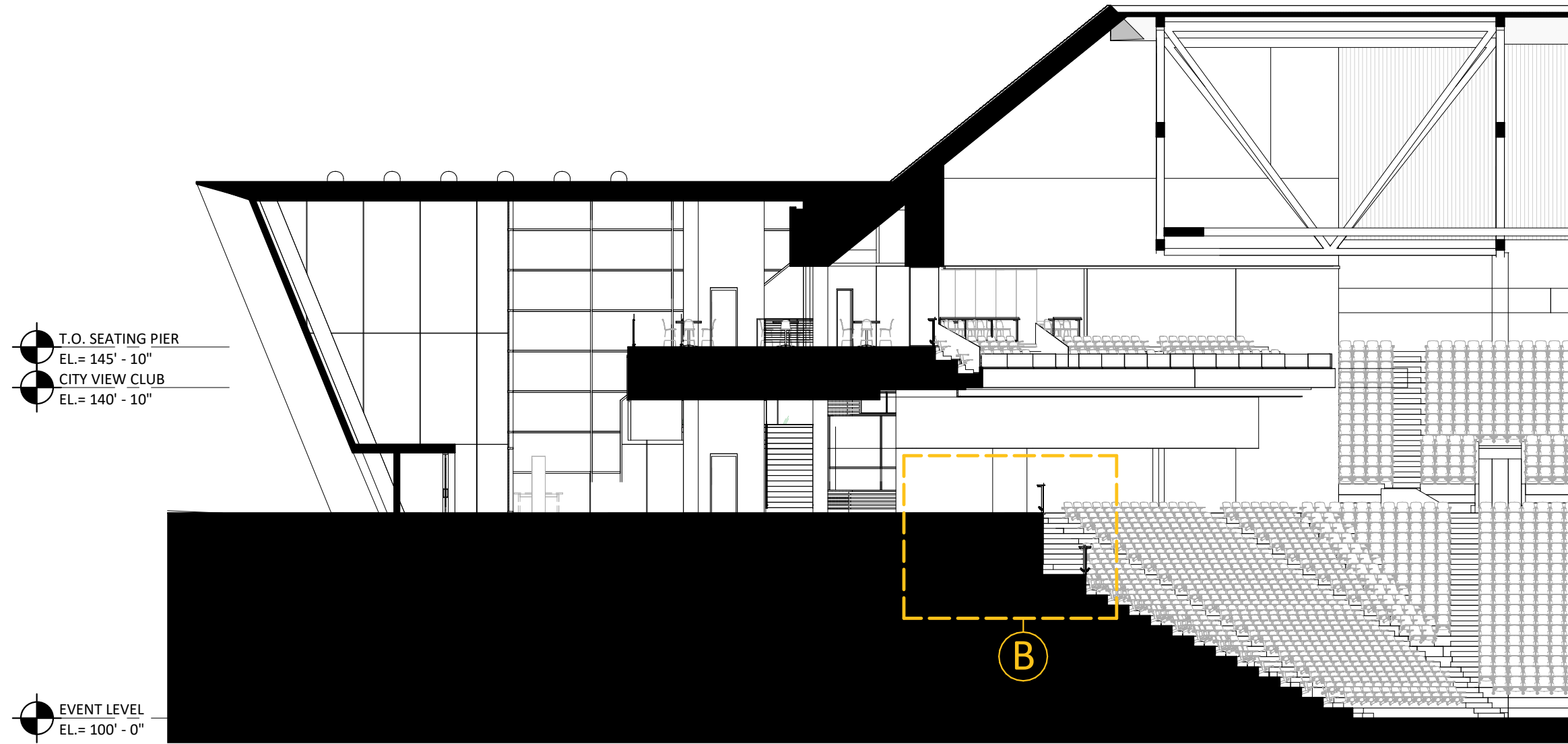
KEY PLAN

## MAIN ENTRY AND LOBBY FLOOR PLAN KEYNOTES

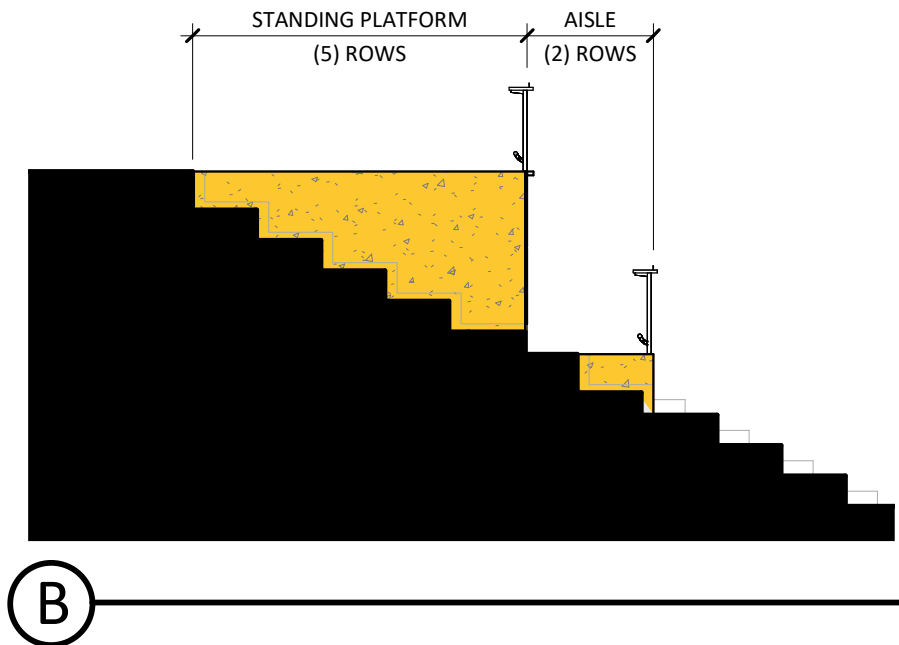
- 01 NEW MAIN ENTRANCE AND LOBBY
- 02 STAIRS TO NEW PREMIUM CLUB LEVEL
- 03 NEW PASSANGER ELEVATOR
- 04 PROPOSED STANDING PLATFORM AND TERRACED ROW [TERRACED ROW TO BE USED FOR STANDING SPACES]
- 05 SECURITY AND TICKETING



# ENTRANCE, STANDING PLATFORM, AND CLUB LEVEL - BUILDING SECTION



(A) —————





# ENTRANCE LOBBY ADDITION - ILLUSTRATION #1





# ENTRANCE LOBBY ADDITION - ILLUSTRATION #2



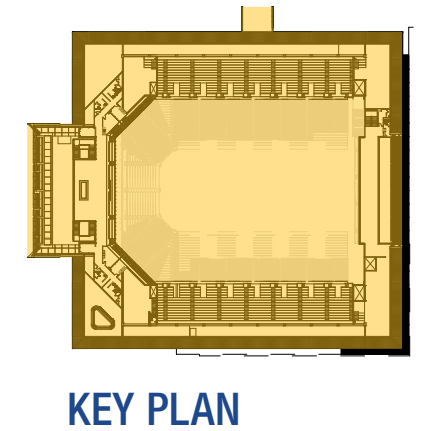
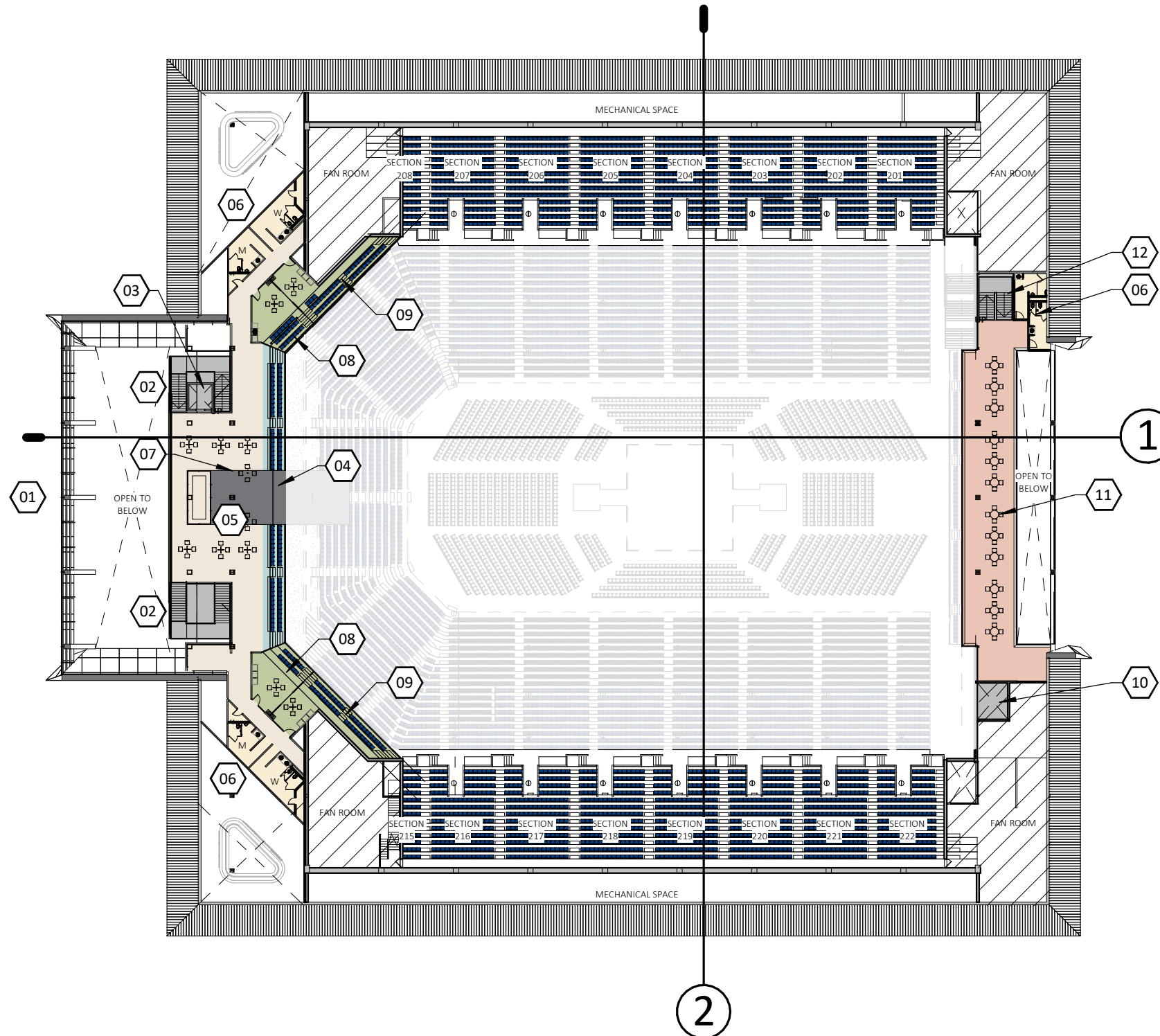


# STANDING PLATFORM - ILLUSTRATION #3





# PREMIUM CLUB LEVEL AND UPPER BOWL SEATING IMPROVEMENTS

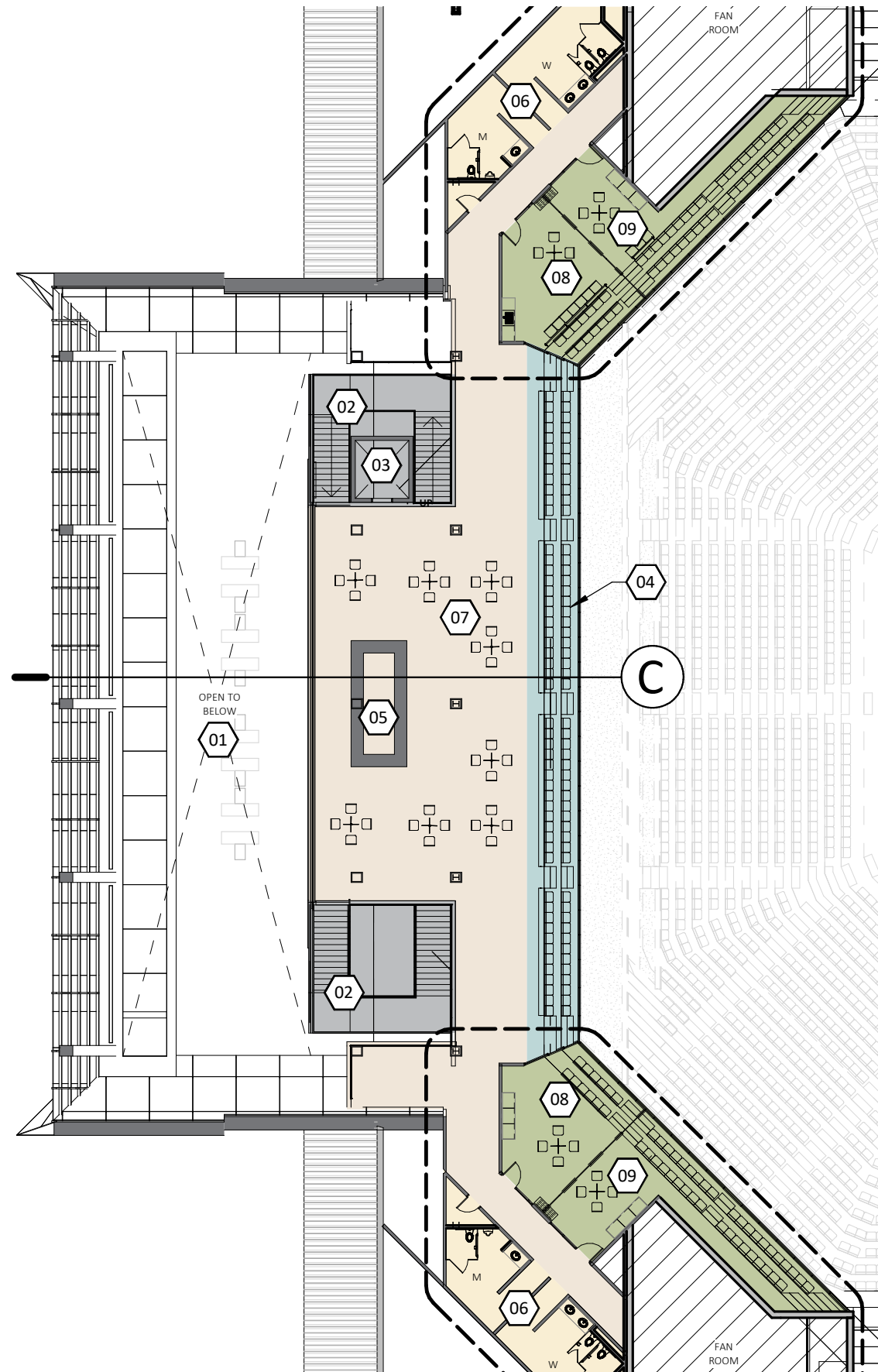


## PREMIUM CLUB LEVEL FLOOR PLAN KEYNOTES

- 01 NEW MAIN ENTRANCE AND LOBBY
- 02 STAIRS TO NEW PREMIUM CLUB LEVEL
- 03 NEW PASSANGER ELEVATOR
- 04 NEW CLUB LEVEL SEATING [156 SEATS]
- 05 PROVIDE NEW CONCESSIONS/ BAR AREA
- 06 PROVIDE NEW TOILET ROOMS
- 07 PREMIUM CLUB LEVEL HIGH-TOP SEATING
- 08 SMALL SUITE BOX [21 SEATS]
- 09 LARGE SUITE BOX [41 SEATS]
- 10 FREIGHT ELEVATOR CONVERTED TO PASSENGER ELEVATOR
- 11 EXPANDED HIGH-TOP SEATING
- 12 PROPOSED STAIRS TO CITY VIEW CLUB LEVEL

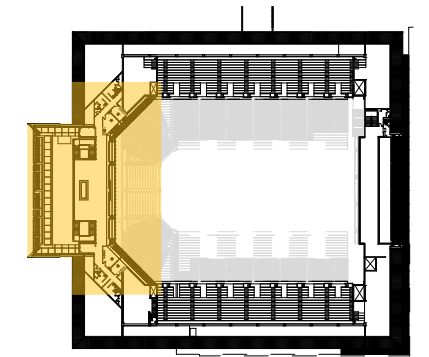


# PREMIUM CLUB SEATING LEVEL - ENLARGED FLOOR

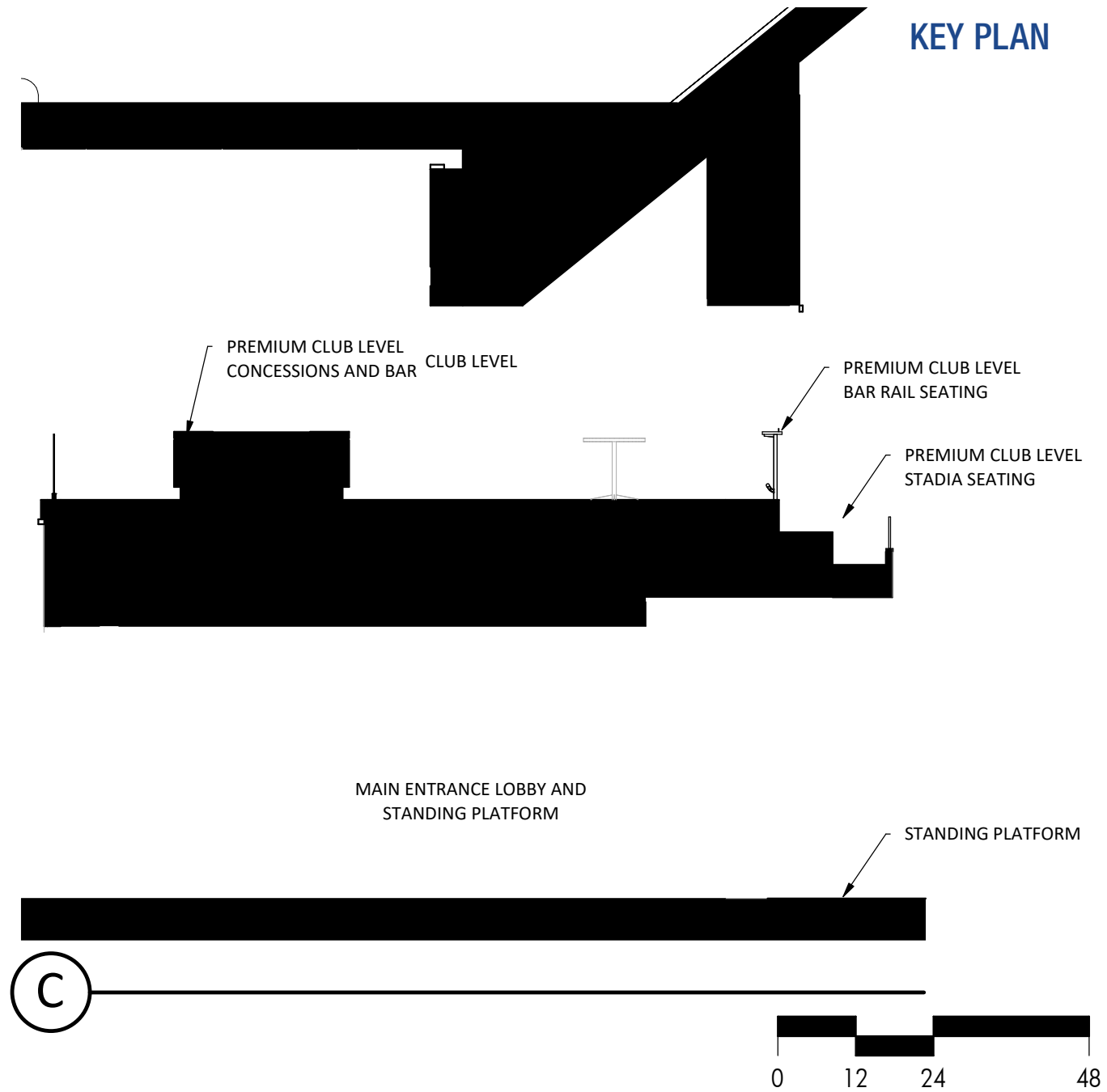


## PREMIUM CLUB LEVEL FLOOR PLAN KEYNOTES

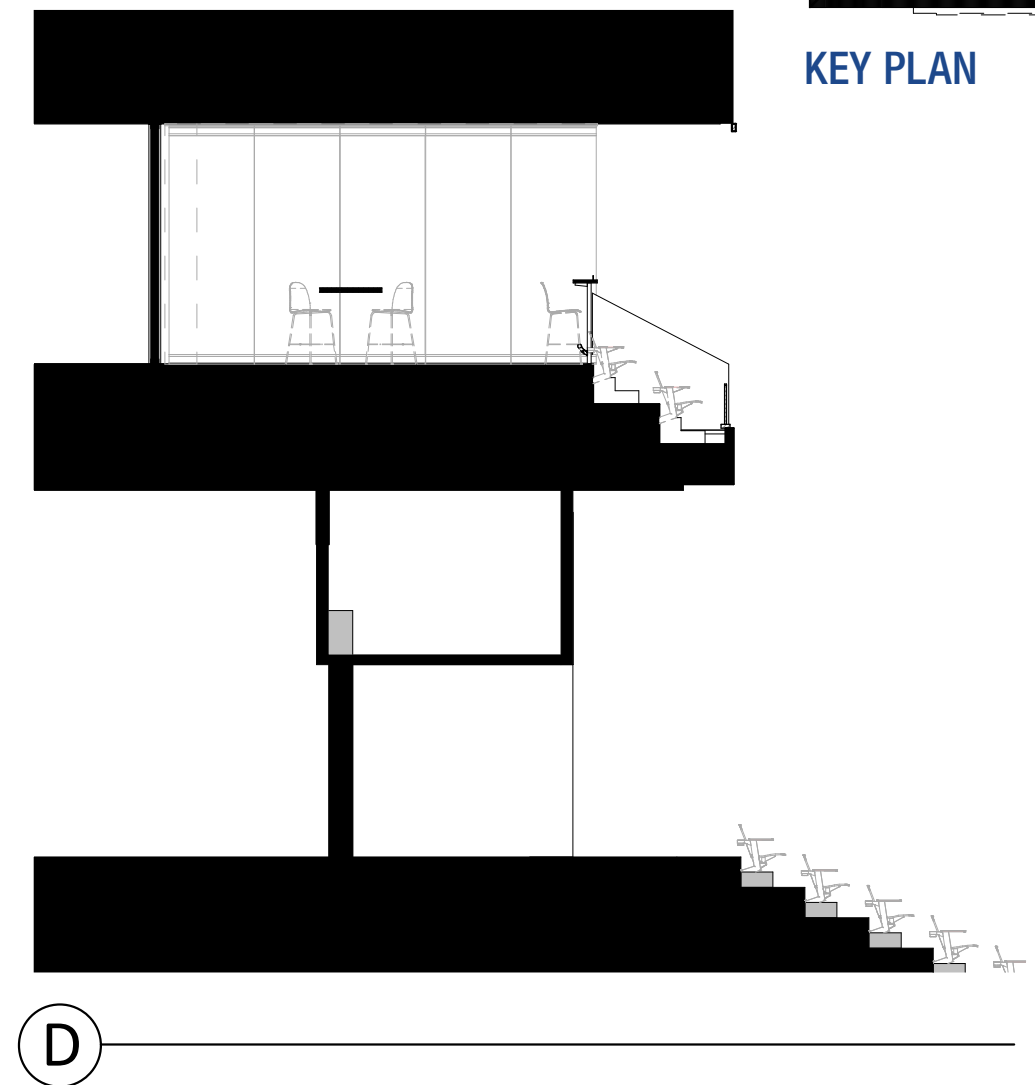
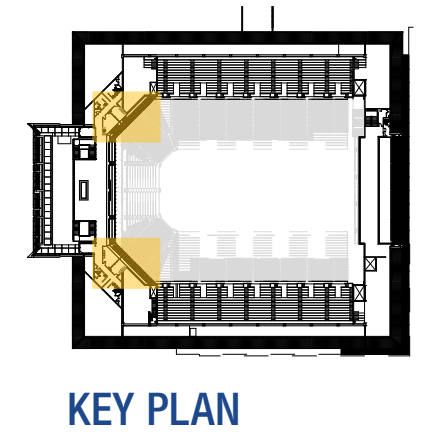
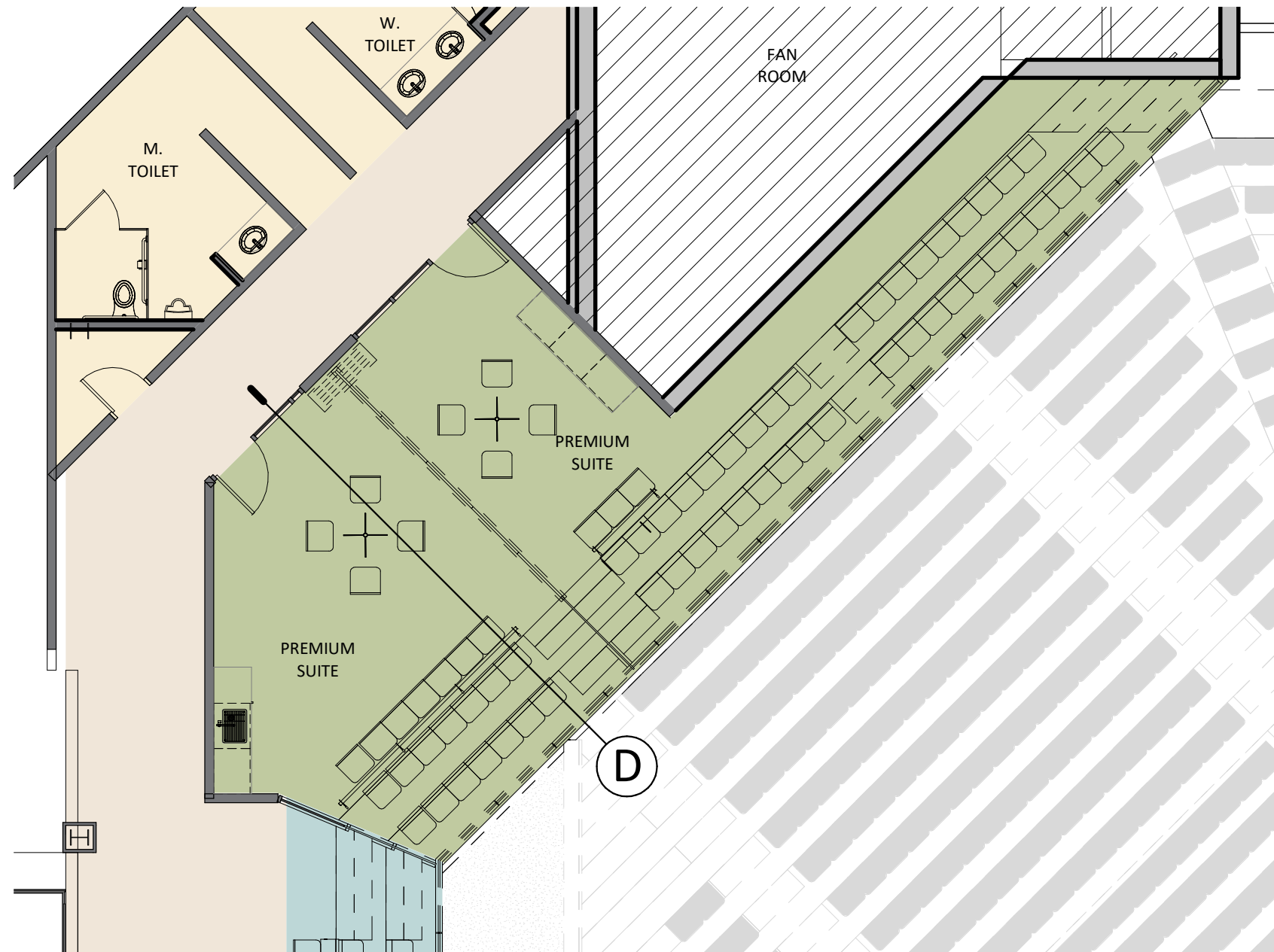
- 01 NEW MAIN ENTRANCE AND LOBBY
- 02 STAIRS TO NEW PREMIUM CLUB LEVEL
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- 06 PROVIDE NEW TOILET ROOMS
- 07 PREMIUM CLUB LEVEL HIGH-TOP SEATING
- 08 SMALL SUITE BOX [21 SEATS]
- 09 LARGE SUITE BOX [41 SEATS]



KEY PLAN



# PREMIUM CLUB LEVEL SUITES - ENLARGED PLAN





# PREMIUM CLUB LEVEL - ILLUSTRATION #1





# PREMIUM CLUB LEVEL - ILLUSTRATION #2





# PREMIUM CLUB LEVEL - ILLUSTRATION #3





# PREMIUM CLUB LEVEL SUITES - ILLUSTRATION #1





# PREMIUM CLUB LEVEL SUITES - ILLUSTRATION #2





# 8.2

## CONCOURSE IMPROVEMENTS

### Concourse Improvements (Scope 2)

The concourse is the public artery of the Ford Wyoming Center, guiding guests from to their seating sections and providing access to services. Modern arenas have expanded the use of this space beyond the utilitarian. The concourse can be a gathering space, provide breakout for ancillary activities, or simply be a more welcoming space for the users of the building.

To modernize and improve the main concourse level of the Ford Wyoming Center, the overall width of space needs expanding wherever possible. To accomplish this, both the existing public restrooms and the concessions are proposed to be rebuilt and expanded beyond the current footprint of this building level.

Specific to the restrooms, since the original 1982 construction plumbing codes have greatly changed, the ratios of toilet fixtures to occupants requires updating. Currently, locally adopted code for indoor arenas requires double the number of fixtures for female occupants compared to male occupants (1:75/1:120 MEN and 1:40/1:60 WOMEN). Given a 50:50 split of sex between all occupants, the women's restrooms need to be roughly double in size compared to the men's restrooms. To accomplish this, the four main public restrooms (two on northeast and two on southwest) on the concourse will be demolished and rebuilt set back from their current footprints. Expansion will extend outside the existing building envelope but remain under the drip edge of the current roof. With reconstruction, the new restrooms may be built to accommodate current ratios of fixtures to occupants and all current accessibility requirements. Additionally, new accommodations need to be added for family restrooms and gender-neutral restrooms.

Similar to the restrooms, the concessions are also proposed to be demolished and rebuilt in a new footprint that is larger and extends the outside wall beyond the current limits. Aligning with the restroom expansions, the northeast and southeast exterior facades will have equal projections, all remaining under the current roof edge for efficiency. The new concessions will be expanded in overall area which can be used to increase the cooking abilities in each of the concession areas. This can take pressure off the existing event-level kitchen and help with logistics in getting consumables into the concessions – especially during events at peak operations. Existing concessions under the stadia are proposed to be removed and instead used as kiosk locations since there is inadequate space for proper permanent concessions. Given the main, built-in concessions will be much larger, including opportunity for more point-of-sale spots, the overall concession offerings will still be vastly improved.

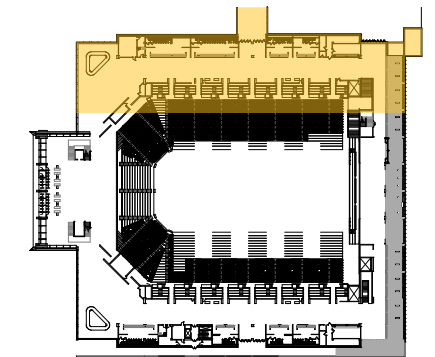
With pushing of these major service functions of the concourse out from their current locations, these areas of the concourse will widen to allow more comfort in guest circulation while allowing additional room for queuing. This wider concourse can also be used for other ancillary functions such as a convention or trade show as needed.



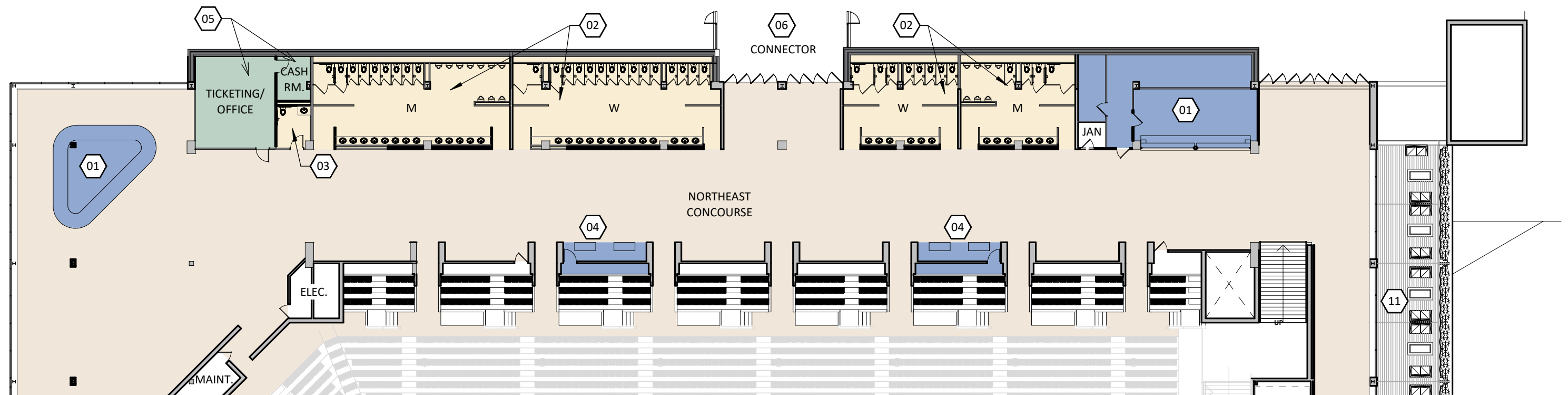
# PROPOSED NORTH CONCOURSE - FLOOR PLAN

## CONCOURSE LEVEL FLOOR PLAN KEYNOTES

- 01 PROVIDE NEW CONCESSIONS AREA
- 02 EXPANDED TOILET ROOMS
- 03 PROVIDE FAMILY TOILET ROOM
- 04 PROVIDE NEW CART CONCESSIONS AREA
- 05 PROVIDE NEW TICKETING OFFICE AND CASH ROOM
- 06 PROVIDE NEW CONNECTION MULTIPURPOSE EVENTS BUILDING
- 07 PROVIDE NEW SECURITY OFFICE
- 08 PROVIDE NEW FIRST AID
- 09 EXISTING STAIRS TO LOWER LEVEL EVENT AND MEETING SPACES
- 10 FREIGHT ELEVATOR CONVERTED TO PASSENGER ELEVATOR
- 11 EXPANDED OUTDOOR CITY VIEW DECK



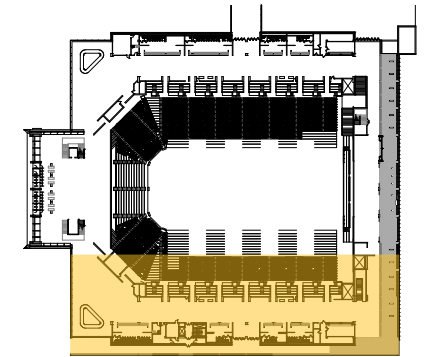
KEY PLAN



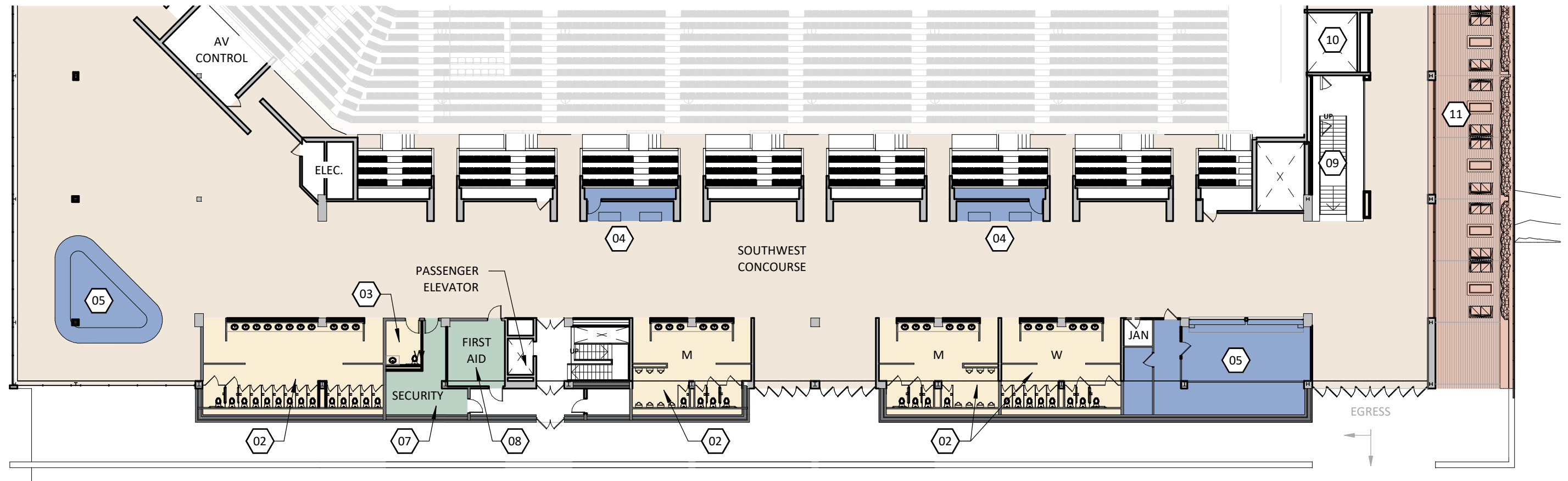
# PROPOSED SOUTH CONCOURSE - FLOOR PLAN

## CONCOURSE LEVEL FLOOR PLAN KEYNOTES

- 01 PROVIDE NEW CONCESSIONS AREA
- 02 EXPANDED TOILET ROOMS
- 03 PROVIDE FAMILY TOILET ROOM
- 04 PROVIDE NEW CART CONCESSIONS AREA
- 05 PROVIDE NEW TICKETING OFFICE AND CASH ROOM
- 06 PROVIDE NEW CONNECTION MULTIPURPOSE EVENTS BUILDING
- 07 PROVIDE NEW SECURITY OFFICE
- 08 PROVIDE NEW FIRST AID
- 09 EXISTING STAIRS TO LOWER LEVEL EVENT AND MEETING SPACES
- 10 FREIGHT ELEVATOR CONVERTED TO PASSENGER ELEVATOR
- 11 EXPANDED OUTDOOR CITY VIEW DECK

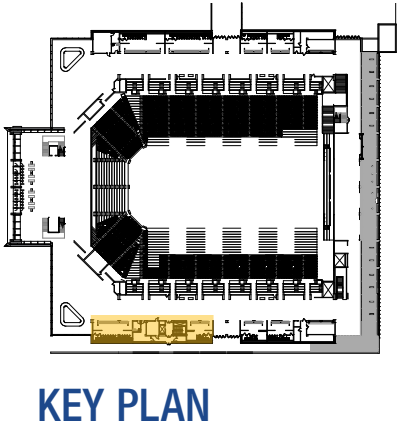
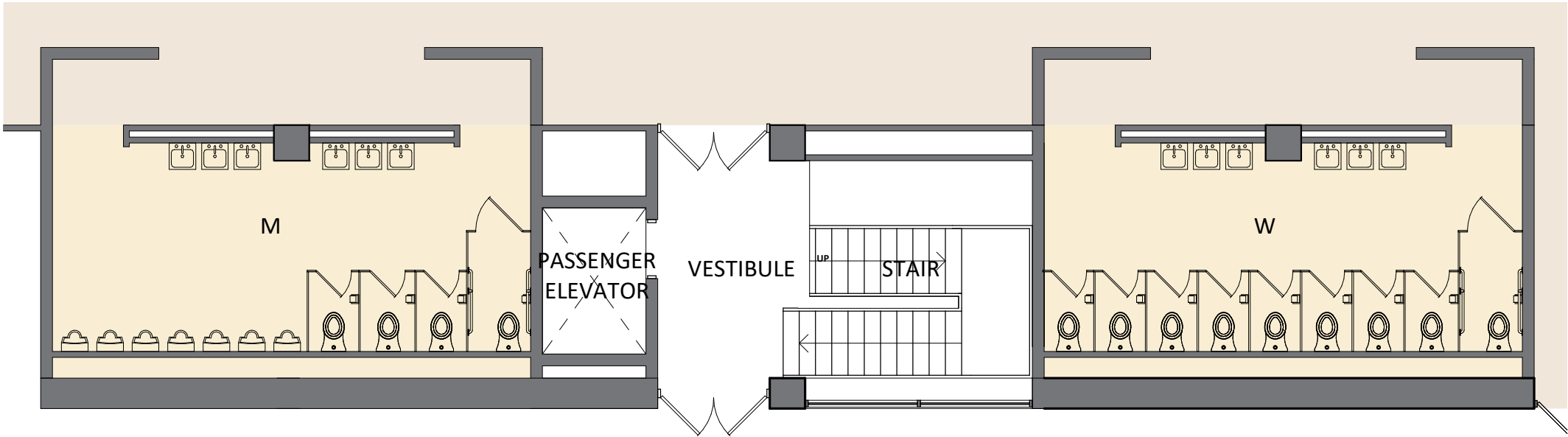


KEY PLAN

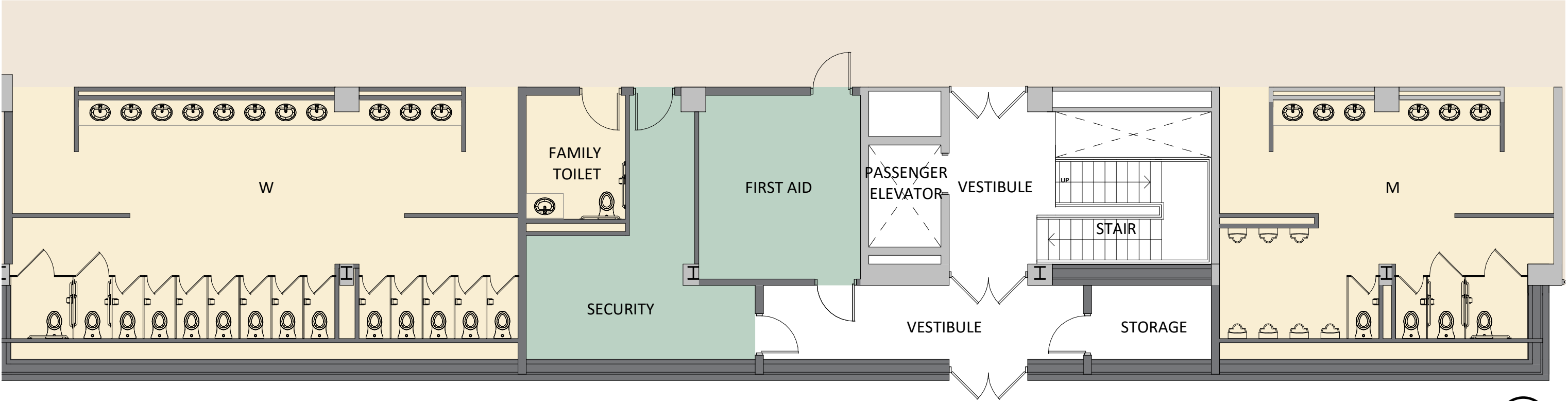




# TOILET ROOMS - EXISTING AND PROPOSED

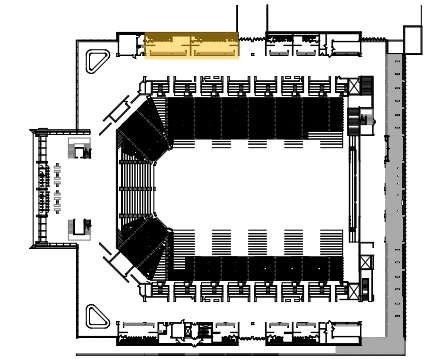
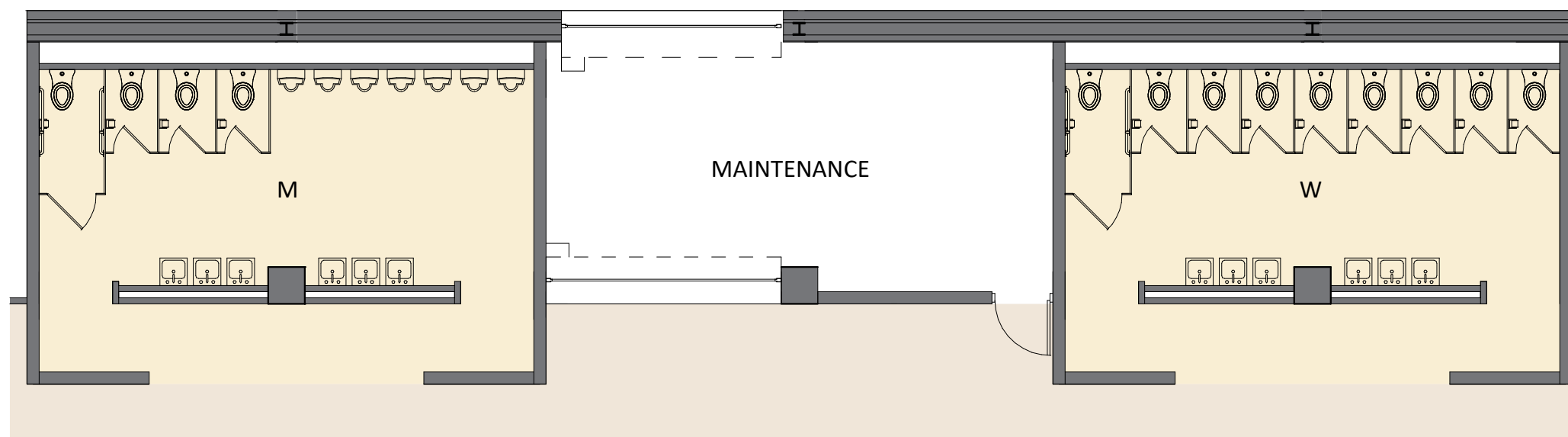


EXISTING CONCOURSE LEVEL RESTROOMS 1



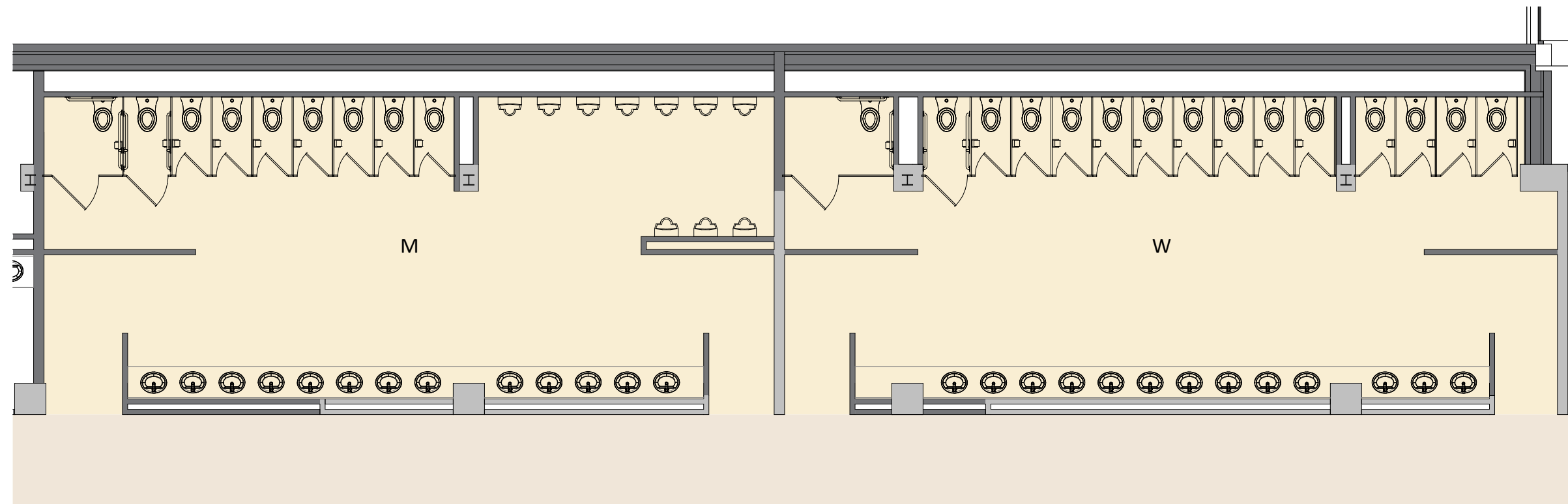
PROPOSED CONCOURSE LEVEL RESTROOMS 1

# TOILET ROOMS - EXISTING AND PROPOSED



KEY PLAN

EXISTING CONCOURSE LEVEL RESTROOMS 2

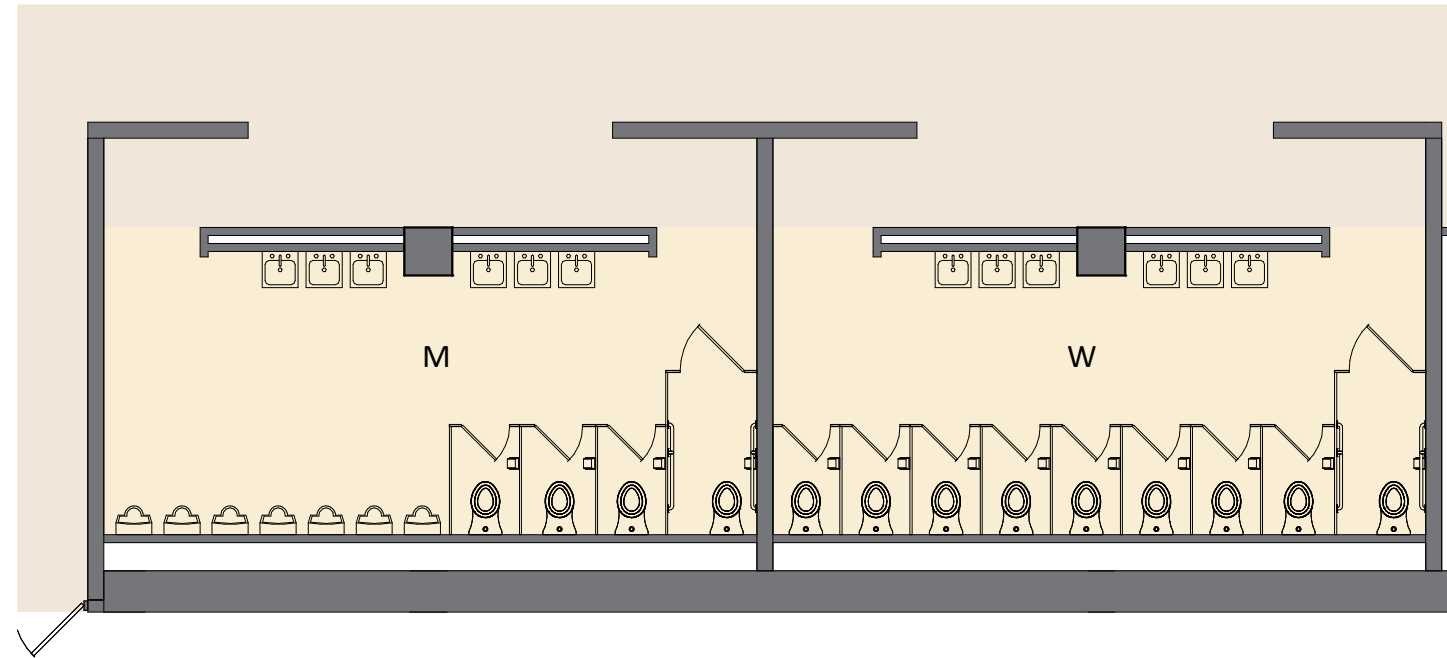


PROPOSED CONCOURSE LEVEL RESTROOMS 2

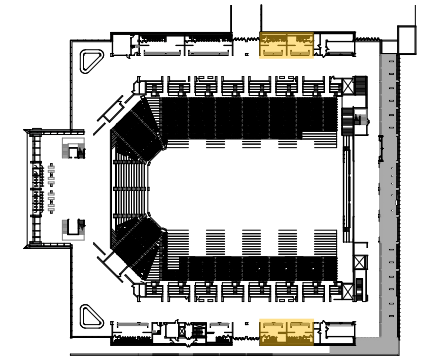




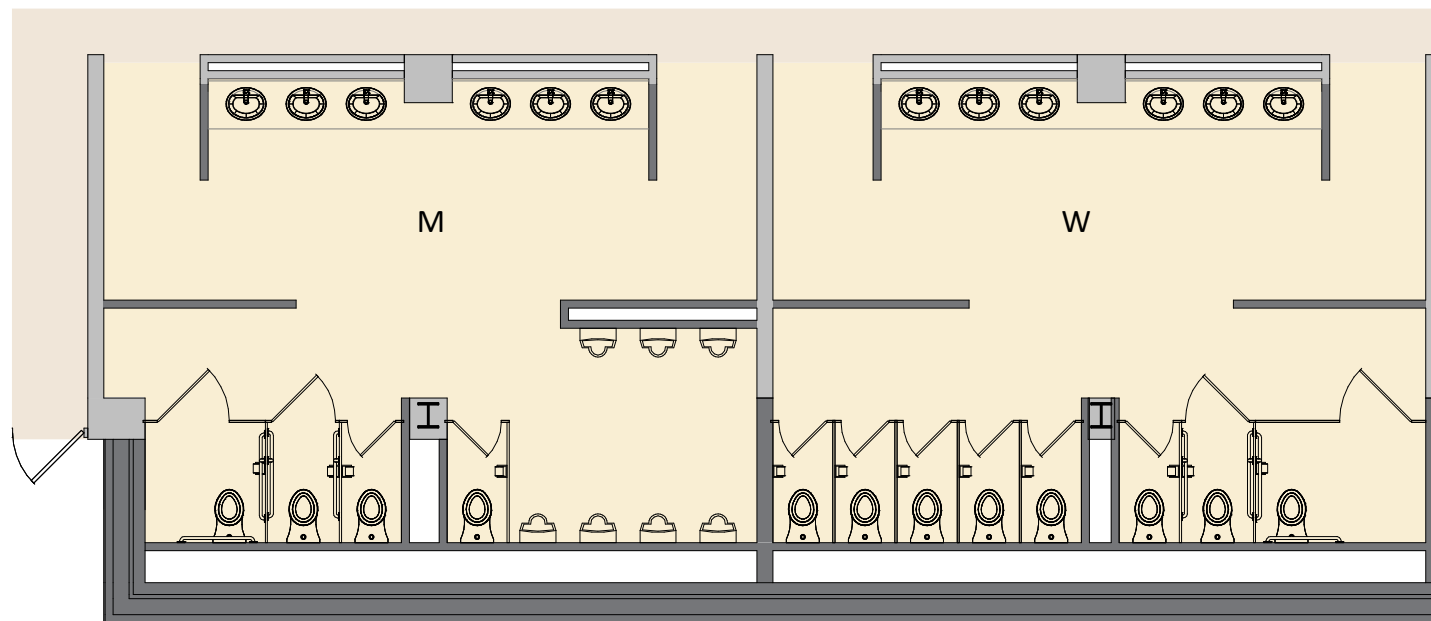
# TOILET ROOMS - EXISTING AND PROPOSED



ENLARGED EXISTING SMALL RESTROOMS



KEY PLAN



ENLARGED PROPOSED SMALL RESTROOMS

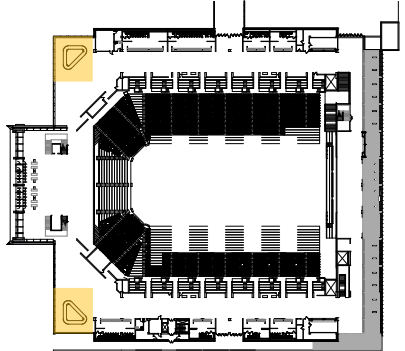


# COUNCOURSE CONCESSIONS ISLAND - ILLUSTRATION #1

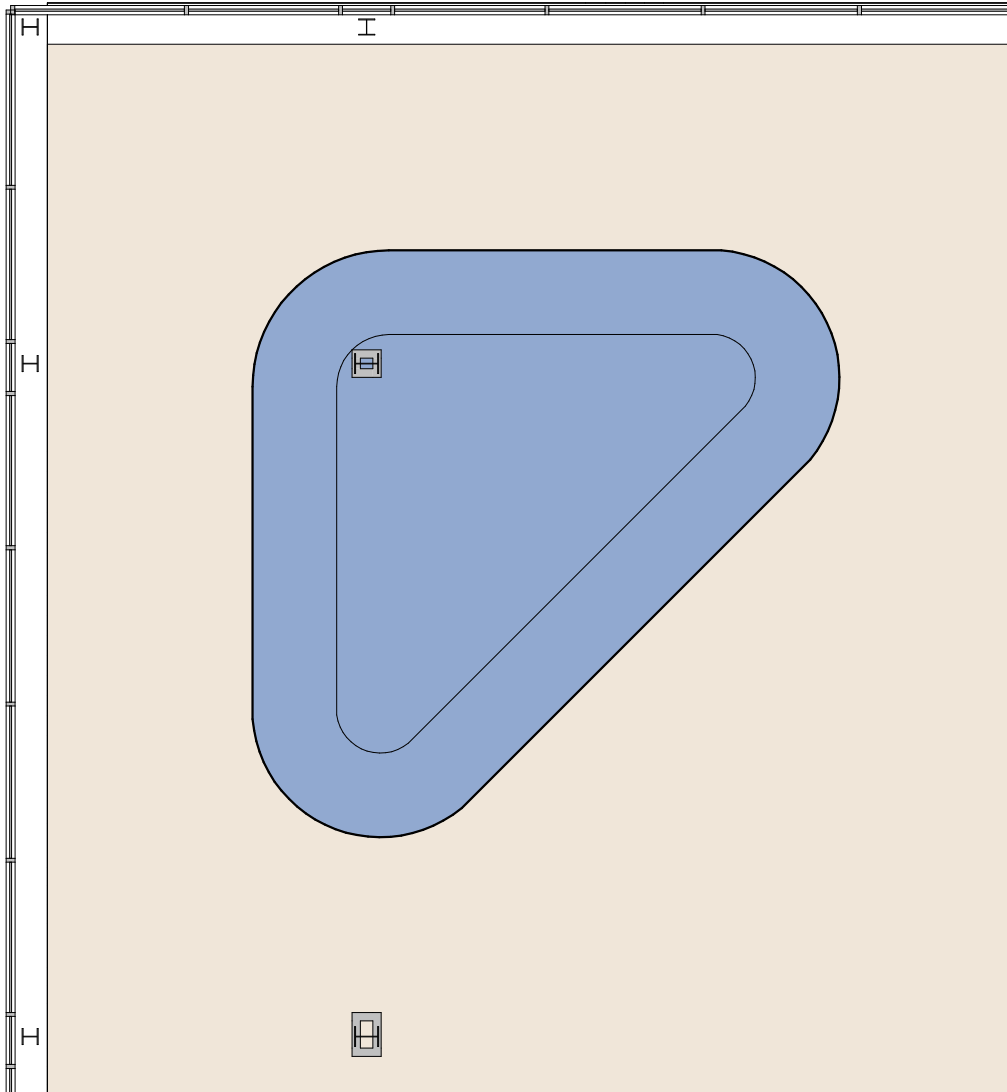




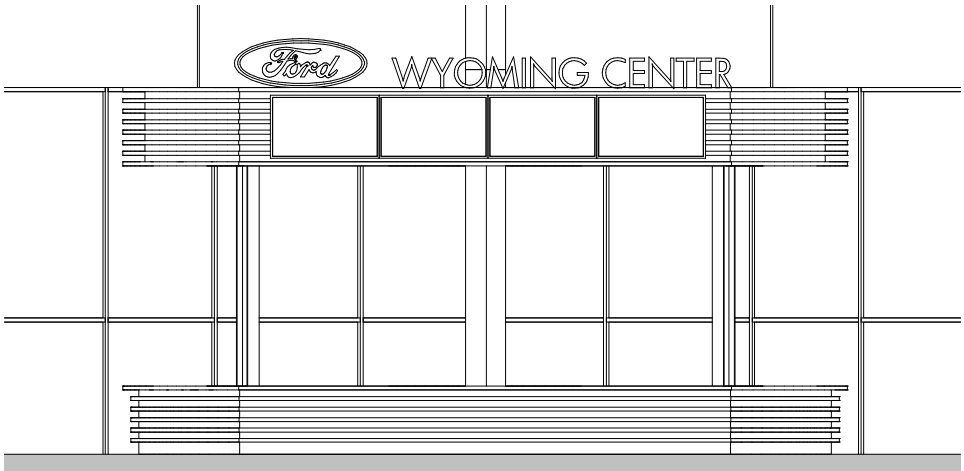
# TYPICAL CONCOURSE CORNER CONCESSION - PROPOSED



KEY PLAN



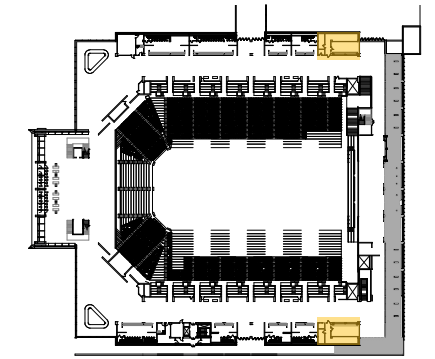
PROPOSED CONCESSIONS #1 & #5 PLAN



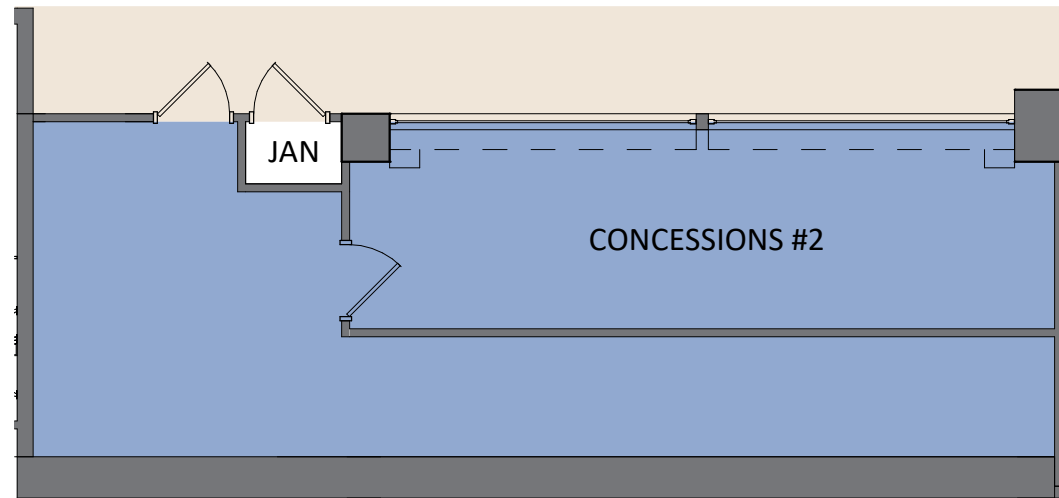
PROPOSED CONCESSIONS #1 & #5 ELEVATION



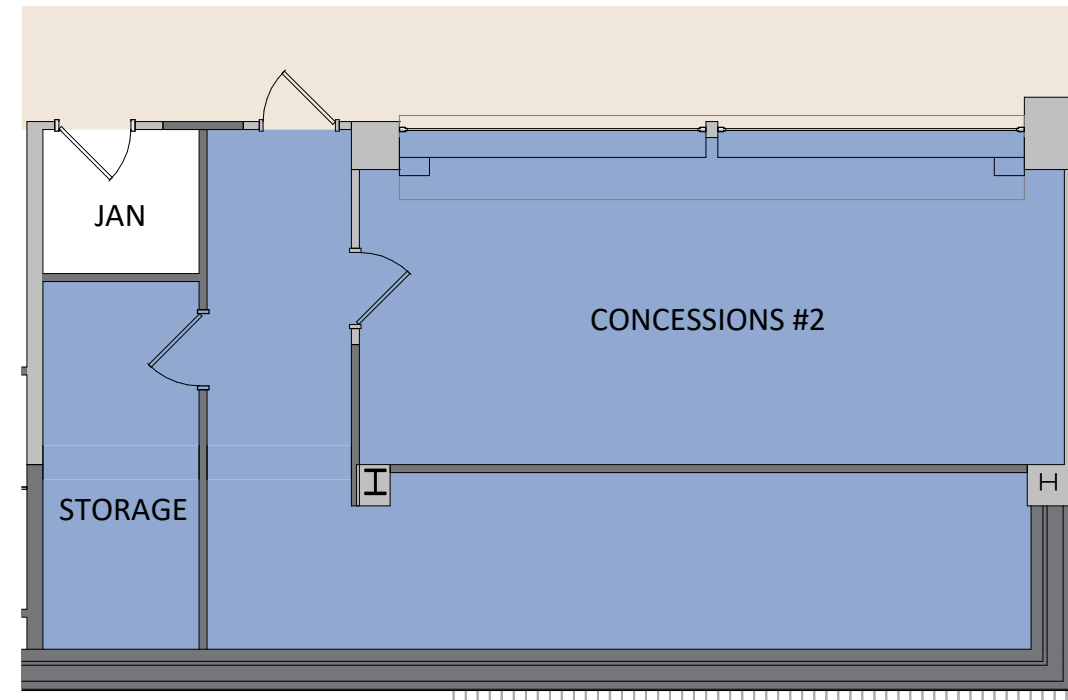
# TYPICAL CONCOURSE CONCESSION EXPANSION - EXISTING AND PROPOSED



KEY PLAN



EXISTING CONCESSIONS #2 & #6 PLAN



PROPOSED CONCESSIONS #2 & #6 PLAN





# 8.3

## CITY VIEW IMPROVEMENTS

### City View Improvements (Scope 3)

The existing Rockstar balcony is a unique differentiator for the Ford Wyoming Center, however, just beyond the walls of this area is a feature that the building has largely ignored since its opening, the views to the City of Casper. Following the modern theme of a more transparent arena that embraces the environment in which it's placed, it's proposed to open this side of the building and activate those views to the city below.

The first movement to open this end of the building up is to replace a portion of the building envelope with transparent storefront and operable doors out to a terrace space. Currently, this terrace is unoccupied and largely performs as a weather shelter for the receiving area below. This is free space for an outdoor terrace that can truly allow an indoor/outdoor experience for guests. To extend the useful season of this new space, full windscreens are proposed, so even on a typical windy day in Casper, guests can enjoy the outdoors when taking a reprieve from their seats at an event. Alternatively, this can be a private space for premium guests or even an ancillary revenue opportunity space for non-event days.

# CITY VIEW CONCOURSE EXPANSION - ILLUSTRATION #2





# CITY VIEW OUTDOOR DECK EXPANSION

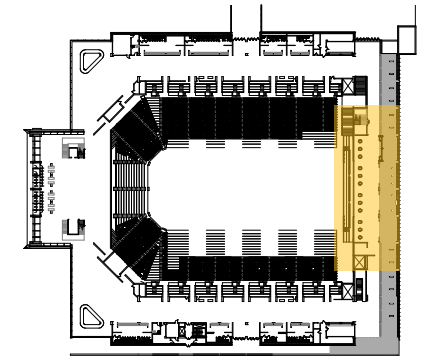




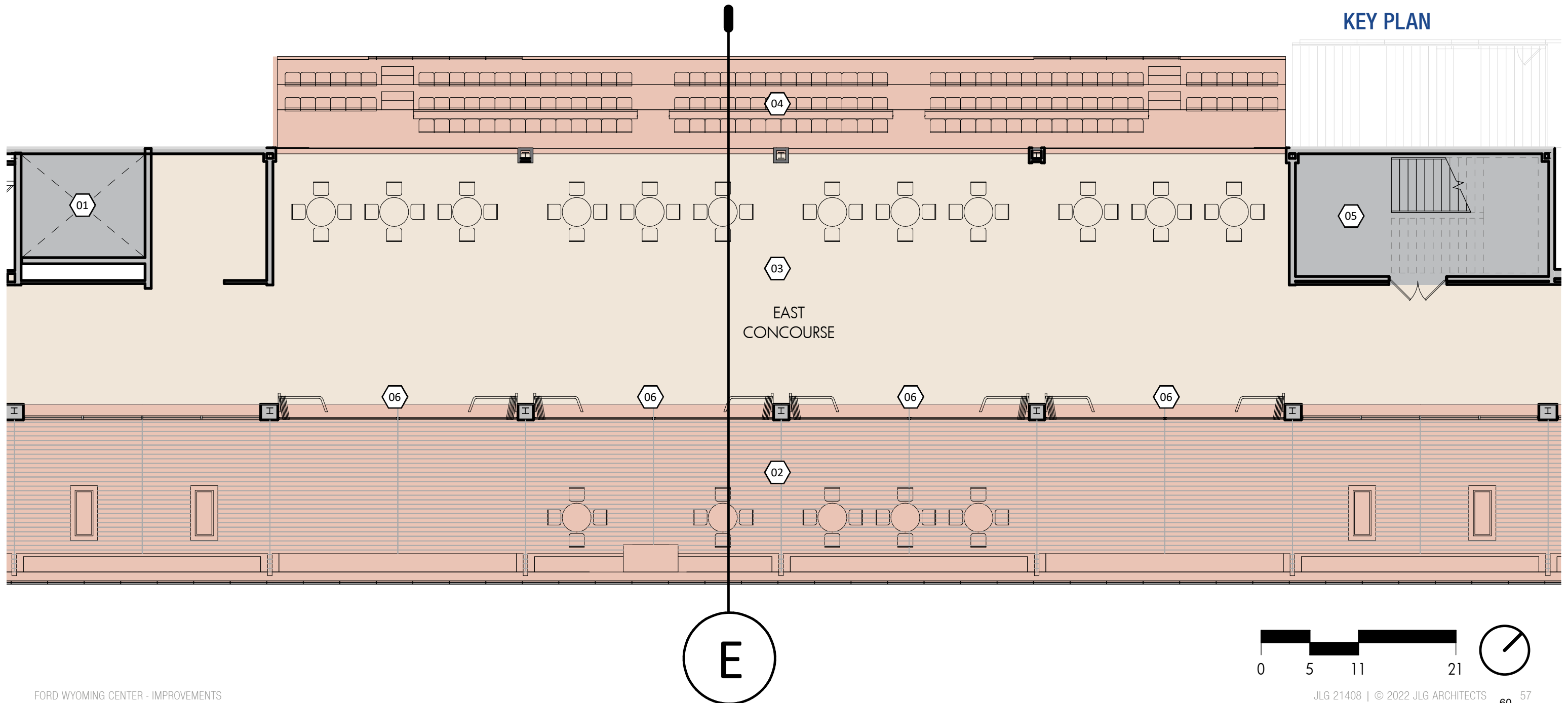
# CITY VIEW - OUTDOOR DECK AND ROCKSTAR BALCONY EXPANSION

## CONCOURSE LEVEL CITY VIEW FLOOR PLAN KEYNOTES

- 01 FREIGHT ELEVATOR CONVERTED TO PASSENGER ELEVATOR
- 02 EXPANDED OUTDOOR CITY VIEW DECK
- 03 EXPANDED CONCOURSE HIGH-TOP SEATING
- 04 EXPANDED ROCKSTAR LOUNGE
- 05 PROPOSED STAIRS TO CITY VIEW CLUB LEVEL
- 06 OPERABLE GLAZED STACKING DOORS TO OUTDOOR DECK

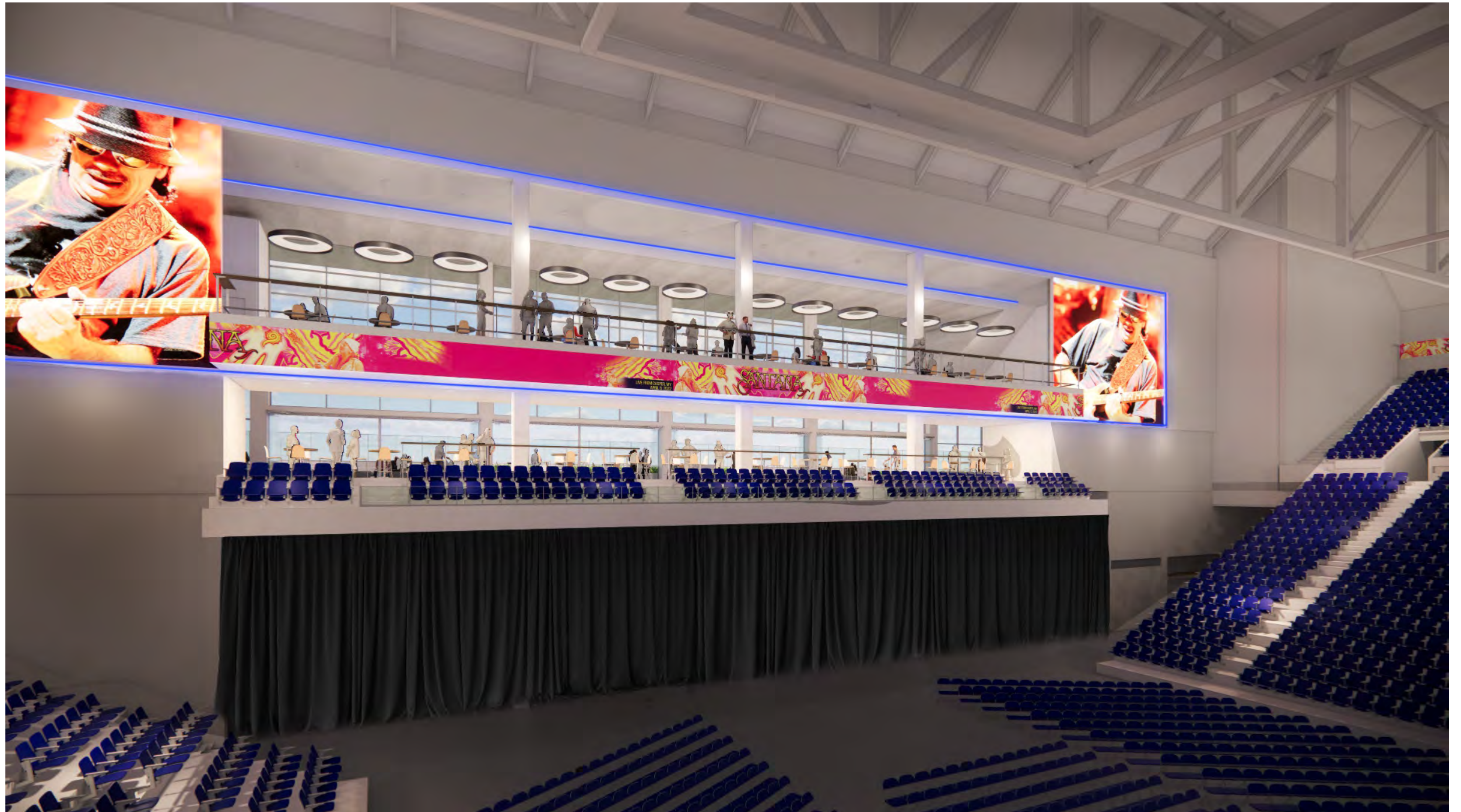


KEY PLAN





# ROCKSTAR LOUNGE AND CITY VIEW CLUB EXPANSION





# CITY VIEW CLUB LEVEL EXPANSION

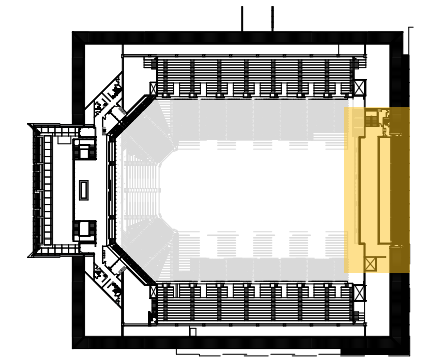




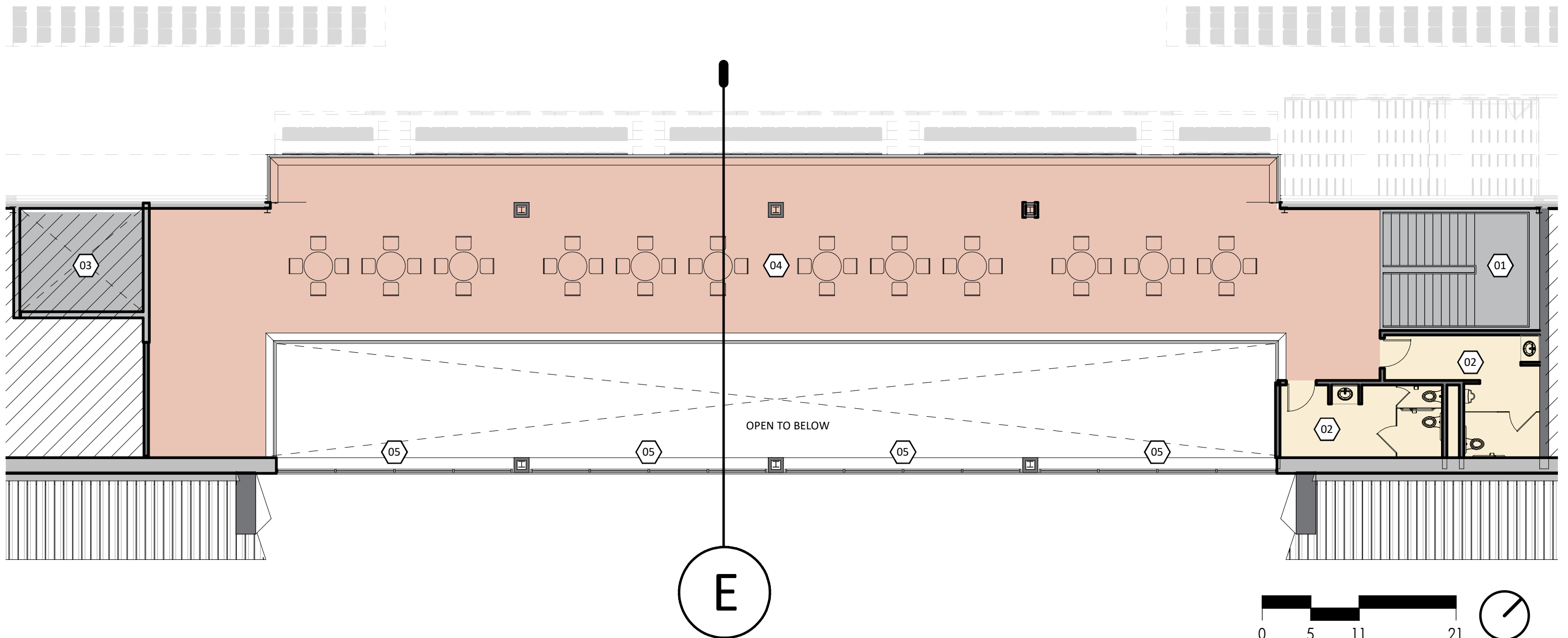
# CITY VIEW CLUB LEVEL EXPANSION - FLOOR PLAN

## CLUB LEVEL CITY VIEW FLOOR PLAN KEYNOTES

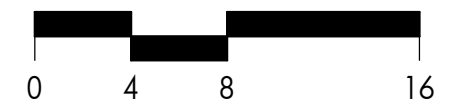
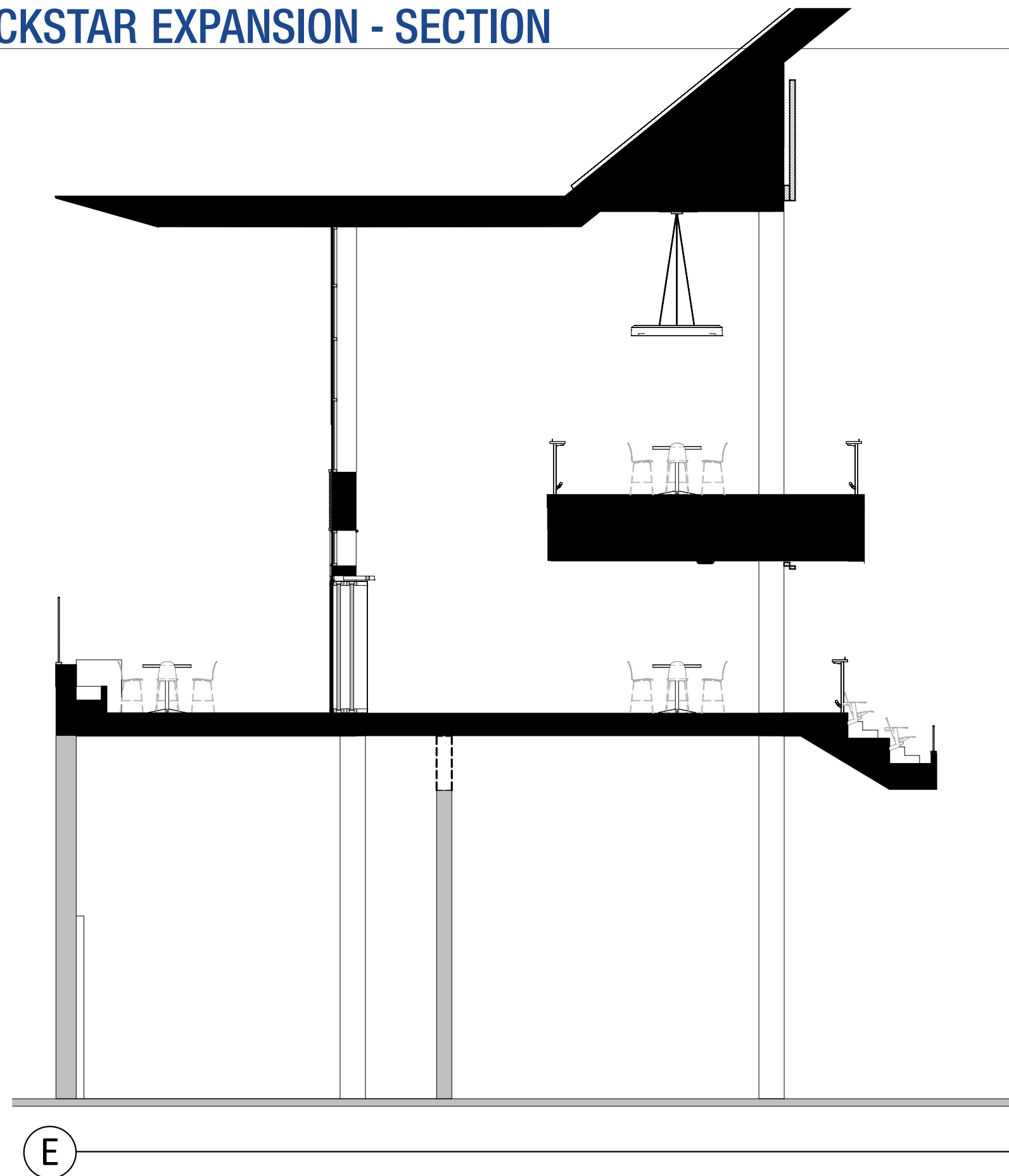
- 01 PROPOSED STAIRS TO CITY VIEW CLUB LEVEL
- 02 NEW TOILET ROOMS
- 03 FREIGHT ELEVATOR CONVERTED TO PASSENGER ELEVATOR
- 04 EXPANDED HIGH-TOP SEATING
- 05 CURTIAN WALL GLAZING



KEY PLAN



# CITY VIEW CLUB AND ROCKSTAR EXPANSION - SECTION





# BUILDING SECTION #1 - LONGITUDINAL





# BUILDING SECTION #2 - TRANSVERSE





# 8.4

## MULTIPURPOSE EVENTS BUILDING ADDITION

### Multipurpose Events Building Addition (Scope 4)

To help attract a wider variety of events to the City of Casper, a new multipurpose hall has been proposed to the northeast of the Ford Wyoming Center. This building is intended to accommodate banquet, meeting, exhibition, and competition events. Broken into two areas, the main hall has a floor area of +/- 20,000 square feet, with the junior hall containing an additional +/- 6,000 square feet. Each hall is dividable into smaller configurations to accommodate events sizes from small to large while also providing opportunity for multiple concurrent events.

The building is linked to the Ford Wyoming Center to allow for the entire complex to operate as a single entity for the largest events, or the multipurpose hall can operate entirely independent as a stand-alone Events Center. Part of the independent operation, this building includes its own entry, pre-function spaces, and all back-of-house support spaces. At the back-of-house, a full commercial kitchen sized to accommodate a 1,500-person banquet is included. This kitchen can also support the Ford Wyoming Center for major events as needed.

Taking advantage of the site, similar to the City View improvements, this building is sited such that the pre-function spaces are open to the valley below to take advantage of the commanding view of the City of Casper. This side of the building is open to a landscaped terrace providing a breakout amenity space that can be used by the guests of the functions inside the Events Building, or an additional amenity to the entire Ford Wyoming Center campus.

Related to the Events Building, the existing meeting spaces within the Ford Wyoming Center are in need of a refresh of the finishes and technology in these spaces. These spaces are proposed to remain as an amenity to the FWC primarily in conjunction with events on the arena floor. Given the location of this area within the building we do not expect this space to work in tandem with the Events Building outside of the largest events that incorporate both buildings in their entirety.



# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #1





# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #2



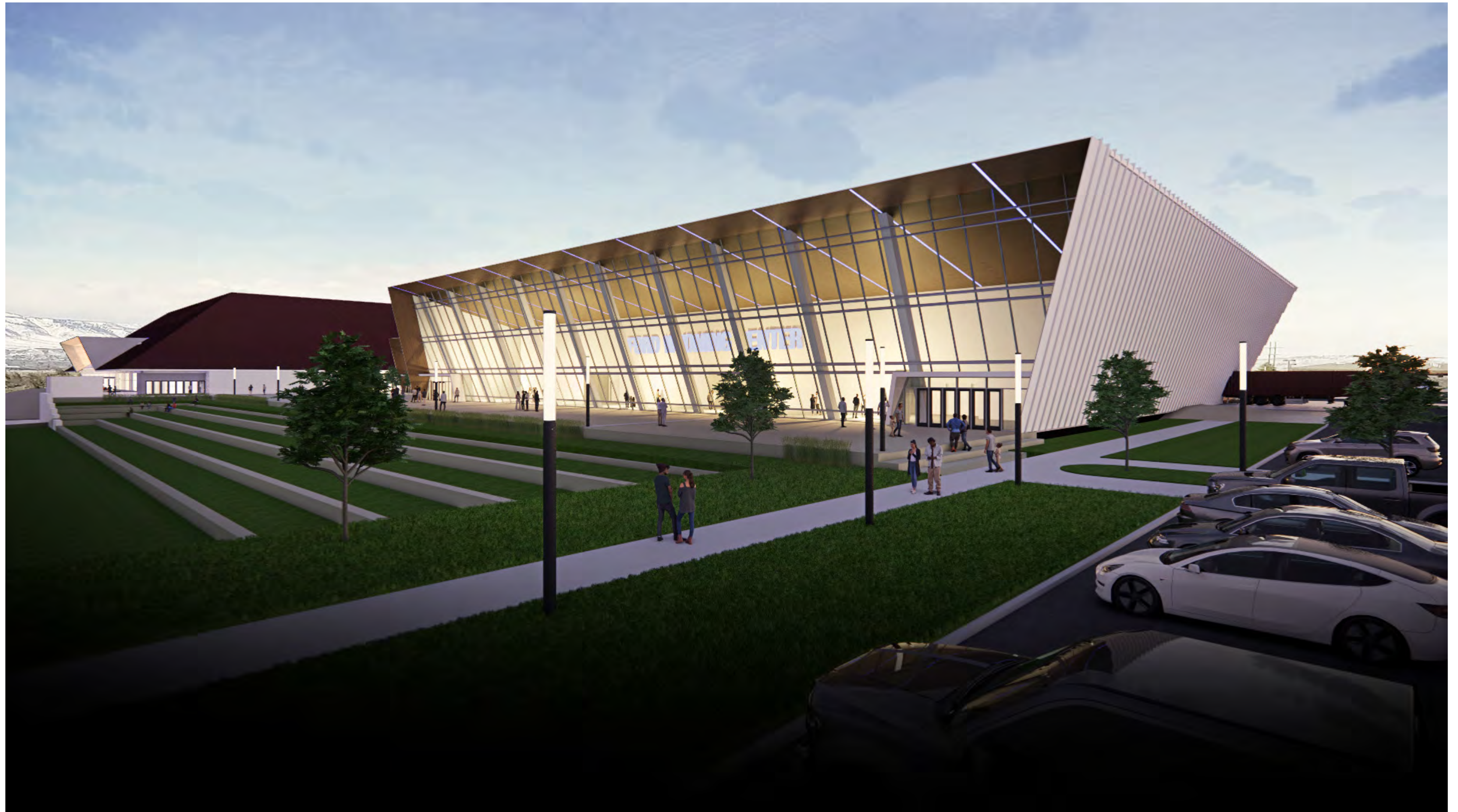


# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #3





# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #4





# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #5





# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #6





# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #7



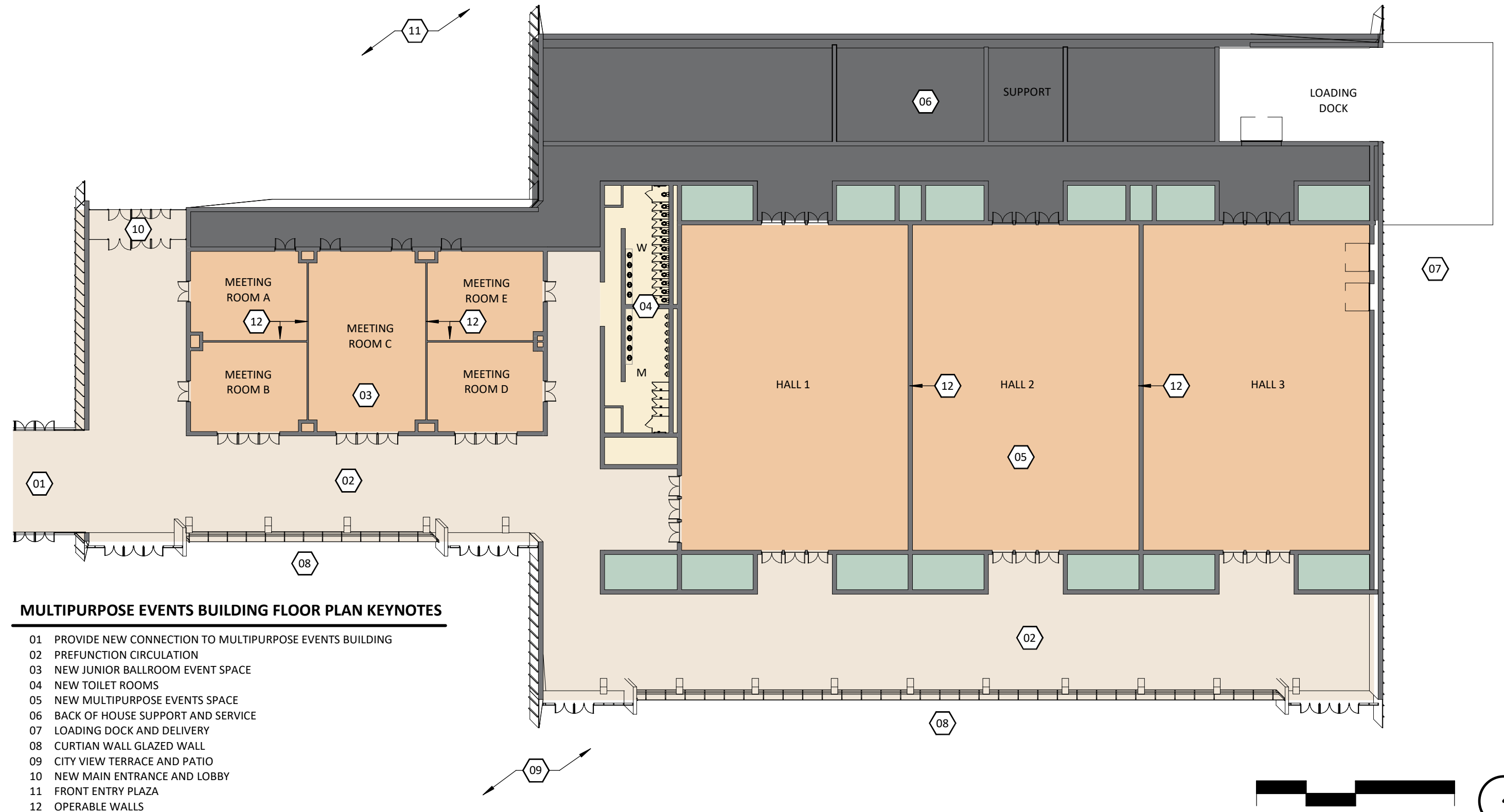


# MULTIPURPOSE EVENTS BUILDING ADDITION - ILLUSTRATION #8



# JUNIOR BALLROOM AND MULTIPURPOSE EVENTS BUILDING ADDITION

JUNIOR BALLROOM: 6,000 SF  
MULTIPURPOSE EVENTS: 20,500 SF



## MULTIPURPOSE EVENTS BUILDING FLOOR PLAN KEYNOTES

- 01 PROVIDE NEW CONNECTION TO MULTIPURPOSE EVENTS BUILDING
- 02 PREFUNCTION CIRCULATION
- 03 NEW JUNIOR BALLROOM EVENT SPACE
- 04 NEW TOILET ROOMS
- 05 NEW MULTIPURPOSE EVENTS SPACE
- 06 BACK OF HOUSE SUPPORT AND SERVICE
- 07 LOADING DOCK AND DELIVERY
- 08 CURTIAN WALL GLAZED WALL
- 09 CITY VIEW TERRACE AND PATIO
- 10 NEW MAIN ENTRANCE AND LOBBY
- 11 FRONT ENTRY PLAZA
- 12 OPERABLE WALLS





# Strategic Venue Studies



Expansion Study  
Ford Wyoming Center  
Casper, WY  
June 2022

Presented to:  
Visit Casper





Catherine Sarrett  
President

2s437 Terrace Drive  
Glen Ellyn, Illinois 60137  
(630) 926-8896  
catherine@strategicvenuestudies.com

Visit Casper  
139 West 2nd Street, Suite 1B  
Casper, WY 82602

June 21, 2022

RE: Ford Wyoming Center Expansion Study

Strategic Venue Studies is pleased to present the following Feasibility Study for the proposed expansion and renovation of the Ford Wyoming Center in Casper, Wyoming. According to our engagement with Visit Casper, this analysis includes a market-based assessment of the viability of the proposed renovation, projections of event activities, and an assessment of the proposed financial operations and economic impact. The attached report explains the methods used to prepare this study and discusses the results.

As an appendix to this study, JLG Architects has prepared a conceptual pre-design of the improvements based on the programming recommendation in this report. This pre-design has been assembled to establish a controlled scope, a cost estimate, an estimated schedule, and imagery for project support and fundraising efforts.

I certify that Strategic Venue Studies and JLG Architects have no interest in the proposed improvements to the Ford Wyoming Center or any other property discussed in this report. Our employment and compensation are not contingent upon the findings. This study is subject to the comments made throughout this report and to all assumptions and limiting conditions set forth herein. The findings presented in this report reflect the analysis of primary and secondary sources of information. Strategic Venue Studies utilized sources deemed to be reliable and reasonable but cannot guarantee their accuracy.

I have enjoyed working with you on this study and would be pleased to be of further assistance in the interpretation and application of the findings.

Sincerely,

Strategic Venue Studies

A handwritten signature in black ink that reads "Catherine Sarrett".

Catherine Sarrett  
President

# Strategic Venue Studies

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## 1. EXECUTIVE SUMMARY

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### INTRODUCTION TO THE ASSIGNMENT

The Visit Casper engaged Strategic Venue Studies (“SVS”) to perform a feasibility analysis of a proposed renovation and expansion of the Ford Wyoming Center in Casper, Wyoming. SVS engaged JLG Architects (“JLG”) as a sub-consultant to provide a physical assessment of the Ford Wyoming Center and to perform concept planning work. SVS and JLG are referred to in this report as the “Consulting Team”.

The purpose of this study is to understand the market potential to attract regional conventions, trade shows, sports competitions, entertainment events, and other group business. In this report, the Consulting Team evaluates the demand potential and provides recommendations on new and renovated building program elements. This report includes detailed demand and financial projections for the expanded and renovated Ford Wyoming Center and an analysis of the economic and fiscal impacts on the Natrona County economy.

### QUALIFICATIONS

SVS provides specialized expertise in performing market and feasibility studies for meeting, recreation, and entertainment facilities. SVS President, Catherine Sarrett, has completed hundreds of assignments throughout the world analyzing the feasibility of event facilities, tourism attractions, museums, convention and conference facilities, performing arts centers, and sports venues. Ms. Sarrett’s experience includes market feasibility studies, operations studies, development planning, appraisals, financing recommendations, and economic impact analyses.

Founded in 1989, JLG’s in-house dedicated civic design studio is one of the top 20 Local and State Government Architecture firms in the US. With 13 offices, Architect, Adam Meyerring, is a senior member of the JLG Architects Sports Design studio where he specializes in the design of sports and entertainment venues. His focus is on project management, guiding Clients through the design process from dream to realization. With a portfolio of completed work coast-to-coast in both the U.S. and Canada, Mr. Meyerring has numerous Client accolades for delivering projects on scope, on schedule, and on budget.

### PROJECT METHODOLOGY

In accordance with the proposed scope of services, the Consulting Team performed the following tasks:

- Catherine Sarrett traveled to Casper, Wyoming for a site visit and client meeting. During this visit, she performed a site inspection with representatives from the Ford Wyoming Center’s management team, met with representatives of Visit Casper and other stakeholders, and gathered relevant data;
- Analyzed the economic and demographic data that indicate the extent to which, the local market area would be capable of supporting the proposed renovation and expansion of the Ford Wyoming Center;
- Compiled data on competitive stand-alone convention and event centers and performing arts venues;

# Strategic Venue Studies

- Compiled data on peer civic center arenas that have recently undergone an expansion to add convention and meeting space;
- Prepared recommendations for the expansion and renovation of the Ford Wyoming Center;
- Prepared a forecast of facility use, including event demand and attendance based on the implementation of the recommended program; and
- Forecasted the financial operations of the Ford Wyoming Center given the implementation of the recommended program; and
- Prepared an economic and fiscal impact analysis of the proposed expansion.
- At a later date, JLG traveled to Casper, Wyoming to perform a detailed inspection of the Ford Wyoming Center and meet with facility management;
- Digitized the original as-built plans for the Ford Wyoming Center;
- Prepared conceptual plans based on the site inspection, as-built plans, and building program recommendations; and
- Prepared a conceptual cost estimate.

The Consulting Team collected and analyzed all of the information contained in this report. We sought out reliable sources and deemed information obtained from third parties to be accurate and reasonable. Forecasts are subject to all the assumptions and limiting conditions stated in this report.

## FORD WYOMING CENTER

Located just northwest of downtown Casper, the Ford Wyoming Center serves as the primary public venue for conventions, trade shows, sporting events, concerts, and other civic and private events. The Ford Wyoming Center offers approximately 34,400 square feet of total function space. It has not been expanded or undergone a major renovation since it opened in 1982 but has undergone regular maintenance and capital improvements over the years.

The City of Casper owns the Ford Wyoming Center and contracts with OVG 360 (formerly Spectra Venue Management) for its management and operation. The following figure presents an aerial view of the Ford Wyoming Center and surrounding development.

### 1.1 AERIAL VIEW OF THE FORD WYOMING CENTER



Source: Google Earth



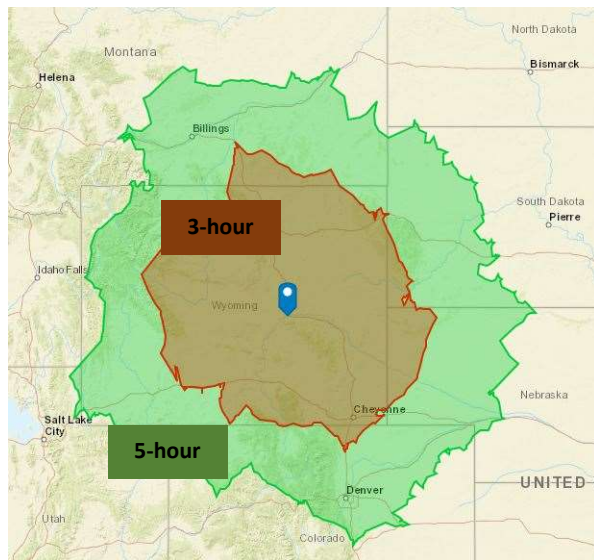
# Strategic Venue Studies

## LOCAL MARKET ANALYSIS

The market surrounding the Ford Wyoming Center represents its primary sources of local venue rentals and attendance for public events. The employment and business characteristics help inform the potential for corporate event sales and the strength of local partners for association-based events. The local market also represents the transportation access, lodging, and other amenities that visitors to Casper use.

In addition to the City of Casper and Natrona County, we have also evaluated two drive-time markets surrounding the Ford Wyoming Center. The following map presents the boundaries of the 3-hour and 5-hour drive time markets. Local population demographics follow.

### 1.2 MAP OF DRIVE TIME MARKETS



Source: Esri

## 1.3 POPULATION AND GROWTH

	2021 Population	2026 Population	2021-26 CAGR*
City of Casper	58,650	59,684	0.4%
Natrona County	81,385	83,440	0.5%
3-hour Drive	516,589	527,792	0.4%
5-hour Drive	5,411,211	5,775,054	1.3%
State	596,471	608,496	0.4%
USA			0.7%

\* Compound Annual Growth Rate  
Source: Esri

With over 81,000 residents, Natrona County is experiencing population growth on par with the rest of the state of Wyoming and is slightly lower than the national levels. The market surrounding the Ford Wyoming Center in Casper has a relatively small but stable population base. The five-hour drive time includes the larger metropolitan areas of Denver and Salt Lake City encompassing a population of around 5.4 million and a higher projected CAGR. The local population demographics, including age, income, employment, and educational attainment, suggest an average ability to support fee-based public events and private functions at the Ford Wyoming Center. Employment is well-diversified, with some of the largest employers in the oil and gas industry. A high percentage of employment is in service-based organizations that do not produce significant visitor-generating meeting activity.

In addition to the Ford Wyoming Center, existing meeting and event options in Casper include two conference hotels that house banquet and meeting spaces with banquet seating capacities of up to 400. Other hotels and non-lodging event venues are primarily suitable for wedding receptions, banquets, social events, and small meetings.

# Strategic Venue Studies

## 1.4 LOCAL MEETING AND EVENT INFRASTRUCTURE

Venue	Function Space (SF)	Exhibit Space (SF)	Banquet Capacity	Lodging Rooms
<b>With Lodging</b>				
Clarion Inn at Platte River	22,884		575	296
Ramkota Hotel & Conf Center	11,653		460	230
Hilton Garden Inn Casper	3,070		150	121
EconoLodge & Resort	3,900		230	200
Courtyard Casper	1,900		45	100
Holiday Inn Casper East	1,430		30	119
<b>Without Lodging</b>				
Central WY Fair & Rodeo *	59,500	18,800	1,450	
Ford Wyoming Center	34,400	28,000	1,200	
WCA Regional Training Center	22,000		na	
Wolcott Galleria	7,300		300	
Nicolaysen Art Museum	5,000		272	
The Lyric	2,500		200	
Hogadon Basin Ski Area	2,000		160	

\* Includes both Arena, Industrial Building, and Annex.

Source: Respective Venues

The Casper market lacks a large convention venue that houses the function spaces and amenities sought by convention and event planners including exhibition, banquet, and meeting spaces under one roof

In addition to offering meeting and function spaces, the Ford Wyoming Center currently houses the largest indoor sports playing surface in the Casper market. Other existing sports venues include an outdoor sports complex, ice rink, and sports facilities at local high schools and community recreation centers.

To address the need for larger indoor sports spaces, a local non-profit group has presented its plans to develop and operate a new indoor sports complex in Casper. The proposed Sports Complex will be developed on a parcel that is northeast of the Ford Wyoming Center. The proposed sports

complex will house approximately 45,000 square feet of function space able to accommodate six basketball courts or six volleyball courts in two pods of three/six courts each. This new Casper Sports Complex will not only support events that are currently hosted at the Ford Wyoming Center but also provide opportunities to bring new, larger sports events to Casper. The proposed expansion of the Ford Wyoming Center would further enhance this synergy and the attractiveness of Casper as a sports destination.

As a convention and event option, Casper has a rich cultural history with multiple historic sites, natural attractions, and outdoor experiences that create an attractive destination for visitors. The addition of appropriately sized event spaces should allow Casper to expand its share of the regional convention, conference, and sports



# Strategic Venue Studies

markets. In addition, an expanded Ford Wyoming Center could better serve the banquet and event needs of the community and local organizations.

## **PEER VENUES**

In addition to the local venues detailed above, the Ford Wyoming Center competes directly with several venues in small to medium-sized markets throughout the western United States for a share of conventions, meetings, and entertainment business

We identified and analyzed competitive convention and event centers within in 500-mile radius that compete with the Ford Wyoming

Center for regional group meeting business. The second group of smaller theaters and performance venues in Wyoming and surrounding states provide information on the potential to attract additional touring concerts and Broadway shows. The third group of venues includes peer civic and event centers in smaller U.S. markets that have recently undergone a major expansion and renovation to their arena, meeting, and event function spaces.

The following figure presents a list of the venues we analyzed for this study.

# Strategic Venue Studies

## 1.5 COMPETITIVE AND PEER EVENT VENUES

Group 1 Venues	Location	Total Function Space (sf)
<b>Competitive convention and event centers within a 500-mile radius of Casper</b>		
Metra Park	Billings MT	182,009
Bismarck Event Center	Bismarck ND	115,911
The Monument	Rapid City SD	121,457
Dixie Center	St. George UT	76,668
Denny Sanford Premier Center	Sioux Falls SD	60,510
The Ranch Event Complex	Loveland CO	58,155
Utah Valley Convention Center	Provo UT	46,545
Swiftel Center	Brookings SD	43,168
Heartland Events Center	Grand Island NE	38,000

Group 2 Venues	Location	Seating Capacity
<b>Comparable regional theaters and performing arts centers</b>		
Orpheum Theatre	Sioux City IA	2,459
Washington Pavilion	Sioux Falls SD	1,900
Mansfield Theatre	Great Falls MT	1,782
The Monument Fine Arts Theater	Rapid City SD	1,700
Cheyenne Civic Center	Cheyenne WY	1,500
Alberta Bair Theatre	Billings MT	1,410
Blackfoot Performing Arts Center	Blackfoot ID	1,223
Mother Lode Theatre	Butte MT	1,202
Willson Auditorium	Bozeman MT	1,143
Belle Mehus Auditorium	Bismarck ND	840
Merryman Performing Arts Center	Kearney NE	760

Group 3 Venues	Location	Total Function Space (sf)
<b>Comparable renovated civic and events centers throughout the U.S.</b>		
Tucson Convention Center	Tucson AZ	150,864
Mayo Civic Center	Rochester MN	140,336
Charleston Civic Center	Charleston WV	121,908
MassMutual Center	Springfield MA	63,940



# Strategic Venue Studies

The group 1 venues presented above range from local civic centers to large regional convention centers. Most offer ballroom and meeting spaces, while the larger venues tend to have dedicated exhibition spaces. Most venues house ballrooms between 10,000 and 25,000 square feet. Breakout meeting spaces vary more widely with the smaller venues offering less meeting space, relying instead on flexible ballrooms with multiple divisions to accommodate banquet, assembly, and meeting needs

Like the Ford Wyoming Center, six of the nine competitive venues also house an arena. Over the past several decades, arena operators have incorporated premium seating and other VIP amenities to enhance the event experience and increase revenues. There are a variety of premium seating types, the most common being luxury suites that typically offer a private seating area and lounge with premium food and beverage service. Older venues, like the Ford Wyoming Center, that were originally built without premium seating, often retrofit general bowl seating and balconies to create this sought-after amenity.

The theaters and performing arts venues presented above are located in smaller communities and larger metro areas. They have seating capacities ranging from around 800 to 2,500 seats with an average and median capacity of around 1,400 seats.

Expansion case studies of other civic arenas throughout the U.S. identify venues that have undergone a major renovation and expansion similar to that envisioned for Casper and the Ford Wyoming Center. These venues have successfully incorporated new exhibit, banquet, and meeting spaces into an existing arena site allowing them to capture additional market share of convention and meeting events.

A peer market comparison identifies Casper as one of the smaller markets in its competitive set. While the Ford Wyoming Center will continue to compete with venues in larger markets, such as Billings and Rapid City, it would not be appropriate to match venue size with these markets. While Casper's capacity to attract and accommodate larger regional events may be limited by its population size, air service, and supporting businesses, there are opportunities for statewide and local events as well as proven success and potential growth in sports competitions given expanded facilities. Building programming, as well as the event demand and attendance projections for conferences, meetings, banquets, and sporting events, should reflect this potential.

## **BUILDING PROGRAM RECOMMENDATIONS**

The program recommendations for the proposed expansion and renovation of the Ford Wyoming Center would allow Casper to expand its presence in the group meetings market, offering associations and other event planners an additional option in which to host their events. The expanded Ford Wyoming Center could also serve local uses, generating opportunities for new events and allowing existing events that face venue size restrictions to grow. Renovations to the existing arena and concourses will provide much-needed improvements to the venue, providing modern amenities to event attendees and enhancing its revenue-generating capabilities.

To accomplish these goals, we recommend the following expansion and renovation elements.

- A 20,000 square-foot multipurpose hall with a flexible wall system that will allow the space to serve as banquet, meeting, light exhibition, and competition space in

# Strategic Venue Studies

a variety of configurations. We recommend a minimum of three divisions of varying sizes.

- An additional 6,000 square foot junior ballroom/meeting room block with a flexible wall system that can be used for banquets, luncheons, and as breakout meeting space. We recommend up to 6 divisions.
- Expand the arena entrance lobby providing ample room for indoor queuing and security checks
- Construct signature entrance elements
- Relocate and reconfigure box office and ticket windows
- Widen concourse where possible

- Incorporate new concession stands and points of sale
- Upgrade restrooms
- Incorporate a concourse-level VIP lounge/bar with a view of the arena floor.
- Create club seating and VIP boxes with access to the VIP lounge with a configuration that allows for seating to be available for general sale when the lounge is not in use.
- Create up to two Balcony party suites

The following figure presents the recommended expansion compared to existing function spaces at the Ford Wyoming Center.

## 1.6 CURRENT VERSUS PROPOSED FORD WYOMING CENTER

Function Space	Existing Ford Wyoming Center	Recommended Expansion	Expanded Ford Wyoming Center
<b>Floor Areas (SF)</b>			
Multipurpose/Exhibit Space	28,000	20,000	48,000
Ballroom/Meeting Space	6,400	6,000	12,400
<b>Divisions</b>			
Multipurpose/Exhibit Space	1	3	4
Ballroom/Meeting Space	4	6	10

### CONCEPTUAL PRE-DESIGN & COST ESTIMATE

The conceptual pre-design work performed by JLG Architects and included in the Appendix of this report provides more details on the proposed renovations to the arena seating and concourse.

The Conceptual Predesign for the Ford Wyoming Center was created to develop a comprehensive understanding of the potential/desired facility enhancements to modernize the facility. JLG's predesign serves to establish a controlled scope, cost, and funding for the proposed project.



# Strategic Venue Studies

## DEMAND PROJECTIONS

Before the pandemic closures during the fiscal year 2020, demand at the Ford Wyoming Center was relatively consistent with 70 to 90 annual events attracting around 150,000 annual attendees. The fiscal year 2021 saw the most significant impacts as the entire fiscal year was subject to event cancellations and attendance restrictions.

Our analysis of the local market, historical demand, and competitive and peer venues indicates that an expansion and renovation of the Ford Wyoming Center should expand convention and other group business from state and regional associations, local corporations, and other groups. Improvements to the arena would not only improve the guest experience but also create new opportunities for revenue generation. The expanded Ford Wyoming Center should allow the venue to also expand utilization by its existing client base, allowing events that currently use the

arena floor to move to the new multipurpose hall, thus creating opportunities to book multiple simultaneous events.

The following figure compares historical demand with our demand and room night projections for the Ford Wyoming Center which would occur approximately three years after the completion of the expansion and renovation.

In developing the financial projections, we considered the full renovation and expansion of the Ford Wyoming Center as well as a phased development. The phased development projections consider the scenarios in which either the arena renovations or the multipurpose event center expansion occurs.

In developing demand projections, we also considered the recently announced plans to develop a new indoor sports complex on a lot adjacent to the Ford Wyoming Center's north parking lots.

### 1.7 COMPARISON OF EVENT DEMAND IN A STABILIZED YEAR – FULL RENOVATION & EXPANSION

	Events		Total Attendance		Annual Room Nights	
	Historical	Expansion	Historical	Expansion	Historical	Expansion
Convention/Conferences	4	12	1,400	4,500	2,690	8,640
Public/Trade Shows	11	15	23,100	33,000	3,080	4,400
Banquets/Social Events	21	30	6,830	9,750	230	330
Meetings	56	75	1,400	1,880	0	0
Assemblies	4	6	12,400	18,600	410	620
Sports Competitions	11	15	44,000	63,000	17,600	25,200
Other Sports	2	4	5,600	12,000	190	600
Concerts & Entertainment	19	25	22,800	35,000	760	1,170
Family & Motor Shows	6	8	17,700	24,000	590	800
Rodeo	1	1	19,000	20,000	18,240	19,200
Other	6	12	1,140	2,400	0	0
<b>Total</b>	<b>141</b>	<b>203</b>	<b>155,370</b>	<b>224,130</b>	<b>43,790</b>	<b>60,960</b>

# Strategic Venue Studies

## 1.8 EVENT DEMAND – ALTERNATE SCENARIOS

Arena Renovation Only	Events	Total Attendance	Room Nights
Convention/Conferences	4	1,400	2,690
Public/Trade Shows	11	23,100	3,080
Banquets/Social Events	21	6,830	230
Meetings	56	1,400	0
Assemblies	4	12,400	410
Sports Competitions	11	44,000	17,600
Other Sports	2	6,000	300
Concerts & Entertainment	19	26,600	890
Family & Motor Shows	6	18,000	600
Rodeo	1	20,000	19,200
Other	6	1,200	0
<b>Total</b>	<b>141</b>	<b>160,930</b>	<b>45,000</b>

Event Center Expansion Only	Events	Total Attendance	Room Nights
Convention/Conferences	12	4,500	8,640
Public/Trade Shows	15	33,000	4,400
Banquets/Social Events	30	9,750	330
Meetings	75	1,880	0
Assemblies	6	18,600	620
Sports Competitions	15	60,000	24,000
Other Sports	4	11,200	560
Concerts & Entertainment	22	26,400	880
Family & Motor Shows	8	23,600	790
Rodeo	1	19,000	18,240
Other	12	2,280	0
<b>Total</b>	<b>200</b>	<b>210,210</b>	<b>58,460</b>

In a stabilized year, we estimate the expanded and renovated Ford Wyoming Center would host over 60 new events each year, including conventions, conferences, meetings, concerts, and sports competitions. The additional function space and improved customer experience would also allow for larger events and more attendees. We estimate that the events at the Ford Wyoming Center would attract approximately 69,000 additional attendees and generate over 17,000 room nights in the local hotels. These room nights would be

accommodated through group room blocks and other booking channels.

### FINANCIAL OPERATIONS

We analyzed the historical operations of the Ford Wyoming Center over the past several years and applied a series of revenue and expense assumptions regarding facility utilization and operations to develop comprehensive operating financial statements for the renovated and expanded venue.



# Strategic Venue Studies

The following figure presents a comparison of the financial projection of each scenario in a stabilized year of demand in today's dollars. For comparison purposes, the projections represent a stabilized year of demand in uninflated dollars and reflect

the opening of the redeveloped Ford Wyoming Center in July 2025 (the fiscal year 2026). We project that demand will stabilize in the fiscal year 2029, three years following the completion of the expansion.

## 1.9 FORD WYOMING CENTER FINANCIAL PROJECTION (IN 2022-\$000) – STABILIZED YEAR

OPERATING REVENUE	Do-Nothing	Full Expansion & Renovation	Arena Renovation Only	Event Center Expansion Only
Ticket Sales	\$2,490	\$3,914	\$2,775	\$3,304
Facility Rental	40	73	36	73
Promoter Share	-2,204	-3,441	-2,540	-2,799
Event Services	1,107	2,160	1,313	2,160
Surcharges	305	424	340	371
Food & Beverage	1,366	2,313	1,601	1,941
Merchandise	207	275	226	239
Advertising & Sponsorships	203	304	304	203
Premium Seating	27	702	516	32
Other Revenue	66	66	66	66
<b>Total Operating Revenue</b>	<b>\$3,606</b>	<b>\$6,789</b>	<b>\$4,638</b>	<b>\$5,589</b>
<b>DIRECT EXPENSES</b>				
Event Services Costs	\$1,516	\$2,959	\$1,799	\$2,959
Food & Beverage Costs	683	1,157	800	970
Merchandise Costs	176	234	192	203
<b>Total Operating Expenses</b>	<b>\$2,376</b>	<b>\$4,349</b>	<b>\$2,792</b>	<b>\$4,132</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$1,230</b>	<b>\$2,440</b>	<b>\$1,846</b>	<b>\$1,457</b>
<b>INDIRECT EXPENSES</b>				
Staffing	\$1,420	\$2,071	\$1,594	\$1,889
Administrative & General	241	381	282	336
Contract Services	57	97	69	83
Sales & Marketing	54	102	70	84
Equipment & Supplies	52	90	64	76
Repair & Maintenance	119	206	144	177
Food & Beverage	31	56	37	47
Box Office	46	73	57	62
Utilities	103	190	132	159
Management Fee	186	313	225	269
Other Expenses	4	7	5	6
<b>Total Indirect Expense</b>	<b>\$2,313</b>	<b>\$3,585</b>	<b>\$2,678</b>	<b>\$3,187</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,083)</b>	<b>(\$1,145)</b>	<b>(\$832)</b>	<b>(\$1,731)</b>

During the fiscal year 2019, the most recent pre-pandemic year, the Ford Wyoming Center had an operating loss of approximately \$1.08 million (in 2022 dollars). In today's dollars, we project that the full expansion and renovation of the Ford

Wyoming Center would result in an operating subsidy that increases by approximately \$60,000 when compared with a do-nothing scenario.

# Strategic Venue Studies

The subsidy increase is mainly attributed to the increased costs of operating and maintaining a larger facility and the costs associated with greater participation in the meetings and convention industry which generates economic activity in a community, often at the cost of operating losses for the hosting facility.

The additional costs of operating the multipurpose venue are offset partially by the arena improvements and the additional premium seating which has a net positive impact on operating income. As a stand-alone project, the arena improvements would result in a decrease in the operating subsidy by approximately \$250,000.

Project commencement and completion dates reflect the ability to confidently project future market and economic conditions in the short term. Planning for this project will likely require

more time, upon which we recommend an update and reevaluation of the findings of this analysis.

## ECONOMIC AND FISCAL IMPACTS

We have identified new direct spending that would occur annually in Natrona County due to the operations of the redeveloped Ford Wyoming Center. The IMPLAN input-output model is used to estimate indirect and induced spending impacts on the local markets as well as the jobs created based on this spending. The following figures present a comparison of new impacts created by the operation of the redeveloped Ford Wyoming Center. Corresponding annual fiscal impacts of the spending that would occur within Natrona County are also presented. All impacts reflect new spending in the market and should be considered additive to existing economic and fiscal impacts generated by Ford Wyoming Center operations. All dollar values represent 2022 dollars.

### 1.10 SUMMARY OF ECONOMIC AND FISCAL IMPACTS IN 2022\$

	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Economic Impact	\$11,494,700	\$1,220,900	\$10,182,600.0
Local Fiscal Impact	\$232,000	\$30,200	\$207,300
Jobs (FTE)	102	11	89
Labor Income	3,044,800	328,100	2,638,000

The full renovation and expansion program for the Ford Wyoming Center results in the greatest impact on the local economy in terms of economic and fiscal impacts as well as job creation. When considered as separate scenarios, it is clear that the event center expansion produces a significant majority of these impacts. While the arena

renovation improves the operating subsidy, it would do little to move the needle to attract out-of-town visitation and generate the associated spending in the local market.

These financial and economic and fiscal impact estimates are subject to the assumptions and



# Strategic Venue Studies

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

## OTHER IMPACTS

In addition to the quantitative impacts presented above, the presence of a redeveloped Ford Wyoming Center would also have several qualitative benefits to the surrounding neighborhood and the greater Casper community.

- Conventions, trade shows, and conferences provide a platform for the exchange of new information and industry knowledge. Convention centers attract leaders from a wide range of industries to

a market, offering the opportunity to showcase their destination strengths and build relationships.

- The presence of a first-class convention center and the ability to host industry industry-wide events is an important consideration for corporations looking to relocate.
- Convention delegates are often visiting a market for the first time, creating an opportunity to encourage them to return with spouses and families.
- The redevelopment of the Ford Wyoming Center could be a catalyst for the redevelopment of the surrounding neighborhood. With the Ford Wyoming Center as a prominent anchor, collateral lodging, retail, dining, and entertainment development would provide a strong boost to downtown businesses.

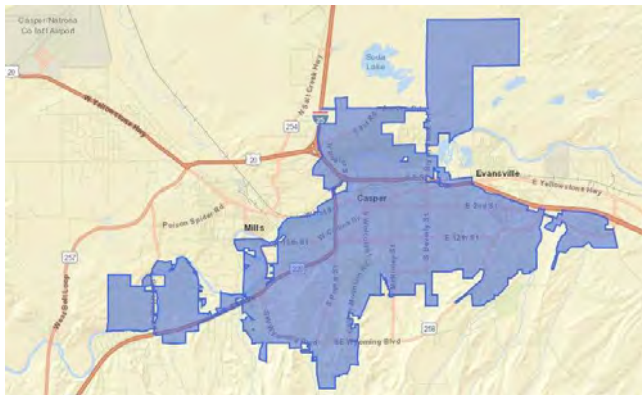
## 2. LOCAL MARKET ANALYSIS

The market surrounding the Ford Wyoming Center represents its primary sources of local venue rentals and attendance for public events. The employment and business characteristics help inform the potential for corporate event sales and the strength of local partners for association-based events. The local market also represents the transportation access, lodging, and other amenities that visitors to the venue will use. This section evaluates the demographic, business, and employment characteristics of the local market to assess the potential of demand generators and subsequent operating revenues. The local market analysis concludes with an evaluation of the market's ability to attract and accommodate out-of-town visitation for events.

### LOCAL AND DRIVE TIME MARKETS

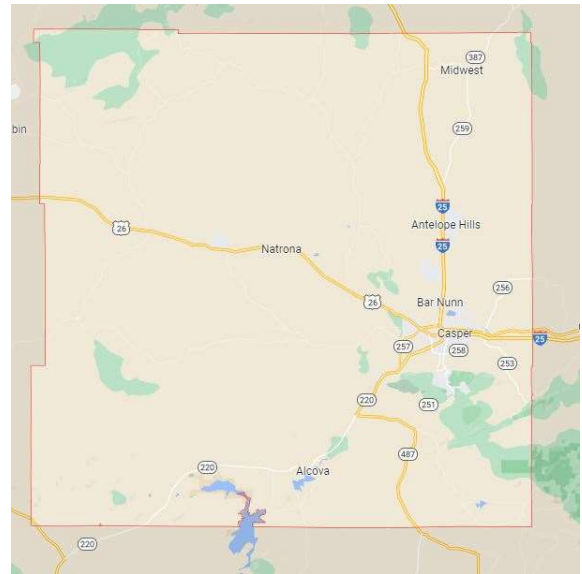
For this analysis, we define the local market as the City of Casper and the Casper metropolitan area, defined as Natrona County.

#### 2.1 CITY OF CASPER, WY



Source: Esri

#### 2.2 NATRONA COUNTY



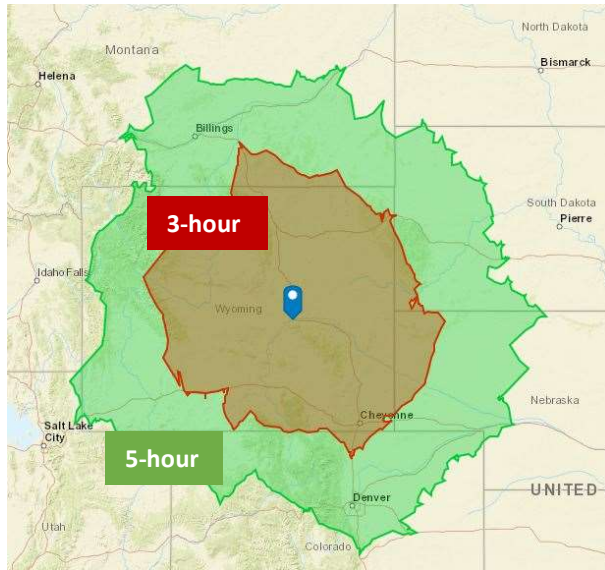
Source: Esri

For this analysis, we have also evaluated drive time markets surrounding the Ford Wyoming Center as they represent the primary users of the facility. Primary users are those that would regularly host and attend events at the Ford Wyoming Center. For some events, attendees would arrive from outside a five-hour drive time or fly in from markets throughout North America. The following map presents the boundaries of the three and five-hour drive time markets.



# Strategic Venue Studies

## 2.3 MAP OF DRIVE TIME MARKETS



Source: Esri

We use the drive time markets to understand the trends in population demographics and the economic climate of the region. Esri ArcGIS Business Analyst (“Esri”) is a well-regarded forecasting service that applies GIS technology to produce extensive demographic, income, and business data analyses. Esri employs a sophisticated location-based model to forecast economic and demographic trends. Esri bases historical statistics on U.S. census data, the American Community Survey, and other primary research.

### POPULATION

The size of the resident population surrounding an event facility directly informs the facility’s potential to generate use and attract event attendees. Local uses of an event center include weddings and social events, meetings, public expos, and other civic uses.

The following figure presents the size of the resident population living in the local market and

in the three and five-hour drive times surrounding the Ford Wyoming Center. We present population data for 2021, 2026, and the compound annual growth rate (“CAGR”). State and national data are included for reference.

## 2.4 POPULATION AND GROWTH

	2021 Population	2026 Population	2021-26 CAGR*
City of Casper	58,650	59,684	0.4%
Natrona County	81,385	83,440	0.5%
3-hour Drive	516,589	527,792	0.4%
5-hour Drive	5,411,211	5,775,054	1.3%
State	596,471	608,496	0.4%
USA			0.7%

\* Compound Annual Growth Rate  
Source: Esri

With over 81,000 residents, Natrona County is experiencing population growth on par with the rest of the state of Wyoming and is slightly lower than the national levels. The five-hour drive time includes the larger metropolitan areas of Denver and Salt Lake City producing a higher projected CAGR. Over 516,000 people live within a three-hour drive of the Ford Wyoming Center. With the inclusion of larger metropolitan areas, the population density increases with approximately 5.4 million living within a five-hour drive time.

### AGE DEMOGRAPHIC

The success of an event facility lies in its ability to develop programming that appeals to a broad cross-section of the marketplace. A market’s age distribution can be a factor in determining potential event attendance and can provide insight into the types of events and programs that the market will support. A market with large youth and teen generations suggests a stronger demand for family-oriented programming and sports. An older population may indicate more

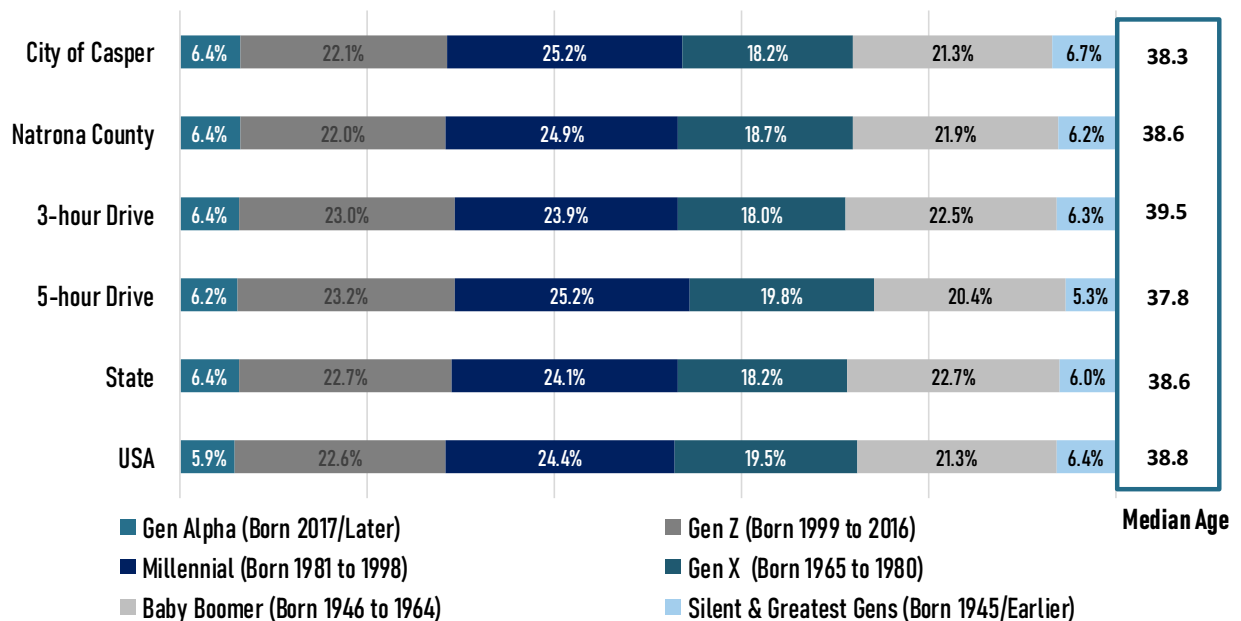
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demand for social functions, seminars, and civic gatherings.

The following figure presents the population distribution by generation for the local market

and each of the drive-time market areas. For reference, we provide this information for the state and the entire U.S. population.

## 2.5 GENERATION DISTRIBUTION (2021)



Source: Esri

The median age for the entire U.S. population is around 39 years. The age distribution throughout the local and drive time markets is relatively consistent with no significant variance in generational population percentages.

### INCOME, EDUCATION & EMPLOYMENT

Income levels affect the ability of a market to support an event facility because more frequent attendees tend to be from households with higher levels of disposable income. A healthy and diversified economy not only provides employment and disposable income for a

market's residents but also helps to insulate an area from economic downturns that could negatively affect event demand. Income levels also provide a benchmark for the quality of public and private services and attractions that are necessary to attract out-of-town visitors to events.

The characteristics of an area's workforce indicate the overall stability of the income levels of the resident population. Areas with higher education levels and a predominance of professional occupations in a variety of industries tend to respond to and recover from market shifts



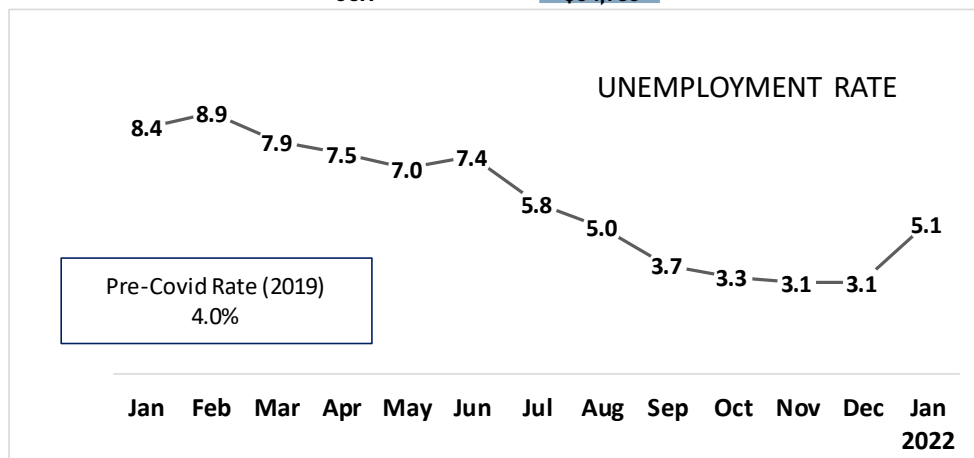
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more readily than those that rely on employment from a single sector, such as manufacturing. Unemployment statistics provide a measure of the

health of the local economy and comparisons with state and national trends.

## 2.6 HOUSEHOLD INCOME AND UNEMPLOYMENT RATE (2021)

	Median HH Income
City of Casper	\$63,277
Natrona County	\$63,773
3-hour Drive	\$63,169
5-hour Drive	\$78,175
State	\$63,773
USA	\$64,730



Sources: Esri & Bureau of Labor Statistics

Median household income throughout the local markets and state is relatively consistent with the educational attainment of the population.

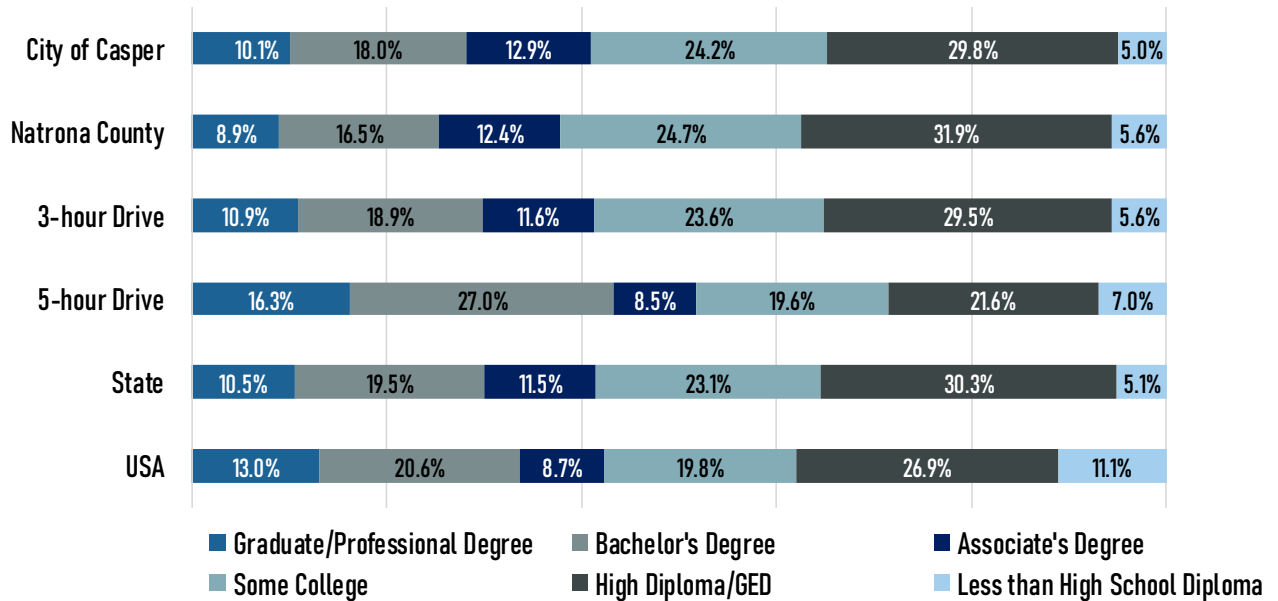
The pre-covid unemployment rate in the Casper Metropolitan area hovered around 4%. Like the rest of the country, unemployment in Casper spiked during 2020, reaching a peak of 11.4%.

2021 saw declining unemployment, reaching levels below the pre-Covid rate.

The following figure presents a summary of educational attainment for the local market, the drive time markets, and the entire United States.

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## 2.7 EDUCATIONAL ATTAINMENT (2021)



Source: Esri

The local population has an average percentage of residents with post-secondary degrees that is on par with the state of Wyoming and the nation. The five-hour drive time has a significantly greater percentage of residents with a bachelor's or graduate/professional degree.

### BUSINESS CHARACTERISTICS

The characteristics of local business establishments provide insight into the ability to

support the local economy and inform the potential for corporate sales and sponsorship opportunities. The following figure presents a summary of local business characteristics, comparing the percentage of business establishments (by NAICS code) for the local market, each drive time market, and the state and country as a whole.



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## 2.8 BUSINESS ESTABLISHMENT SUMMARY

Industry	City	County	3-hour	5-hour	State	USA
Agriculture/Mining	2.7%	5.4%	5.2%	3.2%	5.0%	2.2%
Construction	6.1%	7.7%	6.6%	6.9%	6.5%	6.3%
Manufacturing	1.7%	3.5%	2.7%	3.0%	2.6%	3.1%
Transportation	1.5%	3.1%	3.4%	2.4%	3.5%	2.7%
Communication	0.9%	0.9%	0.9%	0.9%	1.0%	0.9%
Utility	0.3%	0.5%	0.7%	0.5%	0.7%	0.3%
Wholesale Trade	3.3%	5.2%	3.7%	3.4%	3.5%	3.3%
Retail Trade	21.8%	19.9%	18.2%	19.3%	18.6%	20.7%
Finance/Insur/Real Estate	11.3%	9.1%	8.2%	9.9%	8.0%	9.6%
Service	42.3%	37.2%	38.6%	41.1%	38.9%	39.6%
Government	4.4%	4.3%	7.3%	3.3%	7.3%	3.1%
Unclassified Establishments	3.7%	3.3%	4.7%	6.3%	4.4%	8.3%
Total Businesses	2,844	3,926	23,707	212,523	29,348	12,013,469

Source: Esri

The local and drive time markets are well diversified in a variety of industries. Employment by industry in the local market shows a relatively high percentage of businesses in the retail trade, finance, and service sectors as compared to the State of Wyoming and the nation. There is a lower percentage of manufacturing jobs and higher employment in agriculture/mining.

The following figure presents major employers in the region. The employees, customers, and suppliers of these businesses are located throughout the region creating opportunities for local meeting demand and sponsorship opportunities.

## 2.9 MAJOR EMPLOYERS

Company	Industry/Service
71 Construction	Construction
Natrona County School District	Education
State of Wyoming	Government
Banner Medical Center	Healthcare
Wyoming Machinery Company	Heavy Equipment
Casper College	Higher Education
Automation & Electronics	Manufacturing
Sinclair Oil Refinery	Oil & Gas
Key Energy Services	Oil & Gas
True Drilling Company	Oil & Gas
Halliburton Sperry Drilling	Oil & Gas
Johnson Restaurant Group	Service

Source: Advance Casper

## DESTINATION CHARACTERISTICS

While the primary users of the Ford Wyoming Center reside within a reasonable drive of the venue, conventions, conferences, and sporting events can draw attendees from throughout North America. Market destination characteristics play a

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role when deciding to host and attend an event. Lodging options, ease of access, and destination amenities can have a positive or negative influence on the attractiveness to out-of-town visitors.

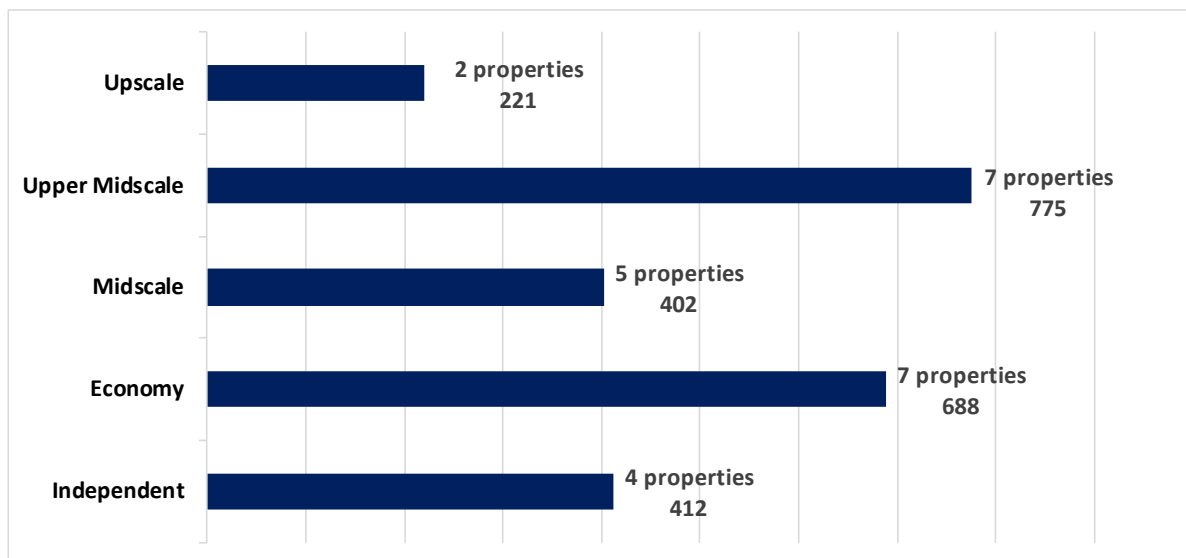
## LODGING SUPPLY

An event center’s ability to attract out-of-town groups depends greatly on the availability of nearby hotel rooms within a reasonable distance of the facility. Many events require the convenience of guest rooms that are either attached or adjacent to the event space. Moreover, different events have different preferences as to the types of hotels that best meet the needs of

their attendees. Most planners of professional conferences and trade shows prefer large blocks of full-service hotel rooms in nationally branded properties. SMERFE (social, military, religious, fraternal, ethnic) groups tend to prefer less expensive, limited-service hotel options that offer guest amenities such as complimentary breakfast.

Smith Travel Research (“STR”) maintains a database of approximately 140,000 hotel properties and 13 million hotel rooms around the world. The figure below shows the STR database inventory of all hotel properties in the local market. The quality of the hotels, indicated by the service level, also indicates the market’s ability to support the venue’s out-of-town attendees

### 2.10 PROXIMATE LODGING SUPPLY IN LOCAL MARKET



Source: STR

With 25 lodging properties in Casper and surrounding communities, the local market has a total of around 2,500 guest rooms. There is a mix

of brands and service levels with over 30% of rooms in upper midscale properties, such as Holiday Inn and Hampton Inn. The two upscale



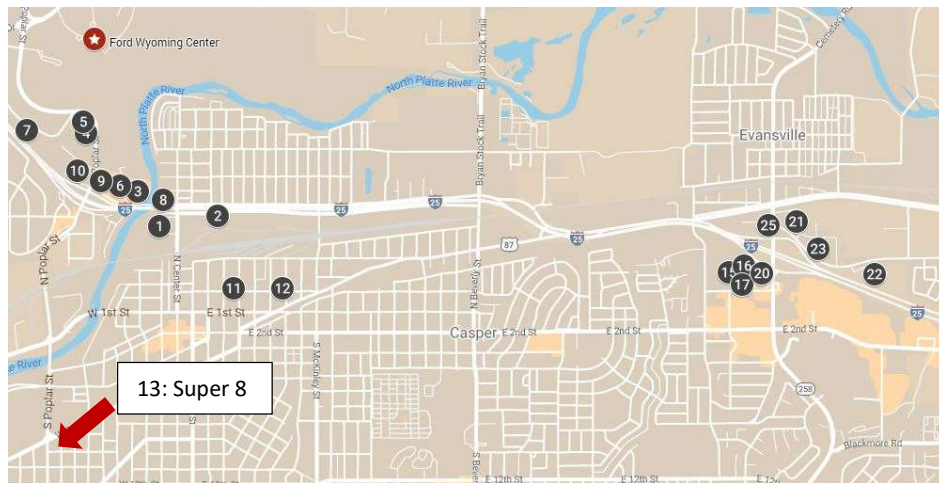
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chain properties in the market are the 121-room Hilton Garden Inn and the 100-room Courtyard Casper. Some independent properties, such as the 230-room Ramkota Inn are also considered

upscale. The Ramkota Inn is also the largest property in the market.

The following map presents the location of the market's 25 existing hotels.

## 2.11 HOTEL MAP



Source: Google Maps

- 1 Clarion Inn At Platte River
- 2 Days Inn by Wyndham Casper
- 3 Econo Lodge
- 4 Hampton Inn & Suites Casper
- 5 Hilton Garden Inn Casper
- 6 La Quinta Inn by Wyndham
- 7 Motel 6 Casper, WY
- 8 National 9 Casper (Showboat)
- 9 Quality Inn & Suites Casper
- 10 Ramkota Hotel
- 11 Royal Inn
- 12 Topper Motel
- 13 Super 8 by Wyndham Casper
- 14 Best Western Plus Casper
- 15 Candlewood Suites Casper
- 16 Courtyard by Marriott Casper
- 17 Holiday Inn Express Casper
- 18 Holiday Inn Casper East
- 19 Mainstay Suites
- 20 Rodeway Inn
- 21 Baymont Wyndham Casper
- 22 Casper C'mon Inn
- 23 Comfort Inn Evansville-Casper
- 24 Sleep Inn & Suites
- 25 Super 8 by Wyndham Casper



There are ten lodging properties within one mile of the Ford Wyoming Center housing approximately 1,300 total guest rooms. Branded upscale and upper midscale hotel properties, often preferred by meeting planners, are concentrated along U.S. Highway 25.

Ford Wyoming Center should consider the potential to encourage hospitality development that can also benefit users of the Ford Wyoming Center

### AIR ACCESS

When booking conferences and meetings with overnight lodging requirements, the importance of an attached or adjacent lodging property cannot be overstated. While lodging is a short drive from the Ford Wyoming Center, there is currently no attached or adjacent lodging property. Future development surrounding the

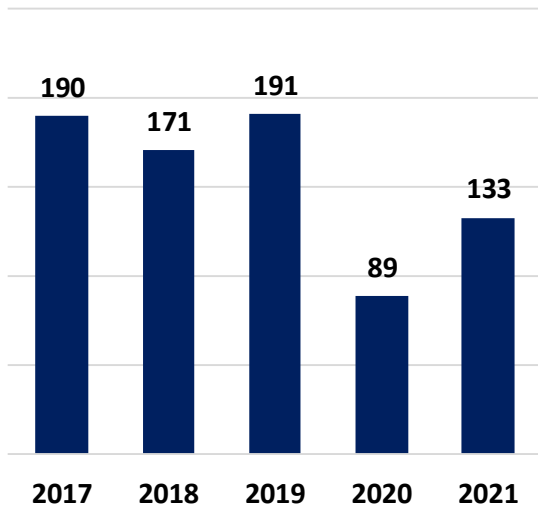
Convenient air access from a variety of markets is important when planning an event that attracts participants from locations throughout North America. Airport passenger counts indicate the ability of a market to support conferences, competitions and other events. Trends showing changes in passenger counts also reflect local

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business activity and the overall economic health of the area.

Casper is served by Casper/Natrona County International Airport (“CPR”), conveniently located approximately eight miles from the Ford Wyoming Center. With non-stop service to Denver and Salt Lake City, the following figure presents the annual passenger counts for arrivals and departures over the past five years.

**2.12 AIR PASSENGER STATISTICS (IN 000s)**



Source: Bureau of Transportation Statistics

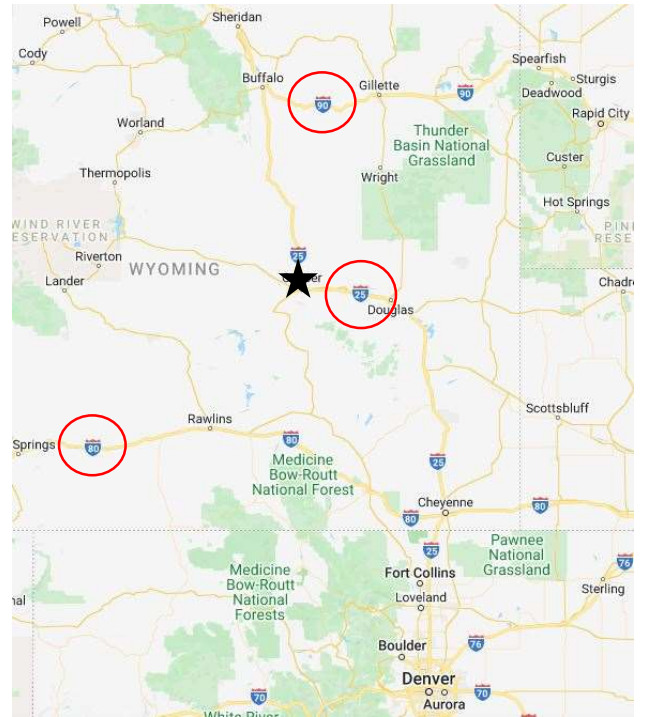
Although non-stop destinations are limited, CPR had relatively stable passenger volumes during the years preceding the Covid-19 pandemic. 2020 saw significant declines as air travel was negatively impacted throughout the country. 2021 passenger volumes show signs of a return to pre-Covid levels.

### HIGHWAY ACCESS

Many event attendees would drive to an event, necessitating good highway access from other

locations throughout the northwestern U.S. The following map highlights the network of roadways providing regional access.

**2.13 HIGHWAY ACCESS MAP**



Source: Google Maps

Interstate 25 offers primary access from Cheyenne, WY and Denver, CO to the south and Billings, MT to the north. It also connects Casper to major east-west interstate highways. Interstate 80 to the south provides access to Salt Lake City, UT and Omaha, NE while Interstate 90 to the north provides access to Rapid City and Sioux Falls, SD.

### LOCAL EVENT FACILITIES

To assess local meeting infrastructure, we considered hotels, resorts, banquet halls, and entertainment venues throughout the local market.



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The following figure provides a map of the event and banquet spaces in the local market. Details on the venues follows.

## 2.14 LOCAL MEETING AND EVENT INFRASTRUCTURE



Source: Google Maps

Venue	Function Space (SF)	Exhibit Space (SF)	Banquet Capacity	Lodging Rooms
<b>With Lodging</b>				
Clarion Inn at Platte River	22,884		400	296
Ramkota Hotel & Conf Center	11,653		350	230
Hilton Garden Inn Casper	3,070		150	121
EconoLodge & Resort	3,900		230	200
Courtyard Casper	1,900		45	100
Holiday Inn Casper East	1,430		30	119
<b>Without Lodging</b>				
Central WY Fair & Rodeo *	59,500	18,800	1,450	
Ford Wyoming Center	34,400	28,000	1,200	
WCA Regional Training Center	22,000		na	
Wolcott Galleria	7,300		300	
Nicolaysen Art Museum	5,000		272	
The Lyric	2,500		200	
Hogadon Basin Ski Area	2,000		160	

\* Includes both Arena, Industrial Building, and Annex.

Source: Respective Venues

# Strategic Venue Studies

In addition to the Ford Wyoming Center, existing meeting and event options in Casper include two conference hotels that house banquet and meeting spaces with banquet seating capacities of up to 400. Other hotels and non-lodging event venues are primarily suitable for wedding receptions, banquets, social events, and small meetings.

The Casper market lacks a large convention venue that houses the function spaces and amenities sought by convention and event planners

including exhibition, banquet, and meeting spaces under one roof.

## SPORTS AND RECREATION

In addition to offering meeting and function spaces, the Ford Wyoming Center currently houses the largest indoor sports playing surface in the Casper market. Other existing venues include an outdoor sports complex, ice rink, and sports facilities at local high schools and community recreation centers.

### 2.15 SPORTS & RECREATION FACILITIES



Venue	Type	Playing Surfaces
<b>Sports &amp; Recreation Specific</b>		
North Casper Soccer Complex	Multipurpose Outdoor	12 fields, 5 diamonds
Casper Ice Arena	Indoor Ice Rink	1 sheet
Casper Recreation Center	Multipurpose Indoor	2 courts
Kelly Walsh High School	Multipurpose Indoor	multiple
Mike Lansing Field	Baseball Field	1 field
Natrona County High School	Multipurpose Indoor	multiple
<b>Multipurpose</b>		
Central WY Fair & Rodeo	Multipurpose Indoor	Equestrian court, mat sports
Ford Wyoming Center	Multipurpose Indoor	

Sources: Google Maps and Respective Venues



# Strategic Venue Studies

Casper has demonstrated success in hosting a variety of amateur sports tournaments and competitions. Casper's ability to host large, indoor regional sports competitions is hampered by a lack of suitable facilities. The Ford Wyoming Center offers the largest space for court and mat-based events but remains insufficient for some larger events.

To address the need for larger indoor sports spaces, a local non-profit group has presented its plans to develop and operate a new indoor sports complex in Casper. The proposed Sports Complex will be developed on a parcel that is northeast of the Ford Wyoming Center. There are currently no plans to connect the two facilities with an interior walkway. The proposed sports complex will house approximately 45,000 square feet of function space able to accommodate six basketball courts or six volleyball courts in two pods of three/six courts each. In addition, the complex will contain a large lobby, meeting rooms, concessions areas, and other supporting elements. Initial projections for the new Sports Complex indicate that its demand will stabilize at around 20 large sports tournaments each year.

## DESTINATION ATTRACTIONS

Tourism is one of the most important sources of visitation to the Casper economy. With the southern entrance to Yellowstone National Park a short and scenic drive from Casper, many come to experience Wyoming life before venturing to the park. Filled with historic sites, natural attractions, outdoor recreation, fishing and boating experiences, unique dining, and shopping, there is plenty to attract, and keep visitors from all over the United States. The most popular destination amenities and events include:

**Tate Geological Museum** – Located at Casper College, the Tate Geological Museum is a Regional Earth Science Education Center with both exhibits and educational programs dedicated to prehistoric Wyoming. Free and open to the public, the museum features over 3,000 fossil and mineral specimens.

**Nicolaysen Art Museum** – A cultural anchor of the Casper community, the NIC seeks to preserve and exhibit the work of contemporary artists from the central Rockies and high plains. The museum features more than 25,000 square feet of galleries, classrooms, and the hands-on Discovery Center studio.

**David Street Station** – Located in downtown Casper, David Street Station is a versatile outdoor gathering space that hosts hundreds of events year-round. Always free, events include live music, festivals, farmers markets, a summer splash pad, and a winter ice rink.

**Alcova Reservoir** – The primary outdoor recreation area for Casper and Natrona County, the 2,470-acre Alcova Reservoir and surrounding lands offer boating, fishing, beaches, hiking trails, and camping. Alcova Marina rents a variety of sport and fishing boats, jet skis, stand-up paddleboards, and kayaks.

**Casper Mountain** – Around 12 miles from downtown Casper, Casper Mountain is a year-round destination with beautiful scenery and miles of trails to hike, bike, nordic ski, or snowshoe. For alpine skiers and snowboarders, Hogadon Basin Ski Area features 27 trails, two ski lifts, and a brand new lodge.

**National Historic Trails Interpretive Center** – Located northwest of Casper, the NHTIC houses

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11,000 square feet of hands-on exhibits that capture the life and experience of pioneers as they followed the Oregon, California, Mormon, and Pony Express trails. Admission is free to the public.

**Platte River Trails** - With 11 miles along the Platte River, the River Trail is the spine of Casper's community trail system. The primary east-west non-motorized transportation corridor, the trails offer walking, jogging, cycling, and rollerblading as well as access to Frisbee golf, nature viewing, fishing, and boating.

**5150' Festival** - Held each August at David Street Station, the 5150' Festival features a variety of vendors, including local makers and creators. Casper-based retailers, food, live music, and family activities. This free event is named for the 5,150 feet that Casper sits above sea level.

## CONCLUSIONS

The market surrounding the Ford Wyoming Center in Casper has a relatively small but stable population base. The population demographics, including age, income, employment, and educational attainment, suggest an average ability to support fee-based public events and private functions at the Ford Wyoming Center. Employment is well-diversified, with some of the largest employers in the oil and gas industry. A high percentage of employment is in service-based organizations that do not produce significant visitor-generating meeting activity.

The Ford Wyoming Center is the primary event venue in the market. Other meeting and event

options in Casper include two conference hotels and other venues with a banquet seating capacity of up to 400. The Casper market lacks a multi-functional convention facility with the requisite exhibit, banquet, and meeting space under one roof necessary to host a convention or trade show.

A new indoor sports complex, currently in the planning stages, will house approximately 45,000 square feet of court and mat-based competition space, making it the largest indoor sports and recreation facility in the market. Proposed for a lot adjacent to the Ford Wyoming Center, this new Casper Sports Complex will not only support events that are currently hosted at the Ford Wyoming Center but also provide opportunities to bring new, larger sports events to Casper. The expansion of the Ford Wyoming Center will further enhance this synergy and attractiveness of Casper as a sports destination.

As a convention and meeting option, Casper has a rich cultural history with multiple historic sites, natural attractions, and outdoor experiences that create an attractive destination for visitors. The addition of appropriately sized event spaces should allow Casper to expand its share of the regional convention and conference market. In addition, an expanded Ford Wyoming Center could better serve the banquet and event needs of the community and local organizations.



## 3. COMPETITIVE AND PEER VENUES

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An analysis of peer convention and event venues provides a basis for developing building program recommendations and informing forecasts of event demand and financial operations. Evaluating venue and market characteristics that are relevant to the success of each venue provides an assessment of the relative strengths and weaknesses of Casper and the Ford Wyoming Center and the potential to attract new demand.

In addition to the local venues detailed in the previous chapter, the Ford Wyoming Center competes directly with several venues in small to medium-sized markets throughout the western United States for a share of conventions, meetings, and entertainment business. Event planners select host cities for their events based on an overall package that a city may offer. Several factors determine a city's overall strength and potential in the meetings market. These factors include the attributes of the event facilities, lodging supply, the economic and demographic profile of the community, transportation access, tourism amenities, and overall destination appeal.

In this chapter, we directly compare the Ford Wyoming Center with the event function spaces and supporting infrastructure of 20 competitive event centers and entertainment venues, segmented into two groups based on the following criteria.

1. Competitive convention and event centers within a 500-mile radius of Casper that compete with the Ford Wyoming Center for meeting, convention, sports, and entertainment events.
2. Theaters and performance venues in small to medium-sized markets in Wyoming and surrounding states that host touring concerts, Broadway, and other shows.

A third group of venues in this study includes peer civic and event centers in smaller U.S. cities that have recently undergone a major expansion and renovation to their arena, meeting, and event function spaces. These venues do not compete directly with the Ford Wyoming Center, but understanding the motivations, means, and development plans of a major venue renovation can be informative.

The following figures present the lists of the competitive and peer event venues considered for this analysis.

# Strategic Venue Studies

## 3.1 COMPETITIVE & PEER VENUES

Group 1 Venues	Location	Total Function Space (sf)
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### Competitive convention and event centers within a 500-mile radius of Casper

Metra Park	Billings MT	182,009
Bismarck Event Center	Bismarck ND	115,911
The Monument	Rapid City SD	121,457
Dixie Center	St. George UT	76,668
Denny Sanford Premier Center	Sioux Falls SD	60,510
The Ranch Event Complex	Loveland CO	58,155
Utah Valley Convention Center	Provo UT	46,545
Swiftel Center	Brookings SD	43,168
Heartland Events Center	Grand Island NE	38,000

Group 2 Venues	Location	Seating Capacity
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### Comparable regional theaters and performing arts centers

Orpheum Theatre	Sioux City IA	2,459
Washington Pavilion	Sioux Falls SD	1,900
Mansfield Theatre	Great Falls MT	1,782
The Monument Fine Arts Theater	Rapid City SD	1,700
Cheyenne Civic Center	Cheyenne WY	1,500
Alberta Bair Theatre	Billings MT	1,410
Blackfoot Performing Arts Center	Blackfoot ID	1,223
Mother Lode Theatre	Butte MT	1,202
Willson Auditorium	Bozeman MT	1,143
Belle Mehus Auditorium	Bismarck ND	840
Merryman Performing Arts Center	Kearney NE	760

Group 3 Venues	Location	Total Function Space (sf)
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### Comparable renovated civic and events centers throughout the U.S.

Tucson Convention Center	Tucson AZ	150,864
Mayo Civic Center	Rochester MN	140,336
Charleston Civic Center	Charleston WV	121,908
MassMutual Center	Springfield MA	63,940



# Strategic Venue Studies

## COMPETITIVE EVENT VENUES – GROUP 1

The type, size, and divisibility of function spaces in a convention or event center have a direct impact on the type and quantity of events it can host.

Critical for several types of events such as conventions, tradeshow, sporting events, and consumer shows, the amount and quality of exhibition space determines the size and type of conventions, trade shows, sporting events, and other exhibit-based events that a venue can accommodate.

In addition to meal-based social events (such as weddings and fundraisers), other types of events, such as conventions and tradeshow, typically require food services in a ballroom setting. General assemblies at conventions and tradeshow often use a ballroom with a theater or banquet set-up. As facility operators attempt to grow food service revenues at their facilities and event planners seek a higher level of service for their attendees, the size of the ballroom often determines a venue's event size capacity.

In addition to stand-alone meetings, meeting rooms can accommodate sub-groups as they break out of larger general sessions at conventions and tradeshow. Additionally, these smaller rooms can support training sessions, seminars, classes, exams, and a variety of small meeting functions.

Seating capacity is one of the primary factors considered by promoters of spectator sports, touring concerts, and entertainment events.

The following figure presents details on each competitive venue, including exhibit space, ballrooms, breakout meeting space, and arena seating capacities (where applicable).

# Strategic Venue Studies

## 3.2 FUNCTION SPACE & SEATING CAPACITY – GROUP 1

				Function Space (SF)	Exhibit & Multipurpose	Contiguous Exhibit	Ballroom	Meeting	Mac Concert Capacity
<b>Maximum</b>					<b>156,200</b>		<b>20,278</b>	<b>25,809</b>	<b>12,000</b>
MetraPark	Billings	MT	182,009	156,200	63,000	0	25,809	12,000	
Bismarck Event Center	Bismarck	ND	115,911	100,000	100,000	0	15,911	9,000	
The Monument	Rapid City	SD	121,457	96,151	40,400	15,264	10,042	10,000	
Dixie Center	St. George	UT	76,668	46,550	46,550	20,278	9,840	0	
Denny Sanford Premier Center	Sioux Falls	SD	60,510	33,600	33,600	16,800	10,110	12,000	
The Ranch Event Complex	Loveland	CO	58,155	50,500	19,000	0	7,655	0	
Utah Valley Convention Center	Provo	UT	46,545	19,620	19,620	16,894	10,031	0	
Swiftel Center	Brookings	SD	43,168	30,270	30,270	6,085	6,813	6,500	
Heartland Events Center	Grand Island	NE	38,000	30,000	30,000	8,000	0	0	
Ford Wyoming Center	Casper	WY	34,400	28,000	28,000	0	6,400	9,700	
<b>Minimum</b>					<b>19,620</b>		<b>6,085</b>	<b>6,400</b>	<b>6,500</b>
<b>Average</b>				<b>77,682</b>	<b>59,089</b>		<b>13,887</b>	<b>11,401</b>	<b>9,867</b>

Source: Respective Venues

The competitive venues presented above range from local civic centers to large regional convention centers. Most offer ballroom and meeting spaces, while the larger venues tend to have dedicated exhibition spaces. Most venues house ballrooms between 10,000 and 25,000 square feet. Breakout meeting spaces vary more widely with the smaller venues offering less meeting space, relying instead on flexible ballrooms with multiple divisions to accommodate banquet, assembly, and meeting needs.

The Ford Wyoming Center is the smallest venue in terms of total and contiguous exhibition area and other meeting spaces.

Unlike other event complexes in the region, the Ford Wyoming Center also lacks a dedicated ballroom, relying on its arena floor for large banquets and limiting the venue’s ability to host multiple simultaneous events.

In its current configuration, the Ford Wyoming Center is limited in its ability to host convention and trade show events that require the

simultaneous use of exhibition, ballroom, and meeting spaces.

Like the Ford Wyoming Center, six of the nine competitive venues also house an arena. With a seating capacity of approximately 9,700, the Ford Wyoming Center compares favorably with the other venues. Over the past several decades, arena operators have incorporated premium seating and other VIP amenities to enhance the event experience and increase revenues. There are a variety of premium seating types, the most common being luxury suites that typically offer a private seating area and lounge with premium food and beverage service. Other premium seating and amenities include skyboxes, club seating, VIP lounges, private concourses, and party decks. Older venues, like the Ford Wyoming Center, that were originally built without premium seating, often retrofit general bowl seating and balconies to create this sought-after amenity.

The following figure presents the premium amenities offered by the peer arenas.



# Strategic Venue Studies

## 3.3 PREMIUM ARENA SEATING

Venue	Max Concert Seating	Premium Seating
MetraPark	12,000	Platinum seating for certain events
Denny Sanford Premier Center	12,000	Premium Level with 22 suites, 18 loge suites, and club seats with private lounge
The Monument	10,000	3 levels of premiums eating: Private Theatre Boxes with shared lounge space, Arena Club, and Loft Bar with seating
Ford Wyoming Center	9,700	Club 13 and Rock Star Balcony
Bismarck Event Center	9,000	None
Heartland Events Center	7,500	12 suites
Swiftel Center	6,500	Luxury suites and club seats

Source: Respective Venues

The Ford Wyoming Center offers premium amenities and private lounge space for group events but unlike many of the peer venues, it does not have luxury suites or private club seats that are available for annual lease or single event rentals.

### COMPETITIVE ENTERTAINMENT VENUES – GROUP 2

The Group 2 venues include competitive performance venues that regularly host concerts, Broadway, and other performances that tour venues throughout the United States.

While these venues are not comparable to the Ford Wyoming Center in terms of the full event

profile, studying their characteristics and event demand profiles is informative when considering concerts and other entertainment that regularly book both venue types.

An analysis of this event group also provides valuable information as Casper considers the future renovation of The Lyric in downtown Casper. Any recommendations aimed at enhancing the Ford Wyoming Center’s use as a performing arts venue should consider this future renovation and Casper’s overall potential in the touring entertainment industry.

# Strategic Venue Studies

## 3.4 THEATER SEATING CAPACITY – GROUP 2

Venue	City	ST	Theater Seating
<b>Maximum</b>			
Orpheum Theatre	Sioux City	IA	2,459
Washington Pavilion	Sioux Falls	SD	1,900
Mansfield Theatre	Great Falls	MT	1,782
The Monument Fine Arts Theater	Rapid City	SD	1,700
Cheyenne Civic Center	Cheyenne	WY	1,500
Alberta Bair Theatre	Billings	MT	1,410
Blackfoot Performing Arts Center	Blackfoot	ID	1,223
Mother Lode Theatre	Butte	MT	1,202
Willson Auditorium	Bozeman	MT	1,143
Belle Mehus Auditorium	Bismarck	ND	840
Merryman Performing Arts Center	Kearney	NE	760
<b>Minimum</b>			
<b>Average</b>			<b>1,447</b>

Source: Respective Venues

The theaters and performing arts venues presented above are located in both small communities and large metro areas. They have seating capacities ranging from around 800 to 2,500 seats with an average and median capacity of around 1,400 seats.

### COMPARABLE PEER VENUES – GROUP 3

The Group 3 venues include arena and event complexes that have recently undergone an expansion and renovation to enlarge event function spaces, modernize and improve marketability, and enhance the customer

experience. These peer event venues do not directly compete with the Ford Wyoming Center but a study of the venues provides information on the building program and operational characteristics and identifies aspirational benchmarks.

The following figure presents details on each peer venue, including exhibit space, ballrooms, breakout meeting space, and arena seating capacities.

## 3.5 FUNCTION SPACE & SEATING CAPACITY – GROUP 3

Venue	City	ST	Function Space (SF)	Exhibit & Multipurpose	Contiguous Exhibit	Ballroom	Meeting	Mac Concert Capacity
<b>Maximum</b>				<b>119,280</b>		<b>38,586</b>	<b>35,740</b>	<b>13,500</b>
Tucson Convention Center	Tucson	AZ	150,864	119,280	89,760	20,164	11,420	8,900
Mayo Civic Center	Rochester	MN	140,336	66,010	25,200	38,586	35,740	5,200
Charleston Civic Center	Charleston	WV	121,908	80,586	50,086	18,395	22,927	13,500
MassMutual Center	Springfield	MA	63,940	40,650	40,650	14,880	8,410	8,000
<b>Minimum</b>				<b>28,000</b>		<b>14,880</b>	<b>6,400</b>	<b>5,200</b>
<b>Average</b>			<b>102,290</b>	<b>66,905</b>		<b>23,006</b>	<b>16,979</b>	<b>9,060</b>

Source: Respective Venues



# Strategic Venue Studies

The above venues house a combination of large exhibit spaces, ballrooms, and meeting rooms making them suitable for a wide range of events from conventions and trade shows to conferences and banquets.

The following case studies present detailed information on the four peer venues detailed above. Each case study presents information on

the expansion projects, goals, and funding mechanisms. We also include site and floor plans as well as information on management and operations, events, and financial operations.

# Strategic Venue Studies

## TUCSON CONVENTION CENTER – TUCSON, AZ



The Tucson Convention Center (“TCC”) is centrally located in downtown Tucson, Arizona. The convention complex includes an arena as well as exhibit, banquet, and meeting space. Two performing arts facilities are accessible from the main building via an outdoor walkway. This outdoor area provides additional space for receptions and outdoor events. Originally Constructed in 1971, the TCC has around 170,000 square feet of event space. The facility has undergone

several renovations including \$7.8 million in enhancements to patron amenities in 2014 and improvements to locker rooms and team areas in 2016.

The most recent expansion, expected to be completed in 2022, features \$65 million in improvements. The project is adding 18,000 square feet of meeting space and \$9.2 million in renovations to existing convention spaces. The remainder of the project includes improvements to the two theaters, the complex exterior, and the site.

Funding for the project was provided by the Rio Nuevo Downtown Development District, a tax increment financing (“TIF”) district, established to fund projects that bring economic development to downtown Tucson. The \$126 in funding covers the \$65 million project costs, \$5 million in project contingency, \$48 million in debt refinancing, and an \$8 million debt service reserve.

**Ownership and Management:** The TCC is owned by the City of Tucson. The City contracts with ASM Global, a private venue operator to manage the facility.





# Strategic Venue Studies

**Events:** The TCC's largest annual event is the Tucson Gem & Mineral show. This month-long event attracts around 22,000 attendees to the TCC each year. Other events include conventions, consumer shows, meetings, and banquets. The TCC's arena has two primary hockey tenants, the University of Arizona, and the Tuscon Roadrunners of the American Hockey League. Other arena events include touring entertainment, family shows, and local sports competitions.

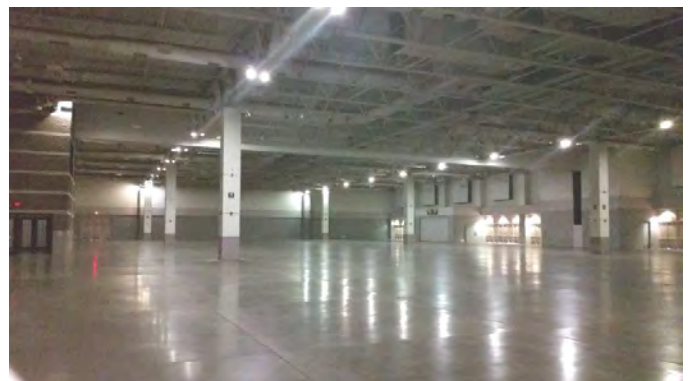


## Financial Operations (FY 2022):

<b>Operating Revenues</b>	
Sales & Service Charges	\$6,445,190
Recoverd Expenses	\$1,630,860
<b>Total Revenues</b>	<b>\$8,076,050</b>
<b>Operating Expenses</b>	<b>(\$11,352,270)</b>
<b>City Subsidy</b>	<b>\$3,276,220</b>



Source: City of Tucson, Fiscal Year 2022 Budget



# Strategic Venue Studies

## MAYO CIVIC CENTER – ROCHESTER, MN

Originally opened in 1938 as a civic auditorium, the Mayo Civic Center has served the community of Rochester, Minnesota for over eight decades. The venue currently houses approximately 140,000 square feet of function space, including exhibit, ballroom, and meeting spaces as well as a 5,200-seat arena. The idea for a major expansion and renovation was first broached in 2014. Construction began in March of 2015. The \$84 million expansion doubled the venue’s capacity to host events, adding a 40,000 square-foot ballroom which is the biggest in the state of Minnesota. Other improvements include 16 new meeting rooms, a 7,000 square-foot production kitchen, a black box theater, and an outdoor Riverfront Plaza. A floor-to-ceiling wave wall wraps around the entire exterior of the facility. Interior renovation to existing meeting rooms, the civic auditorium, and the arena round out the project.

Funding for the project includes \$35 million for the state of Minnesota and \$49 million from a partnership between the City of Rochester and the local hospitality industry through local lodging taxes.





# Strategic Venue Studies

**Ownership and Management:** The Mayo Civic Center is owned by the City of Rochester. The City contracts with ASM Global, a private venue operator to manage the facility.

**Events:** With multiple venues, the Mayo Civic Center hosts a variety of corporate, association, and local-based conventions, trade shows, and meetings. Due to its proximity to the Mayo Clinic, the Mayo Civic Center has developed specific expertise in medical shows, hosting dozens of annual events sponsored by the Mayo Clinic. The venue hosts concerts and other touring entertainment and supports local sports, hosting high school championships. It annually hosts the NYWA Youth Wrestling State Championships which is one of the biggest wrestling tournaments in the United States.



## Financial Operations (FY 2019):

<b>Operating Revenues</b>	
Sales & Service Charges	\$2,980,481
Other Revenues	\$989,149
<b>Total Revenues</b>	<b>\$3,969,630</b>
<b>Operating Expenses</b>	<b>(\$6,393,261)</b>
<b>Net Operating Income</b>	<b>(\$2,423,631)</b>
<b>Tax Support</b>	<b>\$2,397,270</b>



Source: City of Rochester Income Statement, 2019



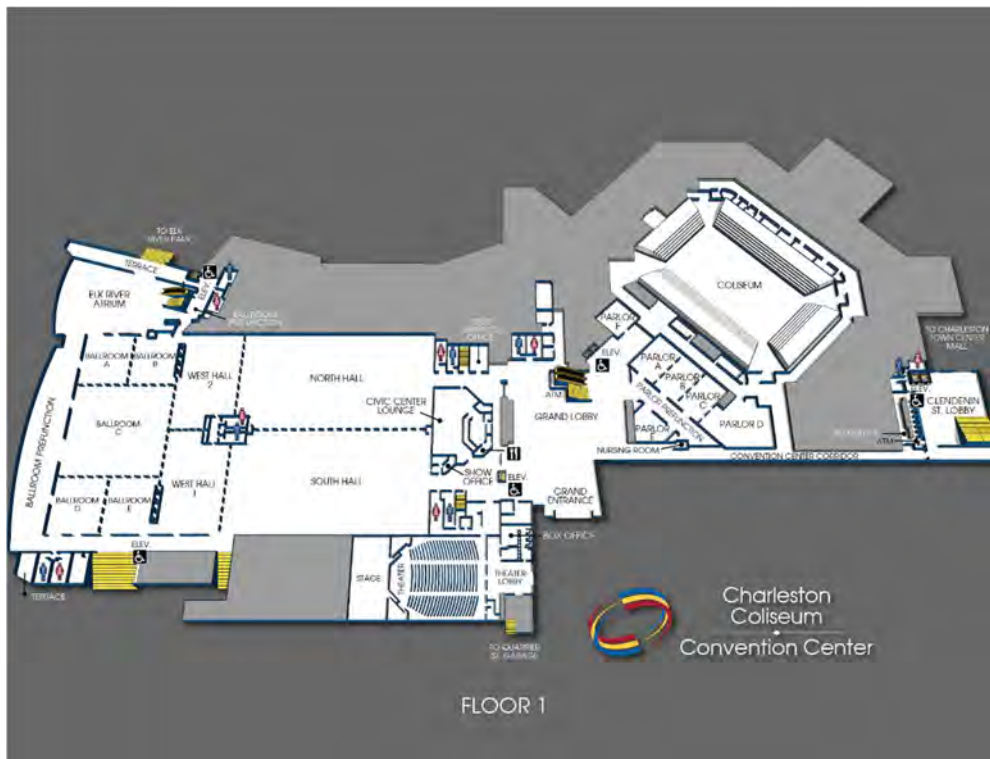
# Strategic Venue Studies

## CHARLESTON COLISEUM & CONVENTION CENTER – CHARLESTON, WV

Originally opened in 1958 as a civic arena, the Charleston Coliseum & Convention Center has undergone multiple renovations and expansions. The original arena was converted to convention center space (known as the Grand Hall) in 1980 upon completion of a new 13,500-seat Coliseum. The venue currently houses approximately 123,000 square feet of function space, including exhibit, ballroom, and meeting spaces. The most recent expansion was a \$100 million project that added a new 25,000 square foot ballroom, 15,000 square feet of new meeting space, an 8,000 square foot atrium, and renovations to lobbies and exhibition spaces. The venue remained open during these renovations.



In 2013, the West Virginia legislature allowed cities to adopt a home rule which enabled them to enact a 1% municipal sales tax. Charleston city officials decided to adopt a 1% tax and dedicated half of the proceeds to fund construction bonds for the renovation.





# Strategic Venue Studies

**Ownership and Management:** The Charleston Coliseum & Convention Center is owned by the City of Charleston. The City contracts with OVG Facilities LLC, a private venue operator, to manage the facility

**Events:** The Charleston Coliseum and Convention Center hosts a variety of events, including conventions, public expos, sporting events, meetings, and banquets. Large annual events include the WV Hunting & Fishing Show and the WV International Auto Show. Local-based events include the Taste of Charleston and the Capital City Art & Craft Show. The venue supports local schools, hosting the state basketball championships, proms, and graduations.

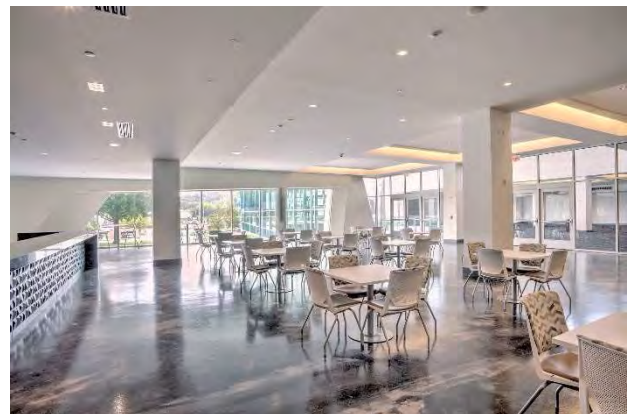


## Financial Operations (FY 2019):

<b>Operating Revenues</b>	
Sales & Service Charges	\$3,108,184
<b>Total Revenues</b>	<b>\$3,108,184</b>
<b>Operating Expenses</b>	<b>(\$6,617,072)</b>
<b>Net Operating Income</b>	<b>(\$3,508,888)</b>
<b>Tax Support</b>	<b>\$3,508,888</b>



Source: City of Charleston, CAFR, 2019



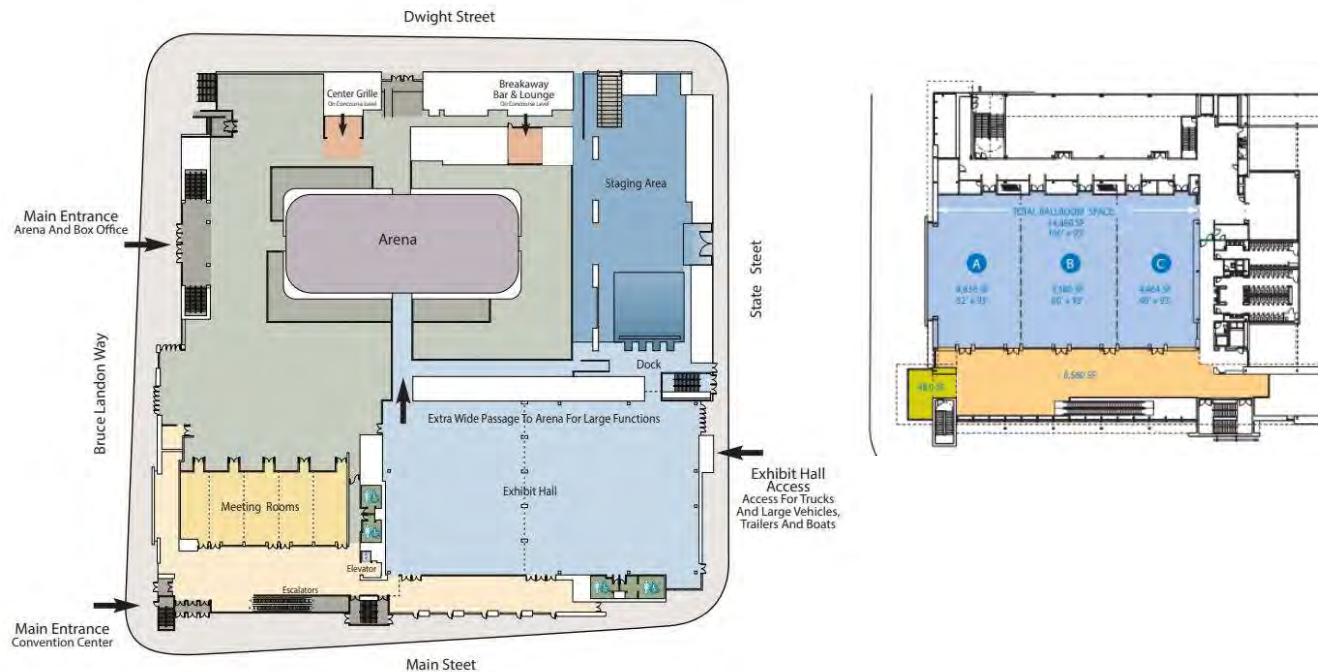
# Strategic Venue Studies

## MASSMUTUAL CENTER – SPRINGFIELD, MA

Originally opened in 1972 as an arena, a convention center was added in 2005 with a \$71 million renovation project. The venue currently houses approximately 64,000 square feet of function space, including exhibit, ballroom, meeting spaces, and an 8,000-seat arena. In addition to the convention center addition, the 2005 renovation also featured a new seating arrangement and the addition of premium amenities, including club seating, a clubroom, a VIP bar and lounge, and an executive suite. Building electrical, HVAC, and audio-visual systems were also upgraded. Other improvements to fan amenities included 11 newly-refurbished concession stands, larger restrooms, a new box office, and an entrance lobby.



Funding for the \$72 million project was funded by a combination of city and state taxes and other state funds. A \$5 million naming rights deal was also used to fund the project.





# Strategic Venue Studies

**Ownership and Management:** Previously owned and operated by the City of Springfield and various management groups until 1997, the city transferred ownership of the facility to the Massachusetts Legislature. Ownership was given to the Massachusetts Convention Center Authority (MCCA) which also manages the facility.

**Events:** The MassMutual Center’s arena has two primary hockey tenants, the Springfield Thunderbirds of the American Hockey League and the American International Yellow Jacket who compete in NCAA Division I hockey. Other arena events include touring entertainment, family shows, and local sports competitions. Other events include conventions, consumer shows, meetings, and banquets.

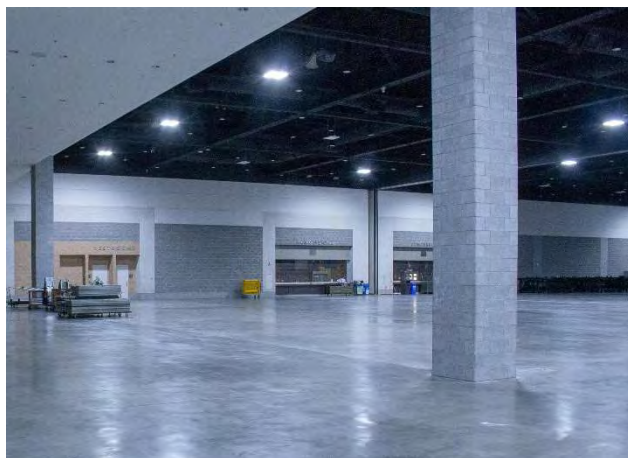


## Financial Operations (FY 2019):

Income Statement	
Operating Revenues	\$5,261,951
Operating Expenses	(\$13,370,672)
<b>Net Operating Income</b>	<b>(\$8,108,721)</b>
<b>Convention Center Fund</b>	<b>\$3,280,214</b>



Source: Massachusetts Convention Center Authority, 2019



# Strategic Venue Studies

## PEER DEMAND POTENTIAL ANALYSIS

An analysis of the primary markets surrounding an event facility provides insight into the potential market for events and attendees. While event attendees arrive from throughout the western U.S., primary users live within the metropolitan area. The market characteristics of the local market also inform the potential for group business from associations and corporations. This peer demand potential analysis addresses two important questions.

Does the surrounding residential population have sufficient size and affluence to support the venue and attend local-based meetings, banquets, consumer shows, sports, concerts, and other entertainment events? Are there enough regional businesses to serve as a significant source of association and corporate conventions, trade shows, and meeting events?

For this demand potential analysis, we compared market characteristics for the Group 1 venues, defined by the metropolitan area or county in

which the venue is located. The following market characteristics were considered.

- Total resident population
- Population growth
- Median household income
- Number of business establishments

ESRI Business Suitability Analysis calculates a weighted score (from 0 to 1.0) and ranking of the markets based on the above criteria. When calculating this score, the total population and the number of businesses are weighted higher than other categories due to their importance in attendance potential and in generating and attracting group business.

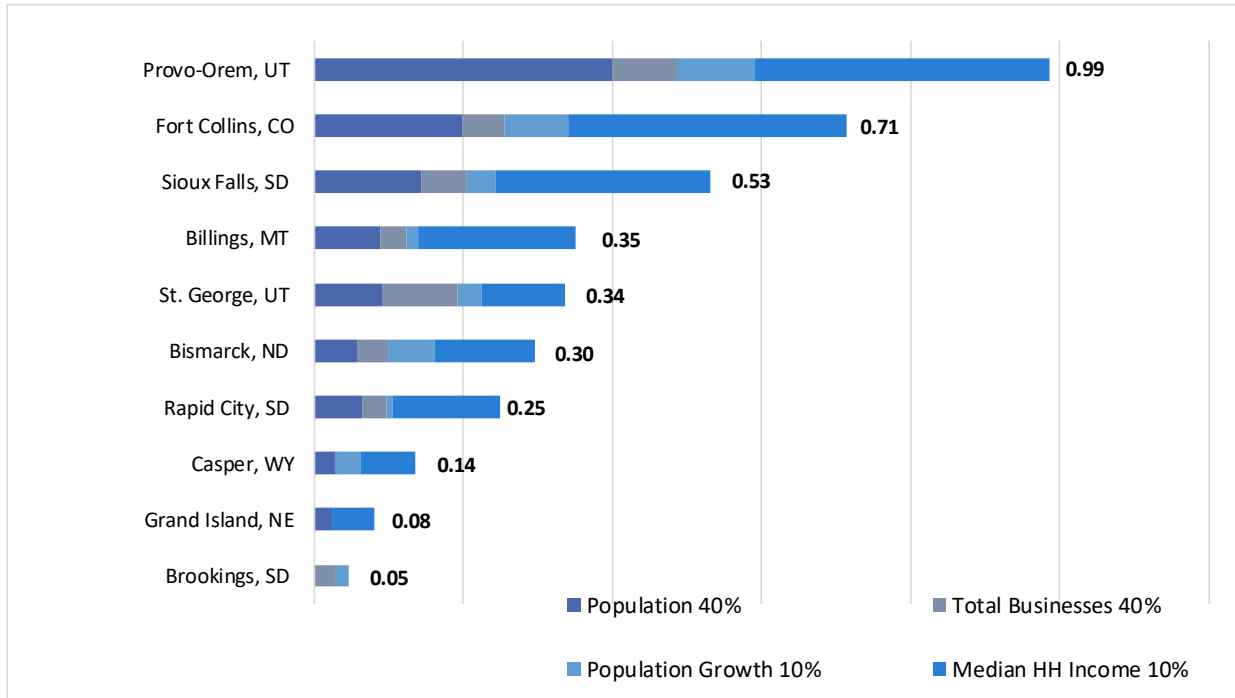
The following figure presents a summary of the destination analyses and demonstrates the overall rank among the peer markets and weights of each criterion.



# Strategic Venue Studies

## 3.6

## METRO AREA DEMAND POTENTIAL ANALYSIS - GROUP 1



Source: ESRI - Total Scores can range from 0.0 to 1.0 and are for comparison purposes only.

Based on the suitability analysis, venues in the larger markets, such as Provo and Fort Collins have the greatest potential to generate events and attendance. When comparing the demand potential criteria, Casper ranks in the lower third, suggesting a below-average ability to generate event attendance and attract conventions, meetings, and other group events.

### PEER DESTINATION ANALYSIS

To evaluate the relative potential for group events at an expanded Ford Wyoming Center, we present a comparative analysis of the businesses in supporting industries. The availability of amenities that support visitation and the overall attractiveness of a destination play important roles in event planner decisions.

An analysis of the business activity surrounding a facility informs the relative attractiveness of the destination as a whole. Does the destination have the types of businesses that event planners and attendees find desirable? Are local businesses able to support an event by providing services to attendees? The peer venue destination analysis, therefore, considers the types of businesses that are attractive to event attendees, including:

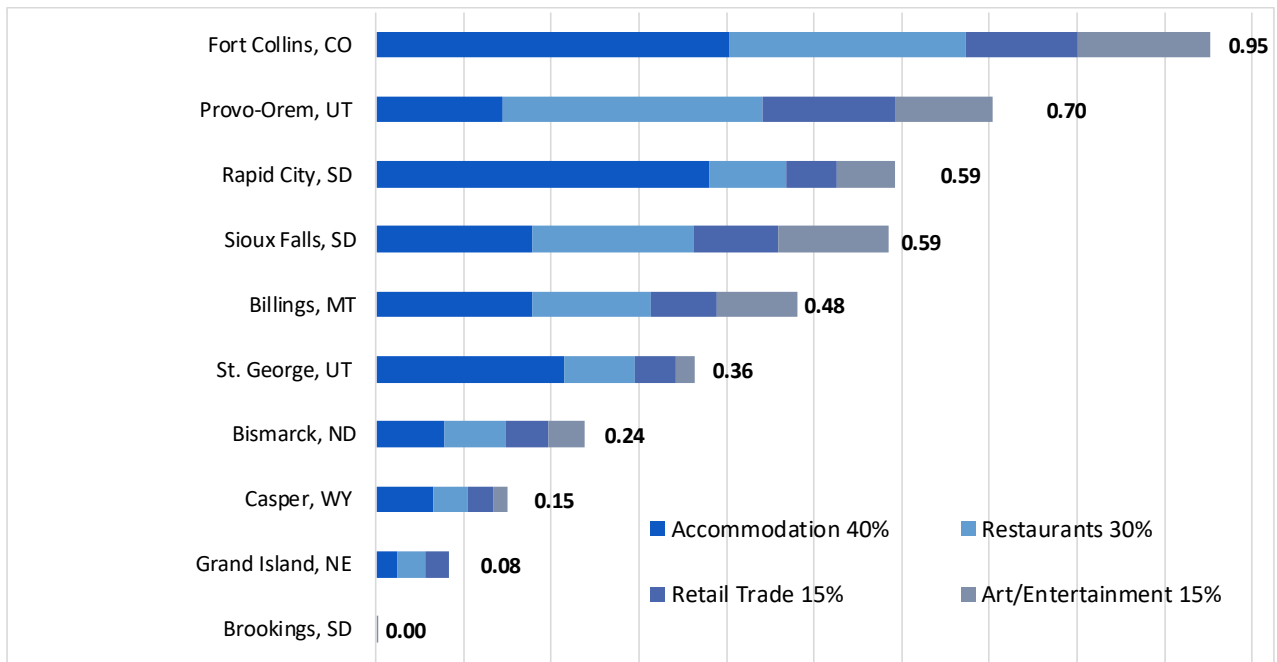
- Accommodation businesses
- Foodservice/drinking establishments
- Retail/trade businesses
- Arts/entertainment businesses

# Strategic Venue Studies

Destination criteria were weighted to reflect their importance to event planners and attendees. Accommodations and restaurants are weighted higher than other categories due to their relative importance when choosing a destination.

The following figures present the results of this analysis.

## 3.7 DESTINATION ANALYSIS – METRO AREAS



Source: ESRI - Total Scores can range from 0.0 to 1.0 and are for comparison purposes only.

When comparing the suitability of the metropolitan markets for overall destination attractiveness, the ranking roughly follows the demand potential analysis presented above. A notable exception is Rapid City, SD which ranks below average in terms of market size and potential, but near the top in terms of supporting infrastructure and attractiveness to meeting and event planners.

Casper again ranks in the bottom third with fewer supporting businesses offering lodging, meals, shopping, and entertainment.

### AIR ACCESS

Transportation links, including airports, play a critical role in the success of convention and event centers that target regional and national user groups. As one of the best indicators of an airport's ability to enhance an event center's draw, air service capacity, measured as total annual passenger volume, indicates the relative convenience of a destination. The following figure presents annual passenger traffic data for the primary airports serving peer venues.



# Strategic Venue Studies

## 3.8 AIR PASSENGER STATISTICS (FOR 12 MONTHS ENDING OCTOBER 2021)

Venue	Nearest Major Airport	Passenger Volume <sup>1</sup>
Denny Sanford Premier Center	Joe Foss Field	904,000
The Ranch Event Complex	Northern Colorado Regional	720,000
MetraPark	Billings Logan International	715,000
The Monument	Rapid City Regional	629,000
Bismarck Event Center	Bismarck Municipal	399,000
Dixie Center	St. George Regional	287,000
Utah Valley Convention Center	Provo Municipal	210,000
<b>Ford Wyoming Center</b>	<b>Casper/Natrona County Regional</b>	<b>126,000</b>
Heartland Events Center	Central Nebraska Regional	102,000
Swiftel Center		na

<sup>1</sup> Source: Bureau of Transportation Statistics. Data for 12 months ending October 2021

The passenger counts at Natrona County Regional Airport indicate a below-average passenger capacity for regional and national air travel. Several of the comparable venues are served by airports with significantly more air service, indicating more non-stop flights from multiple cities throughout the U.S. and abroad. Casper's limited air service restricts the Ford Wyoming Center's ability to reach a broader geographic base of attendees as compared to other competitive venues.

### NEIGHBORHOOD ANALYSIS

While venue size and features are of primary importance to event planners and attendees, the area immediately surrounding an event venue also plays a role in venue selection. Supporting businesses include lodging properties, restaurants and bars, retail shops, and arts and cultural venues that offer popular amenities for visiting event attendees and indicate an active, vibrant, and more desirable neighborhood.

For this analysis, we used Esri to identify the supporting businesses within a one-mile radius of

each event venue. The following analysis provides an assessment of the relative attractiveness of the surrounding neighborhood but also provides aspirational benchmarks for future supporting development in the area immediately surrounding the Ford Wyoming Center. To provide additional context to this neighborhood analysis, we include the Group 3 venues. While these venues are in markets much larger than Casper, it is informative to understand the type and volume of supporting businesses that operate proximately to their event venues.

### 3.9

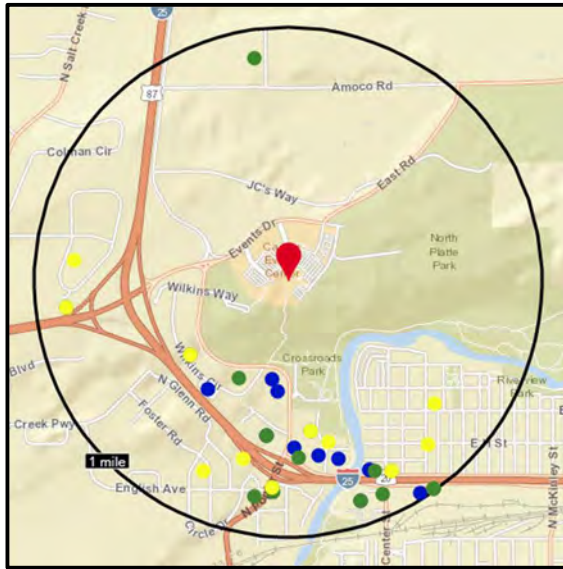
### SUPPORTING BUSINESS LEGEND

-  Lodging
-  Food & Beverage
-  Shopping
-  Arts & Entertainment

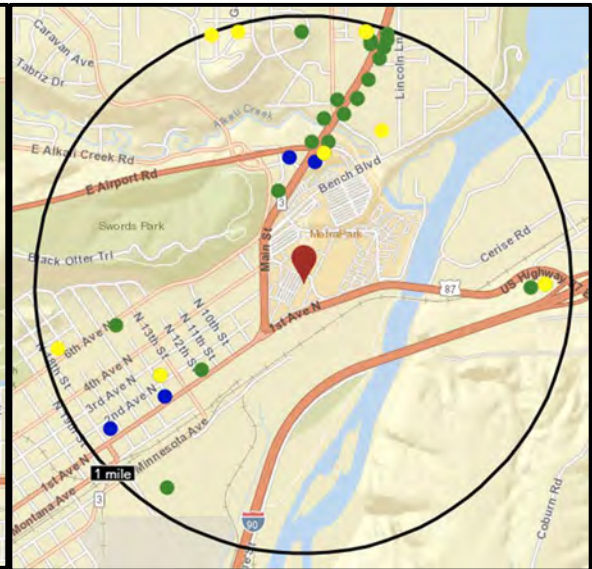
# Strategic Venue Studies

## 3.10

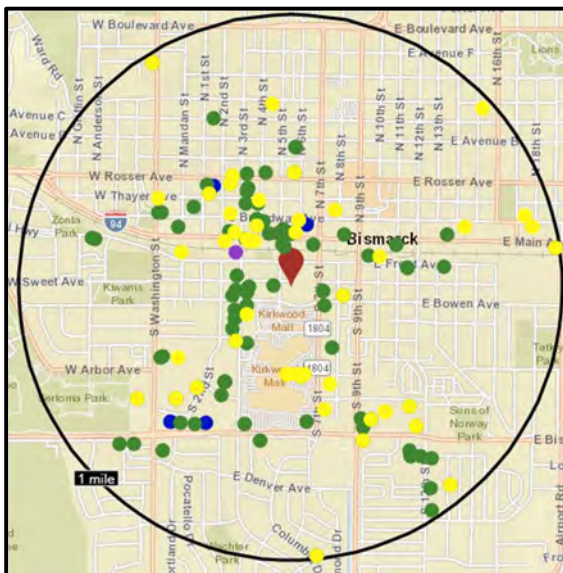
## SUPPORTING NEIGHBORHOOD BUSINESSES – ONE-MILE RADIUS



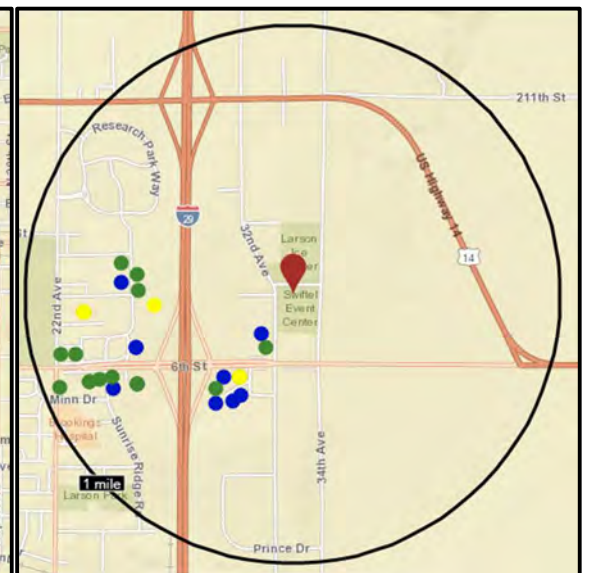
**Casper, WY**  
Ford Wyoming Center



**Billings, MT**  
MetraPark



**Bismarck, BD**  
Bismarck Event Center

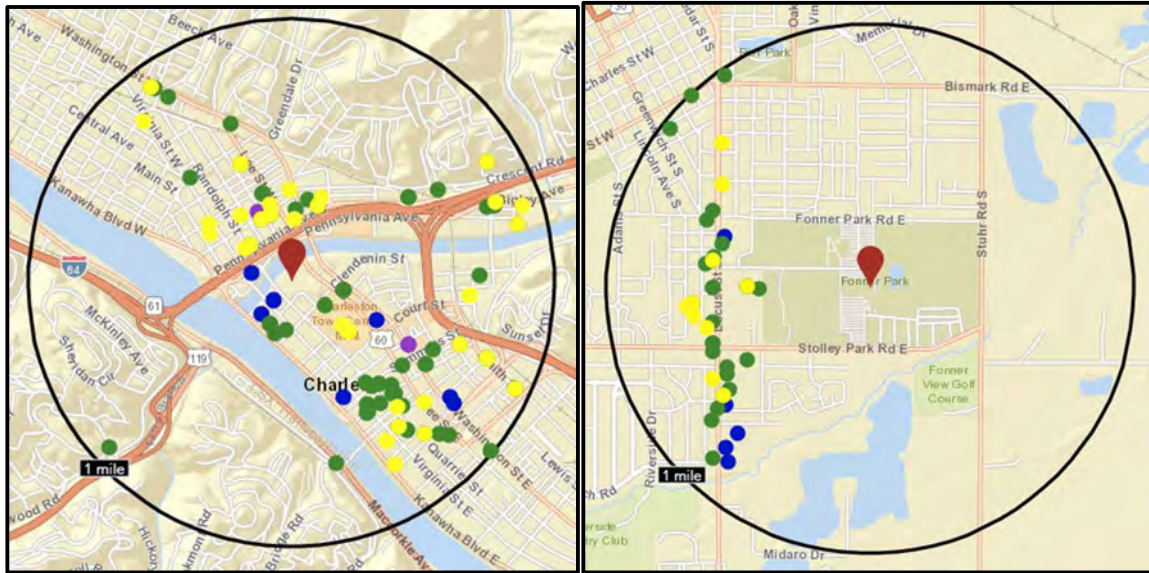


**Brookings, SD**  
Swiftel Center



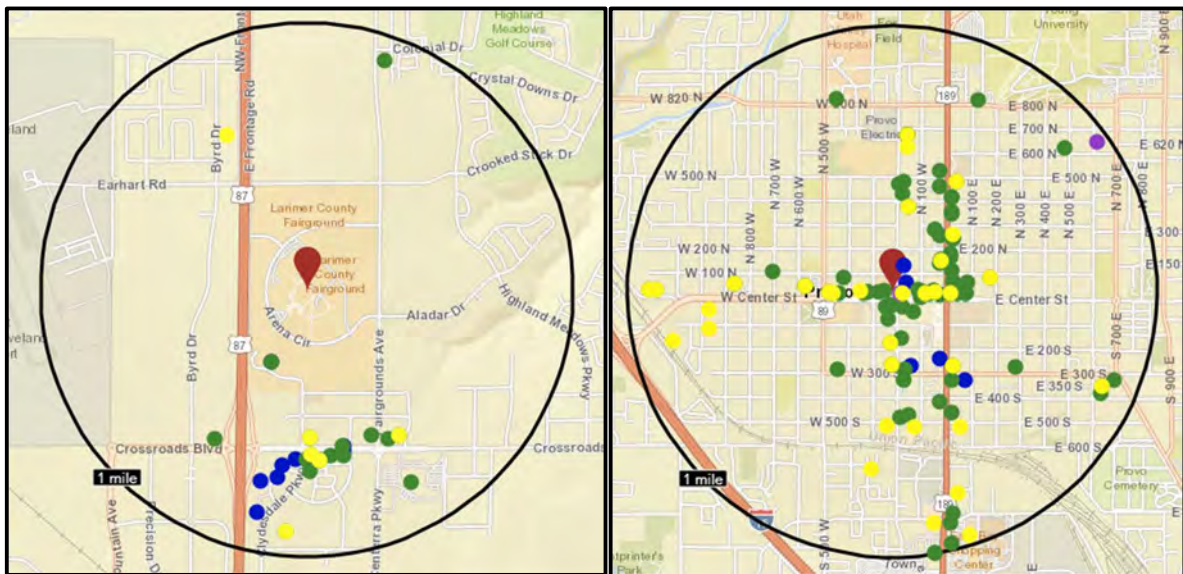
# Strategic Venue Studies

## 3.11 SUPPORTING NEIGHBORHOOD BUSINESSES – ONE-MILE RADIUS (CONT.)



**Charleston, WV**  
Charleston Coliseum & Convention Center

**Grand Island, NE**  
Heartland Events Center



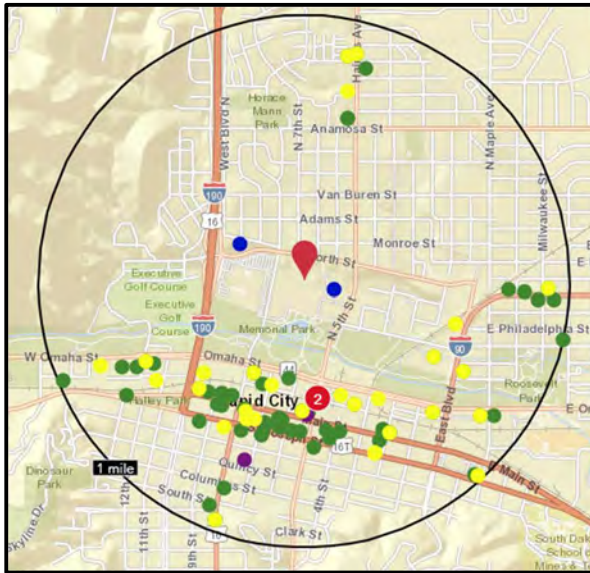
**Loveland, CO**  
The Ranch Event Complex

**Provo, UT**  
Utah Valley Convention Center

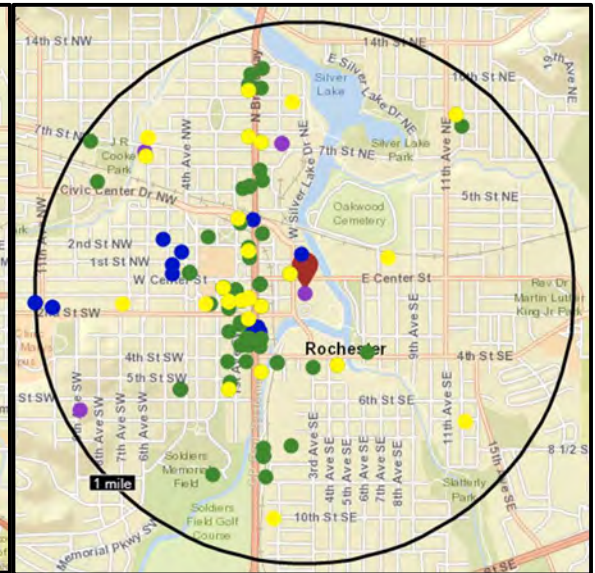
# Strategic Venue Studies

3.12

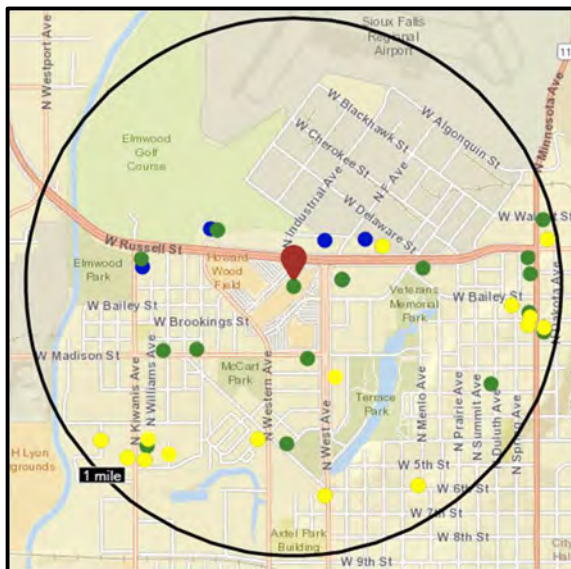
SUPPORTING NEIGHBORHOOD BUSINESSES – ONE-MILE RADIUS (CONT.)



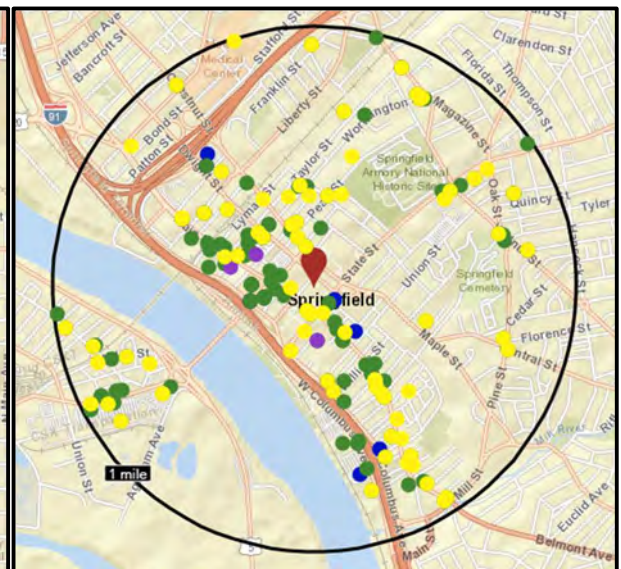
**Rapid City, SD**  
The Monument



**Rochester, MN**  
Mayo Civic Center



**Sioux Falls, SD**  
Denny Sanford Premier Center



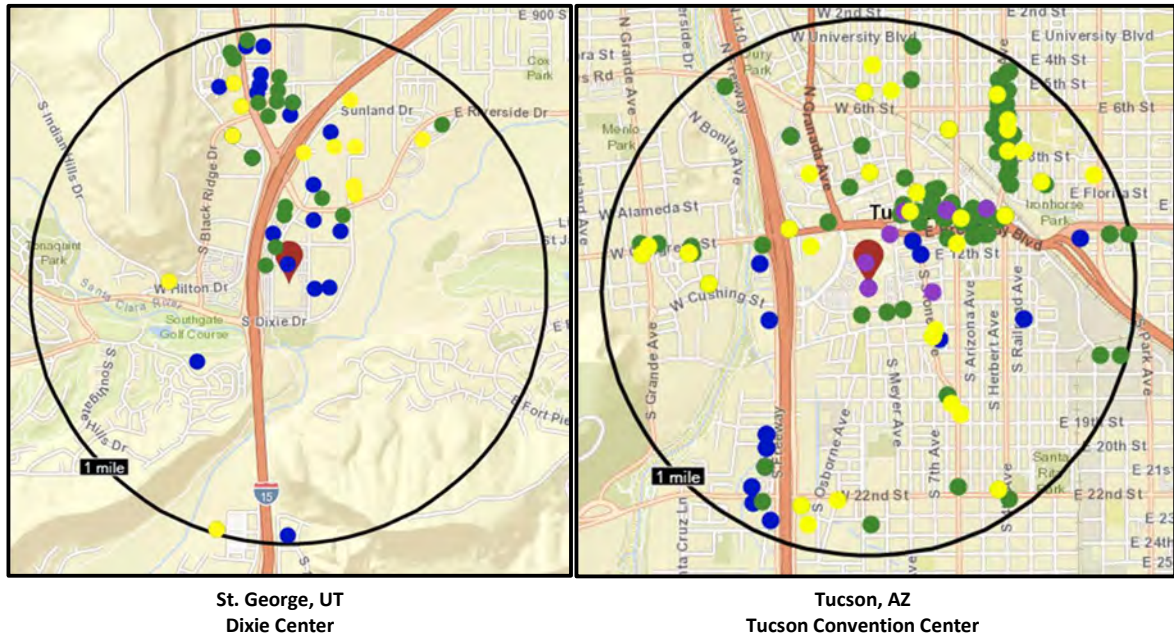
**Springfield, MA**  
MassMutual Center



# Strategic Venue Studies

## 3.13

## SUPPORTING NEIGHBORHOOD BUSINESSES – ONE-MILE RADIUS (CONT.)



While some event venues are located within the central business district of a city, others reside just outside of downtown or in a suburban location. Downtown venues, such as those in Bismarck, ND and Provo, UT, have significantly more supporting businesses within a short walking distance. Venues in Rapid City, SD and St. George, UT are just outside of a central business district and have attracted adjacent hotel development with the bulk of other businesses a short distance away in downtown. Venues that are several miles from the central business district, such as in Brookings, SD and Loveland, CO, must rely on businesses that also support the surrounding residential and industrial development.

The Ford Wyoming Center is less than a mile from downtown Casper. While not immediately adjacent, hotels, restaurants, and other supporting businesses in Casper are conveniently

located near the venue. Future development on land adjacent to the Ford Wyoming Center would benefit the venue if it also attracts lodging, restaurants, and other support businesses. This would include residential and commercial properties.

### CONCLUSIONS

The Ford Wyoming Center competes with stand-alone event and convention centers throughout the mountain west region. Comparing the function spaces of competing and peer venues informs the appropriate building program for an expansion of the Ford Wyoming Center's group function spaces. When studied in the context of the destination's market characteristics and airlift capacity, we can evaluate the relative competitiveness of Casper and determine the most efficient and effective building program. The market comparison identifies Casper as one of the



# Strategic Venue Studies

smaller markets in its competitive set. While the Ford Wyoming Center will continue to compete with venues in larger markets, such as Billings and Rapid City, it would not be appropriate to match venue size with these markets. While Casper's capacity to attract and accommodate larger regional events may be limited by its population size, air service, and supporting businesses, there are opportunities for statewide and local events

as well as proven success and potential growth in sports competitions given expanded facilities. Building programming as well as the event demand and attendance projections for conferences, meetings, banquets, and sporting events should reflect this potential.

## 4. PROGRAM RECOMMENDATIONS

In this section, we provide a building program scenario for an expanded Ford Wyoming Center in Casper, Wyoming. The market area analysis, site visits, interviews, and analysis of peer venues indicate that the expansion of event space would allow the Ford Wyoming Center to expand its presence in the group meetings market, offering associations and other event planners an additional option in which to host their events. We also find that an expanded Ford Wyoming could also serve local uses, generating opportunities for new events and allowing existing events that face venue size restrictions to grow. Renovations to the existing arena and concourses will provide much-needed improvements to the venue, providing modern amenities to event attendees and enhancing its revenue-generating capabilities.

### EXISTING CONDITION OF THE FORD WYOMING CENTER

Currently, the Ford Wyoming Center offers approximately 34,300 square feet of total function space. Function spaces include the arena floor and meeting rooms. The Ford Wyoming Center has not been expanded or undergone a major renovation since it opened in 1982. The facility has undergone regular maintenance and capital improvements over the years, including concourse modifications, ADA improvements, and repair of building elements and systems.

The following figure presents the sizes of existing function spaces.

### 5.1 FWC EXISTING EVENT SPACES

Event Space	Size (SF)
Arena Floor	28,000
Summit Room	3,800
Three Trail Room	2,600

In the most recent pre-pandemic year, the Ford Wyoming Center hosted approximately 60 group events, including conventions, trade shows, banquets, and meetings. Groups booking the Ford Wyoming Center event functions spaces include corporations, associations, civic groups, non-profit organizations, and private social events. The total annual attendance at these group events is around 87,000.

In addition to serving as event and banquet space for some group events detailed above, the Ford Wyoming Center's arena also hosts concerts, sporting events, family shows, and the annual College National Finals Rodeo. These spectator events account for 25 to 30 events and performances each year attracting around 64,000 annually.

SVS used several methods to assess the suitability of the Ford Wyoming Center for events, including a tour of the venue with facility management and interviews with City staff, Visit Casper, and other stakeholders.

Key findings from these efforts include the following.

- The Ford Wyoming Center is a 40-year-old building in need of capital improvements



# Strategic Venue Studies

- to its building systems as well as interior public areas.
- Narrow concourses surrounding the arena lead to congestion and queuing problems for concessions and merch stands.
- The small main entrance to the Ford Wyoming Center creates congestion and security issues for large public events and the inability to queue indoors.
- The location and configuration of the box office exacerbate the above entrance issues.
- The lack of multiple public entrances makes simultaneous events difficult.
- Public access to the second-floor meeting rooms is via the main arena concourse again creating security and logistical issues.
- The concourse concessions stands are narrow, have low ceilings, and lack proper space for storage and preparation space.
- Premium seating is a popular amenity with event attendees, but the venue lacks suites and private club seats.
- Club 13 seats are popular, however, there are complaints from surrounding ticket holders about serving staff blocking views.
- Also popular, the Rock Star Balcony is backstage and only available for rent during events that use the full arena bowl.

- The production kitchen is too small and inefficient for larger banquets, requiring the use of function spaces as pantry and banquet staging space.
- First aid, event staff room, and security “holding” share a space that is inadequate to serve public and staff needs efficiently
- The 28,000 square foot arena floor is suitable for wrestling but other sports require more space

## EXPANSION PROGRAM

The building expansion program presented herein describes the floor areas of various types of function spaces and other important event center amenities. To formulate the function space sizes for the proposed renovation and expansion, we relied on the following.

- A review of existing meeting and event infrastructure in Casper, WY and surrounding communities,
- An analysis of peer convention and event centers in comparable markets throughout the U.S.,
- Interviews with representatives of Visit Casper, Ford Wyoming Center management, city officials, and other stakeholders, and
- Knowledge of standard industry practices.

The market-based development program presented in this section serves as a guide for subsequent physical planning aimed at providing the desired facility elements. This concept planning work, conducted by JLG Architects is included as an Appendix to this report.

# Strategic Venue Studies

The program recommendations would position the Ford Wyoming Center to attract more state and regional conventions, conferences, and tradeshow to Casper. The addition of high-quality multipurpose space would bring the Class A exhibition space that meeting planners look for when booking their events, allowing the Ford Wyoming Center to compete more effectively against other regional venues for exhibit-based events. A flexible junior ballroom/meeting room block would allow the Ford Wyoming Center to better serve conventions that require the simultaneous use of exhibit, banquet, and meeting spaces. Additionally, a new entrance, dedicated prefunction areas, and divisible function spaces would also allow the facility to recapture events that have been turned away due to the Ford Wyoming Center's inability to handle simultaneous events. The proposed renovations to the Ford Wyoming Center would also benefit local events that currently face size restrictions and scheduling conflicts.

Specific building program recommendations include the following elements.

- A 20,000 square-foot multipurpose hall with a flexible wall system that will allow the space to serve as banquet, meeting, light exhibition, and competition space in a variety of configurations. We recommend a minimum of three divisions of varying sizes.
- An additional 6,000 square foot junior ballroom/meeting room block with a flexible wall system that can be used for banquets, luncheons, and as breakout meeting space. We recommend up to 6 divisions.

## RENOVATION PROGRAM

The recommendations described below are aimed at modernizing the Ford Wyoming Center arena, improving public circulation, enhancing security, and expanding opportunities for revenue generation.

- Expand the arena entrance lobby providing ample room for indoor queuing and security checks
- Construct signature entrance elements
- Relocate and reconfigure box office and ticket windows
- Widen concourse where possible
- Incorporate new concession stands and points of sale
- Upgrade restrooms
- Incorporate a concourse-level VIP lounge/bar with a view of the arena floor.
- Create club seating and VIP boxes with access to the VIP lounge with a configuration that allows for seating to be available for general sale when the lounge is not in use.
- Create up to two Balcony party suites

The conceptual planning work performed by JLG Architects and included in the Appendix of this report provides more details on the proposed renovations to the arena seating and concourse.

# Strategic Venue Studies

## RECOMMENDATION SUMMARY

The following figure presents the approximate floor areas of the recommended Ford Wyoming Center expansion compared to existing function

spaces at the Ford Wyoming Center. The concept planning work detailed in the Appendix provides a more precise estimate of floor areas and divisions.

## 5.2 CURRENT VERSUS PROPOSED FORD WYOMING CENTER

Function Space	Existing Ford Wyoming Center	Recommended Expansion	Expanded Ford Wyoming Center
<b>Floor Areas (SF)</b>			
Multipurpose/Exhibit Space	28,000	20,000	48,000
Ballroom/Meeting Space	6,400	6,000	12,400
<b>Divisions</b>			
Multipurpose/Exhibit Space	1	3	4
Ballroom/Meeting Space	4	6	10

## SUPPORT SPACES

In addition to the function spaces provided above, the gross floor area of the Ford Wyoming Center expansion should include the following:

- Lobby and Pre-function Areas – Separate from the main entrance to the arena, the expansion should include a well-appointed lobby and pre-function areas to provide meeting planners areas for greeting and registration, social gatherings, and well-defined public access to the multipurpose hall and meeting rooms. This space would also be appropriate for stand-alone receptions, meals, and other community events.
- Circulation – A public connection from the existing arena floor to the new multipurpose hall.
- Service access – Service corridors that provide non-public access to the multipurpose hall and junior ballroom as well as connection to the facility’s loading docks, mechanical rooms, and storage.
- Drop-off zone – The expansion area should have a well-defined vehicular drop-off area and pedestrian access.
- Food Service – A new or expanded production kitchen that can accommodate a 1,500-person banquet. Depending on the location of the kitchen, satellite pantries and storage may be required.



## 5. DEMAND PROJECTIONS

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The expansion and renovation of the Ford Wyoming Center in Casper, Wyoming would generate a variety of new activities and visitors to the facility. We based event demand and attendance projections at an expanded Ford Wyoming Center on the following research and analysis:

- The building program recommendations presented in Section 4,
- The conceptual building layouts and designs in the report Appendix,
- Historical Ford Wyoming Center demand data,
- Industry data and trends reports,
- Key market and economic indicators as outlined in Section 2,
- Comparable venue program and demand data, and
- Discussions with representatives from the current Ford Wyoming Center management, Visit Casper, and other stakeholders.

### DEMAND ASSUMPTIONS

In developing event and attendance projections, we have assumed that the proposed Ford Wyoming Center renovations would be completed and open for regular operations by July 1, 2025. Following a three-year event ramp-up period, demand would be stabilized by the fiscal year 2028, the fourth year of operation. The demand projections also assume the continued presence of a highly qualified professional sales and management team at the Ford Wyoming Center.

### CURRENT EVENT DEMAND

The Ford Wyoming Center provided a summary of the venue's historical event demand for fiscal years 2018 through 2021 and for the first six months of the fiscal year 2022. This demand data includes event name, type, use dates, ticket sales, drop counts, and attendance. Based on this information, we categorized events into standard event categories that will be used throughout the remainder of this report. Historical event and attendance levels fluctuate year to year due to a variety of factors. Most notably, the Covid-19 pandemic caused cancellations and attendance restrictions starting in March 2020 with lingering effects of the pandemic continuing through the writing of this report.

The following figure presents the event and attendance history at the Ford Wyoming Center for the past five fiscal years.

# Strategic Venue Studies

## 5-1 FORD WYOMING CENTER HISTORICAL EVENTS (FY 2018 - 2022)

Event Type	FISCAL YEAR				Thru
	2018	2019	2020	2021	12/31/21
<b>Events</b>					
Convention/Conferences	5	4	2	1	-
Public/Trade Shows	9	11	7	8	5
Banquets/Social Events	10	21	19	12	8
Meetings	7	6	7	3	-
Assemblies	2	4	4	4	2
Sports Competitions	12	11	9	11	4
Other Sports	1	2	1	1	1
Concerts & Entertainment	18	19	12	5	6
Family & Motor Shows	6	6	7	2	-
Rodeo	1	1	-	1	-
Other	-	6	2	9	2
<b>Total Events</b>	<b>71</b>	<b>91</b>	<b>70</b>	<b>57</b>	<b>28</b>
<b>Total Attendance</b>					
Convention/Conferences	2,000	500	900	300	-
Public/Trade Shows	32,000	23,100	14,400	11,900	7,400
Banquets/Social Events	4,200	6,800	5,900	2,600	2,300
Meetings	400	600	500	-	-
Assemblies	11,800	12,400	300	12,000	3,300
Sports Competitions	43,200	43,800	48,100	31,500	9,800
Other Sports	3,900	5,500	1,100	3,500	800
Concerts & Entertainment	22,500	20,700	18,800	4,800	9,100
Family & Motor Shows	13,200	17,700	12,400	5,400	-
Rodeo	18,800	19,000	-	21,900	-
Other	-	1,200	800	400	-
<b>Total Attendance</b>	<b>152,000</b>	<b>151,300</b>	<b>103,200</b>	<b>94,300</b>	<b>32,700</b>

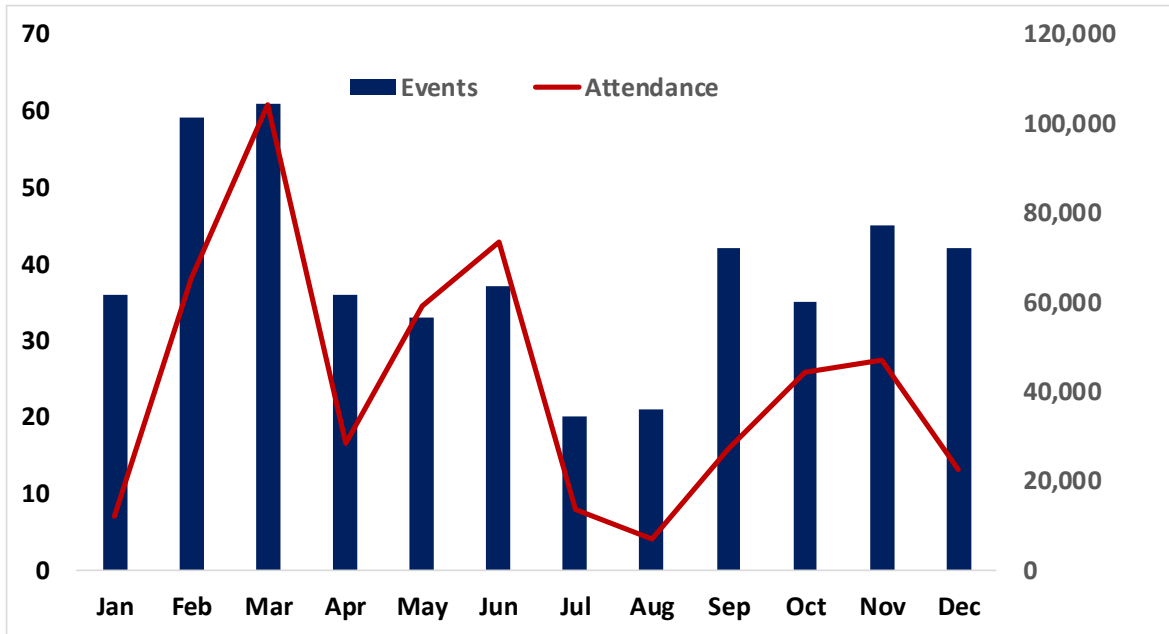
Source: Ford Wyoming Center

Before the pandemic closures during the fiscal year 2020, demand at the Ford Wyoming Center was relatively consistent with 70 to 90 annual events attracting around 150,000 annual attendees. The fiscal year 2021 saw the most significant impacts as the entire year was subject to event cancellations and attendance restrictions.

Booking cycles and regular annual events at the Ford Wyoming Center demonstrate varying monthly occupancy rates and the schedule constraints currently faced when booking events. The following figure demonstrates the seasonality of demand at the Ford Wyoming Center.

# Strategic Venue Studies

5-2 FORD WYOMING CENTER EVENTS DAYS AND ATTENDANCE BY MONTH (FY 2018-2021)



Source: Ford Wyoming Center

Of the approximately 500 event days at the Ford Wyoming Center since the fiscal year 2018, usage is well distributed throughout the year with July and August seeing the fewest event days and the lowest attendance. Sports competitions that take place in February and March make those months the most active. Fall and winter events in September through January are numerous but attract fewer attendees.

### DEMAND PROJECTIONS

Our analysis of historical Ford Wyoming Center demand, an analysis of comparable and competitive venues, and other research suggest that the proposed Ford Wyoming Center renovation and expansion should allow Casper to expand its convention and other group business from state and regional associations, local corporations, and other groups. Improvements to the arena would not only improve the guest experience but also create new opportunities for

revenue generation. The expanded Ford Wyoming Center should allow the venue to also expand utilization by its existing client base, allowing events that currently use the arena floor to move to the new multipurpose hall, thus creating opportunities to book multiple simultaneous events.

In developing demand projections, we considered the recently announced plans to develop a new indoor sports complex on a lot adjacent to the Ford Wyoming Center’s north parking lots. These plans include an approximately 65,000 square-foot complex that houses up to three basketball courts or 12 volleyball courts. We estimate that the opening of this proposed sports complex will occur before the completion of the Ford Wyoming Center improvements.

We also considered market-related factors that could negatively affect group demand. Casper’s



# Strategic Venue Studies

perceived limited appeal as an event destination also impacts its demand potential.

In addition to attracting out-of-town users, the proposed Ford Wyoming Center expansion could become a valuable public asset providing event space to a variety of local groups, including local government, civic organizations, nonprofits, schools, charities, and businesses. The multipurpose and junior ballroom would support meetings, fundraisers, exams, job fairs, social

events, recitals, health screenings, press conferences, and many other civic uses.

The following figure presents pre-expansion demand followed by event and attendance projections from the anticipated opening of the expansion in the fiscal year 2026 through the first five years of operation. We project that demand will stabilize in year four, fiscal year 2029.

## 5-3 FORD WYOMING CENTER DEMAND PROJECTIONS

	Stablization Period				Stabilized Demand	
	Pre-Expansion	2026	2027	2028	2029	2030
<b>EVENTS</b>						
Convention/Conferences	4	6	8	10	12	12
Public/Trade Shows	11	12	13	14	15	15
Banquets/Social Events	21	24	26	28	30	30
Meetings	56	60	65	70	75	75
Assemblies	4	5	5	6	6	6
Sports Competitions	11	12	13	15	15	15
Other Sports	2	3	3	4	4	4
Concerts & Entertainment	19	20	23	24	25	25
Family & Motor Shows	6	7	7	8	8	8
Rodeo	1	1	1	1	1	1
Other	6	8	10	11	12	12
<b>Total Events</b>	<b>141</b>	<b>158</b>	<b>174</b>	<b>191</b>	<b>203</b>	<b>203</b>
<b>TOTAL ATTENDANCE</b>						
Convention/Conferences	1,400	2,250	3,000	3,750	4,500	4,500
Public/Trade Shows	23,100	26,400	28,600	30,800	33,000	33,000
Banquets/Social Events	6,830	7,800	8,450	9,100	9,750	9,750
Meetings	1,400	1,500	1,630	1,750	1,880	1,880
Assemblies	12,400	15,500	15,500	18,600	18,600	18,600
Sports Competitions	44,000	50,400	54,600	63,000	63,000	63,000
Other Sports	5,600	9,000	9,000	12,000	12,000	12,000
Concerts & Entertainment	22,800	28,000	32,200	33,600	35,000	35,000
Family & Motor Shows	17,700	21,000	21,000	24,000	24,000	24,000
Rodeo	19,000	20,000	20,000	20,000	20,000	20,000
Other	1,140	1,600	2,000	2,200	2,400	2,400
<b>Total Attendance</b>	<b>155,370</b>	<b>183,450</b>	<b>195,980</b>	<b>218,800</b>	<b>224,130</b>	<b>224,130</b>

# Strategic Venue Studies

As the meetings and event industry continues to recover from the Covid-19 pandemic, the Ford Wyoming Center will continue to recapture events and attendance. We project that demand will approximate pre-pandemic levels by fiscal year 2023. The opening of the proposed indoor sports complex, anticipated in 2023, will also have an impact on the Ford Wyoming Center's pre-expansion demand, as the two venues work together to better serve current events in Casper and attract new events to the market.

Specific event demand assumptions for the expanded Ford Wyoming Center follow.

**Conventions/Conferences** – Conventions and conferences are multi-day events that are hosted by associations, corporations, government, civic organizations, and other groups. With multiple general sessions, meals, and breakout meetings, these events require a mix of assembly, banquet, and meeting spaces. Many of these events also require light exhibits that can be accommodated in a multipurpose hall or lobby space. The source of conventions and conferences would be primarily state associations and regional corporations with some national groups booking as well. This demand category also includes religious and other SMERFE (Social, Military, Education, Religious, Fraternal, Ethnic) groups that would rotate to Casper for their annual national or regional events. The region's presence in the oil and gas industry would make the expanded Ford Wyoming Center a popular destination for events hosted by industry organizations. With a venue suitable for conventions and conferences, Casper's central location in the state would also encourage state associations in all industries to make Casper a regular rotating destination. We project that the proposed expansion and ability to host simultaneous events would allow convention and

conference demand at the Ford Wyoming Center to increase to 12 annual events. The ability to host larger events would also result in a corresponding increase in average attendance.

**Public/Trade Show** – Public and trade expos include consumer shows, fairs, festivals, and other exhibit-based ticketed events that attract local and regional attendees. The new multipurpose hall in the expanded Ford Wyoming Center would be suitable for events that feature light exhibits, such as art and craft shows, food and wine expos, holiday festivals, public sales, and job fairs. The multipurpose hall could serve as the primary exhibit space or as a supporting expo space for events taking place on the arena floor. The junior ballroom could serve as meeting space or as show offices. Public expos can be hosted by corporations, civic groups, educational institutions, and private event organizers. The food and beverage service would be limited to concessions. We project that the proposed expansion and ability to host simultaneous events would allow trade show demand at the Ford Wyoming Center to increase significantly to 15 annual events. The ability to host larger events would also result in a corresponding increase in average attendance.

**Banquets/Social Events** – Banquets are stand-alone social events, including wedding receptions, parties, luncheons, and other meals typically booked by local corporations, social and civic organizations, and private clients. This category also includes fundraisers, proms, and dances. Depending on the number of attendees, the flexible multipurpose hall, junior ballroom, and pre-function spaces would allow for a variety of banquet sizes and multiple simultaneous events. Since the multipurpose hall must also accommodate the needs of the venue's conference clients, this flexibility is crucial to operating the

# Strategic Venue Studies

facility with minimal scheduling conflicts. We project that stand-alone banquet events would increase by approximately 50% to 30 annual events with an average attendance consistent with current operations.

**Meetings** – Meetings can take a variety of forms over a single day or multiple days. Seminars, workshops, training sessions, exams, and information sessions are all considered meetings. Food and beverage service at meetings is limited to coffee breaks, breakfasts, or luncheons in meeting rooms. Exhibit requirements are typically minimal. The source of meetings is also wide-ranging, including private clients, civic groups, corporations, associations, religious groups, schools, and government agencies. Most meetings would take place in the Ford Wyoming Center’s existing meeting room or the new junior ballroom. Venue flexibility is enhanced by a flexible multipurpose hall that can accommodate larger meetings or several smaller simultaneous meetings as needed. The increase in the number of available meeting rooms would allow the number of meetings to increase modestly to 75 annual events with an average attendance consistent with current operations.

**Assemblies** – Assemblies include graduations, religious ceremonies, lectures, political rallies, and other large gatherings with seating in a theater set-up. Sources of assembly events may include schools, scouting organizations, churches, and civic groups. While the arena would be available for larger assembly events, events with smaller attendance needs could move to the new multipurpose hall. We project a small increase in assembly events due to the ease of scheduling conflicts and the ability to host simultaneous events.

**Sports Competitions** – Sports competitions at the Ford Wyoming Center currently include court

sports, like basketball and volleyball, as well as mat sports competitions, such as wrestling, martial arts, cheerleading, and dance. This category would also include other events, such as card tournaments, video gaming, and robotics competitions that attract local competitors. The proposed development of a new indoor sports complex near the Ford Wyoming Center will provide a great opportunity to expand Casper’s ability to host sports competitions, including larger, regional events that cannot currently be accommodated by the Ford Wyoming Center. The introduction of the new multipurpose hall would create further synergies between the expanded Ford Wyoming Center and the new indoor sports complex, allowing for even larger events and providing the ability to offer space for expos, parties, and other supporting activities. We project that annual sports competitions would grow to 15 annual events with an increase in average attendance due to the ability to host larger events

**Other Sports** – Other sports include competitions such as boxing, bull riding, and bullfighting. These events attract non-local competitors and are ticketed spectator events. The introduction of the event complex would relieve some scheduling conflicts allowing for a modest increase in these events. Arena improvements to concourses and the addition of premium seating options would also result in a small increase in average attendance.

**Concerts/Entertainment** – Concerts and entertainment events include performances by national touring music, Broadway, and comedy acts that book the Ford Wyoming Center through an event promoter. These events are typically ticketed events and attract attendees from throughout Natrona County and beyond. Arena improvements to concourses and the addition of



# Strategic Venue Studies

premium seating options would also result in a small increase in average attendance.

**Family/Motor Shows** – Family and Motor shows include family-based entertainment, such as Disney and Nickelodeon-based shows and the circus. These events also include monster truck and professional wrestling shows. Arena improvements to concourses and the addition of premium seating options would also result in a small increase in average attendance.

**Rodeo** – For more than 20 years, Casper has hosted the annual College National Finals Rodeo (“CNFR”). This seven-day event features competitors from universities and colleges throughout North America. The renovation and expansion of the Ford Wyoming Center would create the opportunity to enhance this annual event through the addition of vendor booths and

live music performances. We project that event improvement and additional space would draw greater attendance.

**Other Events** – Other events would include a variety of local-oriented facility and grounds rentals such as school functions, team practices, outdoor festivals and sales, other event staging, health screenings, and other civic uses.

## INDUCED ROOM NIGHT DEMAND

Based on Smith Travel Research (“STR”) reports, historical demand, and other industry research, we estimated the room nights generated in the local Casper market by events hosted at the Ford Wyoming Center. The following figure presents our assumptions used to generate room night estimates.

5-4 ROOM NIGHT PARAMETERS

	Percent Lodgers	Overnight Stays	Lodgers per Room
Convention/Conferences	80%	3.00	1.25
Public/Trade Shows	20%	1.00	1.50
Banquets/Social Events	5%	1.00	1.50
Assemblies	5%	1.00	1.50
Sports Competitions	50%	2.00	2.00
Other Sports	5%	1.00	1.50
Concerts & Entertainment	5%	1.00	1.50
Family & Motor Shows	5%	1.00	1.50
Rodeo	80%	3.00	1.50

The introduction of the proposed expansion of the Ford Wyoming center would attract a greater share of high-impact conventions, conferences, and sports competitions to the local market. These events would bring a greater number of out-of-town visitors who require lodging. The following figure presents an estimate of room nights for events through the fiscal year 2030, one

year following stabilized demand. These room nights represent the total room nights generated in Casper by the operations of the Ford Wyoming Center. Lodgers will stay in a variety of accommodation properties throughout the market, including hotels, motels, and short-term rentals.

# Strategic Venue Studies

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## INDUCED ROOM NIGHT FORECAST

	Pre-Expansion	Stablization Period			Stabilized Demand	
		2026	2027	2028	2029	2030
<b>ROOM NIGHTS</b>						
Convention/Conferences	2,690	4,320	5,760	7,200	8,640	8,640
Public/Trade Shows	3,080	3,520	3,810	4,110	4,400	4,400
Banquets/Social Events	230	260	280	300	330	330
Assemblies	410	520	520	620	620	620
Sports Competitions	17,600	20,160	21,840	25,200	25,200	25,200
Other Sports	190	450	450	600	600	600
Concerts & Entertainment	760	930	1,070	1,120	1,170	1,170
Family & Motor Shows	590	700	700	800	800	800
Rodeo	18,240	19,200	19,200	19,200	19,200	19,200
<b>Total Room Nights</b>	<b>43,790</b>	<b>50,060</b>	<b>53,630</b>	<b>59,150</b>	<b>60,960</b>	<b>60,960</b>

Demand projections show smooth growth over time. However, event demand and booking cycles do not always move smoothly. Group business can shift due to unpredictable local and national economic factors. Event demand often runs in cycles based on rotation patterns and market conditions. These demand projections should be interpreted as a mid-point of a range of possible outcomes and as an average of multiple years.

### ALTERNATE SCENARIOS

In addition to the full renovation and expansion described above, we also considered a phased development in which either the arena renovations or the multipurpose event center expansion occurs without the other portion of the project.

The following figures present the demand projections and induced room nights for these alternate scenarios.

# Strategic Venue Studies

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## DEMAND PROJECTIONS – ALTERNATE SCENARIOS

Arena Renovation Only	Events	Total Attendance	Room Nights
Convention/Conferences	4	1,400	2,690
Public/Trade Shows	11	23,100	3,080
Banquets/Social Events	21	6,830	230
Meetings	56	1,400	0
Assemblies	4	12,400	410
Sports Competitions	11	44,000	17,600
Other Sports	2	6,000	300
Concerts & Entertainment	19	26,600	890
Family & Motor Shows	6	18,000	600
Rodeo	1	20,000	19,200
Other	6	1,200	0
<b>Total</b>	<b>141</b>	<b>160,930</b>	<b>45,000</b>

Event Center Expansion Only	Events	Total Attendance	Room Nights
Convention/Conferences	12	4,500	8,640
Public/Trade Shows	15	33,000	4,400
Banquets/Social Events	30	9,750	330
Meetings	75	1,880	0
Assemblies	6	18,600	620
Sports Competitions	15	60,000	24,000
Other Sports	4	11,200	560
Concerts & Entertainment	22	26,400	880
Family & Motor Shows	8	23,600	790
Rodeo	1	19,000	18,240
Other	12	2,280	0
<b>Total</b>	<b>200</b>	<b>210,210</b>	<b>58,460</b>

The above projections demonstrate that the full renovation and expansion of the Ford Wyoming Center would produce the greatest impact on all event types by not only providing the appropriate venue for events but also allowing for simultaneous events. For example, the event center expansion would allow for additional concerts, sports, and other entertainment events,

even though these events would take place in the arena. However, without the arena improvements, the full benefit of these events from increased attendance, concession revenues, and premium seating would not be realized.



# Strategic Venue Studies

## COMPARABLE VENUE DEMAND

While the primary indicator of demand is the ability to expand a venue’s established base of business, a good test for the reasonableness of these demand projections is an analysis of demand at comparable facilities and markets. To evaluate demand projections for the expanded Ford Wyoming Center, we expanded the comparable analysis to include a much broader selection of markets with venues of similar size to that in Casper. The following figure compares the average of several years of recent demand for 15 stand-alone event venues with similar-sized function spaces. These venues represent a wide range of markets with a mix of population size, economic breadth, and destination appeal. Because of the unique operating characteristics of exhibit and meeting facilities, no single facility or market can provide a direct comparison to the Ford Wyoming Center in Casper. The averages from a large set of event data test the reasonableness of the projections for the expanded venue.

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## COMPARABLE VENUE DEMAND

Event Type	Comparable Venue Average	FWC Projected
Convention/Conferences/Trade	18	12
Meetings	87	75
Public Expos	16	15
Banquets/Social Events	41	30
Other	58	49

Taking market factors into consideration, the demand projections for the expanded Ford Wyoming Center are consistent with event demand currently found in other venues throughout the U.S. A lower number of multi-day conventions, conferences, and trade shows reflects a smaller market and other factors that reduce demand potential. Other event types are more in line with the averages of the comparable venues.

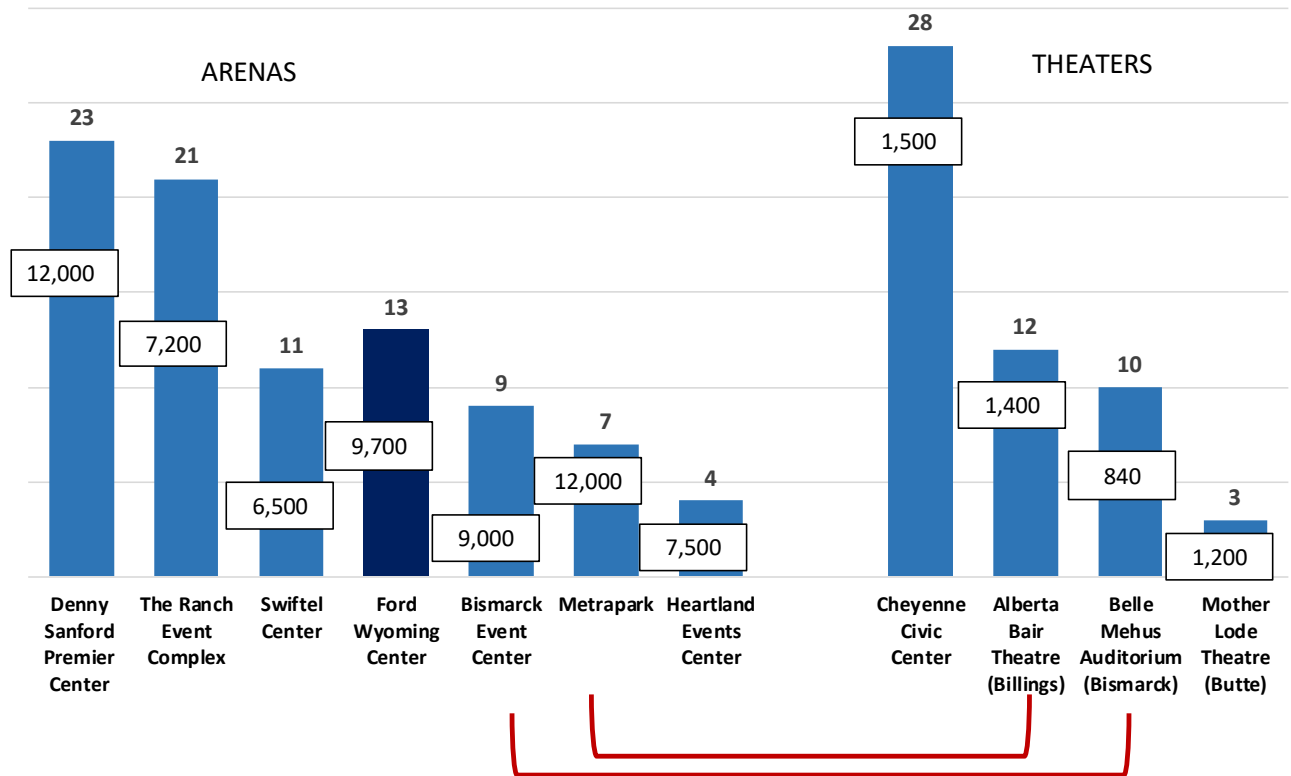
The following figure presents a summary of the touring entertainment events hosted annually by comparable arenas and theaters.

Of note are the cities Billings, MT and Bismarck, ND, both of which have two venues booking entertainment events. These markets have a combined 19 touring events annually, suggesting the potential for Casper to attract a similar number of events each year.

# Strategic Venue Studies

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ANNUAL TOURING EVENTS AND SEATING CAPACITY



## 6. FACILITY OPERATIONS

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In this section, we project the financial operations of the renovated and expanded Ford Wyoming Center. Using a proprietary financial model, we have based the projections on the following:

- The renovation and expansion recommendations presented in Section 4;
- The demand and attendance projections presented in Section 5;
- Historical financial operations of the Ford Wyoming Center;
- Financial operations other venues of comparable size and operations;
- Inflationary trends and projections; and
- Other industry knowledge.

The convention center industry does not use a standardized set of accounting principles for reporting financial performance. Convention center operators employ a variety of accounting methods. Financial statements from different convention centers organize revenues and expenses differently. However, a few major revenue and expense categories are common to most facilities. The financial operating model

presented in this section organizes venue operations according to these primary revenue and expense categories. Therefore, the financial operating projections presented below are organized differently than the historical financial operating statements for the Ford Wyoming Center.

We project that the project will commence on July 1, 2023, and that the opening of all Ford Wyoming Center improvements will be on July 1, 2025 (the fiscal year 2026). Project commencement and completion dates reflect the ability to confidently project future market and economic conditions in the short term. Planning for this project will likely require more time, upon which we recommend an update and reevaluation of the findings of this analysis.

### **HISTORICAL FINANCIAL OPERATIONS**

The Ford Wyoming Center provided data on historical Ford Wyoming Center operations for the fiscal years 2018 through 2021 and SVS restated that information into line items organized into three categories: 1) operating revenues, 2) direct expenses, and 3) indirect expenses.

The following figure presents the restated historical financial operations.



# Strategic Venue Studies

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## HISTORICAL FORD WYOMING CENTER OPERATIONS

	2018		2019		2020		2021	
	\$	% of Total	\$	% of Total	\$	% of Total	\$	% of Total
<b>OPERATING REVENUE</b>								
Ticket Sales	2,728,164	75%	\$2,372,607	70%	\$1,670,024	64%	\$1,280,294	57%
Facility Rental	141,765	4%	\$22,876	1%	(\$5,892)	0%	(\$36,258)	-2%
Promoter Share	(2,447,937)	-67%	(\$2,122,027)	-63%	(\$1,351,313)	-52%	(\$1,108,088)	-49%
Event Services	1,167,336	32%	\$1,010,704	30%	\$820,591	32%	\$713,133	32%
Surcharges	351,441	10%	303,342	9%	194,517	7%	136,858	6%
Food & Beverage	1,152,645	32%	1,309,225	39%	766,959	29%	895,208	40%
Merchandise	275,445	8%	198,797	6%	167,233	6%	110,958	5%
Advertising & Sponsorships	186,408	5%	194,173	6%	237,201	9%	199,279	9%
Premium Seating	0	0%	26,110	1%	39,343	2%	24,292	1%
Other Revenue	80,826	2%	62,693	2%	64,206	2%	30,483	1%
<b>Total</b>	<b>\$3,636,093</b>	<b>100%</b>	<b>\$3,378,500</b>	<b>100%</b>	<b>\$2,602,869</b>	<b>100%</b>	<b>\$2,246,159</b>	<b>100%</b>
<b>DIRECT EXPENSES</b>								
Event Services Costs	1,572,009	43%	\$1,382,333	41%	\$1,146,723	44%	\$823,720	37%
Food & Beverage Costs	637,149	18%	657,262	19%	388,673	15%	447,054	20%
Merchandise Costs	232,216	6%	172,149	5%	135,755	5%	93,018	4%
<b>Total</b>	<b>\$2,441,374</b>	<b>67%</b>	<b>\$2,211,744</b>	<b>65%</b>	<b>\$1,671,151</b>	<b>64%</b>	<b>\$1,363,792</b>	<b>61%</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$1,194,719</b>	<b>33%</b>	<b>\$1,166,756</b>	<b>35%</b>	<b>\$931,718</b>	<b>36%</b>	<b>\$882,367</b>	<b>39%</b>
<b>INDIRECT EXPENSES</b>								
Staffing	\$1,194,269	33%	\$1,342,524	40%	\$1,096,476	42%	\$985,155	44%
Administrative & General	261,671	7%	228,012	7%	185,765	7%	181,313	8%
Contract Services	125,165	3%	53,190	2%	57,437	2%	47,987	2%
Sales & Marketing	54,154	1%	48,658	1%	52,238	2%	29,173	1%
Equipment & Supplies	72,243	2%	49,078	1%	49,537	2%	39,836	2%
Repair & Maintenance	109,885	3%	111,514	3%	97,834	4%	94,064	4%
Food & Beverage	38,335	1%	24,630	1%	33,036	1%	18,592	1%
Box Office	12,639	0%	44,000	1%	44,790	2%	44,000	2%
Utilities	164,547	5%	94,923	3%	117,954	5%	114,827	5%
Management Fee	166,473	5%	177,072	5%	169,082	6%	198,537	9%
Other Expenses	3,078	0%	2,117	0%	2,660	0%	7,089	0%
<b>Total</b>	<b>\$2,202,459</b>	<b>61%</b>	<b>\$2,175,718</b>	<b>64%</b>	<b>\$1,906,809</b>	<b>73%</b>	<b>\$1,758,573</b>	<b>78%</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,007,740)</b>	<b>-28%</b>	<b>(\$1,008,962)</b>	<b>-30%</b>	<b>(\$975,091)</b>	<b>-37%</b>	<b>(\$876,206)</b>	<b>-39%</b>

Source: Ford Wyoming Center, restated by SVS

Over the past four fiscal years, the Ford Wyoming Center had an operating loss of between \$875,000 and \$1 million. The City of Casper provides an annual operating subsidy. Non-recurring capital maintenance costs and equipment replacement purchases are not included in the operating budget. The Covid-19 pandemic resulted in a reduction in operating revenues of approximately

\$1 million. Savings in reduced staffing and other indirect costs resulted in a lower net loss than that incurred during pre-pandemic years.

Because more recent years have been impacted by the pandemic, we use the 2018 and 2019 fiscal years as the basis for the financial projections. Base year pre-expansion projections are

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presented in 2022 dollars. We use the Bureau of Labor Statistics’ Consumer Price Index for the Mountain Region to inflate historical revenues and expenses to 2022 dollars. We have applied a 2.5% inflation rate to all future revenues and expense projections.

While there are several venue ownership management methods available, to present these financial projections, we have assumed that the City of Casper will continue to own the Ford Wyoming Center and contract with a private venue management company for its operation.

The revenues and expenses described in this section refer to all direct event and indirect revenues and expenses attributed to the event operations described in Section 5.

## REVENUE ASSUMPTIONS

The operating model uses a series of revenue assumptions based on attendance or floor area utilization. Attendance is measured in the number of event attendees with the understanding that some event attendees may visit the venue over multiple days for a single event. Some revenues are based on attendee-days which is the number of individual daily visits to an event. Floor area utilization is measured in Gross Square Foot Days (“GSFD”)—the amount of floor area rented times the number of days it is rented including move-in and move-out days.

We summarize and describe the operating revenue assumptions for the base scenario below. All dollar figures are presented in 2022 dollars.

### 6-2 OPERATING REVENUE ASSUMPTIONS (2022 DOLLARS)

Event Type	Ticket Sales per Attendee	Facility Rental per GSFD	Promoter Share per Attendee	Event Services per GSFD	Surcharges per Attendee	Food & Beverage per Attendee-day	Merchandise per Attendee
Convention/Conferences	\$0.00	\$0.01	\$0.00	\$0.27	\$0.00	\$13.52	\$0.00
Public/Trade Shows	4.79	0.01	(3.59)	0.27	1.69	2.25	0.00
Banquets/Social Events	5.07	0.01	0.00	0.27	0.56	22.54	0.00
Meetings	0.00	0.01	0.00	0.00	0.00	2.25	0.00
Assemblies	0.00	0.01	0.00	0.17	0.00	0.00	0.00
Sports Competitions	9.30	0.00	(6.51)	0.17	1.69	2.82	0.00
Other Sports	38.03	0.00	(36.13)	0.00	1.69	3.38	0.00
Concerts & Entertainment	54.65	0.00	(51.92)	0.00	1.97	8.45	3.94
Family & Motor Shows	20.62	0.00	(19.59)	0.00	1.69	3.38	3.38
Rodeo	15.77	0.00	(14.99)	0.11	1.69	8.45	3.94
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**Ticket Sales**—The Ford Wyoming Center hosts events that generate ticket sales revenue including concerts, family shows, and other spectator events. Some public expos, banquets, and sports competitions also generate ticket revenue. A portion of the ticket revenue may be shared with the promoter of the event. The

percentage of the ticket revenue shared with the event promoter varies by the type of event and can be as much as 95% for some concerts and other entertainment events. This **Promoter Share** is presented as a separate line item on the operating statement. Using historical ticket sales revenue per event attendee, we increased the

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post-expansion per ticket revenue to account for the venue's increased ability to accommodate and book more popular acts and higher ticket prices.

**Facility Rental**—The Ford Wyoming Center collects rental fees from associations, businesses, and private parties that rent spaces within the facility. Not all events incur a facility rental fee. A facility may reduce or waive the venue rental charges to book an event that has a high food and beverage revenues or a strong economic impact on the local market. Using historical rates for facility rent collected per GSFD, we increased post-opening rates to levels consistent with competitive industry averages for modern convention centers.

**Event Services**—Event Services include the fees charged to tenants for services that could include business services, audiovisual technical assistance, set-up and takedown of function spaces, cleaning services, security services, electricity, and other utilities. Event service charges vary by type of event. Some of these services may be included in the rental charges for using the facility, but others will be add-on service charges. Using historical rates for event service fees collected per GSFD, we increased post-expansion rates to levels consistent with competitive industry averages for modern convention centers. Improvements to the Ford Wyoming Center's technology would allow increases in event service revenues.

**Surcharges**—Surcharges include various costs and fees associated with ticketed events that are collected by the Ford Wyoming Center and not shared with event promoters. Using historical surcharge revenue per event attendee, we increased the post-expansion surcharge revenue to account for the venue's increased ability to charge higher surcharge fees.

**Food & Beverage**— Most events that use the Ford Wyoming Center's function space will also arrange for food service for their attendees during their events. This food service includes catering which can range from coffee breaks associated with a meeting to a full dinner associated with a convention or banquet. Consumer shows, concerts, sporting events, and other events may generate concessions revenue. Most conventions and conferences generate demand for multiple meals during these multi-day events. Meetings and banquets generally include a single meal or refreshment services. We project estimated gross food and beverage revenues on a per attendee basis depending on the type of event. Using historical rates for food and beverage revenue collected per attendee, we increased post-expansion per capita revenues to reflect the improved concessions operations and the improvements to the production kitchen, and the ability to host higher quality meeting and convention events.

**Merchandise**—Concerts, family shows, and other ticket events offer t-shirts and other items for sale to attendees. The model calculates merchandise revenue based on a per attendee basis for those events that would offer these retail sales. For this analysis, we project that per capita spending on merchandise would remain consistent with historical levels.

**Advertising and Sponsorships**— This line item includes revenue from the sale of fixed advertising signage on scoreboards, LED ribbons, concourses, interior, and exterior fascia, vomitories, and outdoor marquee displays. The rates a venue can charge are dependent upon the estimated number of events, the total attendance, the number of televised events, and the number of tie-ins, such as program advertising and public address announcements. With minimal to no television



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coverage expected, the Ford Wyoming Center has been able to earn a relatively small amount of advertising and sponsorship revenue. With the proposed facility renovation and expansion, we estimate that these historical revenues would increase by 50 percent to account for improved signage opportunities and higher attendance levels.

**Premium Seating**—The proposed Ford Wyoming Center renovation would include improvements to the arena bowl to include new premium seating areas. Based on the conceptual planning prepared by JLG, there would be approximately 490 premium seats in the following areas.

## 6-3 PROPOSED PREMIUM SEATING

Seating Area	Seat Count
<b>Northwest Concourse</b>	
Club Seats	156
Club Suites	124
<b>Southeast Concourse</b>	
Rockstar Lounge	162
City Side Mezzanine	48
<b>Total Premium Seats</b>	<b>490</b>

Not all premium seats would be available for some events. For example, for an end-stage concert would, the premium seating area in the southeast concourse would be backstage and therefore, not available for sale. We estimated the average percentage of premium seats sold by event type as shown in the figure below. Ticket and catering premiums are in addition to per capita ticket sales and food and beverage revenues calculated separately in the model. Ticket and catering premiums are net of sales costs (25%) and catering costs of goods and services (70%). For event types not included below, seats in premium

areas may be used but would not earn premium sales and food and beverage revenue.

## 6-4 PREMIUM SEATING ASSUMPTIONS

Event Type	Utilization Rate	Per Seat Premium per Day	Catering Premium per person	Net Prem Seat Rev per Event
Sports Competitions	40%	\$30	\$20	\$5,292
Other Sports	50%	\$40	\$20	\$8,453
Concerts & Entertainment	40%	\$40	\$25	\$6,983
Family & Motor Shows	40%	\$40	\$20	\$6,762
Rodeo	80%	\$20	\$15	\$42,483

In addition to the above event-related revenues, we project that the proposed event would also generate **Other Revenues** which may include damages billed to tenants, interest income, special fees, and other non-recurring ancillary income.

## DIRECT EXPENSE ASSUMPTIONS

Direct event expenses include event services costs, food and beverage costs, and merchandise costs. These costs are calculated as a percentage of the revenue earned in each category. The following figure presents these percentages as based on historical operations.

## 6-5 DIRECT EXPENSE ASSUMPTIONS

Expenditure	Percentage Revenue
<b>DIRECT EXPENSES</b>	
Event Services Costs	137% of Event Services
Food & Beverage Costs	50% of Food & Beverage
Merchandise Costs	85% of Merchandise

**Event Services Costs**—Event services costs are the costs incurred by the facility for client-reimbursed expenses such as production costs, security, utilities, event staffing, cleaning, advertising, and event set-up. We estimated event services costs as a percentage of gross event service revenue based on historical operations.

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**Food & Beverage Costs**—We assume that the food and beverage operation would continue to be operated by an in-house food service operator. Costs of food service include the raw costs of food and beverages sold as well as the labor associated with food preparation and service. For post-expansion projections, we used the average historical margins based on the total food and beverage revenue as the basis for these costs.

**Merchandise Costs**—Merchandise costs are the share of merchandise and novelty sales due to the event promoter or third-party retailer. For post-expansion projections, we used the average historical share based on the total merchandise revenue as the basis for these costs.

## INDIRECT DIRECT EXPENSE ASSUMPTIONS

We use a blend of fixed costs and variable percentages of operating revenues to project the Ford Wyoming Center’s indirect operating expenses. We based indirect expense assumptions on multiple years of historical revenue and expense data and other industry standards. We summarize the operating expense assumptions in the figure below. All dollar figures are presented in 2022 dollars. We modified fixed expenses to reflect operating changes necessary due to the proposed expansion and renovation of the Ford Wyoming Center. An explanation of these modifications and a brief description of each expense line item follows

6-6 INDIRECT OPERATING EXPENSE ASSUMPTIONS (2022 DOLLARS)

Expenditure	Percentage Revenue	Fixed Expense	
		Pre-Expansion	Post-Expansion
<b>INDIRECT EXPENSES</b>			
Staffing	4.8% of Total Operating Revenue	\$1,352,000	\$1,892,800
Administrative & General	2.5% of Total Operating Revenue	163,000	228,200
Contract Services	1.0% of Total Operating Revenue	23,000	32,200
Sales & Marketing	1.5% of Total Operating Revenue		
Equipment & Supplies	1.0% of Total Operating Revenue	17,000	23,800
Repair & Maintenance	2.0% of Total Operating Revenue	51,000	76,500
Food & Beverage	1.5% of Food & Beverage	11,000	22,000
Box Office		50,000	70,000
Utilities	2.0% of Total Operating Revenue	34,000	59,500
Management Fee	3.0% of Total Operating Revenue	85,000	119,000
Other Expenses	0.1% of Total Operating Revenue		

**Staffing**— Based on the existing staffing level and the Ford Wyoming Center’s salary & benefit expenses, we estimated the salaries and benefits

and associated benefits and taxes for permanent full and part-time employees dedicated to administration, marketing, building operations,

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and other functions. The proposed salary and benefit levels reflect maintaining the current organizational structure at the Ford Wyoming with an increase in staffing due to the larger, more active facility.

**Administrative & General**— Administrative and general expenses include the day-to-day facility expenses, such as office supplies, staffing costs, travel, telephone, printing, permits, and other miscellaneous professional services and fees. This category also includes insurance premiums, permits, and dues. Using historical cost data, we estimated a fixed cost portion and a variable percentage of total operating revenues, increasing the fixed portion for the post-expansion model.

**Marketing & Sales**—These expenses include the production of event marketing materials, travel to conventions, advertising, and other costs associated with event sales. Using historical cost data, we estimated a fixed cost portion and a variable percentage of total operating revenues, increasing the fixed portion for the post-expansion model.

**Equipment & Supplies**—This category includes items such as consumables, chemicals, and other supplies that are required to support and maintain the operations of the facility. It also includes equipment rental and computer maintenance. Using historical cost data, we estimated a fixed cost portion and a variable percentage of total operating revenues, increasing the fixed portion for the post-expansion model.

**Repair & Maintenance** — This category includes both routine and one-time facility maintenance expenses required to maintain the venue, HVAC, and other building systems and equipment. This category also includes outdoor maintenance and landscaping. It does not include capital maintenance projects. Using historical cost data,

we estimated a fixed cost portion and a variable percentage of total operating revenues, increasing the fixed portion for the post-expansion model.

**Food & Beverage** — Indirect food and beverage costs include items not directly related to food and beverage sales, including linens, small wares, and uniforms. Using historical cost data, we estimated a fixed cost portion and a variable percentage of food and beverage sales, increasing the fixed portion for the post-expansion model.

**Box Office**— This category includes costs associated with ticketing and maintaining the box office. Using historical cost data, we estimated a fixed cost portion and a variable percentage of ticket sales, increasing the fixed portion for the post-expansion model

**Utilities**— Utility expense includes electricity, gas, water, and sewer fees. Using historical cost data, we estimated a fixed cost portion and a variable percentage of total operating revenues, increasing the fixed portion for the post-expansion model. Fixed utility expenses would increase due to the larger facility, but a more modern facility would have greater building efficiency.

**Management Fee**— We anticipate that the City would continue to contract with a private venue management company to operate the Ford Wyoming Center. Using historical cost data, we estimated a fixed fee portion and a variable percentage of total operating revenues, increasing the fixed portion for the post-expansion model to account for the management of a larger, more active facility.

**Other Expenses**—Other expenses could include expenses such as miscellaneous operations costs, bad debt, credit losses, bank fees, and other small miscellaneous expenses. Using historical expense



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data, we estimated this expense category as a percentage of total operating revenue.

## OPERATING PRO FORMAS

In developing the financial projections, we considered the full renovation and expansion of the Ford Wyoming Center as well as a phased

development. The phased development projections consider the scenarios in which only the arena renovations or the multipurpose event center expansions occurs.

The following figure presents a comparison of the financial projection of each scenario in a stabilized year of demand in today's dollars.

### 6-7 FORD WYOMING CENTER FINANCIAL PROJECTION (2022\$) – STABILIZED YEAR

OPERATING REVENUE	Do-Nothing	Full Expansion & Renovation	Arena Renovation Only	Event Center Expansion Only
Ticket Sales	\$2,490	\$3,914	\$2,775	\$3,304
Facility Rental	40	73	36	73
Promoter Share	-2,204	-3,441	-2,540	-2,799
Event Services	1,107	2,160	1,313	2,160
Surcharges	305	424	340	371
Food & Beverage	1,366	2,313	1,601	1,941
Merchandise	207	275	226	239
Advertising & Sponsorships	203	304	304	203
Premium Seating	27	702	516	32
Other Revenue	66	66	66	66
<b>Total Operating Revenue</b>	<b>\$3,606</b>	<b>\$6,789</b>	<b>\$4,638</b>	<b>\$5,589</b>
<b>DIRECT EXPENSES</b>				
Event Services Costs	\$1,516	\$2,959	\$1,799	\$2,959
Food & Beverage Costs	683	1,157	800	970
Merchandise Costs	176	234	192	203
<b>Total Operating Expenses</b>	<b>\$2,376</b>	<b>\$4,349</b>	<b>\$2,792</b>	<b>\$4,132</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$1,230</b>	<b>\$2,440</b>	<b>\$1,846</b>	<b>\$1,457</b>
<b>INDIRECT EXPENSES</b>				
Staffing	\$1,420	\$2,071	\$1,594	\$1,889
Administrative & General	241	381	282	336
Contract Services	57	97	69	83
Sales & Marketing	54	102	70	84
Equipment & Supplies	52	90	64	76
Repair & Maintenance	119	206	144	177
Food & Beverage	31	56	37	47
Box Office	46	73	57	62
Utilities	103	190	132	159
Management Fee	186	313	225	269
Other Expenses	4	7	5	6
<b>Total Indirect Expense</b>	<b>\$2,313</b>	<b>\$3,585</b>	<b>\$2,678</b>	<b>\$3,187</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,083)</b>	<b>(\$1,145)</b>	<b>(\$832)</b>	<b>(\$1,731)</b>

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The figures below present the nine-year financial projection for the proposed Ford Wyoming Center expansion. We project the opening of the expansion and/or renovation on July 1, 2025. The projections are in inflated dollars beginning with the fiscal year 2022 through the fiscal year 2030, one year following stabilized demand.

Project commencement and completion dates reflect the ability to confidently project future market and economic conditions in the short term. Planning for this project will likely require more time, upon which we recommend an update and reevaluation of the findings of this analysis.

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FORD WYOMING CENTER FINANCIAL PROJECTIONS (IN INFLATED DOLLARS) – FULL RENOVATION & EXPANSION

	Pre-opening Period				Stabilization Period			Stabilized Demand	
	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>OPERATING REVENUE</b>									
Ticket Sales	\$2,490	2,552	\$2,616	\$2,681	\$3,537	\$3,931	\$4,439	\$4,653	\$4,769
Facility Rental	40	41	42	43	58	67	77	87	89
Promoter Share	-2,204	-2,259	-2,316	-2,374	-3,118	-3,473	-3,900	-4,091	-4,193
Event Services	1,107	1,134	1,163	1,192	1,803	2,043	2,353	2,567	2,631
Surcharges	305	312	320	328	407	439	484	504	517
Food & Beverage	1,366	1,400	1,435	1,471	2,150	2,353	2,593	2,749	2,818
Merchandise	207	213	218	223	265	289	313	327	335
Advertising & Sponsorships	203	208	213	219	336	344	353	362	371
Premium Seating	27	28	28	29	668	718	831	860	882
Other Revenue	66	67	69	71	72	74	76	78	80
<b>Total Operating Revenue</b>	<b>\$3,607</b>	<b>\$3,696</b>	<b>\$3,788</b>	<b>\$3,883</b>	<b>\$6,178</b>	<b>\$6,785</b>	<b>\$7,619</b>	<b>\$8,096</b>	<b>\$8,299</b>
<b>DIRECT EXPENSES</b>									
Event Services Costs	\$1,516	1,554	\$1,593	\$1,633	\$2,470	\$2,799	\$3,223	\$3,517	\$3,605
Food & Beverage Costs	683	700	718	736	1,075	1,177	1,296	1,375	1,409
Merchandise Costs	176	181	185	190	226	246	266	278	285
<b>Total Operating Expenses</b>	<b>\$2,375</b>	<b>\$2,435</b>	<b>\$2,496</b>	<b>\$2,559</b>	<b>\$3,771</b>	<b>\$4,222</b>	<b>\$4,785</b>	<b>\$5,170</b>	<b>\$5,299</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$1,232</b>	<b>\$1,261</b>	<b>\$1,292</b>	<b>\$1,324</b>	<b>\$2,407</b>	<b>\$2,563</b>	<b>\$2,834</b>	<b>\$2,926</b>	<b>\$3,000</b>
<b>INDIRECT EXPENSES</b>									
Staffing	\$1,420	1,455	\$1,492	\$1,529	\$2,223	\$2,300	\$2,389	\$2,463	\$2,524
Administrative & General	241	247	253	260	388	409	435	454	465
Contract Services	57	58	60	61	94	101	110	116	118
Sales & Marketing	54	55	57	58	93	102	114	121	124
Equipment & Supplies	52	53	54	39	86	93	102	107	110
Repair & Maintenance	119	122	125	128	201	215	234	245	252
Food & Beverage	31	32	32	33	55	59	63	66	68
Box Office	46	47	48	49	71	73	74	76	78
Utilities	103	106	109	78	184	198	216	227	233
Management Fee	186	191	196	201	306	327	355	373	382
Other Expenses	4	4	4	4	6	7	8	8	8
<b>Total Indirect Expense</b>	<b>\$2,313</b>	<b>\$2,370</b>	<b>\$2,430</b>	<b>\$2,440</b>	<b>\$3,707</b>	<b>\$3,884</b>	<b>\$4,100</b>	<b>\$4,256</b>	<b>\$4,362</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,081)</b>	<b>(\$1,109)</b>	<b>(\$1,138)</b>	<b>(\$1,116)</b>	<b>(\$1,300)</b>	<b>(\$1,321)</b>	<b>(\$1,266)</b>	<b>(\$1,330)</b>	<b>(\$1,362)</b>



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FORD WYOMING CENTER FINANCIAL PROJECTIONS (IN INFLATED DOLLARS) – ARENA RENOVATION ONLY

	Pre-opening Period				Stabilization Period			Stabilized Demand	
	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>OPERATING REVENUE</b>									
Ticket Sales	\$2,490	2,552	\$2,616	\$2,681	\$3,064	\$3,140	\$3,219	\$3,299	\$3,382
Facility Rental	40	41	42	43	44	45	46	47	48
Promoter Share	-2,204	-2,259	-2,316	-2,374	-2,670	-2,737	-2,805	-2,875	-2,947
Event Services	1,107	1,134	1,163	1,192	1,222	1,252	1,284	1,316	1,349
Surcharges	305	312	320	328	375	385	394	404	414
Food & Beverage	1,366	1,400	1,435	1,471	1,767	1,811	1,857	1,903	1,951
Merchandise	207	213	218	223	249	256	262	269	275
Advertising & Sponsorships	203	208	213	219	336	344	353	362	371
Premium Seating	27	28	28	29	569	583	598	613	628
Other Revenue	66	67	69	71	72	74	76	78	80
<b>Total Operating Revenue</b>	<b>\$3,607</b>	<b>\$3,696</b>	<b>\$3,788</b>	<b>\$3,883</b>	<b>\$5,028</b>	<b>\$5,153</b>	<b>\$5,284</b>	<b>\$5,416</b>	<b>\$5,551</b>
<b>DIRECT EXPENSES</b>									
Event Services Costs	\$1,516	1,554	\$1,593	\$1,633	\$1,674	\$1,716	\$1,758	\$1,802	\$1,848
Food & Beverage Costs	683	700	718	736	884	906	928	951	975
Merchandise Costs	176	181	185	190	212	217	223	228	234
<b>Total Operating Expenses</b>	<b>\$2,375</b>	<b>\$2,435</b>	<b>\$2,496</b>	<b>\$2,559</b>	<b>\$2,770</b>	<b>\$2,839</b>	<b>\$2,909</b>	<b>\$2,981</b>	<b>\$3,057</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$1,232</b>	<b>\$1,261</b>	<b>\$1,292</b>	<b>\$1,324</b>	<b>\$2,258</b>	<b>\$2,314</b>	<b>\$2,375</b>	<b>\$2,435</b>	<b>\$2,494</b>
<b>INDIRECT EXPENSES</b>									
Staffing	\$1,420	1,455	\$1,492	\$1,529	\$1,755	\$1,799	\$1,844	\$1,890	\$1,937
Administrative & General	241	247	253	260	309	317	325	333	341
Contract Services	57	58	60	61	76	77	79	81	83
Sales & Marketing	54	55	57	58	75	77	79	81	83
Equipment & Supplies	52	53	54	39	69	71	73	75	76
Repair & Maintenance	119	122	125	128	157	161	165	170	174
Food & Beverage	31	32	32	33	41	42	43	44	45
Box Office	46	47	48	50	62	64	66	67	69
Utilities	103	106	109	78	144	147	151	155	159
Management Fee	186	191	196	201	246	252	258	264	271
Other Expenses	4	4	4	4	5	5	5	5	6
<b>Total Indirect Expense</b>	<b>\$2,313</b>	<b>\$2,370</b>	<b>\$2,430</b>	<b>\$2,441</b>	<b>\$2,939</b>	<b>\$3,012</b>	<b>\$3,088</b>	<b>\$3,165</b>	<b>\$3,244</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,081)</b>	<b>(\$1,109)</b>	<b>(\$1,138)</b>	<b>(\$1,117)</b>	<b>(\$681)</b>	<b>(\$698)</b>	<b>(\$713)</b>	<b>(\$730)</b>	<b>(\$750)</b>

# Strategic Venue Studies

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FORD WYOMING CENTER FINANCIAL PROJECTIONS (IN INFLATED DOLLARS) – EVENT CENTER EXPANSION ONLY

	Pre-opening Period				Stabilization Period			Stabilized Demand	
	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>OPERATING REVENUE</b>									
Ticket Sales	\$2,490	2,552	\$2,616	\$2,681	\$3,159	\$3,366	\$3,814	\$3,928	\$4,026
Facility Rental	40	41	42	43	58	67	77	87	89
Promoter Share	-2,204	-2,259	-2,316	-2,374	-2,697	-2,865	-3,238	-3,328	-3,411
Event Services	1,107	1,134	1,163	1,192	1,803	2,043	2,353	2,567	2,631
Surcharges	305	312	320	328	362	385	426	441	452
Food & Beverage	1,366	1,400	1,435	1,471	1,830	1,979	2,184	2,307	2,365
Merchandise	207	213	218	223	244	255	277	284	291
Advertising & Sponsorships	203	208	213	219	224	230	235	241	247
Premium Seating	27	28	28	29	32	34	37	38	39
Other Revenue	66	67	69	71	72	74	76	78	80
<b>Total Operating Revenue</b>	<b>\$3,607</b>	<b>\$3,696</b>	<b>\$3,788</b>	<b>\$3,883</b>	<b>\$5,087</b>	<b>\$5,568</b>	<b>\$6,241</b>	<b>\$6,643</b>	<b>\$6,809</b>
<b>DIRECT EXPENSES</b>									
Event Services Costs	\$1,516	1,554	\$1,593	\$1,633	\$2,470	\$2,799	\$3,223	\$3,517	\$3,605
Food & Beverage Costs	683	700	718	736	915	989	1,092	1,153	1,182
Merchandise Costs	176	181	185	190	207	217	236	242	248
<b>Total Operating Expenses</b>	<b>\$2,375</b>	<b>\$2,435</b>	<b>\$2,496</b>	<b>\$2,559</b>	<b>\$3,592</b>	<b>\$4,005</b>	<b>\$4,551</b>	<b>\$4,912</b>	<b>\$5,035</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$1,232</b>	<b>\$1,261</b>	<b>\$1,292</b>	<b>\$1,324</b>	<b>\$1,495</b>	<b>\$1,563</b>	<b>\$1,690</b>	<b>\$1,731</b>	<b>\$1,774</b>
<b>INDIRECT EXPENSES</b>									
Staffing	\$1,420	1,455	\$1,492	\$1,529	\$2,034	\$2,101	\$2,179	\$2,245	\$2,301
Administrative & General	241	247	253	260	344	361	384	399	409
Contract Services	57	58	60	61	81	86	94	99	101
Sales & Marketing	54	55	57	58	76	84	94	100	102
Equipment & Supplies	52	53	54	39	73	79	86	91	93
Repair & Maintenance	119	122	125	128	174	186	201	211	216
Food & Beverage	31	32	32	33	48	50	54	56	58
Box Office	46	47	48	50	63	66	70	73	75
Utilities	103	106	109	78	153	164	179	189	193
Management Fee	186	191	196	201	265	282	305	320	328
Other Expenses	4	4	4	4	5	6	6	7	7
<b>Total Indirect Expense</b>	<b>\$2,313</b>	<b>\$2,370</b>	<b>\$2,430</b>	<b>\$2,441</b>	<b>\$3,316</b>	<b>\$3,465</b>	<b>\$3,652</b>	<b>\$3,790</b>	<b>\$3,883</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>(\$1,081)</b>	<b>(\$1,109)</b>	<b>(\$1,138)</b>	<b>(\$1,117)</b>	<b>(\$1,821)</b>	<b>(\$1,902)</b>	<b>(\$1,962)</b>	<b>(\$2,059)</b>	<b>(\$2,109)</b>

# Strategic Venue Studies

SVS intends for financial projections to show the expected levels of revenues and expenses. Projections show smooth growth over time. However, event and visitation cycles are not always smooth. Unpredictable local and national economic factors can affect business. We recommend interpreting the financial projections as a mid-point of a range of possible outcomes over a multi-year period rather than relying on projections for any one specific year.

## CONCLUSIONS

In today's dollars (2022), we project that the full expansion and renovation of the Ford Wyoming Center would result in an operating subsidy that increases by approximately \$100,000 when compared with a do-nothing scenario.

The subsidy increase is mainly attributed to the increased costs of operating and maintaining a larger facility and the costs associated with greater participation in the meetings and convention industry which generates economic

activity in a community, often at the cost of operating losses for the hosting facility.

The additional costs of operating the multipurpose venue are offset partially by the arena improvements and the additional premium seating which has a net positive impact on operating income.

## COMPARABLE VENUE OPERATIONS

The following figure demonstrates that this projected subsidy of the full renovation and expansion is within a reasonable range of net incomes found in a sampling of event centers with a combination of arena and convention center function spaces. In total, the expanded Ford Wyoming Center would have approximately 60,000 square feet of function space. For comparison purposes, the figure presents financial data for the most recent pre-pandemic year available.

6-11 COMPARABLE VENUE OPERATING INCOME (LOSS)

Venue	Location	Function Space (SF)	Arena Seating	Net Operating Income/(Loss)	Fiscal Year
MassMutual Center	Springfield, MA	64,000	8,000	(\$8,108,721)	2019
Charleston Civic Center	Charleston, WV	123,000	13,500	(3,508,888)	2019
Tucson Convention Center	Tucson, AZ	170,000	9,000	(3,276,170)	2022
The Monument	Rapic City, SD	121,500	10,000	(3,175,150)	2017
Mayo Civic Center	Rochester, MN	140,000	5,200	(2,424,001)	2019
Bismarck Event Center	Bismarck, ND	115,900	12,000	(1,628,085)	2019
Heartland Events Center	Kearney, NE	38,000	7,500	(563,900)	2019
MetraPark *	Billings, MT	182,000	12,000	(204,376)	2018

\* Not including the Montana Fair

Sources: Respective Venue and City Financial Statements

As presented above, the addition of the multipurpose event space to the Ford Wyoming Center increases its operating subsidy. To assess the reasonableness of this result, the following figure presents historical financial data for stand-

alone convention venues with similar amounts of exhibition, banquet, and meeting space as proposed for the Ford Wyoming Center expansion.



# Strategic Venue Studies

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## COMPARABLE CONVENTION VENUE OPERATING INCOME (LOSS)

Venue	Location	Function Space (SF)	Net Operating Income/(Loss)	Fiscal Year
Sante Fe Convention Center	Santa Fe, NM	28,900	(\$1,152,033)	2018
Three Rivers Convention Center	Kennewick, WA	32,600	(910,748)	2019
Pueblo Convention Center	Pueblo, CO	21,100	(636,273)	2019
Yakima Convention Center	Yakima, WA	30,400	(295,261)	2018
Utah Valley CC	Provo, UT	46,500	(276,178)	2019
Dixie Center	St. George, UT	76,700	(122,605)	2019

Sources: Respective Venue and City Financial Statements

The scenario in which only the multipurpose event center is constructed yields an increase in operating subsidy of approximately \$650,000 in 2022 dollars. With a proposed 26,000 square feet of function space, an additional \$650,000 in operating subsidy is within the range of the comparable venues. The following chapter identifies the positive economic and fiscal impacts that are generated in the community to offset this subsidy.

## 7. IMPACT ANALYSIS

### IMPACT ANALYSIS METHODOLOGY

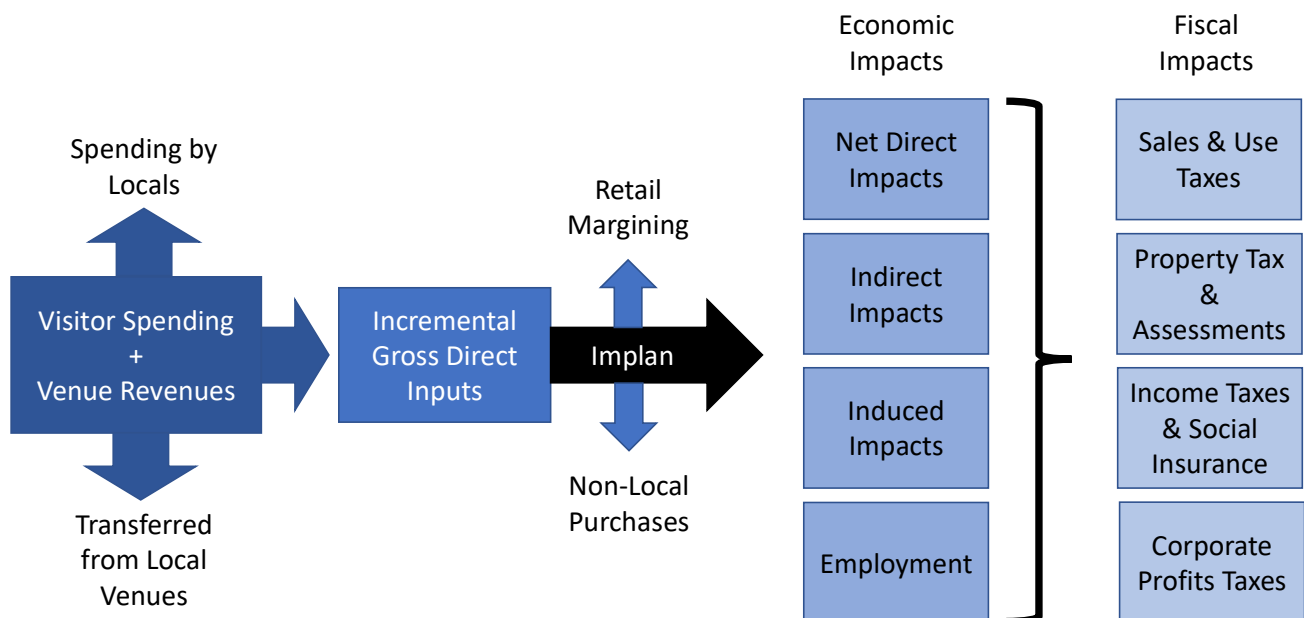
The economic and fiscal impacts of an event venue are created through event attendee spending in the local market and by the revenues collected by the venue for tickets, facility rental fees, food and beverage sales, and other services.

The results of an impact analysis yield economic impacts, defined as the new economic activity generated in the market as well as the jobs and income created by this activity. An impact analysis also yields fiscal impacts, including the sales taxes, property taxes, and fees collected at the state and local levels as well as sales taxes, income taxes, corporate taxes, and social insurance payments collected at the state and federal levels.

We use the demand projections and venue revenue projections presented in earlier chapters as the basis for our impact analysis. To model the impacts of this economic activity, we use IMPLAN, an input-output analysis platform based on the interdependencies between economic sectors. IMPLAN combines economic factors, multipliers, and demographic statistics into a highly refined model that can be customized for a specific geographic region as small as a single ZIP Code. Using robust input data, the IMPLAN model quantifies the impact of a change in the economy based on the resulting flow of income, goods, and services

The following figure presents an overview of this analysis methodology

7-1 IMPACT ANALYSIS METHODOLOGY



# Strategic Venue Studies

For this analysis, we considered the new, incremental impacts generated in Natrona County, Wyoming by the improvements to the Ford Wyoming Center. We present these results for the full expansion and renovation programs as well as the phased scenarios which consider only the arena improvements or the addition of the multipurpose event space.

## IMPLAN INPUTS

We derive IMPLAN inputs for the Ford Wyoming Center from two primary sources, event attendee spending in the local market and the revenues collected by the venue. To accurately project the incremental impact that the Ford Wyoming

Center operation has on the local market, we remove spending by local residents as well as spending and income that is already taking place in the local market.

To remove local spending, we estimate the percentage of local visitors for each event type and subtract those visitors from our spending calculations. Because of different spending patterns, we segment visitation into overnight and day visitors based on their purpose in visiting the Ford Wyoming Center.

The following figure presents the net new nonlocal visitors for the three improvement scenarios.

7-2 ANNUAL NEW NONLOCAL VISITORS

	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Overnight Meeting/Event Attendees	12,152	214	11,686
Daytrip Attendees	25,752	1,535	20,660
Overnight Sports/Rodeo Attendees	21,090	3,040	15,200

Venue revenues include those generated from ticket sales, facility rental, and event services as well as food and beverage sales. Venue revenues are detailed in Chapter 6 of this report. To estimate the spending and income that is currently in the local market, we estimate the percentage of events, for each event type, that could transfer from other venues to the expanded Ford Wyoming Center.

Visitor spending categories include lodging, restaurant meals, retail purchases, recreation, and local transportation. To estimate visitor spending, we use the results of spending surveys from two primary sources. As a primary source, we use the Economic Impact of Travel in Wyoming, 2020, by Dean Runyan Associates. This report calculates

visitation volumes and spending characteristics, including spending by commodity purchased. We adjusted the spending data to reflect per-person spending in 2022 dollars.

We supplement this spending data with the Smith Travel Research reports that provide information on hotel occupancies and average daily rates for lodging properties in and around Casper.

The following figures present the incremental gross direct spending and venue revenues and the IMPLAN inputs for this analysis. IMPLAN currently models 546 industry sectors. The IMPLAN inputs reflect the appropriate industry sector in which the spending occurs.



# Strategic Venue Studies

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## ANNUAL GROSS INCREMENTAL SPENDING AND REVENUES

Visitor Spending	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Overnight Meeting/Event Attendees	\$2,058,320	\$36,210	\$1,979,470
Daytrip Attendees	2,479,710	147,810	1,989,390
Overnight Sports/Rodeo Attendees	3,032,960	437,180	2,185,910
<b>Total Gross Spending</b>	<b>\$7,570,990</b>	<b>\$621,200</b>	<b>\$6,154,792</b>

Venue Revenues	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Ticket Sales	\$187,290	\$71,020	\$219,350
Facility Rental	\$23,284	0	23,284
Promoter Share	\$61,858	10,740	29,758
Event Services	\$736,967	0	736,967
Surcharges	\$119,395	35,333	66,455
Food & Beverage	\$662,719	164,207	402,060
Merchandise	\$67,742	18,418	31,530
<b>Total Team Revenues</b>	<b>\$1,859,255</b>	<b>\$299,718</b>	<b>\$1,509,404</b>
<b>GROSS DIRECT IMPACT</b>	<b>\$9,430,245</b>	<b>\$920,918</b>	<b>\$7,664,196</b>

Sources: The Economic Impact of Travel in Wyoming, 2020 & STR

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## IMPLAN INPUTS

Implan Inputs	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Lodging	\$1,586,030	\$130,290	\$1,330,310
Transportation	931,210	75,590	750,510
Food & Beverage	2,306,120	187,200	1,858,630
Snacks & Refreshments	304,300	29,790	246,120
Clothing & Accessories	67,740	18,420	31,530
Gfits & Misc.	1,278,590	103,790	1,030,480
Recreation & Events	1,164,740	94,550	938,720
Stadium Operations	1,066,940	106,360	1,046,050
Stadium F&B Revenue	662,720	164,210	402,060
Local Event Promoters	61,860	10,740	29,760
<b>Total</b>	<b>\$9,430,250</b>	<b>\$920,940</b>	<b>\$7,664,170</b>

### NET DIRECT SPENDING

Not all of the gross direct spending input into the IMPLAN model counts as an economic impact because some of this spending does not generate income in the local market. For spending made outside of the venue, visitors are not constrained

to make these purchases within the local market. For small markets, like Casper and Natrona County, the local business establishment may not be able to accommodate all spending. Based on market characteristics, the IMPLAN model

# Strategic Venue Studies

estimates the amount of spending that would leak out of the local economy.

Spending at retail businesses creates a smaller economic impact compared to spending in other industries. Since most retail items are not produced in the local market, IMPLAN applies retail margins to gross spending to more accurately reflect the impact that remains in the local market.

## INDIRECT AND INDUCED SPENDING

Indirect spending is the secondary spending that local businesses make in response to direct spending by visitors. For example, direct spending at a local restaurant causes the restaurant to purchase food and other items from suppliers. The amount of business purchases that remain in the local market is indirect spending.

Induced spending results from purchases made by industry employees whose incomes change

from direct and indirect spending. For example, restaurant spending increases server income. The amount of increased income that the server spends in the local economy is induced impact.

The sum of indirect and induced impacts is commonly referred to as the “multiplier effect”. The relationship between direct spending and the multiplier effect varies based on the specific size and characteristics of a local area’s economy.

## IMPLAN OUTPUT

The following figure presents the annual net direct, indirect, and induced impacts generated by the new annual direct spending in Natrona County. New direct gross spending also generates jobs and income in the local economy. The IMPLAN model estimates these impacts as presented in the figure below. The annual employment impacts follow.

7-5 ANNUAL ECONOMIC IMPACTS \*

Impact	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Net Direct	\$7,368,000	\$793,300	\$6,521,900
Indirect	2,590,900	267,200	2,330,100
Induced	1,535,900	160,400	1,330,600.0
<b>Total</b>	<b>\$11,494,800</b>	<b>\$1,220,900</b>	<b>\$10,182,600</b>

\* In a stabilized year, 2022 dollars

# Strategic Venue Studies

## 7-6

## ANNUAL EMPLOYMENT IMPACTS \*

	Full Expansion & Renovation	Arena Improvements Only	Event Center Expansion Only
Economic Impact	\$11,494,700	\$1,220,900	\$10,182,600.0
Local Fiscal Impact	\$232,000	\$30,200	\$207,300
Jobs (FTE)	102	11	89
Labor Income	3,044,800	328,100	2,638,000

\* In a stabilized year, 2022 dollars

## FISCAL IMPACTS

Fiscal impacts are the public sector's share of economic impacts. Local fiscal impacts include sales and use taxes collected by states and municipalities as well as property taxes and assessments.

To accurately calculate the distribution of sales and use taxes among the state, county, local government, and special funds, we evaluated each of IMPLAN's hundreds of spending categories to determine whether and which taxes apply to each. We then applied the appropriate tax rate to estimate the amount of tax revenue.

The IMPLAN model estimates the county and local shares of residential and business property taxes and assessments.

The following figure summarizes the sales and use tax collections and property tax collections by Natrona County and the state of Wyoming.

All dollar figures are for a stabilized year of demand in 2022 dollars.

## 7-7

## ANNUAL FISCAL IMPACTS

Full Expansion & Renovation	Effective Tax Rate	Estimated Tax Revenue
County Sales & Use Tax	1.00%	\$45,110
County Lodging Tax	9.00%	140,850
Property Taxes & Assessments		43,330
Licenses & Fees		2,730
<b>Total Local Tax Collections</b>	<b>Total</b>	<b>\$232,020</b>
State Sales & Use Tax	4.00%	\$180,440
Licenses & Fees		13,500
<b>Total State Tax Collections</b>		<b>\$193,940</b>

Arena Improvements Only	Effective Tax Rate	Estimated Tax Revenue
County Sales & Use Tax	1.00%	\$5,330
County Lodging Tax	9.00%	11,610
Property Taxes & Assessments		5,410
Licenses & Fees		7,810
<b>Total Local Tax Collections</b>	<b>Total</b>	<b>\$30,160</b>
State Sales & Use Tax	4.00%	\$21,320
Licenses & Fees		3,000
<b>Total State Tax Collections</b>		<b>\$24,320</b>



# Strategic Venue Studies

Event Center Expansion Only	Effective Tax Rate	Estimated Tax Revenue
County Sales & Use Tax	1.00%	\$40,020
County Lodging Tax	9.00%	118,170
Property Taxes & Assessments		46,400
Licenses & Fees		2,730
<b>Total Local Tax Collections</b>	<b>Total</b>	<u>\$207,320</u>
State Sales & Use Tax	4.00%	\$160,080
Corporate Tax, Licenses & Fees		13,400
<b>Total State Tax Collections</b>		<u>\$173,480</u>

\* Depending on the land ownership and resulting property tax-exempt status, some fiscal impacts may not be realized.

## CONCLUSIONS

The full renovation program recommended for the Ford Wyoming Center would contribute approximately \$11.5 million to the local economy annually. The majority of these impacts are

derived from the addition of the multipurpose events space which would allow Casper to attract high-impact conventions, conferences, and meetings that bring visitors to the market. While the arena renovations provide additional revenue

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

## 8. LIMITING CONDITIONS AND ASSUMPTIONS

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In addition to our contractual terms and the assumptions detailed throughout this report, our analysis and report are subject to the following limiting conditions and assumptions.

1. This analysis has been prepared for Visit Casper (“Client”) for its decision-making purposes associated with the proposed expansion and renovation of the Ford Wyoming Center. This report should be used in whole and not in part, nor should it be used for any other purposes.
2. This report is restricted to use by the Client and may not be relied upon by any third party for any purpose, including any matter pertaining to financing.
3. Although this analysis includes findings and recommendations, all decisions in connection with the implementation of such findings and recommendations shall be the Client’s responsibility.
4. Possession of this report by a third party does not carry with it the right to publication. The report should solely be used by the Client for its intended purpose only.
5. This analysis does not constitute an audit or an opinion of value or appraisal in accordance with generally accepted audit standards. Any estimates or ranges of values were prepared to illustrate current and potential market conditions.
6. The analysis performed was limited and, as such, we do not warrant that our estimates will be attained, but they have been developed based on information obtained during our market research and are intended to reflect reasonable expectations.
7. In the preparation of this report, we have utilized primary and secondary sources of information that are deemed to be accurate and reasonable. No information provided to us by others was audited or verified and was assumed to be correct. We can assume no liability resulting from misinformation.
8. Estimates and analyses regarding the projected performance are based on trends and other assumptions. Some assumptions will not materialize, and unanticipated events and circumstances may occur. The actual results may, therefore, vary from those described in this study, and those differences may be material.
9. We have not knowingly withheld any pertinent facts that may influence current and anticipated market conditions, but we do not guarantee that we know all factors that might influence facility operations. We take no responsibility for any events or circumstances that occur after this report.
10. The quality of facility management has a direct effect on economic performance. This analysis assumes responsible and competent ownership and management. Any departure from this assumption may have a significant impact on the findings of the projections detailed in this report.

# Strategic Venue Studies

11. The figures and projections presented in this report were generated using mathematical calculations carried out to three or more decimal places. The final estimates are subjective and may be influenced by our experience and other factors not specifically outlined in this report. For simplicity in presentation, most numbers have been rounded and may be subject to small rounding errors.
12. Unless otherwise noted, we assume that there are no encroachments, zoning violations, or building violations encumbering the subject facility. We further assume the subject facility to be in full compliance with all applicable federal, state, local, and private codes, laws, consents, licenses, and regulations (including a liquor license where appropriate), and that all licenses, permits, certificates, franchises, and so forth can be freely renewed or transferred to a purchaser.
13. Existing and pending legislative, archeological, or ecological matters were not considered.



November 22, 2023

MEMO TO: J. Carter Napier, City Manager 7) for JCN

FROM: Tom Brauer, Chief Operating Officer  
Alex Sveda, P.E., City Engineer  
Keith McPheeters, Chief of Police

SUBJECT: Casper Business Center (CBC) Police Station Remodel Project Update.

Meeting Type & Date  
Council Work Session  
November 28, 2023

Action Type  
Council direction requested

Recommendation

That Council recommend the following:

- Allow the design of the CBC for the new Police Station to proceed;
- Direct City staff to develop and issue a Request for Proposals (RFP) for a Construction Manager for the CBC renovation; and
- Direct staff to engage an asbestos abatement consultant to sample and test the CBC structure for asbestos materials and develop a plan for remediation.

Summary

Police Facilities Design Group, P/A. (PFDG) continues to work on completing the design and construction documents for the CBC renovation for the Casper Police Station. They are currently working to complete the 90-percent design documents. The original total project budget in the agreement with PFDG is \$29,910,000. The latest estimate prepared by PFDG is \$38,660,841 (September 8, 2023); this estimate does not include contingencies, inflation escalation, and asbestos abatement costs.

The available project budget for the CBC renovation is currently \$20,000,000, with potential additional funding to bring the funding available to \$25,000,000. City staff has been directed by the City Manager to scale the project to allow for the construction of a functional police station with the current available funding (\$25,000,000). City staff recommend using a Construction Manager at Risk (CMAR) project delivery method instead of the customary Design-Bid-Build method. The CMAR process will foster a collaborative and cost saving completion of the design of the structure, phasing plan, and final construction of the project.

City staff is preparing an RFP for a CMAR for the project. The CMAR will assist with value engineering the final design of the project, phasing to bring the project within budget, and ultimately constructing the CBC renovation project.

City staff recently interviewed consultants for the asbestos abatement study and design for the CBC and will bring forward a contract for council's consideration as quickly as practical for asbestos sampling, testing, and remediation design.

#### Financial Considerations

As identified above the project budget for the CBC remodel project is \$25,000,000, this budget does not include the architectural fee which is included in a previous budget item (\$2,226,085.00); the financial impacts of the recommendations identified in this memo are detailed below:

- Estimated fee for preconstruction services to be provided by the CMAR - \$50,000 to \$70,000
- Asbestos abatement consultant fees for sampling, testing, design, bidding, and construction monitoring – approximately \$120,000; to be finalized in an upcoming recommendation of award presented to council.
- Asbestos abatement costs in the CBC – to be determined after analysis is completed.

#### Oversight/Project Responsibility

Tom Brauer, Chief Operating Officer

Alex Sveda, P.E., City Engineer

Keith McPheeters, Chief of Police

#### Attachments

Exhibit A – Presentation slides for council

# CASPER BUSINESS CENTER – POLICE STATION REMODEL PROJECT UPDATE

November 28, 2023

1

## BUDGET UPDATE

Description:	PFDG Contract May 17, 2022	Schematic Design April 4, 2023	Design Development September 8, 2023
<b>Construction Cost Estimate (all renovations and new construction)</b>	<b>\$ 20,594,100</b>	<b>\$ 24,581,357</b>	<b>\$ 33,456,428</b>
<i>Costs Included and Not Included in Estimates</i>			
Architectural Fee	\$ 2,061,978	\$ 2,061,978	\$ 2,226,085
Survey and Geotechnical Investigation	\$0	\$ 0	\$ 13,750
Asbestos Abatement	\$0	\$ 0	\$ 0
Design Contingency	\$ 2,059,410		
Escalation to 2024 construction start	\$ 2,718,421		
City's Contingency for unknown conditions and extra scope of work	\$ 1,500,000		
<b>Total Design Contingency, Escalation and Construction Contingency</b>	<b>\$ 6,277,831</b>	<b>\$2,290,574</b>	<b>\$ 0</b>
Furnishings, Fixtures & Equipment	\$ 850,000	\$ 850,000	\$ 2,883,678
Commissioning	\$ 125,000	80,900	\$ 125,000
<b>Total Project Budget</b>	<b>\$ 29,910,000</b>	<b>\$ 29,864,809</b>	<b>\$ 38,660,841</b>

2



## AVAILABLE PROJECT BUDGET

**Current Estimate - \$38,660,000 without contingencies**

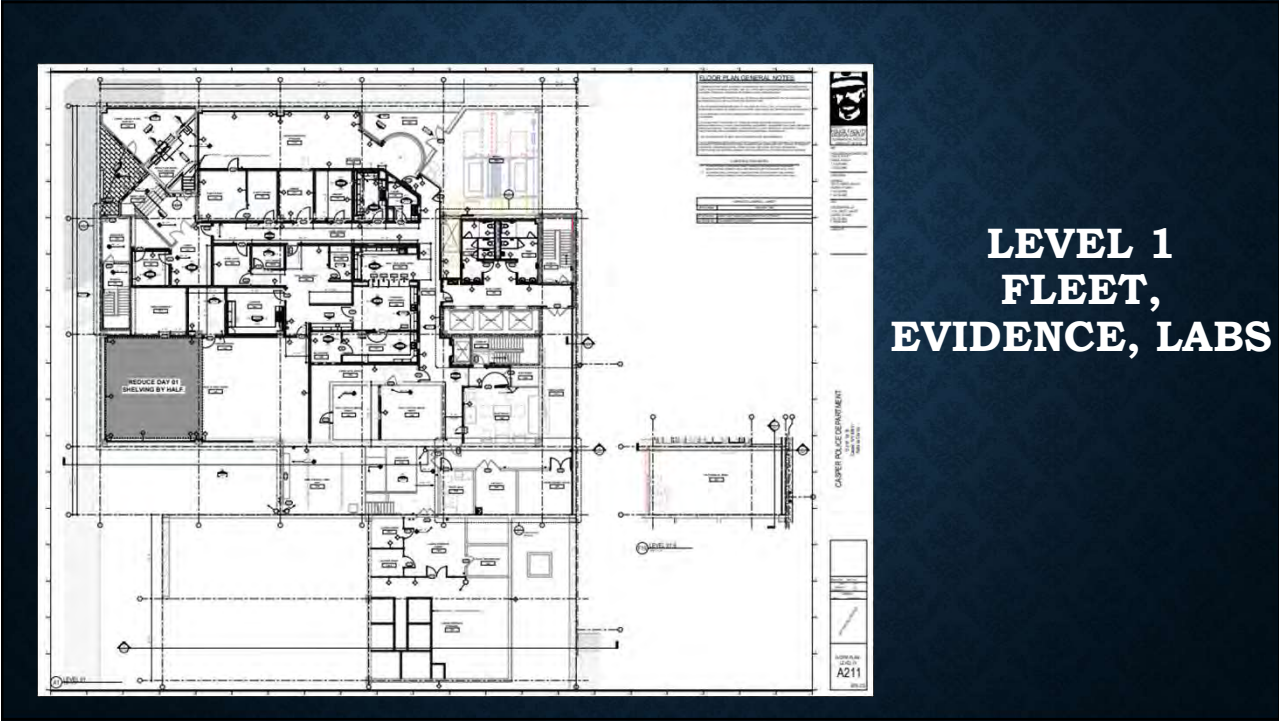
**Budget - \$20,000,000 to \$25,000,000**

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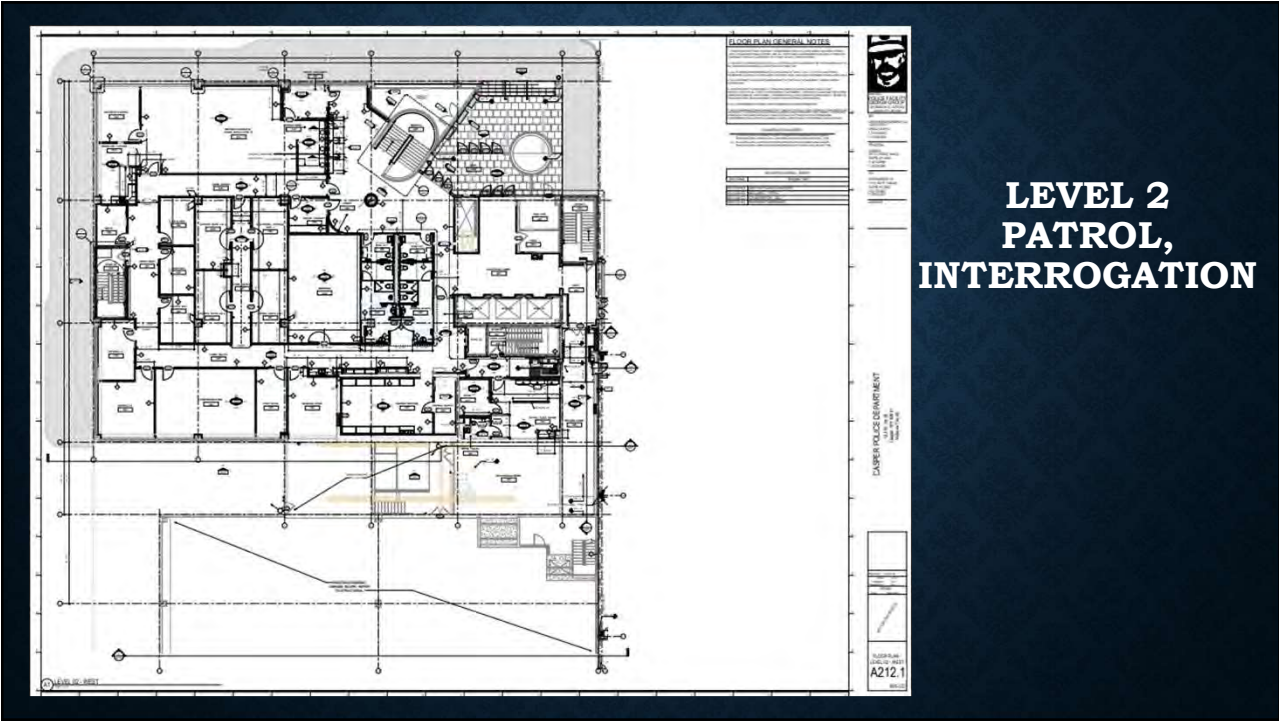
## PROPOSED PHASING/SEQUENCING

- Level 1 – fleet, evidence, labs, firearms (Phase I)
- Level 2 – patrol, offices, interrogation (Phase I)
- Level 3 – judges, courts, clerks (Phase II)
- Level 4 – IT and fire administration (IT – Phase I, Fire – Delete)
- Level 5 – demolition only
- Level 6 – offices, captains, detectives, chief, victim services (Phase I)
- Level 7 – lockers, showers, fitness, technical training (Phase I and Phase II)
- Level 8 – dispatch, communications, emergency operations (Phase I)
- Police Garage and Sally Port (Phase II)
- Parking Garage Structural (Phase II)

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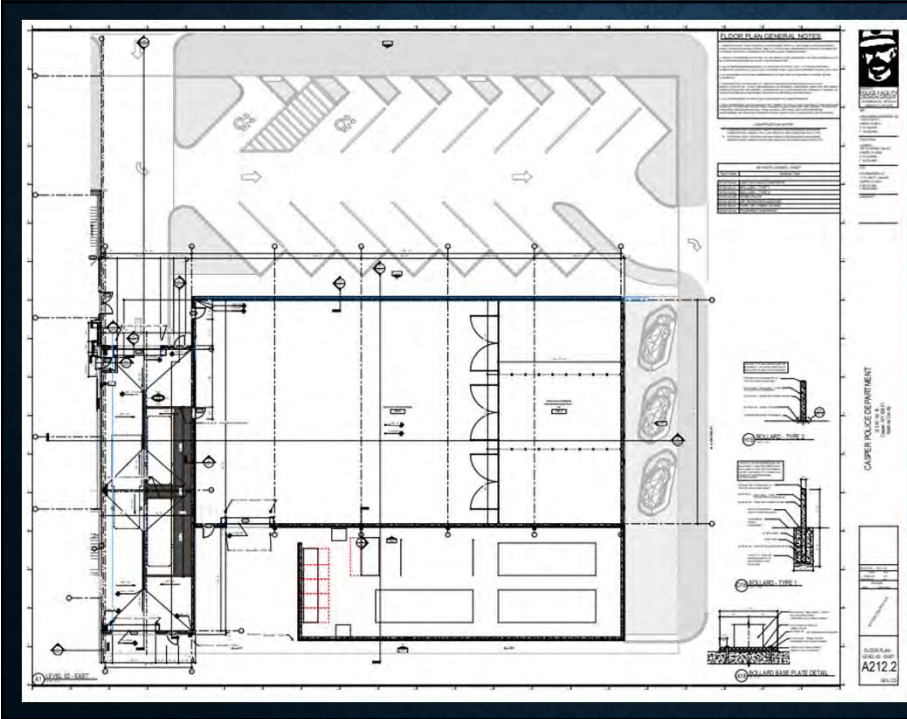


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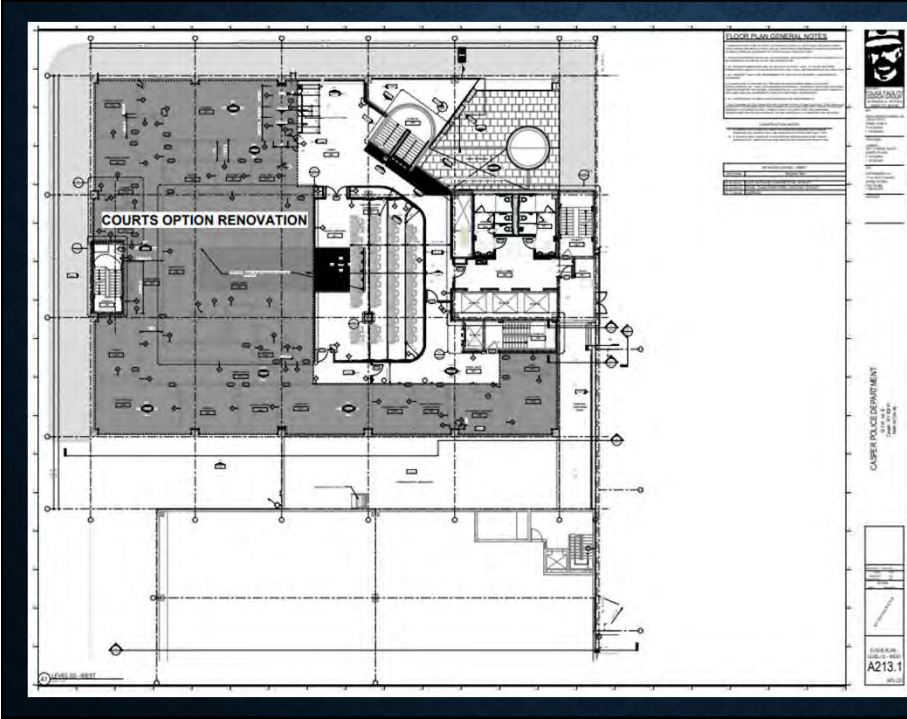
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**LEVEL 2  
SALLY PORT &  
GARAGE**

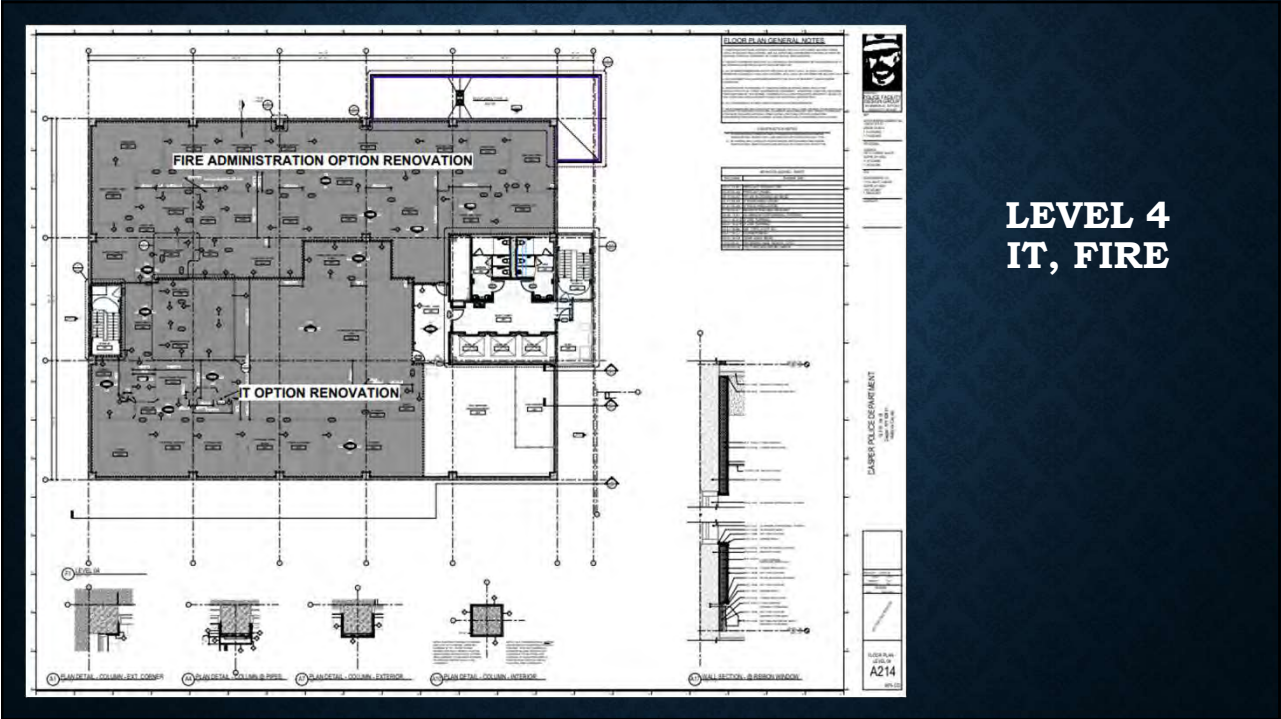
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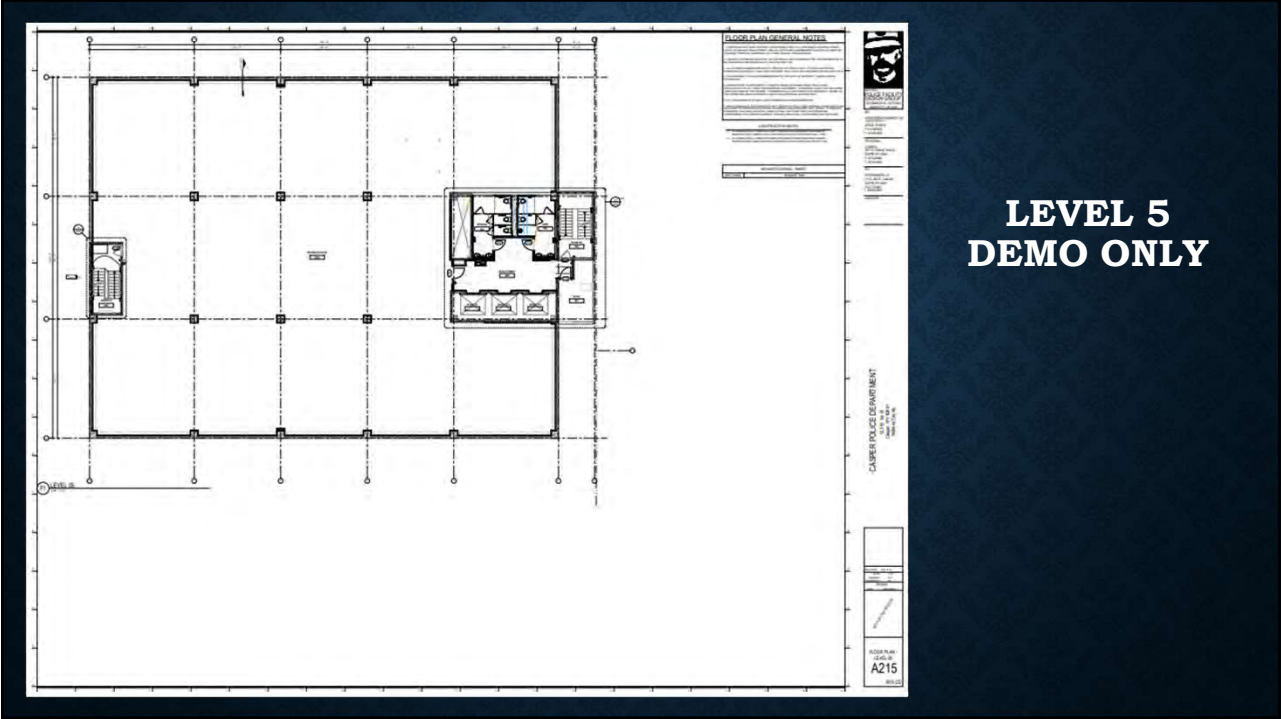
**LEVEL 3  
JUDGES,  
COURTS**

8

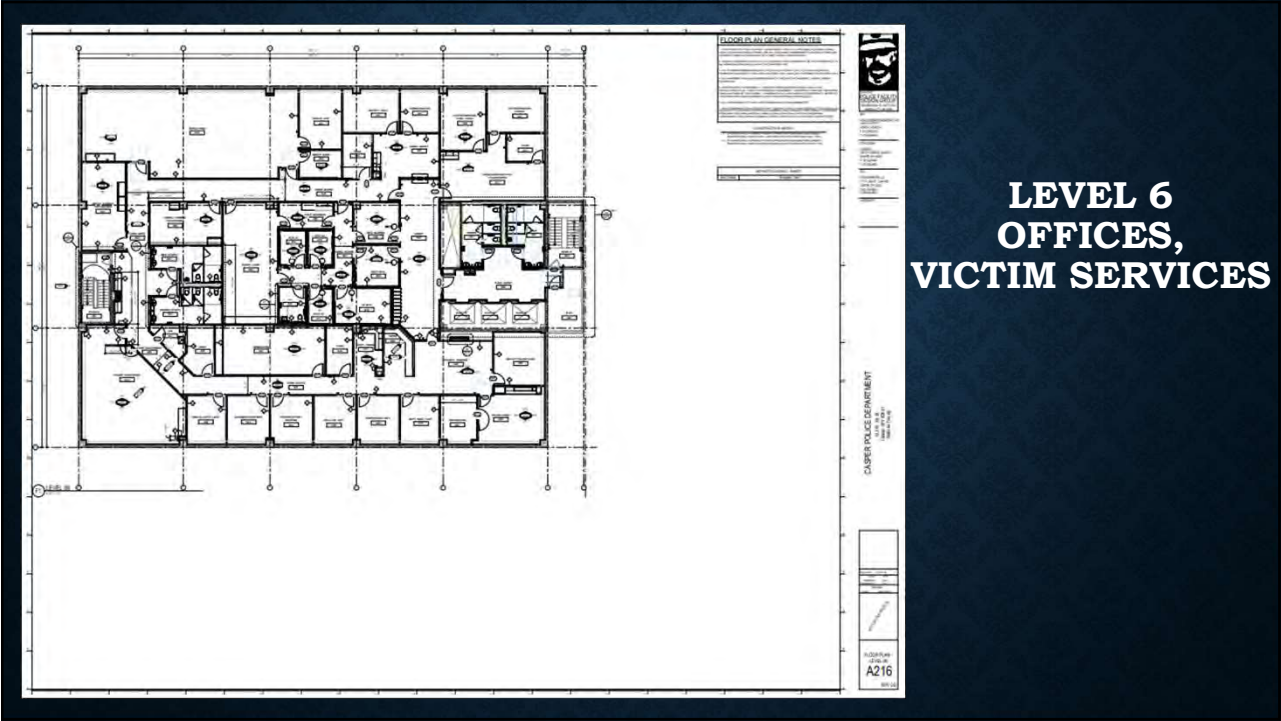




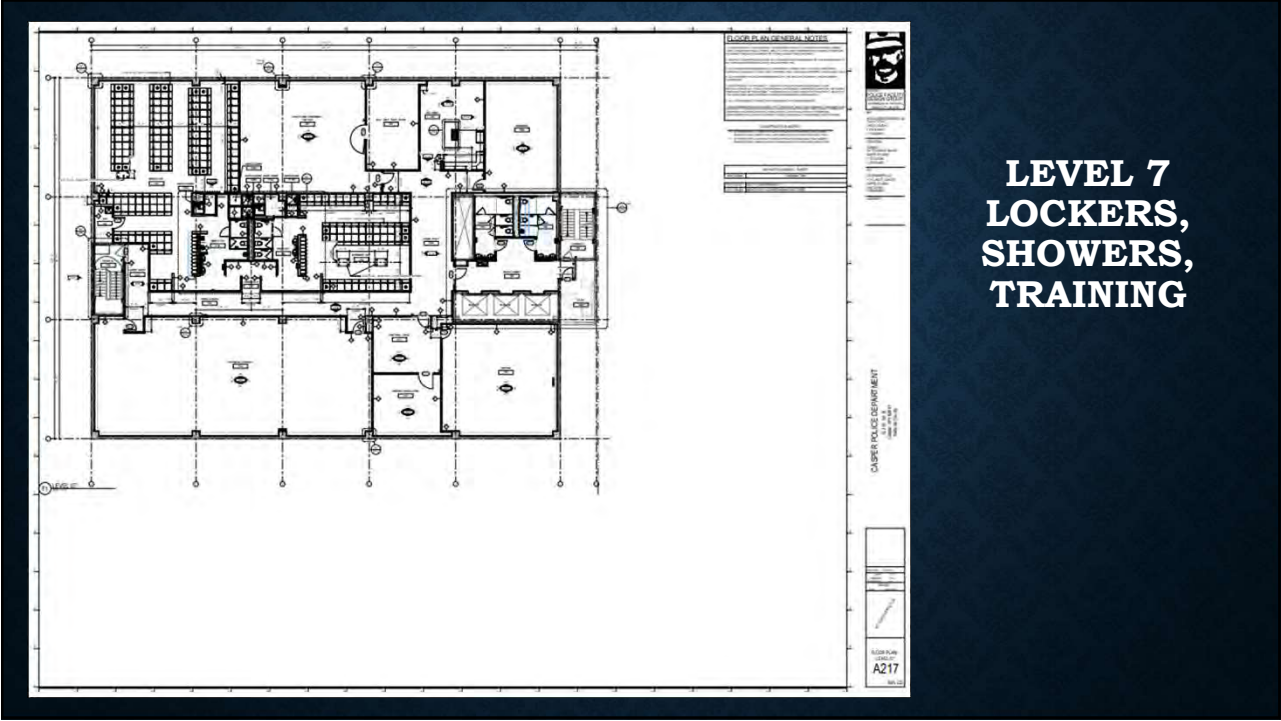
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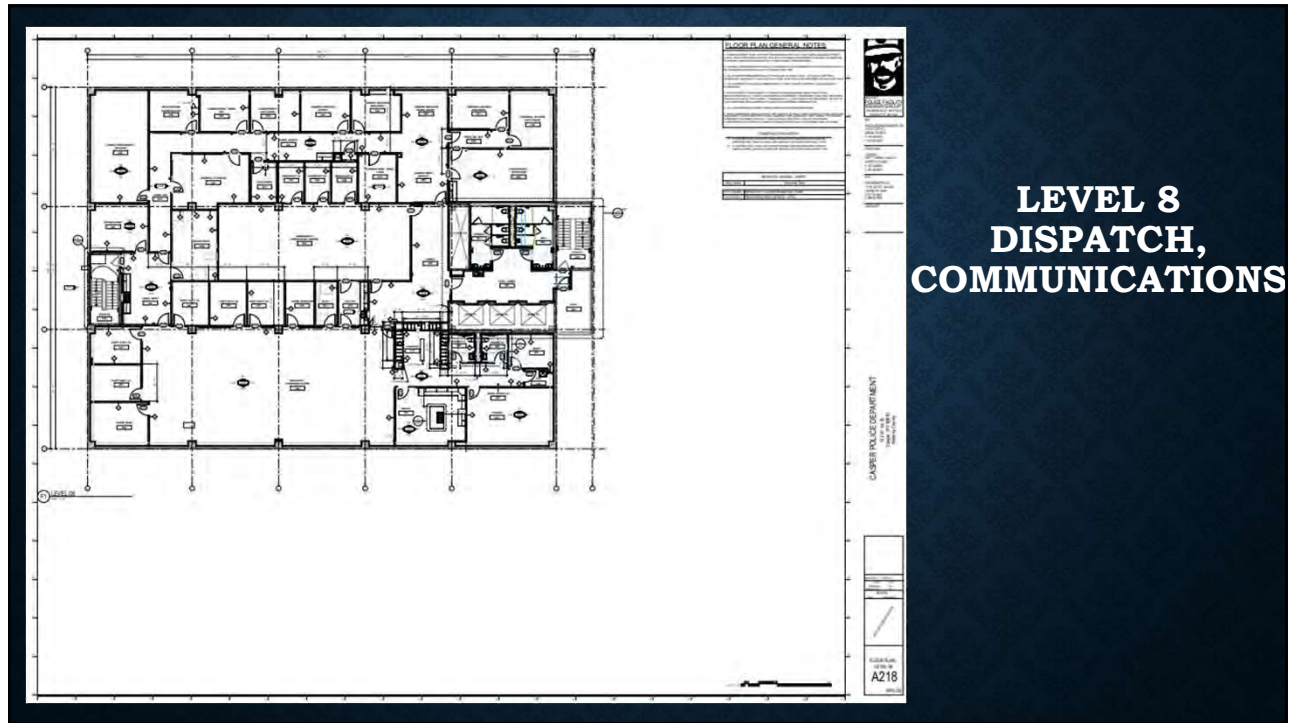
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## CONSTRUCTION COST ESTIMATING CHALLENGES

- Volatile construction materials pricing and supply chain issues
- Skilled and semi-skilled labor in central Wyoming
- Higher prices in Wyoming
- Challenging for architects, engineers, and owners

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## PROJECT DELIVERY METHODS

### Design-Bid-Build (DBB)

- Architect completes design
- Hard bid on bid date – low bid process
- General Contractor selects subcontractors
- Can create adversarial relationship
- Change of conditions results in Change Order

### Construction Manager at Risk (CMAR)

- Select CMAR – qualifications and costs
- CMAR reviews architect's drawings
- CMAR prepares cost estimates
- CMAR works collaboratively with City and Architect
- Open and competitive subcontractor bidding
- Guaranteed Maximum Price (GMP) provided
- Change of conditions – use contingency

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## RECOMMENDATION AND SCHEDULE

- Solicit RFP for Construction Manager at Risk (CMAR)
- Engage Asbestos Testing and Abatement Consultant
- Project Schedule
  - Complete design – 2<sup>nd</sup> quarter 2024
  - GMP and bidding – 3<sup>rd</sup> quarter 2024
  - Construction – 4<sup>th</sup> quarter 2024

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October 23, 2023

MEMO TO: J. Carter Napier, City Manager *JCN*  
FROM: Tom Brauer, P.E., Chief Operating Officer *TB*  
Alex Sveda, P.E., City Engineer *AS*  
Andrew Colling, Engineering Tech  
SUBJECT: Center Street Underpass Painting, Project 23-008

**Meeting Type & Date**

Council Work Session  
November 14, 2023

**Action Type**

Council Direction

**Recommendation**

That City Council consider Option #1 to paint the surfaces at and around the Center Street Underpass.

**Summary**

The Center Street Railroad Underpass needs re-painted. Two (2) separate projects were bid out in 2023 to address painting different portions of underpass. The first was the Center Street Enhancements Project (Project No. 21-027), and included in this project was an option to repaint the slope paving only. The cost provided by the contractor in January 2023 was \$94,000 and was not selected.

The second project was the Center Street Underpass Painting (Munis Project 1015023200 and Engineering Project No. 23-008), and it included surface preparation, concrete repairs, and repainting all vertical surfaces of the underpass, excluding the slope paving. The only bid received for this project in May 2023 was \$230,000, exceeding the allocated budget of \$120,000. Below are options to accomplish the task of repainting the concrete surfaces of the underpass.

**Option #1**

Option 1 would involve surface preparation using chemical cleaners and high-pressure water, comprehensive repairs of damaged concrete surfaces, and painting of the underpass bridge and all vertical faces along the road, wing walls, slope paving, and the pump station building. It is estimated that the cost to accomplish this option would be \$350,000 to \$400,000.

**Option #2**

Option 2 would involve surface preparation using chemical cleaners and high-pressure water, *isolated touch-ups only of areas of graffiti and damaged coatings of the underpass bridge*, and complete painting of all other vertical faces along the road, wing walls, slope paving, and the pump station building. *This work does not include comprehensive repairs of damaged concrete*

*surfaces, only isolated touch-ups.* It is estimated that the cost to accomplish this option would be \$250,000 to \$300,000.

**Option #3**

Option 3 would involve surface preparation using chemical cleaners and high-pressure water and painting of the slope paving only. It is estimated that the cost to accomplish this option would be \$100,000.

**Financial Considerations**

Funding is proposed to be combined from the following sources:

- 1. Remainder of Budgeted Project 1015023200 - Center St RR Underpass Painting (Cap Reserve Funds)  
**\$108,930**
- 2. Remainder of Budgeted Project 1015121223 - I25 Casper Marginal (One Cent 16 Funds)  
**\$8,030**
- 3. Unbudgeted Balance of the One Cent 16 Community Projects Allocation (L150001906)  
**\$100,711**
- 4. Unbudgeted Balance of the One Cent 16 Center Street allocation (L150001918)  
**\$15,952**
- 5. Unbudgeted Balance of the One Cent 16 Ash Street Building allocation (L150001938)  
**\$14,668**
- 6. Unbudgeted Balance of the One Cent 16 Miscellaneous Streets allocation (L150001916)  
**\$15,418**
- 7. Portion of the Unbudgeted Balance of the One Cent 16 Streets Equipment allocation (L150001915)  
**\$136,321**

Total: **\$400,030**

**Oversight/Project Responsibility**

Andrew Colling, Engineering Tech., Public Services Department.

**Attachments**

None