



IAVM

Region 4

1 Q 2014

United States

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Wyoming

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Director Update

Greetings to everyone in Region 4! Can you all believe that we're finally edging toward spring with nicer weather and a great 2014? Part of the excitement of this time of year is the annual IAVM Region 4 Conference and getting to see all of you once again!

We are looking forward to our Region 4 Conference, this time in Spokane, Washington, from May 6 to 9. Our Spokane local committee is hard at work putting together the best meeting ever, with provocative keynote speakers, lively sessions, fabulous networking opportunities, a great golf excursion, a wine tour, and more. The feedback we received from those who attended our meeting in Victoria provided us with many wonderful ideas to improve on content, timing, and educational ideas.

We will be staying at the DoubleTree by Hilton Spokane City Center. Adjacent to the Spokane Convention Center, both sit along the banks of the Spokane River and the beautiful 100-acre Riverfront Park in downtown Spokane. The hotel is lovely, as is the convention center, and we will be treated to the best hospitality both have to offer.

Register NOW and reserve your spot to golf, participate in the wine tour, or simply take a walking tour of downtown Spokane. We look forward to seeing you all there!

Lori Leyba Kramer, CFE
Region 4 Director



Region 4 News

2014 IAVM Region 4 Conference – Spokane, WA Spokane Convention Center Tuesday, May 6 - Friday, May 9, 2014

Only seven weeks away from the 2014 IAVM Region 4 Conference in beautiful Spokane, WA! Plan for great times and interesting sessions with the incredible people of Region 4 once again!



Meeting Site

The Spokane Convention Center campus sits along the banks of the Spokane River and affords users beautiful views of the 100-acre Riverfront Park and direct access to the Centennial Trail. The campus includes the INB Performing Arts Center and the Spokane Convention Center.

You can REGISTER NOW and find out more about everything having to do with the Conference by taking a look at our IAVM Region 4 Conference web site at: <http://www.spokanecenter.com/ivm>

Headquarters Hotel

In the heart of downtown, the DoubleTree by Hilton Hotel Spokane City Center puts you right in the middle of the action. Connected by sky-bridge to the Spokane Convention Center, this stylish and comfortable hotel is within walking distance of a vibrant district of shops and restaurants. Get a great night's sleep on the comfortable bed. Indulge in a delicious signature DoubleTree chocolate chip cookie, our special welcoming gift to you, when you check in at this incredible hotel.

IAVM Region 4 Conference attendees have a special rate of only \$129.00 per night but you've only got until April 4 to book your room! Make sure you reserve your space NOW by clicking [HERE](#).

Activities

In addition to the incredible content that can be found at the conference (click [HERE](#) to take a look at the schedule), we also have a number of exciting possibilities planned for attendees:

Golf Tournament at Circling Raven Golf Course – Tuesday, May 6 at 1:00pm

An amazing way to start out your time in Spokane! Plan on a beautiful day out with your fellow IAVM Region 4 Conference attendees at one of the best courses in the region. Make sure to sign up during registration to reserve your slot. If you have already registered and would like to add this on, just head to www.spokanecenter.com/iavm and add it to your account on the registration page.

Spokane Winearound – Tuesday, May 6 at Noon

Are you in the mood for an incredible, delectable lunch followed by some tastes of the world's greatest wines? Lunch at Fire Artisan Pizza then tastings and tours of three of Spokane's finest wineries...how can you go wrong? Just \$40 for lunch, tastings, transportation and an exclusive wine glass. More information coming to your inbox SOON! If you have already registered and would like to add this on, just head to www.spokanecenter.com/iavm and add it to your account on the registration page.

Wicked – Wednesday, May 7 at 7:30pm

One of the greatest Broadway musicals ever conceived is coming to Spokane and opening at the INB Performing Arts Center during the Conference! If you have already registered and would like to add this on, just head to www.spokanecenter.com/iavm and add it to your account on the registration page.

Conference Schedule

The Region 4 Conference has always been known for great content and this year will be no different. In the weeks ahead, we will send you a spotlight note on some of the various presenters and topics that are guaranteed to make you think about the way you manage your venues and events! Generations in the workplace, Design/Build theories, successes and failures...and did we forget to mention Brad Mayne and his recap of Super Bowl XLVIII?!?

You have to attend to believe it!

IAVM Update

Recently John B. Bolton, CFE, 2013-14 Chair, IAVM Board of Directors, put pen to paper (or fingers to keyboard) to pontificate about IAVM changes...

Dear fellow IAVM Members:

Throughout the history of our amazing Association there have been many changes and initiatives brought forward by a Board of Directors that have caused many members to pause and ask why would an initiative, a new program, or a new idea be in the best interest of the future of our Association.

The governance path that our Board of Directors has been on the last several years in our efforts to adopt best practices and move our Board and Association forward have caused my board colleagues and I to reflect upon the monumental changes in our industry and thus, our Association over the last two decades.

As each of us is consumed daily by our hectic and respective jobs, we often forget to look around and notice what has been a revolutionary change in the way hundreds of venues are now managed and the way in which thousands of venue professionals are now employed. It used to be that nearly 100% of our venues operated independently being both owned and managed by a government entity. Today we find literally hundreds of venues now managed by large Allied companies and thousands of venue managers and employees now employed by those Allied companies. These large Allied companies that now employ thousands of employees directly in venues also have dozens of business lines that compete not only against each other, but often against many other Allied companies. These are all companies that we know well, whose support we have celebrated, and most importantly, whom our Association has benefitted from their financial contributions.

Many past Chairs of our Association have worked for Allied companies. I work for an Allied company. In the past most have never seen this as an issue, but when you step back and look at the trends and developments in our industry over the last 2 decades it becomes crystal clear that the lines between who is a Professional member and who is an Allied member have become very blurred, not to mention those that have had an illustrious career managing some of the most prominent venues in the world have now gone on to participate as an officer and sometimes owners and presidents of these Allied companies which in their present roles would most likely exclude them from senior leadership in our Association.

Who wants our industry to succeed more than an Allied member? If we aren't successful they aren't successful. The times of operating in silos throughout our industry are over. We have to have everyone at the table bringing forward the best ideas to move our association and industry forward.

Allied members have been obtaining their CFE status since the late 1990s. Currently, Allied members even participate on the CFE Certification Board.

Eighteen Allied members have successfully served as Chair of nine boards, committees and task forces. These appointments have included the IAVM Foundation Board of Trustees, the Venue Management School Board of Regents, Board of Education, Academic Advancement Committee, Industry Affairs

Council, Life Safety Council, Safety & Security Task Force and the Venue eBooks Task Force. Are we worse off because we have allowed these Allied members to become fully engaged?

There are checks and balances for anyone to become a senior officer including an Allied member. First, they would have to serve as a member of the Board of Directors to even qualify. Second, they would have to agree to a demanding 4-year leadership cycle and have approval from their respective company to be put forward for nomination. Third, they would have to be the Nominating Committee's first choice and approved by the Board of Directors. Fourth, the entire membership would have to approve the Allied member in a general election.

I believe that our Association should be run by the absolute best person we can find. I'm for inclusion rather than exclusion. I trust that the process we have in place to choose and select Board leadership works when the candidate pool doesn't arbitrarily exclude potential candidates that could not only lead our Association, but also bring to the table new ideas and new ways of looking at our industry and our Association. I'm not afraid of our Association being chaired by an Allied member because I know some of those Allied members are just like me and others who have worked tirelessly in past in the Board Chair role. I also have faith in this idea because ultimately every candidate for senior leadership in our Association must be approved by a vote of the membership.

The board has been immersed in this governance model for some time, but in light of recent feedback we realize that not all members have a full understanding of the process or the goals which are to grow member value, enhance service delivery and ensure a strong future for IAVM.

In light of this, the board at its meeting in January re-evaluated the timeframe with the express intent of ensuring each member has a full opportunity for feedback, understanding, and learning, through our many communication channels including VenueNet, your IAVM newsletters, Facility Manager magazine, and particularly our face to face meetings.

As has always been the case, the board welcomes and encourages healthy, open and honest discussion on all issues. We invite each member of IAVM to fully educate themselves on the issues before them and then ultimately do what they believe is best for the long term health and growth of an organization with a rich history and the clear mission of educating, advocating for and inspiring all our members to success.

All my best,

John B. Bolton, CFE
2013-14 Chair, IAVM Board of Directors

Region IV Venue Updates

Prince George Civic Centre and Plaza – Prince George, AB

Prince George Civic Plaza Enhancement Project

The Prince George Civic Centre (PGCC) and Plaza is Northern British Columbia’s premiere meeting and conference venue. Owned and operated by the City of Prince George this downtown landmark plays a significant role in the economic and business development for the region as well as serves as a gathering and meeting place for numerous community related events and activities.

The Civic Plaza Enhancement Project is envisioned to leave a permanent historical and physical legacy that will enhance the quality of life for all Prince George citizens and serve as a tourist destination for those visiting the Province’s Northern Capital. The Civic Plaza Enhancement Project will dramatically improve aesthetics, capacity and functional use of the space, encouraging increased use by arts and cultural groups, as well as tourism. The City plans to develop a program initiative with local Community Arts, Heritage and Culture organizations that will focus on maximum utilization of the space, increasing its benefit to those groups and resulting in greater exposure for the arts.



Revitalization of the space creates a tremendous opportunity to host new types of events for many years to come. Currently the Plaza does not have the capacity to accommodate outdoor theatre, dance or musical performances. The Enhancement Project incorporates a stage structure, lighting and sound system, and delivers exciting new capacity to accommodate these artistic performances.

Civic Plaza will be a unique focal point and gathering centre throughout the year 2015 for the city’s 100th Anniversary celebrations. A broad range of community arts and culture groups are participants in planning for the 100th Anniversary special events.

Many will offer their talents through performances, displays and lectures at Civic Plaza. It is anticipated that through this engagement, an increased number of festivals and celebrations at the Plaza will follow in the years ahead. The Civic Plaza will also serve as the heart to the athlete’s village during the hosting of the 2015 Canada Winter Games. The renamed “Canada Games Plaza” will host a variety of activities during the two weeks of this major national sporting and cultural event.

Civic Plaza will serve as a memorable tourist destination for the City and the region. This “humancentric” space will be designed for relaxation and enjoyment, while at the same time imparting regional historic and artistic elements to the visitor experience. The word “fluvial” means “from, or of rivers”, and is central to the design theme. Two and three dimensional installations will inspire the visitor to appreciate the dramatic role of the Fraser and Nechako Rivers in aboriginal history, later settlement and development of Prince George.

The Project is anticipated to commence in spring 2014 and a celebratory event to unveil the space is scheduled for early November 2014 one hundred days out from the opening ceremonies of the Canada Winter Games.

Oregon Convention Center | Portland's Centers for the Arts – Portland, OR

Early phases of the Oregon Convention Center's hotel project approved



This summer marked key milestones for the Oregon Convention Center's (OCC) headquarters hotel project, paving the way for final development negotiations to begin.

In early 2012, Metro, Portland's regional government that owns the OCC, launched the latest iteration of a convention center hotel project that relies on the private sector to finance, own and operate the adjacent hotel. In 2009, Metro's previous effort to construct and own a hotel failed, in part, due to the economic recession.

In September 2012, a development team, represented by Minneapolis-based Mortenson Development and including Hyatt Hotels Corporation, was selected for predevelopment negotiations. A year later, elected officials from Metro, the City of Portland and Multnomah County approved an agreement to allocate a

portion of local tourism taxes to repay a revenue bond that will be issued by Metro to finance a portion of the hotel's construction costs.

According to OCC executive director, Scott Cruickshank, "The near unanimous approvals and level of public support for the project has been especially rewarding, given the lengths our community has gone to achieve success with this project."

Negotiations toward a final development agreement are underway and expected to be complete in early 2014. Construction could begin as soon as next September and the hotel is anticipated to be open and operating in late 2016.

Portland Center for the Performing Arts is now Portland's Centers for the Arts

August 2013 marked the end of the 25th anniversary for the Portland Center for the Performing Arts' (PCPA) and the launch of a new name: Portland's Centers for the Arts.

PORTLAND'S CENTERS FOR THE ARTS



Accompanying the name change was the unveiling of a new, robust and enhanced website (www.portland5.com) that prioritizes customer service and the patron experience above all else. It was through the website development process that the decision to change the organization's name was made.

"As we engaged stakeholders for feedback on improving the online experience, it became abundantly clear that the PCPA name was not only confusing, but less relevant to local arts groups, resident companies and patrons than the five theatres themselves," said Portland's Centers for the Arts executive director Robyn Williams.

The new name and brand emphasizes the five theatres under management by Portland's: Arlene Schnitzer Concert Hall, Keller Auditorium and the Brunish, Newmark and Dolores Winningstad Theatres located inside Antoinette Hatfield Hall.

"Our mission is to serve this community's nonprofit arts organizations, and we do this through managing these historic and iconic performance spaces for them," continued Williams. "Now we are better positioned to assist them in marketing and sales, which is a win-win for everyone."

Portland's Centers for the Arts has a new mascot

Portland's Centers for the Arts has a new mascot for their green team. "Art" as he is named has a head that lights up and wears a shirt with the venue's logo on it. There are 4 Arts-one for each theater. Staff place Art in various places around the venue to remind staff to turn off the lights. In this picture, Art is hanging backstage at Arlene Schnitzer Concert Hall.



Tacoma Dome – Tacoma, WA

Tacoma Dome announces some fresh faces for its crew

Kim Bedier, Public Assembly Facilities (PAF) Director, has announced the hiring of two new employees for the City of Tacoma's PAF Department. Tom Alexander joins PAF as Booking Manager and Matt Balk as Operations Manager.

Alexander joins the City of Tacoma from the Allen Event Center Arena in Allen, Texas and has over 20 years of experience in the event and music industry, previously working with companies such as Live Nation, AEG Live and Sony Music Entertainment. As the new Booking Manager, Alexander will be responsible for booking events at the Tacoma Dome and other PAF venues including concerts, tradeshow and sporting events. Alexander has a B.A. in Radio & TV Broadcasting from California State University, Northridge.

Balk comes to the City of Tacoma from Stockton, CA where he served as the Director of Operations at the Stockton Events Center. He brings more than 10 years of facility operations experience in the arena and event industry. Balk will oversee Operations for the PAF Department including the Tacoma Dome and Greater Tacoma Convention & Trade Center as well as Cheney Stadium, managed by the Tacoma Rainiers, and the City of Tacoma owned theaters, managed by the Broadway Center for the Performing Arts. Balk holds a Bachelor of Science degree in Health & Human Performance, Sport Management from Iowa State University.

Dome30 Memory: Long Time Box Office Staff Reminisces

Assistant Box Office Manager Todd Kamp recalls one of his favorite memories of the last 30 years of the Tacoma Dome: My most memorable and interesting on sale was back in 2001 when we went on-sale with WWE Monday Night Raw and the show was in its prime. WWE brought in some of the wrestlers & the internet was still in its



infancy, so a lot of people still came to the box office to purchase tickets at the on sale. Our normal on-sale lines were always under 100 people. On that morning we had 800 people show up to purchase tickets. We gave everyone a wristband with a number on it. In the past, we used poker chips with numbers on them in order to pull a starting number out of a bag. For this on sale, I had to run to Target to get 700 more poker chips and number them that morning as people waited in line for the on sale to begin. We put them in a bag and drew a number, which was number 301. We had to shuffle 800 people into an orderly line beginning with #301 as the first person able to purchase. The on sale was at 10am, so this was a feat in itself. Forty-five minutes after

the show went on sale, it was completely sold out! I had to go out and tell the folks who hadn't bought tickets yet, that the show was sold out and it took some convincing. The good news is that we had Tuesday night **SmackDown!** going on sale the next week, however, only 40 people showed up for that on sale.

The 700 additional poker chips were never used again and we have never seen an on-sale of that size since. The chips were retired a few years later however number 301 was signed by WWE Hall of Famer Trish Stratus at the Tacoma Dome at the on-sale.

Tacoma Dome receives rave reviews from the Seattle Seahawks for Drake concert

A group of players from the Seattle Seahawks attended the Drake show at the Tacoma Dome on December 4th. “He’s a great artist. He’s put out a lot of music,” strong safety Kam Chancellor said. “Just being at the concert, you hear all these hits. It was the best show I’ve ever been to. And then to have him come see us today, it was just great.” The latter part of Kam’s quote was in regard to Drake’s visit to the Seahawks Training Camp the next day.



Greater Tacoma Convention & Trade Center – Tacoma, WA

Sustainability is a big deal everywhere but especially in Tacoma



Jon Houg, Deputy Director Public Assembly Facilities, explains what he and his crew have done to improve sustainability efforts at the Greater Tacoma Convention & Trade Center which won them the Eco Champ title for Tacoma:

I’m very proud what we have been able to accomplish at the Greater Tacoma Convention & Trade Center in our work with sustainability. We participate in traditional recycling programs with glass, paper, cardboard, metals and plastics as well as

less common recycling of cooking oils, fleet oil, batteries and tires alongside our partners. We have incorporated water saving devices, sustainable cleaning compounds, alternative hand drying options, electric vehicle charging stations and pre and post-consumer composting programs to our practices, as well as many others. I greatly enjoy how the numbers have come back and planning what to do next in order to make even more of an impact.

This doesn't stop at work. This past summer at home we removed all of the water intensive landscaping at home and I have recently replaced all of the remaining incandescent bulbs with LED dimmable bulbs. The first thing we did when moving in was replace all of the non-dimming fixtures' bulbs with CFLs, and now technology is offering some truly remarkable lighting options.

Greater Tacoma Convention & Trade Center receives high praise and produces record number of events in October

October was a record month for occupancy at the Greater Tacoma Convention & Trade Center. Not only did the staff work well under demanding schedules due to back to back events, they exceeded client expectations in the process. The quotes below are statements from satisfied event planners:

"I would like to take the time to thank you for your assistance to the Bayonet Division Professional Association. Your assistance contributed to the great success of the 7th Infantry Division Ball on 4 October 2013. Support like yours continues to improve the quality of life for Soldiers and their families alike." - Commanding General Headquarters, 7th Infantry Division, Joint Base Lewis-McChord

"Everyone I've worked with is top notch the best I've had the pleasure of working with. We have already booked out our next two events for 2014!" - Primerica Pacific Northwest Builder's School

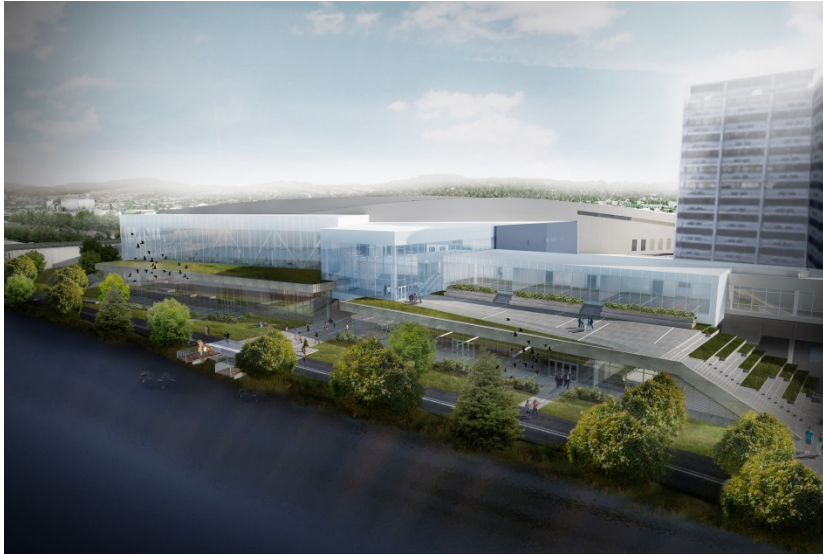
"Your staff is an absolute joy to work with. Very professional and met all of our needs. Lots of compliments on service! Attendees were pleased and so was I." - Governor's Industrial Health and Safety Conference

Spokane Convention Center – Spokane, WA

Spokane Convention Center expansion underway

A design-build team led by a Spokane contractor working with two architectural firms won a bid to build a \$41 million expansion of the Spokane Convention Center. Garco Construction Co., of Spokane, was selected as the general contractor following a vote by the board of the Spokane Public Facilities District. The PFD is a local government entity that operates the Convention Center, Spokane Veterans Memorial Arena and the INB Performing Arts Center. Architectural work will be done by ALSC Architects of Spokane, which brought in a convention center design expert, LMN Architects of Seattle, as part of its team.

Three teams participated in the design-build competition, presenting concepts for the 90,000-square-foot expansion. ALSC previously designed the Three Rivers Convention Center in Kennewick, but wanted LMN to strengthen its team, said Jeff Warner, a principal architect at ALSC. The two other teams were Lydig Construction with Integrus Architecture and YLK-JV with Bernardo-Wills Architects. Warner said that the construction concepts presented to the PFD during the competition amounted to 30 percent of the design work needed on the project.



Each of the unsuccessful competitors received a \$100,000 honorarium to defray part of the expense of developing the proposals, Warner said. The designs were based on criteria developed in a pre-planning process by the PFD, convention center experts and local interests in the convention center business, said CEO Kevin Twohig, of the PFD.

The project also includes improvements and changes to the

Spokane River shoreline next to the convention center. The total price of the expansion and shoreline improvements is \$50 million, he said.

You'll all get to see the progress being made at the IAVM Region 4 Conference in Spokane on May 6-9! [Register now!](#)

Spokane Veterans Memorial Arena – Spokane, WA

Arena still paying off for Spokane after 18 years; new seat installation a big hit with guests

Courtesy of the Spokesman-Review on March 16, 2014:

As the final seconds ticked away, an unguarded Freddie Owens caught a pass and sank a 3-pointer to launch Wisconsin past Tulsa and into the NCAA Tournament's Sweet Sixteen. The heroics capped a slate of college basketball games at Spokane Veterans Memorial Arena in March 2003, the first time the city played host to the tournament.

The Arena continues to bring flashy events to Spokane, which by national standards is an isolated midsize city nearly 300 miles from big-time professional sports. This week, eight college basketball teams and loyal fans will arrive in Spokane for their first games of the tournament, the fourth time in 11 years. The U.S. Figure Skating Championships have graced Arena ice twice in the past seven years. And concerts ranging from Pearl Jam to Elton John to Taylor Swift to Garth Brooks, who sold out five straight shows in 1998 near the peak of his fame, have filled the seats.

Opened in 1995 with a \$62.2 million price tag (\$95.5 million today when adjusted for inflation), the Arena was part of a boom in sports venue construction. But unlike other facilities built in the last two decades, the Arena has

exceeded expectations: It is profitable and sees regular use by professional teams as the home of the Spokane Chiefs junior hockey team and the Spokane Shock arena football franchise. Though the Arena has consistently made money and brought in big events, its operators and main tenant have begun to make a succession plan.

Replacing the Boone Street Barn

By the late 1980s, the Spokane Coliseum had reached the end of its usefulness. New Kids on the Block, then one of the country’s hottest acts, opted to play in Pullman’s Beasley Coliseum instead of in Spokane because of the so-called Boone Street Barn’s modest 5,400-seat capacity. And on Aug. 14, 1990, Cher told a sold-out Spokane Coliseum crowd that she wouldn’t return to the city until there was a new facility.

About a year later, on Sept. 17, 1991, voters approved a 10,000-plus-seat replacement coliseum after four previous measures had failed. The Spokane Public Facilities District, an autonomous municipal corporation, would reap the tax money collected by raising an extra 0.1 percent sales tax and a 2 percent room tax on hotels with more than 40 units.

The Coliseum was used for four more years before it was leveled and replaced by what is now the Arena’s parking lot.

Cher has performed at the Spokane Arena three times since it opened.

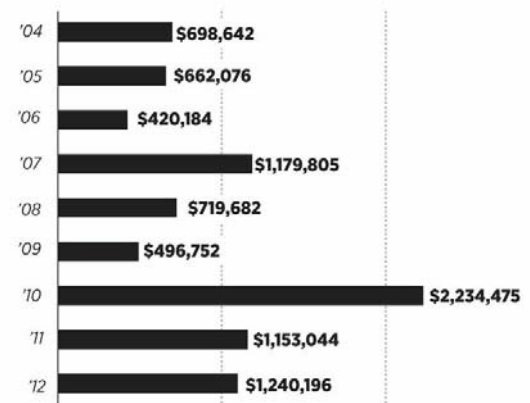
For a midsize market with a modest-size venue, bringing in a headliner on tour isn’t as simple as calling the act’s manager and telling them there is an opening. Years of relationship-building and months of planning go into a large-scale show, Spokane Arena General Manager Matt Gibson said.

“Along with the relationships, it’s also a matter of dollars,” he said. “These concerts, they run because someone wants to make a living. And if they can make a living playing L.A. five times in a row in a week, then clearly secondary markets like Spokane aren’t going to get as much business.”

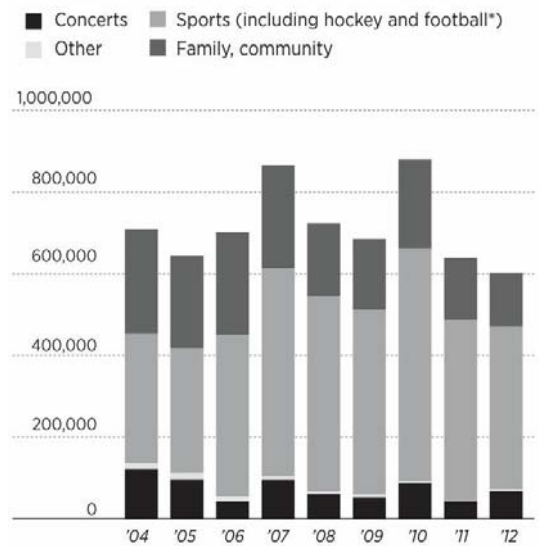
One thing the Spokane Arena has in its favor is its reputation: The venue is consistently ranked among the top 10 arenas of its size by Billboard Magazine. Another is its location. Being the biggest city between Minneapolis and Seattle means the arena hosts some acts that can’t afford not to play along the way, said Kevin Twohig, the Public Facilities District’s chief executive officer.

Veterans Memorial Arena numbers

Arena operating profit



Arena attendance



*Spokane Shock arena football began in 2006
 SOURCE: Spokane Public Facilities District
 MOLLY QUINN
 mollyq@spokesman.com

“We end up picking up that extra night, where they need some revenue to afford to be on the road,” Twohig said. “But it’s not a bargain. If somebody wants \$1 million a night, we have to pay them \$1 million a night here just as they would somewhere else.”

Big-time sporting events arrive

When the late Gonzaga University men’s basketball coach and athletic director Dan Fitzgerald lobbied for a replacement to the Coliseum in the late 1980s as a way to keep pace with sports venue competition, his comments proved prescient about 15 years later.

“It’s obvious that with a better facility, the city could go after some major events,” Fitzgerald told The Spokesman-Review in April 1989. “No matter what size building we get, we’re never going to get the Final Four. But if Boise can get an NCAA regional, I think a city three times the size could get one too.”

Each year, there are eight NCAA men’s basketball subregional sites. The winners then collide at four regional sites for a trip to the Final Four. The Arena landed its first subregional in 2003. Since then, it has hosted subregional games three more times, a feat matched only by the First Niagara Center in Buffalo, N.Y. Spokane also hosted the NCAA women’s basketball tournament regional rounds in 2011 and 2013.

The NCAA is in the bidding process for men’s basketball tournament subregional and regional sites in 2016-18, according to David Worlock, the association’s director of media coordination and statistics. The last bid cycle drew nearly 60 city applicants; he expects a similar number of bids for this cycle. When picking host sites, the NCAA looks for an arena with at least 10,000 sellable seats, a city with adequate hotel space for each of the eight traveling schools, and an airport with sufficient inbound and outbound traffic to handle the influx in visitors, Worlock said.

The need to add 750 seats to keep the NCAA’s interest was one of the reasons given when the PFD asked voters in 2012 to extend sales and use taxes for another 10 years to fund \$65 million in facility expansions and upgrades.

After the measure passed, the NCAA changed its mind and decided not to establish a higher seating minimum because the organization didn’t want to disqualify so many potential sites, said Twohig, the Public Facilities District CEO. The PFD, however, has spent \$2.2 million of the voter-approved funds to replace every seat in the Arena. Most of the rest, which ended up totaling \$60 million, has gone to expansion of the Convention Center.

Spokane’s reputation as a place with passionate fans and sold-out crowds helps it continue to land NCAA subregional games.

“Spokane’s been one of the earliest markets to sell out every time we’ve done the show, so they like that,” Twohig said. The same qualities the NCAA looks for in a host city made Spokane attractive to U.S. Figure Skating, the governing body for the sport, which brought its championships to Spokane in 2007, then returned in 2010 during

the run-up to the Vancouver Winter Olympics. Both times the arena hosted the events, the organization's event attendance records were broken.

To Gibson, the Arena manager, drawing a big-time sporting event is similar to bringing in a big-name performing act: Build relationships with decision-makers, then sell them on the building and the city.

In 2010, the Arena's best financial year, more than 160,000 people attended the U.S. Figure Skating Championships, more than 20,000 attended the NCAA Tournament subregional and more than 10,000 attended Arena Bowl XXII, which the Shock won 69-57 over the Tampa Bay Storm.

A base to build from

Junior hockey puts the most people in the stands and the most events on the calendar. The Spokane Chiefs are considered the Arena's primary tenant, which means they receive scheduling priority for most Friday and Saturday nights during the Western Hockey League regular season, which runs from late August through mid-March.

"We're responsible for a sizable amount of their gross income on an annual basis and they do a really good job of managing buildings," said Dave Pier, chief marketing officer for Brett Sports, which owns the Chiefs and the Spokane Indians baseball team.

Part of the income the Chiefs generate for the PFD comes from sales of suites, club seating and advertising within the Arena.

During Chiefs games, the Arena gets 8 percent of Chiefs ticket sales, 22 percent of gross concessions sales, 11.5 percent of gross catering sales and 70 percent of gross parking sales.

Spokane Arena's deal with the Shock, its secondary tenant, is based more on services provided and less on tickets sold. For each of the nine home games, the Arena collects at most \$6,000 in ticket revenue but has to pay for security and ushers. It keeps 32 percent of gross concessions sales and 23 percent of gross catering sales, plus all game-day parking revenue.

Twohig expected the Shock, originally a second-tier arena football team, to play for two or three years given the instability of the sport. The 2014 season, which began at the Arena on Saturday, is their ninth.

"We were just looking for a way to get more things going in the building," Twohig said. "We make our money off of parking, peanuts and beer for their games, but it's worth doing because otherwise it would be sitting empty, and we've figured out how to make a little money doing it."

From 2008-12, the Chiefs have brought about 280,000 fans per year into the Arena, and the Shock have averaged about 84,000 fans per season; combined, they make up a little more than half of the average attendance at the Arena in the past five years.

Financial details

Bonds backed with sales taxes and hotel room taxes paid for the Arena's construction. The debt service was later subsidized in 2003 with a 0.033 percent state sales tax rebate available only to public facilities districts. The city, which had been running the Arena until that point, passed management to the Spokane Public Facilities District in exchange for the district taking ownership of the Spokane Convention Center and what is now the INB Performing Arts Center.

The district's debts are now about \$300 million, according to Twohig, who said the voter-approved revenues are sufficient to service it. He expects Spokane Arena's part of the debt to be paid off within three to four years.

From 2004-12, the PFD has reported an average operating profit of \$962,000 at the Arena despite half of those years being mired in recession and slow recovery.

The district has reported more than \$1 million in profits at the Arena each year from 2010-12, the most current data available, including a \$2.2 million profit in 2010, when it held the U.S. Figure Skating Championships for the second time. Average attendance from 2008-12 was just over 700,000 people, peaking in 2010 at 879,813.

The PFD asked EWU's Institute for Public Policy and Economic Analysis for a study, which was released in October 2010. Researchers found that the Arena added \$41.8 million to Spokane County's economy from February 2009 through January 2010, \$25.8 million of which went to wages.

"We did this study in some of the worst economic times this country and this city have recently seen," said Patrick Jones, the director of the institute and lead author of the analysis. "In terms of willingness to spend, if I had to guess, my guess would be that there might be a higher daily rate of spending now than in 2010."

Geoffrey Propheter, a researcher at George Washington University in Washington, D.C., who studies the economic impact of basketball arenas, says such venues have two types of economic benefits: tangible, such as the money spent in the local economy, and intangible, such as the civic pride a city gets from national exposure or the happiness generated for attendees at an event. His research showed that tangible economic benefits of arenas were generally negligible, but ones that were centrally located, built to fit their market and completed in the early 1990s were most likely to have a positive economic effect. The Spokane Arena meets all three of those criteria.

Propheter's study of professional sports arenas found all arenas built from 1988-94 produced a \$660 increase in per-capita income. Arenas built from 1995-2009 without the presence of a National Football League or Major League Baseball team produced a \$1,438 increase.

Taking the \$25.8 million added in wages from the EWU study and dividing it by the more than 470,000 residents of Spokane County in 2010 gives a figure of \$55 per capita added to wages countywide by the Spokane Arena, which has smaller capacity, fewer people and less prominence than a National Basketball Association arena.

The intangible benefits of the Arena are by definition difficult to measure, but they include public use of the facility for events such as graduations or the Washington State B basketball tournaments it hosts each year. If arenas are built with public money and those aims in mind, Propheter said, the goal is more focused on the intangible benefits than the tangible ones.

“The policy objective is not to increase the amount of cash in someone’s pocketbook or jobs,” he said. “Instead the goal is to give the community a place to engage in certain activities, and that makes people happy. That happiness is difficult to quantify, but it is a real sense of happiness for the community.”

The future

Twohig said the Spokane Arena, at 18 years old, is already more than halfway through its usable life span.

“You’d have a hard time finding a 30-year-old arena in a major market right now in the U.S. There’s not many of them,” he said. “I mean, Portland’s is only 18 years old. Seattle’s was torn down and rebuilt 18 years ago. The only thing left up was the cross girders.”

Pier said the Chiefs’ 15-year use agreement shows how committed the franchise is to staying in Spokane, where it has played since 1985. The team is counting on working with the district to design its eventual replacement.

Twohig, Gibson and Pier all said the building’s upkeep makes it seem much newer than it is, confusing clients and visitors alike. Because the PFD does not answer to stockholders, it is able to reinvest its profits into its buildings.

“The old building only lasted 40 years and it was a dump for the last 10 years,” Twohig said. “Now, this building will never be a dump; we take great care of it and have the money to do it. But what happens is the programmatic uses of the building change over time, and they change fairly quickly.”

Boise Centre – Boise, ID

Auditorium District Announces Intentions to Expand Convention Center as Part of Grove Plaza/US Bank Project

Directors of the Greater Boise Auditorium District announced their intention to enter into an agreement with the Gardner Company to purchase meeting space that will allow the Boise Centre to capture a much larger segment of the national convention market and spur economic development in the Boise Valley.

“The opportunity to expand on the Grove Plaza and significantly increase local economic activity without major disruption to our existing operations is ideal,” said District Vice Chairman Hy Kloc. Fellow Director Judy Peavey-Derr added, “After years of exploring expansion scenarios, it appears we’ve finally come upon a unique solution

that meets the requirements of the market and creates exciting opportunities for us and for Boise.” Kloc thanked Tommy Ahlquist and the Gardner Company, as well as the City of Boise for their creative problem solving. He also praised his fellow District Directors, whom he described as a “cohesive, collaborative, and productive Board.”



In a signed letter of intent with the Gardner Company, the District outlines plans to build:

A 15,000 square-foot ballroom and 7,000 square-foot commercial kitchen in a building to be constructed directly south of the US Bank Building at Main and Capitol

Additional 14,000 square feet of meeting room space and 7,000 square feet of pre-function space in a new building just west of the US Bank Building

The District has been operating the Boise Centre at or near capacity for several years; current bookings have forced the District to turn away conventions and have prevented the Centre from pursuing larger and more lucrative events. Studies by independent consultants have confirmed the need for expanded space and highlighted the benefits of such an expansion to the local economy. A recent study by Conventions, Sports, & Leisure International projects that with this expansion, Boise will compete for 70% of the convention market, instead of the current 20% it now goes after. District projections, based on formulas from a 2012 BSU study, estimate that the annual total economic impact of conventions locally will climb from \$20.7 million in 2013 to \$69 million by 2023.

Boise Mayor Dave Bieter applauded the actions of the District: “The proposed expansion plans will be a huge boost to our local economy and will bring many more visitors and spending to area businesses.” Boise Metro Chamber CEO Bill Connors also spoke at the announcement and underscored that the expansion was an important priority for the business community.

The cost of the expansion proposal with Gardner is estimated at \$25.2 million, though the letter of intent allows for the possibility of a lease agreement of the meeting room space, which would reduce the initial cost of the project to \$19.1 million. The District currently has \$15 million on hand and expects to have \$21 million in 2016, when construction is expected to be completed and payment is due.

An additional \$13 million in costs, including the acquisition and construction of a concourse connecting the new facility to the current Boise Centre, a remodel of the current Centre, furniture and equipment, and other “soft costs” such as legal and architectural fees are also projected. Those aspects of the expansion could be funded in phases, using the District’s annual \$4 million in hotel room tax proceeds. Alternatively, the District could explore financing options, or sell five acres of prime downtown real estate that the District owns.

Additional project details, including the architectural and engineering plans (which will be put out to bid soon), financing plan, and a final purchase agreement with Gardner will be shared with the public as they become available. Anyone wishing to learn more can visit the District website at BoiseAuditorium.com.

Lynnwood Convention Center – Lynnwood, WA

2013 a record year for the Lynnwood Convention Center

The Lynnwood Public Facilities District announced that the 55,000 square foot Lynnwood Convention Center had its most successful year ever in 2013. Angie Mykel, General Manager of the Lynnwood Convention Center, made the announcement earlier this week at the Lynnwood Public Facilities District Board Meeting.

The more than \$3 Million in gross revenue was the highest in the Center's eight-year history, 21% more than 2012 and 67% growth since 2009. "Angie and her staff did an outstanding job," said George Sherwin, Board Chair for the Lynnwood Public Facilities District. "Not only did they exceed the \$3 Million mark for the first time, but they did so while delivering high guest satisfaction ratings. That says a lot about the management team," Sherwin added.

Facility users gave SMG a 94% satisfaction rating in 2013. "The staff works tirelessly to insure every event is treated as our most important. Our philosophy is to start at 'yes' and go from there," Mykel said.

In addition to record high revenue, the Center also generated an estimated \$32.1 Million in economic impact and over 23,000 room nights for local hotels "We're focused on booking business that is both beneficial to our bottom line and the community at large. It's not about how many events we host in a year; it's really about the type of events." Mykel said.

"The Lynnwood Convention Center made a positive impact on the community at large. The Center is a contributing force in Lynnwood's economic development efforts," said David Kleitsch, Lynnwood's Economic Development Director. "The City commends the Lynnwood Public Facilities District on their success."

The Lynnwood Convention Center hosts a wide range of events including, conventions, consumer shows, corporate meetings, fundraising auctions, weddings, community gatherings, religious services, and memorial services. Through eight years of operation, the Center has hosted 3,454 events and over 653,000 guests, generating an estimated \$122 Million in economic impact for the local economy. The Lynnwood Public Facilities District owns the Lynnwood Convention Center and contracts with SMG to manage the facility.

Lynnwood Convention Center employee of the quarter: Jerome Mitchell

If you've ever had our famous Bacon Wrapped Meatloaf appetizers, you've tasted Jerome Mitchell's work. Since 2011, Jerome has been an instrumental part of the kitchen team. As a cook, he can be found preparing the many side dishes that complement Chef Michael's amazing main courses. "His efforts have been a big part our success," commented Chef Michael Felsenstein. Jerome has been excelling in the kitchen and has recently started taking on more responsibilities, earning him the Lynnwood Convention Center Employee of the Quarter recognition.

His talents don't end in the kitchen. When he's not assisting the Chef, Jerome can be found playing music in some of Seattle's hot spots. An experienced vocalist, trumpet player, and pianist, Jerome's love of music began when he was young man. "I love music, music of all kinds," Jerome shared. With iconic influences like Wayne Shorter, Donny Hathaway, and Stevie Wonder it's no surprise that jazz can be heard playing in the Center's kitchen when Jerome is cooking. When he's not performing or working at the Lynnwood Convention Center, Jerome spends his time with his wife of nearly twenty years Kara and his adorable seven year-old daughter Lilianna.

When asked what his favorite thing about working at the Center was Jerome answered, "The kitchen crew, we have so much fun here."

Congratulations Jerome on earning this award and thank you for all of your hard work!

Event Spotlight: 2014 Euro Moto

The 2014 Euro Moto is set to be the largest all European Motorsports show ever in the Pacific Northwest. The show will run from Saturday, March 1st (10am-6pm) through Sunday, March 2nd (10am-4pm) at the Lynnwood Convention Center. Admission is free to the public.

This year's show will feature lots of new products, demo rides and a charity raffle to benefit Riders for Health.

"Everyone is excited to see the new Vespa Primavera displayed for the first time in the Pacific Northwest, as well as brand new models from Triumph, Aprilia and KTM," said Garrett Johnson, producer of the event.

In addition to these bikes, new riding accessories, tires and riding gear will be on display and available for purchase, with experts nearby for any questions. "The booths aren't just staffed with factory representatives, but rather the staff members of the dealerships that sell the products," said Johnson. The show will also feature seminars with topics such as bike maintenance, tour planning and adventure riding.

A Celayix Success Story for Venues
**Ordway Center for the Performing Arts
Streamlines Operations**



Celayix Software
Workforce Management Solutions

“Once you understand how it works, there is nothing it can’t do.” – Kasey Tunell

**House and Hospitality
Department**

Solution Review

Organization

Ordway Center for the Performing Arts
Saint Paul, MN

The Ordway, recognized as one of the U.S.’s leading not-for-profit performing arts centers, is home to a 1,900 seat music theatre, two rehearsal halls, and a beautiful new concert hall currently under construction.

Summary

Having long outgrown their previous scheduling software, Ordway looked for a new solution to help them manage a large workforce. With Celayix, the organization is able to cut scheduling time down by less than half, and build schedules more efficiently.

Challenges

Ordway struggled daily with operating their extremely outdated, and unsupported scheduling solution. Although the system was custom built for the organization itself, it was not intuitive. For example, simply

changing screens was time consuming.

Being outdated, their old solution made building and communicating the schedules complicated and inefficient. A simple task like printing out a week’s schedule could not be completed without a workaround, which slowed day-to-day operations considerably.

Scheduling a department of 80 people for a month took nearly five days to complete, causing frustration amongst both administrative staff and scheduled employees.

Solution

Ordway needed a system that could be configurable to their unique needs, as well as grow with their business. Although their old system was dated, it had been customized for their needs, and any “off the shelf” product wouldn’t work. They needed something that could accommodate a high degree of customization. Once eTime Xpress was selected, Celayix’s implementation team quickly set up a rules-based system that fit Ordway’s needs. As Kasey Tunell described the implementation process, *“Everybody was amazing to work with; they helped us see how simple and powerful the system was.”*

Benefits

After implementation, scheduling time was cut by more than half.

Where it used to take five days to complete, with Celayix it now takes two.

Web Xpress also allows employees to see their schedules online, freeing up time for administrative staff to focus on helping grow the business, which was previously spent fielding phone calls. It also saves an “infinite” amount of paper.

Moving away from their old system was the main goal, but now that Ordway is utilizing the Celayix system, there are many unintended benefits that they now enjoy.

Some of the features that help Ordway streamline their operations are:

- Availability and replacement tools
- Autofill of employee shifts to build templates
- Modifying layouts of the visual scheduler
- Reporting functions like alphabetical employee rosters

Ordway also appreciates the scalability of the product, as they are currently looking to add additional pieces like Time and Attendance and the ability to integrate payroll.

Tunell highlighted her experience by stating, *“I really like working with the system. We find new tools in the system all the time that make our jobs easier and even more fun.”*