



INTERNATIONAL CONVENTION
CENTER CONFERENCE

Better, Not Bigger





INTERNATIONAL CONVENTION
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Better, Not Bigger

Don Grinberg, FAIA – Moderator

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Issues

- Competitive environment: project rationales
- Renovation drivers
- Can market studies justify these projects?
- Who are the sponsors?
- How do these projects differ from new construction?
- Managing operations during construction
- Doing more with less: Funding
- Planning for the future



Albuquerque Convention Center Improvements Project









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Brett Conway, AIA - EHS





Branding

from the inside out

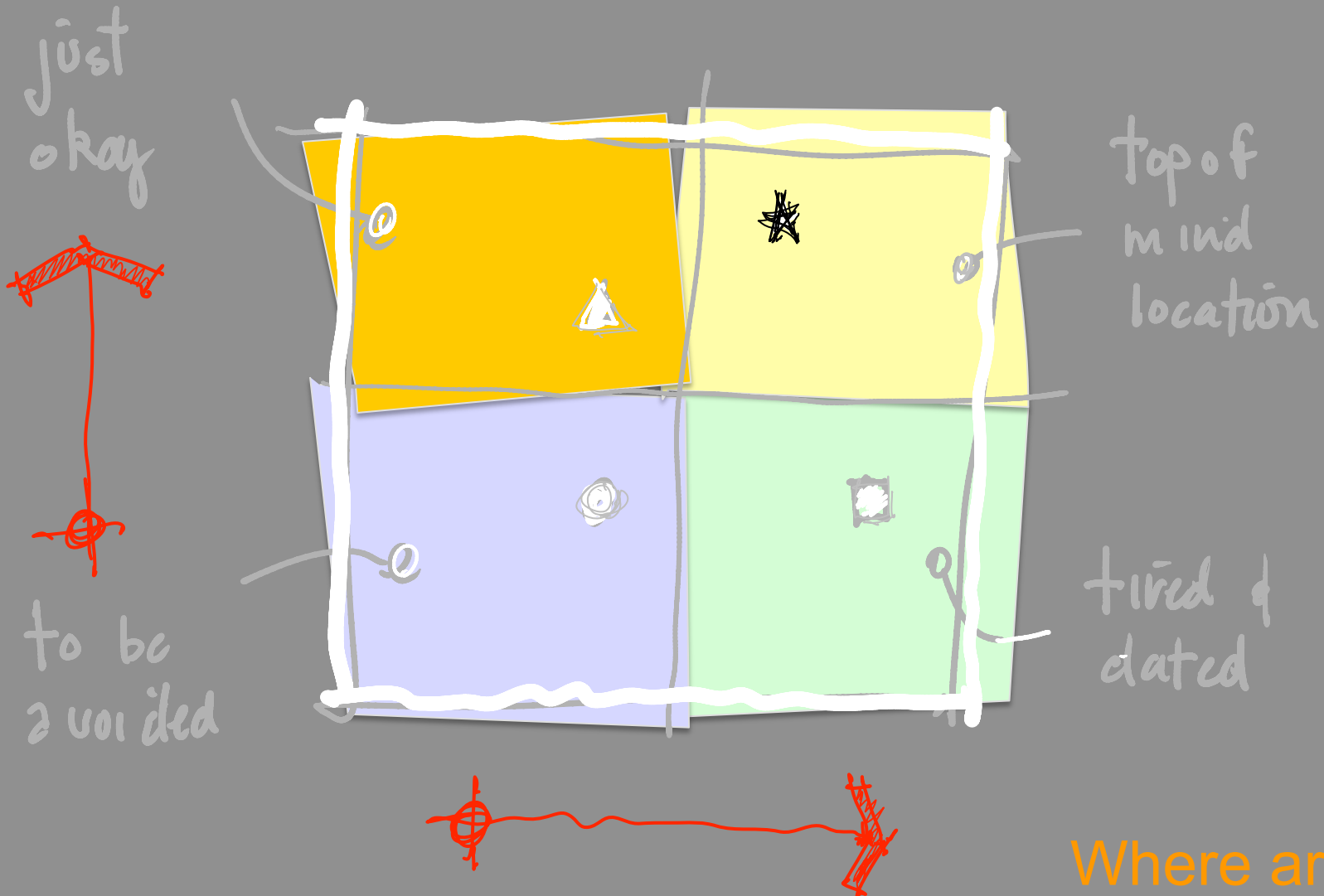


duck



shed

Branding | from the inside out



Where are you?

Branding | from the inside out

Brand is not...

It's not a...

Logo

Name

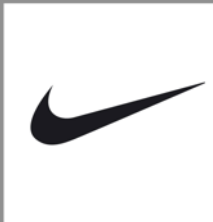
Tag Line

Architecture

Disambig

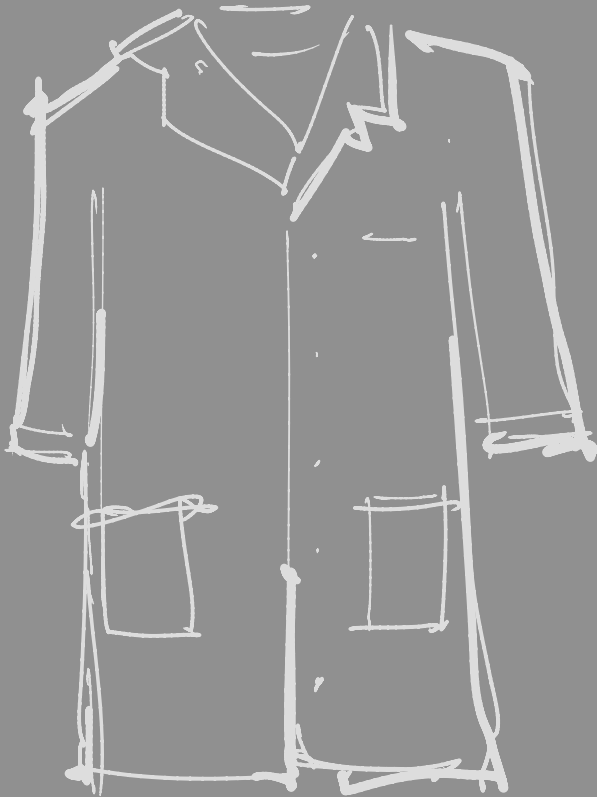
dis·am·big·u·ate [dis-am-big-yoo-eyt]
verb (used with object), dis·am·big·u·at·ed, dis·am·big·u·at·ing.

to remove the ambiguity from;
make unambiguous: *In order to disambiguate the sentence*



Branding | from the inside out

Brand is...



1. Carhartt
2. Wool Overcoat
3. Extreme Parka



Brand is purposeful

Branding | from the inside out

Brand is...

From the Inside Out

Unique institutional DNA or personality

Representation of a

Business Model vs. Fashion



- The collective perceptions and impressions people have formed about an organization, its products and/or its services, whether through direct contact (visit) or indirect (word-of-mouth) interactions. Any noun can have a brand, including people, places, and things – *e.g., Donald Trump, Las Vegas, and American Express*

Branding | from the inside out

Brand building:

other key qualities + characteristics

- Quantify your **unique value proposition**
- Leverage your **destination**
- Engage **localization**
- Engage the **customer experience** – retail
- Engage the **numerous clients** – the booker... the attendee... the city
- **Hospitality** ... 5-star service model
- **Empower** staff
- Staff attire | **Brand wear**
- **Accessorize** the environment
- **Concessionaires** – on brand?
- **Integrated** messaging / wayfinding....
- Build-in **constant refresh** ... “kaisen”

Branding | from the inside out

Scalability:

refresh - evolve - reinvent

Branding | from the inside out

Case study



Three building campaigns: 1988 | 2001 | 2010

➤ Reintegrate

Legacy Areas

Refresh ...doing more with the same

Brief: Dated, well used, well maintained

... it's time

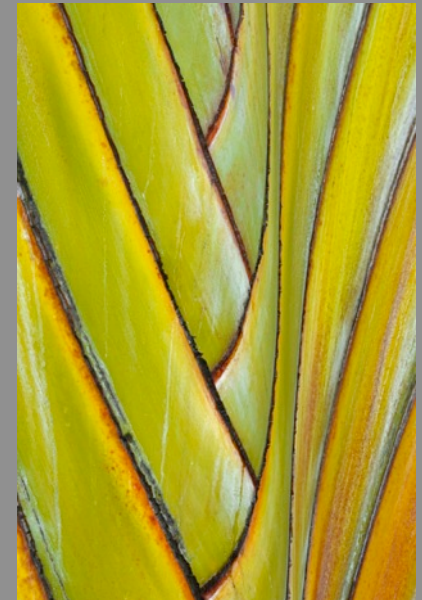
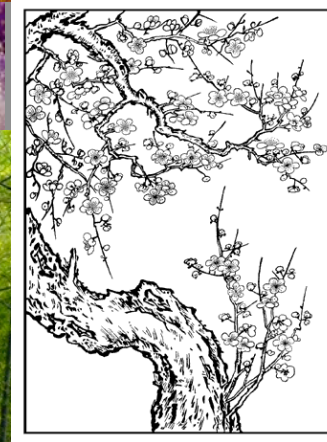
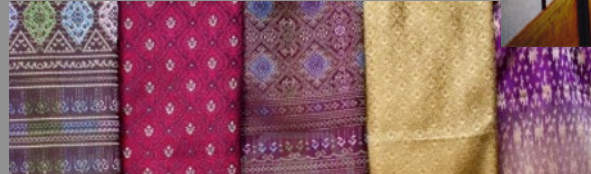


Branding | from the inside out

Case study

Concept 1: Pacific Ring

cultures old and new



Branding | from the inside out

Case study

Concept 2: Seattle

commerce, eclectic, youthful,
multi-cultural, neighborhoods



Branding | from the inside out

Case study

Concept 3: Pacific Northwest

nature- variety, state-wide breath



Branding | from the inside out

Case study

Concept: **Fusion**



Varied landscapes
Four seasons
Nature inspired
Nurturing
Sustainability



Tranquil
Muted
Subtitle hues
Balanced
Sophisticated

Branding | from the inside out

Case study

Concept

Timeless
Regional
Warm
Nature inspired
Sophisticated
Layered



Branding | from the inside out

Case study

Program

Multi-year, multi-phase program

Client Spaces: meeting rooms, ballrooms, exhibition halls — carpet/paint/trim

Client Amenities Spaces: toilet rooms, social spaces

Furniture: client spaces + social spaces

Signage / Wayfinding

Portals

Concourse

Branding | from the inside out

Case study

before after



Branding | from the inside out

Case study



Branding | from the inside out

Case study



Branding | from the inside out

Case study



Branding | from the inside out



Branding | from the inside out

Case study



Branding | from the inside out

Outcome –

Facts and Figures

- Budget - \$21 mil - 3 year
- 350,000 sf
- 535 signs today

Benefits

Differentiated experience
Leveraging destination
Master plan program
Green
Durability, maintenance

Shifts

Market
Staff
Community
Client(s)
Plan for obsolescence
Kaisen vs. Generational



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Brian Tennyson, AIA - LMN



RE-PURPOSING OF EVENT SPACES

3 venues responding to changing market conditions

Meydenbauer Convention Center

Bellevue Washington

Greater Columbus Convention Center

Columbus Ohio

Ernest N. Morial Convention Center New Orleans

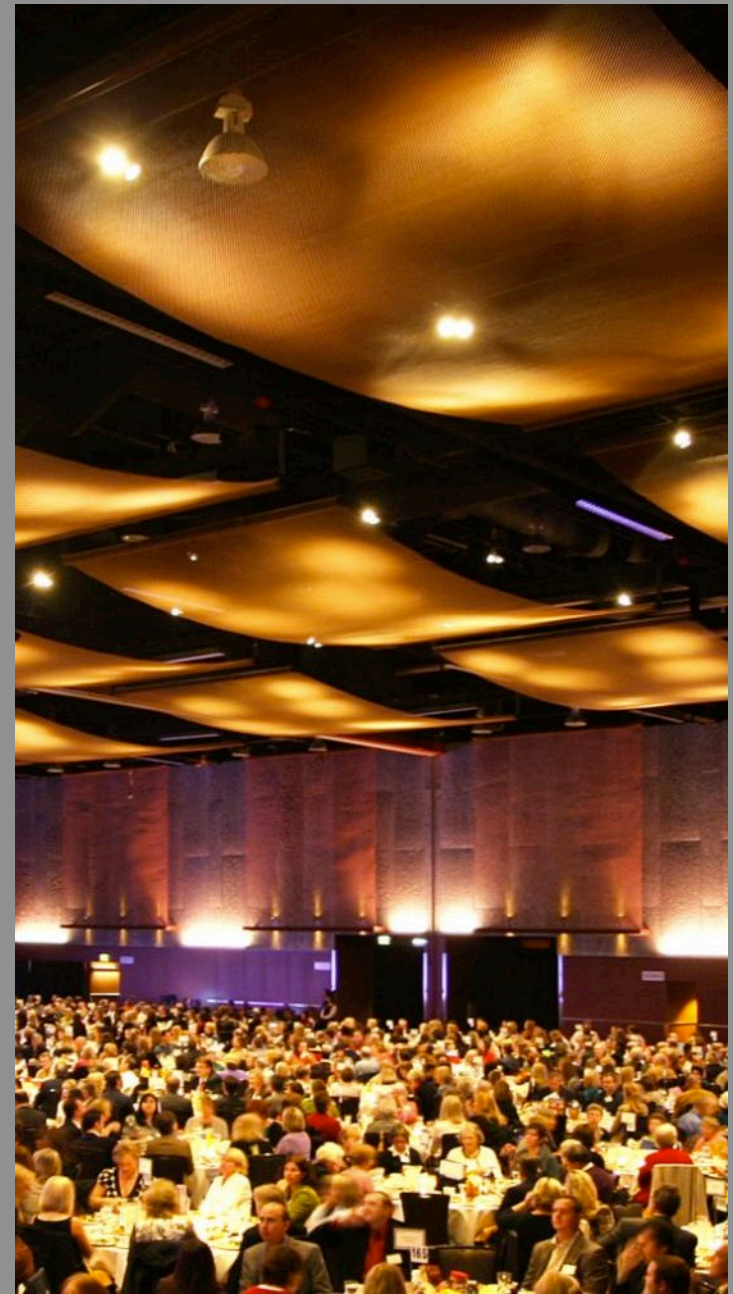
New Orleans, Louisiana

LMN

Meydenbauer Convention Center Center Hall Conversion

Bellevue, Washington

- 36,000 SF Exhibit Hall Conversion to multi-use event venue
- \$1.6 m construction costs
- 4 month construction period
- 3 construction phases to support ongoing operations
- Renovation response to evolving market demands



Existing condition

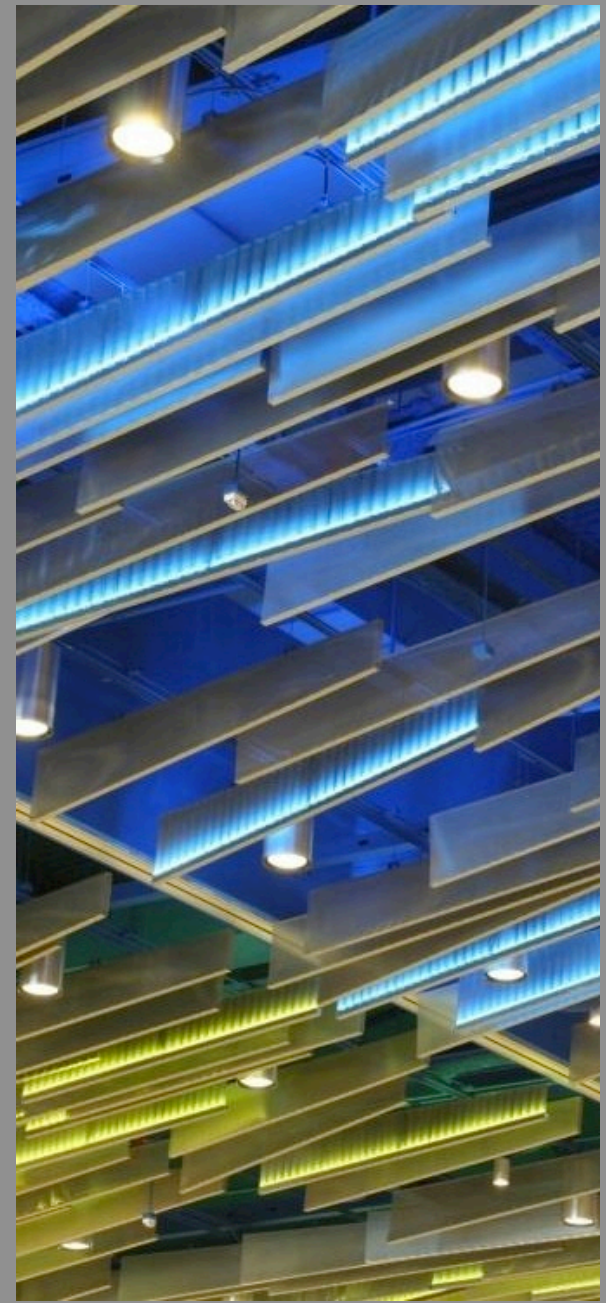




Greater Columbus Convention Center Battelle Hall Renovation

Columbus, Ohio

- 158,700 SF Renovation/Addition
- Multi-use arena conversion to 50K SF multi-use event space with 20K SF balcony space
- \$32 m construction costs
- 14 month construction schedule
- Renovation of underperforming spaces for improved revenue
- Improve connection and visibility of venue to larger GCCC.





**GREATER COLUMBUS
CONVENTION CENTER**

**Improve
connectivity &
entry**

**BATTELLE
HALL**

Hall renovation

Improve identity

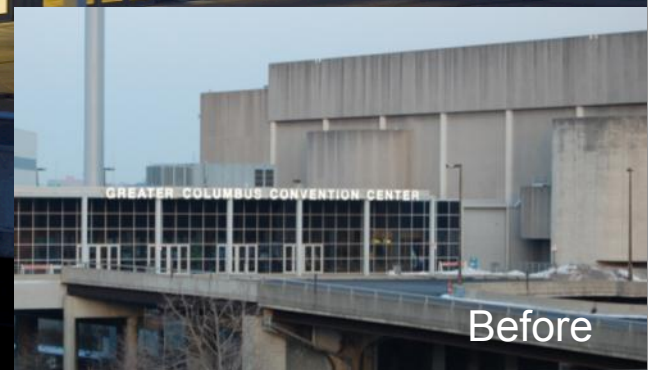
Existing condition











Before





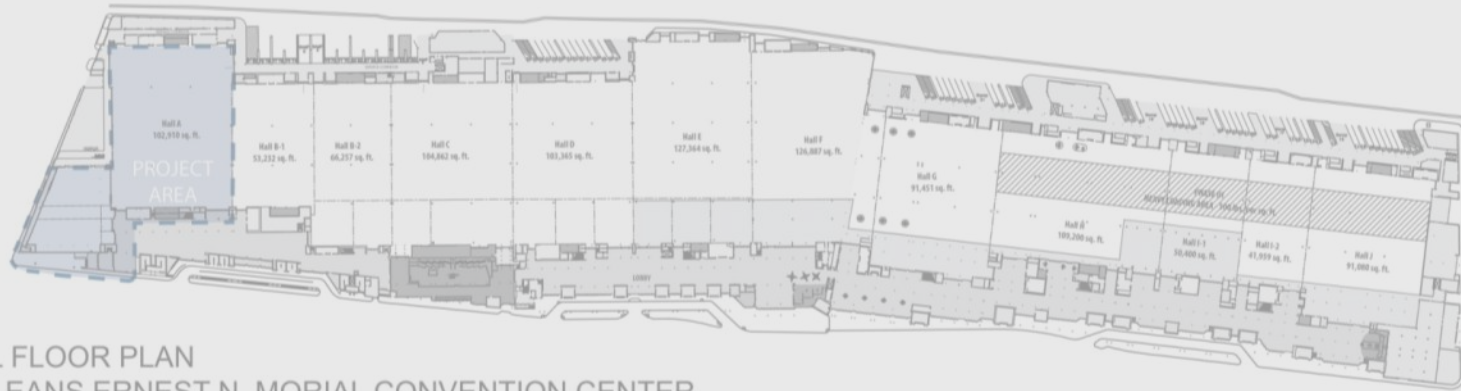
Ernest N. Morial Convention Center New Orleans

Hall A Renovations

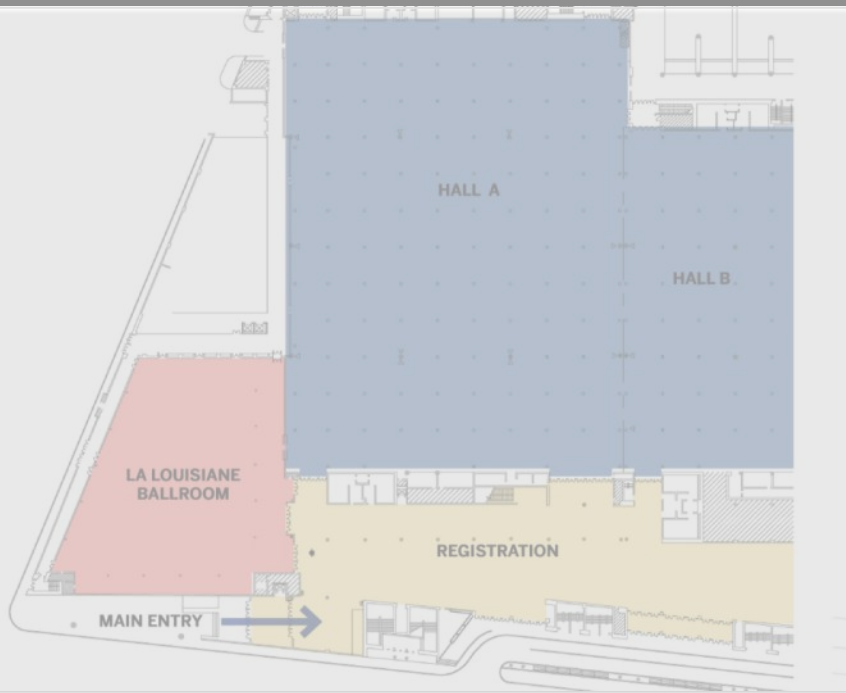
New Orleans, Louisiana

- 100,000 SF Exhibit Hall Conversion
- Demolition of underperforming rooms to accommodate a new building entry and identity
- Renovations to help drive attendance and increase revenue
- \$43 m construction costs
- 15 month construction period

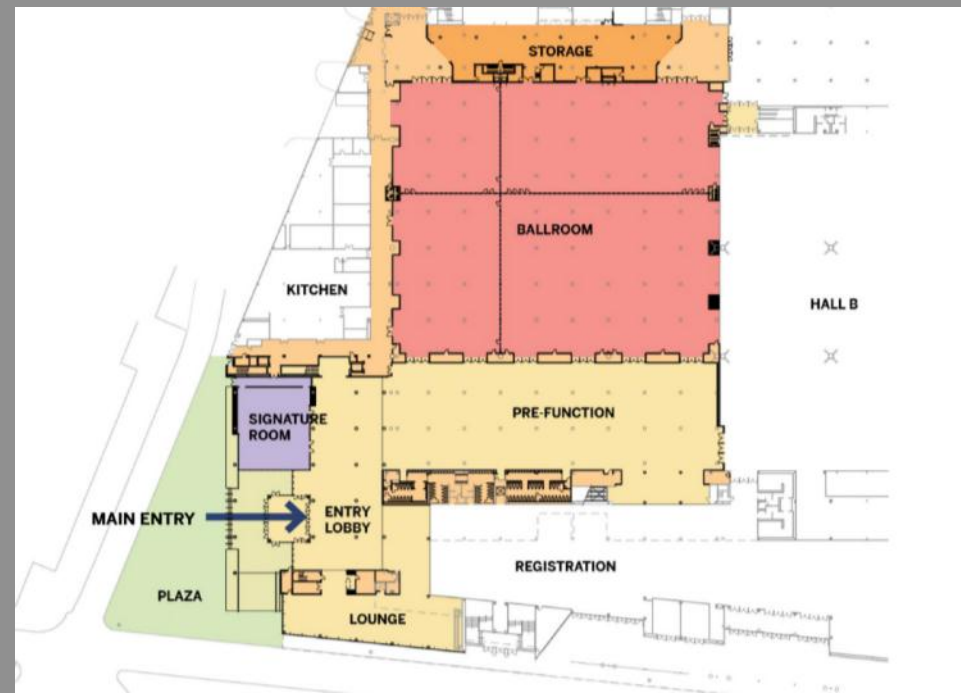




OVERALL FLOOR PLAN
NEW ORLEANS ERNEST N. MORIAL CONVENTION CENTER



Existing



Renovated

Existing condition







Before



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Robert Svedberg, AIA - tvsdesign



Cobo Hall History

- Opened in 1960
- Expansion Opened in 1989
- 700,000 sf Exhibition Space (622,500 sf Contiguous)
- 12,191 seat arena
- 2,400,000 sf gross area
- 4,000 hotel rooms in walking distance (1,850 new since 2005)
- Since 2005 Detroit has hosted: Super Bowl, MLB All-Star Game, World Series and Final Four



North American International Auto Show (NAIAS)

- Mid-2000' s NAIAS Threatens to Leave Detroit
- 2009 City Gives Control to Authority (State/City/ 3 County Board) who receives \$300m in State Funds for Maintenance and Renovation, Cut off Subsidy
- 2009 Authority Hires CS&L, recommends private management and renovation/new ballroom.
- 2009 Last KISS Concert in Arena
- 2010 Hires SMG to Operate, Thom Connors, GM & Hires tvsdesign/Kahn/SDG
- 2012 NAIAS signs 5 year Contract to stay in Detroit
- Renovation Complete December 2014

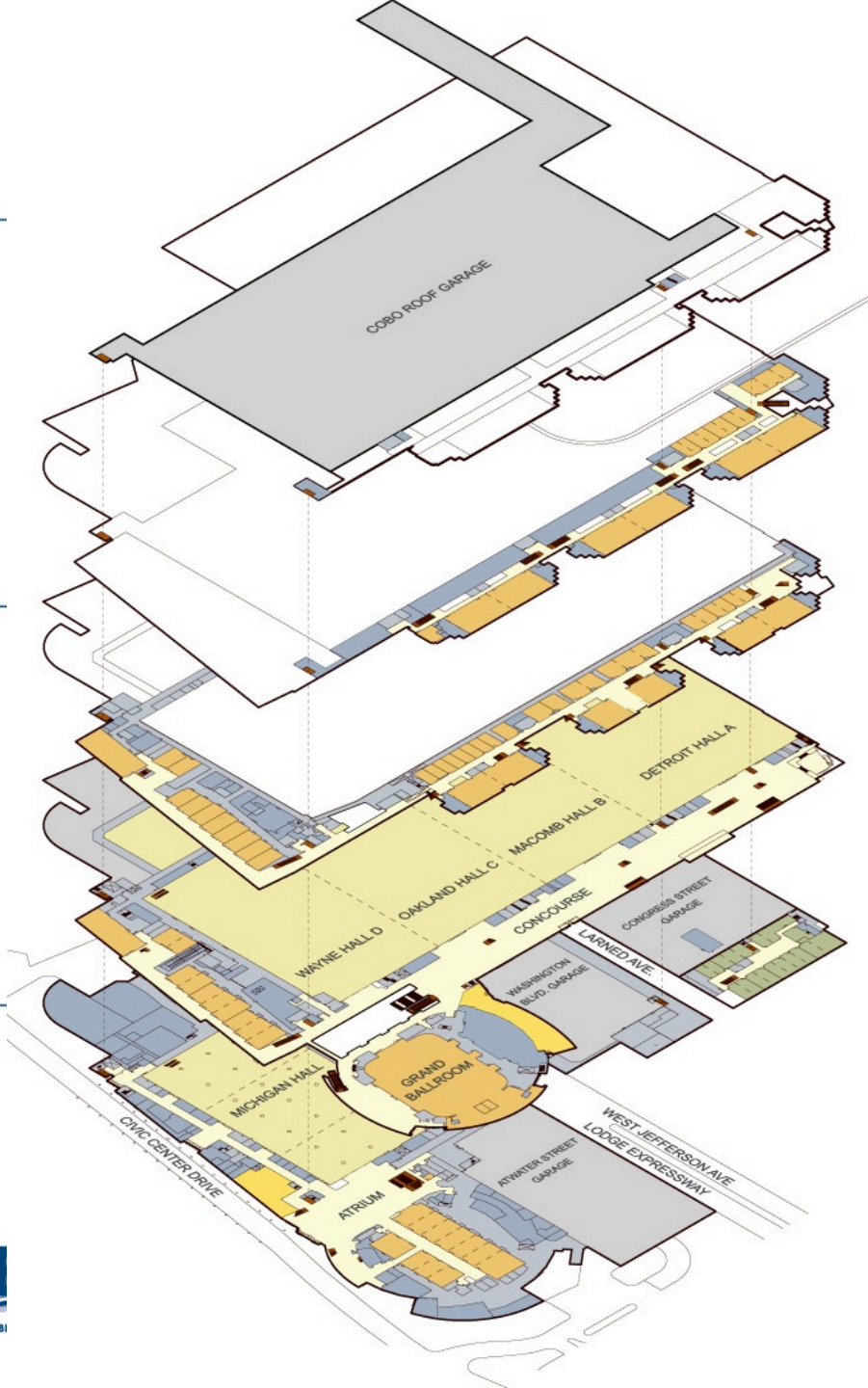


Scope of Project

- Capital Maintenance
- New Identity
- New Ballroom and Upgraded Meeting Rooms
- Clarify Circulation
- Connect to River
- Renovate all Public Spaces and Rebuild River Meeting Rooms
- New Food & Beverage Strategy



The site plan illustrates the layout of the Detroit Arena complex. It features four main halls: Wayne Hall (180,000 sq. ft., blue), Oakland Hall (180,000 sq. ft., purple), Macomb Hall (180,000 sq. ft., orange), and Detroit Hall (200,000 sq. ft., yellow). The complex is bordered by Washington Blvd. to the south, Larned Ave. to the east, and the Detroit River to the west. Key infrastructure includes the Cobo Arena to the southwest, a parking garage to the southeast, and various loading docks and freight elevators. A detailed inset shows the internal layout of the parking garage with numbered stalls.



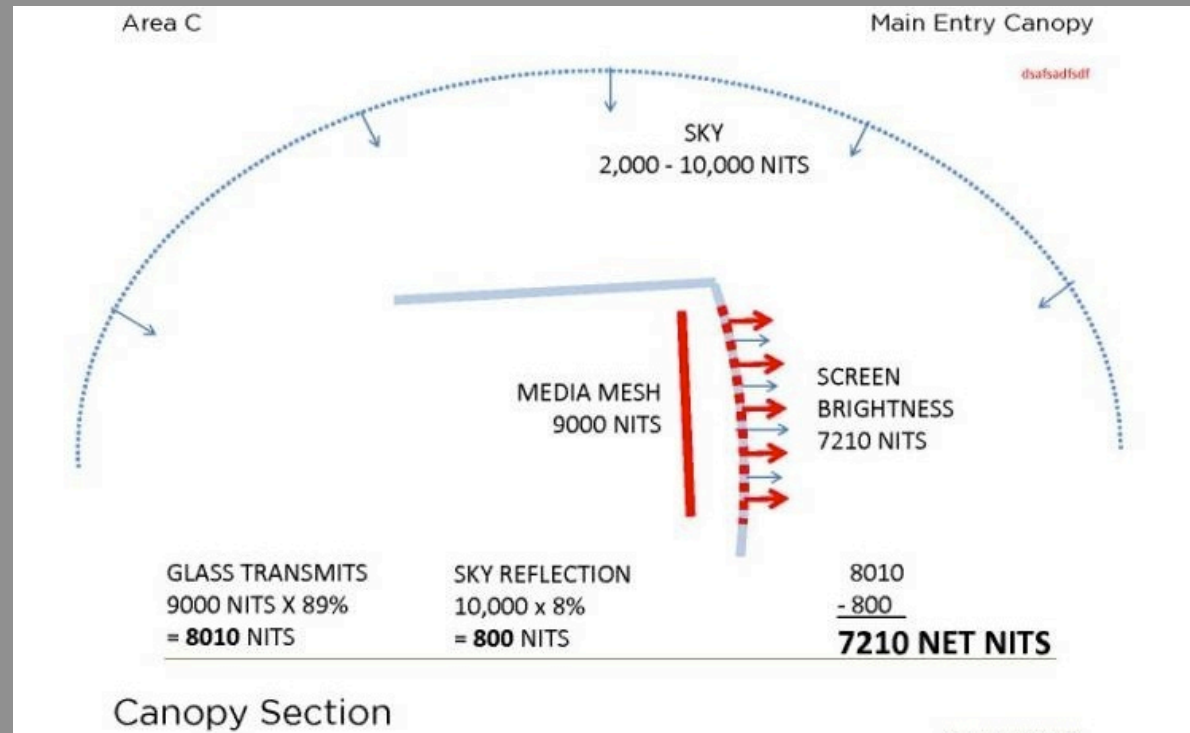
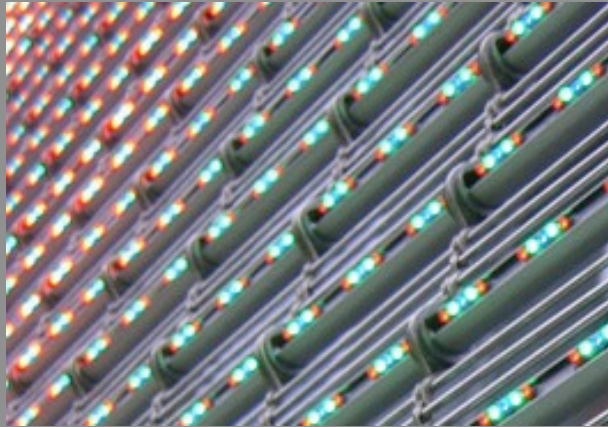


BEFORE: Main Entry



AFTER: Main Entry

New Identity: Media Mesh



NIT is a unit used to measure the brightness of objects (luminance).

1 nit = 1 candela per square meter.



IPAD = 409 NITS

MEDIA
MESH
9000 NITS

A vertical red line with five horizontal red arrows pointing to the right, indicating a high brightness level.

Outdoor readable
displays must have 1000
nits or greater

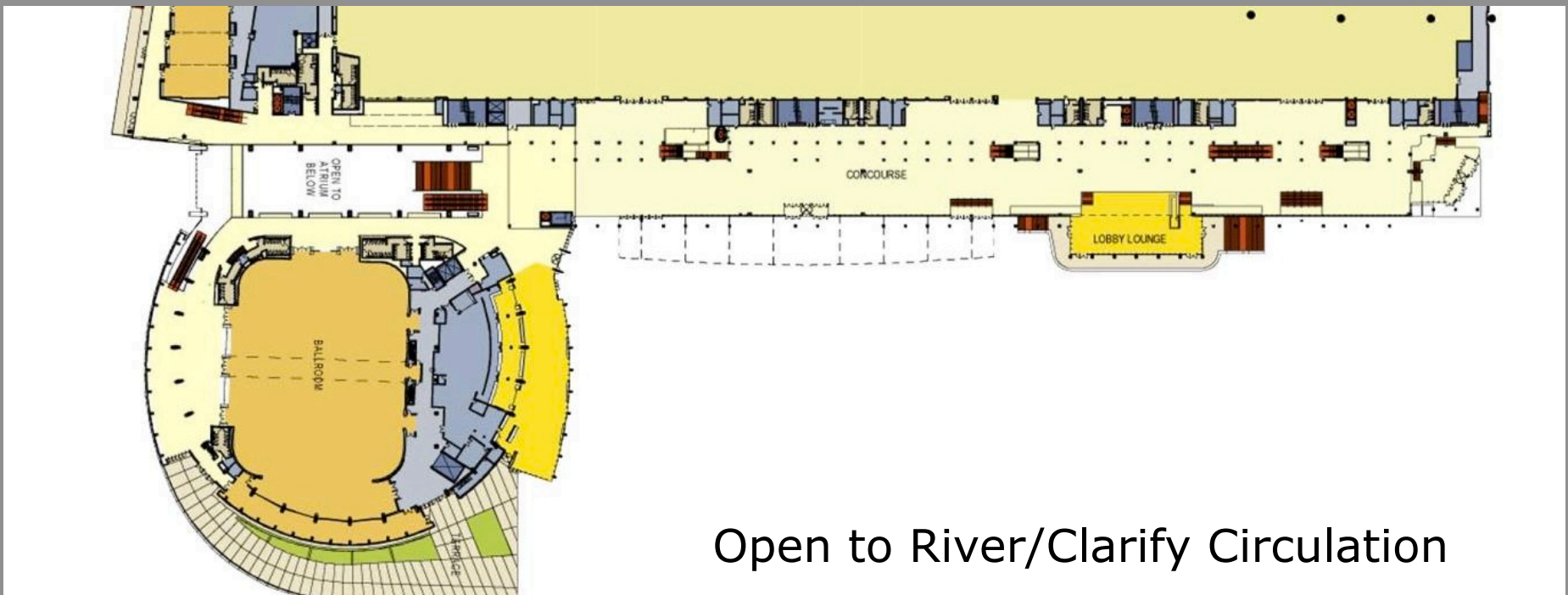
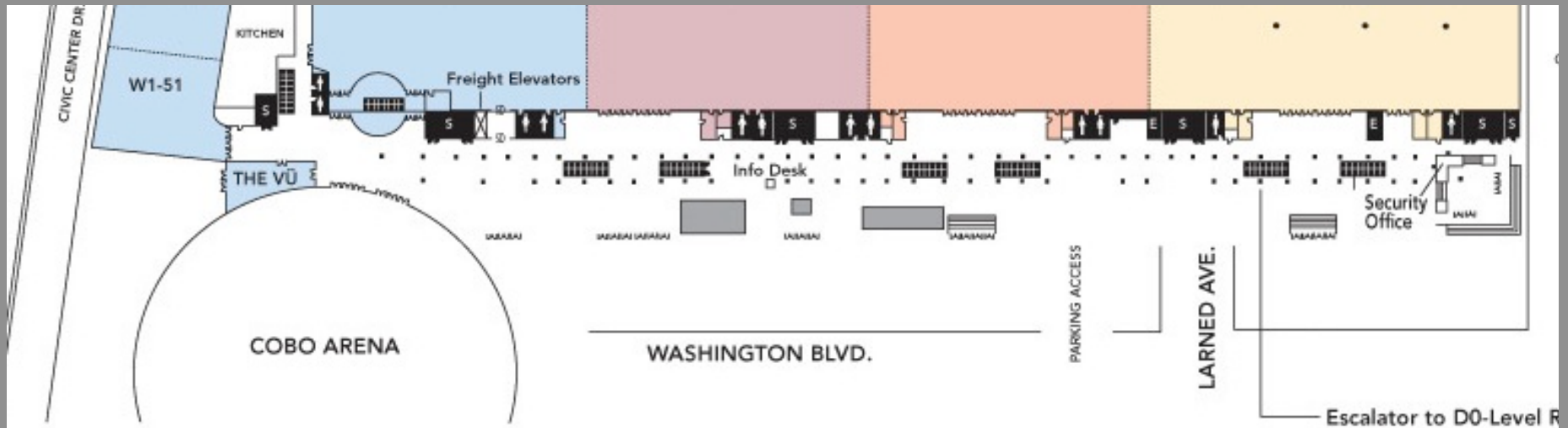
Curtain wall type F: Media Mesh Canopy



PORT AUTHORITY OF NEW YORK – 4730 NITS

New Identity: Pedestrian Entry





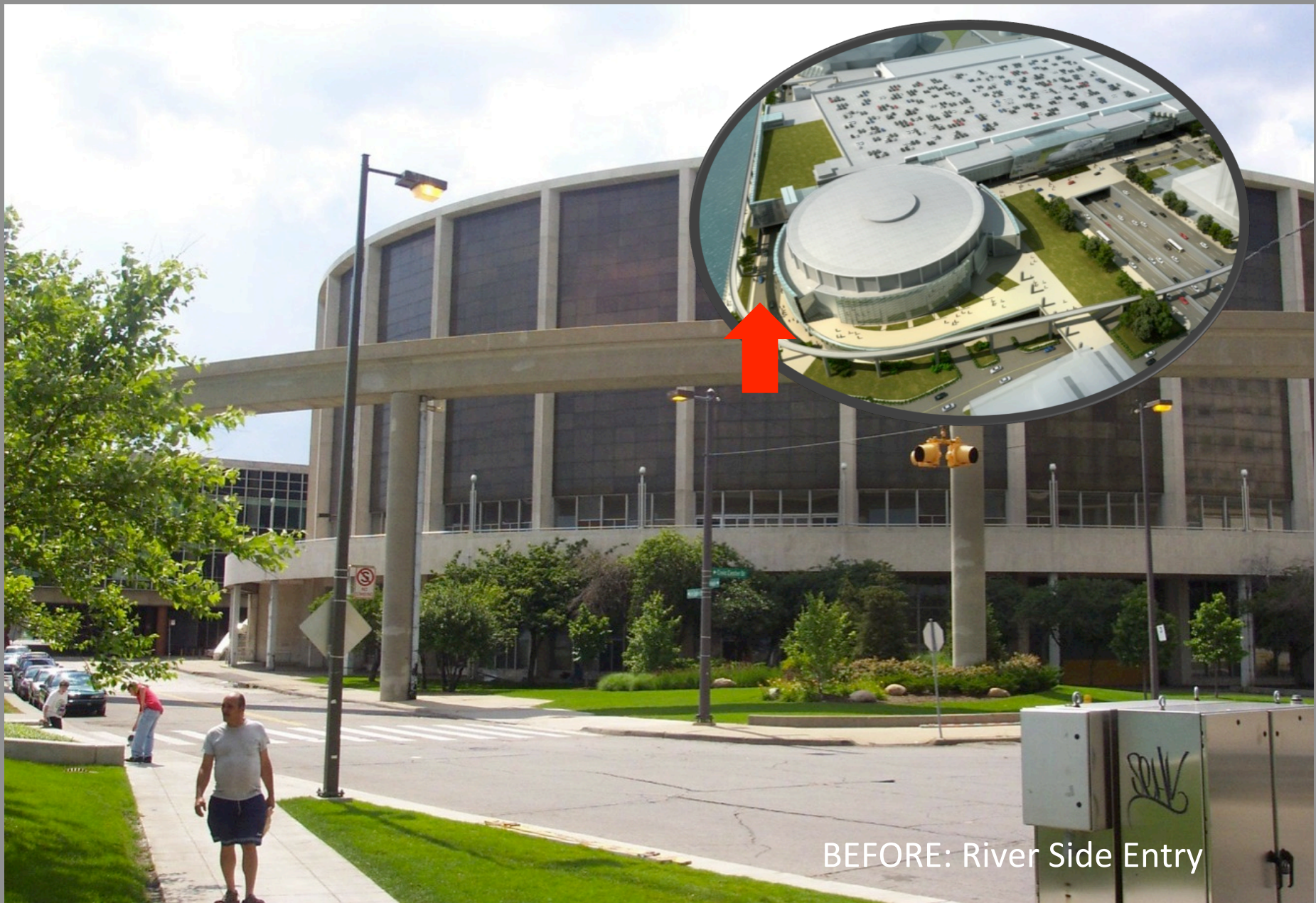
Open to River/Clarify Circulation



BEFORE: View to River



AFTER: View to River



BEFORE: River Side Entry



After: River Side Entry

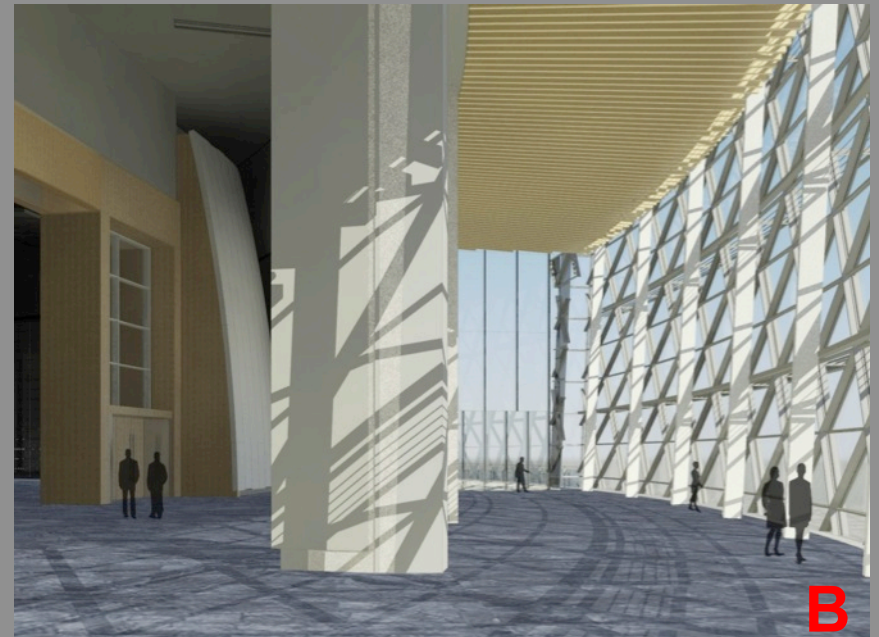
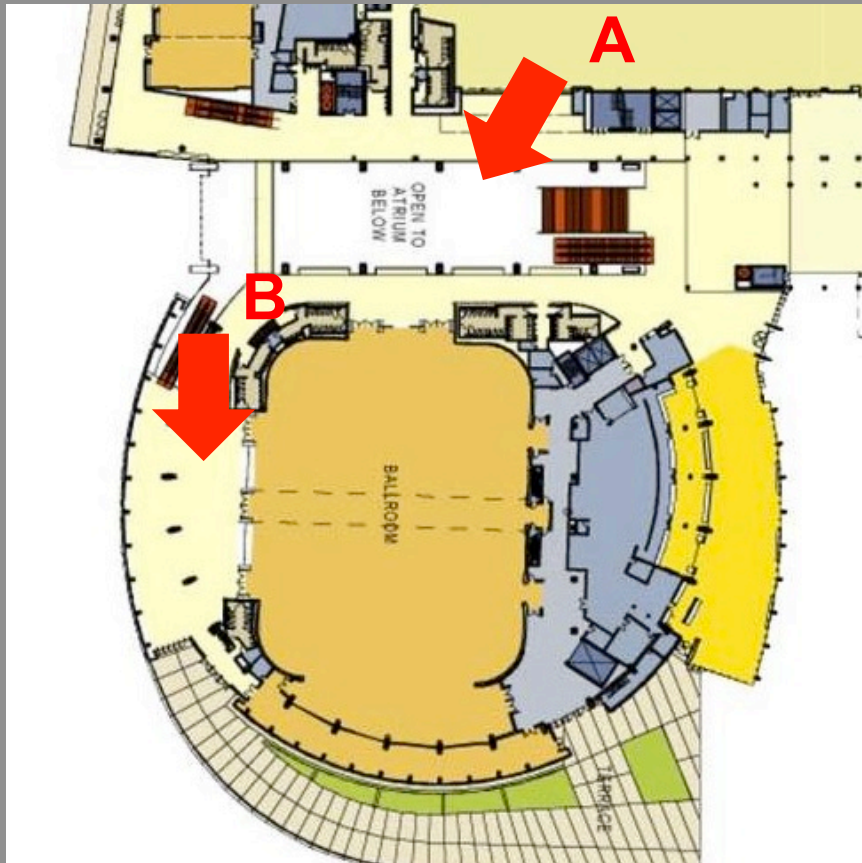


Before: Arena



After: Arena / Ballroom (40k sf)

New Ballroom





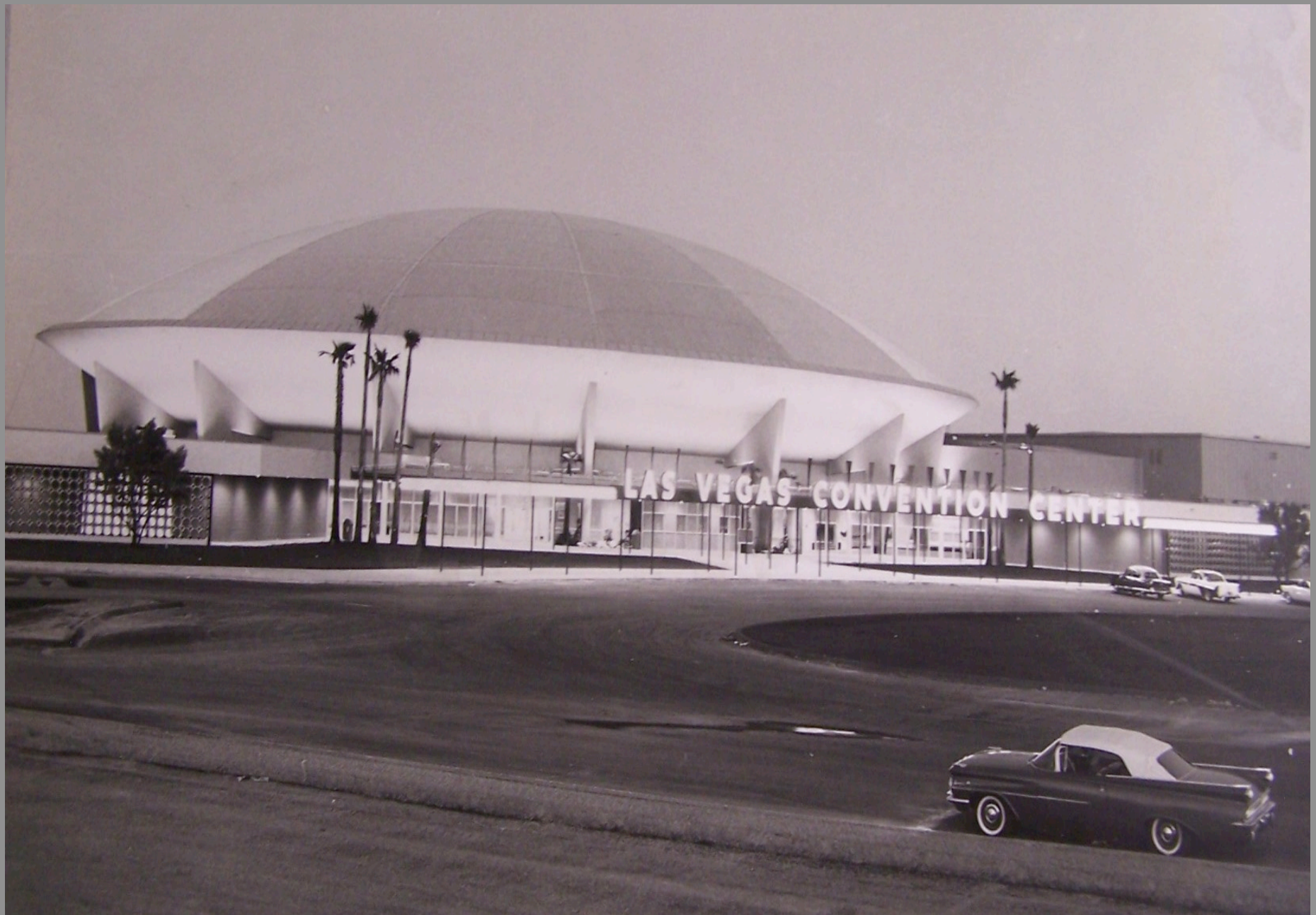
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Construction Program Over the Years















































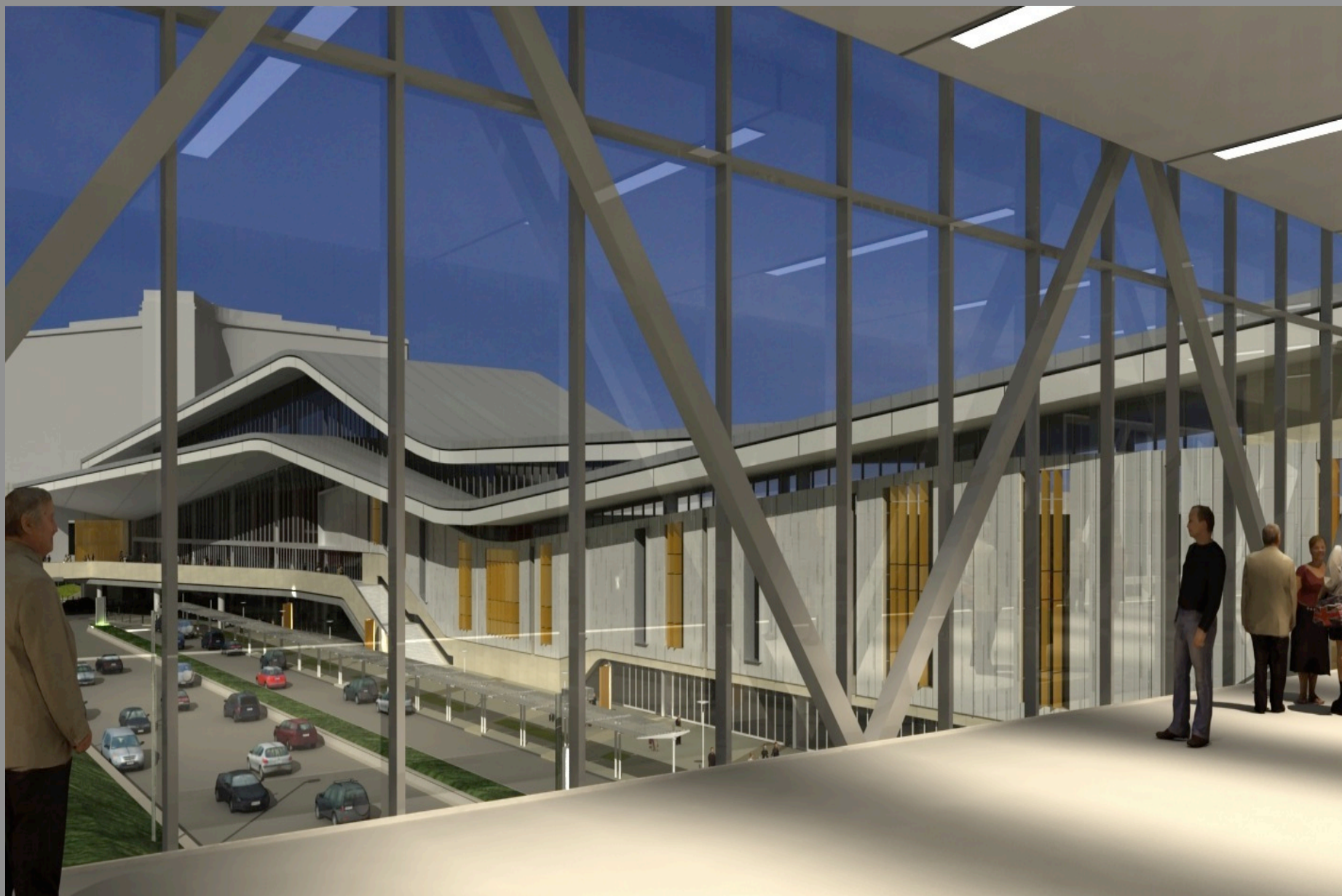
Facility Review – Campus

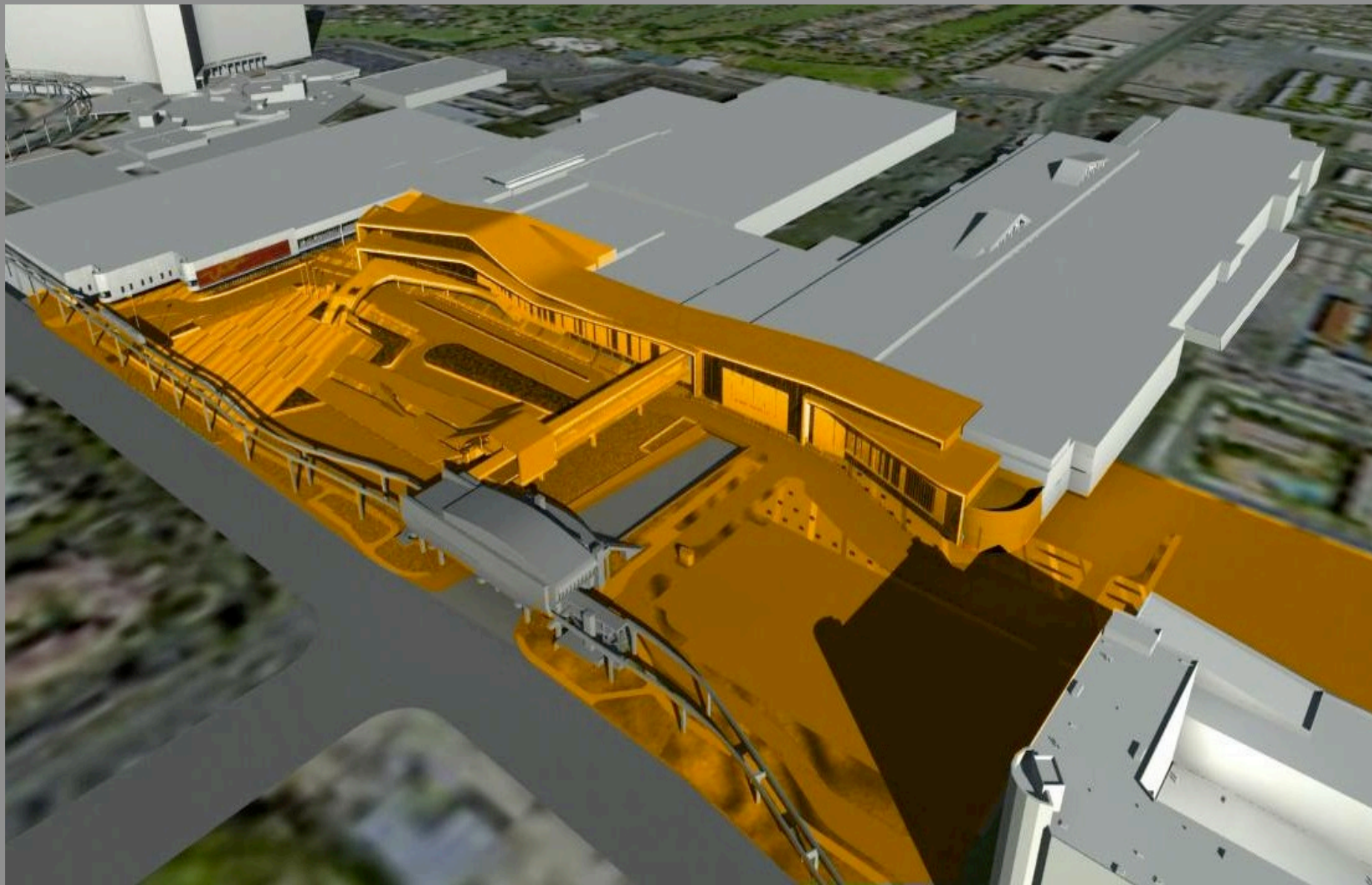






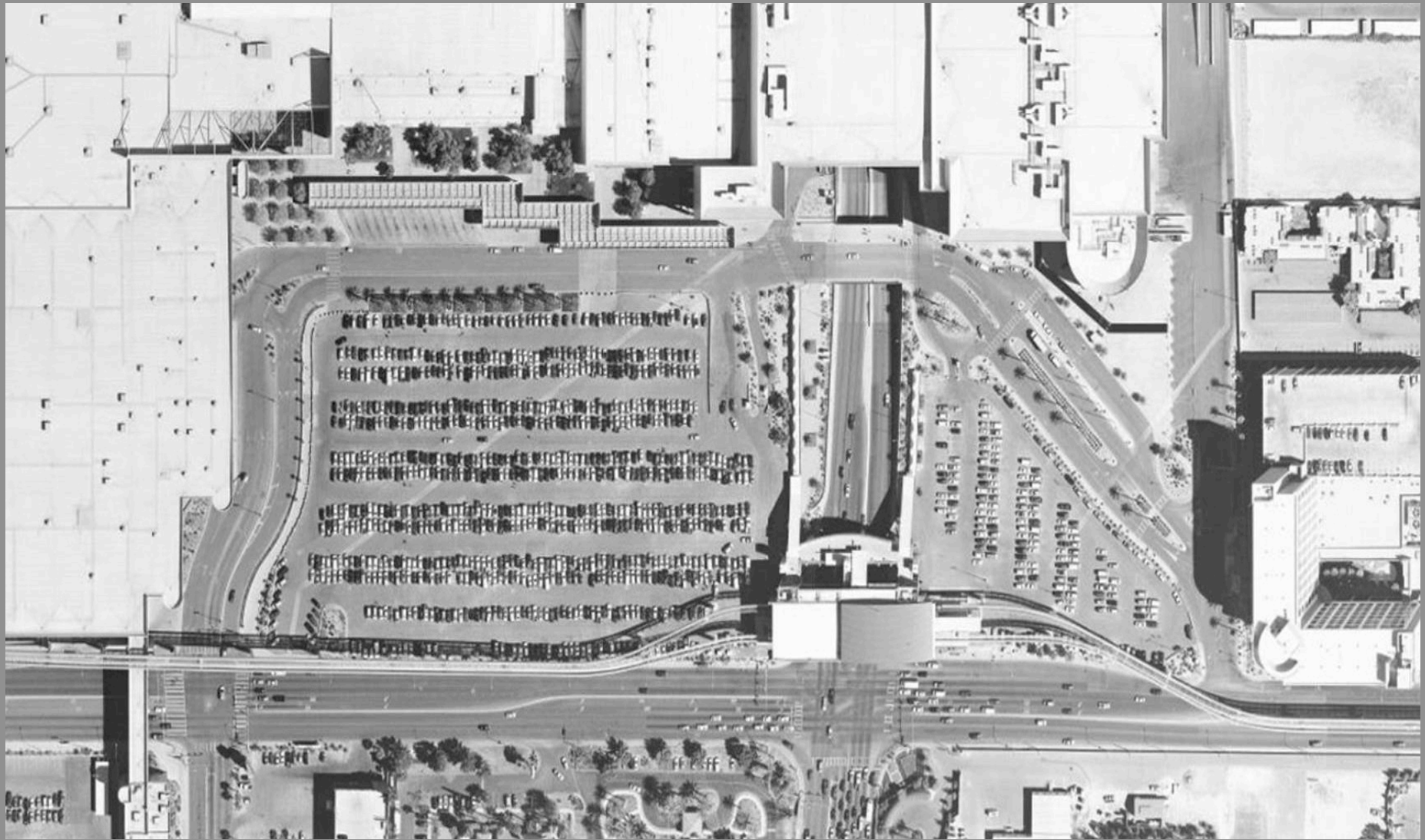


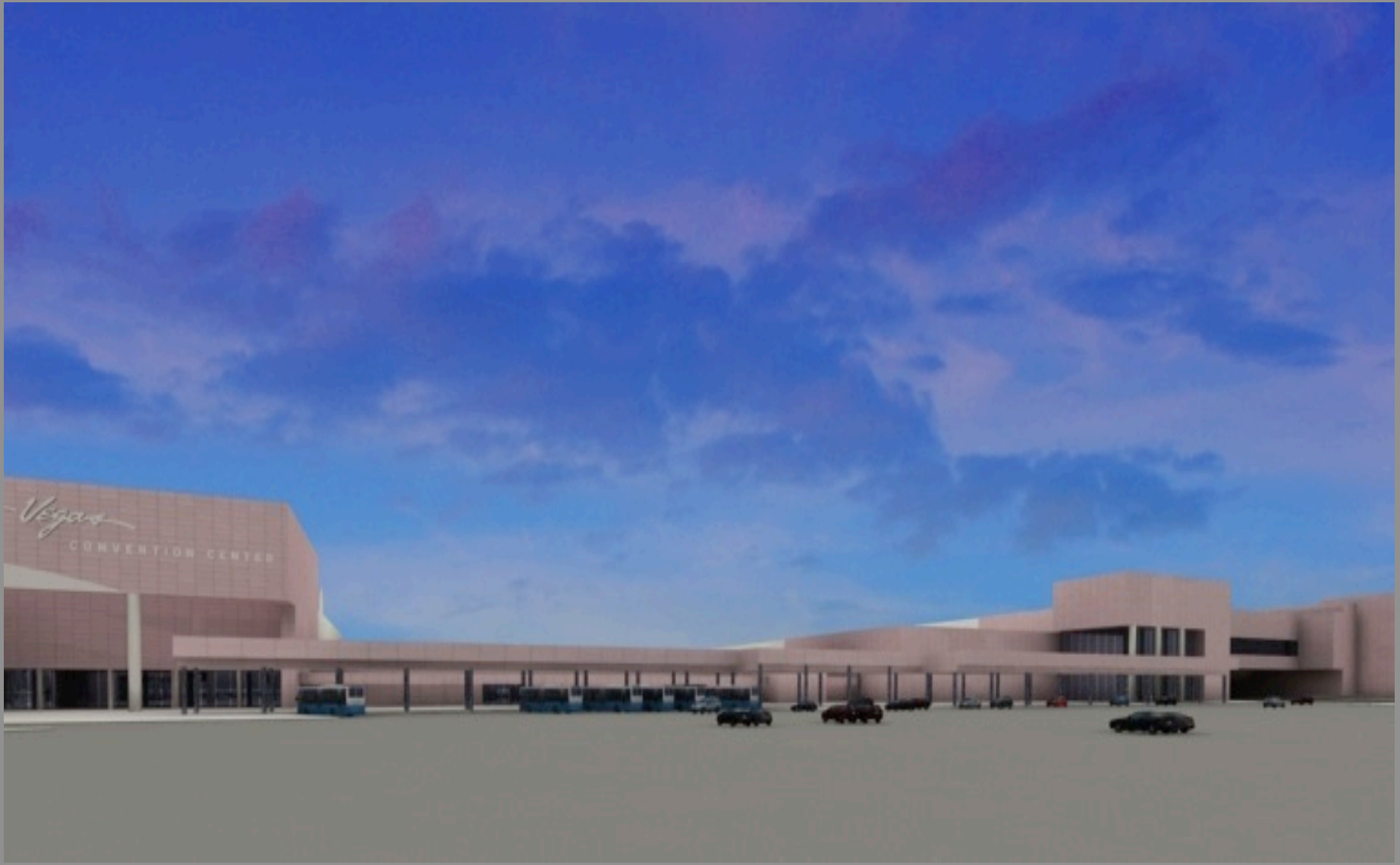


















WELCOME

TO *Fabulous*

LAS VEGAS

NEVADA



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DISCUSSION

