



CITY OF COLLINSVILLE

City Hall

125 South Center Street

Collinsville, IL 62234

REQUEST FOR PROPOSAL

FOR THE DEVELOPMENT OF A CONVENTION CENTER STRATEGIC PLAN

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REQUEST FOR PROPOSALS

1. PURPOSE

The City of Collinsville (“The City”) has seen considerable growth in the hospitality market and is seeking a qualified, professional, and experienced consulting firm (“Consultant”) to provide services to complete a comprehensive analysis and develop a long-range strategic plan (or “vision”) for Gateway Center. Even though a major component of this effort is the development and enhancement of the convention center, this effort is also intended to help the City address and prioritize its role, as well as its needs regarding hotels, restaurants, retail and office campus development to aid the convention center, as well as the City of Collinsville. The study should also focus on what the future “niche” is for Gateway Center as well as how Gateway Center will compete in the evolving market place and become financially independent following the expiration of one its tax subsidies.

While no decisions have been made, the City is considering all options for maintaining and growing our market position within the competitive convention/trade show industry. The resulting Strategic Plan will provide the City a framework for the convention center and will address these specific aspects: an analysis of the market, industry trends, and supply/demand within the market; an assessment of the current facility and recommendations for future utilization; assessment of technology infrastructure and capital improvements; a financial analysis of current and projected revenue, debt, and expenses; an implementation strategy and a recommended Long Range Strategic Plan for Gateway Center.

The purpose of this project is to create a long-range vision for Gateway Center. The City will then use this vision to determine if other subsequent solicitations are needed to achieve each aspect of the strategic plan.

2. PROJECT GOALS

2.1 The goal of the Long-Range Strategic Plan is to articulate a comprehensive plan that will identify, formulate, and recommend a series of actions that address the future development and success of Gateway Center.

2.2 Recommendations should build on the completed tasks of this Scope of Work and take into consideration development patterns and growing trends.

3. BACKGROUND

Gateway Center

In the mid 1980's the State of Illinois made a sizable investment in the construction of public assembly facilities in various communities throughout Illinois. The state legislators' goals were to improve quality of life opportunities for its citizens and to spur economic development. As a result of this initiative, the Collinsville Metropolitan Exposition Auditorium and Office Building Authority was created. The Authority owns and operates Gateway Center.

Revenues that initially funded the construction, operation and promotion of Gateway Center were derived from the collection of a 5% hotel/motel tax, 1% food and beverage tax and all operating revenue collected from the use of Gateway Center.

The local development that has resulted from the construction of Gateway Center could hardly have been envisioned back in the mid 1980s when the idea to build a convention center first came about.

Now Gateway Center anchors the Eastport Plaza area, which has evolved into a viable hospitality business center, where it affords visitors and event participants the opportunity to meet, eat and sleep in one location.

In 1995, just shortly following Gateway Center's initial years in operation, the decision was made by the Authority to look at the feasibility of expanding Gateway Center. The Authority felt that the future of Gateway Center depended on its ability to bring larger events to the Center and provide more space to allow current customers to expand their business. This would in turn bring more people to the area that will spend more dollars at local hotels, restaurants, service stations, shops and attractions. For the reasons of business retention, missed opportunities and competitive considerations, two subsequent expansions of Gateway Center have come to fruition adding more than 45,000 square feet to the venue's original footprint.

The present day 105,000 gross square foot facility, has hosted as many as 624 events annually, and has attracted a variety of users from around the world.

Gateway Center/Ownership

The Collinsville Metropolitan Exposition, Auditorium and Office Building Authority is organized under a specific statute enacted by the Illinois Legislature, contained in the Illinois Revised Statutes, Illinois 70 ILCS 200/Civic Center Code, Article 60-Collinsville Civic Center.

The statute designates the Authority as a political subdivision, body politic and municipal corporation. The Authority was created under the State of Illinois; however, is legally separate and distinct from the State of Illinois and the City of Collinsville.

The Authority is a separate political subdivision and possesses statutory powers, including the power to sue and be sued in its own name to acquire and own property, both real and personal. It has the power to issue Revenue Bonds. It possesses the "state action exemption" granted to government bodies under the federal Anti Trust laws. The Authority does not have the power to tax.

Gateway Center/Present Day

Center Management finds itself at a critical crossroads for several key reasons. Gateway Center's debt service has begun to escalate annually at an alarming rate, while tax subsidies available to service the debt remain fairly flat. As a result of this financial change, operating revenues are increasingly being relied on to support debt service.

When the State of Illinois initially invested in the construction of Gateway Center, there seemed to be no readily apparent plan for the long-term capital needs that the convention center would one day encounter. Although Gateway Center is subsidized locally there is little or no opportunity to create the necessary reserves for present and future capital replacements and improvements to keep the Center viable. As result of this financial limitation, Gateway Center has come to rely on Tax Increment Financing to fund high priority capital projects within recent years. Unfortunately, TIF District 1 is scheduled to expire in 2021; therefore, TIF funds will no longer be available to support the capital needs of the nearly 26-year-old convention center.

4. MARKET OVERVIEW

Collinsville is part of the St. Louis metro area that includes: Franklin, Jefferson, Lincoln, St. Charles, Warren Counties and the City of St. Louis in Missouri and Clinton, Jersey, Madison, Monroe, and St. Clair counties in Illinois. Collinsville is located in Madison and St. Clair counties. Historically, approximately 40% of the facility users of Gateway Center come from the Madison and St. Clair county areas.

Gateway Center is located in the western section of the City of Collinsville in an area referred to as Eastport Plaza. This area is comprised of numerous restaurants, hotels and motels, a water park and family recreational complex. Office developments makes up the more recent types of businesses situated in this area.

Gateway Center is easily accessible from anywhere within the region and is surrounded by five major interstates and is located only 30 minutes from Lambert International Airport. Not only is Gateway Center just 10 minutes from the downtown St. Louis excitement, it is just minutes from numerous landmark attractions in southern Illinois.

5. FACILITY CHARACTERISTICS

Gateway Center is the only free-standing convention center located south of Springfield in the State of Illinois. The 105,000 square foot multi-purpose facility has been the venue of choice for countless meetings, conventions, banquets, an array of public events, as well as trade and consumer shows. The facility is equipped with a 40,000 square foot, column-free exhibition hall, which can also serve as ten separate function spaces. The Center is also appointed with a beautiful banquet room totaling 4,745 square feet equipped with an adjoining Prefunction area consisting of a built-in bar and restroom facilities. Lastly, the convention center has a conference wing made up of four meeting rooms; two of these meeting rooms can be divided in half by acoustic floor to ceiling operable partitions. The facility also features a full-service kitchen, two box offices, an Espresso Café, permanent concession stand, Show Office and Coat Check Room.

Making up Gateway Center's team is Ovations, a national food service company and Audio Solutions, the venue's in-house audio/visual provider.

The convention center is a non-union facility but has an Open Dock Policy. Facility users have the opportunity to outsource many of their needs. Gateway Center is equipped with all of the exhibition equipment required to facilitate a trade or consumer show.

Parking at Gateway Center and all of its neighboring businesses is free.

6. COLLINSVILLE CHARACTERISTICS

Collinsville embodies everything good about life in Southwestern Illinois: convenient location, small town cohesiveness, big city amenities, excellent real estate values; a strong economy, a working uptown area, quality schools and educational opportunities including access to numerous colleges and universities, a wide array of recreational and leisure opportunities, cultural events and homes to support a wide variety of contemporary and traditional lifestyles. Lifestyle is the heart and soul of a community, the common thread that binds together what a community offers as a place to live, work, visit and thrive. Our rich history and cultural diversity create a dynamic and colorful quality of life that is difficult to find in newer communities. In fact, Collinsville has a remarkable history of greatness that began more than 1,200 years ago with the phenomenal rise of the mighty Mississippian Indian community of Cahokia on land that is now part of Collinsville, including our beautiful bluffs. The city that grew around Cahokia Mounds became one of the largest and most important cultural centers of our world by A.D. 1100, attracting people from hundreds of miles around to live and prosper. Today's Collinsville has risen in the same location to become another important regional population and economic center. We stand proudly as a forward-moving community with vibrant roots that go back for generations. We have made significant efforts to preserve our homes, businesses, neighborhoods and traditions. Our residents enjoy a small town atmosphere filled with diverse neighborhoods and many rich traditions. We all live within ten Interstate highway miles from downtown St. Louis and its wealth of employers, cultural attractions and recreational amenities

7. REQUESTED SCOPE OF WORK

Contractor is requested to complete a comprehensive analysis and develop a long-range strategic plan for the Gateway Center. The study phases and tasks are to include the following. The City will reserve the option to cease the engagement at the conclusion of any of the phases, pending the presentation/discussion of associated findings at the conclusion of each phase.

Phase 1: Market Analysis

- Task 1. Study Kickoff & initial Project Planning
- Task 2. Local Market Conditions & Visitor Industry Assessment
- Task 3. Industry Trends Review
- Task 4. Competitive/Comparable Center & Destination Analysis
- Task 5. Gateway Center Positioning/Operations Analysis
- Task 6. Market Surveys

Phase 2: Strategic Recommendations

- Task 1. Gateway Center Supportable Program Analysis
- Task 2. Gateway Center Business Plan Analysis
- Task 3. Strategic Recommendations

Phase 3: Cost/Benefit Analysis

- Task 1. Event/Use Levels Analysis
- Task 2. Preliminary Development Costs Evaluation
- Task 3. Financial Operations Analysis
- Task 4. Economic Impacts Analysis

Phase 4: Funding & Implementation Strategy

- Task 1. Funding Analysis
- Task 2. Implementation Plan

Phase 5: Hotel Study

- Task 1. Market Analysis
- Task 2. Supply and Demand Analysis
- Task 3. Financial Projections
- Task 4. Public/Private Transaction Assistance

A description of the requested scope of services by task is provided on the following pages.

Phase 1: Market Analysis

The purpose of this phase is to conduct a comprehensive analysis of the market demand, positioning and potential for the Gateway Center. This phase will include assessment of the Gateway Center's product offerings and historical performance, as well as the supporting visitor industry infrastructure present in the Collinsville destination. Surveys of past, current and potential future events will be important in framing current market capture and opportunities for future growth.

Task 1. Study Kickoff & Initial Project Planning

- Work with the City and other stakeholders to establish the specific project goals and timeframe. An initial planning meeting will take place in Collinsville to collect pertinent project data and coordinate a project workplan.
- During this initial visit, conduct interviews with key City and Center officials, as well as other key visitor industry groups/representatives. These meetings will focus on obtaining information and evaluating conditions with regard to local market characteristics, facility needs and the opportunities that future investment in the public assembly facility and hospitality sector may represent.
- Review existing Center and community data, and visit key existing convention and visitor industry amenities.

Task 2. Local Market Conditions & Visitor Industry Assessment

- Define and evaluate the local market characteristics of the Collinsville destination, as well as its existing convention and hospitality infrastructure, programs and funding support. Evaluate socioeconomic/demographic attributes, as well as the primary components of a successful convention destination package and those issues that impact destination appeal and visitation levels, in order to assess the area's ability to support added convention, exhibition, meeting, special event, sports, entertainment and other visitor-oriented activity.
- Characteristics to be evaluated as part of this analysis step include the following:
 - committable, convention-quality hotel properties and guest rooms;
 - existing/planned convention, conference, exposition, arena, spectator, event, entertainment and hotel facilities in the local area;
 - hotel cost structures;
 - destination marketing efforts, programs and funding (through Chamber/CVB, Gateway Center and other organizations/programs);
 - Tax rates, collections and uses (both hospitality industry taxes and other taxes/assessments);
 - key demographic and socioeconomic characteristics and trends, such as population, disposable income, retail sales, entertainment spending, corporate base and other such indicators;
 - proximity issues to major metropolitan markets;
 - academic institution presence and characteristics;
 - air, rail, ground transportation and shuttle access;

- entertainment offerings and attractions;
 - key community resources; and
 - other such characteristics.
- Further, as the information is available, collect and review data associated with existing local convention, exposition, civic, sports, entertainment and other such event facilities, including facilities offered within area hotels. Information to be collected and analyzed will include, but will not be limited to, the following:
 - existing convention, conference, civic, exhibition, meeting and event center physical components, configuration and related issues;
 - event characteristics (type, number, length of stay, origination of attendees);
 - square footage and occupancy/utilization by type of space;
 - event seasonality;
 - lost business information;
 - rental and service rates;
 - operating revenues and expenses; and
 - capital improvements and long-term facilities planning data.

Task 3. Industry Trends Review

- Evaluate and discuss trends impacting the convention and visitor industries, including changing demand for event space, technological amenities, hotel availability, service levels and other such characteristics.
- Assess trends in nationwide and applicable regional supply/demand issues, economic conditions and travel costs.
- Evaluate trends in event, planner, exhibitor and delegate needs, requirements and preferences with regard to destinations, facilities, amenities and service.
- Evaluate how the Collinsville destination may be impacted by emerging industry trends and summarize the potential impact on potential investment in Center expansion/improvement and/or visitor industry infrastructure.

Task 4. Competitive/Comparable Center & Destination Analysis

- Assemble and review the operational and physical characteristics of existing and planned facilities in the region that do, and could, compete with the Gateway Center. Also, evaluate convention facilities around the country that may offer some element of comparable insight, focusing on identifying and analyzing facilities in markets similar to Collinsville.
- The types of data that should be assembled for comparable and competitive projects include:
 - facility type and marketing focus;
 - exhibit, meeting, ballroom and multipurpose space and capacities;
 - fixed and temporary seating components;
 - future expansion plans;
 - layout, staging and design features;
 - event characteristics (levels, attendance, utilization, future bookings, etc.);
 - ancillary services and amenities;
 - operating revenues and expenses;

- rental terms;
- available parking;
- area demographics;
- hotel availability, quality and proximity to the facility;
- visitor industry tax rates (i.e., hotel/motel tax);
- convention and visitor bureau marketing resources;
- location characteristics and transportation access; and
- other such characteristics.
- Develop case studies concerning comparable facilities in similar destinations to Collinsville to address the respective facilities' level of use, rates, financing, source of public subsidies, size and operating expense, as well as other key facility/destination information.

Task 5. Gateway Center Positioning/Operations Analysis

- Conduct an analysis of the overall operational characteristics of the existing Gateway Center, with the goal of understanding the existing resources within the available exhibit, ballroom, breakout meeting and other event support space and its overall market positioning and historical performance. As the information is available, data collected and reviewed will include, but will not be limited to:
 - Facility physical components, configuration, functionality, amenities and related issues and how they relate to potential future needs;
 - Event characteristics, including number of events, utilization days, space used by area, attendance and other past, current and future booking statistics;
 - Square footage and occupancy by type of space and type of event;
 - Event seasonality;
 - Information on “lost” business;
 - Governance/oversight/organizational structure/staffing levels;
 - Strategic marketing/promotion partnerships;
 - Provision of services and key agreements with vendors;
 - Key policies and procedures (i.e., rental rates, booking and discounting policies, etc.);
 - Operating revenues and expenses;
 - Capital improvements and long-term facilities planning data; and
 - Physical and functional detail pertaining to key areas of event and exhibitor service provision such as food service, AV/technology, etc.

Task 6. Market Surveys

- Conduct primary market research specific to the Gateway Center and the Collinsville destination. Specifically, in addition to in-person interviews and/or focus groups conducted during the kickoff visit, conduct surveys with a sample of past, existing and potential Gateway Center users (i.e., event planners).
- Event segments that may be surveyed include, but are not limited to:
 - Conventions;
 - Conferences;

- Tradeshows;
- Meetings;
- Public/consumer shows;
- Corporate events;
- Academic-oriented events;
- Banquets/receptions;
- Entertainment/spectator events;
- Sports/recreation uses;
- Civic/cultural events; and
- other such events.
- Indicate anticipated survey approach in terms of:
 - type of survey instrument (i.e., telephone, email, web-based, intercept, mail, other, etc.);
 - target survey audience(s);
 - anticipated completed survey counts; and
 - specific examples of the types of topics/information to be obtained through the survey process.

Phase 2: Strategic Recommendations

The purpose of this phase is to synthesize findings of the previous phase to analyze and translate market demand and opportunities into a market supportable facility program for the Gateway Center. The phase will also outline appropriate expansion/improvement options (if any), as well as other Gateway Center-oriented or visitor industry-oriented infrastructure, policy, and/or marketing initiatives that would be expected to enhance the Gateway Center's competitiveness and performance, as well as its ability to positively impact the convention and visitor industry in Collinsville.

Task 1. Gateway Center Supportable Program Analysis

- Prepare an analysis of the market supportable facility building program for the Gateway Center, based on market demand and related data developed as part of the previous phase. Balance the importance of matching the size of the facility with existing/anticipated future market conditions, financing/budgetary considerations, and economic impact-generating and local needs ability of the potential expanded/improved Gateway Center. The analysis should focus on:
 - exhibit, meeting, ballroom and multipurpose space;
 - fixed and temporary seating levels;
 - size of support space and other functional areas;
 - size and type of concession/kitchen space;
 - food service areas;
 - amount and type of other revenue-producing areas;
 - space configuration and aesthetic features;
 - theme/brand possibilities;
 - storage space and other such supporting infrastructure needs;
 - possibilities for future expansion; and
 - important technological and other amenities.

- Identify any external factors that could significantly affect the ability of a potentially expanded/improved Gateway Center to maximize its potential. Factors to be identified include:
 - availability of quality, committable hotel rooms;
 - parking needs;
 - transportation infrastructure/accessibility;
 - proximity to restaurants, retail, nightlife and other amenities/attractions;
 - event attendee transportation within the area; and
 - other such characteristics.
- Should any existing complementary facilities/amenities/infrastructure be deemed inadequate, conduct a preliminary assessment of such items/issues and discuss potential methods of facilitating their development/creation, including incentivizing private sector participation and/or creative public/private partnerships to enhance the visitor industry infrastructure to adequately support any future Gateway Center product investment. These will be further evaluated in a subsequent task.

Task 2. Gateway Center Business Plan Analysis

- Based on industry best practices, discuss pertinent issues as they relate to the existing Gateway Center and a potential expanded/improved product, including, but not limited to, physical characteristics and amenities, market positioning, marketing opportunities and challenges, fit within the greater destination/marketplace, management options, operational issues, marketing and operational synergy among other site/property elements, and other such items.
- Conduct benchmarking and best practices analysis of similar convention center facilities throughout the country, with a focus on facilities of comparable size and/or in similar destinations. Results should be summarized allowing for comparisons with existing and potential conditions in Collinsville. Benchmarking comparison data could include the following:
 - event coordination policies;
 - operating and maintenance policies;
 - types of services provided in-house versus contracted versus open-vendor;
 - terms of the agreements for contracted services;
 - reporting structure for contracted services;
 - overall organizational structure with staffing levels, including required skills and functions;
 - marketing structures for the facility, public sector, CVB (destination marketing organization), and other stakeholders, highlighting the formal and informal relationships between each;
 - marketing budgets and focus;
 - event and attendance levels by type of event;
 - recent year financial performance of the facility;
 - size and type of sellable space; and,
 - other such characteristics or special features.
- Outline the core parameters of a management and operating plan that is deemed most appropriate for the Gateway Center, based on industry best practices and the assessment of the unique attributes of the project. Consideration should be made pursuant to the market supportable program previously indicated and

recommendations that are designed to improve the marketability, visitor/economic impact generating capability/effectiveness, and operating efficiency of the Gateway Center, including cost containment and revenue enhancement.

- Outline a set of strategic opportunities designed to enhance the operating structure and resultant performance of the Gateway Center to best protect City and other stakeholder priorities and integrate efficiencies that may be available. We will also analyze the strengths, weaknesses, opportunities and challenges of identified strategic enhancement options as they relate to the Gateway Center.

Recommendations for any indicated core adjustments should consider:

- governance/oversight,
- day-to-day operations,
- staffing,
- strategic marketing/promotion partnerships,
- method of provision of services (in-house, exclusive vendor, preferred vendors, open vendor policy, etc.),
- general FF&E needs,
- booking and discounting policies, and
- other such items.

Task 3. Strategic Recommendations

- Develop a preliminary, prioritized set of strategic opportunities/initiatives related to the Gateway Center (physical product and business plan/operations) and visitor industry-oriented infrastructure, policy, and/or marketing initiatives that would be expected to enhance the Gateway Center's competitiveness and performance, as well as its ability to positively impact the convention and visitor industry in Collinsville. These could include new hotel products and other visitor industry infrastructure (under public/private partnership funding models or other incentivized or coordinated process via the City or other public sector entity).
- Working in coordination with the City, develop specific development/initiative scenarios for further analysis in subsequent study phases.

Phase 3: Cost/Benefit Analysis

The purpose of this phase is to estimate the key costs and benefits (upfront, ongoing and cumulative) associated with agreed upon scenarios generated under the previous phase of study. Up to three (3) potential strategic recommendation scenarios could be requested for analysis.

Task 1. Event/Use Levels Analysis

- For each of the strategic scenarios, estimate the level and characteristics of events and activities that could be attracted to and retained at the Gateway Center over a 10-year projection period, including a stabilized year of operations. Measures of event demand should include:
 - event levels by event segment;
 - potential attendance (including visitor) levels by activity or use;

- origin of attendees/exhibitors (i.e., local vs. non-local) and associated traffic levels;
- length of event data;
- facility space and functionality requirements (exhibit, meeting, banquet, seating, staging, technology, etc.) by event type;
- hotel requirements;
- parking requirements; and
- seasonality data.

Task 2. Preliminary Development Costs Evaluation

- Generate preliminary, order-of-magnitude construction cost estimates for each of the identified strategic scenarios (if they include an expanded/improved Gateway Center). The cost estimates should focus on per-unit data adjusted for conditions in the Collinsville area and cost data of comparable facilities modified for time and locations.
- Working with the City and other key stakeholders, develop preliminary, agreed upon development/investment/implementation cost estimates associated with other non-Gateway Center strategic initiatives within each scenario. Should these initiatives include one or more new hotel products (under a public/private partnership funding model), associated costs would be more fully defined under a potential Phase 5 of this study effort.

Task 3. Financial Operations Analysis

- Prepare a financial operating analysis over a 10-year period for the Gateway Center under each of the identified scenarios. Specifically, develop a computer-based model incorporating comparable facility data, historical Gateway Center operations, and the estimated levels of event utilization and attendance derived from the market analysis in order to develop estimates with regard to facility operating revenues and expenses.
- Estimate line item revenues, including rental, food service, event service, parking, advertising and sponsorship revenues, and other such sources. Estimate line items expenses, including salaries (permanent and event driven staff costs), utilities, maintenance, supplies, insurance, contract service costs and others.
- Work with the City and project leaders to develop other non-operating revenue/expense assumptions associated with each of the scenarios, in order to provide initial estimations of the financial return/risk structures associated with the project under each scenario.

Task 4. Economic Impact Analysis

- Estimate the economic and fiscal (tax) impacts associated each of the identified scenarios, emphasizing the incremental impacts associated with expansion/improvement of the Gateway Center and other recommended strategic initiatives.

- Develop estimates of total incremental visitation to the Collinsville area generated as a result of the scenarios. Apply appropriate per-visitor spending estimates using industry data adjusted to the local area. Segment the resulting visitor spending levels by industry and event type over a 10-year projection period.
- At a minimum, estimates should include the following metrics (or reasonable analogs):
 - Direct spending
 - Indirect/induced spending
 - Personal earnings/income
 - Employment (jobs)
 - Hotel room nights
 - Tax revenue (by type)
- Conclude by summarizing costs and benefits through providing a comparison of key estimated costs and benefits associated with each of the scenarios.

Phase 4: Funding & Implementation Strategy

The purpose of this phase is to analyze funding alternatives and to develop an implementation strategy for one or more courses of action.

Task 1: Funding Analysis

- Identify and summarize typical funding sources used throughout the country and the region for convention center and visitor industry initiatives comparable to the identified scenarios.
- Generate funding case studies of comparable and creative approaches utilized elsewhere that could merit consideration in Collinsville.
- Investigate and coordinate with City, Gateway Center and other local stakeholders various funding opportunities available locally. Consider public/private partnership opportunities. Focus on both financing mechanisms and the project revenue sources that could be used to partially fund facility development, initiative execution, and/or ongoing operations.
- Evaluate current Gateway Center and Collinsville destination marketing funding structure and recommend whether specific adjustments/enhancements are necessary and what the appropriate mechanisms/sources should be.
- Should a public/private partnership be involved, recommend a potential structure/model and any key agreement, development, marketing and operational issues that should be considered to protect the needs of community and/or public sector partner.

Task 2. Implementation Plan

- Based on entirety of the study effort, develop an implementation plan that communicates and delineates:
 - goals, objectives and rationale
 - product/initiative elements

- phasing and milestones
- recommendations for next/additional planning steps
- responsibilities by stakeholder/partner
- funding sources and uses
- cost/benefit estimates
- measurement tools for ongoing return-on-investment
- Prepare a written draft report with this implementation plan and a detailed summary of all study methods, research, analysis, findings and conclusions. Consider suggested revisions and deliver a final report.
- In addition to the written and electronic report, deliver in-person oral presentations to the City and other key stakeholder groups.

Phase 5: Hotel Study

Should a new hotel project be indicated in previous phases as strategic opportunity, the City could direct the Contractor to complete a hotel study. Should a public/private partnership model involving a new hotel represent one of the scenarios, this analysis would be critical in generating market, financial and valuation estimates for the subject hotel property. These estimates are necessary for the City to fully understand the “feasibility gap”, which corresponds to the approximate contribution that would be required by the City or other third parties to make the targeted project attractive to private hotel investors. The hotel study should include the following elements:

Task 1. Market Analysis

- Evaluation of macroeconomic trends and local economic indicators, such as:
 - Population growth
 - Income statistics
 - Unemployment trends
 - Real estate development trends
- Quantify and analyze recent trends in variables generally correlated with lodging demand in the market, as applicable:
 - Office statistics
 - Airport statistics
 - Convention statistics
- Develop conclusions about the directional trends of key economic indicators that influence the lodging industry.
- Define the existing set of competitive hotels in the area.
- Estimate occupancy and average daily rate of each hotel in the defined competitive set.
- Identify and evaluate proposed new competitors in the market area and the resulting impact on occupancies and average rates.
- Estimate demand segmentation of accommodated demand (i.e., percentage of business, leisure, and meeting/group activity).
- Analyze un-accommodated demand related to local sell-out patterns.

- Evaluate potential induced demand from any proposed major developments in the area.
- Define a hotel development program, including:
 - Number and size of rooms by type.
 - Number, size and total square feet of event space.
 - Food and beverage facilities.
 - Amenities package, price-point and service levels appropriate for a hotel.
 - Parking requirements.
 - Desirable brands best suited for any identified location(s).

Task 2. Financial Projections and Feasibility Gap Analysis

- Prepare a financial operating analysis for the proposed hotel. Develop a computer-based model to assess foundational performance metrics for the project including average daily rate (ADR) by market segment, average occupancy rate by segment, and the resulting operating revenue generated by the project.
- Combine with a thorough expense analysis to prepare five, ten- and twenty-year projections of net income for the project. Assess cash flow available for debt service and income taxes.
- Work with the City and other potential participants to arrive at project cost scenarios. Prepare a financing gap analysis to determine the level of public support required to provide a sufficient private sector return-on-investment.

Task 3. Public/Private Transaction Assistance

- Provide assistance and planning associated with a potential public/private partnership transaction, including solicitation, evaluation, negotiation, and contracting of an appropriate private partner and associated agreements.

8. SUBMITTAL REQUIREMENTS

Proposals should be prepared in accordance to the following:

1. Provide a cover letter outlining your interest in the project, your understanding of the requested scope of work, your experience with comparable projects of this nature, identification of the firm (or firms and/or subcontractors).
2. Provide summary of your firm's experience and expertise with studies of this nature.
3. Provide resumes of key individuals that will be assigned to the project and their respective roles.
4. Provide a narrative detailing your proposed approach and scope of services designed to address all of the requested elements outlined within this RFP.

5. Describe how you see your firm as uniquely qualified and better than your competition for this project.
6. Identify the project staff who would be assigned to this project and indicate which team members will be the project point of contact, who will be responsible for project oversight/recommendations, and who will be participating in site visits and delivering presentations.
7. Provide a timeline for completion by Phase.
8. Provide a detailed fee schedule by Phase for the proposed scope of work. Include not-to-exceed fee and expense estimates by Phase. Indicate number of assumed visits by Phase.
9. Provide a minimum of four (4) references for projects of similar scope, including current contact names, email addresses and phone numbers.

9. RFP TIMETABLE

The anticipated schedule for this RFP and contract approval is as follows:

RFP Issued	January 22, 2016
Deadline for Receipt of Questions	February 10, 2016
Deadline for Receipt of Proposals	February 17, 2016 at 2:00 p.m.
Evaluation Committee Meeting	February 2016
Contract Negotiations/Project Contract Start Date	March 2016

10. PROPOSALS SUBMISSION

Complete proposals must be received no later than 2:00 p.m. on February 17, 2016. Proposals may be submitted electronically via email to Leah Joyce at the following email address – ljoyce@collinsvilleil.org and/or by mail to the following address:

Attn: Ms. Leah Joyce
Uptown Coordinator/Acting Economic Development Director
City of Collinsville
125 South Center Street
Collinsville, IL 62234

Proposals must be submitted to Leah Joyce in a sealed envelope stating on the outside the proposer's name, address, telephone number and labeled Convention Center Strategic Plan. Only emailed and mailed proposals will be considered.

The responsibility for submitting a response to this RFP to the City of Collinsville on or before the stated time and date will be solely and strictly that of the proposer. The City will in no way be responsible for delays caused by the U.S. Post Office or caused by any other entity or by any occurrence. Responses received after the RFP due date and time will not be accepted and will not be considered.

12. CONTACT PERSON/ADDITIONAL INFORMATION/ADDENDA

The contact person for this RFP is Leah Joyce, who may be reached by phone at (618) 346-5200 ext. 1140 or email at ljoyce@collinsvilleil.org. Communications between Proposer, bidder, consultant and the project contacts are limited to matters of process or procedure.

Requests for additional information or clarifications must be made in writing to the attention of Leah Joyce. Email requests are acceptable. Please send all questions to Leah Joyce no later than the dates specified in the RFP timetable.

The City of Collinsville and/or Gateway Center will issue replies to inquiries and any other corrections or amendments, as it deems necessary, in written addenda issued prior to the deadline for responding to the RFP. Proposers should not rely on representations, statements, or explanations, other than those made in this RFP or in any written addendum to this RFP. Proposers should verify with the City of Collinsville prior to submitting a proposal that all addenda have been received.

14. MODIFICATION/WITHDRAWALS OF PROPOSALS

A Proposer may submit a modified Proposal to replace all or any portion of a previously submitted Proposal up to the Proposal due date and time. Modifications received after the Proposal due date and time will not be considered.

Proposals shall be irrevocable until contract award unless withdrawn in writing prior to the Proposal due date or after expiration of 90 days from opening of Proposals without a contract award. Letters of withdrawal received after the Proposal due date and before said expiration date and letters of withdrawal received after contract award will not be considered.

15. RFP POSTPONEMENT/CANCELLATION REJECTION

The City of Collinsville may, at its sole and absolute discretion, reject any and all, or parts of any and all, proposals; re-advertise this RFP; postpone or cancel, at any time, this RFP process; or waive any irregularities in this RFP, or in any Proposals received as a result of this RFP.

16. COSTS INCURRED BY PROPOSERS

All expenses involved with the preparation and submission of Proposals, or any work performed in connection therewith, shall be the sole responsibility (and at the cost and expense) of the Proposer and shall not be reimbursed by the City of Collinsville.

17. EXCEPTIONS TO RFP

Proposers must clearly indicate any exceptions they wish to take to any of the terms in this RFP, and outline what alternative is being offered. All exceptions and alternatives shall be included and clearly delineated, in writing, in Proposer's submittal response. The City of Collinsville, at its sole and absolute discretion, may accept or reject any or all exceptions. In cases in which exceptions are rejected, the City of Collinsville shall require the Proposer to comply with the particular term and/or condition of the RFP which Proposer takes exception to (as said term and/or condition was originally set forth on the RFP).

18. SUNSHINE LAW

Proposers are hereby notified that all Proposals including, without limitation, any and all information and documentation submitted therewith, will be available for public inspection after opening of Proposals, in compliance with the Illinois Freedom of Information Act.

19. NEGOTIATIONS

The City of Collinsville reserves the right to enter into further negotiations with the top-ranked Proposer and/or successful Proposer. Notwithstanding the preceding, the City of Collinsville is in no way obligated to enter into a contract with the top-ranked and/or successful Proposer in the event parties are unable to negotiate a contract.

20. OBSERVANCE OF LAWS

Proposers are expected to be familiar with, and comply with, all Federal, State, County, and local laws, ordinances, codes, rules and regulations, and all orders and decrees of bodies or tribunals having jurisdiction or authority which, in any manner, may affect the services and/or project contemplated by this RFP. Ignorance of the law(s) on the part of the Proposer will in no way relieve it from responsibility for compliance.

21. DEFAULT

Failure or refusal of the successful Proposer to execute a contract following award by the City Council, or untimely withdrawal of a Proposal before such award is made and approved, may result in

forfeiture of that portion of any surety required as liquidated damages to the City of Collinsville. Where surety is not required, such failure may result in a claim for damages by the City of Collinsville.

22. PROPOSER'S RESPONSIBILITY

Before submitting a Proposal, each Proposer shall be solely responsible for making any and all investigations and examinations, as it deems necessary, to ascertain all conditions and requirements affecting the full performance of the contract. Ignorance of such conditions and requirements, and/or failure to make such investigations and examinations, will be relieve the Proposer from any obligation to comply with every detail and with all provisions and requirements of the contract, and will not be accepted as a basis for any subsequent claim whatsoever for any monetary consideration on the part of the Proposer.

**CITY OF COLLINSVILLE
REQUEST FOR PROPOSAL
FOR THE DEVELOPMENT OF CONVENTION CENTER STRATEGIC PLAN
(RESPONDENT'S PROPOSAL INFORMATION)**

Please complete the following form and submit as part of your firm's proposal.

Company/Firm Name: _____

Contact Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone Number: _____ Fax Number: _____

E-Mail Address: _____