



DEVELOPMENT, CONSTRUCTION, AND OPERATIONS OF

# Lake County Indiana Convention Center





**Eddie  
Melton**

Mayor, City of Gary



**Jeannette  
Peruchini**

Managing Principal,  
AECOM



**Matt  
Schuffert**

President, Hard Rock Casino  
Northern Indiana



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Committed Partnership

The City of Gary has formed an alliance with Hard Rock Casino Northern Indiana, AECOM and AECOM Hunt to develop, construct, and operate the new Lake County Convention Center. Together, we bring the expertise needed to successfully deliver a new state-of-the-art convention center for Lake County and provide several advantages that cannot be matched.

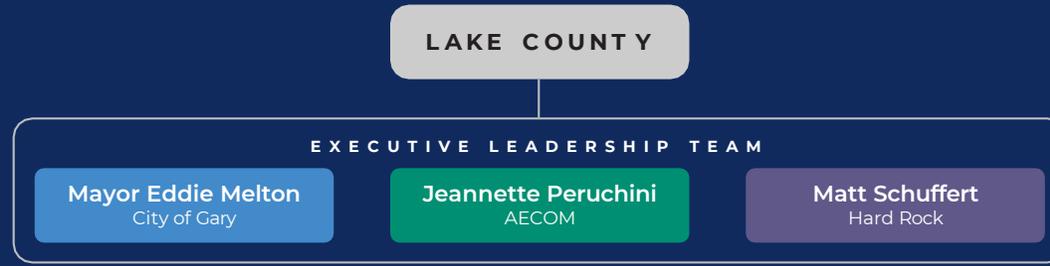


**AECOM AECOM HUNT**

● **Development**  
City of Gary

● **Construction**  
AECOM/AECOM Hunt  
+Subconsultants

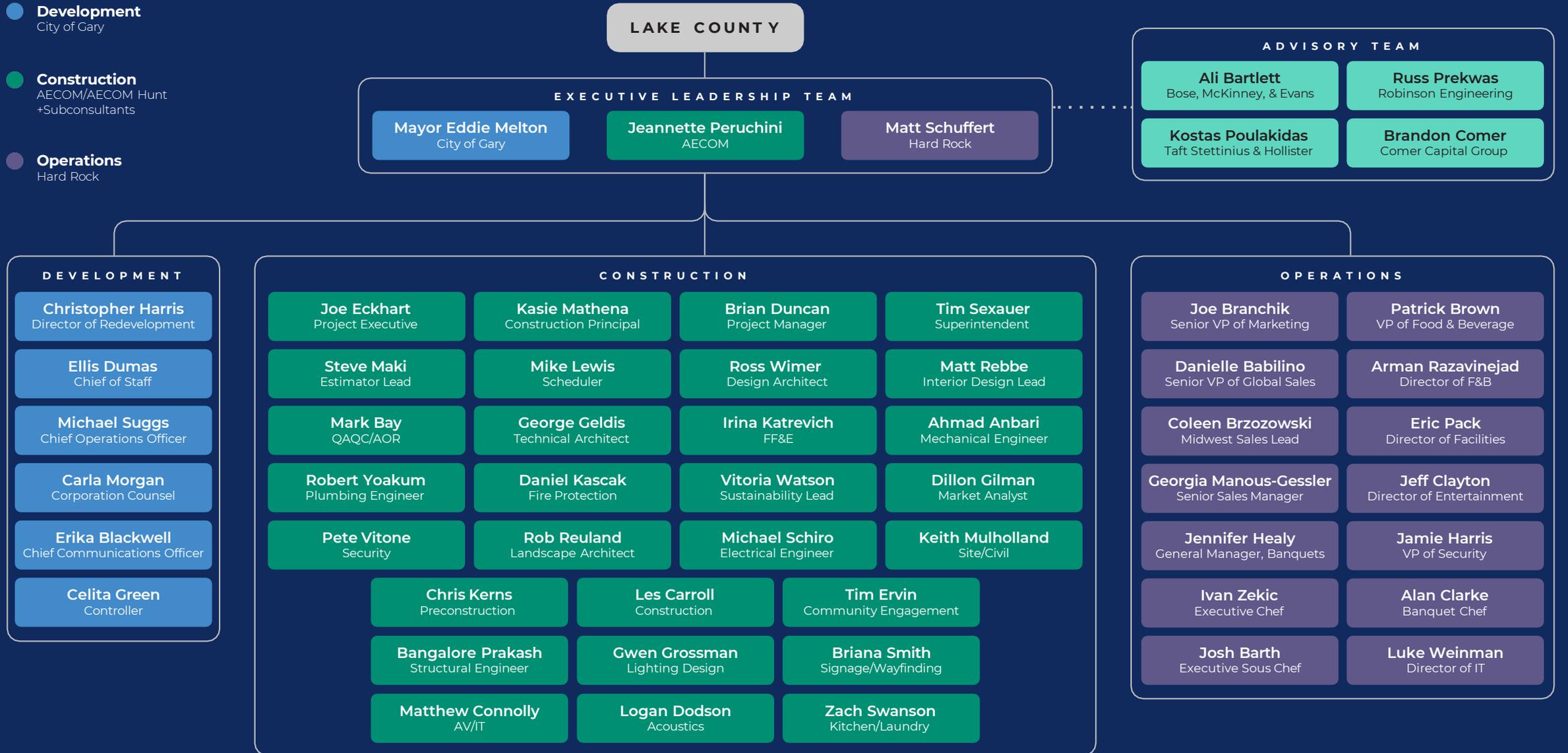
● **Operations**  
Hard Rock



● **Development**  
City of Gary

● **Construction**  
AECOM/AECOM Hunt  
+Subconsultants

● **Operations**  
Hard Rock





Taft/

BOSE  
McKINNEY  
& EVANS LLP  
ATTORNEYS AT LAW

C|C|G  
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AECOM



site  
landscape  
architecture  
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MILHOUSE

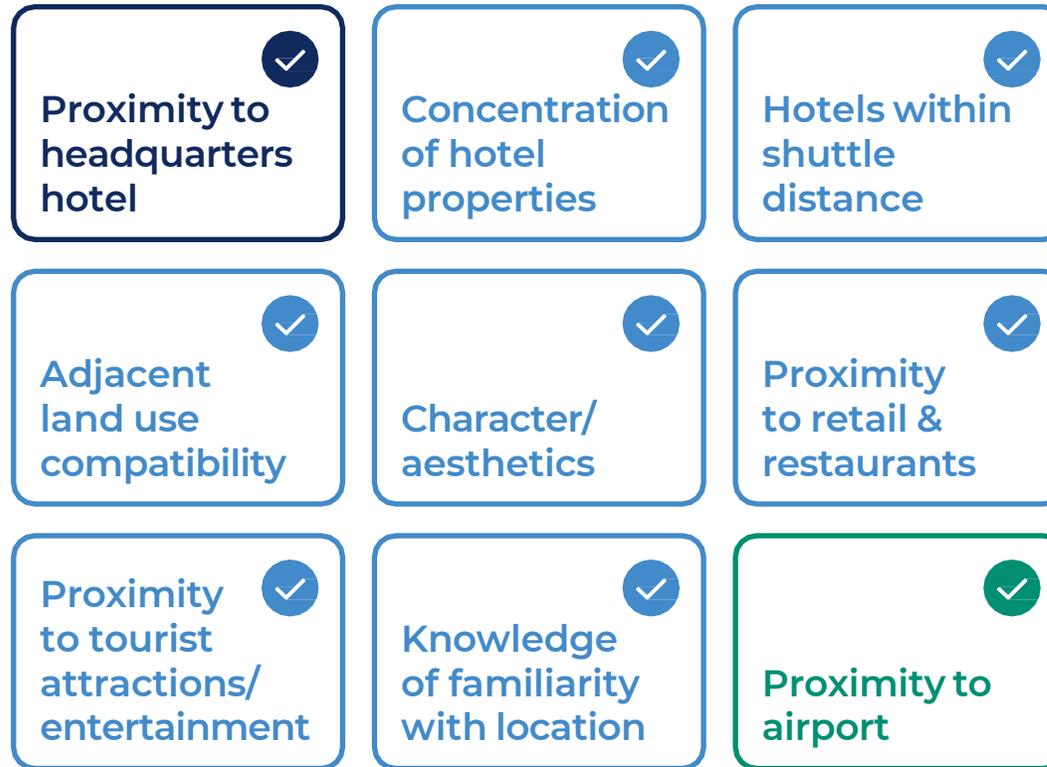


AECOM HUNT



**Our team includes  
65% Indiana Businesses and  
is committed to exceeding  
the 15% MBE and 5% WBE  
participation goals.**

# Marketing Considerations



- Critical**  
Priority Weight - 3
- Important**  
Priority Weight - 2
- Minor**  
Priority Weight - 1

# Project Development Considerations

Exhibit hall on one level 	Ability to construct meeting space 	Opportunities for adjacent development 
Ability to construct surface parking 	Ability to construct structured parking 	Opportunities for future expansion 

-  **Critical**  
Priority Weight - 3
-  **Important**  
Priority Weight - 2
-  **Minor**  
Priority Weight - 1

# Site Access

Truck 	Pedestrian 	Taxi, bus, and automobiles 
Public transportation 	Overflow parking 	

# Site Development Costs

Site  
acquisition  
cost 

Demolition  
& site  
preparation 

Construction  
complexity/  
soil suitability 

# Finance and Operations

Capital/  
infrastructure  
support  
from local  
community 

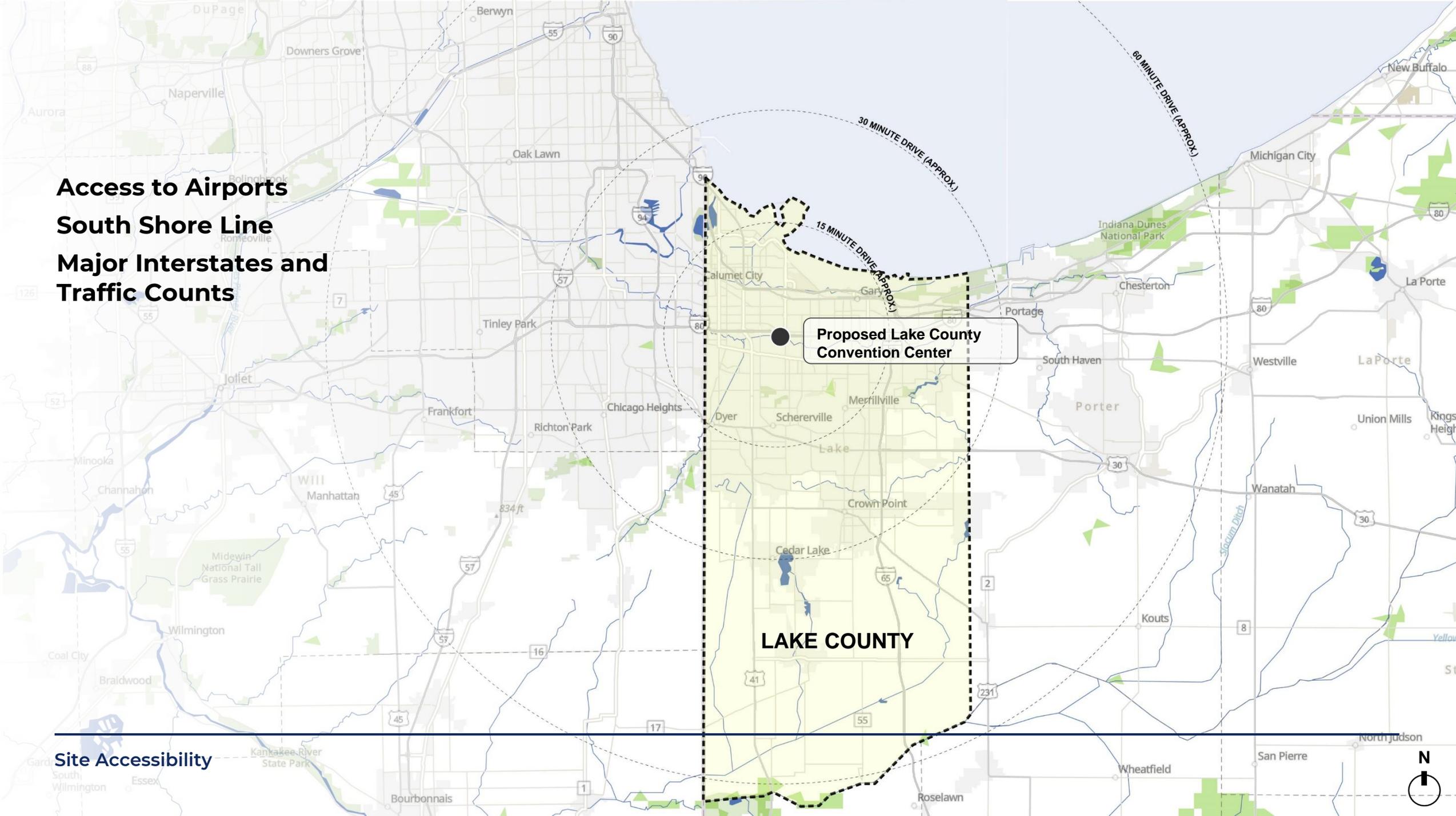
-  **Critical**  
Priority Weight - 3
-  **Important**  
Priority Weight - 2
-  **Minor**  
Priority Weight - 1

**Access to Airports**  
**South Shore Line**  
**Major Interstates and**  
**Traffic Counts**

**Proposed Lake County  
Convention Center**

**LAKE COUNTY**

**Site Accessibility**



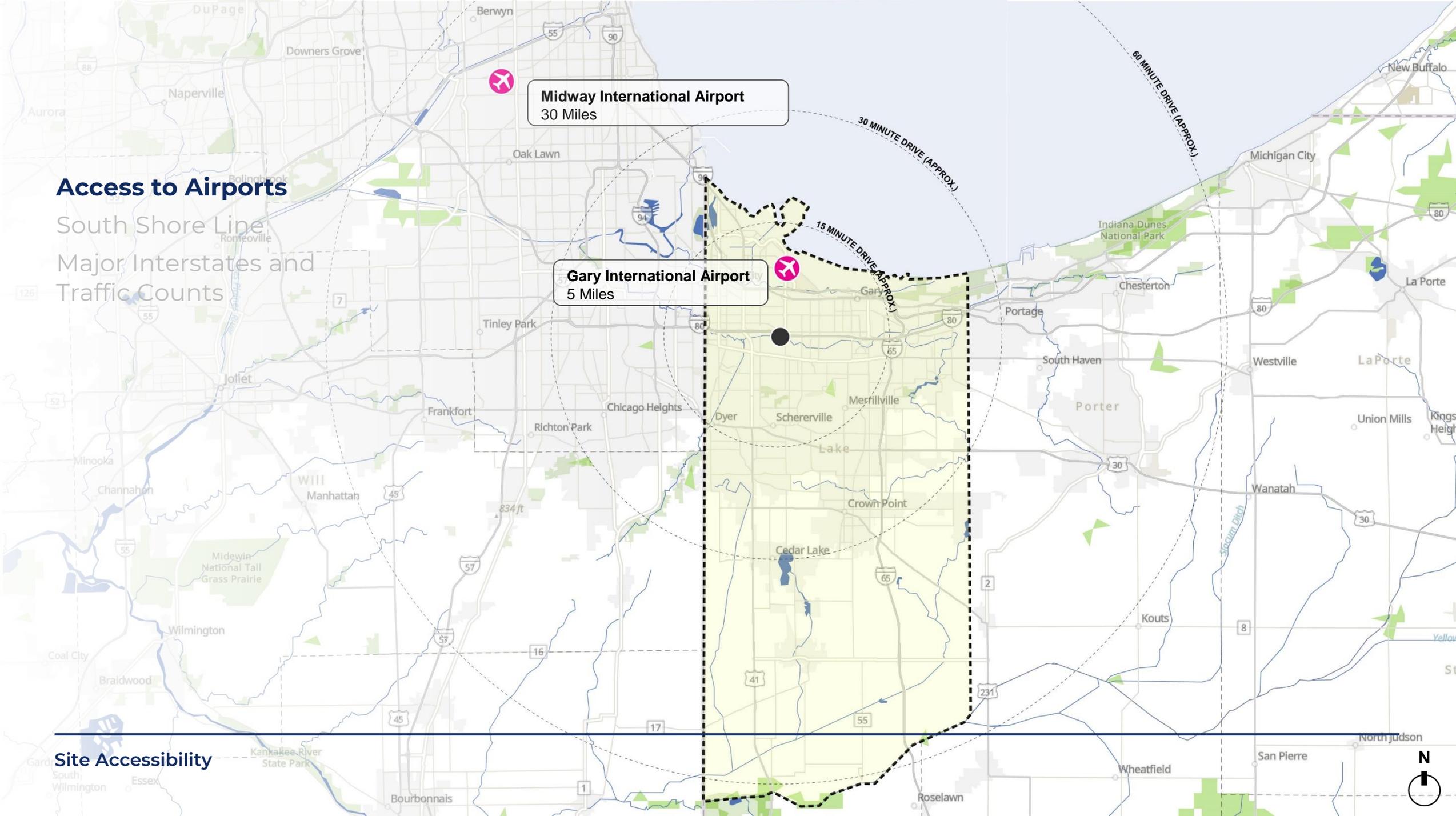
## Access to Airports

South Shore Line  
Major Interstates and  
Traffic Counts

**Midway International Airport**  
30 Miles

**Gary International Airport**  
5 Miles

## Site Accessibility





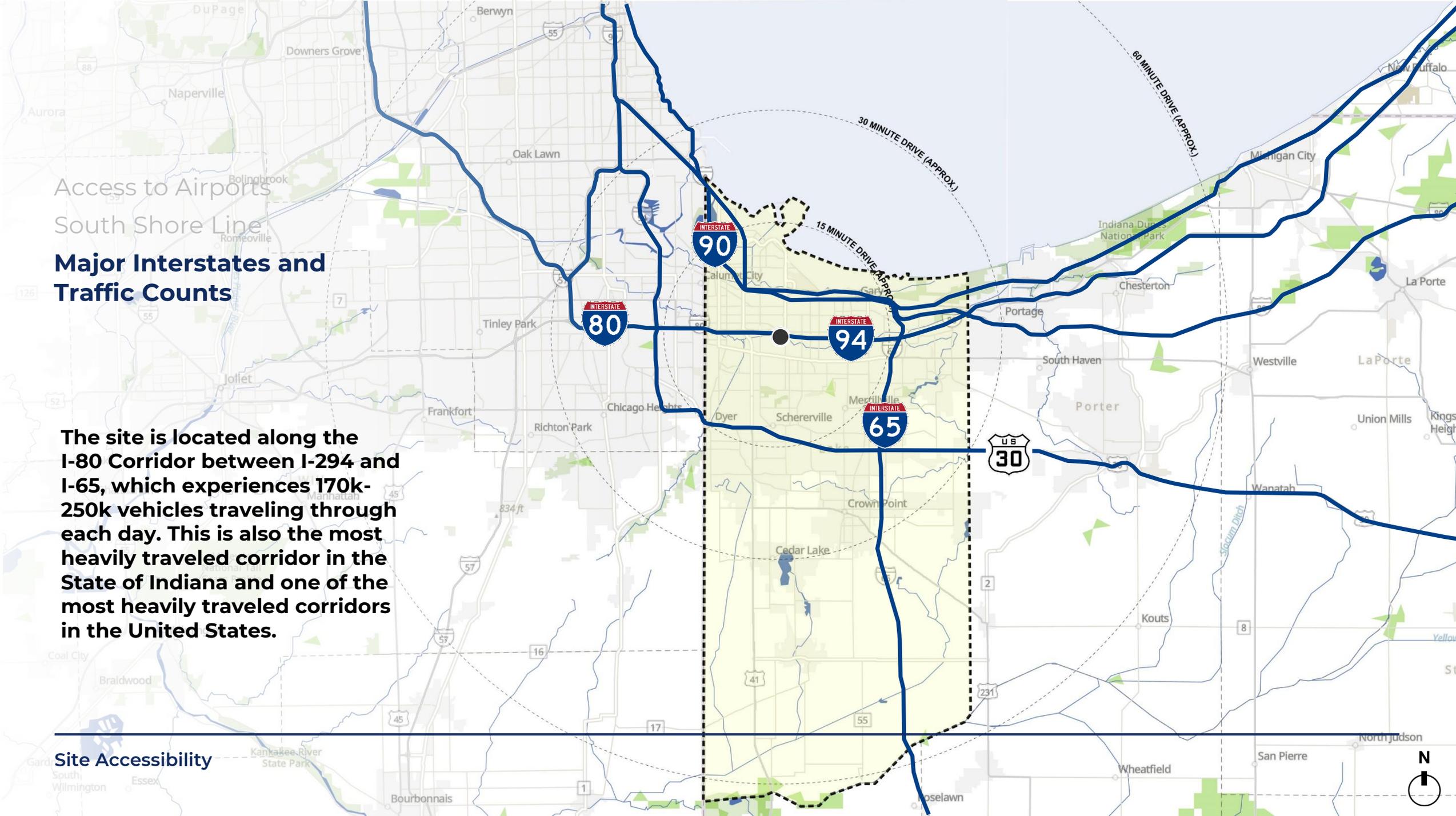
Access to Airports

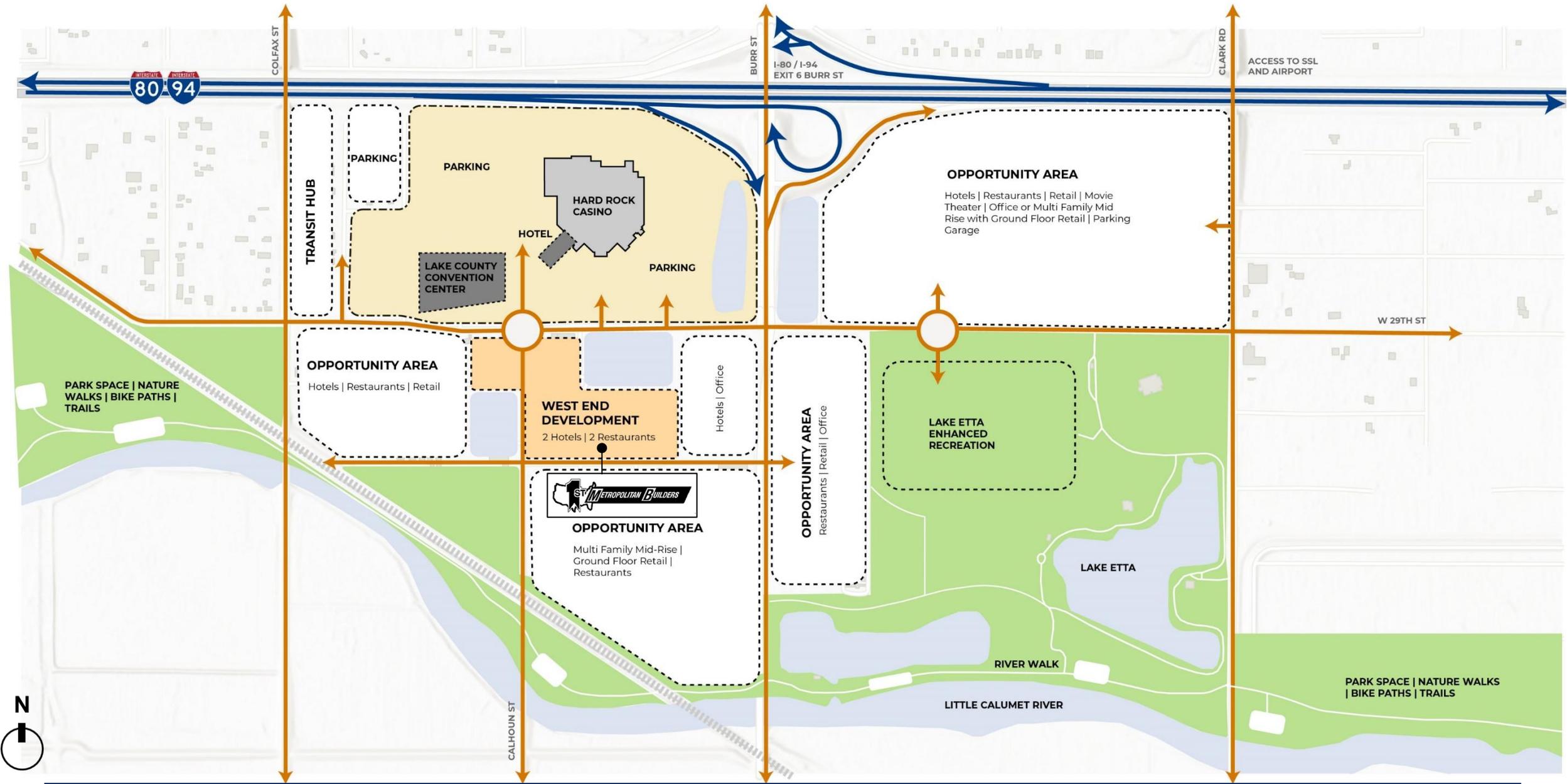
South Shore Line

## Major Interstates and Traffic Counts

The site is located along the I-80 Corridor between I-294 and I-65, which experiences 170k-250k vehicles traveling through each day. This is also the most heavily traveled corridor in the State of Indiana and one of the most heavily traveled corridors in the United States.

Site Accessibility





**Entertainment District**

**Hotels Total**  
2,048 Rooms

- Existing Hotels  
1,180 rooms
- Proposed Hotels  
1,018 rooms

Property Name		Rooms	Status
1	Comfort Inn Hobart - Merrillville	60	Existing
2	Hard Rock Hotel Gary	300	Proposed
3	West End' Hotel	200	Proposed
4	REVERB (West End)	200	Proposed
5	Holiday Inn Express & Suites Chicago South Lansing	80	Existing
6	Home2 Suites by Hilton Hammond	127	Existing
7	Hampton Inn & Suites Munster	91	Existing
8	Homewood Suites by Hilton Munster	99	Existing
9	Home2 Suites by Hilton Munster	107	Proposed
10	Hampton Inn & Suites Hammond	117	Existing
11	Holiday Inn Express & Suites Hammond	113	Existing
12	Fairfield Inn & Suites Chicago Southeast Hammond	94	Existing
13	Courtyard Chicago Southeast Hammond	85	Existing
14	Residence Inn Chicago Southeast Hammond	78	Existing
15	Comfort Inn Hammond	86	Existing
16	Staybridge Suites Chicago Southeast - Hammond	90	Proposed
17	SpringHill Suites By Marriott Chicago Southeast/Hammond, IN	63	Final Planning
18	TownePlace Suites By Marriott Chicago Southeast/Hammond, IN	58	Final Planning

Access to Hotels



# Hard Rock Hotels

Hard Rock Hotels span the globe with an **uncompromising dedication to hospitality** that promises so much more than merely a place to stay. We embrace the culture and character of each of our all-inclusive resorts collection locations with an energy and enthusiasm only found at Hard Rock.

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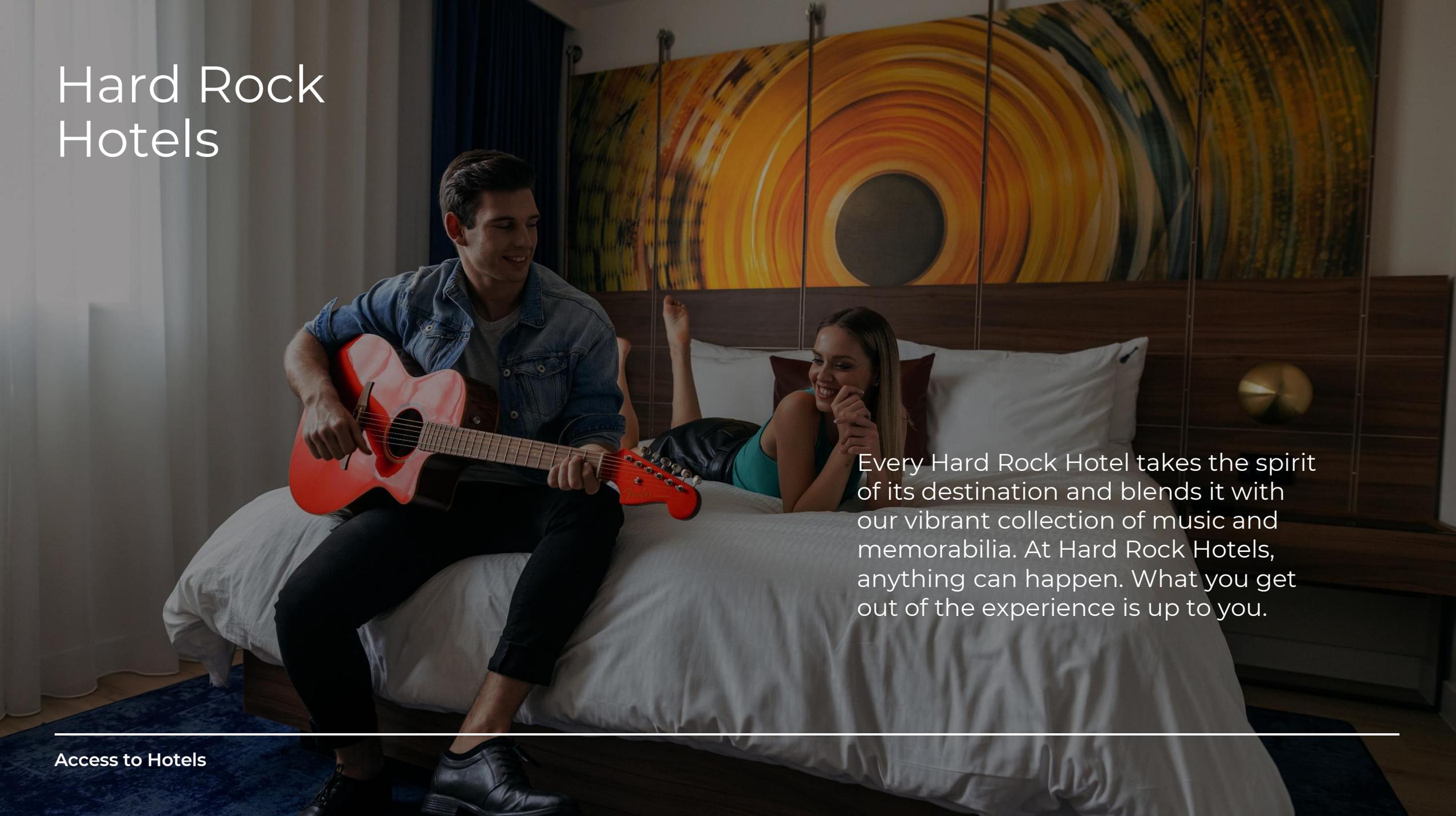
Access to Hotels

# Hard Rock Hotels



Our hotels are rooted in the spirit of music that all began with a guitar donated by rock legend Eric Clapton to London's original Hard Rock Cafe. We offer a suite of services for guests that value the VIP treatment. And we welcome people from all walks of life in an all-inclusive way.

# Hard Rock Hotels

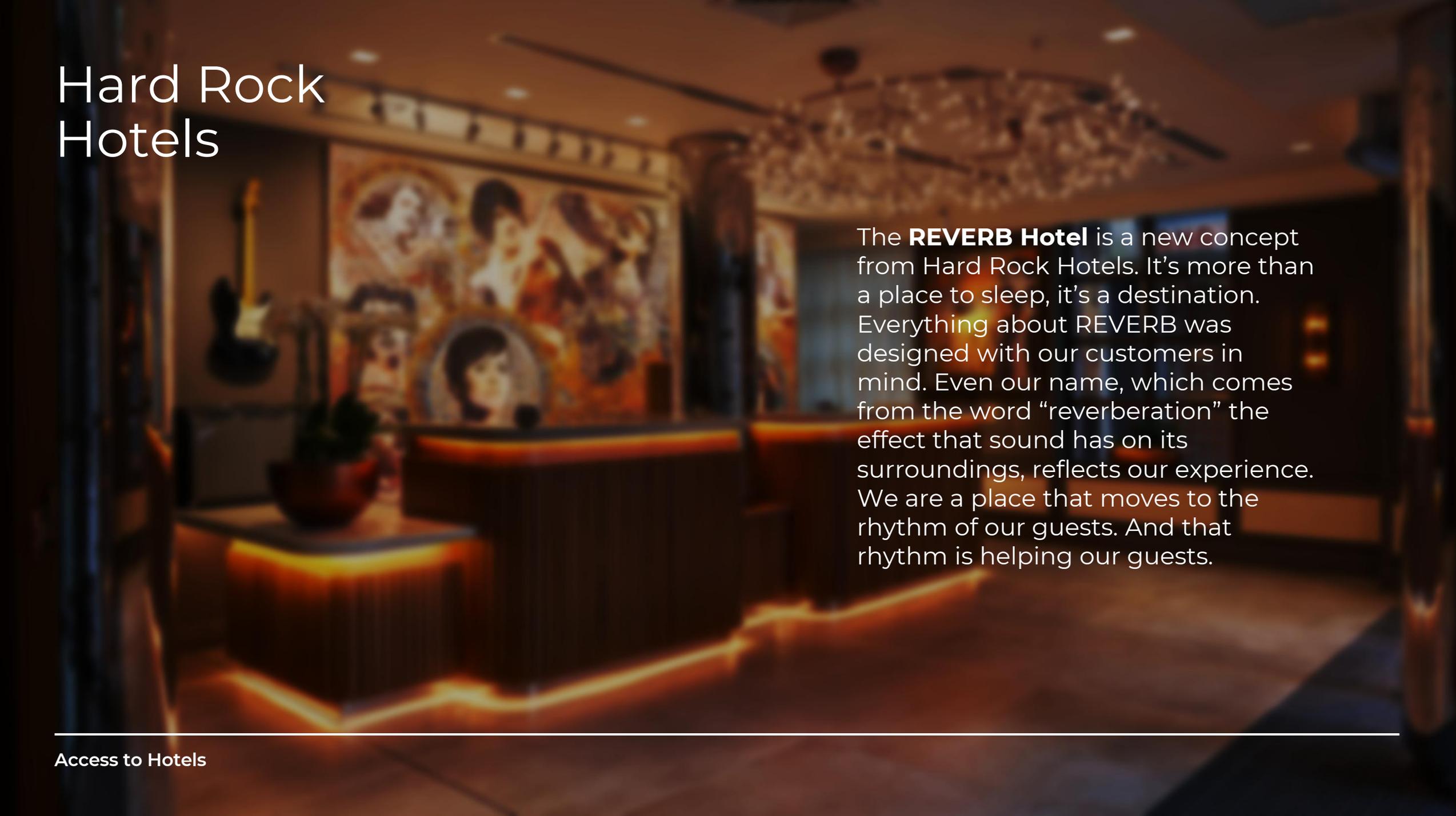
A man in a denim jacket sits on the edge of a bed, playing a bright red acoustic guitar. A woman in a teal top lies on the bed behind him, smiling and watching him play. The room features a large, vibrant abstract mural on the wall behind the bed, with swirling patterns in shades of yellow, orange, and blue. The bed has white linens and a dark wood headboard. The overall atmosphere is relaxed and romantic.

Every Hard Rock Hotel takes the spirit of its destination and blends it with our vibrant collection of music and memorabilia. At Hard Rock Hotels, anything can happen. What you get out of the experience is up to you.

---

Access to Hotels

# Hard Rock Hotels



The **REVERB Hotel** is a new concept from Hard Rock Hotels. It's more than a place to sleep, it's a destination. Everything about REVERB was designed with our customers in mind. Even our name, which comes from the word "reverberation" the effect that sound has on its surroundings, reflects our experience. We are a place that moves to the rhythm of our guests. And that rhythm is helping our guests.



**Albanese Candy Factory Outlet**



**Centennial Park Golf Course**



**Community Veteran's Memorial**



**Indiana Welcome Center**



**Marquette Beach Park**

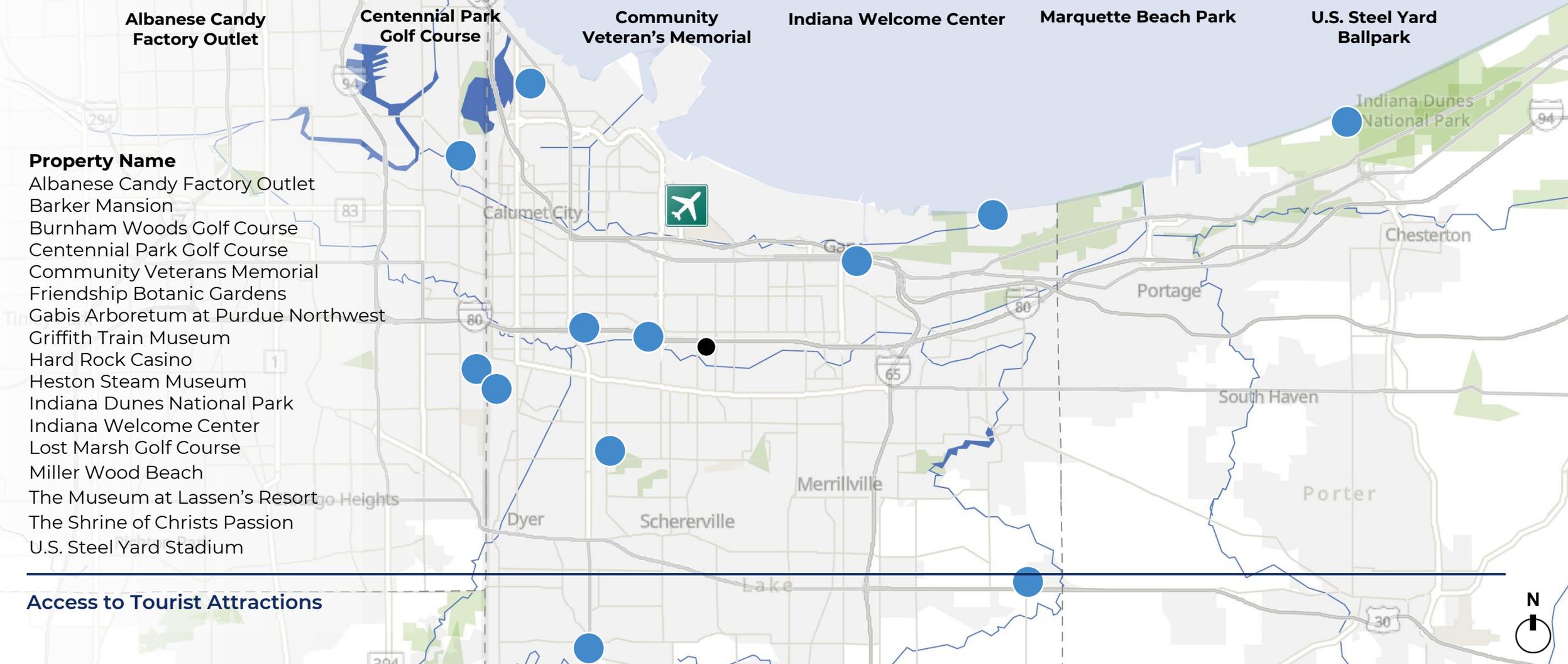


**U.S. Steel Yard Ballpark**

**Property Name**

- Albanese Candy Factory Outlet
- Barker Mansion
- Burnham Woods Golf Course
- Centennial Park Golf Course
- Community Veterans Memorial
- Friendship Botanic Gardens
- Gabis Arboretum at Purdue Northwest
- Griffith Train Museum
- Hard Rock Casino
- Heston Steam Museum
- Indiana Dunes National Park
- Indiana Welcome Center
- Lost Marsh Golf Course
- Miller Wood Beach
- The Museum at Lassen's Resort
- The Shrine of Christs Passion
- U.S. Steel Yard Stadium

**Access to Tourist Attractions**





**18th Street Brewery**



**Rosebud Steakhouse  
Centennial Village**



**Tiny's Coffee Bar**



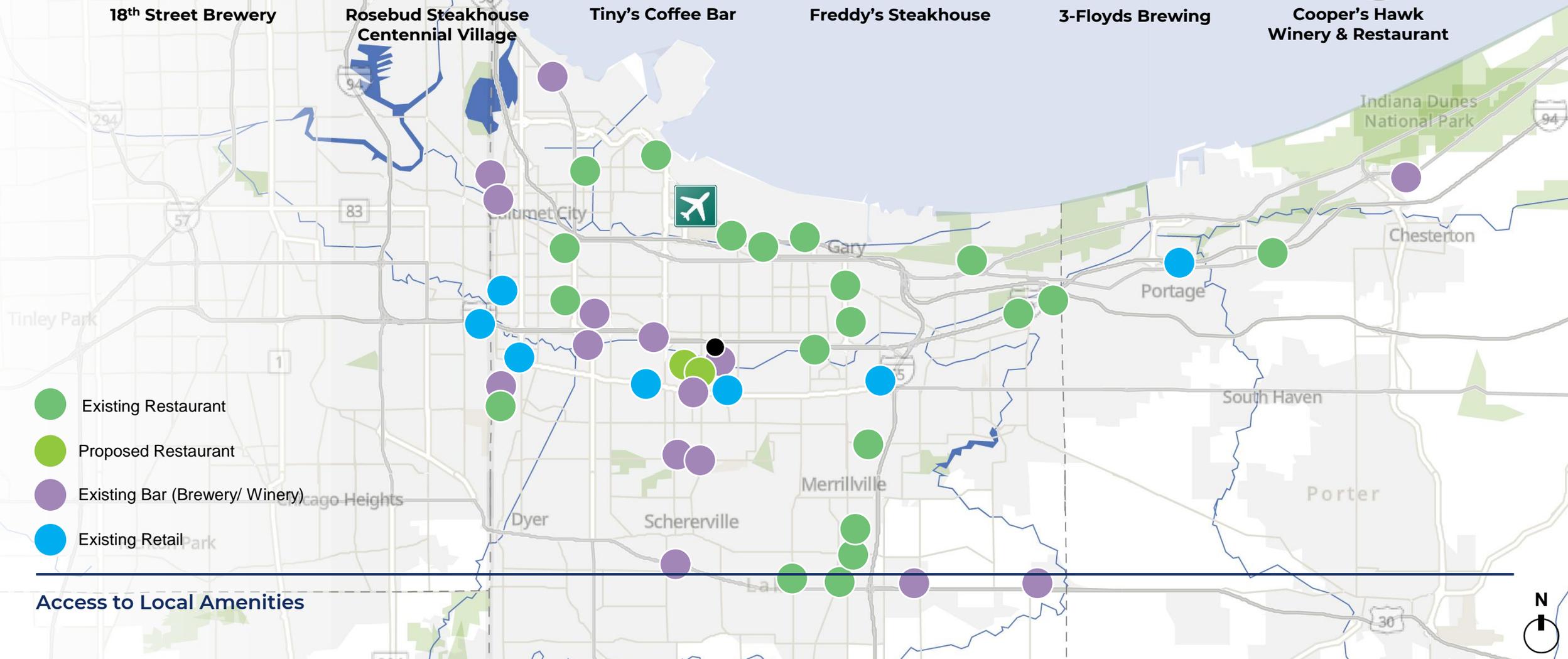
**Freddy's Steakhouse**



**3-Floyds Brewing**



**Cooper's Hawk  
Winery & Restaurant**

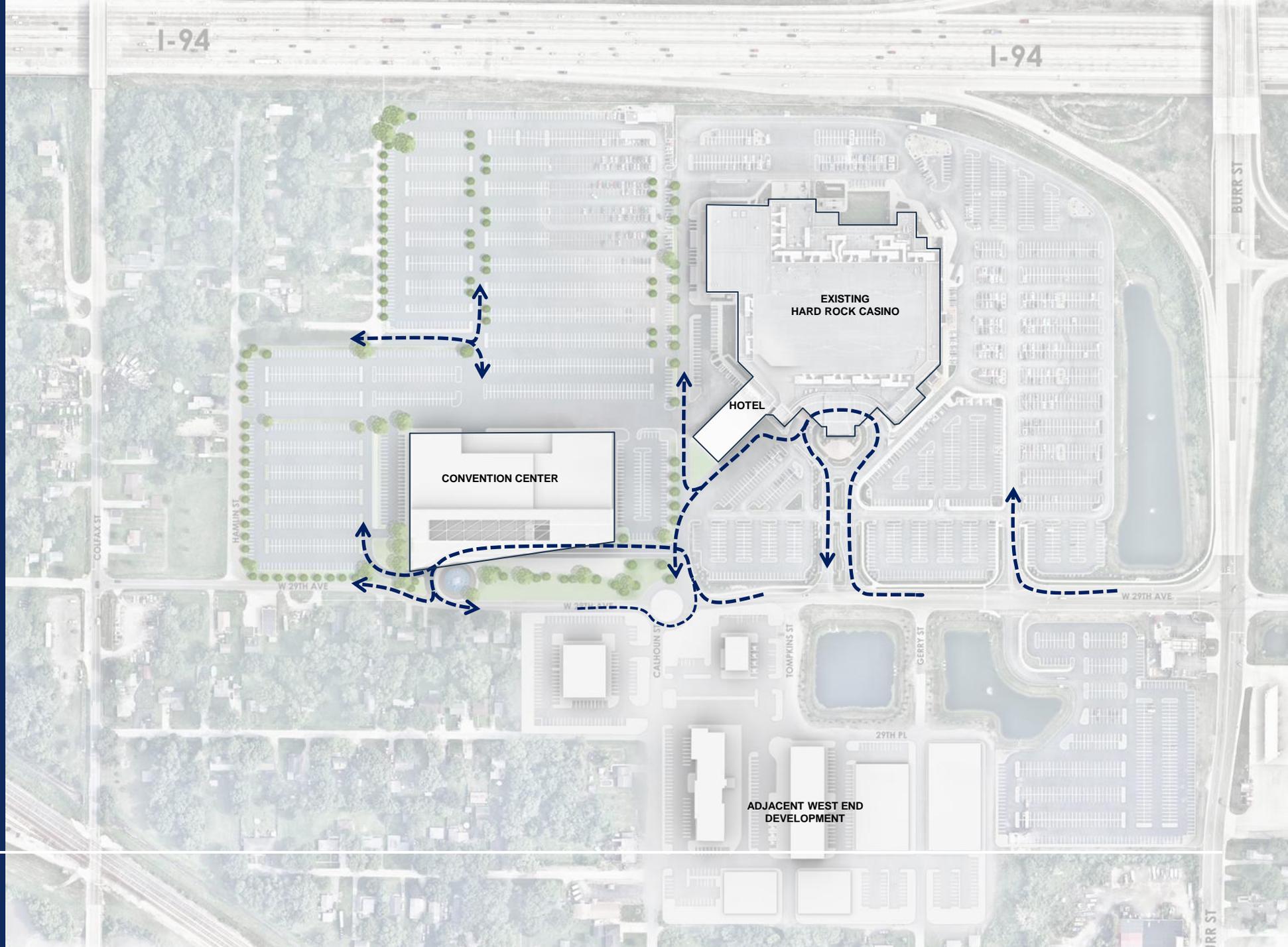


Land Ownership  
Soil Suitability  
Zoning Approvals

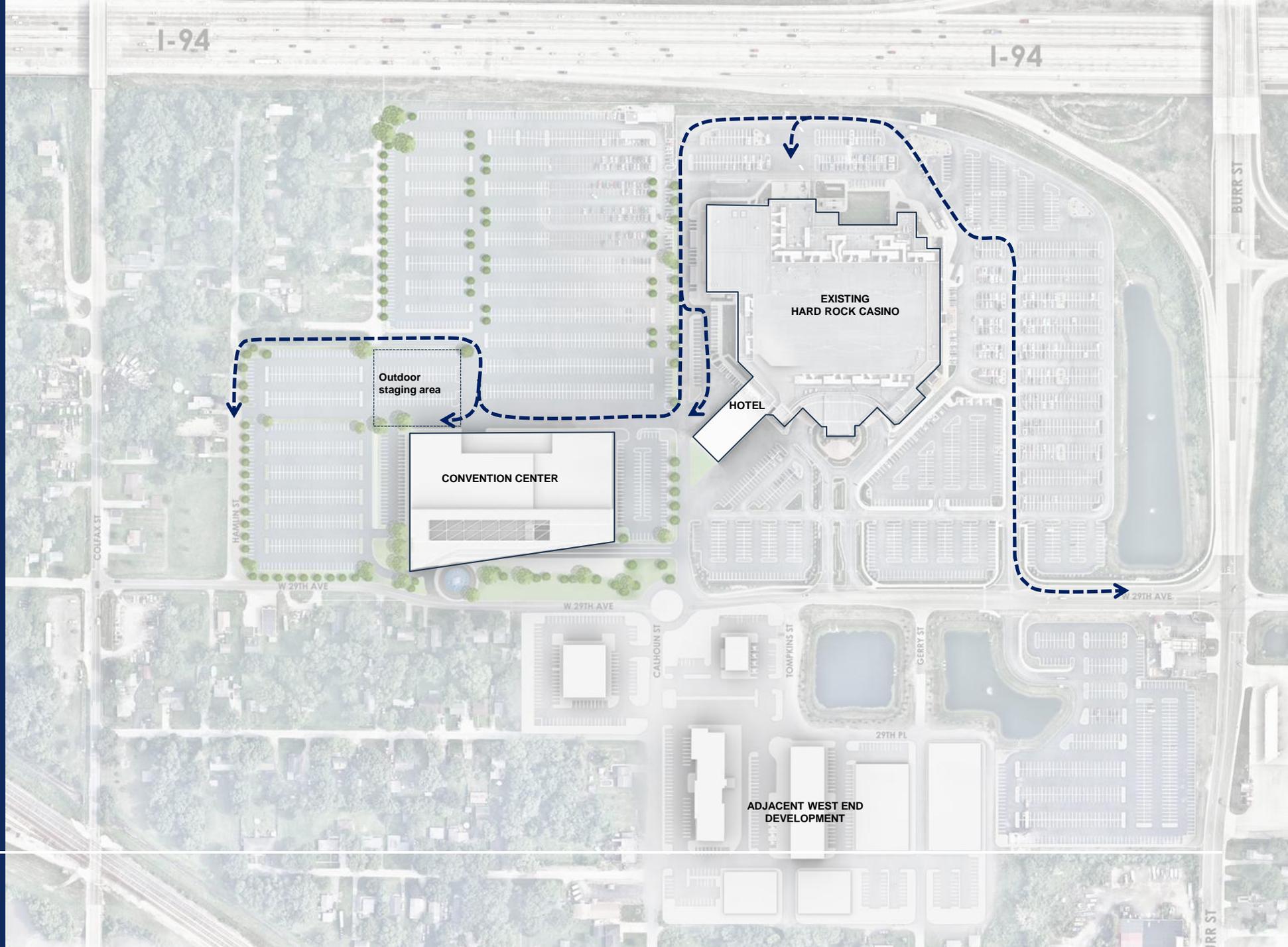


Site Feasibility

# Visitor Access Routes



Service Site  
Access Routes



# Pedestrian Site Access Routes



# Future Growth or Expansion Potential



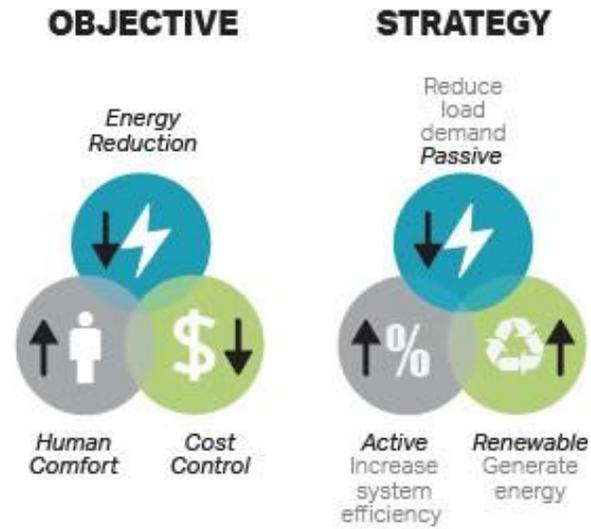


Inspired by the robust character of the area's industrial heritage and the tranquility of the region's rural landscapes, this project seeks to harmonize the grit of the past with the beauty of nature.



Contextual Imagery

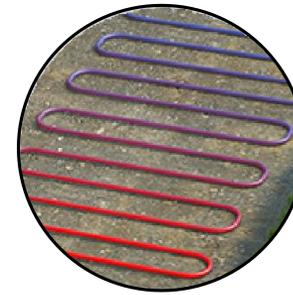
# Sustainable Stewardship



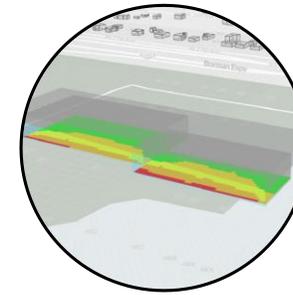
This Lake County Convention Center is a Legacy project for the County. This project will serve as a showcase project for the county demonstrating the county's sustainability vision and commitment to a fiscally-responsible, performance-based, design-driven decisions that maximize the overall performance of the project.

Our approach to achieve this is grounded integrated design, performance-based design and moving towards referative design thinking - this means designing a building that is beneficial to the local community, considering equity and future generations as well as the natural environment.

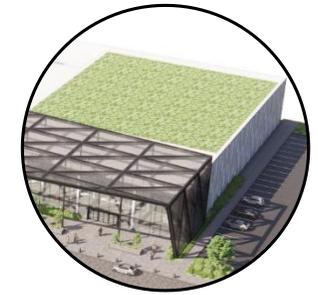
Performance based design focuses on the goals or objectives and how different strategies performance against these goals. Considering design decisions through this lens allows for more informed design decisions.



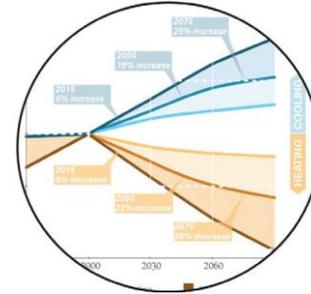
**Net Zero Ready**



**Shading + Daylight Control**



**Green Roof**



**Climate Change Adaptation**



**Renewable Energy Sources**



**Native Plantings**



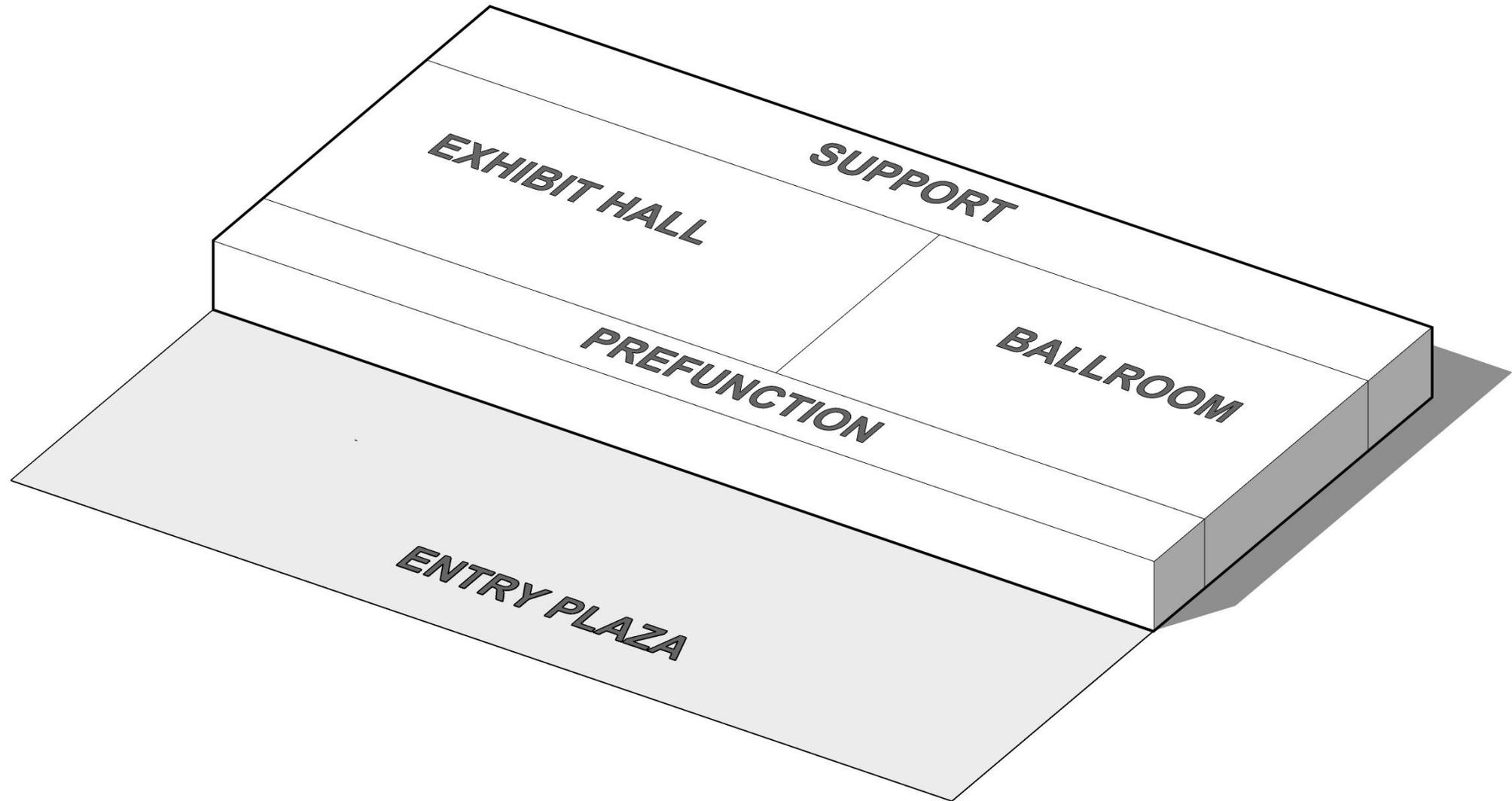
**Low Flow Fixtures**



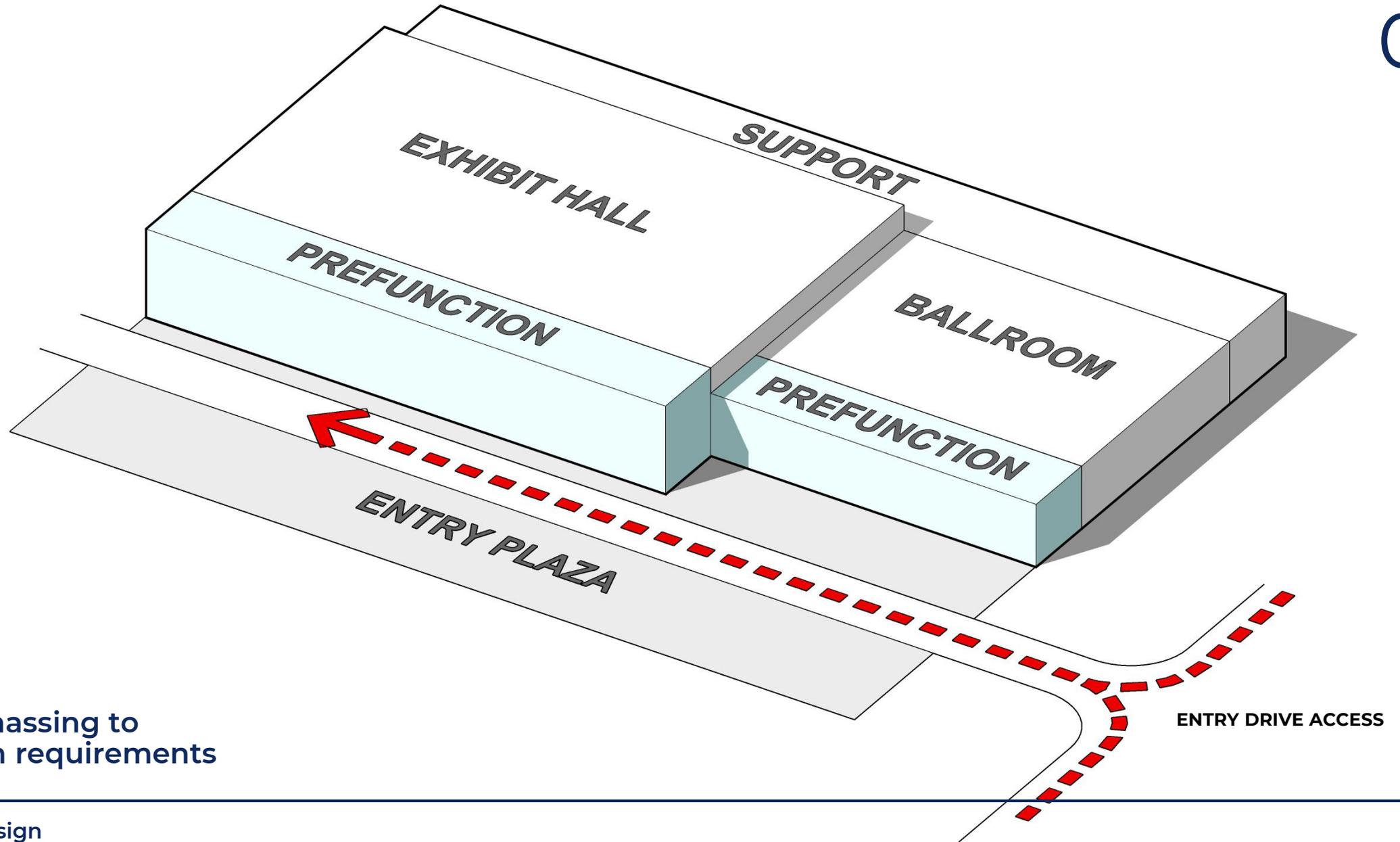
**EV Charging Infrastructure**



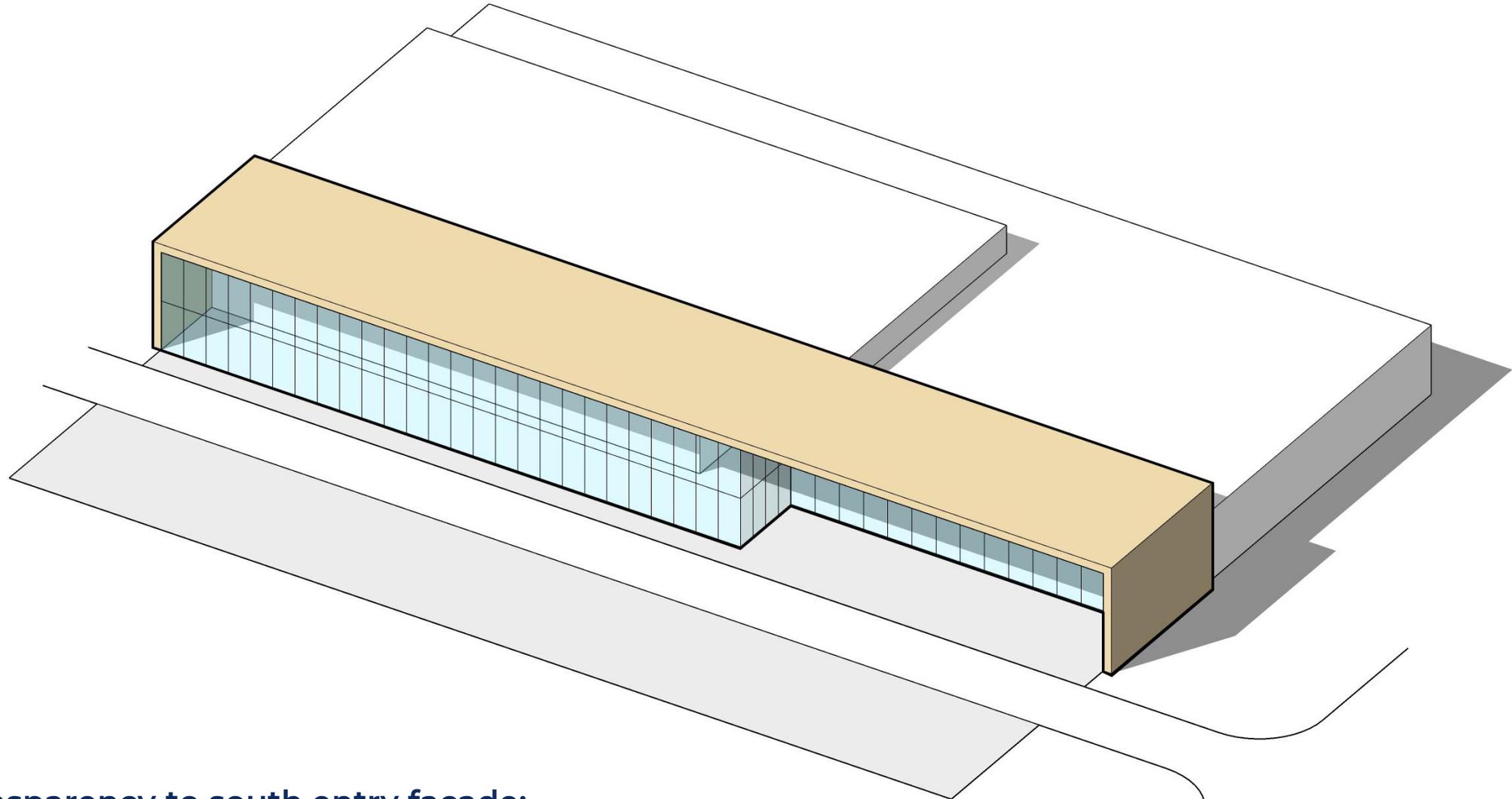
**Sustainable Building Materials**



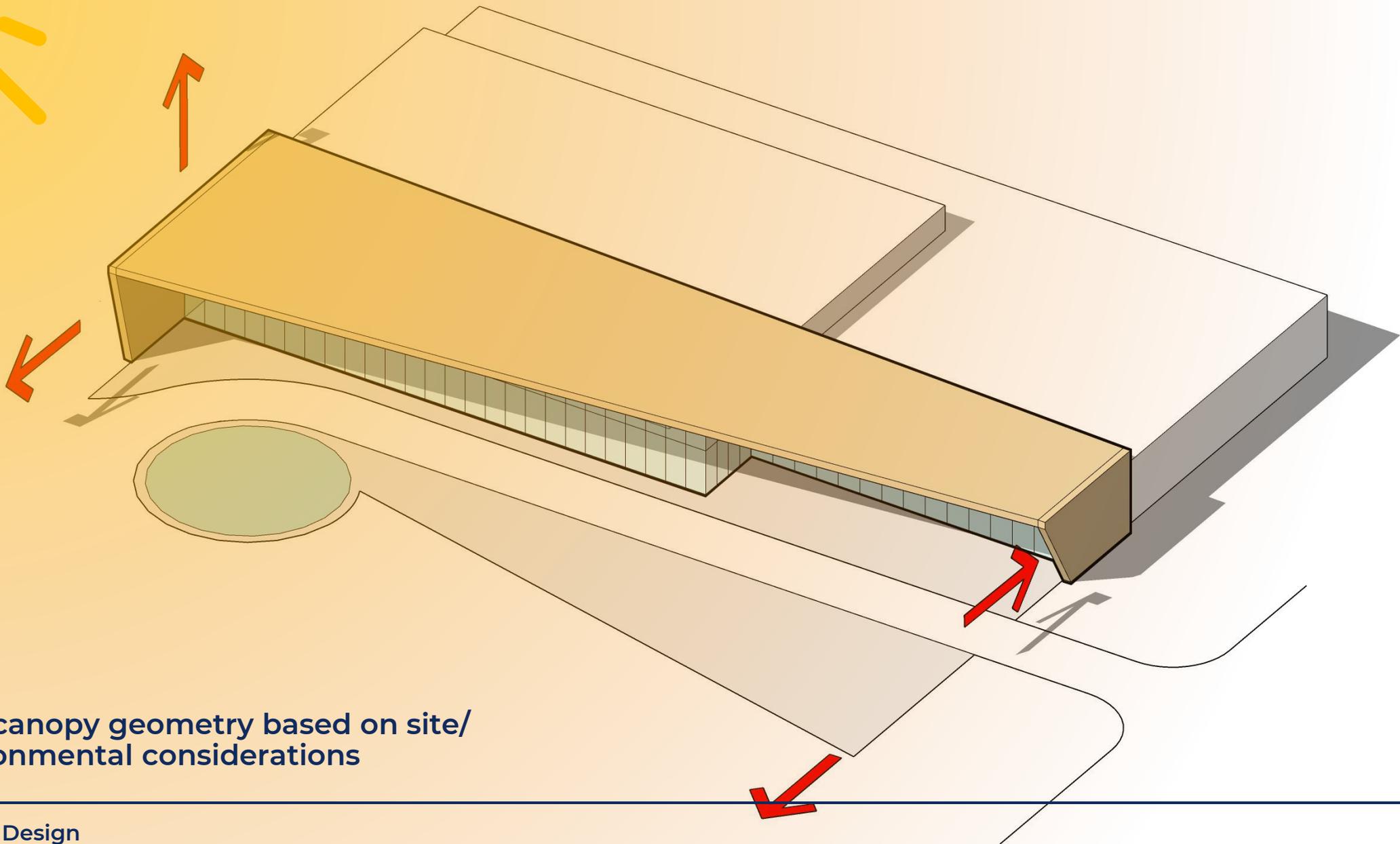
## Program organization



Adapt massing to program requirements



**Add transparency to south entry facade;  
integrate canopy element to define entry along plaza**



Shift canopy geometry based on site/  
environmental considerations



Green Roof

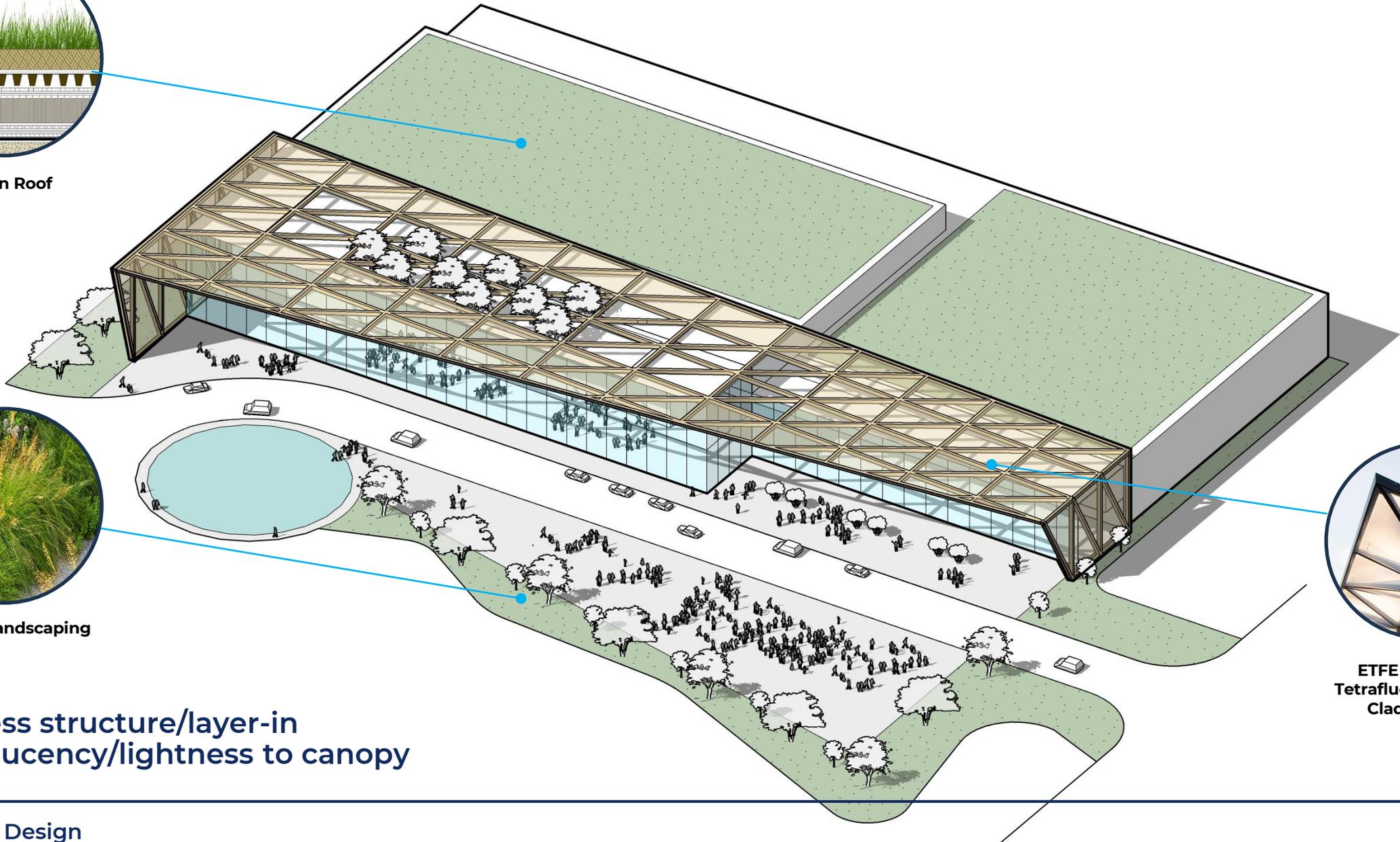


Native Landscaping



ETFE (Ethylene Tetrafluoroethylene) Clad Canopy

Express structure/layer-in translucency/lightness to canopy



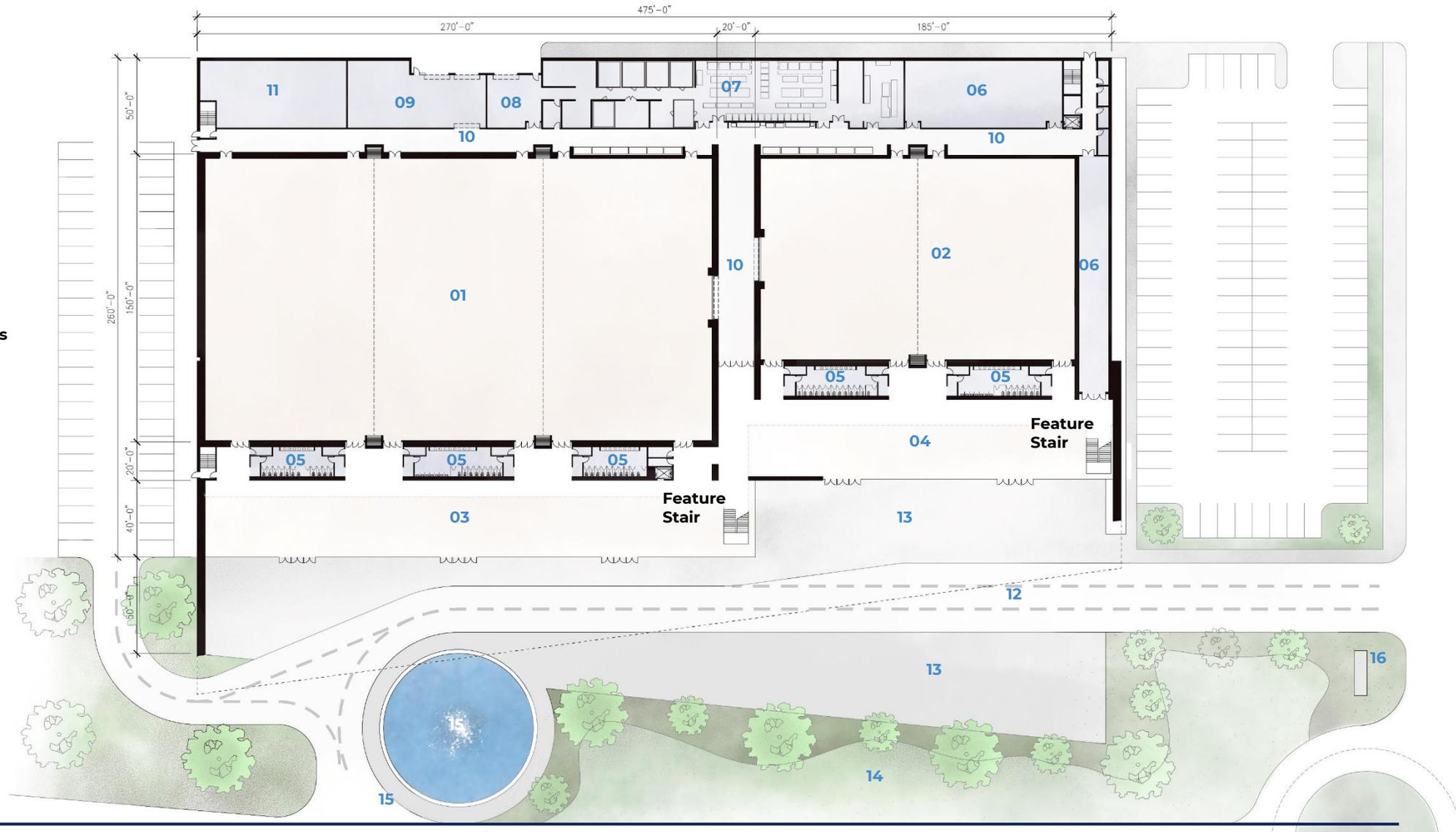
# Ground Floor

## Building Program

1. Exhibit Hall (40,000 Sf)
2. Ballroom (18,000 Sf)
3. Prefunction 01
4. Prefunction 02
5. Restrooms
6. FFE Storage
7. Kitchen
8. Kitchen Loading/Receiving
9. Building Loading/Receiving
10. Back-of-House Support Corridors
11. Mechanical/Electrical

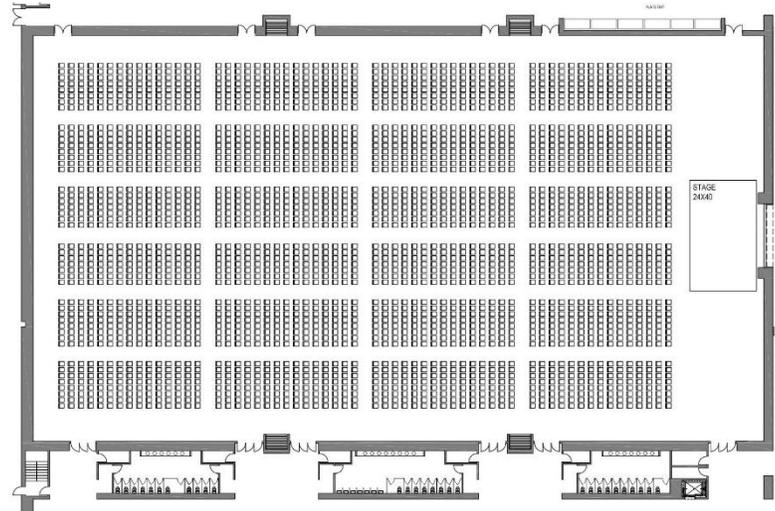
## Site Features

12. Entry Drive Drop-off (One-way)
13. Entry Plaza
14. Entry Landscape Garden
15. Entry Water Feature
16. Entry Signage



Floor Plan

# Exhibit Hall



Large Lecture / Seated Concert (2,700 seats)

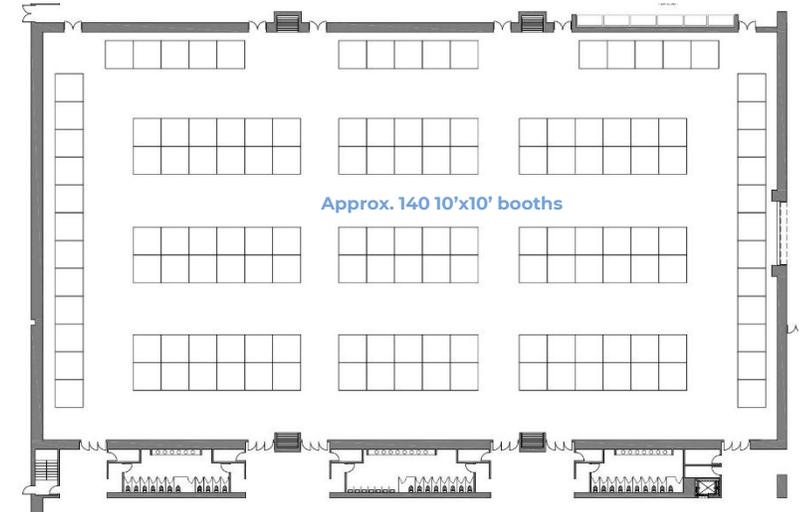
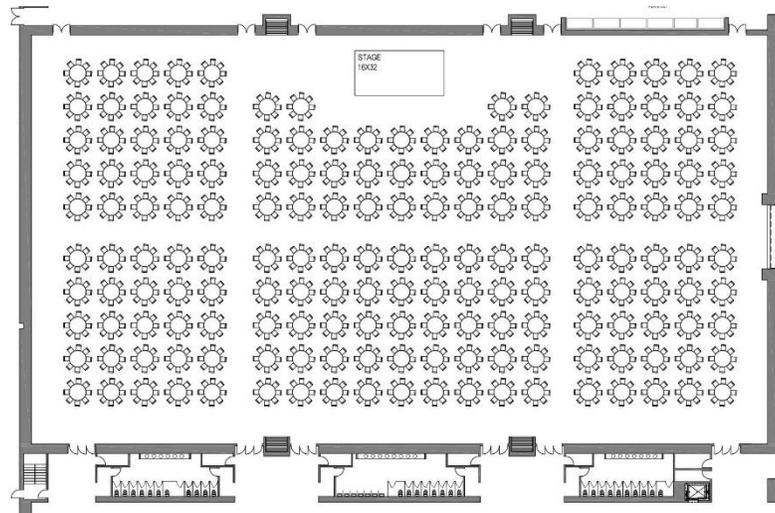
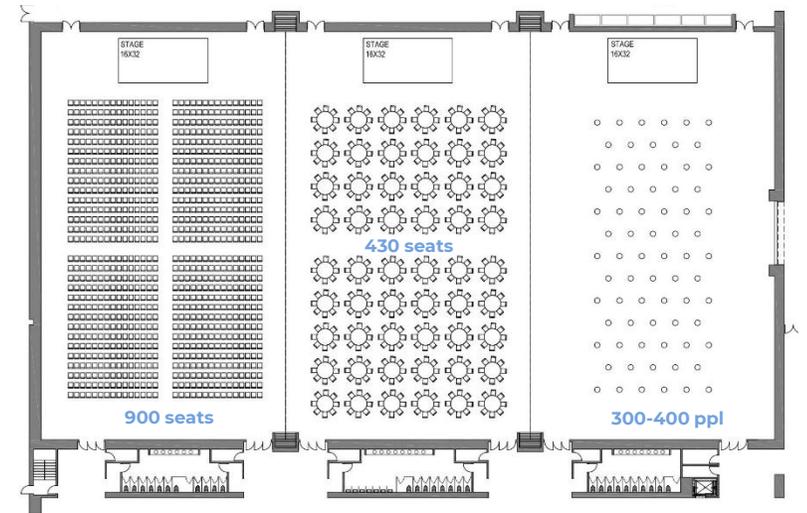


Exhibit Layout (Trade Shows, Business Conferences)

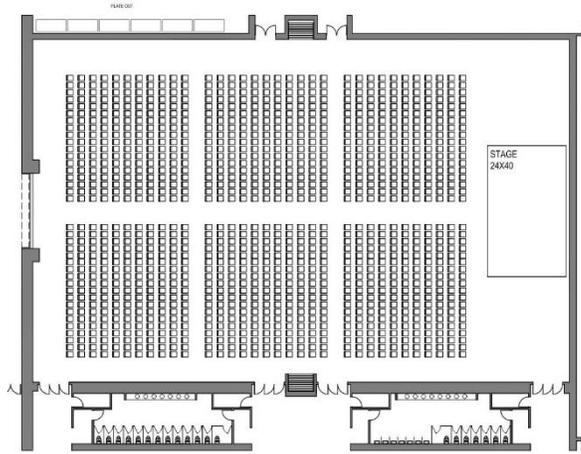


Large Banquet (1,350 seats)



Sub-Divided Rooms (3 Separate Events)

# Ballroom



Large Lecture / Seated Concert (1,260 seats)

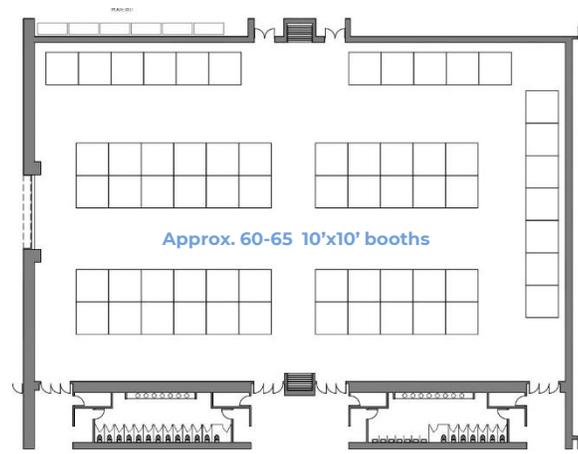
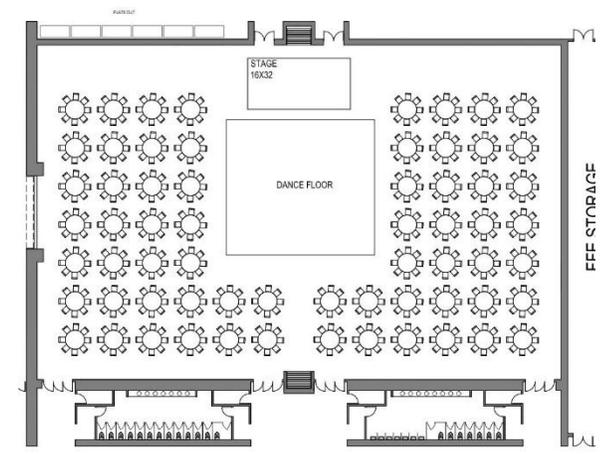
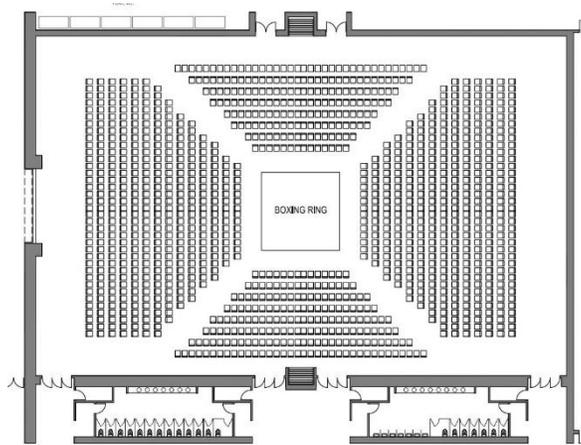


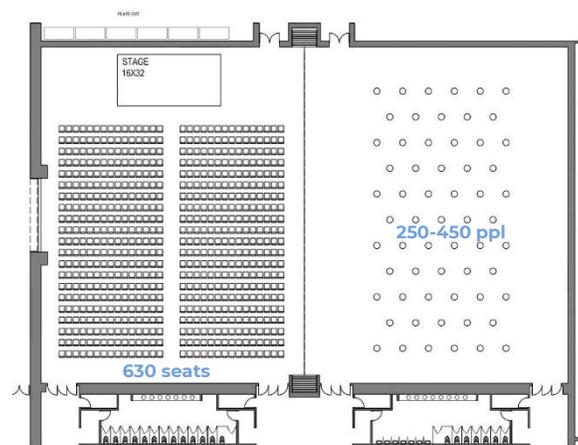
Exhibit Layout  
(Trade Shows, Business Conferences)



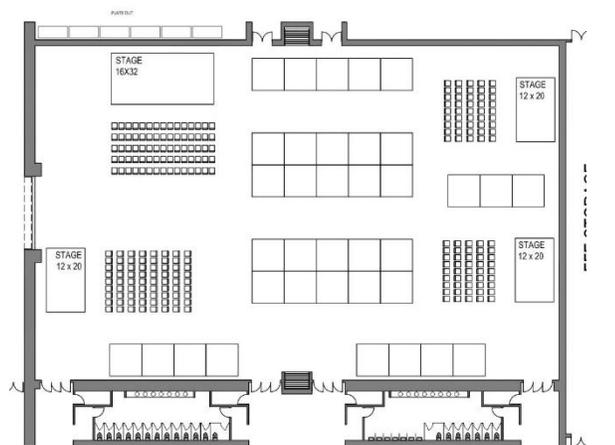
Large Banquet (525 seats)



Sporting Event / Center Stage (1,300 seats)



Sub-Divided Rooms (2 Separate Events)

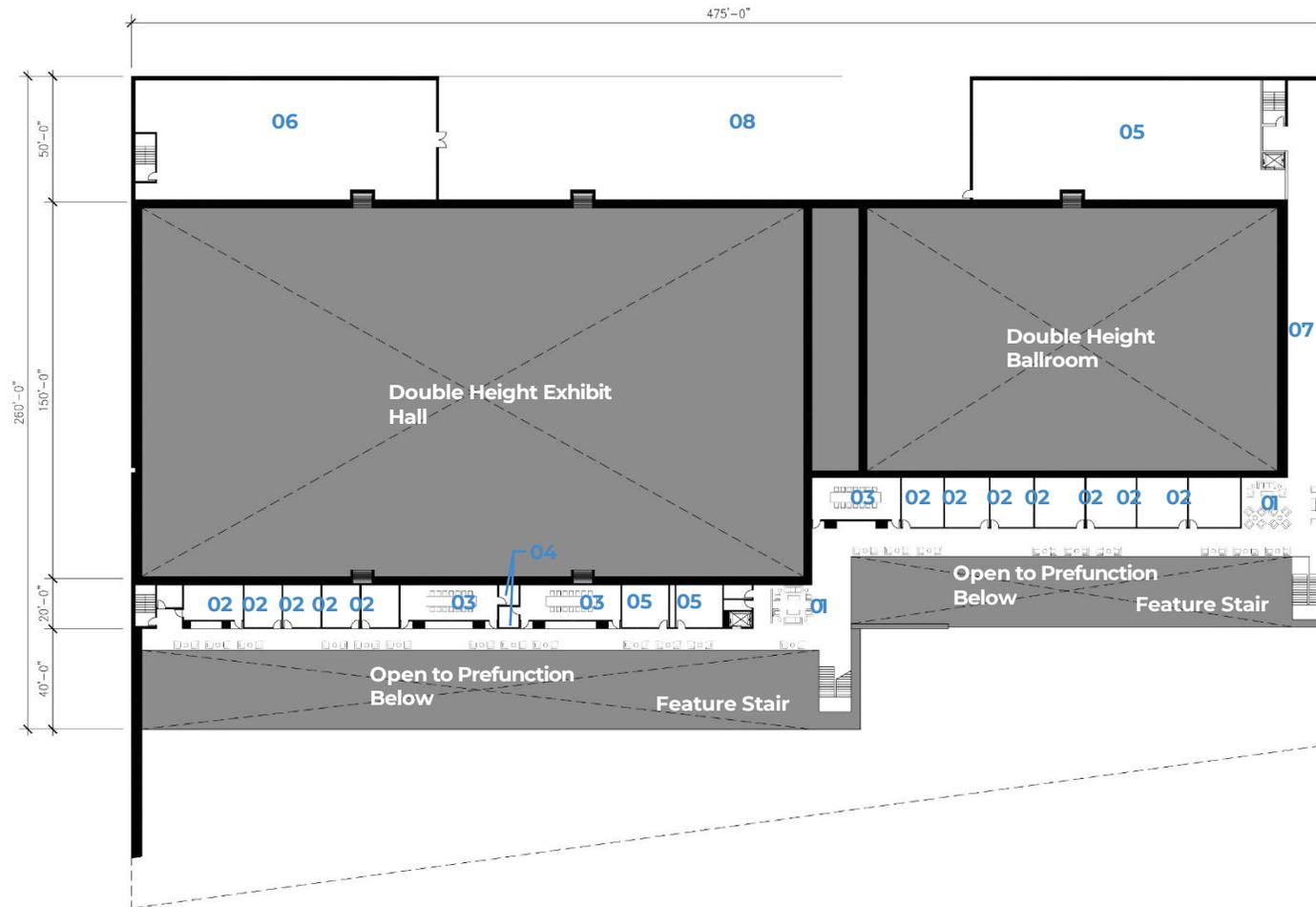


Business Lecture / Exhibit Combo

# Second Floor

## Building Program

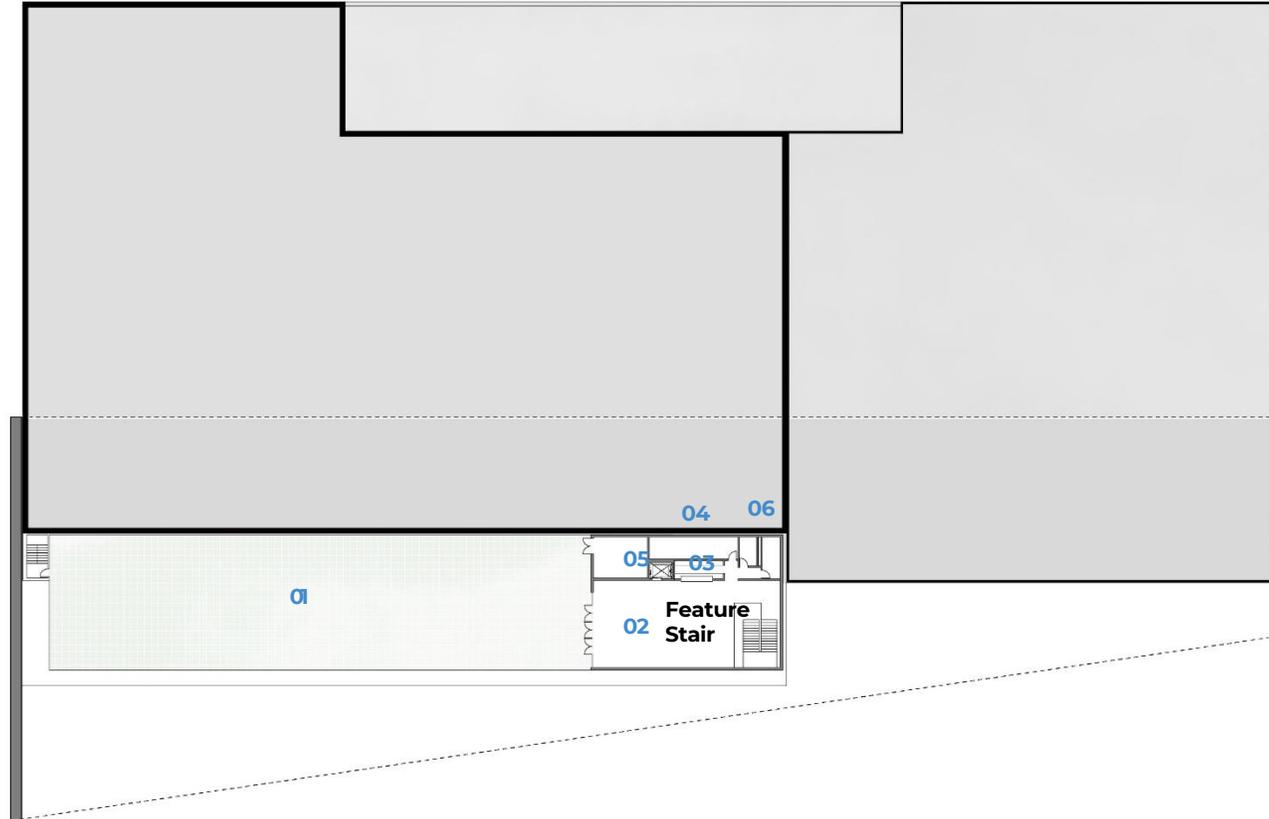
- 1. Lounge
- 2. Meeting Room (Small/Medium)
- 3. Meeting Room (Large)
- 4. Service/Support Room
- 5. Administrative Offices
- 6. Mechanical/Electrical
- 7. Walkway Connection to Admin Offices
- 8. Outdoor/Open-Air Rooftop Mechanical Yard

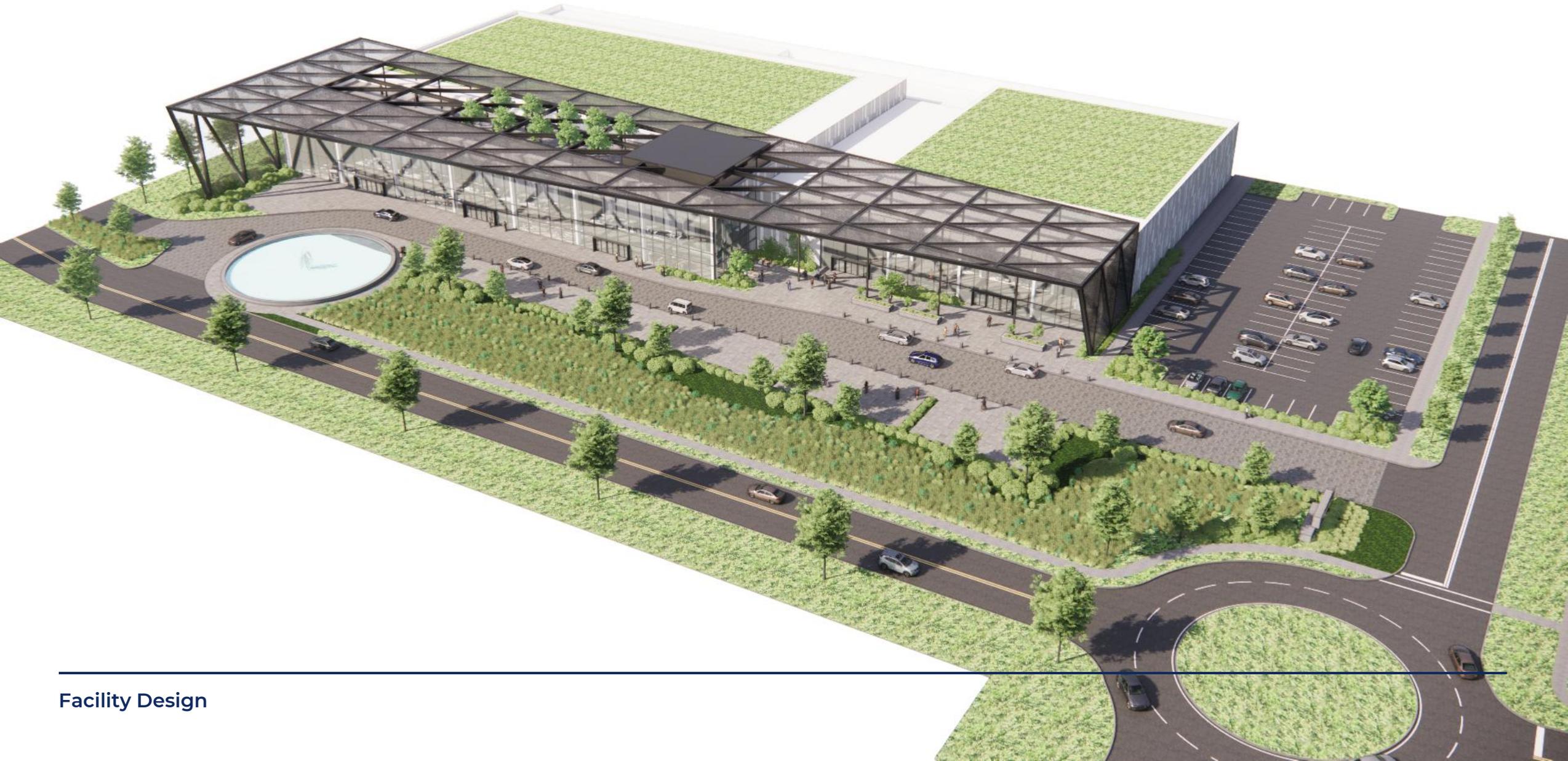


# Roof

## Building Program

1. Outdoor Rooftop Deck
2. Indoor Rooftop Prefunction
3. Bar
4. Prep Kitchen
5. Storage
6. Restrooms

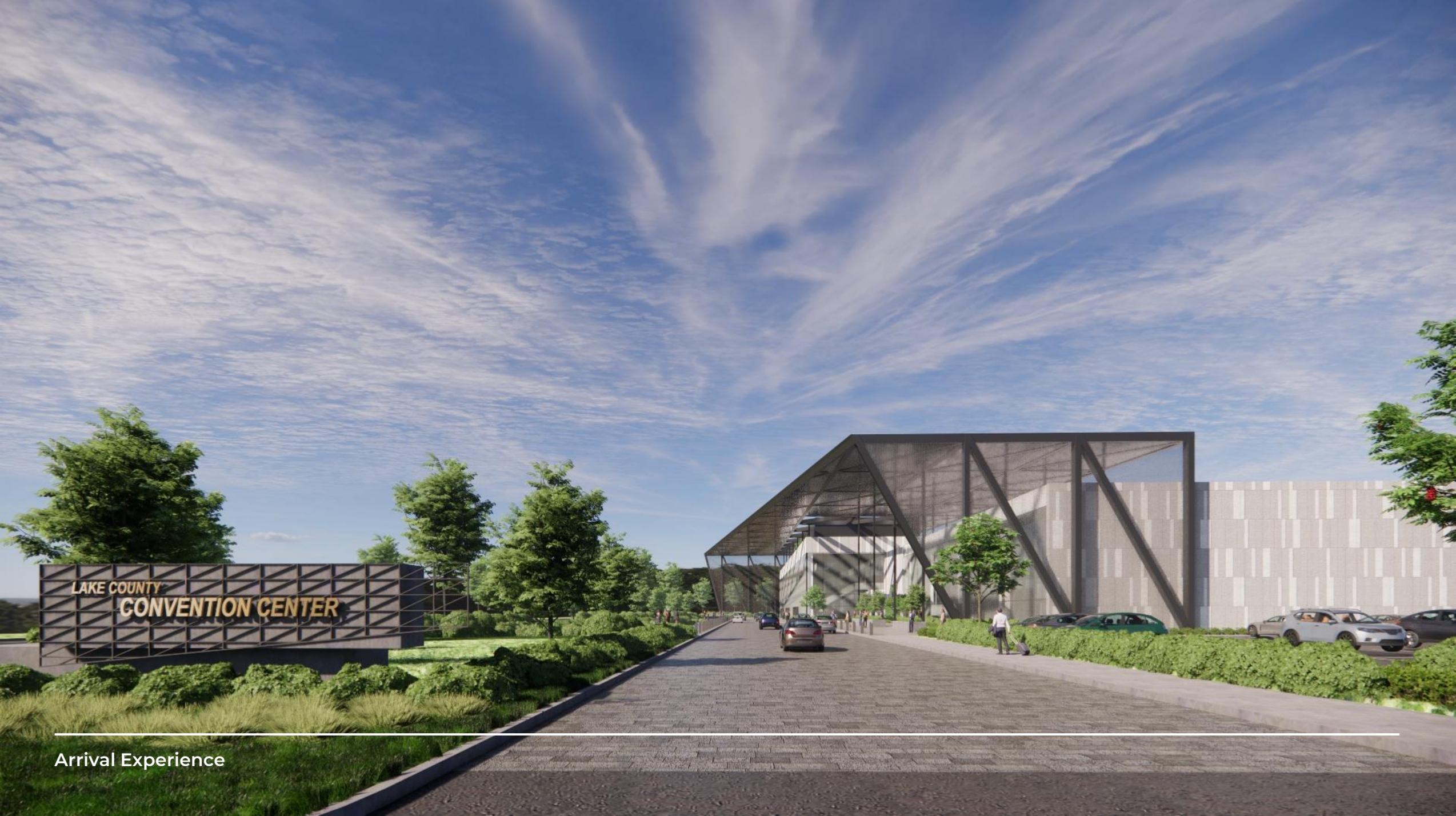






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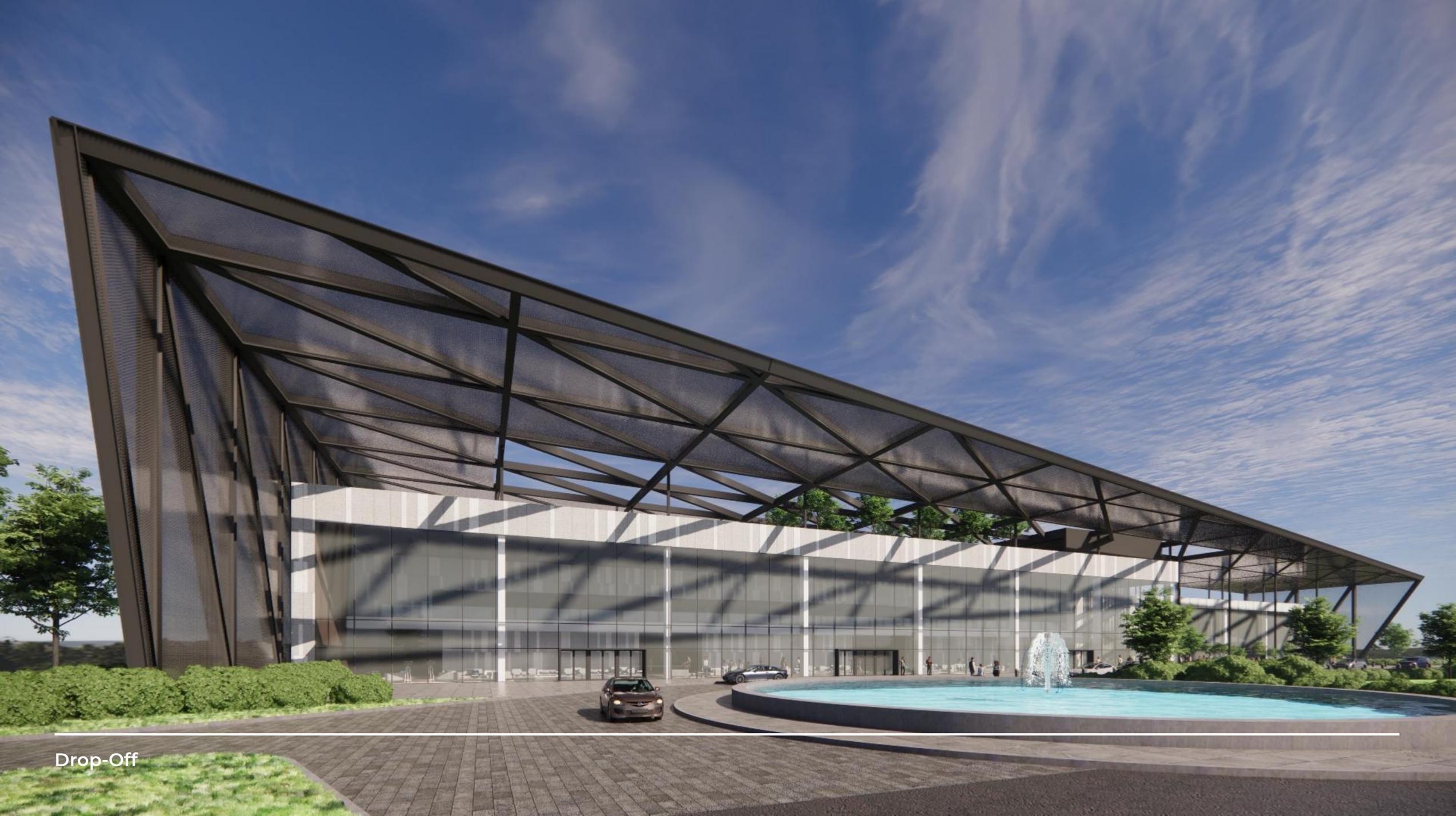
South Elevation



Arrival Experience



Entry Plaza



Drop-Off



Night View



Pre-Function



Pre-Function

The outdoor entry plaza or landscaping spaces along the entry drive have the potential to stage and host a variety of events. Any of these types of events can foster community engagement and make the plaza a vibrant social hub!

**Concerts and Live Music**

Local bands or music festivals

**Farmers Markets**

Fresh produce and artisanal goods

**Food Festivals**

Featuring local cuisine and food trucks

**Art Shows**

Outdoor galleries showcasing local artists

**Fitness Classes**

Yoga, Zumba, or boot camps

**Community Gatherings**

Neighborhood picnics or cultural celebrations

**Outdoor Movie Nights**

Outdoor screenings of films

**Theater Performances**

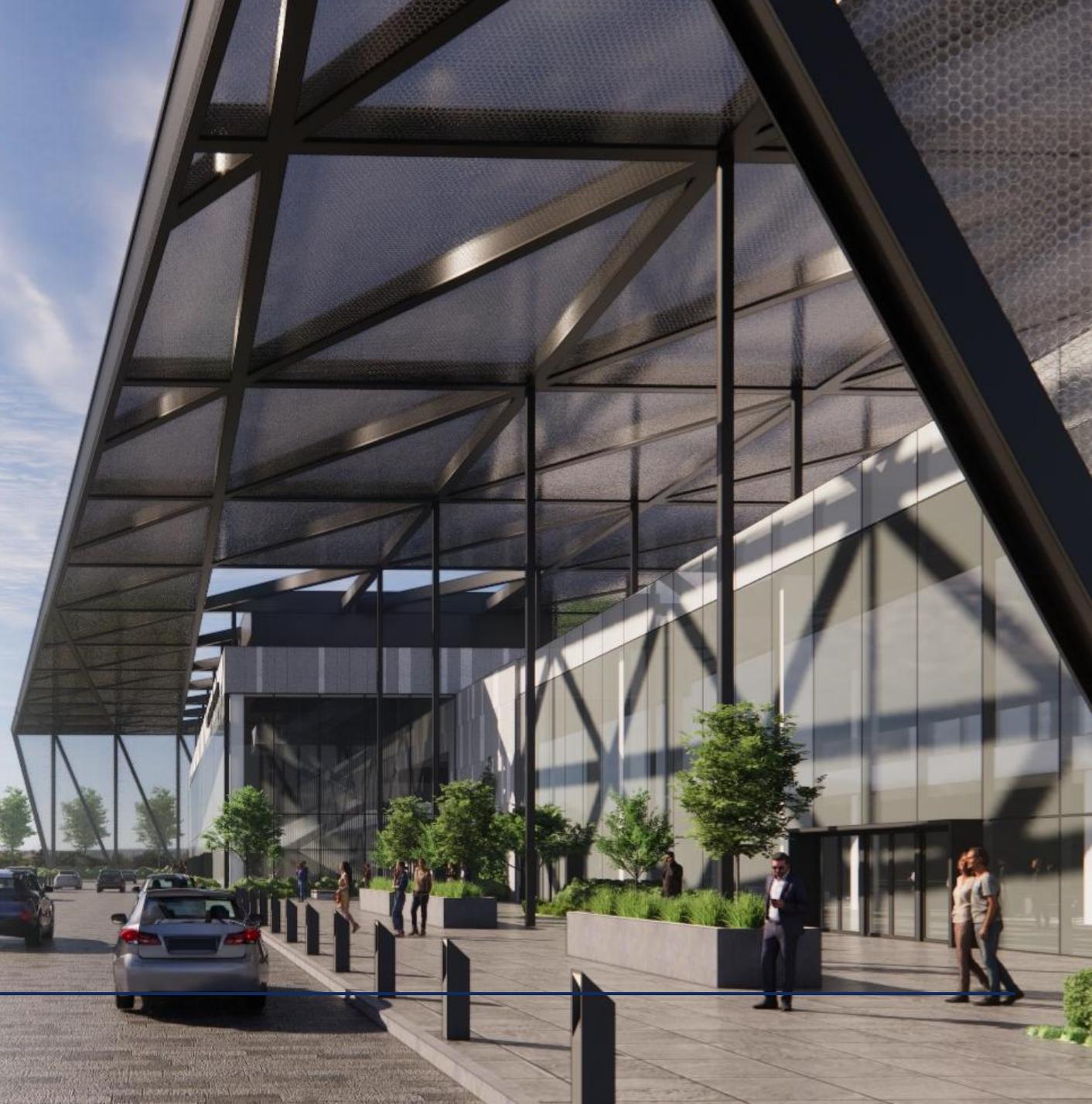
Plays or improvisation shows

**Holiday Celebrations**

Parades, fireworks, or seasonal festivals.

**Workshops**

Crafting, cooking, or gardening classes





# Farmer's Markets/ Seasonal Festivals

Outdoor Events



# Townhalls/ Community Gatherings/ Outdoor Concerts

Outdoor Events



# Food & Drink Festivals

Outdoor Events



# Outdoor Movie Nights

Outdoor Events



**Ali**  
**Bartlett**

Legal Advisor  
Bose, McKinney & Evans



**Kostas**  
**Poulikadas**

Public Finance  
and Economic  
Development Advisor  
Taft Stettinius & Hollister



**Russ**  
**Prekwas**

Municipal Engineering  
Advisor  
Robinson Engineering



**Brandon**  
**Comer**

Financial Advisor  
Comer Capital Group

Ability to source in excess of \$5M in funding enables us to take advantage of the full \$5M state match ✓

Operational plan does not contemplate an increase in Innkeeper's Tax ✓

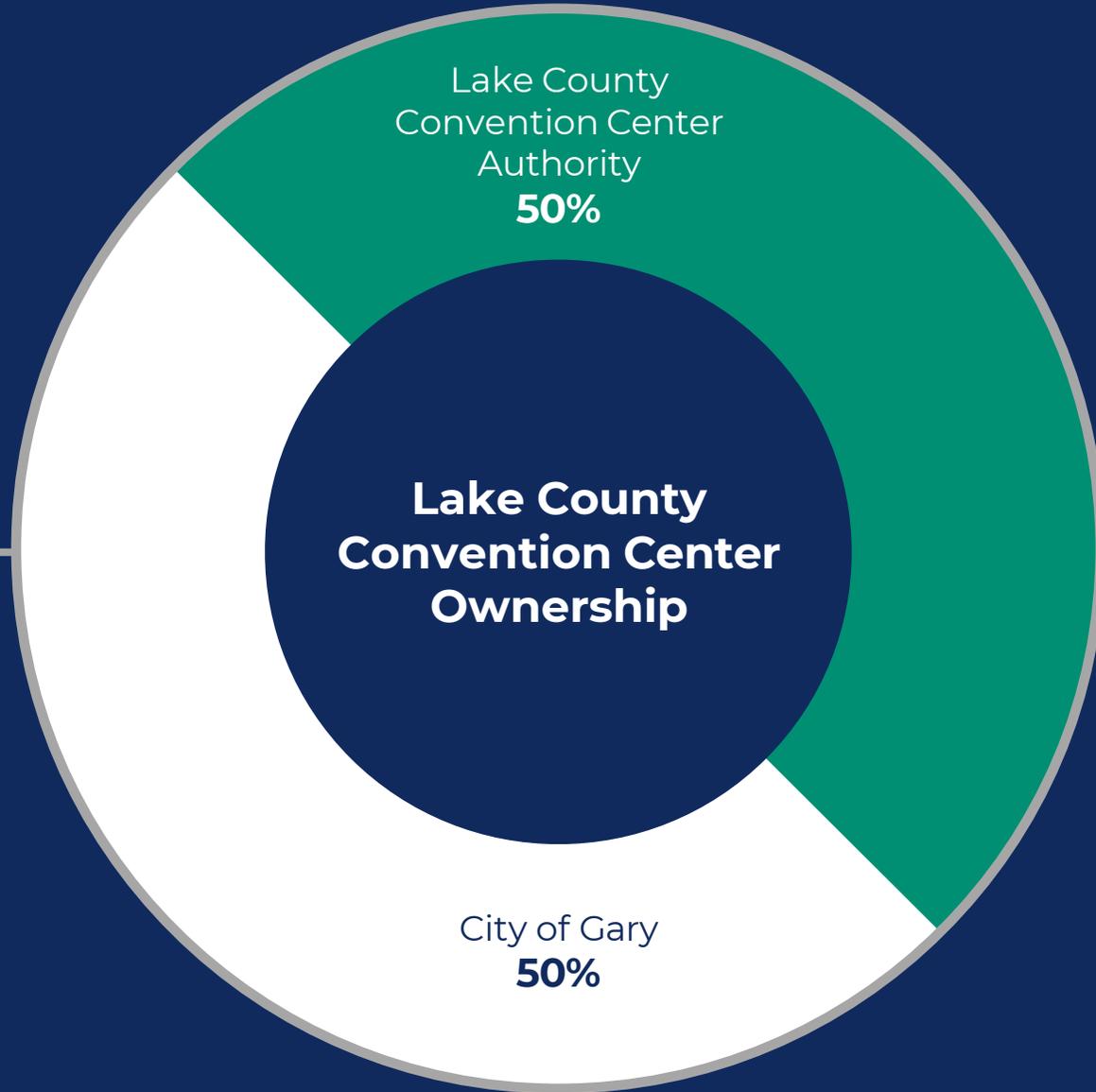
\$1.5M annual commitment from Hard Rock for 20 years ✓

**Design & Construction**

AECOM  
AECOM HUNT  
Powers & Sons  
Robinson Engineering

**Operations & Management**

Hard Rock Casino  
Northern Indiana





**Joe Branchik**  
Senior VP of Marketing



**Danielle Babilino**  
Senior VP of Business Dev.



**Patrick Brown**  
VP of Food & Beverage



**Jeff Clayton**  
Director of Entertainment



**Arman Razavinejad**  
Director of F&B



**NORTHERN INDIANA**



**Colleen Brzozowski**  
Midwest Sales Lead



**Georgia Manous-Gessler**  
Senior Sales Manager



**Christi Hardesty**  
Director of Sales & Marketing



**Eric Pack**  
Director of Facilities



**Jennifer Healy**  
General Manager, Banquets



**Josh Barth**  
Executive Sous Chef



**Jamie Harris**  
VP of Security



**Luke Weinman IV**  
Director of IT



**Ivan Zekic**  
Executive Chef



**Alan Clarke**  
Banquet Chef

Sales Brand Programs

BREAKOUT Premier Experiences

Sales Tools

B2B Loyalty Program



MICE Success Metrics

Meeting Planner Survey Powered by: Medallia

Stage-Setting Events



Enhanced Sales Efficiency

upmail

Rain Group Sales Training



Enterprise Sales & Catering

DELPHI

Travel Advisor Engagement



MICE RFP Platform

cvent

**Efficient Staffing** ✓

**Vendor Partnerships** ✓

**Increased Casino Revenues** ✓

**Surplus will go into Reserve Fund** ✓

### Facilities Services

- Maintenance of all building systems (HVAC, Electrical, Plumbing, Kitchen/Bar, Equipment, Utilities)
- Grounds, including Snow Removal and Landscaping
- Environmental Services

### Facilities Team

- In-house team of Facilities Professionals
- Facilities Education, Certifications, and Experience
- Trade Journeymen on Staff (Electrician, Painter/Wallcovering, Carpenter, HVAC Tech)
- Licensed Stationary Engineers, Licensed Building Facility Engineers, and Licensed Chief Engineer



**Seminole Hard Rock Hotel  
& Casino Hollywood**  
Hollywood, FL

Square Feet	<b>120,000</b>
Group Size	<b>10 - 5,000 Attendees</b>
Total Hotel Rooms	<b>1,271</b>
Room Revenue	<b>\$10.3 Million</b>
Catering Revenue	<b>\$22 Million</b>



**Hard Rock Hotel & Casino**  
**Atlantic City**  
Atlantic City, NJ

Square Feet	<b>150,000</b>
Group Size	<b>10 - 7,000 Attendees</b>
Total Hotel Rooms	<b>1,979</b>
Room Revenue	<b>\$7.2 Million</b>
Catering Revenue	<b>\$9.5 Million</b>

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Operational Excellence

**Hard Rock Las Vegas**  
*Formerly The Mirage*  
Las Vegas, NV

Square Feet

**180,000**

Group Size

**10 - 5,000 Attendees**

Total Hotel Rooms

**3,100**

Room Revenue

**\$36 Million**

Catering Revenue

**\$26 Million**

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Operational Excellence



NORTHERN INDIANA

# #1 Casino

## FOR 36 CONSECUTIVE MONTHS

In terms of gaming revenue in the entire state of Indiana. We overtook the #1 spot in our sixth month of operations, in October 2021, and have held the top spot ever since.

# \$1.42B

## GAMING REVENUE

Over \$1.42B in gaming revenues, about \$276M higher than then next highest producer in the state – Horseshoe Indianapolis.

# 6.8%

## YTD REVENUE INCREASE

YTD revenues are up 6.8%, an increase of \$21.9M over last year. The rest of the NWI market is down (12.9%) YTD, a decrease of (\$61.5M).

# \$430M

## AVERAGE GAMING REVENUE (2022-2024)

For 2022 thru 2024, Hard Rock will average over \$430M gaming revenue per year. Majestic Star would average about \$150M in annual revenues pre-2020. Hard Rock has grown revenues 187% compared to what Majestic Star would generate, or about \$280M more per year.

# \$108M

## F&B REVENUE

Almost \$108M in Food and Beverage revenue, along with almost \$20M in Concert/Entertainment revenue. Banquets have produced almost \$5.6M in F&B revenue on over 100 Banquets. Over 175 Concerts/Events since opening.



NORTHERN INDIANA

Since opening in May 2021, we have paid:

**\$349.6M**

STATE GAMING TAXES

**\$41.9M**

LOCAL GAMING TAXES

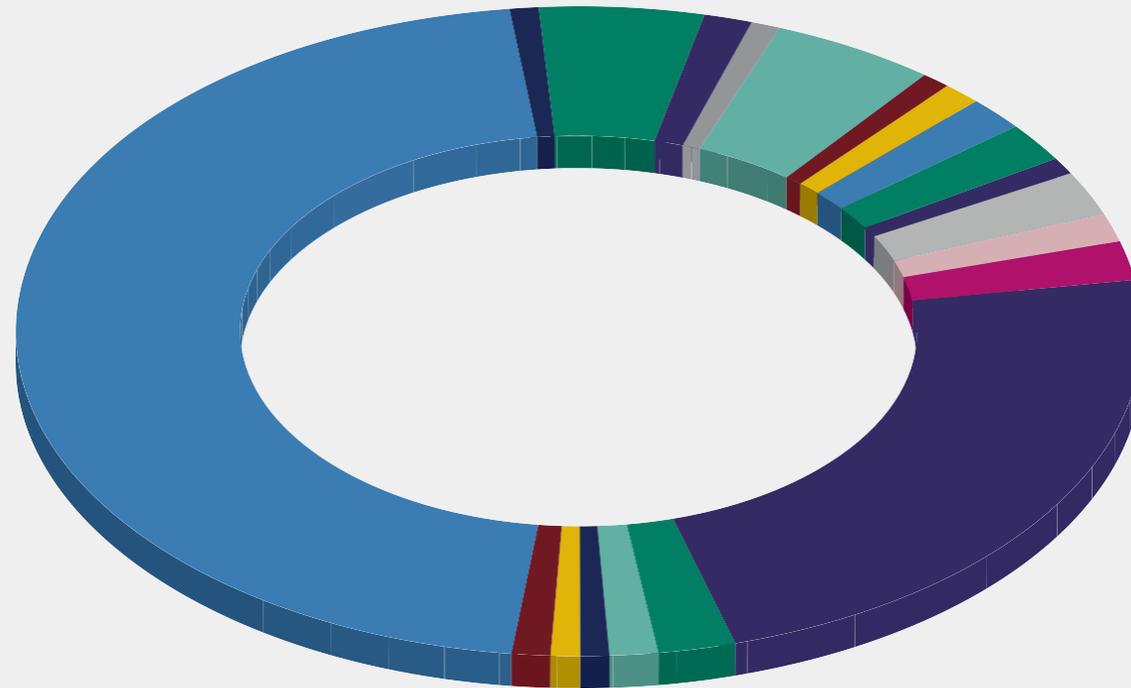
**8M+**

ADMISSIONS  
SINCE OPENING

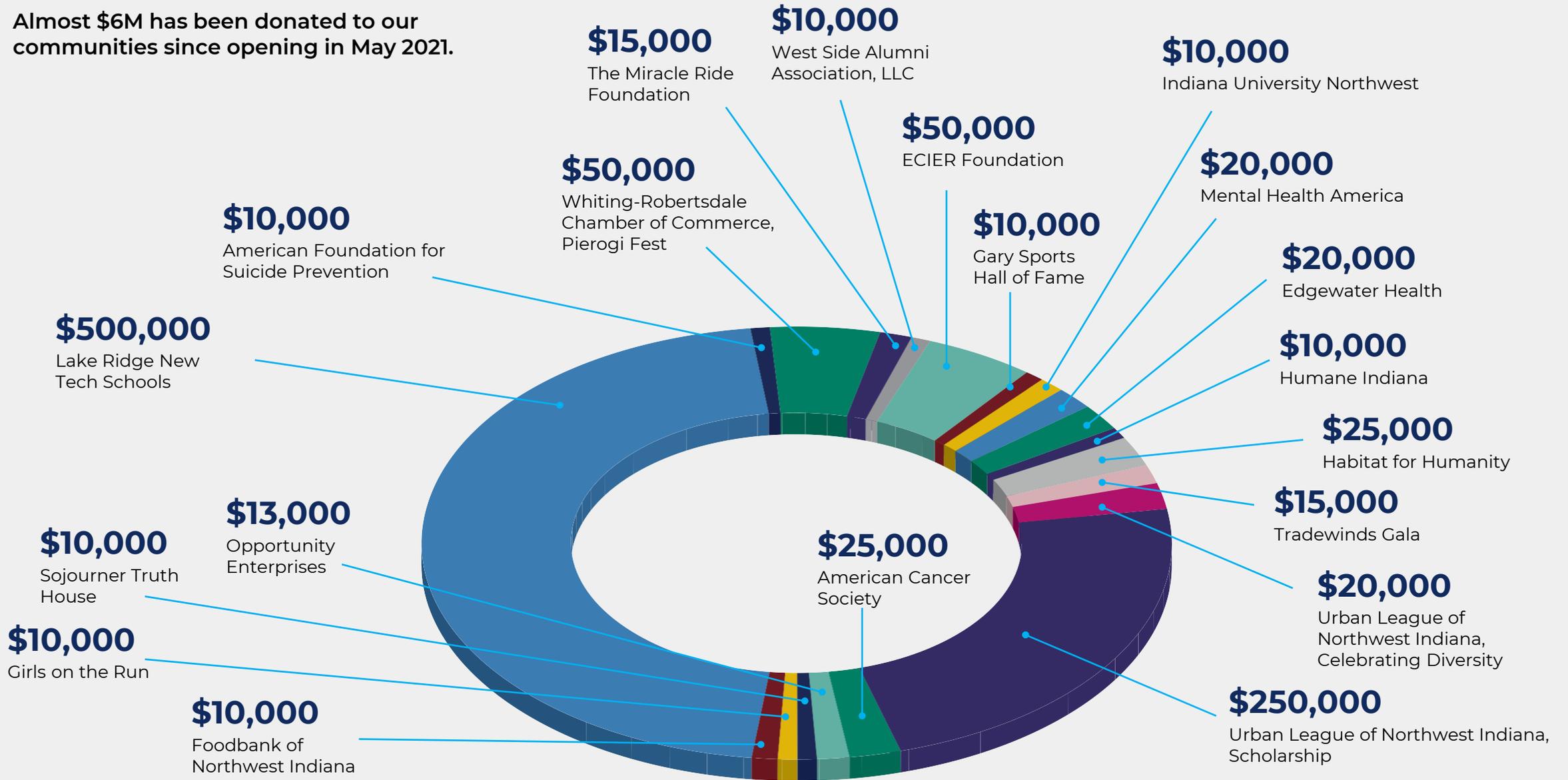
**\$391.5M**

COMBINED

Almost \$6M has been donated to our communities since opening in May 2021.



Almost \$6M has been donated to our communities since opening in May 2021.





Hard Rock's Commitment to the Community





**NWIBCTC supports the [City of Gary/  
Hard Rock] proposal, as we believe that  
the [City of Gary] is the best home for a  
Lake County Convention Center to  
benefit the entire region.**

**Northwestern Indiana Building and Construction Trades Council**





The success of Hard Rock since it opened its doors just over three years ago is a testament to the potential the [City of Gary/Hard Rock] proposal presents.

Jack C. Lieser  
President, Metropolitan Builders of America, Inc.





**With the support of the Central Midwest Carpenters, we are confident this project will generate many more career opportunities, providing stability and growth for our members, their families, and friends throughout Lake County.**

**Travis Williams**  
Representative, Central Midwest Regional Council of Carpenters



Urban League of  
Northwest Indiana, Inc.

**It is our position that the strong partnership between City of Gary and Hard Rock presents the best opportunity for Lake County to become home to a well-run convention center that will bring about opportunities for the surrounding municipalities, Lake County businesses, resident and community organizations.**

**Dr. Vanessa Allen-McCloud  
President and CEO, Urban League of Northwest Indiana, Inc.**



**Hard Rock's proven track record in hospitality and entertainment complements the City's vision of revitalization, creating a partnership that brings both experience and a shared commitment to regional prosperity.**

Dr. Vernon G. Smith  
State Representative House District 14



# Why Us?

Viable site and a known destination



Ability to source in excess of \$5M in funding, enabling us to take advantage of the full \$5M state match



Proven committed partnership with locally-based project team



Operational plan does not contemplate an increase in Innkeeper's Tax



Long-term stability: \$1.5M annual commitment from Hard Rock for 20 years



Strong design approach, rooted and inspired by local context



Design team with proven track record of excellence in convention center facilities



Operational efficiency created by leveraging existing Hard Rock team and Global Sales resources



A Winning Local Team



