

Response to Request for Proposals

Convention Centers / Public Assembly Facility Study

SUBMITTED TO
County of Orange

SUBMITTED BY
C.H. Johnson Consulting, Incorporated
in association with Odell

Date
January 5, 2016



**JOHNSON
CONSULTING**

Experts in Convention, Hospitality,
Sport and Real Estate Consulting.

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January 5, 2016

Mr. David Cannell, Purchasing Agent
Orange County Financial & Administrative Services
200 South Cameron Street
Hillsborough, NC 27278

RE: RFP No. 5216 – Convention Centers/ Public Assembly Facilities Study

Dear Mr. Cannell and Members of the Selection Committee:

Johnson Consulting, Inc., in association with Odell Associates is pleased to submit this proposal to the Chapel Hill/Orange County Visitors Bureau to conduct a market demand, financial and economic impact study to evaluate the potential for development of a new convention center, as well as other viable ideas, to best expand the travel/hospitality infrastructure in Orange County. Based upon our extensive experience with similar analyses, we are uniquely qualified to provide a comprehensive response to the project scope required to achieve the outcomes expressed in the RFP document.

Founded in 1996, Johnson Consulting is an internationally regarded real estate and hospitality consulting firm that offers specialized expertise in the development, improvement and operation of convention centers, conference centers, multi-purpose venues, event centers, hotels, and entertainment and sports complexes. We regularly work on public assembly facility feasibility studies for City, County, and Convention and Visitors Bureau efforts in the U.S. and abroad, where we excel at developing effective plans that outline priorities, demand potential, costs and benefits, and short- and long-term strategies for improved infrastructure and operations that respond to market opportunities and contribute to economic development and tourism. This is our core business so we understand the broader industry context of why cities and counties are attracting this demand base and what tools they are using to become more competitive.

We have included Odell Associates, Inc. to assist us with our site analysis and site selection process. Odell is a 75-year old architectural firm headquartered in Charlotte, NC, and has a specialty in convention, conference and public assembly facilities. They have conducted dozens of similar studies, many with Johnson Consulting, Odell will supplement our team to provide professional reviews of the potential sites to determine which sites would best support a new convention/conference facility and which sites would create the best opportunities for related ancillary development. They will create a matrix using site evaluation factors that will score each site providing an objective ranking of the sites being considered. Odell will also supplement our knowledge of the area, being based in Charlotte.

We have extensive experience in North Carolina, having worked in Charlotte on the convention center and headquarters hotel, as well as the Ovens Auditorium and Bojangles' Coliseum; in Fayetteville, on an operational and performance audit of the Crown Complex; and in Gastonia, on a convention and civic center feasibility study. We have also worked on similar projects throughout the eastern states, including in Columbia, South Carolina; Richmond, Virginia; Savannah and Duluth, Georgia; and Lexington, Kentucky, among many others.

Mr. David Cannell, Purchasing Agent
January 5, 2016
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Our response is intended to highlight the breadth and depth of our team's experience, ability to communicate, dedication, and passion. We are uniquely qualified for this specific engagement based on factors that include:

- Johnson Consulting has worked on more than 400 convention centers, convention center hotels and tourism and sports districts throughout the U.S. and abroad
- We have conducted numerous analyses that perhaps focus on a convention centers, but also look at the broader market perspective. In Harford County, Maryland we looked at sports, tourism, performing arts as well as CVB organizational structure. We are looking at expanding an arena, and creating a tourism tax District with Odell in Florence, South Carolina.
- Similar developments have been successfully implemented based on our recommendations as an objective and trusted advisor
- We have proven planning processes and methodologies that includes significant stakeholder involvement and public input, and effective processes for vetting sites.

If you have any questions or would like any additional information, please feel free to contact me at 312.447.2001 or at cjohnson@chjc.com. We are available to begin work immediately and commit to delivering the highest quality product within a timeframe that meets your needs. This is an exciting project for us and we sincerely thank you for your consideration. We look forward to the opportunity of serving you.

Sincerely yours,
C.H. Johnson Consulting, Inc.



Charles H. Johnson, IV
President

SECTION 1
APPROACH

UNDERSTANDING OF THE ASSIGNMENT

The Chapel Hill/Orange County Visitors Bureau (“Chapel Hill/Orange County”) is seeking to determine the market potential, facility demand, financial feasibility, and economic impact of a new convention center / public assembly facility, to be developed with the intention of substantially increasing local and regional visitor economics. In correlation with studying the viability of a new facility, Chapel Hill/Orange County is requesting the identification and analysis of other options that would generate the same or greater economic impact.

As Chapel Hill/Orange County considers the market for a convention center/public assembly facility, the following questions need to be addressed:

1. **MARKET AND NEEDS ASSESSMENT:** Do local and regional demographics support the development of a new convention center/public assembly facility? Which existing and proposed local and regional venues will the facility compete with, or complement? Who will utilize the facility and what are their needs, desires and expectations? What is the overall market potential of proposed new facility? If a new facility is developed, how does it not compete with the spaces that remain operational?
2. **PROGRAM CONSIDERATIONS AND PRELIMINARY COST ESTIMATES:** What should be the size of the facility? What physical attributes should the venue have? What is the facility’s optimal physical, and locational configuration to capitalize on the market trends and ensure flexible use of space and meeting planner and user satisfaction? How much would a new facility cost to construct? What amenities should be included in the overall build out?
3. **SITE CONSIDERATIONS:** Given the optimal facility program, what site considerations should be made a priority in locating the new facility? How will linkages to hotel supply and entertainment offerings influence site location? Are there deficiencies in these offerings that could impact operation of the facility?
4. **OPERATIONS AND FINANCING:** Is the proposed facility financially feasible? If so, how will the facility operate from a demand and financial perspective, as well as from a management and business planning standpoint in the short-, mid- and long-term? What revenue sources will be available to pay for the facility debt service? What does the proforma indicate with respect to an operating deficit or surplus, assuming non-traditional funding sources?
5. **ECONOMIC IMPACT:** What will the economic impact of a new facility be, based upon increased visitors to the area? What will the fiscal impacts be?

SCOPE OF WORK

The Consulting Team will follow a well-developed approach that we have successfully used in conducting similar studies for convention and public assembly facilities throughout North America. Our proposed approach will serve Chapel Hill/Orange County well as this project is further considered. Pursuant to the detailed scope of services required by the RFP, our approach reflects two parts to the analysis – Part 1 focuses on the market and the potential for a new convention facility; and Part 2 explores the relative feasibility of alternate types of facilities.

PART ONE

TASK 1 – PROJECT KICKOFF & ORIENTATION

To initiate the process, the Consulting Team will hold an intensive two-day work session with Client representatives to confirm objectives of the study, develop clear lines of communication, review our proposed project methodology, and conduct initial field work. Among the tasks to be performed during this step are as follows:

- Meet with Client representatives and key stakeholders to identify and prioritize their strategic objectives for the study.
- Review any proposed projects and planning that has occurred to date, from a site location, and physical and business planning standpoint.
- Review the County's near- and long-term economic development objectives.
- Identify competitive and comparable markets for use in developing case studies and benchmarking regarding innovative facility strategies and development approaches.
- Discuss possible funding strategies and identify available financing tools.
- Identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.
- Confirm project deadlines for deliverable products and regular updates on the progress of the study.

The Consulting Team will also use this opportunity to initiate fieldwork. Fieldwork activities will include:

- Gather and analyze background information related to the proposed project, including any prior research or analyses that may have been conducted by, or for, the Client.
- Tour the local area and surrounding region, including key business and commercial corridors, and any potential sites, if appropriate.
- Hold various meetings as described in the tasks below.

TASK 2 – MARKET OVERVIEW

The Consulting Team will evaluate the economic and demographic characteristics of the market area. This data is very important because in many markets, the local market and its economic clusters provide for much demand. Our analysis will provide a realistic assessment of the market’s strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be gathered and analyzed to evaluate market potential will be:

- Population and demographic trends.
- Analysis of hospitality, conference, commercial, entertainment, office, and other development in Orange County and the surrounding region and/or core economic activity that may affect the performance of, and demand for, the proposed facility.
- Income and employment trends, including any major employers expected to enter or leave the market.
- Key industry cluster trends and how the meeting, events, consumer shows, and entertainment industries relate to them.
- Colleges and universities in the area that do or could utilize the existing meeting space facilities.
- Comparable and complementary venues in the immediate and broader region (including capacity and utilization rate), including an inventory of any proposed meeting facilities and those currently under construction. This will assist in determining whether there are any gaps in the market due to a lack of supply and how the proposed facility will interface with the existing supply.
- Niche markets that are natural demand categories for Orange County, Durham area, and the broader region.
- Transportation and access.
- Hotel and retail supply and growth patterns.
- Meeting, entertainment and tourism marketing resources and strategies.
- Current customers of the existing meeting spaces, as well as its targeted marketing efforts.
- Overall real estate performance and trends exploring U.S. convention centers, hotels, and assembly halls and their major demand generators.

TASK 3 – NEW MARKET DEMAND ANALYSIS

The Consulting Team will conduct an analysis of existing hotels/motels and meeting facilities in Orange County and specifically in the Durham area, including any proposed venues or facilities under construction. We will prepare a statistical review that includes:

- Inventory of existing and proposed facilities in the market area.

- Analysis of growth in supply of hotel and meeting space, demand for space (number of events and attendance), and implications.
- Analysis of historical trends in the hotel market, including occupancy rates, Average Daily Rates (ADR), and Revenue per Available Room (RevPAR).
- Case study profiles of existing and proposed facilities, including location, size, cost, financing, chain and brand affiliations, financial performance indicators, demand (number of events and attendance), rates and pricing, approach to services, and factors affecting their success, among others.
- Evaluation of lost potential business, based upon recorded data from the facilities, including lack of available dates, inadequate space, etc.
- Analysis of seasonality of demand within the market area, and demand by market segment.
- Investigation of trends in market absorption, maximum practical capacity, and unaccommodated business.
- Exploration of marketing resources provided by the facilities, the Visitors Bureau and other parties.
- Analysis of any other relevant data points.

Our statistical review will form the basis for developing demand projections within the market area, including future supply, occupancy and rate for hotel properties.

TASK 4 – NEW FACILITY DEMAND ANALYSIS

TASK 4.1 – INDUSTRY TRENDS

The Consulting Team will review recent statistics for the public assembly facility industry, as well as conference, convention, meeting, consumer show, and entertainment industry trends. The analysis will be based upon primary and secondary sources of information, such as the Chapel Hill/Orange County Visitors Bureau research files, Destination Marketing Association International (DMAI) data, Meeting and Convention Magazine, IAFE research, Association of Meeting Professionals (AMPS), International Association of Venue Managers (IAVM), International Association of Conference Centers (IACC), and other publications and resources.

Our firm recently attended PCMA in Chicago and we focused our meeting planner interviews on industry trends and requirements from venues. This current primary research will supplement our secondary sources of information considered in our analysis and we will also use the firm's extensive experience to determine and document industry trends, such as growth, meeting planner and event promoter trends, venue selection criteria, technology, overall industry health, and other factors that will influence this project.

Most importantly, we will interpret our prior experience in regional and similar markets in a workshop setting with Client representatives and other civic leaders. This experience provides us with a solid understanding of important trends for public assembly facilities in markets of this size and provides a basis for developing overall feasibility recommendations and a long-term vision for the project.

TASK 4.2 – CORPORATE NEEDS ASSESSMENT

We will work with Client representatives to document local major corporations, organizations and institutions headquartered and/ or active in the region, as well as associations at the state level. We will interview representatives of these organizations regarding their need and desire for a new convention center. We will ask them about the qualities they would seek in a new facility, location preferences, the frequency of use they would anticipate, and events they could attract if such a facility was provided. We will have similar conversations with regional and national consumer and trade show producers, convention organizers, and other relevant industry participants, as well as representatives of events that make the circuit through regional facilities.

We will ask specific questions regarding:

- Amount, size, and attributes of exhibition space.
- Amount, size and attributes of ballroom space.
- Amount, size and attributes of meeting space.
- Hotel requirements.
- Technology requirements.
- Pricing requirements and strategies.
- Preferred location.
- Perceptions of the area, and potential site(s), if any.
- Entertainment and recreation offerings.
- Support facilities.
- Other criteria necessary to attract their patronage.

We will utilize a combination of interviews and a web-based survey tool to gather input from potential corporate users of the new facility, as well as local businesses and community organizations. This methodology will ensure that we have a clear and accurate understanding of perceptions of the need and desire for a new facility in Orange County.

TASK 4.3 – INDICATED FACILITIES AND MARKETS ANALYSIS

In conjunction with Client representatives and other stakeholders, we will select several comparable markets that may offer innovative ideas with respect to operational characteristics or facility performance. We recently worked in Greenville, SC, Columbia, and Florence, SC, and these facilities may serve as a starting point in the selection of comparable venues. We will interview facility management and compile statistical data on the size, quality, and performance of these facilities/ markets, including demand and operational information, as follows:

- Physical profile in terms of meetings and event space. Profile of past, current, and future event calendars, user current location and satisfaction, and operating performance, including
 - Number of events by type.
 - Attendance by event type.
 - Number of square feet rented.
 - Trends in recent event and attendance demand.
 - Other measures of demand, as appropriate.
 - Revenues, by type.
 - Expenses, by type.
- Analysis of rental fee structures, based on information provided by facility management.
- Profile of management/ ownership structures and funding mechanisms.
- Analysis of local economic and demographic factors, such as population, per capita income, corporate and employment base, age breakdown, and others, which affect demand and other forms of support.
- Analysis of local environment and support infrastructure including hotel rooms/headquarters hotel, retail, restaurants, key attractions, transportation, etc.

The Consulting Team has developed a substantial database of financial and operating data for meetings, event, entertainment, and multi-purpose facilities throughout the U.S. In addition, we have working relationships with numerous facility operators that will provide us with a comprehensive understanding of what the costs and benefits of a facility will be for the area and surrounding communities. Our analysis will provide real world operating data and financial performance results that will be one of the primary inputs into our demand and financial analysis. Case study information on comparable and competitive facilities will be summarized in our report.

As part of this work, we will create a special benchmarking analysis that includes markets with multiple facilities, offering a “Class A” venue and a “Class B” venue. There are many markets where two such facilities exist (Jackson, Austin, Columbus, Detroit [NOVI], and Portland), and others where the older venue was removed from inventory (Charlotte, Nashville, Savannah, Greenville - the Auditorium when the Bon Secours Arena was developed).

TASK 4.4 – PRELIMINARY FACILITY PROGRAM RECOMMENDATIONS

The market demand analysis will culminate in recommendations regarding the appropriate building program, amenities and desired use, including any long-term recommendations that will allow for future expansions, if warranted. This conception will help in both developing a program and also defining site criteria for success. Recommendations will be developed by the Consulting Team regarding:

- Size of exhibit space.
- Size of ballroom/ banquet space.
- Amount of meeting room space.
- Hotel supply requirements and support to existing hotel concentrations.
- Theater/ assembly seating.
- Recommended configuration of function space.
- Food service preparation and points of sale.
- Technology needs.
- Sustainability requirements.
- Restroom to patron ratios.
- Parking and loading dock requirements.
- Long-term phasing and expansion strategies.
- Commercial and retail real estate opportunities.
- Entertainment opportunities.
- Other requirements, as identified.

TASK 4.5 – DEMAND PROJECTIONS

The Consulting Team will evaluate the market potential and provide primary and secondary demand projection ranges, demand origins and target event profiles, for the proposed facility development, including:

- Specific, separate analysis for:

- Meetings events – conferences, conventions, trade shows, corporate conferences, banquets, and meetings.
- Entertainment, social and consumer events – consumer shows, concerts, family shows, theater productions, and sporting events.
- Development of long-range demand projections addressing the number of events, number of event days, number of attendees, and the amount of space required for the various event types.
- Testing of demand projections using two analytical methods:
 - ‘Bottom-up’ approach reflecting current demand, annual repeat events, turned away events, and transfers from other locations, and;
 - ‘Top-down’ approach reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market, and anticipated future market share.

TASK 5 – FINANCIAL FEASIBILITY ANALYSIS

TASK 5.1 – SITE EVALUATION CRITERIA

The Consulting Team will work with Client representatives and key stakeholders throughout the planning process to identify potential sites for the development of a new facilities. We will evaluate these sites and provide an overview of each with respect to the following parameters:

- Preliminary program requirements: size and functional requirements.
- Relationship to surrounding development, including existing community elements such as hotel rooms, or City/County facilities.
- Urban design considerations.
- Transportation including parking requirements; pedestrian and vehicular circulation and accessibility.
- Community impacts.
- Integration with other economic or community development efforts.
- Impact on hotels and tourism.
- Site Acquisition, Land and Capital Costs.
- Potential Revenue Sources.

At the completion of this Task, we will provide a ranking order of the evaluated sites that summarizes the advantages and disadvantages of each.

TASK 5.2 – EVALUATION OF SITES

Based on the Site Evaluation Criteria, the top three ranked sites will be evaluated in more detail as follows:

- Market demand performance.
- Total cost considerations.
- Potential for expansion.

TASK 5.3 – DEVELOPMENT COST PROJECTIONS

The Consulting Team’s cost consultant, Cumming, will develop a preliminary statement of probable costs ranges for the development of the recommended facility, reflecting the size, complexity and layout. This cost analysis will identify:

- Land acquisition costs, if any.
- Infrastructure and site development costs.
- Hard construction costs, including an analysis of the construction market to understand what trades and materials are likely to be the most cost effective and therefore may have an influence on design.
- Soft costs (design, other non-construction costs).
- Furniture, fixture, and equipment cost allowance.
- Recommended construction and project contingencies.
- Soft costs.
- Cost control mechanisms and value engineering.
- Final budget estimate.

TASK 5.4 – OPERATING MODEL & BUSINESS PLAN

Building on the market analysis, we will develop a business plan that communicates the objectives of the project, while at the same time illustrates the financial business model for the project.

The Consulting Team will work with Client representatives to devise an initial ownership operating strategy for the proposed facility. As a first step, we will discuss options regarding facility ownership, governance, and management based on our experience and development of operating structures in similar markets for these types of facilities. We will prepare a discussion of various options, evaluate the strengths of weaknesses of each, and recommend an approach for the proposed facility. Among the topics that will be reviewed include:

- Pros and cons of various ownership models model through a SWOT analysis. Alternative ownership structures, including but not limited to, Private Ownership, Public Private Partnerships, Public Concession and Joint Venture

- Alternative board structures, board appointments, and governance strategies
- Consideration of and review of typical business terms of management and service contracts

TASK 5.5 – BASIC PRO FORMA ANALYSIS

Based upon our knowledge of convention facility operations and experience with similar markets, we will develop a detailed financial model that considers all factors that will affect the facility performance and summarizes a 10-year projection of revenues, expenses and net operating income. We will also prepare a budget for pre-opening and discuss modifications that may need to occur at Orange County to contemplate this new product.

The analysis will document our recommended approach to delivery of services, such as staffing, food and beverage, parking, and other major line items affecting the operation, thus providing the reader with a clear understanding of how the facility will earn and spend money, and what the expected financial picture will be at the end of each year for each target facility.

TASK 6 – ECONOMIC IMPACT ANALYSIS

The Consulting Team has performed numerous economic impact studies throughout North America for various facilities, ranging from convention centers, hotels, arenas, stadiums, auditoriums, theaters, civic centers, and fairgrounds. For this analysis, we will develop economic and fiscal impact calculations for the next 10 years generated by the project. Based upon the data and information analyzed in the preceding tasks, we will perform economic impact analysis for the proposed project, as follows:

- Use of the most recent ExPact survey, an excellent survey prepared by Destination Management Association International (DMAI, formerly known as the International Association of Convention and Visitors Bureaus), adjusted based on specific findings from our local users survey and local market indices, to estimate direct spending by delegates, associations, exhibitors, and the facilities itself.
- Identify from where attendance currently, and in the 10-year projection, originates.
- Indicate the volume of hotel room nights projected to be generated by the proposed convention center.
- Identify where spending is captured and will be captured over the next 10 years.
- Use of the IMPLAN model (an input-output model of the local economy) to estimate overall economic impact, which includes direct, indirect, and induced spending, increased earnings, and employment resulting from the presence and activities at each of the facilities based upon current and historic demand for the facilities as well as relevant attributes and variables as established in the preceding analyses.

TASK 6.1 – ANNUAL FISCAL IMPACT OF PROJECT

Based on the estimated economic impact, the Consulting Team will perform fiscal impact of the project, as follows:

- Summarize local and state tax structures, including all relevant Town, State, County, and other municipal taxes that may be appropriate.
- Determine the project's impact on revenue collections, which include retail sales, lodging, restaurants, transportation, and any other areas impacted by the presence of and activities at the facilities.

TASK 6.2 – IMPACT ANALYSIS OF THE ABSENCE OF PROJECT

The Consulting Team will also analyze the economic and fiscal impact of not developing the project. In addition to facilities-generated economic and fiscal impact that will not materialize, it is likely that there would be additional setback to the local and state economy. We have done this analysis for many shows, such as the Print Show, which left Chicago's McCormick Place for Orlando. City and State leadership were astounded at the consequences of this single lost event. Based on this work, a series of union work rule changes were enacted, making Chicago's McCormick Place much more event and exhibitor friendly. While we cite this event, we have done numerous smaller events, including all events at the Spokane Convention Center.

TASK 6.3 – SUMMARIZATION & FUTURE YEARS IMPACT MODEL

The Consulting Team will summarize key findings from the economic and fiscal analysis over the next 10 years (based on the project going forward). Additionally, we will identify key attributes and variables in the impact analysis and present Chapel Hill/Orange County with a streamlined model – an annual roll-up impact model – that Chapel Hill/Orange County can update for the following years, based on each year's event calendar and activities. This model will serve as a tool that can be used by the Chapel Hill/Orange County to duplicate and re-run the impact analysis in succeeding years following the initial study.

PART TWO

TASK 7 – COMPARISON PROGRAM EVALUATION

As part of our evaluation of other visitor-orientated development options, the Consulting Team will evaluate preliminary costing, sizing, test proformas and scenarios, as well as any other sites/existing facilities that may be identified by Client representatives, and provide an overview with respect to the following parameters vis-à-vis the proposed facility presented in Part One of this study:

- Preliminary and recommended program requirements: size and functional requirements.
- Relationship to surrounding development, including existing community elements such as hotel rooms, or Town/County facilities.
- Urban design considerations.

- Transportation including parking requirements; pedestrian and vehicular circulation and accessibility.
- Community impacts.
- Integration with other economic or community development efforts.
- Impact on hotels and tourism industry.
- Site acquisition, land and capital costs.
- Potential revenue sources.

At the completion of this Task, we will provide a ranking order of the options evaluated that summarizes the advantages and disadvantages of each. Based on the evaluation criteria above, the top two or three ranked options will be evaluated based upon the following:

- Market and facility demand performance.
- Total cost considerations.
- Projected financial analysis.

TASK 7.1 – IDENTIFICATION OF ASPIRATIONAL FACILITIES

Utilizing our extensive database and knowledge of visitor-oriented development throughout the world, we will identify existing facilities to serve as aspiration for consideration for leisure market impact in Chapel Hill/Orange County. This will be based on the data and analyses relative to the Client’s defined objectives. The information on these facilities will include:

- Relativity to Chapel Hill/Orange County
- Facility characteristics to include location, size, amenities, parking, etc.
- Market characteristics
- Site opportunities and constraints
- Management and operations
- Financial considerations

TASK 8: STUDY CONCLUSION

The Consulting Team will prepare a fully documented Final Report that summarizes the preceding analyses and addresses the following questions:

- Does a new facility make sense for Chapel Hill/Orange County?
- Will a new facility significantly increase overnight stays for convention center business?

- Who will utilize the facility and what are their needs, desires and expectations?
- What would be the optimal size, configuration and siting of the facility to best respond to local and regional demand?
- If built, how will the facility be funded and operated/ managed, and what would the operating profile be?
- What are the other viable meeting space options to generate increased visitor economies?

REPORTS AND MEETINGS

We are noted for the clarity, simple sophistication and quality of our reports. The following are scheduled meetings and deliverable products that we will provide to Client representatives:

- **KICK-OFF MEETING:** This will be an initial meeting with the Client group to confirm the objectives of the project, tour the potential site area and collect and analyze data for the project.
- **PRELIMINARY DRAFT REPORT AND MID-POINT WORKSHOP:** At the conclusion of Part One the Consulting Team will issue a preliminary draft report and conduct a workshop with Client representatives to discuss key recommendations to increase visitor economies. The Draft Report will include fully documented findings and recommendations, and will be accompanied by appropriate graphics and presentation material. Based upon feedback from the Client group, we will advance to preparation of the Final Report.
- **FINAL REPORT:** Fully documented Final Report addressing all Client comments and refinements.
- **PRESENTATION:** A PowerPoint presentation detailing our findings and recommendations, to be provided following the issuance of our Final Report. Johnson Consulting will also be available to explain the study's findings and recommendations to the Chapel Hill/Orange County Visitors Bureau Staff, Orange County Board Members, and Visitors Bureau Board of Directors, and the broader community and media, if desired.
- In addition to the above, **INTERIM STATUS REPORTS** will be provided on an as-needed basis that meets the needs of the Client Group.

The Consulting Team will meet and exceed all of Chapel Hill/Orange County Visitors Bureau's requirements and expectations relating to this study. We will achieve this by working closely with Client representatives, in person and through regular conference calls, to ensure the timely delivery of a study that accurately meets the needs and requirements of the Chapel Hill/Orange County Visitors Bureau Staff, Orange County Board Members, and Visitors Bureau Board of Directors, and addresses all relevant questions and concerns that arise during the study period.



SECTION 2
FIRM OVERVIEW AND RESUMES



FIRM OVERVIEW

Johnson Consulting, Inc. is a corporation founded in 1996 in Chicago, Illinois. Since inception 19 years ago, Johnson Consulting has conducted hundreds of engagements in the U.S., Canada, Central and South America, Asia, Africa, and Europe with a focus on the development of urban renewal districts, public assembly facilities, hotels and surrounding districts, and the broader real estate markets.

Our staff at Johnson Consulting has worked in the real estate planning, hospitality, and sports consulting fields for over 35 years. The majority of this work is focused on planning, market and feasibility studies, economic and fiscal impact assessments, economic development, strategy development, tax analysis and projections, site selection, development consulting, developer and investor recruitment, as well as downtown and suburban development and redevelopment planning. These engagements involve a variety of land uses, including convention centers, conference centers, hotels, mixed-use development districts, retail, office, industrial, housing, sports facilities, entertainment and tourism, and specialized development.

The majority of our clients are cities and counties, although we also perform studies for private developers and quasi-governmental organizations, such as universities, convention and visitors bureaus and authorities. With both our public and private sector clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

We have provided analysis, insight and recommendations for various development and real estate projects, providing both comprehensive evaluation of an entire area and specific evaluation of individual facility concepts and economic development potential. Our expertise allows us to counsel communities on whether development is appropriate, and if so, what should be built, where it should be built, and how to finance and develop the project. Johnson Consulting is noted for providing straightforward opinions and creating meaningful solutions to complex problems.





SERVICES

FEASIBILITY & ECONOMIC IMPACT SERVICES

- Independent analyses for public sector agencies, lenders, underwriters and joint venture partners
- Investment analytics: ROI, IRA, EBITDA, Etc.
- Substantiate investment & policy decisions
- Feasibility analysis for sports facilities, assembly facilities
- Conduct studies for bond offerings, loans, and private placement memorandum
- Evaluate site feasibility for development proposals and recruitment of commercial and private sector developers, investors and operators
- Tiger grant and EB-5 applications

COMPLETE DEVELOPMENT SERVICES

- Advise on Land Strategies for acquisition
- Devise Master Planning Strategies for proper land use
- Owner's Representation
- Manage the Pre-Development process to bring the project to a "financeable" and shovel-ready state
- Schedule and budget management
- Assist with financing alternatives and incentive programs
- Supervise the construction process including selecting construction and development professionals, leasing and sales experts

OPERATIONAL AUDITS & MANAGEMENT/OPERATOR SOLICITATION

- Analyze Management, leadership and organizational structures
- Perform operational audits, organizational reviews, and benchmarking analyses
- Analyze efficiency of operations and adherence to mission objectives
- Feasibility analysis for sports facilities, assembly facilities
- Generate revenue and cost analyses
- Recruit executives and management companies

REVENUE FORECAST & TRANSACTION ASSISTANCE

- Analyze funding mechanisms and finance plans for use by financial authorities, municipalities, lenders, and stakeholders
- Forecast project-based revenues and taxes generated, such as income, property, hotel occupancy, auto rental, and food beverage taxes
- Identify additional revenue sources, including: county, state, and federal grant programs/finance initiatives
- Project Tax Increment Finance district collections
- Research and Analysis for use in assurance of bonds

REAL ESTATE AND TIF DISTRICTS

Bay St. Louis Marina District
 Bradenton, Florida-Real Estate MXD & TIF
 Boston Redevelopment—District Funding Plan
 Centropoint Development Lex, KY
 Cotton Mill District- Starkville, MS
 Commonwealth of KY—KTDA TIF Manager
 Corpus Christi Bayfront Masterplan
 Distillery District- Lexington KY
 Houston Casino Developer—Proposal Review
4th Street Live! Retail Complex—Louisville
KC Live! Entertainment District—Kansas City
 New Orleans Land-based Casino
 Nashville Tourism District
 Orlando, Florida- Real Estate PUD
 Rio Nuevo, Tucson
 Rockford, IL. Downtown Events Center Masterplan
 Roebling Resort Redevelopment (New Jersey)
 Royal Gorge Park Masterplan (Colorado)
 San Juan, PR—Office, Retail, Hotel, Residential
 TIF Advisor—West Virginia and Kentucky Waterpark of America (Bloomington, MN)
 West Palm Beach Meals Tax Analysis
 12 World Trade Centers worldwide
 Waukegan Waterfront Masterplan (Illinois)

MAJOR LEAGUE SPORTS

American Airlines Center, Dallas
 American Airlines Arena, Miami
 Beijing Olympic Facilities—2008 Olympics
 Boston Red Sox- Economic Impact Analysis
 Chicago Bears- New Stadium
 Chicago Olympics Bid 2016
 Charlotte Hornets Arena
 DC United Stadium
 Edward D. Jones Dome- St. Louis
 Georgia Dome—Atlanta
 Golden State Warriors Arena (Oakland)
 Lambeau Field Improvement Plan
 Maryland Minor-league Ballparks Impact Analysis Miller Park-
 Milwaukee Brewers
 Nationwide Arena—Columbus
 New York Jets- Economic Impact Analysis
 Seattle Supersonics Expert Testimony
 Tampa Sports Authority NFL Stadium
 Tampa Major League Baseball Stadium
 St. Pete Times Forum
 Washington Redskins—New Stadium

MINOR LEAGUE & COLLEGIATE

Albuquerque Downtown Arena
 Alcoa, TN Proposed Arena Feasibility
 Arlington Heights—Metropolis Performing Arts Ctr. (IL)
 Atlanta Minor League Baseball—Jackson, MS
 BI-LO Center (Greenville, SC)
 Biloxi Proposed Minor League Stadium The Citadel—Proposed
 Football Stadium
 Des Moines Arena
 Chesterfield County VA Arena & Soccer Complex
 Delaware State Univ. Arena/Football Feasibility
 East St. Louis Motor Speedway
 Erie Civic Center- Feasibility Study/Masterplan
 FAU- New Football Stadium
 FIU- New Football/ Soccer Stadium
 Formula Motorsports Park – Pennsylvania
 Green Bay Veterans Memorial Complex
 Holland Arena Feasibility (Michigan)
 Iowa Motor Speedway—Jasper County, Iowa
 Kiel Center Arena—Opera House (St. Louis)
 Manchester Civic Center—Proposed Arena (NH)
 Olathe Arena and Retail District (Kansas)

Olympic Center Modernization—Lake Placid, NY
 Osceola County Stadium and Sports Complex (FL)
 Richmond Coliseum and Mosque Theater
 Savannah Proposed Arena
 University of Northern Iowa Arena
 UCF Housing, Convocation Center and Football Stadium
 UC Sacramento Football stadium Victory Stadium—Renovation
 Analysis (Virginia)
 Warren Co. Sports/Entertainment Complex (Ohio)
 Wyandotte County Proposed Arena (Kansas)

CONVENTION/CIVIC CENTERS

Austin Convention Center
 Akron Convention/Conference Center (Ohio)
 Baltimore Convention Center (Maryland)
 Bangkok Convention Center Hotel Complex (Thailand)
 Bloomington Convention Center Expansion (IN)
 Boston Convention and Exhibition Center
 Broward County Convention Center (Ft. Lauderdale)
 Buenos Aires Convention Center Development
 Bryan-College Station Convention/Conference Center
 Feasibility (Texas)
 Cancun Convention Center (Mexico)
 Canton Civic Center (Ohio)
 Charlotte Convention Center
 Cheyenne Convention/ Multi-Purpose Center Cincinnati
 Convention Center (Ohio)
 College Park Convention Center/Hotel Complex
 Columbus Convention Center (Ohio)
 Dane County Coliseum/ Fairgrounds (Wisconsin)
 Des Moines Convention Center (Iowa)
 Detroit Cobo Hall
 Durham Civic Center (North Carolina)
 Gastonia Civic/Convention Center Feasibility—North
 (Columbus, OH)
 Heartland Events Center, (Grand Island, Nebraska)
 Hynes Convention Center (Boston)
 Jackson Convention Center (Mississippi)
 Jacob Javits Convention Center (New York)
 Japan Convention Market Entry Study
 Kansas City Convention Center
 Kissimmee Civic Center (Florida)
 Kuala Lumpur City Centre
 Lansing Center (Michigan)
 Malaysia Expoland (Kuala Lumpur)
 McCormick Place (Chicago)
 Meydenbauer Center Expansion, Bellevue, WA
 Montego Bay Convention Center Feasibility
 Indianapolis's Blocks Theater
 Norfolk Scope Complex Operations and Exec. Search
 Myrtle Beach Convention Center
 National Trade Center (Toronto)
 Navy Pier (Chicago)
 Norfolk Convention Center (Virginia)
 Ocean Center- Daytona Beach, Florida
 Orange County Convention Center (Orlando)
 Oregon Convention Center—Benchmarking Analysis
 Overland Park Convention Center (Kansas)
 Oregon Convention Center (Portland)
 Peoria Civic Center (IL)
 Philadelphia Convention Center
 David Lawrence Convention Center (Pittsburgh)
 Richmond Convention Center (Virginia)
 San Mateo State Fair Expo Hall (California)
 San Juan Convention Center/WTC (Puerto Rico)
 Savannah Convention/Civic Center
 Singapore Trade and Convention Center
 St. Padre Island Convention Centre
 St. Charles Convention Center and Hotel
 St. Louis Cervantes Convention Center
 South San Francisco Conference Center

Tampa Convention Center
 Trenton Exhibition Facility Feasibility (New Jersey)
 Tucson Convention Ctr, Arena, Performing Arts Tulsa Arena
 and Convention Center
 Washington State Convention & Trade Center
 Winnipeg Convention Centre—Operational Audit
 Wisconsin Center Expansion (Milwaukee)
 World Expo Center (Osceola County, Florida)
 Vancouver Trade and Convention Centre

HOTELS

Austin Convention Center Headquarters Hotel
 Bangkok, Thailand - Headquarters Hotel
 Bloomington Convention Center HQ Hotel (IN)
 Calgary Convention Hotel—Land lease refinements
 Charlotte Convention Center Headquarters Hotel
 College Park, GA Convention Center/Hotel
 Concord Resort Conference Center (New York)
 Denver Convention Center Hotel
 Embry-Riddle Aeronautical Univ. Conference Center
 Erie, PA Headquarters Hotel
 Fresno Headquarters Hotel
 Ft. Wayne, IN Convention Center Headquarters Hotel
 Ft. Worth Convention Center Headquarters Hotel
 Hilton Garden Inn Conference Hotel at KFCF
 Houston Headquarters Hotel
 Macau Casino and Hotel
 Minneapolis HQ Hotel
 Melbourne, FL Conference Center Feasibility—Airport
 Nashville Headquarters Hotel
 New Orleans Headquarters Hotel
 Osceola County, FL Convention Center & Hotel
 Overland Park Headquarters Hotel (Kansas)
 Palm Springs Hotel/Golf Resort
 Purdue University Calumet Conference Center
 Salem, OR Hotel and Conference Center
 San Moritz, Switzerland Conference Center/Hotel
 St. Louis Renaissance Headquarters Hotel
 Syracuse, NY Hotel Development
 Tempe, AZ Hotel and Conference Center
 UTTC Hotel/Convention Center—Bismarck, ND
 Washington DC Headquarters Hotel
 Wausau Hotel/Conference Center (Wisconsin)

TOURISM/ENTERTAINMENT

Ashland Motorsports Speedway (Kentucky)
 Boston CVB Funding Analysis
 Buffalo CVB Organizational Analysis
 Cincinnati CVB Membership & Organizational Study
 Columbus
 Museum of Science & Industry
 Colville Confederated Tribes—Tourism Plan
 Commonwealth of MA—Regional Tourism Study
 Environmental Education Center—Greylock Glen, MA
 Earthpark Environmental Theme Park
 Grand Rapids CVB Plan & Room Tax Projections
 Hamilton
 County Fairgrounds, Indiana
 Houston Casino Developer—Proposal Review
 Jefferson County
 CVB- Tourism Strategy Study (LA)
 New Orleans Land-based Casino
 Leu Botanical Gardens—Orlando
 Milwaukee CVB Organizational Study
 Orlando CVB Organizational Study
 Palmer Auditorium/Bass Hall (Austin)
 Salem, OR Fairground Analysis
 Tulsa CVB-Organizational Study
 Tampa CVB Organizational Study
 Toronto Tourism Strategic Plan
 Tourism Authority of Thailand
 Quad Cities Arts Tourism Strategy
 West Palm Beach Meals Tax Analysis
 WestWorld Equestrian Complex, Scottsdale
 Will Co. IL Environmental Education/Conf. Center

*Representative sample of past projects



Charles H. Johnson IV

President / CEO

Areas of Expertise

Tourism Strategic Planning
Hotel/ Mixed Use Development
Developer Solicitation and Negotiation
Real Estate Market and Finance
Economic and Fiscal Impact Analysis
Tax Revenue Projections

Years of Experience

With CHJC: 19 Years
With Other Firms: 13 Years

Education

MBA _ Finance- Fla. State University 1981
BA- Real Estate & Hospitality- Fla. State University 1979

Professional Affiliations

Destination Management Association
International (DMAI)
International Association of Venue
Managers (IAVM)
International City/County Management
Association (ICMA)
International Economic Development
Council (IEDC)
Managers World Trade Centers
Association
Urban Land Institute (ULI)

Contact Information

Charles H. Johnson IV
6 East Monroe Street
Suite 500
Chicago, IL 60610
P: (312) 447-2001
F: (312) 444-1125
cjohnson@chjc.com
www.chjc.com

Charles H. Johnson is a nationally recognized real estate consultant with more than 30 years of experience in general real estate, hospitality, convention, sport, and consulting fields. Prior to forming Johnson Consulting, Charles was Director of KPMG Peat Marwick's Convention, Sports and Leisure Consulting practice. He worked with Laventhol and Horwath's real estate consulting division and as an employee at two other real development firms. He has served on two Urban Land Institute advisory panels related to convention/conference center projects in Buffalo, New York and Oklahoma City, Oklahoma.

Charles has worked on over 2,000 public assembly and urban development consulting assignments in the U.S. and abroad. He has participated in various aspects of real estate and hospitality development, which has allowed him to develop an extensive knowledge of the requirements for appropriate substantiation for funding and operations of a wide array of projects, ranging from convention facilities to hotels to urban redevelopment projects. His widespread experiences provide him with knowledge of industry best practices as well as case studies to draw from when analyzing market and feasibility studies and reviewing operational performance. This has earned him international reputation among developers and real estate professionals.

Currently Charles is working on the Colorado Convention Center, Rochester Riverside Convention Center, and the America's Convention Center in St. Louis. He is also working on arenas in Rochester and Florence, SC and performing arts centers in 5 communities. Recently, he led the firm's efforts on convention centers in Austin, Texas; Greenville, SC; Erie, PA; Rochester, NY; Nashville, TN; Spokane, WA; and Tucson, AZ. Charles graduated from Florida State University with an undergraduate degree in business and received his MBA from Florida State in 1981, with an emphasis in finance and real estate.



Ayu Listiowati

Director of Financial Projections

Areas of Expertise

Tourism Strategic Planning
Hotel/ Mixed Use Development
Real Estate Market and Finance
Economic and Fiscal Impact Analysis
Tax Revenue Projections

Years of Experience

With CHJC: 13 Years
With Other Firms: 2 Years

Education

Master for Professional Study in Real Estate, 1998, Cornell University, Ithaca, New York
Professional Degree in Architecture, 1994, University of Indonesia, Jakarta, Indonesia

Contact Information

Ayu Listiowati
JI Niaga Hijau I No 106 Pondok Indah
Jakarta 12310
INDONESIA
P: +62-21-765-2647
alistiowati@chjc.com
www.chjc.com

Ayu joined Johnson Consulting in November 1999 after earning her master's degree in Real Estate from Cornell University, where she developed course concentration in real estate development and finance. She completed an internship as an Analyst with Winthrop Financial Associates, a real estate management firm in Boston, Massachusetts. For the final project, she intensively case-studied the newly expanded Convention Center in Baltimore, Maryland and developed a proposal for a 640-room headquarters hotel on the selected site. She also won a fellowship from James E. Gibbons Educational Development Trust Fund, The Counselors of Real Estate in 1997.

Prior to Cornell, Ayu earned a Professional Degree in Architecture from University of Indonesia. Upon graduation, she joined an architectural firm and later a leading real estate development firm in Jakarta, Indonesia.

At Johnson Consulting, Ayu specializes in market and financial analysis for convention, hospitality, and real estate projects. Her background in architecture and real estate finance has uniquely equipped her with a balanced understanding of what makes successful projects – both functionally and financially. She is also experienced in economic and fiscal impact analysis and has assisted both public and private organizations in revenue projections as part of Tax Increment Financing (TIF) and/or other public funding projects. In firm assignments, she leads the firm's effort in economic and financial analysis.

Recently, Ayu recently performed a feasibility analysis for a 35-acre mixed-use development located in Starkville, MS that includes a conference center, hotel, condominium residences, student housing, office, retail, a restaurant, and parking. She also worked on the Puerto Rico convention center and a new conference center in Uintah County, UT. Other experience includes working with the City of Jackson, MS relating to their efforts to attract a hotel developer for a convention center hotel; and a new hotel next to the City's conference center in Paducah, Kentucky and in Des Moines, Iowa.

Areas of Expertise

Convention Center Strategic Planning
Hotel Feasibility Analysis
Developer Solicitation and Negotiation
Real Estate Market and Finance
Economic and Fiscal Impact Analysis
Tax Revenue Projections
Business Management & Client Relations
Fairgrounds Consulting

Years of Experience

With CHJC: 10 Years
With Other Firms: 4 Years

Education

International Studies & Finance -
University of Denver, Denver, Colorado

Professional Affiliations

IAVM
DMAI
IEDC
ULI

Contact Information

Ryan Johnson
6 East Monroe Street
Suite 500
Chicago, IL 60603
P: (312) 447-2006
F: (312) 444-1125
rjohnson@chjc.com
www.chjc.com

Ryan Johnson

Managing Director

Ryan joined Johnson Consulting in 2005 and studied International Studies and Finance at the University of Denver. He specializes in strategic planning, facility operations, finance, and business management. Mr. Johnson has extensive experience in conducting market and feasibility analyses for entertainment venues convention, exhibition, hospitality, fairgrounds, sports, and mixed-use developments. Earlier in his career, Ryan worked on the analysis of a proposed convention center and hotel in Lake of the Ozarks, MO; provided market analysis and developer solicitation support for a convention center and hotel in Kennewick, Washington; managed the operator selection process for the Jackson Convention Center in Jackson, Mississippi; and worked on a facilities analysis for the 2008 Beijing Olympics. Ryan also led the firm's efforts for the long-range master planning work for McCormick Place.

Most recently, Ryan worked on the analysis of the expansion of the Colorado Convention Center; provided market analysis and for expansion of the Tri-Cities Convention Center in Kennewick, WA; managed the operator selection process for the Jackson Convention Center in Jackson, MS; and assisted with the procurement of a development company for a new hotel in Fort Wayne, IN. Recently, he completed a demand and financial feasibility study for a convention center headquarters hotel in Madison, WI and an operational audit on the Tucson Convention Center in Tucson, AZ. Ryan is currently working on an analysis for the Austin Convention Center in Austin, TX.



Sarah Emmerton

Director of Research

Areas of Expertise

Tourism Strategic Planning
Hotel/ Mixed Use Development
Analyst in the Real Estate Industry
Urban planning
Research
Survey Analysis
Organizational Reviews
GIS
Business Management & Client
Relations

Education

Bachelor Urban Planning &
Development (Honors) – The
University of Melbourne, Australia

Professional Associations

Urban Land Institute (ULI)
Destination Marketing Association
International (DMAI)

Contact Information

Sarah Emmerton
6 East Monroe Street
Suite 500
Chicago, IL 60603
P: (312) 447-2002
F: (312) 444-1125
semmerton@chjc.com
www.chjc.com

Sarah joined Johnson Consulting in 2010 after working in London as a regeneration analyst with a local redevelopment authority. Prior to that, Sarah worked as a real estate analyst and consultant with a strategic real estate consulting firm in Melbourne, Australia. She has experience working across a range of different real estate markets, on a variety of projects completed on behalf of both public and private sector clients.

At Johnson Consulting, Sarah specializes in market and financial analysis for convention, hospitality, and real estate projects, with a particular focus on event centers, multi-purpose sports and entertainment venues, fairgrounds, convention and conference centers, and hotels. She leads the firm in market research, case study development, and consumer and customer survey analysis. Her background in urban planning equips her with a sound understanding of how to apply the principles and practices of strategic planning to undertake projects that best respond to a community's needs and maximize the benefits for the local, regional and national economies. Sarah also has extensive experience in the use of GIS as an analytical tool.

Most recently, Sarah completed work on an expansion and renovation feasibility study for the Seaside Civic and Convention Center in Seaside, OR; a market and feasibility analysis of a proposed multi-purpose event center in Gallipolis, OH; and a feasibility and impact study for a proposed multi-purpose events center in Surrey, BC. Sarah is currently working on an expansion and renovation study for the Five Sullivan Brothers Convention Center in downtown Waterloo, IA.

SECTION 3
CONSULTANTS

ODELL EXPERIENCE

ODELL has designed dozens of indoor sports and conference venues. Our first indoor arena, the Charlotte Coliseum which opened in 1955, was hailed as a “Wonder of the World” for its long span dome – the largest dome in the world until the opening of the Astro-dome. And now, 60 years later, ODELL was recently engaged by the City of Charlotte to design needed renovations and upgrades to this still-vibrant venue.

ODELL has designed 15 completed arenas and several conference centers, and is currently working on renovating 3 older arenas. Our PLAY market sector, led by managing principal Mike Woollen, AIA, LEED AP, has a group of architects and designers dedicated solely to the design of sports, entertainment, conference, and other public assembly venues. We have a thorough understanding of the sports & conference center industry and the need to meet the rigorous needs of universities who must meet the demanding and varying needs of different events and different groups utilizing their venues. We also understand the needs of spectators and guests visiting these venues and the importance of safety and crowd control, spacious circulation ways served by appropriate public facilities and high quality food and beverage facilities. The experience of the event itself with superior sightlines, audio, and video accommodations is also critical.

Memorable, outstanding designs are the legacy of Odell. Our buildings are functional and cost effective and express our strong design vision in response to our clients' directives. We develop expressive solutions that reflect the local culture of each site and respond to global design and development trends.



J. MICHAEL WOOLLEN

AIA, LEED AP

MANAGING PRINCIPAL | PLAY | ODELL



EDUCATION

Bachelor of Environmental Design in Architecture, 1973
Masters of Architecture, 1975, North Carolina State University

YEARS WITH ODELL

20

PROFESSIONAL AFFILIATIONS

American Institute of Architects
NCARB
Allied Member - International Association of Venue Managers
Corporate Member - Stadium Managers Association
Board Member - Charlotte Hospitality & Tourism Alliance
Board Member - Charlotte Development Review Board
Board Member - USGBC, Charlotte Section
LEED Accredited Professional

BACKGROUND

Mike is the managing principal of ODELL's PLAY market sector responsible for the design of sports & entertainment venues and public assembly venues. Mike has been involved in over two dozen arena projects throughout the U.S. including two NBA arenas and one NHL arena. He is currently leading major expansions and renovations to two Civic Center projects – one in Charleston, West Virginia and the other in Florence, South Carolina.

REFERENCES

Mike Adams
Walt Disney World
Facility Asset Manager
407.934.6175
Mike.Adams@disney.com

Kendall Wall
Florence City-County Civic Ctr.
General Manager
843.679.9417
kwall@florenceciviccenter.com

John Robertson
Charleston Civic Center
Executive Director
304.345.1500
john.robertson@charlestonwvciviccenter.com

SIMILAR PROJECT EXPERIENCE

- Disney ESPN Third Venue Conceptual Design, Orlando, FL
- Disney Yacht and Beach Club, Orlando, FL
- The Jostens Center at Disney's Wide World of Sports, Orlando, FL
- Orchard Hotel and Convention Center- Beijing, China
- Stone Forest Hotel and Convention Center - Beijing, China
- Bojangles' Coliseum Renovation, Charlotte, NC
- Charleston Convention Center Expansion & Renovations, Charleston, WV
- Florence Convention Center Expansion & Renovations, Florence, SC
- GoodSports Hotel and Sports Village, Charlotte, NC
- Project Rose Hotel and Sports Village, Charlotte, NC
- High Point Ballpark & Entertainment Core, High Point, NC
- Shockoe Bottom Ballpark & Mixed-Use Development, Richmond, VA
- North Augusta Ballpark & Mixed Use Development, North Augusta, SC
- PNC Arena, Raleigh, NC
- Charlotte Coliseum, Charlotte, NC
- N. Charleston Coliseum, N. Charleston, SC
- Columbus Civic Center Arena, Columbus, GA
- Crown Coliseum, Fayetteville, NC
- Bi-Lo Center, Greenville, SC
- Resch Center, Green Bay, WI
- Davidson College Athletic Complex, Davidson, NC
- UNCC Barnhardt Student Activity Center, Charlotte, NC
- American Airlines Arena – Miami, FL
- BB&T BallPark - Home of the Charlotte Knights, Charlotte, NC
- North Augusta Ballpark Development, North Augusta, SC
- GoodSports Fieldhouse and Hotel, Charlotte, NC
- Satoyama Olympic Park Design Competition, Tokyo, Japan
- Francis Marion University Athletic Complex, Florence, SC
- King Abdullah Sports City - Design Oversight, Saudi Arabia

BRAD BARTHOLOMEW

AIA, LEED BD+C

DESIGN PRINCIPAL | ODELL



BACKGROUND

Brad leads a team of architects and designers dedicated to design. With more than 20 years of experience in design and construction, Brad's diverse body of work includes civic, commercial, hospitality, retail, residential, and workplace commissions have garnered regional, national and international attention. This significant level of experience has helped him form an expertise in design and the ability to realize this vision in meaningful architecture.

REFERENCES

Robert Henderschedt
Adventist Health System
Senior Vice President of
Administration
407.975.1419
Robert.Henderschedt@ahss.org

Kevin DeSanctis
Revel Entertainment
Chief Executive Officer
609.340.0003
kevin@revelentertainment.com

Tony Kuhn
Vision Ventures
Director
901.219.3987
amk@visionventures.net

EDUCATION

Bachelor of Architecture, Syracuse University,
Syracuse, NY

YEARS WITH ODELL

3

PROFESSIONAL AFFILIATIONS

American Institute of Architects
National Council of Architectural Registration Boards (NCARB)
LEED Accredited Professional

SIMILAR PROJECT EXPERIENCE

- Disney ESPN Third Venue Conceptual Design, Orlando, FL
- Disney Yacht and Beach Club, Orlando, FL
- Revel Entertainment, Revel Resort and Casino (6,000,000sf) - Atlantic City, NJ
- Sands, Resort and Casino Proposal (5,000,000 sf) - Atlantic City, NJ
- Conrad Hotel and Convention Center @ SIFC (500,000sf) - Seoul, South Korea
- Venetian, The Venetian Resort Hotel and Casino (6,000,000sf) - Las Vegas, NV
- Orchard Hotel and Convention Center- Beijing, China
- Stone Forest Hotel and Convention Center - Beijing, China
- Bojangles' Coliseum Renovation, Charlotte, NC
- Charleston Convention Center Expansion & Renovations, Charleston, WV
- Florence Convention Center Expansion & Renovations, Florence, SC
- GoodSports Hotel and Sports Village, Charlotte, NC
- Project Rose Hotel and Sports Village, Charlotte, NC
- High Point Ballpark & Entertainment Core, High Point, NC
- Shockoe Bottom Ballpark & Mixed-Use Development, Richmond, VA
- North Augusta Ballpark & Mixed Use Development, North Augusta, SC
- Yangzte River Club Resort, Chongqing, China
- Dalian Mixed Use Office Tower (140,000sm), Dalian, China
- Weifang Hotel and Convention Center (100,000sm), Weifang, China
- Sapphire Mixed Use Development (180,000sm), Nanjing, China
- Crystal Mixed Use Development (100,000sm), Shanghai, China
- Chengde Mountain Resort and Hotel, Chengde, China
- Fuzhou Hotel and Convention Center (100,000sm), Fuzhou, China
- Innovation Core of Dinosaur City (50mu), Changzou, China
- International Media Park (1,000,000sm), Shanghai, China
- Rhom Haas, Research + Development Center (270,000sf), Shanghai, China
- Jinji Lake Plaza Hotel and Convention Center(120,000sm), Suzhou, China
- International Exhibition Center (120,000sm), Hangzhou, China
- Duke University French Family Science Center (275,000sf), Durham, NC
- Guggenheim, Guggenheim Museum Las Vegas (175,000sf) - Las Vegas, NV

COMPANY INFORMATION

Contact Information

Jeremy Holt, CPE | Regional Director
302 East Pettigrew St, Suite 130
Durham, NC 27701
P: (919) 237-4100 | F: (919) 237-4140
jholt@ccorpusa.com | www.ccorpusa.com

Firm Profile

Cumming Construction Management, Inc. (Cumming) is a privately held corporation founded in California in 1996. We are and always have been a firm specializing in providing project owners with comprehensive cost management and estimating, as well as project and construction management services, including master planning, facilities studies, dispute resolution and avoidance, and other related services. Now, in our 18th year of business, we have grown into a firm of approximately 350 people in 24 offices nationwide, and are recognized as one of the very best consulting firms in the industry. This is particularly true in relation to cost estimating.

Cumming has the largest collection of in-house cost estimators in the State of California, and undoubtedly the most accomplished. We provide more than 500 estimates a month, giving us unmatched experience in this discipline. In total, our cost management and estimating group has completed tens of thousands of estimates worth more than a hundred billion dollars in construction value. Specifically, Cumming has completed more than 1,000 projects for city- and county-operated facilities, which includes approximately 550 projects for planned renovation/alteration/remodel/tenant improvement projects. These projects have involved parks, city halls, civic centers, police/fire facilities, libraries, offices, community centers, animal shelters, maintenance facilities, and public works, among others.

NORTH CAROLINA EXPERIENCE

Cumming has provided services in North Carolina since 2009 and opened our Durham office in 2012. In this time, we have grown our staff to include 4 estimators, including a dedicated MEP estimator, and have provided estimates for nearly 100 projects. Project experience includes estimates for the North Carolina History Museum, City Center of Durham, a 1937 Federal Building Renovation program, UNC-Chapel Hill, Wake Technical Community College, Duke University, and the Duke Energy Center for the Performing Arts.

Duke Energy Center for Performing Arts, Raleigh, NC

Client: KlingStubbins

Years of Service: 2014

Cumming provided estimates for the \$10 Million renovation to the lobbies, exterior restrooms, and lighting, including new pillar lighting and moving chandeliers several feet. Projects include new lighting inside and out, a rebuilt concessions area, new fire-safety and security systems, and fully repainted interiors.

NC State Museum of History, Raleigh, NC

Cumming has provided estimates for those costs related for the 3 site options targeting to accommodate the new / renovated History Museum in Raleigh, North Carolina. Each site option has been broken down (where applicable) into demolition / prep, building renovation / addition, new construction, site improvements, utilities, and off site construction improvements, and utilities. Size varies between 146, 000 SF and 225,000 SF, depending upon option. Approximate Cost of Construction: Depending upon options: \$70 Million - \$100 Million

Albemarle Building Renovations, Raleigh, NC

This estimate encompasses those costs related to the interior renovations of the existing 11 story / 186,000 GSF Albemarle Building in Raleigh, North Carolina. Scope also includes envelope modifications, re-roofing, new emergency generator, existing site improvements and utility upsizing, and new tunneled basement access. Approximate Construction Value: \$3 Million

York County Municipal Projects, York County, SC

Client: York County

Years of Service: 2014 – Ongoing

York County awarded Cumming a contract to provide project management services for over \$135 million in various capital projects across the County, which will be partially funded by a multi-million bond referendum scheduled to be on the local ballot this upcoming spring. In the meantime, we have started providing services to the County on previously funded projects such as the Fire Training Academy and Historical Courthouse renovation.

University of South Carolina, Darla Moore School of Business and School of Music Auditorium, Columbia, SC

Client: University of South Carolina

Year of Completion: 2014

The Darla Moore School of Business at University of South Carolina is home to the *US News and World Report* #1 ranked International Business Program in Public Universities. This project is slated to meet Net Zero Energy status and a minimum of LEED Silver certification. This 252,000 sq. ft. building will house the Darla Moore School of Business and portions of the University Of South Carolina School Of Music. This project is being built on a main traffic thoroughfare of Columbia, SC's downtown area, in the middle of the State Capital, the University of South Carolina and a major trucking route. This new construction is being designed to incorporate existing buildings, especially the Carolina Coliseum, which is directly adjacent to the site. The urban setting, existing design considerations and technological needs of this construction project requires controlled construction and coordination with the city, university, DOT and the Coliseum operations team to abate unnecessary impact to the city, campus and events near this site.

JOHN REEVES

Senior Cost Manager

EDUCATION

Honor Graduate, Electrician's
Mate 'A' School, U.S. Navy

ACCOLADES

National Achievement Medal for
Outstanding Service

Sailor of Month – Two
Commands

Sailor of Quarter – Two
Commands

HOURLY RATE

\$175/Hr.

John has over 20 years' experience in the electrical field, having led electrical estimating departments for companies throughout the region. His electrical and leadership training began in the United States Navy where he served both on forces afloat and overseas supporting submarine operations in the Mediterranean Sea. He continued his leadership and expertise in the electrical field, and he has trained and mentored multiple groups of estimators over his career. He has worked on a variety of projects throughout his career spanning everything from health care to manufacturing, Veteran's Administration to education facilities. His dedication to accuracy has resulted in company growth and rehiring on multiple contracts. He has served as a Project Manager for large-scale programs, including mechanical, plumbing, ironworks, prefabrication and industrial departments. He has established himself as a leader in all cost estimating software and reporting methodologies. Since joining Cumming's Washington, D.C. office, he has proven himself to be an asset to the MEP team. Specifically within the healthcare sector, John has extensive national experience through projects in the mid-Atlantic states, California, and Nevada. Additionally, he has worked in the government sector across multiple departments, including the DOD, the DOJ, the USDA, and others.

RELEVANT EXPERIENCE

Duke Energy Center for the Performing Arts, Raleigh, NC

100 King Street, New Restaurant Expansion, Alexandria, VA

AMC 24 Plex Theatre Langley, VA

Coral Harbor Resort, Phase I, New Providence Island, Bahamas

Courtyard Marriott, San Francisco Exploratory Audit, San Francisco, CA

Fairfield Suites Chesapeake, VA

Hanover Historic Tavern & Theatre Hanover, VA

Hilton Garden Inn Glen Allen, VA

Holiday Inn Norfolk, VA

Landmark Theatre Richmond, VA

Liberty Center, Facility Improvements, Pittsburgh, PA

Natirar, Master Plan Development Budget, Denver, CO

Omni Hotel Renovations Richmond, VA

One Hotel & Homes, South Beach Specialty Restaurant, Miami Beach, FL

Regal Cinemas 18 Plex Theatre Colonial Heights, VA

Renaissance Hotel, Conference and Resort Portsmouth, VA

Residence Inn Chesapeake, VA

Ritz-Carlton Washington, DC

San Manuel Casino Renovations, Highland, CA

Sheraton Hotel Norfolk, VA

Sleep Inn Chesterfield, VA

Springhill Suites Humble Oil Building, Houston, TX

Springhill Suites Chesapeake, VA

Stonewell Jackson Hotel Staunton, VA

The Jefferson Hotel Richmond, VA

Virginia Museum of Contemporary Arts Virginia Beach, VA

Virginia Museum of Fine Arts Richmond, VA

SECTION 4
RELEVANT EXPERIENCE

COLUMBIA METROPOLITAN CONVENTION CENTER

COLUMBIA, SOUTH CAROLINA

Johnson Consulting was engaged by the Midlands Authority for Conventions, Sports, and Tourism (MACST) to analyze the performance of the Columbia Metropolitan Convention Center (CMCC) in relation to a peer set of convention facilities to determine if the size of the facility and demand profile is appropriate for the market size.

Following the comparative analysis, three projected demand scenarios were presented (i) analyzing an as is, no change approach for the CMCC; (ii) the demand profile with a new alumni center operated by the CMCC; and (iii) demand projections where the CMCC has undergone long-term strategic enhancements, such as exhibit hall expansion or other operational enhancements that improve the demand profile of the CMCC. To complete this engagement, Johnson Consulting performed the following tasks:

- Met with and interviewed local hotel managers and operators, the CMCC Management Team, and City and County council members, as well as tourism and economic development officials from surrounding communities,
- Analyzed comparable facilities to understand best practices within the region and nationally,
- Proposed an expanded facility program that would better serve the current potential local, regional, and national meetings market,
- Projected future demand under three scenarios in terms of annual events and attendance with corresponding financial projections, and
- Conducted an economic and fiscal impact analysis.



PROJECT HIGHLIGHTS

- Market analysis
- Lost business analysis
- Competitive position & benchmark analysis
- Demand projections
- Financial projections

INFINITE ENERGY CENTER (GWINNETT CENTER)

DULUTH, GA

Johnson Consulting was retained by the Gwinnett Convention and Visitors Bureau to assess the potential for improvements to, and an expansion of, the Infinite Energy Center (formerly the Gwinnett Center). The primary focus of our study was on focusing primarily on the Convention Center (Infinite Energy Forum), which opened in 1992 and comprises a 50,000 square foot Exhibit Hall, a 21,600 square foot Ballroom, and 14 Meeting Rooms, totaling 212,800 square foot. The Master Plan for the Center proposed a 75,000 square foot expansion to the Exhibit Hall, increasing its total leasable space to 125,000 square feet, and 5 additional Meeting Rooms totaling 3,500 square feet. Consideration was also given to planned developments and enhancements throughout the broader Gwinnett Center campus, which includes the 13,000-seat Infinite Energy Arena, the 702-seat Infinite Energy Theater, and the Jacqueline Casey Hudgens Center for the Arts, along with two new hotel properties, one of which will be attached to the Convention Center and serve as a headquarters hotel. Our report also included a peer review of a prior expansion study completed by Price Waterhouse Coopers.

Based upon our assessment of the performance and potential of the Gwinnett Center, Johnson Consulting concluded that the addition of a Junior Ballroom and 6 Meeting Rooms, over and above the Master Plan, was justified. If more space could not be added in the short-term, our study recommended that a Master Plan update should contemplate a larger ballroom and additional meeting rooms, and any expansion and renovations should allow the lobbies and pre-function areas to be used as food service and social spaces, supplementing the meeting space. Regarding the broader campus, the amount and density of proposed development was considered to be intense but directly responsive to the County Commission's commitment to protect and grow the Gwinnett Center. Further, a walkable scale, coupled with signage, way-funding, lighting and security measures that ensure personal safety within the campus, is aligned with the vision of creating a "live-work-play" environment.



PROJECT HIGHLIGHTS

- Peer Review of Prior Study
- Demographic and Socio-Economic Analysis
- Historic Performance Review
- Regional Competitive and Best Practice Case Studies
- Survey of Current and Prior Users
- Facility Program Recommendations and Assessment of Campus Master Plan
- Demand Projections
- Operating Projections
- Economic and Fiscal Impact Analysis

CIVIC CENTER MASTERPLAN AND CONVENTION HOTEL

ERIE, PENNSYLVANIA

Johnson Consulting was engaged by the Erie County Convention Center Authority to conduct four distinct projects to extend the appeal and character of Erie as a convention, event, and tourism destination. Under the first engagement, we worked in partnership with the Authority to prepare a feasibility study and campus facilities master plan for the Erie Civic Center Complex (ECCC).

The ECCC is comprised of three facilities: the Warner Theatre, Tullio Arena, and Jerry Uht Ballpark. Our team was hired to evaluate the condition and performance of the facilities and prepare a master plan that positions the ECCC to remain an ongoing resource for Erie County. Our project included the following elements:

- An exploration of strategies for developing the ECCC into an integrated arts, entertainment, and cultural district in downtown Erie through the development of the ECCC master plan
- An evaluation of the physical condition of the ECCC's existing facilities, and recommendations regarding a capital improvements plan, and
- Financial analysis to measure the contribution margin associated with each capital improvement.

A fourth facility, the Erie Bayfront Convention Center, was added to the Authority's roster of facilities. As part of the development effort for this facility, the Authority retained Johnson Consulting to evaluate development proposals and sites for a convention center and a related headquarters hotel. The Authority also engaged Johnson Consulting to market the project; attract developer interest; provide independent analysis of alternate developer qualifications; provide counsel on critical deal terms and strategies that will contribute to the expedient delivery of a convention center/hotel project; review developer proposals; and serve as an analytical resource on developer negotiations. Additional services included funding gap analysis and confirmation of hotel market opportunity and review of facility sizing and operating strategies.



PROJECT HIGHLIGHTS

MASTER PLAN

- Master plan for entertainment district featuring two-theaters, an arena, and a AA baseball stadium
- Demand and operating projections
- Cost estimates and phasing plan

CONVENTION HOTEL

- Hotel Developer RFQ/RFP solicitation, coordination, and management
- Developer proposal evaluation
- Site analysis and recommendations

CAPITAL CITY CONVENTION CENTER

JACKSON, MISSISSIPPI

The Jackson Convention & Visitors Bureau (Jackson CVB) contracted with Dale & Associates, Johnson Consulting, and Conventional Wisdom to perform an implementation study for a new convention center district in downtown Jackson. The report included facility recommendations and estimates of demand, projected financial performance, estimated economic impact, and identified financial strategies. The project will form part of a cultural area of the City that includes performing arts facilities and a fairgrounds and arena complex. Once the project was deemed feasible, our Team presented the findings to the Governor of Mississippi and advocated for the project on the state level.



PROJECT HIGHLIGHTS

- One of the few capital cities without a convention center
- Identified a convention center site with adjacent hotel and conference center
- Facility recommendations and site review
- Economic and fiscal impact analysis

TD CONVENTION CENTER

GREENVILLE, SOUTH CAROLINA

TD Center management retained Johnson Consulting, along with Conventional Wisdom, to develop market strategies to improve Greenville as a meeting destination. The analysis provided a realistic picture of the amount of growth expected in the residential, retail, and office markets downtown. It identified strategies regarding the virtues of staying at the current site because it leveraged an existing asset and produced the greatest return on investment for the community.

Johnson Consulting performed the following tasks:

- Prepared a demand estimate, financial projection, and fiscal impact analysis for a downtown facility and a comparable model that analyzed demand potential at the current location.
- Evaluated the differential impact on financial performance between the alternate locations.
- Developed a real estate analysis that assisted in determining where maximum leverage would be gained by investing in the convention center. The real estate analysis looked at overall absorption rates in office, retail, hotel, and residential markets for the Greenville MSA. Johnson Consulting then developed capture rates for both downtown Greenville and the current site area.



PROJECT HIGHLIGHTS

- Market Strategy Development
- Demand Estimates
- Financial Projections
- Fiscal Economic Impact Analysis

CHARLOTTE CONVENTION CENTER/HEADQUARTERS HOTEL

CHARLOTTE, NORTH CAROLINA

Johnson Consulting has been involved in various projects for the City of Charlotte since 1991. On our first assignment, we analyzed the economic and fiscal benefits of each of the facilities under the City's Convention Center Authority's control, including Ovens Auditorium (a performing arts center), the Charlotte Coliseum (home of the NBA Hornets), the existing Charlotte Convention Center, and the new 277,300-square foot convention center.

On a subsequent engagement, we worked with the City of Charlotte's Department of Finance and conducted hotel and meals tax projections for use in the Convention Center-Coliseum-Auditorium Authority bond issue. We developed tax projections for a newly implemented meals tax and an expansion of an existing hotel lodging tax.

In April 1996, the City engaged Johnson Consulting to conduct a one-year status report on activity at the new Convention Center. We recommended strategic initiatives for the City to pursue in optimizing the Convention Center performance, including a potential headquarters hotel, a new arena, a major retail complex, and transit improvements.

To implement the 1996 recommendations, the City retained Johnson Consulting for the following additional engagements:

- A long range masterplan for the convention center
- An update of the hotel and meals tax projections and analysis of financing capacity
- An evaluation of the market potential for a headquarters hotel
- Drafting a request for developer qualifications for the headquarters hotel and solicitation process for developer.

The City followed the development guidelines presented by Johnson Consulting and the headquarters hotel opened in May 2003.



PROJECT HIGHLIGHTS

- Convention center maximization study
- Headquarters hotel feasibility study and solicitation
- Economic and fiscal impact study
- Convention center long range masterplan
- Tax projections for bond issue

BON SECOURS WELLNESS ARENA

GREENVILLE, SOUTH CAROLINA

Johnson Consulting served as a development consultant to Charlotte-based ScheerSports, Inc. and three local governments to assess the feasibility of a new multi-purpose facility in downtown Greenville. Our firm provided market analysis, financial feasibility, and bond documentation for the underwriting of the \$62-million arena. The facility was funded through a combination of private and public financing, including hotel taxes, property taxes, and project revenues. Our analysis included a review of management's business plan; all vendor contracts and an analysis to determine whether operating revenues were sufficient to support debt service. In a separate study, we analyzed the hotel market and projected future room tax revenues available to support debt service on the arena. The issuer published our reports in the various official bond offering statements issued for this project.

The City and County provided \$20 million in public financing derived from a hotel tax increase, with the balance of funding achieved through the sale of 600 club seats and the lease of 30 executive suites. The initial market and financial feasibility studies served to document viability of the financing scheme, to advise the owner of business plan issues, and to advise the City on overall project urban-improvement influences. The Bon Secours Wellness Arena (formerly the BI-LO Center) is unique in that it is among the first arenas to apply major league revenue generation approaches in a minor-league setting. The facility serves as a regional venue for concerts, collegiate sports, and other entertainment events, as well as the home of the East Coast Hockey League's Greenville Grrrowl and the former arenafootball2's Carolina Rhinos.



PROJECT HIGHLIGHTS

- Creative public/private joint venture
- Room tax projections developed by Johnson Consulting used in bond issue
- Financial projections served as partial basis for entering into long-term relationship with private manager
- 30 executive suites and over 500 club seats sold based on focus groups and comparable research

FIVE SULLIVAN BROTHERS CONVENTION CENTER

WATERLOO, IOWA

Johnson Consulting was retained by the Waterloo Convention & Visitors Bureau (CVB) to conduct a feasibility study assessing the merits of a renovation to, or the redevelopment of, the Five Sullivan Brothers Convention Center in Waterloo, IA. Specifically, the focus of our study is on three different scenarios – 1) Remodeling the current facility; 2) Expanding the current facility with or without partnering for additional rooms space with neighboring hotel (Ramada); and 3) Tearing down and rebuilding the facility. The Center, which is operated by Ramada, is located directly adjacent to the RiverLoop Expo Grounds.

In order to assist the CVB and community in understanding the current and potential competitive positioning of the Center, the following questions need to be addressed:

- **MARKET AND INDUSTRY PENETRATION:** Which existing and proposed venues does the facility compete with or complement? How does the facility perform vis-à-vis peer facilities in similar markets? Who utilizes the facility and what are their needs, desires, and expectations? How does the facility impact the local economy, its adjacent real estate, area convention centers, and hotels? How would this impact change if the facility was remodeled, expanded or rebuilt?
- **PROGRAM CONSIDERATIONS:** If the facility should be renovated, expanded, or redeveloped, what is the optimal size of the facility? What physical, technological, and sustainable attributes should the facility have? What is the facility's optimal configuration to capitalize on market trends, ensure flexible use of space, and increase market share?
- **SITE AND DEVELOPMENT CONSIDERATIONS:** If a remodel, expansion, or tear down/ rebuild of the facility is warranted, what will be the cost of site acquisition and preparation? How much will the initial capital construction cost?
- **OPERATIONS:** If the facility is remodeled, expanded, or rebuilt, how will it operate from a demand and financial perspective, as well as from a management and business planning standpoint?
- **FUNDING:** What funding mechanisms are available for the remodel, expansion, or rebuilding of the current facility, in terms of initial capital construction, as well as ongoing operating support?



PROJECT HIGHLIGHTS

- Demographic & Socio-Economic Analysis
- Users Survey
- Facility Program Recommendations
- Demand & Financial Projections
- Funding Recommendations

CONVENTION/CIVIC CENTER FEASIBILITY

GASTONIA, NORTH CAROLINA

The City of Gastonia engaged Johnson Consulting to provide a feasibility study for a Civic/Convention Center. Gastonia has a population of more than 190,000 and is just 22 miles west of downtown Charlotte.

Gastonia is an integral part of the Greater Charlotte market. Its proximity to the airport and Interstate 85, along with its concentration of retail, gives it regional visibility. In previous years, Gastonia and Gaston County officials have debated the development of a convention/civic center, with at least one development effort defeated by public vote.

We analyzed several development options for the City to consider. Our study included analysis of the market, convention and meeting industry trends, peer markets, site criteria and recommendations for the type and size of the Center, as well as demand and operating projections, ownership option, economic and fiscal impact estimates, and funding considerations.



PROJECT HIGHLIGHTS

- Market and financial analysis for convention/civic center
- Site, funding, and economic impact analysis

CONVENTION AND CIVIC CENTER PLANNING

CORPUS CHRISTI, TEXAS

Johnson Consulting was engaged to help the Corpus Christi Business Alliance plan the future development of hotel, convention and arena facilities in downtown Corpus Christi. The Bayfront Plaza Convention Center serves as Corpus Christi's civic center and convention facility. There was also a dance hall and need for an arena. The facility was gradually losing State association convention business because many events were growing too large for the facility. As a civic center, the Bayfront Plaza was unable to meet the strong local demand for community and social events.

Johnson Consulting carefully examined the needs of the local community and Corpus Christi's potential in the state, regional and national meetings market. Based on a thorough economic and demographic analysis, Johnson Consulting projected demand for various types of events in Corpus Christi and developed a set of facility recommendations, including the economic impact of making individual changes. Our market analysis resulted in recommendations to expand the existing exhibit hall, add a ballroom and more meeting rooms, and to construct a separate arena between the Convention Center and the Historic Village for local uses.

Johnson Consulting also prepared sales tax projections for the Shoreline Redevelopment project. These projections were used in the projects bond issue.



PROJECT HIGHLIGHTS

- Operational review of convention center and arena
- Highly popular destination for state association business
- Integrated convention center and theater complex
- Small facility for civic and convention use, needing renovation
- Facility is part of a larger grouping of civic and tourism facilities
- Ultimately recommended expanding Convention Center, adding a ballroom and adding a separate civic center dedicated to local use

CONFERENCE CENTER MARKET STUDY

UINTAH COUNTY, UTAH

Johnson Consulting was retained by Uintah County to prepare a market and financial feasibility study pertaining to a proposed conference center. The County had been exploring the merits of developing a conference center for some time, given the lack of existing facilities that can host larger conference and multi-purpose events. It is envisaged that a new facility would serve the business that is either being inadequately served by the market or cannot be accommodated in the market area due to date availability at the current site, Western Park.

Based upon our assessment of the market opportunity for the proposed conference center, and our analysis of competitive and comparable facilities, we recommended a master plan for a facility with the following program of spaces:

- A minimum of 20,000 square feet of ballroom space, divisible into a minimum of four sections.
- Additional 8,000 square feet of banquet/ meeting rooms with the flexibility to be combined into bigger rooms or separated into smaller ones.

A new facility will fill a gap that is currently present in the convention market in Uintah County and allow the County to become highly competitive locally, as well as regionally. Additionally, our report provided a site analysis that recommended locating the conference center in close proximity to existing hotel supply and the Western Park.



PROJECT HIGHLIGHTS

- Feasibility for Conference Center
- Demand and Financial Projections
- Site Analysis
- Funding Analysis
- Economic Impact Analysis

LEXINGTON CENTER AND RUPP ARENA

LEXINGTON, KENTUCKY

Johnson Consulting was hired by the Lexington Center Corporation to determine the feasibility of a new arena, theater, and an expanded convention center in Lexington, KY. The consulting team prepared a feasibility study, market analysis, needs assessment, financial projections, and an economic and fiscal impact analysis to better understand the viability of the proposed development and expansion.

Considering the age, lack of technology and revenue producing elements of the existing Rupp Arena and the capacity limitations of the current convention facilities, the Lexington Center team set forth a plan to improve the quality and increase the size of its offerings. The new and expanded facilities are projected to provide large economic benefits throughout the community for years to come. A great plan was created and used as a basis for the analysis to develop the new arena on an existing parking lot adjacent to the current facilities, while the existing Rupp Arena was converted to additional exhibit, ballroom, and meeting space as well as a new proscenium style theater that will all flawlessly tie into the current meeting space and 365-room newly renovated Hyatt headquarter hotel.

The new arena offers a wealth of premium seating options in the form of suites, large boxes and club seats, as well as a rooftop bar, ground floor retail, and state of the art technology. The expansion/improvement to all arena components included concessions to wider exits to display advertising to back of the house storage. The expanded convention center increased from approximately 105,000 square feet to 177,000 square feet in addition to a 2,500 theater to complement the current theater offerings in the market.



PROJECT HIGHLIGHTS

- Community-based convention center and arena complex
- Feasibility, market, and economic and fiscal impact analyses
- 25,000+ seat new State of the Art Arena
- 60 percent increase in size for the current convention facilities.

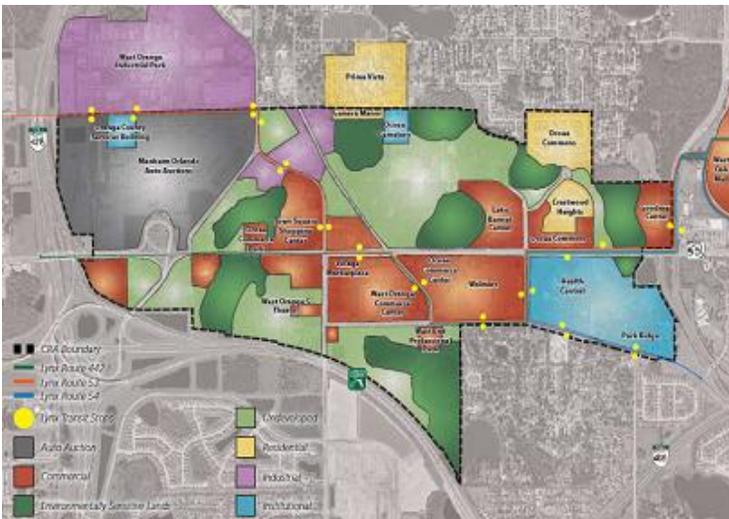
OCOEE MULTI-PURPOSE EVENTS CENTER FEASIBILITY ANALYSIS

OCOEE, FLORIDA

Johnson Consulting, Inc. was commissioned by the City of Ocoee, Florida to evaluate the market potential and possible implementation options for an events center in Ocoee. The analysis was completed in two phases. The first phase determines the overall feasibility of a center in Ocoee, provides facility development options, and projects demand and attendance of an events center, if warranted. The second phase provides recommendations on facility management structure, financing strategies, financial operating projections, and an economic and fiscal impact analysis.

The first phase analysis calls for an events venue with approximately 20,000 square feet of exhibit space and supplemental meeting space of 10,000 square feet. Such a facility would fill a gap that was present in the Central Florida convention and event market at the time of analysis. Central Florida is known for serving the large convention and tradeshow market, but there were no facilities to support local and regional event demand.

Out of the broader Ocoee Community Redevelopment Area (shown above) three sites were identified to have the potential for the city to improve its downtown “destination” center and were analyzed for their pros and cons. Later, an expansion of the exhibit hall by 10,000 to 15,000 square feet should be contemplated on the site within 10 to 15 years, depending on the dynamics of the market.



PROJECT HIGHLIGHTS

- Market and feasibility analysis of an events center
- Program recommendations for first phase and total built-out of facility
- Site analysis
- Demand and financial projections
- Strategic implementation plan

CROWN CENTER

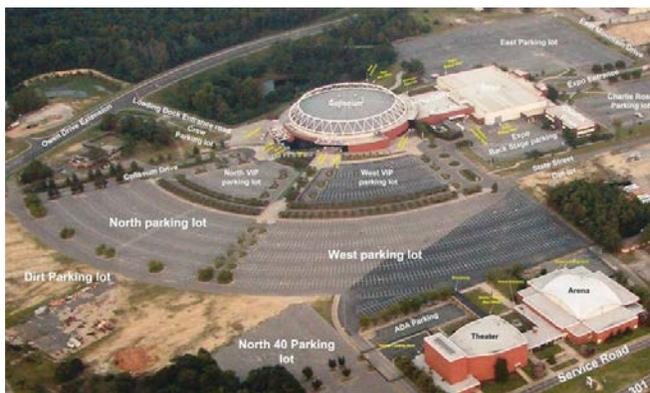
FAYETTEVILLE, NORTH CAROLINA

Johnson Consulting was retained by the Cumberland County Civic Center Commission to undertake a performance audit of the Crown Center, including an overview of existing operations and organizational elements of the Center, and a benchmark comparison of key performance indicators relative to a set of peer organizations and facilities throughout the region and the broader U.S. As a facility ages, it is important to continuously evaluate how it is managed, how it performs from a demand and financial perspective, and help insure that it is creating the impacts it was originally intended to, or potentially could.

Our analysis of existing operations considered the following functional areas and key performance indicators:

- **Sales and Event Services:** Current and targeted sales priorities; marketing plan and current marketing efforts; and facility rental rates.
- **Customer Services:** Mission statement; and analysis of terms, conditions, and length of existing contracts, including any facility subcontractors.
- **Demand:** Schedule of projected and actual events (past and future bookings) to analyze utilization levels, by event type, and including number of events and attendance.
- **Plant and Operations:** Maintenance protocols and programs, including in-house and outsourced activities; security and access protocols; and capital improvement spend for the next five years.
- **Administrative Services:** Organizational structure and staffing levels, including key responsibilities and assignments by staffing positions; and analysis of financial performance.

Our benchmarking analysis focused on Physical Attributes (location; demographic characteristics; and facility offerings); Organizational Structure (governing commission or board, if any; and staffing levels by department); Demand (based upon events and attendance, by event type, as well as comparative rental rate structures; and Financial Performance (comparison of net operating income/ deficit; and subsidies).



PROJECT HIGHLIGHTS

- Existing Operations and Organizational Review
- Benchmarking Analysis
- Findings and Recommendations

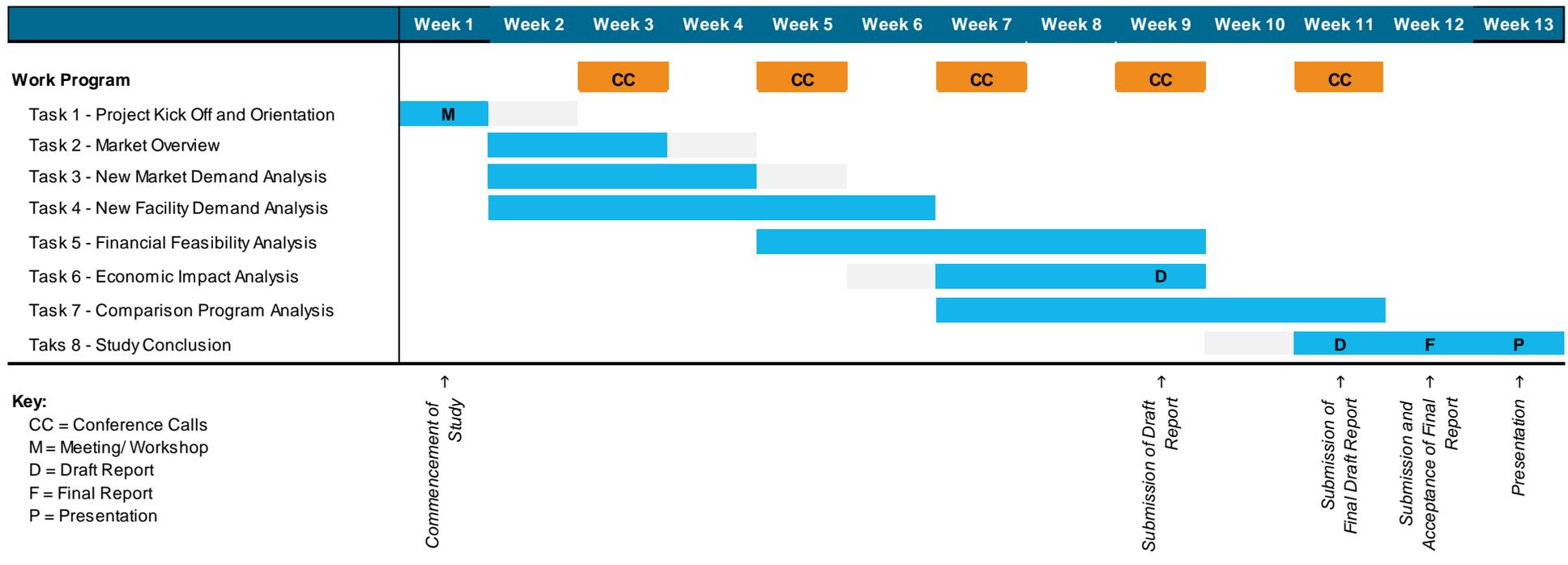
SECTION 5
SCHEDULE



PROPOSED TIME FRAME

We anticipate that the scope of services as described above will take 12 weeks to complete. We commit to meeting all of the Client’s timeframe requirements – Final Report completion date by Friday, May 6, 2016.

PROJECT TIMELINE
Convention Centers / Public Facilities Assembly Study



SECTION 6
REFERENCES



REFERENCES

Beth Paul
General Manager
Greenville Arena District - Bon Secours Wellness Arena
E: bpaul@bswarena.com
P: 864.241.3800

Aaron Buzza
Executive Director
Waterloo Convention and Visitors Bureau - Five Sullivan Brothers Convention Center
E: aaron@travelwaterloo.com
P: 319.233.8350

Preston Williams
General Manager
Gwinnett Center
E: preston@exploregwinnett.org
P: 770.813.7500