



RFP NO. 5216

Convention Centers/Public Assembly Facilities Study

Submitted to:

David Cannell
Orange County Financial & Administrative Services
200 S. Cameron Street
PO Box 8181
Hillsborough, NC 27278

January 4, 2016

Table of Contents

- A. Cover Letter
- B. Scope of Work
- C. Company Profiles
- D. Individual Qualifications
- E. Company Experience
- F. References
- G. Proposed Timing

Cover Letter



January 4, 2016

David Cannell
Orange County Financial & Administrative Services
200 S. Cameron Street
PO Box 8181
Hillsborough, NC 27278

RFP NO. 5216 – Convention Centers/Public Assembly Facilities Study

Dear Mr. Cannell,

The Hunden Strategic Partners Team (HSP), which includes the architect firm HKS, is pleased to respond to your request to conduct a market, feasibility, and impact analysis for convention and meetings facilities in Orange County, North Carolina. HSP believes it provides the right fit for your needs, as our professionals have performed these same tasks for numerous similar projects, have experience with many midsized communities, and have the expertise to move you through the entire development process, if the project is feasible. HSP and HKS are currently working on a similar study for the City of Greenville, South Carolina to determine the feasibility for a downtown convention center.

Hunden Strategic Partners (HSP) is a leading destination development consulting firm with its primary office in Chicago. The firm offers the full-range of market and financial feasibility services as well as economic, fiscal and employment impact analysis for specialty destination assets such as convention centers, hotels, mixed use developments, entertainment/retail/restaurant districts, arenas and stadiums and their supportive projects. HSP provides its clients around the U.S. and internationally with a strong, industry-savvy approach to evaluate the impacts these facilities have on their cities, counties and states. In addition, HSP also provides the financial advisory services and developer solicitation and selection experience to move projects from concept to funding. HSP has experience in 42 states and territories, numerous countries and has offices in Chicago, Los Angeles, Minneapolis and Indianapolis.

HKS is a worldwide collaborative of professionals, strategically located and working seamlessly as one firm with individual expertise in design, research and management. In more than 1,490 cities, HKS project experience includes convention centers, hotels, sports facilities, resorts, education facilities and more located in 1,498 cities.

Why choose the HSP Team?

- **Experience in the market analysis, feasibility and financing of convention centers.** HSP has experience consulting on the development of numerous convention center facilities and related hotels throughout the United States in all market sizes from coast to coast. Some of these markets include:
 - *Greenville, SC* – Downtown Convention Center, Expo Center Re-use
 - *Durham, NC* – Convention & Hotel Assessment
 - *Fort Worth, TX* – Convention Center & Hotel, Arena
 - *Portland, OR* – Expo Center Study
 - *Rockford, IL* – Downtown Convention Center & Hotel Studies
 - *Fort Wayne, IN* – Grand Wayne Center, Hotel & Downtown Entertainment District

- *Memphis, TN* - Memphis Cook Convention Center
- *Clearwater, FL* – Convention Center
- *Savannah, GA* – Convention Hotel
- *Springfield, MO* – Convention Center expansion & Hotel
- *Thornton, CO* – Convention Center
- **HSP understands the building blocks of great destinations.** HSP does not just focus on one type of development or even just buildings. We understand the projects, events, processes, leadership and key initiatives that come together to create great places. The through-line? Creating compelling places to visit, work and live. HSP excels in “nerdy work for cool places.” It starts with data, numbers and analysis, then includes best practices and compelling peer comparisons, and ends with critical implications that answer your key questions.
- **Experience in North Carolina.** In 2008, HSP completed a hotel and mixed-used analysis in the South End district of Charlotte. More recently HSP conducted convention/conference and hotel market, feasibility and impact studies for both Durham and Fuquay-Varina.
- **Experience working with Public Purpose Entities.** Public sector and related organizations, such as authorities and CVB’s, make up 90 percent of HSP’s client base.
- **Small firm with national scope and local focus.** As a principal-owned firm, HSP has the advantage of being able to focus our national experience on your specific needs. HSP does not use “boiler plate” reports like many of the national consulting firms. You will deal directly with Rob Hunden along with key staff.
- **Regulated by the Municipal Securities Rulemaking Board (MSRB).** This federal agency ensures that municipal advisors are transparent and accountable. Not all consultants are members, but should be if you intend to hire anyone providing financial projections.
- **A true understanding of the need for integrity in advice provided.** HSP is deeply committed to transparent public sector induced development and knows that advice provided to the public sector should be straightforward, supportable and transparent.

The contact information for Hunden Strategic Partners is:
920 North Franklin Street, Suite 303
Chicago, IL 60610
(312) 643-2500 phone; (312) 643-2501 fax
www.hundenpartners.com

Hunden Strategic Partners appreciates the opportunity to work with you.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Hunden", written over a horizontal line.

Robin Scott Hunden
President

STATE OF NORTH CAROLINA
ORANGE COUNTY

AFFIDAVIT

I, ROB HUNDEN (the individual attesting below), being duly authorized by and on behalf of HUNDEN STRATEGIC PARTNERS (the entity bidding on project hereinafter "Employer") after first being duly sworn hereby swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with NCGS §64-25(5).
2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCGS§64-26(a).
3. Employer is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in this State. (mark Yes or No)
 - a. YES , or
 - b. NO X
4. Employer's subcontractors comply with E-Verify, and if Employer is the winning bidder on this project Employer will ensure compliance with E-Verify by any subcontractors subsequently hired by Employer.

This 4 day of JANUARY, 2016.

[Handwritten Signature]

Signature of Affiant
Print or Type Name: ROB HUNDEN

State of Illinois ~~North Carolina~~ ~~Orange County~~

Signed and sworn to (or affirmed) before me, this the 4
day of January, 2014.

My Commission Expires:
7/19/17 Tate
Notary Public

(Affix Official/Notarial Seal)





ORANGE COUNTY
NORTH CAROLINA

Orange County
Financial Services Department
ADDENDUM #1
December 18, 2015

RFP 5216
Convention Centers/Public Assembly Facilities Study

To all Vendors:

Modifications to bid documents for the above-named Request for Proposal are made as follows and shall be included in the proposed amount.

1. Starting with page 2, see questions with County's responses received for the above-referenced project

All other terms and conditions shall remain the same

By: David E. Cannell, Purchasing Agent; dcannell@co.orange.nc.us / (919) 245-2651

Acknowledgement of receipt of this addendum shall be included with your submittal (page 1 only)

Company Name: HUNDEN STRATEGIC PARTNERS

By: ROB HUNDEN, PRESIDENT

Date Received: 12.21.16

P.O. Box 8181 200 South Cameron Street Hillsborough, North Carolina 27278
Telephones: Area Code 919-245-2651 Fax: 919-636-4913

RESPONSES TO VENDOR QUESTIONS

1. Question 1.) On page 6 of the RFP there is mention of a site that has been purchased. To clarify, is there already a site owned or optioned by the regional Government or key stakeholders for the potential Public Assembly Facility or other tourism/economic development use? If so, can you provide information (even general information) about the site or the type and size of the land parcel(s), zoning, proximity to hotels, airports, transportation links, retail and downtown areas? **Please disregard this sentence. It should have been deleted when we determined that we would not be partnering with a local facility that was expanding. Apologies given.**
2. Question 2.) Additionally, are you and key stakeholders open to other sites or locations for a possible Public Assembly Facility, or are you only focused on a single area or site in particular? It is understood you are open to other sites for different visitor-oriented economic development options and scenarios besides Public Assembly Facilities. **We are open to all new sites. There is not a predetermined facility or parcel. This agency is hopeful to learn of new options for a new meeting site.**
3. Question 3.) Which organization will be contracting and paying for the study? Will it be the County of Orange Financial Services Department, or the Chapel Hill/Orange County Visitors Bureau? **The Chapel Hill/Orange County Visitors Bureau will pay for the study.**

Scope of Work

APPROACH

The Chapel Hill/Orange County Convention and Visitors Bureau (CVB or Client) is seeking a qualified consultant to perform a convention and public assembly market and financial feasibility study in Orange County, North Carolina and the surrounding areas. The Hunden Strategic Partners Team (HSP or Team), including design firm HKS, proposes to determine the current, unmet and future needs of Orange County's community as it relates to visitor-oriented developments.

Located on the western edge of the Research Triangle Park in the hills of the North Carolina Piedmont, the Orange County (County) region is anchored by leading technological companies, federal research institutions, and college institutions (UNC-Chapel Hill, N.C State University and Duke University). The County has experienced growth in recent years and is included in the Raleigh-Durham-Chapel Hill, NC Combined Statistical Area, which has an (2012) estimated population of 1,998,808. In preparation of continual growth, the CVB is making efforts to understand and develop visitor-centered infrastructure that addresses the needs of its citizens and visitors, including the demand for convention, meeting, trade, exhibition and hotel business.

Along with those noted above, the Orange County region is currently home to an array of cultural, educational and tourist assets, including:

- Eno River State Park
- Historic Occoneechee Speedway Trail
- Orange County SportsPlex
- Orange County Historical Museum
- Hillsborough Gallery of Arts
- Ackland Art Museum
- Hanes Art Center
- North Carolina Botanical Garden
- The UNC Friday Center

HSP proposes to conduct a **Market and Demand Analysis** to evaluate the County's position as an economic center of activity as well as a destination for overnight visitors. HSP will summarize key demand generator trends and comment on the overall growth prospects for the market. HSP proposes to profile existing, new and planned travel/hospitality venues in the local and regional area in order to understand the current supply, market demand, future uses, operating forecasts and meeting planner preferences. HSP will scour the regional/state market for the existing supply of space and any demand for additional space.

HSP will consider visitor-oriented developments such as:

- Conventions
- Public Assembly
- Corporate Trainings
- Trade shows

- Local expositions
- Conferences/corporate meetings
- Assembly events
- Public/consumer shows/local events
- Entertainment events
- Banquets
- Meetings

For the **Financial Feasibility Analysis**, HSP proposes to analyze the opportunity and viability of new or expanded visitor-oriented venues, including optimal location, new or expansion development costs, and return on equity. As part of this analysis, HSP could also research funding strategies and opportunities for local and state incentives and provide a review and recommendations related to city and state incentives that are available for developers of any proposed new facility. Moreover, HSP is qualified to investigate what cooperative, multijurisdictional governance and public-private partnership options exist for new recommended venues, as well as the pro's and con's of different approaches to governance.

Lastly, as part of the **Economic Impact Analysis**, HSP proposes to determine the direct, indirect and induced impacts, including the tax revenues that are generated by projected visitors to new or expanded venues. HSP will also analyze the spending by local residents (transfer spending) and discuss the amount that is recaptured.

Hunden Strategic Partners understands the community desires to enhance its community as a destination for visitors, residents and businesses with the possible development of new or expanded visitor-oriented venues that will both attract and accommodate group, leisure and corporate demand as the community grows.

SCOPE OF WORK

HSP has a reliable process for evaluating the market and financial prospects of, meeting, banquet, event, and hotel facilities. This methodology leads to the development of sound recommendations on a variety of market, physical programming and financial issues. The following scope of services will address this methodology.

This methodology does address the overall market demand and market assessment from a competitive analysis perspective before providing a preliminary assessment of the feasibility of new or expanded facilities in Orange County.

Part One

- Task 1 – Kickoff, Project Orientation, Interviews
- Task 2 – Economic, Demographic and Tourism Analysis
- Task 3 – Convention/Conference and Meeting Industry Analysis and Trends
- Task 4 – Local/Regional Meeting Facility Profiles; Competitive Analysis
- Task 5 – Comparable Facility Case Studies
- Task 6 – Local Hotel Market Analysis and Trends
- Task 7 – Site(s) Analysis

- Task 8 – Recommendations
- Task 9 – Demand and Financial Projections
- Task 10 – Economic, Fiscal and Employment Impact Analysis

Part Two

- Task 11 – Preliminary Drawings & Budgets for Recommended Scenarios

Task 1: Kickoff, Project Orientation and Interviews

In a critical key to understanding conditions in the market and key stakeholder opinions, the Hunden Strategic Partners Team will meet with the Client to confirm the goals of the study and other contextual issues related to the project. HSP will also review available data related to the project, identify those contacts and resources necessary to ensure complete review and assessment of critical issues, and perform the following orientation and due diligence oriented tasks:

- Obtain information and data from the Orange County, cities of Chapel Hill, Carrboro, and Hillsborough, Visit Chapel Hill, economic development officials, and any other appropriate governmental agencies.
- Gather and analyze background information related to the project, including previous tourism and convention, meeting, event center reports, financial information and performance data from the Client.
- Tour visitor-oriented facilities in the local area and meet with the local officials, community leaders, current and potential facility users and others identified in consultation with the Client.
- Tour potential sites and key destination areas.
- Interview stakeholders from a variety of local private and public organizations and perform fieldwork as appropriate.
- Review the various projects on which HSP professionals have worked, discuss their attributes, implementation and approach as part of the interview with the Client and others as previously described. HSP will explore the applicability of prior projects to the proposed assignment and will strive to gain insight into the community's attitude toward new meeting facilities.
- Gather and review available economic, demographic and financial data.

Task 2: Economic, Demographic and Tourism Analysis

HSP will evaluate the community's position as an economic center of activity as well as a destination for overnight visitors. These visitors may include those in town for meetings, events, those related to business travel, professional, leisure, events, special event and sports visitors, or those in Orange County and the Research Triangle region for other reasons. HSP will also summarize key demand generator trends and comment on the overall growth prospects for the market. This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities and threats (SWOT). Among the data gathered and analyzed will be:

- Geographic attributes, accessibility and transportation links.
- Trends in population growth and income.
- Corporate presence, major employers and any significant recent or likely future changes.

- Analysis of business and commercial development, including in the Research Triangle region, which may affect the performance of visitor-oriented venues.
- Higher education activity and implications for the market and project.
- Cores of economic activity, including Research Triangle Park and the college campus areas.
- Major retail destinations.
- Profile public assembly and other convention and meeting facilities locally and regionally.
- Arts, culture and entertainment assets and activity.
- History and expected future trends for tourism.
- General real estate trends, with special emphasis on visitor-oriented venues and major demand generators.

HSP will also look at psychographic data for the area, including ESRI neighborhood psychographics (Tapestry Demographics), which considers the shopping and other characteristics of those in the neighborhood. For instance in the University of North Carolina at Chapel Hill (27599) neighborhood, the top Tapestry segments are “Southern Satellites” (71%), “Green Acres” (14%) and “Prairie Living” (13%). However, very nearby are segments such as “Boomburbs” and “Up and Coming Families” and others that suggest that this neighborhood is diverse in income, demographics and psychographics. The analysis will provide implications for the future development of visitor-oriented venues in the County, as well as provide an understanding of emerging demographic market segments currently underserved with travel and entertainment options, both by the nearby Research Triangle Park and elsewhere.

Task 3: Convention/Conference and Meeting Industry Analysis and Trends

HSP will assess visitor-oriented industry trends by conducting a thorough review of the existing convention/conference, banquet, meetings, expo, trade shows and events market, its performance and potential for expansion of the market in Orange County, especially due to increase business and investment in the Research Triangle, now and for the future.

To better understand current industry trends and meeting planner preferences, HSP will profile the health of the meetings industry and discuss the various factors making up the industry. This will provide the Client with a strong grasp on the current forces shaping building development, including trends for various types of event growth. This task will include:

- Meeting facility and event center supply growth and Orange County’s current position for this market relative to its population and location in the market.
- Demand trends for conventions, conferences and tradeshow.
- Meeting planner preferences.
- Meetings needs of local corporate and university markets.
- Hotel and other amenity preferences.
- Event types and definitions.
- Facility types and definitions.

This will also be an excellent backdrop for understanding the County's current position and where it likely should improve in order to optimize its position.

Task 4: Local/Regional Meeting Facility Profiles; Competitive Analysis

In order to further analyze the marketability of new and/or expanded visitor-oriented venues, HSP will analyze the facilities that serve the hospitality/meetings market in Orange County, Research Triangle, the Raleigh-Durham-Chapel Hill area and around the state of North Carolina and the region beyond and compare them as part of a comparable set selected for Orange County. Included in the analysis:

- Detail on the existing offerings in regional and competitive markets and their suitability for conventions, conferences, trainings and meetings in the region. This comparison will document any physical deficiencies or characteristics that may inhibit development of future business.
- Detail on the existing offerings for peer markets in the national market and their suitability for conventions, conferences, trainings and meetings when compared to Orange County, Research Triangle, Durham County. HSP will work with the local stakeholders and others to understand which cities or counties are most competitive with Orange County as well as those that ought to be competitive with Orange County. This comparison will document any physical deficiencies or characteristics that may inhibit development of future business.
- Identify gaps in the market and discern whether new facilities fill these gaps.
- Review tourism or destination marketing budget size and sufficiency.
- Summarize and analyze our experience in comparable and competing markets, along with identification of what critical factors should address in order to continually be successful in the convention and meetings market.

HSP will inventory of currently meeting spaces available, such as the UNC Friday Center, as well as note gaps in the visitor-oriented markets, which are not being met, such as medical meetings, aviation and others.

HSP will also scour the regional/state market, to include an area of 4-hour drive time, for the existing supply of space and any demand for additional space. HSP will consider:

- Conventions
- Public Assembly
- Corporate Trainings
- Trade shows
- Local expositions
- Conferences/corporate meetings
- Assembly events
- Public/consumer shows/local events
- Entertainment events
- Banquets

- Meetings
- Sporting events

The results of this analysis will yield implication for the meeting spaces (ballroom, auditorium, meeting rooms, board rooms, etc.) that should be included in the recommended facilities.

Task 5: Comparable Facility Case Studies

HSP will review the various similar projects developed in the U.S. in the last several years as well as discuss those under construction or in development (or relevant competitors). HSP will consider:

- Location
- Size
- Year Built
- Cost
- Financing
- Management
- Performance
- Critical Factors to Success or Failure
- Others, as appropriate.

These will be profiled and implications discussed.

Task 6: Local Hotel Market Analysis and Trends

In this task, HSP will analyze the existing local hotel supply and interview management to determine how current and new and/or expanded visitor-oriented venues potentially impact their business. This task and the results from the prior tasks will also determine if there are opportunities for additional rooms with any future expansion, or if the supply of rooms is sufficient to support a larger facility. The analysis will determine the proximate quality room count as well as the community-wide room count. Proximate quality room count is a metric developed by HSP to understand the room block available within walking distance of a certain location, such as a convention/conference or event center. The analysis will include the following primary analysis components:

- Overview of U.S. lodging industry performance and trends.
- Profile of the local lodging market, including number, size and quality of hotels and performance trends.
- Additions to supply in and around the development area and relevant surrounding areas.
- Character of supply.
- Demand segmentation and diversification efforts. What percentage of demand comes from transient, group and leisure business, respectively? How can new, unique supply induce additional demand to the market? What segments have the best opportunity for demand expansion? How does seasonality impact the results?

- Meeting and function space availability within hotels and in non-hotel facilities.

This information will provide an understanding of the larger market and the availability of hotel rooms and market needs to serve new or expanded visitor-oriented venues.

HSP will then analyze any planned hotels in the local and area market. The hotels will be profiled regarding quality, room count, function space, ownership/branding, location/proximity to demand generators, demand segmentation, occupancy, rate and other measures. HSP will discuss how many hotel rooms should be available within walking distance of any new or expanded visitor-oriented venues and if these should be in one hotel, or a collection of hotels. The analysis will include a discussion of how this need can be accommodated by existing supply and what new or expanded hotels should be developed to accommodate proposed facilities.

This will be followed by HSP conducting a historical supply to determine the market into which any recommended facilities the will be entering. This will include:

- Tracking of occupancy, monthly room night demand, average daily rate (ADR) and Revenue per Available Room (RevPAR),
- Performance by:
 - Year,
 - Month,
 - Week and
 - Day of week,
- Seasonality,
- Unaccommodated demand, and
- Demand type/market mix.

HSP will discuss how new hotels have been absorbed into the competitive set and how any additions or renovations have impacted Orange County's visitor-oriented developments and offerings. The report will provide conclusions on the ability of these improvements to induce more demand from each major market segment. Market segmentation within the set will also be shown in three primary categories:

- Commercial transient
- Group (both corporate group, association, and other)
- Leisure

HSP will also profile the current state of the convention/conference and headquarter hotel market and the need for hotels adjacent to successful visitor-oriented venues. HSP will profile what meeting and event planners expect and what visitor-oriented venues need in order to be successful in terms of an adjoining hotel package. This is often made up of multiple connected or proximate hotels of varying price points and sizes. HSP will profile and compare what Orange County offers relative to similar and competing cities or elsewhere in the prior task, but this will put it all in context in terms of deal development and other key factors.

Task 7: Site(s) Analysis

In this task, the HSP Team will review the potential development site(s) and determine strengths and weaknesses, trends, costs, and proximity to existing parking, adjacent meeting space, restaurants, retail, hotels and attractions of each of the sites. Items considered in the analysis will be:

- Size
- Location
- Access
- Visibility
- Flood plain issues
- Environmental issues, if known
- Utility access
- Ownership, cost factors
- Others, as appropriate

Task 8: Recommendations

In this task, the HSP Team will analyze specific information that will allow us to determine what type of visitor-oriented venues (convention, meeting, conference, trade, event, hotel) the current and future market will be able to absorb and is most appropriate to maximize business for new and/or expanded facilities.

Understanding the competitive market, HSP will make recommendations regarding every significant facet of the recommended convention/conference/meeting facility, including:

- Whether or not new and/or expanded visitor-oriented venues make sense and why. If so, the amount of exhibit, meeting, ballroom and specialty space, as well as back-of-house space necessary to optimize the facility for the future market opportunity.
- Function space detail,
- Number, size, quality and type of function rooms (exhibit halls, ballrooms, breakout meeting rooms, board rooms, amphitheater/lecture halls, special event rooms or spaces and others as appropriate),
- Number, size and quality of food and beverage outlets,
- Other amenities and technical requirements,
- Any associated hotels recommended,
- Other services and amenities

Once the recommended product is known, HSP can then insert the project into the competitive set as part of our performance projection. HSP may provide more than one scenario, showing the difference between what the market would support and what may be recommended to meet the community's economic development, tourism and downtown needs for the long term.

HSP will also recommend the optimal pricing and booking strategy for new and/or expanded visitor-oriented venues to maximize use and financial feasibility.

Task 9: Projection of Demand and Financials

In this task, the HSP Team will analyze specific information that will allow a determination of how the market will absorb the recommended visitor-oriented venues over time, providing a ten-year performance projection for each. For any recommended visitor-oriented venue, a projection of performance and financial feasibility will also be provided.

For the convention and meeting facilities, the projection will include demand by type of event, annually, with average attendance. The analysis will consider:

- Conferences and conventions
- Corporate Trainings
- Trade shows
- Local expositions
- Conferences/corporate meetings
- Assembly events
- Public/consumer shows/local events
- Entertainment events, by type
- Banquets
- Meetings
- Local Events

For visitor-oriented venues, the projection will include demand by type of event, annually, with average attendance.

Based on the projection of demand and applying a number of assumptions regarding room rental rate, food and beverage per-caps and others, HSP will prepare a financial projection for recommended visitor-oriented venues such as convention and conference centers. This financial analysis includes the following:

- Estimate revenues for ten years of operations. Expenses directly related to the meeting facility will also be projected for the period. The demand profile, experience with other similar facilities and data from the existing venues will be used to model the operating revenues and costs of proposed visitor-oriented venues or facilities and will be incorporated into a business plan. The model will generate a proforma operating statement that includes the revenue and expense items, including the following:
 - Revenues: rooms, food and beverage, space, space and equipment rentals, reimbursed expenses, telecommunications, audio/visual, decorating, electrical and other income,
 - Direct operating expenses: wages and salaries, contract services, utilities, maintenance and repair, supplies and other expenses,

- Unallocated expenses: administrative salaries, employee benefits, advertising and promotion, general and administrative, professional services, insurance, maintenance reserves and other expenses.

HSP will provide a net operating income statement incorporating the operating revenues and expenditure as to arrive at a projected surplus or loss, which may or may not require an ongoing subsidy.

Task 10: Economic, Fiscal and Employment Impact Analysis

HSP will conduct an economic, fiscal and employment impact analysis to determine the direct, indirect and induced impacts, including the tax revenues that are generated by projected visitors to the new facilities. Based on the above analysis, a projection of net new direct spending will be tabulated. New spending is that spending that is new to the community as visitors come to Orange County and the surrounding area due to an event, spend the night or otherwise spend time or money in the area. HSP will analyze the spending by local residents (transfer spending) and discuss the amount that is recaptured. For example, due to the existence of activity generated by events, economic activity occurs as local residents pass up opportunities to leave the area to spend money. Instead of going to an event in another area, the event keeps their spending within the area. This is considered to be recaptured demand. The net new and recaptured direct spending is considered to be the **Direct Impacts**.

From the direct spending figures, further impact analyses will be completed.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, an attendee's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in local spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the attendee's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the City, County and State due to the net new economic activity related to an event. For example, our analysis will estimate the hotel and other tax revenue from an overnight stay by an attendee and considers this a fiscal impact. The fiscal impact represents the government's share of total economic benefit. Fiscal impacts provide an offset to the potential public expenditures required to host events. HSP will identify the taxes affected and conduct an analysis of the impact on these accounts and governmental units.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with an event. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. HSP will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Hunden Strategic Partners uses one of the industry's most relied upon multiplier models, IMPLAN. This input-output model estimates the indirect and induced impacts, as well as employment impacts, based on the local economy. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll and employment result from the estimated changes in

the flow of income and goods caused by the projected direct impacts. The model data are available by various jurisdictional levels, including counties.

Part Two

Task 11 – Preliminary Drawings & Budgets for Recommended Scenarios

Based on the market validation analysis and recommendations, the HSP Team will separately project capital construction, site related property acquisition and preparation costs for the any recommended facility. This will include all major components of development, including site acquisition, site preparation and utility issues, hard construction costs, soft costs, financing and other costs. HKS has worked on dozens of convention center projects of all sizes and will bring this expertise to bear on any proposed new convention center facilities.

HKS will prepare conceptual designs for the recommended facilities. This will then lead to the capital budget projections in the next task. Once the recommended product(s) are known, HSP can then insert the project(s) into the competitive set as part of our performance projection.

The budget for the projects will be estimated based on similar projects developed in the last several years.

Deliverables

Preliminary Findings Presentation – HSP will conduct a preliminary findings PowerPoint presentation by teleconference to show Client representatives the direction the work is taking, approximately halfway through the initial phase. This can also be conducted in person.

Draft Report – Having completed all these tasks, HSP will compile the results into a fully documented draft report of its findings and recommendations, which will be presented to the Client for review and comment. The report will include an easy to understand executive summary that summarizes the report.

Final Report – Approximately two weeks after receiving comments on the draft report, HSP will issue its final report incorporating the Client's comments.

Presentations – HSP will present its findings via a PowerPoint presentation along with delivery of the final report in coordination with the Client. This will also include electronic versions of the document in PDF form.

HSP is available to make in-person presentations of the Final Report to the Client and any key officials.

All deliverables will be responsive to the Client's preference. HSP is flexible in its approach

Company Profile



Hunden Strategic Partners is a full service real estate development advisory practice specializing in destination assets. With professionals in Chicago, Los Angeles, Minneapolis and Indianapolis, HSP provides a variety of services for all stages of destination development in the following primary areas:

- Real Estate Market & Financial Feasibility & Development Consulting
 - Convention & Conference Centers
 - Convention, Full-service & Boutique Hotels
 - Arts, Cultural & Entertainment Facilities
 - Entertainment/Retail Districts, Mixed-use Developments
 - Fairgrounds & Expo Centers
 - Sports & Recreational Facilities
 - Specialty Real Estate, including Business Incubators
- Public Incentive Analysis
- Economic, Fiscal, & Employment Impact Analysis (Cost/Benefit)
- Economic and Tourism Policy/Legislation Consulting
- Organizational Development
- Research & Statistical Analysis
- Developer Solicitation & Selection; Private Management Company Solicitation & Selection

Hunden Strategic Partners (HSP) professionals have provided all of the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. In addition, HSP professionals have prior professional career experience in municipal and state government, economic and real estate development, real estate law, hotel operations and non-profit management. Over 80 percent of HSP's clients are public purpose entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi-government entities empowered to conduct real estate, economic development and tourism activities.

Hunden Strategic Partners was founded in 2006 after Mr. Hunden had spent ten prior years as both a consultant and projects manager for these same types of projects. Mr. Hunden's career in real estate development began as a special projects director for the Indianapolis Local Public Improvement Bond Bank, where he managed and contributed to the financing, design and development of many of Indianapolis' key downtown and other projects. These included convention center expansions and renovations, the development of Bankers Life Fieldhouse and the Emmis Communications headquarters, the Marriott convention hotel, the redevelopment of Union Station, the redevelopment of Glendale Mall and the bids for the NCAA headquarters, Final Four and other major national events.

After this, Hunden spent time in the Capital Markets division of Landauer & Associates and then as a broker for Grubb & Ellis, which bought Landauer. He then moved to C.H. Johnson Consulting, where he worked for six years on more than 100 projects, including convention, sports, entertainment and hotel projects. He served as director of hospitality and vice president of the firm prior to launching Hunden Strategic Partners in early 2006.

Since 2006, HSP has distinguished itself by conducting due diligence and tailored research necessary to give each client a unique and specialized approach to their questions and challenges. We do this by analyzing market data specific to each project in each market, given the variety of circumstances that each exhibits. From this analysis, we then tell our clients the truth about their options and the costs and benefits of each. We are driven by data and know the pitfalls to avoid. Hunden Strategic Partners does not rubberstamp projects and provides an honest assessment to ensure that our clients make educated decisions about the millions of dollars that will be invested, on behalf of the public, private and non-profit sectors.

The experience HSP brings is based on 20 years of real world project results, built facilities and financings. We also bring our experience to existing buildings and businesses that may need to have a 'tune up' to their organizations, management or buildings.

HSP's work is relied upon by city, county, state and other governmental entities, including the federal government. HSP is regulated by the Municipal Securities Rulemaking Board, subordinate to the SEC. This helps ensure that the advisory provided to government and private entities is transparent and not swayed by conflicts of interest or other outside factors. With this commitment to the truth in reporting and analysis, HSP has retained its base of business and been hired repeatedly by clients numerous times, while growing its practice one success story at a time.

HKS Convention Center Profile

Today's great convention centers are gathering places re-imagined and reinvigorated to reflect our time and the unique locales and vibrant cultures they inhabit – as well as the very events held within them. The cavernous, indistinct containers designed to accommodate the masses have given way to modern event spaces that are less about buildings and more about people and the rich experiences they aspire to enjoy.

Our Practice

The evolving needs of meeting and event planners, combined with the desires of conventioners is driving the forward-thinking design of next-generation convention centers – thoughtful, purpose-driven design that is strategic in its flexibility, beauty, functionality, efficiency, urban integration, amenity offerings and sustainability. HKS approaches each project with these key design elements in mind, striving to create public assembly facilities that enable

Weaving together beauty, function and permanence, great design captures imaginations, transforms organizations and brings return on capital investments. Design reinvigorates, reinvents and conserves resources. HKS cultivates the power of design through talent, experience, technical expertise and innovative processes. We place design at the heart of all our thinking and work.

events: facilitating and evoking the right balance of practical, emotional and aesthetic experiences that connect guests to one other and the event, while strengthening and awakening the spirit of neighborhoods and communities in direct relationship with the venue.

We seek the new and unconventional in the convention business, working with our clients on design solutions that help a venue or expansion become highly marketable, generate non-traditional revenue and earn repeat business.



HKS has completed projects throughout the world located in 1,648 cities throughout 84 countries.

Every place has its own purpose, meaning and culture. We design places that allow the people who live, work and experience them to thrive. Our work is global, reaching across cultures and industries to create places that enhance the human experience.

At our soul and in our daily practice, we are a service company. Our vast suite of capabilities allows us to intersect with one another, involve experts at every level, include our clients' visions and improve each project we touch. A place is not merely a structure. It is a living, breathing element that resides in a larger environment and must exist in a community and improve the experience of those who use it – as well as those who never will.



HKS has researched, planned and designed a broad range of assembly spaces within myriad facility types for decades, including sports and entertainment venues, convention center hotels and expansions, university conference centers and more.

Our deeply experienced teams in urban and master planning and the hospitality, commercial/mixed-use, education, sports and entertainment sectors – people who plan and design vibrant districts and gathering places that energize streetscapes and uplift the urban fabric – collaborate with our convention center practice leaders on stand-alone convention center projects, redevelopment or facility expansions, exhibition, entertainment and event venues.

Our cross-pollinating approach is unique to the industry, creating a new model that benefits the long term building needs of both public and private sector clients. We provide a wide array of services for public agencies and municipalities,

private developers, landowners, institutions, universities and more.

Creativity, enthusiasm, teamwork and common sense define our work ethic. Our methodology is collaborative; we often organize teams of professionals from within and outside HKS, ranging from urban planners, city and county representatives, sustainability consultants, engineers from a variety of disciplines and a range of other design professionals, working actively with our client's participation, which produces our best work and the best results.

Our staff includes passionate designers and project managers who have worked on both public and private sector convention center projects in the U.S. and internationally. The value we deliver includes tight fiscal management, on-time project delivery and deep local knowledge; we fully grasp that meeting planners seek out desirable destinations that deliver an engaging experience and authentic local flavor.

HKS designs places that enhance urban environments and how people live, work and thrive within them. Our approach involves the careful integration of buildings, open spaces and street networks with sustainable value, always mindful to embrace local vernacular – projects that are noteworthy for the way each one improves the surrounding area.

Firm Background

For 76 years, HKS has nurtured a culture that reveres both invention and client focus. The top-five architectural firm operates from 26 worldwide offices. Our firm's project experience includes aviation, commercial, mixed-use and residential, convention center, healthcare, sports, hospitality, governmental, educational, science and technology, retail and industrial projects located in 1,648 cities in 84 countries.

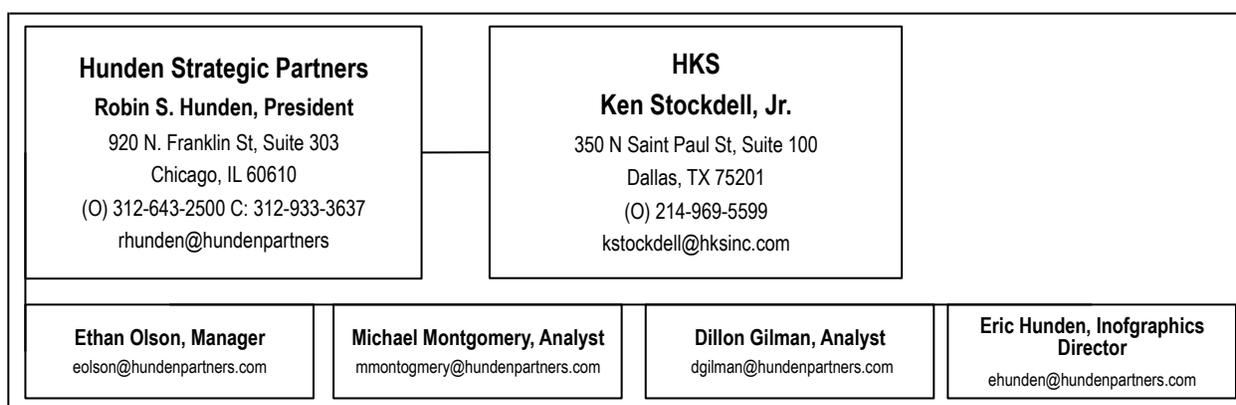
Individual Qualifications

INDIVIDUAL QUALIFICATIONS

Project Management

As firm President, Rob Hunden will be the primary contact and signatory of any contracts. He will also lead all tasks of the scope and direct HSP's professional staff throughout the assignment. You will have a full team of five consultants working on your project at a given time, plus assistance from design professionals at HSK Architects.

The table below provides the full HSP Team organizational structure, which specifies project leadership, reporting responsibilities and team interface with the Client for the Convention Centers/Public Assembly Facilities Study.



Responsibilities

The HSP Team will provide the Chapel Hill/Orange County Visitors Bureau with a Convention Centers/Public Assembly Facilities Study, which will focus on the needs of the community outlined in the scope of work, through a formulated analytic research team assessment. The Team will complete the demands brought forth in the Scope of Work, including:

HSP Team Service/Functional Roles	Rob Hunden	Ethan Olson	Michael Montgomery	Dillon Gilman	Eric Hunden	HKS
Task 1 – Kickoff, Project Orientation, Interviews	x	x	x	x		x
Task 2 – Economic, Demographic and Tourism Analysis	x	x	x	x	x	
Task 3 – Convention/Conference and Meeting Industry Analysis and Trends	x	x	x	x	x	
Task 4 – Local/Regional Meeting Facility Profiles; Competitive Analysis	x	x	x	x	x	
Task 5 – Comparable Facility Case Studies	x	x	x	x	x	
Task 6 – Local Hotel Market Analysis and Trends	x	x	x	x	x	
Task 7 – Site(s) Analysis	x	x		x	x	x
Task 8 – Recommendations	x	x	x	x	x	x
Task 9 – Demand and Financial Projections	x	x	x			
Task 10 – Economic, Fiscal and Employment Impact Analysis	x	x	x	x		
Task 11 – Preliminary Drawings & Budgets for Recommended Scenarios	x	x	x	x	x	x

The HSP Team is available to commence the tasks described in our proposed scope of work immediately.

Biographies

Robin Scott Hunden, President, Principal in Charge

Mr. Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including sports complexes, restaurants, retail, hotels, meeting/conference/convention facilities and entertainment districts. Mr. Hunden has provided his economic development, finance and planning expertise and conducted feasibility and economic impact studies for over 250 projects, including some of the most notable projects in the U.S.

He has completed more than three-dozen convention center-related studies in markets from 20,000 to 20 million people, including convention centers in:

- Larger Markets: Indianapolis, Kansas City, Memphis, Fort Worth, Louisville, New York, Portland
- Small Markets: Fuquay-Varina, NC; Rockford, IL; Sidney, NE; Thornton, CO; Missoula, MT

Hunden has worked on over 100 hotel studies and processes for:

- More than two-dozen convention hotels, including approved or built hotels ranging from 200 to 1,000 rooms in Indianapolis, Erie, Fort Worth, Evansville, Louisville and elsewhere.
- Many boutique hotels, including on Navy Pier in Chicago, four 21c Museum Hotels, among others.

Hunden has extensive market, financial impact and planning studies for sports complexes including:

- Analysis of NBA facilities: Bankers Life Fieldhouse and the new Sacramento Kings Arena.
- Multiple major and minor sports and arena facilities, including the Sprint Center in Kansas City, the Ford Center in Evansville, the Enid, OK Events Center, among others. HSP has also worked on analyses of major motorsports venues such as Laguna Seca Raceway and the Kentucky Speedway.
- Major youth sports complexes across the US, including Grand Park in Westfield, Indiana and Great Park in Irvine, California, two of the largest such facilities in the country. Other indoor youth sports facilities include projects near Orlando, New Orleans, Saginaw, Elkhart, Rockford, Omaha, Lexington and others.

In Chicago, he has worked on sports, retail, restaurant, hotel, conference and many others, including the French Market, Union Station, the Riverwalk, Navy Pier, Presidential Towers, and US Cellular Field.

Mr. Hunden has provided impact analysis to the Commonwealth of Kentucky on 24 projects that have applied for incentives under the Kentucky Tourism Development Act, which include and Ark Encounter Theme Park, multiple hotel and convention centers, the Newport Aquarium, Hofbrauhaus and others. He has created dozens of other individual and comprehensive impact models for projects around the U.S. and Canada.

Hunden has also worked on numerous entertainment districts in the Americas, including: Navy Pier, Chicago; Kansas City Power & Light District; 4th Street Live! Louisville, KY; Lansdowne Live in Ottawa, ON; San Juan District, PR; Woodbine Live! in Toronto, ON.

Prior to starting HSP in 2006, Hunden served as Vice President of Johnson Consulting in Chicago. There, he led specialized work on hotels, conference centers, urban entertainment-retail districts sports and convention centers. His work there included such projects as Fort Worth's Omni Hotel, Erie's Bayfront Convention Center and Sheraton, multiple arenas, among others. Previously, he conducted real estate finance transactions at Landauer Associates and Grubb & Ellis through their capital markets division.



Mr. Hunden's public-sector experience includes managing more than a dozen projects for the Indianapolis Bond Bank and the Indianapolis Mayor's Office, including the 1999 Indiana Convention Center expansion, the RCA Dome expansion, 615-room Marriott and Conseco Fieldhouse. He has written articles on downtown development and taught college-level Destination Development courses. He also sits on the advisory board for DePaul University's School of Hospitality. Mr. Hunden is a member of the International Society of Hospitality Consultants (ISHC), ULI, IEDC, IDA, ICMA and IAVM. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past ten years. He has also spoken at the Greek Conference on Tourism and the Bond Buyer's "Tourism as Economic Development" conference.

Mr. Hunden received a B.S. in Finance from Indiana University in Bloomington, Indiana.

Ethan Olson, Manager

Mr. Olson joined Hunden Strategic Partners from a background in sports facility, event, hospitality and operational management. In his role, Mr. Olson conducts economic, market and financial feasibility research for a variety of projects as well as comparable development analyses. In all, he has undertaken over 60 projects, including:

- Convention and Expo Center developments in Austin, TX; Portland, Oregon; Rockford, IL; St. Joseph, MO and Muskogee, OK.
- Sports and Recreation Facilities in Chicago, IL; Irvine, CA; Orange County, FL; Jefferson Parish, LA; Monroe, MI; Elkhart, IN; Richmond, VA and Lexington, KY.
- Mixed-used and Downtown Entertainment projects such as the Chicago Riverwalk and Navy Pier expansions; San Juan, Puerto Rico; and real estate analysis for Wild Horse Pass racetrack in Arizona.
- Boutique, Full-Service and Convention Hotels in Hampton, VA; Sioux City, IA; Tupelo, MS and Amarillo, TX.
- Other work includes the review of all projects applying for incentives from the Kentucky Tourism Development Act.

Prior to joining Hunden Partners, Mr. Olson worked at World Sport Group, assisting the Stadium & Arenas Division in their commercial rights and premium seating strategic plan for the \$1.5 billion Singapore SportsHub Project. His role there included management of the naming rights valuation and market research projects. While in Arizona, Ethan worked for the Phoenix Regional Sports Commission partnering with local business and organizations to develop grassroots sporting events in the community and worked on bid efforts to bring national and international sporting events to the Phoenix region. He has also served as Operations Manager for Sports Experience, directing customer service initiatives and managing vendor product marketing for the Nike and Under Armour brands.

A graduate of Ohio University's Masters of Business Administration and Sports Administration dual degree program, Mr. Olson also holds a Bachelor of Science degree in Kinesiology from Arizona State University.

Michael J. Montgomery, Analyst

Mr. Montgomery role's at HSP involves conducting market and real estate development research for Hunden Strategic Partners' projects, producing financial models and conducting sensitivity analyses.

Most recently, he contributed to the market demand and impact analysis for a proposed indoor/outdoor youth sports complex in Orange County, Florida, as well as a major youth sports complex near New Orleans. He has worked on dozens of other market and financial analyses, including an incremental tax revenue analysis for two proposed conference hotels in Kentucky and a theme park study for the Kentucky Tourism, Arts and Heritage Cabinet. He has

also worked on transformative projects in Hampton, Virginia; Fort Wayne, Indiana; and a convention hotel in Sioux City, Iowa. His analysis was also critical in HSP's work assessing Milwaukee's downtown as a destination for nightlife and leisure. He has also worked extensively on a mixed-use master plan for a major development near Phoenix as well as a market and financial study for a mixed-use tower in Chicago.

Michael received his B.S. in Management-Finance from Purdue University Krannert School of Management. While there, Michael was involved in the Doster Leadership Conference as well as the Sigma Chi Fraternity, where he served as the recruitment chair and editor for chapter publications. His finance experience includes work for Raymond James Financial and Midwest Financial in Indianapolis, Indiana.

Dillon Gilman, Analyst

Mr. Gilman has completed analysis for a number of projects, including studies for sports, fitness, recreation and wellness facilities and arenas; convention, event and entertainment centers; downtown districts; convention, conference and boutique hotels; and multi-use real estate developments. Dillon's research includes profiling of comparable and competitive facilities to assess competitiveness and potential performance. It also includes economic and demographic analysis as well as research and writing related to feasibility and economic impact analyses.

Most recently, Mr. Gilman contributed to the market demand and impact analysis for Kentucky Kingdom and Hurricane Bay in Louisville, KY. He has worked on several other market surveys and financial impact modeling, including incremental hotel tax revenue projections in Bentonville, Arkansas. Dillon's work includes interviews, data search, site analysis and local supply and demand analysis. He has worked on projects such as: The Monroe Multi-Sport Center in Monroe, Michigan; an entertainment district in San Juan, Puerto Rico; a proposed executive fitness center in Tampa, Florida; real estate development needs study for a 560-acre parcel near Phoenix, Arizona; a mixed-use high-rise hotel feasibility study in Chicago, IL; and parking structures at Midway Airport in Chicago, IL and LaGuardia Airport, New York. He has also conducted research on real estate markets in Texas, Louisiana, Wisconsin, and West Virginia for various assignments.

Mr. Gilman attended the Kelley School of Business at Indiana University, with a degree in Finance, with a real estate concentration. He previously worked for multifamily management company Renaissance Rentals, LLC.

Eric J. Hunden, Analyst & Infographics Director

Mr. Eric Hunden provides significant experience in demographic research, case studies and complex mapping. As founder of Big City Maps (BCM) in Minneapolis and as a map artist for mapformation.com, North America's largest custom mapping company, he developed research and mapping analyses for over one hundred locations, concentrating on traditional urban cores and neighborhoods, retail and entertainment districts (Walt Disney World smart phone application map is a highlight), and college campuses.

For the past nine years at HSP, Eric has brought important contextual understanding and research in relation to real estate, regional and cultural analysis, in addition to critical research for economic, demographic, media and market studies. In working with HSP, he has worked on more than 150 assignments, providing market analysis, mapping and case studies. His specialty is clearly communicating concepts and important information through varying types of maps and graphics, including three-dimensional downtown maps. Prior to HSP and BCM, he worked for the Indiana Department of Transportation. He received his B.S. in Geography (with academic emphasis in Architecture and Urban Planning) from Kansas State University.

Individual Professional Experience

The following table lists HSP's individual professional experience pertaining to meeting and public assembly venues, including those for conventions, conferences, expositions, training, trade and events.

Hunden Strategic Partners					
Meeting & Public Assembly Venue Studies	R. Hunden	E. Olson	M. Montgomery	D. Gilman	E. Hunden
Client/Location Name					
Austin, TX	X	X	X	X	X
Bentonville, AR	X	X	X	X	X
Bloomington, IN	X				
Branson, MO	X	X	X	X	X
Bryan-College Station, TX	X				
Cancun, Mexico	X				
Chicago, IL	X				X
Clearwater, FL	X				X
Coralville, IA	X				
Corydon, IN	X				
Dallas, TX	X	X	X	X	X
Desoto County, MS	X				X
Enid, OK	X				X
Fort Wayne, IN	X	X			X
Fort Worth, TX	X	X			X
Fuquay-Varina, NC	X	X			X
Greenville, SC	X	X	X	X	X
Indianapolis, IN	X				
Jackson, MS	X				
Jeffersonville, IN	X				X
Kalamazoo, MI	X				X
Kokomo, IN	X	X			X
Limassol, Cyprus	X				
Louisville, KY	X				
Loveland, CO	X				X
Memphis, TN	X				X
Michigan City, IN	X				
Missoula, MT	X				X
Muskogee, OK	X	X			X
New York City, NY - Pier 94	X				
Osceola County, FL	X				
Phoenix, AZ	X				
Portland, OR	X	X			X
Pueblo, CO	X				X
Rising Sun, IN	X				
Rockford, IL	X	X			X
Salem, OR	X				
Sidney, NE	X	X			X
Snowmass Village, CO	X				
Spearfish, SD	X	X			X
Springfield, MO	X	X	X	X	X
St. Charles, MO	X				
St. Joseph, MO	X	X			X
St. Louis, MO	X				
Thornton, CO	X				X
Toronto, ON	X				
Valparaiso, IN	X				X



Availability

HSP has the available capacity within its current personnel to complete the scope of work outlined in the RFP. Over one-half of our current projects will be completed by the end of February, leaving the HSP Team available to successfully provide and effectively execute all specified services by the proposed study completion date Friday, May 6, 2016.

The following table is a list of Hunden Strategic Partners current project workload.

Current HSP Workload			
Client	Location	Project Description	Contract Ending M/Y
Osceola County	Osceola County, FL	Indoor/Outdoor Amateur Sports Facility Study	Jan-16
City of Austin	Austin, TX	Travis County Expo Center & Surrounding Property Study	Jan-16
Dallas CVB	Dallas, TX	Baseball Stadium vs. Convention Center Development Impacts	Jan-16
Placer Valley Tourism	Placer Valley, CA	Multi-functional Event, Meeting & Sports Facility Feasibility Study	Jan-16
City of Greenville	Greenville, SC	Downtown Convention Center Feasibility Study	Feb-16
City of Grand Junction	Grand Junction, CO	Multipurpose Arena & Connectivity Study	Feb-16
City of Whitesburg	Whitesburg, KY	Daniel Boone Hotel Redevelopment Feasibility Study	Feb-16
Paristown Pointe KTDA	Louisville, KY	Mixed-Use District Impact Analysis	Feb-16
Rabbit Hotel KTDA	Louisville, KY	Bourbon Distillery & Visitors Center Impact Analysis	Feb-16
Private Developer	Albuquerque, NM	District Planning & Hotel Analysis	Feb-16
Village of Bedford Park	Bedford Park, IL	Sports & Mixed-use District Master Plan & Opportunity Analysis	Mar-16
University of South Alabama	Mobile, AL	On campus Football Stadium Feasibility Study	Mar-16
City of Branson	Branson, MO	Downtown Hotel Study	Mar-16
Collier County	Collier County, FL	Sports Complex Site Analysis & Impact Study	Mar-16
City of Springfield	Springfield, MO	Convention Center Study (Update)	Apr-16
City of Elkhart	Elkhart, IN	Gateway Master Plan	Apr-16
Fort Worth Stockyards	Fort Worth, TX	District Planning & Hotel Analysis	Apr-16
City of Sioux City	Sioux City, IA	Convention Hotel Feasibility & RFQ/P Developer Selection	on-going
Fort Worth Convention Center	Fort Worth, TX	Convention Hotel Feasibility & RFQ/P Developer Selection	on-going

ROB HUNDEN CONTRIBUTIONS

Articles

Contributor to *Urban Land Magazine*

- "Making Sports-Oriented Mixed Use Work" by Patricia Kirk, April 2015

Contributor to *The IEDC Economic Development Journal*

- "Public Subsidies for Headquarter Hotel Development: Are they Necessary?"

Guest Editorial for the *Indianapolis Business Journal*

- "Can Gary be Great Again?"

Hotel & Motel Management Magazine

- "Conducting an Annual Relationship Audit will Allow Revenue to Bloom

Indianapolis Business Journal, Crain's Chicago Business, Meeting News

- Quoted multiple times from 2006 – Present regarding development issues.

Teaching Experience

Adjunct Instructor at Kendall College, Evanston, Illinois from 2001 to 2004, 2010

- "Destination Development & Management"
- "Topics in International Tourism"
- "Feasibility Studies"

Instructor for International Economic Development Council's CEcD Coursework:

Columbus, Ohio -- 2004

Atlanta, Georgia – 2010, 2012, 2013, 2014

San Antonio, Texas – 2007

Scottsdale, Arizona – 2013

New Orleans, Louisiana – 2009

Madison, Wisconsin – 2013

Lansing, Michigan – 2009

Anchorage, AK – 2014

Baltimore, Maryland – 2011

Philadelphia, PA – 2015

- "Market & Site Analysis"
- "Financial Feasibility"
- "Managing Developer Selection"
- "Local Tools for Economic Development"

Board Memberships

DePaul Hospitality School Advisory Board

Imagination Theater (Former President)

Chicago Fashion Incubator

Chicago Games, Inc. (Former)

Murat Centre for Performing Arts (Former)

Professional Speaking Engagements

Speaker for Association of Luxury Suite Directors “Sports Venue Design & Build Forum” 2015 San Francisco

- Trends in Entertainment Districts

Speaker for Urban Land Institute’s “StimULI Breakfast” 2015 Los Angeles, CA

- Sports-Oriented Mixed-Use Developments

Speaker for IEDC’s “If You Build It, They Will Come” Conference, 2014, Fort Worth, TX

- Trends in New Sports Stadiums, Convention Centers, Performing Arts Venues, and Other Public Projects

Indiana University Kelley School of Business Real Estate Club, 2014 Speaker, Bloomington

DePaul School of Hospitality 2013 Speaker, Chicago

Speaker for IEDC’s “How You Build It” Conference, 2010, Oklahoma City

- Trends in Restaurant, Retail & Entertainment Developments

Speaker for IEDC’s Annual Conference 2009, Reno

- New Life for Dead Malls

Speaker for IEDC’s “Building Cutting Edge Public Private Partnerships” 2008, Charlotte

- Financing Public-Private Projects
- Convention Hotels & Entertainment Districts

Speaker at Indiana Department of Tourism Development Conference 2008, Indianapolis

- Developing Destination Assets
- Convention Hotels & Related Facilities

Speaker & Moderator for IEDC’s “If You Build It, Will They Come?” 2007, Kansas City

- Financing Headquarters Hotels
- Financing Destination Projects
- Sports-based Entertainment Districts

Moderator at IEDC’s “If you Build It, Will They Come?”

- Tempe, AZ – January 2005 – The Future of the Convention Center Industry
- Tampa, FL – January 2004 – Convention Hotel Development Panel

Panelist for the Bond Buyer’s “Tourism as Economic Development Conference” 2006, Baltimore

- “Culture & Cultural Institutions as Economic Engines”

Speaker at the Greek Conference on Tourism –2005, Thessaloniki, Greece

- “Trends in Convention & Congress Centers”

Kelley School of Business Sports & Entertainment Academy, 2004 Speaker, Bloomington

Professional/Educational Organizations

International Association of Venue Managers

Government Finance Officers Association

International City/County Management Association

International Society of Hospitality Consultants

International Downtown Association

International Economic Development Council

Urban Land Institute

“The human interaction that happens at a convention and other events is what’s important – it’s the reason people gather. Our work as designers is to create a place that encourages and enriches that experience.”



Ken Stockdell

AIA, LEED AP BD+C | Vice President

Role: Principal in Charge/Project Manager

With 30 years of experience in the programming, planning and design of public assembly facilities, Ken has become a recognized expert in this discipline. He has been invited to speak at the International Association of Venue Managers’ International Convention Center Conference numerous times and has published articles in Facility Manager, Auditoria and Revitalization magazines. Prior to joining HKS, Ken was involved in more than 30 convention center design commissions, including work at four of the five largest facilities in North America, receiving three national AIA Honor Awards and two Urban Land Institute Awards of Excellence.

BACKGROUND

Master of Architecture,
Georgia Institute of Technology
.....
Bachelor of Science in Architecture,
Georgia Institute of Technology
.....
Registered Architect: Georgia, Indiana
.....
Certified, National Council of Architectural
Registration Boards (NCARB)
.....
U.S. Green Building Council LEED®
Accredited Professional Building
Design + Construction
.....
American Institute of Architects
.....

RELEVANT EXPERIENCE

**Jacob K. Javits Convention Center
Expansion and Renovation Peer
Review*** | *New York, New York*
Peer review and input to the
renovation and expansion design
team on behalf of the facility’s
operating team including
construction phasing to maintain
operations

**Spokane Convention Center
Completion Design-Build
Competition*** | *Spokane,
Washington*

Peer review for a competition
proposal for completion of the
existing facility to the originally
intended program

**Cleveland Convention
Center and Medical Mart
Study*** | *Cleveland, Ohio*

Peer review for expansion study

**Boston Convention and Exhibition
Center Expansion Master
Plan*** | *Boston, Massachusetts*

Master plan for expansion of the
facility along with identification of
convention hotel sites

**Dallas Convention
Center Expansion Master
Plan*** | *Dallas, Texas*

Master plan for 1 million sf of exhibit
space expansion

*Relevant experience prior to HKS

Company Experience

hunden strategic partners

professional experience



LEGEND

-  Hotels
-  Culture, Shopping, Nightlife, Gaming and Parking Facilities
-  Convention Center/Conference & Meetings Facilities
-  Sports, Stadiums & Arenas

NORTH



PUERTO RICO

San Juan



Professional Experience

Convention and Conference Centers, Expos & Fairgrounds

Austin, TX – Travis County Expo Center
 Bentonville, AR – Convention Center & Hotel
 Bloomington, IN – Convention Center
 Branson, MO – Convention Center
 Bryan-College Station, TX – Convention Center
 Cancun, Mexico – Convention Center
 Chicago, IL – South Side Conference Center
 Clearwater, FL – Convention Center
 Cleveland, OH – CREST Center
 Coralville, IA – Convention Center
 Corydon, IN – Conference Center
 Cyprus – Conference Centre
 DeSoto County, MS – Civic Center Expansion
 Durham, NC – Civic Center
 Enid, OK – Convention Center
 Fuquay-Varina, NC – Conference Center
 Greenville, SC – Convention Center
 Hamilton County, IN – Fairgrounds
 Harrison County, IN – Fairgrounds
 Indianapolis, IN – Convention Center Expansion
 Jackson, MS – Convention/Telecom Center
 Jamaica – Conference Center
 Jeffersonville, IN – Convention Center
 Kalamazoo, MI – Convention Center
 Kitsap County, WA – Fairgrounds
 Loveland, CO – Conference Center
 Louisville, KY – Kentucky Expo Center
 Memphis, TN – Convention Center
 Michigan City, IN – Blue Chip Casino & Conf. Center
 Missoula, MT – Event Center
 Nashville, TN – Tennessee State Fairgrounds

New York City, NY – Pier 94
 Osceola County, FL – Convention Center
 Phoenix, AZ – Civic Plaza
 Pueblo, CO – Convention Center
 Portland, OR – Portland Expo Center



Rising Sun, IN – Rising Star Casino Resort
 Rockford, IL – Convention Center
 Salem OR – Conference Center & Hotel
 Sidney, NE – Conference Center
 Snowmass Village, CO – Conf. Center & Hotel
 South Padre Island, TX – Conv. Ctr. Expansion
 Spearfish, SD – Convention Center
 Springfield, MO – Exposition Center
 St. Charles, MO – Convention Center & Hotel
 St. Joseph, MO – Convention Center & Hotel
 St. Louis, MO – SLU Busch Student Union
 Thornton, CO – Convention Center
 Toronto, ON – National Trade Centre
 Trenton, NJ – Expo Center
 Valparaiso, IN – Convention Center

Professional Experience

Convention Hotels

Amarillo, TX – Convention Hotel, 300 Rooms
 Bangkok – Convention Hotel, 600 Rooms
 Bloomington, IN – Convention Hotel, 250 Rooms
 Branson, MO – Convention Hotel, 294 Rooms
 Bryan-College Station, TX – Conv. Hotel, 250 Rooms
 Chicago, IL – McCormick Place, 800 Rooms
 Clearwater, FL – Convention Hotel, 350 Rooms
 Coralville, IA – Marriott, 250 Rooms
 Durham, NC – Convention Hotel, 390 Rooms
 Enid, OK – Convention Hotel, 125-150 Rooms
 Erie, PA – Bayfront Sheraton, 210 Rooms
 Evansville, IN – Convention Hotel, 253 Rooms
 Fort Wayne, IN – Courtyard by Marriott, 250 Rooms
 Fort Worth, TX – Omni, 600 Rooms
 Fresno, CA – Convention Hotel, 400 Rooms
 Indianapolis, IN – Marriott, 615 Rooms



Jeffersonville, IN – Convention Hotel, 225 Rooms
 Kalamazoo, MI – Convention Hotel, TBD
 Louisville, KY – Galt House Hotel, 1,300 Rooms
 Madison, WI – Convention Hotel, 400 Rooms
 Memphis, TN – Convention Hotel, 1,000 Rooms
 Minneapolis, MN – Convention Hotel, 1,200 Rooms
 New York, NY – The New Yorker Hotel, 1,000 Rooms



Osceola County, FL – Convention Hotel, 800 Rooms
 Owensboro, KY – Convention Hotel, 150 Rooms
 Palm Beach County, FL – Conv. Hotel, 400 Rooms
 Paducah, KY – Convention Hotel
 Rockford, IL – Convention Hotel, 250 Rooms
 Salt Lake City, UT – Convention Hotel, 1,000 Rooms
 Savannah, GA – Convention Hotel, 500 Rooms
 Sioux City, IA – Convention Hotel, 188 Rooms
 South Padre Island, TX – Convention Hotel, Strategy
 Springfield, MO – The Ramada Oasis Convention Center
 St. Joseph, MO – Convention Hotel, 200 Rooms
 Syracuse, NY – Convention Hotel, 350 Rooms
 Thornton, CO – Convention Hotel, 350 Rooms
 Tucson, AZ – Hilton Hotel, 400 Rooms
 Tunica, MS – Myriad Resort, 1,500 Rooms

Professional Experience

Conference Center/Full-Service Hotels

Abilene, TX – Full-Service Hotel, 160-Rms
 Amarillo, TX – Herring Hotel, 157-Rms
 Bentonville, AR – Conference Hotel
 Bismarck, ND – United Tribes Technical College
 Conference Hotel, 200-Rms
 Boca Raton, FL – Conference Hotel, 165-Rms
 Burr Ridge, IL – Full-Service Hotel, 178-Rms
 Charlotte, NC – NC Music Factory, 200-Rms
 Chicago, IL – Navy Pier Hotel, 225-Rms



Chicago, IL – Sports District Hotel, 220-Rms
 Chicago, IL – Union Station Hotel, 320-Rms
 Corydon, IN – Conference Hotel, 150-Rms
 Covington, KY – Hotel Covington, 114-Rms
 Fort Wayne, IN – Airport Hotel, 150-Rms
 Gurnee, IL – Key Lime Cove Waterpark & Hotel
 Hampton, VA – HQ Hotel, 250-Rms
 Louisville, KY – Arena Hotel, 425-Rms
 Louisville, KY – KFEC Hilton, 210-Rms
 Loveland, CO – Conference Hotel, 200-Rms
 Mansfield, TX – Conference Hotel, 200-Rms
 Muskogee, OK – Conference Hotel
 Owensboro, KY – Hampton & Holiday Inn, 150 & 120-Rms
 Peoria, IL – Castle Lodge, 175-Rms
 Peoria, IL – Pere Marquette Hotel, 280-Rms
 Paducah, KY – Conference Hotel
 Rockford, IL – Downtown Hotel, 150-Rms
 Skokie, IL – North Shore Hotel, 367-Rms
 Somerset, KY – Somerset Conference Hotel

Springfield, MO – Conference Hotel, 250-Rms
 St. Joseph, MO – Conference Hotel, 200-Rms
 Sun Prairie, WI – Conference Hotel, 150-Rms
 Tishomingo, OK – Conference Hotel

Boutique, Resort & Other Hotels

Amarillo, TX – Herring Hotel, 157-Rms
 Aspen, CO – Hotel, 48-Rms
 Basalt, CO – Hotel, 120-Rms
 Bentonville, AR – 21c Hotel, 120-Rms
 Boca Raton, FL – Boutique Hotel, 85-Rms
 Carrollton, TX – Hotel Complex, 250-Rms
 Charlotte, NC – South End Hotel Study
 Chicago, IL – Castillo Hotel, 100-Rms
 Chicago, IL – Presidential Towers, 250-Rms
 Covington, KY – Boutique Hotel
 Durham, NC – 21c Hotel, 120-Rms
 Glade Springs, WV – Glade Springs Resort, 203-Rms
 Gurnee, IL – Key Lime Cove Waterpark Hotel
 Kansas City, MO – Grand Hotel, 50-Rms
 Lexington, KY – 21c Museum Hotel, 92-Rms
 Lexington, KY – Horse Park Westin Resort, 270-Rms
 Louisville, KY – 21c Museum Hotel, 90-Rms



Milwaukee, WI – Palomar Hotel, 175-Rms
 Palm Springs, CA – Resort, 490-Rms
 Parkersburg, WV – Blennerhassett Hotel, 89-Rms
 Rising Sun, IN – Rising Star Casino, 400-Rms
 Santa Cruz, CA – Hotel Site Analysis
 Snowmass Village, CO – Viceroy Hotel, 173-Rms
 Wichita, KS – Commodore Hotel

Professional Experience

Arts, Culture & Entertainment Projects

Austin, TX – Walter E. Long Metropolitan Park
 Burnsville, MN – Performing Arts Center
 Chandler, AZ – Wild Horse Pass Real Estate Development
 Castle Rock, CO - Amphitheater
 Chicago, IL – Beverly Arts Center
 Chicago, IL – Fashion Incubator



Chicago, IL – Theater Support Facility
 Chicago, IL – Union Station Restaurant
 Clearwater, FL – Community Cultural Center
 Cleveland, OH – Crest Center
 Cleveland, OH – Jacobs Pavilion at Nautica
 Davenport, IA – Riverfront Development
 Denver, OR – Observation Deck
 Erie, PA – Warner Theatre
 Fuquay-Varina – Cultural Arts & Conference Facility
 Indianapolis, IN – Murat Centre for the Performing Arts
 Jefferson, KY – Rabbit Hole Distillery
 Kentucky Kingdom – Louisville, KY



Lawrenceburg, KY – Wild Turkey Visitors Center

Loretto, KY – Maker's Mark Distillery Visitors Center
 Louisville, KY – Mega Cavern
 Louisville, KY – Bluegrass Amusement Park
 Louisville, KY – Kentucky Kingdom
 Louisville, KY – Jim Beam Urban Still



Michigan City, IN – Blue Chip Casino
 Millville, KY – Peristyle Distillery
 Newport, KY – Hofbräuhaus
 Newport, KY – Newport Aquarium
 Philadelphia, PA – Observation Deck
 Pocatello, ID – Multipurpose Event Facility
 South Padre Island, TX – Amphitheater
 Switzerland County, IN – Riverfront Development



Trenton, MO – Performing Arts Center
 Tucson, AZ – University of Arizona Science Center
 Tupelo, MS – Downtown Entertainment Center
 Valparaiso, IN – Community Arts Center
 Williamstown, KY – Ark Encounter Theme Park

Professional Experience

Mixed-Use & Destination Districts

Aspen, CO – Ajax Collection
 Basalt, CO – Willits Town Center
 Bloomington, MN – Waterpark of America
 Boca Raton, FL – Glades Plaza
 Branson, MO – Branson Landing
 Chandler, AZ – Wild Horse Pass Real Estate Use
 Chicago, IL – Navy Pier



Chicago, IL – Riverwalk Expansion
 Chicago, IL – Sports & Entertainment District
 Clearwater, FL – Downtown Mixed-Use
 Davenport, IA – Riverfront Development
 Fort Wayne, IN – Harrison Street Live!
 Hampton, VA – Multi-Use Development
 Indianapolis, IN – CityWay Mixed-Use Project



Indianapolis, IN – Emmis Communications HQ
 Indianapolis, IN – Glendale Mall
 Indianapolis, IN – Union Station Renovation

Kansas City, MO – KC Power & Light District
 Lake Michigan Marinas – NWIRDA
 La Vista, NE – Southport West Live!
 Long Island, NY – Nassau Coliseum Redevelopment
 Louisville, KY – 4th Street Live!
 Louisville, KY – Kentucky Kingdom
 Michigan City, IN – Trail Creek Mixed-Use
 Milwaukee, WI – Downtown Entertainment District
 Milwaukee, WI – Pabst City Critical Review
 Ottawa, ON – Lansdowne Park Development
 Roebling, NJ – Mixed-Use Development
 San Juan, PR – Nightlife District
 South Padre Island, TX – Time-Share & Retail
 St. Joseph, MO – Downtown Mixed-Use
 Switzerland County, IN – Riverfront Development



Toronto, ON – Woodbine Live!
 Tupelo, MS – Downtown Mixed-Use
 Versailles, KY – Horse Walk of Fame
 World Trade Center Analyses:

- New York
- Boston
- Macau
- Taipei
- Dresden
- Sao Paulo
- Amsterdam

Professional Experience

Area Plans & Transportation Oriented Developments

Birmingham, AL – Bus Rapid Transit Real Estate Analysis

Charlotte, NC – South End Development



Chicago Riverwalk Expansion

Chicago, IL – Midway Airport Parking Study

Davenport, IA – Riverfront Development

Grand Rapids, MI – Streetcar Real Estate Analysis

Michigan City Lakefront & North End Plan

Michigan City Trail Creek Area

New York, NY – LaGuardia Airport Parking Study

NW Indiana Regional Development Authority, Including Gary, Whiting, Hammond, Portage

Legislation Development & Analysis

Arkansas Downtown Development Legislation

Kentucky Tourism Development Act

Mississippi Tourism Development Legislation

Nebraska Economic Development Legislation

West Virginia Tourism Development Legislation



RFP Processes & Owner's Rep Work

Amarillo, TX – Convention Hotel

Batavia, IL – Retail Plaza

Chicago, IL – Navy Pier Hotel

Durham, NC – American Tobacco District Hotel

Durham, NC – Convention Center Management

Enid, OK – Convention Center Hotel

Erie, PA – Convention Hotel

Evansville, IN – Convention & Arena Hotel

Evergreen Park, IL – Evergreen Plaza

Fort Worth, TX – Convention Hotel

Harrison County, IN – Conference Center & Hotel

Indianapolis, IN – Convention Center Marriott

Kentucky – Kentucky Arts & Heritage Cabinet



LaVista, NE – Mixed-Use Shopping & Entertainment District

Memphis, TN – Cook Convention Center Commission

Michigan City, IN – Mixed-Use Developer Selection

Michigan City, IN – North End Gateway Plan

San Juan, Puerto Rico – Prisa Entertainment District

Sioux City, IA – Convention Hotel

Skokie, IL – Skokie Northshore

Professional Experience

Sports Facilities & Events

Albuquerque, NM – Arena

Athens, Greece – Olympic Arena

Austin, TX – Arena

Chandler, AZ – Wild Horse Pass motorpark

Castle Rock, CO – Rec. Sports Complex

Chicago, IL – Chicago Park District Ice Facility

Chicago, IL – Gay Softball World Series

DeSoto County, MS – Ice Arena

Dover, DE – Civic Center (Arena & Stadium)

Elkhart, IN – Youth Sports Complex

Fishers, IN – Youth Sports Complex

Fishers, IN – Minor League Hockey Arena



Flat Top, WV – Winterplace Ski Resort Expansion

Fort Wayne, IN – Downtown Arena

Fort Worth, TX – Texas Motor Speedway

Grand Island, NE – Eihusen Arena

Kane County, IL – Cross Country Track

Indianapolis, IN – Bankers Life Fieldhouse

Indianapolis, IN – Indiana Pacers Impact

Indianapolis, IN – RCA Dome

Indianapolis, IN – Youth Sports Complex

Irvine, CA – Great Park Sports Complex

Jefferson Parish, LA – Sports Complex

Joliet, IL – Huskies Hockey Arena

Joplin, MO – Arena

Kansas City, MO – Sprint Center



La Vista, NE – Aquatic Facility & Youth Sports

Lexington, KY – Youth Sports Facility

Long Island, NY – Nassau Coliseum

Missoula, MT – Event Center

Monroe, MI – Arena Reuse Multisports Complex

Nashville, TN – Music City Motorplex

Newton, IA – Iowa Motorsports Speedway

Orange County, FL – Indoor Sports Complex

Osceola County, FL – Sports Facility Needs

Richmond, VA – City Stadium Reuse/Youth Sports

Rockford, IL – Indoor Sports Complex

Sacramento, CA – NBA Kings Arena Deal

Saginaw, WI – Indoor/Outdoor Youth Sportsplex

Salinas, CA – Laguna Seca Raceway

Sparta, KY – Kentucky Speedway

St. Joseph, MO – Civic Arena

Valparaiso, IN – Arena

Westfield, IN – Grand Park Sportsplex

Wyandotte County, KS – Arena





Project Data

Key Scope Items:

- Downtown Convention Center Feasibility Study
- Meetings Market Competitive Analysis
- Convention Hotel Package Analysis
- Demand, Financial and Impact Analysis

Development Budget: TBD

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Michael Montgomery, Dillon Gilman
Eric Hunden

Time of Service: 2015

Downtown Convention Center Feasibility Study

Greenville, South Carolina

The City of Greenville, South Carolina, in partnership with Greenville County and the VisitGreenvilleSC, (Client or City) hired Hunden Strategic Partners to identify the market potential and feasibility of a downtown convention center. The Hunden Strategic Partners Team, including design firm HKS, analyzed the marketability and uses of a convention center, evaluated proposed sites, created operating and development cost estimates and provided an understanding of the “best pitch package”.

A new convention center is proposed to replace the current TD Convention Center (TD Center), located about three miles east of downtown. The goal is to improve quality of life, hotel stays, new jobs and economic impact by attracting sizeable conventions, tradeshow and meetings. The tradeoff of losing the TD Center and gaining a smaller facility downtown was measured.

The TD Convention Center, at its current location, has been a key institution for tourism in the city since 1964. With approximately 340,000 square feet of usable space, the facility is host to a variety of events such as Comic-Con, SC Arms Collectors Association, Wedding Festivals Bridal Show, “Metal and Mayhem” and Carolina Foothills Dog Show.



Project Data

Key Scope Items:

- Potential Grand Wayne Center Expansion Feasibility
- Convention Hotel Package Expansion Feasibility
- Marketing Effectiveness Analysis – Visit Fort Wayne
- Economic Impact

Development Budget: TBD

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Eric Hunden

Time of Service: 2005 and 2014

Grand Wayne Center & Hotel Master Expansion Plan

Fort Wayne, Indiana

Mr. Hunden has managed multiple studies related to the Grand Wayne Center (GWC) and its hotels, as well as analysis of the related marketing arm, the convention and visitors bureau. HSP has also completed a separate set of studies for a downtown entertainment district.

The first analysis was a complete study of the downtown hotel market to recommend a hotel to meet the needs of the then-expanding convention center. This comprehensive report was completed in early 2004, recommending a mostly-full service connected convention hotel. Ultimately the City was able to induce the development of a 250-room Marriott Courtyard convention hotel connected to the Grand Wayne Center and overlooking Parkview Field ballpark. The hotel, complete with a full-service restaurant and room service, opened in the summer of 2010.

In the current study, HSP is conducting a master plan for the next generation of convention and hotel needs and opportunities in Fort Wayne. This may include an expansion of the Grand Wayne Center, new or expanded hotels, as well as other key components that would maximize the city's attractiveness for conventions. In addition, HSP is analyzing the current marketing strategies used by the GWC and the CVB to recommend improved ways of marketing and selling the GWC and downtown.



Project Data

Key Scope Items:

- Convention Center & Hotel Study
- Market, Financial Feasibility Study

Development Budget: TBD

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Michael Montgomery, Eric Hunden, Dillon Gilman

Time of Service: 2015

Bentonville Convention Center and Hotel Study

Bentonville, Arkansas

Hunden Strategic Partners was engaged by the City of Bentonville and the Bentonville CVB to study the hotel, convention, conference, and events market to determine if opportunity exists to develop a convention center and hotel package.

The City desires to enhance its community as a destination for visitors, residents and businesses with the possible development of meeting, convention/conference and hotel facilities that will both attract and accommodate demand from major corporations like Walmart, Tyson and others, as well as opportunity to attract rotating conventions.

The study analyzed or included:

- Bentonville's Economic, Demographic and Tourism Attributes;
- Convention/Conference Industry and Trends
- Local and Regional Competitive Facilities
- Comparable Facility Case Studies
- Convention Headquarter Hotel Trends and Competitive Environment
- Hotel Market
- Made Recommendations for a Convention & Hotel Package
- Demand Projections
- Financial Performance
- Funding and Financing Alternatives



Project Data

Key Scope Items:

- Convention, Exposition Competitive Assessment
- Operations and Market Opportunity Analysis
- Expansion/Renovation Study
- Impact Analysis

Budget: \$18M to \$29M

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Eric Hunden

Time of Service: 2014

Portland Expo Center Expansion and Impact Analysis

Portland, Oregon

The Metropolitan Exposition Recreation Commission (MERC) engaged the Hunden Strategic Partners Team (HSP or Consulting Team), including design firm HKS and facility operations expert Barry Strafacci to conduct a market, financial and design study related to the future potential renovation and/or expansion of the Portland Expo Center (PEC). The study included an analysis of the PEC's governance and operations, a local competitive market analysis and the potential impact of a possible new convention hotel at the Oregon Convention Center. The scope of work also included analyses of the existing PEC physical conditions for the recommended development scenarios.

HSP completed a full operational, financial and physical analysis of the existing center to determine its optimal strategy. This analysis included a look at competitive event facilities around the region to determine how best to position the Portland Expo Center to compete long term. HSP also analyzed and project operating expenses and revenues from any proposed expansion, renovation and marketing/operational changes.



Project Data

Key Scope Items:

- Hotel Market Analysis & Product Recommendations
- Boutique Hotel Collections Case Studies
- Financial Projections

HSP Professionals Involved in Project: Rob Hunden, Elisa Martinez, Eric Hunden

Time of Service: 2012

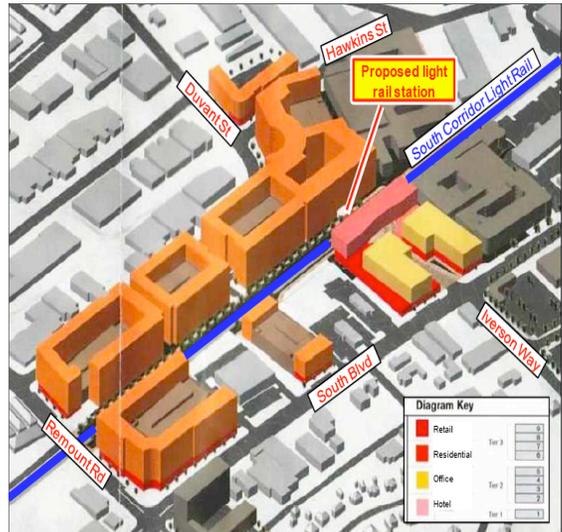
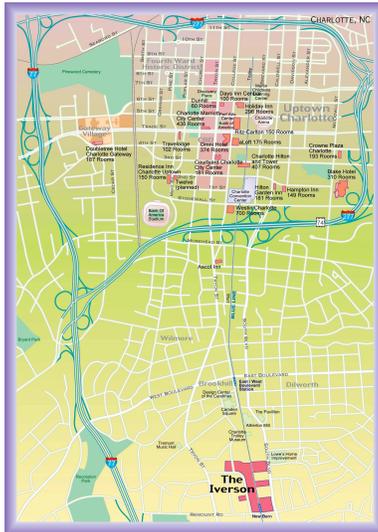
NC Music Factory Hotel Feasibility Study

Charlotte, North Carolina

Hunden Strategic Partners (HSP) was engaged by a private developer to conduct an evaluation of the Charlotte hotel market and the feasibility of a new hotel located near downtown. The hotel is to include meeting space as well as an artsy, edgy environment to complement the clubs, restaurants and music venues surrounding the site. The project is a boutique-style hotel consisting of 200 rooms and more than 20,000 square feet of meeting space.

The development site is at the NC Music Factory and is located one mile north of the Charlotte Uptown district. The development consists of restaurants, bars, performance space and film studios. To attract visitors to the area in the non-peak daytime hours, the developers are including meeting space to act as a catalyst.

HSP completed a full market and financial feasibility study that analyzed two competitive sets of hotels in Uptown Charlotte, including boutique hotels as well as standard full service properties. The analysis also included profiles of other artsy, edgy hotels developed around the U.S. as well as profiles of a number of boutique hotel companies and brands that would potentially suit the proposed development.



Project Data

Key Scope Items:

- Hotel Market Analysis & Product Recommendations
- Demand & Financial Projections
- Timing Recommendations

Development Budget: \$50,000,000+

HSP Professionals Involved in Project: Rob Hunden, Rob Smitherman, Eric Hunden

Time of Service: 2008

Charlotte South End Hotel & Mixed-Use Feasibility

Charlotte, North Carolina

Hunden Strategic Partners was engaged to conduct an evaluation of the Charlotte hotel market and the feasibility of a new hotel located in the South End area of Charlotte. The potential hotel was to be developed in conjunction with the Iverson mixed-use project on South Boulevard, along the Lynx Blue Line Light Railway.

GreenHawk Partners, LLC, plans to redevelop approximately 2.68 million square feet of vacant land, warehouse and office space, for a multi-use group of facilities that will include retail, residential and hotel space. The latest plat includes plans for a possible hotel that would consist of a new building along the South End rail line. The block of buildings will also include retail space, residential use, office space and a lower level of parking.

To determine the feasibility of a hotel within the Iverson project, HSP conducted developer interviews, market analysis, made recommendations for the appropriate size and quality of hotel to be developed and projected demand and financial results for the project.



Project Data

Key Scope Items:

- Expansion Study
- Demand & Financial Projections
- Economic, Fiscal and Employment Impact Analysis

HSP Professionals Involved: Rob Hunden, Ethan Olson, Michael Montgomery, Dillon Gilman

Time of Service: 2015

Dallas Kay Bailey Convention Center Expansion & Impact Study

Dallas, Texas

The Dallas Convention and Visitors Bureau (CVB) engaged Hunden Strategic Partners (HSP) to perform an economic, fiscal and employment impact analysis for the proposed expansion of the Kay Bailey Hutchison Convention Center.

The Kay Bailey Hutchison Convention Center Project is proposed as an expansion and repurposing of the current facilities in order to accommodate greater meeting, conference and convention user groups. From the perspective of the convention center industry, generating more inbound convention and group activity is expected to bring net new spending and tax impact to the community, especially in terms of hotel room nights and taxes.

HSP conducted a meeting planner survey, current facility analysis, historical demand and financial analysis, then made projections of future demand, attendance, room nights and other performance measures for the expanded center. This then led to a projection of economic, fiscal and employment impact that could be compared with the likely public investment necessary to build the project.



Project Data

Key Scope Items:

- Hotel Market Analysis
- Cultural & Restaurant Market Analyses
- Economic, Fiscal and Employment Impact Analysis

Development Budget: \$50,000,000

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Elisa Martinez

Time of Service: 2013

21c Museum Hotel

Durham, North Carolina

Hunden Strategic Partners (HSP) completed a hotel market analysis and economic impact analysis for the City of Durham for the proposed 21c Museum Hotel. HSP's work included developer interviews, market analysis, financial and economic impact modeling. The project is a 125-room boutique hotel and is unique in that it is housed in the historic Hill Building and features rotating contemporary art collections.

The project is located in downtown Durham in close proximity to Carolina Theatre, Durham Performing Arts Center and Durham Convention Center. This centralized location will draw not only visitors from outside the community, but local residents as well. 21c will benefit the Durham by renovating a historic structure, drawing more tourism downtown, generating a cutting edge cultural activity and inducing culinary tourism via a destination restaurant. HSP conducted a local hotel market analysis and competitive set review to understand how the project will compete in the market. An economic impact analysis was undertaken to show how 21c would induce new visitors and spending to Durham.

21c Museum Hotels began with one 90-room outpost in Louisville, Kentucky in 2006. The company has recently opened two new properties, a 156-room hotel in Cincinnati, Ohio and the 104-guestroom hotel in Bentonville, Arkansas.



Project Data

Key Scope Items:

- Civic Center Operational Assessment, Expansion Analysis
- Financial Analysis
- Hotel Market Strategy

Development Budget: \$68,000,000

HSP Professionals Involved in Project: Rob Hunden, Rob Smitherman

Time of Service: 2004 – 2005, 2007 – 2008, 2009 – 2011

Convention Complex Studies; RFP, Audit & Management Selection

Durham, North Carolina

Mr. Hunden has worked on behalf of the City and County of Durham on six occasions over the past six years related to the health and impact of the Durham Convention Center (DCC) and adjoining Marriott convention hotel.

Most recently, HSP conducted a management selection process for the DCC, which has seen its deficit increase from \$700,000 to \$1.4 million over the past five years. HSP created the RFP, which included a full management contract, worked with bidders to respond effectively to the RFP, assisted in conducting interviews and managed the evaluation process before and after the interviews. The successful bidder was Global Spectrum.

Prior to this process, HSP conducted an operational review and financial audit of the DCC to determine options for improved performance. This led to the recommendation to go out to the marketplace for a competitive management selection process. HSP also conducted an impact study on the DCC of the development of the SunTrust building into an adjacent hotel.

In 2007, HSP was engaged to assess the strategic options related to transferring ownership of the DCC to another entity, potentially the private sector. The analysis included a valuation of the facility based on economic value. In 2005, Mr. Hunden completed a downtown convention complex masterplan with SOM. In 2004 he completed a detailed financial analysis to divide the revenues and expenses between the Marriott and the Durham Civic Center, which are part of the same complex and had been operating as one entity.



Project Data

Key Scope Items:

- Hotel Market & Financial Feasibility
- Developer Attraction Process
- Financing Structure & Negotiation

Development Budget: \$17,000,000

HSP Professionals Involved in Project: Rob Hunden, Rob Smitherman, Don Massagli

Time of Service: 2008 – 2012

American Tobacco Hotel Study & Developer Selection

Durham, North Carolina

Capitol Broadcasting Company (CBC) is the developer/owner of the American Tobacco mixed-use campus in downtown Durham, which includes the Durham Bulls ballpark, significant office space and the new Durham Performing Arts Center (DPAC). This complex was redeveloped by CBC to invigorate the downtown and preserve the historic fabric of the community. Included on the DPAC site is a 10,000 square foot parcel that could be developed as a hotel. The development concept consists of an urban 'wrapper' design that would wrap the DPAC parking garage on two sides with a potential hotel development.

Hunden Partners completed a comprehensive market and financial feasibility study for the proposed project under a number of scenarios, including as a limited service hotel, as a full service boutique hotel and as a conference hotel.

HSP was then asked to help the owner select a development partner through an RFP process. The process involved creating an RFP for developers, managing the solicitation process, touring firms through the District, interviewing firms, creating and managing financial structures and advising on the financial structure for the project.



Project Data

Key Scope Items:

- Market and Financial Feasibility of Performing Arts Center
- Market and Financial Feasibility of Conference Center
- Hotel Market Study and Recommendations

Development Budget: \$6,000,000 - \$15,000,000

HSP Professionals Involved in Project: All professional staff

Time of Service: 2013 - 2014

Conference & Arts Center; Hotel Study

Fuquay-Varina, North Carolina

HSP was retained by the Town of Fuquay-Varina, North Carolina, a fast-growing suburb of Raleigh, to determine the viability of a cultural and performing arts center, a conference center and/or a hotel for the downtown area. The goal of the community was to support the development and availability of the arts for its residents as well as provide a place for local and regional functions. As such, HSP had several and overlapping assignments, as it was tasked with determine what, if any of these, could be supported or attempted given the Town's small, yet rapidly growing population.

If the time was not right for these facilities, which would be best to develop first and when? What should be built and how much would it cost? How could the facilities be combined to minimize overlap and cost? HSP completed an exhaustive study of the regional competitive supply and demand, as well as the financial performance of the various venues in the Triangle area, to determine viability.

HSP also studied similar developments in small communities to learn lessons for the Town.

Ultimately, none of the projects were feasible at the time, however given the growth pattern of the Town, it is likely that a project serving the arts and meetings market could be developed in the next 10 – 15 years. HSP suggested what the first project should be and completed financial models for the initial phase of development.



Project Data

Key Scope Items:

- Market & Financial Feasibility Studies, Impact Studies
- Developer, Brand and Architect Selection Process Management
- Convention Center Expansion, Convention Hotels and Arena

Development Budget: \$240,000,000 (including condominiums) + TBD

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Shaun Hunt, Eric Hunden

Time of Service: 2001 – 2004, 2013 - 2015

Convention Center, Omni Hotel & Arena Studies; Developer Selection

Fort Worth, Texas

Hunden has worked for Fort Worth twice for two major expansions. From 2001 – 2004, Mr. Hunden co-managed a hotel strategy for downtown Fort Worth while at a prior firm, specifically related to an expansion of the convention center. The initial study was completed in 2001 and included a feasibility study and recommendation report, a timeline for hotel development, which included a recommended renovation of the T&P building into a boutique hotel and condos and the development of a 600-room full-service convention hotel.

Mr. Hunden managed the ensuing developer selection process and a similar process was undertaken for hotel brands. Ultimately, Omni was chosen to develop the hotel. The incentives included a rebate of hotel taxes and a reduction in property taxes for a period of years. Otherwise, Omni privately financed the hotel. The \$240,000,000 project, which includes 608 guest rooms and 87 condo units, opened successfully in January of 2009.

Based upon the success of the FWCC and Omni, the City in 2013 retained HSP to analyze the next phase of expansion, new hotel opportunities and the development of a new arena for downtown.

HSP is currently working with the FWCC and the Omni on the developer selection process.



Project Data

Key Scope Items:

- Event Center, Hotel & Conference Center Study
- Arts/Entertainment Study
- Market, Financial Feasibility Study

Development Budget: \$20,000,000 - \$25,000,000

HSP Professionals Involved in Project: Rob Hunden, Shaun Hunt, Ethan Olson

Time of Service: 2013 – 2014

Kokomo Conference Center, Hotel & Events Study

Kokomo, Indiana

Hunden Strategic Partners was engaged by the City of Kokomo to study the hotel, convention, conference, entertainment and arts event market and a variety of venue types.

The Kokomo Event & Conference Center at Ivy Tech Community College has the largest meeting space and an existing base of business, but cannot very well accommodate demand for corporate meetings, training seminars and receptions due to its prior incarnation as a larger big-box style retail outlet. There are no more than four quality limited-service brands and no full-service hotels of any size. Yet, the business level at existing hotels reports over 80 and 90 percent occupancy most days of the week. A new upscale quality conference hotel that is more high-end but not out of reach for the Kokomo and central Indiana price point would help meet this demand without inflicting any significant harm on the existing supply.

The result of the study included a recommendation regarding the construction of a conference center hotel, an entertainment/events center and a convention facility, with the hotel-conference center as the recommended priority project. The report also suggested the best size and potential locations for the opportunity, particularly in light of the new U.S. 31 freeway bypass and downtown development and the resulting implications.



Project Data

Key Scope Items:

- Convention & Conference Center, Hotel Analysis and Feasibility Study
- Restaurant, Retail and Entertainment Development Advisory
- Demand and Financial Analysis
- Economic, Fiscal and Employment Impact

Project Budget:

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Eric Hunden, Shaun Hunt

Time of Service: 2014

Conference Center, Civic Arena and Hotel Study

Muskogee, Oklahoma

Hunden Strategic Partners (HSP) was retained by the City of Muskogee, Oklahoma to conduct a feasibility and market study for a new hotel and conference center as part of an expansion of the offerings of their current Civic Center, located downtown.

HSP conducted a full market and financial feasibility study for the conference center hotel and made recommendations for their aging and faltering Civic Center, which includes a small arena and meeting rooms. The lack of ballroom, multiple breakout meeting rooms, a hotel and restaurants inhibits the city's ability to attract events.

The analysis included a hotel market analysis, review of the current downtown Civic Center, recommendations for new conference and meeting facilities, recommendations for improvements to the Civic Center's facility and operations, and projections for proposed facilities. A private developer has been tapped to move forward with the recommended conference center hotel adjacent to the Civic Center.



Project Data

Key Scope Items:

- Convention Center Feasibility & Funding Study
- Hotel Market Analysis and Development Strategy
- Downtown Sports Complex

Development Budget: Various

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Shaun Hunt, Eric Hunden

Time of Service: 2004 – 2005, 2013-2014

Convention Center, Hotel & Downtown Sports Studies

Rockford, Illinois

Hunden has conducted multiple studies for Rockford, including convention/conference center and meeting hotel feasibility and financing studies for the Rockford Convention & Visitors Bureau in 2004-2005 and again in 2013. The city has been considering ways to boost tourism and economic activity downtown. HSP also conducted a feasibility study for the city of a downtown sport complex to attract youth sports tournaments to a major indoor facility, which would compliment their existing arena.

The analysis of the proposed facilities considered downtown and interstate sites as well as both sides of the river.

Currently, the city is considering inducing the development of a conference hotel as a reuse of the Amerock building downtown as well as the development of the Ingersoll building into a 16-court sports facility. HSP analyzed both of these projects in 2013 with full feasibility studies, including surveys of local and regional users.



Project Data

Key Scope Items:

- Programming and Tenant Recommendations
- Market and Financial Feasibility
- Tourism Analysis
- Economic, Fiscal and Employment Impact Analysis

Development Budget: \$60,000,000+

HSP Professionals Involved in Project: Rob Hunden, Ethan Olson, Eric Hunden

Time of Service: 2013-2015

San Juan Entertainment District Study

San Juan, Puerto Rico

HSP was retained on two occasions to study the potential for an entertainment/nightlife district in San Juan near the Puerto Rico Convention Center, Sheraton hotel and casino. Public and private sought to make the convention district more attractive as a destination for groups, as it is currently somewhat isolated from the entertainment, dining and shopping hubs of San Juan and along the beach.

Given its history with a number of entertainment and mixed-use destination districts, HSP was asked to analyze the trends in the industry, the local market, the tourism product, the opportunities and the physical space available for such a district and then recommend the following:

- Sizing, amount and character of restaurants
- Sizing, amount and themes of clubs/bars
- Sizing, amount and concepts of retail options
- Potential development partners
- Design partners and elements

During the process, HSP took the client on tours of comparable districts in the U.S. and introduced them to many potential entertainment, management and tenant partners. HSP was then, approximately two years later, retained to complete the final feasibility study for use by the public and private sectors to understand the proposed public-private project.



Project Data

Key Scope Items:

- Exposition/Civic Center Competitive Assessment
- Hotel Development Analysis
- Expansion/Renovation Study

HSP Professionals Involved in Project: Rob Hunden, Eric Hunden

Time of Service: 2010 – 2011

Exposition Center Competitive Assessment

Springfield, Missouri

The City of Springfield, along with the Springfield Convention and Visitors Bureau and John Q. Hammons Hotels, engaged Hunden Strategic Partners to perform a competitive analysis of the group meeting and hotel facilities. The focus for expansion of such facilities is a 2.5-acre vacant lot adjacent to the existing Exposition Center. The site had been identified as a potential location for a convention quality full-service hotel that would enhance the ability of the existing center to host events and create a full-service hotel property for the City. Springfield hoped to enhance its image as a convention destination and believed that the expansion of its meeting and hotel package would entice more groups to visit the City.

HSP completed a full operational, financial and physical analysis of the existing center to determine its future. This analysis included a look at competitive meeting facilities around the region and their hotel packages to determine how best to position the community.

HSP recommended the City construct a hotel on the site, along with an expansion/renovation of the current Exposition Center. This expansion would include the addition of a ballroom, meeting rooms and a kitchen facility. To increase awareness of the area, a retail/entertainment district is also proposed to link the Exposition Center with downtown.

Relevant Experience

Feasibility

Augusta Convention Center Feasibility Study*

| *Augusta, Georgia*

Study for 120,000 sf expansion of flex exhibit and meeting space attached to the existing Marriott Augusta at the Convention Center including 40,000 sf exhibit space and 8,000 sf meeting space

Catawba County Convention Center Feasibility Study*

| *Hickory, North Carolina*

Market feasibility study for a new 7,000-seat arena, 50,000 sf exhibit space and 18,000 sf meeting space

Charlotte Convention Center Expansion Study*

| *Charlotte, North Carolina*

Market feasibility and site selection study for a 550,000 sf expansion including 275,000 sf exhibit space, 35,000 sf ballroom and 55,000 sf meeting space

Cumberland County Coliseum Feasibility Study*

| *Fayetteville, North Carolina*

Market feasibility and site selection study for a new arena seating 15,000 for basketball and 16,000 for concerts

Denver Convention Center Feasibility Study*

| *Denver, Colorado*

Site selection and market feasibility study for a new 850,000 sf convention center with 300,000 sf



exhibit space, 50,000 sf meeting space and a 35,000 sf ballroom

Frank W. Mayborn Convention Center and Civic Center Study*

| *Temple, Texas*

Market feasibility study for expansion and renovation to provide an 18,600 sf flex hall and 4,100 sf of meeting rooms

Georgia World Congress Center Phase III Expansion Study*

| *Atlanta, Georgia*

Feasibility study for a 560,000 sf expansion

Hynes Convention Center Renovation Master Plan Study*

| *Boston, Massachusetts*

Study to explore options for repositioning and improvements

Jacksonville Convention Center Study*

| *Jacksonville, Florida*

Studies for replacement facility on a new site in downtown Jacksonville

Lawrence Convention Center Expansion Study*

| *Pittsburgh, Pennsylvania*

Feasibility study and programming for a 180,000 sf expansion with 53,000 sf exhibit space, a 20,000 sf ballroom and a new lobby

Lynchburg Regional Convention Center Feasibility Study*

| *Lynchburg, Virginia*

Market feasibility study including programming and site evaluation for a 50,000 sf exhibit space, 2,500 sf meeting space and a 15,000 sf ballroom

Macon Coliseum Expansion**Feasibility Study*** | *Macon, Georgia*

Market feasibility study for the addition of exhibit and meeting space to a 1960s arena

Manchester Civic Center**Feasibility Study*** | *Manchester,**New Hampshire*

Market feasibility study including programming and site evaluation for a new 240,000 sf civic center with 25,000 sf exhibit space, a 23,000 sf arena floor and 3,500 sf of meeting space

Moscone Center Renovation and Expansion Study*| *San Francisco, California*

Proposed phased upgrades conceptual expansion options for the center's North and South Buildings

Plano Convention Center and**Hotel Study*** | *Plano, Texas*

Support for a market feasibility study of a replacement facility in the Legacy Town Center area

Portland Expo Center Market and Financial Feasibility**Study** | *Portland, Oregon*

Existing facility assessment, support for a market feasibility study and concepts for expansion and renovation

Savannah Civic Center**Expansion Feasibility****Study*** | *Savannah, Georgia*

Market feasibility study investigating addition of exhibit and meeting space to a 1970s civic center

Washington Convention**Center Expansion Feasibility****Study*** | *Washington, D.C.*

Market feasibility study including programming, site selection and conceptual planning

References

REFERENCES

- Name:** City of Greenville Downtown Convention Center
Contact: Julie Horton
Position: Government Relations Manager for the City of Greenfield
206 S. Main Street
Greenville, SC 29602
Dates: 2015-2016
Services: Downtown Convention Center Studies
Phone: 864.467.5717
Email: jhorton@greenville.sc.gov
- Name:** Fort Wayne Entertainment District & Arena Studies
Contact: Karl Bandemer
Positions: Deputy Mayor, City of Fort Wayne
200 East Berry, Suite 420
Fort Wayne, IN 46802
Dates: 2011 - 2015
Services: Downtown Entertainment District and downtown arena feasibility studies
Phone: O: 260-427-2668
Email: karl.bandemer@cityoffortwayne.org
- Name:** Visit Bentonville Hotel & Convention Center Study
Contact: Kalene Griffith
Position: President
104 East Central
Bentonville, AR 72712
Dates: 2015
Services: Hotel and convention center feasibility study for Bentonville, Arkansas
Phone: 479-271-9153
Email: Kalene@visitbentonville.com
- Name:** City of Durham
Contact: Joel Reitzer
Position: (Previously) Director of General Services, City of Durham
Dates: 2004 - 2011
Services: Convention Complex Studies, Audit & Management Company Selection Process
Phone: (C) 919.323.1229
Email: jvreitzer@yahoo.com

Proposed Timing

PROPOSED TIMING

HSP proposes to complete a draft report for the Chapel Hill within ten (12) weeks, from the Kickoff, and Project completion by May 6, 2016. Kickoff is assumed to be the date that all of the following have occurred: the kickoff meeting has occurred in the County of Orange, the first invoice has been paid and the contract has been signed. HSP will provide updates and communication with the Client on an ongoing basis. HSP is able to kickoff the report at the desired time and will work with the Client to ensure that the report is completed in a timely and satisfactory manner.

The following table provides HSP's proposed project schedule.

Proposed Project Schedule	Weeks													
	1	2	3	4	5	6	7	8*	9	10	11	12	13	14
Task 1 – Kickoff, Project Orientation, Interviews	X	X	X											
Task 2 – Economic, Demographic and Tourism Analysis	X	X	X	X										
Task 3 – Convention/Conference and Meeting Industry Analysis and Trends	X	X	X	X	X	X								
Task 4 – Local/Regional Meeting Facility Profiles; Competitive Analysis	X	X	X	X	X	X	X	X						
Task 5 – Comparable Facility Case Studies		X	X	X	X	X	X	X						
Task 6 – Local Hotel Market Analysis and Trends			X	X	X	X	X	X	X					
Task 7 – Site(s) Analysis	X						X	X	X					
* Task 8 – Recommendations								X	X	X				
Task 9 – Demand and Financial Projections									X	X	X			
Task 10 – Economic, Fiscal and Employment Impact Analysis										X	X			
Task 11 – Preliminary Drawings & Budgets for Recommended Scenarios										X	X			
Draft Report											X	X		
Final Report and Presentations													X	X
*PowerPoint presentation														