

## MUSIC CITY CENTER, NASHVILLE

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**Client:** Metro Government  
**Project Type** Feasibility, Economic Impact, Tax Projections  
**Years of Service** 2009–2013

HVS provided feasibility and economic impact studies for the Music City Center (MCC), Nashville’s convention center that opened in 2013. HVS projected tax revenues from six potential sources for the capital costs and any potential operating losses of the MCC. In a companion study, HVS provided the feasibility analysis for the adjacent full-service Omni Hotel. Subsequently, HVS assessed the impact of a privately-developed, 450-room hotel property with 30,000 square feet of meeting space on the operations of the MCC and Omni.

## KAY BAILEY HUTCHINSON CONVENTION CENTER, DALLAS

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**Client:** Dallas Tourism Public Improvement District  
**Project Type** Market and Futures Study, Economic Impacts, Hotel Market Study  
**Years of Service** 2016–2017

HVS conducted an analysis of a potential expansion for the Kay Bailey Hutchison Convention Center (KBHCC). The Tourism Public Improvement District asked HVS to prepare a visionary and data-driven plan to revitalize the appeal of the KBHCC. The analysis included recommendations for improvements within the KBHCC and an assessment of the surrounding convention center district, including development of supporting hotels.

## ALBANY CAPITAL CENTER

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**Client:** Albany Convention Center Authority  
**Project Type** Feasibility, Economic Impact, Financing, Development Assistance  
**Years of Service** 2006–2010 and 2013–2015

The Albany Convention Center Authority hired HVS to perform a market and feasibility analysis for the Albany Capital Center (ACC) in New York. HVS provided a comprehensive analysis and set of recommendations regarding the development of the convention center complex, including economic impacts and financing strategies. HVS also provided advisory services, including assistance with a Request for Qualifications and Proposals process for an operator of the convention center. The ACC opened in 2017 in accordance with our recommendations.

## BROWARD COUNTY CONVENTION CENTER, FORT LAUDERDALE

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**Client:** Broward County, Florida  
**Project Type** Convention Center Expansion Study, Hotel Feasibility Study  
**Years of Service** 2013, 2015, 2017

Broward County engaged HVS to conduct a Needs Assessment and Market Study of the Broward County Convention Center (“BCCC”) in Fort Lauderdale, FL. The purpose of the study was to develop a plan to expand and improve the BCCC to increase its efficacy and allow for better utilization and usage. The study also analyzed the introduction of a new headquarters hotel adjacent to the BCCC, which would support the expanded BCCC and further enhance the demand potential of the meetings market in Broward County. We conducted our work in collaboration with project architects, who developed a plan for the convention center and incorporated our findings into their design.

## OKLAHOMA CITY CONVENTION CENTER

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**Client:** Alliance for Economic Development of Oklahoma City  
**Project Type** Economic and Fiscal Impact Analysis  
**Years of Service** 2017

The Alliance for Economic Development of Oklahoma City engaged HVS to conduct an economic and fiscal impact analysis of a future convention center, headquarters hotel, and public park in Oklahoma City. HVS estimated the direct state benefits of the project as defined in the Oklahoma Local Development and Enterprise Zone Incentive Leverage Act, a potential funding source. Direct state benefits include all incremental tax revenues to the State that would result from the project, which includes the new downtown Convention Center, featuring 268,000 square feet of function space; Scissortail Park, a 70-acre public park that includes performance space, sports fields, an adaptive re-use of the Historic Union Station into a restaurant, wedding venue, and bike rental location; and a 600-room Omni headquarters hotel.

## WASHINGTON STATE CONVENTION CENTER, SEATTLE

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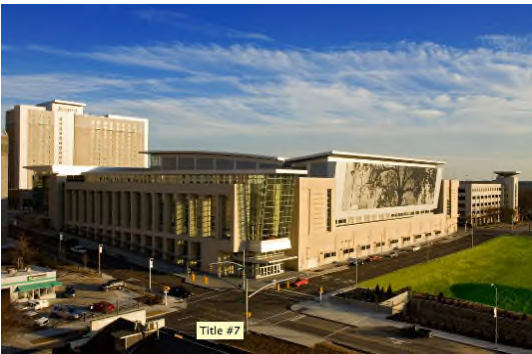


**Client:** Washington State Convention Center  
**Project Type** Financial Feasibility Study  
**Years of Service** 2016, 2018

The Washington State Convention Center (“WSCC”) engaged HVS to analyze the financial operations of the current convention facility, as well as the planned expansion. The WSCC is expanding to the Convention Place Station transit site, which is one block from the existing facility. This expansion will include the development of additional meeting and exhibit facilities. The HVS analysis studied how the two facilities will operate together once opened in 2020. HVS created a 10-year financial operating pro forma of the facilities for the period 2020-2030. HVS continues to provide consulting services to the WSCC on an as needed basis.

## RALEIGH CONVENTION CENTER

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**Client:** City of Raleigh  
**Project Type** Feasibility, Economic Impact, Operations Assessment  
**Years of Service** 2002-2005, 2012, 2016

HVS was retained to develop the business plan for a proposed new convention center and hotel in Raleigh. HVS managed a multi-disciplinary team that included physical planners and financial advisors. Within four months, our team submitted a comprehensive plan and the 500,000-square foot Convention Center and 400-room Marriott Hotel opened in the summer of 2008. In 2012, the City hired HVS to conduct a benchmark study and economic impact analysis of the Center. In 2016, the City of Raleigh engaged HVS to identify new opportunities to increase the impact of the hospitality industry in Raleigh. The study included an assessment of the potential for growth of Raleigh’s hospitality and convention markets and helped determine the best path for future development that allows the hospitality industry to continue to thrive and grow.

## MEYDENBAUER CENTER, BELLEVUE, WASHINGTON

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**Client:** Bellevue Convention Center Authority  
**Project Type** Market and Feasibility Study, Financing and Impacts, TOT Projections  
**Years of Service** 2017, 2018

The Bellevue Convention Center Authority engaged HVS to conduct an expansion analysis of the Meydenbauer Center and analysis of the Bellevue convention and meetings market. HVS estimated the future market demand for the Center and the Bellevue hotel industry and provided building program recommendations, given the current and projected national and local/regional market. The study provided projections of Transient Oriented Tax revenues and funding timelines and recommendations regarding the required hotel room inventory and proximity required to support the potential expansion. HVS also provided an economic and fiscal impact analysis of the recommended changes and updated the projections for 2018.

## AMERICAN BANK CENTER COMPLEX, CORPUS CHRISTI, TEXAS

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**Client:** Corpus Christi Convention & Visitors Bureau  
**Project Type** Market and Feasibility Study, Impacts, Financing  
**Years of Service** 2016–2017, 2018

The Corpus Christi CVB hired HVS to analyze the potential for long- and short-term growth of Corpus Christi’s convention and hospitality markets. The American Bank Center Complex is comprised of the American Bank Center Convention Center, the American Bank Center Arena, and the American Bank Center Selena Auditorium. HVS performed a market and feasibility analysis of the appropriate size of recommended facility enhancements, including consideration of meeting/event space and development of new hotels. The study also analyzed the economic impacts, identified financing sources and scenarios, and recommended amenities for the destination. HVS worked with an architectural partner on recommendations for improvements.

## COBO CENTER, DETROIT



**Client:** Detroit Regional Convention Facility Authority  
**Project Type** Economic and Fiscal Impacts  
**Years of Service** 2017–2018

The Detroit Regional Convention Facility Authority engaged HVS to conduct an Economic and Fiscal Impact Study of the Cobo Center (“Cobo”) in Detroit, MI. Public investment in Cobo reflects the important role that the convention center plays in the state and local economy. Cobo hosts the Detroit area’s premier event, the North American International Auto Show (“NAIAS”). NAIAS, and other conventions, conferences, and trade shows attract out-of-town visitors, delegates, and exhibitors to Detroit and the State of Michigan. The HVS study quantified the impacts of events at Cobo. HVS estimated the annual spending impacts for the years 2011 through 2016. We also quantified the fiscal impacts or new tax revenue flowing to state, county, and local governments, and estimated of the number of full-time jobs associated with Cobo events.

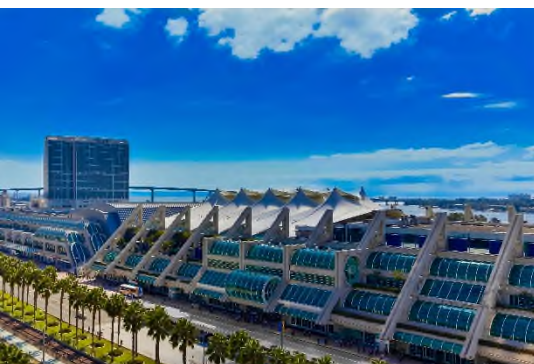
## WISCONSIN CENTER, MILWAUKEE



**Client:** Wisconsin Center District. Visit Milwaukee  
**Project Type** Market & Feasibility Study, Economic Impact Analysis  
**Years of Service** 2014, 2015, 2016

The Wisconsin Center District and Visit Milwaukee engaged HVS to conduct an expansion analysis of the Wisconsin Center. In addition to the feasibility study for a convention center expansion, HVS also recommended that the development be part of a larger mixed-use sports and entertainment complex, allowing the Wisconsin Center expansion to play a vital role in the redevelopment of downtown Milwaukee. The Wisconsin Center and a new arena for the Milwaukee Bucks could serve as anchors of a mixed-use entertainment district in downtown Milwaukee. This district could attract private investment with the inclusion of residential, commercial, and retail development and could become a hub for entertainment activity used by residents and visitors alike. HVS also provided tax projections to fund the recommended expansion.

## SAN DIEGO CONVENTION CENTER



**Client:** San Diego Tourism Marketing District Corporation  
**Project Type** Market & Feasibility Study, Economic Impact Analysis  
**Years of Service** 2016, 2018

The San Diego TMD Corporation engaged HVS to assess the feasibility of expanding the San Diego Convention Center (“SDCC”). San Diego has studied the possibility of expanding the SDCC since 2001. HVS analyzed San Diego’s convention market potential, proposed building program recommendations, and estimated the economic benefits of a SDCC expansion. The HVS study addressed the following questions: 1) What expanded building program would allow the SDCC to maximize its demand potential? And 2) How much would an SDCC expansion increase convention activity in San Diego?

## PHOENIX CONVENTION CENTER

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**Client:** State of Arizona, Office of the Auditor General  
**Project Type** Multi-Year Economic and Fiscal Impacts  
**Years of Service** 2013 -2018

The State of Arizona hired HVS to conduct an annual economic and fiscal impact analysis of the operation of the Phoenix Convention Center (“PCC”) from 2009 to 2018. The \$600 million expansion and renovation of PCC was completed in 2009 and increased rentable space from 300,000 to 900,000 square feet. HVS estimated the 2013 economic and fiscal impacts of the events held at the PCC and the gross and net amount of State General Fund revenues received from income, sales, excise, use, and luxury taxes received by the State of Arizona General Fund attributed to the operation of the PCC. We also estimated average annual attendance at regional and national conventions and determined the ratio of estimated attendance to minimum required attendance as directed by Arizona Revised Statutes and provided an update of delegate spending that reflects a Phoenix-specific research survey estimating spending patterns of delegates, exhibitors, and sponsoring associations.

## SACRAMENTO CONVENTION CENTER

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**Client:** City of Sacramento, California  
**Project Type** Market Study, Tax Projections  
**Years of Service** 2017

The City of Sacramento engaged HVS to conduct an analysis of the demand for a renovated and expanded Sacramento Convention Center (“SCC”). The HVS analysis assessed the reasonableness of previous projections of the performance of an expanded SCC and its potential impact on Transient Occupancy Tax collections. In the first phase of construction, the proposed expansion would increase the rentable function space in the SCC from 175,600 square feet to 206,000 square feet. This includes a 121,000 square-foot exhibit hall, a 40,000 square-foot multipurpose hall, and 45,000 square feet of junior ballroom and meeting space. In a second phase of construction, a 40,000 square-foot ballroom would be added on the upper level.

## LAREDO CONVENTION CENTER

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**Client:** Private -sector Client  
**Project Type** Market & Feasibility Study  
**Years of Service** 2016 - 2018

A private-sector client engaged HVS to conduct a feasibility analysis of a new convention center in Laredo, Texas under a public-private partnership with the City of Laredo. HVS provided a convention center market analysis and building program recommendations, as well as a hotel market assessment. HVS identified the development financing options and worked with an architecture team to provide a masterplan for the development.