

## TOURISM ASSESSMENT, SOUTHEASTERN KENTUCKY

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**Client:** Kentucky Chamber of Commerce Foundation  
**Project Type** Market and Demand Analysis  
**Years of Service** 2017

The Kentucky Chamber of Commerce Foundation engaged HVS to conduct a tourism assessment of southeastern Kentucky, evaluating the existing tourism amenities and the potential of a new destination resort and other potential attractions. HVS assessed the local market and gathered data on tourism and travel trends for the Eastern Kentucky region. We assessed comparable destination resorts and tourism-based communities and provided a recommended program for the resort, including demand and room night projections. Our analysis also included evaluation of other potential land uses to complement the proposed resort. Our analysis evaluated three sites and identified potential funding sources.

## NAVY PIER IMPACT ASSESSMENT, CHICAGO

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**Client:** Navy Pier Inc.  
**Project Type** Economic Impacts  
**Years of Service** 2013

HVS was hired by Navy Pier Inc. to provide an Economic Impact Analysis of planned pier improvements. HVS provided forecasts of future visitation/attendance to the Pier based on the planned changes. We analyzed Navy Pier spending data and breakdowns of Navy Pier revenues by source, and provided estimates of the type and amounts of off-pier spending, which served as the basis for the economic impact estimates. We projected direct impacts (new spending by impact generators), indirect impacts (business purchases related to spending), and induced impacts (personal income related to spending.) HVS also estimated annual new tax revenue generated by the project for the City, County and State governments. HVS analyzed the impact of the Pier on 11 tax sources.

## BANFF GONDOLA ATTRACTION, BANFF, ALBERTA

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**Client:** Confidential  
**Project Type** Feasibility Study  
**Years of Service** 2014

HVS provided an analysis of a re-development of the upper terminal facilities at the Banff Gondola Attraction. The goal of the redevelopment was to allow for incremental revenue generating opportunities. Development plans included expansion to include event space, retail, and food and beverage. HVS developed a business plan for new facilities to validate the required capital expenditure. HVS analyzed market and tourist visitation data and researched comparable attractions and provided recommendations on food and beverage, group meeting/event, and retail opportunities. This research allowed us to model and project the demand and financial operations of the planned upper terminal facility improvements.

## HUBBARD STREET DANCE, CHICAGO



**Client:** Hubbard Street Dance Chicago  
**Project Type** Market Assessment and Recommendations  
**Years of Service** 2017

Hubbard Street Dance Chicago hired HVS to assess ways to attract and increase the number of income-generating activities at the Hubbard Street Dance Center (“Dance Center”). The Dance Center would expand capacity to serve arts groups and the health and wellness needs of the local arts community. HVS provided analysis of the current and future needs of facility users and recommend redevelopment alternatives. The study included demand and financial projections. The goal was to determine the best path for future development that allows Hubbard Street, as well as the arts community, to continue to thrive and grow.

## NATIONAL MUSEUM OF AFRICAN AMERICAN MUSIC, NASHVILLE



**Client:** African American History Foundation of Nashville, Inc.  
**Project Type** Economic Impacts  
**Years of Service** 2013 - 2017

The African American History Foundation of Nashville, Inc. engaged HVS to conduct an Economic Impact Study of the proposed National Museum of African American Music (“NMAAM”). HVS provided an independent assessment of the demand potential of the proposed museum and projected the corresponding economic and fiscal impacts to the City of Nashville and the State of Tennessee. The planned 67,000 square foot NMAAM will stand as a global center that recognizes the contributions African Americans have made in creating 50 musical genres. HVS was asked to update our impact analysis in 2014, 2015, and 2017, as development of the NMAAM proceeded through approvals. The project is under construction, expected to open in 2019.

## RAWHIDE WESTERN TOWN THEME PARK, CHANDLER, ARIZONA



**Client:** Wild Horse Pass Development Authority  
**Project Type** Feasibility and Valuation  
**Years of Service** 2006

The Wild Horse Pass Development Authority (“Authority”) was considering the purchase and relocation of the existing theme park named Rawhide Western Town & Steakhouse (“Rawhide”) to the Gila River Indian Community in Chandler, Arizona. The Authority managed Wild Horse Pass - a 2,400-acre master planned development area - for the Gila River Indian Community. To inform their decisions, the Authority retained HVS to estimate the value of Rawhide under several scenarios. HVS provided an analysis of market conditions, comparable facilities, attendance data, and financial operations for Rawhide, as well as a valuation estimate for the property. Estimation of value also included analysis of the impact of the theme park on existing community assets including: a casino, a hotel resort and spa, equestrian center, and golf resort.