



**Highest and Best Use Assessment -
Market, Feasibility and Economic Impact
Study for an Arena, Convention Center,
Hotel, and Mixed-Use Development**



Submitted To:
Visit Macon, GA



Submitted By:
Johnson Consulting



Submission Date:
January 17, 2023



**JOHNSON
CONSULTING**

January 17, 2023

Mr. Gary Wheat
President/CEO
Visit Macon
450 Martin Luther King Blvd.
Macon, GA 31201

Re: Highest and Best Use Assessment- Market, Feasibility and Economic Impact Study for an Arena, Convention Center, Hotel, and Mixed-Use Development – Macon, GA

Dear Mr. Wheat:

Johnson Consulting is pleased to provide this proposal to Visit Macon (“Client,” “City,” or “CVB”) to prepare a Market Analysis, Financial Feasibility Assessment, and Economic Impact Study for a proposed addition of an arena, convention/meeting space, a mixed-use development, and hotel(s) on the Bibb Mill site in Macon, GA. The analysis our team will perform will help inform the market potential, highest and best use, recommended program, demand strategy and economic and fiscal benefits to guide strategic decisions and investments as you work towards establishing your project. Our study will also assist with potential grants from the State of Georgia as well as other various forms of public funding. This project vision seems like projects we are completing in Champaign, IL and Tuscaloosa, AL.

Johnson Consulting is internationally recognized as one of the most comprehensive real estate advisors on effective and successful development, management and operations of mixed-use developments that often include arenas, hotels and convention centers. We have earned a reputation for quality, integrity and success among developers, municipalities, facility owners and operators and within the public finance community. We have extensive experience in analyzing all aspects of mixed-use real estate development, including strategic planning, operational projections, structuring of financial plans, economic impacts and various other due diligence services. We also specialize in public-private partnership projects.

Our proposal is intended to highlight the breadth and depth of our firm’s experience, dedication and approach; however, we believe it is important to express our unique qualifications:

- Extensive experience in the Georgia market, our expertise and success from similar engagements for markets of a similar size and ones that are larger and smaller will be insightful. Our recent work in DeKalb County, GA on a similar type of entertainment development, that included a hotel, entertainment options, a convention, and performing arts center, and our knowledge of Georgia tax incentives will assist City leadership to make the most informed decisions on how to optimize their investments in the future of Macon.
- Johnson Consulting is purposely organized as an independent advisory practice to ensure our clients receive the highest objective analysis. The professionals at Johnson Consulting have dedicated their careers to supporting the types of initiatives proposed here, and they will provide the most specialized expertise in the industry.

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- Proven collaborative processes that utilize appropriate market data, operational benchmarks and precise analytics so that our clients can confidently make the most informed decisions. We commit both Charles Johnson, Ryan Johnson and Brandon Dowling to this assignment, bring over 50 years of combined experience. Our keen processes utilize appropriate market data and precise analytics so that our Clients receive innovative and visionary recommendations that are financially sustainable and promote tourism and economic development.
- Extensive development and planning experience in mixed-use districts nationally that entails market assessment, competitive analysis and demand potential, financial and economic impact, funding strategies, management and operations advisory, complex business planning, and maximizing return on investment.
- Well-respected by investors, underwriters, and developers as an objective P3 advisor. Our reports and recommendations are recognized by the investment community and are oftentimes included in bond memorandums and developer RFP documents.

We appreciate the opportunity to present our proposal to you. Johnson Consulting can commit to working within a schedule that meets your needs. The balance of this document outlines our scope of work, timing and proposed fees to perform this engagement. We look forward to the opportunity to serve you and if you have any questions, please contact me at 312.447.2001 or at cjohnson@chjc.com.

Sincerely,

C.H. Johnson Consulting, Inc.



Charles H. Johnson IV, President

SCOPE OF WORK

The City of Macon (“City” or “Client”) would like to explore the viability of constructing a new convention center, hotel, arena, and potential mixed-use development on the East Bank of the Ocmulgee River in downtown Macon. The site is roughly 20 acres of the old Bibb Mill which burned down last year. The Bibb Mill development site is across Martin Luther King Jr. Blvd. from the MaconCentreplex which is a 9,000 seat arena and convention center connected to a 245 room Marriott hotel. The tract will also be the location of a new entrance into Ocmulgee Mounds National Historical Park, which is in Congress to be designated Georgia’s first National Park. The Muscogee (Creek) Nation will be building a cultural center north of the tract along Main and Clinton Streets. Also, the County owns an additional 50 acres that runs west along I-16 which houses the Centreplex and the old Macon Health Department complex – all of this land is in play for construction of a new hotel/arena and convention center or mixed use development to complement the development along the river. A main priority of the City is to build an overflow hotel built on the East Bank site – and there may be interest on the part of the Muscogee (Creek) Nation to construct a full service hotel and meeting space to compliment the current convention center.

The objective of the study will be to determine the highest and best use of the development sites, and to explore the demand that exists for the various land uses, whether it will be financially viable and what the economic and fiscal impacts will be. Our procedures will test analyses prepared to date, benchmark the proposed development to other projects, and provide independent analysis and opinions on the achievability of results. We will then assist the Client Group with obtaining funding through the State of Georgia.

To best support the due diligence required for the proposed development, we will complete 3 distinct Phases of work:

Phase 1: Market Analysis

Phase 2: Feasibility Assessment

Phase 3: Economic Impact Analysis/TIF Assessment

PHASE 1: MARKET ANALYSIS

TASK 1A – PROJECT ORIENTATION AND INITIAL FIELD WORK

Johnson Consulting will meet with the Client to accomplish the following:

- Hold workshops with Client representatives to discuss the goals and objectives for this project.
- Gather and analyze background information related to the project, including prior research and analysis for the market and the master planning documents made available by the client group.
- Confirm the list of land uses to be studied with respect to market opportunities on the development site.

- Identify competitive and comparable markets for use in developing case studies regarding innovative strategies and development approaches.
- Identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data in a timely manner.
- Tour the site and surrounding local area, including key business and commercial corridors.
- Hold various meetings as described in the Tasks which follow.

TASK 1B – MARKET ANALYSIS

Johnson Consulting will analyze pertinent economic, demographic, visitor and market factors that impact mixed-use developments which include hotel, arena, convention, and mixed-use space reflecting various potential land uses on the development site, as well as business growth and space utilization trends within the local and regional markets. Our analysis will utilize primary data, based upon our own research and discussions with key stakeholders, and secondary data, including published metrics from trusted industry sources, government, and non-profit organizations.

This data is very important because in many markets, the local and surrounding market and its economic clusters provide for much demand. Our analysis will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be gathered and analyzed will be:

- Population and demographic trends.
- Income and employment trends, including any major employers expected to enter or leave the market.
- Clusters of economic activity, inventory of established industries/ businesses in the marketplace, and identification of industry clusters that could be attracted to Macon, with a specific analysis of meeting, entertainment, hospitality, and sports industries.
- Transportation and access.
- Broader real estate industry trends.

TASK 1C – SUPPLY AND DEMAND ANALYSIS

Johnson Consulting will analyze market factors that impact various potential land uses contemplated for the development site. This will include vetting various land uses discussed during Task 1 with the Client group, as well as other potential land uses identified through Johnson Consulting's analysis, and agreed upon with Client representatives.

Our analysis will assess key market demand and supply conditions that may influence the overall development plan, based upon primary data from our own research and discussions with key stakeholders, and secondary sources of data from trusted industry sources (primarily STR, CoStar, LoopNet, ESRI, SFIA, and SportsETA) along with published metrics from government and non-profit

organizations). We will also include an analysis of national and competitive local developments to assess trends, best practices and lessons learned; and, as appropriate, conduct interviews with stakeholders, area businesses and regional and national tenants/users.

By way of example, specific approaches for a selection of land uses that may be appropriate for the development site are described below.

Arena

- Summarization of demand calendars of comparable facilities that are the approximate size of the prospective arena.
- Utilization days, by tenant and event category.
- Number of athletic and other entertainment events.
- Attendance.
- Pricing strategies.
- Identification of comparable and competitive markets/ developments.
- Profile of identified projects including physical profile, demand profile, real estate development impacts and strategies for the area in and around the development, unique design characteristics that enable the entertainment facilities/ uses to achieve a preferred market position, upgrades and phasing programs and budgets, financial performance, public and private sector participation, and other key metrics.
- Consideration of potential synergies with the adjacent entertainment offerings.

Convention/Conference Center

- City of Macon needs.
- Inventory of existing meeting properties in the market.
- Analysis of growth in supply of meeting and conference space, demand for space and implications for this project.
- Investigation of trends in utilization, market absorption, maximum practical capacity, and unaccommodated business activity levels in the current market.
- Analysis of approach to services, such as food and beverage, parking and property or venue direct marketing.
- Interviews with representatives from major demand generators, including meeting planners, event promoters and/or other customers.
- Exploration of marketing resources provided by the facilities and other parties.
- Analysis of other relevant data points

Hotel

- Inventory of existing hotel properties in the market.
- Analysis of growth in supply of hotels, demand for space and implications for this project.
- Investigation of trends in utilization, market absorption, maximum practical capacity, and unaccommodated business activity levels in the current market.
- Comparison of demand (occupancy), pricing (Average Daily Rate – ADR), revenues (food and beverage sales, and Revenue per Available Room – RevPAR), and other key performance metrics.
- Analysis of approach to services, such as food and beverage, parking and property or venue direct marketing.
- Interviews with representatives from major demand generators, including meeting planners, event promoters and/or other customers.
- Exploration of marketing resources provided by the facilities and other parties.
- Analysis of other relevant data points.

Mixed Use (Retail, Restaurant, Entertainment, Office, Parking)

- Definition of primary, secondary and tertiary trade areas.
- Analysis of supply (inventory of existing properties, including Class/ type, and any proposed or under construction projects).
- Analysis of demand (lease rates, vacancy, and absorption).
- Profile of new mixed-use developments in the market and comparable/ competitive markets that may offer innovative ideas with respect to performance.

Our analysis will culminate in an assessment of the market supportability of the various land uses on the development site that identifies draws within (or proximate to) the market and documents the current inventory of various land uses, as well as any planned developments; measures performance; and reviews trends and conditions that have the potential to impact the success of the proposed project. We will determine whether there are any gaps in the market due to a lack of supply and assess how any new development will interface with existing and planned supply over the next 10 years.

TASK 1D – CASE STUDIES

We will prepare detailed case study profiles of 3-4 comparable mixed-use developments that include hotels, arenas, mixed-use and convention/meeting space, focused on Georgia and the region, and including national examples, if warranted. We will select developments in conjunction with Client representatives and other stakeholders that may offer innovative ideas with respect to land use mix, tenant recruitment, theming, performance, or general community development.

Our detailed case study profiles will include statistical data on the size, quality, and performance of these developments, as well as demand, operational and economic impact, and supporting information, where available. We worked on Classic Center in Athens in the past and that may be one of our case studies, given the similarities to the District that is evolving there.

PHASE 2: FEASIBILITY ASSESSMENT

TASK 2A – PROGRAM RECOMMENDATIONS

The market analysis will result in a recommend development program for the proposed development (or to the extent that a preliminary program has been developed, we will provide recommendations regarding any necessary adjustments to align the programs with current and likely future market conditions). We will also provide comments on certain parameters and aspects associated with good design and proper program elements.

The culmination of this Task will be a recommended program for the development site that will include specific information for each identified market-supportable land use regarding:

- For the Arena/Entertainment Options: Optimum size and type of the facility component; Site and facility layout options; Confirmation of the number of seats; Amenities for additional performing/sports/recreation opportunities; Revenue enhancing strategies; Spectator access and seating; Support space, i.e. team rooms, locker and dressing rooms, administrative offices, if appropriate; Equipment and operations storage; Dining, concessions and other retail elements; Entrance and lobby areas; Transportation infrastructure; Parking; Adjacent land use opportunities; Urban design; Ways to expand/improve partnerships between community groups, and other public/private organizations currently providing entertainment opportunities to Macon residents and the region; Other relevant aspects.
- For the Convention Center/Meeting Space: Gross floor area (square footage) of the entire facility; Number, size and location of exhibit space, ballroom and banquet space, theatre and assembly seating, breakout space, spectator space, and meeting room space, in addition to other space needs that could be identified (public/ pre-function, flex space, etc.); Recommended configuration of function space; Food service preparation and points of sale; Technology needs; Sustainability requirements; Restroom to patron ratios; Entertainment opportunities; Long-term phasing and expansion strategies; Hotel supply requirements and support to existing hotel concentrations; Commercial and retail real estate opportunities; Parking and loading dock requirements; Outdoor green space options; Transportation, access, and proximity; Other requirements, as identified.
- For the Hotel: Number and mix of hotel guest rooms, banquet and meeting space requirements, and hotel brand affiliation, if any and implementation strategy.
- Entertainment and cultural opportunities.
- Other facilities and amenities.

Our program recommendations will clearly identify unique attributes of the proposed development and define synergistic opportunities that exist between the project components including the cultural center, existing facilities, restaurants, and entertainment uses as a means of maximizing tenancies and vibrancy of the project going forward.

TASK 2B – FINANCIAL & OPERATING ANALYSIS

Based upon the recommended program of land uses for the development site, as agreed upon with Client representatives, Johnson Consulting will project the market performance of each project component over a 20-year period.

Arena

Based on our knowledge of entertainment/event complex operations and experience with similar facilities, we will develop estimates of income from various sources, including, but not limited to, concerts, sporting events, sponsorships, advertising, concessions, and other non-traditional funding sources. As part of its analysis, we will develop a detailed financial model that considers all factors that will affect the recommended development's performance. The feasibility study will include a financial proforma statement for recommended facilities that summarizes a 20-year projection of revenues, expenses, net operating income and debt service throughout the period of the projections.

Convention Center

Building upon our demand projections for the convention/conference center, and supplemented by data from competitive and comparable facilities, we will develop a detailed financial model of the proposed Convention Center/Meeting space to determine anticipated revenues and expenses for the facility. The model will generate a 20-year projection of operating revenues, expenses (including estimated debt service), and net operating income, highlighting what the expected financial picture will be at the end of each year. By way of example, revenues will include: space rentals, food and beverage, advertising, parking, service charges, and others specific to this project; and expenses will include: payroll, utilities, repairs and maintenance, advertising and marketing, security, insurance, management expense, reserve for replacement, and others identified. The Consulting Team will work to determine non-operating revenue/expense assumptions to inform the overall financial outlook.

Hotel

The analysis will be based upon estimates of occupancy, absorption/ market penetration, lease prices/ ADR, expected performance/ RevPAR, and operating costs reflecting our assessment of comparable and competitive developments (supply analysis) and supported by general information provided by industry resources and other credible secondary sources of information. The result will be a project net cash flow from operations, by land use and collectively for the entire development program. This will assist in assessing the value, investment returns, and/or potential public/private partnership opportunities and incentives associated with development options.

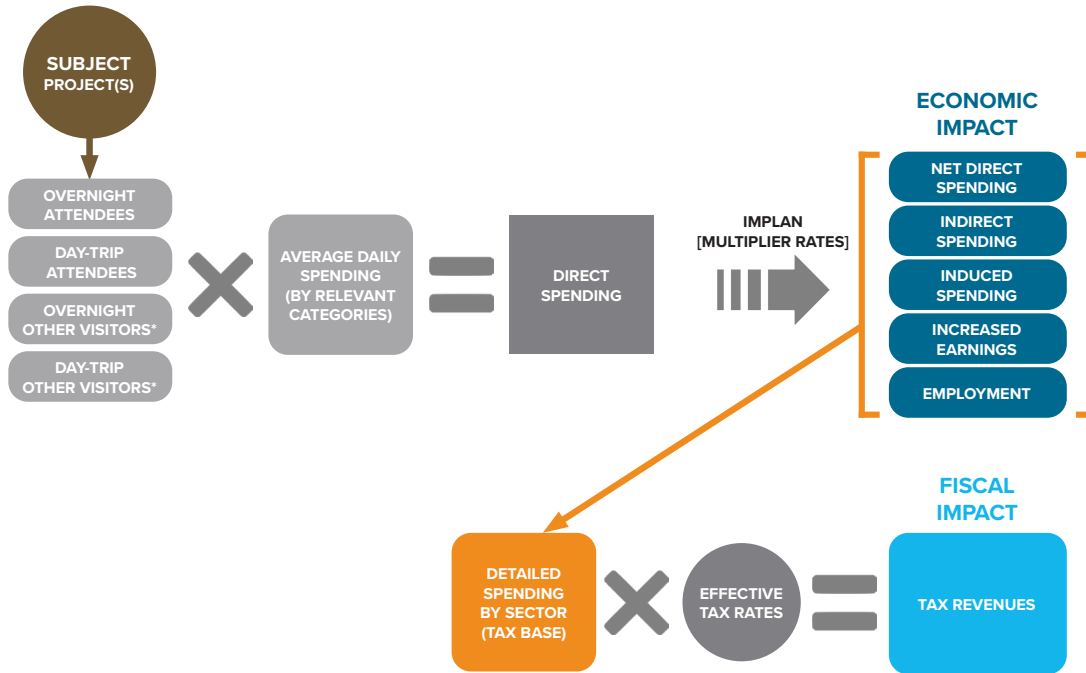
Each land use will be presented in its' specific uniform chart of accounts. Johnson Consulting will work with the Client to determine non-operating revenue/expense assumptions to inform the overall financial outlook. We will also analyze allocations that may be made to and from entities for services such as administration, security, maintenance and the like. Benefits that accrue from the location of the development site within an opportunity zone will also be factored into the model.

PHASE 3: ECONOMIC IMPACT ANALYSIS /TIF ASSESSMENT

TASK 3A – ECONOMIC & FISCAL IMPACT ANALYSIS

The research, analysis and projections from the previous tasks will be woven into an economic and fiscal impact assessment for the project as a whole. Johnson Consulting will measure the impact of the proposed development in the following ways: Summarize local and state tax structure including all relevant State, County, City and other municipal taxes that may be appropriate.

- Prepare a direct tax yield analysis, based on the Project itself, directly- Property Tax, Sales Tax, Food and Beverage Tax, Hotel Tax, and Income Taxes are the main categories of spending, jobs and taxes calculated. Measure the contribution of the new development to the City, County and State.
- Use the IMPLAN model to estimate indirect and induced spending and employment impacts by jurisdiction.
- Conduct tests to ensure that outputs make common sense, in terms of total taxes collected by jurisdiction, correlation with prior information, and in general, to other economic impact studies prepared for other projects.
- Assess what net new incremental impacts occur because of the project, are induced by the market, or are a result of cannibalization of existing land uses in the market and could occur regardless of whether the development moves ahead.
- Identify the area(s) where the proposed development can reasonably be expected to have a significant economic impact and quantify the impact to those area(s). Assist the client group in preparing any documentation needed to support our findings.



REPORTS, MEETINGS AND DELIVERABLES

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

Project Updates: As we progress throughout the process, we will provide project updates for review and discussion. We will also participate in workshops and visioning sessions with the Client group on a regular basis throughout the project.

Draft Report: A Draft Report will be provided to the Client at the conclusion of each Phase of our study. The Report will include fully documented findings and recommendations and will be accompanied by appropriate graphics and presentation material. Following the issuance of the Draft Report, Johnson Consulting will discuss our findings with Client representatives.

Final Report: Fully documented Final Report addressing all Client comments and refinements.

Presentation: We will be available to present to State officials and others as needed, to obtain State funding. Included in our fee will be three visits, additional visits will be billed on a time and materials basis.

We have budgeted for a minimum of three formal meetings – at kick-off and a workshop to present our findings and recommendations. These may be conducted remotely, if requested. Our professionals may also be in the market to conduct field work at other points during the study. We will be available for meetings and workshops during these field work trips, and via conference call throughout the duration of the study.

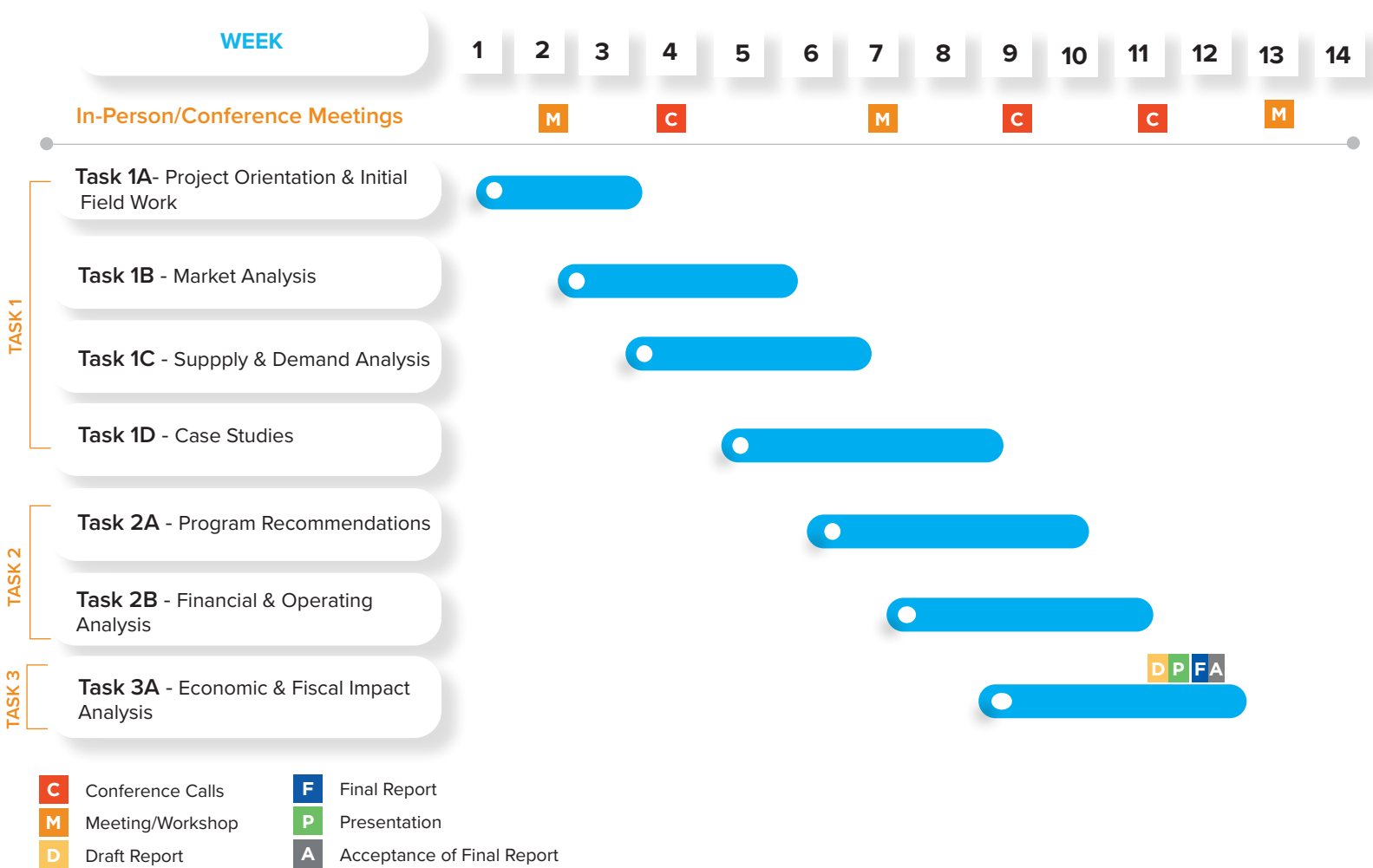
Johnson Consulting will meet and exceed all of the Client Group's expectations by working with Client representatives, in person and through regular conference calls, to ensure the timely delivery of an assessment that accurately meets the needs and requirements of the Client and addresses all relevant questions and concerns that happen during the study period.

FEES

We propose to complete the preceding scope of work for a fee of \$68,000 plus expenses. Expenses will be billed in addition to fees, as incurred, at cost. Such expenses will be incurred for direct out-of-pocket costs such as travel and data purchase. Upon acceptance of this proposal, a retainer of \$15,000 is requested to begin the assignment.

PROJECT SCHEDULE

We anticipate that the study will take approximately 12 - 14 weeks to complete and we commit to meeting all of your timeframe requirements.



* Schedule is tentative and subject to change

CONTRACTUAL CONDITIONS

Subject to the actual terms and conditions of any subsequent agreement with you, the following conditions are standard policy for Johnson Consulting and are customary for engagements of this type. Should you have any questions concerning any of these conditions, please feel free to contact us.

The findings and recommendations of our research will reflect analyses of primary and secondary sources of information. Estimates and analyses presented in our report will be based on economic trends, market assumptions, and financial data that are subject to variation. Johnson Consulting will use sources that it deems reliable, but will not guarantee their accuracy. Recommendations will be made from information provided by the analyses, internal databases, and from information provided by management.

It is understood in accepting this proposal that neither fees nor payment thereof is contingent upon the findings of the study. Upon receipt of invoices, payment is to be made within 30 days of receipt unless prior arrangements have been made with management. Additionally, all outstanding invoices must be current prior to the release of any draft and final reports.

Johnson Consulting will have no responsibility to update its report for events and circumstances occurring after the date of its report. If you decide not to proceed with the project, or if it appears that the study will result in a finding that the project cannot achieve its required results, Johnson Consulting would, at your request, terminate its work and would only bill you for fees and expenses incurred to that point in time.

If you require us to attend meetings and make presentations beyond the scope of services, Johnson Consulting will charge separately for its actual hours of professional time incurred in preparing for and attending the meetings. Professional time will be billed at Johnson Consulting's standard hourly rates plus travel and incidental expenses. Billing rates are subject to a minimum five percent increase as of January 1, 2024.

Invoices outstanding after thirty days of receipt shall accrue at the interest rate of one percent per month until paid. If we need to bring action to enforce the terms contained in this letter, you will be responsible to pay our reasonable attorney's fees, costs and expenses.

We commit to delivering the highest quality product within the timeframe we have proposed. If you have any questions, please feel free to call me at 312-447-2001.

Thank you for your interest in our firm. We look forward to the opportunity to serve you.

AUTHORIZATION TO PROCEED

Signature: _____

Name: _____

Title: _____

Date: _____

Wire Information:

If you wish to wire payments, please contact us for our wire information.



| QUALIFICATIONS

FIRM OVERVIEW

C.H. Johnson Consulting, Inc. (Johnson Consulting) is a corporation founded in 1996 in Chicago, Illinois. Since our inception, Johnson Consulting has conducted numerous engagements in the U.S., Canada, Central and South America, Asia, Africa, and Europe with a focus on the development of convention/conference centers, event centers, urban renewal districts, arts and cultural destinations, public assembly facilities, hotels and surrounding districts, and the broader real estate markets.

Eleven professionals at Johnson Consulting have worked in the convention, conference, hospitality and sports consulting fields for over 35 years. The majority of this work is focused on planning, market and feasibility studies, economic and fiscal impact assessments, economic development, strategy development, tax analysis and projections, site selection, development consulting, developer and investor recruitment, operational audits, as well as downtown and suburban development and redevelopment planning.

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

We have provided analysis, insight and recommendations for various development and real estate projects, providing both comprehensive evaluation of an entire area and specific evaluation of individual facility concepts and economic development potential. Our expertise allows us to counsel our clients on whether development is appropriate, and if so, what should be built, where it should be built, and how to finance and develop and operate the project.

Johnson Consulting is noted for providing straightforward opinions and creating meaningful solutions to complex challenges.



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Site Analysis



Manage RFP/RFQ Solicitations
Operational Audits
Naming Rights Valuation
Negotiation Assistance
Public-Private Partnerships (P3)
Public Engagement

JOHNSON CONSULTING'S REPRESENTATIVE PROJECTS

REAL ESTATE AND TIF DISTRICTS

Bay St. Louis Marina District
 Bloomington, MN - Waterpark of America
 Bridge Investment Partners EB5 Center (Co-Founder)
 Boston Redevelopment - District Funding Plan
 Burlington County, NJ - Mixed-Use Resort Development
 Cañon City, CO - Royal Gorge Park Masterplan
 Ceiba, PR - Roosevelt Roads Redevelopment
 Commonwealth, KY - KTD A TIF Manager
 Corpus Christi, TX - Bayfront Master Plan
 Des Moines, IA - Retail and Hotel TIF District
 Kansas City, MO - KC Live! Entertainment District
 Lake Lanier, GA - Condominium Development
 Lake Lewisville, TX - Mixed-Use Redevelopment
 Lexington, KY - Distillery District
 Lexington, KY - Midland Avenue TIF
 Lexington, KY - The Summit Mall
 Lexington, KY Center/Pointe Development
 Louisville, KY - 4th Street Level Retail Complex
 Miami, FL - Port of Miami Strategic Redevelopment Plan
 Mokena, IL - Industrial Transit-Oriented Development
 New York City, NY - World Trade Centers Worldwide
 Newport, KY - Hofbrauhaus Restaurant
 Northern KY - Ovation Mixed-Use Development
 Orlando, FL - Real Estate PUD
 Rockford, IL - Downtown Events Center Master Plan
 San Juan, PR - Waterfront Mixed-Use Development
 Starkville, MS - Cotton Mill District
 Tucson, AZ - Rio Nuevo TIF District
 Waukegan, IL - Waterfront Masterplan

CONVENTION/CIVIC CENTERS

Akron, OH - Proposed Convention/Conference Center
 Austin, TX - Austin Convention Center
 Baltimore, MD - Convention Center
 Bangkok, Thailand - Bangkok Convention Center Hotel Complex
 Bellevue, WA - Meydenbauer Center Expansion
 Bloomington, IN - Convention Center Expansion
 Boston, MA - Boston Convention & Exposition Center
 Boston, MA - Hynes Convention Center
 Broward County, FL - Broward County Convention Center
 Canton, OH - Canton Civic Center
 Charlotte, NC - Charlotte Convention Center
 Cheyenne, WY - Cheyenne Convention/ Multi-Purpose Center
 Chicago, IL - McCormick Place
 Chicago, IL - Navy Pier
 Cincinnati, OH - Cincinnati Convention Center
 Cincinnati, OH - Cincinnati Convention Center
 College Station, TX - Bryan-College Station Convention/Conference Center
 Columbus, OH - Columbus Convention Center Expansion
 Dane County, WI - Dane County Coliseum/Fairgrounds
 Daytona Beach, FL - Ocean Center
 Des Moines, IA - Convention Center
 Detroit, MI - Cobo Hall
 Durham, NC - Durham Civic Center Expansion
 Gastonia, NC - Civic/Convention Center Feasibility
 Grand Island, NE - Multipurpose Event Center
 Indianapolis, IN - William H. Block Theater
 Jackson, MS - Jackson Convention Center
 Kansas City, MO - Kansas City Convention Center
 Kissimmee, FL - Kissimmee Civic Center
 Lansing, MI - Lansing Center
 Mexico - Cancun Convention Center
 Milwaukee, WI - Wisconsin Center Expansion
 Myrtle Beach, SC - Myrtle Beach Convention Center
 New York, NY - Jacob Javits Convention Center

Norfolk, VA - Norfolk Convention Center
 Orlando, FL - Orange County Convention Center
 Osceola, FL - World Expo Center
 Overland Park, KS - Overland Park Convention Center
 Paducah, KY - Paducah Convention Center
 Peoria, IL - Peoria Civic Center
 Philadelphia, PA - Philadelphia Convention Center
 Pittsburgh, PA - David Lawrence Convention Center
 Portland, OR - Oregon Convention Center Benchmarking Analysis
 Richmond, VA - Richmond Centre / Mosque Theater
 Richmond, VA - Richmond Convention Center (San Juan, PR - San Juan Convention Center/WTC
 San Mateo, CA - San Mateo State Fair Expo Hall
 Savannah, GA - Savannah Convention/Civic Center
 Seattle, WA - Washington State Convention & Trade Center
 Singapore - Trade and Convention Center
 South Padre Island, TX - South Padre Island Convention Centre
 South San Francisco, CA - South San Francisco Conference Center
 St. Charles, MO - Convention Center and Hotel Development
 St. Louis MO - St. Louis Cervantes Convention Center
 Tampa, FL - Tampa Convention Center
 Toronto, ON - National Trade Center
 Trenton, NJ - Exhibition Facility Feasibility
 Tucson, AZ - Tucson Arena, Convention Center & Performing Arts Complex
 Vancouver, BC - Vancouver Trade and Convention Centre
 Winnipeg, MB - Winnipeg Convention Centre Operational Audit

HOTELS

Ashland, KY - Henry Clay House Renovation
 Austin, TX - Austin Convention Center HQ Hotel
 Bangkok, Thailand - HQ Hotel
 Bismarck, ND - UTTC Hotel/Convention Center
 Bloomington, IN - Bloomington Convention Center HQ Hotel
 Calgary, Alberta - Calgary Convention Hotel Land Lease Refinements
 Charlotte, NC - Charlotte Convention Center HQ Hotel
 College Park, GA - Convention Center/Hotel
 Daytona, FL - Embry-Riddle Aeronautical Univ. Conference Center
 Denver, CO - Denver Convention Center Hotel
 Erie, PA - HQ Hotel
 Ft. Wayne, IN - Convention Center HQ Hotel
 Ft. Worth, TX - Convention Center HQ Hotel
 Hammond, IN - Purdue University Calumet Conference Center
 Houston, TX - Houston HQ Hotel
 Kiamesha Lake, NY - Concord Resort Conference Center
 Louisville, KY - 21C Hotel and Museum
 Louisville, KY - Galt House Renovation
 Louisville, KY - Hilton Garden Inn Conference Hotel at Kentucky Fair & Exposition Center
 Macau, China - Proposed Hotel/Casino
 Melbourne, FL - Conference Center Feasibility
 Minneapolis, MN - Convention Center HQ Hotel
 Nashville, TN - Convention Center/HQ Hotel
 New Orleans, LA - New Orleans HQ Hotel
 Osceola County, FL - Convention Center & Hotel
 Overland Park KS - HQ Hotel
 Palm Springs, CA - Hotel/Golf Resort
 Salem, OR - Hotel and Conference Center
 San Moritz, Switzerland - Conference Center/Hotel
 St. Louis, MO - Renaissance HQ Hotel
 Syracuse, NY - Hotel Development
 Tempe, AZ - Hotel and Conference Center
 Washington, D.C. - HQ Hotel
 Wausau, WI - Wausau Hotel/Conference Center
 Will Co. IL - Environmental Education/Conf. Center

TOURISM/ENTERTAINMENT

Ashland, KY - Ashland Motorsports Speedway
 Arlington Heights, IL - Metropolis Performing Arts Ctr.
 Austin, TX - Palmer Auditorium/Bass Hall
 Boston, MA - Boston CVB Funding Analysis
 Buffalo, NY - Buffalo CVB Organizational Analysis
 Cincinnati, OH - Cincinnati CVB Membership & Organizational Study
 Columbus, OH - Center of Science and Industry
 Commonwealth of KY - Tourism Development Initiatives
 Commonwealth of MA, Regional Tourism Study
 Grand Rapids, MI - Grand Rapids CVB & Room Tax Projections
 Greylock Glen, MA - Environmental Education Center
 Houston, TX - Houston Casino Developer—Proposal Review
 Jefferson County, WV - Jefferson County CVB Tourism Strategy Study
 Milwaukee, WI - Milwaukee CVB Organizational Study
 Moline, IL - Quad Cities Arts Tourism Strategy
 Nashville, TN - Nashville Tourism District
 Nespelem, WA - Colville Federated Tribes Tourism Plan
 New Orleans Land-based Casino
 Newport, KY - Newport Aquarium Expansion
 Orlando, FL - Leu Botanical Gardens
 Orlando, FL - Orlando CVB Organizational Study
 Pella, IA - Earthpark Environmental Theme Park
 Tampa, FL - Tampa CVB Organizational Study
 Toronto, ON - Toronto Tourism Strategic Plan
 Tulsa, OK - Tulsa CVB Organizational Study

MINOR LEAGUE SPORTS&

COLLEGIATE

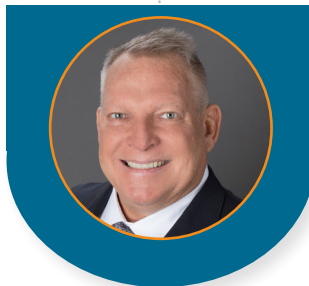
Albuquerque, NM - Downtown Arena Development
 Alcoa, TN - Proposed Arena Feasibility
 Biloxi, MS - Minor League Baseball Stadium
 Boca Raton, FL - Florida Atlantic University's New Football Stadium
 Cedar Falls, IA - University of Northern Iowa McLeod Center
 Charleston, SC - Proposed Football Stadium
 Chesterfield County, VA - Arena & Soccer Complex
 Dover, DE - Delaware State Univ. Arena/Football Feasibility
 Erie, PA - Erie Civic Center Feasibility Study/ Masterplan
 Green Bay, WI - Lambeau Field
 Greenville, SC - BI-LO Center
 Holland, MI - Holland Area Center
 Jackson, MS - Atlanta Minor League Baseball
 Jasper County, IA - Iowa Motor Speedway
 Lake Placid, NY - Olympic Center Modernization
 Lexington, KY - Lexington Center and Rupp Arena
 Louisville, KY - Univ. Louisville Papa John Stadium
 Miami, FL - Florida International University's New Football Stadium
 Orlando, FL - University of Central Florida's Convocation Center and New Football Stadium
 Osceola County, FL - Osceola County Stadium and Sports Complex
 Pittsburgh, PA - Formula Motorsports Park
 Sacramento, CA - UC Sacramento Football Stadium Renovation
 Warren County, OH - Sports / Entertainment Complex
 Wyandotte County, KS - Proposed Arena District Feasibility

* Public Sector Clients

TEAM

Macon

where soul lives



Charles H. Johnson
PRESIDENT & PROJECT EXECUTIVE
JOHNSON CONSULTING



Ryan Johnson
PROJECT MANAGER
JOHNSON CONSULTING



Brandon Dowling
SENIOR ADVISOR
SPORTS PRACTICE LEADER
JOHNSON CONSULTING



Sarah Emmerton
SENIOR ADVISOR
MIXED-USE DEVELOPMENT
JOHNSON CONSULTING



| RESUMES

CHARLES H. JOHNSON IV

PRESIDENT & CEO, JOHNSON CONSULTING



PROJECT EXECUTIVE

AREAS OF EXPERTISE

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

YEARS OF EXPERIENCE

With CHJC: 27 Years
 With Other Firms: 13 Years

EDUCATION

MBA Finance-Florida State University

BA- Real Estate & Hospitality-
 Florida State University

PROFESSIONAL CONFERENCES & AFFILIATIONS

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

E-MAIL ADDRESS

cjohnson@chjc.com

Charles is an internationally recognized real estate consultant with over 35 years of experience in general real estate, hospitality, convention, and performing arts consulting. He has worked on over 1,000 public assembly and destination development consulting assignments in the U.S. and abroad. He has participated in various aspects of operational and sales enhancements strategies for Convention Centers, CVB's and hotels, which has allowed him to develop an extensive knowledge of operations, marketing and sales, and performance enhancement of destinations, convention facilities and hotels. His widespread experiences provide him with knowledge of industry best practices as well as case studies to draw from when analyzing market and feasibility studies and reviewing operating performance. This has earned him an international reputation among tourism and convention center professionals.

RECENT PROJECT EXPERIENCE

- **DeKalb County, 2 Assignments: Attraction Analysis and Convention, Hotel, and Performing Arts Center Study** (DeKalb County, GA)
- **Alpharetta Performing Arts Center Feasibility Study** (Alpharetta, GA)
- **Performing Arts and Conference Center Market Analysis and Financial Projections Feasibility Study** (Sandy Springs, GA)
- **Georgia State University Football Program Study** (Atlanta, GA)
- **Infinite Energy Center (Gwinnett Center) Expansion Study** (Duluth, GA)
- **Mixed-Use Downtown Revitalization District Analysis** (Lake of the Ozarks, MO)
- **Earthpark Development** (Pella, IA)
- **Economic Impact Assessment Study** (Cedar Rapids, IA)
- **Southpass Development** (Lafayette, AR)
- **Greylock Glen Resort Feasibility Study** (Adams, MA)
- **Music City Convention Center Master Plan; Hotel Market Analysis and Developer Solicitation for Omni Hotel** (Nashville, TN)
- **Feasibility and Strategy Study for a New Hotel and Convention Center** (Alcoa, TN)
- **Hotel Market Analysis, Financial Projections, Economic Impact Analysis and Policy Direction Regarding Approach to Development for a New Full-Service, Convention Hotel** (Minneapolis, MN)
- **Hotel Asset Review** (Burr Ridge, IL)
- **Hotel Market Analysis & Impact Analysis** (Madison, WI)
- **Feasibility Study, Financial Analysis and Economic Impact Analysis for The Grand Hotel** (Salem, OR)
- **Feasibility Study for a Redevelopment of a 185-Room Hotel Conference / Education Center** (Bedford, TX)

RYAN JOHNSON

PRINCIPAL, JOHNSON CONSULTING



Ryan has over 13 years of experience at Johnson Consulting as a managing director of market and demand feasibility, financial analysis, operational analysis and business planning for public assembly facilities, including an extensive amount of work for conference, convention, and performing arts and entertainment facilities.

Ryan recently performed or is currently working on a feasibility study for a conference and performing arts facility in Longmont, CO; a feasibility study for a convention / conference center in Charlottesville, VA; a benchmarking analysis for Cobo Center in Detroit, MI; and a feasibility study for a conference center in Raleigh, NC.

RECENT PROJECT EXPERIENCE

- **DeKalb County, 2 Assignments: Attraction Analysis and Convention, Hotel, and Performing Arts Center Study** (DeKalb County, GA)
- **Alpharetta Performing Arts Center Feasibility Study** (Alpharetta, GA)
- **Performing Arts and Conference Center Market Analysis and Financial Projections Feasibility Study** (Sandy Springs, GA)
- **The Soundside Site and Market Feasibility Analysis and Economic Impact Study** (Dare County, NC)
- **Conference Center / Performing and Cultural Arts Center Feasibility Study** (Longmont, CO)
- **Mixed-Use Downtown Revitalization District Analysis** (Lake of the Ozarks, MO)
- **Earthpark Development** (Pella, IA)
- **Economic Impact Assessment Study** (Cedar Rapids, IA)
- **Southpass Development** (Lafayette, AR)
- **Greylock Glen Resort Feasibility Study** (Adams, MA)
- **Office Campus Conference Center and Hotel Market Study** (Raleigh, NC)
- **Redevelopment Study for a New Hotel, Conference & Education Center** (Bedford, TX)
- **Northern Kentucky Convention Center Highest and Best Use Analysis** (Covington, KY)
- **Comprehensive Review of Room Tax Policy** (Broward, County, FL)
- **Hotel Asset Review** (Burr Ridge, IL)

AREAS OF EXPERTISE

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

YEARS OF EXPERIENCE

With CHJC: 16 Years
 With Other Firms: 4 Years

EDUCATION

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

PROFESSIONAL AFFILIATIONS

Destinations International
 International Association of Venue Managers
 International Economic Development Council
 Urban Land Institute

E-MAIL ADDRESS

rjohnson@chjc.com



| EXPERIENCE



Convention/Conference Centers

“

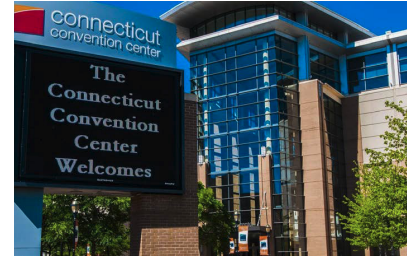
Johnson Consulting worked diligently and quickly to survey customers and potential customers on the likelihood of considering Austin in the future, develop comparisons to 5 key Austin competitors, along with the otherx statistical information that clearly demonstrated the justification for convention center expansion.

”

Mark Tester
Former Director of
Austin Convention Center Department



Pennsylvania Convention Center
Philadelphia, PA



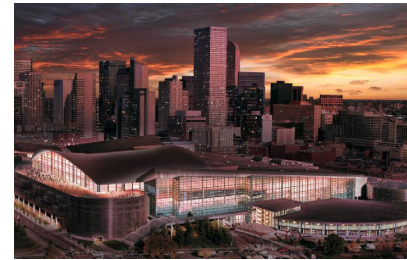
Connecticut Convention Center
Hartford, CT



Boston Convention Center
Boston, MA



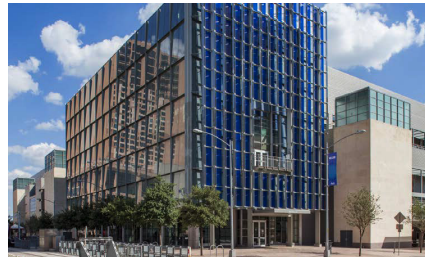
Cobo Center Event
Detroit, MI



Colorado Convention Center
Denver, CO



Los Angeles Convention Center
Los Angeles, CA



Austin Convention Center
Austin, TX



Miami Beach Convention Center
Miami Beach, FL



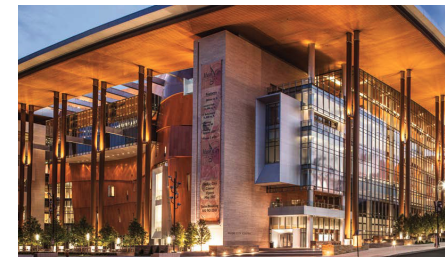
Moscone Center
San Francisco, CA



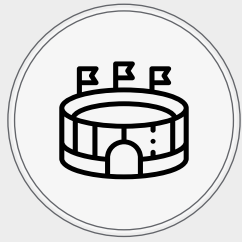
America's Center Convention Complex
St. Louis, MO



McCormick Place Convention Center
Chicago, IL



Music City Center
Nashville, TN



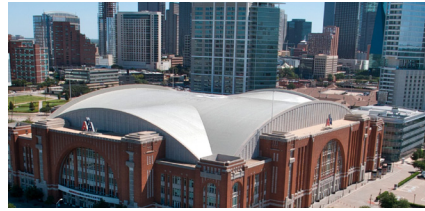
**Sports & Entertainment/
Mixed-Use Districts**

“

The new arena (Xtream Arena) and athlete training center are anchors designed to complete the transformation...An analysis by Johnson Consulting in February 2016 estimated the total

”

The Bond Buyer
January 2019



American Airlines Center
Dallas, TX



Glendale Arena
Glendale, AZ



Blue Cross Arena at the War Memorial
Rochester, NY



One Central Station
Chicago, IL



Virginia Beach Arena
Virginia Beach, VA



Las Vegas Arena
Las Vegas, NV



H-E-B Center
Cedar Park, TX



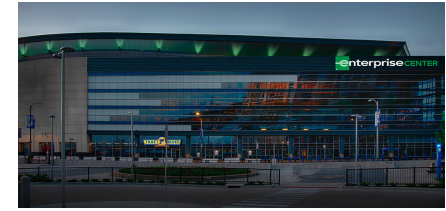
Rochester Arena
Rochester, MN



4th Street Live!
Louisville, KY



**DC United Soccer Stadium &
Supporting Entertainment District**
Poplar Point, Washington DC



Enterprise Center
St. Louis, MO



Champaign Arena
Champaign, IL



Xtream Arena
Coralville, IA



Navy Hill Development
Richmond, VA



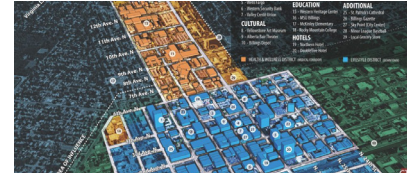
One Big Sky District
Billings, MT



Mixed-Use/TIF Districts



One Central Station
Chicago, IL



One Big Sky District
Billings, MT



Navy Hill Development
Richmond, VA



Proposed Urban Village
Minneapolis, MN



4th Street Live!
Louisville, KY



KC Power & Light District
Kansas City, MO



Athlete's Business Network
Indianapolis, IN



Greylock Glen Resort
Adams, MA



Centrepointe
Lexington, KY



Mall Redevelopment
Redlands, CA



Bayfront Place
Erie, PA



E-Zone Master Plan
Daytona Beach, FL



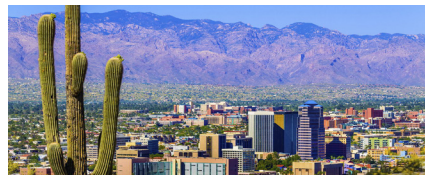
Las Vegas Arena
Las Vegas, VA



Western Michigan University
Kalamazoo, MI



Mixed-Use Development
Ridgefield Park, NJ



Río Nuevo TIF District
Tucson, AZ



Midland Avenue
Lexington, KY



The Summit Retail Project
Lexington, KY



CONVENTION CENTER CAMPUS STUDY

DEKALB COUNTY, GEORGIA

PROJECT HIGHLIGHTS

- Market Analysis
- Competitive Case Studies
- Industry Trends
- Surveys and Interviews
- Hotel Market Study
- Site Analysis
- Financial Projections
- Funding Strategies

DeKalb County, Georgia recently engaged Johnson Consulting to prepare a market analysis and financial feasibility study for a Convention Campus that may include a Convention Center, Conference Center, Performing Arts Center with a potential smaller second theater, and a full-service Hotel.

Determining the feasibility of and developing a financial and operating plan for major civic assets like the proposed Convention Campus demands a highly collaborative process. Our strategic, creative, multi-disciplinary team is working with Discover DeKalb to define a Convention Campus that positions DeKalb County as a destination for meetings, conventions and performing arts in the metro Atlanta area. The study will include market analysis, competitive case studies, industry trends, surveys and interviews, demand strategy and projections, hotel market demand analysis, recommendations, site analysis, operational analysis and financial projections, funding strategies, and economic and fiscal impact analysis.

Subsequently, DeKalb County has retained Johnson Consulting to determine an appropriate attraction to drive tourism to the market.



CITY CENTER PERFORMING ARTS CENTER

SANDY SPRINGS, GEORGIA

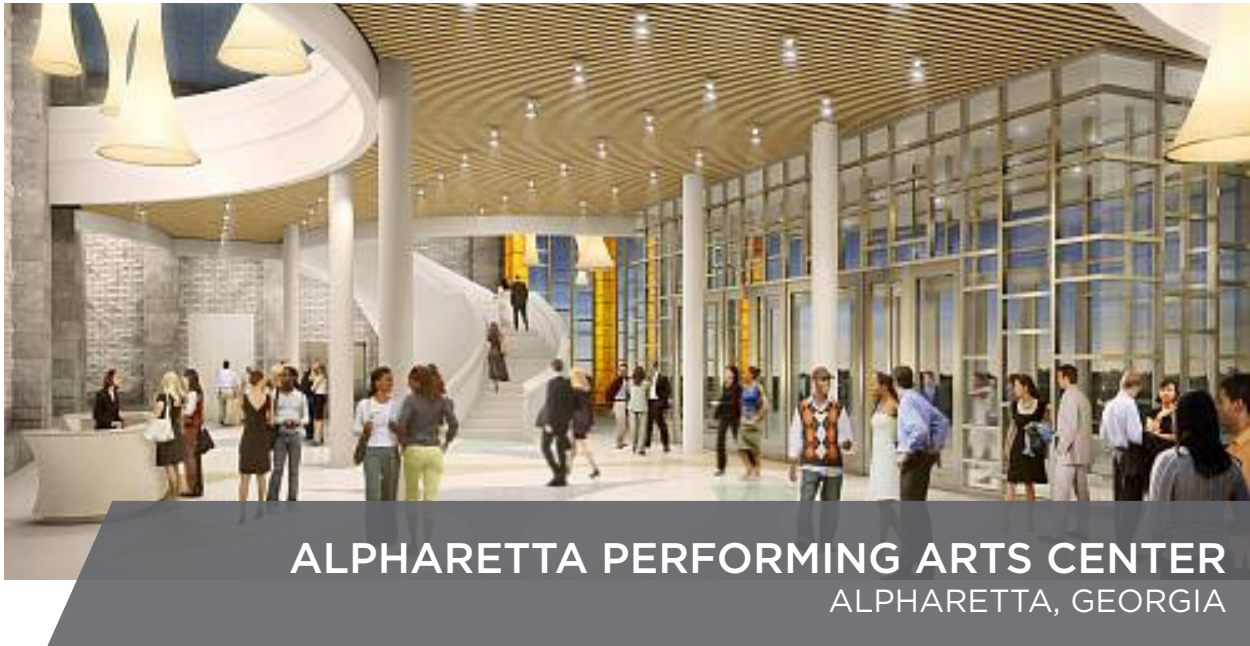
PROJECT HIGHLIGHTS

- One of the largest cities in Atlanta Metro Area
- Using the PAC as a destination driver and anchor for a new downtown corridor mixed-use project
- Development of a business and operating plan
- Supporting the local and regional arts community
- Stakeholder engagement

Johnson Consulting was retained by the City of Sandy Springs to assess the merits of developing a Performing Arts Center (PAC) as part of the City Center development, a public/private partnership project that will provide a mixed-use development that will serve as the urban core of the City. The PAC is intended to achieve a variety of objectives including providing residents with cultural arts and entertainment programming and serve as a means to continually attract visitors to the City Center.

Sandy Springs has many of the key characteristics and requirements necessary to support a PAC. Among the most important characteristics observed are the relatively young population; strong median household income; robust corporate and business community; well regarded cultural and arts organizations; and a highly accessible transportation network. With younger households, a PAC can provide additional amenities to meet the entertainment needs of local residents and educational programming to all age levels. Also, as part of the City Center, the PAC will exist in a dynamic environment that offers tremendous pre and post event activities that will serve residents and visitors alike. The PAC will also serve as the City's Council Chambers during city council meetings.

Based on the consulting team's analysis and judgment, an entertainment venue is consistent with development assets seen in the surrounding market and the desire to diversify the existing visitor base. The PAC has a 1,070-seat theater and a conference center with a 15,000 square foot ballroom, 7,500 square foot junior ballroom, and 7,500 square feet of meeting rooms. 2018 served as the inaugural season of the City Springs cultural venues.

**PROJECT HIGHLIGHTS**

- Performing arts center feasibility
- Economic and demographic analysis
- Regional facility inventory analysis
- Analysis of Operating PAC in Conjunction with Verizon Wireless Amphitheater
- Team members: Charles Johnson, Ryan Johnson, Ayu Listiowati

The City of Alpharetta, a suburb of Atlanta, requested that Johnson Consulting analyze the feasibility of developing a new Performing Arts Center (PAC), as part of its efforts to provide greater arts and cultural amenities to its residents and corporate base. Known as Technology City of the South, Alpharetta has over 600 technology companies and is aware of the importance of providing cultural and quality of life amenities as a key requirement for attracting corporations and top talent to Alpharetta. In addition, the City desires to grow the relatively young arts community through the development of a new venue where arts, theater, music and dance organizations can develop a stronger identity.

The proposed location of the venue is adjacent to the new City Hall and Library along Main Street, which has been gaining traction as a destination in the community. In order to evaluate the market opportunity, program requirements, and demand and financial projections, Johnson Consulting interviewed a wide range of people in the arts and entertainment community to understand the perceived venue needs; conducted an economic and demographic analysis; a regional facility inventory analysis; and a fair share analysis. The findings from this analysis indicated that a venue of 750 to 1,000 seats is appropriate for Alpharetta.

One of the major advantages for a venue in Alpharetta is the potential to operate the PAC in conjunction with the 14,000 seat Verizon Wireless amphitheater, which is a well-established operation with relationships with talent buyers that can help secure top tier acts for the venue. There are also operating efficiencies by sharing staff and resources between the two venues.

JOHNSON CONSULTING MISSION STATEMENT

Johnson Consulting is committed to providing governments, developers, and not-for-profits with real estate market and financial analysis and project implementation support for urban and destination-oriented projects.

We guide our clients through organizational advancement by way of best-practice advisory services.

We promote the following values through our work: objectivity, independence, economic pragmatism, and social responsibility.



**JOHNSON
CONSULTING**

JOHNSON CONSULTING

6 East Monroe Street, 5th Floor

Chicago, IL 60603

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