



**SCHMIDT**  
ASSOCIATES



BLOOMINGTON-MONROE COUNTY  
CONVENTION/CIVIC CENTER EXPANSION  
BLOOMINGTON, INDIANA  
**STEERING COMMITTEE**  
MAY 23, 2019

# PURPOSE

To confirm project scope to allow design process to move forward



**STEERING COMMITTEE MEETING  
PURPOSE**



- 11:30 - Welcome – Steering Committee Chairs
- 11:35 – Overview & Review Agenda - Lisa
- 11:40 - Design Methodology- David
- 11:55 – Market Analysis – Economic Impact- Rob
- 12:40 - Discussion
- 12:55 - Next Steps - Lisa



# STEERING COMMITTEE MEETING AGENDA



# SITE LAYOUT OPTIONS



**STEERING COMMITTEE  
SITE LAYOUT OPTIONS**





**District Plan – Option 1  
(NORTH EXPANSION)**



**District Plan – Option 2  
(SOUTH EXPANSION)**



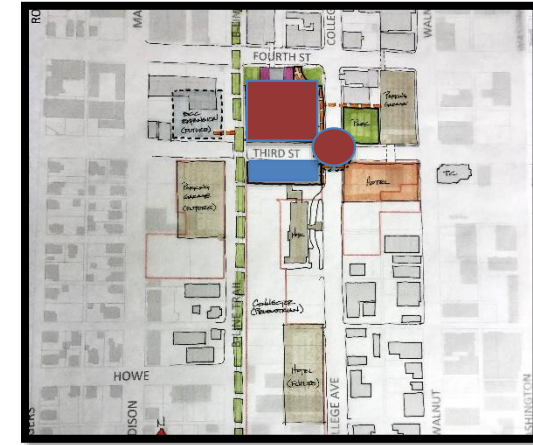
**District Plan – Option 3  
(WEST EXPANSION)**



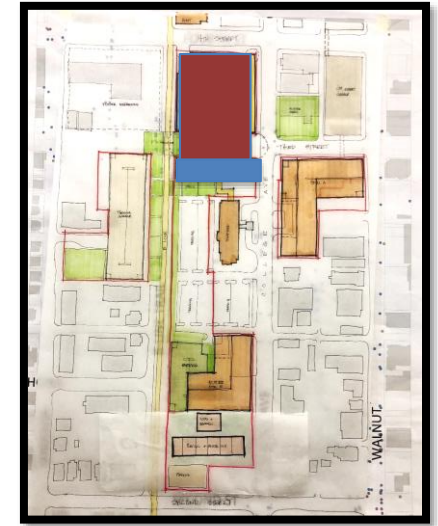
**District Plan – Option 4  
(EAST EXPANSION)**



**District Plan – Option 5  
(DEEP SOUTH EXPANSION)**



**District Plan – Option 6  
("ARTS GARDEN" EXPANSION)**



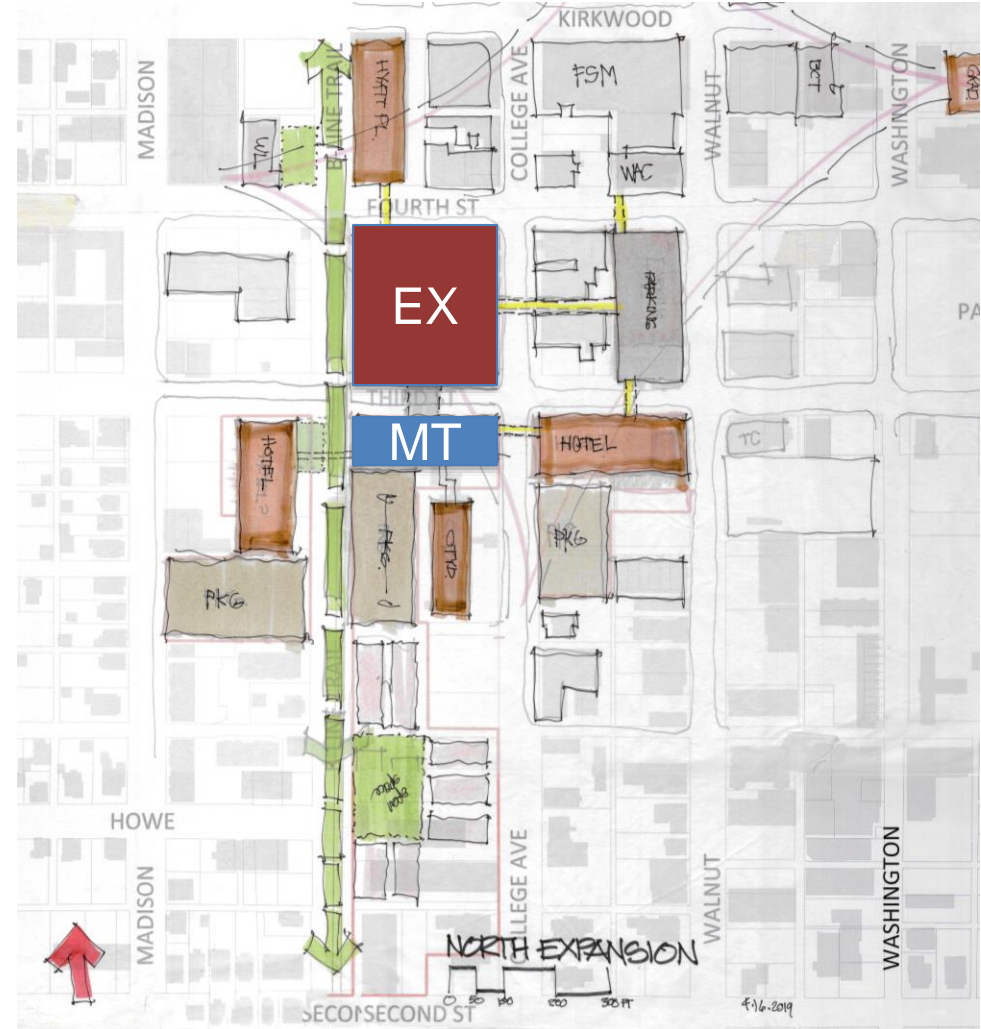
**District Plan – Option 7  
(THIRD STREET CLOSURE)**



# DISTRICT PLANNING COMPARISONS

# District Plan – Option 1 (NORTH EXPANSION)

- Engaging corner at 4<sup>th</sup> and College
- Great views to courthouse
- Direct connection to the Hyatt
- Creates a network of overhead connections
- Alley connection to the 4<sup>th</sup> Street Garage



## OPTION 1 – NORTH EXPANSION DISTRICT PLANNING





# District Plan – Option 2 (SOUTH EXPANSION)

- Requires removal of Courtyard Marriott
- Allows immediate connection of Meeting rooms to Exhibit Hall
- Allows hotel development/parking on all 4 sides

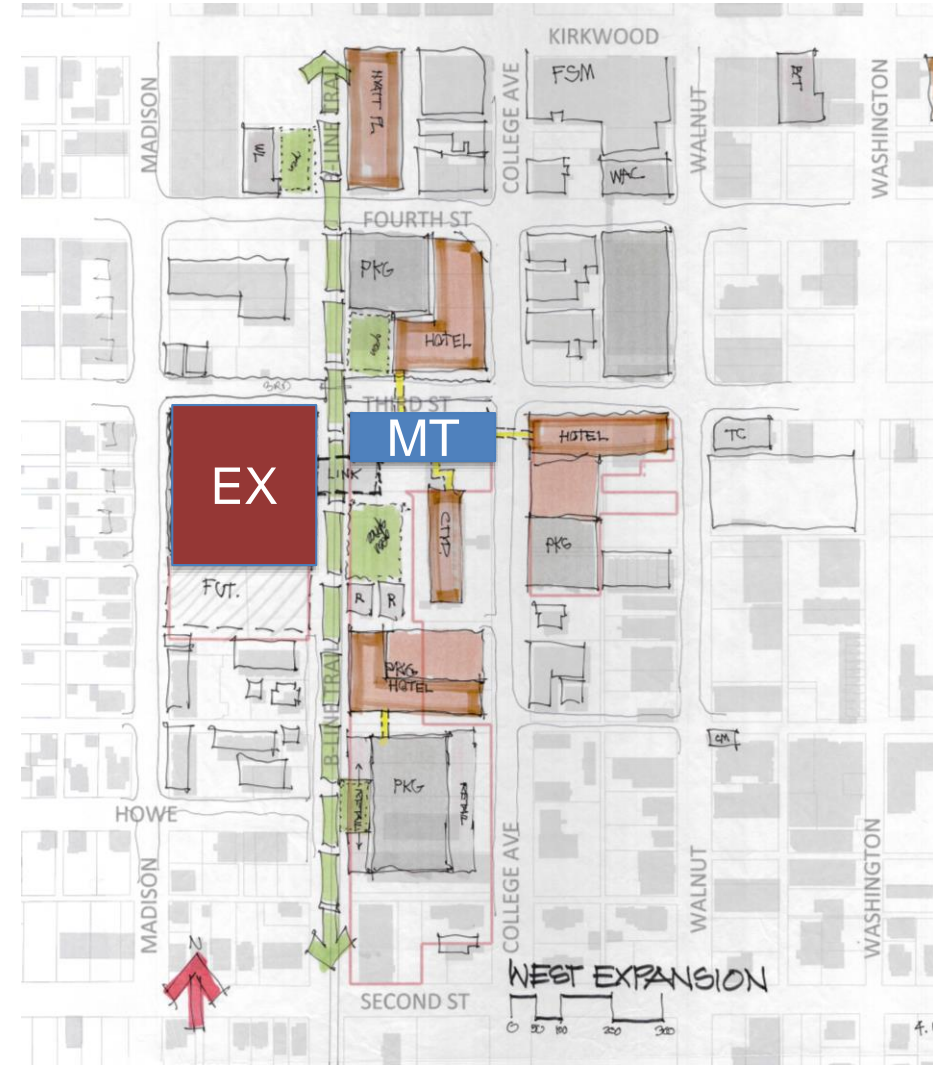


## OPTION 2- SOUTH EXPANSION DISTRICT PLANNING



# District Plan – Option 3 (WEST EXPANSION)

- Locates Exhibit hall closet to residential neighborhood – concern with scale
- Connection over B-line



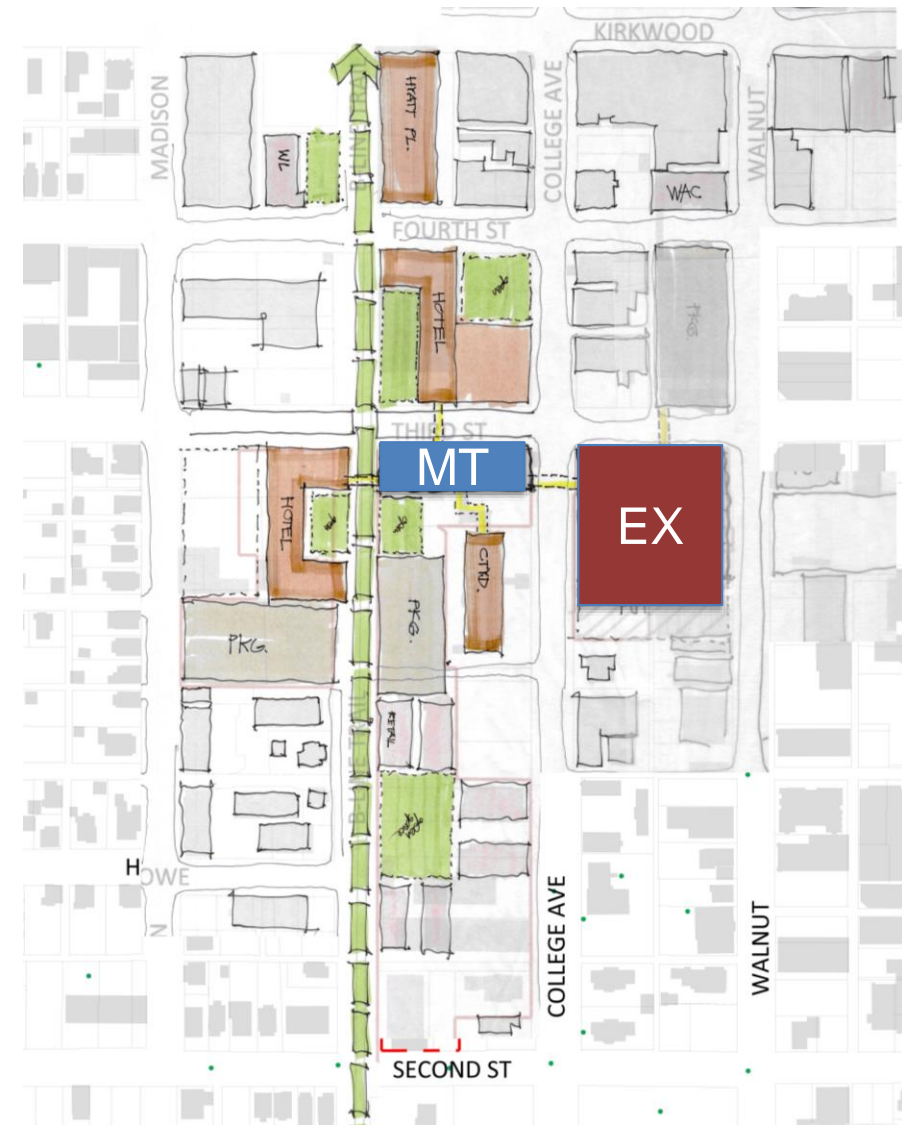
## OPTION 3 – WEST EXPANSION DISTRICT PLANNING





# District Plan – Option 4 (EAST EXPANSION)

- Immediate connection of convention center to the 4<sup>th</sup> Street garage
- Potential for 2 new hotels to the north and the west
- Hyatt is somewhat disconnected from the convention center
- Assumes some additional land acquisition



# District Plan – Option 5 (DEEP SOUTH EXPANSION)

- Development of southern portion of site
- Remote from existing meeting rooms
- Furthest away from existing hotels
- Furthest option from Downtown Square

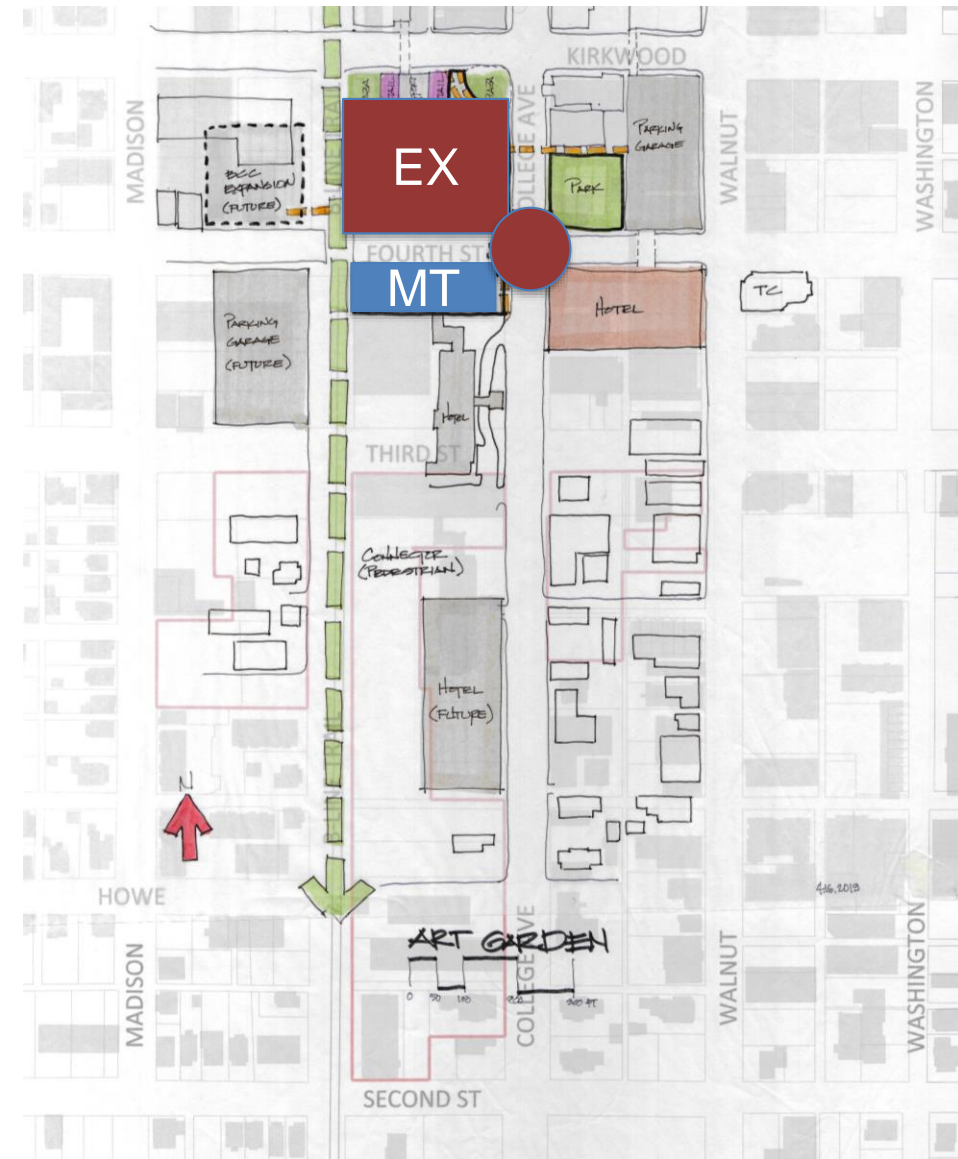


## OPTION 5 – DEEP SOUTH EXPANSION DISTRICT PLANNING



# District Plan – Option 6 (“ARTS GARDEN”)

- Single connector element over intersection can also be used as rentable space
- Interior concourse draws people off of the B-line
- Creates an elevated gateway element – Wow factor
- Retail along 4<sup>th</sup> Street

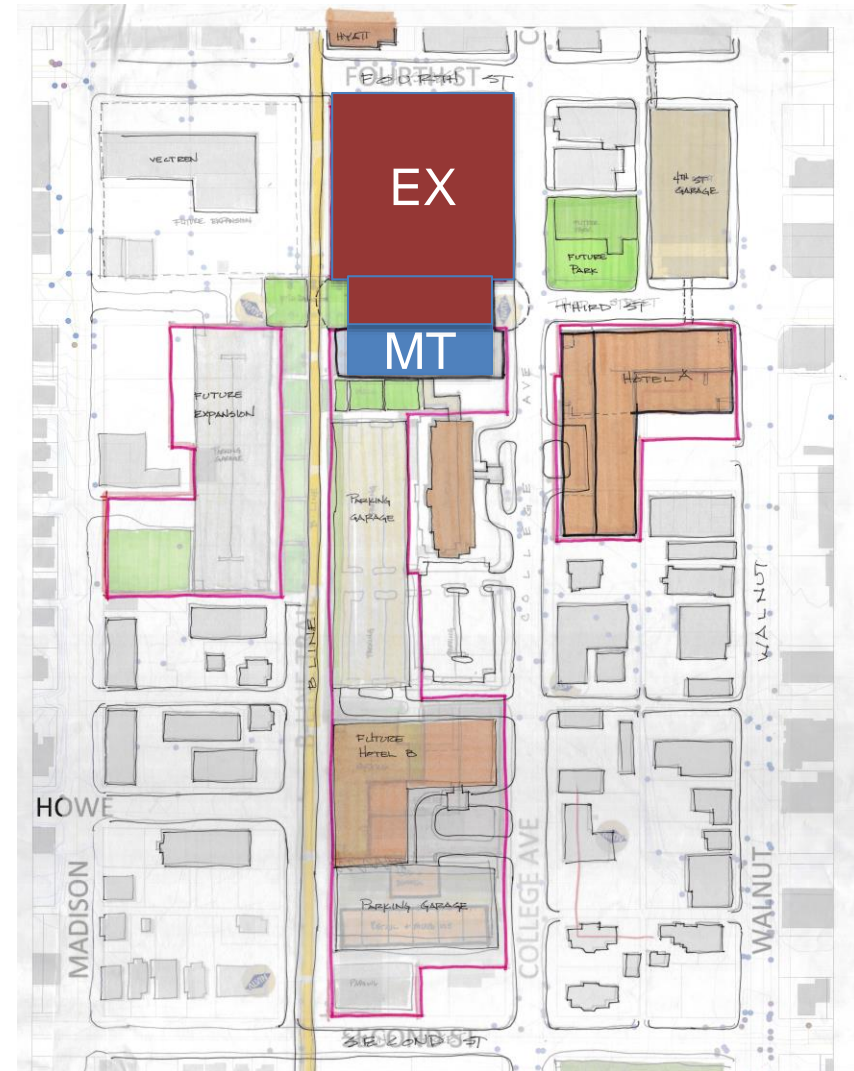


## OPTION 6 – ARTS GARDEN DISTRICT PLANNING



# District Plan – Option 7 (THIRD STREET)

- Requires closure of Third Street (Costly and significant impact on traffic flow)
- Immediate connection to meeting rooms
- Allows for larger exhibit hall and additional meeting room space
- Connects B-line back to downtown





**District Plan – Option 1  
(NORTH EXPANSION)**



**District Plan – Option 2  
(SOUTH EXPANSION)**



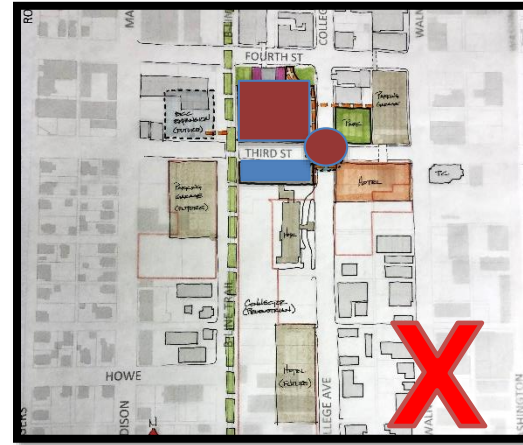
**District Plan – Option 3  
(WEST EXPANSION)**



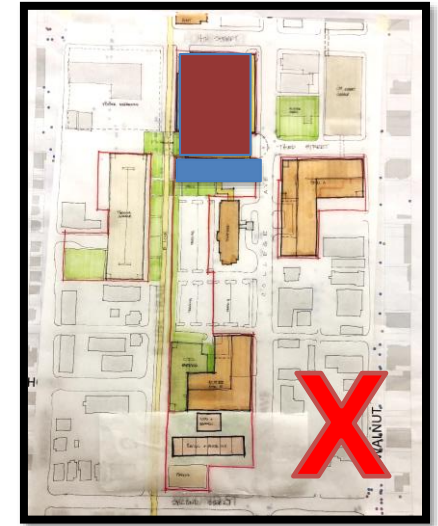
**District Plan – Option 4  
(EAST EXPANSION)**



**District Plan – Option 5  
(DEEP SOUTH EXPANSION)**



**District Plan – Option 6  
("ARTS GARDEN" EXPANSION)**

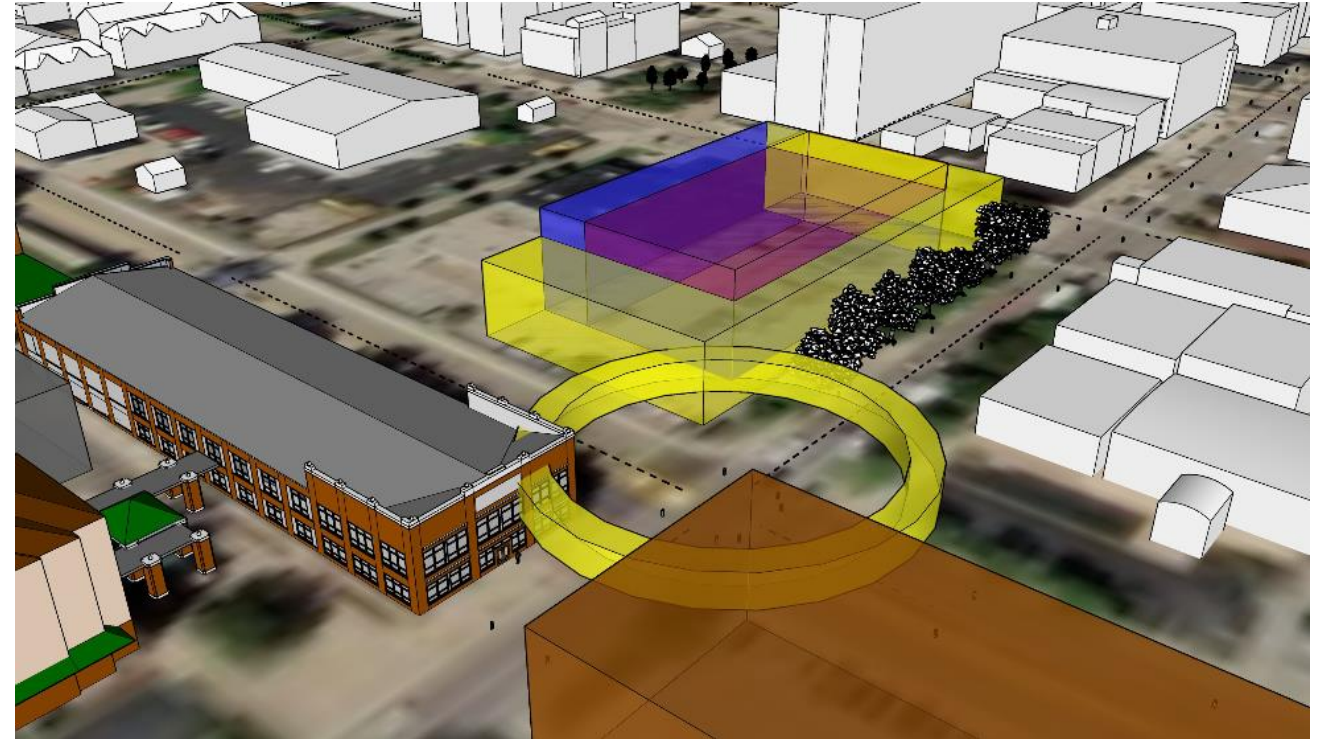
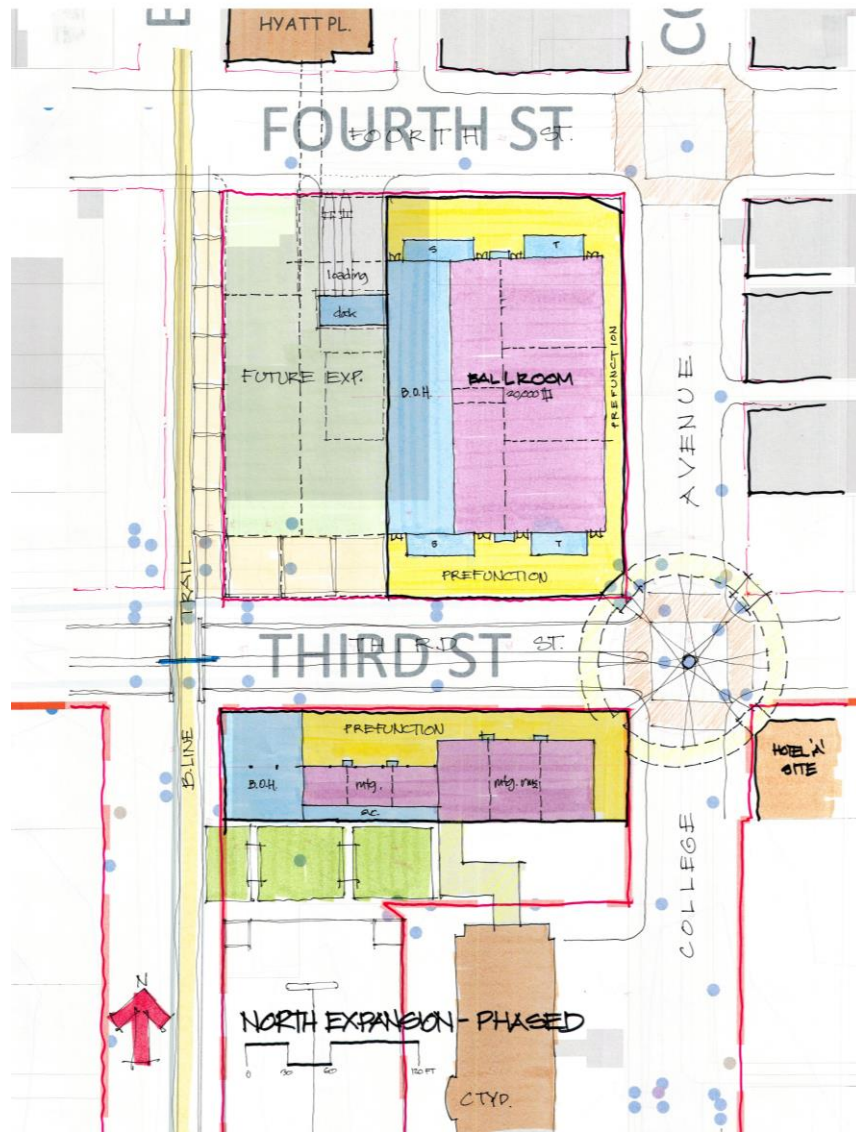


**District Plan – Option 7  
(THIRD STREET CLOSURE)**



# DISTRICT PLANNING COMPARISONS



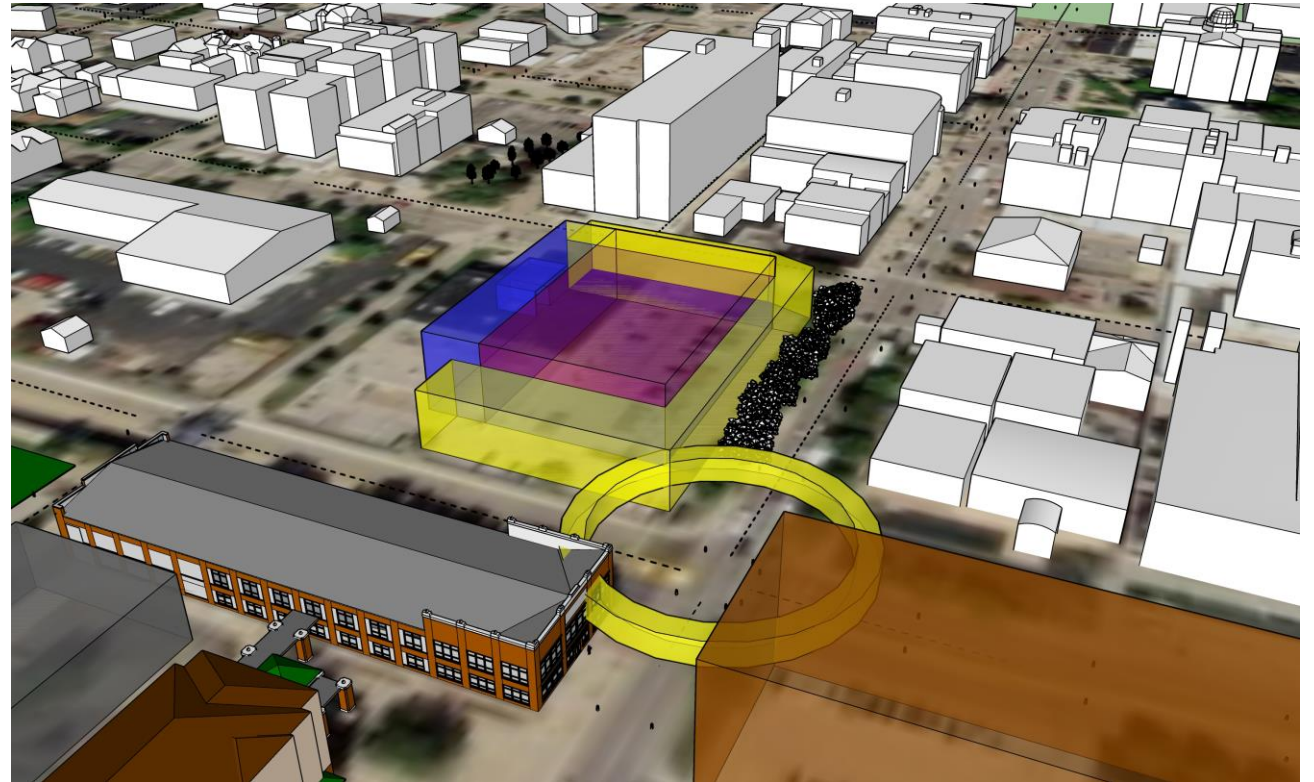
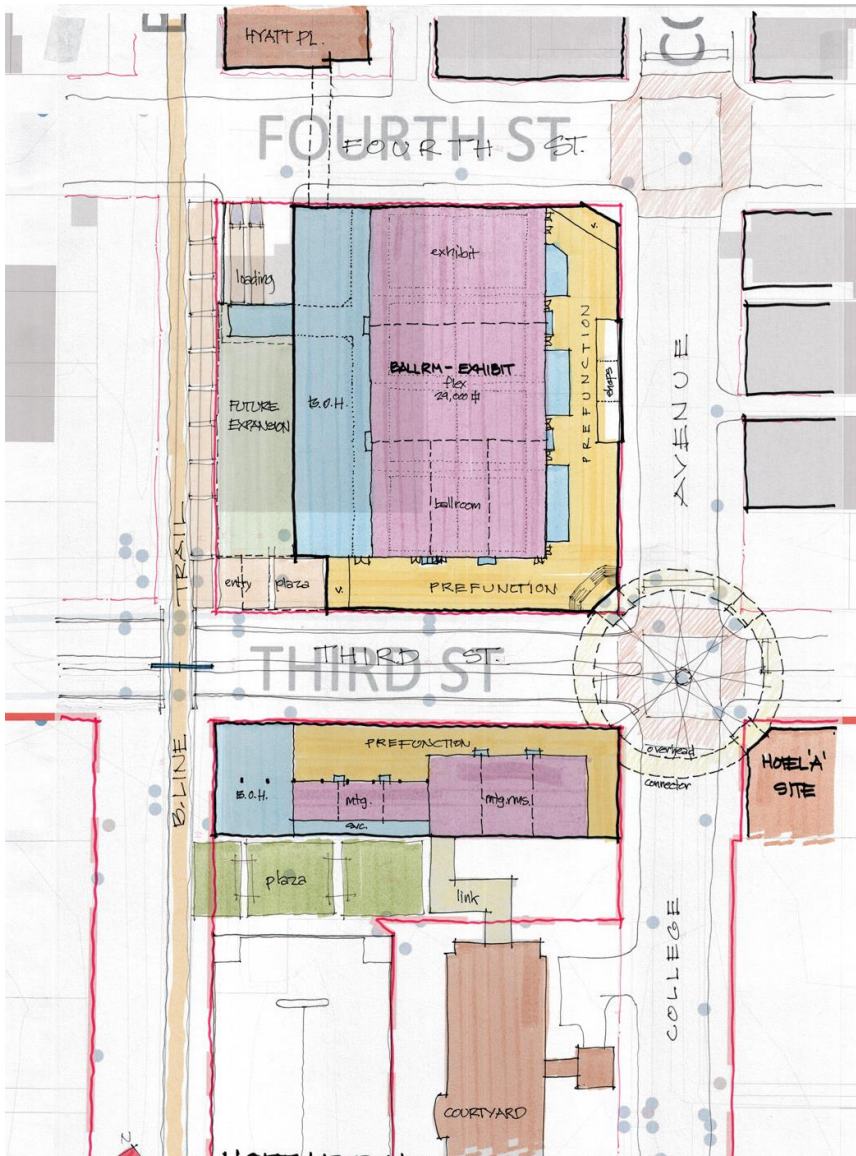


# SIZING COMPARISON

## OPTION 1A: PHASED N. EXPANSION (20K SF)





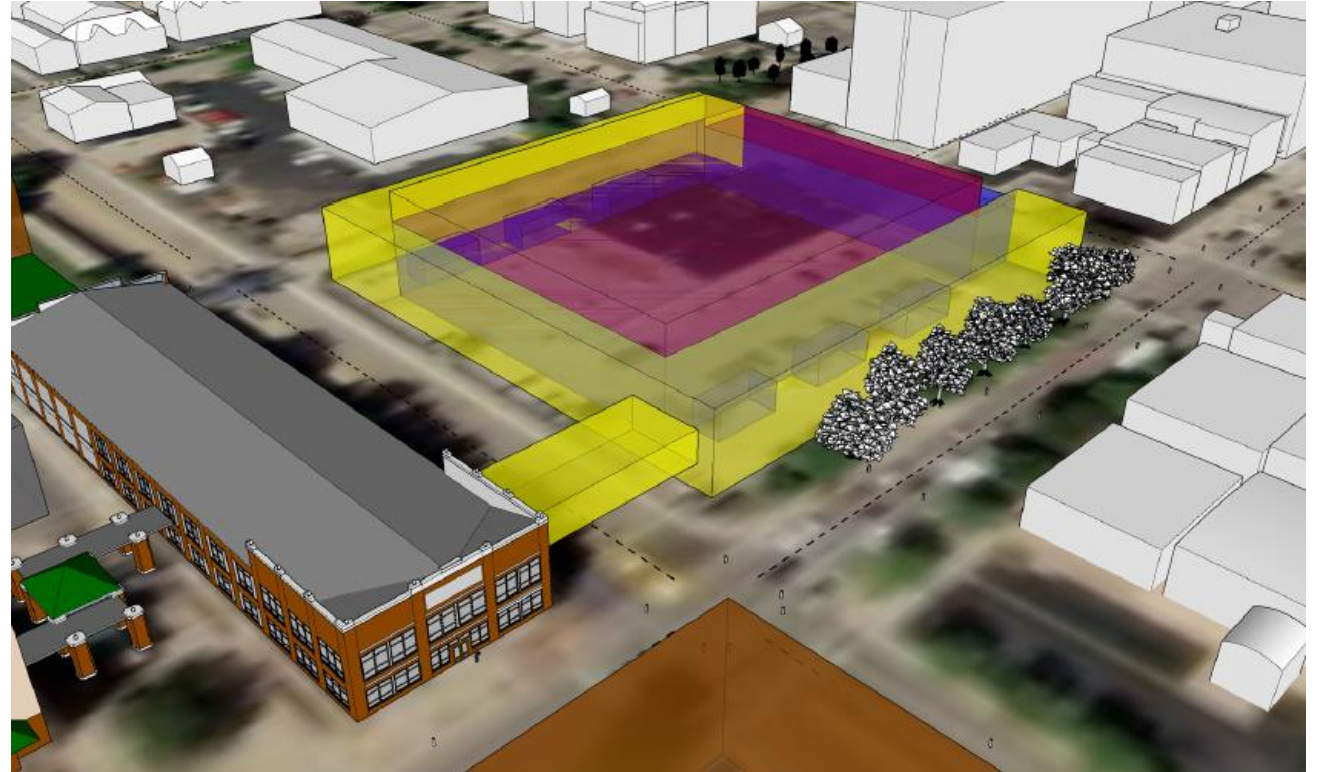
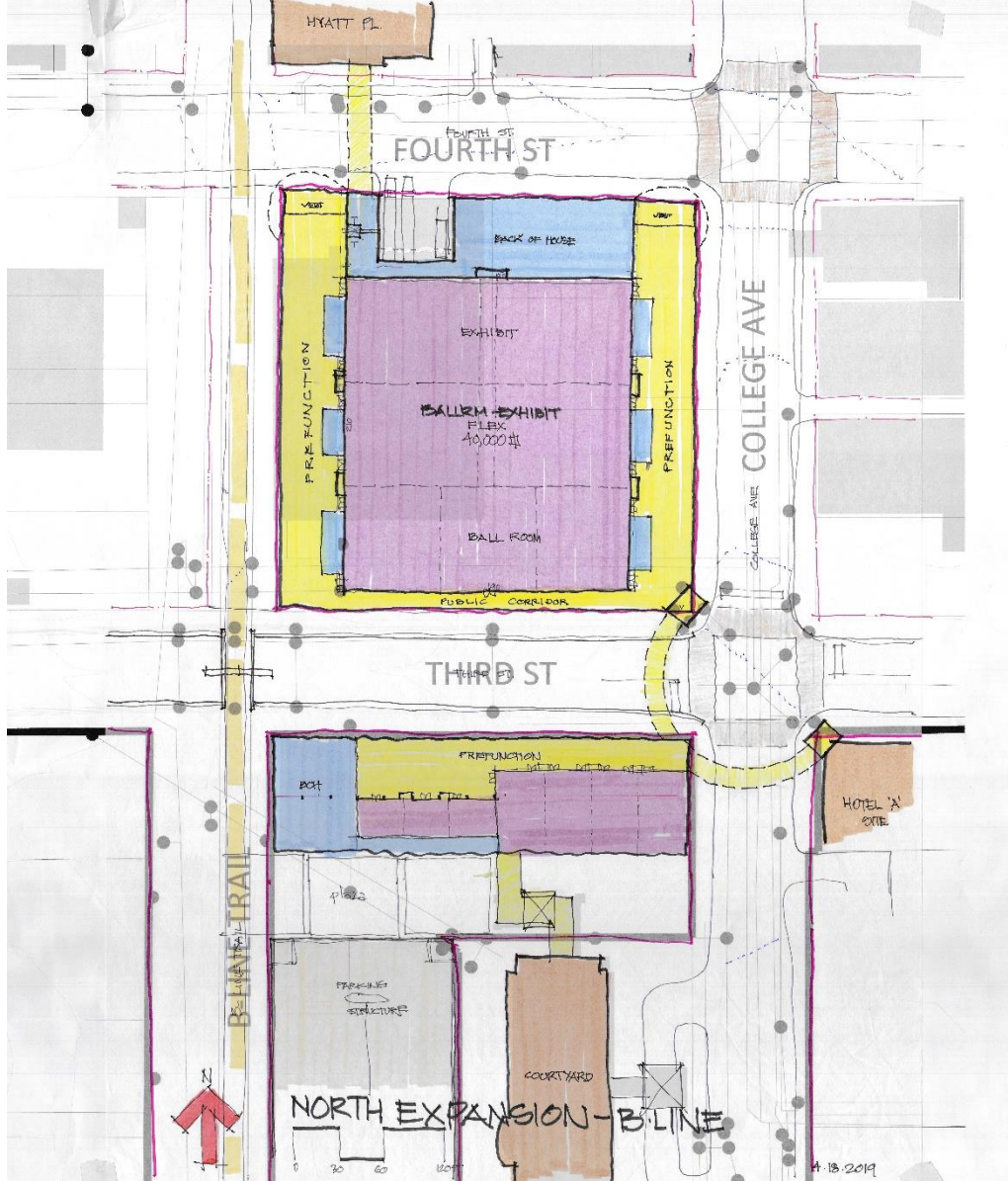


# SIZING COMPARISON

## OPTION 1B: PHASED N. EXPANSION (30K SF)







# SIZING COMPARISON

## OPTION 1C: NORTH EXPANSION (40K SF)



# MARKET ANALYSIS UPDATE



MARKET ANALYSIS UPDATE







# CONVENTION CENTER & HQ HOTEL SCENARIOS

MAY 23, 2019



## Purpose of Project & Table of Contents

Hunden Strategic Partners (HSP) was engaged to conduct a market, feasibility, recommendations, and impact analysis related to the expansion of the Monroe Convention Center (MCC), including a potential new headquarters hotel.

Today's analysis includes 3 sizing scenarios for the convention center and assumes the recommended 300-room hotel.

- + Projection Scenarios
- + Hotel Recommendation & Projection

# Summary of Findings



# Headlines

- HSP has been working with the team and analyzing the market in more detail to determine the best mix of project components and has the following updated recommendations:
  - 30k-SF exhibit hall-based convention center
    - 15k – SF ballroom as part of exhibit hall
    - 4 courts for basketball accommodated
  - 300-room HQ full-service hotel
    - 9-10k – SF ballroom; total of 15k – 20k SF of ballroom and meeting rooms
    - Will likely need public investment
      - Land
      - Parking
      - TIF/Rebate of property tax (or abatement)
      - Other infrastructure
      - Utility connections
      - Easy permitting
      - Connections to convention center



# Headlines

- HSP recommends north site:
  - Connectivity for attendees to downtown
  - Connectivity for attendees to existing facility
  - Stretching too far and leaving a large gap creates generational hole to fill
  - Leaving empty block between CC and activity area decreases impact
  - Many nervous to walk on empty blocks, esp at night, in non-ideal weather
  - South site can be preserved for second HQ hotel and/or future expansion

### Summary of Scenarios - Assumes 300-Room HQ Hotel Built

Exhibit Hall Size	Est Cost (millions) + Garage	Cost/Sellable SF	Stabilized Attendance	Stabilized Revenue (000s)*	Stabilized Exp	Stabilized Loss	New Hotel Room Nights Generated**	Room Nights/Exhibit SF	New Daytrips	Investment per Room Night***	Investment per Attendee	30-Year Spending Impact (millions)	30-Year Tax Impact (millions)	Jobs
40,000	\$69	\$1,045	238,200	\$2,853	\$3,309	(\$457)	37,000	0.9	50,000	\$50	\$10	\$1,487	\$63	542
30,000	\$59	\$1,054	204,800	\$2,333	\$2,740	(\$406)	34,000	1.1	47,000	\$46	\$10	\$1,348	\$60	495
20,000	\$48	\$1,043	134,500	\$1,657	\$2,207	(\$550)	22,000	1.1	30,000	\$48	\$12	\$733	\$49	262

\* Includes Net F&B Revenue

\*\* CC only. Does not include additional generated by new hotel, but assumes 300-room hotel is built

\*\*\* Over 30 years

Source: Hunden Strategic Partners



**Convention Center Projected Attendance - 40k Exhibit Hall**

<b>Event Type</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Conventions, Conferences	14,900	19,800	21,700	21,700	22,900	22,900	22,900	22,900	22,900	22,900
Consumer Shows	40,000	48,000	56,000	60,000	64,000	64,000	64,000	64,000	64,000	64,000
Corporate Events	2,400	3,500	3,800	4,100	4,100	4,100	4,100	4,100	4,100	4,100
Sports/Entertainment Events	14,600	21,900	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200
Banquets/Receptions	48,900	53,800	59,100	64,400	64,400	64,400	64,400	64,400	64,400	64,400
Meetings Room Events	34,700	41,300	46,000	50,400	55,600	55,600	55,600	55,600	55,600	55,600
<b>Total All Events</b>	<b>155,500</b>	<b>188,300</b>	<b>213,800</b>	<b>227,800</b>	<b>238,200</b>	<b>238,200</b>	<b>238,200</b>	<b>238,200</b>	<b>238,200</b>	<b>238,200</b>

Source: HSP

**Convention Center Projected Attendance - 30k Exhibit Hall**

<b>Event Type</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Conventions, Conferences	11,200	14,900	15,500	15,500	16,300	16,300	16,300	16,300	16,300	16,300
Consumer Shows	27,000	33,000	39,000	42,000	45,000	45,000	45,000	45,000	45,000	45,000
Corporate Events	1,800	2,600	2,800	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Sports/Entertainment Events	11,000	15,000	16,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500
Banquets/Receptions	48,900	53,800	59,100	64,400	64,400	64,400	64,400	64,400	64,400	64,400
Meetings Room Events	34,700	41,300	46,000	50,400	55,600	55,600	55,600	55,600	55,600	55,600
<b>Total All Events</b>	<b>134,600</b>	<b>160,600</b>	<b>178,900</b>	<b>195,800</b>	<b>204,800</b>	<b>204,800</b>	<b>204,800</b>	<b>204,800</b>	<b>204,800</b>	<b>204,800</b>

Source: HSP

### Convention Center Projected Attendance - 20k Exhibit Space

Event Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Conventions, Conferences	5,000	5,900	6,500	6,500	7,800	7,800	7,800	7,800	7,800	7,800
Consumer Shows	16,000	18,000	20,000	20,000	22,000	22,000	22,000	22,000	22,000	22,000
Corporate Events	1,200	1,800	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900
Sports/Entertainment Events	4,700	6,400	6,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400
Banquets/Receptions	38,800	42,400	47,300	52,100	52,100	52,100	52,100	52,100	52,100	52,100
Meetings Room Events	27,200	32,400	35,600	39,000	43,300	43,300	43,300	43,300	43,300	43,300
<b>Total All Events</b>	<b>92,900</b>	<b>106,900</b>	<b>117,700</b>	<b>126,900</b>	<b>134,500</b>	<b>134,500</b>	<b>134,500</b>	<b>134,500</b>	<b>134,500</b>	<b>134,500</b>

Source: HSP

# Summary of Impacts

## – 30k

Assumes 300-room HQ hotel is built, which increases new hotel room nights beyond what expanded convention center will provide. More than half of the new tax impact would be from property tax from the new hotel (which could be used to induce the hotel).

Approximately \$27 million in non-property tax impact over the 30 years.

Summary of 30-Year Estimated Impacts	
<b>Net New Spending</b>	<b>(millions)</b>
Direct	\$777
Indirect	\$264
Induced	\$307
<b>Total</b>	<b>\$1,348</b>
<b>Net New Earnings</b>	<b>(millions)</b>
From Direct	\$252
From Indirect	\$86
From Induced	\$91
<b>Total</b>	<b>\$429</b>
<b>Net New FTE Jobs</b>	<b>Actual</b>
From Direct	284
From Indirect	98
From Induced	113
<b>Total</b>	<b>495</b>
<b>Taxes Collected</b>	<b>(millions)</b>
County Hotel Tax (5%)	\$18.8
Food & Beverage Tax (1%)	\$2.0
COIT (1.345%)	\$5.8
Property Tax	\$33.6
<b>Total</b>	<b>\$60.2</b>
<b>Construction Impact</b>	<b>(millions)</b>
New Materials Spending	\$40.7
New Labor Spending	\$35.4
<b>Job-Years, Actual</b>	<b>653</b>
Source: Hunden Strategic Partners	

# Summary of Hotel Performance

Assumes 300-room HQ hotel is built, which increases new hotel room nights beyond what expanded convention center will provide. More than half of the new tax impact would be from property tax from the new hotel (which could be used to induce the hotel).

Assumes 10k divisible ballroom and bank of six meeting rooms, for 16k total SF.

Approximately \$27 million in non-property tax impact over the 30 years.

## Performance Projections - 300-Room HQ Hotel

Year	Average Daily Rate	Occupancy	Revenue per Available Room	Annual Increase
Year 1	\$168	58%	\$97	--
Year 2	\$171	66%	\$113	17.3%
Year 3	\$174	73%	\$127	12.0%
Year 4	\$178	74%	\$133	4.4%
Year 5	\$183	75%	\$138	3.7%
Year 6	\$187	75%	\$141	2.5%
Year 7	\$192	75%	\$144	2.5%
Year 8	\$197	75%	\$148	2.5%
Year 9	\$201	75%	\$152	2.5%
Year 10	\$207	75%	\$156	2.5%

Source: Hunden Strategic Partners



# Headquarter Hotel Realities

Public-Private Hotel Developments

City	State	Brand	Opening	Rooms	Total Hotel Costs (millions)	Cost/Room (000)	Public Sector*		Private Sector	
							Investment (millions)	Percentage of Total Cost	Investment (millions)	Percentage of Total Cost
Atlantic City	NJ	Sheraton	1997	502	\$85	\$169	\$38.2	44.9%	\$46.8	55.1%
Austin	TX	JW Marriott	2015	1,012	\$303	\$299	\$3.0	1.0%	\$300.0	99.0%
Baltimore	MD	Marriott	2001	750	\$133	\$177	\$10.0	7.5%	\$123.0	92.5%
Boston	MA	Westin	2007	793	\$200	\$252	\$15.0	7.5%	\$185.0	92.5%
Charlotte	NC	Westin	2003	700	\$143	\$204	\$16.0	11.2%	\$127.0	88.8%
Chattanooga	TN	Chattanooga	2001	202	\$43	\$213	\$20.0	46.5%	\$23.0	53.5%
Denver	CO	Adam's Mark	1998	1,230	\$135	\$110	\$25.0	18.5%	\$110.0	81.5%
Evansville	IN	Doubletree	2015	253	\$44	\$173	\$20.0	45.7%	\$23.8	54.3%
Fort Wayne	IN	Courtyard by Marriott	2010	250	\$47	\$188	\$12.0	25.5%	\$35.0	74.5%
Fort Worth	TX	Omni	2009	600	\$160	\$267	\$89.0	55.6%	\$71.0	44.4%
Franklin	TN	Marriott	1999	300	\$30	\$100	\$12.0	40.0%	\$18.0	60.0%
Houston	TX	Marriott	2016	1,000	\$335	\$335	TBD	TBD	TBD	TBD
Indianapolis	IN	Marriott	2001	615	\$100	\$163	\$23.0	23.0%	\$77.0	77.0%
Indianapolis	IN	JW Marriott, Courtyard, Springhill Suites	2011	1,568	\$354	\$226	\$48.5	13.7%	\$305.5	86.3%
Lancaster	PA	Marriott	2009	294	\$45	\$153	\$20.0	44.4%	\$25.0	55.6%
Louisville	KY	Marriott	2005	617	\$111	\$180	\$57.5	51.8%	\$53.5	48.2%
Louisville	KY	Omni	2016	600	\$261	\$435	\$126.0	48.3%	\$135.0	51.7%
Madison	WI	Hilton	2000	222	\$29	\$131	\$10.0	34.5%	\$19.0	65.5%
Miami Beach	FL	Loews	1998	800	\$110	\$138	\$29.0	26.4%	\$81.0	73.6%
Minneapolis	MN	Hilton	1992	816	\$145	\$177	\$89.2	61.6%	\$55.6	38.4%
Nashville	TN	Omni	2013	800	\$272	\$340	\$128.0	47.1%	\$144.0	52.9%
Norfolk	VA	Marriott	1992	405	\$60	\$148	\$23.0	38.3%	\$37.0	61.7%
Philadelphia	PA	Loews	1998	350	\$54	\$154	\$18.0	33.3%	\$36.0	66.7%
Philadelphia	PA	Marriott	1995	1,408	\$237	\$168	\$36.5	15.4%	\$200.0	84.6%
San Antonio	TX	Hyatt	2008	1,003	\$280	\$279	\$208.0	74.3%	\$72.0	25.7%
Tampa	FL	Marriott	1998	716	\$105	\$146	\$27.0	25.8%	\$77.5	74.2%
Washington	DC	Marriott	2013	1,167	\$639	\$548	\$308.0	48.2%	\$331.0	51.8%
Wichita	KS	Hyatt	1998	303	\$42	\$140	\$20.1	47.3%	\$22.3	52.7%
Average	--	--	2004	688	\$161	\$215	\$53.0	33.0%	\$101.3	67.0%
Total	--	--	--	19,276	\$4,501	--	\$1,432.0	--	\$2,734.0	--

\* Public participation may be upfront capital only, or could include value of abatements and other incentives over time  
 Source: Hunden Strategic Partners

# Publicly-Owned HQ Hotels

Many cities grew frustrated with their failed attempts to induce private HQ hotel development, so issued bonds to build the hotel themselves. This has occurred in all sizes of markets as well.

The lower cost of debt is attractive, but other hoteliers often bristle at the concept.

From the control side, publicly-owned HQ hotels can guarantee room blocks at favorable ADRs to the convention center whereas privately-owned hotels will never agreed to an ADR-locked room block. This has helped the convention center, but has a negative impact on the hotel's performance.

Tax-Exempt Financing with Bonds Supported by Project Revenues

City	State	Brand	Opening	Rooms	Public Bond Issue (millions)	Cost/Room (000)
Austin	TX	Hilton	2004	800	\$280.1	\$350
Baltimore	MD	Hilton	2008	757	\$305.0	\$403
Baltimore	MD	Hilton	2005	756	\$200.9	\$266
Bay City	MI	Doubletree	2004	150	\$32.9	\$219
Chesapeake	NY	Hyatt	2002	400	\$193.0	\$483
Chicago	IL	Hyatt	1998	800	\$108.0	\$135
Chicago	IL	Hyatt Expansion	2013	451	\$180.0	\$399
Chicago	IL	Marriott	2016	1,200	\$400.0	\$333
Cleveland	OH	Hilton	2016	600	\$200.0	\$333
Columbia	SC	Hilton	2006	300	\$67.0	\$223
Columbus	OH	Hilton	2012	532	\$178.0	\$335
Coralville	IA	Marriott	2006	286	\$33.0	\$115
Dallas	TX	Omni	2012	1,001	\$479.2	\$479
Denver	CO	Hyatt	2005	1,100	\$394.8	\$359
Erie	PA	Sheraton	2008	200	\$45.4	\$227
Fort Lauderdale	FL	Hilton	2011	1,000	\$415.0	\$415
Houston	TX	Hilton	2004	1,200	\$326.2	\$272
Myrtle Beach	SC	Radisson	2001	404	\$76.5	\$189
Omaha	NE	Hilton	2004	450	\$112.0	\$249
Omaha	NE	Hilton (Expansion)	2011	150	\$37.0	\$247
Overland Park	KS	Sheraton	2002	412	\$105.7	\$257
Phoenix	AZ	Sheraton	2008	1,000	\$346.1	\$346
Providence*	RI	Westin	1995	364	\$70.0	\$192
Providence*	RI	Hilton	2005	392	\$78.4	\$200
Sacramento	CA	Sheraton	2000	503	\$104.9	\$209
Salt Lake City	UT	TBD	2016	1,000	TBD	TBD
St. Louis	MO	Renaissance Suites	2003	1,081	\$276.6	\$256
Trenton	NJ	Marriott	2002	197	\$58.0	\$294
Vancouver	WA	Hilton	2005	226	\$47.5	\$210
Average	--	--	2006	611	\$184.0	\$286
Total	--	--	--	17,712	\$5,151	--

\* Estimated Cost

Source: Hunden Strategic Partners

# Competitive Convention Hotels

## Multiple Hotels with Significant Function Space:

**Fort Wayne: 2 x 250-room connected hotels**

**South Bend: 291-room Doubletree**

**Evansville: 240-room Doubletree**

**French Lick: 443-room hotel; 65k SF of function space**

**Indy: 10 hotels with more than 250 rooms**





## Westin Irving Convention Center Hotel

**Completion Date:** December 2018

**Number of Rooms:** 350

**Cost:** \$113 million total (\$322,000 per room)

- City approved \$22.5 million in bonds
- City committing \$13.5 million for second public parking garage (840 spaces)
- \$19 million in state tax rebates

**Meeting Space:**

- 16,000 SF total
- 10,000 SF ballroom, cocktail lounge and coffee bar

**Other Key Data:**

- Will become part of a three-part destination including the convention center and the Irving Music Factory



# PROJECT ESTIMATE



**COMMUNITY ENGAGEMENT  
PROJECT ESTIMATE**



<b>Bloomington-Monroe County Convention/Civic Center</b>				
	<b>GSF</b>	<b>Cost/SF</b>	<b>Construction Cost</b>	<b>Total Project Cost</b>
<b>BASE SCOPE</b>				
North Expansion – FULL	80000	\$ 400	\$ 32,000,000	\$ 40,000,000
North Expansion – PHASED	40000	\$ 400	\$ 16,000,000	\$ 20,000,000
MCC Renovation	40000	\$ 150	\$ 6,000,000	\$ 7,500,000
Site Allowance			\$ 3,800,000	\$ 4,750,000
Demolition North Site			\$ 300,000	\$ 375,000
<b>ADDITIONAL SCOPE</b>				
Third Street Closure	25000	\$ 400	\$ 10,000,000	\$ 12,500,000
Arts Garden	13000	\$ 500	\$ 6,500,000	\$ 8,125,000
Elevated Walkways (1)	1500	\$ 500	\$ 750,000	\$ 937,500
	<b>Space</b>	<b>Cost/Space</b>	<b>Construction Cost</b>	<b>Total Project Cost</b>
Parking Garage	550	\$ 22,000	\$ 12,100,000	\$ 15,125,000

Does not include any incentives for the Hotel



# PROJECT ESTIMATE - COMPONENTS



Bloomington-Monroe County Convention/Civic Center				
OPTIONS	SF	Cost/SF	Construction Cost	Total Project Cost
Option 1 – Phased Exhibit Space (40K Expansion)				\$ 33,000,000
Option 2A - Base Scheme (80K Expansion) <del>less MCC Renovation</del> + 1 Walkway				<del>\$ 46,000,000</del>
Option 2B - BASE - North Exp (80K) + Reno MCC + Site + 1 Walkway				\$ 54,000,000
Option 3 - Base Scheme + Arts Garden + 1 Walkway				<del>\$ 62,000,000</del>
Option 4 - Base Scheme + Third Street Closure + 1 Walkway				<del>\$ 66,000,000</del>
	Space	Cost/Space	Construction Cost	Total Project Cost
Parking Garage	550	\$ 22,000	\$ 12,100,000	\$ 15,125,000

Does not include any incentives for the Hotel

# MAY 3, 2019

## OPTIONS SUMMARY



<b>Bloomington-Monroe County Convention/Civic Center</b>				
<b>OPTIONS</b>	<b>SF</b>	<b>Cost/SF</b>	<b>Construction Cost</b>	<b>Total Project Cost</b>
Option 1A – Phased Exhibit Space (20K Exhibit Hall) + Reno MCC + Site + 1 Walkway				\$ 33,000,000
Option 1B – Phased Exhibit Space (30K Exhibit Hall) + Reno MCC + Site + 1 Walkway				\$ 44,000,000
Option 1C - BASE - North Exp (40K Exhibit Hall) + Reno MCC + Site + 1 Walkway				\$ 54,000,000
	<b>Space</b>	<b>Cost/Space</b>	<b>Construction Cost</b>	<b>Total Project Cost</b>
Parking Garage	550	\$ 22,000	\$ 12,100,000	\$ 15,125,000

Does not include any incentives for the Hotel

**MAY 23, 2019**  
**OPTIONS SUMMARY**



Phase	Name	Duration	Start	End	1/21	1/28	2/4	2/11	2/18	2/25	3/4	3/11	3/18	3/25	4/1	4/8	4/15	4/22	4/29	5/6	5/13	5/20	5/27	6/3	6/10
	<b>Programming &amp; Concept Design</b>	<b>144 days</b>	<b>1/21/2019</b>	<b>6/14/2019</b>																					
	Kickoff/Stakeholder Meetings	7 days	1/21/2019	1/28/2019	█																				
	Finalize Agreement/Project Set up	21 days	1/28/2019	2/18/2019		█	█	█																	
	Community Engagement	30 days	4/1/2019	5/1/2019					█	█	█	█	█	█											
	Programming	21 days	3/11/2019	4/1/2019								█	█	█											
	Conceptual Design	35 days	3/18/2019	4/22/2019									█	█	█	█	█	█	█	█					
	Estimate of Scope and Cost	7 days	4/22/2019	4/29/2019															█						
	Review/Approve Concept, Scope & Cost	7 days	4/29/2019	5/6/2019																█					
	Finalize Contract Terms with City	7 days	5/6/2019	5/13/2019																	█				
	Finalize City Council Information Packet	4 days	5/13/2019	5/17/2019																		█			
	Steering Committee - Finalize Scope	22 days	5/23/2019	6/14/2019																			█	█	█

# COMMUNITY ENGAGEMENT PROJECT SCHEDULE – PHASE 1



<i>Phase</i>	<i>Name</i>	<i>Duration</i>	<i>End</i>	6/17	6/24	7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19	8/26	9/2	9/9	9/16
<b>Schematic Design</b>		<b>102</b>	<b>9/22/2019</b>	Schematic Design													
	Design	60	8/11/2019	█	█	█	█	█	█	█	█						
	Design Charette #2								█								
	Cost Estimate	14	8/25/2019									█	█				
	Budget Reconciliation	14	9/8/2019											█	█		
	Owner Review/Approval	14	9/22/2019													█	█

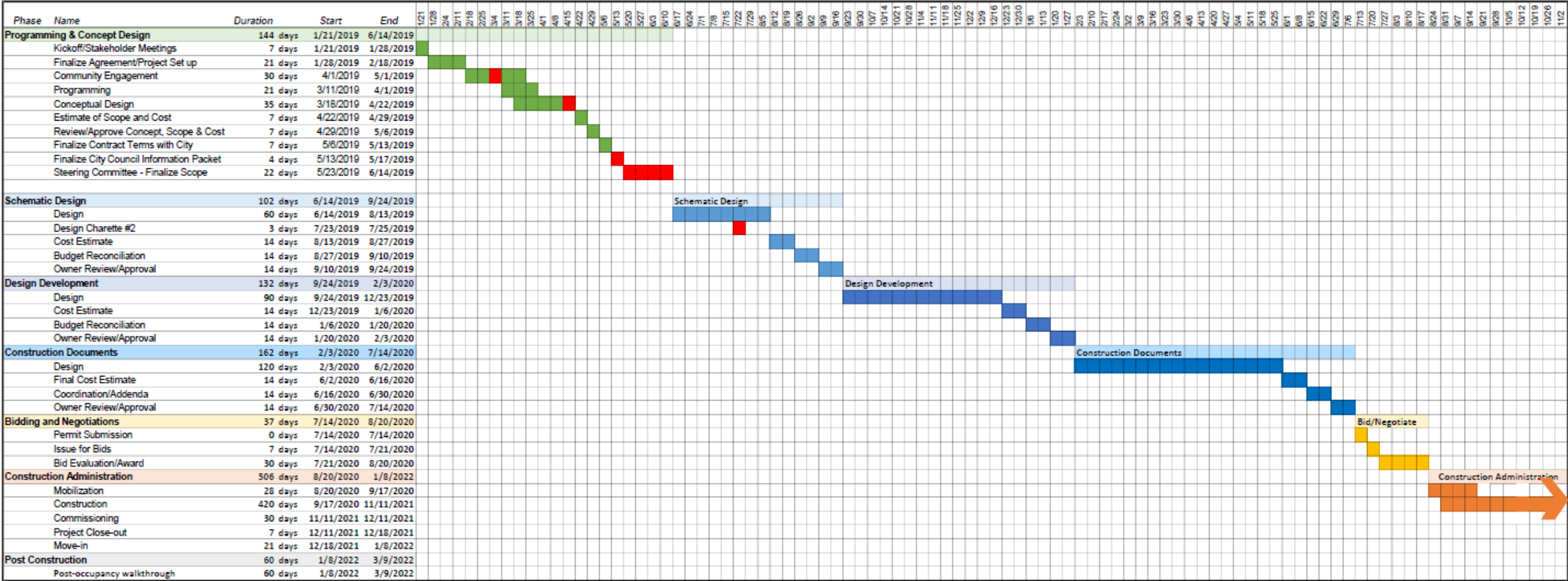
**Design Charette – July 23-25**



# COMMUNITY ENGAGEMENT PROJECT SCHEDULE – PHASE 2: SD



Proposed Project Schedule  
 Bloomington-Monroe County Convention Center Expansion



Owner Move in – January 2022

# COMMUNITY ENGAGEMENT OVERALL PROJECT SCHEDULE



## Work over Next Month

- Solidify scope option(s) and estimate
- Work through Phase 2 Contract Details
- Review Environmental Reports
- Start Site Survey
- Initiate Traffic Study
- Prep for Next Design Charette



# COMMUNITY ENGAGEMENT NEXT STEPS







# Support Slides

# Competitive Hotel Set

The competitive set hotels selected are generally considered the highest quality properties in the local market. The Biddle Hotel & Conference Center offers the largest meeting space of the competitive set.

This competitive set includes all downtown hotels, the largest hotel (Biddle) and the Home2 Suites, which has been open for less than one year near the northern boundary of IU's campus.

The performance of this competitive set of hotels is further detailed in this presentation.

**Bloomington Competitive Set Hotels**

Name	Miles From MCC	Rooms	Chain Scale	Open Date
Courtyard Bloomington	0	117	Upscale	Sep-96
Hyatt Place Bloomington	0.1	172	Upscale	Aug-14
Graduate Hotel Bloomington	0.2	150	Upper Upscale	Nov-18
Hilton Garden Inn Bloomington	0.3	168	Upscale	Apr-06
Springhill Suites Bloomington	0.4	158	Upscale	Mar-14
Indiana Memorial Union Biddle Hotel & Conference Center	0.7	186	Indep	Jun-59
Home2 Suites by Hilton Bloomington	1.1	107	Upper Mid	Jul-18
<b>Total / Average</b>	<b>0.4</b>	<b>1,058</b>	<b>--</b>	<b>Jan-09</b>

Source: Smith Travel Research

# Competitive Hotel Map

The set of hotels that would compete with a new headquarter hotel at the MCC include all downtown hotels, the Biddle Hotel at the IMU and Home2 Suites north of downtown on Walnut Street.

Four of the seven competitive hotels are within walking distance of the MCC. The largest of the competitive set is the Biddle Hotel, which is also the largest meeting facility in Bloomington.

The remaining hotels shown on this map are centered around I-69 exits and near the intersection of College Avenue/Walnut Street and the IN-45/46 Bypass north of downtown.



**Historical Supply, Demand, Occupancy, ADR, and RevPar for Competitive Hotels**

Year	Annual Avg. Available Rooms	Available Room Nights	% Change	Room Nights Sold	% Change	% Occ.	% Change	ADR	% Change	RevPar	% Change
2015	801	292,365	--	170,572	--	58.3	--	\$141.26	--	\$82.42	--
2016	801	292,365	0.0%	181,776	6.6%	62.2	6.6%	\$145.65	3.1%	\$90.55	9.9%
2017	801	292,365	0.0%	187,125	2.9%	64.0	2.9%	\$146.20	0.4%	\$93.58	3.3%
2018	880	321,203	9.9%	219,242	17.2%	68.3	6.6%	\$142.50	-2.5%	\$97.27	3.9%
2019 YTD (February)	257	62,422	32.1%	33,073	24.7%	53.0	-5.6%	\$127.36	-2.7%	\$67.48	-8.2%
CAGR* (2015-2018)	--	2.0%	--	5.7%	--	3.4%	--	0.2%	--	3.6%	--

\*Compound Annual Growth Rate

Sources: Smith Travel Research

# Heat Charts

## Occupancy and ADR

The adjacent heat charts summarize the day of week performance of the Bloomington hotel market over the last calendar year.

Occupancy is high during most days of the week and especially weekends from April through October, with occupancy averaging over 75 percent on Fridays and Saturdays. This suggests significant unaccommodated demand that is leaving the market.

Thursdays, Fridays and Saturdays in May are extremely high relative to the average due to relatives of students and other visitors coming to Bloomington for graduation. Nearly everyday in August is generating extremely high rates due to students, especially freshmen, moving back to Bloomington and campus for Fall semester. Weekend rates are also very high in September, October, February and April due to various university-related sports and community events.

	75-80%
	80-90%
	> 90%

	\$115-\$125
	\$125-\$135
	> \$135

Occupancy Percent by Day of Week by Month - March 2018 - February 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Mar - 18	40.1%	61.7%	74.6%	69.8%	69.4%	82.6%	76.4%	68.6%
Apr - 18	44.3%	65.5%	78.7%	80.1%	83.2%	93.7%	94.6%	75.7%
May - 18	56.6%	65.0%	72.7%	79.3%	82.9%	79.2%	89.9%	75.4%
Jun - 18	54.9%	89.3%	90.7%	90.8%	79.2%	83.5%	88.2%	82.6%
Jul - 18	62.1%	78.4%	75.9%	78.2%	75.7%	79.4%	85.7%	76.1%
Aug - 18	63.4%	81.6%	86.3%	83.2%	79.5%	80.8%	81.5%	79.6%
Sep - 18	54.5%	67.4%	82.0%	89.2%	85.6%	83.0%	89.5%	78.3%
Oct - 18	59.4%	79.0%	84.9%	84.6%	90.3%	93.0%	94.3%	83.6%
Nov - 18	32.1%	45.4%	58.6%	61.8%	63.5%	72.0%	70.9%	58.4%
Dec - 18	21.4%	33.7%	37.3%	37.4%	32.1%	40.7%	48.4%	35.7%
Jan - 19	22.5%	37.9%	41.5%	44.6%	47.6%	51.5%	44.8%	41.8%
Feb - 19	36.5%	51.9%	70.7%	69.8%	71.4%	78.1%	79.3%	65.4%
<b>Average</b>	<b>44.6%</b>	<b>61.7%</b>	<b>69.6%</b>	<b>71.1%</b>	<b>70.2%</b>	<b>75.5%</b>	<b>77.1%</b>	

Sources: Smith Travel Research

ADR by Day of Week by Month - September 2017 - August 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Mar - 18	109.28	116.26	119.38	119.81	118.23	135.71	125.66	122.42
Apr - 18	110.86	119.05	119.91	122.34	127.31	175.26	170.92	137.97
May - 18	131.29	121.75	124.88	132.49	212.16	255.23	239.72	177.25
Jun - 18	120.17	128.87	134.28	138.18	130.10	138.13	133.04	132.71
Jul - 18	112.14	120.98	123.59	124.77	122.49	127.66	128.43	122.91
Aug - 18	141.12	152.75	159.06	151.80	149.25	151.64	151.63	151.38
Sep - 18	122.35	124.15	128.06	133.59	139.68	265.66	217.06	165.88
Oct - 18	116.94	121.94	124.29	132.50	138.13	241.97	240.81	160.40
Nov - 18	112.97	123.37	118.36	123.39	126.92	167.29	164.84	138.31
Dec - 18	104.72	120.39	110.83	109.71	107.65	116.30	114.71	112.83
Jan - 19	101.29	108.63	107.99	112.12	107.88	131.76	108.53	112.14
Feb - 19	103.68	113.09	127.49	126.74	124.68	170.96	169.65	138.13
<b>Average</b>	<b>117.50</b>	<b>123.73</b>	<b>126.19</b>	<b>129.32</b>	<b>136.60</b>	<b>174.74</b>	<b>167.63</b>	

Sources: Smith Travel Research



**Pro Forma Operating Statement of Revenue and Expenses (\$000's, Inflated)**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Revenue</b>										
<b>Event Revenue</b>										
Space Rental	\$384	\$491	\$514	\$557	\$615	\$631	\$646	\$663	\$679	\$696
Equipment Rental	58	74	77	84	92	95	97	99	102	104
Net Food and Beverage	915	1,071	1,202	1,332	1,398	1,433	1,469	1,505	1,543	1,582
Event Services Income	104	133	139	150	166	170	175	179	183	188
Sub-total	\$1,460	\$1,769	\$1,932	\$2,123	\$2,272	\$2,328	\$2,387	\$2,446	\$2,507	\$2,570
<b>Other Revenue</b>										
Advertising and Sponsorships	15	15	16	16	16	17	17	17	18	18
Other Revenue	29	35	39	42	45	47	48	49	50	51
<b>Total Operating Revenue</b>	<b>\$1,504</b>	<b>\$1,819</b>	<b>\$1,986</b>	<b>\$2,182</b>	<b>\$2,333</b>	<b>\$2,392</b>	<b>\$2,451</b>	<b>\$2,513</b>	<b>\$2,575</b>	<b>\$2,640</b>
<b>Expenses</b>										
Salaries and Wages	812	830	848	867	886	905	925	946	966	988
Employee Benefits	284	290	297	303	310	317	324	331	338	346
Passthrough Labor	104	133	139	150	166	170	175	179	183	188
Maintenance & Repairs	169	205	231	258	284	291	297	304	310	317
Cleaning	56	69	78	86	93	95	97	99	102	104
Utilities	259	267	273	278	282	283	285	286	287	289
Sales and Marketing	45	46	37	37	38	39	40	41	42	43
General and Administrative	168	172	175	179	183	187	191	196	200	204
Insurance	90	92	94	96	98	100	102	104	107	109
Other Operating Expenses	99	104	107	111	114	117	119	121	124	126
Management Fee	149	169	187	207	219	224	229	235	240	246
Reserve For Replacement	41	52	55	59	65	67	69	71	72	74
<b>Total Expenses</b>	<b>\$2,275</b>	<b>\$2,429</b>	<b>\$2,520</b>	<b>\$2,631</b>	<b>\$2,740</b>	<b>\$2,796</b>	<b>\$2,853</b>	<b>\$2,912</b>	<b>\$2,972</b>	<b>\$3,033</b>
<b>Net Operating Income</b>	<b>(\$771)</b>	<b>(\$610)</b>	<b>(\$534)</b>	<b>(\$450)</b>	<b>(\$406)</b>	<b>(\$404)</b>	<b>(\$402)</b>	<b>(\$399)</b>	<b>(\$397)</b>	<b>(\$394)</b>

Source: HSP