



Project Data

Key Scope Items:

- Convention Center Feasibility & Financing Analysis
- Convention Hotel Feasibility & Financing Analysis
- Bond Document Development

Development Budget: \$200,000,000+ (Convention Center); \$180,000,000 (Hotel)

HSP Professionals Involved in Project: Rob Hunden, Matt Summy

Time of Service: 2002 - 2005

Convention Center & Headquarters Hotel Study

Osceola County, Florida

From 2002 through 2005, Mr. Hunden managed the strategic analytic convention center and hotel process associated with Osceola County's desire to develop a large convention center and 800-room hotel. Osceola County is home to Kissimmee and St. Cloud, parts of Walt Disney World and numerous tourist hotels related to greater Orlando.

The County was considering how to best utilize its Tourist Development Tax (TDT) funds to leverage additional tourist growth. It was thought a convention complex would be filled with groups not suited for the massive Orange County Convention Center, but who still wanted to be in the greater Orlando area.

The process involved numerous iterations of the concept, brand, amenities and financing over three years. As part of the study, Mr. Hunden worked with the research department at Tradeshow Week to develop proprietary data and planner surveys. The ultimate report, which was to be used in a County bond issue, included full feasibility studies for both the convention center and hotel. Mr. Hunden primarily interacted with Piper Jaffray throughout the process, the designated underwriter, as well as the Osceola County finance team.

While the hotel was projected to succeed, the convention center was expected to generate a loss greater than the County was willing to bear. A private developer is now considering a similar project.