



# **REQUEST FOR QUALIFICATIONS**

**Land Development Public-Private Partnership**

**Dixie State University Springdale Property**

**Springdale, Utah**

**Date of Issue:**

**March 16, 2021**

**Submission Deadline:**

**4:00pm (MDT)**

**April 28, 2021**

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## 1. INTRODUCTION

- 1.1 Johnson Consulting, on behalf of Dixie State University (DSU), is soliciting qualification-based proposals for the development of a DSU-owned 81-acre parcel in Springdale, Utah (the “DSU Springdale Property”), adjacent to Zion National Park and including the DSU O.C. Tanner Amphitheater. This Request for Qualifications (RFQ) is the first step in a process that will culminate in a negotiated agreement between DSU and a qualified development team. More information regarding the project scope and market analysis is included as Appendix A to this RFQ.
- 1.2 DSU is an open, inclusive, comprehensive, polytechnic university featuring active and applied learning to advance students' knowledge and skills while fostering competent, resilient, lifelong learners to succeed in their careers and personal lives as creators, innovators, and responsible citizens (per 2020-2025 Strategic Plan pending final approval). For additional information about DSU, please visit the University's webpage at [www.dixie.edu](http://www.dixie.edu).
- 1.3 This RFQ is designed to provide interested businesses with basic information sufficient to submit proposals meeting minimum requirements. It is not intended to limit a proposal's content or to exclude any relevant or essential data therefrom. Offerors are at liberty, and are encouraged, to expand upon the specifications to give additional evidence of their ability to provide the products and/or development requested in this RFQ.
- 1.4 This procurement is conducted by DSU and Johnson Consulting, in accordance with the Utah Procurement Code, Title 63g, Chapter 6a Utah Code Annotated, as amended, and Procurement Policies adopted by the University.
- 1.5 This RFQ describes the project in general, the required scope of services, the development team selection process, and the minimum information that must be included with the submittal. Failure to submit information in accordance with the requirements and procedures listed herein may be cause for disqualification.
- 1.6 Upon issuance of this RFQ, potential Proposers and their team members are prohibited from contacting Johnson Consulting or DSU staff with the intent of promoting their team. Failure to comply with this requirement will result in elimination from this opportunity.
- 1.7 Proposals must be submitted via email to Sarah Emmerton at [semmerton@chjc.com](mailto:semmerton@chjc.com). An upload link for large file sizes will be provided upon request prior to the submittal due date and time as listed in this RFQ.

**All information required by this RFQ must be received at the indicated address no later than 4:00pm (MDT) on April 28, 2021 to be considered.**

## 2. PROJECT DESCRIPTION

2.1 The project relates to the development of 81 acres of land owned by DSU in Springdale, Utah, adjacent to Zion National Park and approximately 1.5 miles to the northeast of the Zion National Park Visitor Center. The site is known as the 'DSU Springdale Property' and is owned by DSU. The DSU O.C. Tanner Amphitheater, a 2,000-seat, outdoor entertainment venues with indoor conference space for approximately 200 people, already exists on the property.



2.2 The DSU Springdale Property is shown in the map below.



2.3 The DSU Springdale Property is zoned Public Use. The following map provides the site boundaries of the DSU Springdale Property.



international academic meetings. Parking must be addressed and parking per uses should be defined within the finalized building program.

- 2.8 Appendix A to this RFQ provides a market brief and summary of the opportunity pertaining to the proposed development that was undertaken by Johnson Consulting, an independent consultant, in February 2021.

### 3. DEVELOPER SCOPE OF SERVICES

- 3.1 DSU anticipates entering into a development agreement with a firm(s) to serve as the developer for the aforementioned project. Under the Agreement, the developer will be expected to commit to the development of a property that meets or exceeds the required specifications and opening schedule established by DSU. It is anticipated that the developer will perform the development at risk.
- 3.2 The development team is expected to be responsible for all aspects of the development process for the site including coordinating planning and zoning approvals, permits, environmental remediation (if any), design, required governmental approvals, procurement, construction, and commissioning of the development.
- 3.3 The terms and conditions of the scope of services will be established through the proposal and negotiation activities occurring during Phases 2 and 3 of the selection process (described below).

### 4. MINIMUM QUALIFICATIONS FOR DEVELOPMENT TEAMS

- 4.1 Development teams are to be comprised of the developer, construction contractor or construction manager, and an architect(s).
- 4.2 The development team must demonstrate experience in projects of similar scope and quality level, preferably with University partnership involved, as well as experience and qualifications in public engagement processes in support of redevelopment projects.
- 4.3 The development team must demonstrate the ability to design, acquire permits and other approvals, construct, and deliver the project for a guaranteed maximum price (GMP) or a fixed price.
- 4.4 The development team must demonstrate the ability to operate or cause the property to be operated in a professional manner consistent with industry standards.

### 5. SUBMISSION REQUIREMENTS

- 5.1 Each submission must include one (1) electronic copy of the entire proposal submitted via email to Sarah Emmerton at [semmerton@chjc.com](mailto:semmerton@chjc.com). An upload link for large file sizes will be provided upon request prior to the submittal due date and time as listed below.
- 5.2 Submissions should be concise and organized in the format outlined below. The body of the responses should be no more than twenty (20) pages, excluding cover pages, tables of contents, transmittal letters, appendices and other attachments.

**5.3 All information required by this RFQ must be received at the indicated address no later than 4:00pm (MDT) on April 28, 2021 to be considered.**

5.4 All responses to the RFQ shall provide the following information in the format outlined:

- **Description of the Proposed Development Entity:** Describe the proposed development entity, including the corporation or joint venture that will serve as the master developer. If the entity is a subsidiary of, or otherwise affiliate with another organization, the respondent shall indicate such a relationship.
- **Qualifications of the Development Team:** Demonstrate capacity to implement and experience in public-private developments, preferably with University partnership involved:
  - Identify all key participants on the development team including potential investors and proposed lending institutions. Provide an organizational chart showing team members and identify the principal-in-charge of the proposed project and project manager(s) from the development entity. Identify team members responsible for managing the permitting and development process, architecture, structural and civil engineering, construction, landscape architecture, legal and financial analysis.
  - Identify previous experience of team members working together with the development entity on projects of a similar scope.
  - Provide information for all firms on the proposed team, including company profiles and individual resumes of key personnel who would be assigned to the project.
- **Summary of the Development Entity's Relevant Experience:** Describe relevant projects undertaken by the development entity and summarize how the characteristics of those projects are similar to the proposed development of the DSU Springdale Property. The summary of experience should focus on projects that are comparable in size, complexity, design approach, quality and scope.
- **Description of Concept:** Provide a narrative description of the project concept and anticipated final product. The narrative should outline any significant deviation from the goals and objectives set forth in this RFQ, and the rationale for those deviations. No concept drawings, massing or architectural renderings are required.
- **Proposed Delivery Options:** Describe at a high-level the proposed approach, or potential approaches, to delivery of the project. Indicate willingness, or otherwise, to enter into a public-private partnership with DSU.

- **Ability to Provide a High Performing Building:** Provide evidence of ability to deliver an energy efficient, low carbon building (examples may include projects with low energy budgets, renewable energy systems, etc.) and provide evidence of ability to deliver a low water-use building, including stormwater reuse.
- **Financial Capability/ Financing:** Demonstrate financial capacity to undertake the proposed development, such as fillings or audited financial reports or a description of the size and financing structure of recent projects:
  - Provide evidence of ability to secure sufficient equity and financing to implement the proposed project and demonstrated experience in financing projects of this scale.
  - Identify the intended sources of funds to be invested in the proposed development and any public financial assistance, including from DSU, or other support needed to carry out the project.
- **Conflict of Interest Statement:** Disclose any potential conflict of interest that team members may have with DSU.
- **Other Information:** Such as brochures, reports, or other project information that the development team desires to submit for consideration. This will not be counted within the specified page limit.

## 6. EVALUATION CRITERIA

- 6.1 All submissions in response to this RFQ will be evaluated in a manner consistent with the Utah Procurement Code, University policies and procedures, and the evaluation criteria in this RFQ.
- 6.2 The selection process will not include a design competition. Proposals may be ranked without interviews; hence, applicants are encouraged to submit their proposals as comprehensively as possible. A selection committee will rank responses based on the following criteria:
- Ability to meet the DSU's objectives described in this RFQ (20 percent).
  - Qualifications and ability of team members to perform their respective roles (16 percent).
  - Development team experience in similar projects and in public engagement (16 percent).
  - Ability to maximize private participation in the project (16 percent).
  - The financial capabilities of the development team (16 percent).
  - Ability to provide a high performing building (16 percent).
- 6.3 After reviewing the submittals, the process will proceed as follows:

- Selected qualified firms may be invited to submit a more detailed proposal in response to an RFP (including comprehensive information such as program, demand, financial and deal structure, etc.), the specific requirements of which would be outlined in future correspondence.
- Based on the responses to the aforementioned RFQ and/or RFP, the committee may narrow the field of firms and conduct interviews, make site visits, and/or ask for additional information.

6.4 Any proposal may be withdrawn prior to the award of the contract(s).

6.5 Johnson Consulting and DSU reserve the right to:

- Cancel, alter or amend this RFQ. DSU may modify this RFQ in any respect at any time prior to the submission deadline. Every modification will be in the form of Addenda to this RFQ and all Addenda will be emailed to each person who received a copy of this RFQ from DSU, but it shall be the Proposer's responsibility to make inquiry as to the Addenda issued.
- Request clarifications from any or all members of submitting development teams, however, they shall not be required to request missing information from the submittals that may cause them to be considered as non-responsive.
- Reject any and all submittals and/or to waive any informality in the solicitation process or parts thereof and to re-solicit.
- Conduct all investigations and background checks necessary for adequate evaluation.

6.6 Johnson Consulting and DSU do not guarantee that a contract will be awarded as a result of this RFQ.

## 7. PROCUREMENT SCHEDULE

7.1 The following list includes key dates pertaining to the RFQ process. Each of the dates referenced below may be extended at the sole discretion of Johnson Consulting, on behalf of DSU.

- RFQ Issued: **March 16, 2021**
- Questions from Submitters Due: **April 7, 2021**
- Responses to Questions Issued: **April 14, 2021**
- Deadline for Responses to RFQ: **April 28, 2021 (4:00PM MDT)**
- Evaluation of Responses: **April 29, 2021 – May 14, 2021**
- Advancement to RFP and/ or Interview: **TBC**

## 8. INQUIRIES

- 8.1 All questions and requests for clarification must be submitted prior to April 7, 2021. Direct all questions in writing by email to Sarah Emmerton at [semmerton@chjc.com](mailto:semmerton@chjc.com)
- 8.2 **Proposers are encouraged to register their interest in the RFQ via email to [semmerton@chjc.com](mailto:semmerton@chjc.com) no later than April 7, 2021 in order to receive addenda and a copy of written responses to questions received from all proposers.**
- 8.3 All questions will be answered in writing by email as received, no later than April 14, 2021. No oral interpretation will be made to any Proposer as to the meaning of any part of this RFQ.

## 9. COST INCURRED IN RESPONDING

- 9.1 All costs directly or indirectly related to preparation of a response to this RFQ or any oral presentation required to supplement and/or clarify the submittal which may be required by Johnson Consulting, on behalf of DSU, shall be the sole responsibility of and shall be borne by the Proposer(s).
- 9.2 Each development team, by submitting its proposal, waives any claim for liability against Johnson Consulting or DSU as to loss, injury and costs or expenses, which may be incurred as a consequence of its response to this document.

## 10. LICENSING AND BUSINESS REQUIREMENTS

- 10.1 The Proposer is responsible for complying with all licensing requirements and associated business regulations whether Local, State or Federal. It is the responsibility of the potential architectural firm to determine the applicability of any rule, regulation or other requirement.
- 10.2 The Proposer shall affirm that it does not subscribe to any personnel policy which permits or allows for discrimination in the employment promotion, demotion, dismissal or laying off of any individual due to his/her race, creed, color, national origin, age, gender, or physical handicap, and that it has not been convicted of violating any relevant laws within the immediate preceding six (6) month period.
- 10.3 The Proposer shall make efforts to ensure that minority, women and small business enterprises businesses are utilized when possible.

## 11. CONFIDENTIAL INFORMATION

- 11.1 Proposers may protect confidential information from public release by clearly marking such information using the word “confidential” at the top of each part or page of the submittal that includes confidential information.

## APPENDIX A

DSU Springdale Property Market Analysis – Johnson Consulting (February 2021)



# DIXIE STATE UNIVERSITY SPRINGDALE PROPERTY MARKET ANALYSIS

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**SUBMITTED TO**  
Dixie State University

**SUBMITTED BY**  
Johnson Consulting

**DATE**  
February 2021



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## INTRODUCTION

In order to provide a basis of information to both Dixie State University (“DSU” or the “University”) and prospective collaborative development partners, Johnson Consulting prepared a market analysis of various potential land uses to be developed adjacent to the DSU O.C. Tanner Amphitheater in Springdale, UT. The findings of this analysis are presented in this memorandum report.

## PROJECT SITE

The DSU Springdale Property (“project site”), which is owned by DSU, is an 81-acre parcel located in Springdale, UT, adjacent to Zion National Park. The site includes the 2,000-seat DSU O.C. Tanner Amphitheater and an indoor conference space, located below the stage, with capacity for 200 persons. Figure 1 shows the DSU Springdale Property.

Figure 1



Source: DSU, Johnson Consulting

## VISION

The vision for the DSU Springdale Property is to enhance the site by leveraging and improving the existing DSU O.C. Tanner Amphitheater and possibly adding a hotel/ resort/ conference center. Of critical importance to both DSU and the community is maintaining and enhancing the unique character of the site and surrounds. Thoughtful design should blend any new development(s) with the natural setting and align with the aesthetics of the local area. The intent is to enter into an agreement with a developer to create a high-quality project that is mutually beneficial to the education mission of DSU, as described in greater detail below, and supports the local and regional communities, including area arts organizations. Additional areas of interest to DSU are student/ workforce housing to support the program elements and address the City of Springdale’s workforce housing shortage.



## DIXIE STATE UNIVERSITY

DSU is one of 6 public, 4-year institutions in the state of Utah, and offers a wide array of undergraduate programs and several graduate programs. Established in 1911 and built on the site of the first pioneer encampment in St. George, DSU is an open enrollment institution that believes in educational access for all students. Accredited by the Northwest Commission on Colleges and Universities, DSU strives to enrich its community and the lives of its students by promoting a culture of learning, values, and community.

### ENROLLMENT

DSU reported a total enrollment of 12,043 students in Fall 2020. Figure 2 summarizes historic and current enrollment at DSU.

Figure 2

Student Enrollment (2015-2020) Dixie State University						
	2015	2016	2017	2018	2019	2020
Fall Head Count	8,464	8,991	9,707	9,986	11,193	12,043
Annual Growth	-	6.2%	8.0%	2.9%	12.1%	7.6%

Source: Utah Board of Higher Education, Johnson Consulting

Figure 3 provides enrollment projections for DSU, as provided by the Utah Board of Higher Education, indicating an average growth rate of 4.4 percent per annum between 2020 and 2028.

Figure 3

Projected Student Enrollment (2021-2028) Dixie State University									
	2021	2022	2023	2024	2025	2026	2027	2028	Av. Annual Growth
Projected Student Head Count	12,141	12,794	13,215	13,665	14,096	14,520	14,890	15,340	
Annual Growth	5.4%	5.4%	3.3%	3.4%	3.2%	3.0%	2.6%	3.0%	4.4%

Source: Utah Board of Higher Education, Johnson Consulting

### RELEVANT PROGRAMS

Currently, DSU offers undergraduate programs and more than 50 highly sought-after baccalaureate programs and four master’s programs. The DSU O.C. Tanner Amphitheater supports, and should continue to support, DSU’s College of the Arts, and particularly art production programs, as well as DSU’s Geoscience and Natural Sciences, including biology and environmental programs, which utilize the existing conference space as a base camp for fieldwork.



Of critical importance to the desired enhancements to the DSU Springdale Property is the launch of DSU’s hotel/ resort/ hospitality management program. The intent is to create a high quality and high-profile master’s degree program that prepares graduates to work in 4- and 5-star hotel properties and resorts, nationally and internationally. DSU has indicated an initial enrollment of 20-25 students per cohort, and 1-2 cohorts per year.

A new hotel and conference center on the DSU Springdale Property would serve as an anchor for DSU’s hotel/ resort/ hospitality management program by providing opportunities for students to participate in active learning and gain hands-on training and experience. It will also support growing participation in recreation and destination management fields and will contribute to the area’s workforce development by providing a reliable pipeline of well-trained employees to the robust tourism economy of Springdale. Consideration should also be given to accommodating students to provide immersive work/ study opportunities.

## MARKET OVERVIEW

Situated at the gateway to Zion National Park, in southwest Utah, Springdale is a tourism-oriented community. Figure 4 provides a snapshot of current and projected demographic indicators for Springdale and Washington County, highlighting a small permanent population base in Springdale that is older than the national average, with lower median household incomes. Washington County’s population is significantly larger, with a younger population and higher median household incomes than the national average. Between 2020 and 2025, both Springdale and Washington Country are projected to achieve robust population growth (albeit from a small base in Springdale).

Figure 4

SPRINGDALE & WASHINGTON COUNTY, UT

POPULATION

SPRINGDALE

625 703 +2.4% p.a.

WASHINGTON COUNTY

187,534 214,836 +2.8% p.a.  
2020 2025 STATE +1.8% p.a.  
U.S. +0.7% p.a.

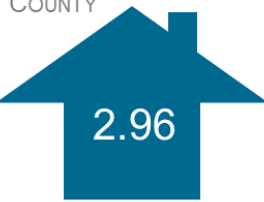
AVERAGE HOUSEHOLD SIZE

SPRINGDALE



2020

WASHINGTON COUNTY



STATE 3.13  
U.S. 2.58

MEDIAN AGE

SPRINGDALE



2020

WASHINGTON COUNTY



STATE 30.9  
U.S. 38.5

UNEMPLOYMENT RATE\*

COUNTY 3.0%  
STATE 2.6%  
U.S. 3.7%

2019  
ANNUAL AVERAGE

MAJOR INDUSTRIES

ACCOMMODATION & FOOD SERVICES  
ARTS, ENTERTAINMENT & RECREATION

MEDIAN HOUSEHOLD INCOME

SPRINGDALE

\$54,512

\$60,397

+2.1% p.a.

WASHINGTON COUNTY

\$57,538

\$61,893

2020

2025

+1.5% p.a.

STATE \$73,015  
U.S. \$62,203

STATE +1.4% p.a.  
U.S. +1.6% p.a.

ENTERTAINMENT SPEND

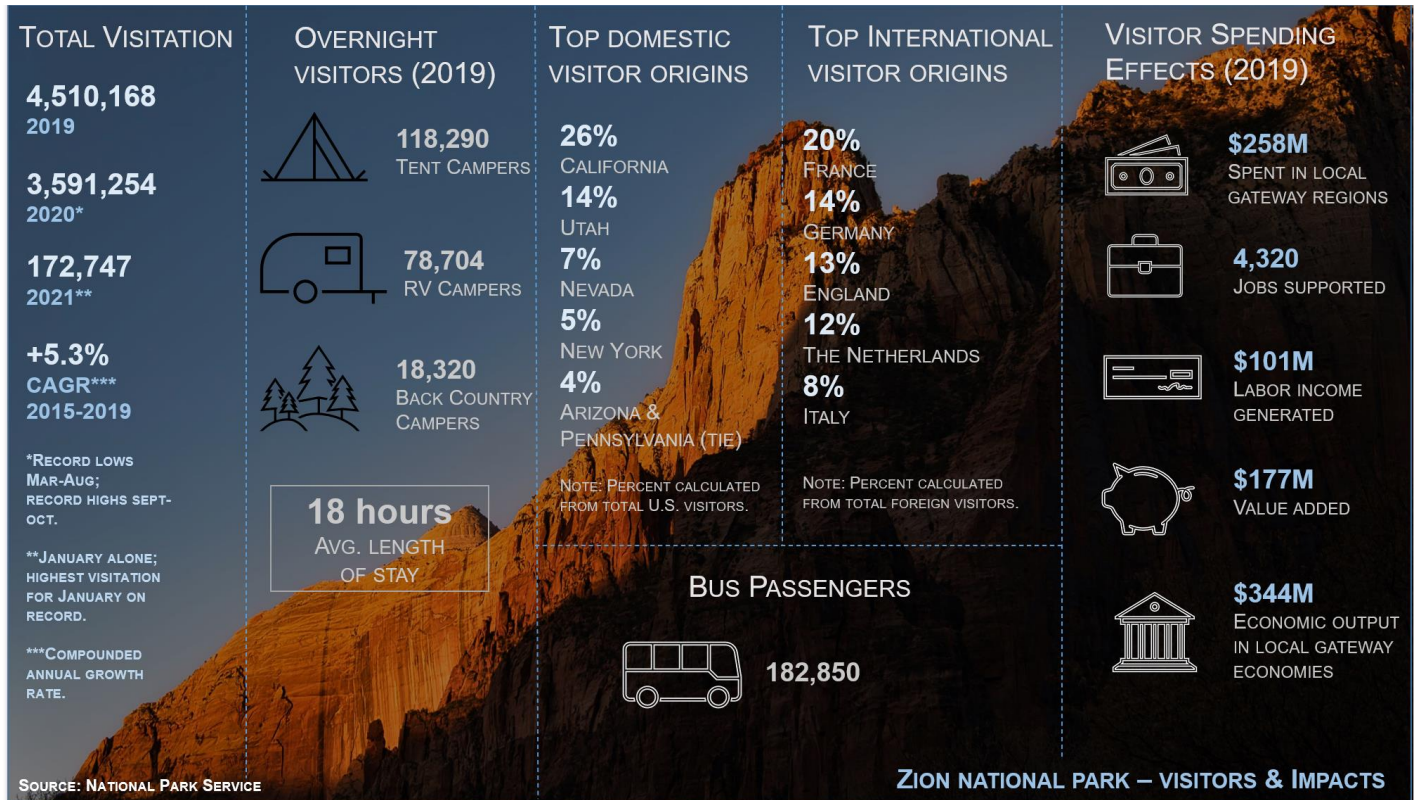
TICKETS TO THEATER/CONCERTS: \$63.56 PP (INDEX\*\* 79)  
TICKETS TO PARKS/MUSEUMS: \$27.44 (INDEX 83)

\* Unemployment data is only available for the 50 largest cities in the U.S.  
\*\* Spending Potential Index: U.S. Average = 100  
Source: ESRI Bao, BLS, Johnson Consulting

MARKET ATTRIBUTES

Zion National Park attracts approximately 4.5 million visitors annually, ranking it the 4th most visited National Park in the U.S. Figure 5 provides a snapshot of Zion National Park's recent visitation trends and visitor characteristics.

Figure 5



Although visitation peaks in Spring through Fall, Zion National Park and the local gateway regions in southwest Utah, including Springdale, benefit from the warmest weather in the region. This draws visitors year-round to recreation offerings in Zion National Park and numerous other parks and monuments throughout the western Colorado Plateau and desert southwest, as well as to Springdale’s galleries and other cultural amenities and attractions.

## MARKET ANALYSIS

The following analysis considers market fundamentals for land uses that are envisioned for the project site – 1). Amphitheater; 2). Hotel; and 3). Meeting/ Conference Space. The analysis is based upon the most current sources of published data available at the time of this study (primarily STR, which is an independent hotel research firm whose statistics are widely used within the industry, and Pollstar, which is an international entertainment event and venue research firm, and supported by published sources of information from government and non-profit organizations in the Springdale area). The analysis is supplemented by a variety of case studies that are included as an Appendix to this report.

In order to gauge likely future conditions in the marketplace, it is important to consider the current position in the business cycle and the broader outlook for the economy. Of the 4 stages of the business cycle – 1) Recession; 2)



Trough; 3) Expansion; and 4) Peak – the Federal Reserve indicated that the U.S. economy started 2020 in the expansion stage but the pandemic caused a major economic disruption. Following a sudden decline in March and April, economic activity gained momentum and while the outlook remains uncertain, there are positive signs of recovery, albeit along an elongated curve – most likely a “U” shape meaning that the Trough stage of the business cycle is projected to be elongated.

## 1. AMPHITHEATER

**INVENTORY:** The DSU O.C. Tanner Amphitheater is the only Amphitheater located in the Springdale market. It is extraordinarily located, but is in generally poor physical condition and is limited in its back of house and technical functionality. The broader market area is served by the Tuacahn Amphitheatre/ Center for the Arts, which is located in Ivins, approximately 49.7 miles to the west of the project site. Figure 6 provides a summary of these 2 facilities (refer to Appendix for additional detail regarding the Tuacahn Amphitheatre/ Center for the Arts).

Figure 6


Amphitheater Inventory Springdale, UT Local Market Area* (2020)					
Venue	Market/ Location	Distance from Subject Site (Miles)	Venue Type	Total Space (SF)	Max. Capacity of Largest Space (Persons)
DSU O.C. Tanner Amphitheater	Springdale	0.0	Amphitheater	n/a	2,000
Tuacahn Amphitheatre/ Center for the Arts	Ivins	49.7	Amphitheater	n/a	2,197

\* Existing inventory within 100-mile radius of subject site.

Source: Pollstar, Greater Zion CTO, Relevant Facilities, Johnson Consulting

**PERFORMANCE METRICS:** In 2018, reflecting the most comprehensive annual data available, the DSU O.C. Tanner Amphitheater hosted 7 events and reported 4,795 ticket sales, equating to an average of 685 sales per event. During the same period, gross revenues totaled \$63,415, equating to an average revenue of \$13.23 per ticket. Figure 7 summarizes key performance metrics for the DSU O.C. Tanner Amphitheater for 2017 and 2018.

Figure 7

Key Performance Metrics (2017-2018) DSU O.C. Tanner Amphitheater							
	Events		Ticket Sales	Average Ticket Sales per Event	Gross Revenue	Revenue per Ticket Sale	
	2017	10	Sanctuary (3), Hippiestock, Roots Fest, Country Jam, Rockfest, Zion Matrix, Roots Revival	2,916	292	\$30,755	\$10.55
	2018	7	Country Jam, Rock Fest, Collin Raye, Zion Matrix, Zion Canyon Music Fest, Nathan Pacheco w/The Lyceum Orchestra, Utah Symphony	4,795	685	\$63,415	\$13.23

Source: DSU, Johnson Consulting

**ASSESSMENT OF MARKET POTENTIAL:** The DSU O.C. Tanner Amphitheater’s unique locational attributes and stunning natural backdrop position it to be a highly attractive outdoor entertainment venue. Increased programming can be supported through physical and operational improvements, particularly as they relate to acoustics, equipment, management oversight and marketing, along with supporting infrastructure that will create a one-of-a-kind destination for artists, performers and visitors alike. The limited inventory of amphitheaters and outdoor performance venues in the local market, coupled with a propensity for local residents to spend money on theater and concert activities (albeit at a lower rate than the national average, which may reflect a lack of offerings in the immediate market), indicates that the DSU O.C. Tanner Amphitheater can enhance the competitive landscape, rather than cannibalize existing demand, by fostering University and local talent, including DSU’s College of the Arts, and attracting regional and national touring artists and acts across a wide variety of musical and performance genres.

The potential for additional programming at the DSU O.C. Tanner Amphitheater is further improved by its relatively close proximity to Las Vegas and the touring acts that transit between Las Vegas and Salt Lake City. There is also an opportunity to create a unique, destination-specific event(s) that showcases the many stories of Zion National Park and indigenous populations, thereby providing regional residents and visitors with supplemental weekday and nighttime activities. Enhanced program offerings at the DSU O.C. Tanner Amphitheater will support the local economy by growing demand for area restaurants, hotels and other businesses.

## 2. HOTEL MARKET TRENDS

**INVENTORY:** Data from STR indicates that there are 32 hotel properties located within a 20-mile radius of the DSU Springdale Property, totaling 2,074 guest rooms. As shown in Figure 8, the largest hotel in the market is the 132-room La Quinta Inn & Suites at Zion Park Springdale, with the vast majority of hotel properties having less than 100 guest rooms. Only 7 properties offer meeting or event space, none of which is significant in size.



Figure 8

Hotel Inventory Springdale, UT Local Market Area** (2020)											
Hotel	Distance from Subject Site (Miles)	Chain Scale*	Year Opened	Guest Rooms	Meeting Space (SF)	Hotel	Distance from Subject Site (Miles)	Chain Scale*	Year Opened	Guest Rooms	Meeting Space (SF)
Flanigan's Inn & Spa	0.6	Independent	1979	34	-	Majestic View Lodge	2.2	Independent	2004	70	-
Curio Collection by Hilton Cliffrose Springdale	0.6	Upper Upscale	1988	49	1,500	Zion National Park Lodge	4.4	Independent	1925	122	-
Quality Inn Springdale @ Zion Park	0.7	Midscale	2003	42	-	Fairfield Inn & Suites Virgin Zion National Park	9.4	Upper Midscale	2019	100	3,020
La Quinta Inn & Suites @ Zion Park Springdale	0.7	Upper Midscale	2012	132	-	La Quinta Inn & Suites La Verkin Gateway To Zion	14.7	Upper Midscale	2017	94	750
Best Western Plus Zion Canyon Inn & Suites	0.7	Upper Midscale	2018	76	-	Best Western Plus Zion West Hotel	14.8	Upper Midscale	2014	69	-
Cable Mountain Lodge	0.7	Independent	2008	78	800	The Dwellings	15.1	Independent	-	14	-
Zion Pioneer Lodge	0.7	Independent	1953	43	-	Econo Lodge Hurricane Zion Park Area	16.1	Economy	1974	63	-
Desert Pearl Inn	0.8	Independent	1998	73	-	Rodeway Inn Hurricane	16.4	Economy	1988	52	-
Terrace Brook Lodge	0.8	Independent	1953	26	-	Super 8 Hurricane Zion National Park Area	16.5	Economy	1994	52	-
Bumbleberry Inn	0.8	Independent	1972	48	-	Wingate by Wyndham Hurricane Near Zion	16.6	Midscale	2017	84	-
Zion Park Motel	0.9	Independent	1984	21	-	My Place Hotel Hurricane	17.0	Upper Midscale	2019	46	-
Holiday Inn Express Springdale Zion National	1.0	Upper Midscale	1996	117	1,600	Best Western East Zion Thunderbird Lodge	17.8	Midscale	1969	61	-
Hampton by Hilton Inn & Suites Springdale/ Zion	1.0	Upper Midscale	2013	90	1,512	Golden Hills Motel	17.9	Independent	1960	30	-
SpringHill Suites Springdale Zion National	1.2	Upscale	2017	114	3,700	Sleep Inn & Suites Hurricane Zion Park Area	18.0	Midscale	2018	91	-
Quality Inn & Suites Montclair Springdale	1.4	Midscale	2005	35	-	Days Inn Hurricane Zion National Park Area	18.5	Economy	1996	40	-
Driftwood Lodge	1.4	Independent	1954	55	-	Comfort Inn & Suites Zion Park Area Hurricane	18.6	Upper Midscale	2019	53	-
<b>Total</b>										<b>2,074</b>	<b>12,882</b>

\* Chain scale defined by Smith Travel Research (STR) whereby 1) Upscale are typically full-service hotel properties with a variety of onsite amenities, such as restaurants, meeting spaces, exercise rooms or spas; 2) Upper Midscale, Midscale and Economy are typically limited-service properties that offer limited facilities and amenities, typically without a full-service restaurant; 3) Independent are properties that are not affiliated with a chain and are independently operated.

\*\* Existing inventory within 20-mile radius of subject site.

Source: STR, Mpoint, Johnson Consulting

Figure 9 provides a breakdown of the guest room inventory by chain scale, highlighting a preponderance of Upper Midscale and Independent supply, accounting for 37 percent and 30 percent of guest room inventory, respectively.

Figure 9

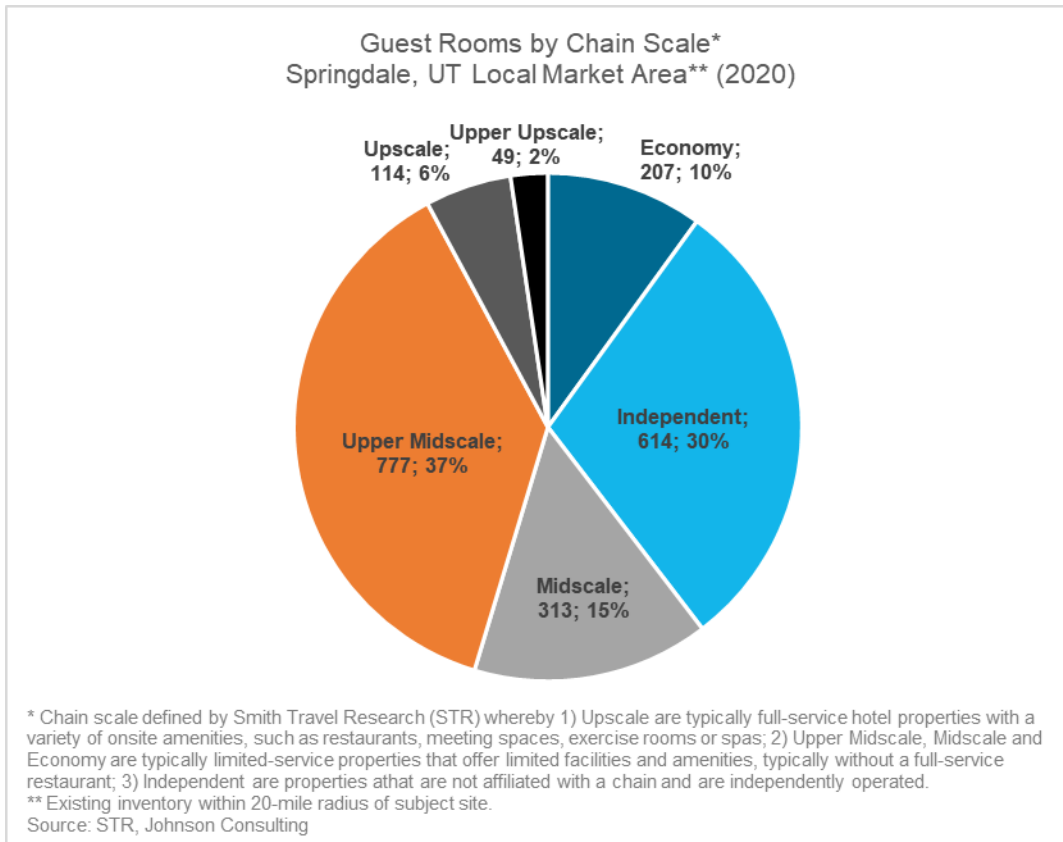


Figure 10 summarizes planned hotel properties within the broader market area, indicating that there are 4 proposed hotel properties, totaling 289 guest rooms. All planned properties are either Midscale or Upper Midscale and all are located more than 20 miles from the subject property.



Figure 10

**Proposed Hotel Inventory - Springdale, UT Local Market Area\*\* (2020)**

Hotel	Address	Distance from Subject Site (Miles)	Chain Scale*	Planned Opening***	Guest Rooms
Holiday Inn La Verkin	23 E 450 N	20.5	Upper Midscale	2021	100
MainStay Suites La Verkin	360 N Main St	20.6	Midscale	2021	35
Wyndham Garden Hotel La Verkin	385 N State St	20.7	Upper Midscale	2021	110
Sleep Inn La Verkin	310 N State St	20.8	Midscale	2021	44
<b>Total</b>					<b>289</b>

\* Chain scale defined by Smith Travel Research (STR) whereby 1) Upscale are typically full-service hotel properties with a variety of onsite amenities, such as restaurants, meeting spaces, exercise rooms or spas; 2) Upper Midscale, Midscale and Economy are typically limited-service properties that offer limited facilities and amenities, typically without a full-service restaurant; 3) Independent are properties that are not affiliated with a chain and are independently operated.

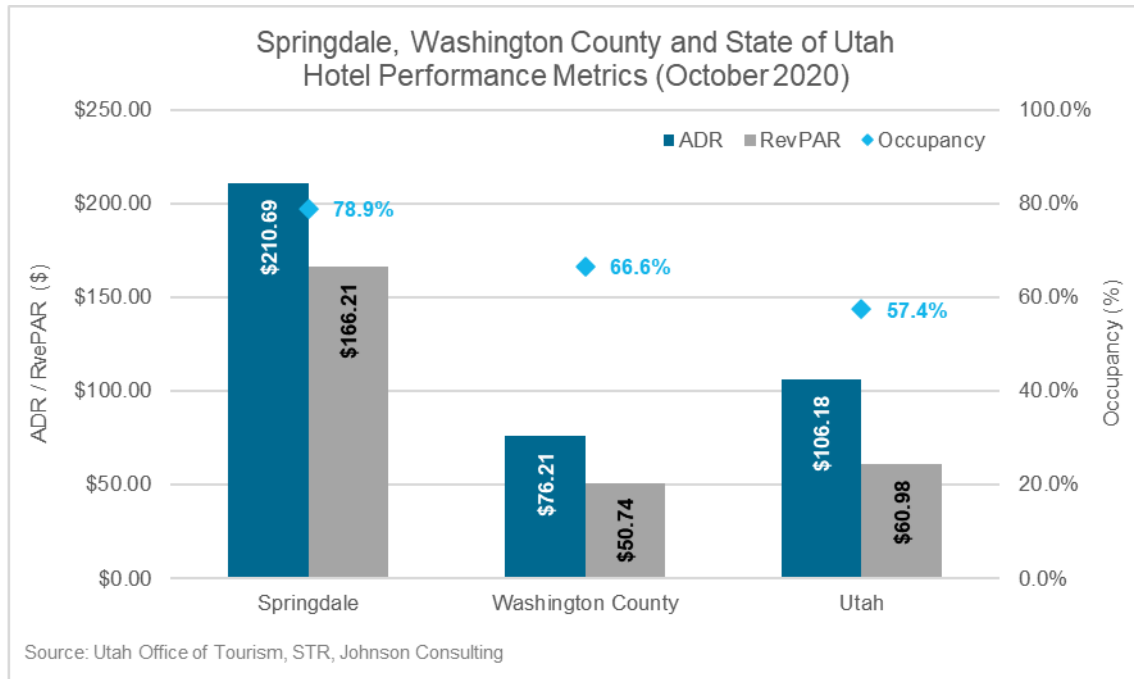
\*\* Proposed inventory within approx. 20-mile radius of subject site.

\*\*\* Data from CoStar which may not reflect impact of current pandemic.

Source: CoStar, Mpoint, Johnson Consulting

**PERFORMANCE METRICS:** Figure 11 summarizes key indicators for the Springdale, Washington County and Utah hotel markets for the month of October 2020, as published by the Utah Office of Tourism. As shown, Springdale reported an occupancy of 78.9 percent, an Average Daily Rate (ADR) of \$210.69 and a Revenue per Available Room of \$166.21, outperforming both Washington County and Utah.

Figure 11



Year-to-date (YTD) data for Springdale indicates total Transient Room Tax (Tax) collections of \$323,700, down from \$571,000 in 2019, reflecting partial year data as well as the impact of the current pandemic on travel and tourism. Between 2015 and 2019, Springdale reported robust growth in TRT collections at an average annual rate of 10 percent, as shown in Figure 12.

Figure 12

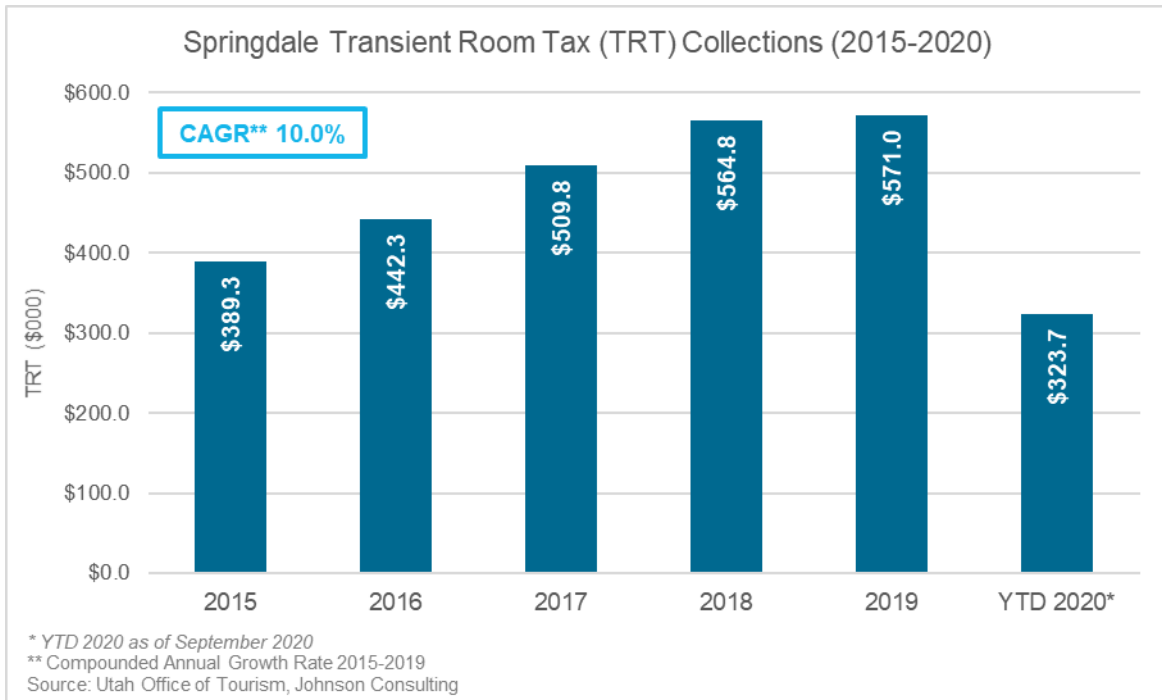
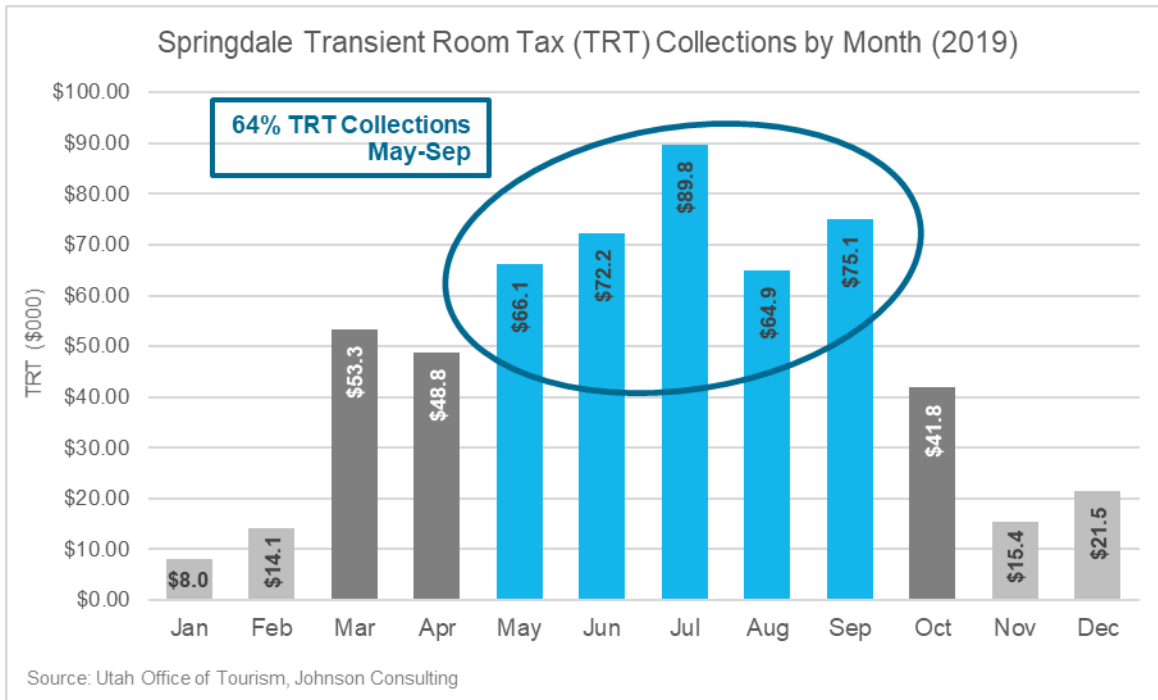


Figure 13 provides a breakdown of TRT collections by month, as an indicator of seasonality of demand. As shown, 2019 data for Springdale indicates that TRT collections peaked in July, and total collections between May and September accounted for 64 percent of annual TRT collections.

Figure 13



**ASSESSMENT OF MARKET POTENTIAL:** The Springdale hotel market is characterized by sound fundamentals. In 2020, the Zion area has generally been a beneficiary of the pandemic, as regional destinations have been a key recreation outlet and nationally, similar markets have experienced the same phenomenon. Analysis of the local hotel market in Springdale reveals a gap in inventory in the Upper and Upper Upscale/ Luxury categories, which are typically full-service hotels characterized by a variety of onsite amenities such as restaurants, meeting space, recreational facilities and spas. These demand and supply factors, coupled with the attractive setting of the DSU Springdale Property, its proximity to Zion National Park and the presence of the DSU O.C. Tanner Amphitheater, indicate market support for a luxury hotel/ resort product. Such a product should be designed to cater to a unique customer, thereby diversifying the market, minimizing competition with existing hotels, and even having the potential to lift room rates and provide compression to other hotels during shoulder and off-peak periods.

### 3. MEETING/ CONFERENCE SPACE

**INVENTORY:** The DSU campus is home to a number of large meeting and event venues that are utilized for a variety of DSU-related activities, including DSU-produced events, and community events, as highlighted in Figure 14. The scope and breadth of facility offerings and programming at on-campus venues presents synergistic opportunities between the campus and the DSU Springdale Property, with respect to both events and the potential to attract overnight visitors.



Figure 14

Large Meeting and Event Venues - DSU Campus (2020)					
Venue	Size (SF)	Max. Capacity (Persons)	Annual Events <sup>1</sup>	Major Event Categories <sup>2</sup>	Major Events <sup>3</sup>
Greater Zion Stadium	27,387	8,515*	1,148	Team Practice (DSU) Athletics	<b>Graduation:</b> Commencement (14 days) <b>Performance:</b> Kony Country 4th of July Celebration (8 days) <b>Community Events on Campus:</b> Huntsman World Senior Games - Opening Ceremonies (1 day)
Human Performance Center	78,180	-	2,174	Student Activity Team Practice (DSU) Class Activity Athletics Community Events on Campus	<b>Community Events on Campus:</b> Water Polo Scrimmage SUWP vs Vegas (1 day); USA Water Polo Practice (2 days); 2020 Utah Valley Aquatics Red Rock Invitational and Time Trials (3 days); Eggbeater Tournament Showcase (12 days) <b>Student Activity:</b> WednesD: Black Light Exercise Night (1 day); WednesD: Casino Night (1 day); WednesD: Club Night (1 day) <b>Banquet:</b> Fire & Ice Gala (6 days) <b>Athletic:</b> DSU Swim Invitational Meet (1 day); Women's WAC Championship Swim Meet (5 days)
Burns Arena	8,621 (+23,149 SF Seating)	5,061	264	Team Practice (DSU)	<b>Workshops/ Conferences/ Seminars:</b> DSU FIRST Lego League Qualifier Tournament (1 day); Jehovah's Witnesses Convention (14 days); KINnect U2 (1 day) <b>Banquet:</b> Fire & Ice Gala (1 day) <b>Community Events on Campus:</b> Dixie Power Kite Festival (4 days); Huntsman World Senior Games - Concert & Celebration (1 day) <b>Performance:</b> Kony Country 4th of July Celebration (2 days) <b>Lecture/ Presentation:</b> State of the University Address (1 day) <b>Student Activity:</b> Devotional with Elder Renlund (1 day)
Avenna (Cox Building) Center	11,755	1,189	118	Concerts Performance/ Productions/ Rehearsal Time	<b>Lecture/ Presentation:</b> State of the University Address (1 day) <b>Concerts:</b> Southwest Symphony; Halloween Spooktacular Concert (2 days); Trailblazer Nation Tree Lighting Celebration Concert/ Nashville Tribute Band (1 day) <b>Performance:</b> The Forgotten Carols (2 days)
Eccles	Concert Hall: 2,805 Mainstage: 4,379	Concert Hall: 328 Mainstage: 500	116	Performance/ Productions/ Rehearsal Time Workshops/ Conferences/ Seminars Class Activity	<b>Workshops/ Conferences/ Seminars:</b> American String Teachers Association Midwinter Workshop 2019 (3 days); 3rd Annual Conference on the Arts and Healing (1 day) <b>Concerts:</b> American String Teachers Association Midwinter Workshop 2019 Final Concert (1 day); Hope of the World, A Dance Nativity Concert (2+ days); Fire & Ice Auction Concert (2 days) <b>Performance:</b> Red Rock Dance Festival (7 days) <b>Film Showing:</b> DOCUTAH (5 days)

1. 2019 except for Human Performance Center, which opened in 2019; Data for Human Performance Center reflects actual events and event bookings from Nov 2019-Oct 2020.  
 2. As defined and recorded by DSU  
 3. 2019-2021 as identified by DSU  
 Source: DSU, Johnson Consulting

In addition to the venues on the DSU campus, Figure 15 provides a summary of other non-hotel meeting and event venues within the Springdale market area, indicating 19 facilities of which the majority are located more than 20 miles from the DSU Springdale Property. The largest venue in the market area is the Dixie Center in St. George, comprising 78,343 of meeting and event space.

Figure 15

Meeting and Event Venue Inventory Springdale, UT Market Area* (2020)					
Venue	Market/ Location	Distance from Subject Site (Miles)	Venue Type	Total Space (SF)	Max. Capacity of Largest Space (Persons)
Bit & Spur	Springdale	1.8	Club/ Theater	n/a	175
Zion Red Rock Oasis	Rockville	7.4	Event Venue	14,000	120
Shangri-La Event Center	Toquerville	22.5	Event Venue	n/a	150
The Springs	Toquerville	24.3	Event Venue	2,600	300
Lazalu	Virgin	24.6	Event Venue	1,600	100
Washington County Legacy Park	Hurricane	30.8	Fairgrounds/ Event Venue	19,040	1,340
Sand Hollow Resort	Hurricane	33.3	Event Venue	7,200	120
Dixie Academy	St. George	39.4	Event Venue	2,680	408
Staheli Family Farm	Washington	39.9	Event Venue	1,800	300
Electric Theater	St. George	41.5	Theater	303	303
Seegmiller Barn	St. George	42.3	Event Venue	n/a	134
Dixie Center	St. George	43.6	Convention Center	78,343	6,785
Entrada Country Club	St. George	46.7	Event Venue	3,200	200
Silver Reef Brewery	St. George	48.4	Event Venue	n/a	n/a
The Ledges	St. George	49.5	Event Venue	n/a	300
Heritage Theater	Cedar City	58.6	Auditorium/ Theater	n/a	998
America First Events Center	Cedar City	58.9	Arena	n/a	5,300
Tuacahn Amphitheatre/ Center for the Arts	Ivins	49.7	Amphitheater	n/a	2,197
Homestead Ranch Resort	Central	66.5	Event Venue	1,500	200
<b>Total/ Max. Capacity</b>				<b>132,266</b>	<b>6,785</b>

\* Existing inventory within 70-mile radius of subject site and reflecting Greater Zion CTO's identified inventory of facilities.

Source: Pollstar, Greater Zion CTO, Relevant Facilities, Johnson Consulting

**PERFORMANCE METRICS:** Data from the Greater Zion Convention and Tourism Office (CTO) indicates that in 2019 a total of 259 meetings and conventions were held in Washington County. These events attracted a total of 311,000 attendees and generating an estimated economic impact of \$70.4 million. CTO reported data is shown in Figure 16. It is noted that the CTO does not maintain data on events held at individual hotels, and this volume of event activity is significant within the County.



**Figure 16**

<b>Meetings and Conventions - Key Metrics Washington County, UT (2019)</b>			
<b>Venue</b>	<b>Events</b>	<b>Visitors</b>	<b>Impact (\$M)</b>
Dixie Center	71	123,000	\$60.0
Other Event Facilities	188	188,000	\$10.4
<b>Total</b>	<b>259</b>	<b>311,000</b>	<b>\$70.4</b>

Source: Greater Zion CTO, Johnson Consulting

**ASSESSMENT OF MARKET POTENTIAL:** There are a number of hotel and non-hotel meeting spaces in the broader market area, but a very limited inventory in Springdale itself. Dedicated indoor meeting space that supplements the outdoor Amphitheater will add to the overall demand potential of the venue itself and should be contemplated as part of the onsite hotel at the DSU Springdale Property, especially since it is associated with DSU and its educational mission.

### ASSESSMENT OF MARKET OPPORTUNITY

It is envisioned that the enhancement of the DSU Springdale Property will contribute to economic development in the local area and attract new tourists to the region that have a higher spending propensity and longer length-of-stay tendencies relative to the current tourist profile. The preceding market analysis indicates support for a variety of land uses on the DSU Springdale Property, as summarized in Figure 17.



Figure 17

Assessment of Market Opportunity DSU Springdale Property			
Program Element	Demand Considerations	Supply Considerations	Market Supportable
Amphitheater	Existing proven demand; Propensity of local residents to spend on theater/ concerts; Potential to accommodate greater number of DSU, local, regional and national touring acts attracted to the unique venue.	Limited inventory of amphitheaters and outdoor event venues in market area.	✓
Hotel	Sound fundamentals in Springdale hotel market; Proximity to Zion National Park and onsite Amphitheater are significant demand generators.	Substantial inventory reflecting tourism-oriented economy; Lack of Upscale and Upper Upscale properties.	✓
Meeting/ Conference Space	Indoor event space will supplement outdoor space and be an attractive attribute of the project site and specifically the hotel.	Limited supply in Springdale.	✓

Source: Johnson Consulting

Included as an Appendix to this report are case studies that highlight the vision for various program elements on the DSU Springdale Property.



## ABOUT THE AUTHORS

Johnson Consulting, Inc. is a corporation founded in 1996 in Chicago, IL. Since inception 24 years ago, Johnson Consulting has conducted hundreds of engagements in the U.S. and abroad, including university, campus-edge and community development projects that include commercial, residential, retail, hotel and event and entertainment uses. Our professionals have worked in university real estate planning for over 30 years. The majority of our work is focused on market analysis, financial analysis, development consulting, operational reviews, economic and fiscal impact analyses, and developer solicitation.

The breadth and depth of Johnson Consulting’s experience and our unique qualifications include:

- Experience in over 200 campus communities on similar engagements that have resulted in facilities that are supportive of strategic objectives and achieve the desired “return on vision”.
- Extensive hotel, amphitheater and meeting and event facility work that encompasses market assessment, programming, demand and financial projections, economic and fiscal impact analysis, implementation strategies, and developer solicitation.
- Proven collaborative processes that utilize market data with precise analytics to empower our clients to confidently make the most informed decisions.
- Reputation among investors, underwriters, and developers as a trusted and objective feasibility advisor. Our market studies are frequently included in public-private partnership solicitations and utilized for underwriting.

## TUACAHN CENTER FOR THE ARTS IVINS, UT

**OVERVIEW:** Located in Padre Canyon, adjacent to Snow Canyon State Park, the Tuacahn Center for the Arts initially opened in 1995 upon completion of the 1,920-seat open-air Tuacahn Amphitheatre. Tuacahn High School for the Performing Arts was added to the Center’s campus in 1999 and includes the 328-seat Hafen Theatre, which is also utilized for professional productions. Additional amenities and facilities include the Tuacahn Arts Center, which opened in 2016, a black box theater, a small open-air stage, and an outdoor events plaza.

**MANAGEMENT/ OPERATION:** The Tuacahn Center of the Arts is a 501(c)3 non-profit organization, governed by a 13-member Board of Directors. The mission “edifies and inspires the human spirit through professional world class family entertainment and an unparalleled artistic and academic experience that matches the majesty of our canyon”. Day-to-day operations are overseen by a staff of 24 employees.

**DESIGN:** The amphitheater, which is surrounded by 1,500’ red rock cliffs, has an 80’ (w) x 40’ (d) stage. The 328-seat Hafen Theatre is an indoor proscenium arch theatrical facility.

**DEMAND:** Since 1995, the Tuacahn Center for the Arts has produced more than 60 major musical theater productions and hosted 200 concerts. The Center attracted 220,000 visitors in 2019, up from 210,000 visitors in 2018. In addition to performances, the Tuacahn Saturday Market runs year-round and features a variety of local arts, craft and food vendors, along with free entertainment.



### Tuacahn Center for the Arts - Ivins, UT Capacity and Rental Rates (2020)

Venue	Max. Capacity (Persons)	Rent (per Day)
Tuacahn Amphitheatre	1,920	\$2,750 (daytime); \$4,750 (nighttime)
Dance Studio	300	\$660
Hafen Theatre	328	\$825
The Black Box	145	\$415
Outdoor Plaza	n/a	\$295
Tuacahn Plaza Stage	n/a	\$275
George S. & Dolores Dore Eccles Creative Center	Opened September 2020; Includes conference room that will be available for rent (prices yet to be published)	

Source: Tuacahn Center for the Arts, Johnson Consulting

**FINANCIALS:** In FY18, the Tuacahn Center for the Arts reported total revenues of \$17.9M, the preponderance of which were attribute to Program Services (\$12.5M), along with \$4.1M in Contributions and Grants. During the same year, the Center reported expenses of \$18.2M, resulting in a net operating loss of (\$284,500). This is in contrast to the net operating profit of \$255,470 reported in FY17.

**IMPACT:** Although the Center is somewhat removed from nearby population bases, it has evolved to become a very attractive community asset. The annual economic impact of events and activities occurring at the Tuacahn Center for the Arts was \$99 million in 2019, up from \$73 million in 2018, with Management estimating that 80 percent of visitors originate from out of town..

**FUNDING:** The Center received \$125,000 annually in Recreation, Park and Parks (RAP) tax revenues (for 10 years from FY15) and \$200,000 annually in Transient Room Tax (TRT) (for 20 years from FY15) from Washington County. In addition to supporting ongoing operations, this funding was used as part of the capital stack for a \$9.5M renovation completed in 2016. The main additional was the Tuacahn Arts Center, which houses the dance studio, gift store, restaurant and classroom space for the High School. Additional funding for the renovations and improvements included \$2M in private donations and a \$500,000 grant from the State’s Tourism Office.

## FOGO ISLAND INN NEWFOUNDLAND AND LABRADOR, CANADA

**OVERVIEW:** Located on the northern coast of Fogo Island, off the coast of Newfoundland, the Fogo Island Inn is a modern, luxury hotel nestled into the rugged landscape. The Inn, which opened in 2013, was developed by Shorefast, a Canadian charitable organization with the mandate to promote cultural and economic resiliency on Fogo Island, a former hub for the cod fishing industry. In addition to its 29 unique suites, the Inn includes several amenities: an award-winning restaurant, an art gallery, a 37-seat cinema, library, meeting room, reading room, gym, and rooftop saunas.

**MANAGEMENT/ OPERATION:** The Fogo Island Inn is owned and operated by Shorefast and is a social business – 100% of operating surpluses are reinvested in the community. The Inn has a number of unique experiences, including a one-of-a-kind Community Host Program, which matches a community resident with a guest from the Inn. Hosts guide guests through a personalized set of activities to enrich their stay and immerse themselves in Fogo Island culture.

**DESIGN:** The 43,000-square foot Inn was designed by Todd Saunders, a local architect, with energy efficiency and environmental impact in mind. The building's rugged design elements and wooden stilts are reminiscent of traditional Newfoundland architecture. Furniture and décor are all handmade, and largely sourced from local Fogo Island artists and craftspeople employed in the Woodshop on Fogo Island, another one of Shorefast's social enterprises.



**PRICING:** As of November 2020, a stay at the Fogo Island Inn for two guests ranges from \$1,520 to \$2,980. This cost includes all daily meals, as well as programming, including an “orientation” tour around the island with a Community Host.

**IMPACT:** As a social enterprise engineered by Shorefast's CEO and Inn manager Zita Cobb, the Fogo Island Inn has generated significant impacts for the local and regional economy. All profits from the Fogo Island Inn are reinvested in the community through Shorefast and subsidize the organization's other community endeavors – the Woodshop on Fogo Island and Fogo Island Fish. All of Shorefast's programs are intended to encourage economic development and resiliency on Fogo Island.

**FUNDING:** The \$41 million Fogo Island Inn was funded in large part by Zita Cobb. The Inn also received grants from provincial and federal government entities.

## OGLEBAY RESORT AND CONFERENCE CENTER WHEELING, WV

**OVERVIEW:** Located in Oglebay Park in Wheeling, West Virginia, Oglebay Resort and Conference Center offers year-round recreational activities and overnight accommodations. Recreational amenities include: golf courses, tennis courts, an outdoor pool, a zoo, 2 museums, a spa, gardens, a horse stable, a nature center, a ski slope, and walking trails. Overnight accommodations include the 270-room historic Wilson Lodge, 3 chalets, and 52 cottages, supplemented by several full-service restaurants, and many spaces for large events including the formal gardens.

**MANAGEMENT/ OPERATION:** The Oglebay Resort and Conference Center is privately owned and managed in partnership with the Wheeling Park Commission and the Oglebay Foundation, a non-profit organization devoted to raising funds for the maintenance and development of Oglebay and Wheeling Park. While some recreational amenities are public, others are only available for hotel guests.



### Oglebay Resort and Conference Center Event Spaces (2020)

Venue	Max. Capacity (Persons)
Formal Gardens	150
Anne Kuchinka Amphitheater	1,400
Glessner Auditorium	350
West Spa Patio	-
The Pine Room	350
Caddy Camp	70
Camp Russel	200
Hess Shelter	200
Haller Shelter	200
Levenson Shelter	200
Wagon Shed	100
Driehorst Shelter	80
<b>Total</b>	<b>3,300</b>

Source: Oglebay, Johnson Consulting

**DESIGN:** The Resort and Conference Center is integrated into the 2,000-acre Oglebay Park, and all amenities were designed with recreational activities for families in mind. Many of the structures on the site are historic.

**PRICING:** Accommodation prices at the Oglebay Resort vary widely. As of November 2020, a one-night stay for two people at the Wilson Lodge starts at \$99. Guests have access to hotel amenities, including a sauna and fitness center, as well as all other recreational amenities in the Park.

**IMPACT:** Oglebay Resort has had a significant impact on the regional and local economy. Oglebay and Wheeling Parks provide over \$50 million in direct economic activity to local businesses. In addition to providing economic benefits, these parks and the Oglebay Resort and Conference Center are invaluable spaces for community recreation and serve as ecological centers of the City and region.

**FUNDING:** The land on which the Oglebay Resort and Conference Center is located is public, donated to the City of Wheeling's Park Commission by wealthy resident Earl W. Oglebay in 1926. Since 1926, Oglebay Park has undergone several phases of development. Funding for these projects was historically provided by Depression-era Works Progress Administration grant funds, private donations, and the City's Parks System Trust Fund. Continued improvements to the Park are funded by private donations and foundations set up to aid in Oglebay Park's development.

## AMANGIRI CANYON POINT, UT

**OVERVIEW:** Located on 600 acres in Canyon Point, Utah, with views of the Grand Staircase-Escalante National Monument and Lake Powell, Amangiri is a luxury resort and spa with unparalleled views of the desert landscape. The resort opened in 2009 and offers 34 suites in addition to several other amenities: a high-end restaurant, sauna, pool, spa with Navajo-inspired treatments, and private beach. The resort also offers a number of unique recreational experiences, including daily guided hikes, horseback riding, hot-air balloon rides, and yoga and pilates classes. Adjacent to the main resort is Amangiri's Camp Sarika, a self-contained retreat space with 10 tended pavilions and a lounge, restaurant, and pool area. Camp Sarika is a remote venue for recreation, as well as weddings and business retreats.

**MANAGEMENT/ OPERATION:** Amangiri is owned and operated by Aman Resorts, a luxury international hotel group with 37 hotels in its portfolio. Aman's resorts are typically small (fewer than fifty rooms) and prioritize high-quality and cultural experiences for guests.



**DESIGN:** Amangiri's design is inspired by its rugged, rocky landscape, surrounded by Entrada sandstone that is characteristic of the region. The resort was designed by Adrian Zecha, Marwan Al Sayed, Wendell Burnette, and Rick Joy. Amangiri's design was inspired by traditional Native American architecture and is intended to exist in harmony with the desert landscape and cultural traditions of the area. Furniture and décor are also inspired by Navajo culture.

**PRICE:** The price of a stay at Amangiri ranges widely, but a room for two guests in high season averages \$3,500 per night.

**IMPACT:** Amangiri is extremely remote – it is about a thirty-minute drive from the nearest city and airport. The resort is located near several National Parks and monuments, including Zion National Park and Monument Tribal Park, home to the Navajo Nation, Amangiri attempts to honor the Navajo Nation in its design and sensibility, and partners with the community to offer Navajo-guided tours and other experiences to immerse guests in the cultural traditions of the area.

**FUNDING:** Amangiri was developed by Canyon Equity at a cost of approximately \$125 million. The project was entirely funded using private capital.