

# Bartlesville Conference Center Feasibility Study

June 23, 2022



**hunden**  
**strategic**  
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CONVERGENCE  
DESIGN

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The City of Bartlesville is seeking a potential new conference and events center in Bartlesville, Oklahoma. The City of Bartlesville is home to 37,000 residents and located within an hour drive of Tulsa. The City has commissioned a number of studies and master plans related to the community's economic development efforts and growth, including the Downtown Master Plan: A Community Vision (2004), Downtown Redevelopment District Implementation Plan (2009), Parks & Recreation Development Plan (2009), West Bartlesville Redevelopment Plan (2011), and the Bartlesville Strategic Plan Update Angelou Economics (2013).

At this time, the City's meetings and conference facility needs are served primarily by two venues located in downtown Bartlesville: the Bartlesville Community Center (BCC), owned and operated through a trust authority of the City's, and the privately-owned Hilton Garden Inn (HGI). The BCC, which opened in 1982, is comprised of a 1,700-seat performance hall, a 150-seat Studio Theater, Community Hall, and Gallery that can accommodate lectures, seminars and business meetings, weddings and receptions, and fundraising and social events. The Hilton has a large ballroom and four smaller meeting and pre-function areas that total approximately 10,500 square feet of event space capabilities.

Discussions have continued between the City, Visit Bartlesville, and the BCC staff who have identified a lack of conference center facilities that have the ability to attract regional and national events to Bartlesville. The stakeholders have generated a number of possible solutions, which include repurposing the First Christian Church (FCC) as a conference center, expanding meeting space at the Hilton Garden Inn, or building a new facility.

The Hunden Strategic Partners team (HSP), including Convergence Design (CD), has been hired by the City of Bartlesville (City) to complete a market analysis and financial feasibility study for a new conference center (Project) in Bartlesville, Oklahoma. HSP's analysis intends to answer the following key questions:

- What is the existing gap between available conference facilities and the estimated demand for facilities in Bartlesville?
- What does the current local and regional meetings and events market look like?
- What are the market-driven recommendations for the optimal development scenarios?
- What are the key implications for connectivity and synergy between all development pieces (such as existing hotels and other amenities)?

# SWOT Analysis

	STRENGTHS	OPPORTUNITIES
POSITIVE	<ul style="list-style-type: none"><li>▪ Market with destination appeal</li><li>▪ Potential synergies with walkable venues and attractions</li><li>▪ Existing BCC staff as support for a new facility</li><li>▪ Unaccommodated demand for some event types and sizes</li></ul>	<ul style="list-style-type: none"><li>▪ New destination for association meeting business</li><li>▪ Multiple simultaneous events</li><li>▪ Creation of a unique historic downtown venue</li><li>▪ Growth in regional bookings</li></ul>
NEGATIVE	<ul style="list-style-type: none"><li>▪ Size of existing spaces and lack of breakout rooms</li><li>▪ Lack of exhibit and large ballroom space</li><li>▪ Location constraints for a larger facility and / or future expansion</li></ul>	<ul style="list-style-type: none"><li>▪ Insufficient funding for the Project</li><li>▪ Lack of public support for alternative sites</li><li>▪ Status quo</li></ul>

The following headlines highlight HSP's key findings from our market and demand analysis of the proposed Project:

## Need for Meeting Space

There is demand in Bartlesville for expanded meetings and events spaces due to the lack of supply in the market. Many groups are unable to be accommodated by what is available in the market, with the largest single space available at under 7,500 SF. The market also lacks significant smaller meeting spaces for breakout sessions that are connected to these larger event spaces. Additionally, current facilities do not have any true exhibit space. These factors combined limit the type, size, and quality of events that will be drawn to Bartlesville rather than to other regional locations that offer additional available space and flexibility.

## Strong Tourism Market

Bartlesville has a strong tourism draw due to local assets including its Marie Foster Performing Arts Hall, historic Price Tower and adjacent Tower Center at Unity Square, and Woolaroc Museum & Wildlife Preserve. Bartlesville also has established film production appeal that generates additional visitation and demand. Many times, destinations that are strong tourism markets also make great meetings and events markets. It is important that the venue leverage this opportunity by developing any new assets in close vicinity to local attractions and amenities.

## Constraints

Multiple existing assets in Bartlesville have been targeted for potential expansion of the supply of meeting and event spaces in the market. A gifting of the FCC to the City provides an opportunity to synergize with the adjacent BCC, however, this facility presents a number of challenges for adaptive reuse. The downtown HGI site may also limit the ability to develop additional connected meeting spaces. An entirely new development separate from these locations could ease limitations on sizing and formatting of spaces but may lack public support and be cost-prohibitive due to lack of available land downtown.

Additional takeaways from HSP's analysis and interviews with local stakeholders and user groups include:

**Strong Growth Potential.** The local market in Bartlesville is severely lacking significant meeting and event space aside from the BCC and Hilton Garden Inn. The area has the opportunity to capitalize on the unmet supply of meeting and event space with a facility that can accommodate both mid-sized and small events simultaneously.

**Flexibility is Key.** Due to the demand that the market is seeing for various event types, the most ideal space would be able to host a range of events in terms of sizes and types. There is a strong desire from the local market to have an event facility that is able to host multiple larger events at once seamlessly as well as provide a space for smaller events and breakout sessions.

**Walkable Hotels.** A conference facility needs to have substantial hotel rooms available either attached or very close to the event space to even be considered for statewide or national events. Smaller to mid-sized events at the local and regional level may not need as many hotel rooms, however, it is important for the supply to meet event needs as the Hilton Garden Inn often experiences sellouts during larger events.

**Walkable Amenities.** To optimize the success of events, organizers prefer locations that not only have significant walkable hotel rooms, but also restaurants, retail, and entertainment all within walking distance to give visitors more things to do when not actively attending events. An onsite caterer is also an amenity desired by meeting planners and current user groups.

# Overview of the Market Situation & Conclusions

Currently the Bartlesville meetings and events market is controlled by two main facilities, the Bartlesville Community Center (BCC) and Hilton Garden Inn. Both facilities have approximately 10,000 SF of meeting spaces, with a ballroom of 5,000-7,500 SF, and only a few smaller meetings rooms. The Bartlesville market is severely lacking small meeting spaces across all local facilities, and event planners and groups have expressed the need for these in the area.

The BCC often has to turn away business due to constant demand for its single ballroom space (the Community Hall) and is currently not able to provide breakout session spaces for these meetings. With event days exceeding days in the year at the BCC, there is market support for a similarly sized facility to meet unaccommodated demand. Not only would an additional ballroom provide flexibility for Bartlesville to host multiple similarly-sized same-day events, but the smaller meeting rooms allow meeting planners to utilize a single facility for breakout sessions as well as be a new destination for small associations and organizations.

A 10,000 SF ballroom would double the capacity of the BCC, allowing for 600+ seated at rounds, and 1,000-person capacity events reception style. The 7,500 SF ballroom at the Hilton Garden Inn generates significant year-round demand, but its corporate look and feel has been a deterrent for some meeting planners and private events such as weddings and receptions. A larger facility would be able to attract new user groups that currently are unable to be accommodated by current facility offerings in the local market. Groups of these sizes must currently look to other regional facilities in order to host their events. Other facilities in the region limit the sizing available in order to adequately meet the local and regional demand.



Based on our market analysis, HSP recommends a **conference center with 15,000 – 20,000 SF of function space** in downtown Bartlesville. A facility similarly-sized to the BCC and Hilton Garden Inn would fill the gap in current unaccommodated demand but would not attract different types of groups that require larger single-use spaces to the area or create a material enough new impact to the community that would support the cost to develop. A much larger facility, however, may not be supportable given the current market and would require an additional adjacent or nearby hotel development.

Aside from the function space, any new conference center should have additional features in order to make it a successful and competitive venue. Main entrance adjacent or well-lit and art or architecturally driven adjacent pre-function space can be used as both a visual and useful gathering space to attract attendees and meeting planners.

Front and back of house space can take up in excess of 30% of total building space, which should include restrooms, a full commercial kitchen to allow for an on-site caterer needed to execute larger banquets and events, as well as sufficient storage for meeting and event supplies such as tables, chairs, and A/V equipment. Advanced and integrated audio / visual technologies are necessary to allow for the increased production needs of event planners as well as provide the flexibility for hybrid events offering a virtual component for attendees. These amenities are just as important to consider when sizing and designing a new conference facility.

# Recommended Option

A full renovation of the FCC presents the most physical, aesthetic, and technical challenges for redevelopment that would limit the ability to achieve a functional conference center. Therefore, either a partial demolition or new facility on the site is recommended.

The adjacent table outlines the estimated recommended functional square feet for the redevelopment of the First Christian Church site. This represents a partial demolition of the existing church, preserving the sanctuary as a unique smaller meeting and event space. This would allow for some of the original exterior structure to remain as well, maintaining its historical significance.

Though a new facility provides the most flexibility in the size and layout, there would be a loss of a historic building in the downtown area. The following slides present the site concept and estimated costs for the recommended FCC redevelopment.

**FCC Redevelopment Recommendation**

<b>Function</b>	<b>SF</b>
Ballroom (divisible by 4)	10,000
Meeting Rooms (4)	4,000
Existing Sanctuary (add'l meeting room)	3,000
<b>Total Function Space*</b>	<b>17,000</b>

*\*not including pre-function, back of house, circulation, etc.*

Source: HSP

# FCC Partial Demolition / New Construction

The adjacent concept site plan illustrates the partial demolition of the First Christian Church which preserves the existing sanctuary and some of the exterior structure along with proposed new constructed space on the site. Below is the estimated total size of the facility and cost estimates for the redevelopment.

Total Function Space	17,000 SF
Gross Square Feet	34,000 SF
<b>Cost Estimate</b>	
Hard Construction	\$13,600,000
Soft Costs	\$3,400,000
<b>Total Project Cost</b>	<b>\$17,000,000</b>



# Number of Events

The projected number of events for the proposed Bartlesville Conference Center are expected to total approximately 120 events in year one, growing to approximately 170 events by year five.

Banquets and meetings business is expected to generate most of the demand for the conference center, while also bringing in new conference and corporate event business.

Conferences are expected to be multi-day events while banquets and meetings to take up only portions of a single day, resulting in a lower number of total full event days compared to the total number of events.

Bartlesville Conference Center								
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
<b>Events by Type</b>								
Conferences	5	6	7	8	9	9	9	9
Corporate Events	10	11	12	13	14	14	14	14
Banquets	36	42	48	54	60	60	60	60
Meetings and Other	70	74	78	82	84	84	84	84
<b>Total</b>	<b>121</b>	<b>133</b>	<b>145</b>	<b>157</b>	<b>167</b>	<b>167</b>	<b>167</b>	<b>167</b>
<b>Event Days by Type</b>								
Conferences	10	12	14	16	18	18	18	18
Corporate Events	10	11	12	13	14	14	14	14
Banquets	27	32	36	41	45	45	45	45
Meetings and Other	23	25	26	27	28	28	28	28
<b>Total</b>	<b>70</b>	<b>79</b>	<b>88</b>	<b>97</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>

Source: Hunden Strategic Partners

# Financial Projections

Facility rental income, equipment and audiovisual rentals, and catering are the main sources of revenue for a conference center. Equipment and A/V rentals are projected at 20% of facility rentals, and net catering revenues after F&B costs are projected at 35% of gross catering revenues.

The new conference center is expected to utilize existing staff at the Bartlesville Community Center to reduce overall projected operating costs.

Other operating expenses are projected at similar levels to the BCC and conference facilities of this size.

Bartlesville Conference Center								
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
<b>Revenue (000s)</b>								
Rental Income	\$ 64	\$ 75	\$ 85	\$ 96	\$ 107	\$ 118	\$ 144	\$ 176
Equipment Rental & A/V	\$ 13	\$ 15	\$ 17	\$ 19	\$ 21	\$ 24	\$ 29	\$ 35
Net Catering	\$ 175	\$ 203	\$ 233	\$ 264	\$ 295	\$ 326	\$ 397	\$ 484
Passthroughs Premium (Labor, Utilities, etc.)	\$ 5	\$ 5	\$ 6	\$ 7	\$ 8	\$ 8	\$ 10	\$ 12
Advertising & Sponsorship (net)	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 7	\$ 9
Other	\$ 8	\$ 9	\$ 10	\$ 12	\$ 13	\$ 14	\$ 18	\$ 21
<b>Total</b>	<b>\$ 269</b>	<b>\$ 312</b>	<b>\$ 357</b>	<b>\$ 403</b>	<b>\$ 450</b>	<b>\$ 497</b>	<b>\$ 605</b>	<b>\$ 738</b>
<b>Expenses (000s)</b>								
Salaries, Wages & Benefits (add'l to BCC staff)	\$ 180	\$ 184	\$ 187	\$ 191	\$ 195	\$ 215	\$ 262	\$ 320
Non-Reimbursed Hourly Labor	\$ 21	\$ 25	\$ 28	\$ 32	\$ 35	\$ 39	\$ 48	\$ 58
General & Admin	\$ 50	\$ 51	\$ 52	\$ 53	\$ 54	\$ 60	\$ 73	\$ 89
Utilities	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110	\$ 122	\$ 149	\$ 181
Repairs & Maintenance	\$ 51	\$ 52	\$ 53	\$ 54	\$ 55	\$ 61	\$ 74	\$ 91
Insurance	\$ 34	\$ 35	\$ 35	\$ 36	\$ 37	\$ 41	\$ 50	\$ 60
Advertising & Other	\$ 25	\$ 26	\$ 26	\$ 27	\$ 27	\$ 30	\$ 36	\$ 44
Reserves	\$ 13	\$ 16	\$ 18	\$ 20	\$ 22	\$ 25	\$ 30	\$ 37
Janitorial & Cleaning	\$ 21	\$ 24	\$ 26	\$ 29	\$ 32	\$ 32	\$ 32	\$ 32
Other	\$ 8	\$ 9	\$ 11	\$ 12	\$ 13	\$ 15	\$ 18	\$ 22
<b>Total</b>	<b>\$ 506</b>	<b>\$ 524</b>	<b>\$ 543</b>	<b>\$ 562</b>	<b>\$ 581</b>	<b>\$ 639</b>	<b>\$ 771</b>	<b>\$ 933</b>
<b>Net Operating Income</b>	<b>\$ (236)</b>	<b>\$ (212)</b>	<b>\$ (186)</b>	<b>\$ (159)</b>	<b>\$ (131)</b>	<b>\$ (142)</b>	<b>\$ (166)</b>	<b>\$ (196)</b>

Source: Hunden Strategic Partners

# Room Night Generation

Based on projected event types and attendance at the proposed conference center, approximately 20% of event attendees are projected to be overnight visitors.

Based on the number of days per event type and number of people per hotel room, events at the proposed new conference center are projected to generate over 2,000 room nights at stabilization.

Bartlesville Conference Center								
Total Room Nights Generated	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
Conferences	583	700	817	933	1,050	1,050	1,050	1,050
Corporate Events	180	198	216	234	252	252	252	252
Banquets	384	448	512	576	639	639	639	639
Meetings and Other	140	148	156	164	168	168	168	168
<b>Total</b>	<b>1,287</b>	<b>1,494</b>	<b>1,700</b>	<b>1,907</b>	<b>2,109</b>	<b>2,109</b>	<b>2,109</b>	<b>2,109</b>

Source: Hunden Strategic Partners

# Summary of 30-Year Impacts

The proposed new conference center is projected to generate \$103 million in net new spending, \$45 million in net new earnings, and support 27 new full-time equivalent jobs over 30 years.

Construction impacts from the \$17 million project would be significant, supporting 136 jobs.

Fiscal impact from direct new spending is expected to total approximately \$2.6 million from new local sales and hotel taxes over 30 years.

30-Year Summary of Impacts	
Net New Spending	(millions)
Direct	\$66
Indirect	\$25
Induced	\$13
Total	\$103
Net New Earnings	(millions)
From Direct	\$30
From Indirect	\$10
From Induced	\$6
Total	\$45
Net New FTE Jobs	Actual
From Direct	17
From Indirect	6
From Induced	3
Total	27
Construction Job-Years	136
Local Taxes	(millions)
Hotel Tax	\$0.4
Sales Tax	\$2.2
Total	\$2.6

Source: Hunden Strategic Partners

# Chapter 1: Project Profile

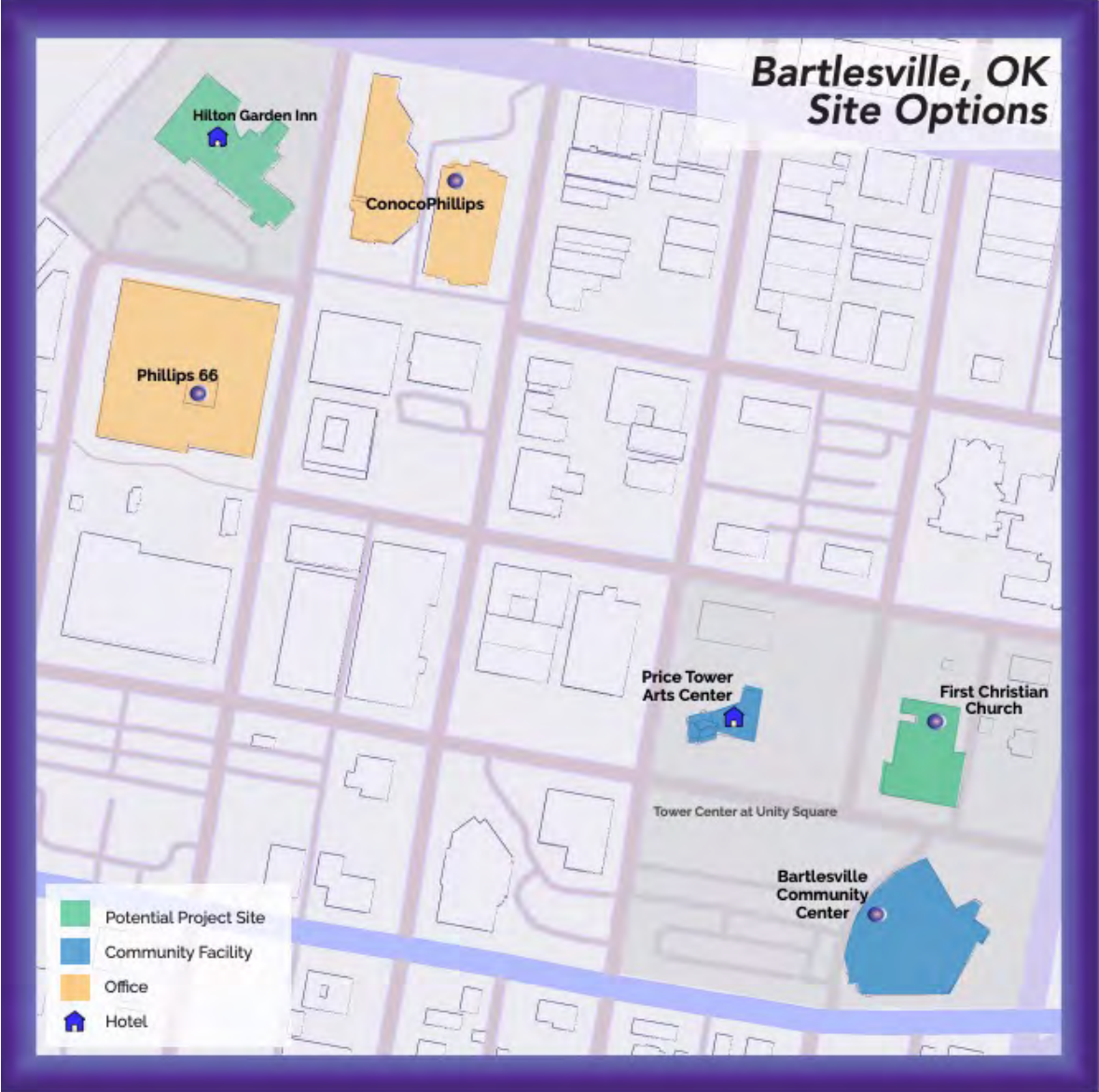
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# Project Orientation

Hunden Strategic Partners (HSP) was engaged by the City of Bartlesville to conduct a comprehensive market, financial feasibility, and economic impact study for a potential new conference center in downtown Bartlesville. Currently, the City’s meetings and conference facility needs are served primarily by the Bartlesville Community Center (BCC) and Hilton Garden Inn, as shown in the adjacent downtown map.

While the catalyst for the study was the potential reuse of the First Christian Church, which is being donated to the City, the study will also consider an expansion of the Hilton Garden Inn or an agnostic location. The thrust of the study was to learn what additional function space is optimal for the market.



## First Christian Church

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- Historic and much modified
- Original sanctuary built in 1911
- Major additions and modifications:
  - 1924 Narthex I
  - 1926 Classrooms
  - 1951 Narthex II
  - 1966 Chapel
  - 1974 Fellowship Hall



FCC Building 1916

## FCC Repurposing Pros & Cons

### Pros

- Proximity to BCC / Price Tower
- Historic structure
- Cost to acquire: **Donated to City**

### Cons

- Aesthetic challenges
- Functional challenges
- Technical challenges
- Overall size: ~33,000 SF
- Cost to renovate: **High**



## FCC Existing Facility Analysis

The First Christian Church presents numerous aesthetic challenges:

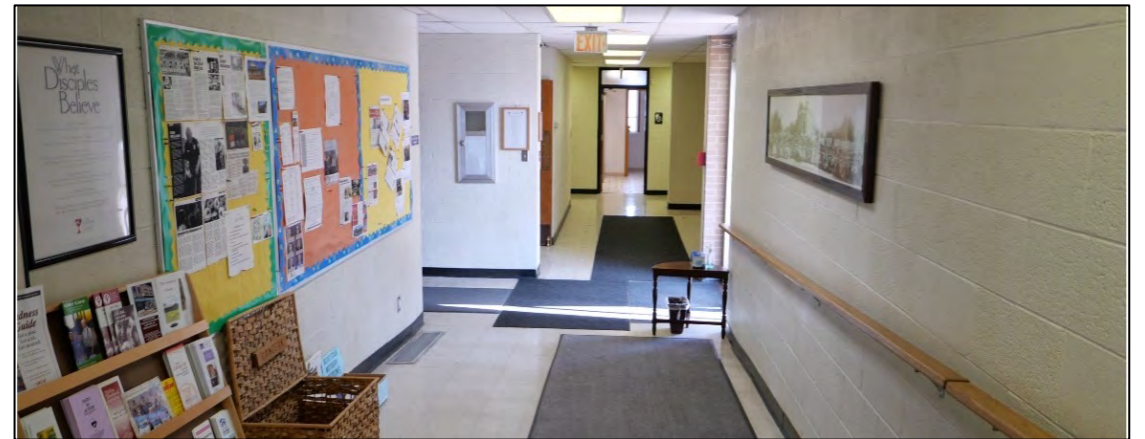
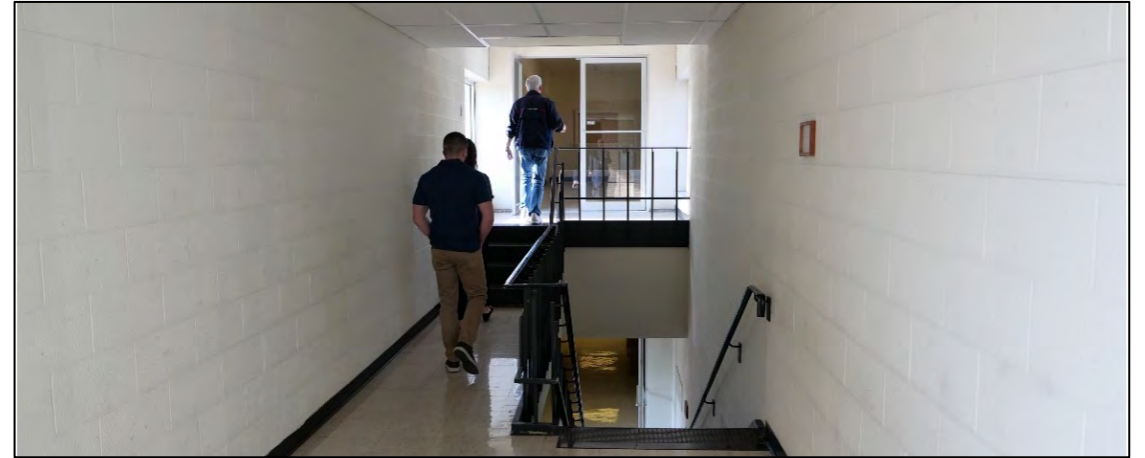
- Age / style of various phases of additions and modifications
- Condition of finishes



## FCC Existing Facility Analysis

The First Christian Church also has a number of functional challenges:

- Discontinuous floor levels
- Low ceiling heights
- Narrow corridor widths
- Illogical circulation
- Small rooms
- Limited parking
- Usable space ratio: 40%
  - 8,700 total usable first floor SF



## FCC Existing Facility Analysis

Technical challenges of the First Christian Church include:

- Types of construction
- Load bearing walls
- Low ceilings limit systems options
- Remaining life of HVAC systems
- Severe accessibility issues
- Code / life safety issues
- Possible hazardous materials (not investigated)
- Moisture penetration issues



# FCC Redevelopment Scenarios

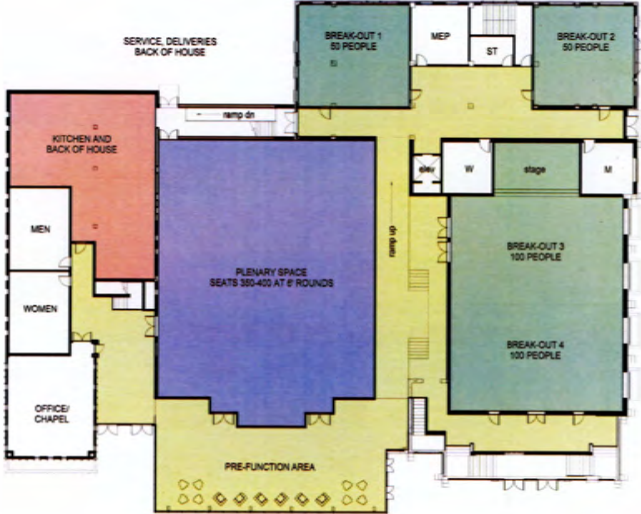
	Scenario	Pros	Cons
1	Full Renovation of FCC structure	<ul style="list-style-type: none"> <li>Preserves current structure</li> <li>Maximize “free” square footage</li> <li>Location proximate to BCC</li> </ul>	<ul style="list-style-type: none"> <li>Most functional issues</li> <li>Most aesthetic issues</li> <li>Most technical issues</li> <li>Low yield per \$ spent</li> </ul>
2	Partial Demolition (preserve sanctuary, possibly chapel)	<ul style="list-style-type: none"> <li>Preserves historic sanctuary</li> <li>Location proximate to BCC</li> </ul>	<ul style="list-style-type: none"> <li>Limits location, programming, &amp; design of new center</li> <li>Challenge of connecting floor levels</li> <li>Risks overpowering preserved sanctuary</li> </ul>
3	New structure on FCC site	<ul style="list-style-type: none"> <li>Maximize flexibility of site plan</li> <li>Optimize layout of new facility</li> <li>Connectivity to BCC</li> <li>High yield per \$ spent</li> </ul>	<ul style="list-style-type: none"> <li>Loss of historic structure</li> <li>Potential loss of support for project</li> </ul>
4	New structure elsewhere	<ul style="list-style-type: none"> <li>Optimize layout of new facility</li> <li>Potential other synergies</li> <li>Maintain FCC building for other use</li> </ul>	<ul style="list-style-type: none"> <li>FCC building as albatross</li> <li>Loss of operational synergy with BCC</li> </ul>

# FCC Repurposing History

Ambler Architects previously designed concepts for the repurposing of the First Christian Church which proposed a full renovation of the FCC structure.

While this maintained the current layout and footprint of the existing facility, an exterior facing vaulted pre-function area was added with a modern architectural design.

These concepts were completed in 2021 but no formal cost estimates were established.





# Hilton Garden Inn

The Hilton Garden Inn was also identified as an option for expansion of meeting and event space in Bartlesville. The Hilton Garden Inn is located in downtown Bartlesville and features 100 rooms, a divisible 7,500 SF ballroom, two smaller meeting rooms, and two pre-function areas.

Meeting and event facilities connected to hospitality assets can help generate regional business requiring hotel blocks for overnight stays. An expansion of the hotel's meeting facilities would generate additional demand for the hotel and taxes for the City, but would likely not receive support from other local hoteliers and would lose some synergies with the existing community center. The Hilton Garden Inn site is also limited in size and parking, and may require any expansion to be located across train tracks and reduce existing surface parking availability.



The Hilton Garden Inn site is not an ideal location for a new conference facility due to the limited site size and lack of available adjacent land. Also, a full renovation of the FCC presents the most challenges for redevelopment. However, the FCC is a prime location for a new facility given its connectedness with the Bartlesville Community Center and Tower Center at Unity Square. Therefore, either a partial demolition or new facility on the site is recommended. Though a new facility provides the most flexibility in the size and layout, there would be a loss of a historic building in the downtown area.

A new facility could also be developed at an entirely new location with the FCC being utilized for another purpose, however, would not have the same desired synergies with Bartlesville's existing main meeting and event facility, the Bartlesville Community Center. The location of the FCC also presents the opportunity to expand on the area's outdoor plaza and function space to create a multi-point destination downtown between the BCC, Price Tower, and proposed new conference center.

# Chapter 2: Economic, Demographic, and Tourism Analysis

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# Regional Overview

Bartlesville is the county seat of Washington County located in northeast Oklahoma, about 50 miles north of Tulsa. Located 18 miles south of the Kansas border, Bartlesville is approximately 135 miles southeast of Wichita and 200 miles southwest of Kansas City.

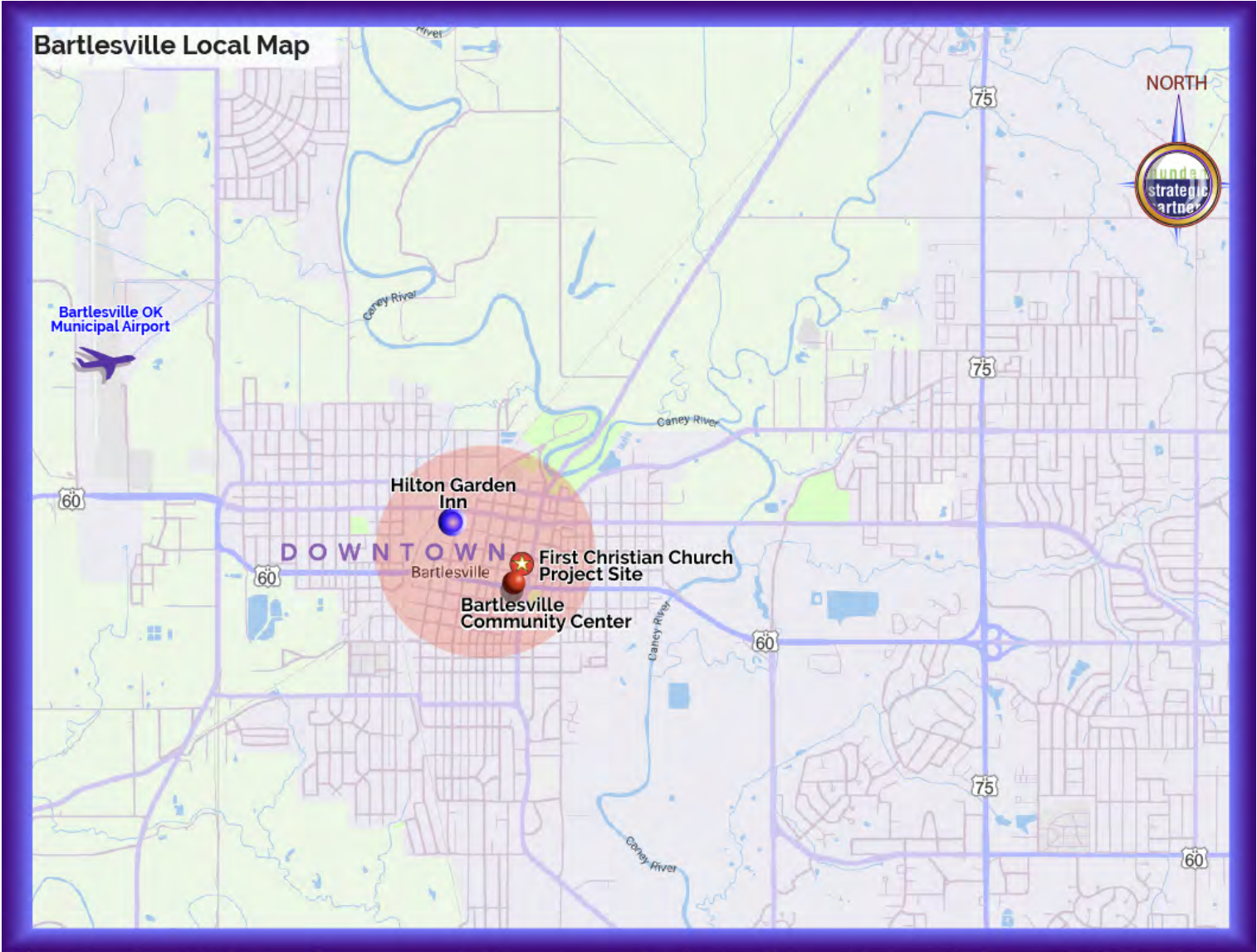
The Tulsa International Airport (TUL) serves the Bartlesville area and offers flights to 23 nonstop destinations. Popular destinations include Dallas-Fort Worth, Austin, Chicago, Charlotte, and St. Louis. Highway 75 is the primary north-south US highway that serves the Bartlesville area, which runs through Tulsa directly north to Bartlesville and on to Kansas. Highway 60 is the primary east-west US Highway in Bartlesville and Washington County.



# Local Overview

The adjacent map details the local area centered around downtown Bartlesville, which is where Bartlesville Community Center, First Christian Church Project site, and Hilton Garden Inn are located.

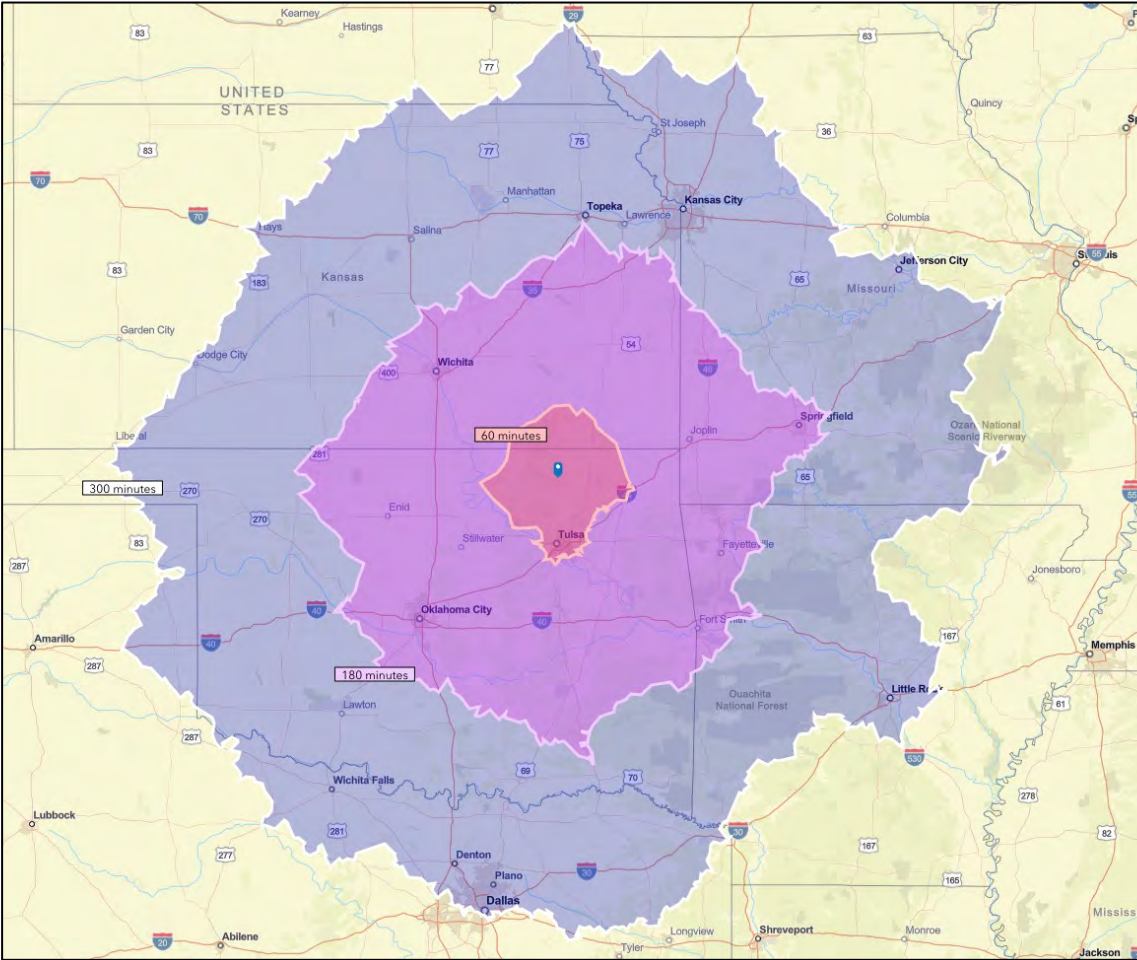
The area is served primarily by Highway 75 and Highway 60. The local airport is the municipal airport that does not currently offer commercial options; however, it is able to serve private charters.



# US Regional Drive Times

The population reaches more than 726,000 within a one-hour drive time from Bartlesville. When expanded to a three-hour drive time, the population increases to nearly 5.9 million, and more than 17.1 million within five hours.

Drive times are significant to understand the capturable market, which when expanded to a five-hour drive time includes populations from major metropolitan cities such as Kansas City and Dallas. Other major cities within the capturable market include Oklahoma City, Topeka, Springfield, and Little Rock.



Estimated Drive-Time Statistics from Bartlesville (2021)			
	1-Hour	3-Hour	5-Hour
Population	726,629	5,851,717	17,142,020
Households	289,230	2,275,202	616,580
Median Household Income	\$53,322	\$54,357	\$59,998
Median Home Value	\$162,055	\$166,680	\$194,167
Median Age	37.8	37.8	37.7
Source: ESRI			

Population and Growth Rates					
	Population				Percent Change
	2000	2010	2021	2026 Projected	2010 - 2021
United States	281,421,906	308,745,538	333,934,112	345,887,495	8.2%
Oklahoma	3,450,654	3,751,351	4,018,868	4,135,591	7.1%
Tulsa-Bartlesville CSA	1,280,821	1,378,768	1,450,468	1,485,991	5.2%
Washington County	48,996	50,976	50,852	51,182	-0.2%
Bartlesville City	34,762	35,688	35,276	35,445	-1.2%

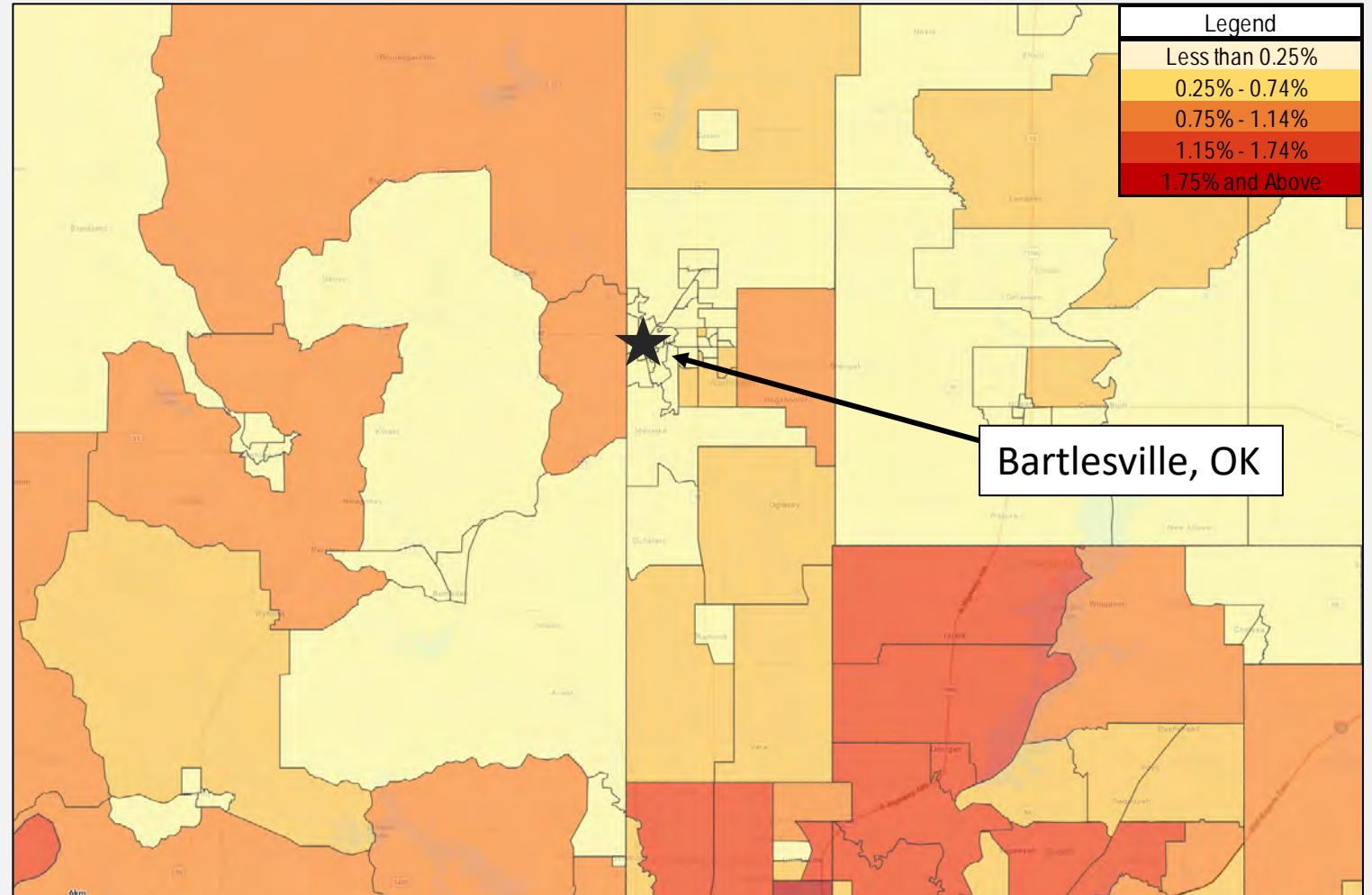
Source: U.S. Census Bureau

The populations in Bartlesville and Washington County have slightly decreased from 2010 to 2021, which is due to the local downsizing of ConocoPhillips. However, the population for the Tulsa-Bartlesville CSA and state of Oklahoma increased from 2010 to 2021 and is expected to continue to grow in the upcoming years. Bartlesville and the surrounding areas have population growth rates that are below the national average of 8.2 percent.

# Population Growth Trend

The adjacent map details the projected annual growth rate from 2020 to 2025. There is a limited amount of positive population growth in the greater Bartlesville area overall, with some areas experiencing less than 0.25 percent. Areas closer to Tulsa and surrounding communities are expected to see the most amount of growth.

Projected growth areas are significant in determining where potential visitors to the Project will come from and what the local capturable market looks like.





Income, Spending and Other Demographic Data

Category	United States	Oklahoma	Washington County	Bartlesville City
Homeownership rate, 2020	64.4%	66.1%	71.2%	66.9%
Median value of owner-occupied housing units, 2016-20	\$229,800	\$142,400	\$126,100	\$128,600
Persons per household, 2016-20	2.60	2.57	2.51	2.48
Median household income, 2016-20	\$64,994	\$53,840	\$53,384	\$53,098
Persons below poverty level, percent	11.4%	14.3%	14.8%	14.1%
Total employment, 2019	132,989,428	1,404,725	18,297	---
Total employment, percent change, 2018-2019	1.6%	1.4%	-2.4%	---

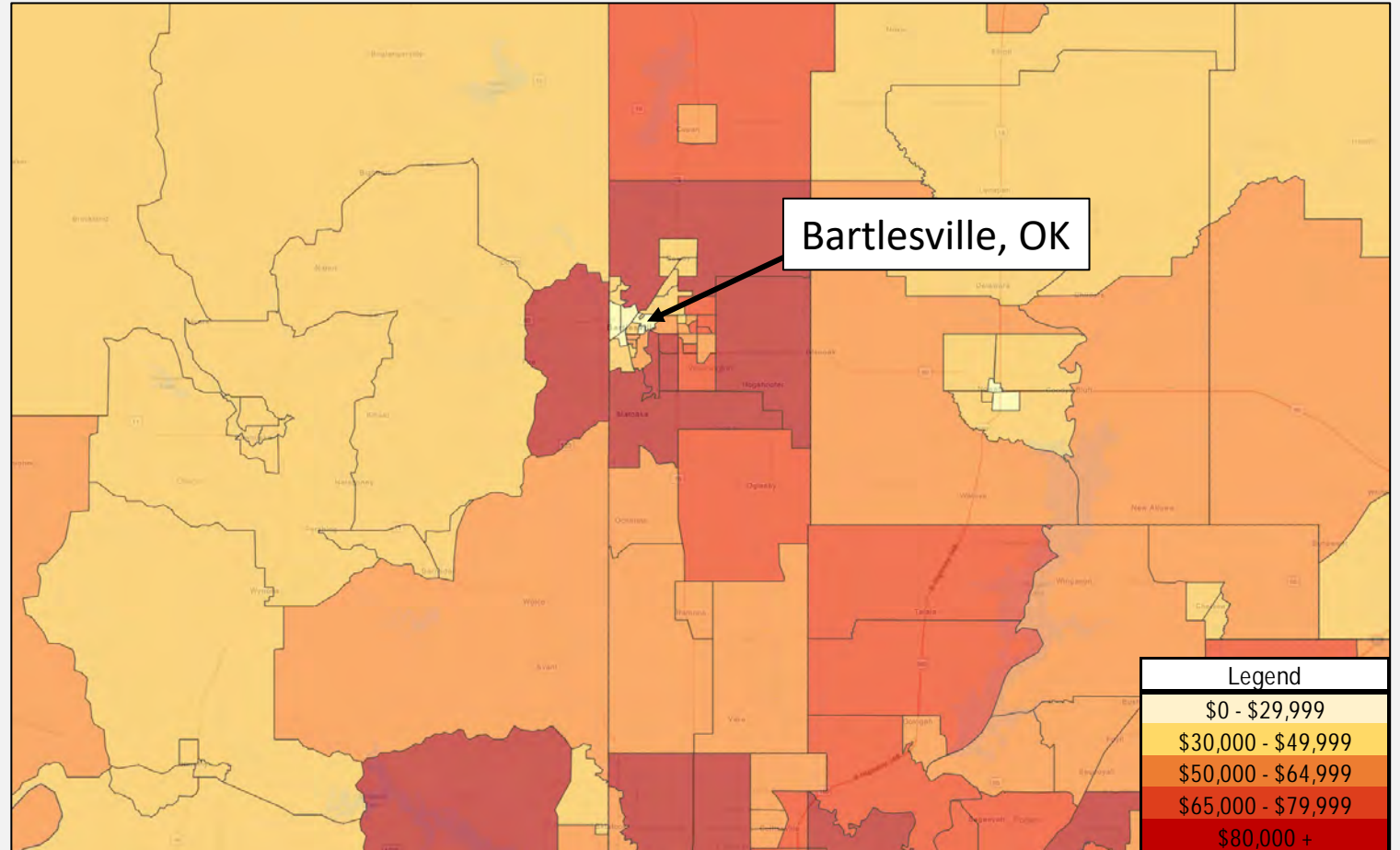
Source: U.S. Census Bureau

Compared to the national average, the greater Bartlesville area has a significantly lower median household income and median home value. These statistics are especially helpful when analyzing the feasibility and pricing of events for the Project and what the market is able to support.

# Median Household Income

The adjacent map details the median household incomes in the area. Some areas in Bartlesville show a median household income on the lower-end at less than \$30,000, but some surrounding areas exceed \$65,000. The City of Bartlesville has an average household income of approximately \$53,000.

Median household incomes are important to understand events and pricing that the market can support on a year-round basis.



# Employment

Washington County has a limited, yet established employment base that spans across a few different industries. The top industry is mining, quarrying, and gas extraction, which can be attributed to the major employers in the area such as Phillips 66 and Conoco Phillips who are major players within the oil industry.

Retail trade as well as health care and social assistance are the other major industries in Washington County. A strong employment base provides options for potential corporate events and smaller meeting types.

Washington County Employment by Industry - 2020		
Description	Employees	Percentage of Total
Total employment (number of jobs)	25,799	100%
By type		
Wage and salary employment	19,631	76.09%
Proprietors employment	6,168	23.91%
By industry		
Farm employment	743	2.88%
Nonfarm employment	25,056	97.12%
Private nonfarm employment	22,743	88.15%
Mining, quarrying, and oil and gas extraction	3,317	12.86%
Retail trade	2,957	11.46%
Health care and social assistance	2,674	10.36%
Accommodation and food services	1,925	7.46%
Other services (except government and government enterprises)	1,703	6.60%
Administrative and support and waste management and remediation services	1,414	5.48%
Finance and insurance	1,330	5.16%
Construction	1,094	4.24%
Manufacturing	955	3.70%
Real estate and rental and leasing	875	3.39%
Information	690	2.67%
Educational services	658	2.55%
Arts, entertainment, and recreation	425	1.65%
Wholesale trade	376	1.46%
Professional, scientific, and technical services	(D)	--
Transportation and warehousing	(D)	--
Management of companies and enterprises	(D)	--
Utilities	(D)	--
Forestry, fishing, and related activities	(D)	--
Government and government enterprises	2,313	8.97%
Federal civilian	98	0.38%
Military	185	0.72%
State and local	2,030	7.87%
State government	111	0.43%
Local government	1,919	7.44%

Source: Bureau of Economic Analysis, Hunden Strategic Partners

# Major Employers

As of 2021, the top three employers in Bartlesville are Phillips 66, the City of Bartlesville, and ConocoPhillips. Before relocating to Houston, Phillips had its headquarters in Bartlesville and continues to have a major corporate presence with more than 3,800 people in the area.

Bartlesville has maintained a major oil and mining industry since the discovery of Oklahoma’s first commercial oil well, which was discovered in 1897 along the Caney River.

Bartlesville Area Top Employers - 2021

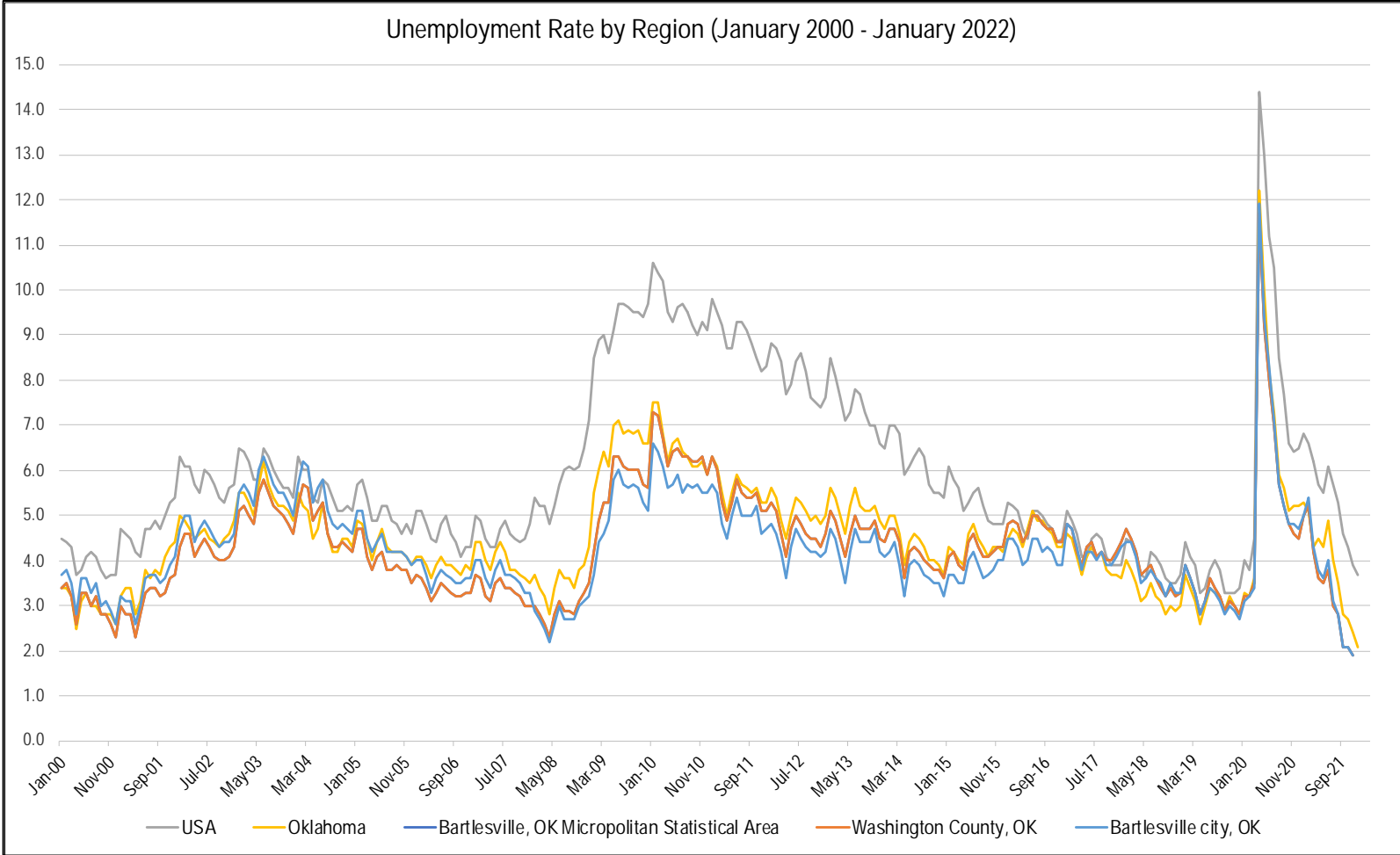
Company Name	Industry
ABB TotalFlow	Technological Innovation
Arvest Bank	Financial
Bartlesville Public Schools	Education
Central States Business Forms	Manufacturing
Chevron Phillips	Research & Development
City of Bartlesville	Government
ConocoPhillips	Global Shared Services
Jane Phillips Medical Center	Health Care
Oilfield Pipe and Supply	Oil Manufacturing
Phillips 66	Refining & Marketing
Schlumberger	Oil & Gas Technology
Springs Global US, Inc.	Textiles
Tri County Technology Center	Technical Education
Truity Credit Union	Financial
United Linen & Uniform	Retail Trade
Walmart Logistics	Logistics
Washington County	Government
Diversified Systems Resources	IT Solutions
Walmart SuperCenter	Retail

Source: Bartlesville Development Authority

# Unemployment

Unemployment rates in Bartlesville and Washington County have been historically lower than that of the United States. The state unemployment rate has historically been in line with the MSA, and county averages well below the national average.

Unemployment rates spiked in 2020 due to the COVID-19 pandemic. However, unemployment rates have decreased significantly and continue to decrease.



# Education

The educational attainment data among the population in Washington County and Bartlesville shows that the area is overall below the national average for higher-education.

There are 11 colleges and universities within 50 miles of the City with more than 32,000 students in the area. The largest student population comes from the Tulsa Community College, approximately 45 miles from the Project site and consists of more than 15,500 students.

Given the large combined market size, the number of college students is relatively low.

Educational Attainment - 2020				
Population Age 25+	United States	Oklahoma	Washington County	Bartlesville City
Did Not Complete High School	11.5%	11.4%	8.9%	8.3%
Completed High School	26.7%	31.1%	34.3%	31.7%
Some College	20.3%	23.1%	20.1%	20.0%
Completed Associate Degree	8.6%	8.2%	7.8%	7.5%
Completed Bachelor Degree	20.2%	17.2%	19.0%	20.9%
Completed Graduate Degree	12.7%	9.0%	9.9%	11.6%

Source: U.S. Census Bureau

Bartlesville Area Colleges & Universities				
Institution	Location	Distance from 74003 (Miles)	Highest Degree Offered	Enrollment
Oklahoma Wesleyan University	Bartlesville, OK	2.9	Doctorate	934
Coffeyville Community College	Coffeyville, KS	28.1	Associates	1,368
Rogers State University	Claremore, OK	35.8	Masters	3,400
Independence Community College	Independence, KS	36.5	Associates	798
Phillips Theological Seminary	Tulsa, OK	40.3	Doctorate	170
Oral Roberts University	Tulsa, OK	41.2	Doctorate	4,317
University of Tulsa	Tulsa, OK	41.6	Doctorate	3,960
Oklahoma State University Center for Health Sciences	Tulsa, OK	44.7	Doctorate	1,219
Tulsa Community College	Tulsa, OK	45.0	Associates	15,568
Community Care College	Tulsa, OK	45.4	Associates	658
Oklahoma Technical College	Tulsa, OK	45.4	Associates	293
Total				32,685

Source: National Center for Education Statistics

# Tapestry Segmentation

HSP performed an ESRI Tapestry segmentation analysis which classifies neighborhoods using 67 unique segments based not only on demographics but also socioeconomic characteristics.

The five largest segments for Bartlesville are Midlife Constants, Traditional Living, Exurbanites, Old and Newcomers, and Comfortable Empty Nesters. The top three segments are profiled in more detail on the following slides.

Understanding the segmentation profile of the Bartlesville market helps to determine the capturable market groups of current and future events.

Rank	Segment	Median Age	Median Household Income	Percentage
1	Midlife Constants (5E)	47.0	\$53,200	21.8%
2	Traditional Living (12B)	35.5	\$39,300	15.7%
3	Exurbanites (1E)	51.0	\$103,400	11.1%
4	Old and Newcomers (8F)	39.4	\$44,900	8.4%
5	Comfortable Empty Nesters (5A)	48.0	\$75,000	7.1%
	Average / Total	44.2	\$63,160	64.1%

Source: ESRI

Midlife Constants make up more than 21% of the Bartlesville market, which is the largest segment in the area.

- Most spending is focused on health care and transportation.
- This group is comprised of social residents approaching retirement. Many of these people belong to church organizations and clubs.



LifeMode Group: GenXurban

## Midlife Constants

**Households:** 3,068,400

**Average Household Size:** 2.31

**Median Age:** 47.0

**Median Household Income:** \$53,200

5E

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**WHO ARE WE?**

*Midlife Constants* residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

**OUR NEIGHBORHOOD**

- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of \$154,100 (Index 74).

**SOCIOECONOMIC TRAITS**

- Education: 63% have a high school diploma or some college.
- At 31%, the labor force participation rate is low in this market (Index 91).
- Almost 42% of households are receiving Social Security (Index 141); 27% also receive retirement income (Index 149).
- Traditional, not trendy; opt for convenience and comfort, not cutting-edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television).




**TAPESTRY SEGMENTATION**  
and community

Note: This Index represents the ratio of the segment rate to the US rate multiplied by 100.  
Consumer preferences are estimated from data by MRI-Simmons.



The Traditional Living segment makes up 15.7% of the Bartlesville market.

- This group is comprised of family-oriented consumers. This market is statistically younger but growing in size and assets.
- This group is cost-conscious and are comfortable with brand loyalty.



LifeMode Group: Hometown

## Traditional Living

**Households:** 2,395,200

**Average Household Size:** 2.51

**Median Age:** 35.5

**Median Household Income:** \$39,300

**12B**

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### WHO ARE WE?


Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

### OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in low-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

### SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Labor force participation is a bit higher than the national rate at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the Internet, more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.



**TAPESTRY SEGMENTATION**  
aarti.com/tapestry

Note: This Index represents the ratio of the segment rate to the US rate multiplied by 100.  
\* Consumer preferences are estimated from data by MRI-Somerset.

The Exurbanites segment makes up 11.1% of the Bartlesville market.

- This segment is active within their community and take advantage of their proximity to large metropolitan centers.
- The median household income for this group is well beyond than the national average and they typically spend more on average, specifically entertainment & recreation as well as education.



LifeMode Group: Affluent Estates

## Exurbanites

**Households:** 2,398,200

**Average Household Size:** 2.50

**Median Age:** 51.0

**Median Household Income:** \$103,400

1E

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**WHO ARE WE?**

Exurbanites residents are now approaching retirement but showing few signs of slowing down. They are active in their communities, generous in their donations, and seasoned travelers. They take advantage of their proximity to large metropolitan centers to support the arts but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane.

**OUR NEIGHBORHOOD**

- Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets.
- A larger market of empty nesters, married couples with no children; average household size is 2.50.
- Primarily single-family homes with a high median value of \$423,400 (Index 204), most still carrying mortgages.
- Higher vacancy rate at 9%.

**SOCIOECONOMIC TRAITS**

- Residents are college educated; more than half have a bachelor's degree or higher; nearly 81% have some college education.
- This labor force is beginning to retire. 1 in 3 households currently receive Social Security or retirement income. Labor force participation has declined to less than 60% (Index 95).
- More of the residents prefer self-employment (Index 178) or working from home (Index 177).
- Consumers are more interested in quality than cost. They take pride in their homes and foster a sense of personal style.
- Exurbanites residents are well connected, using the Internet for everything from shopping to managing their finances.
- Sociable and hardworking, they still find time to stay physically fit.



**TAPESTRY SEGMENTATION**  
[esi.com/tapestry](http://esi.com/tapestry)

1000: The Index represents the ratio of the segment rate to the US rate (multiplied by 100). Consumer preferences are estimated from data by MRI-Simmons.



# Tourism & Attractions

# Tourism Overview

Bartlesville has grown in size and notoriety with its dedication to arts and entertainment and promotes a large, diverse employment base that continues to expand. Referred to as the “big, little city”, Bartlesville has attributes of a bigger city, but the convenience and charm of a small-town.

Popular attractions in Bartlesville include an extensive park and trail system, world-class festivals, ballet, theatre, live concerts, museums and more. Right outside of Bartlesville is Woolaroc, which is the number one attraction in the state famous for its western gun collection and 3,700-acre wildlife preserve. Bartlesville’s most notable architectural attraction is Price Tower located in the heart of downtown.

Bartlesville has hosted multiple film productions in recent years and earned its status as a “movie friendly city”. Downtown Bartlesville is vibrant and continues to implement improvements and offerings.



# Top Visited Events & Attractions



Culture & Arts



Historic Attractions



Film Industry Destination

Bartlesville hosts several annual festivals and shows throughout the year that are mainly focused on the downtown. Arts and culture has a significant presence in the area along with architecture, which can be attributed to famous attractions such as the Price Tower and nearby Bartlesville Community Center. Many blocks in the area are part of the National Register Historic District, with attractions like Woolaroc maintained by the Oklahoma Historical Society. Bartlesville has also coined a notable reputation within the film industry, with multiple productions taking place in the area.

HSP spoke with Bartlesville's CVB Visit Bartlesville and Chamber of Commerce to learn more about the top attractions and drivers for tourism and economic development in the area. Key takeaways from this interview include:

- Bartlesville is a unique community that earned the phrase "big, little city" given its attributes of a bigger city with the convenience and charm of a small-town. It has become a destination just 40 miles north of Tulsa with an emphasis on arts and culture.
- Bartlesville implemented a Downtown Revitalization Plan overseen by the Bartlesville Redevelopment Trust Authority (BRTA) created to further enhance the quality of life as well as promote business growth and expansion.
- They established a niche with art groups, architecture, etc. but hope to expand that market further with the untapped presence in meeting and events beyond the local level.
- Popular tourist attractions include Price Tower, Woolroc, Pioneer Woman, and Osage Casino outside of the City. Bartlesville has earned the status as a "movie friendly city" with popular films set in the downtown area.
- Bartlesville corporate presence is unique for a community of its size with major employers such as Phillips66 and ConocoPhillips, with the company's former headquarters located in the City before moving to Houston.

# Chapter 3: Conference Center Trends

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# Convention & Meetings Industry Overview

Facility Types & Requirements for Various Event Types										
Event Types	Conventions with Exhibits	Conventions	Tradeshows	Consumer Shows	Assemblies	Sporting Events	Conferences	Meetings	Trainings	Banquets
Attendance Range	150 - 50,000	150 - 50,000	250 - 50,000	8,000 - 100,000	5,000 - 50,000	500 - 100,000	50 - 2,000	10 - 300	10 - 300	50 - 2,000
Primary Purpose	Info Exchange & Sales	Info Exchange	Sales	Advertising & Sales	Info Exchange	Sports	Info Exchange	Info Exchange	Training	Social, Business & Charity
Facility Requirements	Exhibit Halls, Ballroom, Meeting Rooms, Hotel Block	Ballroom, Meeting Rooms, Hotel Block	Exhibit Halls, Hotel Block	Exhibit Halls	Arena or Exhibit Halls, Hotel Block	Arena, Stadium or Exhibit Halls, Hotel Block	Ballroom, Meeting Rooms, Hotel Block	Meeting Rooms, Hotel Block	Meeting Rooms, Hotel Block	Ballroom
Typical Facility Used	Convention Center & Large Hotels	Convention Center & Large Hotels	Expo Facilities & Convention Centers	Expo Facilities & Convention Centers	Arenas or Convention Centers	Arenas, Stadiums, Convention Centers	Convention/Conference Centers and Hotels	Convention/Conference Centers and Hotels	Convention/Conference Centers and Hotels	Convention/Conference Centers and Hotels

Source: Hunden Strategic Partners

It is important for stakeholders to understand the forces shaping the convention and meetings business. While the industry is ever-changing, the expectations for ease, convenience, and affordability have increased, while the demand for authenticity and high-quality flexible spaces has also increased.

A single event may use many different types of spaces, including exhibit halls, banquet facilities, and breakout meeting rooms, increasing the need for well-designed multi-purpose facilities.



# Meeting Demand

As the COVID-19 pandemic had a major effect on the corporate economy, this trickled down into the meetings and events industry as companies were forced to cancel plans for in-person meetings and events due to nationwide social distancing guidelines and health protocols.

The adjacent table shows current levels of optimism towards the overall US meetings and events market with data drawn from the 2022 Global Meetings & Events Forecast.

Approximately 90% of respondents have some level of optimism surrounding the meetings and events industry, and though optimism is strong, a return to pre-pandemic levels may take some time.

Level of Optimism About the Meetings & Events Industry	
Very Optimistic - 10	28%
9	19%
8	26%
7	16%
6	5%
5	3%
4	1%
3	2%
2	0%
Very Discouraged - 1	0%

Source: 2022 Global Meetings & Events Forecast

Expectations on Return to Pre-Pandemic Attendee Levels	
Within the 1-2 Years	70%
Within 5 Years	20%
Not expected to return to 2019 le	10%

Source: 2022 Global Meetings & Events Forecast

As there continues to be hesitation by some event planners to hold in-person events, existing facilities must look to flexible event hosting alternatives by investing in additional hybrid event technologies.

The adjacent table shows the improving metrics for planned meetings in 2022. Though in-person meetings are replacing what was virtual in 2021, hybrid meetings and capabilities have become a new and growing need for event planners.

A lack of knowledge and experience with these technologies and technical issues being encountered by event planners has created the need for additional experienced on-site staff to help execute seamless meeting and event production.

Planned Meeting Format		
	2021	2022
In person only	31%	55%
Hybrid	31%	33%
Virtual Only	38%	12%

Source: 2022 Global Meetings & Events Forecast

The adjacent table shows the most important factors for event planners when choosing a site for meetings and events.

The COVID-19 pandemic had an influence on drivers for site selection. Though the size, quality, and amount of meeting spaces and site location including available hotel rooms and off-site amenities in close proximity remained key elements in choosing a site, an emphasis on hybrid meeting capability and implementation of health protocols became new key factors for event planners to be able to provide event flexibility and safety to in-person attendees.

## Site Selection Influencing Factors

Size of meeting space	25%
Ability to host hybrid meetings	25%
Specific location type need	23%
Ease of transportation to location	20%
Preferred supplier programs	18%
Past experience with site	15%
Disinfection protocols	11%
Repeat destination	9%
Resort destination	8%
Food & beverage service	6%
COVID-19 screening	6%
Online reviews	5%

Source: 2022 Global Meetings & Events Forecast

For all meetings and conventions, hotels are the primary host venue, which underscores the value of having available high-quality and cost appropriate hotels rooms near to the meetings and events facilities. The availability of hotels and the proper types of function space (ballrooms and breakout meeting rooms) also remain vital. Having a large quality hotel within walking distance of a multi-functional meeting facility opens up the market for many types of events that can accommodate and drive corporate demand, which then draws non-local visitors.

The adjacent table outlines additional considerations for choosing a hotel for meetings and events. Hotel branding is most important, while increased technologies and implementation of health protocols are also important to event planners.

## Hotel Selection Trends

Re-flagging of hotel properties	27%
Increased meetings technology	22%
Disinfection & social distancing protocols	22%
Challenging contract negotiations	20%
Slow RFP response due to reduced hotel staff	20%
Changes in contractual terms & conditions	20%

Source: 2022 Global Meetings & Events Forecast

Trends in the conference center industry indicate important factors in the decision-making process of choosing a meeting or event site. These should be considered for any proposed conference center development in order to be competitive among other local and regional facilities. These major factors include:

- Availability of nearby hotel rooms
- Number and size of meeting spaces
- Expanded meeting space technologies
- Amenities and services
- Health related protocols
- Contract flexibility
- Costs related to these key elements

# Chapter 4: Regional Facilities Assessment

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# Regional Supply – Relevant Facilities

The adjacent table details the regional supply of the relevant convention, meeting and event facilities within 200 miles of the Project. Facilities in the regional area range from 9,600 total square feet to more than 200,000 square feet.

It is not likely that the Project will be competing with the larger convention centers. The most relevant facilities are shown in the shaded portion due to sizing, geographic location, market pricing or other similar features.

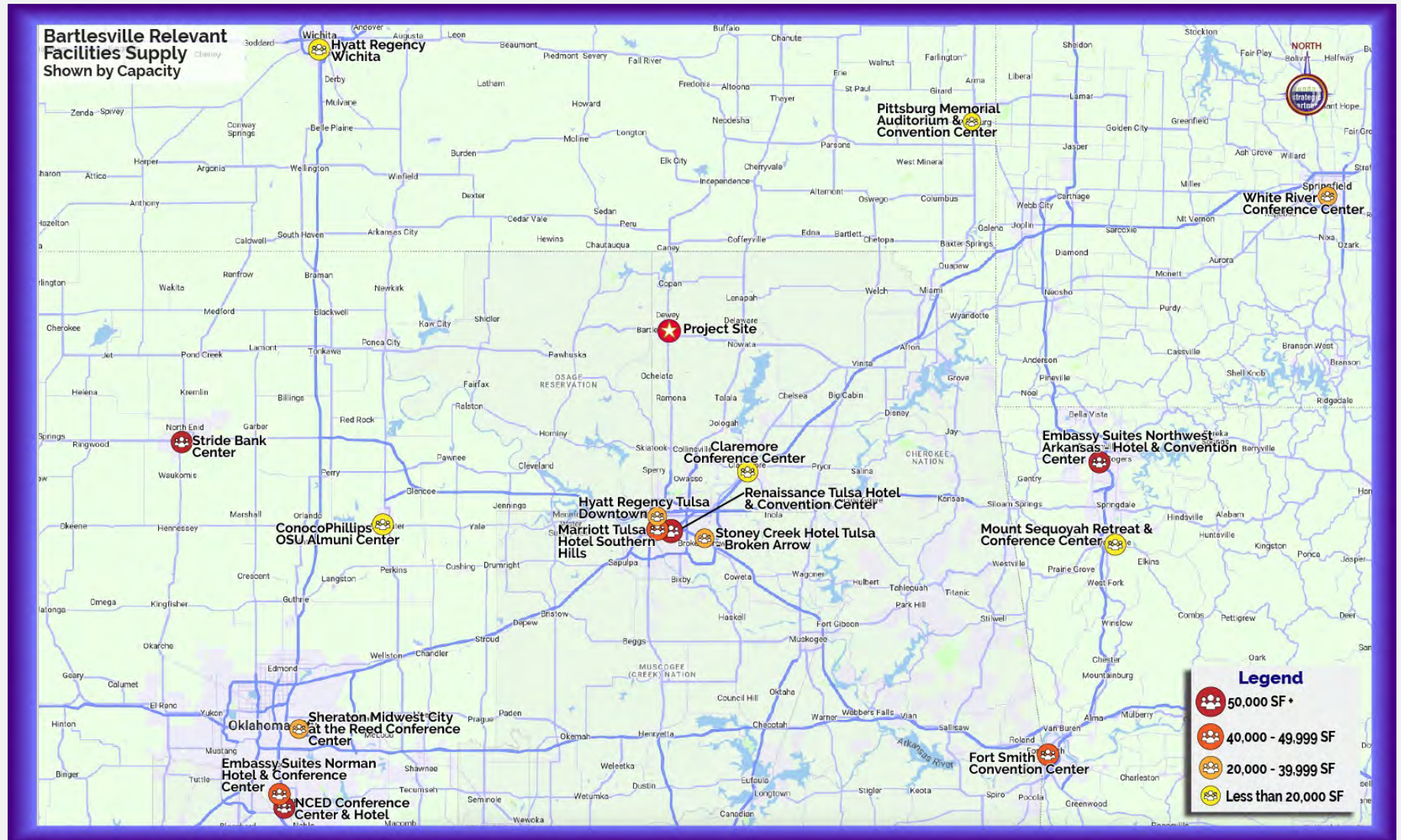
Relevant Regional Supply - Convention, Meeting and Event Market (Within 200 miles)									
Facility	Location	Miles from Project	Facility Type	Total Function Space	Exhibit Space	Ballroom Space	Largest Ballroom	Meeting Space	Meeting Rooms
Hyatt Regency Tulsa Downtown	Tulsa, OK	45	Hotel	24,686	--	20,756	9,908	3,930	18
Claremore Conference Center	Claremore, OK	50	Conference Center	9,600	2,400	5,400	5,400	1,800	4
Reniassance Tulsa Hotel & Convention Center	Tulsa, OK	54	Hotel / Convention Center	50,074	--	39,900	28,800	10,174	14
Marriott Tulsa Hotel Southern Hills	Tulsa, OK	55	Hotel	44,354	--	31,977	12,825	12,377	24
Stoney Creek Hotel & Conference Center	Broken Arrow, OK	58	Hotel / Conference Center	22,850	--	12,000	12,000	10,850	10
ConocoPhillips OSU Alumni Center	Stillwater, OK	99	Event Center	18,742	--	--	--	18,742	12
Pittsburg Memorial Auditorium & Convention Center	Pittsburg, KS	110	Convention Center	10,207	--	5,460	2,760	4,747	8
Stride Bank Center	Enid, OK	134	Arena / Convention Center	51,500	31,500	14,500	11,000	5,500	12
Hyatt Regency Wichita	Wichita, KS	135	Hotel / Conference Center	16,015	--	13,829	10,164	2,186	4
Embassy Suites Northwest Arkansas - Hotel & Convention Center	Rogers, AR	142	Hotel / Convention Center	72,911	--	63,255	41,550	9,656	41
Mount Sequoyah Retreat and Conference Center	Fayetteville, AR	144	Conference Center	11,322	--	2,950	2,950	8,372	6
Sheraton Midwest City Hotel at the Reed Conference Center	Midwest City, OK	151	Hotel / Conference Center	22,124	6,670	9,000	9,000	6,454	9
Fort Smith Convention Center	Fort Smith, AR	159	Convention Center	47,992	40,000	3,300	2,000	4,692	8
Embassy Suites - Norman Hotel & Conference Center	Norman, OK	165	Hotel	41,000	--	36,000	28,800	5,000	21
NCED Conference Center and Hotel	Norman, OK	167	Hotel / Conference Center	60,982	9,922	24,498	9,450	26,562	47
White River Conference Center	Springfield, MO	170	Conference Center	25,600	--	19,400	9,700	6,200	8
Average				33,122	18,098	20,148	13,087	8,578	15
Larger Non-Competitive Convention Centers									
Cox Business Convention Center	Tulsa, OK	46.1	Convention Center	212,735	102,600	79,230	41,470	30,905	35
Century II Performing Arts & Convention Center	Wichita, KS	135	Convention Center	197,618	170,000	--	--	27,618	22
Oklahoma City Convention Center	Oklahoma City, OK	151	Convention Center	275,218	200,730	39,600	29,874	34,888	29
Overland Park Convention Center	Overland Park, KS	196	Convention Center	119,651	58,494	41,350	24,991	19,807	14

Source: Various Facilities, Smith Travel Research, Cvent

# Regional Supply – Relevant Facilities Map

The adjacent map shows the supply of relevant and potentially competitive event centers and meeting facilities within 200 miles of Bartlesville, or about a three-hour drive time of the Project.

While the recommended facility is unlikely to compete directly with large convention centers, it is important to understand the most significant facilities in the region.





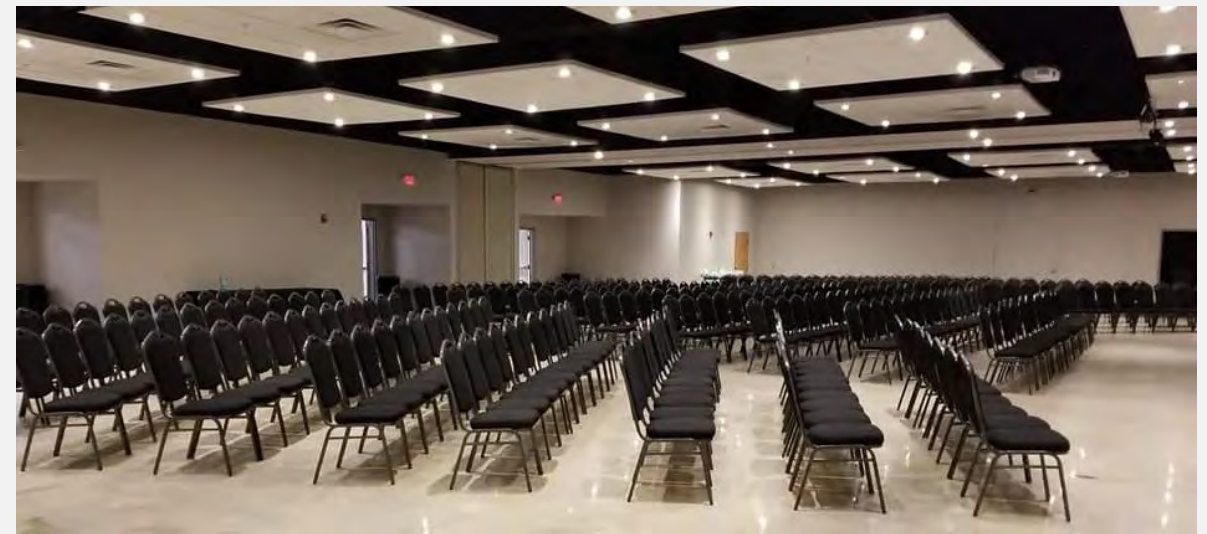
# Claremore Conference Center

Location: Claremore, OK  
Year Open: 2015  
Total Function Space: 9,600 square feet

## Notes:

The Claremore Conference Center is a former bowling alley that was remodeled into a 15,000-square foot venue with nearly 10,000 square feet of meeting and event space. The facility is adjacent to the 81-room Holiday Inn Express and Suites that was built around the same time and cost approximately \$7.5 million. The center can accommodate up to 700 people or seated dinners for up to 400 guests.

The facility features indoor and outdoor spaces available for rent and heavily caters towards hosting weddings for the local and regional area.



# Claremore Conference Center

The adjacent figure details the space breakdown at the Claremore Conference Center along with its proximity to walkable hotels. The facility offers 9,600 total function space and 218 hotel rooms within a walkable distance.

The properties within walking distance consists of Upper Midscale and Economy properties.

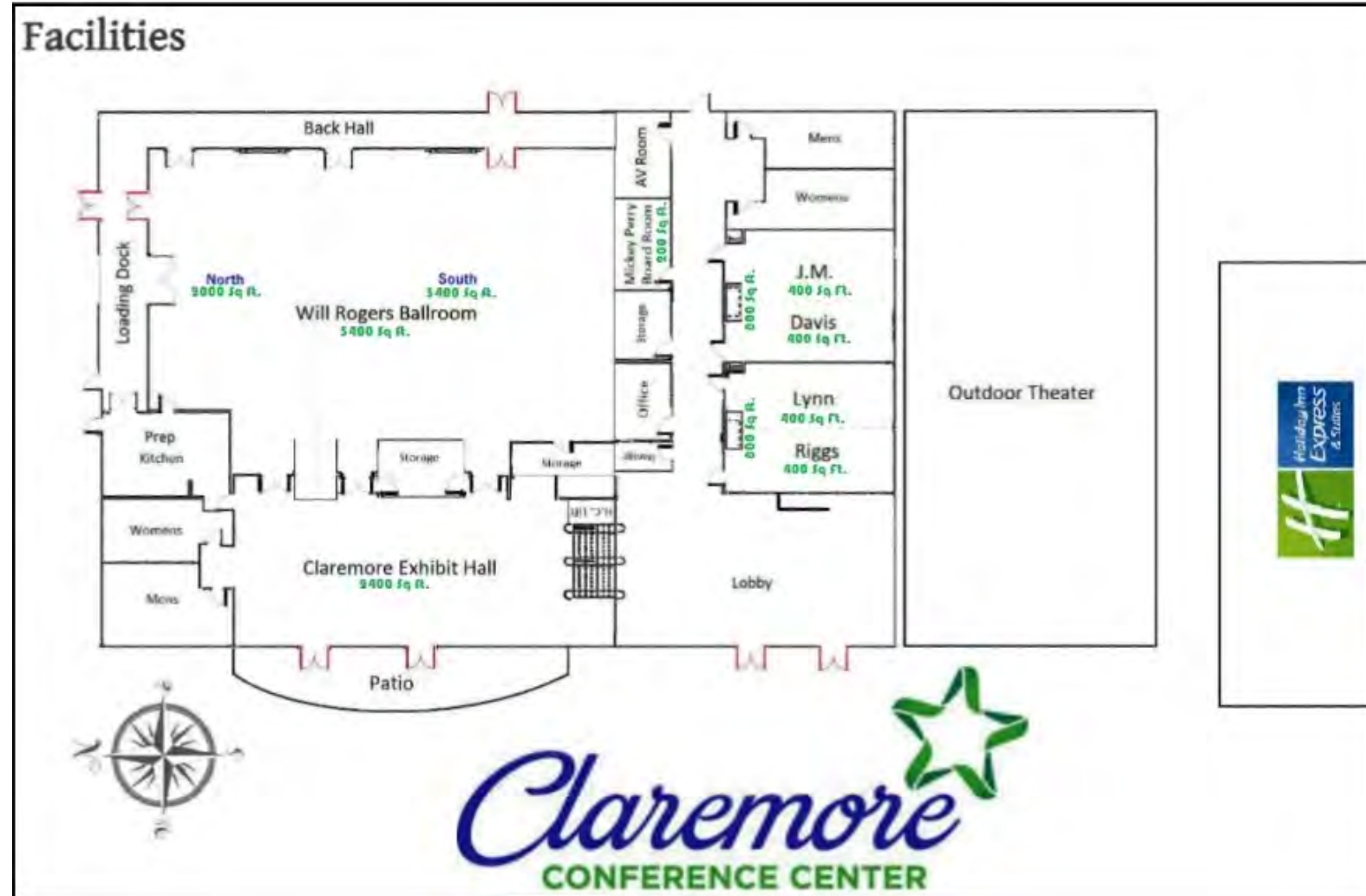
Claremore Conference Center - Claremore, OK			
	Total (SF)	By Division (SF)	Divisions
Exhibit Space	2,400		1
Claremore Exhibit Hall		2,400	
Ballroom Space	5,400		3
Will Roger Ballroom (Entire Space)		5,400	
North Ballroom		2,000	
South Ballroom		3,400	
Meeting Space	1,800		5
J.M. Meeting Room		400	
David Meeting Room		400	
Lynn Meeting Room		400	
Riggs Meeting Room		400	
Mickey Pery Board Room		200	
<b>Total</b>	<b>9,600</b>		<b>9</b>
Summary	SF	Rooms/1000 SF	Divisions
Exhibit	2,400	2.4	1
Ballroom	5,400	5.4	3
Meeting Rooms	1,800	1.8	5
<b>Total</b>	<b>9,600</b>	<b>9.6</b>	<b>9</b>
Walkable Hotels	Room Count	Distance (Miles)	Hotel Class
Holiday Inn Express & Suites Tulsa - Claremore	81	0	Upper Midscale
Hampton Inn & Suites Claremore	80	0.3	Upper Midscale
Motel 6 Claremore	57	0.4	Economy
<b>Total</b>	<b>218</b>		

Source: Claremore Conference Center, STR

# Claremore Conference Center

The adjacent figure details the space breakdown at the Claremore Conference Center along with its proximity to the Holiday Inn Express. The facility offers flexible indoor and outdoor space, with the Will Rogers Ballroom as the most popular venue to rent out.

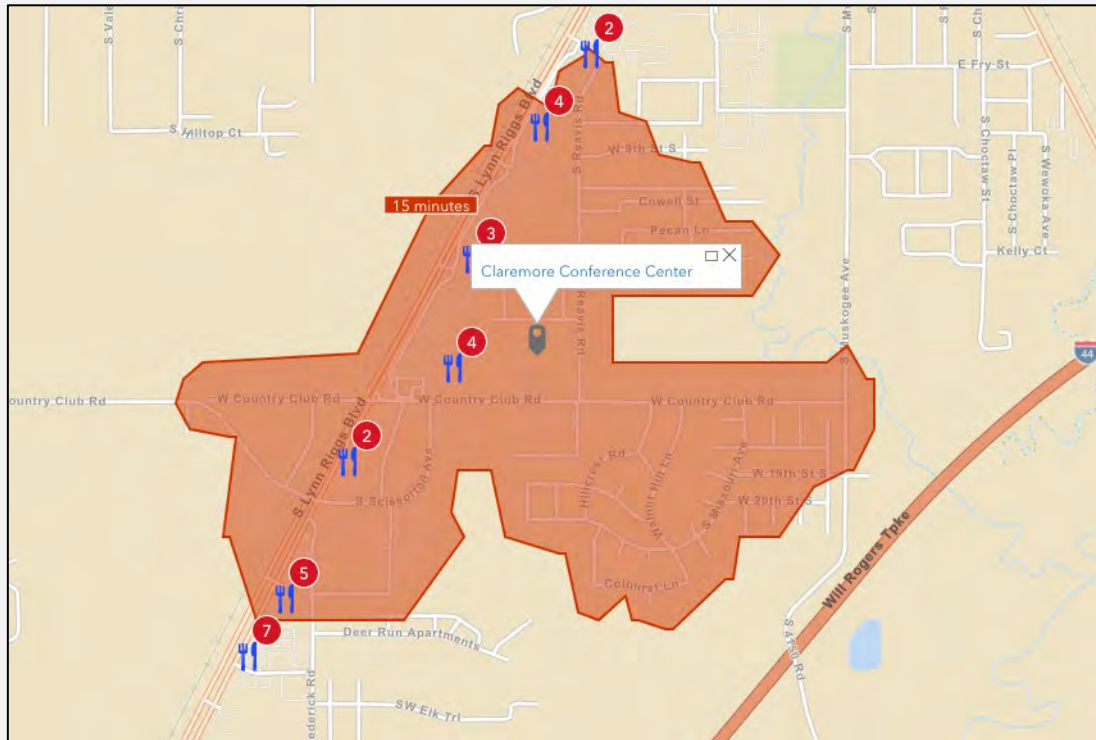
The Conference Center was awarded the 2018 WeddingWire Couples' Choice Award for wedding venues in the areas.



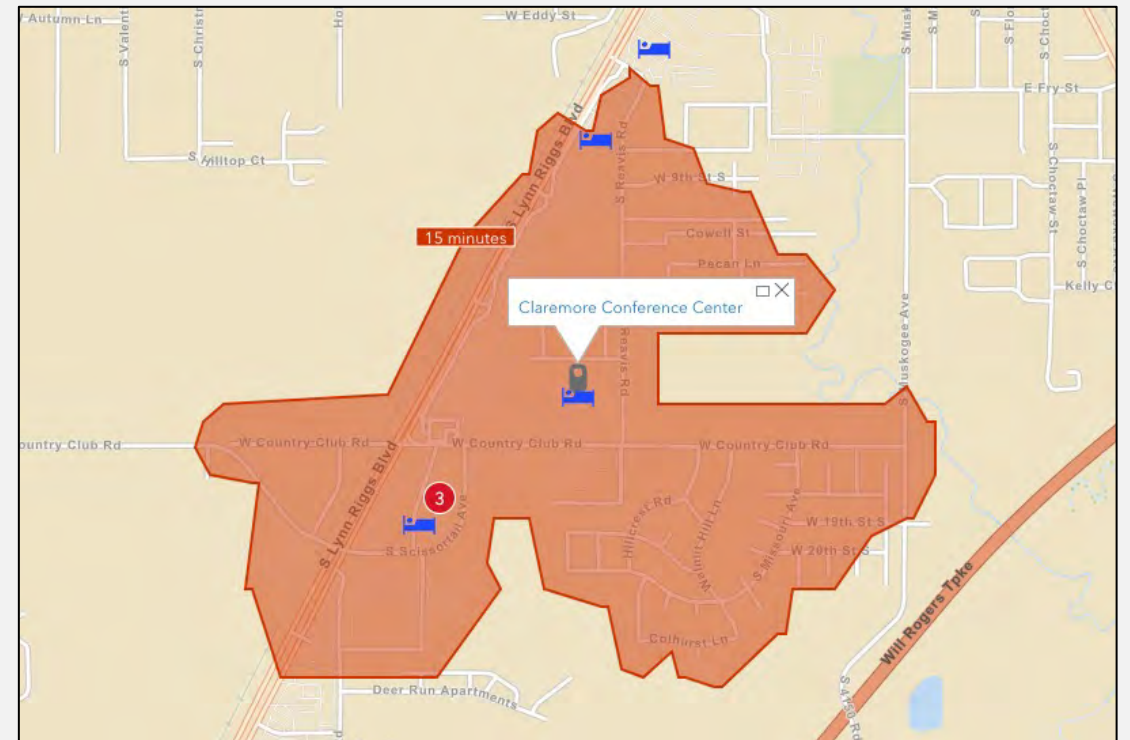
# Claremore Conference Center

HSP utilized ESRI to showcase the support amenities to the relevant facilities within the a 15-minute walk time of the venue. The Claremore Conference Center is located near a Wal-Mart shopping center with multiple dining options. However, it is somewhat limited on lodging options within the local area. Most events held at the venue cater toward the local area.

## Dining Options



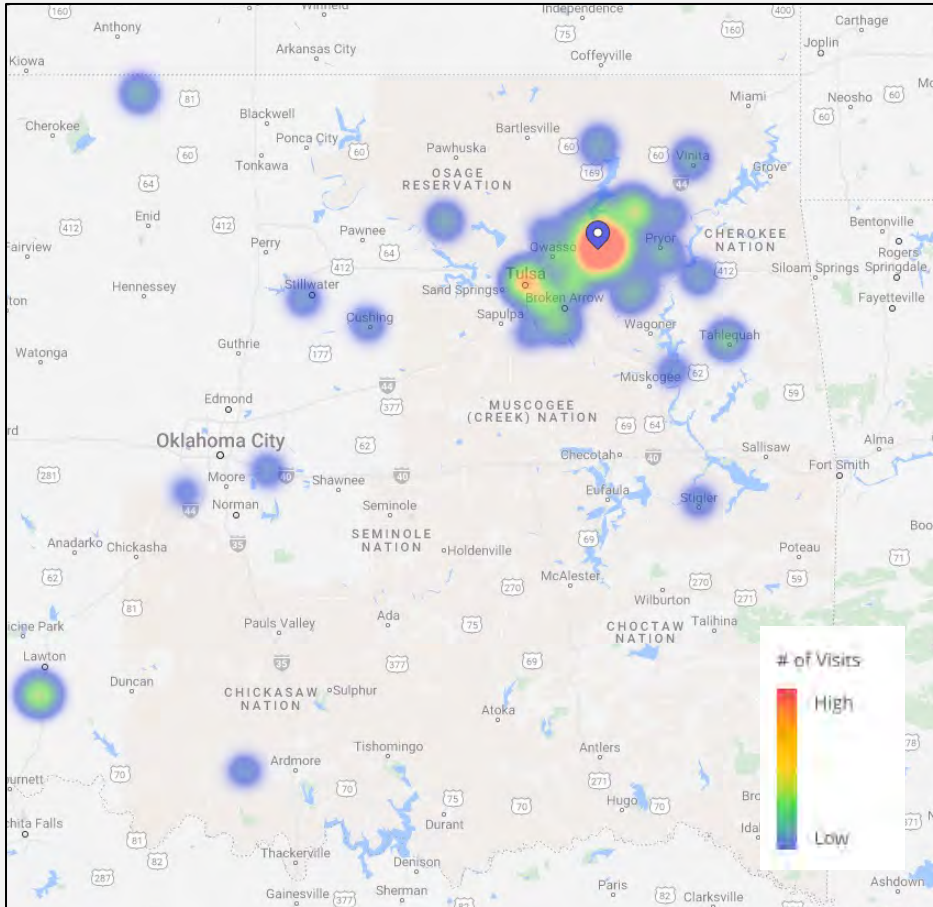
## Lodging Options



# Claremore Conference Center Visitation

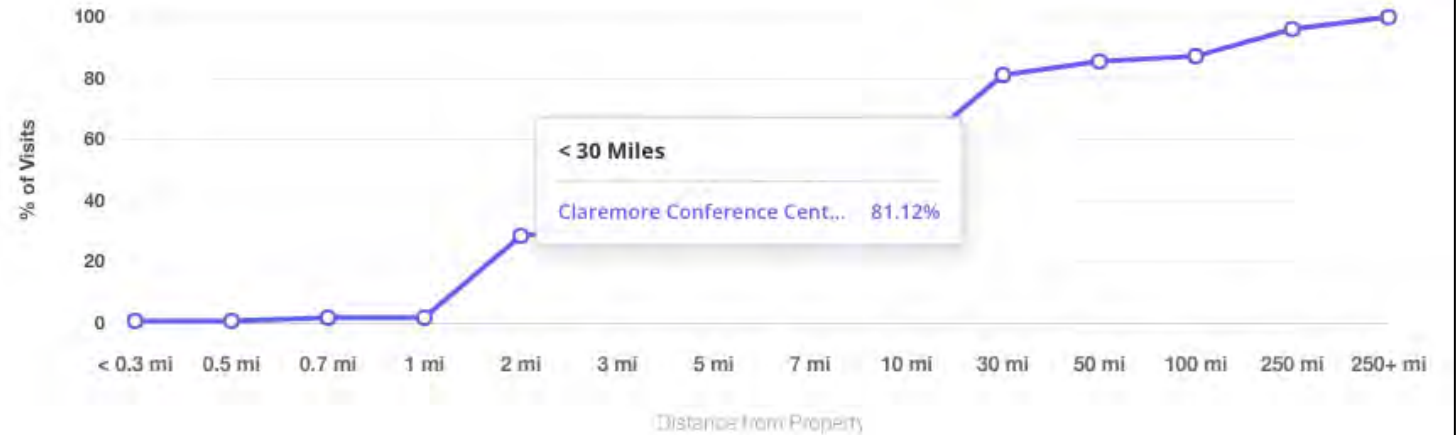
## 2019 Visitation Characteristics

- 4,600 visits
- 18.9% beyond 30 miles



## Visits Trend

● Claremore Conference Center  
Claremore, OK



# Stoney Creek Hotel & Conference Center

**Location:** Broken Arrow, OK  
**Year Open:** 2017  
**Total Function Space\*:** 22,850 square feet

## Notes:

The Stoney Creek Hotel and Conference Center opened in 2017 with 40,000 square feet of total event space and 10 flexible meeting rooms. The hotel has 177 keys and is one of the newest properties in the greater Tulsa area. On-site amenities also include an indoor/outdoor pool, fitness center, and a bar and restaurant.

The 12,000-square foot ballroom can accommodate up to 600 guests. The space is frequently used for weddings and corporate events. Rental fees range from \$1,700 to \$2,000 for a reception and ceremony, which includes 12 hours of event time including set-up and clean-up time.

\*Does not include outdoor space



# Stoney Creek Hotel & Conference Center

The adjacent figure details the space breakdown at the Stoney Creek Conference Center along with its proximity to walkable hotels. The facility offers 22,850 total function space and 581 hotel rooms within a walkable distance.

The properties within walking distance consists of Upscale and Upper Midscale properties.

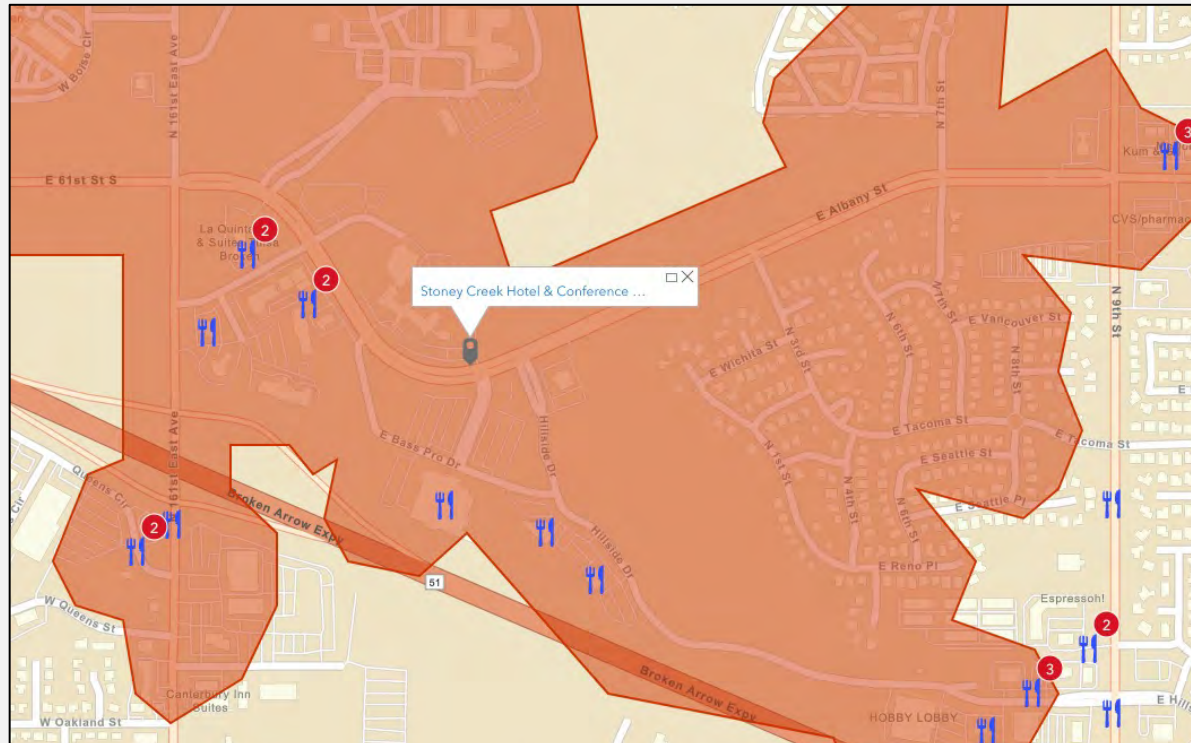
Stoney Creek Hotel & Conference Center - Broken Arrow, OK			
	Total (SF)	By Division (SF)	Divisions
Exhibit Space	--		--
Ballroom Space	12,000		1
Elements Ballroom		12,000	
Meeting Space	10,850		9
Stone Meeting Room		2,600	
Wood Meeting Room		1,500	
Granite Meeting Room		1,300	
Marble Meeting Room		1,200	
Desert Rose Meeting Room		1,100	
Metal Meeting Room		1,050	
Slate Meeting Room		700	
Brick Meeting Room		700	
Steel Meeting Room		700	
<b>Total</b>	<b>22,850</b>		<b>10</b>
<b>Summary</b>	<b>SF</b>	<b>Rooms/1000 SF</b>	<b>Divisions</b>
Exhibit	--	--	--
Ballroom	12,000	12	1
Meeting Rooms	10,850	10.85	9
<b>Total</b>	<b>22,850</b>	<b>22.85</b>	<b>10</b>
<b>Walkable Hotels</b>	<b>Room Count</b>	<b>Distance (Miles)</b>	<b>Hotel Class</b>
Stoney Creek Hotel Broken Arrow	177	0	Upscale
TownePlace Suites Tulsa Broken Arrow	97	0.1	Upper Midscale
Hilton Garden Inn Tulsa Broken Arrow	107	0.2	Upscale
Holiday Inn Express & Suites South Broken Arrow	120	0.2	Upper Midscale
La Quinta Inn & Suites Tulsa Broken Arrow	80	0.2	Upper Midscale
<b>Total</b>	<b>581</b>		

Source: Claremore Conference Center, STR

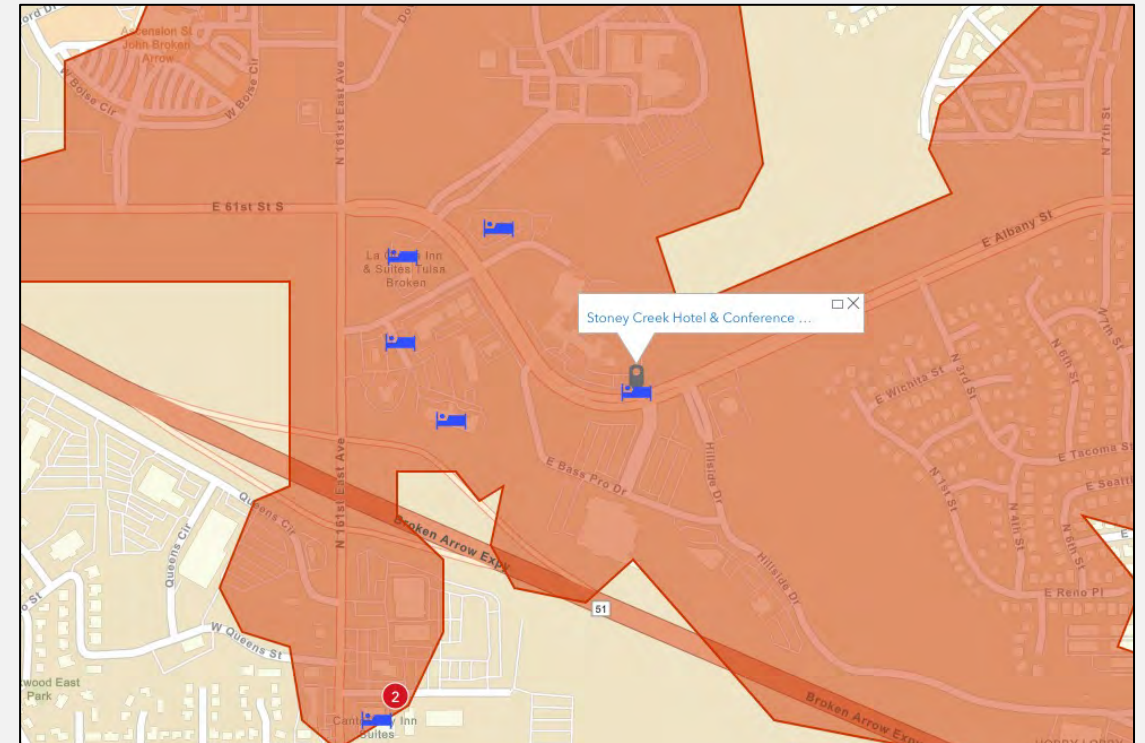
# Stoney Creek Hotel & Conference Center

HSP utilized ESRI to showcase the support amenities to the relevant facilities within the a 15-minute walk time of the venue. The Stoney Creek Hotel & Conference Center is located in a suburb of Tulsa, Broken Arrow. It is approximately 13.5 miles southeast of the Tulsa International Airport and approximately 15 miles from Downtown Tulsa. There are a significant dining options near the facility and a few additional lodging options available.

## Dining Options



## Lodging Options

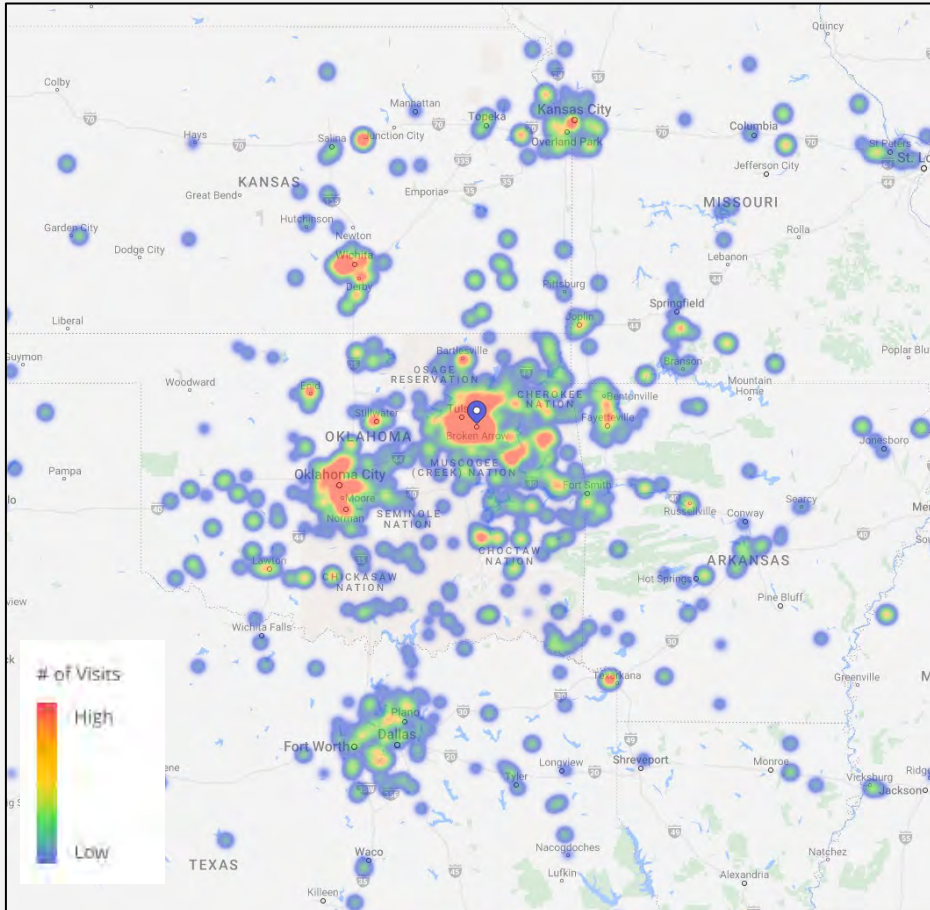




# Stoney Creek Hotel & Conference Center Visitation

## 2019 Visitation Characteristics

- 188,500 visits
- 65% beyond 30 miles



## Visits Trend

● Stoney Creek Hotel & Conf  
Broken Arrow, OK



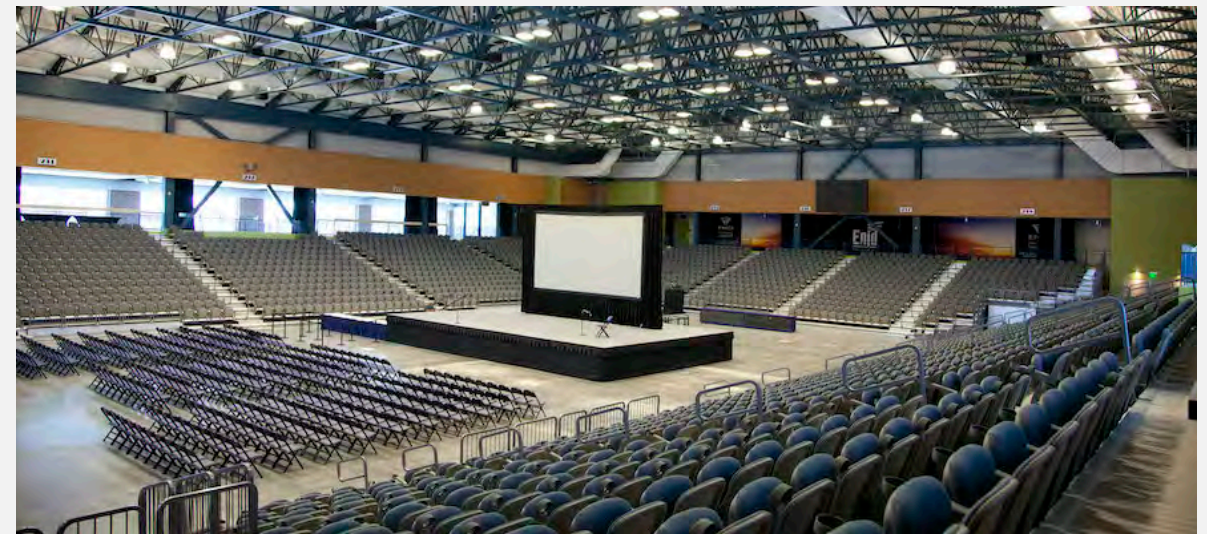
# Stride Bank Center Complex

Location:	Enid, OK
Year Open:	June 2013
Total Function Space:	51,500 square feet
Capacity:	5,000 (Arena)

## Notes:

Stride Bank Center is an entertainment and convention facility managed by Spectra (Oak View Group). The complex features a 5,000-seat arena that functions as a 30,000-square-foot convention space (bottom picture). The adjacent event facility is 20,000 square feet made up of multiple ballrooms to fit meetings, conferences, weddings, and banquets ranging in size. The complex is located in downtown Enid, Oklahoma and attracts business from the local and regional area.

The convention facility is a historic building that was renovated from a former convention hall in 2013. The facility was constructed at a cost of \$18.6 million.



# Stride Bank Center Convention Hall

The Stride Bank Center is Enid's convention center and the area's most popular event facility. The convention center (formerly known as Convention Hall) was opened in November 2012 after undergoing a \$7M renovation. It has an 11,000-square-foot Grand Ballroom, the 3,000-square-foot Benson Ballroom and over 5,500 square feet of meeting rooms.

It is connected to the Stride Bank Center (former Enid Event Center) which opened in June 2013. The arena has a total capacity of 5,000 and seats nearly 3,200 for sporting events and 3,800 for concerts and has a 31,500-square-foot show floor for trade shows. Both buildings are connected for additional available meeting space for an event. The Best Western opened in 2021 and offers 96 rooms adjacent to the Center.

Stride Bank Center - Enid, OK			
	Total (SF)	By Division (SF)	Divisions
Exhibit Space	31,500		1
Stride Bank Center Arena (5,000 capacity)		31,500	
Ballroom Space (Event Center)	14,500		2
Grand Ballroom		11,000	
Benson Ballroom		3,500	
Meeting Space (Event Center)	5,500		9
<b>Total</b>	<b>51,500</b>		<b>12</b>
Summary	SF	Rooms/1000 SF	Divisions
Exhibit	31,500	31.5	1
Ballroom	14,500	14.5	2
Meeting Rooms	5,500	5.5	9
<b>Total</b>	<b>51,500</b>	<b>51.5</b>	<b>12</b>
Walkable Hotels	Room Count	Distance (Miles)	Hotel Class
GLo Best Western Enid OK Downtown/Convention Center	96	0	Upper Midscale
<b>Total</b>	<b>96</b>		

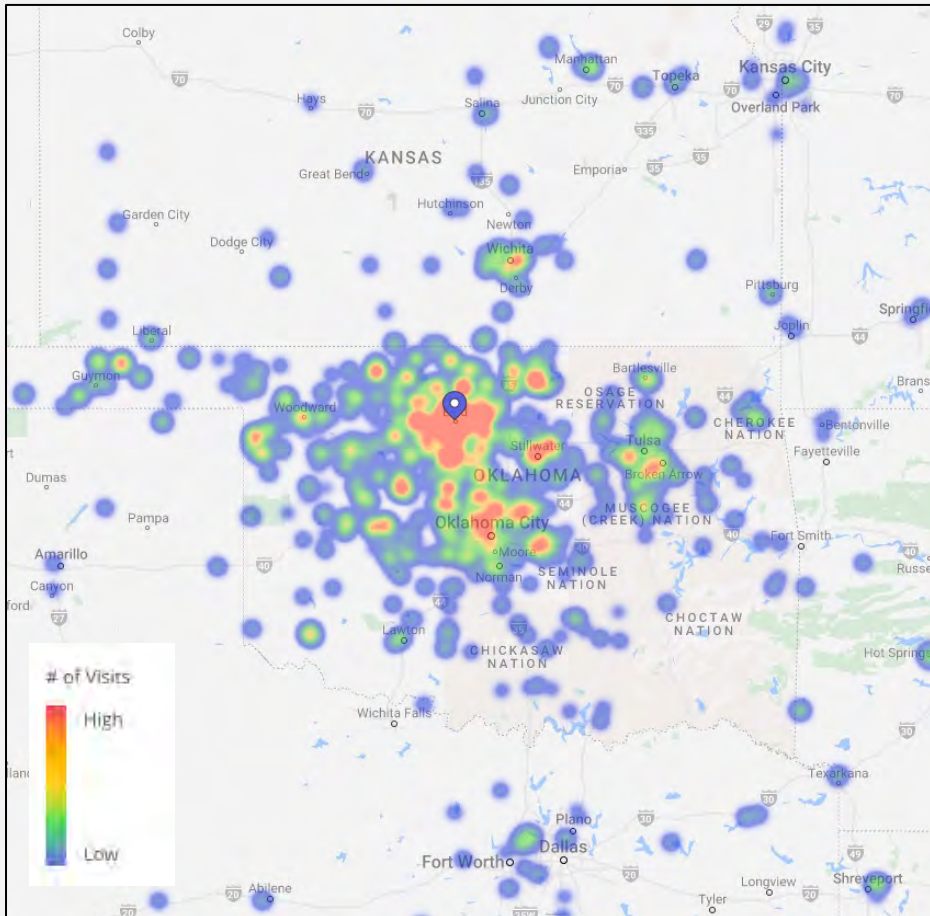
Source: Claremore Conference Center, STR



# Stride Bank Center Complex Visitation

## 2019 Visitation Characteristics

- 239,600 visits
- 36% beyond 30 miles

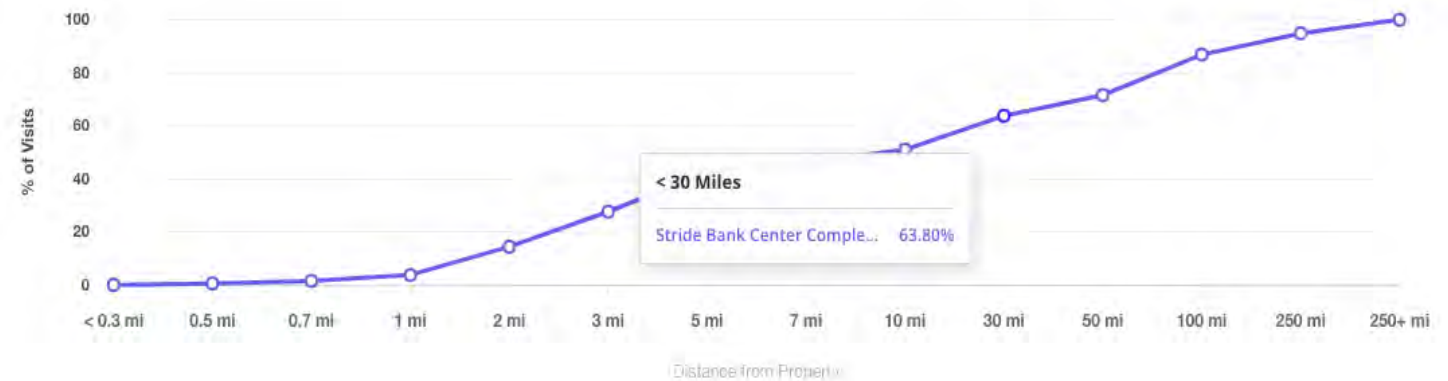


## Visits Trend

● Stride Bank Center Compl  
5 Independence St, Enid, OK



Weekly | Visits | Jan 1st, 2019 - Dec 31st, 2019  
Data provided by Placer Labs Inc. (www.placer.ai)



HSP spoke with Spectra Venue Management (now part of the Oak View Group) to better understand the performance and components of the Stride Bank Center Complex in Enid, Oklahoma. Key takeaways from this interview include:

- The complex features a convention facility and arena, which opened three years after the event center. The event center consisted of a renovation of historic space versus the arena which was a new-build. The facility was designed to be extremely flexible, able to host sporting events, concerts and flat floor events.
- The Stride Bank Center opened in 2013 before briefly changing to the Central National Bank Center and finally, in 2018, becoming the Stride Bank Center (SBC).
- The event center was built with full retractable seating and just over 30,000 square-feet of exhibit space.
- Between the two facilities, they average more than 400 events per year. The majority of business comes from local events, which includes recurring meetings for local groups.
- Enid is considered a hub for northwest Oklahoma with a community of approximately 50,000 people. The closest metropolitan city is Oklahoma City, which is about 1 hour and 45 minutes to the southeast.
- The sizing for the event center is adequate for the demand represented. Management believes if they had more function space that they wouldn't have the demand to fill it.
- There is very little competition for event space within the Enid area, with the Center showing the strongest performance.
- The complex has the ability to host events simultaneously, which has been its biggest strength. There is substantial parking to support about 6 to 7 events hosted in a single day.
- The local bank is the naming rights partner and is responsible for hosting many events throughout the year.

# Regional Convention Centers



**Cox Business Convention Center** is a convention center owned by the City of Tulsa and managed by ASM Global. It features more than 275,000 square feet of event space and 8,900-seat arena. It is located in the Arena District in downtown Tulsa and features Oklahoma's largest banquet space with 41,470 square feet. The venue is walking distance to over 2,000 hotel rooms and more than 70 restaurants within a one-mile radius.



**Century II Performing Arts & Convention Center** is a full-service performing arts and convention center in Wichita, Kansas. The facility opened in 1969 located in downtown Wichita and features a 2,195-seat concert hall along with nearly 200,000 square feet of function space. There are multiple facilities that contribute to the total function space including the expo hall and 22 meeting rooms varying in size.



**Oklahoma City Convention Center** located in downtown Oklahoma City replaced the former, aging convention center. The new facility opened in January 2021. The project totaled approximately \$288 million and features a 200,000-square-foot exhibit hall, 45,000 square feet of meeting space, and a 30,000-square-foot ballroom. The facility offers 275,000 square feet of total function space and is managed by ASM Global.

A comprehensive understanding of the regional supply of indoor conference, event and meeting venues is important for the Project. The following implications were drawn:

**Strong Growth Potential.** The local market in Bartlesville is severely lacking significant meeting and event space aside from the BCC and Hilton Garden Inn. The area has the opportunity to capitalize on the unmet supply of flexible meeting and event space that can accommodate mid-sized events.

**Flexibility is Key.** Due to the demand that the market is seeing for various event types, the most ideal space would be able to host a range of events in terms of sizes and types. Industry experts believe that the most successful event space should be able to host multiple events at once seamlessly.

**HQ Hotel or Walkable Hotels.** In conversations with local market experts and industry experts, the Project needs to have substantial hotel rooms available either attached or very close to the event space to even be considered for statewide or national events. Smaller to mid-sized events at the local and regional level may not need as many hotel rooms, however, it is important for the supply to meet the event sizes.

**Walkable Amenities.** To optimize the success of events, organizers prefer locations that not only have significant walkable hotel rooms, but also restaurants, retail and entertainment all within walking distance to give visitors more things to do when not actively attending events.



# Chapter 5: Local Facilities Assessment

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# Local Meetings & Event Facilities

There are a limited number of meeting and event facilities in Bartlesville. The table to the right outlines competitive facilities and their associated ballroom and meeting spaces. On average these facilities have approximately 7,000 SF in total meeting space and 4,400 SF of ballroom space, with a wide range of quality and functionality. Many facilities cater to the weddings and reception business and have been renovated since 2010. None of these facilities offer traditional exhibit space or a significant number of breakout rooms.

The following slides profile the largest competitive facilities, followed by a deeper analysis of Bartlesville Community Center, which is located adjacent to the proposed redevelopment site at First Christian Church.

Bartlesville Meeting Space Supply List (1,000+ SF)

Name	Type of Venue	Distance from BCC (Miles)	Total Meeting Space (SF)	Ballroom SF	Meeting Room SF	Number of Rooms	Total Keys	Year Built / Renovated
Bartlesville Community Center*	Event Facility	-	10,597	5,760	4,837	3	-	2020
Price Tower	Hotel	0.2	4,572	2,340	2,232	7	19	2006
The Room at the Top	Event Facility	0.4	9,000	9,000	0	2	5	2010
Hilton Garden Inn	Hotel	0.5	10,478	7,490	2,988	5	100	2010
Hillcrest Country Club	Event Facility	3.0	4,200	3,200	1,000	2	-	2011
Timber Oaks	Event Facility	3.2	1,800	1,800	0	1	-	2017
Tri County Tech	Event Facility	4.7	4,820	3,000	1,820	4	-	2015
Woolaroc	Event Facility	11.7	10,000	3,000	7,000	3	-	2020
Average			6,933	4,449	2,485	3	-	2014

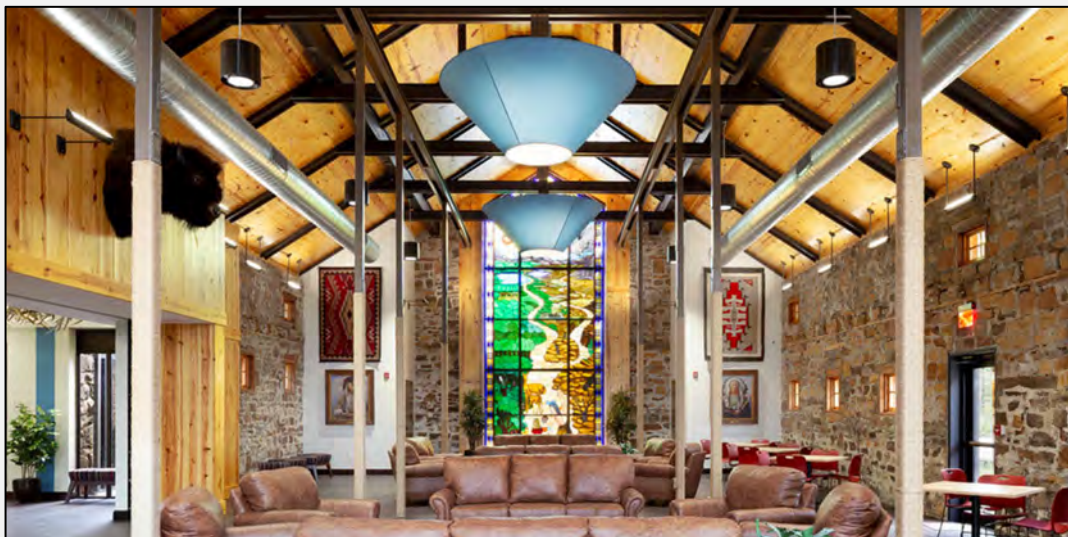
\*excluding the performing arts hall and outdoor balcony

Source: HSP, Venue Sites



## Hilton Garden Inn

The Hilton Garden Inn has 100 rooms and is located in downtown Bartlesville. This hotel has the largest single room space in Bartlesville with its divisible 7,500 SF ballroom, along with a board room, hospitality suite, and two pre-function areas available for events. The ballroom has a 600-person capacity reception style and 500-person capacity seated for banquets. The hotel also offers an on-site restaurant, pool, and fitness center. The Hilton Garden Inn was also considered as an alternate site for expansion of Bartlesville's meetings and events space.



## Woolaroc

Woolaroc Museum and Wildlife Preserve offers multiple event and meeting facilities on-site including a newly renovated 5,000 SF welcome center, 3,000 SF lodge, and 2,000 SF events center. The 3,700 acres of public grounds are often used as a wedding destination and the 50,000 SF museum itself is also available for rent. The facilities feature a café, dressing rooms, and gift shop along with a number of outdoor recreational activities. Woolaroc is located more than ten miles southwest of downtown Bartlesville.



## The Room at the Top

The Room at the Top is a full-service wedding and special event venue situated at the top of the The Johnstone-Sare Building in downtown Bartlesville. The venue encompasses two 4,500 SF floors and also offers a bridal suite and four other rooms on-site for overnight stay. The floors can be rented separately, or together, for a total of 9,000 SF of event space. The venue offers wedding and event planning staff that provide catering and entertainment services.



## Price Tower

Frank Lloyd Wright's Price Tower was originally built in 1956 and now features a 19-room hotel, the Copper Restaurant & Bar and Price Tower Arts Center which occupies a two-story, 2,200 SF space that often features local and national art exhibitions. There are also two smaller meeting spaces, a conference room, and private outdoor terraces on-site. The Price Tower is located just across from Unity Square in downtown Bartlesville.

# Bartlesville Community Center

Location: Bartlesville, OK

Opened: 1982

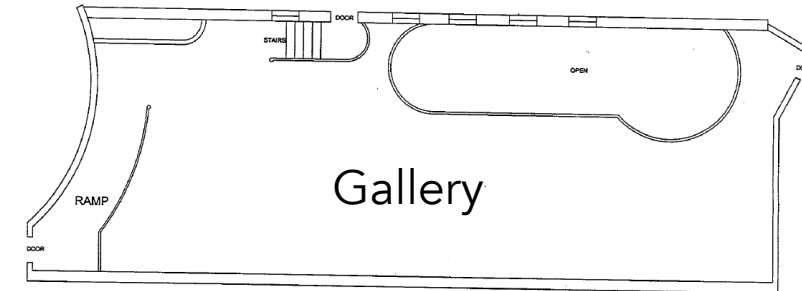
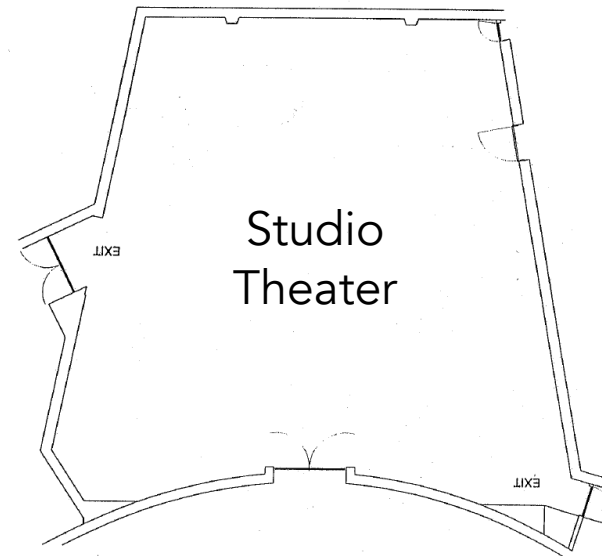
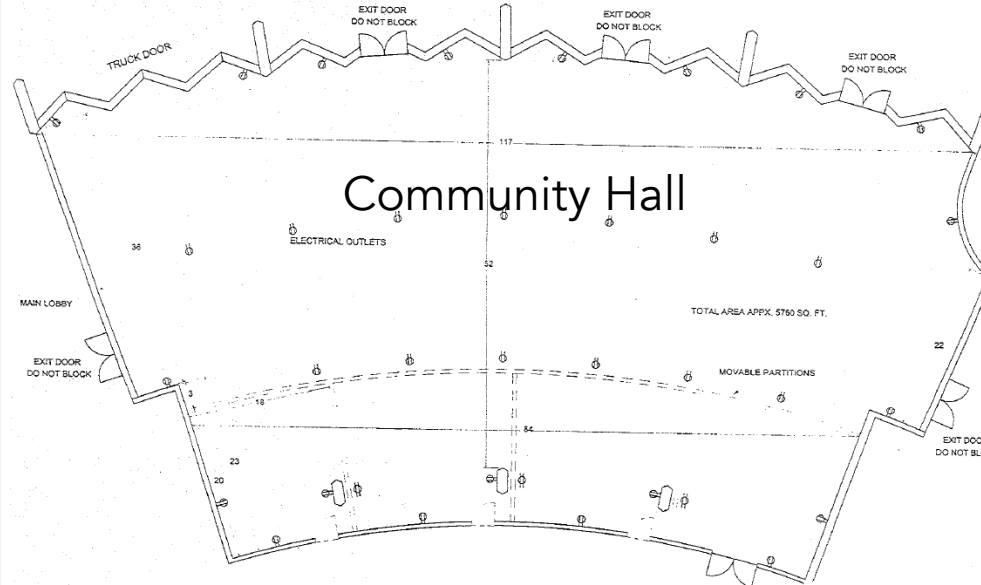
Operator: Bartlesville Community Center Trust Authority

Taliesin design performing arts and event facility that includes:

- Marie Foster Performing Arts Hall – 16,875 SF, 1,703-seat auditorium
- Community Hall – 5,760 SF
- Studio Theater – 2,550 SF
- Gallery - 2,287 SF
- Outdoor Balcony – 2,500 SF

The Bartlesville Community Center (BCC) is located adjacent to First Christian Church, Frank Lloyd Wright's Price Tower, as well as Tower Center at Unity Square which opened in May of 2020.

These spaces are all rented on an hourly basis with the exception of the auditorium which requires longer rental blocks and is charged based on the higher of the applicable rental rate or 10% of gross ticket sales.



# BCC Meeting Space

The BCC's largest meeting space, the Community Hall, is limited to 600 people reception style and 380 seated at rounds. Though the overall room is over 7,000 SF, the layout and configuration limits the usable space to just 5,760 SF. The BCC also has a 2,500 SF outdoor covered balcony at 250 capacity standing. The auditorium has fixed seating for 1,703.

The BCC has made significant recent updates to the facility in 2020-21 including:

- New carpeting
- Auditorium tech upgrades
- Office / box office remodel
- Reupholstered auditorium seats

Future planned upgrades include additional A/V updates, repairs, and equipment upgrades to the auditorium.

<b>Space</b>	<b>SF</b>	<b>Reception Capacity</b>	<b>Rounds</b>	<b>Base Rental Rate / Hour</b>
Community Hall	5,760	600	380	\$70
Studio Theater	2,550	150	120	\$45
Gallery	2,287	130	80	\$45
<b>Total</b>	<b>10,597</b>	<b>880</b>	<b>580</b>	<b>-</b>

Source: Bartlesville Community Center

# BCC Visitation

HSP utilized geofencing data from Placer.ai to determine visitation trends for the Bartlesville Community Center and other facilities. The BCC had strong local visitation with 65 percent of unique visitation in 2019 coming from within 25 miles. Approximately 35 percent of unique visitation was regional or long-distance.

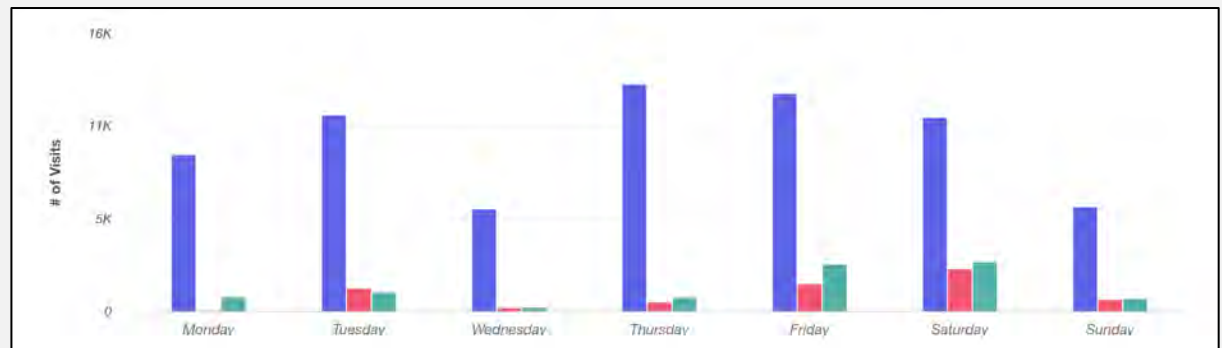
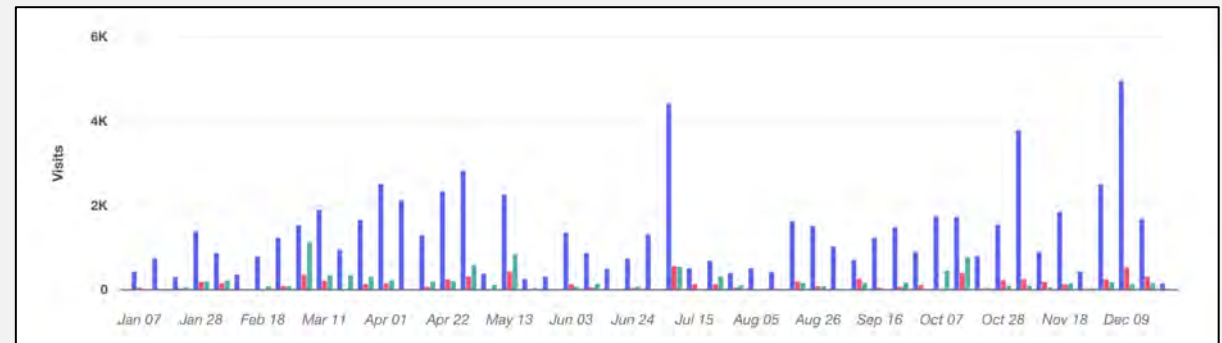
Visitation was lowest during late summer months with peaks occurring during performing arts event series held at the auditorium.

Visitation was strong throughout the week, with lowest visitation occurring on Wednesday and Sunday.

Bartlesville Community Center  
January 1, 2019 - December 31, 2019

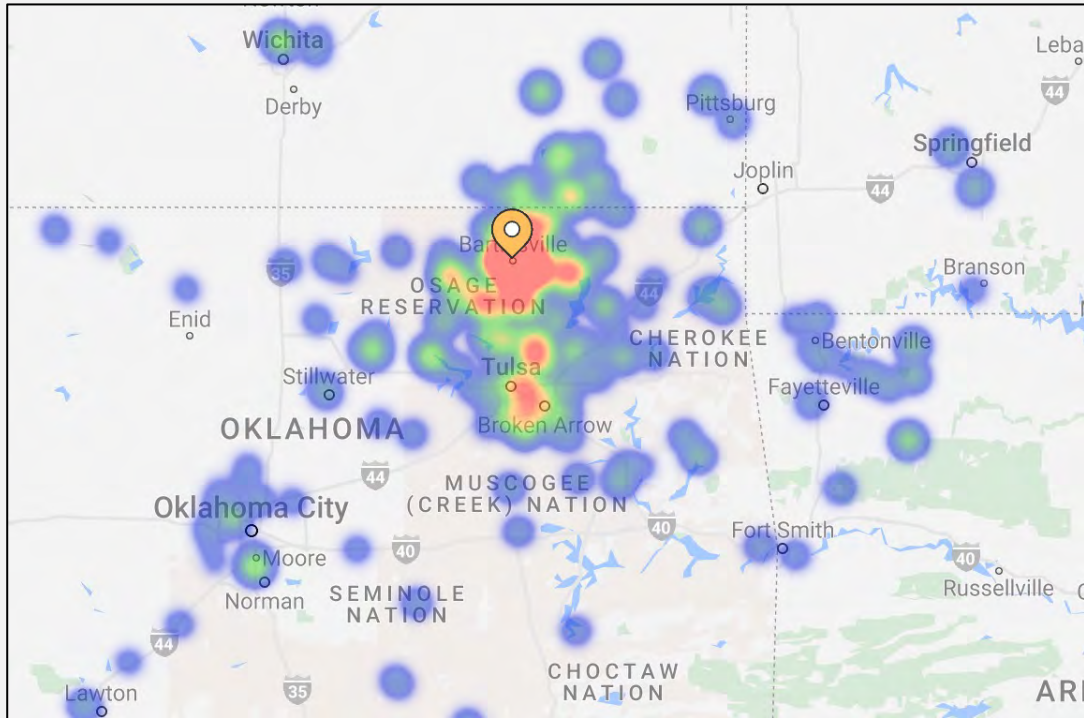
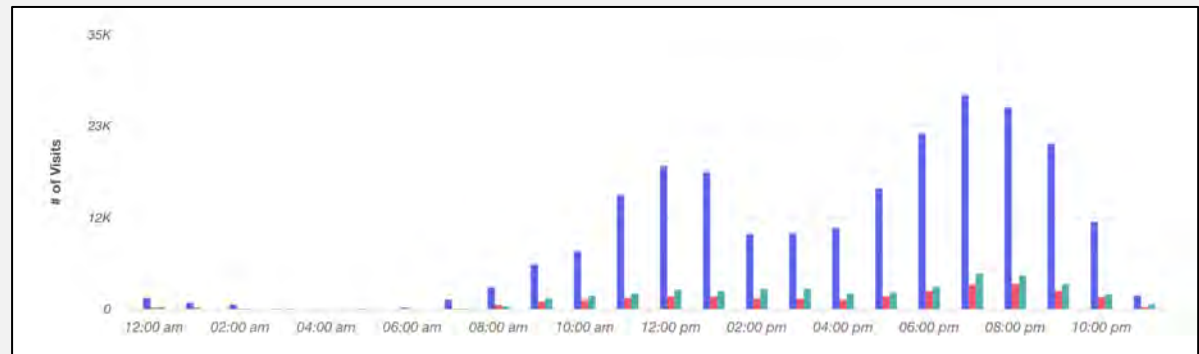
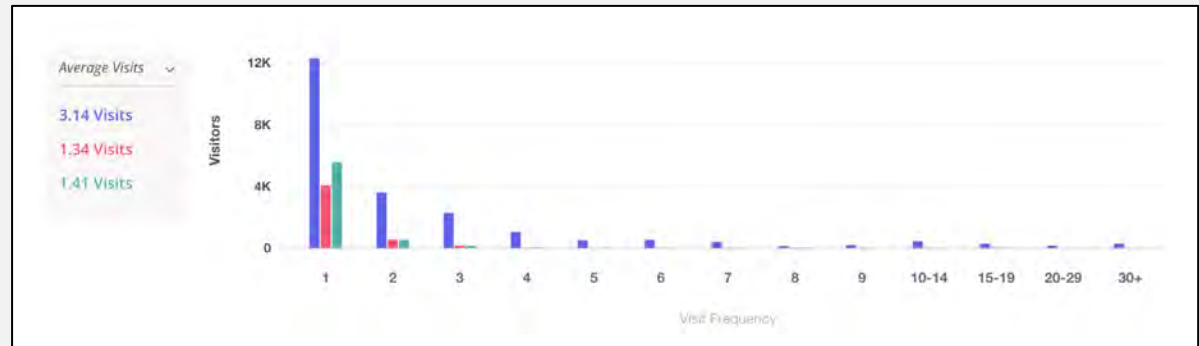
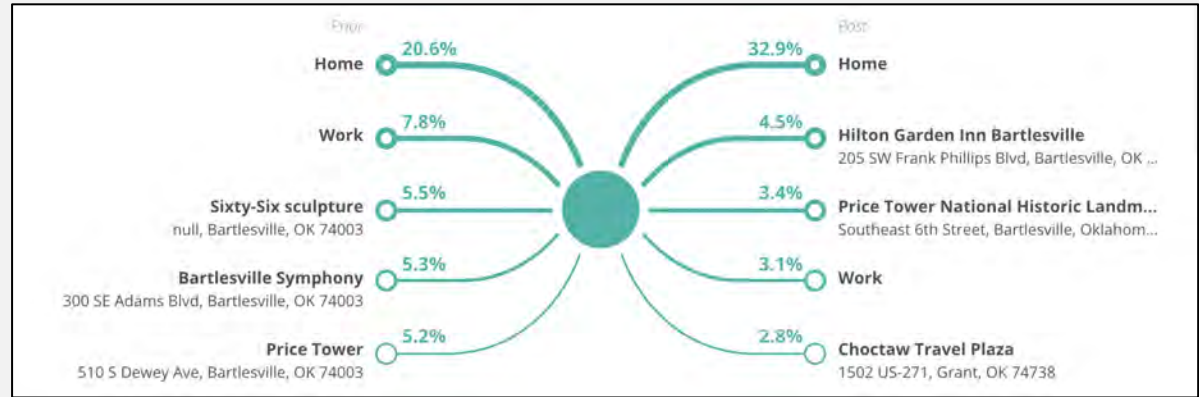
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	69,000	81.1%	22,000	65.9%	3.14
Regional Distance - Over 25 miles & Less Than 50 miles	6,800	8.0%	4,900	14.7%	1.39
Long Distance only - Over 50+ miles	9,300	10.9%	6,500	19.5%	1.43
<b>Total Visits</b>	<b>85,100</b>	<b>100.0%</b>	<b>33,400</b>	<b>100.0%</b>	<b>2.55</b>

Source: Placer.ai



# BCC Visitation

Other Bartlesville tourist and entertainment attractions were the most popular starting point or destination of visitors to the BCC aside from home and work. Average visits for 2019 were approximately 2.5 times and occurred during the day as well as late evening hours due to auditorium events. Outside Bartlesville, the Tulsa area was the major source of non-local visitation.





# BCC Events by Type

Meetings and seminars represented approximately 40% of events held at the BCC from 2017-19, while banquets / receptions and theatre / arts events took up close to 30% each of the business. Conventions, conferences, and consumer shows equated to less than 5% of BCC business.

In 2021, the number of events were close to pre-pandemic levels, though the number of days per event decreased. Pre-pandemic, multi-day events led to the BCC being utilized at capacity with over 365 event days and spaces being booked.

A total of 111 events have been booked thus far at the BCC in 2022.

**Bartlesville Community Center - Number of Events**

Event Type	2017	2018	2019	2020	2021
Meeting / Seminar	106	89	80	39	85
Banquet / Reception	77	66	74	25	64
Theatre / Arts	74	59	67	23	60
Consumer Show	5	8	7	3	4
Conference / Convention	6	1	3	0	1
<b>Total</b>	<b>268</b>	<b>223</b>	<b>231</b>	<b>90</b>	<b>214</b>

Source: Bartlesville Community Center

**Bartlesville Community Center - Total Event Days**

Event Type	2017	2018	2019	2020	2021
Meeting / Seminar	226	192	188	73	125
Banquet / Reception	86	71	88	31	82
Theatre / Arts	128	99	111	35	118
Consumer Show	9	12	14	8	5
Conference / Convention	8	1	3	0	1
<b>Total</b>	<b>457</b>	<b>375</b>	<b>404</b>	<b>147</b>	<b>331</b>

Source: Bartlesville Community Center

# BCC Events by Month

The adjacent table displays the distribution of event days at the BCC from 2017-2021. The BCC hosts events consistently throughout the year, with the highest number of events typically occurring in the first and fourth quarter of the year.

The BCC was closed from March to April 2020 due to the COVID-19 pandemic. After reopening, the BCC experienced a significant recovery in the later half of 2021 with the number of events booked from June 2021 to December 2021 outpacing that same period in 2019.

**Bartlesville Community Center - Events by Month**

<b>Month</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
January	18	18	13	9	9
February	21	21	19	20	11
March	22	19	18	17	10
April	24	25	29	0	14
May	20	24	27	0	23
June	21	18	17	1	30
July	19	14	13	4	19
August	20	12	11	9	19
September	22	16	22	8	17
October	24	18	20	8	23
November	31	17	26	7	17
December	26	21	16	7	22
<b>Total</b>	<b>268</b>	<b>223</b>	<b>231</b>	<b>90</b>	<b>214</b>

Source: Bartlesville Community Center

# BCC Attendees

HSP analyzed the attendance data by event for 2017-21 to determine the drivers of visitation by event type. Though the number of events in 2021 returned to pre-pandemic levels, the number of attendees has not yet normalized with event visitation in 2021 at 50% compared to 2019.

Theatre and arts events accounted for over half of attendance with meetings and seminars at approximately 20% of attendees for all years.

Conferences, conventions, and consumer shows represented both the lowest number of events and attendance for the BCC.

**Bartlesville Community Center - Attendance**

<b>Event Type</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Meeting / Seminar	17,121	14,873	12,182	2,469	5,488
Banquet / Reception	9,141	8,349	10,771	2,624	6,504
Theatre / Arts	39,286	42,406	26,820	7,431	13,856
Consumer Show	1,955	2,628	3,678	1,435	715
Conference / Convention	3,280	100	376	0	525
<b>Total</b>	<b>70,783</b>	<b>68,356</b>	<b>53,827</b>	<b>13,959</b>	<b>27,088</b>

Source: Bartlesville Community Center

# Tower Center at Unity Square

Adjacent to the BCC is Tower Center at Unity Square (TCUS), which opened in May of 2020. TCUS features a small outdoor amphitheater, the green, the fountain, and an art installation The Flowers. These spaces can be rented by the hour.

Approximately half of the events held at TCUS were weekly or bi-weekly fitness classes. TCUS events brought in an average of ~10,000 attendees during 2020 and 2021.

## Tower Center at Unity Square - Number of Events

<b>Event Type</b>	<b>2020</b>	<b>2021</b>
Fitness Class	52	88
Meeting / Seminar	30	41
Show / Performance	18	20
Banquet / Reception	9	16
<b>Total</b>	<b>109</b>	<b>165</b>

Source: Bartlesville Community Center

## Tower Center at Unity Square - Attendance

<b>Event Type</b>	<b>2020</b>	<b>2021</b>
Fitness Class	2,139	3,631
Meeting / Seminar	2,204	2,622
Banquet / Reception	1,810	1,850
Show / Performance	2,860	3,723
<b>Total</b>	<b>9,013</b>	<b>11,826</b>

Source: Bartlesville Community Center

BCC Financial Performance & 2022  
Budget

# BCC Historical Financials

Pre-pandemic, the BCC brought in operating revenues of over \$500K. Operating expenses totaled over two times that of operating revenues, which generated significant operating losses. However, grants & donations, earnings / distributions from the BCC trust endowment, and the BCC's share of hotel / motel taxes mitigated the losses, even during the pandemic. These ancillary revenues have historically amounted to as much as double the operating revenue generated by events held at the BCC.

Though the number of events held at the BCC has increased to pre-pandemic levels, decreased attendance by approximately 50% resulted in similar levels of decreased revenue in fiscal year 2021. Revenue for fiscal year 2022 is projected to return to more than \$500K.

Bartlesville Community Center - Income Statement					
	FS 2017	FS 2018	FS 2019	FS 2020	FS 2021
	7/1/16-6/30/17	7/1/17-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21
<b>Revenues</b>					
Charges for Services	\$ 515,558	\$ 548,869	\$ 467,151	\$ 358,764	\$ 141,855
Other Income	\$ 26,488	\$ 23,611	\$ 24,840	\$ 26,174	\$ 132,630
<b>Total Revenues</b>	<b>\$ 542,046</b>	<b>\$ 572,480</b>	<b>\$ 491,991</b>	<b>\$ 384,938</b>	<b>\$ 274,485</b>
<b>Expenses</b>					
Employee Expenses	\$ 597,063	\$ 636,649	\$ 637,421	\$ 623,024	\$ 572,099
Touring Fees	\$ 182,964	\$ 173,500	\$ 213,500	\$ 127,000	\$ 10,350
Utilities	\$ 113,559	\$ 124,831	\$ 126,676	\$ 108,616	\$ 93,201
Contract Services	\$ 88,112	\$ 143,805	\$ 96,396	\$ 96,045	\$ 40,259
Supplies	\$ 63,139	\$ 49,629	\$ 54,256	\$ 38,826	\$ 40,126
Repairs & Maintenance	\$ 36,473	\$ 33,854	\$ 21,901	\$ 35,057	\$ 23,955
Advertising	\$ 38,468	\$ 42,378	\$ 38,877	\$ 30,916	\$ 16,499
Insurance	\$ 27,102	\$ 25,536	\$ 28,051	\$ 29,379	\$ 30,106
Other Services & Expenses	\$ 19,014	\$ 21,496	\$ 22,679	\$ 16,920	\$ 11,381
Bank & Credit Card Fees	\$ 29,826	\$ 20,714	\$ 19,127	\$ 18,089	\$ 7,581
Postage & Printing	\$ 4,286	\$ 5,175	\$ 3,638	\$ 3,431	\$ 3,476
Bad Debt	\$ 821	\$ -	\$ 160	\$ -	\$ 130
<b>Total Expenses</b>	<b>\$ 1,200,827</b>	<b>\$ 1,277,567</b>	<b>\$ 1,262,682</b>	<b>\$ 1,127,303</b>	<b>\$ 849,163</b>
<b>Net Operating Income</b>	<b>\$ (658,781)</b>	<b>\$ (705,087)</b>	<b>\$ (770,691)</b>	<b>\$ (742,365)</b>	<b>\$ (574,678)</b>
<b>Other Revenues</b>					
Grants & Contributions	\$ 279,133	\$ 137,490	\$ 332,052	\$ 321,599	\$ 404,228
Investment Earnings	\$ 95,363	\$ 98,403	\$ 95,900	\$ 95,720	\$ 60,984
Realized Gain (Loss)	\$ 305,929	\$ 178,545	\$ 192,917	\$ (12,343)	\$ 352,426
Unrealized Gain (Loss)	\$ 12,731	\$ 15,535	\$ 89,298	\$ 88,000	\$ 502,940
Hotel / Motel Taxes	\$ 342,590	\$ 311,360	\$ 315,077	\$ 267,782	\$ 232,241
<b>Total Other Revenues</b>	<b>\$ 1,035,746</b>	<b>\$ 741,333</b>	<b>\$ 1,025,244</b>	<b>\$ 760,758</b>	<b>\$ 1,552,819</b>
<b>Net Income*</b>	<b>\$ 376,965</b>	<b>\$ 36,246</b>	<b>\$ 254,553</b>	<b>\$ 18,393</b>	<b>\$ 978,141</b>
<i>*before depreciation</i>					
Source: Bartlesville Community Center					

HSP interviewed on-site staff at the BCC to better understand their thoughts on the facility's current operations and needs. Key takeaways from the interview include the following:

- Due to limitations on the number of meeting spaces, the BCC has to turn away business, typically one to two events per week, and primarily for the main Community Hall
- The BCC also loses business due to limitations on the size and flexibility of spaces, as they cannot accommodate simultaneous events in close proximity or provide for multiple breakout sessions
- Breakout rooms are not conducive to ambient noise and integrated A/V is needed to accommodate more traditional meetings and seminars
- Built-in amenities such as chairs, tables, and set-up provide a lower cost alternative compared to upcharges experienced at other facilities
- A lack of on-site catering has been a deterrent for some event planners
- An ideal facility would allow for multiple 300+ person events to be held simultaneously between the BCC and the new facility, as well as an increased number of smaller meeting rooms for breakout sessions

HSP also interviewed the general and sales manager at the Bartlesville Hilton Garden Inn (HGI) to gauge the strengths of their business model and get their take on meetings and event space needs in the market:

- The flexibility of the divisible large ballroom space allows HGI to host a range of event types from classroom-style conferences to casual private events
- Though the ballroom space is flexible, the corporate look and feel does not cater well to weddings and receptions business
- Lobby spaces are often utilized for pre- and post- function space, with an on-site caterer being a key service element in executing these events
- HGI believes there is a market for smaller meeting spaces, as they are not able to provide if the ballroom is being utilized for other events
- It is typical for events hosted in the HGI spaces to drive additional room nights, even when these events are primarily driven by local attendees



Based on the analysis of local meeting and event facilities and feedback from the Bartlesville Community Center and Hilton Garden Inn, HSP has come to the following conclusions:

- Local meeting and event facilities do not offer large-single room spaces to be able to accommodate conventions or trade / consumer shows that can generate multi-day economic impacts
- Restricted availability of small meeting rooms limit the number of breakout sessions often required by meeting planners for events
- The COVID-19 pandemic had a significant impact on the BCC, and though the number of events hosted has begun to recover, overall event attendance per event continues to suffer
- With event days exceeding number of days in the year at the BCC, there is unaccommodated demand for meetings and events in Bartlesville that could benefit from a facility that compliments the BCC and downtown attractions
- As is typical for a conference center, the BCC operates at a loss, and is highly reliant on the success of its endowment to fund ongoing operating losses and building maintenance



# Demand Interviews

# Demand Interviews

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HSP also spoke with local stakeholders and user groups to understand the meetings and events market needs in the area and to interview them regarding their experience organizing and executing events at the BCC and in Bartlesville.

Key takeaways from these interviews are outlined in the following slides.



HSP spoke with the President of the Bartlesville Chamber of Commerce to get their take on meeting and event space needs in the community. Main headlines from that interview include:

- Members utilize a wide range of facilities in Bartlesville, the main facilities being the Bartlesville Community Center and Hilton Garden Inn, along with Woolaroc for leadership conventions and receptions looking for a unique venue
- Larger corporate events (300+) and sports tournaments tend to utilize the Hilton Garden Inn due to capacity limitations at the BCC Community Hall and convenience of connected hotel rooms
- Other local facilities are better able to cater to smaller groups including Tri-County Tech and Hillcrest Country Club
- Given the layout of the First Christian Church, they see this as a difficult prospect for suitable meeting and event spaces
- The community is severely lacking in daycare facilities, and this could be an alternative proposed use of the First Christian Church space

HSP interviewed an officer of the Bartlesville Rotary Club, that host weekly meetings in the Community Hall at the Bartlesville Community Center. Key takeaways from this interview include:

- Meetings hosted at the BCC have approximately 80-90 attendees each week
- The Club has to bring in their own outside caterer, as the facility does not offer on-site catering
- The Community Hall presents some sound mitigation issues and the current A/V system makes it difficult to hear guest speakers during meetings
- The Community Hall space is too large for their group, and they would prefer a smaller meeting space that would better suit a group of approximately 100 people
- The smaller theatre space at the BCC is not convenient due to its location within the BCC and its sloping pathway
- Other local associations utilize smaller meeting facilities within Bartlesville due to the lack of suitable space at the BCC and groups such as these could benefit from additional downtown meeting spaces that cater to smaller groups and events

HSP interviewed a business development representative for Arvest Bank to get another corporate perspective on meetings and events space needs in Bartlesville. Key takeaways from that conversation include:

- Arvest hosts a weekly Friday Financial Forum in Bartlesville that shares topical local and state information, news, and economic updates
- Arvest events are held at Arvest branch locations and don't currently have the need for other facilities
- The First Christian Church is a prime location for redevelopment as a conference center for town hall meetings and political events
- The Bartlesville Community Center caters to different groups, especially in the arts, and a new facility could attract different types of groups
- The BCC is often booked and there are no other legitimate offerings in town if the BCC or Hilton Garden Inn is not available
- The First Christian Church could also be rehabbed into additional City offices and operations space
- The cost of any redevelopment needs to make sense based on how it could perform financially, while maintaining affordability for the community

Phillips 66 has over 1,700 employees in Bartlesville as well as 400 additional employees at their research center west of town. HSP interviewed the Head of Community Engagement for Phillips 66's Bartlesville Business Operations & Innovation Center to understand their meetings and events needs in the market. Key takeaways from this discussion indicated the following:

- Phillips 66 has multiple auditoriums where they gather for larger meetings, the largest with a capacity of around 600
- Phillips 66 has a significant amount of meeting spaces and training rooms where they hold smaller meetings and events
- Phillips 66 rarely has a need to utilize outside facilities – if they do, they utilize the Hilton Garden Inn, Bartlesville Community Center, or Woolaroc for corporate retreats, where availability has not been an issue in the past
- Phillips 66 Wellness Center and athletic facilities are only open to employees and retirees, with the exception of the aquatic center, which is used monthly for statewide swim meets
- Bartlesville is severely lacking in daycare space due to recent closures and could be an alternate use for the First Christian Church

Based on these interviews with local business leaders, user groups, and stakeholders, HSP came to the following conclusions:

- The Bartlesville Community Center and Hilton Garden Inn suit the needs of mid-sized local groups and events, but do not offer sufficient separate spaces for smaller meetings or are able to attract larger groups and event
- Other local facilities are utilized for smaller meetings and events; however these are limited, and many are not located in the downtown Bartlesville area
- There is a potential need for additional smaller meeting space in the community that can cater to local businesses and associations
- A new dedicated conference and events center could untap new markets that Bartlesville is currently not able to attract and would be a benefit to surrounding hotels and the local economy, but due to the limited supply of downtown hotel rooms, the scope may need to be limited without an additional hotel development
- Though the First Christian Church is viewed by many as a potential prime location for any expansion of meeting and event space, it does present physical limitations
- Local daycare facilities are a major need within the community and may be a better utilization of the First Christian Church space. This is currently a deterrent for younger families looking to move to Bartlesville.



# Chapter 6: Case Studies and Hotel Package Analysis

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# Case Studies Overview

HSP identified a number of comparable adaptive reuse facilities across the nation that can serve as precedent successful developments for the Project. Understanding the breakdown of uses, how these developments were repurposed, and what makes these successful is key to establishing a path forward for the Project.

The following slides detail profiles of each of the selected case studies including sources of financing, breakdown of uses, visitation trends to the development drawn from Placer.ai geofencing data, and walkability amenities packages.



Bartlesville Case Studies - Adaptive Reuse Facilities

Name	Location	City Population (2020)	Year Built / Renovated	Total Meeting Space (SF)	Ballroom SF	Meeting Room SF	Number of Rooms
Pittsburg Memorial Auditorium & Convention Center	Pittsburg, KS	20,646	2009	10,207	5,460	4,747	8
Monroe Convention Center	Bloomington, IN	79,168	2012	21,189	12,285	8,904	7
South San Francisco Conference Center	South San Francisco, CA	66,105	2019	20,500	13,500	7,000	3
Champion Mill Conference Center	Hamilton, OH	63,399	2022	34,800	19,093	15,707	17
Average		57,330	2016	21,674	12,585	9,090	9

Source: HSP, Venue Sites

Four adaptive reuse facilities from across the country were selected as case studies for the potential repurposing of the First Christian Church in Bartlesville. The facilities analyzed average approximately 22,000 SF of meeting space and often offer significant open and divisible ballroom spaces as well as a number of smaller meeting rooms. Some facilities date back to over 100 years but have undergone multiple and recent renovations to keep these facilities up to date with their competitors.

Located in cities ranging from 20,000 to 80,000 in population, these successful facilities prove there is a strong demand for unique and flexible smaller meeting and event facilities, even in modest communities.

# Pittsburg Memorial Auditorium & Convention Center

Location: Pittsburgh, KS

Total Meeting Space: 10,207 SF

The Pittsburg Memorial Auditorium & Convention Center began as a Shrine Mosque when it was originally built in 1925. The building was purchased by the City of Pittsburg in 1940, with renovations not beginning until 1984 when it was converted to a public auditorium and convention center.

The auditorium seats 1,588 and the over 10,000 SF convention center includes a divisible 5,460 SF ballroom, five smaller breakout rooms, a mezzanine, and lobby.

The convention center is the only large entertainment venue in Pittsburg with an open kitchen and liquor license. The center offers on and off-site catering and offers the latest technology in sound and lighting.

The 1984 renovation was funded by a .50% sales tax which has since decreased to .125% to help fund the preservation and maintenance of the facility.



# Pittsburg Memorial Auditorium & Convention Center - Visitation

Though the Pittsburgh Memorial Auditorium & Convention Center had over 115,000 visitors in 2019, only 34,000 of these were unique visitors due to repeat visitation from local attendees for auditorium events.

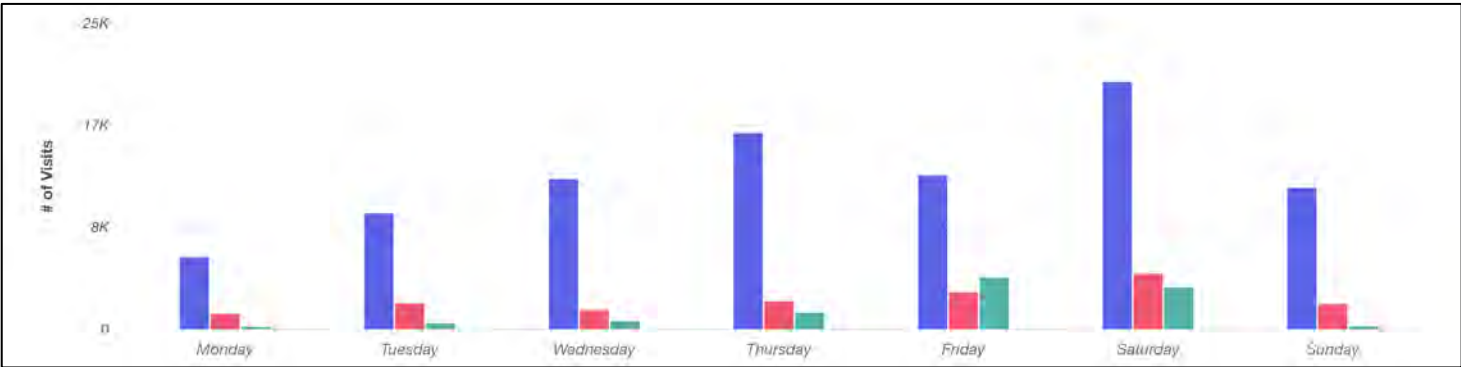
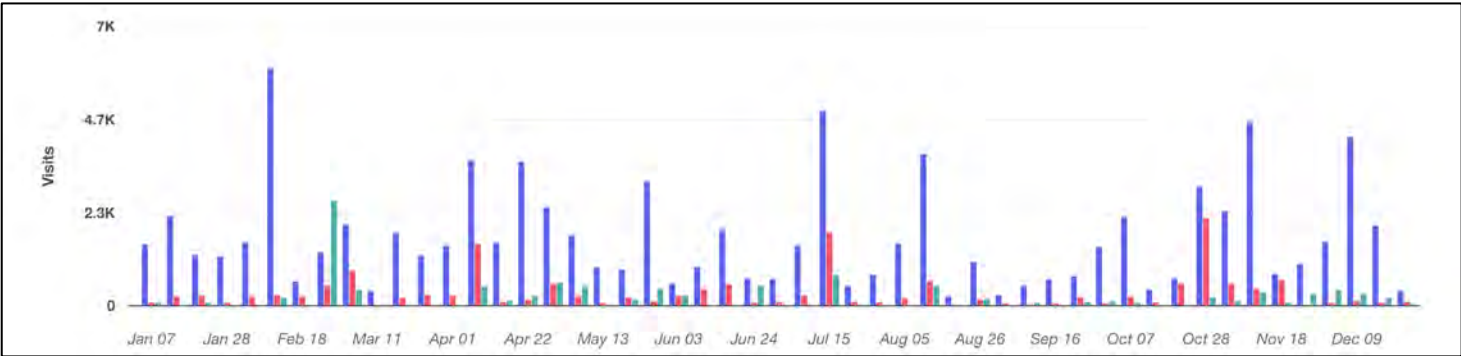
Visitation peaks over the course of the year were also due to events held at the auditorium.

Visitation was highest towards the back end of the week and weekend with lowest visitation occurring on Mondays.

Pittsburg Memorial Auditorium & Convention Center  
January 1, 2019 - December 31, 2019

Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	88,200	76.0%	20,300	59.7%	4.34
Regional Distance - Over 25 miles & Less Than 50 miles	17,000	14.6%	6,100	17.9%	2.79
Long Distance only - Over 50+ miles	10,900	9.4%	7,600	22.4%	1.43
<b>Total Visits</b>	<b>116,100</b>	<b>100.0%</b>	<b>34,000</b>	<b>100.0%</b>	<b>3.41</b>

Source: Placer.ai



## Pittsburg Memorial Auditorium & Convention Center - Events

The auditorium and convention center hosted approximately 500 events per year prior to the COVID-19 pandemic, with approximately 60% utilizing the meeting spaces, and 40% utilizing the auditorium for theatre style events.

In 2020, the total number events decreased to under 300, with the expected number of events in 2022 to be around 350. Though the number of events is seeing recovery, overall attendance has been slow to realign.

The meeting spaces have seen the most impact from a loss in private events and from events that used to be held in-person moving to virtual formats.

Pittsburg Memorial Auditorium & Convention Center – 2019 Event Data

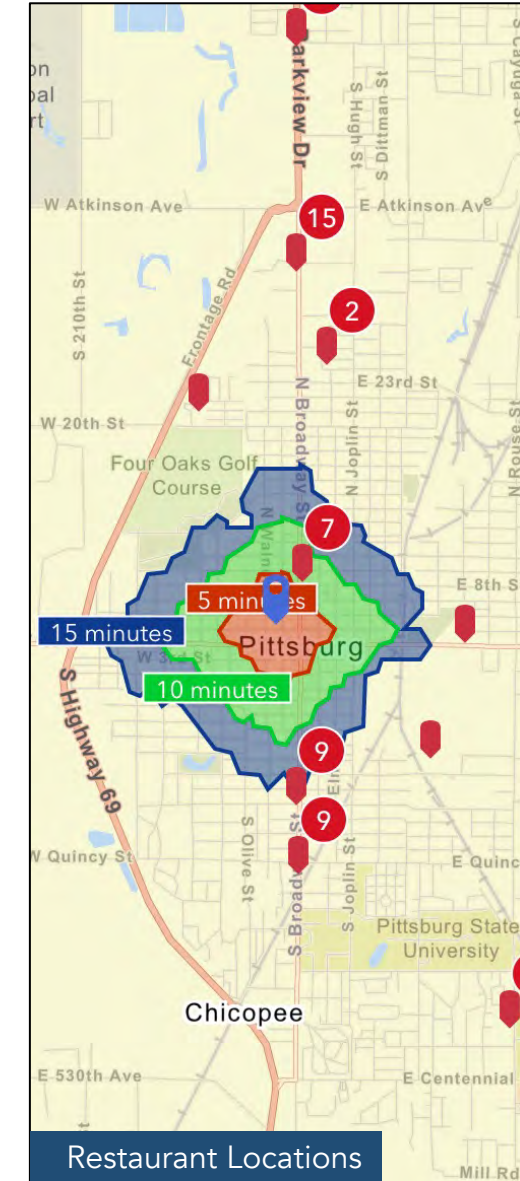
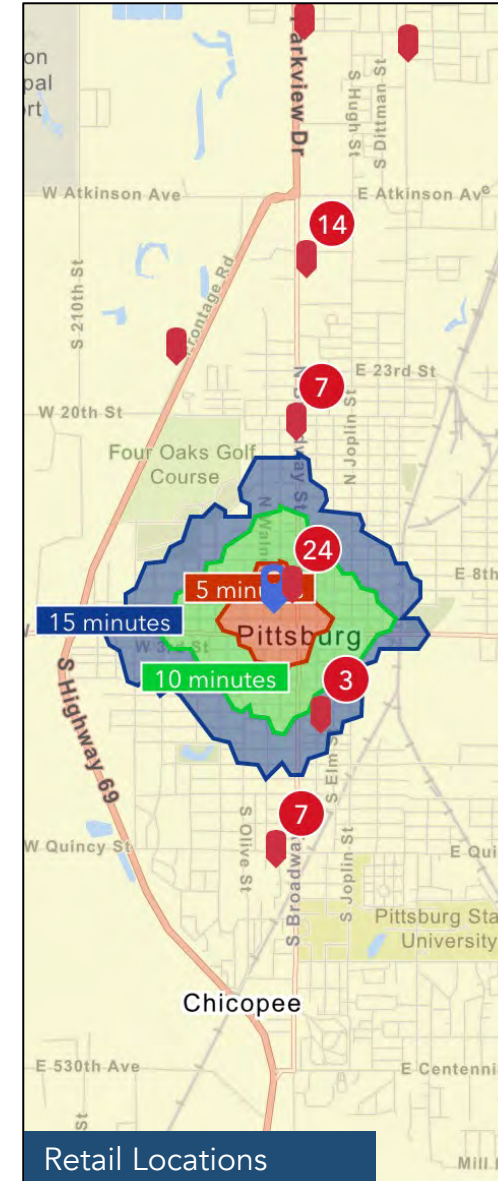
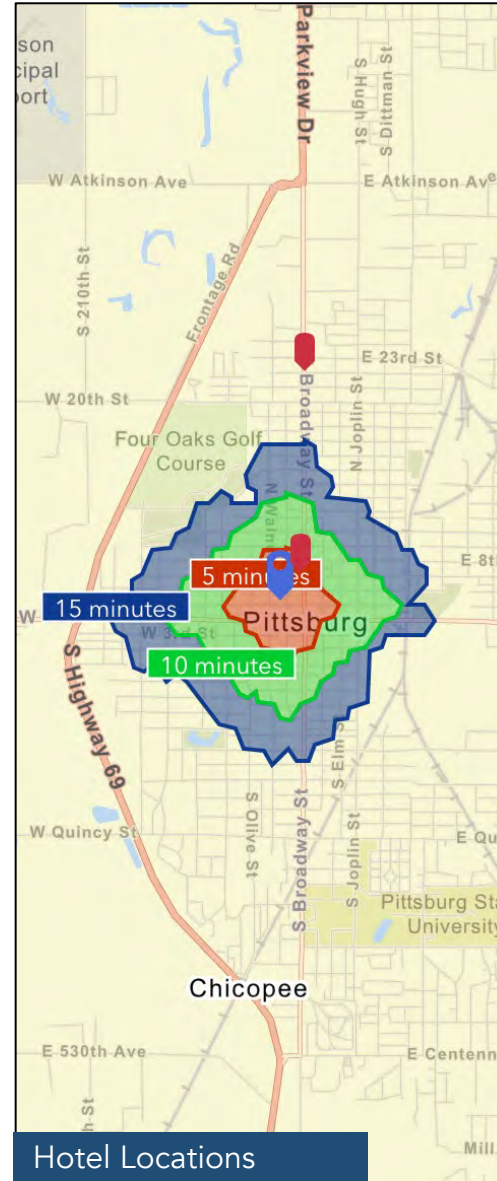
Month	# of Events	Revenue	Attendance	Box Office
January	29	\$3,941.50	2913	\$0.00
February	44	\$5,331.00	5317	\$13,519.09
March	42	\$6,422.50	5999	\$4,429.69
April	54	\$10,824.13	8591	\$16,921.13
May	45	\$8,430.50	4318	\$0.00
June	55	\$6,441.50	5080	\$4,973.51
July	29	\$6,776.00	4145	\$18,909.00
August	49	\$7,415.00	5732	\$0.00
September	31	\$3,054.00	1476	\$4,469.74
October	42	\$4,437.00	3306	\$5,060.53
November	40	\$12,869.62	6525	\$23,935.90
December	33	\$8,941.50	9145	\$0.00
<b>Totals</b>	<b>493</b>	<b>\$84,884.25</b>	<b>62547</b>	<b>\$92,218.59</b>
2018	503	\$104,060.16	70736	\$136,263.11
2017	434	\$97,413.51	67162	\$98,891.14
2016	380	\$85,276.14	70833	\$129,027.79
2015	344	\$64,143.00	54192	\$71,718.56
2014	405	\$74,365.67	68153	\$56,611.83

# Pittsburg Memorial Auditorium & Convention Center – Walkable Amenities

The adjacent map outlines hotels, retail, and restaurants within a 5-, 10-, and 15- minute walk time from the convention center.

There is only one independent hotel walkable to the facility and only one other Days Inn in close proximity.

There is a significant supply of local boutique retailers walkable to the facility. Most restaurants are outside a 15-minute walk time, which are sit-down chain restaurants and fast-food establishments that are located directly north and south of the facility.



# Monroe Convention Center

Location: Bloomington, IN

Total Meeting Space: 21,189 SF

Originally built in 1923 as a Henry Ford Model T assembly plant and showroom, this building was transformed into a conference center in 1991 and was remodeled in 2012. The space offers 6 divisible meeting rooms and a second floor that can be opened up to over 12,000 SF of event space, though does not offer any true exhibit space for conventions due to its layout.

The center provides full service in-house catering and audiovisual services for a range of event types and is adjacent to the Courtyard Marriott Hotel.

Hotel tax (2%) supported bond issuances funded the original 1991 renovation, 2012 remodel, and purchase of land for a future planned expansion of the facility. A 1% F&B tax helps fund ongoing building maintenance and a contribution fund for the proposed expansion's development costs.





# Monroe Convention Center - Visitation

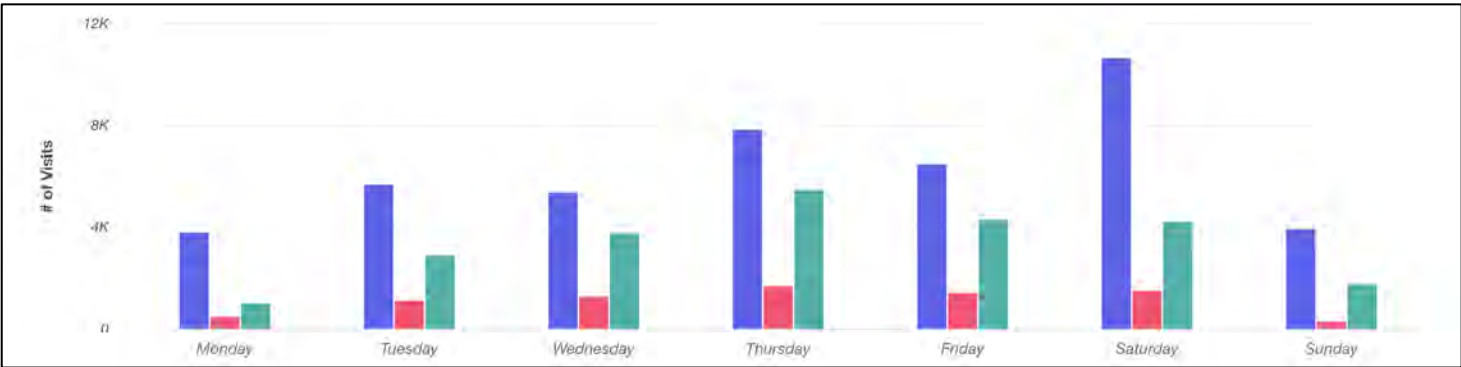
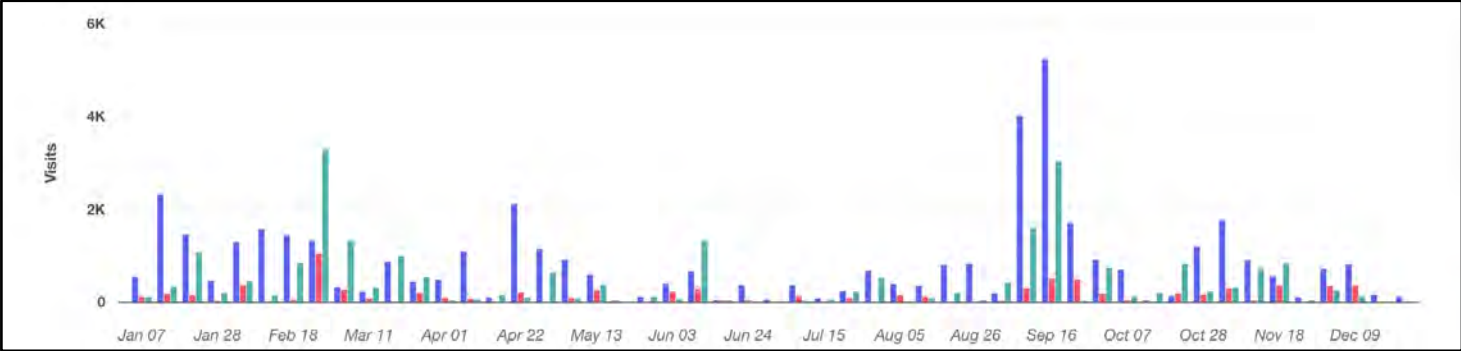
The Monroe Convention Center had approximately 75,000 in annual visitation in 2019. Over 30% of unique visitors came from over 50 miles.

Peaks in visitation occurred in September with lowest visitation during the summer months. Highest visitation occurred on Thursdays and Saturdays.

With events decreasing by more than half due to COVID-19, visitation in 2021 was reduced to just 25,000.

Monroe Convention Center January 1, 2019 - December 31, 2019					
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	43,700	58.3%	28,800	57.1%	1.52
Regional Distance - Over 25 miles & Less Than 50 miles	7,800	10.4%	5,400	10.7%	1.44
Long Distance only - Over 50+ miles	23,400	31.2%	16,200	32.1%	1.44
<b>Total Visits</b>	<b>74,900</b>	<b>100.0%</b>	<b>50,400</b>	<b>100.0%</b>	<b>1.49</b>

Source: Placer.ai



# Monroe Convention Center - Events

Prior to the COVID-19 pandemic, the Monroe Convention Center hosted over 500 events per year. The facility draws people for statewide association events, regional public events, corporate events, and social gatherings as well as showcases a permanent art collection of varied artwork by local artists.

In 2021, the facility began to see a rebound in number of events, with expectations for a return to the norm by Fall of this year. Average attendance per event decreased significantly in 2021 due to the facility often being utilized as a vaccine clinic the first half of the year.

With changes in local hotel ownership, hotel staff turnover, and meeting planner changes, the Monroe Convention Center has seen success by ensuring its own employee retention in order to be able to execute many COVID-19 related rescheduled events.

MCC Events & Attendance			
Year	Number of Events	Total Attendees	Average Attendance
2017	571	75,556	132
2018	514	76,107	148
2019	582	74,000	127
2020	229	30,000	131
2021	403	24,000	60
Average	460	55,933	120

Source: Monroe Convention Center

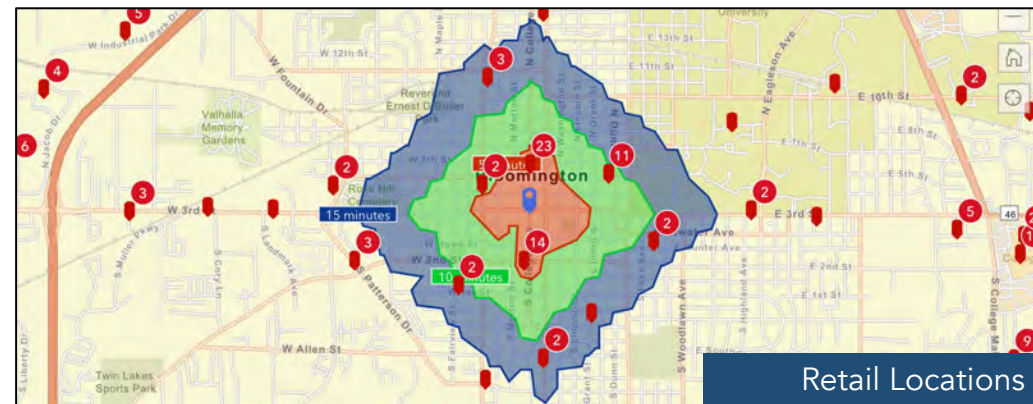
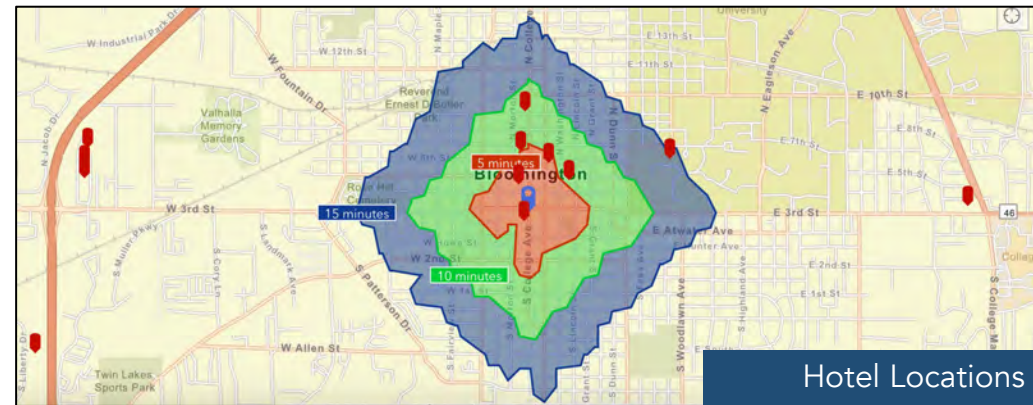
# Monroe Convention Center - Walkable Amenities

The adjacent map outlines hotels, retail, and restaurants within a 5-, 10-, and 15-minute walk time from the facility.

There are three upper-midscale hotels adjacent or within five minutes of the Monroe Convention Center.

There are a significant number of walkable boutique retailers as well as a Kroger Grocery five minutes from the facility. Walkable restaurants range from fast-casual to sit down to bar and pub concepts.

Monroe Convention Center's diverse walkable amenities make it an attractive destination for event planners and attendees.



# South San Francisco Conference Center

Location: South San Francisco, CA

Total Meeting Space: 20,500 SF

With previous uses ranging from a warehouse to a photo-processing lab, this building sat empty until 1993 when it was repurposed as a conference center. The facility and grand lobby was designed to mask the original industrial structure as an updated art deco space.

The facility is made up of three large meeting spaces that are divisible to up to 13 smaller breakout rooms. The largest ballroom space is in excess of 13,000 SF.

The facility has a full-service state of the art kitchen facility for its on-site catering, Projection Presentation Tech services, and business services staff.

The facility entices business through weekday rent and reception specials and also offers virtual, hybrid, and even drive-in meeting packages.



# South San Francisco Conference Center - Visitation

The South San Francisco Conference Center received approximately 90,000 visitors in 2019 with approximately 30% of unique visitors coming from over 50 miles.

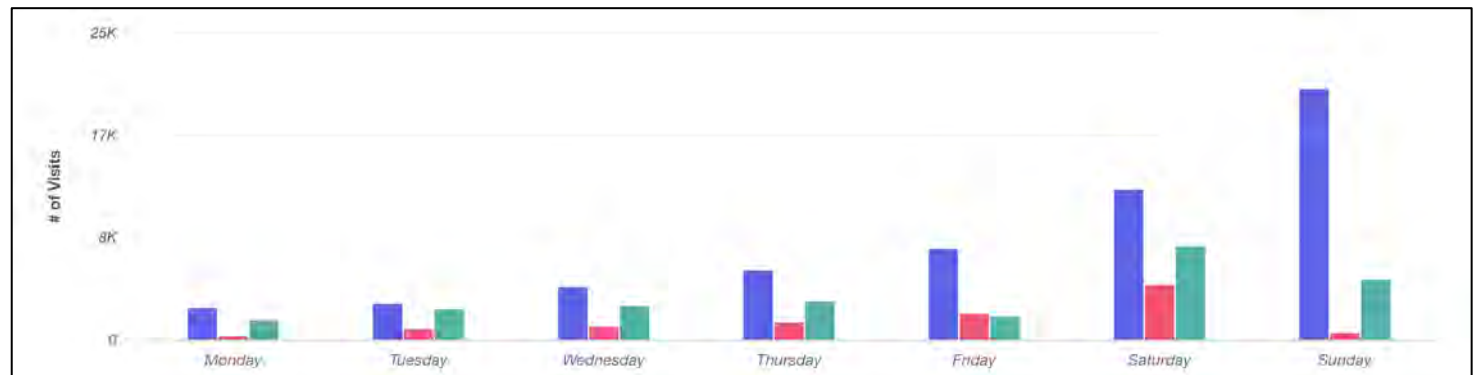
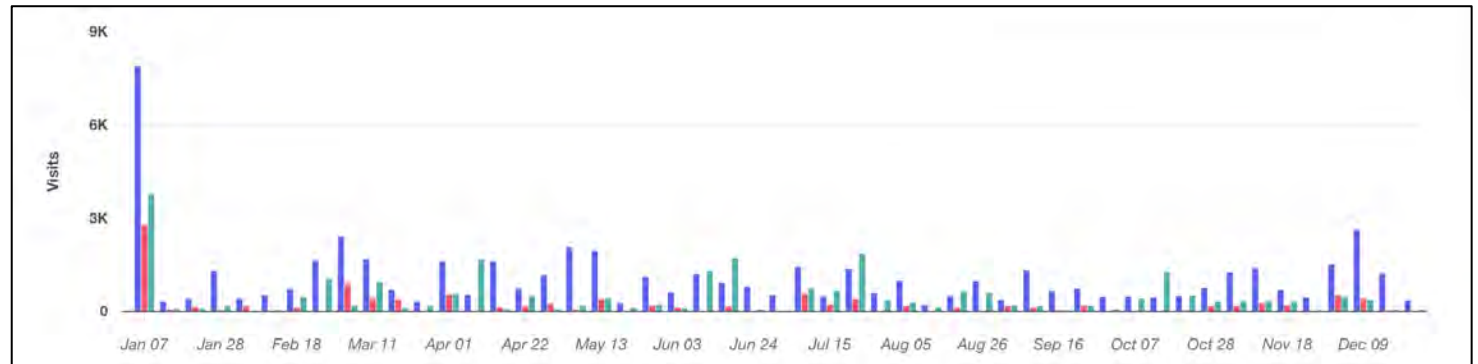
Visitation was consistent throughout the year with a significant increase in January of 2019 due to the kickoff of convention season in San Francisco.

Visitation was low during the week and highest on Sundays, which is rare for a conference or convention center.

South San Francisco Conference Center  
January 1, 2019 - December 31, 2019

Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	55,800	61.0%	25,300	53.0%	2.21
Regional Distance - Over 25 miles & Less Than 50 miles	11,000	12.0%	8,300	17.4%	1.33
Long Distance only - Over 50+ miles	24,700	27.0%	14,100	29.6%	1.75
<b>Total Visits</b>	<b>91,500</b>	<b>100.0%</b>	<b>47,700</b>	<b>100.0%</b>	<b>1.92</b>

Source: Placer.ai

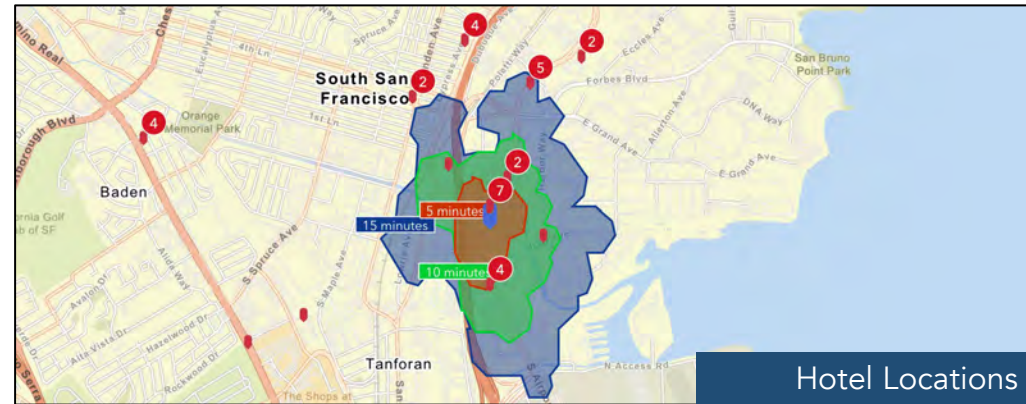


# South San Francisco Conference Center - Walkable Amenities

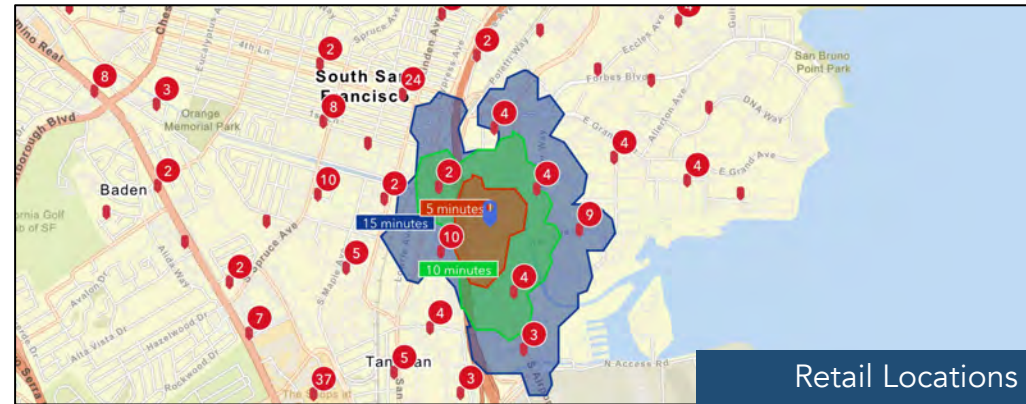
The adjacent map outlines hotels, retail, and restaurants within a 5-, 10-, and 15-minute walk time from the conference center.

There are a number of hotels within walking distance ranging in chain-scale and quality.

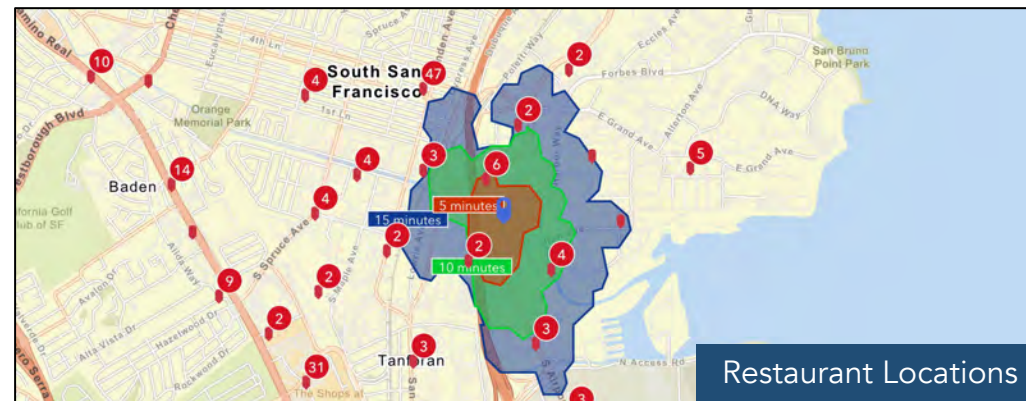
Smaller retailers and automotive shops are within walking distance of the conference center along with fast-casual restaurants and diners.



Hotel Locations



Retail Locations



Restaurant Locations

# Champion Mill Conference Center

Location: Hamilton, OH

Total Meeting Space: 34,800 SF

The Champion Paper Mill, originally built in 1893, was recently repurposed as a conference center and indoor sports complex. The conference center features three ballrooms and thirteen rooms ranging from 300 to over 8,000 SF.

The building also houses a 233-room hotel, restaurant, bar, microbrewery, and specialty retail and is connected to a second building with a 330,000 SF indoor sports complex / flex space, a fitness center, and recreational activity space.

The project was funded by federal, state, county, and city contributions. As this facility is opening this year, no historical visitation data is available.



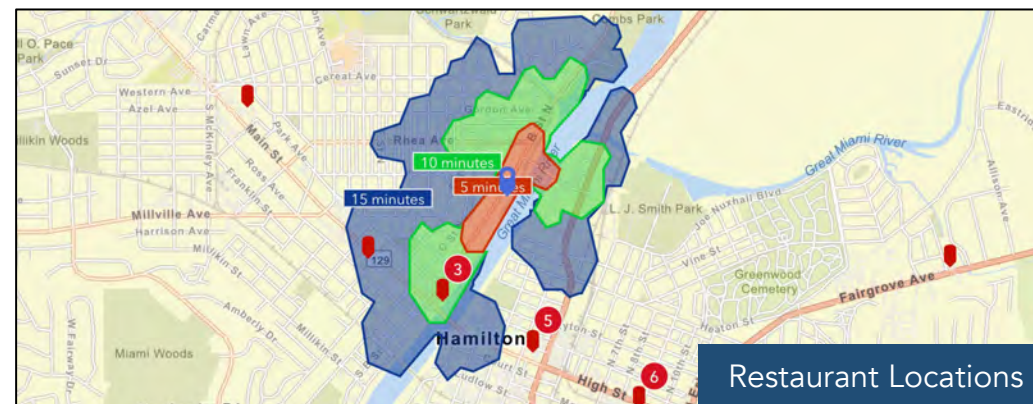
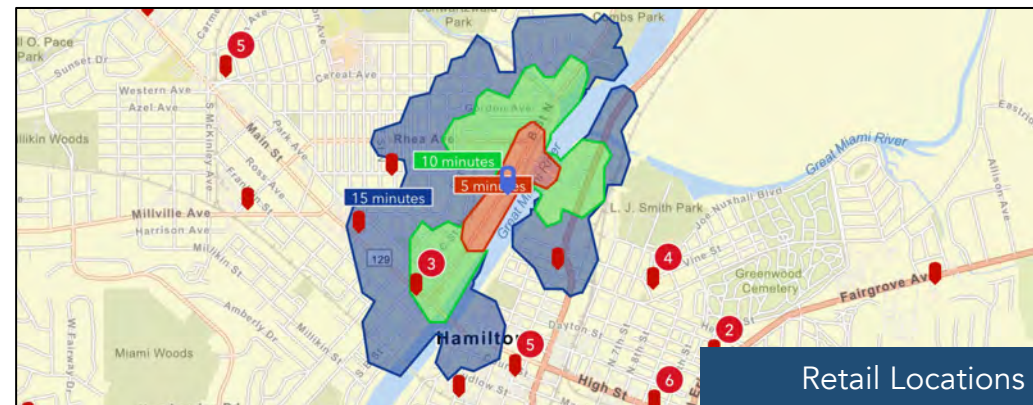
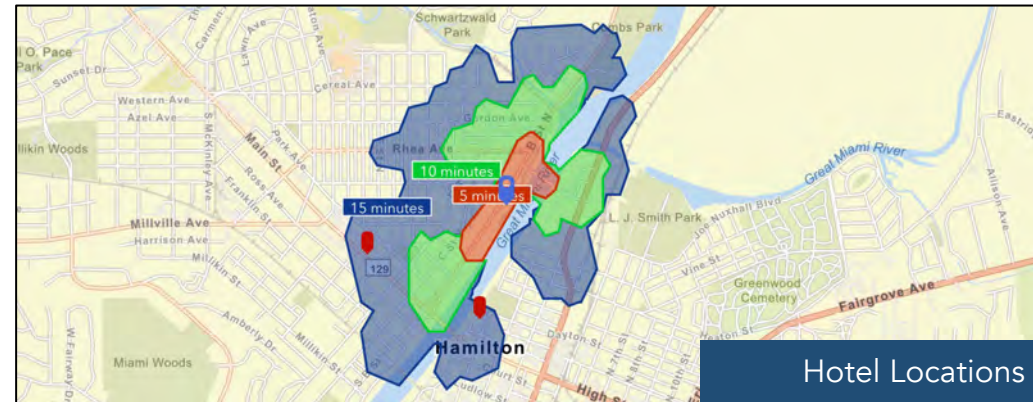
# Champion Mill Conference Center - Walkable Amenities

The adjacent map outlines hotels, retail, and restaurants within a 5-, 10-, and 15-minute walk time from the new development.

In addition to the new on-site hotel, there are two other hotels within a 15-minute walk from the redevelopment.

Most retail and restaurants are not walkable and are located further northwest and southeast of the site. Drivable restaurants are mostly fast-casual in concept.

Though there are not many dining options in close proximity to the development, the finished project will have a concessions area, smoothie bar, and beer garden in addition to on-site catering services.







# Site Analysis

# Site Review

As seen in a number of the case studies analyzed in this chapter, surrounding walkable amenities including dining, retail, and entertainment can be a value-add often sought after when choosing an event destination.

The site locations in downtown Bartlesville do not offer immediate highway access, though they are situated near other points of interest including numerous tourist attractions and other walkable amenities. These amenities are outlined in the following slides and pertain to both the First Christian Church and Hilton Garden Inn sites, as they are in close proximity to each other.



# Walkable Locations

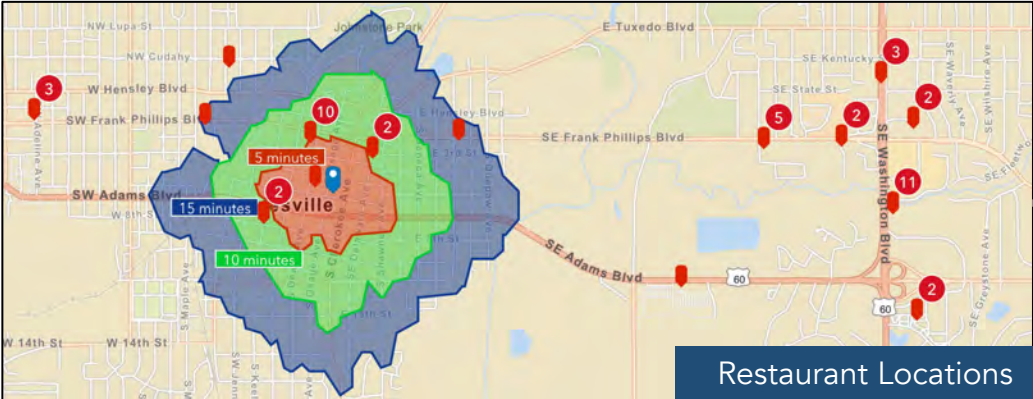
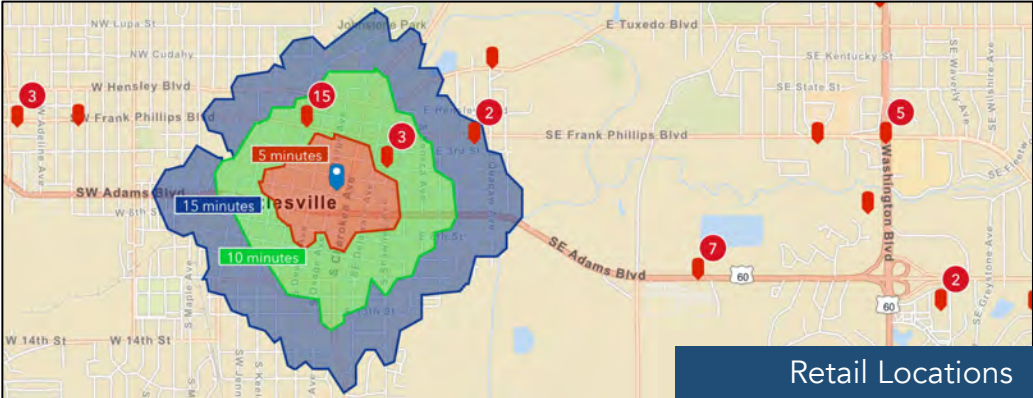
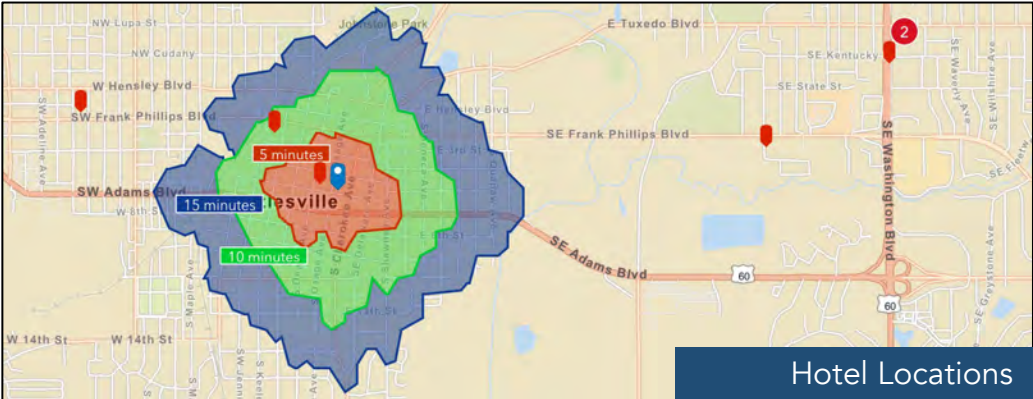
The adjacent map outlines hotels, retail, and restaurants within a 5-, 10-, and 15-minute walk time from the proposed Project sites.

The closest hotels are within a half a mile of the sites, those being the Inn at Price Tower and the Hilton Garden Inn itself.

Walkable retail offerings are automotive and repair shops and home supply stores with a few boutique retailers.

Within a 15 minutes walk, there are a number of fast food or fast-casual concepts, as well as the Copper Restaurant & Bar located in Price Tower.

There is a more significant supply of drivable hospitality, dining, and shopping amenities further east from the Project sites off US 75.



Event planners look to nearby amenities for out-of-town visitors when choosing an event site. Connected or walkable hotels and fine dining restaurants and bars are often a consideration. There are only two walkable or connected hotels from the proposed downtown Project sites, and most walkable restaurants are fast-casual in concept. Many of the adaptive reuse facilities profiled in the chapter have significant walkable restaurants and retail, but often do not have many quality hotels nearby. When looking to draw in additional meetings and event business, the location and lack of nearby offerings could be a deterrent to event planners during site selection.

The repurposed buildings profiled in this chapter take advantage of their roots by maintaining design and structural elements that make them a unique offering for event planners and attendees. While the facilities may be dated, renovations of these venues implement modern technologies and amenities and generate significant demand even in smaller-sized communities.

The case studies analyzed in this chapter all have utilized public contributions to fund the projects, including allocations of local sales, hotel, and F&B taxes. These contributions are vital to filling financing gaps for new facilities, as well as are important for funding ongoing operating costs and building capital expenditures.

# Chapter 7: Hotel Market Analysis

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# Lodging Summary

Lodging Summary - Bartlesville (within a 20-mile radius)						
Chainscale	Rooms	% of Total Rooms	Hotels	Rooms per Hotel	Avg Year Open / Renovated	Avg Age (Years)
Luxury	0	0%	0	--	--	--
Upper Upscale	0	0%	0	--	--	--
Upscale	100	11%	1	100	2010	11
Upper Midscale	242	26%	3	81	2012	9
Midscale	0	0%	0	--	--	--
Economy	236	25%	4	59	1998	23
Independent	359	38%	9	40	1988	33
Total/Average	937	1	17	70	2002	19

Source: Smith Travel Research, CoStar, Hotel websites, Hunden Strategic Partners

HSP, using data from Smith Travel Research, identified the closest hotels within a 20-mile radius of the Project. This supply includes 17 properties, totaling 937 rooms. The largest percentage of properties comes from independent properties, followed by upper midscale and economy. The average age of the hotel supply is 19 years with no recent developments in the last decade.

# Local Hotel Supply Analysis

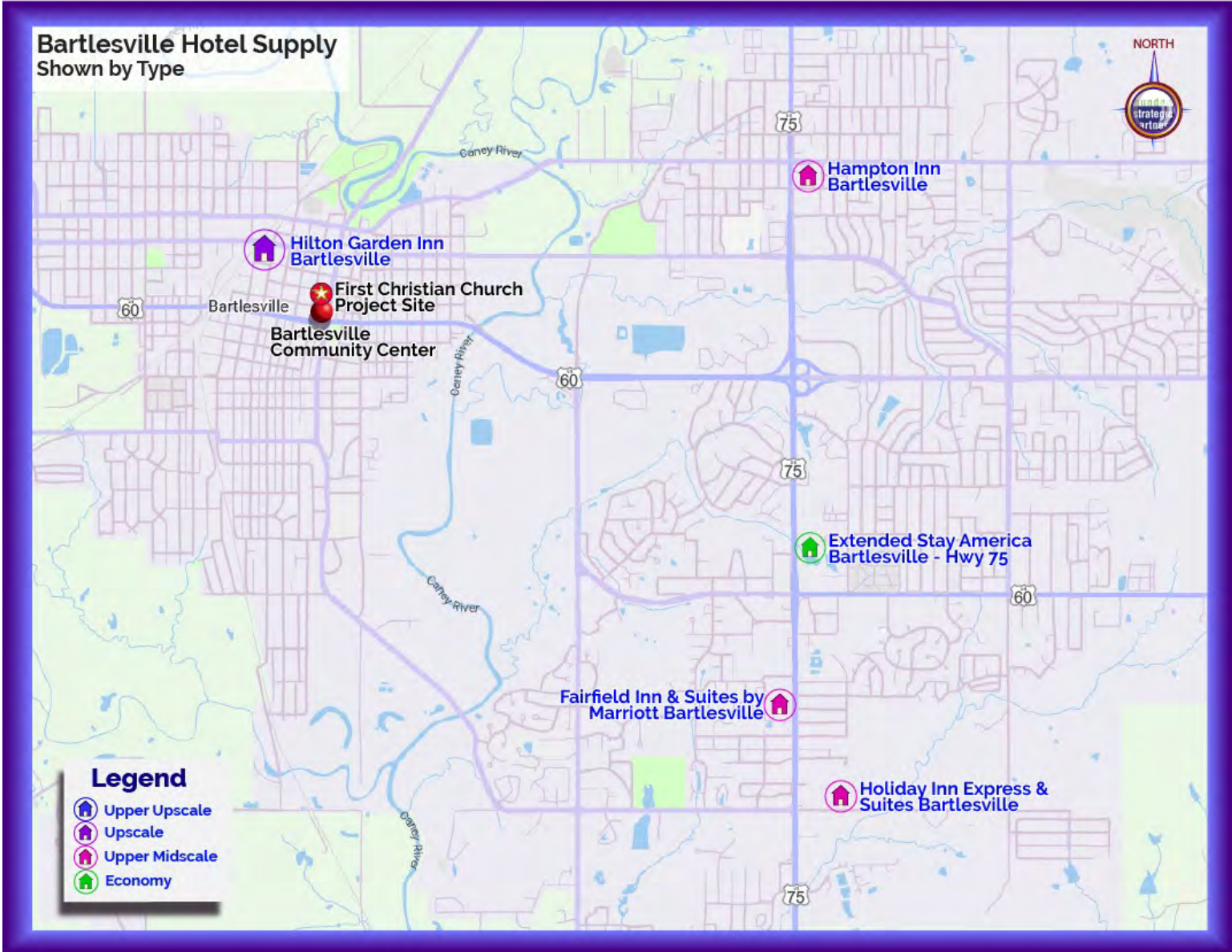
Bartlesville Hotel Supply					
Property Name	City	Miles from Site	Rooms	Year Built / Renovated	Hotel Class
Hilton Garden Inn Bartlesville	Bartlesville, OK	0.3	100	2010	Upscale
Hampton Inn Bartlesville	Bartlesville, OK	2.3	67	2019	Upper Midscale
Extended Stay America Bartlesville - Hwy 75	Bartlesville, OK	2.5	89	2009	Economy
Fairfield Inn & Suites Bartlesville	Bartlesville, OK	2.8	85	2009	Upper Midscale
Holiday Inn Express & Suites Bartlesville	Bartlesville, OK	3.3	90	2008	Upper Midscale
Total / Average	5 hotels		431	2011	

Source: CoStar, Smith Travel Research

There are five hotels in the relevant competitive set that primarily consists of upscale and upper midscale properties within five miles of the Project site. These properties were chosen based on the year built, varied key counts, and close distance to the Project. The room counts range from 67 rooms to 100 rooms, with the majority of hotels either built or renovated within the last 15 years.

# Local Hotel Map

The adjacent map shows the supply of the selected competitive hotels in the local area. These hotels were chosen based on quality, location and year opened. The majority of hotels are located on Highway 75, with the exception of Hilton Garden Inn located in Downtown Bartlesville.





# Hilton Garden Inn Bartlesville

Location: Bartlesville, OK

# of Rooms: 100

Year Open: 2010

Total Function Space: 10,478 sq ft

## Notes:

The Hilton Garden Inn Bartlesville is an upscale hotel located within in Downtown Bartlesville's business district. The property is one of the newest hotels in the relevant set and the only hotel in the area with significant meeting and event space. On-site amenities include an indoor pool, fitness center, restaurant, and a 24-hour business center.

The hotel features nearly 10,500 square feet of total event space, which includes pre-function spaces that are regularly used for events. The largest room setup totals nearly 7,500 square feet, which can be divided into four smaller meeting rooms.



# Fairfield Inn & Suites Bartlesville

Location: Bartlesville, OK

# of Rooms: 85

Year Open: 2009

Total Function Space: 600 sq ft

## Notes:

The Fairfield Inn & Suites is an upper midscale hotel located in Bartlesville, approximately 2.8 miles from the Project site. The hotel was recently renovated and is Bartlesville's only Marriott property. On-site amenities include an indoor pool, fitness center, laundry and meeting space.

The hotel features approximately 600 square feet of total meeting space, with the capacity of up to 35 people depending on the room set-up. The meeting room typically hosts up to 25 people for intimate gatherings or corporate meetings.



# Holiday Inn Express & Suites Bartlesville

Location: Bartlesville, OK

# of Rooms: 90

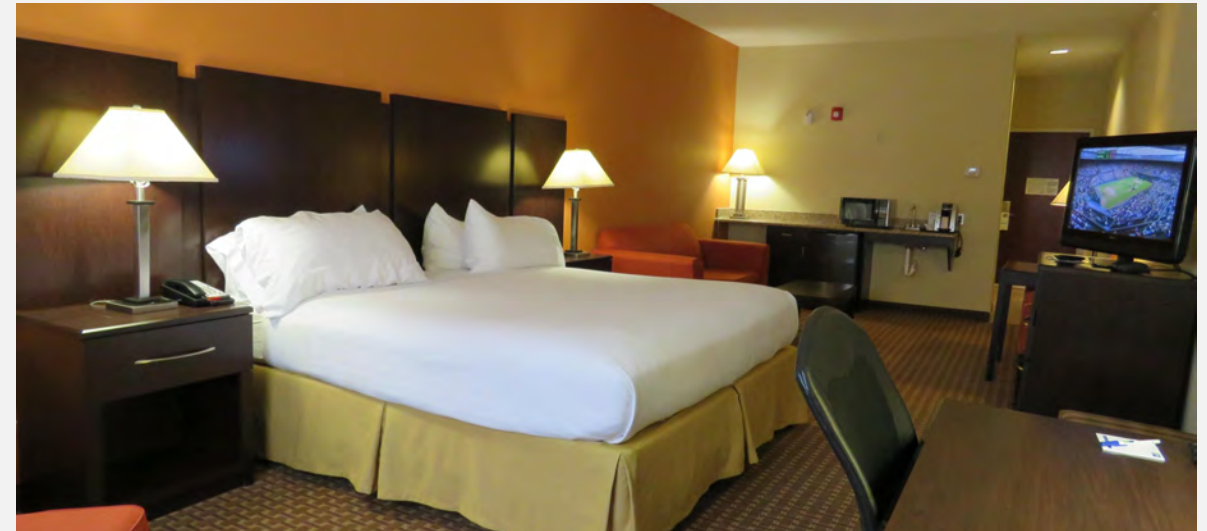
Year Open: 2008

Total Function Space: N/A

## Notes:

The Holiday Inn Express & Suites is an upper midscale hotel in Bartlesville right off Highway 75, approximately 3.3 miles from the Project site. On-site amenities include a business center, indoor pool, and a fitness center. The hotel does not feature any event or meeting space.

According to hotel management, the majority of business comes from corporate travelers.



# Local Hotel Competitive Set Performance

Historical Supply, Demand, Occupancy, ADR, and RevPar for Competitive Hotels											
Year	Avg. Available Rooms	Available Room Nights	% Change	Room Nights Sold	% Change	% Occ.	% Change	ADR	% Change	RevPar	% Change
2014	431	157,315	--	93,554	--	59.5	--	\$92.21	--	\$54.83	--
2015	431	157,315	0.0%	88,128	-5.8%	56.0	-5.8%	\$91.01	-1.3%	\$50.98	-7.0%
2016	431	157,315	0.0%	88,974	1.0%	56.6	1.0%	\$88.49	-2.8%	\$50.05	-1.8%
2017	431	157,315	0.0%	95,027	6.8%	60.4	6.8%	\$87.75	-0.8%	\$53.01	5.9%
2018	431	157,315	0.0%	96,406	1.5%	61.3	1.5%	\$87.73	0.0%	\$53.76	1.4%
2019	431	157,315	0.0%	99,509	3.2%	63.3	3.2%	\$89.33	1.8%	\$56.51	5.1%
2020	431	157,315	0.0%	71,358	-28.3%	45.4	-28.3%	\$77.67	-13.1%	\$35.23	-37.7%
2021	431	157,315	0.0%	113,262	58.7%	72.0	58.7%	\$91.72	18.1%	\$66.04	87.4%
2022 YTD (March)	431	38,790	0.0%	22,090	8.5%	56.9	8.5%	\$82.20	10.4%	\$46.81	19.8%

Source: Smith Travel Research, Hunden Strategic Partners

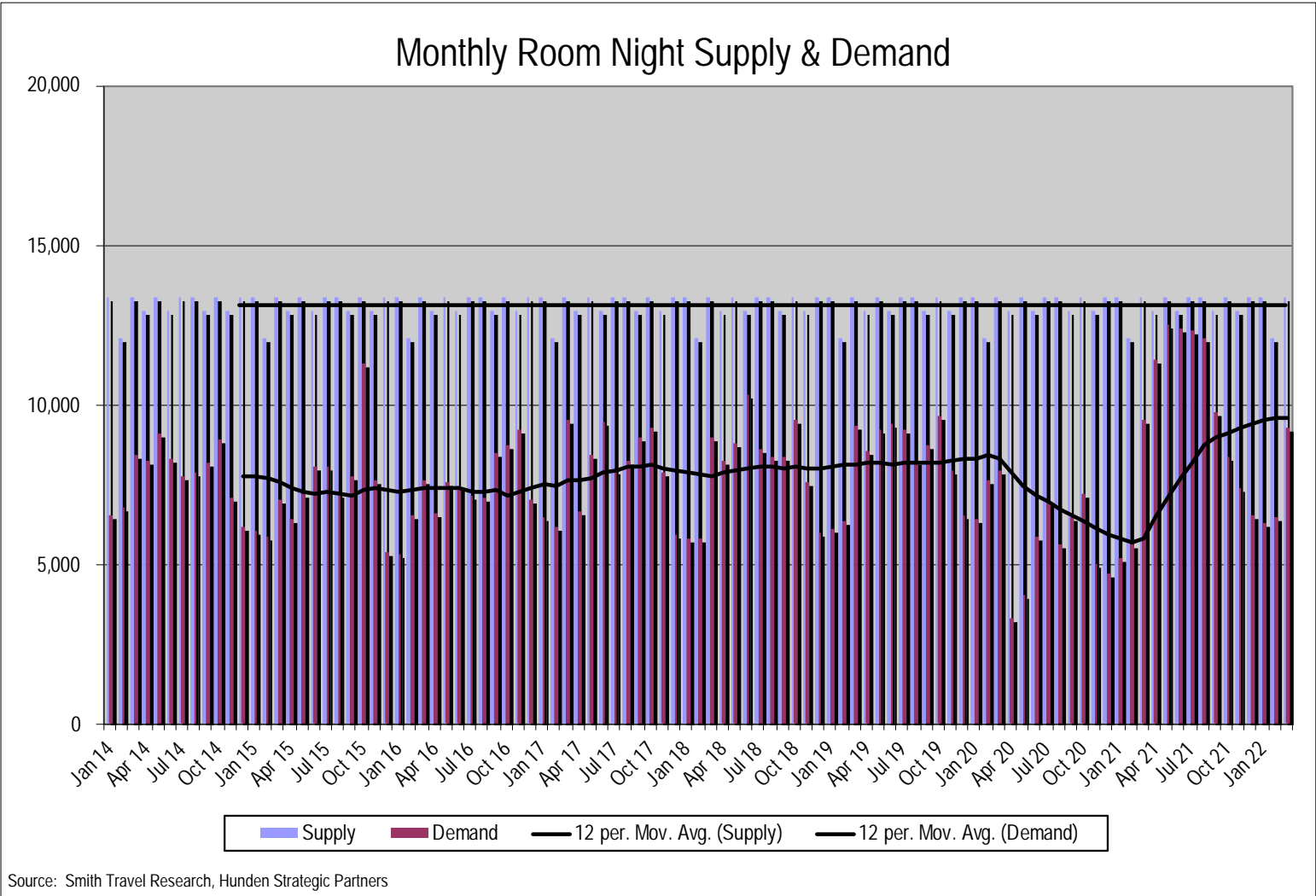
The Smith Travel Research (STR) trend set pulled data starting from January 2014 through March 2022. The local competitive set generally has been performing well over the eight-year period. From 2014 to 2019, demand for room nights steadily increased. Occupancy increased from 56 percent in 2015 to 63.3 percent in 2019. ADR has remained somewhat constant within the same period, with ADR in 2015 at \$91.01 to \$89.33 in 2019. While the hotels in the competitive set were not completely unaffected by COVID-19, the competitive set's performance shows a sharp recovery with performance higher than pre-pandemic levels in 2021.

# Supply & Demand Hotel Room Nights

The supply of room nights in the local competitive set has remained constant with no additional hotel rooms introduced to the market within the last eight years. When the pandemic occurred in March 2020, hotels began to shut down temporarily until travel restrictions and social distancing guidelines lifted.

Hotel room demand shows consistent seasonal trends with summer months experiencing significantly higher demand than winter months.

Demand has recovered to higher than pre-pandemic levels, with 2021 displaying the strongest demand to-date.

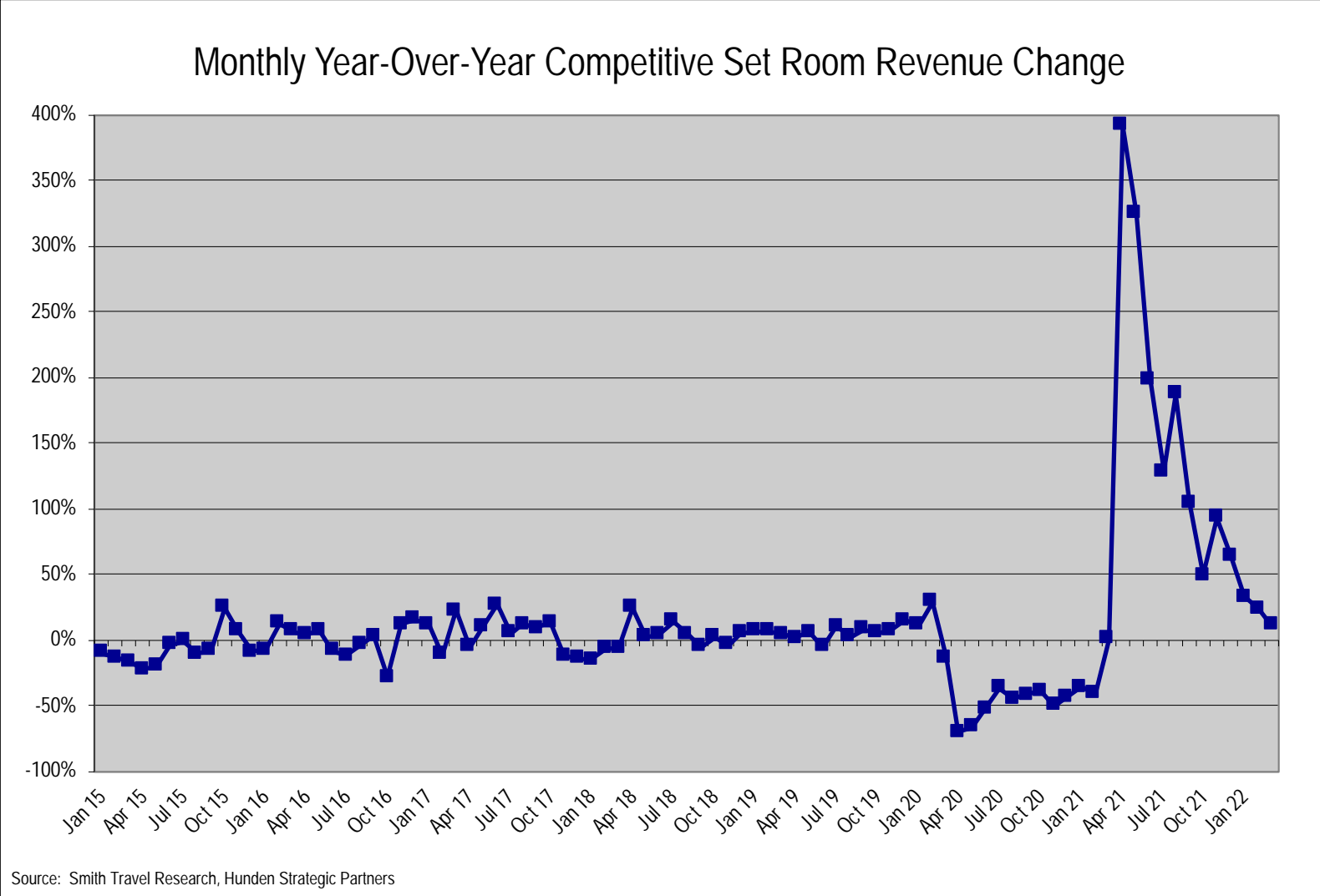


# Room Revenue Change

Any data point greater than zero is a positive indicator for the competitive set room revenue change.

The year-over-year room revenue change for the competitive set has been generally positive overall. However, there is a negative period starting in March 2020 due to COVID-19. Recovery began in January of 2021 with a drastic increase throughout the rest of the year, where revenue change reached nearly 400 percent increase in April and May of 2021 compared to the prior year.

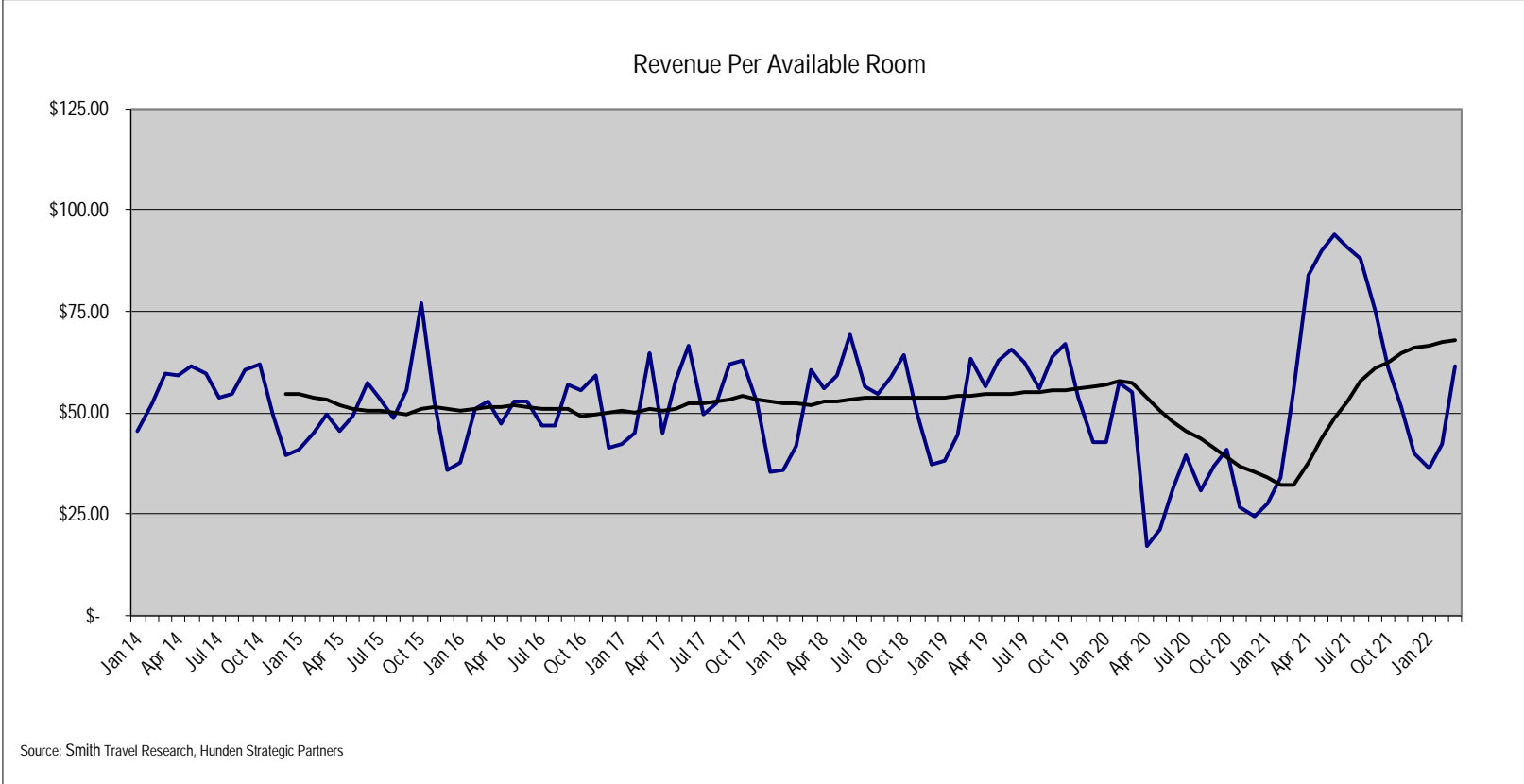
The competitive set's room revenue generally sees larger spikes between 15 to 20 percent during summer and fall months, when demand is highest in the period.



# Revenue per Available Room

The trend line shows that RevPAR slightly increased from approximately \$55 on average from January 2015 to nearly \$75 December 2021. As with most cities that have distinct seasons, RevPAR was lowest for the local hotel set during the winter months and highest during the summer and fall months.

The COVID-19 pandemic significantly decreased RevPAR during what are typically the peak demand months for Bartlesville hotels.



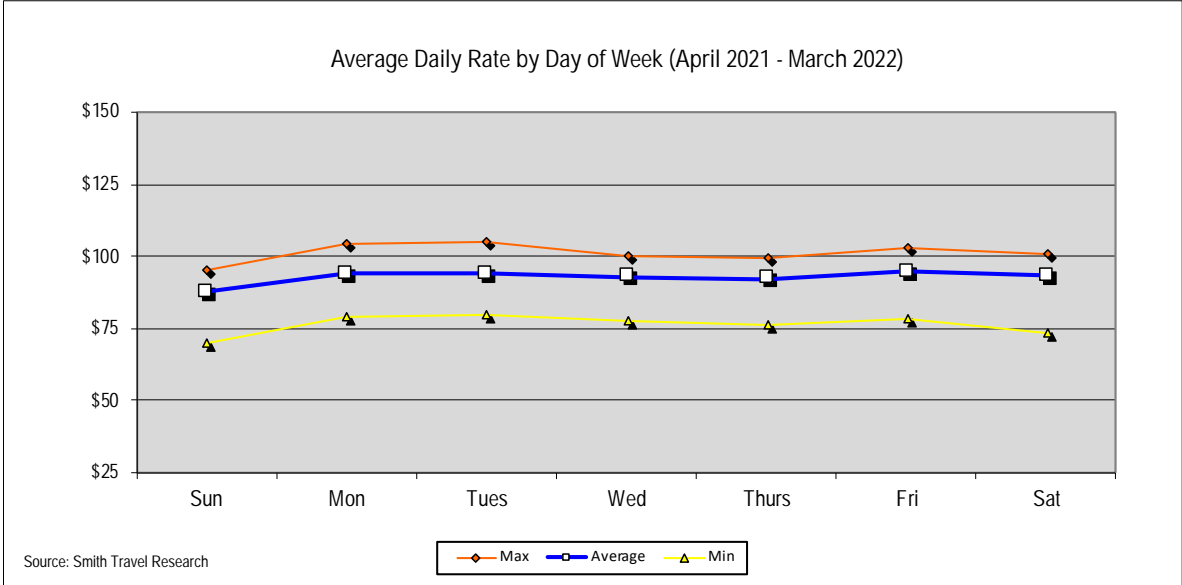
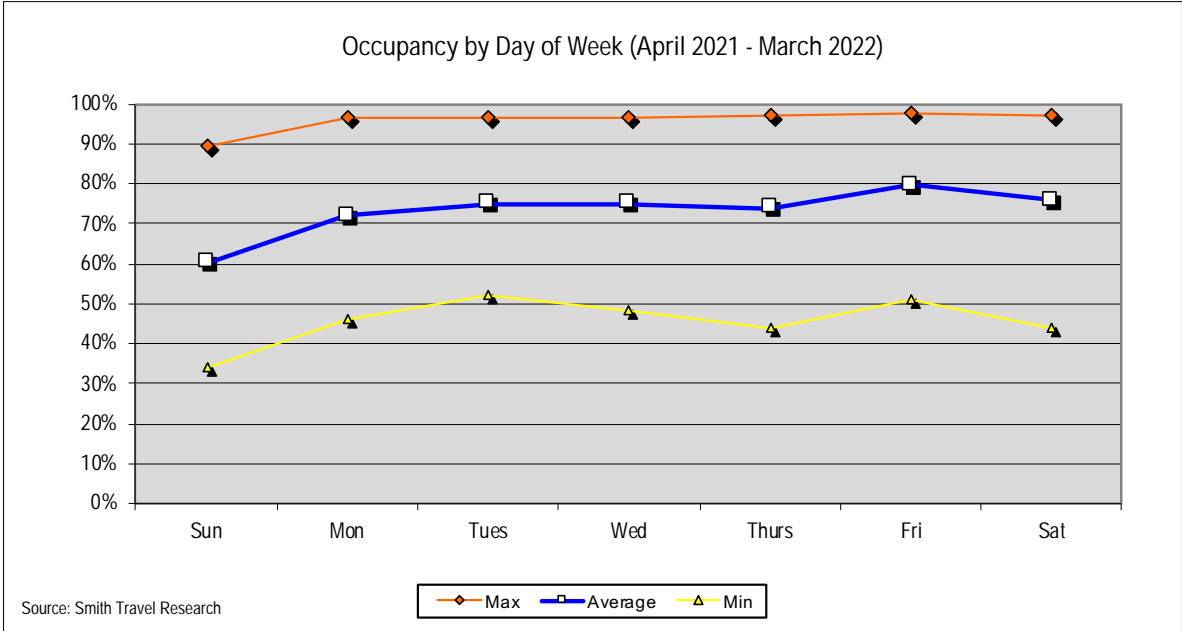
Source: Smith Travel Research, Hunden Strategic Partners

# Day of Week Occupancy & ADR

The adjacent figures demonstrate the day of week performance of the competitive hotel set from April 2021 through March 2022.

The highest occupancy is seen on Fridays and Saturdays, with the highest rates on the weekend. This indicates that leisure visitors are less price sensitive for weekend trips than corporate visitors are in the area.

Occupancy rates have been strong during the week, which suggests that corporate travel is returning. In the past year, average daily rates have been higher than the ever.



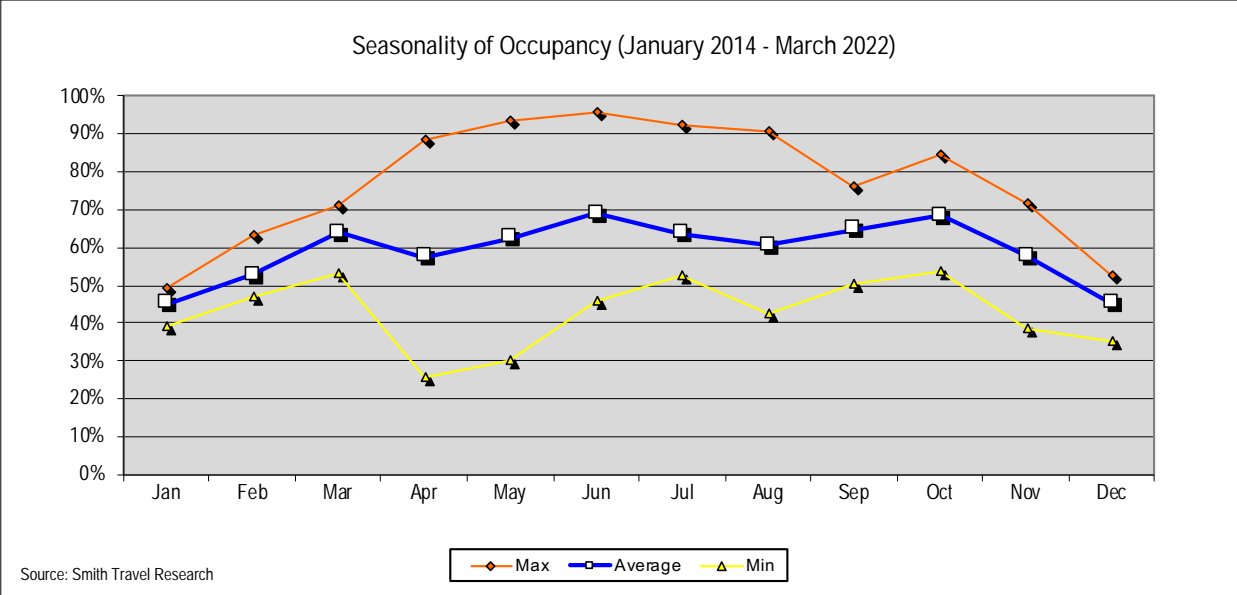
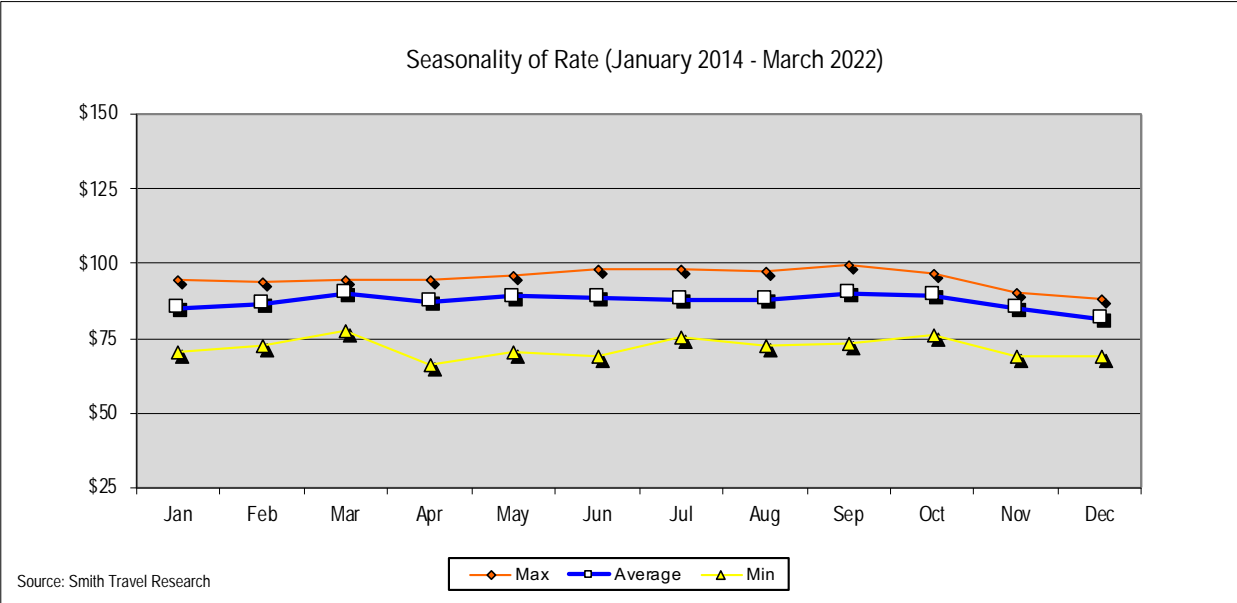


# Seasonality Occupancy & ADR

The adjacent tables detail the seasonal performance of the local competitive hotel set over the last eight years. As shown, the competitive set experienced relatively steady rates throughout the year. The demand drops significantly during the winter due to colder temperatures and less travel.

Rates are generally more constant than occupancy (shown in the bottom chart) demonstrating that local hotel options are not compressing rates when demand is highest. There are some extreme variables shown due to the COVID-19 pandemic.

As indicated by the average lines in both charts, ADR's range from \$66 to \$100 and occupancy ranges from 40 percent to nearly 95 percent during peak season months.

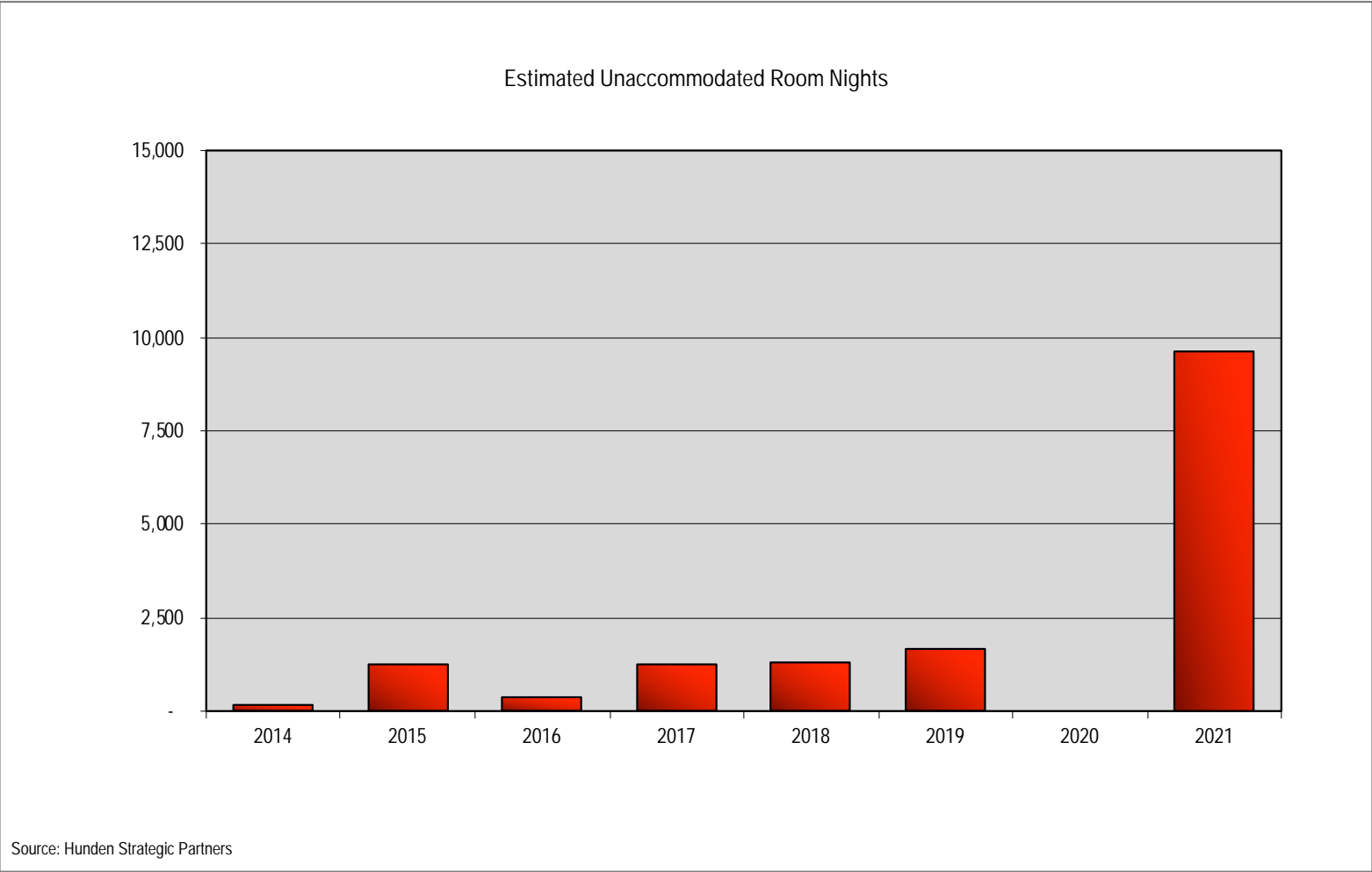


# Unaccommodated Room Nights

Based on existing occupancy levels, HSP estimates that there were roughly 1,700 unaccommodated room nights in the competitive set in 2019.

The unaccommodated room nights evaporated in 2020 but quickly picked up in 2021 to reach an estimate of roughly 9,600 unaccommodated room nights.

The supply of hotel rooms has not increased in the competitive set, which indicates that the estimated unaccommodated room nights has increased due to the lack of additional supply.



# Heat Chart Occupancy & ADR

The adjacent heat charts summarize the day of week by month performance of the hotel competitive set over the last calendar year.

Occupancy peaked in April through August, exceeding more than 90 percent on average. Occupancy was highest consistently throughout the week this past year due to the high influx of corporate travel in the market due to the latest film set in the area.

Hotel rate trends somewhat follow occupancy with the higher rates in the busy months due to the corporate and leisure activity in the area. Average rates during these months range from \$89 to \$99.

	60% - 70%
	70% - 80%
	> 80%

	\$85 - \$95
	\$95 - \$105
	> \$105

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Apr - 21	73.9%	90.3%	92.9%	94.2%	88.9%	91.2%	86.6%	88.4%
May - 21	86.1%	91.2%	96.2%	95.5%	95.0%	96.8%	95.6%	93.5%
Jun - 21	89.4%	96.3%	96.7%	96.7%	96.9%	97.5%	96.9%	95.8%
Jul - 21	86.1%	91.1%	93.4%	94.5%	92.6%	95.4%	93.3%	92.5%
Aug - 21	83.8%	91.0%	93.3%	91.9%	91.0%	91.8%	91.5%	90.5%
Sep - 21	61.3%	68.6%	75.0%	77.8%	75.5%	87.5%	84.8%	75.8%
Oct - 21	39.0%	54.9%	58.0%	59.4%	75.9%	81.1%	71.5%	62.9%
Nov - 21	36.9%	52.8%	60.6%	61.9%	60.0%	70.1%	58.9%	57.3%
Dec - 21	38.6%	53.5%	54.1%	48.5%	43.7%	51.1%	53.2%	48.8%
Jan - 22	34.2%	46.0%	52.1%	50.5%	51.5%	56.2%	43.9%	47.1%
Feb - 22	40.9%	57.2%	54.2%	54.7%	49.8%	60.5%	59.5%	53.8%
Mar - 22	52.1%	69.0%	72.3%	72.9%	66.8%	78.2%	74.9%	69.6%
Average	60.2%	71.7%	75.4%	74.8%	73.9%	79.7%	75.9%	

Sources: Smith Travel Research

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Apr - 21	95.17	104.38	90.74	93.02	91.13	96.85	92.94	94.82
May - 21	90.91	94.38	95.48	95.90	97.05	98.89	99.21	95.96
Jun - 21	91.53	98.71	98.86	98.64	98.58	98.69	99.23	97.88
Jul - 21	93.21	98.46	99.21	97.66	97.29	99.84	99.41	98.02
Aug - 21	92.75	98.49	98.94	97.56	97.26	99.03	97.52	97.37
Sep - 21	90.61	96.33	105.39	100.32	99.56	100.30	100.64	99.38
Oct - 21	86.97	94.86	92.76	93.53	99.08	103.05	99.35	96.84
Nov - 21	80.80	90.04	94.26	90.22	88.49	91.15	89.13	89.86
Dec - 21	78.65	84.13	85.20	84.41	78.24	80.55	81.46	81.94
Jan - 22	69.77	79.33	81.23	79.13	78.18	78.34	73.51	77.27
Feb - 22	71.66	82.96	80.08	77.78	76.23	79.33	76.97	78.15
Mar - 22	78.69	90.54	90.47	89.85	86.16	91.79	87.74	88.38
Average	87.56	94.06	94.08	93.05	92.42	94.85	93.47	

Sources: Smith Travel Research



# New Developments

# Osage Casino - Bartlesville

Location: Bartlesville, OK

# of Rooms: 101

Opening Year: Fall 2022

Total Meeting Space: 10,560

## Notes:

The Osage Nation is expanding the tribe's existing casinos with two new locations. One location is outside of Bartlesville in Osage County, about two miles west of downtown. The facility sits on a 125-acre property and will offer 101 hotel rooms and 10,560 square feet of meeting space. On-site amenities include a pool, spa, fitness area and meeting space in addition to the 57,400-square-foot casino. The project was initially planned to be larger, but the tribe reduced the projects' scope due to construction costs. The new property is set to open in Fall 2022, with construction starting in June 2021.



HSP interviewed hoteliers and key local stakeholders to better understand the current hotel market conditions near the Project and how the local hotel market could support a new development in the area. Key takeaways from numerous interviews indicated the following:

- A designated conference and events center is currently an untapped market for Bartlesville and would be beneficial for all hoteliers in the area.
- There is no existing facility in the area to support a conference of more than a few hundred people. The Hilton Garden Inn is the only hotel with substantial meeting space, however, there are limitations in the types of events it can attract given the lack of breakout space.
- There is a need for additional hotel rooms and nicer properties within the area. The current supply frequently sells out when larger events take place in Bartlesville and surrounding communities.
- The majority of the Hilton Garden Inn's business comes from corporate travel, followed by equal distributions for leisure and group travel. The other properties in the area benefit from the overflow and see a mixture of business.
- Youth sports business is limited in the area especially with the COVID-19 pandemic. There is opportunity to attract more youth sports events if there was a facility to accommodate. There are a few events for youth gymnastics and swim meets, but not a regular basis.

# Chapter 8: Recommendations, Drawings, and Budget

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# Overview of the Market Situation & Conclusions

Currently the Bartlesville meetings and events market is controlled by two main facilities, the Bartlesville Community Center (BCC) and Hilton Garden Inn. Both facilities have approximately 10,000 SF of meeting spaces, with a ballroom of 5,000-7,500 SF, and only a few smaller meetings rooms. The Bartlesville market is severely lacking small meeting spaces across all local facilities, and event planners and groups have expressed the need for these in the area.

The BCC often has to turn away business due to constant demand for its single ballroom space (the Community Hall) and is currently not able to provide breakout session spaces for these meetings. With event days exceeding days in the year at the BCC, there is market support for a similarly sized facility to meet unaccommodated demand. Not only would an additional ballroom provide flexibility for Bartlesville to host multiple similarly-sized same-day events, but the smaller meeting rooms allow meeting planners to utilize a single facility for breakout sessions as well as be a new destination for small associations and organizations.

A 10,000 SF ballroom would double the capacity of the BCC, allowing for 600+ seated at rounds, and 1,000-person capacity events reception style. The 7,500 SF ballroom at the Hilton Garden Inn generates significant year-round demand, but its corporate look and feel has been a deterrent for some meeting planners and private events such as weddings and receptions. A larger facility would be able to attract new user groups that currently are unable to be accommodated by current facility offerings in the local market. Groups of these sizes must currently look to other regional facilities in order to host their events. Other facilities in the region limit the sizing available in order to adequately meet the local and regional demand.



Based on our market analysis, HSP recommends a **conference center with 15,000 – 20,000 SF of function space** in downtown Bartlesville. A facility similarly-sized to the BCC and Hilton Garden Inn would fill the gap in current unaccommodated demand but would not attract different types of groups that require larger single-use spaces to the area or create a material enough new impact to the community that would support the cost to develop. A much larger facility, however, may not be supportable given the current market and would require an additional adjacent or nearby hotel development.

Aside from the function space, any new conference center should have additional features in order to make it a successful and competitive venue. Main entrance adjacent or well-lit and art or architecturally driven adjacent pre-function space can be used as both a visual and useful gathering space to attract attendees and meeting planners.

Front and back of house space can take up in excess of 30% of total building space, which should include restrooms, a full commercial kitchen to allow for an on-site caterer needed to execute larger banquets and events, as well as sufficient storage for meeting and event supplies such as tables, chairs, and A/V equipment. Advanced and integrated audio / visual technologies are necessary to allow for the increased production needs of event planners as well as provide the flexibility for hybrid events offering a virtual component for attendees. These amenities are just as important to consider when sizing and designing a new conference facility.

# Recommended Option

A full renovation of the FCC presents the most physical, aesthetic, and technical challenges for redevelopment that would limit the ability to achieve a functional conference center. Therefore, either a partial demolition or new facility on the site is recommended.

The adjacent table outlines the estimated recommended functional square feet for the redevelopment of the First Christian Church site. This represents a partial demolition of the existing church, preserving the sanctuary as a unique smaller meeting and event space. This would allow for some of the original exterior structure to remain as well, maintaining its historical significance.

Though a new facility provides the most flexibility in the size and layout, there would be a loss of a historic building in the downtown area. The following slides present the site concept and estimated costs for the recommended FCC redevelopment.

**FCC Redevelopment Recommendation**

<b>Function</b>	<b>SF</b>
Ballroom (divisible by 4)	10,000
Meeting Rooms (4)	4,000
Existing Sanctuary (add'l meeting room)	3,000
<b>Total Function Space*</b>	<b>17,000</b>

*\*not including pre-function, back of house, circulation, etc.*

Source: HSP

# FCC Partial Demolition / New Construction

The adjacent concept site plan illustrates the partial demolition of the First Christian Church which preserves the existing sanctuary and some of the exterior structure along with proposed new constructed space on the site. Below is the estimated total size of the facility and cost estimates for the redevelopment.

Total Function Space	17,000 SF
Gross Square Feet	34,000 SF
<b>Cost Estimate</b>	
Hard Construction	\$13,600,000
Soft Costs	\$3,400,000
<b>Total Project Cost</b>	<b>\$17,000,000</b>



# Chapter 9: Demand and Financial Projections

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# Events & Attendance

The projected number of events for the proposed Bartlesville Conference Center are expected to total approximately 120 events in year one, growing to approximately 170 events by year five.

Banquets and meetings business is expected to generate most of the demand for the conference center, while also bringing in new conference and corporate event business.

Conferences are expected to be multi-day events while banquets and meetings to take up only portions of a single day, resulting in a lower number of total full event days compared to the total number of events.

Based on the total number of events and projected average attendance per event, annual attendance is projected to be approximately 20,000 per year at stabilization.

Bartlesville Conference Center								
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
<b>Events by Type</b>								
Conferences	5	6	7	8	9	9	9	9
Corporate Events	10	11	12	13	14	14	14	14
Banquets	36	42	48	54	60	60	60	60
Meetings and Other	70	74	78	82	84	84	84	84
<b>Total</b>	<b>121</b>	<b>133</b>	<b>145</b>	<b>157</b>	<b>167</b>	<b>167</b>	<b>167</b>	<b>167</b>
<b>Event Days by Type</b>								
Conferences	10	12	14	16	18	18	18	18
Corporate Events	10	11	12	13	14	14	14	14
Banquets	27	32	36	41	45	45	45	45
Meetings and Other	23	25	26	27	28	28	28	28
<b>Total</b>	<b>70</b>	<b>79</b>	<b>88</b>	<b>97</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>Average Attendance by Event Type</b>								
Conferences	175	175	175	175	175	175	175	175
Corporate Events	150	150	150	150	150	150	150	150
Banquets	180	180	180	180	180	180	180	180
Meetings and Other	60	60	60	60	60	60	60	60
<b>Total Attendance by Event Type</b>								
Conferences	875	1,050	1,225	1,400	1,575	1,575	1,575	1,575
Corporate Events	1,500	1,650	1,800	1,950	2,100	2,100	2,100	2,100
Banquets	6,480	7,560	8,640	9,720	10,800	10,800	10,800	10,800
Meetings and Other	4,200	4,440	4,680	4,920	5,040	5,040	5,040	5,040
<b>Total</b>	<b>13,055</b>	<b>14,700</b>	<b>16,345</b>	<b>17,990</b>	<b>19,515</b>	<b>19,515</b>	<b>19,515</b>	<b>19,515</b>

Source: Hunden Strategic Partners

# Revenue Projection

Utilizing a daily rate of \$3,000 for full facility rentals, with reductions based on event type and space utilization, facility rental income is projected to stabilize at over \$100K per year.

Projected per attendee F&B spending ranging from \$18 for meetings to \$54 for corporate events, concessions and catering revenues are projected to generate over \$800K annually at stabilization. Base facility and F&B rates are projected to increase 3% annually.

Bartlesville Conference Center								
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
<b>Facility Rental</b>								
Conferences	\$ 21,000	\$ 25,704	\$ 30,588	\$ 35,657	\$ 40,916	\$ 45,174	\$ 55,067	\$ 67,127
Corporate Events	\$ 30,000	\$ 33,660	\$ 37,454	\$ 41,387	\$ 45,462	\$ 50,194	\$ 61,186	\$ 74,585
Banquets	\$ 6,480	\$ 7,711	\$ 8,989	\$ 10,315	\$ 11,690	\$ 12,907	\$ 15,734	\$ 19,179
Meetings and Other	\$ 7,000	\$ 7,548	\$ 8,115	\$ 8,702	\$ 9,092	\$ 10,039	\$ 12,237	\$ 14,917
<b>Total</b>	<b>\$ 64,480</b>	<b>\$ 74,623</b>	<b>\$ 85,146</b>	<b>\$ 96,061</b>	<b>\$ 107,161</b>	<b>\$ 118,314</b>	<b>\$ 144,224</b>	<b>\$ 175,809</b>
<b>Concessions/Catering Gross</b>								
Conferences	\$ 31,500	\$ 38,556	\$ 45,882	\$ 53,485	\$ 61,374	\$ 67,762	\$ 82,601	\$ 100,690
Corporate Events	\$ 81,000	\$ 90,882	\$ 101,127	\$ 111,745	\$ 122,748	\$ 135,523	\$ 165,202	\$ 201,381
Banquets	\$ 311,040	\$ 370,138	\$ 431,475	\$ 495,117	\$ 561,133	\$ 619,536	\$ 755,211	\$ 920,598
Meetings and Other	\$ 75,600	\$ 81,518	\$ 87,643	\$ 93,981	\$ 98,198	\$ 108,419	\$ 132,162	\$ 161,105
<b>Total</b>	<b>\$ 499,140</b>	<b>\$ 581,094</b>	<b>\$ 666,127</b>	<b>\$ 754,328</b>	<b>\$ 843,453</b>	<b>\$ 931,240</b>	<b>\$ 1,135,176</b>	<b>\$ 1,383,774</b>

# Financial Projection

Equipment and A/V rentals are projected at 20% of facility rentals, and net catering revenues after F&B costs are projected at 35% of gross catering revenues.

The new conference center is expected to utilize existing staff at the Bartlesville Community Center to reduce overall projected operating costs.

Other operating expenses are projected at similar levels to the BCC and conference facilities of this size.

Bartlesville Conference Center								
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
<b>Revenue (000s)</b>								
Rental Income	\$ 64	\$ 75	\$ 85	\$ 96	\$ 107	\$ 118	\$ 144	\$ 176
Equipment Rental & A/V	\$ 13	\$ 15	\$ 17	\$ 19	\$ 21	\$ 24	\$ 29	\$ 35
Net Catering	\$ 175	\$ 203	\$ 233	\$ 264	\$ 295	\$ 326	\$ 397	\$ 484
Passthroughs Premium (Labor, Utilities, etc.)	\$ 5	\$ 5	\$ 6	\$ 7	\$ 8	\$ 8	\$ 10	\$ 12
Advertising & Sponsorship (net)	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 7	\$ 9
Other	\$ 8	\$ 9	\$ 10	\$ 12	\$ 13	\$ 14	\$ 18	\$ 21
<b>Total</b>	<b>\$ 269</b>	<b>\$ 312</b>	<b>\$ 357</b>	<b>\$ 403</b>	<b>\$ 450</b>	<b>\$ 497</b>	<b>\$ 605</b>	<b>\$ 738</b>
<b>Expenses (000s)</b>								
Salaries, Wages & Benefits (add'l to BCC staff)	\$ 180	\$ 184	\$ 187	\$ 191	\$ 195	\$ 215	\$ 262	\$ 320
Non-Reimbursed Hourly Labor	\$ 21	\$ 25	\$ 28	\$ 32	\$ 35	\$ 39	\$ 48	\$ 58
General & Admin	\$ 50	\$ 51	\$ 52	\$ 53	\$ 54	\$ 60	\$ 73	\$ 89
Utilities	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110	\$ 122	\$ 149	\$ 181
Repairs & Maintenance	\$ 51	\$ 52	\$ 53	\$ 54	\$ 55	\$ 61	\$ 74	\$ 91
Insurance	\$ 34	\$ 35	\$ 35	\$ 36	\$ 37	\$ 41	\$ 50	\$ 60
Advertising & Other	\$ 25	\$ 26	\$ 26	\$ 27	\$ 27	\$ 30	\$ 36	\$ 44
Reserves	\$ 13	\$ 16	\$ 18	\$ 20	\$ 22	\$ 25	\$ 30	\$ 37
Janitorial & Cleaning	\$ 21	\$ 24	\$ 26	\$ 29	\$ 32	\$ 32	\$ 32	\$ 32
Other	\$ 8	\$ 9	\$ 11	\$ 12	\$ 13	\$ 15	\$ 18	\$ 22
<b>Total</b>	<b>\$ 506</b>	<b>\$ 524</b>	<b>\$ 543</b>	<b>\$ 562</b>	<b>\$ 581</b>	<b>\$ 639</b>	<b>\$ 771</b>	<b>\$ 933</b>
<b>Net Operating Income</b>	<b>\$ (236)</b>	<b>\$ (212)</b>	<b>\$ (186)</b>	<b>\$ (159)</b>	<b>\$ (131)</b>	<b>\$ (142)</b>	<b>\$ (166)</b>	<b>\$ (196)</b>

Source: Hunden Strategic Partners

# Chapter 10: Economic, Fiscal, and Employment Impact

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# Room Night Generation

Based on the projected number of events by type, including multi-day and partial day events, the proposed new conference center is expected to generate approximately 20,000 annual visitors at stabilization.

Two-thirds of daytrip visitors are expected to be net new to Bartlesville, and approximately 20% of visitors to be overnight visitors, generating over 2,000 room nights at stabilization.

A conservative estimated number of events was used for the purpose of this projection. A targeted marketing strategy will likely enhance the number of impactful events and associated room nights.

Bartlesville Conference Center								
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
<b>% and # Daytrips</b>								
Conferences	1,050	1,260	1,470	1,680	1,890	1,890	1,890	1,890
Corporate Events	1,050	1,155	1,260	1,365	1,470	1,470	1,470	1,470
Banquets	4,131	4,820	5,508	6,197	6,885	6,885	6,885	6,885
Meetings and Other	1,260	1,332	1,404	1,476	1,512	1,512	1,512	1,512
<b>Total</b>	<b>7,491</b>	<b>8,567</b>	<b>9,642</b>	<b>10,718</b>	<b>11,757</b>	<b>11,757</b>	<b>11,757</b>	<b>11,757</b>
<b>% Daytrips Net New (induced &amp; recaptured)</b>								
Conferences	704	844	985	1,126	1,266	1,266	1,266	1,266
Corporate Events	704	774	844	915	985	985	985	985
Banquets	2,768	3,229	3,690	4,152	4,613	4,613	4,613	4,613
Meetings and Other	844	892	941	989	1,013	1,013	1,013	1,013
<b>Total</b>	<b>5,019</b>	<b>5,740</b>	<b>6,460</b>	<b>7,181</b>	<b>7,877</b>	<b>7,877</b>	<b>7,877</b>	<b>7,877</b>
<b>% and # Overnights (in hotels)</b>								
Conferences	700	840	980	1,120	1,260	1,260	1,260	1,260
Corporate Events	450	495	540	585	630	630	630	630
Banquets	729	851	972	1,094	1,215	1,215	1,215	1,215
Meetings and Other	140	148	156	164	168	168	168	168
<b>Total</b>	<b>2,019</b>	<b>2,334</b>	<b>2,648</b>	<b>2,963</b>	<b>3,273</b>	<b>3,273</b>	<b>3,273</b>	<b>3,273</b>
<b>Total Room Nights Generated</b>								
Conferences	583	700	817	933	1,050	1,050	1,050	1,050
Corporate Events	180	198	216	234	252	252	252	252
Banquets	384	448	512	576	639	639	639	639
Meetings and Other	140	148	156	164	168	168	168	168
<b>Total</b>	<b>1,287</b>	<b>1,494</b>	<b>1,700</b>	<b>1,907</b>	<b>2,109</b>	<b>2,109</b>	<b>2,109</b>	<b>2,109</b>

Source: Hunden Strategic Partners

# Net New Spending

Direct Net New Spending (000s)									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Food & Beverage	\$ 635	\$ 740	\$ 850	\$ 963	\$ 1,078	\$ 1,190	\$ 1,450	\$ 1,768	\$ 39,473
Lodging	\$ 118	\$ 140	\$ 163	\$ 186	\$ 210	\$ 232	\$ 283	\$ 345	\$ 7,681
Retail	\$ 91	\$ 106	\$ 122	\$ 139	\$ 156	\$ 172	\$ 210	\$ 256	\$ 5,715
Transportation	\$ 91	\$ 106	\$ 122	\$ 139	\$ 156	\$ 172	\$ 210	\$ 256	\$ 5,715
Other	\$ 123	\$ 143	\$ 163	\$ 185	\$ 207	\$ 228	\$ 278	\$ 339	\$ 7,572
<b>Total</b>	<b>\$ 1,057</b>	<b>\$ 1,235</b>	<b>\$ 1,420</b>	<b>\$ 1,612</b>	<b>\$ 1,807</b>	<b>\$ 1,995</b>	<b>\$ 2,431</b>	<b>\$ 2,964</b>	<b>\$ 66,155</b>

Direct, Indirect & Induced Spending (000s)									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Direct	\$ 1,057	\$ 1,235	\$ 1,420	\$ 1,612	\$ 1,807	\$ 1,995	\$ 2,431	\$ 2,964	\$ 66,155
Indirect	\$ 396	\$ 463	\$ 532	\$ 604	\$ 677	\$ 747	\$ 911	\$ 1,110	\$ 24,781
Induced	\$ 201	\$ 234	\$ 269	\$ 306	\$ 342	\$ 378	\$ 461	\$ 562	\$ 12,536
<b>Total</b>	<b>\$ 1,653</b>	<b>\$ 1,932</b>	<b>\$ 2,221</b>	<b>\$ 2,521</b>	<b>\$ 2,826</b>	<b>\$ 3,120</b>	<b>\$ 3,803</b>	<b>\$ 4,636</b>	<b>\$ 103,472</b>

Source: Hunden Strategic Partners

Rental and F&B revenues at the proposed new conference center, along with outside spending from conference center visitors, is expected to generate significant new spending in Bartlesville. With estimated daytrip spending of \$40 and overnight spending of \$172 including an average ADR of \$92 for new room night generation, total new direct spending is estimated at \$66 million over 30 years. Total direct, indirect, and induced spending over 30 years is estimated at \$103 million.

# Net New Earnings & Jobs

Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (000s)									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Net New Earnings									
From Direct	\$ 476	\$ 556	\$ 639	\$ 725	\$ 813	\$ 897	\$ 1,094	\$ 1,334	\$ 29,766
From Indirect	\$ 154	\$ 181	\$ 208	\$ 236	\$ 265	\$ 292	\$ 356	\$ 435	\$ 9,698
From Induced	\$ 94	\$ 110	\$ 126	\$ 143	\$ 160	\$ 177	\$ 216	\$ 263	\$ 5,868
Total	\$ 725	\$ 847	\$ 973	\$ 1,105	\$ 1,238	\$ 1,367	\$ 1,666	\$ 2,031	\$ 45,332
Net New FTE Jobs									
From Direct	11	12	14	16	17	17	17	17	17
From Indirect	4	5	5	6	6	6	6	6	6
From Induced	2	2	3	3	3	3	3	3	3
Total	17	20	22	24	27	27	27	27	27

Source: Hunden Strategic Partners

The proposed new conference center is expected to generate approximately \$45 million in net new earnings from new spending over 30 years. The facility is estimated to create 27 new full-time equivalent jobs at stabilization and over the 30-year period. Average annual salaries for these new positions are estimated at \$46,000 at stabilization.

Fiscal Impact - Tax Impacts from New Spending (000s)									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Local Taxes									
Hotel Tax	\$ 6	\$ 7	\$ 8	\$ 9	\$ 11	\$ 12	\$ 14	\$ 17	\$ 384
Sales Tax	\$ 36	\$ 42	\$ 48	\$ 55	\$ 61	\$ 68	\$ 83	\$ 101	\$ 2,249
<b>Total</b>	<b>\$ 42</b>	<b>\$ 49</b>	<b>\$ 56</b>	<b>\$ 64</b>	<b>\$ 72</b>	<b>\$ 79</b>	<b>\$ 97</b>	<b>\$ 118</b>	<b>\$ 2,633</b>

Source: Hunden Strategic Partners

Construction Impacts	
Development Cost (000s)	
Labor (60%)	\$10,200
Materials (40%)	\$6,800
<b>Total</b>	<b>\$17,000</b>
Construction Job-Years	136

Source: Hunden Strategic Partners

From the \$66 million in net new direct spending, the proposed new conference center is estimated to generate \$2.6 million in new sales and hotel taxes for the City of Bartlesville. The estimated \$17 million project cost is expected to result in 136 jobs over the course of construction.

# Summary of 30-Year Impacts

The proposed new conference center is projected to generate \$103 million in net new spending, \$45 million in net new earnings, and support 27 new full-time equivalent jobs over 30 years.

Construction impacts from the \$17 million project would be significant, supporting 136 jobs.

Fiscal impact from direct new spending is expected to total approximately \$2.6 million from new local sales and hotel taxes over 30 years.

30-Year Summary of Impacts	
Net New Spending	(millions)
Direct	\$66
Indirect	\$25
Induced	\$13
Total	\$103
Net New Earnings	(millions)
From Direct	\$30
From Indirect	\$10
From Induced	\$6
Total	\$45
Net New FTE Jobs	Actual
From Direct	17
From Indirect	6
From Induced	3
Total	27
Construction Job-Years	136
Local Taxes	(millions)
Hotel Tax	\$0.4
Sales Tax	\$2.2
Total	\$2.6
Source: Hunden Strategic Partners	

# Closing

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# Next Steps

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- Draft Report Review & Feedback
- Final Report





For further information about Hunden Strategic Partners, please contact:

Hunden Strategic Partners  
213 W. Institute Place, Suite 707  
Chicago, Illinois 60610  
312.643.2500  
[www.hunden.com](http://www.hunden.com)

Hunden Strategic Partners is a full-service real estate development advisory practice specializing in destination assets.

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