



October 23, 2023

City of Wilsonville
Attn: Zoe Mombert, Assistant to the City Manager
29799 SW Town Center Loop East
Wilsonville, OR 97070

Dear Ms Mombert,

I am writing on behalf of PKF Hospitality's Destination Development Department to express our keen interest in developing a comprehensive Tourism Development Strategy for the City of Wilsonville. We have thoroughly reviewed the Request for Proposal (RFP), and we are excited about the opportunity to collaborate with the City of Wilsonville in realizing its tourism potential.

Our firm has a robust history of assisting destinations in honing their tourism strategies, ensuring they are not only sustainable but also beneficial for both residents and visitors. We believe our expertise aligns seamlessly with the goals outlined in the RFP, especially with Wilsonville's vision to position itself as a 'base station' for visitors and to emphasize both intra-city and neighboring attractions.

The RFP highlights the importance of public and industry engagement, the development of success metrics, and the amplification of off-season and local attractions. Our approach, as detailed in our proposal, emphasizes the importance of stakeholder engagement through a series of visits and workshops, a data-driven strategy for success metrics, and innovative solutions to promote off-season tourism and capitalize on Wilsonville's unique attractions.

We are confident that our proposed strategy will not only meet but exceed the City of Wilsonville's expectations. Our team is eager to embark on this journey with you, leveraging our collective experiences and insights to craft a strategy that will steer Wilsonville's tourism trajectory upwards for the next decade.

Please find enclosed our detailed proposal in response to the RFP. We are available for any further discussions or clarifications you may require. Our team looks forward to the possibility of collaborating with the City of Wilsonville and making a positive, lasting impact on its tourism landscape.

Thank you for considering our proposal.

Warm regards,

A handwritten signature in black ink, appearing to read "Baron R. Ah Moo", followed by a long horizontal line extending to the right.

Baron R. Ah Moo
Director of the US
PKF Hospitality
Tel: +1 916 217 2216
Email: baron.ahmoo@pkfhospitality.com



Offer for “Explore Wilsonville” Tourism Development Strategy

Agency Name: PKF hospitality New York

Address: 245 Park Avenue, New York, NY 10167

Phone Number: +1 916 217 2216

Primary Contact Person: Baron R. Ah Moo

Email Address: baron.ahmoo@pkfhospitality.com

October 2023

Offer for “Explore Wilsonville” Tourism Development Strategy for Wilsonville, Oregon

client City of Wilsonville 29799 SW Town Center Loop East Wilsonville, OR 97070

consultant PKF hospitality LLC, New York

service line(s) destination development

offer O124523

date 23 October 2023

“The PKF tourism development strategy is - in all parts of the world - the global standard for innovative and successful destination development.”

who we are

1
firm

as the only fully integrated global hospitality advisory firm, we ensure strict quality standards on all assignments

4
sectors

we provide consulting and other services for the hotel, (serviced) living, tourism & leisure sectors

- feasibility studies
- valuations + appraisals
- operator search
- concepts + brands
- project development
- financing + investment
- asset management
- strategic advice
- sustainability solutions

- destination development
- due diligence
- education + training
- executive search
- mergers + acquisitions
- data analytics
- trends + innovation
- events + networking
- news + publications

18
services lines

- Argentina (Buenos Aires)
- Austria (Vienna)
- China (Hong Kong, Shanghai)
- Croatia (Zagreb)
- France (Paris)
- Germany (Berlin, Munich)
- Italy (Milan, Rome)
- South Africa (Cape Town)

- Spain (Madrid)
- Switzerland (Zurich)
- Turkey (Istanbul)
- Ukraine (Kyiv)
- United Arab Emirates (Dubai)
- United Kingdom (London)
- USA (Austin, Los Angeles, Miami, New York)

21
locations

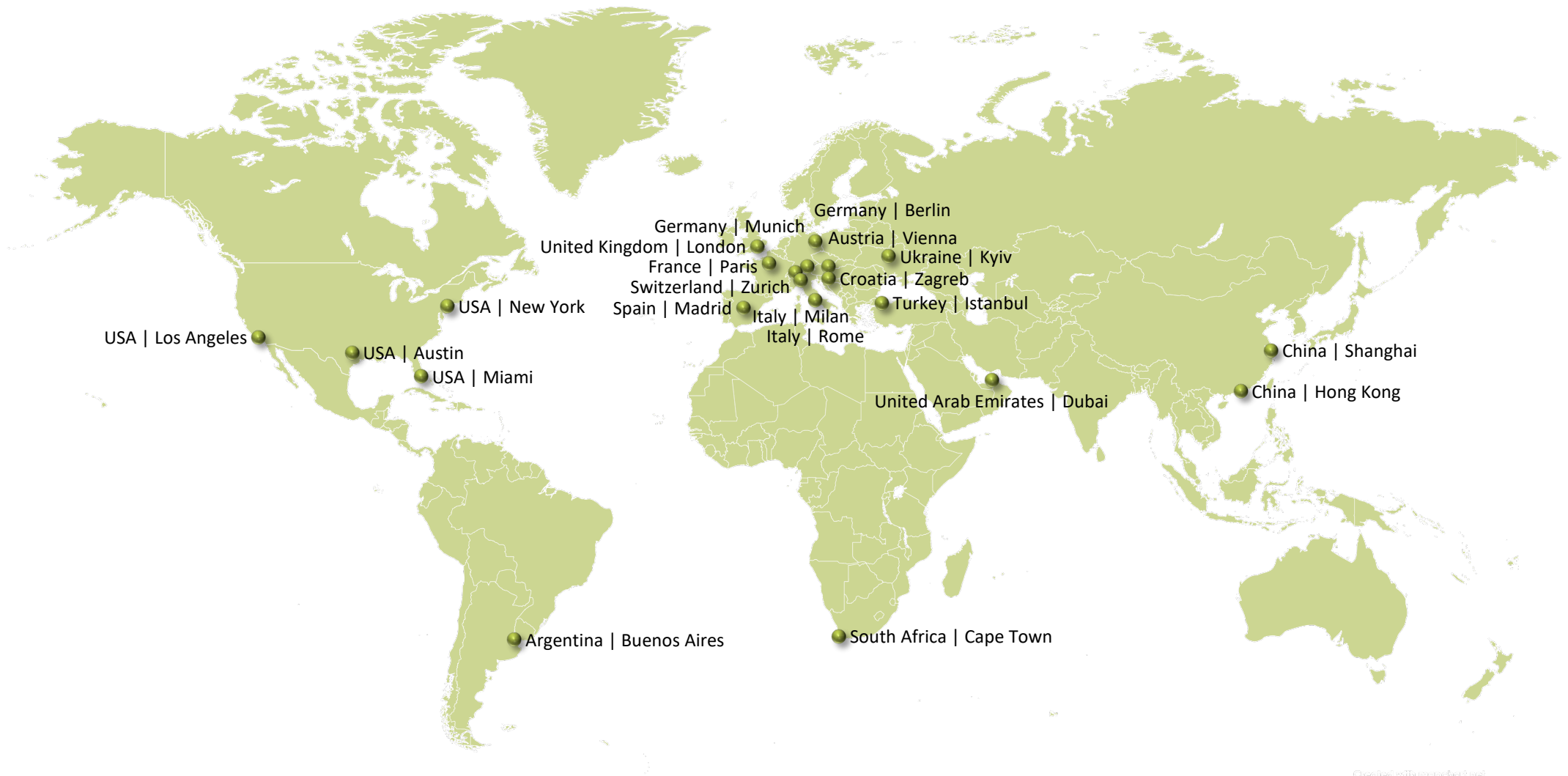
96
years

PKF's significant track record goes back to the launch of USALI, the global hospitality accounting standard, in 1927

100+
experts

our team of experienced consultants is based in offices on all continents and works seamlessly across borders

where we are



Created with the media tool

systematic approach



your destination



your destination

location

- Wilsonville, Oregon

the destination

Nestled in a scenic valley with a meandering river at its heart, Wilsonville offers the perfect juxtaposition of natural beauty and cultural richness. Visitors are drawn to its lush national parks, historic downtown filled with art

galleries and theaters, and a diverse culinary scene that ranges from traditional eateries to riverside cafes. Known for its warm hospitality, this destination promises a unique blend of relaxation and exploration, making it an ideal getaway for both adventure seekers and those looking to unwind.



your requirements



your requirements

background

The City of Wilsonville, seeks to develop a tourism master plan for Wilsonville. This initiative is geared towards elevating the overall experience for both its community members and incoming tourists.

focus

We plan to develop a Tourism Strategy for Wilsonville focusing on sustainable tourism, leveraging its heritage and nature. Our approach will address preserving historical sites, updating infrastructure, and promoting public-private partnerships, with local stakeholder input at the core.



our solution



our solution



Sustainable tourism master plan

We propose an all-encompassing tourism development strategy for Wilsonville, spotlighting its strategic position, rich heritage, and multifaceted attractions. At the heart of our approach is stakeholder involvement. The project will commence with an extensive field trip to Wilsonville. This will encompass an evaluation of its pivotal role as a 'base station', its diverse tourism sectors, and its proximity to renowned Oregon attractions. In shaping our strategy, we'll pinpoint potential revenue avenues, probe into collaboration potentials, address any present gaps, and accentuate Wilsonville's distinct charm as a preferred travel destination.

the report

your
destination

your
requirements

the
report

our
solution



the report

content

The report will include the following modules:

- **analysis**
- **strategy**
- **action plan**

usage

This tourism master plan serves as a foundation for the destination's professional tourism development. It aims to assess the current situation, pinpoint major issues, evaluate development potential, and provide an action plan for the client's tourism management and support.



step-by-step modular approach

step

1

module 1: analysis

- This module reviews key tourism indicators, sites, and trends. It assesses organizational structures, digitalization, marketing, competitors, USPs, relevant documents, framework conditions, ongoing projects and combines all findings into a SWOT analysis.

step

2

module 2: strategy

- This module examines tourism potential, covering geographic areas, tourism types, source markets, and target groups. It identifies economic prospects, establishes a vision, development goals, strategic positioning, and key strategies.

step

3

module 3: action plan

- This module outlines specific actions and projects tied to defined key strategies in module 2. It details steps, assigns responsibilities, provides budget estimates, identifies financing sources, and showcases best practice examples.

scope of work

geographic advantages

Leveraging Wilsonville's strategic location along I-5 is paramount. Our strategy will delve into how this geographical advantage can be positioned to enhance its appeal to both regional and national tourists, ensuring it becomes a prime choice for explorations in the broader region.

dual focus of the strategy

Understanding the intrinsic and external attractions related to Wilsonville will be crucial. Our strategy will encompass this dual perspective, ensuring that the unique offerings both within and outside the city's boundaries are synergistically promoted.

tourism segments

Wilsonville's diverse tourism offerings present myriad opportunities. Our approach will involve segmenting these offerings, understanding their unique value propositions, and suggesting ways they can be enhanced and marketed to resonate with diverse traveler personas.

scope of work

core elements of the strategy

Our approach is rooted in thorough analysis and research. We'll start with a deep dive into Wilsonville's current tourism landscape, followed by a strategic framework that will provide a roadmap for Wilsonville to navigate its tourism aspirations.

strategic action points

Our strategy will provide a holistic view of the tourism potential. From community engagement to infrastructural considerations, we'll outline the key areas of focus that can drive sustainable growth for Wilsonville's tourism sector.

growth opportunities

Identifying and harnessing growth opportunities will be at the heart of our strategy. We'll provide insights into potential avenues that can enhance Wilsonville's appeal, ensuring it stands out as a must-visit destination in the broader Oregon region.

methodology

evaluative approach

We will review and, if necessary, update Wilsonville's existing tourism visioning and mission statements. This ensures that foundational guidelines remain current and in line with evolving tourism trends.

situation analysis

A dual-pronged analysis will be employed to discern the current visitor/tourism landscape and anticipate potential future scenarios. This will involve data collection, stakeholder interviews, and a review of existing literature and reports pertinent to Wilsonville's tourism ecosystem.

SWOT analysis

A structured SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis will be conducted. This analysis will not only identify Wilsonville's tourism attributes and challenges but also compare them with similar destinations to derive actionable insights.

methodology

community positioning

An assessment of Wilsonville's branding and positioning in relation to other prominent Oregon tourist destinations will be undertaken. This will help in ascertaining Wilsonville's unique selling propositions and areas of potential differentiation.

asset & audience identification

A comprehensive inventory of existing and potential tourism assets will be compiled. Parallely, potential audiences or users for these assets will be identified. This segment will also spotlight investment opportunities, both in public and private sectors, to elevate these assets' visibility and utilization.

iterative feedback process

Recognizing that the strategy's success hinges on its acceptance and applicability, we will integrate feedback loops at various stages. Stakeholders, community members, and industry experts will be consulted periodically to ensure the strategy remains grounded and relevant.

public & industry engagement

stakeholder engagement and initial insights

During our first trip, we'll conduct one-on-one interviews with key figures, culminating in a stakeholder workshop. This immersive approach ensures we capture the nuances and aspirations driving Wilsonville's tourism ecosystem

strategy formulation and collaboration

On our second visit, we'll present and discuss the initial two strategy modules with key stakeholders. This interactive session will allow immediate feedback, ensuring our strategy is both robust and resonant.

strategy presentation and feedback forum

On our third trip we will present the final draft report to Wilsonville's key stakeholders. This meeting will facilitate a thorough review and collaborative discussion. Subsequently, the report will be made available for broader public feedback during its designated comment phase.

metrics & review

development of success metrics

We will adopt a data-driven approach, crafting a bespoke set of metrics tailored to Wilsonville's unique tourism landscape. By aligning these metrics with overarching objectives, we ensure a tangible and transparent gauge of the strategy's effectiveness over time.

conversion of business to leisure travelers

Recognizing the distinct preferences of business travelers, we will delve into trend analysis and visitor behavior studies. This will inform targeted initiatives designed to entice business visitors to extend their stay, exploring Wilsonville as leisure tourists.

off-season & local attractions amplification

We will conduct a deep dive into Wilsonville's off-peak offerings, identifying areas of untapped potential. Our aim is to craft compelling narratives around local attractions, thereby fostering interest in off-season visits and enhancing the appeal of regional highlights.

scope & timing

site visit(s)

- 3 site visits are planned
- during the **initial** site visit, the destination will be examined and interviews with different stakeholders will be conducted
- during the **second** and **third** site visit a workshop with the relevant stakeholders will be conducted

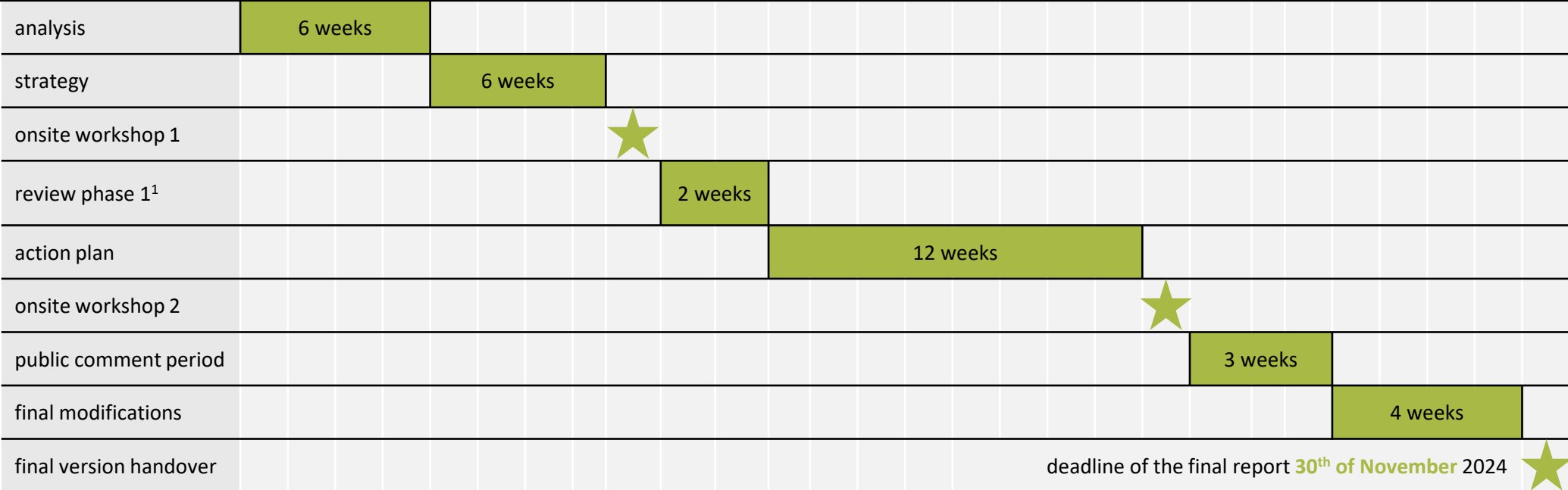
report format

- report delivery: electronic format (PDF based in PowerPoint)
- print-outs: available upon request
- language: English (report & communications)
- currency of calculations: USD

time frame

- approx. 11 months from the time of assignment acceptance and receipt of first payment

timeline, availability and office location



¹ corrections and revisions from the side of the client are accepted by us within two weeks after the submission of a draft or interim report.

Availability and Office Location

Our team members are based in our New York office and supported by our Vienna and other offices, as required. The project duration is estimated to be 47 weeks (11 months). The earliest possible start date will be January 2024. Effective start and timeframe can be adjusted to client’s needs.

To ensure a comprehensive understanding of the project, we'll commence with an in-depth field trip to Wilsonville. This will encompass extensive site-visits and one on one consultations with pivotal stakeholders. The precise duration of this trip will be collaboratively decided with the client to align with the project objectives.

Please note that preparations for the field trip will only begin after the pre-agreed prepayment has been received. Based on our experience with similar projects, the initial field trips typically take place two to four weeks from contract finalization. Furthermore, we generally conduct two additional trips to the destination to share and deliberate on the report's ongoing progress in stakeholder workshops. However, this frequency can be adjusted to meet client’s preferences.

our experience with DMO marketing activities

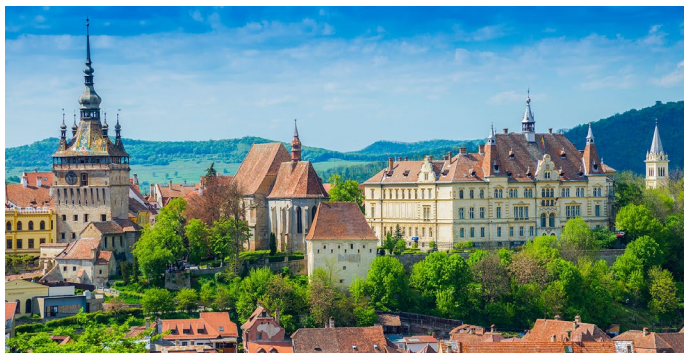


Director of
DMO “Tiroler
Oberland”,
Austria

Tourism promotion activities: large poster advertisements, showing the region as a hiking paradise in 10.000 German public bus stations in selected cities; website promotion of accessible tourism attractions in the region; joint campaign with “Nature Park Kaunergrat” on the importance of bees – and a diverse and intact flora; organisation of bike and handbike races with international media coverage etc.

Establishing a
DMO in
Svaneti,
Georgia

Tourism promotion activities: Hiking maps for tourists; cooperation with Georgian National Tourism Administration; participation in international tourism trade shows etc.



digital
marketing
campaign for
Transylvania,
Romania

Design of a digital marketing campaign for the Romanian Region of Transylvania (covering almost half the nation), famous for its mountains, forests, and medieval fortresses. The idea was to restart tourism in this area after Covid and focus on the 100 Mio strong German speaking market, as Transylvania is mainly bilingual. (Romanian and German)

our reference projects



Tourism
recovery
master plan,
Guam

- providing Guam with a new sustainable tourism strategy and updated decision-making tools for public and private sectors
- client: BSP, Government of Guam
- assignment period: since 2022

Tourism
master plan
for the region
Central
Slovenia

- a tourism master plan consisting of three main modules; analysis, development strategy and action plan
- client: Turizem Ljubljana
- assignment period: 2022-2023



Feasibility
Study and
Advisory for
Bend, Oregon

- study on transitioning Pronghorn Villas' residences in Bend into premium hospitality spaces.
- client: Aperion Management
- assignment period: 2023

reference projects



Tourism recovery master plan, Guam

- providing Guam with a new sustainable tourism strategy and updated decision-making tools for public and private sectors
- client: BSP, Government of Guam
- assignment period: since 2022

client BSP, Government of Guam
contact Monica Guerrero
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phone +1 671 472 4201

about the destination

Guam remains an essential hub in the Pacific, distinguished by its unique Chamorro culture, historical richness, cultural diversity, and unparalleled natural allure. Recognizing the challenges this destination currently confronts, PKF hospitality is fully equipped and committed to navigating the complexities of enhancing Guam's touristic appeal in these unprecedented times.

client needs

Our primary directive is the meticulous design and implementation of a Tourism Recovery Development Plan bespoke for Guam. Anchored by our century-long legacy in tourism consultancy and a dynamic team, our consortium combines Mantid Pacific's local insights, Omnitrak's visitor analytics, and Concept Design's branding know-how. Together, we are poised to address Guam's evolving tourism needs comprehensively..

services to be delivered

Our strategy focuses on a balanced Tourism Recovery Plan that aligns Guam's economic goals with its cultural and environmental heritage. Committed to delivering optimal value, we'll leverage our expansive networks and research databases. Recognizing the pandemic's impact, we prioritize both economic and "quality of life" metrics, striving for a resilient and forward-thinking Recovery Plan for Guam.

reference projects



Tourism master plan for the region Central Slovenia

- a tourism master plan consisting of three main modules; analysis, strategy and action plan
- client: Turizem Ljubljana
- assignment period: 2022-2023

client Turizem Ljubljana

contact mag. Petra Stušek

e-mail petra.stusek@visitljubljana.si

phone +386 1 306 45 83

[link to the final document](#)

about the destination

The destination Central Slovenia has approximately 260.000 inhabitants and is comprised of 24 municipalities. It is located in the center of Slovenia. The area of the destination surrounds the capital Ljubljana and offers tourists museums, a karstic cave, an arboretum, a traditional shepherd mountain, themed nature trails for hiking or biking, castles and a thermal facility.

client needs

The goal of the tourism master plan was to support the regional DMO in identifying key projects to further increase the attractiveness of the destination. It had to be considered that after the strategic period of the delivered document there would be a common tourism strategy with the destination Central Slovenia and the capital Ljubljana, therefore there was a focus on integrating marketing and product development into the existing systems of Tourism Ljubljana.

services delivered

Based on a comprehensive field trip to the destination with site visits and interviews with key stakeholders, a tourism master plan was prepared consisting of three main modules. Two workshops in the destination were conducted to present and discuss the strategy with representatives of the administration and local stakeholders.

reference projects



Feasibility Study and Advisory for Bend, Oregon

- study on transitioning Pronghorn Villas' residences in Bend into premium hospitality spaces.
- client: Aperion Management
- assignment period: 2023

client Aperion Management
contact Erin McKenna
e-mail emckenna@aperionmgmt.com
phone 541.389.3172

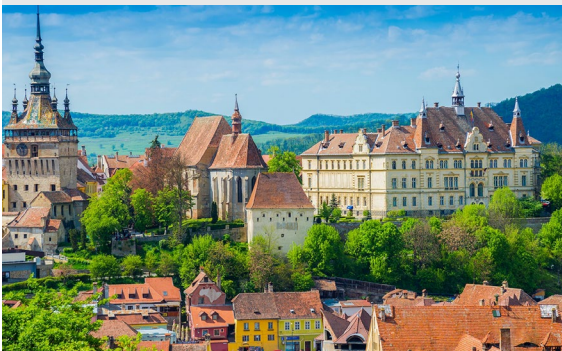
about the project

The Residence Club at Pronghorn Villas, in Bend, Oregon is a homeowner's association, a total of 16 units, split between A and B type categories. The residences are based on a fractional ownership model. The HOA was considering an acquisition of these units looking to evaluate the potential of repositioning them as a hospitality product.

summary of the project

The Residence Club at Pronghorn Villas in Bend, Oregon successfully transitioned its residences into premium hospitality spaces, reflecting our growing expertise in the Oregon tourism market. San Jose, part of the vibrant San Francisco Bay Area, was celebrated for its tech and academic landscape. One of our notable endeavors was near the San Jose Airport, chosen for its excellent visibility and closeness to key areas. During our engagement, San Jose saw a rise in hotel accommodations and a shift away from short-term rentals. The city attracted global hotel brands, and we were instrumental in shaping several upcoming projects. Even with varying overnight stay trends, hotels in our portfolio maintained commendable occupancy with competitive rates. Through diligent market analysis, we identified the site's potential for upscale hotel developments, underscoring our commitment to making a mark in Oregon's tourism industry.

our experience



- Tourism potential study of Gegharkunik Region, **Armenia**
- Strategic repositioning and rebranding of Kaunertal, **Austria**
- Destination hotel tourism development strategy Montafon, **Austria**
- tourism master plan for the city of Timmins, **Canada**
- Destination development services for Boa Vista, **Cape Verde**
- Tourism development project Zablace-Sibenik, **Croatia**
- Tourism development strategy for Sallantunturi, **Finland**
- Tourism potential study of Lake Paravani area and Mestia area, **Georgia**
- Feasibility study for a planned conference center in Budapest, **Hungary**
- Long-term strategy for the Icelandic tourism industry, **Iceland**
- Best use study for a planned tourism zone in Almaty, **Kazakhstan**
- Destination development Yenkit, **Oman**
- Investment, management and visitor management plans for 22 tourism sites in Khyber Pakhtunkhwa, **Pakistan**
- Digital tourism Marketing Concept for Transylvania, **Romania**
- Development of a tourism destination in Western **Saudi-Arabia**
- National tourism strategy for the republic of **Slovenia**
- tourism master plan for Semič municipality, **Slovenia**
- tourism master plan for the Vipava Valley region, **Slovenia**
- Tourism development project mountain resort Bukovel, **Ukraine**
- Business plan for a planned greenfield mountain destination in Lviv oblast, **Ukraine**
- Destination development in Abu Dhabi, **United Arab Emirates**



fees

project fees

flat fee	USD 75.000
travel expenses	USD 24.000
total (net, without VAT)	USD 99.000

The calculation of the fee is based **on the average daily rates** of our experts and depends on:

- the size of the destination
- the current (and potential) future tourism intensity
- the necessary travel time
- other relevant framework conditions

additional services

Unless otherwise agreed-upon in writing, additional services are charged only once the client has confirmed these extra services in writing.

If additional services will be charged in accordance with our time-based fees, a breakdown of those will be provided to the client.

The time-based fees are based on the actually incurred number of working hours, plus actual travel, telecommunications and out-of-pocket expenses.

Itemized Breakdown of Costs

Task/Activity	Description	Price
Field Trip & Site Visits	Comprehensive field trip, site visits, stakeholder interviews	\$16.000
Research & Data Collection	Gathering data, analyzing existing resources, surveys	\$12.000
Strategy Development	Creating tourism strategy, meetings for validation	\$12.000
Stakeholder Workshops	Conducting workshops and feedback sessions	\$12.000
Drafting the report	Compilation of findings, draft preparation, revisions	\$12.000
Final Presentation	Presentation creation, final meetings and discussions	\$8,000
Travel & Accommodation	All expenses related to team travel for the project	\$24,000
Miscellaneous Expenses	Any unforeseen costs or contingencies	\$3,000

payment terms

Our usual terms of payment for a tourism potential analysis are as follows:

- **50 %** of the fee plus **100 %** of the travel expenses is due with acceptance of the assignment (USD 61.500)
- **25 %** of the fee volume with delivery of the draft of our final report and (USD 18.750)
- the **remaining amount** with delivery of the final version of the final report (USD 18.750)

The final payment conditions will be agreed on during the contract negotiations.

Please note that prices are estimates and might vary depending on the evolving project needs. Any adjustments or additions will be discussed and agreed upon with the client.

Accruing bank charges (both from the sending and receiving bank) are borne by the client.

Fees do not include VAT.

contact us

project team



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project controller

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YouTube
[PKF hospitality group](#)

team composition and roles are subject to change

© PKF hospitality group – 31

Baron R. Ah. Moo



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Professional Experience

Baron R. Ah Moo has over 30 years of experience in investment, hospitality finance and operations. Having joined the PKF hospitality group in 2019, Baron leads the US consulting office and is based in New York City.

Baron, an expert in emerging markets and cross-border transactions, has extensive global experience, having worked in countries across three continents. He serves private equity funds, prominent hotel operators, and family offices, and oversees business development and operations in the US, Canada, and the Caribbean.

Before joining PKF, Baron founded BLI Capital Group, a leisure real estate advisory firm. He held leadership roles at Colliers International in Hong Kong, served as COO for Lewis Fund Holdings in the UK, and was CEO of Indochina Hotels and Resorts in Vietnam.

Baron holds a bachelor's degree in International Management from the University of San Francisco, and a Master in Professional Studies from Cornell University's School of Hotel Administration in Ithaca, New York.

Baron has contributed to several industry and media publications including Bloomberg Television and was featured on the cover of Hotel Investment Outlook. He is a contributing author to "Strategic Hospitality Leadership – The Asian Initiative" and was nominated by Cornell's President to serve as a member of the University's Alumni Council.

Florian Van der Bellen



Florian Van der Bellen
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Professional Experience

Florian Van der Bellen joined PKF hospitality group in February, 2023. Based in Romania, he is responsible for destination development worldwide, such as sustainable tourism strategies and development plans, destination management, branding and marketing, and accessible tourism.

Florian holds a diploma from the College of Tourism, Innsbruck (Austria), and an Executive MBA from the University of Economics, Vienna (Austria). He has more than 30 years of practical experience in international hotel and tourism management in countries like Austria, Germany, Switzerland, Romania, Moldova, Armenia, Georgia, Azerbaijan and Australia.

As Managing Director of the Destination Management Organization „Tiroler Oberland“ in Tyrol, Austria, Florian was responsible for the strategic positioning of the destination, branding and marketing. In addition, his focus on accessible tourism brought numerous national and international awards for the destination, such as the EDEN Award (European Destination of Excellence), the Alps Award (Top 5 Alpine Destination), and second place at the World Responsible Tourism Awards.

Florian has successfully founded and managed tourism consulting companies in Austria, Georgia and Romania. His specialties are to make complex issues easily understandable and to produce practical, customer-oriented results.

Florian is a member of the Advisory Board of GIPA (Georgian Institute of Public Affairs) and a sought after speaker at international tourism conferences.

Channing Elise Henry



Channing Elise Henry
Director | Head of the US

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team member

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Professional Experience

Channing Henry joined the PKF hospitality group in 2019 as Managing Director | Head of US, leading the US consulting practice from the New York office. With more than 15 years in hospitality development and consulting, she brings a development perspective to the firm's extensive advisory work. Channing advises hotel developers and owners on highest and best land use analyses, capital strategies and fundraising services, brand positioning and negotiation, and planning and development services in the US, Canada, the Caribbean, and Latin America.

Channing co-developed the Downtown LA Proper Hotel with the Kor Group and collaborated on luxury resort plans in Baja Mexico and Dominical, Costa Rica. She has overseen urban hotel developments in cities like Atlanta and Los Angeles for brands like Aman Resorts and Soho House. Previously, she expanded the Viceroy and Tides brands with the Kor Group and started as a consultant at RCLCo in Los Angeles, conducting various market studies.

Channing was awarded a Fulbright Scholarship to Argentina and holds a Bachelor of Arts degree from Princeton University and an MBA from Yale's School of Management.

Channing is on the Leadership Committee for ULI's Recreational Development Council and an Executive Committee member of the South Park Business Improvement District (BID) Board in Downtown Los Angeles.

Kristopher Swanson



Kristopher Swanson
Consultant

PKF hospitality LLC
New York

team member

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PKF hospitality group

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Professional Experience

Kristopher joined the PKF hospitality group in July 2021 and is based in New York City. In his capacity as Consultant, his activities include feasibility studies and development services throughout the US, Canada and Latin America.

Prior to joining PKF hospitality group, Kristopher completed internships in a variety of industries, including M&A work at Hines Associates and hospitality operations and development at Palisades Hospitality Group. Kristopher graduated in May 2021 from the 2-year Master of Science Global Hospitality Business program at Ecole hôtelière de Lausanne (EHL). He graduated from the University of California Santa Barbara in 2018 with a BA in Global and International Studies.

Kristopher earned certificates in Hotel Industry Analytics (CHIA) and Advanced Hotel and Tourism Analytics (CAHTA).

Jure Golež



Jure Golež
Junior Consultant

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PKF hospitality group

www.pkfhospitality.com

Professional Experience

Jure Golež became a part of the PKF hospitality group in 2022 and operates from Maribor, Slovenia. As a Junior Consultant, he is involved in various consulting activities such as destination services, feasibility studies, benchmarking and research, with a global reach but mainly focusing on European projects.

At PKF, Jure has contributed to several international projects, mainly tourism master plans centered around destination development. His primary focus has been on conducting on site and desktop research, facilitating workshops with stakeholders and crafting and designing destination tourism development strategys, which showcases his expertise and commitment to the field.

Before his time at PKF, Jure accumulated experience in the hospitality and tourism industry, working in different capacities including food and beverage, hotel operations, and tour management.

Jure holds a Bachelor's degree in Tourism Management from the University of Primorska, Faculty of Tourism Studies, located in Portorož, Slovenia.

We hereby confirm that neither our company nor any proposed sub-consultants are in any position that could be perceived as a conflict of interest regarding this project.

We remain at your disposal should you wish to discuss our proposal in more detail and look forward to supporting you with this assignment..

legal issues

This assignment will be carried out on the basis of our Terms and Conditions (see *Annex 1*). The analysis will be conducted to the best of our knowledge as a neutral consultant.

Risk and Liability

Decisions about whether to invest in the development and/or acquisition of a hospitality project as well as the signing of management or lease contracts regarding such properties involve a high extent of uncertainty. This risk is mostly because a property's operating results are dependent on the general economic situation. The demand for hospitality services can be influenced by political or military disputes, terrorist acts, natural disasters, health-related circumstances as well as the unforeseeable development of competition and demand. We do not assume any responsibility for the forecasted results. We do not verify nor comment on legal issues – such as proprietary rights, rights of use, company laws, taxation provisions or construction-related prerequisites of projects. These elements are not part of the assignment. § 8 of the *General Terms and Conditions of Doing Business* regulates the liability. We have taken out a liability insurance above the amount demanded by law with a total of Euro 5m. However, we are prepared to agree upon a specific liability coverage for individual assignments. Should you require this, please let us know so that we can apply for the coverage at our professional liability insurance company.

Forwarding Studies

The report is intended for the sole use by the client only. Forwarding any reports or excerpts to third parties requires the prior written consent of the consultant. All documents

handed over to the consultant by the client must not be forwarded to third parties without the prior written consent of the client. After completion of the assignment, the consultant will return these documents if requested by the client.

Content of Studies

The consultants of the PKF hospitality group are always committed to deliver services in compliance with the highest industry standards, for which we have been recognised on a global level for several decades. However, in rare instances, it can arise that we are not able to gather reliable and/or accurate information (e. g. market data) which meets both our internal and external benchmark standards. This could evolve when information is not available to us from sources which we deem reliable or when the data can only be partially provided. In certain regions, data, upon which our site and market analyses are generally elaborated, might not at all or only in part be existent or publicly accessible, or might only partially or in limited quality be available to us. The consultant reserves the right to perform the site and market analysis on a desktop basis, if an on-site visit is deemed impossible, dangerous or unnecessary. Our consultants will strive to deliver as much of the usually required information as possible and in the highest quality available but cannot assume any responsibility or liability for any lack of publicly accessible information nor the reliability thereof.

Conflict of Interest

The consultant as well as other PKF member firms are continuously carrying out consulting services for hospitality projects. For this reason, we cannot rule out the possibility

that the consultant or other PKF member firms are involved in consulting activities with a relevance to the client's project or property. To this date, we are not aware of any conflict-of-interest preventing us to carry out this particular assignment. Should a conflict of interest become evident at a later point in time, it is agreed that this will in no way affect this agreement or our assignment.

Separability Clause

Should any individual provision or any party of any provision be or become void, illegal or unenforceable, the validity of the remaining provisions hereof shall in no way be affected. In such case the void and/or illegal and/or unenforceable provision or provisions shall be replaced by relative provisions coming as close as possible to the sense and spirit and purpose of this agreement.

About PKF

The various companies of the PKF hospitality group are – through their parent company (PKF hospitality holding GmbH) members of PKF Global, the network of member firms of PKF International Limited, each of which is a separate and independent legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). In signing and returning to us the enclosed Confirmation of Assignment you acknowledge and accept that such other member firms and PKF International Limited do not owe you any duty in relation to the work or advice which we will from time-to-time provide to you or are required to provide to you, and that we do not assume responsibility or liability for actions or inactions on the part of any other individual member firm or firms.

annex 1.1 – Terms and Conditions

1 General Terms and Conditions/scope

1.1 All legal transactions between the Client and the Consultant shall be exclusively subject to these General Terms and Conditions. The version valid at the time the Contract is concluded shall be applicable.

1.2 These General Terms and Conditions shall also apply to any future contractual relationships even if these General Terms and Conditions are not expressly referred to in collateral contracts.

1.3 Any conflicting General Terms and Conditions on the part of the Client shall be invalid unless they have been explicitly accepted in writing by the Consultant.

1.4 If any provision of these General Terms and Conditions is or becomes invalid, the other provisions and any contracts concluded pursuant to these provisions shall not be affected thereby. The invalid provision shall be replaced by a provision which best corresponds to the intention and economic purpose of the invalid provision.

2 Scope of consulting assignment/representation

2.1 The scope of each particular consulting assignment shall be individually agreed by contract.

2.2 The Consultant shall be entitled to subcontract, in whole or in part, the services for which the Consultant is responsible to third parties. Payment of said third parties shall be effected exclusively by the Consultant. No contractual relationship of any kind shall exist between the Client and said third party.

2.3 During the validity of this Contract and for a period of three years after termination thereof, the Client shall agree not to enter into any kind of business transactions with persons or organisations the Consultant employs to perform the Client's contractual duties. In particular, the Client shall not employ said persons or organisations to render consulting services the same or similar to those offered by the Consultant.

3 Client's obligation to provide information/declaration of completeness

3.1 The Client shall ensure that during the performance of the consulting assignment, organisational conditions in the Client's place of business allow the consulting process to proceed in a timely and undisturbed manner.

3.2 The Client shall also inform the Consultant in detail about previously conducted and/or currently active consulting projects, including those in other areas of competency.

3.3 The Client shall, in a timely manner and without special request on the part of the Consultant, provide the Consultant with all documents necessary to fulfil and perform the consulting assignment and shall inform the Consultant of all activities and conditions pertinent to the performance of the consulting assignment. This includes all documents, activities and conditions that become known or available during the performance of the consulting assignment.

3.4 The Client shall ensure that all employees as well as any employee representation (work council) provided by law, if established, are informed of the Client's consulting activities prior to the commencement of the assignment.

4 Maintenance of Independence

4.1 The contracting parties shall be committed to mutual loyalty.

4.2 The contracting parties shall be obligated to take all necessary measures to ensure that the independence of all persons working for the Consultant and/or of any third parties employed by the Consultant is not jeopardised. This applies particularly to any employment offers made by the Client or the acceptance of assignments on their own account.

5 Reporting/obligation to report

5.1 The Consultant shall be obligated to report to the Client on the progress of services performed by persons working for the Consultant and/or any third parties employed by the Consultant.

5.2 The Consultant shall deliver the final report in a timely manner, i.e. depending on the type of assignment, two to four weeks after completion of the assignment.

5.3 The Consultant shall not be bound by directives while performing the agreed service and shall be free to act at the Consultant's discretion and under the Consultant's own responsibility. The Consultant shall not be required to work in a particular place or to keep particular working hours.

annex 1.2 – Terms and Conditions

6 Protection of intellectual property

6.1 The Consultant shall retain all copyrights to any work done by the Consultant and/or by persons working for the Consultant and/or by third parties employed by the Consultant (including but not limited to tenders, reports, analyses, expert opinions, organisation charts, programmes, performance descriptions, drafts, calculations, drawings, data media, etc.). During the contract period and after termination thereof, the Client may use these materials exclusively for the purposes described under the Contract. Therefore, the Client shall not be entitled to copy or distribute these materials without the explicit consent of the Consultant. Under no circumstances, shall the Consultant be liable to third parties, in particular for the accuracy of the material, in the event of unauthorised copying/distribution of the material.

6.2 In the event of any violation of these provisions by the Client, the Consultant shall be entitled to immediate termination of the contract relationship and to assert any other statutory claims, in particular for omission and/or damages.

7 Warranty

7.1 The Consultant shall be entitled and obligated, regardless of fault, to correct any errors and/or inaccuracies in the Consultant's work which have become known subsequently. The Consultant will immediately inform the Client thereof.

7.2 This right of the Client expires six months after completion of the respective service.

8 Liability/damages

8.1 With the exception of personal injuries, the Consultant shall be liable to the Client for damages only to the extent that these are the result of serious fault (intention or gross negligence). Correspondingly, this also applies to damages resulting from third parties employed by the Consultant.

8.2 Any claim for damages on the part of the Client may only be enforced by law within six months after they have gained knowledge of the damage and the liable party, but not later than three years after the incident upon which the claim is based.

8.3 The Client shall furnish evidence of the Consultant's fault.

8.4 If the Consultant performs the required services with the help of third parties, any warranty claims and claims for damages which arise against the third part shall be passed on to the Client. In this case, the Client shall primarily refer to the third party.

9 Confidentiality/data protection

9.1 The Consultant shall be obligated to maintain complete confidentiality concerning all business matters made known to the Consultant in the course of services performed, especially trade and company secrets and any other information concerning type and/or scope of business and/or practical activities of the Client.

9.2 Furthermore, the Consultant shall be obligated to maintain complete confidentiality towards third parties concerning the content of the work completed, as well as any information and conditions that contributed to the completion of the work, particularly concerning data on the Client's clients.

9.3 The Consultant shall not be obligated to maintain confidentiality towards any person working for the Consultant or representatives of the Consultant. However, the Consultant is required to obligate such persons to maintain complete confidentiality and shall be liable for any violation of confidentiality on their part in the same way as if the Consultant had breached confidentiality.

9.4 The obligation to maintain confidentiality shall persist indefinitely even after termination of this Contract. This shall not apply in case the Consultant is legally required to disclose information.

9.5 The Consultant shall be entitled to use any personal data entrusted to the Consultant for the purposes of the services performed. The Consultant shall guarantee the Client that all necessary measures will be taken, e.g. that declarations of consent are obtained from the persons involved.

annex 1.3 – Terms and Conditions

10 Remuneration

10.1 After completion of the services agreed upon, the Consultant shall receive remuneration agreed upon in advance between the Consultant and the Client. The Consultant shall be entitled to render intermediate accounts and to demand payment on account as required by the progress of the work. Remuneration shall be due and payable immediately after rendering accounts by the Consultant.

10.2 The Consultant shall render accounts which entitle to deduct tax and contain all elements required by law.

10.3 Any cash expenditures, expenses, travel expenses, etc. shall be reimbursed to the Consultant by the Client separately, upon submission of the appropriate receipts.

10.4 In the event that the work agreed upon is not completed due to reasons on the part of the Client, or due to a premature termination of contract by the Consultant for cause, the Consultant shall be entitled to claim payment in full of the remuneration agreed upon in advance, less expenses not incurred. In the event that an hourly fee had been agreed upon, the Client shall pay for the number of hours expected to be required for the entire contracted assignment, less expenses not incurred. Expenses not incurred shall be calculated as a lump sum consisting of 30 % of the fee required for those services that the Consultant did not perform by the date of termination of the agreement.

10.5 In the event that intermediate invoices are not paid, the Consultant shall be released from the Consultant's commitment to provide further services. This shall be without prejudice to any further claims resulting from default of payment.

11 Electronic invoicing

11.1 The Consultant shall be entitled to transmit invoices electronically. The Client agrees explicitly to accept invoices transmitted electronically by the Consultant.

12 Duration of the agreement

12.1 This Contract shall terminate upon the completion of the project and the corresponding invoice.

12.2 Apart from this, this Contract may be terminated for good cause by either Party at any time without notice. Grounds for premature termination include the following:

- a party breaches major provisions of the Contract; or
- a party is in default of payment after insolvency proceedings have been opened; or
- a party has substantiated concerns regarding the other Party's creditworthiness, without any insolvency proceedings, and such other Party does not make any advance payments upon request to the Consultant/provide any suitable guarantee in advance upon request to the Client, and such negative financial circumstances have not been known to the other Party at the time of execution of the contract.

13 Final provisions

13.1 The contracting parties declare that all information contained herein is accurate and made in good conscience; and they shall be mutually obligated to immediately inform the other party of any changes.

13.2 Modifications of and amendments to this Contract or these General Terms and Conditions shall be made in writing; this shall also apply to a waiver of this requirement. Subsidiary agreements have not been executed.

13.3 This Contract is governed by the substantive law of the United States of America excluding the conflict-of-law rules of international private law and CISG. Place of fulfilment is the registered place of business of the Consultant. The court at the Consultant's registered place of business shall be competent in any disputes.