

hunden partners

Henderson County Destination Development Business Plan

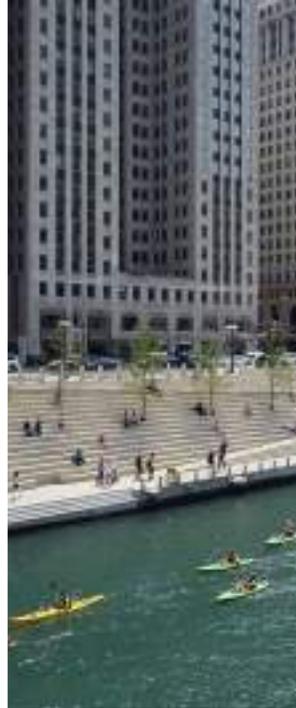
February 2026



Who We Are

We are the leading global advisor in place strategy—where tourism development, economic development, and real estate development intersect.

With professionals in Chicago, New York, Dallas, and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

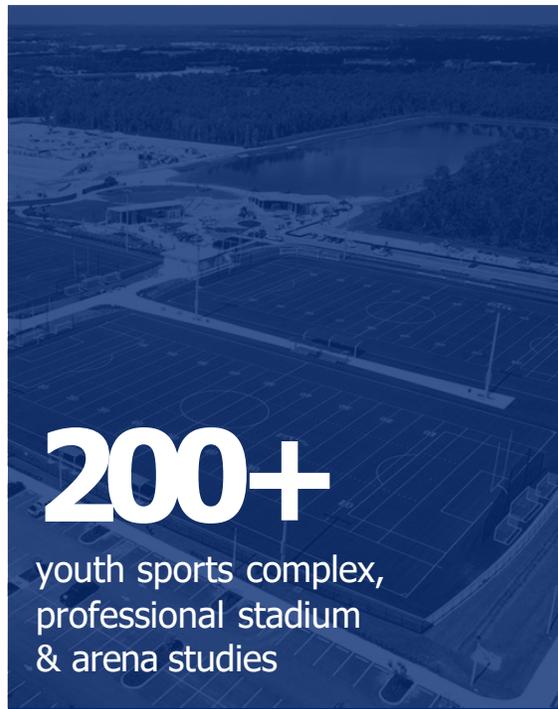


\$20B

in projects successfully developed and/or in progress

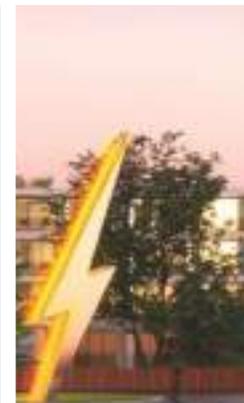
>1K

studies & processes. Of these, **over 80%** are for public sector or DMO clients



200+

youth sports complex, professional stadium & arena studies



600+

conference, convention, event center & hotel studies



Situational Overview

PROJECT TEAM ORGANIZATION

Henderson County TDA



Bethanie DeRose
Executive Lead



Derek Bratrud
Project Manager



Charlie Johnson
Analyst

THE PLANNING PROCESS

1) Stakeholder Engagement

2) Market Study

3) Priority Identification

4) Recommendation & Plan Development

GOALS & OBJECTIVES

Where you are now?

Identify the supply/demand for tourism assets in Henderson County.

How you stack up?

Assess how the Henderson County stacks up against other destinations.

The opportunities

Draw impactful conclusions that identify where strong opportunities lie that could take Henderson County to the next level.

How we get there?

Strategic plan for how to achieve those goals.

Stakeholder Feedback

Hunden Partners conducted a series of in-depth interviews with stakeholders and community members, including elected officials, community advocates, and industry representatives. Stakeholders demonstrated a strong interest in and commitment to Henderson County's future, as reflected in the recommendations of this plan.

Stakeholder feedback provided valuable guidance and direction, forming the basis for several priorities and recommendations. This input also offered foundational data validated through the Market Study phase. A summary of the key themes follows:

A need existed for a higher-class downtown hotel with meeting and event space. This would help support more conference and meeting tourism.

Henderson County should continue to capitalize on its role as a summer camp destination by keeping families that drop children off for a full vacation or long weekend.

Henderson County should leverage its identity as an outdoor recreation destination. It is located in between multiple state and national forests. Emphasizing its position as a destination for outdoor recreation lovers will help drive longer visitation.

Henderson County has become more consistently active with visitors throughout the year, but there is still a desire for municipalities to keep their authenticity and independence from a tourism-reliant economy.

Youth sports are underserved, especially indoor facilities and aquatics. Building any facility, either a large outdoor or major indoor facility, would help drive tournaments and visits.

The regional position is strengthening. After the renovations of the airport, growth of Allegiant Air, and the importance of tourism becoming known, the region is emerging as a destination rather than a secondary market to Asheville.

Preliminary Survey Findings

FROM 41 RESPONSES

59%

LIVE & WORK IN
HENDERSON COUNTY

66%

STRONGLY SUPPORT
EXPANDING TOURISM

80%

THINK TOURISM IS
VERY IMPORTANT

Hunden conducted a resident survey to understand local perceptions of Henderson County's tourism economy, destination strengths, gaps, and priorities for future investment. Key implications from the resident survey findings include the following:

- Small-town feel, outdoor recreation, events and activities were the most frequently cited unique attributes. The average agreement score that Henderson County stands out as a destination is **4.20 out of 5**.
- When hosting visitors, **88 percent** dine locally, **78 percent** use parks or outdoor recreation, **66 percent** visit downtown or historic sites, and **59 percent** shop locally, reinforcing that existing assets already drive visitation and represent near-term opportunities for enhancement.
- A majority of residents rate the overall visitor experience as **excellent (41 percent)** or **good (49 percent)**, while **0 percent** rate it as poor.
- Respondents most frequently cited the need for **improved parks and recreation spaces (41 percent)** and **more attractions/activities (39 percent)**.
- Tourism is viewed as important or very important by **80 percent** of respondents, and **66 percent strongly** support expanding tourism activity, indicating broad buy-in for growth that improves quality of life and strengthens the local economy.

Economic & Demographic Snapshot

Where you are now.



COMMUNITY SUMMARY

Henderson County has a total of approximately 52,300 households. Median household incomes are \$55,141 and the average value of owner-occupied housing units is \$363,339. The median age of residents is 48.2.



POPULATION TRENDS

Henderson County's population is approximately 121,000, which increased 13.5 percent between 2010 through 2025 and is projected to continue to increase through 2030.



EMPLOYMENT

There are more than 55,000 employees working in Henderson County. This is a 10 percent increase in the past five years, and this number is supposed to grow by an additional 7 percent in the next five years. The top industries are Healthcare and Manufacturing.



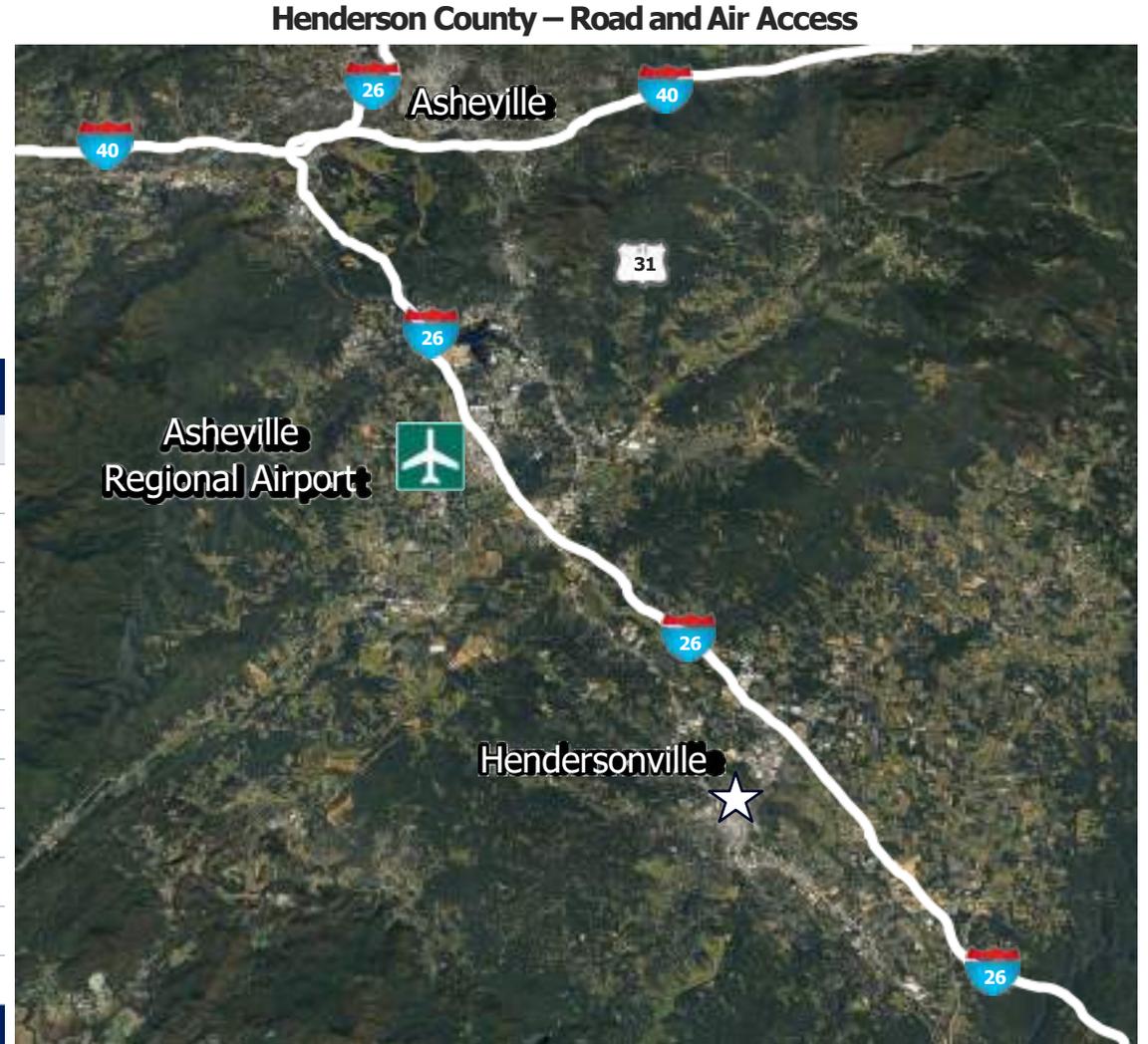
TAPESTRY SEGMENTATION

Tapestry segmentation classifies neighborhoods using segments based on demographics and socioeconomic characteristics. The largest segment is Room to Roam with a median age of 46.2 and a median income of \$99,689.

Road & Airport Accessibility

Henderson County’s primary air access is through Asheville Regional Airport (AVL), approximately a 15-minute drive away. AVL provides service to major domestic hubs through multiple airlines, offering convenient regional and national access.

Interstate 26 is the county’s primary roadway, providing north-south connectivity between Asheville and South Carolina. U.S. Highways 25, and 64 further serve Henderson County, supporting east-west travel and regional connections throughout western North Carolina and the Upstate South Carolina market.



Asheville Regional Airport - Visitation			
Year	Enplanement	Deplanement	Total Passengers
2015	392,643	393,737	788,395
2016	416,483	415,850	834,349
2017	477,673	475,293	954,983
2018	572,524	570,810	1,145,352
2019	809,707	804,544	1,616,270
2020	360,619	356,113	718,752
2021	721,635	717,553	1,441,209
2022	920,076	913,557	1,835,655
2023	1,123,505	1,117,992	2,243,520
2024	1,094,922	1,083,283	2,180,229
2025	938,771	933,546	1,874,342
Average	684,105	680,137	1,366,262

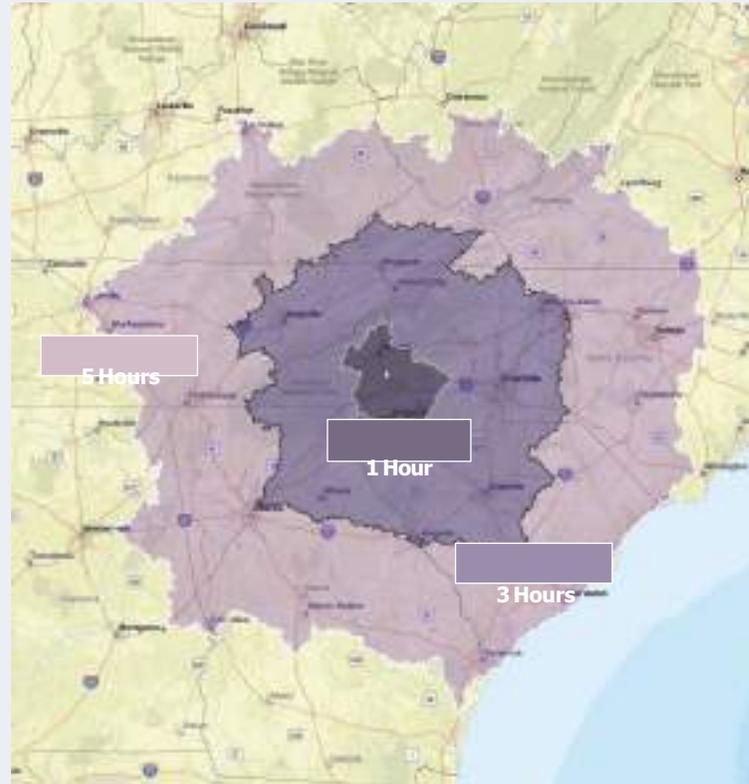
Source: Bureau of Transportation Statistics

Regional Drive Time

Henderson County benefits from access to robust regional markets within key drive-time ranges:

- 1-Hour Drive: Reaches approximately 1.3 million people.
- 3-Hour Drive: Expands to just more than 12.2 million people, capturing cities like Charlotte, and Knoxville.
- 5-Hour Drive: Connects to 32.1 million people, extending to cities like Atlanta, Charleston, and Raleigh.

The broader regional market reflects a similar consumer power to local areas with median HHIs between \$69,000 and \$74,000 however, it exhibits lower median home values decreasing to between \$319,000 and \$329,000.



Source: ESRI

Drive-time Population

The three-hour drive reaches the markets of Charlotte, Knoxville, Columbia, and the outskirts of Atlanta, while a five-hour drive extends to Raleigh, Nashville, and Charleston.

1 Hour
1.3M

3 Hours
12.2M

5 Hours
32.1M

Estimated drive-time statistics from Hendersonville, NC (2025)

	1-Hour	3-Hour	5-Hour
Population	1,296,963	12,244,832	32,125,458
Households	541,950	4,928,576	12,847,907
Median Household Income	\$68,955	\$72,504	\$73,702
Median Home Value	\$328,910	\$320,217	\$319,893
Median Age	42.2	40.5	39.7

10 Pillars of Place

These product segments are integral to establishing a compelling destination where people want to live, work, play, and visit.

Hunden caters each Placemaking Action Plan to the destination, assessing how the place stacks up to others in specific areas of tourism product development.

THE FOLLOWING 10 ASSET CATEGORIES ARE INCLUDED:



**Concerts,
Entertainment &
Attractions**



**Hotels &
Hospitality**



Sports



**Convention &
Conferences**



Festivals and Events



**Agritourism &
Agricultural
Experiences***



**Outdoor Recreation
and Natural
Environment**



Arts & Culture



**Architecture &
Green Space**



**Shopping/Dining,
Eatertainment, and Adult
Beverage Experiences**

*Agritourism typically falls under the Attraction Pillar but is identified separately to reflect the local experience.

Henderson County Product Opportunity Matrix

Introduction to Initial Pillars of Place Analysis

The following matrix indicates the strength of Henderson County’s asset supply for each pillar of place based on volume, quality, and programming. Recommendations within each pillar are categorized with focus areas and goals to indicate priorities:

Concerts, Entertainment & Attractions	Hotels & Hospitality	Sports	Convention & Meeting Space	Festivals & Events	Agritourism & Agricultural Experiences	Outdoor Recreation & Natural Environment	Arts & Culture	Architecture & Greenspace	Retail, Dining & Adult Beverage Experiences
No dedicated live music venues. However, strong live music scene at breweries, restaurants and performing arts identity with Flat Rock Playhouse.	Aging and under-supplied hotel market with no high-quality demand generating property.	Moderate supply with locally-serving facilities and the development of Henderson County Sports Complex. Clear lack of indoor recreation facilities.	Low supply with the Blue Ridge Conference Hall being the largest flexible space at 11,000 SF.	Strong supply of events and festivals with the NC Apple Festival, The Garden Jubilee, Music on Main, and the NC Mountain State Fair immediately adjacent to the County.	One of the major assets to Henderson County’s tourism is agritourism. There is an abundance of farms, orchards, vineyards, and more.	Henderson County is known for its rich supply of outdoor recreation like hiking, biking, and camping. The strong supply and identity of agriculture also draws in thousands of visitors annually.	With a strong and growing arts identity, Henderson County has a strong supply of art galleries, and other cultural assets like the Flat Rock Playhouse.	Henderson County has a moderate supply of assets in this category with the historic Hendersonville Downtown, and other assets like the Carl Sandburg site.	Strong retail supply in Hendersonville with many local restaurants and shops. For adult beverage experiences, Henderson County has a strong identity with the AVA designation, and many wineries and breweries.



Greatest Opportunities for Henderson County

SUPPLY: High

Moderate

Low

Pillars of Place



Concerts, Entertainment & Attractions

CURRENT STATE

Henderson County’s entertainment landscape is anchored by smaller live music events in breweries and public spaces. Performing and cultural arts are anchored by the historic Flat Rock Playhouse. There is a lack of larger music and performing arts venues within Henderson County and no dedicated live music venues.

RECOMMENDATIONS

SUPPLY	LOW	
FOCUS AREA 1:	Enhance outdoor festival infrastructure.	Next Steps Upgrade an events and festival grounds/area downtown and look for potential expansion.
FOCUS AREA 2:	Continue to support performing and cultural arts initiatives.	Next Steps Continue to support and program cultural and performing arts throughout the county in public spaces, theaters, festivals, and breweries,
TDA Role:	Destination marketing and event promotion	Programming and venue operations would be led by private sector and nonprofit partners (e.g., Flat Rock Playhouse, Sierra Nevada).



FLAT ROCK PLAYHOUSE

44K*
2024 Visits

60%
%Visits <25 Miles

17%
%Visits >100 Miles

Source: Placer.ai

Pillars of Place



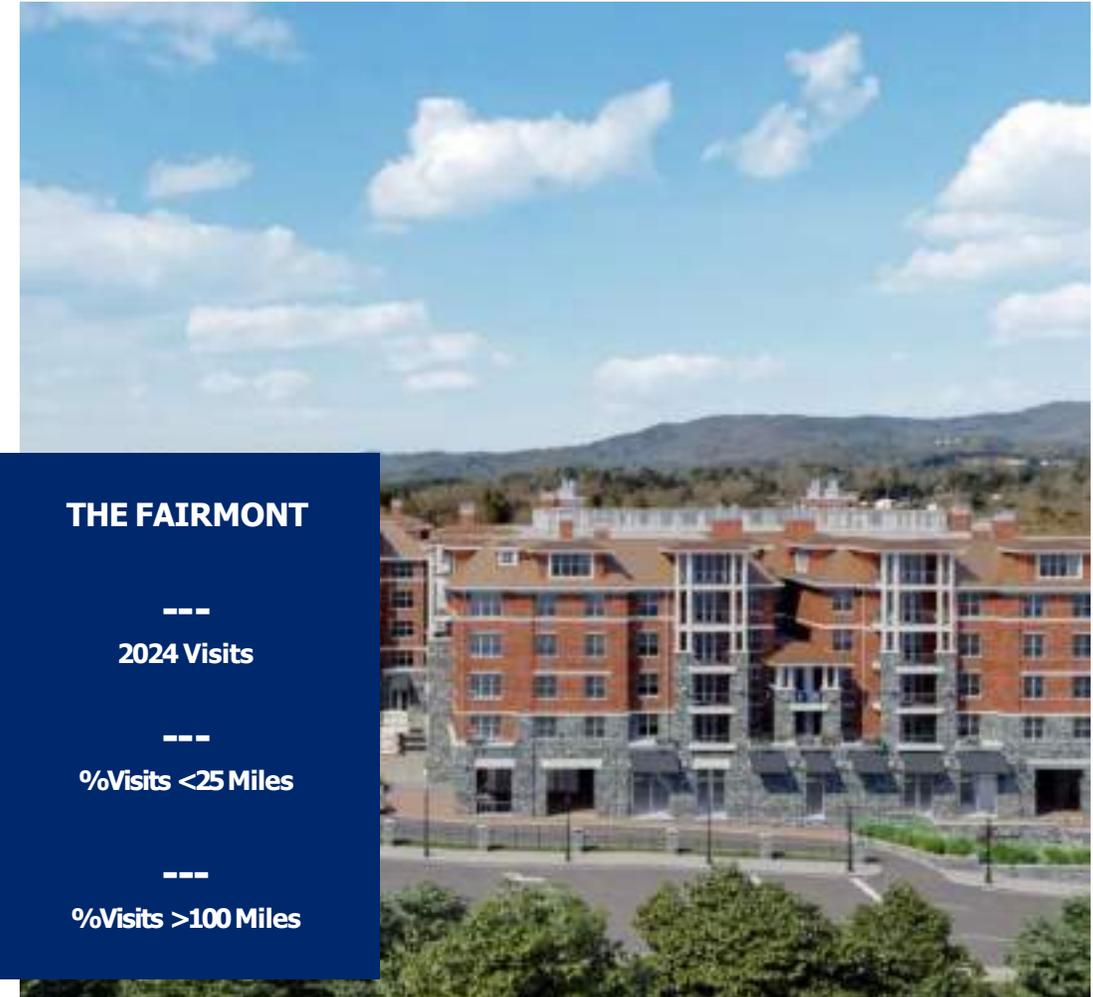
Hotels

CURRENT STATE

Henderson County’s existing lodging supply consists of nearly 1,000 rooms. The current supply is predominantly limited-service, economy to midscale, and bed-and-breakfasts that cater to transient travelers. There is a lack of downtown hotels, and an opportunity for upscale full-service hotel to serve as a central asset.

RECOMMENDATIONS

SUPPLY	MODERATE	
FOCUS AREA 1:	Support Fairmont development	Next Steps City incentives and resources to support Fairmont development and continue construction on the additional downtown site. This project will help generate foot traffic and spending in downtown Hendersonville.
FOCUS AREA 2:	Pursue an upscale full-service hotel with meeting space.	Next Steps Select and support developer for a major full-service flag that includes flexible meetings and events space to capture regional group and meeting events and business.
TDA ROLE:	Market intelligence and support	TDA does not fund hotel development directly. It supports through data, coordination, and destination marketing that strengthens the case for private investment.



THE FAIRMONT

2024 Visits

%Visits <25 Miles

%Visits >100 Miles

Pillars of Place



Sports

CURRENT STATE

The county lacked a primary sports tourism asset before the development of the Henderson County Sports Complex. This will allow Henderson County to hold smaller regional tournaments to begin developing sports tourism. The major gaps within the region are an indoor court facility and a premier aquatic facility.

Henderson County has a very strong outdoor recreation opportunities for hiking, biking, and other outdoor sports. This identity should be leveraged since the park, forests, and outdoor recreation assets have reopened after Hurricane Helene.

RECOMMENDATIONS

SUPPLY	MODERATE	
FOCUS AREA 1:	Prioritize completion and programming of Sports Complex	Next Steps Prioritize completion of ongoing Henderson County Sports Complex. Grow the event calendar and programming at the Henderson County Sports Complex.
FOCUS AREA 2:	Feasibility Study for Indoor Sports Complex	Next Steps A regional gap and a local need for enhanced indoor sports facilities points to the opportunity. This would help diversify sports tourism and support community needs.
TDA ROLE	Marketing, tournament attraction, and economic impact tracking	Facility programming and operations would be led by County Parks Department and/or third-party private management partner.



HENDERSON COUNTY SPORTS COMPLEX

2024 Visits

%Visits <25 Miles

%Visits >100 Miles

Pillars of Place



Convention and Meetings Facilities

CURRENT STATE

Henderson County’s meeting infrastructure is centered on the Blue Ridge Community College Conference Center, which serves as the largest flexible space (11,000 square feet). The most critical gap is the lack of size and a quality, integrated hotel meeting space. The existing hotel inventory consists mainly of limited-service properties, and independent bed-and-breakfast. This constraint makes it difficult to bid on multi-day meetings, conferences, or association events that require substantial meeting space and adjacent sleeping rooms.

RECOMMENDATIONS

SUPPLY	LOW	
FOCUS AREA 1:	Prioritize hotel development with meeting and conference space	Next Steps Prioritize the development of a full-service hotel with meeting and conference space before looking at expansion or a new, dedicated facility.
FOCUS AREA 2:	Conduct a feasibility analysis for dedicated conference space	Next Steps Conduct a feasibility analysis for a dedicated conference and event space.
TDA ROLE	Market intelligence and/or partnership coordinator	TDA would not operate or sell meeting space. It would support through destination level data, promotional efforts, and marketing.



BLUE RIDGE CONFERENCE HALL

2024 Visits

%Visits <25 Miles

%Visits >100 Miles

Source: Placer.ai

Pillars of Place



Festivals and Events

CURRENT STATE

Henderson County has a vibrant calendar of authentic local, community-focused events, anchored by the annual NC Apple Festival and Music on Main. These events successfully engage residents and draw regional day-trippers. However, the current portfolio lacks destination-level, revenue-driving anchor events capable of generating significant hotel night stays and drawing visitors from outside the region.

RECOMMENDATIONS

SUPPLY	HIGH	
FOCUS AREA 1:	Continue event support and programming	Next Steps Continue event and festival programming to draw in visitation.
FOCUS AREA 2:	Feasibility study on expanded festival and outdoor event space	Next Steps Launch a feasibility study to research the capacity for Henderson County to support a larger dedicated festival and event space adjacent to Downtown Hendersonville supplement/expand current and future events.
TDA ROLE:	Event Promotion, creation, and support	TDA would support event execution and logistics and spearhead event promotion and marketing.



NC APPLE FEST

73K
2024 Visits

28%
%Visits <25 Miles

31%
%Visits >100 Miles

Note: Data for the 2024 Festival
Source: Placer.ai

Pillars of Place



Agritourism & Agricultural Experiences

CURRENT STATE

Henderson County has a strong base of agritourism and agricultural experiences rooted in its working farmland and rural character. It offers a diverse collection of orchards, farms, and seasonal experiences that collectively serve as a regional draw. These assets are primarily seasonal and dispersed, but they contribute to the visitor economy and reinforce the county's identity as a center for apple production, vineyards, farms, and mountain agriculture.

RECOMMENDATIONS

SUPPLY	HIGH	
FOCUS AREA 1:	Continue current marketing efforts	Next Steps Continue current marketing efforts to increase exposure of agritourism opportunities within the County.
FOCUS AREA 2:	Experience coordination and calendar development	Next Steps Create calendar coordination with events like NC Apple Fest, to create partnership between farms and restaurants, and turn weekends into full experiences
TDA ROLE	Marketing and seasonal campaign development	Farm and orchard programming would be led by individual operators



Sky Top Orchard

114K
2024 Visits

21%
%Visits <25 Miles

26%
%Visits >100 Miles

Source: Placer.ai

Pillars of Place



Parks, Trails, and Outdoor Space

CURRENT STATE

With rich outdoor recreation assets like DuPont State Recreational Forest, the Ecusta Trail, and proximity to Pisgah National Forest and Chimney Rock State Park, Henderson County has established a strong outdoor recreation identity. These assets serve as significant visitation drivers, attracting hundreds of thousands of annual visits, with a substantial proportion originating from more than 100 miles away.

RECOMMENDATIONS

SUPPLY	HIGH	
FOCUS AREA 1:	Continue marketing outdoor recreational opportunities.	Next Steps Develop integrated marketing campaigns that connect outdoor assets to downtown dining, shopping, and lodging experiences to increase cross-visitation and extend visitor dwell time.
FOCUS AREA 2:	Continue marketing Ecusta Trail	Next Steps Build trail town identity in adjacent communities through marketing, both physical and digital wayfinding, trailhead amenities, and partnerships with local businesses to capture trail user spending.
TDA ROLE	Destination marketing and wayfinding promotion	Trail development, park operations, and programming to be led by municipal, county, state, and private organizational partners like the Friends of Ecusta, etc.



DuPont State Recreational Forest

262K
2024 Visits

40%
%Visits <25 Miles

43%
%Visits >100 Miles

Source: Placer.ai

Pillars of Place



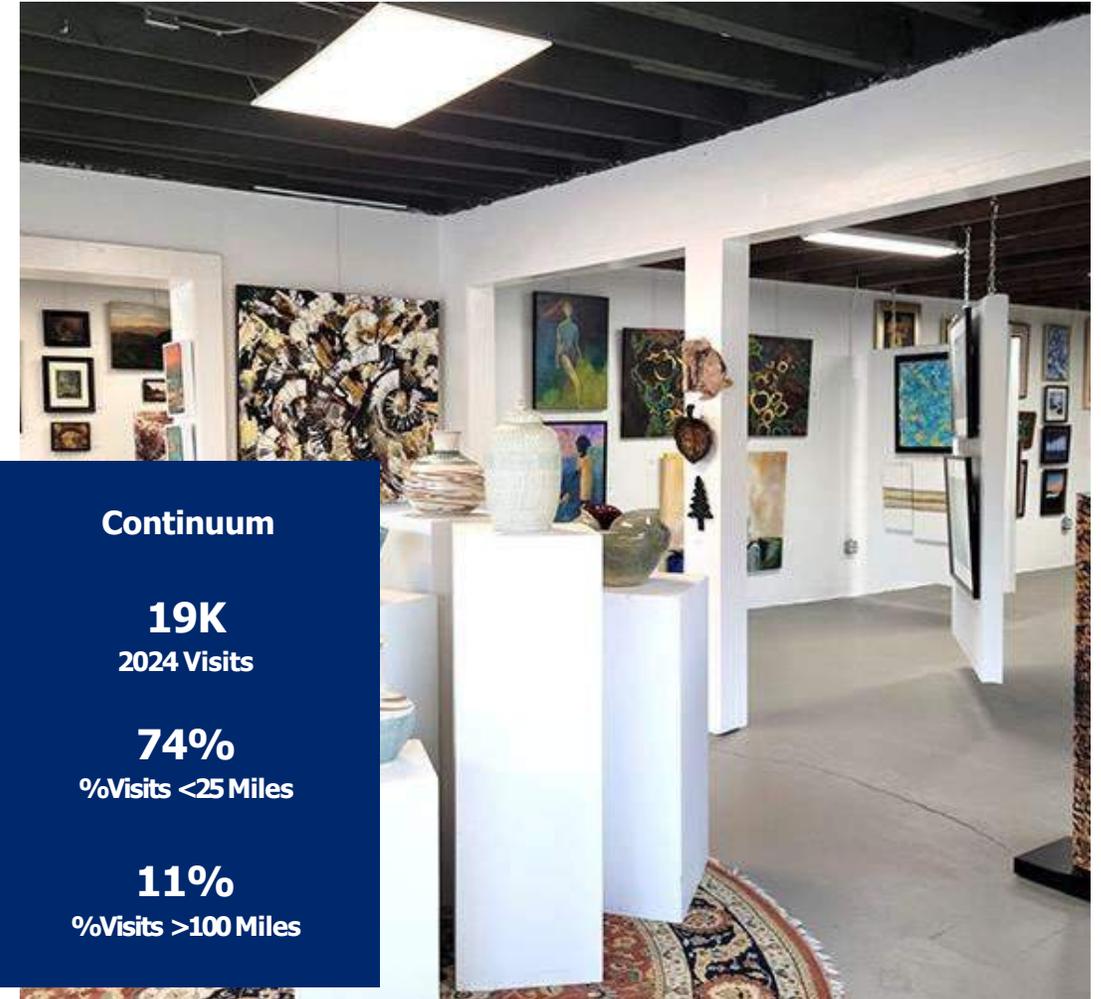
Arts & Culture

CURRENT STATE

Henderson County's arts and culture scene consists primarily of independent galleries and artist studios concentrated in downtown Hendersonville and Flat Rock. Top visited venues include Continuum, The Gallery at Flat Rock, and Silver Fox Gallery. The City of Hendersonville is actively investing in cultivating its arts district and public art programming. The county's arts infrastructure remains largely gallery-focused.

RECOMMENDATIONS

SUPPLY	HIGH	
FOCUS AREA 1:	Continue supporting downtown Hendersonville Arts District	Next Steps Builds critical mass and creates a walkable cultural destination experience.
FOCUS AREA 2:		
TDA ROLE	Promote Arts District and cultural programming	Arts programming led by City of Hendersonville, the Arts Council, and other private and municipal partners.



Continuum

19K
2024 Visits

74%
%Visits <25 Miles

11%
%Visits >100 Miles

Source: Placer.ai

Pillars of Place



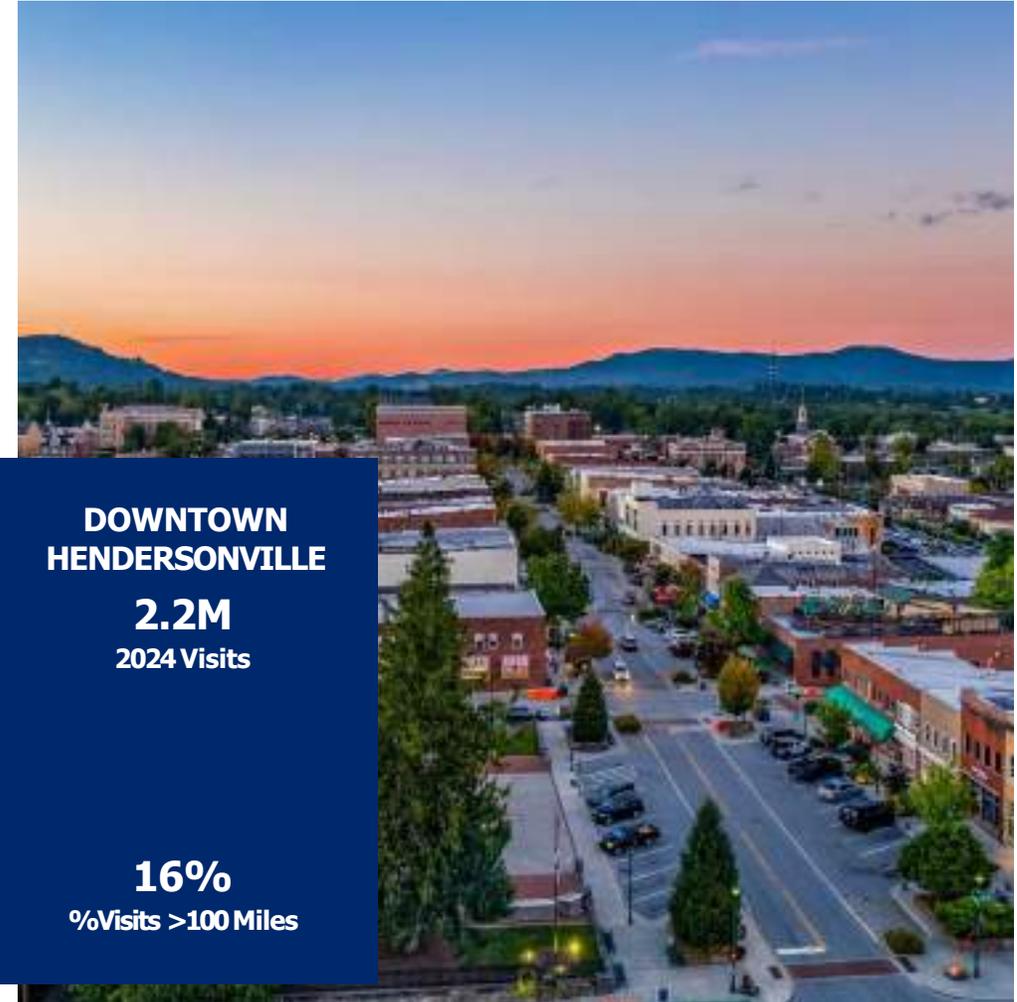
Architecture & Greenspace

CURRENT STATE

While historic architecture exists throughout the county, it does not currently function as a coordinated tourism pillar and lacks the scale or visitor draw to warrant strategic investment relative to other priorities. TDA role: continue standard marketing support for Carl Sandburg site and downtown amenities as part of broader destination promotion.

RECOMMENDATIONS

SUPPLY	HIGH	
FOCUS AREA 1:	Support downtown architectural preservation	Next Steps Support enhancing the walkability, wayfinding, and storytelling around historic downtown districts, creating a cohesive visitor experience that complements outdoor recreation assets.
FOCUS AREA 2:	Standard marketing support, no dedicated investment	Next Steps Include architectural assets as part of broader destination promotion, recognizing these function as secondary experiences rather than primary drivers warranting dedicated investment.
TDA ROLE	Include in standard destination promotion	No dedicated strategic investment warranted at this time.



Source: Placer.ai

Pillars of Place



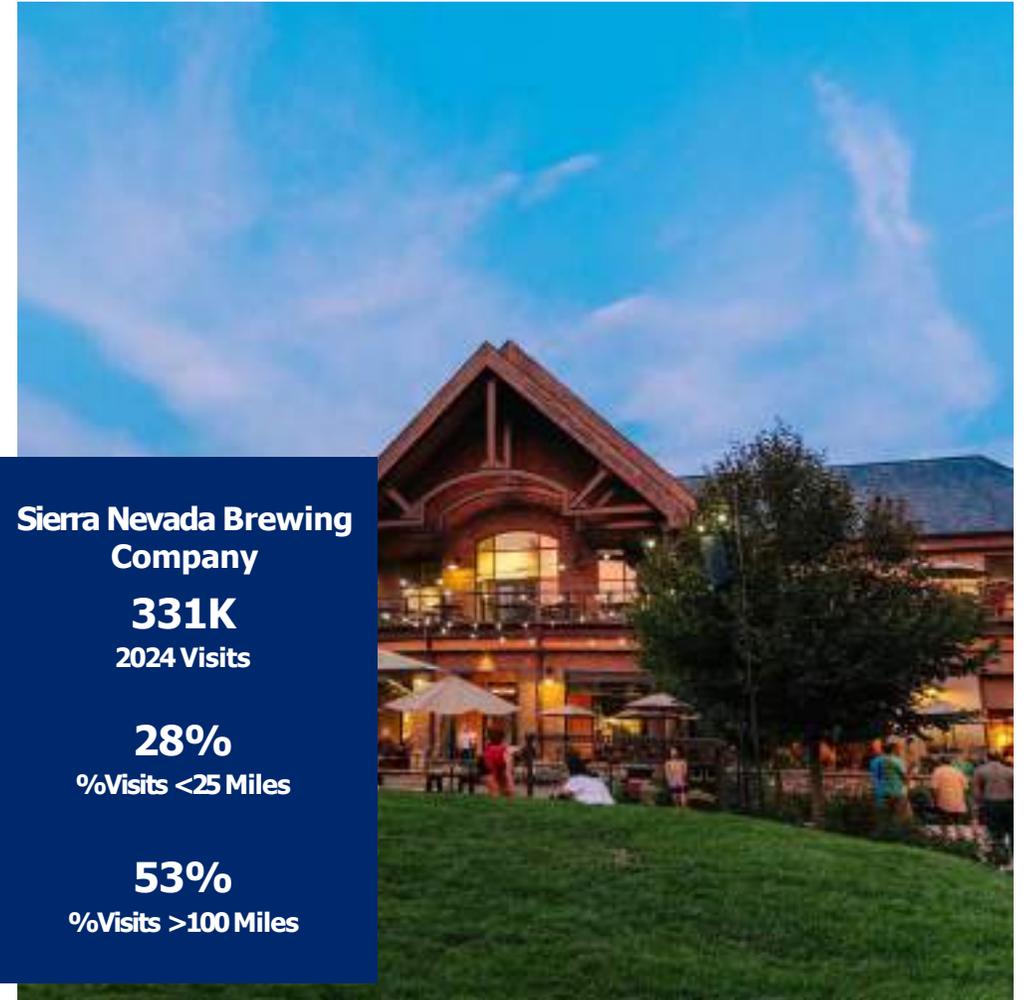
Retail, Dining, & Adult Beverage Experiences

CURRENT STATE

Henderson County’s retail and dining environment is primarily driven by the strong historic downtown within Hendersonville and a few commercial corridors. The serpentine main street in Downtown Hendersonville is anchored by dozens of local businesses and restaurants. This area attracts locals, regional, and long-distance visitors seeking boutiques, historic architecture, and local cuisine. Henderson County also has a strong identity with vineyards and breweries both from an agritourism perspective but also an adult beverage experience perspective. These are integral to the identity and allure of Henderson County.

RECOMMENDATIONS

SUPPLY	MODERATE	
FOCUS AREA 1:	Continue support for Downtown Hendersonville	Next Steps Continue support into downtown streetscape, support community events and festivals, and promote local businesses and restaurants.
FOCUS AREA 2:	Continue supporting vineyards and breweries	Next Steps Maintain marketing support for agritourism experiences including wineries and breweries as part of Henderson County's broader culinary and agricultural identity, to both local and visiting markets.
TDA ROLE	Marketing of Downtown, culinary, and adult beverage experiences	This includes the Cheers! Trail, and AVA Branding. Business development operations would be led by the private sector.



Sierra Nevada Brewing Company

331K
2024 Visits

28%
%Visits <25 Miles

53%
%Visits >100 Miles

Source: Placer.ai

Direct Drivers in Henderson County

The following highlights five of the Pillars of Place and their corresponding focus areas that both have in the past and will in the future best serve as **direct drivers** of tourism for Henderson County, to give an idea of how Henderson County can best improve its tourism potential for its existing assets.

Pillar	 Conventions and Conferences	 Outdoor Recreation & Natural	 Sports	 Hotels & Hospitality	 Festivals & Events
Primary Asset/ Direct Driver	Blue Ridge Community College	DuPont State Recreation Forest Environment	Henderson County Sports Complex	New Downtown Hendersonville Development	New Dedicated Festival & Event Area
Key Gaps	<ul style="list-style-type: none"> Lack of meeting / conference space Lack of walkable downtown hotels 	<ul style="list-style-type: none"> Highway Signage and Digital Wayfinding Marketing and reemphasizing visitation now that parks are re-opened 	<ul style="list-style-type: none"> Tournament Programming Completing the complex 	<ul style="list-style-type: none"> Downtown full-service hotel Integrated meeting/conference space 	<ul style="list-style-type: none"> Adjacent downtown space dedicated for festivals, events, outdoor music shows, gatherings Hub for events and festivals
Priority Level For Addressing Key Gaps	MEDIUM <i>Strong and established tourism driver; Decide to pursue depending on the performance of Hotel with Meeting Space</i>	MEDIUM <i>Capitalize on capturing visitation after after parks have re-opened.</i>	HIGH <i>There should be a push to complete the project. Measure competition from other complexes.</i>	HIGH <i>Lack of meeting/conference space and downtown hotel. Would capture more meetings/events and increase downtown visitation</i>	MEDIUM <i>Current festivals and events are strong drivers of visitation and quality of life, but there is an opportunity to enhance with a dedicated outdoor space</i>

Product Investment Recommendation



Strategic Recommendations – Three Priority Assets

Sports Tourism Infrastructure

- **Market Rationale:** Youth and amateur sports tourism generates strong overnight visitation with shoulder-season demand.
- **Key Components:** Tournament programming strategy, third-party management model, season utilization patterns, commission indoor facility feasibility study
- **Next Steps:** Complete outdoor complex construction, launch tournament marketing, commission comprehensive indoor sports feasibility study
- **TDA Role:** Destination marketing, tournament attraction support, economic impact tracking.

Conference & Meeting Space

- **Market Rationale:** Henderson County lacks mid-sized meeting and conference facilities for corporate retreats, association meetings, and regional conferences.
- **Key Components:** 15,000 to 30,000 square feet, divisible ballroom and breakout rooms, public-private partnership structure
- **Next Steps:** Commission comprehensive feasibility study
- **TDA Role:** Market intelligence provider, partnership coordination.

Outdoor Festival & Event Space

- **Market Rationale:** Henderson County's current festival and event infrastructure could use a permanent venue to support existing events and attract regional programming.
- **Key Components:** Permanent stage/pavilion with fixed seats and lawn capacity, with a 2,000 to 3,000 total capacity,
- **Next Steps:** Feasibility study, site selection and evaluation, programming and funding strategy development
- **TDA Role:** Feasibility study coordinator, stakeholder convener, destination marketing support, market intelligence provider.

ROI Models for Three Priority Assets



30-Year Impact – Youth Sports Base/Day Case



Spending

Total \$164 Million

Direct \$117 Million
Indirect \$47 Million



Earnings/Payroll

\$26 Million

\$19 Million
\$7 Million



FTE/Jobs

19

17
2



County Tax Impact

\$3 Million

Sales \$2 M
Hotel \$1 M

*Base case is estimated impact of current project

**Project feasibility was not conducted at this stage by Hunden. ROI reflects the economic impact shown above. Detailed financial modeling, including operating costs, should be completed in future feasibility work as needed.

30-Year Impact: Youth Sports Enhanced/Night Case



Spending

Total \$197 Million

Direct \$140 Million
Indirect \$57 Million



Earnings/Payroll

\$32 Million

\$23 Million
\$8 Million



FTE/Jobs

23

20
3



County Tax Impact

\$4 Million

Sales \$3 M
Hotel \$1 M

*Enhanced case is base case with the incremental return of adding lights and supplementary facilities like coach/scout/ref rooms, bathrooms, etc.

**Project feasibility was not conducted at this stage by Hunden. ROI reflects the economic impact shown above. Detailed financial modeling, including operating costs, should be completed in future feasibility work as needed.

30-Year Impact: Conference and Meeting Space



Spending

Total \$656 Million

Direct \$469 Million
Indirect \$187 Million



Earnings/Payroll

\$111 Million

\$82 Million
\$29 Million



FTE/Jobs

66

57
9



County Tax Impact

\$17 Million

Sales \$9 M
Hotel \$8 M

**Project feasibility was not conducted at this stage by Hunden. ROI reflects the economic impact shown above. Detailed financial modeling, including operating costs, should be completed in future feasibility work as needed.



Project Return on Investment – Festival/Event Space



Spending

Total \$57 Million

Direct \$44 Million
Indirect \$13 Million



Earnings/Payroll

\$7 Million

\$6 Million
\$2 Million



FTE/Jobs

4

4
0



County Tax Impact

\$0.42 Million

Sales \$0.14 M
Hotel \$0.18 M

**Project feasibility was not conducted at this stage by Hunden. ROI reflects the economic impact shown above. Detailed financial modeling, including operating costs, should be completed in future feasibility work as needed.

ROI Model and Impact Projection Comparisons

The following compares the projected 30-year economic impact across the three priority asset scenarios. Meeting space generates the highest total spending and tax impact, while the Henderson County Sports Complex provides near-term activation with a lower investment threshold. Festival and event space contributes more modest direct returns but supports broader destination programming and seasonal activation goals. These projections represent high-level destination impact estimates; detailed pro forma analysis would be conducted as part of individual feasibility studies.

Scenario	Spending – 30 Years	Earnings/Payroll – 30 Years	FTE/Jobs – 30 Years	County Level Tax Impact – 30 Years
Henderson County Sports Complex - Base	\$164 Million	\$26 Million	19	\$3 Million
Henderson County Sports Complex – With Lights & Amenities	\$197 Million	\$32 Million	23	\$4 Million
Conference and Meeting Space	\$656 Million	\$111 Million	66	\$17 Million
Festival/Event Space	\$57 Million	\$7 Million	4	\$0.42 Million

**Project feasibility was not conducted at this stage by Hunden. ROI reflects the economic impact shown above. Detailed financial modeling, including operating costs, should be completed in future feasibility work as needed.

Destination Development Business Plan

SHORT TERM

2026-2027

Henderson County Sports Complex: Complete construction, launch tournament marketing, activate facility operations.

Monitor Performance and Economic Impact: Create plan to track KPIs to understand net new impact from sports complex.

Feasibility Study for Conference/Meeting Space: Commission feasibility study, explore city partnership opportunities, issue RFP/RFP if feasible.

MEDIUM TERM

2028-2030

Indoor Sports Facility: Commission feasibility study, assess public-private partnership options, visitor and resident sentiments towards facility.

Festival/Event Venue: Commission feasibility study, site evaluation and selection, program strategy development.

LONG TERM

2031+

Asset Operations & Optimization: Any priority facilities operational, programming maturity and refinement, performance optimization.

Complementary Development: Additional hotel development responding to demand, continued investment and programming.

Annual Review and Adaptation: Ongoing monitoring and course correction, responding to market evolution.

*TDA funds alone are insufficient to fully fund these projects but can serve as contributing factors and fund initiatives like feasibility studies and help secure project success.

Destination Development Business Plan

Critical Success Factors



Organizational Capacity: The TDA's role in plan implementation is as a marketing partner, destination convener, and event organizer, not as a facility developer or operator. Successful execution will require coordination across County government, municipal partners, and the private sector, and may require incremental staffing to support plan stewardship.



Stakeholder Alignment: Each priority asset involves multiple parties with distinct roles and funding responsibilities. Early alignment between the TDA, Henderson County municipalities, County government, and private developers on decision-making authority is essential.



Community Benefit: Ensuring project reinvestments are communicated and demonstrate continued benefit to residents and visitors alike will be important.



Momentum Maintenance: Early wins from the sports complex build credibility and generate data that strengthens the case for subsequent investments. Demonstrating measurable visitor impact creates political and financial momentum for larger projects.

Concept to Reality

Step 1

Destination
Development
Business Plan
Delivered

Step 2

TDA presents
findings and
recommendations to key
stakeholders
and builds
consensus on
priority assets

Step 3

TDA supports or
commissions
feasibility studies
on priority assets
and participates in
steering
committees

Step 4

Assets advance
through
development,
TDA develops
marketing and
activation
strategies to
maximize visitor
impact

Goal

Priority assets
operational,
TDA marketing
drives
measurable
increases in
visitor spending,
room nights, and
occupancy tax
revenue