

SEAtown Proposal



Prepared by

Perkes Works!

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INTRODUCTION

PerkesWorks! proposes to conduct a development planning process within Corpus Christi's SEA District. The SEAtown team is respectfully requesting \$100,000 from three public agencies (\$33,334 City; \$33,333 County; \$33,333 RTA) to conduct this proposal, which will examine the highest and best use of land in the SEA District vacated by the old Harbor Bridge. This is a once-in-a-lifetime opportunity for Corpus Christi and the region to reimagine this critical land use as a benchmark standard for other cities to emulate throughout the country. Initial thoughts and research indicate that a multipurpose canal with surrounding entertainment venues would be the highest and best use. Team SEAtown will seek to confirm this early research through a rigorous concept and feasibility program of market analytics and creative experience design. Specific deliverables are set forth below.

OPPORTUNITY

Construction of a new iconic and sustainable master span bridge with two winged towers peaking at 538' began in August of 2017. It will replace the existing Harbor Bridge, a historical emblem of pride, which connects Corpus Christi's downtown SEA District to North Beach. The new concrete bridge, which leads 6 lanes of traffic between I-37 and U.S. 181, is designed to last over 170 years. Its impact will be felt for generations, and create an exciting backdrop for the proposed river entertainment district.

PerkesWorks! has identified a compelling opportunity to create a vital new urban cultural and entertainment center in Corpus Christi. SEAtown—a walkable district offering arts, culture, entertainment, and food and beverage in an authentic setting capturing the historical stories and forward-looking Corpus Christi brand—can become an iconic magnet for local residents and Texas tourism. A report produced by the Texas governor's office shows a nearly 7% increase in "person-days" spent in the city of Corpus Christi from 2013 to 2015. About 90% of those visits came from Texans, and 83% of all visits to Corpus Christi were for leisure purposes. More than half those

visitors chose the city for its natural attractions. In addition, the project concept will capitalize on the expanding hospitality industry for out-of-town guests, researching how this additional growth can be added to the local mix.

TEAM SEATOWN

PerkesWorks! PerkesWorks! brings 30 years of city, county, and community knowledge of the chamber, tourism, real estate, economic, and business developments in the area. PerkesWork!, through its associates, provides strategic planning and expertise in the areas of:

- Planning & Feasibility Issues.
- Ownership Steps & Issues During Feasibility Period.
- Local Permitting Requirements.
- State Permitting Requirements.
- Federal Permitting Requirements.

The company provides government relations, feasibility analysis, economic studies, and identification of applicable funding sources, formulas, and mechanisms. A recent addition to the company scope is expertise in the area of urban planning and sustainable design. PerkesWorks! is adept at facilitating public visioning meetings to engage community shareholders in the planning process. For more, please call 361-813-8003.



Created in 2001 through a management buyout from the Walt Disney Company, **IDEAS** is a brand and experience design company built on the central premise that powerful stories create powerful experiences. IDEAS delivers solutions for destination development, healthcare,

government, enterprise, and entertainment clients worldwide. The team at IDEAS aggregates hundreds of years of experience in storytelling, experience design, branding, training, media production, and content development, and has delivered more than 3500 projects to over 1000 happy clients.

IDEAS is not an advertising agency or traditional marketing company. We practice *experience design*—the art of creating, activating, teaching and communicating brands to engage audiences in unexpected and unforgettable ways. Our proven methodology has been used to successfully design and launch new brands, experiences and destinations for partners like The Walt Disney Company, Kennedy Space Center, NASA, Royal Caribbean Cruise Line, Spaceport America, the Bahamas Ministry of Tourism, and a long list of the world's most renowned organizations.

With our StoryJam™ methodology, we collaboratively marry the best thinking that the community and stakeholders have to offer with a powerful professional consortium of best-of-breed market analysts, brand architects, experience designers, storytellers, writers, communicators, graphic designers and media-makers. We deliver on every aspect of audience engagement from story development, through media production, educational content, web and game design, and immersive audience experience. For more, please visit us at www.ideasorlando.com.



Integrated Insight is a market analytics and management consulting firm providing expertise in the areas of:

- Minimizing new development risks
- Optimizing existing businesses and profit growth
- Ensuring success and strategic growth through customer experience and employee engagement measurement

The principals of Integrated Insight, both former senior executives with Walt Disney Parks and Resorts, are personally involved in every project from inception to

completion. Our desire is to personally do the work, leading to an emphasis on quality over quantity with repeat business from a prestigious client group including Universal Parks and Resorts; Starwood Vacation Ownership; Baha Mar; Cedar Fair Entertainment; Rocky Mountaineer; RCCL; Carnival, Virgin, and Disney Cruise Lines; and the Polynesian Cultural Center among others.

We believe in leading with consumer insights and using sophisticated data analytics to develop foundational strategies that minimize risk and produce sustainable results. We have experience that matters – a leadership team with over 20 years of senior executive experience, leading and managing dynamic service organizations and having full accountability for delivering results. Our knowledge and capability make a difference, as experts in resort, travel, and leisure entertainment. We excel at creating “clarity from chaos”, helping others successfully navigate through confusion, chaos and hesitation to mobilize organizations and drive results. And our leadership team unmistakably comprehends both the overwhelming effort required to deliver on a strategy, and the processes and techniques that most often lead to success. For more, please visit us at www.integratedinsight.com.



Providing dimensional design, land design and architecture, **Exline Design** is a Southern California based environmental design consultancy providing a scope of services specializing in the entertainment, museum experience, mixed-use, retail, and custom residential industries.

The company was established in 1985 and has done work for clients in many parts of the US. The firm has also had the opportunity to be involved with projects slated for sites in Europe, Australia, Africa, the Middle East, China, and Japan. The experiences and resources of the firm have been utilized by a wide variety of clients ranging from new start-up projects to existing well-established companies wishing to expand their operations. Exline Design’s consulting assignments emphasize innovation and creativity yet are enhanced by the firm’s thorough understanding of broader client issues. For more, please visit us at www.exlinedesign.com

AREA AND SITE

Downtown

The City recently drafted a *Downtown Area Development Plan* in November 2015, which addresses access to the SEA District (p.110), stating this particular area can be greatly improved with the relocation of the Harbor Bridge. One primary goal is to improve circulation, including water ferries and trolleys, between the district's activity centers. The development plan also references the new community plaza at the I-37 and new Harbor Bridge interchange described earlier. Another pertinent document is the *Corpus Christi R/UDAT Report* prepared in 2014 by AIA Communities by Design, which discusses the importance of the SEA District in downtown development (pp. 17-20 and pp. 53-56).

SEAtown

The land ownership in the proposed development site (both bridge and IMMEDIATELY adjacent) includes the following:

1. CITY OF CORPUS CHRISTI
2. ARMY CORP OF ENGINEERS
3. PORT AUTHORITY
4. TEXAS DEPARTMENT OF TRANSPORTATION
5. DURRILL PROPERTIES
6. PRIVATE OWNERS

Property Site

The property in the development footprint is comprised of approximately 85 acres or .13 square miles or 3.7 million square feet. The boundaries of this space are generally identified, specifically the streets bordering N. Mesquite, I-37, N. and W. Broadway, Belden, N. Tanchua, Resaca, and the city barge dock. Please see street site map and other pictures attached hereto.

PRELIMINARY CONCEPT

The proposal's goal is to provide an innovative idea for people—locals and visitors alike—to drive, bike, walk, and enjoy the old footpath in the SEA District/mainland region near and around the Corpus Christi Convention Center.

The purpose of the SEAtown proposal is to quantify a preliminary public-private “highest and best use” opportunity based on testing concepts with likely market segments. The SEAtown team will examine how best to transform the old bridge's land “footprint” encompassing connectivity from the new proposed plaza at the I-37 interchange in downtown Corpus Christi to the Port of Corpus Christi.

Surrounding amenities include Concrete Street Amphitheater, Railroad Seafood Station, American Bank Center, Brewster Street Ice House, Whataburger Field, Art Museum of South Texas, Corpus Christi Museum of Science and History, and Texas State Museum of Asian Cultures.

This proposal will consider traditional elements of driving, biking, and walking combined with public transportation to connect people from one location to another, as well as take advantage of water elements, an entertainment component, and historical features.

The development component mix will most likely include five revenue-generating elements: sports, retail, dining, entertainment and art. Thus, the mix will support and enhance already existing amenities in the SEA District.

SCOPE

Using a team approach this work includes four overall deliverables: 1.) joint venture structure for public-private project, 2.) highest and best use of land, 3.) project concept and market feasibility, 4.) initial funding sources.

Phases and Timeline

The Phase 1 effort will take six months in 2018. Future phases of work are noted below culminating in the project's construction in 2022 when the new bridge is completed, and the old Harbor Bridge is demolished.

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|-------------|-----------------------------------|-----------|
| • Phase 1: | Facilitated Proposal | 6 months |
| • Phase 2: | Advanced Concept/Schematic Design | 12 months |
| • Phases 3: | Development and Funding | 12 months |
| • Phase 4: | Construction | 24 months |
| • Phase 5: | Pre-Opening and Opening | 6 months |

Team SEAtown will provide a concept and feasibility program, presented in a detailed IDEAS Experience Design Plan® built upon a foundational thematic story and supported by a market analysis with emphasis on a supportable attendance model and design day. Our work plan includes four components

1. Project Review:

Review of the past design, master plan, and site

2. Experience Design:

Design narrative and concept for new guest experience

3. Market Intelligence:

Market analysis to create a valid competitive position

4. Site Analysis/Funding Sources:

Site analysis for best development and funding mechanisms

Project Review

Using CAD files, site plans, photographs, digital models, and other material supplied by the City of Corpus Christi, Nueces County, and Regional Transportation Authority including development regulations, maps, surveys, geo-technical data, aerial photographs, and drawings relative to the project site, along with any prior master-planning, conceptual or schematic design, we will review and assess the relevant history of the project including:

- Land use master plans
- Relative sizing and adjacencies of proposed amenities and functions
- Possible portfolio of attractions and guest amenities
- Food and beverage and merchandise mix
- Area development and landscape design considerations
- Enabling technology
- Transportation and way-finding
- Theming and story integration

Site Survey

We will walk and photo document the proposed development site and meet with the local stakeholders to further define the program.

Deliverables:

The deliverable will be written reports supplemented by PowerPoint briefings. The project review report will detail how past work may be used in the new design and what site and infrastructure issues need to be addressed. The results of the review will define the priorities for the Conceptual Experience Design work.

IDEAS Conceptual Experience Design Plan®

The SEAtown guest experience will be comprised of physical, environmental, and behavioral components that must be intentionally designed and implemented as an integrated system of financially and operationally viable assets. To provide a solid basis for later development, IDEAS will define a guest profile and basic project narrative, establishing the project as an exciting, distinctive and highly valued experience.

The Concept Package will include a descriptive narrative along with loose conceptual visual examples, illustrations, space relationship diagrams, and operational considerations. The work will highlight key elements necessary from pre-arrival, through the on-site experience, and post-visit engagement to provide a consistently branded experience taking into account current site constraints.

Deliverables:

The Concept Package is delivered as a written document not to exceed 30 pages. All visual documentation, artwork, and/or models presented will be provided separately at digital print-resolution as standard file formats including: PDF, DWG, JPEG or MPEG files as well as Sketch-up (SKP) model files, and/or motion-graphic video files where appropriate. The Concept Package will be briefed in a PowerPoint presentation and summarized in a presentation video not to exceed 2:00. The Concept Package will include one round of revisions based on client review.

Market Intelligence

Integrated Insight will provide a high-level profile of the potential audience for SEAtown based on publicly available information. We will leverage secondary sources of information and our internal knowledge of tourism to the area to assess the volume of tourists and locals in the viable market, their demographics, and their behaviors, relative to activities enjoyed either while visiting in the area or as local residents. This helps to frame opportunities for new experiences, and what competition will be facing those new entrants.

In addition, a demand estimate for future capacity will be developed based upon a “what do you have to believe” scenario that is consistent with intended investments. Being able to compete effectively in the region will likely require both incited demand and share shift from existing activities.

Deliverables

- The preliminary attendance and capacity analysis report will summarize market conditions, competitive advantages, economics, and attendance estimates that must be considered in developing the new concept. Output is a PowerPoint presentation.

Site Analysis and Funding

Using feasibility tools, PerkesWorks! will conduct site analysis and identify funding mechanisms for this project.

Deliverables

- List of financing options appropriate for the purpose and target audience of this project.
- Research existing plans and conduct a comprehensive analysis of the proposed development site, including studies of demographic makeup, ecologically sensitive areas, multi-modal connectivity, and an overview of relevant zoning, codes, and ordinances. These studies will largely be visualized through charts and graphs, GIS mapping, and potentially 3D modeling via Sketchup.
- An analysis of the strengths, weaknesses, and opportunities of the project. Any recommendations will be grounded in relevant plans, such as Corpus Christi's Development Plans, Sustainability Plan, the CCMPO's Mobility Plan, AIA's Corpus Christi R/UDAT, and the Plan CC Comprehensive Plan initiative. A suggested strategy of sustainable systems will be recommended to help offset the impact of the proposed development.

PRICING AND TERMS

Pricing for "Phase I" is valid for a period of 60 days and is offered based on an agreement to perform all components of the program over a schedule to be mutually determined, generally targeting a six (6)-month completion period. Payments are due according to the following schedule.

Deposit	On Signing	\$60,000
Payment 1	On Completion of Site Survey	\$20,000
Payment 2	On Delivery of Concept Package	\$20,000

Payment for Services shall be due and payable by Client (City of Corpus Christi, Nueces County, and Regional Transportation Authority) upon receipt of PerkesWorks' invoice. Any client approved change orders will be documented in writing and submitted for approval prior to the commencement of any additional services. All change orders will be invoiced on a monthly basis along with any authorized expenses incurred in accordance with the terms and conditions as set forth.

This proposal cost includes travel sufficient to perform the work. Any additional travel will be pre-approved by the client and billed as actual expenses. Air travel under 4 hours shall be coach class. Lodging will be at a full-service major-branded hotel or equivalent with single occupancy. Travel costs will include reasonable transfers to and from airports and/or parking fees for personal vehicles for duration of requested trip.

Client shall pay PerkesWorks for all travel and lodging expenses within 14 calendar days of invoice. Any personal vehicle mileage will be reimbursed at the maximum rate allowed at the time by the U.S. Internal Revenue Service as standard mileage rates for employees, self-employed individuals, or other taxpayers to use in computing the deductible costs of operating an automobile for business, charitable, medical, or moving expense purposes.

Work will begin upon receipt by PerkesWorks of a fully executed Agreement, the required deposit, and any necessary information or materials required.

GENERAL ASSUMPTIONS

City of Corpus Christi, Nueces County, Regional Transportation Authority (the Client) will provide:

- A point of contact (POC) for the duration of the project to coordinate scheduling and access to staff, locations and information. The POC must be authorized to approve work, commit funding, execute change orders, and distribute information.
- Suitable subject Matter Experts (SMEs) to collaborate with Team SEAtown.
- Background information about the project as required.
- CLIENT warrants and represents that any material it provides shall not infringe upon any copyright of any person or violate the right of privacy of, or libel any person, firm or corporation, and that CLIENT has obtained all consents, permissions or releases and has made all payments required in connection with the material provided for the project.

Team SEAtown will provide:

- All services and deliverables as detailed in this proposal. All work products proposed become the property of CLIENT as a work-for-hire.
- A project manager/producer to coordinate all deliverables and Team SEAtown work with the CLIENT POC.
- An online review and feedback system that will allow the client leadership team and other stakeholders to review and provide electronic feedback to assist in the development and approval of the work.
- Digital files will be saved on IDEAS' secure server and an off-site server to ensure against loss of client data. Every effort is made to ensure that in the event we are unable to retrieve work due to natural/man-made disasters, all materials are accessible remotely.
- Regular status meetings with the CLIENT POC will be necessary to uphold the project timeline and ensure product quality. Meetings will take place as conference calls.

Other Assumptions:

- Any voice and/or on-screen talent will be non-union and music rights will be valid in perpetuity for this specific work and use.
- CLIENT acknowledges that if it does not approve work in a timely manner or if CLIENT requests revisions that are significantly beyond the original scope of work, applicable schedules may be delayed, and/or additional fees may result. For the purpose of this agreement, a timely manner shall be construed to be 5 working days unless both parties agree to a longer period. Time is of the essence of this agreement. Any client driven project delays whether due to approvals, communication interruptions because of travel or any other cause other than Force Majeure will result in an automatic change order and additional fees of \$2,500.00 per week or partial week.
- Team SEAtown shall inform CLIENT in advance of each instance when CLIENT may incur additional fees because of a possible scope change via a written Change Order. At the time of providing such notice, Team SEAtown shall inform CLIENT of the amount of all such additional fees. Changes ordered after CLIENT

approval of a completed stage or as a result of an approved change order for additional scope will result in additional fees.

- Video elements will be provided in a 30 frame, HD, 16 x 9 aspect ratio format. Delivery will be via common digital files.
- Audio elements will be produced in standard two (2) channel stereo mixes unless otherwise specified and will be delivered as digital files.

CONCLUSION

Today, there are multi-national trends for conceiving bridges as public spaces, not merely as infrastructure. PerkesWorks! proposal for SEAtown focuses on a creative way to provide entertaining connectivity for Corpus Christi citizens and visitors using the footpath of tomorrow from yesterday's Harbor Bridge.

RELEVANT PAST PERFORMANCE

Spaceport America

The World's First Commercial Spaceport

The New Mexico Spaceport Authority contracted with IDEAS to design the facilities and exhibits aimed at inspiring and educating visitors to Spaceport



America, the world's first commercial spaceport, located in New Mexico. IDEAS teamed with strategic partners Integrate Insight and Exline Design and Architecture to create a full market analysis, brand, facility design package and a slate of guest experiences. The many immersive visitor experiences provide Earthbound visitors with entertaining and engaging learning experiences that are perhaps even more meaningful than a look at the otherworldly terminal and Virgin Galactic spaceships. Through rich, storied experiences, it was our task to bring to life the spirit of adventurous exploration, the promise of human potential, and the powerful combination of applied vision and courage.



The Villages of Upper Padre

A New Destination Experience

Austin-based Padre Island Development, LLC, had the blessing of size - over 800 acres of extraordinary land interwoven with natural waterways, a lagoon, and amazing access to the Gulf of Mexico, all just a 20 minute drive from Corpus Christi.



For this project - envisioned as a potential 15 to 20 year build-out, the developer turned to IDEAS to craft the concepts, create the guest and resident experience, and launch a brand that would bring “Texas Beach country” to life, all based on meticulously developed and informed market metrics.

Marrying IDEAS’ proprietary Culture Mapping, StoryJam™ and Experience Design programs offered a perfect solution. Quantitative and qualitative input was gathered from the Corpus Christi community thought leaders whose voices would influence the success of any development on North Padre Island and feeder markets. In the



Experience Design phase, “The Island Resort” evolved into “The Destination Villages of Upper Padre”—an extraordinary, unique offer of Texas Gulf Coast casual elegance focused on the natural beauty of the Gulf of Mexico. With the brand architecture clear, the process of

building the Upper Padre guest experience began. The results were a finished program that drove master planning, architectural design, operational planning, and marketing across every critical point of touch.

TEAM BIOS

BOB ALLEN – IDEAS Founder and Chief Storytelling Officer

Bob Allen is IDEAS' Chief Storytelling Officer, bringing more than 40 years of experience, to important projects across the globe. Bob literally grew up in the theme park business as his father began at Disneyland on opening day in 1955 and, through a 33-year career, became the lead executive at Walt Disney World.

During his 25-year tenure with The Walt Disney Company, Bob worked in executive leadership positions with live entertainment design and operations at both Disneyland and Walt Disney World, theme-park show design for Walt Disney Imagineering, film and television production both for the Disneyland International division and later as the project lead for the development, planning and build-out of The Disney-MGM Studios where he directed the complete \$40M studio-side design/build program. In 1988 he successfully opened the studio where clients included Viacom, The Disney Channel, Nickelodeon, Warner Television, Buena Vista Television, and major features including John Turtletaub's "Instinct" starring Anthony Hopkins and Cuba Gooding Jr., and mini-series such as Tom Hank's HBO production of "From the Earth to The Moon.

In 1991 he became Vice President of Disney Production Services Inc. and launched Disney i.d.e.a.s. evolving it into a full service production company. In July of 2001, Bob formed Integrity Arts and Technology Inc. and completed a management buyout of IDEAS from the Walt Disney Company. Bob has taught as an adjunct professor at the University of Central Florida and has served three Florida Governors as chair of The Florida Institute for Film Education, The Florida Entertainment Commission, The Florida Motion Picture, Television and Recording Industry Advisory Council as well as numerous industry and economic development panels. He is a nationally known speaker to both business and education groups on the power of story, sustaining cultures of innovation and servant leadership.

SHIRLEY DECKER – Business Development Executive, Greypit, Inc.

Shirley Decker draws on over 35+ years of experience in the industry with several years as a Disney executive. During her years in the hospitality industry, she was immersed

in five-star quality service working with several major resorts and as an experienced meeting planner has been able to port that experience and understanding of top guest experience and operations into a host of assignments where the fundamentals of excellent service are a prerequisite to success in industries from healthcare to retail. Her vast knowledge of the corporate and hospitality markets has also been instrumental in helping meet the diverse and demanding corporate communications needs of her Fortune 500 clients.

While her emphasis has been on the business development side of the equation, Shirley has also played an integral strategic and tactical role on story and creative teams, helping to define and deliver world class solutions for clients in a variety of industry sectors. A recipient of Disney's ultimate award, Partners in Excellence, Shirley offers an ability to anticipate and fulfill the needs of clients by strong listening skills and understanding what audiences expect.

Shirley is currently chief convener for Greypit, Inc. gathering experts with the skill sets and resources to make projects work. She and her team convene successful teams, bringing their guest experience, development, and workplace transformation knowledge to government, healthcare, corporate, education, and destination industries.

DAVID EXLINE – Design Architect, Exline Design

With more than twenty-five years of experience in the design and master planning of a wide range of developmental projects David is the principal design architect for the team and will lead all visual, dimensional and guest experience design planning. He has played key directive roles within his industry executing creative and innovative entertainment concepts in both the United States and abroad. His fresh approach to design has gained him an international reputation in varying project types including theme park and amusement park planning & design; museum & exhibit design; mixed-use planning & design, festive retail center planning & design; recreational resort planning, and custom residential design.

After graduating with a degree in Architecture from Kansas State University, and two years working as an architectural intern in Colorado, his passion for the entertainment

industry prompted a move to Southern California where David established Exline Design & Architecture in 1985. As its principal and a key Team IDEAS Alliance partner, he leads IDEAS planning of location-based entertainment work, project master planning, architectural design, exhibit & show design, retail design, and commercial mixed-use development. David's holds licenses to practice in the states of Colorado, California, Kansas, and most recently an accreditation with the National Council of Architectural Registration Boards (NCARB). Currently residing in Aliso Viejo, Orange County, California, David is active in Orange County's Chapter of the American Institute of Architects

DUNCAN KENNEDY – VP, Experience Design, IDEAS

Duncan Kennedy's creative career started as a performer after college in a sketch comedy and improv group playing at clubs and colleges in the Northeast. Expanding on his love for entertainment, Duncan joined a full-time party rock stage show playing festivals, corporate events, and sports venues around the world as a singer/musician and writer/show director for this international touring multi-media production. Next, Duncan took his love for writing and creating memorable experiences into the realm of video production in upstate New York and was soon writing and producing for New Media Producers Group at the Disney-MGM Studios. Thus began an ongoing 17+ year ride with the IDEAS team culminating in his current role as Vice-President of IDEAS Experience Design and leader of the IDEAS Story Team.

Duncan's ability to quickly synthesize the experiential parameters of an engagement opportunity and then passionately advocate on the audience's behalf to create something unique and memorable is based on his many years as a performer and well-honed knack for inciting interaction and joy. His creative talents at IDEAS have helped the company develop and deliver many landmark programmatic and installation achievements. Duncan's deep understanding of audiences and his passion for designing memorable experiences has proved to be of value in every discipline.

MARY ANNE METAXAS – VP, Media Production, IDEAS

Mary Anne grew up in New Jersey spending her summers at the shore before attending Florida State University and finding her way to Central Florida. She started her career in

this industry in sales but quickly realized that her passion was in making entertaining video as opposed to selling it. Prior to joining IDEAS Mary Anne worked on a variety of projects for Fortune 500 companies, theme parks, and broadcast television including a Super Bowl special for ESPN. Mary Anne has been part of the creative team at IDEAS since its inception serving as producer, post supervisor and creative consultant and is lead dog to many of our most memorable projects including Spaceport America, Adventure to Fitness, Give an Hour, media for the Disney Dream cruise ship, National Museum of Crime & Punishment, and Siemens Base21 VIP Center.

JONI NEWKIRK, Chief Executive Officer, Integrated Insight

Joni Newkirk is a leading expert in the performance dynamics of consumer facing service industries, and a thought leader in the development of successful business strategies. She has over thirty years of experience leading multi-faceted organizations and managing large scale projects and excels in finding viable solutions to complex situations.

Prior to founding Integrated Insight, Joni spent 20 years with Walt Disney Parks and Resorts, rising to the position of Senior Vice President of Business Insight and Improvement where she was responsible for managing and driving over \$8 billion in revenue for worldwide theme parks and resorts, Disney Cruise Line, Disney Vacation Club and Adventures by Disney. She oversaw industry leading decision analytics and consumer insight practices within the areas of Market Research and Consumer Insights, Forecasting, Pricing, Revenue and Profit Management, and Industrial Engineering, helping lead the Parks and Resorts division to record revenue growth year after year.

During her tenure at Disney, Joni led key initiatives for new product development, operational improvement and revenue growth within existing businesses at Walt Disney World in Orlando, FL, Disneyland in Anaheim, CA, Disneyland Paris, Hong Kong Disneyland, Tokyo Disneyland and for new development underway. Included were “Magic Your Way” (pricing strategy and new products and services), “Back to the Basics” (refocus on guest service as a key differentiator) and international growth initiatives for theme parks, adventure tours and cruise line operations.

Prior to joining Disney, Joni held management positions in planning and development at both Lockheed Martin and Orlando Regional Healthcare System. She was principally responsible for developing the Certificate of Need to gain state approval for a Pediatric Open Heart Surgery program at ORHS' hospital for women and children. In addition, Joni has served as chair of the Travel Industry Association research committee, helping influence the overall direction and impact the association has on the travel industry as a whole. She has a BA in Statistics from the University of Florida and an MS in Industrial Engineering from the University of Central Florida.

CANDY PARKS, Vice President, Integrated Insight

Candy Parks is an accomplished executive with nearly 30 years of experience, in the public, private, and non-profit sectors. She is a masterful market researcher, excelling in both quantitative and qualitative studies.

Prior to joining Integrated Insight, Candy spent 17 years with Walt Disney Parks and Resorts where she contributed to multi-faceted projects from ground, up development, uncovering and developing solutions to hard-to-solve challenges in existing businesses. Her research covered marketing and sales, pricing, operations, human resources, and strategic development given her unique ability to convert research to insight and insight to action made her a valued partner in all lines of business. For marketing and sales specifically, Candy was responsible for tracking studies, brand research, concept research and usability analysis for online platforms.

Candy was instrumental in developing the Guest Satisfaction Measurement program for all of Disney's vacation offerings: theme parks, resorts, Disney Cruise Line, Disney Vacation Club and Adventures by Disney. She also designed and implemented research processes to support Cast Excellence, Leadership Development, and Labor Strategies, and served as the 'Chief Intelligence Officer' for Disney Cruise Line – conducting all research to support and guide the current and expanding fleet. Candy was equally influential in developing and driving improved revenue through research for Disney Vacation Club and Adventures by Disney.

MICHAEL SCHWEITZER-Vice President, Integrated Insight

Michael has a unique background in Finance and Industrial Engineering having led both financial and operational planning of large-scale developments in the United States and overseas for over twenty years. His experience in operations, strategic planning, and development has helped many industry leaders realize millions of dollars in additional revenue and cost savings.

Michael was most recently Managing Director of BrightPeak International and prior, with Walt Disney Parks & Resorts where he led the Industrial Engineering/Project Development team focused on capacity, layout, process, and operational planning. Projects have spanned all aspects of operations including attractions/shows, hotels, food & beverage, merchandise and all ancillary operations. Michael intimately understands the nuances of culture on hospitality development with completed projects in China, Hong Kong, Korea, Japan, Singapore, Vietnam, Malaysia, Brazil, and Argentina, and while at Disney, Michael was responsible for feasibility and market studies, competitive assessments, demand projections, pro forma models, and operational planning during the development of both Hong Kong Disneyland and Disney's newest venture in Shanghai, China.

In addition to development responsibilities, he also led a team of internal consultants working with the operating lines of business such as Park Operations, Attractions, Entertainment, Hotels, Food & Beverage, Recreation, and Merchandise to drive operational improvements and launch new initiatives. Before joining The Walt Disney Company, Michael was with PKF Consulting where he was focused on economic and market feasibility studies for hotels, resorts and conference centers. Michael is a graduate of The Pennsylvania State University where he received a Bachelor of Science degree in Operations Management. He also holds a Masters of Management in Hospitality from the Hotel School at Cornell University with a focus on Finance and Development.

GREG PERKES- President, PerkesWorks!

Greg is serving as the local liaison for the SEAtown project. In addition to government relations, he provides property analysis, economic studies, and grants and funding

mechanisms. Greg is President of Perkes Enterprises, LLC, dba PerkesWorks! Perkes Enterprises, LLC is a privately-owned company dedicated to building asset value through the development, investment, management, and/or financing of real estate assets. Founded in the early 1990s and headquartered in Corpus Christi, Perkes Enterprises is dedicated to adding value in the projects in which it participates. As an investor/ developer/consultant for office buildings, commercial centers, and other projects, the company is moving forward into development of multifamily housing and mixed-use ventures.

Greg's real estate law practice includes representing developers, contractors, investors, and lenders in the acquisition, development, financing, sale, and lease of real estate. In this regard, Greg has experience in all phases of real estate development including planning and structure, acquisition of raw/undeveloped property, construction and development, management of developed property, and finance mechanisms.

CHRISTOPHER PERKES- Urban Planning/Design, PerkesWorks!

Christopher has worked on transportation and policy at the Texas Sustainable Energy Research Institute in San Antonio; advised on best practices for sustainable modes of bike transportation for the City of San Antonio Office of Sustainability; and works as an intern at The Design Workshop in Austin, where he focuses on comprehensive city master planning.

His primary role as the urban planner and sustainable designer on the SEAtown team is to ensure existing area, city, and regional plans are addressed and integrated into the development recommendation, with a mindfulness toward the systems of the site, including water, energy, and waste.

In notable honors, Christopher completed a planning practicum in London in which his design team, in conjunction with ARUP and Network Rail, conducted a project to revitalize the area surrounding Clapham Junction, the busiest rail station in the United Kingdom. Recently, Christopher served as team leader of the Urban Land Institute's Hines Student Urban Design & Development competition, which took top national award for their forward-looking redevelopment plan of a mixed-use site in Chicago.

In December 2017, Christopher will have earned two master's degrees in Community and Regional Planning and Sustainable Design from the School of Architecture at the University of Texas at Austin and will begin working full time as a planner for Design Workshop in Aspen, Colorado.