hunden strategic partners

Professional Qualifications

Rob Hunden, President & CEO
Hunden Strategic Partners
213 W Institute Place, Suite 707
Chicago, Illinois 60610

(O) 312-643-2500
(M) 312-933-3637

Hunden Strategic Partners

Full Service Real Estate Development Advisory Practice

INDIANAPOLIS CHICAGO MINNEAPOLIS

HSP provides a variety of services for all stages of destination development in: Real Estate Market & Financial Feasibility and Development Consulting; Economic, Fiscal & Employment Impact Analysis (Cost/Benefit); Organization Development; Public Incentive Analysis; Economic and Tourism Policy/Legislation Consulting; Research & Statistical Analysis; and Developer Solicitation & Selection, Private Management Company Solicitation & Selection.

Since 2006, Hunden Strategic Partners (HSP) professionals have provided all of the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. In addition, HSP professionals have prior professional career experience in municipal and state government, economic and real estate development, real estate law, hotel operations and non-profit management. Over 80 percent of HSP's clients are public purpose entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi-government entities empowered to conduct real estate, economic development and tourism activities.

Areas of expertise include:

- Mixed-Use Developments
- Event Centers, Arenas & Stadiums
- Convention & Conference Centers
- Arts & Cultural Facilities
- Specialty Real Estate
- Sports & Recreation
- Entertainment/Retail
- Convention Headquarter Hotels
- Hospitality
- Fairgrounds & Expo Centers

Rob Hunden

President & CEO

Chicago, Illinois

Hunden is a leading industry expert on the market planning, analytics & public/private development process of compelling projects & destination districts.

Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including mixed-use districts, convention centers and headquarter hotels, indoor and outdoor sports complexes, tourism projects, and entertainment districts. Over the past 23 years, Mr. Hunden has provided economic development, finance and planning expertise and conducted more than 700 feasibility and economic impact studies, including for some of the most notable projects in the U.S. He has had a hand in the development of more than $4 billion in completed, transformative projects, including arenas, convention centers, major convention hotels, compelling boutique hotels, entertainment districts in several cities, theme parks and major tourist attractions. Rob has written articles on downtown developments and taught college-level Destination Development courses. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past 15 years.

Quick Facts:
25 Years of Industry Experience
Incorporated Hunden Strategic Partners in 2006
Indiana University Kelley School of Business, BS Finance '94

Career Background

Hunden Strategic Partners, Chicago, 2006 - Present
Johnson Consulting, Chicago
Grubb & Ellis, Chicago
Landauer, Chicago
Indianapolis Bond Bank/Mayor's Office, Indianapolis
Huckaby & Associates, Washington, D.C.

Mixed-Use and Entertainment District Developments

Mr. Hunden conducts studies throughout the United States and North America on some of the most successful and compelling mixed-use, entertainment and hospitality developments. HSP has conducted such studies in Chicago, Kansas City, Phoenix, Puerto Rico, Richmond, and Billings, among others.

Experience in Market and Financial Feasibility

HSP has conducted more than 600 feasibility and economic impact studies. Many of these clients have returned for multiple studies on market-based planning solutions and master plans.

Economic Impact Expertise

Due to Mr. Hunden's strong background and experience in economic development and finance, he has become an industry leader in determining the economic impact of projects of all types.

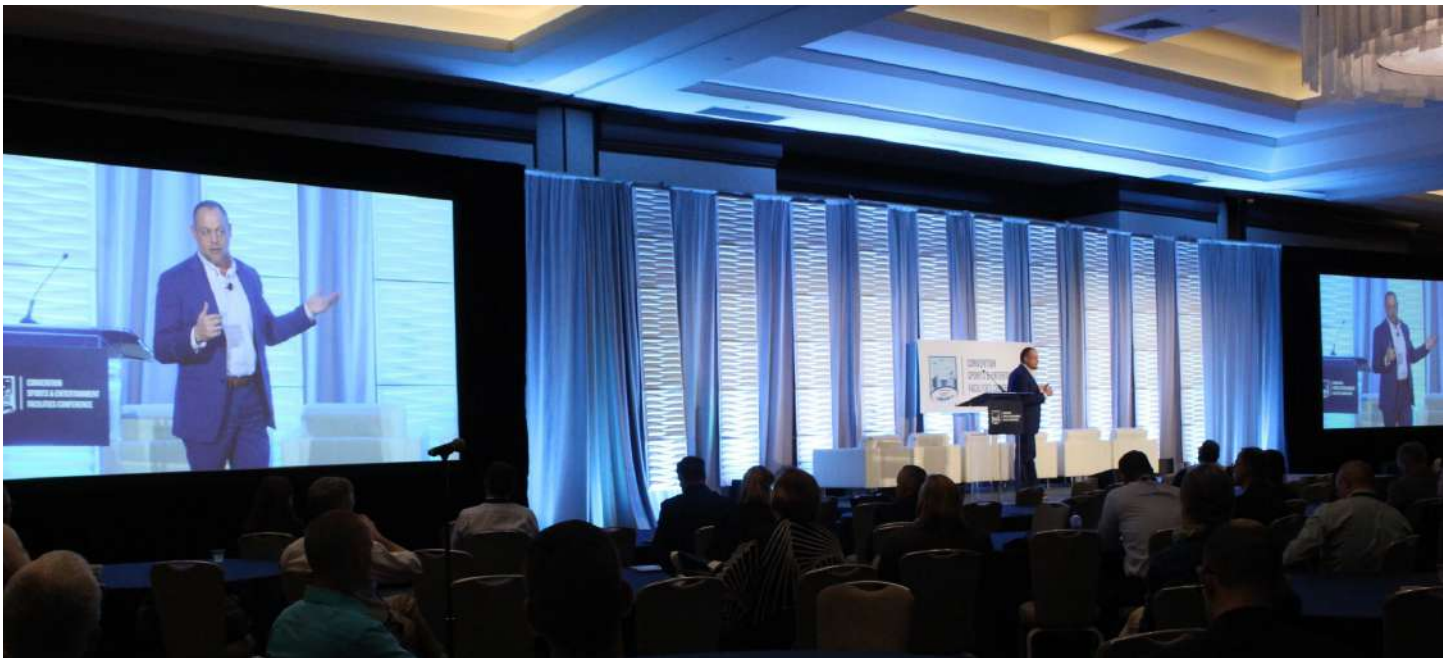
Recognized Industry Leader

Mr. Hunden's career arc includes both the public and private sectors, including at the Indianapolis Bond Bank, managing placemaking development projects for the Mayor's Office in the mid-90's. Over the past 20+ years, he has become an industry expert and frequent speaker and author in economics of placemaking, including: hotel, convention expo, restaurant/entertainment districts, sports complexes (youth and amateur, arena/stadium and tourism master plans, among others.

Rob Hunden Industry Contributions

Speaking Engagements

Collaborate & Connect Tourism Regina Regina, Saskatchewan 2019
Tourism Means Business! How Tourism & Economic Development Go Hand-In-Hand And How to Maximize It
ALSD International Dublin, 2019 International State of the Industry
ICMA Annual Conference Nashville, 2019
Successful Public-Private Development Process | Determining if a Development is Worth a Public Investment
Professional Developers of Iowa (PDI) Conference Sioux City, 2019
ALSD Design & Build Conference Chicago, 2019 Second Annual State of the Industry
City Nation Place Americas Session Leader West Hollywood, 2019
Tourism Means Business! How Tourism & Economic Development Go Hand-In-Hand
CSEF Multiple Sessions San Diego, 2019 Development Process 101 | Hybrid Event Centers
Madison Venue Summit Madison, 2019 Destination Development Planning Presentation
Urban Land Institute Keynote - Spring EDC Meeting Nashville, 2019 NextGen Entertainment Districts
Indiana Construction Roundtable Indianapolis, 2018 Technology Explosion Panel
Louisville TV & Radio Coverage 2018 Hunden Announces Top Major League Cities
ALSD Design & Build Conference Anaheim, 2018 State of the Industry
EEE Conference Santa Monica, 2018 Trends in Entertainment, Retail, & Sports Districts
City Nation Place Americas Panel Host NYC, 2018 Lessons From the Amazon & Apple RFP Process
IEDC Annual Conference Learning Lab Atlanta, 2018
Is Your Project Feasible? Developer Asking for Incentives? Learn the Questions to Ask!
Race Track Business Conference, Indianapolis, 2017 Motorsports Tourism & Education
ALSD Design & Build Conference Miami Beach, 2017 Why Colleges are the Next Big Thing
IAVM VenueConnect Panelist Nashville, 2017 Financing Realities for Convention & Arena Projects
IEDC Webinar Speaker 2017 Emerging Real Estate Trends for Economic Development
P3 Conference & Expo Dallas 2017 Entertainment Districts: The Glue Creating the Live/Work/Play Environment



Rob Hunden Industry Contributions

Articles

Shopping Center Business Article December 2019
"Make Way for Mixed-Use Entertainment Districts: Saviors of Malls and Sports Facilities?"
Quoted in Hotel Business June 2018
"Sharing Economy vs. Timeshare: Weighing the Costs"
Quoted in Successful Meetings June 2018
"What Convention Centers Add to Cities Memphis Miami Las Vegas"
City Nation Place May 2018
"Placemaking 101: Lessons from the Amazon Bid"
Association of Luxury Suite Directors 2017
"The State of the Industry"
Contributor to Urban Land Magazine April 2015
"Making Sports-Oriented Mixed-Use Work" by Patricia Kirk
Contributor to the IEDC Economic Development Journal
"Public Subsidies for Headquarter Hotel Development: Are They Necessary?"
Guest Editorial for the Indianapolis Business Journal
"Can Gary be Great Again?"
Indianapolis Business Journal, Crain's Chicago Business, Meeting News - Quoted, Various 2006 - Present

Teaching Experience

Adjunct Instructor at Kendall College Chicago, IL from 2001 - 2004, 2010
Destination Development and Management | Topics in International Tourism | Feasibility Studies
Ongoing instructor for International Economic Development Council's CEcD Real Estate Coursework (IEDC)
Nationwide, 2004 - Present
Market and Financial Feasibility Studies; Developer Selection Processes - Do's and Don'ts

Professional Qualifications

Mixed-Use Destination Districts & Market-Based Planning

Albuquerque, NM – UNM Sports District
Ashland, KY – Mixed-Use District
Aspen, CO – Ajax Collection
Basalt, CO – Willits Town Center
Bedford Park, IL – Mixed-Use District
Bentonville, AR – Applegate Agri-Hood Residential
Billings, MT – Mixed-Use Development
Bloomington, MN – Waterpark of America
Boca Raton, FL – Glades Plaza
Bradenton, FL – Entertainment District
Branson, MO – Branson Landing
Casa Grande, AZ – Motorsports District
Chandler, AZ – Wild Horse Pass RED
Chandler, AZ – WHP Business Organization Plan
Chicago, IL - South Side Mega District
Chicago, IL – Navy Pier Expansion
Chicago, IL – Riverwalk Expansion
Chicago, IL – South Side Sports District
Chicago, IL – Pilsen Neighborhood Mixed-Use
Clearwater, FL – Downtown Mixed-Use District
Columbus, OH – Scioto Mile Destination District
Davenport, IA – Riverfront Development
Eastvale, CA – Town Center Development
Elkhart, IN – Gateway Master Plan

Indianapolis CityWay

KC Power & Light District

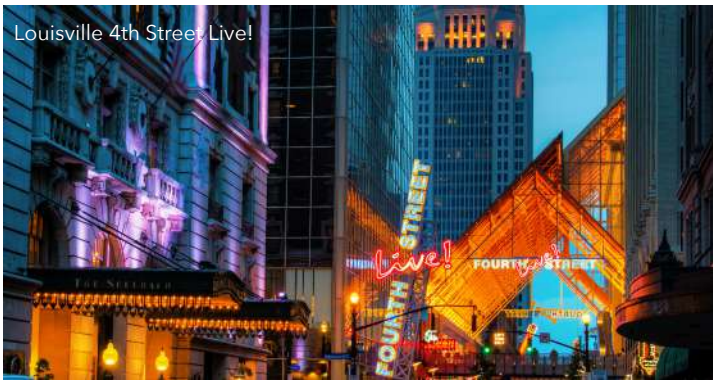
Farmer City, IL - Mixed-Use Development
Fort Wayne, IN – Harrison Street Live!
Fort Worth, TX – Fort Worth Stockyards
Fort Worth, TX – Texas Trails Monument
Fountain Hills, AZ – Mixed-Use District Great
Lakes Bay, MI - Destination Devel. Plan
Hampton, VA – Mixed-Use Development Plan
Indianapolis, IN – CityWay Mixed-Use District
Indianapolis, IN – Emmis Communications HQ
Indianapolis, IN – Glendale Mall

Chicago Navy Pier

Professional Qualifications

Mixed-Use Destination Districts & Market-Based Planning

Indianapolis, IN – Union Station Renovation
Jackson, MS – Mixed-Use Development
Kansas City, MO – KC Power & Light District
Kyle, TX – Downtown Multi-Use
Lake Michigan Marinas – NWI RDA
La Vista, NE – Southport West Live!
La Vista, NE – 84th Street Mixed-Use Development
Long Island, NY – Nassau Coliseum
Louisville, KY – 4th Street Live!
Madison, WI – Alliant Energy Center Master Plan
Mayfield, KY – WKT Technology Park
Michigan City, IN – Trail Creek Mixed-Use
Milwaukee, WI – Downtown Entertainment Dist.
Milwaukee, WI – Pabst City Critical Review
Osceola County, FL – AMR Mixed-Use District
Ottawa, ON – Lansdowne Park Development
Overland Park, KS - Mega Mixed-Use Development
Pikeville, KY – Mining Facility
Portsmouth, VA – Downtown Waterfront District
Rancho Santa Margarita, CA – Mixed-Use Devel.
Richmond, VA – Mixed-Use Development
Ridgefield, WA – Restaurant & Retail Development
Rockford, IL – Davis Park Riverfront Development
Roebling, NJ – Mixed-Use Dev elopment
South Padre Island, TX – Time-Share/Retail
San Juan, PR – Nightlife & Entertainment District



Louisville 4th Street Live!

Branson Landing

Sterling, IL - Mixed-Use Redevelopment
St. Joseph, MO – Downtown Mixed-Use District
Suffolk County, NY - Sports Mixed-Use District
Switzerland County, IN – Riverfront District
Tahoe City, CA - Mixed-Use Redevelopment
Tolland, CT – Mixed-Use & Retail
Toronto, ON – Woodbine Live!
Tupelo, MS – Downtown Mixed-Use District
Versailles, KY – Horse Walk of Fame
Windsor, CO - Tournament Sports Mixed-Use District
World Trade Center Analyses

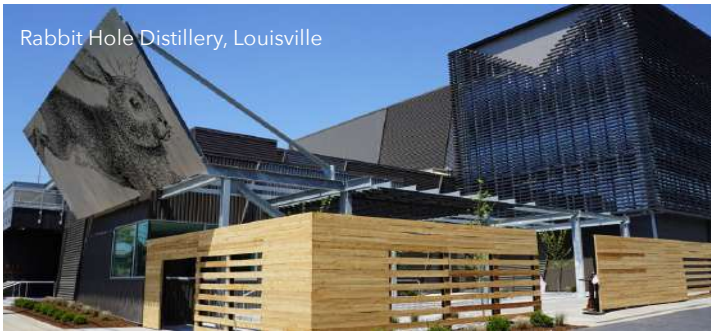
San Juan District Live!

Professional Qualifications

Arts, Culture & Entertainment Facilities

Austin, TX – Walter E. Long Metropolitan Park
Bardstown, KY – Distillery Expansion Impact
Burbank, CA – Comedy Fest Impact
Burnaby, BC - Performing Arts & Event Center
Burnsville, MN – Performing Arts Center
Cadiz, KY – Watersports Park & Camp Ground
Castle Rock, CO – Amphitheater
Cave City, KY – Mammoth Campground
Central Connecticut – Arena Facility Analysis
Chandler, AZ – Wild Horse Pass Development
Chicago, IL – Beverly Arts Center
Chicago, IL – DuSable Museum Expansion
Chicago, IL – Fashion Incubator
Chicago, IL – Giordano Dance Company
Chicago, IL – Ogilvie Station Restaurant
Chicago, IL – Theater Support Facility
Chicago, IL – Union Station Restaurant
Clearwater, FL – Community Cultural Center
Clermont, KY – Jim Beam Distillery Expansion
Cleveland, OH – Crest Center
Cleveland, OH – Jacobs Pavilion at Nautica
Conway, SC - Riverfront Amphitheater
Davenport, IA – Riverfront Development

Giordano Dance Chicago


Rabbit Hole Distillery, Louisville

Denver, OR – Observation DeckErie, PA – Warner Theatre
Frankfort, KY – Buffalo Trace Distillery Fountain Hills, AZ –Crystal Lagoon
Henry County, KY – Patriot Brands Indianapolis, IN – Murat Centre for the Arts Jefferson, KY – Rabbit Hole Distillery
La Vista, NE – Amphitheater
Lawrenceburg, KY – Wild Turkey Visitor Center

Warner Theatre, Erie

Professional Qualifications

Arts, Culture & Entertainment Facilities

Loretto, KY – Maker's Mark Distillery
Louisville, KY – Mega Cavern
Louisville, KY – Bluegrass Amusement Park
Louisville, KY – Kentucky Kingdom Theme Park
Louisville, KY – Jim Beam Urban Still
Matteson, IL – Lincoln Mall R/E Analysis
Michigan City, IN – Blue Chip Casino & Resort
Millville, KY – Peristyle Distillery
Newport, KY – New Riff Distilling
Newport, KY – Hofbräuhaus
Newport, KY – Newport Aquarium
Philadelphia, PA – Observation Deck
Phoenix, AZ – Margaret T. Hance Park
Pine Ridge, KY – Cultural Arts Center
Placer Valley, CA - Entertainment Event Center
Pocatello, ID – Multipurpose Event Facility
Ridgefield, WA – Casino Entertainment Venue
Rockford, IL – Davis Park Entertainment Venue
Shelbyville, KY – Bulleit Distilling Co. Expansion
Skokie, IL – Northlight Theatre
South Padre Island, TX – Amphitheater
Switzerland County, IN – Riverfront Development

Ark Encounter Theme Park

Kentucky Kingdom

South Padre Island, TX – Time-Share/Retail
Trenton, MO – Performing Arts Center
Tucson, AZ – Univ. of Arizona Science Center
Tupelo, MS – Downtown Entertainment Center
Valparaiso, IN – Community Arts Center
West Memphis, AR - Tourism Attraction
Williamstown, KY – Ark Encounter Theme Park

Blue Chip Casino & Hotel, Michigan City

Professional Qualifications

Convention & Conference Centers, Expos & Fairgrounds

Austin, TX – Travis County Expo Center
Beloit, WI – Conference Center
Bentonville, AR – Convention Center & Hotel
Bloomington, IN – Convention Center Expansions
Branson, MO – Convention Center
Bryan-College Station, TX – Convention Center
Burbank, CA – Conference Center
Chester County, PA - Conference & Event Center
Chicago, IL – South Side Conference Center
Clearwater, FL – Convention Center
Cleveland, OH – CREST Center
Columbia, SC - Convention Center Expansion
Coralville, IA – Convention Center
Corydon, IN – Conference Center
Cyprus – Conference Centre
DeSoto County, MS – Civic Center Expansion
Durham, NC – Civic Center
Eau Claire, WI – Convention Center & Arena
Elizabethtown, KY – Convention Center
Enid, OK – Convention Center
Fort Worth, TX – Convention Center Expansion
Franklin, TN - Conference Center
Fuquay-Varina, NC – Conference Center
Greenville, SC – Convention Center

Branson Convention Center

Indiana Convention Center

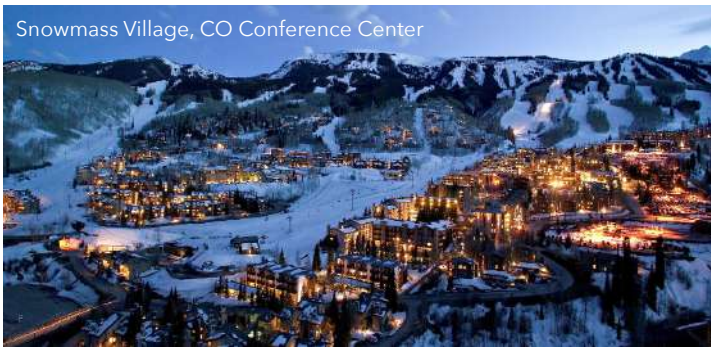
Hamilton County, IN – Fairgrounds Harrison
Houston, TX - Event & Expo Center
County, IN – Fairgrounds
Idaho Falls, ID – Event Center
Indianapolis, IN – Convention Expansion
Ithaca, NY – Conference Center Phases I & II
Jackson, MS – Convention/Telecom Center
Jamaica – Conference Center
Jeffersonville, IN – Convention Center

Kentucky Exposition Center, Louisville

Professional Qualifications

Convention & Conference Centers, Expos & Fairgrounds

Kalamazoo, MI – Convention Center
Kitsap County, WA – Fairgrounds
Loveland, CO – Conference Center
Louisville, KY – Kentucky Expo Center
Lynnwood, WA - Convention Center Expansion
Memphis, TN – Convention Center
Michigan City, IN – Blue Chip Casino
Missoula, MT – Event Center
Nashville, TN – Tennessee State Fairgrounds
New York City, NY – Pier 94
Osceola County, FL – Convention Center
Phoenix, AZ – Civic Plaza
Portland, OR – Portland Expo Center
Pueblo, CO – Convention Center
Putnam County, GA – Convention Center
Rising Sun, IN – Rising Star Casino Resort
Rockford, IL – Convention Center
San Diego, CA – Convention Center
SeaTac, WA – Convention Center
Show Low, AZ – Convention Center
Sidney, NE – Conference Center
Snowmass Village, CO – Conf. Center & Hotel
South Bend, IN – Century Center
South Padre Island, TX – Conv. Ctr. Expansion
Spearfish, SD – Convention Center


Snowmass Village, CO Conference Center

Fort Worth Convention Center

Springfield, MO – Exposition Center
Springfield, MO – New Convention Center
St. Charles, MO – Convention Center/Expansion
St. Joseph, MO – Convention Center & Hotel
St. Louis, MO – SLU Busch Student Union
Thornton, CO – Convention Center
Toronto, ON – National Trade Centre
Valparaiso, IN – Convention Center

Bayfront Convention Center, Erie

Professional Qualifications
Convention & Headquarter Hotels

Amarillo, TX – Convention Hotel, 300 Rooms
Bangkok – Convention Hotel, 600 Rooms
Bloomington, IN – Convention Hotel, 250 Rooms
Branson, MO – Convention Hotel, 294 Rooms
Bryan-College Station, TX – Conv. Hotel, 250 Rms
Chicago, IL – McCormick Place, 800 Rooms
Clearwater, FL – Convention Hotel, 350 Rooms
Coralville, IA – Marriott, 250 Rooms
Durham, NC – Convention Hotel, 390 Rooms
Enid, OK – Convention Hotel, 125-150 Rooms
Erie, PA – Bayfront Sheraton, 210 Rooms
Evansville, IN – Convention Hotel, 253 Rooms
Fort Wayne, IN – Courtyard by Marriott, 250 Rms
Fort Worth, TX – Omni, 600 Rooms
Fresno, CA – Convention Hotel, 400 Rooms
Indianapolis, IN – Marriott, 615 Rooms
Jeffersonville, IN – Convention Hotel, 225 Rooms
Kalamazoo, MI – Convention Hotel
Louisville, KY – Galt House Hotel, 1,300 Rooms

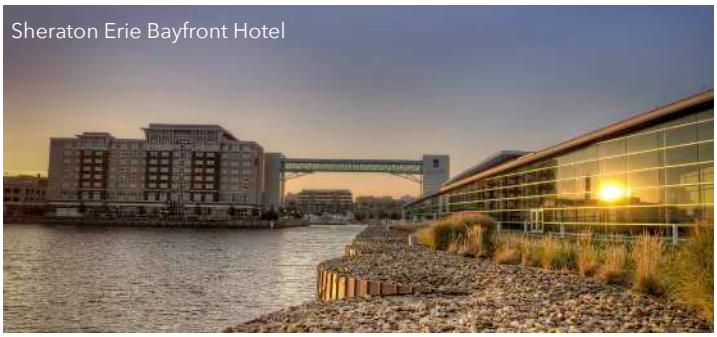
DoubleTree by Hilton, Evansville

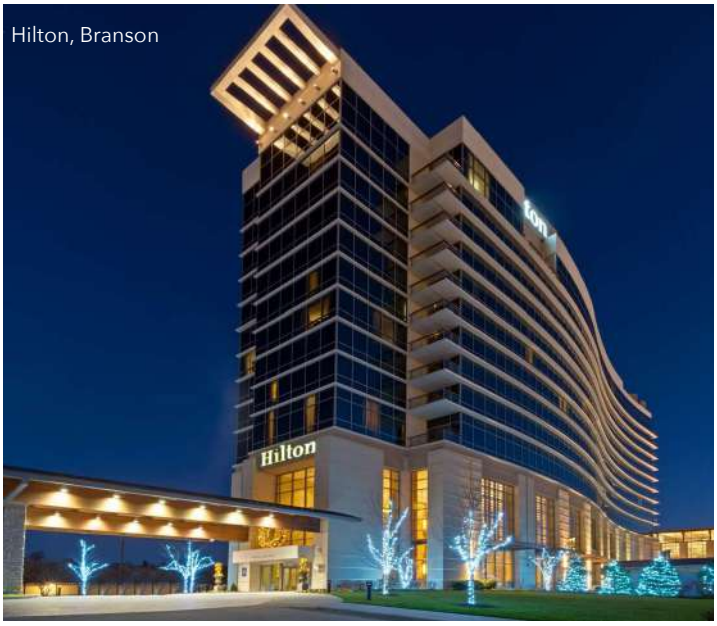
Marriott, Indianapolis

Ramada Oasis, Springfield

Professional Qualifications
Convention & Headquarter Hotels

Madison, WI – Convention Hotel, 400 Rooms
Memphis, TN – Convention Hotel, 1,000 Rooms
Minneapolis, MN – Convention Hotel, 1,200 Rms
New York, NY – The New Yorker Hotel, 1,000 Rms
Osceola County, FL – Convention Hotel, 800 Rms
Owensboro, KY – Convention Hotel, 150 Rooms
Palm Beach County, FL – Conv. Hotel, 400 Rooms
Paducah, KY – Convention Hotel
Rockford, IL – Convention Hotel, 250 Rooms
Salt Lake City, UT – Convention Hotel, 1,000 Rms
Savannah, GA – Convention Hotel, 500 Rooms
Sioux City, IA – Convention Hotel, 188 Rooms
South Padre Island, TX – Convention Hotel
Springfield, MO – The Ramada Oasis
St. Joseph, MO – Convention Hotel, 200 Rooms
Syracuse, NY – Convention Hotel, 350 Rooms
Thornton, CO – Convention Hotel, 350 Rooms
Tucson, AZ – Hilton Hotel, 400 Rooms
Tunica, MS – Myriad Resort, 1,500 Rooms


Sheraton Erie Bayfront Hotel

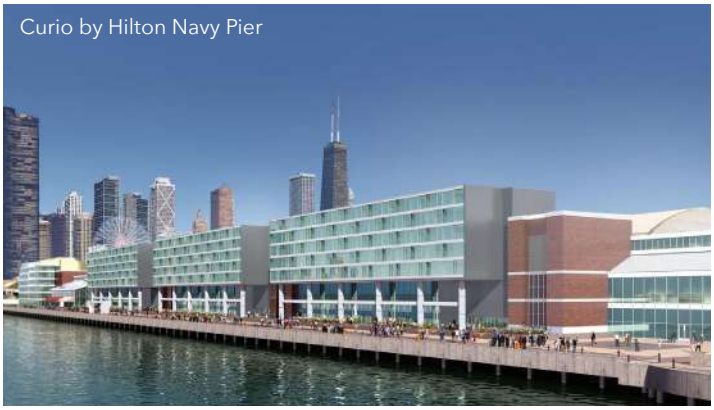


Hilton, Branson

Fort Worth Omni

Professional Qualifications
Conference Center & Full-Service Hotels

Abilene, TX – Full-Service Hotel, 160 Rooms
Amarillo, TX – Herring Hotel, 157 Rooms
Belton, TX – Conference Hotel, 150 Rooms
Bentonville, AR – Conference Hotels, 300 Rooms
Bismarck, ND – Conference Hotel, 200 Rooms
Boca Raton, FL – Conference Hotel, 165 Rooms
Burbank, CA – Conference Hotel, 250 Rooms
Burr Ridge, IL – Full-Service Hotel, 178 Rooms
Charlotte, NC – NC Music Factory, 200 Rooms
Chicago, IL – Navy Pier Hotel, 225 Rooms
Chicago, IL – Sports District Hotel, 220 Rooms
Chicago, IL – Union Station Hotel, 320 Rooms
Columbus, IN – Conference Hotel, 140 Rooms
Corydon, IN – Conference Hotel, 150 Rooms
Covington, KY – Hotel Covington, 114 Rooms
Eastvale, CA – Downtown Hotel, 150 Rooms
Elkhart, IN – Downtown Full-Service Hotel
Evansville, IN – Hyatt Place, 139 Rooms
Fort Wayne, IN – Airport Hotel, 150 Rooms
Fort Worth, TX – Stockyards Full-Service, 200 Rms
Frederick, MD - Full-Service Hotel, 230 Rooms
Greenfield, IN – Conference Hotel, 100 Rooms
Gurnee, IL – Key Lime Cove Waterpark, 414 Rooms
Hampton, VA – HQ Hotel, 250 Rooms
Hopkinsville, KY – Full-Service Hotel, 100 Rooms
Idaho Falls, ID – Hotel Impact Analysis


Curio by Hilton Navy Pier

Kansas City, MO - Ambassador Hotel, 113 Rooms
Louisville, KY – Arena Hotel, 425 Rooms
Louisville, KY – KFEC Hilton, 210 Rooms
Loveland, CO – Conference Hotel, 200 Rooms
Mansfield, TX – Conference Hotel, 200 Rooms
Muskogee, OK – Conference Hotel, 130 Rooms
Newport, WA - Conference Hotel, 100 Rooms
Omaha, NE – Blackstone Hotel, 170 Rooms
Owensboro, KY – Hampton & Holiday Inn, 150 Rooms
Peoria, IL – Castle Lodge, 175 Rooms
Peoria, IL – Pere Marquette Hotel, 280 Rooms
Paducah, KY – Conference Hotel, 124 Rooms
Skokie, IL – North Shore Hotel, 367 Rooms
Somerset, KY – Conference Hotel, 105 Rooms
Springfield, MO – Conference Hotel, 250 Rooms
St. Cloud, MN – Full-Service Hotel, 180 Rooms
St. Joseph, MO – Conference Hotel, 200 Rooms
Sun Prairie, WI – Conference Hotel, 150 Rooms

Ambassador Hotel, Kansas City

Professional Qualifications
Boutique, Resort & Other Hotels

Amarillo, TX – Autograph Hotel, 112 Rooms
Aspen, CO – Hotel, 48 Rooms
Basalt, CO – Hotel, 120 Rooms
Bentonville, AR – 21c Hotel, 120 Rooms
Boca Raton, FL – Boutique Hotel, 85 Rooms
Carlsbad, CA – Resort Hotel
Carrollton, TX – Hotel Complex, 250 Rooms
Charlotte, NC – South End Hotel, 120-150 Rooms
Chicago, IL – Castillo Hotel, 100 Rooms
Chicago, IL – Presidential Towers, 250 Rooms
Covington, KY – Boutique Hotel, 114 Rooms
Durham, NC – 21c Hotel, 120 Rooms
Elkhart, IN – Boutique Hotel, 90-120 Rooms
Fort Worth, TX – Boutique Hotel
Fulton County, NY – Lakeside Hotel, 90 Rooms
Glade Springs, WV – Resort, 203 Rooms
Kansas City, MO – Grand Hotel, 50 Rooms
Lexington, KY – 21c Museum Hotel, 92 Rooms
Lexington, KY – Horse Park Westin, 270 Rooms
Louisville, KY – 21c Museum Hotel, 90 Rooms
Louisville, KY – Galt House Hotel, 1,300 Rooms
Milwaukee, WI – Palomar Hotel, 175 Rooms
Parkersburg, WV – Blennerhassett Hotel, 89 Rms
Rising Sun, IN – Rising Star Casino, 400 Rooms
Rochester, MN – Downtown Hotel, 200 Rooms

Lexington 21c Museum Hotel

Santa Cruz, CA – Site Analysis, 120 Rooms
Snowmass Village, CO – Viceroy, 173 Rooms
Stevens Point, WI – SentryWorld Hotel
St. Louis, MO – Green Street Armory District
Tishomingo, OK – Boutique Hotel, 60 Rooms
Whitesburg, KY – Boutique Hotel, 45 Rooms
Wichita, KS – Commodore Hotel, 63 Rooms
Winthrop Harbor, IL – Boutique Hotel
Woodridge, IL – Avid Hotel, 95 Rooms

Durham 21c Museum Hotel

Professional Qualifications

RFQ/P Developer Selection Processes & Legislation Development

Amarillo, TX – Convention Hotel
Batavia, IL – Retail Plaza
Bedford Park, IL – Multi-Use Event Center
Chandler, AZ – Wild Horse Pass Entertainment District & Business Organization Plan
Chicago, IL – Navy Pier Hotel
Collier County, FL – Sports Complex Developer
Columbus, IN - Conference Center Hotel
Columbus, OH – Scioto Peninsula Mixed-Use
Durham, NC – American Tobacco District Hotel
Durham, NC – Convention Center Management
Enid, OK – Convention Center Hotel
Erie, PA – Convention Hotel
Evansville, IN – Convention & Arena Hotel
Evergreen Park, IL – Evergreen Plaza
Fort Worth, TX – Convention Hotel
Harrison County, IN – Conference Center & Hotel
Indianapolis, IN – Convention Center Marriott
Kentucky – Kentucky Arts & Heritage Cabinet
LaVista, NE – Mixed-Use Entertainment District
Memphis, TN – Cook Convention Center
Michigan City, IN – Mixed-Use Developer
Michigan City, IN – North End Gateway Plan
Michigan City, IN – Lakefront Hotel Developer

Wild Horse Pass Restaurant & Entertainment District

District Live! Puerto Rico

Newport, WA - Hotel Developer
San Juan, Puerto Rico – Entertainment District
Sioux City, IA – Convention Hotel
Skokie, IL – Skokie Northshore
St. Joseph County, IN – Sports Complex
Arkansas Downtown Development Legislation
Kentucky Tourism Development Act
Mississippi Tourism Development Legislation
Nebraska Economic Development Legislation
West Virginia Tourism Legislation

Scioto Peninsula, Columbus

Professional Qualifications

Area Plans & Transportation-Oriented Developments

Albuquerque, NM – UNM Sports District
Birmingham, AL – Bus Rapid Transit
Bradenton, FL – Entertainment District Analysis
Casa Grande, AZ – Motorsports District Analysis
Charlotte, NC – South End Development
Chicago, IL – Chicago Riverwalk Expansion
Chicago, IL – Midway Airport Parking Study
Davenport, IA – Riverfront Development
Elkhart, IN – Gateway Master Plan
Fort Worth, TX – Destination District Analysis
Grand Rapids, MI – Streetcar Real Estate Analysis
Hampton, VA – Downtown/Riverfront Analysis
Louisville, KY – Mixed-use District Analysis
Michigan City, IN – Lakefront & North End Plan
Michigan City, IN – Trail Creek Area
New York, NY – LaGuardia Airport Parking Study
NW Indiana Regional Development Authority, Including Gary, Whiting, Hammond, Portage
Pikeville, KY – Excel Mining KIRA Review
Portsmouth, VA – Downtown/Riverfront Analysis

Hampton Waterfront

LaGuardia Airport

Chicago Riverwalk

Professional Qualifications
Youth Sports Facilities

Bettendorf, IA – Aquatics & Recreation Center
Castle Rock, CO – Recreation/Sports Complex
Chicago, IL – Chicago Park District Multiple Studies
Cincinnati, OH – Regional Sports Analysis
Collier County, FL - Tournament Sports Complex
Danville, VA – Youth Sports Complex
DuPont, WA – Sports Complex Analysis
Elkhart, IN – Youth Sports Complex
Elmhurst, IL – Multipurpose Indoor Sports
Fishers, IN – Youth Sports Complex & Hockey Arena
Floyd County, IN - Sports Facility Needs
Fort Collins, CO – Sports Facility Needs
Grand Rapids, MI – Sports Facility Needs
Gulf Shores, AL – Sports Facility Needs
Henderson, KY – Recreation/Sports Complex
Holland Charter Township, MI – Recreation Center
Indianapolis, IN – Youth Sports Complex
Irvine, CA – Great Park Sports Complex
Jefferson Parish, LA – Youth Sports Complex
Joliet, IL – Huskies Hockey Arena
Kane County, IL – Cross Country Track
Lacey, WA – Indoor Sports Facility Feasibility
Laconia, NH - Sports Complex Feasibility
Las Vegas, NV – Sports Facility Needs Assessment
La Vista, NE – Aquatic Facility & Youth Sports
Lexington, KY – Youth Sports Facility
Medfield, MA – Parks & Recreation Needs
Monroe, MI – Arena Reuse Multisport

Irvine Great Park Sports Complex

Westfield Grand Park Sports Campus

Morehead, KY – Recreation Facility
Newnan, GA – Youth Sports Facility
Orange County, FL – Indoor Sports Complex
Osceola County, FL – Sports Facility Needs
Overland Park, KS - Sports Complex
Palatine, IL – Park District Facility Needs
Pierce County, WA - Sports Event Analysis
Puerto Rico - Outdoor Sports Complex
Rancho Santa Margarita, CA – Sports Facility
Rockford, IL – Indoor Sports Complex
Saginaw, MI – Youth Sportsplex
Snohomish County, WA – Sports Complex
Westfield, IN – Grand Park Sportsplex
West Lafayette, IN – Recreation & Aquatics
Williamson County, TN – Youth & Amateur Sports
Windsor, ON – Sports Complex

Rockford UW Health Sports Factory

Professional Qualifications

Major League & Various Arena/Stadium Developments

Albuquerque, NM – Arena
Athens, Greece – Olympic Arena
Austin, TX – Equestrian Arena/Expo
Bentonville, AR – Velodrome Feasibility
Chandler, AZ – Wild Horse Pass Motorsports Park
Chelan, WA – Outdoor Ice Pavilion Facility
Chester, PA - Pro Soccer Stadium & District
Chicago, IL – Gay Softball World Series
Chicago, IL – Golf Course Renovation
Collier County, FL – Golf Course Needs Assessment
DeSoto County, MS – Ice Arena
Eau Claire, WI - Arena & Event Facility
Fishers, IN - Arena & Sports Complex
Flat Top, WV – Winterplace Ski Resort Expansion
Fort Wayne, IN – Downtown Arena
Fort Worth, TX – Texas Motor Speedway
Fort Worth, TX – Stockyards Equestrian Facilities
Goshen, IN – Multi-Use Ice Pavilion
Indianapolis, IN – Bankers Life Fieldhouse
Indianapolis, IN – Indiana Pacers Impact
Indianapolis, IN – RCA Dome
Joplin, MO – Arena
Kansas City, MO – Sprint Center
Long Island, NY – Nassau Coliseum
Lubbock, TX – Minor League Baseball Stadium
Mobile, AL – University of South Alabama Stadium
Nashville, TN – Music City Motorplex
Newton, IA – Iowa Motorsports Speedway

City Sprint Center

Sacramento Golden1 Center

Overland Park, KS - Arena
Owensboro, KY – Arena
Phoenix, AZ – Margaret T. Hance Park
Racine, WI – Arena
Sacramento, CA – Golden 1 Center
Salinas, CA – Laguna Seca Raceway
Sparta, KY – Kentucky Speedway
St. Joseph, MO – Civic Arena
Suffolk County, NY - Arena Mixed-Use Plan
Valparaiso, IN – Arena
Virginia - Arena
Washington D.C. - Private New Arena
West Carrollton, OH – Arena & Event Center
Wyandotte County, KS – Arena

Indianapolis Bankers Life Fieldhouse

Chicago Mixed-Use District Economic Impact Analysis

Chicago, Illinois

Hunden Strategic Partners (HSP) was engaged by a private developer to provide an economic impact analysis of a proposed $7.5 billion, 62-acre mixed-use development on the south side of Chicago. During the analysis, HSP provided full market analytics with independent analyses of how each component of the project would perform in the Chicago market.

The Project plans include:

- Riverfront and Public Green Space,
- Commercial/Office,
- Residential,
- Retail, and
- Restaurants.

HSP examined each market and provided a comprehensive economic, fiscal and employment analysis with full projections and financial modeling including the identification of incentives and applicable tax credits. The Project is currently proceeding towards development.

Client: Private Developer **Time Period:** 2018

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Chicago Navy Pier Restaurant, Retail, Entertainment & Hotel Expansion; Developer Solicitation Process

Chicago, Illinois

HSP assisted Navy Pier, Inc. with its renovation and expansion, including deal development and developer selection for a major new Curio hotel onsite. HSP analyzed the expansion plan, conducted public sector risk analysis, and projected the future results of all revenue streams, which include:

- Tour Boats
- Restaurants, Retail, Kiosks and Carts, Attractions & Pier Park Rides
- Advertising & Sponsorships
- Festival Convention Hall Events, Ballroom Food & Beverage
- Special Events & Entertainment; Nightlife District
- New Boutique Hotel

In addition to the market feasibility and financial projections, HSP projected the new tax impacts of the project on city, county and state. HSP recently conducted the hotel developer selection process. This process included creation of the hotel developer RFQ/P documents and management and promotion of the solicitation process. HSP will also review the RFQ submittals and conduct interviews, management of the shortlisted firms, evaluations and rankings, and negotiations with the top-ranked firms. The resulting project has now been financed and is under construction.

Client: Navy Pier, Inc.

Time Period: 2013 - 2016

Chicago Riverwalk Redevelopment Analysis

Chicago, Illinois

The City of Chicago expanded the Chicago Riverwalk as part of the larger Wacker Drive Reconstruction Project. The extension is located at a six-block section of Lower Wacker Drive along the southern branch of the Chicago River, running from State Street to Lake Street. The completed project provides a continuous recreational experience from Lake Street to Navy Pier. HSP completed two analyses, including a full market and financial feasibility study (including public sector risk analysis) as well as the plan of finance. In addition, HSP provided key components and submitted the application for the $98.7 million TIFIA loan. As part of its work, HSP created the operating and financial model for the project and assisted the City of Chicago in its successful application for U.S. Department of Transportation TIFIA funds. The revenue streams included:

- Tour Boat Fees
- Leased Space Retail/Restaurant Rental Income
- Boat Docking Revenue
- Outdoor Advertising & Sponsorship Income
- Motor Fuel Tax Revenue

Comparable case studies were analyzed, and recommendations were made to improve the project and make it more viable for long-term commercial success, including the addition of more restaurants, kiosks and retail opportunities. HSP also completed an economic, fiscal & employment impact analysis.

The Riverwalk is outperforming expectations for visitors and commercial success and has opened up an entirely new water-oriented tourism and local entertainment district for locals and visitors alike.

Client: City of Chicago **Time Period:** 2012 - 2015

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Downtown Mixed-Use Redevelopment Analysis: Convention Center, Hotel, Event & Entertainment Study

Richmond, Virginia

HSP worked in tandem with the City of Richmond and Davenport and Company to study a $1.1 billion downtown redevelopment district. The proposed development includes the following elements:

- New convention center headquarter hotel,
- Blues Armory renovation, to be repurposed as a music venue, and restoring its historic role as a food market,
- New arena with approximately 17,500 seats, and
- Active streets, including raising Leigh Street to grade level, which will enhance new, privately developed uses including: residential, retail, research, office, and hospitality.

HSP conducted an independent analysis of how each component of the development would perform in the Richmond market and provided demand projections and financial models to ensure a thorough feasibility assessment. HSP also conducted an economic, fiscal and employment impact analysis to determine the projected impact that the potential development and TIF district would have on the community.

The Project would open up the downtown corridor north of Broad Street that is currently cut off from neighborhoods, such as the Jackson Ward, increasing foot traffic and recreational time spent in the area. The Project would set Richmond apart from other cities in the region by increasing the city's capability to host national scale events at the GRCC and in the new arena.

Client: City of Richmond **Time Period:** 2018

San Juan Entertainment & Restaurant District Study

San Juan, Puerto Rico

HSP was retained on two occasions to study the potential for an entertainment/nightlife district in San Juan near the Puerto Rico Convention Center, Sheraton hotel and casino. Given its history with a number of entertainment and mixed-use destination districts, HSP was asked to analyze the trends in the industry, the local market, the tourism product, the opportunities and the physical space available for such a district and then recommend the following:

- Sizing, amount and character of restaurants
- Sizing, amount and themes of clubs/bars
- Sizing, amount and concepts of retail options
- Potential development partners
- Design partners and elements

During the process, HSP took the client on tours of comparable districts in the U.S. and introduced them to many potential entertainment, management and tenant partners. HSP was then retained to complete the final feasibility study for use by the public and private sectors to understand the proposed public-private project and its impact on the local economy and taxes. The project is under construction.

Client: Prisa Group **Time Period:** 2013 - 2016

Power & Light District, Convention Center Expansion & Arena Impact Analyses

Kansas City, Missouri

In 2004, Mr. Hunden worked with the Economic Development Commission to complete an analysis of the Kansas City Power & Light District development proposed by the Cordish Company. The project is a seven-block downtown redevelopment between the convention center and Sprint Arena and includes a retail and entertainment area of approximately 461,000 square feet. Mr. Hunden was specifically requested by the City due to his work reviewing Cordish's development in Louisville (4th Street Live!). Mr. Hunden worked directly for the EDC and the City's financial advisor on the project, Oppenheimer.

In 2005, Mr. Hunden was again engaged to complete an update of the report as the project was being expanded from its original concept. The project opened in 2007, transformed downtown, and helped increase conventions from 27 to 41 annually (to date).

In 2009, HSP was engaged by the Downtown Council to measure the impact of the Power & Light District on the city, as well as the impact of Sprint Center, the convention center expansion, a future NBA/NHL team and a 1,000-room convention hotel.

Client: City, Developer, Downtown Civic Council **Time Period:** 2004; 2005; 2009

Major Mixed-Use Development Feasibility – Residential, Retail, Office, Hospitality, Sports Park, & Arena

Overland Park, Kansas

HSP worked with the City of Overland Park on market, feasibility, economic impact, retail sales, and sales tax studies for the proposed Bluhawk master development. The project is set for development on 100 acres of land located between 159th Street, 167th Street, US Highway 69 and Antioch Road. One of the main anchor components of the project is the multi-sport complex. An approximately 300,000 square-foot multi-sport indoor athletic complex for regional sports tournaments and local sports leagues, practices and community wellness, the Multi-Sport Complex will be designed and operated to attract and host sporting events and tournaments for multiple sports, including local, regional and national hockey, basketball, volleyball, soccer, and futsal tournaments, practices, and clinics. The Multi-Sport Complex will also include supporting amenities that will serve both participants and spectators, including without limitation, food services, team meeting and party rooms, and viewing mezzanines overlooking the fields and courts.

The sports park will be one piece within the mega mixed-use development that is also set to include a 3,500-seat arena/civic and community center to host sporting events and concerts, retail, restaurant and entertainment space, a neighborhood shopping center, three new hotel developments, class A office space, and residential multifamily developments. The project is seeking use of various public tax investments, including Sales Tax Revenue (STAR) bond financing, Community Improvement District (CID) financing, and Transportation Development District (TDD) financing. HSP's analysis included projections related to the use of these public investment tools.

Client: City of Overland Park **Time Period:** 2019

Stadium & Convention Center Feasibility & Impact Study

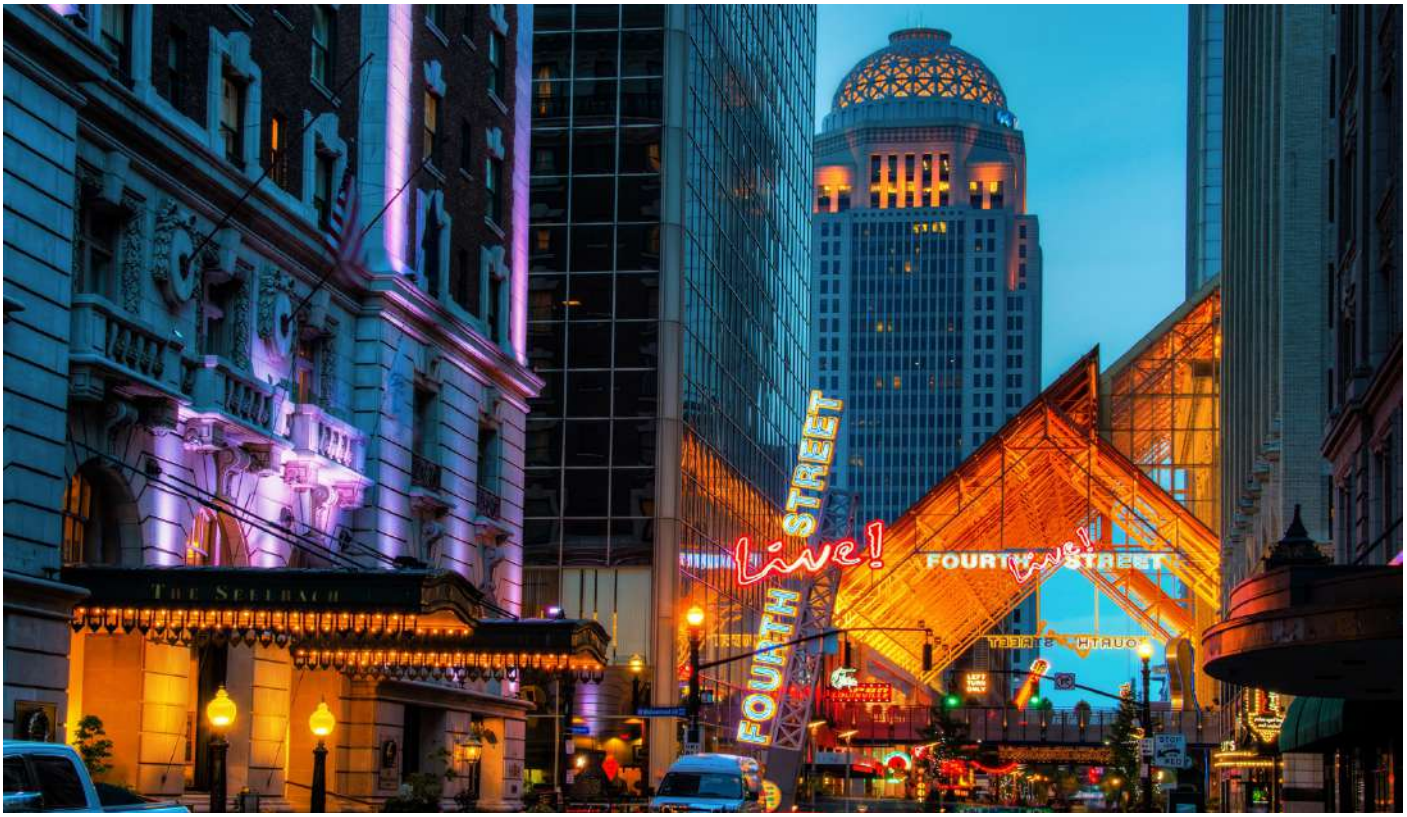
San Diego, California

HSP worked with Conventional Wisdom Corporation to perform a multi-pronged public sector financial risk analysis study related to the proposed San Diego Convention Center and Stadium Project initiated by the San Diego Chargers NFL franchise. HSP looked at the likely market that the Project would penetrate for sports, concerts, meetings, conferences and conventions, the experience of other similar facilities and cities, and the ultimate impact that the Project would have on the City of San Diego.

HSP's analysis showed that the proposed Project would have a major positive impact on the City of San Diego's hotel receipts and the overall local economy, due to the new, retained and expanded events that the proposed facility would accommodate compared to the status quo.

The key findings of the study revealed that the Project would generate more than 200,000 San Diego hotel room nights annually, would lead to major ADR increases, would lead to hundreds of new events and thousands of attendees. The fiscal impact, like with many major league stadium deals, would not necessarily generate the net new fiscal revenues to overcome the size of the public sector investment. However, the alternative of this project was the loss of the team and the proposed event and convention facility, which is ultimately what occurred after the public vote to fund the project failed to achieve the two-thirds majority required.

Client: Conventional Wisdom Corporation **Time Period:** 2016



4th Street Live! Entertainment and Mixed-Use District

Louisville, Kentucky

Mr. Hunden served as the primary consultant evaluating the application to the Kentucky Tourism Development Act to develop 4th Street Live! This project was a block-long redevelopment of the former Galleria in downtown Louisville. The development includes numerous restaurants and retail shops, such as a Maker's Mark Lounge and Hard Rock Café, which in the evenings when the street is closed to traffic takes on a festival-like atmosphere with live weekly concerts. The Cordish Company patterned this project on their successful Power Plant Live! development in Baltimore.

The scope included developer interviews, market analysis, comparison to similar projects, financial modeling, and impact modeling, as well as the final report and presentation to the board overseeing the KTDA. A penetration and spending model was created to determine the amount of out-of-Kentucky spending generated at the facility and filters placed on the model to screen out double-counting of previous impacts from other KTDA projects.

The project met the requirements and was approved for incentives. 4th Street Live! opened in 2004 and features over 200,000 square feet of entertainment and retail space on two levels. It immediately became Louisville's top tourist attraction, drawing 4.2 million visitors in its first year.

Client: Kentucky Tourism Development Authority **Time Period:** 2002

Mixed-Use Market & Feasibility Study; Developer Selection

Tulsa, Oklahoma

HSP worked with the Tulsa Parking Authority to perform a real estate market demand analysis and feasibility study for a new mixed-use development in Tulsa, Oklahoma. The study included market validation for the appropriate amount and mix of uses to be sure that the development was feasible in the marketplace, was realistic and still contained the compelling mix of uses, nodes and anchors that will sustain the area for the next generation.

The city of Tulsa is the second-largest city in the state and home to over 400,000 residents. The Tulsa Parking Authority currently owns a parcel of land near the heart of the Tulsa Arts District at 311 North Boulder Avenue. This property is roughly 43,000 square feet and encompasses two street corners at the end of a block. The TPA is specifically interested in developing this property, and potentially others adjacent, into a mixed-use project as the community is unlikely to support a standalone parking project and officials believe a mixed-use project would best serve the needs of the area. Uses could include but are not limited to: retail and restaurant, office and others.

The study also included an analysis of the estimated demand and financials of the proposed mixed-use project. HSP's study provided the Tulsa Parking Authority with a comprehensive understanding of the highest and best uses for the site, the future market potential and the feasibility for retail, restaurant, office and other potential uses.

HSP is currently assisting the TPA with the developer selection and solicitation process.

Client: Tulsa Parking Authority **Time Period:** 2019

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Wild Horse Pass Mixed-Use District Various Studies

Chandler, Arizona

The Wild Horse Pass Development Authority, a wholly owned entity of the Gila River Indian Community, has engaged HSP on four different occasions to conduct a highest and best use analysis for major tracts of land near I-10, currently used as a motorsports complex. There was potential for motorsports, hotel, hospital, retail, restaurant and other uses on this site. While the site is currently utilized for just one purpose, HSP's analysis sought to determine a long-term master plan that would maximize the value of the land and its uses for the next 30 – 75 years. HSP conducted a market analysis that considered the potential of more than a dozen uses and how those would perform over time. HSP also considered how much of each use and what level of quality should be developed. The result was a master plan that suggested to the owner how to move forward with a plan to redevelop the entire area over time.

HSP also completed a restaurant-entertainment district (RED) study to connect the Wild Horse Pass Hotel & Casino and the Phoenix Premium Outlets. The focus of the project was to develop the area as a destination for retail, outlet mall, restaurants, bars and entertainment such as waterparks and resort activities, as well as hotel developments. HSP then assisted the Wild Horse Pass Development Authority in managing the solicitation and developer selection process for elements within the recommended Retail Entertainment District. HSP also assisted the WHPDA with a business restructuring study for two major event facilities within the development area: Motorsports Park and the Rawhide Events Center.

Client: Wild Horse Pass Development Authority **Time Period:** 2015 - 2019

Margaret T. Hance Park Entertainment & Mixed-Use Economic Impact Study

Phoenix, Arizona

HSP worked with the City of Phoenix to conduct an economic impact analysis for Margaret T. Hance Park. HSP provided Phoenix with potential direct and indirect economic impacts that are expected as a result of the Hance Park redevelopment. Margaret T. Hance Park is located along the norther edge of Downtown Phoenix, near U.S. Interstate 10. Since 1992, the park has hosted numerous cultural festivals and programs including Phoenix Old World Oktoberfest, yoga Rocks the Park Series, El Dia De Los Ninos, St. Patrick's Day Parade, Blues Blast, Phoenix Festival of the Arts, and more. HSP studied the likely future development and spending if the Park were not redeveloped, then studied and modeled the market (downtown, city, county and state) to understand the economic impact if the Park was redeveloped. The model included retail, restaurant, residential (condo/apartments), hotels, offices, and other uses. HSP also studied the amphitheater that would be the centerpiece of the project.

In 2010, the Hance Park Master Plan Steering Committee was formed to evaluate the needs of the community, identify challenges within the current park program, and reignite planning efforts. A number of elements, amenities and solutions were identified in the Hance Park Master Plan created by Weddle Gilmore and Kris Floor of Floor Associates. HSP calculated the impact of the park and its proposed redevelopment on the city, county and state. HSP evaluated the market and financial prospects of the proposed redevelopment and its impact-generating components and ultimately provided potential direct and indirect economic impacts of the Hance Park redevelopment.

Client: City of Phoenix **Time Period:** 2016 - 2017

Chester Waterfront Master Plan – Soccer Stadium & District Feasibility & Economic Impact

Chester, Pennsylvania

Hunden Strategic Partners (HSP) worked with planning and design professionals at NBBJ to prepare a master plan for a section of the Delaware River Chester waterfront. The goal of the plan is to build upon the existing assets, which include:

- The 18,500-seat Talen Energy stadium,
- The Delaware River,
- The Commodore Barry Bridge and Barry Bridge Park,
- The 1.5 mile Chester Riverwalk, part of the East Coast Greenway, and
- The 400,00-square foot Wharf office building

The Riverfront Alliance is looking to make the area more than just a place to go to work or to see a soccer game. The specific target area extends from Highland Avenue to the Delaware River, from Norris Street to Route 291. In addition, major corridors, such as Flower and Engle Street, providing direct connections to the waterfront were considered as part of the planning area. The master plan addressed in-depth market conditions and reuse options, land use, parking demand and analysis, transportation and trail alignment and connections, environmental and maritime issues, landscape architecture and enhancement of public spaces.

Client: Riverfront Alliance of Delaware County **Time Period:** 2019

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Alliant Energy Center Campus Master Plan

Dane County, Wisconsin

HSP worked on multiple studies with Dane County to determine the best path forward for future economic activity and overall development of the Alliant Energy Center campus and surrounding area.

Initially in 2016, HSP provided an analysis of Dane County regarding meetings, events, entertainment and sports markets to understand the current economic climate. HSP examined opportunities to expand AEC's impact via new facility developments or enhancements to provide a complete package of walkable amenities to the already robust campus of event facilities onsite.

The AEC is comprised of multiple buildings that span 164 acres. The campus features: Veterans Memorial Coliseum, Exhibition Hall, Willow Island, the New Holland Pavilions, and the Arena Building. HSP made recommendations and impact projections for a variety of scenarios. Recommendations covered infrastructure investments, ROI, impact, highest and best uses, new business opportunities and others.

In April 2018, HSP joined a team led by Perkins+Will to complete the comprehensive campus master plan. HSP served on the team as the tourism/entertainment strategic advisor. The plan outlined steps for improvements to the Alliant Energy Center campus to draw supporting private development. Approximately $90 million in public investment will trigger more than $205 million in private investment on the campus for the first phases alone, creating 1,400 new jobs and generating nearly $3 million in annual local property, sales and lodging taxes. In 2019, Dane County will be starting initial design work and preparing a public-private funding strategy with the goal of breaking ground in the next two to three years.

Client: Alliant Energy Center **Time Period:** 2016 - 2018

One Big Sky District Meetings, Event, Residential and Other Uses Market Demand and Financial Feasibility

Billings, MT

Landmark Development, in tandem with Big Sky Economic Development (BSED) and the City of Billings, engaged Hunden Strategic Partners (HSP) to provide a market and financial feasibility analysis of the proposed One Big Sky District (OBSD) development in downtown Billings. In this analysis, HSP analyzes the proposed Project, profiles current conditions within the relevant real estate marketplace, and projects the financial viability of the various project components under two scenarios: the current market and the transformed market assuming the OSBD is developed.

The Project plans include:

- **Convention Center** (150,000 gross square feet),
- **Hotel** (270 keys),
- **Commercial/Office** (270,000 gross square feet),
- **Residential** (954 units),
- **Retail** – 440,000 gross square feet
- **Education/Innovation** – 50,000 gross square feet, and
- **Health/Wellness** – 380,000 gross square feet.

Client: Landmark Development **Time Period:** 2018

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CityWay Mixed-Use Development Feasibility & Impact

Indianapolis, Indiana

A development group consisting of developer Buckingham Companies and Eli Lilly & Company proposed creating a mixed-use project formerly known as "North of South" that would encompass parts of four blocks of real estate in the initial phase, with three half-block parcels available for future development. Hunden Strategic Partners was retained to analyze the project, its feasibility, impact on the City and ability to support the proposed financing structure.

The divide between downtown and Eli Lilly's corporate headquarters campus was exacerbated by the presence of the CXS lines that ran east-west between the site and downtown. It was thought that the project would help to unite these two hubs of economic activity. The project consisted of two apartment buildings, a high-end conference hotel of 148 rooms, a large YMCA facility and multiple retail and office spaces.

HSP analyzed every component of the project and in turn determined the feasibility and TIF generation of the project components. The analysis also included a review of the developer's request for public financing assistance beyond the TIF-supported bonds. HSP helped the City negotiate better terms for the public sector, while preserving the viability of the project.

The Project opened to great success and has since moved into a second phase of development.

Client: City of Indianapolis/ Bond Bank **Time Period:** 2010

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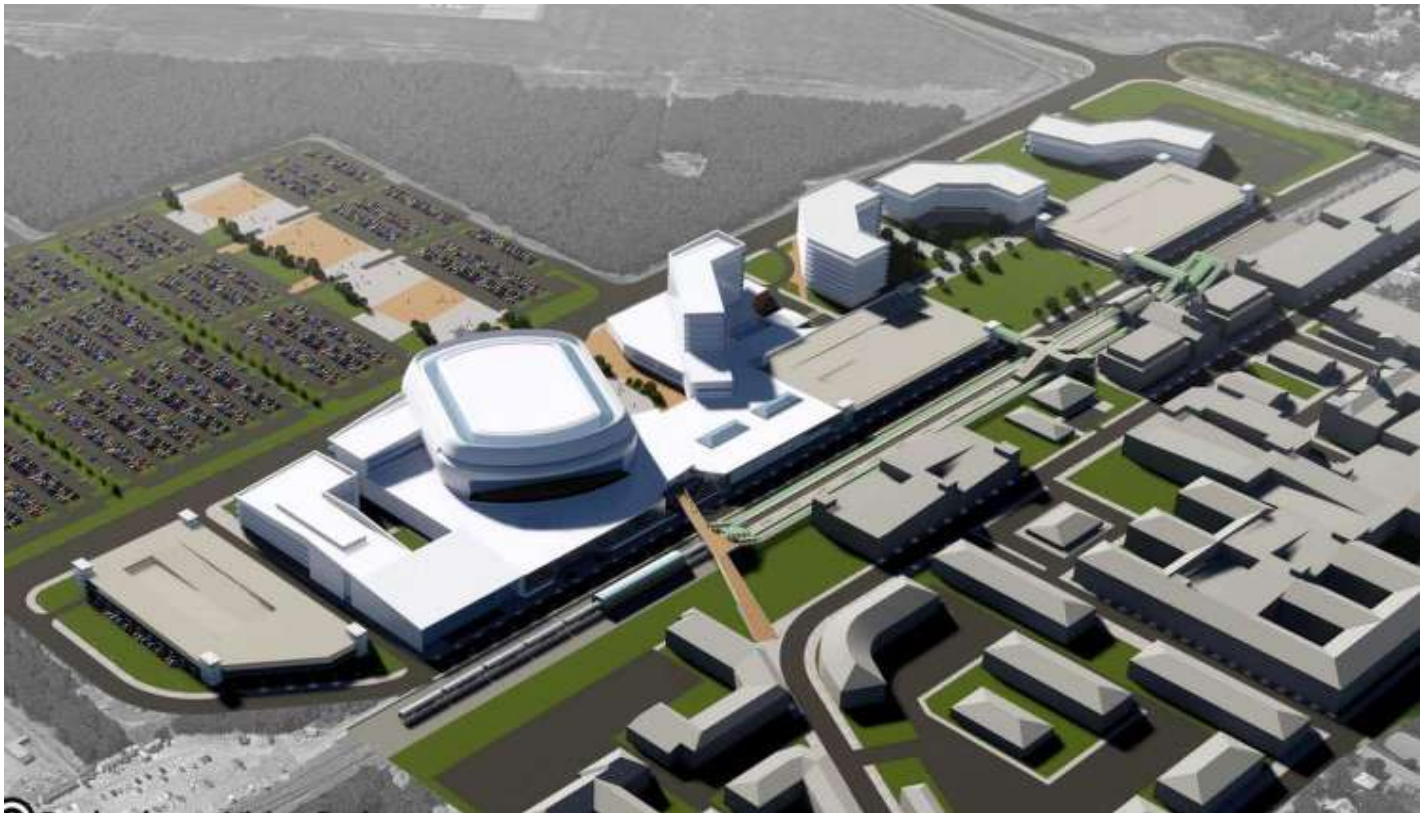


Mixed-Use Development and Arena Studies

Suffolk County, New York

HSP is working with BJH Advisors to perform a real estate market demand analysis and feasibility study for a new mixed-use development near the Ronkonkoma Station on the Long Island Railroad. The study includes market validation for the appropriate amount and mix of uses to be sure that the development is feasible in the marketplace, is realistic and still contains the compelling mix of uses, nodes and anchors that will sustain the area for the next generation.

The study will contain estimates of supply for events and meeting/tourism facilities, as well as hotel, office, medical, and retail. It also will provide historic and projected demand in all of these categories, and an analysis of the estimated demand and financials of the recommended mix of uses.

At the end of the study, Suffolk County will have a comprehensive understanding of the highest and best uses for the site, the future market potential and the feasibility for retail, restaurant, office and other potential uses.

Client: Suffolk County **Time Period:** 2019

Stockyards District & Cowtown Coliseum Analyses

Fort Worth, Texas

Hunden Strategic Partners worked with the Fort Worth Heritage LLC, a partnership consisting of Majestic Realty Co. and the Hickman Companies to conduct several market, financial feasibility and economic impact studies. The primary focus of the analysis was related to hotel, meeting/event and equestrian facilities, as well as the restaurant, retail and entertainment district. The study included local tourism analysis, recommendations for current and future utilization of the facilities, financial analysis and trends, demand and financial projections, and recommendations. Major focus areas were restaurants, retail, a destination hotel and a major cultural attraction. As part of the study, HSP also identified funding tools and conducted an incentives analysis.

The Fort Worth Stockyards National Historic District is a tourist destination comprised of attractions, entertainment venues, shopping, dining, lodging, and community events. Major recurring events at the Stockyards include Stockyards Championship Rodeo at the Fort Worth Cowtown Coliseum, Fort Worth Herd in front of the Visitors Center, and the Cowtown Opry shows.

HSP is currently engaged again by Majestic Realty to conduct a market and financial feasibility study related to the development of new equestrian arena facilities in the historic Stockyards district. HSP is analyzing the current local and statewide supply of equestrian and rodeo facilities and assessing the market opportunity for this potential addition to the Stockyards.

Client: Fort Worth Heritage LLC **Time Period:** 2016; 2018 - Present

Professional Qualifications

Kentucky Tourism Incentives Impact: Mixed-Use & Entertainment Projects

HSP has an ongoing contract with the Commonwealth of Kentucky since 2002 to conduct tourism impact analyses for applicants of the Kentucky Tourism Development Act tax program. HSP has conducted more than 30 analyses for the KTDA, from campgrounds, amusements parks, and hotels to mixed-use districts and bourbon distilleries and attractions.

Kentucky Downs Facility Expansion - 2019

HSP conducted a facility expansion & impact study of the horse racing facility that straddles the state line of Kentucky and Tennessee. The project is proposed to include additional games, new food and beverage outlets, and other entertainment amenities.

Prizer Point Lake Barkley Resort & Marina - 2016

HSP conducted a facility expansion & renovation impact study of the resort. Included in the analysis was a rundown of historical performance, top line performance indicators, and net operating income (NOI).

Paristown Pointe Neighborhood - 2015-2016

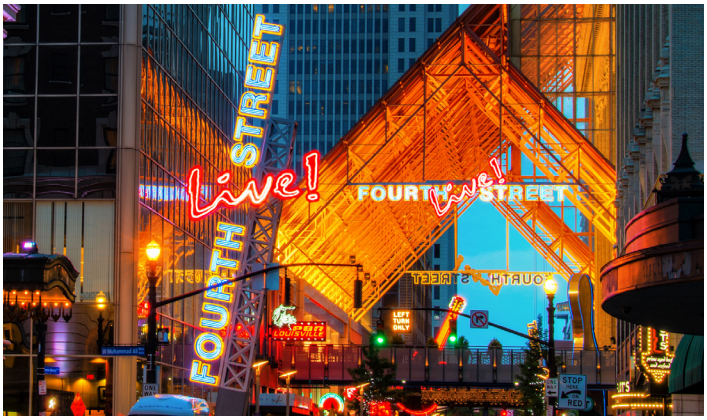
HSP conducted an impact analysis of the Louisville neighborhood for a mixed-use development, including a new performance venue, breweries, and community-wide events, etc.

Kentucky Park Lodges - 2015

Lake Barkley, Pine Mountain, Lake Cumberland HSP studied the impact of a six-year capital plan to repair, update, and modify the three lodging facilities, specified above, within the parks system.

Newport Aquarium - 2003

HSP conducted an expansion impact analysis of the Newport Aquarium, which is now home to 70 exhibits and 14 galleries, including five acrylic tunnels that total more than 200-feet in length.



4th Street Live! - 2002

HSP Conducted a downtown Louisville entertainment district impact analysis of the 4th Street Live! development. It is now a successful and vibrant mixed-use district, home to nearly 20 different dining and entertainment venues that host dozens of festivals, concerts, and events all year long.

Professional Qualifications

Kentucky Tourism Incentives Impact: Distilleries & Attractions

HSP has an ongoing contract with the Commonwealth of Kentucky to conduct tourism impact analyses for applicants of the Kentucky Tourism Development Act tax program. HSP has conducted more than 30 analyses for the KTDA.

Makers Mark Distillery - 2015, 2014, 2019
HSP conducted multiple expansion impact studies for the storied Makers Mark campus in Loretto, KY.

Heaven Hill Bourbon Heritage Center - 2018
HSP conducted an impact study for redevelopment of the Visitor Center in Bardstown, KY.

Jim Beam Clermont Campus - 2018
HSP conducted an impact analysis for a facility expansion of the Jim Beam distillery visitor attraction experience in Clermont, KY.

Bulleit Distilling Company - 2017
HSP conducted an expansion impact study for the Bulleit Distilling facility in Shelbyville, KY.

Buffalo Trace Distillery - 2017, 2014
HSP conducted two impact analyses for expansions of the distillery in Frankfort.

Six Mile Creek Distillery - 2016
HSP conducted an impact study for a new distillery with attached lodging in Pleasureville, KY.

New Riff Brewery & Distillery - 2016
HSP conducted an impact study for a new brewery piece and an expansion of the distillery in Covington, KY.

Mammoth Cave National Park - 2016
HSP conducted an impact analysis for an expansion of the camping resort at Mammoth Cave National Park.

Rabbit Hole Distillery - 2015-2016
HSP conducted an impact analysis for a new distillery and visitors center concept in Louisville.

Castle & Key (Peristyle) Distillery - 2015
HSP conducted an impact analysis for the redevelopment of the Old Taylor distillery in Frankfort.

Kentucky Kingdom Theme Park - 2015, 2013
HSP conducted an impact analysis of the renovation, expansion, and subsequent reopening of the theme park in Louisville, KY.

Ark Encounter Theme Park - 2014-2015
HSP conducted an impact analysis for the 800-acre biblical attraction of a life-sized replica of Noah's Ark.

Jim Beam Urban Stillhouse - 2014
HSP conducted an impact study for the expansion of the Jim Beam Urban Stillhouse visitor experience in Louisville at 4th Street Live!

Woodford Reserve Distillery - 2014
HSP conducted an expansion impact analysis for the existing distillery facilities in Versailles, KY.

Bluegrass Boardwalk Theme Park - 2012
HSP conducted an impact analysis for a proposed redevelopment of the Kentucky Kingdom park in Louisville.

Wild Turkey Distillery - 2012
HSP conducted an expansion impact analysis for the existing distillery facilities in Lawrenceburg, KY.

Kentucky Motor Speedway - 2010
HSP conducted an expansion impact study to allow the facility to accommodate the NASCAR Sprint Cup series.

Louisville Mega Cavern - 2007
HSP conducted an impact analysis for the Mega Cavern attraction near the Kentucky Expo Center

Hofbrauhaus - 2005
HSP conducted an impact analysis for the existing Hofbrauhaus company in Newport, KY.

Professional Qualifications

Kentucky Tourism Incentives Impact: Hotel & Convention Center Projects

HSP has an ongoing contract with the Commonwealth of Kentucky to conduct tourism impact analyses for applicants of the Kentucky Tourism Development Act tax program. HSP has conducted more than 30 analyses for the KTDA.

Makers Mark Lodging Expansion - 2019

HSP conducted a an expansion impact analysis for a new hotel and event space at the Loretto campus.

Galt House Hotel - 2018, 2002

HSP conducted a full renovation impact analysis on the 1,239-room hotel in Louisville.

Hopkinsville Holiday Inn Hotel - 2017

HSP conducted an impact analysis for a new 100-room hotel to support the development of a local indoor sports complex.

Hotel Covington - 2017, 2015

HSP conducted an expansion impact analysis of the 114-room upscale/luxury boutique hotel in Covington.

Paducah Hotel - 2015, 2014

HSP conducted an impact analysis for a 124-room Holiday Inn hotel development to support the expo center in Paducah.

Somerset Convention Hotel - 2014

HSP conducted an impact analysis of a new 100,00-square foot convention hotel in Somerset, KY.

Aloft Hotel - 2014

HSP conducted an impact analysis for a new Aloft Hotel development as part of the mixed-use district Newport on the Levee in Newport, KY.

Owensboro Convention Center & Hotel - 2013, 2011

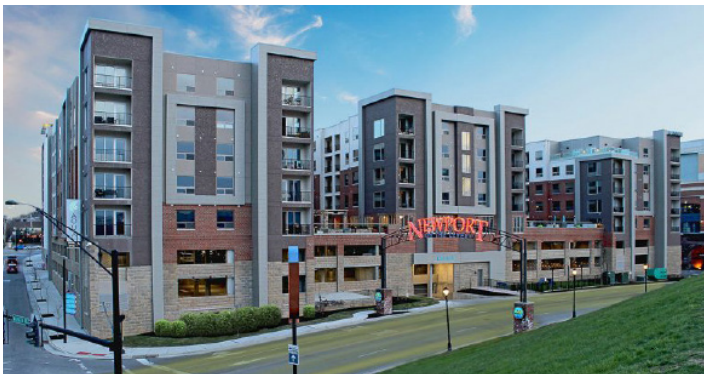
HSP conducted two separate hotel and convention center impact studies for the Owensboro Convention Center, which is now open to the public.

21c Museum Hotel, Lexington - 2012

HSP conducted an impact study for a 92-room boutique hotel that houses a unique modern art museum and art-restaurant.

Westin Resort - 2006

HSP conducted a hotel impact analysis for the development of a Westin at the Kentucky Horse Park in Lexington, KY.



KY International Convention Center & Hotel - 2006

HSP conducted an expansion impact study for the KICC and an impact study for a 425-room hotel to be built alongside the 22,000-seat KFC YUM! Center.

21c Museum Hotel, Louisville - 2003

HSP conducted an impact study for a 90-room boutique hotel that houses a unique modern art museum and art-restaurant.

Hilton Garden Inn - 2001

HSP conducted a hotel impact analysis for a 210-room hotel at the Kentucky Fair & Expo Center.