

PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement (“Agreement”) is made and entered into as of _____ (“Effective Date”) by and between the City of North Las Vegas, a Nevada municipal corporation (“City”), and Hunden Strategic Partners, Inc. dba Hunden Partners, an Indiana corporation (“Provider”).

WITNESSETH:

WHEREAS, the City requires a real estate and development consultant to complete a study to assess the market viability of an indoor and/or outdoor sports complex with the goal of establishing the City as a destination for sports tourism regionally and nationally, as more particularly described in Exhibit A (“Services”); and

WHEREAS, Provider represents that it has the experience, knowledge, labor, and skill to provide the Services in accordance with generally accepted industry standards, and is willing and able to provide the Services.

NOW, THEREFORE, in consideration of the above recitals, mutual covenants, and terms and conditions contained herein, the parties hereby covenant and agree to the following:

SECTION ONE SCOPE OF SERVICES

Provider shall perform the Services in accordance with Exhibit A and the terms, conditions, and covenants set forth in this Agreement. Any modification to the Services must be specified in a written amendment to this Agreement that sets forth the nature, scope, and payment for the Services as modified by the amendment.

SECTION TWO TERM

This Agreement shall commence on the Effective Date and will continue to be in effect until the Services are completed (“Term”), unless earlier terminated in accordance with the terms herein. All Services shall be completed by the end of the Term.

SECTION THREE COMPENSATION

Provider will provide the Services in an amount not to exceed Seventy-Nine Thousand Six Hundred Dollars and 00/100 (\$79,600.00), which includes all fees for time and labor, overhead materials, equipment, insurance, licenses, and any other costs. The \$79,600 amount is comprised of the following:

- Phase 1 kickoff invoice (due to begin work): \$20,000
- Phase 1 market findings: \$29,800

- Phase 2 commencement (if City retains Provider to perform Phase 2): \$13,000
- Expenses for additional travel and research: Up to \$3,800 (reimbursement)
- Submission of final analysis (Phase 2): \$13,000

Total: \$79,600

In order for Provider to commence work, City paid Provider's Phase 1 Kickoff Invoice totaling \$20,000 on October 18, 2023. Periodic progress billings will be due and payable within 30 days of presentation of invoice, provided that each invoice is complete, correct, and undisputed by the City. The total not to exceed amount of this Agreement is Seventy-Nine Thousand Six Hundred Dollars and 00/100 (\$79,600.00).

SECTION FOUR TERMINATION OR SUSPENSION OF SERVICES

4.1. This Agreement may be terminated, in whole or in part, for convenience by the City, through its City Manager, upon thirty (30) days' written notice to the Provider. In the event of termination, Provider shall be paid compensation for Services properly performed pursuant to the terms of the Agreement up to and including the termination date. The City shall not be liable for anticipated profits based upon Services not yet performed.

4.2. This Agreement may be terminated by the Provider in the event the City defaults in the due observance and performance of any material term or condition contained herein, and such default is not cured within thirty (30) days after the Provider delivers written notice of such default to the City.

4.3. The City may suspend performance by Provider under this Agreement for such period of time as the City, in its sole discretion, may prescribe by providing written notice to the Provider at least ten (10) days prior to the date on which the City will suspend performance. The Provider shall not perform further work under this Agreement after the effective date of the suspension until receipt of written notice from the City to resume performance, and the time period for Provider's performance of the Services shall be extended by the amount of time such performance was suspended.

SECTION FIVE PROVIDER REPRESENTATIONS AND WARRANTIES

5.1. The Provider hereby represents and warrants for the benefit of the City, the following:

5.1.1. Provider is a duly formed validly existing entity and is in good standing pursuant to the laws of the State of Nevada. The Provider is financially solvent, able to pay its debts when due, and possesses sufficient working capital to provide the Services pursuant to this Agreement.

5.1.2. The person executing this Agreement on Provider's behalf has the right, power, and authority to enter into this Agreement and such execution is binding on the Provider.

5.1.3. All Services performed, including deliverables supplied, shall conform to the specifications, drawings, and other descriptions set forth in this Agreement, and shall be performed in a manner consistent with the level of care and skill ordinarily exercised by members of Provider's profession and in accordance with generally accepted industry standards prevailing at the time the Services are performed, and do not infringe the intellectual property of a third party. The foregoing representations and warranties are not intended as a limitation, but are in addition to all other terms set forth in this Agreement and such other warranties as are implied by law, custom, and usage of the trade.

SECTION SIX INDEMNIFICATION

Provider shall defend, indemnify, and hold harmless the City, and its officers, agents, and employees from any liabilities, claims, damages, losses, expenses, proceedings, actions, judgments, reasonable attorneys' fees, and court costs which the City suffers or its officers, agents or employees suffer, as a result of, or arising out of, the negligent or intentional acts or omissions of Provider, its subcontractors, agents, and employees in the performance of this Agreement until such time as the applicable statutes of limitation expire. This section survives default, expiration, or termination of this Agreement or excuse of performance.

SECTION SEVEN INDEPENDENT CONTRACTOR

Provider, its employees, subcontractors, and agents are independent contractors and not employees of the City. No approval by City shall be construed as making the City responsible for the manner in which Provider performs the Services or for any negligence, errors, or omissions of Provider, its employees, subcontractors, or agents. All City approvals are intended only to provide the City the right to satisfy itself with the quality of the Services performed by Provider. The City acknowledges and agrees that Provider retains the right to contract with other persons in the course and operation of Provider's business and this Agreement does not restrict Provider's ability to so contract.

SECTION EIGHT CONFIDENTIALITY AND AUTHORIZATIONS FOR ACCESS TO CONFIDENTIAL INFORMATION

8.1. Provider shall treat all information relating to the Services and all information supplied to Provider by the City as confidential and proprietary information of the City and shall not permit its release by Provider's employees, agents, or subcontractors to other parties or make any public announcement or release thereof without the City's prior written consent, except as permitted by law.

8.2. Provider hereby certifies that it has conducted, procured, or reviewed a background check with respect to each employee, agent, or subcontractor of Provider having access to City personnel, data, information, personal property, or real property and has deemed such employee, agent, or subcontractor suitable to receive such information and/or access, and to perform Provider's duties set forth in this Agreement. The City reserves the right to refuse to allow any of Provider's employees, agents, or subcontractors access to the City's personnel, data, information, personal property, or real property where such individual does not meet the City's background and security requirements, as determined by the City in its sole discretion.

SECTION NINE INSURANCE

9.1. Provider shall procure and maintain at all times during the performance of the Services, at its own expense, the following insurances:

9.1.1. Workers' Compensation Insurance as required by the applicable legal requirements, covering all persons employed in connection with the matters contemplated hereunder and with respect to whom death or injury claims could be asserted against the City or Provider.

9.1.2. Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000.00 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 05 09 or 25 04 05 09) or the general aggregate limit shall be twice the required occurrence limit.

9.1.3. Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Provider has no owned autos, covering hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000.00 per accident for bodily injury and property damage.

9.1.4. Professional Liability (errors and omissions): Insurance appropriate to the Provider's profession with limit no less than \$1,000,000.00 per occurrence or claim, \$2,000,000.00 aggregate.

9.1.5. Requested Liability limits can be provided on a single policy or combination of primary and umbrella, so long as the single occurrence limit is met.

9.1.6. The insurance policies are to contain, or be endorsed to contain, the following provisions:

9.1.6.1. Additional Insured Status: The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Provider including materials, parts or equipment furnished in

connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Provider's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 forms if later revisions used).

9.1.6.2. Primary Coverage: For any claims related to this contract, the Provider's insurance coverage shall be primary insurance coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Provider's insurance and shall not contribute with it.

9.1.6.3. Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the City.

9.1.6.4. Waiver of Subrogation: Provider hereby grants to the City a waiver of any right to subrogation which any insurer of said Provider may acquire against the City by virtue of the payment of any loss under such insurance. Provider agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

9.1.6.5. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Provider, its employees, agents, and subcontractors.

9.1.6.6. Self-Insured Retentions: Self-insured retentions must be declared to and approved by the City. The City may require the Provider to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

9.1.6.7. Acceptability of Insurers: Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.

9.1.6.8. Claims Made Policies: If any of the required policies provide claims-made coverage:

9.1.6.8.1. The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work.

9.1.6.8.2. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

9.1.6.8.3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date

prior to the contract effective date, the Provider must purchase “extended reporting” coverage for a minimum of five (5) years after completion of work.

9.1.7. Verification of Coverage: Provider shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Provider’s obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

9.1.8. Special Risks or Circumstances: The City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

SECTION TEN NOTICES

10.1. Any notice requiring or permitted to be given under this Agreement shall be deemed to have been given when received by the party to whom it is directed by email, personal service, hand delivery or United States mail at the following addresses:

To City: City of North Las Vegas
Attention: Marie Leake
2250 Las Vegas Blvd., North, Suite 820
North Las Vegas, NV 89030
Phone: 702-633-2440

To Provider: Hunden Strategic Partners, Inc
dba Hunden Partners
Attention: Robin Scott Hunden
213 W. Institute Place, Suite 707
Chicago, Illinois 60610
Phone: 312-643-2500

10.2. Either party may, at any time and from time to time, change its address by written notice to the other.

SECTION ELEVEN SAFETY

11.1. Obligation to Comply with Applicable Safety Rules and Standards. Provider shall ensure that it is familiar with all applicable safety and health standards promulgated by state and federal governmental authorities including, but not limited to, all applicable requirements of the

Occupational Safety and Health Act of 1970, including all applicable standards published in 29 C.F.R. parts 1910, and 1926 and applicable occupational safety and health standards promulgated under the state of Nevada. Provider further recognizes that, while Provider is performing any work on behalf the City, under the terms of this Agreement, Provider agrees that it has the sole and exclusive responsibility to assure that its employees and the employees of its subcontractors comply at all times with all applicable safety and health standards as above-described and all applicable City safety and health rules.

11.2. Safety Equipment. Provider will supply all of its employees and subcontractors with the appropriate Safety equipment required for performing functions at the City facilities.

SECTION TWELVE ENTIRE AGREEMENT

This Agreement, together with any attachment, contains the entire Agreement between Provider and City relating to rights granted and obligations assumed by the parties hereto. Any prior agreements, promises, negotiations or representations, either oral or written, relating to the subject matter of this Agreement not expressly set forth in this Agreement are of no force or effect.

SECTION THIRTEEN MISCELLANEOUS

13.1. Governing Law and Venue. The laws of the State of Nevada and the North Las Vegas Municipal Code govern the validity, construction, performance and effect of this Agreement, without regard to conflicts of law. All actions shall be initiated in the courts of Clark County, Nevada or the federal district court with jurisdiction over Clark County, Nevada.

13.2. Assignment. Any attempt to assign this Agreement by Provider without the prior written consent of the City shall be void.

13.3. Amendment. This Agreement may be amended or modified only by a writing executed by the City and Provider.

13.4. Controlling Document. To the extent any of the terms or provisions in Exhibit A conflict with this Agreement, the terms and provisions of this Agreement shall govern and control. Any additional, different or conflicting terms or provisions contained in Exhibit A or any other written or oral communication from Provider shall not be binding in any way on the City whether or not such terms would materially alter this Agreement, and the City hereby objects thereto.

13.5. Time of the Essence. Time is of the essence in the performance of this Agreement and all of its terms, provisions, covenants and conditions.

13.6. Waiver. No consent or waiver, express or implied, by the Provider or the City of any breach or default by the other in performance of any obligation under the Agreement shall be deemed or construed to be a consent or waiver to or of any other breach or default by such party.

13.7. Waiver of Consequential Damages. The City shall not be liable to Provider, its agents, or any third party for any consequential, indirect, exemplary or incidental damages, including, without limitation, damages based on delay, loss of use, lost revenues or lost profits. This section survives default, expiration, or termination of this Agreement.

13.8. Severability. If any provision of this Agreement shall be held to be invalid or unenforceable, the remaining provisions of this Agreement shall remain valid and binding on the parties hereto.

13.9. No Fiduciary or Joint Venture. This Agreement is not intended to create, and shall not be deemed to create, any relationship between the parties hereto other than that of independent entities contracting with each other solely for the purpose of effecting the provisions of this Agreement. Neither of the parties hereto shall be construed to be the agent, employer, representative, fiduciary, or joint venturer of the other and neither party shall have the power to bind the other by virtue of this Agreement.

13.10. Effect of Termination. In the event this Agreement is terminated, all rights and obligations of the parties hereunder shall cease, other than indemnity obligations and matters that by their terms survive the termination.

13.11. Ownership of Documents. Provider shall treat all information related to this Agreement, all information supplied to Provider by the City, and all documents, reconciliations and reports produced pursuant to this Agreement as confidential and proprietary information of the City and shall not use, share, or release such information to any third-party without the City's prior written permission. This section shall survive the termination or expiration of this Agreement.

13.12. Fiscal Funding Out. The City reasonably believes that sufficient funds can be obtained to make all payments during the Term of this Agreement. Pursuant to NRS Chapter 354, if the City does not allocate funds to continue the function performed by Provider under this Agreement, the Agreement will be terminated when appropriate funds expire.

13.13. Public Record. Pursuant to NRS 239.010 and other applicable legal authority, each and every document provided to the City may be a "Public Record" open to inspection and copying by any person, except for those documents otherwise declared by law to be confidential. The City shall not be liable in any way to Provider for the disclosure of any public record including, but not limited to, documents provided to the City by Provider. In the event the City is required to defend an action with regard to a public records request for documents submitted by Provider, Provider agrees to indemnify, hold harmless, and defend the City from all damages, costs, and expenses, including court costs and reasonable attorneys' fees related to such public records request. This section shall survive the expiration or early termination of the Agreement.

13.14. Interpretation. The language of this Agreement has been agreed to by both parties to express their mutual intent. The headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement. Preparation of this Agreement has been a joint effort by the City and Provider and the resulting

document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than the other.

13.15. Electronic Signatures. The use of facsimile, email, or other electronic medium shall have the same force and effect as original signatures.

13.16. Counterparts. This Agreement may be executed in counterparts and all of such counterparts, taken together, shall be deemed part of one instrument.

13.17. Federal Funding. Provider certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, in receipt of a notice of proposed debarment or voluntarily excluded from participation in this transaction by any federal department or agency. This certification is made pursuant to the regulations implementing Executive Order 12549, Debarment and Suspension, 28 C.F.R. pt. 67, § 67.510, as published as pt. VII of the May 26, 1988, Federal Register (pp. 19160-19211), and any relevant program specific regulations. This provision shall be required of every subcontractor receiving any payment in whole or in part from federal funds.


13.18. Attorneys' Fees. In the event any action is commenced by either party against the other in connection with this Agreement, the prevailing party shall be entitled to its costs and expenses, including reasonable attorneys' fees, as determined by the court, including without limitation, fees for the services of the City Attorney's Office. This Section 13.18 shall survive the completion of this Agreement until the applicable statutes of limitation expire.

IN WITNESS WHEREOF, the City and Provider have executed this Agreement as of the Effective Date.

City of North Las Vegas,
a Nevada municipal corporation

By: _____
Pamela A. Goynes-Brown, Mayor

Hunden Strategic Partners, Inc.
an Indiana corporation

By:  _____
Name: Robin Hunden
Title: President & CEO

Attest:

By: _____
Jackie Rodgers, City Clerk

Approved as to form:

By: _____
Micaela Rustia Moore, City Attorney

EXHIBIT A

Services

Please see the attached page(s).



SPORTS TOURNAMENT FACILITY

market demand, financial feasibility & economic impact study

North Las Vegas

Ryann Juden, City Manager

Micaela Rustia Moore, City Attorney

hunden
partners

July 24, 2023

City of North Las Vegas
Ryann Juden, City Manager
Micaela Rustia Moore, City Attorney
Jared Luke, Director of Government Affairs and Economic Development

Indoor/Outdoor Sports Tournament Complex Market and Feasibility Study

The Hunden Partners Team, including sports facility architects Convergence Design (Hunden or Team), is pleased to submit a proposal to the City of North Las Vegas (City or Client) to complete a market demand, financial feasibility, economic impact study for a new sports tournament facility (Facility or Project) in North Las Vegas, Nevada. The goal of this Project is to help strengthen and diversify the area's tourism base, creating a more robust economy, as well as providing the local and regional community with market-supported sports development and programming.

The Hunden Team was created with North Las Vegas' project goals in mind. Not only is our team expert in sports/tournament related tourism, but we have also collaborated on city-wide tourism-oriented master plans, compelling public-private and mixed-use developments and other placemaking efforts. Our Team will act as your vital partner and advisor through this study process, bringing the wisdom of nearly 30 years of sports tourism asset assessment, financial feasibility and economic impact experience to you. If the project is viable, then Hunden will become your partner through the development process, advising on budget/finance, development and other key elements of the process.

Hunden Partners, led by CEO Rob Hunden, is a premier destination real estate development advisory firm with its primary offices in Chicago. Mr. Hunden has been advising on all manner of unique and complex real estate development studies for nearly 30 years and has focused on transformative, tourism- and destination-driven developments. Since its founding in 2006, Hunden's team has worked on more than 1,000 destination projects or studies, with more than \$20 billion in projects built and successful, or currently underway. *We specialize in youth tournament- and community-oriented sports facilities that drive tourism and promote quality of life and place, including some of the most successful.*

Convergence Design (CD), led by CEO David Greusel and based in Kansas City, is a professional design and architectural firm that assists clients with everything from feasibility studies and master plans to renovations, building expansions and entirely new buildings. Since 2004, the practice has grown to serve a variety of municipal, private, and institutional clients in the US and Canada. Mr. Greusel has more than 30 years of experience, including design and planning work for sports and recreation facilities, convention, conference and event centers, mixed-use developments, and a large variety of other flexible public-use facilities.

Why work with Hunden?

Sports and Tournament Facility Development Experts. Hunden has completed dozens of youth, community, tournament and recreation sports studies across the U.S. Some of the most notable built-and-thriving facilities



include Grand Park in Westfield, Indiana; Great Park in Irvine, California; Roebbelen Center in Roseville, California; and Paradise Coast sports complex in Naples, Florida, among many others.

Boutique Firm Focused on Your Questions. As a 100% principal-owned firm with 17 professional staff, Hunden has the advantage of being able to tailor our national experience to your needs. You will deal directly with Mr. Hunden and key staff.

Transparency. All members of the Hunden Team believe in facilitating a transparent study process. At Hunden, we mitigate issues and concerns by prioritizing transparency in communication, check-ins, education, reporting, and engaging presentations.

You will deal directly with Rob Hunden as the primary contact and signatory of any contracts. The Hunden Partners Team appreciates the opportunity to work with you.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Hunden", enclosed in a rectangular box.

Robin Scott Hunden, CEO
213 W Institute Place, Suite 707
Chicago, IL 60610
(O) 312-643-2500 | (M) 312-933-3637 | rob@hunden.com



SCOPE OF WORK

hunden
partners

Understanding

North Las Vegas (City or Client) is seeking a proposal from the Hunden Partners Team (Hunden or Team) for a market demand, financial feasibility, and economic impact study of a new sports tournament facility (Facility or Project) in North Las Vegas, Nevada. Hunden, along with architects from Convergence Design, proposes to assess the market viability of an indoor and/or outdoor sports complex with the capability of hosting regional tournaments with the goal of establishing North Las Vegas as a destination for sports tourism regionally and nationally. Hunden understands the community currently lacks the ability to effectively accommodate demand from existing local sports leagues, not to mention regional users, due to insufficient facilities.

The Hunden Team is prepared to complete a scope of work for the Client, in two Phases. In Phase 1, Hunden will determine the current supply and demand for a variety of sports uses, including types of sports that would make North Las Vegas a destination for sports tourism in a unique way. In addition to the comprehensive local and regional market demand research, Hunden will also consider performance and lessons learned from comparable facilities regionally. This will result in recommendations for the optimal site parameters, uses and program, and other key factors of the Project's competitiveness.

In Phase 2, once we have defined the optimal recommended Project, Hunden will create demand and financial models to show projected performance for each use. The financial feasibility analysis also includes an economic, fiscal and employment impact analysis to show the projected return on investment to the community in terms of jobs, new spending and tax revenues generated by the Project. These factors all contribute to Hunden's final recommendations, which will help the City stay rooted in reality while maintaining aspirational, destination-defining goals.

Hunden is uniquely qualified to complete this work in collaboration with North Las Vegas and the team, as we specialize in the very type of transformative project the City is seeking. We also conducted extensive work for the LVCVA several years ago on a similar topic. Our consultancy's work is found at the intersection of real estate development, economic development and tourism development.

Our firm offers a full range of pre-development and due diligence services to bring compelling and transformative projects to fruition. These projects often require public and private entities to come together in partnership to elevate the sense of place in a community. Project types include mixed-use developments, hotels, residential, office, retail, restaurant, event and entertainment venues, and public spaces. As needed, the Hunden Team can profile and assess sites throughout North Las Vegas that would best synergize with existing assets, as well as be a catalyst for development surrounding the sports complex.

Scope of Work

Hunden's work plan is proposed to be organized as follows:

Phase 1: Market Demand Analysis

- Task 1 – Kickoff, Project Orientation, Interviews
- Task 2 – Economic, Demographic and Tourism Analysis
- Task 3 – Local Sports Facility Supply and Demand Analysis
- Task 4 – Regional Competitive Sports Facilities Analysis
- Task 5 – Tournament Opportunity Analysis
- Task 6 – Sports Tournament Facilities Case Studies
- Task 7 – Implications and Recommendations

Phase 2: Financial Feasibility Analysis

- Task 8 – Demand and Financial Analysis
- Task 9 – Economic, Fiscal and Employment Impact Analysis

Optional Phase 3: Mixed-use Walkable Family-Oriented Entertainment District Study

Phase 1: Market Demand Analysis

Task 1: Kickoff, Project Orientation, Interviews

The kickoff will be attended by members of the Hunden Team and the Client to confirm the goals of the study and other contextual issues related to the Project. Hunden will:

- Obtain information and data from the City of North Las Vegas, tourism and sports departments and their respective support staffs, as well any other organizations that the Client deems appropriate.
- Tour North Las Vegas, along with any proposed or potential Project sites (as appropriate), and local sports facilities and surrounding demand generators, interview stakeholders from a variety of local private and public organizations and perform fieldwork as appropriate.
- Review any previously completed relevant studies and Project plans.
- Gather and analyze background information, site plans or designs related to the proposed Project as appropriate.
- Gather and review available economic, demographic and financial data.

Task 2: Economic, Demographic and Tourism Analysis

Hunden will evaluate North Las Vegas' position as an economic center of activity as well as a destination for visitors. This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities and threats (SWOT). Among the data gathered and analyzed will be:

- Geographic attributes, accessibility, and transportation links,
- Trends in population growth and income,
- Corporate presence, major employers and any significant recent or likely future changes,
- Education levels and implications for the market and project,
- Other socioeconomic characteristics including age, gender, purchasing power, and
- Tourism attractions, especially those popular with families and sports related.

This analysis includes an **ESRI Neighborhood Analysis, Placer.ai Analysis, Census data, and CoStar Insights**. Hunden utilizes the latest market data, visitor origin data, demographic data, psychographic data, and other resources to determine a comprehensive view of your marketplace.

Task 3: Local Sports Facility Supply and Demand Analysis

Hunden will analyze the current supply of and demand for local sports facilities.

First, Hunden will review and study the existing public, non-profit and private inventory of sports facilities in North Las Vegas and nearby areas. Hunden will then inventory and study the current amateur sports tournament activity within the area with a focus on multipurpose sports facilities that may compete with the Project.

Local Demand Interviews. Through extensive interviews (zoom meetings and/or phone conversations) with relevant sports clubs and organizations, we will focus on identifying existing demand, current facility supply, and the gaps between the two. Sports with excess demand will be identified and presented in terms of their facility needs. These interviews will identify the needs of each organization, group and institution, and document their visions and goals for the facility.

Task 4: Regional Competitive Sports Facilities Analysis

Many of the likely events that could occur at new sports facilities will be from around the region. In order to understand the competitive situation in which the community finds themselves, the regional competitive sports facilities will be profiled and analyzed. Hunden will utilize geofencing research technology to gather visitation and performance data for relevant regional sports complexes. This research output will show how many visitors frequent the relevant regional facilities and where the facilities draw attendees from. Hunden will analyze and document the following conditions, as available and appropriate:

- Site and facility layout,

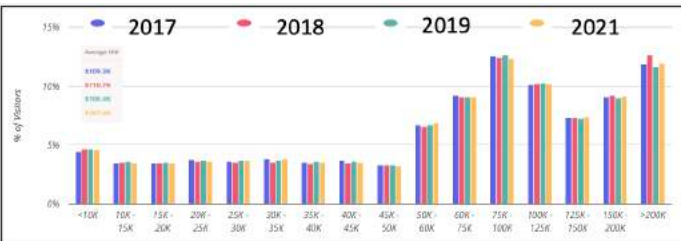
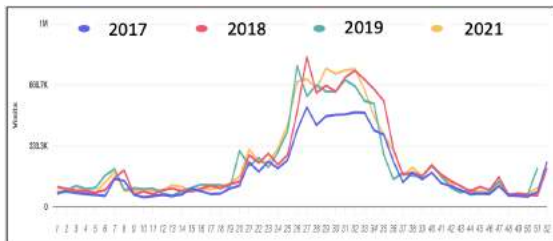
- Capacity,
- User and attendee counts, including local vs. out-of-town,
- Event types,
- Type of sports usage,
- Utilization times,
- Rental rates,
- Growth characteristics,
- Amenities and hotel room nights as available, and
- Unique characteristics.

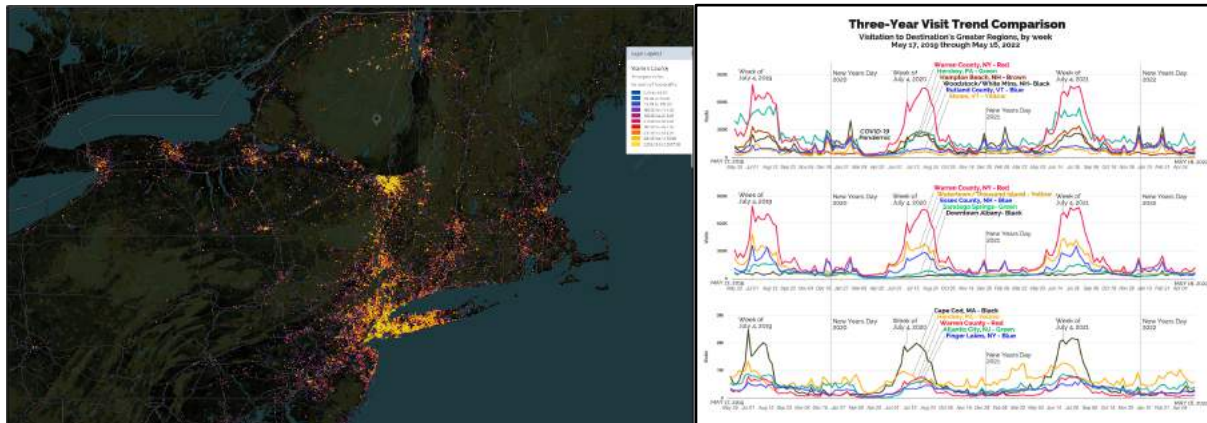
Hunden will utilize **geofencing research technology** to gather visitation and performance data for existing facilities in North Las Vegas and for competitive facilities in the region. This research output will show how many visitors frequent the facilities and where the facilities draw attendees from. Hunden can also use this tool to gather demographic and socio-economic data to understand the current market reality in North Las Vegas and the surrounding region. The following figures of the provide a high-level illustration of the type of visitation data we can gather with this tool.



St. Charles Convention Center January 1, 2019 - December 31, 2019 (365 Days)					
Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 50 miles	236,200	58.4%	137,100	65.3%	1.72
Regional & Long Distance - 50-100 miles	26,700	6.6%	15,700	7.5%	1.70
Long Distance only - Over 100+ miles	141,300	35.0%	57,000	27.2%	2.48
Total Visits	404,200	100.0%	209,800	100.0%	1.93

Source: Place.ai





The regional competitive sports facilities analysis will provide a sense of strengths and weaknesses, as well as opportunities and threats. With so many communities embarking on youth and amateur tournament sports facilities, it is important to understand how the elite teams and leagues operate, how they determine where to host events, and where they choose to play.

This analysis will answer both the competitive supply question and the regional demand question. For example, during an analysis we performed in Westfield, Indiana, it was apparent that local sports and elite organizations create a consistent base of local demand (essentially anchor tenants), while state and regional tournaments offer the most opportunity for impact. National tournaments and events may be smaller than regional tournaments (but not always) and provide national recognition and impact that can start a virtuous cycle of tournament hosting success.

After determining current market needs and facility locations, Hunden will compile a supply and demand matrix and suggest implications for the Project. Hunden's matrix will identify whether the current inventory of facilities in North Las Vegas is adequate for each sport/facility type studied. If the answer is no, Hunden will then consider whether the current inventory could meet demand with proper improvements. The matrix will illustrate areas with adequate sports facility supply and those struggling to meet demand. This analysis will influence recommendations regarding what new type of youth and amateur tournament sports facility North Las Vegas should prioritize.

Task 5: Tournament Opportunity Analysis

Of critical importance to this project is the potential for economic and fiscal impact from the inducement of events from national and regional tournaments. Just like local and small regional tournaments, super-regional and national tournaments can generate significant visitation, spending, room nights and other positive impacts to a community and can even support the development of other real estate uses if enough consistent local and non-local demand occurs onsite. Participants and their families come from farther distances and therefore must spend the night, unlike those from the 100-mile region that may be "daytrippers."

Tournament Demand Interviews. Hunden will conduct interviews with tournament directors, leagues, school district representatives, management at competitive facilities and others who are

likely to use the facilities. These interviews will help determine what teams, leagues, and tournaments are likely to come to the facility and under what conditions. Demand interviews will lead to implications of the facility program.

Task 6: Sports Tournament Facilities Case Studies

Hunden will analyze comparable indoor and outdoor sports tournament complexes, with specific consideration given to complexes that include both indoor and outdoor elements to gather implications and lessons learned. Hunden will utilize our experience and knowledge of national facilities to determine what case studies will be pertinent to the Project, as appropriate and relevant.

The comps analysis will consider the following data points, as available and appropriate:

- Summary and overview of the facility site and market traits,
- Facility details including size/number of fields and courts,
- Performance and visitation of the complex and supporting development,
- Operations/Governance/Management, and
- Others, as appropriate.

Geofencing/cell phone research technology will show how the sports facilities have worked in other places, as well as identify how often they attract visitors, generate room nights, etc. Hunden can discern between the market support from locals versus those from out of town, which will help us determine the additional supportable retail, restaurants and hotel room nights from the sports development and general tourism vs. local market. We can also determine the demand at comparable sports developments to compare with projections for the Project.

The comparable developments and destinations will be profiled, and implications discussed. The results will provide the Client with lessons learned and critical elements to success or failure.

Task 7: Implications and Recommendations

The Hunden Team will provide detailed recommendations for a new sports tournament complex in North Las Vegas, including size, program, configuration, functionality, amenities, quality, and other key elements. The recommendations will consider the results of all the prior tasks, which will point toward logical conclusions regarding every aspect of the Project, with resiliency as a primary consideration.

The recommendations may support or modify the size, scope and use of the facilities depending upon many factors, including input from the Client. The recommendations for the sports complex may include:

- All physical programmed areas by use and size – indoor and/or outdoor facilities, courts, fields, etc.,
- Use, programming and events,

- Food and beverage offerings,
- Leased space (for physical therapy or other tenants) as appropriate,
- Parking,
- Changing/locker rooms,
- Amenities,
- Optimal site and/or site scenarios, and
- Other details as appropriate.

Cost Estimates. Once physical program recommendations for the Project are determined, professionals at Convergence Design will forecast estimated construction costs for the recommended scenarios. This will also include operation and maintenance costs which will influence the anticipated return on investment projections for the Project. CD and Hunden will provide an overview of the costs associated with maintaining the facility long-term.

Phase 2: Financial Feasibility Analysis

Task 8: Demand and Financial Projections

Event/Demand Projections. Hunden will make projections for demand for events and uses at the proposed sports facility. These will be projected for a period of ten years. Projections will include demand by type of event/tournament, average attendance for each type and total attendance by type.

Estimated Operating Financials. Based on the projection of demand and a number of assumptions regarding rental rates, fees, concession per-capita revenues and others, Hunden will prepare a financial projection for the facility. This will include operation and maintenance costs which will influence the anticipated return on investment projections for each scenario.

This financial analysis will include the following:

- Estimated line-item revenues for ten years of operations. Expenses directly related to the facilities will also be projected for the period. The demand profile, experience with similar facilities and data from existing facilities will be used to model the operating revenues and costs of the new sports complex and will be incorporated into the business plan. The model will generate a pro forma operating statement that will include revenue and expense items, including the following:
 - Revenues: rental rates, tournament fees, food and beverage, parking and other income,
 - Direct operating expenses: wages and salaries, contract services, utilities, maintenance and repair, supplies and other expenses, and

- Unallocated expenses: employee benefits, advertising and promotion, general and administrative, professional services, insurance and other expenses.

As stated above, the financials will be presented in a line-item by line-item basis, which will lead to estimates of net operating income or loss. Based on the operating loss or profit, there will be either funds remaining for debt service or there will be a requirement for ongoing operating support by the public.

Task 9: Economic, Fiscal, and Employment Impact Analysis

Hunden will conduct an economic, fiscal and employment impact analysis to determine the direct, indirect, and induced impacts, including the tax revenues that are generated by the Project.

Based on the above analysis, a projection of net new direct spending will be tabulated. New spending is that spending that is new to the community as visitors come to North Las Vegas due to an event, spend the night or otherwise spend time or money in the area. Hunden will analyze the spending by residents (transfer spending) and discuss the amount that is recaptured. For example, due to the existence of activity generated by events, economic activity occurs as residents pass up opportunities to leave the area to spend money. Instead of going to an event in another area, the event keeps their spending within the area. This is considered recaptured demand. The net new and recaptured direct spending is considered to be the **Direct Impacts**.

From the direct spending figures, further impact analyses will be completed.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a new resident's direct expenditure on retail causes the store to purchase goods and other items from suppliers. The portion of these purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in local spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income because of the new spending. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the County due to the net new economic activity related to a development. The fiscal impact represents the government's share of total economic benefit. There will be distinct tax impacts for each governmental entity. Fiscal impacts provide an offset to the potential public expenditures required to induce the development of the Project. Hunden will identify the taxes affected and conduct an analysis of the impact on these accounts and governmental units.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with the Project. For example, the direct, indirect, and induced impacts generate spending, support new and ongoing businesses, and ultimately result in

ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Hunden uses one of the industry's most relied upon multiplier models, IMPLAN. This input-output model estimates the indirect and induced impacts, as well as employment impacts, based on the local economy. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll, and employment result from the estimated changes in the flow of income and goods caused by the projected direct impacts. The model data are available by various jurisdictional levels, including counties.

Phase III: Mixed-use Walkable Family-Oriented Entertainment District Study

A more detailed scope can be provided upon request, but Hunden proposes to complete a full mixed-use development feasibility study that would create a walkable district surrounding any youth sports development.

Hotel Analysis. Hunden understands that attracting sports tournaments should include capturing the hotel room nights and spending from the visiting teams and families.

Surrounding Amenities. Hunden will also profile, map and discuss the pros and cons of retail and restaurant nodes, as well as event or entertainment venues, and how their proximity to potential site(s) will enhance or detract from the Project's success. This task may even include residential and office markets analysis, depending on the desire of the City to elevate the surrounding area as a center for economic development.

Site Analysis. Hunden's site evaluations will include, as appropriate, location and accessibility, visibility, adequacy of the area's infrastructure, conditions, parking, proximity of support amenities, opportunity for expansion, and impact on tournaments and other economic drivers. The site analysis will provide the Client with strengths and weaknesses of the site options, as well as parameters for the optimal facility or expansion of an existing facility.

Milestones and Touchpoints

- **Kickoff Organizing Call** – Once the administrative engagement paperwork process is complete, Hunden will schedule an initial kickoff organizing call/Zoom with the Client team for introductions and to schedule the in-person site visit, tours, and meetings. Hunden will send a kickoff memo outlining requests for data, scheduling arrangements, and key contact information.
- **Site Visit/Local Discovery** – Members of the Hunden key personnel team will travel to North Las Vegas to conduct an in-person kickoff trip with the Client, including stakeholder meetings and interviews, a site tour, and tours of surrounding demand generators.
- **Circle Back Call** – After the kickoff trip, Hunden will schedule a 'circle-back call' with the Client to wrap up data requests and any outstanding discovery phase items.
- **Check-In Calls** – Throughout the market research tasks, Hunden can schedule check-in calls with the Client to ensure timely forward direction through the study process.
- **Phase 1 Market Findings Presentation** – Hunden will present a PowerPoint-style deliverable of market findings electronically to the Client at the completion of Phase 1. This will include the recommended scenarios for the Client to consider. Hunden will collaborate with the Client to receive feedback prior to beginning financial modeling. If recommend, the Client can initiate Phase 2.
- **Phase 2 Draft Analysis** – Hunden will complete all financial and impact modeling elements of the scope of work and compile the results of all phases into a draft analysis of its financial outputs, which will be presented to the Client electronically for review and comment. Hunden will present a PowerPoint-style deliverable of findings electronically to the Client. The findings will be included as part of a combined study.
- **Final Analysis** – After receiving comments from the Client on the draft analysis, Hunden will issue its final analysis.

Timing

Hunden proposes the following timing for each distinct deliverable:

- Phase 1 Market Findings – approximately seven weeks after the in-person site visit
- Phase 2 Draft Analysis – approximately three weeks after Client comments received on Market Findings
- Final Analysis – approximately one to two weeks after receiving Client comments on the draft

We expect the overall timeline to be 11-12 weeks, assuming Client responsiveness and availability.

Fees

Hunden Partners proposes to complete Phase 1 of the study for a lump sum amount of **\$49,800**, inclusive of research expenses and travel expenses for up to one trip to North Las Vegas for the Kickoff trip during Phase 1.

Should the Client retain Hunden to perform Phase 2 of the study, Hunden proposed to complete Phase 2 for a lump sum amount of **\$26,000**, plus an expenses for added travel or research up to \$3,800. Hunden will bill the Client according to the following payment milestones:

- Phase 1 Kickoff Invoice, due to begin work: \$20,000
- Phase 1 Market Findings: \$29,800
- Phase 2 Commencement: \$13,000
- Submission of final analysis: \$13,000, plus any expense reimbursement

Contractual Conditions

The following conditions apply to this engagement with you.

SCOPE LIMITATIONS. Hunden's services do not include the following: any assistance with a bond marketing strategy; any assistance with the preparation or distribution of any official statement; or any advice on the municipal bond market. Hunden does not provide advice with respect to municipal financial products or the issuance of municipal securities, including services with respect to the structure, timing, terms and other similar matters concerning such financial products or issues.

Hunden is not a municipal advisor and Hunden is not subject to the fiduciary duty set forth in section 15B(c)(1) of the Registration and Regulation of Brokers and Dealers Act (15 U.S.C. 78o-4(c)(1)) with respect to the municipal financing product or issuance of municipal securities. Client is advised that any actual issuance of debt must be done under the advice of its bond counsel and financial advisors. Your financial advisor should provide any advice concerning the specific structure, timing, expected interest cost, and risk associated with any government loan or bond issue. Potential advisors should not rely on representations made in this report with respect to the issuance of municipal debt.

The findings and recommendations of Hunden's research will reflect analysis of primary and secondary sources of information. Estimates and analyses presented in our work product will be based on data that are subject to variation. Hunden will use sources that it deems reliable, but will not guarantee their accuracy. Recommendations will be made from information provided by the analyses, internal databases, and from information provided by external sources.

Client is entitled to receive the work product(s) prepared by Hunden pursuant to this Agreement. Client has no right to access or deliverance of any underlying statistics, models, or any other information developed by Hunden in preparing the Report to which this Agreement pertains.

REVISIONS. Hunden will complete a maximum of two drafts of the report. The Client is expected to provide comments and edits on the draft report and those will be addressed by Hunden. Hunden's results may not always agree with the desires of the Client. Hunden will use its independent perspective and research to drive our results. Any revisions, questions, conversations, zooms or travel requested after two drafts (initial draft report, then final draft), will be billed at Hunden's hourly rates of: \$400 for Rob Hunden and \$300 for the project team. Payment on the final milestone will be required and an advance of \$2,500 on the hourly work that would be required by the Client or its designees, such as lenders and others.

UPDATES. Hunden has no responsibility to update its work product(s) for events and circumstances occurring after the date presented to the Client. Delayed invoice payments will result in delay of deliverables for the next portion of work. If edits and comments are not received from the Client related to any prior deliverable within thirty (30) days of the delivery of the deliverable, the work product will be considered final, and the current billing will be sent and become due.

TIMING OF DELIVERABLES. The timeline for the study begins when the following have occurred: 1) receipt of first payment, 2) signing of this contract and 3) receipt of any Client materials related to the Project requested by Hunden.

BILLING. Any past invoices must be paid prior to the delivery of the next Milestone Deliverable. If an invoice remains unpaid 30 days after it was emailed to the client, Hunden may without further obligation, cease the assignment and terminate the Agreement. All previous invoices will remain due. Any invoice unpaid after 30 days will accrue a 3% per month late fee. Any invoice unpaid after 90 days will result in legal action by Hunden to collect such invoice(s).

Failure by Hunden to assess late fees does not preclude Hunden from assessing late fees in the future.

TRAVEL. In the event that the Client chooses to alter, adjust or change dates/times of any Client-related trip after Hunden has booked and purchased travel arrangements, it shall be the responsibility of the Client to reimburse Hunden for any fees and fare/price differences associated with cancellation/change of travel arrangements.

USE OF DELIVERABLE. The Work Product is copyrighted and cannot be manipulated in any way beyond the format that it was provided to the Client.

TERMINATION. Notwithstanding the Billing language above, Hunden reserves the right to terminate this Agreement on fifteen (15) days written notice to Client should Client fail to satisfactorily perform its obligations under this Agreement. In the event Hunden terminates this Agreement, Client is obligated to pay Hunden for all services rendered under this Agreement prior to termination, including work through the next unbilled milestone. Nothing contained herein shall constitute a waiver of Hunden's right to bring suit for damages or to enforce specific performance of this Agreement. In the event of termination of this Agreement by the Client, Client is obligated to pay Hunden for all services rendered under this Agreement prior to termination, including work through the next unbilled milestone. Hunden further reserves the right to take any legal action necessary to enforce its rights under this Agreement. In the event Hunden is required to commence suit to collect any unpaid amounts due to it from Client, Client agrees to reimburse Hunden for its costs and attorneys' fees in bringing such suit.

It is agreed that the liability of Hunden to the Client is limited to the amount of the fees paid by client to Hunden.

Hunden limits its responsibility to the Client and any use of the study produced pursuant to this Agreement by third parties shall be at the risk of the Client and/or said third parties. By the execution of this Agreement, Client acknowledges that he/she/it has read and agrees to the terms and conditions of this Agreement and agrees to the inclusion of a standard set of General Assumptions and Limiting Conditions in the report. Additional conditions prompted by the discovery of extraordinary or unusual circumstances uncovered during the course of investigation may be added to the study assignment, if necessary.

DISPUTES. Any controversy or claim arising out of or relating to this Agreement, or the breach thereof, other than non-payment of amounts due hereunder, shall be settled by arbitration administered by the American Arbitration Association in accordance with its Commercial [or other applicable] Arbitration Rules, and judgment on the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

If this document meets with Client's approval, Client may accept this letter and authorize Hunden to proceed by signing below.

Authorization

Accepted By:

Signature

A handwritten signature in black ink, appearing to read "Jared Luke", written over a horizontal line.

Printed Name

Jared Luke

Title

Director

Company

City of North Las Vegas

Date:

8/28/23

Technical Resources

Hunden utilizes the most advanced data sourcing tools available to create comprehensive reports and market-informed recommendations. From hospitality and meetings data to custom in-house mapping and geofencing research, Hunden is equipped to not only understand the implications of the proposed project within the community and region, but within the industry as a whole.

Research tools:



Placer.ai



CoStar Group™

AIRDNA

POLLSTAR

KNOWLAND

STRAVA



esri®



STR

IMPLAN



PROJECT TEAM



hunden partners

Office where study will be completed:

213 W. Institute Pl. STE 707 | Chicago, IL 60610

Key contact:

Rob Hunden | rob@hunden.com | 312.933.3637

Hunden Partners is a full-service real estate development advisory practice, providing public and private sector clients with confidence and results so they can move their project from concept through execution. Hunden specializes in the intersection of tourism development, economic development, and destination real estate development. Hunden has a passion for data-driven analytics and recommendations that lead to sound and actionable strategies for development success. We cannot and will not take a cookie-cutter approach.

Areas of Expertise:

Sports & Tournament Complexes
Arenas & Stadiums
Multipurpose Event Centers
Mixed-Use Facilities & Districts
Hotels (Boutique, Resort, HQ)
Convention, Conference & Expo Centers
Residential, Retail, Restaurant, Office
Tourism Destination Development Plans
Entertainment & Destination Districts
Arts & Cultural Facilities
Higher Education Amenities and Assets
Unique Attractions

Services:

Market Demand
Financial Feasibility
Economic, Fiscal & Employment Impact Analysis
(Cost/Benefit);
Placemaking Feasibility
Project Implementation Services
Community & Stakeholder Engagement
Public Incentive Analysis
Policy/Legislation Consulting
Destination Asset Analyses
Solicitation & Selection services for Management,
Operations, & Development

Since our incorporation in 2006, Hunden Partners has provided all of the above services for hundreds of client projects worldwide for public, non-profit and private sectors. Hunden has been advising on all manner of unique and complex destination developments for nearly 30 years. We focus on transformative projects that synergize with their surrounding neighborhoods and assets. Hunden's primary practice is truth-telling; we strive to help communities develop projects which will attract tourism, inspire locals, and generate place-shaping growth.



Rob Hunden

CEO / President

Project Director

Career Background

- Hunden Partners
- Johnson Consulting
- Grubb & Ellis
- Landauer
- Indianapolis Bond Bank
- Huckaby & Associates, Washington, D.C.

Quick Facts

- 28 Years Industry Experience
- Incorporated Hunden Partners in 2006
- Indiana University Kelley School of Business, BS Finance '94

Over the past 28 years, Mr. Hunden has provided economic development, finance and planning expertise and conducted roughly 1,000 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 \$20 billion in completed/underway, transformative projects, including mixed-use spaces for residential, retail, dining, grocery, entertainment, leisure, and other markets.

Recognized Industry Leader. Mr. Hunden has helped communities throughout the United States and North America analyze the strength of their destination through tourism and development master planning efforts. Hunden has studied some of the most successful and compelling tourism destinations in the country, such as Chicago, Indianapolis, Phoenix, Puerto Rico, Richmond, Dallas, and Durham, among others.

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 impact of proposed and developed projects.

Developer Solicitation Services. Mr. Hunden and his firm lead the industry in the number of project management, deal negotiations, and developer solicitation and selection processes. He understands the necessary RFQ/P elements to attract the highest-quality bidders and proposals.

Unique Tourism Placemaking Studies. Hunden has worked on place-shaping projects for the Commonwealth of Kentucky since 2000. For over 10 years, Hunden has been the sole provider of all financial feasibility and economic impact studies for applicants seeking tax benefits through the Kentucky Tourism Development Act. Past projects include dozens of distilleries, boutique and historic hotels, wildlife and theme park experiences, sports and entertainment venues, and others.

Teaching Experience and Organizations. Rob has written articles on downtown developments and taught college-level Destination Development Courses. For nearly 20 years Rob has conducted panel discussions and taught professional development courses for IEDC. He is a sought-after speaker nationally and internationally for topics ranging from placemaking, economic and tourism development, and mixed-use districts.

Dedication to Diversity, Equity, and Inclusion.

Out Team. We are committed to building an expert team with a variety of backgrounds, skills, and views. As an LGBTQ+-owned firm with staff representing all manner of diverse realities, seen and unseen, we seek a variety of perspectives in our team. We strive to continually expand with even more diverse humans.

Our Strategic Partners. We actively seek to engage expert partners who appreciate and actualize diversity, equity, and inclusion in our daily work on behalf of clients.

Our Work. Our commitment to inclusion across race, gender, age, religion, identity and experience is simply part of our daily work on behalf of our clients. We engage the public and stakeholders on behalf of our clients in the most diverse communities in the U.S., making sure that the outreach is inclusive of all communities and stakeholders. Hunden is committed to telling the truth so that communities invest in projects that generate an improved quality of life for all residents.



Ryan Sheridan

Lead Project Manager

Chicago, Illinois

Quick Facts

- Indiana University Kelley School of Business
- BS Finance and Real Estate Concentration

While at Hunden, Mr. Sheridan has worked on over 75 market, financial feasibility, and impact analyses. His areas of expertise include professional sports stadiums and districts, youth tournament and community sports facilities, and unique tourism attractions. In the last year, he has led more than 10 clients through tailored tournament sports and/or professional sports venues and district studies. Ryan will serve as the day-to-day contact for the Client and lead research efforts for this study.

Ryan has a passion for leading Hunden's studies for the Kentucky Tourism Development Act (KTDA), which have recently included multiple distilleries, boutique and non-traditional lodging facilities, and other attractions that aim to drive economic impact through new tourism to the Commonwealth.

Mr. Sheridan's work involves a deep understanding of the competitive supply and potential demand for local, regional, and national usages. Ryan collaborates closely with CEO Rob Hunden to execute quality assurance processes that lead to the highest quality final product.

Relevant Sports Experience:

- Seminole Co, FL - Indoor Sports Complex
- Buckeye, AZ - Sports Academy Peer Review
- Dublin, OH - Youth Sports Tournament Complex
- Middletown, OH - Sports-Anchored Entertainment District
- Genesee County, MI - Athletic Complex Facility
- Pueblo, CO - Amateur Tournament Sports Market Demand
- Mansfield, TX - Sports-Anchored Mixed-Use District



Lexi Cuff

Support Project Manager

Chicago, Illinois

Quick Facts

- Indiana University Kelley School of Business
- BS Finance and International Business, with a focus in Real Estate

Ms. Cuff serves as a Project Manager at Hunden and has completed nearly 70 projects and market, financial, and economic impact analyses. Her areas of expertise include destination and area-wide tourism asset assessments and master plans; multipurpose sports and event centers; amphitheaters and outdoor concert venues; multipurpose destination district components such as meeting and convention centers, residential, retail, office, entertainment and attraction, and restaurant; and unique placemaking assets.

Her recent tourism and destination development plan experience includes a county-wide tourism master plan for Hamilton County, Indiana, a tourism master plan in Oceanside, California, a destination development and product assessment plan in Durham, North Carolina and Rockford, Illinois, and a placemaking/tourism strategic plan in SeaTac, Washington.

She leads the Hunden analyst team through all aspects of research, findings and implications, report creation, and deliverable presentations.

Relevant Sports Experience:

- Dallas/Wasco County, OR - Sports Facility
- Seminole Co, FL - Indoor Sports Complex
- Hamilton Co, IN - Tourism Master Plan, including sports analysis
- Dublin, OH - Youth Sports Tournament Complex



David Greusel: 816-255-2123 / 1600 Genessee Street, Suite 620, Kansas City, MO 64102

Who We Are

Convergence Design is about connecting people in significant and memorable places, and bringing them together in positive spaces. Convergence Design values the communities where buildings exist as much as the buildings themselves. We're about finding design solutions that are as right for a particular place as they are for a particular time.

Specializing in public assembly architecture, Convergence Design offers a wide range of architectural and related services, including strategic facility planning, programming, master planning, design, documentation and construction phase services. We also offer consulting services in strategic marketing, public presentations, graphic design and branding.

Convergence Design is committed to serving each client with personal professional care. We engage with trusted, experienced colleagues to provide the full range of architectural and engineering services required for a particular project.

Firm History

Convergence Design began as the private professional practice of David Greusel, FAIA in 2004. Since then, the practice has grown to serve a variety of municipal, private and institutional clients in the United States and Canada.

We have assisted clients with everything from feasibility studies and master plans to renovations, building expansions and entirely new buildings.

Representative Clients

- Osceola County, Florida
- Weber County, Utah
- City of Bismarck, North Dakota
- Greater Burlington Partnership; Burlington, Iowa
- Escambia County, Florida
- Dayton Convention & Visitors Bureau
- City of Enid, Oklahoma
- Global Spectrum; Philadelphia, Pennsylvania
- City of La Crosse, Wisconsin
- Little Rock Convention & Visitors Bureau
- Maryland Stadium Authority
- City of St. Joseph, Missouri
- City of Temple, Texas
- Public Facilities Authority, City of Winston-Salem, North Carolina
- Pueblo Urban Renewal Authority, Colorado
- City of Salina, Kansas

Specialized Experience

With more than 30 years of professional experience, founding principal David Greusel has designed a wide variety of public buildings, including fairgrounds, arenas, convention and conference centers, arenas, ballparks, recreation centers, student centers, churches and similar facilities. Convergence Design's portfolio also includes a number of completed educational and institutional projects, office and retail projects, as well as a large number of facility master plans.



David Greusel

FAIA, LEED AP

President

Education

Kansas State University, B.Arch.,
cum laude

Registration

NCARB Certificate; licensed
architect in: Arizona, Alabama,
Arkansas, Colorado, Florida,
Georgia, Idaho, Illinois, Indiana,
Iowa, Louisiana, Kansas, Maine,
Maryland, Michigan, Mississippi,
Missouri, North Carolina, North
Dakota, Ohio, Oklahoma, South
Dakota, Tennessee, Texas, Utah,
Virginia, Wisconsin

Memberships

Fellow, American Institute of
Architects
Member, Congress for The
New Urbanism LEED®
Accredited
Professional
U.S. Green Buildings Council

David Greusel, FAIA has over 30 years of professional experience in architecture and planning. He has worked as a principal and shareholder in large and medium-sized firms across the Midwest. Responsibilities have included every aspect of project delivery including planning, programming, design, and project management. His primary strength, however, is working with clients to help them articulate and realize their Client's particular goals for a project. David specializes in the design of public spaces and places, including fairgrounds, stadiums and arenas; civic, convention and conference centers; and athletic and recreation centers.

David has a reputation as a skilled communicator and a consensus-builder. He has taught communication skills to architects and allied professionals nationwide. He authored Architect's Essentials of Presentation Skills, part of the Architect's Essentials series published by Wiley. For his contributions to the profession of architecture, David was elevated to the College of Fellows of the American Institute of Architects in 2009.

Sports Studies & Projects

- Tournament Facilities Study - Osceola County, Florida
- Sports Facilities Study - City of Elkhart, Indiana
- Student Recreation Center - University of Toledo, Ohio
- Indoor Sports Facility Study - Escambia County, Florida
- Outdoor Sport Complex - Walton County, Florida
- Indoor Sports Facility Study - Roseville, California
- Key Attractions Study - Burlington, Iowa
- Fowler Sports Center at University of the South - Seawann, Tennessee
- Tointon Family (Baseball Stadium Kansas State University - Manhattan
- Indoor Sports Facility Study - Little Rock, Arkansas
- Tournament Complexes Study - Temple, Texas
- Multipurpose Sports Complex Study - Rancho Santa Margarita, California
- Minor League Baseball Complex Study - Lubbock, Texas
- Sports and Tournament Study - Genesee County
- Renovation Study, La Crosse Center - Wisconsin
- Amateur Sports Facility Study - Dublin, Ohio



EXPERIENCE

hunden
partners

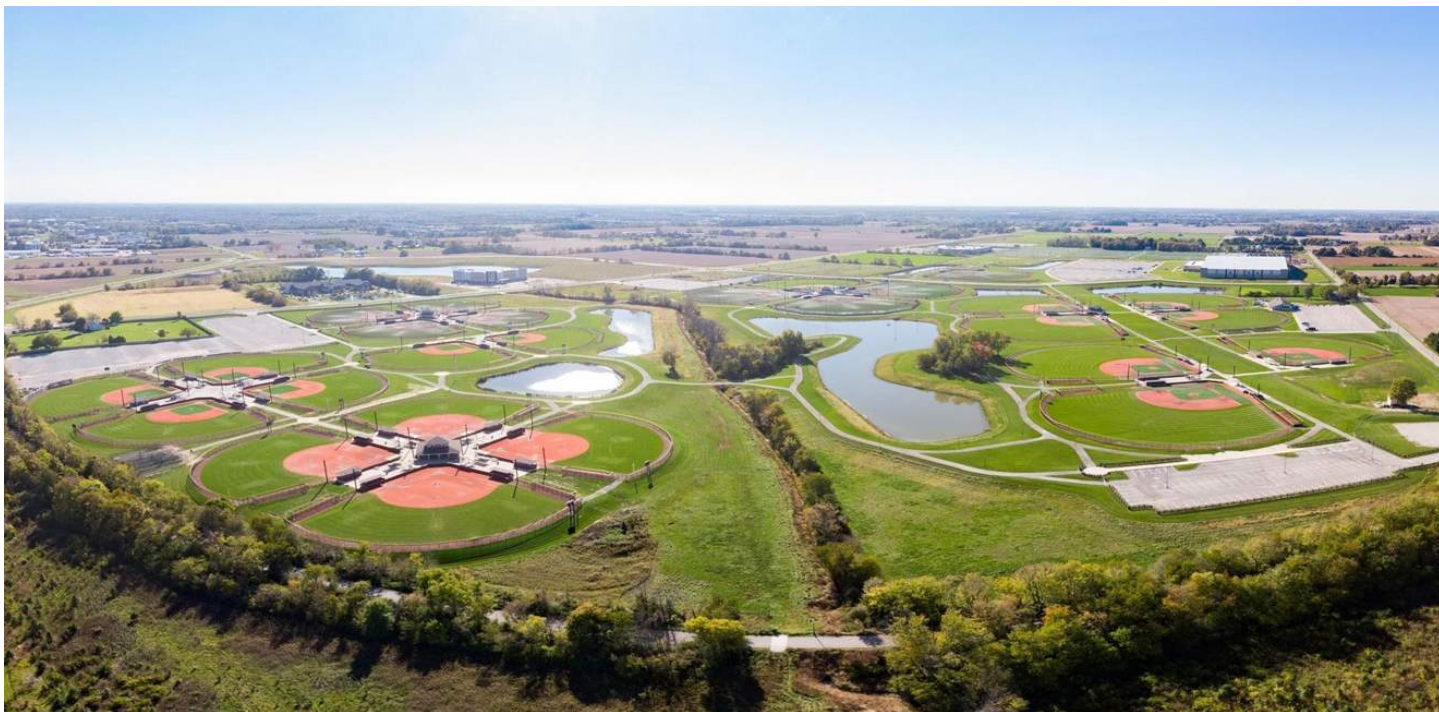
Professional Qualifications

Sports, Tournament & Recreation Facilities



Ankeny, IA - Indoor Sports Complex	Laconia, NH - Outdoor Sports Complex
Belvidere, IL - Recreation Center	La Vista, NE – Aquatic Facility & Youth Sports Complex
Bettendorf, IA – Aquatics & Recreation Center	Lexington, KY – Youth Sports Facility
Brooklyn Center, MN - Community Center	Medfield, MA – Parks & Recreation Needs
Buckeye, AZ - Sports Facility & Academy	Monroe, MI – Arena Reuse Multi-Sport Facility
Castle Rock, CO – Recreation/Sports Complex	Morehead, KY – Recreation Facility
Chicago, IL – Chicago Park District Multiple Studies	Newnan, GA – Youth Sports Complex
Cincinnati, OH – Regional Sports Analysis	Oconomowoc, WI - Indoor Sports Complex
Collier County, FL - Tournament Sports Complex	Oldham County, KY - Sports Complex
Danville, VA – Youth Sports Complex	Orange County, FL – Indoor Sports Complex
Dublin, OH - Tournament Sports Complex	Osceola County, FL – Sports Facility Needs
DuPont, WA – Sports Complex Analysis	Overland Park, KS - Indoor Sports Complex
Elkhart, IN – Youth Sports Complex	Palatine, IL – Park District Facility Needs
Elmhurst, IL – Multipurpose Indoor Sports	Phoenix, AZ - Indoor Sports Complex & Hotel
Fishers, IN – Youth Sports Complex & Hockey Arena	Pierce County, WA - Sports Event Analysis
Floyd County, IN - Sports Facility Needs	Pueblo, CO Sports & Recreation Facility
Fort Collins, CO – Sports Facility Needs	Puerto Rico - Outdoor Sports Complex
Garden City, KS - Ice Arena & Rec Center	Rancho Santa Margarita, CA – Sports Facility
Genesee County, MI - Youth Sports Complex	Rockford, IL – UW Health Sports Factory
Grand Rapids, MI – Sports Facility Needs	Saginaw, MI – Youth Sportsplex
Greeley, CO - Youth Sports Complex	Seminole County, FL - Sports Complex
Green Bay, WI - Multi-Use Sports Complex	Snohomish County, WA – Sports Complex
Gulf Shores, AL – Sports Facility Needs	Stoughton, WI - Indoor Sports Complex
Henderson, KY – Recreation/Sports Complex	Volusia County, FL - Sports Tournament Facility
Holland Charter Township, MI – Recreation Center	Wasco County, OR - Youth Sports Needs Assessment
Indianapolis, IN – Youth Sports Complex	Westfield, IN – Grand Park Sportsplex
Irvine, CA – Great Park Sports Complex	West Cook, IL - YMCA Redevelopment
Jefferson Parish, LA – Youth Sports Complex	West Lafayette, IN – Indoor Recreation & Aquatics
Joliet, IL – Huskies Hockey Arena	Williamson County, TN – Youth & Amateur Sports
Kane County, IL – Cross Country Track	Windsor, CO - Baseball Stadium & Sports Complex
Lacey, WA – Indoor Sports Facility Feasibility	Windsor, ON – Sports Complex





County-Wide Tourism Master Plan; Deep-Dive Market and Feasibility Sports Studies

Hamilton County, Indiana (2022 - Present)

Hunden Partners was engaged by Hamilton County Tourism and the Hamilton County Sports Authority to develop a 10-year comprehensive tourism master plan and action plan (Plan) for the County. Through funding provided by a federal EDA travel, tourism and outdoor recreation grant, the County is seeking to understand existing tourism demand and help stimulate economic impact for its four fast-growing cities: Carmel, Noblesville, Fishers, and Westfield. The multidisciplinary Hunden Team is composed of tourism, travel, sports, entertainment, and event industry experts from: MMGY NextFactor, Tourism Economics, Legacy Sports Group, and Sports Facilities Companies.

Hunden has executed a detailed assessment of the current and future state of the County's visitor economy. Stakeholder engagement, visioning sessions, comparable destination profiles, workforce and DEI initiatives, and financing strategies were all assessed. Additionally, assessments were made of the history of the County's tourism industry and assets, the County's current assets and impact, and the opportunities for growth within the four major market segments.

These analyses culminated with the final Master Plan deliverable inclusive of three primary strategy outcomes: Tourism Investment Priorities Plan, Tourism Financial Sustainability Plan, and Tourism Workforce Development Strategy. Hunden is conducting further deep-dive market and financial feasibility analyses for the top eight recommended future projects, including an ice facility, convention center/hotel, and four retail/entertainment districts. The five smaller projects for which Hunden is providing high level feasibility reports include a pickleball facility, technology and infrastructure updates to Grand Park, a public pool, food hall, and snow making/winter sledding park development.

**The study was completed only a few weeks ago, and as such has not yet resulted in a built facility.*

Client: Hamilton County

Time Period: 2022-2023



Multi-Purpose Sports Complex Financial Feasibility Study

La Vista, Nebraska

Hunden worked with the City of La Vista and Sarpy County to perform a complete market and fiscal impact study regarding the potential development of an indoor aquatic and outdoor multipurpose youth sports complex. The purpose of the study was to examine the feasibility of the Omaha Sports & Wellness Park (OSWP) project, as well as understand the current and future sports market in La Vista. The project was proposed to include a world-class natatorium, a major indoor/outdoor tennis complex, and a major soccer/multipurpose field complex with 18+/- fields.

The athletic facility was envisioned to be a unique contribution to the region to recapture community participation and sports spending, as well as bring in out of state and/or regional visitors to capture their spending. There are currently no major aquatics facilities of its kinds in the region and the project is expected to be one of the best in the U.S. once built.

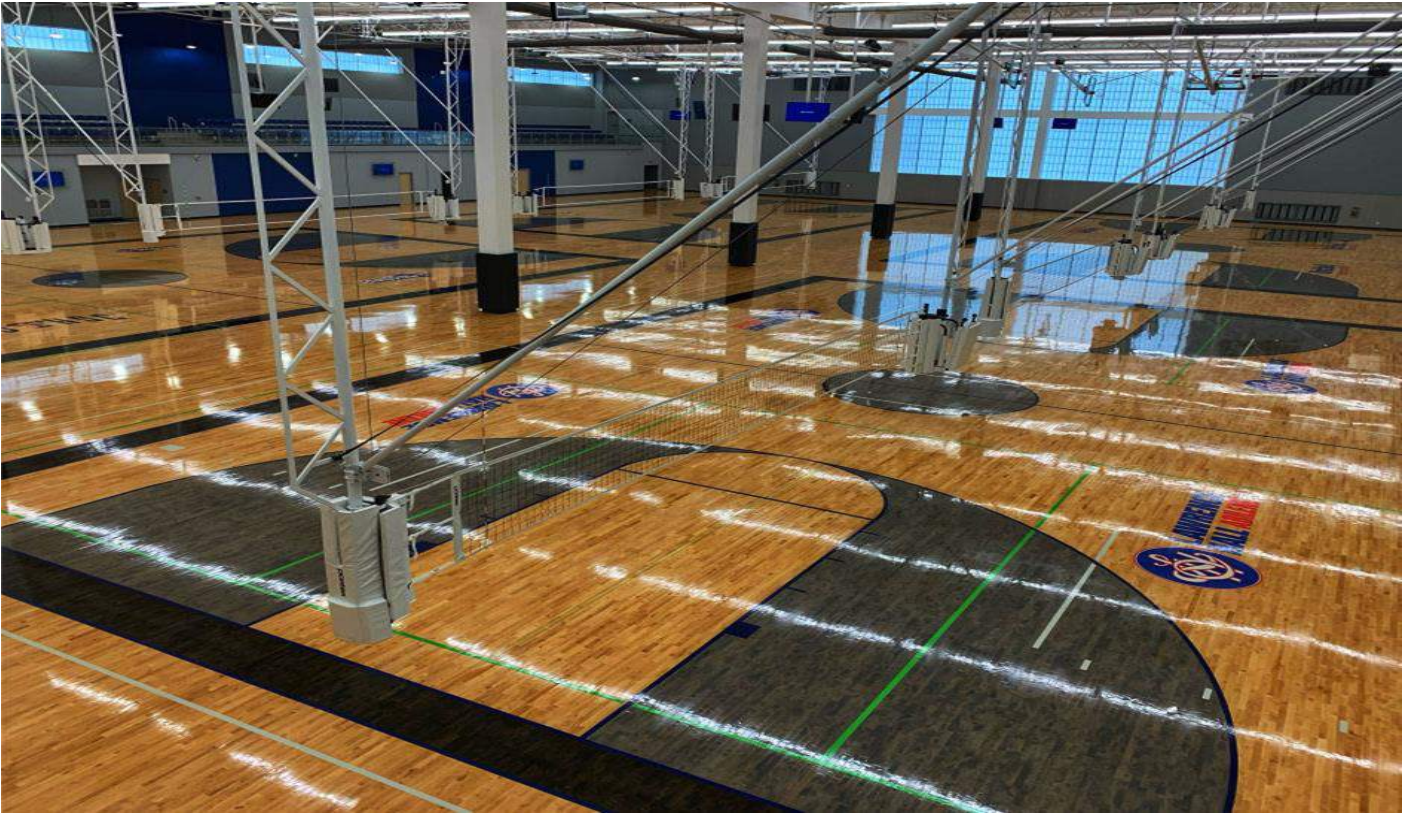
Hunden analyzed the projections for the project and made its own demand and financial projections to create an economic, fiscal and employment impact analysis for the project. This was then used by the city and county to make a decision on funding for certain infrastructure associated with the project.

In 2020, Hunden was re-hired by the City to conduct a third-party review, including market assessment and financial feasibility and impact, of the updated program/private sector proposal for the Nebraska Multisport Complex. We determined the validity of the project as proposed and assessed public-sector risk/reward via impacts related to investing in the project's future.

**The study has resulted in a built facility, titled Nebraska MultiSport Complex.*

Client: City of La Vista

Time Period: 2015; 2020-2021



Ankeny Indoor Sports Facility Market & Financial Feasibility Study

Ankeny, Iowa

Hunden Strategic Partners and Perkins and Will were retained by the City of Ankeny to complete a market and financial feasibility study for a new indoor sports facility in Ankeny, Iowa.

Hunden performed an assessment of current and future indoor recreation needs, as well as an analysis of the financial viability of constructing and operating an indoor facility. The study provided the city with a business plan comprised of financial models, recommendations and estimated project costs, operating budgets, and economic, fiscal, and employment impact projections.

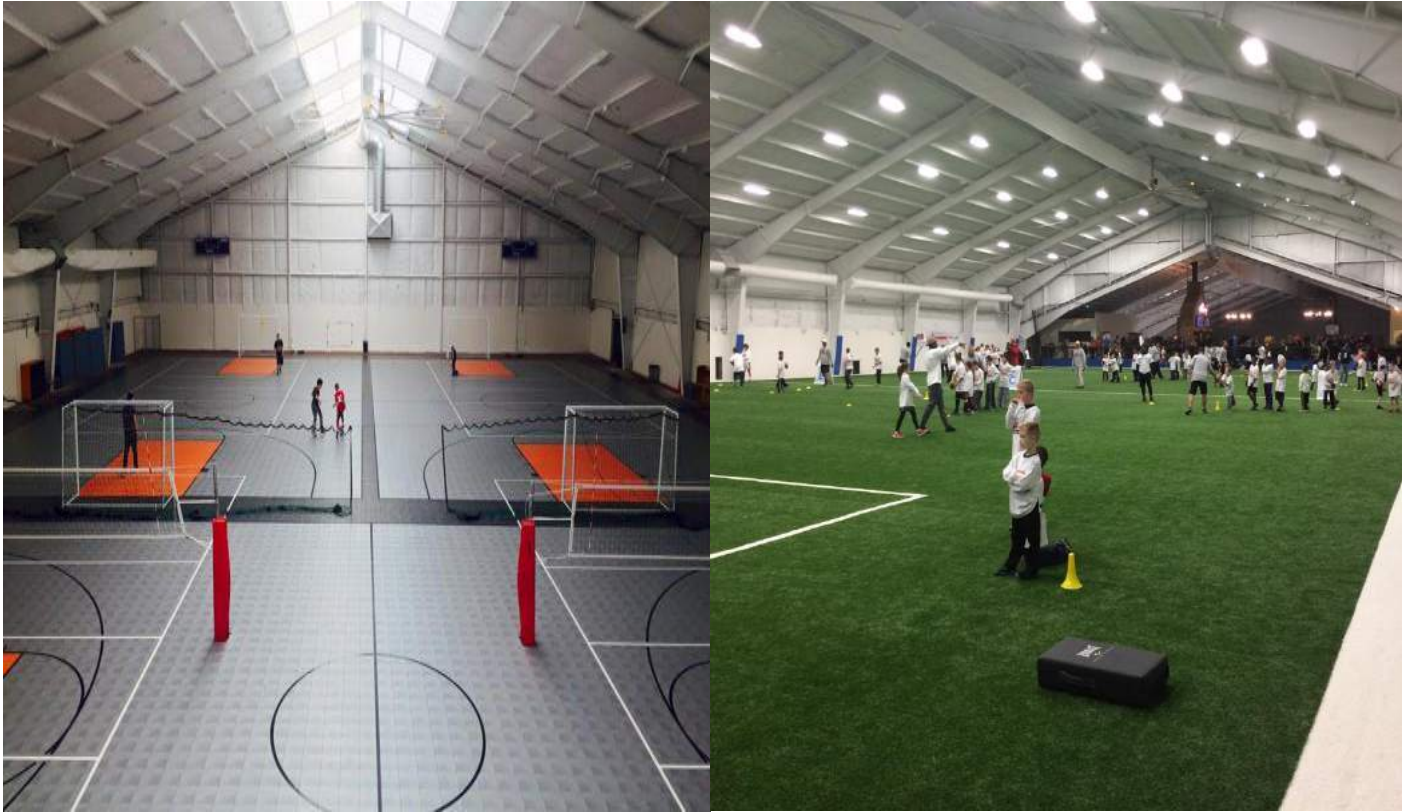
The study included the following key scope elements:

- Market conditions that may have an impact on potential facility use,
- Current trends in indoor sports facilities in the area,
- Inventory of other similar facilities in the region and across the U.S.
- Site considerations,
- Total revenue and operational costs, and
- Economic impact of the proposed facility on the community.

Hunden's preliminary recommendations included eight basketball/16 volleyball courts, one full-sized indoor artificial soccer field, and one-quarter multi-purpose turf space for baseball/softball use.

Client: City of Ankeny

Time Period: 2021



Regional Sports Market Assessment & Business Plan Advisory Services

Cincinnati, Ohio

Hunden worked alongside sports planning experts at Clancy's Sports Properties (CSP) to conduct a regional sports market assessment for the Cincinnati USA Sports Commission. Hunden and CSP worked to create a Strategic Operational Framework through a strategically phased approach and methodology that included a variety of work sessions, stakeholder interviews, and reviews of existing reports. The phases flowed from Discover, Alignment, Operational, and Implementation to the final phase of Sustainment. This methodology bridges Hunden and CSP's expertise to execution and ultimately empowers organizations to create long-term success.

The objectives of the study included a comprehensive facilities review, in which the team evaluated gaps in the regional facility supply from spectator to participatory venues; an organizational review of the Commission's current vision, mission, values and strategic intent to ensure alignment with the current organization's design or proposed recommended changes based on the analysis; a review of the inter-agency alignment and process needs between CUSA, the Cincinnati CVB, and Northern Kentucky CVB; and a review of the current funding model, local public and private economic environment, and recommendations on future options.

CSP and Hunden then developed a business plan based upon all of the previously described tasks. The business plan included the facilities review, the opportunities identified, event calendar, recommended short- and long-term business development strategies.

Client: Cincinnati USA Sports Commission

Time Period:

2018 - 2019



Sports Complex Study; RFI & Management Selection; Business Plan

Collier County, Florida

Hunden Partners teamed with Clancy's Sports Properties to work with Collier County to perform a market and needs assessment study regarding community sports, training, special event and performance facilities and infrastructure throughout the County.

During Phase I of the study, Hunden reviewed the County facility's physical condition, activity levels, opportunity to renovate and/or expand, overall operations, financial performance, potential future revenue opportunities, and other opportunities for renovation, expansion or new facilities that would help the County capture the growing sports tournament market. During Phase II, the Hunden Team, including local sports marketing professionals at Clancy's Sports Properties and design experts BEA Architects, estimated the benefits and development costs associated with a new competition venue or stadium, produced conceptual drawings, and configured a sports marketing plan.

Hunden worked with the County in 2017 to conduct an update to the original study. As part of this study, Hunden also conducted a governance and management analysis. This analysis included profiles and comparison of governance structures across the United States. The analysis also focused on defining measurements for performance, accountability, responsiveness and capacity.

The project progressed and opened to the public in 2020 as the Paradise Coast Sports Complex.

Client: Collier County

Time Period: 2015 - 2018





Darree Fields Tournament Sports Complex Market, Financial Feasibility & Economic Impact Study

Dublin, Ohio

Hunden Partners, along with architects at Convergence Design, was engaged to conduct a sports market demand, financial feasibility, and economic impact study related to future development and programming at Darree Fields. Hunden analyzed the existing state of Darree Fields for its possible future development and programming, with the vision for the Project being a vibrant sports-tournament development that will induce year-round visitation to the city.

Along with serving as the home of the Art in Public Places Project, “Going, going...Gone!” Darree Fields offers 151 acres of amenities for sports, recreation and cultural uses and programming. Hunden’s analysis determined a need in the Dublin area for an indoor and outdoor youth sports complex. Hunden’s full build-out recommendations were as follows:

- 8 full-size multi-purpose lighted turf fields,
- 14 grass multi-purpose lighted turf fields,
- 5 grass softball diamonds, and
- 9 hardwood basketball courts (12 volleyball).

Hunden’s completed study determined the financial feasibility and economic impact of further development of the site, including a phased build-out program for the above recommendations.

Client: Visit Dublin

Time Period: 2022



Elkhart Sports & Recreation Complex Feasibility Study

Elkhart, Indiana

Hunden Strategic Partners and Convergence Design (Hunden or Team) was retained by the Elkhart County CVB to study the market and financial realities associated with developing an athletic complex in Elkhart at the interchange of the Indiana Toll Road (Interstates 80 and 90) with Indiana State Road 19, north of downtown Elkhart. The northern portion of the site is known as North Pointe Plaza, while the southern portion is referred to as the Belvedere Inn site.

The northern site area is currently dominated by underutilized or vacant retail and the southern portion includes a shuttered hotel. Due to its location at a major Indiana Toll Road interchange, it also has excellent visibility and is surrounded by numerous hotels and restaurants. These two facts combine to make the site a prime redevelopment candidate and one that could potentially support a tournament athletic complex.

The Hunden Team performed a market assessment, revenue projections and operation costs for the project. The analysis also included a comprehensive market analysis for the various sports and facilities to determine the local need as well as any potential opportunity for tournaments. A review of competitive and comparable sports facilities in the area as well as across the country was also conducted to determine if there is enough excess demand that a new facility in Elkhart could attract. Hunden then performed demand and financial projections for the proposed complex and provided multiple development scenarios.

The demand-drive solution involved the creation of six multipurpose fields (soccer, field hockey, rugby, lacrosse) combined with a championship field and indoor sports facility (with hardwood basketball/volleyball courts and indoor turf field). Both sites were constrained by irregular geometry, making planning for large sports fields and parking a challenge. A third site within the tollway entrance ramp was planned for auxiliary sports fields as a later phase.

Client: Elkhart County CVB

Time Period:

2013 - 2014



Multi-Purpose Sports Complex Study & Business Plan

Fort Collins, Colorado

Hunden Strategic Partners worked with the City of Fort Collins, alongside professionals at Perkins & Will, to assess the market demand, financial feasibility and economic impact of a proposed sports complex development in Fort Collins.

Hunden performed a market assessment, revenue projections and operation costs for the project. The analysis also included a comprehensive market analysis for various sports and facilities to determine the local need as well as any potential opportunity to host tournaments. We determined the potential funding for a sports facility in Fort Collins. The study profiled existing and new youth and/or adult sports facilities in the local and regional area in order to understand the current demand, future uses and feasibility of program recommendations.

Fort Collins was interested in understanding how a sports facility could best serve the community by providing an improved quality of life, hotel stays, new jobs and economic impact. Hunden assessed the options of having an indoor or outdoor facility to attract weekend events and reduce travel for Fort Collins residents. Hunden outlined a business plan for the proposed project, which included a review of demand and financial projections, governance, funding and marketing strategies, and economic, fiscal and employment impact projections.

Client: City of Fort Collins

Time Period: 2018 - 2019



Indoor/Outdoor Sports Complex Market, Financial Feasibility & Economic Impact Study

Genesee County, Michigan

Hunden Partners, along with architects at Convergence Design and facility programming operations expert HB Brantley, was engaged by Genesee County to conduct a full financial feasibility study of the sports market opportunity for a new indoor or outdoor sports complex. The goal of the study was to determine if renovations to current facilities were sufficient to meet youth sports industry demand or if new facilities should be built, and what opportunities may exist for a new complex to regularly host regional, sub-regional, or national tournaments.

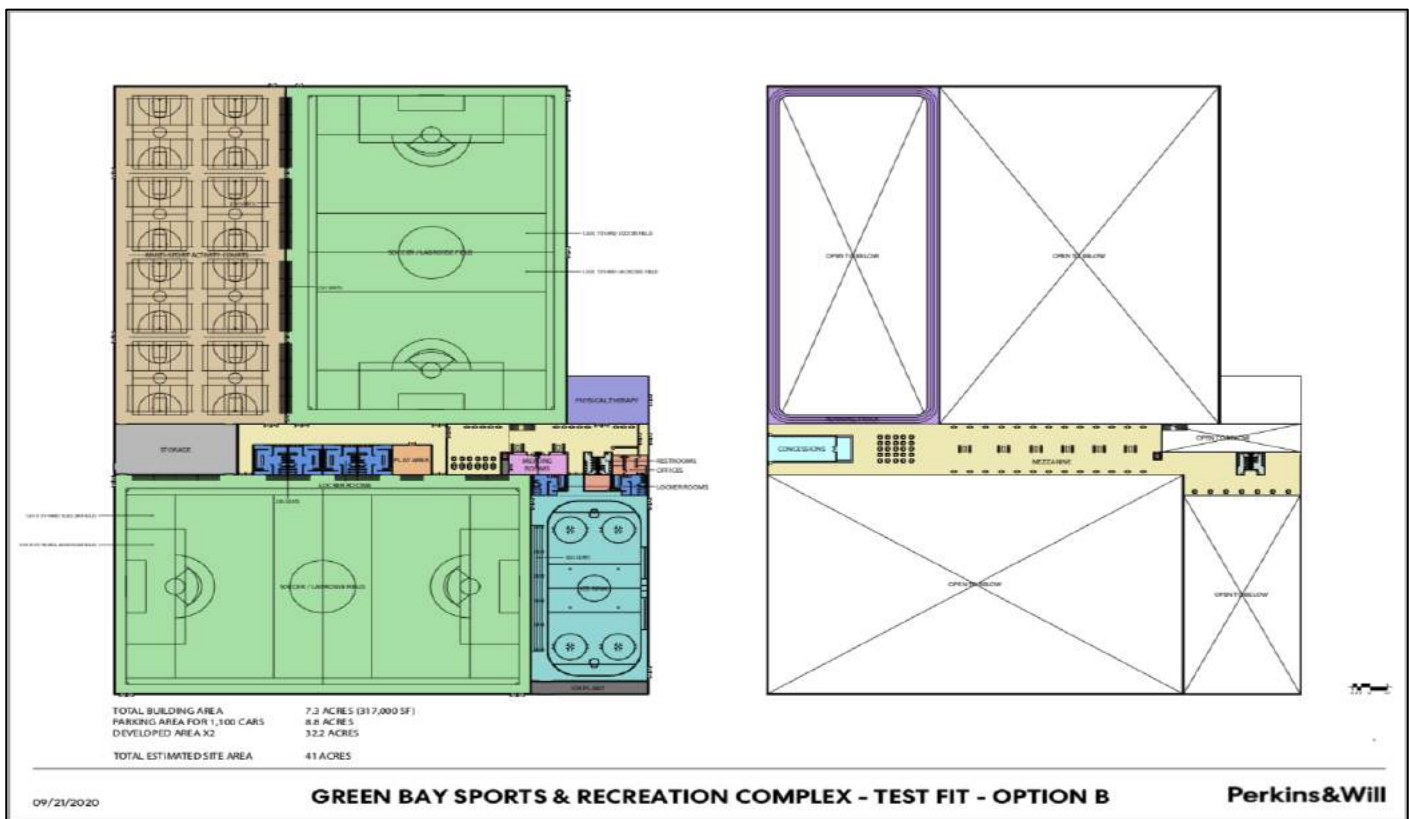
For this study, Hunden focused on Genesee County's location as part of Metro Detroit, its demographic and socioeconomic characteristics, and its presence as an economic center of activity and destination for sports tourism visitors.

Hunden provided a full market analysis and developed recommendations and a financial plan for sustainable operations of the facility. Based on the study findings, Hunden provided detailed programmatic goals, layouts, and concept drawings related to the recommended complex:

- A phased construction approach for a new indoor & outdoor complex to include indoor courts, full-sized multi-purpose turf fields, and softball/baseball diamonds,
- Recommendations for future expansion of the complex as more resources become available to the County, including additional fields to attract regional/statewide tournaments, and
- Complex that balances the needs of local, resident users with those of traveling teams, tournaments, and visitors for a regional sport destination.

Client: Genesee County

Time Period: 2022



Sports & Recreation Market & Financial Feasibility Study

Green Bay, Wisconsin

Hunden Partners worked with sports architects and Perkins and Will to complete a financial feasibility study for a new sports and recreation complex in Green Bay, Wisconsin. The CVB and the Oneida Nation were looking to determine the market opportunity for a new youth sports tournament complex. This type of development has been trending around the country, as the complexes drive significant economic impact for many cities.

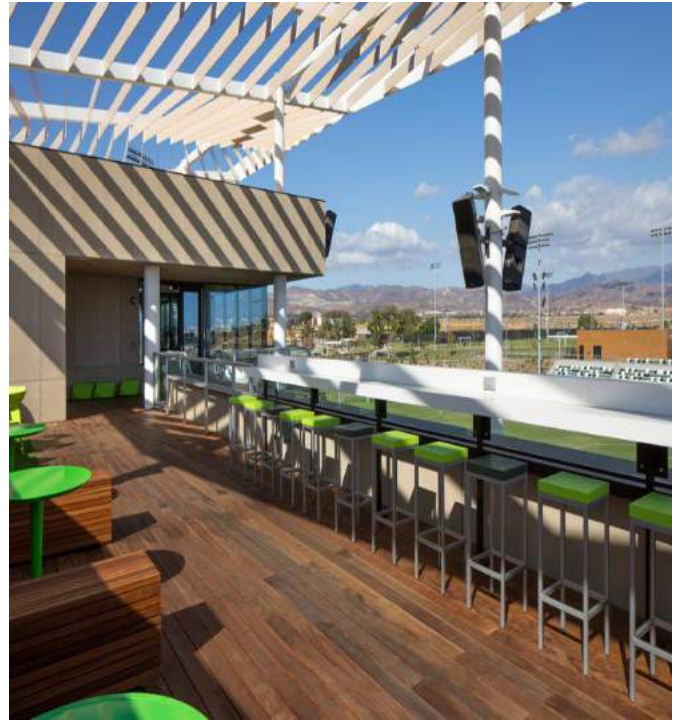
Hunden determined the opportunity by identifying the current market supply, by conducting demand interviews, and by analyzing successful case studies and comparable facilities around the country. Based on the research and data gathered from interviews with market experts, tournament organizers, and other stakeholders, Hunden recommended the development of a youth sports complex.

The team provided two potential development options for the CVB and the Oneida Nation. The first option included 8 basketball courts and 2 full-sized indoor multi-purpose turf fields on approximately 37 acres. The second option is similar to the first, with the addition of one full-sized ice sheet and an elevated running track on approximately 41 acres.

Hunden presented findings to the public and the media in December of 2020.

Client: Green Bay CVB and the Oneida Nation

Time Period: 2020



Great Park Sports Tournament Complex, Mixed-Use Feasibility & Impact Studies

Irvine, California (Orange County)

Hunden Partners worked with a private developer to study the development of a multi-use 200-acre sports complex on the site of a former Marine Corps Air Station in Orange County, California. Hunden also assessed the need for hotel, restaurant and retail development for competitive developments in order to help the developer understand needs and expectations for the walkable area around Great Park. Great Park is the centerpiece of a larger residential mixed-use development. The athletic complex includes 25 multi-use fields (soccer, lacrosse, field hockey) including 2,500-seat championship field; 25 tennis courts including championship court; 7 Baseball & 5 Softball Fields, including championship fields; 10 sand volleyball courts; and 10 multi-use courts (paddle tennis, badminton, volleyball, basketball).

Hunden conducted a review of competitive and comparable sports facilities in the area, as well as across the country, to understand the competitive environment that Great Park was entering. Once completed, Hunden was able to perform demand and financial projections for the proposed complex. An economic impact analysis was then performed to understand how the park would affect the surrounding community. From 2013 to 2017, Hunden continued working on a detailed business, management and calendar plan for the project, as well as assessments of the need for hotels, parking, restaurants and retail. The Project opened in fall of 2017.

In 2019, Hunden re-engaged with the client to conduct a feasibility and impact analysis for new proposed assets at Great Park, including USA Water Polo and USA Volleyball facilities and a mixed-use retail/restaurant component.

Client: Five Point Communities

Time Period: 2012 – 2017; 2019



Youth Sports Complex Feasibility & Impact Study

Laconia, New Hampshire

Hunden worked with the Lakeshore Redevelopment Planning Commission and design professionals at NBBJ to investigate the feasibility of a new sports complex development in Laconia. The Commission was interested in understanding how a sports facility could best serve the community through improving quality of life and generating additional overnight stays and new jobs.

The study examined the market opportunity for a new indoor and outdoor sports complex, outlined the existing supply of sports and recreation facilities in the area, and identified existing gaps in the market offerings. Hunden determined the local demand for a new sports complex, as well as the opportunity for Laconia to host impactful state and regional tournaments at a new facility. Hunden also studied the local area hotel market and how the existing support amenities could help or hurt the opportunity for development. Based on the comprehensive market analysis, Hunden provided recommendations and financial projections for the feasible scenarios.

Hunden found that locally, the lack of available, quality indoor athletic facilities presented a major challenge for area clubs to train and practice during the season and throughout the offseason. The analysis suggested that there was enough demand generated by the Laconia area organizations to fill a new court/gymnasium facility in the evenings throughout the winter season. This demand would drive significant rental revenue to any new indoor complex. Hunden recommended a 4-court, indoor facility to offer regulation basketball courts that could convert into 8 volleyball courts to accommodate weekly use for flat-floor sports, as well as smaller regional weekend events.

Client: Lakeshore Redevelopment
Planning Commission

Time Period: 2019



Youth Sportsplex Market & Feasibility Study

Orange County, Florida

Hunden Partners was engaged by Orange County, Florida, to study the need and opportunity for the development of a multi-purpose indoor and/or outdoor youth athletic complex.

Hunden performed a market assessment, revenue projections and operation costs for the project. The analysis also included a comprehensive market analysis for various sports and facilities to determine the local need as well as any potential opportunity to host tournaments. A review of competitive and comparable sports facilities in the area as well as across the country was conducted to determine if there is enough excess demand that a new facility in Orange County could attract.

Hunden also completed three demand and financial projection scenarios for the proposed complex, including a multi-venue complex as well as two sport specific scenarios.

The County was interested in understanding how a sports facility could best serve the community by providing an improved quality of life, hotel stays, new jobs and economic impact. Hunden helped Orange County understand the physical and budgetary challenges it faced in embarking upon the construction and management of this type of facility.

Client: Orange County

Time Period: 2014 - 2015



Orlando Fieldhouse & Event Center

Orlando, Florida

Hunden Partners (Hunden) worked with a private client to study the viability of a proposed fieldhouse and event center adjacent to an existing stadium. The project was envisioned as part of a larger proposed sports and entertainment district to enhance the area around the project, including restaurants, entertainment and other attractions.

Hunden conducted a market and demand analysis of the greater Orlando area as an economic center of activity, as well as a destination for overnight visitors. Hunden summarized key demand generator trends and commented on the overall growth prospects for the market. Hunden profiled existing, new and planned venues in the local and regional area in order to understand the current supply, market demand, future uses, operating forecasts and meeting planner preferences. Hunden analyzed the regional/state market for the existing supply of space and identified any potential or unmet demand for additional space.

Finally, Hunden provided demand and financial projections for the proposed facility, assuming a number of factors. Recommendations on the programming and physical characteristics of the facility were derived from these projections and incorporated into the Client's development plan, which is currently underway.

Client: Private Client

Time Period: 2019



Osceola County Sports Market & Needs Assessment

Osceola County, Florida

Hunden Partners (Hunden) was engaged by Osceola County, Florida to perform a market and needs assessment study regarding community athletics at Austin Tindall Regional Park, Osceola County Softball Complex on John Young Parkway, and the Stadium at Osceola Heritage Park as part of a major sports facilities master plan and expansion analysis.

Austin-Tindall Regional Park encompasses 115 acres of active and passive recreational areas and is only 9.5 miles from the Orlando International Airport. Austin-Tindall Regional Park is a managed athletic facility that has annual events in soccer, football, lacrosse, and rugby. The Osceola County Stadium was home to the Houston Astros Spring Training during February and March. Throughout the remainder of the year, the stadium hosts more than sixteen amateur athletic tournaments through partnerships with U.S. Specialty Sports Association (USSSA), Triple Crown, and World Baseball Federation. The Softball Complex has five (5) softball fields that can be used to host a variety of events. The facility hosts fast pitch softball, slow pitch softball, and youth baseball events.

Hunden was retained to analyze the historical performance of the three facilities, the opportunities for future growth and expansion of facilities. With both the Houston Astros and USSSA leaving Osceola Heritage Park and the need to expand the other two facilities, a realignment of the sports facilities is needed, including significant expansion and site relocation. Hunden recommended the changes and made projections of demand, financial performance and impact on the County.

Client: Osceola County, Florida

Time Period: 2015



Downtown Youth Sports Complex Needs Assessment

Pueblo, Colorado

Hunden Partners collaborated with Perkins and Will on a consultant team led by landscape architects and environmental planners at Logan Simpson to conduct a needs assessment and master plan for the expansion of the Runyon Youth Sports Complex in Pueblo. The County was looking for an innovative master plan to address the needs of the youth sports community, encourage visitation and redevelopment and focus on integration of the complex into the urban downtown environment.

Hunden provided a full market analysis, economic and tourism demographics analysis, and developed a financial plan for sustainable operations of the facility. The overall vision and goals related to the new complex include:

- Cost effective design, maximizing efficiency,
- Complex that balances the needs of local, resident users with those of traveling teams, tournaments, and visitors for a regional sport destination,
- Unique program of amenities that will appeal to a broad range of community interests,
- Building and site design that creates a cohesive recreational campus on the proposed property, and
- Functional plan that can be effectively operated well into the future.

Hunden collaborated with the team members to provide recommendations, including improved amenities and infrastructure, development of additional baseball/softball fields, and programming to entice an active regional audience.

Client: Pueblo County

Time Period: 2020 - 2021





Sports Facility Financial Feasibility & Pro Forma Study

Seminole County, Florida

Hunden Partners, along with architects at Convergence Design, was engaged to conduct a financial feasibility and pro forma study related to a conceptualized 180,000-square foot multi-sports complex. Hunden determined the market demand for sports and events, programming options, similar case studies, construction and operational cost projections, and funding options, especially as they relate to the proposed complex.

After reviewing the project concept and business plan for the complex, including layout, current proposed programming, demand sources, and financial projections, Hunden's preliminary recommendations for the complex determined demand for 9 hardwood basketball courts with the ability to configure into 18 volleyball courts. Included in the 9-court recommendation is a championship style court with retractable seating for spectators.

Onsite amenities are the key to success for the longevity of this type of facility and will contribute to its ability to become a tournament destination. By establishing additional amenities, non-sporting events could be hosted at the facility as needed.

Hunden ultimately determined a strong need for a high-quality indoor sports facility in the Seminole County area, with strong destination appeal and an existing weak supply in the greater Florida marketplace giving the complex a favorable outlook.

Client: Seminole County

Time Period: 2022-2023



Entertainment, Amphitheater & Sports Complex Financial Feasibility Study

South Walton, Florida

Hunden Partners was engaged by the Tourism Development Council of Walton County (TDC) to perform a market demand and financial feasibility study to assess the economic impact of two potential developments: a South Walton Sports Park and an outdoor amphitheater/performing arts venue. The projects were proposed to occupy a 35-acre parcel known as Golf Garden in Miramar Beach.

Hunden's study determined the market opportunity for a sports park and/or outdoor amphitheater in Walton County. Hunden identified the primary competitors in the region and interviewed industry experts and community user groups to gain an understanding of outsider views on the opportunity. Studying existing, comparable venues also provided lessons for the future development: lessons for success, best practices, and pitfalls to avoid were all identified after analyzing similar developments in the region and around the country. Finally, Hunden considered funding options, public support, and financial and impact projection outcomes.

At the conclusion of the study, Hunden determined that the project as proposed was not a financially-viable option for the TDC to pursue. Among other findings, the size of the site did not allow for both sports and entertainment uses, including adequate parking, to coexist in a feasible way. Hunden did provide alternate development scenarios for the TDC to consider should they decide to pursue the acquisition of the Golf Garden site. These included an upscale amphitheater with flexible capacity, as well as an indoor sports complex with support retail and possible hotel.

Client: Tourism Development Council of Walton County

Time Period: 2019



Grand Park Sportsplex Feasibility & TIF Analysis

Westfield, Indiana

Hunden worked with the City of Westfield to analyze two related projects. The first was a feasibility and economic impact study of the proposed Grand Park sportsplex. The second study was a TIF funding analysis of the several square miles surrounding the sportsplex. These analyses included a detailed competitive supply and demand analysis, business plan review, tournament market analysis, room night projection, analysis of funding options that included TIF projections, trends analysis for the youth sports industry, a competitive assessment of comparable facilities and demand and financial projections for the complex.

Grad Park is a full-service tournament facility, with sports fields to accommodate local and traveling league play. The 400-acre complex consists of a full range of championship-level playing fields, including: 26 baseball and softball diamonds, 32 additional fields for lacrosse, rugby and field hockey and three indoor sports facilities to accommodate year-round activity, tournaments and events. The facility is one of the largest and most successful in the country, outperforming Hunden's initial performance projections.

Westfield is located 20 miles north of Indianapolis in Hamilton County and is in the direct path of growth in the region. This analysis assisted the City as they planned for future development in the area and determined the best financing options for the facility.

Client: City of Westfield

Time Period: 2011

Professional Qualifications

Mixed-Use Destination Districts & Market-Based Planning



Albuquerque, NM - UNM Sports District
Amarillo, TX - Mixed-Use & Highest/Best Use
Arlington Heights, IL - NFL Mixed-Use District
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
Bremerton, WA - Motorsports Mixed-Use Devel.
Casa Grande, AZ - Motorsports District
Chandler, AZ - Wild Horse Pass RED
Chandler, AZ - WHP Business Organization Plan
Chester, PA - Stadium & Riverfront 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
Corpus Christi, TX - Mixed-Use District & Advisory
Dacono, CO - Mixed-Use Development
Davenport, IA - Riverfront Development
Eastvale, CA - Town Center Development
Elkhart, IN - Gateway Master Plan
Fairfax, VA - Mixed-Use Town Center
Fort Wayne, IN - Harrison Street Live!
Fort Worth, TX - Fort Worth Stockyards
Fort Worth, TX - Texas Trails Monument
Great Lakes Bay, MI - Destination Development Plan
Greenville, NC - Downtown Redevelopment Plan
Hampton, VA - Mixed-Use Development Plan

Indianapolis, IN - CityWay Mixed-Use District
Indianapolis, IN - Glendale Mall
Indianapolis, IN - Union Station Renovation
Jackson, MS - Mixed-Use Development
Kansas City, MO - KC Power & Light District
Kingsville, TX - Ranch Mixed-Use Expansion
Kyle, TX - Downtown Multi-Use Study
La Vista, NE - 84th Street Mixed-Use Development
La Vista, NE - Southport West Live!
Lansing, MI - Event Facility-Anchored District
Las Cruces, NM - Downtown Residential Mix
Lawrence, KS - Mixed-Use University District
League City, TX - Mixed-Use Master Plan
Long Island, NY - Nassau Coliseum
Louisville, KY - 4th Street Live!
Madison, WI - Alliant Energy Center Master Plan
Mansfield, TX - Mixed-Use & Stadium
Mayfield, KY - WKT Technology Park
Mills, WY - Riverfront Mixed-Use Development
Milwaukee, WI - Deer District Highest & Best Use
Overland Park, KS - Mega Mixed-Use Development
Pawtucket, RI - Stadium & Mixed-Use
Richmond, VA - Mixed-Use Development
San Juan, PR - Nightlife & Entertainment District
Suffolk County, NY - Sports Mixed-Use District
Sun Prairie, WI - Tourism Development Master Plan
Tahoe City, CA - Mixed-Use Redevelopment
Tempe, AZ - NHL Arena & District
Thornton, CO - Mixed-Use Development
Tolland, CT - Mixed-Use & Retail
Toronto, ON - Woodbine Live!
Tupelo, MS - Downtown Mixed-Use District
Windsor, CO - Tournament Sports Mixed-Use District





Arena-Anchored Entertainment District Feasibility, Economic Impact & STAR Bond Financing Analysis

Overland Park, Kansas

Hunden was retained by the City of Overland Park to perform a market, feasibility, economic impact, retail sales, and sales tax studies for the proposed Bluhawk master development. The project was 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 was a 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 design and operation plan was 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 was proposed to be one piece within the mega mixed-use development that was 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 was 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. Hunden's analysis included projections related to the use of these public investment tools.

The Bluhawk district is approaching approvals for development, construction and financing.

Client: City of Overland Park

Time Period: 2019 - 2022





Downtown Arena & Mixed-Use District Study

Lansing, Michigan

Hunden worked with Perkins&Will and International Coliseums Company to complete a market demand, financial feasibility, and economic impact study for a proposed multi-purpose arena and surrounding mixed-use entertainment district in Lansing. The purpose of Hunden's study was to address the following key questions:

- How does the local and regional supply of competitive arenas affect the proposed arena and district?
- What is the demand for sports, entertainment, meeting, tradeshow, e-sports, concerts, and related group events in the Lansing market?
- What is the market opportunity for the surrounding mix of uses, including hotel, multi-family, retail, restaurants, bars and office?
- What relevant comparable developments exist in the greater Lansing area? How will the project fit into the competitive environment?

Hunden conducted an in-depth analysis of the proposed development and provided the client with recommendations for the appropriate size and program of the arena facility, as well as the optimal surrounding mix of uses. Hunden created demand and financial projections and economic, fiscal, and employment impact projections based off of the recommended scenarios.

Client: Private Client

Time Period: 2021



MLS Philadelphia Union Stadium District Master Plan

Chester, Pennsylvania

Hunden Strategic Partners 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 was to build upon the existing assets in the area, including the Delaware River, Subaru Park, the Commodore Barry Bridge and Barry Bridge Park, and the 1.5-mile Chester Riverwalk. Hunden completed a comprehensive market demand analysis to determine the opportunity for the following development uses:

- Hotel
- Office
- Retail and Restaurant
- Outlet Centers
- Residential
- Meetings and Event
- Entertainment
- Youth Sports
- Amusement Park/Water Park

The Riverfront Alliance was looking to transform the area into more than just a place to go to work or to see a soccer game. The specific target area extended 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. Since concluding the master planning process, the client has moved forward with a youth sports complex as the first phase of development implementation.

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





Highest & Best Use Financial Feasibility Study

Indianapolis, Indiana

Hunden Strategic Partners worked with a private client in Indianapolis to conduct a highest and best use analysis through a comprehensive market and financial feasibility study for a parcel of land near Indianapolis. The Client was interested in redeveloping the 120-acre parcel to optimize the use of the land and the overall profitability of the site.

Hunden studied a myriad of market and land uses that would position the development as a more dynamic and destination-oriented mix of uses. The following market uses were assessed during the highest and best use study:

- Retail and restaurant,
- Hotel and event,
- Medical and office,
- Entertainment and gaming,
- Stadiums and other sports, and
- Waterparks and other unique attractions.

Hunden provided the client with a fully-documented report of findings and recommendations based on the market research, comparable and competitive development case studies, and interviews and key stakeholders and officials. Hunden presented multiple scenarios and development options that held market viability and presented the financial models for each.

Client: Private Client

Time Period: 2020



Scioto Peninsula Mixed-Use Market, Financial Feasibility & Developer Solicitation

Columbus, Ohio

The Columbus Downtown Development Corporation worked with Hunden Partners on the development of a mixed-use entertainment/ destination district on the Scioto Peninsula in Columbus, Ohio. The project included 21 acres of developable land that may become home to up to one million square feet of a mix of uses, including office, residential, retail, restaurant, cultural attractions and other uses. Hunden was contracted to perform a real estate market demand analysis and feasibility study for the mixed-use district to determine the highest and best mix of uses given what the market is supporting as well as what the community needed to advance downtown and the submarket's success.

Hunden analyzed the plan and projected the future results of all revenue streams. The highest and best uses and mix of uses were analyzed and discussed. The full analysis included an economic and demographic analysis of the City, office, residential, hospitality and retail/ restaurant market analyses, downtown destination district trends and comparable profiles, recommendations, demand and financial projections and economic impact analysis. Hunden then helped CDDC learn how best to attract and structure a developer deal for the project and completed a developer RFQ document.

The \$250 million first phase of construction for the Scioto Peninsula is set to break ground in September 2020 and to be completed in late 2022. This phase will include office, retail, and residential units, as well as a 197-room independent hotel with a destination restaurant, rooftop bar, and 10,000 square feet of meeting space.

Client: Columbus Downtown Development Corp.

Time Period: 2016



Source: Lamp Rynearson, BHI Companies

\$200 Million Generations Development Financial Feasibility, Impact Study & Public Funding Options

Papillion, Nebraska

Hunden worked for the City of Papillion to complete a market and financial feasibility, impact, and public funding options study for a proposed arena-anchored mixed-use development called Generations Development (GD) in Papillion. The City received a proposal from a local developer to build GD on the available land surrounding Werner Park. The City was in need of an independent analysis of the proposed development program, forecasted financial projections, fiscal impacts, and financing options for the public contribution to close the gap. Hunden's market and financial analysis determined the financing gap that the developer faced, and the impact analysis showed the taxes generated to rationalize public investment.

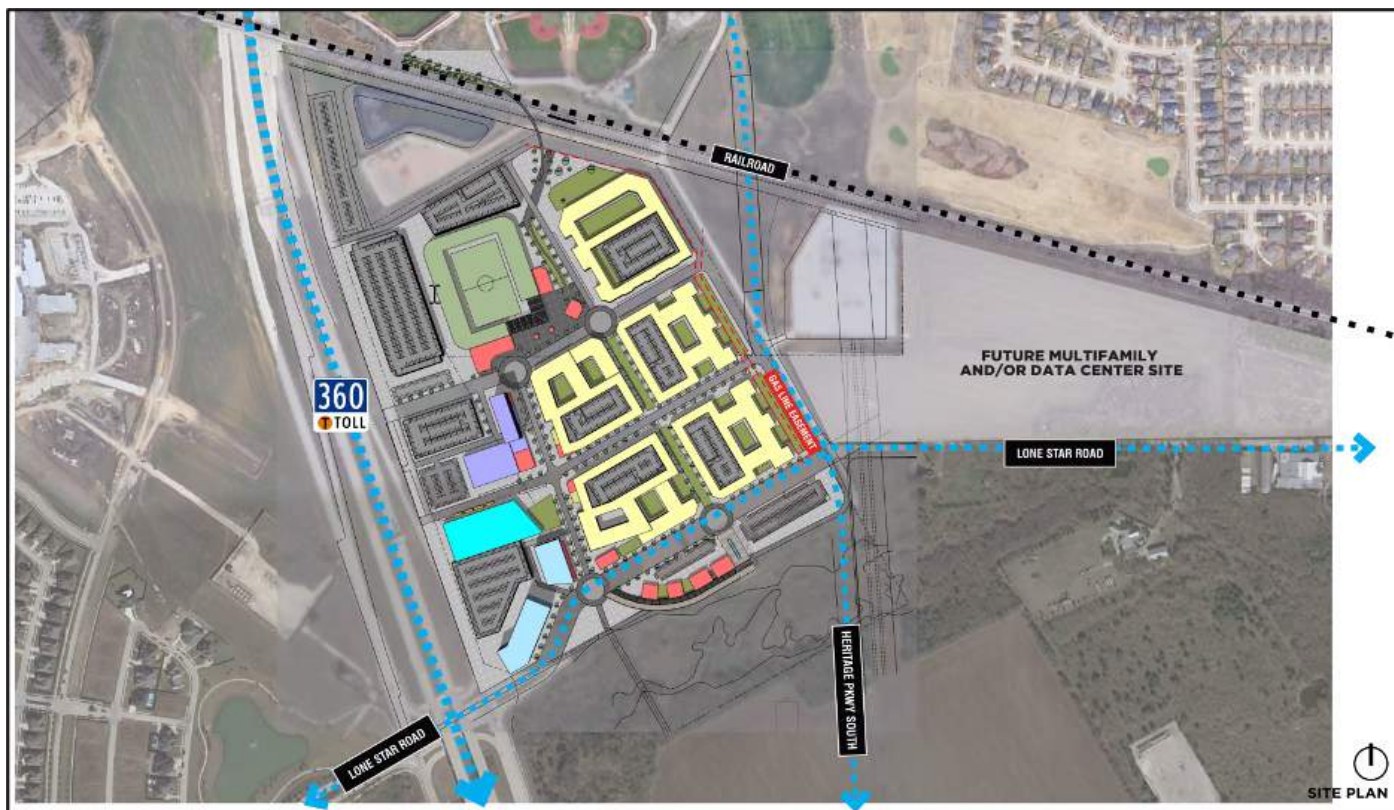
The development concept, estimated to cost \$200 million, included the following mix of proposed uses:

- New 3,936-seat arena,
- Two hotels,
- Office space,
- Multi-family complexes,
- Retail, restaurant and bar space, and
- Parking garages.

Hunden conducted an independent, third-party analysis for the proposed development and assessed the public incentives/funding options available to the City to help the project achieve financial viability. The complex process included management of a variety of stakeholder groups, including the City, County, the Omaha Storm Chasers, the Omaha Lancers, and the Omaha Beef.

Client: City of Papillion

Time Period: 2021



Mixed-Use District Market, Financial Feasibility & Economic Impact Study: Hotel Conference Center, Performing Arts Center & USL Stadium

Mansfield, Texas

Hunden Partners was engaged to conduct a market analysis, financial feasibility, highest-and-best-use and economic impact study for a proposed mixed-use development known as the Lonestar 360 Plan. As advisors to the City, Hunden conducted an objective analysis of the preliminary plans for the site, including a review of the preliminary feasibility study conducted by the developer. This review resulted in recommendations for programmatic adjustments and development scenarios, as well as detailed financial and economic impact projections.

Hunden studied the following mix of uses:

- Permanent USL stadium,
- Hotel conference center,
- Performing arts center, and
- Mix of retail/restaurant, office and residential uses

Hunden's analysis included a deep dive on the three main proposed public assembly facilities listed above, along with an assessment of the mix of auxiliary uses including retail/restaurant, office and residential uses. Case studies for similar USL stadiums and stadium districts were profiled to provide the Client with reality-based data and implications.

The recommended program included a 6,000-seat stadium, a 250-key conference center hotel with 22,000 square feet of function space, a 2,000-seat performing arts center, and supportive multifamily, retail, restaurant, office and entertainment concepts.

Client Contact: Mansfield Economic Development Corporation

Time Period: 2022 - 2023





Ice Arena & Mixed-Use Redevelopment Plan Market & Financial Feasibility Study

Middletown, Ohio

Hunden worked with architects at Perkins&Will to complete a market and financial feasibility study for the RINKA Plan, a new multi-purpose ice arena and entertainment district in Middletown, Ohio. The development was proposed to occupy the Towne Mall Galleria site and will be anchored by a three-sheet ice facility/arena. Additional uses proposed included:

- Retail and restaurant,
- Entertainment,
- Office,
- Multifamily residential, and
- Hotel.

The purpose of Hunden's study was to determine how the current local and regional supply of competitive arenas, sporting facilities and event venues will affect the proposed project, as well as highlight the opportunity for new development. Hunden also assessed the market supply and demand for the surrounding mix of uses and provide recommendations for the RINKA master plan. Additionally, Hunden outlined other considerations that should be made in order to increase the proposed project's potential for success.

Client: City of Middletown

Time Period: 2022





Richmond-Area Arena Anchored Mixed-Use Development Study

Richmond, Virginia

Hunden worked with architects at Perkins&Will to conduct a market and financial feasibility study for a new multi-purpose arena in the Richmond Metropolitan Area. Today, the Richmond metro area has a population size of more than 1.3 million, houses several regional employers and encompasses three major universities which include University of Richmond, Virginia Union University and Virginia Commonwealth University that has a combined student population of more than 35,000 students. This makes Richmond an attractive location for college-educated millennials to re-locate to the area and to prospective students looking to enroll at these universities.

However, the Richmond MSA is the only large market in Virginia – and one of few in the country of its size – that **does not have a commercial multipurpose arena**. In fact, most markets of Richmond’s size have both a large and a small/mid-sized arena.

Instead, the regional population must drive to smaller Charlottesville or Washington, DC (and sometimes North Carolina) for major concerts and family shows. Some drive to Norfolk or Hampton for arena events in those aging venues as well. Norfolk is in the process of considering a major arena for its Military Circle site. Hunden studied that concept recently and determined that the larger marketplace could support both a major new arena in Norfolk, as well as a new arena in Richmond.

This most recent study recommended an arena outside of Richmond with a hockey capacity of 6,500 seats for an ECHL tenant, convertible to 8,000 for concerts.

Client: Private Client

Time Period:

2022



Mixed-Use Development Highest and Best Uses Market Demand Study

Dacono, Colorado

The City of Dacono engaged Hunden Strategic Partners to conduct a highest and best uses market analysis study for a proposed development in Dacono, Colorado. The vision for the project involved creating a new destination center for both current and future residents, creating synergy with the surrounding area. Dacono is located approximately 20 miles east of Boulder and 30 miles north of Denver. The Project aims to help Dacono retain fiscal and economic impact that it may be currently losing to more developed markets.

Hunden's comprehensive analysis of the proposed privately-owned 450-acre development site along Interstate 25, in addition to Project concept plans, included evaluating the existing market conditions in Dacono, how the Project would interact and fit into the competitive environment, and analysis of the market opportunity for residential, retail, restaurant, office, hotel, and other uses.

Two complete analyses were conducted: market demand analysis and financial projections & economic impact analysis. Recommendations for the Project covered number of single-family attached and detached units, number of multifamily units, and number of each variety of commercial development by square foot. Hunden recommended activated green space, trails, and a designated public recreational or entertainment facility as a major part of the development's design.

Client: City of Dacono

Time Period: 2022



USL-Anchored Mixed-Use District Feasibility Study

Suffolk County, New York

Hunden led the sports, stadium, entertainment and convention portion of the real estate market demand analysis and feasibility study as part of the Ronkonkoma Vision Project for a new mixed-use development near the Ronkonkoma Station on the Long Island Railroad. The study included market validation for the appropriate amount and mix of uses to be sure that the development, as currently proposed by the developer, was feasible in the marketplace, realistic, and still contained the compelling mix of uses, nodes and anchors that would sustain the area for the next generation.

The study contained estimates of supply and demand for the following uses: **USL stadium, arena, convention and meeting/tourism facilities, youth sports complex, convention hotel, office, medical, restaurant, multifamily, and retail.** Hunden's work provided historic and projected demand in all of these categories, and an analysis of the estimated demand and financials of the recommended mix of uses.

As noted above, the study included an assessment of the potential for a new USL stadium as part of the mixed-use development. The current estimate for size range of this asset is 5,000 – 7,000 seats. Hunden's research revealed that the lack of professional sports tenants in the Long Island area presents an opportunity to attract multiple minor league sports tenants to the development. A mid-sized stadium should be designed with the ability to accommodate a tenant to generate consistent event days.

At the conclusion of the study, Suffolk County had a comprehensive understanding of the highest and best uses for the site, the future market potential and the feasibility for all of the viable potential uses proposed by the developer. In 2022, Hunden completed additional financial modeling scenarios for various development pieces to reflect updated programming and scenarios.

Client: Suffolk County

Time Period: 2019 – 2020; 2022 - Present



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