



BASTROP, TX SPORTS FACILITY

market demand, financial feasibility & economic impact study

NAVIS Consulting

Katherine Caffrey, Founder & Principal

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hunden
partners



August 9, 2024

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Re: Bastrop Sports Facility Market Demand, Financial Feasibility & Economic Impact Study

Ms. Caffrey,

The Hunden Partners team (Hunden or Team) is pleased to submit a proposal to NAVIS Consulting (Client) to complete a market demand, financial feasibility, and economic impact study for a new indoor and/or outdoor sports complex (Facility or Project) in Bastrop, Texas. The purpose of the study is to determine the market supply, demand and opportunity for a new indoor and outdoor sports facility, with the capability to meet the needs of local and community user groups, as well as tournament organizers for regional and national events.

Hunden Partners, led by CEO Rob Hunden, is the premier placemaking real estate development and advisory firm in the U.S. Our firm offers the full range of market and financial feasibility services, as well as economic and fiscal impact analyses for transformative development projects. We also offer development and owner services to move projects to fruition via financing assessments, developer or management company solicitations and owner's development management services. 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 the feasibility and impact of tournament sports complexes, which makes our team the perfect fit for this study.

What Sets Hunden Apart?

- **Sports Complex Feasibility Experts.** Hunden has completed more than 100 community and tournament sports facility studies across the U.S. Some of the most notable built-and-thriving facilities include:
 - Grand Park in Westfield, Indiana,
 - Advent Health Sports Park at Bluhawk in Overland Park, Kansas
 - Wintrust Sports Complex in Bedford Park, Illinois
 - Great Park Tournament Complex in Irvine, California
 - UW Health Sports Factory in Rockford, Illinois
 - Roebbelen Center in Roseville, California, and
 - Paradise Coast Sports Complex in Naples, Florida, among many others.
- **Extensive Experience in Texas.** Hunden Partners has worked throughout Texas on dozens of studies and projects, including in Manor, Austin, Mansfield, Houston, Corpus Christi, East

Montgomery County, New Braunfels, Houston, El Paso, and many others. Our recent sports, events and athletic facilities market study experience throughout the state includes Baytown, League City, Kyle, Hays County, Fort Worth, Dallas, Amarillo, Lubbock, Temple, Sherman, and others.

- **Focus on Placemaking.** Hunden Partners does not just focus on single building developments, but rather on synergistic districts, campuses and destination placemaking. We have a passion for understanding what attracts visitors and residents to cities, districts, and properties, and we have an extensive background in analyzing market industry for “Live, Work, Play” developments across the U.S.
- **Independent and not Interested in Management Contract.** Hunden’s reports are objective and are not underbid in order to secure a future management contract.
- **Data-Driven.** Hunden has a passion for data-driven analytics that lead to sound and actionable recommendations and strategies for transformative developments.
- **Boutique Firm Focused on Your Questions.** As a 100% principal-owned firm with 30+ professional staff, Hunden has the advantage of being able to tailor our national experience to your needs.
- **Transparency and Truth Telling.** Hunden manages a transparent study process and communicates the market and financial realities so you can adjust your visions for ultimate success.

You will deal directly with Rob Hunden as the primary contact and signatory of any contracts. Project Manager Ryan Sheridan will serve as the day-to-day point of contact. Should you have any questions, please contact me directly at 312.933.3637 or rob@hunden.com. The Hunden Partners team appreciates the opportunity to work with you.

Sincerely,

A handwritten signature in black ink, appearing to be the initials "RH" followed by a horizontal line.

Robin Scott Hunden, CEO



METHOD OF APPROACH

Understanding

NAVIS Consulting (Client) is seeking a proposal from the Hunden Partners team (Hunden or Team) to complete a market demand, financial feasibility, and economic impact study of a new tournament sports facility (Facility or Project) in Bastrop, Texas (City).

Bastrop is the county seat in Bastrop County and located approximately 30 miles southeast of Austin. Due to its location between Austin and Houston, the city sees high levels of visitor and commuter traffic regularly. Additionally, City officials have identified a potential opportunity to capture a piece of the sports tourism market. The Client is now seeking an independent study to explore the validity of a sports complex development, with the goal to attract visitors to the area through sports tourism and prepare for future event growth opportunities.

Through a comprehensive study process, Hunden will determine the market supply, demand and opportunity for a new indoor and outdoor sports facility. Hunden will then make recommendations for the optimal facility type and programming, create demand and financial models to show projected performance of the recommended scenarios, and complete an economic, fiscal and employment analysis to show the projected return on investment to the community in terms of jobs, new spending and tax revenues generated by the recommended scenarios.

Future Capabilities. Hunden has the ability to augment this scope of work to perform a market demand, financial feasibility, and economic impact study for a new conference hotel in Bastrop, should the Client deem this appropriate.

Scope of Work

Hunden's work process is proposed as follows:

- Task 1 – Kickoff and Project Orientation
- Task 2 – Economic, Demographic and Tourism Analysis
- Task 3 – Local and Regional Indoor and Outdoor Sports Market Analysis
- Task 4 – Tournament Opportunity Analysis
- Task 5 – Support Amenities Analysis
- Task 6 – Case Studies and Best Practices
- Task 7 – Recommendations
- Task 8 – Demand and Financial Projections
- Task 9 – Economic, Fiscal and Employment Impact Analysis

Task 1: Kickoff and Project Orientation

The kickoff will be attended by members of the Hunden team, City officials, 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 NAVIS Consulting, the Bastrop Economic Development Corporation, relevant county and city departments and their respective support staffs, and any other organizations that the Client deems appropriate.
- Tour Bastrop, along with the proposed Project site, local sports facilities and their surrounding demand generators, interview stakeholders from a variety of local private and public organizations and perform fieldwork as appropriate.
- Gather and analyze background data related to the Project and any previously completed studies, as available and appropriate.
- Gather and review available economic, demographic and financial data.

Hunden will collaborate with the Client to plan the kickoff trip and orientation efforts to ensure proper stakeholder engagement and outreach efforts.

Task 2: Economic, Demographic and Tourism Analysis

Hunden will evaluate the Bastrop market as an economic center of activity as well as a destination for visitors, especially as it relates to sports facilities, tournaments and events. 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
- Tourism attractions, especially those popular with families.

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 and Regional Indoor and Outdoor Sports Market Analysis

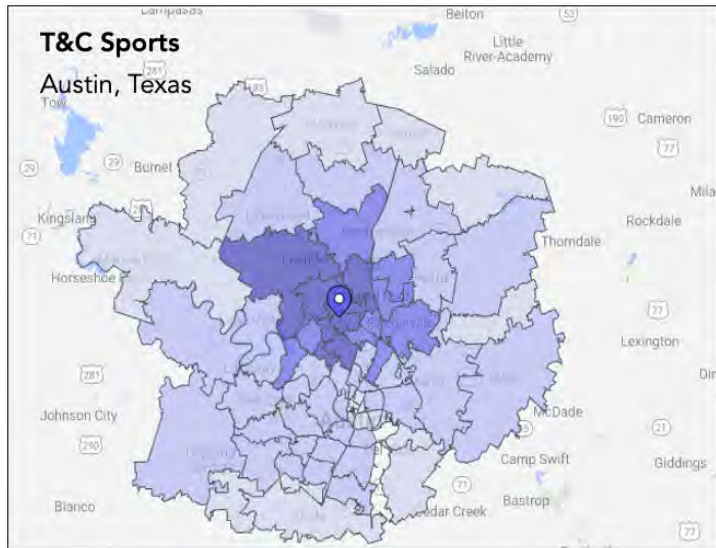
Local Competitive Market. Hunden will detail the existing offerings for sports facilities in the competitive local markets and their suitability for tournament and league play. Hunden's output will show how many visitors frequent the relevant local and regional facilities and where the facilities draw attendees from in order to assess utilization and gaps in the market.

Hunden will compile a supply and demand matrix that will identify whether the current inventory of facilities in the local Bastrop market and/or greater region is adequate for each sport/facility type studied.

Regional Competitive Market. Many of the likely events that could occur at a new sports complex 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 analyze and document the following conditions, as available and appropriate:

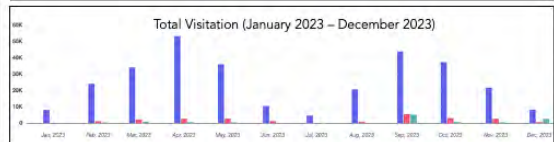
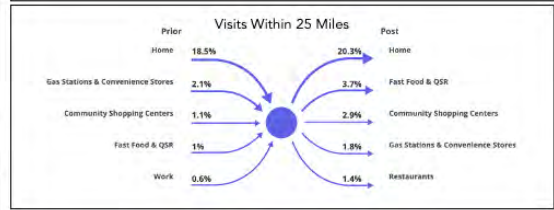
- Site and facility layout.
- Capacity,
- User and attendee counts, including local vs. out-of-town,
- Event types,
- Type of sports usage,
- Utilization times,
- Rental rates,
- Growth characteristics,
- Amenities, and
- Unique characteristics.

Hunden will utilize **geofencing research technology** to gather visitation and performance data for the relevant competitive sports complexes. This research output can show how many visitors frequent the facilities (and on dates when there is a large tournament) 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 the area and the surrounding region. The following figures provide a high-level illustration of just some of the type of visitation data we can gather with this tool.



T&C Sports - Austin, Texas January 2023 - December 2023					
Visitor Origins by Distance from Site	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 25 miles	303,300	89%	52,800	74%	5.74
Regional Distance - Between 25 and 100 miles	23,800	7%	11,600	16%	2.85
Long Distance only - Over 100 miles	12,000	4%	5,700	9%	1.79
Total Visits	339,100	100%	71,100	100%	4.77

Source: Floor.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 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.

Demand Interviews. Conducting demand interviews is one of the methods that Hunden uses to determine existing participation data, rental rates and costs for facilities in the city and the competitive regional marketplace, and other key datapoints to identify gaps and determine recommendations. These interviews will help determine what teams, leagues, and tournaments are likely to come to Bastrop and under what conditions.

Task 4: 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 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 5: Support Amenities Analysis

Hunden understands that attracting more tournaments through new sports facilities should include capturing more hotel room nights and spending from the visiting teams and families. As such, the market needs to have enough quality hotels to capture the demand. To the extent that some hotels are located outside of the city limits, the return on the investment for the Project will not be limited to the city. As such, Hunden will analyze the existing local hotel, retail, and restaurant supply at a high level.

Hotel. The analysis will determine proximate quality room count, as well as the community-wide room count, for hotels in the nearby area, to understand what impact from a new sports facility and programming can be captured in the city limits – and the implications for more hotels to be developed in the community.

The analysis will include tracking of occupancy, monthly room night demand, average daily rate (ADR), and Revenue per Available Room (RevPAR), and performance by year, month, day of week, unaccommodated demand and demand type/market mix. Hunden will include data showing local room occupancy, average daily rate, and Rev/Par for the last six years.

Restaurant/Retail. Hunden will also profile, map, and discuss the pros and cons of retail and restaurant nodes and how their proximity to the proposed site enhance or detract from the Project's success.

Task 6: Case Studies and Best Practices

Hunden will provide case study profiles of comparable indoor and outdoor sports complexes and discuss implications and lessons learned. Hunden will gather details on what these projects offer and profile them accordingly. Profiles will include interviews with management and data collection via Placer.ai. These facilities will be profiled, and implications discussed. Insight and best practices from these facilities will assist in identifying critical components of these types of complexes that can then be implemented into the recommendations, as appropriate.

Best Practices. Hunden believes that a career's worth of experience should result in wisdom and best practices for our clients. We gather these and share them with our clients.

Task 7: Recommendations

Hunden will provide recommendations for a new sports facility in Bastrop, including size, program, 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.

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.,
- Optimal sports uses, programming and events,
- Parking needs,
- Amenities,
- Optimal site parameters, and
- Others, as appropriate.

Task 8: Demand and Financial Projections

Event/Demand Projections. Hunden will make projections for demand for events and uses at the proposed Project. 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 recommended Project. This will include operation and maintenance costs which will influence the anticipated return on investment projections.

This financial analysis will include the following:

- **Estimated line-item revenues for ten years of operations.** Expenses directly related to the development will also be projected for the period. The demand profile, experience with similar developments and data from existing courses will be used to model the operating revenues and costs of the new developments 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, ticket sales, fees, food and beverage, parking and other income as relevant,
 - 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 and prepare an impact model 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 Bastrop and the surrounding area 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, including:

- **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 induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the City 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.

Touchpoints and Deliverables

- **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 Bastrop 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.
- **Market Findings Presentation (Deliverable)** – At the conclusion of Task 7, Hunden will present a PowerPoint-style deliverable of market findings electronically to the Client. This will include our recommendations and scenarios as appropriate.
- **Draft Analysis (Deliverable)** – Hunden will complete all financial and impact modeling elements of the scope of work and compile the results into a PowerPoint-style draft analysis, which will be presented to the Client electronically for review and comment.
- **Final Analysis (Deliverable)** – After receiving comments from the Client on the draft analysis, Hunden will issue its final PowerPoint-style analysis.

Timing

Hunden proposes the following timing estimates for each distinct deliverable:

- Market Findings – approximately eight weeks after the following has occurred: contract authorization, receipt of initial kickoff payment, completion of in-person site visit, and receipt of all requested data
- Draft Analysis – approximately three to four weeks after delivery of Market Findings
- Final Analysis – approximately two to three weeks after receiving Client comments on the draft

Hunden Partners expects the overall timeline to be approximately 12-14 weeks, assuming prompt Client responses, reviews and availability.

Fees

Hunden Partners proposes to complete the outlined scope of work for a lump-sum fee of **\$60,000**, inclusive of research and travel expenses for one (1) trip to Bastrop for the kickoff site visit/stakeholder engagement session. Any additional travel will be billed at cost.

Hunden proposes to bill the Client according to the following payment schedule, broken out by deliverable milestones:

- | | |
|---------------------------------|----------|
| ▪ Kickoff, to initiate work: | \$15,000 |
| ▪ Market Findings Presentation: | \$15,000 |
| ▪ Delivery of Draft Analysis: | \$15,000 |
| ▪ Delivery of Final Analysis: | \$15,000 |

We remain flexible in our approach and open to adjustments in order to best meet the Client's needs.

What Sets Us Apart?

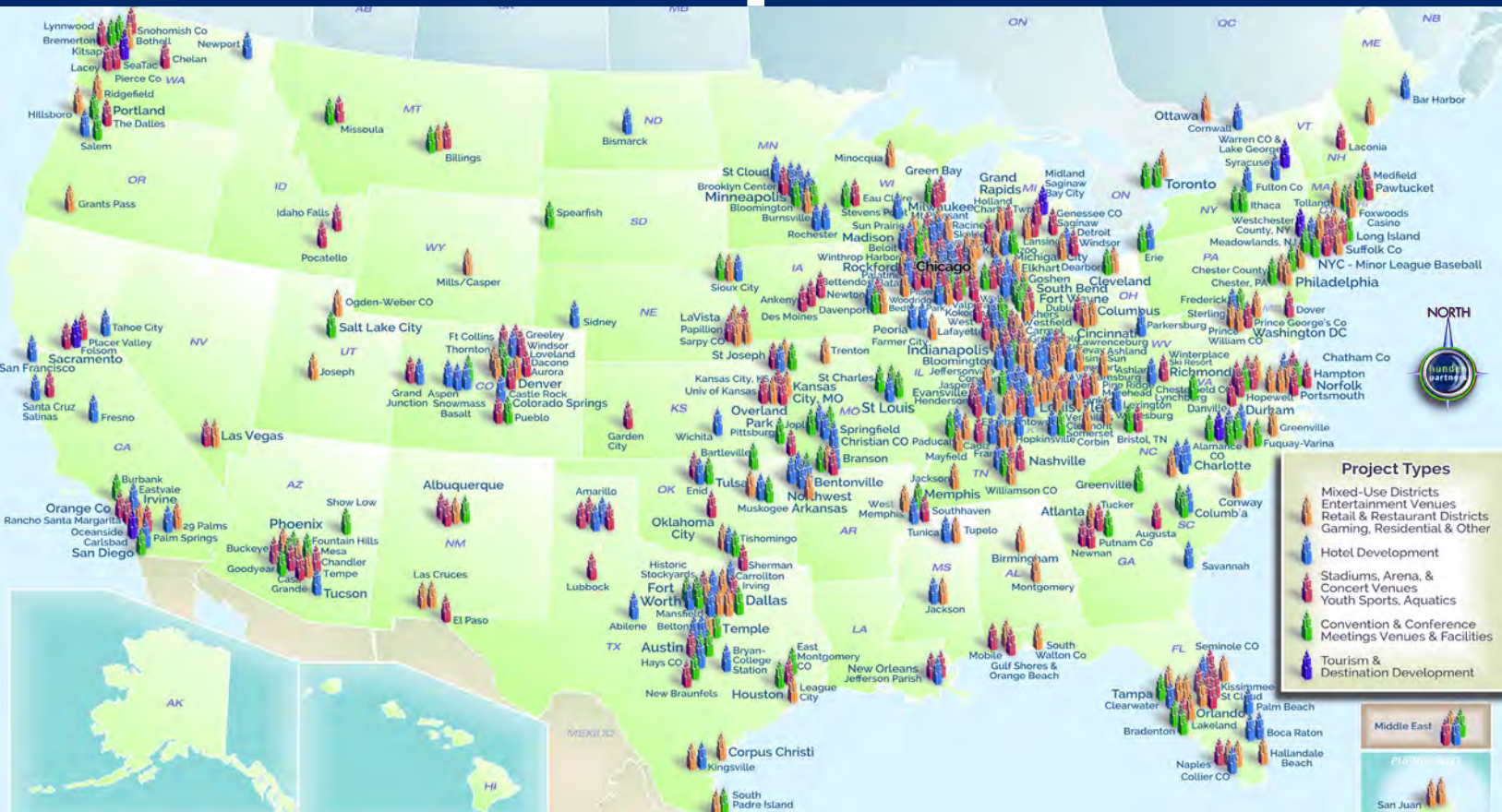
We believe that you will not find a more comprehensive approach and methodology to this kind of market and financial feasibility study than the process developed by Hunden Partners. We go beyond national trends and statistics by executing individual demand interviews with user groups, tournament organizers, and state/regional sports organizations to gather perspectives and insights that help us and our clients understand the local, regional and national competitive marketplace for their unique situation. To support your future decisions, we bring to each opportunity years of case studies, best practices and lessons learned.

Typical vs. Hunden Sports Complex Study		
	Competitors/ Youth Sports Study	Hunden/ Youth Sports Study
Kickoff & Tours	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Economic & Demographic Analysis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
National Trends & Market Overview	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tournament/User Group/State & Regional Org 1-1 Demand Interviews	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Support Amenities Analysis (Hotel & Restaurant/Retail)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cost Estimates & Drawings/Layouts from Trusted Design Partner	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unbiased Recommendations & Scenarios (no incentive to secure management contract)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Demand & Financial Projections	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Economic, Fiscal & Employment Impact Analysis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



QUALIFICATIONS

hunden partners



Hunden Partners is a global placemaking, tourism, and real estate development strategic advisor that provides public and private sector clients with analytics, market intelligence, guidance and strategy, so they can move their project and place from vision to reality. Hunden's expertise lies at the intersection of destination real estate development, tourism development, and economic development. Hunden has a passion for data-driven analytics, planning, and recommendations that lead to sound financials, impact studies, and actionable strategies for development success. We are passionate about placemaking and know that each place and related study deserves a tailored approach.

Our Expertise. Hunden is one of the only firms that understands the unique world of destination development, from tourism and placemaking action plans to feasibility and impact studies, financing plans, developer selection processes, governance structures and complex P3 deal development. We help clients create the vision for what they want their place to be, through in-depth analyses to executable action plans and ribbon cutting. Deep expertise includes convention/conference centers, headquarter and destination hotels, arenas, stadiums, amphitheatres, performing arts centers, youth sports complexes, mixed-use districts, attractions, entertainment concepts, activated public spaces, major events, and many more.

Over 1,000
studies & processes
resulting in over **\$20B**
in successful development

185+
placemaking
plans &
destination /
entertainment
district studies

200+
youth sports
complex,
professional
stadium &
arena studies

650+
conference,
convention,
event center
& hotel
studies

80%
studies &
processes for
public-sector
or DMO
clients

Our Work. Since our incorporation in 2006, Hunden Partners has provided services for more than 1,000 client projects, processes and studies worldwide, leading to more than \$20 billion in successful and in-process developments. We focus on transformative projects that create synergy with their surrounding uses and communities. Hunden is committed to telling the truth, highlighting best practices, and directing clients away from common pitfalls, so that communities can get to successful financing, execution and performance of key developments.

We are constantly building an expert team with a variety of backgrounds, skills, and expertise. Hunden Partners is a certified LGBT Business Enterprise (NGLCC) based in Chicago, with additional professionals around North America.



Rob Hunden

CEO / President

Project Director

Career Background

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

Select Associations & Thought Leadership/Speaking Affiliates

- Destinations International
- International Society of Hospitality Consultants
- International Economic Development Council
- Urban Land Institute
- International Association of Venue Managers
- International City/County Management Association
- International Council of Shopping Centers
- Coliseum Conference
- Association of Luxury Suite Directors
- P3 Conference/Convention Sports & Entertainment Facilities Conference
- Entertainment Experience Evolution Conference

Select Contributions to Articles & Publications

- Crain's Chicago Business
- Crain's New York Business
- Indianapolis Business Journal
- Sports Business Journal
- Urban Land Magazine
- IEDC Economic Journal

For nearly 30 years, Mr. Hunden has provided economic development, finance, and planning expertise and has conducted more than 1,000 feasibility and economic impact studies, including for some of the most notable transformative development projects in the U.S. He has had a hand in the development of more than \$20 billion in completed or underway, transformative projects. With a background in economics, real estate and tourism development, Rob brings trusted industry expertise to guide destination development and tourism oriented projects from concept to execution. Areas of specialty include major/minor league and university sports and entertainment districts, convention centers, hotels, youth sports complexes, multi-use arenas and event centers, and innovation and entertainment districts across North America.

Distinguished by his synthesis of critical analytics with placemaking, planning, programming and design, Hunden ensures smart, supportable and transformative developments. His expertise extends to entire districts and downtowns, including notable projects such as the KC Power & Light District, Indy Eleven Park, T-Mobile District in San Juan, the planned Gateway District on KU's campus, the planned Dallas Convention Center downtown district, and many others across North America. Hunden's guidance and expertise is not limited to simply completing studies; it's about shaping projects and destinations to support thriving communities, exemplified by Fort Worth Stockyards, downtown Indianapolis, Chicago Riverwalk and Navy Pier expansion, and more.

Mr. Hunden's public-private project and economic development career began at the Indianapolis Bond Bank and the Indianapolis Mayor's Office from 1996 through 1998, where he managed more than a dozen projects, including the 1999 Indiana Convention Center expansion, the RCA Dome expansion, development of the 650-room Marriott and Conseco/Bankers Life/Gainbridge Fieldhouse. He also worked on the repurposing and conversion of Glendale Mall, Union Station, and the development of the Emmis Headquarters on Monument Circle. From 1994 to 1996, he worked in financial consulting in the Washington, DC area for clients including six presidential candidates.

Rob has written articles on downtown development and taught college-level Destination Development, Tourism and related courses at Kendall College in Chicago. He has also sat on advisory boards for the Center for Real Estate Studies at Indiana University's Kelley School of Business, DePaul University's School of Hospitality and for IAVM's Allied Member committee. Mr. Hunden is a member of Destinations International, the International Society of Hospitality Consultants (ISHC), ULI, IEDC, IAVM, and ICMA. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past 20 years. Mr. Hunden received a B.S. in Finance from Indiana University in Bloomington, Indiana.



Ryan Sheridan

Lead Project Manager

Chicago, Illinois

Career Background

- Hunden Partners
- Nestle Coffee Partners

Quick Facts

- Indiana University, Kelley School of Business
- BS Finance and Business Analytics
- Home City: Rochester, NY

As Project Manager at Hunden, Mr. Sheridan leads clients through every step of the study process, from kickoff meetings and stakeholder interviews to management of deliverable creation and final presentations. He collaborates closely with CEO Rob Hunden to execute quality assurance processes that lead to the highest quality final product.

While at Hunden, Mr. Sheridan has worked on over 100 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 such as boutique lodging, distilleries/breweries, and entertainment venues and districts.

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

Ryan's work involves a deep understanding of the competitive supply and potential demand for local, regional, and national usages. This understanding, supported by Hunden's extensive research tools, informs his expertise on the multiple factors that contribute to a destination's "sense of place."

Youth/Amateur Sports Studies

- The Dalles/Waco County - Sports Study
- Lakeville, IN - Newton Park Sports Complex
- Seminole Co, FL - Sports Complex
- Buckeye, AZ - Sports Academy Peer Review
- Dublin, OH - Youth Sports Tournament Complex
- Hamilton County, IN - BEST Master Plan & Sports Studies
- Genesee County, MI - Athletic Complex Feasibility
- Pueblo, CO - Amateur Tournament Sports Market Demand
- Mansfield, TX - Sports-Anchored Mixed-Use District
- Warren County, NY - Sports Performance Center
- Wasco County, OR - Sports Complex
- Phoenix, AZ - Indoor Ice Arena
- Temple, TX - Tourism Assets Master Plan & Sports Study

Sports-Anchored Mixed-Use Analyses:

- Westfield, IN - Grand Park Expansion & New District
- Hampton, VA - Sports District
- Indianapolis, IN - Eleven Park Stadium and Mixed-Use District
- Baytown, TX - Arena-Anchored Mixed-Use District
- League City, TX - Sports-Anchored Mixed-Use Development
- Tempe, AZ - NHL Arena and District
- Noblesville, IN - G-League Arena & Mixed-Use District
- Mansfield, TX - Stadium-Anchored Mixed-Use District

Professional Qualifications

Youth/Amateur Sports & Recreation Facilities

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





Athletic Fields Usage Agreements & Sports Tourism Study

Waco, Texas

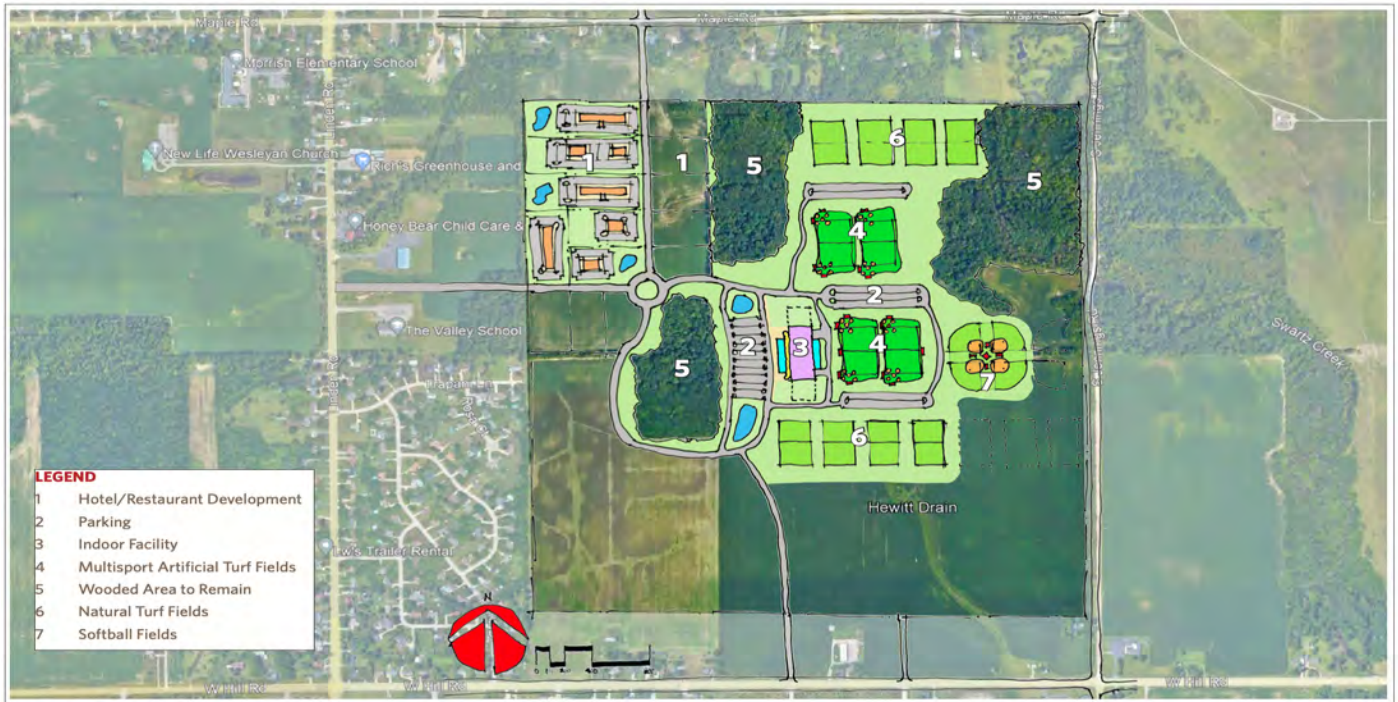
Hunden Partners was engaged by the City of Waco to complete a city-wide comprehensive assessment of athletic facilities and use agreements in Waco, Texas. The Hunden Team, including Convergence Design and Legacy Sports Group, is in the process of completing an overall analysis of the current inventory, conditions, capacity and use agreements for existing Waco athletic fields, as well as market demand and opportunity analysis for additional indoor and outdoor facilities. The goal of the study was to produce a guide for future usage, field and/or other facility development, and improvements that will allow Waco to operate at a competitive level in the sports tourism industry.

The City of Waco and the City Parks and Recreation Department desires to offer ballfields and programming that meet the needs of residents and visitors, as well as compete on a local, regional and national level for sports tourism economic development. Waco has a variety of existing ballfields used by participants in city-operated activities, private sports providers, and school districts for recreation, competitive and travel/tournament competition levels, all of which are to be addressed from an operational standpoint during Phase 1 of the analysis.

The Hunden Team evaluated strengths, weaknesses, opportunities and threats related to ballfields and other indoor and outdoor sports. Hunden identified trends, analyzed comparative use agreements, and developed strategic goals and priorities for future success. Both Phases of the process included interviews with city and county officials, community stakeholders, sports clubs, and organizations to understand the existing demand and usage for programs and fields, the current supply and the gaps between the two. By the end of Phase 1, Hunden provided recommendations for improvement, usage, and use agreement structures. Phase 2 concluded with additional recommendations for expanding opportunities for sports tourism, including new facility opportunities.

Client: City of Waco

Time Period: 2023 - 2024



Genesee County Sports Complex



Airport Site Concept | Phase 2

June 2022

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.

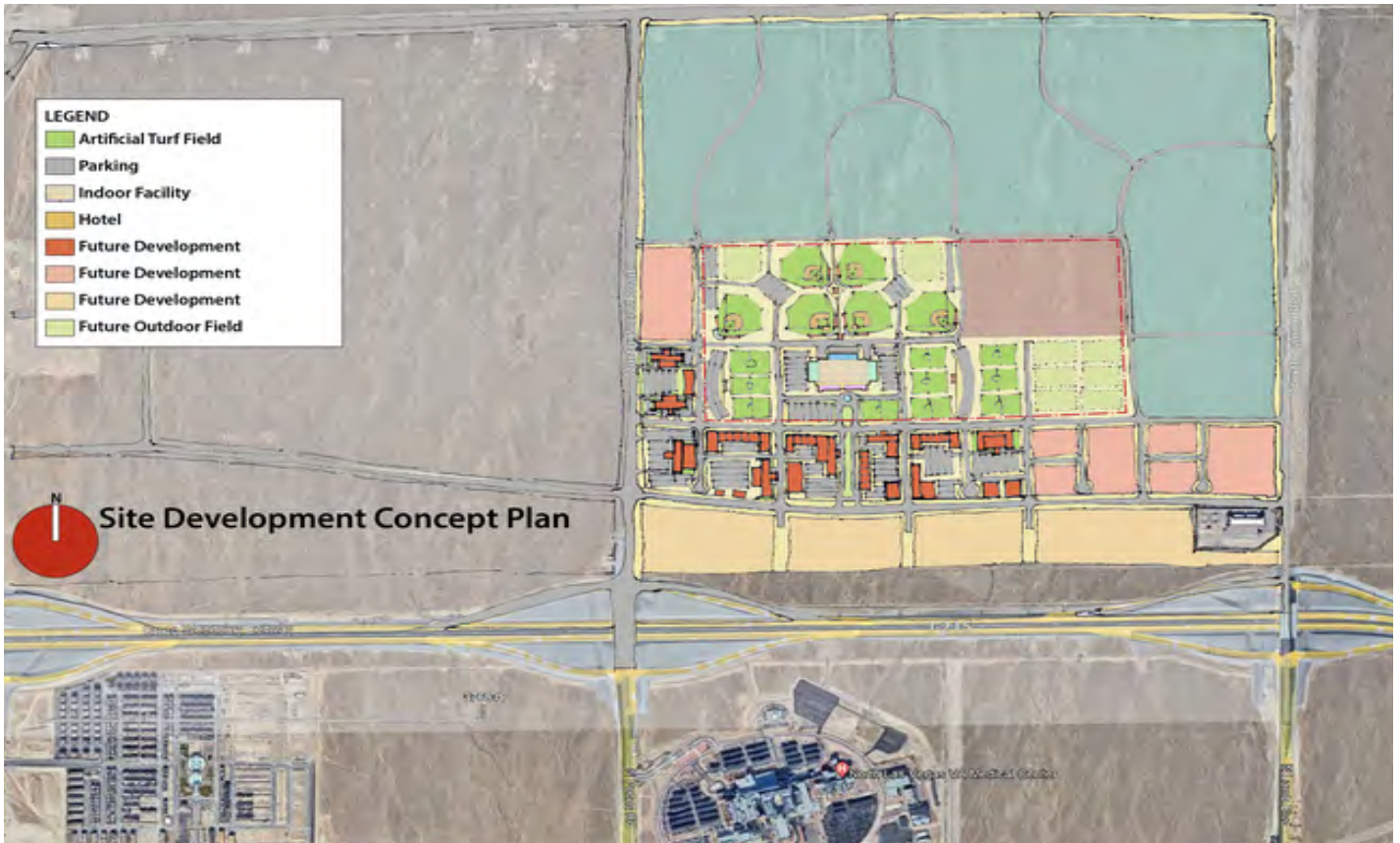
Hunden provided a full market analysis and developed recommendations and a financial plan for sustainable operations of the facility. Based on the study findings, Hunden provided detailed programmatic goals, layouts, and concept drawings related to the recommended complex:

- 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





Indoor/Outdoor Sports Tournament Complex Study

North Las Vegas, Nevada

The Hunden Partners Team, along with sports facility architect partner Convergence Design, was engaged by the City of North Las Vegas (City) to conduct a market demand, financial feasibility, and economic impact study for a new sports tournament facility (Project) in North Las Vegas, Nevada. The goal of the Project is to strengthen and diversify the area's tourism base, creating a more robust economy through regional and national tournament attractions, as well as provide the local and regional community with market-supported sports development and programming.

North Las Vegas is a suburban city in Clark County, Nevada, in the Las Vegas Valley. It is the fourth most populous city in the state. In spite of its robust population, the City does not have facilities capable of accommodating demand from existing local sports leagues, not to mention regional or national users.

Hunden's analysis found substantial demand for indoor and outdoor sports facilities, and concluded with recommendations for a phased complex buildout, beginning with development of ten indoor courts, seating for 1,000, four turf multi-sport fields, 15,000 square feet of commercial space, and 15,000 square feet of leasable medical tenant space. Phase II of the recommended Project buildout includes the addition of six multi-sport turf fields and six baseball/softball diamonds with seating for 450 spectators. Hunden's analysis emphasized the necessity of competitive support amenities, as such features are often the determining factor in attracting overnight visitors and major tournament organizers.

Client: City of North Las Vegas

Time Period: 2023 - 2024



Grand Park Feasibility & TIF Analysis; Area Master Plan

Westfield, Indiana

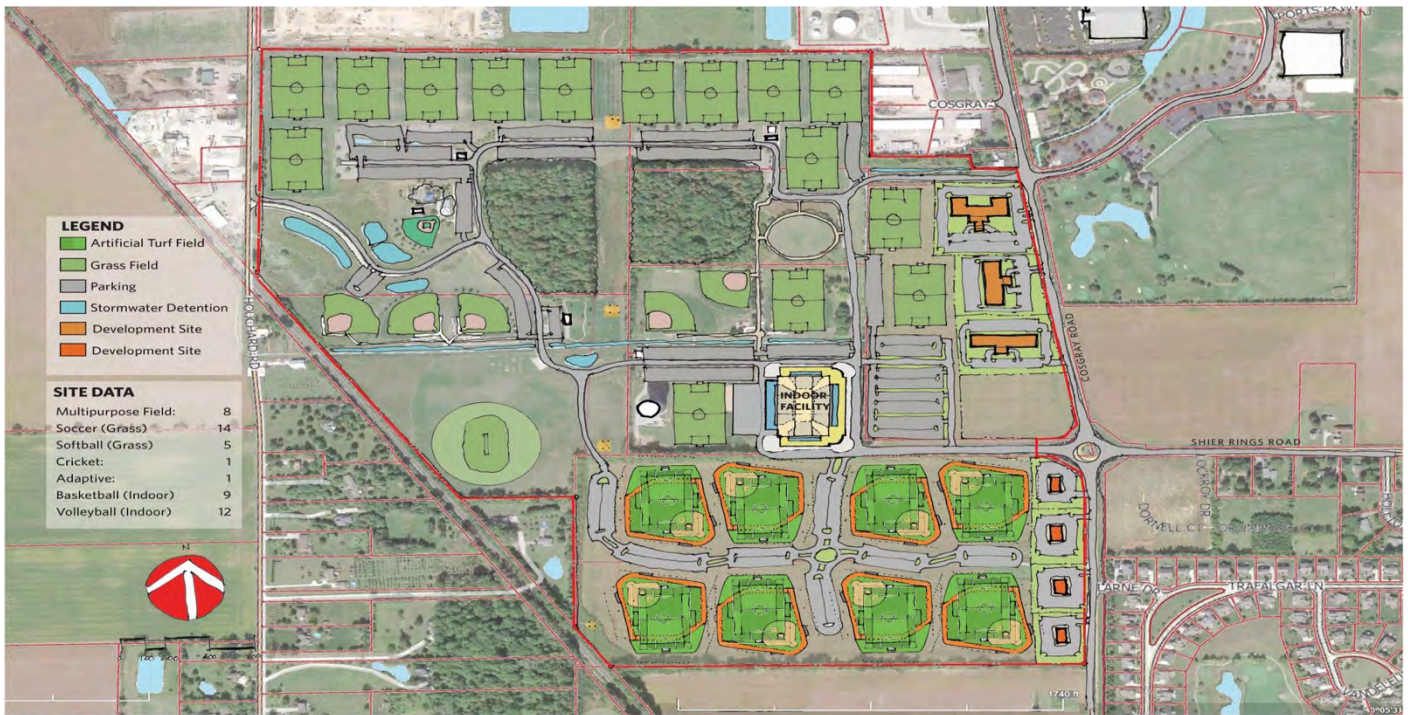
Hunden worked with the City of Westfield to analyze two related projects. The first was a feasibility and economic impact study of the proposed Grand Park sportsplex. The second study was a TIF funding analysis of the several square miles surrounding the sportsplex. These analyses included a detailed 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.

In 2024, Hunden, including architects from Perkins&Will and urban design experts from MKSK Studios, were further engaged by Hamilton County Tourism (HCT) and the City of Westfield to complete an area-wide master plan for future destination development surrounding the existing Grand Park sports complex. The area-wide master plan provides a multi-phased recommendations for buildout in the first 1-3 years (Phase I), 3-7 years (Phase II), and 7-10 years (Phase III). After conducting market research, the Team prepared a financial analysis for the proposed components of the Grand Park District. The funding sources and methods for execution of the project were analyzed based on the project's ability to provide a return on investment for the public sector.

Client: City of Westfield

Time Period: 2011; 2024



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



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.

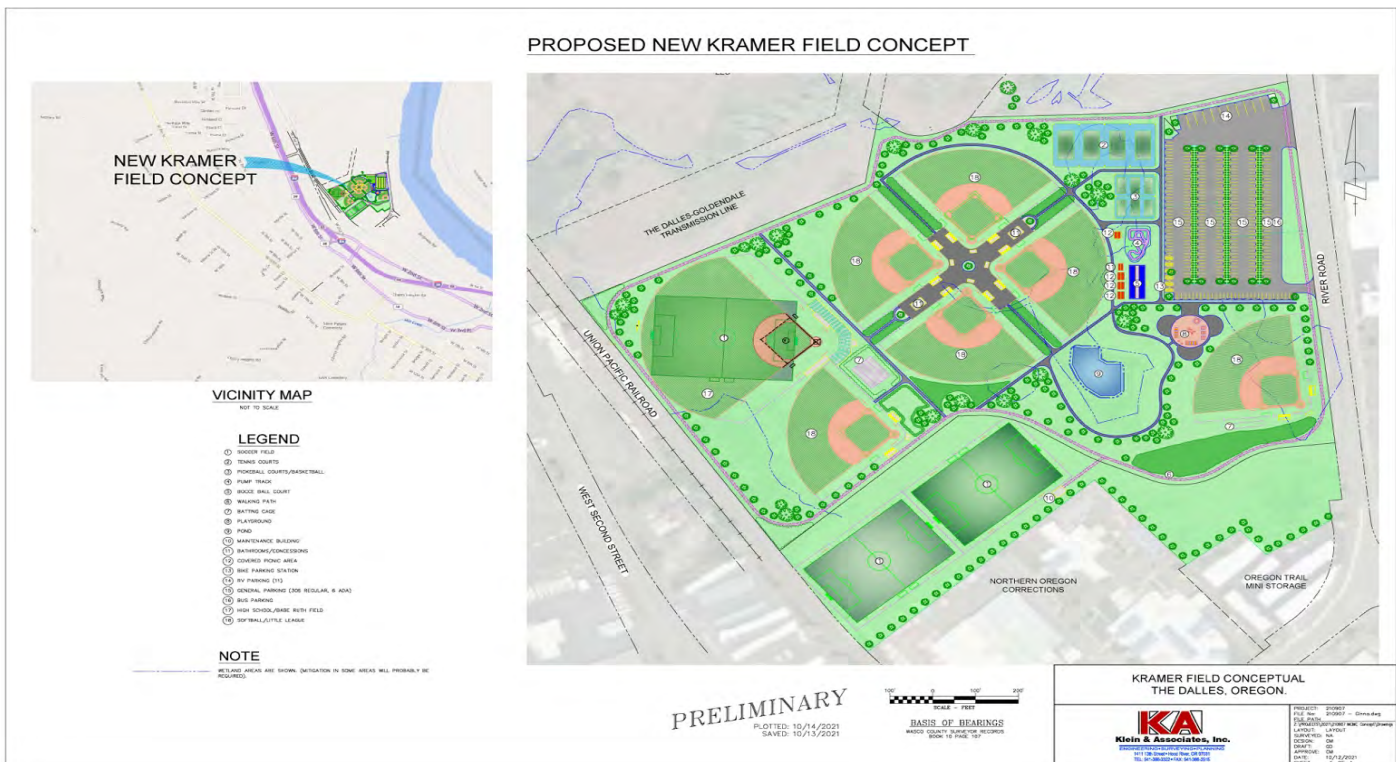
After reviewing the project concept and business plan for the complex, including layout, current proposed programming, demand sources, and financial projections, Hunden's preliminary recommendations for the complex determined demand for 9 hardwood basketball courts with the ability to configure into 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



The Dalles/ Wasco County Regional Sports & Event Complex Market & Financial Feasibility Study

The Dalles & Wasco County, Washington

Hunden Partners was engaged by Stantec Consulting Services on behalf of the City of The Dalles and Wasco County to conduct a study that aims at identifying the supply/demand for sports/recreation in the City of The Dalles and Wasco County; how the city and county stack up to surrounding communities in the regional market; and finally, based on this analysis, drawing impactful conclusions that identify where strong opportunities lie to take the city and county to the next level as a destination for sports and recreation.

The project under study, Kramer Field, was conceptualized to include 3 soccer fields, 7 baseball diamonds, 6 pickleball courts, 4 tennis courts, bocce ball court, walking path, playground, pond, picnic area, and parking on a either a 150+/- acre site or a 30+/- acre site. The illustration above was by developed by Klein & Associates, Inc. for Wasco County. The purpose of the study is to provide the Client with a comprehensive assessment of the current market demand, future opportunity, and the needs/gaps for indoor and outdoor sports facilities for both residents and regional sports tourism.

Hunden reviewed the project as planned and conducted a market opportunity analysis for tournament sports. Hunden also provided prescriptive market-based recommendations for the project site. Finally, Hunden is creating demand, financial and economic impact projections for the recommended scenarios.

Client: Stantec/City of The Dalles/Wasco County

Time Period: 2023 – 2024





Scenario 1

Max Tournaments & Local Utilization

Program Summary

- Existing Expo Halls D&E
- Temporary Outdoor Events / Cirque Du Soleil
- Repurpose of Historical Hall Materials

New Sports Facilities (Indoor)		310,440 SF
■ Community Ice (2 Ice Sheets)	78,000 SF	
■ Combined Track & Court (9 BB, 18 VB)	98,640 SF	
■ Indoor Turf - Fieldhouse	133,800 SF	

On-Site Amenities (Phase 1)		98,420 SF*
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Athletic and Entertainment Center		78,470 SF*
■ Fitness/Training	12,000 SF	
■ Sports Medicine	3,000 SF	
■ Meeting Space/Classrooms	6,000 SF	
■ Offices	8,000 SF	
■ Family Entertainment Center	20,000 SF	
■ Food & Beverage (P1 F&B)	10,000 SF	

Memorial Museum		15,000 SF
■ Memorial Museum/Exhibit	15,000 SF	

On-Site Amenities (Phase 2)		138,000 SF
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■ Hotel 1	120-Keys / 54,000 SF	
■ Hotel 2	120-Keys / 54,000 SF	
■ Food & Beverage (P2 F&B)	30,000 SF	

*Subtotal plus Grossing Factor

Scenario 1 Parking Summary		2,350 Spaces
Surface Pkg	1,410 Spaces	
Surface Pkg - Cirque Site	640 Spaces	
Structured Parking	300 Spaces	

Scenario 1 Land Use Summary		53.4 Acres
■ Building Footprint	16.6 AC	30%
■ 3 Parks/Green Space	1.9 AC	4%
■ Softscape - Tree Lined	3.4 AC	6%
■ Pedestrian Plaza	3.7 AC	6%
■ Surface Parking/Non-Programmed Space	28.6 AC	54%

Expo Future-Use Sports & Events Project Study

Portland, Oregon

Hunden Partners Team was engaged by Metro (Client) to conduct a market demand and financial feasibility study to examine the highest and best use of the Portland Expo Center (PEC or Expo) campus and how it may best pivot operations, either through renovation or redevelopment, into a community-centric venue for amateur, professional and recreational sports (Project). The Team includes Rowe Consulting Group, LLC., Cascadia Partners, a Portland-based planning and consulting firm, Perkins & Will, and Sports Facilities Company.

The PEC, originally built in the early 1920s, is a 53-acre campus located on the north side of Portland near Vancouver, Washington. Managed by Metro, the PEC features five inter-connected exhibit halls, Halls A - E, totaling more than 333,000 square feet. The site is adjacent to a number of popular sports facilities and attractions and the northern terminus for the Yellow Line of Portland's light-rail transit system, as well as has connections to TriMet Bus Line 11-Rivergate/Marine Drive. For more than 100 years, Expo has served as Portland's gathering place, attracting nearly 500,000 visitors per year and more than 100 events.

The history of the Expo Future Project has its roots in Hunden's 2014 expansion feasibility study and then progressed through a Development Opportunity Study (DOS) prepared in 2019 by Cascadia Partners, a community engagement process in 2020/2021, an RFEI process in 2022, and adoption of the community-driven Guiding Principles. The Team's analysis addressed sports tourism and entertainment national and regional market trends, development and facility cost estimates and savings, demand and financial projections, economic, fiscal, and employment impact analysis, and funding options.

Client: Metro

Time Period: 2023 - Present





Juday Creek Athletic Sports Complex Feasibility Study & Developer Solicitation Process

South Bend- Mishawaka, Indiana

Hunden Partners worked with Visit South Bend Mishawaka (VSBM) 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. Hunden determined the potential funding for a sports facility in South Bend-Mishawaka. 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 the economic impact and feasibility of recommendations.

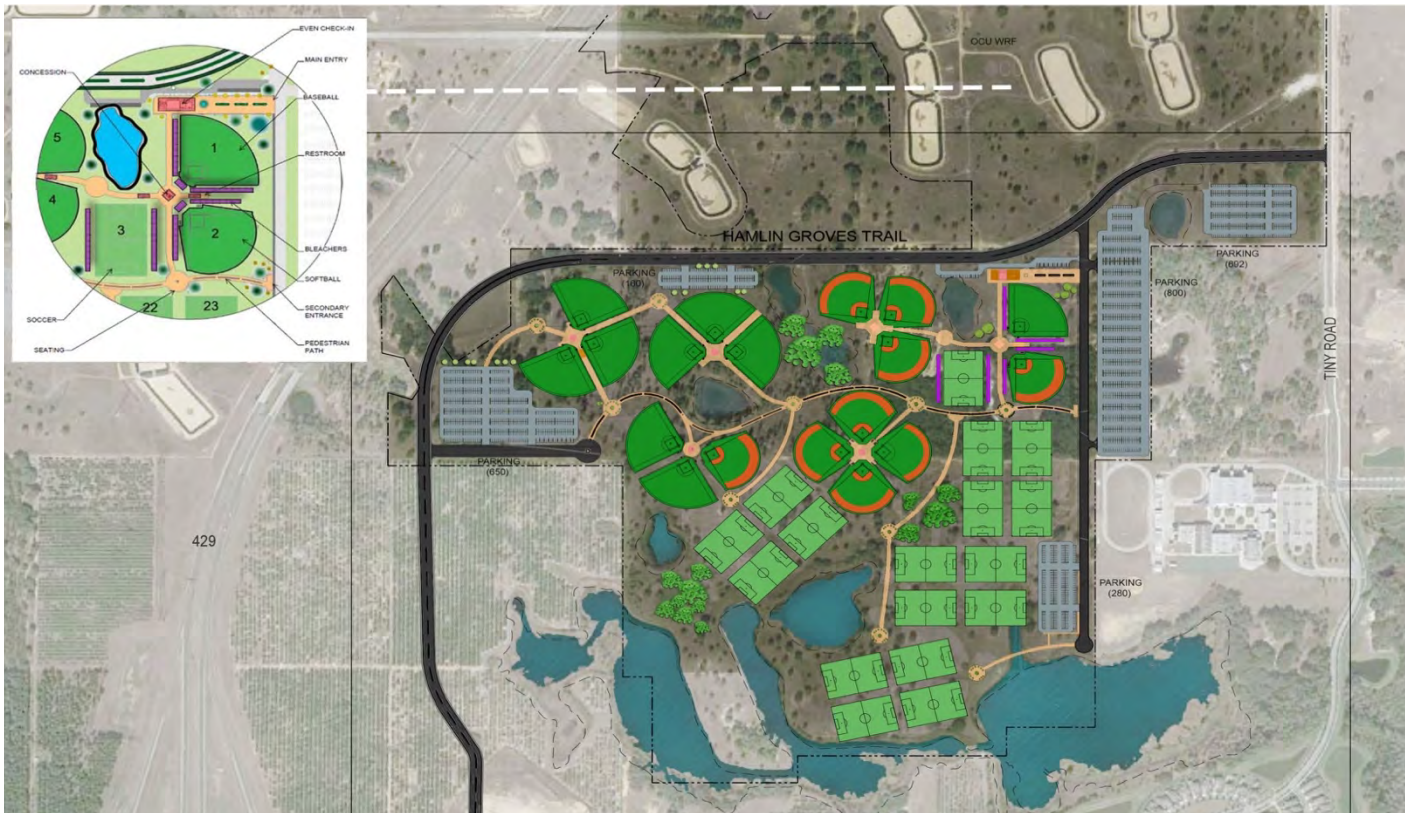
The goal of the study was to determine how a sports facility could best serve the community by providing an improved quality of life, hotel stays, new jobs and economic impact. Hunden researched the physical and budgetary challenges VSBM faced in embarking upon the construction and management of recommended facilities.

Further assistance included a Request for Expressions of Interest (RFI) Process. We assisted VSBM in locating interested operators, programming, and funding through this process. Hunden also conducted a review of governance structures and management options for the new facility.

The 350,000 square foot multipurpose indoor athletic facility (including 8 courts for volleyball and basketball and 2 turf field for indoor soccer and baseball) broke ground in 2022.

Client: Visit South Bend Mishawaka

Time Period: 2015 - 2018



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



Indoor/Outdoor Tournament Complex Feasibility

Williamson County, Tennessee

Hunden Partners worked with the Williamson County Convention and Visitors Bureau to determine the market demand, financial feasibility and economic impact of a potential youth and amateur multisport complex to be located in Williamson County. Hunden looked at both indoor sports opportunities, as well as outdoor fields. Due to the closure of a major indoor facility by private owners, the community experienced a decline in youth sports tournament impact. This loss of impact was measurable and supported the notion that youth sports has a very real and positive impact on the local economy.

Williamson County has grown to become a popular destination for youth and amateur sports teams and events both regionally and nationally. Some of this popularity stems from the County's location and access to much of the country, as well as its climate and adjacency to Nashville. The Hunden Team explored what kind of sports should be targeted as well as the optimum number of sports facilities the County should construct for year-round use.

Hunden made recommendations for indoor and outdoor developments. Hunden worked with design firm Sink Combs Dethlefs to develop recommended layouts and programs for the indoor and outdoor facilities, then produced demand and financial models, as well as attendance and economic, fiscal and employment impact models to show how well the projects would perform.

Client: Williamson County CVB

Dates: 2016 - 2017



Sports Facilities Market Demand & Feasibility Study

Gulf Shores, Alabama

Hunden Partners worked with the Gulf Shores & Orange Beach Sports Commission to assess the market demand and financial feasibility of a new and/or enhanced sports and related facilities, to meet the current and future needs of the community, support athletic programs and generate recreation spending. The purpose of the study was to determine the market opportunity in Gulf Shores and Orange Beach (GSOB) for a new multisport complex or a renovation and improvement of existing facilities. The study analyzed existing and competitive facilities in the local, state and regional markets to identify gaps in quality and supply. Hunden also identified and studied similar public and private examples of athletic facilities from around the nation that would likely not be directly competitive.

The demand analysis of this study included an assessment of how the climate, existing facilities and access issues impact the opportunity for GSOB to leverage its existing strengths and expand its sports offerings. The analysis covered tournaments and indoor and outdoor sports.

The findings indicated that there was demand and opportunity for a new multi-sport venue for indoor and outdoor events. Although there was demand and opportunity for both indoor and outdoor facilities, an indoor facility was recommended as a higher priority. Given the quality and capacity of the recommended new facility, inducing major new regional tournaments should be highly achievable. In addition, the study included a recommendation for an outdoor sports facility as a phase II development.

Client: Gulf Shores & Orange Beach Sports Commission **Time Period:** 2017



hunden partners

