



**HRS 103D-304**

**PROFESSIONAL SERVICES - RD.1 RD.2, RD.3, & RD.4**

**RESEARCH & DEVELOPMENT**

**County of Hawai'i**

Attn: Mr. Douglass Adams  
Director of Research & Development  
[chresdev@hawaiicounty.gov](mailto:chresdev@hawaiicounty.gov)

June 30, 2024

**hunden  
partners**

June 30, 2024

County of Hawai'i  
Mr. Douglass Adams, Director of Research & Development  
25 Aupuni Street, Suite 1301  
Hilo, Hawai'i 96720  
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**RF: HRS 103D-304 Notice to Providers of Professional Services - RD.1, RD.2, RD.3, RD.4**

Hunden Partners (Hunden) is pleased to provide the County of Hawai'i Research and Development Management department (Client) with a statement of qualifications to provide professional services as they relate to **RD.1 – RD.3 Community Planning and RD.4 Economist**. Hunden Partners specializes in the economics of place, and we thrive on uncovering long-term revenue generating opportunities that support sustainable growth for compelling developments and destinations.

**Hunden Partners**, led by CEO Rob Hunden and our team of Executive Vice Presidents, is the premier placemaking real estate development and advisory firm in the U.S. with a focus on transformative development projects. Our firm offers the full range of market and financial feasibility services, as well as economic and fiscal impact analyses. 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.

### Why Work with Hunden?

- Hunden has conducted hundreds of studies for public-sector clients across the country and has **proven methodology and work processes** associated with each topic, from:
  - Tourism and destination development master plans,
  - Residential, retail, restaurant, office, and entertainment.
  - Mixed-use and entertainment districts,
  - Attractions,
  - Hotels,
  - Convention and conference centers,
  - Sports and recreation complexes,
  - Fairgrounds, and
  - Arenas and stadiums.
- We understand that game-changing planning efforts will result in strategies and a framework to support the future growth and vibrancy of the County ecosystem. Hunden is

**committed to market- and reality-based recommendations** for development scenarios to support sustainable competitive performance that meets the needs of key stakeholders and maximizes usage and impact.

- We have operated in a similar **on-call advisory role** producing market, financial feasibility and economic impact reports for the Commonwealth of Kentucky, cities of Fort Worth and Dallas, Texas; La Vista, Nebraska; Charlotte, North Carolina; Pittsburgh, Pennsylvania; San Francisco, California; and the state of Nevada. We believe that you will not find a more qualified and passionate firm to act as your vital strategic partner.
- **Long-Term Partners and Advisors.** We have the capability to move the Client through the public development process as an extension of client staff that may not be experienced in these complex projects. Steve Haemmerle is our EVP focused on project implementation, having performed the same role on significant projects in this space, including the McCormick Place West expansion in Chicago.
- **Boutique Firm Focused on Your Questions.** As a 100% principal-owned firm with 30 professional staff, Hunden tailors 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.

Hunden will work with the County to create unique and tailored proposals with detailed scopes of work, deliverables, timing and fees for each project identified throughout the contract period. From there, Hunden will take the County through an intensive project kickoff process to determine goals of the study, tour the appropriate sites, meet with and interview local stakeholders and user groups, and gather critical data for the analysis. Hunden is happy to provide the County, upon request, example scopes of work and/or report examples that illustrate our standard approach, task lists, and methodology.

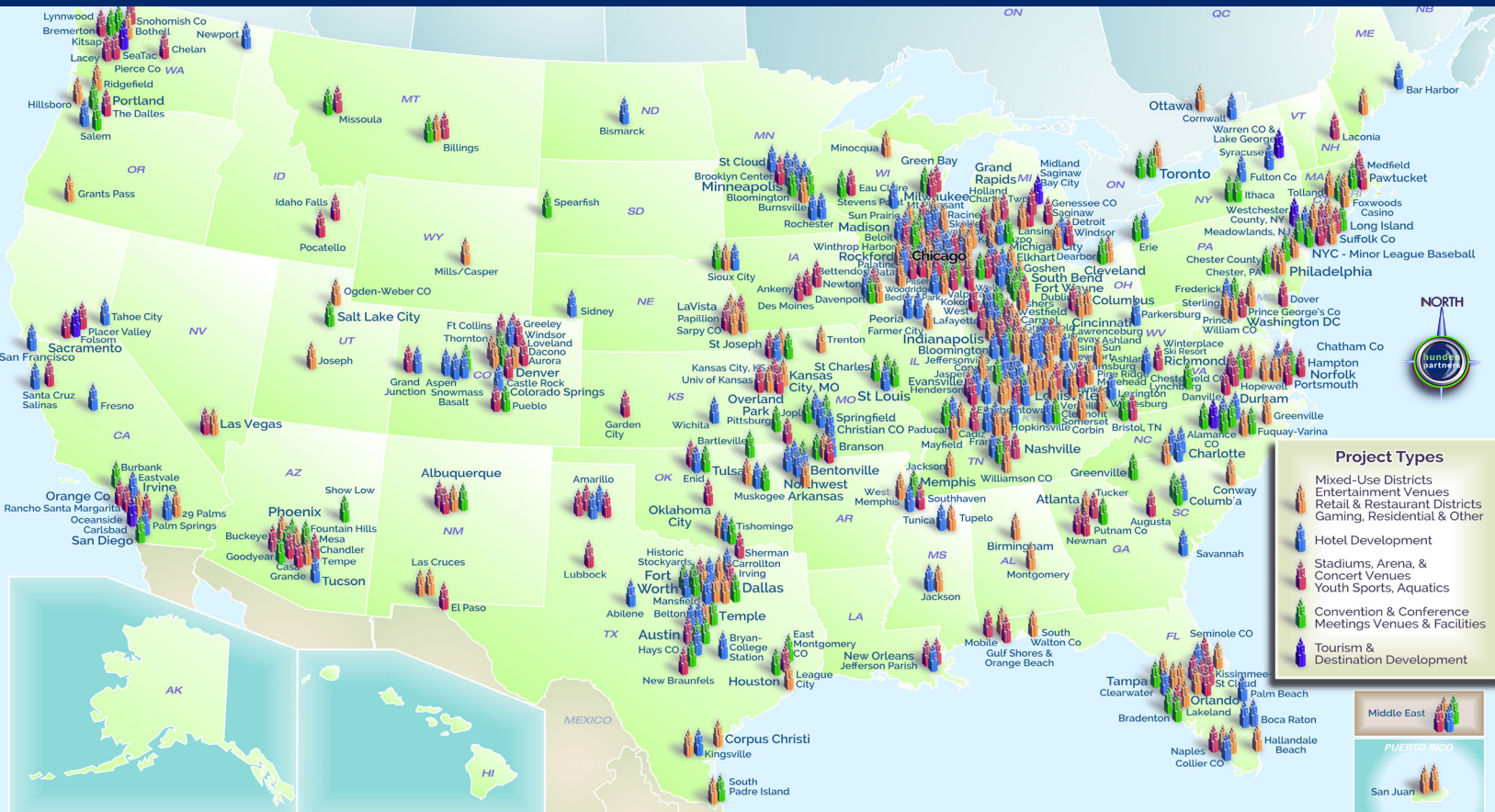
The following statement of qualifications outlines our firm history, personnel background, and qualifications with references. You will deal directly with me, owner and President of Hunden Partners, and the primary contact and signer of any contracts. Should you have any questions, please contact me directly on my mobile phone at 312-933-3637 or at my email at [rob@hunden.com](mailto:rob@hunden.com). We appreciate opportunity to work with you.

Sincerely,

A handwritten signature in black ink, appearing to be "RH" with a long horizontal stroke extending to the right.

Robin Scott Hunden, CEO  
(M) 312-933-3637 | [rob@hunden.com](mailto:rob@hunden.com)

# hunden partners



## Project Types

- Mixed-Use Districts
- Entertainment Venues
- Retail & Restaurant Districts
- Gaming, Residential & Other
- Hotel Development
- Stadiums, Arena, & Concert Venues
- Youth Sports, Aquatics
- Convention & Conference Meetings Venues & Facilities
- Tourism & Destination Development

**Hunden Partners is a full-service real estate development advisory practice** that provides 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 do not take a cookie-cutter approach.

**Our Team and Strategic Partners.** We are committed to building an expert team with a variety of backgrounds, skills, and views. As a certified LGBT Business Enterprise 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. 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.** Since our incorporation in 2006, Hunden Partners has provided services for hundreds of client projects worldwide for public, non-profit and private sectors. We focus on transformative projects that synergize with their surrounding neighborhoods and assets. 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.

## Areas of Expertise:

- Hotels, Residential, Retail, Restaurant, Office
- Arenas, Stadiums & Sports Complexes
- Entertainment & Mixed-Use Districts
- Amphitheatres & Performance Venues
- Arts, Cultural Facilities & Attractions
- Convention, Conference & Expo Centers
- Higher Education Amenities and Assets

## Services:

- Market Demand & Financial Feasibility Analysis
- Economic, Fiscal & Employment Impact Analysis
- Placemaking & Destination Analysis
- Public Incentive Analysis
- Policy/Legislation Consulting
- Solicitation & Selection Services
- Project Implementation Services



## 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.



## Bethanie DeRose, CDME

*Executive Vice President, Consulting  
New York, New York*

### **Career Background**

- JLL Global Tourism Practice - Executive Vice President
- Strategic Advisory Group - Associate Consultant
- The Chelsea - Operations Manager

### **Quick Facts**

- Over 10 Years of Destination Development Consulting
- Rutgers University, New Brunswick, NJ

### **Professional Affiliations**

- US Travel Association - Pillar Member, 2024-Present
- UNWTO - Member, 2024-Present
- Destinations International Association - Board Member, 2023-Present
- ULI Philadelphia Chapter - Member, 2023-Present
- World Travel & Tourism Council - Corporate Member, 2019-Present
- IAVM - Associate Member, 2016-Present

As the Executive Vice President of Consulting at Hunden, Ms. DeRose's primary focus is overseeing the complete project pipeline from proposal creation and new business development through the delivery of final market demand, financial feasibility, and economic impact analyses. Additionally, Bethanie leads the execution of Hunden's Placemaking Plans. She has conducted destination tourism plans and strategies for dozens of destinations across the U.S. and internationally.

Prior to joining Hunden, Ms. DeRose was involved in convention center planning in Central America and global tourism readiness planning in Europe, Asia, and the Middle East. Bethanie has also worked closely with industry associations including the World Travel and Tourism Council on a Global Tourism Readiness project as well as Destinations International on the conventions and meetings product audit.

Bethanie's background in hospitality operations management, sales execution, and capital project management has informed her work in the consulting sector and allowed her to maintain a hands-on approach in the study efforts she leads. She serves as a point of client contact at each stage of the study process. Developing relationships with clients is a passion-point for DeRose, and she consistently serves as a resource to destinations, cities, and countries for years after the initial study phase is complete.

DeRose is a recognized industry leader and was recently named to the 2023/2024 Association Board of Director Slate for Destinations International.

### **Relevant Projects Include:**

- Frisco, TX - Firefly Park
- Boca Raton, FL - Center for Arts & Innovation
- San Juan, PR - Grand Reserve
- La Cruz, Costa Rica - Costa Elena
- Charlotte, NC - Convention Center Expansion
- Denver, CO - Convention Center Expansion
- Raleigh, NC - Arts & Convention Campus Expansion

### **Select Tourism Project Clients Include:**

- Hawai'i Tourism Authority
- Rochester MN Convention & Visitors Bureau
- Visit Denver
- Little Rock Convention & Visitors Bureau
- Philadelphia Convention & Visitors Bureau
- Raleigh Convention & Visitors Bureau
- Discover Santa Clara
- Finger Lakes NY Regional Tourism Council



## Jay E. Burress

*Executive Vice President, Tourism  
Dallas, Texas*

### **Career Background**

- Visit Anaheim - President & CEO
- Experience Arlington - President & CEO
- Visit Dallas - Multiple Roles

### **Quick Facts**

- Nearly 40 Years of Industry Experience
- Baylor University, Waco, Texas

### **Professional Affiliations**

- US Travel Association - Board of Directors, 2011-2023
- Meetings Mean Business - Board of Directors
- Destinations International Foundation - Board of Directors , 2015-2017
- Destinations International - Board of Directors, 2017-2019
- CalTravel - Board of Directors, 2016-2023
- CalTravel Foundation - Founding Board Chair, 2022-2023
- Visit California - DMO Advisory Council
- Orange County Visitor Association - Chair, 2017-2019

As the Executive Vice President of Tourism at Hunden, Mr. Burress's primary focus is on the execution of Hunden's Placemaking Plans and associated destination development studies and implementation efforts, including major tourism-inducing assets such as entertainment, sports, and convention facilities, and events.

A seasoned leader in the DMO world, Mr. Burress led two destinations through years of placemaking and tourism efforts, in addition to furthering quality-of-life assets for residents. In the destinations that Jay has led, he has worked closely on development projects with elected officials, Chambers of Commerce, Economic Development departments, and local stakeholders from ideation to research, fundraising, and operations.

For ten years, Jay's role as President & CEO at Visit Anaheim centered on the goal of bringing the DMO into the future. He accomplished this through new market sales and marketing initiatives, new product development and placemaking, and community engagement. Jay managed seven direct reports and reported to a Board of Directors. Through the Anaheim Convention Center expansion, Jay was able to grow citywide convention business from 35 bookings each year to 52 bookings each year. Jay grew the organization's budget from \$12M to \$22M and staff from 50 employees to a peak of 72 in 2020. He also created a regional Sports Commission, a community foundation (Visit Anaheim Cares), and an LLC to own and hold their own events and conventions (Enterprise Anaheim).

### **Major Initiatives and Projects Include:**

- Anaheim, CA: Anaheim Convention Center Expansion, Anaheim Grand Plaza, Anaheim Sports Park
- Anaheim, CA: Created and founded Enterprise Anaheim, LLC. – a for profit corporation to create, own and operate special events, tradeshow and other entrepreneurial efforts
- Arlington, TX: Experience with mega-events including Super Bowl XLV, NBA All-Star Game, Cotton Bowl, two World Series MLB Championships, etc.
- Arlington, TX: Created an Arlington Cultural Tourism Council to reorganize an Arts Grant program for the City of Arlington
- Arlington, TX: Developed a 501 (C) 3 organization, Friends of Experience Arlington, for support of DMO efforts, research, sponsorship and grant writing efforts
- Dallas, TX: Planned and managed hosting of the largest international travel trade show for travel to the US, International Pow Wow 2000 creating \$300 million in economic impact for Dallas and Texas
- Dallas, TX: Supervised international tourism offices including Argentina, Brazil, Chile, China, Germany, Mexico and the United Kingdom



## Steven Haemmerle

*Executive Vice President of  
Development Services*

*Chicago, Illinois*

### **Quick Facts**

- 30+ Years of Industry Experience
- MBA from the University of Chicago Booth School of Business
- Bachelor of Architecture from University of Notre Dame
- 2011-2019 Executive Vice President of Navy Pier, Inc.

Steven Haemmerle is a senior real estate professional with over 30 years of public, private, and not-for-profit real estate experience, including strategic planning, the development of high-profile mixed-use projects, large-scale project management, architecture, and real estate operations. Steve has a unique understanding of real estate strategy, is skilled at organizing and completing complex projects, leading experienced teams of professionals, and developing projects in the public, private, and not-for-profit sectors.

Mr. Haemmerle recently joined Hunden Partners but has had a working history with the firm for over 10 years. He is currently working with Hunden on development and implementation advisory efforts in Corpus Christi, Texas, for a new convention center district and in Lawrence, Kansas, on a new stadium and mixed-use district for the University of Kansas. He is actively engaged in many other projects throughout the country.

Steve served as Executive Vice President of Navy Pier, Inc. from 2011 to 2019, and was responsible for all real estate development at Navy Pier. Steve was responsible for the creation and implementation of the Centennial Vision, the framework plan for the redevelopment of Navy Pier. The framework plan has and continues to guide the Pier's redevelopment efforts. Much of the transformation of Navy Pier has been completed, including its exterior public spaces and the retail portions of the interior. Steve negotiated agreements with the architects, consultants, and contractors for the project as well as leases with Chicago Children's Museum and Chicago Shakespeare Theater that allowed them both to expand their presence at the Pier. Steve sourced and negotiated a complex air-rights lease with a private entity for the development and operation of a hotel and rooftop venue at the Pier's historic East End. All told, nearly \$400M has been invested in Navy Pier since 2010.

Steve also worked for the Metropolitan Pier and Exposition Authority in Chicago, the owner and then operator of both McCormick Place and Navy Pier. McCormick Place is the largest convention facility in North America. During his tenure there, Steve served as the Executive Director of Development and was responsible for all real estate development and capital projects there. Steve directed the \$1.2B McCormick Place West Expansion, including the oversight of all land acquisition, entitlements, zoning, environmental remediation, land planning, design, and construction activities.

### **Relevant Experience:**

- Oversight of all real estate development activities at McCormick Place in Chicago.
- Negotiated design-build proposals for the \$850M McCormick Place West Expansion.
- Oversaw the design and initial design-build activities for the addition of a 465-room tower and the renovation of the existing 800 rooms at the Hyatt Place Regency McCormick Place.
- Creation and implementation of the Centennial Vision, the framework plan for the redevelopment of Navy Pier.



# Professional Qualifications

## Waterfront Destination Development

Branson, MO - Branson Landing  
Broward County, FL - Placemaking Action Plan\*  
Carlsbad, CA - Placemaking Action Plan\*  
Chester, PA - Stadium & Riverfront District  
Chicago, IL - Navy Pier Redevelopment Master Plan  
Chicago, IL – Chicago Riverwalk Expansion  
Chicago, IL - South Side Lakefront Mixed-Use District  
Clearwater, FL - Downtown Mixed-Use Development  
Columbus, OH - Scioto Mile Destination District  
Corpus Christi, TX - American Bank Center District  
Covington, KY - Central Riverfront Redevelopment  
Davenport, IA – Riverfront Mixed-Use Master Plan  
Galveston Island, TX - Sustainable Tourism Development Plan\*  
Great Lakes Bay, MI - Destination Development Plan  
Gulf Shores, AL - Entertainment Development  
Hampton, VA – Downtown/Riverfront Analysis  
Hawaii Tourism Authority - Convention Center Analysis;  
Governance Study; Short-Term Rental Analysis\*  
Lee County, FL - Placemaking Action Plan\*  
Miami Beach, FL - Convention Center Feasibility Study;  
Development Advisory & HQ Hotel\*  
Mills, WY - Riverfront Mixed-Use Development  
Michigan City, IN – Lakefront and North End Plan  
Milwaukee, WI - Deer District  
Nassau County, FL - Placemaking Action Plan\*  
Oceanside, CA - Placemaking Action Plan  
Orlando, FL - Multiple Projects  
Pawtucket, RI - Stadium & Mixed-Use District  
Pinellas County, FL - Placemaking & Development\*  
Portsmouth, VA – Downtown/Riverfront Analysis  
San Juan, PR - Convention Center & Mixed-Use Development\*  
Sarasota, FL - Placemaking Action Plan\*  
State of New Hampshire - Placemaking Action Plan\*  
Tacoma & Pierce County, WA - Placemaking Action Plan\*  
Tahoe City, CA - Mixed-Use Redevelopment  
Tampa, FL - Placemaking Action Plan and Event Strategy\*  
Visit California - Regional Tourism Strategic Plans\*  
Warren County, NY - Tourism Competitive Markets  
Westbrook, ME - Rock Row District

\* Completed by Executive Staff at a prior firm



## Tourism & Destination Development Master Plan

*Oceanside, California (2022 - Present)*

Hunden collaborated with MMGY NextFactor (Hunden or Team) to develop a Tourism Master Plan/Destination Development Plan (Plan) for Visit Oceanside (VO or Client). The City of Oceanside is a small coastal community located in San Diego County, California. The goal of the study was to provide concrete, incremental steps for Oceanside's development as a tourist destination, driving diverse demand opportunities throughout the year and mitigating highly impacted times and locations. The Plan includes strategies for stewarding City of Oceanside tourism into a sustainable future through the guidance and criteria set forth by a VO-obtained Global Sustainable Tourism Council Destination Assessment.

Hunden executed a detailed assessment of the current and future state of VO's visitor economy. Additionally, assessments were made of the history of the City's tourism industry and assets, the City's current assets and impact, and the opportunities for growth within the market.

In order to arrive at the final deliverable Product Development Recommendations and Opportunity Priorities, the Team focused on the main quality objectives as outlined by the city:

- Quality of the Economy – Shape and expand the economy in ways that ensures its long-term sustainability,
- Quality Visitor Experience – Continue to provide an excellent visitor experience that highlights Oceanside's sustainability values and keeps visitors coming back,
- Resident Quality of Life – Maintain and enhance the elements that make the community a truly special place to reside, and
- Quality of Environmental impact – Lead the tourism industry in implementing sustainability principals, positioning the community as a national and international leader in destination stewardship.

The Board unanimously endorsed the Tourism Master Plan.

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### City of Oceanside

Leslee Gaul, President & CEO of Visit Oceanside | [leslee@visit oceanside.org](mailto:leslee@visit oceanside.org) | 858-355-9081



## County-Wide Tourism Master Plan

*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.

The visionary goals for the master plan include:

- Inspire Business of Entertainment Sports and Tourism development (BEST) in the County,
- Provide the Client, including the four rapidly growing cities located in the County, with a 10-year roadmap and action plan, and
- Identify clear steps forward to provide the best in sports, entertainment and event experience for both residents and visitors to the community.

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 now conducting further deep-dive market and financial feasibility analyses for the top eight recommended future projects.

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### Hamilton County Tourism

Brenda Myers, Executive Director | [bmyers@hamiltoncountytourism.com](mailto:bmyers@hamiltoncountytourism.com) | 317-848-3181

Karen Radcliff, VP & Chief of Strategy Officer | [kradcliff@hamiltoncountytourism.com](mailto:kradcliff@hamiltoncountytourism.com) | 317-590-4342



## Chicago Navy Pier Centennial Vision Redevelopment; Sable Hotel; Developer Solicitation Process

*Chicago, Illinois (2013-2019)*

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

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

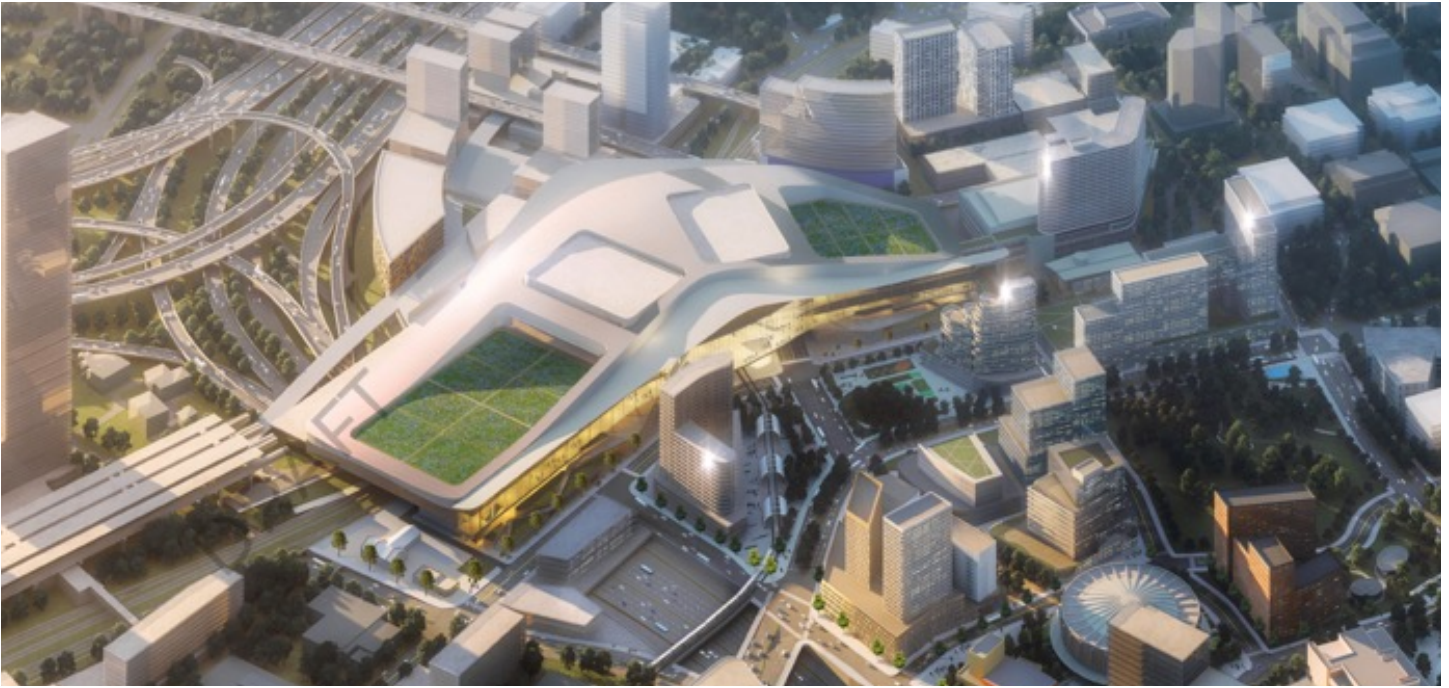
Hunden also projected the new tax impacts of the project on city, county and state. Hunden then conducted the hotel developer selection process. This process included creation of the developer RFQ/P documents and management and promotion of the opportunity. Hunden reviewed the submittals and conducted interviews, management of the shortlisted firms, evaluations and rankings, and negotiations with the top firm. The resulting project was financed, built, and opened as Hotel Sable at Navy Pier in 2020.

Prior to joining Hunden Partners, Executive Vice President Steve Haemmerle served as the Executive President of Navy Pier, Inc. for eight years, and spearheaded the Pier's Centennial Vision redevelopment. In addition to many other transformative changes at the Pier, Steve negotiated agreements with the architects, consultants, and contractors for the Centennial Vision project as well as leases with Chicago Children's Museum and Chicago Shakespeare Theater that allowed them both to expand their presence at the Pier.

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### **Navy Pier, Inc.**

Marilynn Gardner, President & CEO of Navy Pier | [mgardner@navypier.com](mailto:mgardner@navypier.com) | 312-595-5032



## Entertainment District Master Plan; P3 Advisory Services

*Dallas, Texas (2021 - 2023; 2024-Present)*

Hunden Partners led the convention center and mixed-use development market, financial and impact analysis as part of the larger WSP master plan team contracted to create the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan, which was followed by Advanced Planning. The implementation of the master plan was projected to be a multi-year development of a 30-acre mixed-use district, a renovated arena and a new/expanded convention center, which will have the largest ballroom in the U.S. The Master Plan focused on creating a synergistic walkable development that provides continuity between the KBHCCD, other City-owned properties, private development(s), and transportation initiatives.

Hunden conducted a thorough market demand analysis for the convention center market, HQ hotel, and multi-use mixed-use district surrounding the new facility, including review of current offerings, historical performance, and business model review. The scope also included an economic, demographic, and tourism analysis, a comprehensive convention center competitive set analysis, support amenity analysis, and a headquarter hotel package analysis. Hunden then worked with the planning team to create a convention center needs and program for the expansion/modification of KBHCCD.

Once the program was established, Hunden created demand and financial projections to determine how the market would absorb the recommended \$6 billion in developments. From there, Hunden completed economic, fiscal, and employment impact models to determine the direct, indirect, and induced impacts generated by projected visitors to the re-imagined Dallas Convention Center, as well as the mixed-use district. Hunden also identified one of the key financing tools used for the project, the Project Finance Zone, which allowed for a redirection of state hotel tax receipts to the project.

Hunden continues to refine the plan, program, projections, and funding execution, as well as provide advisory services to the City.

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### City of Dallas

Dan Baer, Senior Vice President & National Planning Lead for WSP | [daniel.baer@wsp.com](mailto:daniel.baer@wsp.com) | 212-465-5121



## Multiple Community-Wide Development Studies

*Bentonville, Arkansas 2017*

**2024.** The Hunden Team, including Convergence Design and Retail Property Solutions, was engaged by Runway Group, LLC to conduct a market demand study to determine the opportunity for new retail developments throughout Bentonville. The study included a thorough retail market analysis of data and existing conditions that pointed to whether the different sites/areas of focus can access and accommodate desired tenants and uses.

**2018.** Hunden was engaged by a private client in Northwest Arkansas to conduct a comprehensive market, financial feasibility and economic impact analysis to determine whether a new velodrome would be responsive to the current and projected needs and interests of the cycling community and the local community. Hunden considered options, such as a premier indoor, 250m, concessions, meeting rooms and a pro shop, and other scenarios. Demand, financial and impact projections were made for the various scenarios considered and recommended.

**2016; 2018.** Hunden worked with Green Circle Projects of Springfield, Missouri on two separate projects to study and assist in the planning of a potential agrihood development in Bentonville, Arkansas. A primary source of working knowledge came from understanding similar agrihood and/or pocket neighborhood developments nationwide. This project, the first agrihood in Arkansas, was developed, fully realized and successfully opened as the Red Barn apartments and townhomes neighborhood just minutes from downtown Bentonville. The community is centered around an urban farm and bike trails.

**2017.** Hunden worked with representatives at the NWA Downtown Revitalization Fund to study the downtown hospitality market to determine if opportunity existed to develop a new hotel package. The study's purpose was to attract and entice interest from select-service, extended-stay, and/or limited-service hoteliers, developers, leading institutions, management companies, and franchises by identifying the gaps and opportunities in the local market and determining the optimal ROI.

**2015.** Hunden worked with the City of Bentonville and the Bentonville CVB to study the hotel, convention, conference, and events market to determine if opportunity existed to develop a convention center and hotel package. Hunden determined, through the comprehensive analysis, that based on the strong performance of competitive and comparable local and regional facilities, that there was a demand for large quality ballroom and convention spaces.

2010. Hunden was retained on multiple occasions as part of a larger effort to develop Bentonville into a compelling downtown and an attractive area for potential employees. Efforts and studies included the Crystal Bridges Museum, a 21C hotel, and other destination developments.

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### NWA Downtown Revitalization Fund / Visit Bentonville

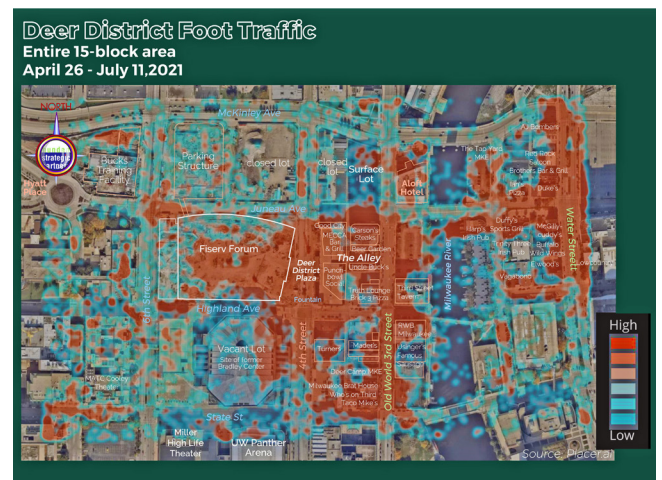
Kalene Griffith, President of Visit Bentonville | [kalene@visitbentonville.com](mailto:kalene@visitbentonville.com) | 479-877-0077

## Report/Analysis Composition

Hunden collaborates with our Clients to narrow in on an appropriate scope of work that addresses the key questions central to the development and repositioning of vital real estate projects.

Hunden's methodology for market research typically includes the following efforts:

- **Industry Trends.** Hunden will cover the trends that influence how and where people want to shop, eat/drink, and be entertained as part of those experiences, and how recent macro events like Covid-19 and work-from-home have shifted these trends. We will assess the same for office and residential development in and around such districts. In addition, Hunden will cover key drivers of demand, financial realities, including typical metrics and cap rates, and others, as relevant.
- **Market Performance.** Supply, Demand, Rates, Absorption, and other key metrics of Albany and surrounding markets, in time-series charts and data tables, using CoStar, Smith Travel Research, Pollstar and other analytical tools. Hunden will include a map of area submarkets and key nodes of asset clusters.
- **Submarket Performance.** Specific to the more immediate Project area, Hunden will research Supply, Demand, Rates, Absorption, and other key metrics of the submarket, provided in time-series charts and data tables, using CoStar, STR, Pollstar, and other analytical tools.
- **Competitive Set Identification & Performance.** Profiles of leasable spaces or developments (location, size, quality, age rates, vacancy), absorption and time-series of performance. A competitive set supply map will profile location and consider nearby supportive uses, such as residential, hotels, event facilities, office clusters, attractions, and other support/demand generators.
- **Proposed and Under Construction Projects.** Hunden will profile the relevant projects underway or imminent and consider those as part of the future competitive set absorption dynamic.
- **Demand Interviews.** Hunden will interview competitive set management to understand what business they are accommodating and the type of business that they believe may be going to other locations outside of the site area due to quality, space availability and other issues. These interviews are critical to a true understanding of the market beyond what historical statistics show and portend. This is a step that Hunden always includes that many firms do not.
- **Walkability Heat Map.** Hunden also has the capacity to create heat maps that show where people walk inside or outside of a venue or district over a chosen period of time. Hunden will use this tool to help understand the Project site area today, as well as the comparable developments.



- **Implications for the Project.** Hunden will understand what is supported in the market, what is recommended, likely absorption timing/phasing and other key points that will set up the demand, financial and impact projections.
- Hunden is committed to producing data-based demand and financial projection models that present projections from each component and then combine the results into a district financial projection. The projections help the public and private sectors understand the total investment, the total return and any financial feasibility gaps.
- Hunden also conducts economic, fiscal and employment impact analysis to determine the direct, indirect, and induced impacts, including the tax revenues that are generated by redevelopment projects. Our models consider net new recaptured and induced spending only (versus gross spending) to ensure that substitution spending is netted out of the impacts. 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.

As cities look to revitalize underutilized real estate and recoup lost commercial and retail revenue, mixed-use districts can bolster the tax base and attract new investment, businesses, and residents to the area. What's more, they create meaningful opportunities for residents and tourists to connect, enjoy, and experience the best a community has to offer.

## 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 Hawai'i County and the project site to conduct an in-person kickoff trip with the Client, including stakeholder meetings and interviews, site tours, 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) – Hunden will present a PowerPoint-style deliverable of market findings electronically to the Client. This will include the recommended scenarios and findings for the Client to consider.
- **Draft Analysis** (deliverable) – Hunden will complete all financial and impact modeling and compile the results into a PowerPoint-style draft analysis of its financial outputs, which will be sent 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.

## Collaborative & Interactive Process

In order to achieve a work product quality, as well as efficiency to meet Client deadlines, Hunden Partners utilizes a quality control process that involves multiple levels of review.

**Report/PowerPoint Standards.** Hunden has implemented business practices to assure quality control, coordination of all disciplines, and a high-quality work product. Hunden has a linear process for fact checking, data confirmation, grammar and syntax, and overall quality control checks that are conducted at every level, then finally by our project management group. This process is outlined below:

- Project plan created and division of research and drafting responsibilities assigned by Project Management/Senior Analyst
- Initial drafting process of content completed by Hunden analytical team
- First review content completed by Project Managers
- Corrections made on initial review by Hunden Analysts
- Second review of chapters, models and edits completed by Quality Assurance and Review team
- Corrections made on second review by Hunden Analysts
- Final review of content completed by CEO and Principal in Charge

**Modeling Standards.** Hunden's CEO and Principal in Charge conducts quality checks on all financial and other models, including all data inputs and outputs, formulas and calculations, and overall connectivity.

The quality assurance plan is in place to ensure the delivery of exacting information and reports. Each task shall be broken down into discrete and sequential components, separated by milestones, at which sign-off on the deliverables of the process component takes place. Hunden has a competent and trained staff to carryout independent checks of the critical tasks and report, as required.

**Client Engagement and Service Support Philosophy.** All members of the Hunden Partners team believe in facilitating thorough, comprehensive and transparent processes. At Hunden, we mitigate issues and concerns by prioritizing transparency in communication, check-ins, education, reporting, and engaging presentations.

Regarding client engagement, we take a personal approach to working with each of our clients. The Client will have direct line access to all key members of the project management team, including personal cell and email, from the negotiation stage through delivery of final report and beyond. A customized scope of work, methodology, and timeline are designed to meet your needs. The research is carried out in digestible milestone/work periods, during which the line of communication between project management and client remains open and active for updates, questions, clarifications, etc.

**Client and Stakeholder Input.** Hunden believes that participation by and feedback from each client and key stakeholders identified by the client is critical in order to arrive at the highest quality product, as no one knows the audience and local climate better than the client team. Therefore, Hunden provides opportunities for the client to review report drafts and provide comments/feedback, revisions, and direction at milestone check-ins throughout the study process.

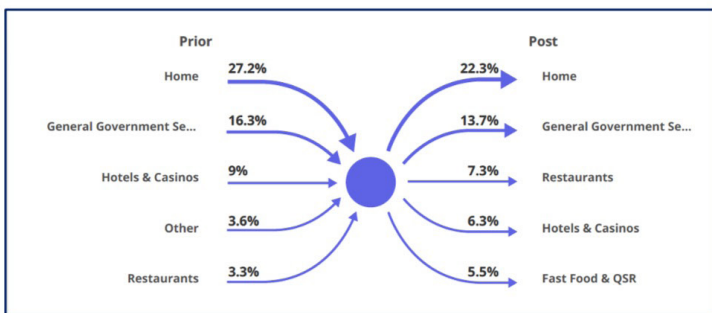
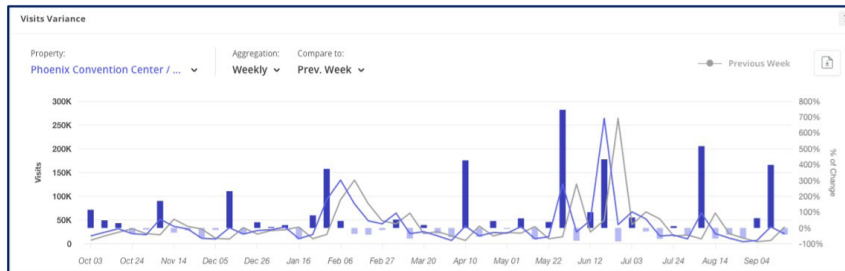
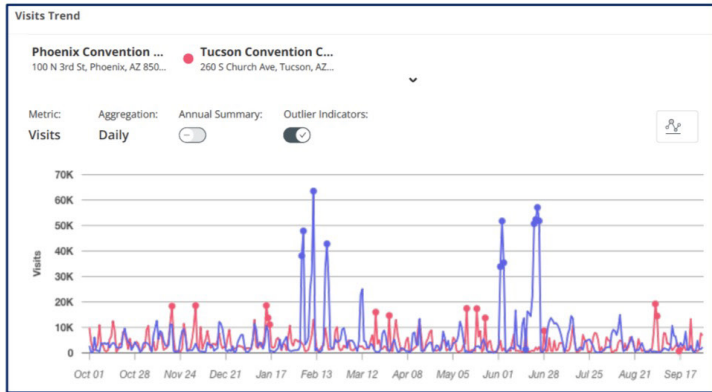
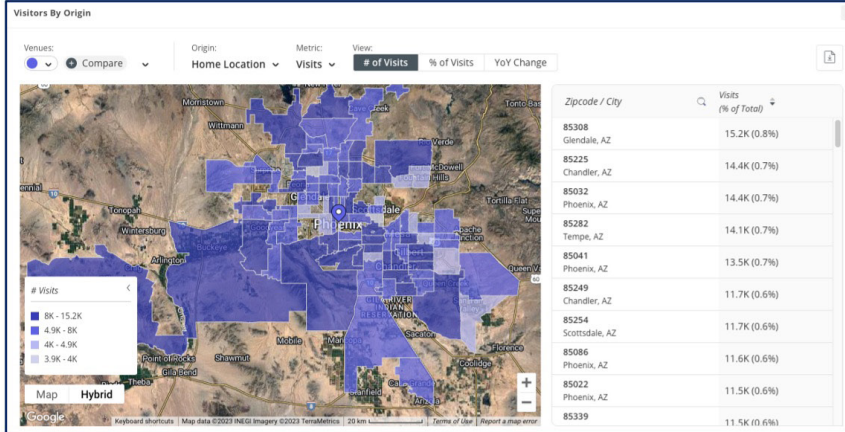
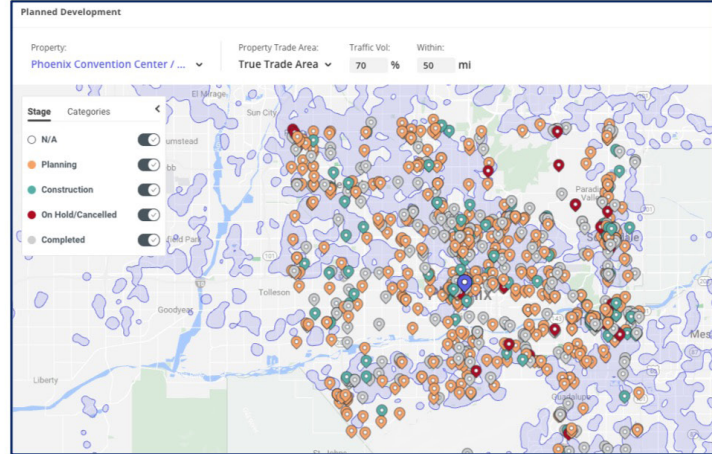
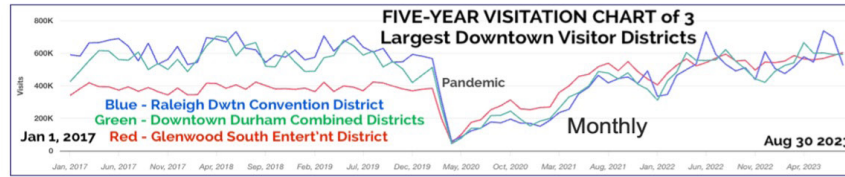
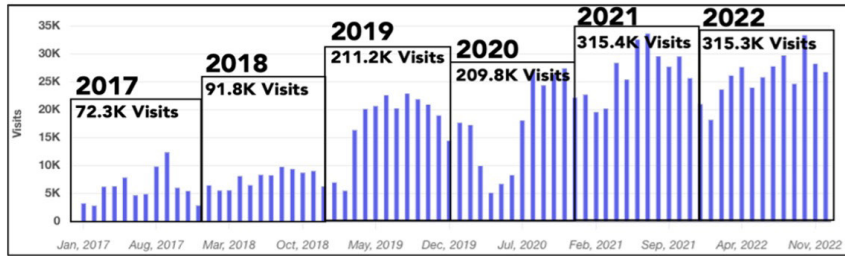
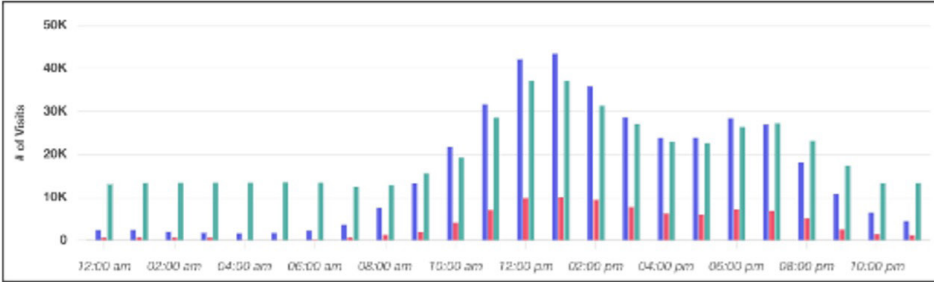
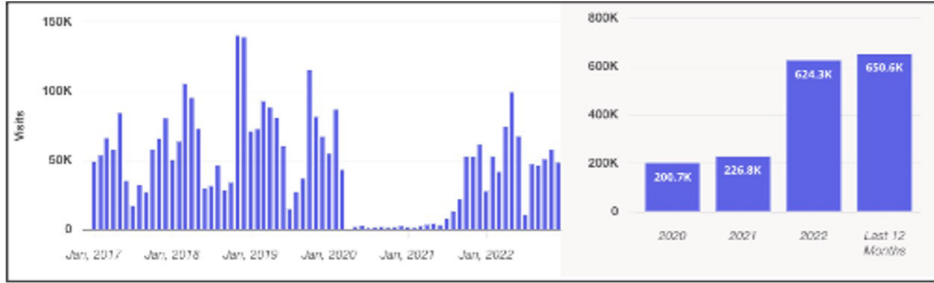
## Data Strategy & Analytical Tools

Hunden Partners' data strategy includes over 30 years of professional experience achieved through research and studies, participant response techniques, and investments in resources for properly vetted and valuable targeted data. A key differentiator of Hunden is our investment in and access to data gathering resources such as Placer.ai, ESRI, STR, CoStar Group, Lightcast, Knowland, Pollstar, AIRDNA, Mint+, and IMPLAN.

Hunden is determined to use every reliable resource available to collect, compare, and analyze data for each project. We are proficient at ascertaining data from the following (not limited to) sources: U.S. Census Bureau; U.S. Small Business Administration; Data.gov; HUD; National Agencies; State/City/Town Public Agencies; and others.

<b>Placer.ai</b>	Geofencing research technology to gather data on consumer behaviors, demographics, and visitor origins back to 2017 that provide insight into user group behaviors. Our performance models are then used to support economic impact projections. We create extreme custom data analytics and maps for any geographic place in the U.S.
<b>esri</b>	GIS mapping and spatial analytics.
<b>str</b>	Smith Travel Research is a hospitality analytics tool used to measure and benchmark hotel performances against other competitors set across the market.
<b>CoStar</b>	Commercial property information and analytics.
<b>Mint+</b>	Meetings Information Network database of information on organizations and their meetings and events.
<b>Pollstar</b>	Live entertainment data source in the U.S. and internationally.
<b>Lightcast</b>	Labor market data and analytics.
<b>Knowland</b>	A database of meetings activity occurring in many markets, primarily sourcing data about meetings and events occurring at conference/convention hotels.
<b>AirDNA</b>	Vacation rental data and analytics.
<b>STRAVA</b>	Tracks physical exercise which incorporates social network features.
<b>IMPLAN</b>	Economic modeling and analytics software.
<b>TomTom</b>	Datasets on traffic conditions, travel times, road network management and spatial data analytics information.

# Sample Analytics Output





# hunden partners

