



MCCORDSVILLE, IN OUTDOOR SPORTS FIELDS

market demand analysis, site analysis, conceptual design, financial feasibility, and economic impact study & economic impact study

Town of McCordsville

Stan Wilson

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hunden
partners





September 5, 2024

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Outdoor Sports Fields Market Demand Analysis, Site Analysis, Conceptual Design, Financial Feasibility, and Economic Impact Study

Hunden Partners, in collaboration with architects at Convergence Design (Hunden or Team) is pleased to respond to the Town of McCordsville's request for proposals (Town or Client) for a market demand analysis, site analysis, conceptual design, financial feasibility (short and long-term), and economic impact study to determine the optimal mix of outdoor sports fields (Fields or Projects) in McCordsville, Indiana (Town). The priorities of this project include program validation, site analysis, needs analysis, conceptual design, and planning budget.

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 sports complexes, which makes our team the perfect fit for this study.

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

Estimated Scope Allocation. Hunden Partners estimates managing 85% of the workload and proposed scope of work, while subconsultant Convergence Design will manage 15% of the proposed scope of work.

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 Indiana.** Hunden Partners has worked throughout Indiana on dozens of studies and projects, including in Indianapolis, Noblesville, Fishers, Elkhart, Fort Wayne, Greenfield, Bloomington, and many others. Our recent sports venue district experience across the state includes Westfield Grand Park Sports Complex, West Lafayette Indoor Wellness, Recreation & Aquatic Center, Lakeville Youth Sports Park Expansion, Brownsburg Recreation Center and several others.
 - **History Working as a Team.** Hunden and Convergence have successfully teamed on more than 100 assignments and our clients appreciate that they are able to understand what the project will look like, the concept design and more accurate budgets than those from basic per-room national reports.
 - **Third Party Advisor.** Hunden is a true third-party advisor with no conflicts of interest or stake in the future development.
 - **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,

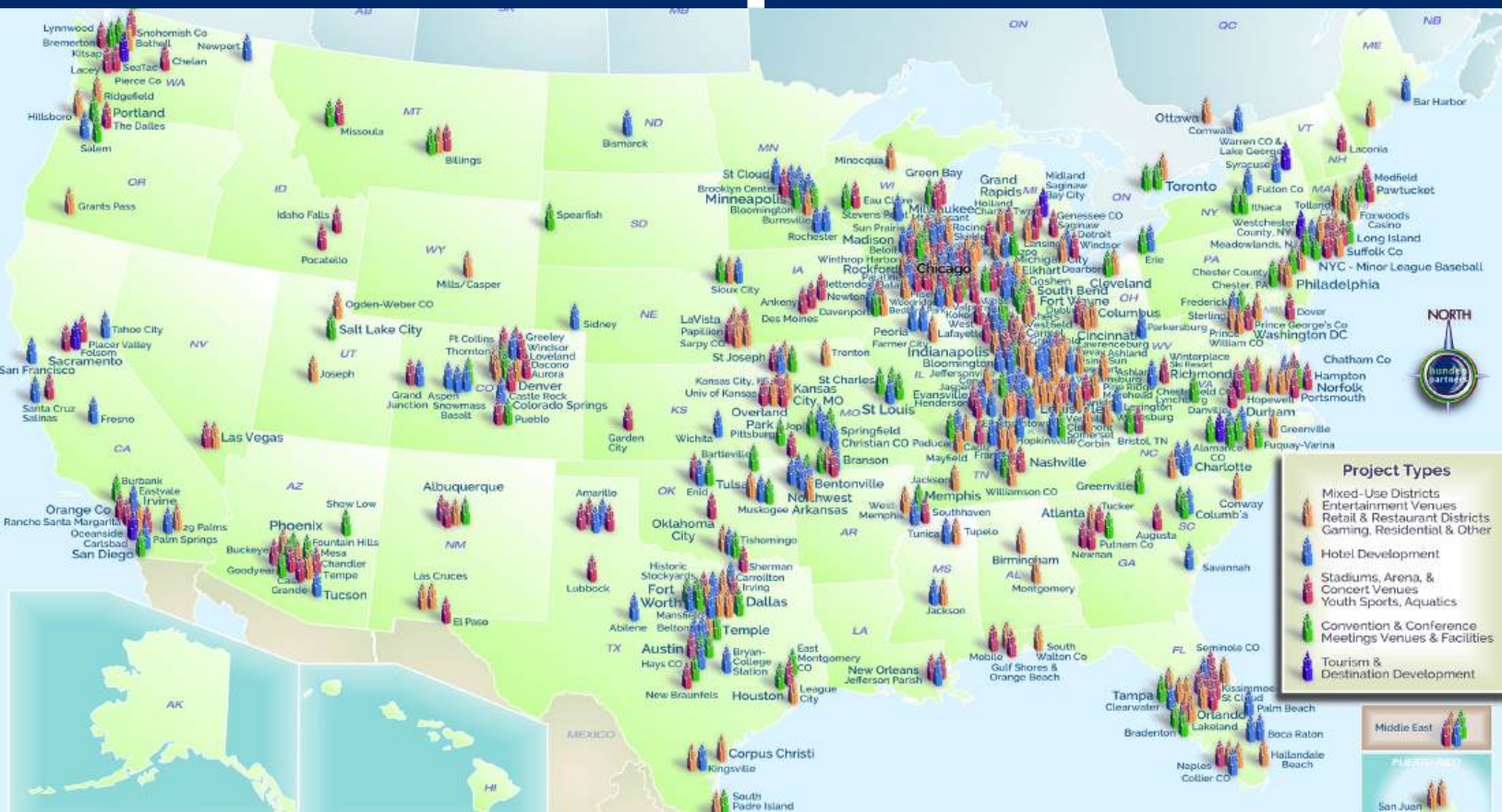
A handwritten signature in blue ink, appearing to be "RH" with a long horizontal stroke extending to the right.

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



IDENTIFICATION, QUALIFICATIONS AND KEY STAFF

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, amphitheaters, performing arts centers, youth sports complexes, mixed-use districts, attractions, eatertainment 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.



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

Who We Are

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

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

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

Firm History

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

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

Representative Clients

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

Specialized Experience

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



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

Availability

- Approximately 30% of Mr. Sheridan's time allocated if selected

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



David Greusel

FAIA, LEED AP

President

Education

Kansas State University, B.Arch.,
cum laude

Registration

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

Memberships

Fellow, American Institute of
Architects

Member, Congress for The
New Urbanism LEED® Accredited
Professional

U.S. Green Buildings Council

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

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

Selected Projects

- America's River Plan at the Port of Dubuque; City of Dubuque, Iowa
- Downtown Redevelopment Master Plan; City of Enid, Oklahoma
- Key Attractions Study, Greater Burlington Partnership; Burlington, Iowa
- Lakefront Redevelopment Plan, Economic Development Commission, Russellville, AR
- Meadowlake Park Redevelopment Plan, City of Enid, Oklahoma
- North Shore Master Plan/PNC Park; Pittsburgh, Pennsylvania
- Public Facilities Study, City of Bismarck, North Dakota
- Public Facilities Master Plan, Stillwater Industrial Foundation, Stillwater, Oklahoma
- Public Facilities Master Plan, Community Foundation, Tupelo, Mississippi
- Public Facilities Study, Escambia County, Florida
- Redevelopment Plan, La Crosse Center, La Crosse, Wisconsin
- Riverfront Redevelopment Master Plan, City of Fort Myers, Florida
- Riverfront Redevelopment Plan, City of St. Joseph, Missouri
- Rio Nuevo Redevelopment Plan, Tucson, Arizona
- Public Facilities Study, Wichita Falls, Texas

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





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



FLOYD COUNTY, IN

1715 OAKES RD (250' FIELDS)

07/31/19

Perkins&Will

Sports Facilities Assessment & Feasibility Analysis

Floyd County, Indiana

The Floyd County Redevelopment Commission worked with the Hunden Partners Team, including design professionals from Perkins+Will, to conduct a market needs assessment and financial analysis related to potential new or remodeled sports facilities in Floyd County. The Commission was looking to understand how a new or remodeled sports facility could best serve the community through improved quality of life, additional overnight stays, new jobs, and a boost in economic impact to the County.

Hunden found that the local sports were accommodated by schools and little league parks across the county. The lack of at least one large sports facility was making it difficult to attract any tournaments to Floyd County. Several small facilities accommodate local use, but they are not as appealing to tournament organizers when compared to other regional options in Indiana, Kentucky and Ohio.

Hunden's analysis suggested that there was enough demand generated by the Floyd County area organizations to fill a multi-field diamond and multi-purpose outdoor field complex in the summer and shoulder seasons. Ultimately, Hunden recommended an 8-field diamond complex (with at least one quad synthetic turf fields that could accommodate multi-purpose sports in the outfield and support extended seasonal use). Hunden also projected the economic, fiscal, and employment impacts associated with the recommended project.

Client: Floyd County Redevelopment Commission **Time Period:** 2019





Athletic Fields Usage Agreements & Sports Tourism Study

Waco, Texas

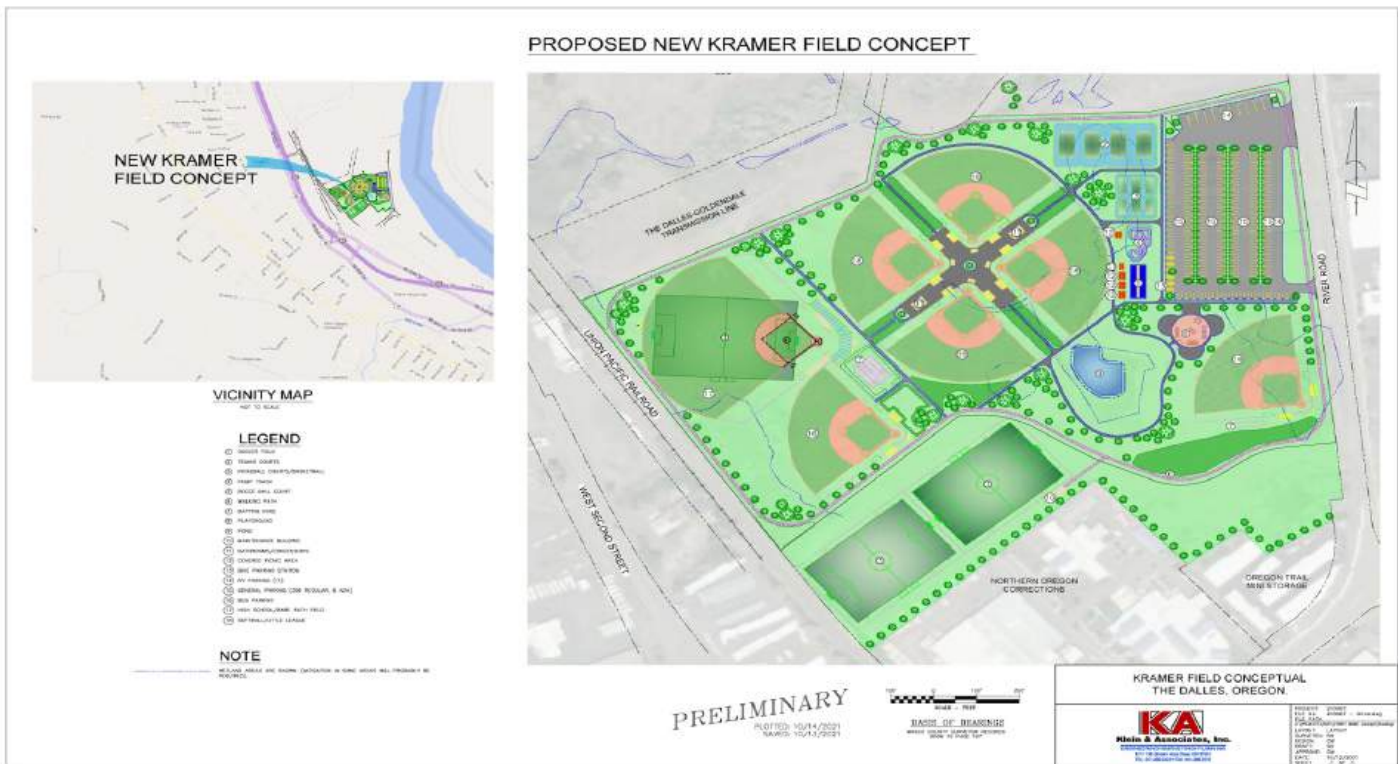
Hunden Partners was engaged by the City of Waco to complete a city-wide comprehensive assessment of athletic facilities and use agreements in Waco, Texas. The Hunden Team, including Convergence Design and Legacy Sports Group, is in the process of completing an overall analysis of the current inventory, 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 is 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 will evaluate strengths, weaknesses, opportunities and threats related to ballfields and other indoor and outdoor sports. Hunden will identify trends, analyze comparative use agreements, and develop strategic goals and priorities for future success. Both Phases of the process include 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 will provide recommendations for improvement, usage, and use agreement structures. Phase 2 will conclude with additional recommendations for expanding opportunities for sports tourism, including new facility opportunities.

Client: City of Waco

Time Period: 2023 - 2024



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



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





Sports Complex Study; RFI & Management Selection; Business Plan

Collier County, Florida

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

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

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

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

Client: Collier County

Time Period: 2015 - 2018



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



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



Multi-Purpose Sports Complex Financial Feasibility Study; Development Proposal Review

La Vista, Nebraska

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

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

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

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

Client: City of La Vista

Time Period: 2015; 2020 - 2021





PROJECT APPROACH

Understanding

The Town of McCordsville (Town or Client) is seeking a proposal from the Hunden Partners team (Hunden or Team), including Convergence Design (CD), to complete a market demand analysis, site analysis, conceptual design, financial feasibility (short and long-term), and economic impact study to determine the optimal mix of outdoor sports fields (Fields or Project) in McCordsville, Indiana (Town).

McCordsville, located in the northeast corner of the Indianapolis metro area, is known as one of the fastest growing communities in Indiana, with a current population of around 12,500 residents. Some of the projects contributing to the growth of the town include McCord Square, the new Town Center set to open in 2024, a new Police Station opening in 2024, and several commercial lots becoming available along 600W that will provide opportunities for new restaurants and services. The Client is now seeking a study to explore the optimization of an outdoor sports development, with the goal to attract visitors to the area through sports tourism and continue future event growth opportunities in McCordsville.

Through a comprehensive study process, Hunden will determine the market supply, demand and opportunity for a new mix of outdoor sports facilities. Hunden will then make recommendations for the optimal facility types 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.

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 Outdoor Sports Market Analysis
- Task 4 –Tournament Opportunity Analysis
- Task 5 – Support Amenities Analysis
- Task 6 – Case Studies and Best Practices
- Task 7 - Site Analysis
- Task 8 – Recommendations, Cost Estimates and Layouts
- Task 9 – Demand and Financial Projections
- Task 10 – Economic, Fiscal and Employment Impact Analysis

Task 1: Kickoff and Project Orientation

The kickoff will be attended by members of the Hunden team, Town 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 the Town of McCordsville, relevant county and Town departments and their respective support staffs, and any other organizations that the Client deems appropriate.
- Tour McCordsville, along with the proposed Project site(s), 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 review background data related to the Project, as well as 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 McCordsville market as an economic center of activity as well as a destination for visitors, especially as it relates to outdoor sports facilities, tournaments and events. This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities and threats (SWOT). 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 Outdoor Sports Market Analysis

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

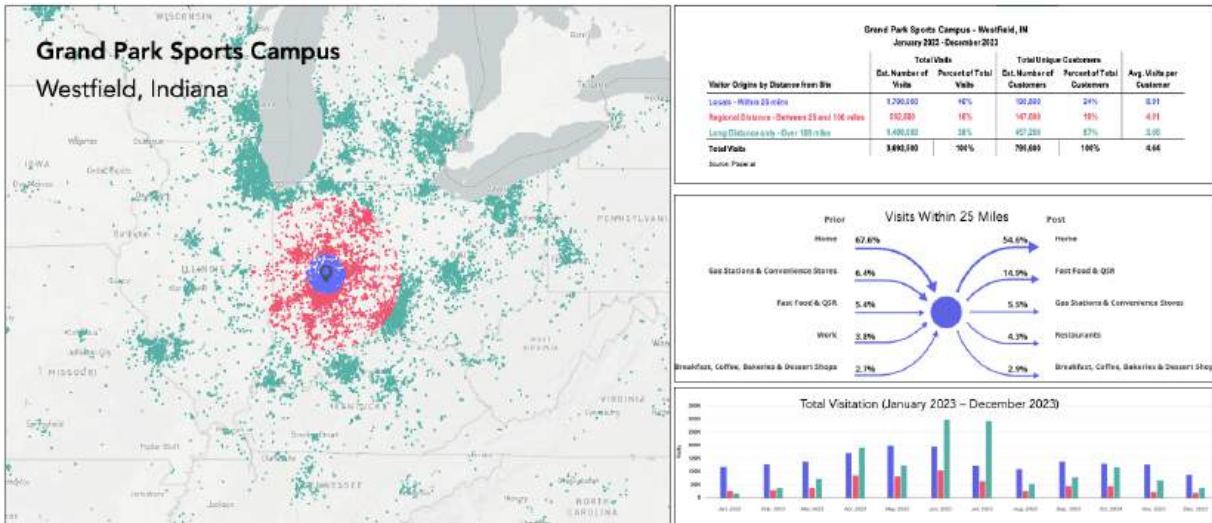
Hunden will compile a supply and demand matrix that will identify whether the current inventory of facilities in the local McCordsville market is adequate for each sport/facility type studied.

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:

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| ▪ Site and facility layout. | ▪ Type of sports usage, |
| ▪ Capacity, | ▪ Utilization times, |
| ▪ User and attendee counts, | ▪ Rental rates, |
| ▪ Event types, | ▪ 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.



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 Town 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 McCordsville 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 town limits, the return on the investment for the Project may not be limited to the town. 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 town 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 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. 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: Site Analysis

Hunden will provide the Client with optimal site parameters for the outdoor sports facility development(s). It will be the Client's responsibility to present site options to Hunden to assess. Hunden will not act as a broker or site finder, but an assessor of sites presented by the Client or its agents/brokers. Hunden will consider up to four (4) potential sites. The analysis will include, as

appropriate, details on location and accessibility, visibility, whether or not utilities are available, topographical conditions, and opportunity for expansion. The site analysis will provide the Client with strengths and weaknesses of the proposed site(s), as well as parameters for the optimal facility.

Task 8: Recommendations, Cost Estimates and Layouts

The Team will provide recommendations for a new sports facility in McCordsville, 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 – outdoor facilities, courts, fields, etc.,
- Optimal sports uses, programming and events,
- Parking needs,
- Amenities,
- Optimal site parameters, and
- Others, as appropriate.

Cost Estimates and Layouts. Once physical program recommendations for the Project are determined, Convergence Design will forecast estimated construction costs and budgets for the recommended scenarios. CD will then create high-level conceptual site layouts and drawings of the recommended scenarios. We remain flexible and open to augmenting the design and rendering scope of work, deliverables, and associated fees, in consultation with the Client. However, we are proposing the above approach and level of detail for this stage of the study process.

Task 9: 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 10: 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 McCordsville 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.
- **Induced Impacts** embody the change in local spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending.
- **Fiscal Impacts** represent the incremental tax revenue collected by the Town 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.

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.

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 and Stakeholder Meetings** – Members of the Hunden key personnel team will travel to McCordsville 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 8, 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 seven 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 one to two weeks after receiving Client comments on the draft

Hunden Partners expects the overall timeline to be approximately 12 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 **\$74,000**, inclusive of research and travel expenses for two (2) trips to McCordsville, for the kickoff site visit/stakeholder engagement and final presentation to the Park Board. Any additional travel will be negotiated separately.

Hunden typically bills according to the following payment schedule, broken out by deliverable milestones:

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| ▪ Kickoff, to initiate work: | \$18,500 |
| ▪ Market Findings Presentation: | \$18,500 |
| ▪ Delivery of Draft Analysis: | \$18,500 |
| ▪ Delivery of Final Analysis: | \$18,500 |

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



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