



## PROFESSIONAL QUALIFICATIONS



Rob Hunden, President  
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# HUNDEN STRATEGIC PARTNERS

## Firm Overview



### AREAS OF EXPERTISE

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

### LOCATION

213 W. Institute Place., Suite 707  
 Chicago, IL 60610  
 312.643.2500  
[www.hundenpartners.com](http://www.hundenpartners.com)

Hunden Strategic Partners is a full service real estate development advisory practice specializing in destination assets. With professionals in Chicago, San Diego, and Minneapolis, HSP provides a variety of services for all stages of destination development in: Real Estate Market & Financial Feasibility and Development Consulting; Economic, Fiscal & Employment Impact Analysis (Cost/Benefit); Organization Development; Public Incentive Analysis; Economic and Tourism Policy/Legislation Consulting; Research & Statistical Analysis; and Developer Solicitation & Selection, Private Management Company Solicitation & Selection.

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



# ROBIN SCOTT HUNDEN

*President & CEO*



Mr. Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including compelling residential and mixed-use developments, indoor and outdoor sports complexes, convention center and headquarter hotels, recreation, and tourism projects, as well as hotels and entertainment districts. Over the past 20+ years, Mr. Hunden has provided economic development, finance and planning expertise and conducted more than 500 feasibility and economic impact studies, including for some of the most notable projects in the U.S. He has had a hand in the development of more than \$3.5 billion in completed, transformative projects, including arenas, convention centers, major convention hotels, compelling boutique hotels, entertainment districts in several cities, theme parks and major tourist attractions. Rob has written articles on downtown developments and taught college-level Destination Development courses. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past 12 years.

## **MIXED-USE & ENTERTAINMENT DISTRICT DEVELOPMENTS**

Mr. Hunden has a strong history of studying mixed-use, entertainment, and hospitality developments across the country, including Chicago, IL French Market; Kansas City, MO Power & Light District; Phoenix, AZ; and others. HSP understands the total development package necessary for long-term destination success.

## **EXPERIENCE IN MARKET & FINANCIAL FEASIBILITY**

HSP has conducted more than 500 feasibility and economic impact studies, including for entertainment districts, hospitality developments, and sports and recreation studies. Many of these clients have returned for multiple studies on market based planning solutions, master plans and other tourism related assets.

## **ECONOMIC IMPACT EXPERIENCE**

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

## **RECOGNIZED INDUSTRY LEADER**

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



# ROB HUNDEN INDUSTRY CONTRIBUTIONS

## SPEAKING ENGAGEMENTS & MEDIA COVERAGE

Speaker, Indiana Construction Roundtable **Technology Explosion** Panel, Indianapolis, October 2018

Speaker, IEDC Annual Conference Learning Lab **“Is Your Project Feasible? Developer asking for Incentives? Learn the Questions to Ask and Process to Succeed!”** Atlanta, September 2018

Louisville TV & Radio Coverage **“Hunden Strategic Partners Announces Top Major League Cities”** July 2018

Panel & Second Annual Speaker **“State of the Industry”** ALSD Design & Build Conference, Anaheim, 2018

Entertainment Experience Evolution **“Trends in Entertainment, Retail, & Sports Districts”** Santa Monica, 2018

City Nation Place Panel Host **“Bringing Economic and Tourism Development, Planning and Policy Together for a More Cohesive Place Brand Strategy: Lessons from the Amazon and Apple RFP Process”** NYC, 2018

Speaker **“Motorsports Tourism & Education”** Race Track Business Conference, Indianapolis, 2017

Opening Speaker **“State of the Arena & Stadium Industry”** ALSD Design & Build Conference, Miami Beach, 2017

Moderator for ALSD’s Design & Build Conference: **“Why Colleges are the Next Big Thing”** Miami Beach, 2017

Panelist for IAVM’s VenueConnect **“Financing Realities for Convention & Arena Projects”** Nashville, 2017

Speaker for IEDC’s **“Emerging Real Estate Trends for Economic Development”** Webinar, 2017

Panelist & Moderator for TEAMS Conference **“Sports Facility-Anchored Mixed-Use Districts”** Atlantic City, 2016

Speaker **“Trends in Tourism Asset Development”** Greater Madison CVB Premier Investor Breakfast, 2016

Speaker **“Trends in Socializing via Premium Experiences in New/Renovated Facilities. What’s Driving Change?”** ALSD “Sports Venue Design & Build Forum” Pittsburgh, 2016

Speaker **“Entertainment Districts: The Glue Creating the Live/Work/Play Environment”**

P3 Conference & Expo, Dallas, 2016

Speaker **“Trends in Entertainment Districts”**

Association of Luxury Suite Directors “Sports Venue Design & Build Forum” San Francisco, 2015

Speaker **“Sports-Oriented Mixed-Use Developments”**

Urban Land Institute’s “StimULI Breakfast” Los Angeles, 2015

Speaker **“Trends in New Sports Stadiums, Convention Centers, Performing Arts Venues, & Other Public Projects”** IEDC’s “If You Build It, They Will Come” Conference Fort Worth, 2014

Speaker at Indiana University Kelley School of Business Real Estate Club, Bloomington, 2014

Speaker at DePaul School of Hospitality, Chicago, 2013

Speaker **“Trends in Restaurant, Retail & Entertainment Developments”**

IEDC’s “How You Build It” Conference, Oklahoma City, 2010

Speaker **“New Life for Dead Malls”** IEDC’s Annual Conference, Reno, 2009

Speaker IEDC’s **“Building Cutting Edge Public Private Partnerships”** Charlotte, 2008

Speaker at Indiana Department of Tourism Development Conference, Indianapolis, 2008

Speaker & Moderator for IEDC’s **“If You Build It, Will They Come?”** Kansas City, 2007

Panelist **“Culture & Cultural Institutions as Economic Engines”**

Speaker **“Trends in Convention & Congress Centers”** the Greek Conference on Tourism, Thessaloniki, Greece 2005

# ROB HUNDEN INDUSTRY CONTRIBUTIONS

## ARTICLES

Quoted *Hotel Business* “**Sharing Economy vs. Timeshare: Weighing the Costs**” Article, June 2018  
Quoted *Successful Meetings* “**What Convention Centers Add to Cities Memphis Miami Las Vegas**” June 2018  
City Nation Place “**Placemaking 101: Lessons from the Amazon Bid**” Article, May 2018  
Association of Luxury Suite Directors (ALSD) “**The State of the Industry**” Article, 2017  
Contributor to *Urban Land Magazine* “**Making Sports-Oriented Mixed-Use Work**” by Patricia Kirk, April 2015  
Contributor to The IEDC Economic Development Journal  
“**Public Subsidies for Headquarter Hotel Development: Are They Necessary?**”  
Guest Editorial for the Indianapolis Business Journal “**Can Gary be Great Again?**”  
Hotel & Motel Management Magazine “**Conducting an Annual Relationship Audit Will Allow Revenue to Bloom**”  
Indianapolis Business Journal, Crain’s Chicago Business, Meeting News – Quoted multiple times from 2006 – Present

## TEACHING EXPERIENCE

Adjunct Instructor at **Kendall College**, Chicago, Illinois from 2001 to 2004, 2010

- “Destination Development & Management”
- “Topics in International Tourism”
- “Feasibility Studies”

Ongoing instructor for **International Economic Development Council’s CEcD Real Estate Coursework** (Market & Financial Feasibility Studies, Developer Selection Processes):

- Columbus, Ohio – 2004
- San Antonio, Texas – 2007
- New Orleans, Louisiana - 2009
- Lansing, Michigan – 2009
- Baltimore, Maryland – 2011
- Atlanta, Georgia – 2010, 2012, 2013, 2014
- Scottsdale, Arizona – 2013
- Madison, Wisconsin – 2013
- Philadelphia, Pennsylvania – 2015
- Anchorage, Alaska - 2014
- Chapel Hill, North Carolina – 2015
- Phoenix, Arizona – 2016
- Baltimore, Maryland – 2017
- San Diego, California – 2017
- Madison, Wisconsin – 2018

## BOARDS & PROFESSIONAL ORGANIZATIONS

Indiana University Kelley School of Business Real Estate Club  
Advisory Board Member (Current)  
DePaul University Hospitality School Advisory Board (Former  
Board Member)  
Imagination Theater (Former President)  
Chicago Fashion Incubator (Founding Board Member)  
Chicago Games, Inc. (Former Board Member)

Association of Luxury Suite Directors (ALSD)  
International Association of Venue Managers (IAVM)  
International Council of Shopping Centers (ICSC)  
International Society of Hospitality Consultants (ISHC)  
International Economic Development Council (IEDC)  
National Association of Sports Commissions (NASC)  
Urban Land Institute (ULI)

## EDUCATION

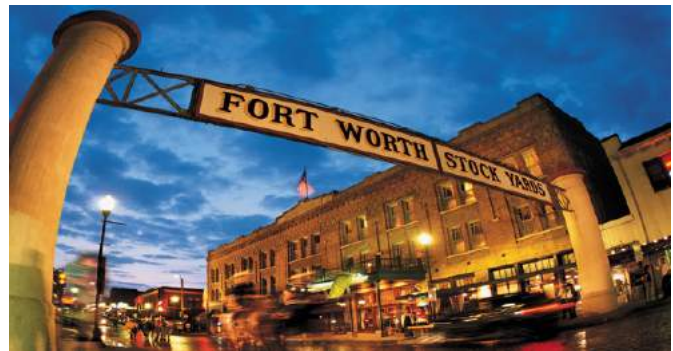
Bachelor of Science in Finance, Indiana University in Bloomington



# PROFESSIONAL EXPERIENCE

## MIXED-USE DESTINATION DISTRICTS & MARKET-BASED PLANNING

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



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



# PROFESSIONAL EXPERIENCE

## MIXED-USE DESTINATION DISTRICTS & MARKET-BASED PLANNING

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



South Padre Island, TX – Time-Share/Retail  
St. Joseph, MO – Downtown Mixed-Use District  
Switzerland County, IN – Riverfront District  
Tolland, CT – Mixed-Use & Retail  
Toronto, ON – Woodbine Live!  
Tupelo, MS – Downtown Mixed-Use District  
Versailles, KY – Horse Walk of Fame  
World Trade Center Analyses





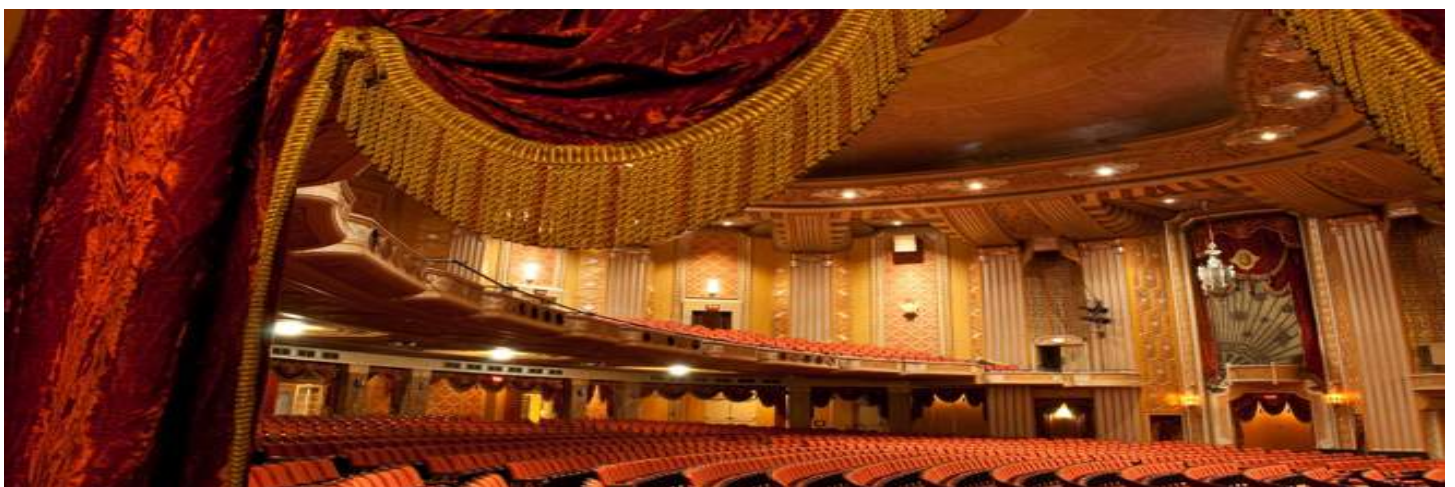
# PROFESSIONAL EXPERIENCE

## ARTS, CULTURE & ENTERTAINMENT FACILITIES

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



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





## PROFESSIONAL EXPERIENCE

### ARTS, CULTURE & ENTERTAINMENT FACILITIES

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



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



# PROFESSIONAL EXPERIENCE

## CONVENTION & CONFERENCE CENTERS; EXPOS & FAIRGROUNDS

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



Idaho Falls, ID – Event Center  
Indianapolis, IN – Convention Center Expansion  
Ithaca, NY – Conference Center  
Jackson, MS – Convention/Telecom Center  
Jamaica – Conference Center  
Jeffersonville, IN – Convention Center  
Kalamazoo, MI – Convention Center  
Kitsap County, WA – Fairgrounds





# PROFESSIONAL EXPERIENCE

## CONVENTION & CONFERENCE CENTERS; EXPOS & FAIRGROUNDS

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



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



# PROFESSIONAL EXPERIENCE

## CONVENTION HOTELS

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





# PROFESSIONAL EXPERIENCE

## CONVENTION HOTELS

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



# PROFESSIONAL EXPERIENCE

## CONFERENCE CENTER & FULL-SERVICE HOTELS

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



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





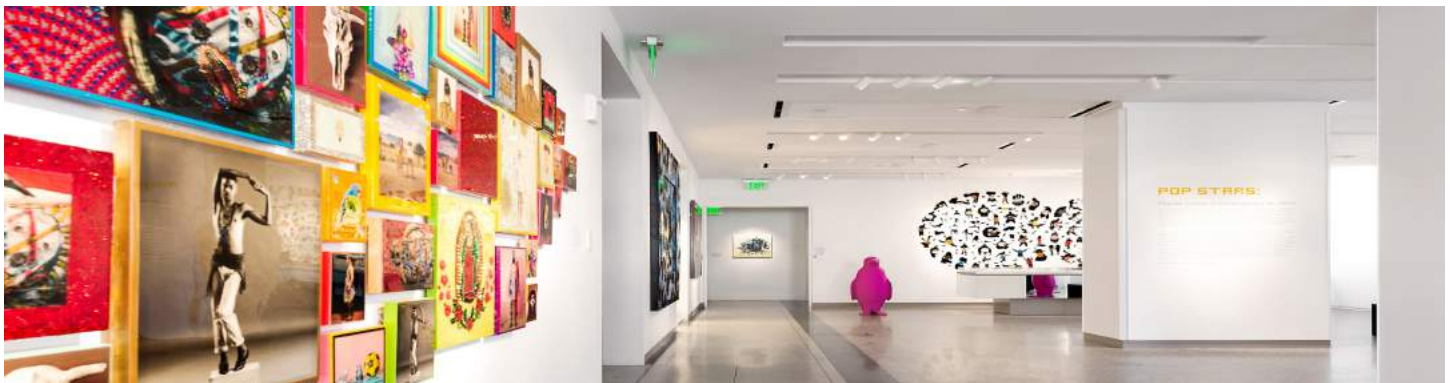
## PROFESSIONAL EXPERIENCE

### BOUTIQUE, RESORT & OTHER HOTELS

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



Parkersburg, WV – Blennerhassett Hotel, 89 Rms  
Rising Sun, IN – Rising Star Casino, 400 Rooms  
Rochester, MN – Downtown Hotel, 200 Rooms  
Santa Cruz, CA – Site Analysis, 120 Rooms  
Snowmass Village, CO – Viceroy Hotel, 173 Rooms  
Stevens Point, WI – SentryWorld Hotel  
St. Louis, MO – Green Street Armory District  
Tishomingo, OK – Boutique Hotel, 45-60 Rooms  
Whitesburg, KY – Daniel Boone Hotel, 45 Rooms  
Wichita, KS – Commodore Hotel, 63 Rooms  
Winthrop Harbor, IL – Boutique Hotel  
Woodridge, IL – Avid Hotel, 95 Rooms



# PROFESSIONAL EXPERIENCE

## YOUTH SPORTS FACILITIES

Bettendorf, IA – Aquatics & Recreation Center  
Castle Rock, CO – Recreation/Sports Complex  
Chicago, IL – Chicago Park District Ice Facility  
Chicago, IL – Gately Park Track  
Chicago, IL – McFetridge Sports Ice Expansion  
Danville, VA – Youth Sports Complex  
DuPont, WA – Sports Complex  
Elkhart, IN – Youth Sports Complex  
Elmhurst, IL – Multipurpose Indoor Sports  
Fishers, IN – Youth Sports Complex  
Fishers, IN – Minor League Hockey Arena  
Grand Rapids, MI – Sports Facility Needs  
Gulf Shores, AL – Sports Facility Needs Assessment  
Henderson, KY – Recreation/Sports Complex  
Holland Charter Township, MI – Recreation Center  
Indianapolis, IN – Youth Sports Complex  
Irvine, CA – Great Park Sports Complex  
Jefferson Parish, LA – Youth Sports Complex  
Joliet, IL – Huskies Hockey Arena  
Kane County, IL – Cross Country Track  
Lacey, WA – Indoor Sports Facility Feasibility  
Las Vegas, NV – Sports Facility Needs Assessment  
La Vista, NE – Aquatic Facility & Youth Sports  
Lexington, KY – Youth Sports Facility  
Medfield, MA – Parks & Recreation Needs



Monroe, MI – Arena Reuse Multisport Complex  
Morehead, KY – Recreation Facility  
Newnan, GA – Youth Sports Facility  
Orange County, FL – Indoor Sports Complex  
Osceola County, FL – Sports Facility Needs  
Palatine, IL – Park District Facility Needs  
Rancho Santa Margarita, CA – Sports Facility  
Rockford, IL – Indoor Sports Complex  
Saginaw, MI – Indoor/Outdoor Youth Sportsplex  
Snohomish County, WA – Sports Complex  
Westfield, IN – Grand Park Sportsplex  
West Lafayette, IN – Recreation & Aquatics  
Weston, WI – Sports Complex  
Williamson County, TN – Youth & Amateur  
Windsor, ON – Sports Complex





# PROFESSIONAL EXPERIENCE

## MAJOR LEAGUE & OTHER SPORTS FACILITIES

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



Owensboro, KY – Arena  
Phoenix, AZ – Margaret T. Hance Park  
Racine, WI – Arena  
Sacramento, CA – Golden 1 Center  
Salinas, CA – Laguna Seca Raceway  
Sparta, KY – Kentucky Speedway  
St. Joseph, MO – Civic Arena  
Valparaiso, IN – Arena  
West Carrollton, OH – Arena & Event Center  
Wyandotte County, KS – Arena



# PROFESSIONAL EXPERIENCE

## RFP PROCESSES & LEGISLATION DEVELOPMENT

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



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





# PROFESSIONAL EXPERIENCE

## AREA PLANS & TRANSPORTATION ORIENTED DEVELOPMENTS

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





## Chicago Navy Pier Restaurant, Retail, Entertainment & Hotel Expansion

*Chicago, Illinois*

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

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

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

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**Client:** Navy Pier, Inc.

**Time Period:** 2013 - 2016





## Chicago Riverwalk Studies, Funding & Impact Modeling

*Chicago, Illinois*

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

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

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

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

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**Client:** City of Chicago

**Time Period:** 2012-2015



# Fort Worth Stockyards Historic Mixed-Use District Multiple Studies

*Fort Worth, Texas*

Hunden Strategic Partners worked with the Fort Worth Heritage LLC, a partnership consisting of Majestic Realty Co. and the Hickman Companies to conduct several market analyses, financial feasibility and economic impact studies. The primary focus of the analysis was related to hotel, meeting/event and equestrian facilities, as well as the restaurant, retail and entertainment district.

The study included local tourism analysis, recommendations for current and future utilization of the facilities, financial analysis and trends, demand and financial projections, and recommendations. Major focus areas were restaurants, retail, a destination hotel and a major cultural attraction.

The Fort Worth Stockyards National Historic District is a tourist destination comprised of attractions, entertainment venues, shopping, dining, lodging, and community events. Major recurring events at the Stockyards include Stockyards Championship Rodeo at the Fort Worth Cowtown Coliseum, Fort Worth Herd in front of the Visitors Center, and the Cowtown Opry shows. The Stockyards Station, located in the heart of the Stockyards, provides an opportunity for guests to experience the Old West in an authentic but modern setting through retail and attractions.

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**Client:** Fort Worth Heritage LLC

**Time Period:** 2016





## **Restaurant Entertainment District (RED), including Restaurants & Bars**

*Chandler, Arizona*

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

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

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**Client:** Wild Horse Pass Development Authority

**Time Period:** 2015 - Present





## **Columbus Scioto Peninsula Market & Feasibility Study & Developer RFQ**

*Columbus, Ohio*

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

HSP analyzed the plan and projected the future results of all revenue streams. The highest and best uses and mix of uses were analyzed and discussed. The full analysis included an economic and demographic analysis of the City, office, residential, hospitality and retail/ restaurant market analyses, downtown destination district trends and comparable profiles, recommendations, demand and financial projections and economic impact analysis.

HSP then helped CDDC learn how best to attract and structure a developer deal for the project and completed a developer RFQ document. The developer and CDDC are now in negotiation to develop the site.

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**Client:** Columbus Downtown Development Corp.

**Time Period:** 2016





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

*Phoenix, Arizona*

HSP worked with the City of Phoenix to conduct an economic impact analysis for Margaret T. Hance Park. HSP provided Phoenix with potential direct and indirect economic impacts that are expected as a result of the Hance Park redevelopment. Margaret T. Hance Park is located along the norther edge of Downtown Phoenix, near U.S. Interstate 10. Since 1992, the park has hosted numerous cultural festivals and programs including Phoenix Old World Oktoberfest, yoga Rocks the Park Series, El Dia De Los Ninos, St. Patrick’s Day Parade, Blues Blast, Phoenix Festival of the Arts, and more.

HSP studied the likely future development and spending if the Park were not redeveloped, then studied and modeled the market (downtown, city, county and state) to understand the impact if the Park was redeveloped. The model included retail, restaurant, residential (condo/apartments), hotels, offices, and other uses. HSP also studied the amphitheater that would be the centerpiece of the project.

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

**Client:** City of Phoenix

**Time Period:** 2016 - 2017





## KC Power & Light District Analysis & Incentive Review

*Kansas City, Missouri*

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

This was the first time the Missouri Downtown Economic Stimulus Act (MoDESA) was to be utilized. The analysis had to speak directly to the needs of MoDESA for the Missouri Development Finance Board and also provide a financing analysis. Mr. Hunden conducted a complete market and financial study, an economic and fiscal impact analysis (including its hotel market impact and its interaction with the Sprint Center), a bond repayment analysis, and other related tasks.

In 2005, Mr. Hunden was again engaged to complete an update of the report as the project was being expanded from its original concept. The project opened in 2007, transformed downtown, and helped increase conventions from 27 to 41 annually (to date). In 2009, HSP was engaged by the Downtown Council to measure the impact of the Power & Light District on the city, as well as the impact of Sprint Center, the convention center expansion, a future NBA/NHL team and a 1,000-room convention hotel.

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**Client:** City, Developer, Downtown Civic Council

**Time Period:** 2004; 2005; 2009





## 4<sup>th</sup> Street Live! Entertainment and Mixed-Use District

*Louisville, Kentucky*

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

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

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

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**Client:** Kentucky Tourism Development Authority

**Time Period:** 2002



## San Juan Entertainment & Restaurant District Study

*San Juan, Puerto Rico*

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

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

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

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**Client:** Prisa Group

**Time Period:** 2013 - 2016





## CityWay Mixed-Use Development Feasibility & Impact

*Indianapolis, Indiana*

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

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

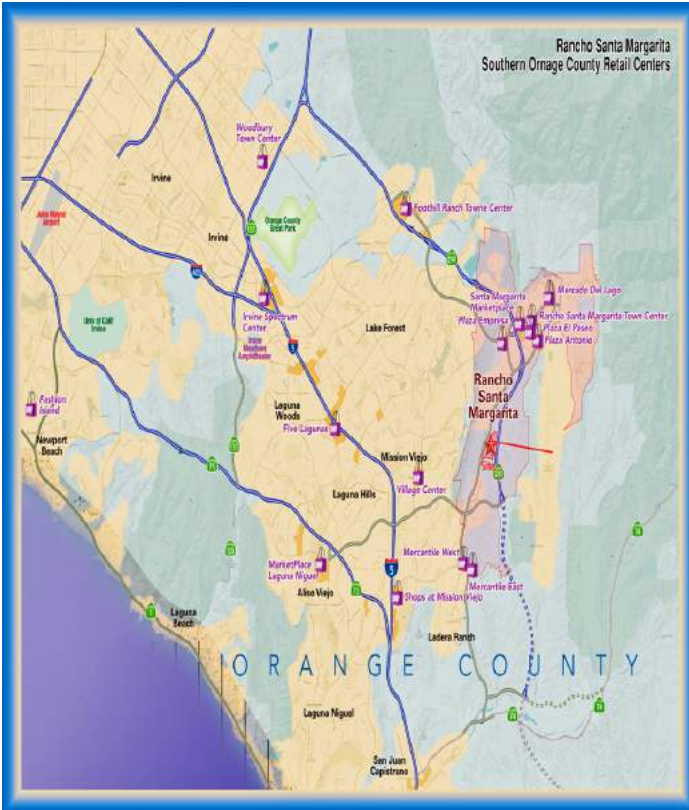
HSP analyzed every component of the project and in turn determined the feasibility and TIF generation of the project components. The analysis also included a review of the developer’s request for public financing assistance beyond the TIF-supported bonds. HSP helped the City negotiate better terms for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

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

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**Client:** City of Indianapolis/Bond Bank

**Time Period:** 2010



# Chiquita Ridge Mixed-Use Study; Youth Sports & Community Recreation Complex Study

*Rancho Santa Margarita, California*

HSP worked on two separate studies for the City of Rancho Santa Margarita in Orange County, California. The first study was for the mixed-use development of the Chiquita Ridge Property. The goal of the study was to provide the City with market validation to ensure the development mix was realistic, attracted qualified developers, and contained a compelling mix of uses, nodes and anchors to sustain the area for the next generation, as well as generate tax impacts that would sustain the tax base, given the lack of available land to develop in the future.

The mix included commercial and residential uses on a 32-acre site. The specific markets examined included: Residential Market; Retail, Big Box and Restaurant Market; and Hospitality Market. All of the possible uses were examined and combined into an optimal recommended development mix for the property. The performance and viability of certain elements of the mixed-use property, especially any hotel, greatly influenced the second study completed.

The second study was an assessment of the market, demand, financial feasibility and economic and fiscal impact of a proposed 23-acre sports and recreation complex as part of the Chiquita Ridge Property development. The analysis included recommendations regarding two scenarios for development: Scenario 1 focused more on tourism and tournaments, and Scenario 2 focused more on a locally-oriented facility. The first scenario had a greater economic and fiscal impact on the City, while the second was lower in cost.

**Client:** City of Rancho Santa Margarita

**Time Period:** 2016 - 2017





## North of Broad / Downtown Redevelopment Master Plan

*Richmond, Virginia*

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

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

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

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

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**Client:** City of Richmond

**Time Period:** 2018





## Downtown Jackson Mixed-Use Feasibility Study

*Jackson, Mississippi*

HSP worked with the City of Jackson to conduct a thorough market analysis for the Business Improvement District (BID) of downtown Jackson. The end purpose of the analysis was to determine the highest and best mix of uses for development on the City- and JRA-owned land parcels across the street from the Jackson Convention Complex.

HSP's analysis was two-pronged. The first phase of the analysis provided the City with a baseline for all types of real estate uses, including key performance and occupancy statistics for properties located within the downtown BID District. The second phase of the analysis provided the city with recommendations as to what should be developed across from the Convention Complex.

HSP found that Downtown Jackson exhibits the type of real estate market characteristics that often accompany smaller cities. Its downtown demonstrates relatively shallow markets for each primary real estate use type compared to the downtowns of larger markets. The number of downtown residents has not yet reached critical mass to support a number of real estate uses. It will take increases in daytime employment population, permanent resident population, and tourism and convention activity, to better support uses such as restaurants and retail. There is demand for more of each type of use studied, however, the strength of that demand is fairly limited at this time. Ultimately, HSP recommended a convention hotel development, a mix of restaurants, mid-market residential units, structured parking, and a combination of loft office and/or creative incubation office space.

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**Client:** City of Jackson

**Time Period:** 2018