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# Unlocking the Power of Placemaking

How to Elevate Your Destination for a  
Thriving Future

January 23, 2025

# Jay Burress

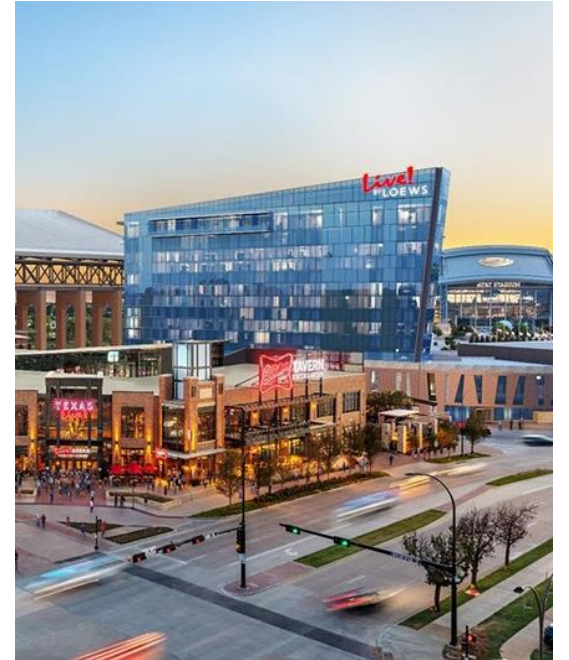
## EVP, Tourism

### Destination Marketing

- 36 years of experience in tourism, convention, sales, marketing, sports, and public relations
- 16 years as a CEO
- Visit Anaheim - 11 years
- Arlington Convention & Visitors Bureau - 5 years
- Visit Dallas - 20 years

### Destination Management / Placemaking

- Expansion of the Anaheim Convention Center
- Hosting mega events - Super Bowl, World Cup, NBA All Star Game
- Creation of a Sports Commission, Community Foundation, DMO-owned LLC, and Arts Grant Program
- Event and production development





# Session Overview

- Defining placemaking & its significance
- Understanding what visitors seek & how it shapes a city's identity
- Identifying your organization's role in intentional placemaking efforts
- Steps to becoming actively involved & making a strategic impact on your community
- Overcoming resource & influence limitations to make a difference
- Learning from case studies of small to mid-sized destinations that have successfully implemented placemaking strategies



# Defining placemaking & its significance





# What is placemaking?

**Definition.** The process of designing, building, and maintaining public spaces to improve the quality of life for the people who use them, including residents and visitors.

Placemaking efforts can include assessment of product, master planning, feasibility of projects, selection of developers and even ground-breaking and grand openings.

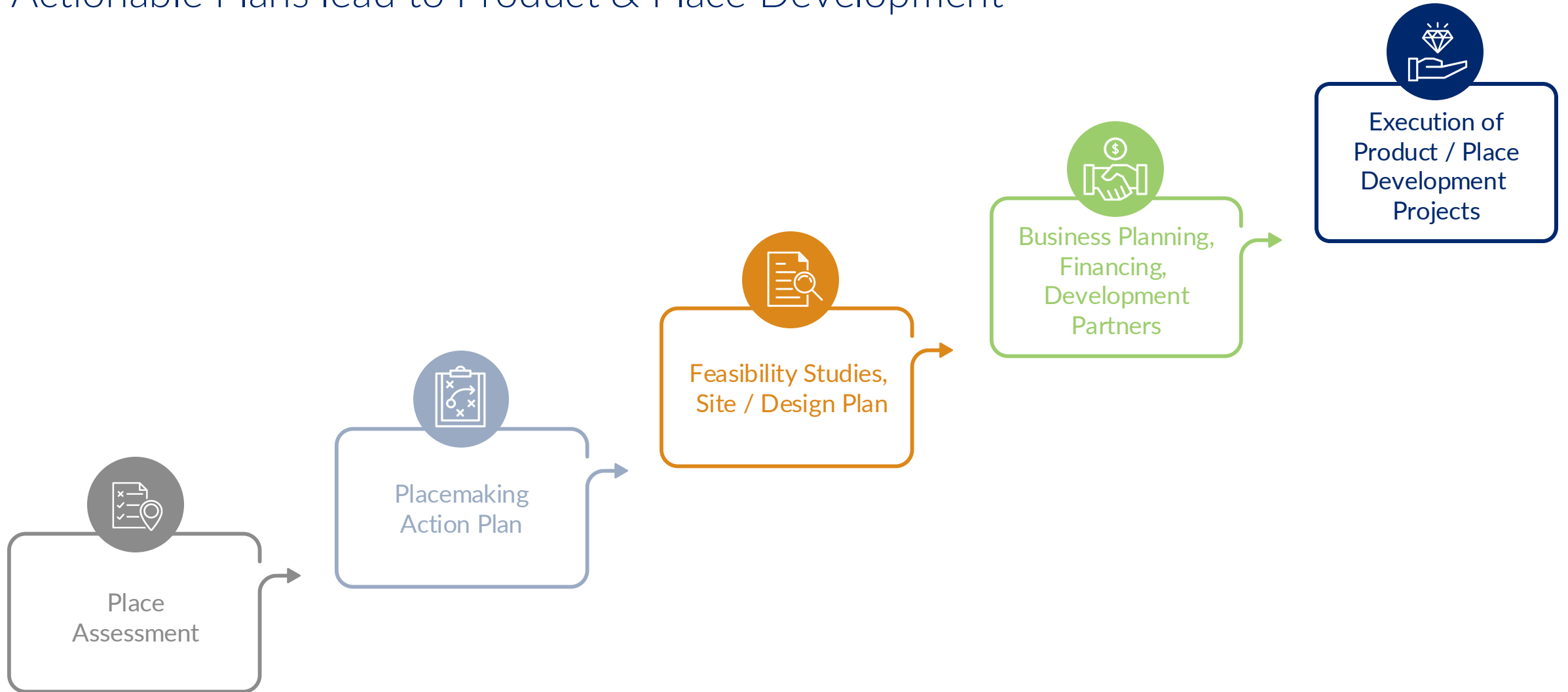
# Why is placemaking significant?

True placemaking combines all the skills necessary in a DMO. Sales Expertise, Marketing, Research / Data, Advocacy, Community Relations and Government Relations all rolled into an effort to create a place to live, work, play and visit.

Placemaking helps create a sense of place, improves health and safety, promotes social interaction, supports economic developments, and promotes a destination's sustainability.

# Critical Steps to Placemaking

Actionable Plans lead to Product & Place Development





Understanding  
what visitors seek  
& how it shapes a  
city's identity



# What do visitors seek?

- Authenticity
- Unique experiences
- Target market
- Where the locals go

# How does this shape a city's identity?

- Experiences shape the brand not brand shaping the experiences
- Authentic brand can be shared by DMO, EDO and beyond



# Identifying your organization's role in intentional placemaking efforts





# What is your role in intentional placemaking efforts?

Where you are and where you want to be

- A community leader and asset
- Partnership with EDO, City Manager and Elected Officials
- The hub for the many “master plans” within a city
- The reliable data resource for the city and community
- Champion for imagining and executing the future city



# DMOs as Placemakers-in-Chief

## Why is placemaking important for DMOs?

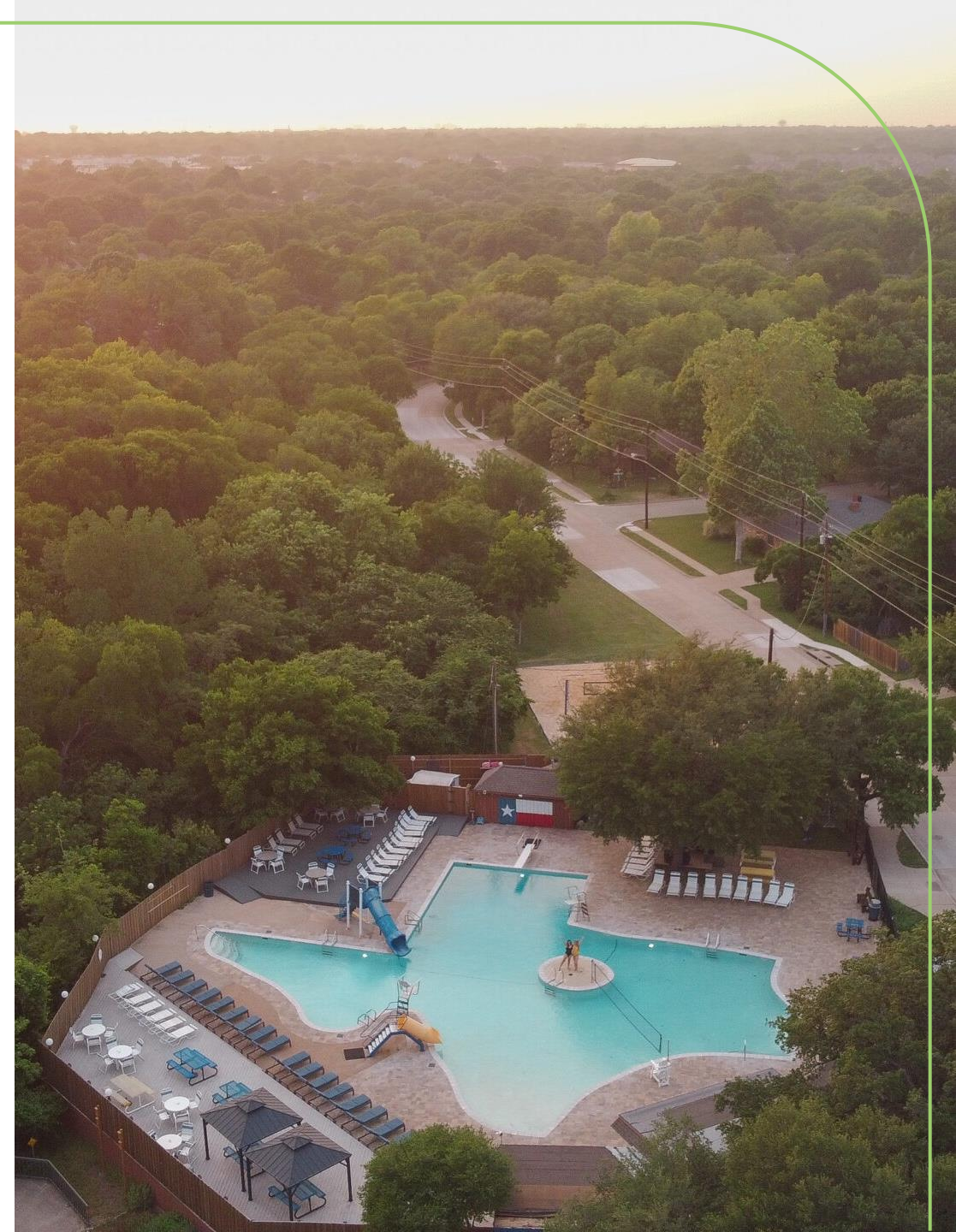
- Holistic understanding of the destination and its players
- Long perspective and tenure
- Existing marketing engines, trusted to drive value
- Positioned as experts and voice of a valuable industry
- Sustainable funding models and resources (HOT/TOT/TID, etc.)
- Elected officials need you

Place & Product  
Development  
is a growing priority



DMO funding faces high risk with city/county officials eyeing reallocation

Control the narrative and show value to be seen as an investment



# Placemaking Plan Process & Outcomes

## Past Phase

### Destination & Tourism Assessment



Destination Master Plan leads to actionable next steps for program, organizational, and product development

## Current Phase

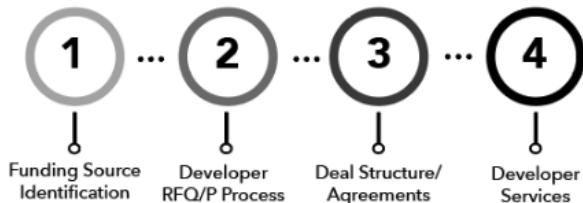
### Feasibility & Impact Study



Individual deep-dive feasibility studies validate market demand, financial feasibility, impact, funding, cost estimates & design

## Future Phase

### Project Advisory & Execution



Implementation phase leads the client from market-validated idea to shovel-in-the-ground



# Standard Components

## Traditional Tourism Plans



High-level outcomes → No clear action or direction

# How We Assess

## Pillars of Place

Hunden's Pillars of Place are integral to establishing a compelling destination where people want to live, work, play, and visit. Hunden begins the Placemaking Action Plan by assessing how your destination stacks up in each of the 10 asset categories.



Entertainment



Arts & Culture



Sports



Conventions  
& Conferences



Recreation &  
Natural Environment



Events &  
Annual Festivals



Attractions  
& Gaming



Authentic Architecture  
& Inspiring Public Spaces



Hotels &  
Hospitality



Shopping, Dining, Entertainment  
& Adult Beverage



Steps to becoming  
actively involved &  
making a strategic  
impact on your  
community





# How to become actively involved

Where you are and where you want to be

- Placemaking awareness
- Placemaking knowledge and expertise
- Begin conversation:
  - Board
  - City Manager
  - EDO
  - Elected Officials
- Be willing to take the lead
- Identify potential partners in the city, county or region
- Third party partners



Overcoming  
resource &  
influence limitations  
to make a  
difference





# Overcoming resource & influence limitations

How to make a difference where you are

- Become an influencer
- Be an expert in your capacity
  - Data driven
  - You see what other cities are doing
  - Long haul (vs elected officials)
- Know when to lead and when to partner
- Resources available
  - Partner with city
  - Partner with the EDO
  - Work in phases
  - Develop new state tools – Kentucky KTDA



# Engage Experts with Vast Research Tools & Analytics

Provide valuable insight on your gaps to allocate your resources effectively



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**STR**

**IMPLAN**

**POLLSTAR**



Learning from case study destinations that have successfully implemented placemaking strategies





# Hamilton County, Indiana

County-wide Entertainment, Sports & Tourism Development Master Plan has led to further studies, action plans, and developments in Noblesville, Carmel, and Westfield



# Hamilton County's Transformation through Multiple Processes

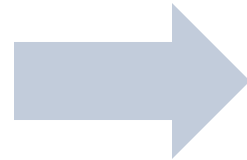
## Recommendations: BEST Master Plan

### Client Action Steps:

- Create a Tourism Workforce DEI Council
- Identify a Skilled-Based Training & Hiring Process
- Outline Defined Tourism & Hospitality Career Pathways
- Develop a Tourism Career Awareness Strategy
- Develop an Inclusive Workforce Development Online Portal

## OUTCOMES

**Key opportunity areas – assets for further study**



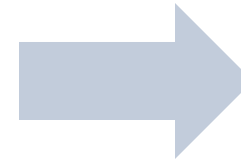
## Recommendations: Westfield Area Master Plan

### Phased District Development:

- 1-3 year, 3-7 year & 7-10 year development goals
- Residential, hotel, unique retail concepts, traditional retail & restaurant, corporate FLEX & R&D, parks & natural assets, non-traditional assets

## OUTCOMES

**30-Year Economic Impact for each opportunity**



## PSCDA Study: Grand Park & G-League Arena

### Professional Sports & Convention Development Areas Impact Modeling:

- Noblesville: 12 venues included in the boundary | \$24.6M 30-year impact
- Westfield: Wishlist of sports, residential, entertainment, open space and office | \$25.7M 30-year impact

## OUTCOMES

**Projected tax streams & impact for real & potential assets**



# Folsom, California

Placemaking plan followed by deep dive asset studies, Folsom Ranch advisory, event strategy





# Folsom, California

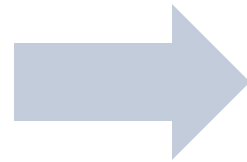
## Recommendations: Placemaking Action Plan

Priority Opportunities for Deep-Dive Analysis:

- Conference Hotel Feasibility
- Activated Destination Waterfront District
- Folsom Ranch Masterplan / Highest & Best Use

### OUTCOMES

**Key opportunity areas – geographic & asset based**



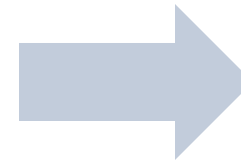
## Recommendations: Feasibility Studies

Opportunities Analyzed:

- Outdoor Sports
- Indoor Sports
- Hotel & Conference Center
- Entertainment Market
- Events Strategy

### OUTCOMES

**30-Year Economic Impact for each opportunity**



## In Process: Folsom Ranch Advisory

Folsom Ranch Sports Complex Financial Advisory:

- Public/private financing options for the complex
- Existing revenue analyses of projected public/private revenues

### OUTCOMES

**Financing options presented to City Council**





# Jackson Destination Masterplan

Working Papers Visioning Session

■ July 24, 2024





# City of Jackson Overview

Where you are now.



## The City with Soul: Food – Music – Sports

Jackson’s culture is unique and showcased for visitors primarily through food, music and sports. Together these encompass, but are not limited to, Jackson’s identity as a place.



## Capital City

As a capital city, Jackson faces many opportunities and unique challenges. The downtown landscape has many government related buildings driving activity to the downtown, but also inactivity during non-workday or session time periods.



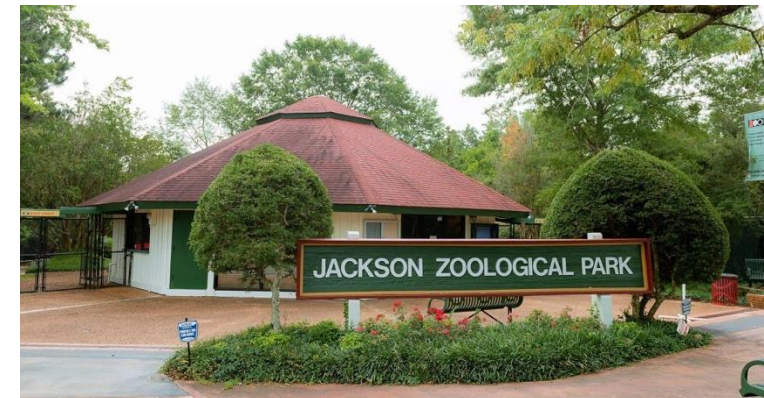
## Suburban Flight

The popularity of suburban areas has resulted in a shift in population density over the past several decades away from downtown Jackson, which has hurt the urban core.



## Density of Cultural Institutions

Jackson has a strong density of cultural institutions not found elsewhere across the state and region. This is a core differentiator of Jackson.











# Market Supply and Demand Analysis

Where you are now.

Hunden assessed the supply of assets in the market and compared this to the demand or need in the market to advance Jackson as a destination. This assessment assisted in establishing the core areas of opportunity for tourism product development.

	Lodging & Hospitality	Conference & Meetings Facilities	Youth & Amateur Sports	Retail & Dining Nodes	Festivals & Events	Arts & Culture	Parks, Trails & Outdoor Space
Supply	Minimal	Good	Moderate	Minimal – Moderate	Good	Strong	Moderate
Market Need	Strong	Good	Good - Strong	Strong	Strong	Strong	Strong
Future Opportunity							

# Summary Matrix

What are the opportunities?

<p><b>WHAT ARE THE OPPORTUNITIES?</b></p>		Lodging & Hospitality	Conference & Meetings Facilities	Youth & Amateur Sports	Retail & Dining Nodes
	Opportunity	Strong	Good	Strong	Strong
	Priority Level				
	1 High Priority	Headquarter Hotel	Headquarter Hotel	JSU Stadium Relocation	Re-establish Downtown Jackson as a Core Dining & Shopping Node
	2 Medium	Plan for reuse of old Marriott Hotel	Convention Center Mixed-Use District Plan	Sports-Driven District Around JSU Stadium w/ Connectivity to CC District	Walkable Dining Offerings for Museum District Patrons
	3 Long Term	Extended Stay Property in Downtown	Execution of Convention Center Mixed-Use Plan	Improvement of Smith-Wills & North Jackson Youth Baseball into Cohesive Sports Destination	Connectivity Between Core Nodes



# Summary Matrix

What are the opportunities?

<p><b>WHAT ARE THE OPPORTUNITIES?</b></p>		Festivals & Events	Arts & Culture	Parks, Trails & Outdoor Space
	Opportunity	Strong	Strong	Strong
	Priority Level			
	1 High Priority	Music / Event Venue in Downtown	Farish Street Historic District	Linkage of Jackson Museum District with Downtown Jackson
	2 Medium	Continued Push of Culinary & Music-Driven Events	Support LaFleur Museum District Build-Out & Commercial Rail-Trail Infusion	Downtown Greenspace with Activated Dining/Retail Surrounding
	3 Long Term	Expand on Events in Core Areas of Differentiation (i.e. Ballet)	Alignment Among Core Institutions to Create a Cohesive Package to Sell to Visitors	Pearl River Activation

# hunden partners

*“What is a Placemaking Action Plan?”*



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213 W. Institute Place, Suite 707  
Chicago, IL 60610

312.643.2500 | [hunden.com](http://hunden.com)