

Request for Proposals:

Analysis of Proposed Redevelopment of Property Commonly Known as Arlington International Racecourse



Submitted to:

Charles Witherington-Perkins,
Director of Planning & Community Development
Village of Arlington Heights
Attn: Department of Planning & Community Development
33 S. Arlington Heights Road
Arlington Heights, IL 60005
cperkins@vah.com



Rob Hunden, CEO
Hunden Strategic Partners
213 W Institute Place, Suite 707
Chicago, Illinois 60610
rob@hunden.com



July 12, 2022

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Attn: Department of Planning & Community Development
33 S. Arlington Heights Road
Arlington Heights, IL 60005
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Mr. Charles Witherington-Perkins,

The Hunden Strategic Partners Team (Hunden or Team), including strategic partner Steve Haemmerle and partners at Husch Blackwell (HB), is pleased to respond to the Village of Arlington Heights' (Village or Client) request for a proposal to evaluate an NFL stadium-anchored mixed-use development at the former Arlington International Racecourse property (Project). Services will include assisting the Village in the evaluation of the Project submitted by the Chicago Bears Football Club (Chicago Bears), as well as independent market demand, financial feasibility and economic impact analysis to determine the potential public benefit of the Project.

Hunden Strategic Partners is uniquely qualified to complete the scope of work requested by the Village of Arlington Heights. The firm specializes in providing advisory services at the intersection of **destination real estate** development, **economic** development, and **tourism** development. Sports-mixed-use districts with professional stadiums or arenas as their catalytic anchor are a key focus for Hunden all day, every day. Hunden has a passion for data-driven analytics that lead to sound and actionable strategies for a sustainable stadium and mixed-use district business plan. Ultimately, the analysis will deliver financial and economic impact projections generated with assumptions gathered from our independent market assessment, as well as our peer review of the team's proposal. Using best practices and comparable stadium district research, our geofencing data tracking tools (placer.ai), and decades of experience in assessing these types of developments, we will provide independent recommendations on the best path forward for the Village related to this deal. You have questions, and we will produce answers that will allow the Village to confidently chart a path forward.

Hunden Strategic Partners, led by CEO Rob Hunden, is a trusted advisor for destination real estate development, providing market and financial feasibility analysis, economic, fiscal and employment impact studies, financing strategy, and project implementation services. Hunden has worked on more than 1,000 projects or studies in the past 25 years, with more than \$20 billion in projects built and successful, or currently underway. Our clients seek to achieve economic development through critical asset growth. Hunden's background in economic, real estate and tourism development combine to make the firm a unique resource to represent public-sector clients looking to execute transformative developments sustainably. Over the past nine months, Hunden has been working on an NBA District (Milwaukee), and NFL/NHL stadium deals and districts in Virginia and Arizona.



Husch Blackwell, led by Denver Office Managing Partner Kevin Kelley and Partner Andrea Austin, is a national law firm with a sports venue team that structures, negotiates, and documents deals for clients across the United States. Whether a sports facility project is a new ground-up development, a renewal of terms requiring additional capital improvements, or a significant redevelopment, the firm works closely with community leaders, team owners and financial advisors to clarify each party's obligations and contributions and how the parties will respectively benefit. Because no pro sports venue is exactly like any other, HB tailors their approach to each venue's unique circumstances, with expertise to cover every aspect of a sports venue project – from financing and land acquisition to intellectual property and community benefits.

You will deal directly with Rob Hunden as the primary contact and signatory of any contracts. Hunden Strategic Partners will provide all these assets under a time structure and pricing that is flexible to the needs of the Village of Arlington Heights. We appreciate the opportunity to work with you.

Sincerely,

A handwritten signature in black ink, appearing to read "RH", with a stylized flourish at the end.

Robin Scott Hunden, CEO
213 W Institute Place, Suite 707
Chicago, IL 60610
rob@hunden.com

Office: 312-643-2500



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FIRM HISTORY



Full Service Real Estate Development Advisory Practice

CHICAGO
MINNEAPOLIS SAN DIEGO

Hunden Strategic Partners provides a variety of advisory and consultant services for all stages of destination development, including: Placemaking and Tourism Assessments; Project Implementation Services; Real Estate Market, Financial Feasibility and Development Consulting; Economic, Fiscal and Employment Impact Analysis (Cost/Benefit); Organization Development; Public Incentive Analysis; Economic and Tourism Policy/Legislation Consulting; Research and Statistical Analysis; and Developer Solicitation and Selection, Private Management Company Solicitation and Selection.

Since its incorporation in 2006, professionals at Hunden Strategic Partners have provided all of the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. Additionally, Hunden professionals have prior professional experience in municipal and state government, economic and real estate development, and hotel operations. **More than 80 percent of Hunden's clients are public-purpose entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi- government entities charged with managing real estate, economic, and tourism development.**

Hunden specializes in the intersection of tourism development, economic development, and destination real estate development. Hunden has a passion for data-driven analytics and recommendations that lead to sound and actionable strategies for development success. We cannot and will not take a cookie-cutter approach like some national firms do.

The firm's areas of expertise include:

- Major League Stadiums
- Arenas
- Fairgrounds & Expo Centers
- Multipurpose Event Centers
- Retail & Restaurant
- Mixed-Use & Entertainment Districts
- Office, Educational, Medical
- Residential
- Boutique Hotels & Resorts
- Convention & Conference Centers
- Convention Headquarter Hotels
- Youth Sports Tournament Complexes
- Arts & Cultural Facilities
- Mall Redevelopments

Firm Information:

Address: 213 W Institute Place, Suite 707, Chicago, IL 60610

Phone: 312-643-2500

Number of Full-Time Employees: 12

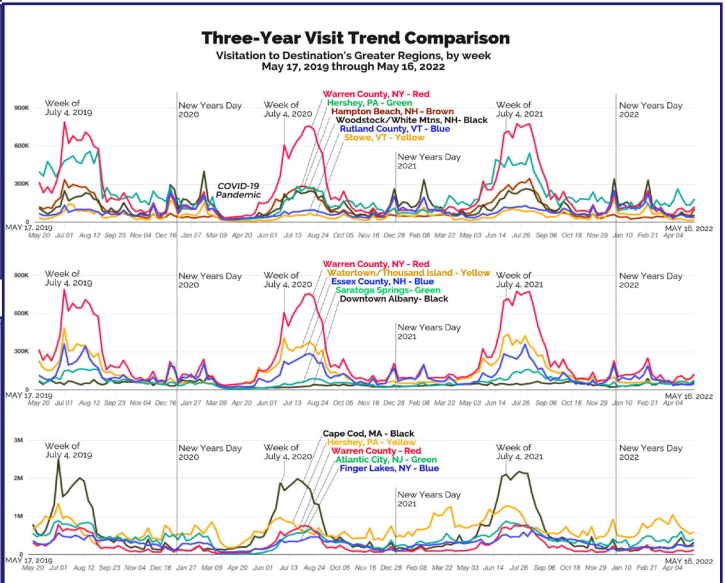
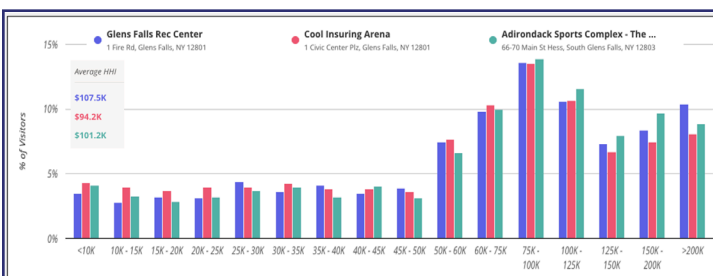
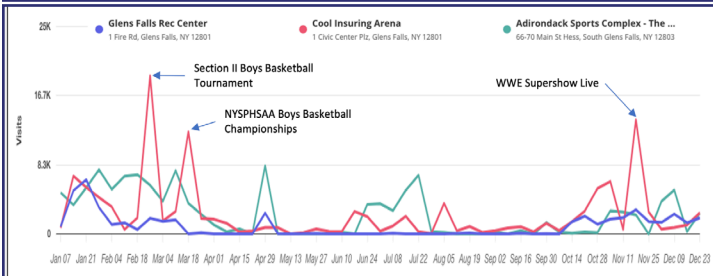
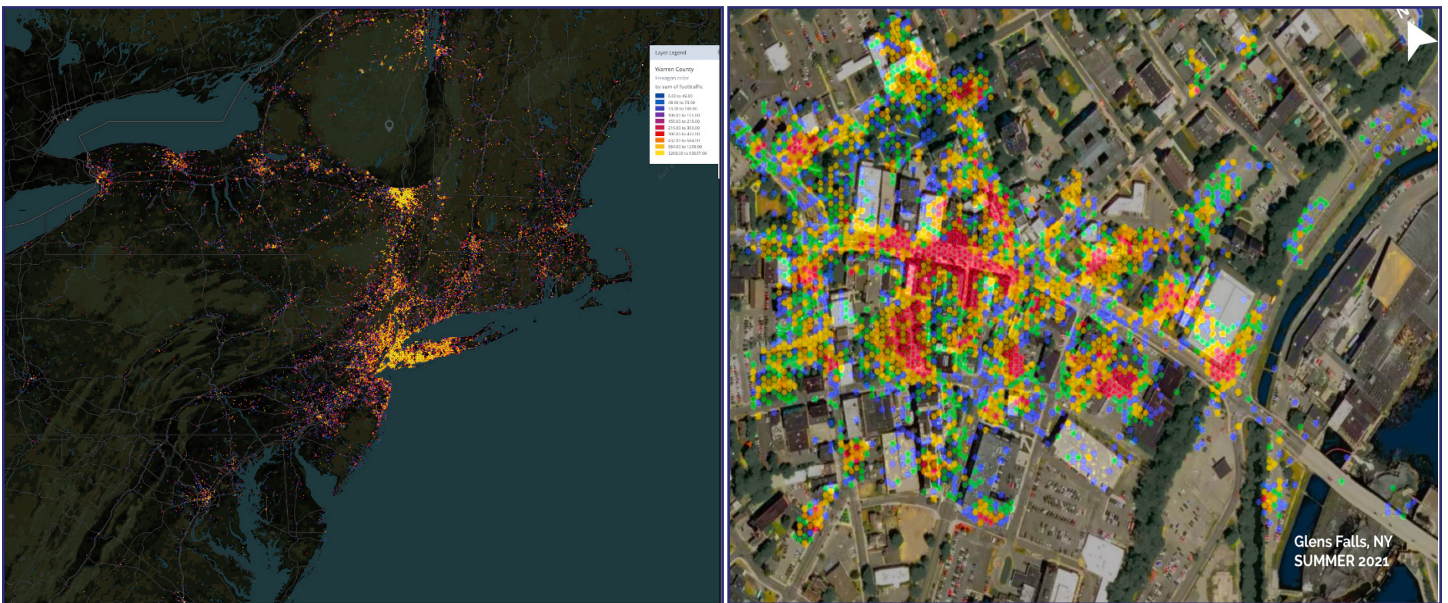
Email: rob@hunden.com

Unique Attributes - What Sets Us Apart?

Hunden Strategic Partners' methodology includes over 50 years of combined professional experience achieved through research and studies, stakeholder response techniques, and investments in resources for properly vetted and valuable, targeted data. Through data tools and resources, Hunden will assess the Project's ability to capture local and regional market demand, inform financial projections and economic impact projections, and determine the public benefits.

Hunden is now one of the only boutique firms in the country to translate years of industry knowledge into **placemaking-driven studies and action plans**. We don't just study one type of development. Instead, we combine our data-driven research with a comprehensive view of a destination as a whole. This leads to performance-benchmarking and actionable recommendations. Our process also includes critical case studies of comparable and competitive communities/developments to determine current best practices and plausible opportunities.

Hunden invests in **geofencing research technology** through Placer.ai as a key resource to study customer origin and traffic analytics for sports venues, hotels, resorts, events centers, retailers, restaurants, specific events, downtowns, and districts. We can determine consumer behaviors and visitor origins dating back to 2017. This helps us understand comparable and competitive activity in relation to the project area. Hunden creates custom data analytics and maps that illustrate primary trade areas, visitor origin, and demographics.



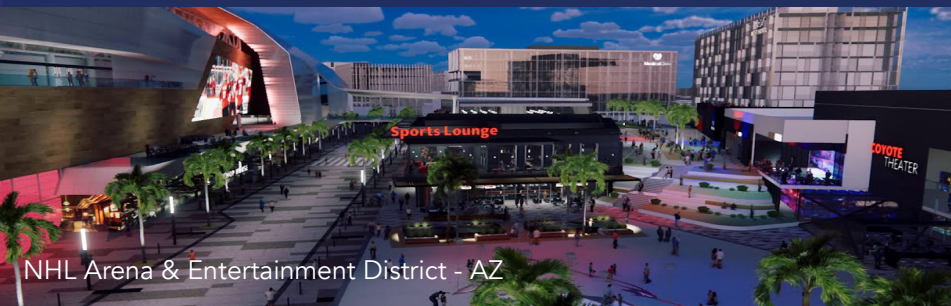
SELECT RELEVANT HUNDEN EXPERIENCE

Charlotte, NC - MLS Bank of America Stadium Impact
Chester, PA - MLS Stadium & Entertainment District
Chicago, IL - White Sox Stadium Entertainment District
Dallas, TX - Rangers Stadium Relocation Impact



MLS Stadium & Entertainment District - PA

Dallas, TX - Dallas Convention Center & Destination District
Fort Worth, TX - Arena/Convention/Hospitality District
Fort Worth, TX - Historic Stockyards Entertainment District
Indianapolis, IN - NBA Arena, NFL Stadium & Event District
Kansas City, MO - T-Mobile Center/KC Power & Light District
Lexington, KY - USL Stadium & Entertainment District
Long Island, NY - Nassau Coliseum Renovation & Mixed-Use District
Louisville, KY - Multiple Downtown Destination Projects
Lubbock, TX - MiLB Stadium Study
Middletown, OH - NCHL Arena & Mixed-Use District
Milwaukee, WI - 8-Block NBA Deer District Mixed-Use Study
Northeast - NFL Stadium Study & Deal Negotiations
Overland Park, KS - BluHawk Sports + Mixed-Use Development
Papillion, NE - Generations Development Sports + Mixed-Use
Pawtucket, RI - USL Stadium & Mixed-Use District
Richmond, VA - NCHL Arena & Mixed-Use District
Sacramento, CA - Sacramento Kings Golden 1 Center Deal Terms



NHL Arena & Entertainment District - AZ

San Diego, CA - NFL Chargers Stadium & Events District
San Juan, PR - T-Mobile Nightlife & Entertainment District
Suffolk County, NY - USL, Arena, & Convention Center District
Sun Prairie, WI - Tourism Development Master Plan
Tempe, AZ - NHL Arena & Mixed-Use District
Toronto, ON - Woodbine Live! Entertainment District
Wild Horse Pass, AZ - Sports/ Mixed-Use & Entertainment District
Windsor, CO - USL Stadium & Youth Sports Entertainment District



150+ destination/
entertainment district
studies



1000+ market,
financial feasibility &
impact studies



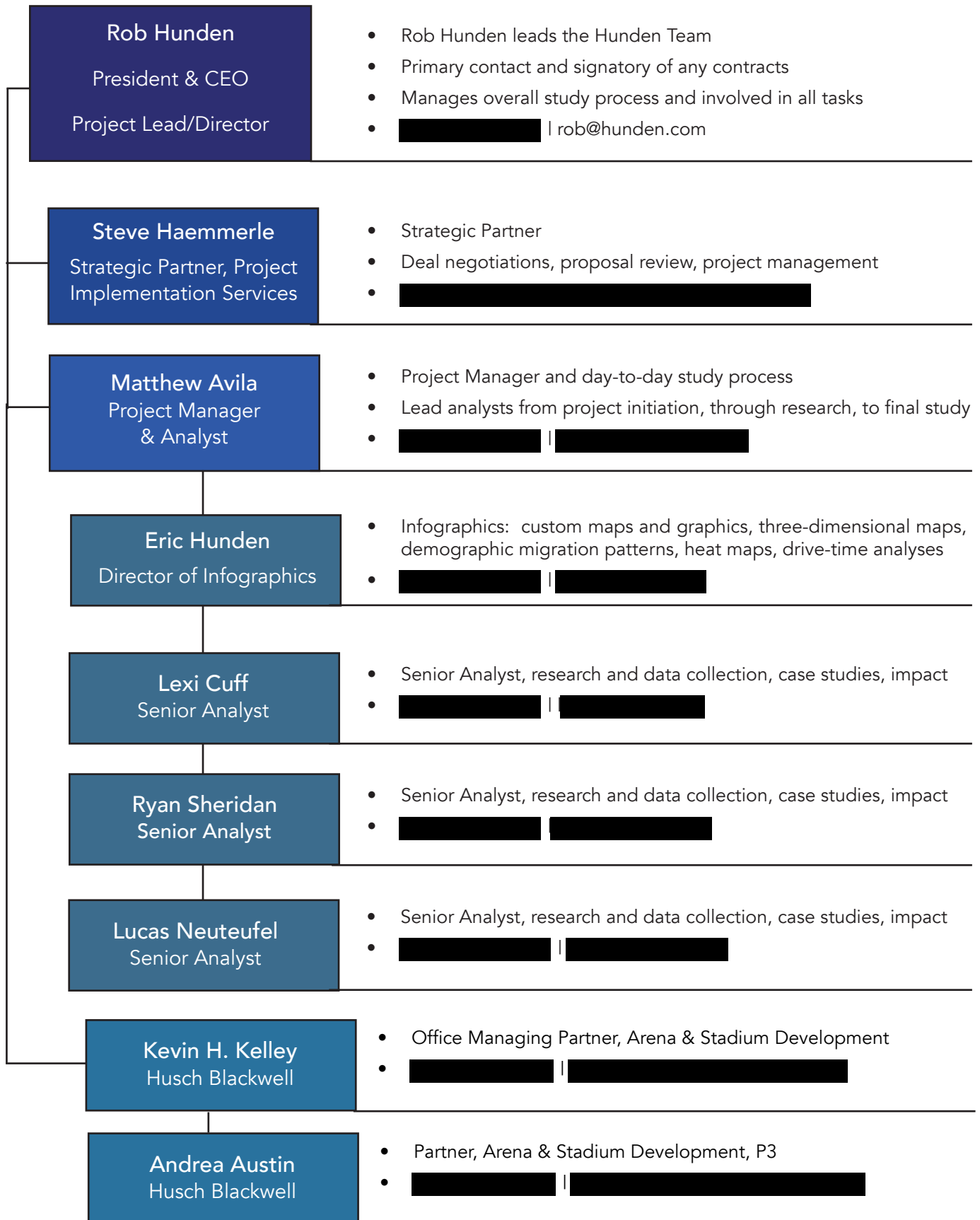
65+ stadium and arena
studies



80% of studies completed
for cities, DMOs and other
public-purpose entities over
the last 16 years

RESUMES

Organization Chart





Rob Hunden

President & CEO

Chicago, Illinois

Hunden is an industry expert in the financial analytics of stadium-anchored mixed-use destinations.

Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including state-of-the-art stadiums, arenas and event centers, mixed-use districts, hotels, indoor and outdoor sports complexes, tourism projects, and entertainment districts. Over the past 25 years, Mr. Hunden has provided economic development, finance and planning expertise and conducted roughly 1,000 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 \$20 billion in completed/underway, transformative projects, including arenas, convention centers, major convention hotels, compelling boutique hotels, entertainment districts, 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 20 years.

Quick Facts:

28 Years of Industry Experience

Incorporated Hunden Strategic Partners in 2006

Indiana University Kelley School of Business, BS Finance '94

Experience with Major League Sports Venues. Mr. Hunden has a strong history of studying major league stadiums and arenas and their respective programming, premium seating components, amenities, financials and economic impacts, and surrounding destination districts. Hunden presents the annual State of the Industry for pro stadiums at the ALSD Design & Build Conference and keeps a database of facilities for the industry. In just the past year, Hunden has worked on NFL, NBA and NHL deals and districts, plus numerous minor league stadia and districts.

Unique Destination Assets Assessments. Mr. Hunden specializes in the assessment of unique destination asset viability for growing communities across the country. He and his team have tackled aquariums, theme parks, breweries and distilleries, museums, observation decks, boutique hotels, and cultural arts centers, among many other niche developments.

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 25 years, he has become an industry thought leader, expert, and frequent speaker and author in the economics of placemaking.

Career Background

Hunden Strategic Partners, Chicago, 2006 - Present

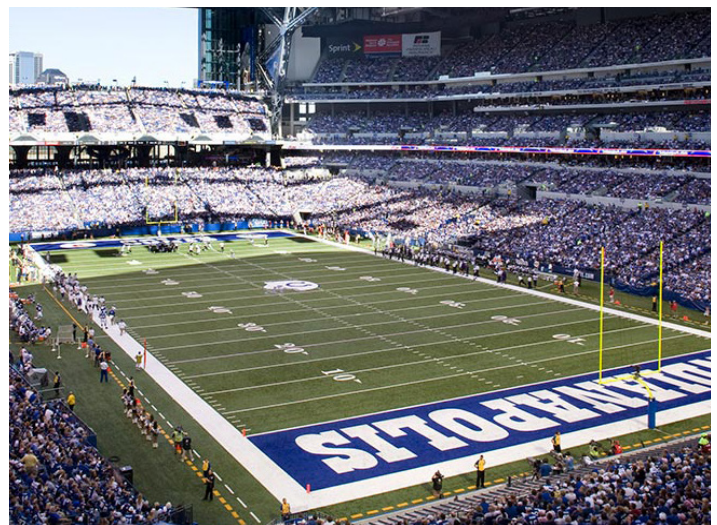
Johnson Consulting, Chicago

Grubb & Ellis, Chicago

Landauer, Chicago

Indianapolis Bond Bank/Mayor's Office, Indianapolis

Huckaby & Associates, Washington, D.C.





Steven Haemmerle

Strategic Partner, Project Implementation Services

Chicago, Illinois

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

Mr. Haemmerle is **currently working with Hunden on the NFL stadium research, negotiations and advisory assignment in the Northeast**. On this assignment for Arlington Heights, he will act as a strategic partner alongside Hunden to provide the requested proposal review, best practices recommendations and project implementation services. Hunden and Haemmerle have a strong working relationship that dates back nearly 10 years.

Steve is currently the Managing Principal of Strategic Redevelopment Advisors, a company that he formed in 2019 to provide advisory services to public sector, commercial, and not-for-profit clients enabling them to conceptualize and realize their real estate development objectives.

Steve served as Executive Vice President of Navy Pier, Inc. from 2011 to 2019, and was responsible for all real estate development at Navy Pier. During Steve's tenure there, he worked with the Urban Land Institute to gather recommendations for the redevelopment of Navy Pier; helped form the not-for-profit, Navy Pier, Inc.; directed the creation of the Centennial Vision, the framework plan for the redevelopment of Navy Pier; and hosted an international design competition that resulted in the hiring of James Corner Field Operations, who gave shape to Navy Pier's Pierscape.

Much of the transformation of Navy Pier has been completed, including its exterior public spaces and the retail portions of the interior. Steve negotiated agreements with the architects, consultants, and contractors for the project as well as leases with Chicago Children's Museum and Chicago Shakespeare Theater that allowed them both to expand their presence at the Pier. Steve sourced and negotiated a complex air-rights lease with a private entity for the development and operation of a hotel and rooftop venue at the Pier's historic East End. All told, nearly \$375M has been invested in Navy Pier since 2010.

Steve has extensive experience conducting proposal reviews for transformative projects, including:

- Solicited, reviewed and negotiated design-build proposals for the \$850M McCormick Place West Expansion.
- Responsible for overseeing the design and initial design-build activities for the addition of a 465-room tower and the renovation of the existing 800 rooms at the Hyatt Place Regency McCormick Place.
- Created and directed the international design competition and contract award for the design of the public space improvements at Navy Pier in Chicago.
- Directed to solicitation, review and subsequent award for the design and construction work at Navy Pier.

Directed the solicitation, review, and award of a long-term ground lease with a private developer for the development of a \$120M hotel and adjacent dining and entertainment spaces at the east end of Navy Pier.

Quick Facts:

30+ Years of Industry Experience

MBA from the University of Chicago Booth School of Business
Bachelor of Architecture from University of Notre Dame



Matthew Avila

Project Manager

Chicago, Illinois

As Project Manager at Hunden, Matthew 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.

His areas of expertise include stadiums and arenas, mixed-use district components, such as meeting and convention centers, residential, retail, office, entertainment and attraction, and restaurant. Matt also leads research efforts and creates custom mapping for entertainment venues, hotels and convention centers, community recreation centers and tournament sports complexes. These involve a deep understanding of the competitive supply and potential demand for local, regional and national usages. He has worked on more than 100 market, financial, and economic impact analyses, including incremental tax revenue analysis. His clients include both the public and private sector.

Quick Facts:

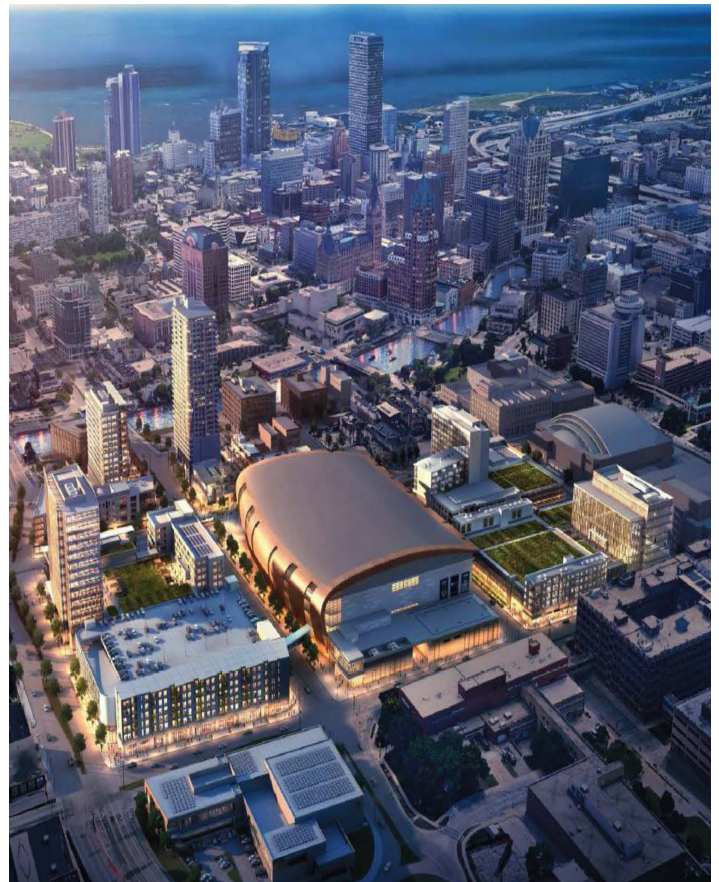
Indiana University Kelley School of Business

BS Finance and Real Estate Concentration

Stadium-Anchored Mixed-Use Districts. Matthew has conducted in-depth market research and presented comprehensive findings and data-driven recommendations to clients related to mixed-use developments. He understands the critical balance between market supply and demand gaps, industry trends, and future performance projections that all contribute to answering key questions. Most recently, he has worked on assessments, deals and mixed-use districts in the past year for the following major league sports venue types:

- NBA,
- NFL, and
- NHL, in addition to a number of minor league deals.

Major League Sports Trends. Mr. Avila works prepares and updates Hunden's database for professional sports stadiums, arenas and facility trends and surrounding entertainment districts. Matthew leads the preparation of Hunden's annual "State of the Industry" presentation at the Association of Luxury Suite Directors (ALSD) national and international conferences, showing all of the deal and development trends in the industry.





Eric Hunden

Infographics Director

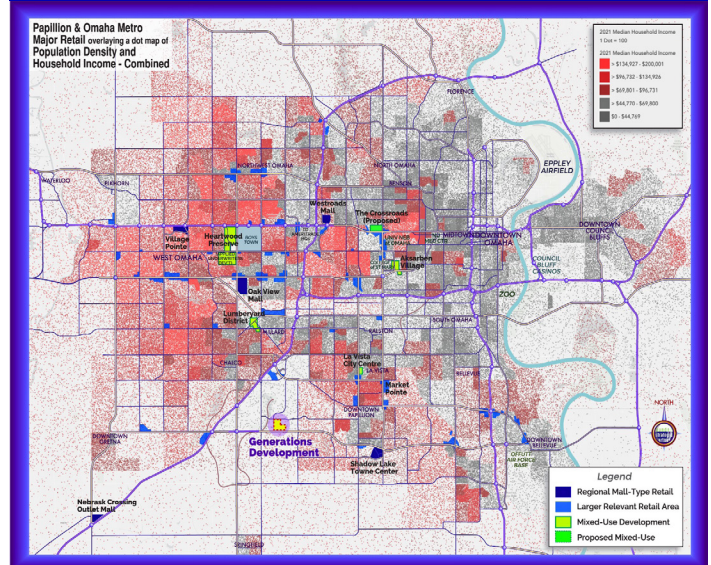
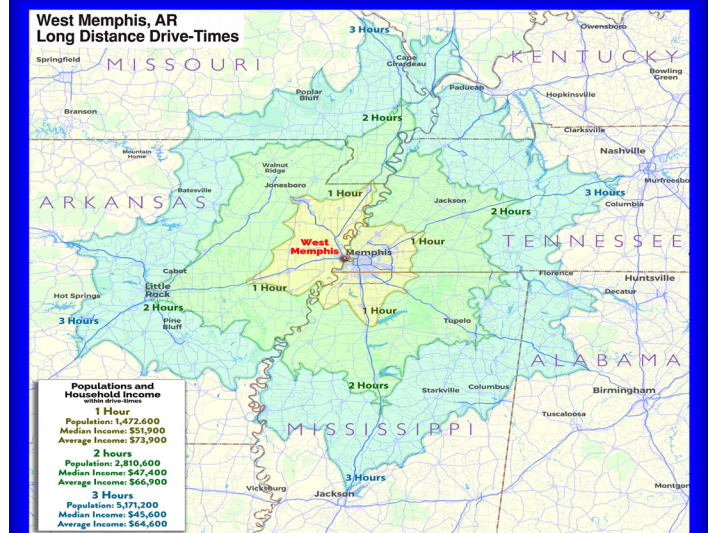
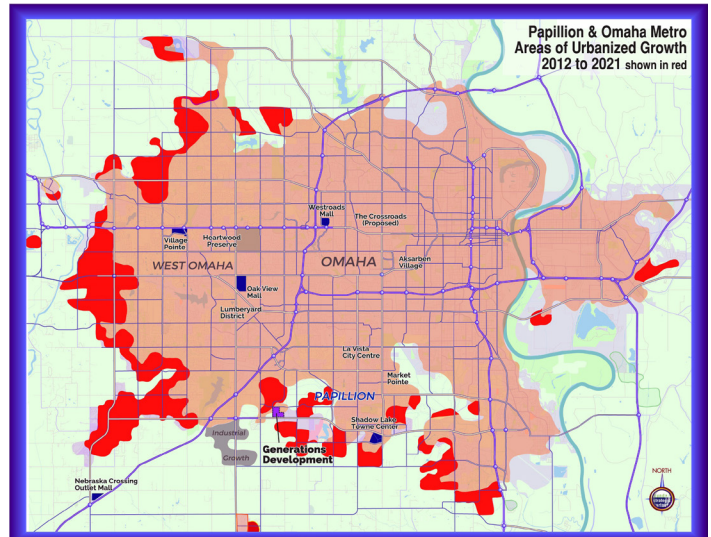
Minneapolis, Minnesota

As Hunden’s infographics director, Mr. Eric Hunden provides nearly 30 years of experience in demographic research, case studies and complex mapping and design.

Since Hunden’s founding in 2006, Eric has brought important contextual understanding and research related to real estate, regional and cultural analysis, in addition to critical research for economic, demographic, media and market studies. Eric has worked on more than 700 assignments, providing market analysis, mapping and case studies. His specialty is communicating concepts and important information through varying types of maps and graphics, including three-dimensional downtown maps, demographic migration pattern maps, drive-time analyses and competitive marketplace maps.

Prior to working with Hunden, he founded Big City Maps (BCM) in Minneapolis and was a map artist for mapformation.com, North America’s largest custom mapping company. In both capacities, he developed research and mapping analyses for over one hundred locations, concentrating on traditional urban cores and neighborhoods, retail and entertainment districts — including the Walt Disney World smart phone application map — and college campuses.

Prior to Hunden and BCM, he worked for the Indiana Department of Transportation.



Quick Facts:

Kansas State University

BS Geography, with Academic Emphasis in Architecture and Urban Planning

SUB CONTRACTORS



Industry Background – Professional Sports Venues: Planning, Development and Use

Husch Blackwell’s sports venue team structures, negotiates and documents deals for clients across the United States.

Whether a sports facility project is a new ground-up development, a renewal of terms requiring additional capital improvements, or a significant redevelopment, we work closely with community leaders, team owners and financial advisors to clarify each party’s obligations and contributions and how the parties will respectively benefit. Because no pro sports venue is exactly like any other, we tailor our approach to each venue’s unique circumstances, with expertise to cover every aspect of a sports venue project – from financing and land acquisition to intellectual property and community benefits.

RECENT MAJOR & MINOR LEAGUE EXPERIENCE

- Oakland A’s Ballpark
- Charlotte Hornets - Spectrum Arena
- Angels Stadium of Anaheim
- Seattle Mariners
- Milwaukee Bucks
- Phoenix Suns
- Sacramento Kings
- Milwaukee Brewers
- NRG Park
- Fresno Grizzlies/City of Fresno, CA
- El Paso Chihuahuas
- Memphis Redbirds



+ Husch Blackwell does not have any current or past litigation to summarize from the past five years.

HUSCH BLACKWELL



Kevin H. Kelley

Office Managing Partner

Denver, CO

Office: [REDACTED]

Kevin focuses his practice on the intersection of real estate, public-private partnerships and social infrastructure development.

He advises public sector clients on major league sports facility transactions, structures public-private partnerships for public sector and higher education clients, and navigates complex mixed-use and re-use development projects that transform communities. Kevin, the Managing Partner of the firm's Denver office, also advises clients on the acquisition, development, financing, operation and disposition of multi-family, senior housing, hotels and resorts, industrial, office, retail properties and self-storage facilities. Kevin previously chaired the firm's Investment Real Estate and Housing groups.

Education

J.D., University of Virginia School of Law

- Virginia Journal of Natural Resources Law, notes editor

B.A., Washington and Lee University

- summa cum laude
- Distinguished Military Graduate

Kevin's notable engagements include:

- Representing the City of Oakland in negotiating terms for the City's investment in infrastructure related to the Oakland A's proposed waterfront ballpark district on the San Francisco Bay and extension of the A's commitment to call Oakland its home.
- Representing the Charlotte Hornets in redevelopment of Spectrum Arena and development of a new training facility.
- Representing the City of Phoenix to renegotiate the Suns' agreements for Talking Stick Resort Arena, including negotiating a \$230 million renovation of the facility and new non-relocation provisions.
- Representing the public owner of T-Mobile Park in renegotiating the Seattle Mariners' lease, with extensive new provisions that ensure the ballpark will remain in the top one-third of all MLB ballparks.
- Representing the Wisconsin Center District in the development of the new \$524 million Fiserv Arena for the Milwaukee Bucks.
- Representing the City of Anaheim in negotiating the structure of the sale of Angel Stadium of Anaheim to an affiliate of the L.A. Angels of Anaheim, with 150+ acres of adjacent land for development of affordable housing and mixed-use development.
- Representing the City of Phoenix in renegotiating the Milwaukee Brewers' use agreements for the city-owned spring training facilities, which included extending their term and negotiating the terms of conveying development rights to the Brewers for new mixed-use development on city-owned land.
- Representing the City of Sacramento in the development of the \$477 million Golden 1 Center arena for the Sacramento Kings.
- Representing Denver's Regional Transportation District in the redevelopment of the city's historic Union Station using both public and private funds to create a mixed-use project of public transportation, a boutique hotel and retail, food and beverage, and office spaces.
- Supporting a private sector developer in transaction structuring for redevelopment of an entire city block in downtown Denver.

HUSCH BLACKWELL



Andrea Austin

Partner

Denver, CO

Office: [REDACTED]

Andrea focuses her practice on professional sports facility transactions, public-private partnerships and infrastructure development.

She is adept at assisting clients with structuring and negotiating sports facility deals for high profile professional league transactions, negotiating and documenting P3 infrastructure development projects, and crafting agreements for mixed-use development.

Services

Arena & Stadium Development

Public Private Partnerships (P3)

Infrastructure Development

Real Estate Transactions, Investments & Funds

Education

J.D., Marquette University Law School

- magna cum laude

M.G.A., University of Pennsylvania

- Sweeney Scholar

B.A., Stanford University

- With distinction

Highlights of Andrea's recent engagements have included:

- Representing the City of Oakland in negotiating and drafting transaction documents for the development by the Oakland A's of a new waterfront ballpark and mixed-use development.
- On behalf of the Charlotte Hornets, negotiating and drafting transaction documents for the extension of the Hornets' term at Spectrum Arena, the multi-season renovation and ongoing capital improvement of Spectrum Arena, and development of a new high performance training facility for the team.
- On behalf of the City of Anaheim, negotiating and drafting transaction documents for the sale of Angel Stadium of Anaheim to a team ownership affiliate, and spearheading the City's diligence.
- Representing the City of Phoenix in its negotiations with the Phoenix Suns to extend the team's term at Talking Stick Resort Arena, including negotiating a reallocation of responsibility for capital improvements at the arena and structuring the terms of a \$230 million renovation of the facility.
- Representing the public owner of T-Mobile Park in renegotiating the Seattle Mariners' lease, with extensive new provisions that incorporate significantly improved community benefits, shift responsibility to the Mariners for upgrading the ballpark over time, and protect the public's investment.
- Representing the City of Phoenix in renegotiating the Milwaukee Brewers' agreements for use of the city-owned Cactus League spring training facilities, which included extending their term, negotiating a new non-relocation agreement, and structuring the development rights for the Brewers to undertake a significant mixed-use development of adjacent city-owned land.
- Negotiating and drafting the primary agreements for a \$1.5 billion redevelopment of the Kansas City Airport's terminal modernization program.
- Supporting development of a privately owned high-speed rail project in Southern Nevada.
- Coordinating development of a \$12 billion horizontal infrastructure plan on behalf of the Regional Transportation Commission of Southern Nevada.

RELEVANT EXPERIENCE & REFERENCES



NFL Stadium & Mixed-Use District Studies & Negotiation Advisory Services

Northeast, USA (2021 - Present)

Hunden was retained by a municipal Client to complete a third-party economic impact study related the proposed development of a new Major League Stadium in Northeast, U.S. The team was accepting competing bids from regional sites to negotiate and build a new stadium and surrounding district for the Team and franchise. Hunden was retained to provide advisory services throughout the negotiations and bid process to present the strongest proposal to the Team. Hunden's scope of work included **market performance and competitive data to create the financial models/projections for the mixed-use district components, including restaurant, retail, residential, office, entertainment, amphitheater, gaming, team headquarters, practice facility, and youth sports complex.**

Hunden is making recommendations related to the ideal mix of uses for the district development surrounding the stadium. Hunden is also managing site and program verification conclusions, conceptual design drawings to define the master plan, and overall Project scope. For each component recommended, Hunden conducted a demand, financial and fiscal impact model. Hunden created line item detail of revenue and expenses for each component, resulting in net operating income that will support debt service and support tax projections.

Hunden's economic, fiscal and employment impact analysis is determining the direct, indirect and induced impacts, including the tax revenues that are generated by projected visitors to the project. Hunden is creating impact models for both the County and the State. The project is ongoing, and **Hunden continues to lead advisory services and negotiations amongst the public sector and the team.**



NFL Stadium & Convention Center Feasibility, Impact, & Deal Analysis

San Diego, California (2016)

Hunden worked with Conventional Wisdom Corporation and the San Diego Charges to perform **a multi-pronged public sector financial risk and impact analysis study related to the proposed San Diego Convention Center and Stadium Project** initiated by the San Diego Chargers NFL franchise. Hunden studied the likely market that the Project would penetrate for sports, concerts, meetings, conferences and conventions, the experience of other similar facilities and cities, and the ultimate impact that the Project would have on the City of San Diego.

Hunden's analysis showed that the proposed Project would have a major positive impact on the City of San Diego's hotel receipts and the overall local economy, due to the new, retained and expanded events that the proposed facility would accommodate compared to the status quo.

The key findings of the study revealed that the Project would generate more than 200,000 San Diego hotel room nights annually, would lead to major ADR increases, would lead to hundreds of new events and thousands of attendees. The fiscal impact, like with many major league stadium deals, would not necessarily generate the net new fiscal revenues to overcome the size of the public sector investment.

However, the alternative of this project was the loss of the team and the proposed event and convention facility, which is ultimately what occurred after the public vote to fund the project failed to achieve the two-thirds majority required.



Deer District - NBA Arena Mixed-Use Entertainment District

Milwaukee, Wisconsin (2021 - 2022)

Hunden Strategic Partners provided a **market demand and highest and best use analysis for the remaining parcels available for redevelopment in Milwaukee's Deer District surrounding the Fiserv Forum arena**. Fiserv Forum, a 714,000-square foot sports and entertainment facility, is home to the Milwaukee Bucks and Marquette Men's Basketball.

Hunden studied the following potential mix of uses for the six available parcels of land:

- Office,
- Live-work residential,
- Entertainment,
- Retail and restaurant,
- Hotel, and
- Outdoor market.

A master plan was completed for the Deer District in January 2019. Hunden's analysis built off of the findings and recommendations gathered during that process. Hunden presented the Client with market-driven recommendations for the optimal mix of uses across the six parcels. Hunden also prepared detailed demand and financial projections for each of the recommended uses. The team is moving forward with Hunden's comprehensive mixed-use recommendations, including eight different transformative uses.



NHL Arizona Coyotes Arena & Mixed-Use Entertainment District

Tempe, Arizona (2021 - 2022)

Hunden Strategic Partners is providing consulting services to evaluate a proposal for the development of a new mixed-use sports and entertainment district anchored by the Arizona Coyotes' new NHL arena. A proposal was submitted to the City of Tempe for this complex development, and Hunden worked on behalf of the public sector to evaluate the proposed development plan, as well as the financial feasibility of all elements proposed. Hunden then conducted an analysis of the anticipated economic impact, fiscal projections, and public health benefits.

The developer's response to the City's RFP detailed a two phase 3.4-million square foot development, estimated to cost \$1.9 billion. The proposed Project would be the new, long-term home to the NHL Arizona Coyotes. Surrounding the anchor arena, a mixed-use development with components of retail, hospitality, office, and residential elements would be built. The development will be completed in two phases, the first phase breaking ground by the third quarter of 2022. The construction period for the arena is anticipated to cost an estimated \$578 million and span two years, ending in 2024. The ancillary entertainment district is anticipated to be fully built out by 2027 with an estimated cost of \$1.1 billion. Upon completion, the Tempe Entertainment District (TED) will contain the 16,000-capacity NHL arena, 1,675 residential units, 313,000 square feet of retail and restaurant space, 320,000 square feet of class A office space and 500 hotel rooms.

At the conclusion of Hunden's initial study, the City received a report that reviewed all documents in the developer's proposal, reviewed relevant national stadium project case studies, reviewed relevant Arizona Revised Statutes, analyzed the economic impact and public benefit as provided, and summarized findings and possible solutions for elements that made this project unsuccessful related to public benefits.

In summer of 2022, the Tempe City Council voted to move forward with negotiations based on Hunden's study.



MLS Stadium-Anchored Mixed-Use Waterfront District Master Plan

Philadelphia/Chester, Pennsylvania (2019 - 2020)

Hunden led the mixed-use market analysis for a proposed MLS stadium-anchored mixed-use district. Hunden led the study effort as part of NBBJ's team that was preparing a master plan for a section of the Delaware River Chester waterfront. The goal of the plan was to **build upon the existing assets and transform the area surrounding the Philadelphia Union major league stadium**. Existing assets include:

- The 18,500-seat Subaru Park,
- The Delaware River,
- The Commodore Barry Bridge and Barry Bridge Park,
- The 1.5-mile Chester Riverwalk, part of the East Coast Greenway, and
- The 400,00-square foot Wharf office building

The Riverfront Alliance of Delaware County was looking to make the area more than just a place to go to work or to see a soccer game. The specific target area extends from Highland Avenue to the Delaware River, from Norris Street to Route 291. In addition, major corridors, such as Flower and Engle Street, providing direct connections to the waterfront were considered as part of the planning area. The master plan addressed in-depth market conditions and reuse options, land use, parking demand and analysis, transportation and trail alignment and connections, environmental and maritime issues, landscape architecture and enhancement of public spaces.



MLB Texas Rangers Stadium Relocation Economic Impact Study

Dallas, Texas (2015)

Hunden Strategic Partners performed an economic, fiscal and employment impact analysis for two Dallas projects: the proposed expansion of the Kay Bailey Hutchison Convention Center and the potential development of a new MLB park for the Texas Rangers in the Dallas city limits.

The Kay Bailey Hutchison Convention Center was proposed to be renovated and expanded to include a new major ballroom, numerous new breakout meeting rooms and an overall renovation to elevate the aesthetic and functional quality of the entire building.

The Texas Rangers Ballpark portion of the analysis examined the possible development of a new MLB park in downtown Dallas. From the perspective of the ballpark proponents, recapturing local Dallas spending that was currently going to Arlington was the goal, as well as the expected synergistic development and spending that would occur around a new ballpark in Dallas.

Hunden **analyzed how the projects would impact the city in terms of new spending, taxes and employment.** The study also included a comparison of other MLB stadium deals and what level of support the public sector would likely need to provide in order to lure the team to downtown and in a new stadium.



Indiana Pacers NBA Arena & Mixed-Use Market Demand, Financial Feasibility & Economic Impact Analysis

Indianapolis, Indiana (2009 - 2010)

Hunden worked for the Indianapolis-Marion County Capital Improvement Board and Indianapolis Bond Bank to study the value of the team to Indianapolis/Marion County during a renegotiation of the lease in Bankers Life Fieldhouse, as well as a mixed-use district adjacent to the venue. Hunden provided the City with a report showing the economic, fiscal and employment impact of the Indiana Pacers on the community. Hunden considered other major league arena deals and compared and contrasted those with how the Pacers were faring as managers of their facility. It also **highlighted the importance of the arena and the Pacers as anchor tenants in the sustainable success of downtown**. The loss of the team would seriously weaken the financial support structure for many of downtown's key assets. This report helped rationalize fiscal support for the Team, helped the City and Capital Improvement Board determine the new agreement with the team and explain to the citizens of the community the true value of the team to the city, especially downtown.

Tangentially, Hunden was retained to analyze a development **proposal to create a mixed-use project that would connect the Pacer's arena and district** with Eli Lilly's corporate headquarters campus just south of the downtown core. Hunden analyzed the Cityway project's market and financial feasibility, as well as impact on the City, TIF generation, and its ability to support the proposed financing structure. The project's first phase consisted of two apartment buildings, a high-end conference hotel of 148 rooms, a large YMCA facility and multiple retail and office spaces. The second phase included additional apartments and retail/restaurants.

The analysis included a review of the developer's request for public financing assistance beyond the TIF-supported bonds. The team, district and City have been successful as a result of the work Hunden completed.



MLB Chicago White Sox District Master Plan, Including Financial Feasibility & Economic Impact

Chicago, Illinois (2006 - 2008; 2011)

Hunden Strategic Partners has been engaged on multiple occasions by the Illinois Sports Facilities, owner of the Chicago White Sox stadium (previously U.S. Cellular Field). Initially, Hunden was engaged on a master planning project **analyzing the market and financial realities associated with a major, long-term redevelopment surrounding the stadium**. While the likelihood of developing the project was unclear, the analysis considered market conditions and analyzed a mix of uses that included:

- A 225-room hotel and conference facilities
- 1,400 residential units
- 300,000 square feet of retail and restaurant space
- 5,000 parking spaces

Hunden developed the market and incentive analysis for components of the project, made recommendations for the master plan and projected the demand and financial performance for each piece of the development. Hunden represented the Stadium Authority in presenting the proposed district to team ownership and calculated the economic, employment and fiscal impact of the project for the city and state.



USL Stadium-Anchored Mixed-Use Redevelopment, Including Market Demand, Financial Feasibility & Economic Impact

Pawtucket, Rhode Island (2020)

Hunden performed a market and financial feasibility study, as well as an economic, fiscal, and employment impact analysis related to TIF recapture, in connection with elements of a proposed mixed-use redevelopment plan along the riverfront in Pawtucket.

The Client was interested in emphasizing and supplementing the growing interest in soccer in the Pawtucket and Rhode Island Region. The project was proposed to have a new state-of-the-art, 11,000-seat USL stadium as an anchor and home to the newest USL franchise. The stadium, in tandem with the other mix of elements in the proposed project, was proposed to draw residents and visitors alike to downtown Pawtucket and **establish the area as a world-class tourism destination**. Other elements in the mixed-use riverfront development included an indoor flexible event space, 120-200 room hotel, retail, office, residential, and parking spaces.

Hunden analyzed United Soccer League and USL stadium industry trends, the USL stadium market potential in Pawtucket and comparable market and stadium performance, as well as local and regional sports facility supply and demand and tournament opportunity. The extensive market research on all of the proposed uses **led to implications for the client's site plans and recommendations for any program changes**. Finally, Hunden conducted demand and financial projections and economic, fiscal, and employment impact projections for the recommended mix of uses.



Mixed-Use Development Proposal Review: USL Stadium, Convention Center & Arena District

Suffolk County, New York (2019 - 2020; 2022)

Hunden led the sports, stadium, entertainment and convention portion of the real estate market demand analysis and feasibility study as part of the Ronkonkoma Vision Project for a new mixed-use development near the Ronkonkoma Station on the Long Island Railroad. The study included market validation for the appropriate amount and mix of uses to be sure that the development, as currently proposed by the developer, was feasible in the marketplace, realistic, and still contained the compelling mix of uses, nodes and anchors that would sustain the area for the next generation.

The study contained estimates of supply and demand for the following uses: USL stadium, arena, convention and meeting/tourism facilities, youth sports complex, convention hotel, office, medical, restaurant, multifamily, and retail. Hunden's work provided historic and projected demand in all of these categories, and an analysis of the estimated demand and financials of the recommended mix of uses.

As noted above, the study included an assessment of the potential for a new USL stadium as part of the mixed-use development. The current estimate for size range of this asset is 5,000 – 7,000 seats. Hunden's research revealed that the lack of professional sports tenants in the Long Island area presents an opportunity to attract multiple minor league sports tenants to the development. A mid-sized stadium should be designed with the ability to accommodate a tenant to generate consistent event days.

At the conclusion of the study, Suffolk County had a comprehensive understanding of the highest and best uses for the site, the future market potential and the feasibility for all of the viable potential uses proposed by the developer. In 2022, Hunden completed additional financial modeling scenarios for various development pieces to reflect updated programming and scenarios.



MLS Stadium Economic Impact Analysis & Franchise Deal Advisory

Charlotte, North Carolina (2019)

Hunden Strategic Partners (Hunden) worked with the City of Charlotte to provide a high-level economic impact assessment of the proposed major league soccer (MLS) venue, MLS franchise, and associated facility amenities redevelopment in Charlotte.

A private development group was proposing this new development and asking for significant taxpayer investment from the City of Charlotte (\$100-\$215 million). The project included:

- Major renovations to the Bank of America Stadium,
- Franchise fees,
- New Headquarters at the old Eastland Mall property, and
- Additional amenities.

Hunden completed the first phase of work for the City, which included a high-level **economic and employment analysis of the proposed project elements**.

In 2020, Charlotte's Major League Soccer franchise unveiled the club's official team name, crest and colors.



KC Power & Light District Market Demand, Financial Feasibility & Economic Impact Study & T-Mobile Center Public Sector Risk Analysis

Kansas City, Missouri (2004; 2005; 2009 - 2010)

Hunden worked with the Economic Development Commission on downtown Kansas City developments, including the T-Mobile Center and Power & Light District, from inception to development execution. The project, proposed by The Cordish Companies, was a seven-block downtown redevelopment between the convention center and the arena and included a retail and entertainment area of approximately 461,000 square feet. Hunden was specifically requested by the City due to his work reviewing Cordish's development in Louisville (4th Street Live!). Hunden worked directly for the EDC and the City's financial advisor on the project, Oppenheimer.

Hunden was re-engaged to complete an update of the report as the project program expanded from its original concept. The project opened in 2007, transformed downtown, and helped increase conventions from 27 to 41 annually (to date). The vacant surface parking lots were replaced with a vibrant go-to destination for locals, visitors, and conventions.

Hunden was re-engaged again by the Downtown Council to **measure the impact of the Power & Light District on the city, as well as the impact of Sprint Center (now T-Mobile Center), the convention center expansion, a future NBA/NHL team and a 1,000-room convention hotel.**

Additionally, Mr. Hunden completed two studies related to the Sprint Center (now T-Mobile Center) arena located in downtown Kansas City, Missouri. The first assignment was for the Kansas City Civic Council as it reviewed the proposed development agreement between the City and AEG, the developer and manager of the facility. Hunden was contracted to review the deal points for the project and make suggestions for improving the public's long-term position and protect them from risk. The second study was a study of the market, financial and economic impact of the arena on Kansas City since it opened.



Dallas Convention Center District Financial Feasibility & Impact Study

Dallas, Texas (2021 - Present)

Hunden Strategic Partners led the **convention center and mixed-use development market, financial and impact analysis** as part of the larger WSP master plan team contracted to complete the facilitation and development of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan. The implementation of the master plan is projected to be a 10-year phased approach with the end-goal to provide recommended expansion/modification for the facility. The Master Plan was focused on finding solutions for revenue-generating development that provides continuity between the KBHCCD, other City-owned properties, private development(s), and transportation initiatives.

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

Once the program was established, Hunden created demand and financial projections to determine how the market would absorb the recommended expanded facility. From there, Hunden completed economic, fiscal, and employment impact models to determine the direct, indirect, and induced impacts generated by projected visitors to the expanded KBHCCD. Hunden and strategic partner Kirk Slaughter provided business planning support and recommendations related to the overall governance and funding structures for the master plan. Hunden's work contributed to the overall creation of the final master plan presented to the City of Dallas.

The team continues to work with the City to refine the plan, program, projections, and funding execution.



Arena-Anchored Entertainment District Development Feasibility, Economic Impact & STAR Bond Financing Analysis

Overland Park, Kansas (2019 - Present)

Hunden was retained by the City of Overland Park to perform a **market, feasibility, economic impact, retail sales, and sales tax studies for the proposed Bluhawk master development**. The project was set for development on 100 acres of land located between 159th Street, 167th Street, US Highway 69 and Antioch Road. One of the main anchor components of the project was a multi-sport complex – an approximately 300,000 square-foot multi-sport indoor athletic complex for regional sports tournaments and local sports leagues, practices and community wellness.

The Multi-Sport Complex design and operation plan was to attract and host sporting events and tournaments for multiple sports, including local, regional and national hockey, basketball, volleyball, soccer, and futsal tournaments, practices, and clinics. The Multi-Sport Complex will also include supporting amenities that will serve both participants and spectators, including without limitation, food services, team meeting and party rooms, and viewing mezzanines overlooking the fields and courts.

The sports park was proposed to be one piece within the mega mixed-use development that was also set to include a 3,500-seat arena/civic and community center to host sporting events and concerts, retail, restaurant and entertainment space, a neighborhood shopping center, three new hotel developments, class A office space, and residential multifamily developments. The project was seeking use of various public tax investments, including Sales Tax Revenue (STAR) bond financing, Community Improvement District (CID) financing, and Transportation Development District (TDD) financing. Hunden's analysis included projections related to the use of these public investment tools.

The Bluhawk district is approaching approvals for development, construction and financing.

References

NFL: East Coast Stadium & District Deal Negotiations

Client Contact: Christina Winn, Executive Director of Prince William County Department of Economic Development | [REDACTED] | [REDACTED]



NHL: Arizona Coyotes Arena & Entertainment District Study - Tempe, AZ

Client Contact: Maria Laughner, Economic Development Program Manager for the City of Tempe | [REDACTED] | [REDACTED]



NBA: Milwaukee Bucks Deer District - Milwaukee, WI

Client Contact: Peter Feigin, President of the Milwaukee Bucks | [REDACTED] | [REDACTED]



Public Assembly Venue & District: Dallas Convention Center & Mixed-Use District - Dallas, TX

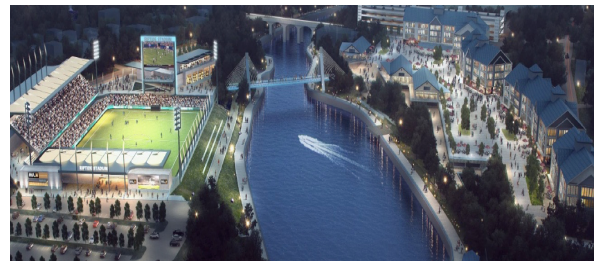
Client Contact: Rosa Fleming, Director of Convention and Event Services for the City of Dallas | [REDACTED] | [REDACTED]

Client Contact: Craig Davis, President & CEO of Visit Dallas | [REDACTED]



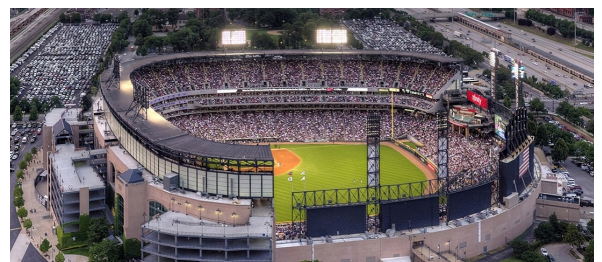
USL: Stadium-Anchored Entertainment District - Pawtucket, RI

Client Contact: Dan Kroeber, Fortuitous Partners | [REDACTED]



MLB: White Sox Stadium District - Chicago, IL

Client Contact: Perri Irmer, President & CEO of DuSable Museum of African American History | Former Executive Director at Illinois Sports Facilities Authority | [REDACTED]



APPROACH & SCHEDULE

Understanding of the Assignment

The Village of Arlington Heights (Village or Client) is seeking proposals for market demand, financial feasibility, and economic impact analysis services to evaluate an NFL stadium-anchored mixed-use development at the former Arlington International Racecourse property (Property or Project). The Hunden Strategic Partners Team (Hunden or Team), including strategic partner Steve Haemmerle and partners at Husch Blackwell (HB), proposes to act as a vital partner to the Village throughout this critical due-diligence and planning period. Hunden will evaluate plans, studies and proposals submitted by the Chicago Bears Football Club (Chicago Bears or Bears), as well as conduct data-drive market research and comparable developments/major league deals to determine the likely performance and impact of the proposed Project on the 326-acre site. Hunden will provide the Client with a comprehensive study and report that outlines implications, findings and recommendations for the proposed Project. Hunden is prepared to represent the best interests of the Village throughout the study process. Hunden specializes in the very development type proposed and we have analyzed nearly every major league stadium + mixed-use district combination in the U.S. This gives us a running start to get your analysis and peer review completed timely at a competitive fee.

For nearly 100 years, the Property was an iconic landmark in Arlington Heights and known to all of Chicagoland and beyond. Then in 2021, Churchill Downs, Inc. announced the closure and sale of the 326-acre Arlington International Racecourse. The Village then drafted and adopted overlay zoning district standards for the Property that established guidelines to foster and implement thoughtful redevelopment, such as creating a unique, regional, "one-of-a-kind" mixed-use district. Later that year, Churchill Downs and the Chicago Bears reached a purchase agreement for the Property. It is now time for the Village to augment its internal staff with advisors experienced in major league and related mixed-use developments, as discussions continue with the Chicago Bears about the future of the Property.

Hunden Strategic Partners is passionate about fulfilling the role of third-party strategic partner to the public sector and providing unbiased market, financial feasibility, economic impact and deal structuring consulting services. Hunden proposes to conduct a thorough review of the Chicago Bears' proposal and accompanying feasibility study/financial projections from HR&A (the Peer Review). In order for the most accurate peer review to be conducted, Hunden will simultaneously conduct our own market analysis and determine the highest and best program mix of uses for the site, which may be different from what the Bears proposed. This independent analysis will then lead to a demand and financial analysis, an economic impact and public benefit (tax and jobs) analysis, which will ultimately lead to a summary of implications, findings and recommended next steps for the proposed stadium district development. By completing our independent study at the same time as the peer review, the work will be as complete as possible in as short a timeframe as possible.

At the conclusion of Hunden's process, the Village will receive a report that provides details regarding the following scope tasks/outcomes:

- Peer review of all documents, plans and projections in the Chicago Bear's proposal identifying areas of concern, deficiencies, assets and benefits,

- Independent market analysis, including:
 - Review of comparable national stadium and entertainment district case studies and best practices,
 - Mixed-use development profiles and best practices,
 - Best practices on deal structures and public financing mechanisms for this type of development
 - Local real-time market analysis of each proposed real estate use
- Independent financial projections for all proposed and recommended components,
- Independent economic, fiscal and employment impact projections,
- Assistance in negotiation of deal points relating to financing incentives, other funding mechanisms, key development components, and community benefit agreements, and
- Final report and presentation to the Village Board of Trustees, stakeholders and the public at community meetings.

We understand that this process and scope of work will require an expert level of flexibility and adaptability depending upon the Bears' proposal contents, the continued communication between the Village and the Bears, and community needs. Hunden remains flexible and is prepared to adjust this scope of work as the Village requires.

Approach to Scope of Work

Hunden proposes the following approach and methodology to complete the scope of work requested by the Village of Arlington Heights:

- Task 1: Kickoff and Project Orientation
- Task 2: Peer Review of the Chicago Bears Proposal
- Task 3: Independent Market Analysis: Comparable NFL Stadium and District Research
 - Task 3.1: Economic, Demographic and Tourism Analysis
 - Task 3.2: Comparable Stadium and Entertainment District Case Studies
 - Task 3.3: Mixed-Use District Market Assessments, Including:
 - Residential
 - Hotel
 - Office
 - Entertainment
 - Restaurant/Retail
 - Other uses, as identified
- Task 4: Financial Analysis

- Task 4.1: Demand and Financial Projections
- Task 4.2: Economic, Fiscal and Employment Impact Analysis
- Task 5: Executive Summary of Implications and Prescriptive Recommendations
- Task 6: Deal Point Recommendations
- Task 7: Negotiating Deal Points and Ongoing Services

Task 1: Kickoff and Project Orientation



Hunden will perform following orientation and due diligence-oriented tasks:

- Obtain information and data from the Village of Arlington Heights, the Chicago Bears, Bears consultant team, community leaders, and any other appropriate agencies as identified in consultation with the Client.
- Tour the area, the proposed site, and understand other demand generators in the area (sports, entertainment, events, etc.).
- Gather background information and context related to the Project.
- Gather and review relevant economic, demographic, tourism and other data.

Task 2: Peer Review of the Chicago Bears Proposal

This task will review the proposed Project plan and financial analysis as provided by the Chicago Bears, including the proposed stadium, amenities, and the desired surrounding mix of uses, and how all the pieces have been conceptualized to-date. Details will include, as available:

- Project concept,
- Financial Feasibility Analysis as provided by Chicago Bears,
- Sizing for each component,
- Market assumptions,
- Proposed project cost,

- Financing and budgets,
- Public investment required,
- Parking needs and projections completed,
- Layouts, drawings, and plans, and
- Any other development characteristics deemed appropriate.

Hunden will identify areas of concern, deficiencies, assets and benefits to the Bears' plan, as well as provide the Village with a high-level opinion on financial feasibility and economic benefit or impact to the Village. Given that much research will need to be conducted as part of Task 3 to make strong conclusions about Task 2, Hunden will conduct the peer review and market analysis in concert, along with the best practices research for comparable development around the NFL and other major leagues. Hunden has recently completed much similar research for our work assessing options on another major East Coast NFL deal currently in play, which provides you with immediate initial information that we can share and update to the needs of this analysis.

Task 3: Independent Market Analysis: Comparable NFL Stadium and District Research

Task 3.1: Economic, Demographic, and Tourism Analysis

Hunden will evaluate Arlington Heights' position as an economic center of activity, demographic growth and characteristics, accessibility, as well as a destination for daytrip and overnight visitors (today and implications for the future with this development). This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities and threats (SWOT). Among the data gathered and analyzed will be:

- Geographic attributes, accessibility and transportation links,
- Adjacent communities, location with Chicagoland, centrality of population and Bears fans,
- Trends in population growth and income,
- Corporate presence, major employers and any significant recent or likely future changes,
- Cores of economic activity, major retail/restaurant nodes, office nodes, and residential growth areas, and
- Arts, culture and entertainment assets.

ESRI Neighborhood Analysis, Placer.ai Analysis and CoStar Insights. 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 3.2: Comparable Stadium and Entertainment District Case Studies

Hunden will prepare case studies on select comparable NFL stadium-anchored mixed-use developments and their financing deals/structures. The comparable research will include intelligence on the public/private financing mix for other NFL stadiums and districts as available and relevant to the Village's situation. Details may include the amount that other cities/counties/states contributed to this type of stadium and district development, district financing structures (TIF, Super TIF, etc.), outcomes and performance figures, and lessons learned.

Stadium Deals. Hunden will assess details, deal points, public financing elements, private financing and commitments for other major league deals, especially in larger markets. Often what is reported in the press is not clear and does not present the actual breakdown of public and private funding commitments and sources of funds. Most deals include numerous nuances that, once understood, show that the public sector, especially in large markets, do not contribute as much to new NFL or other major league stadiums as many believe based on the press. In other instances, such as in smaller markets, the public sector often provides much more than is understood. Hunden will cut through the clutter to show what was committed on both sides and the implications for a large market team like the Bears. The comparable deals will include breakdowns of the city, county and state contributions and/or tax streams.

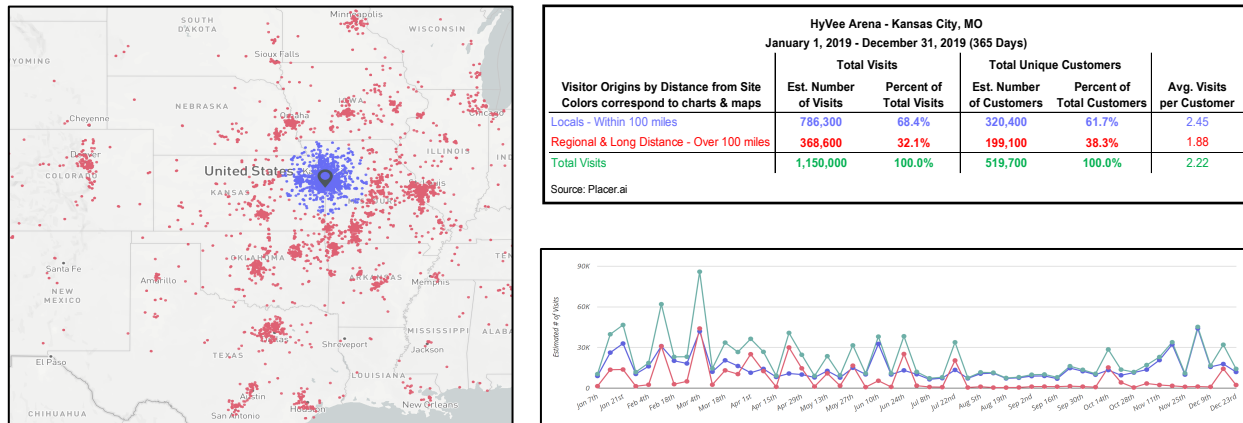
District Cast Studies surrounding major league venues. Hunden will assess key data points including:

- Program mix and sizing of uses (retail, restaurant, office, residential, entertainment, public space, youth sports, etc.),
- Phasing and timing of the district development,
- Uniqueness of tenants and authenticity of design and development,
- Accessibility,
- Walkability,
- Adjacent developments and communities, general context,
- Performance (as available),
- Attendance and origin of visitors, along with demographics, seasonality, non-game day performance, etc.,
- P3 models, financing options/structures (as available), and
- Critical factors to success or failure.

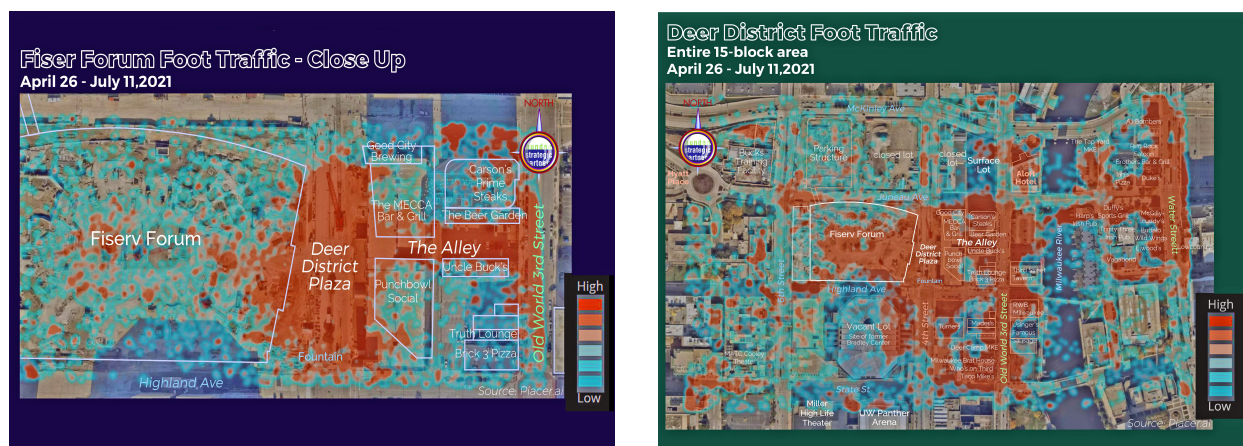
Visitor/Customer/Resident Profiles. Hunden has invested in **geofencing research technology** as a key resource to study customer origin and traffic analytics for stadiums, event facilities, hotels, retailers, restaurants, and other relevant businesses. This critical tool gives us an edge in helping destinations determine consumer behaviors and visitor origins dating back to 2017. Geofencing research technology helps us understand comparable and competitive arena activity in relation to the Project area. Hunden will determine primary trade areas, visitor origin, demographics, time of day/day of week activity level, and

other datapoints that provide insight into user group behaviors. Analysis of this information allows us to support possible impacts of a new mixed-use district and project how the new development may perform.

We create extreme custom data analytics and maps for any geographic place in the U.S., as exhibited by the following figures. The figures below represent a small sampling of the range of data we collect for each development studied.



Walkability Heat Map. Hunden now has the capacity to create heat maps that show where people walk inside or outside of a venue over a chosen period of time. Hunden will use this new tool to help understand Arlington Heights today, as well as comparable NFL stadiums and districts. Hunden has been working with the Milwaukee Bucks on the next phase of the Deer District and these heat maps help to understand areas of strength and weakness in the existing development. We will use this tool for the other stadium districts that will be profiled.



This task will conclude with implications and recommendations regarding the district and stadium development: what works, what struggles, the amount and percentage of public investment in the stadium and district, the timing of phases, risks, performance objectives and realities and what deal points to negotiate to ensure the community is protected.

Task 3.3: Mixed-Use District Market Assessments

In order to complete a thorough, third-party review of the Chicago Bears' proposal, Hunden will conduct an independent market assessment for each use proposed in the entertainment district to determine market viability. Hunden will study the following uses:

- Restaurant/Retail,
- Hotels,
- Residential,
- Office,
- Entertainment, and
- Others as proposed/suggested, such as youth sports, public spaces, etc.

For each market use, Hunden will provide an overview of the following research points:

Industry Trends. Hunden will cover the trends that influence how and where people want to shop, eat/drink, stay, and be entertained as part of those experiences, and how recent macro events have shifted these trends. We will assess the same for office and residential development in and around such districts. In addition, Hunden will cover key drivers of demand, financial realities, including typical metrics and cap rates, and others, as relevant.

Market Performance. Supply, Demand, Rates, Absorption, and other key metrics of the Arlington Heights and surrounding markets, in time-series charts and data tables, using CoStar, Smith Travel Research, Pollstar and other analytical tools. Hunden will include a map of area submarkets and key nodes of asset clusters.

Submarket Performance. Specific to the more immediate area, Hunden will research Supply, Demand, Rates, Absorption, and other key metrics of the submarket, provided in time-series charts and data tables, using CoStar, STR, Pollstar, and other analytical tools.

Competitive Set Identification & Performance. Profiles of leasable spaces or developments (location, size, quality, age rates, vacancy), absorption and time-series of performance. A competitive set supply map will profile location and consider nearby supportive uses, such as residential, hotels, event facilities, office clusters, attractions, and other support/demand generators.

Proposed and Under Construction Projects. Hunden will profile the relevant projects underway or imminent and consider those as part of the future competitive set absorption dynamic.

Implications for the Project. Hunden will understand what is supported in the market, what is recommended, likely absorption timing/phasing and other key points that will set up the demand, financial and impact projections. These will then lead to ultimate conclusions and recommendations for the stadium and district.

Task 4: Financial Analysis

Task 4.1: Demand and Financial Projections

For each Project component/use, Hunden will create a demand model (independent of the models completed by the Chicago Bears consulting team), including a penetration analysis. This will then lead to assumptions that will be used to determine the detailed financial projections for each use, including the stadium. These will include major line item detail of revenue and expense for each component. Hunden will present projections from each component and then combine these results into a stadium and district financial projection. The projection will help the public and private sector understand the total investment, the total return and any funding gaps. These results will be used as a basis for the economic and fiscal impact analysis task, which will produce the return on investment for the public sector.

Task 4.2: Economic, Fiscal and Employment Impact Analysis

Hunden will conduct an economic, fiscal and employment impact analysis to determine the direct, indirect, and induced impacts, including the tax revenues that are generated by projected visitors to the Project.

Based on the above analysis, a projection of net new direct spending will be tabulated. New spending is spending that is new to the community as visitors come to Arlington Heights 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.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, an attendee's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in local spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income because of the attendee's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the Village due to the net new economic activity related to an event. For example, our analysis will estimate the hotel and other tax revenue from an overnight stay by an attendee and considers this a fiscal impact. The fiscal impact represents the government's share of total economic benefit. Fiscal impacts provide an offset to the potential public expenditures required to host events. 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 an event. For example, the direct, indirect, and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Hunden uses one of the industry's most relied upon multiplier models, IMPLAN. This input-output model estimates the indirect and induced impacts, as well as employment impacts, based on the local economy. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll and employment result from the estimated changes in the flow of income and goods caused by the projected direct impacts. The model data are available by various jurisdictional levels, including counties.

Task 5: Executive Summary of Implications and Prescriptive Recommendations

Hunden will provide a summary of implications and prescriptive recommendations for the proposed Chicago Bears Project and deal points based on the independent market assessment, comparable stadium district profiles, and financial analysis.

Hunden will provide the Village with a clear outline of study findings, including the economic impact and direct public benefit this Project could bring to the Village, examples of what has worked for other similar stadium district developments nationally, and options to improve elements of the Chicago Bears' proposal. If the plan proposed by the Bears is missing critical elements, and/or if project details are off-base, Hunden will note these areas and recommend programmatic adjustments.

Task 6: Deal Point Recommendations

This task will act as a conclusion/recommendation to the report. Future advisory services related to deal point negotiations has been included in Task 7.

As a conclusion of our study work, Hunden will provide the Village with perspective and recommendations regarding the following deal points:

- Financing incentive,
- Linked key development components,
- Amount/portion of public financing,

Task 7: Negotiating Deal Points and Ongoing Services

Hunden, alongside partners at Husch Blackwell as appropriate, will provide the Village with ongoing services and advice during the planning and negotiation stages of the Project.

As an ongoing advisory service (billed hourly), the Hunden Team, including Husch Blackwell, will provide perspective, advice, analysis and recommendations on:

- Ongoing discussion of financing incentives,
- Ongoing discussion of linked key development components,
- Amount/portion of public financing,
- State, county and other public financing and/or grants/partnerships and funding mechanisms,
- Community benefit agreements.

Support will be provided based on lessons learned from other negotiations/case studies, industry data points, and financial models produced throughout the previous tasks. Hunden is not a municipal advisory firm and will not provide bond/debt-related municipal services, but will work with the Client's municipal financial advisor on any related tasks.

Deliverables

Peer Review Check-In – Approximately six (6) weeks after contract authorization, receipt of kickoff payment, and receipt of all Bears proposal documents, studies and financials, Hunden will provide the Client with a preliminary findings check-in, outlining takeaways from the initial peer review effort.

Report Draft Summary – After completion of Tasks 1 - 6, Hunden will provide the Village with a presentation of market, financial and peer review findings, including concerns, deficiencies, assets and benefits related to the Bears proposal. This deliverable can be completed within approximately eight (8) weeks of contract authorization, receipt of kickoff payment, and receipt of all Bears proposal documents, studies, and financials.

Final Report – A Final Report will be prepared and submitted to the Client after receiving comments/edits to the Draft Report.

Schedule

Hunden proposes to complete the draft report of findings and implications approximately eight (8) weeks from the formal kickoff, with delivery of the preliminary findings and peer review approximately six (6) weeks in. We are happy to discuss intensifying the schedule as needed with an increased fee, although

COST PROPOSAL & FEE SCHEDULE



Cost Proposal and Fee Schedule

Hunden proposes to complete the scope of work **Tasks 1-6**, the Peer Review and Independent Analysis, for a lump-sum fee of **\$118,000**, inclusive of any local travel and all data purchases.

The following table details the estimated number of labor hours for the scope of work elements Tasks 1-6. Hunden proposes to bill any work completed in Task 7, negotiation advisory and any ongoing services, on an hourly basis.

Proposed Budget by Task & Hours							
	Rob Hunden	Steve Haemmerle	Project Managers	Senior Analysts	Analysts	Total	Total
Task 1 – Kickoff and Project Orientation	12	12	12	12	12	60	\$17,100
Task 2 – Peer Review of the Chicago Bears Proposal	16	6	24	20	24	90	\$24,350
Task 3 – Independent Market Analysis: Comparable NFL Stadium and District Research	16	8	36	30	36	126	\$33,200
Task 4 – Financial Analysis	18	4	18	8	4	52	\$15,800
Task 5 – Executive Summary of Implications and Prescriptive Recommendations	10	6	12	14	8	50	\$14,100
Task 6 – Deal Point Recommendations (Best Practices)	16	8	4	4	4	36	\$11,500
	88	44	106	88	88	414	\$116,050
Research & Travel Expenses							\$1,950
Total Fees							\$118,000
Hourly Rates	\$375	\$325	\$275	\$250	\$200	\$280	
Lump Sum Fee Proposed						\$285	\$118,000
Overhead (Cost as % of Hourly Fee)						83.5%	\$96,902
Direct Expenses						1.7%	\$1,950
Profit						16.5%	\$19,148

Hunden typically organizes a lump-sum payment schedule broken out by deliverable milestone, as proposed below:

- Kickoff \$29,000
- Peer Review Findings (approx. wk. 6): \$30,000
- Draft Findings (approx. week 8) \$30,000
- Final Report (approx. week 10*) \$29,000

*The aggressive timeline will require report comments from the Client within two business days of a deliverable in order to move to the next deliverable. Hunden is happy to extend the timeline if the Client needs more time to review and comment on deliverables.

Hourly Fees for Ongoing Consultancy Costs

Hourly rates related to **Task 7** - negotiations and ongoing consultancy services:

▪ Rob Hunden	\$375
▪ Steve Haemmerle	\$325
▪ Hunden Project Managers	\$275
▪ Hunden Senior Analysts	\$250
▪ Hunden Analysts	\$200
▪ Hunden Admin	\$100

Husch Blackwell Rates:

▪ Kevin Kelley	\$850
▪ Andrea Austin	\$580

Hunden recommends budgeting up to \$80,000 – \$100,000 for hourly advisory and negotiations beyond completion of the report. In our experience with the recent weekly NFL negotiations, this hourly allowance will be suitable for a considerable amount of progress in deal development.

We remain flexible in our approach and open to adjustments.

LITIGATION DISCLOSURE



Litigation Disclosure

Hunden Strategic Partners has not been involved in any litigation over the past five years.

INSURANCE REQUIREMENTS



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/28/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Shepherd Insurance, LLC. 111 Congressional Boulevard Suite 100 Carmel IN 46032	CONTACT NAME: Alan Schulte PHONE (A/C, No, Ext): [REDACTED] FAX (A/C, No): [REDACTED] E-MAIL ADDRESS: [REDACTED]																				
	<table border="1"> <thead> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Hartford Underwriters Ins Co</td> <td></td> <td>30104</td> </tr> <tr> <td>INSURER B: Valley Forge Insurance Company</td> <td></td> <td>20508</td> </tr> <tr> <td>INSURER C: The Continental Insurance Co</td> <td></td> <td>35289</td> </tr> <tr> <td>INSURER D: Continental Casualty Company</td> <td></td> <td>20443</td> </tr> <tr> <td>INSURER E:</td> <td></td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A: Hartford Underwriters Ins Co		30104	INSURER B: Valley Forge Insurance Company		20508	INSURER C: The Continental Insurance Co		35289	INSURER D: Continental Casualty Company		20443	INSURER E:			INSURER F:	
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INSURED Hunden Strategic Partners, Inc 213 W Institute Pl Ste 707 Suite 707 Chicago IL 60610-3125																					

COVERAGES

CERTIFICATE NUMBER: CL2232360232

REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			36SBAAF7H9Z	03/06/2022	03/06/2023	EACH OCCURRENCE	\$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			6020828538	03/13/2022	03/13/2023	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$ 10,000			36SBAAF7H9Z	03/06/2022	03/06/2023	EACH OCCURRENCE	\$ 3,000,000
							AGGREGATE	\$ 3,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N	N / A	6020998933	03/13/2022	03/13/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$ 1,000,000
D	Errors & Omissions			652205693	03/13/2022	03/13/2023	Limit:	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Sample Cert

CERTIFICATE HOLDER**CANCELLATION**

Hunden Strategic Partners 213 West Institute Place Suite 707 Chicago IL 60610	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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