

FEASIBILITY FINDINGS



*The Phoenix Community Complex
Lenawee, County, MI
April 2022*

AGENDA

- SFC Overview
- Scope of Work/Project Background
- Review Pro Forma Models
 - Development Cost
 - Operational Performance
 - Economic Impact
- Q&A and Next Steps



A basketball player in a red uniform is captured mid-air, performing a jump shot. The player is holding a basketball with both hands, positioned above their head. The background is a dark gymnasium with bright, out-of-focus lights, creating a bokeh effect. A basketball hoop and backboard are visible in the upper left corner. The overall scene is dynamic and energetic.

SFC OVERVIEW

**OUR MISSION: TO IMPROVE THE
HEALTH AND ECONOMIC VITALITY
OF THE COMMUNITIES WE SERVE**



PLANNING

- Market Opportunity
- Feasibility
- Facility Program Plans
- Site Selection
- Institutional-Grade Financial Modeling



FINANCE SUPPORT

- Partnership Prospecting & Development
- Negotiations
- Funding Strategy
- Development Partners
- P3 Development
- Project Management



DEVELOPMENT

- Owner's Representation
- FFE/OSE Procurement
- Venue Planning
- Operational Readiness
- Vendor Negotiations
- Sport Comfort & Compliance



OPENING

- Turn-Key Management
- Daily Operations
- Brand Development & Marketing Strategies
- Strategic Partnerships
- Event Booking & Sales
- Legal & Risk Management



SFNETWORK

- Largest Sports Tourism Network in the US
- National Marketing
- Event Booking Platform
- Industry Expertise & Analytics
- Vendors & Partners

ADVISORY

DEVELOPMENT

MANAGEMENT



SPORTS FACILITIES ADVISORY
WAS FOUNDED IN 2003

SFMC SPORTS FACILITIES COMPANIES

..... OUR MISSION

**IMPROVE THE
HEALTH & ECONOMIC
VITALITY OF THE
COMMUNITIES**

WE SERVE

\$15 Billion
IN PLANNED & FUNDED
FACILITIES

2,500 COMMUNITIES
SERVED

30 Million
VISITS AT SFM FACILITIES

- Institutional Grade Financial Forecasting
 - Economic Impact Projections
 - Strategic Program Planning
- Project Finance Support Services
 - Outsourced Management
 - National Network of Venues
- Operational Efficiency and Effectiveness

ICMA
INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

THE ASPEN INSTITUTE
PROJECT PLAY
— 2020 —

FRPA
FLORIDA RECREATION
& PARK ASSOCIATION

SFM NETWORK

THE SINGLE LARGEST SPORTS TOURISM NETWORK

WWW.SFMNETWORK.COM



MANAGED PROPERTIES

| | | | | | |
|----|-------------------|-----------------------------------|----|-----------------------|----------------------------------|
| 1 | HILLSBOROUGH, NJ | IRON PEAK SPORTS & EVENTS | 16 | PANAMA CITY BEACH, FL | PANAMA CITY BEACH SPORTS COMPLEX |
| 2 | ROCKY MOUNT, NC | ROCKY MOUNT EVENT CENTER | 17 | OLDSMAR, FL | EMPOWER ADVENTURES |
| 3 | MYRTLE BEACH, SC | MYRTLE BEACH SPORTS CENTER | 18 | BRANSON, MO | BALLPARKS OF AMERICA |
| 4 | HARRISONBURG, VA | HORIZONS EDGE SPORTS CAMPUS | 19 | MORRISTOWN, TN | MORRISTOWN LANDING |
| 5 | BRIDGEPORT, WV | THE BRIDGE SPORTS COMPLEX | 20 | OVERLAND PARK, KS | BLUHAWK MULTI-SPORT |
| 6 | WHEELING, WV | THE HIGHLANDS SPORTS COMPLEX | 21 | KINGSPORT, TN | TNT SPORTSPLEX |
| 7 | CLEVELAND, OH | BO JACKSON'S ELITE SPORTS | 22 | EDMOND, OK | PELICAN BAY AQUATICS |
| 8 | SANDUSKY, OH | CEDAR POINT SPORTS CENTER | 23 | COCOA, FL | LAUNCHPAD SPORTS COMPLEX |
| 9 | XENIA, OH | ATHLETES IN ACTION | 24 | CARSON, CA | CREEK AT DOMINGUES HILLS |
| 10 | BEDFORD PARK, IL | WINTRUST SPORTS COMPLEX | 25 | BRYAN, TX | LEGENDS EVENT CENTER |
| 11 | GRAND CHUTE, WI | COMMUNITY FIRST CHAMPIONS CENTER | 26 | PEGOS, TX | CYCLONE BALLPARKS |
| 12 | ELIZABETHTOWN, KY | ELIZABETHTOWN SPORTS PARK | 27 | STARKVILLE, MS | CORNERSTONE SPORTS COMPLEX |
| 13 | GATLINBURG, TN | ROCKYTOP SPORTS WORLD | 28 | ODESSA, TX | UTPB SPORTS COMPLEX |
| 14 | HOOVER, AL | HOOVER MET COMPLEX | 29 | BRANDON, MS | SHILOH PARK & QUARRY FIELDS |
| 15 | ALBERTVILLE, AL | SAND MOUNTAIN PARK & AMPHITHEATER | | | |

SFNETWORK
THE SF NETWORK.COM

-  INDOOR FACILITIES
-  OUTDOOR FACILITIES
-  INDOOR & OUTDOOR FACILITIES

25 MILLION
GUEST VISITS ANNUALLY

\$250 MILLION
IN HOTEL ROOM NIGHTS

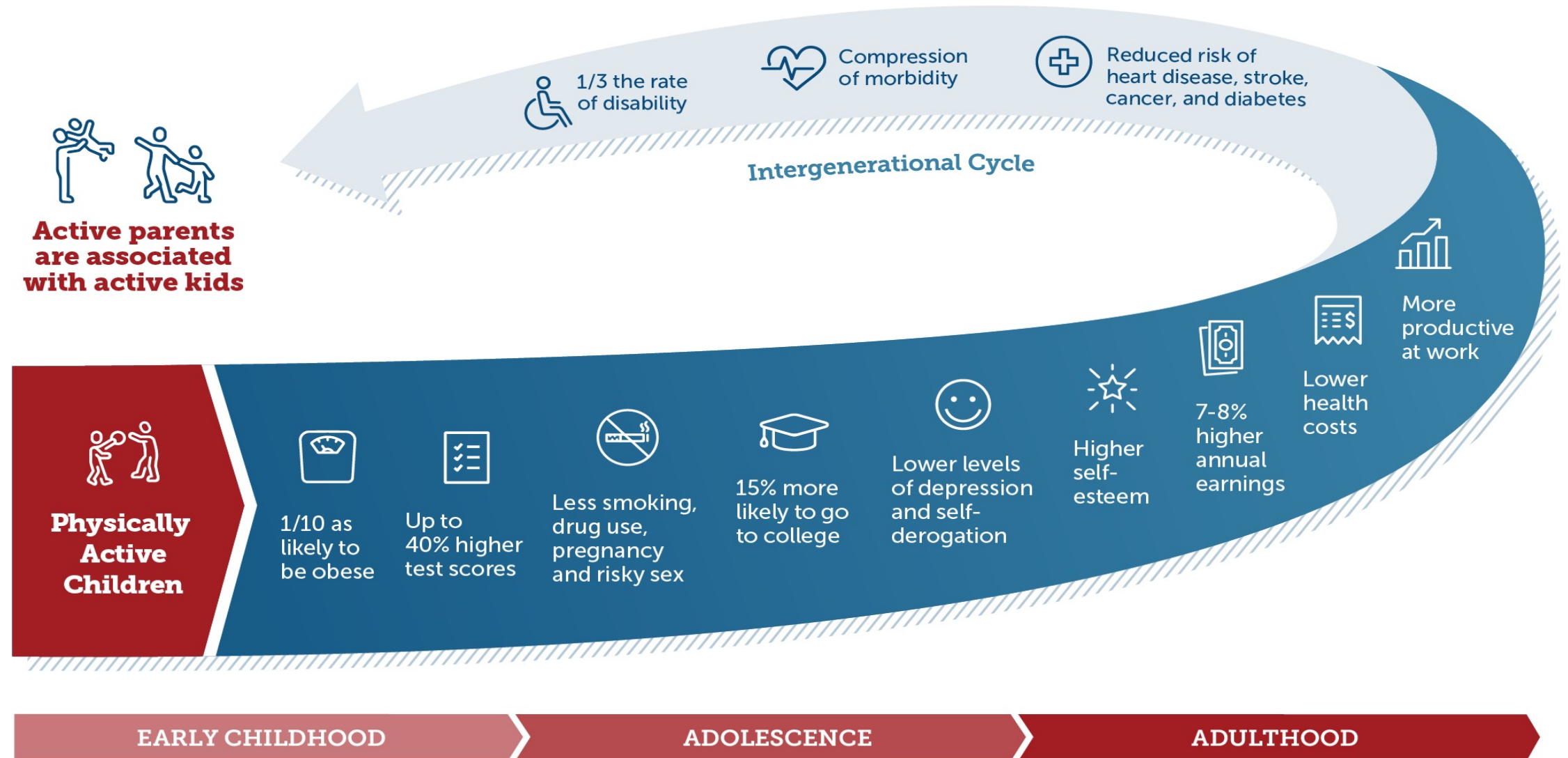
1,500 MEMBERS
IN THE SF NETWORK

1.8+ MILLION
SQUARE FEET OF MANAGED SPACE



ACTIVE KIDS DO BETTER IN LIFE

What Research Shows on the Lifetime Benefits



IMPACT AREAS

- **Economic Impact**
- **New/Re-Development**
- **Community Wellbeing**
- **Placemaking**
- **Home Values / Real Estate Value**
- **Health Savings**
- **Public Safety**
- **Job Creation**

CASE STUDIES

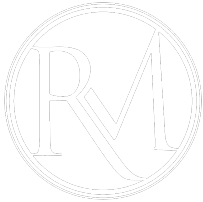
**SPORTS AS
AN ANCHOR FOR
ECONOMIC
DEVELOPMENT**



CASE STUDIES

Re-Development

ROCKY MOUNT EVENT CENTER



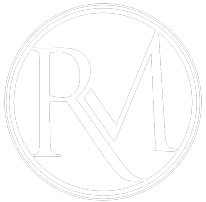
ROCKY MOUNT
EVENT CENTER



CASE STUDIES

Re-Development

ROCKY MOUNT EVENT CENTER



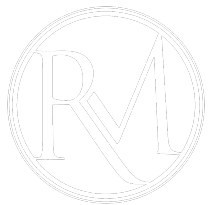
ROCKY MOUNT
EVENT CENTER



CASE STUDIES

Re-Development

ROCKY MOUNT EVENT CENTER



ROCKY MOUNT
EVENT CENTER



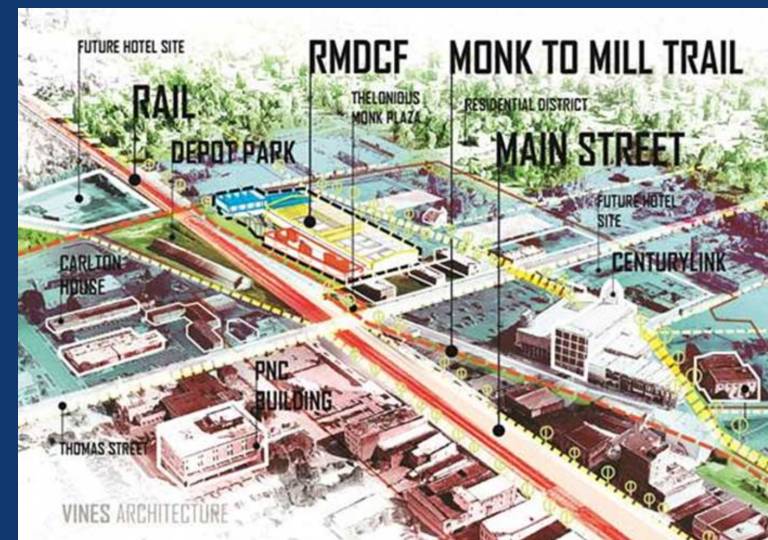
ROCKY MOUNT DOWNTOWN: KEEP | TOSS | CREATE

Activity #2 Keep/Toss/Create

Comments

- Racial diversity in downtown business ownership
- Ensure businesses reflect racial and ethnic diversity
- Downtown Development Director should have office on Main Street
- Better housing in neighborhoods
- Shifting to culture of health – Twin counties Partnership healthier communities
- Raised walkway (bridge?) that crosses tracks – could be a greenway tended by master gardeners
- Deadline for demolition or change the owner. Paint all Rocky Mount plywood a color if boarded up
- Need to add Council members at-large
- A walk/bike friendly downtown
- Need outdoor seating at restaurants
- Restaurants such as Dunkin Donuts, Port City Java, Carolina Ale House, Wild Wing Café, Wake-n-Bake
- Bistro/Café
- Where are the people watching areas to sit?
- Need green space downtown (there is a green space off Howard)
- Tear it down (arrow pointing to a building off of Chester Street)
- Complete Park (Holly Street Park)
- Contribute some stops along the way with exercise equipment (Holly Street Park)

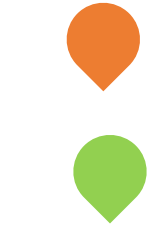
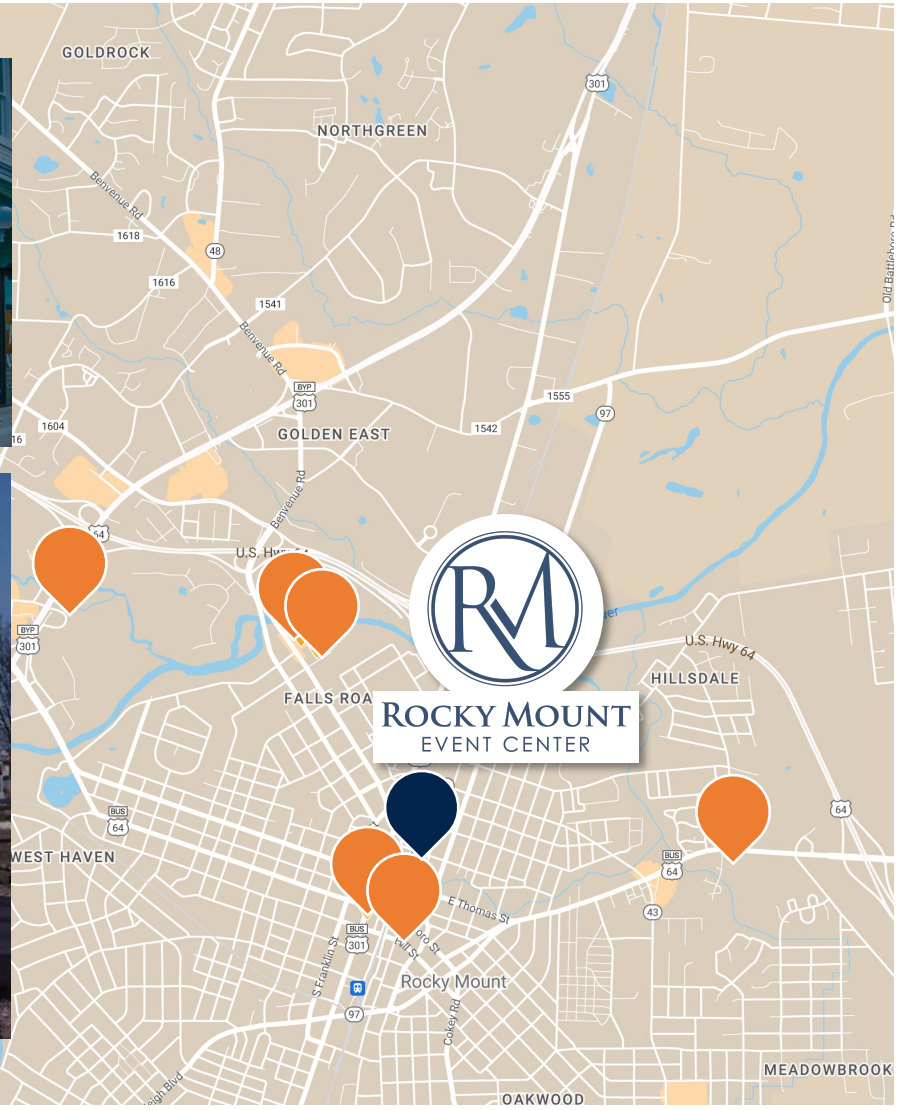
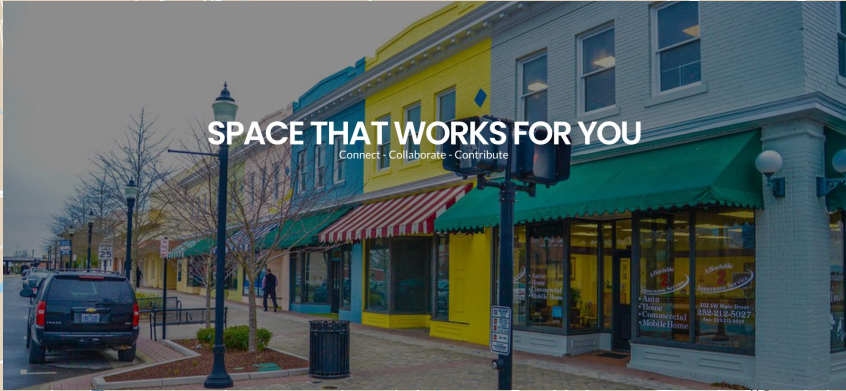
Retail Opportunities



CASE STUDIES

Re-Development

ROCKY MOUNT EVENT CENTER





ROCKY MOUNT
EVENT CENTER

CASE STUDIES | Re-Development

ROCKY MOUNT, NC

Within the 60 days of the announcement of Rocky Mount Event Center, there were more than **\$4.25 million dollars** of direct investment of real estate purchases in the downtown area

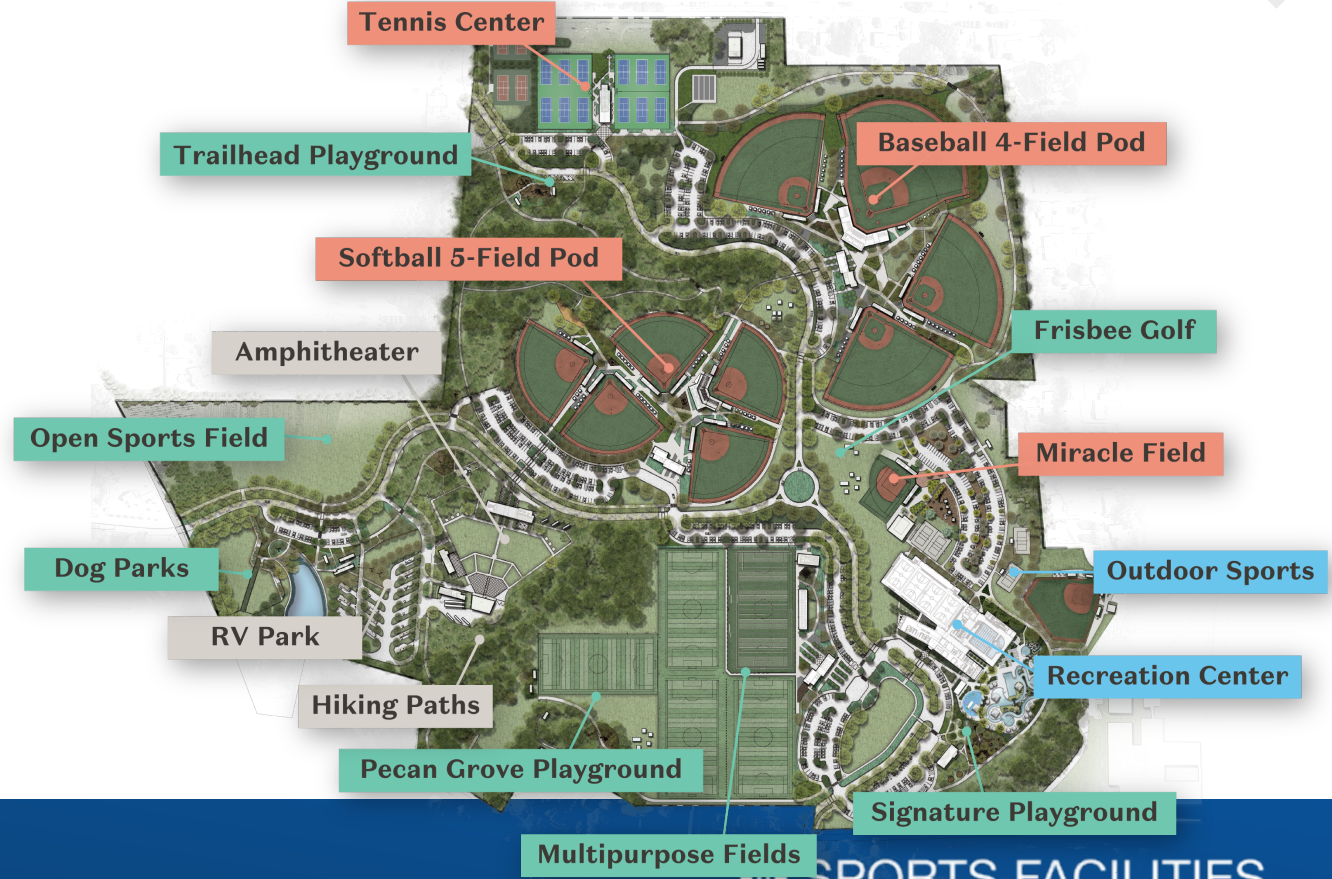


Rocky Mount, NC investment in sports tourism has spurred the redevelopment of a downtown with a high vacancy rate.

ADVISORY

CASE STUDIES | New Development

SAND MOUNTAIN PARK & AMPHITHEATER



• 3.54 Mile Outdoor walking/Running Trail

CASE STUDIES |

New Development

SAND MOUNTAIN PARK & AMPHITHEATER



JOB CREATION



Over **250 jobs** created by the Sand Mountain Park & Amphitheater alone.

A basketball player in a red uniform is captured mid-air, performing a jump shot. The player is holding a basketball with both hands, positioned above their head. The background is a dark gymnasium with bright spotlights creating a bokeh effect. A basketball hoop and backboard are visible in the upper left corner.

SCOPE OF WORK/PROJECT BACKGROUND

1 EARLY CONCEPT
DEVELOPMENT

2 CONCEPT
VALIDATION

3 FUNDING &
PARTNERSHIP
DEVELOPMENT

4 OWNER'S
REPRESENTATION

concept
to **CONCRETE**

5 VENUE
PLANNING

9 PERFORMANCE
OPTIMIZATION

8 DAILY
OPERATIONS

7 START-UP
OPERATIONS
DEVELOPMENT

6 FFE/OSE
PROCUREMENT

SCOPE OF WORK

STEP 1: Kick-Off Call

STEP 2: Existing Data Review & Market Analysis

STEP 3: Development Planning Session

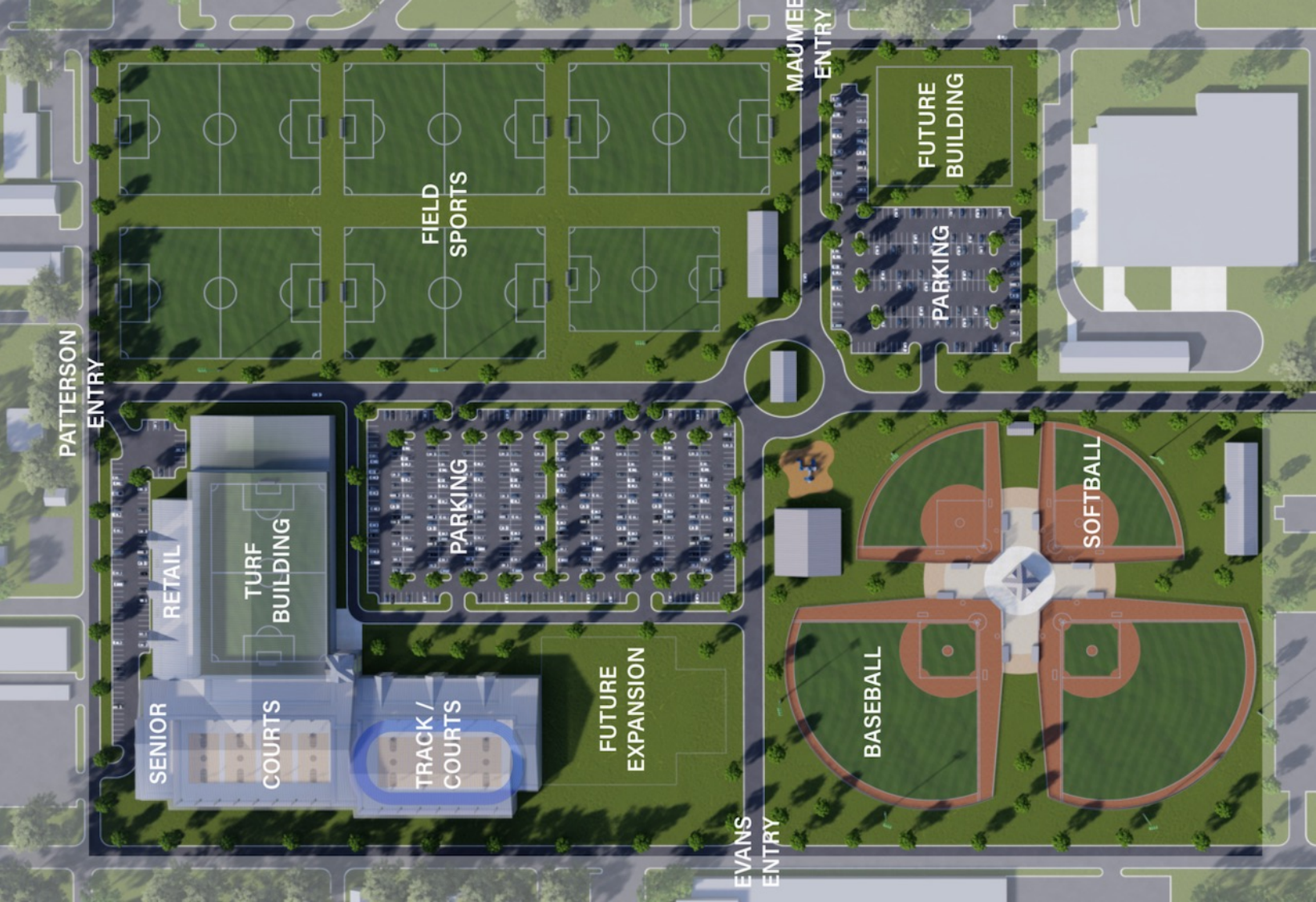
STEP 4: Detailed Financial Forecast (Pro Forma)

STEP 5: Economic Impact Analysis

STEP 6: Project Information Packet



PROJECT BACKGROUND



SFC'S PROCESS



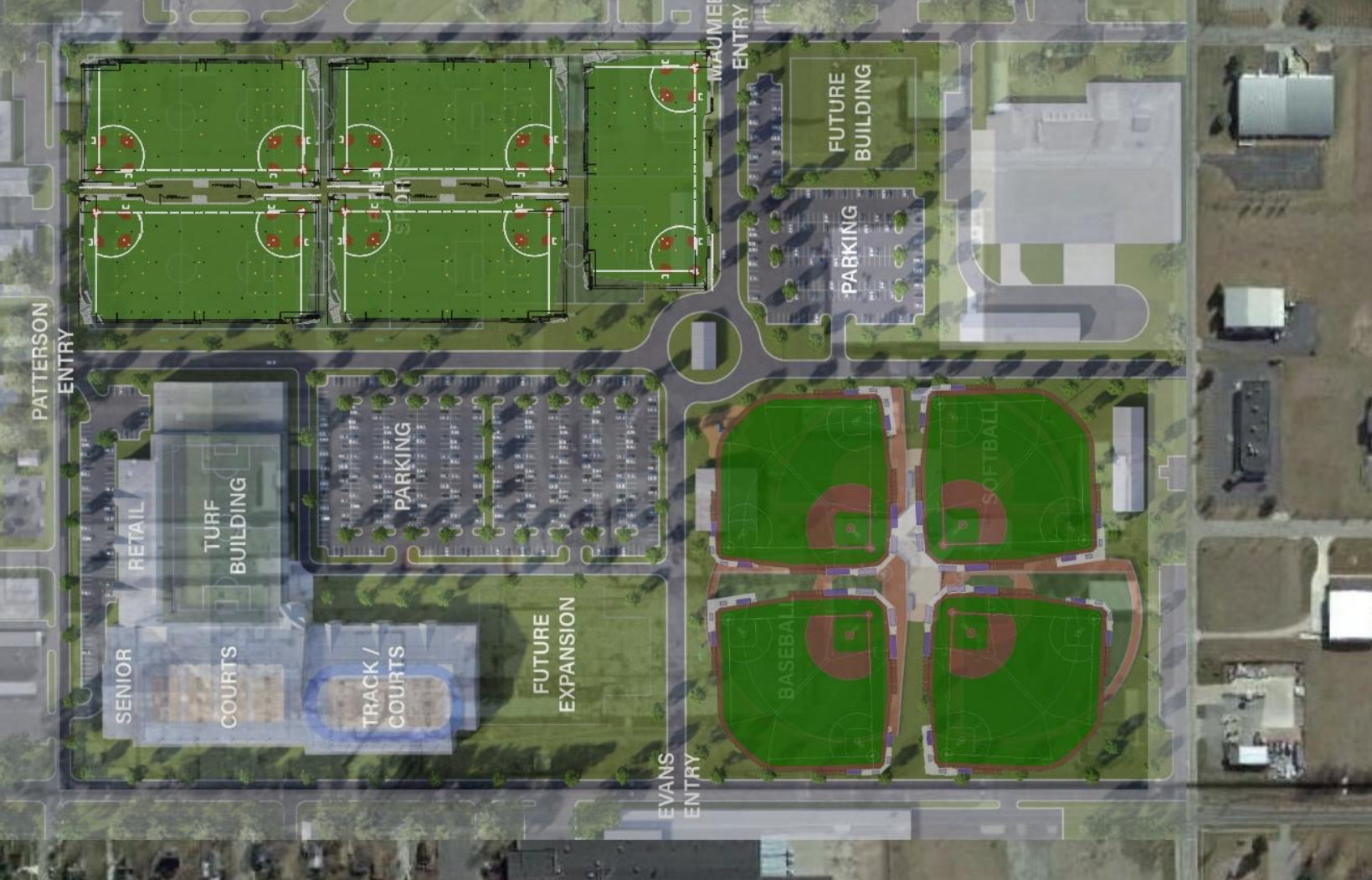
DEFINITIONS OF SUCCESS

- Provide access to the local community for sports, recreation, wellness, community, and civic activities
- Create positive social and health impacts/benefits to the community
- Make Lenawee County a more attractive place to live for prospective residents
- Become a regional destination for sports and events that drives significant economic impact through new spending and room night generation
- Achieve an operationally self-sustaining model

A basketball player in a red uniform is captured mid-air, performing a jump shot. The player is holding a basketball with both hands, positioned above their head. The basketball hoop and backboard are visible in the upper left corner. The background is a dark gymnasium with bright, out-of-focus lights, creating a bokeh effect. A semi-transparent dark blue horizontal band is overlaid across the middle of the image, containing the text 'FACILITY OVERVIEW' in white, bold, uppercase letters.

FACILITY OVERVIEW

FACILITY TEST FIT



FACILITY OVERVIEW

Large Model

- Hard Structure – 211,000 SF
 - 8/16 Courts
 - Indoor Turf Field
 - Sports Performance Training
 - Family Entertainment Center
 - Support and Community Space
 - Leased Space
- Outdoor Fields
 - 4 400' Diamond Flex Fields
 - 4 Multi-Purpose Flex Fields
 - Outdoor Amenities
- Site
 - 1,459 Parking Spaces

Small Model

- Hard Structure – 130,000 SF
 - 8/16 Courts
 - Sports Performance Training
 - Support and Community Space
 - Leased Space
- Outdoor Fields
 - 4 300' Diamond Flex Fields
 - 4 Multi-Purpose Flex Fields
 - Outdoor Amenities
- Site
 - 1,176 Parking Spaces

OPINION OF COST

| USES OF FUNDS - Large Model | |
|------------------------------------|---------------------|
| Land Cost | TBD |
| Hard Cost | \$50,935,381 |
| Field and Sport Equipment Cost | \$19,813,837 |
| Furniture, Fixtures, and Equipment | \$3,208,361 |
| Soft Costs Construction | \$8,504,867 |
| Soft Costs Operations | \$1,923,130 |
| Escalation | \$4,437,455 |
| Working Capital Reserve | TBD |
| Total Uses of Funds | \$88,823,030 |

| USES OF FUNDS - Small Model | |
|------------------------------------|---------------------|
| Land Cost | TBD |
| Hard Cost | \$34,985,000 |
| Field and Sport Equipment Cost | \$14,671,401 |
| Furniture, Fixtures, and Equipment | \$2,040,246 |
| Soft Costs Construction | \$5,819,836 |
| Soft Costs Operations | \$3,737,698 |
| Escalation | \$3,101,799 |
| Working Capital Reserve | TBD |
| Total Uses of Funds | \$64,355,981 |

A basketball player in a red uniform is captured mid-air, performing a jump shot. He is holding a basketball with both hands, positioned above his head. The player is wearing red shorts and red sneakers. In the background, a basketball hoop and backboard are visible, along with a blurred stadium filled with spectators and bright arena lights. A dark horizontal band is overlaid across the middle of the image, containing the word "PERFORMANCE" in white, bold, uppercase letters.

PERFORMANCE

FINANCIAL PERFORMANCE – LARGE MODEL

Total Revenue and Expenses - Year 1-10

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total Revenue | \$3,123,119 | \$3,589,262 | \$4,165,487 | \$4,349,655 | \$4,589,720 | \$4,727,411 | \$4,869,233 | \$5,015,310 | \$5,165,770 | \$5,320,743 |
| Total Cost of Goods Sold | \$840,721 | \$995,092 | \$1,167,025 | \$1,225,132 | \$1,289,392 | \$1,328,074 | \$1,367,916 | \$1,408,953 | \$1,451,222 | \$1,494,759 |
| Gross Margin | \$2,282,397 | \$2,594,170 | \$2,998,462 | \$3,124,523 | \$3,300,328 | \$3,399,337 | \$3,501,317 | \$3,606,357 | \$3,714,548 | \$3,825,984 |
| % of Revenue | 73% | 72% | 72% | 72% | 72% | 72% | 72% | 72% | 72% | 72% |
| Total Operating Expenses | \$2,227,108 | \$2,268,781 | \$2,408,942 | \$2,470,620 | \$2,536,818 | \$2,574,870 | \$2,613,493 | \$2,652,696 | \$2,692,486 | \$2,732,874 |
| EBITDA | \$55,289 | \$325,390 | \$589,520 | \$653,902 | \$763,509 | \$824,467 | \$887,824 | \$953,661 | \$1,022,061 | \$1,093,111 |
| % of Revenue | 2% | 9% | 14% | 15% | 17% | 17% | 18% | 19% | 20% | 21% |

Total Revenue and Expenses - Year 11-20

| | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total Revenue | \$5,427,158 | \$5,535,701 | \$5,646,415 | \$5,759,343 | \$5,874,530 | \$5,933,275 | \$5,992,608 | \$6,052,534 | \$6,113,060 | \$6,174,190 |
| Total Cost of Goods Sold | \$1,524,654 | \$1,555,147 | \$1,586,250 | \$1,617,975 | \$1,650,334 | \$1,666,838 | \$1,683,506 | \$1,700,341 | \$1,717,345 | \$1,734,518 |
| Gross Margin | \$3,902,504 | \$3,980,554 | \$4,060,165 | \$4,141,368 | \$4,224,196 | \$4,266,438 | \$4,309,102 | \$4,352,193 | \$4,395,715 | \$4,439,672 |
| % of Revenue | 72% | 72% | 72% | 72% | 72% | 72% | 72% | 72% | 72% | 72% |
| Total Operating Expenses | \$2,773,867 | \$2,815,475 | \$2,857,707 | \$2,900,572 | \$2,944,081 | \$2,988,242 | \$3,033,066 | \$3,078,562 | \$3,124,740 | \$3,171,611 |
| EBITDA | \$1,128,637 | \$1,165,079 | \$1,202,458 | \$1,240,796 | \$1,280,115 | \$1,278,195 | \$1,276,036 | \$1,273,631 | \$1,270,975 | \$1,268,061 |
| % of Revenue | 21% | 21% | 21% | 22% | 22% | 22% | 21% | 21% | 21% | 21% |

FINANCIAL PERFORMANCE – SMALL MODEL

Total Revenue and Expenses - Year 1-10

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total Revenue | \$1,633,046 | \$1,911,802 | \$2,215,580 | \$2,327,328 | \$2,404,205 | \$2,476,331 | \$2,550,621 | \$2,627,139 | \$2,705,954 | \$2,787,132 |
| Total Cost of Goods Sold | \$420,801 | \$517,237 | \$604,757 | \$642,841 | \$658,042 | \$677,783 | \$698,117 | \$719,060 | \$740,632 | \$762,851 |
| Gross Margin | \$1,212,245 | \$1,394,566 | \$1,610,823 | \$1,684,486 | \$1,746,163 | \$1,798,547 | \$1,852,504 | \$1,908,079 | \$1,965,321 | \$2,024,281 |
| <i>% of Revenue</i> | 74% | 73% | 73% | 72% | 73% | 73% | 73% | 73% | 73% | 73% |
| Total Operating Expenses | \$1,386,887 | \$1,433,129 | \$1,498,917 | \$1,547,105 | \$1,590,562 | \$1,614,420 | \$1,638,636 | \$1,663,216 | \$1,688,164 | \$1,713,487 |
| EBITDA | (\$174,642) | (\$38,564) | \$111,905 | \$137,381 | \$155,601 | \$184,127 | \$213,867 | \$244,863 | \$277,157 | \$310,794 |
| <i>% of Revenue</i> | -11% | -2% | 5% | 6% | 6% | 7% | 8% | 9% | 10% | 11% |

Total Revenue and Expenses - Year 11-20

| | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total Revenue | \$2,842,875 | \$2,899,732 | \$2,957,727 | \$3,016,882 | \$3,077,219 | \$3,107,991 | \$3,139,071 | \$3,170,462 | \$3,202,167 | \$3,234,188 |
| Total Cost of Goods Sold | \$778,108 | \$793,670 | \$809,544 | \$825,735 | \$842,249 | \$850,672 | \$859,179 | \$867,770 | \$876,448 | \$885,213 |
| Gross Margin | \$2,064,767 | \$2,106,062 | \$2,148,183 | \$2,191,147 | \$2,234,970 | \$2,257,319 | \$2,279,893 | \$2,302,692 | \$2,325,718 | \$2,348,976 |
| <i>% of Revenue</i> | 73% | 73% | 73% | 73% | 73% | 73% | 73% | 73% | 73% | 73% |
| Total Operating Expenses | \$1,739,189 | \$1,765,277 | \$1,791,756 | \$1,818,632 | \$1,845,912 | \$1,873,600 | \$1,901,704 | \$1,930,230 | \$1,959,184 | \$1,988,571 |
| EBITDA | \$325,578 | \$340,785 | \$356,427 | \$372,514 | \$389,058 | \$383,719 | \$378,188 | \$372,461 | \$366,535 | \$360,404 |
| <i>% of Revenue</i> | 11% | 12% | 12% | 12% | 13% | 12% | 12% | 12% | 11% | 11% |

OPERATIONAL JOB CREATION

Operational Job Creation - Large Model

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Staff Salaries | \$464,458 | \$545,851 | \$638,113 | \$673,441 | \$710,955 |
| Hours Worked | 30,964 | 54,585 | 63,811 | 67,344 | 71,096 |
| Full-Time Equivalence | 14.9 | 26.2 | 30.7 | 32.4 | 34.2 |
| Full-Time Employees | 9.0 | 9.0 | 10.0 | 10.0 | 10.0 |
| Total Job Creation | 23.9 | 35.2 | 40.7 | 42.4 | 44.2 |

**Hours worked assumes an average hourly rate of \$15*

***Full-Time Equivalence assumes 40 hours per week for 52 weeks per year*

Operational Job Creation - Small Model

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Staff Salaries | \$275,560 | \$328,728 | \$380,242 | \$404,222 | \$418,204 |
| Hours Worked | 18,371 | 32,873 | 38,024 | 40,422 | 41,820 |
| Full-Time Equivalence | 8.8 | 15.8 | 18.3 | 19.4 | 20.1 |
| Full-Time Employees | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 |
| Total Job Creation | 15.8 | 22.8 | 25.3 | 26.4 | 27.1 |

**Hours worked assumes an average hourly rate of \$15*

***Full-Time Equivalence assumes 40 hours per week for 52 weeks per year*

EVENTS AND SPENDING

Number of Events Per Year

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
| Basketball Tournaments | 9 | 12 | 14 | 15 | 15 |
| Volleyball Tournaments | 11 | 13 | 15 | 15 | 15 |
| Other Tournaments/Events | 4 | 4 | 4 | 4 | 4 |
| Baseball/Softball Tournaments | 12 | 14 | 17 | 18 | 18 |
| Multi-Purpose Field Tournaments | 8 | 10 | 12 | 12 | 13 |
| Total Events Per Year | 44 | 53 | 62 | 64 | 65 |

Per Person Spending By Category

| | Amount | % of Total |
|---------------------------|-----------------|-------------|
| Lodging/Accommodations | \$32.00 | 26.7% |
| Dining/Groceries | \$44.25 | 36.9% |
| Transportation | \$7.52 | 6.3% |
| Entertainment/Attractions | \$3.54 | 2.9% |
| Retail | \$20.80 | 17.3% |
| Miscellaneous | \$11.95 | 10.0% |
| Total | \$120.06 | 100% |

DIRECT SPENDING – LARGE MODEL

Economic Impact Drivers: Years 1-10

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Non-Local Days in Market | 75,615 | 106,655 | 137,711 | 145,068 | 151,008 | 152,518 | 154,043 | 155,584 | 157,140 | 158,711 |
| Room Nights | 22,459 | 31,823 | 41,180 | 43,395 | 45,195 | 45,647 | 46,103 | 46,564 | 47,030 | 47,500 |

Economic Impact: Years 1-10

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Per Person Spend by Category | \$120.06 | \$120.06 | \$120.06 | \$120.06 | \$120.06 | \$121.86 | \$123.69 | \$125.54 | \$127.42 | \$129.34 |
| Total Economic Impact | \$9,078,148 | \$12,804,673 | \$16,533,178 | \$17,416,501 | \$18,129,643 | \$18,585,603 | \$19,053,031 | \$19,532,215 | \$20,023,450 | \$20,527,040 |

Economic Impact Drivers: Years 11-20

| | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Non-Local Days in Market | 160,298 | 161,901 | 163,520 | 165,155 | 166,807 | 168,475 | 170,160 | 171,861 | 173,580 | 175,316 |
| Room Nights | 47,975 | 48,455 | 48,939 | 49,429 | 49,923 | 50,422 | 50,926 | 51,436 | 51,950 | 52,470 |

Economic Impact: Years 11-20

| | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Per Person Spend by Category | \$131.28 | \$133.25 | \$135.24 | \$137.27 | \$139.33 | \$141.42 | \$143.54 | \$145.70 | \$147.88 | \$150.10 |
| Total Economic Impact | \$21,043,295 | \$21,572,534 | \$22,115,083 | \$22,671,278 | \$23,241,460 | \$23,825,983 | \$24,425,206 | \$25,039,500 | \$25,669,244 | \$26,314,825 |

DIRECT SPENDING – SMALL MODEL

Economic Impact Drivers: Years 1-10

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--------------------------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|
| Non-Local Days in Market | 69,810 | 97,947 | 118,593 | 125,951 | 125,951 | 127,210 | 128,482 | 129,767 | 131,065 | 132,375 |
| Room Nights | 20,659 | 29,123 | 35,305 | 37,520 | 37,520 | 37,895 | 38,274 | 38,657 | 39,043 | 39,434 |

Economic Impact: Years 1-10

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Per Person Spend by Category | \$120.06 | \$120.06 | \$120.06 | \$120.06 | \$120.06 | \$121.86 | \$123.69 | \$125.54 | \$127.42 | \$129.34 |
| Total Economic Impact | \$8,381,214 | \$11,759,272 | \$14,237,979 | \$15,121,302 | \$15,121,302 | \$15,501,603 | \$15,891,468 | \$16,291,139 | \$16,700,861 | \$17,120,887 |

Economic Impact Drivers: Years 11-20

| | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Non-Local Days in Market | 133,699 | 135,036 | 136,386 | 137,750 | 139,128 | 140,519 | 141,924 | 143,343 | 144,777 | 146,225 |
| Room Nights | 39,828 | 40,226 | 40,628 | 41,035 | 41,445 | 41,860 | 42,278 | 42,701 | 43,128 | 43,559 |

Economic Impact: Years 11-20

| | Year 11 | Year 12 | Year 13 | Year 14 | Year 15 | Year 16 | Year 17 | Year 18 | Year 19 | Year 20 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Per Person Spend by Category | \$131.28 | \$133.25 | \$135.24 | \$137.27 | \$139.33 | \$141.42 | \$143.54 | \$145.70 | \$147.88 | \$150.10 |
| Total Economic Impact | \$17,551,478 | \$17,992,897 | \$18,445,419 | \$18,909,321 | \$19,384,890 | \$19,872,420 | \$20,372,212 | \$20,884,573 | \$21,409,820 | \$21,948,277 |

MODEL COMPARISON

Large Model

- **Construction Cost**
 - Hard Cost - \$50.9 Million
 - Total - \$88.8 Million
- **Operations (Year 5/Maturity)**
 - Revenue - \$4.5 Million
 - Expenses - \$3.8 Million
 - EBITDA - \$764,000
- **Direct Impact (Year 5/Maturity)**
 - Events - 65
 - Room Nights – 45,200
 - Direct Spending - \$18.1 million

Small Model

- **Construction Cost**
 - Hard Cost - \$35.0 Million
 - Total - \$64.4 Million
- **Operations (Year 5/Maturity)**
 - Revenue - \$2.4 Million
 - Expenses - \$2.2 Million
 - EBITDA - \$156,000
- **Direct Impact (Year 5/Maturity)**
 - Events - 63
 - Room Nights – 37,500
 - Direct Spending - \$15.1 million

TOTAL IMPACT (RIMS II Multipliers)

Large Model

- **Construction Impact (One-Time)**
 - Output - \$97.4 Million
 - Jobs - 565
- **20-Year Direct and Indirect Impact**
 - Direct - \$407.6 Million
 - Indirect - \$72.1 Million
 - **Total - \$480.0 Million**
- **20-Year Job Creation**
 - Total Jobs – 5,250

Small Model

- **Construction Impact (One-Time)**
 - Output - \$68.1 Million
 - Jobs - 395
- **20-Year Direct and Indirect Impact**
 - Direct - \$342.9 Million
 - Indirect - \$60.6 Million
 - **Total - \$403.6 Million**
- **20-Year Job Creation**
 - Total Jobs – 4,237



Next Steps

1 EARLY CONCEPT
DEVELOPMENT

2 CONCEPT
VALIDATION

3 FUNDING &
PARTNERSHIP
DEVELOPMENT

4 OWNER'S
REPRESENTATION

concept
to **CONCRETE**

5 VENUE
PLANNING

9 PERFORMANCE
OPTIMIZATION

8 DAILY
OPERATIONS

7 START-UP
OPERATIONS
DEVELOPMENT

6 FFE/OSE
PROCUREMENT