



PLANTE'S FERRY SPORTS COMPLEX COMPREHENSIVE MASTER PLAN

PREPARED FOR: SPOKANE COUNTY AND THE CITY OF SPOKANE VALLEY

REPORT DELIVERY DATE: AUGUST 2023



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EXECUTIVE SUMMARY

DEFINITIONS OF SUCCESS

In December 2022, Spokane County and the City of Spokane Valley (henceforth, the Client) executed an interlocal agreement to jointly select and retain Sports Facilities Advisory, LLC (SFA) to complete a multi-phased park master development plan for Plante’s Ferry Sports Complex, sharing equally the costs of said plan. Per the terms of this interlocal agreement, the City of Spokane Valley agreed to take a lead role in the joint selection and retention of the consultant. Kimley-Horn, a planning and design consulting firm, was engaged as a subconsultant for this process focused on the facility assessment and recommendations for redevelopment as well as completion of the conceptual design and opinion of cost for the recommended assets.

In order to understand the Client’s desired outcomes, SFA and Kimley-Horn (henceforth, the “Consultant Team”) facilitated an exercise to define success for the project. Based on that exercise, SFA created those desired outcomes as the “definitions of success.” As such, SFA considers meeting the following criteria critical to determining the success of the project:

- **Grow Sports Tourism:** Capitalize on the continued growth in the sports tourism industry to develop a premier sports tourism facility that attracts, hosts, and retains sports and non-sports tournaments and events.
- **Spur Economic Impact and Development:** Maximize the opportunity to generate economic impact (new spending by non-local visitors) in the Spokane Valley market that would not be generated but for the tournaments and events held at the facility.
- **Improve Local Programs:** Increase access to sports, recreation, and wellness programs and activities for the local community.

Based on the definitions of success outlined above and realities of funding, the Consultant Team has outlined a phased approach to the redevelopment of the Plante’s Ferry Sports Complex, created design concepts and opinions of cost for the phases, and forecasted the financial performance and economic impact potential of the recommended full build out of the facility.

EXECUTIVE SUMMARY

Based on market analysis, industry experience, input from key stakeholders, and an analysis of the current operations, the Consultant Team developed recommendations for a phased approach to the redevelopment of the existing fields and support amenities at Plante's Ferry Sports Complex. Phase I of the redevelopment is focused on the Client team's primary goals of improving security, parking, and ingress and egress to the facility as well as renovation of a portion of the playing surfaces. The recommendations outlined in Phase II reflect the fully redeveloped Plante's Ferry Sports Complex to enhance service to local user groups and establish a premier regional destination for sports tourism that drives significant economic impact from non-local visitation. While a detailed breakdown of the phases and amenities included in each is included later in this report, the image below reflects the conceptual design, which has been delivered as an associated document, created by Kimley-Horn for the fully redeveloped Plante's Ferry Sports Complex.



EXECUTIVE SUMMARY

RECOMMENDED FACILITY IMPROVEMENTS (PHASE I)

As mentioned earlier, Phase I of the redevelopment is focused on the Client team’s primary goals of improving security, parking, and ingress and egress to the facility as well as renovation of a portion of the playing surfaces. The conceptual design, recommended improvements, and opinion of cost for the first phase of development are outlined below.



THE CONSULTANT TEAM PROJECTS THE PHASE I IMPROVEMENTS TO COST APPROXIMATELY **\$4.8 MILLION**, NOT INCLUDING SOFT COST FOR OPERATIONAL IMPROVEMENTS.

A DETAILED OPINION OF COST IS OUTLINED WITHIN THIS REPORT AND IN THE PRO FORMA AT THE END OF THIS REPORT.

PHASE I – FACILITY IMPROVEMENTS

Phase I is recommended to include the following improvements:

- Three Synthetic Turf Multi-Purpose Fields (360’ x 240’)
- Site Improvements
 - New Entry Drive
 - Improvement Area Site Grading
 - Field Lighting Infrastructure
 - Parking Lot (185 Spaces)
 - Perimeter Fence – Phase I
 - Stormwater Drainage

The synthetic turf multipurpose fields provide maximum flexibility and can be used for a variety of sports including soccer, football, lacrosse, rugby, field hockey, ultimate frisbee, and more. These three fields will require six months (April – September) for construction during which nine multi-purpose fields and all baseball/softball fields will remain available for play. Also, a new entry/exit point will be constructed which will result in an additional 185 parking spots to the current 664 parking spaces available at Plante’s Ferry. Perimeter fencing will also be added to the improvements of Phase I to enhance security and protect the investment. The new entry/exit point will provide improved access and relief from the adjacent residential neighborhood which was a primary element of concern from the stakeholders and residents.

EXECUTIVE SUMMARY

RECOMMENDED FACILITY IMPROVEMENTS (PHASE II)

As mentioned earlier, Phase II of the redevelopment is focused on optimizing service to local user groups and establishing a premier regional destination for sports tourism. The conceptual design, recommended improvements, and opinion of cost for the second phase of development are outlined below.



THE CONSULTANT TEAM PROJECTS THE PHASE II IMPROVEMENTS TO COST APPROXIMATELY **\$34.3 MILLION**, NOT INCLUDING SOFT COST FOR OPERATIONAL IMPROVEMENTS.

A DETAILED OPINION OF COST IS OUTLINED WITHIN THIS REPORT AND IN THE PRO FORMA AT THE END OF THIS REPORT.

PHASE II – FACILITY IMPROVEMENTS

Phase II is recommended to include the following improvements:

- Youth Baseball/Softball Fields (Five Upgraded Fields)
 - Three 250' Fence Fields
 - Two 300' Fence Fields
 - Outfield Natural Grass
 - Synthetic Turf Infields
 - Three Lighted Fields
 - Support Building
- Multi-Purpose Fields (10 Upgraded Fields)
 - Three Synthetic Turf Fields
 - Seven Natural Grass Fields
 - All Fields – 360' x 240'
 - Six Lighted Fields
 - Two Support Buildings
- Site Improvements
 - Site Grading
 - Field Lighting Infrastructure
 - Parking Lot (1,416 Spaces)
 - Stormwater Drainage
 - Maintenance Facility
 - Perimeter Fence – Phase II

Phase I of the build out will add 185 parking spaces without removing any current parking spaces, while Phase II will add 1,416 parking spaces while removing 206 existing parking spaces. The complete redevelopment of Plante's Ferry Sports Complex will result in demolition of the current parking areas and new development for a total of 1,601 parking spaces (Phase I & II). This is an increase of 937 parking spaces from the current 664 parking spaces currently available.

RECOMMENDED FACILITY PROGRAM (CONTINUED)

Phase II is broken out into two construction seasons. Phase II – A will take place during April through September of one year while Phase II – B will occur during April through September of the next year. During construction for Phase II - A, three synthetic turf fields will be available for play and all baseball/softball fields will remain available for play. During construction for Phase II - B, three synthetic turf fields and seven natural turf fields will be available for play and the baseball/softball fields will be displaced for that construction season. It is also important to note that the renovation of the complex will require partial demolition and relocation of the County Parks Maintenance Facility in order to provide a dedicated complex maintenance facility, additional parking, and other improvements. Costs for these elements are not included in the proposal and need to be determined separately.

SUMMARY OF FINANCIAL PERFORMANCE & ECONOMIC IMPACT

SFA analyzed the current operation of the Plante's Ferry Sports Complex to determine the ideal structure to achieve the Client's definitions of success. To establish and operate the facility as a premier sports tourism destination and to improve financial performance, SFA recommends outsourced management through a third-party organization experienced in youth and amateur sports tourism facility management. SFA produced the financial forecast and economic impact analysis based on this recommendation. The table that follows summarizes the forecasted revenues, cost of goods sold, and operating expenses through the first five years of operations at the fully redeveloped (Phase II) Plante's Ferry Sports Complex. The financial performance details have been provided in the full financial forecast (pro forma) document at the end of the report. SFA has projected the items within the financial forecast according to standard processes backed by more than a decade of industry experience including the production of hundreds of institutional-grade pro forma documents, the development of numerous youth and amateur sports facilities, and the real-world management experience gained from the day-to-day operations of more than 30 youth and amateur sports facilities around the United States.

Financial Performance Summary – Phase II

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Revenue	\$1,041,467	\$1,138,441	\$1,193,907	\$1,212,247	\$1,251,444
Total Cost of Goods Sold	\$297,124	\$329,611	\$338,096	\$341,183	\$346,980
Gross Margin	\$744,343	\$808,830	\$855,810	\$871,063	\$904,464
Total Operating Expenses	\$1,264,270	\$1,277,815	\$1,303,826	\$1,327,955	\$1,354,304
EBITDA*	(\$519,927)	(\$468,986)	(\$448,016)	(\$456,892)	(\$449,839)
% of Revenue	-50%	-41%	-38%	-38%	-36%

*Earnings before interest, taxes, depreciation and amortization (Reduction of debt through payments).

As demonstrated in the previous table, the operations at the Plante’s Ferry Sports Complex are expected to require an operational subsidy during at least the first five years of operations. The model assumes a single operator leading the operations of the facility, conversation of current user group operators to facility renters, and total facility expenses (cost of goods sold, facility, operating, management payroll, and payroll taxes, benefits, bonus) without expense efficiencies through the City, County, user groups, or other partners.

SUMMARY OF FINANCIAL PERFORMANCE AND ECONOMIC IMPACT

For the purposes forecasting economic impact during this study, SFA analyzed one type of visitor to the area: overnight visitors. Overnight visitors are defined as coming to the Spokane Valley area from more than 90 minutes away who stay overnight. SFA’s economic impact projections do not include any assumptions for visitors extending their stay beyond the event and do not include any indirect or induced spending projections. It is important to note that the economic impact reflects only the teams and visitors that can be hosted at the new sports complex and does not include additional teams and visitors that may be hosted at other facilities in the area in conjunction with the new facility as part of a larger tournament.

The table that follows summarizes the projected economic impact drivers and direct spending in years one through five of operations of the fully redeveloped (Phase II) Plante’s Ferry Sports Complex.

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	90,705	100,681	101,150	101,150	101,618
Room Nights	27,238	30,252	30,377	30,377	30,502
Total Economic Impact	\$13,464,648	\$14,945,554	\$15,015,138	\$15,015,138	\$15,084,721

The Facility is projected to generate over 30,000 new room nights and approximately \$15 million in total economic impact in year five at maturity in the local area.

DETERMINATION OF FEASIBILITY

The Consultant Team worked with the Client to understand the vision and definitions of success for the redevelopment of the existing Plante's Ferry Sports Complex. Independently, the Consultant Team analyzed the market feasibility, physical asset conditions, ideal redevelopment phases, and financial reality of the assets and their ability to compete with existing facilities in the local and regional market. As a result, the Consultant Team believes that the development of the recommended field assets has the capability of meeting the definitions of success and objectives as outlined by the Client Team.

In recognition of the work completed to date and the information above and detailed throughout this report, SFA deems the opportunity to redevelop Plante's Ferry Sports Complex in Spokane Valley to be a "**Feasibility: Yes, If**" project, meaning that there are multiple key steps/factors that must be addressed before moving forward with the project. The top three steps/factors are:

1. A funding plan must be created to cover the cost of both phases of redevelopment.
2. An intergovernmental agreement must be created between the city and county to work collaboratively in the funding, operating and managing of the facility.
3. A long-term plan must be developed to cover long-term operating, capital improvement, and replacement costs.

The Consultant Team believes that the facilities as planned have the potential to accomplish the Client Team's goals if pursued. If the three steps/factors above can be accomplished, SFA endorses the redevelopment of Plante's Ferry Sports Complex in Spokane Valley, Washington.

Based on the results of this study, the Consultant Team believes that this project has the components needed to move a project from analyzing feasibility to exploring its potential fundability or the potential to secure financing. Based on these findings and recommendations, the project is ready to move to the next phase exploring and discussing funding strategies that will continue to mature and develop the conversation around creating a local sports and recreation asset with the ability to achieve sports tourism located in Spokane Valley, Washington.



INTRODUCTION

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SCOPE OF WORK

THE FULL SCOPE IN THE AGREEMENT CONSISTS OF THE FOLLOWING STEPS:

- **Step 1: Project Kick-Off**
 - In this step, the Consultant Team facilitated a formal call to cover six topics such as project history, existing data, potential partners, etc. with members of the Consultant Team and Client Team.

- **Step 2: Existing Data Review and Market Analysis**
 - The Consultant Team discussed existing operating and program information provided by the Client, including but not limited to:
 - Spokane County 2020 Parks, Recreation & Open Space Plan
 - City of Spokane Valley Parks and Recreation Master Plan 2019 Update
 - City of Spokane Valley Parks & Recreation Guide
 - Spokane Rapids
 - Spokane County Recreation
 - SFA then conducted market research on various outdoor multi-purpose and baseball/softball field facilities in the local, sub-regional, and regional market, sports participation trends, local organizations, and demographic factors.

- **Step 3: Site Visit with Development Planning Session (DPS), Facility Tour, Market Tour, and Competitive Facility Analysis**
 - The Consultant Team facilitated a “deep dive” planning and strategy session with the Client that focused on defining success and refining the Client’s vision, value propositions, financial resources, core competencies, products and services, strategic alliances, and financial success metrics. The Consultant Team then spent time conducting stakeholder and user group meetings to define the parameters for a successful project, determined existing opportunities and challenges for long-term operations, and more. Additionally, the Consultant Team toured Plante’s Ferry Sports Complex and visited complementary and competitive facilities in the local/regional area. SFA provided an overview and assessment of the competition and resulting market opportunity, partnership opportunities, and potential stakeholders.

INTRODUCTION

SCOPE OF WORK

- **Step 4: Community Engagement**

- During the market visit, the Consultant Team engaged with staff, community leaders, end users, and the community-at-large. The Consultant Team utilized the insights provided by the community to gather valuable input relating to the potential redevelopment. The primary goals of the community engagement initiatives were to:
 - Define the parameters of a successful project.
 - Determine the opportunities that exist and identify the challenges that must be addressed during the planning phase and through long-term operations.
 - Understand the current and future demand, as well as any real or perceived service gaps.
 - Gain insight and data to inform recommendations and projections for the project.

- **Step 5: Outdoor Asset Condition Assessment and Prioritization of Needs**

- The Consultant Team took facility tours with the City and County's team members to visit Plante's Ferry Sports Complex to better understand factors related to local use, tournament and event use, condition, capital improvement requirements, and more. The Consultant Team evaluated requirements and made recommendations for Plante's Ferry Park and Sports Complex. Additionally, the Consultant Team produced a set of prioritized recommendations of a phased implementation plan as part of the City's Tourism Strategy.

- **Step 6: Conceptual Design Development and Opinion of Cost**

- The Consultant Team produced a conceptual design in AutoCAD, based on the work completed in steps one through five, City/County approval, and the goals and definitions of success as described by the Client Team. The Project Team developed an illustrative site plan and opinion of probable cost based on the conceptual design development.

- **Step 7: Detailed Financial Forecast (Pro Forma) Reflecting Recommended Capital Improvements**

- SFA developed a full, five-year financial forecast that models business units for every asset within the sports facility, finalizes the specific combination of recommended indoor sports and recreation assets, and provides a final opinion of cost for those assets.

INTRODUCTION

SCOPE OF WORK

- **Step 8: Economic Impact Projections**
 - SFA forecasted the economic impact projections of the proposed redevelopment and facility improvements. The analysis includes annual direct spending for the City and unincorporated County resulting from the existing and future developments at Plante’s Ferry Sports Complex.
 - The economic impact projections are based on projections for tournaments and events and include:
 - Number of Events
 - Number of Teams
 - Number of Participants
 - Number of Affiliated Spectators
 - Percent of Participants and Affiliated Spectators from out-of-County
 - Length of Stay
 - Average Daily Rate (ADR)
 - Average Daily Expenditures (ADE)

- **Step 9: Final Master Plan**
 - The Project Team developed a Plante’s Ferry Sports Complex Comprehensive Master Plan, which includes a detailed overview of the proposed development and an overview of all work completed.

PROCESS & WORK COMPLETED

OUTLINE OF PROCESS USED TO FORM RECOMMENDATIONS

In order to create the recommendations detailed in this report, SFA utilized a proven process to develop an in-depth understanding of goals, opportunities, and viable strategies for improving the market's access to quality outdoor field assets. While the process included dozens of steps and was not linear, SFA summarizes the work completed as a six-phase process that begins with developing a contextual understanding of desired outcomes and ends with recommendations to achieve those outcomes. The "SFA Funnel Model" depicted here demonstrates SFA's process to develop and refine recommendations for the Client.



FACILITY PROGRAM & PERFORMANCE EXPECTATIONS

OUTLINE OF WORK PERFORMED

IN ORDER TO COMPLETE ITS WORK, SFA PERFORMED THE FOLLOWING STEPS:

- **Reviewed existing data, including:**
 - Existing assets, programs, and services
 - Parks and Recreation data
 - Preliminary site information
- **Conducted a market analysis, including:**
 - Demographics and socioeconomics
 - Sports participation
 - Sports tourism industry, participation, and competition trends
- **Researched existing local recreation and fitness/training assets including:**
 - Facility amenities
 - Facility quality
 - Event seasonality
- **Created facility program plan, opinion of cost, and conceptual design development documents for the redevelopment of Plante's Ferry Sports Complex**
- **Developed a detailed, five-year financial forecasts and Economic Impact Projections for Plante's Ferry Sports Complex**
- **Produced a Master Plan that details SFA's methodology for developing the financial forecasts and provides a high-level summary of various aspects of the pro forma models including financial performance data**

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

SFA conducted an in-depth demographic and socioeconomic analysis of the local, sub-regional, and regional market. The goal of this portion of the analysis is to determine the key characteristics of the most regular users of new facilities. SFA has included comprehensive local demographic reports in the Appendix of this document.



The chart that follows displays some of the key demographic factors used in analyzing the utilization of facilities by the local population; these customers will be the most frequent users of an outdoor field complex located in Spokane Valley, WA. SFA also analyzed the regional population based on drive time from the Spokane Valley market. While these statistics do not serve as strict predictors of a facility's opportunity to meet its objectives, SFA has developed a proprietary analytical process which considers these factors and several others as an integral part of the financial forecast, sports participation projections, and other analyses required in SFA's study.

KEY LOCAL, SUB-REGIONAL, AND REGIONAL DEMOGRAPHIC FACTORS

Spokane Valley, Washington						
Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Total Population	46,621	142,152	572,047	778,334	871,474	2,469,720
Growth Projections – Next 5 Years	+3.35%	+3.75%	+4.10%	+4.30%	+4.20%	+3.05%
Median Age (U.S. Median: 38.5)	37.3	38.5	38.7	39.7	40.5	38.6
Median HH Income (U.S. Median: \$70,784)	\$58,961	\$60,199	\$63,403	\$65,367	\$64,276	\$63,508
Median HH Income % Above/Below Adjusted Cost of Living (Index: 80.1)	-18.50%	-16.78%	-12.36%			
Spending Rec. Lessons (U.S Avg.: \$143)	\$113.20	\$121.70	\$132.55	\$133.38	\$128.98	\$126.10

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

POPULATION SIZE:

SFA used drive time from Plante’s Ferry Park and Sports Complex to analyze the population of the possible participants that an outdoor field complex would seek to capture. The immediate area of Spokane Valley, within the 30-minute drive-time window, is made up of approximately 572,000 people, while the overall region (240 minutes) is made up of approximately 2.5 million people.

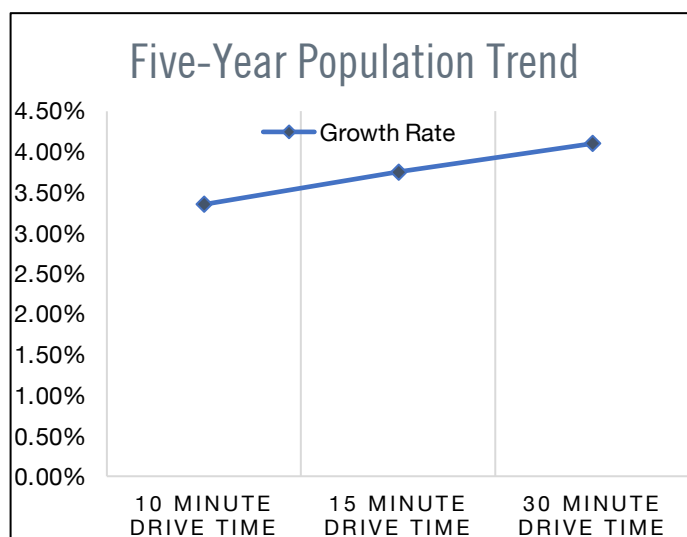
The local market can be viewed as a positive factor for local programming, since the local and regional population increases the demand for the assets.

POPULATION TREND:

The population is expected to increase in the immediate area, with estimates showing an approximate 4.1-percent increase over five years in the 30-minute drive time interval.

AGE:

The median age within all drive time intervals ranges from 37.3 to 39.7 in the local and subregional market. The national median age in the US is approximately 38.5. Based on SFA’s experience, markets with a below average median age typically suggests that there are a high percent of children and young adults in the market, which are key age segments for sports and recreation.



MEDIAN HOUSEHOLD INCOME:

The median household income levels in all local drive time intervals are below the national median, which is approximately \$70,784. However, SFA adjusted the median household income based on the cost of living in Spokane Valley, WA. Based on these adjustments, SFA calculated that the adjusted median household income in Spokane Valley falls between -18.50-percent lower than and -12.36-percent lower than the median household income figure nationally.

AS A RESULT, SFA VIEWS MEDIAN HOUSEHOLD INCOME AS A CHALLENGING FACTOR IN DETERMINING THE MARKET FEASIBILITY.

FEES FOR RECREATIONAL LESSONS:

The surrounding communities have below average spending on recreational lessons when compared to the national average, which is approximately \$143. Based on SFA’s experience, communities with above-average level of household expenditures on fees for recreational lessons displays the willingness to purchase recreation-based programs and services in the immediate area. Because fees (spending) for recreational lessons are below average, SFA views spending on recreation as a challenging factor for the local market feasibility.

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC INSIGHTS

Within the local Spokane Valley market, the population ranges up to approximately 572,000 people, which is a positive characteristic for new facility development. The median household income presents challenges in the near local market. The median age is near the national median in all local drive time intervals, suggesting the presence of younger individuals in the market and more young families. The median age in Spokane Valley demonstrates a positive development characteristic. Since the spending on recreational lessons in the local market is below average, SFA views that factor as a challenging characteristic to facility development. As a whole, the Spokane Valley market demonstrates a mixture of both favorable and challenging characteristics for new facility development and existing facility enhancement. The balance of demographic and socioeconomic factors in Spokane Valley creates a neutral environment for youth and amateur sports facility development.

KEY DATA: SPORTS IN THE REGION

As part of the process of analyzing the feasibility for the development in Spokane Valley, WA, SFA determined the total number of sports participants in the local, sub-regional, and regional markets.

SFA calculates sports participation using a blend of national and regional sports participation rates as reported by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA). The projections consider only active sports participants who play their respective sport in an organized format a specific number of times per year. The qualifying participation threshold varies by sport and is intended to separate casual participants from core participants; core participants are more likely to pay to visit the facility because they play consistently enough to consider paying for and participating in an organized program on a regular basis.

The following table lists the “primary” sports and activities that could be accommodated within the facility types that most regularly drive a high volume and frequency of sport participants and events, as well as the number of potential participants that could be attracted from the local, sub-regional, and regional marketplaces. “Primary” sports are those identified as having regular competitive seasons or a large base of participants to draw from the market.

Publix Sports Park – Panama City Beach, FL – Managed by Sports Facilities Management



KEY DATA: SPORTS IN THE REGION

POTENTIAL CORE SPORTS PARTICIPANTS – BY ASSET TYPE

Outdoor Field Activity	Core Participation-Rate	Local (10 min.) Participants	Sub-Regional (15 min.) Participants	Regional (30 min.) Participants	Regional (60 min.) Participants	Regional (90 min.) Participants	Regional (240 min.) Participants
Soccer	3.30%	1,540	4,694	18,891	25,703	28,779	81,559
Baseball	2.94%	1,370	4,177	16,811	22,873	25,610	72,579
Softball	2.11%	985	3,003	12,085	16,443	18,411	52,175
Tackle Football	1.33%	622	1,896	7,628	10,379	11,621	32,933
Flag Football	1.04%	486	1,480	5,957	8,106	9,076	25,720
Lacrosse	0.53%	249	760	3,058	4,160	4,658	13,201
Ultimate Frisbee	0.25%	115	349	1,406	1,913	2,142	6,070
Rugby	0.15%	70	215	863	1,175	1,315	3,728
Total	11.65%	5,437	16,574	66,699	90,752	101,612	287,965

SFA calculates the potential participants by multiplying each primary sport’s core participation rate with each drive time population. SFA notes that this calculation does not factor in existing service providers, and it is likely that existing facilities in the local, sub-regional, and regional marketplaces will impact the number of participants that a new facility could capture from those areas.

In total, the Baseball/Softball and Multi-Purpose Fields located at Plante’s Ferry Park and Sports Complex could accommodate approximately 100,000 participants within 90 minutes and approximately 288,000 participants within the 240-minute drive time interval.

KEY DATA: EXISTING SERVICE PROVIDERS - LOCAL

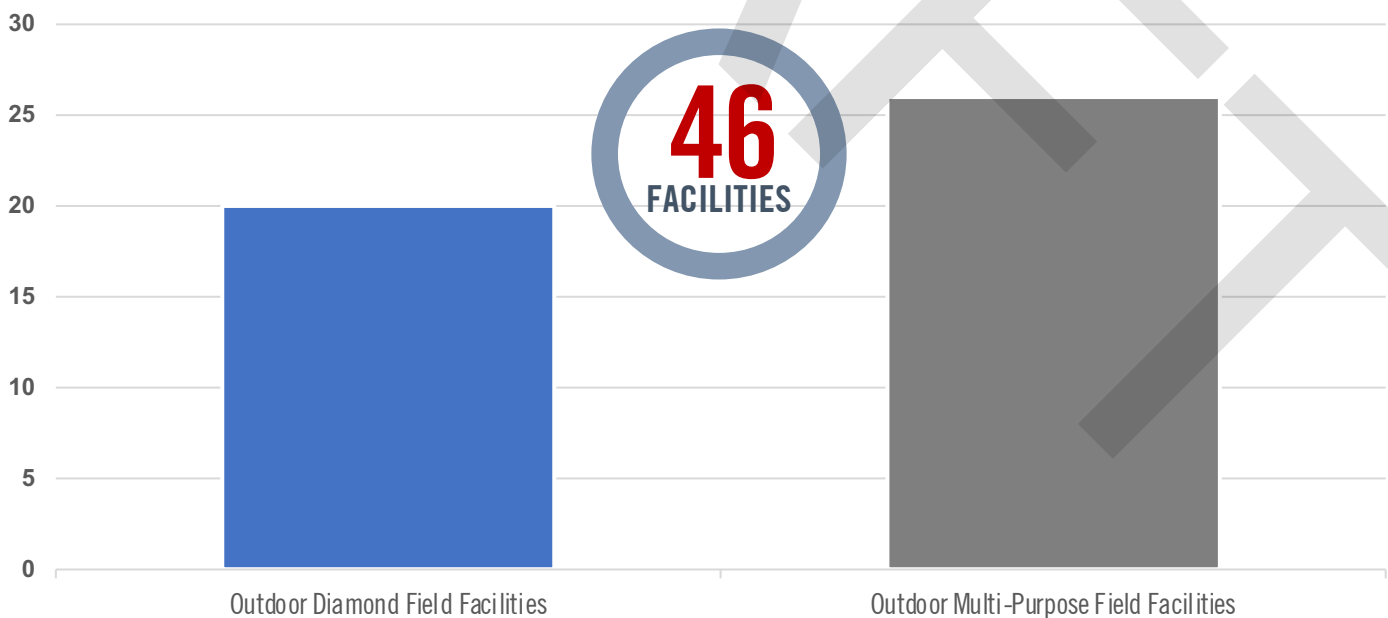
As a preliminary step in determining the market feasibility for certain sports and recreation services, SFA reviews the local and regional market for existing service providers. SFA analyzes specific asset types based on the Client's vision and direction for the facility. In addition, SFA conducts a standard review of the market to identify additional areas of focus for a new facility in the market. SFA researched the following asset types in the greater Spokane Valley area:

- OUTDOOR DIAMOND FIELDS
- OUTDOOR MULTI-PURPOSE FIELDS

Rocky Top Sports World – Gatlinburg, TN



EXISTING SERVICE PROVIDERS



KEY DATA: EXISTING SERVICE PROVIDERS - LOCAL

The tables that follow show a sampling of the facilities analyzed by SFA. SFA presented these facilities in order of proximity to a preliminary site located in Spokane Valley, WA rather than their similarity to the current project. SFA included facilities from the aforementioned asset types within the body of the report due to their relevance to the recommended facility program. SFA has included an expanded list of facilities analyzed in the local market in the Appendix.

Outdoor Diamond Fields	Drive Time (Minutes)
SYSA/Andrew Rypien Field	15
Spokane Indians Stadium	17
Rogers HS Field	19
Roosevelt Elementary Field	21
Garry MS	21
Clark Playfield	22
Ferris HS	22
Franklin Park	23
Dwight Merkel Sports Complex	30

Outdoor Multi-Purpose Fields	Drive Time (Minutes)
TBD Future HUB Sports Complex Fields	10
SYSA/Andrew Rypien Field	15
Shaw MS	17
Mead Sports Complex	17
Union Stadium (Mead)	17
Mulligan Field (Gonzaga University)	20
Luger Field and Practice Fields (Gonzaga University)	20
Roosevelt Elementary Field	21
Garry MS	21

Rocky Top Sports World – Gatlinburg, TN



KEY DATA: EXISTING SERVICE PROVIDERS

It is important to note that SFA conducts additional analyses during the pro forma development to determine each competing facility's effect on the ability of new youth and amateur sport assets to achieve operational success. The facilities researched represent potential competitors in the market that are currently hosting programs, tournaments, or other events that may impact the operations at a new facility. The factors SFA will use to perform this analysis include, but are not limited to:

EXISTING SPORTS AND RECREATION INVENTORY:

SFA analyzes existing facility inventory in terms of the quantity of existing sports assets, the quality of those assets, and their proximity to critical supporting structures and businesses.

PROXIMITY TO THE FACILITY:

SFA determines the proximity of existing sports and recreation assets to the new facility, recognizing that closer assets will have a larger impact from a competitive standpoint than assets that are farther away.

PRICING:

SFA examines the market prices of user fees, rental rates, registration fees, etc. Unless otherwise directed, SFA sets prices in its financial forecast that are either in line with or slightly above current-year market rates.

SEASONALITY:

SFA utilizes its experience in managing similar facilities to determine the optimized seasonality for hosting programs and events. In addition, SFA recommends asset types based on their ability to flexibly support year-round programming, especially in challenged markets.

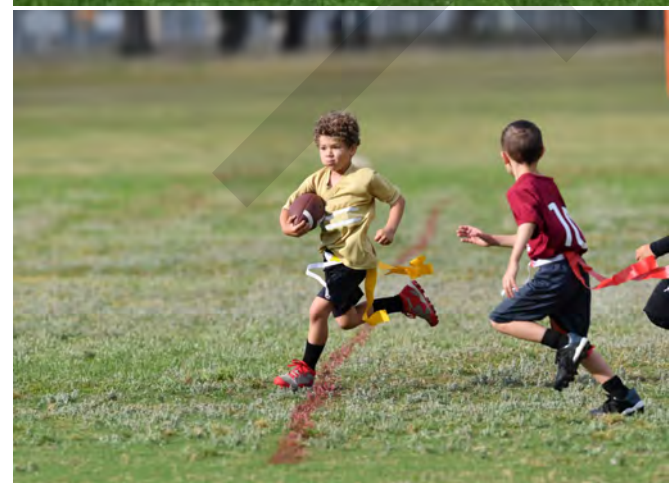
MARKETING REACH AND CAPTURE RATE:

SFA bases the ability of a new facility to effectively market and capture sports and recreation participants, tournaments, and events on market factors such as demographics and socioeconomics, competitive factors such as the quality of existing facilities in the region, and destination factors such as site accessibility and the reputation of the destination.

PROGRAM MIX AND SERVICE OFFERINGS:

SFA created a financial forecast that reflects a robust, detailed set of revenue streams for the facility based on the type, size, quantity, and quality of assets.

Panama City Beach Sports Complex



KEY DATA: EXISTING SERVICE PROVIDERS

KEY INSIGHTS:

- SFA observed no Outdoor Diamond Field facilities within a 15-minute drivetime of the Plante's Ferry Sports Complex and a limited number of facilities within the local 30-minute region.
- SFA identified a limited number of Outdoor Multi-Purpose Field facilities within a 30-minute drivetime of the Plante's Ferry Park and Sports Complex.
- Potential partnerships with the existing service providers in the area could create more inventory for bringing larger tournaments to the area which will generate a greater economic impact.
- It is also important to note that The HUB Sports Complex has received \$1.03 Million from the state legislature to begin the construction of 4 synthetic turf multipurpose fields. This increase in local inventory of outdoor multipurpose fields coupled with a complementary partnership will allow more space for larger tournaments.

Cornerstone Sports Complex – Starkville, MS – Managed by Sports Facilities Management



KEY DATA: EXISTING SERVICE PROVIDERS – REGIONAL

As described in the “Process and Work Completed” section, SFA analyzed regional facilities to determine size, quality, events hosted, and several other factors to understand opportunities for and obstacles to new facility development.

The tables below display a sample of tournament-capable facilities within a four-hour drive time of Spokane Valley, their location, and the number of fields each facility offers. SFA concentrated on two regional asset types: multi-purpose fields and baseball/softball fields. SFA analyzed more than 20 combined regional facilities.

The table that follows displays a sample of the tournament capable complexes in the region. SFA has also included a comprehensive list of tournament facilities within the appendix.

Outdoor Diamond Field Complex	City, State	Amenities
Dwight Merkel Sports Complex	Spokane, WA	8 synthetic turf MP fields and 6 diamond fields (grass)
Canfield Sports Complex	Coeur d'Alene, ID	6 diamond fields of varying sizes (1 x 350', 5 x 225')
Babe Ruth Sports Complex	Richland, WA	4-6 300' diamond fields
Dale Dahlgren's American Legion Baseball Complex	Missoula, MT	8 diamond fields of varying sizes and 1 championship diamond field (1 x 380, 2 x 300, 6 x 225')
Gateway Sports Complex	Yakima, WA	8 diamond fields of varying sizes (4 x 225', 4 x 300')
Kalispell Youth Athletic Complex/Kidsports	Kalispell, MT	11 MP fields, (7 soccer, 4 football fields) 9 pee wee baseball fields, 2 Babe Ruth baseball fields, 1 adaptive field, cross country course

Outdoor Multi-Purpose Field Complex	City, State	Amenities
Dwight Merkel Sports Complex	Spokane, WA	8 synthetic turf MP fields and 6 diamond fields (grass)
SOZO Sports Complex	Yakima, WA	13 soccer fields (4 turf) and adjacent indoor complex
Kalispell Youth Athletic Complex/Kidsports	Kalispell, MT	11 MP fields, (7 soccer, 4 football fields) 9 pee wee baseball fields, 2 Babe Ruth baseball fields, 1 adaptive field, cross country course
Starfire Sports	Seattle, WA	12 soccer fields, 6 turf, 5 grass, 1 stadium (Central Campus offers 4 turf fields and stadium with press box and 4,500 seating capacity), West Campus has 4 grass MP fields, North Campus has 4 MP fields
60 Acres Park	Redmond, WA	25 soccer fields (15 full grass MP fields)

KEY DATA: EXISTING SERVICE PROVIDERS – REGIONAL

KEY INSIGHTS:

- Based on existing volume of multi-purpose field facilities in the regional market, SFA recommends that a facility modeled to attract tournaments and events at a sports tourism scale include a minimum of 12 full multi-purpose fields. Since Plante’s Ferry Sports Complex will have 13, it will fall above this threshold.
 - It is important to note that a 12-field facility will have a limited ability to attract tournaments at the national level, however, SFA believes there is a regional opportunity to establish a premier multi-purpose field facility. This regional opportunity is detailed in the pro forma, at the end of the report, which outlines the specific number of events projected from years one through five of operations under the recommended operating structure. National events would require 20+ fields at one site with access to additional multi-purpose field facilities within proximity.
- Based on the existing volume of diamond field facilities in the regional market, SFA recommends that a facility modeled to attract tournaments and events at a sports tourism scale include a minimum of eight full diamond fields.
 - While Plante’s Ferry will remain with five diamond fields, it can still host tournaments, though the focus will be serving the local market.
- Having a qualifying number of fields alone does not make a facility competitive for tournaments and events on a regular basis. To successfully compete for tournaments and events in today’s highly competitive atmosphere, facilities must be “tournament class”, meaning they have:
 - Sufficient, convenient parking and restrooms
 - High-quality, convenient concessions options.
 - High-quality playing surfaces that maximize play and ensure consistency
 - Amenities dedicated to spectator comfort (e.g., sufficient seating, shade structures, etc.)

FACILITY IMPROVEMENT AND OPINION OF COST

FACILITY OVERVIEW – PHASE I

Based on the data and insights above, SFA worked with Kimley-Horne to provide a facility program recommendations for the redevelopment of Plante’s Ferry Park and Sports Complex in Spokane Valley. Phase I of the redevelopment is focused on the Client team’s primary goals of improving security, parking, and ingress and egress to the facility as well as renovation of a portion of the playing surfaces. The conceptual design, recommended improvements, and opinion of cost for the first phase of development are outlined to the right and below.

PHASE I – FACILITY IMPROVEMENTS

Phase I is recommended to include the following improvements:

- Three Synthetic Turf Multi Purpose Fields (360’ x 240’)
- Site Improvements
 - New Entry Drive off Trent Ave.
 - Improvement Area Site Grading
 - Field Lighting Infrastructure
 - Parking Lot (185 Spaces)
 - Perimeter Fence – Phase I
 - Stormwater Drainage

THE CONSULTANT TEAM PROJECTS THE PHASE I IMPROVEMENTS TO COST APPROXIMATELY **\$4.8 MILLION**, NOT INCLUDING SOFT COST FOR OPERATIONAL IMPROVEMENTS.

SOFT COST OF OPERATIONS ARE FUNDS SET ASIDE FOR PRE OPENING COSTS SUCH AS PRE OPENING STAFFING AND MARKETING. THE TOTAL WITH SOFT COSTS OF OPERATIONS INCLUDED IS APPROXIMATELY \$4.99 MILLION. A DETAILED OPINION OF COST IS OUTLINED WITHIN THIS REPORT AND IN THE PRO FORMA AT THE END OF THIS REPORT.



FACILITY IMPROVEMENT AND OPINION OF COST

SUMMARY OF DEVELOPMENT COSTS – PHASE I

The Consultant Team has developed an opinion of cost for the redevelopment of Plante’s Ferry Sports Complex. The chart below reflects the opinion of cost for Phase I as described and shown on the previous page.

OPINION OF COST (PHASE I)	
LAND COST	TBD
HARD COST	\$1,717,917
FIELD AND SPORTS EQUIPMENT COST	\$2,580,776
FURNITURE, FIXTURES, AND EQUIPMENT	\$0
SOFT COSTS CONSTRUCTION	\$576,876
SOFT COSTS OPERATIONS	\$117,547
WORKING CAPITAL RESERVE	TBD
TOTAL USES OF FUNDS	\$4,993,116

The total use of funds for Phase I is approximately \$4.99 million. That total includes a budget beyond just the development costs for operational start up that may be incurred in improving the operational structure between Phase I and Phase II improvements. Since Spokane County, the City of Spokane Valley, and Washington State Parks are still in discussion on the use of the State Park land for the right-of-way, the Consultant Team has left any land acquisition costs to be determined. Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which the Project Team has included within the pro forma at the end of this report.

FACILITY IMPROVEMENT AND OPINION OF COST

FACILITY OVERVIEW – PHASE II

Phase II of the redevelopment is focused on optimizing service to local user groups and establishing a premier regional destination for sports tourism. The conceptual design, recommended improvements, and opinion of cost for the second phase of development are outlined below and to the right.

PHASE II – FACILITY IMPROVEMENTS

PHASE II – FACILITY IMPROVEMENTS

Phase II is recommended to include the following improvements:

- Youth Baseball/Softball Fields (5 Fields)
 - Three 250' Fence Fields
 - Two 300' Fence Fields
 - Outfield Natural Grass
 - Synthetic Turf Infields
 - Three Lighted Fields
 - Support Building
- Multi-Purpose Fields (10 Additional Fields)
 - Three Synthetic Turf Fields
 - Seven Natural Grass Fields
 - All Fields – 360' x 240'
 - Six Lighted Fields
 - Two Support Buildings
- Site Improvements
 - Site Grading
 - Field Lighting Infrastructure
 - Parking Lot (1,416 Spaces)
 - Stormwater Drainage
 - Maintenance Facility
 - Perimeter Fence – Phase II

THE CONSULTANT TEAM PROJECTS THE PHASE II IMPROVEMENTS TO COST APPROXIMATELY **\$34.3 MILLION**, NOT INCLUDING SOFT COST FOR OPERATIONAL IMPROVEMENTS.

SOFT COST OF OPERATIONS ARE FUNDS SET ASIDE FOR PRE OPENING COSTS SUCH AS PRE OPENING STAFFING AND MARKETING. THE TOTAL WITH SOFT COSTS OF OPERATIONS INCLUDED IS APPROXIMATELY \$35.5 MILLION. A DETAILED OPINION OF COST IS OUTLINED WITHIN THIS REPORT AND IN THE PRO FORMA AT THE END OF THIS REPORT.



FACILITY IMPROVEMENT AND OPINION OF COST

MULTI-PURPOSE FIELD USES

The synthetic turf multi-purpose fields provide maximum flexibility and can be used for a variety of sports including soccer, football, lacrosse, rugby, field hockey, ultimate frisbee, and more. The image below demonstrates a sample of how the multi-purpose fields could be lined and used for a variety of activities such as small-sided soccer, lacrosse, football, field hockey, and rugby. This image is simply provided to show various field type possibilities without any reference to specific phasing. The determination of permanent, temporary, primary, secondary, and tertiary field striping options will be explored during the detailed design phase of facility development.



FACILITY IMPROVEMENT AND OPINION OF COST

SUMMARY OF DEVELOPMENT COSTS – PHASE II

The Consultant Team has developed an opinion of cost for the redevelopment of Plante’s Ferry Sports Complex. The chart below reflects the opinion of cost for Phase II as described and shown on the previous page.

OPINION OF COST (PHASE II)	
LAND COST	TBD
HARD COST	\$20,322,254
FIELD AND SPORTS EQUIPMENT COST	\$11,212,675
FURNITURE, FIXTURES, AND EQUIPMENT	\$679,426
SOFT COSTS CONSTRUCTION	\$2,123,676
SOFT COSTS OPERATIONS*	\$1,064,081
WORKING CAPITAL RESERVE	TBD
TOTAL USES OF FUNDS	\$35,402,112

The total use of funds for Phase II (not including Phase I) is approximately \$35.4 million. That total includes a budget beyond just the development costs for operational start up that may be incurred in improving the operational structure in conjunction with Phase II improvements such as compensation to hire and train new staff. Soft costs of operations are also included in this total. The combined total of Phase I and II, including soft cost of operations, is approximately \$40.4 million. Since Spokane County, the City of Spokane Valley, and Washington State Parks are still in discussion on the use of the State Park land for the right-of-way, the Consultant Team has left any land acquisition costs to be determined. Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which the Project Team has included within the pro forma at the end of this report.

* *Soft costs of operations are funds set aside for pre-opening expenses, such as staffing and marketing, to ensure that the operation of the facility is prepared on day one and is on pace to hit the financial goals for the first year. For more information and a detailed breakdown of these costs, please see page eight of the pro forma at the end of this report.*

FACILITY IMPROVEMENT AND OPINION OF COST

FACILITY OVERVIEW - PHASE II – A & B

To demonstrate the timing of development with the goal of limiting impact to usage of the facility, the Consultant Team split Phase II into Phase II - A and Phase II - B. The concept for development would be for Phase II to be constructed over two summers with Phase II - A completed the first summer and Phase II – B completed the second summer. The conceptual designs for Phase II – A and Phase II - B as well as opinion of cost for the second phase of development are outlined below and to the right.

THE CONSULTANT TEAM PROJECTS THE PHASE II IMPROVEMENTS TO COST APPROXIMATELY **\$34.3 MILLION**, NOT INCLUDING SOFT COST FOR OPERATIONAL IMPROVEMENTS. PHASE II – A ACCOUNTS FOR **\$15.7 MILLION** WHILE PHASE II-B ACCOUNTS FOR **\$18.6 MILLION**

A DETAILED OPINION OF COST IS OUTLINED WITHIN THIS REPORT AND IN THE PRO FORMA AT THE END OF THIS REPORT.

PHASE II – A & B



Phase II - A



Phase II – B

FACILITY IMPROVEMENT AND OPINION OF COST

SUMMARY OF DEVELOPMENT COSTS - PHASE II – A & B

The charts below reflect the opinion of cost for Phase II split out into Phase II – A and Phase II - B.

OPINION OF COST (PHASE II - A)	
LAND COST	TBD
HARD COST	\$9,692,295
FIELD AND SPORTS EQUIPMENT COST	\$4,643,760
FURNITURE, FIXTURES, AND EQUIPMENT	\$341,000
SOFT COSTS CONSTRUCTION	\$1,012,845
SOFT COSTS OPERATIONS	\$532,041
WORKING CAPITAL RESERVE	TBD
TOTAL USES OF FUNDS	\$16,221,940

The total use of funds for Phase II - A is approximately \$16.2 million. That total includes a portion of the Phase II soft costs for operations.

OPINION OF COST (PHASE II - B)	
LAND COST	TBD
HARD COST	\$10,629,959
FIELD AND SPORTS EQUIPMENT COST	\$6,568,915
FURNITURE, FIXTURES, AND EQUIPMENT	\$338,426
SOFT COSTS CONSTRUCTION	\$1,110,831
SOFT COSTS OPERATIONS	\$532,041
WORKING CAPITAL RESERVE	TBD
TOTAL USES OF FUNDS	\$19,180,171

The total use of funds for Phase II - B is approximately \$19.2 million. That total includes a portion of the Phase II soft costs for operations. The combined total cost for Phase II – A&B, including soft costs of operations, is approximately \$35.4 million. Since Spokane County, the City of Spokane Valley, and Washington State Parks are still in discussion on the use of the State Park land for the right-of-way, the Consultant Team has left any land acquisition costs to be determined.

BUSINESS MODEL OVERVIEW

As mentioned throughout this report, the key area of focus for Plante's Ferry Sports Complex is to improve existing facilities to create a best-in-class outdoor tournament destination that continues to serve the local community. Currently the facility operation is split between the multi-purpose fields and baseball/softball fields being overseen by existing local user groups. Spokane County contributes resources and subsidy to the facility to help cover overall maintenance and irrigation of the fields. While the current structure represents a valuable partnership between public and private entities, it is not optimized for the organizations involved or the ability to create an impactful sports tourism destination.

RECOMMENDED OPERATION STRUCTURE

To establish and operate the facility as a premier sports tourism destination and to improve financial performance in line with the Client's definitions of success, SFA recommends outsourced management through a third-party organization experienced in youth and amateur sports tourism facility management. SFA produced the financial forecast and economic impact analysis based on this recommendation. While a shift to focus on sports tourism through both redevelopment of the physical assets as well as through a reorganization of the operating structure is a primary goal of the Client, the focus of the business model will be to balance local use and sports tourism programming. The bullet points below outline the recommended operating structure during each phase of facility redevelopment:

- **Phase I**
 - Dedicate or hire resources to provide:
 - Project management and oversight of the redevelopment process
 - Restructure and consolidate tournament and event intake and booking
 - Coordinate user interaction and utilization of the facility
 - Continued operational structure with user groups and County partnership
- **Phase II**
 - Create intergovernmental agreement between the City, County, and any other relevant parties to cover capital contributions, business model strategy, operational oversight, and operational subsidy requirements.
 - Engage third-party, professional management for day-to-day operations

Rocky Top Sports World – Gatlinburg, TN – Managed by Sports Facilities Management



BUSINESS MODEL OVERVIEW

SPORTS TOURISM OPERATING MODEL

To more clearly define the goal of generating economic impact through sports tourism events, SFA has described the sports tourism operating model below.

The goal of a sports tourism model is to attract out-of-town teams, players, coaches, referees/umpires, and spectators to the market to generate revenue for the facility and to create economic impact through non-local visitors staying in hotels, eating at restaurants, shopping at stores, purchasing gas, etc. Within the sports tourism model, there are two primary ways of developing tournaments: creating in-house tournaments and outsourcing tournaments to existing organizers/rights holders.

In-house tournaments require a significant amount of time, energy, and human resources to develop and execute. This type of event requires the facility to market the event, register teams, secure hotels, train staff, hire officials, manage play, etc. As such, significant revenue can be generated, but the cost of doing business is high. Additionally, tournaments typically take multiple years to grow, and, as a result, first year (and often second year) events are small, marginally profitable, and generate less economic impact.

Outsourced tournaments require much less work on the part of the facility because inventory is rented to a tournament provider. That provider oversees securing teams and running the event. Additionally, they often provide greater economic impact in the early years of operation because they are not first-year events, and therefore there are more teams in attendance. However, the amount of revenue the facility can generate on an outsourced tournament is limited because team registration fees go to the rights-holder, as do other revenue streams (e.g., hotel rebates, gate fees, etc.).

Based on the established sports tourism business in the region and the definitions of success for the facility of generating economic impact through drawing non-local visitors to Spokane Valley, WA, SFA has projected the development of primarily rental tournaments through existing and new rights holders. The opportunity and ability to own events or rent events will be driven by industry relationships and market conditions but varies from sport to sport. The unique reality of operating sports tourism business models for each individual sport envisioned for the facility is reflected in the financial forecast for the operation.

It is also important to note how the size of a facility will impact the draw and number of events. To establish a national event, a facility typically needs a minimum of 20-24 fields. However, in order to draw regional events a facility typically needs a minimum of 12 fields. While a national destination can draw larger events, these events tend to be limited to one or two per year. A regional destination will draw more volume of events over the course of a year which will translate to greater economic impact dollars. Hotels, restaurants, and retail outlets also prefer these regional facilities which bring more consistent nonlocal visitation and spending. With the existing demand Plante's Ferry is experiencing with the current facility being below regional tournament quality, SFC believes the redeveloped Plante's Ferry Sports Complex is of adequate size to allow the park to serve both the local and regional opportunities most effectively.

FINANCIAL PERFORMANCE OVERVIEW

SUMMARY OF FINANCIAL PERFORMANCE – PHASE II

SFA constructed a detailed financial model (pro forma) for the total Phase II redevelopment of Plante’s Ferry Sports Complex that projects the financial viability for the first five years of operations. The model assumes that the recommended operating structure described in the “Business Model Overview” section of this report is in place.

In creating the financial forecasts, SFA intentionally projects numbers that are dependent on timely marketing, attention to detail, ongoing financial analysis, a focus on customer service, and intelligent management practices. The following tables summarize the forecasted revenues, cost of goods sold, and operating expenses through the first five years of operations at the outdoor field complex. The financial performance details have been provided in the full financial forecast document. SFA has projected the items within the financial forecast according to standard processes backed by more than a decade of industry experience including the production of hundreds of institutional-grade pro forma documents, the development of numerous youth and amateur sports facilities, and the real-world management experience gained from the day-to-day operations of more than 30 youth and amateur sports facilities around the United States.

Financial Summary

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Revenue	\$1,041,467	\$1,138,441	\$1,193,907	\$1,212,247	\$1,251,444
Total Cost of Goods Sold	\$297,124	\$329,611	\$338,096	\$341,183	\$346,980
Gross Margin	\$744,343	\$808,830	\$855,810	\$871,063	\$904,464
Total Operating Expenses	\$1,264,270	\$1,277,815	\$1,303,826	\$1,327,955	\$1,354,304
EBITDA	(\$519,927)	(\$468,986)	(\$448,016)	(\$456,892)	(\$449,839)
% of Revenue	-50%	-41%	-38%	-38%	-36%

As demonstrated in the previous table, the operations at the Plante’s Ferry Sports Complex are expected to require an operational subsidy during at least the first five years of operations. The model assumes a single operator leading the operations of the facility, conversation of current user group operators to facility renters, and total facility expenses (cost of goods sold, facility, operating, management payroll, and payroll taxes, benefits, bonus) without expense efficiencies through the City, County, user groups, or other partners.

The pro forma represents a shift in the operating structure as described previously. The result is a model that balances local use and user group support with expanding the sports tourism events held at the facility. To achieve these results, the model includes a robust management structure as well as specific resources for items such as tournament business development and marketing to establish the facility as a regional destination in conjunction with the physical asset improvements.

FINANCIAL PERFORMANCE OVERVIEW

Parking fees are also an important item to mention in relation to the operation of the facility. Parking fees are forecasted in the pro forma based on attendees to tournaments and events only. The revenue and expenses for staffing and managing parking operations during tournaments and events are reflected in the financial forecast. For more detail, please see the business unit analysis section of the pro forma document at the end of the report..

ECONOMIC IMPACT PROJECTIONS

ECONOMIC IMPACT PROJECTIONS

As stated previously, SFA developed its forecasts based on the prioritization of events that meet the Client's objectives related to tournament programming and best practices for managing successful sports tourism facilities. As part of that exercise, SFA conducted an in-depth analysis of the two components that determine economic impact:

- The average daily expenditure for non-local visitors to the market, including but not limited to:
 - Average daily rate for hotels
 - Average daily meal costs
 - Percent of spending in market by category
- The details for each event, including but not limited to:
 - Number of participants
 - Number spectators
 - Markets from which participants travel
 - Day and overnight travel habits in the region and across the industry
 - Length of event

For the purposes of this study, SFA analyzed one type of visitors to the area: overnight visitors. Overnight visitors are defined as coming to the Spokane Valley area from more than 90 minutes away who stay overnight. An overnight visitor can be reliably expected to spend in the local area while visitors that do not spend the night typically spend less and may spend in the location of their origin. That said, there will be economic benefits from visitors traveling from inside the 90-minute drive time. While these visitors will not likely contribute to hotel room nights, they will still provide impact through spending on dining, retail, gas, and entertainment. While spending from local attendees is not included in SFA's economic impact projections because it is already in the market, it will provide economic benefit to the immediate businesses in the area surrounding the facility. SFA's economic impact projections do not include any assumptions for visitors extending their stay beyond the event and do not include any indirect or induced spending projections. It is important to note that the economic impact reflects only the teams and visitors that can be hosted at the new sports complex and does not include additional teams and visitors that may be hosted at other facilities in the area in conjunction with the new facility as part of a larger tournament.

ECONOMIC IMPACT PROJECTIONS

AVERAGE DAILY EXPENDITURE

SFA projected per-person spending in the categories in which visitors to Spokane Valley, WA are expected to spend for regional youth and amateur tournaments and events. The chart below shows that overnight visitors are expected to spend an average of \$148.45 per person per day. The estimates for per person spending are based on conservative estimates for how non-local visitors will spend while in market. SFA believes that these are reliable estimates, and that it is unlikely that per person spending will fall below the projected amounts.

Per Person Spending By Category

	Amount	% of Total
Lodging/Accommodations	\$38.00	25.6%
Dining/Groceries	\$55.50	37.4%
Transportation	\$9.44	6.4%
Entertainment/Attractions	\$4.44	3.0%
Retail	\$26.09	17.6%
Miscellaneous	\$14.99	10.1%
Total	\$148.45	100%

ECONOMIC IMPACT DRIVERS

Before converting the approximate \$148 per-person average daily expenditure into a total direct spending projection, SFA analyzed the two most important drivers of economic impact: non-local days in market and room nights generated for each event projected. Non-local days in market are the number of days that non-local visitor will spend in the Spokane Valley market because of the tournament or event they are attending. Hotel room nights are the number of nights that visitors will stay in the local area to take part in tournaments and events.

The table that follows summarizes the projected economic impact drivers and direct spending in years one through five of operations.

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	90,705	100,681	101,150	101,150	101,618
Room Nights	27,238	30,252	30,377	30,377	30,502
Total Economic Impact	\$13,464,648	\$14,945,554	\$15,015,138	\$15,015,138	\$15,084,721

The Facility is projected to generate over 30,000 new room nights and approximately \$15 million in total economic impact in year five at maturity in the local area.

FRAMEWORK FOR INTERGOVERNMENTAL AGREEMENT

Interlocal agreements serve as formal legal arrangements between two governmental bodies. These agreements often serve various purposes in order to benefit the public. Interlocal agreements are a common feature in supporting youth and amateur sports facility development and operation, among other government functions. Municipalities (cities, towns, villages, etc.), as well as counties, can form these agreements with other neighboring municipalities and/or counties. More related to youth and amateur sport facility development, SFA has experience with various interlocal arrangements. In SFA's experience, interlocal agreements can consist of the formation of local government joint venture entities or direct interlocal cooperation agreements. This narrative outlines the key components of interlocal agreements that SFA has identified throughout its experience with local and state governments in the sports facility industry; this document emphasizes the local government joint venture entity formed between a City and County in Tennessee and the interlocal agreement between a City, County, and Sports Tourism Commission.

The structure of potential agreements, details on the general contents of those agreements, and key legal obligations and liabilities undertaken by the formation of the joint venture entity or interlocal agreement are outlined below. As a consultant, SFA presents these agreements as mere examples for the current Client to consider. However, the unique structure and specific obligations and liabilities of involved parties can vary and will depend on knowledge of state and local law in the state of Washington. SFA and its employees are not licensed legal practitioners in the state of Florida nor in any other state. This brief interlocal agreement summary is not legal advice nor a substitute for formal legal advice that any involved party should receive before engaging in a similar legal relationship or before forming a legal entity described herein.

OUTLINE OF EXAMPLE INTERGOVERNMENTAL AGREEMENTS

Throughout its experience in advising on, developing, and managing youth and amateur sports facilities, SFA has observed various forms of interlocal operating and management structures between cities and counties.

CITY OF GATLINBURG AND SEVIER COUNTY, TENNESSEE

The involved parties of the first agreement, the City of Gatlinburg, TN and Sevier County, TN, structured their arrangement through the formation of a local government joint venture entity. This entity is neither a non-profit, nor trust, but a "government instrumentality" with a specific purpose of promoting sports tourism in their geographic areas. The written agreement features various standard items like the name of the entity, in this case "Rocky Top Sports World", the main office address, contact information, entity purpose, and board members, like the formation of a private corporation. This is then followed by various recitals from the involved parties to express their intent, jointly, to construct and equip the facility, including parking and utilities, to specify which party (City, in this case) will issue bonds or incur other debts, if necessary, to finance the facility, and the potential benefits the parties will receive by developing the complex. Following these brief recitals, the remainder of the agreement consists of 15 itemized contract terms and signatures from the involved parties. The information that follows outlines the subjects of those terms.

OUTLINE OF EXAMPLE INTERGOVERNMENTAL AGREEMENTS

CITY OF GATLINBURG AND SEVIER COUNTY, TENNESSEE (Continued)

- Amount contributed by the City of Gatlinburg and Sevier County
 - Means of payment for each contribution, if relevant
 - Issuance of Project Obligations
 - Existing Issued Bond Proceeds
 - General Funds
 - Obligation to fund
- Duration of agreement
- Interlocal agreement formalization under current state law
- Purpose of agreement
- Manner of financing (reiterating payment terms)
- Termination clause
- Administration clause
 - Refers to external Memorandum of Understanding (MOU) related to the acquisition, construction, equipping, and operation of the property
- Successors clause
- Notices clause
- Amendments and modifications clause
- Entire Agreement statement
- Non-Assignment clause
- Limitation of liability clause to entities involved, not to individuals named within the agreement

The key items from the agreement include **the method by which each involved party intends to contribute to overall project funding, the amount each party will contribute, the length of the agreement, and the administration clause.** The administration clause in this example referred to a separate second document, an MOU, written jointly between the two governmental entities. This document specifies finer details related to facility acquisition, construction, and operation and is just one way to clarify those terms regarding youth and amateur sports facility development. Parties could choose to include those details in the interlocal agreement itself, depending on their plans or state law regarding the contents of interlocal agreement contracts.

CITY, COUNTY, & SPORTS TOURISM COMMISSION

The involved parties of the second agreement, the City, County, and Sports Tourism Commission structured their arrangement through the writing of a formal interlocal cooperation agreement. This agreement consists of a similar structure to the first example with a brief introduction followed by recitals, comprehensive articles that introduce the terms of the agreement, the roles and obligations of the parties, project approval process details, funding commitments, guidelines for operations, contract duration, miscellaneous terms, dispute resolution clauses, and finalized with definitions of key terms and phrases used throughout the contract and signed by the involved parties.

OUTLINE OF EXAMPLE INTERGOVERNMENTAL AGREEMENTS

CITY, COUNTY, & SPORTS TOURISM COMMISSION

- ARTICLE 1
 - Development of the Athletic Complex
 - Declarations clause of public policy
 - Approval of master plan
 - Pledge of cooperation
 - Nature of agreement
 - Real property contributions to the project and related terms
 - Role of Sports Commission in developing the sports facilities
 - Facility management agreement with Sports Facilities Management
 - Powers of Sports Commission and limits on authority
 - Creation of a Project Working Group
 - Roles and functions during development
 - Post-development role
 - Project Approval Process
 - Final drawing and bid package details
 - Termination costs
- ARTICLE 2
 - Funding of the Project
 - Payment of design and construction costs
 - Initial contributions from involved parties
 - Payment of development costs
 - Obligations, terms of cost estimates, payment structure, and terms for payment of additional capital contributions
 - Additional details concerning City and County contributions, including any City and County debt, sources of payments including municipal revenues, debt, TRT receipts, and more
 - Terms defining acceptance of gifts and grants for sports facility funding
- ARTICLE 3
 - Operation of the Athletic Complex
 - Guidelines for operations
 - Delegation of management to third-party operator, Sports Facilities Management
 - Support of operations
 - Revenue shortfall scenario terms
 - Repayment of City and County
 - Use of Excess Operating Revenues
- ARTICLE 4
 - Duration and Termination
- ARTICLE 5
 - Miscellaneous Provisions
 - Waiver of jury trial
 - Waiver of permit fees and commitment to expedite inspections

OUTLINE OF EXAMPLE INTERGOVERNMENTAL AGREEMENTS

CITY, COUNTY, & SPORTS TOURISM COMMISSION

- ARTICLE 6
 - Dispute Resolution
- ARTICLE 7
 - Definitions
 - Definitions and explanations of key terms and phrases from agreement

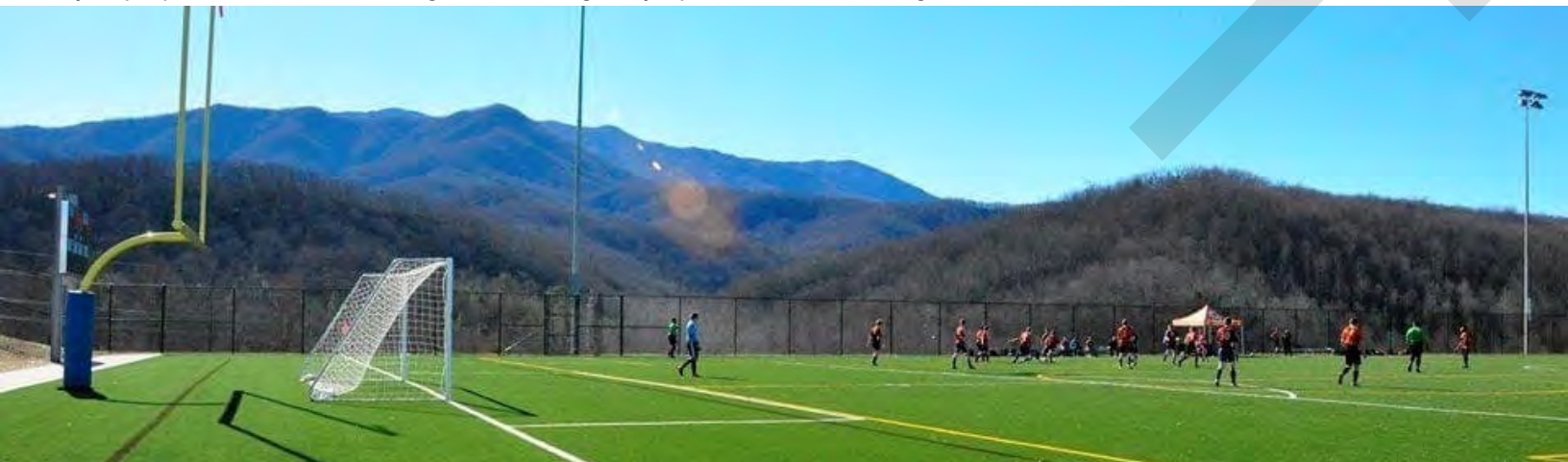
The key items from the agreement include **the method by which each involved party intends to contribute to overall project funding, the amount each party will contribute, real property contributions, the role(s) of each party in the development process (design, build, and management/operation), and the length of the agreement.**

SUMMARY OF EXAMPLE INTERGOVERNMENTAL AGREEMENTS

While the two examples derive from two different states and different organizing structures, they share several similarities in both structure and content that other municipalities and counties can utilize. The formation of a joint venture entity or formalizing of an interlocal agreement can support the development of youth and amateur sports complexes within communities across the country. Notably, these agreements must clearly state the involved parties, the contributions of the parties to the project whether real estate, organizational contributions, or financing, and to which phase of the development they hope to contribute. Involved parties can choose to contribute to the design, build/construction, and management/operation of a facility, or any singular phase that best suits their ability and willingness to contribute. In addition, these agreements must define the length of time each involved party will remain involved with the development. It is critical to clearly define the roles and length of any commitment from an involved party in order to ensure successful initial development and long-term facility sustainability.

SFA is available to discuss the contents of this summary document in further detail if desired. SFA can share specifics from the public contracts, while also providing feedback based on the resulting positive outcomes and challenges experienced through working as the trusted third-party management firm for each facility referenced in this document.

Rocky Top Sports World – Gatlinburg, TN – Managed by Sports Facilities Management



POTENTIAL FUNDING AND PARTNERSHIP OPPORTUNITIES

Based on SFA's experience in planning and funding facilities similar to the facilities included in the included facility program, communities and private clients have deployed the following funding mechanisms successfully in recent projects across the country. It should be noted that in today's development climate, most projects have a diverse set of funding sources and often rely on public-private partnerships.

BORROWING

- **Private Loan**

- A loan is taken out by a business to fund the development and early-stage operation of the facility.

SPECIAL DISTRICTS

- **Tax Increment Financing (TIF)**

- A district is developed specifically for the purpose of incentivizing development. Upon establishment, the tax base of the district is frozen and any increase to the tax base as a result of new developments are used to pay the TIF bonds.

- **Taxes on Business Improvement Districts (BIDs)**

- A district is developed where businesses are required to pay an additional tax to fund projects within the boundaries of the district.

- **Opportunity Zones**

- An economically distressed community where new investments, under certain conditions, become eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the state and that nomination has been certified by the Secretary of the U.S. Treasury via their delegation of authority to the Internal Revenue Service.

PURCHASE OF DEVELOPMENT RIGHTS

- Private landowners relinquish their right to build on their land but retain the title to the property. This is most commonly applied to agricultural and farmland, but land laws vary by state.

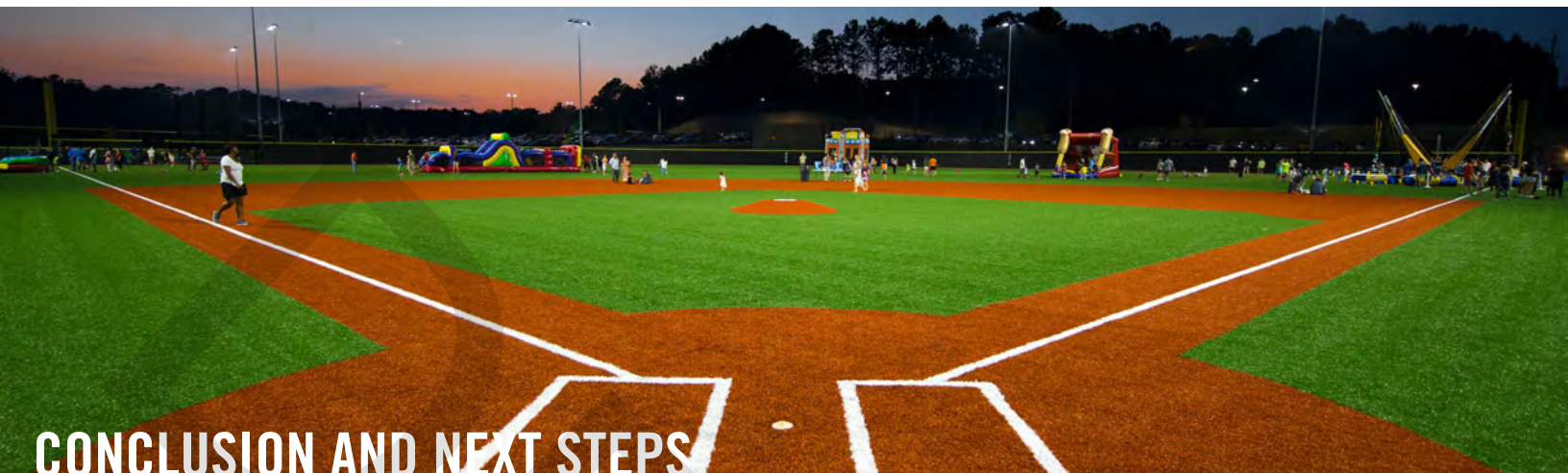
PARTNERSHIPS

- **Public-Private Partnerships**

- Development and/or operational commitments are made between public and private organizations in order to provide capital, credit, or long-term income to secure or back a loan. Private sector partners are most commonly developers, medical sector organizations, for-profit sports or wellness organizations, and non-profit sports or wellness organizations. The Public-Private Partner relationship can encompass a few or all of the following facility development phases: design, build, finance, operate, and/or manage.

- **Public-Public Partnerships**

- Development and/or operational commitments are made two public sector organizations in order to provide capital, credit, or long-term income to secure or back a loan. Public sector partners are most commonly Cities/Towns/ Villages, Counties, Parks & Recreation Departments, Chamber/CVB/Tourism Departments, and School Districts.



CONCLUSION AND NEXT STEPS

Based on the work completed to date, the Consultant Team believes that an opportunity exists to redevelop the existing field assets at Plante’s Ferry Sports Complex in the Spokane Valley market with the capability of meeting many of the Client’s objectives that will:

- **Grow Sports Tourism:** Capitalize on the continued growth in sports tourism industry to develop a premier sports tourism facility that attracts, hosts, and retains sports and non-sports tournaments and events.
- **Spur Economic Impact and Development:** Maximize the opportunity to generate economic impact (new spending by non-local visitors) in the Spokane Valley market that would not be generated but for the tournaments and events held at the facility.
- **Improve Local Programs:** Increase access to sports, recreation, and wellness programs and activities for the local community.

Based on the definitions of success outlined above and realities of funding, the Consultant Team has outlined a phased approach to the redevelopment of the Plante’s Ferry Sports Complex, created design concepts and opinions of cost for the phases, and forecasted the financial performance and economic impact potential of the recommended full build out of the facility.

The determination of redeveloping the existing facilities and clarifying the best path forward for the Client, among other exercises, is crucial to continue analyzing the opportunity.

CONCLUSION AND NEXT STEPS

SFA recommends that the Client:

- Create a funding plan to cover the cost of development for both Phases and the operational start-up to restructure facility operations.
- Develop a plan to cover long-term operating, capital improvement, and replacement costs.
- Establish an intergovernmental agreement between the city and county to work collaboratively in the funding, operating, and managing of the facility.

IT IS CRITICAL THAT, PRIOR TO MOVING FORWARD WITH THE DEVELOPMENT, THE CLIENT CONSIDER THE FINDINGS AND RECOMMENDATIONS IN THIS DOCUMENT. EACH OF THE RECOMMENDATIONS SHOULD BE ADDRESSED THROUGHOUT THE NEXT PHASES OF WORK.

The Consultant Team believes that the facilities as planned have the potential to accomplish the Client Team's goals if pursued. If the three steps/factors above can be accomplished, SFA endorses the redevelopment of Plante's Ferry Sports Complex in Spokane Valley, Washington.

Based on the results of this study, the Consultant Team believes that this project has the components needed to move a project from analyzing feasibility to exploring its potential fundability or the potential to secure financing. Based on these findings and recommendations, the project is ready to move to the next phase exploring and discussing funding strategies that will continue to mature and develop the conversation around creating a local sports and recreation asset with the ability to achieve sports tourism located in Spokane Valley, Washington.

The Consultant Team is available to assist in any or all of the above steps and welcomes the opportunity to discuss these findings with the Client in order to support the formulation of a decision related to the redevelopment of Plante's Ferry Sports Complex in Spokane Valley.

LEADING THE INDUSTRY SINCE 2003



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

SFM SPORTS FACILITIES
COMPANIES

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

WE SERVE

\$15 Billion
IN PLANNED & FUNDED FACILITIES

3000 COMMUNITIES
SERVED

25 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

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25
MILLION GUEST VISITS ANNUALLY

\$1B
5 YEAR ECONOMIC IMPACT FORECAST

1500+
SFC TEAM MEMBERS IN THE NETWORK

\$250
MILLION IN HOTEL ROOM NIGHTS



INDOOR FACILITIES

- | | | |
|----|------------------|----------------------------------|
| 1 | ROCKY MOUNT, NC | ROCKY MOUNT EVENT CENTER |
| 2 | MYRTLE BEACH, SC | MYRTLE BEACH SPORTS CENTER |
| 3 | BRIDGEPORT, WV | THE BRIDGE SPORTS COMPLEX |
| 4 | WHEELING, WV | HIGHLANDS SPORTS COMPLEX |
| 5 | HILLIARD, OH | BO JACKSON'S ELITE SPORTS |
| 6 | SANDUSKY, OH | CEDAR POINT SPORTS CENTER |
| 7 | BEDFORD PARK, IL | WINTRUST SPORTS COMPLEX |
| 8 | GRAND CHUTE, WI | COMMUNITY FIRST CHAMPIONS CENTER |
| 9 | MORRISTOWN, TN | MORRISTOWN LANDING |
| 10 | KINGSPORT, TN | TNT SPORTSPLEX |
| 11 | BRYAN, TX | LEGENDS EVENT CENTER |
| 12 | WEST MONROE, LA | WEST MONROE SPORTS & EVENTS |

OUTDOOR FACILITIES

- | | | |
|----|-----------------------|---------------------------------|
| 1 | XENIA, OH | ATHLETES IN ACTION |
| 2 | ELIZABETHTOWN, KY | ELIZABETHTOWN SPORTS PARK |
| 3 | PANAMA CITY BEACH, FL | PUBLICX SPORTS PARK |
| 4 | OLDSMAR, FL | EMPOWER ADVENTURES |
| 5 | BRANSON, MO | BALLPARKS OF AMERICA |
| 6 | EDMOND, OK | PELICAN BAY AQUATICS |
| 7 | COCOA, FL | LAUNCHPAD SPORTS COMPLEX |
| 8 | PECOS, TX | CYCLONE BALLPARKS |
| 9 | STARKVILLE, MS | CORNERSTONE SPORTS COMPLEX |
| 10 | NAPLES, FL | PARADISE COAST SPORTS COMPLEX |
| 11 | PADUCAH, KY | MCCRACKEN COUNTY SPORTS COMPLEX |
| 12 | MARION, IL | MARION STADIUM |
| 13 | REEDS SPRING, MO | SHO-ME BASEBALL CAMP |
| 14 | ODESSA, TX | THE BASIN SPORTS COMPLEX |

INDOOR/OUTDOOR FACILITIES

- | | | |
|---|-------------------|-------------------------------------|
| 1 | HILLSBOROUGH, NJ | IRON PEAK SPORTS & EVENTS |
| 2 | HARRISONBURG, VA | HORIZONS EDGE SPORTS CAMPUS |
| 3 | GATLINBURG, TN | ROCKYTOP SPORTS WORLD |
| 4 | HOOVER, AL | HOOVER MET COMPLEX |
| 5 | ALBERTVILLE, AL | SAND MOUNTAIN PARK & AMPHITHEATER |
| 6 | OVERLAND PARK, KS | BLUHBARK MULTI-SPORT |
| 7 | CARSON, CA | CREEK AT DOMINGUEZ HILLS |
| 8 | SPRINGFIELD, IL | SHEELS SPORTS PARK AT LEGACY POINTE |

PARKS & RECREATION

- | | | |
|---|----------------|----------------------------|
| 1 | BRANDON, MS | BRANDON PARKS & RECREATION |
| 2 | GARDENDALE, AL | BILL NOBLE PARK |

THE SPORTS FACILITIES
ADVISORY



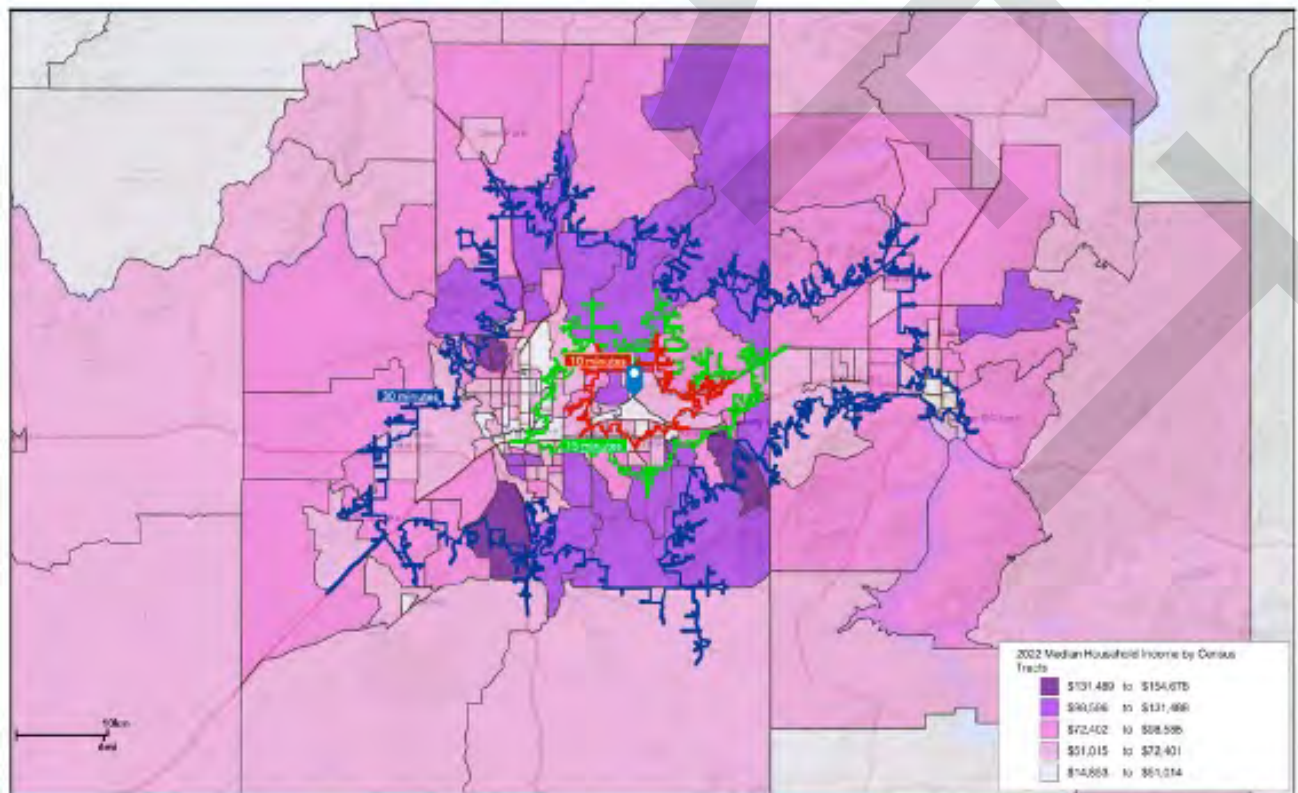
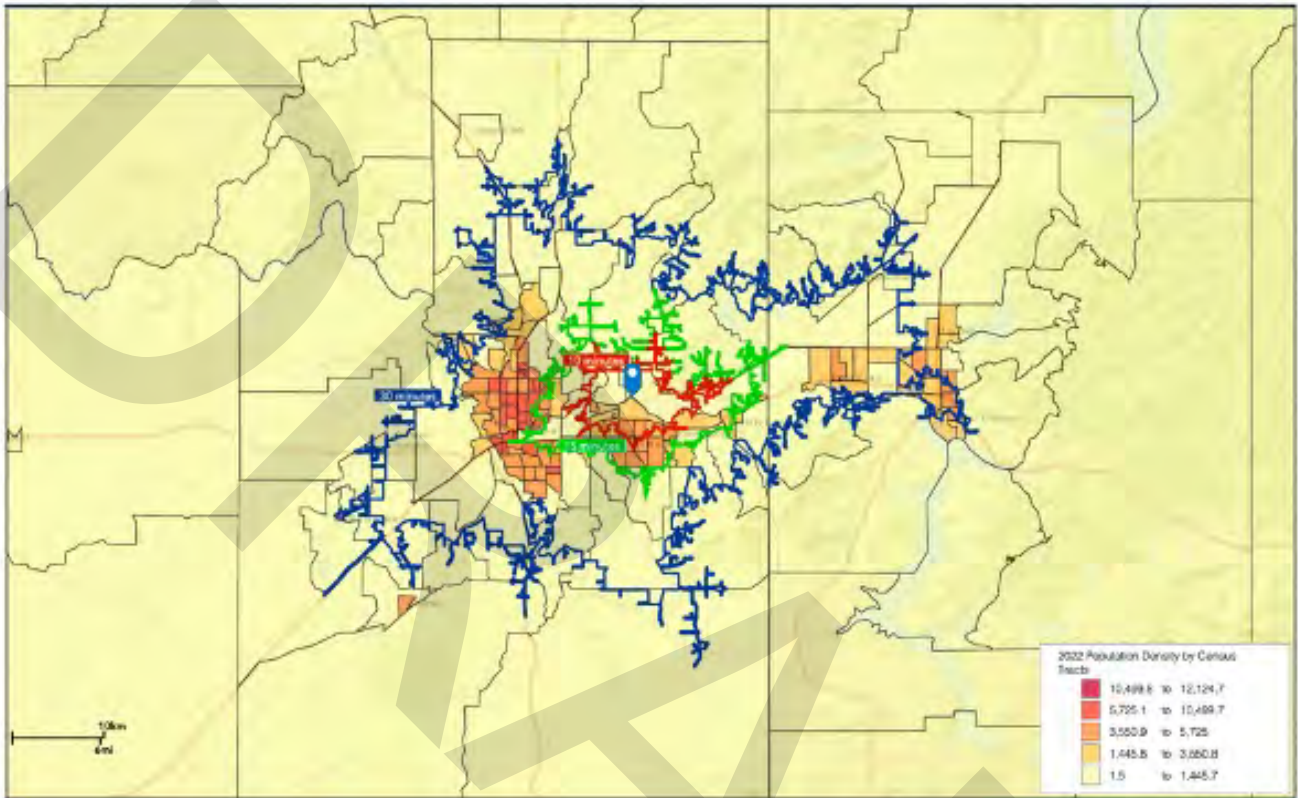
APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC DATA

Demographic Highlights	10 minutes	15 minutes	30 minutes
Total Population	46,621	142,152	572,047
2022 Median Age (Esri)	37.3	38.5	38.7
2022 Median Household Income (Esri)	\$58,961	\$60,199	\$63,403
2022 Average Household Income (Esri)	\$80,971	\$83,521	\$90,796
2022 Per Capita Income (Esri)	\$33,798	\$33,549	\$36,164
2022 Household Population (Esri)	46,012	139,854	557,198
2010-2017 Population: Annual Growth Rate (Esri)			
2017-2022 Population: Annual Growth Rate (Esri)	0.67	0.75	0.82
2017-2022 Median Household Income: Annual Growth Rate (Esri)	5.12	4.70	4.38
2017-2022 Per Capita Income: Annual Growth Rate (Esri)	4.09	4.43	3.88
2022 Total Households (Esri)	19,590	57,517	227,450
2022 Total Family Households (Esri)	11,691	35,427	140,154
2022 Average Household Size (Esri)	2.35	2.43	2.45
Age Breakdown	10 minutes	15 minutes	30 minutes
2022 Total Population Age 0-4 (Esri) (%)	6.58%	6.26%	5.93%
2022 Total Population Age 5-9 (Esri) (%)	6.31%	6.24%	6.06%
2022 Total Population Age 10-14 (Esri) (%)	6.18%	6.25%	6.14%
2022 Total Population Age 15-19 (Esri) (%)	5.81%	5.83%	6.16%
2022 Total Population Age 20-24 (Esri) (%)	6.76%	6.37%	6.59%
2022 Total Population Age 25-29 (Esri) (%)	7.68%	7.25%	7.16%
2022 Total Population Age 30-34 (Esri) (%)	7.54%	7.07%	6.99%
2022 Total Population Age 35-39 (Esri) (%)	6.91%	6.73%	6.68%
2022 Total Population Age 40-44 (Esri) (%)	5.95%	6.14%	6.10%
2022 Total Population Age 45-49 (Esri) (%)	5.50%	5.69%	5.71%
2022 Total Population Age 50-54 (Esri) (%)	5.29%	5.74%	5.80%
2022 Total Population Age 55-59 (Esri) (%)	5.89%	6.29%	6.34%
2022 Total Population Age 60-64 (Esri) (%)	6.03%	6.32%	6.39%
2022 Total Population Age 65-69 (Esri) (%)	5.39%	5.52%	5.74%
2022 Total Population Age 70-74 (Esri) (%)	4.55%	4.56%	4.63%
2022 Total Population Age 75-79 (Esri) (%)	3.17%	3.20%	3.16%
2022 Total Population Age 80-84 (Esri) (%)	2.08%	2.13%	2.07%
2022 Total Population Age 85+ (Esri) (%)	2.39%	2.41%	2.36%
2022 Total Population Age 18+ (Esri) (%)	77.59%	77.81%	78.40%
Household Income Breakdown	10 minutes	15 minutes	30 minutes
2022 Household Income less than \$15,000 (Esri) (%)	9.10%	8.50%	8.20%
2022 Household Income \$15,000-\$24,999 (Esri) (%)	8.90%	8.10%	7.90%
2022 Household Income \$25,000-\$34,999 (Esri) (%)	10.50%	8.80%	8.50%
2022 Household Income \$35,000-\$49,999 (Esri) (%)	13.00%	14.40%	12.80%
2022 Household Income \$50,000-\$74,999 (Esri) (%)	18.60%	20.20%	20.10%
2022 Household Income \$75,000-\$99,999 (Esri) (%)	14.80%	14.10%	13.20%
2022 Household Income \$100,000-\$149,999 (Esri) (%)	14.20%	14.40%	15.00%
2022 Household Income \$150,000-\$199,999 (Esri) (%)	7.00%	7.30%	8.30%
2022 Household Income \$200,000 or greater (Esri) (%)	3.90%	4.30%	6.10%
Spending: Recreation	10 minutes	15 minutes	30 minutes
2022 Membership Fees for Social/Recreation/Civic Clubs (Avg)	216.18	226.25	246.88
2022 Fees for Participant Sports excluding Trips (Avg)	100.39	105.33	115.26
2022 Fees for Recreational Lessons (Avg)	113.20	121.70	132.55
2022 Camp Fees (Avg)	22.44	25.04	26.99

APPENDIX – REGIONAL DEMOGRAPHIC AND SOCIOECONOMIC DATA

Demographic Highlights	60 minutes	90 minutes	240 minutes
Total Population	778,334	871,474	2,469,720
2022 Median Age (Esri)	39.7	40.5	38.6
2022 Median Household Income (Esri)	\$65,367	\$64,276	\$63,508
2022 Average Household Income (Esri)	\$91,966	\$90,408	\$89,567
2022 Per Capita Income (Esri)	\$36,305	\$35,949	\$34,286
2022 Household Population (Esri)	758,853	850,853	2,405,841
2010-2017 Population: Annual Growth Rate (Esri)			
2017-2022 Population: Annual Growth Rate (Esri)	0.86	0.84	0.61
2017-2022 Median Household Income: Annual Growth Rate (Esri)	4.13	4.09	3.91
2017-2022 Per Capita Income: Annual Growth Rate (Esri)	3.80	3.75	3.52
2022 Total Households (Esri)	306,450	345,783	943,641
2022 Total Family Households (Esri)	194,920	220,462	613,242
2022 Average Household Size (Esri)	2.48	2.46	2.55
Age Breakdown	60 minutes	90 minutes	240 minutes
2022 Total Population Age 0-4 (Esri) (%)	5.71%	5.62%	6.18%
2022 Total Population Age 5-9 (Esri) (%)	5.90%	5.83%	6.28%
2022 Total Population Age 10-14 (Esri) (%)	6.05%	6.01%	6.30%
2022 Total Population Age 15-19 (Esri) (%)	6.20%	6.11%	6.39%
2022 Total Population Age 20-24 (Esri) (%)	6.59%	6.39%	6.92%
2022 Total Population Age 25-29 (Esri) (%)	6.93%	6.74%	6.97%
2022 Total Population Age 30-34 (Esri) (%)	6.66%	6.48%	6.56%
2022 Total Population Age 35-39 (Esri) (%)	6.36%	6.23%	6.15%
2022 Total Population Age 40-44 (Esri) (%)	5.92%	5.86%	5.71%
2022 Total Population Age 45-49 (Esri) (%)	5.67%	5.66%	5.44%
2022 Total Population Age 50-54 (Esri) (%)	5.92%	5.96%	5.66%
2022 Total Population Age 55-59 (Esri) (%)	6.61%	6.74%	6.37%
2022 Total Population Age 60-64 (Esri) (%)	6.79%	7.01%	6.66%
2022 Total Population Age 65-69 (Esri) (%)	6.15%	6.39%	6.14%
2022 Total Population Age 70-74 (Esri) (%)	4.93%	5.14%	4.88%
2022 Total Population Age 75-79 (Esri) (%)	3.32%	3.46%	3.31%
2022 Total Population Age 80-84 (Esri) (%)	2.08%	2.14%	2.00%
2022 Total Population Age 85+ (Esri) (%)	2.21%	2.24%	2.07%
2022 Total Population Age 18+ (Esri) (%)	78.85%	79.06%	77.61%
Household Income Breakdown	60 minutes	90 minutes	240 minutes
2022 Household Income less than \$15,000 (Esri) (%)	7.70%	7.90%	8.20%
2022 Household Income \$15,000-\$24,999 (Esri) (%)	7.70%	7.90%	8.50%
2022 Household Income \$25,000-\$34,999 (Esri) (%)	8.00%	8.30%	8.50%
2022 Household Income \$35,000-\$49,999 (Esri) (%)	12.40%	12.50%	12.70%
2022 Household Income \$50,000-\$74,999 (Esri) (%)	20.30%	20.10%	19.10%
2022 Household Income \$75,000-\$99,999 (Esri) (%)	13.60%	13.60%	13.60%
2022 Household Income \$100,000-\$149,999 (Esri) (%)	16.20%	16.00%	16.10%
2022 Household Income \$150,000-\$199,999 (Esri) (%)	8.00%	7.80%	7.40%
2022 Household Income \$200,000 or greater (Esri) (%)	6.20%	5.90%	5.90%
Spending: Recreation	60 minutes	90 minutes	240 minutes
2022 Membership Fees for Social/Recreation/Civic Clubs (Avg)	247.51	240.22	234.08
2022 Fees for Participant Sports excluding Trips (Avg)	115.60	111.73	108.49
2022 Fees for Recreational Lessons (Avg)	133.38	128.98	126.10
2022 Camp Fees (Avg)	27.29	26.81	25.50

APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC MAPS



APPENDIX – LOCAL FACILITIES

Outdoor Baseball/Softball Facilities	Drive Time (Minutes)
SYSA/Andrew Rypien Field	15
Spokane Indians Stadium	17
Rogers HS Field	19
Roosevelt Elementary Field	21
Garry MS	21
Clark Playfield	22
Ferris HS	22
Franklin Park	23
Whitworth Soccer Field	24
Sacajawea Middle School	25
Spokane Falls CC	26
Chase Sports Field Complex	26
Shadle Park HS Field	27
Martella Field	30
Dwight Merkel Sports Complex	30

Outdoor Multi-Purpose Facilities	Drive Time (Minutes)
TBD Future HUB Sports Complex Fields	10
SYSA/Andrew Rypien Field	15
Shaw MS	17
Mead Sports Complex	17
Union Stadium	17
Mulligan Field	20
Luger Field and Practice Fields	20
Roosevelt Elementary Field	21
Garry MS	21
Ferris HS	22
Spokane Polo Club	23
TBD Future USL Stadium	23
Franklin Park	23
Southeast/South Hill Sports Complex	23
Hamblen Elementary Field	23
Whitworth Soccer Field	24
Sacajawea Middle School	25



FIVE-YEAR OPERATING PRO FORMA

PREPARED FOR: SPOKANE COUNTY AND THE CITY OF SPOKANE VALLEY

REPORT DELIVERY DATE: AUGUST 2023



THIS PROJECT IS REPRESENTED BY



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Facility Program Details

Facility Program

Outdoor Athletic Facilities

Space	Outdoor Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Footprint
300' BB/SB Fields	Regulation Hybrid Turf Field (Turf Infield)	2	300' Fence		90,000	180,000	13.6%
	<i>Total 300' Baseball/Softball Fields Sq. Ft.</i>						180,000
250' BB/SB Fields	Regulation Hybrid Turf Field (Turf Infield)	3	250' Fence		62,500	187,500	14.2%
	<i>Total 250' Baseball/Softball Fields Sq. Ft.</i>						187,500
Multi- Purpose Fields	Natural Grass Field - (With 12' Apron)	7	330	220	72,600	508,200	38.5%
	Synthetic Turf Field - (With 12' Apron)	6	330	220	72,600	435,600	33.0%
	<i>Total Outdoor Multi-Purpose Fields Sq. Ft.</i>						943,800
Support	Existing Support Building	1	120	60	7,200	7,200	0.5%
	Secondary Support Buildings	2	40	40	1,600	3,200	0.2%
	<i>Total Support Buildings Sq. Ft.</i>						10,400
Total Estimated Outdoor Athletic Facilities SF						1,321,700	100%
Total Outdoor Athletic Facility Acreage						30.34	

Site Development

		Quantity	Dimensions L (') W (')		Approx. SF each	Total SF	% of Total
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	1,601	20	20	400	640,400	29.6%
	Setbacks, Green Space, Trails, etc.						1,522,858
Total Estimated Site Development SF						2,163,258	100%
Total Site Development Acreage						49.66	
Total Complex Acreage						80.00	

Facility Development Costs and Financing

Capital Costs and Start-up Expenses - Phase I

Details	Quantity	Multiple	Unit	Cost/Unit	Budgeted Cost	% of Total
Hard Costs						
Mobilization	1	1	EA	5%	\$191,000	3.9%
New Entry Drive (24' wide)	46,536	1	SF	\$7.56	\$351,605	7.2%
Concrete Curb	2,426	1	LF	\$35.00	\$84,910	1.7%
Demo of existing asphalt	250	1	SY	\$16.00	\$4,000	0.1%
Grading	30,800	1	CY	\$7.50	\$231,000	4.7%
Sidewalk (10' wide)	9,582	1	SF	\$8.00	\$76,656	1.6%
Fencing	1,800	1	LF	\$50.00	\$90,000	1.8%
Parking Lot Asphalt	61,160	1	SF	\$7.56	\$462,370	9.5%
Stormwater Collection	1	1	AC	\$50,000.00	\$70,202	1.4%
Contingency				10.00%	\$156,174	3.2%
Escalation				0.00%	\$0	0.0%
Hard Cost Total					\$1,717,917	35.2%
Multi-Purpose Fields						
Synthetic Turf Fields	86,400	3	SF	\$8.55	\$2,216,160	45.45%
Natural Grass Fields						
Grass fields w/ Irrigation	86,400	0	SF	\$4.50	\$0	0.00%
All Fields						
Shared poles	1	0	Poles	\$100,000	\$0	0.00%
Stand alone poles	1	0	Poles	\$75,000	\$0	0.00%
Transformer / feeder line	1	2	Poles	\$50,000	\$100,000	2.05%
Synthetic Turf Field Maintenance Equipment	1		LS	\$30,000	\$30,000	0.62%
Contingency				10.00%	\$234,616	4.81%
Multi-Purpose Fields Cost Total					\$2,580,776	52.93%
Soft Costs Construction						
Design-Build Fees				12.0%	\$515,843	10.6%
Permits/Inspections				0.50%	\$8,590	0.2%
Additional Services				10.00%	\$52,443	1.1%
Soft Costs Total					\$576,876	11.8%
Total Construction Costs - Phase 1					\$4,875,569	100.00%

Capital Costs and Start-up Expenses - Phase II - A

Details	Quantity	Multiple	Unit	Cost/Unit	Budgeted Cost	% of Total
Hard Costs						
Mobilization	1	1	EA	1%	\$200,000	1.3%
Tree Demo	1	1	EA	\$200,000	\$200,000	1.3%
Demo of existing asphalt	11,000	1	SY	\$16	\$176,000	1.1%
Demo of existing bldgs	10,859	0	SF	\$20.00	\$0	0.0%
Grading	142,631	1	CY	\$7.50	\$1,069,729	6.8%
Drive (24' wide) Asphalt	27,576	1	SF	\$7.56	\$208,352	1.3%
Parking Lot Asphalt	360,743	1	SF	\$9.00	\$3,246,687	20.7%
Concrete Curb	14,928	1	LF	\$35.00	\$522,480	3.3%
Concession / Restroom BLDG	7,200	1	SF	\$225.00	\$1,620,000	10.3%
Sidewalk	53,560	1	SF	\$10.00	\$535,600	3.4%
Fencing	3,732	1	LF	\$50.00	\$186,600	1.2%
Stormwater Collection	9	1	AC	\$50,000	\$445,729	2.8%
Sanitary Sewer Services	1	2	LS	\$100,000	\$150,000	1.0%
Sanitary Sewer Main	1	1	LS	\$150,000	\$150,000	1.0%
Irrigation Master	1	1	LS	\$100,000	\$100,000	0.6%
Maintenance Facility	2,400	0	SF	\$200.00	\$0	0.0%
Landscaping islands only	94,263	0	EA	\$5.00	\$0	0.0%
Landscaping macro	200,000	0	EA	\$5.00	\$0	0.0%
Cross Country Trails	72,179	0	LF	\$0.50	\$0	0.0%
Contingency				10.00%	\$881,118	5.6%
Hard Cost Total					\$9,692,295	61.8%
Baseball/Softball Fields						
Synthetic Turf Fields						
Baseball 250 - Synthetic infield	7,630	0	SF	\$8.55	\$0	0.00%
Baseball 250 - Natural turf outfield	51,967	0	SF	\$4.50	\$0	0.00%
Baseball 300 - Synthetic infield	7,630	0	SF	\$8.55	\$0	0.00%
Baseball 300 - Natural turf outfield	75,316	0	SF	\$4.50	\$0	0.00%
All Fields Structures & Equipment						
Baseball - Fencing / dugouts/backstops	1	0	LS	\$200,000	\$0	0.00%
Baseball - batting cages	1	0	LS	\$75,000	\$0	0.00%
Contingency				10.00%	\$0	0.00%
Baseball/Softball Fields Cost Total					\$0	0.00%
Multi-Purpose Fields						
Synthetic Turf Fields	86,400	0	SF	\$8.55	\$0	0.00%
Natural Grass Fields						
Grass fields w/ Irrigation	86,400	7	SF	\$4.50	\$2,721,600	17.35%
All Fields (includes Baseball)						
Field Lighting	1	0	EA	\$325,000	\$0	0.00%
Shared poles	4	2	poles	\$100,000	\$800,000	5.10%
Stand alone poles	4	2	poles	\$75,000	\$600,000	3.82%
Transformer / feeder line	1	2		\$50,000	\$100,000	0.64%
Contingency				10.00%	\$422,160	2.69%
Multi-Purpose Fields Cost Total					\$4,643,760	29.60%
Furniture, Fixtures and Equipment Cost						
MISCELLANEOUS						
Playground Surfacing	6,844	0	SF	\$15.00	\$0	0.0%
Playground Equipment	1	0	EA	\$75,000	\$0	0.0%
Electrical Service	1	1	LS	\$10,000	\$10,000	0.1%
Site furniture					\$0	0.0%
Bleachers	2	10	EA	\$4,000	\$80,000	0.5%
Signage	1	10	EA	\$4,000	\$40,000	0.3%
Trash	2	10	EA	\$1,000	\$20,000	0.1%
Other	1	10	EA	\$1,000	\$10,000	0.1%
Entry / Monument Sign	1	1	EA	\$150,000	\$150,000	1.0%
Contingency				10.00%	\$31,000	0.2%
Furniture, Fixtures and Equipment Cost Total					\$341,000	2.2%
Soft Costs Construction						
Design-Build Fees				9.0%	\$872,307	5.6%
Permits/Inspections				0.50%	\$48,461	0.3%
Additional Services				10.00%	\$92,077	0.6%
Soft Costs Total					\$1,012,845	6.5%
Total Construction Costs - Phase 2A					\$15,689,900	100.00%

Capital Costs and Start-up Expenses - Phase II - B

Details	Quantity	Multiple	Unit	Cost/Unit	Budgeted Cost	% of Total
Hard Costs						
Mobilization	1	1	EA	1%	\$200,000	1.1%
Tree Demo	0	0	EA	\$200,000	\$0	0.0%
Demo of existing asphalt	39,000	1	SY	\$16	\$624,000	3.3%
Demo of existing bldgs	10,859	1	SF	\$20.00	\$217,180	1.2%
Grading	189,068	1	CY	\$7.50	\$1,418,013	7.6%
Drive (24' wide) Asphalt	86,160	1	SF	\$7.56	\$650,987	3.5%
Parking Lot Asphalt	128,425	1	SF	\$9.00	\$1,155,825	6.2%
Concrete Curb	10,812	1	LF	\$35.00	\$378,420	2.0%
Concession / Restroom BLDG	7,200	1	SF	\$225.00	\$1,620,000	8.7%
Sidewalk	78,736	1	SF	\$10.00	\$787,360	4.2%
Fencing	4,562	1	LF	\$50.00	\$228,100	1.2%
Stormwater Collection	5	1	AC	\$50,000	\$246,310	1.3%
Sanitary Sewer Services	1	2	LS	\$100,000	\$150,000	0.8%
Sanitary Sewer Main	1	0	LS	\$150,000	\$0	0.0%
Irrigation Master	1	0	LS	\$100,000	\$0	0.0%
Maintenance Facility	2,400	1	SF	\$200.00	\$480,000	2.6%
Landscaping islands only	94,263	1	EA	\$5.00	\$471,315	2.5%
Landscaping macro	200,000	1	EA	\$5.00	\$1,000,000	5.4%
Cross Country Trails	72,179	1	LF	\$0.50	\$36,090	0.2%
Contingency				10.00%	\$96,360	5.2%
Escalation				0.00%	\$0	0.0%
Hard Cost Total					\$10,629,959	57.0%
Baseball/Softball Fields						
Synthetic Turf Fields						
Baseball 250 - Synthetic infield	7,630	3	SF	\$8.55	\$195,710	1.05%
Baseball 250 - Natural turf outfield	51,967	3	SF	\$4.50	\$701,555	3.76%
Baseball 300 - Synthetic infield	7,630	2	SF	\$8.55	\$130,473	0.70%
Baseball 300 - Natural turf outfield	75,316	2	SF	\$4.50	\$677,844	3.63%
All Fields Structures & Equipment						
Baseball - Fencing / dugouts/backstops	1	5	LS	\$200,000	\$1,000,000	5.36%
Baseball - batting cages	1	1	LS	\$75,000	\$75,000	0.40%
Shipping & Tax				0.00%	\$0	0.00%
Contingency				10.00%	\$278,058	1.49%
Escalation				0.00%	\$0	0.00%
Baseball/Softball Fields Cost Total					\$3,058,639	16.40%
Multi-Purpose Fields						
Synthetic Turf Fields	86,400	3	SF	\$8.55	\$2,216,160	11.88%
Natural Grass Fields						
Grass fields w/ Irrigation	86,400	0	SF	\$4.50	\$0	0.00%
All Fields (includes Baseball)						
Field Lighting	1	3	EA	\$325,000	\$975,000	5.23%
Shared poles	4	0	poles	\$100,000	\$0	0.00%
Stand alone poles	4	0	poles	\$75,000	\$0	0.00%
Transformer / feeder line	1	0		\$50,000	\$0	0.00%
Shipping & Tax				0.00%	\$0	0.00%
Contingency				10.00%	\$319,116	1.71%
Escalation				0.00%	\$0	0.00%
Multi-Purpose Fields Cost Total					\$3,510,276	18.82%
Furniture, Fixtures and Equipment Cost						
MISCELLANEOUS						
Playground Surfacing	6,844	1	SF	\$15.00	\$102,660	0.6%
Playground Equipment	1	1	EA	\$75,000	\$75,000	0.4%
Electrical Service	1	1	LS	\$10,000	\$10,000	0.1%
Site furniture					\$0	0.0%
Bleachers	2	8	EA	\$4,000	\$64,000	0.3%
Signage	1	8	EA	\$4,000	\$32,000	0.2%
Trash	2	8	EA	\$1,000	\$16,000	0.1%
Other	1	8	EA	\$1,000	\$8,000	0.0%
Entry / Monument Sign	1	0	EA	\$150,000	\$0	0.0%
Shipping & Tax				0.00%	\$0	0.0%
Contingency				10.00%	\$30,766	0.2%
Escalation				0.00%	\$0	0.0%
Furniture, Fixtures and Equipment Cost Total					\$338,426	1.8%
Soft Costs Construction						
Design-Build Fees				9.0%	\$956,696	5.1%
Permits/Inspections				0.50%	\$53,150	0.3%
Additional Services				10.00%	\$100,985	0.5%
Soft Costs Total					\$1,110,831	6.0%
Total Construction Costs - Phase 2B					\$18,648,131	100.00%

Capital Costs and Start-up Expenses - Soft Costs Operations

	Details	Cost/Unit	Budgeted Cost	% of Total
Soft Costs Operations				
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting		\$100,000	8.5%
Permits and Extensions			\$50,000	4.2%
Presentation Materials	Renderings, Etc.		\$25,000	2.1%
Grand Opening			\$15,000	1.3%
Marketing Allowance	Pre-Opening Marketing Budget		\$30,000	2.5%
Operational Support Services	Professional Management Support for Pre-Opening Operations Development		\$350,000	29.6%
Pre-Funded Operational Account			\$210,712	17.8%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening		\$271,095	22.9%
Pre-Opening Staff Recruitment			\$22,400	1.9%
Cost of Issuance/Financing			TBD	0.0%
Interest Reserve			TBD	0.0%
Closing Costs			TBD	0.0%
Working Capital Reserve			TBD	0.0%
Contingency		10.00%	\$107,421	9.1%
Soft Cost Total			\$1,181,628	100.0%
Total Construction Costs - Soft Cost Operations			\$1,181,628	100.0%
Working Capital Reserve			TBD	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS - TOTAL		
Equity Contribution	100%	\$40,395,227
Bank Financing	0%	\$0
Bond Financing	0%	\$0
Public Contribution	0%	\$0
Total Sources of Funds		\$40,395,227

SOURCES OF FUND - TOTAL		Phase 1	Phase 2A	Phase 2B
Land Cost	TBD	TBD	TBD	TBD
Hard Cost	\$22,040,171	\$1,717,917	\$9,692,295	\$10,629,959
Field and Sport Equipment Cost	\$13,793,451	\$2,580,776	\$4,643,760	\$6,568,915
Furniture, Fixtures, and Equipment	\$679,426	\$0	\$341,000	\$338,426
Soft Costs Construction	\$2,700,552	\$576,876	\$1,012,845	\$1,110,831
Soft Costs Operations	\$1,181,628	\$117,547	\$532,041	\$532,041
Working Capital Reserve	TBD	TBD	TBD	TBD
Total Uses of Funds	\$40,395,227	\$4,993,116	\$16,221,940	\$19,180,171

*Provided by Kimley-Horn

Financial Performance Summary

Total Revenue & Expenses - 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Rental Events	\$7,500	\$8,000	\$9,350	\$9,350	\$10,395
Outdoor Rental Baseball/Softball Tournaments	\$19,000	\$22,800	\$25,080	\$25,080	\$26,334
Outdoor Baseball/Softball	\$44,200	\$53,105	\$67,263	\$74,290	\$82,253
Outdoor Rental Multi-Purpose Field Tournaments	\$75,600	\$83,400	\$91,740	\$91,740	\$96,327
Outdoor Field Rental	\$264,078	\$277,282	\$301,311	\$311,852	\$331,583
Parking Fees	\$186,975	\$207,900	\$207,900	\$207,900	\$207,900
Food & Beverage	\$354,114	\$395,954	\$401,263	\$402,035	\$406,652
Secondary Revenue	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Revenue	\$1,041,467	\$1,138,441	\$1,193,907	\$1,212,247	\$1,251,444
Cost of Goods Sold	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Rental Events	\$750	\$800	\$935	\$935	\$1,040
Outdoor Rental Baseball/Softball Tournaments	\$1,900	\$2,280	\$2,508	\$2,508	\$2,633
Outdoor Baseball/Softball	\$14,378	\$17,275	\$20,442	\$22,577	\$24,159
Outdoor Rental Multi-Purpose Field Tournaments	\$7,560	\$8,340	\$9,174	\$9,174	\$9,633
Outdoor Field Rental	\$13,204	\$13,864	\$15,066	\$15,593	\$16,579
Parking Fees	\$42,069	\$46,778	\$46,778	\$46,778	\$46,778
Food & Beverage	\$194,763	\$217,775	\$220,694	\$221,119	\$223,659
Secondary Expense	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
Total Cost of Goods Sold	\$297,124	\$329,611	\$338,096	\$341,183	\$346,980
Gross Margin	\$744,343	\$808,830	\$855,810	\$871,063	\$904,464
<i>% of Revenue</i>	<i>71%</i>	<i>71%</i>	<i>72%</i>	<i>72%</i>	<i>72%</i>
Facility Expenses	\$468,193	\$474,341	\$481,599	\$488,969	\$496,473
Operating Expense	\$424,717	\$414,419	\$417,995	\$420,106	\$423,072
Management Payroll	\$272,000	\$282,880	\$294,195	\$305,963	\$318,202
Payroll Taxes/Benefits/Bonus	\$99,360	\$106,176	\$110,038	\$112,917	\$116,557
Total Operating Expenses	\$1,264,270	\$1,277,815	\$1,303,826	\$1,327,955	\$1,354,304
EBITDA	(\$519,927)	(\$468,986)	(\$448,016)	(\$456,892)	(\$449,839)
<i>% of Revenue</i>	<i>-50%</i>	<i>-41%</i>	<i>-38%</i>	<i>-38%</i>	<i>-36%</i>

Total Revenue & Expenses - 20-Year Outlook

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	\$1,041,467	\$1,138,441	\$1,193,907	\$1,212,247	\$1,251,444	\$1,288,987	\$1,327,657	\$1,367,487	\$1,408,511	\$1,450,767
Total Cost of Goods Sold	\$297,124	\$329,611	\$338,096	\$341,183	\$346,980	\$357,389	\$368,111	\$379,154	\$390,529	\$402,245
Gross Margin	\$744,343	\$808,830	\$855,810	\$871,063	\$904,464	\$931,598	\$959,546	\$988,332	\$1,017,982	\$1,048,522
% of Revenue	71%	71%	72%	72%	72%	72%	72%	72%	72%	72%
Total Operating Expenses	\$1,264,270	\$1,277,815	\$1,303,826	\$1,327,955	\$1,354,304	\$1,374,618	\$1,395,237	\$1,416,166	\$1,437,408	\$1,458,970
EBITDA	(\$519,927)	(\$468,986)	(\$448,016)	(\$456,892)	(\$449,839)	(\$443,020)	(\$435,691)	(\$427,834)	(\$419,426)	(\$410,448)
% of Revenue	-50%	-41%	-38%	-38%	-36%	-34%	-33%	-31%	-30%	-28%

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	\$1,479,782	\$1,509,378	\$1,539,565	\$1,570,357	\$1,601,764	\$1,617,781	\$1,633,959	\$1,650,299	\$1,666,802	\$1,683,470
Total Cost of Goods Sold	\$410,290	\$418,496	\$426,866	\$435,403	\$444,111	\$448,552	\$453,038	\$457,568	\$462,144	\$466,765
Gross Margin	\$1,069,492	\$1,090,882	\$1,112,700	\$1,134,954	\$1,157,653	\$1,169,229	\$1,180,922	\$1,192,731	\$1,204,658	\$1,216,705
% of Revenue	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%
Total Operating Expenses	\$1,480,854	\$1,503,067	\$1,525,613	\$1,548,497	\$1,571,725	\$1,595,301	\$1,619,230	\$1,643,518	\$1,668,171	\$1,693,194
EBITDA	(\$411,362)	(\$412,185)	(\$412,913)	(\$413,543)	(\$414,072)	(\$426,071)	(\$438,308)	(\$450,788)	(\$463,513)	(\$476,489)
% of Revenue	-28%	-27%	-27%	-26%	-26%	-26%	-27%	-27%	-28%	-28%

Economic Impact

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Other Tournaments/Events	6	7	8	8	9
Baseball/Softball Tournaments	5	6	6	6	6
Multi-Purpose Field Tournaments	11	12	12	12	12
Total Events Per Year	22	25	26	26	27

Per Person Spending By Category

	Amount	% of Total
Lodging/Accommodations	\$38.00	25.6%
Dining/Groceries	\$55.50	37.4%
Transportation	\$9.44	6.4%
Entertainment/Attractions	\$4.44	3.0%
Retail	\$26.09	17.6%
Miscellaneous	\$14.99	10.1%
Total	\$148.45	100%

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	90,705	100,681	101,150	101,150	101,618
Room Nights	27,238	30,252	30,377	30,377	30,502

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending - Overnight	\$13,464,648	\$14,945,554	\$15,015,138	\$15,015,138	\$15,084,721
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
Total Economic Impact	\$13,464,648	\$14,945,554	\$15,015,138	\$15,015,138	\$15,084,721

Economic Impact - 20-Year Outlook

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	90,705	100,681	101,150	101,150	101,618	102,634	103,661	104,697	105,744	106,802
Room Nights	27,238	30,252	30,377	30,377	30,502	30,807	31,115	31,426	31,741	32,058

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
Overnight	\$148.45	\$148.45	\$148.45	\$148.45	\$148.45	\$150.67	\$152.93	\$155.23	\$157.55	\$159.92
Total Economic Impact	\$13,464,648	\$14,945,554	\$15,015,138	\$15,015,138	\$15,084,721	\$15,464,102	\$15,853,024	\$16,251,728	\$16,660,459	\$17,079,469

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	107,870	108,949	110,038	111,138	112,250	113,372	114,506	115,651	116,808	117,976
Room Nights	32,378	32,702	33,029	33,360	33,693	34,030	34,370	34,714	35,061	35,412

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
Overnight	\$162.32	\$164.75	\$167.22	\$169.73	\$172.28	\$174.86	\$177.48	\$180.15	\$182.85	\$185.59
Total Economic Impact	\$17,509,018	\$17,949,369	\$18,400,796	\$18,863,576	\$19,337,995	\$19,824,346	\$20,322,928	\$20,834,050	\$21,358,026	\$21,895,180

Business Unit Analysis

Facility Rental Rental Events Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Other Facility Event Rental - 1 Day Event																		
Rental Fee	Per Day	\$500	\$500	\$550	\$550	\$578	5	6	7	7	8	1	\$2,500	\$3,000	\$3,850	\$3,850	\$4,620	
Other Facility Event Rental - 1 Day Event																		
Rental Fee	Per Day	\$5,000	\$5,000	\$5,500	\$5,500	\$5,775	1	1	1	1	1	1	\$5,000	\$5,000	\$5,500	\$5,500	\$5,775	
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05												
Total Revenue													\$7,500	\$8,000	\$9,350	\$9,350	\$10,395	
Cost of Goods Sold																		
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Event Attendant Expense	10% Gross Revenue												\$750	\$800	\$935	\$935	\$1,040	
Total Cost of Goods Sold													\$750	\$800	\$935	\$935	\$1,040	
Net Revenue													\$6,750	\$7,200	\$8,415	\$8,415	\$9,356	

Baseball/Softball Rental Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Medium Tournament - 5 Fields, 2 Days																	
Team Information												450					
Diamond Field	15 Players per Team											30					
Rental Fees	Daily Rental Rate	\$380	\$380	\$418	\$418	\$439	5	6	6	6	6	10	\$19,000	\$22,800	\$25,080	\$25,080	\$26,334
Spectators	2 Spectators per Player											900					
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	5	6	6	6	6						
		Total Revenue					5	6	6	6	6		\$19,000	\$22,800	\$25,080	\$25,080	\$26,334
Cost of Goods Sold																	
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Attendant Staff	10% Gross Revenue												\$1,900	\$2,280	\$2,508	\$2,508	\$2,633
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
		Total Cost of Goods Sold											\$1,900	\$2,280	\$2,508	\$2,508	\$2,633
		Net Revenue											\$17,100	\$20,520	\$22,572	\$22,572	\$23,701

Outdoor Baseball/Softball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
League																		
Sept. - Oct. League	\$/Team	\$850	\$850	\$935	\$935	\$982	10	12	14	16	17	1	\$8,840	\$10,621	\$13,453	\$14,858	\$16,451	
Nov. - Dec. League	\$/Team	\$850	\$850	\$935	\$935	\$982	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb. League	\$/Team	\$850	\$850	\$935	\$935	\$982	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr. League	\$/Team	\$850	\$850	\$935	\$935	\$982	10	12	14	16	17	1	\$8,840	\$10,621	\$13,453	\$14,858	\$16,451	
May - June League	\$/Team	\$850	\$850	\$935	\$935	\$982	16	19	22	24	25	1	\$13,260	\$15,931	\$20,179	\$22,287	\$24,676	
July - Aug. League	\$/Team	\$850	\$850	\$935	\$935	\$982	16	19	22	24	25	1	\$13,260	\$15,931	\$20,179	\$22,287	\$24,676	
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.20	1.15	1.10	1.05							
Total Revenue													\$44,200	\$53,105	\$67,263	\$74,290	\$82,253	
Cost of Goods Sold																		
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5	
Baseball/Softball Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0	
Baseball/Softball Staff	5% Gross Revenue												\$2,210	\$2,655	\$3,363	\$3,715	\$4,113	
Umpire Fees	Avg. \$50/Game												\$10,400	\$12,495	\$14,388	\$15,891	\$16,756	
Equipment and Supplies	2% Gross Revenue												\$884	\$1,062	\$1,345	\$1,486	\$1,645	
Awards	2% Gross Revenue												\$884	\$1,062	\$1,345	\$1,486	\$1,645	
Total Cost of Goods Sold													\$14,378	\$17,275	\$20,442	\$22,577	\$24,159	
Net Revenue													\$29,822	\$35,830	\$46,822	\$51,713	\$58,094	

Pricing Notes

***1 BB Camps**

Chief Garry Park
\$90/3 days

Various
\$150/6 days

Various
\$1500/3 days (team)

Orchard Ave Park
\$54/5 half days

***2 SB Camps**

Softball/Sport Camp
\$175/5 days

Softpitch Full Camp
\$125/1 day

Softpitch Summer Camp
\$105/5 days

***3 BB Leagues**

Spokane Indians 9u
\$2040/18 weeks

Spokane Indians 11u+
\$2220/18 weeks

Spokane Fall 12u-15u
\$140/10 weeks

Spokane Spring T-Ball
\$105/6 weeks

***4 SB Leagues**

Masters/Seniors Softball
\$840/8 weeks

Tee Softball
\$80/6 weeks

10-12u Softball
\$115/8 weeks

Multi-Purpose Field Rental Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Small Tournament - 6 Fields, 2 Days																		
Team Information	15 Players per Team											72						
Rental Fees	Daily Rental Rate/Field	\$300	\$300	\$330	\$330	\$347	2	3	3	3	3	12	\$7,200	\$10,800	\$11,880	\$11,880	\$12,474	
Spectators	2 Spectators per Player											2160						
Medium Tournament - 8 Fields, 2 Days																		
Team Information	15 Players per Team											96						
Rental Fees	Daily Rental Rate/Field	\$300	\$300	\$330	\$330	\$347	3	2	2	2	2	16	\$14,400	\$9,600	\$10,560	\$10,560	\$11,088	
Spectators	2 Spectators per Player											2880						
Large Tournament - 12 Fields, 2.5 Days																		
Team Information	15 Players per Team											144						
Rental Fees	Daily Rental Rate/Field	\$300	\$300	\$330	\$330	\$347	6	7	7	7	7	30	\$54,000	\$63,000	\$69,300	\$69,300	\$72,765	
Spectators	2 Spectators per Player											4320						
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	11	12	12	12	12							
							11	12	12	12	12							
Total Revenue													\$75,600	\$83,400	\$91,740	\$91,740	\$96,327	
Cost of Goods Sold																		
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Tournament Attendant Staff	10% Gross Revenue												\$7,560	\$8,340	\$9,174	\$9,174	\$9,633	
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0	
Total Cost of Goods Sold													\$7,560	\$8,340	\$9,174	\$9,174	\$9,633	
Net Revenue													\$68,040	\$75,060	\$82,566	\$82,566	\$86,694	

Outdoor Field Rental Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Rentals					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Baseball/Softball Field Rentals																		
Sept. - Oct.	\$/Hour	\$30	\$30	\$32	\$32	\$33	208	218	225	232	232	1	\$6,240	\$6,552	\$7,086	\$7,299	\$7,663	
Nov. - Dec.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour	\$30	\$30	\$32	\$32	\$33	208	218	225	232	232	1	\$6,240	\$6,552	\$7,086	\$7,299	\$7,663	
May - June	\$/Hour	\$30	\$30	\$32	\$32	\$33	312	328	337	348	348	1	\$9,360	\$9,828	\$10,629	\$10,948	\$11,495	
July - Aug	\$/Hour	\$30	\$30	\$32	\$32	\$33	312	328	337	348	348	1	\$9,360	\$9,828	\$10,629	\$10,948	\$11,495	
Spokane Indians Field Rentals																		
Sept. - Oct.	\$/Hour	\$30	\$30	\$32	\$32	\$33	400	420	441	463	486	1	\$12,000	\$12,600	\$13,892	\$14,586	\$16,081	
Nov. - Dec.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour	\$30	\$30	\$32	\$32	\$33	480	504	529	556	583	1	\$14,400	\$15,120	\$16,670	\$17,503	\$19,297	
May - June	\$/Hour	\$30	\$30	\$32	\$32	\$33	720	756	794	833	875	1	\$21,600	\$22,680	\$25,005	\$26,255	\$28,946	
July - Aug	\$/Hour	\$30	\$30	\$32	\$32	\$33	240	252	265	278	292	1	\$7,200	\$7,560	\$8,335	\$8,752	\$9,649	
Multi-Purpose Turf Field Rentals																		
Sept. - Oct.	\$/Hour	\$55	\$55	\$58	\$58	\$61	495	520	535	551	551	1	\$27,225	\$28,586	\$30,916	\$31,844	\$33,436	
Nov. - Dec.	\$/Hour	\$55	\$55	\$58	\$58	\$61	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour	\$55	\$55	\$58	\$58	\$61	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour	\$55	\$55	\$58	\$58	\$61	495	520	535	551	551	1	\$27,225	\$28,586	\$30,916	\$31,844	\$33,436	
May - June	\$/Hour	\$55	\$55	\$58	\$58	\$61	252	265	273	281	281	1	\$13,860	\$14,553	\$15,739	\$16,211	\$17,022	
July - Aug	\$/Hour	\$55	\$55	\$58	\$58	\$61	252	265	273	281	281	1	\$13,860	\$14,553	\$15,739	\$16,211	\$17,022	
Multi-Purpose Grass Field Rentals																		
Sept. - Oct.	\$/Hour	\$30	\$30	\$32	\$32	\$33	165	173	178	184	184	1	\$4,950	\$5,198	\$5,621	\$5,790	\$6,079	
Nov. - Dec.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour	\$30	\$30	\$32	\$32	\$33	165	173	178	184	184	1	\$4,950	\$5,198	\$5,621	\$5,790	\$6,079	
May - June	\$/Hour	\$30	\$30	\$32	\$32	\$33	84	88	91	94	94	1	\$2,520	\$2,646	\$2,862	\$2,947	\$3,095	
July - Aug	\$/Hour	\$30	\$30	\$32	\$32	\$33	84	88	91	94	94	1	\$2,520	\$2,646	\$2,862	\$2,947	\$3,095	
Rapids Field Rentals																		
Sept. - Oct.	\$/Hour	\$30	\$30	\$32	\$32	\$33	960	1,008	1,038	1,069	1,069	1	\$28,800	\$30,240	\$32,705	\$33,686	\$35,370	
Nov. - Dec.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour	\$30	\$30	\$32	\$32	\$33	300	315	324	334	334	1	\$9,000	\$9,450	\$10,220	\$10,527	\$11,053	
May - June	\$/Hour	\$30	\$30	\$32	\$32	\$33	300	315	324	334	334	1	\$9,000	\$9,450	\$10,220	\$10,527	\$11,053	
July - Aug	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Field Light Usage Charge	\$/Hour	\$15	\$15	\$16	\$16	\$17	2,251	2,364	2,448	2,536	2,573	1	\$33,768	\$35,456	\$38,559	\$39,940	\$42,553	
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.05	1.03	1.03	1.00							
Total Revenue												\$264,078	\$277,282	\$301,311	\$311,852	\$331,583		
Cost of Goods Sold																		
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5	
Supervision/Maintenance Staff	5% Gross Revenue												\$13,204	\$13,864	\$15,066	\$15,593	\$16,579	
Total Cost of Goods Sold												\$13,204	\$13,864	\$15,066	\$15,593	\$16,579		
Net Revenue												\$250,874	\$263,418	\$286,245	\$296,259	\$315,004		

Pricing Notes

***1 MP Field Rentals**

<u>Dwight Merkel - Adult Turf</u>	<u>SE Complex - Youth Grass</u>
\$57/hr	\$21/hr
<u>Dwight Merkel - Youth Turf</u>	<u>Franklin Park - Adult Grass</u>
\$47/hr	\$16/hr
<u>Dwight Merkel - Adult Grass</u>	<u>Franklin Park - Youth Grass</u>
\$37/hr	\$11/hr
<u>Dwight Merkel - Youth Grass</u>	
\$27/hr	

***2 BB/SB Field Rentals**

<u>Dwight Merkel - Adult Diamond</u>	<u>Dwight Merkel - Full Day Adult</u>
\$32/hr	\$2250/14 hours
<u>Dwight Merkel - Youth Diamond</u>	<u>Dwight Merkel - Half Day Adult</u>
\$19/hr	\$1350/7 hours
<u>Franklin Park - Adult Diamond</u>	<u>Dwight Merkel Full Day Youth</u>
\$21/hr	\$1800/14 hours
<u>Franklin Park - Youth Diamond</u>	<u>Dwight Merkel - Half Day Youth</u>
\$13/hr	\$950/7 hours

Parking Revenue & Expenses

Event Type	Event Days	Parking Fee	Number of Events per Year					Daily Attendees	Daily Cars	Year 1	Year 2	Year 3	Year 4	Year 5
			Year 1	Year 2	Year 3	Year 4	Year 5							
Rental Baseball - Medium	2	\$5.00	5	6	6	6	6	1350	338	\$16,875	\$20,250	\$20,250	\$20,250	\$20,250
Rental Multi-Purpose Field - Small	2	\$5.00	2	3	3	3	3	3240	810	\$16,200	\$24,300	\$24,300	\$24,300	\$24,300
Rental Multi-Purpose Field - Medium	2	\$5.00	3	2	2	2	2	4320	1080	\$32,400	\$21,600	\$21,600	\$21,600	\$21,600
Rental Multi-Purpose Field - Large	2.5	\$5.00	6	7	7	7	7	6480	1620	\$121,500	\$141,750	\$141,750	\$141,750	\$141,750
Rental Multi-Purpose Field - Extra Large	2.5	\$5.00	-	-	-	-	-	8640	2160	\$0	\$0	\$0	\$0	\$0
			16	18	18	18	18							
Total Revenue									\$186,975	\$207,900	\$207,900	\$207,900	\$207,900	
Cost of Goods Sold														
Management Assumption									Year 1	Year 2	Year 3	Year 4	Year 5	
Parking Attendants	20% Gross Revenue								\$37,395	\$41,580	\$41,580	\$41,580	\$41,580	
Parking Passes	2.5% Gross Revenue								\$4,674	\$5,198	\$5,198	\$5,198	\$5,198	
Total Cost of Goods Sold									\$42,069	\$46,778	\$46,778	\$46,778	\$46,778	
Net Revenue									\$144,906	\$161,123	\$161,123	\$161,123	\$161,123	

Food & Beverage Revenue & Expenses

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales - Local			\$18,954	\$20,114	\$20,923	\$21,695	\$21,812
Concessions Sales - Tournament			\$335,160	\$375,840	\$380,340	\$380,340	\$384,840
Total Revenue			\$354,114	\$395,954	\$401,263	\$402,035	\$406,652
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$106,234	\$118,786	\$120,379	\$120,611	\$121,996
Concessions Wages		25% Concession Sales	\$88,529	\$98,989	\$100,316	\$100,509	\$101,663
Total Cost of Goods Sold			\$194,763	\$217,775	\$220,694	\$221,119	\$223,659
Net Revenue			\$159,351	\$178,179	\$180,568	\$180,916	\$182,993

Secondary Revenue Areas

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income			\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Revenue			\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship COGS		25% Sponsorship Revenue	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
Total Cost of Goods Sold			\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
Net Revenue			\$67,500	\$67,500	\$67,500	\$67,500	\$67,500

Overhead Expenses

Facility Expenses

Indoor Facility/Buildings

Indoor Facility Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Janitorial Expenses	Cleaning and Supplies	\$19,720	\$21,308	\$21,397	\$21,478	\$21,569
Safety Supplies	Includes Year 1 Purchase	\$5,500	\$2,200	\$2,233	\$2,266	\$2,300
Maintenance & Repairs	Excludes Capital Replacement	\$3,640	\$3,695	\$3,750	\$3,806	\$3,863
Utility Expense	Electricity, Gas, Water, Trash, etc.	\$11,861	\$12,038	\$12,219	\$12,402	\$12,588
Total Indoor Facility Expense		\$40,721	\$39,241	\$39,599	\$39,953	\$40,321

Outdoor Facility/Fields

Outdoor Facility Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Turf Multi-Purpose Field Maintenance and Labor	Excludes Capital Replacement	\$28,500	\$28,928	\$29,361	\$29,802	\$30,249
Natural Grass Multi-Purpose Field Maintenance and Labor	Excludes Capital Replacement	\$140,000	\$142,100	\$144,232	\$146,395	\$148,591
Natural Grass Field Irrigation	Based on Historical Expense	\$76,000	\$77,140	\$78,297	\$79,472	\$80,664
Turf Baseball/Softball Field Maintenance and Labor	Excludes Capital Replacement	\$5,938	\$6,027	\$6,117	\$6,209	\$6,302
Natural Grass Outfield Maintenance and Labor	Excludes Capital Replacement	\$42,500	\$43,138	\$43,785	\$44,441	\$45,108
Field Painting/Striping Supplies and Labor	Based on Events and Seasons	\$33,163	\$34,875	\$35,772	\$36,695	\$37,646
Grounds Maintenance, Labor, and Lighting	Based on Site Development	\$64,560	\$65,528	\$66,511	\$67,509	\$68,522
Field Lighting	Based on Electricity and Field Hours	\$36,812	\$37,364	\$37,925	\$38,494	\$39,071
Total Outdoor Facility Expense		\$427,473	\$435,100	\$441,999	\$449,016	\$456,152
Total Facility Expense		\$468,193	\$474,341	\$481,599	\$488,969	\$496,473

Operating Expenses

Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Bank Service Charges	Banking Fees, Credit Card Processing	\$19,029	\$20,969	\$22,078	\$22,445	\$23,229
Communications	IT, Phone, Cable, Internet	\$15,000	\$15,225	\$15,453	\$15,685	\$15,920
Employee Uniforms		\$2,000	\$2,030	\$2,060	\$2,091	\$2,123
Marketing and Advertising	Based on Total Revenue	\$28,544	\$20,969	\$22,078	\$22,445	\$23,229
Insurance	General, Property, Liability	\$31,244	\$31,713	\$32,188	\$32,671	\$33,161
Legal Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Licenses, Permits	Food, Music, etc.	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
National Management & Marketing Service		\$270,000	\$270,000	\$270,000	\$270,000	\$270,000
National Management Travel		\$18,000	\$12,000	\$12,000	\$12,000	\$12,000
Office Supplies		\$8,000	\$8,120	\$8,242	\$8,365	\$8,491
Real Estate Tax	Public Ownership	\$0	\$0	\$0	\$0	\$0
Software	Operating, Scheduling, POS, Registration	\$14,400	\$14,616	\$14,835	\$15,058	\$15,284
Travel and Education		\$3,500	\$3,553	\$3,606	\$3,660	\$3,715
Total Operating Expenses		\$424,717	\$414,419	\$417,995	\$420,106	\$423,072

Management Payroll Summary

Management Position	Management Assumptic	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$80,000	\$83,200	\$86,528	\$89,989	\$93,589
Director of Operations		\$65,000	\$67,600	\$70,304	\$73,116	\$76,041
Marketing & Business Development Director		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Finance Manager		\$52,000	\$54,080	\$56,243	\$58,493	\$60,833
Admin Support	Part Time - Front Desk	\$20,000	\$20,800	\$21,632	\$22,497	\$23,397
Total Management Payroll		\$272,000	\$282,880	\$294,195	\$305,963	\$318,202

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Payroll Summary

Total Payroll Summary		Management Assumption	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	12 months prior	\$80,000	\$80,000	\$83,200	\$86,528	\$89,989	\$93,589
Mgmt	Director of Operations	9 months prior	\$48,750	\$65,000	\$67,600	\$70,304	\$73,116	\$76,041
Mgmt	Marketing & Business Development Director	12 months prior	\$55,000	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Finance Manager	6 months prior	\$26,000	\$52,000	\$54,080	\$56,243	\$58,493	\$60,833
Support	Admin Support	1 month prior	\$1,667	\$20,000	\$20,800	\$21,632	\$22,497	\$23,397
Subtotal Management Payroll			\$211,417	\$272,000	\$282,880	\$294,195	\$305,963	\$318,202
Staff	Facility Event Rental Staff	1 month prior	\$63	\$750	\$800	\$935	\$935	\$1,040
Staff	Outdoor Rental Baseball/Softball Tournament Staff	1 month prior	\$158	\$1,900	\$2,280	\$2,508	\$2,508	\$2,633
Staff	Outdoor Baseball/Softball Staff	1 month prior	\$184	\$2,210	\$2,655	\$3,363	\$3,715	\$4,113
Staff	Outdoor Rental Multi-Purpose Tournament Staff	1 month prior	\$630	\$7,560	\$8,340	\$9,174	\$9,174	\$9,633
Staff	Parking Staff	1 month prior	\$3,116	\$37,395	\$41,580	\$41,580	\$41,580	\$41,580
Staff	Outdoor Field Rental Staff	1 month prior	\$1,100	\$13,204	\$13,864	\$15,066	\$15,593	\$16,579
Staff	Food & Beverage Staff	1 month prior	\$7,377	\$88,529	\$98,989	\$100,316	\$100,509	\$101,663
Subtotal Sport Admin Staff			\$12,629	\$151,547	\$168,508	\$172,941	\$174,013	\$177,240
Referees	Outdoor Baseball/Softball Umpires	Per Diem		\$10,400	\$12,495	\$14,388	\$15,891	\$16,756
Subtotal Referee/Trainers (COGS)				\$10,400	\$12,495	\$14,388	\$15,891	\$16,756
Payroll Subtotal			\$224,046	\$433,947	\$463,883	\$481,524	\$495,867	\$512,198
	Bonus Pool	1% of Total Revenue		\$10,415	\$11,384	\$11,939	\$12,122	\$12,514
	Payroll Services	3% of Payroll	\$6,721	\$12,706	\$13,542	\$14,014	\$14,399	\$14,863
	Payroll Taxes/Benefits	18% of Payroll	\$40,328	\$76,239	\$81,250	\$84,085	\$86,396	\$89,180
Payroll Taxes/Benefits/Bonus Totals			\$47,050	\$99,360	\$106,176	\$110,038	\$112,917	\$116,557
Total Payroll Cost				\$533,307	\$570,059	\$591,562	\$608,784	\$628,756