



MARKET OPPORTUNITY REPORT

PREPARED FOR: CITY OF WESTMINSTER, SOUTH CAROLINA

FINAL REPORT DELIVERY DATE: DECEMBER 2023



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*Hoover, AL – Finley Center – Managed by Sports Facilities Management

EXECUTIVE SUMMARY

DEFINITIONS OF SUCCESS

In October of 2023, the City of Westminster, South Carolina (henceforth, the “Client”) engaged Sports Facilities Advisory, LLC (SFA) to complete a market opportunity report as a part of Phase I related to the development of a new sports, recreation, and event complex in the Westminster, South Carolina area. The Client’s primary intent is to explore options for a new outdoor field complex, an indoor sports complex, and an amphitheater in a phased approach with the goal of providing quality opportunities for sport and recreation in the city, attracting outside tournaments and events, and increasing visitation to the area.

In order to understand the Client’s desired outcomes, SFA 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:

- Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and wellness assets
- Become a tournament and event destination facility that attracts non-local visitors to the area, promoting tourism, and driving economic impact through non-local spending and hotel room night generation
- Feature diverse and flexible programming capabilities, sports, community, civic, school, etc. activities, to serve a wide variety of potential partners and stakeholders in the community of Westminster

Based on the definitions of success outlined above, SFA created facility program models to best represent the market opportunity.

EXECUTIVE SUMMARY

Based on SFA’s market analysis and industry experience, SFA developed three recommended facility programs for the Client to consider as a part of a phased development approach. A detailed breakdown of the sports and recreation assets for the models are listed below, alongside the total project development cost and approximate acreage required for each facility program plan.

RECOMMENDED FACILITY PROGRAM

OUTDOOR SPORTS FACILITY – PHASE I

- 4 400’ Regulation Turf Baseball/Softball Fields
 - 8 Youth Baseball/Softball Fields (Over 400’ Fields)
- 8 Batting Cages
- Children’s Playground
- Splashpad
- Event Pavilions
- Secondary Support Building
 - Press Box
- Maintenance Building
- 360 Total Parking Spaces

RECOMMENDED FACILITY PROGRAM

INDOOR SPORTS FACILITY – PHASE II

- 6 Basketball Courts
 - 12 Volleyball Courts (Over Basketball Courts)
- Elevated Running Track
- 5,650 sq. ft. Fitness Center and Supporting Amenities
- Recreation Department Office Area
- Secondary Concessions
- Team/Flex Community Meeting Rooms, Ref Rooms, Training Room, and Restrooms
- 2,000 sq. ft. Medical Leased Space
- 2 Outdoor Sand Volleyball Courts
- 6 Outdoor Hard Pickleball Courts
- 428 Total Parking Spaces

SFA PROJECTS THE OUTDOOR SPORTS FACILITY TO COST APPROXIMATELY **\$19.9 MILLION**, NOT INCLUDING LAND ACQUISITION COSTS, AND REQUIRE APPROXIMATELY **25.34 TOTAL ACRES** OF LAND.

SFA PROVIDES A DETAILED OPINION OF COST WITHIN THE “FACILITY PROGRAM & OPINION OF COST” SECTION OF THIS REPORT.

SFA PROJECTS THE INDOOR SPORTS FACILITY TO COST APPROXIMATELY **\$28.6 MILLION**, NOT INCLUDING LAND ACQUISITION COSTS, AND REQUIRE APPROXIMATELY **7.95 TOTAL ACRES** OF LAND.

SFA PROVIDES A DETAILED OPINION OF COST WITHIN THE “FACILITY PROGRAM & OPINION OF COST” SECTION OF THIS REPORT.

RECOMMENDED FACILITY PROGRAM

AMPHITHEATER FACILITY – PHASE III

- Main Stage
- Support Buildings
- Adjacent Disc Golf Course
- 40 Total Parking Spaces

SFA PROJECTS THE AMPHITHEATER FACILITY TO COST APPROXIMATELY **\$2.4 MILLION**, NOT INCLUDING LAND ACQUISITION COSTS, AND REQUIRE APPROXIMATELY **18.02 TOTAL ACRES** OF LAND.

SFA PROVIDES A DETAILED OPINION OF COST WITHIN THE “FACILITY PROGRAM & OPINION OF COST” SECTION OF THIS REPORT.

RECOMMENDATIONS FOR NEXT STEPS

Based on the work completed to date, SFA believes that an opportunity exists to develop a premium sports and destination recreation complex with the capability of meeting the Client’s objectives. SFA has detailed the recommendation for a new complex that has the highest likelihood to achieve the Client’s goals. The facility program models outlined represent the assets that SFA believes have the potential to meet the Client’s definitions of success. SFA right sized the assets to meet the local demand and sports tourism opportunity for a sport, event, and destination recreation complex.

SPORTS COMPLEX – NEXT STEPS

- Explore and define the potential for funding mechanisms, development incentives, and/or strategic partnerships that could create a viable investment into the construction and operation of the recommended facilities being considered.
- Determine if the potential location(s)/site option(s) have the highest likelihood of supporting the best path forward for development.
- Complete a detailed financial forecast (pro forma).
 - The financial model will help to understand the operational realities of the recommended models and assist in determining which amenities will best contribute to the Client’s definitions of success, including the economic impact a sports tourism facility could generate.
- Create the optimized facility program and business model(s).



*Image shown for reference only

INTRODUCTION

In October of 2023, the City of Westminster, South Carolina (henceforth, the “Client”) engaged Sports Facilities Advisory, LLC (SFA) to complete a market opportunity report as a part of Phase I related to the development of a new sports, recreation, and event complex in the Westminster, South Carolina area. The Client’s primary intent is to explore options for a new outdoor field complex, an indoor sports complex, and an amphitheater in a phased approach with the goal of providing quality opportunities for sport and recreation in the city, attracting outside tournaments and events, and increasing visitation to the area.

In order to understand the Client’s desired outcomes, SFA 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:

- Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and wellness assets
- Become a tournament and event destination facility that attracts non-local visitors to the area, promoting tourism, and driving economic impact through non-local spending and hotel room night generation
- Feature diverse and flexible programming capabilities, sports, community, civic, school, etc. activities, to serve a wide variety of potential partners and stakeholders in the community of Westminster

Based on the definitions of success outlined above, SFA created facility program models to best represent the market opportunity.

INTRODUCTION

SCOPE OF WORK

THE FULL SCOPE OF PHASE I OUTLINED IN THE AGREEMENT CONSISTS OF THE FOLLOWING FOUR (4) STEPS FOLLOWED BY A GO-NO GO TO PROCEED WITH A FULL FINANCIAL FORECAST (PRO FORMA):

- **Step 1: Project Kick-Off Call**
 - In this step, SFA facilitated an initial phone call to cover six topics such as project history, existing data, potential partners, etc.

- **Step 2: Existing Data Review and Market Analysis**
 - SFA discussed the current facilities used for local programming and sports tourism with the Client. SFA then conducted market research on various local sports and recreation assets, as well as sports tourism assets in the region.

- **Step 3: Remote Development Planning Session (DPS)**
 - SFA 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.

- **Step 4: Market Opportunity Report**
 - To finalize Phase I of the Client’s engagement with SFA, SFA prepared the Market Opportunity Report that outlines the Client’s opportunity based on SFA’s expertise and experience in the industry. The report features various substantive sections, including:
 1. Market Overview
 2. Key Data: Demographic and Socioeconomic Analysis
 3. Key Data: Sports in the Region
 4. Key Data: Existing Local and Regional Service Providers
 5. Facility Overview – Facility Program(s) and Opinion of Cost
 6. Business Model Overview
 7. Example Facility Performance Benchmarks
 8. Potential Funding Sources
 9. Conclusion and Next Steps

INTRODUCTION

SCOPE OF WORK: PHASE II GO-NO GO

SHOULD THE CLIENT CHOOSE TO PROCEED TO PHASE II, THE FULL SCOPE OUTLINED IN THE SECOND PHASE CONSISTS OF THE FOLLOWING STEPS:

- **Step 1: Project Kick-Off Call**
 - In this step, SFA will facilitate a phone call to review the work completed to date, determine the role of any new or potential stakeholders, and initiate the subsequent assignments as a part of the Pro Forma development.

- **Step 2: Detailed Financial Forecast (Pro Forma)**
 - In this step, SFA will complete more in-depth research/analysis to produce a five-year cash flow forecast and 20-year financial outlook. The Consultant's pro forma documents are detailed, institutional-grade financial forecasts used to support decision-making and financing.
 - The pro forma will provide insight into the financial potential of the project and will include projections related to construction and start-up costs, revenues/expenses by product/program, EBITDA, net income, facility utilization, and more.
 - The pro forma will provide the Client with detailed financial projections related to and based on:
 - The ideal business model
 - Realistic and/or recommended debt-to-equity mix and debt service
 - Right-sized program spaces and space requirements
 - Construction and start-up costs based on recent, comparable projects
 - Recommended parking
 - Revenue by product/program
 - Direct/variable costs (Cost of Goods Sold)
 - Facility and operating expenses
 - Management and staffing model
 - Utilization Projections

- **Step 3: Economic Impact Analysis**
 - In this step, SFA will project the economic impact of the facility on an annual basis. Economic impact is defined as new off-site spending that will occur in the market as a result of tournaments and events held at the facility. This information is used to project economic activity from out-of-town visitors who would not be in the market but for the events that will be held at the facility.
 - The results, primarily quantified as room nights generated and direct spending, are used by elected officials and private developers alike to understand the impact that the venue will have on the lodging, dining, retail, entertainment, and transportation industries as well as on the tax base of the municipalities that benefit from the new spending. SFA's economic impact projects are developed based on projections for tournaments and events throughout the pro forma and reflective of several key drivers of economic impact, including the: number of events, teams, participants, affiliated spectators, percent of participants and spectators from out of town and more.

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 sport and recreation facilities and enhance the local youth and amateur sports tourism position. 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.



OUTLINE OF WORK PERFORMED

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

- **Reviewed existing data, including:**
 - Potential Site Address
 - Budget Information
 - City Statistics
 - Maps
 - Master Plan
 - Westminster Participation Data
 - Planning Committee Notes
 - Renderings
 - Ancillary Development Plans
 - And more
- **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
- **Researched existing sports and events and tournaments, including:**
 - Location
 - Length
 - Number of teams
 - Pricing
 - And more
- **Created a facility program plan and opinion of cost for the development of new facilities**
- **Identified preliminary funding sources for the Client to consider in determining the opportunities to invest in sports and recreation assets**



MARKET OVERVIEW

Westminster, SC

Throughout the analytical process SFA relies on location-related market data to help inform the recommendations. As directed by the Client, SFA explored and reviewed market conditions throughout the Westminster market.

Westminster sits as a city within Oconee County in Upstate South Carolina. The City occupies 3.45 square miles of land and sits west and northwest of Clemson and Anderson nearby, and southwest of Greenville, SC. Over 2,300 residents call Westminster home, along with numerous businesses including the nearby US Engine Valve Company supplier and more thriving small businesses. Highways 76 and 123 connect to surrounding cities and towns with larger population bases and additional accessibility to major southeastern markets.

SFA has provided a thorough review of demographic and socioeconomic characteristics, sports participation trends, and existing service providers in the Westminster market within the corresponding sections of this report.



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 during non-tournament and event times. SFA also determined the characteristics of those users who would participate in tournaments and events in Westminster. SFA has included comprehensive local demographic reports in the Appendix of this document. SFA compiled data in the chart below from a preliminary Client-provided address in Westminster, SC. Following Client conversations and further review of the market, SFA will proceed with a more in-depth analysis of any potential locations for a new sports complex.

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 a sports and recreation facility during non-tournament and event times. SFA also analyzed the regional population based on drive time from the Westminster 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

Westminster, SC						
Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Total Population	4,821	16,312	98,281	579,672	2,293,048	20,843,062
Growth Projections – Next 5 Years	-1.50%	-0.70%	+1.15%	+2.15%	+3.70%	+2.55%
Median Age (U.S. Median: 38.5)	43.9	42.9	43.7	41.7	39.1	39.2
Median HH Income (U.S. Median: \$70,784)	\$50,291	\$46,488	\$51,659	\$55,470	\$64,457	\$65,238
Median HH Income % Above/Below Adjusted Cost of Living (Index: 85.6)	-17.00%	-23.28%	-14.74%			
Spending Rec. Lessons (U.S Avg.: \$143)	\$50.11	\$53.73	\$69.58	\$79.47	\$108.77	\$114.62

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

POPULATION SIZE:

SFA uses drive times from the preliminary location to analyze the population of the possible participants that a sports complex would seek to capture. The immediate area, within the 30-minute drive-time window, is made up of approximately 98,000 people, while the overall region (240 minutes) is made up of approximately 20.8 million people.

SFA views the local market as a positive factor for local programming, since the assets are right-sized to meet local utilization needs. The regional population offers a sizable base to attract teams and participants from large metropolitan markets like Atlanta, Charlotte, Columbia, and more sizeable cities within the 240-minute drive time radius.

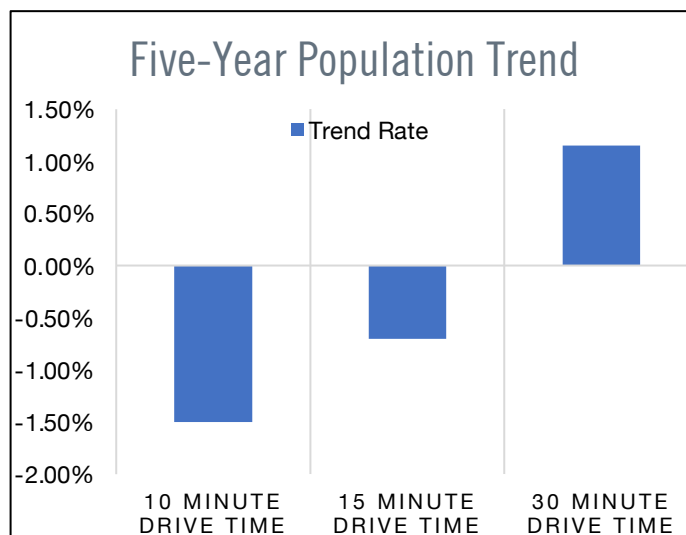
POPULATION TREND:

The population is expected to decrease in the immediate area, with estimates suggesting an approximate 1.50 percent decrease over five years in the 10-minute drive time interval, but with a 1.15 percent increase in the 30-minute drive time interval. Since the population is stagnant in and around the development, SFA views the population trend as a neutral development factor.

AGE:

The median age within all drive time intervals is greater than the national median of approximately 38.5. Based on SFA's experience, 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.

The median age market characteristic will not impact the success of the sports tourism assets but because the median age is higher than the median, it would likely present a challenge to the success of local-programmed assets developed with the intent of serving youth and amateur sport participants.



MEDIAN HOUSEHOLD INCOME:

The median household income levels in all drive time intervals appear to sit below the national median, which is approximately \$70,784. SFA adjusted the median household income based on the cost of living in Westminster, SC. Based on these adjustments, SFA calculated that the adjusted median household income falls between 14.74 and 23.28 percent below the median in Westminster.

AS A RESULT, SFA VIEWS MEDIAN HOUSEHOLD INCOME AS A CHALLENGING FACTOR IN DETERMINING THE LOCAL MARKET OPPORTUNITY, ALTHOUGH THIS COULD MINIMALLY IMPACT THE SPORTS TOURISM ASSETS.

FEEES 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 opportunity.

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC INSIGHTS

Within the local Westminster market, the population ranges up to approximately 98,000 people, with a regional population of over 20.8 million people, which are both positive characteristics for new facility development based on the local market and sports tourism opportunity. The five-year population trend shows stagnant figures that demonstrate a maintenance of the existing base of residents in the local market. The median age sits above the national median, which demonstrates a likely low presence of younger families and youth residents in the market. This is a challenging characteristic for the local market. Altogether, the local and regional market offer mixed socioeconomic and demographic characteristics that could impact a new development in Westminster.

KEY DATA: SPORTS IN THE REGION

As part of the process of analyzing the opportunity for the development in Westminster, SC, 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.



KEY DATA: SPORTS IN THE REGION

Potential Participants by Traditional Sport (Sample)				
Sport	Core Participation	Participants (30 Minutes)	Participants (60 Minutes)	Participants (240 Minutes)
Basketball	6.36%	6,250	36,862	1,325,448
Soccer	3.44%	3,382	19,946	717,181
Baseball	3.08%	3,030	17,871	642,565
Volleyball	2.92%	2,872	16,939	609,080
Softball	2.28%	2,239	13,207	474,887
Pickleball	1.51%	1,487	8,770	315,349
Tackle Football	1.48%	1,457	8,593	308,992
Flag Football	1.36%	1,333	7,859	282,600
Gymnastics	1.14%	1,116	6,579	236,572
Martial Arts	1.06%	1,043	6,151	221,165
Cheerleading	0.77%	759	4,478	161,011
Futsal	0.77%	756	4,462	160,432
Lacrosse	0.58%	575	3,390	121,892

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 likelihood that a new facility could capture more or less core participants from those areas.

KEY DATA: SPORTS IN THE REGION

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA groups core participation rates and potential participants in the region by asset type. As shown in the charts below, there is a sizable base of potential participants that new indoor court and diamond flex field assets could capture.

Indoor Court Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.36%	6,250	36,862	1,325,448
Volleyball	2.92%	2,872	16,939	609,080
Pickleball	1.51%	1,487	8,770	315,349
Gymnastics	1.14%	1,116	6,579	236,572
Martial Arts	1.06%	1,043	6,151	221,165
Cheerleading	0.77%	759	4,478	161,011
Futsal	0.77%	756	4,462	160,432
Wrestling	0.57%	557	3,286	118,143
Total	15.10%	14,840	87,528	3,147,200

As shown in the table above, SFA projects that new indoor court assets in the Westminster market could serve approximately 15.10 percent of the regional population, totaling approximately 3.1 million indoor court sport participants of sports like basketball, volleyball, and more.

Diamond Flex Field Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Soccer	3.44%	3,382	19,946	717,181
Baseball	3.08%	3,030	17,871	642,565
Softball	2.28%	2,239	13,207	474,887
Tackle Football	1.48%	1,457	8,593	308,992
Flag Football	1.36%	1,333	7,859	282,600
Lacrosse	0.58%	575	3,390	121,892
Ultimate Frisbee	0.23%	227	1,336	48,041
Rugby	0.13%	131	774	27,842
Total	12.59%	12,373	72,977	2,623,998

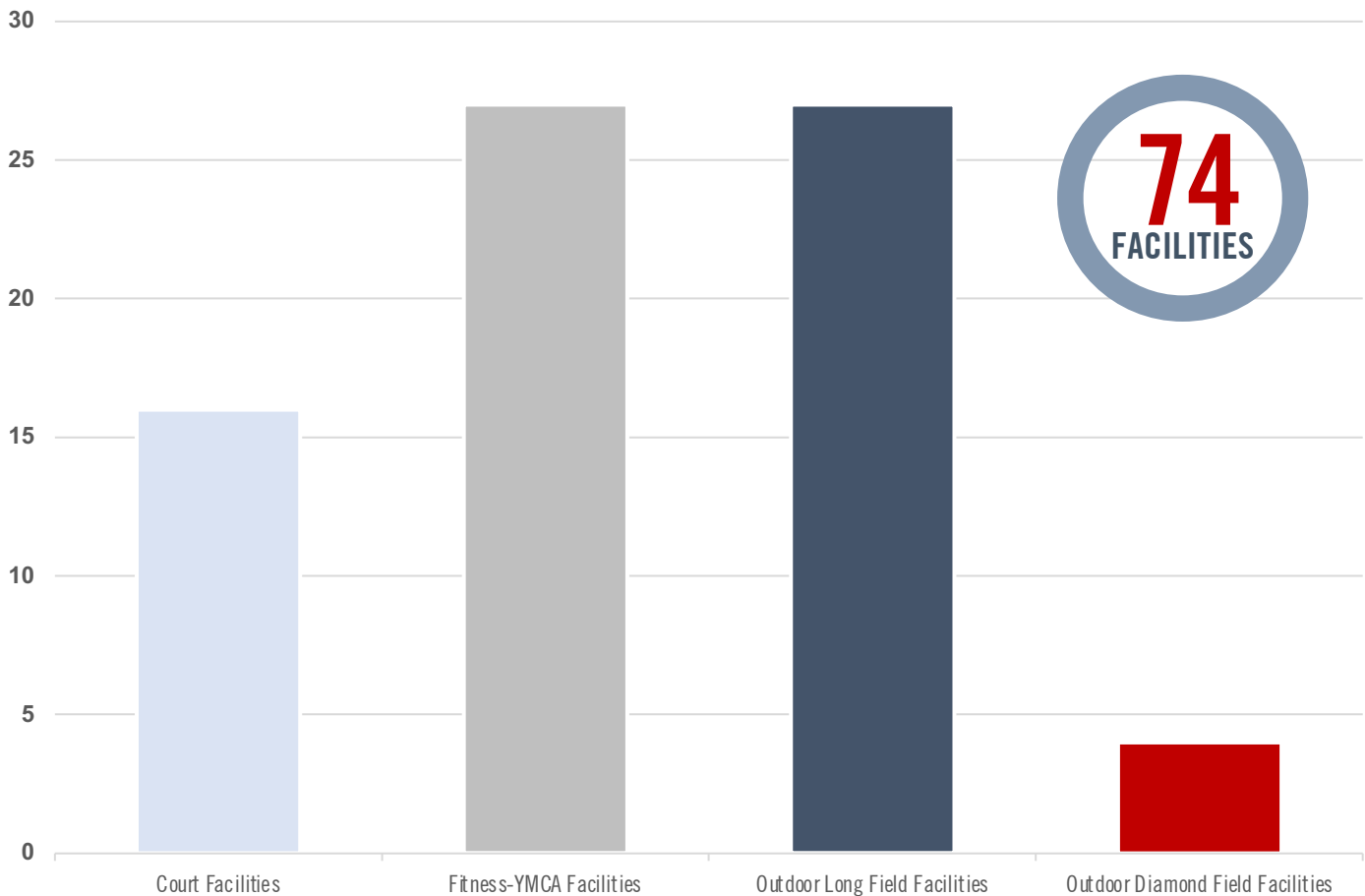
As shown in the table above, SFA projects that new diamond flex field assets in the Westminster market could flexibly support participants of both diamond and long field sports. These assets could serve approximately 12.59 percent of the regional population, totaling approximately 2.6 million soccer, baseball, and softball players, as well as participants of other long field sports.

KEY DATA: EXISTING SERVICE PROVIDERS - LOCAL

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA reviewed 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 Westminster area:

- INDOOR COURT FACILITIES
- FITNESS-YMCA FACILITIES
- OUTDOOR LONG FIELD FACILITIES
- OUTDOOR DIAMOND FIELD FACILITIES

EXISTING SERVICE PROVIDERS



KEY DATA: EXISTING SERVICE PROVIDERS - LOCAL

The tables that follow show a sampling of the indoor court, fitness-YMCA, outdoor long field, and outdoor diamond field facilities and other assets analyzed by SFA. SFA presented these facilities in order of proximity to the preliminary site location rather than their similarity to the Westminster project. SFA included facilities from the aforementioned asset types within the body of the report due to their relevance to the recommended facility program and in order to fully explore the market opportunity. SFA has included an expanded list of facilities analyzed in the local market in the Appendix.

Indoor Court Facilities	Drive Time (Minutes)
MD Cleveland Civic Center	3
Fair Oak Youth Center	13
Shaver Recreation Complex	17
Seneca's Gignilliat Community Center	17

Fitness-YMCA Facilities	Drive Time (Minutes)
Total Fitness of West Union	10
Core 24 Gym	13
Xtreme Fitness 24/7	13
Planet Fitness	14

Outdoor Long Field Facilities	Drive Time (Minutes)
West Oak Middle School	0
West Oak High School	12
Seneca High School	16
Seneca Middle School and Shaver Recreation Complex	16

Outdoor Diamond Field Facilities	Drive Time (Minutes)
West Oak Middle School	0
Hall St Ball Field	3
Lucky Street Ball Field	5
West Oak High School	12

KEY DATA: EXISTING SERVICE PROVIDERS – REGIONAL

In exploring the sports tourism opportunity for the Westminster market, SFA researched indoor courts, outdoor long fields, and outdoor diamond fields in the region. Based on the Client’s vision, SFA concentrated its focus on all three asset types for the Client to consider in their desired phased approach. The table that follows shows a sampling of the tournament-capable facilities analyzed by SFA, that match the recommendations included in the facility programs later in this report. SFA presented these facilities in order of proximity to the preliminary site rather than similarity to the Westminster, SC project. SFA has included an expanded list of facilities analyzed in the regional market in the Appendix.

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
Xcel Sportsplex	88	8 BB/11 VB courts
Suwanee Sports Academy	90	7 BB/11 VB courts
Upward Star Center	95	6 BB/12 VB courts
Gwinnett Convention Center	96	10+ Volleyball Courts (Convention Layout)
Dobbs Creek Recreation Center	105	6 BB/6 VB courts

Outdoor Long Field Facilities	Drive Time (Minutes)	Assets/Amenities
Allen Creek Soccer Complex	70	9 soccer fields
MESA Soccer Complex	80	Approximately 17 fields - 2 Main full-size fields, 9 medium-sized 60–80-yard fields, 3 large multi-usage fields unlined, and 2 small youth fields
Bethesda Park	92	4 soccer fields, 1 turf Multi-Purpose field
Pickneyville Park & Soccer Complex	100	5 soccer fields
Fowler Park	105	5 grass fields and 1 turf field

Outdoor Diamond Field Facilities	Drive Time (Minutes)	Assets/Amenities
Conestee Park	65	5 grass fields
David Jackson Park	65	5 grass fields
Northwest Park	65	1 baseball and 4 softball fields
Tyger River Park	80	13 grass fields
Corey Burns Park	81	5 grass fields

KEY DATA: EXISTING SERVICE PROVIDERS

Although SFA is not engaged for a financial forecast at this time, 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 climate-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 creates 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.

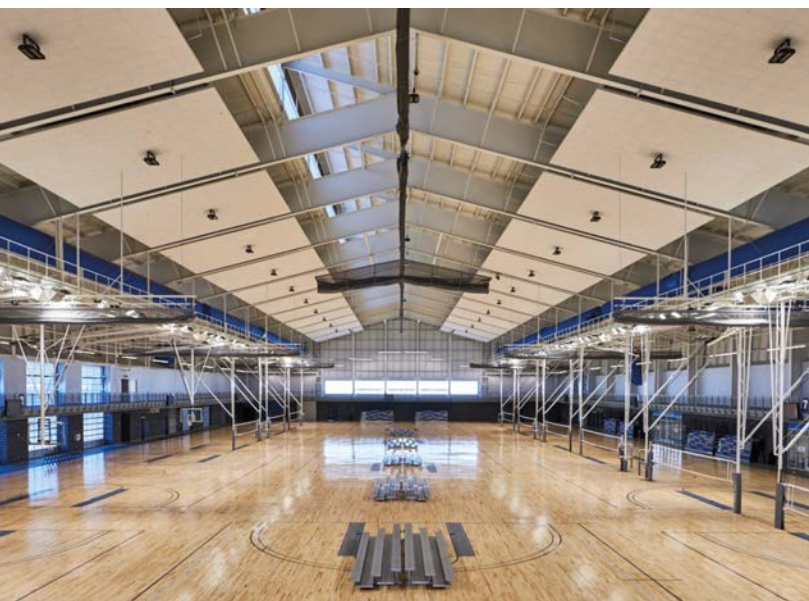


*Hoover, AL – Finley Center – Managed by Sports Facilities Management

KEY DATA: EXISTING SERVICE PROVIDERS

KEY INSIGHTS:

- SFA observed a low volume of indoor court facilities in the local market, with most facilities featuring single courts and the majority of facilities operating within 30 to 50 minutes from the preliminary site location, although SFA identified just a single multi-court location operating within one hour of Westminster.
- SFA observed a low volume of fitness-YMCA facilities in the local market, with most facilities between 10 minutes or greater from the location.
- SFA identified a moderate volume of multi-purpose/long field and diamond field facilities located within an hour of Westminster. SFA recognizes development potential for this asset type based on the existing providers in the marketplace and the importance of flexible outdoor spaces to offer increased youth sport and recreation opportunities to local residents.
- SFA reviewed the existing service providers in the region and observed that the largest tournament-capable facilities located within four hours of Westminster offer a maximum of 12 hardwood courts in standalone sports facilities. Eight full courts would enable a facility to maximize the sports tourism development opportunity. The region also features various large, sports tourism-capable multi-purpose/long field and diamond field complexes. The largest long field facilities in the region offer a minimum of 10 full fields. The largest diamond field facilities feature about 12 youth diamond fields or 8 baseball/softball fields.



SPORTS TOURISM INDUSTRY INSIGHTS

Based on the desire of the Client to develop assets that drive non-local visitation to the community through sports tourism that generates economic impact, in addition to providing high-quality local recreation spaces, SFA has provided insights related to the sports tourism industry. As a focus of potential sports tourism assets in Westminster, sports tourism could help drive economic impact and non-local spending in the market, benefitting the entire community, including those who may never utilize the facility itself.

GENERAL OVERVIEW

According to survey data collected by the Sports Events & Tourism Association (Sports ETA) published in its most recent “State of the Industry Report” in May of 2022, the sports tourism industry continues to grow and be an impactful part of life in the United States:

- In 2021 nearly 175 million people traveled to a sports tournament or event.
- In 2021 there was approximately \$39.7 billion spent on travel for sports related tournaments and events.
 - \$9.7 billion was spent on transportation.
 - \$8.4 billion was spent on lodging and accommodations.
 - \$7.5 billion was spent on food, beverage, and dining.
 - \$5.3 billion was spent on entertainment.
 - \$5.0 billion was spent on retail.
 - \$3.7 billion was spent on tournament operations.
- For the past five years spending related to travel for sports tournaments and events has increased by 0.80-percent with total spending yet to reach pre-pandemic levels. However, year-over-year total spending has increased by 89.20-percent to reach 88-percent of pre-pandemic spending levels.
- In 2021, spending related to travel sports tournaments and events resulted in approximately 635,000 jobs generated in total with an additional \$12.9 billion in tax revenue generation.

INDUSTRY GROWTH

The sustained growth in the youth and amateur sports tourism industry over the last 10+ years is one of the most compelling reasons to consider sports tourism as a reliable, attractive industry. In fact, sports tourism is the only segment of the tourism industry that did not decline in any quarter of the Great Recession, allowing it to be considered “recession resistant” and therefore of increased interest to communities across the country.

Sports-related travel spending and annual growth
(\$ billions and year-over-year percentage change)



Source: Sports ETA, Longwoods International, U.S. Travel Association, Tourism Economics

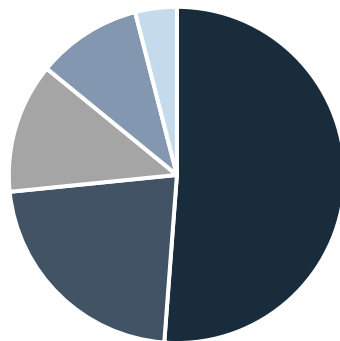
SPORTS TOURISM INDUSTRY INSIGHTS

EVENTS AND SPENDING BY REGION

In addition to overall growth, Sports ETA research breaks down youth and amateur sports tourism spending by region to demonstrate where activity has taken place.

The chart that follows shows the distribution of events across five regions of the United States.

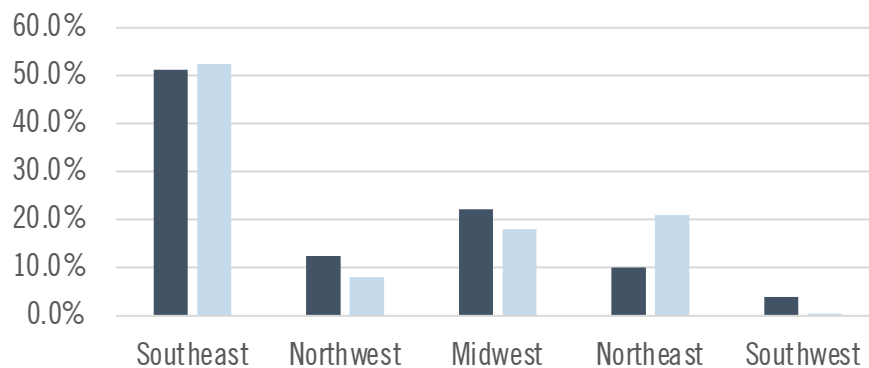
EVENTS BY REGION



■ Southeast ■ Midwest ■ Northeast ■ Northwest ■ Southwest

The chart that follows demonstrates the percent of events and direct spending occurring in each region of the United States, with approximately 50 percent of events, and 52 percent of direct spending taking place in the Southeast.

% of Events vs. % of Direct Spending

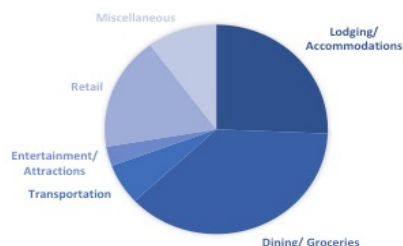


■ % of Events ■ % of Direct Spending

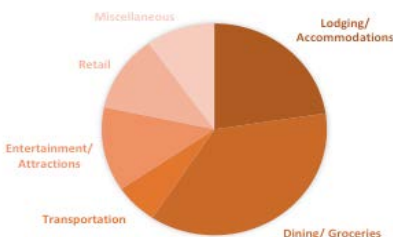
AVERAGE EXPENDITURES

Based on data from hundreds of events, SFA analyzed how individuals and families typically spend when traveling for youth and amateur sports events by type of destination. The graphs that follow demonstrate the average individual spending per day and family spending per weekend for travelers attending events in standard and tourism destination markets. A standard market is categorized as a location that does not have a significant, established tourism industry while a tourism destination is defined as a location that generates significant activity through tourism outside of youth and amateur sports.

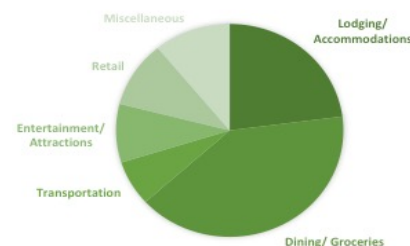
SPORTS TOURISM INDUSTRY INSIGHTS



Standard Market
\$110.37/Person/Day
\$883/Family/Weekend



Tourism - Off-Peak
\$150.58/Person/Day
\$1,205/Family/Weekend



Tourism - Peak
\$185.82/Person/Day
\$1,487/Family/Weekend

As demonstrated in a standard market, families currently spend approximately \$883 per weekend of travel for youth and amateur sports tournaments and events.

SPORTS TOURISM DESTINATION AND OPERATIONAL SUCCESS FACTORS

To capitalize on the opportunities created by youth and amateur sports tourism activities as described above, SFA highlights several destination and operational success factors that are important in the industry today.

DESTINATION FACTORS

- **High Quality, Large Facilities and Assets**
 - The success of youth and amateur sports tourism starts with facilities. With the proliferation of competitive destination facilities, amenity quality is increasingly important as well as the number of spaces available to host teams, participants, and spectators. Additionally, supporting amenities like food and beverage services, entertainment options, etc. create a competitive advantage for facilities that feature them.
- **Variety of Lodging, Dining, and Entertainment Options**
 - Outside of the facility, decisions related to events to attend are often made in part on the lodging, dining, and entertainments options in the market. For players and teams traveling regularly, having known brands and affordable options to choose from is often important. For players and teams traveling infrequently or for families opting to create a vacation around a tournament, having unique and exciting lodging, dining, and entertainment is critical.
- **Desirable Competition**
 - One of the primary reasons to travel for tournaments and events is to compete against unfamiliar teams. Tournaments that feature a mix of teams from a large geographic range and have a well-defined competitive level structure are best able to draw teams and to bring them back year after year.
- **Affordability**
 - Affordability continues to be a top concern of coaches, parents, and participants as they decide which events to attend and how many times to travel. The increase in number of competitive events and the expansion of traditional seasons has created a need to be cost conscious when selecting events.
- **Reputation of the Destination**
 - Establishing and maintaining a reputation as a great place to visit is a critical factor for attracting and retaining events and participants.

SPORTS TOURISM INDUSTRY INSIGHTS

OPERATIONAL SUCCESS FACTORS

- **Program-Driven Design**
 - In today's climate where new special-purpose sports tourism facilities are being opened regularly across the country, facilities must be built for and operated to create a best-in-class experience for visitors. To successfully attract, host, and retain events and participants, the facility must have been designed with event operations and participant satisfaction in mind.
- **Dedicated Marketing and Business Development Personnel and Budget**
 - With so many communities and facilities seeking to capture a portion of the sports tourism industry, it is imperative to dedicate people and money to marketing and selling opportunities. While the recommended organization structure and budget varies significantly from location to location, all successful destinations have some level of dedicated personnel and money available to secure business.
- **Dedicated Management**
 - Similar to dedicated resources to selling the facility, successful venues have a dedicated and specialized management team to ensure the investment into the facility is protected and the reputation within the industry is built and maintained.
- **Collaboration**
 - The youth and amateur sports tourism industry consists of a variety of existing destinations and events across activities, levels of competition, governing bodies, rules of play, etc. The increasingly mature industry now features an environment in which it is often difficult to build new events and attract visitors to events that are not already established. This necessitates collaboration with tournament and events rights holders to attract existing events, working with existing facilities to grow events that demand greater capacity, and maximizing visitation and economic impact during early years of operations.
- **Owner, Member, and Community Buy-In**
 - Sustainable facilities often feature a balance of tournaments/events and local leagues, camps, clinics, etc. To set expectations for how an optimal balance is achieved and to execute on a well-rounded, sustainable business plan, the facility must educate all stakeholders and communicate the purpose as well as the schedule for tournaments and events on a regular and ongoing basis.

FACILITY PROGRAM AND OPINION OF COST

FACILITY OVERVIEW

Based on the data and insights in this report, SFA has provided facility program recommendations for the phased development of a new outdoor field complex, indoor sports facility, and an amphitheater in Westminster. The facility programs outline the recommended amenities and space requirements of each model independently. SFA presented the models separately to demonstrate the unique assets and space requirements for each facility program plan, considering the Client's desired phased approach. The phased approach will allow the Client to develop the outdoor facility, indoor facility, and amphitheater independently over a planned long-term timeline. However, SFA understands that the Client envisions a shared site for the complex. Combining the assets on one overall site would likely provide notable development cost and land use efficiencies.

OUTDOOR ATHLETIC FACILITY – PHASE I

Outdoor Phase I

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
400' BB/SB Fields	Regulation Turf Field (with dugouts, warm-up, viewing area)	4	400' Fence		148,225	592,900	96.3%
	Youth Baseball/Softball Fields	8	225' Fence		Over 400' Fields		0.0%
	<i>Total 400' Baseball/Softball Fields Sq. Ft.</i>					592,900	96.3%
Support Areas	Batting Cages/Pitching Tunnels	8	75	15	1,125	9,000	1.5%
	Children's Playground	1	-	-	5,000	5,000	0.8%
	Pre-Fab Restroom	1	-	-	250	250	0.0%
	Splashpad	1	-	-	4,000	4,000	0.6%
	Event Pavilions	2	15	20	300	600	0.1%
	Secondary Support Buildings	1	40	40	1,600	1,600	0.3%
	Press Box (2nd Level of Secondary Support Building)	1	40	40	1,600	1,600	0.3%
<i>Total Support Area Sq. Ft.</i>					22,050	3.6%	
Maint.	Maintenance Buildings	1	30	30	900	900	0.1%
	<i>Total Maintenance Sq. Ft.</i>					900	0.1%
Total Estimated Outdoor Athletic Facilities SF						615,850	100%
Total Outdoor Athletic Facility Acreage						14.14	

Site Development

Parking Spaces Total	Quantity	Dimensions		Approx. SF each	Total SF	% of Total	
		L (')	W (')				
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	360	20	20	400	144,000	29.5%
	Setbacks, Green Space, Trails, etc.	25% Indoor SF, 50% Outdoor			343,925	70.5%	
Total Estimated Site Development SF					487,925	100%	
Total Site Development Acreage					11.20		
Total Complex Acreage					25.34		

FACILITY PROGRAM AND OPINION OF COST

OUTDOOR ATHLETIC FACILITY

By developing four (4) full regulation turf diamond fields, with the flexibility to host eight (8) youth baseball/softball diamond fields, the outdoor complex will have the potential to host any field sport on a year-round basis, weather permitting. The limited competition of quality existing service providers with a similar quantity of fields within the Westminster market presents a viable market opportunity. The lack of multi-field complexes would allow for the Client to develop a significant user base within the local and sub-regional market. The quantity of fields will likely provide the opportunity for the venue to host and attract small tournaments catered to youth Little League, Pony League, and similar organizations. The fields will not initially offer the capacity to attract medium or large youth or amateur sport tournaments for any sport outside of little league baseball without additional fields developed adjacent to or nearby the complex.

SFA recommends 360 total parking spaces to meet the expected demand at the outdoor sports facility. In addition to parking, SFA expects additional space requirements for setbacks, green space, trails, etc. to set the total complex acreage size at approximately 25.34 acres of land.



FACILITY PROGRAM AND OPINION OF COST

INDOOR ATHLETIC FACILITY – PHASE II

Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Courts	Basketball Courts (actual courts 84' x 50')	6	104	80	8,320	49,920	53.9%
	Volleyball Courts	12	60	30	Over Basketball Courts		0.0%
	<i>Total Courts Sq. Ft.</i>						49,920
Fitness Center	Fitness Center	1	-	-	3,000	3,000	3.2%
	Small Group Exercise Room	1	-	-	850	850	0.9%
	Locker Rooms	2	30	30	900	1,800	1.9%
	<i>Total Fitness Center Sq. Ft.</i>						5,650
Flex Space	Lobby/Welcome Area	1	-	-	1,200	1,200	1.3%
	Rec Department Office Area	1	-	-	1,500	1,500	1.6%
	Secondary Concessions	1	30	20	600	600	0.6%
	Team/Flex Community Meeting Rooms	3	60	25	1,500	4,500	4.9%
	Ref Rooms	1	15	10	150	150	0.2%
	Training Room	1	20	15	300	300	0.3%
	Restrooms	2	35	25	875	1,750	1.9%
	Leased Space - Medical	1	-	-	2,000	2,000	2.2%
	Elevated Running Track	1	-	-	6,873	6,873	7.4%
<i>Total Flex Space Sq. Ft.</i>						18,873	20.4%
Required SF for Products and Services						74,443	80.4%
Mechanical, Electrical, Storage, etc. 10% of P&S SF (Excl. Leased Space)						7,244	7.8%
Common Area, Stairs, Circulation, etc. 15% of P&S SF (Excl. Leased Space)						10,866	11.7%
Total Estimated Indoor Athletic Facility SF						92,554	100%
Estimated Building Footprint						85,681	
Total Building Acreage						1.97	

Outdoor Athletic Facilities

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Sand VB	Sand Volleyball Courts	2	60	30	1,800	3,600	21.6%
	<i>Total Sand Volleyball Courts Sq. Ft.</i>						3,600
Outdoor Courts	Hard Pickleball Courts (44'x20' with Clear Space)	6	64	34	2,176	13,056	78.4%
	<i>Total Outdoor Courts Sq. Ft.</i>						13,056
Total Estimated Outdoor Athletic Facilities SF						16,656	100%
Total Outdoor Athletic Facility Acreage						0.38	

Site Development

Parking Spaces Total	Quantity	Dimensions		Approx. SF each	Total SF	% of Total	
		L (')	W (')				
Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	428	20	20	400	171,200	70.2%
	Setbacks, Green Space, Trails, etc.		25% Indoor SF, 50% Outdoor			72,548	29.8%
Total Estimated Site Development SF						243,748	100%
Total Site Development Acreage						5.60	
Total Complex Acreage						7.95	

FACILITY PROGRAM AND OPINION OF COST

INDOOR ATHLETIC FACILITY – PHASE II

By developing six (6) basketball courts with the capability to overlay 12 volleyball courts, the indoor sports facility will have the potential to host a wide range of court events (basketball, volleyball, pickleball, wrestling, cheer, dance, and more). Similar to the existing outdoor field service providers, limited multi-court facilities operate within the Westminster local market. This gap suggests a viable market opportunity exists for the Client to develop a significant client base within the local and sub-regional market. Notable existing regional service providers offering eight courts or more appear at and after the 90-minute drive time interval. The regional indoor court marketplace offers significant competition for larger tournaments and events. Modeling this facility to six courts as opposed to eight still provides the Client the opportunity to host small and medium-sized tournaments and events. These events could generate notable direct economic impact that benefits the Westminster community through non-local spending and out-of-market visitation.

The 5,650 total square feet of fitness center space and related amenities would offer the community a viable opportunity for regular fitness and recreation activities, regardless of climate. Fitness spaces generally provide a higher revenue per square foot figure compared to other indoor sport facility assets due to their higher daily and weekly occupancy rates and operating on a membership model, as opposed to a program-driven or rental operating model.

It is also important to note that within the indoor facility there are spaces to host and offer coaches clinics, training opportunities, team film reviews, and other team/coach/player development opportunities. These spaces could also be used to host outside events/rentals, trainings, meetings, parties, etc. SFA has included 2,000 square feet of medical leased space which drives additional revenue to the facility, enhances the tournament draw for event rights holders, and establishes connectivity to surrounding wellness developments. Maximum utilization of these spaces will further help the Client achieve revenue and occupancy goals.

The Phase II indoor model also includes supplemental outdoor sport and recreation spaces including multiple sand volleyball courts and six hard pickleball courts. These spaces combine with the indoor assets to provide a well-rounded, high quality recreation center with amenities not currently offered in one place within the local market.

SFA recommends 428 total parking spaces to meet the expected demand at the indoor sports facility. In addition to parking, SFA expects additional space requirements for setbacks, green space, trails, etc. to set the total complex acreage size at approximately 7.95 acres of land.

FACILITY PROGRAM AND OPINION OF COST

AMPHITHEATER FACILITY – PHASE III

Outdoor Facilities

Space	Outdoor Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Footprint
Amp	Stage	1	-	-	600	600	27.3%
	<i>Total Amphitheater Sq. Ft.</i>					600	27.3%
Support Buildings	Support Buildings Pre-Fab Restroom Building	1	40	40	1,600	1,600	72.7%
	<i>Total Support Buildings Sq. Ft.</i>					1,600	72.7%
Total Estimated Outdoor Facilities SF						2,200	100%
Total Outdoor Facility Acreage						0.05	

Site Development

	Quantity	Dimensions L (') W (')		Approx. SF each	Total SF	% of Total	
Site Dev	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	40	20	20	400	16,000	2.0%
	Disc Golf Course	1	-	-	609,840	609,840	77.9%
	Setbacks, Green Space, Trails, etc.		25% Indoor SF, 50% Outdoor			157,010	20.1%
Total Estimated Site Development SF					782,850	100%	
Total Site Development Acreage					17.97		
Total Complex Acreage					18.02		

AMPHITHEATER FACILITY – PHASE III

By developing a small, staged amphitheater, Westminster can provide an additional entertainment amenity to local residents and supplement the sport and recreation assets developed in the envisioned prior phases. In addition to the amphitheater, SFA has also modeled the inclusion of a disc golf course. A disc golf course will provide a quality leisure recreation amenity to local residents, and, depending on the landscape and design of the course, draw out-of-market visitors to a new, challenging attraction in the Upstate area of South Carolina.

SFA recommends 40 total parking spaces to meet the expected demand at the amphitheater complex in Phase III. In addition to parking, SFA expects additional space requirements for setbacks, green space, trails, etc. to set the total complex acreage size at approximately 18.02 acres of land.

FACILITY PROGRAM AND OPINION OF COST

SUMMARY OF DEVELOPMENT COSTS

Based on SFA's experience in developing sports and recreation facilities, the tables below summarize the opinion of costs for each respective model within the overall complex.

USES OF FUNDS: OUTDOOR MODEL	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$6,693,482	\$7,437,202	\$8,180,923
FIELD AND SPORTS EQUIPMENT COST	\$7,610,076	\$8,455,640	\$9,301,203
FURNITURE, FIXTURES, AND EQUIPMENT	\$830,664	\$922,961	\$1,015,257
SOFT COSTS CONSTRUCTION	\$1,399,729	\$1,555,254	\$1,710,780
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$1,343,005	\$1,492,228	\$1,641,450
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$17,876,956	\$19,863,284	\$21,849,613

The total use of funds for the outdoor field complex amounts to approximately \$19.9 million. Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

USES OF FUNDS: INDOOR MODEL	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$18,333,533	\$20,370,592	\$22,407,651
FIELD AND SPORTS EQUIPMENT COST	\$2,107,481	\$2,341,645	\$2,575,810
FURNITURE, FIXTURES, AND EQUIPMENT	\$912,034	\$1,013,371	\$1,114,708
SOFT COSTS CONSTRUCTION	\$2,566,435	\$2,851,594	\$3,136,753
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$1,861,701	\$2,068,557	\$2,275,413
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$25,781,183	\$28,645,759	\$31,510,335

The total use of funds for the indoor sports complex amounts to approximately \$28.6 million. Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

FACILITY PROGRAM AND OPINION OF COST

SUMMARY OF DEVELOPMENT COSTS (CONTINUED)

USES OF FUNDS: AMPHITHEATER MODEL	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$1,827,989	\$2,031,099	\$2,234,209
FURNITURE, FIXTURES, AND EQUIPMENT	\$13,721	\$15,246	\$16,771
SOFT COSTS CONSTRUCTION	\$290,422	\$322,691	\$354,960
SOFT COSTS OPERATIONS	\$0	\$0	\$0
ESCALATION	\$55,251	\$61,390	\$67,529
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$2,187,384	\$2,430,426	\$2,673,469

The total use of funds for the amphitheater model amounts to approximately \$2.4 million. Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

BUSINESS MODEL OVERVIEW

As mentioned throughout this report, one key area of focus for a new indoor and outdoor sports complex is to promote visitation the Westminster area in addition to providing locations for local sports programs and recreation.

The information below is based on the Client's vision, as well as SFA's recommendation to establish a balance between serving the local community through local programs, products, and services, and the regional market through hosting sports tourism tournaments and events. SFA has first detailed the sports tourism operating model, followed by the local programming operating model.

SPORTS TOURISM 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, 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 create a minimal economic impact.

Outsourced tournaments require much less work on the part of the facility because inventory is rented to a tournament provider who 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.).

SFA has found that it is typical for facilities with a sports tourism business model to accomplish their goals by generating large amounts of economic impact rather than relying solely on the operational performance of the facility to determine success. Because large sports tourism-focused facilities generally depend on hosting events that generate economic impact, these provide the facility with one-off revenue streams that occur a limited number of times each year but require large facilities that are generally overbuilt for the local market opportunity. For facilities that pursue sports tourism as an economic driver, room night generation, direct spending, and new tax revenues earned from events are viewed as an attractive return on the investment relative to potential subsidization of operations. As such, these types of facilities serve as a driver of traffic and spending to other businesses in the adjacent area such as hotels, restaurants, retail stores, etc. These facilities often function as an anchor to mixed-use projects that benefit the community alongside additional development.



*Hoover, AL – Finley Center – Managed by Sports Facilities Management

BUSINESS MODEL OVERVIEW

LOCAL PROGRAMMING MODEL

The local programming model is designed to make any facility development a year-round sports and recreation hub by serving as a community asset providing sports, physical health, recreation, and youth development programming, regardless of skill levels or abilities. By creating a fun, active space with high-quality programming and amenities, the spaces detailed in the facility program will be able to host a multitude of activities and serve a wide range of community pursuits.

Based on conversations with the Client, SFA's recommendations for the spaces and amenities detailed in the facility program, a sports tourism complex has the potential to offer programming for any or all of the following activities from in-house and/or partner organizations: practices, camps, clinics, leagues, showcases, tournaments, private individual and group training, and more.

PROGRAM MIX

The programs listed above offer a robust programming model to be featured at the facility including in-house and partner organization offerings. While a model more heavily focused on partner and rental programming typically takes less time to grow revenues and guarantees revenue for the model, it limits the long-term revenue growth opportunities.

BUSINESS MODEL OVERVIEW

PROGRAM MIX

SFA recommends a facility program mix that includes internal or in-house programs in addition to rental or outside service provider programs, however, believes that an in-house local programming model will delivery the best results to achieve the Client's goals. In-house programming presents the complex with the following growth and business development opportunities:

GREATER OWNERSHIP OF THE BUSINESS:

- Running in-house programs will allow the management team to dictate all aspects of the products and services being offered in the facility. This ownership provides the ability to make decisions regarding marketing, sales, and operations of all programs. Furthermore, the facility will rely less on the skills, experience, and relationships of outside people or organizations and therefore strengthen the complex's ability to offer best-in-class services to its customers.

CONTROL OF THE CUSTOMER EXPERIENCE:

- All programs are a reflection of the facility and affect customer perception of the brand. With a rental model, a facility has a minimal level of control over program quality and customer experience. If a program run by an outside organization does not meet customer expectations, the facility will be directly associated with that bad experience. On the other hand, internal programs allow the facility to control the quality of customers' experiences.

HIGHER FINANCIAL RETURNS:

- Rental programs are limited in the level of revenue they are able to generate. This relatively flat revenue restricts the ability to capitalize on growth opportunities. An internal program business model creates the opportunity for the facility to grow programs and increase the amount of revenue that can be generated per hour. With the proper investment in and development of in-house programs, the facility will be able to generate significantly higher levels of revenue.

FACILITY DATABASE AND CROSS MARKETING:

- Internal programming presents the facility with the opportunity to build an extensive internal database of its customers. Owning and running in-house programs will allow the facility to capture and retain important customer contact information. This internal database will create a platform for the management team to cross-market appropriate programs to people who are already customers and invested in taking part in the products and services that the facility has to offer. The ability to cross-market to an internal database is substantially more effective than many traditional marketing initiatives.

ABILITY TO MAXIMIZE SCHEDULING:

- A rental-only model restricts the management team's ability to maximize program scheduling. This is a result of the desire of outside programmers and rentals to purchase only the best and prime time hours in the facility. With an in-house program model, the management team will be able to dictate the day and time that programs are run and therefore allow the facility to maximize the use of available scheduling time.



*Hoover, AL – Hoover Met Complex – Managed by Sports Facilities Management

BUSINESS MODEL OVERVIEW

A gradual transition towards a higher level of internal programming after opening will allow the facility to maintain relationships and utilize outside programming during the maturation process. As the facility matures, shifting to an increased percentage of internal programs will allow the facility to capitalize on opportunities to grow programs and contribute to a higher level of financial sustainability.

Based on the vision of the Client, SFA believes that there will be a hybrid business model between the local programming model and the sports tourism operating model in order to maximize sustainability. As such, the level of financial and economic impact performance will depend on the type of assets, mix of assets, and business model within any facility that is developed.

EXAMPLE FACILITY PERFORMANCE BENCHMARKS

SUMMARY OF FINANCIAL PERFORMANCE

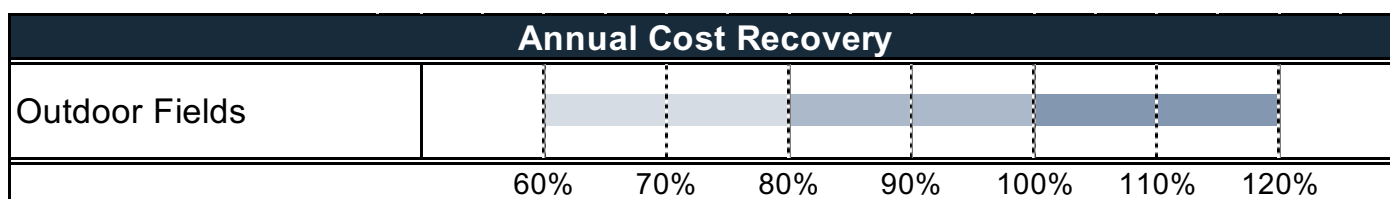
While SFA has yet to complete a full, detailed five-year financial forecast for the spaces in the facility program for the new sports complex, it has evaluated the preliminary financial performance opportunities based on industry benchmarks for financial performance. Taking the vision for the new complex into account, as well as the general opportunity for local sports programming, tournaments, events, and recreation in the market, SFA is able to provide data and information related to industry benchmarks for facility financial performance. These benchmarks are derived from case studies and relevant data collected from existing operations similar to the desired business models planned for the new sports complex.

As part of this preliminary analysis, SFA has applied industry benchmarks to the assets outlined in the facility program models. The financial performance ranges below are not intended to represent a full set of projections or to be used in place of a detailed pro forma, but rather to demonstrate how the assets and spaces included in the facilities recommended for full analysis could perform if they achieved financial performance benchmarks from the youth and amateur sports and recreation industry. SFA would develop a full five-year projection of revenue and detailed pro forma, pending the Client’s decision to engage SFA for Phase II.

OUTDOOR SPORTS COMPLEX FINANCIAL PERFORMANCE AND ECONOMIC IMPACT BENCHMARKS

As described previously in the “Business Model Overview” section of this report, the Outdoor Sports Complex could feature a business model focused on sports tourism with emphasis on each programming type depending on the desire to maintain in-house or third-party programming. Based on the mix of assets in the facility program, the new outdoor complex could offer multiple revenue types. The chart below shows industry ranges for revenue per field based on comparable outdoor sports tourism facilities in the region and within the state of Illinois. Total revenue per field in the outdoor facility ranges from \$35,000 to \$140,000 per field annually.

Revenue	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Field Revenue (Inc. Gate)	Rev. Per Field	\$25,000	\$65,000	\$80,000
Food & Beverage	Rev. Per Field	\$5,000	\$15,000	\$45,000
Sponsorship & Advertising	Rev. Per Field	\$5,000	\$10,000	\$15,000
TOTAL REVENUE PER FIELD		\$35,000	\$90,000	\$140,000



The previous chart shows industry ranges for annual cost recovery based on comparable outdoor sports tourism facilities. Total annual cost recovery in the outdoor facility ranges from 60 percent to 120 percent.

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

Economic Impact	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Outdoor Fields	Economic Impact Per Field	\$750,000	\$1,500,000	\$2,500,000
TOTAL ECONOMIC IMPACT PER COURT		\$750,000	\$1,500,000	\$2,500,000

The previous chart shows industry ranges for the annual economic impact generated per field based on comparable outdoor sports tourism facilities. Economic impact per field for the outdoor facility ranges from \$750,000 to \$2.5 million annually.

FINANCIAL PERFORMANCE EXPECTATIONS - OUTDOOR

The chart below shows industry ranges based on venue performance at a low, middle, and high-level, followed by a range of net operating income expectations. Outdoor facility revenue expectations approximately range from \$140,000 to \$560,000 annually, while net operating income expectations range from requiring a subsidy of \$28,000 annually to generating a positive net income of \$56,000 annually. Where a new facility falls within this range will depend on the location, business and operating model, approach to pricing, and other important factors.

Asset	Asset Size	Revenue Expectation		
		Low	Mid	High
Outdoor Field	4 Fields	\$140,000	\$360,000	\$560,000
TOTAL REVENUE EXPECTATION		\$140,000	\$360,000	\$560,000

Asset	Asset Size	Net Operating Income Expectation		
		Low	Mid	High
Outdoor Field	4 Fields	(\$28,000)	(\$18,000)	\$56,000
TOTAL NET OPERATING INCOME EXPECTATION		(\$28,000)	(\$18,000)	\$56,000

Because of the Client's desire to focus on sports tourism-capable assets, the outdoor facility could generate significant economic impact caused by direct spending from tournament and event visitation. SFA projected total economic impact ranges for the entire complex based on the number of fields and their corresponding performance benchmark thresholds. SFA provides realistic benchmark ranges due to the real-world operation of sports tourism complexes throughout the United States, the southeast region, and in the state of South Carolina. In total, and as shown in the following chart, SFA expects the outdoor facility to generate between \$3 million and \$10 million in economic impact annually.

Asset	Asset Size	Economic Impact Expectation		
		Low	Mid	High
Outdoor Facility	4 Fields	\$3,000,000	\$6,000,000	\$10,000,000
TOTAL ECONOMIC IMPACT EXPECTATION		\$3,000,000	\$6,000,000	\$10,000,000

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

INDOOR SPORTS COMPLEX FINANCIAL PERFORMANCE AND ECONOMIC IMPACT BENCHMARKS

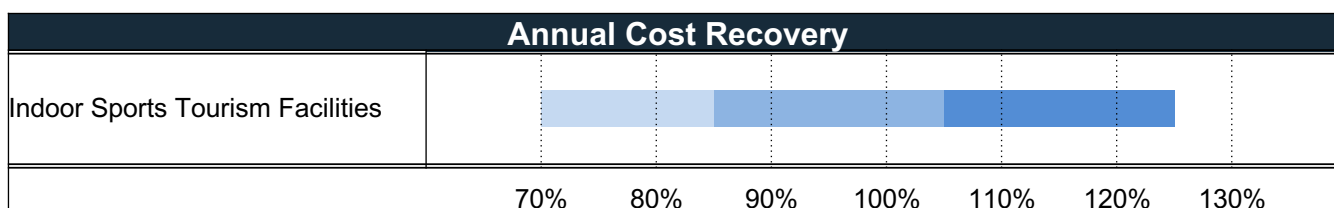
As described earlier in the “Business Model Overview” section of this report, a new indoor complex could feature a business model focused on local sports and sports tourism with emphasis on each programming type depending on the desire to maintain in-house or third-party programs. Based on the mix of assets in the facility program, the new indoor facility could offer multiple revenue types. The charts below show industry ranges for revenue per square foot based on comparable indoor sports tourism facilities. Total revenue per square foot in the indoor local facility ranges from \$9 to \$24 per square foot. Total revenue per square foot in the indoor sports tourism facility ranges from \$4 to \$11 per square foot.

INDOOR LOCAL REVENUE

Revenue	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Indoor Track/Courts	Rev. Per SF - Track/Court Area	\$10.00	\$15.00	\$25.00
Indoor Fitness Center	Rev. Per SF - Fitness Center Area	\$30.00	\$50.00	\$90.00
Leased Space	Rev. Per SF - Leased Area	\$15.00	\$25.00	\$35.00
Food & Beverage	Rev. Per SF - Total Facility	\$0.60	\$1.25	\$2.50
Sponsorship & Advertising	Rev. Per SF - Total Facility	\$0.60	\$1.00	\$2.00
TOTAL REVENUE		\$9.00	\$14.00	\$24.00

INDOOR SPORT TOURISM REVENUE

Revenue	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Court Revenue (Inc. Gate)	Rev. Per SF - Court Area	\$4.00	\$8.00	\$11.00
Leased Space	Rev. Per SF - Leased Area	\$15.00	\$25.00	\$35.00
Food & Beverage	Rev. Per SF - Total Facility	\$0.60	\$1.25	\$2.50
Sponsorship & Advertising	Rev. Per SF - Total Facility	\$0.60	\$1.00	\$2.00
TOTAL REVENUE PER SQUARE FOOT		\$4.00	\$7.00	\$11.00



The chart above shows industry ranges for annual cost recovery based on comparable indoor sports tourism facilities. Total annual cost recovery for indoor sports tourism facilities ranges from 70 percent to 125 percent.

Economic Impact	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Indoor Courts	Economic Impact Per Court	\$500,000	\$1,200,000	\$2,000,000
TOTAL ECONOMIC IMPACT PER COURT		\$500,000	\$1,200,000	\$2,000,000

The chart above shows industry ranges for the annual economic impact generated per court based on comparable indoor sports tourism facilities. Economic impact per court for indoor sports tourism facilities ranges from \$500,000 to \$2 million annually.

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

FINANCIAL PERFORMANCE EXPECTATIONS - INDOOR

The chart below shows industry ranges based on venue performance at a low, middle, and high-level, followed by a range of net operating income expectations. Indoor facility revenue expectations range from approximately \$341,000 to \$1 million annually, while net operating income expectations range from requiring a subsidy of approximately \$35,000 annually to generating a positive net income of \$207,000 annually. Where a new facility falls within this range will depend on the location, business and operating model, approach to pricing, and other important factors.

PRELIMINARY REVENUE EXPECTATIONS (RANGE)

Asset	Asset Size	Revenue Expectation		
		Low	Mid	High
Indoor Facility	92,554 Square Feet	\$340,745	\$657,606	\$1,035,613
TOTAL REVENUE EXPECTATION		\$340,745	\$657,606	\$1,035,613

PRELIMINARY NET OPERATING INCOME EXPECTATIONS (RANGE)

Asset	Asset Size	Net Operating Income Expectation		
		Low	Mid	High
Indoor Facility	92,554 Square Feet	(\$34,074)	\$32,880	\$207,123
TOTAL NET OPERATING INCOME EXPECTATION		(\$34,074)	\$32,880	\$207,123

Because of the Client's desire to focus on sports tourism-capable assets, the indoor facility could generate significant economic impact caused by direct spending from tournament and event visitation. SFA projected total economic impact ranges for the entire complex based on the number of courts and their corresponding performance benchmark thresholds. SFA provides realistic benchmark ranges due to the management expertise gained through the real-world operation of sports tourism complexes throughout the United States, the Midwest region, and in the state of Illinois. In total, and as shown in the following chart, SFA expects the indoor facility to generate between \$3 million and \$12 million in economic impact annually.

Asset	Asset Size	Economic Impact Expectation		
		Low	Mid	High
Indoor Facility	6 Courts	\$3,000,000	\$7,200,000	\$12,000,000
TOTAL ECONOMIC IMPACT EXPECTATION		\$3,000,000	\$7,200,000	\$12,000,000

POTENTIAL FUNDING SOURCES

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.

PARTNERSHIPS

- **Public-Private Partnerships**

- Development and/or operational commitments are made both 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.

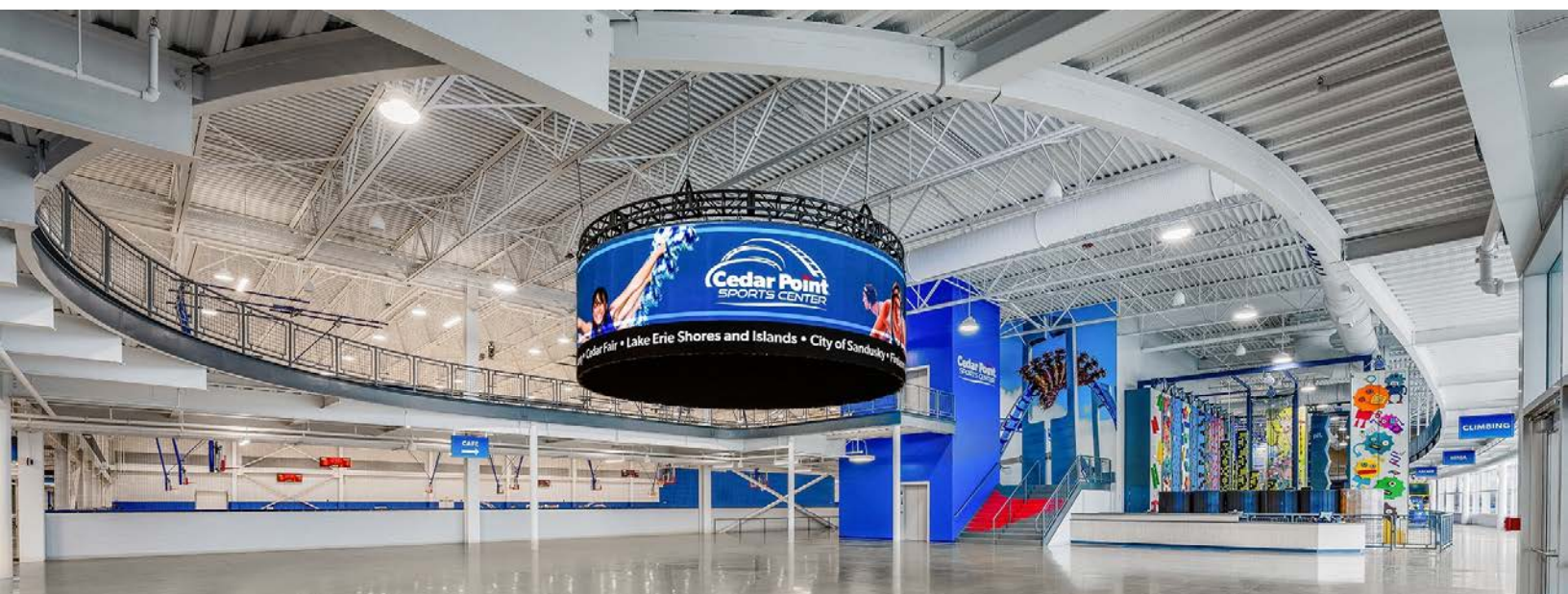
FUNDING SOURCES CASE STUDY – CEDAR POINT SPORTS CENTER

Based on SFA's experience in planning and funding facilities like the facilities included in the included facility program, SFA has provided case studies that detail real-world funding scenarios. These scenarios provide an overview of the funding structure utilized to fund the best-in-class indoor sports tourism venues, the Cedar Point Sports Center in Sandusky, OH, AdventHealth Sports Part at Bluhawk in Overland Park, KS, and Emerald Acres Sports Connection in Mattoon, IL.

The Cedar Point Sports Center opened in 2020 with a total development cost of approximately \$42 million. The venue offers 185,000 square feet of indoor sports, event, and entertainment space and serves thousands of visitors on a regular tournament weekend. The facility also includes the Lee C. Jewett Sports Medicine Center in a partnership with Firelands Regional Medical Center.

Since sports tourism serves as the primary driver of the facility, various interested public and private parties collaborated in a true Public-Private Partnership to promote and fund the development of the venue, therefore encouraging new visitation to the market. This visitation has proven especially beneficial to the community during non-peak tourism seasons. The funding structure for Cedar Point Sports Center included the following approximate contributions:

- County Hotel Tax - \$23 million
- Firelands Regional Medical Center - \$11 million
- City Tax Financing - \$2 million
- Private Equity - \$6 million
 - Cedar Fair Entertainment
 - Lake Erie Shores & Islands Convention and Visitors Bureau



FUNDING SOURCES CASE STUDY – ADVENTHEALTH SPORTS PARK



The current development climate for youth and amateur sports facilities generally requires a robust combination of funding sources and mechanisms to turn a concept into reality. AdventHealth Sports Park at Bluhawk is a relevant example of a sports tourism and mixed-use development project that relied on creative funding solutions to become developable.

AdventHealth Sports Park is set to open in 2024 with a total development cost of approximately \$125 million for Phase I of the development (sports facility only). The venue offers 250,000 square feet of indoor sports, event, and entertainment space, with adjacent residential, medical, lodging/hospitality, and other traditional mixed-use spaces as a privately owned and operated development. The medical component serves a key function within most public-private partnerships, often occupying a dedicated leased space within the development and/or purchasing naming rights that can account for as much as 26 percent of the total development cost, according to SFA's industry experience.

Sports tourism serves as the primary driver of the facility, although the venue will accommodate regular local programming. Various interested public and private parties collaborated to promote and fund the development of the venue, therefore encouraging new visitation and promoting new spending to occur the market that would not occur but for the development of the complex. The funding structure for Bluhawk Sports Park included the following funding mechanisms:

- Sales Tax and Revenue (STAR) Bonds - \$46.5 Million
 - A portion of state sales tax generated within the mixed-use development district returns to the developer over time to pay for the sport facility
- Private Equity
- Traditional Lending

FUNDING SOURCES CASE STUDY – EMERALD ACRES

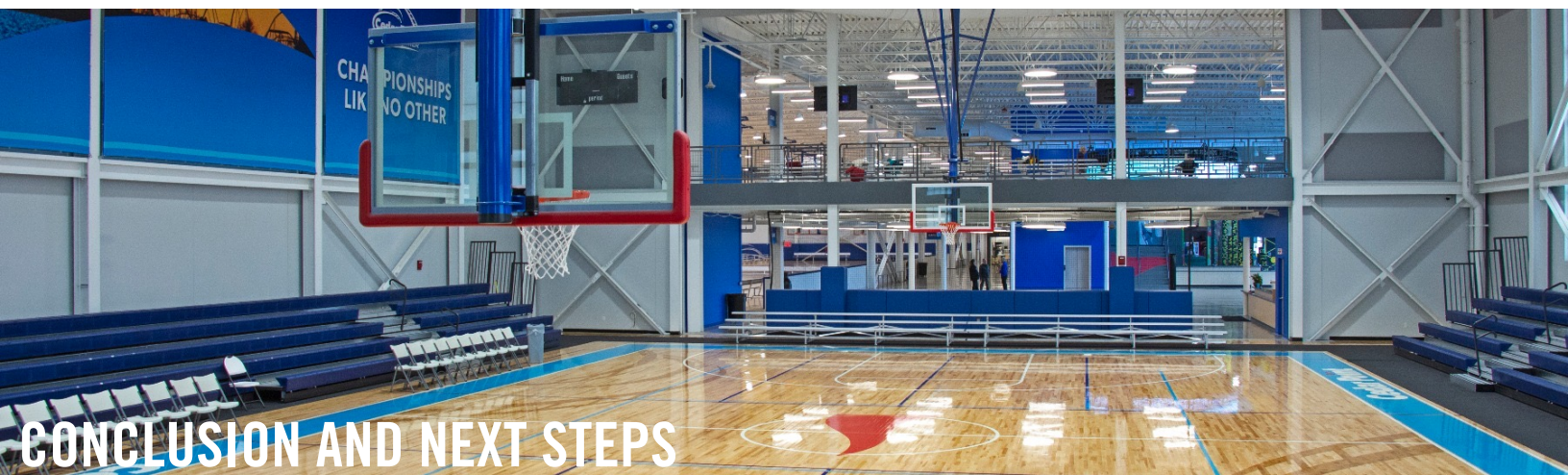
Youth and amateur sports facilities generally require creative and multi-lateral funding solutions prior to development. Emerald Acres Sports Connection is a non-profit-operated sports tourism development project that required a unique operating arrangement and funding structure to promote development.

Emerald Acres Sports Connection in Mattoon, IL is set to open in 2024 with a total development cost of approximately \$65 million (sports facilities only). The complex offers a combined 150-acre property, with 150,000 square feet of indoor sports, event, and entertainment space and 12 outdoor fields that prioritize sports tourism.

Sports tourism serves as the primary driver of the facility, although the venue will accommodate regular local programming. Various interested public and private parties collaborated to promote and fund the development of the venue, therefore encouraging new visitation and promoting new spending to occur the market that would not occur but for the development of the complex. The funding structure for Emerald Acres Sports Connection included the following funding mechanisms:

- Expansion of Existing Business Improvement District (BID)
 - The district consists of new and existing mixed-use and commercial development
- Future Property Tax Incentive (Incremental)
- Private Equity (Capital and Land Contributions)





CONCLUSION AND NEXT STEPS

*Sandusky, OH – Cedar Point Sports Center – Managed by Sports Facilities Management

Based on the work completed to date, SFA believes that an opportunity exists to develop an outdoor field, indoor sport, and amphitheater complex to be phased in the Westminster market with the capability of meeting the Client’s objectives that will:

- Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and wellness assets
- Become a tournament and event destination facility that attracts non-local visitors to the area, promoting tourism, and driving economic impact through non-local spending and hotel room night generation
- Feature diverse and flexible programming capabilities, sports, community, civic, school, etc. activities, to serve a wide variety of potential partners and stakeholders in the community of Westminster

Taking those definitions of success into account, SFA has detailed the initial recommendations for a comprehensive facility program plan that includes indoor and outdoor amenities. The included facility programs are what SFA believes has the potential to meet the Client’s definitions of success through the individual asset types and ensuring that those assets are right sized to meet the local market opportunities, as well as the respective sports tourism tournament and event opportunities.

The determination to build a new sports and recreation complex and clarifying the best path forward for the Client, among other exercises, is crucial to fully analyzing the opportunity. These evaluations will take place during the full financial forecast and economic impact analysis development in the next phase of work.

Within the next phase of work, SFA recommends that the Client:

- Explore and define the potential for funding mechanisms, development incentives, and/or strategic partnerships that could create a viable investment into the construction and operation of enhancing existing and/or building new facilities.
 - The exploration of funding mechanisms, development incentives, and strategic partnerships will assist in answering questions such as: how the facility will be utilized, does it make more sense to enhance existing facilities or develop new facilities, and how the development will be funded.
- Determine if the location(s)/site option(s) noted by the Client have the highest likelihood of supporting the best path forward for development.
- Complete a detailed financial forecast (pro forma) for the outdoor and indoor models.
 - The financial model will help to understand the operational realities of the recommendations and what amenities and will best contribute to the definitions of success of the Client.
- Create the optimized facility program and business model(s).
- Complete a narrative document summarizing the optimized facility program and business model, financial forecast, and economic impact analysis.

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.

In conclusion, SFA believes that there is an opportunity to develop a new sports tourism and destination recreation complex that can achieve the Client's goals. SFA has recommended facility program spaces for new facilities/assets with the highest likelihood of success. SFA recommends exploring the potential funding mechanisms, development incentives, and strategic partnership opportunities while simultaneously moving forward with a formal feasibility analysis (Phase II) of the development, operations, and impact of a new sports and destination recreation facility.

SFA 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 development of a new sports and destination recreation complex in Westminster.

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



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- Event Booking Platform
- Industry Expertise & Analytics
- Vendors & Partners

ADVISORY

DEVELOPMENT

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SERVED

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- Strategic Program Planning
- Project Finance Support Services
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5 YEAR ECONOMIC IMPACT FORECAST

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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 | PUBLIX 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 | BLUHAWK 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 |

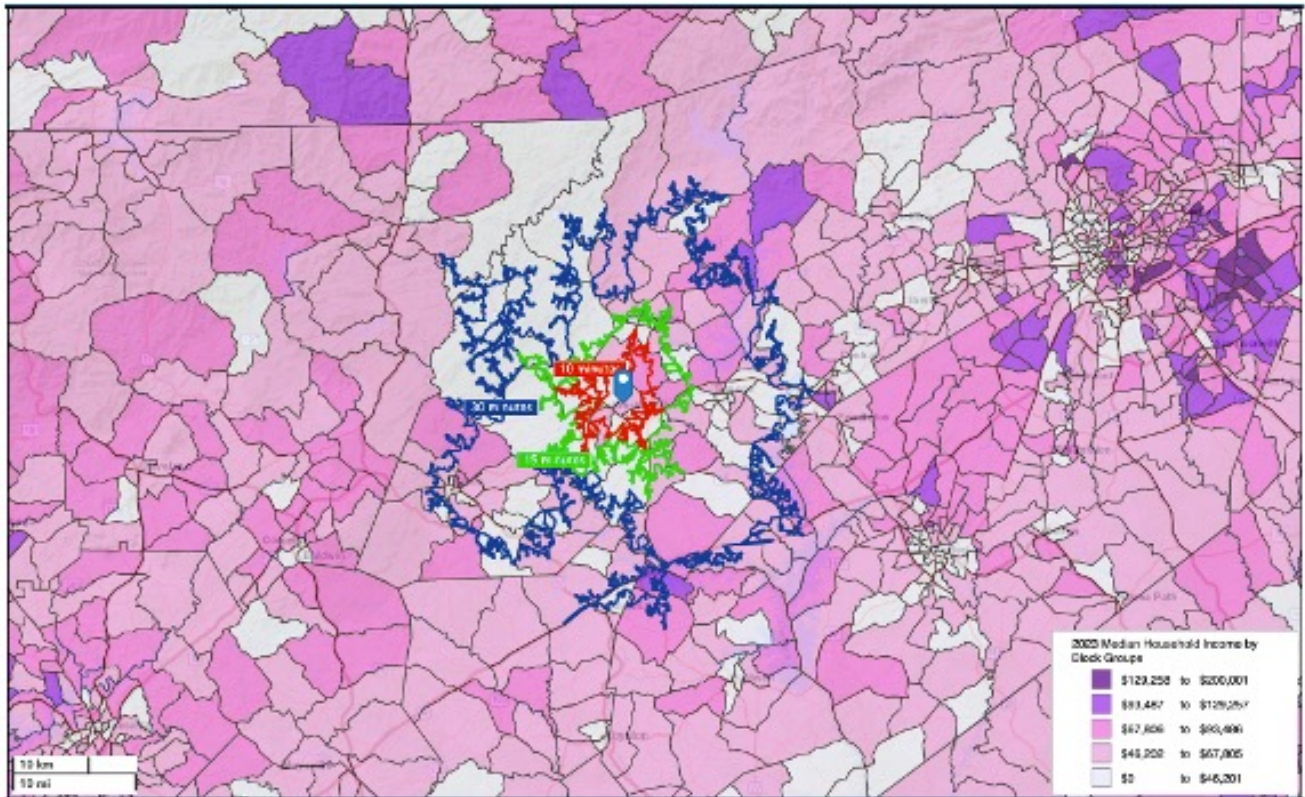
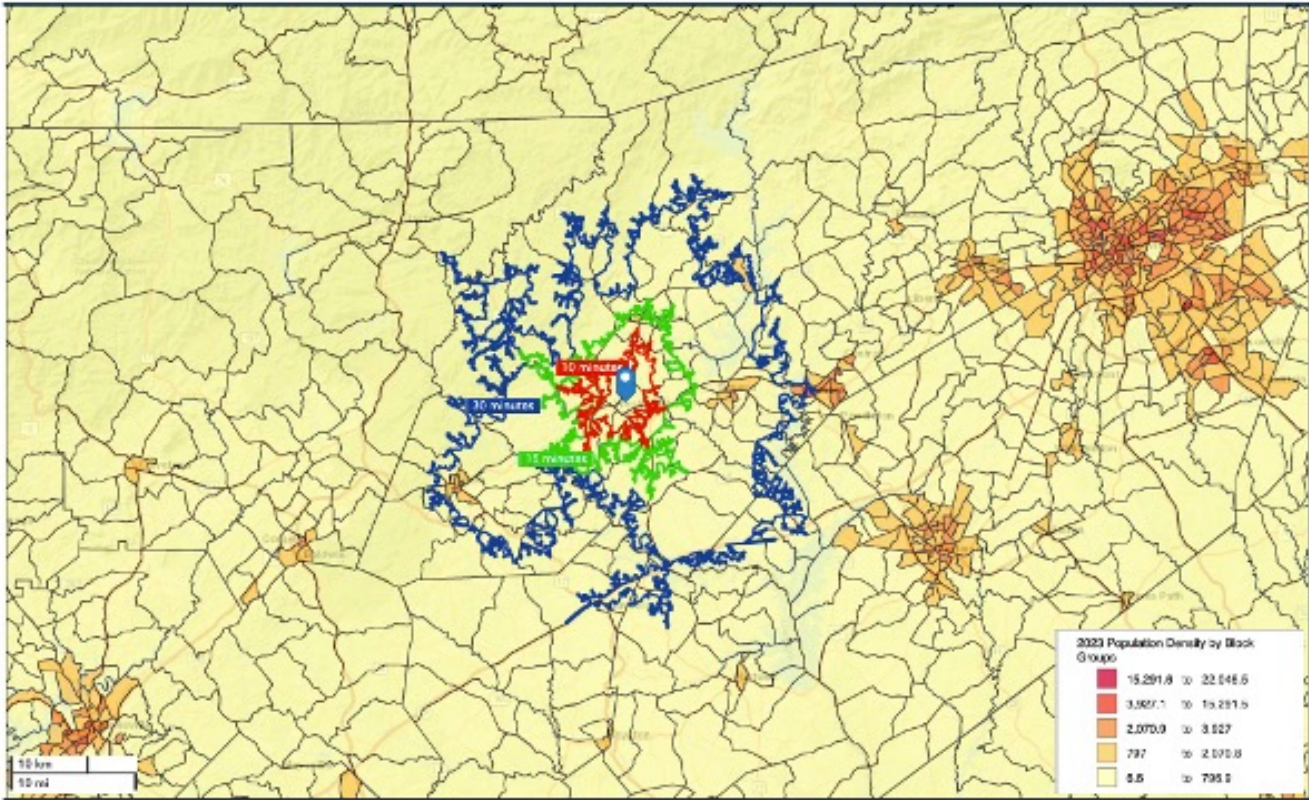
THE SPORTS FACILITIES
ADVISORY



APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC DATA

Demographic Highlights	10 minutes	15 minutes	30 minutes
Total Population	4,821	16,312	98,281
2023 Median Age (Esri)	43.9	42.9	43.7
2023 Median Household Income (Esri)	\$50,291	\$46,488	\$51,659
2023 Average Household Income (Esri)	\$61,734	\$61,278	\$72,876
2023 Per Capita Income (Esri)	\$25,185	\$24,566	\$29,787
2023 Household Population (Esri)	4,810	16,112	93,980
2010-2017 Population: Annual Growth Rate (Esri)			
2017-2022 Population: Annual Growth Rate (Esri)	-0.30	-0.14	0.23
2017-2022 Median Household Income: Annual Growth Rate (Esri)	1.36	2.16	1.65
2017-2022 Per Capita Income: Annual Growth Rate (Esri)	2.16	2.31	2.32
2023 Total Households (Esri)	1,923	6,453	39,751
2023 Total Family Households (Esri)	1,277	4,280	26,010
2023 Average Household Size (Esri)	2.50	2.50	2.36
Age Breakdown	10 minutes	15 minutes	30 minutes
2023 Total Population Age 0-4 (Esri) (%)	5.31%	5.50%	4.71%
2023 Total Population Age 5-9 (Esri) (%)	5.75%	5.97%	5.15%
2023 Total Population Age 10-14 (Esri) (%)	5.83%	6.06%	5.26%
2023 Total Population Age 15-19 (Esri) (%)	5.31%	5.32%	6.94%
2023 Total Population Age 20-24 (Esri) (%)	4.98%	5.14%	7.04%
2023 Total Population Age 25-29 (Esri) (%)	6.08%	6.15%	5.38%
2023 Total Population Age 30-34 (Esri) (%)	6.12%	6.26%	5.90%
2023 Total Population Age 35-39 (Esri) (%)	6.26%	6.22%	5.58%
2023 Total Population Age 40-44 (Esri) (%)	5.54%	5.82%	5.39%
2023 Total Population Age 45-49 (Esri) (%)	6.08%	6.12%	5.38%
2023 Total Population Age 50-54 (Esri) (%)	7.14%	6.69%	5.87%
2023 Total Population Age 55-59 (Esri) (%)	6.39%	6.39%	6.21%
2023 Total Population Age 60-64 (Esri) (%)	7.28%	6.96%	7.35%
2023 Total Population Age 65-69 (Esri) (%)	6.53%	6.44%	7.29%
2023 Total Population Age 70-74 (Esri) (%)	6.33%	5.99%	6.62%
2023 Total Population Age 75-79 (Esri) (%)	4.67%	4.44%	4.88%
2023 Total Population Age 80-84 (Esri) (%)	2.66%	2.62%	2.85%
2023 Total Population Age 85+ (Esri) (%)	1.76%	1.90%	2.19%
2023 Total Population Age 18+ (Esri) (%)	79.90%	79.28%	81.90%
Household Income Breakdown	10 minutes	15 minutes	30 minutes
2023 Household Income less than \$15,000 (Esri) (%)	13.10%	12.90%	12.50%
2023 Household Income \$15,000-\$24,999 (Esri) (%)	12.40%	13.80%	11.00%
2023 Household Income \$25,000-\$34,999 (Esri) (%)	12.40%	11.30%	10.00%
2023 Household Income \$35,000-\$49,999 (Esri) (%)	11.70%	14.70%	14.60%
2023 Household Income \$50,000-\$74,999 (Esri) (%)	22.20%	20.50%	19.60%
2023 Household Income \$75,000-\$99,999 (Esri) (%)	13.90%	12.00%	11.90%
2023 Household Income \$100,000-\$149,999 (Esri) (%)	10.70%	10.60%	12.40%
2023 Household Income \$150,000-\$199,999 (Esri) (%)	2.70%	3.00%	4.80%
2023 Household Income \$200,000 or greater (Esri) (%)	1.00%	1.20%	3.30%
Spending: Recreation	10 minutes	15 minutes	30 minutes
2023 Membership Fees for Social/Recreation/Civic Clubs (Avg)	129.41	134.48	166.51
2023 Fees for Participant Sports excluding Trips (Avg)	51.35	54.54	69.49
2023 Fees for Recreational Lessons (Avg)	50.11	53.73	69.58
2023 Camp Fees (Avg)	14.21	15.17	18.46

APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC MAPS



APPENDIX – LOCAL FACILITIES

Indoor Court Facilities	Drive Time (Minutes)
MD Cleveland Civic Center	3
Fair Oak Youth Center	13
Shaver Recreation Complex	17
Seneca's Gignilliat Community Center	17
Tempo Sports Academy	21
Fike Recreation Center	28
Rabun County Recreation Department	39
Rocky Ford Park	40
Bell Family YMCA	42
Mize Athletic Center	44
Pickens Recreation Center	46
Shaw Athletic Center at Emmanuel College	47
City of Anderson Parks and Recreation-Coleman Municipal Recreation Center	47
JB Owens Sports Complex	48
Abney Athletic Center	52
Highlands Recreation Office	61

Fitness-YMCA Facilities	Drive Time (Minutes)
Total Fitness of West Union	10
Core 24 Gym	13
Xtreme Fitness 24/7	13
Planet Fitness	14

APPENDIX – LOCAL FACILITIES

Outdoor Long Field Facilities	Drive Time (Minutes)
West Oak Middle School	0
West Oak High School	12
Seneca High School	16
Seneca Middle School and Shaver Recreation Complex	16
Boyd Field at Toccoa Elementary School	27
Stephens County Recreation Department	27
Clemson Intramural Fields	30
Lightsey Sports Field	32
Liberty High School	40
Rapids Futbol Club Chattahooche Mountain	42
Bell Family YMCA	43
Ruby Fulbright Field	43
Liberty Elementary School	44
Pickens Recreation Center	45
Anderson Sports Center	45
Rabun Gap-Nacoochee School	46
Lions Field at Mary Street Park	46
City of Anderson Parks and Recreation Fields	48
T.L. Hanna High School	48
Blue Flame Football Stadium and Pickens High School	48
Easley Rec Fields	49
Easley High School	51
Athletic Fields Emmanuel College	52
McCants Middle School	52
Wren High School	52
Trojan Stadium - Anderson University	53
Highlands High School	60

APPENDIX – LOCAL FACILITIES

Outdoor Diamond Field Facilities	Drive Time (Minutes)
West Oak Middle School	0
Hall St Ball Field	3
Lucky Street Ball Field	5
West Oak High School	12
Seneca High School	16
Seneca Middle School and Shaver Recreation Complex	16
Toccoa LL Fields	25
Stephens County Recreation Department	27
Lavonia Little League Fields	33
Liberty High School	40
Rabun County Recreation and Ball Fields	40
Rocky Ford Park	41
Ruby Fulbright Field	43
Habersham County P + R Fields	43
Anderson Sports Center	45
Elberton Highway Park	45
Rabun Gap-Nacoochee School	46
Pickens Jaycee Park	46
Loudermilk Field	47
City of Anderson Parks and Recreation Fields	48
T.L. Hanna High School	48
Blue Flame Football Stadium and Pickens High School	48
Easley Rec Fields and JB Owens Sports Complex	49
Easley High School	51
Wellington Park	51
Wren High School	52
Williamston Ball Fields	57

APPENDIX – REGIONAL FACILITIES

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
Xcel Sportsplex	88	8 BB/11 VB courts
Suwanee Sports Academy	90	7 BB/11 VB courts
Upward Star Center	95	6 BB/12 VB courts
Gwinnett Convention Center	96	10+ Courts - Volleyball Convention Layout
Dobbs Creek Recreation Center	105	6 BB/6 VB courts
Southern Volleyball Center	112	5 VB courts
Georgia World Congress Center	112	58 VB courts (convention center)
Samson's Health and Fitness Center (SAMSO)	121	4 BB courts
Tsunami Center	122	5 VB courts
Lake Point Champions Center	136	12 BB/24 volleyball courts
Rock Hill Event Sports & Events Center	158	8 BB/16 VB courts
Charlotte Convention Center	158	34 courts convention layout
Carolina Union Volleyball Club	158	5 VB courts
Sports Connection	158	9 VB courts
CJV East Charlotte Volleyball Center	158	4 VB courts
Rocky Top Sports World	164	6+4 BB courts and 7 outdoor turf fields
Carolina Courts Indian Trail	173	8 BB/VB courts
Carolina Courts Concord	177	8 BB/VB courts
Greensboro Sportsplex	230	8 BB/VB courts
Birmingham Crossplex	242	9VB courts, arena, and Mondo track
Hoover Met Complex - Finley Center	246	155,000sf venue with 11 BB/16VB courts, adjacent diamond stadium, and outdoor field complex

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	State	Games	Dates	Price	Level
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA NC Girls State Championship	Charlotte, NC	NC	3	5/6-5/7		
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	King of the Courts	Charlotte, NC	NC	3	5/6-5/7	\$153	3gr-12gr
Hawthorne Academy	Basketball	EA Prep Summer Circuit Session 2	Charlotte, NC	NC	3	5/12-5/14	\$150	2gr-12gr
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA Ball Ti You Fall for Div 3	Charlotte, NC	NC	3	5/13		10U-10gr
Harding University, Fort Mill HS, Fort Mill MS, Gold Hill MS	Basketball	The Rumble	Charlotte, NC	NC	3	5/19-5/21	\$300	2gr-11gr
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA State Championship 9U-13U	Charlotte, NC	NC	3	5/20-5/21		9U-13U
Carolina Courts Concord	Basketball	NTBA Memorial Day Showdown at Carolina Courts	Charlotte, NC	NC	3	5/27-5/28		MS-HS
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA NC Satte Championship for 14U	Charlotte, NC	NC	3	6/2-6/4		14U
Hawthorne Academy	Basketball	Teammate Basketball Presents EA Prep Summer Circuit Session 3	Charlotte, NC	NC	3	6/2-6/4	\$150	2gr-12gr
Carolina Courts Indian Trail	Basketball	NTBA Girls Southeast Regional Championship	Charlotte, NC	NC		6/10-6/11		8gr-12gr
Carolina Courts Indian Trail	Basketball	NTBA Roundball Rumble at Carolina Courts	Charlotte, NC	NC	3	6/10-6/11		
Hawthorne Academy	Basketball	Teammate Basketball Presents EA Prep Summer Circuit Session 4	Charlotte, NC	NC	4	6/16-6/18	\$150	2gr-12gr
Hawthorne Academy	Basketball	Teammate Basketball pres. EA Prep Summer Circuit Session 5	Charlotte, NC	NC	3	6/23-6/25	\$150	2gr-12gr
Hawthorne Academy	Basketball	6th Annual "Mid-Atlantic Invitational"	Charlotte, NC	NC		6/24-6/25	\$153	3gr-12gr
Carolina Courts - Concors/Indian Trail, Huntersville Rec Center	Basketball	NTBA March Mayhem	Charlotte, NC	NC	3	3/17-3/18		3gr-12gr
Various Gyms	Basketball	Chase The Dream 2018	Charlotte, NC	NC	3	3/24-3/25		
Cardinal Newman High School	Basketball	Mother's Day Classic	Columbia, SC	NC	3	5/12-5/13	\$150	3gr-12gr
Various Gyms	Basketball	KB Sports Capital City Invitational	Columbia, SC	NC		4/20-4/22	\$175	
Carolina Courts Concord	Basketball	NTBA Roundball Rumble	Concord, NC	NC		4/7-4/8	\$185	
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA Queen City Classic	Concord, NC	NC		4/14-4/15	\$185	
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA Ball 2 U Frenzy	Concord, NC	NC		4/21-4/22	\$185	
Carolina Courts Concord, Carolina Courts Indian Trail	Basketball	NTBA 3-7th Grade State Tournament	Concord, NC	NC		5/4-5/6	\$185	3gr-7gr

APPENDIX – REGIONAL FACILITIES

Outdoor Long Field Facilities	Drive Time (Minutes)	Assets/Amenities
Allen Creek Soccer Complex	70	9 soccer fields
MESA Soccer Complex	80	~17 field area of natural grass used for various-sized fields. 2 Main full size fields. 9 medium sized 60-80 yard fields. 3 large multi-usage fields unlined. 2 small youth fields.
Bethesda Park	92	4 soccer fields, 1 turf MP field
Pickneyville Park & Soccer Complex	100	5 soccer fields
Fowler Park	105	5 grass fields, 1 turf field
Georgia Soccer Park	120	6 soccer fields (16 planned in total)
Southeast Athletic Complex	121	6 soccer fields
Tramore Park	122	6 soccer fields
Mud Creek Soccer Complex	122	5 multipurpose
Atlanta United Training Grounds	122	6 soccer fields (3 turf, 3 grass)
RYSA Soccerplex	125	7 soccer fields
Rockdale County Earl O'Neal Sports Complex	125	10 soccer fields
Noonday Creek Park	128	12 soccer fields, 2 practice fields
United Quest Park	128	7 soccer fields
J.J. Biello Park	129	5 MP, 2 football fields
Marathon Soccer Park	132	10 soccer fields
Chestnut Log Soccer Complex	136	4 soccer, 4 youth soccer fields
Strike Soccer Academy	140	19 soccer fields natural grass, 4 full sized fields. 4 small youth fields, 9 medium 50 yard fields, 3 60-80 yard fields.
SCUFC West Soccer Complex	142	6 11v11 fields
Cartersville Soccer Complex	142	6 soccer fields
Augusta Soccer Park	144	7 lighted natural grass soccer fields.
McCurry Park	144	10 soccer, 1 football field
Lovejoy Soccer Complex	145	5 MP fields
Mt. Carmel Park	145	14 soccer fields
Saluda Shoals Soccer Park	146	6 soccer/lacrosse/mp fields, 6 clay tennis courts, 4 hard court tennis
Whitlock Park Soccer Complex	151	11 soccer fields
Central Park Soccer Fields	152	9 soccer fields
Paulding County Sports Complex	153	6 multipurpose
Braly Soccer Complex	153	7 soccer
Polo Road Soccer Complex	154	6 lighted soccer fields, 6 unlighted, 4 small training fields not counted, football field, multiple diamonds, gym, game room, fitness rooms

APPENDIX – REGIONAL FACILITIES (CONTINUED)

Outdoor Long Field Facilities	Drive Time (Minutes)	Assets/Amenities
Southeastern Freight Lines Soccer Center (SCUFC Monticello Road Soccer Center)	154	5 11v11 fields
Hammonds Ferry Soccer Complex	155	8 natural grass soccer fields, 2 full sized, 2 medium 60–80-yard fields, and 4 50-yard youth fields.
Gibson Road Soccer Complex	159	20 soccer fields. 9 medium sized 60–80-yard fields, 2 large full-sized fields, 4 50-yard fields, and 5 small youth fields
Peachtree City Athletic Complex	160	6 soccer fields
Rocky Top Sports World	164	6+4 BB courts, 7 outdoor turf fields
Pike County Soccer Complex	165	7 soccer, 1 youth fields
Pepsi Regional Soccer Complex	167	5 full sized natural grass fields, 2 medium sized youth fields and 2 small youth fields.
Sandhills United Soccer Complex	169	11 natural grass fields. 2 full sized, 2 medium sized 60-80 yards, 3 50-yard fields, 4 small youth fields.
Camp Jordan	198	12 diamond fields of varying sizes and 13 grass MP fields
Central Georgia Soccer Association Complex	202	6 soccer fields, 4 youth fields
Truist Soccer Park	209	13 Full-Size MP Fields (90 acres of configurable field design), field house with warm up rooms, medical room, training room, and team classroom, wifi enabled complex
Esab Soccer Fields	212	8 natural grass soccer fields. 3 full size fields, 2 60–80-yard youth fields, 3 small children/youth fields.
Sara Lee Soccer Complex	225	11 full sized, natural grass soccer fields.
High Point Athletic Complex	226	Approximately 18 total fields natural grass, 2 stadium style fields turn from football to soccer, 1 large multi-purpose field, 3 full-sized fields and 10 youth fields
Sicard Hollow and Liberty Park Sports Complex	238	7 full MP fields and 2 youth MP fields next to 9 diamond fields (grass)
Bryan Park Soccer Complex	240	21 MP fields (1 stadium, 2 turf)
Birmingham United Soccer Association	242	6 lighted grass MP fields
Mebane Soccer Complex	253	12 field soccer complex. 8 small youth fields, 2 50-yard fields, 1 60–80-yard field, and 1 full sized field

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	State	Games	Dates	Price	Level
WRAL Soccer Park	Soccer	Boys Junior Showcase	Wake Forest, NC	NC	3	11/16-11/17	\$795-\$895	U10-U14
WRAL Soccer Park	Soccer	Girls Junior Showcase	Wake Forest, NC	NC	3	11/9-11/10	\$795-\$895	U11-U14
WRAL Soccer Park	Soccer	Boys College Showcase	Wake Forest, NC	NC	3	12/13-12/15	\$1,585	U15-U19
WRAL Soccer Park	Soccer	Girls College Showcase	Wake Forest, NC	NC	3	12/22-12/24	\$1,585	U15-U19
WRAL Soccer Park	Soccer	Columbus Day Classic	Wake Forest, NC	NC	3	10/12-10/13	\$375-\$525	U9-U15
WRAL Soccer Park	Soccer	Oak City Friendlies	Wake Forest, NC	NC	3	1/25-1/26	\$525-\$675	U11-U19
WRAL Soccer Park	Soccer	Kick 4 Cause 4v4	Wake Forest, NC	NC	4			U8-U18
WRAL Soccer Park	Soccer	Recreation Cup	Wake Forest, NC	NC	4	5/16-5/17	\$250-\$475	U7-U19
WRAL Soccer Park	Soccer	NCFC 3V3	Wake Forest, NC	NC	4	7/20	\$180	U8-U19
WRAL Soccer Park	Soccer	NC 3v3 Championship	Wake Forest, NC	NC		6/16		
Georgia Rush Soccer Park	Soccer	Georgia Rush Pre-Academy Cup	Alpharetta, GA		3	11/4-11/5	\$350-\$375	U8
Georgia Rush Soccer Park	Soccer	Georgia Rush Academy Cup	Alpharetta, GA		3	11/11-11/12	\$395-\$450	U9-U12
James Holland Youth Sports Complex, Athens-Clarke County	Soccer	Athens United Invitational	Athens, GA			8/18-8/19	\$500-\$595	U9-U19
Holland Park, East Athens Park	Soccer	Athens United Finale	Athens, GA		3	12/9-12/10	\$500-\$595	U9-U19

APPENDIX – REGIONAL FACILITIES

Outdoor Diamond Field Facilities	Drive Time (Minutes)	Assets/Amenities
Conestee Park	65	5 grass fields
David Jackson Park	65	5 grass fields
Northwest Park	65	1 baseball, 4 softball
Tyger River Park	80	13 grass fields
Corey Burns Park	81	5 grass fields
295 Sports Complex	95	4 softball
Cobb County Kennworth Park	133	12 youth diamond fields and 8 tennis courts
Lake Point Sports	136	8 turf diamond fields adjacent large indoor sports tourism complex
Midland Dixie Youth Baseball Complex	154	6 fields varying sizes
Cherry Park	158	68-acre park with 5 diamond field complex plus multiple MP fields of varying sizes
Mallard Creek Community Park	158	6 grass fields
Hornets Nest Park	158	4 SB, 12 tennis, BMX track, 2 sand VB
Nevin Communtiy Park	158	4 grass fields
Myers Park Trinity Little League	158	6 x 200' fields, 4 x little league less than 200', and 1 250'
Winged Deer Park	164	5 BB/SB fields
MARA Complex	169	13 diamond fields of varying sizes
Weddington Optimist Park	169	7 MP fields of varying sizes and 11 diamond fields
Domtar Park	186	8 BB/SB fields
Summit Softball Complex	192	8 softball fields
Whitetop Creek Park	197	4 BB/SB fields
Camp Jordan Baseball Field	200	12 diamond fields of varying sizes and 13 grass MP fields
Bobby Richardson Sports Complex	207	State of the art facility that includes 6 regulation size grass diamonds
Dublin Laurens County Recreation Center	214	15 youth diamond fields
Kernersville Little League	226	1 BB/1 SB field, 5 youth fields
Crisp County Youth Ball Complex	227	12 youth diamond fields
Mill Creek Park	229	12 grass diamond fields, 4 grass MP fields, waterpark, and 10 court tennis complex
Carolyn S. Allen Community Park and Athletic Complex	230	5 BB/SB fields
ShipYard Sports	251	5 astroturf fields - high tournament volume

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	State	Dates	Price	Teams	Level
Various	BB-SB	Blue Ridge Fall Bash	Canton, NC	NC	9/13-9/14	\$235	48	8U-15U
Various	BB-SB	End of Summer Super Regional	Charlotte, NC	NC	8/23-8/24	\$450	59	U9-U18
Various	BB-SB	Labor Day Super Challenge	Charlotte, NC	NC	8/30-8/31	\$375	12	U12-U14
Various	BB-SB	Combat/Rawlings Battle of the Bats Championship	Charlotte, NC	NC	11/14-11/16	\$337	66	9U-16U
Various	BB-SB	11th Annual Grand Slam Championship	Charlotte, NC	NC	3/8-3/9	\$343	51	U8-U13
Various	BB-SB	9th Annual Triple Play Challenge	Charlotte, NC	NC	9/20-9/21	\$400	134	U9-U19
Various	BB-SB	Battle of the Carolinas	Charlotte, NC	NC	3/1-3/2	\$385	38	U9-U14
Various	BB-SB	Dog Daze of Summer	Charlotte, NC	NC	8/9-8/10	\$400	16	U12-U18
Various	BB-SB	Fall State Championship of the Carolinas	Charlotte, NC	NC	8/27-8/28	\$425	122	U8-U18
Various	BB-SB	Gatorade Ultimate Spring Super Regional	Charlotte, NC	NC	3/15-3/16	\$393	71	U8-U13
Various	BB-SB	Gatorade Ultimate Super Regional	Charlotte, NC	NC	11/15-11/16	\$295	20	U8-U13
Various	BB-SB	Greater Charlotte Baseball Championship Ultimate S	Charlotte, NC	NC	10/18-10/19	\$375	110	U8-U18
Various	BB-SB	Metroina Fall Championship	Charlotte, NC	NC	10/11-10/12	\$400	111	U9-U18
Hornets Nest Park/Nevin Park	BB-SB	Nations Baseball Elite	Charlotte, NC	NC	7/12-7/14	\$495		
Various	BB-SB	November Blast Charlotte (USSSA)	Charlotte, NC	NC	11/8-11/9	\$333	12	11U-16U
Various	BB-SB	November to Remember	Charlotte, NC	NC	11/1-11/2	\$375	77	U8-U18
Various	BB-SB	Rumble at the Rivers - Charlotte	Charlotte, NC	NC	9/20-9/21	\$350	36	10U-HS
Various	BB-SB	Sundrop Ultimate Super Regional	Charlotte, NC	NC	9/13-9/14	\$425	91	U8-U18
Various	BB-SB	Super Summer Sizzler	Charlotte, NC	NC	8/16-8/17	\$400	26	U10-U18
Various	BB-SB	Winter State Championship	Charlotte, NC	NC	11/8-11/9	\$425	69	U9-U18
Lake Point Sporting Community	BB-SB	2015 One Day Showdown	Emerson, GA	GA	42071	\$300		U11-U14
Lake Point Sporting Community	BB-SB	Perfect Game Invitational	Emerson, GA	GA	4/17-4/19	\$495		U9-U14
Lake Point Sporting Community	BB-SB	Perfect Game Spring Southeastern Championship	Emerson, GA	GA	5/1-5/3	\$750		U13-U14
Lake Point Sporting Community	BB-SB	WWBA West Memorial Day Classic	Emerson, GA	GA	5/22-5/25	\$1,000		U14-U18
Lake Point Sporting Community	BB-SB	Perfect Game East Cobb Invitational	Emerson, GA	GA	6/4-6/7	\$1,000		U13-U18
Lake Point Sporting Community	BB-SB	WWBA U17 National Championship	Emerson, GA	GA	7/3-7/10	\$2,500		U17
Lake Point Sporting Community	BB-SB	Perfect Game High School Showdown	Emerson, GA	GA	3/9-3/11	\$1,000	24	HS