

RFQ: Chelan Douglas Regional Port Authority:

REGIONAL SPORTS COMPLEX FEASIBILITY STUDY



SUBMITTED TO
Chelan Douglas Regional
Port Authority



SUBMITTED BY
Johnson Consulting
in Association with
Aquatic Design Group,
ARC Architects &
SPVV Landscape Architects



SUBMISSION DATE
February 23, 2023

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February 23, 2023

Chelan Douglas Regional Port Authority
One Campbell Parkway, Suite A
East Wenatchee, WA 98802

Re: Request for Qualifications - Regional Sports Complex Feasibility Study

Dear Members of the Selection Committee,

C.H. Johnson Consulting, Inc. (Johnson Consulting) in association with Aquatics Design Group, ARC Architects and SPVV Landscape Architects (“Consulting Team”) is pleased to submit this proposal to the Chelan Douglas Regional Port Authority (“CDRPA” or “Client”) to prepare a Regional Sports Complex Feasibility Study for a potential future development of a multipurpose sports complex that may include aquatics as well as other sports surfaces in which are responsive to regional market demand and result in an economically beneficial facility to the Valley. Based on our understanding of the objectives for this engagement, Johnson Consulting will provide proven methodologies for preparing accurate market research and financial models; sports and aquatic demand projections; facility and space requirements; and economic, social and impact analysis, so that the Client group can confidently make the most informed decision about this potential new facility.

Johnson Consulting, Inc. is internationally recognized as one of the most comprehensive advisors on the feasibility of indoor/ outdoor multi-venue sports and recreation facilities and has a reputation for quality, integrity and success among facility owners and operators, developers and within the public finance community. Our firm works extensively in the area of recreation and sports complex business planning, tournament and event programming and development, and maximizing economic return from such venues. We also specialize in public vs. private partnership projects, feasibility studies, and can comprehensively evaluate management and operations strategies that will affect the performance of sports venues.

We are pleased to be partnering with several specialized experts as part of our Consulting Team. Aquatic Design Group, who is one of the preeminent aquatics design and consulting firm nationally. SPVV Landscape Architects bring a wealth of knowledge relative to outdoor recreation complexes throughout the Pacific Northwest, and will serve the team as needed for any outdoor opportunities, and ARC Architects who bring the architectural expertise needed to deliver on the infrastructure, programming and cost needs assessment.

For more than 38 years, Aquatic Design Group has set the standard for quality design and consulting services within the aquatics industry. Aquatic Design Group is focused on swimming pool and water feature architectural, structural, mechanical and electrical design services within the following market segments: parks and recreation, high schools, higher education, hospitality, health care, and anything else that might call for an aquatics specialist. They specialize in all types of water including: competition, recreation, leisure, therapy, and ornamental and natural water features.

SPVV Landscape Architects, founded in 1995, has provided landscape architectural services to clients throughout the region and around the world, with a special emphasis on sports field design, parks and recreation facilities, and K-12 through higher-education facilities. SPVV's work in the Wenatchee Valley includes projects completed for Wenatchee Valley College, Eastmont School District and private clients. As specialists in sports facility design, SPVV's experience includes site master planning, design and construction document preparation for major outdoor sports and recreation facilities, and community-based fitness facilities with both natural and artificial turf fields. SPVV staff have served the Pacific Northwest for more than forty years, completing more than 120 projects for numerous parks and recreation clients, including preliminary design, project costing, public input, grant application support, production of design drawings, and services during bidding and construction on both conventional and design/build type projects.

ARC Architects, based in Washington State, serves a wide variety of civic and public needs including community centers and pools, parks, city halls, event centers, healthcare, educational facilities, and affordable housing. The firm has worked in the Chelan area on multiple assignments previously, and understands the local market. In addition to design and construction contract administration services, ARC Architects works with clients on all phases of planning. They have a skilled team of architects and project managers that provide programming, site planning, feasibility studies, sustainable design, LEED consulting, concept design, assessments, and construction services.

Our response is intended to highlight the breadth and depth of our experience, dedication and approach; however, we wanted to point out our unique qualifications as summarized below:

- Johnson Consulting has significant experience throughout the Pacific Northwest, we have worked in the Tri-Cities, WA; Spokane, WA; Spokane Valley, WA; Cheney, WA; Ellensburg, WA; Federal Way, WA; Gig Harbor, WA; Nespelem, WA; Seattle, WA; Yakima, WA, Lane County, OR; Portland, OR; Salem, OR; and McMinnville, OR.
- Johnson Consulting is purposely organized as an advisory practice of third party objective consultants to ensure our clients receive the most informed and independent analysis; Johnson Consulting has worked on over 200 sports/event-centric projects with developers, towns, cities, counties and public agencies, which have achieved outstanding outcomes based on our recommendations.
- Proven collaborative processes that utilize appropriate market data, operational benchmarks and precise analytics so that our clients can confidently make the most informed decisions. Our team members have worked together for over ten years on comparable studies.
- The Johnson Consulting Team promises executive level leadership throughout the study, with Charles Johnson, President serving as Project Executive and Brandon Dowling, Principal serving as Project Manager. Mr. Johnson and Mr. Dowling commit to day-to-day project involvement

Chelan Douglas Regional Port Authority

February 23, 2023

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and have over 45 years of experience on comparable studies.

- Extensive sports and public assembly experience nationally that entails market assessment, competitive analysis and demand potential, financial and economic impact, construction cost estimates, funding strategies, management and operations advisory, public-private partnership advisory, complex business planning, and maximizing economic return from such venues.

We are available to begin work immediately and commit to delivering the highest quality product within a timeframe that meets your needs. Should you have any questions, please do not hesitate to reach out to Brandon Dowling at 312-447-2008 or bdowling@chjc.com. If this proposal meets your approval, please indicate by signing in the appropriate space at the end of this document. Thank you for your interest in our firm. We truly look forward to the opportunity of serving you.

Sincerely,

C.H. Johnson Consulting, Inc.



Brandon Dowling, Principal

CC: Charles H. Johnson IV, President

cjohnson@chjc.com



UNDERSTANDING OF THE SCOPE OF WORK

UNDERSTANDING OF THE SCOPE OF WORK

The Chelan Douglas Regional Port Authority (“CDRPA” or “Client”) is seeking a Regional Sports Complex Feasibility Study. Our Valley Our Future released a five year action plan recommending a Regional Water Park and Indoor/Outdoor Aquatics Facility. However, key stakeholders recommended that a Regional Sports Complex would be a better investment. The study our Consulting Team will provide will include an existing conditions survey, demographics, market analysis, public input, regional and local facility comparisons, facility options (including capital programming and capital costs), site analysis, estimates of financial performance, economic impact, and funding options.

While the information gathered from this study may change the envisioned program of uses, the Client currently envisions the Regional Sports Complex Development to include:

a. Sports Complex and Aquatic Center

- Baseball 4-Plex, Sport Courts, Turf Fields, etc.
- Indoor Olympic Size Pool
- Leisure and Therapy Pools – Indoor/Outdoor

b. Year-Round Aquatic Center

- Indoor Olympic Size Pool
- Leisure and Therapy Pools – Indoor/Outdoor

c. Year-Round Aquatic Center

- Outdoor Olympic Size Pool
- Leisure and Therapy Pools – Outdoor

As the CDRPA studies the opportunities that may be provided by the proposed Regional Sports Complex, the following questions need to be addressed:

- **Research and Market Analysis:** What type of unique events can be attracted to the region given its existing infrastructure and facilities? What are the growth sports? What are the emerging trends? Is there a need for a specific sports focus? What sports are not offered in the region? What market characteristics lend support to a new facility? What unmet demand would a new facility accommodate?
- **Competitive Market/Facilities and Events Gap Analysis and Niche Identification:** Who will utilize the facilities and what are their needs, desires and expectations from a sports as well as non-sport user base? Does the existing inventory of facilities in the

competitive marketplace support the current demand? What new facility would attract enough demand to ensure financial viability? What is the appropriate size of the facility? What are the best site locations for the new facility? What physical attributes should the facility have? How does the inventory of facilities compare to other competitive regions of similar size?

- **Sports Facility Recommendations:** What is the facility’s ideal configuration to capitalize on the market trends and ensure flexible use of space? Programmatically, what facility elements need to be provided in terms of number and types of surfaces, amenities, locker rooms, etc.?
- **Financing, Operations and Fiscal Impacts:** How will the facility operate from a destination sports/events programming, local and recreational usage, primetime vs non-prime, in-season and off-season, demand and financial perspective, as well as from a management and business-planning standpoint? What is the balance of benefits and risks relative to public vs private management as well as public/private ownership? What type of management structure and staffing plan creates the greatest efficiencies and ensures the highest level of user satisfaction? How are the Client’s interests best served by the operations of the facilities? What economic and fiscal impacts will the proposed sports complex and event mix have on the region’s room nights? What is the optimal delivery/ownership structure? Should the Client group consider a public-private partnership? What are other potential partnerships, local and regional that the Client should explore?

Upon completion of our study, the stakeholders will have a clear understanding of the risks and rewards of a new facility and the type of events that should be targeted to generate the greatest return on investment.



PROJECT APPROACH

SCOPE OF WORK

Before a sports complex and/or aquatics facility is built, it is critical to understand how a facility of this nature will perform in the market and if it is financially feasible. Johnson Consulting will follow a well-developed approach that we have successfully used in conducting similar studies for sports complexes throughout North America. Upon completion of the work areas listed above, the Client will have a clear understanding of the complements this project may engender, risks and rewards of future facility development to generate the greatest return on investment and economic impact for the region and its residents. Please note that while all elements requested in the RFP are included in this scope of services, we have organized this scope of services to reflect our proven methodology.

PHASE 1: MARKET ASSESSMENT

TASK 1 – DATA COLLECTION AND NEEDS ANALYSIS

Johnson Consulting will meet with Client representatives to develop clear lines of communication and review project methodology. We will also use this opportunity to begin project fieldwork. We will:

- Hold a workshop with CDRPA staff and other identified stakeholders (City Officials, County Commissioners, Port Commissioners, and Chamber Representatives) to define and prioritize the near and long-term strategic objectives and how the analysis will achieve the desired outcomes.
- Review current facility offerings, industry trends, tourism market, and community needs and desires.
- Gather and analyze background information related to the project, as well as any prior research or analyses that has been conducted by, or for, the Client.
- Meet with regional youth league/recreation groups, competitive travel teams, adult league/recreation groups, regional school districts, Parks and Recreation Departments, universities and colleges, and other stakeholders to identify programmatic and facility's needs, future projections of participation, and key issues.
- Tour the area's existing sports complexes, attractions and current sports facilities;
- Identify competitive and comparable markets for use in developing case studies regarding innovative facility strategies and development approaches; identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.
- Hold various meetings with relevant parties, as described in the tasks below.

TASK 2 – STAKEHOLDER INTERVIEWS/PUBLIC INPUT

Early in the process, we will conduct public outreach and stakeholder interviews with the CDRPA, Steering Committee, and local officials in order to understand their vision for sports in Chelan and Douglas Counties, as well as focus groups with sports leagues, County staff, local businesses, meeting planners, event promoters, school districts, universities and colleges, external organizations, and residents that would potentially use the proposed Sports Complex to understand current views of youth sports. This analysis is important to identify and determine community needs and to inform the types of facilities the region should target. We can solicit user needs through two methods: public meetings and a web-based questionnaire.

The information garnered through the public meeting(s) and a web-based survey will assist in determining: usage rates at regional sports facilities; level of satisfaction with offerings at existing facilities, including amenities, capacity, programming, etc.; and other facilities and markets of interest to the users.

We will undertake the following stakeholder and community engagement efforts:

- Collaborate with Client representatives regarding appropriate candidates to interview, such as County Council, County Staff, including maintenance and operations staff and others to be designated regarding present and needed services, finances, staffing, sports spaces and staff spaces.
- Conduct outreach to local sports groups, traveling sports groups, sports leagues throughout the Chelan- Douglas area and the region.
- Hold a minimum of one meeting with the general public, focus groups, charettes and/or other required public meetings involving the Steering Committee, CDRPA staff, County Council, community leaders, sports clubs, and members of the general public in order to educate the public about the CDRPA planning process and to gather information about the community’s sporting and tourism needs.

The information garnered through these efforts will assist in determining the following: usage rates at regional sports facilities; level of satisfaction with existing facility offerings, including amenities, capacity, programming, etc.; and other facilities and markets of interest to the users.

TASK 3 – MARKET ANALYSIS

Johnson Consulting will evaluate the demographic and socioeconomic characteristics of the market area. This data is very important because in many markets, the local and regional market and its economic clusters provide much of the potential demand. Our analysis will provide a realistic assessment of the market’s strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be gathered and analyzed will be:

- Population and demographic trends.
- Residents with disabilities.
- Income and employment trends, including any major employers expected to enter or leave the market.
- Competitive and complementary facilities in the immediate and broader regions.
- Colleges and universities in the area that could utilize the proposed facility.
- Emerging or established business clusters that would benefit from, the facility.
- Transportation and access.
- Hotel supply and growth patterns as well as historical seasonality of hotels. This will allow us to interpret the local community’s ability to host tournaments.
- Portfolio of facilities, including sports complexes, collegiate, and high school offerings throughout the region, including an inventory of any proposed facilities and those currently under construction. This will assist us in determining whether there are any gaps in the market due to a lack of supply.
- National and regional sports participation rates.
- Sports and tourism marketing resources and strategies currently in place.

**Please note, the projection of return on investment and economic impact analysis will be included later in the study as we need the results of the financial analysis to inform that task.*

TASK 4 – COMPETITIVE SET ANALYSIS/EXISTING CONDITIONS

Johnson Consulting will inventory and assess the current venue and event offerings in Chelan and Douglas Counties and the region (within a 200-mile radius) in order to understand their potential and potentially identify facilities that have become obsolete or non-competitive. This will help determine that the opportunity that exists for new facility offerings. Among the factors to be analyzed for each facility scenario include:

- Facility offerings, marketing, and site plans;
- Map of competing facilities showing facility names and distance to Chelan and Douglas Counties;
- Ownership and management structure;
- Marketing, event recruitment and level of funding analysis;
- Number of events, by type and attendance;
- Programming and relative level of usage at the facilities versus other comparable facilities;
- Local athletic and recreational leagues and trends;
- Levels of club, league and sponsorship interest in the various sports programs;
- Revenue and expenses, required funding subsidies, and sources of revenues that have been used to pay for operations and capital costs; and
- Public support, operating or otherwise.

TASK 5 – PARTICIPATION TRENDS AND COMPARABLE MARKET ANALYSIS

In conjunction with the Steering Committee, and appropriate stakeholders, we will select six comparable markets in the Western United States that may offer innovative ideas with respect to facility offerings, sports/event tourism, performance as well as general community development related to increasing types of events and/or increasing stays at overnight lodging facilities. We will interview facility management and compile statistical data on the size, quality and performance of these facilities/markets, including demand and operational information. We will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT) and it will result in a positioning strategy. We will analyze the following: existing/proposed sports/aquatic/event facilities and level of usage; facilities user profile, including educational institutions, recreation sports leagues, tournaments, youth leagues, etc.; volume of sports events held in the area; type of events held in the area; and economic impact.

The Consulting Team has an unmatched database of financial and operating data for sports/aquatic/event facilities of all types throughout the U.S. In addition, we have working relationships with numerous sports and aquatic facility management companies and all sanctioning bodies that will provide us with a comprehensive understanding of best practices and what the costs and benefits of a new sports facility could be for Chelan and Douglas Counties. Case studies based on analytics of the specific relevant information will be summarized and analyzed in our report to illustrate best practices to achieve desired outcomes.

TASK 6 – USER AND GAP ANALYSIS

Early in the process, Johnson Consulting will encourage public input and will host workshops with focus groups, sports leagues, school districts, universities and colleges, external organizations, and residents that would potentially use regional sports and aquatics facilities. This analysis is important to inform the number of courts, fields and pools, as well as specific features the region should target for the proposed facility. We will solicit user needs through two methods:

- **Public Meeting:** Working with the Steering Committee, we will solicit public input for the value it provides in assessing the needs and opportunities in the local market.
- **Survey:** Johnson Consulting will prepare a web-based survey aimed towards youth sports and aquatics leagues and community residents.

Through the public meeting(s) and survey, Johnson Consulting will determine:

- Usage rates at regional sports facilities.
- Level of satisfaction with existing facilities offerings, including amenities, capacity, programming, etc.
- Other facilities and markets of interest to the users.

We will analyze the results with the information obtained from the preceding tasks, segmenting the analysis by type of facility. At the conclusion of this analysis, we will identify any level of unmet needs and demands in the local area as well as any sports needs and demands in the broader regional market. If we determine a “gap” exists in the market, we will evaluate the potential for expanding or constructing a new facility by type in the region.



PHASE 2: FINANCIAL ANALYSIS AND BUSINESS PLAN

TASK 7 – FACILITY PROGRAM RECOMMENDATIONS

The market analysis will result in recommendations regarding the appropriate facility program for the proposed sports complex. We will prepare preliminary program recommendations, and we will work with an independent cost estimator to develop a range of probable construction and startup costs. Additionally, we will provide comments on certain parameters and aspects associated with good design and proper program elements, as well as recommendations for the site and facility that may not have been considered in previous planning for the proposed sports complex. If the analysis indicates a multi-phased indoor offering over time, we will discuss this with Client representatives. Factors to be addressed include:

- Optimum size and type of the facility components;
- Site and facility layout options;
- Confirmation of the number of fields/courts/pools;
- Amenities for additional sports/recreation opportunities;
- Revenue enhancing strategies;
- Spectator access and seating;
- Support space, i.e. team rooms, locker and dressing rooms, administrative offices, if appropriate;
- Equipment and operations storage;
- Dining, concessions and other retail elements;
- Entrance and lobby areas;
- Transportation infrastructure;
- Parking;
- Adjacent land use opportunities;
- Urban design;
- Ways to expand/improve partnerships between community groups, and other public/private organizations currently providing sports and recreation opportunities to Chelan and Douglas County residents and the region;
- Other relevant aspects.

TASK 8 – SITE ANALYSIS




Building upon our initial field work investigations and discussions with the Steering Committee, CDRPA, and other key stakeholders, the Consulting Team will inventory potentially suitable sites for the Regional Sports Complex which includes analysis of location factors consistent with existing zoning plans and cohesion with existing or planned adjacent uses.

Our analysis will identify site characteristics including:

- Preliminary program requirements: size and functional requirements.
- Relationship to surrounding development, including existing community elements such as hotel rooms, restaurants, entertainment, retail, or other facilities in the region.
- Hotel supply connections.
- Transportation including parking requirements; pedestrian and vehicular circulation and accessibility (this work will be preliminary in nature).
- Community impacts.
- Integration with other economic or community development efforts.
- Impact on existing businesses, hotels and tourism.
- Land, infrastructure and capital costs.
- The regulations, restrictions and allowances on the site as set out by federal, state and local authorities.
- Existing and potential utilities and infrastructure.
- Natural physical conditions and features.
- Test fits – Conceptual-level site and building diagrams of selected Facility Options with analysis of the individual site challenges and opportunities.
- Others as identified.

We will then rank the potential sites utilizing Johnson Consulting’s proprietary Site Ranking Matrix based upon their suitability for accommodating the recommended building program, market demand performance, total cost considerations, potential for expansion, infrastructure improvements needed, and proximity to required support amenities. We will work with the Steering Committee to select the top two sites for the target development program and for each site provide initial costs and impacts, so as to best judge the site’s contribution to advance CDRPA objectives.

	Priority	Site A	Site B	Site C	Site D
Marketing Considerations					
Population density	Critical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hotels within 15 minute drive	Critical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to family entertainment	Important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to retail & restaurants	Important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ancillary mixed-use opportunity	Minor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to airport	Minor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Site Access					
Auto	Critical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pedestrian	Important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overflow parking	Minor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Site Development Costs					
Site acquisition cost	Critical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demolition & site preparation	Important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction complexity	Important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance and Operations					
Ability to finance	Critical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating multiple sites	Critical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public vs Private Management	Important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>Legend</i>	
<i>Better than other sites</i>	
<i>Equal to average of other sites</i>	
<i>Worse than other sites</i>	

TASK 9 – DEMAND PROJECTIONS

Based on the market analysis and performance of comparable facilities, Johnson Consulting will develop attendance figures for different types of events that would be expected to be held at the proposed facility, including sports events (i.e. leagues, clinics, classes, tournaments, camps), along with concerts, family shows and other community events. This demand projection will specifically address the following:

- Event days by type of event;
- Leagues, camps, clinics, primetime vs non-primetime;
- Number of tournaments/daily use; potential membership model;
- Attendance by event type;
- Special events;
- Achievable pricing levels;
- Advertising and Sponsorship opportunities;

- Any non-sports demand;
- Total use days;
- Room nights generated; and
- Visitor spending.

We will provide demand projections for the proposed facility for start up costs and for the first 5 to 10-year period, as follows:

- Development of long-range demand projections addressing the number of events, number of event days, number of attendees, and the amount of space required for the various event types.
- Testing of demand projections using a ‘Top-down’ approach reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market and anticipated future market share.

TASK 10 – FINANCING, MANAGEMENT, MARKETING AND OWNERSHIP STRATEGY

Based on our knowledge of sports complex and aquatic operations and experience with similar facilities, we will develop estimates of income from various sources, including, but not limited to, sponsorships, advertising, concessions, and other non-traditional funding sources. As part of its analysis, we will develop a detailed financial model that considers all factors that will affect the recommended development’s performance. We will certainly reflect on the case studies that we develop in the previous steps.

The feasibility study will include a financial proforma statement for recommended facilities that summarizes a 5 to10-year projection of revenues, expenses, net operating income and debt service throughout the period of the projections. The non-sports revenue streams including Sports Complex Management Revenues and other major sub-revenue streams will be considered. We will also identify financing constraints in the current market.

The analysis will document our recommended approach to delivery of services, such as staffing, food and beverage, parking, and other major line items affecting the operation, thus providing the reader with a clear understanding of how the facility will earn and spend money, fit into the broader operations of the CDRPA, and what the expected financial picture will be at the end of the year. To the extent that public dollars are to be used to support operations, capital improvements, or other items, these sources will also be considered and integrated into the financial analysis.

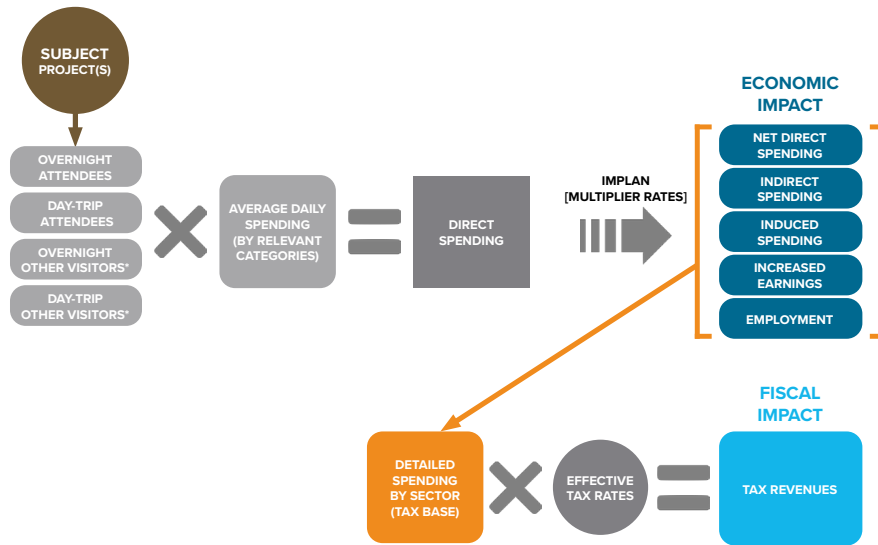
TASK 11 – ECONOMIC AND FISCAL IMPACT ANALYSIS

Based on the facility’s projected demand schedule and assumptions regarding origin of attendees, as well as the local and regional tax structure, Johnson Consulting will project the economic and fiscal impacts that will accrue in the market, specifically for small surrounding communities, as a result of the operations at the proposed sports complex. The analysis will consider direct spending impacts, and indirect and induced impacts, fiscal impacts, and local employment and income impacts based on standard multipliers of direct impacts.

Johnson Consulting will evaluate the business case for the project’s development by preparing an economic and fiscal impact analysis, including the benefits from facility development during construction and from annual operations of the proposed sports complex.

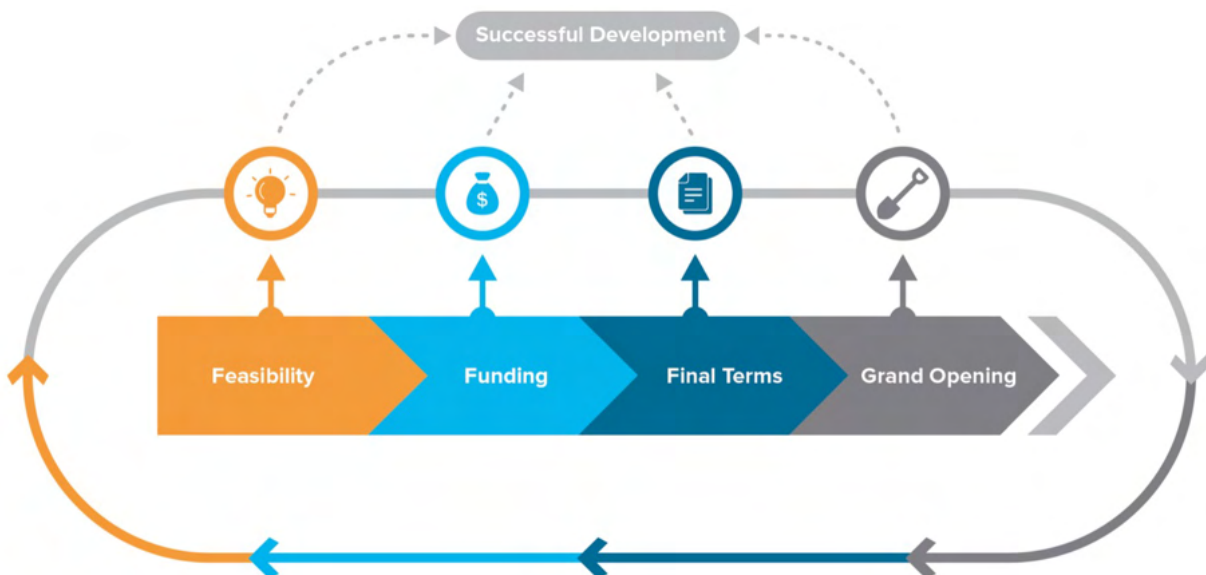
- **Baseline Assumptions:** Our model will develop variables for visitor spending, promoter spending, attendee origin, and other information. From our discussions with event managers and collection of secondary data, Johnson Consulting will have the necessary information on event attributes and attendee origin, attendee length of stay, percent of attendees who will likely stay overnight, and other significant variables.
- **Direct Spending Estimates:** The analysis will estimate the direct spending of attendees and promoters for use in the projections.
- **Fiscal Impact Analysis:** The fiscal impact analysis will quantify what the local and state governments will receive from the development of the project. If applicable, we will estimate annual tax dollars returned to the state and local governments as a result of increased business activity and personal income associated with the construction and operation of the complex.
- **Supplier Business Profit:** Leagues, restaurants, retailers, hotels and event organizers want to see what this complex will offer in relation to their existing operations. We will quantify what the facility will mean to these types of businesses, if the complex were built. The economic impact analysis will also include a refined projection of the incremental number of annual room nights generated by the facility’s demand, based on event and attendee characteristics and the projected demand schedules.

If the Client wishes to have justification for indirect and induced spending we are experienced in using both RIMS and Implan, which are nationally recognized and generally accepted input-output models.



TASK 12 – FUNDING

We will work with the Steering Committee to reflect on funding support for the project. We will consider voter approved funding options which may include a Regional Aquatics District, Public Facilities District, Levy, and Public Development Authority. This need will be dependent on the proforma we develop, the capital budget for the project, and equity investment. We are very familiar with the funding tools in Washington State. Our case study work will also illustrate how other venues have been funded. We are also familiar with Opportunity Zones, Federal grants and other tools that have been used to fund these projects. In this task, we will assess local and state-based fund capacity in many revenue streams enabled at the state level. We will then work with the team to codify any recommendations that will help develop the project’s capital stack.





PROJECT TEAM

JOHNSON CONSULTING

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*Experts In Convention, Hospitality, Sports and
Real Estate Consulting*
www.chjc.com

C.H. Johnson Consulting, Inc. (Johnson Consulting) is a Subchapter S corporation. The firm was founded in 1996 and headquartered in Chicago, Illinois. Johnson Consulting has conducted hundreds of engagements in the U.S., Central and South America, Asia, Africa, and Europe with a focus on economic, market, and financial analysis for a variety of land uses, including: sports venues, convention centers, hotels, retail, housing, and specialized development throughout pre-development and through continuing operation.

Our professionals at Johnson Consulting have been leaders in the sports and real estate planning and consulting fields for several decades. We are nationally recognized for our market research, deal structuring, and consulting expertise for sports facilities and associated real estate districts. Our firm is an industry leader in market and case study analysis, economic and fiscal impact projections, operational audits and strategic planning for municipalities, authorities, universities, and economic development agencies. We regularly work on complex sports facility projects, including: multi-use complexes, stadiums, arenas, recreation centers, and indoor practice facilities. We also specialize in public-private partnerships and the utilization of alternative funding strategies to execute development projects.

The majority of our clients are both public sector agencies and quasi-governmental agencies, although we perform studies for a number of private developers and sports owners. With both public and private sector clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

We have provided analysis, insight, and recommendations for various youth sports complexes, stadiums, and arenas across the nation. Additionally, we have provided services to many types of professional sports, including: NFL, NHL, NBA, and MLS. Our knowledge of sports, tourism, hotels, retail, residential and general real estate helps us devise real estate strategies around projects, which successfully secures proper funding.

 <p>+25 YEARS Conducting economic, market and financial analysis for public assembly facilities</p>	 <p>20,000 Built hotel rooms</p>	 <p>+200 Sports Facilities Studied</p>	 <p>\$100B in projects built</p>	 <p>+2,000 Projects/assignments</p>
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JOHNSON CONSULTING'S SERVICES



CONSULTING SERVICES

Market & Demand Analysis
Proforma/Financial Analysis
Economic & Fiscal Impacts
Strategic Master Planning
Expansion/Renovation Analysis
Funding Strategies

Project Financing Analysis
Tax Analysis & Projections
Asset Valuation
Sensitivity/Gap Analysis
Owner's Representation
Site Analysis

Manage RFP/RFQ Solicitations
Operational Audits
Naming Rights Valuation
Negotiation Assistance
Public-Private Partnerships (P3)
Public Engagement



FIRM PROFILE

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WHO WE ARE

Since 1984, Aquatic Design Group has worked with clients from around the globe to help bring their dreams to reality. This experience results in quality, efficient design solutions that lead to projects delivered on time and on budget. We have worked on projects of all shapes and sizes in 44 states and 25 countries around the world.

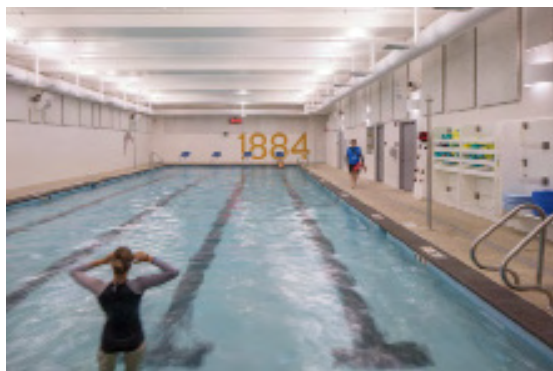
For more than 39 years, Aquatic Design Group has set the standard for quality design and consulting services within the aquatics industry. Our goal is to provide this service with dedication and commitment to the highest possible level of customer satisfaction, delivered in a professional manner by a team of talented individuals who love what they do.

Aquatic Design Group is focused on swimming pool and water feature architectural, structural, mechanical and electrical design services within the following market segments: high schools, parks and recreation, higher education, hospitality, health care, and anything else that might call for an aquatics specialist. We specialize in all types of water including: competition, recreation, leisure, therapy, and ornamental and natural water features.



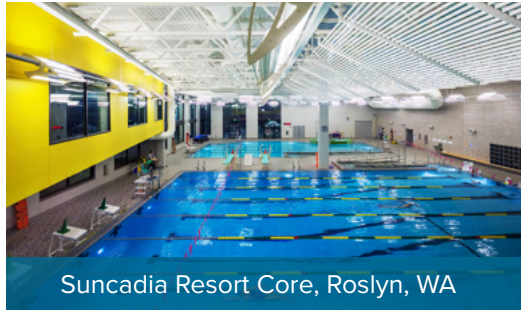
REGIONAL EXPERIENCE AND UNDERSTANDING

In the last nine years, Aquatic Design Group has completed 20 aquatic projects in and around the Seattle region. We first collaborated with the City of Seattle in the design of the Waterfront Seattle Pool Barge project in 2014. Since then we have worked with the surrounding communities of Bainbridge Island, Bellevue, Kirkland, Redmond, South Whidbey Island, Renton, Tacoma, Lopez Island, North Bend, and Port Angeles on their aquatic center needs. This experience will prove to be an invaluable asset when working with local municipal and state agencies in the review and approval of projects in this region.





AWARDED FOR WHAT WE LOVE TO DO



Suncadia Resort Core, Roslyn, WA



University of Oregon Student Recreation Center, Eugene, OR



East Oakland Sports Center, Oakland, CA



North Valley Splash Park, Washoe County, NV

Aquatic Design Group is the recipient of numerous local and national design awards, including these recent and relevant honors:

- 2021 NIRSA Outstanding Sports Facilities Award, San Jose State University Spartan Recreation and Aquatics Center, San Jose, California
- 2020 Aquatics International Dream Design Award, Emerald Glen Recreation and Aquatic Complex, Dublin, California
- 2019 California Park & Recreation Society Award of Excellence in Design: Facility Design, Elk Grove Aquatics Center, Elk Grove, California
- 2019 Outstanding Sports Facilities Awards, National Intramural and Recreational Sports Association, Wake Forest University Wellbeing Center, Winston-Salem, North Carolina
- 2019 Aquatics International Dream Design Award, Marguerite Aquatics Complex, Mission Viejo, California
- 2016 Outstanding Sports Facilities Awards, National Intramural and Recreational Sports Association, University of Oregon Student Recreation Center, Eugene, Oregon
- 2016 Outstanding Sports Facilities Awards, National Intramural and Recreational Sports Association, University of Colorado Student Recreation Center Expansion, Boulder, Colorado
- 2015 American Public Works Association Project of the Year, the San Diego & Imperial Counties Chapter, CAC Waterfront Park, San Diego, California
- 2014 American Public Works Association Public Works Project of the Year, the San Diego & Imperial Counties Chapter, Alga Norte Community Park, Carlsbad, California
- 2013 Award of Merit, ENR California, LEGOLAND Hotel, Carlsbad, California
- 2012 Dream Designs Award, Aquatics International- The Cove Waterpark- Jurupa Aquatic Center, Jurupa Valley, California
- 2011 Editor's Choice Winner, Recreation Management Innovative Architecture & Design Awards, Deanwood Community Center & Library, Washington, D.C.



FIRM PROFILE

www.spvv.com
1908 W Northwest Blvd, Ste A
Spokane, WA 99205
509.325.0511

SPVV Landscape Architects provides landscape architecture and planning services to clients throughout the Pacific Northwest and internationally. Established in 1995 and headquartered in Spokane, Washington, the firm is led by managing principals Thomas Sherry, Ken Van Voorhis, Anne Hanenburg, and Darren Teal.

At SPVV, we approach each commission with enthusiasm and energy, viewing every undertaking as an opportunity to create a dynamic environment that supports the client's vision. We apply artistic expression and technical expertise to craft exceptional designs of enduring enjoyment and value.

SPVV is a sizable, independent firm focused exclusively on landscape architecture. SPVV's experience in recreation facility design includes projects completed for Spokane County, the City of Airway Heights and private clients. Our role in the Chelan Douglas Sports Complex project will be to support the team in conceptual design, programming, and costing for outdoor recreation programs. Our experience in parks and recreation facilities includes more than 100 projects, including sports complexes, artificial turf fields, aquatic centers and indoor/outdoor recreation facilities.



We believe the most successful projects take into account the perspectives of the people who will be most affected by the final results. Our work process integrates the owner, architect, stakeholders, and maintenance staff in the conversations that help craft the design. The resulting designs are proactive, and help everyone understand specific needs and the resulting impacts of the overall program. We all have to understand the problem before we can attempt to solve it.

Our approach to sustainable design embraces environmental and economic sustainability – conserving water and other natural resources as well as clients' financial resources. With a LEED Accredited Professional on staff and dozens of LEED/WSSP projects completed, we are well-versed in sustainable practices.



EXPERIENCE

www.arcarchitects.com
 1119 S Main St. Suite 200,
 Seattle, WA 98104
 206.322.3322

WHY ARC ARCHITECTS?

ARC Architects has provided excellent design service to public clients since 1976. Our projects serve a wide variety of civic and public needs including aquatic, community, and recreation centers, libraries, city halls, police stations, parks structures, and multi-family housing. Our depth of experience will guide the team through a successful evaluation and prioritization of your expansion and renovation options.

ARC Architects is well-known for its community, recreation and aquatic centers. We have worked on over 50 such facility programming and design projects, designing for a broad range of health and fitness uses from aquatics to zumba. Our centers range in size from 3,000 to 90,000 square feet in both new and renovation construction. We work with clients to develop designs that meet their current and future needs, take advantage of site opportunities, connect with existing amenities, and bring natural daylight into the building.

ARC's expertise runs deep into the complexities surrounding aquatic facility design, from acoustics and underwater lighting to dehumidification and aquatic systems such as pump pits and surge tanks. We understand the issues to address when designing this type of facility. It is important for future building design and construction, but also for early design. Site planning needs to account for critical aquatic needs such as chemical delivery, locating large mechanical units and maintenance access, as well as multiple egress points for code compliance.



City of Fircrest Pool & Bathhouse - Completed 2020



Shore Aquatic Center - Renovation and Expansion Completed 2020

- Anaconda Recreation Complex Study
- Auburn Community & Youth Center
- Bainbridge Island Senior Center Study
- Bellevue Aquatic Center Studies 2009, 2019, 2022
- Bellevue Teen Center
- BEST Gymnasium for Northshore School District
- Burndale Community Center
- Carol Edwards Community Center & Sports Fields
- Centre at Norpoint and Aquatics
- Chehalis Elders Center
- Eastside Tacoma Community Center & Pool
- Eastside Terrace Community Center
- Eckstein Community Center
- Fidalgo Pool & Fitness Center Study
- Fircrest Community Center & Pool
- Firwood Circle Community Center
- Greenlake Community Center & Pool Study
- Henry Moses Aquatic Center Study
- Hiawatha Community Center Assessment
- Jefferson Park Community Center Addition
- Jefferson Community Center Assessment
- Kent Family Center
- Lacey Community Center
- Loyal Heights Community Center Assessment
- Lynnwood Neighborhood Center
- Mill Creek Community Center Study
- New Holly Library & Neighborhood Center
- NE Tacoma Community Center Study
- New Holly Community Center
- Nisqually Fitness Center Study
- Old Redmond School Community Center
- Puyallup Memorial Community Center Study
- Puyallup Tribe of Indians Elder Center & Pool
- Queen Anne Community Center Assessment
- Rainier Beach Community Center & Pool
- Redmond Pool Renovation Phase 2
- Redmond Teen Center
- Richland Community Center
- Rosehill Community Center
- Shore Aquatic Center Renovation & Addition
- Skagit County Aquatics Center Study
- South Bellevue Community Center
- South Park Community Center
- South Whidbey Community Center Study
- Springwood Youth Center
- Suquamish Tribe Fitness & Youth Center
- Tukwila Community Center
- Upper Skagit Tribal Community Center
- Valli Kee Community Center
- William Shore Memorial Pool Study

CONSULTING TEAM



Charles H. Johnson
PRESIDENT & PROJECT EXECUTIVE
JOHNSON CONSULTING



Brandon Dowling
PROJECT MANAGER
JOHNSON CONSULTING



Ryan Johnson
SENIOR ADVISOR
JOHNSON CONSULTING



Sarah Emmerton
SENIOR ADVISOR
JOHNSON CONSULTING



Justin Caron
PRINCIPAL
AQUATIC DESIGN GROUP



Dennis Berkshire
PRINCIPAL
AQUATIC DESIGN GROUP



Tom Sherry
PRINCIPAL
SPVV LANDSCAPE ARCHITECTS



Ken Van Voorhis
PRINCIPAL
SPVV LANDSCAPE ARCHITECTS



Darren Teal
PRINCIPAL
SPVV LANDSCAPE ARCHITECTS



Gina Smith
LANDSCAPE DESIGNER
SPVV LANDSCAPE ARCHITECTS



Paul Ross Curtis
PRINCIPAL
ARC



Emily Wheeler
PRINCIPAL
ARC

JOHNSON CONSULTING WEST COAST EXPERIENCE

WASHINGTON

Central Washington University
Athletics Masterplan
Ellensburg, WA

Colville Federated Tribes
Tourism Management
Nespelem, WA

Gig Harbor Performing Arts
Center Feasibility Study
Gig Harbor, WA

Eastern Washington University
Roos Field- Market and
Financial Analysis
Cheney, WA

Meydenbauer Center
Expansion Analysis
Bellevue, WA

Performing Arts & Conference
Center Feasibility Study
Federal Way, WA

Seattle Supersonics Feasibility
Study
Seattle, WA

Sports Complex Feasibility Study,
Business Plan Review, Comparable
Facilities Analysis, Economic/Fiscal
Impacts Analysis
Yakima, WA

Spokane Public Facilities District
Economic Impact Analysis
Spokane, WA

Sports Facility Market analysis and
Feasibility study
Tri-Cities, Washington

Washington State Convention
Center
Seattle, WA

Wenatchee Convention center
Planning Services
Wenatchee, WA

Tacoma Convention Center
Feasibility Study
Tacoma, WA

Three Rivers Convention Center
Kennewick, WA

Benton County Fairgrounds
Benton County, WA

OREGON

Lane Events Center Market
Demand Analysis
Lane County, OR

McMinnville Conference Center
and Destination Analysis
McMinnville, OR

Multiple Engagements for the
Oregon Convention Center
(OCC)
Portland, OR

Oregon Health and Science
University Hotel Feasibility
Study and Review of Proposed
Operating Expenses
Portland, OR

Portland Memorial Coliseum
Market and Feasibility Analysis;
Operational and Management
Review
Portland, OR

Portland Metropolitan
Feasibility Study
Exposition Center
Portland, OR

Salem Conference Center
and Phoenix Grand Hotel
Projections and Deal Structure
Development
Salem, OR

Salem Oregon State Fair and
Exposition Center Economic
and Fiscal Impact Analysis
Salem, OR

Seaside Civic and Convention
Center Feasibility Study
Seaside, OR



JOHNSON CONSULTING'S REPRESENTATIVE PROJECT EXPERIENCE

For more than 26 years, Johnson Consulting has been providing these exact services to similar clients in Washington and throughout the United States. The professionals presented to serve the City have dedicated their careers to supporting these types of initiatives and have developed proven processes that utilize appropriate market data and precise analytics so that their clients can confidently make the most informed decisions to advance their strategic objectives. The table below shows Johnson Consulting's representative projects for youth sports facilities, sports complexes and sports tourism. For more detailed case studies on our project experience, please refer to the following pages.

Project	City, State	Market Analysis	Financial Analysis	Economic Impact Analysis	Fiscal Analysis	Strategic Business Plan	Sports Tourism Analysis	Parks & Recreation Department Involvement	Public Input Meetings	Management RFP Solicitation
Branson Sports Complex	Branson, MO	✓	✓	✓	✓	✓	✓	✓	✓	
Burlington Sports Complex	Burlington, IA	✓	✓	✓	✓	✓	✓	✓	✓	
Cedar Point Indoor Sports Complex	Sandusky, OH									✓
Dallas Sports Complex	Dallas, Texas	✓	✓	✓	✓	✓	✓	✓	✓	
Fox Cities Champion Center	Fox Cities, WI									✓
Glenview Ice Center	Glenview, IL	✓	✓	✓	✓	✓	✓	✓	✓	
Homer Glen Sports Complex	Homer Glen, IL	✓	✓	✓			✓			
Hyannis Youth and Community Center	Barnstable, MA	✓	✓	✓	✓			✓	✓	
Indoor Sports Complex	Hammond, IN	✓	✓	✓	✓	✓	✓	✓	✓	
Indoor Sports Facility	Dearborn, MI	✓	✓	✓	✓	✓	✓	✓	✓	
Marion County Aquatic Complex	Marion County, FL	✓					✓	✓	✓	
McHenry County Sportsplex	McHenry County, IL	✓	✓	✓	✓	✓	✓	✓	✓	
Morgan Hill Sports Center & Aquatic Center	Morgan Hill, CA	✓	✓	✓	✓	✓	✓	✓	✓	
Northwest Ohio Sports Complex	Wood County, OH	✓	✓			✓	✓		✓	
Pasco Sports Complex	Pasco County, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓
SOZO Sports Complex	Yakima, WA	✓				✓	✓			
Sports and Entertainment Complex	Warren County, OH	✓	✓			✓	✓			
St. Johns County Sports Tourism	St. Johns County, FL	✓				✓	✓	✓	✓	
Youth Sports Complex	Rockford, IL	✓	✓	✓	✓	✓	✓	✓		



PROJECT EXECUTIVE

AREAS OF EXPERTISE

Real Estate Market and Finance
 Tourism Strategic Planning
 Hotel/ Mixed Use Development
 Developer Solicitation and
 Negotiation
 Economic and Fiscal Impact
 Analysis
 Tax Revenue Projections
 Convention Center Feasibility
 Analysis

YEARS OF EXPERIENCE

With CHJC: 26 Years
 With Other Firms: 13 Years

EDUCATION

MBA Finance-Florida State
 University

BA- Real Estate & Hospitality-
 Florida State University

**PROFESSIONAL
 CONFERENCES &
 AFFILIATIONS****INTERNATIONAL
 ASSOCIATION OF VENUE
 MANAGERS (IAVM)**

Destination Management
 Association International (DMAI)
 International City/County
 Management Association (ICMA)
 International Economic
 Development Council (IEDC)
 Managers World Trade Centers
 Association (MWTCA)
 Urban Land Institute (ULI)



CHARLES H. JOHNSON IV

PRESIDENT & CEO, JOHNSON CONSULTING

Charles is a nationally recognized real estate consultant with over 35 years of experience in the general real estate, hospitality, convention, and sports consulting fields. He has worked on over 1,500 public assembly and urban development consulting assignments in the U.S. and abroad. Charles has participated in various aspects of real estate and hospitality development, which has allowed him to develop an extensive knowledge of the requirements for appropriate substantiation for funding and operations of a wide array of projects, ranging from sports facilities to hotels to urban redevelopment projects. This has earned him an international reputation among public agencies, developers, and real estate professionals.

Prior to forming Johnson Consulting, Charles was Director of KPMG Peat Marwick's Convention, Sports and Hospitality Consulting practice. He worked with Laventhol and Horwath's real estate consulting division and as an employee at two other real estate development firms.

PROJECT EXPERIENCE

- **Spokane Multi-Purpose Soccer Stadium Study** (Spokane, WA)
- **SOZO Sports Complex Economic and Fiscal Impact Analysis** (Yakima, WA)
- **Economic Impact Analysis for the Tri-Cities Dust Devils** (Tri-Cities, WA)
- **Sports Facilities Market Analysis & Feasibility Study** (Tri-Cities, WA)
- **Feasibility Study, Business Plan Review, Comparable Facilities Analysis, Economic/Fiscal Impacts Analysis for a Sports Complex** (Yakima, WA)
- **Wiregrass Park Market and Financial Feasibility Study, Developer RFP Solicitations Management** (Pasco County, FL)
- **Nathan Benderson Park Feasibility Study** (Sarasota, FL)
- **Sports Tourism Marketing Strategy** (St. Johns County, FL)
- **Sports Market Business Strategy** (Morgan Hill, CA)
- **Youth Sports Market Assessment and Strategic Tourism Study** (Monroe-West Monroe, LA)
- **Glenview Ice Center Market Assessment and Feasibility Study** (Glenview, IL)
- **Indoor Sports Complex Market and Financial Feasibility Analysis** (Hammond, IN)
- **Indoor Youth Sports Feasibility and Market Assessment Study** (Branson, MO)
- **Management Solicitation and Advisory Services for a New Indoor Sports Complex** (Sandusky, OH)
- **Solicitation and Advisory Services for the Potential Indoor Sports Complex** (Fox Cities, WI)
- **Sports Complex Market Assessment and Financial Analysis** (Homer Glen, IL)
- **Sports Complex Market and Feasibility Study** (Dearborn, MI)



PROJECT MANAGER

AREAS OF EXPERTISE

Tourism Strategic Planning
 Real Estate Market and Finance
 Sports Facility Operations
 Sports Complex Development
 Economic and Fiscal Impact Analysis
 Tax Revenue Projections
 Naming Rights Valuations
 Business Management
 Business Development and Marketing
 Client Relations
 RFQ/RFP Solicitations

YEARS OF EXPERIENCE

With CHJC: 14 Years
 With Other Firms: 2 Years

EDUCATION

Business & Urban Planning—
 Arizona State University

PROFESSIONAL CONFERENCES & AFFILIATIONS

SportsETA
 International Association of Venue Managers (IAVM)
 Association of Luxury Suite Directors (ALSD)
 National Association of Collegiate Directors of Athletics (NACDA)
 Public Private Partnership Conference (P3C)
 Destinations International (DI)



BRANDON DOWLING

PRINCIPAL, JOHNSON CONSULTING

Brandon specializes in market and financial analysis for sports and entertainment facilities. Brandon provides analysis through experience with financial modeling, research, data analytics and industry best practices. He is also experienced in economic and fiscal impact analysis and has assisted cities and communities in their application for Tax Increment Financing (TIF) and/ or other public funding. Since joining Johnson Consulting in 2008, Brandon has completed over 75 sports facility feasibility studies, which has resulted in over \$500 million in successful sports venue developments.

PROJECT EXPERIENCE

- **Economic Impact Analysis for the Tri-Cities Dust Devils** (Tri-Cities, WA)
- **Spokane Multi-Purpose Soccer Stadium Study** (Spokane, WA)
- **Sports Facilities Market Analysis & Feasibility Study** (Tri-Cities, WA)
- **Eastern Washington University Roos Field- Market and Financial Analysis** (Cheney, WA)
- **Feasibility Study, Business Plan Review, Comparable Facilities Analysis, Economic/Fiscal Impacts Analysis for a Sports Complex** (Yakima, WA)
- **Wiregrass Park Market and Financial Feasibility Study, Developer RFP Solicitations Management** (Pasco County, FL)
- **Nathan Benderson Park Feasibility Study** (Sarasota, FL)
- **Sports Tourism Marketing Strategy** (St. Johns County, FL)
- **Sports Market Business Strategy** (Morgan Hill, CA)
- **Youth Sports Market Assessment and Strategic Tourism Study** (Monroe-West Monroe, LA)
- **Glenview Ice Center Market Assessment and Feasibility Study** (Glenview, IL)
- **Indoor Sports Complex Market and Financial Feasibility Analysis** (Hammond, IN)
- **Indoor Youth Sports Feasibility and Market Assessment Study** (Branson, MO)
- **Management Solicitation and Advisory Services for a New Indoor Sports Complex** (Sandusky, OH)
- **Solicitation and Advisory Services for the Potential Indoor Sports Complex** (Fox Cities, WI)
- **Sports Complex Market Assessment and Financial Analysis** (Homer Glen, IL)
- **Sports Complex Market and Feasibility Study** (Dearborn, MI)



SENIOR ADVISOR

AREAS OF EXPERTISE

Real Estate Market and Finance
Economic and Fiscal Impact
Analysis
Developer Solicitation and
Negotiation
Tax Revenue Projections
Business Management & Client
Relations
Strategic Planning

YEARS OF EXPERIENCE

With CHJC: 15 Years
With Other Firms: 4 Years

EDUCATION

International Studies & Finance
-University of Denver, Denver, CO

PROFESSIONAL AFFILIATIONS

Destination Management
Association International (DMAI)
International Association of Venue
Managers (IAVM)
International Economic
Development Council (IEDC)
Urban Land Institute (ULI)



RYAN JOHNSON

JOHNSON CONSULTING

Ryan has over 15 years of experience at Johnson Consulting leading market and demand feasibility, financial analysis, operational analysis and business planning for public assembly facilities, including an extensive amount of work for conference, convention, and performing arts and entertainment facilities.

Ryan recently completed a feasibility study for Tourism and Strategy Analysis in Spokane Valley, WA; a Convention Center Campus and Tourism Attraction in DeKalb County, GA; an Incentives Study for a Proposed Convention Center in West Des Moines, IA; and a SWOT analysis of tourism infrastructure and support in the Detroit Metro area.

PROJECT EXPERIENCE

- **Update to Tourism Strategy and Analysis** (Spokane Valley, WA)
- **Three Rivers Convention Center Market Analysis and Feasibility Study** (Kennewick, WA)
- **Spokane Public Facilities District Economic Impact Analysis** (Spokane, WA)
- **Washington State Trade and Convention Center- Multiple Engagements** (Seattle, WA)
- **Performing Arts and Conference Center Feasibility Study** (Federal Way, WA)
- **Destination Strategy Development** (McMinnville, OR)
- **Detroit SWOT analysis** (Detroit, MI)
- **DMO and Tax Policy Assessment** (Broward County, FL)
- **Feasibility Study for the Development of a Conference and/or Convention Center, with a Potential Attached Hotel** (Charlottesville, VA)
- **Hotel and Performing Arts Center Feasibility Study for Capital One** (McLean, VA)
- **Rio Nuevo TIF District Performance Audit** (Tucson, AZ)
- **Tourism Attraction Study for Greylock Glen** (Adams, MA)
- **Utah Valley Best Practices Analysis** (Provo, UT)



SENIOR ADVISOR

AREAS OF EXPERTISE

Tourism Strategic Planning
 Hotel/ Mixed Use Development
 Analyst in the Real Estate Industry
 Urban planning
 Research
 Survey Analysis
 Organizational Reviews
 GIS
 Business Management & Client Relations

YEARS OF EXPERIENCE

With CHJC: 12 Years
 With Other Firms: 5 Years

EDUCATION

Bachelor Urban Planning & Development (Honors) – The University of Melbourne, Australia

PROFESSIONAL CONFERENCES & AFFILIATIONS

Urban Land Institute (ULI)
 Destination Marketing Association International (DMAI)

**SARAH EMMERTON**

JOHNSON CONSULTING

Sarah has over 12 years of experience as a real estate analyst and financial consultant. She joined Johnson Consulting after having worked in London for a redevelopment agency. Prior to that, Sarah worked as a real estate analyst and consultant with a strategic real estate consulting firm in Melbourne, Australia. She has experience working across a range of different real estate markets, on a variety of projects completed on behalf of both public and private sector clients.

At Johnson Consulting, Sarah specializes in market and financial analysis and organizational strategies for hospitality and real estate projects, with a particular focus on fairgrounds, event centers, multi-purpose entertainment venues, convention and conference centers, and hotels. She leads the firm in market research, case study development, and consumer and customer survey analysis. Her background in urban planning equips her with a sound understanding of how to apply the principles and practices of strategic planning to undertake projects that best respond to a community's needs and maximize the benefits for the local, regional and national economies. Sarah also has extensive experience in the use of GIS as an analytical tool.

PROJECT EXPERIENCE

- **Update to Tourism Strategy and Analysis (Spokane Valley, WA)**
- **Benton County Fairgrounds** (Kennewick, WA)
- **Tourism Market Study for the City of Southlake** (Southlake, TX)
- **Lane Events Center** (Eugene, OR)
- **Santa Clara County Fairgrounds** (Santa Clara, CA)
- **Missoula County Fairgrounds** (Missoula, MT)
- **Proposed Event Center and Fair Relocations Analysis** (Cheyenne, WY)
- **The Soundside Site and Market Feasibility Analysis and Economic Impact Study** (Dare County, NC)
- **Tourism Market Study for the City of Southlake** (Southlake, TX)



**AQUATICS
PRINCIPAL-IN-CHARGE**

SPEAKING EXPERIENCE

2022 WRPA- From Feasibility Study to Multi-Million Dollar Project: A Case Study on the Journey of William Shore Memorial Pool

2021 WRPA- The Great Symphony Air and Water Quality

2021 AOAP – Understanding the Head(back)aches of Aquatic Special Features

2020 Sapura Symposium – Planning and Designing Facilities for Inclusion

2020 AB Webinar – Reopening Aquatics Facilities

2020 AOAP – Small Drops of Change that Make Big Splashes

EDUCATION

Capella University- Minneapolis, Minnesota – Masters of Business Administration (2009)

Auburn University- Auburn, Alabama – Bachelor of Arts, Communications, Psychology (2003)

PROFESSIONAL AFFILIATIONS

Washington Recreation & Parks Association
California Parks & Recreation Society
Certified Aquatic Facility Operator (AFO)
National Recreation & Park Association
USA Swimming
World Waterpark Association Innovation & Technology Committee



JUSTIN CARON, MBA

AQUATIC DESIGN GROUP

Justin has spent his entire life around aquatics. Son of an ASCA level 4 coach, Justin developed a passion for water early and translated that passion to success as a swimmer at the club, High School, NCAA, and USA Swimming levels. Following graduation Justin coached at elite swim camps around the country while working full time. In 2005, Justin transitioned into the world of aquatics consulting working his way up from business development to being named CEO of Aquatic Design Group, a globally recognized expert in aquatic design, in 2019. Since 2005 he has personally managed over 800 projects, spoken at over 100 industry events, and written or been featured

in over 75 publications and podcasts. Justin is a member of several industry committees and boards and strives to improve lives through equitable access to water for people of all generations and abilities.

PROJECT EXPERIENCE

- **Annie Wright School Indoor Pool** (Tacoma, WA)
- **Bellevue Aquatic Center Study Update** (Bellevue, WA)
- **Boardman Recreation Center** (Boardman, OR)
- **CedarTree Hotel Wading Pools** (Hillsboro, OR)
- **Daniel Meyer Pool Replacement** (Ashland, OR)
- **Echo Hollow Pool Replacement** (Eugene, OR)
- **Green Hill School Pool** (Chehalis, WA)
- **Johnstown Community Recreation Center** (Johnstown, CO)
- **Lewis and Clark College Zehntbauer Pool Renovation** (Portland, OR)
- **Medford Sports and Events Complex Study** (Medford, OR)
- **Newport Aquatic Center** (Newport, OR)
- **Puyallup Tribe of Indians Elder Center** (Puyallup, WA)
- **Ray Williamson Pool Study** (Bainbridge Island, WA)
- **Redding Rancheria Wellness Center** (Redding, CA)
- **Redmond Aquatic Center Study** (Redmond, WA)
- **Sheldon Pool Improvements** (Eugene, OR)
- **Si View Aquatic Center Feasibility Study** (North Bend, WA)
- **Southern Oregon University McNeal Renovation** (Ashland, OR)
- **St. Mary's Academy Competition Pool** (Portland, OR)
- **The Riverside Hotel and Indoor Waterpark** (Boise, ID)
- **Tualatin Hills HMT 50-Meter Pool Renovation** (Beaverton, OR)
- **University of Oregon Student Recreation Center** (Eugene, OR)
- **Waterfront Seattle Pool Barge** (Seattle, WA)
- **William Shore Memorial Pool** (Port Angeles, WA)



**AQUATICS
PROJECT PRINCIPAL**

EDUCATION

San Jose State University -
San Jose, California, 1981-1984,
Business Administration

Delta State University-
Cleveland, Mississippi, 1980-1981,
General Studies

PROFESSIONAL LICENSES

Certified Instructor (CPO) - National
Swimming Pool Foundation
Certified Instructor (AFO) - National
Recreation and Park Association

PROFESSIONAL AFFILIATIONS

Washington Recreation & Parks
Association
American Water Works Association
California Parks & Recreation
Society
International Association of
Amusement Parks & Attractions
National Parks & Recreation
Association
World Waterpark Association



DENNIS BERKSHIRE

AQUATIC DESIGN GROUP

Dennis has over 40 years of experience in the aquatics industry, with national field experience in swimming pool design, construction and operation, and training. He personally has worked on more than 300 aquatic facilities in northern California. Dennis chaired the Operator Training Module for the Model Aquatic Health Code and is working with National Science Foundation as a member of the Joint Committee on Recreational Water Facilities.

As an instructor for the Certified Pool Operator course and the Aquatic Facility Operator course, he has trained over 1,000 swimming pool and aquatic facility operators. In addition, Dennis was named as one of "Power 25" by Aquatics International Magazine for his efforts in shaping the Model Aquatic Health Code.

PROJECT EXPERIENCE

- **Kirkland Aquatic Center Study**, (Kirkland, WA)
- **March Wellness Center, Oregon Health & Science University**, (Portland, OR)
- **Balboa Park Pool Renovation** (San Francisco, CA)
- **San Jose State University Student Recreation and Aquatic Center**, (San Jose, CA)
- **Garvey Park Splash Zone Replacement** (Rosemead, CA)
- **Hamilton Pool Renovation** (Novato, CA)
- **Emerald Glen Recreation & Aquatics Complex** (Dublin, CA)
- **Hartnell College Competition Pool Renovation** (Salinas, CA)
- **International Swim Center** (Santa Clara, CA)
- **Jurupa Valley Aquatic Center "The Cove"** (Riverside, CA)
- **Martin Luther King Jr. Swimming Pool** (San Francisco, CA)
- **Mission Swimming Pool Renovation** (San Francisco, CA)
- **Northwest Pool Renovation** (Reno, NV)
- **Richmond Swim Center** (Richmond, CA)
- **Samuel C. Pannell Community Center** (Sacramento, CA)
- **Splash Swim School** (San Ramon, CA)
- **Charlie Sava Pool** (San Francisco, CA)
- **University of Santa Clara, Sullivan Aquatic Center** (Santa Clara, CA)
- **West Sacramento Recreation Center** (West Sacramento, CA)
- **Club One Multi-sport** (San Jose, CA)



PRINCIPAL

EDUCATION

Bachelor of Science in Landscape Architecture, Washington State University, 1982

PROFESSIONAL AFFILIATIONS

State of Washington, No. 489

State of Idaho, No. LA 16717

CLARB Certified Landscape Architect, No. 6499

American Society of Landscape Architects

Construction Specifications Institute



TOM SHERRY, PLA

SPVV LANDSCAPE ARCHITECTS

Tom is president and co-founder of SPVV. While his career emphasis is on education and public works projects like parks, trails, and recreational facilities, Tom has worked on every kind of project in his 40 years in the profession. His broad experience, and stunning memory for the details of past projects, brings a critical perspective and depth of knowledge to every project.

Tom is a firm believer in hands-on project management, and spends most of his time as a project manager overseeing daily progress on a wide variety of current projects. Having completed hundreds of public and master planning projects, Tom is an expert in public input processes and creating balance between different community needs.

PROJECT EXPERIENCE

- **West Village Park** (Richland, WA)
- **Downtown Spokane Stadium** (Spokane, WA)
- **WSU Martin Stadium** (Pullman, WA)
- **Gonzaga University Mulligan Field** (Spokane, WA)
- **“A” Street Sports Complex** (Pasco, WA)
- **Badger Mountain Trail Completion** (Kennewick, WA)
- **Airway Heights Recreation Center** (Airway Heights, WA)
- **Orchard Park Master Plan** (Liberty Lake, WA)
- **Riverfront Park Skate Ribbon** (Spokane, WA)
- **City of Sandpoint Parks Study** (Sandpoint, ID)
- **Sandpoint Memorial Field** (Sandpoint, ID)
- **Antoine Peak Trailhead** (Spokane, WA)
- **Old Mission Trailhead** (Spokane, WA)
- **Corbin Park Tennis Courts** (Spokane, WA)
- **Coeur d’Alene Park Renovations** (Spokane, WA)
- **Prairie View Park & Aquatic Center Master Plan** (Spokane, WA)
- **North Side Aquatic Center at Bidwell Park** (Spokane, WA)
- **City of Davenport Pool** (Davenport, WA)
- **Asotin Family Aquatic Center** (Asotin, WA)
- **Broadmoore Park Master Plan** (Hayden, ID)
- **Davenport Sports Complex** (Davenport, WA)
- **Plante’s Ferry Sports Complex** (Spokane, WA)
- **Gateway Park** (State Line, WA)
- **Spokane Veterans Memorial Arena** (Spokane, WA)
- **Haines Conservation Property** (Spokane County, WA)
- **McKenzie Conservation Property** (Spokane County, WA)
- **Centennial Trail** (Spokane, WA)
- **Balfour, Sontag, and Camelot Parks** (Spokane, WA)
- **Moses Lake Amphitheater** (Moses Lake, WA)
- **Park Road Pool Irrigation** (Spokane Valley, WA)
- **City of Waitsburg Downtown Revitalization** (Waitsburg, WA)
- **Spokane County Raceway** (Airway Heights, WA)
- **Aspen Grove Park Master Plan** (Airway Heights, WA)
- **Sunset Crossing Park** (Airway Heights, WA)
- **Gonzaga University Baseball and Soccer Fields** (Spokane, WA)



PRINCIPAL

EDUCATION

Bachelor of Science in Landscape Architecture, Washington State University, 1987

PROFESSIONAL AFFILIATIONS

State of Washington, No. 647

State of Montana, No. 145

State of Oregon, No. 702

American Society of Landscape Architects



KEN VAN VOORHIS

SPVV LANDSCAPE ARCHITECTS

Ken has worked on just about every kind of project, but his focus is on municipal and public projects. Ken's municipal work includes everything from Complete Street enhancements to park master planning and design. With extensive experience in municipal and higher education projects, Ken has a thorough understanding of the unique requirements and constraints presented by such projects.

As a principal and project manager, Ken oversees technical drawing production, estimating, and construction observation. He's also our SketchUp expert, and regularly creates 3D renderings for public workshops and client meetings.

PROJECT EXPERIENCE

- **Sentinel Gap Park** (Port of Mattawa, WA)
- **Bridgeport City Park** (Bridgeport, WA)
- **Centennial Trail - Summit Boulevard** (Spokane, WA)
- **Riverfront Park West Havermale Island** (Spokane, WA)
- **Columbia Trail (Dayton to Waitsburg, WA)**
- **Tonasket Little League Fields** (Tonasket, WA)
- **Prairie View Park** (Spokane, WA)
- **Orchard Park Master Plan and Construction Documents** (Liberty Lake, WA)
- **Dayton Dog Park** (Dayton, WA)
- **Riverside State Park Clark Barns** (Spokane, WA)
- **Betz Park** (Cheney, WA)
- **Medical Lake Parks** (Medical Lake, WA)
- **Hagelin Park** (Cheney, WA)
- **Plante's Ferry Sports Complex** (Spokane, WA)
- **Coney Island Par** (Medical Lake, WA)
- **Northside Aquatic Center** (Spokane, WA)
- **Davenport Pool Schematic Master Plan** (Davenport, WA)
- **Asotin Aquatic Center** (Asotin, WA)
- **Davenport Sports Complex Grading** (Davenport, WA)
- **Comstock Park** (Spokane, WA)
- **Overlook Park** (Spokane, WA)
- **Liberty Park** (Spokane, WA)
- **Sinkius Square** (Moses Lake, WA)
- **Golden Tiger Pathway** (Republic, WA)
- **Valley Mission Park Pool Master Plan** (Spokane, WA)
- **Camelot Park** (Spokane, WA)
- **Sontag Park** (Nine Mile Falls, WA)



PRINCIPAL

EDUCATION

Bachelor of Landscape
Architecture, University of Idaho,
2005

**PROFESSIONAL
AFFILIATIONS**

State of Washington, No. 1186



DARREN TEAL

SPVV LANDSCAPE ARCHITECTS

With no-nonsense time and project management skills, Darren brings an elevated level of efficiency and thoroughness to each project, ensuring that tasks are completed correctly, on time, and on budget. His technical expertise, adherence to standards, and knowledge and interpretation of local codes and ordinances produce top-notch construction documents. As a North Idaho resident and outdoor enthusiast, Darren brings added expertise to parks and recreation projects.

PROJECT EXPERIENCE

- **West Village Park** (Richland, WA)
- **Shields Park Master Plan** (Spokane, WA)
- **Etter Ranch Trailhead** (Spokane, WA)
- **Phillips Creek Trailhead** (Spokane, WA)
- **“A” Street Sports Complex** (Pasco, WA)
- **Prairie View Park & Aquatic Center** (Spokane, WA)
- **Bidwell Park & Aquatic Center** (Spokane, WA)
- **Glenrose Trailhead** (Spokane, WA)
- **Antoine Peak Trailhead** (Spokane, WA)
- **Mica Peak Trailhead** (Spokane, WA)
- **Missoula Art Museum Art Park** (Missoula, MT)


LANDSCAPE DESIGNER
EDUCATION

Bachelor of Landscape
Architecture
Washington State University, 2007

**PROFESSIONAL
AFFILIATIONS**

LEED AP BD+C



GINA SMITH

SPVV LANDSCAPE ARCHITECTS

With more than 20 LEED-certified projects in Eastern Washington, and as many sustainable projects throughout the region, Gina knows the ins and outs of sustainable landscape design and is well-versed in both LEED and sustainable standards.

Gina's passion is in working with communities through an interactive process to develop meaningful solutions to community development and master planning. She loves thinking "big picture" and compiling information into reports! Gina is savvy with graphics and produces stunning, clear presentation materials for client and community review and publication.

PROJECT EXPERIENCE

- **West Village Park** (Richland, WA)
- **Millwood Park Master Plan** (Millwood, WA)
- **"A" Street Master Plan & Construction Documents** (Liberty Lake, WA)
- **Marimn Health Youth Center** (Worley, ID)
- **Hutton Elementary School Imaginative Playground** (Spokane, WA)
- **Sekani Park Master Plan** (Airway Heights, WA)
- **Coeur d'Alene Park Renovations** (Spokane, WA)



PRINCIPAL

EDUCATION

University of Oregon
BA in Architecture, 1999
Minor in Fine Arts, 1999

REGISTRATION

State of Washington, 2013
State of Oregon, 2003
LEED AP BD+C, 2006



PAUL ROSS CURTIS, AIA

ARC ARCHITECTS

Paul is an experienced principal, responsible for leading architectural design, managing consultant design, and guiding owners through the review of options and decision-making. Paul is particularly adept at creating and maintaining an enjoyable dialogue between all players of a project - including owner, user and community groups, and consultants - throughout the entire design and planning process. He is skillful in leading a project from feasibility through construction administration while keeping a project on schedule and within budget.

Leading the design team, Paul will ensure clarity of design solutions and guarantee that stakeholders will be informed and able to confidently reach agreements about project direction.

PROJECT EXPERIENCE

- **Auburn Community and Youth Center** (Auburn, WA - LEED Silver)
- **Bellevue Aquatic Center Studies 2009, 2019, and 2022** (Bellevue, WA)
- **Chehalis Tribe Elders Center** (Oakville, WA) *LEED Silver (in design)*
- **Covington Park Facilities** (Covington, WA)
- **Eastside Tacoma Community Center and Pool** (Tacoma, WA) - *LEED Silver*
- **Evergreen State Fairgrounds Community Center Study** (Monroe, WA)
- **Henry Moses Aquatic Center Study** (Renton, WA)
- **Mercer Island Pool Study** (Mercer Island, WA)
- **Rainier Beach Community Center and Pool** (Seattle, WA) - *LEED Gold*
- **Rosehill Community Center** (Mukilteo, WA) - *designed to LEED Silver level*
- **Shore Aquatic Center Renovation and Addition** (Port Angeles, WA)
- **Skagit County Recreation and Aquatic Center Stud** (Anacortes, WA)
- **Suquamish Tribe Early Learning Center** (Poulsbo, WA)
- **Suquamish Tribe Fitness and Youth Center** (Poulsbo, WA)



PRINCIPAL

EDUCATION

University of Washington
Master of Architecture, 1999
University of Maryland
BS in Architecture, 1994

REGISTRATION

State of Washington,
2004 LEED AP, 2004



EMILY WHEELER, LEED AP

ARC ARCHITECTS

Emily is also a principal and architect with more than 20 years of experience. She brings creative vision and organization to every project. Her experience as a team leader and consensus builder provides clients with the assurance that their concerns will be addressed in a thoughtful manner in the design process.

Emily was a swimmer and lifeguard growing up and now explores local pools with her two sons. Her understanding of pool options, lifeguard needs, and technical expertise with aquatics will provide the necessary leadership for this project.

PROJECT EXPERIENCE

- **Bellevue Aquatic Center Study 2019 and 2022** (Bellevue, WA)
- **Eastside Tacoma Community Center and Pool** (Tacoma, WA) - *LEED Silver*
- **Fidalgo Pool and Fitness Center Study** (Anacortes, WA)
- **Fircrest Pool and Bathhouse** (Fircrest, WA)
- **Fircrest Community Center** (Fircrest, WA) - *LEED Silver in construction*
- **Henry Moses Aquatic Center Study** (Renton, WA)
- **Jefferson Park Community Center Gym** (Seattle Parks)
- **King County Housing Authority Community Buildings**
- **Lynnwood Neighborhood Center** (Lynnwood, WA) - *LEED Silver (in design)*
- **Port Townsend City Hall and Historic Renovation** (Port Townsend, WA) - *LEED Silver*
- **Puyallup Memorial Community Center Planning Study** (Tacoma, WA)
- **Puyallup Tribe of Indians Elder Center** (Tacoma, WA)
- **Rainier Beach Community Center and Pool** (Seattle, WA) - *LEED Gold*
- **South Everett Community Resource Center Planning Study** (Everett, WA)
- **Suquamish Tribe Early Learning Center** (Poulsbo, WA)
- **Suquamish Tribe Fitness and Youth Center** (Poulsbo, WA)



ABILITY TO PERFORM

REPORTS AND MEETINGS

We are noted for the clarity, simple sophistication, and quality of our reports. The following are deliverable products that we will provide to Client representatives:

- **Draft Report:** Will be provided to Client representatives at the completion of Task 12. The Draft Report will include fully documented findings and recommendations, and will be accompanied by appropriate graphics and presentation material. Following the issuance of the Draft Report, Johnson Consulting will discuss our findings with Client representatives.
- **Presentation:** A PowerPoint presentation detailing our findings and recommendations will be provided following the issuing of our Draft Report. Johnson Consulting will present to the CDRPA, if requested.
- **Final Report:** A fully documented Final Report addressing all Client comments and refinements will be provided.

Our staff will also be in the market to conduct fieldwork, interviews, and focus group meetings, at other points during the study process. We will be available for meetings and workshops during these fieldwork trips and via conference calls at other times throughout the study period.

Johnson Consulting will meet and exceed all of the Client's requirements and expectations relating to this study. We will achieve this by working closely with Client representatives, in person and through regular conference calls, to ensure the timely delivery of a study that accurately meets the needs and requirements of the Client, and addresses all relevant questions and concerns that arise during the study period. We truly look forward to the opportunity of serving you.

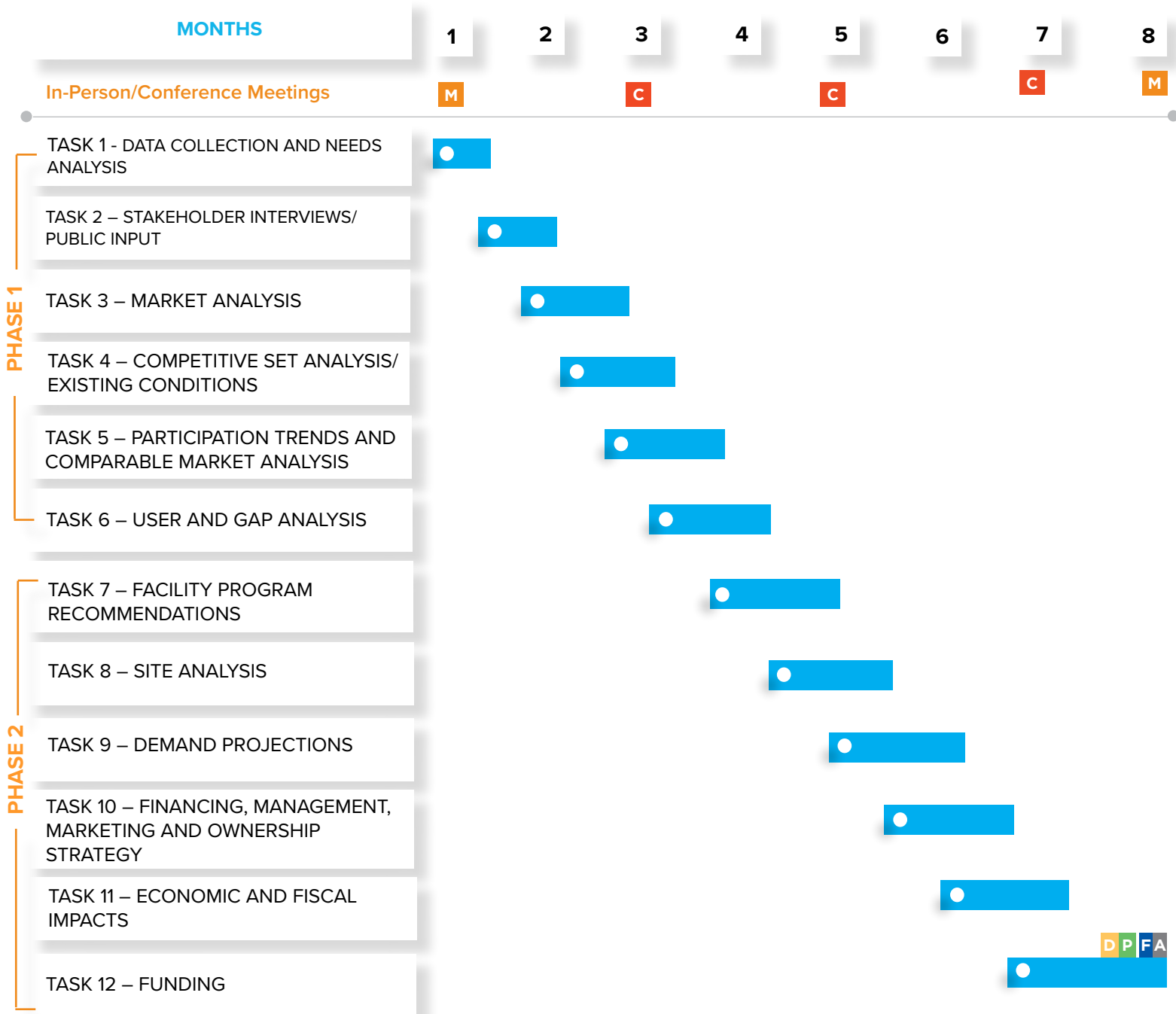
STAYING ON SCHEDULE

Johnson Consulting only presents individuals to serve our client that have the capacity to do so. We do not anticipate any staff substitution. However, if there is an unexpected circumstance that requires a staffing change, we would first seek the CDRPA's approval before assigning an equally qualified professional to perform the work.

We always strongly commit to meet the schedule dates outlined by the Client. We have reviewed our upcoming calendar and have budgeted down time for holidays that will occur during the study period. Thus, we feel comfortable with the 26 week time period. If there becomes any anticipated delay, we would engage additional team resources to ensure on-time completion.

Each member of Johnson Consulting is currently allocated to 3-4 assignments, with varying levels of responsibility and time commitments. We certainly have the capacity to perform the tasks outlined in our Scope of Work in a timely manner, and we commit to being able to commence work immediately upon engagement. As is typical with all new engagements, we will match our staff's skill sets with the requirements of this assignment, taking into account their commitments to other projects at the time of the engagement, and committing to the day-to-day involvement of our senior staff.

PROJECT SCHEDULE



- C Conference Calls
- M Meeting/Workshop
- D Draft Report
- F Final Report
- P Presentation
- A Acceptance of Final Report

* Schedule is tentative and subject to change



RELEVANT PROJECT EXPERIENCE



SPORTS FACILITY MARKET ANALYSIS AND FEASIBILITY STUDY

TRI-CITIES, WASHINGTON

Johnson Consulting was retained by Visit Tri-Cities in partnership with each city to conduct a Sports Facility Market Analysis and Feasibility Study for each of the three cities in Tri-Cities, Washington: Kennewick, Pasco, and Richland. The cities collaborated to commission the study to investigate the merits into enhancing the Tri-Cities region as a sports tourism destination. Johnson Consulting ultimately made three separate recommendations, all of which will address the local sports market as well as complement each other to host larger regional events and increase visitation and hotel over nights in the region.

The recommendation for Kennewick, the largest of the three cities, was to leverage their existing two sheet ice arena as well as the adjacent convention center to develop an indoor multi-purpose sports complex. In the other two cities, Pasco and Richland, separate outdoor complexes with focus on soccer, lacrosse as well as baseball and softball were recommended with the potential to work together to host larger regional tournaments. For each of the recommendations, Johnson Consulting completed a detailed market demand and financial analysis as well as an economic impact analysis, which details the benefits to each city as well as the Tri-Cities as a whole.



PROJECT HIGHLIGHTS

- ▶ Market Analysis
- ▶ Financial Analysis
- ▶ Demand Analysis
- ▶ Economic and Fiscal Impact Analysis



We really enjoyed working with the entire team at Johnson Consulting. Our study encompassed multiple cities, and their team utilized their extensive experience to create a comprehensive analysis and study of each jurisdiction. Due to their impressive work, our communities now have the data to confidently make the most informed decision on the viability of new sports facilities in our region.

Hector Cruz, VP Sports Development
Visit Tri-Cities, WA





SOZO SPORTS COMPLEX YAKIMA, WASHINGTON

Johnson Consulting was hired by the City of Yakima to perform an economic and fiscal impact analysis for a proposed sports complex development. The City of Yakima collaborated with SOZO Sports of Central Washington, a non-profit corporation, on the design, development and operation of a world-class sports complex consisting of 19 soccer/multi-sport fields and an indoor sports facility on 122 acres.

The \$13 million facility opened in 2016 and serves the local needs of Yakima residents while also acting as a tourism development generator. The public-private development hosts youth and adult sports tournaments/ leagues, as well as non-sports recreational events such as tradeshow, consumer shows and festivals to draw visitors year round.

Johnson Consulting was asked to conduct a market analysis of Yakima and Central Washington; prepare an analysis of comparable facilities, including a regional audit of competitive facilities; review the proposed development and business plan prepared by Sozo Sports of Central Washington; and project the economic and fiscal impacts resulting from operations at the sports complex.



PROJECT HIGHLIGHTS

- ▶ Economic and demographic analysis
- ▶ Review of SOZO sports development & business plan
- ▶ Comparable facilities analysis
- ▶ Economic & fiscal impacts analysis



We had the great fortune of working with Johnson Consulting on the SOZO Sports Complex, a large, multi-sport facility in Yakima, WA. The Johnson Consulting group visited our community several times, gathering pertinent information and meeting with local stakeholders to help with our project. Their experience and analysis were exactly what we needed.





SPOKANE DOWNTOWN MULTI-PURPOSE SOCCER STADIUM

SPOKANE, WASHINGTON

The Downtown Spokane Partnership (DSP) engaged Johnson Consulting to provide a market and economic impact study for a potential new 5,000-seat stadium in downtown Spokane, WA. Our study considered joint use of the stadium for the Spokane Public School District (SPS) and a United Soccer League (USL) League One franchise. Spokane Public Schools had passed a referendum to fund a \$31 million dollar renovation to the historical Joe Albi Stadium, which is located outside of the urban core of downtown Spokane. Thus, in seeing an opportunity of additional economic benefit to the City, the DSP in partnership with USL, approached SPS with a proposal for a potential new downtown stadium that would serve as a state of the art home for SPS as well as a new USL franchise as opposed to the renovations to the Joe Albi.

Our study helped illustrate the significance and economic influence a new downtown stadium could have on the City and greater community as opposed to the suggested renovation to Joe Albi stadium. The proposed new downtown stadium would leverage a new USL team and the added exposure that comes from such, as well as its proximity to the rest of the downtown entertainment venues with the adjacent arena and new indoor sports complex. In working with regional promoters as well as representatives of the Spokane Public Facilities District, the operators of the stadium, we projected potential non-soccer events that could be hosted at the proposed stadium, such as concerts, festivals, collegiate exhibitions and high school regional and state championships. Our analysis ultimately concluded that the economic and fiscal benefit of a new downtown stadium would be approximately eight times greater than that of a renovation of Joe Albi stadium.

Ultimately, the SPS board approved the proposal to partner with PFD as well as the USL in the construction of a new \$31 million downtown Stadium, scheduled to open in March of 2023.



PROJECT HIGHLIGHTS

- ▶ Market Analysis
- ▶ Industry Trends Analysis
- ▶ Demand Projections
- ▶ Financial Projections
- ▶ Economic and Fiscal Impact Projections
- ▶ Mixed-Use Stadium District Analysis



INDEPENDENCE SPORTS PARK

INDEPENDENCE, OREGON

Johnson Consulting was retained by The City of Independence to conduct a Feasibility Study for the proposed sports complex at Independence Sports Park in Independence, Oregon. The study included a community sports usage analysis, layout options for the site, financial analysis, an operations and programming pro forma, and recommendations for management structure. The outcome of the study was aimed to foster the ability of the development’s owners and operators, as well as the community of Independence, to make informed decisions regarding the development and continuing operation of the proposed development. The key objective of this study was to answer the following questions:

- What is the local market’s potential capacity to support the new project?
- What can broader industry trends and specific case studies offer in terms of best practices for the proposed project?
- What level of utilization and demand may be generated by the project?
- What economic and fiscal impacts could be generated by the project?

PROJECT HIGHLIGHTS

- ▶ Stakeholder Interviews
- ▶ Market, Economic, and Demographic Profile
- ▶ Regional Facility Analysis and Comparable Benchmarks
- ▶ Facilities and Events Gap Analysis and Niche Identification
- ▶ Facility Program Recommendations
- ▶ Demand Projections
- ▶ Site Analysis
- ▶ Economic and Fiscal Impact Analysis
- ▶ Funding Strategies



FEASIBILITY STUDY FOR A MULTI-PURPOSE INDOOR/OUTDOOR EVENTS CENTER

BELLINGHAM, WASHINGTON

Johnson Consulting prepared a market analysis and feasibility study for an indoor/outdoor multipurpose sports and events center for Bellingham Whatcom County. The client and its partners envision a project that will be able to address their lack of indoor and outdoor sports facilities in conjunction with their lack of indoor meeting space in the marketplace. They also envision this facility acting as an economic driver for other developments within Bellingham and Whatcom County.

In this analysis, Johnson Consulting prepared an economic and demographic analysis, comparable facility analysis, and industry trend analysis that ultimately led to a market driven program recommendation. With this recommendation, a demand and financial analysis as well as a city and county economic and fiscal impact analysis was performed to detail the greater benefit to the residents of Bellingham and Whatcom County.

PROJECT HIGHLIGHTS

- ▶ Market Analysis
- ▶ Financial Analysis
- ▶ Demand Analysis
- ▶ Site Analysis
- ▶ Economic & Fiscal Impact Analysis



WIREGRASS RANCH SPORTS CAMPUS

PASCO COUNTY, FLORIDA

Johnson Consulting was retained by Pasco County, FL to undertake a market feasibility study for a public/private sports complex development at Wiregrass Park in Wesley Chapel, FL. The County wished to leverage the County-owned land into an asset that will enhance the tourism basis within the County and serve as an economic generator, while also serving the needs of Pasco County residents.

The study provided the Client with a best-use analysis, as well as a clear and detailed action plan for both the short-term and long-term growth of the proposed facility. The market analysis found that there was a significant gap in the marketplace for multipurpose indoor sports facilities. In our study of the demographics, we found Wesley Chapel and Pasco County to be rapidly growing in population and a healthy economy, sporting statistics far above the state and national averages.

The combination of a thriving community and need for such a facility led to our recommendation to build an indoor sports complex aimed to attract regional youth-sports tournaments, which was envisioned to supplement other local sports-specific facilities as well as meet the needs of local leagues. A second phase, which included outdoor field surface, was suggested as well, to supplement the indoor complex.

Subsequently, we managed a developer RFP process and helped select and negotiate an operating agreement with RADD Sports and MainSail Hospitality. The project has been approved and is nearing construction.



PROJECT HIGHLIGHTS

- ▶ Detailed analysis of local market demand
- ▶ Validate market viability of potential facility
- ▶ Short and long-term action plan for the facility
- ▶ Best-use analysis
- ▶ Feasibility study
- ▶ RFP management

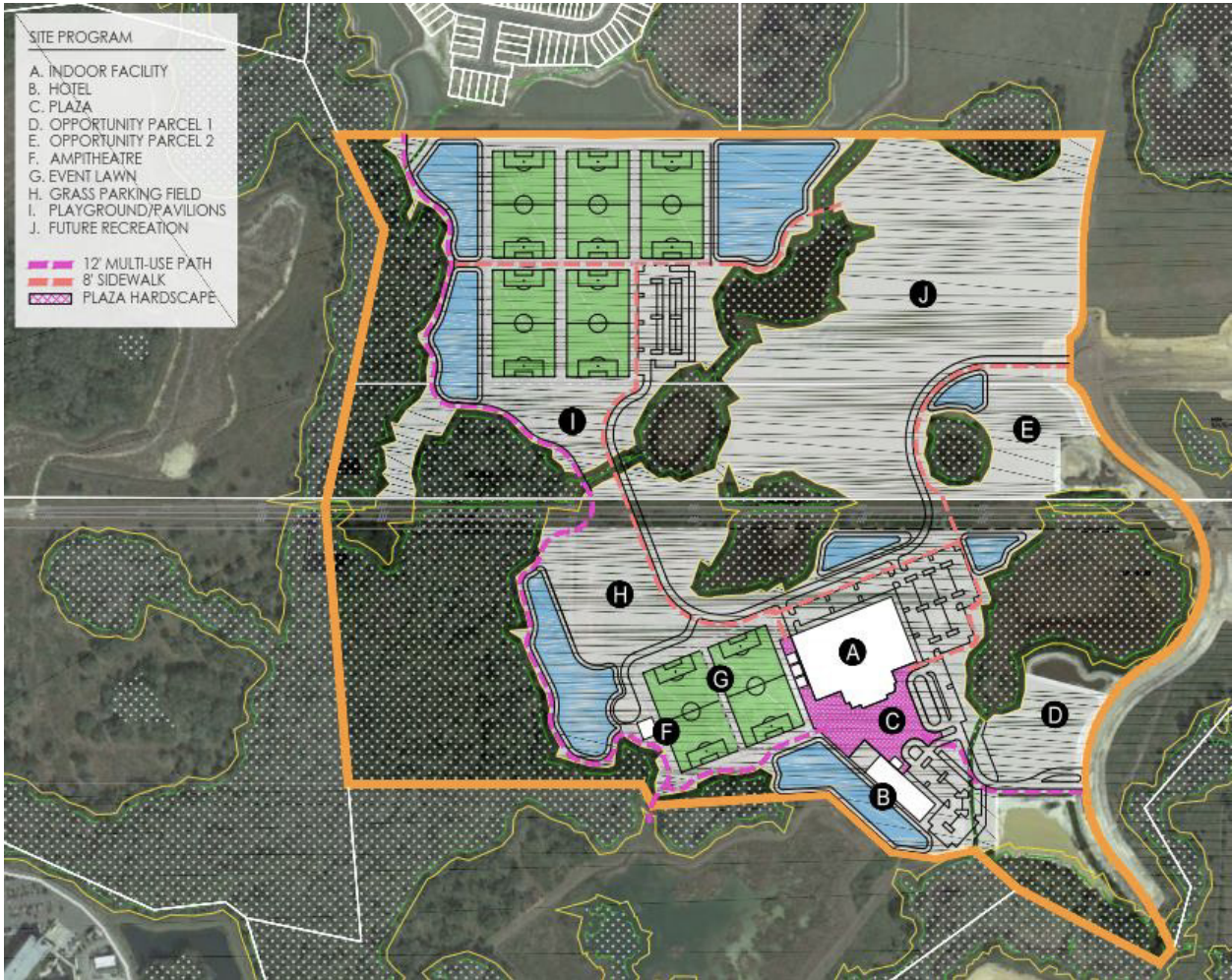


Johnson Consulting put together an exemplary feasibility study for Pasco County BOCC on the best direction for Pasco to pursue in creating a Sports Complex to enhance our Tourism efforts in attracting sports visitors to Pasco... They continue to provide valuable input and excellent service as we move through the process though technical reviews and as we agree to the project pro forma.



WIREGRASS RANCH SPORTS CAMPUS

PASCO COUNTY, FLORIDA





NATHAN BENDERSON PARK INDOOR SPORTS FACILITY FEASIBILITY STUDY SARASOTA, FLORIDA

Johnson Consulting was recently retained to perform a study for Nathan Benderson Park, a 600-acre Sarasota County park, built to serve as a sports tourism generator for the region. The Client group seeks to continue the development of the park by adding an iconic boat house with indoor boat storage and programmatic space, combined with a multi-sport indoor facility. The envisioned multi-sport indoor facility would encompass 100,000+ sq. ft. of space with six (6) basketball / twelve (12) volleyball courts and support facilities, that can host a multitude of sports which may potentially include dance, cheer, judo, karate, taekwondo, wrestling, indoor rowing and more.

Johnson Consulting is providing an analysis which includes a market, feasibility, and economic impact study for the proposed multi-sport indoor facility. The study will provide projections of demand for indoor space that will result in new overnight transient visitors; recommendations of what sports and events (sporting and non-sporting) have the most potential for facility revenue, overnight visitors and overall economic impact; projected direct and indirect rate of return for each opportunity including economic impact; and the ability for the current market to support such a facility with projected trends in demand.



PROJECT HIGHLIGHTS

- ▶ Market Analysis
- ▶ Industry Trends Analysis
- ▶ Demand Projections
- ▶ Financial Projections
- ▶ Economic and Fiscal Impact Projections



MORGAN HILL SPORTS BUSINESS STRATEGY

MORGAN HILL, CALIFORNIA

The City of Morgan Hill, California was seeking a qualified consultant to conduct an all-encompassing market assessment, and facility audit of regional sports and recreation venues to include: competitive facility assessments to evaluate improvements versus additions as well as a strategic planning process for such venues and tourism development economic strategies for these sectors. The results of our subsequent analysis empowered the City to make the most informed decisions about potential future development or renovation of facilities, how to operate such facilities, and where to place them to optimize return on investment, while enhancing the marketability of year round culture, sports tourism and unique events.

Johnson Consulting examined event demand and attendance at the Morgan Hill Outdoor Sports Center and Morgan Hill Aquatics Center, as well as projected the current economic and fiscal impacts at each facility. The Team also assessed the market conditions in Morgan Hill, met with stakeholders of the Outdoor Sports Center and Aquatic Center, and conducted a regional facility audit within a 200-mile radius of Morgan Hill to understand any facility gaps in Morgan Hill.



PROJECT HIGHLIGHTS

- ▶ Review historical operations at two existing facilities
- ▶ Market study
- ▶ Detailed strategic plan



...the City of Morgan Hill hired Johnson Consulting to develop a Sports Market Business Strategy based on the company's strong reputation and their ability to understand our project needs. Johnson integrated their work with another consultant hired by the City working on updating the City's Parks and Recreation Master Plan. The team at Johnson did not disappoint, and the City was very satisfied with the final report and recommendations they produced.





HAMMOND SPORTSPLEX HAMMOND, INDIANA

Johnson Consulting prepared a market assessment and financial analysis for the City of Hammond to determine the feasibility of developing an indoor sports complex. The City envisions the new facility will serve as a catalyst and an economic generator by attracting and hosting sports leagues, tournaments and other non-sporting events that draw visitors to Hammond. The first phase of our report assessed the viability of such a development given existing and projected market conditions in, and around, the City of Hammond. In addition to a market analysis, the first phase included a local and regional facility audit of existing facilities and a recommended preliminary program of facilities.

Johnson Consulting ultimately recommended an indoor facility measuring approximately 85,000 square feet with the following program of facilities: 8 basketball courts/16 volleyball courts, 2 indoor turf fields, Community Multipurpose Room, Concessions / Restrooms, Storage and Medical Office Space.

After receiving the necessary funding the City of Hammond engaged Johnson Consulting to conduct a financial analysis as a second phase of the study, including demand and financial projections.



PROJECT HIGHLIGHTS

- ▶ Market analysis
- ▶ Comparable facilities analysis
- ▶ Industry trends analysis
- ▶ Market confirmation
- ▶ Program recommendations
- ▶ Demand projections
- ▶ Financial pro forma



Johnson Consulting has completed two feasibility studies for the City of Hammond, Indiana. They have been a responsible consultant and their work on the study exceeded our standards. I would like to recommend them for similar studies with other companies and municipalities.





GLENVIEW ICE CENTER

GLENVIEW, ILLINOIS

Johnson Consulting is partnered with Williams Architects to conduct a market assessment and feasibility study to better understand the redevelopment options for the Glenview Ice Center. The Village is considering a renovation or new development of an ice center if the market can support additional sheets of ice. Johnson Consulting was responsible for conducting a market assessment on Glenview that includes understanding the market demographics, a regional ice facility audit to understand the total number of ice sheets in the market and current trends for ice activities.

To complete the market assessment and feasibility study, Johnson Consulting identified potential strategic partners for the Village and ultimately project new demand, as well as revenues and expenses at the recommended facility.



PROJECT HIGHLIGHTS

- ▶ Market analysis
- ▶ Industry trends analysis
- ▶ Demand projections
- ▶ Financial projections
- ▶ Identify potential partnerships



Brandon and the Team at Johnson Consulting were instrumental in developing the right recommendation for the Glenview Park District that was based on sound data and had a solid business case. They worked extremely well with our team throughout the feasibility stage and their pro forma and economic impact study were key to a successful referendum.





COMMUNITY FIRST CHAMPION CENTER MANAGEMENT SERVICES SOLICITATION PROCESS APPLETON, WISCONSIN

Johnson Consulting was retained by Fox Cities Convention and Visitors Bureau (“CVB”) to conduct a solicitation process for private management services for the Community First Champion Center in Appleton, Wisconsin. Our development of the FCISF Management RFP includes a thorough vetting and outreach of national firms, review of the specific requirements for the proposed indoor facility, as well as a review of an operational analysis outlining the merits of utilizing the management structure planned for the proposed complex.

Our review of the submitted proposals includes a discussion with the Fox Cities CVB as to which respondent could best represent the interests of the CVB and the Fox Cities communities. Also, our review process involves formulating a list of critical follow up questions for the CVB to ask responding firms. Following review and selection of the winning firm, Johnson Consulting will provide advice and consultation during the negotiation phase of the management agreement.



PROJECT HIGHLIGHTS

- ▶ Drafting of RFQ/RFP documents
- ▶ Evaluation of RFQ/RFP responses
- ▶ Negotiation of Management Agreement

“

Brandon and the Johnson Consulting team guided us through the challenging and important process of soliciting a manager for the Community First Champion Center. We were building a first-class structure, so it was of the utmost importance for us to hire a first-class management team. Johnson Consulting’s guidance through this process was critical for us selecting the right partner for our operations. We were thoroughly impressed by Johnson’s Consulting professionalism, industry knowledge, and willingness to share advice beyond their core scope of work.”



CEDAR POINT SPORTS CENTER MANAGEMENT SERVICES SOLICITATION PROCESS SANDUSKY, OHIO

Johnson Consulting was retained by Cedar Fair Entertainment Company to conduct a solicitation process for private management services for Cedar Fair’s potential Multi-Use Indoor Sports Complex in Sandusky, Ohio. Our development of the Cedar Fair Management Services RFQ/P will outline a thorough review of the specific requirements for the proposed indoor sports complex as well as an operational analysis outlining the merits of utilizing the management structure planned for the proposed complex.

In order to assist in understanding the required management services for the indoor sports complex, our creation of the solicitation documents will focus on addressing the following key framework questions:

- What is the preferred general management direction for the multi-use sports complex?
- What is the best management structure, by facility use, as determined by Cedar Fair?
- Who are the best candidates for the complex?
- What roles will Cedar Fair play, and what are the responsibilities of the management company?

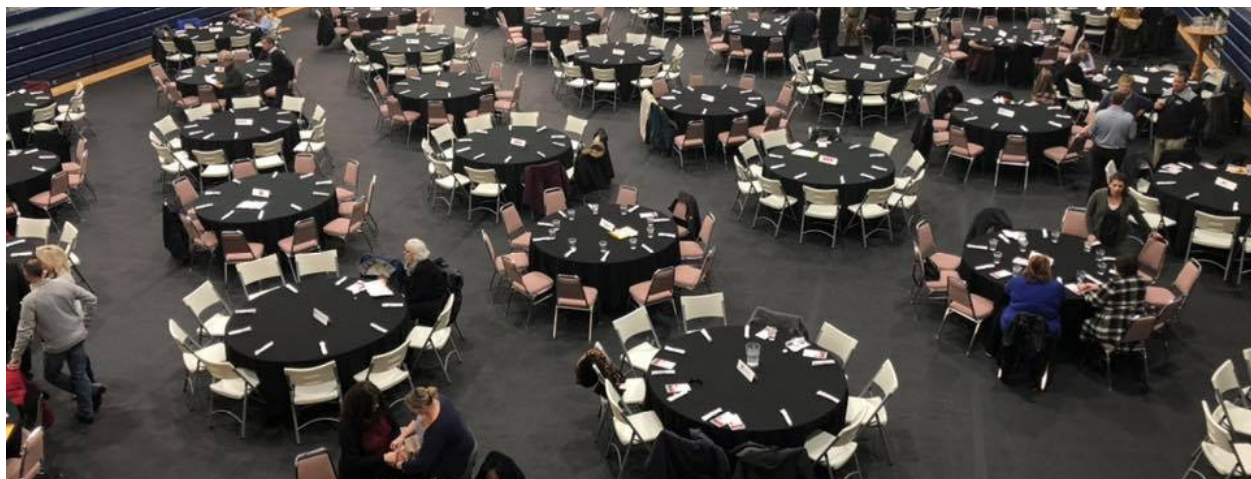


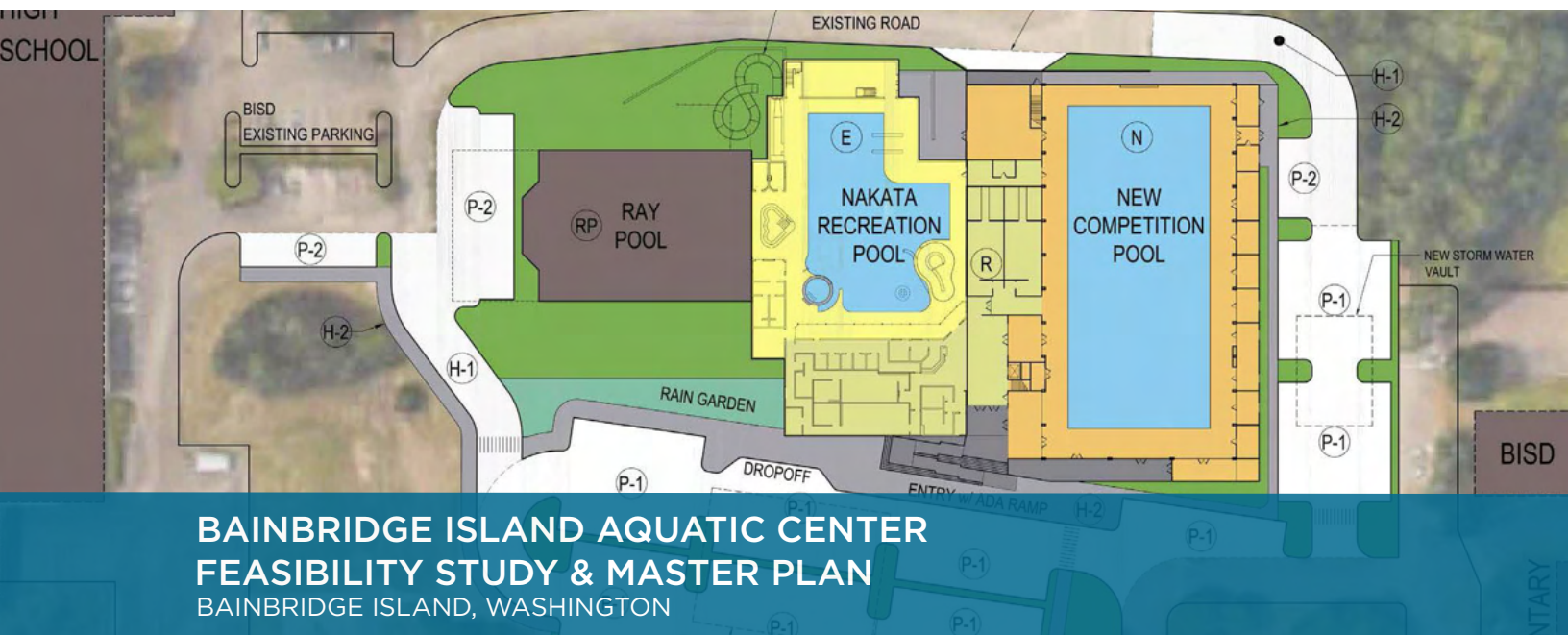
PROJECT HIGHLIGHTS

- ▶ Drafting of RFQ/RFP documents
- ▶ Evaluation of RFQ/RFP responses
- ▶ Negotiation of Management Agreement



CEDAR POINT SPORTS CENTER ECONOMIC IMPACT ANALYSIS SANDUSKY, OHIO





**BAINBRIDGE ISLAND AQUATIC CENTER
FEASIBILITY STUDY & MASTER PLAN**
BAINBRIDGE ISLAND, WASHINGTON

Aquatic Design Group, in conjunction with our team members, worked extensively with the community of Bainbridge Island in the detailed analysis of their existing indoor aquatic facility. This analysis involved providing an in-depth needs assessment of the facility that led to the feasibility study to explore what could be done within the community.



The multiple options were reviewed, including an new indoor stretch 50-meter regional competition pool, that also encompassed operational and lifecycle cost analysis. In addition, the project involved collaborating with the Bainbridge Island School District as the possibility of a joint-use facility was explored.

Several public workshops were held with specific user groups within the Bainbridge Island community – from swim teams to senior centers and everyone between – to gather detailed information. Surveys were distributed to community members and design charrettes were held over a two month period which led to the development of the of the detailed master plan facility options.

The feasibility study was well-received by the City, stakeholders and community members of Bainbridge Island and is anticipated to serve as the foundation to pass a special bond measure to construct a new facility in the future.



SOUTH WHIDBEY ISLAND AQUATIC CENTER FEASIBILITY STUDY

SOUTH WHIDBEY ISLAND, WASHINGTON

Aquatic Design Group worked closely with our team members to provide peer review and other support services for the preparation of a feasibility study for the development of an aquatic center in South Whidbey Island, Washington. After reviewing multiple options, a configuration including an eight-lane, 25-yard competition pool and an additional therapy/instructional pool was chosen to meet the programming needs of the surrounding community. Aquatic Design Group was then retained to provide full design and engineering services for the new aquatic center, which are currently underway.





WILLIAM SHORE MEMORIAL POOL FEASIBILITY STUDY & DESIGN

PORT ANGELES, WASHINGTON

Aquatic Design Group provided design, engineering and construction observation services for the following indoor swimming pools for the William Shore Memorial Pool District:

- New Multipurpose Pool of approximately 2,500 square feet including mechanical and chemical systems, and wet play equipment.
- New 25-yard Lap Pool including mechanical and chemical systems.
- New Hydrotherapy Spa of approximately 175 square feet including mechanical and chemical systems.
- Renovation of existing Swimming Pool to include removal and replacement of existing gutters, removal of existing shallow end and construction of new wall, and rerouting of existing pool piping.
- Notable Mechanical equipment includes salt chlorine system for each body of water, heat exchangers, and Defender filters.

This project work was a result of the conceptual design study developed by Aquatic Design Group. The study evaluated the best options for improvements to the aquatic center and developed cost estimates for each option. With multiple bodies of water the aquatic center is able to host a variety of programs at the same time. It will also allow expansion of the SPARK - Swim Play and Active Recreation for Kids - SQUAD Program.





ECHO HOLLOW POOL REPLACEMENT

EUGENE, OREGON

Aquatic Design Group provided programming and planning including context assessment and verification, program analysis / program confirmation, and program development / budget analysis, as well as full design, engineering, and construction administration services for the renovation of the indoor 6-lane x 25-yard pool, outdoor 25-meter x 25-yard pool, and 3,500 SF multi-use outdoor leisure pool with a waterslide, zero-depth entry and wet play area, including pool decks and deck drainage for the City of Eugene, OR.





AIRWAY HEIGHTS RECREATION

AIRWAY HEIGHTS, WASHINGTON



SPVV provided services from initial master planning of the site through construction administration. Specific services included creating the public input process, leading workshops, collecting and analyzing stakeholder input and generating initial master plan concepts. Preliminary and final master plans were prepared for the multi-phase project, along with design narratives, probable costs, suggested phasing, and identifying potential funding opportunities. The first phase of construction was completed as a design build effort, with SPVV providing landscape and site design services as part of the larger team. The initial phase provides parking for the indoor recreation center, a large multi-use soccer/football/lacrosse pitch, and an adult-league sized softball field. Future phases will include trails, additional fields and parking, and support facilities. The construction of the project took place from late 2017 through 2019, and final completion of the landscape was completed in 2020. The overall project budget was approximately \$17 million, with approximately \$2 million allocated to exterior recreation fields and support facilities.

REFERENCE

J.C. KENNEDY
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 CITY OF AIRWAY HEIGHTS
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BIDWELL PARK & AQUATIC CENTER

SPOKANE, WASHINGTON

SPVV, working with Spokane County, created a master plan for the new park, and the first phase development that included a new aquatic center. Special considerations included respecting the original homestead and rural nature of the park, with plans for paved walkways, natural areas, and both active and passive play areas.

The public process included conducting a public survey to more than five hundred schoolchildren and their families in the park service area, and preparing a design program based on those survey results. SPVV prepared several design alternatives for a subsequent public meeting, and refined the public's preferred alternative to serve as a preliminary, and later, a final master plan. The twenty-eight acre park includes natural areas, paved pathways, a sledding hill, parking, a softball field, and numerous other park amenities. The first phase of the project, completed in mid-2005, includes a 4700 square foot aquatic complex that blends a zero-depth entry pool and a lap-type pool into a highly successful and highly popular recreational resource. Additional phases were completed in 2010. The project was completed within the scheduled construction seasons, and within normal contingencies of the established budget.

SPVV recently completed work on a major expansion of the Bidwell Park/North Spokane Family Aquatic facility for Spokane County. While still referencing the original master plan, the park expansion includes the addition of a splash pad, two large water slides, expanded deck area, new shade structures, a new softball/little-league field, parking, ADA accessible trails, and accessible restroom and picnic shelter facilities.





ORCHARD PARK

LIBERTY LAKE, WASHINGTON

In the winter of 2015, SPVV Landscape Architects was selected to assist the City of Liberty Lake with the Master Plan for Orchard Park, an 11 acre park located in the River District. The fast-paced project (planning completed in April 2016) included 5 public workshops; presentations to the Planning Commission and City Council; and numerous meetings with stakeholders, City employees and various agencies.

SPVV evaluated the community need and City’s park assessment and gathered feedback from the community and stakeholders. This information drove the program development of the park. Program elements include: destination playground and splash pad, pavilion and picnic shelters, multi-use sport courts and fields, community garden, and walking trails. Using observations from the inventory and analysis phases and the park program, organization of the site took shape. Three concepts were presented to the Community along with a dozen different designs for playground structures and splash pads. Attendees of the workshop voted on their favorite park concept and playground design and provided additional feedback via questionnaire.

The final master plan was presented to the Community and City Council for approval. SPVV provided graphics of the approved master plan and playground, as well as a master plan report—outlining the process, providing justifications for design decisions, and budgeting for construction and park maintenance.

Following the extensive master planning process, the team translated the adopted master plan into construction documents for the new park. The park features a destination playground and splash pad; multi-sport court and fitness equipment; a fenced community garden; a large pavilion and amphitheater suitable for large events; picnic shelters and park building with restrooms and large storage area. The plants were carefully chosen for their color, texture, size, and sound and movement made in the wind. The park opened in June 2019.





WEST VILLAGE PARK

RICHLAND, WASHINGTON

West Village Park will be the newest addition to the City of Richlands Park system. SPVV’s master plan for the thirty acre property was developed with extensive public input and feedback, with plans for new multi-use sports fields, pickleball courts, a covered basketball pavilion, spray pad, multi-level playground, dog park and extensive walking and fitness trails. The park is adjacent to newly developed neighborhoods, and will adjoin future elementary and middle schools developed by Richland School District. The first phase of the project will be bidding in Spring, 2023 with construction anticipated to wrap up in late 2023 or early 2024.





SHORE AQUATIC CENTER RENOVATION & EXPANSION

PORT ANGELES, WASHINGTON



PROJECT DETAILS

Owner: William Shore Pool District
Location: Port Angeles, WA
Contact: Steve Burke, Executive Director
P: 360-775-2119
E: steve@sacpa.org
Design: 2017-2019
Completion: August 2020
Size: 30,800 sf
Cost: \$16,100,000
ARC PM: Paul Curtis

Our early design efforts for the Shore Aquatic Center investigated options for improvements to the 1961 facility, including enhanced aquatic programming and improved building and site design. In 2017, the owner requested that ARC and its team advance the design for construction. There is a renovated lap pool with diving area, a new activity pool with vortex and lazy river, a warm-water therapy pool that is also for exercise classes and free swim, and a large spa. Early reports are that the therapy pool is very popular and diversely programmed.

The architecture of the building is unique to Port Angeles and required careful consideration of new construction that respects its mid-century style while providing a sense of contemporary, climate-sensitive design. Some important features of the addition are exposed steel beams and CLT that are compatible with existing wood beams and decking, views into key activity areas, reuse of stormwater for rain gardens, protection of walls, and entrances with deep overhangs.



EASTSIDE COMMUNITY CENTER & POOL
TACOMA, WASHINGTON



PROJECT DETAILS

Owner: Metro Parks Tacoma
Location: Ben Foster, CC & Aquatics Manager
Contact: Steve Burke, Executive Director
P: 253-305-1098
E: ben@tacomaparks.com
Design: 2015-2016
Completion: October 2018
Size: 5,750-sf Pool, 55,400-sf Building
Cost: \$26,000,000
ARC PM: Paul Curtis, Emily Wheeler
Awards: LEED Silver, 2019 AIA Civic Design Award, 2019 WRPA Spotlight Award, 2019 NAIOP Community Impact Award

In 2014, ARC completed a pre-design, operations plan, and site study for the new Eastside Community Center and Pool. The site selection priorities included proximity to the new First Creek Middle School, to a recent Tacoma Housing Authority development, and to transit and pedestrian access. The program evolved from broad community input, representing the Eastside’s multi-generational and diverse community.

In 2015, Metro Parks Tacoma and ARC began the design for the new facility, looking at several siting opportunities on the selected property with input from two public meetings and regular meetings with a large steering committee. The selected site connects primary program spaces with the school as well as to the south-facing plazas and wetlands. The pool and plaza receive warm southern light, the gymnasium faces north with high windows that minimize heat gain and glare, and the social hall nestles in the trees providing excellent shading and views of the wetlands.



FIRCREST COMMUNITY CENTER & POOL
FIRCREST, WASHINGTON



PROJECT DETAILS

Owner: Fircrest Parks & Recreation
Contact: Scott Pingel, City Manager
P: 253-238-4121
E: spingel@cityoffircrest.net
Completion: Pool & Bathhouse, Sep. 2020
 Community Center - Aug. 2021
Size: 4,900 sf Bathhouse
 15,000 sf Community Center
Cost: \$5,500,000
RC PM: Emily Wheeler
Awards: LEED Silver



The City of Fircrest identified the aging Community Center and Pool as the highest priority in their 2014 PROS plan. To gather community input, ARC and the design team facilitated five public meetings throughout concept planning and design phases. The site is a beloved and well-used park in the heart of Fircrest. The design places the bathhouse and community center at the edge of the park to preserve the green space for events, sports, and community activities.

The building design uses simple roof forms that step down to the park with exposed wood structure that connect with the surrounding natural elements. The new spaces open up and connect to the park, adding more plaza and clear views of the park. The City of Fircrest hosts many community events at the park and these new buildings will be a wonderful asset for generations. In 2020, the City was awarded with the Tacoma-Pierce County Health Department’s Platinum Healthy Communities Award for the Pool and Bathhouse.



RAINIER BEACH COMMUNITY & POOL
SEATTLE, WASHINGTON



PROJECT DETAILS

- Owner:** Seattle Parks & Recreation
- Contact:** Scott Pingel, City Manager
- P:** 253-238-4121
- E:** spingel@cityoffircrest.net
- Completion:** September 2013
- Size:** 48,000 SF
- Cost:** \$16,550,000
- ARC PM:** Emily Wheeler, Paul Curtis
- Awards:** LEED Gold
AIA Civic Merit Award 2014
WRPA Spotlight Facility Award 2014
Aquatics International Dream Design 2014

The Rainier Beach Community Center serves one of the most diverse and vibrant neighborhoods in Seattle and enables people from all backgrounds to come together to socialize, play, and learn.

Beginning in 2011, ARC helped Seattle Parks and Recreation facilitate public engagement in the design process of their new community center. The City held 5 public meetings and 5 dedicated focus group meetings, distributed announcements in local papers and flyers in 6 languages and worked with community leaders to increase outreach. The community input was critical to the design of many parts of the building, including the gym for large gatherings, proximity and size of the teaching kitchen, and location of the playground.

The Community Center creates a beautiful edge to the street and connects to the southern public plaza - a local gathering place. The facility has a large gymnasium, two pools, social hall, classrooms, party room, fitness, and daycare. The building is organized along a central corridor that provides visual control as well as natural daylighting and ventilation for the rooms and hallway. The daylit gym has a refined aesthetic that makes it appealing for both sports and social events. With over 400,000 visitors a year, it is a well-used and beloved community center and pool.



REFERENCES

REFERENCES

JOHNSON CONSULTING

SPORTS FACILITY MARKET ANALYSIS AND FEASIBILITY STUDY, WASHINGTON

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W: basecampbellingham.org

NATHAN BENDERSON PARK SARASOTA COUNTY, FLORIDA INDOOR SPORTS FACILITY FEASIBILITY STUDY

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JOHNSON CONSULTING MISSION STATEMENT

Johnson Consulting is committed to providing governments, developers, and not-for-profits with real estate market and financial analysis and project implementation support for urban and destination-oriented projects.

We guide our clients through organizational advancement by way of best-practice advisory services.

We promote the following values through our work: objectivity, independence, economic pragmatism, and social responsibility.



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