



STATEMENT OF QUALIFICATIONS

REGIONAL SPORTS COMPLEX
FEASIBILITY STUDY

Submitted to CDRPA: February 23, 2023



VICTUS ADVISORS LLC

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February 23, 2023

Stacie de Mestre
Chelan Douglas Regional Port Authority (CDRPA)
1 Campbell Parkway, Suite A
East Wenatchee, WA 98802

Dear Stacie:

Victus Advisors, along with our aquatics partner Counsilman-Hunsaker, is pleased to submit this statement of qualifications to provide the CDRPA with feasibility study for a regional sports complex. Our team is uniquely positioned to assist you with this study, because:

- **Sports Complex Research, Planning, Finance & Economics** - Victus Advisors is led by sports facility development advisors with broad experience in sports tourism market research, recreational sports needs assessment, sports facility operational planning, tourism economics, and public finance. Over their careers, our advisors have completed sports, recreation, and event facility research and planning studies with estimated construction costs over \$20 billion and projected visitor economic impacts of more than \$100 billion in net present value.
- **Aquatics & Water Park Expertise** - Counsilman-Hunsaker was founded in 1970 and has provided design and operational consulting for thousands of national and international aquatic projects of every size and complexity. Their portfolio includes newly designed and renovated pool projects for many market sectors: Parks & Recreation, Education, Hospitality, and Wellness.
- **Proven Feasibility Study Partners** – Victus Advisors and Counsilman-Hunsaker recently completed a sports and aquatics complex feasibility study in Alabama that is very similar to the project vision described in the CDRPA's RFQ.
- **Trusted Municipal Consultants Because of our Independence & Objectivity** - As an independent advisory practice that focuses on the feasibility and planning stages of sports facility projects, Victus Advisors takes pride in providing client-centric, community-focused, and market-driven research that is always honest and objective. In fact, we often assist many of our feasibility study clients with identification, selection, and management of other potential project partners, such as facility operators, designers, and builders.

We appreciate the opportunity to submit this proposal, and we hope to have the opportunity to work with you on this exciting project!.

Sincerely,



Brian Connolly
Founder & Managing Principal
Victus Advisors LLC
2720 Homestead Road, Suite 130, Park City, UT 84098
Office: (435) 776-5728 // Email: bconnolly@victusadvisors.com



SECTION 2

Understanding of Scope of Work



UNDERSTANDING OF SCOPE OF WORK

We understand that the CDRPA is seeking qualifications from consultants to conduct a Regional Sports Complex Feasibility Study. Victus Advisors and Counsilman-Hunsaker are the industry leaders in providing market, financial, economic, and conceptual feasibility studies for sports/recreation facilities and aquatic facilities, respectively. We are renowned as the national leaders in providing independent, objective, and trustworthy research and analysis during the feasibility and project planning phases, with a reputation for serving only the best interests of our clients and their stakeholder communities. Our core services include but aren't limited to existing conditions surveys, demographics/socioeconomics, market analysis, public input, regional and local facility comparison, facility options (including programming and capital costs), site analysis, estimates of financial performance, economic impact, and funding options.

We also understand the importance of this study to the community stakeholders and residents of Chelan and Douglas counties, as the Our Valley Our Future, city officials, county commissioners, port commissioners, and chamber representatives have identified the need regionally for an aquatics center and regional sports facility. If this study's results warrant the project, the data from the study will be key to the planning, development, execution, and completion of the project. The results and data from this study will also be crucial to providing the public with information they can rely on when given the opportunity to vote on the project.

To accomplish all of the purposes and goals described above, as well as meet the requirements laid out in the RFQ document, Victus Advisors will provide the following scope of services:

PHASE I

- 1. Kickoff Meetings, Stakeholder Interviews, Site Tours & Existing Conditions Analysis**
- 2. Demographic & Socioeconomic Analysis**
- 3. Online Survey**
- 4. Sports Facilities Market Feasibility Analysis:**
 - a. Local Sports Program & Facility Inventory**
 - b. Competitive & Comparable Sports Facility Analysis**
 - c. Interviews & Focus Group with Local Sports User Groups & Regional Events**
 - d. Initial Facility Demand Recommendations**
 - e. Initial Usage Estimates**
 - f. Initial Visitor Impact Projections**
- 5. Aquatics Market Analysis:**
 - a. Needs Assessment**
 - b. Market & Competition Analysis**
 - c. Initial Program**
- 6. Phase 1 Report – Summary of Research, Findings & Recommendations**

PHASE II

- 1. Facility Concept Plans & Construction Cost Estimates (Up to 3 Concepts/Combinations)**
- 2. Site Analysis & Test Fits**
- 3. Operating Pro Formas (For Up to 3 Concept Plans)**
- 4. Detailed Economic/Fiscal Impact Models (For Up to 3 Concepts)**
- 5. Funding Options Analysis**
- 6. Phase 2 Report**

A detailed summary of our project approach within each proposed task is presented in the following section.



SECTION 3

Project Approach



PROJECT APPROACH PHASE I

1. Kickoff Meetings, Stakeholder Interviews/Focus Groups, Site Tours & Existing Conditions Assessment – Initially our team will travel to East Wenatchee for 2-3 days to engage the project steering committee and stakeholders in initial planning meetings and community engagement. Kickoff meeting goals include:

- Engage project leadership and establish the defined working group.
- Gather opinions regarding the historical background and key drivers of this project.
- Confirm the proposed study process and goals.
- Review our initial ‘Information Request’ and collect any relevant data or reports.
- Tour existing sports and aquatics facilities in the area, as well as proposed project sites.

In addition to the steering committee meeting and site tours, we will also meet in 1-on-1 meetings and focus groups with various project stakeholders, sports community leaders, aquatics community leaders, and other potential user groups to develop an understanding of local and regional usage demand. We will rely on the steering committee to help us identify key stakeholders and assist us with arranging these meetings to take place locally. We are typically able to meet with 20-30 individuals.

2. Demographic & Socioeconomic Analysis - Victus will perform detailed market research to determine the market profile for Chelan and Douglas counties, including a variety of demographic characteristics (such as population size, age range, income, households with children, etc.) that can drive long-term sports and aquatics participation demand. We will also analyze the surrounding regional sports tourism drive time ranges (typically upwards of a 5-6 hours radius). We will utilize the ESRI demographic mapping software tool to analyze and visualize socioeconomic distributions throughout the region.

3. Online Survey – In addition to stakeholder interviews, user group interviews and focus groups, and event organizer interviews, we will also design an on-line survey instrument that will be distributed via e-mail to athletes, coaches and parents who take part in various local and regional sports organizations. We will work with the steering committee to identify channels for distribution of this survey, which typically include partner email databases and social media channels. This survey will be designed to gather the opinions of a wider reach of Wenatchee Valley citizens and will assess both the strengths/weaknesses of existing local sports facilities, as well as best practices identified via their trips to other sports tourism destinations around the region and nationwide. With an estimated population of approximately 124,000, we would require at least 385 completed survey responses to ensure a statistically-valid sample.

4. Sports Facility Market Feasibility Analysis (Victus Advisors)

- a. **Local Sports Program & Facility Inventory** – Victus will conduct a review of local sports programs and facilities within the counties, including competitive youth and amateur sports programs and competitive indoor and outdoor sports facilities. Our facility analysis will include the location, facility type, ownership, operations, maintenance, users, events, and fee structures. This analysis will be important, as Victus has found that local sports groups can often be the catalyst for: a) weekday usage, and b) launching homegrown tournaments that can attract significant tourism.
- b. **Competitive & Comparable Sports Facility Analysis** – Victus will also conduct a review of comparable regional indoor sports complexes that currently attract sports tourism dollars within a 3-to-6-hour drive-time range of East Wenatchee. Our analysis will include the location, facility type, ownership, operators, usage fees, sports tourism event utilization, daily programming and tenant, courts/fields, other surfaces, attendance/seating capacities, other amenities, and other such key operational and financial data. This comparable facility review will serve as the baseline for comparing the Chelan/Douglas county area to other regional markets and facilities, as well as benchmarking potential utilization, revenues/expenses, and visitor impacts that could be generated by new multisport facilities. Thanks to recent sports complex studies we have completed in Indiana and neighboring states, Victus Advisors already maintains an extensive database of relevant regional sports facilities.
- c. **Telephone Interviews with Sports User Groups & Regional Sports Tournaments** - Victus will conduct at least 15 to 20 telephone interviews with amateur sports organizers that have hosted events in local, regional, and similar markets in recent years. These interviews will result in a list of interested organizers who could bring their events to new Chelan/Douglas area sports facilities. We have relationships with all of the major sports tournament organizers and national governing bodies across the country, as well as many regional groups active in the Western U.S., and we maintain a database of contacts from these organizations that we interview for each of our feasibility studies.
- d. **Initial Sports Facility Demand Recommendations** – Based on the results of the sports community engagement and market analysis phases, as well as our firm’s extensive sports facility planning experience, Victus Advisors will develop recommendations for program needs and amenities that could be associated with new indoor sports amenities in East Wenatchee. Our program recommendations may include, but may not be limited to courts/fields, layouts and specifications by sport/use, seating needs (temporary and permanent), food and beverage areas, merchandise/apparel shops, training and flexible use space, operations and storage, locker rooms, showers, restrooms, multi-use event space, parking needs, and other such factors (as applicable).

4. Sports Facilities Market Feasibility Analysis (Victus Advisors) – cont.

- e. **Initial Usage Estimates** - Victus will develop a usage model for the new sports facilities. The usage estimates will also project both the sustainable daily usage (local use) and the number of special or recurring events and attendance (sports tourism events).
- f. **Initial Visitor Impact Projections** – Based on the usage estimate model developed in the task above, Victus will also make initial projections regarding out-of-town visitors that drive economic impact, including direct spending metrics and incremental hotel night generation potential. These inputs will be expanded upon in Phase 2 during our detailed economic/fiscal impact analysis.

5. Aquatics Market Feasibility Analysis (Counsilman-Hunsaker)

- a. **Needs Assessment & Preliminary Program Development** - Through this process, we will establish parameters for the long-range plan. We will begin by working closely with CDRPA representatives and proposed user groups to identify specific issues while discussing various approaches and solutions. Then as a team, we will:
 - Blend the expertise of the design/planning team with the CDRPA’s understanding of the current and future needs for aquatic offerings in the Wenatchee Valley
 - Gather and value the input of aquatic users and stakeholders in the Wenatchee Valley community
 - Seek creative opportunities to involve the community in the project development
 - Evaluate the anticipated parameters for the project (probable funding, administrative support and expectations, specific project needs and reasonable construction cost and annual operational cost ranges)
 - Define the most efficient types of aquatic offerings for the CDRPA
- b. **Public Input Process** - Counsilman-Hunsaker, in conjunction with the Victus project team will brainstorm creative ways to receive community input in a safe environment. We pride ourselves in being able to clearly communicate with elected officials and the community at large in reaching consensus for a community specific solution. Our job is to gather the information necessary and communicate it clearly and accurately to the political leadership so that knowledgeable decisions can be made on how best to move forward. Our team has been leading productive community engagement since the start of the pandemic and we are confident that we can safely and appropriately engage the Wenatchee Valley community.

5. Aquatics Market Feasibility Analysis (Counsilman-Hunsaker) – cont.

Since Counsilman-Hunsaker’s team consists of current and former swimmers, former swim coaches and swim instructors, as well as aquatic enthusiasts, our team is well-versed in communicating, surveying and connecting with the various aquatic user groups. In fact, it’s the part of our job we love the most! With our experience in the aquatics world, we will be able to accurately develop an aquatics program that will meet the needs of these user groups while providing insight on the key components needed for successful aquatic offerings within the CDRPA. Having stakeholders involved in the preliminary phases is instrumental in clarifying objectives and gaining support. In the end, the design needs to reflect the CDRPA’s and community’s goals and vision for the project, while aligning with the realities of the site and budget. These workshops (whether in-person or virtual) are designed to effectively identify opportunities and constraints of the project and to engage the local community to participate in the project.

c. Market & Competition Analysis - During this stage, we will assess many components of regional and similar-type aquatic facilities, including:

- The current level of aquatic programs and services available within The Wenatchee Valley and in neighboring communities
- An analysis of the best competition of duplication of services through other public and private aquatic providers
- Recommendations for minimizing duplications and/or enhancing possibilities for collaborative partnerships
- Current policies, services, participation levels, operations and structure
- Deficiencies and opportunities for improvements for a new aquatic indoor facility
- Research of other area aquatic providers and how their service areas might affect a new indoor aquatics facility in the Wenatchee Valley

This investigation will specify operating information, including amenities, fee structures and other operating data based on our vast knowledge of aquatic facilities.

c. Initial Facility Program – We will develop an initial program analysis report that lists brief descriptions of each of the spaces, required areas or critical dimensions and specialized needs for each concept.

6. Phase 1 Report – Summary of Research, Findings & Recommendations – At the completion of Phase I, we will prepare a detailed draft report for review by the steering committee, and then present a summary of our research, findings, and facility recommendations in East Wenatchee.

PROJECT APPROACH PHASE II

1. **Three (3) Facility Concept Plans & Construction Cost Estimates**– Based upon the data and information derived through our Phase I market feasibility study processes, our team will develop the following site planning tasks for three (3) options, likely to include sports/aquatics center, standalone indoor aquatics center, and standalone outdoor aquatics center:
 - Conceptual facility layouts and building programs
 - Preliminary construction cost estimate (including both hard and soft costs)
 - Phasing options (if applicable)

2. **Site Analysis & Test Fits** - Victus Advisors will analyze the market viability of up to five (5) potential locations, as defined by the project steering committee. When planning a sports complex, many site factors can determine the selection of the site, such as: availability of suitably-sized parcels, convenience to potential patrons, pedestrian access (vehicular egress/ingress, public transportation, pedestrian circulation, etc.), neighborhood traffic and safety issues, proximity to compatible economic activity, adjacent economic development potential, etc. Victus will develop a comparative site scoring matrix to identify the pros and cons for each site from a market and economic standpoint. We will develop a customized matrix comparing the potential sites, however our site analysis generally includes such elements as:
 - **Site Specifics:** Do the site characteristics meet the requirements for the facility? (i.e. parcel size, site dimension, design factors, etc.)
 - **Site Development:** Acquisition cost, demolition cost, and any on-site and off-site cost that might impact the development of the facility
 - **Transportation & Parking:** Parking availability, access, and traffic impacts
 - **Economic Impact:** Evaluating the potential for economic development impact to target economic areas and/or promote connectivity
 - **Timing Factors:** Identifying any potential delays such as legal or entitlements delays
 - **Site Test Fits:** We will place the three (3) concept plans developed above on the potential sites to determine whether each site is an appropriate fit.

3. **Operating Model Analysis & Revenue/Expense Projections (for all 3 concepts)** – First, Victus will review potential facility operating models and recommend a facility management model (or models) that may be most appropriate for this proposed complex in East Wenatchee. Next, we will prepare an annual operating pro forma based on the recommended size, amenities, programming, events, and operating Model. This analysis will include detailed revenues/expenses, such as:

REVENUES	EXPENSES
Rentals and user fees	Salaries and benefits
Concessions / catering	Event-related expenses
Merchandise / apparel	General & administrative
Sponsorships / advertising	Marketing / advertising
Parking	Repairs and maintenance
Reimbursables	Utilities
Transfers and grants	Insurance, legal and professional
Other applicable revenue sources	Other such expenses

We will assess whether the complex could be operationally self-sufficient, or if it would be likely to require ongoing subsidies for operations, maintenance, and long-term capital improvements.

4. Detailed Economic & Fiscal Impact Analysis (for all 3 concepts) - The construction and operations of a new sports/aquatics center could have significant economic/fiscal impacts within the Wenatchee Valley region. In this task, we will utilize our extensive experience conducting economic and fiscal impact studies for sports complexes to prepare estimates of the potential impacts of the proposed facility options in Chelan and Douglas counties. These estimates will be based upon the usage, operating, and financial projections developed by Victus Advisors, as well as our database of direct spending characteristics of visitors to similar sports complexes. Our economic and fiscal impact analysis for this study will build upon the incremental annual visitation and hotel night data generated in Phase I, and will also include the following estimates:

- *Visitor Direct Spending* - Direct spending from visitors that will occur in the economic area on an annual basis, categorized by industry sector, such as retail, restaurant, hospitality, etc.
- *Economic Multiplier Effects via IMPLAN* – Total economic output, jobs, and wages by industry
- *Fiscal Impacts* - Incremental City and County tax revenues that could be generated on an annual basis, such as sales tax, hotel taxes, food and beverage taxes, etc.

5. Funding Options Analysis - Victus will analyze both the private funding and public debt service/financing alternatives used to develop comparable venues in similar markets, and then we will quantify these potential funding sources according to the unique characteristics of the Chelan/Douglas county area. A preliminary list of potential public, private and/or public-private funding sources for sports and aquatic facilities could include, but may not be limited to:

- **Public Sector Participation:** General obligation or revenue bonds, Ad valorem taxes, Facility taxes, Visitor taxes, Tax increment financing (TIF), Grant programs, General funds, and other public sources.
- **Private Sector Participation:** Private donations; Foundation gifts; Corporate naming; Tenant, operator, or concessionaire participation; Private development (including ancillary development rights), and other P3 project opportunities.

6. Phase 2 Report – At the completion of Phase II, we will prepare a detailed draft report for review by the steering committee, and then present a final summary of our research, findings, projection, estimates, and facility concept plans in East Wenatchee.





SECTION 4

Project Team: A. Victus Advisors





FIRM INFORMATION **VICTUS ADVISORS**

At Victus Advisors, our approach is research-based, economic-minded, and community-focused. We assist our clients in establishing market-driven sports facility and sports tourism plans that maximize impact and minimize risk. In fact, our principal works directly with clients to create original plans that identify opportunities, gauge risks, and provide next steps for execution.

Victus Advisors has successfully provided our market-driven and client-centric facility planning services to developers, cities, counties, CVBs, and sports commissions nationwide.

As an independently owned and operated advisory practice, we pride ourselves on:

- Providing client-centric and community-focused services, that meet the needs of stakeholders and community members.
- Facilitating original, market-driven research that is free from conflicts of interest associated with contingent services.
- Delivering actionable reports that provide clients a full understanding of the market demand, financial feasibility, and economic realities.
- Leveraging our expert advisors' industry experience to deliver a plan based in reality and focused to move the plan forward.

ADVISORY EXPERIENCE

Founded in 2012, Victus Advisors has quickly grown to be the independent leader in sports and event facility advisory.

Victus Advisors' leadership has consulted on hundreds of projects across North America, featuring over \$100 Billion in economic impact net present value and creating plans totaling over \$20 Billion in facility construction costs.

SERVICES

- Market Demand
- Financial Feasibility
- Sports Tourism Strategic Plans
- Economic & Fiscal Impacts
- Custom Market Research
- Facility Operational Reviews
- RFP Assistance & Negotiation
- Sponsorship & Naming Valuations
- Brand & Strategic Marketing Plans

FACILITIES

- Youth/Amateur Sports Tourism Facilities (both Indoor & Outdoor)
- Arenas & Event Centers
- Stadiums & Ballparks
- University Sports Facilities
- Concert & Performing Arts Venues
- Other Tourism & Hospitality Venues/Attractions



WE ARE INDEPENDENT SPORTS FACILITY EXPERTS

As an independently owned and operated consulting firm, our only motivation is to provide conservative market research, financial/economic analysis, and development project support that serves the best interests of our clients and their communities.

OUR OBJECTIVE SPORTS MARKET RESEARCH & ANALYSIS SERVICES INCLUDE:



SPORTS MARKET DEMAND STUDIES

Identify market-supportable sports business opportunities for your community



FINANCIAL FEASIBILITY ANALYSIS

Develop sustainable financial operating and funding models



ECONOMIC IMPACT ANALYSIS

Estimate sports tourism benefits such as visitor spending, jobs, wages, and taxes



CUSTOM MARKET RESEARCH

Gather strategic insight and community feedback via online surveys and in-person focus groups



DEMOGRAPHIC & SOCIOECONOMIC STUDIES

Profile, map, and segment communities and markets by key demographic and socioeconomic features



FACILITY OPERATIONS REVIEWS

Benchmark your existing sports/recreation facility operations and identify improvement opportunities



SPORTS MARKETING PLANS

Gather insights on your current sports marketing strategies and recommend new strategic plans



OWNER'S REPRESENTATION

Representing the sports facility project owner's interests throughout planning, design, construction, and completion of the facility.



SPONSORSHIP & NAMING RIGHTS VALUATIONS

Analyze the fair market value of your sports event facility's corporate sponsorship and naming rights opportunities



NATIONAL EXPERIENCE

Our **experience is relevant and current**. Since our firm's founding over a decade ago, Victus Advisors has completed over 100 sports & event venue projects in 40 states, as shown above.

PROVEN METHODOLOGIES

Our **proven research methods** rely on primary market research and sports community engagement to identify unique venue demand drivers and sports market opportunities for each client.

Our **customized, analytical approach** allows us to build unique models for each client, with quantified opportunities for both local usage and regional/national sports events that drive economic impact.



**DATA-DRIVEN
SPORTS MARKET
ANALYSIS
& DEMAND
PLANNING**



**SPORTS
COMMUNITY
ENGAGEMENT &
CUSTOMIZED
MARKET RESEARCH**



**QUANTIFIED
SPORTS FACILITY
DEMAND &
ECONOMIC IMPACT
PROJECTIONS**

DESTINATION MARKETING & ECONOMIC DEVELOPMENT EXPERIENCE

Victus Advisors is known as one of the most trusted advisors to Convention & Visitors Bureaus, Sports Commissions & Authorities, and Economic Development Agencies across the country regarding research and planning for sports tourism development projects. Our relevant client experience specifically with tourism promotion, sports facility authority, and economic development agencies includes, but is not limited to:

- Allen County-Fort Wayne Capital Improvement Board
- Big Sky Economic Development
- Columbia Convention & Visitors Bureau
- Cumberland Valley Visitors Bureau
- Destination Madison / Madison Area Sports Commission
- Greater Zion Convention & Tourism
- Greendale Redevelopment Commission
- Lee County Sports Development
- Monroe-West Monroe Convention & Visitors Bureau
- Nashville Convention & Visitors Corp.
- Opportunity Stanislaus (CA)
- Riverside Economic Development (CA)
- Santa Cruz Economic Development (CA)
- Shreveport-Bossier Sports Commission
- Utah Olympic Legacy Foundation
- Virginia Beach Convention & Visitors Bureau
- Visit Anaheim / Orange County Sports Commission (CA)
- Visit Billings / Billings Chamber of Commerce
- Visit Camarillo (CA)
- Visit Fort Wayne
- Visit Heber Valley
- Visit Ventura County Coast (CA)
- Wausau-Central Wisconsin CVB & Sports Authority



EXPERT ADVISORS

Our Ivy League-educated principal and industry leading Advisors specialize in leveraging diverse expertise for sports facility feasibility planning. With backgrounds in public finance, real estate, market research, fundraising, sports marketing, and facility operations, the Victus Advisors team builds actionable, market-driven roadmaps for long-term sports facility success.

CLIENT-CENTRIC

Our clients and their communities come first.

Victus Advisors focuses on the planning and advisory phases of sports facilities, which means our only motivation is to develop realistic market demand and financial/economic estimates that serve the best interests of our client – even if that means the facility concept as proposed is not feasible from a market or financial standpoint.

Our clients benefit from our independence because we can navigate political, stakeholder, and community desires, as well as facilitate conversations with a variety of partners throughout the industry. We maintain a diverse network of partners who specialize in sports complex design, construction management, facility operations, and other such services needed to bring the facility to completion.

MARKET-DRIVEN

Each market is unique, that is why original plans built from custom-research are imperative.

Victus Advisors builds each plan using our proprietary, 5-point, research and modeling process, which includes:

1. Demographic & Socioeconomic Analysis
2. Sports Inventory & Program Assessment
3. Facility Analysis & Industry Benchmarking
4. Market & Financial Driver Modeling
5. Multi-level Community Engagement:
 - One-on-One Stakeholder & User Input
 - Focus Groups & Online Surveys
 - Public/Community Engagement Forums

Through this process our community-vetted recommendations will help build a sustainable long-term business model for your community.

ACTIONABLE REPORTS

Victus Advisors is committed to helping our clients fully understand the market demand, financial feasibility, and economic realities of their sports facility development options.

Our expert Advisors build original research reports that provide clients with statistically-valid support for fundraising initiatives and venue plans. We deliver these original reports in a visually appealing format that builds consensus and understanding among project stakeholders and community leaders.

Our reports assess the market demand and economic feasibility of the project, and:

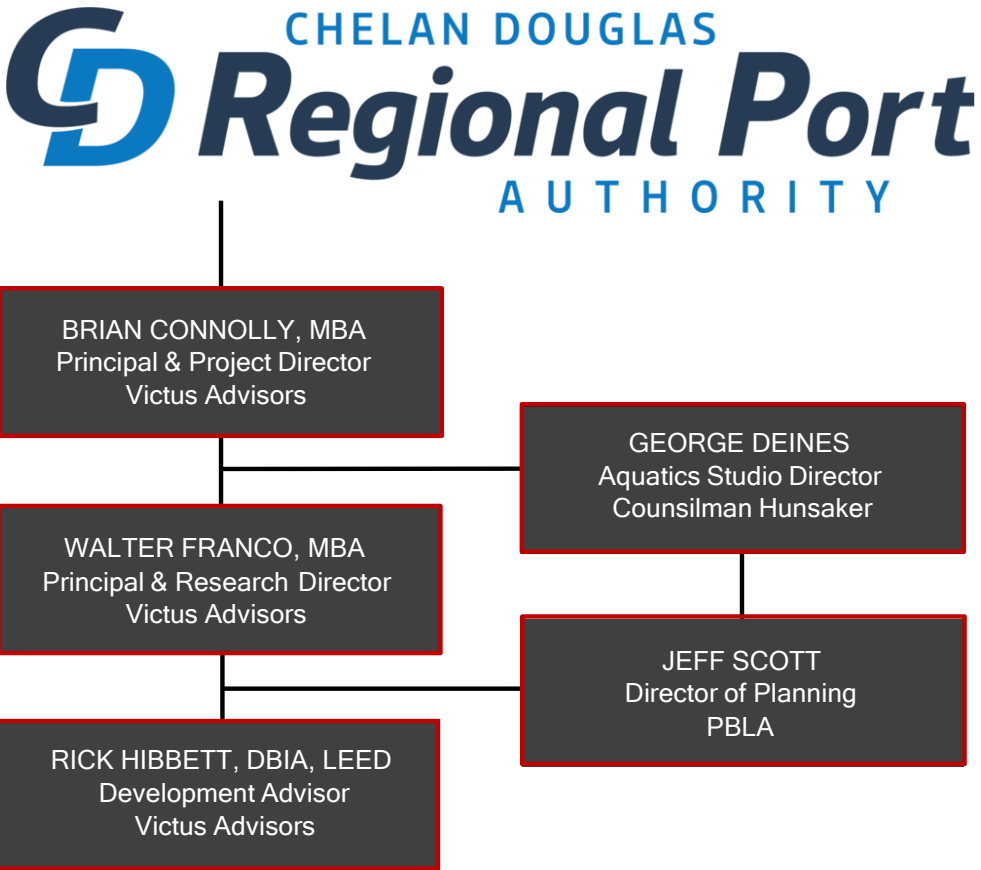
- Develop specific, actionable recommendations and a detailed roadmap for achieving unique goals.
- Present results in a visually appealing format that is easily repurposed for future presentations.
- Identify both the pros/cons and risks/rewards of various facility development options.
- Provide clear conclusions, quantified projections, and recommended next steps for maximizing the long-term benefits in your community.
- Source our conclusions and recommendations to specific research inputs and data.

ASSIGNED PROJECT TEAM **VICTUS & COUNSILMAN-HUNSAKER**

The scope of services proposed in this document will be provided by the assigned consultants shown below from Victus Advisors and Counsilman-Hunsaker.

Brian Connolly, Founder & Managing Principal of Victus Advisors, will be the day-to-day Project Director for this project, as shown below. Walter Franco, Principal, will be the Research Director responsible for leading the sports market feasibility analysis and sports complex operational/financial modeling efforts. George Deines will be the Aquatics Advisor, responsible for the research, planning, and analysis related to the proposed aquatics components. Jeff Scott will be the Planning & Design Advisor, responsible for site analysis and concept plans. Rick Hibbett will be the Development Advisor, responsible for preliminary site analysis, construction cost estimates, and long-term project implementation strategy.

Resumes for the assigned project team are presented in the remainder of this section.





BRIAN CONNOLLY, MBA

Brian founded Victus Advisors in 2012 to bring an objective, market-driven, and client-centric approach to facility planning. He leads client relationship management and project planning for the firm.

Brian is an Ivy League economics graduate with an MBA in sports business, who after working in the municipal bond markets and directing research and financial operations for a leading financial research firm, decided to follow his passion for sports and entertainment.

He takes pride in leading the development process that brings new and innovative facilities to communities nationwide.

EDUCATION:

- M.B.A., Sports Business - Arizona State University
- B.A., Economics - University of Pennsylvania

SPECIALTIES:

- Sports Facilities
- Sports Tourism
- Market Research
- Demand Modeling
- Community Engagement
- Financial Analysis
- Economic Analysis
- Strategic Planning Services
- Municipal Finance
- Sponsorship Analysis

WORK EXPERIENCE:

- Founder & Managing Principal – Victus Advisors
- Senior Consultant – Conventions, Sports & Leisure (CSL) Business Strategy & Research – Orlando Magic (NBA)
- Business Strategy & Research -- Arizona Cardinals (NFL)
- Director, Financial Analysis – Chatham Partners
- Municipal Bond Analyst – Commerce Capital Markets

RELEVANT CLIENTS:

- Youth Sports & Recreation – City of Rancho Cordova CA, City of Vacaville CA, Truckee-Donner (CA) Recreation & Park District, Snyderville Basin (UT), City of Columbia MO, City of Fort Wayne IN, Hurricane City (UT), City of Hagerstown (MD)
- Stadiums – Aloha Stadium, PETCO Park, Globe Life Park, Proposed Rays Ballpark, Portland MLB, University of Phoenix Stadium, First Energy Stadium, Oakland-Alameda County Coliseum, Levi’s Stadium, StubHub Center, Audi Field
- Arenas & Event Centers – Kaiser Permanent Arena (Santa Cruz), Proposed Riverside CA Arena, Barclays Center, Amway Center, Capital One Arena, Scottsdale NHL Arena, Las Vegas Arenas, Fort Wayne Arena
- Arts/Entertainment – City of Irvine CA, City of Thornton CO, Wasatch County UT, Lafayette LA EDC, City of Sugar Land TX, UIC Pavilion, Herriman UT Performing Arts Center

INDUSTRY LEADERSHIP:

- 2018 Connect Sports ‘Game Changer’ - Conference Speaker: Connect Sports, International Association of Venue Managers (IAVM), Association of Luxury Suite Directors (ALSD)
- University Lectures: San Diego State University Sports MBA Program, Selig Sports Law & Business Program at Arizona State University, Columbia University Sports Management, Syracuse University Falk School of Sport & Human Dynamics



WALTER FRANCO, MBA

Since joining Victus Advisors in 2015, Walter Franco has led our market research and strategic analysis efforts for our public venue and sports tourism clients. Walter is bi-lingual, and his professional experience prior to Victus includes projects and roles with English-speaking groups such as Major League Soccer, Real Salt Lake, and University of Utah, as well as several Spanish-language projects for Mexican professional soccer clubs. A Southern California native, Walter earned an M.B.A. with a focus on sports management from San Diego State University, and he also holds a B.A. in business administration from the University of Utah.

EDUCATION:

- M.B.A., Sports Business - San Diego State University
- B.A., Business Administration - University of Utah

SPORTS RESEARCH SPECIALTIES:

- Primary Market Research Methods
- Secondary Market Research Methods
- Surveys & Focus Groups
- Usage Projections
- Operating Pro Formas
- Financial Modeling
- Economic Impact Analysis

WORK EXPERIENCE:

- Research Director – Victus Advisors
- Corporate Development – Utah Grizzlies (ECHL)
- Graduate Consultant – Soccer United Marketing / Major League Soccer
- Analyst – Royal Bank of Scotland (RBS)

RELEVANT CLIENTS:

- City of Turlock (CA) & Opportunity Stanislaus – Indoor Sports Center Study
- City of Santa Cruz (CA) – Multi-Use Arena Feasibility Study
- City of Rancho Cordova (CA) – Indoor Track & Multi-Use Sports Center Feasibility Study
- Visit Ventura County Coast (CA) – Festival, Conference & Event Venues Feasibility Studies
- City of Riverside (CA) – Convention Center Expansion & Events Center Feasibility Study
- City of Virginia Beach (VA) – Indoor Track Market Assessment & Economic Impact Analysis
- Alachua County (FL) – Indoor Track & Sports Events Center Feasibility Study
- State of Hawaii - Aloha Stadium & Mixed-Use Entertainment District Feasibility Study
- Yellowstone County (MT) – Indoor Sports Market & Feasibility Study
- Destination Madison / Madison Area Sports Commission (WI) – Sports Facilities Market & Opportunity Study
- City of Williamsburg (VA) – Sports Tourism Consulting & Indoor Sports Center Study
- Lee County (FL) – Sports Tourism Facilities Expansion Study

INDUSTRY LEADERSHIP:

- Conference Speaker: Yale University Soccer Conference, Utah Recreation & Parks Association
- University Lectures: University of Utah, San Diego State University Sports MBA Program, BYU Sports Management



JEFFREY SCOTT

EDUCATION:

B.S. Landscape Architecture, California State Polytechnic University

AFFILIATIONS:

American Society of Landscape Architects (ASLA)
California Parks & Recreation Society (CPRS)

ROLE & BIOGRAPHY: Jeff Scott is Victus Advisors’ frequent design partner, and he is accustomed to creating preliminary design concepts, site layouts, and construction cost estimates based upon the results of our feasibility studies. As Director of Planning for

California-based PBLA Engineering, Jeff’s main responsibilities lie in land planning and architectural design, including over 25 years of experience in design and planning for sports and recreation venues. As a visionary in the sports complex design field, he has the ability to tackle any project and provide our study clients with the expertise needed for concept design, master planning, land planning, or site analysis. Jeff’s recent sports facility project experience with Victus Advisors includes:

- Sports Park Site Concepts – Vacaville, CA (*shown below*)
- Proposed Dad Miller Sports Complex Site Plan – Anaheim, CA
- Site Plan for Proposed Indoor Sports Center & Hotel – Turlock, CA
- Outdoor Sports Field Complex Master Plan – San Bernardino, CA
- Sports & Recreation Fields Complex Site Plan – Ephraim, UT
- Baseball/Softball Complex Site Concepts – Weston, WI
- Athletic Research & Performance Center Concept Plan & Renderings – Knoxville, TN
- Proposed Public-Private Sports Center Site/Concept Analysis – Euclid, OH
- Virginia Beach Sports Center – Virginia Beach, VA





RICK HIBBETT, DBIA ASSOCIATE

Rick advises Victus clients on all aspects of project development and delivery, from initial site planning and construction cost estimates to selection and oversight of architects, engineers, and construction managers. After earning his BS in Construction Management and a minor in Business Administration from East Carolina University, Rick worked in the construction and development industry for 13 years.

Rick led the development of the new Virginia Beach Sports Center (opened in 2020) and has quickly become a leader in the sports events center development industry. He has toured many of the major indoor track and sports venues across the country, studying best practices to assist clients in developing the right model for their specific needs. His role in the feasibility phase is instrumental in pre-planning for construction cost estimation, ownership and operating models, conceptual facility design/components, and public financing.

EDUCATION:

B.S. in Construction Management, Minor in Business Administration
East Carolina University - Greenville, NC

RELEVANT EXPERIENCE:

VIRGINIA BEACH SPORTS CENTER VIRGINIA BEACH, VA | \$68.8M

- Development lead for design/build construction of a 285,000 SF indoor sports center
- 200-meter indoor hydraulically-banked track with seating for up to 5,000 spectators
- 12 high-school sized hardwood basketball courts, convertible to 6 collegiate-sized courts or 24 volleyball

SPORTS ANAHEIM INDOOR & OUTDOOR COMPLEX ANAHEIM CA | \$150M

- Cost Estimation, Development Consulting
- Indoor and Outdoor Complex

HENRICO COUNTY SPORTS & EVENTS CENTER HENRICO, VA | \$45M

- Development Lead - Research/Studies, Site Analysis, Concept Design, Cost Estimation
- 200,000 +/- SF
- 12 Basketball Courts / 24 Volleyball Courts

ATHLETIC RESEARCH AND PERFORMANCE CENTER KNOXVILLE TN | \$80M

- Cost Estimation, Development Consulting
- Indoor and Outdoor Complex - 6 Courts, Indoor Turf Field, 8 Outdoor Turf Fields

CONFIDENTIAL SPORTS COMPLEX EAST COAST | \$85M

- Development Lead - Research/Studies, Site Analysis, Concept Design, Cost Estimation
- Project Scope - 8 basketball courts and 200-meter indoor hydraulically-banked track

WILLIAMSBURG SPORTS & ENTERTAINMENT COMPLEX WILLIAMSBURG, VA | \$60M

- Development Lead - Research/Studies, Site Analysis, Concept Design, Cost Estimation
- Proposed development - 12 basketball courts, outdoor music venue, and e-sports

PROFESSIONAL CERTIFICATIONS:

DBIA Associate, Design-Build
Institute of America
LEED Green Associate



PROFESSIONAL BACKGROUND

George has worked on over 100 aquatic facility projects spanning 34 states in his 6 years with Counselman-Hunsaker. When you couple this with his 18-years of municipal aquatic experience, he understands the need for and operation of municipal aquatic centers, whether they are indoor or outdoor, competitive or leisure. George has used this experience to speak on a variety of topics related to aquatics at national conferences such as the Association of Aquatic Professionals, Athletic Business, the National Recreation and Park Association, NIRSA and the World Waterpark Association, and has spoken at state conferences in Arizona, Arkansas, Nevada, Oklahoma, Texas, Virginia, Washington and Wisconsin.

NOTABLE PROJECTS

Brewton Outdoor Aquatic Center (Study) – AL
Madison County Outdoor Aquatic Center (Study) – AL
Mobile County Waterpark (Study) – AL

Boulder City Aquatic and Cultural Center (Study) - NV
Brookside Park Pool (Study) Farmington - NM
Bunker Beach Water Park - Anoka County - MN
Cape Girardeau Natatorium (Study) - MO
Charlotte Country Day School, NC
Derry Aquatic Center (Business Plan and Study) - PA
Doral Aquatic Center (Study) - FL
Eanes ISD - Westlake High School (Study)
Elizabethtown College - Alumni Pool (Audit) - PA
Jackson Lick and Hall Manor Pools (Audit and Study) Harrisburg - PA
Marion County Aquatic Center (Study) – FL
Mustang Aquatic Center (Expansion Study) – OK
North Port Aquatic Center (Operations Plan) – FL
Pine Bluff Aquatic Center (Business Plan) - AR

EDUCATION

University of North Texas -
2000
Bachelor of Arts

Dallas Theological Seminary -
2006
Master of Arts

YEARS OF EXPERIENCE

With Counselman-Hunsaker
2014 - Present

RELEVANT PAST EXPERIENCE

2007-2014:
Aquatics Manager
City of Garland, TX
Parks, Recreation &
Cultural Arts Department

2000-2007:
Aquatics Coordinator
Aquaducks Head Swim Coach
City of Plano, TX
Parks and Recreation Dept.

CERTIFICATIONS/ AFFILIATIONS

Aquatic Facility Operator -
National Recreation & Park
Association

Certified Pool Operator - NSPF

CONFERENCE SPEAKING

Finding Success with the Five Types of Aquatic Employees - Texas Park and Recreation Conference and Association of Aquatic Professionals, 2019
Cx3 - Cities and Consultants: Working Together for Community Success! - Texas Park and Recreation Conference, 2019
Progression of a Rescue: What Happens Before your Guests Struggle? - Washington Park and Recreation Association Conference, 2018

PUBLICATIONS

“The Three S’s - Key to a Successful Aquatic Operation.” Park and Rec Business, 20:23
“Key to Success for Aquatic Professionals.” Parks and Recreation Aquatics Guide 2020, 6
“Developing Exceptional Aquatics Leaders.” Parks and Recreation Aquatics Guide 2019, 23-25
“Improve Your Waterpark Personnel Recruiting, Training and Performance.” World Waterpark, Oct-Nov 2018: 84:86.



SECTION 4

Project Team:
B. Counsilman-
Hunsaker





Getting to Know Us

History

Councilman-Hunsaker was founded in 1970 as a collaboration between a world-famous swimming coach and one of his former athletes. Through his coaching career and extensive writings, James E. "Doc" Councilman, Ph.D., revolutionized the swimming world through research and innovation, training numerous Olympic and National champions along the way. One was Joe Hunsaker, a former three-time National Champion and World Record holder. With Doc Councilman serving primarily in a consulting role, Joe Hunsaker developed the firm into one of today's foremost authorities on design and operation of aquatic facilities.

What Sets Us Apart

For more than 45 years, Councilman-Hunsaker has provided design and operational consulting for thousands of national and international aquatic projects of every size and complexity. Our portfolio includes newly designed and renovated pool projects for many market sectors: Parks & Recreation, Education, Hospitality and Wellness. Project types range from competition venues, leisure pools and waterparks to therapy pools and spas.

In addition, we have completed hundreds of Facility Audits and Feasibility Studies for the development of new or existing facilities and, having studied a multitude of facilities, we will help you benchmark the creation of your new facility and complete your project efficiently.

Councilman-Hunsaker is made up of an integrated team of design professionals and operational specialists with unrivaled aquatic industry experience. Our team brings exceptional collaboration skills and new project designs for the delivery of a high-quality, innovative aquatic facility. Our operational specialists will not only help you prepare for a successful launch, but will serve as your guide in achieving long-term operational success.

Full Circle of Expertise

Councilman-Hunsaker offers a full circle of aquatic services from existing facility evaluation to comprehensive concept development; from project visioning through design, engineering and construction administration to business management and aquatic operations. These services are completely customized and configured in a variety of ways to precisely fit the needs, desires and objectives of the owner/operator and the project team.





Getting to Know Us

Design

From project visioning and development through sealed engineering drawings, we do it all. Even when starting with just a sketch of your vision, we will work closely with you throughout the design process to create a facility that meets or exceeds your dreams, while staying within budget.

Study

Through this comprehensive approach, we will provide you with the information you need to make a knowledgeable decision about the future of aquatics for your community. Our study process supplies you with the necessary tools to reveal valuable insights and information before funding your new aquatic center.

Operate

At Councilman-Hunsaker, our goal is to optimize both our client's daily operations and the aquatic users' experiences. Our in-house swimming pool operators will assist with on-site facility operations. Our operations team is comprised of highly trained, experienced professionals who have obtained the highest ranking of Health and Safety Instructor certifications available. Our clients benefit from the experience and knowledge of our team, knowing that our recommendations and operational services are supported by all the leading aquatic safety providers.

Audit

Through our Facility Audit, many owners have discovered that replacing worn out equipment with short life cycles will allow them to serve a whole new generation of users. Other times, older pools can be economically reconstituted into modern swim centers. Councilman-Hunsaker's evaluation of an existing pool will give you the information needed to make a knowledgeable decision regarding repair, renovation or replacement.

With Councilman-Hunsaker as your partner, your new or renovated facility will become more than a pool or center. It will become a destination known for developing skills, creating memories and building communities through superior service and innovation.

Web-Apps

Peace of mind comes through an efficient and safe facility but managing risk appropriately and effectively can be a challenge for operators. That's where HydroApps comes in, a full suite of web-based applications that takes aquatic facility management and professionalism to the next level. Developed in partnership with some of the most highly-regarded operational and educational leaders in the industry, our HydroApps provide you both the benefit of our combined aquatic knowledge and innovation along with the tools to streamline your compliance, documentation, and record keeping.



Lafayette voters approved a ballot measure in 2014 supporting the expansion of the La Mont Does Pool into an outdoor waterpark. The new pool complex has multiple amenities including a new 4,000 sq. ft. bathhouse (designed to reflect a modern mining theme with woods and metals), a remodel of the existing bathhouse to accommodate a new snack bar area, a remodel of the existing lap pool to meet ADA requirements, a leisure pool, lazy river and two new waterslides. In addition to the aforementioned site improvements, the facility includes 94,000 sq. ft. of landscaped area and a new 141 space parking lot located to the south the remodeled aquatic center.

Aquatic features include a new 3,300 sq. ft. recreation pool, vortex, play structure, tot slide, various spray features, as well as two new runout slides at the west side of the site; and a 2,400 sq. ft. lazy river with aquatic monkey bars, stair entry and underwater benches. The 3,150 sq. ft. existing lap pool remodel includes a new rock climbing wall, a rope swing, two zip lines, a water walk course, and cargo net.

The building design is intended to reflect on the mining theme of Lafayette’s history with a modern twist. Materials like heavy timbers and metal siding are included in the design and attached to the materials board to express materials that were used both then and now. Concrete block with a charcoal grey integral color adds a modern touch to the materials of the past, but ties in with its clean lines and vertical stacking.

Reference:
Ms. Tammy Tucker
Recreation & Facilities Superintendent
City of Lafayette Recreation Department
111 W. Baseline Road
Lafayette, CO 80026
Phone: 303.661.1472
Email: tammy.tucker@cityoflafayette.com

Project Cost: \$5,700,000
Aquatics Cost: \$1,700,000
Date Completed: November 2017

Services Provided:
Aquatic Design & Engineering

Photos courtesy of Philip Wegener Photography

Design Awards and Publications:
2019 - ‘Dream Designs’ *Aquatics International* magazine



In 2017, Councilman-Hunsaker was retained by Ste. Genevieve County to develop conceptual options and scenarios for consideration by the county for an outdoor waterpark. The Outdoor Aquatic Facility Feasibility Study identified the aquatic needs for the county and presented potential facility spaces that met those needs.

Meetings were held with several stakeholder groups and the Aquatic Facility Steering Committee. The county envisioned a facility that not only met the needs of swimmers in the community but also provided a destination with unique amenities and features to attract visitors from outside the community. To meet the goals of the county's vision, a variety of options were explored for aquatic centers, ranging from small, medium, to large. The feasibility study provided a space program analysis and project costs for three conceptual options, each detailing site-specific construction estimates with line item costs for the proposed space. Along with each concept, the team provided a revenue and expense analysis to illustrate a complete picture of what the facility would cost to build and operate. From the proposed options, the county chose a preferred option in which additional concept designs were explored.

Pleased with the results of the study, the county decided to move forward with the design of a 98,968 sq. ft. family aquatic center with a budget of \$10 million.

The new outdoor aquatic facility opened in July 2019 and features 25-yard lap pool with six lap lanes, a 4,000 sq. ft. wading pool, vortex, large underwater sundeck, climbing wall, numerous children's play features, climbing wall, and a 35 ft. tall slide tower with four unique slides. Also featured is a 13,000 sq. ft. lazy river that includes rapids propelled by a wave generation system. The spacious deck space that surrounds and encompasses the water features allows for easy access to all areas while providing plenty of areas for lounging and sun bathing, plus an eating area. The water park also has a support building that houses such spaces as the ticket entrance booth, administrative space, family changing areas, showers, locker area, indoor party room, pool equipment room, concessions, and support and mechanical spaces for the facility.

In addition to study and design services, Councilman-Hunsaker provided pre-opening and training services which included a Furniture, Fixtures, and Equipment (FFE) analysis, Standard Operating Procedures manual creation, and onsite training for facility staff. The FFE analysis included an analysis of the equipment required for facility operation and quote gathering to deliver preferred pricing from industry partners and providers, ultimately saving the County an estimated \$48,000.

Publications and Awards:
2020 - 'Dream Designs' *Aquatics International* magazine

Reference:
Mr. Brad Arnold, Executive Director
City of Ste. Genevieve
P.O. Box 40321390 Highway 32
Ste. Genevieve, MO 63670
Phone: 573.883.5244; Email: barnold@sgccc.com
Project Cost: \$10,000,000
Services Provided:
Feasibility Study: November 2017
Aquatic Design & Engineering: July 2019
Aquatic Operations: July 2019



Councilman-Hunsaker was able to take our vision of what we hoped this new aquatic center could be and far exceeded our expectations. They were prompt in answering questions and thorough in explaining the reasons behind every answer. We took a very outside the box type of approach and concept because we did not want to limit our project in any way for our new outdoor aquatic center.
— Brad Arnold



Wapelhorst Pool



Wapelhorst Pool



Blanchette Pool

In 2015 Counsilman-Hunsaker and Kimley-Horn & Associates conducted an Aquatic Facilities Strategic Master Plan for the City of St. Charles. The scope of work included evaluation of the City's existing aquatic facilities, demographic research (population, age, income, user groups), community focus groups and public forums, detailed cost estimates (capital, operational, revenue, business plan), and an implementation plan (facility types, location and phasing) to assist City officials in outlining a direction forward for the future of municipal aquatics in St. Charles.

As a result of the extensive research and study, the City decided to move forward with replacement of the aquatic facility in Blanchette Park, and to undertake a major renovation of the Wapelhorst Aquatic Center. Thanks to the citizens' support of Proposition P in August of 2016, the result is the 2018 opening of two new state-of-the-art outdoor family aquatic centers to serve the City of St. Charles and surrounding communities.

Wapelhorst Aquatic Center:

- 5,625 sq. ft. Lazy River with three stair entries
- 4,900 sq. ft. Leisure Pool with large shaded wet deck lounge
- 3,500 sq. ft. Children's Pool with multi-level play structure
- 1,100 sq. ft. Plunge Pool with two stair entries and two body flume waterslides
- Flagship "Boomerango" raft-ride waterslide

Blanchette Aquatic Center:

- 4,700 sq. ft. Lap Pool with eight 25-yard lap lanes and two 1-meter diving boards
- 4,000 sq. ft. Leisure Pool with two water slides, two stair entries, underwater shelf, and various spray features
- 5,000 sq. ft. Children's Pool zero beach entry, various spray features, multi-level play structure, underwater shelf
- 1,000 sq. ft. Deep Water Pool with stair entry, dropslide and climbing wall

Reference:
Ms. Maralee Britton
Parks and Recreation Director
City of St. Charles Parks Department
1900 Randolph
St. Charles, MO 63301-0842
Phone: 636.949.3372
Email: maralee.britton@stcharlesparks.com

Study Completed: March 2015
Both Pools Completed: May 2018

Project Cost: \$16,000,000
Aquatics Cost: \$4,750,000
Publications and Awards:
2018 - 'Aquatic Design Portfolio' - *Athletic Business* magazine
2019 - 'Dream Designs' *Aquatics International* magazine - Wapelhorst Pool



On August 29, 2005, Hurricane Katrina, one of the most devastating storms in the history of the United States, came ashore with winds of over 140 miles per hour and a tidal surge of nearly 30 ft. The hurricane heavily damaged all of the 400-acre Buccaneer State Park including building structures, the waterpark and support facilities.

Over the last seven years, the park has been under complete and varying stages of reconstruction, and has now been beautifully restored to its original state.

Opened in June 2013, the refurbished waterpark located on the beach in Waveland features:

17,500 sq. ft. Wave Pool

- 460,000-gallon capacity
- Features eight different wave patterns

700 sq. ft. Plunge Pool with two waterslides

- 375 ft. enclosed flume waterslide
- 425 ft. open-air waterslide

800 sq. ft. Kiddie Pool

- 6 in. deep pool
- Zero entry
- Tipping buckets
- Bubblers

4,600 sq. ft. Activity Pool

- Depths ranging up to 3 ft. 6 in.



Project Cost: \$6,000,000
Aquatics Cost: \$2,100,000

Date Completed: June 2013

Services Provided:
Aquatic Design & Engineering



In April 2010, Counsilman-Hunsaker completed an Aquatic Facilities Master Plan which assessed current conditions and needs of the community to be a guide for future programming, site selection, renovations, and new construction of a new aquatic facility. Data was collected from input through stakeholder meetings and a public forum. A “toolbox” of options presented a wide variety of solutions derived from community and political input to meet the diverse needs of the North Port residents. The team evaluated the community participation data, analyzed financial impacts, and developed conceptual alternatives. These alternatives were evaluated based on the effectiveness of response to the community’s needs as well as likely capital costs, revenues, and expenditures. Wellness programming, lesson programming, league swimming, family aquatic centers, splash pads, and waterparks were also evaluated.

In May 2018, Counsilman-Hunsaker developed an Operational Business Plan for the new North Port Aquatic Center located in Butler Park. The purpose of this operational study was to develop an expense budget, identify revenue opportunities, and provide knowledge and insight on aquatic operations to assist the North Port Aquatic Center recapture operating expenses.

In June 2018, the North Port City Commission broke ground on the \$12 million North Port Aquatic Center. Due to a heavy rain season, the project took 15 months to complete.

The North Port Aquatic Center includes 25-meter stretch pool, a lazy river, a kids’ activity pool, two body flumes (or slides), a bowl slide, shade structures, a bath house with locker rooms, and a small concession area. The 25-meter stretch pool will be able to accommodate 25-yard or 25-meter lap swimming and competitions and will be open all year long.

The new aquatic center features

- 9,100 sq. ft. Stretch 25 competition pool with eight lap lanes, a 4 ft. bulkhead, and two 1-meter diving boards
- 9,000 sq. ft. Lazy River with five stair entries, underwater shelf, water walk, various spray features, two waterslides, and a bowl slide
- 2,600 sq. ft. Children’s Pool with zero beach entry, play structure, and various spray features



Reference:
Ms. Tricia Wisner, MBA, CPRP
Parks & Recreation Manager
City of North Port
4970 City Hall Boulevard
North Port, FL 34286
Phone: 941.429.3570
Email: twisner@cityofnorthport.com
Project Cost: \$12,000,000
Aquatics Cost: \$6,604,000

Date Completed: October 2019

Services Provided:
Aquatic Design & Engineering: 2019
Feasibility Study: 2010
Operational Business Plan: 2018



In May 2018 the City of Alpharetta celebrated the grand opening of the brand-new Willis Park Pool complex, which replaced the pool originally constructed in 1987. One goal for reconstruction was to make the pool more child-friendly, which led to a separate leisure pool with zero-depth entry and several water park features. Two pools replaced the previous Olympic-sized pool to provide aquatic recreation for all age groups.

The 46,000 sq. ft. facility, which broke ground in August 2017, consists of a 6,000 sq. ft. pool house, a competition pool with diving boards, a leisure pool, and the addition of shade pavilions and other amenities.

5,800 sq. ft. Competition Pool

- Ten 25-yard lap lanes
- 1-meter and 3-meter diving
- Stair entry
- Depths ranging from 4 ft. to 12.5 ft.

5,300 sq. ft. Leisure Pool

- Zero beach entry
- Two stair entries
- Waterslide
- Tot slide
- Various spray features
- Underwater bench seating

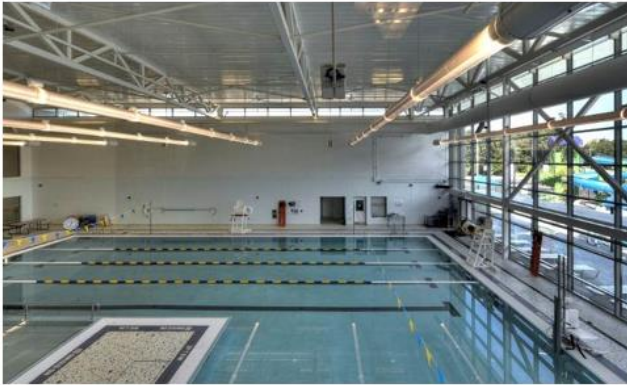
New amenities also included updating the locker rooms, additional deck space, and a renovated pool house. Updates to the pool house included the addition of training rooms for lifeguards and staff and renovated shower facilities.

The renovation had been approved as part of the city's capital budget, as well as the \$52 million parks and transportation bond issue approved by voters in 2016.

Reference:
Mr. Andrew Echols
Assistant Construction Manager
City of Alpharetta
1790 Hembree Road
Alpharetta, GA 30009
Phone: 678.297.6238
Email: aechols@alpharetta.ga.us

Project Cost: \$5,470,000
Aquatics Cost: \$2,190,000
Date Completed: May 2018

Services Provided:
Aquatic Design & Engineering



The new Wade Walker Family YMCA, operated in collaboration between DeKalb County and the YMCA, features the first indoor pool in the community. The new 60,000 sq. ft. facility features indoor and outdoor pools, as well as a suspended walking track above a gymnasium, aerobic studio, a health and wellness center, multi-purpose rooms for senior citizens, childcare and youth development centers, outdoor recreation space, and sports fields.

The indoor and outdoor aquatic centers include amenities for all ages such as:

3,500 sq. ft. Indoor Multi-Purpose Pool

- Four 25-yard fitness lap lanes
- Dedicated tot area with zero depth entry and water depths up to 1.3 ft.
- 3.6 ft. deep lesson programming area complete with step entry and ADA accessible chair lift

100 sq. ft. Indoor Whirlpool Spa

2,300 sq. ft. Outdoor Leisure Pool

- Zero-depth entry with bubblers
- Mushroom fountain
- Play structure with dumping buckets and a variety of interactive play features
- Open flume waterslide
- Vortex



In keeping with its pastoral location, the facility is designed under sustainable guidelines and did receive Silver LEED certification. Despite the presence of two pools at the facility, water usage for the building was minimized through the use of ultra-low flow plumbing fixtures, high efficiency pumps and regenerative media filters for the pool, an ultraviolet water sanitizing system, and recycling rainwater for WC flushing. Additionally, minimal irrigation is provided for the landscape, and native plants have been selected based upon their low maintenance needs.



Reference:

Marvin F. Billups, Jr.
DeKalb County Parks & Recreation
Manuel J. Maloof Center
1300 Commerce Drive, Suite 200
Decatur, GA 30030

Phone: 404.371.4925; Email: mfbillups@co.dekalb.ga.us

Project Cost: \$20,000,000

Aquatics Cost: \$1,300,000

Date Completed: August 2012

Services Provided:

Aquatic Design & Engineering



Photo courtesy of Aquatic Development Group

Counsilman-Hunsaker, in association with B.A. Green Construction Co., Inc., designed this unique, one-of-a-kind facility that is centered with a 9,000 sq. ft. “bow-tie” shaped wave pool. The pool has wide, zero-depth entries at both the north and south sides and generates four types of waves. The mechanics in the middle of the pool pushes air under the surface creating waves at the entry points.

To the west of the bow-tie pool is a 4,900 sq. ft. leisure pool that features a playground-like structure in the center with small slides running into the water, a zipping splash bucket and water cannons. A wet deck, integral to the leisure pool, allows parents to keep a close eye on younger children. At the end of the leisure pool is a circular pool with two basketball hoops and a vortex pool which tends to be very popular with teens.

To the east of the bow-tie pool is an area for more adventurous swimmers. A 75-foot-long zip line starts 14 feet above the pool and carries swimmers to an area of water about 10 feet deep where they make their final splash into the pool. That same area can be used for lap swimming when the zip line is not in use. The 35-foot slide tower encases two looping sides and a fast-speed slide carrying swimmers into small alcoves of the pool. Also featured are two run-out slides to whisk patrons down the water slide and eventually bringing them to the end where the slide “runs out”.

In addition to the design work, Counsilman-Hunsaker also supported Shawnee County Parks and Recreation with the development of a detailed expense and revenue plan providing numerous scenarios for admission costs that will be used for future planning.



This pool is the first of its kind in the United States.



Featured in
World Waterpark
magazine
Oct/Nov 2016



Featured on the
cover
Park and Rec
Business magazine
April 2017

Publications and Awards:

- 2020 - 'Aquatic Design Portfolio' *Athletic Business* magazine
- 2017 - 'Dream Designs' *Aquatics International* magazine

Reference:

Mr. Terry Bertels
Deputy Director, Properties, Planning and Assets
Shawnee County Parks and Recreation
3137 SE 29th St
Topeka, KS 66605
Phone: 785.251.2659
Email: terry.bertels@snco.us

Project Cost: \$9,250,000
Aquatics Cost: \$5,140,000
Date Complete: August 2016

Services Provided:
Aquatic Design & Engineering



Recreation-driven aquatic centers are morphing into innovative water playlands by merging the best features of public pools and commercial waterparks. These contemporary aquatic centers invite residents to partake in physical action and adventure with an impact on return visits to experience the thrill over and over again.

With that in mind, the City of Marion, Indiana, retained the design team of Counsilman-Hunsaker and Ratio Architects to design the cutting-edge Splash House at Junction Park. The \$3.6 million facility features an array of amenities, including two waterslides with runouts, a bowl slide, water jungle gym, and lazy river.

Kids love the exhilaration of sliding down the 200 ft. open flume waterslide and the 189 ft. closed tube waterslide, both with multiple turns. But instead of exiting into a deep-water pool, they simply exit by running out at ground zero.



The bowl slide offers exploratory riders a 32 ft. tower with a chance to shoot down a 95-lineal-foot slide into a splash bowl, where they swirl around the funnel, then exit by a vertical drop of 37 ft. into a catch pool complete with exit stairs.

An interactive play structure with tipping buckets, located within the shallow body of the leisure pool, provides a multi-level interactive jungle gym where children can scamper through spraying water, climb across bridges, scurry over and under tunnels, and slide down just-their-size waterslides. Meanwhile the serpentine lazy river whisks guests on an adventurous but tranquil journey through the park. The facility also features an array of amenities: a vortex; zero-depth entry; hydrotherapy in-pool seating area; and a 2,000 sq. ft. bathhouse.



Publications:
2008 - 'Dream Designs'
Aquatics International magazine

Project Cost: \$3,600,000
Date Completed: July 2007

Services Provided:
Aquatic Design & Engineering



Photos courtesy of Black Pixel Studios

Pool Contractor: Westport Pools
General Contractor: Garmong Construction Services

Services Provided:
Aquatic Design & Engineering

Publications:
'Architectural Showcase' - 2022
Athletic Business magazine

The 75,000 sq. ft. Deaconess Aquatic Center celebrated its grand opening in October 2021, complete with a ribbon-cutting ceremony hosted by Olympic Gold medalist swimmer Lilly King. King grew up swimming in Evansville and has the new Lily King Competition Pool named in her honor, bearing a large mural featuring King placed on the poolside wall.

The City of Evansville realized a great need in the community for more swimming programs. The city's existing Llyod Pool was no longer in a state to support quality competitive and recreational swimming programming. The new aquatic center was funded by title sponsor Deaconess Health System and a mix of public and private funds and will be managed by the YMCA. The pool will be used for college competitions and hosting the NCAA Division II men's and women's swimming and diving national championships in 2026.

The center is divided into two separate areas, competitive and recreational, each with its own dedicated locker rooms. The competition pool is a stretch 50-meter pool where diving and swimming can occur simultaneously. The 50-meter pool can convert to accommodate both collegiate and high school swim meets. There is also a mezzanine large enough to hold 960 people, which provides views of the entire area. The leisure pool has a zero-depth entry area and includes play features, basketball goals, and space for swim lessons. A splash park is located outside, adjacent to this space.

Aquatic amenities include:

16,000 Competition Pool

- Stretch 50-meter with 10 lap lanes
- Separated diving well
- Two bulkheads, one 4 ft. and one 6 ft.
- Stair entry
- Two 1-meter and two 3-meter springboards

4,000 sq. ft. Leisure Pool

- Four 25-yard lap lanes
- Zero entry
- Stair entry
- Underwater bench
- Water basketball hoop
- Underwater shelf
- Various spray features

1,750 sq. ft. Sprayground with various spray features

Reference:
Jennifer Brown, Executive Director
City of Evansville
Parks and Recreation Department
24 Don Mattingly Way
Evansville, IN 47710
Phone: 812.492.6702
Email: brown@ymcaswin.org

Project Cost: \$31,000,00
Aquatics Cost: \$5,300,000
Date Completed: October 2021



SECTION 5

Ability to Perform



PROJECT SCHEDULE

According to the RFQ, approximately four (4) months has been allotted for Phase I, and another four (4) months has been allotted for Phase II. Based on our past experience conducting studies for similar projects, we believe that four (4) months for each phase is more than enough time to complete the requested scope of services. Our typical approaches to Phase I & II are shown below:

PHASE I -- 12 WEEKS

PHASE I - PROJECT TASKS	WEEK:	1	2	3	4	5	6	7	8	9	10	11	12
Kickoff Meetings, Stakeholder Interviews, Site Tours & Existing Conditions Assessment													
Demographic/Socioeconomic Analysis													
Online Survey				DRAFT		DISTRIBUTE		ANALYZE					
Sports Market Feasibility Analysis:													
Local Sports Program & Facility Audit													
Telephone Interviews with User Groups & Sports Events													
Comparative Facility & Competitive Set Analysis													
Initial Sports Facility Recommendations, Usage Estimates & Visitation Projections													
Aquatics Market Feasibility Analysis (Councilman Hunsaker):													
Needs Assessment & Preliminary Program Development													
Market & Competition Analysis													
Initial Aquatic Facility Recommendations, Usage Estimates & Visitation Projections													
Submit Phase I Draft Report & Review/Edit with Steering Committee													
Presentation of Feasibility Results & Program Recommendations													

Note: Green boxes identify two (2) trips to Wenatchee Valley in Phase I by the Victus/CH team

PHASE II -- 12 WEEKS

PHASE II - PROJECT TASKS	WEEK:	1	2	3	4	5	6	7	8	9	10	11	12
Develop Facility Concept Plans													
Develop Construction Cost Estimates													
Site Analysis													
Site Test Fits													
Meet with Project Steering Committee to Reiew Concept Plans & Site Test Fits													
Develop Facility Operating Pro Formas													
Economic & Fiscal Impact Models													
Funding Options Analysis													
Submit Phase II Draft Report & Review/Edit with Steering Committee													
Presentation of Feasibility Results & Program Recommendations													

Note: Green boxes identify two (2) trips to Wenatchee Valley in Phase II by the Victus/CH team



SECTION 6

Relevant Project Experience



MARKET DEMAND STUDY & LOCATION ANALYSIS
FOR AN INDOOR/OUTDOOR SPORTS COMPLEX &
AQUATICS PARKS IN NORTHPORT, ALABAMA (2021)

// WITH **Councilman-Hunsaker**

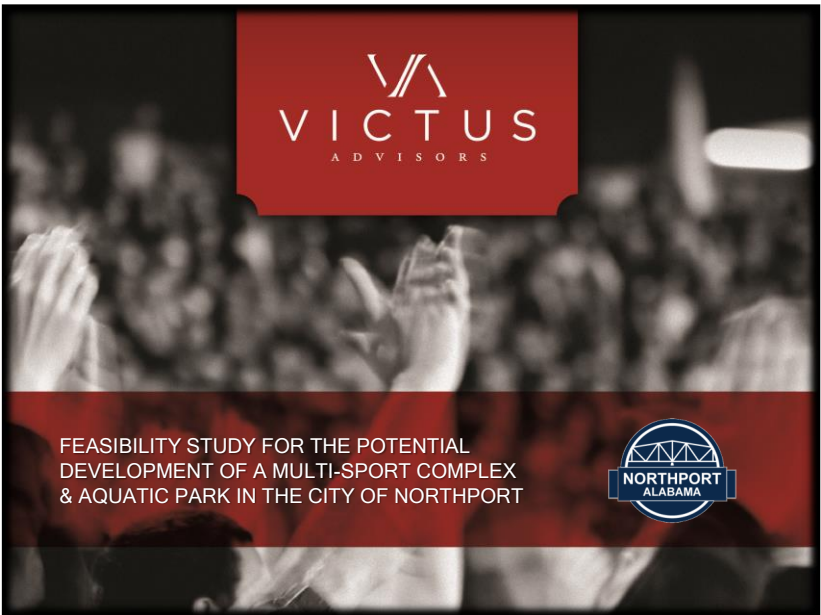


Victus Advisors and **Councilman-Hunsaker** were engaged in 2021 by the City of Northport, Alabama (in Tuscaloosa County) to conduct a comprehensive feasibility study for the potential development of a multi-sport complex and aquatic park in Northport. Our team’s primary project goals for this study included:

- **Market Demand Analysis** - Determined market demand and market opportunity for a new multi-sport complex and aquatic park, for both local and regional use.
- **Facility Program** – Developed recommendations for program needs and amenities that could be associated with a new multi-sport complex and aquatic park in Northport.
- **Site/Location Analysis** – Identified potential sites for a new multi-sport complex and aquatic park that could both attract events and capture their economic impacts.
- **Financial & Economic Analysis** - Estimated the financial, economic, and fiscal impacts that could be associated with new sports tourism visitation due to the proposed multi-sport complex and aquatic park.

SUMMARY PRESENTATION OF KEY FINDINGS:

https://files.cityofnorthport.org/media/9759683_victusadvisors_northport_marketstudysummary_051721.pdf?1621430706



FEASIBILITY STUDY FOR THE OPERATION & CONTINUED INVESTMENT IN SOUTH SUMMIT AQUATIC & FITNESS CENTER & ASSOCIATED SPORTS/RECREATION PROGRAMS (2022)



Victus Advisors provided the South Summit Aquatic & Fitness Center (a 70,000 sq. ft. indoor recreation center in Kamas, Utah, with aquatics, basketball, volleyball, fitness, and outdoor sports programs) with an analysis of current operations and strategic recommendations regarding future improvements to the facility, operations, and programs. Some of our key project goals for this study included, but were not limited to:

- Analyze the current operations and user perceptions of the SSAFC.
- Develop an analysis of how community sports and recreation needs align with the current facility amenities, programs, and services offered.
- Determine the most effective and efficient operational standards, hours of operation, best use of available space, etc.
- Identify any other relevant strategic recommendations, as applicable.

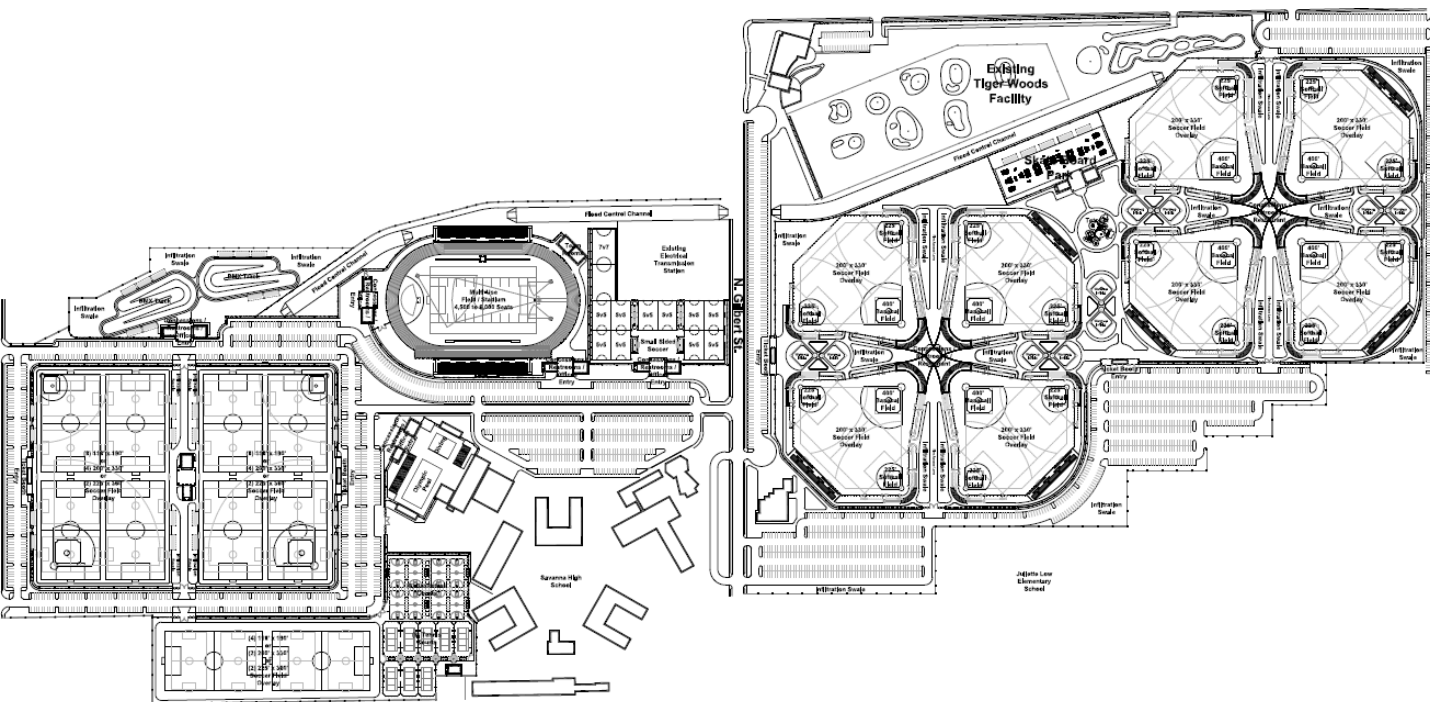


MARKET STUDY & LAND ASSESSMENT FOR A 157-ACRE INDOOR/OUTDOOR MULTI-SPORT COMPLEX IN ANAHEIM, CALIFORNIA (2018)



Victus Advisors was engaged by Sports Anaheim, the sports marketing division of Visit Anaheim, to conduct a market study and land assessment for a new outdoor multi-sport complex to be developed on 157 acres in the City of Anaheim. The purpose of our study was to provide Anaheim’s community stakeholders, including Sports Anaheim, Visit Anaheim, City of Anaheim, and Anaheim School District, with information to aid their understanding of the potential costs/benefits of sports complex construction that will both increase the sports tourism market and be a benefit to the local community. The market study also provided data that will support the ability to recruit, expand, or develop sporting events based on new facilities.

Our initial vision for the complex, as shown below, includes a mix of outdoor rectangular fields and baseball diamonds, as well as other facilities that could include a track and field stadium, and other recreational uses. Victus Advisors’ study identified the market-supportable mix of fields and amenities, as well as identification of usage levels by key user groups, proposed plan (including initial site and engineering analysis) for the 157 acre site, cost analysis of proposed facility construction and ongoing operational expenses, recommended funding options, economic and fiscal impact analysis, and a trends and forecast analysis of U.S. sports tourism.



YELLOWSTONE COUNTY INDOOR SPORTS FACILITIES MARKET DEMAND & FEASIBILITY STUDIES - BILLINGS, MONTANA (2018)



Victus Advisors recently provided a multi-stakeholder group in Yellowstone County with a sports tourism market and facility study. Visit Billings (a division of the Billings Chamber of Commerce) and the State of Montana were significant funding sources for the project, and the County Commissioners tasked Big Sky Economic Development and Beartooth RDA (public-private agencies tasked with sustaining and growing the County's economy and quality of life) with managing the Victus Advisors study, which included market needs assessment for indoor recreation, financial analysis related to potential new indoor sports facilities, and a sports tourism marketing analysis for Visit Billings.

Victus Advisors' study included a local sports needs assessment, sports tourism market demand assessment, indoor sports facility recommendations (including ice, aquatics, and basketball/volleyball), financial operating projections for new sports facilities, economic impact and hotel night analysis, capital project funding analysis, facility management/operations analysis, and sports marketing recommendations for Visit Billings. We presented our final recommendations in a public forum in Billings in March 2018:

<https://www.billingschamber.com/yellowstone-county-sports-facility-feasibility-study/>



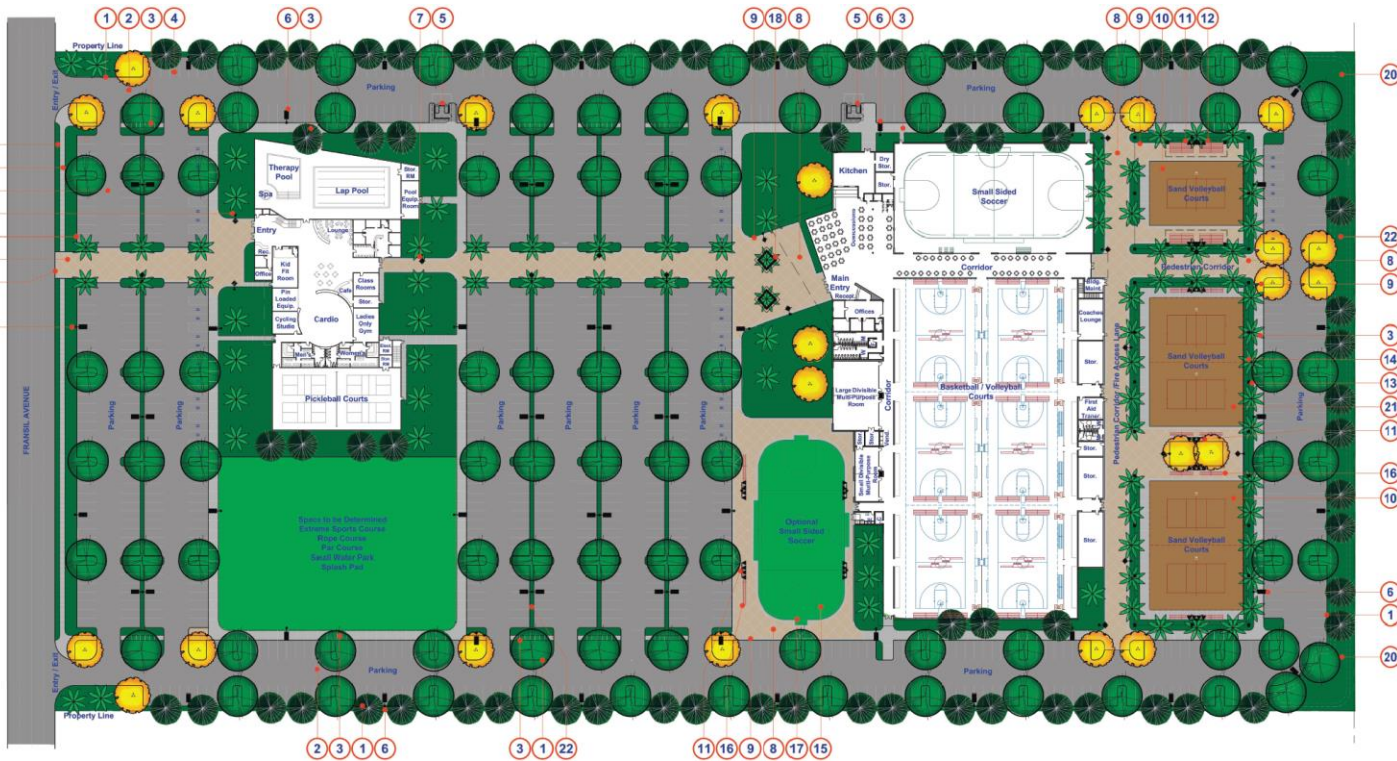
Brian Connolly, Managing Principal of Victus Advisors, conducts a public information session in Billings, Montana.

MARKET & FINANCIAL FEASIBILITY STUDY FOR A NEW INDOOR SPORTS CENTER IN TURLOCK, CALIFORNIA (2022)



Victus Advisors was recently engaged by a multi-stakeholder group led by Opportunity Stanislaus and the City of Turlock to complete a comprehensive sports market study, financial feasibility analysis, economic impact study, and preliminary concept plans for a new indoor sports center in Turlock, California. The facility is envisioned to not only meet the need for local indoor sports activity in Stanislaus County, but also to drive economic impact via tournaments and other sports tourism events. Our sports market research and analysis tasks will include:

- Sports tourism market opportunity analysis, with a focus on indoor sports
- Local indoor sports program and facility audit
- Partnership opportunity analysis
- Competitive and comparable indoor sports facility analysis
- Interviews with local sports organizers and regional/national sports events
- Indoor sports center program demand assessment and development recommendations
- Sports center usage model and financial operating projections
- Economic and fiscal impact analysis of incremental sports tourism
- Project funding options analysis

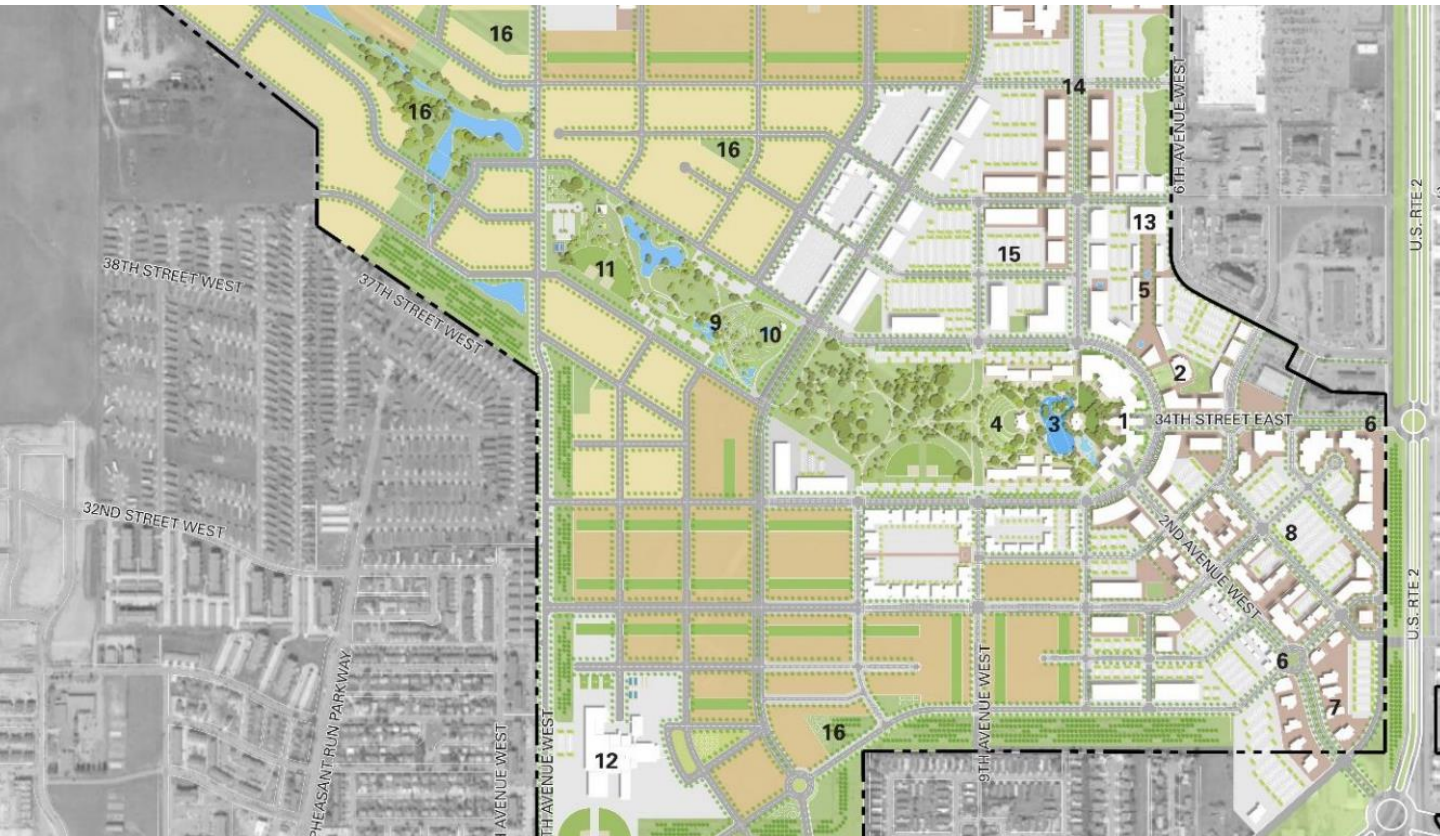


MARKET ANALYSIS FOR A NEW P3 INDOOR SPORTS & EVENTS COMPLEX IN WILLISTON, ND (2020)



In 2019, Cardon Development was selected by the City of Williston, North Dakota, to redevelop the 900-acre site of the former Sloulin Field Regional Airport, which was recently replaced by the new Williston Basin International Airport. Cardon is now working with the City on redevelopment plans for the site, and Victus Advisors was engaged as part of Cardon’s consultant team to examine the market opportunity for sports and event facilities on the site.

Preliminary project plans included a new 4-sheet ice arena complex, including a 3,000-seat primary arena with a three additional ice sheets for additional training, recreation, competition, etc., as well as a connected hotel and civic/event center with capacity for concerts and other events. Victus Advisors’ market analysis included demographic/socioeconomic analysis of key drivers for youth/amateur sports participation, as well as benchmarking analysis of comparable ice and events centers in regional markets such as Bismarck, Fargo, and Billings, among others.



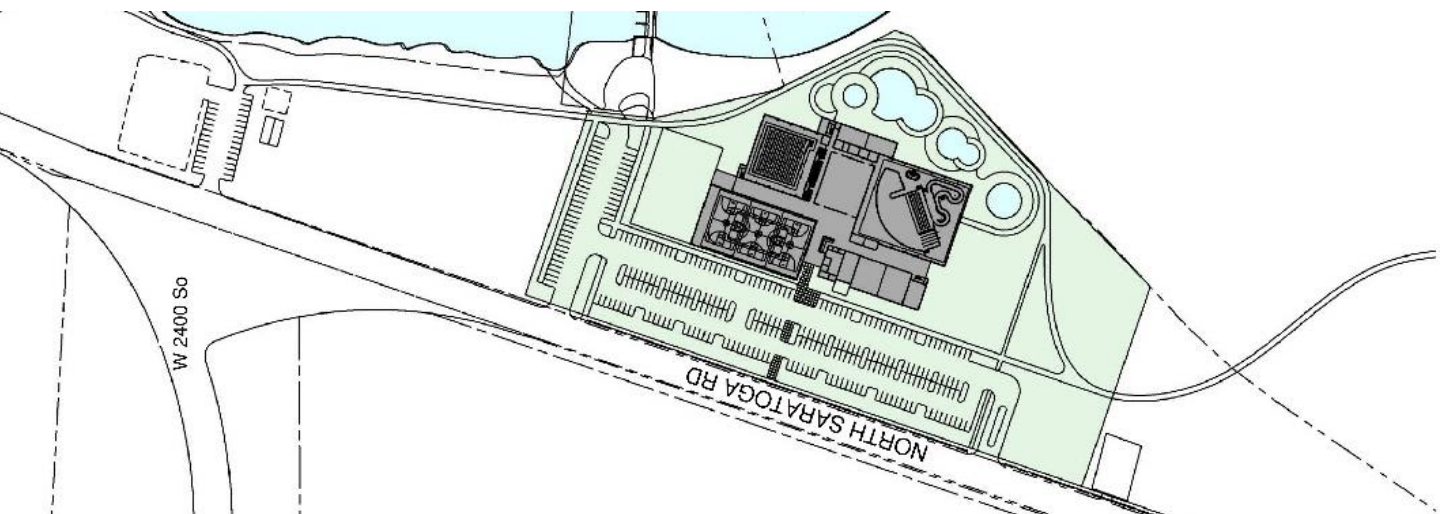
NEEDS ASSESSMENT & FINANCIAL FEASIBILITY STUDY FOR A NEW RECREATION CENTER IN SARATOGA SPRINGS, UTAH (2022)



REPORT: <https://www.saratogaspringscity.com/DocumentCenter/View/9565/Recreation-Center-Feasibility-Study>

Victus provided the City with a feasibility study for a new recreation center, which included:

- **Public Information Session** - Hosted an initial Public Information Session to present the project team, goals, methodology, and input opportunities to the public.
- **Stakeholder Interviews & Focus Groups** - Interviewed 10 key stakeholders in one-on-one interviews and 24 individuals/organizations in two (2) focus groups.
- **Demographics & Trend Analysis** - Analyzed demographic trends of the City and surrounding areas, and reviewed regional/national participation trends in indoor recreation.
- **Analysis of Existing Recreational Programs, Services & Facilities** – Analyzed the City’s current priorities, core program areas, current user fees, and operating cost recovery.
- **Comparable Recreation Center Analysis** - Conducted interviews with other recreation centers in Utah to analyze operating model/mission, amenities, programs, fees, etc.
- **Statistically-valid Online Survey** - Conducted statistically-valid online surveys through the City’s existing databases of citizens, recreation and parks users, social media, etc.
- **Usage Projections, Operating & Financial Analysis** - Victus developed an operating pro forma to project the venue’s annual usage, financial operations, and capital needs.
- **Funding Options Analysis** - Victus analyzed comparable debt service and financing alternatives, and we recommended a project funding model for Saratoga Springs.
- **Concept Plans & Cost Estimates**



FEASIBILITY STUDY FOR A BANKED INDOOR TRACK & MULTI-USE SPORTS CENTER IN RANCHO CORDOVA, CALIFORNIA (2023)



Victus Advisors is currently providing the City of Rancho Cordova, in Sacramento County, California, with a market, financial, and economic feasibility study for a banked indoor track and multi-use indoor sports facility. There is currently no banked indoor track in the State of California, and therefore indoor track teams in the Sacramento region (both at the high school and collegiate levels) are forced to travel to other states to compete in high-level competitions and sanctioned championships. The study is intended to help the City, local and regional tourism development organizations, local universities, and local/regional youth and amateur sports organizations understand the market and support for a competitive indoor track and multi-use sports center. The study will provide the data and analysis needed to recommend strategies to enhance the use of the complex as not only a recreational sports venue, but also a major sports tourism attraction. Our key study tasks include:

- Local/Regional Stakeholder & Sports User Group Interviews
- Sports Tourism Opportunity Assessment
- Competitive & Comparable Facility Case Studies
- Program Demand Analysis & Facility Recommendations
- Usage Estimates & Financial Operating Pro Forma
- Facility Management Options Analysis
- Economic & Fiscal Impact Analysis



SPORTS FIELDS PARK PRO FORMA & FEASIBILITY STUDY FOR THE CITY OF VACAVILLE, CALIFORNIA (2019)



Victus Advisors provided the City of Vacaville's Parks & Recreation department with a comprehensive strategic planning study and master plan for a proposed new indoor/outdoor sports park to be owned and operated by the City's Community Services department, for both community recreation benefit and regional youth/amateur sports tournaments and competitions. Our key project tasks included:

- Demographic & Socioeconomic Analysis
- Community Engagement Process (One-on-One Interviews, Telephone Interviews, Focus Groups, etc.)
- Local Program/Facility Analysis & Regional Facility Benchmarking Analysis
- Facility Program Recommendations, Site Concept & Construction Cost Estimate
- Operating Recommendations & Pro Forma
- Funding Options Analysis & Economic/Fiscal Impact Analysis



ECONOMIC IMPACT ANALYSIS OF THE PLEASANT VALLEY RECREATION & PARK DISTRICT SPORTS FIELDS IN CAMARILLO, CALIFORNIA (2018)



In 2018, Victus Advisors provided Visit Camarillo and the Pleasant Valley Recreation & Park District (PVRPD) and with an independent and objective analysis of the usage and impact of Camarillo's outdoor sports fields. PVRPD currently operates four outdoor sports field complexes for (soccer, baseball, and/or softball), with 26 total fields that are frequently utilized for youth and amateur sports activity. The primary goal of our study was to analyze the annual economic benefits generated by the usage of the current sports fields maintained and operated by the Pleasant Valley Recreation & Park District, including:

- Inventory of annual amateur sports activity at PVRPD sports fields,
- Estimated annual visitation from outside of the City that is associated with the annual operations of the PVRPD sports fields, and
- Estimated direct spending, total economic output, jobs, wages, and tax revenues created by usage and activities at PVRPD sports fields, and
- Estimated economic/fiscal impact opportunity (on a per-field basis) that could be associated with expansion of youth/amateur sports facilities within the City of Camarillo.

We presented our findings in a public session to a wide variety of stakeholders, including Visit Camarillo, PVRPD, Visit Ventura County, and Chamber of Commerce members.

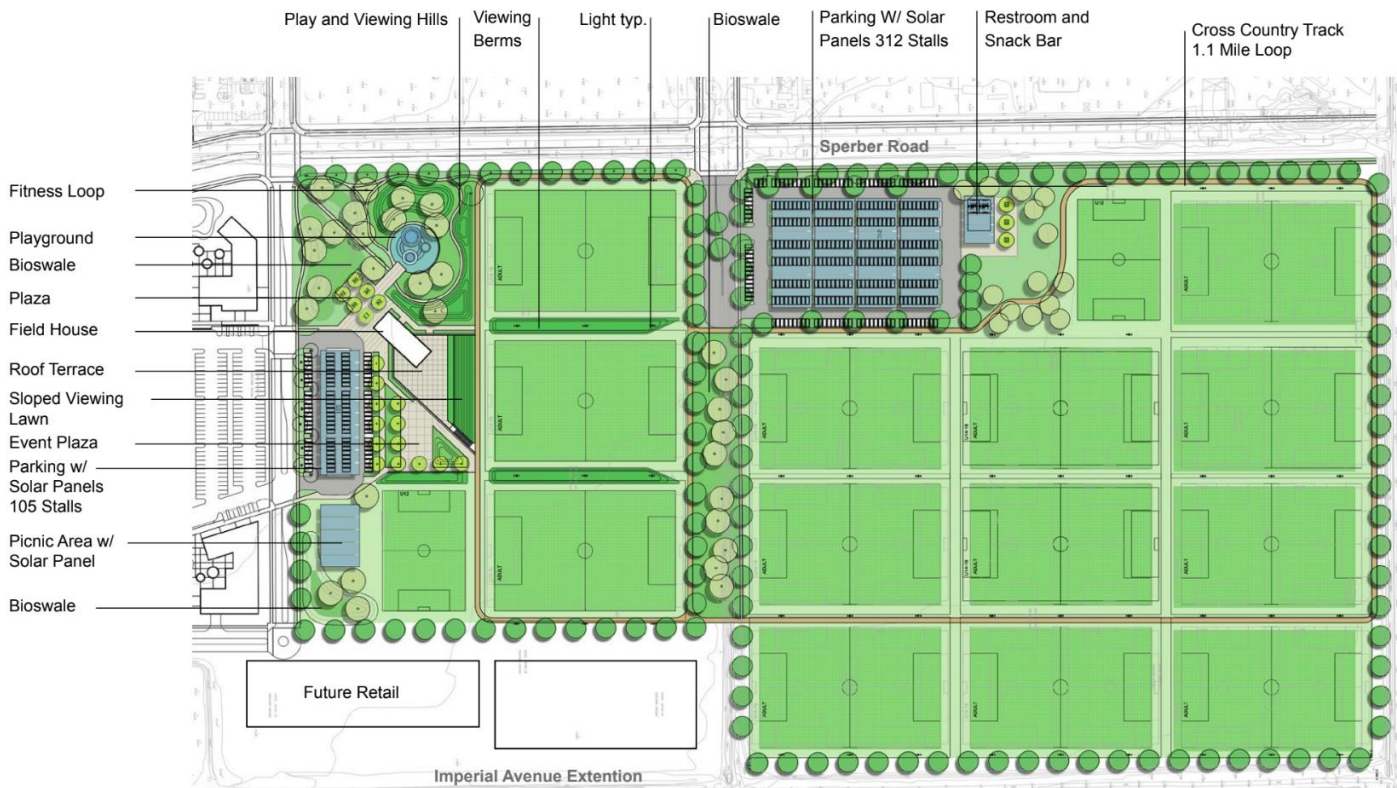


MARKET, FINANCIAL & ECONOMIC FEASIBILITY STUDY FOR A NEW OUTDOOR SPORTS & WELLNESS COMPLEX IN EL CENTRO, CALIFORNIA (2021)



Victus Advisors recently provided the City of El Centro and the Imperial County Office of Education with a comprehensive feasibility study for a proposed new outdoor sports complex. The initial vision for the complex, as shown below, includes at least 15 soccer fields, plus additional recreation and wellness amenities for the local community. The land is located within the City of El Centro but owned by the County Office of Education, therefore Victus Advisors was engaged by the joint powers to determine the feasibility of the project. Our report was completed in February 2021, and some of our key tasks included:

- Community Engagement (Online Survey, Interviews, Focus Groups)
- Local Sports Program & Facility Inventory
- Competitive Facility & Comparable Market Analysis
- Demand Assessment & Facility Recommendations
- Operating & Financial Projections
- Funding Options Analysis
- Economic & Fiscal Impact Analysis



PROGRAM ANALYSIS & P3 FUNDING OPTIONS ANALYSIS FOR A MULTI-USE OUTDOOR YOUTH/AMATEUR SPORTS COMPLEX IN SAN BERNARDINO, CA (2016)



In 2016, Victus Advisors provided ICG and California State University, San Bernardino (CSUSB) with a detailed analysis of potential program and funding options for a proposed new outdoor field complex that could not only meet the needs of CSUSB’s athletic, student recreation, and kinesiology programs, but also drive additional revenue to the University via third-party field rentals for practices, games, tournaments, and sports tourism events. Victus completed projections for third-party youth/amateur sports events and rentals that could be attracted by the proposed complex, as well as a funding options analysis. Our analyses were based on benchmarking similar sports projects across the country, as well as our extensive sports complex experience. We ultimately presented an objective overview of various public-private funding options that may be available for the \$92.5 million project, including a mixture of State funds and private developer revenue sources that could help meet debt service requirements.



MARKET/FINANCIAL FEASIBILITY STUDY FOR RENOVATION & EXPANSION OF THE LEGACY EVENTS CENTER TO TARGET SPORTS TOURISM (2018-19)



Victus was engaged by Davis County in 2018 to study the current operations of the Legacy Events Center and analyze renovation/expansion of the complex to meet demand for new uses, primarily indoor/outdoor sports tourism activity. We presented findings in October '18, including:

- Provide a financial and economic impact analysis to assess market demand, evaluate current indoor buildings, existing outdoor venues, and future sports uses both indoor/outdoor.
- Provide an analysis of the existing complex uses or potential market for proposed uses, including evaluation of current programming and options for other uses.
- Identify current trends and market conditions as they relate to sports tourism, expos and trade shows, and entertainment and recreation events; evaluate opportunities and constraints for future growth; identify potential opportunities for vacant and underutilized buildings/sites.
- Estimate project costs for all alternatives and options, including potential phasing.

In 2022, a \$55 million bond limit was set for Legacy Events Center redevelopment, and the expansion plans are in the final design phase. The project will break ground in 2023: <https://www.standard.net/news/government/2022/aug/10/55m-bond-limit-set-for-legacy-events-center-redevelopment/>

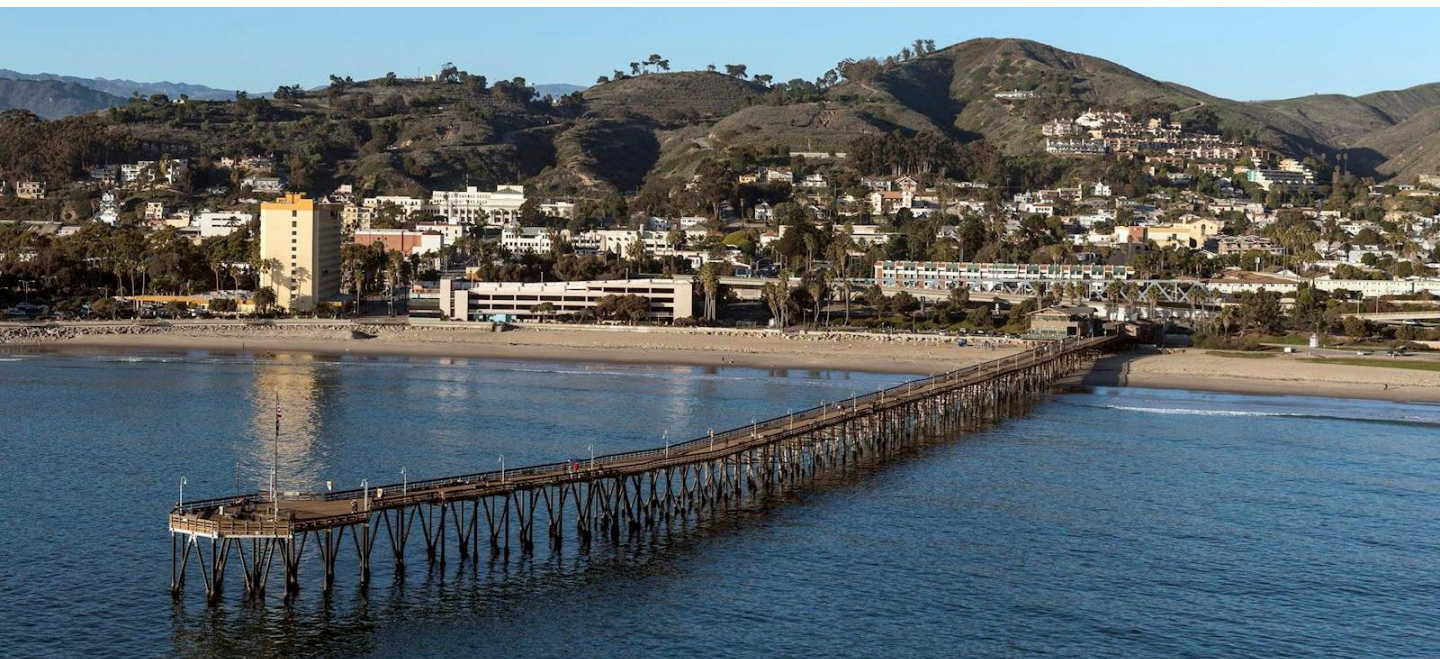


MARKET DEMAND, FINANCIAL FEASIBILITY & ECONOMIC ANALYSIS FOR NEW SPORTS & EVENT TOURISM DRIVERS IN VENTURA COUNTY, CA (2018)



Victus Advisors recently provided the Ventura County Lodging Association (VCLA) with a Market, Financial & Economic Feasibility Study for new tourism demand drivers on the Ventura County Coast, potentially including an indoor multi-use sports events center and/or an outdoor concert and festival venue. In the initial phase of our study we analyzed the regional tourism market, event demand, and visitor trends, including the coastal cities of Ventura, Oxnard, Camarillo, and Port Hueneme. And in our second phase, we completed financial feasibility and economic impact analysis. We presented our findings in October 2018 at VCLA's annual Tourism Impact Summit. Key study tasks include:

- Demographic & Socioeconomic Market Analysis
- Local Event & Tourism Driver Facility Inventory
- Competitive & Comparable Tourism Market & Facility Analysis
- Community Engagement – Stakeholder Interviews, Focus Groups, etc.
- Regional & National Event Organizer Interviews
- SWOT Analysis & Venue Development Recommendations
- Operating Pro Forma & Management Analysis for Two (2) Concepts
- Economic/Fiscal Impact & Funding Options Analysis for Two (2) Concepts



ECONOMIC & FISCAL ANALYSIS OF HAMILTON SPORTS PARK IN THE CITY OF NOVATO, CALIFORNIA (2016)



In 2016, Victus Advisors provided the City of Novato, California, with an independent and objective analysis of a potential public-private partnership to develop a 55-acre outdoor sports complex in Novato. The proposed Hamilton Sports Park includes a 500-seat championship ballpark, four (4) field baseball/softball complex & training center, four (4) multi-sport community fields, trail system for community use, parking lots and a wide variety of fan/visitor amenities.

The sports complex was proposed to the City by a private developer/operator, and would require use of land that is currently publicly owned within City limits. As a key component of its evaluation of the proposal, the City engaged Victus Advisors to assess the impacts that could be generated in terms of construction spending, on-going facility operations, and increased sports tourism. We delivered our report to the City in March 2016.



ECONOMIC IMPACT ANALYSIS OF DIGNITY HEALTH SPORTS PARK IN CARSON, CALIFORNIA (2014)



In 2014, Victus Advisors completed an economic and fiscal impact analysis of the StubHub Center, a 125-acre, \$150 million, multi-sport and multi-facility complex that features:

- MLS soccer stadium for LA Galaxy,
- USA Soccer training center and sports fields,
- Tennis stadium,
- Velodrome,
- Track/field stadium,
- and athletic performance training center.

We analyzed the historical impacts of the StubHub Center and LA Galaxy on the City of Carson, California, from original construction in 2002-2003, on-going operations since 2004, incremental visitation via sports/entertainment events and recreational programs, and ancillary development spurred in Carson by the presence of the StubHub Center. We delivered our final report to AEG in February 2015.



MARKET & FINANCIAL FEASIBILITY STUDY FOR A PROPOSED REGIONAL ATHLETIC COMPLEX IN SALT LAKE COUNTY, UTAH (2023)



Victus Advisors is currently working with the City of Herriman, Utah, and Salt Lake County Parks & Recreation regarding a potential new regional athletic complex in southern Salt Lake County. The proposed flat fields complex would be modeled after the current regional outdoor fields complex in northern Salt Lake County, the Salt Lake City Regional Athletic Complex (shown below), which is comprised of 16 natural grass, sand-based fields (8 with lights) and is a destination for local, regional, and national tournaments.

Victus is currently studying market demand for both local field use in southern Salt Lake County, as well as regional/national tournament demand. Once our market study is complete, we will recommend market-supportable field inventories and on-site amenities; develop operational, financial, and economic projections for the facility; and then oversee development of site plans and concept renderings by Think Architecture. Our final report is due in March 2023.



MARKET/FINANCIAL FEASIBILITY STUDY & ECONOMIC IMPACT STUDY FOR A NEW MULTI-USE SPORTS CENTER & BASKETBALL ARENA IN SANTA CRUZ, CALIFORNIA (2016)



Victus Advisors recently provided the City of Santa Cruz, California, with a market/financial feasibility study for a proposed new indoor multi-court sports center, adaptable into a 3,500-seat basketball arena, near downtown Santa Cruz and the beach front. Victus was tasked with assessing market demand for a wide variety of youth, amateur, and minor league professional sports uses, including youth basketball tournaments, youth volleyball tournaments, indoor soccer, NCAA basketball and volleyball (University of California, Santa Cruz), and basketball games for the NBA G League Santa Cruz Warriors, which is an affiliate that is owned and operated by the NBA Golden State Warriors.

The City of Santa Cruz's primary goal for this sports arena project was to maximize the economic development impact for the City, and so Victus Advisors helped the City determine a scope and location for the facility that would drive the most out-of-town/sports tourism dollars, especially during the beach resort's off-season (October through April).

Ultimately, we presented our final report to City Council in November 2016, including Market Demand Analysis, Demand Projections & Building Recommendations, Preliminary Site Analysis, Financial Operating Projections, Funding Options Analysis, Facility Management Recommendations, and Economic & Fiscal Impact Analysis.



MARKET STUDY FOR A SPORTS-ANCHORED, MIXED-USE, P3 DEVELOPMENT PROJECT IN MONTERREY, CALIFORNIA (2017)



In 2017, Victus Advisors was engaged by a private development team to conduct market demand analysis and develop program recommendations for a proposed 150+ acre, mixed-use development to be constructed on publicly-owned land near Monterey, California. The sports and wellness complex would be anchored by youth/amateur sports activity such as soccer, baseball, softball, sand volleyball, tennis, track and field, and aquatics, and feature additional hospitality amenities such as hotel, spa, retail, restaurants, etc.

Victus Advisors analyzed the local and regional demographic and socioeconomic profiles of the marketplace, profiled competitive youth/amateur sports facilities operating within the regional market, and reviewed the preliminary development program and operating revenue/expense models created by the developer as part of their initial P3 development proposal. Ultimately, we delivered data-driven recommendations for several site development options that could maximize both overall usage and operating profitability.



MARKET & FINANCIAL FEASIBILITY STUDY FOR A REGIONAL SPORTS COMPLEX IN SOUTHERN UTAH (2023)



Washington County, Utah, is one of the fastest growing counties in the country, having added more than 100,000 new residents since 1990. Victus Advisors was engaged in 2016 by a multi-stakeholder project team to analyze the community need, market opportunities, and financial feasibility of a new regional sports and recreation complex. The stakeholder group included the City of Hurricane and Washington County's Greater Zion Convention & Tourism Office.

Victus Advisors analyzed the market potential for a new regional sports/recreation complex that could be constructed on public land and operated by the non-profit board, with the goal of not only meeting the rapidly growing local sports and recreation needs of Washington County residents, but also continuing to diversify the area's portfolio of tourism drivers, especially during the national park tourism shoulder seasons. Our feasibility report was completed in Spring 2016, and included market assessment, citizen/stakeholder participation, sports needs and priorities, site analysis, project cost estimates, utilization and financial projections, operating recommendations, and project funding options analysis.



MARKET STUDY FOR THE ALL SPORTS VILLAGE INDOOR/OUTDOOR SPORTS COMPLEX IN WINDSOR LOCKS, CONNECTICUT (2020)

ALL SPORTS VILLAGE

Victus Advisors was engaged by JABS Sports Management to conduct a market study for All Sports Village (ASV) in Windsor Locks, Connecticut (pop. 12,500). ASV will include both indoor and outdoor sports venues, including a 150,000 sq. ft. indoor artificial turf facility with both full-sized and smaller synthetic fields for indoor soccer, flag football, and training; and a 200,000 sq. ft. indoor court facility with 20 basketball courts (convertible to up to 40 volleyball courts).

The study was requested by MuniCap, Inc., for inclusion within a Limited Offering Memorandum in conjunction with the sale of special obligation bonds for the Town of Windsor Locks to finance certain construction costs associated with the ASV project. The Offering Document will be provided to buyers and potential buyers of the bonds and will supply them with information to rely upon in making their purchase decision. Victus Advisors provided a market study that included the following key components:

- Demographic and socioeconomic analysis, including site/market-specific location analysis
- Local sports market competitive analysis (local use)
- Regional sports market competitive/comparable venue analysis (regional and national events)
- Identification of potential sports user groups and markets, locally/regionally/nationally
- SWOT analysis identifying competitive sports market advantages/disadvantages
- Analysis of initial usage, pricing, and financial projections provided by the developer



MARKET & FINANCIAL FEASIBILITY STUDY FOR A BASEBALL/SOFTBALL TOURNAMENT COMPLEX & WATERPARK HOTEL IN COOPERSTOWN, NY (2022)



Victus Advisors was engaged in September 2022 by Cooperstown Hyde Park Inc to a conduct a market and financial feasibility study for the Cooperstown Experience youth baseball and softball complex in Cooperstown, New York. The facility is planned to have eight (8) baseball/softball complex focused primarily on weeklong tournament activity in the summer months, a 150-room hotel, and an attached 30,000 sq. ft. indoor waterpark. Our key goals for this study included:

- Market Demand Analysis – Analyze market demand and market opportunity for Cooperstown Experience, for both local and regional use.
- Facility Program – Develop recommendations for program needs and amenities that could be associated with Cooperstown Experience.
- Financial Operating Analysis – Develop a custom financial operating model for at least the first 15 years of operations of the proposed venue.

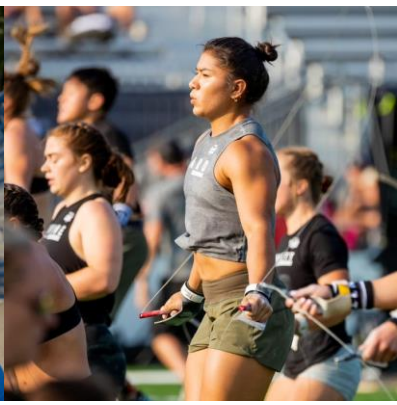


MARKET & FINANCIAL FEASIBILITY STUDY FOR EXPANDED OR NEW SPORTS FACILITIES IN DANE COUNTY, WISCONSIN (2022)



In 2022, Victus Advisors was engaged by the Madison Area Sports Commission (MASC), a division of Destination Madison, to evaluate the current sporting environment in Dane County and suggest facilities that could be built or expanded in order to enhance the County’s sports offerings. MASC has a history of success hosting some major sporting events, such as CrossFit Games, IRONMAN, Madtown Pickleball Open, USA Track & Field Junior Championships, and USA Boxing Junior Championships, however in order to continue growing their sports tourism profile they recognize that they must expand the facility offerings they have available to a wider variety of events. In February 2023, Victus Advisors provided the results of the following research and analysis to MASC’s staff and board members:

- Local/regional sports community and sports user group engagement focused on identifying local user demand for renovated, expanded, or new facilities and programs.
- Sports tournament organizer and sports tourism event interviews and comparative best practices focused on regional sports tourism activity.
- Comparable sports tourism facility benchmarking and best practices analysis.
- Identification of optimal renovated or new facilities to capture local/regional/national demand, for both local use (primarily weekday/weeknight) and sports tourism use (primarily weekend).
- Operational & financial analysis to understand the potential operational risks/rewards and financial performance.
- Economic impact analysis to quantify the return on investment (ROI) of potential sports tourism facility opportunities.



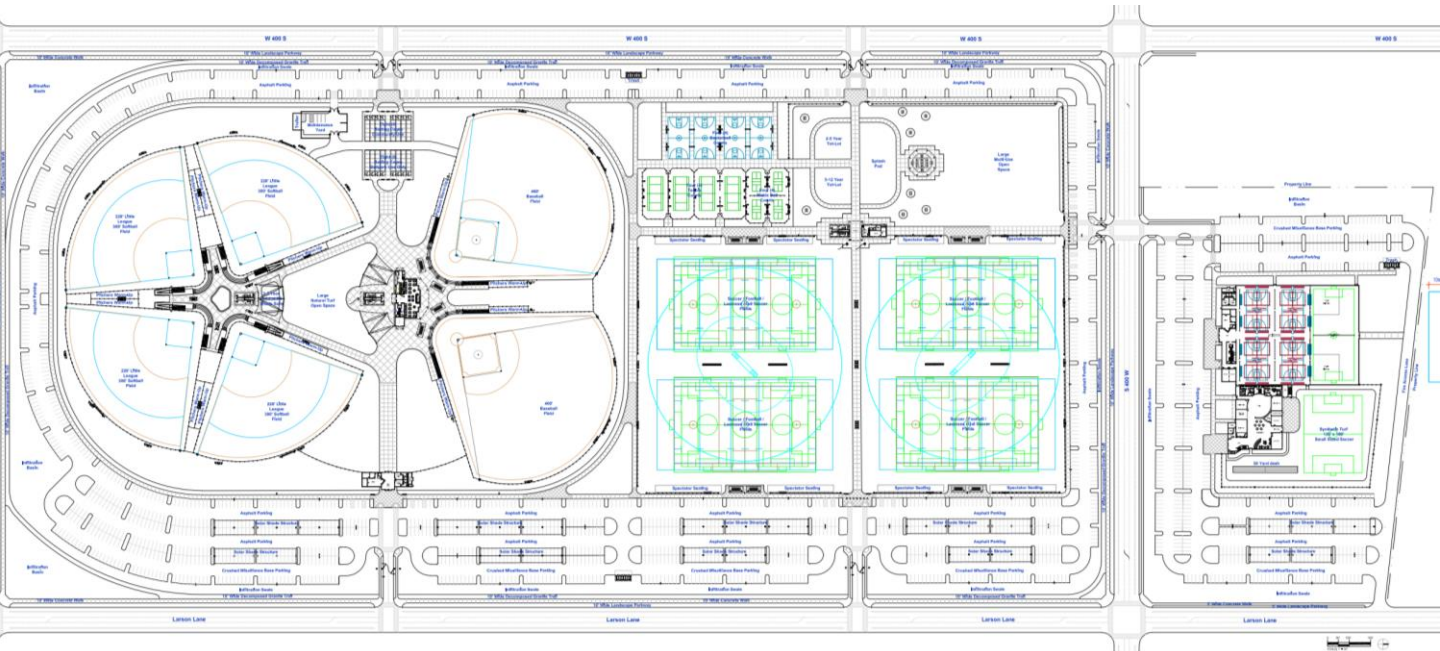
MARKET & FINANCIAL FEASIBILITY STUDY FOR A RECREATIONAL SPORTS COMPLEX IN EPHRAIM CITY, UTAH (2021)



Victus Advisors was engaged by the City of Ephraim in 2021 to provide the City with a Feasibility Study for a Recreational Sports Complex. Victus Advisors' primary project goals for this study include:

- Identify the market for sports and recreation in Ephraim City, including current and future recreational use, local club team usage, and regional sports tournament opportunities.
- Identify recreational facilities (indoor and outdoor) that would meet the City's needs.
- Create concept plan visuals and estimate the costs to build and operate the recommended facilities.
- Identify the City's capacity and options for funding a new recreational sports complex.
- Quantify the economic and fiscal impacts of a new recreational sports complex for the City.

In July 2021, we delivered our interim report, which included market feasibility analysis and needs assessment, as well as a preliminary concept sketch (shown below). Our final report, including financial operating pro forma, funding options analysis, and economic impact analysis was completed in August 2021.



MARKET FEASIBILITY ANALYSIS FOR A PROPOSED INDOOR SPORTS CENTER AND DESTINATION RESORT IN PALMER, MASSACHUSETTS (2017)



In 2017, Victus Advisors provided a real estate developer and the Town of Palmer, Massachusetts (just East of Springfield along the Mass Pike), with a market study for a proposed sports, water park, resort, and spa development on more than 300 acres outside of Springfield. Our analysis focused on the sports complex components of the project, in particular a proposed indoor multi-sport center that would be operated as a sports tourism venue, driving regular weekend visitation and hotel nights via basketball, volleyball, and hockey tournaments. Our report included demographic/socioeconomic analysis, regional tourism analysis, a review of comparable indoor sports facilities and projects successful in similar communities, and preliminary assessment of market potential for a new indoor sports center. Victus Advisors' analysis was a key component for helping establish public-private partnerships between the developer, the Town, and the State. The developer and the Town publicly announced the project in September 2018, however the project has not yet broken ground, as the funding model is dependent on State grants that have not yet been approved.



FEASIBILITY STUDY FOR A NEW BASEBALL & SOFTBALL COMPLEX IN THE VILLAGE OF WESTON, WISCONSIN (2019)



In spring 2019, Victus Advisors completed an outdoor fields complex study for the Village of Weston, Wisconsin. Our analysis included a market and financial feasibility study for a proposed outdoor multi-field baseball/softball sports complex with at least 8 diamonds. It is the goal of the Village to develop a sports and recreation center, integrated into the overall park planning effort Village-wide, for the purpose of both local resident use as well as a regional sports activity center and sports tourism driver for the benefit of local hotels and restaurants. The results of our study were delivered to the Village in April 2019. The concept plan developed as part of our study is shown in the image below, and a copy of our report is available at the following link: https://westonwi.gov/AgendaCenter/ViewFile/Agenda/_05062019-940#page=10

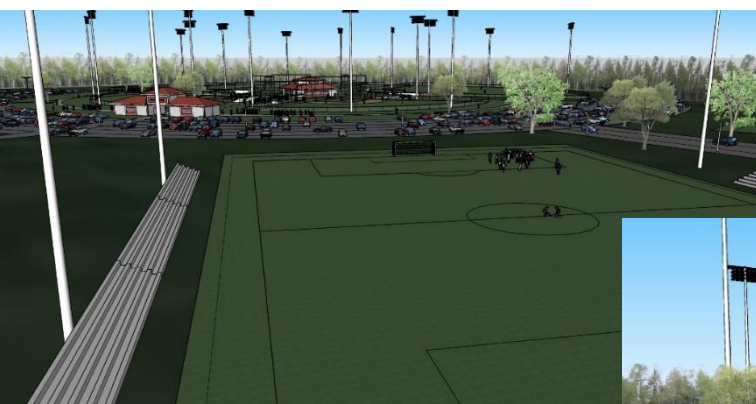


OUTDOOR SPORTS COMPLEX FEASIBILITY STUDY IN ROWAN COUNTY, NC (2015)



In 2015, Victus Advisors was engaged by Rowan County, North Carolina, with a market, financial, and economic feasibility study for a proposed new outdoor, multi-sport, field complex for baseball, softball, soccer, and lacrosse. Victus Advisors worked with a multi-stakeholder project team including Rowan County staff, the Salisbury Convention & Visitors Bureau, and parks and recreation staff from the various municipalities within the County.

Our study tasks included sports market demand analysis, facility needs assessment and program recommendations, financial projections (operating revenues and expenses), operating recommendations, funding options analysis, preliminary site analysis and conceptual drawings (via a Salisbury-based local architecture firm, as shown below), and economic/fiscal impact analysis. We submitted our report to the County in early 2016.



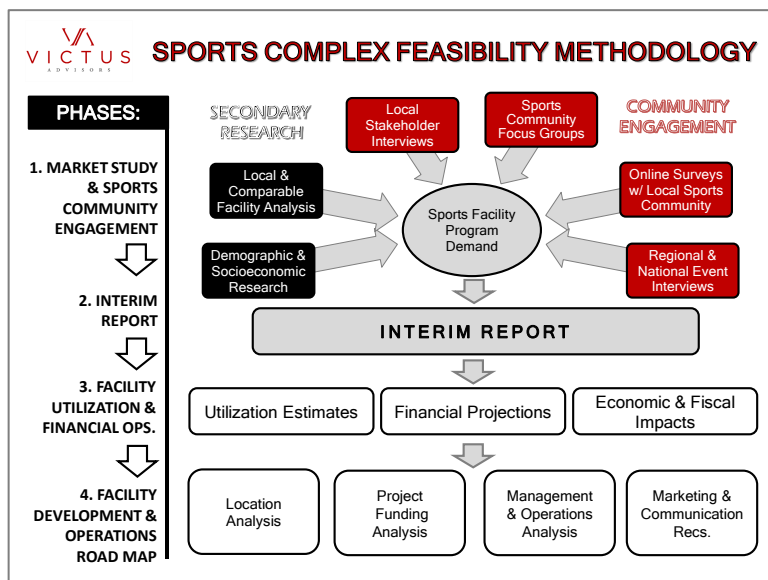
SPORTS TOURISM FEASIBILITY & MARKET STUDY – CUMBERLAND COUNTY, PA (2017)



Victus Advisors was engaged in 2017 by the Cumberland Valley Visitors Bureau to conduct an independent analysis of Cumberland County’s sports tourism venue and sports market opportunities. Cumberland County is the fastest growing County in the Harrisburg-Carlisle metropolitan area, with a population of more than 250,000 people. CAEDC, which serves as both the economic development agency and the visitors bureau for the County, was considering an aggressive move into the sports tourism industry. They selected Victus Advisors to help them research and plan for sports tourism opportunities and facilities. Our project goals for this study in Cumberland County included:

- Engaging local sports community stakeholders and sports facility user groups to assess the strengths and weaknesses of the local Cumberland County sports market.
- Assessing the strengths/weaknesses of the County as a regional sports tourism destination.
- Identifying and recommending potential improvements to Cumberland County’s current sports facility and sports tourism hospitality inventory.
- Recommending the type and location for sports venue development in Cumberland County.
- Estimating the potential economic and fiscal impacts of sports venue development.

In June 2018, based on the results of our study, CAEDC announced plans for an indoor/outdoor sports complex with 8 indoor courts, 8 outdoor fields, and an on-site hotel and brewpub.



MARKET & FINANCIAL FEASIBILITY STUDY FOR A NEW INDOOR/OUTDOOR SPORTS TOURISM COMPLEX IN GREENDALE, INDIANA (2021)



Victus Advisors was recently engaged by the City of Greendale’s Redevelopment Commission to conduct a market and financial feasibility study for a new indoor and outdoor sports tourism complex. Greendale is a small city of approximately 4,500 people in Southeast Indiana, located just 30 minutes from downtown Cincinnati, Ohio, on the west bank of the Ohio River. The initial vision for the facility includes indoor artificial turf fields for year-round local and regional recreational use, however Victus was also tasked with assessing the opportunity for volleyball/basketball courts, outdoor sports fields, and ancillary amenities to help drive sports tournaments and capture economic impacts (hotels, retail, restaurants, family attractions, etc.).

We kicked off our study with stakeholder interviews, local user group interviews, and a project site tour in Greendale. Our feasibility report was submitted in May 2021, and it included market demand analysis, facility/program demand recommendations and planning needs, financial operating projections, management options analysis, among other analysis.



SPORTS TOURISM FACILITIES EXPANSION STUDY FOR LEE COUNTY SPORTS DEVELOPMENT (2017)



In 2017, Victus Advisors provided Lee County, Florida, with the following research and analysis of potential sports tourism opportunities for the County's Sports Development department:

- **Sports Tourism Facility Study** - <https://www.leegov.com/sports/facilityexpansionstudy>

Our analysis included extensive market research of local recreational and competitive sports usage (demographic/socioeconomic analysis, facility inventory, stakeholder interviews, focus groups, online surveys, etc.) and assessment of regional/national sports tourism demand (telephone interviews with regional/national event promoters). We delivered market-supportable recommendations for sports facility expansion options, including an economic impact analysis of the potential construction/operations of expanded sports tourism facilities.

Based upon our recommendations, the County chose to pass on a potential private partnership that would have included a significant expansion of the County's already strong baseball field inventory, and instead the County is working towards an expansion of softball fields to diversify their bat-and-ball sports offerings.



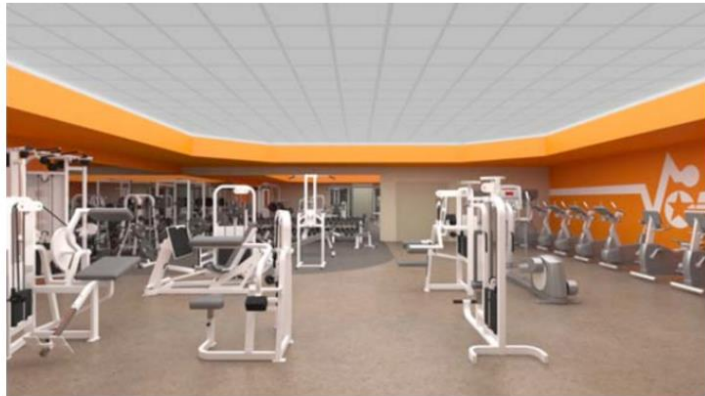
MARKET & FINANCIAL FEASIBILITY STUDY FOR A NEW SPORTS COMPLEX AND ATHLETIC PERFORMANCE RESEARCH CENTER (2017)



Victus Advisors recently provided the University of Tennessee with a market/financial feasibility study for a proposed youth sports complex and sports research/performance facility at the University’s Center for Athletic Field Safety, which would be a joint project with Blount County.

Our study included demographic and socioeconomic analysis, market demand analysis, comparable facility benchmarking, building program recommendations, operating estimates and financial projections, funding options analysis, economic impact estimates, site analysis, and preliminary concept designs.

The facility is envisioned (as shown in the concepts below) to be a functioning indoor/outdoor amateur sports complex, located on University property and operated by an experienced 3rd-party sports facility manager, and it will also serve as a “living lab” for university researchers to analyze field safety, bio-mechanics, athlete performance, etc.



AMATEUR SPORTS FACILITY & MARKET
OPPORTUNITY STUDY FOR THE CITY
OF FORT WAYNE, INDIANA (2013)



In 2013, Victus Advisors provided the City of Fort Wayne, Indiana, with an analysis of their indoor and outdoor amateur sports facilities. The goals of the study were to identify sports market growth opportunities, recommend future sports facility needs, and suggest ways to attract new regional sports tourism event activity. Our key study components included:

• **Community Facility & Existing Market Assessment:**

- Local market analysis, including demographic/socioeconomic analysis, facility inventory, and major event interviews and profiles.
- Comparative market analysis of comparable cities with similar populations.
- Comprehensive public engagement process, including one-on-one interviews, focus groups, public meetings and e-mail surveys.
- Sports marketing/branding analysis, including industry trends and benchmarking.

• **Market Potential Study:**

- Market opportunity analysis to identify event types best suited for Ft. Wayne.
- Facility recommendations necessary to attract events identified in the study.
- Economic and fiscal impact analysis - jobs/wages, taxes, and hotel nights.
- Sports marketing and branding recommendations.

• **Final Report & Implementation Recommendations:**

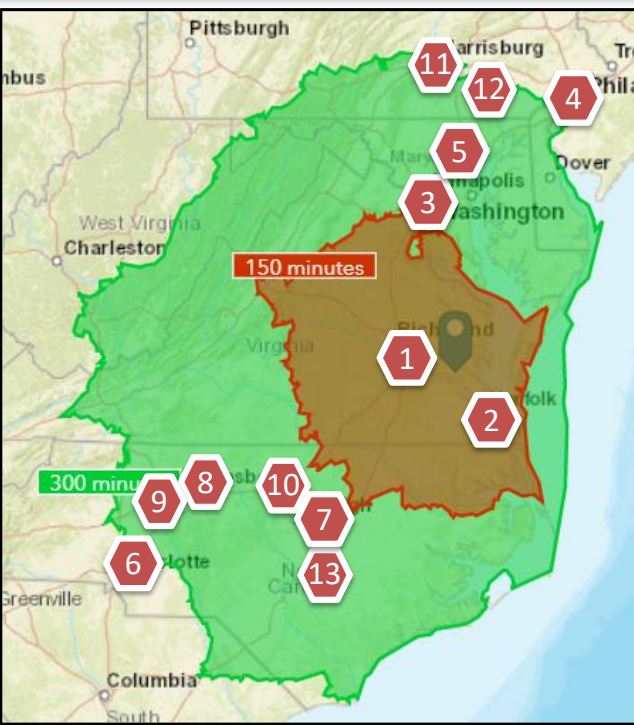
- Facility recommendations, including opportunities for renovation and new construction, as well as potential public-private partnership opportunities.
- Sport-specific recommendations to leverage the City's existing strengths.
- Assessment of risks/rewards and suggested next steps.



SPORTS TOURISM CONSULTING & INDOOR SPORTS CENTER MARKET STUDY FOR THE CITY OF WILLIAMSBURG, VIRGINIA (2021)



Victus Advisors was recently engaged by City of Williamsburg as a sports tourism consultant, with specific project tasks including a Sports Facility Market Study, Sports Tourism Facility Recommendations, Regional Programming Plan Review, and Sports Tourism Marketing Recommendations. The City of Williamsburg has been part of many years of effort regarding a regional sports facility, and with Victus' help the City has now awarded funds, identified a site for construction of such a facility, and formed the Historic Triangle Recreational Facilities Authority (in partnership with James City County and York County) to oversee the construction and management of the facility: www.htrfa.org



Source: Esri

MSAs* with 500k+ Population Within a 2.5-hour Drive

- 1 Virginia Beach, VA MSA
1,802,762
- 2 Richmond, VA MSA
1,310,587
- 3 Washington DC MSA
6,298,330
- 4 Philadelphia, PA MSA
6,191,755
- 5 Baltimore, MD MSA
2,840,181
- 6 Charlotte, NC MSA
2,685,444
- 7 Raleigh, NC MSA
1,417,213
- 8 Greensboro, NC MSA
777,265
- 9 Winston-Salem, NC MSA
692,388

MSAs with 500k+ Population Within a 5-hour Drive (Cont.)

- 10 Durham-Chapel Hill, NC MSA
655,703
- 11 Harrisburg, PA MSA
583,441
- 12 Lancaster, PA MSA
552,587
- 13 Fayetteville, NC MSA
526,661

There is a population of over 5.5 million people within a 2.5-hour drive time of Williamsburg and over 25.6 million people within a 5-hour drive time of Williamsburg, to potentially draw from for sports tourism events.

*** METROPOLITAN STATISTICAL AREA (MSA)**
MSA's are defined by U.S. Office of Management & Budget as adjacent counties with high degree of social/economic integration with urban core of 50,000 people or more.

- 1) SPORTS TOURISM MARKET/FACILITY ANALYSIS
- 2) INDOOR SPORTS CENTER FEASIBILITY STUDY
- 3) FACILITY OPERATOR EVALUATION (2016-17)



In 2016 and 2017, Victus Advisors provided the Virginia Beach CVB’s Sports Marketing unit with a series of studies/analysis of their sports venues and sports marketing opportunities, including indoor court sports (basketball, volleyball, etc.), outdoor field sports (baseball, softball, soccer, etc.), and other participatory sporting events such as track and field, aquatics, etc. Initially, we assessed both the local sports community and regional/national sports tourism markets to identify opportunities and strategies for increasing Virginia Beach’s market potential for sports tourism. Ultimately, we recommended sports facility upgrades, a new indoor sports center, public-private partnerships, sports facility operations models, sports tourism organizational structure, and sports tourism marketing/branding strategies.

Based on the market feasibility results, we subsequently developed a financial feasibility analysis and visitor economic impact projections (including hotel nights) for an indoor sports center, conducted additional market analysis related to the potential inclusion of a hydraulic indoor track, and assisted the City and CVB with evaluating private operator proposals for the facility. Our financial feasibility analysis (our second study/report for the CVB) can be viewed here:

https://www.vbgov.com/government/departments/finance/SiteAssets/Pages/purchasing/VictusAdvisors_VABeach_FeasibilityStudy_FINAL.PDF

The Virginia Beach Sports Center is now a 285,000 sq. ft., \$57 million facility, that opened in October 2020: www.virginiabeachsportscenter.com



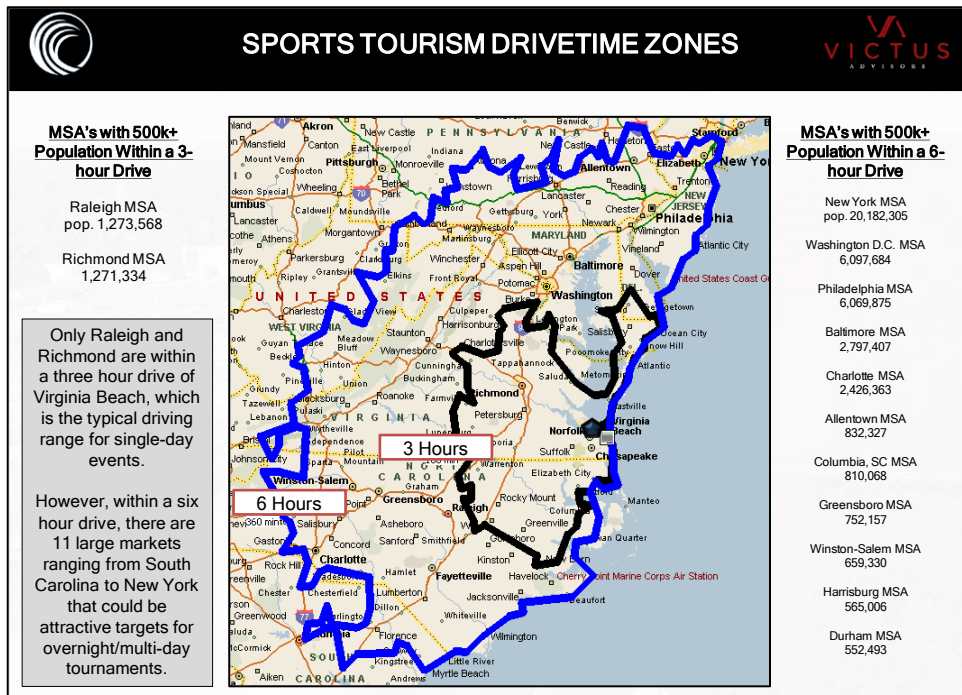
UPDATED SPORTS TOURISM MARKET & FACILITIES OPPORTUNITY STUDY FOR THE VIRGINIA BEACH CVB (2023)



After the resounding success of the work we completed for the City of Virginia Beach’s Convention & Visitors Bureau in 2016-2017 (which led directly to the construction and opening of the new Virginia Beach Sports Center), the CVB approached us again to help them identify their next opportunity to build upon their reputation as one of the nation’s leading sports tourism hubs. In August 2022, we were engaged again by the CVB to:

- Update our 2016 Sports Tourism Facility Inventory & Market Opportunity Assessment.
- Apply the findings from our updated study to recommend potential new venue investments that the CVB should consider to maximize both community usage and sports tourism impacts.
- Examine a wide range of facility opportunities, such as aquatics, ice, indoor artificial turf, action sports, and much more.

Our study process includes on-site project kickoff meetings, site tours, stakeholder interviews, and focus groups; demographic and socioeconomic analysis; local sports program, event, and facility inventory; sports market/facility trends analysis; sports event organizer interviews; online survey with local/regional sports community; analysis of sports markets gaps and identification of new opportunities; and evaluation and prioritization of new sports facility opportunities.



MARKET, FINANCIAL, OPERATIONAL & ECONOMIC ANALYSIS FOR THE NEW ALACHUA COUNTY SPORTS & EVENTS CENTER (2018-19)



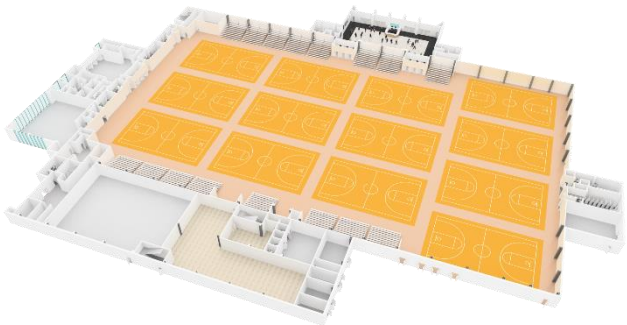
2018 – Victus was initially engaged by Alachua County to prepare a market demand analysis and site options analysis for a potential new multi-use sports center to be located in the City of Gainesville. Our study results envisioned that the sports center would seat 3,000 spectators and be a multi-purpose, flexible and functional space that will accommodate athletic events, banquets, graduations, and various consumer shows, performances, and meetings. The recent renovations to the University of Florida’s O’Connell Center saw the loss of the region’s only indoor track, and so in addition to flat floor space and sports courts, the facility will also include a banked indoor track that will draw events and visitors from throughout the southeastern U.S.

- **PHASE I – MARKET STUDY:** <https://alachuacofl.civicclerk.com/Web/GenFile.aspx?ad=18570>

2019 - Victus was engaged again by the County in 2019 to help establish a public-private partnership with Celebration Pointe, the private mixed-use development on the west side of Gainesville that we identified as the preferred location for the long-term success of a new sports center. Victus initially met with the private developer to begin establishing ownership, governance, and operational parameters for the new event center, and then Victus developed independent recommendations and estimates for facility management options, annual usage projections, facility operating pro forma, and economic/fiscal impacts (including direct spending, total output, job creation and wages, annual hotel nights, and local/regional tax revenues.

- **PHASE II – FINANCIAL & ECONOMIC ANALYSIS:**
<http://alachua.legistar.com/gateway.aspx?M=F&ID=549b959d-5cad-412b-be56-567cf1940fb7.pdf>

2021 – The new indoor sports facility has been approved, and the Alachua County Sports Event Center will be constructed at Celebration Pointe. The groundbreaking occurred in September 2021 with a targeted completion date to host events by January 2023: www.alachua-sports.com



AMATEUR SPORTS MARKET & FACILITY STUDY FOR THE CITY OF COLUMBIA, MISSOURI (2014)



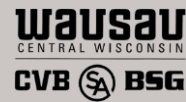
In 2014, Victus was engaged by the City of Columbia, Missouri, to conduct a sports market/facility assessment and sports commission implementation plan. We presented our findings and recommendations to City Council in November 2014. Our study had four key goals:

1. To assess the market for both local sports usage in Columbia/Boone County, and amateur sports tourism (youth, amateur adult, adaptive) in the region and state.
2. To analyze the usage, operations, and capabilities of the current amateur sports facilities and complexes located in Columbia/Boone County.
3. To identify opportunities for Columbia to both address local needs and also increase their market for a variety of regional sporting events, through new or upgraded facilities, project funding strategies, and customized marketing/communications strategies.
4. To assess the feasibility of creating a new Sports Commission to strengthen existing sporting events, attract or develop new events, and assist with funding.

This study took approximately four months to complete, and included a mixture of: Local market analysis, Comparative market analysis, Public engagement, Interviews with sports events and national governing bodies, Facility demand analysis, Funding analysis and economic and fiscal impact projections, Marketing/branding review, and Feasibility analysis for a regional Sports Commission/Board. Our final deliverable was a detailed road map with specific recommendations for increasing sports tourism in Columbia through facility development, project funding strategies, marketing/branding approach, and a dedicated sports advisory board. Our study recommendations led to development of Columbia Sports Fieldhouse in 2019.



MARKET & FINANCIAL FEASIBILITY STUDY FOR A MULTI-USE INDOOR SPORTS & EVENTS CENTER IN CENTRAL WISCONSIN (2019)

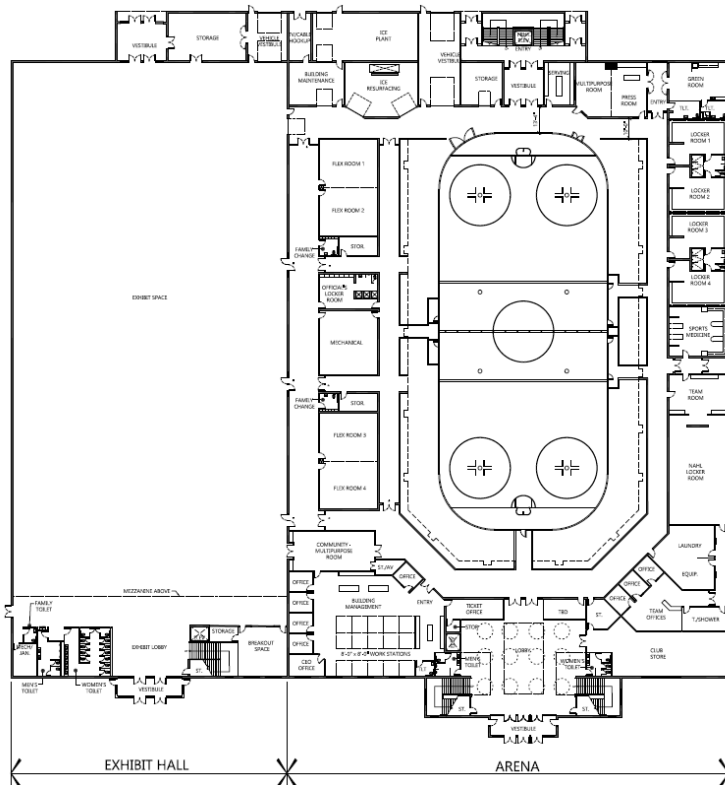


Victus Advisors recently provided the Marathon County Development Corporation (MCDEVCO) and the Wausau/Central Wisconsin CVB with a market/financial feasibility study for a proposed indoor sports and events center in Central Wisconsin. The project was envisioned to be a public-private partnership between Marathon County, the City of Wausau, and US Sports Development Group, a 501(c)3 non-profit group that was established by former national governing body (NGB) executives to grow and operate multi-purpose sports centers to increase opportunities for successful regional, national, and international events at the grassroots levels; and to preserve the Olympic ideals. The proposed 122,000 sf facility would include a 2,500-seat ice arena for a potential NAHL or USHL hockey team, and an indoor multi-use flat-floor area with portable flooring for basketball and volleyball tournaments, indoor soccer and field rentals, and other such youth/amateur sports usage. We presented our study results to Marathon County stakeholders in the summer of 2019. A local news story about the project is available here:

<https://wisconsincentraltimenews.com/2018/11/12/marathon-county-aims-to-draw-olympic-hopefuls-with-a-new-multipurpose-sports-event-center/>

LOWER LEVEL FLOOR AREA
 TOTAL FLOOR AREA = 122,170 SF
 EXHIBIT HALL = 46,450 SF
 ICE ARENA = 75,720 SF

* INDICATES CONTROL POINT

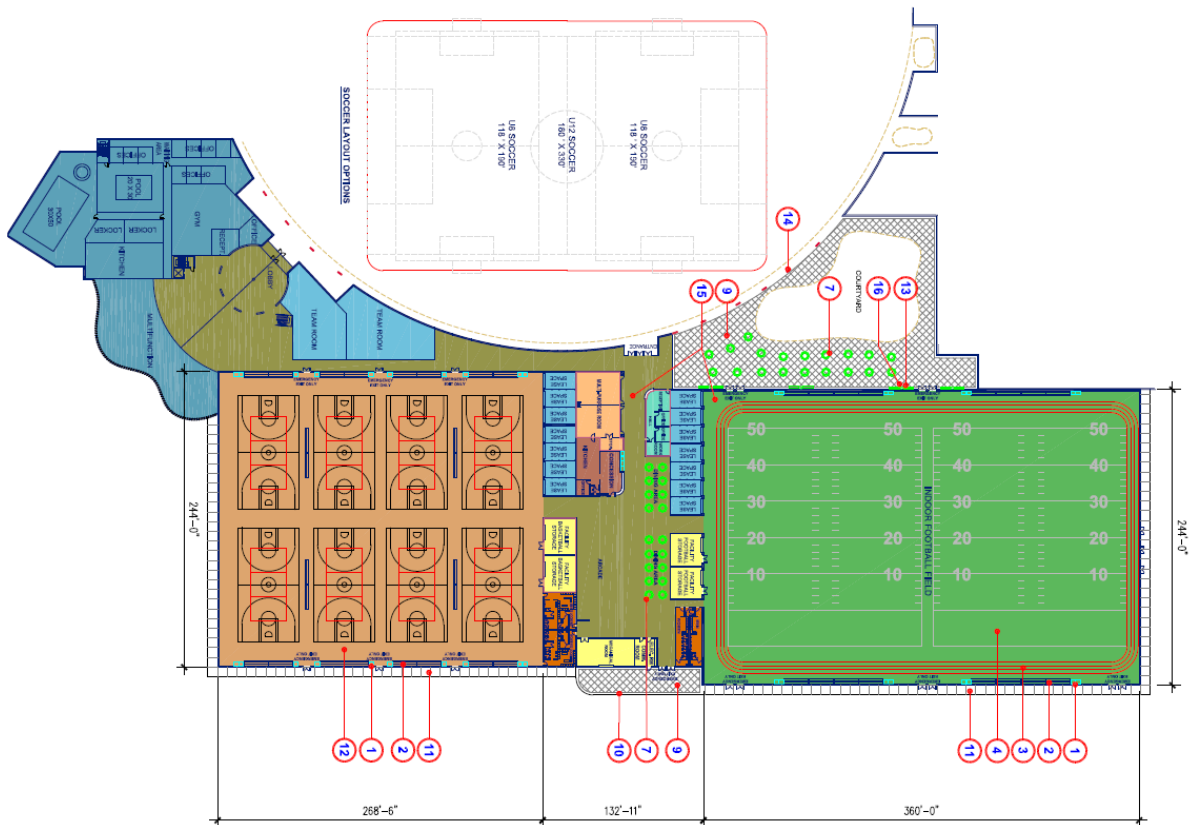


MARKET STUDY & PROGRAM ANALYSIS FOR A PROPOSED P3 INDOOR SPORTS CENTER IN EUCLID, OHIO (2015)



In 2015, Victus Advisors was engaged by a private real estate developer and facility operator team to provide an in-depth market demand analysis and facility program recommendations for a proposed new indoor sports center outside of Cleveland that would be a public-private partnership between the City of Euclid, Providence Park Development, and American Sports Centers. Victus Advisors' market feasibility study approach included demographic and socioeconomic analysis, comparable venue analysis, one-on-one interviews with leaders of local youth/amateur sports organizations, and online surveys with members/participants of local amateur sports leagues/organizations.

Based upon the results of our primary and secondary market research, project architects designed and costed a facility layout and building program (as shown below) that would be market-supportable in suburban Cleveland. Our independent third-party recommendations were utilized as a key component of the public-private development discussions between Providence Park Development and the City of Euclid.



MARKET & FINANCIAL FEASIBILITY STUDIES FOR WEST MONROE SPORTS & EVENTS CENTER – WEST MONROE, LOUISIANA (2019-2021)



Victus Advisors provided the Monroe-West Monroe CVB with comprehensive market/financial feasibility analysis and economic impact analysis for a new indoor sports center in West Monroe, including detailed analysis of including a hydraulically-banked indoor track in a second phase. The proposed venues will be intended to meet market demand for both youth/amateur sports tournaments and local sports user groups. Our study tasks included:

- Analyze present and future market demand for local, regional, and national sports, with a separate demand study specifically focused on indoor track opportunities
- Analyze opportunities for shared parking, operations, and usage with adjacent public venues such as the Ike Hamilton Expo Center (shown below)
- Analyze regional and national sports facility and indoor track facility trends
- Develop utilization estimates and financial projections for the facility options
- Estimate the economic and fiscal impacts of sports tourism generated by the facility
- Analyze both public debt service and private funding alternatives
- Evaluate options for the on-going operations and management of the facility

In August 2021, the CVB committed \$6 million toward the project, with the remaining \$13 million from the City of West Monroe, which will construct the venue on a site adjacent to the Ike Hamilton Expo Center and several hotels. Construction broke ground in March 2022:

<https://www.monroe-westmonroe.org/directory/west-monroe-sports-events/>



MARKET RESEARCH & ECONOMIC ANALYSIS FOR THE EXPANSION OF TOURNAMENT-CALIBER TENNIS COURTS AT FORSYTHE PARK IN MONROE, LOUISIANA (2022)



Victus Advisors was engaged again by the Monroe-West Monroe CVB (or the “CVB”) in December 2021 to complete market research and economic analysis related to the potential addition of tournament-caliber tennis courts to Forsythe Park in the City of Monroe (“City” or “Monroe”). In January 2022, we delivered the following analysis to the CVB and City:

- Identified tournament operator interest and opportunities for new tennis tournament activity in the Monroe-West Monroe area.
- Quantified the demand for additional tennis courts necessary to host new tennis tournament activity.
- Provided recommendations regarding target court inventory and other building program amenities at Forsythe Park.
- Quantify the incremental economic and fiscal impacts that could be associated with the addition of more tournament-caliber tennis courts to Forsythe Park in Monroe.

The City and the CVB are negotiating to add seven (7) tournament-caliber tennis courts to Forsythe Park, which would result in a grand total of 15 courts at the site. The City of Monroe submitted a grant application to the CVB in the amount of \$2.5 million to help fund the nearly \$2.9 million expansion project. Expansion of the tennis courts at Forsythe Park would allow Monroe to retain Louisiana High School Athletic Association (LHSAA) regional and state tournaments, as well as to attract more and larger tennis tournaments.



FEASIBILITY STUDY & DESIGN ADVISORY SERVICES FOR A NEW P3 INDOOR SPORTS CENTER IN HENRICO COUNTY, VIRGINIA (2019-20)



In November 2019, Henrico County selected a team led by Rebkee Development to design, build, and operate a new indoor sports, convocation, and events center via public-private partnership (P3) outside of Richmond, Virginia. MEB General Contractors will be responsible for construction management, and Victus Advisors prepared the initial market and financial feasibility study for the project on behalf of Rebkee and MEB. Over the next several months, Victus Advisors will also advise the design-build team on key decisions regarding facility design. The Sports & Convocation Center is expected to break ground by the end of 2020.

Rebkee owns the Virginia Center Commons mall in Glen Allen, which is the chosen site to build the 4,500-seat, 220,000-square-foot arena on about 25 acres of the mall's 94-acre footprint. The Henrico Board of Supervisors voted unanimously to authorize the public-private project, and the County has allocated \$50 million to purchase the 25-acre site and pay for the venue's construction, but the private team would build the facility and contract with a management company that would manage it and keep revenue from its operations. The Henrico Economic Development Authority is selling bonds to finance the County's obligation. The Sports & Convocation Center will become the new anchor of the mall site, and the owner/developer of the mall also plans to work with Shamin Hotels to build a hotel at the site and create other entertainment and retail options there as well.



SHREVEPORT-BOSSIER SPORTS TOURISM OPPORTUNITY ANALYSIS & INDOOR SPORTS CENTER MARKET STUDY (2020)



Victus Advisors recently provided the Shreveport-Bossier Sports Commission with an Indoor Sports Facility Market & Opportunity Analysis. The Shreveport-Bossier City area already begun benefits from outdoor youth/amateur sports tourism, with the Sports Commission in 2019 generating over 37,000 room nights and 260,000 visitors to the area. With the development of a multi-court indoor sports center, the Sports Commission intends to significantly increase sports visitation and drive additional economic impact. Victus' primary project goals included:

- **Market Demand Analysis** - Determine market demand and market opportunity for a new indoor sports center, for both local and regional use.
- **Facility Program Demand** – Develop recommendations for program needs and amenities that could be associated with a new indoor sports center in Shreveport-Bossier.
- **Site/Location Analysis** – Identify potential sites for a new indoor sports center that could both attract events and capture their economic impacts.

We presented our study findings in February 2020 to the Sports Commission Board, the Shreveport-Bossier Convention & Tourist Bureau, the City of Shreveport, and Bossier Parish, among others. Next steps will include assisting the Sports Commission with establishing a public-public partnership for the new indoor sports center and providing guidance regarding potential facility operating models and financial/economic impacts.



MARKET, FINANCIAL & ECONOMIC FEASIBILITY STUDY FOR A P3 SPORTS EVENTS CENTER AND A BANKED INDOOR TRACK IN NORTHERN VIRGINIA (2022)

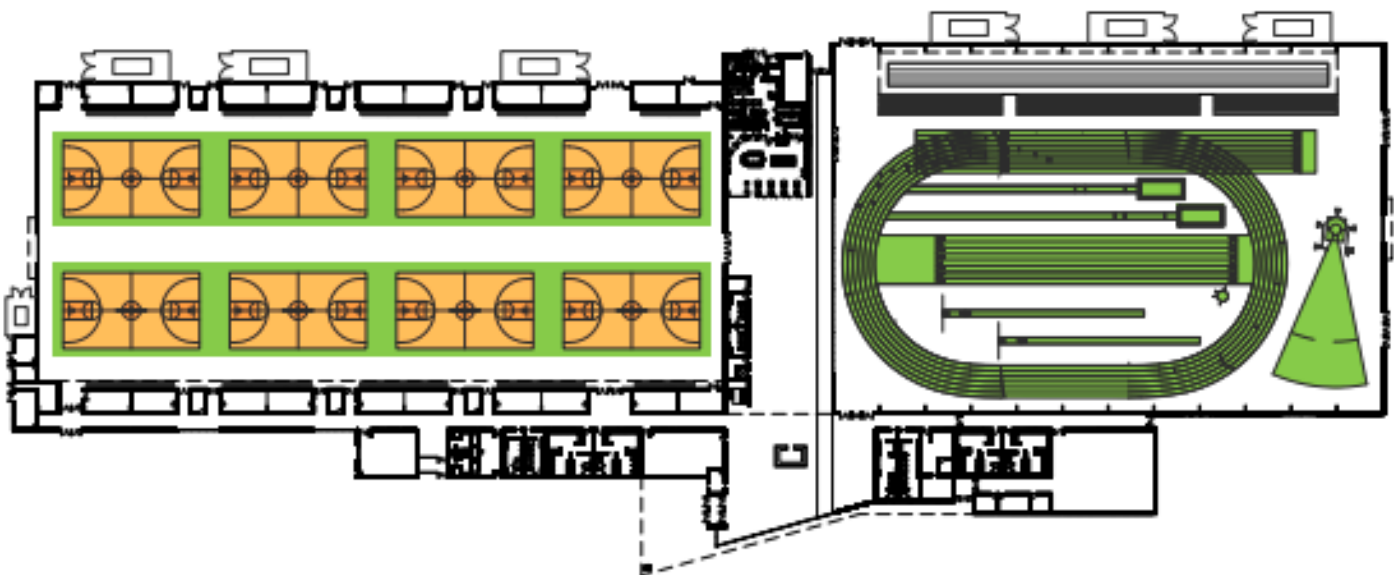
m**e**b.



Victus Advisors was recently engaged by a private development team led by MEB to prepare a market demand study, financial operating projections, and economic impact analysis for a potential public-private partnership (P3) with Prince William County (a Northern Virginia suburb of Washington, DC) to design, build, and operate a new multi-use indoor track, sports, and events center that is intended to meet the following local, regional, and national demands for not just the Washington, DC, market, but also surrounding tourism drive time zones:

- Indoor Banked Track Championships (via a 200m, eight lane, hydraulically-banked track)
- Multi-Court Basketball/Volleyball Tournaments
- Local/Regional Graduate Ceremonies & Other Civic Events
- Trade Show & Expo Uses

Our draft report was completed in February 2022 and subsequently submitted to the County as part of MEB's PPEA proposal. We are continuing to work with the MEB project team to help support their P3 negotiations with the County.



MARKET, FINANCIAL & ECONOMIC FEASIBILITY STUDY FOR A HYDRAULICALLY-BANKED INDOOR TRACK & MULTI-USE INDOOR SPORTS CENTER (2021-22)



Victus is providing Indoor Track Delaware (501c3), with project funding support from the State of Delaware, with a comprehensive feasibility study for a new indoor track and multi-use sports center in Wilmington, Del., as well as ongoing public-private partnership negotiation support.

Indoor Track Delaware is a nonprofit dedicated to raising awareness for the need of an indoor track in the diamond state. Comprised of coaches, parents and concerned citizens, Indoor Track Delaware believes such a venue will address the unmet demand of high school track athletes and local college teams, as well as attract sports tourism dollars from the Mid-Atlantic region for a variety of other indoor sports (basketball, volleyball, wrestling, cheer, etc.); and provide the flexibility to promote community health and well being for Delawareans of all ages.

Currently, to compete in the regular season, boys and girls from upstate and downstate are driven to venues in Maryland, Pennsylvania, Virginia and New York. Hundreds of Delaware indoor track athletes spend their winter weekends rising well before dawn, spending hours on buses riding up and down the east coast. For meets midweek, athletes miss class time as they are pulled out of school early. After conducting research and meeting with stakeholders regarding how a 200 meter, hydraulic banked, six lane indoor track could impact Delaware, Indoor Track Delaware took the next step is to raise money for a feasibility/market demand study from Victus Advisors that provided a sports tourism inventory and market assessment report; along with a market demand analysis that provides economic impact projections. Highlights from our feasibility study are available on the ITD website at:

<https://www.indoortrackde.com/economic-feasibility-1>



OPERATING REVIEW & MARKET/FINANCIAL ANALYSIS FOR EXPANSION OF AN INDOOR SPORTS CENTER IN SALT LAKE CITY (2017)



Victus Advisors was engaged in 2017 by a private youth sports ownership/investor group to assess the market viability and financial feasibility of improving/expanding an existing 26-court, indoor sports center in the Salt Lake valley to attract more youth basketball and volleyball tournaments.

Victus Advisors' market and financial study tasks included analysis of previous major AAU volleyball and basketball tournaments organized in the Salt Lake area by the previous private management group, interviews with past and prospective sports center user groups, competitive local market analysis (including demographic and socioeconomic analysis and competitive facility analysis), and operating/financial projections for an improved and expanded facility.

Based in part on the analysis conducted by Victus Advisors, the new ownership group chose not to invest in facility expansion.





SECTION 7

References



RELEVANT CLIENT REFERENCES

VICTUS ADVISORS & COUNSILMAN-HUNSAKER

1) CITY OF NORTHPORT, ALABAMA

Sports Complex & Aquatics Center Study - 2021

Mr. Scott Murphy

Scott Murphy

Director of IT

Phone: 205-469-1356

Email: smurphy@cityofnorthport.org

VICTUS ADVISORS

2) BILLINGS CHAMBER OF COMMERCE / VISIT BILLINGS

Indoor Sports Facilities Studies – 2018 & 2023

Ms. Alex Sholly Tyson, IOM, CATP

Executive Director, Visit Billings

Phone: (406) 869-3726

Email: Alex@visitbillings.com

3) OPPORTUNITY STANISLAUS

Turlock Indoor Sports Center Study - 2022

Mr. Dave White

Chief Executive Officer

Phone: 209-422-6432

Email: dwhite@opportunitystanislaus.com



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