



concept
to **CONCRETE**

SF SPORTS FACILITIES
COMPANIES

PLAN & FUND

DEVELOP

MANAGE

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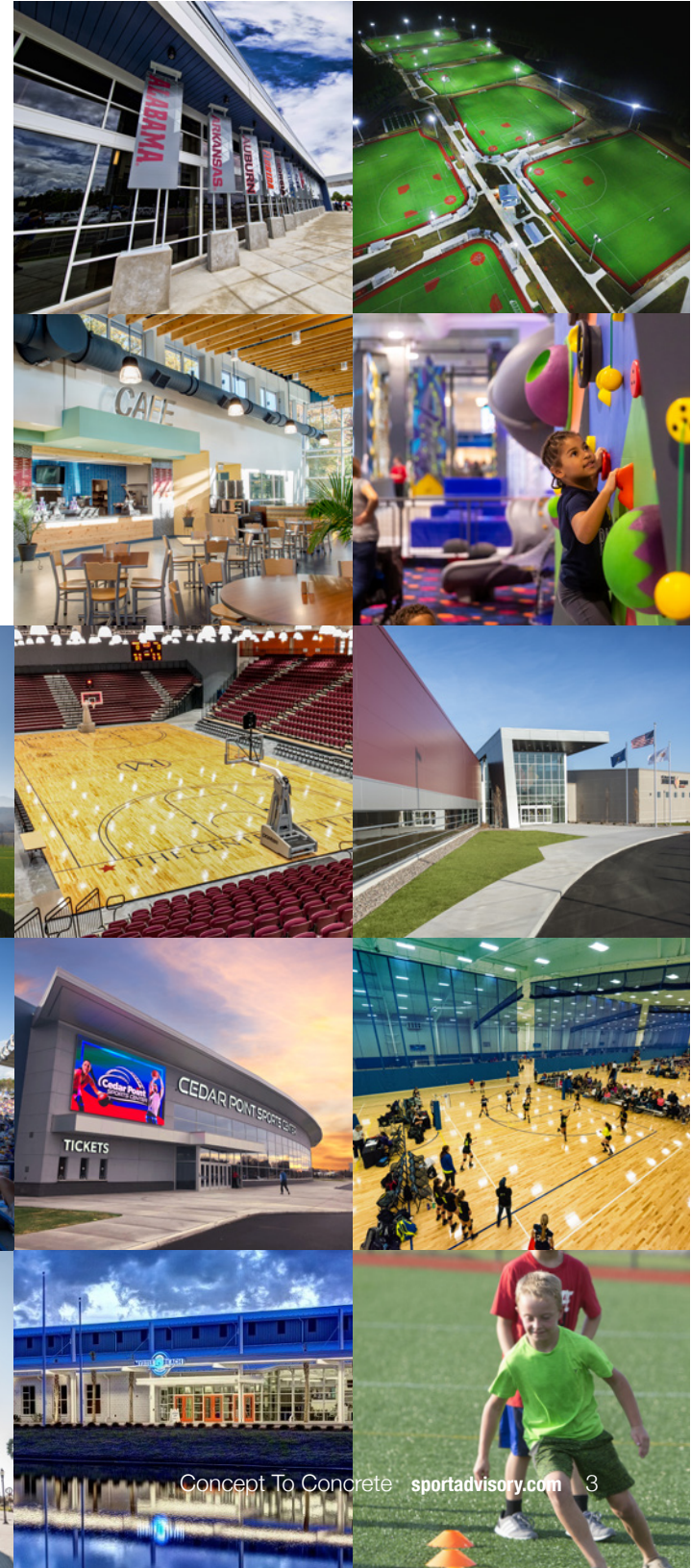
6 FFE/OSE
PROCUREMENT

PROVEN DEVELOPMENT PROCESS

Since 2003, we've guided over 2,000 communities in the process of bringing sports, recreation, entertainment and fitness/wellness centers to life. Through this experience and our dedication to enhancing the health and economic outcomes of cities everywhere, we've developed a set of best practices that can take your vision from groundbreaking to grand opening and beyond.

Concept to Concrete is our comprehensive approach to facility development. It's led by an experience team that has guided the creation of many of the nation's most successful sports tourism and recreation venues. Our team includes financial analysts, facility operators, architects, construction professionals, creatives, and a host of talented people that offer their expertise at each phase of venue development.

The following guide will provide insight into each step of the Concept to Concrete process. We show the connection between these steps as well as highlight facilities that have achieved success via our framework.



1

EARLY CONCEPT DEVELOPMENT

It all starts with a vision. A dream for how your community may be enhanced with a new sports tourism, community recreation, or health and wellness facility. This phase is driven by a variety of factors including local market interest, community leader inspiration, competition with other markets, desire to improve social and health outcomes, expansion or relocation of existing programs, or market research. It's in this phase that your vision is established, and initial support is gathered.

THE ASPEN INSTITUTE PROJECT PLAY — 2020 —

The SF Companies are the only sports and recreation strategic partner to the International City/County Management Association and are proud founding members of the Aspen Institute Project Play 2020 alongside major brands like Target, Dick's Sporting Goods, MLB, Amazon, and United States Olympic Committee.

RALPH C. WILSON, JR.
FOUNDATION

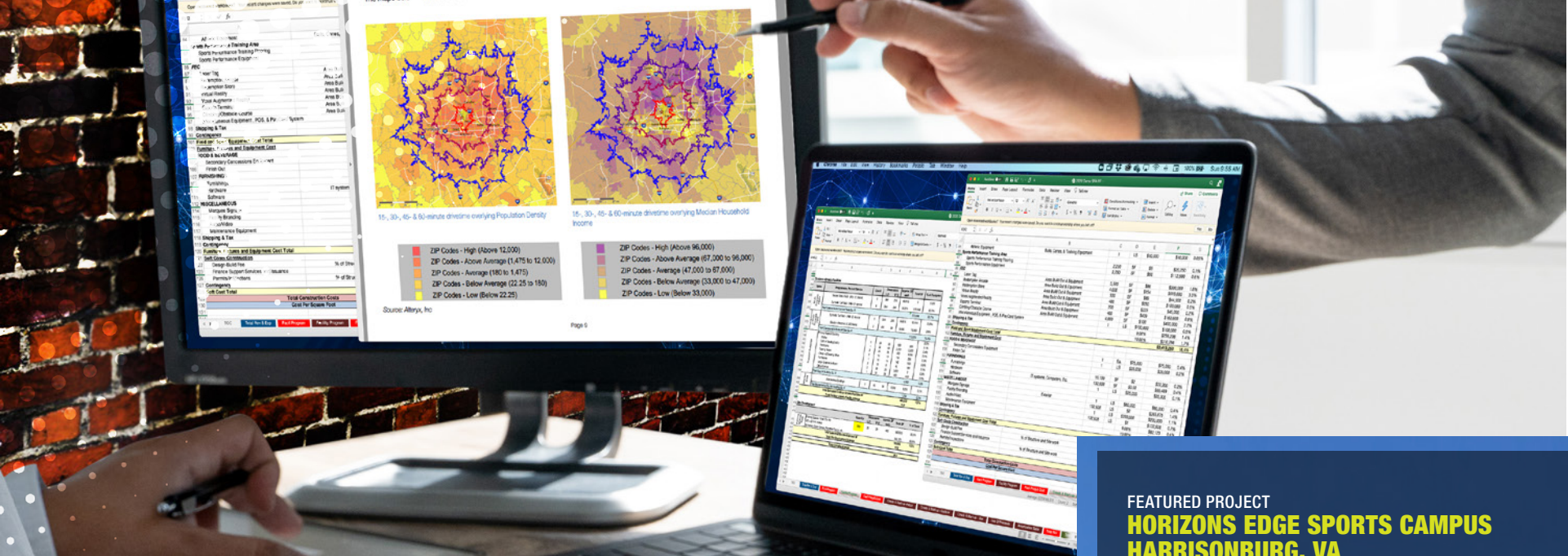
amazon



FEATURED PROJECT

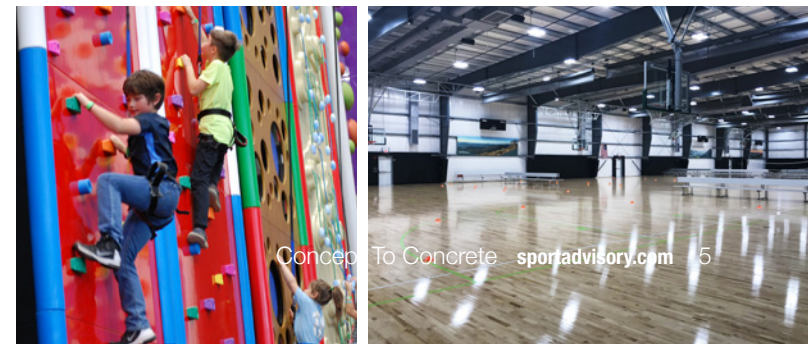
ROCKY MOUNT EVENT CENTER ROCKY MOUNT, NC

The Rocky Mount Event Center is an indoor sports destination located in the heart of Downtown Rocky Mount that is unlike any sporting event center in eastern North Carolina. The Event Center is unique because it not only caters to sports tournaments, but non-traditional events as well, such as trade shows, private events, and concerts. SFA was instrumental in the planning and financing of this facility, both in the program plan and by assisting in the creation of a financing district. SFD performed procurement and venue planning services in the development of the new facility. Since its opening in 2018, Rocky Mount Event Center has been managed by SFM



FEATURED PROJECT
HORIZONS EDGE SPORTS CAMPUS
HARRISONBURG, VA

Nestled in the Blue Ridge Mountains, Horizons Edge Sports Campus is a unique, inviting, state-of-the-art tournament sports and family activity complex dedicated to excellence in youth sports programming. The campus includes an on-site swimming pool, lodge, a dining hall, and cabins among the sports amenities.



2 CONCEPT VALIDATION

Early concepts are vetted for financing and market feasibility through formal market research. Proper research will quantify demand, assess the impact of regional competition, forecast use and fees, estimate development and startup costs, and drive preliminary cash flow forecasts and other decision-making data and tools that evaluate risk and reward. During this step of the Concept to Concrete process, Sports Facilities Advisory may produce a site selection scorecard that illustrates the advantages and disadvantages of locations that are under consideration for the new development. This scorecard may include an evaluation of the adjacent land, ancillary real estate development, and the economic impact of each site contrasted with the other eligible sites.

\$10B
in planned projects

Formal partner engagement and financing require long term cash flow forecasts based on market research and the performance of current operational venues.

Over the years, we've amassed data from over 2,000 communities nationwide to understand the market conditions and practices needed for the successful planning and funding of a sports, recreation, or fitness/wellness facility. The initial vision may evolve during this phase of the process as we develop a plan for a right-sized facility- one with an accurate cash flow forecast and financial projections based on your business model, hard and soft costs, and projected revenues.

SFA SERVICES OFFERED DURING THIS STEP INCLUDE:

- Market Opportunity Analysis
- Pro Forma
- Economic Impact Analysis
- Feasibility Analysis



Since 2003, we have planned, produced, and operated facilities on behalf of more than **2,000 communities.**

FEATURED PROJECT

PANAMA CITY BEACH SPORTS COMPLEX PANAMA CITY BEACH, FL

Panama City Beach Sports Complex is a premier, configurable outdoor sports complex, opened in 2019. The Panama City Beach Sports Complex features 13 configurable multi-purpose fields and a scenic boardwalk. Players and families get to enjoy play at an elite complex before visiting nearby beaches. The venue was built with the goal of employing a sports tourism strategy to fill hotel rooms during Panama City Beach's offseason. The SF Companies provided a comprehensive set of services, including an economic impact analysis and a financial forecast with SFA, and owner's representation services and FF&E procurement with SFD. SFM currently provides full-time management services for the outdoor complex.



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PROJECT FINANCING

Once a plan for a right-sized venue has been established, the process of securing financing will commence. This process will be different for each project, but will include several core components, all working together to help you discover funding sources that support your mission, vision, and definition of success.



Through our extensive, institutional-grade financial forecasts and research on thousands of markets, SFA has become a trusted resource for financial institutions when it comes to the feasibility of facility development projects

FINANCE STRATEGY

The preliminary plan of finance identifies prospective sources based on local market reality and how similar projects were funded. Public and private sector roles are defined in this phase as are key strategic finance partners.

PROJECT FINANCE PACKAGE

In this phase, site selection, start-up and construction cost estimates, cash flow forecasts, preliminary facility design, a plan of finance, core stakeholder agreements, and support of legal and financial advisors is compiled to develop the Project Finance Package (The Book). This will include input from the design team, financial advisors, legal advisors, operating partners, development partners, and other interests.

PROJECT FINANCE TOOL KIT

Next, SFA and the architecture or design team create powerful visual renderings, PowerPoint presentations, a website, and print materials that will be used to formally engage core project partners. The Finance Tool Kit combines visual renderings with our financial forecasts, social and economic impact studies, and real-world examples of similarly structured venues that achieved success. Presentations are then tailored to the source and type of project as well as the audience, which may include local government decision-making bodies or private sector entities.

FEATURED PROJECT **ROCKY TOP SPORTS WORLD GATLINBURG, TN**

An 80-acre state-of-the-art sports campus in the heart of the Smoky Mountain, Rocky Top Sports World in Gatlinburg, Tennessee, is an indoor/outdoor sports destination that is bigger, better and more accommodating than any other venue in the region. SFM currently provides full-time management services.



SFA oversees the process of engaging directly with the core stakeholders that will form the foundational team. This includes public-private partnerships (P3), public-public and private-private partnerships, core vendors and professional services partners. The team may also include land partners, the operator, the development team, the architecture or engineering firm, local institutional partners, public sector officials, potential tenants, sponsors, and medical sector partners that can be formally engaged in ways that positively impact financing.

These formal engagements can influence the financial forecast, the long-term value of the project, the risk-reward profile, and the site and program plan. Partnerships are established through presentations of the Project Finance Tool Kit, which is facilitated by a team of key stakeholders and SFA Development Advisors. When appropriate, term-sheets or Memorandums of Understanding are presented at this time as well.

If the site has not yet been selected, the Core Team Development step can influence to final site selection and may begin with establishing land partners.

SFA IS TRUSTED

by advisors to national, state, and local governments around the world for their expertise in sports venue development and financing



FEATURED PROJECT **CEDAR POINT SPORTS SANDUSKY, OH**

Cedar Point Sports Center is an exciting tournament destination located at the 'Roller Coaster Capital of the World' in North-central Ohio. Families won't forget their "tourna-cation" experience playing in the state-of-the-art center and experiencing the thrills of Cedar Point Amusement Park. SFM was engaged through a competitive RFP process to provide Start-Up Development and the Full Time Management suite of services.

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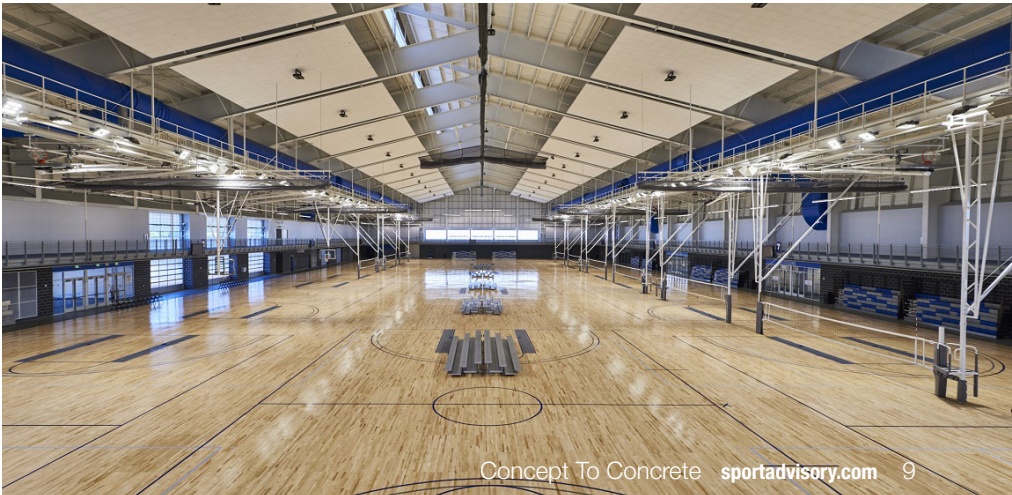
PROJECT DEVELOPMENT & OWNER'S REPRESENTATION

With the financing structure and a development team in place and a site selected, the physical work of bringing a sports, recreation, or wellness center to life can commence. The Sports Facilities Development team consists of architects, engineers, construction professionals, and facility operators who provide a wealth insight and best practices to the facility design and operational components of the project. They also work collaboratively with your AEC or architect, as needed. Through our real-world operational expertise and access to the leading sports facility planning firm in the country, we are centered around creating a facility that is operationally efficient, meets the project's and community's unique goals, and is in-line with the original financial forecasts or business plans.

Project development is separated into a number of components, all of which are driven by our expertise and our status as a volume purchaser within this the sports and recreation venue industries.

OWNERS REPRESENTATION

The SFD team is uniquely positioned to be your direct line of communication on the construction site because their extensive experience developing elite sports, community recreation, and wellness venues and as facility operators. Not only do we manage the design process, but we are able to oversee the use of construction proceeds according to contract documents- ensuring that projects are completed on time and on budget. The SFD team has led the planning of more than 2,000 projects across the country and been a part of the development team for 75+ facilities.



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VENUE PLANNING

The SFD venue planning team brings a wealth of operational expertise and venue design experience to the distinct process of developing a sports, recreation, or wellness facility. Through our program-driven design approach, we aim to meet the programming model established during the planning stage of the project and work in collaboration with a project's AEC firm. As always, our goal is to create an operationally efficient venue within budget.

Through the design and construction process, our team provides valuable direction and insight into critical systems and elements of the facility including:

- **Sport Equipment/Surfaces Specifications and Design Requirements**
- **Sport Rule Comfort and Compliance Requirements and Review**
- **Cash Handling Plans & Schematics**
- **Technology Requirements & Schematics**
- **Value Engineering Studies**
- **Operational Budget Impacts for Design Decisions**
- **Facility Branding/Ambient Media**
- **Sponsorship Inventory & Design**
- **Facility Wayfinding & Signage**
- **Furnishing Schematics**

OUR SPORT SPECIFIC EXPERTISE

gives us an edge in creating a better guest experience for players, teams, coaches and their families





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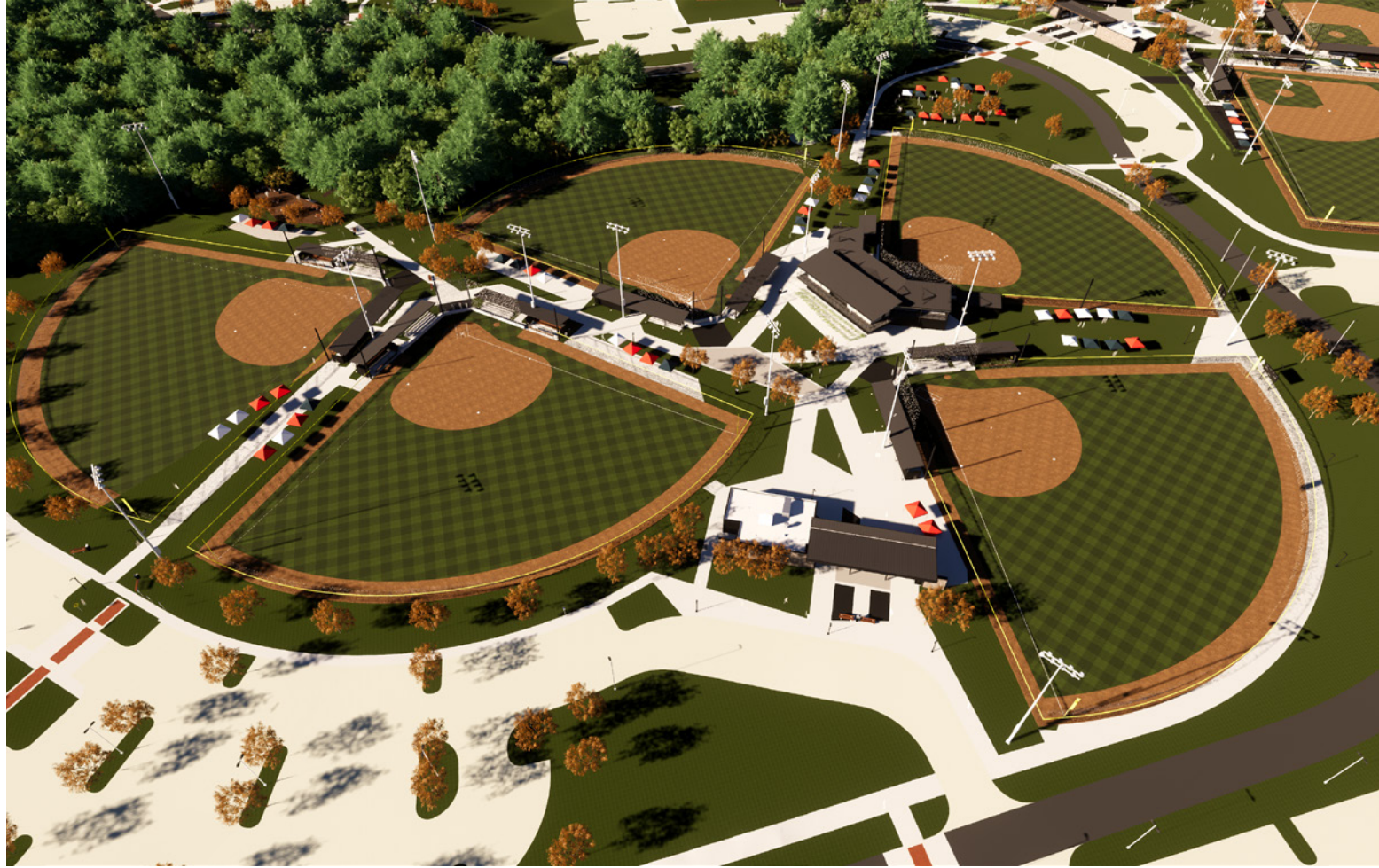
PROCUREMENT

A critical component during the development and construction of a sports, community recreation, or wellness facility is the procurement of specialty surfaces, furnishings, fixtures, and athletic equipment (FFE) as well as operating supplies and equipment (OSE). In addition to facility guests and tournament providers, who have spectator comfort, sport compliance, and safety requirements that must be met, there are operational best practices that should be followed in order to create a facility that provides an optimized guest experience and is operationally efficient.

The SFD team provides insight into the sports and recreation facility process along with longstanding industry relationships. This allows our clients to see a significant savings (30-40% off retail) on a variety of items including sport flooring, synthetic turf, sports equipment, food & beverage equipment, site furnishings, hardware, software, and other technology items.

SFD PROCUREMENT SERVICES:

- **Maximize Budget** through savings on procured items
- **Create Better Facilities** with operationally efficient equipment selections from expert operators
- **Reduce Owner's Risk** by using a specialty firm with extensive industry relationships



FEATURED PROJECT
**SAND MOUNTAIN PARK
ALBERTVILLE, AL**

Opening in 2020, Sand Mountain Park & Amphitheater is an exceptional project in Albertville, Alabama, with over 120 acres of sports, recreation, and entertainment areas. This facility offers a wide variety of both local programming and sports tourism use for all guests to enjoy just an hour north of Birmingham.

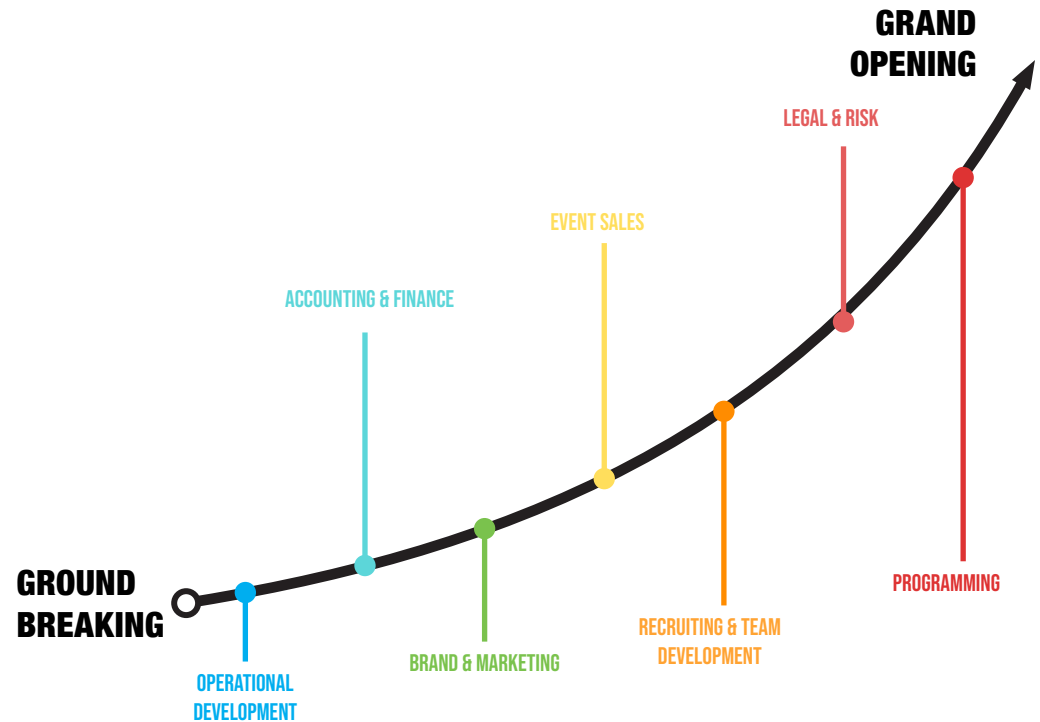


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START-UP OPERATIONAL DEVELOPMENT

Building a community-defining sports, recreation, or fitness/wellness facility is more than what takes place on the construction site. It's about developing the systems, staff, relationships, and brand that makes reaching financial, health, and social goals a destination. The multidisciplinary team at Sports Facilities Management (SFM) draws on years of experience launching some of the nation's most successful venues. With the goal of opening the facility to a full set events, programming, and excited guests, we build systems that make your facility operationally-efficient, safe, and positioned for establishing its brand and providing superior customer service.

Our Operational Development Plan serves as a road map for the completion and successful opening of your venue, complete with deadlines and time frames for all phases of project development and includes the following components:



OPERATIONAL SYSTEMS SET-UP

All facilities are built on systems. Our experienced team will work to make sure your venue is operational sound through the development of standard operational procedures, IT systems, human resources processes, legal and compliance systems, safety and sanitation, and financial systems.

STAFF RECRUITMENT & TRAINING

A great guest experience starts with the team of people who work tirelessly to position frontline staff to delight guests. At SFM, our focus is on hiring the best people and developing them into leaders within their roles. Regardless of title, our staff is dedicated to excellence.

BRAND DEVELOPMENT & MARKETING

No matter what your goals are, your venue will compete in a crowded marketplace. To capture the hearts and minds of your core audience, you must establish a brand that resonates with them and matches their needs with your offerings. SFM's in-house award-winning marketing department builds brands using a signature blend of creativity and data-centric strategy.

Brand development is more than creating a logo or graphic identity for a project. These are important outcomes; however, the brand is a reflection of the company's promise to future guests. The brand will influence the marketing language and value proposition, employee apparel and guest interaction standards, social media and digital activation, and onsite signage/facility branding among others.

25 million
guests visit SFM Network facilities each year



FEATURED PROJECT
**BALLPARKS OF AMERICA
BRANSON, MO**

Ballparks of America offers players a chance to play on 2/3-size replicas of five iconic stadiums spanning the history of baseball. During their stay, players experience a week rooming with their teammates at our MLB-style team suites. Ballparks of America is located in one of America's favorite vacation destinations, Branson, Mo. This unique venue is managed by the SFM team.



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DAILY OPERATIONS & STABILIZATION

Let the party begin! The grand opening celebration is the culmination of months of hard work and planning. But it's more than just a party. It's a strategic event that introduces your venue to the community and future stakeholders, events rights holders, partners, and guests. It should be examined with a focus on the message that you want to convey. At SFM, we can coordinate with various groups including Convention and Visitor's Bureaus or local government agencies to create a standout event that properly introduces your venue to all audiences.

Once the venue is open, the focus shifts to all the processes that help it reach short- and long-term goals. Sports tourism destination complexes, local recreation centers, and multi-purpose event centers are complicated businesses, that's why our outsourced management services are such a benefit to both communities and private developers alike.

SFM provides daily operations and facility management as well as teams of subject matter experts to support in strategy, organizational development, marketing & branding, legal & risk, human resources and more. Our management services are a turnkey option when you want the security of a team that has proven performance in sports tourism, community recreation, wellness, events, and more to manage your facility.

SFM MANAGEMENT SERVICES INCLUDE:

- Staff Recruitment
- Facility Operations
- Human Resource Support
- Marketing & Sales Leadership
- Staff Development and Training

FEATURED PROJECT

HOOVER MET COMPLEX HOOVER, AL

The Hoover Metropolitan 'Met' Complex is a premier community recreation and sports tourism destination located in beautiful Hoover, AL. The massive development has something for everyone featuring an indoor sports facility called the Finley Center, the Hoover Met Baseball Stadium, RV park, Clip N' Climb, and more. The city of Hoover, AL engaged SFM with the goals of retaining and bringing in prominent national sports and entertainment events, providing an amenity for local residents and driving positive economic impact outcomes.

SFM provided Start-up Operational services and provides full-time management services. Through our work, the Hoover Met extended their contract with SEC to host its baseball tournament and has seen \$50 million in direct spending come to the region.



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OPTIMIZATION

Once a facility has been fully functional for a period time, it's important to consider ways in which performance can maximized or improved. Sports, recreation, and wellness venues are continually evolving along with the needs of their customer base. Without a continual evaluation of performance, you run the risk of losing relevance or experiencing operational challenges.

That's why we continually review the facility's financials, forecasts and strategic plans, reports and communication policies as well as attend on-site user group meetings, staff engagement interviews, oversight/client interviews, and a thorough facility tour.

FEATURED PROJECT

ELIZABETHTOWN SPORTS PARK ELIZABETHTOWN, KY

This state-of-the-art tournament facility, was recently named "Facility of the Year" by the Kentucky Recreation and Parks Society. The "E-Town" (as it's known to locals) Sports Park features an abundance of playing fields, including championship fields with stadium seating and draws teams from all over the Midwest and beyond.

Not only do we perform this process for our own facilities, we are often engaged to consult other venues through their own Performance Optimization Plan giving them critical insights into key areas such as:

- Organizational Structure/Staffing
- Operational Leadership
- Marketing & Business Development
- Technology & Systems
- Physical Facility
- Guest Experience/Reputation
- Bookkeeping and Reporting



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**FROM GREAT IDEA TO GRAND OPENING AND BEYOND.
CONTACT US AT :**

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