



FIVE-YEAR OPERATING PRO FORMA

PREPARED FOR: ST. CHARLES CONVENTION & SPORTS FACILITY AUTHORITY

FINAL REPORT DELIVERY DATE: MAY 2024



THIS PROJECT IS REPRESENTED BY



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Facility Program Details

Facility Program

Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Courts	Basketball Courts (actual courts 84' x 50')	8	104	80	8,320	66,560	25.7%
	Volleyball Courts	16	60	30	Over Basketball Courts		0.0%
	Telescopic Bleacher System: 500 Seats Each	2	-	-	Over Basketball Courts		0.0%
	Total Courts Sq. Ft.						66,560
Ice	Primary Ice Rink (600 Seats)	2	220	115	25,300	50,600	19.6%
	Secondary Ice Rink (600 Seats)	1	220	115	25,300	25,300	9.8%
	Temporary Basketball Courts (84' x 50')	4	100	66	Over Ice		0.0%
	Temporary Volleyball Courts (30' x 60')	4	80	50	Over Basketball Courts		0.0%
	Locker Rooms	12	25	20	500	6,000	2.3%
	Ref Locker Rooms	6	20	15	300	1,800	0.7%
	Zamboni Storage	1	35	50	1,750	1,750	0.7%
	Ice Plant Room	1	35	60	2,100	2,100	0.8%
	Total Ice Sq. Ft.						87,550
FEC	Family Entertainment Center w/Leased Bar & Grill	1	-	-	20,000	20,000	7.7%
	Total FEC Sq. Ft.						20,000
Flex Space	Lobby/Welcome Area	1	-	-	2,000	2,000	0.8%
	Control Room	1	15	10	150	150	0.1%
	Ticket Office	1	10	10	100	100	0.0%
	Manager's Offices	4	10	10	100	400	0.2%
	Office Area	1	-	-	1,500	1,500	0.6%
	Kitchen	1	40	30	1,200	1,200	0.5%
	Café Seating Area	1	50	50	2,500	2,500	1.0%
	Secondary Concessions	1	30	20	600	600	0.2%
	Flex/Team Rooms	2	60	25	1,500	3,000	1.2%
	Ref Rooms	2	15	10	150	300	0.1%
	Training Room	1	20	15	300	300	0.1%
	Restrooms	4	35	25	875	3,500	1.4%
	Skate Rental	1	12	40	480	480	0.2%
	Skate Storage	1	15	40	600	600	0.2%
	Temporary Court Storage	1	-	-	4,800	4,800	1.9%
Leased Space - Ice Pro Shop	1	-	-	1,000	1,000	0.4%	
Leased Space - Medical	1	-	-	5,000	5,000	1.9%	
Mezzanine	1	416	16	6,656	6,656	2.6%	
Total Flex Space Sq. Ft.						34,086	13.2%
Required SF for Products and Services						208,196	80.5%
Mechanical, Electrical, Storage, etc. 10% of P&S SF (Excl. Leased Space)						20,220	7.8%
Common Area, Stairs, Circulation, etc. 15% of P&S SF (Excl. Leased Space)						30,329	11.7%
Total Estimated Indoor Athletic Facility SF						258,745	100%
Estimated Building Footprint						226,880	
Total Building Acreage						5.21	

Outdoor Athletic Facilities

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
400' BB/SB Fields	Regulation Turf Field (with dugouts, warm-up, viewing area)	4	400'	Fence	148,225	592,900	49.1%
	Youth Baseball/Softball Fields	8	225'	Fence	Over 400' Fields		0.0%
	Total 400' Baseball/Softball Fields Sq. Ft.						592,900
275' BB/SB Fields	Regulation Turf Field (with dugouts, warm-up, viewing area)	8	275'	Fence	75,625	605,000	50.1%
	Total 275' Baseball/Softball Fields Sq. Ft.						605,000
Support Buildings	Secondary Support Buildings	3	40	40	1,600	4,800	0.4%
	Press Box (Baseball Clover)	3	40	40	1,600	4,800	0.4%
	Total Support Buildings Sq. Ft.						9,600
Maint.	Maintenance Buildings	1	30	30	900	900	0.1%
	Total Maintenance Sq. Ft.						900
Total Estimated Outdoor Athletic Facilities SF						1,208,400	100%
Total Outdoor Athletic Facility Acreage						27.74	

Site Development

Quantity	Dimensions	Approx. SF each	Total SF	% of Total	
					L (')
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	2,115	400	846,000	49.2%
	Setbacks, Green Space, Trails, etc.		25% Indoor SF, 50% Outdoor	872,420	50.8%
Total Estimated Site Development SF				1,718,420	100%
Total Site Development Acreage				39.45	
Total Complex Acreage				72.40	

Facility Development Costs and Financing

Capital Costs and Start-up Expenses - Indoor Athletics Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost						
Real Estate Acquisition		TBD		\$0.00	\$0	0.0%
Land Cost Total					\$0	0.0%
Hard Costs						
Hard Structure Cost		164,539	SF	\$178	\$29,339,132	30.0%
Hard Structure Cost - Mezzanine/Walking Track		6,656	SF	\$178	\$1,186,839	1.2%
Hard Structure Cost - Ice Areas		87,550	SF	\$273	\$23,875,858	24.4%
Locker Rooms/Lounge Areas		7,800	SF	\$65	\$507,000	0.5%
Finish Out		1	LS	\$24,000	\$24,000	0.0%
Site Development		5.21	Acre	\$367,111	\$1,912,080	2.0%
Contingency				10.00%	\$5,684,491	5.8%
Escalation				9.00%	\$5,627,646	5.8%
Contractor Fee				3.50%	\$2,385,497	2.4%
Hard Cost Total					\$70,542,542	72.2%
Field and Sport Equipment Cost						
Court Area						
Hardwood Flooring		66,560	SF	\$14	\$931,840	1.0%
Basketball Net & Stanchion System		16	Ea.	\$10,000	\$160,000	0.2%
Volleyball Net System		16	Ea.	\$20,000	\$320,000	0.3%
Pickleball Net System		24	Ea.	\$150	\$3,600	0.0%
Wall Padding/Netting		8	Ea.	\$6,500	\$52,000	0.1%
Scoreboards		8	Ea.	\$8,000	\$64,000	0.1%
Court Seats (Participants)		368	Ea.	\$125	\$46,000	0.0%
Bleachers (Spectators)		32	Ea.	\$3,250	\$104,000	0.1%
Curtains (Court)		7	Ea.	\$20,000	\$140,000	0.1%
Vinyl Floor Covering		66,560	SF	\$1.70	\$113,152	0.1%
Athletic Equipment		1	LS	\$25,000	\$25,000	0.0%
Ice Area						
Refrigeration System		1	LS	\$5,500,000	\$5,500,000	5.6%
Youth/Amateur Dasher Boards		3	Ea.	\$175,000	\$525,000	0.5%
Ice Resurfacers		2	Ea.	\$165,000	\$330,000	0.3%
Ice Edger		1	Ea.	\$6,000	\$6,000	0.0%
Scoreboards		3	Ea.	\$15,000	\$45,000	0.0%
Floor Scrubber		1	Ea.	\$7,000	\$7,000	0.0%
Rental Skates		300	Ea.	\$80	\$24,000	0.0%
Skate Rental Racks		1	LS	\$6,000	\$6,000	0.0%
Skate Sharpener & Tools		1	LS	\$9,000	\$9,000	0.0%
Ice Tools/Hoses		1	LS	\$5,000	\$5,000	0.0%
Rubber Flooring		20,000	SF	\$12	\$240,000	0.2%
Temporary Courts						
Temporary Court Flooring		26,400	SF	\$29	\$765,600	0.8%
Basketball Net & Stanchion System		8	Ea.	\$15,000	\$120,000	0.1%
Volleyball Net System		8	Ea.	\$15,000	\$120,000	0.1%
Scoreboards		4	Ea.	\$5,000	\$20,000	0.0%
Court Seats (Participants)		184	Ea.	\$125	\$23,000	0.0%
Bleachers (Spectators)		16	Ea.	\$3,250	\$52,000	0.1%
FEC						
Family Adventure Center		16,500	SF	\$150	\$2,475,000	2.5%
Esports		1,500	SF	\$132	\$198,000	0.2%
Shipping				5.00%	\$621,510	0.6%
Contingency				10.00%	\$1,305,170	1.3%
Escalation				9.00%	\$1,292,118	1.3%
Field and Sport Equipment Cost Total					\$15,648,990	16.0%
Furniture, Fixtures and Equipment Cost						
FOOD & BEVERAGE						
Concessions Equipment		1	LS	\$500,000	\$500,000	0.5%
Secondary Concessions		1	LS	\$125,000	\$125,000	0.1%
Smallwares		1	LS	\$25,000	\$25,000	0.0%
FURNISHINGS						
Furnishings		28,086	SF	\$2	\$56,172	0.1%
Telescopic Bleachers - Courts		1,000	Ea.	\$300	\$300,000	0.3%
Hardware - Security/Access Control		258,745	SF	\$0.75	\$194,059	0.2%
Hardware - POS		1	LS	\$8,000	\$8,000	0.0%
Hardware - Telecommunications		258,745	SF	\$1.00	\$258,745	0.3%
Software		1	LS	\$5,000	\$5,000	0.0%
MISCELLANEOUS						
Marquee Signage		1	LS	\$500,000	\$500,000	0.5%
Graphics Package		258,745	SF	\$2.00	\$517,490	0.5%
Audio/Video		1	LS	\$500,000	\$500,000	0.5%
Maintenance Equipment		258,745	SF	\$0.50	\$129,373	0.1%
Shipping				5.00%	\$155,942	0.2%
Contingency				10.00%	\$327,478	0.3%
Escalation				9.00%	\$324,203	0.3%
Furniture, Fixtures and Equipment Cost Total					\$3,926,461	4.0%
Soft Costs Construction						
Design-Build Fee				7.0%	\$4,770,993	4.9%
SFC Owner's Rep Services				2.0%	\$1,754,650	1.8%
Permits/Inspections				0.50%	\$340,785	0.3%
Additional Services				10.00%	\$686,643	0.7%
Soft Cost Total					\$7,553,071	7.7%
Total Construction Costs - Indoor Facility					\$97,671,065	100.0%
Cost Per Square Foot					\$377	

Capital Costs and Start-up Expenses - Outdoor Athletic Complex

Details	Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost					
Real Estate Acquisition	TBD	67.19	Acre	\$0	\$0 0.0%
Land Cost Total				\$0	0.0%
Hard Costs					
Site Development					
Support Buildings	Finished Modular Building with FF&E (Not Including F&B)	9,600	SF	\$367	\$3,524,267 8.1%
Site Development - Clearing, Prep, Grading, Utility Runs, Landscaping, etc.	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Outdoor Facility	67.19	Acre	\$209,778	\$14,095,083 32.4%
Fencing - Perimeter and Facility Control		4,397	LF	\$13	\$55,345 0.1%
Maintenance Building	Finished Modular Building	900	SF	\$126	\$113,280 0.3%
Contingency				10.00%	\$1,778,797 4.1%
Escalation				9.00%	\$1,761,009 4.0%
Contractor Fee				3.00%	\$639,833 1.5%
Hard Cost Total				\$21,967,614	50.4%
Baseball/Softball Fields					
Synthetic Turf Fields					
Synthetic Turf Fields	Full Turf Model, Turf with Full Installation	1,010,204	SF	\$9.00	\$9,091,837 20.88%
All Fields					
Field Lights (390' - 400' Fence)	Material and Install	4	Ea.	\$275,000	\$1,100,000 2.53%
Field Lights (275' Fence - standalone)	Material and Install	8	Ea.	\$225,000	\$1,800,000 4.13%
Scoreboard		12	Ea.	\$12,500	\$150,000 0.34%
All Fields Structures & Equipment					
Shade Structures - Tension Fabric		24	Ea.	\$10,000	\$240,000 0.55%
Tracking System		12	Ea.	\$20,000	\$240,000 0.55%
Streaming System		12	Ea.	\$10,000	\$120,000 0.28%
Field and Sport Equipment	Signage, Helmets, Balls, Cages, etc.	12	Ea.	\$5,000	\$60,000 0.14%
Training Area Equipment	Bullpens, Batting Cages, Warm Up Areas, etc.	1	LS	\$150,000	\$150,000 0.34%
Shipping & Tax				5.00%	\$735,077 1.69%
Contingency				10.00%	\$1,543,661 3.54%
Escalation				9.00%	\$1,528,225 3.51%
Baseball/Softball Fields Cost Total				\$18,508,500	42.50%
Furniture, Fixtures and Equipment Cost					
FOOD & BEVERAGE					
Equipment	Equipment for Support Buildings	3	Ea.	\$50,000	\$150,000 0.3%
Finish Out		3	Ea.	\$25,000	\$75,000 0.2%
FURNISHINGS					
Signage	Monument and Wayfinding	1	LS	\$50,000	\$50,000 0.1%
Furnishings	Support Buildings	9,600	SF	\$2	\$19,200 0.0%
Hardware	IT systems, Computers, Etc.	1	LS	\$200,000	\$200,000 0.5%
Software		1	LS	\$5,000	\$5,000 0.0%
FIELD MAINTENANCE EQUIPMENT					
Utility Vehicles (Gator)	Budget Allocation	1	LS	\$15,000	\$15,000 0.0%
Utility Golf Cart		1	LS	\$10,000	\$10,000 0.0%
Shipping				5.00%	\$26,210 0.1%
Contingency				10.00%	\$55,041 0.1%
Escalation				9.00%	\$54,491 0.1%
Furniture, Fixtures and Equipment Cost Total				\$659,942	1.5%
Soft Costs Construction					
Design-Build Fees	% of Structure and Site work			6.0%	\$1,279,667 2.9%
SFC Owner's Rep Services				2.0%	\$809,924 1.9%
Permits/Inspections				0.50%	\$106,639 0.2%
Additional Services				10.00%	\$219,623 0.5%
Soft Costs Total				\$2,415,853	5.5%
Total Construction Costs - Outdoor Facility				\$43,551,909	100.00%

Capital Costs and Start-up Expenses - Soft Costs Operations

	Details	Cost/Unit	Budgeted Cost	% of Total
Soft Costs Operations				
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting		\$200,000	9.3%
Permits and Extensions			\$100,000	4.6%
Presentation Materials	Renderings, Etc.		\$75,000	3.5%
Grand Opening			\$15,000	0.7%
Marketing Allowance	Pre-Opening Marketing Budget		\$120,000	5.6%
Operational Support Services	Professional Management Support for Pre-Opening Operations Development		\$350,000	16.3%
Pre-Funded Operational Account			\$507,075	23.6%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening		\$562,987	26.2%
Pre-Opening Staff Recruitment			\$27,000	1.3%
Cost of Issuance/Financing			TBD	0.0%
Interest Reserve			TBD	0.0%
Closing Costs			TBD	0.0%
Working Capital Reserve			TBD	0.0%
Contingency		10.00%	\$195,706	9.1%
Soft Cost Total			\$2,152,769	100.0%
Total Construction Costs - Soft Cost Operations			\$2,152,769	100.0%
Working Capital Reserve			TBD	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Equity Contribution	100%	\$143,375,742
Bank Financing	0%	\$0
Bond Financing	0%	\$0
Public Contribution	0%	\$0
Total Sources of Funds		\$143,375,742

USES OF FUNDS	LOW	MID	HIGH
Land Cost	TBD	TBD	TBD
Hard Cost	\$76,609,351	\$85,121,501	\$93,633,651
Field and Sport Equipment Cost	\$28,203,432	\$31,337,147	\$34,470,861
Furniture, Fixtures, and Equipment	\$3,786,938	\$4,207,709	\$4,628,480
Soft Costs Construction	\$8,972,032	\$9,968,924	\$10,965,817
Soft Costs Operations	\$2,152,769	\$2,152,769	\$2,152,769
Escalation	\$9,528,923	\$10,587,692	\$11,646,462
Working Capital Reserve	TBD	TBD	TBD
Total Uses of Funds	\$129,253,445	\$143,375,742	\$157,498,039

Financial Performance Summary

Total Revenue & Expenses - 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Revenue	\$516,240	\$584,960	\$743,165	\$780,383	\$898,286
Rental Basketball Tournaments	\$72,000	\$95,000	\$115,500	\$139,650	\$146,633
Rental Volleyball Tournaments	\$79,200	\$99,000	\$116,550	\$116,550	\$138,915
Court Rental Events	\$36,000	\$54,000	\$69,300	\$69,300	\$72,765
Rental Hockey Tournaments	\$135,000	\$135,000	\$177,188	\$177,188	\$208,373
Outdoor Rental Baseball/Softball Tournaments	\$194,040	\$201,960	\$264,627	\$277,695	\$331,601
Local Programming Revenue	\$1,412,819	\$1,504,145	\$1,642,977	\$1,695,534	\$1,822,844
Basketball	\$277,509	\$291,385	\$315,132	\$324,586	\$351,040
Volleyball	\$160,465	\$168,488	\$182,220	\$187,686	\$202,983
Court Rentals	\$238,680	\$245,840	\$265,876	\$273,853	\$296,172
In-House Hockey	\$182,623	\$200,886	\$221,476	\$228,121	\$246,712
In-House Ice Programs	\$76,509	\$84,160	\$94,867	\$100,918	\$112,844
Ice Rental	\$199,652	\$219,617	\$230,598	\$237,516	\$244,641
Outdoor Baseball/Softball	\$72,185	\$73,274	\$81,227	\$81,882	\$86,695
Outdoor Field Rental	\$37,696	\$39,581	\$45,716	\$48,002	\$50,402
Birthday Parties	\$33,600	\$40,320	\$46,570	\$48,898	\$53,910
Youth Programming	\$133,900	\$140,595	\$159,294	\$164,073	\$177,445
Ancillary Revenue/Other	\$2,467,822	\$2,721,539	\$3,136,477	\$3,263,123	\$3,564,254
Gate Fees	\$90,720	\$94,080	\$113,400	\$118,440	\$136,080
Facility Fees	\$177,120	\$222,560	\$262,000	\$276,720	\$299,200
Family Entertainment Center	\$773,877	\$860,050	\$993,256	\$1,034,703	\$1,143,860
Food & Beverage	\$934,257	\$1,044,954	\$1,216,839	\$1,277,675	\$1,395,710
Hotel Rebates	\$0	\$0	\$0	\$0	\$0
Retail	\$56,847	\$64,895	\$73,982	\$78,585	\$84,404
Tenant Revenue	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
Sponsorship/Advertisement Revenue	\$210,000	\$210,000	\$252,000	\$252,000	\$280,000
Total Revenue	\$4,396,881	\$4,810,645	\$5,522,619	\$5,739,040	\$6,285,384
Cost of Goods Sold					
Tournament Cost of Goods Sold	\$58,374	\$65,246	\$83,176	\$86,898	\$100,247
Rental Basketball Tournaments	\$7,200	\$9,500	\$11,550	\$13,965	\$14,663
Rental Volleyball Tournaments	\$7,920	\$9,900	\$11,655	\$11,655	\$13,892
Court Rental Events	\$3,600	\$5,400	\$6,930	\$6,930	\$7,277
Rental Hockey Tournaments	\$20,250	\$20,250	\$26,578	\$26,578	\$31,256
Outdoor Rental Baseball/Softball Tournaments	\$19,404	\$20,196	\$26,463	\$27,770	\$33,160
Local Programming Cost of Goods Sold	\$363,062	\$386,149	\$416,640	\$429,547	\$457,359
Basketball	\$110,523	\$116,050	\$122,674	\$126,354	\$133,646
Volleyball	\$55,474	\$58,248	\$62,468	\$64,342	\$69,026
Court Rentals	\$11,934	\$12,292	\$13,294	\$13,693	\$14,809
In-House Hockey	\$44,227	\$48,650	\$52,791	\$54,374	\$57,909
In-House Ice Programs	\$15,639	\$17,203	\$19,395	\$20,650	\$23,101
Ice Rental	\$32,943	\$36,237	\$38,049	\$39,190	\$40,366
Outdoor Baseball/Softball	\$24,543	\$24,913	\$26,097	\$26,320	\$27,120
Outdoor Field Rental	\$1,885	\$1,979	\$2,286	\$2,400	\$2,520
Birthday Parties	\$9,264	\$11,117	\$12,477	\$13,101	\$14,244
Youth Programming	\$56,630	\$59,461	\$67,110	\$69,123	\$74,619
Ancillary/Other Cost of Goods Sold	\$895,471	\$992,989	\$1,154,369	\$1,206,817	\$1,323,954
Gate Fees	\$18,480	\$19,320	\$22,680	\$23,940	\$26,880
Facility Fees	\$0	\$0	\$0	\$0	\$0
Family Entertainment Center	\$270,857	\$301,017	\$347,640	\$362,146	\$400,351
Food & Beverage	\$513,841	\$574,725	\$669,261	\$702,721	\$767,641
Hotel Rebates	\$0	\$0	\$0	\$0	\$0
Retail	\$39,793	\$45,427	\$51,788	\$55,010	\$59,083
Tenant Expense	\$0	\$0	\$0	\$0	\$0
Sponsorship/Advertisement Expense	\$52,500	\$52,500	\$63,000	\$63,000	\$70,000
Total Cost of Goods Sold	\$1,316,907	\$1,444,384	\$1,654,184	\$1,723,261	\$1,881,561
Gross Margin	\$3,079,974	\$3,366,261	\$3,868,435	\$4,015,778	\$4,403,823
<i>% of Revenue</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>
Facility Expenses	\$1,010,618	\$1,021,774	\$1,041,615	\$1,059,109	\$1,078,308
Operating Expense	\$840,912	\$816,716	\$848,460	\$862,137	\$887,965
Management Payroll	\$857,500	\$949,300	\$1,032,272	\$1,073,563	\$1,116,505
Payroll Taxes/Benefits/Bonus	\$333,421	\$368,715	\$412,638	\$429,857	\$458,928
Total Operating Expenses	\$3,042,451	\$3,156,504	\$3,334,985	\$3,424,665	\$3,541,707
EBITDA	\$37,523	\$209,756	\$533,450	\$591,113	\$862,116
<i>% of Revenue</i>	<i>1%</i>	<i>4%</i>	<i>10%</i>	<i>10%</i>	<i>14%</i>

Total Revenue & Expenses - 20-Year Outlook

Total Revenue and Expenses - Year 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Revenue	\$4,396,881	\$4,810,645	\$5,522,619	\$5,739,040	\$6,285,384	\$6,473,945	\$6,668,164	\$6,868,208	\$7,074,255	\$7,286,482
Total Cost of Goods Sold	\$1,316,907	\$1,444,384	\$1,654,184	\$1,723,261	\$1,881,561	\$1,938,008	\$1,996,148	\$2,056,032	\$2,117,713	\$2,181,245
Gross Margin	\$3,079,974	\$3,366,261	\$3,868,435	\$4,015,778	\$4,403,823	\$4,535,938	\$4,672,016	\$4,812,176	\$4,956,542	\$5,105,238
% of Revenue	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Total Operating Expenses	\$3,042,451	\$3,156,504	\$3,334,985	\$3,424,665	\$3,541,707	\$3,594,833	\$3,648,755	\$3,703,486	\$3,759,039	\$3,815,424
EBITDA	\$37,523	\$209,756	\$533,450	\$591,113	\$862,116	\$941,105	\$1,023,261	\$1,108,690	\$1,197,503	\$1,289,814
% of Revenue	1%	4%	10%	10%	14%	15%	15%	16%	17%	18%

Total Revenue and Expenses - Year 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Total Revenue	\$7,432,212	\$7,580,856	\$7,732,473	\$7,887,123	\$8,044,865	\$8,125,314	\$8,206,567	\$8,288,633	\$8,371,519	\$8,455,234
Total Cost of Goods Sold	\$2,224,869	\$2,269,367	\$2,314,754	\$2,361,049	\$2,408,270	\$2,432,353	\$2,456,676	\$2,481,243	\$2,506,056	\$2,531,116
Gross Margin	\$5,207,343	\$5,311,489	\$5,417,719	\$5,526,074	\$5,636,595	\$5,692,961	\$5,749,891	\$5,807,389	\$5,865,463	\$5,924,118
% of Revenue	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Total Operating Expenses	\$3,872,656	\$3,930,745	\$3,989,707	\$4,049,552	\$4,110,295	\$4,171,950	\$4,234,529	\$4,298,047	\$4,362,518	\$4,427,956
EBITDA	\$1,334,687	\$1,380,744	\$1,428,013	\$1,476,521	\$1,526,300	\$1,521,011	\$1,515,361	\$1,509,342	\$1,502,946	\$1,496,162
% of Revenue	18%	18%	18%	19%	19%	19%	18%	18%	18%	18%

Economic Impact

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Tournaments	9	11	12	14	14
Volleyball Tournaments	10	12	13	13	14
Ice Events/Ice Hockey Tournaments	9	9	11	11	12
Other Tournaments/Events	4	6	7	7	7
Baseball/Softball Tournaments	22	23	26	28	30
Total Events Per Year	54	61	69	73	77

Per Person Spending By Category

	Year 1	Year 2	Year 3	Year 4	Year 5
Lodging/Accommodations	\$50.00	\$50.75	\$51.51	\$52.28	\$53.07
Dining/Groceries	\$48.00	\$48.72	\$49.45	\$50.19	\$50.95
Transportation	\$8.16	\$8.28	\$8.41	\$8.53	\$8.66
Entertainment/Attractions	\$3.84	\$3.90	\$3.96	\$4.02	\$4.08
Retail	\$22.56	\$22.90	\$23.24	\$23.59	\$23.94
Miscellaneous	\$12.96	\$13.15	\$13.35	\$13.55	\$13.76
Total	\$145.52	\$147.70	\$149.92	\$152.17	\$154.45

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	189,053	219,305	261,713	275,893	308,073
Room Nights	44,491	51,515	61,769	65,048	72,904

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending - Overnight	\$27,510,920	\$32,391,889	\$39,235,617	\$41,981,804	\$47,581,759
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
Total Economic Impact	\$27,510,920	\$32,391,889	\$39,235,617	\$41,981,804	\$47,581,759

Economic Impact - 20-Year Outlook

Economic Impact Drivers: Years 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Non-Local Days in Market	189,053	219,305	261,713	275,893	308,073	311,154	314,265	317,408	320,582	323,788
Room Nights	44,491	51,515	61,769	65,048	72,904	73,633	74,369	75,113	75,864	76,623

Economic Impact: Years 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Overnight	\$145.52	\$147.70	\$149.92	\$152.17	\$154.45	\$156.77	\$159.12	\$161.50	\$163.93	\$166.39
Total Economic Impact	\$27,510,920	\$32,391,889	\$39,235,617	\$41,981,804	\$47,581,759	\$48,778,440	\$50,005,218	\$51,262,849	\$52,552,110	\$53,873,795

Economic Impact Drivers: Years 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Non-Local Days in Market	327,026	330,296	333,599	336,935	340,304	343,707	347,144	350,616	354,122	357,663
Room Nights	77,389	78,163	78,945	79,734	80,531	81,337	82,150	82,972	83,801	84,639

Economic Impact: Years 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Overnight	\$168.88	\$171.42	\$173.99	\$176.60	\$179.25	\$181.93	\$184.66	\$187.43	\$190.24	\$193.10
Total Economic Impact	\$55,228,721	\$56,617,724	\$58,041,659	\$59,501,407	\$60,997,868	\$62,531,964	\$64,104,643	\$65,716,875	\$67,369,654	\$69,064,001

Business Unit Analysis

Rental Basketball Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Small Tournament - 4 Courts, 2 Days																	
Team Information	10 Players per Team						2	2	2	2	2	32					
Spectators	2 Spectators per Player											640					
Rental Fees	Daily Rental Rate	\$500	\$500	\$525	\$525	\$551	2	2	2	2	2	8	\$8,000	\$8,000	\$8,400	\$8,400	\$8,820
Medium Tournament - 6 Courts, 2 Days																	
Team Information	10 Players per Team						3	3	3	3	3	48					
Spectators	2 Spectators per Player											960					
Rental Fees	Daily Rental Rate	\$500	\$500	\$525	\$525	\$551	3	3	3	3	3	12	\$18,000	\$18,000	\$18,900	\$18,900	\$19,845
Large Tournament - 8 Courts, 2 Days																	
Team Information	10 Players per Team						2	3	3	4	4	64					
Spectators	2 Spectators per Player											1280					
Rental Fees	Daily Rental Rate	\$500	\$500	\$525	\$525	\$551	2	3	3	4	4	16	\$16,000	\$24,000	\$25,200	\$33,600	\$35,280
Extra Large Tournament - 12 Courts, 2.5 Days																	
Team Information	10 Players per Team						2	3	4	5	5	96					
Spectators	2 Spectators per Player											1920					
Rental Fees	Daily Rental Rate	\$500	\$500	\$525	\$525	\$551	2	3	4	5	5	30	\$30,000	\$45,000	\$63,000	\$78,750	\$82,688
	Non-Capacity Growth Rate		1.00	1.05	1.00	1.05	9	11	12	14	14						
Total Revenue												\$72,000	\$95,000	\$115,500	\$139,650	\$146,633	
Cost of Goods Sold																	
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Attendant Staff	10% Gross Revenue												\$7,200	\$9,500	\$11,550	\$13,965	\$14,663
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold												\$7,200	\$9,500	\$11,550	\$13,965	\$14,663	
Net Revenue												\$64,800	\$85,500	\$103,950	\$125,685	\$131,969	

Rental Volleyball Tournaments Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Small Tournament - 12 Courts, 1 Days																	
Team Information	10 Players per Team						3	3	3	3	3	48					
Spectators	2 Spectators per Player											960					
Rental Fees	Daily Rental Rate	\$300	\$300	\$315	\$315	\$331	3	3	3	3	3	12	\$10,800	\$10,800	\$11,340	\$11,340	\$11,907
Medium Tournament - 8 Courts, 2 Days																	
Team Information	10 Players per Team						3	4	4	4	4	64					
Spectators	2 Spectators per Player											1280					
Rental Fees	Daily Rental Rate	\$300	\$300	\$315	\$315	\$331	3	4	4	4	4	16	\$14,400	\$19,200	\$20,160	\$20,160	\$21,168
Large Tournament - 16 Courts, 2.5 Days																	
Team Information	10 Players per Team						2	2	3	3	3	128					
Spectators	2 Spectators per Player											2560					
Rental Fees	Daily Rental Rate	\$300	\$300	\$315	\$315	\$331	2	2	3	3	3	40	\$24,000	\$24,000	\$37,800	\$37,800	\$39,690
Extra Large Tournament - 20 Courts, 2.5 Days																	
Team Information	10 Players per Team						2	3	3	3	4	160					
Spectators	2 Spectators per Player											3200					
Rental Fees	Daily Rental Rate	\$300	\$300	\$315	\$315	\$331	2	3	3	3	4	50	\$30,000	\$45,000	\$47,250	\$47,250	\$66,150
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05	10	12	13	13	14						
Total Revenue												\$79,200	\$99,000	\$116,550	\$116,550	\$138,915	
Cost of Goods Sold																	
Management Assumption																	
Tournament Attendant Staff	10% Gross Revenue												\$7,920	\$9,900	\$11,655	\$11,655	\$13,892
Tournament Trainers	Pass Through												\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold												\$7,920	\$9,900	\$11,655	\$11,655	\$13,892	
Net Revenue												\$71,280	\$89,100	\$104,895	\$104,895	\$125,024	

Indoor Court Rental Events Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Other Court Sport Rental - 1 Day Event																	
Rental Fee	Per Day	\$6,000	\$6,000	\$6,300	\$6,300	\$6,615	2	3	3	3	3	1	\$12,000	\$18,000	\$18,900	\$18,900	\$19,845
Other Court Sport Rental - 2 Day Event																	
Rental Fee	Per Day	\$6,000	\$6,000	\$6,300	\$6,300	\$6,615	2	3	4	4	4	2	\$24,000	\$36,000	\$50,400	\$50,400	\$52,920
	Non-Capacity Growth Rate		1.00	1.05	1.00	1.05											
Total Revenue												\$36,000	\$54,000	\$69,300	\$69,300	\$72,765	
Cost of Goods Sold																	
	Management Assumption																
Event Attendant Expense	10% Gross Revenue											\$3,600	\$5,400	\$6,930	\$6,930	\$7,277	
Total Cost of Goods Sold												\$3,600	\$5,400	\$6,930	\$6,930	\$7,277	
Net Revenue												\$32,400	\$48,600	\$62,370	\$62,370	\$65,489	

Basketball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Instructional Clinics	\$/Session	\$165	\$165	\$173	\$173	\$182	26	27	28	29	30	5	\$21,562	\$22,640	\$24,485	\$25,220	\$27,275
Instructional Camps (Full Days)	\$/Week	\$250	\$250	\$263	\$263	\$276	40	42	43	44	45	5	\$49,500	\$51,975	\$56,211	\$57,897	\$62,616
Individual Instruction	\$/Hour	\$75	\$75	\$79	\$79	\$83	31	33	34	35	36	12	\$28,227	\$29,638	\$32,054	\$33,015	\$35,706
Drop-in/Other Income	\$/Session	\$5	\$5	\$5	\$5	\$6	132	139	143	147	151	12	\$7,920	\$8,316	\$8,994	\$9,264	\$10,019
League																	
Sept. - Oct. League	\$/Team	\$650	\$650	\$683	\$683	\$717	26	27	28	29	30	1	\$16,900	\$17,745	\$19,191	\$19,767	\$21,378
Nov. - Dec. League	\$/Team	\$650	\$650	\$683	\$683	\$717	39	41	42	43	45	1	\$25,350	\$26,618	\$28,787	\$29,650	\$32,067
Jan. - Feb. League	\$/Team	\$650	\$650	\$683	\$683	\$717	53	56	57	59	61	1	\$34,450	\$36,173	\$39,121	\$40,294	\$43,578
Mar. - Apr. League	\$/Team	\$650	\$650	\$683	\$683	\$717	66	69	71	74	76	1	\$42,900	\$45,045	\$48,716	\$50,178	\$54,267
May - June League	\$/Team	\$650	\$650	\$683	\$683	\$717	39	41	42	43	45	1	\$25,350	\$26,618	\$28,787	\$29,650	\$32,067
July - Aug. League	\$/Team	\$650	\$650	\$683	\$683	\$717	39	41	42	43	45	1	\$25,350	\$26,618	\$28,787	\$29,650	\$32,067
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.05	1.03	1.03	1.03						
Total Revenue												\$277,509	\$291,385	\$315,132	\$324,586	\$351,040	
Cost of Goods Sold																	
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Basketball Staff	5% Gross Revenue												\$13,875	\$14,569	\$15,757	\$16,229	\$17,552
Referee Fees	Avg. \$50/Game												\$52,400	\$55,020	\$56,671	\$58,371	\$60,122
Instructor Fees	25% Instructor Revenue												\$24,822	\$26,063	\$28,188	\$29,033	\$31,399
Equipment and Supplies	5% Gross Revenue												\$13,875	\$14,569	\$15,757	\$16,229	\$17,552
Awards	2% Gross Revenue												\$5,550	\$5,828	\$6,303	\$6,492	\$7,021
Club Team Expenses													\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold												\$110,523	\$116,050	\$122,674	\$126,354	\$133,646	
Net Revenue												\$166,986	\$175,335	\$192,458	\$198,232	\$217,394	

Pricing Notes	Clinics	Camps	Individual Instruction	Leagues
	*1 <i>LHBA West</i> \$400/24 sessions	*2 <i>St. Louis Center (PGI)</i> \$595/5 days	*3 <i>Mesho Training</i> \$85/1 hour	*4 <i>STC Storm - In House League</i> \$245/10 weeks
	<i>LHBA West</i> \$150/8	<i>Lafayette HS- BTB Camp</i> \$225/2 days	<i>Des Pres Private Training</i> \$66/1 hour	<i>STC Storm - Bitty Girls</i> \$210/10 weeks
		<i>Missouri St - Summer Camp</i> \$110/3 half days		<i>St. Charles Boys/Girls League</i> \$65/8 weeks
	<i>CBC HS - Summer BB Camp</i> \$225/4 days			

Volleyball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	\$/Session	\$200	\$200	\$210	\$210	\$221	24	26	26	27	28	5	\$24,420	\$25,641	\$27,731	\$28,563	\$30,891
Instructional Camps (Full Days)	\$/Week	\$250	\$250	\$263	\$263	\$276	37	39	40	41	42	5	\$46,250	\$48,563	\$52,520	\$54,096	\$58,505
Individual Instruction	\$/Hour	\$75	\$75	\$79	\$79	\$83	39	41	42	44	45	12	\$35,165	\$36,923	\$39,932	\$41,130	\$44,482
Drop-in/Other Income	\$/Session	\$5	\$5	\$5	\$5	\$6	148	155	160	165	170	12	\$8,880	\$9,324	\$10,084	\$10,386	\$11,233
League																	
Sept. - Oct. League	\$/Team	\$375	\$375	\$394	\$394	\$413	24	25	26	27	28	1	\$9,000	\$9,450	\$10,220	\$10,527	\$11,385
Nov. - Dec. League	\$/Team	\$375	\$375	\$394	\$394	\$413	24	25	26	27	28	1	\$9,000	\$9,450	\$10,220	\$10,527	\$11,385
Jan. - Feb. League	\$/Team	\$375	\$375	\$394	\$394	\$413	37	39	40	41	42	1	\$13,875	\$14,569	\$15,756	\$16,229	\$17,551
Mar. - Apr. League	\$/Team	\$375	\$375	\$394	\$394	\$413	37	39	40	41	42	1	\$13,875	\$14,569	\$15,756	\$16,229	\$17,551
May - June League	\$/Team	\$375	\$375	\$394	\$394	\$413	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug. League	\$/Team	\$375	\$375	\$394	\$394	\$413	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.05	1.03	1.03	1.03						
Total Revenue												\$160,465	\$168,488	\$182,220	\$187,686	\$202,983	
Cost of Goods Sold																	
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Volleyball Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Volleyball Staff	5% Gross Revenue												\$8,023	\$8,424	\$9,111	\$9,384	\$10,149
Referee Fees	Avg. \$20/Game												\$9,760	\$10,248	\$10,555	\$10,872	\$11,198
Instructor Fees	25% Instructor Revenue												\$26,459	\$27,782	\$30,046	\$30,947	\$33,469
Equipment and Supplies	5% Gross Revenue												\$8,023	\$8,424	\$9,111	\$9,384	\$10,149
Awards	2% Gross Revenue												\$3,209	\$3,370	\$3,644	\$3,754	\$4,060
Club Team Expenses													\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold												\$55,474	\$58,248	\$62,468	\$64,342	\$69,026	
Net Revenue												\$104,990	\$110,240	\$119,752	\$123,345	\$133,957	

Pricing Notes	Clinics	Camps	Individual Instruction	Leagues
	*1 <i>Chesterfield - HPSTL Pre</i> \$200/4 session	*2 <i>Center St. Louis</i> \$75/2 days	*3 <i>ACE Volleyball Lab</i> \$80/1 hour	*4 <i>Chesterfield Sports Complex - Dev Program</i> \$325/8 weeks
	<i>Chesterfield - Boys</i> \$80/4	<i>Legacy VTC</i> \$150/2 days	<i>St. Louis Crossfire</i> \$75/1 hour	<i>Vetta Sports Gametime - Fall League</i> \$385/10 weeks
	<i>Center St. Louis - Hitting</i> \$25/1			<i>Thunderbolt Youth VBC</i> \$230/8 weeks
	<i>Center St. Louis - Defense</i> \$30/1			

Court Rentals Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Rentals					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Small Court Rentals																		
Sept. - Oct.	\$/Hour	\$45	\$45	\$47	\$47	\$50	288	297	306	315	324	1	\$12,960	\$13,349	\$14,437	\$14,870	\$16,082	
Nov. - Dec.	\$/Hour	\$45	\$45	\$47	\$47	\$50	288	297	306	315	324	1	\$12,960	\$13,349	\$14,437	\$14,870	\$16,082	
Jan. - Feb.	\$/Hour	\$45	\$45	\$47	\$47	\$50	444	457	471	485	500	1	\$19,980	\$20,579	\$22,257	\$22,924	\$24,793	
Mar. - Apr.	\$/Hour	\$45	\$45	\$47	\$47	\$50	444	457	471	485	500	1	\$19,980	\$20,579	\$22,257	\$22,924	\$24,793	
May - June	\$/Hour	\$45	\$45	\$47	\$47	\$50	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
July - Aug	\$/Hour	\$45	\$45	\$47	\$47	\$50	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Large Court Rentals																		
Sept. - Oct.	\$/Hour	\$75	\$75	\$79	\$79	\$83	300	309	318	328	338	1	\$22,500	\$23,175	\$25,064	\$25,816	\$27,920	
Nov. - Dec.	\$/Hour	\$75	\$75	\$79	\$79	\$83	378	389	401	413	425	1	\$28,350	\$29,201	\$31,580	\$32,528	\$35,179	
Jan. - Feb.	\$/Hour	\$75	\$75	\$79	\$79	\$83	540	556	573	590	608	1	\$40,500	\$41,715	\$45,115	\$46,468	\$50,255	
Mar. - Apr.	\$/Hour	\$75	\$75	\$79	\$79	\$83	618	637	656	675	696	1	\$46,350	\$47,741	\$51,631	\$53,180	\$57,514	
May - June	\$/Hour	\$75	\$75	\$79	\$79	\$83	234	241	248	256	263	1	\$17,550	\$18,077	\$19,550	\$20,136	\$21,777	
July - Aug	\$/Hour	\$75	\$75	\$79	\$79	\$83	234	241	248	256	263	1	\$17,550	\$18,077	\$19,550	\$20,136	\$21,777	
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03							
Total Revenue													\$238,680	\$245,840	\$265,876	\$273,853	\$296,172	
Cost of Goods Sold																		
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5	
Supervision/Maintenance Staff	5% Gross Revenue												\$11,934	\$12,292	\$13,294	\$13,693	\$14,809	
Total Cost of Goods Sold													\$11,934	\$12,292	\$13,294	\$13,693	\$14,809	
Net Revenue													\$226,746	\$233,548	\$252,583	\$260,160	\$281,363	

Pricing Notes Court Rental

*1 **Cape Girardeau Sportsplex**

\$2,900/12 hours - 6 court rental commerical

\$2,100/12 hours - 4 court rental commerical

Central Elementary School

\$25/1 hour - small gym

Lamborghini Gold Coast

\$50/1 hour - volleyball court

\$75/1 hour - basketball court

Rental Hockey Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Ice Hockey Youth Tournament - 2 Rinks, 3 Days																	
Team Information	15 Players per Team						7	7	8	8	8	16					
Spectators	2 Spectators per Player											480					
Rental Fees	Daily Rental Rate	\$2,250	\$2,250	\$2,363	\$2,363	\$2,481	7	7	8	8	8	6	\$94,500	\$94,500	\$113,400	\$113,400	\$119,070
Large Ice Hockey Youth Tournament - 3 Rinks, 3 Days																	
Team Information	15 Players per Team						2	2	3	3	4	36					
Spectators	2 Spectators per Player											1080					
Rental Fees	Daily Rental Rate	\$2,250	\$2,250	\$2,363	\$2,363	\$2,481	2	2	3	3	4	9	\$40,500	\$40,500	\$63,788	\$63,788	\$89,303
	Non-Capacity Growth Rate		1.00	1.05	1.00	1.05	9	9	11	11	12						
Total Revenue												\$135,000	\$135,000	\$177,188	\$177,188	\$208,373	
Cost of Goods Sold																	
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Hosting Expenses	15% Gross Revenue												\$20,250	\$20,250	\$26,578	\$26,578	\$31,256
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold												\$20,250	\$20,250	\$26,578	\$26,578	\$31,256	
Net Revenue												\$114,750	\$114,750	\$150,609	\$150,609	\$177,117	

In-House Hockey Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Instructional Clinics - Youth	\$/Session	\$145	\$145	\$152	\$152	\$160	17	18	19	20	21	6	\$14,616	\$16,078	\$17,726	\$18,257	\$19,745
Instructional Clinics - Adult	\$/Session	\$120	\$120	\$126	\$126	\$132	11	12	12	13	13	6	\$7,776	\$8,554	\$9,430	\$9,713	\$10,505
Learn to Play Hockey	\$/Session	\$160	\$160	\$168	\$168	\$176	20	22	23	24	24	6	\$19,123	\$21,036	\$23,192	\$23,887	\$25,834
Instructional Camps (Full Days)	\$/Week	\$200	\$200	\$210	\$210	\$221	11	12	13	13	14	5	\$11,088	\$12,197	\$13,447	\$13,850	\$14,979
Leagues																	
Adult League - Fall/Winter	\$/Team	\$5,200	\$5,200	\$5,460	\$5,460	\$5,733	9	10	10	11	11	1	\$46,800	\$51,480	\$56,757	\$58,459	\$63,224
Adult League - Spring/Summer	\$/Team	\$5,200	\$5,200	\$5,460	\$5,460	\$5,733	9	10	10	11	11	1	\$46,800	\$51,480	\$56,757	\$58,459	\$63,224
Youth League - Fall/Winter	\$/Player	\$475	\$475	\$499	\$499	\$524	60	66	69	71	74	1	\$28,500	\$31,350	\$34,563	\$35,600	\$38,502
Youth League - Spring/Summer	\$/Player	\$220	\$220	\$231	\$231	\$243	36	40	42	43	44	1	\$7,920	\$8,712	\$9,605	\$9,893	\$10,699
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.10	1.05	1.03	1.03						
Total Revenue												\$182,623	\$200,886	\$221,476	\$228,121	\$246,712	
Cost of Goods Sold																	
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Ice Hockey Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Ice Hockey Staff	5% Gross Revenue												\$9,131	\$10,044	\$11,074	\$11,406	\$12,336
Referee Fees	Avg. \$60/Game												\$14,640	\$16,104	\$16,909	\$17,416	\$17,939
Instructor Fees	25% Instructor Revenue												\$13,151	\$14,466	\$15,949	\$16,427	\$17,766
Equipment and Supplies	2% Gross Revenue												\$3,652	\$4,018	\$4,430	\$4,562	\$4,934
Awards	2% Gross Revenue												\$3,652	\$4,018	\$4,430	\$4,562	\$4,934
Club Team Expenses													\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold												\$44,227	\$48,650	\$52,791	\$54,374	\$57,909	
Net Revenue												\$138,396	\$152,236	\$168,686	\$173,746	\$188,803	

Pricing Notes Clinics
***1 St. Peters Ice RecPlex**
 \$350/12 sessions

Wentzville Ice Rink
 \$120/3 half days

Creeve Coeur Ice Rink
 \$60/1 day

Learn to play
***2 St. Peters Ice RecPlex**
 \$168/8 sessions

Wentzville Ice Rink
 \$125/6

Leagues
***3 Metro Recplex**
 \$50/10 weeks - goalie fee

Metro Recplex
 \$165/10 weeks - player fee

East Alton Ice Arena
 \$234/8 weeks - youth

East Alton Ice Arena
 \$219/10 weeks - adult

In-House Ice Program Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Instructional Camps (Full Days)	\$/Week	\$250	\$250	\$263	\$263	\$276	33	36	38	39	41	2	\$16,539	\$18,193	\$20,058	\$20,660	\$22,343
Figure Skating	\$/Session	\$15	\$15	\$16	\$16	\$17	159	175	183	189	195	1	\$2,382	\$2,620	\$2,888	\$2,975	\$3,217
Learn to Skate - Clinic	\$/Session	\$150	\$150	\$158	\$158	\$165	24	26	28	28	29	6	\$21,557	\$23,712	\$26,143	\$26,927	\$29,122
Public Skate - Fri.	\$/Session	\$10	\$10	\$11	\$11	\$11	1,255	1,381	1,519	1,671	1,838	1	\$12,555	\$13,810	\$15,951	\$17,546	\$20,265
Public Skate - Sat./Sun.	\$/Session	\$8	\$8	\$8	\$8	\$9	1,883	2,072	2,279	2,507	2,757	1	\$15,066	\$16,572	\$19,141	\$21,055	\$24,318
Skate Rental	\$/Session	\$4	\$4	\$4	\$4	\$4	2,103	2,313	2,545	2,799	3,079	1	\$8,412	\$9,253	\$10,687	\$11,756	\$13,578
Non-Capacity Growth Rate		1.00	1.05	1.00	1.05			1.10	1.05	1.03	1.03						
Total Revenue												\$76,509	\$84,160	\$94,867	\$100,918	\$112,844	
Cost of Goods Sold		Management Assumption										Year 1	Year 2	Year 3	Year 4	Year 5	
Ice Program Management	Responsibility of Management Team										\$0	\$0	\$0	\$0	\$0		
Ice Program Staff	18% Gross Revenue										\$13,772	\$15,149	\$17,076	\$18,165	\$20,312		
Public Skate Cost	1.5% Drop-In Skating Revenue										\$576	\$634	\$730	\$800	\$921		
Learn to Skate Program Registration	\$12/Skater per Year (LTS USA)										\$144	\$158	\$166	\$171	\$176		
Rink Supplies	1.5% Gross Revenue										\$1,148	\$1,262	\$1,423	\$1,514	\$1,693		
Total Cost of Goods Sold												\$15,639	\$17,203	\$19,395	\$20,650	\$23,101	
Net Revenue												\$60,870	\$66,957	\$75,472	\$80,268	\$89,743	

Pricing Notes Figure Skating
 *1 **McKendree metrorec plex**
 \$99/6 days

Learn to Skate
 *2 **Creve Coeur Ice Arena**
 \$70/10 session

St. Peters Ice RecPlex
 \$112/8 sessions

Public Skate
 *3 **Creve Coeur Ice Arena**
 \$7/with skate rental

St. Peters Ice RecPlex
 \$7.50/with skate rental

Wentzville Ice Rink
 \$9/with skate rental

Indoor Ice Rink Rental Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Rentals					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Ice Rentals																	
Sept. - Oct. Rentals	\$/Hour	\$250	\$250	\$250	\$250	\$250	166	183	192	198	203	1	\$41,512	\$45,663	\$47,946	\$49,384	\$50,866
Nov. - Dec. Rentals	\$/Hour	\$250	\$250	\$250	\$250	\$250	166	183	192	198	203	1	\$41,512	\$45,663	\$47,946	\$49,384	\$50,866
Jan. - Feb. Rentals	\$/Hour	\$250	\$250	\$250	\$250	\$250	166	183	192	198	203	1	\$41,512	\$45,663	\$47,946	\$49,384	\$50,866
Mar. - Apr. Rentals	\$/Hour	\$250	\$250	\$250	\$250	\$250	119	130	137	141	145	1	\$29,651	\$32,616	\$34,247	\$35,275	\$36,333
May - June Rentals	\$/Hour	\$250	\$250	\$250	\$250	\$250	40	43	46	47	48	1	\$9,884	\$10,872	\$11,416	\$11,758	\$12,111
July - Aug. Rentals	\$/Hour	\$250	\$250	\$250	\$250	\$250	142	157	164	169	174	1	\$35,582	\$39,140	\$41,097	\$42,330	\$43,599
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.10	1.05	1.03	1.03						
Total Revenue												\$199,652	\$219,617	\$230,598	\$237,516	\$244,641	
Cost of Goods Sold																	
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Supervision/Maint. Staff	15% Gross Revenue												\$29,948	\$32,943	\$34,590	\$35,627	\$36,696
Rink Supplies	1.5% Gross Revenue												\$2,995	\$3,294	\$3,459	\$3,563	\$3,670
Total Cost of Goods Sold												\$32,943	\$36,237	\$38,049	\$39,190	\$40,366	
Net Revenue												\$166,709	\$183,380	\$192,549	\$198,326	\$204,275	

Pricing Notes Ice Rentals
 *1 **Creve Coeur Ice Arena**
 \$280/1 hour

Wentzville Ice Rink
 \$310/1 hour - peak
 \$210/1 hour

Brentwood Ice Rink
 \$230/1 hour - peak
 \$160/1 hour

FEC Area Revenue & Expenses

Revenue	Management Assumption	Per Cap Spend					Number of Visitors					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
FEC Local Market & Tournament Capture												1					
Per Cap Spend		\$18.05	\$18.05	\$18.59	\$18.59	\$19.15	42,874	47,648	53,425	55,655	59,734		\$773,877	\$860,050	\$993,256	\$1,034,703	\$1,143,860
Non-Capacity Growth Rate			1.00	1.03	1.00	1.03		1.05	1.02	1.02	1.01						
Total Revenue												\$773,877	\$860,050	\$993,256	\$1,034,703	\$1,143,860	
Cost of Goods Sold		Management Assumption										Year 1	Year 2	Year 3	Year 4	Year 5	
FEC/Adventure Area Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
FEC/Adventure Area Staff	15% Gross Revenue											\$116,082	\$129,007	\$148,988	\$155,205	\$171,579	
Maintenance & Repairs	10% Gross Revenue											\$77,388	\$86,005	\$99,326	\$103,470	\$114,386	
Equipment & Supplies	10% Gross Revenue											\$77,388	\$86,005	\$99,326	\$103,470	\$114,386	
Total Cost of Goods Sold												\$270,857	\$301,017	\$347,640	\$362,146	\$400,351	
Net Revenue												\$503,020	\$559,032	\$645,616	\$672,557	\$743,509	

Baseball/Softball Rental Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Small Tournament - 4 Fields, 2 Days																		
Team Information												420						
Diamond Field	15 Players per Team											28						
Rental Fees	Daily Rental Rate	\$495	\$495	\$545	\$545	\$572	8	8	9	10	10	8	\$31,680	\$31,680	\$39,204	\$43,560	\$45,738	
Spectators	2 Spectators per Player											840						
Medium Tournament - 8 Fields, 2 Days																		
Team Information												840						
Diamond Field	15 Players per Team											56						
Rental Fees	Daily Rental Rate	\$495	\$495	\$545	\$545	\$572	8	9	9	10	10	16	\$63,360	\$71,280	\$78,408	\$87,120	\$91,476	
Spectators	2 Spectators per Player											1680						
Large Tournament - 12 Fields, 2.5 Days																		
Team Information												1260						
Diamond Field	15 Players per Team											84						
Rental Fees	Daily Rental Rate	\$495	\$495	\$545	\$545	\$572	4	4	5	5	6	30	\$59,400	\$59,400	\$81,675	\$81,675	\$102,911	
Spectators	2 Spectators per Player											2520						
Extra Large Tournament - 16 Fields, 2.5 Days																		
Team Information												1680						
Diamond Field	15 Players per Team											112						
Rental Fees	Daily Rental Rate	\$495	\$495	\$545	\$545	\$572	2	2	3	3	4	40	\$39,600	\$39,600	\$65,340	\$65,340	\$91,476	
Spectators	2 Spectators per Player											3360						
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05	22	23	26	28	30							
							22	23	26	28	30							
Total Revenue												\$194,040	\$201,960	\$264,627	\$277,695	\$331,601		
Cost of Goods Sold																		
Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5		
Tournament Attendant Staff	10% Gross Revenue											\$19,404	\$20,196	\$26,463	\$27,770	\$33,160		
Trainer Fees	Pass Through											\$0	\$0	\$0	\$0	\$0		
Total Cost of Goods Sold												\$19,404	\$20,196	\$26,463	\$27,770	\$33,160		
Net Revenue												\$174,636	\$181,764	\$238,164	\$249,926	\$298,440		

Outdoor Baseball/Softball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Instructional Camps (Full Days)	\$/Week	\$275	\$275	\$303	\$303	\$318	21	23	24	25	26	2	\$11,385	\$12,474	\$14,347	\$15,002	\$16,471
League																	
Sept. - Oct. League	\$/Team	\$800	\$800	\$880	\$880	\$924	15	15	15	15	15	1	\$12,000	\$12,000	\$13,200	\$13,200	\$13,860
Nov. - Dec. League	\$/Team	\$800	\$800	\$880	\$880	\$924	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Jan. - Feb. League	\$/Team	\$800	\$800	\$880	\$880	\$924	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Mar. - Apr. League	\$/Team	\$800	\$800	\$880	\$880	\$924	15	15	15	15	15	1	\$12,000	\$12,000	\$13,200	\$13,200	\$13,860
May - June League	\$/Team	\$800	\$800	\$880	\$880	\$924	23	23	23	23	23	1	\$18,400	\$18,400	\$20,240	\$20,240	\$21,252
July - Aug. League	\$/Team	\$800	\$800	\$880	\$880	\$924	23	23	23	23	23	1	\$18,400	\$18,400	\$20,240	\$20,240	\$21,252
Non-Capacity Growth Rate		1.00	1.10	1.00	1.00	1.05	1.10	1.05	1.05	1.05	1.05						
Total Revenue												\$72,185	\$73,274	\$81,227	\$81,882	\$86,695	
Cost of Goods Sold																	
Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Baseball/Softball Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Baseball/Softball Staff	5% Gross Revenue												\$3,609	\$3,664	\$4,061	\$4,094	\$4,335
Umpire Fees	Avg. \$50/Game												\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Instructor Fees	25% Instructor Revenue												\$2,846	\$3,118	\$3,587	\$3,751	\$4,118
Equipment and Supplies	2% Gross Revenue												\$1,444	\$1,465	\$1,625	\$1,638	\$1,734
Awards	2% Gross Revenue												\$1,444	\$1,465	\$1,625	\$1,638	\$1,734
Total Cost of Goods Sold												\$24,543	\$24,913	\$26,097	\$26,320	\$27,120	
Net Revenue												\$47,642	\$48,361	\$55,130	\$55,562	\$59,575	

Pricing Notes Camps
***1 Grizzlies Ballpark - Nike Baseball Camp**
 \$325/4 half days

St. Charles West HS - Baseball Camp
 \$50/4-2.5 hour days

Blanchette Park - Freshman Camp
 \$50/5-1.5 hour days

Lutheran HS - HS Camp
 \$75/4-2 hour days

Chesterfield - Summer Baseball Camp
 \$275/4 days

Leagues
***2 STC Baseball Pony League**
 \$220/12 weeks

Woodland Sports Park
 \$1,550/price per team/12 weeks
 \$135/price per player/12 weeks

St. Barnabas Catholic Church
 \$140/7 weeks

Founders Park
 \$1,150/price per team/10 weeks
 \$120/price per player/10 weeks

Outdoor Field Rental Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Rentals					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Baseball/Softball Field Rentals																		
Sept. - Oct.	\$/Hour	\$55	\$55	\$61	\$61	\$64	120	126	132	139	139	1	\$6,600	\$6,930	\$8,004	\$8,404	\$8,825	
Nov. - Dec.	\$/Hour	\$55	\$55	\$61	\$61	\$64	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour	\$55	\$55	\$61	\$61	\$64	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour	\$55	\$55	\$61	\$61	\$64	120	126	132	139	139	1	\$6,600	\$6,930	\$8,004	\$8,404	\$8,825	
May - June	\$/Hour	\$55	\$55	\$61	\$61	\$64	184	193	203	213	213	1	\$10,120	\$10,626	\$12,273	\$12,887	\$13,531	
July - Aug	\$/Hour	\$55	\$55	\$61	\$61	\$64	184	193	203	213	213	1	\$10,120	\$10,626	\$12,273	\$12,887	\$13,531	
Field Light Usage Charge	\$/Hour	\$20	\$20	\$22	\$22	\$23	213	223	235	246	246	1	\$4,256	\$4,469	\$5,161	\$5,420	\$5,691	
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.05	1.05	1.05	1.00							
Total Revenue													\$37,696	\$39,581	\$45,716	\$48,002	\$50,402	
Cost of Goods Sold																		
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5	
Supervision/Maintenance Staff	5% Gross Revenue												\$1,885	\$1,979	\$2,286	\$2,400	\$2,520	
Total Cost of Goods Sold													\$1,885	\$1,979	\$2,286	\$2,400	\$2,520	
Net Revenue													\$35,811	\$37,602	\$43,430	\$45,602	\$47,882	

Pricing Notes

Field Rental	Tournament Field Rental
*1 St. Charles Parks & Recreation	*2 C&H Ballpark
\$35/1 hour	\$300/1 field - day
East Side Sports Complex	Bridgeton Municipal Athletic Complex
\$60/1 hour	\$300/1 field - day
Founders Sports Park Complex	Chesterfield
\$20/1 hour	\$55/hr
Des Peres Park	
\$55/1 hour	
Bridgeton Municipal Athletic Complex	
\$35/1 hour	

Birthday Parties Revenue & Expenses

Revenue	Management Assumption	Party Fees					Number of Parties					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Sports/FEC Parties	\$/Party (Avg 15 Kids)	\$350	\$350	\$385	\$385	\$404	8	10	10	11	11	12	\$33,600	\$40,320	\$46,570	\$48,898	\$53,910
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
Total Revenue												\$33,600	\$40,320	\$46,570	\$48,898	\$53,910	
Cost of Goods Sold		Management Assumption										Year 1	Year 2	Year 3	Year 4	Year 5	
Birthday and Group Party Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
Birthday and Group Party Staff	2 Hr./Party plus set up & clean, 1 Employee/Party, \$15/Hr. per Employee											\$2,880	\$3,456	\$3,629	\$3,810	\$4,001	
Birthday and Group Party Supplies	4% Gross Revenue											\$1,344	\$1,613	\$1,863	\$1,956	\$2,156	
Birthday and Group Party Food	15% Gross Revenue											\$5,040	\$6,048	\$6,985	\$7,335	\$8,087	
Total Cost of Goods Sold												\$9,264	\$11,117	\$12,477	\$13,101	\$14,244	
Net Revenue												\$24,336	\$29,203	\$34,093	\$35,797	\$39,666	

Pricing Notes	Sports Parties	FEC Parties
	*1 Vetta Sports - Combo	*2 Kokomo Joes - Grand Venture
	\$350/15 kids	\$340/2 hours
	Blanchette Aquatic Facility	Dave & Busters - Epic Birthday
	\$350/2 hours	\$34/per guest
	Gateway Region YMCA	Chuck E Chees - Mega Fun
	\$200/3 hours	\$31/per guest
		St. Charles Lanes
		\$16/per guest

Youth Programming Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Half-Day Camp	\$/Week	\$120	\$120	\$132	\$132	\$139	25	26	27	28	29	10	\$30,000	\$31,500	\$35,690	\$36,760	\$39,756
Full Day Camp	\$/Week	\$200	\$200	\$220	\$220	\$231	35	37	38	39	40	10	\$70,000	\$73,500	\$83,276	\$85,774	\$92,764
Single Day Camps	\$/Day	\$40	\$40	\$44	\$44	\$46	35	37	38	39	40	12	\$16,800	\$17,640	\$19,986	\$20,586	\$22,263
Camp Day-Care	\$/Day	\$10	\$10	\$11	\$11	\$12	171	180	185	190	196	10	\$17,100	\$17,955	\$20,343	\$20,953	\$22,661
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.05	1.03	1.03	1.03						
Total Revenue												\$133,900	\$140,595	\$159,294	\$164,073	\$177,445	
Cost of Goods Sold																	
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Youth Programming Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Camp Instructors	35% Gross Revenue												\$46,865	\$49,208	\$55,753	\$57,426	\$62,106
Equipment & Consumables	3% Gross Revenue												\$4,017	\$4,218	\$4,779	\$4,922	\$5,323
Camp Lunch	2.5% Gross Revenue												\$3,348	\$3,515	\$3,982	\$4,102	\$4,436
T-Shirts	\$4/Shirt												\$2,400	\$2,520	\$2,596	\$2,673	\$2,754
Total Cost of Goods Sold												\$56,630	\$59,461	\$67,110	\$69,123	\$74,619	
Net Revenue												\$77,271	\$81,134	\$92,184	\$94,950	\$102,826	

Pricing Notes Camps
 *1 **Bethalto Boys & Girls Club**
 \$665/4 weeks

We Rock The Spectrum Kids Gym
 \$250/5 days

Our Savior St. Charles
 \$201/5 days

Blanchette Park/Wapelhorst Park
 \$175/5 days

Gate Fees Revenue & Expenses

Event Type	Tournament Pass	Gate Fee	Number of Events per Year					Daily Attendees (Non-Athletes)	Year 1	Year 2	Year 3	Year 4	Year 5
			Year 1	Year 2	Year 3	Year 4	Year 5						
Rental Baseball - Small	1	\$10.00	8	8	9	10	10	840	\$67,200	\$67,200	\$75,600	\$84,000	\$84,000
Rental Baseball - Medium	1	\$10.00	8	9	9	10	10	1680	\$134,400	\$151,200	\$151,200	\$168,000	\$168,000
Rental Baseball - Large	1	\$15.00	4	4	5	5	6	2520	\$151,200	\$151,200	\$189,000	\$189,000	\$226,800
Rental Baseball - Extra Large	1	\$15.00	2	2	3	3	4	3360	\$100,800	\$100,800	\$151,200	\$151,200	\$201,600
Gate Fee Reduction of Revenue (Rental)	80% to Rights Holder								(\$362,880)	(\$376,320)	(\$453,600)	(\$473,760)	(\$544,320)
Total Revenue									\$90,720	\$94,080	\$113,400	\$118,440	\$136,080
Cost of Goods Sold									Year 1	Year 2	Year 3	Year 4	Year 5
Management Assumption													
Gate Staff	\$0.25 Per Sale								\$9,240	\$9,660	\$11,340	\$11,970	\$13,440
Gate Ticket Cost	\$0.25 Per Ticket								\$9,240	\$9,660	\$11,340	\$11,970	\$13,440
Total Cost of Goods Sold									\$18,480	\$19,320	\$22,680	\$23,940	\$26,880
Net Revenue									\$72,240	\$74,760	\$90,720	\$94,500	\$109,200

Facility Fees Revenue & Expenses

Event Type	Event Days	Facility Fee	Number of Events per Year					Daily Attendees (Non-Athletes)	Year 1	Year 2	Year 3	Year 4	Year 5
			Year 1	Year 2	Year 3	Year 4	Year 5						
Rental Basketball - Small	2	\$2.00	2	2	2	2	2	640	\$5,120	\$5,120	\$5,120	\$5,120	\$5,120
Rental Basketball - Medium	2	\$2.00	3	3	3	3	3	960	\$11,520	\$11,520	\$11,520	\$11,520	\$11,520
Rental Basketball - Large	2	\$2.00	2	3	3	4	4	1280	\$10,240	\$15,360	\$15,360	\$20,480	\$20,480
Rental Basketball - Extra Large	2.5	\$2.00	2	3	4	5	5	1920	\$19,200	\$28,800	\$38,400	\$48,000	\$48,000
Rental Volleyball - Small	1	\$2.00	3	3	3	3	3	960	\$5,760	\$5,760	\$5,760	\$5,760	\$5,760
Rental Volleyball - Medium	2	\$2.00	3	4	4	4	4	1280	\$15,360	\$20,480	\$20,480	\$20,480	\$20,480
Rental Volleyball - Large	2.5	\$2.00	2	2	3	3	3	2560	\$25,600	\$25,600	\$38,400	\$38,400	\$38,400
Rental Volleyball - Extra Large	2.5	\$2.00	2	3	3	3	4	3200	\$32,000	\$48,000	\$48,000	\$48,000	\$64,000
Other Court Sport Rental - 1 Day Event	1	\$2.00	2	3	3	3	3	960	\$3,840	\$5,760	\$5,760	\$5,760	\$5,760
Other Court Sport Rental - 2 Day Event	2	\$2.00	2	3	4	4	4	1920	\$15,360	\$23,040	\$30,720	\$30,720	\$30,720
Rental Ice Tournaments	3	\$2.00	7	7	8	8	8	480	\$20,160	\$20,160	\$23,040	\$23,040	\$23,040
Rental Ice Tournaments Large	3	\$2.00	2	2	3	3	4	1080	\$12,960	\$12,960	\$19,440	\$19,440	\$25,920
Total Revenue			32	38	43	45	47		\$177,120	\$222,560	\$262,000	\$276,720	\$299,200
Cost of Goods Sold									Year 1	Year 2	Year 3	Year 4	Year 5
Management Assumption													
Total Cost of Goods Sold									\$0	\$0	\$0	\$0	\$0
Net Revenue									\$177,120	\$222,560	\$262,000	\$276,720	\$299,200

Food & Beverage Revenue & Expenses

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales - Local			\$174,657	\$183,834	\$188,829	\$193,865	\$197,450
Concessions Sales - Tournament			\$759,600	\$861,120	\$1,028,010	\$1,083,810	\$1,198,260
Total Revenue			\$934,257	\$1,044,954	\$1,216,839	\$1,277,675	\$1,395,710
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$280,277	\$313,486	\$365,052	\$383,302	\$418,713
Concessions Wages		25% Concession Sales	\$233,564	\$261,239	\$304,210	\$319,419	\$348,928
Total Cost of Goods Sold			\$513,841	\$574,725	\$669,261	\$702,721	\$767,641
Net Revenue			\$420,416	\$470,229	\$547,578	\$574,954	\$628,070

Hotel Rebates

Revenue	Management Assumption	Nights Per Event	Rebate Rate	Number of Events per Year					# Non-Local Participants	# Non-Local Fans	Hotel Rooms/Night	Year 1	Year 2	Year 3	Year 4	Year 5
				Year 1	Year 2	Year 3	Year 4	Year 5								
Rental Basketball - Small	50% non-local attendance	1.5	\$0	2	2	2	2	2	160	320	160	\$0	\$0	\$0	\$0	\$0
Rental Basketball - Medium	60% non-local attendance	1.5	\$0	3	3	3	3	3	288	576	288	\$0	\$0	\$0	\$0	\$0
Rental Basketball - Large	70% non-local attendance	1.5	\$0	2	3	3	4	4	448	896	448	\$0	\$0	\$0	\$0	\$0
Rental Basketball - Extra Large	80% non-local attendance	2	\$0	2	3	4	5	5	768	1536	768	\$0	\$0	\$0	\$0	\$0
Rental Volleyball - Small	25% non-local attendance	0.5	\$0	3	3	3	3	3	120	240	120	\$0	\$0	\$0	\$0	\$0
Rental Volleyball - Medium	60% non-local attendance	1.5	\$0	3	4	4	4	4	384	768	384	\$0	\$0	\$0	\$0	\$0
Rental Volleyball - Large	70% non-local attendance	2	\$0	2	2	3	3	3	896	1792	896	\$0	\$0	\$0	\$0	\$0
Rental Volleyball - Extra Large	80% non-local attendance	2	\$0	2	3	3	3	4	1280	2560	1280	\$0	\$0	\$0	\$0	\$0
Other Court Sport Rental - 1 Day Event	25% non-local attendance	0.5	\$0	2	3	3	3	3	120	240	120	\$0	\$0	\$0	\$0	\$0
Other Court Sport Rental - 2 Day Event	60% non-local attendance	1.5	\$0	2	3	4	4	4	576	1152	576	\$0	\$0	\$0	\$0	\$0
Rental Baseball - Small	50% non-local attendance	1.5	\$0	8	8	9	10	10	210	420	210	\$0	\$0	\$0	\$0	\$0
Rental Baseball - Medium	60% non-local attendance	1.5	\$0	8	9	9	10	10	504	1008	504	\$0	\$0	\$0	\$0	\$0
Rental Baseball - Large	70% non-local attendance	2	\$0	4	4	5	5	6	882	1764	882	\$0	\$0	\$0	\$0	\$0
Rental Baseball - Extra Large	75% non-local attendance	2	\$0	2	2	3	3	4	1260	2520	1260	\$0	\$0	\$0	\$0	\$0
Rental Ice Tournaments	75% non-local attendance	2.5	\$0	7	7	8	8	8	180	360	180	\$0	\$0	\$0	\$0	\$0
Rental Ice Tournaments Large	75% non-local attendance	2.5	\$0	2	2	3	3	4	405	810	405	\$0	\$0	\$0	\$0	\$0
Unredeemed Rebates	33% Reduction of Revenue											\$0	\$0	\$0	\$0	\$0
Total Revenue				54	61	69	73	77				\$0	\$0	\$0	\$0	\$0
Cost of Goods Sold											Year 1	Year 2	Year 3	Year 4	Year 5	
Total Cost of Goods Sold											\$0	\$0	\$0	\$0	\$0	
Net Revenue											\$0	\$0	\$0	\$0	\$0	

Retail Revenue & Expenses

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales			\$56,847	\$64,895	\$73,982	\$78,585	\$84,404
Total Revenue			\$56,847	\$64,895	\$73,982	\$78,585	\$84,404
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Product Cost		55% Retail Sales	\$31,266	\$35,692	\$40,690	\$43,222	\$46,422
Retail Wages		15% Retail Sales	\$8,527	\$9,734	\$11,097	\$11,788	\$12,661
Total Cost of Goods Sold			\$39,793	\$45,427	\$51,788	\$55,010	\$59,083
Net Revenue			\$17,054	\$19,469	\$22,195	\$23,576	\$25,321

Tenant Revenue

Leased Space Revenue	Area (Sq./ft.)	\$ per Sq./ft.	Year 1	Year 2	Year 3	Year 4	Year 5
Tenant Lease Agreements							
Leased Space - Bar & Grill	3,500	\$20.00	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Leased Space - Ice Pro Shop	1,000	\$30.00	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Leased Space - Medical	5,000	\$25.00	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Revenue			\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
Total Cost of Goods Sold			-	-	-	-	-
Net Revenue			\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Sponsorship & Advertisement Revenue

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship/Advertisement Income			\$210,000	\$210,000	\$252,000	\$252,000	\$280,000
Total Revenue			\$210,000	\$210,000	\$252,000	\$252,000	\$280,000
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship COGS		25% Sponsorship Revenue	\$52,500	\$52,500	\$63,000	\$63,000	\$70,000
Total Cost of Goods Sold			\$52,500	\$52,500	\$63,000	\$63,000	\$70,000
Net Revenue			\$157,500	\$157,500	\$189,000	\$189,000	\$210,000

Overhead Expenses

Facility Expenses

Indoor Facility/Buildings

Indoor Facility Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System Maintenance		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Janitorial Expenses	<i>Cleaning and Supplies</i>	\$158,023	\$164,384	\$171,364	\$175,804	\$181,754
Safety Supplies	<i>Includes Year 1 Purchase</i>	\$13,000	\$5,200	\$5,278	\$5,357	\$5,438
Maintenance & Repairs	<i>Excludes Capital Replacement</i>	\$90,596	\$91,955	\$93,334	\$94,734	\$96,155
Utility Expense	<i>Electricity, Gas, Water, Trash, etc.</i>	\$194,168	\$197,080	\$200,037	\$203,037	\$206,083
Utility Expense - Ice Areas		\$299,600	\$304,094	\$308,655	\$313,285	\$317,985
Total Indoor Facility Expense		\$760,386	\$767,788	\$783,819	\$797,446	\$812,721

Outdoor Facility/Fields

Outdoor Facility Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Turf Baseball/Softball Field Maintenance and Labor	<i>Excludes Capital Replacement</i>	\$77,000	\$78,155	\$79,327	\$80,517	\$81,725
Grounds Maintenance, Labor, and Lighting	<i>Based on Site Development</i>	\$118,348	\$120,124	\$121,926	\$123,754	\$125,611
Field Lighting	<i>Based on Electricity and Field Hours</i>	\$54,884	\$55,707	\$56,542	\$57,391	\$58,251
Total Outdoor Facility Expense		\$250,232	\$253,986	\$257,795	\$261,662	\$265,587
Total Facility Expense		\$1,010,618	\$1,021,774	\$1,041,615	\$1,059,109	\$1,078,308

Operating Expenses

Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$20,000	\$20,300	\$20,605	\$20,914	\$21,227
Bank Service Charges	<i>Banking Fees, Credit Card Processing</i>	\$79,238	\$87,513	\$100,912	\$105,241	\$115,608
Communications	<i>IT, Phone, Cable, Internet</i>	\$43,812	\$44,469	\$45,136	\$45,813	\$46,500
Dues/Subscriptions		\$500	\$508	\$515	\$523	\$531
Employee Uniforms		\$2,000	\$2,030	\$2,060	\$2,091	\$2,123
Marketing and Advertising		\$118,856	\$87,513	\$100,912	\$105,241	\$115,608
Seasonal Rink/Court Change Over		\$25,000	\$25,375	\$25,756	\$26,142	\$26,534
Insurance	<i>General, Property, Liability</i>	\$131,906	\$133,885	\$135,893	\$137,932	\$140,001
Legal Fees		\$20,000	\$20,300	\$20,605	\$20,914	\$21,227
Licenses, Permits	<i>Food, Music, etc.</i>	\$25,000	\$25,375	\$25,756	\$26,142	\$26,534
National Management & Marketing Service		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
National Management Travel		\$18,000	\$12,000	\$12,000	\$12,000	\$12,000
Office Supplies		\$22,200	\$22,533	\$22,871	\$23,214	\$23,562
Real Estate Tax	<i>Public Ownership</i>	\$0	\$0	\$0	\$0	\$0
Software	<i>Operating, Scheduling, POS, Registration</i>	\$14,400	\$14,616	\$14,835	\$15,058	\$15,284
Travel and Education		\$20,000	\$20,300	\$20,605	\$20,914	\$21,227
Total Operating Expenses		\$840,912	\$816,716	\$848,460	\$862,137	\$887,965

Management Payroll Summary

Management Position	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$130,000	\$135,200	\$140,608	\$146,232	\$152,082
Director of Operations		\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Marketing & Business Development Director		\$75,000	\$78,000	\$81,120	\$84,365	\$87,739
FEC Manager		\$65,000	\$67,600	\$70,304	\$73,116	\$76,041
Program Director		\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Program Managers	<i>Multiple Positions</i>	\$45,000	\$46,800	\$93,672	\$97,419	\$101,316
Indoor Facility Manager		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Outdoor Facility Manager		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Ice Facility Specialist		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Food & Beverage Director		\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Assistant Food & Beverage Manager(s)	<i>Multiple Positions</i>	\$57,500	\$117,300	\$121,992	\$126,872	\$131,947
Finance Manager		\$75,000	\$78,000	\$81,120	\$84,365	\$87,739
Admin Support	<i>Part Time - Front Desk</i>	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Total Management Payroll		\$857,500	\$949,300	\$1,032,272	\$1,073,563	\$1,116,505

Payroll Summary

Total Payroll Summary		Management Assumption	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	12 months prior	\$130,000	\$130,000	\$135,200	\$140,608	\$146,232	\$152,082
Mgmt	Director of Operations	9 months prior	\$67,500	\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Mgmt	Marketing & Business Development Director	12 months prior	\$75,000	\$75,000	\$78,000	\$81,120	\$84,365	\$87,739
Mgmt	FEC Manager	3 months prior	\$16,250	\$65,000	\$67,600	\$70,304	\$73,116	\$76,041
Mgmt	Program Director	3 months prior	\$12,500	\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Mgmt	Program Managers	3 months prior	\$11,250	\$45,000	\$46,800	\$49,672	\$97,419	\$101,316
Mgmt	Indoor Facility Manager	3 months prior	\$13,750	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Outdoor Facility Manager	3 months prior	\$13,750	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Ice Facility Specialist	3 months prior	\$10,000	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Mgmt	Food & Beverage Director	3 months prior	\$15,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Mgmt	Assistant Food & Beverage Manager(s)	3 months prior	\$14,375	\$57,500	\$117,300	\$121,992	\$126,872	\$131,947
Mgmt	Finance Manager	6 months prior	\$37,500	\$75,000	\$78,000	\$81,120	\$84,365	\$87,739
Support	Admin Support	1 month prior	\$5,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Subtotal Management Payroll			\$421,875	\$857,500	\$949,300	\$1,032,272	\$1,073,563	\$1,116,505
Staff	Basketball Rental Tournament Staff	1 month prior	\$600	\$7,200	\$9,500	\$11,550	\$13,965	\$14,663
Staff	Volleyball Rental Tournament Staff	1 month prior	\$660	\$7,920	\$9,900	\$11,655	\$11,655	\$13,892
Staff	Court Rental Event Staff	1 month prior	\$300	\$3,600	\$5,400	\$6,930	\$6,930	\$7,277
Staff	Basketball Staff	1 month prior	\$1,156	\$13,875	\$14,569	\$15,757	\$16,229	\$17,552
Staff	Volleyball Staff	1 month prior	\$669	\$8,023	\$8,424	\$9,111	\$9,384	\$10,149
Staff	Court Rental Staff	1 month prior	\$995	\$11,934	\$12,292	\$13,294	\$13,693	\$14,809
Staff	FEC/Adventure Staff	1 month prior	\$9,673	\$116,082	\$129,007	\$148,988	\$155,205	\$171,579
Staff	Rental Ice Hockey Tournament Staff	1 month prior	\$1,688	\$20,250	\$20,250	\$26,578	\$26,578	\$31,256
Staff	Ice Hockey Staff	1 month prior	\$761	\$9,131	\$10,044	\$11,074	\$11,406	\$12,336
Staff	Ice Programs Staff	1 month prior	\$1,148	\$13,772	\$15,149	\$17,076	\$18,165	\$20,312
Staff	Ice Rental Staff	1 month prior	\$2,496	\$29,948	\$32,943	\$34,590	\$35,627	\$36,696
Staff	Outdoor Rental Baseball/Softball Tournament Staff	1 month prior	\$1,617	\$19,404	\$20,196	\$26,463	\$27,770	\$33,160
Staff	Gate Staff	1 month prior	\$770	\$9,240	\$9,660	\$11,340	\$11,970	\$13,440
Staff	Outdoor Baseball/Softball Staff	1 month prior	\$301	\$3,609	\$3,664	\$4,061	\$4,094	\$4,335
Staff	Outdoor Field Rental Staff	1 month prior	\$157	\$1,885	\$1,979	\$2,286	\$2,400	\$2,520
Staff	Birthday Party Staff	1 month prior	\$240	\$2,880	\$3,456	\$3,629	\$3,810	\$4,001
Staff	Food & Beverage Staff	1 month prior	\$19,464	\$233,564	\$261,239	\$304,210	\$319,419	\$348,928
Staff	Retail Staff	1 month prior	\$711	\$8,527	\$9,734	\$11,097	\$11,788	\$12,661
Subtotal Sport Admin Staff			\$43,404	\$520,844	\$577,406	\$669,688	\$700,089	\$769,563
Instructors	Basketball Instructors	Per Diem	\$24,822	\$26,063	\$28,188	\$29,033	\$31,399	\$31,399
Instructors	Volleyball Instructors	Per Diem	\$26,459	\$27,782	\$30,046	\$30,947	\$33,469	\$33,469
Instructors	Ice Hockey Instructors	Per Diem	\$13,151	\$14,466	\$15,949	\$16,427	\$17,766	\$17,766
Instructors	Outdoor Baseball/Softball Instructors	Per Diem	\$2,846	\$3,118	\$3,587	\$3,751	\$4,118	\$4,118
Instructors	Youth Programming Instructors	Per Diem	\$46,865	\$49,208	\$55,753	\$57,426	\$62,106	\$62,106
Subtotal Instructors (COGS)			\$114,143	\$120,638	\$133,522	\$137,584	\$148,858	\$148,858
Referees	Basketball Officials	Per Diem	\$52,400	\$55,020	\$56,671	\$58,371	\$60,122	\$60,122
Referees	Volleyball Officials	Per Diem	\$9,760	\$10,248	\$10,555	\$10,872	\$11,198	\$11,198
Referees	Ice Hockey Referees	Per Diem	\$14,640	\$16,104	\$16,909	\$17,416	\$17,939	\$17,939
Referees	Outdoor Baseball/Softball Umpires	Per Diem	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Subtotal Referee/Trainers (COGS)			\$92,000	\$96,572	\$99,335	\$101,859	\$104,459	\$104,459
Payroll Subtotal			\$465,279	\$1,584,487	\$1,743,916	\$1,934,817	\$2,013,095	\$2,139,386
	Bonus Pool	1% of Total Revenue	\$43,969	\$48,106	\$55,226	\$57,390	\$62,854	\$62,854
	Payroll Services	3% of Payroll	\$13,958	\$41,350	\$45,801	\$51,059	\$53,210	\$56,582
	Payroll Taxes/Benefits	18% of Payroll	\$83,750	\$248,102	\$274,807	\$306,353	\$319,257	\$339,492
Payroll Taxes/Benefits/Bonus Totals			\$97,709	\$333,421	\$368,715	\$412,638	\$429,857	\$458,928
Total Payroll Cost				\$1,917,908	\$2,112,631	\$2,347,455	\$2,442,952	\$2,598,314