City of Blaine
City Council Workshop

March 3, 2025 | 5:30 PM
Blaine City Hall
10801 Town Square Drive NE
Blaine, MN 55449

AGENDA

NOTICE OF WORKSHOP MEETING
In accordance with the provisions of Section 3.01 of the Blaine City Charter, a Council Workshop meeting is scheduled for the following purpose:

1. Call to Order

2. Roll Call

3. New Business

3.1. 2025-66 TH65/Bunker Lake Boulevard, Segment 3
Sponsors: Daniel Schluender, Director of Engineering

3.2. 2025-67 Minnesota Tournament Wellness Center Presentation
Sponsors: Erik Thorvig, Community Development Director

3.3. 2025-68 Boards and Commissions Applicant Review - 2025
Sponsors: Cathy Sorensen, City Clerk

3.4. 2025-69 Blaine City Manager Recruitment Process
Sponsors: Scott Johnson, Director of Administrative Services

3.5. 2025-70 Closed Session Pursuant to MN Statute 13D.05(3)(c)(3) - Discuss Acquisition of Property for 2170 106th Lane and 10500 Nassau Street
Sponsors: Erik Thorvig, Community Development Director

4. Other Business

5. Adjournment

City of Blaine
Staff Report

File Number: 2025-66

Agenda Date	Status
March 3, 2025	
In Control	**File Type**
City Council	Workshop Item

New Business - Daniel Schluender, Director of Engineering

Agenda Item # 3.1

TH65/Bunker Lake Boulevard, Segment 3

Background

Anoka County is in the process of preparing a plan that will construct an interchange on TH 65 at Bunker Lake Boulevard (CSAH 116) that includes access closures and frontage road improvements. They are in the preliminary stages of the project and will begin to have a series of open houses to present the project to the public and receive comments and concerns. The county and their consultant, Bolton & Menk, will be present at this workshop to share with council some of the preliminary design(s) issues/features and the proposed project schedule.

Staff Recommendation

Discuss project and any concerns.

Questions for Council

Attachment List

None

City of Blaine
Staff Report

File Number: 2025-67

Agenda Date	Status
March 3, 2025	
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City Council	Workshop Item

New Business - Erik Thorvig, Community Development Director

Agenda Item # 3.2

Minnesota Tournament Wellness Center Presentation

Background

In 2021, staff was approached by a group wanting to construct a private athletic facility in Blaine. The facility is called the Minnesota Tournament Wellness Center (MNTWC). The facility would serve the community and region in several ways. The over 250,000 sf. facility would have the following components:

- 12 full size basketball courts that convert to 24 full size volleyball courts
- 6 professional pickleball courts
- Fitness center
- Professional training center for youth athletes
- Family and kid zone activity center
- E-sports
- Media/theater space for educational opportunities
- Classrooms/meeting rooms
- Retail space for sports-oriented products
- Food/concession areas
- Aquatics (being further analyzed due to cost)

The team behind the idea consists of local residents and other partners nationally that have expertise in the construction, operation and management of sports facilities. Shawn and James O'Keefe, along with Shaun Jensen, are the creators of the vision.

James O'Keefe began his working career as a firefighter in Sioux City, IA before joining the Army. James is currently a Lieutenant Colonel with over 20 years of active duty. He is looking forward to continue serving his community by providing health, fitness, and purpose with the MNTWC. “Our kids rank near the bottom in education, suicide is up across the board, and through technology we have become more isolated than ever. Let’s get to work and change course.”

Shawn O'Keefe is a local Blaine resident. Shawn studied business and entrepreneurship in college due to a passion for business ownership. Shawn currently owns a printing business that he started 22 years ago and has owned a post-market surveillance business serving the medical device industry. His passion for the future is to make a positive impact on the community through the MNTWC affecting youth, people with disabilities, and seniors using sports, fitness, and a place to reconnect with one another. “The MNTWC will be changing lives for the next hundred years.”

Shaun Jensen grew up in Minneapolis and Blaine attending Spring Lake Park Schools. He was an all-state basketball player in high school and then became an all-American at St. Cloud State. Shaun graduated with a degree in finance with a passion to help build strong financial futures for people. Shaun started his own wealth management firm in 2021. Shaun knows the value in what sports and fitness can do for kids, especially for kids who need guidance and structure. “We have the ability to completely change the trajectory of so many kids in our community with the positive, impactful programing at the MNTWC. Let’s go!”

Sports Facilities Company (SFC) has been involved since initial discussions. SFC, located in Clearwater, Florida, opening in 2003, has become the trusted resource to plan, fund, develop and operate sports, recreation, entertainment and fitness facilities throughout the country. They have guided projects in over 3,000 communities nationwide and overseen $15 billion in the development of sports facilities. SFC has played a critical role for this project in creating a pro-forma for both construction and operation of the facility.

George Fantauzza with Populous Architects has been the lead resource on design of the facility. Mr. Fantauzza's recent experience includes work on the new stadium for the Buffalo Bills, renovation of the Toronto Blue Jays stadium, Golden State Warrior's Arena and Allegiant Stadium in Las Vegas.

<u>History</u>
The group initially approached staff in 2021 with the vision. At the time, they were exploring development of the 40-acre site at the southwest corner of 125th and Lexington Avenue. After due diligence was completed for the site, it was determined that development of the site was too cost-prohibitive.

In 2022, the group engaged with the National Sports Center about locating the facility on the east portion of the NSC campus, north of 105th Avenue. At that time, the city was in the early phases of visioning for the 105th Redevelopment project. The site that was identified was closer to 109th Avenue, and outside the scope of what the city council, at that time, envisioned for the 105th Redevelopment project.

In March 2023, the group presented to the city council at workshop. In general, the city council was supportive of the vision and concept and saw benefit to the community and region, however, funding for the facility needed to be analyzed further. At the time, a proposal to fund construction of the facility through a public/private partnership was discussed. The facility would be privately owned and operated after construction is completed without further city financial involvement. The city council provided direction to staff to continue to work on the project.

Also in 2023, the master developer for the 105th Redevelopment Project engaged with the NSC to understand the scope and scale of the redevelopment project. After negotiations with the NSC, the 105th Redevelopment project expanded to include a larger portion of NSC property, extending to 109th Avenue. This expansion eliminated the possibility of the MNTWC facility being located near the NSC campus.

As discussions continued regarding the MNTWC in 2023, it was determined that a Local Option Sales Tax (LOST) was the most feasible public financing option for construction of the facility. Around this same time, the Minnesota Legislature placed a moratorium on LOST requests until the end of the 2025 legislative session. As such, it has been difficult to advance discussions with the MNTWC until the legislature completes analysis and potential changes to the law regarding LOST. During the last 18 months, staff and the MNTWC have continued to meet to discuss the project, identify potential sites and determine a path forward.

2016 Community Center Referendum

In many aspects, this proposal will function as a community center for Blaine, however, privately owned and operated. In 2016, the city explored the endeavor of constructing a city-owned and operated community center. A ballot referendum was prepared asking voters if they supported a property tax increase to construct a community center at an approximate cost of $29,350,000. It was estimated that the first-year cost of a house valued at $200,000 was $60. Any operating expenses not covered by the operating revenue would be paid by taxpayers. The referendum failed by approximately 2,300 votes (53.63% of the voters voting no).

Local Option Sales Tax (LOST)

A Local Options Sale Tax (LOST) is a financial tool cities may use to fund capital projects. Cities have historically used LOST to fund transportation, park improvements, public safety and community center projects. Under current law, cities need to follow strict rules and procedures to get legislative authority for the creation of a local sales tax. Cities seeking local sales tax authority must file requests with legislators on the House and Senate Taxes committees by January 31. The city must submit a resolution proposing the local sales tax, details on the projects that will be funded by the tax, and documentation on regional significance.

Local option sales taxes can only be used for “regionally significant” capital projects. State law limits these projects to “a single building or structure, including associated infrastructure needed to safely access or use the building or structure; improvements within a single park or named recreation area; or a contiguous trail.” In recent years, several of the requests were modified to exclude road and other infrastructure projects, on the basis that those projects are not “regionally significant” and can be financed, at least in part, with other revenue sources.

Under current law, the process to establish a LOST is as follows. Note that changes to the process may occur based on a study completed during the moratorium. Potential changes to the law and process will likely be addressed this legislative session. Due to the moratorium, no action can be taken by the city until the 2025 legislative session is complete.

1. Adopt a resolution - The city council must first adopt a resolution proposing the tax. The resolution must include the proposed tax rate, documentation of the “regional significance” of each project to be funded, the amount to be raised with the tax, and the estimated length of time the tax will be needed.
2. Submit resolution and supporting materials to state tax committees - The city is required to submit the adopted resolution, details on the projects, and documentation on regional significance to the chairs and ranking minority members of the House and Senate Taxes committees and appropriate subcommittees by January 31 of the year that it is seeking the special law.
3. Get legislative authorization - The city must secure the passage of a special law authorizing the enactment of the local sales tax. The city would typically work with its local legislators to introduce special legislation.
4. Adopt a resolution - After approval, the city must adopt a resolution accepting the new law.
5. Hold a referendum - The city must conduct a referendum during a general election within two years of receiving legislative authority for the local sales tax. The referendum must include separate questions for each project, and only the ballot questions approved by voters may be funded by the sales tax. The next general election is November, 2026.
6. Pass an ordinance - The city council must pass an ordinance imposing the tax. It must also notify the commissioner of Revenue at least 90 days before the first day of the calendar quarter that the tax will be imposed.

A LOST is a sales tax that can be applied to the sale of goods and services within the community. It is not a property tax. To understand the potential financial benefit of a LOST, the city of Blaine hired the University of Minnesota (U of M) to complete an analysis. The U of M has experience in completing these types of studies for many cities in Minnesota. The cost of the study was less than $4,000. The study found that if a 0.5% (50 cents on a $100 purchase) citywide local option sales tax were in place in 2022, it would have garnered $4,800,000 in tax proceeds for that year, according to MN Department of Revenue analysts. Blaine residents would have contributed $2,510,400 in taxes (52%), and non-residents would have contributed $2,289,600 (48%). Based on these estimates, each Blaine resident would have paid, on average, an additional $35.92 in sales tax in 2022. Figures 5 and 6 on Page 5 of the attached study, show historic LOST revenues and projections through 2026. As the chart shows, there has been a slight to steady increase since 2013.

An updated pro-forma has been completed by SFC. The pro-forma identifies a total construction cost of $112,147,061. Original discussions in March 2023 centered around a private/public cost share of the construction of the facility at around 50% by each party. Based on SFCs model, the city's share in cost participation would be approximately $52,425,079. Private sources of funds would include equity and bank financing. If the city were to participate financially, bonds would need to be sold for the project and paid back by LOST revenue. As an example, if the bond interest rate was 5% over a 25-year term, annual debt service payments would be $3,677,661. If the bond interest rate was 7% over a 25 year term, annual debt service payments would be $4,446,355. These identified debt service payments would be less than the amount of LOST generated by the city at a rate of 0.05%.

<u>Site Location</u>

Finding a site location has been challenging since the beginning of the project. MNTWC desires approximately 15-20 acres of land. There is limited land availability in Blaine of this size. Staff has continued to work with the group to identify locations. There has been discussion about the EDA-owned site on 109th Avenue, east of the Sanctuary neighborhood. This was one of the potential locations for the community center in 2016. This site is challenging due to wetlands and further analysis hasn't been completed regarding development feasibility. There are other private sites located throughout the city, however, depending on the current land use, could be cost-prohibitive. Further site analysis will occur if the project moves forward.

<u>Next Steps</u>

At this point, staff has not engaged the assistance of bond counsel or a municipal financial consultant to analyze the financial structure further. Staff is seeking specific direction at the workshop by council as to whether this project is something the city would be interested in participating in. If so, staff would continue to monitor any changes to LOST laws in the current legislative session, and at some point, engage additional expertise in the matter. Additional updates would be provided to the council after the legislation session is complete with a potential resolution considered by to propose the tax.

This is the first step in the process as outlined above. Understanding that staff and the MNTWC group has been working on this project for almost four years, the team needs direction from the city council as to whether this project is of interest to the Blaine City Council so they can either continue work in Blaine or look elsewhere.

Staff Recommendation

Discuss the item and provide direction to staff.

Questions for Council

Is the Council wanting to pursue this venture further?

Attachment List

1. LOST Report
2. MNTWC Information
3. 5-Year Operating Pro-Forma

University of Minnesota | Extension

EXTENSION CENTER FOR COMMUNITY VITALITY

Local Option Sales Tax Analysis for Blaine, MN

ESTIMATED CONTRIBUTIONS OF RESIDENTS AND NON-RESIDENTS TO A LOCAL OPTION SALES TAX

Authored by Eric King

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REPORT SPONSOR: BLAINE, MINNESOTA

Local Option Sales Tax Analysis for Blaine

ESTIMATED CONTRIBUTIONS OF RESIDENTS AND NON-RESIDENTS TO A LOCAL OPTION SALES TAX

August 2024

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Sponsor:
City of Blaine, MN

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SUMMARY OF FINDINGS

University of Minnesota Extension conducted a study to estimate the proportion of sales proceeds attributed to both Blaine residents and non-residents.

Using 2022 sales and use tax data available from the Minnesota Department of Revenue (MN Revenue), Extension estimated that non-residents account for 47.7 percent of taxable sales subject to a local option sales tax (LOST).

In 2022, total taxable sales in Blaine were $1,023.4 million. MN Revenue analysts estimate that 93.80% of taxable sales would be subject to a LOST. With 47.7 percent of sales derived from non-resident spending, Extension estimated that Blaine residents spent $502.1 million of the total $960.00 million in taxable sales subject to a LOST.

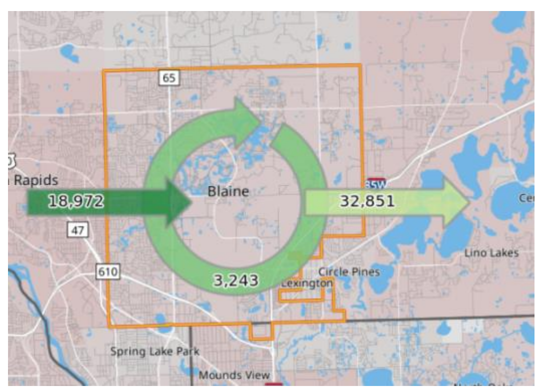
If the tax were in place in 2022, a 0.5 percent local option sales tax would have garnered $4,800,000 million in tax proceeds according to MN Department of Revenue analysts. Blaine residents would have contributed $2,510,400 in taxes, and non-residents would have contributed $2,289,600 million in 2021. Based on these estimates, each Blaine resident would have paid, on average, an additional $34.92 in sales tax in 2022.

This report is based on a trade area analysis comparing actual taxable sales to potential sales. This is calculated by multiplying the Blaine population in 2022 (MN Demographic Center) by the Minnesota average per capita sales for each category, and then adjusting for the county's personal income factor. This initial analysis provided an estimate of retail and service purchases made by Blaine residents. For each merchandise group, the estimates for two types of purchasers—county residents and others—were calculated and adjusted considering the area economy. These adjustments were based on informed estimates and were aimed, in part, at reducing potential overestimates of the sales tax share attributable to non-residents. Assumptions and calculations are included for major retail and service categories so local decision makers can adjust totals if they have more nuanced insight.

Several factors and features of Blaine's economy helped frame the analysis for the different merchandise categories:

- Residents of nearby communities can easily access Blaine businesses. For this analysis, cross-hauling has the general effect of increasing non-resident spending as Blaine is a central shopping hub in the region.
- Blaine has less workers entering the county for employment than residents who leave for work (Figure 1). In this dynamic, commuters often shop for goods and services near where they work and those commuting into the city purchase in the city.

Figure 1: Blaine worker in-flow and out-flow



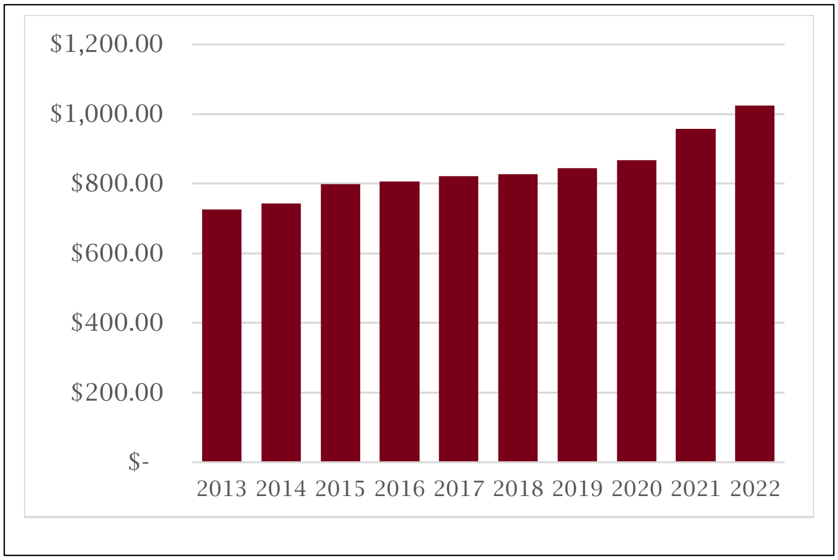
Inflow and outflow of wage earners.
Source: 2022 U.S. Census Bureau On-The-Map

Figure 2 shows the estimated percentage of sales—across all merchandise categories—attributed to both residents and non-residents in 2022. These estimates are based on the adjusted analysis to more accurately reflect the county's economic and consumption circumstances. Based on these findings, Extension estimates county residents represent 52.3 percent of all taxable retail and service sales subject to the tax ($502.1 million), and the remaining 47.7 percent ($457.9 million) are attributed to non-residents.

Figure 2: Estimated 2022 Taxable Sales Subject to LOST

	Taxable Sales	Percent of Sales
County residents	$502,080,000	52.3%
Non-residents	$457,920,000	47.7%

Figure 3: Total taxable sales in Blaine from 2013-2022



Source: Minnesota Department of Revenue

The total taxable sales in the county have increased steadily from 2013 to 2022 (Figure 3). Noticeably, the community weathered the impacts of the covid pandemic much better than other communities of similar size and location. This provides some sense of the stability and trajectory of a LOST going forward.

Extension forecasted taxable sales subject to the local tax for 2023, 2024, and 2025 using a simple exponential smoothing forecast model that employs a moving weighted average and a 95% confidence interval to provide an upper and lower bound to the estimate (Figures 5 and 6). This model estimates total tax proceeds in 2023 to be between an upper limit of $5,417,032 million and a lower limit of $4,900,390 million.

Considering the historic disruption of the pandemic and its uneven effect on business categories, this forecast is an unlikely scenario based only on past trends. National evidence shows that home-focused businesses like food, building materials, furniture, and general merchandise did well through the pandemic, whereas dining, accommodations, and amusement saw record sales decreases.

Figure 5: Forecast for Tax Proceeds based on Past Trends 2013 to 2022

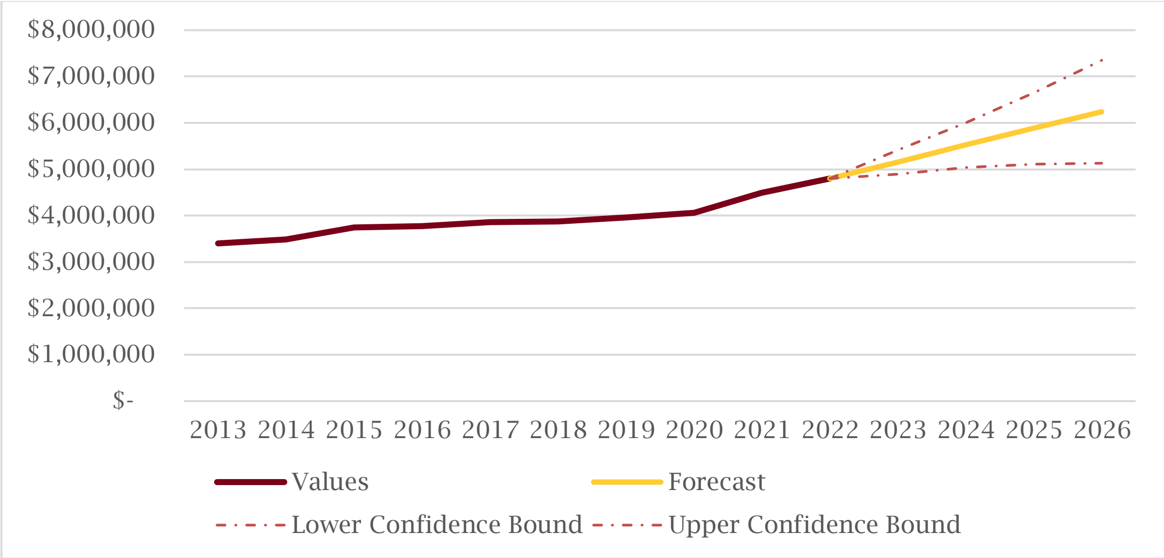


Figure 6: Forecast with Upper and Lower Bound 2023-25

	Forecast	Lower Bound	Upper Bound
2023	$5,158,711	$4,900,390	$5,417,032
2024	$5,519,156	$5,035,402	$6,002,910
2025	$5,879,601	$5,106,733	$6,652,469

Use taxes also affect the tax proceeds from a local option sales tax. Use taxes derive from county businesses purchasing products from out-of-state sources and in other Minnesota locations. Use taxes are often less consistent and more difficult to estimate accurately than sales taxes. In 2022, the county received $2,134,484 in use (not sales) tax proceeds. It would have garnered $158,110 thousand for a LOST at the 0.5 percent rate.

Policymakers must also consider the impacts that a LOST may have on consumer purchasing behavior, particularly whether it will result in a loss of consumer purchases to other jurisdictions. Extension examined records of 11 cities that enacted a local option sales tax between 1999 and 2006 (information available on the Minnesota Department of Revenue website). Records do not indicate a major purchasing change due to the additional sales tax, and most of the jurisdictions have shown continued sales growth (see Appendix A). These communities, however, may not be comparable to Blaine. All communities included in this analysis are located outside the Twin Cities metro area and may retain more shoppers than communities in the metro area where one can easily switch spending from one jurisdiction to another.

BACKGROUND AND METHODOLOGY

Community economics educators at University of Minnesota Extension provide applied research and education to help community and business partners make better informed decisions. In recent years, Minnesota has adopted laws enabling local governments to enact a local option sales tax. Extension has assisted these administrations in estimating their potential tax proceeds and the portion of taxes paid by local residents.

This report estimates the proportion of tax proceeds generated by Blaine residents compared to non-residents. The most recently available state sales tax data (2022) from the Minnesota Department of Revenue (MN Revenue) was used.

Trade Area Analysis and Calculations

Extension conducted a trade area analysis of retail and service sales in select merchandise categories, estimating the amount of taxable sales subject to sales taxes made by both local residents and non-residents. Use tax is a much smaller portion of the total collection compared to sales tax proceeds. It is also estimated using a different formula.

Extension calculated potential sales for the county in each merchandise category and compared this calculation to actual taxable sales from the Minnesota Department of Revenue sales tax statistics for the same category. Actual sales greater than potential sales indicate the county attracts sales from outside its boundaries or has sales greater than one would expect from its residents. Extension used the difference between potential and actual sales to set reasonable estimates of spending by residents and non-residents across all categories. These estimates also helped inform adjustments for each category.

Potential sales calculations are based on average statewide spending by merchandise category and the population of the county, then adjusted by the level of income in Blaine. Specifically, potential sales result from county population, state per capita taxable sales, and the index of income (see sidebar and Appendix B).

The following section details the initial and adjusted trade area calculations for all merchandise categories. The sections labeled "Analysis with Adjustments" lists the final estimate of sales generated by non-residents. A rationale for adjustments and conclusions is also included.

Potential sales estimate the dollar amounts for purchases made by local residents *if* local residents spend as much as the average Minnesota resident.

Potential sales are calculated by the following formula:

(T ÷ PMn) x PO x (YWC ÷YMn) = potential sales

T = Total Minnesota taxable sales for a merchandise category

PMn = 2022 population of Minnesota (5,801,769)

PO = 2022 population of Blaine (71,891)

YWC = Per capita income of Blaine residents ($60,371)

YMn = Per capita income of Minnesota residents ($68,840)

Online sales have been left out of the estimates for this analysis as data for these types of transactions by jurisdiction are not available before a local option sales tax is enacted. After a local option sales tax is enacted, sales tax is collected for online sales for delivered purchases. Extension estimates about 15% of sales are done online by households.

TRADE AREA ANALYSIS BY MERCHANDISE CATEGORY

The following pages provide detailed analysis by merchandise category.

Vehicles and Parts

2.5 percent of total taxable retail and service sales

The **20 businesses** in this retail category include repair parts, snowmobiles, boats, trailers, and recreational vehicles. *Sales of cars and other on-road vehicles are not included in this category since they are subject to a different tax.*

	($Millions)
Actual taxable sales	$22.48
-Potential sales	$42.04
= $ variance	($19.57)
= as % of potential	-46.5%

Unadjusted Trade Area Analysis

Potential taxable sales to residents	$42.04
Surplus	($19.57)
Total	$22.48
Surplus percentage	-87.1%

Analysis with Adjustments

Capture rate of Blaine residents	51%
Residents' $ share	$21.35
Non-Residents' $ share	$1.12
Total	$22.48
Non-resident share per group	5.0%

Analysis for Vehicles and Parts

Actual taxable sales in this category totaled $22.48 million, significantly below the potential sales estimate of $42.04 million, resulting in a shortfall of $19.57 million, or -46.5%. Extension estimates that Blaine residents contributed $21.35 million to the total sales, with a capture rate of 51%. Only a small fraction of sales, $1.12 million (or 5.0% of total sales), came from non-residents, indicating that this sector is primarily serving the local population. The non-resident share per group stands at a deficit of -87.1%, reflecting a significant lack of attraction to non-residents

Furniture Stores, Electronics, and Appliances

4.9 percent of total taxable retail and service sales

These **42 businesses** sell furniture, beds, carpeting, window coverings, kitchenware, wood-burning stoves, household-type appliances, sewing machines, cameras, computers, and other electronic goods.

	($Millions)
Actual taxable sales	$44.13
Potential sales	$57.38
= $ variance	($13.26)
= as % of potential	-23.1%

Unadjusted Trade Area Analysis

Potential sales to residents	$57.38
Surplus	($13.26)
Total	$44.13
Non-resident share per group	-30.0%

Analysis with Adjustments

Capture rate of Blaine residents	64%
Residents' $ share	$36.62
Non-Residents' $ share	$7.50
Total	$44.13
Non-resident share per group	17.0%

Analysis for Electronics, Appliances and Furniture Stores

Actual taxable sales in this category totaled $44.13 million, which is $13.26 million less than the potential sales estimate of $57.38 million, reflecting a shortfall of -23.1%. Extension estimates that Blaine residents contributed $36.62 million to the total sales, with a capture rate of 64%. Only $7.50 million (or 17.0% of total sales) came from non-residents, indicating limited attraction to shoppers from outside the area. The non-resident share per group stands at -30.0%, highlighting the significant challenge this sector faces in drawing in customers beyond the local population.

Building Materials

18.5 percent of total taxable retail and service sales*

These **18 businesses** sell lumber, hardware, paint, wallpaper, tile, hardwood floors, roofing, fencing, ceiling fans, lawn equipment, and garden items.

	($Millions)
Actual taxable sales	$166.02
Potential sales	$94.08
= $ variance	$71.94
= as % of potential	76.5%

Unadjusted Trade Area Analysis

Potential sales to residents	$94.08
Surplus	$71.94
Total	$166.02
Non-resident share per group	43.3%

Analysis with Adjustments

Capture rate of Blaine residents	88%
Residents' $ share	$83.01
Non-residents' $ share	$83.01
Total	$166.02
Non-resident share per group	50.0%

Analysis for Building Materials

Actual taxable sales in this category reached $166.02 million, surpassing the potential sales estimate of $94.08 million by $71.94 million, representing a positive variance of 76.5%. Extension estimates that Blaine residents contributed $83.01 million to the total sales, with a high capture rate of 88%. The remaining $83.01 million, or 50.0% of total sales, came from non-residents, indicating that the Building Materials sector in Blaine is effectively attracting customers from outside the area. The non-resident share per group stands at 43.3%, showcasing the category's strong appeal beyond the local population. This suggests that Blaine is a key destination for building materials, drawing significant spending from a broader market.

Food and Groceries

6.1 percent of total taxable retail and service sales

The **41 businesses** in this merchandise group include grocery stores, delis, bakeries, and butcher shops that sell food to be prepared at home. Liquor stores are also included in this group.

	($Millions)
Actual taxable sales	$54.37
- Potential sales	$49.34
= $ variance	$5.03
= as % of potential	10.2%

Unadjusted Trade Area Analysis

Potential sales to residents	$49.34
Surplus	$5.03
Total	$54.37
Non-resident share per group	9.3%

Analysis with Adjustments

Capture rate of Blaine residents	83%
Residents' $ share	$40.78
Non-residents' $ share	$13.59
Total	$54.37
Non-resident share per group	25.0%

Analysis for Food and Groceries

Actual taxable sales in this category amounted to $54.37 million, exceeding the potential sales estimate of $49.34 million by $5.03 million, which represents a positive variance of 10.2%. Extension estimates that Blaine residents contributed $40.78 million to the total sales, with a high capture rate of 83%. The remaining $13.59 million, or 25.0% of total sales, came from non-residents, indicating that the Food and Groceries sector in Blaine is somewhat of a draw for shoppers from outside the area. The non-resident share per group is 9.3%, showing that while the majority of sales are from local residents, there is still a notable contribution from those outside the immediate area. This suggests that Blaine’s food and grocery retailers are effectively serving both the local community and attracting non-resident spending.

Health and Personal Items

1.8 percent of total taxable retail and service sales

Stores selling prescription drugs, food supplements, vision supplies, cosmetics, and hearing aids are among the **34 businesses** included in this merchandise group.

	($Millions)
Actual taxable sales	$15.88
Potential sales	$11.41
= $ variance	$4.47
= as % of potential	39.2%

Unadjusted Trade Area Analysis

Potential sales to residents	$11.41
Surplus	$4.47
Total	$15.88
Non-resident share per group	28.1%

Analysis with Adjustments

Capture rate of Blaine residents	88%
Residents' $ share	$10.01
Non-residents' $ share	$5.88
Total	$15.88
Non-resident share per group	37.0%

Analysis for Health and Personal Items

Actual taxable sales in this category reached $15.88 million, exceeding the potential sales estimate of $11.41 million by $4.47 million, representing a positive variance of 39.2%. Extension estimates that Blaine residents contributed $10.01 million to the total sales, with a capture rate of 88%. The remaining $5.88 million, or 37.0% of total sales, came from non-residents, indicating that the Health and Personal Items sector in Blaine is moderately attracting shoppers from outside the area. The non-resident share per group stands at 28.1%, reflecting a healthy appeal of these businesses beyond the local population, particularly in attracting non-resident spending.

Gas/Convenience Stores

2.5 percent of total taxable retail and service sales

This merchandise group covers **23 businesses** selling convenience items at a store that also sells fuel.

	($Millions)
Actual taxable sales	$22.13
-Potential sales	$21.14
= $ variance	$0.99
= as % of potential	4.7%

Unadjusted Trade Area Analysis

Potential sales to residents	$21.14
Surplus	$0.99
Total	$22.13
Non-resident share per group	4.5%

Analysis with Adjustments

Capture rate of Blaine residents	70%
Residents' $ share	$14.83
Non-residents' $ share	$7.30
Total	$22.13
Non-resident share per group	33.0%

Analysis for Gas/Convenience Stores

Actual taxable sales in this category reached $22.13 million, surpassing the potential sales estimate of $21.14 million by $0.99 million, which represents a positive variance of 4.7%. Extension estimates that Blaine residents contributed $14.83 million to the total sales, with a capture rate of 70%. The remaining $7.30 million, or 33.0% of total sales, came from non-residents. The non-resident share per group stands at 4.5%, indicating that while the Gas/Convenience Stores sector in Blaine is primarily supported by local residents, it does manage to attract a moderate level of spending from shoppers outside the area.

Apparel/Clothing

2.2 percent of total taxable retail and service sales

This merchandise group includes **40 businesses** selling new clothing and accessories, jewelry, shoes, bridal items, clocks, and luggage.

	($Millions)
Actual taxable sales	$19.36
Potential sales	$11.84
= $ variance	$7.52
= as % of potential	63.5%

Unadjusted Trade Area Analysis

Potential sales to residents	$11.84
Surplus	$7.52
Total	$19.36
Non-resident share per group	38.8%

Analysis with Adjustments

Capture rate of Blaine residents	49%
Residents' $ share	$5.81
Non-residents' $ share	$13.56
Total	$19.36
Non-resident share per group	70.0%

Analysis for Apparel/Clothing

Actual taxable sales reached $19.36 million, exceeding the potential sales estimate of $11.84 million by $7.52 million, representing a positive variance of 63.5%. Extension estimates that Blaine residents contributed $5.81 million to the total sales, with a capture rate of 49%. The majority of the sales, $13.56 million (or 70.0% of total sales), came from non-residents, highlighting the strong appeal of Blaine's apparel and clothing stores to shoppers from outside the area. The non-resident share per group stands at 38.8%, indicating that while local residents support this sector, it also serves as a regional shopping destination for apparel and clothing.

General Merchandise Stores

16.9 percent of total taxable retail and service sales*

The **16 businesses** in this category sell general merchandise and are unique because they have the equipment and staff needed to sell a large variety of goods from a single location. This includes department stores, superstores, dollar stores, and variety stores.

	($Millions)
Actual taxable sales	$151.60
potential sales	$88.83
= $ variance	$62.76
= as % of potential	70.7%

Unadjusted Trade Area Analysis

Potential sales to residents	$88.83
Surplus	$62.76
Total	$151.60
Non-resident share per group	41.4%

Analysis with Adjustments

Capture rate of Blaine residents	82%
Residents' $ share	$72.77
Non-Residents' $ share	$78.83
Total	$151.60
Non-resident share per group	52.0%

Analysis for General Merchandise Stores

Actual taxable sales reached $151.60 million, surpassing the potential sales estimate of $88.83 million by $62.76 million, representing a positive variance of 70.7%. Extension estimates that Blaine residents contributed $72.77 million to the total sales, with a capture rate of 82%. A substantial portion of the sales, $78.83 million (or 52.0% of total sales), was generated by non-residents, indicating that Blaine's general merchandise stores attract a significant number of shoppers from outside the area. The non-resident share per group stands at 41.4%, underscoring the broad appeal and regional draw of these businesses.

Leisure Goods and Other Miscellaneous Retail

7.4 percent of total taxable retail and service sales

113 businesses are part of this group, including sporting goods, books, music, hobby items, fabrics, toys, florists, used merchandise stores, pet supply stores, and other retailers.

	($Millions)
Actual taxable sales	$66.42
Potential sales	$45.08
= $ variance	$21.34
= as % of potential	47.3%

Unadjusted Trade Area Analysis

Potential sales to residents	$45.08
Surplus	$21.34
Total	$66.42
Non-resident share per group	32.1%

Analysis with Adjustments

Capture rate of Blaine residents	81%
Residents' $ share	$36.53
Non-residents' $ share	$29.89
Total	$66.42
Non-resident share per group	45.0%

Analysis for Leisure Good and Miscellaneous Retail

Actual taxable sales amounted to $66.42 million, exceeding the potential sales estimate of $45.08 million by $21.34 million, representing a positive variance of 47.3%. Extension estimates that Blaine residents contributed $36.53 million to the total sales, with a capture rate of 81%. A substantial portion of the sales, $29.89 million (or 45.0% of total sales), came from non-residents, indicating that Blaine's leisure goods and miscellaneous retail sector is a notable draw for shoppers from outside the area. The non-resident share per group stands at 32.1%, highlighting the broad appeal and regional influence of these businesses.

Amusement and Recreation

3.5 percent of total taxable retail and service sales

The **26 businesses** in this group include casinos, bowling lanes, water parks, amusement parks, arcades, bingo halls, golf courses, ski slopes, marinas, dance or fitness centers, recreational clubs, ice rinks, swimming pools, roller rinks, etc.

	($Millions)
Actual taxable sales	$31.45
Potential sales	$23.84
= $ variance	$7.60
= as % of potential	31.9%

Unadjusted Trade Area Analysis

Potential sales to residents	$23.84
Surplus	$7.60
Total	$31.45
Non-resident share per group	24.2%

Analysis with Adjustments

Capture rate of Blaine residents	66%
Residents' $ share	$15.72
Non-residents' $ share	$15.72
Total	$31.45
Non-resident share per group	50.0%

Analysis for Amusement and Recreation

Actual taxable sales reached $31.45 million, surpassing the potential sales estimate of $23.84 million by $7.60 million, resulting in a positive variance of 31.9%. Extension estimates that Blaine residents contributed $15.72 million to the total sales, with a capture rate of 66%. The remaining $15.72 million (or 50.0% of total sales) came from non-residents, indicating that Blaine's amusement and recreation sector has a significant appeal to visitors from outside the area. The non-resident share per group stands at 24.2%, emphasizing the broader regional attraction of these entertainment and recreational businesses.

Accommodations

0.8 percent of total taxable retail and service sales

These **6 businesses** provide lodging or short-term accommodations for travelers, vacationers, and others. Included are hotels, motels, lodges, bed & breakfasts, campgrounds, fraternities, boarding houses, and dormitories.

	($Millions)
Actual taxable sales	$6.81
Potential sales	$26.67
= $ variance	($19.86)
= as % of potential	-74.5%

Unadjusted Trade Area Analysis

Potential sales to residents	$26.67
Surplus	($19.86)
Total	$6.81
Non-resident share per group	-291.7%

Analysis with Adjustments

Capture rate of Blaine residents	3%
Residents' $ share	$0.68
Non-residents' $ share	$6.13
Total	$6.81
Non-resident share per group	90.0%

Analysis for Accommodations

Logically, a significant percentage of lodging sales are from non-residents visiting the area or staying overnight for business or vacation. As with previous LOST analyses, Extension set the non-resident share at 90 percent of sales to allow for resident spending related to events, facility charges, and 'staycations.' A capture rate of 3 percent of Blaine resident spending in this category was estimated.

Eating/Drinking Establishments

17.1 percent of total taxable retail and service sales

These **138 businesses** sell food at full-service or limited-service establishments. The group includes cafeterias, bagel shops, ice cream parlors, snack bars, food service contractors, caterers, lunch wagons, and street vendors. It also includes bars, taverns, and nightclubs.

	($Millions)
Actual taxable sales	$153.90
Potential sales	$120.33
= $ variance	$33.56
= as % of potential	27.9%

Unadjusted Trade Area Analysis

Potential sales to residents	$120.33
Surplus	$33.56
Total	$153.90
Non-resident share per group	21.8%

Analysis with Adjustments

Capture rate of Blaine residents	77%
Residents' $ share	$92.34
Non-residents' $ share	$61.56
Total	$153.90
Non-resident share per group	40.0%

Analysis for Eating/Drinking Establishments

Actual taxable sales reached $153.90 million, exceeding the potential sales estimate of $120.33 million by $33.56 million, resulting in a positive variance of 27.9%. Extension estimates that Blaine residents contributed $92.34 million to the total sales, with a capture rate of 77%. The remaining $61.56 million (or 40.0% of total sales) came from non-residents, indicating that Blaine's eating and drinking establishments are a significant attraction for visitors from outside the area. The non-resident share per group stands at 21.8%, underscoring the regional appeal of Blaine's food and drink options.

Repair and Maintenance

5.9 percent of total taxable retail and service sales

The **84 businesses** in this group restore machinery, equipment, and other products. The group does not include plumbing or electrical repair services but does encompass auto repair, cameras, televisions, computers, copiers, appliances, lawn mowers, specialized equipment, small engines, furniture, shoes, guns, etc.

	($Millions)
Actual taxable sales	$52.79
Potential sales	$23.04
= $ variance	$29.75
= as % of potential	129.1%

Unadjusted Trade Area Analysis

Potential sales to residents	$23.04
Surplus	$29.75
Total	$52.79
Non-resident share per group	56.4%

Analysis with Adjustments

Capture rate of Blaine residents	80%
Residents' $ share	$18.48
Non-residents' $ share	$34.31
Total	$52.79
Non-resident share per group	65.0%

Analysis for Repair and Maintenance

Actual taxable sales amounted to $52.79 million, surpassing the potential sales estimate of $23.04 million by $29.75 million, representing a substantial 129.1% variance. Extension estimates that Blaine residents contributed $18.48 million to the total sales, with a capture rate of 80%. The remaining $34.31 million (or 65.0% of total sales) was generated by non-residents, highlighting Blaine’s appeal as a repair and maintenance hub for individuals from outside the area. The non-resident share per group is 56.4%, emphasizing the strong draw of Blaine’s repair and maintenance services on a regional scale.

Personal Services/Laundry

1.6 percent of total taxable retail and service sales

The **121 businesses** in this merchandise group include barber shops and beauty parlors, death care services, laundry and dry-cleaning services, and a wide range of other personal services, such as pet care (except veterinary), photofinishing, temporary parking, and dating services.

	($Millions)
Actual taxable sales	$14.45
Potential Sales	$11.89
=$ variance	$2.56
= as % of potential	21.5%

Unadjusted Trade Area Analysis

Potential sales to residents	$11.89
Surplus	$2.56
Total	$14.45
Non-resident share per group	17.7%

Analysis with Adjustments

Capture rate of Blaine residents	85%
Residents' $ share	$10.11
Non-residents' $ share	$4.33
Total	$14.45
Non-resident share per group	30.0%

Analysis for Personal Services/Laundry

Actual taxable sales reached $14.45 million, exceeding the potential sales estimate of $11.89 million by $2.56 million, which is a 21.5% variance. Extension estimates that Blaine residents contributed $10.11 million to these sales, with a capture rate of 85%. Non-residents contributed the remaining $4.33 million (or 30.0% of total sales), indicating that while the category has a strong local presence, it also attracts a notable amount of spending from outside the area. The non-resident share per group stands at 17.7%, reflecting Blaine's appeal to a broader customer base for personal services and laundry.

Retail (Non-Store) and Other Services

This section includes taxable sales attributed to North American Industrial Classification System categories 511-813 released by MN Revenue.

	($Millions)
Actual taxable sales	$76.72
% of total taxable retail and service sales In Blaine	8.5%

Analysis with Adjustments

	($Millions)
Residents' $ share	$48.33
Non-residents' $ share	$28.11
Total	$76.72
Non-resident share per group	37%

Analysis for Retail and Other Services

This group includes non-store retailers (such as direct selling operations), healthcare, waste management, rental/lease services, administrative support, and the performing arts. Some of these categories serve primarily a local market, whereas categories like 541 (professional and technical services) often serve a non-local market. This mix of business types is too diverse to run a trade area analysis for, but Extension estimated an aggregate 37 percent of these sales are to non-resident customers. The categories of sales are shown below:

CATEGORY	TAXABLE SALES	% NON-LOCAL	NON-LOCAL $
454 RETL -NONSTORE RETAILERS	$2,335,132	50%	$1,167,566
484 TRANSPORTATION -TRUCK	$279,338	40%	$111,735
488 TRANSPORTATION -SUPPORT	$4,336,845	45%	$1,951,580
517 INFO -TELECOMMUNICATIONS	$11,942,692	30%	$3,582,808
519 INFO -WEB SEARCH PORTALS, OTHER SERVICES	$76,327	40%	$30,531
522 CREDIT INTERMEDIATION	$231	40%	$92
523 SECURITIES, COMMODITIES	$0	30%	$0
524 INSURANCE CARRIERS	$167,220	30%	$50,166
531 REAL ESTATE	$64,314	40%	$25,726
532 RENTAL, LEASING SERVICES	$16,974,669	30%	$5,092,401
541 PROF,SCIENTIFIC,TECH SERV	$8,978,184	40%	$3,591,274
561 ADMIN, SUPPORT SERVICES	$28,039,868	40%	$11,215,947
562 WASTE MGMT, REMEDIATION	$686,511	40%	$274,604
611 EDUCATIONAL SERVICES	$593,673	20%	$118,735
621 HEALTH -AMBULATORY CARE	$1,152,909	40%	$461,164
711 PERF ART, SPECTATOR SPRTS	$96,476	40%	$38,590
813 RELIGIOUS,CIVIC,PROF ORGS	$993,461	40%	$397,384
TOTAL	**$76,717,850**	**37%**	**$28,110,303**

Construction, Manufacturing, Utilities, Wholesale Operations, Transportation, and Sales Suppressed for Business Confidentiality

A diverse mix of businesses fall into these non-retail categories, and a portion of sales are within a suppressed or non-disclosed subcategory. These industries and services generate $124.91 million in taxable sales, or 12.2 percent of total taxable sales in Blaine. A significant portion of this amount would be subject to any new sales taxes, including a local option sales tax.

This category includes utilities that primarily serve a local market and are subject to a local option sales tax. The diversity of firm types included in this category makes it difficult to understand the customer mix of these businesses; however, Extension broke out each known subcategory with an assumption of whether customers paying the taxable sales were non-local:

Category	Taxable Sales	% non-local	$ non-local
CONSTRUCTION	$9,798,704	60%	$5,879,222.40
MANUFACTURING	$15,666,368	90%	$14,099,731.20
WHOLESALE	$90,433,801	80%	$72,347,040.80
UNDESIGNATED/SUPPRESSED	$9,007,523	50%	$4,503,761.50
Total	$124,906,396	78%	$96,829,755.90

Extension estimated that, overall, 78 percent of sales are to non-residents. This analysis assumes that some subcategories, such as manufacturing sell primarily (90 percent) to non-resident customers, whereas subcategories like construction split sales between resident and non-resident customers.

Analysis with Adjustments

	($Millions)
Residents' $ share	$27.48
Non-residents $ share	$97.43
Total	$124.91
Non-resident share	78%

APPENDIX A: RESEARCH ON THE EFFECTS OF A LOCAL OPTION SALES TAX

Policymakers are often concerned that enacting a local sales tax will result in a loss of consumer purchases to neighboring communities that have not adopted the tax.

The Minnesota Department of Revenue records the tax collected from a set of Minnesota jurisdictions that have had a local sales or use tax in effect for at least eight years. Most of these cities show continued sales growth. A comparison that includes 11 Minnesota cities adopting a 0.5 percent local option sales tax is offered below (refer to Figures 4, 5, 6, and 7).

Policymakers must determine the best allowable method to raise revenue from a variety of options. One option is raising property taxes, which is not directly related to a household's current income and raises the financial burden of low-income or retired homeowners. Sales taxes raise revenues based on household expenditures, which, in Minnesota, excludes the basic necessities of food and clothing. However, since sales tax raises revenues from non-residents who shop in Blaine, resident contributions to tax revenues are significantly lower than a tax generated exclusively by local residents, such as a property tax. Policymakers must carefully consider these and other factors before making a decision about enacting a local sales tax.

Figure 4: Taxable retail and service sales by communities that began collecting a local option sales tax from 1999 to 2006

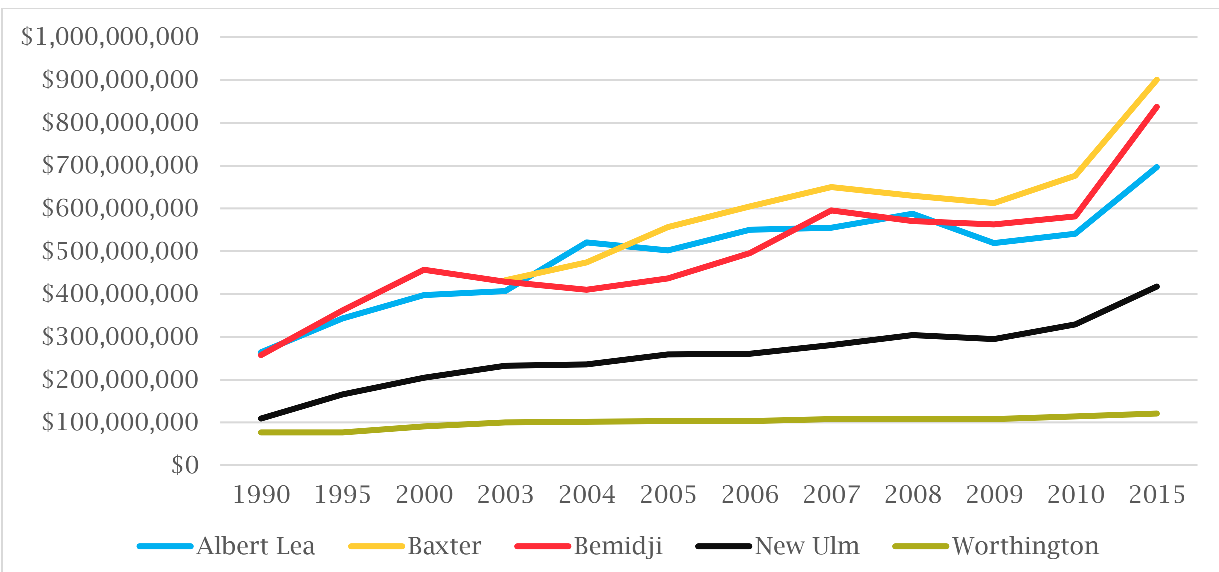


Figure 5: Data table for example communities, taxable retail and service sales (in millions)

Town Name	2015 Population	Year LOST	90	95	00	03	04	05	06	07	08	09	10	15
Albert Lea	18,356	2006	$264	$344	$397	$407	$521	$502	$551	$555	$588	$519	$541	$696
Baxter	8,065	2006				$432	$473	$556	$605	$650	$630	$612	$676	$900
Bemidji	11,917	2005	$257	$362	$457	$428	$410	$437	$495	$596	$570	$563	$581	$837
New Ulm	13,594	1999	$109	$165	$204	$233	$236	$259	$261	$280	$303	$295	$329	$417
Worthington	11,283	2005	$77	$77	$91	$99	$102	$103	$103	$108	$107	$108	$114	$121

Figure 6: Taxable retail and service sales by communities that began collecting a local option sales tax between 2011- 2012

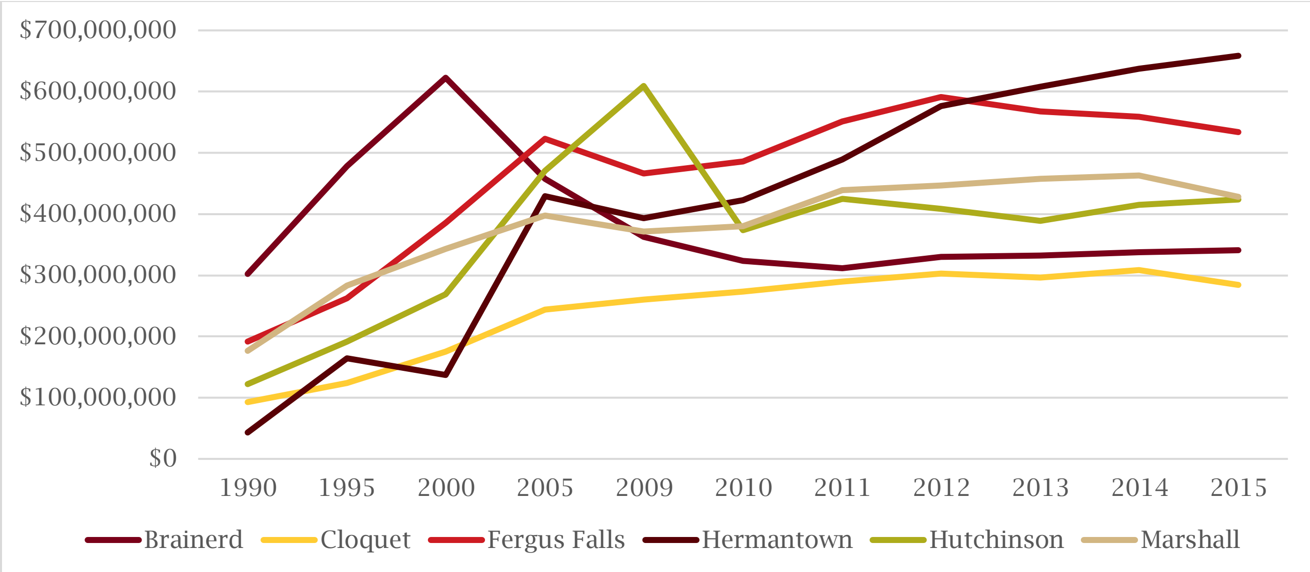


Figure 7: Data table for example communities, taxable retail and service sales (in millions)

Town Name	2015 Pop	Year LOST	90	95	00	05	09	10	11	12	13	14	15
Brainerd	13,178	2011	$302	$479	$623	$458	$362	$324	$311	$330	$332	$338	$341
Cloquet	11,201	2011	$93	$124	$175	$244	$260	$273	$290	$303	$296	$308	$284
Fergus Falls	13,471	2011	$192	$263	$386	$523	$467	$486	$551	$591	$568	$558	$534
Hermantown	7,448	1996 - increase 2012	$43	$164	$137	$430	$393	$423	$489	$576	$607	$637	$659
Hutchinson	13,080	2011	$122	$191	$269	$471	$609	$374	$425	$409	$389	$415	$424
Marshall	12,735	2011	$176	$283	$343	$398	$371	$380	$440	$447	$457	$463	$428

APPENDIX B: DEFINITIONS OF TERMS

Gross sales
Gross sales include taxable sales and exempt businesses with sales and use tax permits. This is the most inclusive indicator of business activity for reporting jurisdictions, but it can be misleading when used in comparisons. At times, non-taxable commodity items (e.g., gasoline) can have large price variations, creating huge swings in gross sales.

Taxable sales
Taxable sales are sales subject to sales tax. Taxable sales exclude exempt items, items sold for resale, items sold for exempt purposes, and items sold to exempt organizations. For the purpose of this study, taxable sales were the focus of the analysis. For more information on what is taxed in Minnesota, see the "Minnesota Sales and Use Tax Instruction Booklet" available at https://www.revenue.state.mn.us/minnesota-tax-handbooks

Taxable retail and service sales
In this study and other retail trade analyses conducted by University of Minnesota Extension, the term “taxable retail and service sales” refers to the North American Industry Classification System (NAICS) numbers of 441 to 454 (retail) and 511 to 812 (most service industries) released by the Minnesota Department of Revenue for a geographic area.

Current and constant dollar sales
Current dollar (or “nominal dollar”) sales are those reported by the state. No adjustment has been made for price inflation. In general, this measure of sales is not satisfactory for comparisons over long periods of time since it does not account for changes in population, inflation, or the state's economy. Constant dollar (or “real dollar”) sales reflect changes in price inflation by adjusting current dollar sales according to the Consumer Price Index (CPI). Constant dollar sales indicate the real sales level with respect to a base year. This is a more realistic method of evaluating sales over time than current dollar comparisons, but it still does not take into consideration changes in population or the state’s economy.

Number of businesses
The number of sales and use tax permit holders who filed one or more tax returns for the year.

Index of income
This index provides a relative measure of income, calculated by dividing local per capita income by state per capita income. The base is 1.00. For example, a 1.20 index of income indicates that per capita income in the area is 20 percent above the state average.

Potential sales
Potential sales are an estimate of the amount of money spent on retail goods and services by residents of a county or county. It is the product of county population, state per capita sales, and the index of income (based on the county personal per capita income).

Actual sales
For this study, the Minnesota Department of Revenue’s 2019 sales data for Blaine provides the actual sales numbers used.

Variance between actual and potential sales

The variance between actual and expected sales is the difference in sales from the "norm" (i.e., the amount above or below the standard established by the expected sales formula). When actual sales exceed expected sales, the county has a "surplus" of retail sales. When actual sales fall short of expected sales, the county has a retail sales "leakage." Discrepancies between expected and actual sales occur for a variety of reasons. For this study, we use potential sales per merchandise group to create a first-cut estimate of residents' purchase activities.

Cautions

Gross sales

Gross sales are a comprehensive measure of business activity, but it should be noted the numbers in this report are self-reported. Furthermore, gross sales are not audited by the state of Minnesota. It is believed that gross sales figures are generally reliable, but there is the possibility of distortions, especially in smaller cities where misreporting may have occurred.

Misclassification

Holders of sales and use tax permits select the North American Industry Classification System (NAICS) category that best fits their business. All sales reported by a business is attributed to that selected NAICS category. Regardless of who makes this classification, errors are occasionally made. Also, sometimes a business will start out as one type but evolve over time to a considerably different type. Misclassifications can distort sales among business categories, especially in smaller cities. For example, a furniture store that is classified as a general merchandise store will underreport sales in the furniture store category and over-report sales in the general merchandise category.

Suppressed data

The sales data for merchandise categories that have less than four reporting firms are not reported. This is a measure taken by most states to protect the confidentiality of sales tax permit holders. Sales for suppressed retail categories are placed into the miscellaneous retail category (NAICS 999) and included in total sales but not total sales of a typical retail trade analysis. For this report, however, all taxable sales—including NAICS 999—are part of calculating the amount of special taxes collected.

Consolidated reporting

Vendors with more than one location in Minnesota have the option of filing a separate return for each location or filing one consolidated return for all locations. The consolidated return shows sales made, tax due, and location by county, and county for each business. Data for consolidated filers are combined with data for single-location filers to produce the figures in this report. Occasionally, consolidated reports may not be properly deconstructed, and all sales for a company may be reported for one town or county. Whenever misreporting is discovered, the Minnesota Department of Revenue is contacted to clarify the situation.

All photos are conceptual and not intended to represent finished project.

Minnesota Tournament & Wellness Center

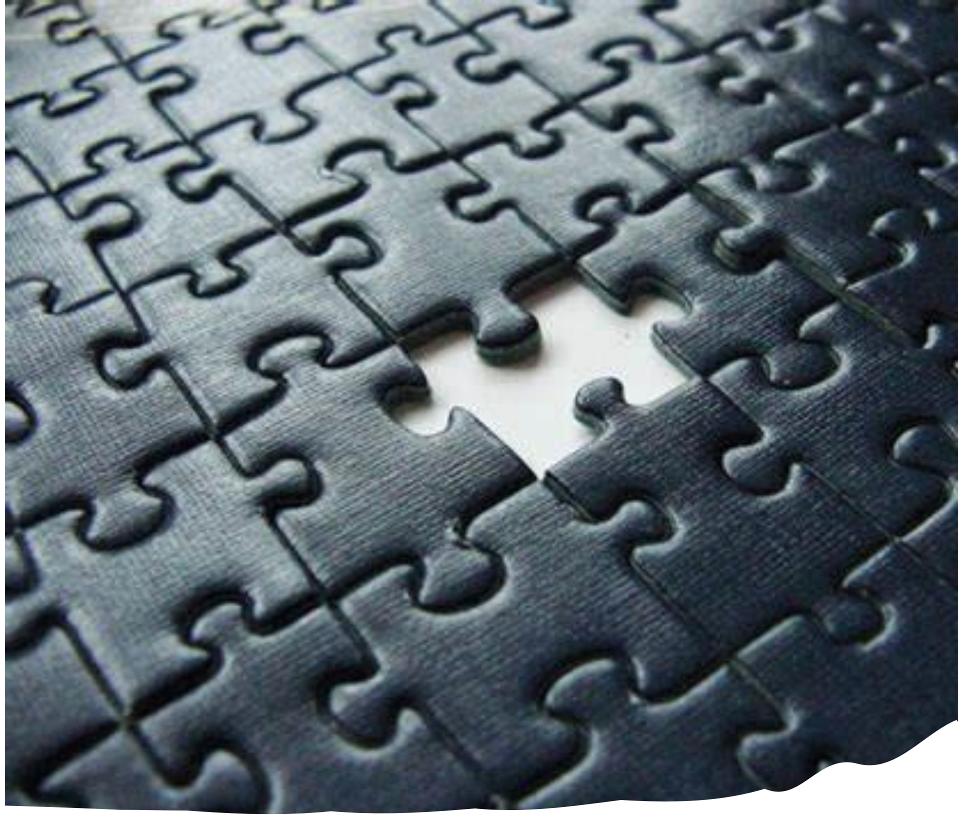
An AMAZING Downtown Blaine opportunity

- ❑ 300,000 sq ft (250,000 ground level)
- ❑ 5.75 Acres under roof
- ❑ 11 Total Acres needed with set-backs, walking trails, parking, etc. are added.

For more information, questions or collaboration contact:
Shawn- email: shawn.okeefe@mntwc.com
Jim- email: Jamesokeefe@mntwc.com

Minnesota Tournament and Wellness Center

The missing piece to Blaine achieving preeminence as Minnesota's sports tourism destination!



- Introductions
- MNTWC: What's inside? Content is King!
- Community, Sports Tourism, Change
- Financing
- Sports Facilities Company
- Populous Architecture

All photos are conceptual and not intended to represent finished project.

THE TEAM:

Shawn O'Keefe
CEO

James O'Keefe
COO

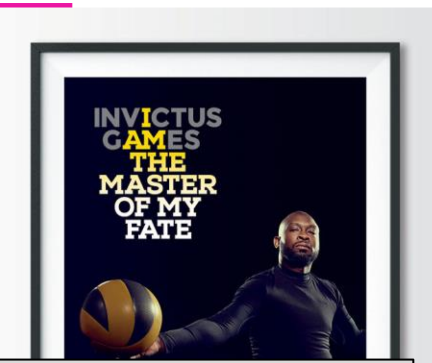
Shaun Jensen
VP Sports Operations

George Fantauzza
Owners Rep

Pro-Forma / Operational support:
Sports Facilities Company

Populous Architecture
Design

COMMUNITY FIRST PROGRAMING + AMENITIES



- Community priority programs
- Life University – an educational program for Youth
- Senior programming to get them moving and engaged.
- Family and children's activities
- All sports that you can do indoors:
  - Futsal
  - Basketball
  - Football
  - Baseball
  - Pickleball
  - Lacrosse
  - Badminton
  - Volleyball
  - Ping Pong
  - Fooseball
  - Soccer
  - Golf Sim
- Sports training for all levels of athletes
- Health and Wellness education
- Dietary support for members
- Priority gym rentals for all local schools

- ❑Fully vetted shovel ready project
- ❑Over 250,000 sq feet of first-class indoor space ground level
- ❑12 full size basketball courts that convert into 24 full size volleyball courts
- ❑6 professional pickleball courts
- ❑An elite fitness center
- ❑A professional training center for all our youth athletes
- ❑A huge family and kids zone activity center
- ❑A child-care center
- ❑E-sports center
- ❑A large media/theater space for Life University and much more
- ❑4 classrooms/community rooms
- ❑6 retail areas for perfect fit businesses like a salon, chiropractor, etc.
- ❑A quick service restaurant and upscale concessions for events
- ❑And much more

Why is this such a WIN – WIN – WIN project for Blaine?

1. The need for elite indoor sports and recreation space is extremely high and will get worse. The MNTWC solves this problem.
2. The human need for community programming to combat issues such as: Senior isolation, loneliness, and depression; The obesity epidemic; Bullying and Suicide; The screen-time problem causing relationship problems, communication problems, anxiety and depression, and pornography. The lack of physical fitness for long term health and a good self-image. These are just some of the problems we must act upon to improve our community.
3. Tourism Money. This is great for tax revenue for the city and the vitality it brings builds a healthy business community.
4. Using a sales tax to pay for the public side: It is estimated that **47% of the revenues generated by the sales tax will be made by people living outside of Blaine**. Our tourists will be paying almost half of the tax.
5. Vibrancy. Retail has been hurt a lot by on-line shopping. You see some communities devastated by traditional businesses closing. The greatest source of tourism in the USA is sports tourism. We will help keep Blaine's business community thriving and help the new Downtown Blaine be successful.
6. Our community gets: an amazing Community Center; A National Indoor Tournament Center; And an Elite Fitness Center that actually pays for itself.
   - Community Centers cost a lot of money to build and never make money. In fact, most community centers need constant yearly funding from the city to keep the doors open. The lack of funding usually means the facility is run poorly and not well maintained.
   - Blaine will probably never get a super nice Lifetime Fitness because of the proximity of their Moore Lake club. Blaine deserves to have a high-end fitness and sports club.
   - No Community in MN will have the indoor court space that will allow our community to have access to a large variety of sports at all hours of the day. No one else has that.

Tourism Benefits for the City of Blaine

- Estimated to Host 53 events per year.
- 40,000 Hotel night stays per year
- Average per person spent per day is $167.
- Total Direct economic impact per year: $23.7 Million Dollars.
  - 5-year total: $118 Million Dollars
  - 10-year total: $237 Million Dollars
  - 25-year total: $592 Million Dollars
  - 50-year total: $1.2 Billion Dollars
  - Indirect Economic impact is not calculated in the proforma but typically comes in with 25%- 50% additional economic impact for the area.

A facility like the MNTWC will also greatly enhance the quality of life in the area. Blaine will rise of the **"Best places to live in MN"** listings. We all want more business to come to Blaine and the quality-of-life amenities are a big factor in determining where they are located.

Sports Capital of MN. With the NSC – The Super Rink – the TPC Twin Cities, Blaine is one of the top destinations for sports activities in MN. The addition of the MNTWC will cement Blaine as the Sports Capital in MN.

Financing:

How does it get paid for? How do the ongoing operations get funded?

- Total Cost in 2025 to build the MNTWC: $125 Million Dollars
  - Aquatics option: (additional investment)
    - City to construct
    - MNTWC to operate and maintain.
- Land and Land development provided by the City of Blaine
- All operations, future repairs and maintenance expenses paid for by MNTWC

Funding Model for the MNTWC is P3 (Public / Private / Partnership)

Overriding principle: Ensure that through revenues generated by the MNTWC, it is able to cover all expenses and able to provide a fund for future repairs and maintenance. The success of the MNTWC provides a massive benefit to everyone. All details provided by the pro-forma support exactly how this will happen.

- Public side and Private side each pay 50% of the cost to build the MNTWC.
- Blaine currently owns the land. The city will need to cover the cost of land development.
- Public side will pay for its’ portion with a ½ cent sales tax.
- Private side will dedicate profits from operations to re-pay its ½ over the life of a 25-year bond.
- Full Tax abatement will be needed for the MNTWC for the first 10 years with approximately 40,000 sq ft. of retail space taxed after that.
- A potential option to explore is to leverage the lower bond interest rate for municipal bonds by having the city bond the entire amount and have the MNTWC pay the city monthly payments. The lower rate could allow the MNTWC to help more with land development and aquatics.

Local Option Sales Tax (LOST)

- These numbers come from an independent study done by the U of M
- These numbers are based on the year 2022
- How much revenue does the City of Blaine generate from a ½ cent sales tax?
  - $4,800,000 (2022)
- Who pays the ½ cent sales tax?
  - 47.7% of the taxes paid will come from people who live outside of Blaine
- What would the average Blaine resent pay with a ½ cent sales tax?
  - $34.92 a year
- How would the addition of the new DT Blaine and the new MNTWC affect these revenues?
  - Revenues would see an increase due to the increased visitors to Blaine
  - The % would also shift more to non-residents.

Local Option Sales Tax (LOST) Continued.

- How do the revenue projections look into the future?
- With the growth of Blaine, increase in visitors, and normal inflation a revenues increase of 5% every year. That would result in:

  - 2023 ($5,040,000)
  - 2024 ($5,292,000)
  - 2025 ($5,556,600)
  - **2026 ($5,834,430)**
  - 2027 ($6,126,151)
  - 2028 ($6,432,459)
  - 2029 ($6,754,082)
  - 2030 ($7,091786)
  - 2031 ($7,446,375)
  - 2032 ($7,818,694)
  - 2033 ($8,209,629)
  - 2034 ($8,620,110)
  - 2035 ($9,051,671)
  - 2036 ($9,503,671)
  - 2037 ($9,978,855)
  - 2038 ($10,477,798)
  - 2039 ($11,001,688)
  - 2040 ($11,551,772)
  - 2041 ($12,129,361)
  - 2042 ($12,735,829)
  - 2043 ($13,372,620)
  - 2044 ($14,041,251)
  - **2045 ($14,743,314)**

- What would be the yearly payment on a bond to cover the public side?
  - $70 million @ 4% interest x 25 years = $4,433,829/year
  - $70 million @5% interest x 25 years = $4,910,556/year

U of M Study Forecast:

2023 ($5,58,711)
2024 ($5,519,156)
2025 ($5,879,601)

MNTWC Definition for success.

The four keys to success for the Minnesota Tournament Wellness Center are:

1. Develop a premier sports and athletic complex / destination.
2. Create a significant driver of economic impact and vitality.
3. Serve as a community asset that drives a sense of place and quality of life.
4. Creating a self-sustaining business model that covers debt service and future repair and maintenance. - SFC

“Council Site visit available on request”

- Advent Bluhawk Sports Park (in development) - https://bluhawk.com/tour/
  - Location – Overland Park
  - Cost - Phase I: $125 million
  - Facility – Phase I: 250,000 square feet
  - Ownership – Private
  - Funding
    - Sales Tax and Revenue (STAR) bonds - $46.5 million
    - Portion of state sales tax generated within the development given back to the developer to pay for the sport facility
    - Private equity
    - Traditional lending

THE SPORTS FACILITIES COMPANIES

DEVELOPMENT | MANAGEMENT | ADVISORY

EXPERIENCE FAR & WIDE

SPORTS TOURISM
DESTINATIONS ACROSS THE COUNTRY

RECREATION
AND COMMUNITY CENTERS OF ALL SIZES

LONG FIELD SPORTS
SOCCER, FOOTBALL, LACROSSE, RUGBY

FAMILY ENTERTAINMENT
FUN CLIMB, ARCADE, LASER TAG, SPLASH PAD

NET SPORTS
TENNIS, PICKLEBALL, BADMINTON

ICE ACTIVITIES
HOCKEY, FIGURE SKATING, RECREATION

FITNESS
CLASSES, TRAINING, MEMBERSHIPS

ENTERTAINMENT
CONCERTS, TRAINING, GROUP EVENTS

COURT SPORTS
VOLLEYBALL, BASKETBALL, TOURNAMENTS

ACTION SPORTS
BMX, ZIP-LINING, ROCK CLIMBING, BOULDERING

NON-TRADITIONAL
USES & EVENTS LIKE COOK-OFFS, RALLIES, & MORE

LOCAL PROGRAMS
SUMMER CAMP, DAY CAMPS, CLINICS, & COMMUNITY EVENTS

AQUATICS
USES & EVENTS LIKE COOK-OFFS, RALLIES, & MORE

BIRTHDAY PARTIES
FOR KIDS OF ALL AGES AND FACILITIES OF ALL TYPES

THE SPORTS FACILITIES COMPANIES

FOUNDED IN 2003

THE SPORTS FACILITIES COMPANIES

OUR VISION

TO DEVELOP AND MANAGE THE HIGHEST PERFORMING YOUTH & AMATEUR SPORT, RECREATION, WELLNESS AND ENTERTAINMENT FACILITIES.

2,000+ COMMUNITIES SERVED

60+ OPENED

35+ MANAGED

BEST EVENTS
ATTRACT THE BEST TALENT
BEST VENDOR & PRICING
ACCESS TO THE MOST EVENTS

SFNETWORK

The Single Largest & Fastest Growing Sports Tourism Network

WWW.THESFNETWORK.COM

MANAGED PROPERTIES

1	HILLSBOROUGH, NJ	IRON PEAK SPORTS & EVENTS
2	ROCKY MOUNT, NC	ROCKY MOUNT EVENT CENTER
3	MYRTLE BEACH, SC	MYRTLE BEACH SPORTS CENTER
4	HARRISONBURG, VA	HORIZONS EDGE SPORTS CAMPUS
5	BRIDGEPORT, WV	THE BRIDGE SPORTS COMPLEX
6	WHEELING, WV	THE HIGHLANDS SPORTS COMPLEX
7	CLEVELAND, OH	BO JACKSON'S ELITE SPORTS
8	SANDUSKY, OH	CEDAR POINT SPORTS CENTER
9	XENIA, OH	ATHLETES IN ACTION
10	BEDFORD PARK, IL	WINTRUST SPORTS COMPLEX
11	GRAND CHUTE, WI	COMMUNITY FIRST CHAMPIONS CENTER
12	ELIZABETHTOWN, KY	ELIZABETHTOWN SPORTS PARK
13	GATLINBURG, TN	ROCKYTOP SPORTS WORLD
14	HOOVER, AL	HOOVER MET COMPLEX
15	ALBERTVILLE, AL	SAND MOUNTAIN PARK & AMPHITHEATER
16	PANAMA CITY BEACH, FL	PANAMA CITY BEACH SPORTS COMPLEX
17	OLDSMAR, FL	EMPOWER ADVENTURES
18	BRANSON, MO	BALLPARKS OF AMERICA
19	MORRISTOWN, TN	MORRISTOWN LANDING
20	OVERLAND PARK, KS	BLUHAWK MULTI-SPORT
21	KINGSPORT, TN	TNT SPORTSPLEX
22	EDMOND, OK	PELICAN BAY AQUATICS
23	COCOA, FL	LAUNCHPAD SPORTS COMPLEX
24	CARSON, CA	CREEK AT DOMINGUEZ HILLS
25	BRYAN, TX	LEGENDS EVENT CENTER
26	PECOS, TX	CYCLONE BALLPARKS
27	STARKVILLE, MS	CORNERSTONE SPORTS COMPLEX
28	ODESSA, TX	UTPB SPORTS COMPLEX
29	BRANDON, MS	SHILOH PARK & QUARRY FIELDS
30	NAPLES, FL	PARADISE COAST SPORTS COMPLEX
31	WEST MONROE, LA	WEST MONROE SPORTS AND EVENTS
32	SPRINGFIELD, IL	SCHEELS SPORTS PARK AT LEGACY POINTE
33	PADUCAH, KY	MCCRACKEN COUNTY SPORTS COMPLEX
34	MARION, IL	MARION STADIUM
35	REEDS SPRING, MO	SHO-ME BASEBALL CAMP

SFNETWORK
THESFNETWORK.COM

INDOOR FACILITIES
OUTDOOR FACILITIES
INDOOR & OUTDOOR FACILITIES

25 MILLION
GUEST VISITS ANNUALLY

$250 MILLION
IN HOTEL ROOM NIGHTS

1,500+ MEMBERS
IN THE SF NETWORK

1.8+ MILLION
SQ FT. OF MANAGED SPACE

SFC BUILDS HEALTHY COMMUNITIES

THROUGH SPORTS & RECREATION

- PHYSICAL FITNESS
- ECONOMIC IMPACT
- REVENUE GENERATION
- MEMBERSHIP
- COMMUNITY EVENTS
- NATIONAL & REGIONAL TOURNAMENTS
- YOUTH SPORTS PROGRAMS
- CLINICS & CAMPS
- ADULT SPORTS LEAGUES
- CORPORATE & GROUP EVENTS

THE ASPEN INSTITUTE PROJECT PLAY — 2024 —

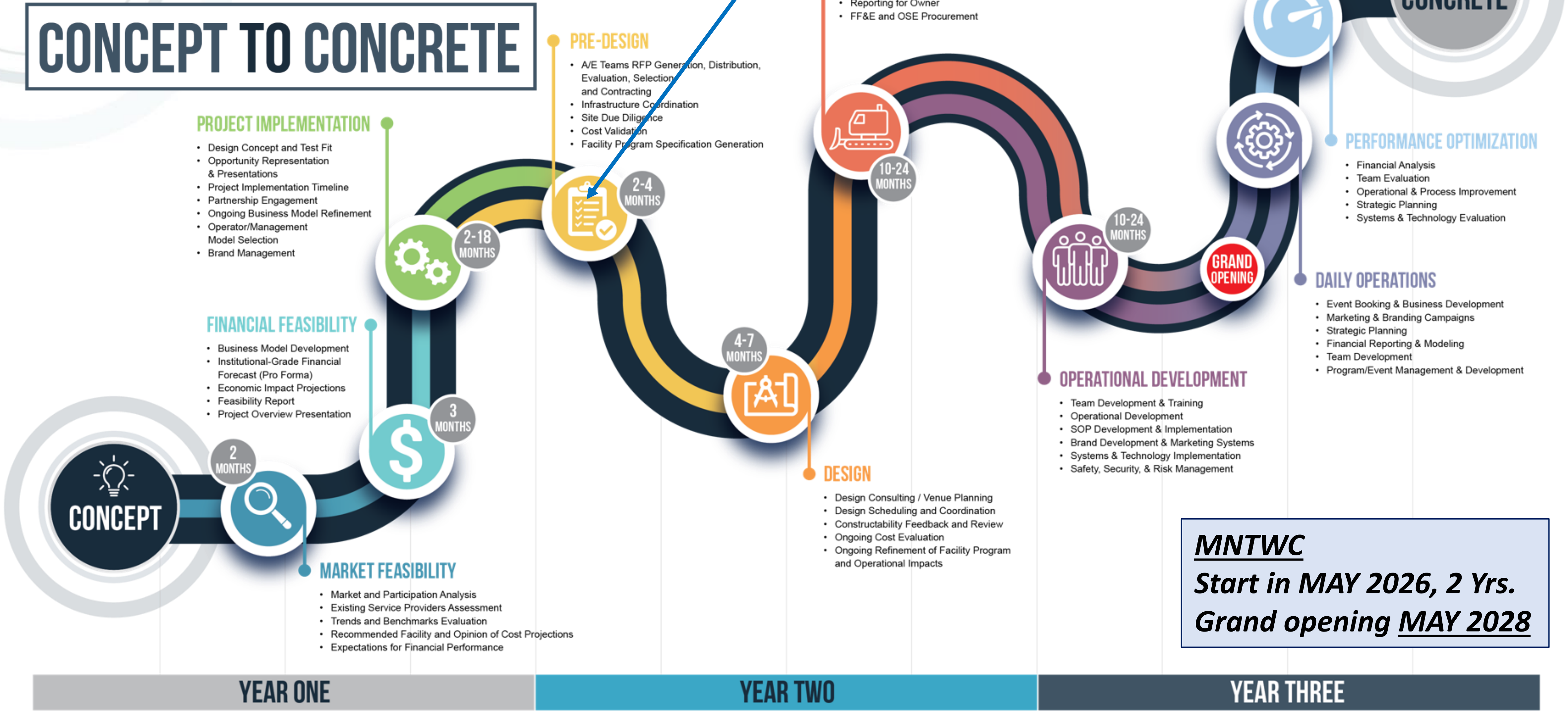
TECHNICAL ADVISORS

CENTERS FOR DISEASE CONTROL & PREVENTION

PUBLIC HEALTH INFORMATICS COMPUTATIONAL OPERATIONS RESEARCH (PHICOR)

Timeline: synchronizing MNTWC with DT Blaine

As of today, 15 January 2025



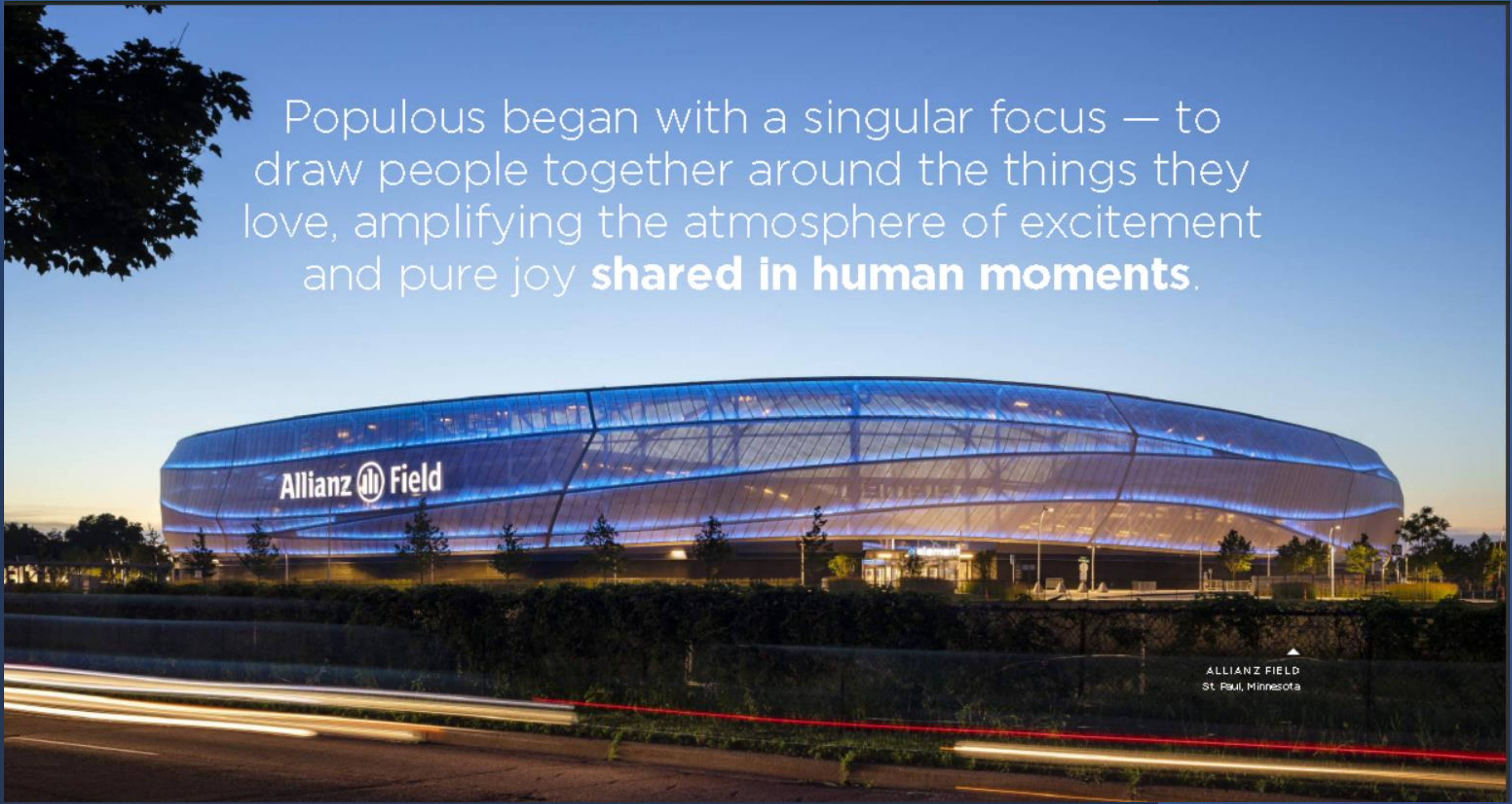
MNTWC
Start in MAY 2026, 2 Yrs.
Grand opening MAY 2028

THE SPORTS FACILITIES COMPANIES

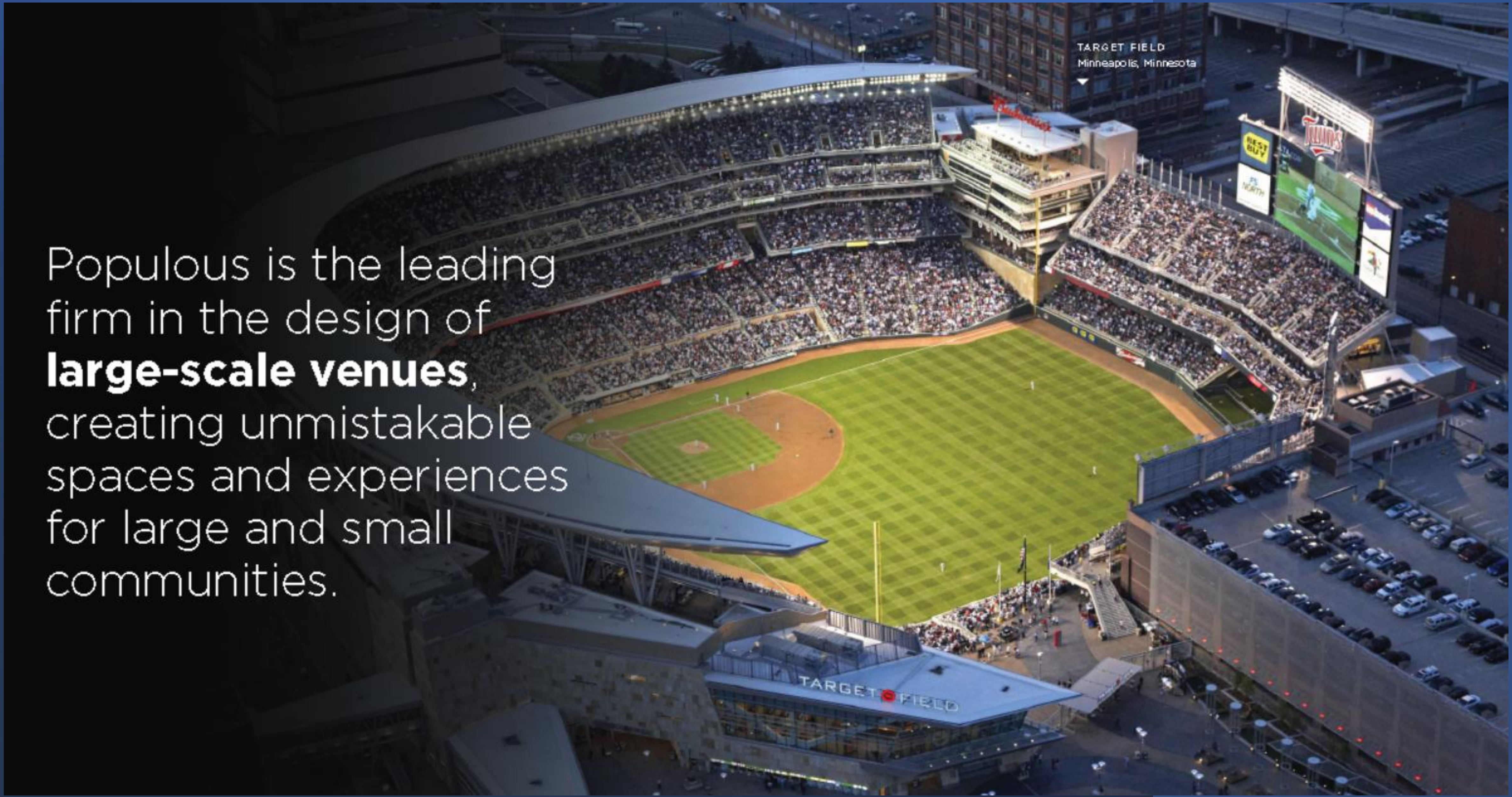

Populous uses the power of design to **transform neighborhoods, energize communities, build relationships and connect people** to being part of something bigger.
THE CROSSING AT EAST CUT
San Francisco, California

3500+

HOSPITALITY, ENTERTAINMENT AND SPORTS PROJECTS AROUND THE GLOBE.


Populous began with a singular focus — to draw people together around the things they love, amplifying the atmosphere of excitement and pure joy **shared in human moments**.
Allianz Field
ALLIANZ FIELD
St. Paul, Minnesota

Populous is the leading firm in the design of **large-scale venues**, creating unmistakable spaces and experiences for large and small communities.



TARGET FIELD
Minneapolis, Minnesota

MINNESOTA TOURNAMENT & WELLNESS CENTER | BLAINE, MN

Five Year Operating Pro Forma

JANUARY 2025

SFA
THE SPORTS FACILITIES ADVISORY

PREPARED FOR:

Minnesota Tournament & Wellness Center

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Facility Program

Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions L (')	W (')	Approx. SF each	Total SF	% of Footprint
Courts	Basketball Courts (actual courts 84' x 50')	12	104	80	8,320	99,840	32.8%
	Pro Basketball Courts	3	94	50	Over Basketball Courts		0.0%
	Volleyball Courts	24	60	30	Over Basketball Courts		0.0%
	Total Court Sq. Ft.					99,840	32.8%
FEC/Adventure	Arcade	1	-	-	5,000	5,000	1.6%
	Redemption Store	1	-	-	450	450	0.1%
	Virtual Reality/Simulators	2	-	-	400	800	0.3%
	Lazer Tag	1	-	-	4,000	4,000	1.3%
	Boutique Bowling	1	-	-	7,000	7,000	2.3%
	Play Climb/Adventure/Ropes Course	1	-	-	1,000	1,000	0.3%
	Lucky Putt	1	-	-	3,500	3,500	1.1%
	Total FEC/Adventure Sq. Ft.					21,750	7.1%
Esports Area	Esports Area (Inc. Lobby and Desk; 50 Seats)	1	50	50	2,500	2,500	0.8%
	Party and Team Gaming Rooms	2	25	20	500	1,000	0.3%
	Total Esports Area Sq. Ft.					3,500	1.1%
Sports Performance	Sports Performance Turf Area	1	80	60	4,800	4,800	1.6%
	Sprinting Lanes	1	150	15	2,250	2,250	0.7%
	Sports Performance Training Area	1	60	40	2,400	2,400	0.8%
	Training/Member Court (84' x 50')	1	104	70	7,280	7,280	2.4%
	Batting Cages/Pitching Tunnels	4	75	15	Over Turf		0.0%
	Total Sports Performance Sq. Ft.					16,730	5.5%
Fitness Center	Fitness Center	1	120	100	12,000	12,000	3.9%
	Small Group Fitness Rooms	2	40	40	1,600	3,200	1.1%
	Large Group Fitness Room	1	50	40	2,000	2,000	0.7%
	Recovery Room	1	25	20	500	500	0.2%
	Locker Rooms	2	60	40	2,400	4,800	1.6%
	Child Watch Room	1	30	30	900	900	0.3%
	Total Fitness Center Sq. Ft.					23,400	7.7%
Pickleball	Pickleball Courts (44'x20' with Clear Space)	6	64	34	2,176	13,056	4.3%
	Total Pickleball Sq. Ft.					13,056	4.3%
Flex Space	Lobby/Welcome Area	1	40	40	1,600	1,600	0.5%
	Control Room	1	15	10	150	150	0.0%
	Ticket Office	1	10	10	100	100	0.0%
	Manager's Office	4	15	10	150	600	0.2%
	Classrooms	4	20	25	500	2,000	0.7%
	Office Area	1	40	30	1,200	1,200	0.4%
	Kitchen	1	40	40	1,600	1,600	0.5%
	Secondary Concessions	1	30	20	600	600	0.2%
	Café Seating Area	1	60	50	3,000	3,000	1.0%
	Flex/Team Rooms	2	60	25	1,500	3,000	1.0%
	Referee Rooms	2	10	10	100	200	0.1%
	Training Room	1	20	15	300	300	0.1%
	Restrooms	4	40	30	1,200	4,800	1.6%
	Lounge	1	30	20	600	600	0.2%
	Media Center	1	40	30	1,200	1,200	0.4%
	Quick Service Restaurant	1	-	-	5,000	5,000	1.6%
	Leased Space - Medical	1	-	-	10,000	10,000	3.3%
	Leased Space - Other	1	-	-	20,000	20,000	6.6%
	Walking Track	1	-	-	13,187	13,187	4.3%
	Mezzanine (No Seats)	1	520	12	6,240	6,240	2.0%
	Total Flex Space Sq. Ft.					75,377	24.7%
	Required SF for Products and Services					253,653	83.2%
	Mechanical, Electrical, Storage, etc.	10% of P&S SF (Excl. Leased Space)				20,423	6.7%
	Common Area, Stairs, Circulation, etc.	15% of P&S SF (Excl. Leased Space)				30,634	10.1%
	Total Estimated Indoor Athletic Facility SF					**304,709**	100%
	Estimated Building Footprint					**268,622**	
	Total Building Acreage					**6.2**	

Site Development

		Quantity	Dimensions L (')	W (')	Approx. SF each	Total SF	% of Total
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	300	20	20	400	120,000	55.3%
	Underground Parking	400					
	Setbacks, Green Space, Trails, etc.		25% Indoor SF, 50% Outdoor			97,156	44.7%
	Total Estimated Site Development SF					**217,156**	100%
	Total Site Development Acreage					**5.0**	

Total Complex Acreage	**11.2**

Facility Development Costs and Financing

Capital Costs and Start-up Expenses - Indoor Facility

	Details	Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost						
Real Estate Acquisition		11.15		$0.00	$0	0.0%
Land Cost Total					**$0**	0.0%
Hard Costs						
Hard Structure Cost	Warm Shell (includes LED lighting solution)	299,709	SF	$170	$50,950,581	49.6%
Restaurant Area	Includes Equipment and Finish Out	5,000	SF	$500	$2,500,000	2.4%
Underground Parking	Provided by Client	1	LS	$15,000,000	$15,000,000	14.6%
Site Development	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Indoor Facility	11.15	Acre	$200,000	$2,230,386	2.2%
Contingency				10.00%	$7,068,097	6.9%
Hard Cost Total					**$77,749,063**	75.7%
Field and Sport Equipment Cost						
Court Area						
Hardwood Flooring		99,840	SF	$11	$1,098,240	1.1%
Pro Basketball Net & Stanchion System		6	Ea.	$15,000	$90,000	0.1%
Basketball Net & Stanchion System	Mechanical Roll-Down System	24	Ea.	$10,000	$240,000	0.2%
Volleyball Net System	Electronic System (Nets, Poles, Padding, Etc.)	24	Ea.	$15,000	$360,000	0.4%
Wall Padding		12	Ea.	$4,000	$48,000	0.0%
Scoreboards	With Controllers	12	Ea.	$10,000	$120,000	0.1%
Court Seats (Participants)		552	Ea.	$125	$69,000	0.1%
Bleachers (Spectators)	Tip and Roll	48	Ea.	$3,000	$144,000	0.1%
Curtains (Court)	Mechanical Roll-Down System	11	Ea.	$35,000	$385,000	0.4%
Vinyl Floor Covering		99,840	SF	$1.70	$169,728	0.2%
Athletic Equipment	Sports Equipment (Cones, Balls, Etc.)	1	LS	$15,000	$15,000	0.0%
FEC						
Arcade	Area Build Out & Equipment	1	LS	$750,000	$750,000	0.7%
Redemption Store	Area Build Out & Equipment	1	LS	$38,250	$38,250	0.0%
Virtual Reality/Simulators	Area Build Out & Equipment	2	Ea.	$50,000	$100,000	0.1%
Lazer Tag	Area Build Out & Equipment	1	LS	$300,000	$300,000	0.3%
Lucky Putt	Area Build Out & Equipment	1	LS	$245,000	$245,000	0.2%
Climbing/Adventure/Ropes Course	Area Build Out & Equipment	1	LS	$125,000	$125,000	0.1%
Boutique Bowling	Area Build Out & Equipment	1	Ea.	$80,000	$80,000	0.1%
POS Playcard	Area Build Out & Equipment	1	LS	$50,000	$50,000	0.0%
Esports Area						
Desks, Consoles, Chairs, Etc.	Area Build Out & Equipment; Includes Initial Franchise Fee	1	LS	$330,000	$330,000	0.3%
Sports Performance Training Area						
Sports Performance Synthetic Turf Flooring		4,800	SF	$5	$24,000	0.0%
Sports Performance Training Flooring		9,680	SF	$9	$87,120	0.1%
Sports Performance Equipment		2,400	SF	$50	$120,000	0.1%
Sprinting Track Surface		2,250	SF	$13	$29,250	0.0%
Member/Training Court		7,280	SF	$11	$80,080	0.1%
Basketball Net & Stanchion System	Mechanical Roll-Down System	2	Ea.	$10,000	$20,000	0.0%
Volleyball Net System	Electronic System (Nets, Poles, Padding, Etc.)	1	Ea.	$15,000	$15,000	0.0%
Wall Padding		1	Ea.	$4,000	$4,000	0.0%
Scoreboards	With Controllers	1	Ea.	$10,000	$10,000	0.0%
Court Seats (Participants)		23	Ea.	$125	$2,875	0.0%
Bleachers (Spectators)	Tip and Roll	2	Ea.	$3,000	$6,000	0.0%
Batting Cages/Pitching Tunnels	70' x 15' Tunnel	4	Ea.	$15,000	$60,000	0.1%
Pitching Machines		4	Ea.	$3,000	$12,000	0.0%
Athletic Equipment & Technology		1	LS	$75,000	$75,000	0.1%
Fitness & Training Area						
Training Area Flooring		12,000	SF	$10	$120,000	0.1%
Training Area Equipment		12,000	SF	$50	$600,000	0.6%
Recovery Room Equipment		500	SF	$300	$150,000	0.1%
Group Exercise Flooring		5,200	SF	$12	$62,400	0.1%
Group Exercise Equipment		5,200	SF	$25	$130,000	0.1%
Walking Track						
Walking Track	Includes Surface, Base, Engineering, Etc.	13,187	SF	$13	$171,428	0.2%
Pickleball Court Area						
Pickleball Courts		13,056	SF	$13	$169,728	0.2%
Pickleball Netting	Court Nets, Perimeter Netting, Poles, Pads, Etc	6	Ea.	$1,500	$9,000	0.0%
Benches (Participants)		12	Ea.	$600	$7,200	0.0%
Bleachers (Spectators)	Tip and Roll	12	Ea.	$3,000	$36,000	0.0%
Curtains (Court)	Mechanical Roll-Down System	5	Ea.	$10,000	$50,000	0.0%
Athletic Equipment	Sports Equipment (Rackets, Balls, Etc.)	1	LS	$15,000	$15,000	0.0%
Shipping & Tax				9.00%	$614,124	0.6%
Contingency				10.00%	$743,772	0.7%
Field and Sport Equipment Cost Total					**$8,181,496**	8.0%
Furniture, Fixtures and Equipment Cost						
FOOD & BEVERAGE						
Concessions Equipment		1	Ea.	$400,000	$400,000	0.4%
Secondary Concessions Equipment		1	Ea.	$125,000	$125,000	0.1%
Finish Out		1	LS	$150,000	$150,000	0.1%
FURNISHINGS						
Furnishings		65,377	SF	$2	$130,754	0.1%
Media Technology Budget		1	LS	$125,000	$125,000	0.1%
Hardware	IT systems, Computers, Etc.	304,709	SF	$0.50	$152,355	0.1%
Software		1	LS	$40,000	$40,000	0.0%
MISCELLANEOUS						
Locker Rooms - Fitness	Build Out	4,800	SF	$65	$312,000	0.3%
Marquee Signage	Exterior	1	LS	$150,000	$150,000	0.1%
Facility Branding		304,709	LS	$2	$609,419	0.6%
Audio/Video		1	LS	$750,000	$750,000	0.7%
Walking Track Surface		0	SF	$13	$0	0.0%
Maintenance Equipment		304,709	LS	$0.50	$152,355	0.1%
Shipping & Tax				9.00%	$278,719	0.3%
Contingency				10.00%	$337,560	0.3%
Furniture, Fixtures and Equipment Cost Total					**$3,713,161**	3.6%
Soft Costs Construction						
Design-Build Fee	% of Structure and Site work			9.00%	$6,997,416	6.8%
SFD Owner's Rep. Services	of Hard Costs, Field and Sport Equipment, & FF&E			3.00%	$2,689,312	2.6%
Finance Support Services and Issuance				2.0%	$1,792,874	1.7%
Impact Fees					$0	0.0%
Performance Bond				0.00%	$0	0.0%
Permits/Inspections	% of Structure and Site work			0.50%	$388,745	0.4%
Contingency				10.00%	$1,186,835	1.2%
Soft Cost Total					**$13,055,182**	12.7%
Total Construction Costs - Indoor Facility					**$102,698,901**	100.0%
Cost Per Square Foot					**$337**	

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		$100,000	2.0%
Permits and Extensions			$50,000	1.0%
Presentation Materials	Renderings, Etc.		$50,000	1.0%
Grand Opening			$15,000	0.3%
Interest on Construction Loan	TBD		$0	0.0%
Marketing Allowance	Pre-Opening Marketing Budget		$313,232	6.3%
Opening Support Services	Professional Management Support for Pre-Opening Operations Development		$2,150,000	43.5%
Pre-Funded Operational Account			$630,059	12.7%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening		$1,155,375	23.3%
Pre-Opening Staff Recruitment			$34,661	0.7%
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%	$449,833	9.1%
Soft Cost Total			**$4,948,159**	100.0%
Total Construction Costs - Soft Cost Operations			**$4,948,159**	100.0%

Working Capital Reserve	**$4,500,000**	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Equity Contribution	*4%*	$4,500,000
Bank Financing	*46.7%*	$52,425,079
Bond Financing	*0.0%*	$0
Site Development - City	*2.5%*	$2,796,903
Public Contribution	*46.7%*	$52,425,079
Total Sources of Funds		**$112,147,061**

USES OF FUNDS	
Land Cost	$0
Hard Cost	$77,749,063
Field and Sport Equipment Cost	$8,181,496
Furniture, Fixtures, and Equipment	$3,713,161
Soft Costs Construction	$13,055,182
Soft Costs Operations	$4,948,159
Working Capital Reserve	$4,500,000
Total Uses of Funds	**$112,147,061**

IAF Loan Calculator - Debt: 5%

Enter Values	
Loan Amount	$52,425,079
Annual Interest Rate*	5.00%
Loan Period in Years	25.0
Number of Payments Per Year	12
Start Date of Loan	1/1/19
Optional Extra Payments	

Loan Summary	
Scheduled Payment	$306,472
Scheduled Number of Payments	300
Actual Number of Payments	305
Total Early Payments	$0
Total Interest	$39,516,458

Payment #	Payment Date	Beg. Balance	Scheduled Payment	Extra Payment	Total Payment	Principal	Interest	Ending Balance
1	2/1/19	$52,425,079	$306,472	$0	$306,472	$88,034	$218,438	$52,337,045
2	3/1/19	$52,337,045	$306,472	$0	$306,472	$88,401	$218,071	$52,248,644
3	4/1/19	$52,248,644	$306,472	$0	$306,472	$88,769	$217,703	$52,159,875
4	5/1/19	$52,159,875	$306,472	$0	$306,472	$89,139	$217,333	$52,070,736
5	6/1/19	$52,070,736	$306,472	$0	$306,472	$89,510	$216,961	$51,981,225
6	7/1/19	$51,981,225	$306,472	$0	$306,472	$89,883	$216,588	$51,891,342
7	8/1/19	$51,891,342	$306,472	$0	$306,472	$90,258	$216,214	$51,801,084
8	9/1/19	$51,801,084	$306,472	$0	$306,472	$90,634	$215,838	$51,710,450
9	10/1/19	$51,710,450	$306,472	$0	$306,472	$91,012	$215,460	$51,619,439
10	11/1/19	$51,619,439	$306,472	$0	$306,472	$91,391	$215,081	$51,528,048
11	12/1/19	$51,528,048	$306,472	$0	$306,472	$91,772	$214,700	$51,436,276
12	1/1/20	$51,436,276	$306,472	$0	$306,472	$92,154	$214,318	$51,344,122
Year 1 Total					**$3,677,661**	**$1,080,956**	**$2,596,705**	
13	2/1/20	$51,344,122	$306,472	$0	$306,472	$92,538	$213,934	$51,251,584
14	3/1/20	$51,251,584	$306,472	$0	$306,472	$92,924	$213,548	$51,158,661
15	4/1/20	$51,158,661	$306,472	$0	$306,472	$93,311	$213,161	$51,065,350
16	5/1/20	$51,065,350	$306,472	$0	$306,472	$93,699	$212,772	$50,971,651
17	6/1/20	$50,971,651	$306,472	$0	$306,472	$94,090	$212,382	$50,877,561
18	7/1/20	$50,877,561	$306,472	$0	$306,472	$94,482	$211,990	$50,783,079
19	8/1/20	$50,783,079	$306,472	$0	$306,472	$94,876	$211,596	$50,688,203
20	9/1/20	$50,688,203	$306,472	$0	$306,472	$95,271	$211,201	$50,592,932
21	10/1/20	$50,592,932	$306,472	$0	$306,472	$95,668	$210,804	$50,497,264
22	11/1/20	$50,497,264	$306,472	$0	$306,472	$96,067	$210,405	$50,401,198
23	12/1/20	$50,401,198	$306,472	$0	$306,472	$96,467	$210,005	$50,304,731
24	1/1/21	$50,304,731	$306,472	$0	$306,472	$96,869	$209,603	$50,207,862
Year 2 Total					**$3,677,661**	**$1,136,260**	**$2,541,401**	
25	2/1/21	$50,207,862	$306,472	$0	$306,472	$97,272	$209,199	$50,110,590
26	3/1/21	$50,110,590	$306,472	$0	$306,472	$97,678	$208,794	$50,012,912
27	4/1/21	$50,012,912	$306,472	$0	$306,472	$98,085	$208,387	$49,914,828
28	5/1/21	$49,914,828	$306,472	$0	$306,472	$98,493	$207,978	$49,816,334
29	6/1/21	$49,816,334	$306,472	$0	$306,472	$98,904	$207,568	$49,717,431
30	7/1/21	$49,717,431	$306,472	$0	$306,472	$99,316	$207,156	$49,618,115
31	8/1/21	$49,618,115	$306,472	$0	$306,472	$99,730	$206,742	$49,518,385
32	9/1/21	$49,518,385	$306,472	$0	$306,472	$100,145	$206,327	$49,418,240
33	10/1/21	$49,418,240	$306,472	$0	$306,472	$100,562	$205,909	$49,317,677
34	11/1/21	$49,317,677	$306,472	$0	$306,472	$100,981	$205,490	$49,216,696
35	12/1/21	$49,216,696	$306,472	$0	$306,472	$101,402	$205,070	$49,115,294
36	1/1/22	$49,115,294	$306,472	$0	$306,472	$101,825	$204,647	$49,013,469
Year 3 Total					**$3,677,661**	**$1,194,393**	**$2,483,268**	
37	2/1/22	$49,013,469	$306,472	$0	$306,472	$102,249	$204,223	$48,911,220
38	3/1/22	$48,911,220	$306,472	$0	$306,472	$102,675	$203,797	$48,808,545
39	4/1/22	$48,808,545	$306,472	$0	$306,472	$103,103	$203,369	$48,705,442
40	5/1/22	$48,705,442	$306,472	$0	$306,472	$103,532	$202,939	$48,601,910
41	6/1/22	$48,601,910	$306,472	$0	$306,472	$103,964	$202,508	$48,497,946
42	7/1/22	$48,497,946	$306,472	$0	$306,472	$104,397	$202,075	$48,393,549
43	8/1/22	$48,393,549	$306,472	$0	$306,472	$104,832	$201,640	$48,288,717
44	9/1/22	$48,288,717	$306,472	$0	$306,472	$105,269	$201,203	$48,183,448
45	10/1/22	$48,183,448	$306,472	$0	$306,472	$105,707	$200,764	$48,077,741
46	11/1/22	$48,077,741	$306,472	$0	$306,472	$106,148	$200,324	$47,971,593
47	12/1/22	$47,971,593	$306,472	$0	$306,472	$106,590	$199,882	$47,865,003
48	1/1/23	$47,865,003	$306,472	$0	$306,472	$107,034	$199,438	$47,757,968
Year 4 Total					**$3,677,661**	**$1,255,501**	**$2,422,161**	
49	2/1/23	$47,757,968	$306,472	$0	$306,472	$107,480	$198,992	$47,650,488
50	3/1/23	$47,650,488	$306,472	$0	$306,472	$107,928	$198,544	$47,542,560
51	4/1/23	$47,542,560	$306,472	$0	$306,472	$108,378	$198,094	$47,434,182
52	5/1/23	$47,434,182	$306,472	$0	$306,472	$108,829	$197,642	$47,325,353
53	6/1/23	$47,325,353	$306,472	$0	$306,472	$109,283	$197,189	$47,216,070
54	7/1/23	$47,216,070	$306,472	$0	$306,472	$109,738	$196,734	$47,106,332
55	8/1/23	$47,106,332	$306,472	$0	$306,472	$110,195	$196,276	$46,996,136
56	9/1/23	$46,996,136	$306,472	$0	$306,472	$110,655	$195,817	$46,885,482
57	10/1/23	$46,885,482	$306,472	$0	$306,472	$111,116	$195,356	$46,774,366
58	11/1/23	$46,774,366	$306,472	$0	$306,472	$111,579	$194,893	$46,662,788
59	12/1/23	$46,662,788	$306,472	$0	$306,472	$112,044	$194,428	$46,550,744
60	1/1/24	$46,550,744	$306,472	$0	$306,472	$112,510	$193,961	$46,438,234
Year 5 Total					**$3,677,661**	**$1,319,735**	**$2,357,927**	

IAF Loan Calculator - Debt: 7%

Enter Values	
Loan Amount	$52,425,079
Annual Interest Rate*	7.00%
Loan Period in Years	25.0
Number of Payments Per Year	12
Start Date of Loan	1/1/19
Optional Extra Payments	

Loan Summary	
Scheduled Payment	$370,530
Scheduled Number of Payments	300
Actual Number of Payments	305
Total Early Payments	$0
Total Interest	$58,733,786

Payment #	Payment Date	Beg. Balance	Scheduled Payment	Extra Payment	Total Payment	Principal	Interest	Ending Balance
1	2/1/19	$52,425,079	$370,530	$0	$370,530	$64,717	$305,813	$52,360,362
2	3/1/19	$52,360,362	$370,530	$0	$370,530	$65,094	$305,435	$52,295,268
3	4/1/19	$52,295,268	$370,530	$0	$370,530	$65,474	$305,056	$52,229,794
4	5/1/19	$52,229,794	$370,530	$0	$370,530	$65,856	$304,674	$52,163,938
5	6/1/19	$52,163,938	$370,530	$0	$370,530	$66,240	$304,290	$52,097,698
6	7/1/19	$52,097,698	$370,530	$0	$370,530	$66,626	$303,903	$52,031,072
7	8/1/19	$52,031,072	$370,530	$0	$370,530	$67,015	$303,515	$51,964,057
8	9/1/19	$51,964,057	$370,530	$0	$370,530	$67,406	$303,124	$51,896,651
9	10/1/19	$51,896,651	$370,530	$0	$370,530	$67,799	$302,730	$51,828,852
10	11/1/19	$51,828,852	$370,530	$0	$370,530	$68,195	$302,335	$51,760,658
11	12/1/19	$51,760,658	$370,530	$0	$370,530	$68,592	$301,937	$51,692,065
12	1/1/20	$51,692,065	$370,530	$0	$370,530	$68,993	$301,537	$51,623,073
Year 1 Total					**$4,446,355**	**$802,006**	**$3,644,349**	
13	2/1/20	$51,623,073	$370,530	$0	$370,530	$69,395	$301,135	$51,553,678
14	3/1/20	$51,553,678	$370,530	$0	$370,530	$69,800	$300,730	$51,483,878
15	4/1/20	$51,483,878	$370,530	$0	$370,530	$70,207	$300,323	$51,413,671
16	5/1/20	$51,413,671	$370,530	$0	$370,530	$70,616	$299,913	$51,343,055
17	6/1/20	$51,343,055	$370,530	$0	$370,530	$71,028	$299,501	$51,272,026
18	7/1/20	$51,272,026	$370,530	$0	$370,530	$71,443	$299,087	$51,200,584
19	8/1/20	$51,200,584	$370,530	$0	$370,530	$71,859	$298,670	$51,128,724
20	9/1/20	$51,128,724	$370,530	$0	$370,530	$72,279	$298,251	$51,056,445
21	10/1/20	$51,056,445	$370,530	$0	$370,530	$72,700	$297,829	$50,983,745
22	11/1/20	$50,983,745	$370,530	$0	$370,530	$73,124	$297,405	$50,910,621
23	12/1/20	$50,910,621	$370,530	$0	$370,530	$73,551	$296,979	$50,837,070
24	1/1/21	$50,837,070	$370,530	$0	$370,530	$73,980	$296,550	$50,763,090
Year 2 Total					**$4,446,355**	**$859,983**	**$3,586,372**	
25	2/1/21	$50,763,090	$370,530	$0	$370,530	$74,412	$296,118	$50,688,678
26	3/1/21	$50,688,678	$370,530	$0	$370,530	$74,846	$295,684	$50,613,833
27	4/1/21	$50,613,833	$370,530	$0	$370,530	$75,282	$295,247	$50,538,551
28	5/1/21	$50,538,551	$370,530	$0	$370,530	$75,721	$294,808	$50,462,829
29	6/1/21	$50,462,829	$370,530	$0	$370,530	$76,163	$294,367	$50,386,666
30	7/1/21	$50,386,666	$370,530	$0	$370,530	$76,607	$293,922	$50,310,059
31	8/1/21	$50,310,059	$370,530	$0	$370,530	$77,054	$293,475	$50,233,005
32	9/1/21	$50,233,005	$370,530	$0	$370,530	$77,504	$293,026	$50,155,501
33	10/1/21	$50,155,501	$370,530	$0	$370,530	$77,956	$292,574	$50,077,545
34	11/1/21	$50,077,545	$370,530	$0	$370,530	$78,411	$292,119	$49,999,135
35	12/1/21	$49,999,135	$370,530	$0	$370,530	$78,868	$291,662	$49,920,267
36	1/1/22	$49,920,267	$370,530	$0	$370,530	$79,328	$291,202	$49,840,939
Year 3 Total					**$4,446,355**	**$922,151**	**$3,524,203**	
37	2/1/22	$49,840,939	$370,530	$0	$370,530	$79,791	$290,739	$49,761,148
38	3/1/22	$49,761,148	$370,530	$0	$370,530	$80,256	$290,273	$49,680,892
39	4/1/22	$49,680,892	$370,530	$0	$370,530	$80,724	$289,805	$49,600,167
40	5/1/22	$49,600,167	$370,530	$0	$370,530	$81,195	$289,334	$49,518,972
41	6/1/22	$49,518,972	$370,530	$0	$370,530	$81,669	$288,861	$49,437,303
42	7/1/22	$49,437,303	$370,530	$0	$370,530	$82,145	$288,384	$49,355,158
43	8/1/22	$49,355,158	$370,530	$0	$370,530	$82,624	$287,905	$49,272,534
44	9/1/22	$49,272,534	$370,530	$0	$370,530	$83,106	$287,423	$49,189,427
45	10/1/22	$49,189,427	$370,530	$0	$370,530	$83,591	$286,938	$49,105,836
46	11/1/22	$49,105,836	$370,530	$0	$370,530	$84,079	$286,451	$49,021,757
47	12/1/22	$49,021,757	$370,530	$0	$370,530	$84,569	$285,960	$48,937,188
48	1/1/23	$48,937,188	$370,530	$0	$370,530	$85,063	$285,467	$48,852,125
Year 4 Total					**$4,446,355**	**$988,814**	**$3,457,541**	
49	2/1/23	$48,852,125	$370,530	$0	$370,530	$85,559	$284,971	$48,766,566
50	3/1/23	$48,766,566	$370,530	$0	$370,530	$86,058	$284,472	$48,680,508
51	4/1/23	$48,680,508	$370,530	$0	$370,530	$86,560	$283,970	$48,593,948
52	5/1/23	$48,593,948	$370,530	$0	$370,530	$87,065	$283,465	$48,506,884
53	6/1/23	$48,506,884	$370,530	$0	$370,530	$87,573	$282,957	$48,419,311
54	7/1/23	$48,419,311	$370,530	$0	$370,530	$88,084	$282,446	$48,331,227
55	8/1/23	$48,331,227	$370,530	$0	$370,530	$88,597	$281,932	$48,242,630
56	9/1/23	$48,242,630	$370,530	$0	$370,530	$89,114	$281,415	$48,153,516
57	10/1/23	$48,153,516	$370,530	$0	$370,530	$89,634	$280,896	$48,063,882
58	11/1/23	$48,063,882	$370,530	$0	$370,530	$90,157	$280,373	$47,973,725
59	12/1/23	$47,973,725	$370,530	$0	$370,530	$90,683	$279,847	$47,883,042
60	1/1/24	$47,883,042	$370,530	$0	$370,530	$91,212	$279,318	$47,791,830
Year 5 Total					**$4,446,355**	**$1,060,295**	**$3,386,060**	

Financial Performance Summary

Total Revenue & Expenses - 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
In-House Basketball Tournaments	$54,000	$112,800	$188,280	$188,280	$193,824
Rental Basketball Tournaments	$130,240	$158,360	$172,220	$172,220	$178,215
In-House Volleyball Tournaments	$62,400	$123,200	$316,720	$325,600	$336,600
Rental Volleyball Tournaments	$171,040	$206,080	$241,440	$220,480	$228,400
Court Rental Events	$72,000	$72,000	$79,200	$79,200	$83,160
Basketball	$262,028	$322,373	$415,499	$459,623	$512,550
Volleyball	$342,090	$420,821	$546,574	$595,289	$667,846
Court Rentals	$163,240	$168,137	$181,840	$187,296	$202,560
Fitness and Training	$250,883	$301,060	$370,974	$402,891	$438,476
Membership Fitness Area	$1,693,846	$2,782,256	$3,499,450	$3,849,395	$4,232,348
In-House Pickleball Tournaments	$4,800	$13,920	$17,952	$27,984	$32,155
Rental Pickleball Tournaments	$7,200	$12,000	$13,860	$15,120	$15,876
Pickleball	$31,400	$37,680	$45,499	$50,048	$55,178
FEC/Adventure	$1,579,606	$1,912,576	$2,284,333	$2,251,682	$2,373,767
Esports	$370,177	$407,194	$470,310	$484,419	$523,899
Birthday Parties	$57,600	$69,120	$79,834	$83,825	$92,417
Youth Development	$105,492	$121,316	$133,447	$140,120	$147,126
Youth Programming	$163,100	$179,410	$207,219	$217,579	$239,881
Corporate & Group Events	$176,000	$202,400	$267,168	$280,526	$309,280
Food & Beverage	$1,993,676	$2,430,425	$2,728,362	$2,805,486	$2,911,864
Hotel Rebates	$84,213	$114,005	$139,405	$131,973	$131,973
Retail	$55,775	$76,925	$109,432	$112,177	$112,663
Tenant Revenue	$950,000	$950,000	$950,000	$950,000	$950,000
Secondary Revenue	$350,000	$350,000	$350,000	$350,000	$350,000
Total Revenue	**$9,130,805**	**$11,544,058**	**$13,809,017**	**$14,381,213**	**$15,320,060**

Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
In-House Basketball Tournaments	$26,400	$53,400	$80,460	$80,460	$81,846
Rental Basketball Tournaments	$24,456	$29,634	$31,833	$31,833	$32,732
In-House Volleyball Tournaments	$28,920	$47,960	$109,224	$114,780	$116,980
Rental Volleyball Tournaments	$66,616	$73,792	$84,216	$75,952	$77,140
Court Rental Events	$10,800	$10,800	$11,880	$11,880	$12,474
Basketball	$127,253	$158,051	$199,306	$220,721	$243,496
Volleyball	$194,275	$240,039	$311,865	$339,138	$380,585
Court Rentals	$16,324	$16,814	$18,184	$18,730	$20,256
Fitness and Training	$156,816	$189,779	$235,129	$256,174	$279,456
Membership Fitness Area	$900,784	$952,856	$1,003,491	$1,052,854	$1,105,092
In-House Pickleball Tournaments	$2,460	$5,784	$7,340	$10,847	$12,431
Rental Pickleball Tournaments	$1,080	$1,800	$2,079	$2,268	$2,381
Pickleball	$8,938	$10,726	$12,951	$14,246	$15,707
FEC/Adventure	$631,842	$765,031	$913,733	$900,673	$949,507
Esports	$122,137	$130,577	$144,507	$148,156	$157,143
Birthday Parties	$18,624	$22,349	$24,845	$26,087	$28,228
Youth Development	$29,538	$33,968	$37,365	$39,234	$41,195
Youth Programming	$43,991	$48,390	$55,613	$58,393	$64,226
Corporate & Group Events	$52,800	$60,720	$80,150	$84,158	$92,784
Food & Beverage	$1,096,522	$1,336,734	$1,500,599	$1,543,017	$1,601,525
Hotel Rebates	$0	$0	$0	$0	$0
Retail	$31,360	$45,360	$67,536	$68,992	$68,992
Tenant Expense	$0	$0	$0	$0	$0
Secondary Revenue	$105,000	$105,000	$105,000	$105,000	$105,000
Total Cost of Goods Sold	**$3,696,935**	**$4,339,563**	**$5,037,307**	**$5,203,592**	**$5,489,177**
Gross Margin	**$5,433,871**	**$7,204,495**	**$8,771,710**	**$9,177,621**	**$9,830,883**
% of Revenue	*60%*	*62%*	*64%*	*64%*	*64%*
Facility Expenses	$792,791	$806,772	$824,151	$835,145	$847,115
Operating Expense	$890,356	$835,532	$932,517	$961,887	$1,006,021
Management Payroll	$1,370,000	$1,474,800	$1,533,792	$1,645,144	$1,710,949
Payroll Taxes/Benefits/Bonus	$727,205	$824,633	$910,724	$949,923	$994,456
Total Operating Expenses	**$3,780,352**	**$3,941,738**	**$4,201,185**	**$4,392,098**	**$4,558,541**
EBITDA	**$1,653,518**	**$3,262,758**	**$4,570,525**	**$4,785,523**	**$5,272,341**
% of Revenue	*18%*	*28%*	*33%*	*33%*	*34%*
Debt Service - 5% Interest	*($3,677,661)*	*($3,677,661)*	*($3,677,661)*	*($3,677,661)*	*($3,677,661)*
Total Net Income - 5% Interest	**($2,024,143)**	**($414,904)**	**$892,864**	**$1,107,861**	**$1,594,680**
Debt Service - 7% Interest	*($4,446,355)*	*($4,446,355)*	*($4,446,355)*	*($4,446,355)*	*($4,446,355)*
Total Net Income - 7% Interest	**($2,792,836)**	**($1,183,597)**	**$124,171**	**$339,168**	**$825,987**

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Tournaments	**16**	**19**	**20**	**20**	**20**
Volleyball Tournaments	**20**	**21**	**25**	**25**	**25**
Other Tournaments/Events	**8**	**8**	**8**	**8**	**8**
Total Events Per Year	**44**	**48**	**53**	**53**	**53**

Per Person Spending By Category

	Amount	% of Total
Lodging/Accommodations	$49.67	29.6%
Dining/Groceries	$59.25	35.4%
Transportation	$10.07	6.0%
Entertainment/Attractions	$4.74	2.8%
Retail	$27.85	16.6%
Miscellaneous	$16.00	9.5%
Total	**$167.57**	**100%**

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	87,378	119,862	148,341	141,228	141,228
Room Nights	25,138	34,031	41,613	39,395	39,395

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending	$14,642,296	$20,085,775	$24,858,119	$23,666,164	$23,666,164
Total Indirect Spending	$0	$0	$0	$0	$0
Total Economic Impact	**$14,642,296**	**$20,085,775**	**$24,858,119**	**$23,666,164**	**$23,666,164**

Business Unit Analysis

In-House Basketball Tournament Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity Year 1	Year 2	Year 3	Year 4	Year 5	Number of Participants per Year Year 1	Year 2	Year 3	Year 4	Year 5	Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 4 Courts, 2 Days																	
Entry Fees	10 players per team	$225	$225	$248	$248	$260	2	2	2	2	2	32	$14,400	$14,400	$15,840	$15,840	$16,632
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$20	$20	$20	$20	$20	2	2	2	2	2	480	$19,200	$19,200	$19,200	$19,200	$19,200
Medium Tournament - 6 Courts, 2 Days																	
Entry Fees	10 players per team	$300	$300	$330	$330	$347	1	2	2	2	2	48	$14,400	$28,800	$31,680	$31,680	$33,264
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$20	$20	$20	$20	$20	1	2	2	2	2	720	$14,400	$28,800	$28,800	$28,800	$28,800
Large Tournament - 8 Courts, 2 Days																	
Entry Fees	10 players per team	$300	$300	$330	$330	$347	-	1	1	1	1	64	$0	$19,200	$21,120	$21,120	$22,176
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$20	$20	$20	$20	$20	-	1	1	1	1	960	$0	$19,200	$19,200	$19,200	$19,200
Extra Large Tournament - 12 Courts, 2.5 Days																	
Entry Fees	10 players per team	$400	$400	$440	$440	$462	-	-	1	1	1	96	$0	$0	$42,240	$42,240	$44,352
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$25	$25	$25	$25	$25	-	-	1	1	1	1440	$0	$0	$36,000	$36,000	$36,000
Child Gate Fee Discount	25% Reduction of Revenue												($8,400)	($16,800)	($25,800)	($25,800)	($25,800)
	Non-capacity growth rate		1.00	1.10	1.00	1.05	3	5	6	6	6						
	Capacity growth rate		1.10	1.10	1.10	1.10											
			Area Revenue										**$54,000**	**$112,800**	**$188,280**	**$188,280**	**$193,824**

Expense	Mgmt. Assump.		Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Director	Responsibility of Management Team		$0	$0	$0	$0	$0
Tournament Staff	15% Entry Fees		$4,320	$9,360	$16,632	$16,632	$17,464
Gate Staff	$0.25 Per Sale		$420	$840	$1,200	$1,200	$1,200
Gate Ticket Cost	$0.25 Per Ticket		$420	$840	$1,200	$1,200	$1,200
Official Fees	Avg. $60/Game		$13,440	$26,880	$38,400	$38,400	$38,400
Trainer Fees	$15/Hour		$2,400	$4,200	$4,200	$4,200	$4,200
Equip./Supplies/Hospitality	5% of Gross Revenue		$2,700	$5,640	$9,414	$9,414	$9,691
Awards	5% of Gross Revenue		$2,700	$5,640	$9,414	$9,414	$9,691
		Area Expense	**$26,400**	**$53,400**	**$80,460**	**$80,460**	**$81,846**
		Net Revenue	**$27,600**	**$59,400**	**$107,820**	**$107,820**	**$111,978**

Rental Basketball Tournament Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity Year 1	Year 2	Year 3	Year 4	Year 5	Number of Events per Year Year 1	Year 2	Year 3	Year 4	Year 5	Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 4 Courts, 2 Days																	
Team Information	10 players per team						6	5	4	4	4	32					
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$20	$20	$20	$20	$20	6	5	4	4	4	480	$57,600	$48,000	$38,400	$38,400	$38,400
Rental Fees	Daily Rental Rate	$500	$500	$550	$550	$578	6	5	4	4	4	8	$24,000	$20,000	$17,600	$17,600	$18,480
Medium Tournament - 6 Courts, 2 Days																	
Team Information	10 players per team						3	3	4	4	4	48					
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$20	$20	$20	$20	$20	3	3	4	4	4	720	$43,200	$43,200	$57,600	$57,600	$57,600
Rental Fees	Daily Rental Rate	$500	$500	$550	$550	$578	3	3	4	4	4	12	$18,000	$18,000	$26,400	$26,400	$27,720
Large Tournament - 8 Courts, 2 Days																	
Team Information	10 players per team						2	3	3	3	3	64					
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$20	$20	$20	$20	$20	2	3	3	3	3	960	$38,400	$57,600	$57,600	$57,600	$57,600
Rental Fees	Daily Rental Rate	$500	$500	$550	$550	$578	2	3	3	3	3	16	$16,000	$24,000	$26,400	$26,400	$27,720
Extra Large Tournament - 12 Courts, 2.5 Days																	
Team Information	10 players per team						2	3	3	3	3	96					
Gate Fees - Tournament Pass	100% of fans (1.5 fans/player)	$25	$25	$25	$25	$25	2	3	3	3	3	1440	$72,000	$108,000	$108,000	$108,000	$108,000
Rental Fees	Daily Rental Rate	$500	$500	$550	$550	$578	2	3	3	3	3	30	$30,000	$45,000	$49,500	$49,500	$51,975
Gate Fee Reduction of Revenue	80% Reduction of Revenue												($168,960)	($205,440)	($209,280)	($209,280)	($209,280)
	Non-capacity growth rate		1.00	1.10	1.00	1.05	13	14	14	14	14						
	Capacity growth rate		1.10	1.10	1.10	1.10	16	19	20	20	20						
			Area Revenue										**$130,240**	**$158,360**	**$172,220**	**$172,220**	**$178,215**
Expense	**Mgmt. Assump.**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Tournament Attendant Expenses	15% Gross Revenue												$19,536	$23,754	$25,833	$25,833	$26,732
Gate Staff	$0.25 Per Sale												$2,460	$2,940	$3,000	$3,000	$3,000
Gate Ticket Cost	$0.25 Per Ticket												$2,460	$2,940	$3,000	$3,000	$3,000
Trainer Fees	Pass Through												$0	$0	$0	$0	$0
			Area Expense										**$24,456**	**$29,634**	**$31,833**	**$31,833**	**$32,732**
			Net Revenue										**$105,784**	**$128,726**	**$140,387**	**$140,387**	**$145,483**

In-House Volleyball Tournaments Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity Year 1	Year 2	Year 3	Year 4	Year 5	Number of Activities per Year Year 1	Year 2	Year 3	Year 4	Year 5	Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 12 Courts, 1 Days																	
Entry Fees	10 players per team	$100	$100	$110	$110	$116	2	2	3	4	4	48	$9,600	$9,600	$15,840	$21,120	$22,176
Gate Fees - Tournament Pass	100% of fans (2.0 fans/player)	$5	$5	$5	$5	$5	2	2	3	4	4	960	$9,600	$9,600	$14,400	$19,200	$19,200
Medium Tournament - 12 Courts, 2 Days																	
Entry Fees	10 players per team	$325	$325	$358	$358	$375	1	1	2	2	2	96	$31,200	$31,200	$68,640	$68,640	$72,072
Gate Fees - Tournament Pass	100% of fans (2.0 fans/player)	$10	$10	$10	$10	$10	1	1	2	2	2	1920	$19,200	$19,200	$38,400	$38,400	$38,400
Large Tournament - 16 Courts, 3 Days																	
Entry Fees	10 players per team	$325	$325	$358	$358	$375	-	1	1	1	1	128	$0	$41,600	$45,760	$45,760	$48,048
Gate Fees - Tournament Pass	100% of fans (2.0 fans/player)	$10	$10	$10	$10	$10	-	1	1	1	1	2560	$0	$25,600	$25,600	$25,600	$25,600
Extra Large Tournament - 24 Courts, 3 Days																	
Entry Fees	10 players per team	$400	$400	$440	$440	$462	-	-	1	1	1	192	$0	$0	$84,480	$84,480	$88,704
Gate Fees - Tournament Pass	100% of fans (2.0 fans/player)	$15	$15	$15	$15	$15	-	-	1	1	1	3840	$0	$0	$57,600	$57,600	$57,600
Child Gate Fee Discount	25% Reduction of Revenue												($7,200)	($13,600)	($34,000)	($35,200)	($35,200)
	Non-capacity growth rate		1.00	1.10	1.00	1.05	3	4	7	8	8						
	Capacity growth rate		1.10	1.10	1.10	1.10											
			Area Revenue										**$62,400**	**$123,200**	**$316,720**	**$325,600**	**$336,600**

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Director	Responsibility of Management Team	$0	$0	$0	$0	$0
Tournament Staff	15% Entry Fees	$6,120	$8,240	$21,472	$22,000	$23,100
Gate Staff	$0.25 Per Sale	$960	$1,600	$3,280	$3,520	$3,520
Gate Ticket Cost	$0.25 Per Ticket	$960	$1,600	$3,280	$3,520	$3,520
Official Fees	Avg. $40/Game	$13,440	$22,400	$45,920	$49,280	$49,280
Trainer Fees	$15/Hour	$1,200	$1,800	$3,600	$3,900	$3,900
Equip./Supplies/Hospitality	5% of Gross Revenue	$3,120	$6,160	$15,836	$16,280	$16,830
Awards	5% of Gross Revenue	$3,120	$6,160	$15,836	$16,280	$16,830
Area Expense		**$28,920**	**$47,960**	**$109,224**	**$114,780**	**$116,980**
Net Revenue		**$33,480**	**$75,240**	**$207,496**	**$210,820**	**$219,620**

Rental Volleyball Tournaments Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity Year 1	Year 2	Year 3	Year 4	Year 5	Number of Events per Year Year 1	Year 2	Year 3	Year 4	Year 5	Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 12 Courts, 1 Days																	
Team Information	10 players per team						12	10	10	10	10	48					
Gate Fees - Tournament Pass	100% of fans (2 fans/player)	$5	$5	$5	$5	$5	12	10	10	10	10	960	$57,600	$48,000	$48,000	$48,000	$48,000
Rental Fees	Daily Rental Rate	$300	$300	$330	$330	$347	12	10	10	10	10	12	$43,200	$36,000	$39,600	$39,600	$41,580
Medium Tournament - 12 Courts, 2 Days																	
Team Information	10 players per team						1	2	2	2	2	96					
Gate Fees - Tournament Pass	100% of fans (2 fans/player)	$10	$10	$10	$10	$10	1	2	2	2	2	1920	$19,200	$38,400	$38,400	$38,400	$38,400
Rental Fees	Daily Rental Rate	$300	$300	$330	$330	$347	1	2	2	2	2	24	$7,200	$14,400	$15,840	$15,840	$16,632
Large Tournament - 16 Courts, 3 Days																	
Team Information	10 players per team						2	2	3	2	2	128					
Gate Fees - Tournament Pass	100% of fans (2 fans/player)	$10	$10	$10	$10	$10	2	2	3	2	2	2560	$51,200	$51,200	$76,800	$51,200	$51,200
Rental Fees	Daily Rental Rate	$300	$300	$330	$330	$347	2	2	3	2	2	48	$28,800	$28,800	$47,520	$31,680	$33,264
Extra Large Tournament - 24 Courts, 3 Days																	
Team Information	10 players per team						2	3	3	3	3	192					
Gate Fees - Tournament Pass	100% of fans (2 fans/player)	$15	$15	$15	$15	$15	2	3	3	3	3	3840	$115,200	$172,800	$172,800	$172,800	$172,800
Rental Fees	Daily Rental Rate	$300	$300	$330	$330	$347	2	3	3	3	3	72	$43,200	$64,800	$71,280	$71,280	$74,844
Gate Fee Reduction of Revenue	80% Reduction of Revenue												($194,560)	($248,320)	($268,800)	($248,320)	($248,320)
	Non-capacity growth rate		1.00	1.10	1.00	1.05	17	17	18	17	17						
	Capacity growth rate		1.10	1.10	1.10	1.10	20	21	25	25	25						
			Area Revenue										**$171,040**	**$206,080**	**$241,440**	**$220,480**	**$228,400**
Expense	**Mgmt. Assump.**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Tournament Attendant Expense	15% Gross Revenue												$25,656	$30,912	$36,216	$33,072	$34,260
Gate Staff	$0.25 Per Sale												$20,480	$21,440	$24,000	$21,440	$21,440
Gate Ticket Cost	$0.25 Per Ticket												$20,480	$21,440	$24,000	$21,440	$21,440
Tournament Trainers	Pass Through												$0	$0	$0	$0	$0
			Area Expense										**$66,616**	**$73,792**	**$84,216**	**$75,952**	**$77,140**
			Net Revenue										**$104,424**	**$132,288**	**$157,224**	**$144,528**	**$151,260**

Indoor Court Rental Events Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity Year 1	Year 2	Year 3	Year 4	Year 5	Number of Participants per Year Year 1	Year 2	Year 3	Year 4	Year 5	Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Other Court Sport Rental - 1 Day Event																	
Rental Fee		$6,000	$6,000	$6,600	$6,600	$6,930	4	4	4	4	4	1	$24,000	$24,000	$26,400	$26,400	$27,720
Other Court Sport Rental - 2 Day Event																	
Rental Fee		$12,000	$12,000	$13,200	$13,200	$13,860	4	4	4	4	4	1	$48,000	$48,000	$52,800	$52,800	$55,440
	Non-capacity growth rate		1.00	1.10	1.00	1.05											
	Capacity growth rate		1.10	1.10	1.10	1.10											
			Area Revenue										**$72,000**	**$72,000**	**$79,200**	**$79,200**	**$83,160**
Expense	**Mgmt. Assump.**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Event Attendant Expense	15% Gross Revenue												$10,800	$10,800	$11,880	$11,880	$12,474
			Area Expense										**$10,800**	**$10,800**	**$11,880**	**$11,880**	**$12,474**
			Net Revenue										**$61,200**	**$61,200**	**$67,320**	**$67,320**	**$70,686**

Basketball Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session Year 1	Year 2	Year 3	Year 4	Year 5	Number per Session Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	$/Session *1	$150	$150	$165	$165	$173	19	23	27	29	31	5	$14,553	$17,401	$21,929	$24,180	$26,726
Instructional Camps	$/Week (full days *2	$350	$350	$385	$385	$404	29	35	40	44	47	5	$51,450	$61,517	$77,526	$85,485	$94,487
Individual Instruction	$/Hour *3	$65	$65	$72	$72	$75	25	30	35	38	40	12	$19,676	$23,526	$29,648	$32,691	$36,134
Individual Elite Instruction	$/Hour	$100	$100	$110	$110	$116	14	16	19	21	22	12	$16,299	$19,489	$24,560	$27,082	$29,933
Drop-in/Other Income	$/Session	$5	$5	$6	$6	$6	58	69	79	88	92	12	$3,480	$4,161	$5,244	$5,782	$6,391
League																	
Sept. - Oct. League	$/Team *4	$650	$650	$715	$715	$751	20	24	27	30	32	1	$13,000	$15,544	$19,589	$21,600	$23,874
Nov.- Dec. League	$/Team	$650	$650	$715	$715	$751	29	35	40	44	46	1	$18,850	$22,538	$28,404	$31,320	$34,618
Jan. - Feb. League	$/Team	$650	$650	$715	$715	$751	39	47	53	59	62	1	$25,350	$30,310	$38,198	$42,120	$46,555
Mar. - Apr. League	$/Team	$650	$650	$715	$715	$751	49	59	67	74	78	1	$31,850	$38,082	$47,992	$52,919	$58,492
May - June League	$/Team	$650	$650	$715	$715	$751	29	35	40	44	46	1	$18,850	$22,538	$28,404	$31,320	$34,618
July - Aug. League	$/Team	$650	$650	$715	$715	$751	29	35	40	44	46	1	$18,850	$22,538	$28,404	$31,320	$34,618
Club																	
Tryouts	$/Player	$35	$35	$39	$39	$40	52	78	104	117	130	1	$1,820	$2,730	$4,004	$4,505	$5,255
Club Teams	$/Player *5	$700	$700	$770	$770	$809	40	60	80	90	100	1	$28,000	$42,000	$61,600	$69,300	$80,850
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.15	1.10	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
				Area Revenue									**$262,028**	**$322,373**	**$415,499**	**$459,623**	**$512,550**

Expense	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	10% of Gross Revenue	$23,221	$27,764	$34,990	$38,582	$42,644
Referee Fees	Avg. $55/game	$42,900	$51,294	$58,766	$64,799	$68,212
Instructor Fees	$10-$25/Instructor (25% Instruct. Rev)	$25,495	$30,483	$38,416	$42,360	$46,820
Equipment and Supplies	5% of Gross Revenue	$11,610	$13,882	$17,495	$19,291	$21,322
Awards	T-Shirts and Trophies (2% Gross Revenue)	$4,644	$5,553	$6,998	$7,716	$8,529
Club Team Expenses						
Coach Salary and Expense	35% of Club Revenue	$10,437	$15,656	$22,961	$25,832	$30,137
Uniform	10% of Club Revenue	$2,982	$4,473	$6,560	$7,380	$8,611
Player Admin. Fee	5% of Club Revenue	$1,491	$2,237	$3,280	$3,690	$4,305
Tournament Fees	15% of Club Revenue	$4,473	$6,710	$9,841	$11,071	$12,916
	Area Expense	**$127,253**	**$158,051**	**$199,306**	**$220,721**	**$243,496**
	Net Revenue	**$134,775**	**$164,322**	**$216,193**	**$238,902**	**$269,054**

Pricing Notes

Clinics
- ***1** ***Rogers Middle*** — $89/2 half days
- **St.Paul Catholic** — $90/3x2.5 hr. sessions

Camps
- ***2** **Minneapolis Sports (** — $325/week (5 full days)
- **Maple Grove Community Gyms** — $225 (3 full days)
- **Coon Rapids High School** — $245 (3 full days)
- **Cretin Derham Hall** — $200 (4.5 full days)

Individual
- ***3** **Grace Church** — $50/hr
- **Hoops Training** — $60/hr
- **Various (AD Training)** — $65/hr

Leagues
- ***4** **Various (CSC Sunday Men's)** — $648/team
- **Various (CSC Monday Men's)** — $608/team
- **Fridley Adult Open League** — $89/player (8 weeks)
- **YMCA of the North (Youth League)** — $45/player (6 weeks)

Club Teams
- ***5** **MPLS Lakers Competitive** — $715/player (12 weeks)
- **MPLS Lakers Competitive (Girls)** — $715/player (12 weeks) - same as above
- **Shakopee High School** — $250/player (8 weeks)
- **Minnesota Heat - Grades 3-9** — $410/player (8 weeks)
- **Minnesota Heat - Grades 9-11**

Volleyball Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					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 *1	$150	$150	$165	$165	$173	16	19	22	24	25	5	$11,880	$14,169	$17,809	$19,611	$21,645
Instructional Camps	$/Week (full *2	$350	$350	$385	$385	$404	24	29	33	36	38	5	$42,000	$50,092	$62,962	$69,332	$76,523
Individual Instruction	$/Hour *3	$75	$75	$83	$83	$87	25	30	35	38	40	12	$22,810	$27,204	$34,194	$37,653	$41,559
Drop-in/Other Income	$/Session	$5	$5	$6	$6	$6	96	114	131	144	151	12	$5,760	$6,870	$8,635	$9,508	$10,495
League																	
Sept. - Oct. League	$/Team	$450	$450	$495	$495	$520	16	19	22	24	25	1	$7,200	$8,587	$10,794	$11,885	$13,118
Nov.- Dec. League	$/Team	$450	$450	$495	$495	$520	16	19	22	24	25	1	$7,200	$8,587	$10,794	$11,885	$13,118
Jan. - Feb. League	$/Team	$450	$450	$495	$495	$520	24	29	33	36	38	1	$10,800	$12,881	$16,190	$17,828	$19,677
Mar. - Apr. League	$/Team	$450	$450	$495	$495	$520	24	29	33	36	38	1	$10,800	$12,881	$16,190	$17,828	$19,677
May - June League	$/Team	$450	$450	$495	$495	$520	-	-	-	-	-	1	$0	$0	$0	$0	$0
July - Aug. League	$/Team	$450	$450	$495	$495	$520	-	-	-	-	-	1	$0	$0	$0	$0	$0
Club																	
Tryouts	$/Player	$35	$35	$39	$39	$40	104	130	156	169	182	1	$3,640	$4,550	$6,006	$6,507	$7,357
Club Teams	$/Player	$2,750	$2,750	$3,025	$3,025	$3,176	80	100	120	130	140	1	$220,000	$275,000	$363,000	$393,250	$444,675
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.19	1.14	1.10	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
				Area Revenue									**$342,090**	**$420,821**	**$546,574**	**$595,289**	**$667,846**

Expense	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	10% of Gross Revenue	$11,845	$14,127	$17,757	$19,553	$21,581
Referee Fees	Avg. $30/game	$9,600	$11,450	$13,083	$14,407	$15,144
Instructor Fees	$10-$25/Instructor (25% Instruct. Rev)	$19,172	$22,866	$28,741	$31,649	$34,932
Equipment and Supplies	5% of Gross Revenue	$5,922	$7,064	$8,878	$9,777	$10,791
Awards	T-Shirts and Trophies (2% Gross Revenue)	$2,369	$2,825	$3,551	$3,911	$4,316
Club Team Expenses						
Coach Salary and Expense	35% of Club Revenue	$78,274	$97,843	$129,152	$139,915	$158,211
Uniform	10% of Club Revenue	$22,364	$27,955	$36,901	$39,976	$45,203
Player Admin. Fee	5% of Club Revenue	$11,182	$13,978	$18,450	$19,988	$22,602
Tournament Fees	15% of Club Revenue	$33,546	$41,933	$55,351	$59,963	$67,805
	Area Expense	**$194,275**	**$240,039**	**$311,865**	**$339,138**	**$380,585**
	Net Revenue	**$147,815**	**$180,781**	**$234,709**	**$256,151**	**$287,261**

Pricing Notes	Clinics	Camps	Individual	Leagues	Club
	*1 ***Kenwood I***	*2 **South View Middle**	*3 **Crossfire VB**	*4 **Ham Lakes**	*5 **Minnesota North**
	$90/4 sessions	$139/4 half days	$70/hr	$149/team (4s - 8 weeks)	$1,300/player (18 weeks)
	3 hr. sessions		$195/3 hr	$249/team (6s - 8 weeks)	
	Peal Park	**Langford Recreation Center**	**JG Training**	**Crossfire Summer League**	**Freeze Volleyball**
	$10/1 session	$104/4 half days	$75/hr	$325/team (8 weeks)	$2,150/player (18 weeks)
	1 hr. session				
	Augsburg University	**St. Louis Park**		**Golden Valley Public**	**Kandi Elite Volleyball**
	$195/4 full days	$149/4 half days		$250/team (8 weeks)	$2,250/player (18 weeks)
	$120/4 half days				
	$90/3 sessions (3 hrs/session)			**MN Boys Wednesday League**	**Club Tonka Volleyball**
				$635/team (12 matches - 12 weeks)	$3,250/player (24 months - Nationals)
					$2,450/player (20 months - Regionals)

Court Rentals Revenue & Expenses

Revenue	Mgmt. Assump.		Price per Session					Number per Session					Sellable	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	Sessions					
Small Court Rentals																		
Sept. - Oct.	$/Hour		$33	$33	$35	$35	$36	256	264	272	280	288	1	$8,448	$8,701	$9,411	$9,693	$10,483
Nov.- Dec.	$/Hour		$33	$33	$35	$35	$36	256	264	272	280	288	1	$8,448	$8,701	$9,411	$9,693	$10,483
Jan. - Feb.	$/Hour		$33	$33	$35	$35	$36	384	396	407	420	432	1	$12,672	$13,052	$14,116	$14,539	$15,724
Mar. - Apr.	$/Hour		$33	$33	$35	$35	$36	384	396	407	420	432	1	$12,672	$13,052	$14,116	$14,539	$15,724
May - June	$/Hour		$33	$33	$35	$35	$36	-	-	-	-	-	1	$0	$0	$0	$0	$0
July - Aug	$/Hour		$33	$33	$35	$35	$36	-	-	-	-	-	1	$0	$0	$0	$0	$0
Large Court Rentals																		
Sept. - Oct.	$/Hour	*1	$55	$55	$58	$58	$61	288	297	306	315	324	1	$15,840	$16,315	$17,645	$18,174	$19,655
Nov.- Dec.	$/Hour		$55	$55	$58	$58	$61	360	371	382	393	405	1	$19,800	$20,394	$22,056	$22,718	$24,569
Jan. - Feb.	$/Hour		$55	$55	$58	$58	$61	504	519	535	551	567	1	$27,720	$28,552	$30,879	$31,805	$34,397
Mar. - Apr.	$/Hour		$55	$55	$58	$58	$61	584	602	620	638	657	1	$32,120	$33,084	$35,780	$36,853	$39,857
May - June	$/Hour		$55	$55	$58	$58	$61	232	239	246	254	261	1	$12,760	$13,143	$14,214	$14,640	$15,834
July - Aug	$/Hour		$55	$55	$58	$58	$61	232	239	246	254	261	1	$12,760	$13,143	$14,214	$14,640	$15,834
	Non-capacity growth rate			1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03						
	Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
					Area Revenue									**$163,240**	**$168,137**	**$181,840**	**$187,296**	**$202,560**

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Supervision/Maintenance Staff	10% of Revenue	$16,324	$16,814	$18,184	$18,730	$20,256
	Area Expense	**$16,324**	**$16,814**	**$18,184**	**$18,730**	**$20,256**
	Net Revenue	**$146,916**	**$151,323**	**$163,656**	**$168,566**	**$182,304**

Pricing Notes

***1**	***YMCA Midtown Minn***	**MVP Sports Cen**	**National VB Center**
	$55/hr	$53/hr	$30/hr
			$59/hr (Basketball)
	YMCA Uptown	**Recplex**	
	$55/hr	$45/hr	
	Minnesota Select Voll	**Justagame Fieldhouse**	
	$50/hr	$50/hr	

Membership Revenue & Expenses

Revenue	Mgmt. Assump.	Price Per Session					Total Per Year					Sellable	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	Sessions					
Memberships																	
Youth (18 and under)	$/Month	$50	$50	$55	$55	$58	142	170	196	215	226	12	$60,577	$102,024	$129,060	$141,967	$156,518
Adult (19+)	$/Month	$75	$75	$83	$83	$87	972	1,166	1,341	1,475	1,549	12	$623,076	$1,049,391	$1,327,479	$1,460,227	$1,609,901
Family	$/Month	$135	$135	$149	$149	$156	749	899	1,034	1,137	1,194	12	$864,518	$1,456,030	$1,841,878	$2,026,065	$2,233,737
Enhancement Fee	Annual fee	$75	$75	$75	$75	$75	1,862	2,235	2,570	2,827	2,968	1	$139,676	$167,611	$192,753	$212,028	$222,629
Parking	$/Month	$20	$20	$20	$20	$20	-	-	-	-	-	12	$0	$0	$0	$0	$0
Guest Pass	$/Day	$5	$5	$5	$5	$5	1,200	1,440	1,656	1,822	1,913	1	$6,000	$7,200	$8,280	$9,108	$9,563
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.15	1.10	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
		Area Revenue											**$1,693,846**	**$2,782,256**	**$3,499,450**	**$3,849,395**	**$4,232,348**

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Membership/Fitness Management	Responsibility of Management Team	$0	$0	$0	$0	$0
Fitness Floor Staff		$600,000	$624,000	$648,960	$674,918	$701,915
Free Group Ex. Class Instructors	$30 Instructor Fee per Class, 80 per Week in Year 1	$120,000	$132,000	$145,200	$159,720	$175,692
Child Watch Instructors	$20/Hour, Ave 3 Staff/Hour, 52 Hours/Week	$162,240	$167,107	$172,120	$177,284	$182,603
Child Watch Supplies	1% of Gross Membership Revenue	$15,482	$26,074	$32,984	$36,283	$40,002
Membership Discounts	Avg 10% of Rev	$0	$0	$0	$0	$0
Membership Cards	$1 per New Member	$3,062	$3,675	$4,226	$4,649	$4,881
	Area Expense	**$900,784**	**$952,856**	**$1,003,491**	**$1,052,854**	**$1,105,092**
	Net Revenue	**$793,062**	**$1,829,399**	**$2,495,959**	**$2,796,541**	**$3,127,256**

Pricing Notes

1** ***LA Fitness (Single Club)
$32/month
no initiation fee, 6 month term min.

LA Fitness (Multi-Club)
$32/month
$49 initiation fee

Planet Fitness
$15/month
$80 in annual fees prorated

Planet Fitness
$23/month
$40 initiation fee

YMCA of the North (Youth)
$40/month
$10 enrollment fee

YMCA of the North (Adult)
$71/month
$10 enrollment fee

***2 Planet Fitness**
$120/yearly
$80 in annual fees prorated

Fitness & Training Revenue & Expenses

Revenue	Mgmt. Assump.		Price per Sale Year 1	Year 2	Year 3	Year 4	Year 5	Number per Session Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Personal Training - 1/2 Hour	$/Session		$40	$40	$44	$44	$46	200	240	276	303	318	12	$95,874	$115,048	$145,536	$160,090	$176,499
Personal Training - Hour	$/Session	*1	$65	$65	$72	$72	$75	103	123	142	156	164	12	$80,258	$96,309	$121,831	$134,014	$147,751
Sports Performance Training - Ind.	$/Session	*2	$52	$52	$57	$57	$60	51	61	64	67	67	12	$31,824	$38,189	$44,108	$46,313	$48,629
Sports Performance Training - Team	$/Session	*3	$132	$132	$145	$145	$152	17	20	21	22	22	12	$26,928	$32,314	$37,322	$39,188	$41,148
Club Team Training	Included in Dues		$0	$0	$0	$0	$0	240	320	400	440	480	1	$0	$0	$0	$0	$0
Sports Performance Clinic	$/Session	*4	$200	$200	$220	$220	$231	20	24	25	26	26	4	$16,000	$19,200	$22,176	$23,285	$24,449
	Non-capacity growth rate			1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.00						
	Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
					Area Revenue									**$250,883**	**$301,060**	**$370,974**	**$402,891**	**$438,476**

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Fitness & Training Management	10% of Gross Revenue	$25,088	$30,106	$37,097	$40,289	$43,848
Fitness & Training Instructors	50% Personal Training, 25% Group Training	$114,710	$137,652	$170,612	$185,827	$202,839
Club Performance Instructors	20 Included Sessions per Team per Season	$12,000	$16,000	$20,000	$22,000	$24,000
Equipment and Supplies	2% of Gross Revenue	$5,018	$6,021	$7,419	$8,058	$8,770
	Area Expense	**$156,816**	**$189,779**	**$235,129**	**$256,174**	**$279,456**
	Net Revenue	**$94,068**	**$111,281**	**$135,844**	**$146,717**	**$159,020**

Pricing Notes

PT Individual
*1 ***IT Personal Training***
$64/hr
ISSA Certified Training (Fridley)
$53/hr

SP Individual
*2 **Pursuit Fitness MN (Ad.)**
$125/3 days per week
45 minute sessions
Pursuit Fitness MN (Ad.)
$155/5 days per week
45 minute sessions

SP Individual
*2 **FHT Perf.**
$340/12 sessions
1 hr. sessions
FHT Perf.
$475/18 sessions
1 hr. sessions

Team
*3 **Pursuit Fitness (Dryland Lev. 1)**
$155/10 sessions
1 hr. sessions
Pursuit Fitness (Dryland Lev. 2)
$165/10 sessions
1 hr. sessions

Clinic
*4 **Pursuit Fitness (Team Sport)**
$300/3 months
1 session/wk (12 sess over 3 months)
. **Training Haus**
$100/month
1 session/wk (4 sess over 1 month)

FEC/Adventure Area Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Sale Year 1	Price per Sale Year 2	Price per Sale Year 3	Price per Sale Year 4	Price per Sale Year 5	Sales per Month Year 1	Sales per Month Year 2	Sales per Month Year 3	Sales per Month Year 4	Sales per Month Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Bowling																	
Per Cap Spend		$4	$4	$4	$4	$4	67,794	82,422	94,114	92,616	92,967	1	$257,618	$313,202	$375,515	$369,539	$389,486
												1	$0	$0	$0	$0	$0
Virtual Reality																	
Per Cap Spend		$2	$2	$2	$2	$2	67,794	82,422	94,114	92,616	92,967	1	$101,691	$123,632	$148,230	$145,871	$153,745
Lazer Tag																	
Per Cap Spend		$4	$4	$4	$4	$4	67,794	82,422	94,114	92,616	92,967	1	$271,177	$329,687	$395,279	$388,989	$409,986
Arcade																	
Per Cap Spend		$10	$10	$11	$11	$11	67,794	82,422	94,114	92,616	92,967	1	$677,942	$824,217	$988,198	$972,471	$1,024,964
Play Climb/Adventure/Ropes Course																	
Per Cap Spend		$1	$1	$1	$1	$1	67,794	74,574	76,811	79,115	79,906	1	$67,794	$74,574	$80,651	$83,071	$88,097
Lucky Putt																	
Per Cap Spend		$3	$3	$3	$3	$3	67,794	82,422	94,114	92,616	92,967	1	$203,383	$247,265	$296,459	$291,741	$307,489
	Non-capacity growth rate		1.00	1.05	1.00	1.05		1.10	1.03	1.03	1.01						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
			Area Revenue										**$1,579,606**	**$1,912,576**	**$2,284,333**	**$2,251,682**	**$2,373,767**

Expense	Mgmt. Assump.	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	20% of Gross Revenue	$315,921	$382,515	$456,867	$450,336	$474,753
Maintenance & Repairs	10% of Gross Revenue	$157,961	$191,258	$228,433	$225,168	$237,377
Equipment & Supplies	10% of Gross Revenue	$157,961	$191,258	$228,433	$225,168	$237,377
Area Expense		**$631,842**	**$765,031**	**$913,733**	**$900,673**	**$949,507**
Net Revenue		**$947,763**	**$1,147,546**	**$1,370,600**	**$1,351,009**	**$1,424,260**

Pricing Notes *Birthday Parties - FEC Parties

	Year 1	Year 2	Year 3	Year 4	Year 5
	0.40	0.40	0.40	0.40	0.40
	72.63	87.93	105.03	103.53	109.14

1** ***Chuck E. Cheese Blaine - Superstar Package
$199/2 hrs. (10 children)

Chuck E. Cheese Blaine - Mega Super Star Package
$250/2 hrs. (10 children)

Bowlero Blaine - Super Star Package
$260/2 hrs. (10 children)

***2** **Sky Zone Trampoline Park - Basic VIP Package**
$230/3 hrs. (10 children)

Sky Zone Trampoline Park - Mega VIP Package
$350/3 hrs. (10 children)

Esports Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session Year 1	Price per Session Year 2	Price per Session Year 3	Price per Session Year 4	Price per Session Year 5	Number per Session Year 1	Number per Session Year 2	Number per Session Year 3	Number per Session Year 4	Number per Session Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Memberships	$/Month	$10	$10	$11	$11	$12	124	136	143	147	151	12	$14,831	$16,314	$18,843	$19,408	$20,990
User Fees																	
Single Hour, Member	$/Session	$5	$5	$6	$6	$6	371	408	428	441	454	12	$22,246	$24,471	$28,264	$29,112	$31,484
Single Hour, Non-Member	$/Session	$6	$6	$7	$7	$7	37	41	43	44	45	12	$2,670	$2,936	$3,392	$3,493	$3,778
Three Hour, Member	$/Session	$14	$14	$15	$15	$16	742	816	856	882	909	12	$124,579	$137,037	$158,277	$163,026	$176,312
Three Hour, Non-Member	$/Session	$17	$17	$19	$19	$20	297	326	343	353	363	12	$60,510	$66,561	$76,878	$79,184	$85,637
Day Pass, Member	$/Session	$20	$20	$22	$22	$23	247	272	285	294	303	12	$59,323	$65,256	$75,370	$77,631	$83,958
Day Pass, Non-Member	$/Session	$24	$24	$26	$26	$28	247	272	285	294	303	12	$71,188	$78,307	$90,444	$93,157	$100,750
Night Pass, Member	$/Session	$8	$8	$9	$9	$9	124	136	143	147	151	12	$11,865	$13,051	$15,074	$15,526	$16,792
Night Pass, Non-Member	$/Session	$10	$10	$11	$11	$12	25	27	29	29	30	12	$2,966	$3,263	$3,769	$3,882	$4,198
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.10	1.05	1.03	1.03						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
				Area Revenue									**$370,177**	**$407,194**	**$470,310**	**$484,419**	**$523,899**

Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Esports Manager	Responsibility of Management Team	$0	$0	$0	$0	$0
Esports Staff	15% of Gross Revenue	$55,527	$61,079	$70,546	$72,663	$78,585
Gaming Management Support Fees	Ave. $200/Month	$2,400	$2,436	$2,473	$2,510	$2,547
Franchise Royalties	6% of Gross Revenue	$22,211	$24,432	$28,219	$29,065	$31,434
Equipment Repair and Replacement	15% of Initial Equipment Expense	$42,000	$42,630	$43,269	$43,918	$44,577
Area Expense		**$122,137**	**$130,577**	**$144,507**	**$148,156**	**$157,143**
Net Revenue		**$248,040**	**$276,618**	**$325,803**	**$336,263**	**$366,756**

Birthday Parties Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Sellable	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	Sessions					
Sports Parties	$/Party (avg 15 kids)	$300	$300	$330	$330	$347	16	19	20	21	22	12	$57,600	$69,120	$79,834	$83,825	$92,417
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
	Area Revenue												**$57,600**	**$69,120**	**$79,834**	**$83,825**	**$92,417**
Expense	**Mgmt Assump.**												**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 hrs./party plus set up and clean, 1 employee/party, $20/hr./employee												$7,680	$9,216	$9,677	$10,161	$10,669
Birthday and Group Party Supplies	4% of Gross Revenue												$2,304	$2,765	$3,193	$3,353	$3,697
Birthday and Group Party Food	15% of Gross Revenue												$8,640	$10,368	$11,975	$12,574	$13,863
	Area Expense												**$18,624**	**$22,349**	**$24,845**	**$26,087**	**$28,228**
	Net Revenue												**$38,976**	**$46,771**	**$54,988**	**$57,738**	**$64,189**

Pricing Notes *Birthday Parties - FEC Parties

1** ***Chuck E. Cheese Blaine - Superstar Package
$199/2 hrs. (10 children)
$298 extended to 15 children
Chuck E. Cheese Blaine - Mega Super Star Package
$250/2 hrs. (10 children)

***2** **Sky Zone Trampoline Park - Basic VIP Package**
$230/3 hrs. (10 children)
Sky Zone Trampoline Park - Mega VIP Package
$350/3 hrs. (10 children)

In-House Pickleball Tournament Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity					Number of Participants per Year					Ave.	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	Participants					
Small Tournament - 6 Courts, 1 Day																	
Entry Fees		$50	$50	$55	$55	$58	2	3	4	5	6	48	$4,800	$7,200	$10,560	$13,200	$16,632
Large Tournament - 6 Courts, 2 Days																	
Entry Fees		$70	$70	$77	$77	$81	-	1	1	2	2	96	$0	$6,720	$7,392	$14,784	$15,523
Child Gate Fee Discounts	25% Reduction of Revenue												$0	$0	$0	$0	$0
	Non-capacity growth rate		1.00	1.10	1.00	1.05	2	4	5	7	8						
	Capacity growth rate		1.10	1.10	1.10	1.10											
		Area Revenue											**$4,800**	**$13,920**	**$17,952**	**$27,984**	**$32,155**
Expense	**gmt. Assump.**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Tournament Director	Responsibility of Management Staff												$0	$0	$0	$0	$0
Tournament Staff	15% Entry Fees												$720	$2,088	$2,693	$4,198	$4,823
Official Fees	$30/Hr./Official												$1,200	$2,400	$3,000	$4,200	$4,800
Trainer Fees	$15/Hour												$300	$600	$750	$1,050	$1,200
Equip./Supplies/Hospitality	5% Gross Revenue												$240	$696	$898	$1,399	$1,608
		Area Expense											**$2,460**	**$5,784**	**$7,340**	**$10,847**	**$12,431**
		Net Revenue											**$2,340**	**$8,136**	**$10,612**	**$17,137**	**$19,724**

Rental Pickleball Tournament Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity					Number of Events per Year					Ave.	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	Participants					
Small Tournament - 6 Courts, 1 Days																	
Player Information							4	6	7	8	8	160					
Rental Fees	Daily Rental Rate	$200	$200	$210	$210	$221	4	6	7	8	8	6	$4,800	$7,200	$8,820	$10,080	$10,584
Large Tournament - 6 Courts, 2 Days																	
Player Information							1	2	2	2	2	160					
Rental Fees	Daily Rental Rate	$200	$200	$210	$210	$221	1	2	2	2	2	12	$2,400	$4,800	$5,040	$5,040	$5,292
	Non-capacity growth rate		1.00	1.05	1.00	1.05											
	Capacity growth rate		1.10	1.10	1.10	1.10											
			Area Revenue										**$7,200**	**$12,000**	**$13,860**	**$15,120**	**$15,876**

Expense	Mgmt. Assump.		Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Hosting Expenses	15% Gross Revenue		$1,080	$1,800	$2,079	$2,268	$2,381
Gate Staff	$0.25 Per Sale		$0	$0	$0	$0	$0
Gate Ticket Cost	$0.25 Per Ticket		$0	$0	$0	$0	$0
Parking Staff & Supplies	22.5% Parking Revenue		$0	$0	$0	$0	$0
Scorekeeper/Court Supervisor	$15/Hour		$0	$0	$0	$0	$0
		Area Expense	**$1,080**	**$1,800**	**$2,079**	**$2,268**	**$2,381**
		Net Revenue	**$6,120**	**$10,200**	**$11,781**	**$12,852**	**$13,495**

Pickleball Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					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						
Instruction	$/Hour	$10	$10	$11	$11	$11	120	144	166	182	191	12	$14,400	$17,280	$20,866	$22,952	$25,305
Drop-in/Other Income	$/Session	$5	$5	$5	$5	$6	200	240	276	304	319	12	$12,000	$14,400	$17,388	$19,127	$21,087
Leagues																	
Sept. - Oct. League	$/Team	$50	$50	$53	$53	$55	15	18	21	23	24	1	$750	$900	$1,087	$1,195	$1,318
Nov.- Dec. League	$/Team	$50	$50	$53	$53	$55	25	30	35	38	40	1	$1,250	$1,500	$1,811	$1,992	$2,197
Jan. - Feb. League	$/Team	$50	$50	$53	$53	$55	25	30	35	38	40	1	$1,250	$1,500	$1,811	$1,992	$2,197
Mar. - Apr. League	$/Team	$50	$50	$53	$53	$55	15	18	21	23	24	1	$750	$900	$1,087	$1,195	$1,318
May - June League	$/Team	$50	$50	$53	$53	$55	10	12	14	15	16	1	$500	$600	$725	$797	$879
July - Aug. League	$/Team	$50	$50	$53	$53	$55	10	12	14	15	16	1	$500	$600	$725	$797	$879
	Non-capacity growth rate		1.00	1.05	1.00	1.05		1.20	1.15	1.10	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
				Area Revenue									**$31,400**	**$37,680**	**$45,499**	**$50,048**	**$55,178**

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Pickleball Director	Responsibility of Management Team	$0	$0	$0	$0	$0
Pickleball Staff	10% of Revenue	$3,140	$3,768	$4,550	$5,005	$5,518
Instructor Fees	$10-$25/Instructor (25% Instruct. Rev)	$3,600	$4,320	$5,216	$5,738	$6,326
Equipment and Supplies	5% of Revenue	$1,570	$1,884	$2,275	$2,502	$2,759
Awards	T-Shirts and Trophies (2% of Revenue)	$628	$754	$910	$1,001	$1,104
	Area Expense	**$8,938**	**$10,726**	**$12,951**	**$14,246**	**$15,707**
	Net Revenue	**$22,462**	**$26,954**	**$32,547**	**$35,802**	**$39,472**

Youth Development Revenue & Expenses

Revenue	Mgmt. Assump.	Price/Class					Individual Class Attendees					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					
Fall Youth Development Subtotal		$16.00	$16.00	$16.00	$16.00	$16.00	1,516	1,744	1,918	2,014	2,115	$ 24,263	$ 27,903	$ 30,693	$ 32,228	$ 33,839
Winter Youth Development Subtotal	Based on Full	$16.00	$16.00	$16.00	$16.00	$16.00	2,242	2,578	2,836	2,978	3,126	$ 35,867	$ 41,247	$ 45,372	$ 47,641	$ 50,023
Spring Youth Development Subtotal	Week Equivalents	$16.00	$16.00	$16.00	$16.00	$16.00	1,912	2,199	2,419	2,540	2,667	$ 30,593	$ 35,182	$ 38,700	$ 40,635	$ 42,666
Summer Youth Development Subtotal		$16.00	$16.00	$16.00	$16.00	$16.00	923	1,062	1,168	1,226	1,287	$ 14,769	$ 16,984	$ 18,683	$ 19,617	$ 20,598
	Non-capacity growth rate		1.00	1.00	1.00	1.00	**Class Growth**	1.15	1.10	1.05	1.05					
	Capacity growth rate		1.10	1.10	1.10	1.10	**Camp Growth**	1.27	1.21	1.11	1.18					
				Area Revenue								**$105,492**	**$121,316**	**$133,447**	**$140,120**	**$147,126**
Expense	**Mgmt. Assump.**											**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Youth Development Director	Responsibility of Management Team											$0	$0	$0	$0	$0
Instructor Fees	20% of Gross Revenue											$21,098	$24,263	$26,689	$28,024	$29,425
Telemarketing	3% of Gross Revenue											$3,165	$3,639	$4,003	$4,204	$4,414
Promotional Expenses	5% of Gross Revenue											$5,275	$6,066	$6,672	$7,006	$7,356
				Area Expense								**$29,538**	**$33,968**	**$37,365**	**$39,234**	**$41,195**
				Net Revenue								**$75,954**	**$87,347**	**$96,082**	**$100,886**	**$105,931**

Youth Programming Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session Year 1	Year 2	Year 3	Year 4	Year 5	Number per Session Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Half-Day Camp	$/week	$150	$150	$165	$165	$173	25	28	29	30	32	10	$37,500	$41,250	$47,644	$50,026	$55,154
Full Day Camp	$/week	$250	$250	$275	$275	$289	35	39	40	42	45	10	$87,500	$96,250	$111,169	$116,727	$128,692
Single Day Camps	$/day	$50	$50	$55	$55	$58	35	39	40	42	45	12	$21,000	$23,100	$26,681	$28,015	$30,886
Camp Day-Care	$/day	$10	$10	$11	$11	$12	171	188	198	207	218	10	$17,100	$18,810	$21,726	$22,812	$25,150
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
			Area Revenue										**$163,100**	**$179,410**	**$207,219**	**$217,579**	**$239,881**

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Youth Programming Management	Responsibility of Management Team	$0	$0	$0	$0	$0
Camp Instructors	20% of Gross Revenue	$32,620	$35,882	$41,444	$43,516	$47,976
Equipment & Consumables	3% of Gross Revenue	$4,893	$5,382	$6,217	$6,527	$7,196
Camp Lunch	2.5% of Gross Revenue	$4,078	$4,485	$5,180	$5,439	$5,997
T-Shirts	$4 per shirt	$2,400	$2,640	$2,772	$2,911	$3,056
	Area Expense	**$43,991**	**$48,390**	**$55,613**	**$58,393**	**$64,226**
	Net Revenue	**$119,110**	**$131,020**	**$151,606**	**$159,186**	**$175,655**

Corporate & Group Event Rentals Revenue & Expenses

Revenue	Price per Session					Ave #	Number per Session					Sellable	Year 1	Year 2	Year 3	Year 4	Year 5
	Year 1	Year 2	Year 3	Year 4	Year 5	Attending	Year 1	Year 2	Year 3	Year 4	Year 5	Sessions					
Large Events and Parties	$40	$40	$48	$48	$50	50	75	86	95	100	105	1	$150,000	$172,500	$227,700	$239,085	$263,591
Facility Rentals	$3,250	$3,250	$3,900	$3,900	$4,095	1	8	9	10	11	11	1	$26,000	$29,900	$39,468	$41,441	$45,689
Non-capacity growth rate		1.00	1.20	1.00	1.05			1.15	1.10	1.05	1.05						
Capacity growth rate		1.10	1.20	1.10	1.10												
Area Revenue													**$176,000**	**$202,400**	**$267,168**	**$280,526**	**$309,280**

Expense		Year 1	Year 2	Year 3	Year 4	Year 5
Corporate Events Director	Responsibility of Management Team	$0	$0	$0	$0	$0
Group Event Instructors	25% of Gross Revenue	$44,000	$50,600	$66,792	$70,132	$77,320
Equipment and Consumable Supplies	5% of Gross Revenue	$8,800	$10,120	$13,358	$14,026	$15,464
Area Expense		**$52,800**	**$60,720**	**$80,150**	**$84,158**	**$92,784**
Net Revenue		**$123,200**	**$141,680**	**$187,018**	**$196,368**	**$216,496**

Food & Beverage Revenue & Expenses

Revenue	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales		$493,676	$630,425	$748,362	$726,486	$728,914
Restaurant		$1,500,000	$1,800,000	$1,980,000	$2,079,000	$2,182,950
Area Revenue		**$1,993,676**	**$2,430,425**	**$2,728,362**	**$2,805,486**	**$2,911,864**
Expense	**Mgmt. Assump.**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Concessions Food	30% Concession Sales	$598,103	$729,127	$818,509	$841,646	$873,559
Concessions Wages	25% Concession Sales	$498,419	$607,606	$682,090	$701,372	$727,966
Area Expense		**$1,096,522**	**$1,336,734**	**$1,500,599**	**$1,543,017**	**$1,601,525**
Net Revenue		**$897,154**	**$1,093,691**	**$1,227,763**	**$1,262,469**	**$1,310,339**

Hotel Rebates

Revenue	Mgmt. Assump.	Nights Per Event	Rebate Rate	Number of Events per Year Year 1	Year 2	Year 3	Year 4	Year 5	# Non-Local Participants	# Non-Local Fans	Hotel Rooms/Night	Year 1	Year 2	Year 3	Year 4	Year 5
In-House Basketball - Small	40% non-local attendance	2	$5	2	2	2	2	2	128	192	91	$1,829	$1,829	$1,829	$1,829	$1,829
In-House Basketball - Medium	50% non-local attendance	2	$5	1	2	2	2	2	240	360	171	$1,714	$3,429	$3,429	$3,429	$3,429
In-House Basketball - Large	60% non-local attendance	2	$5	0	1	1	1	1	384	576	274	$0	$2,743	$2,743	$2,743	$2,743
In-House Basketball - Extra Large	65% non-local attendance	2	$5	0	0	1	1	1	624	936	446	$0	$0	$4,457	$4,457	$4,457
Rental Basketball - Small	40% non-local attendance	2	$5	6	5	4	4	4	128	192	107	$6,400	$5,333	$4,267	$4,267	$4,267
Rental Basketball - Medium	50% non-local attendance	2	$5	3	3	4	4	4	240	360	200	$6,000	$6,000	$8,000	$8,000	$8,000
Rental Basketball - Large	60% non-local attendance	2	$5	2	3	3	3	3	384	576	320	$6,400	$9,600	$9,600	$9,600	$9,600
Rental Basketball - Extra Large	65% non-local attendance	2	$5	2	3	3	3	3	624	936	520	$10,400	$15,600	$15,600	$15,600	$15,600
In-House Volleyball - Small (1-Day)	25% non-local attendance	1	$5	2	2	3	4	4	120	180	86	$857	$857	$1,286	$1,714	$1,714
In-House Volleyball - Small (2-Day)	40% non-local attendance	2	$5	1	1	2	2	2	384	768	329	$3,291	$3,291	$6,583	$6,583	$6,583
In-House Volleyball - Medium	60% non-local attendance	3	$5	0	1	1	1	1	768	1536	658	$0	$9,874	$9,874	$9,874	$9,874
In-House Volleyball - Large	70% non-local attendance	3	$5	0	0	1	1	1	1344	2688	1152	$0	$0	$17,280	$17,280	$17,280
Rental Volleyball - Small (1-Day)	25% non-local attendance	1	$5	12	10	10	10	10	120	240	120	$7,200	$6,000	$6,000	$6,000	$6,000
Rental Volleyball - Small (2-Day)	40% non-local attendance	2	$5	1	2	2	2	2	384	768	384	$3,840	$7,680	$7,680	$7,680	$7,680
Rental Volleyball - Medium	60% non-local attendance	3	$5	2	2	3	2	2	768	1536	768	$23,040	$23,040	$34,560	$23,040	$23,040
Rental Volleyball - Large	70% non-local attendance	3	$5	2	3	3	3	3	1344	2688	1344	$40,320	$60,480	$60,480	$60,480	$60,480
Other Court Sport Rental - 1 Day Event	25% non-local attendance	1	$5	4	4	4	4	4	80	160	80	$1,600	$1,600	$1,600	$1,600	$1,600
Other Court Sport Rental - 2 Day Event	50% non-local attendance	2	$5	4	4	4	4	4	320	640	320	$12,800	$12,800	$12,800	$12,800	$12,800
Unredeemed Rebates	33% Reduction of Revenue											($41,478)	($56,152)	($68,662)	($65,002)	($65,002)
				44	**48**	**53**	**53**	**53**								
Area Revenue												**$84,213**	**$114,005**	**$139,405**	**$131,973**	**$131,973**
Expense												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Area Expense												**$0**	**$0**	**$0**	**$0**	**$0**
Net Revenue												**$84,213**	**$114,005**	**$139,405**	**$131,973**	**$131,973**

Retail Revenue & Expenses

Revenue	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales		$55,775	$76,925	$109,432	$112,177	$112,663
Area Revenue		**$55,775**	**$76,925**	**$109,432**	**$112,177**	**$112,663**
Expense	**Mgmt. Assump.**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Retail Product Cost	55% Gross Revenue	$30,676	$42,309	$60,188	$61,697	$61,965
Retail Wages	15% Gross Revenue	$8,366	$11,539	$16,415	$16,827	$16,899
Area Expense		**$39,043**	**$53,847**	**$76,603**	**$78,524**	**$78,864**
Net Revenue		**$16,733**	**$23,077**	**$32,830**	**$33,653**	**$33,799**

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 - Medical	10,000	$35.00	$350,000	$350,000	$350,000	$350,000	$350,000
Leased Space - Other	20,000	$30.00	$600,000	$600,000	$600,000	$600,000	$600,000
Revenue			**$950,000**	**$950,000**	**$950,000**	**$950,000**	**$950,000**
Expense			**-**	**-**	**-**	**-**	**-**
Net Income			**$950,000**	**$950,000**	**$950,000**	**$950,000**	**$950,000**

Secondary Revenue Areas

Revenue	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income		$350,000	$350,000	$350,000	$350,000	$350,000
Area Revenue		**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**
Expense	**Mgmt. Assump.**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Advertisement Hard Cost	Printing of Ad/Sponsors (10% of Ad Inc.)	$35,000	$35,000	$35,000	$35,000	$35,000
Sponsorship Commissions		$70,000	$70,000	$70,000	$70,000	$70,000
Area Expense		**$105,000**	**$105,000**	**$105,000**	**$105,000**	**$105,000**
Net Revenue		**$245,000**	**$245,000**	**$245,000**	**$245,000**	**$245,000**

Overhead Expenses

Facility Expenses

Indoor Building

Expense	Mgmt. Assump.	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		$262,327	$271,464	$280,814	$283,657	$287,355
Safety Supplies	$7,500 base	$7,500	$4,500	$4,568	$4,636	$4,706
Grounds Maintenance, Labor, & Lighting	$3,000/Site Development Acre	$14,956	$15,180	$15,408	$15,639	$15,873
Maintenance & Repairs	$0.50/SF	$147,355	$149,565	$151,808	$154,086	$156,397
Utility Expense		$355,653	$360,988	$366,403	$371,899	$377,478
Total Indoor Facility Expense		**$792,791**	**$806,772**	**$824,151**	**$835,145**	**$847,115**
Total Facility Expense		**$792,791**	**$806,772**	**$824,151**	**$835,145**	**$847,115**

Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		$10,000	$10,150	$10,302	$10,457	$10,614
ASCAP Fees		$4,000	$4,060	$4,121	$4,183	$4,245
Bank Service Charges	Misc. Banking Fees	$156,616	$204,881	$250,180	$261,624	$280,401
Communications	IT/Phone/Cable/Internet	$45,706	$46,392	$47,088	$47,794	$48,511
Dues/Subscriptions		$1,500	$1,523	$1,545	$1,569	$1,592
Employee Uniforms		$3,000	$2,000	$2,030	$2,060	$2,091
Marketing and Advertising		$313,232	$204,881	$250,180	$261,624	$280,401
Insurance		$273,924	$278,033	$282,204	$286,437	$290,733
Legal Fees		$10,000	$10,150	$10,302	$10,457	$10,614
Licenses, Permits	Food Licenses, etc.	$15,000	$15,225	$15,453	$15,685	$15,920
National Management & Marketing Servic	TBD	$0	$0	$0	$0	$0
National Management Travel	TBD	$0	$0	$0	$0	$0
Office Supplies		$24,377	$24,742	$25,114	$25,490	$25,873
Real Estate Tax		$0	$0	$0	$0	$0
Software		$18,000	$18,270	$18,544	$18,822	$19,105
Travel and Education		$15,000	$15,225	$15,453	$15,685	$15,920
Total Operating Expenses		**$890,356**	**$835,532**	**$932,517**	**$961,887**	**$1,006,021**

Management Payroll Summary

Management Position	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager	4% Growth Factor YOY	$140,000	$145,600	$151,424	$157,481	$163,780
Director of Operations		$90,000	$93,600	$97,344	$101,238	$105,287
Marketing & Business Development Director		$80,000	$83,200	$86,528	$89,989	$93,589
Event & Sales Coordinator		$70,000	$72,800	$75,712	$78,740	$81,890
FEC/Adventure Director		$80,000	$83,200	$86,528	$89,989	$93,589
Esports Manager		$65,000	$67,600	$70,304	$73,116	$76,041
Membership/Fitness Director		$110,000	$114,400	$118,976	$123,735	$128,684
Membership Sales Staff	Multiple Positions	$120,000	$124,800	$129,792	$134,984	$140,383
Senior Program Director		$65,000	$67,600	$70,304	$73,116	$76,041
Program Coordinator 1		$50,000	$52,000	$54,080	$56,243	$58,493
Program Coordinator 2		$0	$50,000	$52,000	$54,080	$56,243
Program Coordinator 3		$0	$0	$0	$50,000	$52,000
Facility Manager		$55,000	$57,200	$59,488	$61,868	$64,342
Food & Beverage Director		$100,000	$104,000	$108,160	$112,486	$116,986
Food Service Coordinator		$50,000	$52,000	$54,080	$56,243	$58,493
Food Service Coordinator		$50,000	$52,000	$54,080	$56,243	$58,493
Food Service Coordinator		$50,000	$52,000	$54,080	$56,243	$58,493
Finance Manager		$75,000	$78,000	$81,120	$84,365	$87,739
Admin Support	Part Time - Front Desk	$120,000	$124,800	$129,792	$134,984	$140,383
Total Management Payroll		**$1,370,000**	**$1,474,800**	**$1,533,792**	**$1,645,144**	**$1,710,949**

Payroll Summary

	Total Payroll Summary	Mgmt. Assump.	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	24 months prior	$280,000	$140,000	$145,600	$151,424	$157,481	$163,780
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	$80,000	$80,000	$83,200	$86,528	$89,989	$93,589
Mgmt	Event & Sales Coordinator	6 months prior	$35,000	$70,000	$72,800	$75,712	$78,740	$81,890
Mgmt	FEC/Adventure Director	3 months prior	$20,000	$80,000	$83,200	$86,528	$89,989	$93,589
Mgmt	Esports Manager	3 months prior	$16,250	$65,000	$67,600	$70,304	$73,116	$76,041
Mgmt	Membership/Fitness Director	3 months prior	$27,500	$110,000	$114,400	$118,976	$123,735	$128,684
Mgmt	Membership Sales Staff	3 months prior	$30,000	$120,000	$124,800	$129,792	$134,984	$140,383
Mgmt	Senior Program Director	6 months prior	$32,500	$65,000	$67,600	$70,304	$73,116	$76,041
Mgmt	Program Coordinator 1	3 months prior	$12,500	$50,000	$52,000	$54,080	$56,243	$58,493
Mgmt	Program Coordinator 2	Year 2	$0	$0	$50,000	$52,000	$54,080	$56,243
Mgmt	Program Coordinator 3	Year 4	$0	$0	$0	$0	$50,000	$52,000
Mgmt	Program Coordinator 4	10 months prior	$0	$0	$0	$0	$0	$0
Mgmt	Facility Manager	3 months prior	$13,750	$55,000	$57,200	$59,488	$61,868	$64,342
Mgmt	Food & Beverage Director	9 months prior	$75,000	$100,000	$104,000	$108,160	$112,486	$116,986
Mgmt	Food Service Coordinator	3 months prior	$12,500	$50,000	$52,000	$54,080	$56,243	$58,493
Mgmt	Food Service Coordinator	3 months prior	$12,500	$50,000	$52,000	$54,080	$56,243	$58,493
Mgmt	Food Service Coordinator	3 months prior	$12,500	$50,000	$52,000	$54,080	$56,243	$58,493
Mgmt	Finance Manager	12 months prior	$75,000	$75,000	$78,000	$81,120	$84,365	$87,739
Mgmt	Admin Support	1 months prior	$10,000	$120,000	$124,800	$129,792	$134,984	$140,383
	Subtotal Management Payroll		**$812,500**	**$1,370,000**	**$1,474,800**	**$1,533,792**	**$1,645,144**	**$1,710,949**
Staff	In-House Basketball Tournament Staff	1 month prior	$395	$4,740	$10,200	$17,832	$17,832	$18,664
Staff	Basketball Rental Tournament Staff	1 month prior	$1,833	$21,996	$26,694	$28,833	$28,833	$29,732
Staff	In-House Volleyball Tournament Staff	1 month prior	$590	$7,080	$9,840	$24,752	$25,520	$26,620
Staff	Volleyball Rental Tournament Staff	1 month prior	$3,845	$46,136	$52,352	$60,216	$54,512	$55,700
Staff	Court Rental Event Staff	1 month prior	$900	$10,800	$10,800	$11,880	$11,880	$12,474
Staff	Basketball Staff	1 month prior	$1,935	$23,221	$27,764	$34,990	$38,582	$42,644
Staff	Volleyball Staff	1 month prior	$987	$11,845	$14,127	$17,757	$19,553	$21,581
Staff	Futsal Staff	1 month prior	$0	$0	$0	$0	$0	$0
Staff	Court Rental Staff	1 month prior	$1,360	$16,324	$16,814	$18,184	$18,730	$20,256
Staff	Membership Fitness Area Staff	1 month prior	$50,000	$600,000	$624,000	$648,960	$674,918	$701,915
Staff	FEC/Adventure Staff	1 month prior	$26,327	$315,921	$382,515	$456,867	$450,336	$474,753
Staff	In-House Pickleball Tournament Staff	1 month prior	$60	$720	$2,088	$2,693	$4,198	$4,823
Staff	Rental Pickleball Tournament Staff	1 month prior	$90	$1,080	$1,800	$2,079	$2,268	$2,381
Staff	Pickleball Staff	1 month prior	$262	$3,140	$3,768	$4,550	$5,005	$5,518
Staff	Esports Staff	1 month prior	$4,627	$55,527	$61,079	$70,546	$72,663	$78,585
Staff	Birthday Party Staff	1 month prior	$640	$7,680	$9,216	$9,677	$10,161	$10,669
Staff	Food & Beverage Staff	1 month prior	$41,535	$498,419	$607,606	$682,090	$701,372	$727,966
Staff	Retail Staff	1 month prior	$697	$8,366	$11,539	$16,415	$16,827	$16,899
	Subtotal Sport Admin Staff		**$136,083**	**$1,632,995**	**$1,872,203**	**$2,108,320**	**$2,153,188**	**$2,251,182**
Instructors	Basketball Instructors	Per Diem		$25,495	$30,483	$38,416	$42,360	$46,820
Instructors	Basketball Team Coaches	Per Diem		$10,437	$15,656	$22,961	$25,832	$30,137
Instructors	Volleyball Instructors	Per Diem		$19,172	$22,866	$28,741	$31,649	$34,932
Instructors	Volleyball Team Coaches	Per Diem		$78,274	$97,843	$129,152	$139,915	$158,211
Instructors	Membership Fitness Area Instructors	Per Diem		$282,240	$299,107	$317,320	$337,004	$358,295
Instructors	Fitness & Training Instructors	Per Diem		$126,710	$153,652	$190,612	$207,827	$226,839
Instructors	Pickleball Instructors	Per Diem		$0	$0	$0	$0	$0
Instructors	Youth Development Instructors	Per Diem		$21,098	$24,263	$26,689	$28,024	$29,425
Instructors	Youth Programming Instructors	Per Diem		$32,620	$35,882	$41,444	$43,516	$47,976
Instructors	Corporate & Group Event Instructors	Per Diem		$44,000	$50,600	$66,792	$70,132	$77,320
	Subtotal Instructors (COGS)			**$643,646**	**$734,671**	**$867,345**	**$931,996**	**$1,016,281**
Referees	In-House Basketball Tournament Officials	Per Diem		$13,440	$26,880	$38,400	$38,400	$38,400
Referees	In-House Volleyball Tournament Officials	Per Diem		$13,440	$22,400	$45,920	$49,280	$49,280
Trainers	In-House Tournament Trainers	Per Diem		$3,600	$6,000	$7,800	$8,100	$8,100
Referees	Basketball Officials	Per Diem		$42,900	$51,294	$58,766	$64,799	$68,212
Referees	Volleyball Officials	Per Diem		$9,600	$11,450	$13,083	$14,407	$15,144
Referees	Futsal Referees	Per Diem		$0	$0	$0	$0	$0
	Subtotal Referee/Trainers (COGS)			**$82,980**	**$118,024**	**$163,969**	**$174,986**	**$179,136**
	Payroll Subtotal		**$954,855**	**$3,754,709**	**$4,229,803**	**$4,710,523**	**$4,945,603**	**$5,201,395**
	Bonus Pool	1% of Total Rev		$91,308	$115,441	$138,090	$143,812	$153,201
	Payroll Services	3% of Payroll	$28,646	$90,842	$101,313	$110,376	$115,159	$120,179
	Payroll Taxes/Benefits	18% of Payroll	$171,874	$545,055	$607,880	$662,258	$690,952	$721,076
	Payroll Taxes/Benefits/Bonus Totals		**$200,520**	**$727,205**	**$824,633**	**$910,724**	**$949,923**	**$994,456**
	Total Payroll			**$4,481,914**	**$5,054,437**	**$5,621,248**	**$5,895,525**	**$6,195,851**

City of Blaine
Staff Report
File Number: 2025-68

Agenda Date	Status
March 3, 2025	
In Control	**File Type**
City Council	Workshop Item

New Business - Cathy Sorensen, City Clerk

Agenda Item # 3.3

Boards and Commissions Applicant Review - 2025

Background

Council has been reviewing and ranking applications received for the 2025 board and commission vacancies. Staff is suggesting that council discuss their rankings to gauge if there is some consensus in order to make appointments for the terms that begin April 1 either later this evening but no later than the March 17 meeting. The only exception is that the Fire Board's bylaws state that their annual board meeting must be held prior to March 10, so staff is recommending that this appointment be made this evening.

In addition, council is asked to review the letter of interest received for the open Twin Cities Gateway board of directors position and provide input on possible appointment.

Staff Recommendation

Staff is recommending council discuss the applications received for possible consensus regarding appointments. The current board/commission list is attached that includes term expiration as well as the ranking sheet used. Staff will share updated rankings during the workshop.

Questions for Council

Council is asked to review and discuss applications received for the 2025 board and commission appointment process with the goal of making the appointments at the regular meeting later this evening.

Attachment List

1. Council and Commissions List - Terms Expiring 2025

2. 2025 Applicant Rankings Worksheet
3. TCG Board Seat Vacancy Application

City of Blaine
2024 Directory
Council and Commissions

Charter Commission (Up to 15 Members)

Name	Term Ends
Jeffrey Lester, Chair	5/25
Ayman Ali Khan	5/27
Ken Anderson	5/27
Tom Doran	5/28
Alan Goracke	5/26
Jason Halpern	5/28
Jason Hartmann	5/26
Terri Homan	5/25
Abdi Hussein	5/28
Dick Swanson	5/25
Arman Tagarro	5/25
Nyle Zikmund	5/27

***Natural Resources Conservation Board (7 Members)**

Name	Term Ends	Ward
Gene Rafferty, Chair	3/25	Ward 1 2012
Ken Anderson	3/27	Ward 3 2023
Jayson Dahl	3/27	Ward 3 2024
Carolyn Panning	3/25	Ward 3 2018
Mary Jo Truchon	3/27	Ward 3 2005
VACANCY	3/27	
VACANCY	3/27	

Park Advisory Board (7 Members)

Name	Term Ends	Ward
Jeffrey Lester **Chair**	3/25	Ward 2 2013
Amanda Van Buren	3/27	Ward 3 2023
Chris Ford	3/25	Ward 1 2022
Chad Henderson	3/27	Ward 2 2024
Tonya Lizakowski	3/25	Ward 3 2018
Amanda Neubert	3/27	Ward 3 2023
Kristofer Paulseth	3/25	Ward 3 2018

Planning Commission (7 Members)

Name	Term Ends	Ward
Alan Goracke **Chair**	3/25	Ward 3 2008
Terri Homan	3/25	Ward 1 2011
Jason Halpern	3/25	Ward 2 2016
Jonathan Gorzycki	3/26	Ward 2 2022
Maisa Olson	3/26	Ward 3 2015
Lauren Patrin Deonauth	3/25	Ward 1 2020
Nichole Swanson	3/25	Ward 2 2022

Traffic Commission (7 Members)

Name	Term Ends	Ward
Todd Haas **Chair**	3/25	Ward 3 2017
Terry Wold **Vice Chair**	3/25	Ward 2 2017
Loren Hill	3/25	Ward 2 2017
Feyeso Ombe	3/26	Ward 1 2023
Corey Sundseth	3/27	Ward 2 2024
Mark Wifler	3/25	Ward 3 2020
VACANCY	3/26	

2025 Board/Commission Rankings

Please indicate your top three (3) candidates per board/commission by placing either a 1, 2, or 3 in the blanks provided and return. *THANKS*

WARD	APPLICANT NAME	NRCB	PARK BOARD	PLANNING	CHARTER	FIRE	SENIOR
2	Aaron White			*1st* ______			
2	Alexander Moe	*2nd* ______	*1st* ______				
3	Amanda Tshakert		*2nd* ______	*1st* ______			
2	Amir Malik			*1st* ______			
2	Angelina Tiedeman						*1st* ______
3	Ashton Ramsammy			*1st* ______	*2nd* ______		
1	Ayman Ali Khan			*1st* ______			
3	Daniel Mock	*1st* ______		*2nd* ______			
2	Doug Gramstad	*1st* ______					
3	Elijah Spraggins			*1st* ______		*2nd* ______	
1	Jacob Geiselhart		*2nd* ______	*1st* ______			
2	Jasen Howard			*1st* ______	*2nd* ______		
2	Jessica Smith			*1st* ______			
1	John Wawack			*1st* ______			
2	Julie Gotham					*1st* ______	
3	Michael Mereness	*1st* ______	*2nd* ______				
3	Nancy Arntson			*1st* ______			*2nd* ______
2	Paul Edgett			*2nd* ______		*1st* ______	
3	Trace Ludewig			*1st* ______	*2nd* ______		
3	Zachary Arco	*2nd* ______	*1st* ______				
3	Alan Goracke *incumbent*			*1st* ______			
3	Carolyn Panning *incumbent*	*1st* ______					
1	Gene Rafferty *incumbent*	*1st* ______					
2	Jason Halpern *incumbent*			*1st* ______			
2	Jeffrey Lester *incumbent*		*1st* ______	*2nd* ______			
3	Kristofer Paulseth *incumbent*		*1st* ______				
2	Nichole Swanson *incumbent*			*1st* ______			
3	Tonya Lizakowski *incumbent*		*1st* ______				
		NRCB	**PARK BOARD**	**PLANNING**	**CHARTER**	**FIRE**	**SENIOR**
	# of appointments to be made	**4**	**4**	**5**	**Up to 7**	**1**	**Unlimited***
		VACANCY (W1)	VACANCY (W1) *Ford*	VACANCY (W1) *Homan*	VACANCY (W1) *Homan*	VACANCY *Donahoe*	
		VACANCY (W2)	**Lester** (W2) 2013	VACANCY (W1) *Patrin-Deonauth*	**Lester**		
		Rafferty (W1) 2012	**Lizakowski** (W3) 2018	**Goracke** (W3) 2008	**D. Swanson**		
		Panning (W3) 2018	**Paulseth** (W3) 2018	**Halpern** (W2) 2016	**Tagarro**		
				N. Swanson (W2) 2022			

1st - applicant's first choice of board/commission
2nd - applicant's second choice of board/commission (if applicable)
* - all incumbents wish to be reappointed: Jane Conley, Diane Haugen, Joanne Lero, William Milkes, Manelle Morse, Donald Olson, Feyeso Ombe, Michelle Rice, Tom Ryan, Patricia Sandin, Jerry Schilling, Nellie Spexet, Dick Swanson, Karen Varian, Beth Weber

National
SPORTS CENTER

February 24, 2025

City of Blaine
10801 Town Square Drive NE
Blaine, MN 55449-8100

SUBJECT: Twin Cities Gateway CVB- Board Seat Vacancy Letter of Interest

To Whom it May Concern-

My name is Kelli Goodrich and I am a staff member at the National Sports Center (Blaine, MN). I have been working at the facility for over a decade and have great pride in the wide variety of events we have brought to our community over the years. From small programs such as Intro to Baseball with 50 participants to Target USA CUP, the largest youth international soccer tournament in the world, with over 17,000 participants. Our impact on youth sports stretches across the globe.

I would like to serve on the board for Twin Cities Gateway because I have worked closely with TCG to bring new events to the National Sports Center. We have worked together to host many events such as USA Ultimate's US Open, USA Rugby Seven's National Championships, Spikeball College Championships, and many others. It would be a great pleasure to meet and learn more about the communities that we affect daily.

My goal of joining the board would be to get a strong understanding of the different members and learn both the positive and negative impacts of some of our large-scale events. This can help us build a stronger relationship with members of our community. I also can educate the board of all upcoming events at the NSC and be a representative on the facility side.

I hope I will be considered for this position. Please reach out if you have any questions or need anything else from me.

Thanks,

Sincerely,

Kelli Goodrich

Kelli Goodrich
USA CUP International Liaison, USA CUP Team Recruiting Director
Tele: 763.717.3242
Email: kgoodrich@nscsports.org
www.usacup.org

City of Blaine
Staff Report

File Number: 2025-69

Agenda Date	Status
March 3, 2025	
In Control	**File Type**
City Council	Report

New Business - Scott Johnson, Director of Administrative Services

Agenda Item # 3.4

Blaine City Manager Recruitment Process

Background

Staff will provide an update on the upcoming City Manager opening recruitment at the Workshop. On February, 21, 2025, staff received three responses expressing interest in conducting the recruitment for the upcoming City Manager opening. Staff emailed out a summary of the three responses to the City Council. Staff requested the City Council review and rank the three firms and return their results back to staff by 12 noon on February 26, 2025.

Staff is requesting the City Council decide on a top firm at the Workshop and direct the Mayor and City Manager to enter into a contract. The top firm will then be invited to the March 10, 2025, Workshop to meet with the City Council. This will give the City Council the opportunity to discuss the process, timelines, and the type of candidates for the position the City Council would like to attract. The firm reports to the City Council on milestones for the recruitment.

Staff Recommendation

Staff is requesting the City Council decide on a top form at the Workshop and direct the Mayor and City Manager to enter into a contract.

Questions for Council

Attachment List

None

City of Blaine
Staff Report
File Number: 2025-70

Agenda Date	Status
March 3, 2025	
In Control	**File Type**
City Council	Workshop Item

New Business - Erik Thorvig, Community Development Director

Agenda Item # 3.5

Closed Session Pursuant to MN Statute 13D.05(3)(c)(3) - Discuss Acquisition of Property for 2170 106th Lane and 10500 Nassau Street

Background

Closed Session Pursuant to MN Statute 13D.05(3)(c)(3) - Discuss Acquisition of Property for 2170 106th Lane and 10500 Nassau Street

Staff Recommendation

Questions for Council

Attachment List

None