



REGIONAL SPORTS COMPLEX

feasibility study

hunden
strategic
partners

Perkins&Will

NAC

WTI

Submitted to:

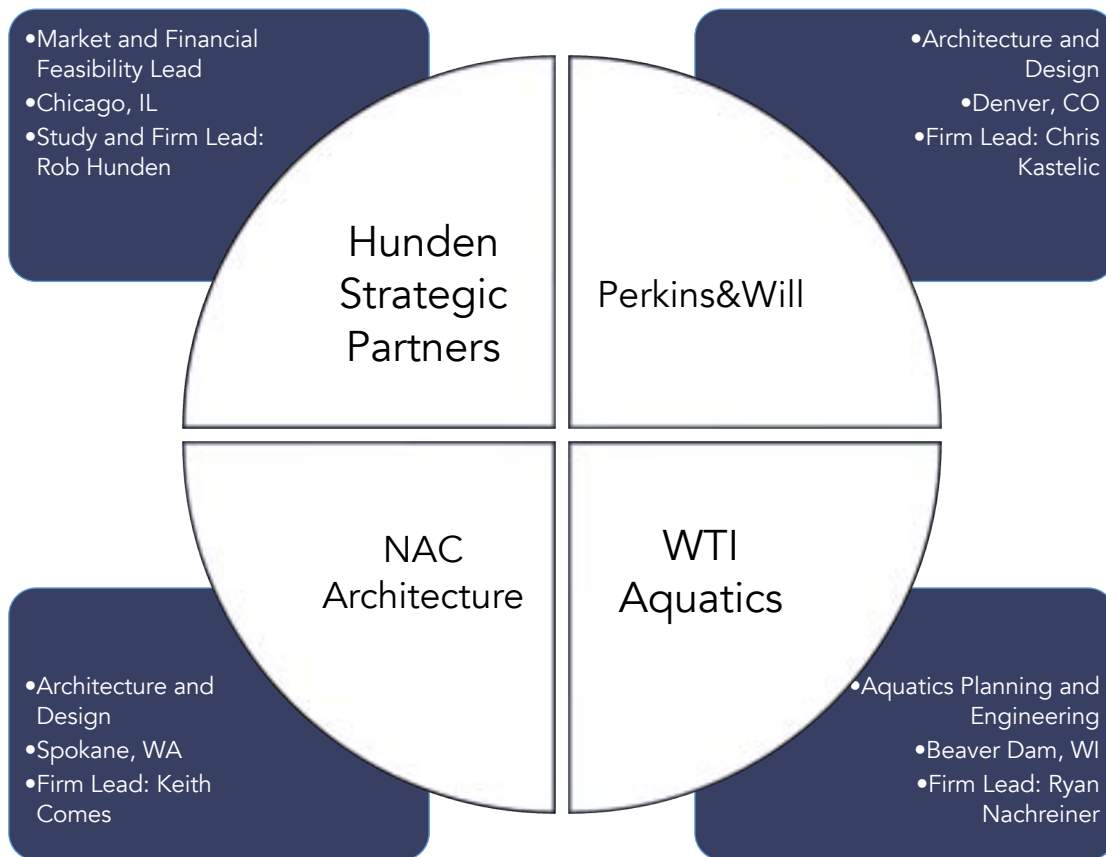
Chelan Douglas Regional Port Authority
Attn: Stacie de Mestre

February 23, 2023

Stacie de Mestre
 Chelan Douglas Regional Port Authority
 1 Campbell Parkway, Suite A
 East Wenatchee, WA 98802
 Stacie@cdrpa.org

Chelan Douglas Regional Port Authority RFQ: Regional Sports Complex Feasibility Study

The Hunden Strategic Partners Team (Hunden) is pleased to respond to the Chelan Douglas Port Authority's (Authority or Client) request for qualifications for a market, financial feasibility and economic impact study for a new Regional Sports Complex. Our team is comprised of four established and trusted firms at the forefront of aquatics and regional sports complex advisory and planning. We believe this team brings the right industry professionals with unmatched experience in the planning and execution of regional sports and aquatics facilities to this assignment - *at the right time*. Hunden Strategic Partners will act as team lead and will manage all aspects of the feasibility study from start to finish. The following figure identifies key datapoints for each firm on our proposed team:





Why work with the Hunden team?

Unmatched Sports, Recreation and Aquatic Facility Advisory Experience. The Hunden Team believes we provide the right fit for your needs, as our individual and combined experience is unmatched in sports, recreation and aquatic complex advisory. For each unique assignment, we move through a trusted and tailored process of discovery, market data and economics, public input, market findings, programming, financial feasibility and partnerships/execution.

Experience and Presence in the Pacific Northwest. Hunden has been engaged by public-sector clients throughout the Pacific Northwest, specifically related to local and regional sports complex development studies. Markets of experience include Chelan, Lacey, Snohomish County, DuPont, Wasco County, Kitsap, Lynnwood, Bothell, Pierce County, Portland, and others. Additionally, NAC Architecture brings a local presence to the Team with their key personnel located in Spokane and a variety of sports and aquatic design experience in Washington. Perkins&Will brings not only national knowledge but extensive local experience, including current projects in nearby Leavenworth and Quincy.

We Tell the Truth. Hunden provides thorough, comprehensive, and transparent processes. Our approach to this type of market, financial feasibility and economic impact study is unique, independent, complete, and supported by strong methodology.

Boutique Firm Focused on Your Questions. As a 100% principal-owned firm with 12 professional staff, Hunden has the advantage of being able to tailor our national experience to your needs. You will deal directly with Mr. Hunden and key leaders on our team.

We Remain Flexible. We are confident that the Team brings the expertise, capabilities and resources necessary to address all aspects of the requested scope of services. Above all, we remain flexible to the needs of the Authority. Advisory, market analytics, financial feasibility, site analysis, programming, planning, and design services can all be tailored as we begin the study process.

You will deal directly with Rob Hunden as the primary contact and signatory of any contracts. The Hunden Team appreciates the opportunity to work with you on this assignment.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Hunden", is positioned above the typed name.

Robin Scott Hunden, CEO

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UNDERSTANDING OF SCOPE OF WORK

Background and Introduction

Chelan Douglas Regional Port Authority (Authority, Client or CDRPA) is seeking a market, financial feasibility, and economic impact study for a new Regional Sports Complex (Project or Complex), in Chelan and Douglas counties, Washington. The proposed Project is the result of a five-year (2022-2026) action plan released by Our Valley Our Future, which recommended building a regional water park and indoor/outdoor aquatics facility. The vision for this type of facility continued to be a topic of discussion during a meeting by local stakeholders, including city officials, county commissioners, port commissioners and chamber representatives. They concluded that the proposed regional indoor/outdoor facility should not be limited to just aquatics and should also include a regional sports component. In order to move forward confidently, it was determined that an in-depth feasibility study is now needed to arrive at market data that will inform the planning, development, execution and completion of the Project.

Chelan and Douglas County resident employment relies heavily on agricultural industries, as well as health services, waste, retail trade, and tourism. Popular attractions, such as the Town Toyota Center in Wenatchee, the Bavarian-themed village of Leavenworth, Mission Ridge and Badger Mountain Ski areas, and Lake Chelan all contribute to the tourism industry in the area. The unique composition and characteristics of the region will be taken into consideration throughout the study process.

The Authority has now issued a request for qualification to provide a two-phased study to determine: 1) the market demand for indoor and outdoor aquatics and athletics in the region and 2) the financial feasibility and economic impact of the Project. The final report will address the following:

- Existing conditions,
- Market and demand analysis,
- Regional and local facility/ competing facilities comparison,
- Recommendations and area(s) of focus for development programming and related amenities,
- Public input,
- Site analysis,
- Development costs,
- Funding and partnership options,
- Projections of financial performance, and
- Economic impact of the recommended scenarios of the Regional Sports Complex.

Our Team

The Hunden Strategic Partners Team (Hunden or Team) is made up of a multidisciplinary group of key personnel from Hunden Strategic Partners, Perkins&Will (PW), and NAC Architecture, with support from WTI Aquatics consultants. We believe this team brings the right industry professionals with unmatched experience in the planning and execution of regional sports and aquatics facilities to this assignment - at the right time.

We are confident that the Team brings the expertise, capabilities and resources necessary to address all aspects of the requested scope of services. Advisory, market analytics, financial feasibility, site analysis, programming, planning, and design services can all be tailored to meet the Authority's and the community's needs.

Hunden Strategic Partners brings nearly 17 years of sports, recreation and aquatics advisory experience to the Team, and nearly 30 years of experience for Mr. Hunden. Hunden will provide overall project management throughout the process, lead the in-depth demographics/ competitive market/ demand interviews/comparable facility research efforts, provide market-based recommendations and development scenarios, create comprehensive financial performance models and economic impact models, and advise on funding best practices and opportunities.

Perkins&Will brings a national planning, design and implementation perspective to the Team. Their role will include leading the public engagement initiatives alongside NAC, integrating aquatic architecture best practices, collaborating on cost estimates, programmatic scenarios, and planning/implementation advisory.

NAC brings a critical local and regional planning, design and implementation perspective to the Team, with offices located in Spokane and Seattle. Their role will include bringing the 'boots on the ground' team presence and foundation in the local area, leading the public engagement initiatives alongside Perkins and Will, integrating aquatic architecture best practices, collaborating on cost estimates, programmatic scenarios, and planning/implementation advisory.

WTI Aquatics brings nearly 40 years of industry expertise in the concept and execution of aquatic competition and entertainment, including innovation in all areas of aquatic planning, design and engineering. WTI will work closely with Hunden and the design team to participate in key milestones of the feasibility study process, including public input and engagement, identifying the facility options and the program relative to aquatics, providing aquatic layouts, staffing and lifeguard plans, and concept design advisory. WTI has tremendous experience in the planning, design, and engineering of aquatic facilities of all shapes and sizes and will consult on the program benefits and drawbacks for each of the identified options, and more.



PROJECT APPROACH

We believe in a top-down/bottom-up approach to market-driven planning processes like the one being undertaken here in Wenatchee and Chelan Douglas counties. While each study and process is unique, our Team believes that these are the relied upon successful steps to understanding the nuances of each study:

- 1. Discovery
- 2. Market Data and Economics
- 3. Findings and Public Input
- 4. Programming
- 5. Financial Feasibility
- 6. Partnerships and Execution

The Team is prepared to work through these steps of the study process alongside the Authority, while following the two-phased approach outlined in the RFQ. The goal of Phase I is to understand the current and future local/regional demand for a new sports and aquatics facility. Our analyses will cover indoor and outdoor sports uses on diamond fields, sports courts, turf fields, pools, and others as appropriate. At the conclusion of Phase I, the Hunden Team will report to the Steering Committee the results of our analysis. If the analysis and data suggest that there is demand for a new Regional Sports Complex, the Hunden Team will then, upon direction from the Steering Committee and the Client, commence Phase II.

Hunden's work plan is proposed to be organized as follows:

Phase I:

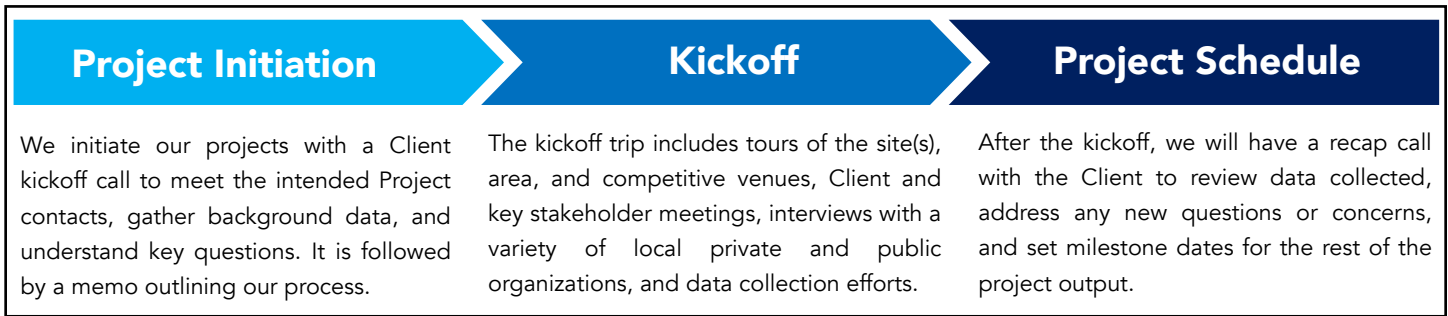
- Task 1 – Kickoff and Site Visit
- Task 2 – Existing Conditions Assessment
- Task 3 – Economic and Demographics Analysis
- Task 4 – Sports Market Demand and Opportunity Analysis
 - o Trends
 - o Local Sports and Aquatics Facility Supply and Demand Analysis
 - o Regional Competitive Sports and Aquatics Facilities Analysis
 - o Tournaments and Events Opportunity Analysis
- Task 5 – Support Amenities Market Analysis
- Task 6 – Comparable Facility Case Studies
- Task 7 – Market Findings
- Task 8 – Public Input and Community Involvement Approach

Phase II:

- Task 9 – Checkpoint of Phase II Goals and Objectives
- Task 10 – Regional and Local Facility Comparison
- Task 11 – Facility Options, Programs, and Capital Costs
- Task 12 – Site Analysis
- Task 13 – Estimated Financial Performance of Each Facility
- Task 14 – Economic Impact of Each Facility
- Task 15 – Funding Options

Phase I

Task 1: Kickoff and Site Visit



The kickoff will be attended by members of the Hunden team and the Client to confirm the goals of the study and other contextual issues related to the Project. Hunden will:

- Obtain information and data from the Client and their respective support staff, as well any other organizations that the Client deems appropriate.
- Tour any proposed site(s) in Chelan and Douglas counties along with local sports, aquatics, and relevant recreational facilities, interview stakeholders from a variety of local private and public organizations, and perform fieldwork as appropriate.
- Review any previously completed relevant studies, including the five-year Our Valley Action Plan (2022-2026), other findings related to the proposed Project, and any others, as available.
- Gather and review available economic, demographic, and financial data.

Task 2: Existing Conditions Assessment

During the kickoff and site visit, the Team will tour as many local public and private facilities as possible to establish a foundational understanding of the existing conditions in Chelan and Douglas counties. PW and NAC will document and assess the existing conditions of available facilities and summarize characteristics as available, including facility size, use, age, quality, maintenance, programming, and other elements as relevant to the analysis.

Task 3: Economic and Demographic Analysis

Hunden will evaluate Chelan and Douglas counties' position as economic centers of activity as well as destinations for visitors. This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities, and threats (SWOT). Among the data gathered and analyzed will be:

- Geographic attributes, accessibility, and transportation links,
- Trends in population growth and income,
- Age distribution and residents with disabilities,
- Corporate presence, major employers and any significant recent or likely future changes,
- Education levels and implications for the market and project, and
- Tourism attractions, especially those popular with families.

This analysis includes an **ESRI Neighborhood Analysis, Placer.ai Analysis, Census data, and CoStar Insights**. Hunden utilizes the latest market data, visitor origin data, demographic data, psychographic data, and other resources to determine a comprehensive view of your marketplace.

Task 4: Sports Market Demand and Opportunity Analysis

Sports and Aquatics Trends

Hunden will provide an overview of the trends that influence aquatic and sports complex developments and performance, especially as they relate to regional tournament or competitive facilities. Recent trends include multi-purpose spaces, interactive stations, advertising and branding, spectator amenities, and overall inclusivity (such as nursing rooms, gender-neutral restrooms, sensory-safe space, etc.).

In addition, Hunden will cover key drivers of demand, financial realities, including typical metrics and cap rates, and others as relevant.

Local Sports and Aquatics Facility Supply and Demand Analysis

Hunden will analyze the current supply of local sports and aquatics facilities.

First, Hunden will review and survey the existing public and private inventory of sports facilities in Chelan and Douglas counties and nearby areas. Hunden will then inventory and survey the current amateur sports tournament activity within the area for both indoor and outdoor facilities. Profiles will include indoor elements (aquatics, turf fields, indoor running/walking tracks, courts, etc.) outdoor elements (aquatics, diamonds, fields, etc.) and other key amenities.

Through interviews with relevant sports clubs and organizations, we will focus on identifying existing demand, current facility supply and the gaps between the two. Sports with excess demand will be identified and presented in terms of their facility needs. Hunden will assess the area's future ability to retain local users currently being lost to sports and recreation facilities and amenities in adjacent cities and counties.

Regional Competitive Sports and Aquatics Facilities Analysis

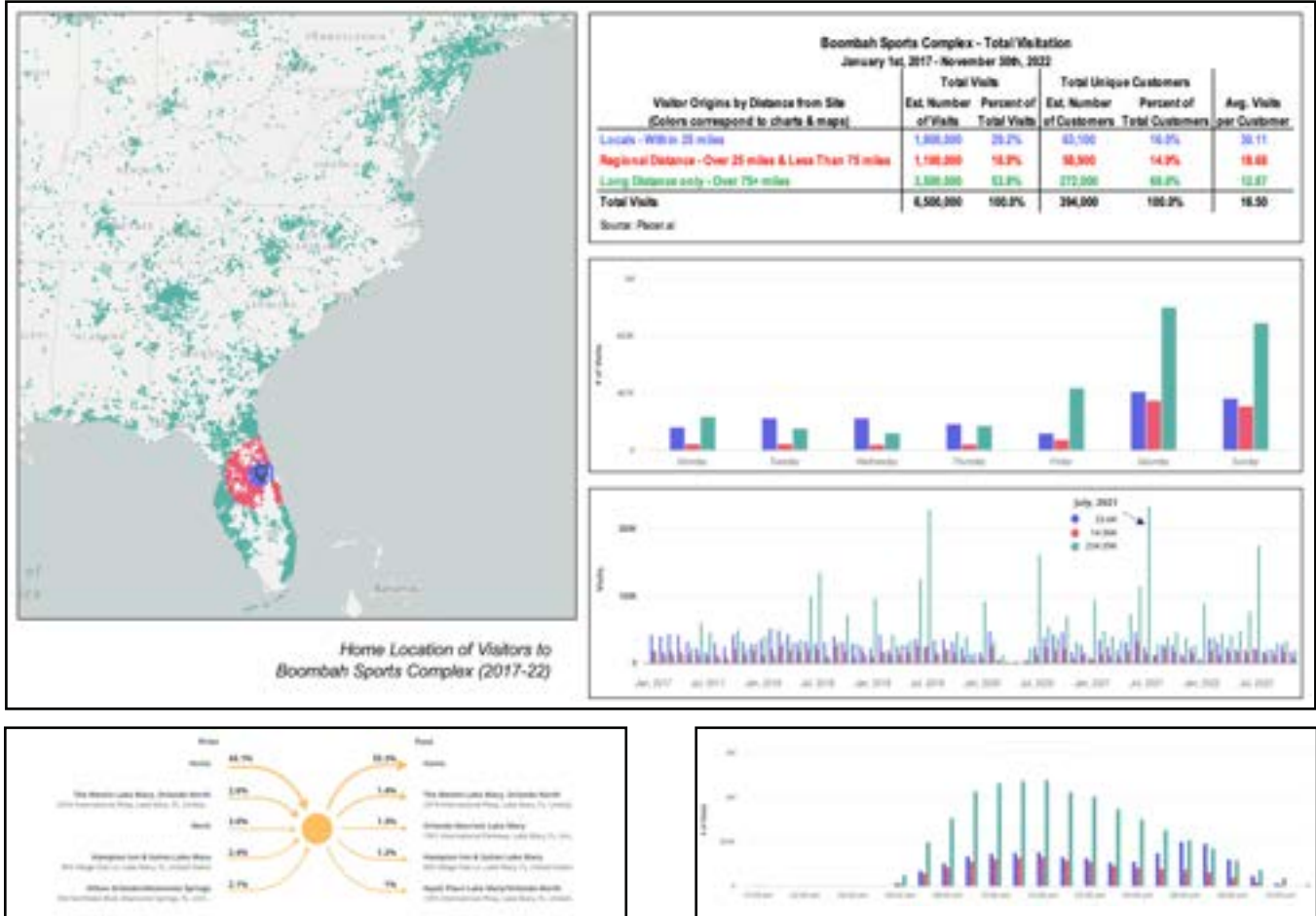
The Hunden Team will profile and analyze regional sports facilities to understand the competitive situation in which the community finds themselves. Through direct interaction with facility management and community leadership, as well as utilizing geofencing research technology, Hunden will gather visitation and performance data for relevant regional sports and aquatics complexes. This research output will show how many visitors frequent the relevant regional facilities and where the facilities draw attendees from. Hunden will analyze and document the following conditions, as available and appropriate:

- Site and facility layout,
- Capacity,
- User and attendee counts, including local vs. out-of-town,
- Event types and frequency,
- Type of sports usage,
- Utilization times,
- Rental rates,
- Growth characteristics,
- Amenities and hotel room nights as available, and
- Unique characteristics.

Participation Estimates

Our research output will show how many visitors frequent the facilities and where the facilities draw attendees from, and further gather demographic and socio-economic data to understand the current market reality in Chelan and Douglas counties and the surrounding region.

The following figures illustrate the type of visitation data we can gather with this tool.



The regional sports facilities analysis will provide a sense of strengths and weaknesses, as well as opportunities and threats. With so many communities embarking on youth and amateur sports facilities, it is important to understand how the elite teams and leagues operate, how they determine where to host events, and where they choose to play.

This analysis will answer both the competitive supply question and the regional demand question. For example, during an analysis we performed in Westfield, Indiana, it was apparent that local sports and elite organizations create a consistent base of local demand (essentially anchor tenants), while state and regional tournaments offer the most opportunity for impact. National tournaments and events may be smaller than regional tournaments (but not always) and provide national recognition and impact that can start a virtuous cycle of tournament hosting success.

Market Segments

After determining current market needs and facility locations, Hunden will compile a supply and demand matrix and suggest implications for the Project. Hunden's matrix will identify whether the current inventory of facilities in Chelan and Douglas counties is adequate for each sport/facility type studied. If the answer is no, Hunden will then consider whether the current inventory could meet demand with proper improvements. The matrix will illustrate areas with adequate sports facility supply and those struggling to meet demand. This analysis will influence recommendations regarding what new type of community recreation and amateur sports facility Chelan and Douglas counties should prioritize.

Tournament and Events Opportunity Analysis

Of critical importance to this project is the potential for economic and fiscal impact from the inducement of events from national and regional tournaments. Just like local and small regional tournaments, super-regional and national tournaments can generate significant visitation, spending, room nights and other positive impacts to a community and can even support the development of other real estate uses if enough consistent local and non-local demand occurs onsite. Participants and their families come from farther distances and therefore must spend the night, unlike those from the 100-mile region that may be “daytrippers.”

Hunden will conduct interviews with tournament directors, leagues, school district representatives, management at competitive facilities and others who are likely to use the facilities. These interviews will help determine what teams, leagues, and tournaments are likely to come to the facility and under what conditions. Demand interviews will lead to implications of the Regional Sports Complex program.

Task 5: Support Amenities Market Analysis

Hunden understands that attracting sports tournaments should include capturing the hotel room nights and spending from the visiting teams and families. As such, the community needs to have enough quality hotels to capture the sports demand. If hotels are mostly located outside of the counties, the return on the investment for the sports facilities will be limited to local quality of life, while providing neighboring communities with the hotel room night impact. As such, Hunden will analyze the existing local hotel, retail and restaurant supply. The analysis will determine the proximate quality room count, as well as the community-wide room count, for hotels in the nearby area, to understand what impact from sports can be captured in the county limits – and the implications for more hotels to be developed in the community. Hunden will analyze the submarket to determine the competitive set of hotels near the site. Hunden will consider location, size, quality, age, brand, concept, amenities and other factors. Hunden will obtain data through:

- Interviews with hotel management, and
- STR (Smith Travel Research) statistical reports.

The analysis will include tracking of occupancy, monthly room night demand, average daily rate (ADR), and Revenue per Available Room (RevPAR), and performance by year, month, day of week, unaccommodated demand and demand type/market mix. Hunden will include data showing local hotel room occupancy, average daily rate and Rev/Par for the last six years. Hunden will assess if the local hotel market can accommodate the sizes of events/tournaments being proposed at the Project.

Hunden will also profile, map and discuss the pros and cons of retail and restaurant nodes and how their proximity to any potential site(s) will enhance or detract from the Project’s success.

Task 6: Comparable Facility Case Studies

Hunden will analyze comparable indoor and/or outdoor sports and aquatics complexes, with specific consideration given to complexes that include both indoor and outdoor elements, to gather implications and lessons learned. Hunden will utilize our experience and knowledge of national facilities to determine what case studies will be pertinent to the Project.

The comps analysis will consider the following data points, as available and appropriate:

- Summary and overview of the facility site and market traits,
- Facility details including size/number of fields and courts,
- Performance and visitation of the complex and supporting development,
- Operations/Governance/Management, and
- Others, as appropriate.

Through recorded statistics and figures, Hunden's research will show how sports and aquatics facilities have worked in other places, as well as identify how often they attract visitors, generate room nights, etc. Hunden can discern between local and out-of-town visitors to these specific sports facilities and determine traffic patterns from visitors to supportable markets (such as surrounding retail, restaurants and hotels). This data is evaluated against the proposed project, as well as used to project possible performance and impact. The demographics of the visitors to the sports complex are also known, which helps determine the type of tenants and user groups to seek for your development.

The comparable developments and destinations will be profiled, and implications discussed. The results will provide the Client with lessons learned and critical elements to success or failure.

Task 7: Market Findings

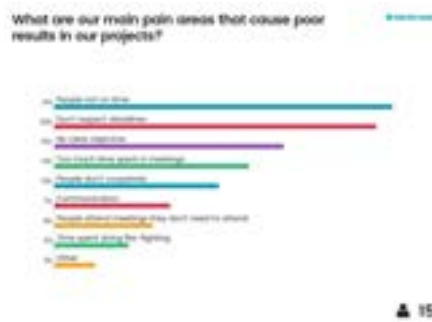
Hunden will compile all results from the deep-dive market analysis into a PowerPoint style presentation summarizing findings and implications for a new sports and aquatics facility in Chelan and Douglas counties. The market findings will consider the results of all the prior tasks, which will point toward logical conclusions regarding the market demand and opportunity for this type of development.

Task 8: Public Input and Community Involvement Approach

In order to arrive at a program that reflects the community's stakeholders and residents, the Team will conduct a series of outreach initiatives to engage with key stakeholders, community members, focus groups and area leadership. This engagement is a critical step in any regional sports complex planning process and provides an opportunity for voices to be heard.

Plan. At the outset of the Phase I process, we will craft a thorough public participation plan that includes methods, focus group meetings, public open houses and pop-up events, website and digital media presence, and other methods as appropriate for public input and communication. This process is critical to identify before any public outreach is conducted, defining what information we seek, what information we share and when, and the protocol for decision making.

Groundwork. The first step in crafting a public participation plan is to understand the critical groundwork that has been done to date. Our team will undergo a discovery process and analyze the current long range planning documents and other previous feasibility studies. These documents will inform the stakeholder participation plan for engagement led by Perkins&Will and NAC, and a robust data gathering exercise led and supported by Hunden.



Strategy Development. Our Team is committed to an engagement process that is focused on listening to people, asking questions to understand community perspectives and building consensus towards a final Regional Sports Complex conceptual plan. We will be engaging with people who currently use the parks facilities, staff, elected and appointed officials and the broader Wenatchee community. Our priority will be to reach people whose voices are typically underrepresented in the public process including communities of color, senior citizens, people with disabilities, youth and people with low income.

We are recommending an engagement plan that consists of online and virtual activities. There would be three phases to our engagement effort. The first engagement push would be at the beginning of the project to gather input on the existing facilities, programs, and services and collect people's opinions of current programming their vision to improve the county offerings. The second engagement phase would be to provide initial facility, program, and service recommendations and ask people to comment on the recommendations at the conclusion of Phase I. The third engagement phase would be to share and collect feedback on the final conceptual plan recommendations. Our team would lead all communications, promotions, material development and engagement activities.

Methods:

- **Steering Committee and Stakeholder Interviews.** The Hunden Team will interview and obtain information from the Steering Committee throughout the process, from Project initiation through Phase II. Interviews will be conducted in person and virtually, as key committee members, stakeholders and user groups are available.
- **Focus Groups.** The Hunden Team will conduct focus groups in-person during the initial kickoff trip to understand the current local sports experience, desires of the community, and community impression of the proposed project. The Hunden Team will also conduct focus groups at the conclusion of Phase I that will highlight the regional and local market demand data (demand for sports, programming, costs, etc.) for a new Regional Sports Complex.
- **Public Interest and Community Workshops.** We will present the process and develop options to the community in an informative and interactive way. Small group breakouts or exhibits may be used to gather feedback on specific ideas and spur interaction and feedback. Open house community events will be held at the opportune times to gather feedback from busy residents and stakeholders who might otherwise not be able to come to the in-person presentations. Live polling could be used to provide some interactivity. Sessions will be recorded and posted to the online platform to keep everyone informed.
- **Project Website.** We will develop a website through Square Space to serve as a hub for the project. This would enable citizens to keep up to date with the progress of the project and download the latest materials. The engagement platform would be used for all three engagement phases.

Phase II

Task 9: Checkpoint of Phase II Goals and Objectives

The Hunden Team will meet with the Chelan Douglas Regional Port Authority to confirm the goals, objectives and direction of the planning process based on the market findings. The Team will work with the Client to refine the course of action moving forward for the Regional Sports Complex.

Task 10: Regional and Local Facility Comparison

Size and Features. The Hunden Team will assess the current local and regional facilities against the proposed Complex to determine if there are synergies with existing facilities. Additionally, Hunden will address how a new complex may compete or complement these facilities. Hunden will note if there are current facilities or sites whose size and features would support additional uses and programming.

Feasibility to Support Existing Local Facilities. Hunden’s comparative assessment of the existing facilities against the Project’s proposed features will also explore any financial and operational support available, as well as ownership opportunities, for a new facility.

Task 11: Facility Options, Programs, and Capital Costs

Hunden will make facility, programing and cost implications for each of the three proposed developments – please note that these may change based on the market findings and implications gathered from the Phase I work tasks:

- Sports Complex and Aquatic Center
 - o Baseball 4-Plex, sport courts, turf fields, etc.
 - o Indoor Olympic-size pool
 - o Leisure and therapy pools (indoor and outdoor)
- Year-Round Aquatic Center
 - o Indoor Olympic-size pool
 - o Leisure and therapy pools (indoor and outdoor)
- Outdoor Aquatic Center
 - o Outdoor Olympic-size pool
 - o Leisure and therapy pools (outdoor)

Recommendations will consider the results of all the prior tasks, which will point toward logical conclusions regarding every aspect of the Project.

The recommendations will speak to the following Project elements:

- All physical programmed areas by use (including both indoor and outdoor, sports and aquatics),
- List of intended uses and optimal mix of offerings that will maximize the Project’s use and revenue potential,
- Parking,
- Site implications, and
- Others, as appropriate.

Estimated Budgets/Construction Costs. Once physical program recommendations for the Project are complete, professionals at Perkins&Will, NAC and WTI will collaborate to estimate construction costs for each of the recommended scenarios. This will also include operation and maintenance costs which will influence the anticipated return on investment projections for each scenario.

Task 12: Site Analysis

The Team executes a thorough and proven process when evaluating sites for sports and aquatics facilities. Hunden, PW, NAC and WTI Aquatics will provide the Client with data points on the parameters and/or ideal characteristics that should be taken into consideration when choosing a site or site options for the Project.

Hunden will assess up to five proposed sites in Chelan and Douglas counties. Evaluations will include, as appropriate, location and accessibility, visibility, adequacy of the area’s infrastructure, conditions, parking, proximity of support amenities, opportunity for expansion, and impact on tournaments and other economic drivers. The site analysis will provide the Client with strengths and weaknesses of the site options, as well as parameters for the optimal facility.

Our process also includes in-house mapping of relative and capturable market areas for the proposed site. The following maps were created in-house specifically for the West Lafayette, Indiana, recreation study by Hunden's infographics director.



Task 13: Estimated Financial Performance of Each Facility

For each of the recommended scenarios, Hunden will create a separate demand and financial projection model to determine the financial performance of each scenario/facility.

Demand Projections. Hunden will make projections for demand by type of use for each of the development scenarios. These will be projected for a period of ten years.

Projections will indicate the anticipated gain or loss for each year. Projections will include demand by type of usage, average attendance for each type, and total attendance/user group by type.

Financial Pro Forma. Based on the projection of demand and a number of assumptions regarding rental rates, fees, concession per-capita revenues and others based on financial performance of other aquatics and athletics facilities, Hunden will prepare a financial projection for the Project. Hunden will provide projections on expected revenue and a break-even timeline. This financial analysis will include the following:

- Estimated line-item revenues for ten years of operations. Expenses directly related to the facilities will also be projected for the period. The demand profile, experience with similar facilities and data from existing facilities will be used to model the operating revenues and costs of the Project and will be incorporated into the business plan. The model will generate a pro forma operating statement that will include revenue and expense items, including the following:
 - o Revenues: rental rates, admission rates, membership dues, entry fees, food and beverage, parking and other income,
 - o Direct operating expenses: wages and salaries, contract services, utilities, maintenance and repair, supplies and other expenses, and
 - o Unallocated expenses: employee benefits, advertising and promotion, general and administrative, professional services, insurance and other expenses.

As stated above, the financials will be presented in a line-item by line-item basis, which will lead to estimates of net operating income or loss. Based on the operating loss or profit, there will be either funds remaining for debt service or there will be a requirement for ongoing operating support by the public.

Task 14: Economic Impact of Each Facility

For each of the recommended scenarios, Hunden will create a separate economic impact model to determine the financial performance of each scenario/facility.

Hunden will conduct an economic, fiscal and employment impact analysis to determine the direct, indirect, and induced impacts, including the tax revenues that are generated by projected visitors to the different development scenarios.

Based on the above analysis, a projection of net new direct spending will be tabulated. New spending is that spending that is new to the community as visitors come to Chelan and Douglas counties due to an event, spend the night or otherwise spend time or money in the area. Hunden will analyze the spending by residents (transfer spending) and discuss the amount that is recaptured. For example, due to the existence of activity generated by events, economic activity occurs as residents pass up opportunities to leave the area to spend money. Instead of going to an event in another area, the event keeps their spending within the area. This is considered recaptured demand. The net new and recaptured direct spending is considered to be the **Direct Impacts**.

From the direct spending figures, further impact analyses will be completed.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a new resident's direct expenditure on retail causes the store to purchase goods and other items from suppliers. The portion of these purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in local spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income because of the new spending. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the County due to the net new economic activity related to an event. For example, our analysis will estimate the hotel and other tax revenue from an overnight stay by an attendee and considers this a fiscal impact. The fiscal impact represents the government's share of total economic benefit. Fiscal impacts provide an offset to the potential public expenditures required to host events. Hunden will identify the taxes affected and conduct an analysis of the impact on these accounts and governmental units.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with the Project. For example, the direct, indirect, and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Hunden uses one of the industry's most relied upon multiplier models, IMPLAN. This input-output model estimates the indirect and induced impacts, as well as employment impacts, based on the local economy. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll and employment result from the estimated changes in the flow of income and goods caused by the projected direct impacts. The model data are available by various jurisdictional levels, including counties.

Task 15: Funding Options

The funding and revenue strategies may influence the governance format of the Complex, as well as the scope and quality of the recommended program. Hunden understands how all of these items affect the others. Hunden will therefore be working simultaneously on governance, funding, site size, program size and other considerations as we move forward through the process.

Hunden will review the available funding options and provide implications for the future business plan of the Project, including:

- Voter Approved Funding Options
 - o Regional Aquatics District
 - o Public Facilities District
 - o Levy
 - o Public Development Authority
- Capital Funding Sources
 - o Private Fundraising
 - o Corporate Gifts and Sponsorship (Naming Rights)
 - o Private Foundation Grants
 - o Public Grants

Hunden will provide its recommendations and examples of formats and structures used in other similar successful facilities. Hunden will inventory examples of funding structures that have been successfully used to construct and operate similar facilities in the region and across the country. The lessons learned from example facilities will be critical in determining opportunity for financial success.

Milestones and Touchpoints

Hunden provides the following milestones to ensure efficient and steady communication touchpoints with the Client. The final three milestones, market findings, draft and final, are Hunden's three deliverables throughout the process.

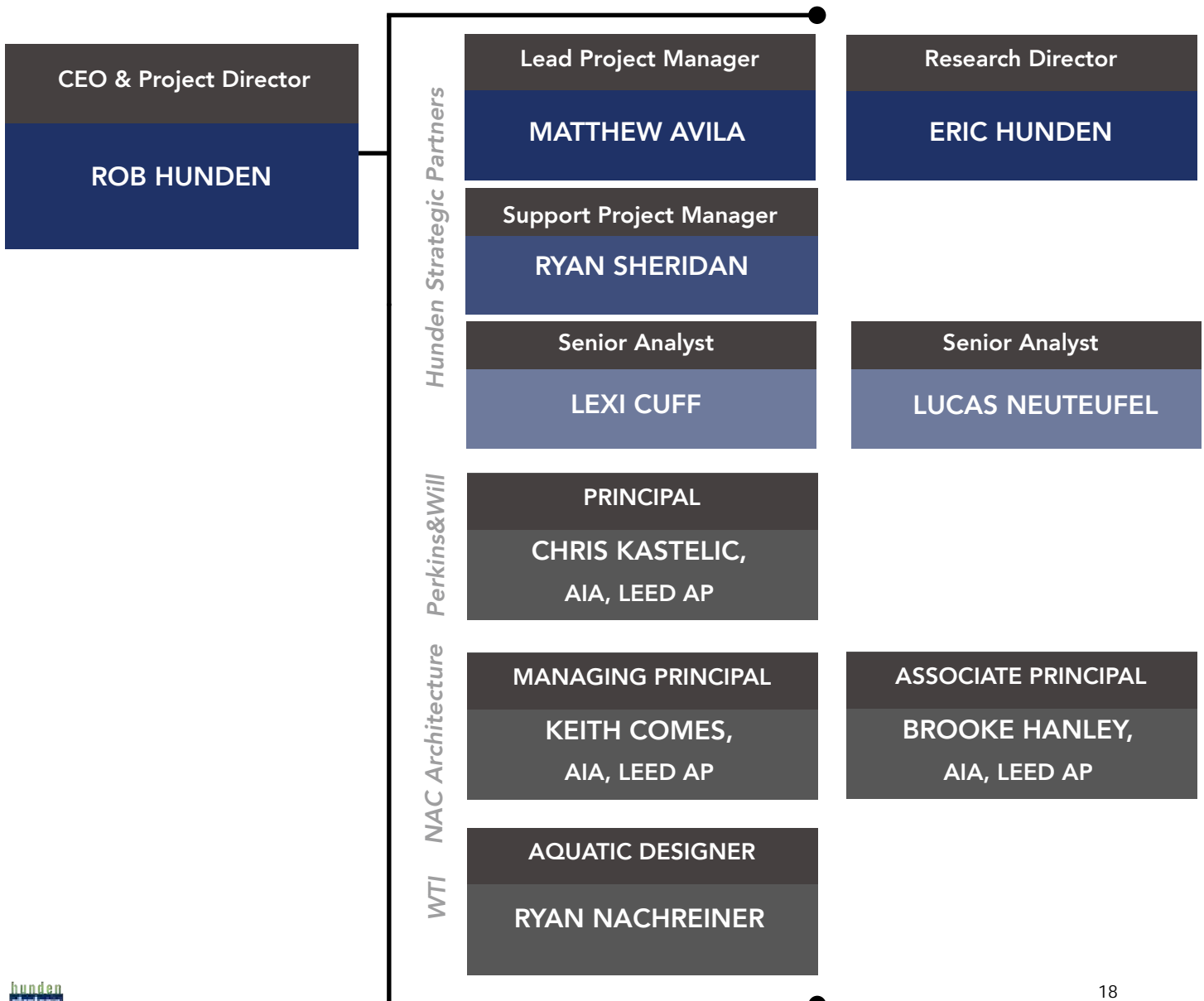
- 1. Kickoff Organizing Call** – Once the administrative engagement paperwork process is complete, Hunden will schedule an initial kickoff organizing call/Zoom with the Client team for introductions, a review of key questions, and to schedule the in-person site visit, tours and meetings. Hunden will send a kickoff memo outlining requests for data, scheduling arrangements, etc.
- 2. Public Engagement Strategy Call** – The Team will schedule a separate call/Zoom to strategize on the appropriate methods, timing and implementation of the public engagement strategies and methods.
- 3. In-Person Kickoff and Site Visit** – The site visit includes tours of the available site(s), existing facilities, surrounding area, competitive venues, Client and key stakeholder meetings, interviews with a variety of local private and public organizations, and data collection efforts.
- 4. Circle Back Call.** After the site visit, Hunden will conduct a 'circle back' call with the Client to review data collected, address any new questions or concerns and set milestone dates for the rest of the project.
- 5. Market Findings Deliverable (end of Phase I)** – At the conclusion of Phase I, Hunden will present a PowerPoint style deliverable of market findings to the Client. This milestone will show the direction of the study and the results of the market analysis, case studies, and preliminary recommendations.
- 6. Draft Analysis** – After the Phase II task elements are complete, Hunden will compile the results into a draft analysis of its combined findings from both phases. The draft analysis will include programming and scenarios, cost estimates, funding options, and financial and impact modeling.
- 7. Final Analysis** – After receiving comments on the draft analysis, Hunden will issue its final analysis incorporating the Client's comments.
- 8. Final Presentation** – The Team will give a final presentation of the report findings to the CDRPA, the Steering Committee, and other relevant stakeholders as appropriate.

PROJECT TEAM

organization chart

Hunden Strategic Partners has the capacity and availability to provide all services as described in the RFP and in our Project Understanding and Approach. As the principal and owner of Hunden Strategic Partners, CEO Rob Hunden is involved with client and project management, report organization, financial modeling, and quality assurance for all Hunden studies. Mr. Hunden will act as the Project Director for the study. Matthew Avila, our Lead Project Manager, will act as the client liaison and internal point of contact day-to-day. He will lead the Hunden team of analysts through the daily analysis, interviews, research, and report production process.

Hunden has partnered with design professionals at Perkins&Will (PW), NAC Architecture (NAC), and Water Technology Inc. (WTI). Our teammates will be instrumental in providing advisory throughout key milestones, local support in public input and stakeholder meetings, as well as site analysis, programming, construction cost estimates, and high-level site layouts.





hunden

strategic partners

Destination Real Estate Development Advisory Practice

MINNEAPOLIS

CHICAGO

SAN DIEGO

Hunden Strategic Partners is a full-service global real estate development advisory practice, providing public and private sector clients with confidence and results so they can move their project from concept through execution. Hunden specializes in the intersection of tourism development, economic development, and destination real estate development. Hunden has a passion for data-driven analytics and recommendations that lead to sound and actionable strategies for development success. We cannot and will not take a cookie-cutter approach.

Areas of Expertise:

- Youth Sports Complexes
- Arenas & Stadiums
- Multipurpose Event Centers
- Hotels (Boutique, Resort, HQ)
- Convention, Conference & Expo Centers
- Mixed-Use Facilities & Districts
- Entertainment & Destination Districts
- Tourism Destination Development Plans
- Arts & Cultural Facilities
- Higher Education Amenities and Assets
- Retail, Restaurant, Office, Residential
- Unique Attractions

Services:

- Market Demand
- Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis
- Placemaking Feasibility
- Project Implementation Services
- Community & Stakeholder Engagement
- Public Incentive Analysis
- Policy/Legislation Consulting
- Destination Asset Analyses
- Solicitation & Selection services for Management, Operations, & Development

Since our incorporation in 2006, Hunden Strategic Partners has provided all of the above services for hundreds of client projects worldwide for public, non-profit and private sectors. Hunden has been advising on all manner of unique and complex sports and event center studies for nearly 30 years. We focus on transformative projects that synergize with their surrounding neighborhoods and assets.



Rob Hunden

CEO / President

Project Director

Hunden Strategic Partners
213 W Institute Place, Suite 707
Chicago, IL 60610

Career Background

- Hunden Strategic Partners
- Johnson Consulting
- Grubb & Ellis
- Landauer
- Indianapolis Bond Bank
- Huckaby & Associates, Wash., D.C.

Quick Facts

- 28 Years Industry Experience
- Incorporated Hunden Strategic Partners in 2006
- Indiana University Kelley School of Business, BS Finance '94

Hunden is a leading industry expert on the market analytics, financial feasibility and public/private development process of compelling sports tournament complexes and developments. Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including indoor and outdoor sports complexes, arenas and stadiums, hotels, convention centers, tourism projects, mixed-use districts, and entertainment districts. Over the past 28 years, Mr. Hunden has provided economic development, finance and planning expertise and conducted more than 1,000 feasibility and economic impact studies, including for some of the most notable projects in the U.S. He has had a hand in the development of more than \$20 billion in completed or in progress, transformative projects.

Rob has written articles on downtown developments and taught college-level Destination Development courses. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past 20 years.

Sports Tournament Complex Analyses. Mr. Hunden conducts studies throughout the United States and North America that focus on multi-use outdoor and indoor youth and amateur sports complexes. Many of these studies have also included a **Sports Tourism Package Analysis**. For 17 years, Hunden and his team have studied how all the critical elements come together to create a successful destination for tournaments.

Economic Impact Expertise. Due to Mr. Hunden's strong background and experience in economic development and finance, he has become an industry leader in determining the impact of proposed and developed projects.

Recognized Industry Leader. Mr. Hunden's career arc includes both the public and private sectors, including at the Indianapolis Bond Bank, managing placemaking development projects for the Mayor's Office in the mid-90's. Over the past 28 years, he has become an industry thought leader, expert, and frequent speaker and author in the economics of placemaking.

Similar Experience

- Pierce County, WA - Rec & Event Center
- Lacey, WA – Indoor Sports Facility Feasibility
- Snohomish County, WA - Sports Complex
- DuPont, WA - Sports Complex
- Wasco County, OR - Sports Complex
- West Lafayette, IN Sports & Aquatics Center
- Collier County, FL - Tournament Sports Complex
- Fort Collins, CO – Sports Facility Needs
- Genesee County, MI - Youth Sports Complex
- Irvine, CA – Great Park Sports Complex
- La Vista, NE - Nebraska Multi-Sport Complex
- Rockford, IL - UW Health Sports Factory
- Westfield, IN – Grand Park Sportsplex





Matthew Avila

Lead Project Manager

Hunden Strategic Partners
213 W Institute Place, Suite 707
Chicago, IL 60610

Quick Facts

Indiana University Kelley School
of Business

BS Finance and Real Estate
Concentration

As Lead Project Manager at Hunden, Matthew Avila leads clients through every step of the study process, from kickoff meetings and stakeholder interviews to management of deliverable creation and final presentations.

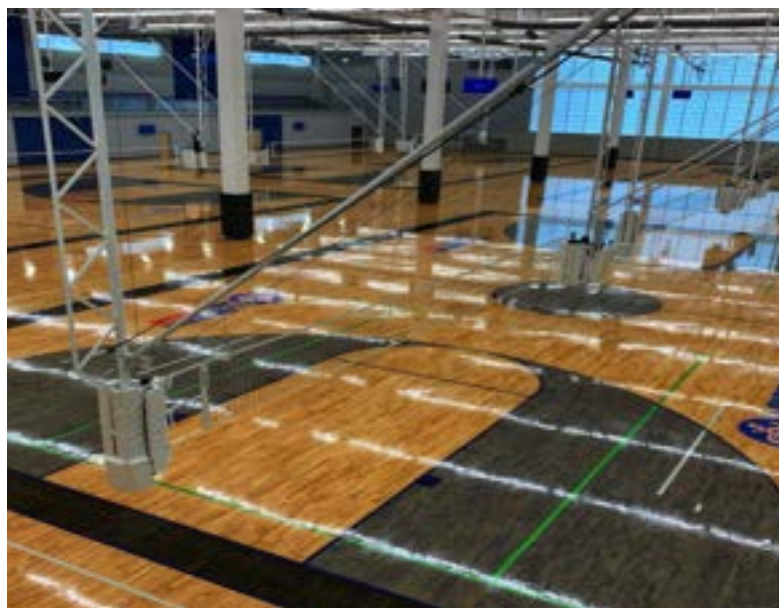
His areas of expertise include mixed-use district components, such as retail, restaurant, residential, office, entertainment and attraction, and meeting and convention centers. Matt also leads research efforts and creates custom mapping for districts, entertainment venues, hotels and convention centers, community recreation centers and tournament sports complexes. These involve a deep understanding of the competitive supply and potential demand for local, regional and national usages.

Matt has worked on more than 100 market, financial, and economic impact analyses, including incremental tax revenue analysis. His clients include both the public and private sector.

Sports & Tournament Facility Studies. Matthew’s experience with sports facility projects ranges from community center, recreation facilities, and youth tournament complexes to multi-use arenas and professional sport venues and districts.

Economic Impact Studies. Mr. Avila provides economic impact projections for nearly all studies, projecting the number of new jobs, taxes, and benefits of each project to the community. Furthermore, for the last few years he has been involved in the Commonwealth of Kentucky tourism incentive impact studies for applicant financial reviews that focus on unique tourism destination projects.

Surrounding Amenities & Mixed-Use. Matthew has conducted in-depth market research and presented comprehensive findings and data-driven recommendations to clients related to mixed-use developments. He understands the critical balance between market supply and demand gaps, industry trends, and future performance projections that all contribute to answering key questions related to type and amount of support amenities needed for a sports tournament complex.



Similar Experience

- Ankeny, IA - Indoor Sports Complex
- Bettendorf, IA - Aquatic & Rec Center
- Danville, VA – Youth Sports Complex
- Bristol, TN - Viking Hall Civic Center
- Buckeye, AZ - CMG Basketball Academy
- Dublin, OH - Youth Sports Tournament Complex
- Garden City - Ice Arena & Rec Center
- Green Bay, WI - Multi-Use Sports Complex
- Lacey, WA - Youth Sports Center
- Overland Park, KS - Sports Complex
- Snohomish County, WA – Sports Complex
- Seminole County, FL - Youth Sports Tournament
- Temple, TX - Youth Sports Complex
- Windsor, CO - Future Legends Sports Complex



Eric Hunden

Infographics Director

Hunden Strategic Partners
26712 Meadow Ridge Ct
Elko New Market, MN 55020

Career Background

- Hunden Strategic Partners
- Big City Maps
- Indiana Department of Transportation

Quick Facts

- Kansas State University
- BS Geography
- Academic Emphasis in Architecture and Urban Planning

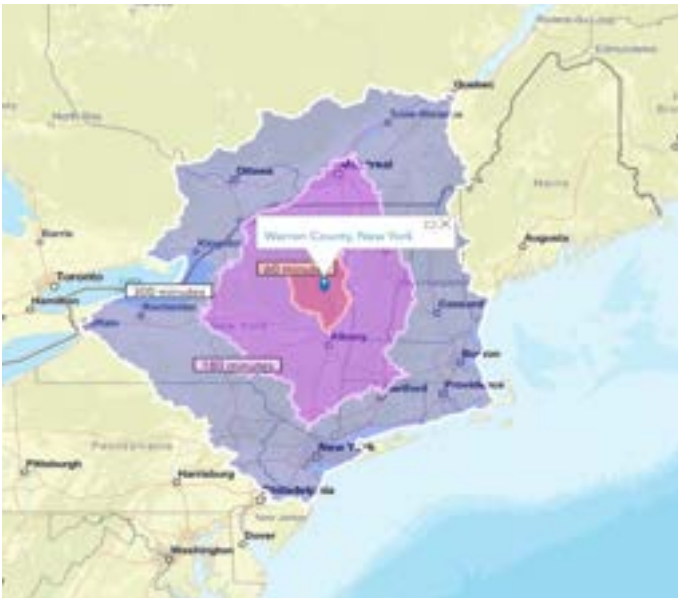
As Hunden’s infographics director, Mr. Eric Hunden provides more than 30 years of experience in demographic research, case studies and complex mapping and design.

Since Hunden’s founding in 2006, Eric has brought important contextual understanding and research related to real estate, regional and cultural analysis, in addition to critical research for economic, demographic, media and market studies. Eric has worked on more than 700 assignments, providing market analysis, mapping and case studies. His specialty is communicating concepts and important information through varying types of maps and graphics, including three-dimensional downtown maps, demographic migration pattern maps, drive-time analyses and competitive marketplace maps.

Prior to working with Hunden, he founded Big City Maps (BCM) in Minneapolis and was a map artist for mapformation.com, North America’s largest custom mapping company. In both capacities, he developed research and mapping analyses for over one hundred locations, concentrating on traditional urban cores and neighborhoods, retail and entertainment districts — including the Walt Disney World smart phone application map — and college campuses.

Similar Experience:

- DuPont, WA - Sports Center
- Dublin, OH - Youth Sports Tournament Complex
- Elkhart, IN - Aquatics Facility
- Garden City, KS - Ice Arena and Recreation Center
- Irvine, CA – Great Park Sports Complex
- La Vista, NE - Nebraska Multi-Sport Complex
- Overland Park, KS - Sports Complex
- Placer Valley, CA - Roebbelen Center
- Rockford, IL - UW Health Sports Factory
- Wasco County, OR - Youth Sports Needs Assessment
- Westfield, IN – Grand Park Sportsplex
- West Lafayette, IN - Aquatics and Wellness Center





Ryan Sheridan

Support Project Manager

Chicago, Illinois

Hunden Strategic Partners
213 W Institute Place, Suite 707
Chicago, IL 60610

Quick Facts

Indiana University Kelley School of Business

BS Finance and Real Estate Focus

As Support Project Manager at Hunden, Ryan Sheridan leads clients through every step of the study process, from kickoff meetings and stakeholder interviews to management of deliverable creation and final presentations.

He collaborates closely with CEO Rob Hunden to execute quality assurance processes that lead to the highest quality final product.

Ryan has worked on more than 80 market, financial, and economic impact analyses, including:

- Sports and tournament facilities,
- Multi-use arenas and event centers,
- Hotels,
- Mixed-use districts,
- Unique attractions and events,
- Many other types of unique tourism assets.

These involve a deep understanding of the competitive supply and potential demand for local, regional and national usages.

Sports & Tournament Facility Studies. Ryan’s experience with sports facility projects ranges from community center, recreation facilities, and youth tournament complexes to multi-use arenas and professional sport venues and districts.

Economic Impact Studies. Ryan has a passion for leading the tourism incentive impact studies for the KTDA applicant financial reviews, which focus on unique tourism destination projects, such distilleries, hotels, sports and entertainment facilities, sports facilities and attractions, and others.



Similar Experience

- Buckeye, AZ - Basketball Academy Feasibility
- Seminole County, FL - Sports Complex
- Tempe, AZ - Arena-Anchored Entertainment District
- Mills, WY - Highest & Best Uses Study
- Dublin, OH - Youth Sports Complex
- Middletown, OH - Sports-Anchored Entertainment District
- Genesee County, MI - Athletic Complex Feasibility
- Phoenix, AZ - Youth Sports Complex & Hotel
- Oconomowoc, WI - Youth Sports Complex
- Garden City - Ice Arena & Rec Center

Perkins&Will

www.perkinswill.com / 475 Lincoln St. #100 Denver, CO 80203

We believe that design has the power to make the world a better, more beautiful place.

That's why clients and communities on nearly every continent partner with us to design healthy, happy places in which to live, learn, work, play, and heal. We're passionate about human-centered design, and committed to creating a positive impact in people's lives through sustainability, resilience, well-being, diversity, inclusion, and research. Our global team of creatives and critical thinkers provides worldwide interdisciplinary services in architecture, interior design, landscape architecture, and more.

Founded in
1935

Studios
28

Total Staff
2600+

#2

Architecture Firm, 2022

*Architectural Record and
Interior Design Magazine*

**Most Innovative Companies in
Architecture 2018**

Fast Company



Areas of Practice

Branded Environments

Civic and Cultural

Corporate and Commercial

Corporate Interiors

Health

Higher Education

Hospitality

K-12 Education

Landscape Architecture

Planning and Strategies

Science and Technology

Sports, Recreation, and

Entertainment

Transportation

Urban Design

Our Denver Studio

If we had to choose one word to describe our Denver studio, it would be active. Our lifestyles are active (many of us bike to work, no matter the weather). Our workplace is active (as a dog-friendly bunch, there's boundless canine energy coursing through the halls). And our practice is active (most of our work is for Sports, Recreation and Entertainment clients). We're also actively involved in carrying out our firm's commitment to well-being: we design transformative places that enliven campuses, foster social connections, and promote physical fitness.



Chris Kastellic

AIA, LEED AP

Principal

Perkins&Will
475 Lincoln St. #100
Denver, CO 80203

Quick Facts

Bachelor of Architecture, 1994
University of Arizona

Professional Affiliations

American Institute of Architects
National Parks and Recreation
Association
National Council of Architectural
Registration Boards
LEED Accredited Professional

Speaking Engagements

Annually at sports & recreation
conferences including NIRSA,
Athletic Business and NRPA

Chris has been a National Leader in community recreation planning and design for over 25 years. He is an expert in immersing himself into the DNA of a community to understand the values, opportunities and guiding principles that lead to better community assets that become the heart of community activity. He is passionate about the programming, planning and design details that make a recreation center the right fit for the community it serves. A regular speaker at recreation and sports conferences, contributor to industry publications, and juror for Athletic Business and Recreation Management awards, Chris' outstanding programming, planning and design skills are widely valued, and will be a guiding voice to the project team. Chris has been the recipient of numerous design awards for sport, recreation and community center projects including many of those listed herein.

Similar Experience

- Williston,ND - Williston Area Recreation Center
- Commerce City, CO - Bison Ridge Recreation Center
- Mount Vernon, WA - Skagit County Recreation & Event Center Study
- Shawnee, KS - Recreation Center Feasibility Study
- Jackson Hole, WY - Recreation Center Addition & Renovation
- Grand Junction, CO - Recreation Center Feasibility Study
- West Lafayette, IN - Community Wellness & Aquatic Center
- Flagstaff, AZ - Center for Aquatics & Tennis for Northern Arizona University
- Louisville, CO - Recreation & Memory Square Pool for the City of Louisville
- Johnstown, CO - Johnstown Family YMCA for the Town of Johnstown
- South Lake Tahoe, CA - Recreation Center Study for South Lake Tahoe
- Snohomish County, WA - Regional Sport & Event Center Study
- Parker, CO - Fieldhouse & Fitness Center for the Town of Parker
- Lacey, WA - Regional Sports Complex Impact Study (Indoor)
- Fraser, CO - Recreation & Sports Complex Master Plan
- Raton, NM - Raton Aquatic Center
- Tacoma, WA - Uni of Puget Sound Fieldhouse Reno. & Aquatics Addition



NAC



Our Firm

NAC Architecture was founded in Spokane in 1960 with the mission to engage with communities to create places that enhance wellness, celebrate culture, and enrich lives. We accomplish this through an inclusive design approach, deep knowledge, creativity and innovation, a relentless pursuit of excellence, and an engaging process that is rewarding for each participant.

NAC has extensive experience in performing feasibility studies and in the design of community recreation and aquatic centers. The diversity and depth of our portfolio will ensure we approach your project with the knowledge and skill to make it a great success. NAC designs to inspire the community and staff who use, operate, and maintain a facility, but also to create spaces that are sustainable, maintainable, economical, and functional. We take a realistic approach to studies so they are able to move forward as a true project and meet all these goals. Each of our projects are a direct outcome of our collaboration with stakeholders and also a response to the unique requirements we discover in each project. This includes the program, site conditions, budget, and cultural values of the facility users and patrons. We incorporate the surrounding context and natural environments into our designs to make the best use of opportunities presented by each project site.

NAC ARCHITECTURE

1203 W Riverside Ave
Spokane, WA 99201
P: 509-838-8261

CONTACT

Keith Comes
Principal in Charge

EMAIL

kcomes@nacarchitecture.com

WEBSITE

www.nacarchitecture.com





Keith Comes

AIA, LEED AP

Managing Principal

NAC Architecture
1203 W Riverside Ave
Spokane, WA 99201

Education

Master of Architecture, Montana State University

Bachelor of Architecture, Montana State University

Registrations

Licensed Architect in Washington, California, Idaho, Montana, Oregon

Leadership in Energy and Environmental Design (LEED) Accredited Professional

American Institute of Architects (AIA)

Keith has taken his passion for sports and recreation and parlayed it into designing athletic, fitness, and aquatic centers that have a positive, lasting impact on their communities. He has led NAC's highly successful recreation projects and studies for over 25 years. He offers the Wenatchee area community a significant understanding of the unique aspects of aquatic facilities and a passion for addressing communities' short-term goals and long-term needs. Keith will ensure that the feasibility study meets all of the scope of work requirements with the information and inspiring solutions necessary to take the next steps and bring this project to life.

Similar Experience

Worley, ID - Marimn Health Couer Center

Leavenworth, WA - Leavenworth Aquatic Center Study

Missoula, MT - Currents Center for Recreation & Creativity Feasibility Study

Quincy, WA - Quincy Aquatic Center

Quincy, WA - Quincy Community Recreation Center Study

Lynnwood, WA - Recreation & Aquatic Center

Tacoma, WA - People's Community & Aquatics Center

Selah, WA - Selah Aquatic Center

Seattle, WA - View Ridge Swim Club

Ellensburg, WA - Kittitas Valley Memorial Pool & Fitness Center

Renton, WA - Henry Moses Aquatic Center

Moscow, Idaho - Hamilton-Lowe Aquatic Center

Shoreline, WA - Community Recreation Center Study

Redmond, WA - Recreation Master Plan

Edmonds, WA - Aquatic Feasibility Study

Spokane, WA - Riverfront Park Pavilion

Grand Coulee, WA - Coulee Area Parks & Rec District Aquatic Study





Brooke Hanley

AIA, LEED AP

Associate Principal

NAC Architecture
1203 W Riverside Ave
Spokane, WA 99201

Education

Master of Architecture,
Washington State University
Bachelor of Architecture,
Washington State University

Registrations

Licensed Architect in Washington
Leadership in Energy and
Environmental Design (LEED)
Accredited Professional
American Institute of Architects
(AIA)

Brooke loves everything aquatics! As a former competitive swimmer, lifeguard, and swim instructor, she has woven that experience into her architecture career. She possesses significant experience in recreation and aquatic center projects, and her project management and technical skills are consistently praised by clients. She is a superb communicator, which will have a profound impact on the success of the feasibility study. Brooke establishes close working relationships with stakeholders to shepherd the journey through assessment, planning and documentation. She understands that listening is a key component of communication and is essential to translate community needs into creative solutions.

Similar Experience

- Worley, ID - Marimn Health Couer Center
- Leavenworth, WA - Leavenworth Aquatic Center Study
- Missoula, MT - Currents Center for Recreation & Creativity Feasibility Study
- Quincy, WA - Quincy Aquatic Center
- Quincy, WA - Quincy Community Recreation Center Study
- Lynnwood, WA - Recreation & Aquatic Center
- Tacoma, WA - People’s Community & Aquatics Center
- Renton, WA - Henry Moses Aquatic Center
- Walla Walla, WA - Community College Recreation Center
- Spokane, WA - Whitworth University Student Recreation Center
- Spokane, WA - Riverview Retirement Community Aquatic & Fitness Center
- Spokane, WA - Touchmark Health & Fitness Center Feasibility Study
- Cheney, WA - Cheney Pool Study & Masterplan
- Quincy, WA - Quincy High School & Athletic Fields
- Selah, WA - Selah Aquatic Center





W A T E R T E C H N O L O G Y I N C .

World-class aquatic planning, design and engineering.

The WTI team is a highly qualified group of individuals comprised of creative architects, landscape architects, engineers, designers, business developers and administrators, all with a passion for aquatics. Together, we combine our talents to develop original, aquatic facilities from concept to reality. In addition, WTI maintains solid relationships with other consultants and contractors and continues to set the standards in the aquatic industry across the United States and around the world.

Philosophy. Water Technology, Inc.'s (WTI) creative energy and passion embraces the philosophy that aquatic recreation completes communities and makes them a better place to live.

Company Details

- Established in 1983
- Largest Aquatic Design Firm in North America, Staff of 60+
- Quality Control Implementation
- Collaborative Team Process
- International Portfolio
- Specialized Aquatic Professionals on Staff

WTI Advantages

- Solution driven planning and philosophy
- Two-way sharing process between WTI (team) and Client
- Forward-looking designers that support dynamic community programs
- Revit/BIM Capabilities
- 150+ AQUATIC Projects Per Year
- Historical database of cost estimates and realistic timelines

Extensive Portfolio of Projects of Varying Venues

- Competition Pools
- Resort & Hotel Pools
- Waterparks
- Faith Based Community Centers
- Water Playgrounds
- Public Facilities
- Therapy & Wellmness Pools Schools & Universities

watertechnologyinc.com / 100 Park Avenue Beaver Dam, WI 53916 / 920.887.7375



Ryan Nachreiner

Aquatic Designer / Project Manager

WTI
100 Park Avenue
Beaver Dam, WI 53916
rnachreiner@watertechnologyinc.com

Education

Master of Science, Marketing & Education University of Wisconsin - Whitewater

Bachelor of Business Administration, Finance, University of Wisconsin - Whitewater

Registrations

NSPF Certified Pool / Spa Operator

Professional Affiliations

Themed Entertainment Association (TEA)

Ryan joined WTI in January 2011 after serving a variety of roles within the aquatics industry. His extensive hands-on experience troubleshooting countless facilities enables him to provide a realistic and broad perspective on aquatic operations, systems, and programming. Ryan is a firm believer that aquatic recreation improves communities and the quality of life. As a father of three young children, Ryan takes his family on many trips to the local aquatic center each week. Being a father has allowed Ryan to gain a new and unique perspective on time spent at the pool. Ryan is more cognizant of safety in and around the water and the togetherness that results from a day spent at the pool.

Ryan's personal experience with aquatic recreation guides his perspective in planning and design. Ryan understands the impact recreational facilities/amenities have on communities and individuals and how the design of that facility can hinder participation. From universal change rooms to clean and healthy air and water in a natatorium, Ryan's prioritizes safety, accessibility, and inclusivity in aquatic design. Participation in various aquatic programs/activities and experiencing how they can be supported with thoughtful design is another key example of Ryan's keen understanding of designing a facility to meet the needs of the entire community. Time spent in the water is one of the most engaging and memorable activities for Ryan's family. Aquatic recreation positively influences his family and has made Ryan even more passionate about enhancing the aquatic experience for our client's communities.

Similar Experience

Community Center – Airway Heights, WA
PRO Sports Club Aquatic Expansion – Bellevue, WA
Redmond Recreation Master Plan – Redmond, WA
Pasco Aquatic Center – Pasco, WA
5th and Virginia Urban Residential – Seattle, WA
Walla Walla Outdoor Family Center – Walla Walla, WA
Yakima Family YMCA – Yakima, WA
Village Square - Calgary, AB, CAN
Repsol Sport Centre Feasibility Study - Calgary, AB, CAN
Soaked! Waterpark at the Atlas Hotel – Regina, SK, CAN
Skagway Recreation Center – Skagway AK
Delano Regional Aquatic Center & Park – Delano, CA
Roseville Aquatic Center – Roseville, CA
BCRD - Aquatic Restoration/Amenity Addition – Hailey, ID
Clarksville Family Aquatic Center Renovation – Clarksville, IN
Senior Center, Larkspur Expansion – Bend, OR
Juniper Aquatic Center Renovation – Bend, OR
Black Butte Ranch – Black Butte, OR
South Lane School District – Cottage Grove, OR
Hillsboro 53rd Ave Community Center – Hillsboro, OR
Aquatic Center Renovation – Ontario, OR
Peninsula Pool Renovation – Portland, OR
Southpark Square Apartment Complex – Portland, OR
Reeds Crossing Wellness Center – Portland, OR
Cedar Ridge Community Aquatic Center Master Plan – Sandy, OR
Salem Family YMCA – Salem, OR

ABILITY TO PERFORM

The Hunden Team is prepared to complete the requested scope of work within the preliminary schedule developed by the Client, so long as the contract is approved by approximately April 12, 2023:

- Approve contract: April 12th
- Feasibility Study Phase I: April 12th – August 14th (four months)
- Review Phase I Findings: August 23rd
- Feasibility Study Phase II: August 28th – January 5th (four months)
- Final Presentation: January 10th, 2024

Our team of professionals is committed to accomplishing the identified scope of work efficiently within the Client’s time frame and allotted budget. Typically, the budget for this type of market and financial feasibility study falls below the budget amount identified in the RFQ document. While the breadth of research and detailed business planning elements for this project are significant, we are confident in our Team’s ability to work with the Client to arrive at a scope and timeline that fits well within the identified budget. The following figure details our Team’s estimated scope responsibilities and timeline for completion.

Chelan Douglas Regional Sports Complex Study Schedule		April	May	June	July	August	September	October	November	December	January '24
Phase 1											
Task 1 – Kickoff and Site Visit	Task Lead: HSP	█									
Task 2 – Existing Conditions Assessment	Task Lead: PW/NAC/WTI	█	█								
Task 3 – Economic and Demographics Analysis	Task Lead: HSP		█	█	█	█					
Task 4 – Sports Market Demand and Opportunity Analysis	Task Lead: HSP		█	█	█	█					
Sports and Aquatics Trends	HSP		█	█	█	█					
Local Sports and Aquatics Facility Supply and Demand Analysis	HSP		█	█	█	█					
Regional Competitive Sports and Aquatics Facilities Analysis	HSP		█	█	█	█					
Participation Estimates	HSP		█	█	█	█					
Market Segments	HSP		█	█	█	█					
Tournaments and Events Opportunity Analysis	HSP		█	█	█	█					
Task 5 – Support Amenities Market Analysis	Task Lead: HSP			█	█	█					
Task 6 – Comparable Facility Case Studies	Task Lead: HSP			█	█	█					
Task 7 – Market Findings	Task Lead: HSP			█	█	█					
Task 8 – Public Input and Community Involvement	Task Lead: PW/NAC	█	█	█	█	█	█	█	█	█	█
DELIVERABLE: MARKET FINDINGS (END OF PHASE I)						✓					
Phase 2											
Task 9 – Checkpoint of Phase II Goals and Objectives	Task Lead: HSP					█	█	█			
Task 10 – Regional and Local Facility Comparison	Task Lead: HSP					█	█	█			
Task 11 – Facility Options, Programs and Capital Costs	Task Lead: PW/NAC/WTI					█	█	█	█		
Task 12 – Site Analysis	Task Lead: PW/NAC/WTI					█	█	█	█		
Task 13 – Estimated Financial Performance of Each Facility	Task Lead: HSP						█	█	█	█	
Task 14 – Economic Impact of Each Facility	Task Lead: HSP						█	█	█	█	
Task 15 – Funding Options	Task Lead: HSP						█	█	█	█	
DELIVERABLE: DRAFT ANALYSIS									✓		
DELIVERABLE: FINAL ANALYSIS										✓	
FINAL PRESENTATION											✓

RELEVANT PROJECT EXPERIENCE

Ankeny, IA - Indoor Sports Complex
Belvidere Park, IL - Recreation Center
Bettendorf, IA – Aquatics & Recreation Center
Brooklyn Center, MN - Community Center
Buckeye, AZ - Sports Facility & Academy
Castle Rock, CO – Recreation/Sports Complex
Chicago, IL – Chicago Park District Multiple Studies
Cincinnati, OH – Regional Sports Analysis
Collier County, FL - Tournament Sports Complex
Danville, VA – Youth Sports Complex
Dearborn, MI - Multipurpose Sports Complex
Dublin, OH - Tournament Sports Complex
DuPont, WA – Sports Complex Analysis
Elkhart, IN – Youth Sports Complex
Elmhurst, IL – Multipurpose Indoor Sports
Fishers, IN – Youth Sports Complex & Hockey Arena
Floyd County, IN - Sports Facility Needs
Fort Collins, CO – Sports Facility Needs
Genesee County, MI - Youth Sports Complex
Grand Rapids, MI – Sports Facility Needs
Greeley, CO - Youth Sports Complex
Green Bay, WI - Multi-Use Sports Complex
Gulf Shores, AL – Sports Facility Needs
Henderson, KY – Recreation/Sports Complex
Holland Charter Township, MI – Recreation Center
Indianapolis, IN – Youth Sports Complex
Irvine, CA – Great Park Sports Complex
Jefferson Parish, LA – Youth Sports Complex
Joliet, IL – Huskies Hockey Arena
Kane County, IL – Cross Country Track

Lacey, WA – Indoor Sports Facility Feasibility
Laconia, NH - Outdoor Sports Complex
La Vista, NE – Nebraska MultiSport Complex
Lexington, KY – Youth Sports Facility
Madison, WI - CXC Outdoor Rec & Sports Center
Medfield, MA – Parks & Recreation Needs
Monroe, MI – Arena Reuse Multisport
Morehead, KY – Recreation Facility
Newnan, GA – Youth Sports Complex
Oconomowoc, WI - Indoor Sports Complex
Orange County, FL – Indoor Sports Complex
Osceola County, FL – Sports Facility Needs
Overland Park, KS - Sports Complex
Palatine, IL – Park District Facility Needs
Phoenix, AZ - Indoor Sports Complex & Hotel
Pierce County, WA - Sports Event Analysis
Pueblo, CO Sports & Recreation Facility
Puerto Rico - Outdoor Sports Complex
Rancho Santa Margarita, CA – Sports Facility
Rockford, IL – Indoor Sports Complex
Saginaw, MI – Youth Sportsplex
Seminole County, FL - Sports Complex
Snohomish County, WA – Sports Complex
Wasco County, OR - Youth Sports Needs Assessment
Westfield, IN – Grand Park Sportsplex
West Cook, IL - YMCA Redevelopment
West Lafayette, IN – Indoor Recreation & Aquatics
Williamson County, TN – Youth & Amateur Sports
Windsor, CO - Future Legends Sports Complex
Windsor, ON – Sports Complex





Multi-Purpose Sports Complex Financial Feasibility; Development Proposal Review

La Vista, Nebraska

Hunden worked with the City of La Vista and Sarpy County to perform a complete market and fiscal impact study regarding the potential development of an indoor aquatic and outdoor multipurpose youth sports complex. The purpose of the study was to examine the feasibility of the Omaha Sports & Wellness Park (OSWP) project, as well as understand the current and future sports market in La Vista. The project was proposed to include a world-class natatorium, a major indoor/outdoor tennis complex, and a major soccer/multipurpose field complex with 18+/- fields.

The athletic facility was envisioned to be a unique contribution to the region to recapture community participation and sports spending, as well as bring in out of state and/or regional visitors to capture their spending. There are currently no major aquatics facilities of its kinds in the region and the project is expected to be one of the best in the U.S. once built. Hunden analyzed the projections for the project and made its own demand and financial projections to create an economic, fiscal and employment impact analysis for the project. This was then used by the city and county to make a decision on funding for certain infrastructure associated with the project.

In 2020, Hunden was re-hired by the City to conduct a third party review, including market assessment and financial feasibility and impact, of the updated program/private sector proposal for the Nebraska Multisport Complex. Hunden determined the validity of the project as proposed and assessed public-sector risk/reward via impacts related to investing in the project's future.

Client: City of La Vista

Study Schedule: 01/2021 - 09/2021 (for the latest study)

Study Budget: 2021 - \$30,000

Project Budget: \$125 million estimated (Nebraska Multisport Complex)

hunden strategic partners





Indoor Sports Complex Feasibility Study & Business Plan

Lacey, Washington

Hunden Strategic Partners worked with the City of Lacey, Washington to conduct an indoor sports and recreation feasibility study for the community. Situated on the southern tip of Puget Sound near Mt. Rainier, the community boasts one of the state’s largest outdoor athletic complexes and serves a community dedicated to health and recreation.

The City of Lacey was specifically interested in an indoor facility to include competition-worthy offerings such as a track for walking/running, courts for basketball, volleyball and pickleball as well as other potential indoor uses for sports such as baseball, softball and soccer.

Hunden conducted an economic, demographic and tourism analysis and a local sports supply and demand analysis. Hunden analyzed other competitive and comparable case studies and facilities throughout the state and region. In addition to the sports and recreation market, Hunden studied the local hotel market to consider surrounding amenities. Hunden made recommendations including operations and maintenance and developed demand and financial projections for the recommended scenarios. Finally, Hunden completed an economic, fiscal and employment impact analysis for the recommended facility.

In 2019, Hunden re-engaged with the City to complete phase two of the study – creating a comprehensive financial strategy and business plan for the recommended complex. Hunden is worked with the City to develop the overall business plan, including funding scenarios, and final deliverable.

Client: City of Lacey

Study Schedule: Phase I 04/2018 - 01/2019; Phase II 05/2019 - 01/2020

Study Budget: \$38,000 Phase I; \$64,000 Phase II

hunden strategic partners



Indoor Wellness, Recreation & Aquatic Center

West Lafayette, Indiana

Hunden worked with the City of West Lafayette and professionals at Perkins&Will to conduct an indoor recreation and aquatic center feasibility study. West Lafayette, Indiana is home to Purdue University and a highly educated and engaged population with an interest in wellness and in particular, competitive swimming. The City engaged the team to conduct a comprehensive needs assessment, market analysis, financial feasibility and design for the proposed facility.

Hunden contributed to the study as the lead market analytics consultant. The study included a market and demographic analysis, the development of an operations plan, and the development of revenue estimates. Other elements included a citizen participation plan, program development, concept design, site planning and development, and cost estimate development.

Upon completion of the analyses, the Team made two recommendations. The first scenario included a gymnasium, fitness, community and support spaces as well as the hybrid zero-entry depth warm-water recreation pool with four lap lanes and a 25 yard 8 lane competition lap pool. The second scenario included the same as the first scenario minus the 25 yard 8 lane competition lap pool. The West Lafayette Wellness Center successfully opened in January 2021.

Client: City of West Lafayette

Study Schedule: 12/2017 - 9/2020

Study Budget: \$29,150 (Hunden's portion) \$87,450 (full study total)

Project Budget: \$34,000,000 estimated

hunden strategic partners
Perkins&Will





Great Park Sports Tournament Complex Studies

Irvine, California (Orange County)

Hunden Strategic Partners worked with a private developer to study the development of a multi-use 200-acre sports complex on the site of a former Marine Corps Air Station in Orange County, California. Hunden also assessed the need for hotel, restaurant and retail development for competitive developments in order to help the developer understand needs and expectations for the walkable area around Great Park. Great Park is the centerpiece of a larger residential mixed-use development. The athletic complex includes 25 multi-use fields (soccer, lacrosse, field hockey) including 2,500-seat championship field; 25 tennis courts including championship court; 7 Baseball & 5 Softball Fields, including championship fields; 10 sand volleyball courts; and 10 multi-use courts (paddle tennis, badminton, volleyball, basketball).

Hunden conducted a review of competitive and comparable sports facilities in the area, as well as across the country, to understand the competitive environment that Great Park was entering. Once completed, Hunden was able to perform demand and financial projections for the proposed complex. An economic impact analysis was then performed to understand how the park would affect the surrounding community. From 2013 to 2017, Hunden continued working on a detailed business, management and calendar plan for the project, as well as assessments of the need for hotels, parking, restaurants and retail. The Project opened in fall of 2017.

In 2019, Hunden re-engaged with the client to conduct a feasibility and impact analysis for new proposed assets at Great Park, including USA Water Polo and USA Volleyball facilities and a mixed-use retail/restaurant component.

Client: Five Point Communities

Study Schedule: 04/2019 - 06/2019

Study Budget: \$84,000 (latest study)

hunden strategic partners



Arena-Anchored Entertainment District Feasibility, Impact & STAR Bond Financing Analysis

Overland Park, Kansas

Hunden was retained by the City of Overland Park to perform a market, feasibility, economic impact, retail sales, and sales tax studies for the proposed Bluhawk master development. The project was set for development on 100 acres of land located between 159th Street, 167th Street, US Highway 69 and Antioch Road. One of the main anchor components of the project was a multi-sport complex – an approximately 300,000 square-foot multi-sport indoor athletic complex for regional sports tournaments and local sports leagues, practices and community wellness.

The Multi-Sport Complex design and operation plan was to attract and host sporting events and tournaments for multiple sports, including local, regional and national hockey, basketball, volleyball, soccer, and futsal tournaments, practices, and clinics. The Multi-Sport Complex will also include supporting amenities that will serve both participants and spectators, including without limitation, food services, team meeting and party rooms, and viewing mezzanines overlooking the fields and courts.

The sports park was proposed to be one piece within the mega mixed-use development that was also set to include a 3,500-seat arena/civic and community center to host sporting events and concerts, retail, restaurant and entertainment space, a neighborhood shopping center, three new hotel developments, class A office space, and residential multifamily developments. The project was seeking use of various public tax investments, including Sales Tax Revenue (STAR) bond financing, Community Improvement District (CID) financing, and Transportation Development District (TDD) financing. Hunden's analysis included projections related to the use of these public investment tools.

The Bluhawk district is approaching approvals for development, construction and financing.

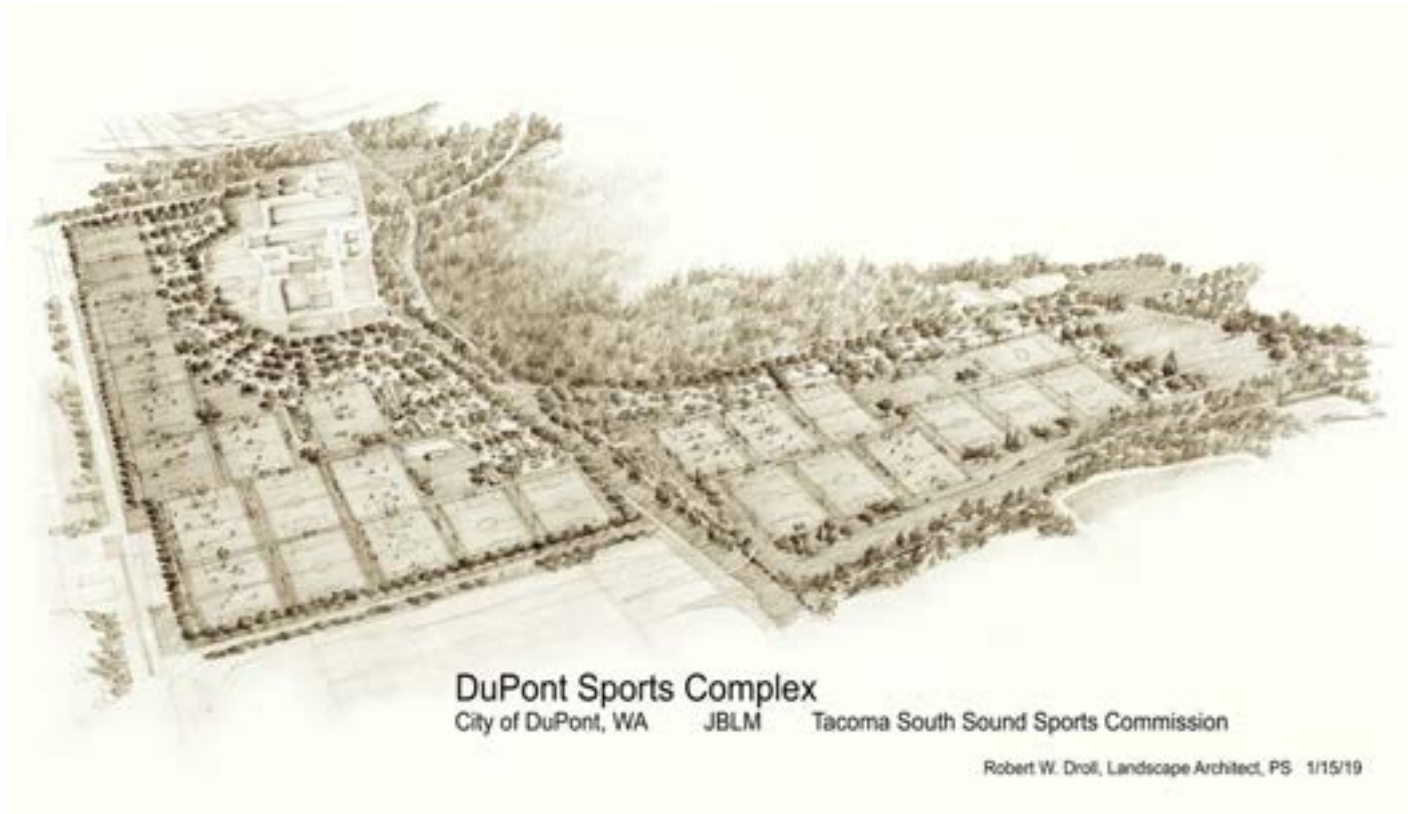
Client: City of Overland Park

Study Schedule: 03/2019 - 12/2022

Study Budget: \$228,000+ (over several years)

hunden strategic partners





Multi-Field Tournament Sports Facility Feasibility Study

DuPont, Washington

Hunden Strategic Partners teamed with Robert W Droll, Landscape Architect, to work with the City of DuPont on a market and feasibility assessment for a new multi-field sports complex to support community and tournament sports demand in the City and region.

The goal of the project was to expand the City's capacity for sports programming for residents and to generate community economic impact and increase revenues from regional, national and international sports events. The study included assessment of the local and regional demand/needs, projected construction costs, potential revenue and expenses and the economic impact of the scenarios.

Based on the preliminary findings, Hunden recommended the development of a new outdoor multipurpose sports complex with a minimum of 20-regulation multipurpose fields (lighted - majority synthetic turf). The development would immediately establish DuPont as the premier destination in the state of Washington and for regional, and potentially national, soccer tournaments. Existing facilities in the region either lack the appropriate size (number of fields) or quality (amenities, lights, synthetic turf) to be considered attractive destinations for major events.

Client: Robert W Droll, Landscape Architect

Study Schedule: 8/2018 - 2/2019

Study Budget: \$64,000

hunden strategic partners



Indoor Sports Complex Market & Financial Feasibility Study

Seminole County, Florida

Hunden Strategic Partners, along with architects at Convergence Design, was engaged to conduct a financial feasibility and pro forma study related to a conceptualized 180,000-square foot multi-sports complex. Hunden determined the market demand for sports and events, programming options, similar case studies, construction and operational cost projections, and funding options.

After reviewing the project concept and business plan for the complex, including layout, current proposed programming, demand sources, and financial projections, Hunden's preliminary recommendations for the complex determined demand for 9 hardwood basketball courts with the ability to configure into 18 volleyball courts. Included in the 9-court recommendation is a championship style court with retractable seating for spectators.

On site amenities are the key to success for the longevity of this type of facility and will contribute to its ability to become a tournament destination. By establishing additional amenities, non-sporting events could be hosted at the facility as needed.

Hunden determined a strong need for a high-quality indoor sports facility in the Seminole County area, with overall destination appeal and an existing weak supply in the greater Florida marketplace giving the complex a favorable outlook.

Client: Seminole County

Study Schedule: 11/2022 - 2/2023

Study Budget: \$48,000

hunden strategic partners





Aquatics & Recreation Facilities Needs Assessment

Bettendorf, Iowa

Hunden Strategic Partners teamed with Perkins&Will to perform an aquatics and recreation facility needs assessment and financial feasibility study for the City of Bettendorf. The City had three aging recreation facilities that provided a variety of services to the community but at a high cost in terms of renovations, operations and other expenses. The City wanted to investigate the possible consolidation of the facilities into a new facility with greater potential opportunities.

Hunden conducted a market analysis which included identification of the service area of a new facility, community demographics, competitive market analysis and then compared Bettendorf to national and regional statistics and trends. Hunden also conducted existing facility assessments and programming/operations. Hunden conducted focus group sessions and interview to determine public opinion and provided future aquatics and recreation facility recommendations.

Client: City of Bettendorf

Study Schedule: 04/2018 - 02/2021

Study Budget: \$45,000 (Hunden's portion)

hunden strategic partners
Perkins&Will



Darree Fields Tournament Sports Complex Market, Financial Feasibility & Economic Impact Study

Dublin, Ohio

Hunden Strategic Partners, along with architects at Convergence Design, was engaged to conduct a sports market demand, financial feasibility, and economic impact study related to future development and programming at Darree Fields. Hunden analyzed the existing state of Darree Fields for its possible future development and programming, with the vision for the Project being a vibrant sports-tournament development that will induce year-round visitation to the city.

Along with serving as the home of the Art in Public Places Project, “Going, going...Gone!” Darree Fields offers 151 acres of amenities for sports, recreation and cultural uses and programming. Hunden’s analysis determined a need in the Dublin area for an indoor and outdoor youth sports complex. Hunden’s full build-out recommendations were as follows:

- 8 full-size multi-purpose lighted turf fields,
- 14 grass multi-purpose lighted turf fields,
- 5 grass softball diamonds, and
- 9 hardwood basketball courts (12 volleyball).

Hunden’s completed study determined the financial feasibility and economic impact of further development of the site, including a phased build-out program for the above recommendations.

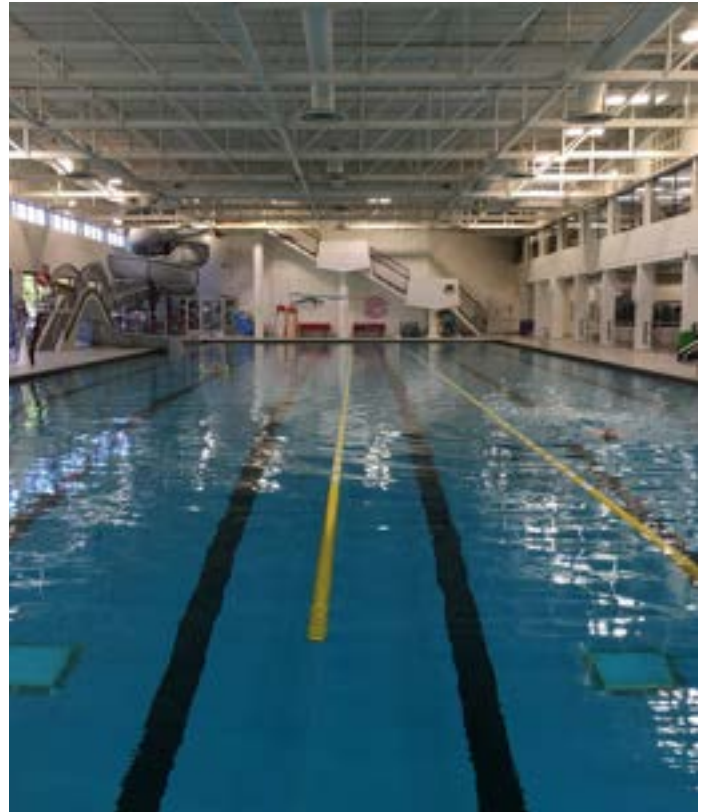
Client: Visit Dublin

Study Schedule: 9/2022 - 12/2022

Study Budget: \$60,000

hunden strategic partners





Brooklyn Community Center Master Plan

Brooklyn Center, Minnesota

Hunden Strategic Partners teamed with Perkins&Will to complete the Brooklyn Community Center Master Plan. Hunden led the market, operational, and revenue analysis and surveying efforts for the project. The Plan will drive the city long-range planning, direct decision-making, and resources toward a clearly defined vision for its future, including development and redevelopment of the community center over the next 10 years.

Brooklyn Center is in the Twin Cities Metropolitan Area. It is a moderately sized community of approximately 31,000 people, 11,300 households, and comprises approximately 5,360-acres. The planning process consisted of the following components:

- Overall needs assessment,
- Visioning, identifying and evaluating community needs and priorities,
- Creating a phased implementation and financial plan.

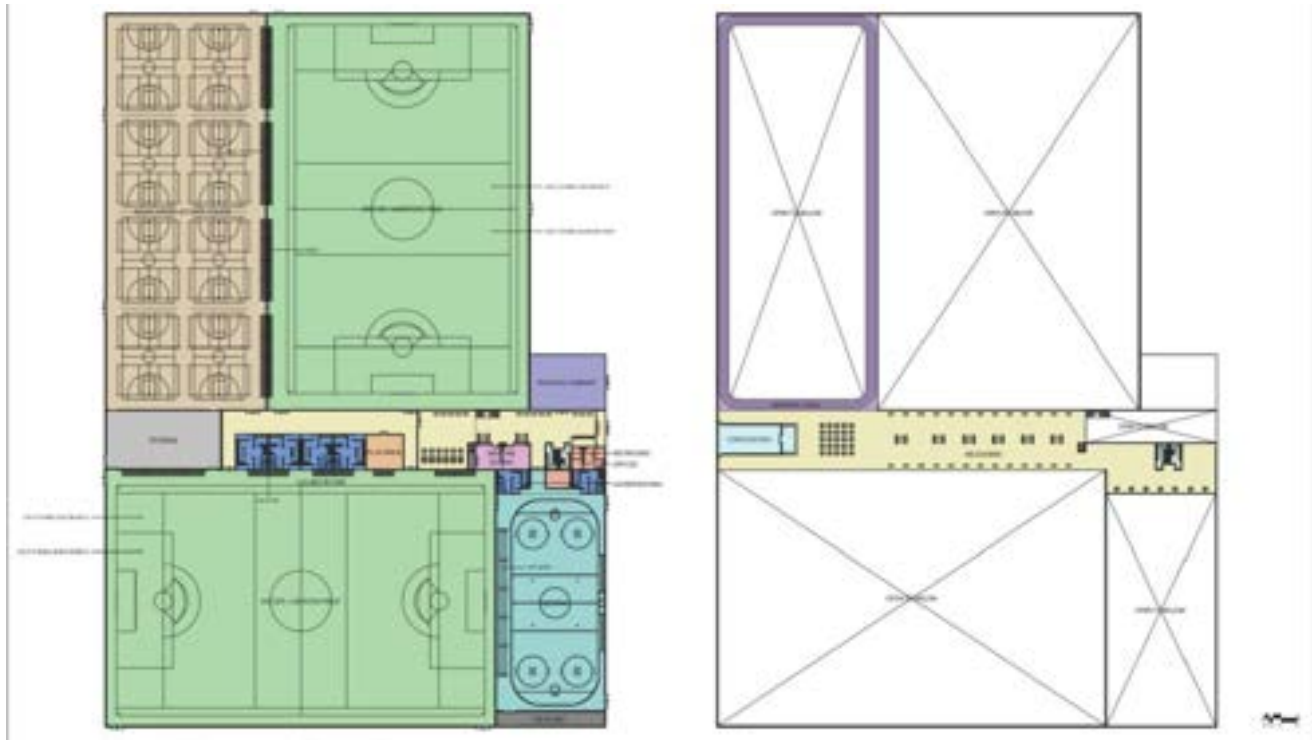
Hunden assessed the community recreation market in the local and regional area, provided an operational plan and determined new revenue opportunities for the current facility. Hunden also made recommendations for any redevelopment and future planning to accommodate the ever-growing and changing community needs.

Client: City of Brooklyn Center

Study Schedule: 06/2021 - 08/2021 (market analysis)

Study Budget: \$23,750 (Hunden's portion); \$80,850 (proposed full study fee)

hunden strategic partners
Perkins&Will



Sports & Recreation Market & Financial Feasibility Study

Green Bay, Wisconsin

Hunden worked with sports architects and Perkins&Will to complete a financial feasibility study for a new sports and recreation complex in Green Bay, Wisconsin. The CVB and the Oneida Nation were looking to determine the market opportunity for a new youth sports tournament complex. This type of development has been trending around the country, as the complexes drive significant economic impact for many cities.

Hunden determined the opportunity by identifying the current market supply, by conducting demand interviews, and by analyzing successful case studies and comparable facilities around the country. Based on the research and data gathered from interviews with market experts, tournament organizers, and other stakeholders, Hunden recommended the development of a youth sports complex.

The team provided two potential development options for the CVB and the Oneida Nation. The first option included 8 basketball courts and 2 full-sized indoor multi-purpose turf fields on approximately 37 acres. The second option is similar to the first, with the addition of one full-sized ice sheet and an elevated running track on approximately 41 acres.

Hunden presented findings to the public and the media in December of 2020.

Client: Green Bay CVB and the Oneida Nation

Study Schedule: 07/2020 - 11/2020

Study Budget: \$54,500

hunden strategic partners
Perkins&Will



Sports Facility Market Financial Feasibility Study

Snohomish, Washington

Hunden Strategic Partners teamed with Perkins&Will and Clancy's Sports Properties to work with Snohomish County to perform a market and feasibility assessment for a new multi-use sports complex to support community and tournament sports demand in the County. The team analyzed the possibility of three potential scenarios for new development proposed by the client: an indoor sports complex, an outdoor sports complex, and a combined indoor/outdoor sports complex.

The goal of the development project is to expand the County's capacity for sports programming for residents and to generate community economic impact and increase revenues from regional, national and international sports events. The analysis was split into phases in which the team assessed the needs, market, projected construction costs, potential revenue and expenses and the economic impact of the scenarios.

Based on the findings of Phase I, Hunden concluded that there was a market opportunity for a sports complex development. Due to the lack of supply, hotel seasonality, and opportunity for impactful events, an indoor athletic complex with space to accommodate 8 regulation basketball courts was the primary recommendation. An attached regulation indoor synthetic turf multipurpose field was also recommended. HSP also identified a market opportunity for outdoor development, and any site should allow for future expansion for additional outdoor fields.

Hunden then created financial projection and economic impact models for two recommended scenarios. The team also outlined pros and cons to multiple county-identified site options. Potential funding mechanisms, ownership and management structures, and governance recommendations were also provided.

Client: County of Snohomish

Study Schedule: 07/2018 - 03/2019

Study Budget: \$50,000

hunden strategic partners
Perkins&Will



Recreation Facilities Assessment & Financial Feasibility

West Cook, Illinois

Hunden Strategic Partners, in partnership with design professionals at Perkins&Will, conducted pre-design market demand and financial feasibility study for the current YMCA facility in West Cook, Illinois. The results of the study were used to determine whether or not the YMCA should be re-located to a larger vacant Menard's facility.

Hunden and P&W conducted the following analysis components:

- Existing facility analysis,
- Strategic partnership analysis,
- Stakeholder assessment, and
- Operational and staffing analysis.

The analyses resulted in program recommendations and a pre-design plan. Hunden also projected an operational proforma based on the projected capital costs from P&W. The findings of the analyses led to a preferred planning strategy for implementation.

Hunden and P&W are currently in the process of finalizing recommendations for the facility.

Client: West Cook YMCA

Study Schedule: 06/2019 - 01/2020

Study Budget: \$33,000 (Hunden's portion)

hunden strategic partners
Perkins&Will



Rogue Credit Union Community & Aquatic Complex

Medford, Oregon

Perkins&Will is working alongside the City of Medford to design the the 160,000 square foot Rogue Credit Union Community Complex. This building is home to an Event Center with 8 sports courts, a recreation pool with a splash pad and indoor/outdoor slide, a competitive pool, and plenty of public space.

The goal of the Rogue Credit Union Community Complex is to continue bringing life to the Southern Oregon region and have a positive impact on the Rogue Valley and City of Medford.

WHAT MAKES IT SIGNIFICANT

The new community center will be the largest building in Medford and combine a new event center with state-of-the-art aquatics.

Perkins&Will

Design Start Date

2019; broke ground in 09/2021

Completion Date

Still in construction

Cost

\$54,000,000

Size

140,000 SF

Client

City of Medford Parks, Recreation and Facilities



Aquatics & Tennis Complex

Flagstaff, Arizona

The new Aquatic and Tennis Complex at Northern Arizona University fulfills many roles, but focuses most carefully on state-of-the-art aquatics for both recreation and athletics as well as community based programs and lessons. At an elevation of 7,000 feet above sea level, the highest competitive pool in North America, the center draws athletes from across the globe to train at altitude, but for the swimmers and divers of the NAU Lumberjacks, this is home.

Situated across from the Health and Learning Center, the two buildings form the north gateway to campus. The forms and materials of both buildings are intended to complement each other and create a unified edge to north campus.

When visitors enter the lobby, they have a clear view of the 10m dive tower array and the full volume of the building. The tennis center and natatorium both share an upper level spectator seating overlook, as well as athletic offices, training space and meeting areas.

Perkins&Will

Cost

\$35,000,000

Size

125,500 SF

Client

Northern Arizona University



Bison Ridge Recreation Center

Commerce City, Colorado

Described as the Prairie Gateway, Commerce City is a growing community with a contrasting character in both industrial as well as farming heritage. With one foot rooted in the past and an eye toward the future, the citizens envisioned a building of timeless tradition in modern clothes. The center is a full-service community amenity providing programming for sport, social, and wellness opportunities. From the earliest sketches, the formal organization consisted of a careful composition of gabled volumes, intended to recall the “homestead” – a cluster of agrarian buildings.

This facility is the second recreation center for the City and the design team was able to build upon operational knowledge in programming activity areas: including a large community center for public events; a leisure pool with an interactive waterslide; a full service gymnastics studio; a large basketball and volleyball gymnasium; state of the art weight and cardio equipment; a technology lounge; and a number of group training opportunities, including an outdoor rooftop fitness deck with a stunning view of Long’s Peak.

Perkins&Will

Completion Date

2018

Cost

\$35,000,000

Size

106,000 SF



Marimn Health Coeur Center

NAC

Worley, Idaho

Located on tribal land in Worley, Idaho, the new Youth and Family Recreation Center is the result of a close collaboration between the Coeur d’Alene Tribe and their community healthcare provider, Marimn Health. Informed by a study conducted by NAC and Marimn Health, the facility provides a family-focused, multi-generational gathering space with activities and services for all ages.

The new center features a multipurpose gymnasium, exercise areas, a teen center, classrooms, activities spaces, and community meeting rooms. Also included is a new state-of-the-art aquatics facility with a winding water slide, water climbing wall, lap lanes, water basketball, a zero-depth entry pool with spray features, and a lazy river for both recreational floating and hydrotherapy. Site amenities include baseball/softball fields, soccer/football fields (which also serves as powwow grounds), and pavilion covered outdoor gathering space.

Design Start Date

10/2018

Completion Date

12/2020

Cost

\$16,326,000

Scope:

1. New 33,000 SF Recreation Center, including lap lanes and leisure pool
2. Sports Complex
3. Feasibility Study
4. Full design services from schematic design phase through construction completion



Selah Aquatic Center

NAC

Selah, Washington

Selah area voters approved a \$6.2 million bond to replace the nearly 70-year old pool at Wixson Park with a multi-pool aquatic center. The facility features a new 8-lane outdoor competition pool and a family leisure/lifestyle pool that has potential for future enclosure.

The leisure/lifestyle pool was designed with zones that can be used for swim lessons, water aerobics, recreational lap swimming, and other leisure uses. It will include accommodation for water activities such as basketball and volleyball. The bathhouse contains the entry lobby, the ticket sales area, the pool manager’s office, the lifeguard room, concessions, locker and changing rooms, storage and mechanical spaces. The layout is organized to have direct pool access and visibility from the lifeguard room, pool manager’s office, and concessions.

Design Start Date

9/2016

Completion Date

04/2018

Cost

\$4,743,000

Scope:

1. Outdoor Aquatic Center with poolhouse
2. 8-lane competition pool and leisure pool
3. Programming to meet budget and community need
4. Full design services from schematic design phase through construction completion



Riverfront Park Pavilion

Spokane, Washington

NAC was part of the team that redesigned the Riverfront Park Pavilion into a flexible-use event space with the capacity to host exclusive venues from the Hoopfest Nike Center Court championship games, the Bloomsday Awards Ceremony, and Pig Out in the Park, plus trade shows, concerts and other events that have a significant economic impact. In addition, the Pavilion is a passive recreation space used by the community all day, every day of the week.

Highlights include the Elevated Experience, constructed of 35-foot site cast concrete columns, and gathering spaces which offer sweeping views of the Spokane River and Spokane skyline. The Pavilion also includes 476 LED light blades secured to the iconic cable structure which can be programmed and synchronized to music providing a unique event experience. Additionally, the project includes 20,000 SF of fully remodeled, indoor, flexible event space including: a new kitchen, elevator, event and meeting spaces, performer green rooms, and public restrooms.

NAC

Design Start Date

04/2017

Completion Date

09/2019

Cost

\$24,783.056

Scope:

1. Re-imagining and reinvention of the iconic EXPO '74 US Pavilion
2. 60,000 SF outdoor event center
3. 23,000 SF indoor event center & support spaces
4. Full design services for schematic design phase through construction



Quincy Community Recreation Center Study

NAC

Quincy, Washington

What began as simply a multipurpose gym with support spaces has evolved. Through a series of community stakeholder meetings, the program expanded to address the broad needs of Quincy residents and the extremes of the climate in Quincy. During a public meeting it was said that “it is too cold in the winter for outdoor recreation, but in the summer, it is too hot.” The program now includes a gym, walking track, and a community room, plus a fitness studio, youth activity center, indoor aquatics, and an indoor soccer field—a little something for everyone.

To address the expanded program’s cost, the project is master planned to occur in multiple phases, allowing the City to build at three different times, as funding becomes available. Earlier phases can stand alone as a complete project, independent of future phases.

Design Start Date

9/2017

Completion Date

09/2019

Cost

\$22,600,000 est. for all phases

Scope:

1. Feasibility study including community outreach, programming, site analysis and selection, concept development, capital cost estimating, market and operational costs analysis.
2. 48,000 SF three-phase concept solution



WTI 50 METER COMPETITION POOLS

Sailfish Splash Waterpark - Stuart , FL
 Olympic Time Trials - Omaha, NE
 Windsor International Aquatic Training Centre (WIATC) - Windsor, ON, CAN
 Juniper Swim and Fitness Center - Bend, OR
 Shaw Center - Saskatoon, SK, CAN
 Lewisville ISD Westside Aquatic Ctr - Lewisville, TX
 SwimRVA - Richmond, Virginia
 P-705 Fitness Center at Coronado Naval Base, CA
 Veterans Memorial Aquatic Center - Thornton, CO
 Woodrow Wilson Aquatic Center - Washington, DC
 Emory University - Atlanta, GA
 Cumming Aquatic Center - Cumming, GA
 Cherokee County Aquatics Ctr - Holly Springs, GA
 Kamehameha Schools Aquatic Center - Hilo, HI
 Kamehameha Schools Aquatic Center - Maui, HI
 Norris Aquatic Center at Northwestern University - Evanston, IL
 Elkhart Health & Aquatics Center - Elkhart, IN
 Fishers High School - Indianapolis, IN
 YMCA of Northwest Louisiana - Shreveport, LA
 Hulbert Aquatic Center - West Fargo, ND
 Williston Area Recreation Center - Williston, ND
 West Mesa Aquatic Center - Albuquerque, NM
 Multnomah Athletic Club - Portland, OR
 Clover School District/YMCA - Clover, SC
 Aberdeen Family Aquatic Center - Aberdeen, SD
 Margaret Clark Aquatic Center - Brownsville, TX
 Frisco ISD Natatorium - Frisco, TX



University of Houston CRWC - Houston, TX
 Liberty University Aquatic Center - Lynchburg, VA
 Veteran's Memorial Pool - Walla Walla, WA
 Erb Pool - Appleton, WI
 Grandview Heights Aquatic Center - Surrey, BC
 Garland ISD Aquatic Center - Garland, TX
 Northwest ISD Aquatic Center - Fort Worth, TX
 Northeast ISD Aquatic Center - San Antonio, TX
 Northside ISD Aquatic Center - San Antonio, TX
 Carroll ISD Aquatics Center - Southlake, TX
 Hobart High School Aquatic Center - Hobart, IN
 Valparaiso High School Natatorium - Valparaiso, IN
 Fort Mill School District Aquatic Center - Fort Mill, SC
 Triangle Aquatic Center - Cary, NC
 Greensboro Aquatic Center - Greensboro, NC
 University of Virginia - Charlottesville, VA
 Hampton Aquatic Center - Hampton, VA
 Long Bridge Aquatic Center - Arlington, VA
 FMC Natatorium at Ty Warner Park - Westmont, IL
 University of Alabama - Tuscaloosa, AL

REFERENCES

Overland Park, KS Tournament Sports Complex & Mixed-Use

Client Name: City of Overland Park, KS
Client Contact Info: Kristy Stallings, Deputy City Manager | 913-895-6152 | kristy.stallings@opkansas.org | 8500 Santa Fe Drive Overland Park, KS 66212

Services: market demand, financial feasibility, economic impact, and state incentives/funding analysis for a regional sports complex and mixed-use development (ongoing services and report updates/iterations of the assignment)

Sample Deliverable: [Original 2019 Draft Report](#)



Dublin, OH Tournament Sports Complex

Client Name: Visit Dublin Ohio
Client Contact Info: Scott Dring, President & CEO | 614-792-7666 | sdring@visitdublinohio.com | 9 South High Street Dublin, OH 43017

Services: Market demand, financial feasibility and economic impact study for a tournament/regional sports complex

Sample Deliverable: [CONFIDENTIAL 2022 Final Report](#)

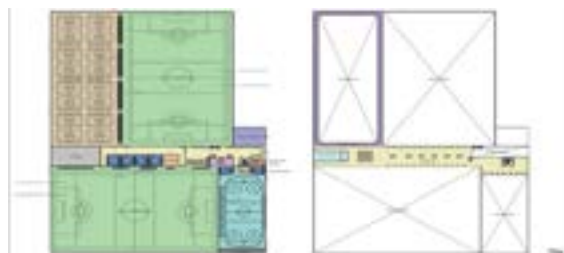


Green Bay, WI Tournament Sports Complex

Client Name: Discover Green Bay
Client Contact Info: Brad Toll, President & CEO | 920-227-3557 | brad@greenbay.com | 1901 S Oneida St. Green Bay, WI 54307

Services: Market demand, financial feasibility and economic impact study for a tournament/regional sports complex

Sample Deliverable: [Final 2020 Report](#)



Lacey, WA Tournament Sports Complex

Client Name: City of Lacey, WA
Client Contact Info: Jen Burbidge, Director of Parks & Recreation | 360-438-2633 | jburbridge@ci.lacey.wa.us | ADDRESS

Services: Market demand, financial feasibility and economic impact study for a regional sports complex; Phase II business plan

Sample Deliverable: [Phase I Report](#) | [Phase II Report](#) (2019)



La Vista, NE Tournament and Aquatic Sports Complex

Client Name: City of La Vista, NE
Client Contact Info: Brenda Gunn, City Administrator | 402-331-4343 | bgunn@cityoflavista.org | 8116 Park View Blvd. La Vista, NE 68128

Services: Multiple studies related to an evolving proposed regional sports/tournament complex, uses ranging from indoor aquatics and courts to outdoor fields.

Sample Deliverable: [2021 Draft Report \(most recent assignment\)](#)



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