



**SUBMITTED TO**  
Town of McCordsville, IN

**SUBMITTED BY**  
Johnson Consulting  
In Association With  
American Structurepoint

**DATE**  
September 5, 2024

**REQUEST FOR PROPOSALS**  
ANALYSIS TO DETERMINE THE  
OPTIMAL MIX OF OUTDOOR  
SPORTS FIELDS FOR A YOUTH  
SPORTS PARK SPORTS/  
EVENTS COMPLEX

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September 5, 2024



Mr. Stan Wilson  
Town of McCordsville  
6280 W 800N  
McCordsville, IN 46055

**Re: RFP for an Analysis to Determine the Optimal Mix of Outdoor Sports Fields for a Youth Sports Park - McCordsville, IN**

Dear Mr. Wilson and Members of the Selection Committee,

**C.H. Johnson Consulting, Inc.**, in association with American **Structurepoint** (“Consulting Team”) is pleased to submit this proposal to the Town of McCordsville (“Town” or “Client”) to prepare a market demand analysis, financial feasibility, programming, site analysis, conceptual design, and economic impact study to determine whether there is a need for new outdoor sports fields as part of a Youth Sports Park that will serve the local community, and potentially attract sporting teams and events to increase the economic impact to the Town of McCordsville. The Consulting Team will use proven methodologies for preparing accurate market research and financial models; demand projections; facility and space requirements; and economic, social and impact analysis, so that the Town can confidently make the most informed decision about this potential Youth Sports Park.

**Johnson Consulting** is internationally recognized as one of the most comprehensive advisors on the feasibility of indoor/outdoor multi-venue sports and recreation facilities and has a reputation for quality, integrity and success among facility owners and operators, developers and within the public finance community. Our firm works extensively in recreation and sports complex business planning, tournament and event programming and development, and maximizing economic return from such venues. We also specialize in public vs. private partnership projects, feasibility studies, and can comprehensively evaluate management and operations strategies and help recruit management, as desired. We have worked on a multitude of sports parks and complexes, and several of these projects across the US have used our analyses for planning and finance purposes. These include sports campuses in Glenview, IL; Hammond, IN; Pasco County, FL; Sarasota, FL; Warren County, OH; Sandusky, OH; Dearborn, MI; Hartford, CT; New York City, NY; Dallas, TX; Santa Clara, CA and many more.

**American Structurepoint** is a full-service architecture and engineering firm based in Indianapolis. Since its founding, American Structurepoint has been dedicated to fulfilling its mission of improving the quality of life for the people and communities they serve. Offering strength in numbers, stability that lasts, and innovative solutions, American Structurepoint defines the standard of excellence for people across the world who want help building and bettering their community. Johnson Consulting and American Structurepoint both worked on the Hammond Sportsplex and community center.

Our response is intended to highlight the breadth and depth of our team’s experience, dedication, and passion. We are uniquely qualified for this specific engagement based on factors that include the below:

- Johnson Consulting has worked extensively throughout the State of Indiana. Recently, we completed a feasibility study for a potential sports complex in Cass County, a feasibility study for advisory services for Clark and Floyd Counties in Southern Indiana for a proposed conference and events center, a study for a convention center in Northwest Indiana, and for a



sports complex in Hammond. Additionally, we have worked throughout Indiana for many years, a map of our many projects is included in this proposal.

- Johnson Consulting is purposely organized as an advisory practice of third party, objective consultants to ensure our clients receive the most informed and independent analysis; Johnson Consulting has worked on over 200 sports/event-centric projects with developers, towns, cities, counties and public agencies, which have achieved outstanding outcomes based on our recommendations.
- Proven collaborative processes that utilize appropriate market data, operational benchmarks and precise analytics so that our clients can confidently make the most informed decisions. Our team members have worked together for more than 15 years on comparable studies.
- The Johnson Consulting Team promises executive level leadership throughout the study, with Charles Johnson, President serving as Project Executive and Brandon Dowling, Principal serving as Project Manager. Mr. Johnson and Mr. Dowling commit to day-to-day project involvement and have over 50 combined years of experience on comparable studies.
- Extensive sports and public assembly experience nationally that entails market assessment, competitive analysis and demand potential, financial and economic impact, construction cost estimates, funding strategies, management and operations advisory, public-private partnership advisory, complex business planning, and maximizing economic return from such venues.

We are available to begin work immediately and commit to delivering the highest quality product within a timeframe that meets your needs. Should you have any questions, please do not hesitate to reach out to Brandon Dowling at 312-447-2008 or bdowling@chjc.com. Thank you for your interest in our firm. We truly look forward to the opportunity of serving you.

Sincerely,

Brandon Dowling (*Contact Person for Johnson Consulting*)

Principal & Sports Practice Leader

6 E Monroe St, 5th Floor, Chicago, IL 60603 (*Office from which the work will be performed*)

E: bdowling@chjc.com

cc: cjohnson@chjc.com

Mark Underwood (*Contact Person for American Structurepoint*)

Sports Project Architect

9025 River Road, Suite 200 (*Office from which the work will be performed*)

Indianapolis, IN 46240

E: MUnderwood@structurepoint.com

# 1. IDENTIFICATION, QUALIFICATION KEY STAFF



## COMPANY OVERVIEW

### JOHNSON CONSULTING, INC. (PRIME)

**Johnson Consulting**, a corporation founded in 1996 in Chicago, Illinois, has conducted hundreds of engagements in the U.S., Central and South America, Asia, Africa, and Europe with a focus on the development of convention, conference and performing arts venues as part of urban renewal districts and community development.

Our professionals at Johnson Consulting have been leaders in the sports and real estate planning and consulting fields for several decades. We are nationally recognized for our market research, deal structuring, and consulting expertise for sports facilities and associated real estate districts. Our firm is an industry leader in market and case study analysis, economic and fiscal impact projections, operational audits and strategic planning for municipalities, authorities, universities, and economic development agencies. We regularly work on complex sports facility projects, including multi-use complexes, stadiums, arenas, recreation centers, and indoor practice facilities. We also specialize in public-private partnerships and the utilization of alternative funding strategies to execute development projects.

The majority of our clients are not-for-profits, cities and counties, although we also perform studies for private developers and quasi-governmental organizations, such as universities, convention and visitors bureaus and authorities. With both our public and private sector clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

We have provided analysis, insight and recommendations for various development and real estate projects. Our expertise allows us to advise on whether development is appropriate, and if so, what should be built, where it should be built, and how to finance and develop the project. Johnson Consulting is noted for providing straightforward opinions and creating meaningful solutions to complex challenges.



AMERICAN  
**STRUCTUREPOINT**  
INC.

(SUB-CONSULTANT)

With more than 650 experts working in-house across 11 disciplines, American Structurepoint's award-winning team understands how to successfully move your project from concept to completion. We provide a wealth of experience, and resources dedicated to helping you make your vision a reality. Since opening our doors in 1966, our mission has been to improve quality of life through our commitment to communities.

Offering strength in numbers, stability that lasts, and innovative solutions, we provide complete consulting and comprehensive design services. When you work with American Structurepoint, you get a collection of unique but complementary elements that collaborate to form a whole. We become your single point of access to the built environment; you won't need to look anywhere else.

American Structurepoint offers a comprehensive array of services for a wide range of clients, including local municipalities, state and federal agencies, and the private sector. Not only do we guide you through today's complex industry-related issues, but our multidisciplinary professionals have the resources and expertise to address concerns in such a holistic, sustainable, and systematic manner that we uncover solutions that have been known to save millions of dollars through efficiency and maximization of resources. In addition, our relationships enable projects to stay on or ahead of schedule, including managing preliminary studies, registrations, permits, and paperwork in a timely manner.

The built environment is an intricate puzzle, with each piece interconnected to the others. A change to one piece can affect the entire finished product. The American Structurepoint advantage ensures each piece of the project puzzle receives the utmost care and attention. We maintain an active role in the lives of our clients, listening to your concerns and providing solutions that exceed expectations.



### CONSULTING SERVICES

Market & Demand Analysis	Manage RFP/RFQ Solicitations
Proforma/Financial Analysis	Operational Audits
Economic & Fiscal Impacts	Naming Rights Valuation
Strategic Master Planning	Negotiation Assistance
Expansion/Renovation Analysis	Public-Private Partnerships (P3)
Funding Strategies	Public Engagement
Project Financing Analysis	
Tax Analysis & Projections	
Asset Valuation	
Sensitivity/Gap Analysis	
Owner's Representation	
Site Analysis	





Charles H. Johnson  
PRESIDENT & PROJECT EXECUTIVE  
JOHNSON CONSULTING



Brandon Dowling  
SPORTS PRACTICE LEADER  
/PROJECT MANAGER  
JOHNSON CONSULTING



Ryan Johnson  
PRINCIPAL  
/PROJECT ADVISOR  
JOHNSON CONSULTING



Sarah Emmerton  
DIRECTOR OF RESEARCH  
/PROJECT ADVISOR  
JOHNSON CONSULTING



Daniel McCloskey  
SPORTS PROJECT ARCHITECT  
AMERICAN STRUCTUREPOINT



Mark Underwood  
SPORTS PROJECT ARCHITECT  
AMERICAN STRUCTUREPOINT



PERCENTAGE OF WORK

JOHNSON CONSULTING	AMERICAN STRUCTUREPOINT
Charles H. Johnson 10%	Daniel McCloskey 15%
Brandon Dowling 25%	Mark Underwood 15%
Ryan Johnson 5%	
Sarah Emmerton 5%	
Project Analyst 20%	
Administrative Support 5%	

**PROJECT EXECUTIVE****AREAS OF EXPERTISE**

Sports Facilities  
Development & Expansion  
Tourism Strategic  
Planning Hotel/ Mixed Use  
Development Developer  
Solicitation and Negotiation  
Real Estate Market and  
Finance Economic and  
Fiscal Impact Analysis  
Tax Revenue Projections

**EDUCATION**

MBA Finance  
Florida State University  
BA Real Estate & Hospitality  
Florida State University

**PROFESSIONAL  
CONFERENCES &  
AFFILIATIONS**

International Association of  
Venue Managers  
Destinations International  
International City/County  
Management Association  
Association Urban Land  
Institute

**PROJECT MANAGER****AREAS OF EXPERTISE**

Sports Facility Operations  
Sports Complex  
Development  
Sports Tourism  
Real Estate Market and  
Finance  
Economic and Fiscal Impact  
Analysis  
Tax Revenue Projections  
Naming Rights Valuations  
Business Management  
Business Development and  
Marketing  
Client Relations  
RFQ/RFP Solicitations

**EDUCATION**

Business & Urban Planning  
Arizona State University

**CHARLES H. JOHNSON IV**

JOHNSON CONSULTING

Charles is the founder of Johnson Consulting and a nationally recognized real estate and tourism consultant with over 36 years of experience in mixed-use real estate, conference center, hospitality, sports, and urban planning consulting fields. Charles has led the firm's work on over 2,000 real estate, Tax Increment Financing (TIF), hotel and entertainment consulting assignments in the U.S. and abroad. Through his participation in various aspects of real estate development he has gained an extensive knowledge of the market and demand requirements for appropriate substantiation of funding and operations of a wide array of projects, with a focus on mixed-use projects. His widespread experience provides him with knowledge of industry best practices, as well as case studies to draw from when undertaking market and feasibility studies, economic and fiscal impact analyses, and tax increment projections for both public and private sector clients. This has earned him an international reputation among government entities, public agencies, not-for-profits, associations, developers and real estate professionals.

**REPRESENTATIVE PROJECT EXPERIENCE**

- **Indoor Sports Complex Market and Financial Feasibility Analysis** (Hammond, IN)
- **Cass County Outdoor Sports Complex Feasibility Study** (Cass County, IN)
- **Feasibility Study, Comparable Facilities Analysis, and Financial Analysis for New Indoor Sports Complex** (Bedford Park, IL)
- **Sports Tourism Marketing Strategy** (St. Johns County, FL)
- **Indoor Youth Sports Feasibility and Market Assessment Study** (Branson, MO)
- **Sports Complex Feasibility Study** (Homer Glen, IL)
- **Wiregrass Ranch Sports Campus** (Pasco County, FL)
- **Sports Market Business Strategy** (Morgan Hill, CA)
- **Youth Sports Market Assessment, Cost Estimate and Strategic Tourism Study** (Santa Rosa, CA)
- **Nathan Benderson Park Feasibility Study** (Sarasota, FL)

**BRANDON DOWLING**

JOHNSON CONSULTING

Since joining Johnson Consulting in 2008, Brandon has completed over 100 public assembly facility feasibility studies. He specializes in market and financial analysis for public assembly facilities, with specialized expertise in financial modeling, market research, data analytics and industry best practices. He is also experienced in economic and fiscal impact analysis and has assisted professional sports teams as well as cities and communities in their application for Tax Increment Financing (TIF) and other public funding.

**REPRESENTATIVE PROJECT EXPERIENCE**

- **Indoor Sports Complex Market and Financial Feasibility Analysis** (Hammond, IN)
- **Cass County Outdoor Sports Complex Feasibility Study** (Cass County, IN)
- **Bedford Park Indoor Soccer Complex Market and Feasibility Study** (Bedford, IL)
- **Chicagoland Sportsplex Feasibility Study** (McHenry County, IL)
- **Demand Projections, Pro forma Development, Facility Programming for an Indoor and Outdoor Sports Complex** (Rockford, IL)
- **Sports Complex Market Assessment and Financial Analysis** (Homer Glen, IL)
- **Sports Tourism Marketing Strategy** (St. Johns County, FL)
- **Wiregrass Ranch Sports Campus** (Pasco County, FL)
- **Indoor Sports Complex Market and Financial Feasibility Study for Hill Country Christian School** (Austin, TX)
- **Solicitation and Advisory Services for the Potential Indoor Sports Complex** (Fox Cities, WI)
- **Sports Complex Market and Feasibility Study** (Dearborn, MI)
- **Sports Market Business Strategy** (Morgan Hill, CA)



### SPORTS PROJECT ARCHITECT

#### ROLE

Sports Project Architect

#### EDUCATION

Bachelor Of Architecture,  
Ball State University, 1998

#### LICENSE AND CERTIFICATIONS

Registered Architect  
(Indiana)  
American Institute of  
Architects (AIA)  
CSI Construction  
Documents Technologist

### JEAN GATH, LEED AP AMERICAN STRUCTUREPOINT

Designing sports and recreation centers is not only Dan's specialty, but also his passion. As our firm's designated Sports Facility Architect, Dan has an impressive quarter-century career designing sports facilities, recreational centers, fieldhouses, baseball/softball stadiums, ice rinks, and other multi-use structures that have helped to energize and activate community. Dan excels at facilitating a design process that will allow the character of your community to shine through in the final product.

### REPRESENTATIVE PROJECT EXPERIENCE

- Hammond SportsPlex, Hammond, IN **(Senior Project Architect)**
- Grand Park Sports Campus, Westfield, IN **(Senior Project Architect)**
- Dean and Barbara White Community Center, Merrillville, IN **(Senior Project Architect)**
- Loeb Stadium, Lafayette, IN **(Senior Project Architect)**
- Goshen Multi-Use Pavilion, Goshen, IN **(Senior Project Architect)**
- Columbus Recreation and Parks Department Kilbourne Run Sports Park Improvements, Columbus, OH **(Senior Project Architect)**
- Bev Lewis Center for Women's Athletics – University of Arkansas, AK\* **(Project Architect)**
- Bogle Park Softball Stadium – University of Arkansas, AK\* **(Project Architect)**
- Pendleton Falls Park Little League Park – Pendleton, IN\* **(Project Architect)**
- Clarksville Little League Park – Clarksville, IN\* **(Project Architect)**

\*Prior to joining American Structurepoint, Inc.



### LANDSCAPE ARCHITECT

#### ROLE

Landscape Architect

#### EDUCATION

Bachelor of Landscape  
Architecture, Landscape  
Architecture, 1992,  
Purdue University

#### LICENSE AND CERTIFICATIONS

Professional Landscape  
Architect - Indiana

### MICHAEL STEVENSON, FAIA, LEED AP AMERICAN STRUCTUREPOINT

Michael's 40+-year career in architecture and urban design is based on his belief that As a veteran designer, Mark brings a creative perspective to each of his projects, making him a key contributor in any project. Mark's experience practicing landscape architecture for over three decades has given him the ability to design projects at all scales. From master planning to site design, Mark conceptualizes intricate designs while paying careful attention to practical constructability. Even under tight project deadlines, Mark maintains his creative edge to complete high-quality, client-tailored projects. One of Mark's achievements is his ongoing work with the City of Champaign, Illinois. He has been involved since the Burnham Redevelopment Master Plan in 2004 and has been integral to the implementation of the award-winning citywide, storm-water, green infrastructure, and open space-focused strategy.

### REPRESENTATIVE PROJECT EXPERIENCE

- City of Logansport Annexed Area  
Master Plan, Logansport, Indiana **(Landscape Architect)**
- Sauerman Woods Park WW Memorial, Crown Point, Indiana **(Landscape Architect)**
- Lawrenceburg Riverfront Design Phase, Lawrenceburg, Indiana **(Landscape Architect)**
- Sauerman Woods Drainage Study & Design, Crown Point, Indiana **(Landscape Architect)**
- Connected Marietta Initiative RAISE Planning Grant, Marietta, Ohio **(Landscape Architect)**





Experts in Convention, Hospitality, Sports  
and Real Estate Consulting



## Sports Tourism/ Youth Sports

“

Johnson Consulting has completed two feasibility studies for the City of Hammond, Indiana. They have been a responsible consultant and their work on the study exceeded our standards. I would like to recommend them for similar studies with other companies and municipalities.

”

Phil Taillon  
Executive Director of Planning and Development  
City of Hammond

“

Brandon and the Team at Johnson Consulting were instrumental in developing the right recommendation for the Glenview Park District that was based on sound data and had a solid business case. They worked extremely well with our team throughout the feasibility stage and their pro forma and economic impact study were key to a successful referendum.

”

Mike McCarty  
Executive Director  
Glenview Park District



**Proposed Sports Complex**  
Dallas, TX



**Proposed Sports Complex**  
Greenville, TX,



**Wiregrass Ranch Sports Campus**  
Wesley Chapel, FL



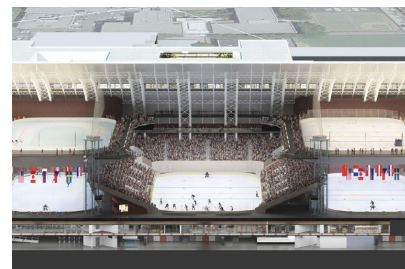
**Cedar Point Sports Center**  
Sandusky, OH



**Glenview Ice Center**  
Glenview, IL



**SOZO Sports Complex**  
Yakima, WA



**Kingsbridge Armory**  
The Bronx, NY



**Hammond Sportsplex**  
Hammond, IN



**Fox Cities Champion Center**  
Appleton, WI



**Esports Market**  
Detroit, MI



**Gary Sheffield Sports Village**  
Plant City, FL



**Sports Tourism Study**  
St. Johns County, FL

## Featured Project Experience





**HAMMOND SPORTSPLEX**  
| HAMMOND, INDIANA

#### PROJECT HIGHLIGHTS

- Market analysis
- Comparable facilities analysis
- Industry trends analysis
- Market confirmation
- Program recommendations
- Demand projections
- Financial pro forma

Johnson Consulting prepared a market assessment and financial analysis for the City of Hammond to determine the feasibility of developing an indoor sports complex. The City envisions the new facility will serve as a catalyst and an economic generator by attracting and hosting sports leagues, tournaments and other non-sporting events that draw visitors to Hammond. The first phase of our report assessed the viability of such a development given existing and projected market conditions in, and around, the City of Hammond. In addition to a market analysis, the first phase included a local and regional facility audit of existing facilities and a recommended preliminary program of facilities.

Johnson Consulting ultimately recommended an indoor facility measuring approximately 85,000 square feet with the following program of facilities: 8 basketball courts/16 volleyball courts, 2 indoor turf fields, Community Multipurpose Room, Concessions / Restrooms, Storage and Medical Office Space. After receiving the necessary funding the City of Hammond engaged Johnson Consulting to conduct a financial analysis as a second phase of the study, including demand and financial projections.



**SPORTS FACILITY FEASIBILITY & PRO FORMA STUDY** | CITY OF GAINESVILLE, FLORIDA

#### PROJECT HIGHLIGHTS

- Demographic & Socioeconomic Analysis
- Community Outreach Plan
- Competitive Set Analysis
- Participation Trends & Comparable Market Analysis
- User & Gap Analysis
- Facility Program Recommendations
- Demand Projections
- Pro Forma Preparation
- Fiscal & Economic Impact Analysis

The City of Gainesville retained Johnson Consulting to analyze the addition of a sports facility and/or fieldhouse, expansion of the Martin Luther King, Jr. Recreation Center, Citizens Multipurpose Fields, as well as investigate upgrades for Citizens Field Stadium.

Johnson Consulting is providing a market, feasibility, and economic impact study for the proposed multi-sport indoor/outdoor facility, the proposed stadium, and potential ice facility. The study will provide projections of demand for indoor and outdoor space that will result in new overnight transient visitors, and recommendations of what sports and events (sporting and non-sporting) have the most potential for facility revenue, overnight visitors and overall economic impact, projected direct and indirect rate of return for each opportunity including economic impact and the ability for the current market to support such a facility with projected trends in demand.



**NATHAN BENDERSON PARK INDOOR  
SPORTS FACILITY FEASIBILITY STUDY**  
I SARASOTA, FLORIDA

**PROJECT HIGHLIGHTS**

- Market Analysis
- Industry Trends Analysis
- Demand Projections
- Financial Projections
- Economic and Fiscal Impact Projections

Johnson Consulting was recently retained to perform a study for Nathan Benderson Park, a 600-acre Sarasota County park, built to serve as a sports tourism generator for the region. The Client group seeks to continue the development of the park by adding an iconic boat house with indoor boat storage and programmatic space, combined with a multi-sport indoor facility. The envisioned multi-sport indoor facility would encompass 100,000+ sq. ft. of space with six (6) basketball / twelve (12) volleyball courts and support facilities, which can host a multitude of sports which may potentially include dance, cheer, judo, karate, taekwondo, wrestling, indoor rowing and more.

Johnson Consulting is providing an analysis which includes a market, feasibility, and economic impact study for the proposed multi-sport indoor facility. The study will provide projections of demand for indoor space that will result in new overnight transient visitors; recommendations of what sports and events (sporting and non-sporting) have the most potential for facility revenue, overnight visitors and overall economic impact; projected direct and indirect rate of return for each opportunity including economic impact; and the ability for the current market to support such a facility with projected trends in demand.



**WIREGRASS RANCH SPORTS CAMPUS**  
I PASCO COUNTY, FLORIDA

**PROJECT HIGHLIGHTS**

- Detailed analysis of local market demand
- Validate market viability of potential facility
- Short and long-term action plan for the facility
- Best-use analysis
- Feasibility study
- RFP management

Johnson Consulting was retained by Pasco County, FL to undertake a market feasibility study for a public/private sports complex development at Wiregrass Park in Wesley Chapel, FL. The County wished to leverage the County-owned land into an asset that will enhance the tourism basis within the County and serve as an economic generator, while also serving the needs of Pasco County residents.

The study provided the Client with a best-use analysis, as well as a clear and detailed action plan for both the short-term and long-term growth of the proposed facility. The market analysis found that there was a significant gap in the marketplace for multipurpose indoor sports facilities. In our study of the demographics, we found Wesley Chapel and Pasco County to be rapidly growing in population and a healthy economy, sporting statistics far above the state and national averages.

The combination of a thriving community and need for such a facility led to our recommendation to build an indoor sports complex aimed to attract regional youth-sports tournaments, which was envisioned to supplement other local sports-specific facilities as well as meet the needs of local leagues. A second phase, which included outdoor field surface, was suggested as well, to supplement the indoor complex.

Subsequently, we managed a developer RFP process and helped select and negotiate an operating agreement with RADD Sports and MainSail Hospitality. The project has been approved and is nearing construction.



## GARY SHEFFIELD SPORTS VILLAGE | PLANT CITY, FLORIDA

### PROJECT HIGHLIGHTS

- Market Analysis
- Comparable Facilities Analysis
- Industry Trends Analysis
- Market Confirmation and Recommendations

Johnson Consulting was retained by Gary Sheffield Sports Village to conduct a market assessment and feasibility study for a proposed baseball complex, on-site player housing, and a player entertainment village in Plant City, Florida. Gary Sheffield Sports Village was attempting to redevelop the City-Owned ‘Plant City Stadium’ into a youth-baseball complex that would serve both the local community as well as the regional tournament market. As part of the development team, Johnson Consulting conducted an in-depth review of local and regional competitors, which included Major League Baseball Spring Training Facilities as well as youth sports complexes in the State of Florida.

The results of the market assessment ultimately recommended a 12 field sports complex, on-site player housing, and an entertainment village. Critical mass is the key to unlocking the potential for the project. Johnson Consulting’s recommendation for the Gary Sheffield Sports Village hinges on the commitment of both local and regional participants supporting the facility as well a large additional investment in ancillary development via restaurants, hotels, and entertainment options. The ‘Player Village’ model will be needed in this location due to the lack of hotels around the site, however parents and other non-participants traveling with the athletes will want to stay as close as possible to the complex.



## SPORTS TOURISM MARKETING STRATEGY | ST. JOHNS COUNTY, FLORIDA

### PROJECT HIGHLIGHTS

- Survey of Local Sports Organizations
- Inventory of local sports facilities and tourist attractions
- Identify gaps in Sports Market and scheduling of local events
- Recommended a strategic plan of action to for the County to boost its tourism base

Johnson Consulting was retained by St. Johns County to perform a Sports Tourism Study. The objective of the analysis was to identify all of the current facilities in the marketplace and determine how the County can use these facilities to maximize the revenues and promote the county as a sports tourism destination. The results of the analysis are to be used by St. Johns County for their sports tourism master plan. Our research and analysis will include surveying local demographics and youth sports organizations, as well as assembling an inventory of local sports facilities and how they perform.

In this engagement, Johnson Consulting will provide a facilities gap analysis, where we will analyze:

- The depth, quality, pricing structure, and market reach of existing facilities
- Local and regional league and tournament play
- Current and historical operations of local facilities in order to assess their demand and financial operating characteristics, their advantages and disadvantages, and their geographic draw, among other factors





## SPORT AND ENTERTAINMENT COMPLEX | WARREN COUNTY, OHIO

### PROJECT HIGHLIGHTS

- Sports complex with amateur event focus
- Facility programming and offerings
- Demand and financial projections
- Economic impact analysis

The Warren County Convention and Visitors Bureau engaged Johnson Consulting to analyze the development of a sports and entertainment complex in Warren County. Warren County is located in southwestern Ohio, halfway between Cincinnati and Dayton. It is home to several small cities, villages, and townships and has approximately 158,000 residents. However, as Warren County is part of the tri-state, 15-county Cincinnati-Middletown, OH-KY-IN Metropolitan Statistical Area (MSA), the market area's total population comprises approximately two million people. As evident by the drawing power of Paramount's Kings Island, Warren County draws from a population base that extends well beyond the metropolitan area.

Designed for regional youth competitions, the initial concept related to an 80-acre complex featuring an indoor fieldhouse and an outdoor area that includes a multitude of sports facilities, playing fields, entertainment attractions, and other support amenities, with particular focus on amateur sports events. Phase 1 of our analysis included market, demand, financial, economic impact, and site analyses. Our subsequent Phase 2 analysis included a more in depth site review, cost estimates, updated financials, and phasing options, working in partnership with an architectural firm.



## SPORTS FACILITY MARKET ANALYSIS AND FEASIBILITY STUDY | TRI-CITIES, WASHINGTON

### PROJECT HIGHLIGHTS

- Market Analysis
- Financial Analysis
- Demand Analysis
- Economic and Fiscal Impact Analysis

Johnson Consulting was retained by Visit Tri-Cities in partnership with each city to conduct a Sports Facility Market Analysis and Feasibility Study for each of the three cities in Tri-Cities, Washington: Kennewick, Pasco, and Richland. The cities collaborated to commission the study to investigate the merits into enhancing the Tri-Cities region as a sports tourism destination. Johnson Consulting ultimately made three separate recommendations, all of which will address the local sports market as well as complement each other to host larger regional events and increase visitation and hotel over nights in the region.

The recommendation for Kennewick, the largest of the three cities, was to leverage their existing two sheet ice arena as well as the adjacent convention center to develop an indoor multi-purpose sports complex. In the other two cities, Pasco and Richland, separate outdoor complexes with focus on soccer, lacrosse as well as baseball and softball were recommended with the potential to work together to host larger regional tournaments. For each of the recommendations, Johnson Consulting completed a detailed market demand and financial analysis as well as an economic impact analysis, which details the benefits to each city as well as the Tri-Cities as a whole.



**MORGAN HILL SPORTS BUSINESS STRATEGY** | MORGAN HILL, CALIFORNIA

**PROJECT HIGHLIGHTS**

- Review historical operations at two existing facilities
- Market study
- Detailed strategic plan

The City of Morgan Hill, California was seeking a qualified consultant to conduct an all-encompassing market assessment, and facility audit of regional sports and recreation venues to include competitive facility assessments to evaluate improvements versus additions as well as a strategic planning process for such venues and tourism development economic strategies for these sectors. The results of our subsequent analysis empowered the City to make the most informed decisions about potential future development or renovation of facilities, how to operate such facilities, and where to place them to optimize return on investment, while enhancing the marketability of year round culture, sports tourism and unique events.

Johnson Consulting examined event demand and attendance at the Morgan Hill Outdoor Sports Center and Morgan Hill Aquatics Center, as well as projected the current economic and fiscal impacts at each facility. The Team also assessed the market conditions in Morgan Hill, met with stakeholders of the Outdoor Sports Center and Aquatic Center, and conducted a regional facility audit within a 200-mile radius of Morgan Hill to understand any facility gaps in Morgan Hill.



**SOZO SPORTS COMPLEX** | YAKIMA, WASHINGTON

**PROJECT HIGHLIGHTS**

- Economic and demographic analysis
- Review of SOZO sports development & business plan
- Comparable facilities analysis
- Economic & fiscal impacts analysis

The City of Yakima hired Johnson Consulting to perform an economic and fiscal impact analysis for a proposed sports complex development. The City of Yakima collaborated with SOZO Sports of Central Washington, a non-profit corporation, on the design, development and operation of a world-class sports complex consisting of 19 soccer/multi-sport fields and an indoor sports facility on 122 acres.

Johnson Consulting was asked to conduct a market analysis of Yakima and Central Washington; prepare an analysis of comparable facilities, including a regional audit of competitive facilities; review the proposed development and business plan prepared by SOZO Sports of Central Washington; and project the economic and fiscal impacts resulting from operations at the sports complex.

The \$13 million facility opened in 2016 and serves the local needs of Yakima residents while also acting as a tourism development generator. The public-private development hosts youth and adult sports tournaments/ leagues, as well as non-sports recreational events such as tradeshow, consumer shows and festivals to draw visitors year round.



## GRAND CAMPUS SPORTS CAMPUS

WESTFIELD, INDIANA

### PROJECT HIGHLIGHTS

#### PROJECT LOCATION

Westfield, Indiana

#### CLIENT/OWNER

City of Westfield

#### COMPLETION

July 2021

#### SIZE

400 Acres

#### CONSTRUCTION COST

\$68 Million

#### REFERENCE

Kevin Todd  
City of Westfield  
317.804.3100

Grand Park is an all-inclusive sports complex accommodating year-round soccer, softball, baseball, rugby, lacrosse, football, and more. This facility covers 400 acres and is the largest sports complex of its kind. With 31 multi-purpose fields, 26 outdoor diamonds, 2 indoor facilities, and 10 miles of paved trails, Grand Park is able to accommodate 1.5 million visits per year. The complex provides athletes with the best playing surfaces, including multipurpose fields with Riviera Bermuda and Kentucky Bluegrass, and seven synthetic-turf fields that quickly drain the rain away. To break from the action spectators can enjoy the concession stands and ample shaded areas between the fields. The development also features a variety of lakes and landscaped areas for players and visitors to relax between games. CONTEXT Design led the planning and landscape architectural design while American Structurepoint was responsible for the engineering effort, with emphasis on civil engineering, transportation, utilities, grading, and stormwater management.

Another engineering firm could not meet the demanding schedule the City required for the Grand Park project in Westfield, Indiana, and American Structurepoint came in to “save the day”. There was no way to extend the deadline, so we filled the gap in the construction schedule. We used our internal knowledge and expertise to design this project quickly and used the software efficiently. We “turned and burned” the 400 acres in three and a half weeks. Typically, a project of this magnitude could take months to design and deliver to the client, but we had mass earthwork and utility infrastructure documents completed and out to bid in just a few weeks.

Recently, we added the Pro X Athlete Development Facility as an expansion to the campus. This facility mainly features 49,000 sft of open turf that can be divided into smaller sections, two indoor baseball infield to 12 full-length batting cages, a viewing mezzanine, offices, and athlete rehabilitation space. The facility is geared toward youth and young adults that are training for college or semi-professional careers in their respective sport.



## DEAN AND BARBARA WHITE COMMUNITY CENTER | MERRILLVILLE, IN

### PROJECT HIGHLIGHTS

#### PROJECT LOCATION

Merrillville, Indiana

#### CONSTRUCTION COST

\$24 Million

#### CLIENT/OWNER

Town of Merrillville

#### REFERENCE

Sean Pettit  
Town of Merrillville  
Merrillville Councilman  
219.746.7269

#### COMPLETION

2021

#### SIZE

84,000 sft

American Structurepoint provided architecture, civil engineering, structural engineering, and landscape architecture services for a new community center. The community center is a multipurpose facility serving athletic/health purposes and provides a community gathering space for professional meetings, clubs/groups, and weddings. The facility's athletic portion contains three 84-foot-long basketball courts with one longitudinal volleyball court per basketball court, and two cross-court volleyball courts per basketball court, allowing for a maximum of six volleyball matches to be played simultaneously. A 5,600-sft fitness center offers a combination of cardio equipment, exercise machines, and free weights. A combination climbing/bouldering wall provides a focal point upon entry into the facility. A walking track located on an upper mezzanine runs the perimeter of the high volume building, providing a dedicated area away from other building circulation. An open green space to the west of the facility provides a flexible outdoor recreation area to the community. The balance of the facility provides flexible meeting space of varying sizes and configurations. These include basic meeting spaces, small community rooms that can double as break-out fitness rooms, and a large event center that can be partitioned into as many as three meeting/event spaces, with connection to an outdoor patio. The facility also houses the Merrillville Parks and Recreation Department, locker rooms, the facility's administrative offices, and facility support.





## BRITTLEBANK PARK I MOUNT VERNON, INDIANA

### PROJECT HIGHLIGHTS

<b>PROJECT LOCATION</b>	<b>SIZE</b>
Mount Vernon, Indiana	40 acres
<b>CLIENT/OWNER</b>	<b>REFERENCE</b>
City of Mount Vernon	John Tucker City of Mount Vernon Mayor
<b>COMPLETION</b>	<b>812.838.5576</b>
April 2020	

Our team is a committed partner from start to finish, and this is evident in our relationship with the City of Mount Vernon. We first completed the Mount Vernon Master Plan that included a set of critical path strategies for implementation. The Brittlebank Park Improvements project was one of the strategies envisioned when the city was ready to execute. This project is of utmost importance to the community due to the 40 acres of donated land that cannot be developed into anything other than open spaces and trails due to the existing utilities. This land is also home to Avery's Place, a universally designed playground that will connect to Brittlebank and the additional community facilities. Our team is currently executing the playground design and the Brittlebank Park Master Plan, which will lead to the construction of the first phase of the project. The plan consists of universal design principles, making the park more accessible to others.



## LEHMAN PARK | BERNE, INDIANA

### PROJECT HIGHLIGHTS

<b>PROJECT LOCATION</b>
Berne, Indiana
<b>CLIENT/OWNER</b>
City of Berne
<b>COMPLETION</b>
2022
<b>SIZE</b>
\$16 Million
<b>REFERENCE</b>
Gregg Sprunger City of Berne Mayor 260.589.0081

Lehman Park is an 11.5-acre park on Berne's south side that contained two baseball diamonds and approximately 7.7 acres of wooded park area. American Structurepoint's planning team assisted the City in identifying key stakeholders in the park's development and assisted in selecting a steering committee for the proposed park improvements.

In Berne, the Swiss Days Festival attracts people who we would not otherwise have had the opportunity to connect with—people who grew up in Berne and moved away and had a childhood filled with trips to play at Lehman Park. By being present where the community gathered, we had the best possible opportunity to not only educate the public on the plan, but also collect feedback and ideas about what they wanted to see in the new park. Our data and information was collected in an enjoyable, relaxing environment where they were more receptive of the work we were doing. This opportunity would not have been possible if we stuck to the typical 9 to 5. When you're passionate about listening to a community and crafting a plan that fits them best, working on the weekend is worth it.

In addition to gathering input during the local Swiss Days, the planning team conducted two public open house sessions to give community members the opportunity to discuss redevelopment of the existing park. Following these two sessions, American Structurepoint conducted a design charrette with the steering committee to further develop ideas and concepts from the open house session into more defined park project opportunities and amenities. Our planners and landscape architects then worked with the steering committee to identify a final park solution to be developed into a site master plan. American Structurepoint also provided a final opinion of final costs identifying anticipated fees and pricing for full implementation of the site master plan. The strongest element in the Lehman Park conceptual master plan is the preservation and enhancement of important park features that have made this community destination successful thus far. Our goal was to highlight and bolster the current achievements in Lehman Park; we are ready to see what Berne will do next with their vision!



## GOSHEN MULTI-USE PAVILION

I GOSHEN, INDIANA

### PROJECT HIGHLIGHTS

#### PROJECT LOCATION

Goshen, Indiana

#### CLIENT/OWNER

City of Goshen

#### SIZE

26,000-sft

#### CONSTRUCTION COST

\$7.9 Million

#### REFERENCE

Becky Hutsell  
Brownfield Coordinator  
City of Goshen  
574.533.3579

American Structurepoint partnered with the Goshen Redevelopment Commission to provide architecture design services for a multi-use pavilion and ice rink along Goshen’s Millrace Canal. We provided schematic design, design development, and construction for a pavilion to be built on 6 acres of land. During the winter months, the pavilion will house an ice rink. In the warmer months, the pavilion will be used for multiple activities such as roller skating, basketball, parks department classes, festivals, flea markets, and a host of community activities. Our work included designing a separate support building housing public restrooms, a small concessions area, and space for permanent equipment needed for the creation of ice. American Structurepoint provided the City of Goshen with a quality, iconic, and cost-effective pavilion that the community will enjoy for generations to come.



## YOCTANGEE RIVERSIDE DISTRICT I

CHILLICOTHE, OHIO

### PROJECT HIGHLIGHTS

#### PROJECT LOCATION

Chillicothe, Ohio

#### CLIENT/OWNER

City of Chillicothe and Ross County

#### COMPLETION

2023

#### REFERENCE

Chasity Schmelzenbach  
Executive Director  
Buckeye Hills Regional Council  
740.516.0370

American Structurepoint worked with the City of Chillicothe and Ross County as their ACGP-procured planner to create a Master Plan for the reimagination and redevelopment of the city’s downtown park, Yoctangee Park, and several parcels of City-owned land along the Scioto River into a recreational tourist and development destination for the region. The project includes the creation of new recreational amenities inside the Park including an amphitheater, an outdoor event pavilion, and inside the restoration of the old Chillicothe Armory.



## TOWN OF GENEVA PARKS I GENEVA, INDIANA

### PROJECT HIGHLIGHTS

#### PROJECT LOCATION

Geneva, Indiana

#### CLIENT/OWNER

Town of Geneva  
Redevelopment Commission

#### COMPLETION

2023

#### REFERENCE

Bob Rhoades  
President  
Town of Geneva Redevelopment Commission  
260.368.7288

The Town of Geneva engaged American Structurepoint to create a park master plan for the community. American Structurepoint's team assisted the Town in identifying key stakeholders and working with a steering committee for the proposed park improvements. Park designs worked around flood-prone areas, existing utilities, and existing improvements. Public engagement at multiple points was key to determining park programming and phasing. The design team created a long-range plan, included phased development, which will allow the Town to gradually build out their full vision for the Park.



## SAUERMAN WOODS PARK DRAINAGE STUDY & DESIGN | CROWN POINT, INDIANA

### PROJECT HIGHLIGHTS

#### PROJECT LOCATION

Crown Point, Indiana

#### CLIENT/OWNER

City of Crown Point

#### COMPLETION

In Progress

#### REFERENCE

Bob Rhoades  
Barbara Gura  
City of Crown Point Economic Development  
219.662.3242  
BGURA@CROWNPOINT.IN.GOV

American Structurepoint performed a drainage study to identify and evaluate potential alternative stormwater improvement projects that could be constructed on and potentially adjacent to the Sauerman Woods Park property that would both alleviate identified local flooding issues and provide regional detention and stormwater quality benefits to the Little Calumet River watershed. The study identified concept-level alternatives to enhance existing park amenities in conjunction with stormwater improvements. These included, but are not limited to, a perimeter multi-use path around the detention basin, fishing pier, and various plantings and landscaping.



### PROJECT UNDERSTANDING

The Town of McCordsville (“Town” or “Client”) is seeking a qualified consultant to develop a study that will analyze the appropriate number and mix of outdoor sports fields for a Youth Sports Park in McCordsville, IN. Components of the study will include market analysis, financial feasibility, site analysis, conceptual renderings, and economic impact of the proposed fields. The study this Team will perform will provide a clear understanding of the financial, operational, and market viability of sports field development, and provide valuable insights for the Town’s decision-making process to develop a Youth Sports Park.

As the Client addresses the current opportunities that may be provided by the Youth Sports Park, the following questions need to be addressed:

- **Research and Market Analysis:** What type of unique events can be attracted to the region given its existing infrastructure? What are the growth sports? What are the emerging trends? Is there a need for a specific sports focus? What sports are not offered in the region? What market characteristics lend support to new outdoor fields? What unmet demand would the new fields accommodate? What is the balance between local community use versus tournaments?
- **Competitive Market/Facilities and Events Gap Analysis and Niche Identification:** Who will utilize the Youth Sports Park and what are their needs, desires and expectations from a sport as well as non-sport user base? Does the existing and/or planned inventory of fields in the competitive marketplace support the current demand? Will the proposed outdoor fields attract enough demand to ensure financial viability? What is the appropriate size of the Youth Sports Park? What are the best site locations for the new fields? What physical attributes should the Park have? How does the inventory of outdoor recreational spaces compare to other competitive markets of similar size?
- **Youth Sports Park Recommendations:** What are the Park’s ideal configurations to capitalize on market trends and ensure flexible use of space? Programmatically, what elements need to be provided in terms of number and types of fields, amenities, restrooms, locker rooms, etc.?
- **Financing, Operations and Fiscal Impacts:** How will the Park operate from a destination sports/events programming, local usage, primetime vs non-prime, in-season and off-season, demand and financial perspective, as well as from a management and business-planning standpoint? What is the balance of benefits and risks relative to public vs private management as well as public/private ownership? What type of management structure and staffing plan creates the greatest efficiencies and ensures the highest level of user satisfaction? How are the Client’s interests best served by the operations of the Park? What economic and fiscal impacts will the proposed Youth Sports Park

have on the region’s room nights and tax revenues? What is the optimal delivery/ownership structure? Should the Client group consider a public-private partnership? What are other potential partnerships, local and regional that the Client should explore?

Upon completion of our study, the stakeholders of the Town of McCordsville will have a clear understanding of the risks and rewards of a new Youth Sports Park, and the type of events that should be targeted to generate the greatest return on investment.

### SCOPE OF WORK

Johnson Consulting will follow a well-developed approach that we have successfully used in conducting similar studies for sports parks throughout North America. Upon completion of the work areas listed above, the Client will have a clear understanding of the risks and rewards of future Youth Sports Park development to generate the greatest return on investment and economic impact for the Town and its residents.

### PHASE I: MARKET ANALYSIS

#### TASK 1 – DATA COLLECTION AND NEEDS ANALYSIS

Johnson Consulting and American Structurepoint will meet with Town of McCordsville representatives to develop clear lines of communication and review project methodology. We will also use this opportunity to begin project fieldwork. We will:

- Hold a workshop with the Town staff and other identified stakeholders to define and prioritize the near and long-term strategic objectives and how the analysis will achieve the desired outcomes;
- Review current recreational offerings and their operating profile, and the financial and staffing structure of these offerings;
- Analyze industry trends, the tourism market, and community needs and desires;
- Gather and analyze background information related to the project and any prior research or analyses conducted by, or for, the Client;
- Meet with regional youth league/recreation groups, competitive travel teams, adult league/recreation groups, regional school districts, Parks and Recreation Departments, universities and colleges, and other stakeholders to identify programmatic and facility needs, future projections of participation, and key issues;
- Tour the area’s existing sports parks and event complexes, attractions and current sports facilities;
- Identify competitive and comparable markets for use in developing case studies regarding innovative facility

strategies and development approaches; identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data;

- And hold various meetings with relevant parties, as described in the tasks below.

## **TASK 2 – STAKEHOLDER INTERVIEWS/PUBLIC INVOLVEMENT PLAN**

Early in the process, we will conduct public outreach and stakeholder interviews with Town officials in order to understand their vision for sports in the Town, as well as focus groups with sports leagues, Town/County staff, local businesses, meeting planners, event promoters, school districts, universities and colleges, external organizations, and residents that would potentially use the proposed Youth Sports Park, to understand current views of youth sports. This analysis is important to identify and determine community needs and to inform the types of facilities the region should target. We can solicit user needs through two methods: public meetings and a web-based questionnaire.

The information garnered through the public meeting(s) and a web-based survey will assist in determining usage rates at regional sports facilities; level of satisfaction with offerings at existing facilities, including amenities, capacity, programming, etc.; and other facilities and markets of interest to the users.

We will undertake the following stakeholder and community engagement efforts:

- Collaborate with Client representatives regarding appropriate candidates to interview, such as Town Council, High School representatives, County Staff, including maintenance and operations staff and others to be designated regarding present and needed services, finances, staffing, sports spaces and staff spaces.
- Conduct outreach to local sports groups, traveling sports groups, sports leagues throughout the McCordsville area and the region, statewide associations as well as national governing bodies by sport.
- Hold meetings with the general public, focus groups, charettes and/or other required public meetings involving Town staff, Town Council, community leaders, sports clubs, and members of the general public in order to educate the public about the Town's planning process and to gather information about the community's sporting and tourism needs and aspirations.

The information garnered through these efforts will assist in determining the following: usage rates at regional sports facilities; level of satisfaction with existing facilities offerings, including amenities, capacity, programming, etc.; and other facilities and markets of interest to the users.

## **TASK 3 – DEMOGRAPHIC AND SOCIOECONOMIC ANALYSIS**

The Consulting Team will evaluate the demographic and socioeconomic characteristics of the market area. This data is very important because in many markets, the local and regional market and its economic clusters provide much of the potential demand. Our analysis will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be gathered and analyzed will be:

- Population and demographic trends and market psychographic profiles.
- Income and employment trends, including any major employers expected to enter or leave the market.
- Competitive and complementary facilities in the immediate and broader regions.
- Colleges and universities in the area could utilize the proposed sports fields.
- Emerging or established business clusters that would benefit from, the proposed sports fields.
- Transportation and access.
- Hotel supply and growth patterns as well as historical seasonality of hotels. This will allow us to interpret the local community's ability to host tournaments.
- Portfolio of facilities, including number of fields, sports/event complexes, collegiate, and high school offerings throughout the region, including an inventory of any proposed facilities and those currently under construction. This will assist us in determining whether there are any gaps in the market due to a lack of supply.
- National and regional sports participation rates.
- Sports and tourism marketing resources and strategies currently in place.

## **TASK 4 – COMPETITIVE SET ANALYSIS**

Johnson Consulting will inventory and assess the current outdoor venue and event offerings in McCordsville, the greater Indianapolis market, and the region (relevant venues within a 200-mile radius) in order to understand their potential and potentially identify facilities that have become obsolete or non-competitive. This will help determine the opportunity that exists for new outdoor offerings. Among the factors to be analyzed for each outdoor facility scenario include:

- Facility offerings, marketing, and site plans;
- Map of competing facilities showing facility names and distance to McCordsville;
- Ownership and management structure;

- Marketing, event recruitment and level of funding analysis;
- Number of events, by type and attendance;
- Programming and relative level of usage at the facilities versus other comparable facilities;
- Local athletic and recreational leagues and trends;
- Levels of club, league and sponsorship interest in the various sports programs;
- Revenue and expenses, required funding subsidies, and sources of revenues that have been used to pay for operations and capital costs; and
- Public support, operating or otherwise.

## TASK 5 – PARTICIPATION TRENDS AND COMPARABLE MARKET ANALYSIS

In conjunction with the Town, and appropriate stakeholders, we will select at least 3 comparable markets that may offer innovative ideas with respect to outdoor facility offerings, sports/event tourism, performance as well as general community development related to increasing types of events and/or increasing stays at overnight lodging facilities. We will interview facility management and compile statistical data on the size, quality and performance of these facilities/markets, including demand and operational information. We will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT) and it will result in a positioning strategy. We will analyze the following: existing/proposed outdoor sports/event facilities and level of usage; facilities user profile, including educational institutions, recreation sports leagues, tournaments, youth leagues, etc.; volume of sports events held in the area; type of events held in the area; and economic impact.

The following will be examined for the benchmark facilities, which we will identify with the Town:

- Summary/Overview
- Facility Description, Characteristics & Features; Site Attributes
- Funding approach
- Target markets
- SWOT Analysis of facility
- Typical Annual Activities/League/Usage Calendar
- Rental Rates
- Detailed revenue and expense statements that tie into the demand schedule
- Staffing Model – Organizational Structure
- Hotel Infrastructure
- Operations
- Facility Rentals:
  - Rental fees
  - League fees
  - Program fees

Additionally, Johnson Consulting will utilize third party geofencing software Placer.ai to identify utilization levels in comparable markets at comparable youth sports parks to identify and quantify comparable benchmarks and indexes relative to number of visits, origin of visitors as well as length of stay.

Johnson Consulting has an unmatched database of financial and operating data for outdoor sports/event facilities of all types throughout the U.S. In addition, we have working relationships with numerous sports facility management companies and all sanctioning bodies that will provide us with a comprehensive understanding of best practices and what the costs and benefits of new outdoor fields could be for McCordsville. Case studies based on analytics of the specific relevant information will be summarized and analyzed in our report to illustrate best practices to achieve desired outcomes.

## TASK 6 – USER AND GAP ANALYSIS

Early in the process, Johnson Consulting will encourage public input and will host workshops with focus groups, sports leagues, school districts, universities and colleges, external organizations, and residents that would potentially use the outdoor sports fields. This analysis is important to inform you of the number of courts and fields, as well as specific features the region should target for the proposed sports park. We will solicit user needs through two methods:

- **Public Meeting:** Working with the Town, we will solicit public input for the value it provides in assessing the needs and opportunities in the local market.
- **Survey:** Johnson Consulting will prepare a web-based survey aimed towards youth sports leagues and community residents.

Through the public meeting(s) and survey, Johnson Consulting will determine:

- Usage rates at regional sports facilities.
- Level of satisfaction with existing facilities offerings, including amenities, capacity, programming, etc.
- Other facilities and markets of interest to the users.

We will analyze the results with the information obtained from the preceding tasks, segmenting the analysis by type of facility. At the conclusion of this analysis, we will identify any level of unmet needs and demands in the local area as well as any sports needs and demands in the broader regional market. If we determine a “gap” exists in the market, we will evaluate the potential for expanding or constructing new sports fields, by type in the region.

## TASK 7 – FACILITY PROGRAM RECOMMENDATIONS

The market analysis will result in recommendations regarding the appropriate facility program for the proposed Youth Sports Park. We will prepare preliminary program recommendations, and we will work with a cost estimator to develop a range of probable construction costs, and we will also budget for initial



preopening and startup costs. Additionally, we will provide comments on certain parameters and aspects associated with good design and proper program elements, as well as recommendations for the site and facility that may not have been considered in previous planning for the proposed Youth Sports Park. If the analysis indicates a multi-phased offering over time, we will discuss this with Client representatives. Factors to be addressed include:

- Optimum size and type of fields;
- Site and field layout options;
- Confirmation of the number of fields/courts;
- Amenities for additional sports/recreation opportunities;
- Revenue enhancing strategies;
- Spectator access and seating;
- Support space, i.e., team rooms, locker and dressing rooms, administrative offices, if appropriate;
- Equipment and operations storage;
- Dining, concessions and other retail elements;
- Parking;
- Adjacent land use opportunities;
- Urban design;
- Other relevant aspects.

### TASK 8 – SITE ANALYSIS

Building upon our initial field work investigations and discussions with the Town, and other key stakeholders, the Consulting Team will inventory up to four potentially suitable sites for the Youth Sports Park which includes analysis of location factors consistent with existing zoning plans and cohesion with existing or planned adjacent uses.

Our analysis will identify site characteristics including:

- Preliminary program requirements: size and functional requirements.
- Relationship to surrounding development, including existing community elements such as hotel rooms, restaurants, entertainment, retail, or other facilities in the region.
- Hotel supply connections.
- Transportation including parking requirements; pedestrian and vehicular circulation and accessibility (this work will be preliminary in nature).
- Community impacts.
- Integration with other economic or community development efforts.
- Impact on existing businesses, hotels and tourism.

- Land, infrastructure and capital costs.
- Others as identified.

We will then rank the potential sites utilizing Johnson Consulting’s proprietary Site Ranking Matrix based upon their suitability for accommodating the recommended building program, market demand performance, total cost considerations, potential for expansion, infrastructure improvements needed, and proximity to required support amenities. We will work with the Town to select the top sites for the target development program and for each site provide planning level costs and impacts, so as to best judge the site’s contribution to advancing the Town’s objectives.

	PRIORITY	SITE A	SITE B	SITE C
<b>MARKETING CONSIDERATIONS</b>				
Proximity to headquarters hotel	CRITICAL			
Concentration of hotel properties	IMPORTANT			
Hotels within shuttle distance	IMPORTANT			
Adjacent land use compatibility	IMPORTANT			
Proximity to airport	MINOR			
Proximity to retail & restaurants	MINOR			
Proximity to entertainment	MINOR			
<b>PROJECT DEVELOPMENT CONSIDERATIONS</b>				
Exhibit hall on one level	CRITICAL			
Ability to construct meeting space	CRITICAL			
Ability to construct surface parking	IMPORTANT			
Ability to construct structured parking	IMPORTANT			
<b>SITE ACCESS</b>				
Truck	CRITICAL			
Pedestrian	IMPORTANT			
Taxi, bus and auto access	IMPORTANT			
Overflow parking	MINOR			
<b>SITE DEVELOPMENT COST</b>				
Site acquisition cost	CRITICAL			
Demolition & site preparation	IMPORTANT			
Construction complexity	IMPORTANT			
<b>FINANCE AND OPERATIONS</b>				
Ability to finance	CRITICAL			
Operating multiple sites	CRITICAL			
Autonomy of convention center & hotel	IMPORTANT			

LEGEND	
Better than other sites	
Equal to average of other sites	
Worse than other sites	

### TASK 9 – CONCEPTUAL DESIGNS

The Consulting Team will prepare 2-D black and white conceptual site plans for up to four (4) sites, this will include depictions of how fields, parking, roadways, pathways, play areas, stormwater infrastructure, and similar facility improvements could manifest on the property. The team will also prepare a 2-D color conceptual site plan illustration for each site. The concept planning process will incorporate evaluation of local market demand to formulate and evaluate alternative approaches to uses, relationship of uses, phasing, and integration of activities. Specifically, the concepts will help to determine if the identified, market driven programs can be supported on-site, determine to what extent the program complies or derives from current zoning and land use requirements, and delineate how the project might be phased to mitigate cost of development and maximize return. Once a preferred site is chosen, the Consulting Team will provide one 3-D color rendering of the preferred site.

## PHASE 2: FEASIBILITY ANALYSIS

### TASK 10 – DEMAND PROJECTIONS

Based on the market analysis and performance of comparable facilities, Johnson Consulting will develop attendance figures for different types of events that would be expected to be held at the Sports Park, including sports events (i.e., leagues, clinics, classes, tournaments, camps, along with concerts, family shows and other community events.) This demand projection will specifically address the following:

- Event days by type of event;
- Leagues, camps, clinics, primetime vs non-primetime
- Number of tournaments/daily use;
- Attendance by event type;
- Special events;
- Achievable pricing levels;
- Advertising and Sponsorship opportunities;
- Any non-sports demand;
- Total use days;
- Room nights generated; and
- Visitor spending.

We will provide demand projections for the proposed Youth Sports Park for preopening/startup costs and for the first 10-year operating period, as follows:

- **Development of long-range demand projections** addressing the number of events, number of event days, number of attendees, and the amount of space required for the various event types.
- **Testing of demand projections using a ‘Top-down’** approach reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market and anticipated future market share.

### TASK 11 – PRO FORMA PREPARATION

Based on our knowledge of sports park operations and experience with similar venues, current operations within the Town, and other sources, we will develop estimates of income and expenses from various sources, including, but not limited to, sponsorships, advertising, concessions, and other non-traditional funding sources. As part of its analysis, we will develop a detailed financial model that considers all factors that will affect the recommended park development’s performance. We will certainly reflect on the case studies that are developed in the previous steps.

The feasibility study will include a financial proforma statement for recommended park facilities that summarizes a pre-opening period and a 10-year projection of revenues, expenses, net operating income and debt service throughout the period of the projections.

The analysis will document our recommended approach to ownership/stewardship- Town, 501c3, P3, etc.; Management-Parks and Rec, third party, other structure; delivery of services, such as staffing, food and beverage, parking, and other major line items affecting the operation. To the extent that public dollars are to be used to support operations, capital improvements, or other items, these sources will be considered and integrated into the financial analysis.

## PHASE 3: ECONOMIC AND FISCAL IMPACT

### TASK 12 – FISCAL AND ECONOMIC IMPACT ANALYSIS

Based on the facility’s projected demand schedule and assumptions regarding origin of attendees, as well as the local and regional tax structure, the Consulting Team will project the economic and fiscal impacts that will accrue in the market, specifically for the Town of McCordsville, as a result of the operations at the Youth Sports Park. The analysis will consider direct spending impacts, indirect and induced impacts, fiscal impacts, and local employment and income impacts based on standard multipliers of direct impacts.

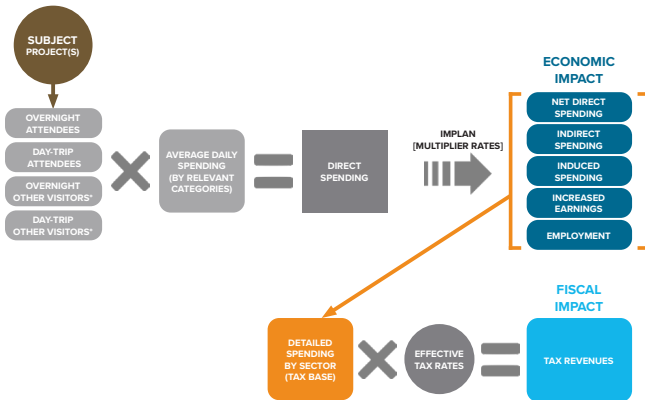
Johnson Consulting will evaluate the business case for the project’s development by preparing an economic and fiscal impact analysis, including the benefits from facility development during construction and from annual operations of the proposed facilities.

The presentation of our economic and fiscal impact analysis will include the following:

- **Baseline Assumptions:** Our model will develop variables for visitor spending, promoter spending, attendee origin, and other information. From our discussions with event managers and collection of secondary data, Johnson Consulting will have the necessary information on event attributes and attendee origin, attendee length of stay, percent of attendees who will likely stay overnight, and other significant variables.
- **Direct Spending Estimates:** The analysis will estimate the direct spending of attendees and promoters for use in the projections.
- **Fiscal Impact Analysis:** The fiscal impact analysis will quantify what local and state governments will receive from the project’s development. If applicable, we will estimate annual tax dollars returned to the state and local governments as a result of increased business activity and personal income associated with the construction and operation of the Youth Sports Park.
- **Supplier Business Profit:** Leagues, restaurants, retailers, hotels and event organizers want to see what these facilities will offer in relation to their existing operations. We will quantify what the facilities will mean to these types of businesses if they are built/upgraded. The economic impact analysis will also include a refined projection of the incremental number of annual room nights generated by the facility’s demand, based on

event and attendee characteristics and the projected demand schedules.

If the Client wishes to have justification for indirect and induced spending, we are experienced in using both RIMS and Implan, which are nationally recognized and generally accepted input-output models.



## TASK 13 – FUNDING STRATEGIES

Johnson Consulting has extensive municipal, not-for-profit finance experience and private sector development experience in Indiana and throughout the US. We will use our collective experience to judge what the market and financial models indicate, to help consider how to execute the project. Previously, we have identified multiple private sector funding sources, created operating districts, and helped authorities create Tax Increment, Special Assessment and Tourism Development Zones and many other forms of governance. We also have created special park districts and not-for-profit entities to help fund and operate sports parks and complexes, hotels, conference centers, arenas, and real estate development districts.

Drawing on our experiences in markets across the country, and discussions with the Town and other stakeholders, Johnson Consulting will recommend potential funding sources for the proposed Youth Sports Park. We will review public initiatives such as tax increment financing, the market's capacity in lodging or meals taxes, etc. In addition, we will explore opportunities for public-private participation and identify potential joint partnerships whereby the Client and another entity would both contribute to financing cost for shared usage. We will draw upon examples of communities that have taken these various approaches. The report will set the stage for developing funding applications and deliberations regarding phasing, planning, and subsequent implementation.

## REPORTS AND MEETINGS

We are noted for the clarity, simple sophistication, and quality of our reports. The following are deliverable products

that we will provide to Client representatives:

- **Draft Report:** Will be provided to Client representatives at the completion of Task 13 in digital format. The Draft Report will include fully documented findings and recommendations and will be accompanied by appropriate graphics and presentation material. Following the issuance of the Draft Report, Johnson Consulting will discuss our findings with Client representatives.
- **Presentation:** A PowerPoint presentation detailing our findings and recommendations will be provided following the issuing of our Draft Report. Johnson Consulting will present to the Town of McCordsville, and the Park Board.
- **Final Report:** A fully documented Final Report addressing all Client comments and refinements will be provided in both electronic and hard copy format.

We have budgeted for a minimum of three formal meetings (which will include two stakeholder meetings) – a kickoff, midpoint workshop, and a final workshop to present the findings and recommendations of our study. We may be in the market to conduct fieldwork, interviews, and focus group meetings at other points during the study process. We will be available for meetings and workshops during these fieldwork trips and via conference calls at other times throughout the study period.

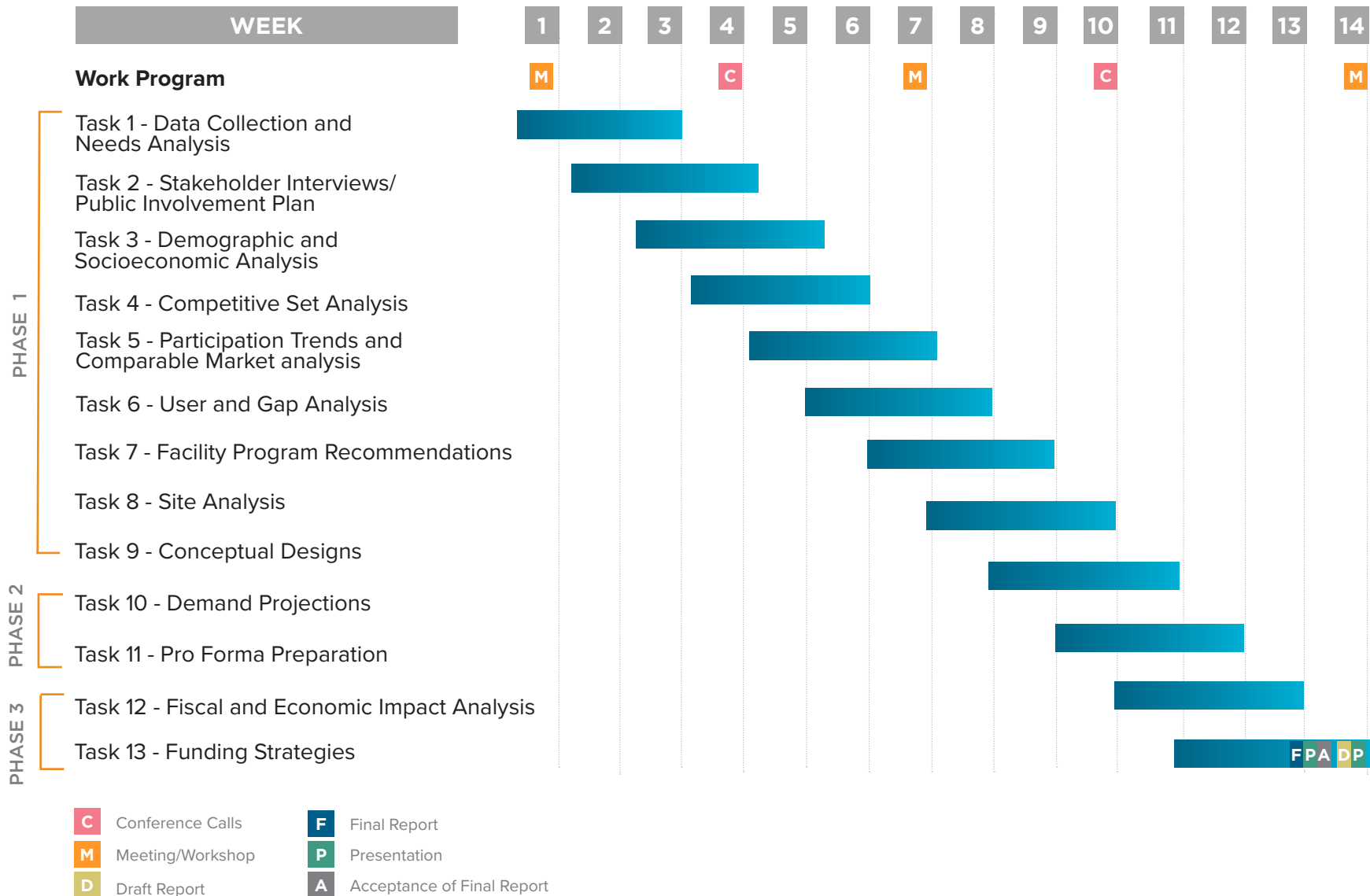
The Consulting Team will exceed all of the Client's requirements and expectations relating to this study. We will achieve this by working closely with Client representatives, in person and through regular conference calls, to ensure the timely delivery of a study that accurately meets the needs and requirements of the Client and addresses all relevant questions and concerns that arise during the study period. We truly look forward to the opportunity of serving you.



## PROJECT SCHEDULE

We estimate the scope of work would take approximately 12 to 14 weeks to complete and we commit to requested deadline in the RFP if work commences on schedule.

**Note:** The project will be completed by the end of the first quarter of 2025.



## FEE PROPOSAL

Based on the information available in the RFP, the scope of work presented in this proposal is what this Team believes will be the best set of services to achieve the objectives outlined in the RFP. However, we are open to refining the scope of work to meet budgetary requirements. The fee for Tasks 1-13 will range from \$65,000 to \$92,000, plus expenses. The fee will depend upon whether the City will require all of the tasks set forth in this proposal.

## CAPACITY OF CONSULTANT STAFF

Johnson Consulting only presents individuals to serve our clients that have the capacity to do so. We do not anticipate any staff substitution. However, if there is an unexpected circumstance that requires a staffing change, we would first seek the City of McCordsville's approval before assigning an equally qualified professional to perform the work.

We always strongly commit to meet the schedule dates listed in our proposal. We have reviewed our upcoming calendar and have budgeted down time for holidays that will occur during the study period. Thus, we feel comfortable with the 12-14 week time period. If there becomes any anticipated delay, we would engage additional team resources to ensure on-time completion.

Each member team member is currently allocated to 3-4 assignments, with varying levels of responsibility and time commitments. We certainly have the capacity to perform the tasks outlined in our Scope of Work in a timely manner, and we commit to being able to commence work immediately upon engagement.

As is typical with all new engagements, we will match our staff's skill sets with the requirements of this assignment, taking into account their commitments to other projects at the time of the engagement, and committing to the day-to-day involvement of our senior staff.