VISIONPOSSIBLE

FRPA 2020

WELCOME TO THE 2020 FRPA CONFERENCE!

VISIONPOSSIBLE

FRPA 2020

Tuesday REMINDERS

COMPLETE AT LEAST YOUR NAME ON THE EVALUATION FORMS SO WE CAN TRACK ATTENDANCE – JUST IN CASE!

GENERAL SESSION AND BANQUET SEATING WILL BE AT TABLES FOR 4 – PLEASE DO NOT MOVE ADDITIONAL CHAIRS TO TABLES.

EXHIBIT HALL CLOSING: MASKS ARE REQUIRED, PLEASE FOLLOW DIRECTIONAL ARROWS, AND AVOID CONGREGATING IN GROUPS AT BOOTHS.

IF YOU NEED CEUS, YOU MUST TOTALLY COMPLETE THE EVALUATION FORM

TEMPERATURE CHECKS ARE REQUIRED EACH DAY. SEE PAGE 19 IN YOUR PROGRAM BOOKLET

STAY SIX FEET APART AND AVOID PROLONGED CONTACT FOR LONGER THAN 15 MINUTES.

VERIFICATION OFFICERS WILL GIVE YOU THE ALL CLEAR ONCE MEETING ROOMS HAVE BEEN CLEANED AND ARE READY FOR YOU.

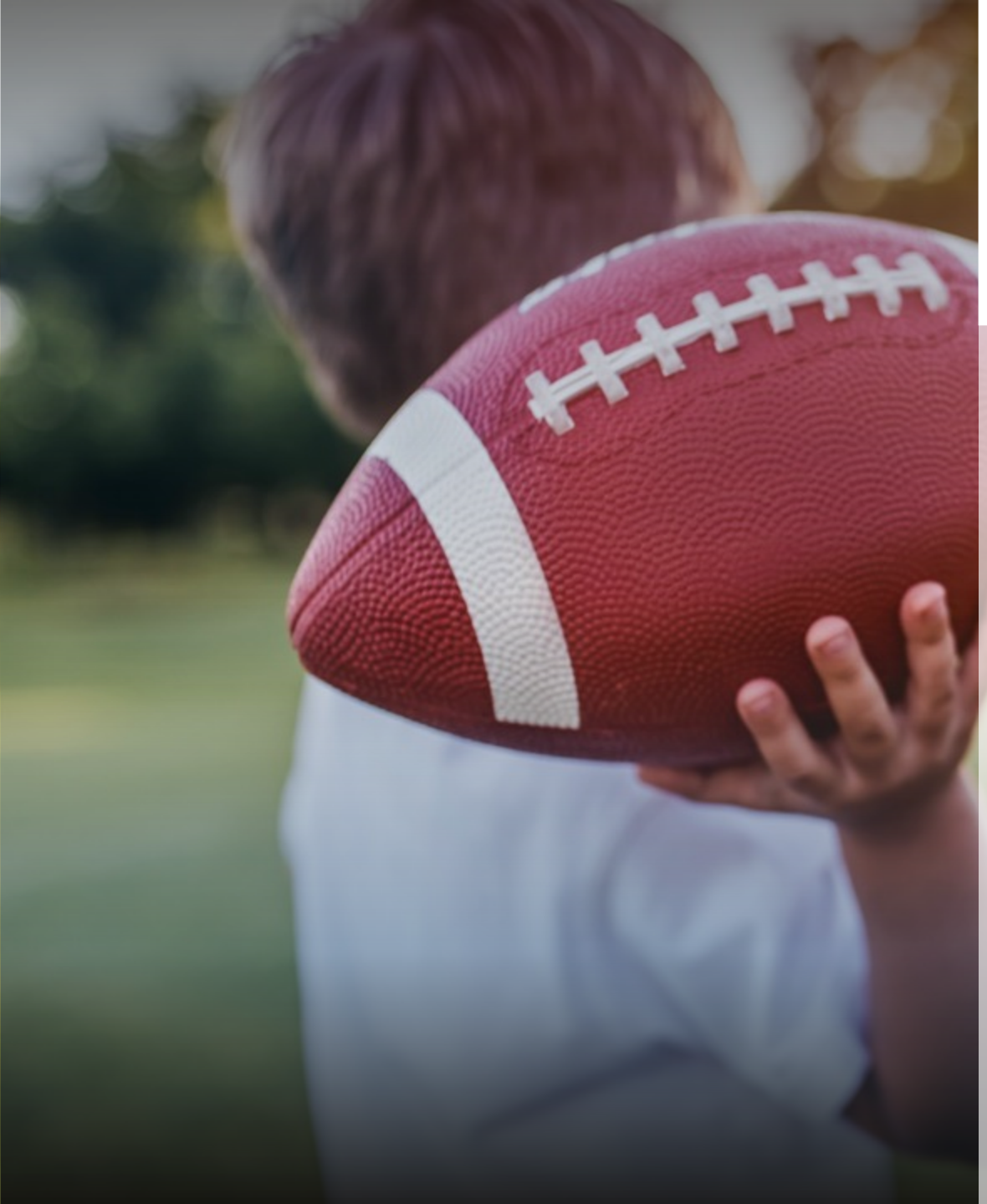
WEAR YOUR MASKS AT ALL TIMES AND MAKE USE OF HAND SANITIZER THROUGHOUT THE CONFERENCE SPACE.

KEEP YOUR OWN PEN HANDY SO WHEN ASKED TO SIGN YOU CAN DO SO WITH YOUR PERSONAL WRITING DEVICE.

SHOW ME THE MONEY

Strategies for getting your project funded

THE SPORTS FACILITIES ADVISORY™



AGENDA

- Introductions
- Setting Up For Success
- Concept to Concrete
- Funding Process and Strategies
- Examples
- Q&A

THE SPORTS FACILITIES ADVISORY™ THE SPORTS FACILITIES MANAGEMENT™ THE SPORTS FACILITIES DEVELOPMENT™

THE SPORTS FACILITIES ADVISORY™

PLAN & FUND

RESEARCH | FEASIBILITY
FINANCE SUPPORT

THE SPORTS FACILITIES DEVELOPMENT™

DEVELOP

OWNER'S REPRESENTATION
DESIGN | PROCUREMENT

THE SPORTS FACILITIES MANAGEMENT™

PERFORM

OPEN | OPERATE
OPTIMIZE

BUILT TO IMPROVE THE HEALTH AND ECONOMIC VITALITY OF COMMUNITIES

THE SPORTS FACILITIES COMPANIES

Organizing Around A New Facility Vision

Setting Up For Success

Types of Project Capital:

Human Capital
Organizational Structure

Fiscal Capital
Financial Resources

Physical Capital
Facilities

Setting Up For Success

- Key questions:
  - Do we have an organization in place that can further the cause?
  - Does that organization have a sustainable funding source?
  - Who is leading the facility development/enhancement conversation?

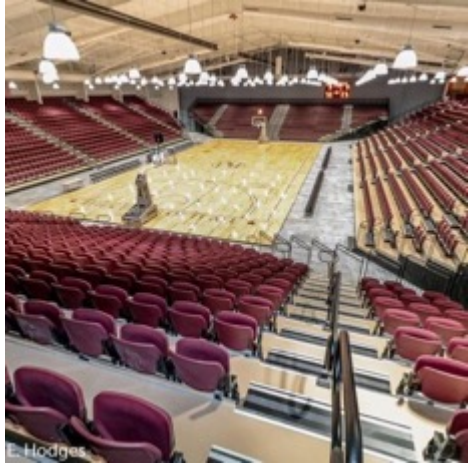
Organizational Funding

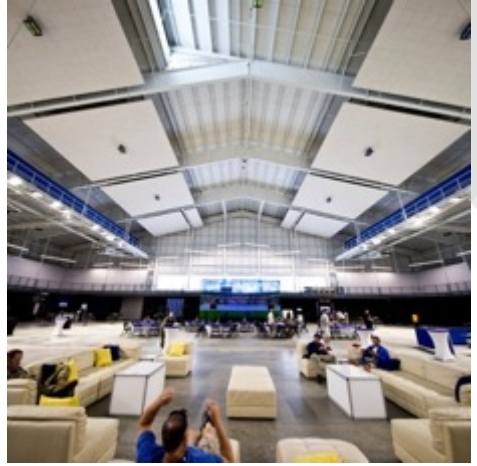
- Existing Budget Expansion
- New Revenue Sources
  - Taxes (Property, Sales, Special Uses, Occupancy, etc.)
  - Improvement Districts (Tourism, Community, or Business)
  - Sales Taxes

C2C Facility Development Process

VISION	PLAN	FUND	DEVELOP	MANAGE	PERFORM
Community Wide Master Planning Concept Development	Market Opportunity Feasibility Studies Economic Impact Forecasting	Pro Forma Partnership Development Funding Strategy Pitch Decks & Visuals	Owner's Representation Construction & Design FFE/OSE Procurement	Operational Development Marketing & Branding Team Development Legal/Risk Management Daily Ops.	Goal Setting & Reporting Annual Business Planning Innovation Operational Optimization

C2C Facility Development Process





FUND

1. Define Success
2. Build Your Vision & Research Teams
3. Create the Project Finance Toolkit
4. Build Funding & Revenue Partnerships
5. Present to Funding Sources

1 Define Success

Big Picture Goals:

- Community Impact
- Social Impact
- Economic Impact
- Revenue Generation

2 Build Your Vision & Research Team

Core Team Might Be:

- City Staff
- Council
- Experts/Consultants
- Operating Partners
- Major Sponsors

Building Your Team

CORE TEAM

ANALYSTS & EXPERTS

POLITICAL & COMMUNITY ADVOCATES

DEVELOPMENT & OPERATING TEAMS

FUNDING PARTNERS

Controlling the Message

- Recommendations for building political will
  - It's all about the people
  - Be prepared to share the data that tells the right story for your audience
- Why people will care:
  - Improved service – access and equality
  - Plan for sustainability (not necessarily self-sustainability)
  - Healthier community
  - Quality of life – attract and retain residents
  - Economic impact – tax generation
  - Catalyst for development

3 SFA Facility Funding Toolkit Checklist

- *Projects don't get financed without…*
  - Strategic Plan
  - Risk Abatement
  - Data - Pro Forma, Market Research, ROI, Program Plan, Economic Impact
  - Pitch Deck with Visuals
  - Stakeholders & Partners

Data - Pro Forma

- 5 Year Financial Forecast
- Institutional-Grade, Detailed
- Economic Impact Forecast
- ‘Living’ Document During Finance Process

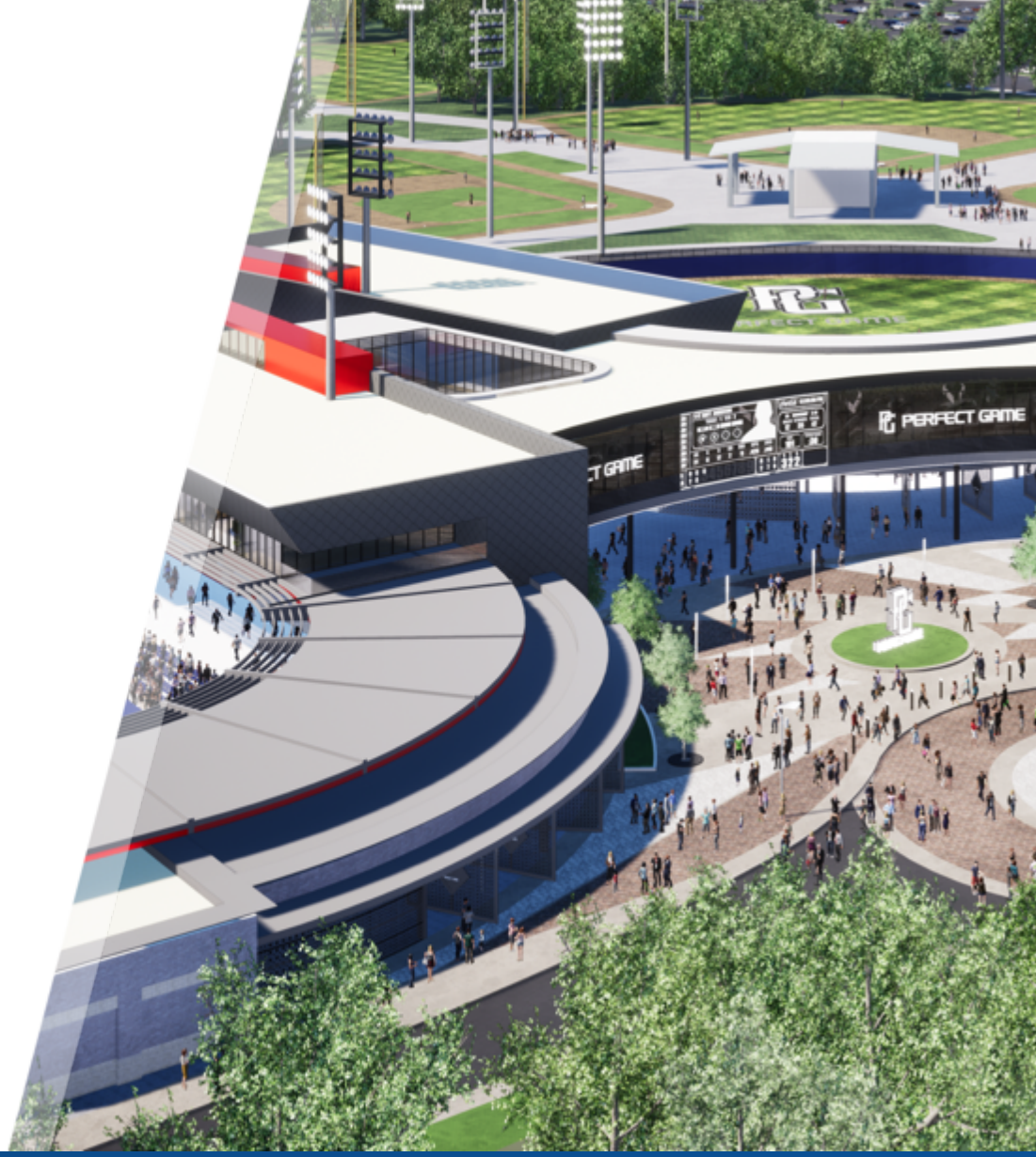
Pro Forma - Models

- Rental model is easier; B2B focus on business development with program providers and/or event owners, but **less money to bottom line**

- Program & Event Creation; **takes time to build** and more business development strategy, but can be a significant **revenue generator**

Pitch Decks

- Include Compelling Visuals
- Founded in Pro Forma Data
- Curated to Partner/Audience
- Includes Relevant Examples, Proven Projects



THE SPORTS FACILITIES ADVISORY™

4 Building Funding & Revenue Partners

- Stakeholders defined: Anyone who is invested in the upfront or ongoing success of the project
- Collaboration is a strategy. Flexibility in vision and goals is key.

Funding Sources

- School/University Partnerships
- Medical Sector Partnership
- Regional Sports Orgs./Rights Holders
- Local Sports and/or Wellness Orgs.
- Dedicated Sales/Use Taxes/Bed Tax
- Local, State, and/or Federal Incentives
- Public Sector Capital
- Private Equity/Traditional Lending
- Municipal Bonds

5

Formally Engage Key Partners & Funding Sources

PRESENT THE VISION

PRESENT THE NUMBERS

SEEK PERSPECTIVE AND INPUT

INVITE TO ENGAGE MORE FULLY

SPORTS ELIZABETHTOWN PARK

Year Built: 2012

Cost to Build: $29 Million

- 150 acres
- 12 diamonds
- 12 multi-purpose fields with lights
- 2 championship fields with turf

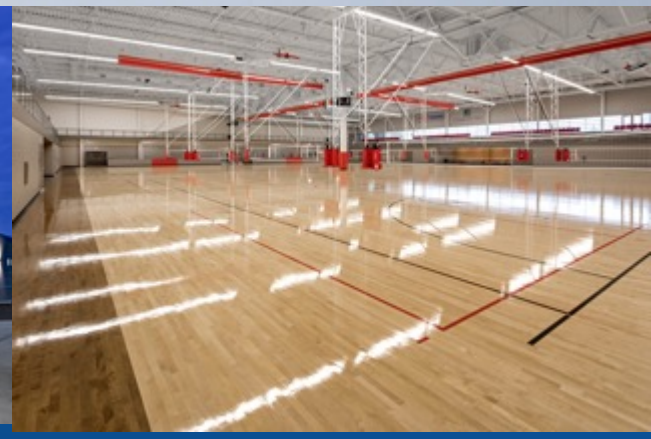
THE SPORTS FACILITIES ADVISORY™

COMMUNITY FIRST
CHAMPION CENTER
FOX CITIES

Year Built: 2019

Cost to Build: $30 Million

- 160,000 square feet
- 4 basketball/8 volleyball courts
- Year-round ice rink with seating for 1,000
- Seasonal arena that converts to one ice rink or four more hard courts



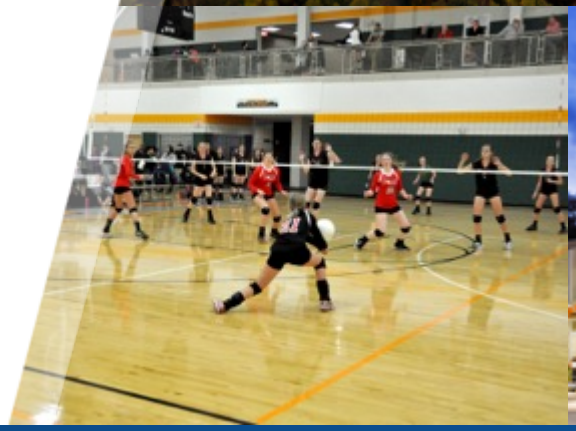
THE SPORTS FACILITIES ADVISORY™

Rocky Top Sports World®
GATLINBURG, TN

Year Built: 2015

Cost to Build: $22 Million

- 86,000 square feet
- 80 Acres
- 6 Hardwood Basketball/12 Volleyball Courts
- 6 Synthetic Turf Fields
- On-Site Meeting Rooms

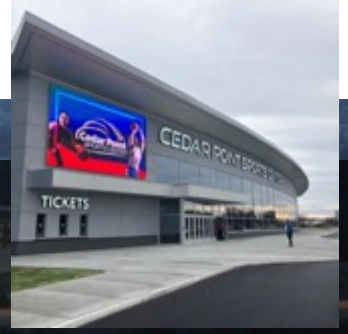


THE SPORTS FACILITIES ADVISORY™

Additional Examples

- Health Sector Partnership
- Local Sports and/or Wellness Orgs.
- Local, State, and/or Federal Incentives
- Private Equity/Traditional Lending

- School/University Partnerships
- Regional Sports Orgs./Rights Holders
- Dedicated Sales/Use Taxes
- Local, State, and/or Federal Incentives
- Municipal Bonds



- Health Sector Partnership
- Local Sports and/or Wellness Orgs.
- Local, State, and/or Federal Incentives
- Private Equity/Traditional Lending

THE SPORTS FACILITIES
ADVISORY

What do we do next?

- Step 1 Define Success
- Step 2 Build Vision & Research Team
- Step 3 Develop Funding Toolkit
- Step 4 Build Funding & Revenue Partners
- Step 5 Formally Engage Partners Using Toolkit

Q&A

THE SPORTS FACILITIES ADVISORY™

VISIONPOSSIBLE

FRPA 2020

FRPA

FLORIDA RECREATION
& PARK ASSOCIATION

FOR MORE INFORMATION ABOUT THE FLORIDA RECREATION AND PARK ASSOCIATION VISIT FRPA.ORG