

THE SPORTS FACILITIES
ADVISORY

FEASIBILITY REPORT

PREPARED FOR: PARISH OF CADDO AND VISIT SHREVEPORT BOSSIER

*Shreveport
Bossier*



DRAFT REPORT DELIVERY DATE: MAY 2026



THIS PROJECT IS REPRESENTED BY

THE SPORTS FACILITIES
ADVISORY

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*Hoover, AL – Finley Center – Managed by Sports Facilities Management

EXECUTIVE SUMMARY

DEFINITIONS OF SUCCESS

In January of 2026, the Parish of Caddo, Louisiana and the Shreveport-Bossier Sports Commission, (henceforth, the “Client”) engaged Sports Facilities Advisory, LLC (SFA) to provide a full, five-year financial forecast, economic impact analysis, and development of this feasibility report to explore the potential development of new indoor sports and recreation assets in the community.

In order to understand the Client’s desired outcomes, SFA facilitated an exercise to define success for the project. Based on that exercise, SFA created those desired outcomes as the “definitions of success.” As such, SFA considers meeting the following criteria critical to determining the success of the project:

- Create a best-in-class sports tourism destination facility that attracts and retains tournaments and events, generating non-local visitation to the area
- Generate ancillary mixed-use development from traffic driven to the site through mixed use commercial development including hotels, restaurants, retail, and more
- Maximize revenue generating opportunities to create an operationally sustainable business model and achieve financial sustainability

EXECUTIVE SUMMARY

Based on the market analysis phase conducted during this scope of work and SFA's industry experience, SFA developed a facility program model for indoor facility assets. SFA developed a five-year financial forecast (pro forma) for the indoor facility. A detailed breakdown of the sports and recreation assets for the indoor model is listed below alongside the total project development cost and approximate acreage required according to a range between low and high development costs.

RECOMMENDED FACILITY PROGRAM

INDOOR ATHLETIC FACILITY – 173,613 SQUARE FEET

- Courts – 89,440 Square Feet
 - 10 Basketball Courts
 - 6 Basketball Courts
 - 4 Basketball Courts w/ Event Seating
 - 30 Pickleball Courts (Over Basketball Courts)
 - 20 Volleyball Courts (Over Basketball Courts)
 - Telescopic Bleacher System (4,000 Seats)
- Meeting Space – 9,250 Square Feet
- Family Entertainment Center – 15,000 Square Feet
- Flex Space – 27,200 Square Feet
 - Lobby/Welcome Area and Control Room
 - Manager's Offices and Office Area
 - Catering Kitchen with Front Concession, Café Seating Area, and Full Secondary Concession
 - Flex/Team Rooms (Divisible), Ref Rooms, Training Room, and Restrooms
 - Medical Leased Space – 10,000 Square Feet

SITE DEVELOPMENT – 8.87 ACRES

- 695 Recommended Parking Spaces
- Setbacks, Green Space, Trails, etc.

TOTAL COMPLEX ACREAGE – 12.46 ACRES

SFA PROJECTS THE INDOOR MODEL TO COST BETWEEN APPROXIMATELY **\$57.7 MILLION AND \$70.1 MILLION**, NOT INCLUDING LAND ACQUISITION COSTS, AND REQUIRE APPROXIMATELY **12.46 TOTAL ACRES** OF LAND.

SFA PROVIDES A DETAILED OPINION OF COST WITH A DEVELOPMENT COST RANGE IN THE "FACILITY PROGRAM & OPINION OF COST" SECTION OF THIS REPORT.

EXECUTIVE SUMMARY

SUMMARY OF FINANCIAL PERFORMANCE

SFA's determination of feasibility for the indoor facility in the Parish of Caddo depends on the financial forecast of the business and the ability for it to achieve results that support the long-term financial goals of the Client. SFA constructed a detailed pro forma/financial analysis for the indoor facility. The pro forma projects the financial viability for the first five years of operations. In creating the financial forecasts, SFA intentionally projects numbers that are dependent on timely marketing, attention to detail, ongoing financial analysis, a focus on customer service, and intelligent management practices to maximize the revenue generated and minimize expenses across revenue categories related to sports, recreation, youth programming, food and beverage, and sponsorships, among others.

The following table combines and summarizes the forecasted revenues, cost of goods sold, and operating expenses for the indoor facility through the first five years of operations. SFA has projected the items within the financial forecasts according to standard processes backed by more than a decade of industry experience including the production of hundreds of institutional-grade pro forma documents, the development of numerous youth and amateur sports facilities, and the real-world management experience gained from the day-to-day operations of more than 110 youth and amateur sports facilities around the United States, in the Southeast, and in Louisiana.

FINANCIAL PERFORMANCE

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Revenue	\$2,750,035	\$2,905,771	\$3,324,324	\$3,589,242	\$3,950,905
Total Cost of Goods Sold	\$888,633	\$944,411	\$1,075,622	\$1,162,447	\$1,274,155
Gross Margin	\$1,861,402	\$1,961,360	\$2,248,702	\$2,426,795	\$2,676,750
Total Operating Expenses	\$2,104,850	\$2,139,952	\$2,232,262	\$2,314,141	\$2,405,850
EBITDA	(\$243,449)	(\$178,591)	\$16,440	\$112,654	\$270,900
% of Revenue	-9%	-6%	0%	3%	7%

As demonstrated in the previous table, the operations for the indoor facility are expected to require an operational subsidy of approximately \$243,400 due to a negative Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA) in year one before growing to generate a positive return of approximately \$270,000 in year five at maturity and beyond.

SUMMARY OF ECONOMIC IMPACT EXPECTATIONS

SFA developed its forecasts based on the prioritization of events that meet the Client’s objectives related to tournament programming and best practices for managing successful sports tourism facilities around the country and in the Southeast. SFA projected per-person spending in the categories in which visitors to the the Parish of Caddo area are expected to spend for regional youth and amateur tournaments and events.

The table that follows summarize the total direct economic impact generated based on demonstrated out-of-market visitation through non-local days in market, the total room nights generated, and the dollar value of direct economic impact generated directly by the construction and operation of the indoor facility.

ECONOMIC IMPACT

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Non-Local Days in Market	80,184	84,507	104,742	118,794	136,519
Room Nights	18,462	19,322	24,300	27,442	31,751
Total Economic Impact	\$11,077,954	\$11,850,270	\$14,908,244	\$17,161,821	\$20,018,324

The table above demonstrates that SFA expects the indoor facility to generate approximately 136,500 new non-local days in market, about 31,700 new room nights, and a total of approximately \$20 million in direct economic impact at maturity in year five of operations.

RECOMMENDATIONS FOR NEXT STEPS

Based on the work completed to date, SFA believes that an opportunity exists to develop an indoor sports tourism court facility in the Parish of Caddo with the capability of meeting the Client’s objectives. SFA has detailed the recommendations for the indoor facility that have the highest likelihood to achieve the Client’s goals. The assets have been right sized to meet the local demand and sports tourism opportunity.

SPORTS TOURISM FACILITY – NEXT STEPS

- Explore and define the potential for funding mechanisms, development incentives, and strategic partnerships that could create a viable investment into the construction and operation of the facilities proposed within this report.
- Clarify the ideal project site that aligns with the best path forward for development.
 - Evaluate potential site locations with meet the requirements for the recommended facility to achieve the operations outlined within this report.



*Overland Park, KS – AdventHealth Sports Park at Bluhawk – Managed by Sports Facilities Management

INTRODUCTION

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- Maximize revenue generating opportunities to create an operationally sustainable business model and achieve financial sustainability

INTRODUCTION

SCOPE OF WORK

THE FULL SCOPE OUTLINED IN THE AGREEMENT CONSISTS OF THE FOLLOWING STEPS:

- **Project Kick-Off Call**
 - In this step, SFA facilitated an initial Zoom call to cover six topics such as project history, existing data, potential partners, etc.
- **Existing Data Review and Market Analysis**
 - SFA discussed the current facilities used for local programming and sports tourism with the Client. SFA then conducted market research on various local sports and recreation assets, as well as sports tourism assets in the region. The existing data review included a review of existing site plans, existing and potential partner and stakeholder relationships, and more.
 - SFA then conducted a market analysis including demographics, socioeconomics, future-facing market trends, sports and recreation participation rates and trends, and more.
- **Development Planning Session (DPS)**
 - SFA facilitated a “deep dive” planning and strategy session with the Client that focused on defining success and refining the Client’s vision, value propositions, financial resources, core competencies, products and services, strategic alliances, and financial success metrics.
- **Detailed Financial Forecast (Pro Forma)**
 - SFA completed more in-depth research/analysis and produced a 5-year cash flow forecast and 20-year financial outlook. SFA’s pro forma documents are detailed, institutional-grade financial forecasts used to support decision-making and financing.
 - The pro forma provided the Client with detailed financial projections based on:
 - The Ideal Business Model
 - Realistic and/or Recommended Debt-to-Equity Mix and Debt Service
 - Right-Sized Program Spaces and Space Requirements
 - Construction and Start-Up Costs Based on Recent, Comparable Projects
 - Recommended Parking
 - Revenue by Product/Program
 - Direct/Variable Costs (Cost of Goods Sold)
 - Facility and Operating Expenses
 - Management and Staffing Model

INTRODUCTION

SCOPE OF WORK (CONTINUED)

- **Economic Impact Analysis**

- SFA projected event volume and detailed the economic impact of the new youth sports facility. Economic impact is defined as new off-site spending that will occur in the market as a result of meets, tournaments, and events held at the facility. This information is used to project economic activity from out-of-town visitors who would not be in the market but for the events, and the results are used to understand the impact that events will have on the lodging, dining, retail, entertainment, and transportation industries.
- SFA's projections are reflective of the key components of economic impact:
 - Number of Events
 - Number of Guests
 - Percent of Guests from Out of Town
 - Length of Stay
 - Number of Non-Local Days in Market
 - Number of Room Nights Generated
 - Average Daily Rate (ADR)
 - Average Daily Expenditures (ADE)
 - Direct Spending

- **Feasibility Report**

- To encompass all the preceding work, SFA prepared this Feasibility Report that outlines the Client's opportunity based on SFA's expertise and experience in the industry. The report features various substantive sections, including:
 1. Executive Summary
 2. Key Data: Demographic and Socioeconomic Analysis
 3. Key Data: Sports in the Region
 4. Key Data: Existing Local and Regional Service Providers
 5. Facility Overview – Facility Program(s) and Opinion of Cost
 6. Business Model Overview – Programs, Products, and Services
 7. Financial Performance Overview
 8. Economic Impact Analysis
 9. Potential Funding Sources and Funding Case Studies
 10. Conclusion and Next Steps

PROCESS & WORK COMPLETED

OUTLINE OF PROCESS USED TO FORM RECOMMENDATIONS

In order to create the recommendations detailed in this report, SFA utilized a proven process to develop an in-depth understanding of goals, opportunities, and viable strategies for improving the market's access to quality sport and recreation facilities and enhance the local youth and amateur sports tourism position. While the process included dozens of steps and was not linear, SFA summarizes the work completed as a six-phase process that begins with developing a contextual understanding of desired outcomes and ends with recommendations to achieve those outcomes. The "SFA Funnel Model" depicted here demonstrates SFA's process to develop and refine recommendations for the Client.



FACILITY PROGRAM & FINANCIAL PERFORMANCE EXPECTATIONS

OUTLINE OF WORK PERFORMED

IN ORDER TO COMPLETE ITS WORK, SFA PERFORMED THE FOLLOWING STEPS:

- **Reviewed existing data, including:**
 - Recreation Program Plan
 - Parks Master Plan
 - Work Plan
 - Previous Reports
- **Conducted a market analysis, including:**
 - Demographics and socioeconomic
 - Sports participation
 - Sports tourism industry, participation, and competition trends
- **Researched existing local assets including:**
 - Facility amenities
 - Facility quality
 - Event Seasonality
- **Researched existing sports and events and tournaments, including:**
 - Location
 - Length
 - Number of teams
 - Pricing
 - And more
- **Analyzed potential site locations provided by the Client**
- **Developed a full, five-year financial forecast for the model.**
- **Provided potential funding source options based on successful projects developed within the SF Network and developed funding case studies for the Client to consider in determining the opportunities to invest in sports and recreation assets.**

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

SFA conducted an in-depth demographic and socioeconomic analysis of the local, sub-regional, and regional market. The goal of this portion of the analysis is to determine the key characteristics of the most regular users of new facilities during non-tournament and event times. SFA also determined the characteristics of those users who would participate in tournaments and events in the Parish of Caddo. SFA has included comprehensive local demographic reports in the Appendix of this document.

While SFA has not completed a full site analysis, SFA conducted a preliminary analysis on potential areas within Shreveport, LA to analyzed the following factors outlined below. SFA has made recommendations that best meet the definitions of success set forth by the Client, that also match the market opportunity, research, and analysis. SFA summarized the research and data below based on a central pinpoint in the Parish of Caddo.

The chart that follows displays some of the key demographic factors used in analyzing the utilization of facilities by the local population; these customers will be the most frequent users of a sports and recreation facility during non-tournament and event times. SFA also analyzed the regional population based on drive time from the Parish of Caddo market. While these statistics do not serve as strict predictors of a facility's opportunity to meet its objectives, SFA has developed a proprietary analytical process which considers these factors and several others as an integral part of the financial forecast and other analyses required in SFA's study.

KEY LOCAL, SUB-REGIONAL, AND REGIONAL DEMOGRAPHIC FACTORS

Parish of Caddo, Louisiana						
Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Population	57,794	167,148	335,296	518,512	1,096,907	18,296,620
Growth Projections – Next 5 Years	-2.95%	-3.00%	-1.95%	-1.75%	-0.95%	+4.25%
Median Age (U.S. Median: 39.1)	37.4	37.7	38.9	39.7	39.7	37.4
Median HH Income (U.S. Median: \$83,730)	\$36,690	\$45,801	\$58,935	\$56,877	\$57,071	\$75,640
Median HH Income % Above/Below Adjusted Cost of Living (Index: 81)	-45.90%	-32.47%	-13.10%			
Spending Rec. Lessons (U.S Avg.: \$172) (State Avg.: \$104.84)	\$61.99	\$80.15	\$100.82	\$92.27	\$90.11	\$138.77

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

POPULATION SIZE:

SFA uses drive times from the preliminary location to analyze the population of the possible participants that a sports complex would seek to capture. The immediate area of the Parish of Caddo, within the 30-minute drive-time window, is made up of approximately 335,000 people, while the overall region (240 minutes) is made up of approximately 18.3 million people.

SFA views the local market as a positive factor for local programming, since the assets are right-sized to meet local utilization needs. The regional population offers a strong base to attract teams and participants from markets like Dallas-Ft. Worth, Jackson, Mississippi, Little Rock, Arkansas, parts of Houston, Texas, and more.

POPULATION TREND:

The population is expected to decrease slightly in the immediate area, with estimates suggesting between an approximate -3.00 percent and -1.95 percent decrease over five years in the local drive time intervals.

SFA views the decreasing population trend in the local market as a potential challenging factor for new facility development.

AGE:

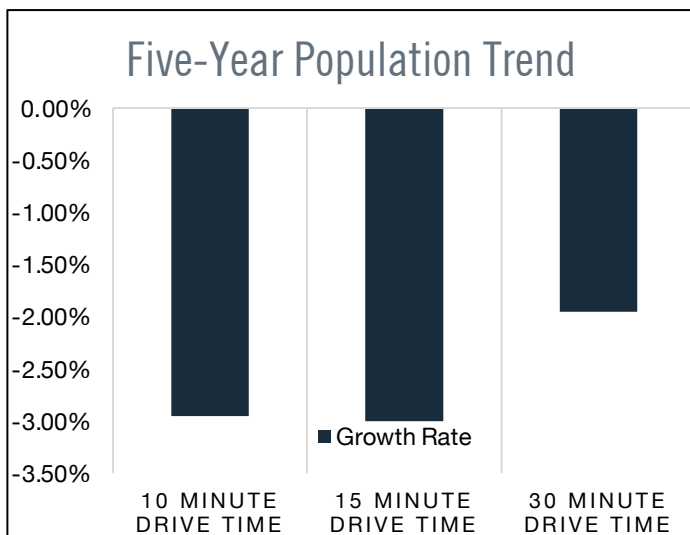
The median age within most local drive time intervals is less than the national median of approximately 39.1. Based on SFA's experience, a below average median age typically suggests that there are a high percent of children and young adults in the market, which are key age segments for sports and recreation. The median age market characteristic will not impact the success of the sports tourism assets but could positively influence the success of any local-programmed assets, depending on the mix of assets.

MEDIAN HOUSEHOLD INCOME:

The median household income levels in all drive time intervals appear to sit below the national median, which is approximately \$83,730. SFA adjusted the median household income based on the cost of living in the Parish of Caddo. Based on these adjustments, SFA calculated that the adjusted median household income falls between approximately 46 percent and 13 percent below the median in the Parish of Caddo. SFA considers the median household income levels as a challenging development factor.

FEES FOR RECREATIONAL LESSONS:

The surrounding communities have below average spending on recreational lessons when compared to the national average, which is approximately \$172, as well as the state average of \$104.84. Based on SFA's experience, communities with above-average level of household expenditures on fees for recreational lessons displays the willingness to purchase recreation-based programs and services in the immediate area. Though fees (spending) for recreational lessons are below the state average, SFA does not view this as an insurmountable challenge given the level of spending increases to satisfactory levels within the 30-minute radius.



KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC INSIGHTS

Within the local Parish of Caddo market, the population ranges up to approximately 335,000 people, which is a positive characteristic for new facility development. The five-year population trend shows decreasing figures that demonstrate a slight outflow of existing residents from the local market. The overall median age sits below the national median, which demonstrates a likely high presence of younger families and youth residents in the market. The median household income presents a challenging characteristic for the local market alongside the spending on recreational lessons characteristic. SFA also notes that a sports tourism complex would rely more heavily on the regional market and the regional population. As mentioned previously, the regional market offers a strong population base to attract visitors for sports tourism tournaments and events in the the Parish of Caddo area.

SFA notes that although the current market factors demonstrate various challenges, new sports facility developments have been shown to contribute to increasing population bases, or slowing declining local population figures, while attracting higher-earning individuals and families who tend to spend more on sports and recreation services.

KEY DATA: SPORTS IN THE REGION

As part of the process of analyzing the opportunity for the development in the Parish of Caddo, SFA determined the total number of sports participants in the local, sub-regional, and regional markets.

SFA calculates sports participation using a blend of national and regional sports participation rates as reported by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA). The projections consider only active sports participants who play their respective sport in an organized format a specific number of times per year. The qualifying participation threshold varies by sport and is intended to separate casual participants from core participants; core participants are more likely to pay to visit the facility because they play consistently enough to consider paying for and participating in an organized program on a regular basis.

The following table lists the “primary” sports and activities that could be accommodated within the facility types that most regularly drive a high volume and frequency of indoor sport participants and events, as well as the number of potential participants that could be attracted from the local, sub-regional, and regional marketplaces. “Primary” sports are those identified as having regular competitive seasons or a large base of participants to draw from the market.



KEY DATA: SPORTS IN THE REGION

POTENTIAL CORE SPORTS PARTICIPANTS (SAMPLE)

Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.77%	22,713	35,124	1,239,400
Pickleball	3.71%	12,444	19,244	679,063
Volleyball	2.76%	9,266	14,329	505,624
Gymnastics	1.54%	5,148	7,961	280,906
Cheerleading	1.06%	3,549	5,488	193,659
Martial Arts	0.99%	3,335	5,157	181,966
Futsal	0.83%	2,767	4,279	150,987
Wrestling	0.82%	2,758	4,265	150,504

SFA calculates the potential participants by multiplying each primary sport's core participation rate with each drive time population. SFA notes that this calculation does not factor in existing service providers, and it is likely that existing facilities in the local, sub-regional, and regional marketplaces will impact the likelihood that a new facility could capture more or less core participants from those areas.

KEY DATA: SPORTS IN THE REGION

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA groups core participation rates and potential participants in the region by asset type. As shown in the chart below, there is a sizable base of potential participants that new court assets could capture.

Indoor Court Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.77%	22,713	35,124	1,239,400
Pickleball	3.71%	12,444	19,244	679,063
Volleyball	2.76%	9,266	14,329	505,624
Gymnastics	1.54%	5,148	7,961	280,906
Cheerleading	1.06%	3,549	5,488	193,659
Martial Arts	0.99%	3,335	5,157	181,966
Futsal	0.83%	2,767	4,279	150,987
Wrestling	0.82%	2,758	4,265	150,504
Total	18.48%	61,980	95,847	3,382,109

Grouping court sports together, new court-based assets in the Parish of Caddo could serve approximately 18.48 percent of the regional population totaling almost 3.4 million players of various sports including basketball, volleyball, and gymnastics, and more. Maximizing the flexibility of the indoor court assets will enable the greatest facility utilization and, in turn, the revenue and economic impact-generating potential.

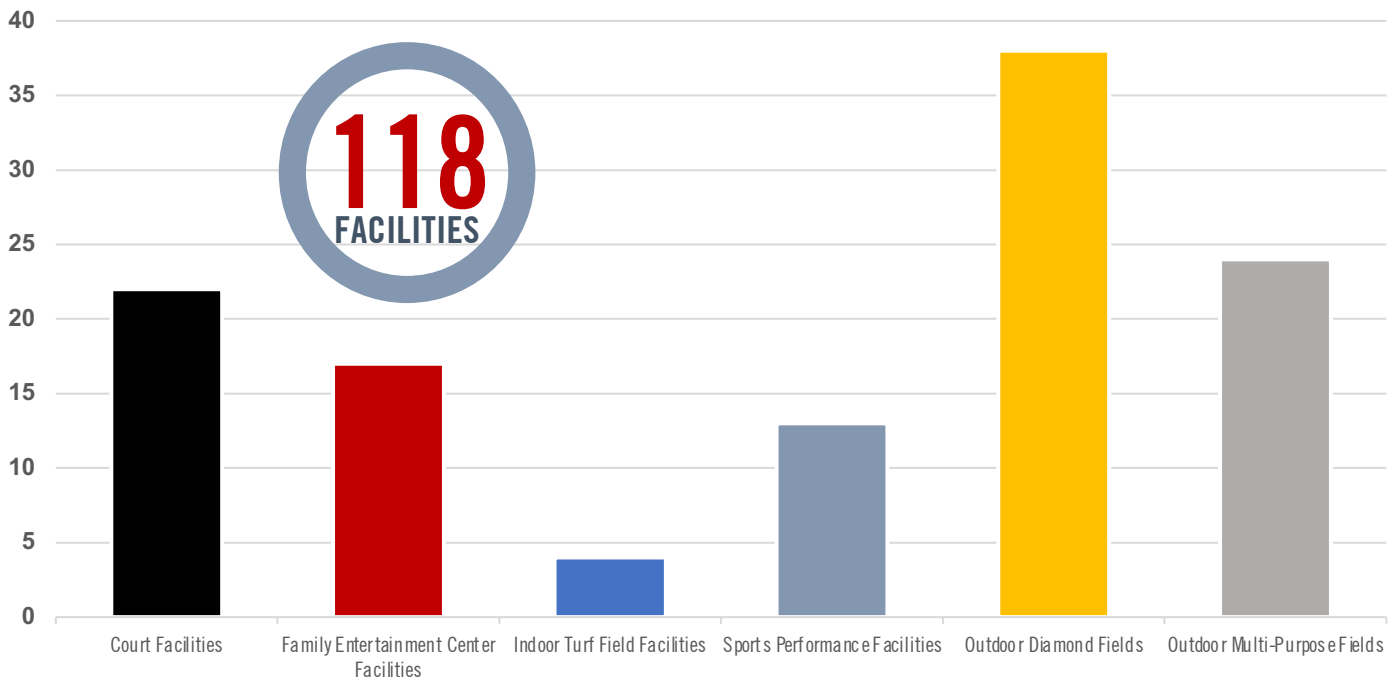
KEY DATA: EXISTING SERVICE PROVIDERS – LOCAL

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA reviewed the local and regional market for existing service providers. SFA analyzes specific asset types based on the Client’s vision and direction for the facility. In addition, SFA conducts a standard review of the market to identify additional areas of focus for a new facility in the market. SFA preliminarily researched the following asset types in the Parish of Caddo area:

- INDOOR COURT FACILITIES
- FAMILY ENTERTAINMENT CENTER FACILITIES
- INDOOR TURF FIELD FACILITIES
- OUTDOOR DIAMOND FIELD FACILITIES
- OUTDOOR MULTI-PURPOSE FIELD FACILITIES



EXISTING SERVICE PROVIDERS



KEY DATA: EXISTING SERVICE PROVIDERS – LOCAL

The tables that follow show a sampling of all facilities analyzed by SFA. SFA presented these facilities in order of proximity to the Client’s proposed location rather than their similarity to the Parish of Caddo, LA project. SFA included facilities from the aforementioned asset types within the body of the report due to their relevance to the recommended facility program, while also exploring potential assets for additional market opportunities and inclusion in the overall model. SFA has included an expanded list of facilities analyzed in the local market in the Appendix.

Indoor Court Facilities	Drive Time (Minutes)
David Raines Recreation Center	13
Mamie Hicks Recreation Center	18
YMCA	20
Bilberry Recreation Center	20

Indoor Turf Field Facilities	Drive Time (Minutes)
Hard But Fair Athletic Training Center	20
Cypress 3:16 Field House	20
AcroSports and The Fieldhouse	27
Shreveport Indoor Soccer Facility	27

Family Entertainment Center Facilities	Drive Time (Minutes)
Chuck E. Cheese	18
Planet Fun Family Fun Center	20
Altitude Trampoline Park	20
Escape SBC - Bossier	20

Sports Performance Facilities	Drive Time (Minutes)
Pro27 North	8
Iron Republic Athletics	18
SportsPlex Bossier	19
Hard But Fair Athletic Training Center	20

Outdoor Multi-Purpose Field Facilities	Drive Time (Minutes)
Richard Fleming Park	12
North Bossier Park	19
Princess Park	22
Freedom Fields	22

Outdoor Diamond Field Facilities	Drive Time (Minutes)
Blanchard Athletic Club	7
Earl G Williamson Park	15
Clifford Almond Community Playfield 22	20
Spar Stadium	20

KEY DATA: EXISTING SERVICE PROVIDERS – REGIONAL

In exploring the sports tourism opportunity for the the Parish of Caddo market, SFA researched various sports tourism facility types in the region but prioritized indoor court facilities based on the relevance to the envisioned facility program. The table that follows shows a sampling of the tournament and event-capable facilities analyzed by SFA. SFA presented these facilities in order of proximity to the Client’s general site location rather than similarity to the Parish of Caddo project. SFA has included an expanded list of facilities analyzed in the regional market in the Appendix.

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
Ruston Indoor Sports Complex	74	6 BB courts/8 VB courts, 1 4,000sf meeting room, concessions, visitor info center, 10 RV spots
West Monroe Sports and Events	97	8 BB/16 VB courts
Dallas Sportsplex	171	8 regulation VB courts and turf field
Drive Nation	171	6 BB/12 VB courts
Duncanville Fieldhouse	174	6 BB courts

KEY DATA: EXISTING SERVICE PROVIDERS

SFA conducted additional analyses during the pro forma development to determine each competing facility's impact on the ability of new youth and amateur sport assets to achieve operational success. The facilities researched represent potential competitors in the market that are currently hosting programs, tournaments, or other events that may impact the operations at a new facility. The factors SFA used to perform this analysis include, but are not limited to:

EXISTING SPORTS AND RECREATION INVENTORY:

SFA analyzed existing facility inventory in terms of the quantity of existing sports assets, the quality of those assets, and their proximity to critical supporting structures and businesses.

PROXIMITY TO THE FACILITY:

SFA determined the proximity of existing sports and recreation assets to the new facility, recognizing that closer assets will have a larger impact from a competitive standpoint than assets that are farther away.

PRICING:

SFA examined the market prices of user fees, rental rates, registration fees, etc. Unless otherwise directed, SFA sets prices in its financial forecast that are either in line with or slightly above current-year market rates.

SEASONALITY:

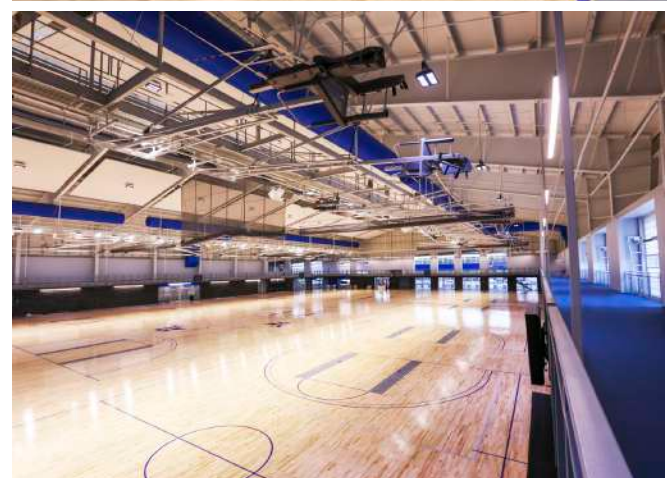
SFA utilized its experience in managing similar facilities to determine the optimized seasonality for hosting programs and events. In addition, SFA recommended asset types based on their ability to flexibly support year-round programming, especially in climate-challenged markets.

MARKETING REACH AND CAPTURE RATE:

SFA based the ability of a new facility to effectively market and capture sports and recreation participants, tournaments, and events on market factors such as demographics and socioeconomics, competitive factors such as the quality of existing facilities in the region, and destination factors such as site accessibility and the reputation of the destination.

PROGRAM MIX AND SERVICE OFFERINGS:

SFA created a financial forecast that reflects a robust, detailed set of revenue streams for the facility based on the type, size, quantity, and quality of assets.



*Hoover, AL – Finley Center – Managed by Sports Facilities Management

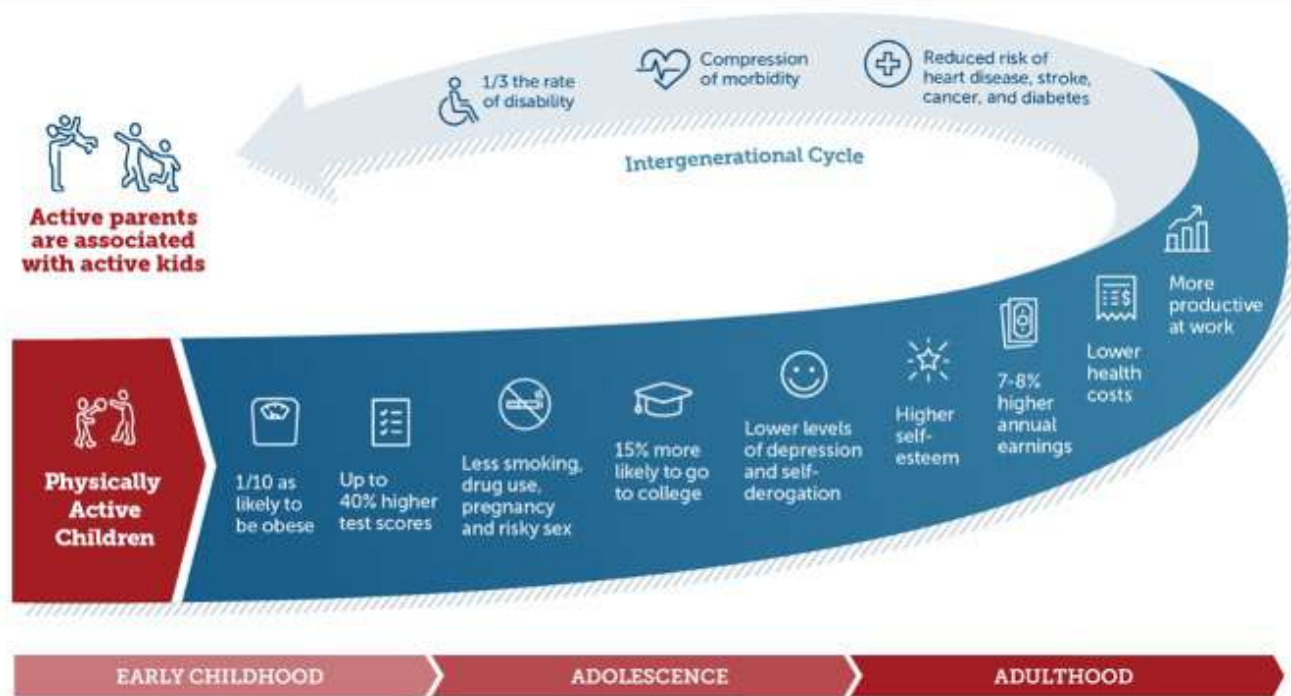
KEY DATA: EXISTING SERVICE PROVIDERS

KEY INSIGHTS:

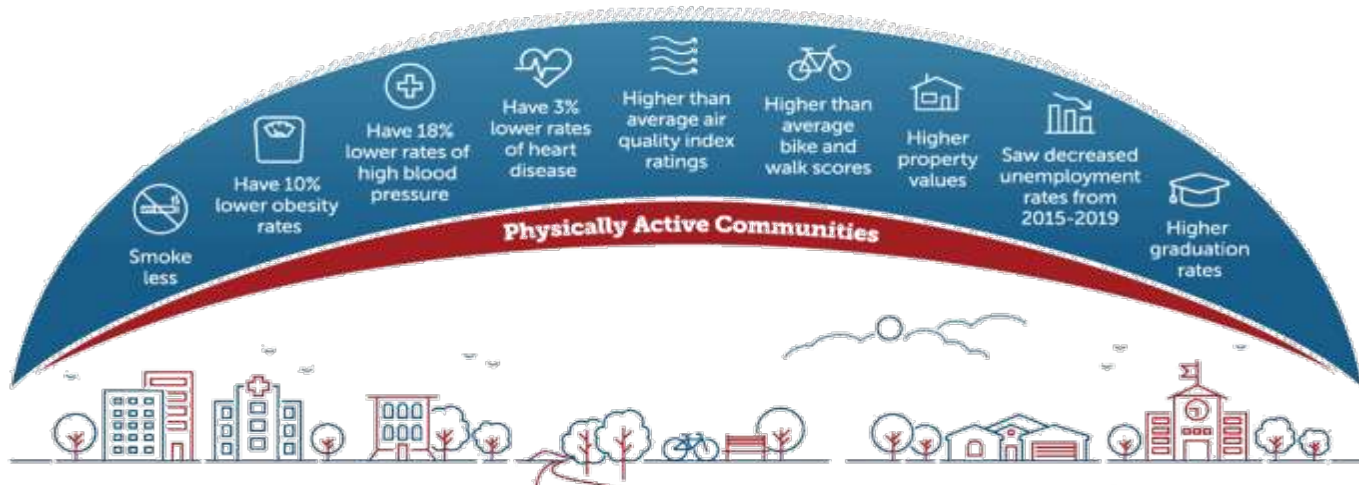
- SFA observed a moderate volume of indoor court facilities in the local market, with most facilities featuring just a single court operating between 10 and 30 minutes from a central location, although multiple two-court facilities currently operate in the broader local area.
 - The moderate volume of indoor facilities directly correlates to limited dedicated indoor court space for pickleball as well. The local market provides additional opportunity for dedicated indoor pickleball court facility space.
- SFA observed a moderate volume of FEC facilities in the local market, although most facilities operate 20 minutes or greater from the central pinpoint location.
- SFA identified a low volume of indoor turf field facilities in the local market, with all facilities operating within 30 minutes of the central pinpoint location.
- SFA observed a moderate volume of sports performance facilities in the local market, although most facilities operate 20 minutes or greater from the central pinpoint location, with most facilities offering a small indoor turf area. Various providers partner with or also offer sports medicine, sports therapy, or similar services within one facility.
- SFA identified a high volume of outdoor multi-purpose and outdoor diamond fields in the local market, with the majority of facilities located between 20 and 40 minutes from the project site.
- SFA reviewed the existing service providers in the region and observed that among the largest tournament-capable facilities located within four hours of the Parish of Caddo area, facilities offer up to nine full hardwood courts in the region, or 16 total volleyball courts at standalone sports facilities. While this region presents an opportunity to attract large volumes of visitation from regional participants, a new facility would need to compete with a number of established complexes offering eight courts or more within one facility.

COMMUNITY IMPACT: THE VALUE OF RECREATION

In 2013, the Aspen Institute launched the Project Play initiative to highlight the impacts youth sports have on the individual and community while increasing accessibility to sports for all. The graphics provided below reflect the benefits active lifestyles have on the individual as well the community.



As the chart above shows, the Aspen Institute aims to show how active lifestyles have major benefits to children that lead to the formation of healthy and active adults. Some of those benefits include a decrease in obesity, higher test scores, lower levels of depression, higher earnings, and reduced rate of heart disease as adults. As noted above, active parents tend to lead to active lifestyles.



The Aspen Institute stresses that benefits of active lifestyles are not limited to the individual. Active communities have statistically shown better air quality, higher property values, decreased unemployment rates, and higher graduation rates. From improvements to individual lives and the downstream collective impacts on the broader community, Parish of Caddo, LA would benefit significantly from accessible facilities that encourage physical activity for children and the community at large.

COMMUNITY IMPACT: THE VALUE OF RECREATION

In alignment with the Client's goals for the development of a new sports and recreation facility in the Parish of Caddo, LA, SFA notes that improvements in physical activity, especially through access to high-quality recreation facilities, can have significant positive physical and mental health impacts, social and safety impacts, educational impacts, and economic impacts for youth and for adults. The consolidated points below demonstrate research conducted by various sources on the benefits of physical activity.

Health Impacts – Physical and Mental

- Impact of activity on youth
 - Kids who are active are 10% as likely to be obese as kids who are not active. (**Aspen Institute Project Play/ Ratey, J. J., and Hagerman, E., Spark: The Revolutionary New Science of Exercise and the Brain, Little, Brown & Company, 2014.**)
 - Kids who are active are 26.7% less likely to experience depression than their inactive peer counterparts (**The New York Times, 2020**).
- Impact of activity on adults
 - 10% of premature deaths in adults can be contributed to inactive lifestyles (**Center for Disease Control (CDC)**).
 - Adults in active communities have 18% lower rates of high blood pressure than adults in inactive communities (**Aspen Institute Project Play**).
 - Adults in active communities have 3% lower rates of heart disease than adults in inactive communities (**Aspen Institute Project Play**).

Social and Safety Impacts

- Impact of activity on youth and adults
 - Sport generally offers participants safe environments at local (grassroots and community) levels, unifying players toward the pursuit of healthy, shared objectives, while learning core values within groups (**United Nations and Aspen Institute Project Play**)
 - Physical activity can improve individual concepts of self-worth, self-esteem, improve goal-setting, and heighten leadership qualities, with all aspects improving with healthy coaching (**GAO, 2012**).
 - Adults who are active have a 33% lower risk of all-cause mortality than those who are physically inactive (**CDC**).

Educational Impacts

- Impact of activity on youth
 - Kids who are active score up to 40% higher on standardized tests (**Aspen Institute Project Play / Grissom, J., "Physical Fitness and Academic Achievement," Journal of Exercise Physiology, 8(1), 11-25, 2005**)
 - Kids who participate in sports are 15% more likely to go to college (**Aspen Institute Project Play/ Lieras, C., "Do skills and behaviors in high school matter? The contribution of noncognitive factors in explaining differences in educational attainment and earnings," Social Science Research, 27:888-902, 2008.**)
 - Students who are active make up 66% of students earning mostly As, compared to their inactive counterparts, only 20% of whom earn mostly As (**CDC**).

Economic Impacts

- Impact of activity on adults
 - Adults who are active at least 2.5 hours per week save \$2,500 per year on healthcare costs. (**The Lancet Physical Activity Series**).
 - Adults who are active earn 7.8% more in annual earnings than inactive adults (**Aspen Institute Project Play**).
 - The Global Obesity Prevention Center (GOPC) and Aspect Institute Project Play project an increased amount of youth activity into adulthood from the current 13% to 25% could save \$579 million in direct medical costs (**State of Play Southeast Michigan, Aspen Institute Project Play**).

SPORTS TOURISM INDUSTRY INSIGHTS

Based on the desire of the Client to develop assets that drive non-local visitation to the community through sports tourism that generates economic impact, in addition to providing high-quality local recreation spaces, SFA has provided insights related to the sports tourism industry. As a focus of potential sports tourism assets in the Parish of Caddo, sports tourism could help drive economic impact and non-local spending in the market, benefitting the entire community, including those who may never utilize the facility itself.

GENERAL OVERVIEW

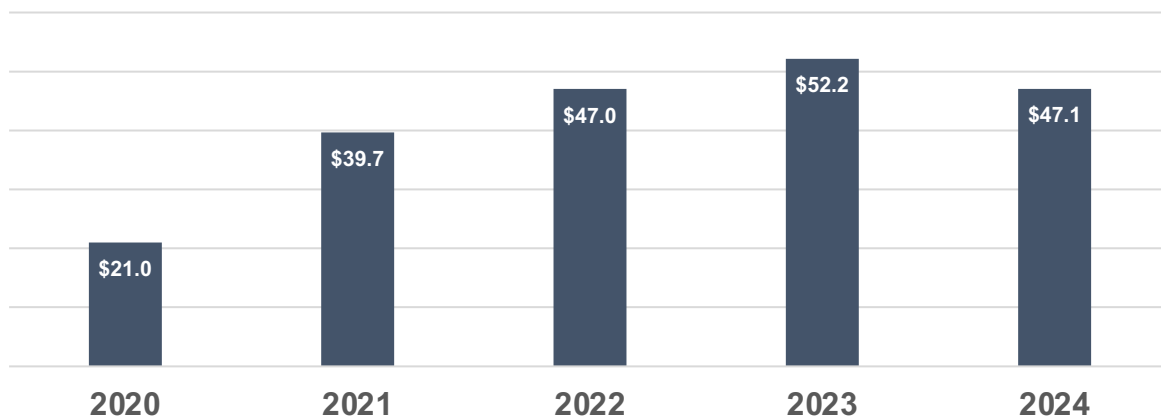
According to survey data collected by the Sports Events & Tourism Association (Sports ETA) published in its most recent “State of the Industry Report” in April of 2025, the sports tourism industry continues to grow and be an impactful part of life in the United States:

- In 2024, nearly 110 million people traveled to a sports tournament or event within the spectator sport traveler category, setting a new all-time high for annual travelers for these events.
- In 2024, there was approximately \$47.1 billion spent on travel for sports related tournaments and events.
 - \$11.7 billion was spent on transportation.
 - \$6.9 billion was spent on lodging and accommodations.
 - \$9.1 billion was spent on food, beverage, and dining.
 - \$10.8 billion was spent on recreation/entertainment.
 - \$8.6 billion was spent on retail.
- In 2024, spending related to travel sports tournaments and events supported approximately 664,860 jobs in total, while inducing almost 174,000 of those jobs, and sports tourism leading to \$17.6 billion in generated tax revenues.

INDUSTRY GROWTH

The sustained growth in the youth and amateur sports tourism industry over the last 15+ years is one of the most compelling reasons to consider sports tourism as a reliable, attractive industry. In fact, sports tourism is the only segment of the tourism industry that did not decline in any quarter of the Great Recession, allowing it to be considered “recession resistant” and therefore of increased interest to communities across the country.

**Sports-related travel spending and annual growth
(\$ billions)**



Source: Sports ETA, Longwoods International, U.S. Travel Association, Tourism Economics

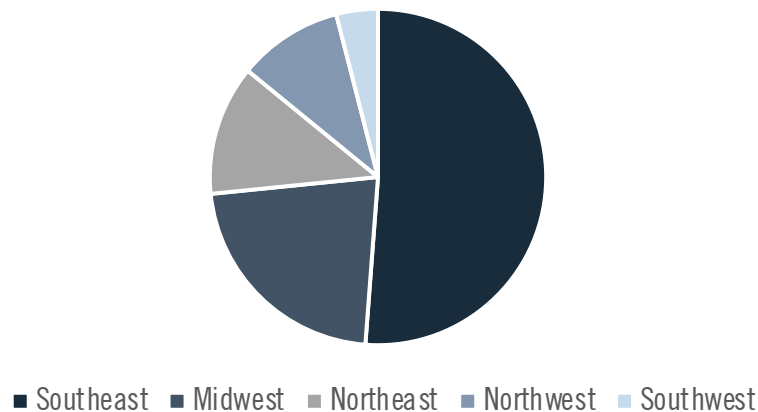
SPORTS TOURISM INDUSTRY INSIGHTS

EVENTS AND SPENDING BY REGION

In addition to overall growth, Sports ETA research breaks down youth and amateur sports tourism spending by region to demonstrate where activity has taken place.

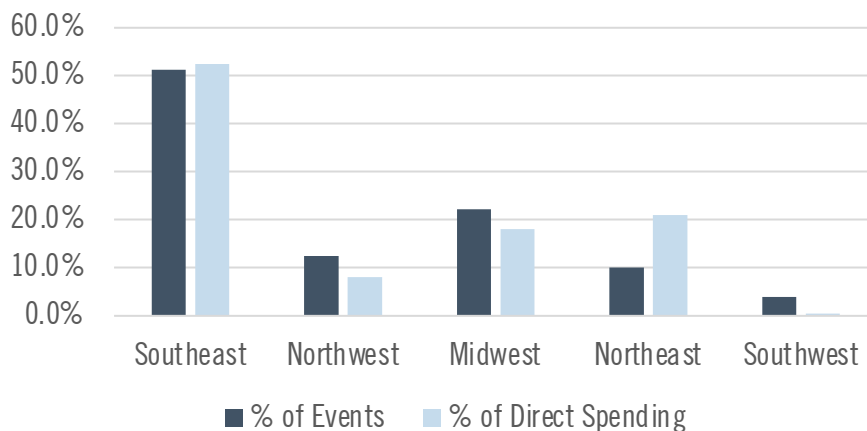
The chart that follows shows the distribution of events across five regions of the United States.

EVENTS BY REGION



The chart that follows demonstrates the percent of events and direct spending occurring in each region of the United States, with approximately 51 percent of events, and 53 percent of direct spending taking place in the Southeast.

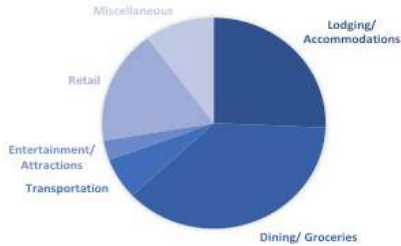
% of Events vs. % of Direct Spending



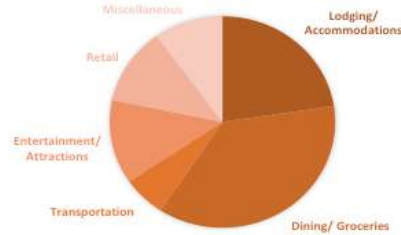
AVERAGE EXPENDITURES

Based on data from hundreds of events, SFA analyzed how individuals and families typically spend when traveling for youth and amateur sports events by type of destination. The graphs that follow demonstrate the average individual spending per day and family spending per weekend for travelers attending events in standard and tourism destination markets. A standard market is categorized as a location that does not have a significant, established tourism industry while a tourism destination is defined as a location that generates significant activity through tourism outside of youth and amateur sports.

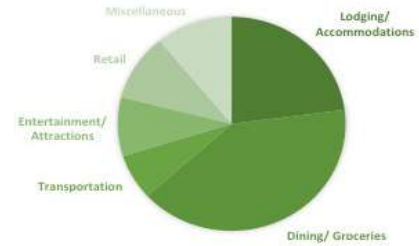
SPORTS TOURISM INDUSTRY INSIGHTS



Standard Market
\$110.37/Person/Day
\$883/Family/Weekend



Tourism - Off-Peak
\$150.58/Person/Day
\$1,205/Family/Weekend



Tourism - Peak
\$185.82/Person/Day
\$1,487/Family/Weekend

As demonstrated in a standard market, families currently spend approximately \$883 per weekend of travel for youth and amateur sports tournaments and events.

SPORTS TOURISM DESTINATION AND OPERATIONAL SUCCESS FACTORS

To capitalize on the opportunities created by youth and amateur sports tourism activities as described above, SFA highlights several destination and operational success factors that are important in the industry today.

DESTINATION FACTORS

- **High Quality, Large Facilities and Assets**
 - The success of youth and amateur sports tourism starts with facilities. With the proliferation of competitive destination facilities, amenity quality is increasingly important as well as the number of spaces available to host teams, participants, and spectators. Additionally, supporting amenities like food and beverage services, entertainment options, etc. create a competitive advantage for facilities that feature them.
- **Variety of Lodging, Dining, and Entertainment Options**
 - Outside of the facility, decisions related to events to attend are often made in part on the lodging, dining, and entertainments options in the market. For players and teams traveling regularly, having known brands and affordable options to choose from is often important. For players and teams traveling infrequently or for families opting to create a vacation around a tournament, having unique and exciting lodging, dining, and entertainment is critical.
- **Desirable Competition**
 - One of the primary reasons to travel for tournaments and events is to compete against unfamiliar teams. Tournaments that feature a mix of teams from a large geographic range and have a well-defined competitive level structure are best able to draw teams and to bring them back year after year.
- **Affordability**
 - Affordability continues to be a top concern of coaches, parents, and participants as they decide which events to attend and how many times to travel. The increase in number of competitive events and the expansion of traditional seasons has created a need to be cost conscious when selecting events.
- **Reputation of the Destination**
 - Establishing and maintaining a reputation as a great place to visit is a critical factor for attracting and retaining events and participants.

SPORTS TOURISM INDUSTRY INSIGHTS

OPERATIONAL SUCCESS FACTORS

- **Program-Driven Design**
 - In today's climate where new special-purpose sports tourism facilities are being opened regularly across the country, facilities must be built for and operated to create a best-in-class experience for visitors. To successfully attract, host, and retain events and participants, the facility must have been designed with event operations and participant satisfaction in mind.

- **Dedicated Marketing and Business Development Personnel and Budget**
 - With so many communities and facilities seeking to capture a portion of the sports tourism industry, it is imperative to dedicate people and money to marketing and selling opportunities. While the recommended organization structure and budget varies significantly from location to location, all successful destinations have some level of dedicated personnel and money available to secure business.

- **Dedicated Management**
 - Similar to dedicated resources to selling the facility, successful venues have a dedicated and specialized management team to ensure the investment into the facility is protected and the reputation within the industry is built and maintained.

- **Collaboration**
 - The youth and amateur sports tourism industry consists of a variety of existing destinations and events across activities, levels of competition, governing bodies, rules of play, etc. The increasingly mature industry now features an environment in which it is often difficult to build new events and attract visitors to events that are not already established. This necessitates collaboration with tournament and events rights holders to attract existing events, working with existing facilities to grow events that demand greater capacity, and maximizing visitation and economic impact during early years of operations.

- **Owner, Member, and Community Buy-In**
 - Sustainable facilities often feature a balance of tournaments/events and local leagues, camps, clinics, etc. To set expectations for how an optimal balance is achieved and to execute on a well-rounded, sustainable business plan, the facility must educate all stakeholders and communicate the purpose as well as the schedule for tournaments and events on a regular and ongoing basis.

FACILITY PROGRAM AND OPINION OF COST

FACILITY OVERVIEW

Based on the data and insights detailed in this report, SFA has provided facility program recommendations for the development of indoor new sports and recreation assets in the Parish of Caddo. The facility program model outlines the recommended amenities and space requirements for the indoor facility, breaking out the indoor components of the model, followed by the site development requirements.

RECOMMENDED FACILITY PROGRAM

Indoor Athletic Facilities

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Courts	Basketball Courts (actual courts 84' x 50')	6	104	80	8,320	49,920	28.8%
	Basketball Courts (w/Event Seating)	4	104	95	9,880	39,520	22.8%
	Pickleball Courts	30	44	20	Over Basketball Courts		0.0%
	Volleyball Courts	20	60	30	Over Basketball Courts		0.0%
	Telescopic Bleacher System: 4000 Seats	1	-	-	Event/Court Floor		0.0%
Total Courts Sq. Ft.						89,440	51.5%
Meeting Space	Pre-Function Space	1	-	-	2,500	2,500	1.4%
	Ballroom/Meeting Rooms	1	-	-	5,000	5,000	2.9%
	Meeting Area Restrooms	2	35	25	875	1,750	1.0%
Total Meeting Space Sq. Ft.						9,250	5.3%
FEC	Family Entertainment Center	1	-	-	15,000	15,000	8.6%
	Total FEC/Adventure Sq. Ft.						15,000
Flex Space	Lobby/Welcome Area	1	-	-	1,600	1,600	0.9%
	Control Room	1	15	10	150	150	0.1%
	Manager's Offices	4	10	10	100	400	0.2%
	Office Area	1	-	-	1,200	1,200	0.7%
	Catering Kitchen w/Front Concession	1	50	40	2,000	2,000	1.2%
	Café Seating Area	1	50	50	2,500	2,500	1.4%
	Full Secondary Concession	1	50	20	1,000	1,000	0.6%
	Flex/Team Rooms (Divisible)	4	60	25	1,500	6,000	3.5%
	Ref Rooms	2	15	10	150	300	0.2%
	Training Room	1	20	15	300	300	0.2%
	Restrooms	2	35	25	875	1,750	1.0%
Leased Space - Medical	1	-	-	10,000	10,000	5.8%	
Total Flex Space Sq. Ft.						27,200	15.7%
Required SF for Products and Services						140,890	81.2%
Mechanical, Electrical, Storage, etc. 10% of P&S SF (Excl. Leased Space)						13,089	7.5%
Common Area, Stairs, Circulation, etc. 15% of P&S SF (Excl. Leased Space)						19,634	11.3%
Total Estimated Indoor Athletic Facility SF						173,613	100%
Estimated Building Footprint						156,251	
Total Building Acreage						3.59	

By developing an indoor facility that can accommodate 10 indoor basketball courts cross-lined with 30 pickleball courts, or 20 volleyball courts, a family entertainment center, and requisite flex spaces, the indoor facility can serve a variety of local needs, while also enabling the facility to compete with established venues in the region as a sports tourism destination. The ten indoor courts create a differentiated facility that provides sufficient flat floor space to attract large tournaments in the region, while also maintaining space for Parish of Caddo residents to grow existing and develop new recreation programs. The court space can accommodate a wide range of sport activities including basketball, volleyball, cheer, dance, wrestling, pickleball, and more. The court space can also be used to accommodate other non-sport events like conventions, tradeshow, expos, and other community events.

FACILITY PROGRAM AND OPINION OF COST

INDOOR FACILITY DETAILS

While the recommended facility outlined above includes 30 pickleball courts cross-lined over the hardwood basketball courts, an additional dedicated indoor pickleball facility could complement the recommended facility in the ability to host tournaments. An alternative dedicated pickleball facility would also reduce scheduling conflicts that arise from restricted use of the pickleball courts during tournaments and events and other peak utilization times.

The family entertainment center (FEC) included within the recommended facility could include assets such as an arcade, redemption store, play-climb/adventure ropes course, etc. These amenities provide non-sport revenue generating opportunities throughout regular facility operation, in addition to offering a community amenity to local residents. As well, these assets contribute to the facility destination factor, offering non-sport visitors and guests like siblings, friends, and parents of participants the opportunity to enjoy the facility during and outside of event times. As well, FEC spaces contribute to higher overall facility revenue per square foot thresholds, improving facility revenue generation on a year-round basis. The FEC also serves the local community with the ability to host birthday parties and events. SFA has right-sized the FEC to maximize revenue generation per square foot within the facility in line with the market opportunity, existing service providers, and complementary assets within the venue.

The recommended facility program offers sufficient flex spaces to support all sport and non-sport facility needs. The 6,000 square feet of divisible flex team rooms can be used for a wide variety of programs such as after-school academics, wrap-around services, food service distribution, homeschool programs, educational courses, and more. In addition to the 6,000 square feet of flex space, the facility includes 7,500 square feet of dedicated meeting space. The meeting spaces serves as breakout rooms for conferences and special events and also drives additional food and beverage revenue to the facility.

The additional recommended flex spaces within the facility include all other areas that impact visitor experience or facility operations and consist of areas like the lobby/welcome area, manager's offices, a catering kitchen with café seating area and secondary concessions, among others. The facility also includes 10,000 square feet of medical leased space for a tenant to occupy. This leased space provides the opportunity for a mutually beneficial relationship to form between a medical provider like sports medicine, physical therapy, or similar, and the sports facility which is often full of potential customers either needing or interested in related services. Players and sport participants benefit from a nearby provider to help with immediate or long-term sports medicine needs, the provider benefits from a consistent customer-base within the same site, and the facility operator benefits from a tenant who provides key services to guests in an in-demand space, who also provides a consistent revenue stream to the facility.

The combined quantity and quality of assets can serve the Parish of Caddo area and provide a unique market opportunity for the the Client to develop a significant client base within the local and regional market.

FACILITY PROGRAM AND OPINION OF COST

SITE DEVELOPMENT

Site Development

		Quantity	Dimensions		Approx. SF each	Total SF	% of Total
			L (')	W (')			
Parking Spaces Total	Parking Spaces Total (10'x18' actual, 20' x 20' inc. aisles)	695	20	20	400	278,000	71.9%
	Setbacks, Green Space, Trails, etc.	25% Indoor/Parking, 50% Outdoor				108,563	28.1%
Total Estimated Site Development SF						386,563	100%
Total Site Development Acreage						8.87	
Total Complex Acreage						12.46	

SFA recommends 695 new parking spaces to meet the expected demand at the indoor facility, to accommodate all programming within the court assets. In addition to parking, SFA expects additional space requirements for setbacks, green space, trails, etc. to set the total complex acreage size at approximately 12.46 acres of land.

SUMMARY OF DEVELOPMENT COSTS

Based on SFA's experience in developing sports and recreation facilities, the tables below summarize the opinion of cost for the indoor facility. In order to provide a more accurate opinion of cost and based on the current volatile construction climate affecting the development of youth and amateur sports facilities, SFA projected a range of development costs including a low and high-end projection.

USES OF FUNDS	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$36,208,879	\$40,232,088	\$44,255,297
COURT AND SPORT EQUIPMENT COST	\$5,011,646	\$5,568,495	\$6,125,345
FURNITURE, FIXTURES, AND EQUIPMENT	\$5,768,655	\$6,409,617	\$7,050,579
SOFT COSTS CONSTRUCTION	\$4,778,768	\$5,309,742	\$5,840,716
SOFT COSTS OPERATIONS	\$1,801,856	\$1,801,856	\$1,801,856
ESCALATION	\$4,109,272	\$4,565,857	\$5,022,443
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$57,679,075	\$63,887,655	\$70,096,235

The total use of funds for the indoor facility ranges from a low-end opinion of cost of approximately \$57.7 million to the high-end opinion of cost which equals approximately \$70.1 million. Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which SFA has delivered as an associated document within the pro forma. The opinion of cost includes the all-in cost of construction, furniture, fixtures, equipment (including goals, bleachers, scoreboards, etc.), as well as additional items detailed further within the Construction and Start-Up sections of the full pro forma.

SFA's opinion of cost outlined above for the recommended facility is based on a new build development as opposed to the renovation of an existing facility. While SFA has not analyzed the opinion of cost associated with renovating an existing facility, the following outlines opportunities and challenges associated with renovating an existing facility compared to a new build development.

Building a new facility

- Pros
 - Purpose-built program: layout, adjacencies, and ceiling heights optimized for tournaments, revenue spaces, and modern user expectations
 - Operational efficiency: better energy performance, right-sized systems, fewer deferred-maintenance surprises, and lower OPEX per SF over time.
 - Brand and market impact: new assets are easier to market, can reposition the destination and attract events/users competitors can't
 - Site flexibility: ability choose the best site for access, visibility, parking, expansion, and co-location with other uses
 - Code/ADA compliance: easier to fully meet current life-safety, accessibility, and sport-governing-body standards
- Cons
 - Highest upfront capital: land and full vertical construction are often highest debt/financing structure
 - Longer schedule and entitlement risk: zoning, infrastructure, utilities, off-sites, environmental, etc.
 - Phasing: harder to open partial program early unless deliberately master-planned for phases
 - Political optics: Can be a challenging sell if the existing facility appeals to the public or has sentimental value

Renovating / expanding an existing facility

- Pros
 - Lower initial cost (potential): reusing structure, foundations, and some systems can reduce capital compared to all-new development
 - Speed to market: shorter design/permitting window; easier to phase work around operations.
 - Known site & patterns: existing locations have existing user habits, utilities, traffic patterns, and often fewer entitlement challenges
 - Community goodwill: preserves legacy buildings and memories; can be framed as good stewardship of public assets
 - Funding optics: can be easier to position as "responsible reinvestment" rather than a significant new spend
- Cons
 - Program constraints: column spacing, roof heights, and existing walls can limit sport mix, spectator experience, and premium spaces
 - Hidden conditions: Asbestos, structural deficiencies, undersized utilities, or code triggers can erase the cost advantage
 - Suboptimal location locked in: if the site has poor access, visibility, or no room to expand, renovation can entrench those issues
 - Operational inefficiency: even after renovation, you may face challenging circulation, staff sightlines, or fragmented storage/back-of-house
 - Code/ADA triggers: large renovations can force major (and expensive) upgrades to meet current codes

BUSINESS MODEL OVERVIEW

As mentioned throughout this report, one key area of focus for a new sports complex will be to provide a youth and amateur sports tourism opportunity serving the region, as well as the local Parish of Caddo market.

The information below is based on the Client's vision, as well as SFA's recommendation to establish a balance between serving the local community through local programs and the regional market through hosting sports tourism tournaments and events. SFA has first detailed the sports tourism operating model, followed by the local programming operating model. SFA has arranged the information in this order based on the Client's goals, since the Client aims to prioritize larger sports tourism facilities that will drive more revenue and attract greater visitation. However, it is important to note that the facility will be able to serve the local community, residents, organizations, and school systems through programming during non-event times.

SPORTS TOURISM MODEL

To more clearly define the goal of generating economic impact through sports tourism events, SFA has described the sports tourism operating model below.

The goal of a sports tourism model is to attract out-of-town teams, players, coaches, and spectators to the market to generate revenue for the facility and to create economic impact through non-local visitors staying in hotels, eating at restaurants, shopping at stores, purchasing gas, etc. Within the sports tourism model, there are two primary ways of developing tournaments: creating in-house tournaments and outsourcing tournaments to existing organizers/rights holders.

In-house tournaments require a significant amount of time, energy, and human resources to develop and execute. This type of event requires the facility to market the event, register teams, secure hotels, train staff, hire officials, manage play, etc. As such, significant revenue can be generated, but the cost of doing business is high. Additionally, tournaments typically take multiple years to grow, and as a result first year (and often second year) events are small, marginally profitable, and create a minimal economic impact.

Outsourced tournaments require much less work on the part of the facility because inventory is rented to a tournament provider who oversees securing teams and running the event. Additionally, they often provide greater economic impact in the early years of operation because they are not first-year events, and therefore there are more teams in attendance. However, the amount of revenue the facility can generate on an outsourced tournament is limited because team registration fees go to the rights-holder, as do other revenue streams (e.g., hotel rebates, gate fees, etc.).

BUSINESS MODEL OVERVIEW

SPORTS TOURISM MODEL (CONTINUED)

SFA has found that it is typical for facilities with a sports tourism business model to accomplish their goals by generating large amounts of economic impact rather than relying solely on the operational performance of the facility to determine success. Because large sports tourism-focused facilities generally depend on hosting events that generate economic impact, these provide the facility with one-off revenue streams that occur a limited number of times each year but require large facilities that are generally overbuilt for the local market opportunity. For facilities that pursue sports tourism as an economic driver, room night generation, direct spending, and new tax revenues earned from events are viewed as an attractive return on the investment relative to potential subsidization of operations. As such, these types of facilities serve as a driver of traffic and spending to other businesses in the adjacent area such as hotels, restaurants, retail stores, etc. These facilities often function as an anchor to mixed-use projects that benefit the community alongside additional development.

LOCAL PROGRAMMING MODEL

The local programming model is designed to make any facility development a year-round sports and recreation hub by serving as a community asset providing sports, physical health, recreation, and youth development programming, regardless of skill levels or abilities. By creating a fun, active space with high-quality programming and amenities, the spaces detailed in the facility program will be able to host a multitude of activities and serve a wide range of community pursuits.

Based on conversations with the Client, SFA's recommendations for the spaces and amenities detailed in the facility program, a sports tourism complex has the potential to offer programming for any or all of the following activities from in-house and/or partner organizations: practices, camps, clinics, leagues, showcases, tournaments, private individual and group training, and more.

The recommended facility is designed to serve all residents of Caddo Parish, including local schools, through an inclusive environment that accommodates diverse needs. It will operate as a year-round recreation destination for youth, adults, seniors, families, and individuals with varying abilities. Through coordinated programming with the Caddo Parish Parks and Recreation Department, the school district, and community partners, the facility will support health and wellness by promoting active lifestyles, increasing access to recreation, and fostering social connection. In doing so, it will function as a central community hub for gathering, engagement, and participation in a wide range of sports and leisure activities for all ages.

PROGRAM MIX

The programs listed above offer a robust programming model to be featured at the the Parish of Caddo complex including in-house and partner organization offerings. While a model more heavily focused on partner and rental programming typically takes less time to grow revenues and guarantees revenue for the model, it limits the long-term revenue growth opportunities.

BUSINESS MODEL OVERVIEW

PROGRAM MIX

SFA recommends a facility program mix that includes internal or in-house programs in addition to rental or outside service provider programs, however, believes that an in-house local programming model will deliver the best results to achieve the Client's goals. In-house programming presents the complex with the following growth and business development opportunities:

GREATER OWNERSHIP OF THE BUSINESS:

- Running in-house programs will allow the management team to dictate all aspects of the products and services being offered in the facility. This ownership provides the ability to make decisions regarding marketing, sales, and operations of all programs. Furthermore, the facility will rely less on the skills, experience, and relationships of outside people or organizations and therefore strengthen the complex's ability to offer best-in-class services to its customers.

CONTROL OF THE CUSTOMER EXPERIENCE:

- All programs are a reflection of the facility and affect customer perception of the brand. With a rental model, a facility has a minimal level of control over program quality and customer experience. If a program run by an outside organization does not meet customer expectations, the facility will be directly associated with that bad experience. On the other hand, internal programs allow the facility to control the quality of customers' experiences.

HIGHER FINANCIAL RETURNS:

- Rental programs are limited in the level of revenue they are able to generate. This relatively flat revenue restricts the ability to capitalize on growth opportunities. An internal program business model creates the opportunity for the facility to grow programs and increase the amount of revenue that can be generated per hour. With the proper investment in and development of in-house programs, the facility will be able to generate significantly higher levels of revenue.

FACILITY DATABASE AND CROSS MARKETING:

- Internal programming presents the facility with the opportunity to build an extensive internal database of its customers. Owning and running in-house programs will allow the facility to capture and retain important customer contact information. This internal database will create a platform for the management team to cross-market appropriate programs to people who are already customers and invested in taking part in the products and services that the facility has to offer. The ability to cross-market to an internal database is substantially more effective than many traditional marketing initiatives.

ABILITY TO MAXIMIZE SCHEDULING:

- A rental-only model restricts the management team's ability to maximize program scheduling. This is a result of the desire of outside programmers and rentals to purchase only the best and prime time hours in the facility. With an in-house program model, the management team will be able to dictate the day and time that programs are run and therefore allow the facility to maximize the use of available scheduling time.



*Hoover, AL – Hoover Met Complex – Managed by Sports Facilities Management

BUSINESS MODEL OVERVIEW

A gradual transition towards a higher level of internal programming after opening will allow the facility to maintain relationships and utilize outside programming during the maturation process. As the facility matures, shifting to an increased percentage of internal programs will allow the facility to capitalize on opportunities to grow programs and contribute to a higher level of financial sustainability.

Based on the vision of the Client, SFA believes that there will be a hybrid business model between the local programming model and the sports tourism operating model in order to maximize sustainability, although the Client plans to prioritize sports tourism in order to generate greater visitation to the development, spurring economic development in the Parish of Caddo through non-local days in market and hotel room nights. As such, the level of financial and economic impact performance will depend on the type of assets, mix of assets, and business model within any facility that is developed.

FINANCIAL PERFORMANCE OVERVIEW

SUMMARY OF FINANCIAL PERFORMANCE

SFA’s determination of feasibility for the indoor model depends on the financial forecast of the business and the ability for it to achieve results that support the long-term financial goals of the Client. SFA constructed detailed pro forma/financial analysis for the indoor athletic facilities that project the financial viability for the first five years of operations. In creating the financial forecast, SFA intentionally projects numbers that are dependent on timely marketing, attention to detail, ongoing financial analysis, a focus on customer service, and intelligent management practices.

The following table combines and summarizes the forecasted revenues, cost of goods sold, and operating expenses through the first five years of operations at the indoor facility. The financial performance details have been provided in the full financial forecast documents. SFA has projected the items within the financial forecast according to standard processes backed by more than a decade of industry experience including the production of hundreds of institutional-grade pro forma documents, the development of numerous youth and amateur sports facilities, and the real-world management experience gained from the day-to-day operations of more than 110 youth and amateur sports facilities around the United States and in the region.

FINANCIAL SUMMARY

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Revenue	\$2,750,035	\$2,905,771	\$3,324,324	\$3,589,242	\$3,950,905
Total Cost of Goods Sold	\$888,633	\$944,411	\$1,075,622	\$1,162,447	\$1,274,155
Gross Margin	\$1,861,402	\$1,961,360	\$2,248,702	\$2,426,795	\$2,676,750
Total Operating Expenses	\$2,104,850	\$2,139,952	\$2,232,262	\$2,314,141	\$2,405,850
EBITDA	(\$243,449)	(\$178,591)	\$16,440	\$112,654	\$270,900
% of Revenue	-9%	-6%	0%	3%	7%

As demonstrated in the previous table, the operations for the indoor facility are expected to require an operational subsidy of approximately \$243,400 due to a negative Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA) in year one before growing to generate a positive return of approximately \$270,000 in year five at maturity and beyond.

ECONOMIC IMPACT ANALYSIS

ECONOMIC IMPACT EXPECTATIONS

As stated previously, SFA developed its forecasts based on the prioritization of events that meet the Client’s objectives related to both local and tournament programming and best practices for managing successful sports tourism facilities. As part of that exercise, SFA conducted an in-depth analysis of the two components that determine economic impact:

1. The average daily expenditure for non-local visitors to the market, including but not limited to:
 - Average daily rate for hotels
 - Average daily meal costs
 - Percent of spending in market by category
2. The details for each event, including but not limited to:
 - Number of participants
 - Number of spectators
 - Markets from which participants travel
 - Day and overnight travel habits in the region and across the industry
 - Length of event

For the purposes of this study, SFA analyzed overnight visitors to the market. Overnight visitors are defined as those coming to the Parish of Caddo area from more than 90 minutes away who stay overnight. SFA’s economic impact projections do not include any assumptions for visitors extending their stay beyond the event and do not include any indirect or induced spending projections.

AVERAGE DAILY EXPENDITURE

SFA projected per-person spending in the categories in which visitors to the Parish of Caddo are expected to spend for regional youth and amateur tournaments and events. The chart below shows that overnight visitors are expected to spend an average of \$138.16 per person per day in year one before growing to \$146.63 in year five. The estimates for per person spending are based on conservative estimates for how non-local visitors will spend while in market. SFA believes that these are reliable estimates, and that it is unlikely that per person spending will fall below the projected amounts.

Per Person Spending By Category

	Year 1	Year 2	Year 3	Year 4	Year 5
Lodging/Accommodations	\$36.67	\$37.22	\$37.77	\$38.34	\$38.92
Dining/Groceries	\$51.00	\$51.77	\$52.54	\$53.33	\$54.13
Transportation	\$8.67	\$8.80	\$8.93	\$9.07	\$9.20
Entertainment/Attractions	\$4.08	\$4.14	\$4.20	\$4.27	\$4.33
Retail	\$23.97	\$24.33	\$24.69	\$25.06	\$25.44
Miscellaneous	\$13.77	\$13.98	\$14.19	\$14.40	\$14.61
Total	\$138.16	\$140.23	\$142.33	\$144.47	\$146.63

ECONOMIC IMPACT ANALYSIS

ECONOMIC IMPACT DRIVERS

Before converting the per-person average daily expenditure into a total direct spending projection, SFA analyzed the two most important drivers of economic impact: non-local days in market and room nights generated for each event projected. Non-local days in market are the number of days that non-local visitors will spend in the the Parish of Caddo market because of the tournament or event they are attending at the indoor sports tourism facility. Hotel room nights are the number of nights that visitors will stay in the local area to take part in tournaments and events at the modeled facilities.

The tables that follow summarize the total direct economic impact generated based on demonstrated out-of-market visitation through non-local days in market, the total room nights generated, and the dollar value of direct economic impact generated directly by the construction and operation of the facility.

ECONOMIC IMPACT DRIVERS

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Non-Local Days in Market	80,184	84,507	104,742	118,794	136,519
Room Nights	18,462	19,322	24,300	27,442	31,751
Total Economic Impact	\$11,077,954	\$11,850,270	\$14,908,244	\$17,161,821	\$20,018,324

The table above demonstrates that SFA expects the indoor facility to generate approximately 136,500 new non-local days in market, over 31,000 new room nights, and a total of approximately \$20 million in direct economic impact at maturity in year five of operations.

POTENTIAL FUNDING SOURCES

Based on SFA’s experience in planning and funding facilities similar to the facilities included in the included facility program, communities and private clients have deployed the following funding mechanisms successfully in recent projects across the country. It should be noted that in today’s development climate, most projects have a diverse set of funding sources and often rely on public-private partnerships.

BORROWING

- **General Obligation Bond: Capital Investment**
 - A loan is taken out by a government agency with taxing authority. Property taxes are levied to pay back bondholders, backed by the full faith and credit of the issuing agency.
- **General Obligation Bond: Voter Referendum**
 - A loan is taken out by a government agency based that requires voter approval, often repaid through levying some form of tax, such as a property tax or sales tax.

SPECIAL DISTRICTS

- **Tax Increment Financing (TIF)**
 - A district is developed specifically for the purpose of incentivizing development. Upon establishment, the tax base of the district is frozen and any increase to the tax base as a result of new developments are used to pay the TIF bonds.
- **Taxes on Business Improvement Districts (BIDs)**
 - A district is developed where businesses are required to pay an additional tax to fund projects within the boundaries of the district.
- **Opportunity Zones**
 - An economically distressed community where new investments, under certain conditions, become eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the state and that nomination has been certified by the Secretary of the U.S. Treasury via their delegation to the Internal Revenue Service.
- **Tourism Improvement District**
 - The State of Louisiana authorizes the formation of Tourism Improvement Districts. These districts originated in West Hollywood, CA in 1989, with many states enabling the formation of these districts today. The goal of Tourism Improvement Districts is to promote out-of-market visitation and drive new room nights to a given market. These districts usually consist of interested, local private businesses who cooperate to promote their market.

POTENTIAL FUNDING SOURCES

EARNED REVENUE

- **Redirecting Earned Revenue to Facility Capital**
 - Based on the profitability of the developed facility, the facility owner can redirect earned revenue from facility operations to pay for debt, bonds, or other expenses incurred through facility development. Due to the differing business models employed by public sports facilities, as well as sports tourism-focused facilities, the profitability and ability of the facility owner to redirect earned revenue directly to fund the development of a facility can vary significantly.

PARTNERSHIPS

- **Public-Private Partnerships**
 - Development and/or operational commitments are made by both public and private organizations in order to provide capital, credit, or long-term income to secure or back a loan. Private sector partners are most commonly developers, medical sector organizations, for-profit sports or wellness organizations, and non-profit sports or wellness organizations. The Public-Private Partner relationship can encompass a few or all of the following facility development phases: design, build, finance, operate, and/or manage.
- **Public-Public Partnerships**
 - Development and/or operational commitments are made by two public sector organizations in order to provide capital, credit, or long-term income to secure or back a loan. Public sector partners are most commonly Cities/Towns/ Villages, Counties, Parks & Recreation Departments, Chamber/CVB/Tourism Departments, and School Districts.

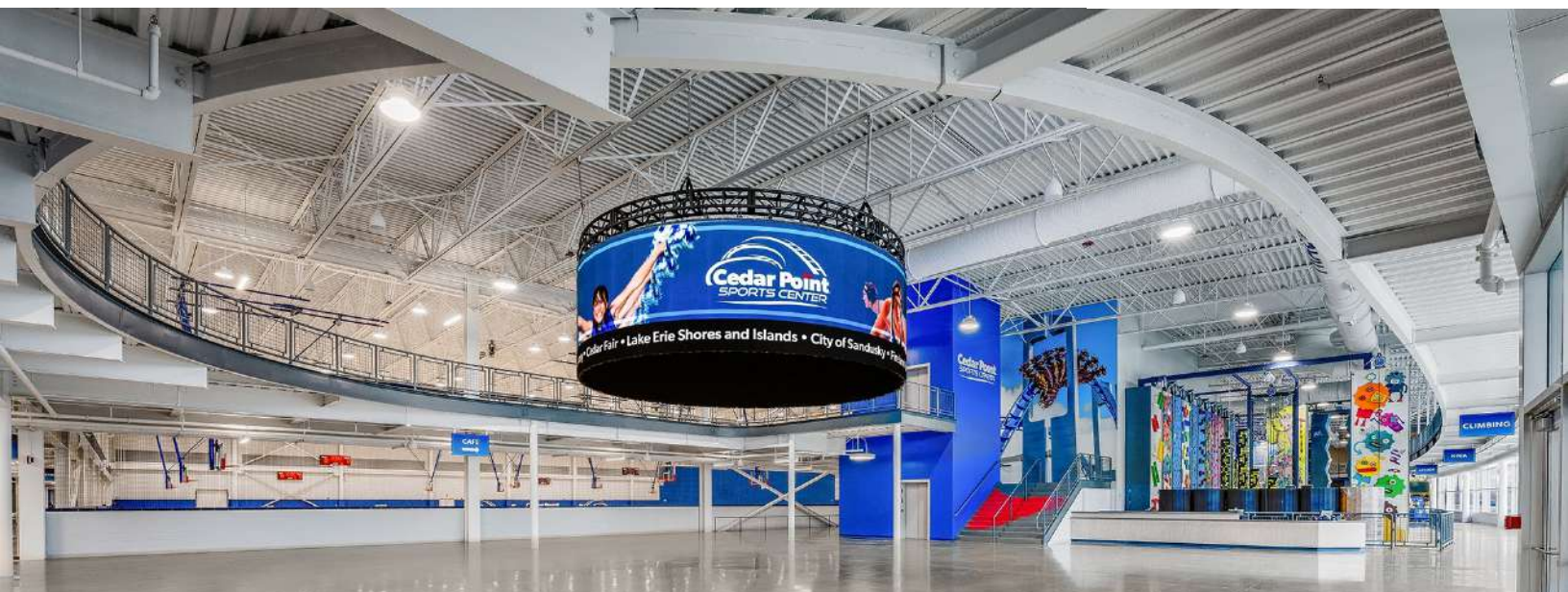
FUNDING SOURCES CASE STUDY – CEDAR POINT SPORTS CENTER

Based on SFA's experience in planning and funding facilities similar to the facilities included in the modeled facility programs, SFA has provided case studies that detail real-world funding scenarios. These scenarios provide an overview of the funding structure utilized to fund the best-in-class sports tourism venues, the Cedar Point Sports Center in Sandusky, Ohio, Wintrust Sports Complex in Bedford Park, Illinois, and AdventHealth Sports Park at Bluhawk in Overland Park, Kansas.

The Cedar Point Sports Center opened in 2020 with a total development cost of approximately \$42 million. The venue offers 185,000 square feet of indoor sports, event, and entertainment space and serves thousands of visitors on a regular tournament weekend. The facility also includes the Lee C. Jewett Sports Medicine Center in a partnership with Firelands Regional Medical Center.

Since sports tourism serves as the primary driver of the facility, various interested public and private parties collaborated in a true Public-Private Partnership to promote and fund the development of the venue, therefore encouraging new visitation to the market. This visitation has proven especially beneficial to the community during non-peak tourism seasons. The funding structure for Cedar Point Sports Center included the following approximate contributions:

- County Hotel Tax - \$23 million
- Firelands Regional Medical Center - \$11 million
- City Tax Financing - \$2 million
- Private Equity - \$6 million
 - Cedar Fair Entertainment
 - Lake Erie Shores & Islands Convention and Visitors Bureau



FUNDING SOURCES CASE STUDY – WINTRUST SPORTS COMPLEX

Wintrust Sports Complex is a top example of a publicly funded sports complex. Located in Bedford Park, Illinois, this facility opened in 2021. A 116,000 square foot indoor facility, this venue is equipped with eight basketball courts/16 volleyball courts, an arcade and laser tag center, a bar and lounge, and flexible event space. Having these features, Wintrust Sports Complex is a sports tourism destination that draws in visitors from across the Midwest region and drives significant economic impact.

The Village of Bedford Park sought to drive more “heads to beds” – increasing the amount of people visiting the town and staying overnight in hotels as a suburb of the dense Chicago market and within close proximity to Chicago Midway International Airport. With the ability to host basketball and volleyball tournaments, as well as indoor events, the Wintrust Sports Complex draws visitors in from outside the town, injecting spending into the local economy. The Public funding structure for the Wintrust Sports Complex included the following funding mechanisms:

- Tax Increment Financing (TIF) District - \$13 million
- Hotel Tax - \$6 to 8 million
- Village Capital Projects - \$6-8 million



FUNDING SOURCES CASE STUDY – ADVENTHEALTH SPORTS PARK



The current development climate for youth and amateur sports facilities generally requires a robust combination of funding sources and mechanisms to turn a concept into reality. AdventHealth Sports Park at Bluhawk is a relevant example of a sports tourism and mixed-use development project that relied on creative funding solutions to become developable.

AdventHealth Sports Park opened in 2024 with a total development cost of approximately \$125 million for Phase I of the development (sports facility only). The venue offers 250,000 square feet of indoor sports, event, and entertainment space, with adjacent residential, medical, lodging/hospitality, and other traditional mixed-use spaces as a privately owned and operated development. The medical component serves a key function within most public-private partnerships, often occupying a dedicated leased space within the development and/or purchasing naming rights that can account for as much as 26 percent of the total development cost, according to SFA's industry experience.

Sports tourism serves as the primary driver of the facility, although the venue also accommodates regular local programming. Various interested public and private parties collaborated to promote and fund the development of the venue, therefore encouraging new visitation and promoting new spending to occur in the market that would not occur but for the development of the complex. The funding structure for Bluhawk Sports Park included the following funding mechanisms:

- Sales Tax and Revenue (STAR) Bonds – \$46.5 Million
 - A portion of state sales tax generated within the mixed-use development district returns to the developer over time to pay for the sport facility
- Private Equity
- Traditional Lending



Based on the work completed to date, SFA believes that an opportunity exists to develop an indoor sports complex in the the Parish of Caddo market with the capability of meeting the Client's objectives that will:

- Create a best-in-class sports tourism destination facility that attracts and retains tournaments and events, generating non-local visitation to the area
- Generate ancillary mixed-use development from traffic driven to the site through mixed use commercial development including hotels, restaurants, retail, and more
- Maximize revenue generating opportunities to create an operationally sustainable business model and achieve financial sustainability

Taking those definitions of success into account, SFA has detailed the recommendations for an indoor sports complex with various assets according to the indoor model. The proposed indoor athletic facility amenities represent the assets SFA believes can meet the Client's definitions of success. Each asset has been right-size to align with local market demand while also positioning the project to take advantage of regional sports tourism opportunities.

CONCLUSION AND NEXT STEPS

Within the next phase of work, SFA recommends that the Client:

- Explore and define the potential for funding mechanisms, development incentives, and strategic partnerships that could create a viable investment into the construction and operation of the facilities proposed within this report.
- Clarify the ideal project site that aligns with the best path forward for development.

IT IS CRITICAL THAT, PRIOR TO MOVING FORWARD WITH THE DEVELOPMENT, THE CLIENT CONSIDER THE FINDINGS AND RECOMMENDATIONS IN THIS DOCUMENT. EACH OF THE RECOMMENDATIONS SHOULD BE ADDRESSED THROUGHOUT THE NEXT PHASES OF WORK.

In conclusion, SFA believes that an opportunity exists to develop a new indoor sports tourism facility that can achieve the Client's goals. SFA recommends exploring the potential funding mechanisms, development incentives, and strategic partnership opportunities for an indoor sports tourism facility, while finalizing the desired model and clarifying the potential project site. SFA is available to assist in any or all the above steps and welcomes the opportunity to discuss these findings with the Client in order to support the decision related to the development of new facilities in the Parish of Caddo.

LEADING THE INDUSTRY SINCE 2003



PLANNING

- Market Opportunity
- Feasibility
- Facility Program Plans
- Site Selection
- Institutional-Grade Financial Modeling



FINANCE SUPPORT

- Partnership Prospecting & Development
- Negotiations
- Funding Strategy
- Development Partners
- P3 Development
- Project Management



DEVELOPMENT

- Owner's Representation
- FFE/OSE Procurement
- Venue Planning
- Operational Readiness
- Vendor Negotiations
- Sport Comfort & Compliance



OPENING

- Turn-Key Management
- Daily Operations
- Brand Development & Marketing Strategies
- Strategic Partnerships
- Event Booking & Sales
- Legal & Risk Management



SFNETWORK

- Largest Sports Tourism Network in the US
- National Marketing
- Event Booking Platform
- Industry Expertise & Analytics
- Vendors & Partners

ADVISORY

DEVELOPMENT

MANAGEMENT

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COMPANIES

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HEALTH & ECONOMIC
VITALITY OF THE
COMMUNITIES**

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IN PLANNED & FUNDED FACILITIES

3000 COMMUNITIES
SERVED

25 Million
VISITS AT SFM FACILITIES

- Institutional Grade Financial Forecasting
- Economic Impact Projections
- Strategic Program Planning
- Project Finance Support Services
- Outsourced Management
- National Network of Venues
- Operational Efficiency and Effectiveness

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MANAGEMENT ASSOCIATION

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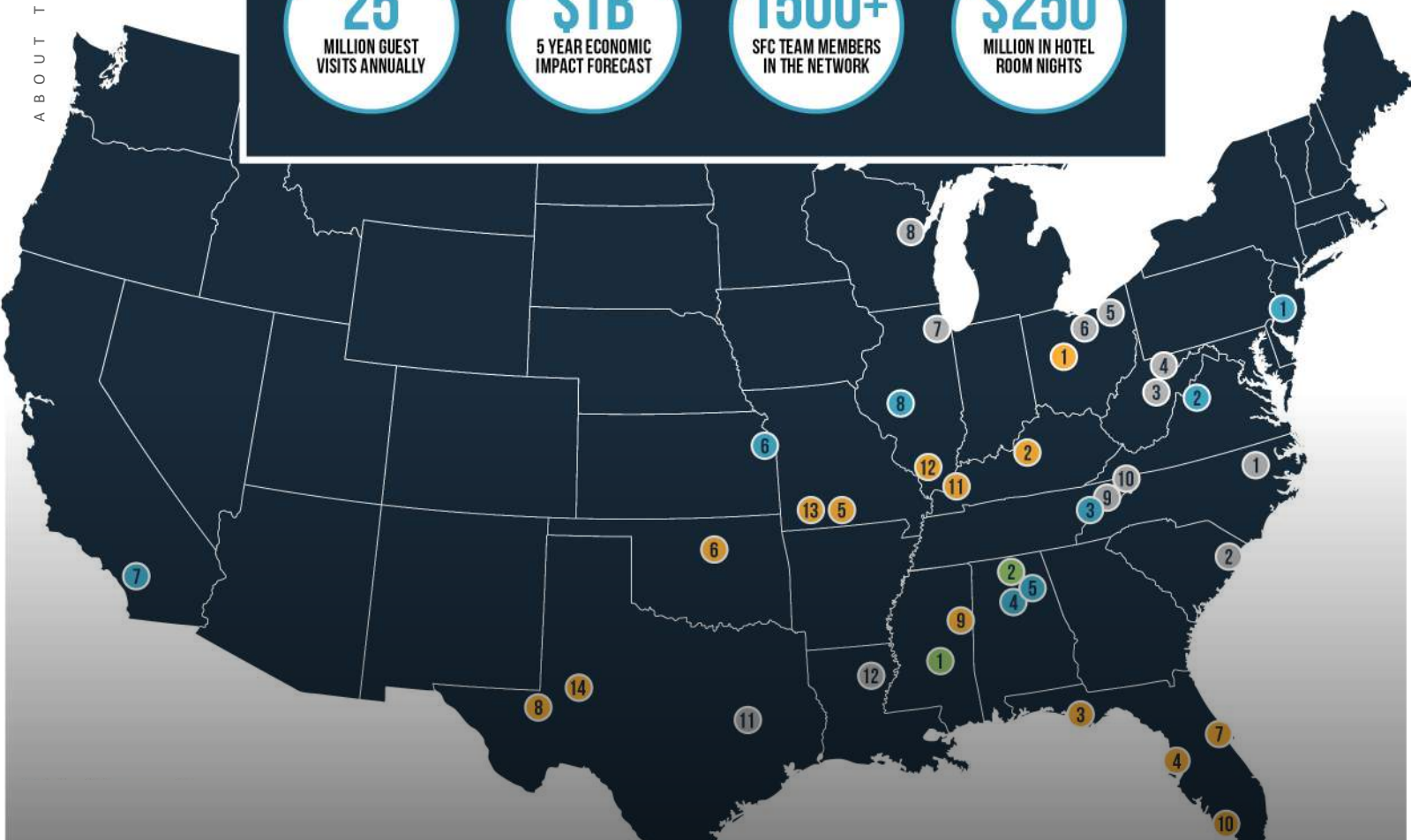
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25
MILLION GUEST VISITS ANNUALLY

\$1B
5 YEAR ECONOMIC IMPACT FORECAST

1500+
SFC TEAM MEMBERS IN THE NETWORK

\$250
MILLION IN HOTEL ROOM NIGHTS



INDOOR FACILITIES

- | | | |
|----|------------------|----------------------------------|
| 1 | ROCKY MOUNT, NC | ROCKY MOUNT EVENT CENTER |
| 2 | MYRTLE BEACH, SC | MYRTLE BEACH SPORTS CENTER |
| 3 | BRIDGEPORT, WV | THE BRIDGE SPORTS COMPLEX |
| 4 | WHEELING, WV | HIGHLANDS SPORTS COMPLEX |
| 5 | HILLIARD, OH | BO JACKSON'S ELITE SPORTS |
| 6 | SANDUSKY, OH | CEDAR POINT SPORTS CENTER |
| 7 | BEDFORD PARK, IL | WINTRUST SPORTS COMPLEX |
| 8 | GRAND CHUTE, WI | COMMUNITY FIRST CHAMPIONS CENTER |
| 9 | MORRISTOWN, TN | MORRISTOWN LANDING |
| 10 | KINGSPORT, TN | TNT SPORTSPLEX |
| 11 | BRYAN, TX | LEGENDS EVENT CENTER |
| 12 | WEST MONROE, LA | WEST MONROE SPORTS & EVENTS |

OUTDOOR FACILITIES

- | | | |
|----|-----------------------|---------------------------------|
| 1 | XENIA, OH | ATHLETES IN ACTION |
| 2 | ELIZABETHTOWN, KY | ELIZABETHTOWN SPORTS PARK |
| 3 | PANAMA CITY BEACH, FL | PUBLICX SPORTS PARK |
| 4 | OLDSMAR, FL | EMPOWER ADVENTURES |
| 5 | BRANSON, MO | BALLPARKS OF AMERICA |
| 6 | EDMOND, OK | PELICAN BAY AQUATICS |
| 7 | COCOA, FL | LAUNCHPAD SPORTS COMPLEX |
| 8 | PECOS, TX | CYCLONE BALLPARKS |
| 9 | STARKVILLE, MS | CORNERSTONE SPORTS COMPLEX |
| 10 | NAPLES, FL | PARADISE COAST SPORTS COMPLEX |
| 11 | PADUCAH, KY | MCCRACKEN COUNTY SPORTS COMPLEX |
| 12 | MARION, IL | MARION STADIUM |
| 13 | REEDS SPRING, MO | SHO-ME BASEBALL CAMP |
| 14 | ODESSA, TX | THE BASIN SPORTS COMPLEX |

INDOOR/OUTDOOR FACILITIES

- | | | |
|---|-------------------|------------------------------------|
| 1 | HILLSBOROUGH, NJ | IRON PEAK SPORTS & EVENTS |
| 2 | HARRISONBURG, VA | HORIZONS EDGE SPORTS CAMPUS |
| 3 | GATLINBURG, TN | ROCKYTOP SPORTS WORLD |
| 4 | HOOVER, AL | HOOVER MET COMPLEX |
| 5 | ALBERTVILLE, AL | SAND MOUNTAIN PARK & AMPHITHEATER |
| 6 | OVERLAND PARK, KS | BLUHAWK MULTI-SPORT |
| 7 | CARSON, CA | CREEK AT DOMINGUEZ HILLS |
| 8 | SPRINGFIELD, IL | SHEELS SPORTS PARK AT LEGACY POINT |

PARKS & RECREATION

- | | | |
|---|----------------|----------------------------|
| 1 | BRANDON, MS | BRANDON PARKS & RECREATION |
| 2 | GARDENDALE, AL | BILL NOBLE PARK |

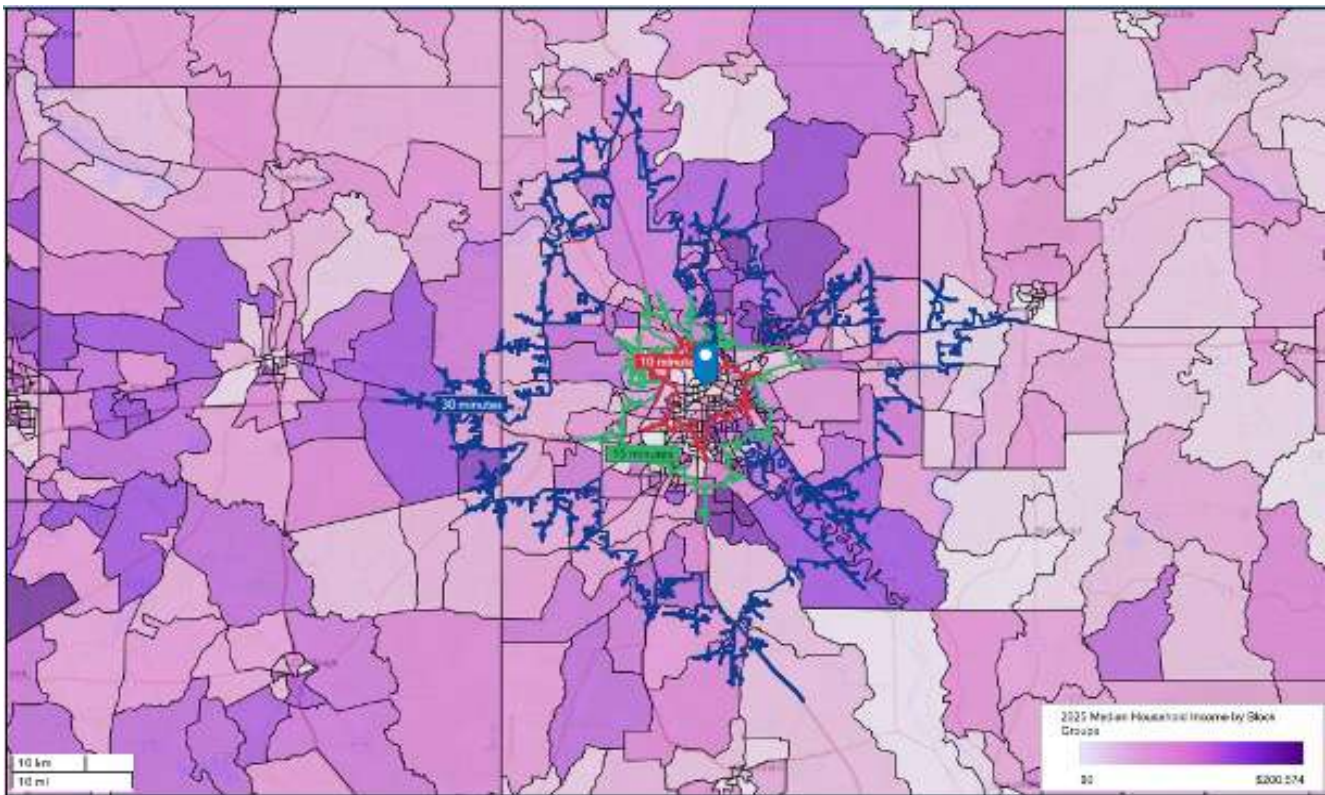
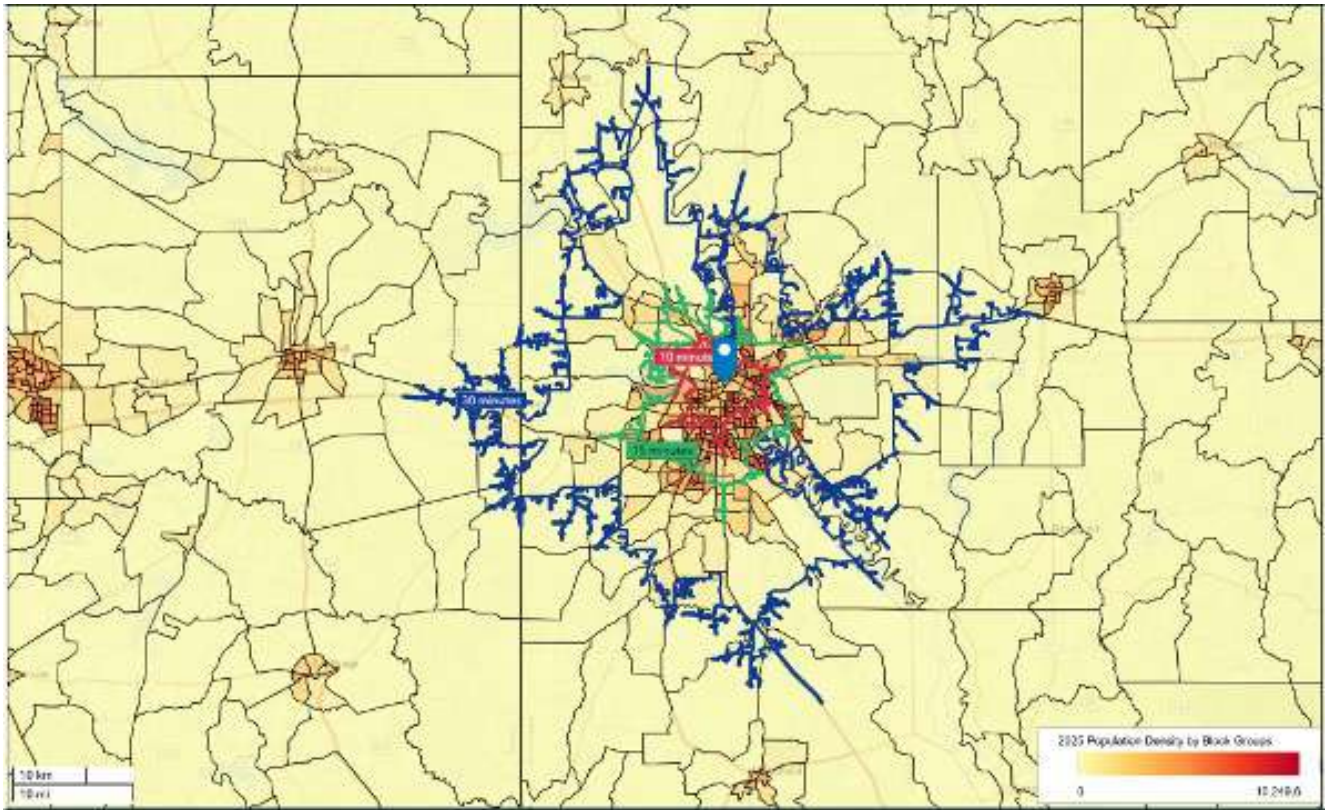
THE SPORTS FACILITIES
ADVISORY



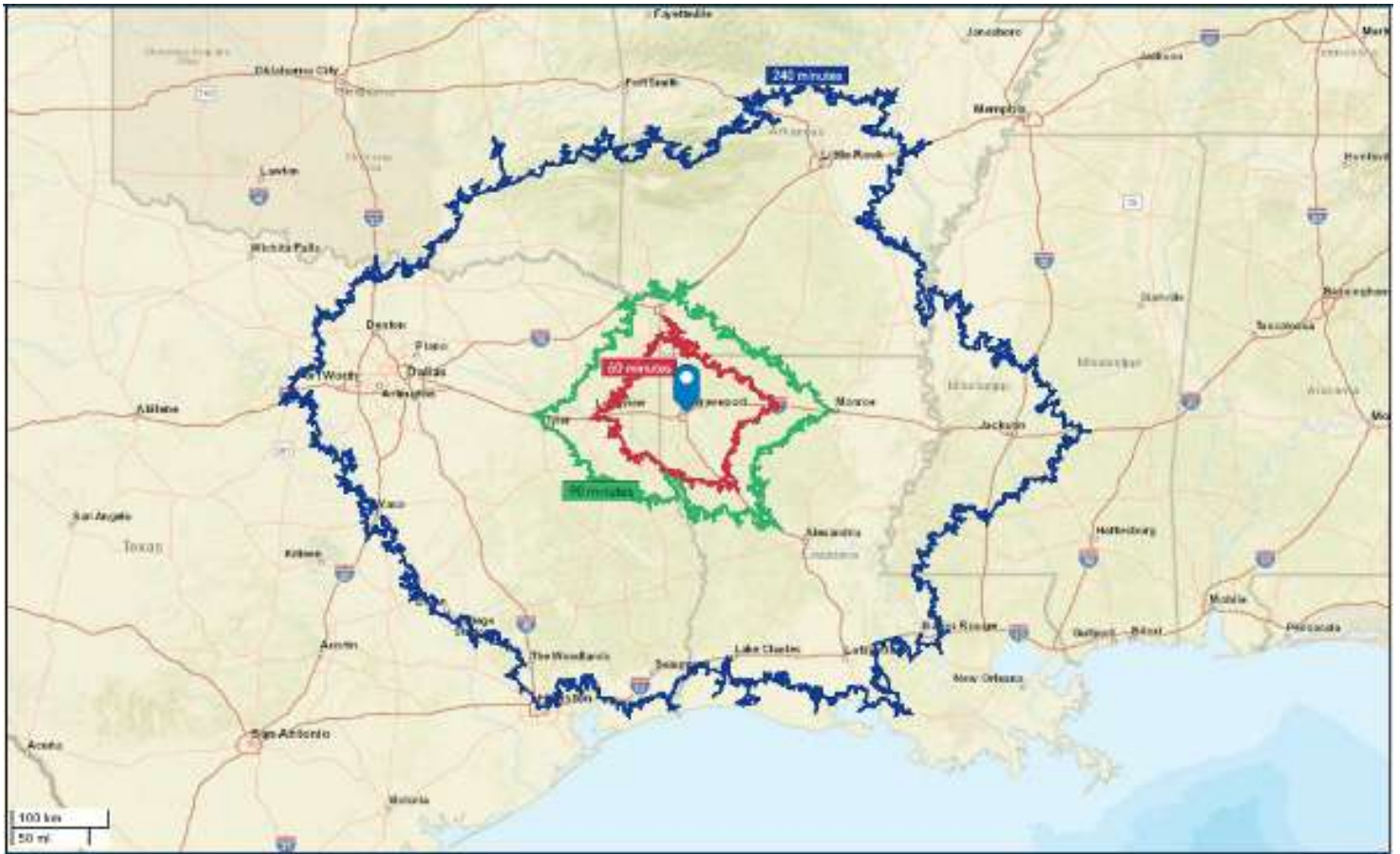
APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC DATA

Demographic Highlights	10 minutes	15 minutes	30 minutes
Total Population	57,794	167,148	335,296
2024 Median Age (Esri)	37.4	37.7	38.9
2024 Median Household Income (Esri)	\$36,690	\$45,801	\$58,935
2024 Average Household Income (Esri)	\$55,787	\$69,235	\$83,477
2024 Per Capita Income (Esri)	\$25,404	\$30,595	\$35,423
2024 Household Population (Esri)	55,371	163,119	330,151
2010-2017 Population: Annual Growth Rate (Esri)			
2017-2022 Population: Annual Growth Rate (Esri)	-0.59	-0.60	-0.39
2017-2022 Median Household Income: Annual Growth Rate (Esri)	1.73	2.04	1.94
2017-2022 Per Capita Income: Annual Growth Rate (Esri)	2.03	2.12	2.36
2024 Total Households (Esri)	26,031	73,515	141,807
2024 Total Family Households (Esri)	13,012	40,954	87,467
2024 Average Household Size (Esri)	2.13	2.22	2.33
Age Breakdown	10 minutes	15 minutes	30 minutes
2024 Total Population Age 0-4 (Esri) (%)	6.14%	6.22%	5.99%
2024 Total Population Age 5-9 (Esri) (%)	6.40%	6.46%	6.38%
2024 Total Population Age 10-14 (Esri) (%)	6.25%	6.54%	6.65%
2024 Total Population Age 15-19 (Esri) (%)	6.35%	6.55%	6.54%
2024 Total Population Age 20-24 (Esri) (%)	6.64%	6.70%	6.29%
2024 Total Population Age 25-29 (Esri) (%)	6.96%	6.62%	6.16%
2024 Total Population Age 30-34 (Esri) (%)	7.88%	7.27%	6.69%
2024 Total Population Age 35-39 (Esri) (%)	6.88%	6.84%	6.74%
2024 Total Population Age 40-44 (Esri) (%)	6.58%	6.56%	6.86%
2024 Total Population Age 45-49 (Esri) (%)	5.82%	5.72%	6.07%
2024 Total Population Age 50-54 (Esri) (%)	5.29%	5.40%	5.80%
2024 Total Population Age 55-59 (Esri) (%)	5.21%	5.03%	5.33%
2024 Total Population Age 60-64 (Esri) (%)	6.02%	5.78%	5.92%
2024 Total Population Age 65-69 (Esri) (%)	5.86%	5.67%	5.79%
2024 Total Population Age 70-74 (Esri) (%)	4.95%	4.93%	4.98%
2024 Total Population Age 75-79 (Esri) (%)	3.25%	3.48%	3.60%
2024 Total Population Age 80-84 (Esri) (%)	1.89%	2.15%	2.21%
2024 Total Population Age 85+ (Esri) (%)	1.60%	2.07%	1.99%
2024 Total Population Age 18+ (Esri) (%)	77.41%	76.83%	76.98%
Household Income Breakdown	10 minutes	15 minutes	30 minutes
2024 Household Income less than \$15,000 (Esri) (%)	23.00%	17.90%	13.20%
2024 Household Income \$15,000-\$24,999 (Esri) (%)	12.10%	10.70%	8.60%
2024 Household Income \$25,000-\$34,999 (Esri) (%)	12.60%	11.20%	9.40%
2024 Household Income \$35,000-\$49,999 (Esri) (%)	14.60%	13.40%	12.40%
2024 Household Income \$50,000-\$74,999 (Esri) (%)	15.20%	15.70%	16.40%
2024 Household Income \$75,000-\$99,999 (Esri) (%)	9.80%	12.70%	13.90%
2024 Household Income \$100,000-\$149,999 (Esri) (%)	7.70%	10.50%	14.10%
2024 Household Income \$150,000-\$199,999 (Esri) (%)	2.30%	3.30%	5.00%
2024 Household Income \$200,000 or greater (Esri) (%)	2.60%	4.60%	6.90%
Spending: Recreation	10 minutes	15 minutes	30 minutes
2024 Membership Fees for Social/Recreation/Civic Clubs (Avg)	142.36	180.11	215.35
2024 Fees for Participant Sports excluding Trips (Avg)	74.13	94.63	117.72
2024 Fees for Recreational Lessons (Avg)	61.99	80.15	100.82
2024 Camp Fees (Avg)	30.10	38.66	47.97

APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC MAPS



APPENDIX – REGIONAL DRIVETIME MAP



APPENDIX – LOCAL FACILITIES

Indoor Court Facilities	Drive Time (Minutes)
David Raines Recreation Center	13
Mamie Hicks Recreation Center	18
YMCA	20
Bilberry Recreation Center	20
Cypress 3:16 Field House	20
Bill Cockrell Recreation Center	21
Airport Park Recreation Center	23
Valencia Recreation Center	25
Shoot 360 Shreveport	25
Querbes Park Recreation Center	26
YMCA of Northwest Louisiana	27
Gold Dome	27
PickUp USA Fitness Shreveport	28
Southern Hills Park & Community Center	28
Lash Family YMCA	28
Bellaire Fitness Center	29
Shady Grove Community Center	29
SrA Bryan Bell Fitness Center	29
The Training Ground	29
A B Palmer Recreation Center	29
Minden Recreation Complex	42
Keys Gymnasium	45

Family Entertainment Center Facilities	Drive Time (Minutes)
Chuck E. Cheese	18
Planet Fun Family Fun Center	20
Altitude Trampoline Park	20
Escape SBC - Bossier	20
Road Rage Room	22
Surge Entertainment by Drew Brees	23
Holiday Lanes	25
Wonder Oasis Waterpark	25
All Star Lanes	25
Athletic Academy-Might be Closed	25
Hot Wheels Skating Palace	26
Adventure Fun Park	26
The Bounce House Shreveport	28
Bomber Alley Bowling Center / Cafe 300 / 10th Frame Pro Shop	29
Escape SBC - Shreveport	31
The Midnight House	45
OFF Limits Paintball Inc	47

Sports Performance Facilities	Drive Time (Minutes)
Pro27 North	8
Iron Republic Athletics	18
SportsPlex Bossier	19
Hard But Fair Athletic Training Center	20
Pro27 Athletics	23
Fulco & Hall Performance & Therapy (FHPT)	25
Core Physical Therapy and Performance	28
D1 Training Shreveport	28
Bates Chiropractic & Sports Therapy	28
Advanced Sports Massage Therapy LLC.	29
The Training Ground	29
LIFT Haughton	30
Aim Chiropractic- Sports Injury and Performance	32

Indoor Turf Field Facilities	Drive Time (Minutes)
Hard But Fair Athletic Training Center	20
Cypress 3:16 Field House	20
AcroSports and The Fieldhouse	27
Sheveport Indoor Soccer Facility	27

APPENDIX – LOCAL FACILITIES

Multi-Purpose Field Facilities	Drive Time (Minutes)
Richard Fleming Park	12
North Bossier Park	19
Princess Park	22
Freedom Fields	22
Independence Stadium	22
LLSB Soccer View	23
Tinsley Athletic Complex	23
Haughton LA Park	25
Centenary College	26
Betty Virginia Park	26
Cargill Park	26
Family Life Center	27
D1 Training Shreveport	27
Loyola Athletic Complex	28
A C Steere Park	28
Louisiana State University in Shreveport	31
Lawson Bo Brandon Sports Complex	32
Joe Delaney Memorial Park	33
South Bossier Park	39
Flower Field	41
Minden Recreation Complex	42
Lions Park	42
East Texas Baptist University	45
MP Field	45

Diamond Field Facilities	Drive Time (Minutes)
Blanchard Athletic Club	7
Earl G Williamson Park	15
Clifford Almond Community Playfield 22	20
Spar Stadium	20
Bilberry Park	20
Walbrook Park	21
Bill Cockrell Metro Park & Community Center	21
Shed Road Community Playfield	22
Princess Park	22
Tinsley Athletic Complex	23
PBS Pinchback Park	25
Titan Athletics Hitting Academy	25
Diamond Field- Watts Road	25
Valencia Recreation Center	25
Centenary College	26
Cargill Park	26
Patricia Drive Neighborhood Park	26
Shreveport Little League Softball- MIGHT BE CLOSED	27
Family Life Center- Attached to School Facility	27
Patrick Bethany Memorial Ballpark	28
Loyola Athletic Complex	28
Shreveport Dixie Baseball	28
Waskom-Taylor Park	29
Benton Sports Complex	30
Lions Club Park	31
Louisiana State University in Shreveport	31
Lawson Bo Brandon Sports Complex	32
Keithville Community Park-attached to school	32
South Bossier Park	39
Airport Park	41
Minden Recreation Complex	42
Babb Park	42
Ewell Park Recreation Center	43
Minden Recreation Department	44
City Park/Street Park	44
East Texas Baptist University	45
Bradley Field	50
Diamond Fields-Ballpark St	52

APPENDIX – REGIONAL FACILITIES

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
Ruston Indoor Sports Complex	74	6 BB courts/8 VB courts, 1 4,000sf meeting room, concessions, visitor info center, 10 RV spots
West Monroe Sports and Events	97	8 BB/16 VB courts
Dallas Sportsplex	171	8 regulation VB courts and turf field
Drive Nation	171	6 BB/12 VB courts
Duncanville Fieldhouse	174	6 BB courts
Net Results Sports Center	183	38,000sf volleyball training center - 7 regulation vb courts OR 9 practice courts, performance training area, and concessions
The Premier Volleyball Center	185	10 vb courts
Southwest Athletic Center (SWAC)	189	8 BB/15 VB courts and strength training center
Fieldhouse USA Frisco	194	8 hardwood courts, 1 indoor turf field, EXOS sports performance, baseball training center, barbershop, concessions, and martial arts studio
Fieldhouse USA Grapevine	194	9 hardwood courts, wellness and nutrition center, childhood development and education center, tae kwon do center, volleyball club HQ, and gymnastics center
The Bolt Sports Performance Center	196	6 volleyball courts and performance training center
Mansfield Volleyball Center	196	4 VB courts
Fieldhouse USA Mansfield	196	8 BB/VB courts
Game On Sports Complex	199	6 indoor BB courts (full), 1 turf field, and 8 outdoor sand VB courts
Starcenter Northlake*** Open date TBD May 2026	213	Planned facility recently broke ground - estimated 225,000 sf build with 2 NHL ice sheets 8BB/16VB courts
Field House Volleyball Club	213	New (2024) 36,000sf volleyball center with 6 VB courts, weight room with turf training area, pro shop and 4,000sf spectator mezzanine
Mississippi Basketball and Athletics	217	66,000sf - 5 BB/VB courts
Competitive Edge Sports	224	4 VB courts (sport court)
Team Sportsplex	228	4 BB/5 Vb courts
Legends Event Center	233	8 BB/16VB courts, meeting/party rooms, turf area, gaming and esports, outdoor patio - opened in 2022
Mi3 Center	238	6 BB courts
Willowbrook Sports Complex	238	3 BB/6 VB courts
Fast Complex, Houston Jr VBC	238	6 VB courts
University of Houston - Campus Recreation & Wellness	238	5 BB/4 VB courts
Spike Sport Club	238	8 VB courts

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	Dates
Alamo City All-Stars Sportsplex	Basketball	SPRING 2025 ACA Sportsplex League	San Antonio	Apr 4 - Jun 13, 2025
Alamo City All-Stars Sportsplex	Basketball	SPRING 2025 ACA Sportsplex HS League	San Antonio	Apr 27 - Jun 15, 2025
Alamo City All-Stars Sportsplex	Basketball	NTBA Championships 2025	San Antonio	May 24-25, 2025
Alamo City All-Stars Sportsplex	Basketball	Father's Day 2025	San Antonio	Jun 14-15, 2025
Alamo City All-Stars Sportsplex	Basketball	Alamo City Summer Sizzler 2025	San Antonio	Jul 19-20, 2025
Fieldhouse USA Frisco	Basketball	National Christian Homeschool Championships: Regionals 2025	Frisco, TX	February 20 - February 22, 2025
Fieldhouse USA Frisco	Basketball	PrimeTime Sports - Spring JamFest	Frisco, TX	March 15 - March 16, 2025
Fieldhouse USA Frisco	Basketball	PrimeTime Sports - D-Town Showdown	Frisco, TX	March 29 - March 30, 2025
Fieldhouse USA Frisco	Basketball	PrimeTime Sports - Got Next	Frisco, TX	19-Apr-25
Fieldhouse USA Frisco	Basketball	CyFair Invitational	Frisco, TX	May 10 - May 11, 2025
Fieldhouse USA Frisco	Basketball	Adidas	Frisco, TX	May 16 - May 25, 2025
Fieldhouse USA Frisco	Basketball	Bigfoot Hoops: Lonestar Classic	Frisco, TX	May 31 - June 1, 2025
Fieldhouse USA Frisco	Basketball	PrimeTime Sports: The Comeback	Frisco, TX	June 14 - June 15, 2025
Fieldhouse USA Frisco	Basketball	PrimeTime Sports: Summer Slam	Frisco, TX	June 21 - June 22, 2025
Fieldhouse USA Frisco	Basketball	PrimeTime Sports: The Grind	Frisco, TX	June 28 - June 29, 2025
Various	Basketball	MAGNOLIA STATE INVITATIONAL	Jackson, Mississippi	May 31 - Jun 1, 2025
Various	Basketball	BAYOU SHOWDOWN HOOPFEST	New Orleans, Louisiana	Jun 6-8, 2025
Various	Basketball	6th Annual Summer Jam Fest @ Foley Sports Tourism Complex	Foley, Alabama	Jun 6-8, 2025
Various	Basketball	KB Sports The Big Easy	New Orleans, Louisiana	Jun 6-8, 2025
Various	Basketball	BRAGGING RIGHTS (TOP PROSPECTS EDITION)@MSU	Starkville, Mississippi	Jun 6-8, 2025
Various	Basketball	June Elite Showdown	Huntsville, Alabama	Jun 6-8, 2025
Various	Basketball	Game Changer Sports 1-Day June 7, 2025	Little Rock, Arkansas	Jun 7, 2025
Various	Basketball	GCS Athletics "Peach Festival Classic"	Ruston, Louisiana	Jun 7-8, 2025
Various	Basketball	Bayou Showdown HoopFest	New Orleans, Louisiana	Jun 7-8, 2025
Various	Basketball	Middle School State Championships - Southern University	Baton Rouge, Louisiana	Jun 7-8, 2025
Various	Basketball	LA Broncos Nationals Tune-Up	Zachary, Louisiana	Jun 7-8, 2025
Various	Basketball	June Team Camp	Hernando, Mississippi	Jun 11-12, 2025
Various	Basketball	Power Ball Series 3	Chattanooga, Tennessee	Jun 13-15, 2025
Various	Basketball	Border Battle	Hernando, Mississippi	Jun 14, 2025
Various	Basketball	Game Changer Sports 1-Day June 14, 2025	Little Rock, Arkansas	Jun 14, 2025
Various	Basketball	MS Play Summer Shootout	Gulfport, Mississippi	Jun 14, 2025
Various	Basketball	Hub City Classic	Hattiesburg, Mississippi	Jun 14-15, 2025
Various	Basketball	KB Sports Bring The Heat	Memphis, Tennessee	Jun 20-22, 2025
Various	Basketball	GCS Sports Present "Summer Slam Classic"	Little Rock, Arkansas	Jun 21-22, 2025
Various	Basketball	Ark-LA Regional Championship	Ruston, Louisiana	Jun 21-22, 2025
Various	Basketball	Arkansas Summer Slam	Batesville, Arkansas	Jun 21-22, 2025
Various	Basketball	Hoop City Classic	West Monroe, Louisiana	Jun 21-22, 2025
Various	Basketball	Oxford Hoopfest	Oxford, Mississippi	Jun 21-22, 2025
Various	Basketball	AAU Girls Basketball World Championships	Knoxville, Tennessee	Jun 26-29, 2025
Various	Basketball	12th Annual Gulf Coast Primetime Nationals @ Mobile Convention	Mobile, Alabama	Jun 27-29, 2025
Various	Basketball	Game Changer Sports 1-Day June 28, 2025	Little Rock, Arkansas	Jun 28, 2025
Various	Basketball	The Grind Series	Jackson, Mississippi	Jun 28, 2025
Various	Basketball	The Young Gunz Event Series Championships	Hernando, Mississippi	Jul 4-6, 2025
Various	Basketball	Game Changer Sports 1-Day July 5, 2025	Monroe, Louisiana	Jul 5, 2025