



**CITY COUNCIL WORK SESSION
MONDAY, DECEMBER 1, 2025 – 7:00 PM
501 DELTA AVENUE
MARYSVILLE, WA 98270**

AGENDA

To listen to the meeting without providing public comment:

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Or

Dial toll-free US: 888 475 4499

Meeting ID: 862 4630 7568

Call to Order

Pledge of Allegiance

Roll Call

Approval of the Agenda

Presentations

Discussion Items

1. Development of Pre-Approved Accessory Dwelling Unit (ADU) Program
No Action Required - Discussion Only
2. Sports Complex, Public Works Relocation and Waterfront Redevelopment
Discussion
No action requested. Discussion item only.
[Marysville_Economic_Impact_Analysis___Market_Study_Report.pdf](#)
[Marysville WA_Financial Model 3.28.2025 \(002\).pdf](#)

Approval of Minutes *(Written Comment Only Accepted from Audience)*

Consent

Review Bids

Public Hearings

New Business

Legal

Mayor's Business

Staff Business

Call on Councilmembers and Committee Reports

Adjournment/Recess

Executive Session

A. Litigation

B. Personnel

C. Real Estate

Reconvene

Adjournment

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Agenda Bill

CITY COUNCIL AGENDA ITEM REPORT

DATE: December 1, 2025

SUBMITTED BY: Jeff Wilson, Community Development

ITEM TYPE: Discussion Item

AGENDA SECTION: Discussion Items

SUBJECT: Development of Pre-Approved Accessory Dwelling Unit (ADU) Program

SUGGESTED ACTION: No Action Required - Discussion Only

SUMMARY:

ATTACHMENTS:



Agenda Bill

CITY COUNCIL AGENDA ITEM REPORT

DATE: December 1, 2025

SUBMITTED BY: Chari Taber, Executive

ITEM TYPE: Presentation

AGENDA SECTION: Discussion Items

SUBJECT: Sports Complex, Public Works Relocation and Waterfront Redevelopment Discussion

SUGGESTED ACTION: No action requested. Discussion item only.

SUMMARY: Staff will provide an overview of the key takeaways from the Pinnacle Economic Analysis and Updated Feasibility Study completed earlier this year for discussion with Council. Suggested next steps and timelines will also be discussed.

ATTACHMENTS:

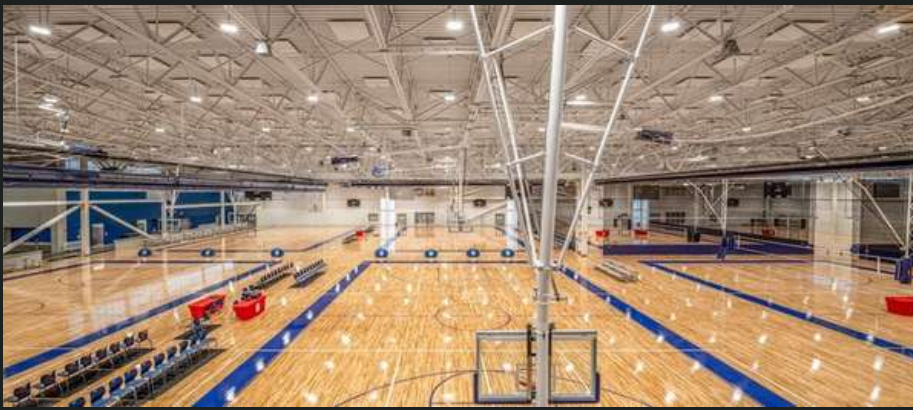
[Marysville_Economic_Impact_Analysis___Market_Study_Report.pdf](#)
[Marysville WA_Financial Model 3.28.2025 \(002\).pdf](#)



ECONOMIC IMPACT ANALYSIS & MARKET STUDY REPORT

Marysville, Washington

MARCH 2025



PRESENTED FOR

City of Marysville
Jennifer Stapleton

PRESENTED BY

PI Sports, LLC
12468 La Grange Rd, Suite 337
Louisville, KY 40245



March 2025

To City of Marysville Officials:

What follows is an economic impact analysis and market study that will inform the decision-making process for a proposed multipurpose indoor sports facility in the Marysville, WA, market. The attached document summarizes our research and analyses and is intended to assist you in making informed decisions regarding the future of the facility.

Information contained in this report is based on estimates, assumptions and other details developed from our research of the market, as well as our knowledge of similar sports facilities, and our experience operating our own facilities. We analyzed all of the information provided to us — including competitive/comparable facilities in the market, as well as local and regional sports organizations, demographic characteristics of the defined market, and other sources. We then applied our years of experience to provide you with our best professional recommendation.

We sincerely appreciate the opportunity to assist you with this project and would be happy to be of further assistance in the interpretation of our findings. We recommend a follow-up conference call to answer any outstanding questions you might have.

Thank you for choosing Pinnacle.

Norm Gill
Pinnacle Indoor Sports
(502) 551-1974

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*Attachments: Economic Impact Analysis
 Selected Interview Notes
 Detailed Demographics Reports*

Executive Summary

The City of Marysville (referred to as “the Client” throughout) retained Pinnacle Indoor Sports (referred to as “Pinnacle” throughout) to analyze the economic impact potential related to the development of a new multipurpose indoor sports complex in Marysville, WA. Pinnacle also was asked to make recommendations regarding the vision for the project and provide details regarding the facility’s design and potential amenities.

To realize the proposed indoor sports complex in Marysville, a successful private-public partnership will be necessary — one in which the city seeks to find a private developer to fund the project with private capital. However, the Client must recognize the limitations of relying solely on private capital. While Pinnacle’s analysis confirms market viability, the accompanying financial model demonstrates insufficient operational returns to attract full private investment.

Therefore, a key focus must be on developing a funding mechanism within the partnership structure. This likely would involve either a direct capital contribution from the City of Marysville or, alternatively, a creative approach in which a developer benefits directly from a portion of the significant economic impact revenues that would be generated by the facility — thereby making the investment more attractive.

In order to assess the potential economic impact of such a facility in Marysville, Pinnacle conducted a local and regional market study. This study aimed to define the necessary outcomes and criteria required for a comprehensive economic impact analysis. Pinnacle interviewed representatives from local, regional and national sports and recreation organizations. The majority of them cited a need and/or desire for an additional sports facility in Marysville. Additionally, Pinnacle studied current market conditions/demographics, as well as evaluated existing multipurpose indoor sports facilities in and around the region.

To ensure success, this project must meet the following criteria/objectives:

- The facility will be built as a tournament and event destination and established to attract out-of-town visitors during Marysville's off-peak season.
- Construct a tournament-grade facility that drives economic impact and direct spending within Marysville and the broader region.
- Function as a community asset, fostering a sense of place and enhancing residents' quality of life through access to premier sports and recreation assets.
- The facility will offer varied and adaptable programming for sports, activities and events — catering to a diverse range of potential partners and stakeholders across Marysville and neighboring communities.
- The facility will spur potential ancillary development by acting as a catalyst for new hotels, restaurants and retail outlets in the market.
- Encourage diverse programming that caters to a variety of partners/stakeholders — including local sports organizations that will be able to train, expand current programming and develop new programs.

The market study Pinnacle conducted indicates that unmet facility need/demand exists for an indoor multipurpose sports facility with hard courts (for both sports tourism purposes and local use). Given the increasing demand for indoor facilities focusing on sports tourism, it will be important for the developer of the facility to offer a complex that is of the highest standard in order to compete with the best facilities in the region. Building, programming, design elements, supporting amenities, infrastructure and service levels will need to be priorities.

Based on the market study conducted as part of the economic impact analysis, the following are key building program elements Pinnacle recommends for the proposed new indoor sports complex.

- **Versatile Athletic Space**

- A competition-ready floor area designed to host eight tournament-grade basketball courts or sixteen volleyball courts.
- This versatile space will also support pickleball, futsal, dance, gymnastics, wrestling and other mat-based sports.
- Dedicated areas for team gatherings and warm-up activities will be included.

Recommended Multipurpose Sports Facility

- 8 basketball courts
- 16 volleyball courts
(configured over basketball courts)
- Court space also can be used for futsal, pickleball and mat sports
- Flexible design that is divisible
(including court dividers)
- Food & beverage and seating area
- Support office area, restrooms, etc.
- Flex space (meeting rooms, storage etc.)
- Adequate parking

- **Adaptable Configuration**

- The design will feature flexible division capabilities — including court dividers — to facilitate multiple and concurrent events.

- **Audience Accommodation**

- Bleacher seating will be provided for spectator comfort.

- **Facility Illumination**

- Consistent lighting will be implemented across all floor spaces and courts.

- **Convenient Parking**

- Ample and easily accessible on-site parking will be available.

- **Court Technology**

- Each court will be equipped with scoreboards and timing systems.

- **Comprehensive Facility Support**

- The facility will include essential support areas and amenities such as a lobby, meeting and team rooms, offices, mechanical and electrical rooms, concessions areas, restrooms, storage, changing rooms, a public address system and facility-wide Wi-Fi capabilities for supporting streaming.

Based on the economic impact analysis (conducted by Impact DataSource in partnership with Pinnacle) and Pinnacle’s own market study, it is estimated that the proposed facility outlined here will require approximately 90,000 square feet of enclosed space. Additionally, including adequate parking, it is estimated that development of the proposed indoor multipurpose sports complex would require eight to 10 acres of land — depending on the actual building concept developed, stormwater management and available parking for occasional large-scale events.

According to the economic impact analysis, the proposed indoor sports complex (in a stabilized year of operation) is estimated to host 34 tournament weekends annually in such sports as volleyball, basketball and mat sports such as wrestling, cheer, dance and more — during which visitors are expected to support an estimated 21,100 hotel nights and \$13.3 million in total off-site visitor spending. That would result in tax revenues of more than \$13.1 million for the City of Marysville over a 20-year period of stabilized operations, and nearly \$1.3 million over 20 years for Snohomish County (see Table 2 below).

Table 2. Estimated Tax Revenues Over the Next 20 Years for the City of Marysville and State of Washington

	Tax Revenues
City of Marysville	\$13,139,077
Snohomish County	\$1,266,000
State of Washington	\$26,577,685
Total	\$40,982,763

Additionally, annual hotel room nights generated from tournament activity are estimated to reach \$2.4 million in Marysville and throughout Snohomish County. More findings from the economic impact analysis can be found on pages 35-36.

Assumptions

To project usage and assess the economic and fiscal impacts of the proposed facility, Pinnacle used key assumptions that prioritize long-term financial sustainability. However, the Client should be aware of these three critical realities:

1. While Pinnacle has determined that there is sufficient market opportunity to drive business to the proposed facility, in order to attract a private developer to project, the City of Marysville must either contribute substantial capital or craft a mechanism whereby the developer receives all or a portion of economic impact revenues the facility would generate.
2. The land proposed for development should have no environmental/geotechnical issues.
3. A team of professionals with experience in managing similar sports tourism facilities as well as overseeing local programming must be established to oversee daily operations and promote the proposed sports facility as an attractive destination for both local

residents and travel teams. This includes everything from overseeing day-to-day management to actively seeking new programming opportunities to keep the facility operating at peak performance and meeting local needs for generations to come.

In addition to the four conditions stated above that will be required for the proposed project to proceed, each of the following 10 assumptions also must be met:

1. Information received from all sources is accurate and complete.
2. The number of similar sports facilities in the local market will not differ significantly from what already exists in the area today.
3. Sports/tournament participation will continue trending toward pre-pandemic levels. Historically, the sports/recreation industry has proven to be inflation-proof; participants continued to spend money even during challenging economic times.
4. The general national, regional and state economic outlook is accurate as of the date on this report. However, given fluctuating construction costs, the economic outlook should be revisited as the proposed project moves closer to reality.
5. A sufficient number of hotel and other lodging options will be available during peak tournament seasons — and at reasonable rates that are not cost-prohibitive.
6. The establishment of a professional marketing effort in cooperation with the Snohomish County Sports Commission to promote the facility will be critical to its financial success.
7. The indoor sports facility will be located near an airport and in close proximity to hotels, restaurants, retail, entertainment and other attractions.
8. The facility will be designed and constructed to be a high-quality tournament facility that is competitive with industry-leading facilities.
9. Multiple strategic partnerships with local sports groups, schools and nonprofit organizations will be forged to establish a mix of league play, instructional classes, clinics and camps at the proposed facility. (Note: A rental model alone will not be sufficient to cover the capital and operational expenses of a new sports facility on an annual basis.)
10. User fees will compete with those of existing operators in the area.

Privately Owned Facilities vs. Publicly Owned Facilities

Operators of privately owned sports complexes tailor their programs to meet the specific needs of the local community, but they also aim to maximize revenue. Because the focus is local, they don't benefit from sports tourism-related taxes generated by events. Additionally, privately owned facilities may struggle with financial sustainability due to debt service/property taxes.

Publicly owned facilities, meanwhile, contribute to the local economy through sports tourism. Events attract visitors who spend money on accommodations, dining and other services. The economic benefits, including tax payments for food and beverage, hotels and related services, allow payment of the debt service. Furthermore, the avoidance of property tax payments also allows the revenue generated from events to go back into the facility, further benefiting the community.

Note: The choice between public and private ownership depends on local priorities, funding availability and the specific needs of the community.

The financial model (which will be delivered as a separate document) will generate a clearer picture of how the proposed facility would operate, and the economic impact analysis (which is attached to this document) will describe the likely financial benefits of the proposed facility.

Please note that this is a study of conditions as they exist today and compared with similar situations Pinnacle has observed in other communities. Additionally, keep in mind that there are no guarantees of success in the development of a multipurpose sports complex.

For more information, please see the "Summary & Conclusion" on page 77, as well as the attached "Exhibit I—Selected Interview Notes."

Study Overview

As referenced in the “Executive Summary,” Pinnacle was retained by the Client to determine economic impact potential for a new multipurpose indoor sports facility in Marysville and make recommendations regarding the vision of the project. In order to determine the economic impact potential from sports tourism tournament and events, Pinnacle first determined the market capacity for such a facility. Pinnacle focused on four primary objectives:

- 1. Meeting sports tourism/tournament demand**

Creating opportunities for youth sports weekend tournaments in basketball, volleyball, mat sports and other activities will help establish a high-quality tournament facility in the Marysville area. Pinnacle evaluated existing regional facilities to develop a greater understanding of current and potential opportunities and the market’s ability to host sports tournaments and other events.

- 2. Meeting local demand**

Fulfilling the needs of sports and recreation organizations in local communities would be critical to the proposed facility’s day-to-day operations and financial sustainability. Pinnacle spoke with representatives of numerous organizations to gauge their needs, as well as evaluated existing facilities in the local market to determine their ability to meet local needs.

- 3. Creating the most beneficial programming mix**

The goal of a multipurpose sports facility is to balance the largest number of participants with the highest revenue generation. Pinnacle evaluated demand and market support for a new facility.

- 4. Providing design specifications to maximize sports tourism opportunities**

Determining the proper size and configuration of the facility based on utilization projections are important factors in its future success.

During the course of this study, five key factors emerged to indicate there is demand/opportunity for a new indoor sports facility in the Marysville market. They are:

- 1. The proposed facility would meet regional sports tourism needs.**

This project has the potential to attract visiting teams and their families, bolstering the local economy. Within a 3.5-hour drive, there is a thriving network of travel teams competing in various indoor sports, and both local and regional populations are expected to continue growing. Additionally, the availability of family-friendly hotels and amenities in Marysville and Snohomish County further enhances the area’s appeal as a hub for sports tourism. Pinnacle has provided a summary of the economic impact analysis for the City of Marysville on pages 35-36, and the full report is attached.

Note: Any new indoor facility targeting regional sports tourism should be designed with a multisport emphasis — targeting the court sports of basketball, volleyball, futsal and

mat sports. A multisport hard-court surface also can be used as a practice and recreation space for turf sports (if other turf options are not available), as well as for non-sports activities such as trade shows.

2. The proposed facility would meet local needs by providing new sports and recreation opportunities.

An indoor multipurpose facility that caters to sports tourism demand also would help address the growing local need for indoor courts among both private and public/municipal organizations. Furthermore, such a facility would serve as a central hub for recreational and sports activities, contributing to the overall wellbeing of the community. Feedback gathered by Pinnacle from local organizations indicates strong support for an indoor sports complex, particularly one that could introduce new program opportunities that do not currently exist in the community.

3. The proposed facility could double as an events space.

Large facilities with access to parking, major highways, lodging and dining options, and area attractions are keys to communities attracting expos, conferences, trade shows, liquidation sales, weddings and other special events. A portion of the proposed facility's open space could be utilized for these purposes. It is Pinnacle's experience that, with proper marketing, indoor multipurpose sports facilities consistently can be filled with non-recreation/non-sports events.

4. The proposed facility would operate year-round.

A climate-controlled indoor facility in the Marysville market would allow for comfortable year-round training and operation of leagues, camps, clinics and other events — no matter what the weather is like outside.

5. Land is available for the proposed facility.

Land already has been identified and secured for development of the proposed facility.

Research Team

This study and the results were developed and conducted by Pinnacle Indoor Sports. With a legacy rooted in Soccer Blast International, Pinnacle Indoor Sports has evolved into a distinguished industry leader in sports facility management.

Boasting more than 75 years of combined industry experience, Pinnacle is widely recognized as an authority in developing top-tier indoor and outdoor sports facilities, recreation centers and athletic complexes. The company's comprehensive expertise spans market research, financial planning, design review, sports facility design, sports construction management and opening operations.



From the initial stages of planning and strategy sessions to meticulous financial modeling, development, construction and operations, Pinnacle holds extensive proficiency in private developments, public recreation projects, municipal initiatives, sports tourism, economic impact analysis, comprehensive operations and operational audits.

PINNACLE'S SCOPE OF WORK

**80 +
FACILITIES DEVELOPED**





**2,000,000 + SQ. FT.
OF FACILITIES CONSTRUCTED**

**600+
COMPLETED MARKET STUDIES**





**\$250,000,000 +
SPORTS PROJECTS UNDER
DEVELOPMENT**

**"BUILDING THE BUILDING IS ONE THING...
BUILDING THE BUSINESS IS ANOTHER"**

Clients turn to Pinnacle for assistance in planning, developing and operating new facilities, as well as optimizing services and programs for existing establishments. Pinnacle's services are tailored to meet clients' specific needs — offering customized and strategic support for private developers, colleges and universities, government and municipal entities, and non-profit organizations.

Pinnacle's unmatched experience pools the exceptional and diversified backgrounds of its principals and additional full-time specialized staff. The company currently has offices in:

- Louisville, KY
- Tampa, FL
- Chicago, IL
- Toronto, Canada

The leadership team for Pinnacle is comprised of principals Norm Gill (Managing Partner), Lisa Gill (Partner) and Sam Migliano (Partner). Pinnacle provides a wealth of resources, experience and expertise related to both indoor and outdoor sports facility projects.

Facility recommendations are always specific to the community/market analyzed, and no predetermined templates are applied to any situation

Scope of Research

The following steps explain the process Pinnacle used in preparing this report:

Step 1: Project Owner's Vision

- Pinnacle met with the Client to develop an understanding of the background, vision and goals of the project; confirm the study's scope and objectives; review existing data related to the project; and discuss the project schedule.

Step 2: Local and Regional Facility Inventory

- Pinnacle profiled the supply of existing and planned facilities in the area to identify where the most competition is located, as well as where the potential for new opportunities exists.
- Pinnacle analyzed building program attributes and operating data from a select number of comparable/competitive facilities.

Step 3: Demographics Analysis

- Pinnacle analyzed local and regional market attributes, including demographic and socioeconomic metrics, as well as employment/unemployment statistics and other data to better understand the local market.
- Pinnacle reviewed information from secondary sources regarding historical sports activity in the market.
- Pinnacle summarized sports participation trends based on national databases.

Step 4: Local and Regional Tournament/Event Schedules

- Pinnacle analyzed local and regional tournament/event schedules to develop a timetable showcasing peak seasons, shoulder seasons and off-seasons to identify key sports that generate economic impact.
- Pinnacle evaluated the range of possibilities for a year-round sports tourism program and developed recommendations for a new facility that maximizes the opportunity to both meet local demand and host sports tournaments/events.

Step 5: Evaluate Demand and Market Support

- Pinnacle obtained feedback from area stakeholders regarding potential market strengths/opportunities and potential threats/challenges associated with the development and sustainability of the proposed sports facility.
- Pinnacle conducted interviews with area sports clubs, local municipal officials, state/regional/national amateur sports organizations, and tournament/event organizers.
- Pinnacle developed preliminary building-program recommendations for the proposed facility, as well as an order-of-magnitude estimate of its required size.

Step 6: Anticipate Economic Impact of the Proposed Facility

- Pinnacle partnered with economic consulting firm Impact DataSource to provide key information related to the potential economic impact of the proposed facility.
- Pinnacle’s analysis involved assessing the anticipated daily spending patterns of visitors to the Marysville area and forecasting the spectrum of economic impact that the new sports facility could generate.

Based on those steps, Pinnacle determined there is demand for and interest in a new multipurpose sports facility in the Marysville market.

A key aspect of this market analysis is to assist the Client in assessing potential market opportunities for the proposed sports facility. As such, a number of potential users were contacted as part of the study, and direct input was obtained from representatives of multiple sports and recreation organizations.

Pinnacle interviewed member of the following groups, facilities and entities:

- | | |
|---------------------------------------|---|
| • 1st Quarter Foundation (basketball) | • North Creek High School |
| • 6SC AAU Tournament Organizer | • Northwest Aerials Gymnastics |
| • College Esports International | • Northwest Black Belt Academy |
| • Combat Sports Concepts dba FUJI | • USA Pickleball-Pacific Northwest |
| Brazilian Jiu-Jitsu | • Pilchuck Soccer Club |
| • DYSports (basketball) | • Premier 1 Events (basketball) |
| • ECBA Hoops | • Seattle Youth Soccer Association |
| • Eventuris | • Sno-King Recreational Club (soccer) |
| • Falcon Elite Volleyball Alliance | • Snohomish County Sports |
| • i9 Sports – Lake Stevens/Marysville | Commission |
| • Ignite Volleyball | • Snohomish United Youth Soccer |
| • Junior Volleyball Association | • Snolax Lacrosse Club |
| • King’s High School | • Space Needle Volleyball Club |
| • Laces Baseball Academy | • Top Tier Sports (baseball) |
| • Lake Stevens Riptide Baseball | • USA Taekwondo |
| • Limitless Lacrosse | • USA Volleyball-Puget Sound Region |
| • Marysville Hawks (baseball) | • Washington Interscholastic Activities |
| • Marysville Parks, Culture and | Association |
| Recreation Department | • Washington State Girls High School |
| • Mukilteo Soccer Club | Basketball Coaches Association |
| • National Archery in the Schools | • Whatcom County Adult Soccer |
| Program | |
| • National Collegiate Table Tennis | |
| Association | |

Methodology

The methodology employed by Pinnacle in developing this report includes a review of quantitative and qualitative data from local, regional and national sources.

Quantitative Data

This review included a search of primary and secondary sources to define the Marysville market relative to the stated objectives and provide lines of inquiry for the next stage of qualitative research.

Specifically, the quantitative research phase gathered information on local, state and regional usage of venues by sports and recreation groups, as well as a demographic study of the defined market.

Additional data yielded insight regarding local and regional sports activity trends. The quantitative research provided the following information:

- National, regional and local trends in sports participation
- Trends in size and type of multipurpose sports facilities in similar communities
- Disposable income/recreational spending patterns by local user groups

Research began within the local market, examining current sports-related user groups and organizations, as well as sports groups outside of the immediate area. The information obtained allowed for assessment of the area's facility needs and projected participation patterns.

A wider data search using Internet sources, industry websites and publications, plus personal contacts, was included to evaluate the potential draw for special events such as tournaments and other activities. Statewide sports and recreation groups were identified and inventoried based on the organizations' number of participants, current activities, facility utilization and participation statistics.

Additionally, local demographics were analyzed using the most recent data from Claritas, based on U.S. Census Bureau data (see "Attachment—Detailed Demographics Reports" for background).

Qualitative Data

Qualitative data research seeks to provide information beyond facts, such as personal descriptions/observations, user group intentions and industry trends gathered via personal interactions with potential user groups and area insiders. Focused research was used to explore and understand the real need for (and potential users of) a new multipurpose sports facility.

The qualitative research phase probed the following:

1. Which user groups would benefit from a new indoor sports facility?
2. Which sports and activities do potential user groups represent?
3. What utilization rate is desired by identified user groups?
4. Which time parameters (hours of day, days of week, times of year) are most desired by user groups for facility usage?
5. What size venues are desired/needed by the identified user groups?

To better identify these needs, Pinnacle researched and interviewed representatives multiple sports and recreation organizations.

Pinnacle’s approach included telephone and email interviews, as well as virtual video calls (via such online platforms as Zoom). Pinnacle introduced the purpose of the study and sought comments on personal, organizational and community needs. For details of these conversations, please see “Exhibit I—Selected Interview Notes.”

Based on the interviews, Pinnacle identified potential proponent groups and determined which ones might be interested — and have the financial capacity to play a significant role — in the success of a new multipurpose sports facility.

Senior and junior staff members participated in the collection and analysis of quantitative and qualitative data.

Sports Tourism/ Economic Impact Analysis



Sports Tourism Industry

As mentioned elsewhere in this report, the Client seeks to create a private-public partnership to develop an indoor multipurpose sports facility in the Marysville market. The facility's main purpose would be to attract visitors and boost economic impact, as well as to improve sports and recreation opportunities for area residents.

It should be noted that the objective of generating economic impact is understandable, given the current sports tourism landscape and the area's reputation as a destination for travelers. However, it should be noted that most sports tourism facilities are overbuilt for the local community and can sometimes require an annual operating subsidy.

For communities that pursue sports tourism for economic impact purposes, room nights, direct spending and new tax revenues generated from tournament and events can potentially offset the operating subsidies and therefore are viewed as an attractive return on investment driven by spending at hotels, restaurants, retail stores and other local businesses.

In addition to tax revenue, sports tourism facilities also can foster community development by attracting new residents and businesses drawn to the area. This creates a sustainable cycle, one in which successful sports tourism facilities are the catalyst for the growth of supporting businesses — ultimately leading to further investment and development in the area.

By capitalizing on sports tourism, communities can unlock a powerful engine for economic development and build a thriving community of businesses that benefit everyone involved.

General Overview

Sports tourism is one of the fastest growing sectors in the tourism industry. Generally speaking, sports tourism is defined by individuals traveling to a location specifically to participate in or watch a sporting event.

According to Sports ETA, the trade association for the sports and events tourism industry, U.S. sports travelers, event organizers and venues spent \$52.2 billion in direct spending in 2023 (the most recent year for which data is available). That spending generated a total economic impact of \$128 billion, supported by 757,600 full-time and part-time jobs, and it contributed \$20.1 billion in taxes to various sectors of the economy. The total includes transportation, lodging and food/beverage purchases.



(By comparison, direct spending was \$39.7 billion in 2021, which generated a total economic impact of \$91.8 billion, supported 635,000 total jobs and resulted in \$12.9 billion in total tax revenues.)

All of this is terrific news — especially considering the number of travelers attending sports events in the United States was significantly impacted by the COVID-19 pandemic in 2020 and 2021 after establishing a high-water market in 2019. While the number of sports travelers decreased 46.5% year-over-year to 96 million in 2020, the sports tourism sector rebounded fast, and the total number of 175 million sports travelers in 2021 was only 2.6% lower than in 2019. All of this (along with the sector’s continued rebound) support the notion that youth sports traditionally have proven to be recession-proof.

Industry Growth

Below are other important statistics regarding the scope of the sports tourism industry, courtesy of Sports ETA’s “2023 State of the Industry Report.”

- Of the \$52.2 billion that sports travelers spent, \$13.5 billion was on transportation, \$10.9 billion was on lodging and \$9.7 billion was on food and beverages.
- Recreation, retail and tournament operations rounded out spending — registering \$6.9 billion, \$6.5 billion and \$4.7 billion, respectively.
- The lodging sector accounted for 21% of all sports-related travel spending. In 2023, sports-related travel generated 73.5 million room nights, which is an important factor, considering that hotel taxes are a primary funding source for many entities.

This chart illustrates the annual increase and year-over-year growth in the number of sports travelers in the United States between 2015 and 2021. The pandemic year of 2020 is an outlier.

Sports traveler levels and annual growth

(millions of travelers and year-over-year percentage change)



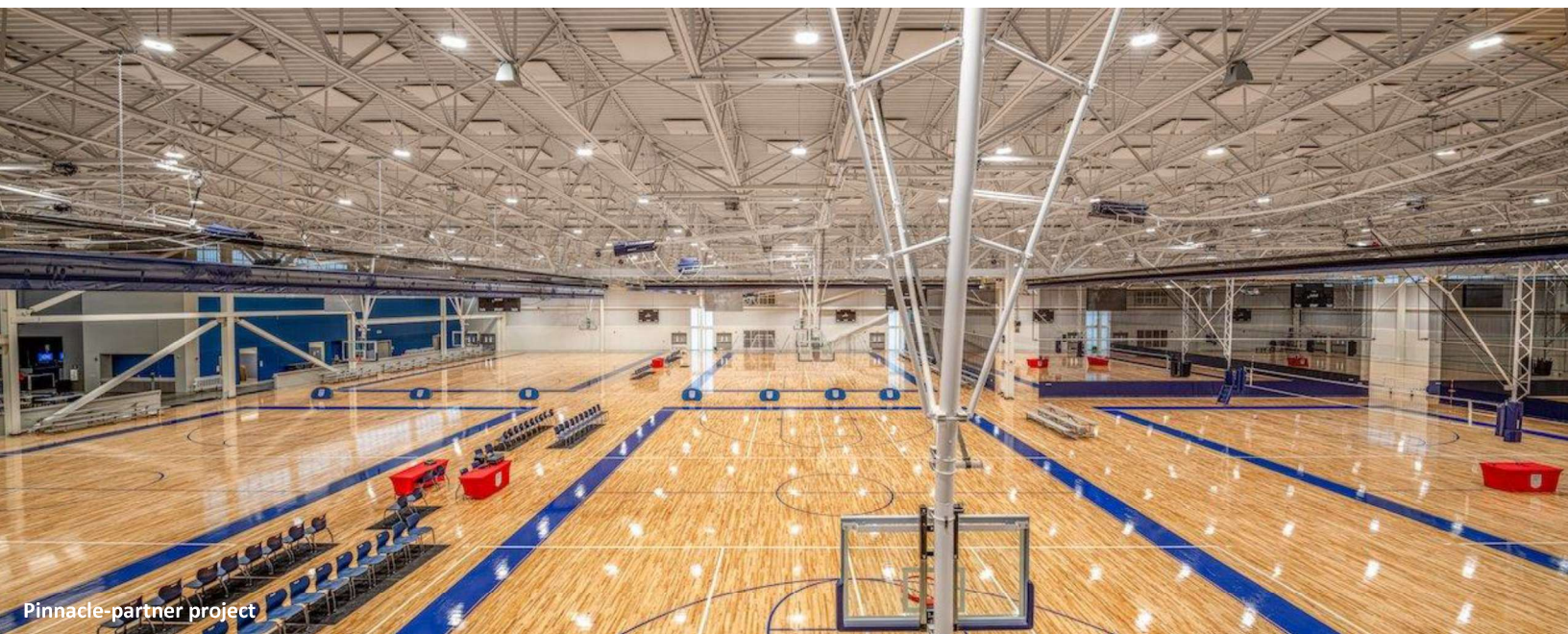
Source: Sports ETA, Longwoods International, U.S. Travel Association, NBA, NCAA, NFL, NHL, MLB, MLS, Tourism Economics

Additionally, while the latest data from Sports ETA is not featured in the chart, the growth trend continues.

Mid-sized markets and vacation destinations dominate the youth and amateur sports tourism industry. This is because large markets are sometimes constrained by space and competing interests, while smaller isolated markets are sometimes constrained by infrastructure.

Successful sports tourism destinations (regardless of market size) commit to high quality, expertly maintained facilities that are professionally managed with operational excellence as a top priority.

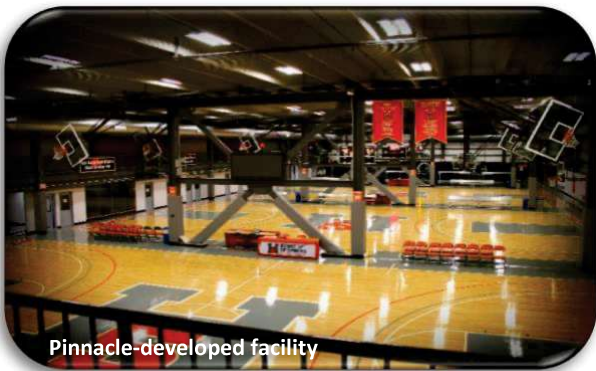
There are several times of year when a new indoor sports facility would help attract additional hotel and restaurant business to a given market. However, in order to be self-sustaining, the proposed complex in the Marysville market would need to stay busy and generate revenue throughout the entire year.



Leveraging the Sports Tourism Market

Building on the identified opportunities in youth and amateur sports tourism, Pinnacle emphasizes several crucial destination and operational success factors vital to today's market. To effectively leverage the sports tourism/tournament market and other event opportunities, the following destination- and operation-related elements are keys to overall success.

Destination Elements

- **High-quality facilities and assets:** Without desirable facilities, no community will thrive as a destination for youth and amateur tournaments and events — regardless of size. The increasing number of competitive destination facilities has made quality amenities more important than ever. Food and beverage services, on-site entertainment options for siblings and other support features also can provide facilities with a competitive advantage.
- 
- **Wide array of local amenities:** Outside of the facility itself, travel team participants and their families base their decisions to attend events in a specific market (at least in part) on lodging, dining and entertainment options. For teams traveling regularly, the ability to choose from among known brands and affordable options is important. On the other hand, teams that travel less frequently want to make the most of their tournament trip by having access to a variety of unique and exciting lodging, dining and entertainment options.
 - **Strength of competition offered:** Travel tournaments are popular with participants because of the opportunity they provide to compete against unfamiliar teams. Tournaments offering a mix of teams from a wide geographical area and offering a well-defined competitive-level structure are the most capable of drawing teams — and bringing them back year after year.
 - **Cost:** Affordability continues to be a major factor in how coaches, parents and participants determine which events to attend and how many times per year to travel. The increasing number of competitive events and the expansion of traditional seasons have further increased the need to be cost-conscious when selecting events.
 - **Destination and facility reputation:** Establishing and maintaining a reputation as a desirable and memorable place to visit is critical to attracting and retaining events and participants.

Operational Elements

- **Strong programming emphasis:** In order to successfully attract, host and retain tournaments, events and participants, successful facilities must be designed with event operations and participant satisfaction in mind. The increasing competitiveness of the market demands that facility operators keep pace with what users want.
- **Dedicated marketing and sales personnel:** With so many communities and facilities seeking to leverage the sports tournament boom, it is imperative to dedicate staff and financial resources to marketing and selling opportunities. While organizational structures and budgets vary significantly from location to location, all successful destinations have some level of dedicated personnel and money available to secure business.
- **Commitment from management:** Just as successful venues dedicate resources to marketing and selling the facility to tournament and event organizers, facility operators also must have a dedicated and specialized management team to establish and maintain the facility's reputation.
- **Effective partnerships:** The youth and amateur sports market consists of a variety of levels of competition, governing bodies, rules of play and more — all of which means that this increasingly mature industry features an environment in which it can be difficult to build new events. This necessitates collaboration with tournament and events rights holders to attract existing events and develop new ones.
- **Balance of activities:** More often than not, financially sustainable facilities feature a balance of tournaments and events with local leagues, camps, clinics, youth programming and other community-based activities. To achieve an optimal balance, facility operators must educate all stakeholders and communicate all purposes and intents, as well as schedule tournaments and events on a regular and ongoing basis.

Sports Event Site Selection Considerations

"In the late 1980s, approximately 30 cities were competing to host sporting events. When the National Association of Sports Commissions formed in 1992, it had 15 members. Today, more than 700 tourism bureaus, sports commissions, convention facilities, event owners and other organizations are members of the association. The competition has expanded, but the number of events has more than kept pace. In other words, there is room in the sports industry for facilities that can accommodate competitions of all kinds. It's a facilities-driven business. The most important element is facilities."

— **Don Schumacher, Former Executive Director
National Association of Sports Commissions**

"Participatory sporting events have become big business for cities around the country. Youth baseball tournaments, cheerleading competitions, gymnastics meets and half-marathons attract out-of-town athletes along with their families and friends, who generate revenue for the host site and the community by spending money on hotels, restaurants, entertainment and shopping. Although the weak economy has curtailed vacation plans for some families, travel to amateur sporting events remains strong nationwide. Parents whose son or daughter is scheduled to play in an out-of-town tournament will find a way to pay for the trip."

— **Katherine Jackson, Writer
Virginia Town & City**

To compete with established competitors, it is important to understand what drives the decision of large sport associations and events directors when choosing a facility.

A few years ago, James Madison University and the University of Louisville submitted the "Site Selection Study of NASC Event Rights Holders" to the National Association of Sports Commissions. The recommendations below are highlighted in the NASC report and should be emphasized when recruiting, servicing and retaining events.

Most Important Site Selection Factors

Based on the mean scores of all study respondents, the five most important site selection factors were as follows:

1. The event facilities are available when required.
2. The destination provides suitable competition facilities.
3. The host organization is supportive.
4. The event facilities are affordable.
5. The suitable accommodation is affordable.

Let's break down each of these factors:

1. The event facilities are available when required.

As a new venue, the facility will have the advantage of being able to plan for large sporting events in advance of opening. The facility also will have the additional advantage of space for multiple sports and uses, which can be configured as needed depending upon the sport and event requirements. It will be necessary to engage a professional sales staff and experienced operations staff to seek out and procure the largest — and most lucrative — events.

2. The destination provides suitable competition facilities.

As a new venue, the facility can plan to install the most current, top-of-the-line surface and equipment. Proper maintenance and upkeep should keep the facility at the top of most event planners lists for many years to come. Planning for correct field sizes, preferred surface type, safe equipment, and ample player and spectator areas will ensure that all selection criteria can be met for all potential user groups.

3. The host organization is supportive.

Hiring experienced sales and operational staff will help ensure that event planners' expectations are met or exceeded. Ongoing communications, documented internal operating procedures, and coordination of event staff, facility staff and local service providers will help demonstrate the facility's support of the event.

4. The event facilities are affordable.

Affordability is based on both comparisons with facilities offering similar venues and comparisons of the amenities and services at other facilities. Not all event organizers simply choose the cheapest option; all of the factors listed in this study contribute to the analysis of cost/benefit factors. The facility's sales staff is responsible for providing a favorable cost/benefit analysis and keeping track of the competition's pricing and service offerings.

5. The suitable accommodation is affordable.

At least two hotels should be near or attached to the proposed sports facility site.

Site Selection Factors That Predict Satisfaction

A second purpose of the James Madison University-University of Louisville/NASC study was to determine which event-site characteristics best predicted whether a representative of the organization was satisfied with the destination. The findings suggest that facility layout, facility availability and past performance are all significant and positively correlated with an event-rights holder's satisfaction with the destination selected.

Let's break down each of these factors:

1. Facility Layout

The design process is only limited by imagination and finances. Designated land ensures proper spacing, traffic flow, and player and spectator areas.

2. Facility Availability

As previously indicated, experienced sales and operational staff should be engaged and able to work together to plan for upcoming events with special needs or atypical schedules. Repeat events can be contracted and scheduled with multiyear contracts for more accurate and effective long-range planning.

3. Past Performance

With little or no past performance, a proposed facility would benefit by not having a poor prior performance with any large event or organization. On the other hand, organizations also might be wary of a facility with no past performance and question whether the facility's staff will have the experience or resources to execute a large-scale, high-profile event. Hiring experienced staff members who bring their own successful credentials to the facility will help tame potential objections.

Site Selection Factors That Predict Return Intent

Yet a third purpose of the study was to determine which event site characteristics best predict whether a representative of the organization intended to return to a selected destination for a future event. The findings suggest that hotel security, facility layout, facility availability, destination reputation, destination safety, past performance and event security are all significant and positively correlated with the intent to return.

It is not just enough to secure an event; a facility will have to prove itself worthy of repeating that event by showcasing it has the capability and resources to execute events at a national level to ensure repeat business.

Let's break down each of these factors:

1. Hotel Security

While some factors may appear to be out of the facility's control, hotel security should be considered when making future recommendations to outside groups traveling to the facility for tournaments, training and other activities. Working with the area's convention and visitor's bureau, a facility can research hotels/motels with safe and secure reputations and speak with operators of those facilities in advance of the event to share information about the ages, demographics and other pertinent data about the groups traveling to participate in the specific event.

2. Facility Layout

As noted earlier, the ideal facility's layout will take advantage of ample space and up-to-date facility amenities to appeal to a variety of events and event planners.

3. Facility Availability

Facility availability will be managed by the facility's employees, who preferably are experienced sales and operations professionals.

4. Destination Reputation

Event participants and organizers will evaluate the reputation of the destination facility and the surrounding community.

5. Destination Safety

This can be a giant asset to a new facility — especially if measures are taken in advance to beef up area police and security patrols around the facility and hotels that will be used for sports event participants. A communications plan to alert local authorities of upcoming sporting events, dates, and locations of events and host hotels can be included in event marketing materials.

6. Past Performance

There are pros and cons to having little to no past performance as a new sports facility; see previous notes above.

7. Event Security

Event security often is left to the discretion of the facility and event staff. Specific security personnel, as well as trained part-time and salaried staff, will aid in the security preparation and operations of the facility. An emergency plan and a security plan should be in place and discussed and practiced on a consistent basis.

Local Sports Tourism Market Overview

The growth of elite or travel teams in the United States is a major trend in youth sports. The opportunity for participants to play at a higher competitive level than recreational play is appealing to many parents — particularly those seeking college scholarships for their children, as travel teams can attract college scouts and recruiters. As such, families are willing to invest time and money to travel long distances for regional and national tournaments and events.

Communities throughout the United States have recognized the economic benefits associated with hosting sports tournaments and events. That’s why, in recent years, multiple indoor and outdoor sports facilities have been developed throughout the country with the use of public and/or private funds. These venues generate economic activity for local businesses and tax revenue for local and state entities. To maximize resources, communities are increasingly seeking projects that both better respond to the anticipated long-term needs of area residents and attract out-of-town visitors. As a result, many communities choose to pursue the development and construction of multipurpose sports facilities.

A new multipurpose indoor sports complex in Marysville would attract visitors year-round, especially during shoulder-season months when hotels and restaurants typically need increased revenue. This also would benefit the local economy by keeping residents employed all year.

What’s more, representatives of national and regional associations, as well as tournament and event promoters, expressed interest in bringing events in multiple sports to the proposed facility in Marysville.



• *Marysville has the potential to be a regional destination for basketball tournaments, and we’d consider renting a new facility there for 12 two-day tournaments per year — one each month — using four to six courts.*

— **DYSports**

Regional/national sports event operators and organizations interviewed for this study include:

- 6SC AAU
- College Esports International
- Combat Sports Concepts DBA Brazilian Jiu-Jitsu
- Eventuris
- Junior Volleyball Association
- National Archery in the Schools Program
- National Collegiate Table Tennis Association
- Premier 1 Events
- Snohomish County Sports Commission
- Top Tier Sports
- USA Pickleball-Pacific Northwest
- USA Volleyball-Puget Sound Region
- USA Taekwondo

Seasonality of Events

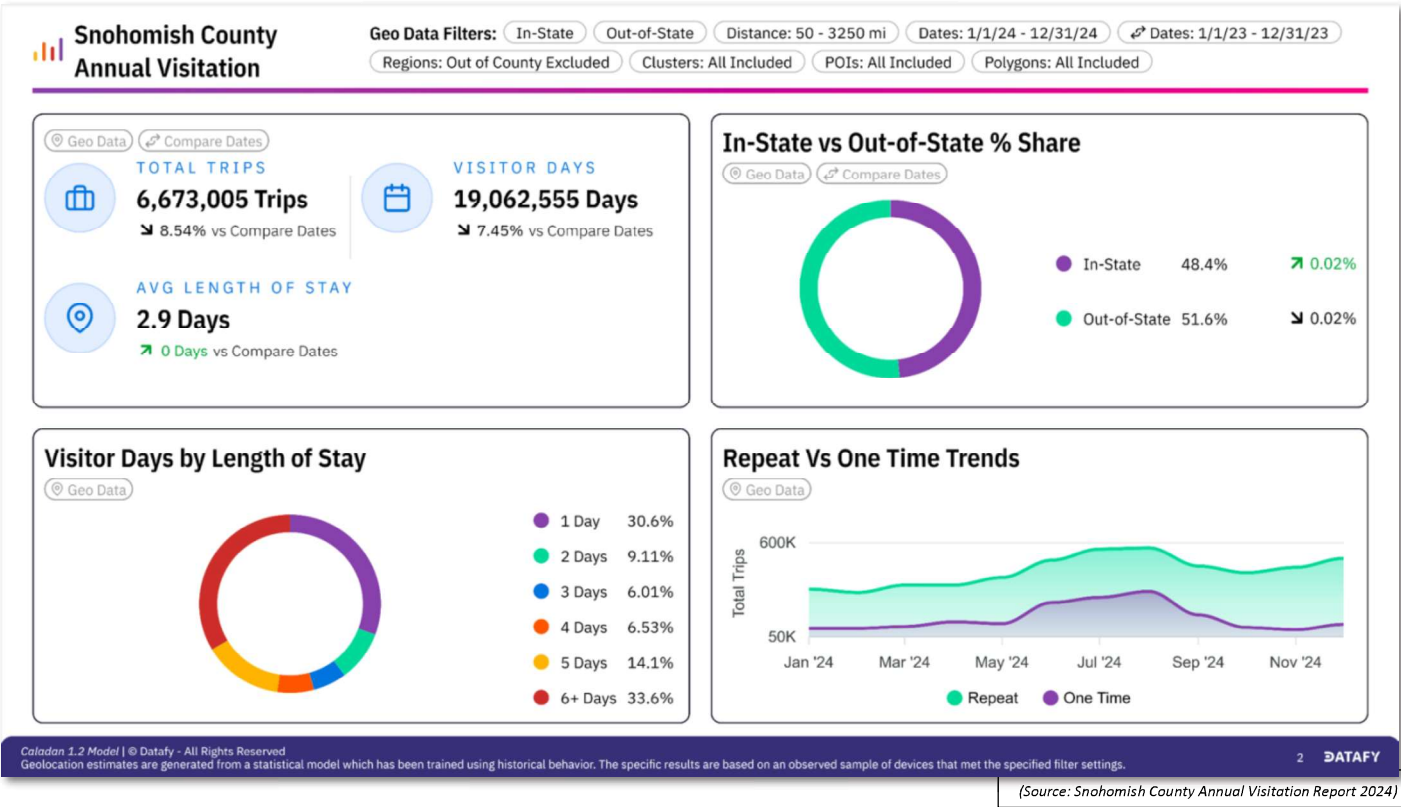
Pinnacle analyzed tournaments and events held at existing facilities in the Marysville market, as well as sports seasons designated by national governing bodies. Based on the event calendars of similar established sports tourism facilities, Pinnacle constructed a seasonality chart to visualize sports seasons that could be programmed at the proposed Marysville facility. The chart below identifies the prime seasons (dark), shoulder seasons (light) and off-seasons (white) for basketball and volleyball in the Marysville market.

Basketball	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Volleyball	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.

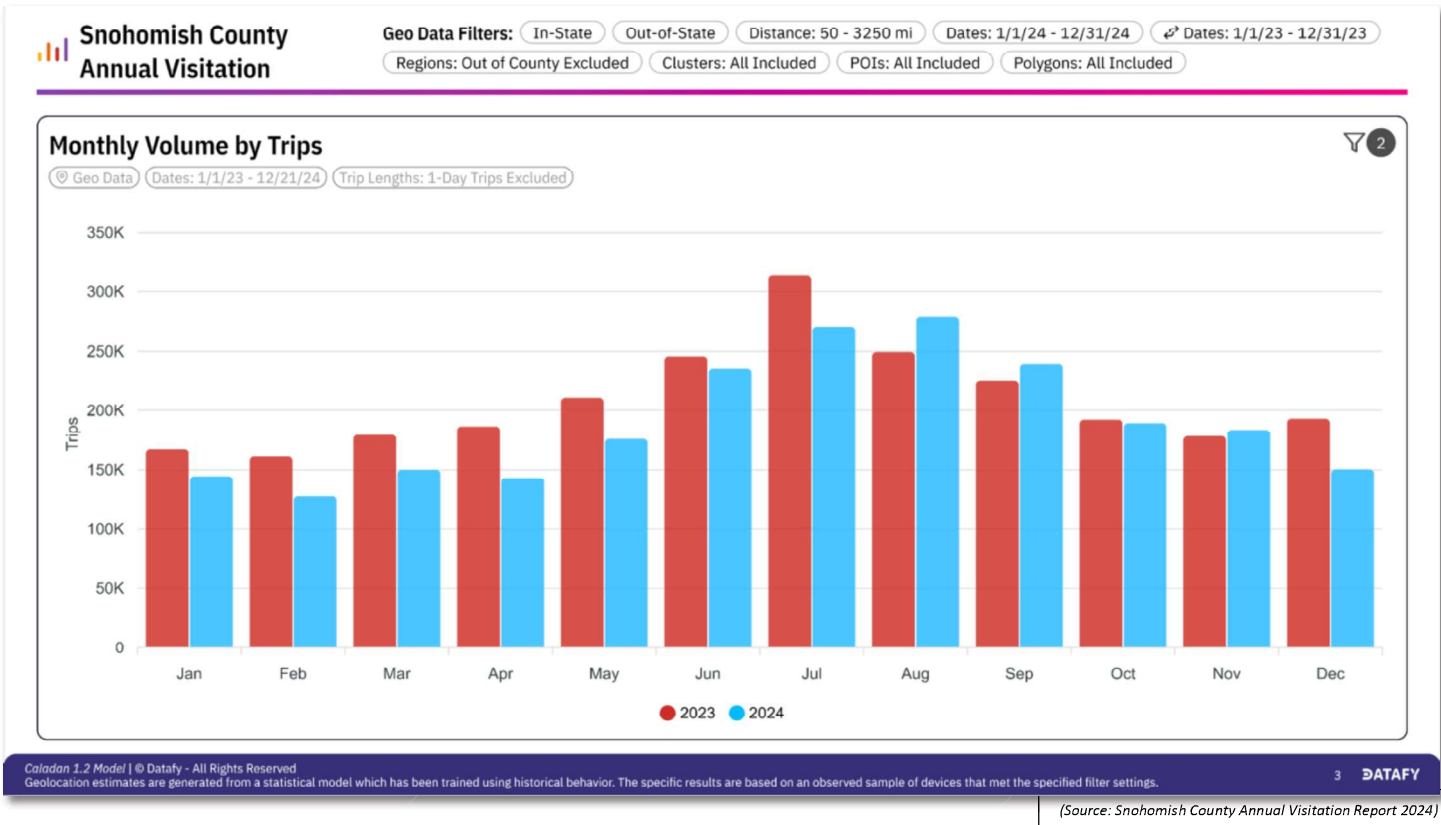
Marysville Sports Tourism Profile

Marysville is part of the Seattle NorthCountry, which is characterized by its depth and breadth of outdoor recreation, urbanscapes and rural vistas, according to the Snohomish County Destination Alliance. Visitors can fly direct to Everett’s Paine Field Airport from 11 U.S. destinations via Alaska Airlines and Frontier Airlines, and Seattle is about 35 miles south of Marysville.

According to the “Snohomish County Annual Visitation Report 2024,” visitors made more than 6,673,000 trips to the county in 2024, accounting for more than 19 million visitor days. Visitors stayed an average of 2.9 days. Nearly 52% were from out of state, with many repeat visitors.



The majority of trips — at least 200,000 per month — took place between June and September.



Local Hotel Inventory

An ample supply of hotel rooms, restaurants and attractions is required to attract sports tourism business to an indoor sports facility, and the Marysville area offers plenty of options in each of those segments.

The diversity, supply and availability of hotel rooms located near a multipurpose sports facility can play a major role in attracting tournaments and other events with overnight attendees. Research suggests that participants/spectators tend to travel further and stay longer when their choice of hotel property is readily available.

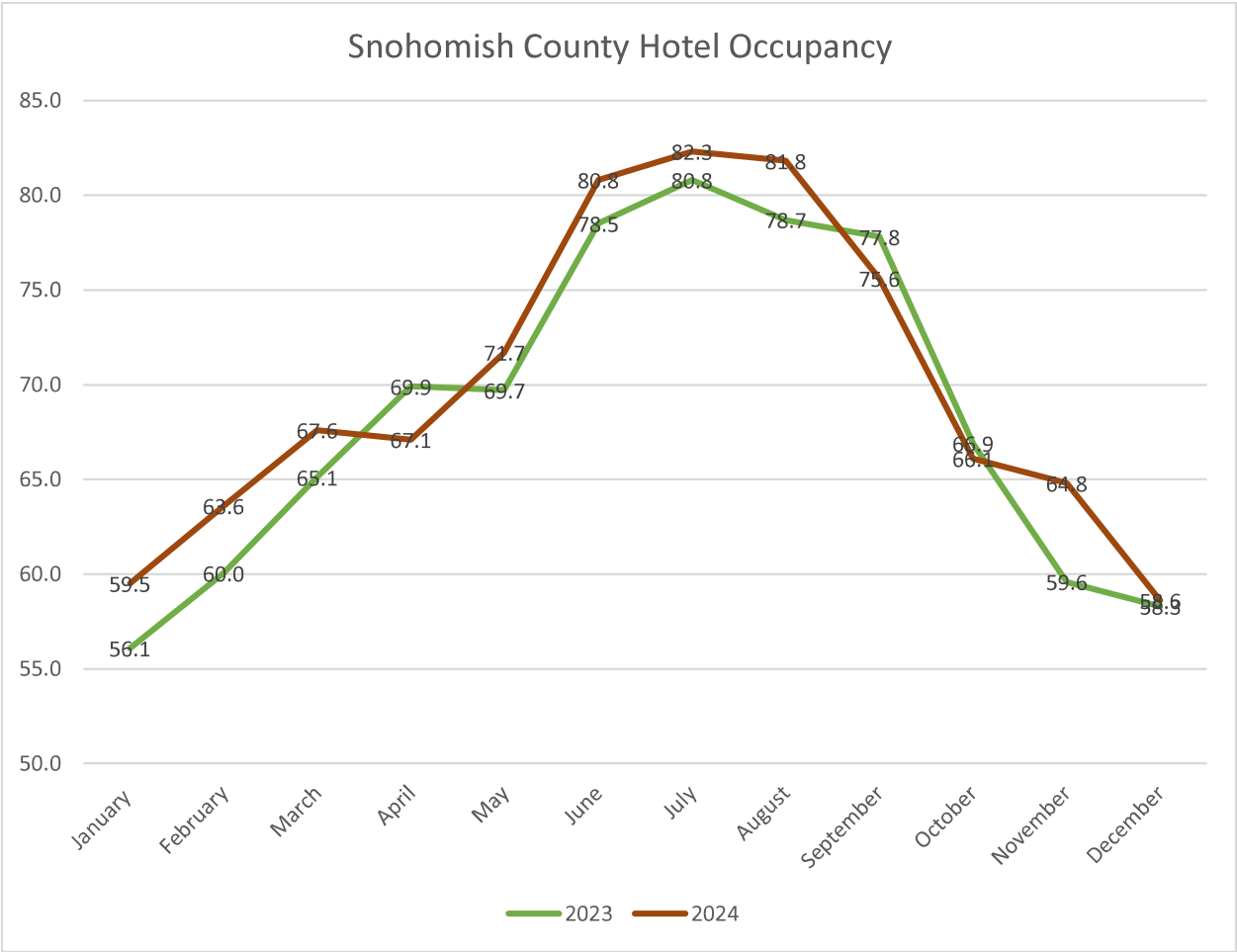
In Snohomish County, there are approximately 6,200 hotel rooms available. These properties include chain-affiliated hotels, all-suite properties, boutiques and independent properties; the majority of them are located in Marysville, Everett and Lynnwood. The diversity of hotel rooms and accommodations in the area is significant and should be advantageous to attracting sports groups with a substantial number of overnight attendees.

As noted elsewhere in this report, a sufficient number of lodging options must be available during peak tournament seasons — and at reasonable rates that are not cost-prohibitive. According to the Snohomish County Sports Commission, the busy season for hotels is June, July and August, with shoulder season running from October through March. The average daily

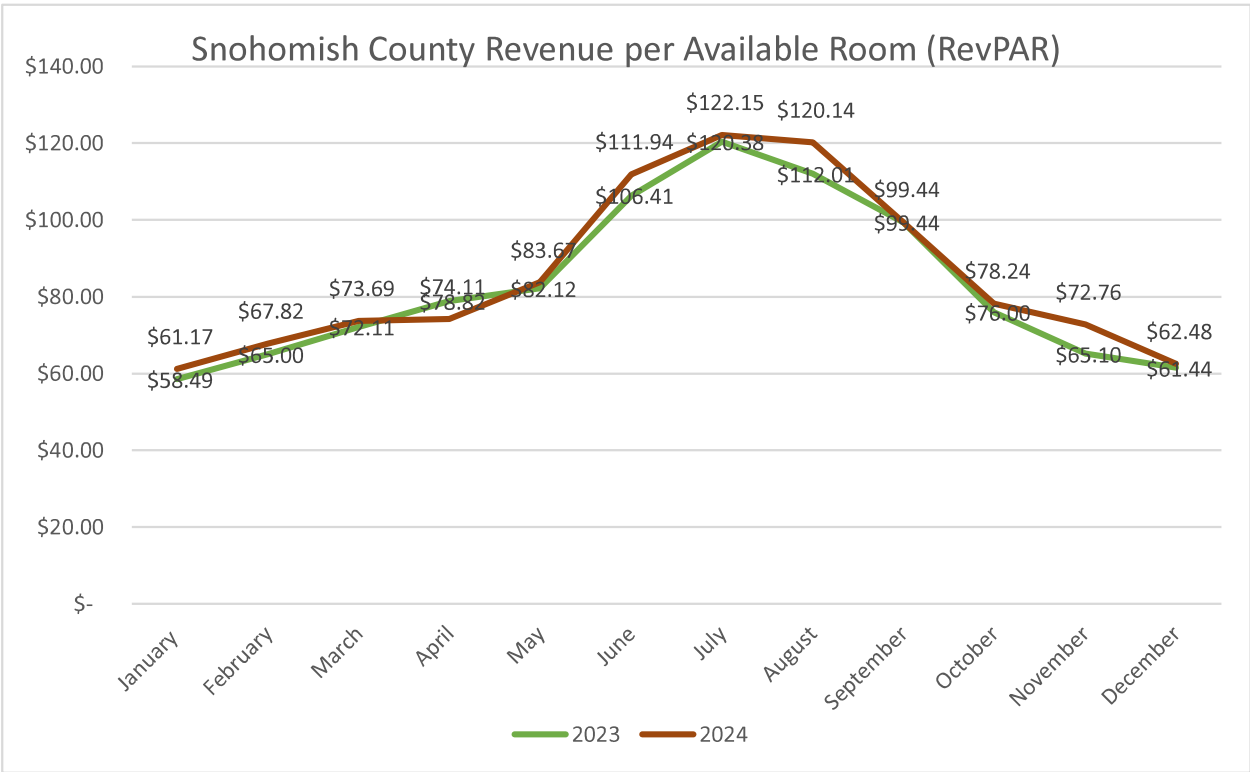
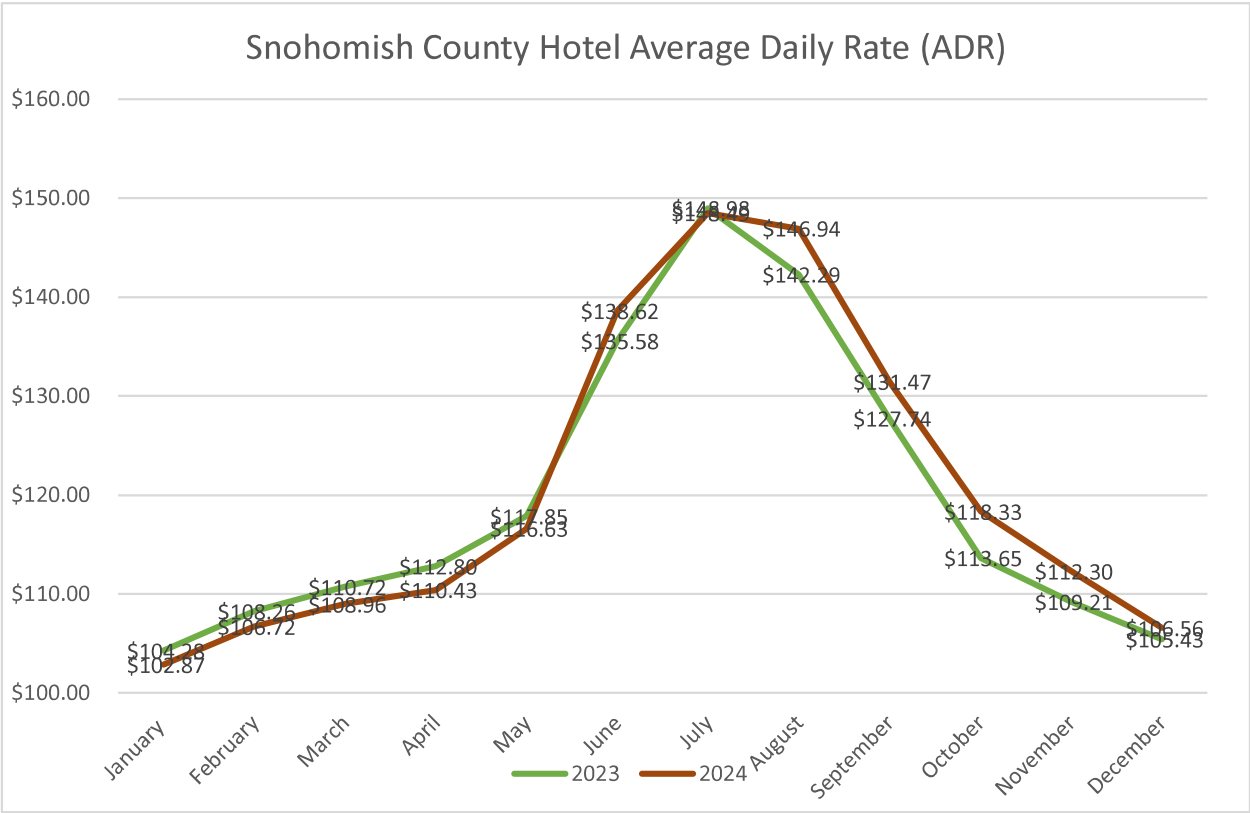
visitor spending in the county for overnight guests is \$140 including hotel; the average daily spending for day trippers is \$58. The commission helps support more than 150 events per year spanning a wide range of sports.

Additionally, availability of convention space in the local market is limited. Angel of the Winds Arena in Everett is dedicated to ice sports, but the Lynnwood Event Center is adding 17,000 square feet of ballroom space.

The chart below indicates hotel/motel occupancy rates in Snohomish County from 2023 to 2024. With the exception of a few months, there has been steady month-over-month growth.



The data is similar for the revenue generated per available room (RevPAR) and the average daily rate (ADR), as indicated in the charts below.



(Source for both charts: Snohomish County Destination Alliance/Seattle NorthCountry True PNW)

Local Amenities

In addition to lodging choices, the availability of cultural, recreational, retail, dining and entertainment options is another critical factor event organizers consider when selecting destinations for their events. Such attractions are important for attendees when they have free time and are not at event-related functions. Based on industry experience, Pinnacle knows event promoters prefer that these types of establishments typically be located within a 10- to 15-minute drive time of the event venue. As a result, many sports facilities are developed near these amenities or as part of a larger development incorporating restaurants, hotels and retail.

The variety of attractions also can be an important consideration for attendees when deciding whether to bring along additional family/friends and how long to stay — as tournament destinations also often serve as vacation destinations.

Marysville and Snohomish County offer several amenities, including outdoor activities such as hiking, ferry outings, balloon rides and high-ropes courses, along with indoor activities that include casinos and gaming, shopping, sports museums and even goat yoga. A variety of distinct retail stores attract visitors to downtown Marysville, and dining options that include chain restaurants as well as local eateries and pubs abound.



Economic Impact Analysis Overview

One of the primary objectives of this study is to estimate the economic and fiscal benefits associated with the proposed indoor sports facility in Marysville. If it were built, the local economy would benefit from ongoing operations in several ways. They include the following tangible and intangible benefits:

- Enhancing local quality of life while increasing the development of athletes across a multitude of sports
- Attracting visitors on an annual basis, thus supporting area businesses
- Offering an attractive venue hosting diverse tournaments/events for residents/visitors
- Bolstering the area's image as a destination
- Capitalizing on existing city, county or state tourism efforts
- Broadening the market to reach new visitors and travel teams
- Attracting visitors and sports teams during off-peak months
- Receiving increased local, state and regional media exposure by hosting tournaments
- Serving as a catalyst for future economic development in the area
- Strengthening the area's economic base
- Producing economic/fiscal impacts for the City of Marysville

Each of these benefits is important in assessing the impacts that the proposed facility may have on the area. The economic impact analysis estimates the direct, indirect and induced benefits associated with the ongoing operations of the proposed facility, including the associated tax revenues. This economic and fiscal impact analysis reflects the competitive landscape as of March 2025.

It is assumed that the proposed facility would be located near such amenities as hotels, restaurants and attractions; therefore, it should be noted that a site location that differs from this assumption likely would adversely impact the estimates of economic and fiscal impacts outlined in the report.

In the past, we've had to turn away organizations — especially state and regional gymnastics — that wanted to bring events to Marysville. We simply don't have the space.

— Snohomish County Sports Commission



Direct and Indirect Spending

Economic impact occurs via both direct and indirect spending, and it is dependent on lodging, restaurants, attractions and other amenities.

Direct spending refers to the financial impact to a community based on the amount of money spent by non-local visitors attending a tournament or event at a sports facility. This includes attendee spending before and after events for lodging, restaurants, retail, entertainment, transportation and more. For instance, an out-of-town attendee spends money staying at a local hotel and eating at a local restaurant.

Indirect and induced spending is the impact in sales, income or employment within the community in linked industries supplying goods and services for the proposed sports facility. For example, the increased sales in deli meat from local supply firms resulting from food sales at local sandwich shops is an indirect impact from direct spending by outside visitors. Generally speaking, the portion of local restaurant purchases within the local economy are indirect impacts.

Economic Impact Assumptions

Here are 10 key assumptions used in the economic impact analysis and based on estimating usage, activity and economic/fiscal impacts for the proposed indoor sports facility:

1. The indoor sports facility will be located near an airport and in close proximity to hotels, restaurants, retail, entertainment and other attractions.
2. The facility will be designed and constructed to be a high-quality tournament facility that is competitive with industry-leading facilities.
3. The facility will be operated by personnel specializing in managing similar sports tourism facilities.
4. The facility primarily will focus on booking sports tourism events that generate room nights and economic impact.
5. Established state and local tourism agencies will consistently market the facility.
6. A high level of quality customer service will be provided by management and local tourism and hospitality agencies, organizations and companies.
7. Cooperative coordination will occur between the sports facility management and tourism/hospitality stakeholders at the local and state levels.
8. Hotels will actively support sports tourism initiatives (and potentially modify existing policies) by providing access to room blocks to support participants year-round, adjusting required minimum-stay lengths to accommodate tournament participants, and working with promoters that utilize a stay-to-play model.
9. No other similar, competitive facility will be built or expanded in the region, other than those noted in the study.
10. No major economic fluctuations, acts of nature or cataclysmic events will occur that could adversely impact the dynamics of the project.

Economic and Fiscal Impacts

The economic impact analysis for the proposed indoor sports facility reveals the estimated economic impact from tournaments and events at the local and state levels.

This analysis, prepared exclusively for the City of Marysville in March 2025 by Impact DataSource in partnership with Pinnacle, indicates that over the next 20 years, tournament visitor spending associated with the proposed facility will exceed \$365.1 million (see Table 1 below).

This information is based on tentative plans to host 34 indoor tournament event weekends each year. That breaks down to 15 basketball tournament weekends, 12 volleyball tournament weekends and seven other court/mat events tournament weekends.

Table 1. Tournament Spending Over the Next 20 Years

	Annually	Total*
On-Site Concessions	\$316,500	\$8,504,474
Hotel Spending	\$2,384,300	\$64,067,034
Restaurant Spending	\$9,254,460	\$248,670,806
Other Retail Spending	\$1,633,140	\$43,883,083
<u>Total</u>	<u>\$13,588,400</u>	<u>\$365,125,397</u>

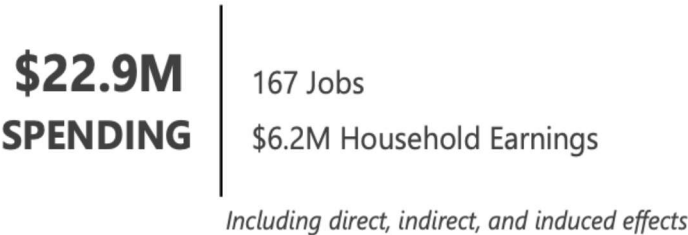
* Assumes a 3% annual increase in spending

Collectively, these events are expected to generate more than 21,000 hotel room nights and an estimated \$2.4 million in annual lodging revenue. The facility also is expected to generate \$9.3 million in restaurant spending and \$1.6 million in other retail spending each year.

All told, the proposed sports facility is expected to draw 63,300 visitors during tournament weekends.

The project, via its operations and visitor spending, is estimated to support 167 permanent jobs, \$6.2 million in annual household earnings and \$22.9 million in annual economic output or spending in Snohomish County.

LOCAL ANNUAL ECONOMIC IMPACT



Additionally, the proposed facility also is expected to generate additional benefits for the City of Marysville and the State of Washington (see Table 2 below). Overall, the city is estimated to receive approximately \$13.1 million in revenues over the 20-year period, while the project will generate nearly \$1.3 million in revenues for Snohomish County over 20 years and almost \$26.6 million in revenues during the same period for the State of Washington — for a total of about \$41 million.

Table 2. Estimated Tax Revenues Over the Next 20 Years for the City of Marysville and State of Washington

	Tax Revenues
City of Marysville	\$13,139,077
Snohomish County	\$1,266,000
State of Washington	\$26,577,685
Total	\$40,982,763

Keep in mind that Snohomish County charges a 2% lodging tax on hotel stays in unincorporated areas and cities that do not have their own lodging tax. However, because the City of Marysville imposes its own 2% lodging tax, the county's tax does not apply to hotel stays within Marysville.

Also, although the county's 2% hotel tax does not apply in municipalities applying their own 2% hotel tax, Snohomish County does collect a \$2 per occupied room fee for overnight stays within the county's Tourism Promotion Area (TPA), which includes Marysville and most other cities in the county. This fee is used exclusively to promote tourism within the TPA.

For more details about the estimated economic impact of this facility, as well as estimated construction costs, see the attached Economic Impact Report.

What follows is a sampling of comments Pinnacle received from state and national organizations regarding the proposed indoor sports facility in Marysville.

- *While some of our facility needs are being met for state events, we could use more space for basketball, dance and cheer competitions.*
— **Washington Interscholastic Activities Association**



The Washington arm of the NASP currently hosts one state championship, but the plan is to begin conducting regional qualifiers in various locations around the state to prepare archers and narrow the field for the state championship.

— **National Archery in the Schools Program**

- *We are looking to bring more collegiate esports competitions to the West Coast and would definitely be interested in hosting events at a proposed facility in Marysville — provided it had a strong broadband and Wi-Fi infrastructure.*

— **College Esports International**



The proposed facility in Marysville could be used both for local programming and sanctioned tournaments — especially during the winter months.

— **USA Pickleball-Pacific Northwest Region**

Market Study



Market Area Description

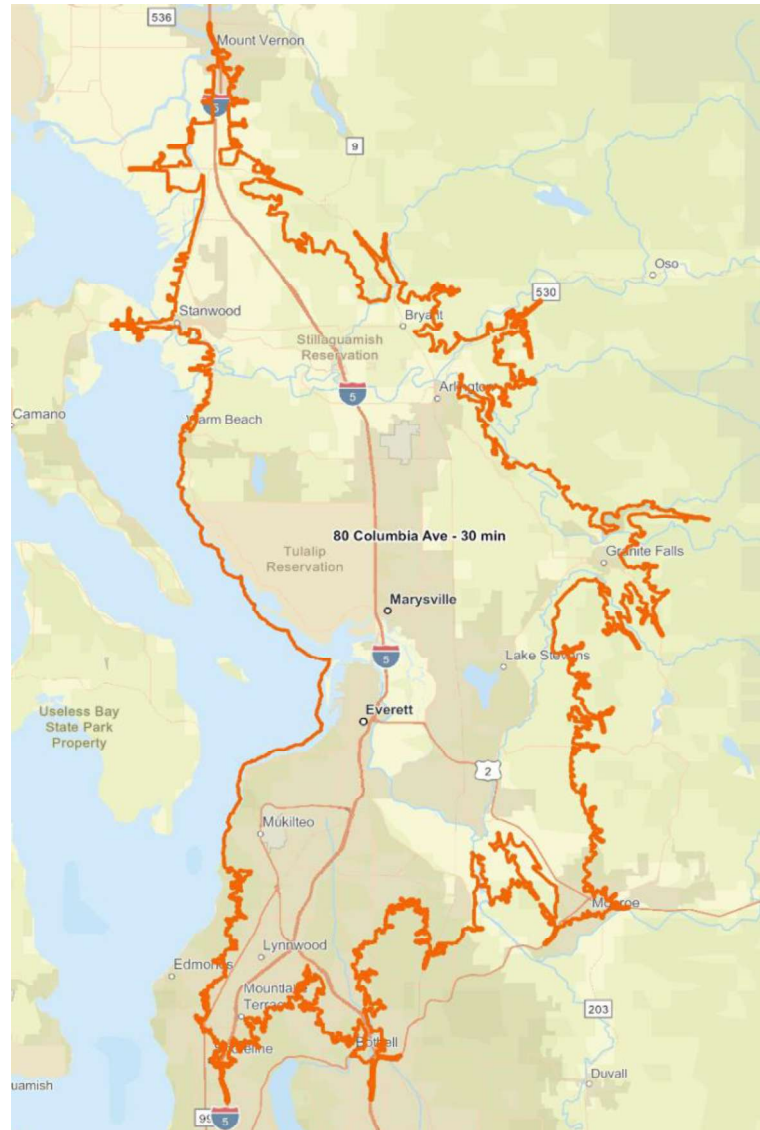
As referenced elsewhere in this report — and as part of the economic impact analysis — Pinnacle conducted a comprehensive demographic and socioeconomic analysis of the local and regional markets. This analysis identified key characteristics of the most frequent users of both new and existing facilities in the area. Proximity to multipurpose sports facilities plays a crucial role in user behavior.

For the purpose of this report, the local market is defined as within a 30-minute drive time of 80 Columbia Ave. in Marysville, the intended location of the proposed indoor sports facility (see map). Weekly programming and rentals, as well as camps and clinics, tend to have higher usage rates from local community members, while sports tournaments and other events typically attract participants from outside local market boundaries.

When assessing the regional market, Pinnacle established a radius that encompasses drive times of 90, 150 and 210 minutes from the designated location (see maps on page 40). Certain activities — including tournaments — would be expected to draw from a broader area beyond local boundaries.

Marysville is the second-largest city in Snohomish County (behind Everett) and is part of the Seattle metropolitan area in northwestern Washington. It is a growing community nestled on the banks of the Snohomish River and bordered by the Cascade mountains and Puget Sound. The western side of the city also borders the Tulalip Indian Reservation, and Mount Pilchuck — with its 5,300-foot-high peak — can be seen from various vantage points in Marysville. The community is an active one, with nearly 500 acres of public recreational space — including parks, sports fields, nature preserves, community centers, golf courses and other facilities.

Local Area Map (30-minute drive time)



Regional Area Map (1.5-hour drive time)



Regional Area Map (2.5-hour drive time)



Regional Area Map (3.5-hour drive time)



Climate

Average temperatures in Marysville range from a low of 35 degrees Fahrenheit in January to a high of about 75 degrees Fahrenheit in July.

The city receives an average of 45 inches of rain and 4 inch of snow annually (compared to the U.S. average of 38 inches of rain and 28 inches of snow per year). The annual average number of sunny days is 163 (compared to the national average of 205), and Marysville receives some kind of precipitation an average of 174 days per year.



Employment

The composition of an area's employers is a factor in targeting various programming and events, as well as seeking advertising and sponsorship opportunities for new sports facilities.

According to the City of Marysville, the area boasts strong business sectors that include aerospace, clean technology, information technology, e-commerce, warehouse and distribution, transportation and health services.

Regionally, more than one-quarter of the workforce is employed in STEM occupations, and there are 10% more software engineers in Marysville than in the San Francisco area — thanks, in part, to the presence of companies like Amazon, Boeing and Microsoft in the region.

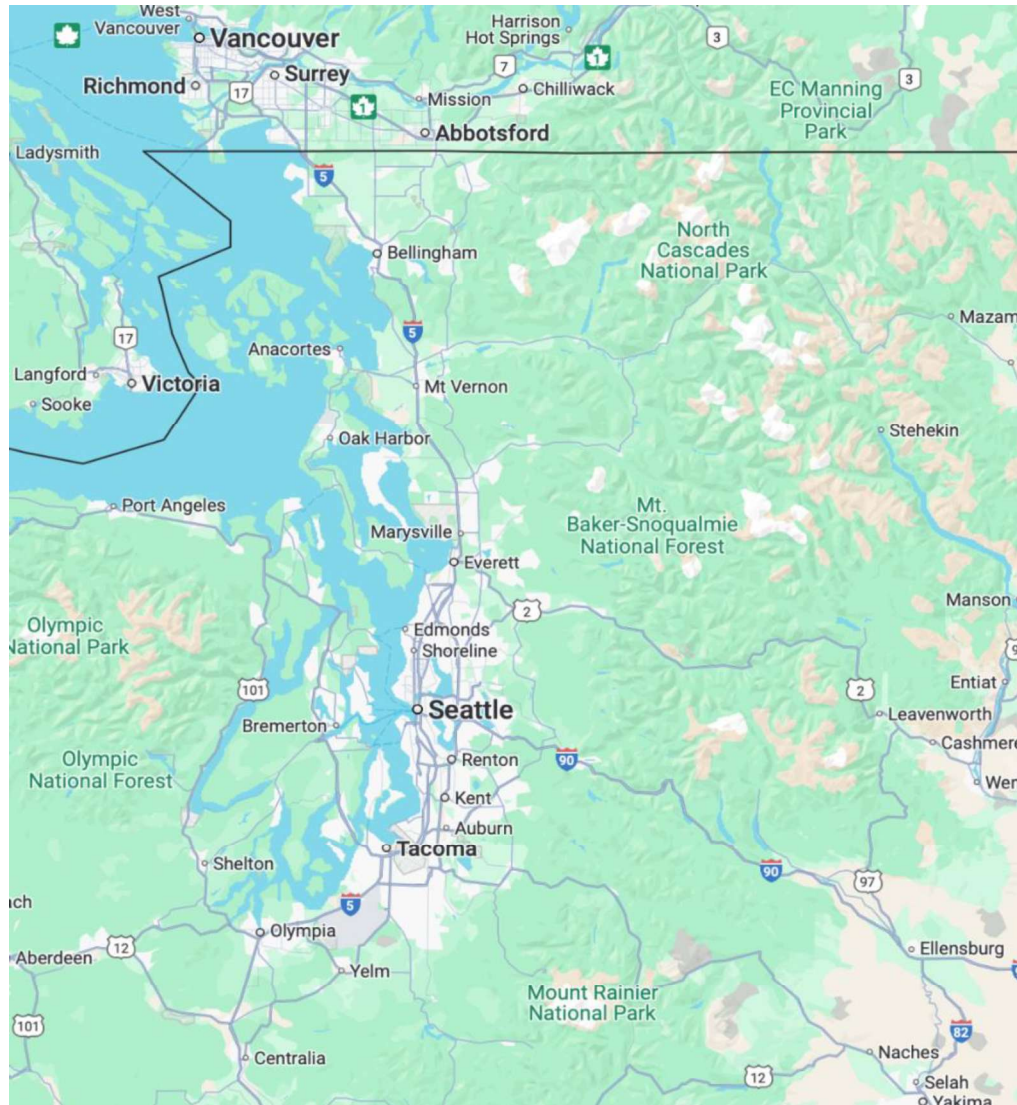
Unemployment

Prior to the pandemic, the unemployment rate over the past decade in Snohomish County fluctuated from a high of 10.2% in January 2011 to a low of 2.4% in November 2019. In the wake of COVID-19, when most essential businesses in Washington closed beginning in Spring 2020, the unemployment rate in the area reached 19.5% — eventually dropping to 2.6% by February 2023. In December 2024, the unemployment rate was 3.2%.

Transportation

Families often select venues to participate in sports programs and events based (at least partially) on ease of access to those venues. Additionally, the location and accessibility — including convenient parking — of a facility relative to the population base can impact its marketability for programming and events.

Marysville serves as a regional crossroads and is located along Interstate 5, which connects the city to Seattle to the south and Vancouver, British Columbia, Canada, to the north. Other major roadways in and out of the city include State Routes 9 and 528 (see map on the following page).



Travel

Major communities with sports organizations close enough to visit Marysville for local programming, leagues, training, camps, clinics OR regional sports tournaments and other events include the following:

<u>City</u>	<u>Distance</u>	<u>City</u>	<u>Distance</u>
Everett	6 miles	Mukilteo	16 miles
Pilchuck	18 miles	Lynnwood	20 miles
Bothell	24 miles	Edmonds	24 miles
Skagit City	26 miles	Mount Vernon	28 miles
Redmond	32 miles	Seattle	34 miles
Bellingham	55 miles	Enumclaw	68 miles
Tacoma	68 miles	Olympia	95 miles
Richmond, BC	102 miles	Vancouver, BC	109 miles
Vancouver	199 miles	Portland, OR	202 miles

Demographic Market Analysis

General Population

Pinnacle utilized drive time analyses to assess the potential participant base that an indoor sports facility in Marysville would seek to capture.

The population within the designated 30-minute drive time of the local Marysville market (see map on page 39) is estimated to change from 680,737 to 702,938 between the 2020 U.S. Census and 2025 — an increase of 3.3%. Over the next five years, the population is expected to increase by another 3.7%.



By comparison, the U.S. population is expected to increase by 1.9% between 2020 and 2025. That total is projected to increase by another 2.4% by 2030.

Tournaments and events for the purpose of sports tourism at the proposed indoor facility likely would attract visitors from a larger market area (see maps on page 40). Just as the local population is increasing, so too is the population in key regional markets. The population within a 3.5-hour drive time is estimated to increase 1.9% between 2020 and 2025, with anticipated additional growth of 2.8% by 2030; the population within a 2.5-hour drive time is anticipated to increase 2.0% between 2020 and 2025, and increase another 3.4% over the next five years. Similarly, the population within a 1.5-hour drive time is expected to increase 2.0% between 2020 and 2025, with additional growth of 3.4% by 2030.

Age Distribution

The 2025 median age in the designated local market area is 39.1 years, and the 2025 average age is 39.6. In five years, the median age is projected to be 40.8 years.

By comparison, the 2025 median age in the United States is 39.6, while the average age is 40.6. The U.S. median age is projected to be 40.9 by 2030.

Ethnic Diversity

Of the market's estimated 2025 population, 58.9% are White Alone; 4.5% are Black or African American Alone; 1.4% are American Indian and Alaska Native Alone; 15.7% are Asian Alone; 0.7% are Native Hawaiian and Other Pacific Islander Alone; 6.7% are Some Other Race; and 12.0% are Two or More Races.

Of the estimated 2025 population in the United States, 59.6% are White Alone; 12.5% are Black or African American Alone; 1.2% are American Indian and Alaska Native Alone; 6.4% are Asian

Alone; 0.2% are Native Hawaiian and Other Pacific Islander Alone; 9.0% are Some Other Race; and 11.2% are Two or More Races.

The Marysville area's estimated Hispanic/Latino population is 14.3%, which is lower than the estimated Hispanic/Latino population of the United States (20.3%). Generally speaking, adult Hispanics utilize multipurpose sports facilities at a higher-than-average rate for indoor soccer and futsal.

Education

An estimated 23.8% of the market's population over age 25 has earned a Bachelor's Degree, 9.3% has earned a Master's Degree, 1.6% has earned a Professional School Degree and 1.0% has earned a Doctorate Degree.

By comparison, in the United States, 21.3% of the population over age 25 has earned a Bachelor's Degree, 9.9% has earned a Master's Degree, 2.3% has earned a Professional School Degree and 1.6% has earned a Doctorate Degree.



Income Statistics

The local market's average household income is estimated to be \$136,931 in 2025, while the average household income for the United States is estimated to be \$113,181.

The local market's average income is projected to increase to \$150,290 over the next five years. By comparison, the average household income in the United States is projected to increase to \$122,965 during the same period.

The average household income estimates for regional markets is even higher than for the local market: from \$141,486 in 2025 to an estimated \$155,329 in 2030 (3.5 hours), from \$151,045 in 2025 to an estimated \$165,724 in 2030 (2.5 hours) and from \$158,318 in 2025 to an estimated \$173,345 in 2030 (1.5 hours).

Market Area Demographic Summary

In assessing the market potential for a new indoor sports facility in the Marysville market, Pinnacle looked at several key demographic factors, including the following:

- **Population size and growth:** Population serves as a base from which a proposed indoor sports facility would draw participants and other forms of support. The size of the Marysville local and regional markets is in line with those of other markets in which multipurpose sports facilities have been successful. The local market's population has increased since 2020 and is expected to continue doing so for at least the next five years. As mentioned elsewhere in this report, it is likely that individuals within a local 30-minute drive time of a proposed facility would participate in leagues, youth programming activities such as instructional classes, camps

and clinics, and other related local sports activities. The population in key regional markets is increasing at a similar pace.

- **Age:** User statistics in other communities indicate that younger populations are more likely to participate in programs at multipurpose sports facilities. The median age in the local Marysville market is slightly lower than the national median age of 39.6. Generally speaking, a lower median age suggests there are more children and young adults (key age-group segments for sports facility usage) in the area compared to other markets. That said, Pinnacle emphasizes that the operator of the proposed facility still should make creating in-house programming and attracting local youth sports organizations top priorities.

- **Household income:** Household income levels offer a broad measurement of spending potential for specific populations and indicate the general ability of individuals or households to purchase goods and services — including participation in, or attendance at, recreational and competitive sports programs and events. The average household income figures in both the local Marysville market and key regional markets are significantly above the national average of \$113,181. What's more, Pinnacle has found that families are willing to invest time and money for their kids to participate in youth sports. While this demographic characteristic presents an opportunity for the operator of the proposed facility, it will be essential to maintain competitive pricing to attract a broad customer base. By aligning fee structures with market rates, the facility could optimize revenue generation while remaining accessible to a wide range of user groups and participants.

The chart below highlights key demographics associated with any new indoor sports facility:

Key Demographic Factors (Marysville, Washington — 2025)				
Demographic Category	30 Minutes (Local)	1.5 Hours	2.5 Hours	3.5 Hours
Total population	702,938	4,283,455	5,380,426	6,915,549
5-Year Projected Growth	+3.7%	+3.4%	+3.1%	+2.8%
Median Age	39.1 years	38.9 years	39.3 years	39.3 years
Average Household Income	\$136,931	\$158,318	\$151,045	\$141,486

The local and regional Marysville market is experiencing population growth, which typically correlates to more participants in sports and recreation activities. This aligns with the demographic profiles of communities that support multipurpose indoor sports facilities. That population also is slightly younger than the national average, which bodes well for the proposed facility; kids and young adults are key user groups of sports and recreation facilities.

The proposed facility also has additional factors working in its favor. From a local perspective, they include demand for more indoor sports space. Given that local programming during non-tournament times will be critical to the long-term success of the proposed facility, a team of experienced professionals must be hired to oversee daily operations and promote the facility to organizations in the local market. Additionally, exploring opportunities to partner with local sports organizations could further enhance the facility's appeal and utilization.

From a regional perspective, as it relates to attracting tournaments and events that provide economic impact to the Marysville area, population growth is a positive factor. However, operators of a proposed facility will need to make marketing both the facility itself and Marysville at large to travel teams a top priority in order to establish the city as a go-to sports tourism destination.

Ultimately, the proposed sports facility presents a dual opportunity for Marysville, with the potential to attract both local residents seeking recreational and competitive outlets and out-of-town visitors via sports tourism-related tournaments and events — thereby acting as an economic driver. Given that current pricing for sport-specific lessons in the area aligns with or exceeds the national average, it will be crucial to strategically price programs and classes at the new facility. This pricing strategy should be competitive within the local market to maximize resident participation, while also being practical and aligned with the goal of ensuring the facility's long-term financial sustainability through both local engagement and sports tourism revenue.



Pinnacle-developed facility

Recreational/Competitive Sports Communities

Between 2017 and 2023, the number of Americans active in a variety of sports — including team sports, fitness sports, outdoor sports and individual sports — increased, according to the Sports & Fitness Industry Association’s 2024 Topline Participation Report. That national data is in line with what’s happening in the Marysville market, based on Pinnacle’s interviews with representatives from local and regional sports and recreation organizations. Response to a proposed multipurpose sports facility in the area has been positive. Here is a sampling of comments received:

- *The Marysville area is very underserved when it comes to indoor sports facilities, and we would consider a contractual agreement to guarantee space and reduce the hourly cost of activities at a new facility.*

— **Ignite Volleyball Academy**



- *Our indoor court needs are not being met right now, and we could offer a lot more local programming if more courts were available.*

— **Marysville Parks, Culture and Recreation Department**

- *There is a huge need for indoor sports assets in this community, and we plan to put more money into our marketing so we can rent it for our programs.*

— **i9 Sports – Lake Stevens/Marysville**



Several hard court and turf sports communities exist within the target market study area.

Basketball

Basketball is one of the most popular sports in the United States, where the Amateur Athletic Union (AAU) is the largest organizing body for youth basketball. AAU oversees organizations in several sports, with 800,000 members and more than 150,000 volunteers. AAU basketball tournament season typically runs from March through August. The most sought-after tournaments, which derive the most revenue, are college showcase tournaments at which college recruiters scout future talent.

Local Snapshot

Multiple basketball programs are active in the Marysville market and operated by schools, park and recreation programs, YMCAs and private organizations with travel teams. Tournament season typically runs from March to July, with local tournament season taking place between November and mid-March.

Representatives of local basketball organizations Pinnacle interviewed indicated the need for more indoor hard-court space in the Marysville market and expressed interest in utilizing the proposed indoor sports facility in a variety of ways.

One of those organizations is the 1st Quarter Foundation, which offers eight girls' and two boys' teams. Teams travel to five to eight tournaments per year in cities such as Las Vegas and Portland, Ore. If the proposed facility in Marysville were built, a foundation representative told Pinnacle that its teams would potentially participate in two to three tournaments per year at the complex — adding that if the facility can create a reputation for providing a welcoming and effective environment for players, it likely will be able to attract teams from well beyond Marysville's borders.

Meanwhile, the Emerald City Basketball Academy is a regional facility renowned for its player training. The academy has facilities in Seattle, Auburn and Olympia and trains 800 to 900 players (youths to adults), as well as players on more than 60 local, regional and national travel teams. The academy has its own courts at each facility, which it rents to outside groups — including tournament organizers. That said, he believes that small-scale local tournaments could be successful at the proposed facility. He added that the academy would be interested in starting a club in the Marysville market if the proposed facility were build — and potentially utilizing it year-round for at least five days per week.

Additionally, i9 Sports-Lake Stevens/Marysville runs a fall basketball program and summer camps. An official of the organization told Pinnacle it would potentially utilize a new facility for seven weeks during the fall, winter and spring for one day per week from 9 a.m. to 3 p.m.



Event Organizers and Promoters

DYSports is an organization dedicated to serving tournament needs for developing teams (rather than elite teams). A representative described it as a step above YMCA-level basketball and a step below the AAU level. Currently, DYSports runs a dozen two-day tournaments in Marysville, as well as tournaments in the Seattle and Tacoma areas. The tournaments require three to six courts, and most are held at high schools that charge between \$40 and \$50 per hour. The promoter would potentially utilize a proposed facility in Marysville for monthly tournaments year-round, adding that the facility would have a greater chance of success if it were a multiuse development with entertainment, food and retail options available to participants and their families.

Eventuris, meanwhile, operates Spokane Hoopfest, which is considered the largest 3-on-3 basketball tournament in the world. While that event and similar ones in other states are held outdoors, a representative of the company said it would consider hosting three basketball events at the proposed facility in Marysville — one each in the spring, summer and fall.

What's more, 6SC (which runs about 900 basketball events around the country) expressed interest in hosting both basketball and volleyball tournaments at the proposed facility.

Meanwhile, a coach at King's High School — who also is involved with the Washington State Girls Basketball Coaches Association — runs two two-day showcase tournaments in June that attract up to 80 teams each. He also oversees tournaments at local school gymnasiums, paying between \$75 and \$100 per hour / \$3,000 to \$5,000 per weekend. If the proposed facility were built, he told Pinnacle he would consider participating in feeder leagues for players in grades four through eight, as well as camps, clinics and tournament rentals.

A new hard-courts facility in Marysville would be a boon for high school teams, local clubs and travel teams from all over the state.

— King's High School/Washington State Girls Basketball Coaches Association

Adult Basketball

Adult basketball is played in the Marysville market, with private groups overseeing leagues, and the presence of new indoor hard courts likely would generate increased interest in adult basketball leagues. Although adult basketball is relatively unorganized, indoor leagues operate year-round and theoretically could provide a small but consistent form of ancillary revenue for the proposed facility, supplementing revenue generated by youth basketball programming. Adult basketball teams also can play later at night, providing increased scheduling options.

See attached "Exhibit I—Selected Interview Notes" for more information on basketball.

Basketball Summary

Basketball is popular in Washington, and there is additional demand for hard courts in Marysville. A facility configured to accommodate multiple basketball games at the same time

likely would not only attract tournament and event operators but also fulfill the local community's needs. Basketball tournament promoters expressed interest in booking events at the proposed facility, believing Marysville would be a regional draw for teams.

Additionally, youth basketball — like so many other sports — is experiencing space crunches during the prime basketball season. Based on the local demand for courts by basketball (and volleyball) groups, Pinnacle believes the addition of new hard-court space would be met with enthusiasm. With the proper design and line placement to accommodate multiple sports in one area, along with optimization of scheduling, the proposed facility likely would be utilized throughout the year. Partnering with a well-known, reputable basketball program would help ensure additional basketball opportunities via year-round lessons, camps and clinics.

Volleyball

USA Volleyball is the national governing body for competitive youth club volleyball in the United States, with more than 400,000 members and an estimated 5,300 clubs. The organization's growth corresponds with the opening of more specialty and multisport facilities capable of accommodating court sports in communities around the country. Club season runs from January to June, and high school volleyball is a sanctioned fall sport in Washington.

Local Snapshot

As is the case with representatives of basketball organizations Pinnacle interviewed in the Marysville market, representatives of local volleyball groups expressed a need for more hard courts while also indicating that Marysville has the potential to become a regional destination for tournaments and events.

The Puget Sound Region is the local affiliate of USA Volleyball, with 6,000 members and nearly 50 member clubs — including seven in Snohomish County. The region operates approximately 30 tournaments per year from December to mid-May, utilizing its own facilities, as well as private facilities and school gymnasiums. Rental fees typically are \$550 per court for eight to 10 hours per day. Northwest Sports Hub charges just under \$12,300 per weekend (Saturday/Sunday) and keeps all gate fees. But the region can only use 16 of the 22 courts at that facility, because the remaining courts need to be utilized for spectator seating.

There is a lack of hard courts in this area, especially for tournaments. It would be nice to have a tournament option in the northern part of the market.

— Falcon Elite Volleyball Alliance

Volleyball clubs in the Marysville market include the Falcon Elite Volleyball Alliance (six teams), Ignite Volleyball (12 teams) and the Space Needle Volleyball Foundation (13 girls' teams and five boys' teams). These teams train at school, municipal and church gymnasiums — paying hourly rates of \$40 to \$60 or monthly rates of \$2,000 to \$2,500 for use of their courts. Falcon Elite, for example, pays two churches for use of three volleyball courts for 10 to 12 hours per week from November to June. Ignite Volleyball, meanwhile, practices on six courts at three

locations on Mondays, Wednesdays and Fridays during the season. Representatives from both clubs expressed a desire to utilize the proposed indoor facility in Marysville for practices, camps, clinics and/or tournaments.



Additionally, North Creek High School offers four teams for players in grades 9-12, as well as a youth summer camp. A representative from the school indicated interest in participating in leagues, offseason rentals for four to six hours per week and tournaments at the proposed facility, as well as moving its own camps and clinics to the facility.

Event Organizers and Promoters

Representatives of regional and national event promoters, including USA Volleyball's Puget Sound Region and 6SC (which runs about 100 two-day volleyball events around the country), expressed interest in hosting tournaments at the proposed facility in Marysville. If the facility is configured to meet its needs, the Puget Sound Region could potentially host two large events per month from December to March each year. 6SC, meanwhile, utilizes schools and private facilities for its events, paying an average of \$55 to \$70 per hour per court. The promoter also would be interested in hosting basketball events at the facility.

Another national volleyball organization with an active presence in Washington is the Junior Volleyball Association, with 30 clubs operating within the state. A JVA representative agrees that Marysville could serve as a regional volleyball destination — as well as attract JVA teams — but she indicated the association would not host events at the proposed facility unless it housed 44 volleyball courts.

Adult Volleyball

Adult volleyball is popular in Marysville, with parks and recreation departments, YMCAs and private groups offering leagues. That said, adult volleyball also represents a programming opportunity at the new facility. The majority of adult volleyball programming is recreational, and new indoor courts likely would boost participation in adult leagues — which can operate all year long and provide a small but consistent form of ancillary revenue. Like adult basketball teams, adult volleyball teams can play later at night than youth teams, providing increased scheduling opportunities.

See attached "Exhibit I—Selected Interview Notes" for more information on volleyball.

Volleyball Summary

Volleyball in Washington is established via private clubs at the youth level, as well as through school teams and programs overseen by various sports organizations. Private youth clubs are organized to train for tournaments and qualify participants for high school and college play. In Snohomish County, volleyball clubs are active, and the establishment of a facility with multiple hard courts in a central location likely would be welcomed by local volleyball (and basketball)

groups, as well as the community at large. If possible, it would make financial sense to attract at least one youth volleyball club to base all of its training activities at the proposed facility. What's more, promoters of volleyball event indicated that Marysville would be a regional draw for travel teams and expressed interest in hosting tournaments at the proposed facility.

Racquet Sports

Pickleball, a hybrid of tennis, badminton and ping-pong, is the fastest-growing sports in the United States, with at least 48.3 million players (including many older adults).

The sport's popularity — with roots in Washington — has been a long time coming. Pickleball most likely began in 1965 when, according to the USA Pickleball website, "Joel Pritchard, [a] congressman from Washington state, and Bill Bell, [a] successful businessman, returned to Pritchard's home on Bainbridge Island, Wash. (near Seattle), to find their families sitting around with nothing to do. The property had an old badminton court, so Pritchard and Bell looked for some badminton equipment and could not find a full set of rackets. They improvised and started playing with ping-pong paddles and a perforated plastic ball."



That's still the way the sport is played today — indoors and outdoors — only with larger paddles. The court is the same size as a doubles badminton court (20 by 44 feet) and it is striped similar to a tennis court with left and right service courts. There is a 7-foot zone in front of the net, called the "kitchen," from which players are not allowed to volley. Most games can be played within 20 minutes, and the social aspect is a key element of the game.

USA Pickleball boasts more than 72,000 active members, about 2,500 of which are Washington residents. The association hosts approximately 200 sanctioned indoor and outdoor tournaments around the country annually, primarily for adults and seniors.

Many indoor pickleball tournaments are held at hard-court facilities and convention centers. A representative of USA Pickleball's Pacific Northwest Region said that there likely would be a sizable contingent players looking for indoor pickleball opportunities for six to seven months of the year. Ideally, he added, the proposed facility in Marysville would include pickleball-specific flooring (not hardwood). But even with only hardwood, a large percentage of players still would consider utilizing the facility, he said.

Meanwhile, a representative of the nonprofit National Collegiate Table Tennis Association — which operates events in North America and serves college and university teams — believes a proposed indoor sports facility in Marysville could successfully host two or three table tennis events per year from October through April. He indicated interest in a contractual arrangement to guarantee space and reduce the hourly cost of activities. That said, an airport would need to

be within an hour's drive of the facility, and a local table tennis club would be required to help staff events with volunteers. The ideal venue would offer 40,000 to 60,000 square feet of open space along with quality lighting.

Racquet Sports Summary

An efficiently operated indoor space with programming for a variety of court sports could incorporate pickleball to help fill daytime hours. As such, the sport could emerge as a small yet steady source of revenue — both from local users and regional event organizers. Indeed, the local USA Pickleball representative said pickleball programming (especially leagues) offers a prime opportunity to operators of the proposed facility in Marysville. The facility also could be set up to host badminton and table tennis tournaments and events, both of which could provide additional albeit nominal revenue.

Soccer/Futsal

Youth soccer in the United States is highly structured, with most participants registered through the U.S. affiliates of the sport's global governing body, Federation International de Futbol Association (FIFA). The United States Soccer Federation (USSF) delegates authority over youth

soccer to United States Youth Soccer (USYS) and its member organizations. Formed in 1974 with 100,000 participants, USYS now counts more than three million players between the ages of 5 and 19. In Washington, both club soccer and high school soccer are played in the fall and spring. The USYS affiliate for the target market is Washington Youth Soccer, which represents more than 150,000 members.



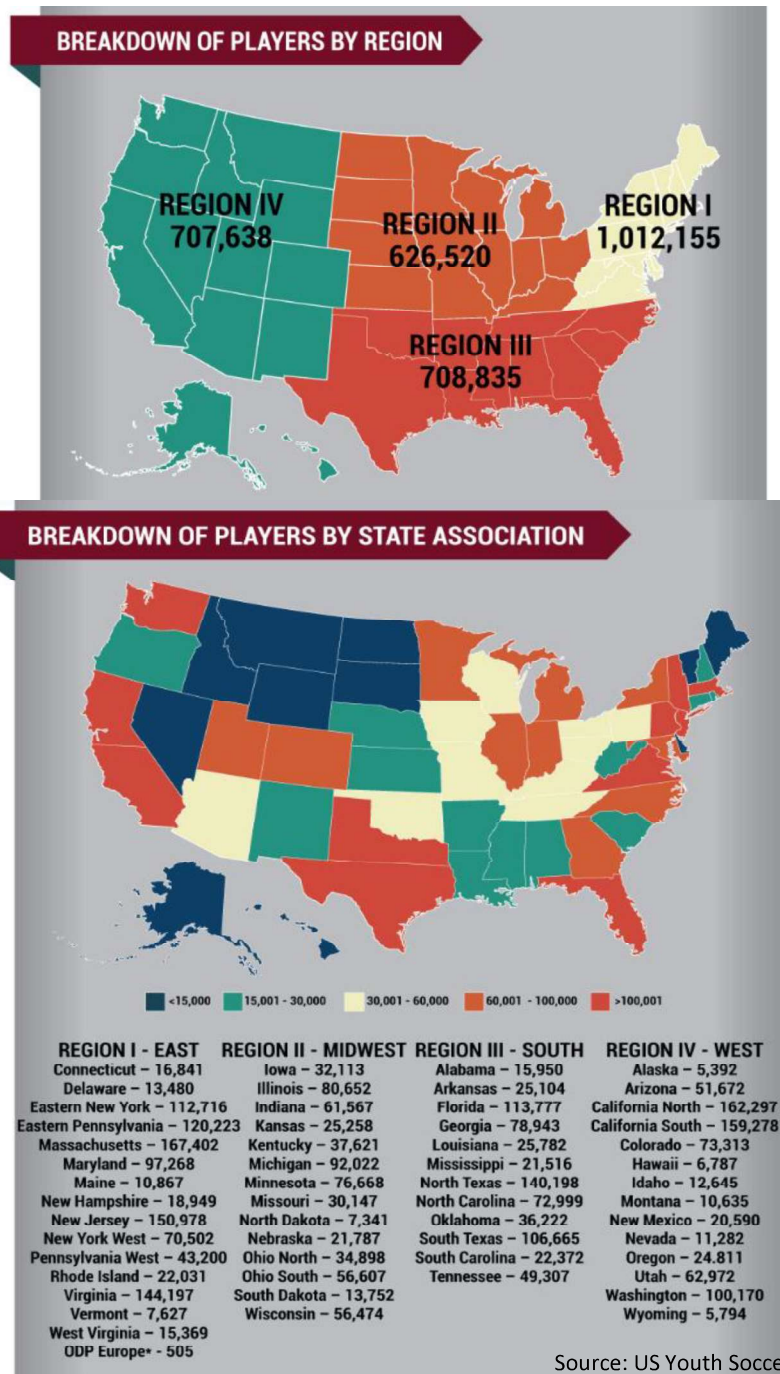
Local Snapshot

Some of the popular soccer clubs in the Marysville area include the Mukilteo Soccer Club (with 40 to 45 teams in the fall, 20 to 25 teams in the spring and 11 travel teams), the Seattle Youth Soccer Association (13 club teams and two competitive teams), the Pilchuck Soccer Alliance (a total of 1,100 players, including 300 on select teams), Snohomish

United Youth Soccer (46 premier teams and 80 recreational teams) and Sno-King Recreational Club (comprised of recreational teams.)

Representatives of those organizations told Pinnacle their teams usually don't train indoors, as the weather is mild enough to practice outdoors during the winter months. And while a few indicated interest in utilizing indoor turf, others did not believe there is a need for additional indoor turf facilities in the area and indicated they would not use a proposed facility in Marysville — even if it offered indoor turf opportunities.

The Mukilteo Soccer Club has been around for more than 40 years, and a club representative cited funding issues as the primary reason it has been unable to open its own indoor turf training space.



Futsal

One of the most notable changes to competitive youth soccer in recent years has been the emergence of indoor futsal programs for training and leagues during the winter/offseason months. Such activities could become an additional source of revenue for any new indoor

hard-court facility. Futsal traditionally is played on a hard surface (not turf) delimited by lines; walls or boards are not used. The sport also can co-exist with basketball and/or volleyball programming. Futsal is played with a smaller ball that has less bounce than a regular soccer ball, two teams feature five players each and unlimited substitutions are permitted.

As the international governing bodies of futsal, FIFA and Asociación Mundial de Fútbol de Salón are responsible for maintaining and enforcing the official rules of their respective versions of futsal. The United States Futsal Federation has been the governing body of the sport in the U.S. since 1981 and includes more than 110,000 registered players at the youth, adult and professional levels. The vast majority of members are youths, although the number of older players is growing. All told, the sport is played in more than 100 countries.

In Marysville, futsal is in the early stages of growth, with leagues active in the Seattle area. The proposed facility in Marysville could help establish a stronger foothold for the sport in the market — resulting in another steady income stream. The Seattle Youth Soccer Association operates a pilot futsal program with about 20 teams in summer, fall and winter leagues. The association uses a school gymnasium, paying \$27 per court per hour. That said, a representative of the association told Pinnacle players likely would not travel to Marysville for futsal programming. The Pilchuck Soccer Alliance, however, expressed interest in participating in futsal leagues and tournaments at the proposed facility in Marysville.

Adult Soccer/Futsal

Adult soccer is popular in the Marysville market, with existing indoor sports facilities hosting leagues. Those facilities appear to be satisfying the space needs for indoor soccer leagues. However, hard courts at the proposed facility would allow for the creation of adult futsal leagues, which would help boost more interest in the sport.

See attached “Exhibit I—Selected Interview Notes” for more information on soccer and futsal.

Soccer/Futsal Summary

The financial sustainability of an indoor sports facility relying solely on court rentals is challenging. Therefore, a diverse schedule of sports activities and programming will be essential to the new facility's success. Beyond core court rentals, hosting indoor leagues, instructional classes, tournaments, camps, and clinics — as well as offering facility rentals — will be vital for generating additional revenue from both local users and external groups.

Considering the current market landscape, with existing indoor turf options and limited expressed interest from area soccer organizations for more indoor turf fields, a cautious approach would be to allow soccer groups/clubs an alternative by providing them with new hard-court space. With the increasing popularity of futsal in the Marysville market, this presents a compelling opportunity. Developing additional hard-court space designed to accommodate dedicated futsal programming could significantly contribute to the sport's growth at both the local youth and adult levels. This focus on indoor courts, particularly for sports like futsal, aligns with potential unmet demand and offers a viable path for the new facility to attract users and build a sustainable operational model.

Baseball/Softball

Little League Baseball and Softball (officially known as Little League International) is a non-profit organization based in South Williamsport, PA, that organizes local youth baseball and softball leagues throughout the United States and around the world. Baseball groups with younger players primarily participate in established Little Leagues, while older players often compete in Cal Ripken and Babe Ruth leagues.

Throughout much of the country, baseball and softball are played outdoors mostly in the spring and summer months. However, the market for indoor athletic space to accommodate baseball and softball training, practices and even modified games has increased significantly, as more specialty and multisport facilities accommodate ball-and-bat sports.



Additionally, some baseball/softball organizations go indoors for training during the winter for programs that don't necessarily need to occur on turf. Generally, indoor revenue opportunities from ball-and-bat sports are in the form of off- and in-season pitching, hitting and fielding training, plus individual coaching, facility rentals, batting cage rentals, pitching and hitting leagues held in cages and tunnels, and sports performance programs.

Local Snapshot

In Marysville, baseball and softball is traditionally played in the spring from about mid-February to mid-June, in addition to fall ball. While there are several baseball/softball organizations in the market, many of their needs are being met by existing (often privately operated) facilities that offer indoor batting cages and indoor turf infields. While representatives of some organizations expressed interest in participating in programming at the proposed facility if it offered HitTrax technology, few of them would commit to using the facility on a consistent basis throughout the year.

Adult Baseball/Softball

Adult baseball and softball leagues are organized for outdoor play. Traditionally, games are not played indoors, and neither sport would be a significant revenue generator for the proposed indoor sports facility.

See attached "Exhibit I—Selected Interview Notes" for more information on baseball/softball.

Baseball/Softball Summary

Ball and bat sports are prevalent in the Marysville area. However, the market landscape — including existing indoor turf options and baseball/softball-specific training facilities, as well as limited demand for more indoor space from local baseball/softball organizations — suggests those sports are unlikely to become significant revenue streams for the proposed facility. The facility's design, focused on hard courts rather than turf and batting cages, naturally limits its potential to fully cater to either baseball or softball.

Lacrosse

Youth lacrosse is among the fastest-growing youth sports in the United States. USA Lacrosse (formerly US Lacrosse) estimates there are 400,000 members. Traditionally, the sport is played at the high school and middle school levels, as well as via independent youth club programs that are usually community-based. Independent youth club lacrosse is played mainly in the spring and summer; younger players tend to compete in leagues, while older players often travel to outdoor lacrosse tournaments.



Local Snapshot

In Washington, lacrosse is played in the spring (February to June) and fall (October to December), and it is considered a club sport at the high school level. Among the lacrosse clubs in the area are Limitless Lacrosse (nine teams) and Snolax Lacrosse Club (seven teams). While Snolax teams do not train indoors, Limitless utilizes two indoor turf fields at Bellingham Sportsplex, paying \$50 per hour. A representative of that club noted that he is not certain Marysville needs more indoor turf space, adding that there is a much greater need for indoor court space.

See attached “Exhibit I—Selected Interview Notes” for more information on lacrosse.

Lacrosse Summary

Pinnacle’s research indicates that lacrosse participation numbers in the Marysville market are not yet significant enough to be a primary source of revenue. This aligns with similar findings in baseball and softball. The market is well-served by several existing indoor turf facilities that offer comprehensive training and programming for local lacrosse clubs. Consequently, relying on lacrosse as a major source of revenue for a facility focused on hard courts would be unrealistic. However, while lacrosse participation might not be as high as other sports in the market, it would be worthwhile to monitor its growth and consider flexible programming options in the future. For example, the hard courts could potentially be utilized for lacrosse training during off-peak hours or for specialized clinics — supplementing other core revenue generators.

Although Pinnacle advises against relying on lacrosse for significant revenue at this time, maintaining a degree of programming flexibility and staying attuned to market trends is recommended. This approach will allow the facility to adapt and capitalize on potential growth in lacrosse and other emerging sports.

Other Sports

Research and interviews indicate there are a variety of other, often less-traditional sporting events hosted at indoor facilities in the region that potentially could find a home at the proposed multipurpose indoor sports facility in Marysville. They include esports, archery, gymnastics, martial arts, roller skating, cornhole and robotics competitions. Pinnacle interviewed local and national representatives of organizations overseeing several of those activities, and many indicated Marysville would be an ideal location and would consider using a proposed facility for their events.

Specifically, Northwest Aerials Gymnastics would be interested in hosting up to two events at the proposed facility between January and April each year. Officials there also said they would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities. Northwest Black Belt Academy, a local martial arts school specializing in taekwondo, relies on availability of high school gymnasiums to host its events — which can be difficult, according to an academy representative. Gym fees can be as much as \$5,000 per day for one court and bleacher seating, and each event attracts up to 600 participants. If the facility in Marysville is built, the academy likely would host three two-day events there, the representative said.

Additionally, Combat Sports Concepts DBA FUJI Brazilian Jiu-Jitsu (which hosts 120 events per year around the country) expressed interest in bringing regional events to the proposed facility. The company might also expand to offer wrestling events.

The National Archery in the Schools Program, meanwhile, hosts a state championship in Washington at the Benton County Fairgrounds in Kennewick and is seeking facilities to potentially add regional qualifying events. A representative of the program told Pinnacle it would be interested in utilizing the proposed facility in Marysville for that purpose.

Three Facility Business Models: Sports Tourism vs. Rental vs. Programming

The business model for the proposed sports facility in the Marysville market should feature a flexible and diverse year-round programming mix focused on the ability to generate income. This section of the report explores the advantages and disadvantages of three primary revenue sources: sports tourism vs. rental vs. programming.

In order to achieve financial goals, the proposed facility would need to capitalize on opportunities to generate revenue via in-house programming and rental agreements. Organizations that rent the facility would use the same spaces as other groups but in different ways that would require separate programming, time and inventory requirements, and revenue generation.

Successful facilities focus on generating revenue from a mix of local sources. This can be challenging, because although the same spaces would be used for both local programming and sports tournament and event purposes, the ways in which each business segment is developed, their time and inventory requirements, and how they generate revenue for the facility and the community are quite different.

Sports Tourism Model

The goal of the sports tourism model is to generate economic impact by hosting tournaments and events that attract travel teams and other participants from outside of the local area. There are two primary components of this model: creating in-house tournaments and events and outsourcing existing tournaments and events. What follows are more details about each:

- **In-house tournaments** are hosted by the facility and require a significant amount of time, energy and human resources to develop and execute. Each event should be marketed effectively, and staff members will register teams, train volunteers, hire officials, oversee play and more. That means that, while significant revenue can be generated, the cost of doing business is high. It also should be noted that in-house tournaments and events can take multiple years to grow. They typically do not turn a profit until at least the third year.
- **Outsourced tournaments** require much less work on the part of the facility operator, because facility assets are rented to a tournament provider that oversees registering participants and running all aspects of the event. Additionally, outsourced tournaments often offer a built-in advantage of having an established reputation among travel teams. That said, while the facility's staff is alleviated of overseeing the entire tournament, the facility also may generate less revenue. With outsourced tournaments, team registration fees and other revenue streams such as gate fees always go to the rights holder. What's more, with rental arrangements, a facility operator has minimal control over event quality and patron experience.

When attempting to leverage local sports tournament opportunities, it is critical to keep in mind the following facility/location- and operational-related elements that contribute to overall success:

Facility/Location Elements

- High-quality facilities and assets
- Strength of competition
- Affordability
- Facility reputation

Operational Elements

- Strong programming emphasis
- Dedicated marketing/sales personnel
- Commitment from management
- Effective partnerships
- Balance of activities

Rental Model

A rental model is necessary to ensure maximum revenue generation and keep the facility consistently occupied during weekdays, weeknights and other times when it is not hosting other events.

That said, a rental model restricts the management team's ability to maximize program scheduling, because outside programmers and organizations usually seek primetime hours. Also, with rental arrangements, a facility operator has minimal control over program quality and patron experience.

Local Youth and Adult Programming Model

The local programming model is designed to position the proposed facility as a year-round sports hub for local residents — a community asset that provides sports, recreation and youth development services. This can be achieved by combining in-house programming options with existing ones in the community and partnering with such outside organizations as athletic organizations and coaches.

Forging partnerships with individuals and groups that can bring existing teams and other users to the facility may increase the probability that the facility hosts multiple activities and caters to a wide range of community residents.

The programming model for the proposed facility in the Marysville market could include any or all of the following activities listed below for individuals, club teams, recreational organizations and other users.



- Indoor Basketball Recreational and Competitive Leagues
- Indoor Basketball Camps
- Indoor Basketball Clinics
- Indoor Basketball Tournaments
- Youth & Senior Programming
- Birthday Parties



- Indoor Volleyball Camps/Clinics
- Indoor Volleyball Leagues
- Indoor Volleyball Tournaments
- Indoor Futsal Leagues/Tournaments
- Indoor Futsal Training/Camps/Clinics
- Indoor Pickleball Leagues/Camps/Clinics



- Mat Sports Camps, Clinics and Tournaments (Gymnastics, Martial Arts, Wrestling, Cheer, Dance)
- Sports Performance Training
- Corporate and Group Events
- Summer (General) Camps (Full and Half Day)

A gradual transition toward a higher level of internal programming after the facility's opening would enable the facility to:

- Maintain existing relationships by continuing to partner with external organizations while developing in-house programs.
- Utilize outside programming while leveraging external offerings during the initial stages to attract and retain members.
- Grow internal programs as the facility matures, increasing the focus on internal programming to capitalize on opportunities for growth and revenue generation.
- Enhance financial sustainability with a higher percentage of internal programs that can contribute to long-term financial stability.

Business Model Recommendation

The proposed sports complex would offer a strong programming model through both in-house and partner-led activities. While prioritizing partner/rental programs can lead to quicker and more guaranteed revenue growth, it can limit long-term earning potential. Pinnacle recommends a balanced program mix of internal and external offerings but believes a robust in-house local programming model will best achieve the Client's goals by providing the following opportunities.



Greater Control of the Business

In-house programming allows the facility to control all aspects of the products and services offered within the facility. It also gives staff decision-making authority regarding the creation and execution of all programs. Additionally, the facility could rely less on outside individuals or groups renting the facility — thereby strengthening its own ability to offer best-in-class services to patrons.



Enhanced Customer Service

All programs at a given facility reflect on that facility and impact patron perception. If a program run by an outside organization fails to meet customer expectations, the facility could become associated with that bad experience. On the other hand, internal programs allow for control over the quality of a customer's experience.



More Revenue Generation

A business model that prioritizes internal programming helps develop and grow programs, thus increasing the amount of revenue generated on an hourly basis. With proper investment in — and development of — in-house programs, the facility may generate significantly higher levels of revenue than a rental model.



Cross-Marketing Opportunities

In-house programming helps build an extensive internal database of patrons by allowing for the capture and retention of key customer contact information — which can, in turn, be used to effectively cross-market new programs to current customers.



Schedule Maximization

With an in-house program model, management can dictate the days and times programs are run — thereby maximizing facility use.

Sports Participation Trends

Data used to analyze recent sports participation trends was obtained by the Sports & Fitness Industry Association (SFIA), a leading trade association focused on advocacy, thought leadership and research. SFIA Topline Participation Reports are based on completed surveys and interviews with 18,000 individuals ages 6 and older. Responses were weighted by SFIA to balance the data and ensure that it is reflective of the U.S. population, with consideration given to multiple demographic variables.

Participation in basketball is especially notable. Basketball ranks as the No. 1 team sport in all four age groups (from 6 years old to 45 and older). Additionally, basketball and volleyball are experiencing big year-over-year changes in participation on a percentage basis, and they now count 30 million (basketball) and 7 million (volleyball) participants, respectively.

Overall, sports participation — in terms of both number of participants and participation rate — has increased measurably since 2019, despite the COVID-19 pandemic.

That said, participation levels in different sports and settings experienced significant shifts and changes due to the environment created by the COVID-19 pandemic.

Organized team sports were severely impacted at the outset of the pandemic, with closures of schools and facilities across the country as well as periods of social distancing and other guidelines. There was, however, an increase in casual/recreational participation of many team sports. The impacts of the pandemic varied across the country, due to different state and local policies on closures and operating guidelines/restrictions.

Total participation in many team sports has continued to rebound post-pandemic, though some remain below pre-pandemic levels as a result of lingering restrictions and variations in the timing and choices of individuals to resume participation in such sports.

Top 5 Team Sports by Age

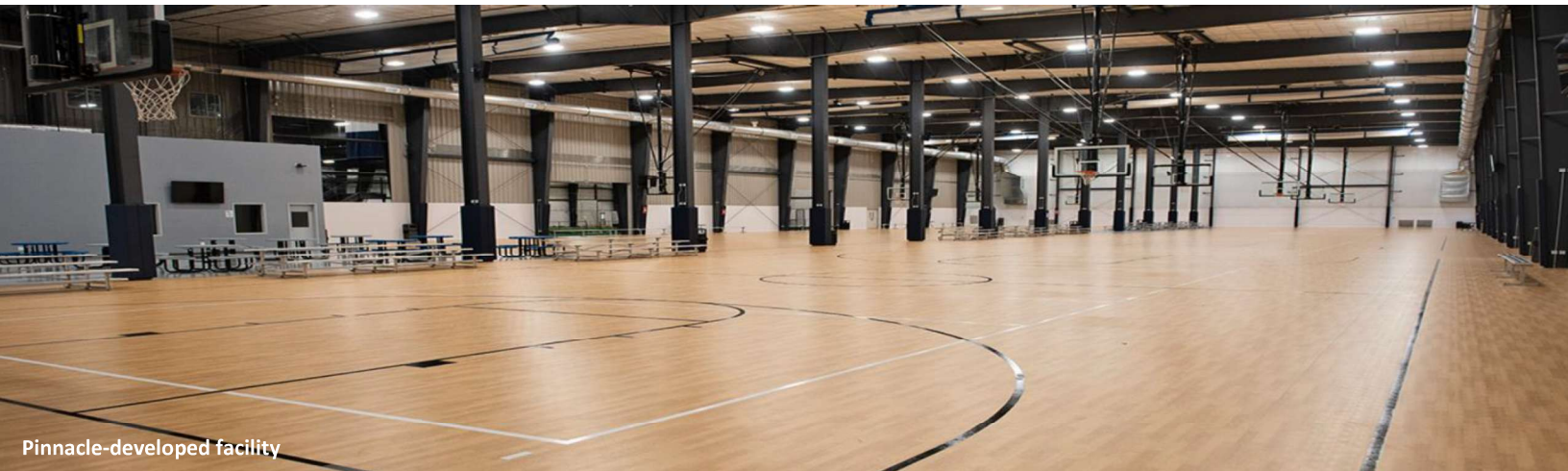
6 to 17	1	Basketball
	2	Baseball
	3	Soccer (Outdoor)
	4	Football (Tackle)
	5	Track and Field

18 to 24	1	Basketball
	2	Baseball
	3	Soccer (Outdoor)
	4	Football (Tackle)
	5	Football (Flag)

25 to 44	1	Basketball
	2	Baseball
	3	Soccer (Outdoor)
	4	Softball (Slow-Pitch)
	5	Football (Flag)

45+	1	Basketball
	2	Baseball
	3	Soccer (Outdoor)
	4	Softball (Slow-Pitch)
	5	Football (Flag)

Source: 2022 SFIA Topline Participation Report



Pinnacle-developed facility

TEAM SPORTS DEEP DIVE

TOTAL NUMBERS	2019	2020	2021	2022	2023	1-YEAR CHANGE	2019/2023 CHANGE
BASEBALL	15.8 M	15.7 M	15.6 M	15.5 M	16.7 M	7.6%	5.4%
BASKETBALL	24.9 M	27.8 M	27.1 M	28.1 M	29.7 M	5.6%	19.3%
CHEERLEADING	3.8 M	3.3 M	3.5 M	3.5 M	3.8 M	8.3%	1.2%
FOOTBALL (FLAG)	6.8 M	7.0 M	6.9 M	7.1 M	7.3 M	2.3%	7.1%
FOOTBALL (TACKLE)	5.1 M	5.1 M	5.2 M	5.4 M	5.6 M	3.3%	10.0%
FOOTBALL (TOUCH)	5.2 M	4.8 M	4.9 M	4.8 M	4.9 M	2.2%	-4.3%
FOOTBALL (7-ON7)	1.7 M	2.4 M	2.2 M	2.4 M	2.6 M	9.1%	57.2%
GYMNASTICS	4.7 M	3.8 M	4.3 M	4.6 M	4.8 M	4.1%	1.2%
ICE HOCKEY	2.4 M	2.3 M	2.3 M	2.3 M	2.5 M	9.6%	5.9%
LACROSSE	2.1 M	1.9 M	1.9 M	1.9 M	2.0 M	5.5%	-6.4%
PAINTBALL	2.9 M	2.8 M	2.6 M	2.6 M	2.7 M	2.9%	-7.4%
ROLLER HOCKEY	1.6 M	1.5 M	1.4 M	1.4 M	1.2 M	-9.6%	-23.4%
RUGBY	1.4 M	1.2 M	1.2 M	1.2 M	1.1 M	-4.6%	-20.1%
SOCCER (INDOOR)	5.3 M	5.4 M	5.4 M	5.5 M	5.9 M	7.5%	10.7%
SOCCER (OUTDOOR)	11.9 M	12.4 M	12.6 M	13.0 M	14.1 M	8.1%	18.1%
SOFTBALL (FAST-PITCH)	2.2 M	1.8 M	2.1 M	2.1 M	2.3 M	8.2%	3.6%
SOFTBALL (SLOW-PITCH)	7.1 M	6.3 M	6.0 M	6.0 M	6.4 M	5.3%	-10.1%
SWIMMING ON A TEAM	2.8 M	2.6 M	2.8 M	2.9 M	3.3 M	14.6%	17.9%
TRACK AND FIELD	4.1 M	3.6 M	3.6 M	3.7 M	3.9 M	5.8%	-5.7%
ULTIMATE FRISBEE	2.3 M	2.3 M	2.2 M	2.1 M	2.1 M	-2.6%	-8.9%
VOLLEYBALL (BEACH/SAND)	4.4 M	4.3 M	4.2 M	4.1 M	3.9 M	-5.1%	-11.0%
VOLLEYBALL (COURT)	6.5 M	5.4 M	5.8 M	6.1 M	6.9 M	13.4%	6.4%
VOLLEYBALL (GRASS)	3.1 M	2.7 M	2.8 M	2.8 M	2.9 M	1.4%	-8.6%
WRESTLING	1.9 M	1.9 M	1.9 M	2.0 M	2.1 M	4.2%	9.1%

Source: 2024 SFIA Topline Participation Report

High School Sports Trends

Potential demand associated with any new sports facility is somewhat dependent on the attributes of the industry as a whole, as well as specific target market segments. This section outlines key high school sports trends that may impact operations of a new multipurpose sports facility in the Marysville market.

The following data is from the 2023-24 High School Athletics Participation Survey, conducted by the National Federation of State High School Associations (NFHS) and based on figures from the 51 NFHS member state high school associations, which includes the District of Columbia.



**NATIONAL FEDERATION
OF STATE HIGH SCHOOL
ASSOCIATIONS**

Nationally, high school sports participation has rebounded past pre-pandemic levels and topped the 8 million mark for the first time ever in 2023-24. Nearly 8.1 million boys (4,638,785) and girls (3,423,517) participated in high school sports during the academic year.

Washington ranks No. 17 in the country, with a total of 172,479 boys (98,417) and girls (74,062) participating in high school sports.

Here are the top 10 boys' sports (nationwide) for the 2023-24 school year:

- | | |
|----------------------------|-------------------------|
| 1. Basketball | 6. Football (11-player) |
| 2. Outdoor Track and Field | 7. Soccer |
| 3. Baseball | 8. Wrestling |
| 4. Cross Country | 9. Tennis |
| 5. Golf | 10. Swimming and Diving |

Here are the top 10 girls' sports (nationwide) for the 2023-24 school year:

- | | |
|----------------------------|------------------------|
| 1. Basketball | 6. Soccer |
| 2. Outdoor Track and Field | 7. Golf |
| 3. Volleyball | 8. Tennis |
| 4. Fast-Pitch Softball | 9. Swimming and Diving |
| 5. Cross Country | 10. Competitive Spirit |

Ancillary Revenue Opportunities

Due to the nature of the sports and recreation business, a large number of spectators and sports participants regularly frequent indoor sports facilities. This leads to several ancillary revenue opportunities that should be explored if the Client decides to move forward with the proposed project. They include:

- Sports Performance Training
- Food Service
- Parties
- Youth Development Programs
- Facility Rentals/Events
- Retail
- Corporate Partnerships

Sports Performance Training

Sports performance training can be implemented and overseen in partnership with an area orthopedic or sports performance medical group or performance trainer, or via an independent group leasing space within a facility to carry out this type of activity. As with any business model, a successful sports performance training facility requires proper management and marketing, as well as consideration of partnerships or franchise opportunities. Many stakeholders Pinnacle interviewed for this report indicated the market is in need of additional sports performance training assets.



Food Service

Food service at sports facilities has traditionally been in the form of a small concessions stand and/or vending area. Successful operators know that captive audiences can make for profitable food service operations, if done correctly. Hot food options should be offered, along with fountain beverages (which are much less expensive to carry than bottles or cans). Additionally, a strict no carry-in policy should be enforced from Day One. The only exceptions to this policy can be for water bottles and/or private rentals that require more food service options, such as buffet or plate dinners, than are available through current facility offerings.

A proactive marketing campaign also should be employed to package food into “meals” and to offer coupons to current participants as part of a membership program or to include certain food or beverage items with packages for groups.

Parties

Birthday, team, school and corporate parties are strong sources of income for any indoor sports facility. Parties could be offered in “packages” to help users create the experience they are looking for while helping the facility ensure maximum revenue. In general, parties can be considered facility rental income, as party customers primarily utilize facility time during their parties.



In addition, opportunities exist to include food and beverage items, party decorations, gifts, staff (party supervisors and on-field attendants), equipment rentals and more — all at a mark-up for extra revenue. Local companies (bakeries, pizza places and party-supply businesses) could be considered for partnership opportunities for parties, similar to food-service partnerships. Meeting rooms and field space can be used to host parties; specific party rooms are not needed unless a facility has the space available and parties become a much larger portion of total revenue. Parties are a significant source of revenue that should not be overlooked.

Youth Development Programs and Summer Camps

Daytime programming opportunities for ages 1 to 5 could be an attraction for young families to join the facility and sign up for other activities as children get older.

Similar programs at other facilities have included open playtime, “mommy and me” classes, homeschool association rentals, senior programming and special events. Additionally, daycare centers, preschools and school groups could be solicited for facility rentals during weekday time slots between 7 a.m. and 3 p.m. These groups also help build the facility’s database (via participant insurance waiver forms) for future youth program marketing.



During the summer months, general summer camps (and separate sport-specific camps) can be held during weekday daytime hours for children too old for daycare but not yet old enough to stay home alone. General summer camps with field trips, arts and craft activities, and a variety of sports experiences can provide a significant source of income during the summer months, as can sport-specific camps and trainings.

Facility Rentals/Events

Traditionally, sports facility rentals are considered only by sports organizations. However, additional niche revenue opportunities also exist via non-sports businesses and organizations looking for open spaces to host staff outings, corporate get-togethers and team-building sessions, or even small expos and trade shows. Meeting rooms should be designed with sufficient electrical needs for multiple computers and can include built-in overhead projectors, white boards, blackout curtains for windows or doors, and Wi-Fi to ensure that any meeting can be held with ease. Additionally, the facility should be designed with at least one large (14-foot) overhead door, the ability to remove boards on court surfaces as needed for the entrance of large vehicles and equipment, sufficient electrical (in some cases panels that drop from the ceiling), sufficient building egress and air exchange capabilities.

Retail

Retail components can be another source of revenue for multipurpose sports facilities. Past experience in owning and operating sports facilities has shown that the best retail opportunities are those in which an already established local business leases space from the sports facility as a satellite store to their main business. Pinnacle does not recommend the inclusion of an in-house retail component, opting instead to contact existing retail sports stores to see if any of them would be interested in dedicated space to accommodate an existing or expansion location. Once a new facility becomes more fully established, a line of apparel could be offered as part of the membership offerings (free T-shirt when signing up, for example) and sold on a limited basis for additional community marketing through the facility's front desk component.

Corporate Partnerships

Corporate marketing partnerships, sponsorships and more modest advertising arrangements for outside businesses normally provide significant revenue that can be in place by opening day, thereby providing critical cash flow as a new facility grows to capacity. Past experience has shown that commercial arrangements with local businesses in the fields of medical services, auto dealerships, financial institutions, soft drinks and beer, pizza, cellular phones and sporting goods all are prime prospects in competitive situations. Industries catering to new home construction and existing homeowners also generate above-average partnership revenues. Related businesses such as real estate professionals, relocation companies, home-security providers, landscapers and furniture stores are prime prospects, as well.

Existing Regional Competition

The existing and planned supply of indoor sports facilities in the region is an important factor to consider when evaluating the merits of a proposed new sports complex, as they are likely to compete for tournaments/competitions. Pinnacle reviewed existing facilities in the regional market to better understand the types of facilities that exist and their capacity to host tournaments and other sports events. In order to analyze them and determine how they relate to tournaments and events, Pinnacle considered the following factors (in no particular order):

- **Location**
 - Pinnacle evaluated the location of existing facilities compared to Marysville's location.
- **Amenities**
 - Pinnacle reviewed the number of courts available and their capability to host large tournaments and events.
- **Site**
 - Pinnacle analyzed the condition of the site, layout efficiency and ease of access.
- **Market**
 - Pinnacle considered the sports tourism amenities available in each facility's market.

Pinnacle identified five regional hard-court facilities in Washington and Oregon that are within a four-hour drive of the Marysville market and could potentially compete with a sports tourism facility in Marysville. Those facilities are detailed below. (Analysis criteria: A minimum of 6 basketball courts convertible to at least 5-6 volleyball courts.)

Regional Hardwood Court Competition		
Facility	Location	Primary Assets
Auburn Fieldhouse	Auburn, WA	7 basketball courts, 8 volleyball courts
Northwest Sports Hub	Centralia, WA	8 basketball courts, 12 volleyball courts
The Eastmoreland Courts	Portland, OR	6 basketball/volleyball courts
Tualatin Hills Athletic Center	Beaverton, OR	6 basketball/volleyball courts (Sport Court flooring)
The Hoop	Salem, OR	6 basketball/volleyball courts

Existing Local Competition

Pinnacle researched and analyzed existing facilities in the local and regional markets in and around Marysville and Snohomish County — including service providers that offer amenities and programs similar to those of the proposed facility. These facilities represent potential competitors in the market and may impact operation of the proposed facility. The factors Pinnacle used to perform this analysis included (but were not limited to) the following:

- **Existing sports and recreation inventory**
 - Pinnacle analyzed existing facility inventory in terms of the quantity of available sports and recreation assets in the community.
- **Pricing**
 - Pinnacle examined the market prices of usage fees, rental rates, registration fees
 - and other costs.
- **Seasonality**
 - Pinnacle utilized its experience involving similar facilities to determine the optimized seasonality for hosting programs and events.
- **Program mix and service offerings**
 - Pinnacle reviewed facilities based on type, size, quantity and quality of assets.

These are the types of facilities Pinnacle researched:

- Indoor court facilities
- Indoor turf facilities
- Indoor baseball/softball training facilities
- Indoor pickleball facilities

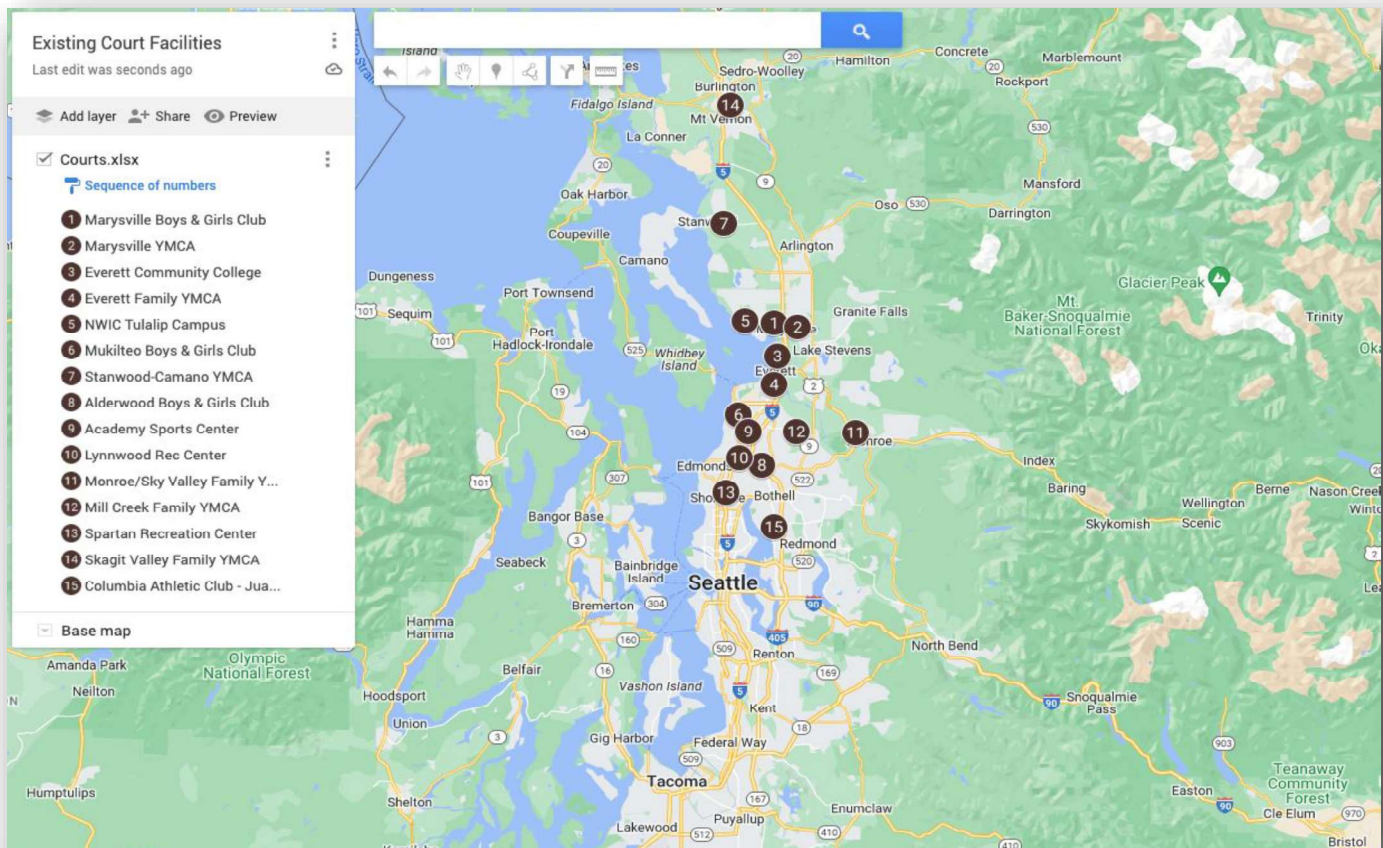
An inventory of indoor court facilities in the Marysville market reveals 15 — many of them YMCAs, Boys & Girls Clubs and municipal recreation centers, as well as privately operated facilities. There also are eight facilities that provide indoor turf and/or baseball/softball training opportunities (most of them privately operated). Additionally, five pickleball facilities in the area feature permanent lines for pickleball.

In addition to the existing competitors listed above, schools in the Marysville area must also be considered potential competitors. Although schools are less likely to offer in-house programming that will compete with a new facility, existing schools in communities such as Marysville, Lake Stevens, Arlington, Everett and others will rent their sports assets to outside user groups for a rate that is typically below the market price. Because of this, schools within a 15-minute drive time of the future site should be considered competitors from a rental perspective.

The tables on the following pages provide a comparative analysis of facilities with indoor court facilities, indoor turf, indoor baseball/softball training and indoor pickleball facilities. These facilities were selected based on their proximity to the proposed indoor sports facility.

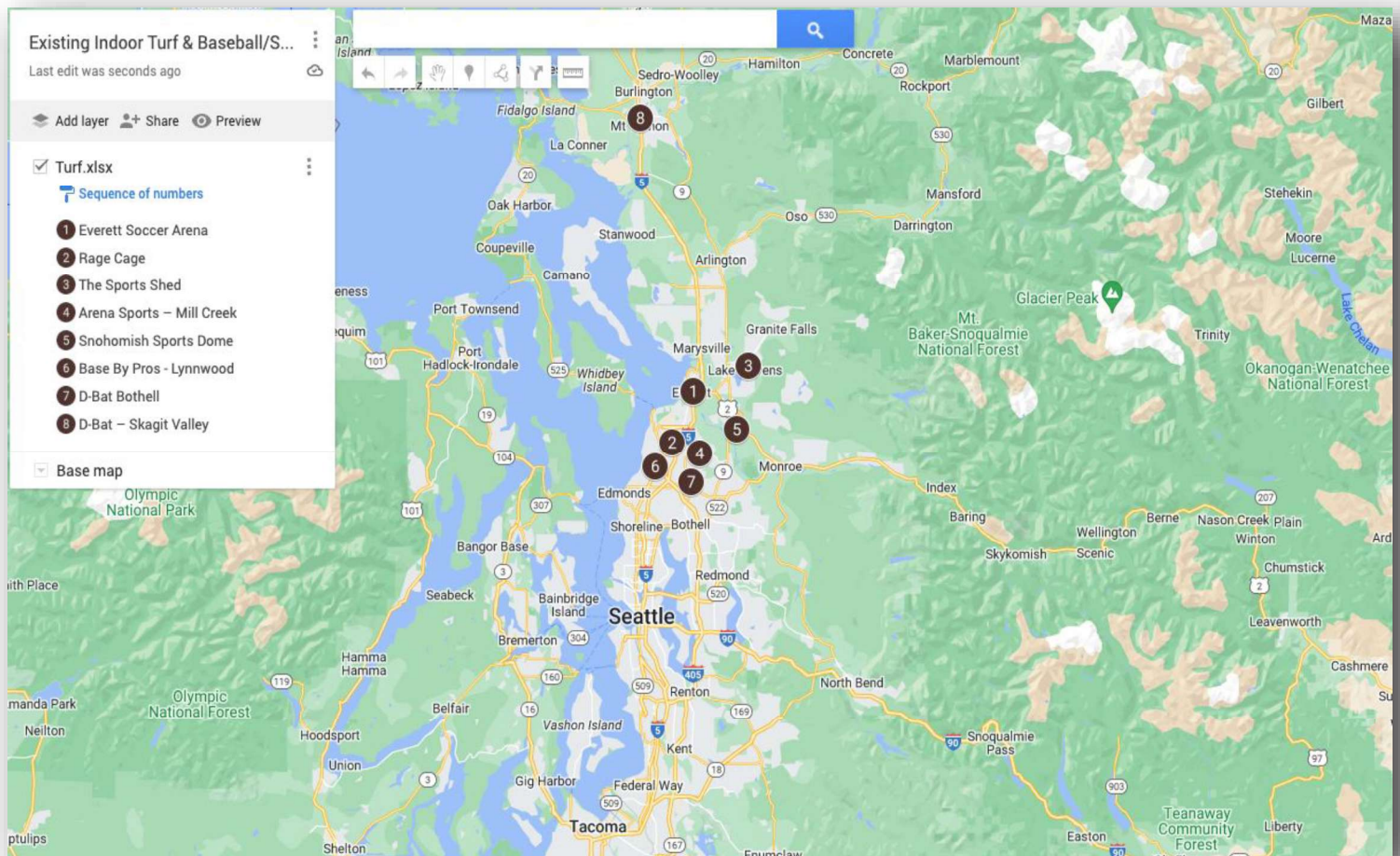
This table lists a sampling of the indoor court facilities within the local 35-minute drive time.
(See map for specific locations.)

Facility Name	Drive Time (Minutes)	Primary Amenities
Marysville Boys & Girls Club	1	1 hardwood court
Marysville YMCA	6	1 hardwood court
Everett Community College	10	2 bb courts/3 vb courts
Everett Family YMCA	12	1 hardwood court
NWIC Tulalip Campus	14	1 NCAA hardwood court
Mukilteo Boys & Girls Club	20	1 hardwood court
Stanwood-Camano YMCA	22	1 hardwood court
Alderwood Boys & Girls Club	22	1 hardwood court
Academy Sports Center	23	4 bb/6 vb courts
Lynnwood Rec Center	23	1 bb court/ 2 vb courts
Monroe/Sky Valley Family YMCA	26	1 hardwood court
Mill Creek Family YMCA	27	1 hardwood court
Spartan Recreation Center	28	1 bb court/ 2 vb courts
Skagit Valley Family YMCA	33	1 hardwood court
Columbia Athletic Club - Juanita Bay	35	1 bb court/ 2 vb courts



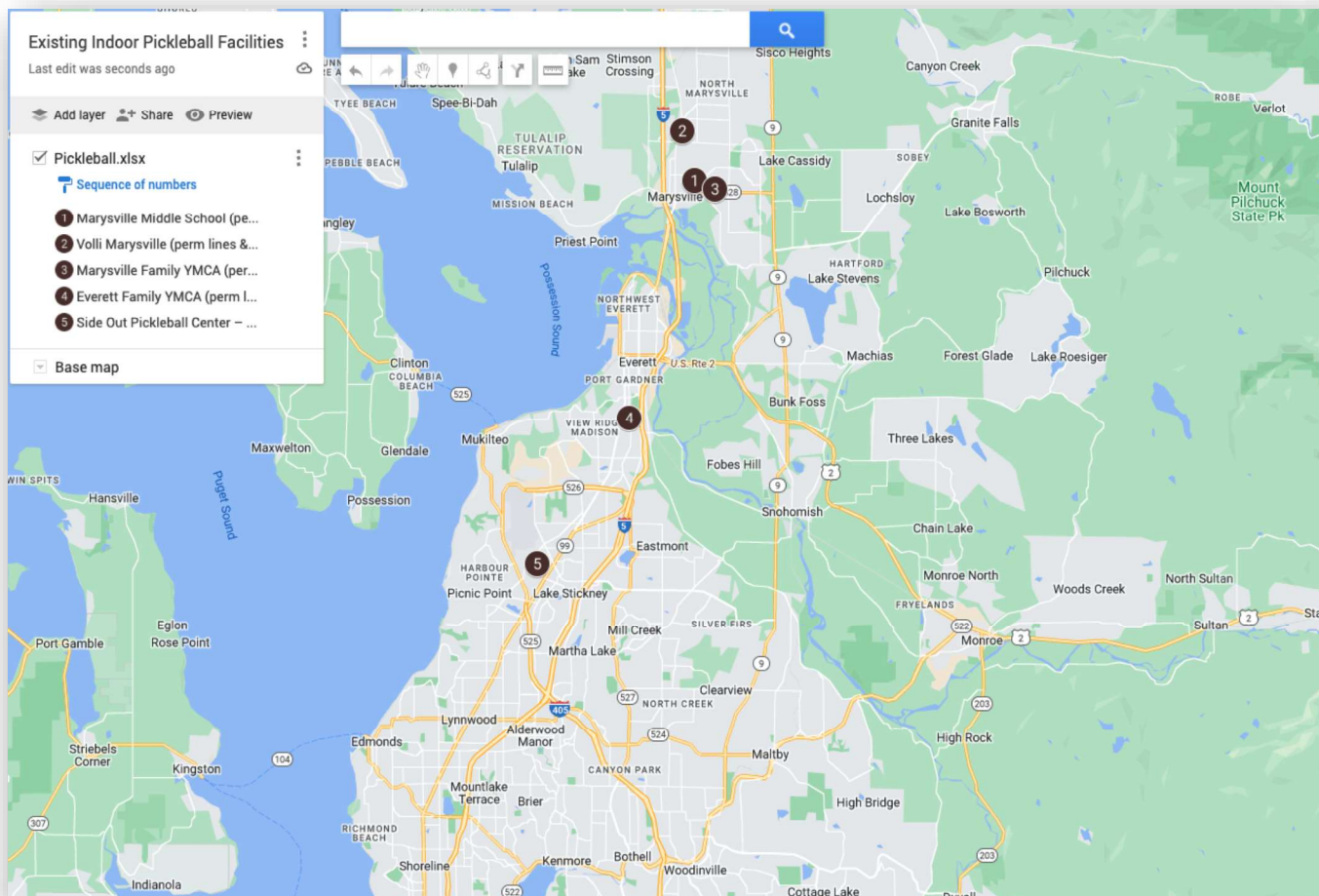
This table lists a sampling of the indoor turf and indoor baseball/softball training facilities within the local 35-minute drive time. (See map for specific locations.)

Facility Name	Drive Time (Minutes)	Primary Amenities
Everett Soccer Arena	10	185' x 85' boarded turf field
Rage Cage	18	3 batting cages
The Sports Shed	19	Turf area, 4 batting cages
Arena Sports – Mill Creek	19	2 boarded turf fields
Snohomish Sports Dome	22	162' x 83' boarded field
Base By Pros – Lynnwood	24	6 batting cages
D-Bat Bothell	26	turf area, 20 batting cages
D-Bat – Skagit Valley	33	Turf area, 12 batting cages



This table lists a sampling of the indoor pickleball facilities (with permanent lines for pickleball) within the local 35-minute drive time. (See map for specific locations.)

Facility Name	Drive Time (Minutes)	Primary Amenities
Marysville Middle School (perm lines)	4	3 courts
Volli Marysville (perm lines & nets)	6	4 courts
Marysville Family YMCA (perm lines)	6	2 courts
Everett Family YMCA (perm lines)	12	3 courts
Side Out Pickleball Center – Everett (perm lines & nets)	22	8 courts



SWOT Analysis

Through multiple interviews, demographics research, existing competition and sports asset analyses, and other market research, Pinnacle identified a range of market characteristics and priorities. The primary driver throughout this process was to analyze the potential for a new indoor sports facility in Marysville. The following is a summary of key attributes and advantages, as well as potential and existing challenges.

S

Strengths

- The Marysville area and surrounding regions are active sports communities
- Positive impression of proposed facility by various sports groups and tournament/event promoters
- Marysville is located near major highways
- Established tourism/hospitality industry in the market
- Lower-than-national-average median age and higher-than-national-average household income in local and regional markets
- Interest in market from tournament/event promoters
- Sports tourism amenities are available and likely will be a draw for tournament/event promoters/organizers

W

Weaknesses

- The local market's Hispanic population is lower than the national average, which could limit futsal programming opportunities
- Youth sports events typically occur on weekends, limiting weekend usage by local residents
- Distance from a major airport (Sea-Tac International) with direct flight options, particularly for larger tournaments and events
- Larger facilities capable of hosting tournaments and events typically require an ongoing operational subsidy

O

Opportunities

- Opportunities for strategic alliances/partnerships with local sports organizations
- Excess demand for centrally located indoor courts
- Opportunities for new indoor programming — including leagues, camps, clinics and other youth activities
- Opportunity to provide a climate-controlled environment
- Opportunity to host high-profile tournaments and events that will result in economic impact generation to the City of Marysville from spending by out-of-town visitors

T

Threats

- Low and long-established price points for local sports programs, resulting in limited local opportunities for market-priced sports and recreation programming
- Pricing strategies must compete with local market rates to maximize local participation
- National governing bodies and other regional sports associations have well-established relationships with existing facilities

Project Advantages

Pinnacle identified multiple positive factors as potential contributors to the success of an indoor sports facility. These factors and their impact justify taking the next step, which is quantifying them in a full financial model. These factors include the following:



- **Public support:** Successful public or private facilities begin with key institutional alliances that allow for a high level of support throughout the planning, zoning, construction and ongoing operational phases. The proposed project has been met with positive responses from several key organizations in the local market.



- **Sports participation:** The majority of user groups in the local market interviewed by Pinnacle expressed enthusiasm for the proposed multipurpose sports facility.



- **Location and tournament/event appeal:** A primary factor in attracting programming and participants is a location's appeal. Marysville is a desirable destination with a strong and growing local sports market, and it is easily accessible to travel teams seeking tournaments. As a result, the proposed facility would have the opportunity to meet the daily and weekly needs of local participants while also hosting tournaments and events by attracting a wide variety of participants who will spend time and money in the Marysville area. What's more, youth travel sports have historically fare well — even during economic downturns.



- **Market:** Marysville and the surrounding markets are active sports communities, and it is expected that a new sports facility would capitalize on local interest when it opens. That said, the new facility operator should seek to expand existing programming in the local market by developing new sports and recreation programming that does not currently exist in the area.



- **Available land:** Land already has been identified and secured for development.

Potential Project Obstacles

As is the case with many new developments, challenges exist for creating and maintaining a financially viable and sustainable indoor sports facility. They include the following:



- **Financing, capital costs and cost to operate:** Developing an indoor sports facility is a costly endeavor, and financing options should be readily available. Additionally, keep in mind that capital costs have not yet been determined, and there will be ongoing costs to operating the proposed facility.



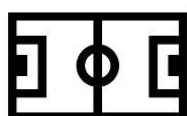
- **Local market rates and market conditions:** In order to mitigate the need for ongoing subsidization or financial loss, the operations team will need to charge more than the current market rate for space and programs.



- **Balance of tournament vs. Local programming:** There will be limited instances in which local programming competes for inventory of time and space. Therefore, the facility's management team will have to be clear in scheduling and messaging to ensure that local users are aware of tournament and event plans, so that they do not expect to have access to the facility during times when it is programmed for the purpose of creating a positive economic impact.



- **Existing competition:** As outlined elsewhere in this report, competing facilities exist within the regional market. Thus, the proposed facility's founding team must be confident in its ability to generate income that meets expectations.



- **Rental business model:** A business model that relies mostly on rentals from outsourced local programs sacrifices revenue-generating opportunities, reduces ownership of the business, diminishes control of the customer experience and limits the facility's ability to maximize scheduling. Existing long-term relationships with key stakeholder organizations, experience in managing facilities and the ability to limit overhead expenses should help decrease the influence of this issue.

Summary & Conclusion

Based on the accompanying economic impact analysis, as well as detailed market research, existing conditions, knowledge of similar sports complexes and experience operating its own facilities, Pinnacle has determined that not only is there need/demand for a new indoor multipurpose sports facility in the Marysville market, but there also are significant economic impact opportunities for the City of Marysville, Snohomish County and the State of Washington.

However, bringing this project to fruition will require the creation of a successful private-public partnership in which the city seeks to find a private developer to fund the project with private capital. Given the limitations of relying solely on private capital, a key focus going forward must be on developing a funding mechanism within the partnership structure. This likely would involve either a direct capital contribution from the City of Marysville or, alternatively, a creative approach in which a developer benefits directly from a portion (or even all) of the significant economic impact revenues that would be generated by the facility — thereby making the investment more attractive.

Pinnacle believes that an opportunity exists to develop a new indoor sports facility in Marysville with the capability of meeting the Client's objectives to:

- Build a tournament-grade facility that will drive economic impact within Marysville and the broader region by hosting sports tournaments and other events.
- Offer varied and adaptable programming for sports, activities and events that cater to a diverse range of potential community partners and stakeholders.
- Spur potential ancillary development by acting as a catalyst for new hotels, restaurants and retail outlets in the market.

If developed, this facility would be one of a kind and create a regional destination for sports tourism tournaments and events. It also would serve as local hub for recreational, sports and wellness activities in the community — significantly enhancing the quality of life for area residents.

Proposed Facility Design

- 8 regulation-size high school basketball courts (50-by-84-feet each)
- 16 regulation-size volleyball courts (convertible from basketball)
- Court space also can be used for pickleball, futsal, dance, gymnastics, wrestling and other mat sports
- Approximately 90,000 square feet and eight to 10 acres

In order to offer the programs recommended throughout this report, Pinnacle suggests several high-level design elements that include the following:

- Attractive entryway with lobby
- Portable/retractable seating
- Public address system
- Meeting/team rooms and office(s)
- Multiple restrooms/changing rooms
- Flex space for meetings/parties
- Wi-Fi service and other comprehensive technology
- Consistent lighting
- Full food/drink concessions OR restaurant with seating
- Retractable partitions to divide space
- Scoreboard and timing systems
- Storage areas
- Ample power supply/configuration

Other noteworthy recommendations include the following:

- High clear-span ceiling to allow for maximum sports usage
- Overhead doors for large vehicles, portable bleachers and other large equipment access
- Full climate control
- Ample and convenient on-site parking

Note: The optimal time to open an indoor sports facility is in the fall of any given year.

The new facility also should have the potential to host a range of programming in basketball, volleyball, futsal, mat sports and more — as well as indoor trade shows, expos, and other community events. If developed, it would have the potential to be utilized to fulfill demand for the following programming:

- Sports events and tournaments (operated by both the facility and outside providers)
- Sports leagues and training
- Sports showcases and college combines
- General sports and recreation rentals (Special Olympics, Senior Games, United States Dog Agility Association and more)
- Facility rentals by local and regional sports organizations
- Sport-specific summer camps utilizing local lodging (Monday through Friday)
- Local summer day camps, youth programs and other sports activities
- Expositions, trade shows, conventions and conference rentals (operated by both the facility and outside providers)
- Daytime recreation programs for seniors, homeschooled students and preschoolers

Additionally, the assurance of available lodging during prime times of the year will be vital to the year-round utilization of the proposed facility if it is to become a sports tourism destination.

As noted elsewhere in this report, the facility would require the commitment and experience of a management team with professional staff that operates in the best interests of the facility. This includes everything from overseeing day-to-day management to actively seeking new programming opportunities that will keep the facility operating at peak performance.

Next Steps

Should the Client decide to move forward with the proposed facility, Pinnacle recommends a series of next steps. The typical planning process to assist in fully analyzing the concept for — and the operational performance of — the proposed indoor sports facility in Marysville includes the following:

- Internally identify and evaluate the funding mechanism and other incentives the City of Marysville could realistically offer to a developer — beyond expedited permitting, infrastructure assistance, tax incentives, bonds and more — and determine the processes and criteria for offering such support.
- Based on the defined goals and potential support mechanisms, develop formal solicitation documents, including a request for qualifications (RFQ) to pre-qualify developers, followed by a request for proposals (RFP) to receive detailed proposals. The documents should clearly outline the project vision, the desired partnership structure, the city's non-financial support options and the evaluation criteria.
- Quantify potential strategic partnerships with interested third parties that could strategically align with the facility — such as event organizers, hospitality providers, local sports groups and public entities.
- Confirm that the designated site can accommodate the required programming elements — resulting in the creation of an optimal facility layout and the establishment of business models.
- Explore potential partnerships with public and/or private facility operators that have extensive facility management experience in booking, marketing and servicing multipurpose sports tourism facilities.

Pinnacle is available to assist with any or all of the above steps and welcomes the opportunity to discuss these findings with the Client in order to support development of the proposed facility.

Proposed Facility Layout



A REPORT OF THE ECONOMIC IMPACT OF A MARYSVILLE SPORTS COMPLEX IN MARYSVILLE, WA

April 3, 2025

Prepared for:
City of Marysville

Prepared by:



PURPOSE & LIMITATIONS

This report presents the results of an analysis undertaken by Impact DataSource, an Austin, TX based economic consulting firm. The analysis relies on prospective estimates of business activity that are hypothetical projections. Impact DataSource and Pinnacle Indoor Sports made reasonable efforts to ensure that the project-specific data reflects realistic estimates of future activity.

The analysis presented in this report incorporates estimates, assumptions, and other information developed by Impact DataSource from its independent research effort.

Impact DataSource and Pinnacle Indoor Sports make no representation or warranty as to the accuracy or completeness of the information contained herein, and expressly disclaim any and all liability based on or relating to any information contained in, or errors or omissions from, this information or based on or relating to the use of this information.

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Study Highlights

- This study estimates the impact of a proposed indoor sports complex in Marysville, WA (the "Project").
- The purpose of the proposed facility would be to generate sports tourism in the market and generate economic impact for the area from visitor spending. Additionally, the facility would provide additional sports and recreation assets that would significantly increase the quality of life for Marysville residents.
- The estimated construction and development cost of the sports complex is \$18.0 million.
- The proposed indoor facility will feature eight basketball courts, convertible into 16 volleyball courts. Court space also can be used for pickleball, futsal, dance, gymnastics, wrestling and other mat sports.
- The Project is expected to employ 6-8 full-time workers supporting a total payroll of approximately \$625,000 per year including part-time workers. The on-site concessions are expected to generate approximately \$316,500 in taxable sales per year.
- The region will benefit from offsite visitor spending on lodging as well as spending at local restaurants and other retail establishments. The developers anticipate hosting 34 tournament event weekends each year where visitors are expected to support 21,100 hotel nights and ultimately \$13.3 million in total off-site visitor spending.
 - \$2.4 million in hotel spending
 - \$9.3 million in restaurant spending
 - \$1.6 million in other retail spending
- Over the next 20 years, the tournament visitor spending is projected to be \$365.1 million.

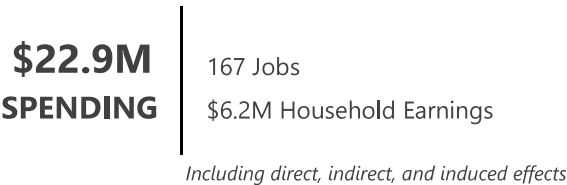
Table 1. Tournament Spending Over the Next 20 Years

	Annually	Total*
On-Site Concessions	\$316,500	\$8,504,474
Hotel Spending	\$2,384,300	\$64,067,034
Restaurant Spending	\$9,254,460	\$248,670,806
Other Retail Spending	\$1,633,140	\$43,883,083
Total	\$13,588,400	\$365,125,397

* Assumes a 3% annual increase in spending

- The Project, through its operations and visitors' spending, is estimated to support 167 permanent jobs, \$6.2 million in annual household earnings, and \$22.9 million in annual economic output or spending in Snohomish County.

LOCAL ANNUAL ECONOMIC IMPACT



Indirect and induced impacts represent the spin-off economic activity resulting from the business-to-business expenditures initiated by the company and the consumer-to-business expenditures initiated by workers spending a portion of their earnings on goods and services in the economy. **Economic output** is gross output and is the sum of the intermediate inputs and final use. Economic output can be thought of as the value of goods and services sold in the economy or revenues for businesses in the economy. **Household earnings** or earnings consist of wages and salaries, employer provided benefits, and proprietors' income. For permanent or on-going activity, **Employment** consists of a count of jobs that include both full-time and part-time workers.

Study Highlights - Continued

- The Project will generate additional tax revenues for the City of Marysville and the State of Washington. A summary is provided below. The source of specific revenues are provided in greater detail for each taxing district in the remainder of the report. Overall, the city will receive approximately \$13.1 million in revenues over the 20-year period. The Project will generate \$26.6 million in revenues for the state.

Table 2. Estimated Tax Revenues Over the Next 20 Years for the City of Marysville and State of Washington

	Tax Revenues
City of Marysville	\$13,139,077
Snohomish County	\$1,266,000
State of Washington	\$26,577,685
Total	\$40,982,763

- Snohomish County charges a 2% lodging tax on hotel stays in unincorporated areas and cities that do not have their own lodging tax. However, because the City of Marysville imposes its own 2% lodging tax, the county's tax does not apply to hotel stays within Marysville.
- Although the county's 2% hotel tax does not apply in municipalities applying their own 2% hotel tax, Snohomish County does collect a \$2 per occupied room fee for overnight stays within the county's Tourism Promotion Area (TPA), which includes Marysville and most other cities in the county. This fee is used exclusively to promote tourism within the TPA.

These highlights are just a brief summary of the analysis, additional assumptions and details are provided on the following pages.

Introduction

This report presents the results of an analysis undertaken by Impact DataSource, an Austin, TX-based economic consulting firm. This report estimates the economic impact of a proposed project in the City of Marysville, including projected tax revenues for the state and local taxing districts over a 20-year period.

Description of the Project

The Project involves the design and development of an 90,000-square-foot indoor multipurpose sports complex in Marysville, WA.

The proposed facility will include 8 basketball courts that can convert to 16 volleyball courts. Court space also can be used for pickleball, futsal, dance, gymnastics, wrestling and other mat sports.

The facility also would feature support services areas such as an attractive entryway, restrooms and changing areas, a concessions stand, administrative offices, meeting rooms, and flex space.

Project Plans

The following construction budget is used to estimate the impact of developing the sports complex. The total estimated cost to develop the complex is \$18.0 million.

Table 3. Construction Budget

	Amount
Construction Cost	\$18,035,000
Total	\$18,035,000

Once constructed, the sports complex is expected to employ 6-8 full-time workers, supporting a total payroll of approximately \$625,000 per year, including part-time workers. The on-site concessions are expected to generate approximately \$316,500 in taxable sales per year.

The developer provided estimates of tournament participation, team attendance, and visitor spending in the city. The table below summarizes these projections.

Table 4. Annual Visitor Spending from Weekend Tournament Visitors

	Annual Spending
Lodging Spending	\$2,384,300
Restaurant Spending	\$9,254,460
Retail Spending	\$1,633,140
Total	\$13,271,900

The following tables outline the assumptions used to estimate visitor spending in this analysis.

Indoor Weekend Tournaments

According to projections, the sports complex is expected to host indoor weekend tournaments on 34 weekends per year including:

- 15 basketball tournament weekends
- 12 volleyball tournament weekends
- 7 other court/mat event tournament weekends

Each sport's tournament weekends are categorized as small, medium, or large, based on the expected number of participating teams. For example, basketball tournaments are projected to include 4 small tournament weekends with 32 teams, 10 medium tournament weekends with 48 teams, and 1 large tournament weekends with 64 teams.

The tables below provide a summary of the number of tournaments, teams, and participants, along with additional spectators and, ultimately, the total count of tournament visitors for each indoor sport.

In total, the indoor sports complex expects to draw 63,300 visitors during these tournament weekends.

Table 5. Annual Visitors Due to Indoor Weekend Tournaments - Basketball

	Small Tournaments	Medium Tournaments	Large Tournaments	Basketball Total
Number of Basketball tournament weekends by size of tournament	4	10	1	15
Average number of teams per tournament weekend	32	48	64	
<u>Total teams per year</u>	<u>128</u>	<u>480</u>	<u>64</u>	<u>672</u>
Average number of players and coaches per team	12	12	12	
<u>Total players and coaches per year</u>	<u>1,536</u>	<u>5,760</u>	<u>768</u>	<u>8,064</u>
Average spectators accompanying players/coaches.	2.0	2.0	2.0	
<u>Total spectators per year</u>	<u>3,072</u>	<u>11,520</u>	<u>1,536</u>	<u>16,128</u>
<u>Total Annual Basketball Tournament Visitors</u>	<u>4,608</u>	<u>17,280</u>	<u>2,304</u>	<u>24,192</u>

Table 6. Annual Visitors Due to Indoor Weekend Tournaments - Volleyball

	Small Tournaments	Medium Tournaments	Large Tournaments	Volleyball Total
Number of Volleyball tournament weekends by size of tournament	7	5	0	12
Average number of teams per tournament weekend	64	96	128	
<u>Total teams per year</u>	<u>448</u>	<u>480</u>	<u>0</u>	<u>928</u>
Average number of players and coaches per team	12	12	12	
<u>Total players and coaches per year</u>	<u>5,376</u>	<u>5,760</u>	<u>0</u>	<u>11,136</u>
Average spectators accompanying players/coaches.	2.0	2.0	2.0	
<u>Total spectators per year</u>	<u>10,752</u>	<u>11,520</u>	<u>0</u>	<u>22,272</u>
<u>Total Annual Volleyball Tournament Visitors</u>	<u>16,128</u>	<u>17,280</u>	<u>0</u>	<u>33,408</u>

Table 7. Annual Visitors Due to Indoor Weekend Tournaments – Other Court/Mat Events

	Small Tournaments	Medium Tournaments	Large Tournaments	Other Court / Mat Events Total
Number of Other Court/Mat Event tournament weekends	2	5	0	7
Average number of participants for mat events/other events per tournament weekend	200	300	500	
<u>Total participants for mat events per year</u>	<u>400</u>	<u>1,500</u>	<u>0</u>	<u>1,900</u>
Average spectators accompanying participants	2.0	2.0	2.0	
<u>Total spectators per year</u>	<u>800</u>	<u>3,000</u>	<u>0</u>	<u>3,800</u>
<u>Total Annual Other Court/Mat Event Tournament Visitors</u>	<u>1,200</u>	<u>4,500</u>	<u>0</u>	<u>5,700</u>

Total Tournament Visitors

In total, indoor tournament weekends are expected to attract 63,300 visitors annually to the facility.

Table 8. Annual Visitors Due to Weekend Tournaments

	Basketball	Volleyball	Other Court/Mat	Total
Total players and coaches per year	8,064	11,136	1,900	21,100
Total spectators per year	16,128	22,272	3,800	42,200
<u>Total Annual Tournament Visitors</u>	<u>24,192</u>	<u>33,408</u>	<u>5,700</u>	<u>63,300</u>

Tournament Visitor Spending

The 63,300 visitors represent 21,100 "visitor groups" where a visitor group represents 3 visitors. A visitor group is assumed to include a tournament-participating player (or coach) and 2 accompanying spectators. This analysis assumes 50.0% of these visitor groups will stay 2 nights in a hotel in the city. Accordingly, the sports complex is expected to support 21,100 hotel nights in the city. The expected cost of a hotel in the city is assumed to be \$113 per night. The total estimated lodging spending in the city is expected to be \$2.4 million per year.

Table 9. Annual Tournament Visitor Spending on Lodging

	Number
Total Annual Tournament Visitors	63,300
Typical size of a visiting group	3.0
Number of visitor groups	21,100
Percent of groups staying in a hotel in the city*	50.0%
Nights spent in a hotel in the city	2.0
Annual number of hotel nights supported in city	21,100
Average cost of hotel night for group of typical size*	\$113.00
<u>Annual Tournament Visitor Spending on Lodging</u>	<u>\$2,384,300</u>

* Federal Lodging Rate Per Diem Standard during FY 2025

<https://www.gsa.gov/travel/plan-book/per-diem-rates/per-diem-files>

This analysis assumes that 50% of the visitor groups will stay in a hotel within the City of Marysville, where hotel spending is subject to the city's 2% lodging tax.

Snohomish County charges a 2% lodging tax on hotel stays in unincorporated areas and cities that do not have their own lodging tax. However, because Marysville imposes its own 2% lodging tax, the county's tax does not apply to hotel stays within Marysville. Instead, Marysville collects the full 2% lodging tax revenue from hotel stays within its city limits.

Although the county's 2% lodging tax does not apply in cities like Marysville that have their own 2% tax, Snohomish County does collect a \$2 per occupied room fee for overnight stays within the county's Tourism Promotion Area (TPA). The TPA includes Marysville and most other cities within the county, and the fee is used exclusively to promote tourism within the TPA.

This analysis assumes that while 50% of the visitor groups are expected to stay at hotels in Marysville, 75% of all visiting groups will stay at hotels located somewhere within the Snohomish County TPA. Therefore, we estimate a total of 21,100 hotel nights in Marysville and an additional 10,550 hotel nights elsewhere within the TPA, resulting in a total of 31,650 occupied hotel nights within the TPA.

In addition to lodging spending, the visitors are expected to spend money at restaurants and retailers in the city. This analysis assumes each visitor will spend \$86 per day on taxable items in the city, excluding lodging. The total estimated taxable spending by tournament visitors is expected to be \$10.9 million per year.

Table 10. Annual Tournament Visitor Spending on Taxable Items, Excluding Lodging

	Number
Total Annual Tournament Visitors	63,300
Average number of days spent in the city	2.0
Annual Number of Visitor Days	126,600
Average daily spending for restaurants, groceries and other items per visitor in the city**	\$86.00
<u>Annual Tournament Visitor Spending, Excl. Lodging</u>	<u>\$10,887,600</u>

** Federal M&IE Per Diem Standard during FY 2025

<https://www.gsa.gov/travel/plan-book/per-diem-rates/per-diem-files>

This analysis assumes 85% of the daily spending will be take place at restaurants and 15% of the daily spending will be for other retail purchases in the community.

Economic Impact Methodology

The initial construction expenditures and the expenditures made by visitors to the facility will result in economic impacts in the local area as well as across the state. This section explains the metrics measured and the methodology to apply the economic impact model.

Both temporary construction impacts and on-going operations impacts are measured in employment, household earnings (or compensation to employees), economic output and value added. This is to say that spending by visitors supports employment, salaries, and other impacts at various business establishments serving the visitors. The economic impacts are defined as followed:

Employment consists of a count of jobs that include both full-time and part-time workers. In the case of temporary construction activity, employment is presented in "job years". A "job year" is defined as full employment for one person for 2080 hours in a 12-month span.

Household earnings or earnings consist of wages and salaries, employer provided benefits, and proprietors' income.

Economic output is gross output and is the sum of the intermediate inputs and final use. This is a duplicative total in that goods and services will be counted multiple times if they are used in the production of other goods and services. Economic output can be thought of as the value of goods and services sold in the economy or revenues for businesses in the economy.

Value added is defined as the value of gross output less intermediate inputs.

The total economic impact of the Project goes beyond the initial construction expenditures or the spending of visitors in the community. This initial direct spending ripples through the local and state economies supporting additional economic impacts in the form of indirect and induced jobs, household earnings, and economic output. Indirect impacts represent the spin-off economic activity resulting from the business-to-business expenditures initiated when visitors purchase goods and services from businesses. Induced impacts represent the consumer-to-business expenditures initiated by workers spending a portion of their earnings on goods and services in the economy.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U.S. Department of Commerce, Bureau of Economic Analysis.

Temporary Construction Impact

The Project will include an initial period of construction where \$18.0 million will be spent to develop the sports complex. It is assumed that 50.0% of the construction expenditure will be spent on materials and 50.0% of the expenditure on labor. The temporary construction activity will support temporary economic impacts in the community in the form of temporary construction employment and sales for local construction firms.

Table 11. Spending and Estimated Direct Employment Impact of Project-Related Construction Activity

	Amount
Total Construction Expenditure	\$18,035,000
Materials	\$9,017,500
Labor	\$9,017,500
Temporary Construction Workers Supported (Average Earnings = \$76,000)	118.7

The following table presents the temporary economic impacts resulting from the construction.

Table 12. Economic Impact During Construction

	Direct	Indirect & Induced	Total
Number of temporary direct, indirect, and induced job years to be supported*	118.7	74.8	193.5
Salaries to be paid to direct, indirect, and induced workers	\$9,017,500	\$4,393,326	\$13,410,826
Revenues or sales for businesses related to construction	\$18,035,000	\$11,814,729	\$29,849,729

* A job year is defined as full employment for one person for 2080 hours in a 12-month span.

Taxable sales related to construction activity are presented in the following table. The sales tax revenue generated from construction-period taxable spending is included in the fiscal impact for affected districts during the initial period of construction.

Table 13. Taxable Spending During Construction

	Estimate
Expenditure for Materials	\$9,017,500
Percent of Materials subject to sales tax	100.0%
<u>Subtotal Taxable Materials</u>	<u>\$9,017,500</u>
Expenditure for Labor / Paid to construction workers	\$9,017,500
Percent of gross earnings spent on taxable goods and services	25.0%
Percent of taxable spending done in state	100.0%
<u>Subtotal Taxable Construction Worker Spending</u>	<u>\$2,254,375</u>
Expenditure for Furniture, Fixtures, & Equipment (FF&E)	\$0
Percent of FF&E subject to sales tax	100.0%
<u>Subtotal Taxable FF&E Purchases</u>	<u>\$0</u>
<u>Total Construction-Related Taxable Spending</u>	<u>\$11,271,875</u>

Annual Economic Impact of the Sports Complex

The permanent annual economic impact of the Project includes the Project's on-site impact as well as the impact of off-site visitor spending. Within Snohomish County, the total economic output impact is \$22.9 million per year.

Table 14. Annual Economic Impact

	Snohomish County
Economic Output:	
Direct	\$14,235,626
Indirect & Induced	\$8,690,863
<u>Total Economic Output</u>	<u>\$22,926,489</u>
Value Added:	
<u>Total Value Added</u>	<u>\$13,564,158</u>
Employment:	
Direct	130.1
Indirect & Induced	36.5
<u>Total Jobs</u>	<u>166.6</u>
Household Earnings:	
Direct	\$4,355,161
Indirect & Induced	\$1,890,769
<u>Total Household Earnings</u>	<u>\$6,245,929</u>

Impact Breakdown

The annual impact of the Project's operations as summarized above includes onsite impacts as well as offsite visitor spending in various categories. In order to estimate the total annual impact of the Project, the following components were evaluated.

- (1) Sports Complex
- (2) Restaurant Spending
- (3) Retail Spending
- (4) Lodging Spending

In total, the Project is estimated to support 167 permanent jobs, \$6.2 million in annual household earnings, and \$22.9 million in annual economic output in Snohomish County.

Table 15. Total Economic Impact Breakout by Activity in Snohomish County

Category	Employment	Household Earnings	Economic Output
Sports Complex	30.6	\$931,625	\$3,536,141
Restaurant Spending	108.7	\$4,197,823	\$14,904,308
Retail Spending	7.3	\$279,115	\$898,622
Lodging Spending	20.0	\$837,366	\$3,587,418
Total	<u>166.6</u>	<u>\$6,245,929</u>	<u>\$22,926,489</u>

The Project's economic impact is expected to affect industries throughout the economy. The following chart presents a graphical illustration of the total economic output by industry. In total, the Project supports \$22.9 million in economic output. The sectors seeing the largest increase in economic output are the food services, accommodation, and recreation industries.

Annual Local Economic Output by Industry Sector

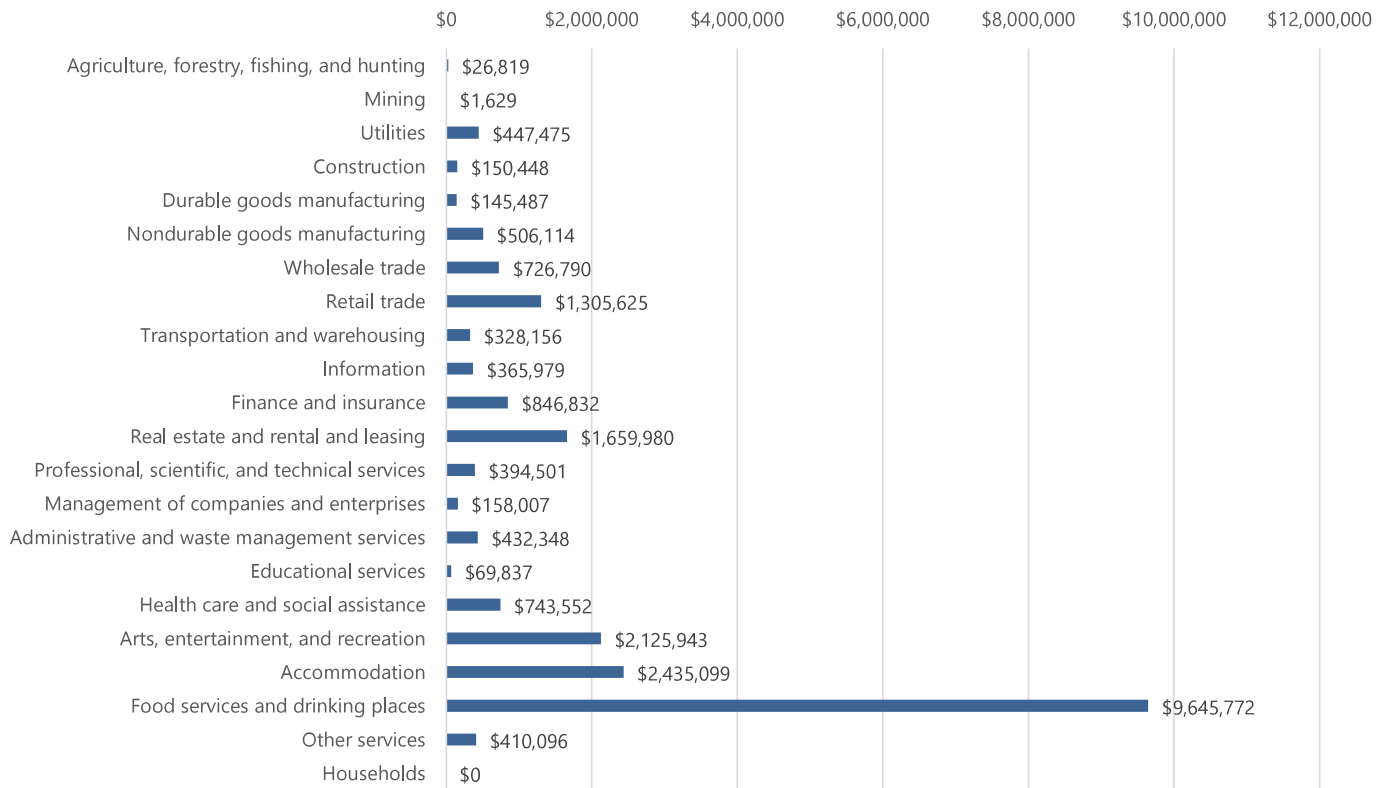


Table 16. Total Local Economic Impact by Industry Sector

	Employment	Household Earnings	Economic Output	Value Added
Agriculture, forestry, fishing, and hunting	0.2	\$6,534	\$26,819	\$15,124
Mining	0.0	\$0	\$1,629	\$1,424
Utilities	0.5	\$60,420	\$447,475	\$281,361
Construction	0.7	\$48,408	\$150,448	\$78,061
Durable goods manufacturing	0.4	\$25,205	\$145,487	\$61,471
Nondurable goods manufacturing	1.1	\$61,762	\$506,114	\$168,780
Wholesale trade	1.4	\$136,038	\$726,790	\$416,126
Retail trade	10.9	\$402,893	\$1,305,625	\$844,975
Transportation and warehousing	2.2	\$100,195	\$328,156	\$183,768
Information	0.6	\$46,315	\$365,979	\$206,261
Finance and insurance	2.0	\$134,860	\$846,832	\$464,781
Real estate and rental and leasing	5.3	\$212,128	\$1,659,980	\$1,153,490
Professional, scientific, and technical services	1.6	\$133,293	\$394,501	\$268,631
Management of companies and enterprises	0.3	\$35,193	\$158,007	\$102,995
Administrative and waste management services	2.8	\$130,246	\$432,348	\$241,163
Educational services	0.8	\$23,699	\$69,837	\$45,269
Health care and social assistance	4.0	\$256,201	\$743,552	\$458,786
Arts, entertainment, and recreation	25.3	\$643,715	\$2,125,943	\$1,153,922
Accommodation	15.0	\$570,883	\$2,435,099	\$1,517,343
Food services and drinking places	88.8	\$3,086,183	\$9,645,772	\$5,674,060
Other services	2.5	\$126,247	\$410,096	\$220,858
Households	0.4	\$5,510	\$0	\$5,510
Total	166.6	\$6,245,929	\$22,926,489	\$13,564,158

Additional detail on the local economic impact of each component is shown next.

Sports Complex

The economic impact associated with on-site activity at the Project is based on the company's projections for employment, payroll, and sales. The RIMS II economic impact model is used to determine the economic impact of this activity.

Table 17. Annual Economic Impact of Sports Complex Operations in Snohomish County

	Direct	Indirect & Induced	Total
Employment	24.6	6.0	30.6
Household Earnings	\$625,000	\$306,625	\$931,625
Economic Output	\$2,057,930	\$1,478,211	\$3,536,141

The Project is expected to employ 25 workers directly and support another 6 spin-off jobs in the county. In total, The Project's on-site activity spending will support 31 area jobs. These direct workers will earn approximately \$0.6 million per year and spin-off workers will make an additional \$0.3 million per year.

The direct economic output supported by these operations is estimated to be \$2.1 million per year. The project-related activity will support additional spending through indirect and induced economic output in the amount of \$1.5 million annually.

Restaurant Spending

The economic impact associated with restaurant spending is based on the projected visitor spending in this category. Restaurant spending is estimated to total \$9.3 million annually. The RIMS II economic impact model is used to determine the economic impact of this activity.

Table 18. Annual Economic Impact of Restaurant Spending in Snohomish County

	Direct	Indirect & Induced	Total
Employment	85.1	23.5	108.7
Household Earnings	\$2,969,808	\$1,228,015	\$4,197,823
Economic Output	\$9,254,460	\$5,649,848	\$14,904,308

Restaurant spending is expected to employ 85 workers directly and support another 24 spin-off jobs in the county. In total, this activity will support 109 area jobs. These direct workers will earn approximately \$3.0 million per year and spin-off workers will make an additional \$1.2 million per year.

The direct economic output supported by these operations is estimated to be \$9.3 million per year. The activity will support additional spending through indirect and induced economic output in the amount of \$5.6 million annually.

Retail Spending

The economic impact associated with retail spending is based on the projected visitor spending in this category. Retail spending is estimated to total \$1.6 annually. The RIMS II economic impact model is used to determine the economic impact of this activity and only including the retail margin of purchases.

Table 19. Annual Economic Impact of Retail Spending in Snohomish County

	Direct	Indirect & Induced	Total
Employment	5.7	1.6	7.3
Household Earnings	\$200,990	\$78,125	\$279,115
Economic Output	\$538,936	\$359,686	\$898,622

This activity is expected to employ 6 workers directly and support another 2 spin-off jobs in the county. In total, the grocery and retail spending will support 7 area jobs. These direct workers will earn approximately \$201,000 per year and spin-off workers will make an additional \$78,000 per year.

The direct economic output supported by these operations is estimated to be \$538,936 per year. The retail spending will support additional spending through indirect and induced economic output in the amount of \$359,686 annually.

Lodging Spending

The economic impact associated with lodging spending is based on the projected visitor spending in this category. Lodging spending is estimated to total \$2.4 million annually. The RIMS II economic impact model is used to determine the economic impact of this activity.

Table 20. Annual Economic Impact of Lodging Spending in Snohomish County

	Direct	Indirect & Induced	Total
Employment	14.7	5.3	20.0
Household Earnings	\$559,363	\$278,003	\$837,366
Economic Output	\$2,384,300	\$1,203,118	\$3,587,418

This activity is expected to employ 15 workers directly and support another 5 spin-off jobs in the county. In total, the lodging spending will support 20 area jobs. These direct workers will earn approximately \$0.6 million per year and spin-off workers will make an additional \$278,000 per year.

The direct economic output supported by these operations is estimated to be \$2.4 million per year. The lodging spending will support additional spending through indirect and induced economic output in the amount of \$1.2 million annually.

Fiscal Impact Overview

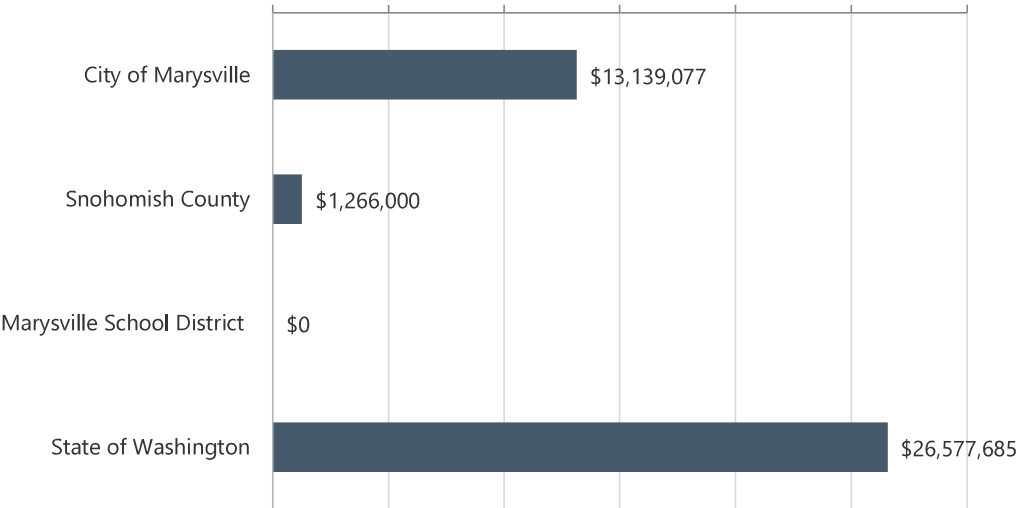
The Project will generate additional tax revenues for the City of Marysville and State of Washington, a summary of which is provided below. The source of specific revenues are provided in greater detail for each taxing district on subsequent pages. Overall, the city will receive approximately \$14.4 million in tax revenues over the 20-year period. The Project will generate \$26.6 million in tax revenues for the state.

Table 21. Tax Revenues Over the Next 20 Years for the State and Local Jurisdictions

	Tax Revenues	Present Value of Tax Revenues*
City of Marysville	\$13,139,077	\$7,932,458
Snohomish County	\$1,266,000	\$788,858
Marysville School District	\$0	\$0
State of Washington	\$26,577,685	\$16,073,292
Total	\$40,982,763	\$24,794,607

* The Present Value of Tax Revenues expresses the future stream of revenues received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5% to make the dollars comparable.

Figure 1. Tax Revenues Over the Next 20 Years for the City of Marysville, Snohomish County and State of Washington



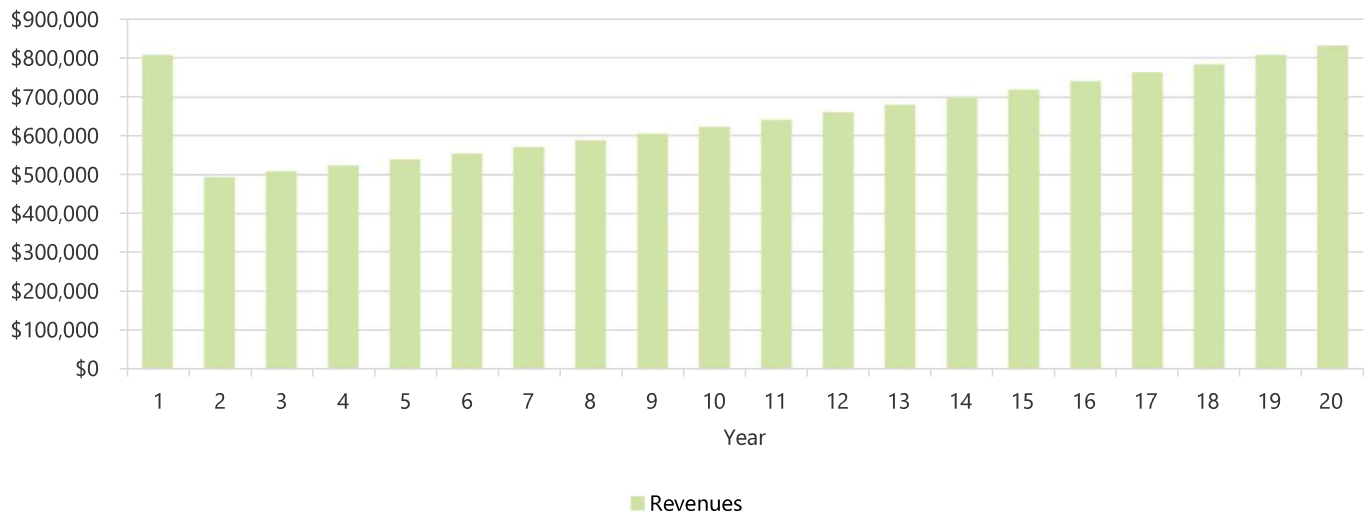
City of Marysville

The table below displays the estimated additional tax revenues to be received by the city over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 22. City of Marysville: Tax Revenues Over the Next 20 Years

	Amount
Sales Taxes	\$11,857,737
Hotel Taxes	\$1,281,341
Real Property Taxes	\$0
New Residential Property Taxes	\$0
Building Permits and Fees	\$0
Total Tax Revenues	\$13,139,077
<i>Present Value (5% discount rate)</i>	<i>\$7,932,458</i>

Figure 2. Annual Tax Revenues for the City of Marysville



Snohomish County

The table below displays the estimated additional tax revenues to be received by the County over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 23. Snohomish County: Tax Revenues Over the Next 20 Years

	Amount
Sales Taxes	\$0
TPA Lodging Fee	\$1,266,000
Real Property Taxes	\$0
New Residential Property Taxes	\$0
Total Tax Revenues	\$1,266,000
<i>Present Value (5% discount rate)</i>	<i>\$788,858</i>

Marysville School District

The table below displays the estimated additional tax revenues to be received by the school district over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 24. Marysville School District : Tax Revenues Over the Next 20 Years

	Amount
Real Property Taxes	\$0
New Residential Property Taxes	\$0
Total Tax Revenues	\$0
<i>Present Value (5% discount rate)</i>	<i>\$0</i>

State of Washington

The table below displays the estimated additional tax revenues to be received by the district over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 25. State of Washington: Tax Revenues Over the Next 20 Years

	Amount
Sales Taxes	\$26,577,685
Total Tax Revenues	\$26,577,685
<i>Present Value (5% discount rate)</i>	<i>\$16,073,292</i>

Overview of Methodology

This report presents the results of an analysis undertaken by Impact DataSource, an Austin, TX based economic consulting firm. The analysis relies on prospective estimates of development and business activity that may not be realized. Impact DataSource and the Client made reasonable efforts to ensure that the project-specific data reflects realistic estimates of future activity.

The model combines project-specific attributes with community data, tax rates, and assumptions to estimate the economic impact of the Project and the fiscal impact for local taxing districts over a 20-year period.

The economic impact as calculated in this report can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by the Project. Second, this economic impact analysis calculates the indirect and induced impacts that result from the Project. Indirect jobs and salaries are created in new or existing area firms, such as maintenance companies and service firms, that may supply goods and services for the Project. In addition, induced jobs and salaries are created in new or existing local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to new workers and their families.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions.

Regional Input-Output Modeling System (RIMS II)

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. The RIMS II model is described in basic detail below.

Generally speaking, input-output modeling attempts to estimate the changes that occur in all industries based on a change in the demand for the output of an industry. An input-output model allows an analyst to identify the subsequent changes occurring in various industries within a regional economy in order to estimate the total impact on the economy. Total economic impact is the sum of three components: (1) direct, (2) indirect, and (3) induced impacts.

If the demand for the output of an industry, measured by industry sales or revenue, increases by \$1.0 million, total regional output increases by \$1.0 million. This initial change in output is called the change in direct economic output and also referred to as the direct expenditure effect. The change in total economic output in the region resulting from the initial change does not stop with the change in direct economic output. Businesses in a variety of industries within the region will be called upon to increase their production to meet the needs of the industry where the initial increase in demand occurs. Further, other suppliers must also increase production to meet the needs of the group of initial supplier firms to the industry. This increase in expenditures by regional suppliers is considered the indirect economic impact of the initial \$1.0 million in sales, and is classified as indirect expenditures of the total economic impact or the change in indirect economic output.

The total economic impact of the \$1.0 million in sales includes one more component, the induced impact. All economic activity, whether direct or indirect, that results from the initial increase in demand of \$1.0 million, requires workers, and these workers must be paid for their labor. This means that part of the direct and indirect expenditures is actually in the form of wages and salaries paid to workers in the various affected industries. These wages and salaries will in turn be spent in part on goods and services produced locally in the region. This spending is another part of the regional economic impacts referred to as induced impacts and is classified as induced expenditures or the change in induced economic output.

Based on the initial direct impact, the RIMS II model can be used to estimate the direct, indirect and induced impacts on economic output, value added, earnings and employment in a given region. Economic output is gross output and is the sum of the intermediate inputs and final use. This is a duplicative total in that goods and services will be counted multiple times if they are used in the production of other goods and services. Value added is defined as the value of gross output less intermediate inputs. Workers' earnings or earnings consist of wages and salaries, employer provided benefits and proprietors' income. Employment consists of a count of jobs that include both full-time and part-time workers.

The RIMS II model is based on regional multipliers, which are summary measures of economic impacts generated from changes in direct expenditures, earnings, or employment. Multipliers show the overall impact to a regional economy resulting from a change in demand in a particular industry. Multipliers can vary widely by region. Multipliers are higher for regions with a diverse industry mix. Industries that buy most of their materials from outside the state or region tend to have lower multipliers.

Multipliers tend to be higher for industries located in larger areas because more of the spending by the industry stays within the area.

The RIMS II model generates six types of multipliers for approximately 400 industrial sectors for any region in the United States. The multipliers include four "final-demand" multipliers and two "direct-effect" multipliers. Final demand multipliers indicate the impact of changes in final demand for the output of a particular regional industry on total regional output, earnings, employment and value added. Direct-effect multipliers indicate the impact of changes in regional earnings or employment within a particular industry on total employment or earnings within a region.

Final-demand output multipliers indicate the total regional output (direct, indirect and induced expenditures) that results from an increase in direct expenditures for a good produced by a particular regional industry. For example, if an industry in a particular region is said to have a final demand output multiplier of 2, this tells us that a \$1 increase in final demand for the good produced by that industry results in a \$2 increase in total output or expenditures within the regional economy. Final-demand earnings multipliers indicate the impact of an increase in final demand for the good of a particular regional industry on the total earned income of households within the region. Final-demand employment multipliers indicate the increase in total regional employment that results from a \$1.0 million increase in final demand for the good produced by a particular regional industry. Final-demand value-added multipliers indicate the increase in total regional value added that results from a \$1.0 million increase in final demand for the good produced by a particular regional industry. Direct-effect earnings multipliers indicate the impact of a \$1 change in earnings within a particular regional industry on total earnings in all industries within a region. Direct-effect employment multipliers indicate the impact of a change in employment in a particular regional industry on total employment in all industries within a region.

Theoretically, changes in final demand drive the total change in economic output, earnings, and employment. However, these multiplier relationships can be used to estimate impacts in other ways if only limited information is known about a project. For example, the multiplier relationships can be used to estimate the increase in direct economic output based on a given level of employment in a specific industry.

Additional Notes on RIMS II

RIMS II multipliers are based on the average relationships between the inputs and outputs produced in a local economy. The multipliers are a useful tool for studying the potential impacts of changes in economic activity. However, the relative simplicity of input-output multipliers comes at the cost of several limiting assumptions.

- Firms have no supply constraints—Input-output based multipliers assume that industries can increase their demand for inputs and labor as needed to meet additional demand.
- Firms have fixed patterns of purchases—Input-output based multipliers assume that an industry must double its inputs to double its output.
- Firms use local inputs when they are available—The method used by RIMS II to develop regional multipliers assumes that firms will purchase inputs from firms in the region before using imports.

RIMS II, like all input-output models, is a “static equilibrium” model. This means that there is no specific time dimension associated with the results using the model. For the RIMS II model, it is customary to assume that the impacts occur in one year because the model is based on annual data.

The fiscal impacts calculated in this report are detailed in Appendix C. Most of the revenues estimated in this study result from calculations relying on (1) attributes of the Project, (2) assumptions to derive the value of associated taxable property or sales, and (3) local tax rates.

About Impact DataSource

Impact DataSource is an Austin economic consulting, research, and analysis firm founded in 1993. The firm has conducted over 2,500 economic impact analyses of firms, projects, and activities in most industry groups in Texas and more than 30 other states.

In addition, Impact DataSource has prepared and customized more than 50 economic impact models for its clients to perform their own analyses of economic development projects. These clients include the cities of Austin, Dallas, and San Antonio and the Tennessee Department of Economic and Community Development.

Appendix A

Data and Rates

Tax Rates

Sales Tax Rate

City of Marysville	2.900%
Snohomish County	0.000%
Marysville School District	0.000%
State of Washington	6.500%

Property Tax Rates, per \$1,000 of valuation

City of Marysville		0.7809
	<i>Marysville</i>	<i>0.7809</i>
Snohomish County		0.4957
	<i>County Regular</i>	<i>0.4752</i>
	<i>County Conservation Futures</i>	<i>0.0205</i>
Marysville School District		4.7572
	<i>School Bonds</i>	<i>0.6740</i>
	<i>School Enrichment</i>	<i>1.7336</i>
	<i>State School 1</i>	<i>1.5273</i>
	<i>State School 2</i>	<i>0.8223</i>
Sno-Isle InterCounty Rural Library		0.3153
Marysville Regional Fire		1.5089
	<i>Marysville Regional Fire Expense</i>	<i>1.0368</i>
	<i>Marysville Regional Fire EMS</i>	<i>0.4721</i>
State of Washington		0.0000
Assessment Ratios		
	<i>Residential</i>	100%
	<i>Commercial Real Property</i>	100%
	<i>Commercial Personal Property</i>	100%

Hotel Occupancy Tax Rates

City of Marysville	2.00%
Snohomish County	0.00%
Marysville School District	0.00%
State of Washington	0.00%
Snohomish County Tourism Promotion Area	\$2 per occupied room

City Data

Percent of new workers who will move to the City to take a job

Project's workers	0.0%
Spin-off workers	0.0%

Percent of workers who move to the area that will buy a new home or require that new residential property be built for them 15.0%

Average taxable value of a new single family residence constructed in the area \$521,500

County Data

Percent of new workers who will move to the County to take a job

Project's workers	0.0%
Spin-off workers	0.0%

Other Rates and Assumptions

Amount of building and improvements costs added to local tax rolls	0.0%
Percent annual increase in the taxable value of real property	
Commercial/Industrial	2.0%
Residential	2.0%
Household size of a typical new worker moving to the area	2.60
Number of school children in a typical worker's household	0.50
Percent of the gross salaries that workers will spend on taxable goods and services	
New Workers	25.0%
Temporary Construction Workers	25.0%
Discount rate for calculating the present value of costs and benefits	5.0%
Expected average annual inflation rate	3.0%

Project Investments

The Project's capital investment each year

Year	Land	Buildings and Other Real Property Improvements	Furniture, Fixtures, and Equipment	Total
1	\$0	\$18,035,000	\$0	\$18,035,000
2	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0
Total	\$0	\$18,035,000	\$0	\$18,035,000

Percent of building and improvement costs for materials and labor

Materials	50.0%
Labor	50.0%

Percent of construction materials that will be purchased in the area and subject to sales taxes 100.0%

Percent of taxable spending by construction workers in the area and subject to sales taxes 100.0%

Percent of furniture, fixtures, and equipment to be purchased in the area and subject to sales taxes 100.0%

Building permits and fees to be paid to the City during construction, if applicable

Year	Total City Building Permits and Fees
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0

Estimated spending for construction

Year	Spending on Construction
1	\$18,035,000
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0

Activities During the Project's Operations

Number of direct jobs to be added in the community

Year	Sports Complex	Restaurants	Retail	Hotels	Total
1	25	85	6	15	130
2	0	0	0	0	0
3	0	0	0	0	0
4	0	0	0	0	0
5	0	0	0	0	0
6	0	0	0	0	0
7	0	0	0	0	0
8	0	0	0	0	0
9	0	0	0	0	0
10	0	0	0	0	0
11	0	0	0	0	0
12	0	0	0	0	0
13	0	0	0	0	0
14	0	0	0	0	0
15	0	0	0	0	0
16	0	0	0	0	0
17	0	0	0	0	0
18	0	0	0	0	0
19	0	0	0	0	0
20	0	0	0	0	0

Note: The sports complex is estimated to hire 6 FT & 75-100 PT

Direct payroll each year

Year	Sports Complex Payroll	Restaurants Payroll	Retail Payroll	Hotels Payroll	Total Annual Payroll
1	\$625,000	\$2,969,808	\$200,990	\$559,363	\$4,355,161
2	\$637,500	\$3,029,204	\$205,010	\$570,550	\$4,442,264
3	\$650,250	\$3,089,788	\$209,110	\$581,961	\$4,531,109
4	\$663,255	\$3,151,584	\$213,292	\$593,600	\$4,621,731
5	\$676,520	\$3,214,615	\$217,558	\$605,472	\$4,714,166
6	\$690,051	\$3,278,908	\$221,909	\$617,582	\$4,808,449
7	\$703,852	\$3,344,486	\$226,348	\$629,933	\$4,904,618
8	\$717,929	\$3,411,375	\$230,875	\$642,532	\$5,002,711
9	\$732,287	\$3,479,603	\$235,492	\$655,383	\$5,102,765
10	\$746,933	\$3,549,195	\$240,202	\$668,490	\$5,204,820
11	\$761,872	\$3,620,179	\$245,006	\$681,860	\$5,308,916
12	\$777,109	\$3,692,582	\$249,906	\$695,497	\$5,415,095
13	\$792,651	\$3,766,434	\$254,904	\$709,407	\$5,523,397
14	\$808,504	\$3,841,763	\$260,002	\$723,595	\$5,633,865
15	\$824,674	\$3,918,598	\$265,202	\$738,067	\$5,746,542
16	\$841,168	\$3,996,970	\$270,506	\$752,829	\$5,861,473
17	\$857,991	\$4,076,909	\$275,916	\$767,885	\$5,978,702
18	\$875,151	\$4,158,448	\$281,435	\$783,243	\$6,098,276
19	\$892,654	\$4,241,617	\$287,063	\$798,908	\$6,220,242
20	\$910,507	\$4,326,449	\$292,805	\$814,886	\$6,344,647

The Project's estimated taxable purchases of materials, supplies, and services in the community and the Project's estimated taxable sales that will be subject to sales taxes in the community

Year	Taxable Purchases	Taxable Sales
1	\$0	\$316,500
2	\$0	\$325,995
3	\$0	\$335,775
4	\$0	\$345,848
5	\$0	\$356,224
6	\$0	\$366,910
7	\$0	\$377,918
8	\$0	\$389,255
9	\$0	\$400,933
10	\$0	\$412,961
11	\$0	\$425,350
12	\$0	\$438,110
13	\$0	\$451,253
14	\$0	\$464,791
15	\$0	\$478,735
16	\$0	\$493,097
17	\$0	\$507,890
18	\$0	\$523,126
19	\$0	\$538,820
20	\$0	\$554,985

The Project's total taxable purchases and taxable utilities

Year	Taxable Purchases of Supplies, Materials, and Services	Utilities Subject to Sales Tax			Total
		Utilities Subject to Sales Tax	Percent Taxable	Taxable Utilities	
1	\$0	\$0	100%	\$0	\$0
2	\$0	\$0	100%	\$0	\$0
3	\$0	\$0	100%	\$0	\$0
4	\$0	\$0	100%	\$0	\$0
5	\$0	\$0	100%	\$0	\$0
6	\$0	\$0	100%	\$0	\$0
7	\$0	\$0	100%	\$0	\$0
8	\$0	\$0	100%	\$0	\$0
9	\$0	\$0	100%	\$0	\$0
10	\$0	\$0	100%	\$0	\$0
11	\$0	\$0	100%	\$0	\$0
12	\$0	\$0	100%	\$0	\$0
13	\$0	\$0	100%	\$0	\$0
14	\$0	\$0	100%	\$0	\$0
15	\$0	\$0	100%	\$0	\$0
16	\$0	\$0	100%	\$0	\$0
17	\$0	\$0	100%	\$0	\$0
18	\$0	\$0	100%	\$0	\$0
19	\$0	\$0	100%	\$0	\$0
20	\$0	\$0	100%	\$0	\$0

Appendix B

Economic Impact Calculations

Number of jobs added and worker salaries to be paid each year in the City

Year	Direct Jobs	Indirect Jobs	Total Jobs	Direct Salaries	Indirect Salaries	Total Salaries
1	130.1	19.2	149.3	\$4,355,161	\$993,599	\$5,348,760
2	0.0	0.0	0.0	\$4,442,264	\$1,013,471	\$5,455,735
3	0.0	0.0	0.0	\$4,531,109	\$1,033,740	\$5,564,849
4	0.0	0.0	0.0	\$4,621,731	\$1,054,415	\$5,676,146
5	0.0	0.0	0.0	\$4,714,166	\$1,075,503	\$5,789,669
6	0.0	0.0	0.0	\$4,808,449	\$1,097,014	\$5,905,463
7	0.0	0.0	0.0	\$4,904,618	\$1,118,954	\$6,023,572
8	0.0	0.0	0.0	\$5,002,711	\$1,141,332	\$6,144,043
9	0.0	0.0	0.0	\$5,102,765	\$1,164,159	\$6,266,924
10	0.0	0.0	0.0	\$5,204,820	\$1,187,443	\$6,392,263
11	0.0	0.0	0.0	\$5,308,916	\$1,211,192	\$6,520,108
12	0.0	0.0	0.0	\$5,415,095	\$1,235,415	\$6,650,510
13	0.0	0.0	0.0	\$5,523,397	\$1,260,123	\$6,783,520
14	0.0	0.0	0.0	\$5,633,865	\$1,285,326	\$6,919,191
15	0.0	0.0	0.0	\$5,746,542	\$1,311,033	\$7,057,575
16	0.0	0.0	0.0	\$5,861,473	\$1,337,253	\$7,198,726
17	0.0	0.0	0.0	\$5,978,702	\$1,363,999	\$7,342,701
18	0.0	0.0	0.0	\$6,098,276	\$1,391,279	\$7,489,555
19	0.0	0.0	0.0	\$6,220,242	\$1,419,104	\$7,639,346
20	0.0	0.0	0.0	\$6,344,647	\$1,447,486	\$7,792,133
Total	130.1	19.2	149.3	\$105,818,948	\$24,141,841	\$129,960,789

Number of direct and indirect workers and their families who will move to the City and their children who will attend local public schools

Year	New Workers Moving to the Area	Total New Residents	Total New Students
1	0.0	0.0	0.0
2	0.0	0.0	0.0
3	0.0	0.0	0.0
4	0.0	0.0	0.0
5	0.0	0.0	0.0
6	0.0	0.0	0.0
7	0.0	0.0	0.0
8	0.0	0.0	0.0
9	0.0	0.0	0.0
10	0.0	0.0	0.0
11	0.0	0.0	0.0
12	0.0	0.0	0.0
13	0.0	0.0	0.0
14	0.0	0.0	0.0
15	0.0	0.0	0.0
16	0.0	0.0	0.0
17	0.0	0.0	0.0
18	0.0	0.0	0.0
19	0.0	0.0	0.0
20	0.0	0.0	0.0
Total	0.0	0.0	0.0

Number of new residential properties that may be built in the City for direct and indirect workers who will move to the City and the taxable value over time

Year	New Residential Properties	Taxable Value of New City Residential Property
1	0.0	\$0
2	0.0	\$0
3	0.0	\$0
4	0.0	\$0
5	0.0	\$0
6	0.0	\$0
7	0.0	\$0
8	0.0	\$0
9	0.0	\$0
10	0.0	\$0
11	0.0	\$0
12	0.0	\$0
13	0.0	\$0
14	0.0	\$0
15	0.0	\$0
16	0.0	\$0
17	0.0	\$0
18	0.0	\$0
19	0.0	\$0
20	0.0	\$0
Total	0.0	

Number of jobs added each year and worker salaries to be paid in the County

Year	Direct Jobs	Indirect Jobs	Total Jobs	Direct Salaries	Indirect Salaries	Total Salaries
1	130.1	0.0	0.0	\$4,355,161	\$1,890,769	\$6,245,930
2	0.0	0.0	0.0	\$4,442,264	\$1,928,584	\$6,370,848
3	0.0	0.0	0.0	\$4,531,109	\$1,967,156	\$6,498,265
4	0.0	0.0	0.0	\$4,621,731	\$2,006,499	\$6,628,230
5	0.0	0.0	0.0	\$4,714,166	\$2,046,629	\$6,760,795
6	0.0	0.0	0.0	\$4,808,449	\$2,087,561	\$6,896,010
7	0.0	0.0	0.0	\$4,904,618	\$2,129,313	\$7,033,931
8	0.0	0.0	0.0	\$5,002,711	\$2,171,899	\$7,174,610
9	0.0	0.0	0.0	\$5,102,765	\$2,215,337	\$7,318,102
10	0.0	0.0	0.0	\$5,204,820	\$2,259,644	\$7,464,464
11	0.0	0.0	0.0	\$5,308,916	\$2,304,836	\$7,613,752
12	0.0	0.0	0.0	\$5,415,095	\$2,350,933	\$7,766,028
13	0.0	0.0	0.0	\$5,523,397	\$2,397,952	\$7,921,349
14	0.0	0.0	0.0	\$5,633,865	\$2,445,911	\$8,079,776
15	0.0	0.0	0.0	\$5,746,542	\$2,494,829	\$8,241,371
16	0.0	0.0	0.0	\$5,861,473	\$2,544,726	\$8,406,199
17	0.0	0.0	0.0	\$5,978,702	\$2,595,620	\$8,574,322
18	0.0	0.0	0.0	\$6,098,276	\$2,647,532	\$8,745,808
19	0.0	0.0	0.0	\$6,220,242	\$2,700,483	\$8,920,725
20	0.0	0.0	0.0	\$6,344,647	\$2,754,493	\$9,099,140
Total	130.1	0.0	0.0	\$105,818,949	\$45,940,706	\$151,759,655

Number of direct and indirect workers and their families who will move to the County and their children who will attend local public schools

Year	New Workers Moving to the Area	Total New Residents	Total New Students
1	0.0	0.0	0.0
2	0.0	0.0	0.0
3	0.0	0.0	0.0
4	0.0	0.0	0.0
5	0.0	0.0	0.0
6	0.0	0.0	0.0
7	0.0	0.0	0.0
8	0.0	0.0	0.0
9	0.0	0.0	0.0
10	0.0	0.0	0.0
11	0.0	0.0	0.0
12	0.0	0.0	0.0
13	0.0	0.0	0.0
14	0.0	0.0	0.0
15	0.0	0.0	0.0
16	0.0	0.0	0.0
17	0.0	0.0	0.0
18	0.0	0.0	0.0
19	0.0	0.0	0.0
20	0.0	0.0	0.0
Total	0.0	0.0	0.0

Number of new residential properties that may be built in the County for direct and indirect workers who will move to the County and the taxable value over time

Year	New Residential Properties	Taxable Value of New County Residential Property
1	0.0	\$0
2	0.0	\$0
3	0.0	\$0
4	0.0	\$0
5	0.0	\$0
6	0.0	\$0
7	0.0	\$0
8	0.0	\$0
9	0.0	\$0
10	0.0	\$0
11	0.0	\$0
12	0.0	\$0
13	0.0	\$0
14	0.0	\$0
15	0.0	\$0
16	0.0	\$0
17	0.0	\$0
18	0.0	\$0
19	0.0	\$0
20	0.0	\$0
Total	0.0	

Taxable spending on which sales taxes will be collected

Year	Construction Workers' Spending and Furniture, Fixtures, and Equipment	Direct and Indirect Workers' Spending	Visitors' Spending	Taxable Sales from the Project	The Project's Local Purchases and Taxable Utilities	Total
1	\$11,271,875	\$1,337,190	\$13,271,900	\$316,500	\$0	\$26,197,465
2	\$0	\$1,363,934	\$13,670,057	\$325,995	\$0	\$15,359,986
3	\$0	\$1,391,212	\$14,080,159	\$335,775	\$0	\$15,807,146
4	\$0	\$1,419,037	\$14,502,563	\$345,848	\$0	\$16,267,448
5	\$0	\$1,447,417	\$14,937,640	\$356,224	\$0	\$16,741,281
6	\$0	\$1,476,366	\$15,385,770	\$366,910	\$0	\$17,229,046
7	\$0	\$1,505,893	\$15,847,343	\$377,918	\$0	\$17,731,153
8	\$0	\$1,536,011	\$16,322,763	\$389,255	\$0	\$18,248,029
9	\$0	\$1,566,731	\$16,812,446	\$400,933	\$0	\$18,780,110
10	\$0	\$1,598,066	\$17,316,819	\$412,961	\$0	\$19,327,846
11	\$0	\$1,630,027	\$17,836,324	\$425,350	\$0	\$19,891,700
12	\$0	\$1,662,628	\$18,371,414	\$438,110	\$0	\$20,472,151
13	\$0	\$1,695,880	\$18,922,556	\$451,253	\$0	\$21,069,689
14	\$0	\$1,729,798	\$19,490,233	\$464,791	\$0	\$21,684,821
15	\$0	\$1,764,394	\$20,074,940	\$478,735	\$0	\$22,318,068
16	\$0	\$1,799,682	\$20,677,188	\$493,097	\$0	\$22,969,966
17	\$0	\$1,835,675	\$21,297,503	\$507,890	\$0	\$23,641,068
18	\$0	\$1,872,389	\$21,936,428	\$523,126	\$0	\$24,331,944
19	\$0	\$1,909,837	\$22,594,521	\$538,820	\$0	\$25,043,178
20	\$0	\$1,948,033	\$23,272,357	\$554,985	\$0	\$25,775,375
Total	\$11,271,875	\$32,490,197	\$356,620,923	\$8,504,474	\$0	\$408,887,469

Local spending on lodging

Year	Spending on Lodging within Marysville
1	\$2,384,300
2	\$2,455,829
3	\$2,529,504
4	\$2,605,389
5	\$2,683,551
6	\$2,764,057
7	\$2,846,979
8	\$2,932,388
9	\$3,020,360
10	\$3,110,971
11	\$3,204,300
12	\$3,300,429
13	\$3,399,442
14	\$3,501,425
15	\$3,606,468
16	\$3,714,662
17	\$3,826,102
18	\$3,940,885
19	\$4,059,111
20	\$4,180,884
Total	\$64,067,034

Taxable value of the Project's property on local tax rolls

Year	The Project's Property		Total Taxable Property
	Land on Local Tax Rolls	Buildings and Other Real Property on Local Tax Rolls	
1	\$0	\$0	\$0
2	\$0	\$0	\$0
3	\$0	\$0	\$0
4	\$0	\$0	\$0
5	\$0	\$0	\$0
6	\$0	\$0	\$0
7	\$0	\$0	\$0
8	\$0	\$0	\$0
9	\$0	\$0	\$0
10	\$0	\$0	\$0
11	\$0	\$0	\$0
12	\$0	\$0	\$0
13	\$0	\$0	\$0
14	\$0	\$0	\$0
15	\$0	\$0	\$0
16	\$0	\$0	\$0
17	\$0	\$0	\$0
18	\$0	\$0	\$0
19	\$0	\$0	\$0
20	\$0	\$0	\$0

Appendix C

Fiscal Impact Calculations

Fiscal Impact: City of Marysville

Sales tax collections

Year	During Construction and Purchases of Furniture, Fixtures, and Equipment	On Direct and Indirect Workers' Spending	On Visitors' Spending	Taxable Sales from the Project	Local Purchases and Taxable Utilities from the Project	Total
1	\$326,884	\$38,779	\$384,885	\$9,179	\$0	\$759,726
2	\$0	\$39,554	\$396,432	\$9,454	\$0	\$445,440
3	\$0	\$40,345	\$408,325	\$9,737	\$0	\$458,407
4	\$0	\$41,152	\$420,574	\$10,030	\$0	\$471,756
5	\$0	\$41,975	\$433,192	\$10,330	\$0	\$485,497
6	\$0	\$42,815	\$446,187	\$10,640	\$0	\$499,642
7	\$0	\$43,671	\$459,573	\$10,960	\$0	\$514,203
8	\$0	\$44,544	\$473,360	\$11,288	\$0	\$529,193
9	\$0	\$45,435	\$487,561	\$11,627	\$0	\$544,623
10	\$0	\$46,344	\$502,188	\$11,976	\$0	\$560,508
11	\$0	\$47,271	\$517,253	\$12,335	\$0	\$576,859
12	\$0	\$48,216	\$532,771	\$12,705	\$0	\$593,692
13	\$0	\$49,181	\$548,754	\$13,086	\$0	\$611,021
14	\$0	\$50,164	\$565,217	\$13,479	\$0	\$628,860
15	\$0	\$51,167	\$582,173	\$13,883	\$0	\$647,224
16	\$0	\$52,191	\$599,638	\$14,300	\$0	\$666,129
17	\$0	\$53,235	\$617,628	\$14,729	\$0	\$685,591
18	\$0	\$54,299	\$636,156	\$15,171	\$0	\$705,626
19	\$0	\$55,385	\$655,241	\$15,626	\$0	\$726,252
20	\$0	\$56,493	\$674,898	\$16,095	\$0	\$747,486
Total	\$326,884	\$942,216	\$10,342,007	\$246,630	\$0	\$11,857,737

Fiscal Impact: City of Marysville

Hotel Occupancy Taxes

Year	Hotel Occupancy Taxes
1	\$47,686
2	\$49,117
3	\$50,590
4	\$52,108
5	\$53,671
6	\$55,281
7	\$56,940
8	\$58,648
9	\$60,407
10	\$62,219
11	\$64,086
12	\$66,009
13	\$67,989
14	\$70,028
15	\$72,129
16	\$74,293
17	\$76,522
18	\$78,818
19	\$81,182
20	\$83,618
Total	\$1,281,341

Fiscal Impact: City of Marysville

Property tax collections on new residential property

Year	New Residential Property Tax Collections
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: City of Marysville

Property tax collections on the Project's Real Property

Year	<u>Land</u>		<u>Buildings & Other Real Property Improvements</u>		Total Real Property Taxes Collected after Abated
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: City of Marysville

Building Permits	
Year	Building Permits and Fees
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: City of Marysville

Total Tax Revenues

Year	Revenues	Cumulative Revenues
1	\$807,412	\$807,412
2	\$494,556	\$1,301,969
3	\$508,997	\$1,810,966
4	\$523,864	\$2,334,830
5	\$539,168	\$2,873,998
6	\$554,923	\$3,428,921
7	\$571,143	\$4,000,064
8	\$587,841	\$4,587,905
9	\$605,030	\$5,192,935
10	\$622,727	\$5,815,662
11	\$640,945	\$6,456,608
12	\$659,701	\$7,116,309
13	\$679,010	\$7,795,318
14	\$698,888	\$8,494,207
15	\$719,353	\$9,213,560
16	\$740,422	\$9,953,982
17	\$762,113	\$10,716,095
18	\$784,444	\$11,500,539
19	\$807,434	\$12,307,974
20	\$831,104	\$13,139,077
Total	\$13,139,077	

Fiscal Impact: Snohomish County

Sales tax collections

Year	During Construction and Purchases of Furniture, Fixtures, and Equipment	On Direct and Indirect Workers' Spending	On Visitors' Spending	Taxable Sales from the Project	Local Purchases and Taxable Utilities from the Project	Total
1	\$0	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: Snohomish County

Tourism Promotion Area Lodging Fee

Year	New Occupied Nights	
	in County TPA	Total
1	31,650	\$63,300
2	31,650	\$63,300
3	31,650	\$63,300
4	31,650	\$63,300
5	31,650	\$63,300
6	31,650	\$63,300
7	31,650	\$63,300
8	31,650	\$63,300
9	31,650	\$63,300
10	31,650	\$63,300
11	31,650	\$63,300
12	31,650	\$63,300
13	31,650	\$63,300
14	31,650	\$63,300
15	31,650	\$63,300
16	31,650	\$63,300
17	31,650	\$63,300
18	31,650	\$63,300
19	31,650	\$63,300
20	31,650	\$63,300
Total		\$1,266,000

Fiscal Impact: Snohomish County

Property tax collections on new residential property

Year	New Residential Property Tax Collections
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: Snohomish County

Property tax collections on the Project's Real Property

Year	<u>Land</u>		<u>Buildings & Other Real Property Improvements</u>		Total Real Property Taxes Collected after Abated
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: Snohomish County

Total Tax Revenues

Year	Revenues	Cumulative Revenues
1	\$63,300	\$63,300
2	\$63,300	\$126,600
3	\$63,300	\$189,900
4	\$63,300	\$253,200
5	\$63,300	\$316,500
6	\$63,300	\$379,800
7	\$63,300	\$443,100
8	\$63,300	\$506,400
9	\$63,300	\$569,700
10	\$63,300	\$633,000
11	\$63,300	\$696,300
12	\$63,300	\$759,600
13	\$63,300	\$822,900
14	\$63,300	\$886,200
15	\$63,300	\$949,500
16	\$63,300	\$1,012,800
17	\$63,300	\$1,076,100
18	\$63,300	\$1,139,400
19	\$63,300	\$1,202,700
20	\$63,300	\$1,266,000
Total	\$1,266,000	

Fiscal Impact: Marysville School District

Property tax collections on new residential property

Year	New Residential Property Tax Collections
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: Marysville School District

Property tax collections on the Project's Real Property

Year	<u>Land</u>		<u>Buildings & Other Real Property Improvements</u>		Total Real Property Taxes Collected after Abated
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: Marysville School District

Total Tax Revenues

Year	Revenues	Cumulative Revenues
1	\$0	\$0
2	\$0	\$0
3	\$0	\$0
4	\$0	\$0
5	\$0	\$0
6	\$0	\$0
7	\$0	\$0
8	\$0	\$0
9	\$0	\$0
10	\$0	\$0
11	\$0	\$0
12	\$0	\$0
13	\$0	\$0
14	\$0	\$0
15	\$0	\$0
16	\$0	\$0
17	\$0	\$0
18	\$0	\$0
19	\$0	\$0
20	\$0	\$0
Total	\$0	

Fiscal Impact: State of Washington

Sales tax collections

Year	During Construction and Purchases of Furniture, Fixtures, and Equipment	On Direct and Indirect Workers' Spending	On Visitors' Spending	Taxable Sales from the Project	Local Purchases and Taxable Utilities from the Project	Total
1	\$732,672	\$86,917	\$862,674	\$20,573	\$0	\$1,702,835
2	\$0	\$88,656	\$888,554	\$21,190	\$0	\$998,399
3	\$0	\$90,429	\$915,210	\$21,825	\$0	\$1,027,464
4	\$0	\$92,237	\$942,667	\$22,480	\$0	\$1,057,384
5	\$0	\$94,082	\$970,947	\$23,155	\$0	\$1,088,183
6	\$0	\$95,964	\$1,000,075	\$23,849	\$0	\$1,119,888
7	\$0	\$97,883	\$1,030,077	\$24,565	\$0	\$1,152,525
8	\$0	\$99,841	\$1,060,980	\$25,302	\$0	\$1,186,122
9	\$0	\$101,838	\$1,092,809	\$26,061	\$0	\$1,220,707
10	\$0	\$103,874	\$1,125,593	\$26,842	\$0	\$1,256,310
11	\$0	\$105,952	\$1,159,361	\$27,648	\$0	\$1,292,961
12	\$0	\$108,071	\$1,194,142	\$28,477	\$0	\$1,330,690
13	\$0	\$110,232	\$1,229,966	\$29,331	\$0	\$1,369,530
14	\$0	\$112,437	\$1,266,865	\$30,211	\$0	\$1,409,513
15	\$0	\$114,686	\$1,304,871	\$31,118	\$0	\$1,450,674
16	\$0	\$116,979	\$1,344,017	\$32,051	\$0	\$1,493,048
17	\$0	\$119,319	\$1,384,338	\$33,013	\$0	\$1,536,669
18	\$0	\$121,705	\$1,425,868	\$34,003	\$0	\$1,581,576
19	\$0	\$124,139	\$1,468,644	\$35,023	\$0	\$1,627,807
20	\$0	\$126,622	\$1,512,703	\$36,074	\$0	\$1,675,399
Total	\$732,672	\$2,111,863	\$23,180,360	\$552,791	\$0	\$26,577,685

Fiscal Impact: State of Washington

Total Tax Revenues

Year	Revenues	Cumulative Revenues
1	\$1,702,835	\$1,702,835
2	\$998,399	\$2,701,234
3	\$1,027,464	\$3,728,699
4	\$1,057,384	\$4,786,083
5	\$1,088,183	\$5,874,266
6	\$1,119,888	\$6,994,154
7	\$1,152,525	\$8,146,679
8	\$1,186,122	\$9,332,801
9	\$1,220,707	\$10,553,508
10	\$1,256,310	\$11,809,818
11	\$1,292,961	\$13,102,779
12	\$1,330,690	\$14,433,468
13	\$1,369,530	\$15,802,998
14	\$1,409,513	\$17,212,512
15	\$1,450,674	\$18,663,186
16	\$1,493,048	\$20,156,234
17	\$1,536,669	\$21,692,903
18	\$1,581,576	\$23,274,480
19	\$1,627,807	\$24,902,286
20	\$1,675,399	\$26,577,685
Total	\$26,577,685	

Selected Interview Notes

Baseball/Softball

Local Organizations

- Laces Baseball Academy
- Lake Stevens Riptide Baseball
- Marysville Hawks

Regional Organizations

- Top Tier Sports

Basketball

Local Organizations

- 1st Quarter Foundation
- DYSports
- ECBA Hoops
- King's High School

Regional Organizations

- Eventuris
- Premier 1 Events
- Washington State Girls High School Basketball Coaches Association

Lacrosse

Local Organizations

- Limitless Lacrosse
- Snolax Lacrosse Club

Mat Sports/Martial Arts

Local Organizations

- NW Black Belt Academy

Regional Organizations

- Combat Sport Concepts DBA, FUJI Brazilian Jiu-Jitsu
- USA Taekwondo

Soccer

Local Organizations

- Mukilteo Soccer Club
- Pilchuck Soccer Alliance
- Seattle Youth Soccer Association
- Snohomish United Youth Soccer
- Sno-King Recreational Club
- Whatcom County Adult Soccer

Volleyball

Local Organizations

- Falcon Elite Volleyball Alliance
- Ignite Volleyball
- North Creek High School
- Space Needle Volleyball

Regional Organizations

- Junior Volleyball Association
- USA Volleyball-Puget Sound Region

Other

- 6SC AAU Tournament Organizer
- College Esports International
- i9 Sports – Lake Stevens/Marysville
- Marysville Parks, Culture and Recreation Department
- National Collegiate Table Tennis
- National Archery in the Schools Program
- Northwest Aerials Gymnastics
- USA Pickleball-Pacific Northwest
- Snohomish County Sports Commission
- Washington Interscholastic Activities Association

BASEBALL/SOFTBALL

Local Organizations

- Spring season is mid-February to mid-June + fall ball
- Youth baseball is popular in the area and is rebounding to pre-pandemic levels
- Needs in the community:
 - Batting cages: Minimum of 6, but 9-12 would be ideal
 - Infield area with space for pitching mound and 40/60 or 50/70 basepaths
 - HitTrax technology
 - Weight room or gym area
 - Indoor turf: Minimum of 160' x 170', but there could be an opportunity to run tournaments if it would be 200' x 200'
 - Outdoor diamond turf fields: Minimum of 4
- Ideal configuration of a proposed facility
 - Field: 200- to 220-foot fences
 - Surface: Turf
 - Amenities: Batting cages
- Other sports that would impact the usage of a proposed facility = soccer
- **Laces Baseball Academy** has been around for 20 years and offers 4 year-round baseball teams and 4 year-round softball teams

- The academy does not have an indoor location but rents from several indoor venues — including Base by Pros Mount Vernon for infield work and batting cage and Base by Pros Linwood for batting cages
 - Teams train 3 days/6 hours per week, paying by the hour at a rate a representative of the academy opted not to disclose
- The academy is looking for one building to host all indoor training
- A representative of the academy believes indoor hitting leagues operated with HitTrax offer a programming opportunity at the proposed facility
- The representative believes that Marysville is an ideal location
- The area could be a tournament mecca, especially considering it offers a casino and nicer hotels than some of the other areas that host baseball/softball tournaments
- Ideal locations:
 - Between 88th Street and the Tulalip
 - By the waterfront near the new offramp that is being built
- If this complex comes to fruition, the academy would potentially utilize it for the following:
 - Leagues – Yes, for indoor hitting leagues if the facility were set up accordingly
 - Camps – Yes, 40+ kids, depending on who coaches them
 - Clinics – Yes, 40+ kids, depending on who coaches them
 - Rentals – Yes, for indoor training from November-March (a minimum of 6 hours per team per week)
 - The academy would consider a contractual agreement to guarantee space and reduce the hourly cost of activities.
- **Lake Stevens Riptide Baseball** has approximately 150 players, the majority of them from Lake Stevens and Snohomish but also from the Everett, Marysville and Arlington areas
 - Seasonality: Year-round
 - Individual training: August-October
 - Winter team training: November-February
 - In-Season practices: March-July
 - The club offers indoor training for teams from November-February at a private facility at Wintergreen Tree Farm and exclusively rented to the club
 - It offers batting cages, pitching lanes, a turf area and a weight room
 - The club pays a monthly fee that a representative of the club opted not to disclose
 - Teams participates in indoor tournaments
 - 5 teams (9U-12U) play in indoor tournaments at the Northwest Sports Hub in Chehalis every weekend in January
 - The representative believes that Marysville is an ideal location
 - The representative believes indoor leagues and performance training offer programming opportunities at the proposed facility
 - If this complex comes to fruition, the club would potentially utilize it for the following:

- Leagues – Yes, 5 teams
 - Camps – No, the club already offers camps but the representative believes the proposed facility could potentially attract 40+ kids per camp
 - Clinics – Yes, 30+ kids, if the instructors are of high quality
 - Rentals – Not right now, because the has its own facility; if it needs a new location, the club would consider renting the proposed facility from November-February for 5.5 hours per night during the week and 16 hours on weekends
 - The club would consider a contractual agreement to guarantee space and reduce the hourly cost of activities.
- The **Marysville Hawks** as a nonprofit organization with 4 baseball teams; hoping to expand to 8 in 2026
 - It is the only select baseball organization in Marysville
 - Club: 4 teams
 - Ages 9, 11, 12, 13
 - Seasonality:
 - Winter training: November-February at The Sports Shed in Lake Stevens, which has turf with 4 batting cages
 - The club pays \$65 for 1.5 hours on Monday, Tuesday, Thursday and Saturday
 - 10-month program with 2 months off
 - A representative of the club believes City of Marysville lacks high-quality diamond fields
 - One turf field owned by the city is leased to Little League, and the Little League subleases it to outside organizations for \$35/hr
 - The representative believes there is a need for additional indoor turf space for training
 - The representative believes performance training offers and indoor hitting leagues with HitTrax offer programming opportunities for the proposed facility
 - If this complex comes to fruition, the club would potentially utilize it for the following:
 - Leagues – Yes, during the winter
 - Camps – Yes
 - Clinics – Yes
 - Rentals – Yes, 4 days per week for 1.5 hours between November-February
- Ideal location: Anywhere there is land, but it would need to be on the east side of the freeway

Regional Organizations

- **Top Tier Sports** operates baseball events all over the state of Washington
 - Mostly outdoor tournaments, but the company also offers indoor events during the winter months
 - The company utilizes the Northwest Sports Hub in Centralia

- Lays turf down over the courts
- 3 fields divided by curtains, 115 feet down the foul lines and approximately 165 feet to center field
- The company pays \$4,400/weekend for all three turf areas
- Tournaments start Friday at 10 a.m. and finish Sunday at 5 p.m.
- Events:
 - 5 events per year but the company requests every weekend available between December-February
 - Baseball only U12 and under
 - 1 event in December: 40 teams
 - 2 events in January: 52-56 teams
 - 2 events in February: 52-56 teams
 - More than 80% of teams stay in hotels Friday-Sunday
- If this complex comes to fruition, the company would potentially utilize it for the following:
 - Tournament Rentals – Yes
 - If there was only one field, the tournaments would be more locally based, but Top Tier could host 2-3 events per year during December-February — with a possibility for more
 - If there were two or more field, the company would host a minimum of 5 events, but would request to host one every weekend during December-February
- A company representative believes Marysville is an ideal location for a facility and it could be a regional draw

BASKETBALL

Local Organizations

- Tournament season is from March to July, with local tournament season from November to mid-March
- Availability of indoor space in the market limited pending time of year
- General impression of a proposed facility in the area = positive
- Tournament facilities in Washington include:
 - Auburn Fieldhouse (the largest in the state): 8 courts
 - The Warehouse (Spokane): 4 courts
 - Hub Sports Center (Liberty Lake): 5-6 courts
- Ideal configuration for the proposed facility:
 - 4-12 hardwood basketball courts
 - Preferred Surface: Hardwood or modular flooring
 - Amenities: Concessions, restrooms, drop-down divider curtains, shot clocks (for older players competing in college showcases), spectator seating, scoreboards, lounge areas, flex space, adequate parking, batting cages, streaming capabilities
- Adult basketball is popular in the area; private groups operate leagues

- One of the basketball clubs in the area is the **1st Quarter Foundation**, which has 8 girls' teams and 2 boys' teams (about 70 players)
 - Seasons:
 - Middle school (4 teams): Fall-March
 - High school (6 teams): February-July
 - March-July is the club's busiest time
 - Teams travel to 5-8 tournaments per year, including Las Vegas, Southern California, Portland and Montana
 - The name and location of a tournament is not as important to the club as the competition level (which must be high)
 - Top complexes, according to a club representative include Ladera Sports Center in Ladera Ranch, CA (8 dedicated courts) and Las Vegas Basketball Center (5 dedicated courts)
 - If the proposed complex came to fruition, all of the club's teams potentially would participate in 2-3 tournaments per year
 - A representative of the club believes that if the proposed facility can create an identity and provide an effective environment for players, it will attract teams from well beyond Marysville borders
- The **Emerald City Basketball Academy** is a facility renowned for its training that also offers travel teams
 - ECBA currently has four facilities: 2 in the Seattle area, 1 in Auburn and 1 in Olympia
 - Programs:
 - Training for youths to professionals: Approximately 800-900 participants
 - Travel teams: More than 60; local to national levels
 - The academy does not offer tournaments but rents its facilities to outside tournament organizers
 - Academy facilities have two courts
 - A representative of the academy said if each facility operated more than two courts, he would not survive as a private operator.
 - Any large tournament facilities would require a public partnership, because some form of subsidy would be needed
 - A high-end facility and connections to "very high-quality" clubs would be required to bring basketball tournaments to the proposed facility
 - There are few indoor court facilities north of Seattle; at least three north of the facility have closed for various reasons
 - The academy's representative said he would not target the Marysville market, given the area's socioeconomics
 - The further a facility is away from Seattle-Tacoma International Airport, the harder it is to attract basketball tournament participants
 - The representative does not believe people would travel to Marysville from California, Arizona, Utah or Nevada to participate in tournaments, given that the city is 90 minutes away from the airport

- Teams from Seattle most likely will not drive to Marysville for tournaments, because the quality of teams deteriorates the further you go from Seattle
- Local tournaments likely would be successful but not regional tournaments
- The academy sub-leases 3 courts at Auburn Fieldhouse (8 courts) for programs and tournaments
 - The academy representative said the fieldhouse opened four years ago and is in debt and losing approximately \$20,000 per month
- If the proposed complex came to fruition, the academy potentially would use it for the following:
 - Leagues – No
 - Camps – No
 - Clinics – No
 - Tournaments – No
 - Rentals – No
 - The academy would be interested in starting a club in the Marysville area if the complex moves forward, potentially utilizing it year-round for at least five days per week from 5-9 p.m.
 - Three courts at the Auburn Fieldhouse are available exclusively to the academy “at all hours,” and the academy then can rent those courts to outside users on an hourly basis
- The coach of the girls’ varsity basketball team at **King’s High School** also is president of **Washington State Girls Basketball Coaches Association** and serves as a liaison for all basketball coaches in the state for interscholastic sports
 - He runs two 2-day showcase tournaments in June, with between 24 and 80 teams
 - He also runs tournaments at local school gyms, paying between \$75-\$100/hr and \$3,000-\$5,000/weekend
 - He believes the proposed facility would be great for public teams in the local area and also would be a big draw for teams from all over the state
 - He believes teams would travel past existing facilities in the Seattle area to compete at the proposed facility in Marysville because of its easy access
 - He believes facility would need to be marketed and operated a very high level for it to be successful
 - He believes that school tournaments (district, regional or state) offer opportunities if there is enough spectator seating to accommodate fans from both teams
 - If the proposed complex came to fruition, the academy potentially would use it for the following:
 - Leagues – Yes, as well as feeder teams in grades 4-8
 - Camps – Yes
 - Clinics – Yes
 - Rentals – No
 - Tournament Rentals – Yes

Regional Organizations

- **DYSports** was started 6 years ago to cater more to developing teams — not elite teams
 - A step above YMCA-level basketball and one step below the hyper-competitive AAU level
 - The organizer has hosted tournaments in the Marysville area for three years
 - Also tournaments in the Seattle area, Tacoma and Phoenix, AZ
 - Year-round seasonality: 12 tournaments in Marysville
 - 1 tournament per month (2 days each)
 - Average about 50 teams per tournament, mainly local
 - Tournaments in January and February have up to 85 teams in Marysville
 - Require between 3 and 6 courts, usually at high schools, which charge \$40-\$50/hr
 - A representative is not sure of the percentage of teams that stay overnight
 - The representative believes Marysville could be a destination for regional tournaments if the proposed complex is more than just a gym and includes multiuse developments such as entertainment, food and retail options
 - Challenges: Out of town teams will have to fly into Seattle-Tacoma International Airport, which is 1.5 hours away.
 - Ideal location: Close to I-5
 - If this complex comes to fruition, DYSports would potentially utilize it for the following:
 - Rentals for tournaments – Yes, if the rental rate is acceptable
 - 12 tournaments per year
 - 1 two-day tournament per month utilizing 4-6 courts
- **Eventuris** operates Spokane Hoopfest, considered the largest 3-on-3 basketball tournament in the world
 - Also runs 3-on-3 basketball tournaments in the Northwest and Chicago
 - Season: July and August
 - Number of teams per event: 350-1,000
 - Entry Fees: \$140-\$250 per team for a 2-day event
 - The promoter does not charge gate fees
 - Events are held outdoors and utilize 30-80 courts
 - A representative of the promoter is unsure what percentage of participants stay overnight for the events
 - The representative believes Marysville would be a regional draw for events but is unsure if there is a need for an indoor sports facility in the Marysville market
 - If the proposed facility were built, the promoter would consider hosting 3 events — one each in the spring, fall and winter
 - The promoter would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- **Premier 1 Events** runs basketball tournaments across 12 states, mainly in the Northeast
 - Average about 150 teams per event

- Events are 2 days, with a national 3-day event held at Spooky Nook in Lancaster, PA, with about 300 teams and utilizing all 30 basketball courts
- Entry fees are \$295-\$375 per team for 3 games guaranteed
- The event does charge gate fees (about \$8 per person per day)
- The organization utilizes/rents private schools, which charge \$50-\$60 per hour per court
- On average, 50%-95% of teams stay overnight for events, depending on the location and size of a given event
- Teams travel within a 3-hour drive time of the event destination; larger events will draw teams from further than 3 hours away
- A representative of the organization said the promoter would not host tournaments at the proposed facility because it is focused on events only in the Northeast
- The representative did add that, since the pandemic, it has been difficult to secure private school gyms to host events

LACROSSE

Local Organizations

- Spring season is February-June; fall season is October-December
- High school lacrosse is a club sport in Washington
- Availability of indoor space in the market is limited
- Ideal configuration of a new facility to maximize participation would be:
 - Field Size: Full-size outdoor lacrosse field indoors
 - Preferred Flooring: Turf
 - Other Amenities Desired: Concessions
- Adult lacrosse is small in the area
- One club in the area is **Limitless Lacrosse**, which has 9 teams this year (though that varies) with 180 players from grades 3-11
 - Seasonality:
 - Summer travel: May-July (3-4 tournaments regionally)
 - Spring recreational: February-May (team play locally)
 - Fall travel: October-January (3-4 tournaments regionally)
 - Teams do indoor training 2 days per week for 2 hours each between December-April at Bellingham Sportsplex, which has 1 large indoor boarded soccer field and 1 small boarded indoor field
 - The fee is \$50/hr for either field
 - A representative of the club believes indoor space is limited but is unsure if Marysville needs indoor turf because Snohomish has an indoor field, Area Sports is to the south and Bellingham has an indoor facility
 - The representative believes indoor courts offer a huge opportunity for the proposed facility, as there is a much greater need for those
 - If this complex comes to fruition, the club would potentially utilize it for the following:

- Leagues – Yes, if it has a full-size field
 - Camps – Yes, as long as it doesn't conflict with its own camps
 - Clinics – Yes, as long as it doesn't conflict with its own camps
 - Rentals – Yes, for clinics and camps but not for practices (unless the proposed facility could match the \$50/hr rate in Bellingham)
 - 10 1-day clinics and camps throughout the year, for 4 hours per day with 40-60 kids
 - Winter training – Yes, 2 days per week for 2 hours between December-April
- The representative indicated an interest in having the club become an investor or contractual partner to utilize the facility
- Another lacrosse club is **Snolax Lacrosse Club**, which has seven teams with players from grades K-12
 - Geographic reach of its players is City of Snohomish
 - Member of USA Lacrosse, and teams play in the North Sound Youth Lacrosse League
 - Teams do not participate in indoor leagues
 - Teams do not train during the indoor/winter season, due to lack of indoor space
 - Indoor activities that the organization would likely participate in at a new facility:
 - Leagues: Yes, 7 teams
 - Rentals: Yes, 10-15 hours per week from February-May
 - Camps/Clinics: Yes, 60 athletes
 - Tournaments: Yes, 5 teams
 - The club would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
 - Impression of a proposed facility in the market = positive
 - A representative of the club stated there is a need for sports performance training in the market
 - The representative does believe Marysville would be a regional draw for events

MAT SPORTS

Local Organizations

- **Northwest Black Belt Academy** is a local martial arts school primarily for taekwondo
 - Most activities can be done at the academy's current location, but a small percentage of participants travel to compete in events
 - The local area needs a location to host events
 - The academy hosts 3 events per year, but it is very hard to host do so, because it must rely on high school gymnasium availability
 - Gym fees: \$3,000-\$5,000 per day (one court and bleacher seating)
 - Academy events attract up to 600 participants depending on the level of tournament
 - The State of Washington could host large regional events if more space were available

- Events typically take place in the spring, but they can happen year-round
- The Marysville community needs more martial arts space for activities
- Ideal configuration for the proposed facility:
 - Space comparable to two basketball courts in a high school gym
 - Adequate seating
 - Mats/pads, plus storage space for mats/pads
 - Storage area for mats
- If the proposed facility comes to fruition, the academy would consider using it for:
 - Event rentals: Yes, likely would host three 2-day events (spring, fall, winter), with 300-400 participants per event

Associations and Event Promoters

- **The Combat Sport Concepts DBA FUJI Brazilian Jiu-Jitsu** operates in 36 states per year
 - It hosts 120 events per year
 - All year long (summer months are a little slower)
 - Average 250-400 athletes
 - Entry fees: 1-day event = \$136 to \$190 per athlete
 - Gate fees: \$20 for the day
 - Participants travel within a 3-hour drive time of the event destination
 - The events are held at private indoor sports facilities, recreation centers, hotel ballrooms and school gyms; the average rental fee is \$100 per hour per court
 - About 40%-45% of participants travel 75 miles or furthermore to the events, and the company does not have a stay-to-play policy
 - Impression of a proposed facility in the area = positive
 - A representative from the organization believes Marysville would be a regional draw for events and would consider hosting 3-4 events at the proposed facility at any time of year
 - Ideal configuration of the proposed facility:
 - 10,000 square feet of open space
 - Preferred Surface: Hard court
 - Amenities: Concessions, bathrooms, locker rooms and bar
 - The promoter would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
 - The promoter also has plans to expand into wrestling
- There are 275 members in the State of Washington that belong to **USA Taekwondo**
 - Season: May-September
 - The organization operates 7 events per year
 - Number of athletes per event: 800 to 3,000, depending on the event
 - Entry Fees: \$219 per athlete
 - Events are 3-5 days long
 - Event format: Matches and rounds in a bracketed system
 - Gate fees: \$18 per person per day or \$50 per person for weekend pass

- The events are held at convention centers or arenas, with rental costs ranging from free to about \$15,000
 - The larger the event, the more likely it will be free to rent
 - About 98% of teams stay overnight for the events; the organization does not have a stay-to-play policy
- Impression of a proposed facility in the area = indifferent
- A representative of the association believe Marysville would be a regional draw for events, and the association would consider hosting 1 smaller event (800 athletes) at the proposed facility every two to three years
- The association would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- Ideal configuration for the proposed facility:
 - 80,000-130,000 square feet with meeting rooms, concessions/catering, AV/internet/electrical, dock and ability to utilize tables, chairs, risers, pipe/drape
- Event requirements or amenities:
 - Nearby airport with multiple flights daily
 - Hotels and restaurants within walking distance

SOCCER

Local Clubs

- Fall season is mid-July to October; spring season is April to May; high school soccer is played in the spring and fall
- Ideal configuration of a new facility to maximize participation would be:
 - Field: 7v7 or 9v9 size field and one futsal court
 - Preferred Surface: Turf and hard court
 - Other Amenities Desired: Concessions, bar and a family entertainment center element (similar to Arena Sports in Mill Creek)
- Futsal is in its early stages of growth, with some futsal leagues in the Seattle market
- The need for indoor synthetic turf in the area is not as great as the need for indoor courts
- Adult soccer is popular in the market, with leagues offered at existing facilities
- Other sports that would impact the usage of a proposed facility would be football, lacrosse and ice hockey
- The **Mukilteo Soccer Club** has been around for 40+ years
 - Programs (all outdoor)
 - Fall: 40-45 teams (mid-September to mid-November)
 - Spring: 20-25 teams (mid-April to mid-May)
 - Select travel teams: 7 teams/103 players (mid-September to mid-November) + 4 travel teams in the spring (mid-April to mid-May)
 - Teams travel regionally to play games
 - Club needs: Indoor training facility with turf and space for speed, agility and quickness training

- The club is looking into opening an indoor training facility, but cost has been a major issue; nothing is currently planned
- The club is trying to put together an indoor season during the winter
- There are two local facilities in the area: Everett Soccer Arena and Arena Sports
 - The club has 10-12 teams playing in leagues at Arena Sports
- Club does not offer futsal teams but could; a representative of the club did not know whether futsal is popular in the area
- The club has never looked into offering adult soccer, but there is an adult league in their area that is quite popular
- If the proposed facility comes to fruition, the club would consider using it for:
 - Leagues: Yes, 10-12 teams, but maybe fewer because Arena Sports is closer to players than Marysville
 - Camps: Yes, 50-300 kids would participate
 - Clinics: Yes, but unsure about potential participation numbers
 - Rentals: Teams currently rent indoor field space but only during inclement weather
 - The club would consider using the proposed facility during the winter for training 20 hours per week
- A representative of the club indicated that in-house programming and tournaments would provide an opportunity build a reputation in the local and regional communities
- There are 13 clubs and two competitive teams in the **Seattle Youth Soccer Association**, with about 13,000 members from ages 4-19
 - Geographic reach is Seattle, Lynnwood and Edmonds to Renton border
 - The association is based about an hour away from Marysville, and a representative of the association does not believe there is an opportunity for clubs to travel to Marysville for indoor programming at the proposed facility
 - Member of Washington Youth Soccer
 - Teams do not participate in indoor leagues
 - Seasons:
 - Premiere/Select travel year-round beginning in late-April
 - Fall recreation is September to mid-November
 - Spring recreation is April to early June
 - The association also runs a 3-week tournament in December
 - A representative of the association noted that the association has rented space at Arena Sports to run a league, adding that it has not gone well
 - Arena Sports in Magnuson offers its facility for free for the association's TOPS program; 10 weeks in the fall and spring
 - Teams do not train indoors during the indoor/winter season; winters are mild, and teams can train outdoors
 - Teams do participate in offseason leagues at Arena Sports Magnuson during the winter months

- Futsal is emerging in the market, and the association started a successful pilot program, utilizing a school gym and paying \$27 per court per hour
 - The program offers skills clinics and leagues, and has now expanded to three locations in Seattle: 2 schools and 1 community center
 - There are approximately 20 teams in the futsal leagues
 - 8-week seasons in the summer, fall, winter and spring
- The representative did state that the association explored the possibility of building an indoor sports facility, but realized the required capital was too much
- Availability of indoor space in the market is limited
- The representative is unsure whether there is a need for an indoor sports facility in the Marysville market
- The representative noted that it would be difficult for teams to travel to Marysville because they would pass several existing indoor sports facilities on the way
 - Due to state soccer rules, certain teams cannot travel beyond their boundaries
- Impression of a proposed facility in the market = conservative
- Ideal size of a proposed facility:
 - 2 boarded indoor turf fields
 - Bar and office space
- The representative said there is a need/opportunity for sports performance training in the market
- The association offers coaching education, referee clinics and other events, which are held outdoors
- **The Pilchuck Soccer Alliance** boasts 1,100 players (300 are from the club's select teams) from ages 4-19
 - Member of Washington Youth Soccer; recreation teams play in the North County League and Select teams play in the North Puget Sound League
 - The City of Marysville also runs a 7v7 soccer program with 600-800 players in the spring
 - Ages 7-14, and 75%-80% of those players are from the club
 - Several teams do participate in indoor leagues at the Everett Soccer Arena
 - One soccer dome in the area closed about 15 years ago, and another one closed about 8-9 years ago
 - Teams train outdoors during the winter season using city or school turf field.
 - Rental fees are \$100 per hour
 - A representative of the alliance says the organization is looking for a facility to partner with for indoor training
 - A representative of the club believes there is a need for an additional indoor sports facility in the market for the sport, because the demand is there
 - If this complex comes to fruition, the organization potentially would utilize it for the following:
 - Leagues: Yes, 20-40 teams

- Rentals: Indoor: Yes, 8 hours per week from October-March, but only if cost of turn were \$100/hr or less
 - If his organization would partner with the facility, it likely would utilize the field 8 hours per week year-round, but only if the cost were around \$100/hr
 - Camps/Clinics: Yes, 50-100 athletes
 - Tournaments: Yes, 20-40 teams
 - Futsal Leagues and Tournaments: Yes, 10-15 teams
 - The club would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- Impression of a proposed facility in the area = positive
- The club representative does believe there is a need for sports performance training in the market
- The representative believes Marysville would be a regional draw for tournaments and events
- **Snohomish United Youth Soccer** includes 46 premier teams and 80 recreational teams
 - The club's geographic reach is within the Snohomish School District boundaries
 - Seasonality:
 - Premier is year-round
 - Recreational is in the fall
 - The club does not currently do any indoor training during the season or during the off-season
 - Teams do not participate in indoor leagues, but they do encourage their participants to play in indoor leagues outside of the club and on their own time
 - A club representative does not believe there is a need for additional indoor sports assets in the area
 - The representative believes that performance training offers a programming opportunity
 - If this complex comes to fruition, the club potentially would utilize it for the following:
 - Leagues – No, but it would encourage players to participate in indoor leagues offered at the complex
 - Camps – No, but it would encourage players to participate in camps offered at the complex
 - Clinics – No, but it would encourage players to participate in camps offered at the complex
 - Rentals – No, because the proposed facility would be located outside of the club's boundaries
- **The Sno-King Recreational Club** is based out of Edmonds, which is 30-40 minutes south of Marysville
 - A club representative said it would not have a need to use the proposed facility in Marysville

- The representative would like a similar feasibility study done in the Edmonds area
- The only time club teams interact with Marysville is when recreational teams (11U-18U) travel there for games
- Seasonality:
 - Fall: September-November
 - Spring: April-May
- If this facility comes to fruition, the club would potentially use it for the following:
 - Leagues – No
 - Camps – No
 - Clinics – No
 - Rentals – No
- **Whatcom County Adult Soccer** is solely housed in the cities of Ferndale and Bellingham within Whatcom County
 - A representative of the program said it would not interact with Marysville or be a user of the proposed facility

VOLLEYBALL

Local Clubs and Teams

- Club season is January to June; high school season is in the fall
- Availability of indoor space in the market is limited
- There is a need for additional indoor courts in Marysville
- Ideal configuration of a new facility to maximize participation:
 - 6-12 USA Volleyball regulation-size courts
 - Preferred Surface: Modular flooring or hardwood
 - Space for performance training and weightlifting
 - Concessions
 - Team rooms
 - Mezzanine viewing
 - Adequate parking
 - Adequate restrooms
- Adult volleyball is popular in the market; parks and recreation departments, YMCAs and private groups offer leagues
 - Adult volleyball offers a programming opportunity at the proposed facility
- Beach volleyball is gaining popularity in the market, especially among youth players
 - Season is December to July for most clubs
- Marysville could be a regional destination for tournaments and events
- Other sports that would impact the usage of a proposed facility = basketball and soccer
- The **Falcon Elite Volleyball Alliance** has 6 teams (50 players) from 12U to 17U
 - Geographic reach of its players is from Seattle, Arlington, Bellevue and Millcreek
 - Member of USA Volleyball's Puget Sound Region

- The club utilizes two church gyms with a total of three volleyball courts for 10-12 hours per week from late November-late June.
 - The club pays \$2,000-\$2,500 per month for use of the courts
- Teams participate in 11 tournaments per year
 - Entry fees for a 1 day are \$150-\$200 per team, \$400-\$550 per team for a 2-day event and \$900 per team for a 3-day event
 - Teams travel up to 5 hours for events.
- A club representative does believe there is a need for an additional indoor sports facility in the market for the sport, because of the lack of indoor space; additionally, it would be nice to have a north option for tournaments.
- Indoor activities that the organization would likely participate in at a new facility:
 - Leagues: No, due to distance; but teams likely would participate in Power League games if they were hosted at the proposed facility
 - Rentals: No, due to distance
 - Camps/Clinics: Yes, 25 athletes
 - Tournaments: Yes, all teams
 - Tournament Rentals: Yes, 1 or 2 tournaments per month during the season
 - The club currently does not host any tournaments locally but would like to explore that opportunity
- Impression of a proposed facility in the area = positive
- The club representative does not believe there is a need for sports performance training in the market; enough services already exist.
- The representative does believe Marysville would be a regional draw for events.
- **Ignite Volleyball** is a club based out of north Seattle, and approximately 50% of its players come from Everett and Marysville
 - 12 teams
 - Season is January-May
 - Camps and clinics from June-September
 - It is a nonprofit organization with approximately 40% of the players on scholarship
 - Member of USA Volleyball
 - 12 teams; it could be more if gym availability weren't so limited
 - The club hosts 4 tournaments per year at a local Boys & Girls Club
 - 1 each in in January, February, March and April
 - Single-day tournaments
 - 8 teams per tournament
 - The club utilizes 3 locations with a total of 6 courts for practices and games
 - A local school, First Baptist Church of Everett and Ridge Activity Center
 - Practices: Monday, Wednesday and Friday
 - Fee: \$40-\$60/hr, depending on the location
 - Facilities can host sanctioned USA Volleyball events without a club affiliation
 - A club representative believes adult volleyball is an opportunity

- If this facility comes to fruition, the club potentially would use it for the following:
 - Leagues – No, if they are recreational leagues; yes, if there are competitive or AUU leagues
 - Camps – No
 - Clinics – No
 - Rentals – Yes, 3 days per week and 6 hours per day from January-March
 - Tournament Rentals: Yes, 4 — 1 each during January, February, March and April
 - The club would consider a contractual agreement to guarantee space and reduce the hourly cost of activities.
- A representative of the club believes Marysville is an ideal location for the proposed facility, because the area is very underserved and in need of sports facilities
- At the high school level **North Creek High School** offers 4 teams from grades 9-12
 - Teams utilize either North Creek Middle School or North Creek High School for practices
 - 2 gyms with 6 courts at the high school
 - 1 gym with 2 courts at the middle school
 - host any tournaments, all tournaments are regionally hosted
 - Teams play in 4A in the Washington Interscholastic Activities Association
 - Season is late-August to mid-November.
 - Teams have summer training during open gym 2-3 times per week.
 - Indoor summer leagues have dwindled over the past several years, due to a lack of space; school teams have not played in summer leagues in recent years.
 - The school also runs a youth summer camp in June with 40-70 kids for 3 days from 5-8 p.m.; cost per player is \$100.
 - Teams train at the school during the season and off-season
 - A representative of the school does believe there is a need for an additional indoor sports facility in the market for the sport, because of the lack of indoor space, plus some existing facilities have a minimal number of courts to host larger tournaments.
 - Ideal configuration of a new facility to maximize participation:
 - Indoor activities that the organization would likely participate in at a new facility:
 - Leagues: Yes, 4 teams
 - Rentals: Yes, from April to August for 4-6 hours per week
 - Camps/Clinics: Yes, 40-50 athletes; the school would potentially run its own camps/clinics there, too
 - Tournaments: Yes, 4 high school teams for high school and 18 select teams
 - The school would consider a contractual agreement to guarantee space and reduce the hourly cost of activities.
 - Impression of a proposed facility in the market = positive
- **The Space Needle Volleyball Foundation** features 13 girls' teams and 5 boys' teams

- Seasonality: Late November-Early June
 - Teams play in a tournament every weekend
- The foundation leases a warehouse in Mukilteo with 3 courts
- Teams play in a Power League with four dates — 1 each in January, February, March and April
- The foundation does not host any tournaments, but a representative of believes teams would participate in tournaments hosted at the proposed facility in Marysville

Associations

- The **Puget Sound Region of USA Volleyball** has 6,000 members (40-48 clubs)
 - In order to host an event, the proposed facility would either need a club member to organize the event or the facility would need to be a member of the region
 - The Junior Volleyball Association and Top Court (3STEP Sports) also allow facilities to host tournaments
 - The region operates 30 events per year: Power League (girls) and tournaments (girls and boys, plus large regional tournaments)
 - Season: December to mid-May
 - Number of teams per event: 320
 - Entry Fees:
 - 1-day (most events): \$150-\$200 per team sport
 - 2-day: \$400-\$550 per team
 - Gate Fees: \$5 per day
 - The association uses clubs with their own facilities, as well as private facilities and school gyms
 - Rental fees are \$550 per court for 8-10 hours per day
 - Northwest Sports Hub charges about \$12,300 per weekend (Saturday/Sunday) for the entire gym (22 courts) — even though the region only uses 16
 - Northwest Sports Hub also keeps the gate fees
 - Impression of a proposed facility in the market = positive
 - The region likely would commit to running 2 events per month from December to May and would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
 - The ideal number of courts would be 8-16
 - Other amenities: High ceilings, quality lighting, divider curtains, parking and spectator seating
 - If there were two volleyball courts on one basketball court, there will need to be at least 6 feet of space around each volleyball court
 - The region only uses 16 of the 22 courts at Northwest Sports Hub because otherwise there would not be enough space for spectator seating; the unused courts are for seating

- There are clubs in the region looking for indoor practice space during the week, but most of those clubs operate as nonprofits and are unable to pay more than school gym rental rates — which are about \$50/hr
- A representative of the association believes Marysville would be a regional draw for events
- The association also would potentially use the facility for coaching education, officials training and other events
- The representative does believe there is an opportunity for a new indoor sports facility in the market for volleyball, because of the lack of indoor space in the market
- The region does not host adult events, due to the lack of indoor space; if this facility came to fruition, however, adult events would provide a new opportunity
- The association also would be interested in having office space in the facility and would need 700 square feet
 - Currently, the association leases office space in Lynnwood, paying \$1,500 per month
- The **Junior Volleyball Association** has 30 volleyball clubs operating in Washington
 - The association does not sanction any indoor leagues, but JVA member clubs participate in leagues, with several clubs traveling up to six hours to compete
 - The region sanctions over 115 single-day events per year and over 85 two- or three-day events per year
 - Season: November-June; high school season is in the fall
 - 12 to 240 teams
 - Entry Fees:
 - 1-day = \$225-\$240 per team
 - 2-day = \$450 per team
 - 3-day = \$700 per team
 - Gate fees range from \$10-\$15 per person per day
 - The association partners with an organization that runs sand events
 - The association does not sanction any indoor leagues, but JVA member clubs participate in leagues, with several clubs traveling up to six hours
 - The association currently holds 6 regional events per year, which utilize a minimum of 44 volleyball courts.
 - One-day events are \$225-\$275 and 2-day events are \$550-\$550 and 3-day events at \$775
 - Gate fees are typically applied by the venue and generally charge \$10-\$15 per person per day
 - Boys' volleyball is growing nationally, and JVA hosted 5 boys' events in 2024 (1 national and 3 regional events)
 - There is no rule within the association that a facility needs a club to run an event
 - The association does have a need for venues for coaching education, clinics and other special events, and it would potentially use the proposed facility in partnership with club members

- The association does not run any adult programming or events
- About 90% of teams stay overnight if traveling from more than 3 hours away
- Volleyball is seeing large growth across the country, and there is an opportunity to spur that growth with a facility in an underserved area with little competition
- A representative of the association believes Marysville would be a regional draw for tournaments and events
- The association likely would commit to running 1 regional event at a proposed facility; however, it would need a minimum of 44 volleyball courts

OTHER

Local Organizations

- The **Marysville Parks, Culture and Recreation Department's** indoor court needs are not being met
 - The department needs indoor courts from November to March but could expand to offer more programs (or bolster existing programs) if the department had its own courts
 - Right now, the department relies on school gyms
 - The city does have an agreement with schools and pays \$12 per hour per court
 - Some school gyms are not ideal, and the department competes for space with local YMCA and Boys & Girls Clubs
 - The department offers the following youth sports programs
 - Basketball
 - 600-700 participants
 - Winter: November-March
 - 12-week session: Tryouts in November, practices in December and games January-March
 - Grades K-12
 - \$80-\$105 per player
 - Soccer (outdoors)
 - 600 participants
 - Spring
 - 8-week session
 - Grades K-12
 - \$80-\$100 per player
 - The department does not have any adult leagues that play indoors, but do offer an outdoor adult softball league
 - The department does not have its own indoor court facility
 - Availability of indoor court space in the market is limited
 - A representative of the department believes indoor sports programming presents a major opportunity for the operator of the proposed facility in Marysville — especially in sports the city doesn't currently offer (such as youth volleyball, adult basketball, adult volleyball and futsal)

- Sports in need of indoor facilities in the market = basketball, volleyball, pickleball, soccer, lacrosse and baseball
- A representative of the department is not aware of any rumored projects similar to this one
- Courts available in the market are at schools and churches
- The department likely would utilize the proposed facility for the following
 - Basketball programming for 18 hours or more per week
 - A new youth futsal league in the winter
 - Pickleball rentals/drop-ins during daytime hours during the winter months
- The department's representative does believe there is a need for an additional indoor sports facility in the market, because of the lack of indoor space in the market
- Ideal configuration of a proposed facility
 - 6-8 basketball courts and a turf field
 - Amenities: Concessions and a pro shop
- The department's representative believes there is a need/opportunity for sports performance training in the market
- Impression of a proposed facility in the market = positive
- The department's representative does believe Marysville would be a regional draw for events and envisions teams traveling from within a 5-hour driving distance
 - Local tourism-related amenities include retail stores and an outlet mall, restaurants and a casino
- **i9 Sports – Lake Stevens/Marysville**, which offers multiple youth sports programs, has a new owner, and team counts are still low. But the plan is to put more money into marketing in the coming years
 - Sports:
 - Baseball (Ages 3-6)
 - Spring: One hour for 7 weeks for development
 - Winter: 8-10
 - Flag Football (Ages 4-10)
 - Fall and Spring: Instructional only for 7 weeks, with 2 teams and 2 age groups
 - Soccer (Ages 3-13)
 - This is the organization's largest program, with three 7-week seasons
 - Fall: 12 teams
 - Winter: 6 teams
 - Spring: 16 teams
 - Basketball
 - Fall: 7 teams
 - Potential Nike camps in the summer

- The organization hosted 2 5-day outdoor camps last year
 - There is a huge need in the area for indoor sports assets
 - i9 competed with Boys & Girls Clubs basketball teams for court time
 - For basketball, i9 utilizes local schools, paying \$130/hr plus \$120/day in custodial services
 - 9 a.m.-3 p.m. one day per week
 - For indoor soccer, i9 utilizes an arena in Everett, paying \$110/hr
 - 9:30 a.m.-1 p.m. one day per week
- Needs in the area:
 - Minimum of two hardwood courts
 - Indoor turf (minimum size: 185-by-85 feet)
- If this complex comes to fruition, the organization would potentially utilize it for the following:
 - Camps – She would help advertise the facility to her participants
 - Clinics – She would help advertise the facility to her participants
 - Rentals – Yes
 - Basketball
 - 7 weeks during fall, winter and early spring from 9 a.m.-3 p.m. one day per week
 - Soccer
 - 7 weeks during late fall and winter from 9 a.m.-1 p.m. one day per week
 - Football
 - 7 weeks during late fall and winter from 9 a.m.-1 p.m. one day per week
 - Baseball
 - 7 weeks during winter from 9 a.m.-1 p.m. one day per week
- Marysville is an ideal location for the proposed facility
- **Northwest Aerials Gymnastics** is based out of Redmond/Kirkland area
 - The owner would be interested in hosting events at the proposed facility
 - Under USA Gymnastics, there are the Junior Olympic and Excel programs
 - The organization currently hosts 1-2 events per year
 - Competitive season: January-April
 - Number of participants per event: Average 500 athletes for invitationals and 900 for regional events
 - Entry Fees:
 - Invitational: 2-day event = \$90 per athlete
 - Regional: 3-day event = \$105 per athlete
 - Gate fees: \$20 per session per person or \$45 per day/per person
 - The invitational event is held at Everett Community College, which charges \$12,000 for 2 days plus set up for a 100-by-120-foot space and two rooms
 - The regional event is held at the Evergreen State Fairgrounds in Monroe, which charges fees similar to those of Everett Community College

- About 20% of participants stay overnight for invitational events and 60%-70% stay overnight for regional events
 - There is no stay-to-play policy
- Impression of a proposed facility in the area = positive, but there needs to be enough hotel rooms and easy highway access near the proposed location
- Marysville would be a regional draw for events
- The school would consider hosting 2 events at the proposed facility from January-April
- The school would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- Ideal configuration for the proposed facility: 140-by-140 feet of open space
 - Amenities: Team rooms and bathrooms
- There is a need for an additional indoor sports facility in the market, because of the lack of indoor space in the area
- According to the **Snohomish County Sports Commission**, there are 6,200 rooms in the county, with the majority of them in the Lynnwood, Everett and Marysville markets
 - Hotel busy season is June, July and August; shoulder season is October-March
 - Daily average visitor spending in the county is \$140 including hotel; average daily spending for day trippers is \$58
 - The organization is very active in bringing in sporting events
 - Availability of convention space in the market is limited
 - Angel of the Winds Arena in Everett is dedicated to ice sports, but the Lynnwood Event Center is adding 17,000 square feet of ballroom space.
 - The county would be interested in having a sports complex in the area, and the county's sports commission would be willing to help promote the proposed facility to outside groups
 - The sports commission helps support 155 events
 - One local basketball director hosts tournaments around the area, and the proposed facility would offer new tournament opportunities in Marysville
 - A representative of the commission is not aware of any rumored projects similar to this one
 - Sports tournaments/events are rebounding back to pre-COVID levels
 - The representative does believe there is a need for an indoor sports facility in the market
 - Ideal configuration of a proposed facility: 8 hardwood basketball courts convertible to 16 volleyball courts
 - The commission has turned groups — especially regional and state gymnastics events — in recent years because of a lack of space
 - Sports in need of an indoor sports facility (regionally) = basketball, volleyball, gymnastics, wrestling, martial arts, archery and cornhole
 - Sports in need of an indoor sports facility (locally) = basketball, volleyball, pickleball, futsal and cornhole
 - A new facility in Marysville would be viewed positively by the public

- **USA Pickleball-Pacific Northwest** hosts several pickleball tournaments
 - One of its representatives also is a professional instructor in the area, operates a pickleball academy, offers clinics and lessons in the area and helps establish pickleball programming at other local facilities
 - Indoor pickleball months are October-March/early April
 - The representative believes there would be a sizable group of players looking for indoor opportunities for 6-7 months of the year
 - A challenge would be that high-end players need pickleball-specific flooring (not hardwood)
 - A facility with only hardwood will lose about 30%-35% of players, because more serious players will opt for pickleball-specific facilities
 - Indoor clinics and lessons are held at:
 - The Lodge at St. Edwards Lodge Park in Kenmore
 - Large gymnasium with 4 hardwood courts
 - \$20/hr
 - Columbia Athletic Club
 - 3 hardwood courts
 - \$40/hr (for members)
 - 9 a.m.-3 p.m. is peak time for lessons and clinics
 - 24-30 teams on all 3 courts during winter months
 - Games: 4-6 p.m.
 - Indoor pickleball leagues offer a programming opportunity at the proposed facility
 - The organization's representative helps put on the City of Marysville in-house outdoor tournament
 - 3 days in September
 - 32 teams (16 teams per court)
 - There also are some indoor tournaments in the area
 - This summer, 3 non-sanctioned 2-day tournaments will be held at The Lodge at St. Edwards in June, July and August
 - Needs in the area:
 - Minimum of 4 indoor courts (but 8 would be ideal), preferably with pickleball-specific flooring and 10 feet of runoff between each court for sanctioned tournaments
 - If this complex comes to fruition, the association would considering renting it from 9 a.m.-4 p.m. during the winter months
 - Ideal location: Along the I-5 corridor
 - The association's representative would like to be involved as the pickleball pro at the proposed facility for his programs and academy
 - The representative believes the facility would be positively viewed by the community

State and National Organizations

- The **Washington Interscholastic Activities Association** runs 120 state events
 - Some of the association's facility needs are being met, but other sports such as cheer, dance and basketball could use more space
 - The association does have requirements for facilities to host state events
 - A representative of the association believes Marysville would be regional draw for events, noting opportunities for indoor turf and courts
 - Impression of a proposed facility in the market = positive
 - The state wrestling tournament is at the Tacoma Dome and uses 26 mats over two days; a special committee is considering future alternatives, which could mean adding a day or splitting the event at various sites
- The **6SC AAU Tournament Organization** runs basketball, volleyball, and soccer events, with basketball being their largest
 - The organization currently runs basketball tournaments across 48 states and hosts about 900 events
 - Average about 214 teams per event
 - Events are 2 days with the National event being 3 days with about 375-400 teams
 - Entry fees are \$375-\$575 per team for 3 games guaranteed
 - The organizer does charge gate fees, which are about \$20 per person for the weekend
 - About 35% of local/regional teams/participants stay overnight, with 85% of participants staying overnight for national events
 - There is no stay-to-play policy for local and regional events, but one is in place for national events
 - The organization runs about 100 volleyball events per year
 - 120 to 1,000 teams per event
 - Events are 2 days
 - Entry fees are \$500 to \$1,000
 - The organization utilizes/rents private facilities and schools
 - Average rental cost is \$55-\$70 per hour per court
 - The organization would consider moving some of its events to the proposed facility in Marysville if the price were right and a multi-year agreement included scheduling flexibility and the opportunity to run volleyball events
 - A representative of the organization believes Marysville would be a regional draw for tournaments and events
 - Impression of a proposed facility in the market is positive
 - The organization would have a need for a "home" facility to run basketball and volleyball events
 - Amenities desired at a proposed facility:
 - 8-20 high school full-size basketball courts
 - 16-24 volleyball courts
 - Hardwood or modular flooring
 - Spectator seating

- Conference rooms
- Event Requirements: hotels, airport access and ample parking
- The organization would consider hosting two 2-day basketball events/tournaments per year in the spring and fall, as well as 2 volleyball events in the winter
- The organization would be interested in running its national tournament at the proposed facility if it had 20-30 courts
- The organization would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- **College Esports International** hosts esports events from high school to professional levels around the country
 - The organization also does consulting services for clients looking to develop esports assets or facilities
 - The organization works in a lot of LAN-based facilities all over the country for their events
 - The organization is currently building an esports facility in Aurora, IL, as a part of a larger development that will include sports facilities
 - A representative of the company is seeing a growing interest in merging traditional sports with esports
 - Some colleges and universities offer scholarships for esports teams
 - The organization wants to bring more esports collegiate competitions to the west coast
 - It only uses arenas in California right now
 - Requirements for an esports competition:
 - Seating for 500-700 spectators
 - Minimum of 20 stations for PCs and consoles
 - Equipment for streaming
 - Robust internet speeds
 - If a facility is developed without a specific esports area, the organization can still host events there — as long as the broadband and Wi-Fi infrastructure are high speed
 - If an event is streamed, there need only be enough space for competitors
 - If there is a live audience, there will need to be seating for a minimum of 300, as well as space for the competitors
 - HyperX Arena in Las Vegas is an example of an ideal layout for a facility without a dedicated esports space
 - 30,000 square feet
 - Professional esports competition stage
 - 50-foot LED screen
 - If the proposed facility comes to fruition, the organization would consider renting it for 1-2 large tournaments per year, as well as monthly smaller events year-round
- The **National Archery in the Schools Program (NASP)** is a school-based organization, with 250 schools enrolled; some much more active than others

- Each school averages about 200 participating students
- The annual state championship tournament is typically conducted in March (although the 2025 event was held in February) and is a qualifying event for the National Championship in April (in Sandy, Utah); most schools conduct or accelerate their practice sessions beginning in January to prepare for tournaments.
- A representative of the organization's Washington branch was not familiar with recreation space in the Marysville market; however, the closest facilities with indoor archery ranges are Silver Arrow Bowmen and Riverside, both in Mount Vernon
- Washington NASP hosts one state championship each year, although it potentially will begin conducting regional qualifiers to prepare archers and narrow the field for the state championship
- Participation numbers for the state championship have climbed consistently — from 48 in 2006 to nearly 1,000 in 2016. Numbers dropped during the pandemic but have increased in recent year
 - Finding a single location large enough to accommodate up to 1,000 archers is a challenge, so events have been distributed across four locations and multiple weekends
 - In 2024, a single site hosted the state championship (Benton County Fairgrounds in Kennewick); the fairgrounds also were used in 2025, although a west-side satellite facility at the Northwest Washington Fairgrounds in Lynden also was used
 - If a single facility were large enough, the event likely could be held in one place over one weekend — as it was in 2024
 - Entry fees: \$20 per archer
 - Spectator fee: \$10 for first adult; \$5 for each additional person, with a \$20 family maximum
 - That fee helps defray the facility rental cost
 - Fewer than 10% of participants stay overnight for events; the association does not have a stay-to-play policy
- The association's local representative does believe there is a need for an indoor sports facility in the market
- Impression of a proposed facility in Marysville = positive
- The representative does believe Marysville would be a regional draw for events
- Ideal configuration of a proposed facility for archery
 - Open space ideally 150-by-100 square feet or wide, with spectator seating along one side of the long edge
 - Ideal surface: Any smooth flat surface works
 - Amenities: Concessions (with eating area away from the court), space for officials (registration/scorekeeping), space for displays/info booths
- The association would be interested in hosting 1-3 events per year at the proposed facility — the state championship is in March — and it would consider

a contractual arrangement to guarantee space and reduce the hourly cost of activities

- The **National Collegiate Table Tennis Association** operates events in North America and serves college/university teams (most of which are club sport teams albeit there are a handful of varsity teams)
 - The association hosts/operates 60 events per year
 - Season: October through April
 - Events are broken down by Division Tournament, Regional Tournament, and National Championship
 - Average number participants per event:
 - Division: 20-60 athletes for 1-day event
 - Regional: 100-200 athletes for 2-day event
 - National: 350 athletes for 5-day event
 - Entry Fees: \$800 to \$1000 per school
 - Gate fees only for the national event
 - Participants travel from up to 6 hours away
 - Division and regional events are held at colleges/universities or private indoor sports facilities, with rental fees of \$100-\$300 per hour for a 12-hour day.
 - The 5-day national event is held at Round Rock Sports Center, which charges \$42,000
 - About 30% of individuals stay overnight for a division tournament, 50-70% stay overnight for a regional event, and 100% stay overnight for the national event; there is no stay-to-play policy
 - Impression of a proposed facility in the area = positive
 - A representative of the association believes Marysville would a regional draw for events and would consider hosting 2-3 events per year at the proposed facility from October through April
 - The association would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
 - An airport needs to be within a one-hour drive of the hosting facility, and a nearby table tennis club is required to help staff events with volunteers
 - Ideal configuration for the proposed facility:
 - Open space of 40,000 to 60,000 square feet
 - Quality lighting

Marysville, WA (Local Demographic Report)

Pop-Facts® Advanced Demographics | Population & Race



Trade Area: 80 Columbia Ave - 30 min

POPULATION

702,938

HOUSEHOLDS

261,362

ETHNICITY



14.3%

Index: 70

Hispanic/Latino

HISPANIC ORIGIN*



70.6%

Index: 120

Mexican

POPULATION BY RACE**



15.7%

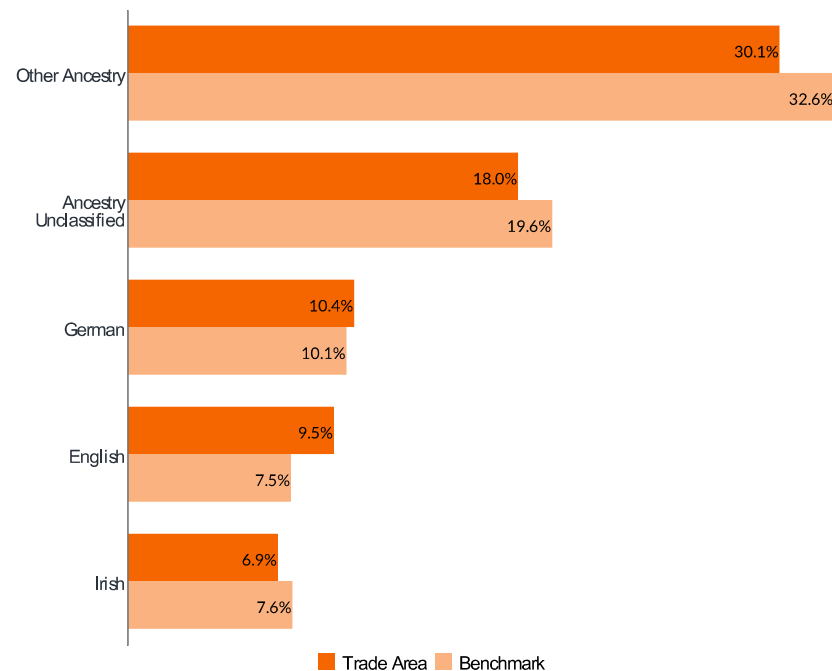
Index: 247

Asian

POPULATION BY AGE AND SEX

	Male			Female		
	Count	%	Index	Count	%	Index
0-4	20,929	2.98	106	20,057	2.85	106
5-9	21,503	3.06	104	20,582	2.93	104
10-14	22,015	3.13	100	20,735	2.95	99
15-17	12,629	1.80	95	11,943	1.70	94
18-19	8,631	1.23	85	8,038	1.14	81
20	4,098	0.58	80	3,820	0.54	78
21	4,095	0.58	82	3,798	0.54	80
22-24	12,181	1.73	85	11,348	1.61	85
25-29	22,870	3.25	99	21,623	3.08	98
30-34	28,257	4.02	116	26,384	3.75	113
35-39	30,480	4.34	128	28,349	4.03	122
40-44	27,522	3.92	120	26,094	3.71	116
45-49	23,420	3.33	110	22,618	3.22	106
50-54	22,091	3.14	105	21,141	3.01	101
55-59	22,014	3.13	103	21,204	3.02	97
60-61	8,720	1.24	99	8,615	1.23	95
62-64	12,381	1.76	99	12,457	1.77	95
65-66	7,855	1.12	94	8,188	1.17	91
67-69	10,530	1.50	94	11,186	1.59	91
70-74	13,686	1.95	86	15,734	2.24	86
75-79	9,240	1.31	80	11,431	1.63	81
80-84	5,137	0.73	76	6,961	0.99	77
85+	3,618	0.52	71	6,734	0.96	73

ANCESTRY: TOP 5*



Benchmark: USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, White excluded from ranking.

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<https://claritas.easpotlight.com/Spotlight/About/3/2025>

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Family Structure



Trade Area: 80 Columbia Ave - 30 min

Population: 702,938 | Households: 261,362

FAMILY TYPE WITH CHILDREN*



23.0%

Index: 128

Married Couple, w Kids under 18

TOP 2 LANGUAGES SPOKEN AT HOME*



76.8%

Index: 98

Only English

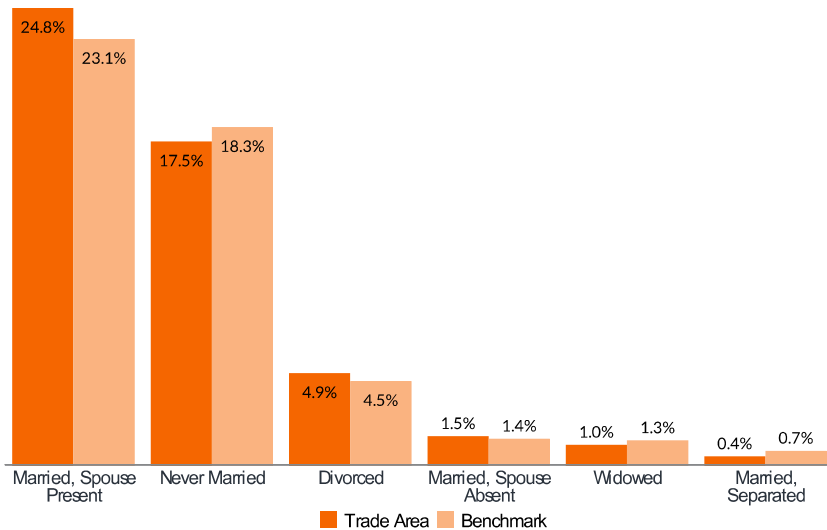


7.3%

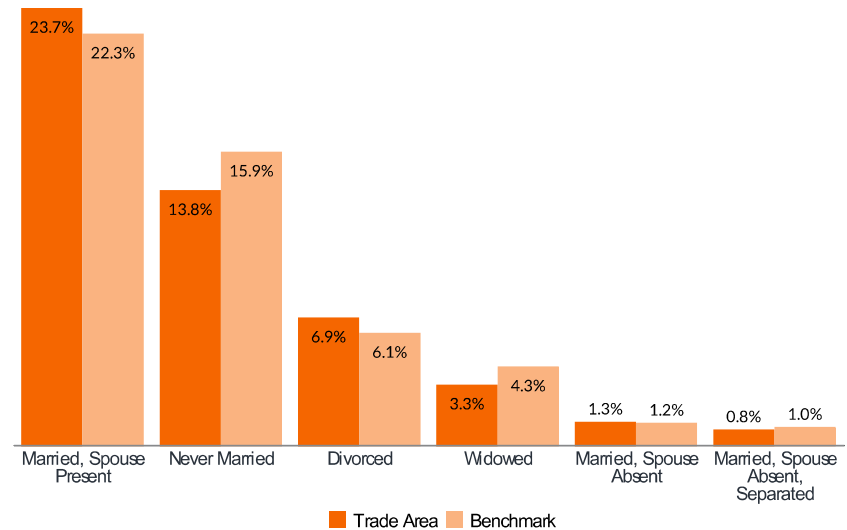
Index: 55

Spanish

MALE MARITAL STATUS**



FEMALE MARITAL STATUS**



Benchmark: USA

*Chosen from percent composition ranking.

**Order based on percent composition ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Housing & Household



Trade Area: 80 Columbia Ave - 30 min

Population: 702,938 | Households: 261,362

HOUSING OWNERS



59.7%
Index: 105

AGE OF OWNER*

55 - 64
% Comp:12.7 Index:106

HOUSING RENTERS



35.7%
Index: 109

AGE OF RENTER*

35 - 44
% Comp:8.5 Index: 124

COST OF RENT*



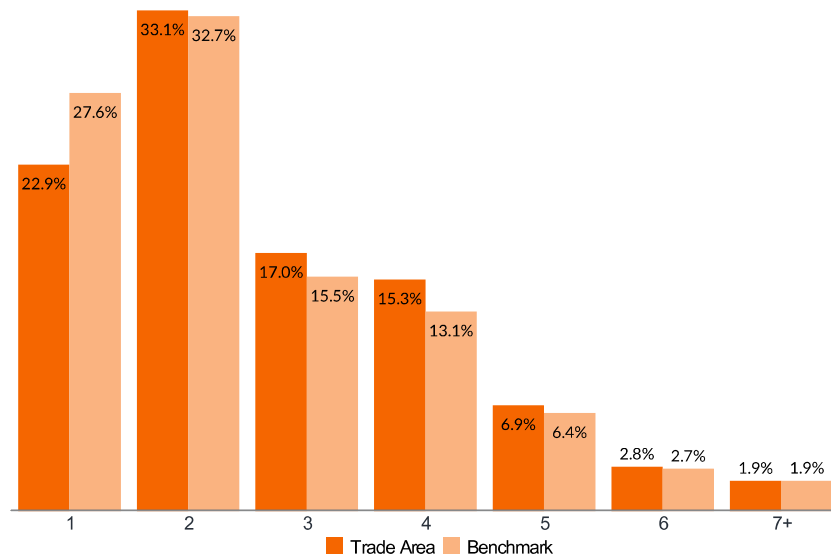
\$2,000 to \$2,499
% Comp:10.0 Index: 275

AGE OF HOUSING*

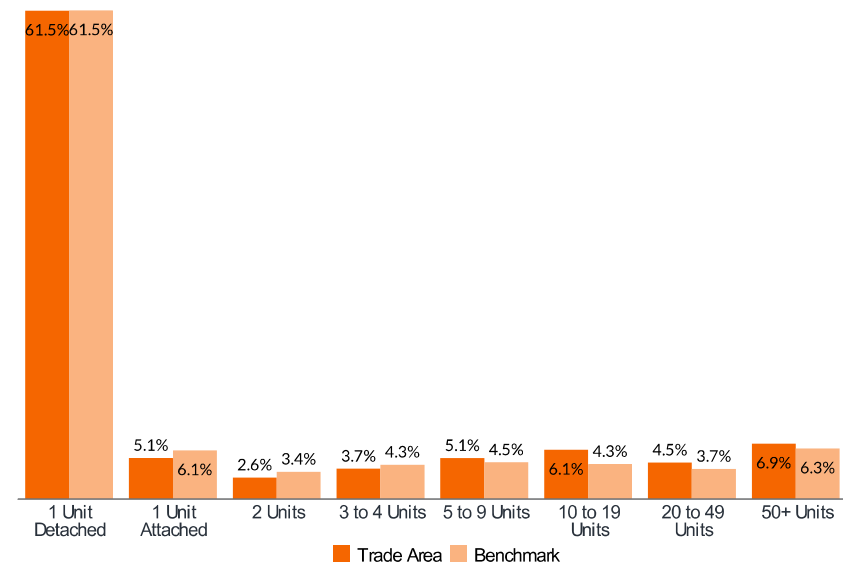


Built 1990-1999
% Comp:19.0 Index:148

NUMBER OF PEOPLE IN HOUSEHOLD



HOUSING UNITS IN STRUCTURE



Benchmark:USA

*Chosen from percent composition ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Affluence & Education



Trade Area: 80 Columbia Ave - 30 min

Population: 702,938 | Households: 261,362

EDUCATIONAL ATTAINMENT*

Male: High School Graduate (Including Equivalent)

% Comp:12.0 Index:89

Female: Bachelor's Degree

% Comp:12.1 Index:108

HIGH SCHOOL ENROLLED*

Public: 4.5%

Index: 97

Private: 0.3%

Index: 58

MEDIAN HOUSEHOLD INCOME



\$103,258

Index: 132

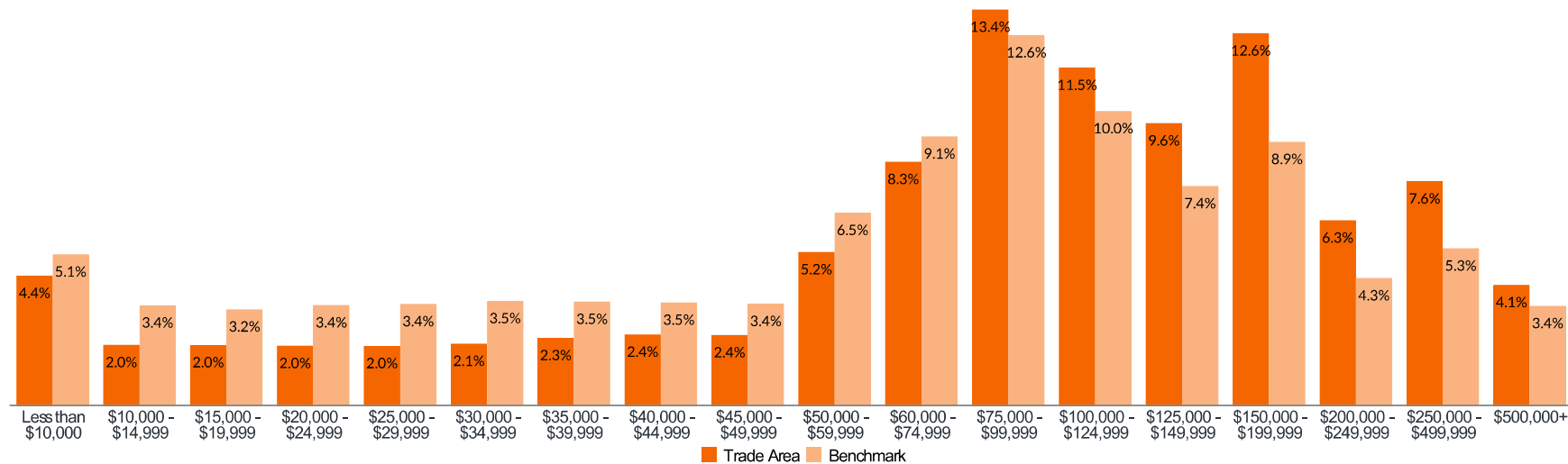
FAMILY BELOW POVERTY LINE**



Female Hhldr, With Kids 5 to 17 Years Old Only

% Comp:1.8 Index:85

HOUSEHOLD INCOME DISTRIBUTION



Benchmark:USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, With Kids <5 and 5 - 17 indicates 1 or more children in each age group.

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(<https://claritas.easpotlight.com/Spotlight/About/3/2025>)

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Employment & Occupation



Trade Area: 80 Columbia Ave - 30 min

Population: 702,938 | Households: 261,362

UNEMPLOYMENT RATE



Male

1.3%

Index: 86



Female

1.4%

Index: 104

WORKING CLASS*



45.6%

Index: 114

Private For-Profit Worker

COMMUTING METHOD**



10.1%

Index: 118

Carpooled

COMMUTE TIME*

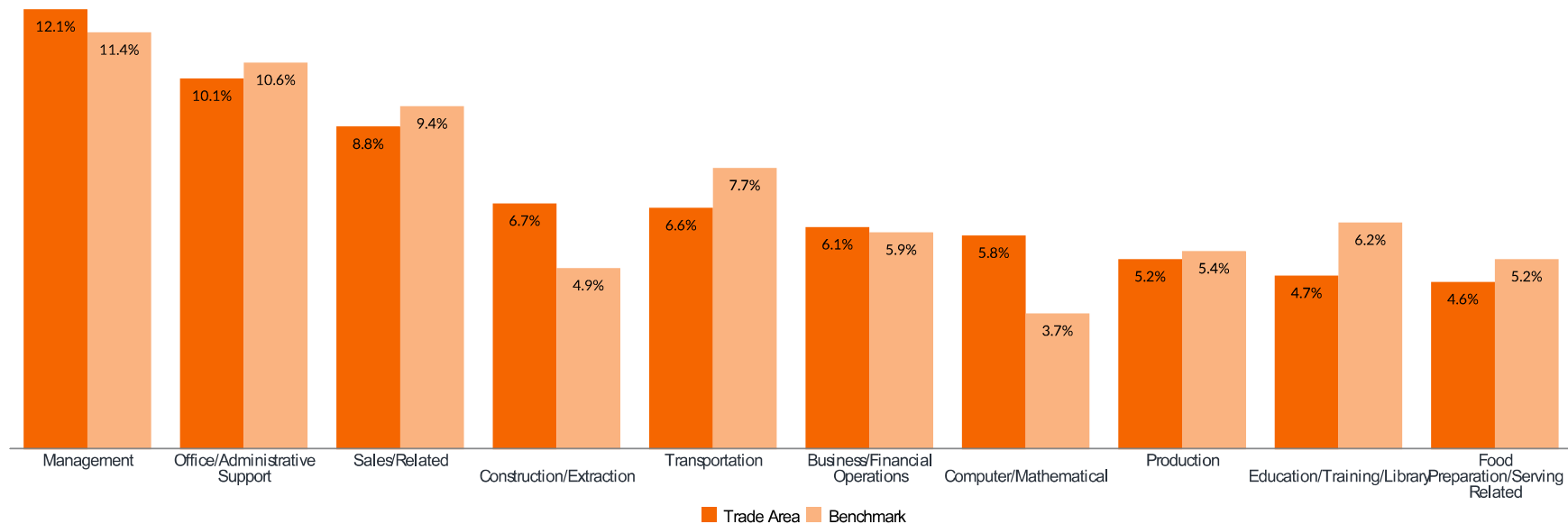


8.4%

Index: 118

30 - 34 Minutes

OCCUPATION: TOP 10*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2025>

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, Driving Alone excluded from ranking.

Index Colors:	<80	80 - 110	110+
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Trade Area: 80 Columbia Ave - 30 min



POPULATION

The population in this area is estimated to change from **680,737** to **702,938**, resulting in a growth of **3.3%** between 2020 and the current year. Over the next five years, the population is projected to grow by **3.7%**.

The population in the base area is estimated to change from **331,449,281** to **337,643,652**, resulting in a growth of **1.9%** between 2020 and the current year. Over the next five years, the population is projected to grow by **2.4%**.

The current year median age for this area is **39.1**, while the average age is **39.6**. Five years from now, the median age is projected to be **40.8**.

The current year median age for the base area is **39.6**, while the average age is **40.6**. Five years from now, the median age is projected to be **40.9**.

Of this area's current year estimated population:

58.9% are White Alone, **4.5%** are Black or African American Alone, **1.4%** are American Indian and Alaska Nat. Alone, **15.7%** are Asian Alone, **0.7%** are Nat. Hawaiian and Other Pacific Isl. Alone, **6.7%** are Some Other Race, and **12.0%** are Two or More Races.

Of the base area's current year estimated population:

59.6% are White Alone, **12.5%** are Black or African American Alone, **1.2%** are American Indian and Alaska Nat. Alone, **6.4%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **9.0%** are Some Other Race, and **11.2%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **14.3%**, while the base area's current estimated Hispanic or Latino population is **20.3%**.



HOUSEHOLD

The number of households in this area is estimated to change from **254,315** to **261,362**, resulting in an increase of **2.8%** between 2020 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

The number of households in the base area is estimated to change from **126,817,580** to **129,687,464**, resulting in an increase of **2.3%** between 2020 and the current year. Over the next five years, the number of households is projected to increase by **2.7%**.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 30 min



EDUCATION

Currently, it is estimated that **9.3%** of the population age 25 and over in this area had earned a Master's Degree, **1.6%** had earned a Professional School Degree, **1.0%** had earned a Doctorate Degree and **23.8%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.9%** had earned a Master's Degree, **2.3%** had earned a Professional School Degree, **1.6%** had earned a Doctorate Degree and **21.3%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$136,931** for the current year, while the average household income for the base area is estimated to be **\$113,181** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$136,931** to **\$150,290**.

The average household income in the base area is projected to change over the next five years, from **\$113,181** to **\$122,965**.



HOUSING

Most of the dwellings in this area (**62.6%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**63.4%**).

The majority of dwellings in this area (**61.5%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**19.0%**) are estimated to have been **Built 1990 to 1999** for the current year.

The majority of housing units in the base area (**14.1%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 30 min



LABOR

For this area, 80 Columbia Ave - 30 min, 95.9% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.6% are in the Armed Forces, 64.5% are employed civilians, 2.8% are unemployed civilians, and 32.1% are not in the labor force.

The occupational classification for this area are as follows:

22.1% hold blue collar occupations, 62.4% hold white collar occupations, and 15.5% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

4.2% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 6.1% are in Business and Financial Operations, 5.8% are in Computers and Mathematics, 4.7% are in Education, Training and Libraries, 5.4% are in Healthcare Practitioners and Technicians, 3.2% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 12.1% are in Management, 10.1% are in Office and Administrative Support.

1.7% are in Community and Social Services, 4.6% are in Food Preparation and Serving, 0.6% are in Legal Services, 2.0% are in Protective Services, 8.8% are in Sales and Related Services, 2.5% are in Personal Care Services.

2.9% are in Building and Grounds Maintenance, 6.7% are in Construction and Extraction, 0.4% are in Farming, Fishing and Forestry, 3.6% are in Maintenance and Repair, 5.2% are in Production, 6.6% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:

21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:

2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 30 min



Report Details

Name: Marysville, WA (Local Demographic Report)
Date / Time: 2/18/2025 11:12:17 PM
Workspace Vintage: 2025

Trade Area		
Name	Level	Geographies
80 Columbia Ave - 15 min		N/A
80 Columbia Ave - 30 min		N/A

Benchmark		
Name	Level	Geographies
USA	Entire US	United States

DataSource		
Product	Provider	Copyright
Claritas Pop-Facts® Advanced 2025	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About
Claritas Pop-Facts® Premier 2025	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About
SPOTLIGHT Pop-Facts® Premier 2025, including 2010 US Census, 2025 estimates and 2030 projections	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About

Marysville, WA (Regional Demographic Report)

Pop-Facts® Advanced Demographics | Population & Race



Trade Area: 80 Columbia Ave - 90 min

POPULATION

4,283,455

HOUSEHOLDS

1,676,340

ETHNICITY



12.7%

Index: 63

Hispanic/Latino

HISPANIC ORIGIN*



67.7%

Index: 115

Mexican

POPULATION BY RACE**



17.2%

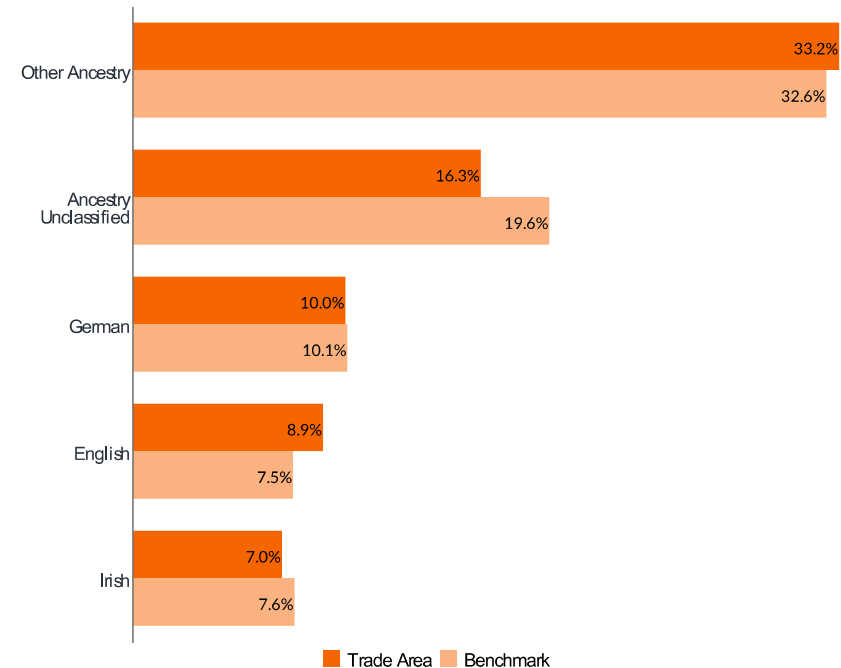
Index: 271

Asian

POPULATION BY AGE AND SEX

	Male			Female		
	Count	%	Index	Count	%	Index
0-4	115,498	2.70	96	110,300	2.58	96
5-9	121,033	2.83	96	114,768	2.68	95
10-14	124,869	2.92	93	118,694	2.77	93
15-17	72,083	1.68	89	68,704	1.60	89
18-19	54,181	1.26	87	53,361	1.25	88
20	27,239	0.64	87	25,963	0.61	87
21	26,664	0.62	88	25,208	0.59	87
22-24	77,283	1.80	89	72,781	1.70	89
25-29	158,199	3.69	112	141,460	3.30	105
30-34	193,548	4.52	131	173,033	4.04	122
35-39	183,481	4.28	126	167,787	3.92	118
40-44	164,076	3.83	117	155,896	3.64	113
45-49	141,068	3.29	108	136,952	3.20	106
50-54	134,733	3.15	105	127,903	2.99	100
55-59	130,063	3.04	100	125,450	2.93	94
60-61	50,176	1.17	94	49,722	1.16	90
62-64	71,167	1.66	94	71,760	1.68	90
65-66	46,449	1.08	91	48,623	1.14	89
67-69	62,112	1.45	91	66,417	1.55	89
70-74	86,383	2.02	89	98,228	2.29	88
75-79	61,213	1.43	87	74,675	1.74	87
80-84	34,854	0.81	85	46,123	1.08	84
85+	26,373	0.62	84	46,902	1.09	84

ANCESTRY: TOP 5*



Benchmark: USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, White excluded from ranking.

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<https://claritas.easpotlight.com/Spotlight/About/3/2025>

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Family Structure



Trade Area: 80 Columbia Ave - 90 min

Population: 4,283,455 | Households: 1,676,340

FAMILY TYPE WITH CHILDREN*



20.1%

Index: 111

Married Couple, w Kids under 18

TOP 2 LANGUAGES SPOKEN AT HOME*



75.4%

Index: 96

Only English

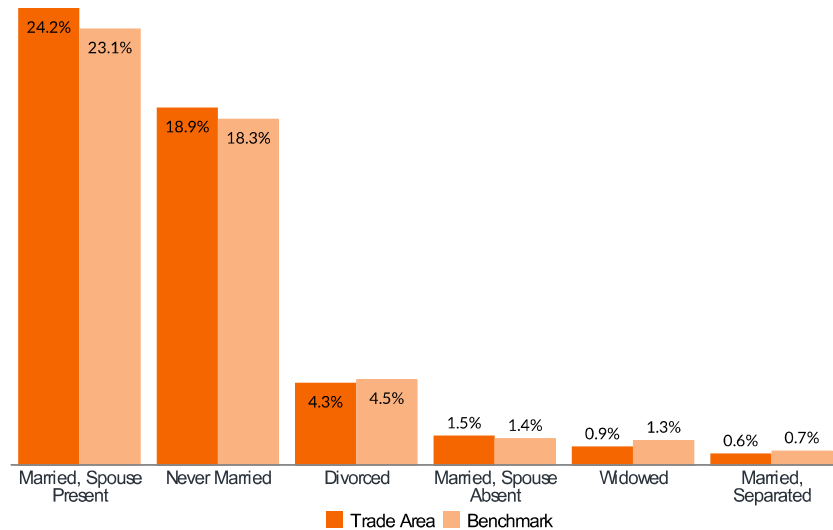


6.9%

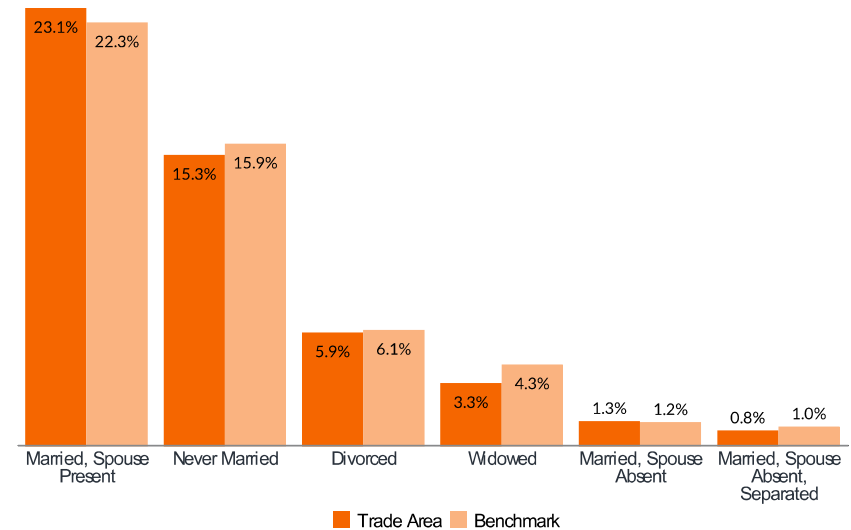
Index: 52

Spanish

MALE MARITAL STATUS**



FEMALE MARITAL STATUS**



Benchmark: USA

*Chosen from percent composition ranking.

**Order based on percent composition ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Housing & Household



Trade Area: 80 Columbia Ave - 90 min

Population: 4,283,455 | Households: 1,676,340

HOUSING OWNERS



54.3%

Index: **95**

AGE OF OWNER*

55 - 64

% Comp:11.2

Index:**93**

HOUSING RENTERS



39.7%

Index: **121**

AGE OF RENTER*

25 - 34

% Comp:11.8

Index: **150**

COST OF RENT*



\$1,500 to \$1,999

% Comp:9.9 Index: **184**

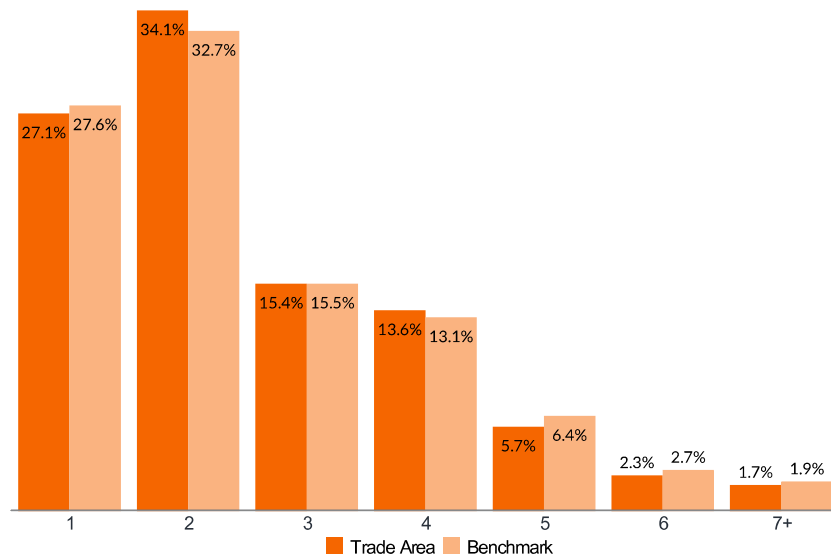
AGE OF HOUSING*



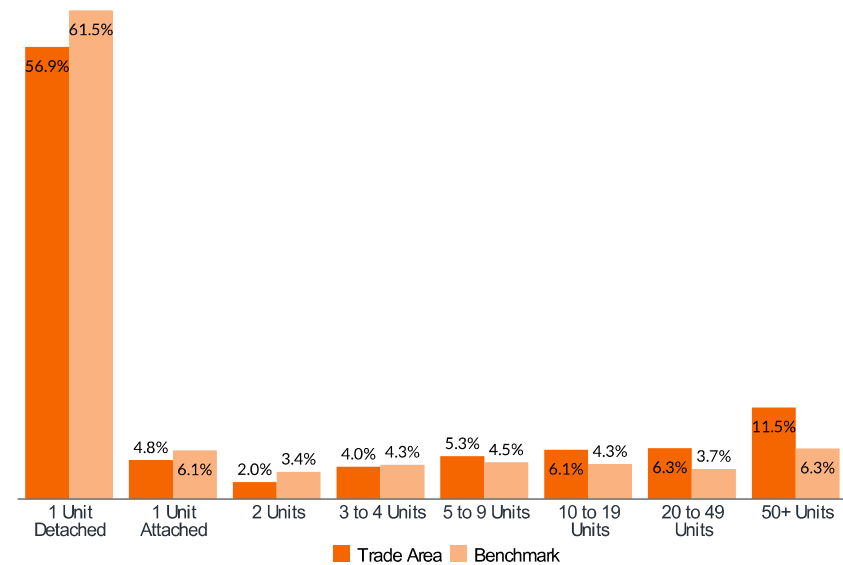
Built 1990-1999

% Comp:14.3 Index:**112**

NUMBER OF PEOPLE IN HOUSEHOLD



HOUSING UNITS IN STRUCTURE



Benchmark:USA

*Chosen from percent composition ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Affluence & Education



Trade Area: 80 Columbia Ave - 90 min

Population: 4,283,455 | Households: 1,676,340

EDUCATIONAL ATTAINMENT*

Male: Bachelor's Degree
% Comp:13.8 Index:135

Female: Bachelor's Degree
% Comp:13.9 Index:124

HIGH SCHOOL ENROLLED*

Public: 4.1%
Index: 88

Private: 0.4%
Index: 76

MEDIAN HOUSEHOLD INCOME



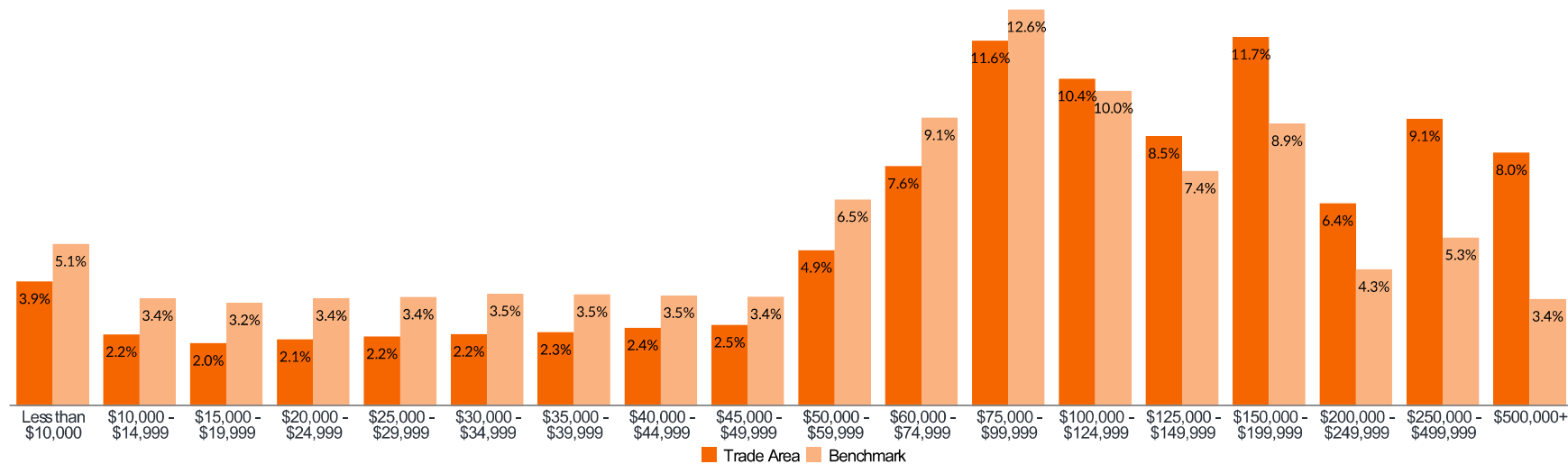
\$109,483
Index: 140

FAMILY BELOW POVERTY LINE**



Female Hhldr, With Kids 5 to 17 Years Old Only
% Comp:1.4 Index:67

HOUSEHOLD INCOME DISTRIBUTION



Benchmark:USA

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(<https://claritas.easpotlight.com/Spotlight/About/3/2025>)

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, With Kids <5 and 5 - 17 indicates 1 or more children in each age group.

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Employment & Occupation



Trade Area: 80 Columbia Ave - 90 min

Population: 4,283,455 | Households: 1,676,340

UNEMPLOYMENT RATE



Male

1.5%

Index: 95



Female

1.3%

Index: 92

WORKING CLASS*



44.2%

Index: 111

Private For-Profit Worker

COMMUTING METHOD**



8.3%

Index: 96

Carpooled

COMMUTE TIME*

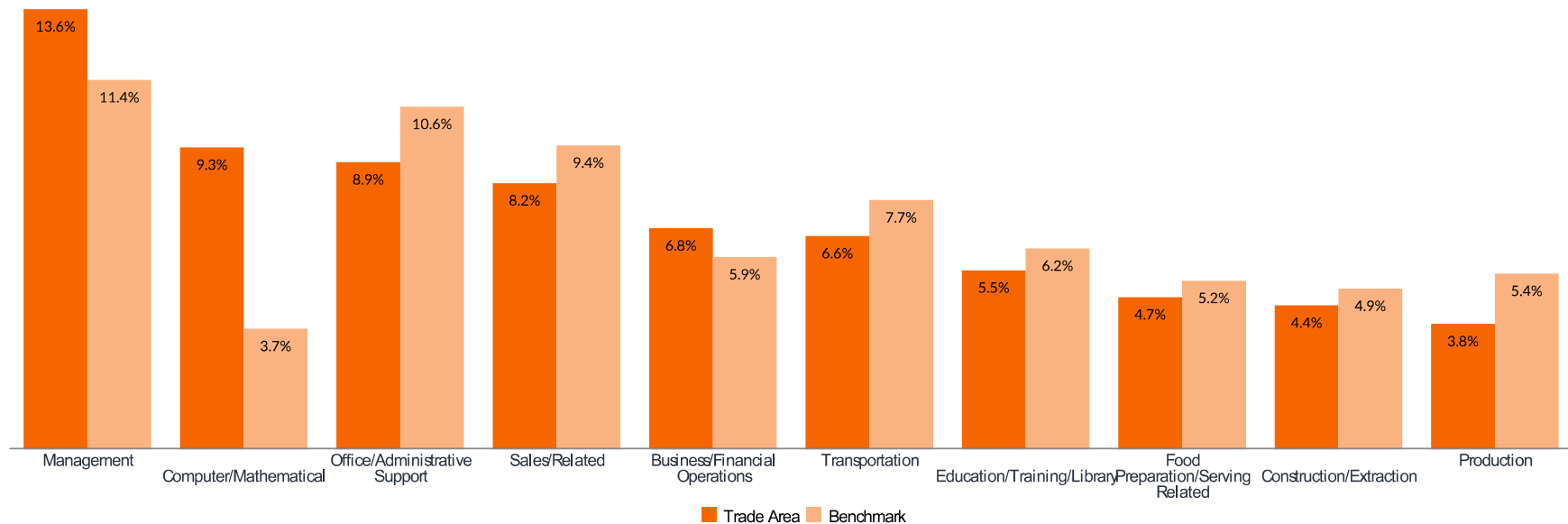


7.9%

Index: 110

30 - 34 Minutes

OCCUPATION: TOP 10*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2025>

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, Driving Alone excluded from ranking.

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Map



Trade Area: 80 Columbia Ave - 90 min

Population: 4,283,455 | Households: 1,676,340



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Trade Area: 80 Columbia Ave - 90 min



POPULATION

The population in this area is estimated to change from 4,200,802 to 4,283,455, resulting in a growth of 2.0% between 2020 and the current year. Over the next five years, the population is projected to grow by 3.4%.

The population in the base area is estimated to change from 331,449,281 to 337,643,652, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.4%.

The current year median age for this area is 38.9, while the average age is 40.0. Five years from now, the median age is projected to be 40.8.

The current year median age for the base area is 39.6, while the average age is 40.6. Five years from now, the median age is projected to be 40.9.

Of this area's current year estimated population:

56.7% are White Alone, 6.1% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 17.2% are Asian Alone, 1.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.9% are Some Other Race, and 11.7% are Two or More Races.

Of the base area's current year estimated population:

59.6% are White Alone, 12.5% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 6.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.0% are Some Other Race, and 11.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 12.7%, while the base area's current estimated Hispanic or Latino population is 20.3%.



HOUSEHOLD

The number of households in this area is estimated to change from 1,649,530 to 1,676,340, resulting in an increase of 1.6% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 3.4%.

The number of households in the base area is estimated to change from 126,817,580 to 129,687,464, resulting in an increase of 2.3% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.7%.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 90 min



EDUCATION

Currently, it is estimated that **13.6%** of the population age 25 and over in this area had earned a Master's Degree, **2.8%** had earned a Professional School Degree, **2.3%** had earned a Doctorate Degree and **27.6%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.9%** had earned a Master's Degree, **2.3%** had earned a Professional School Degree, **1.6%** had earned a Doctorate Degree and **21.3%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$158,318** for the current year, while the average household income for the base area is estimated to be **\$113,181** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$158,318** to **\$173,345**.

The average household income in the base area is projected to change over the next five years, from **\$113,181** to **\$122,965**.



HOUSING

Most of the dwellings in this area (**57.7%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**63.4%**).

The majority of dwellings in this area (**56.9%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**14.3%**) are estimated to have been **Built 1990 to 1999** for the current year.

The majority of housing units in the base area (**14.1%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 90 min



LABOR

For this area, 80 Columbia Ave - 90 min, 95.9% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.7% are in the Armed Forces, 64.6% are employed civilians, 2.7% are unemployed civilians, and 32.0% are not in the labor force.

The occupational classification for this area are as follows:

17.2% hold blue collar occupations, 68.3% hold white collar occupations, and 14.6% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

3.4% are in Architecture and Engineering, 2.4% are in Arts, Entertainment and Sports, 6.8% are in Business and Financial Operations, 9.3% are in Computers and Mathematics, 5.5% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 3.0% are in Healthcare Support, 1.5% are in Life, Physical and Social Sciences, 13.6% are in Management, 8.9% are in Office and Administrative Support.

1.8% are in Community and Social Services, 4.7% are in Food Preparation and Serving, 1.2% are in Legal Services, 1.6% are in Protective Services, 8.2% are in Sales and Related Services, 2.3% are in Personal Care Services.

2.5% are in Building and Grounds Maintenance, 4.4% are in Construction and Extraction, 0.4% are in Farming, Fishing and Forestry, 2.3% are in Maintenance and Repair, 3.8% are in Production, 6.6% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:

21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:

2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Benchmark: USA

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Pop-Facts® Advanced Demographics | Population & Race



Trade Area: 80 Columbia Ave - 150 min

POPULATION

5,380,426

HOUSEHOLDS

2,095,224

ETHNICITY



12.5%

Index: 62

Hispanic/Latino

HISPANIC ORIGIN*



66.8%

Index: 114

Mexican

POPULATION BY RACE**



14.7%

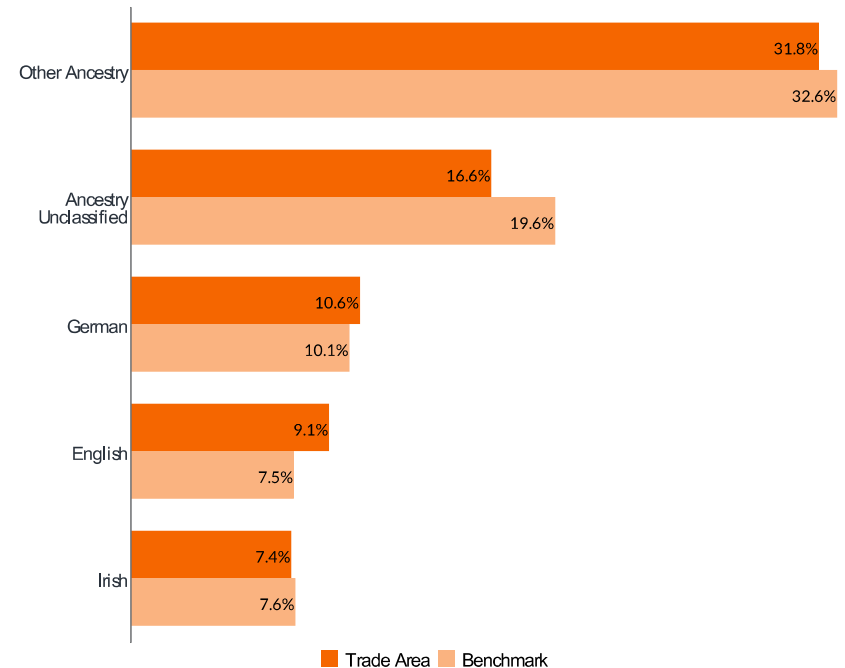
Index: 231

Asian

POPULATION BY AGE AND SEX

	Male			Female		
	Count	%	Index	Count	%	Index
0-4	144,471	2.69	96	137,927	2.56	95
5-9	152,224	2.83	96	144,202	2.68	95
10-14	157,751	2.93	94	149,746	2.78	93
15-17	91,004	1.69	89	86,410	1.61	89
18-19	68,402	1.27	88	65,735	1.22	86
20	35,511	0.66	90	32,361	0.60	86
21	34,819	0.65	91	31,513	0.59	87
22-24	100,653	1.87	92	91,418	1.70	89
25-29	193,920	3.60	110	171,924	3.19	102
30-34	231,536	4.30	125	207,834	3.86	116
35-39	222,227	4.13	121	204,467	3.80	115
40-44	200,989	3.74	114	191,337	3.56	111
45-49	173,913	3.23	106	168,712	3.14	104
50-54	165,721	3.08	103	158,244	2.94	98
55-59	161,927	3.01	99	157,826	2.93	95
60-61	64,013	1.19	95	64,317	1.20	92
62-64	90,806	1.69	95	92,852	1.73	92
65-66	61,166	1.14	96	64,819	1.21	94
67-69	81,783	1.52	96	88,507	1.65	94
70-74	116,690	2.17	96	132,333	2.46	95
75-79	84,095	1.56	95	100,505	1.87	94
80-84	47,161	0.88	92	61,160	1.14	89
85+	34,907	0.65	89	60,586	1.13	86

ANCESTRY: TOP 5*



Benchmark: USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, White excluded from ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Family Structure



Trade Area: 80 Columbia Ave - 150 min

Population: 5,380,426 | Households: 2,095,224

FAMILY TYPE WITH CHILDREN*



19.8%

Index:110

Married Couple, w Kids under 18

TOP 2 LANGUAGES SPOKEN AT HOME*



78.4%

Index:100

Only English

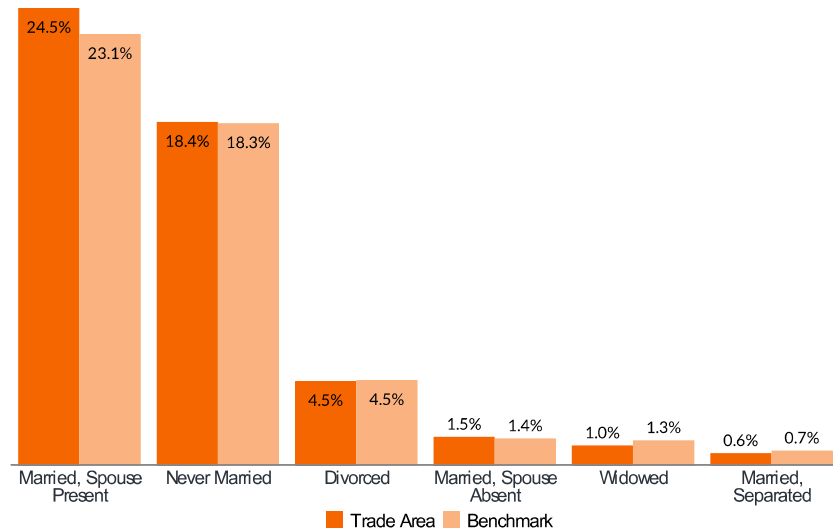


6.4%

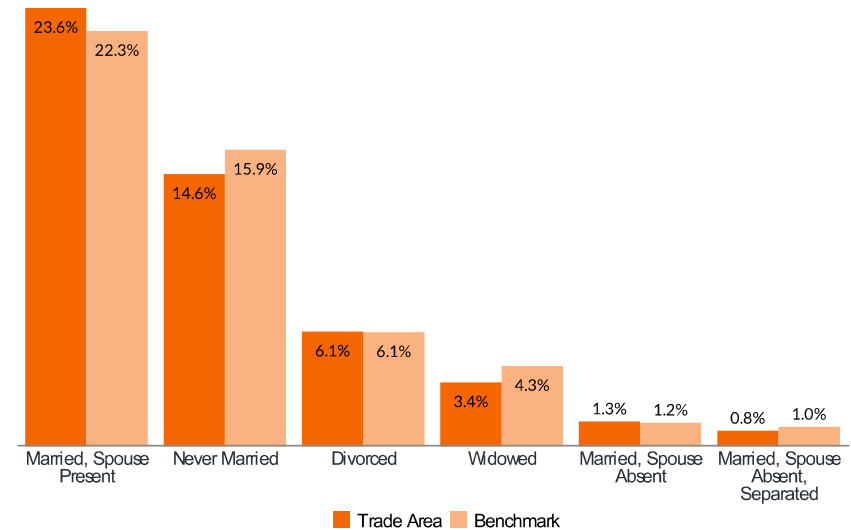
Index:48

Spanish

MALE MARITAL STATUS**



FEMALE MARITAL STATUS**



Benchmark:USA

*Chosen from percent composition ranking.

**Order based on percent composition ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Housing & Household



Trade Area: 80 Columbia Ave - 150 min

Population: 5,380,426 | Households: 2,095,224

HOUSING OWNERS



56.2%

Index: **99**

AGE OF OWNER*

55 - 64

% Comp:11.5

Index:**96**

HOUSING RENTERS



37.1%

Index: **113**

AGE OF RENTER*

25 - 34

% Comp:10.7

Index: **136**

COST OF RENT*



\$1,500 to \$1,999

% Comp:9.0 Index: **168**

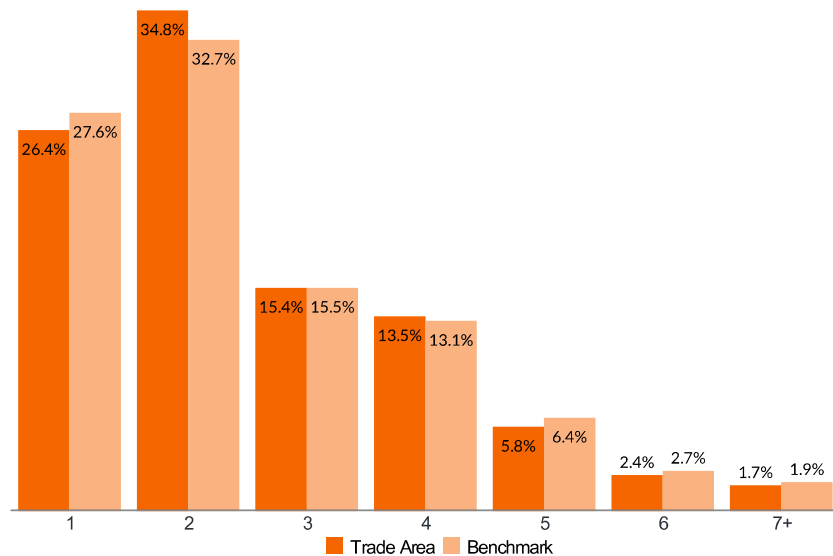
AGE OF HOUSING*



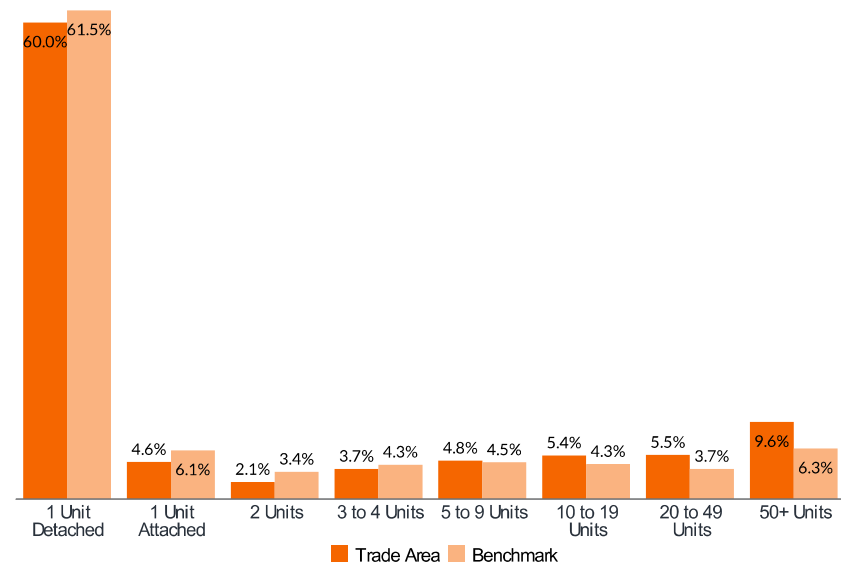
Built 1990-1999

% Comp:15.3 Index:**120**

NUMBER OF PEOPLE IN HOUSEHOLD



HOUSING UNITS IN STRUCTURE



Benchmark:USA

*Chosen from percent composition ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Affluence & Education



Trade Area: 80 Columbia Ave - 150 min

Population: 5,380,426 | Households: 2,095,224

EDUCATIONAL ATTAINMENT*

Male: Bachelor's Degree
% Comp:12.9 Index:127

Female: Bachelor's Degree
% Comp:13.3 Index:119

HIGH SCHOOL ENROLLED*

Public: 4.1%
Index: 88

Private: 0.4%
Index: 74

MEDIAN HOUSEHOLD INCOME



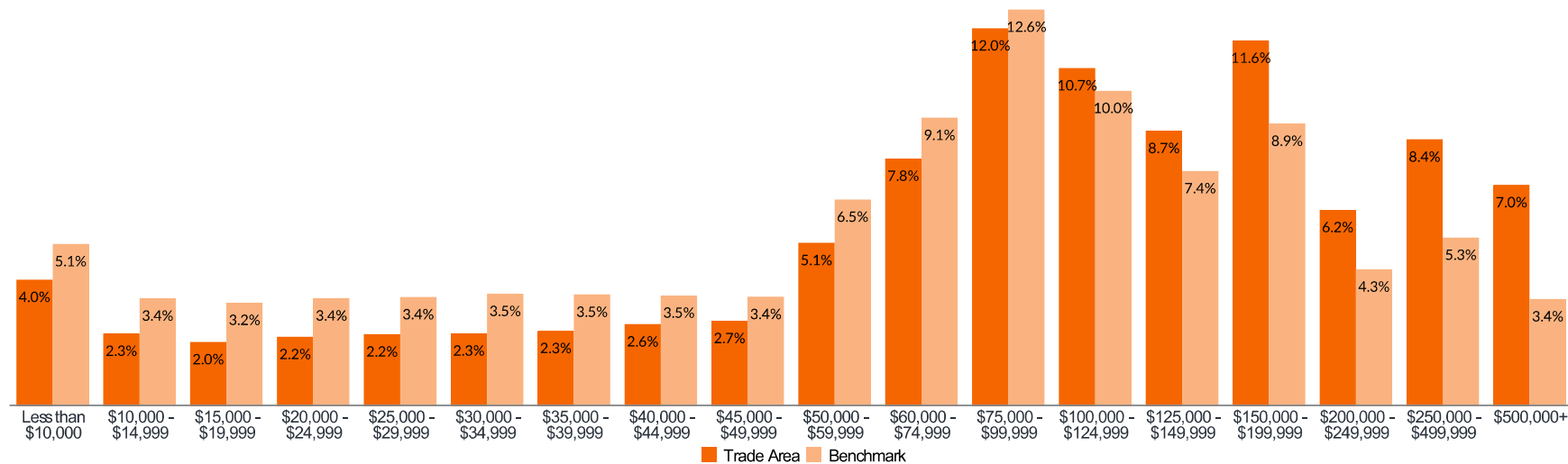
\$105,787
Index: 135

FAMILY BELOW POVERTY LINE**



Female Hhldr, With Kids 5 to 17 Years Old Only
% Comp:1.4 Index:64

HOUSEHOLD INCOME DISTRIBUTION



Benchmark:USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, With Kids <5 and 5 - 17 indicates 1 or more children in each age group.

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(<https://claritas.easpotlight.com/Spotlight/About/3/2025>)

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Employment & Occupation



Trade Area: 80 Columbia Ave - 150 min

Population: 5,380,426 | Households: 2,095,224

UNEMPLOYMENT RATE



Male

1.5%

Index: 95



Female

1.3%

Index: 92

WORKING CLASS*



41.4%

Index: 104

Private For-Profit Worker

COMMUTING METHOD**



8.5%

Index: 99

Carpooled

COMMUTE TIME*

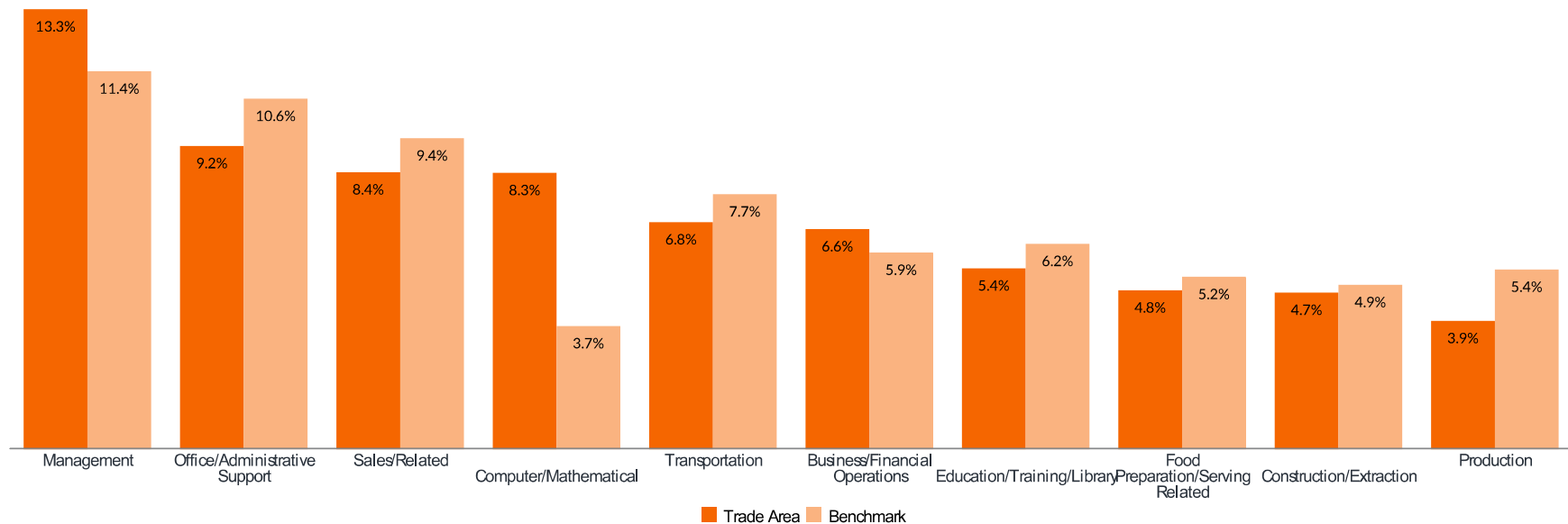


7.4%

Index: 103

30 - 34 Minutes

OCCUPATION: TOP 10*



Benchmark: USA

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<https://claritas.easptlight.com/Spotlight/About/3/2025>

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, Driving Alone excluded from ranking.

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Map



Trade Area: 80 Columbia Ave - 150 min

Population: 5,380,426 | Households: 2,095,224



©2006-2025 TomTom

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Trade Area: 80 Columbia Ave - 150 min



POPULATION

The population in this area is estimated to change from 5,276,730 to 5,380,426, resulting in a growth of 2.0% between 2020 and the current year. Over the next five years, the population is projected to grow by 3.1%.

The population in the base area is estimated to change from 331,449,281 to 337,643,652, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.4%.

The current year median age for this area is 39.3, while the average age is 40.4. Five years from now, the median age is projected to be 41.1.

The current year median age for the base area is 39.6, while the average age is 40.6. Five years from now, the median age is projected to be 40.9.

Of this area's current year estimated population:

60.0% are White Alone, 5.5% are Black or African American Alone, 1.3% are American Indian and Alaska Nat. Alone, 14.7% are Asian Alone, 1.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.6% are Some Other Race, and 11.8% are Two or More Races.

Of the base area's current year estimated population:

59.6% are White Alone, 12.5% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 6.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.0% are Some Other Race, and 11.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 12.5%, while the base area's current estimated Hispanic or Latino population is 20.3%.



HOUSEHOLD

The number of households in this area is estimated to change from 2,062,133 to 2,095,224, resulting in an increase of 1.6% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 3.0%.

The number of households in the base area is estimated to change from 126,817,580 to 129,687,464, resulting in an increase of 2.3% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.7%.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 150 min



EDUCATION

Currently, it is estimated that **12.7%** of the population age 25 and over in this area had earned a Master's Degree, **2.6%** had earned a Professional School Degree, **2.1%** had earned a Doctorate Degree and **26.2%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.9%** had earned a Master's Degree, **2.3%** had earned a Professional School Degree, **1.6%** had earned a Doctorate Degree and **21.3%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$151,045** for the current year, while the average household income for the base area is estimated to be **\$113,181** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$151,045** to **\$165,724**.

The average household income in the base area is projected to change over the next five years, from **\$113,181** to **\$122,965**.



HOUSING

Most of the dwellings in this area (**60.3%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**63.4%**).

The majority of dwellings in this area (**60.0%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**15.3%**) are estimated to have been **Built 1990 to 1999** for the current year.

The majority of housing units in the base area (**14.1%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 150 min



LABOR

For this area, 80 Columbia Ave - 150 min, 95.8% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

1.3% are in the Armed Forces, 62.4% are employed civilians, 2.7% are unemployed civilians, and 33.5% are not in the labor force.

The occupational classification for this area are as follows:

17.9% hold blue collar occupations, 66.9% hold white collar occupations, and 15.1% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

3.3% are in Architecture and Engineering, 2.3% are in Arts, Entertainment and Sports, 6.6% are in Business and Financial Operations, 8.3% are in Computers and Mathematics, 5.4% are in Education, Training and Libraries, 5.7% are in Healthcare Practitioners and Technicians, 3.2% are in Healthcare Support, 1.5% are in Life, Physical and Social Sciences, 13.3% are in Management, 9.2% are in Office and Administrative Support.

1.8% are in Community and Social Services, 4.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 1.7% are in Protective Services, 8.4% are in Sales and Related Services, 2.3% are in Personal Care Services.

2.7% are in Building and Grounds Maintenance, 4.7% are in Construction and Extraction, 0.5% are in Farming, Fishing and Forestry, 2.5% are in Maintenance and Repair, 3.9% are in Production, 6.8% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:

21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:

2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Benchmark: USA

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Pop-Facts® Advanced Demographics | Population & Race



Trade Area: 80 Columbia Ave - 210 min

POPULATION

6,915,549

HOUSEHOLDS

2,691,607

ETHNICITY



15.2%

Index: 75

Hispanic/Latino

HISPANIC ORIGIN*



73.3%

Index: 125

Mexican

POPULATION BY RACE**



12.3%

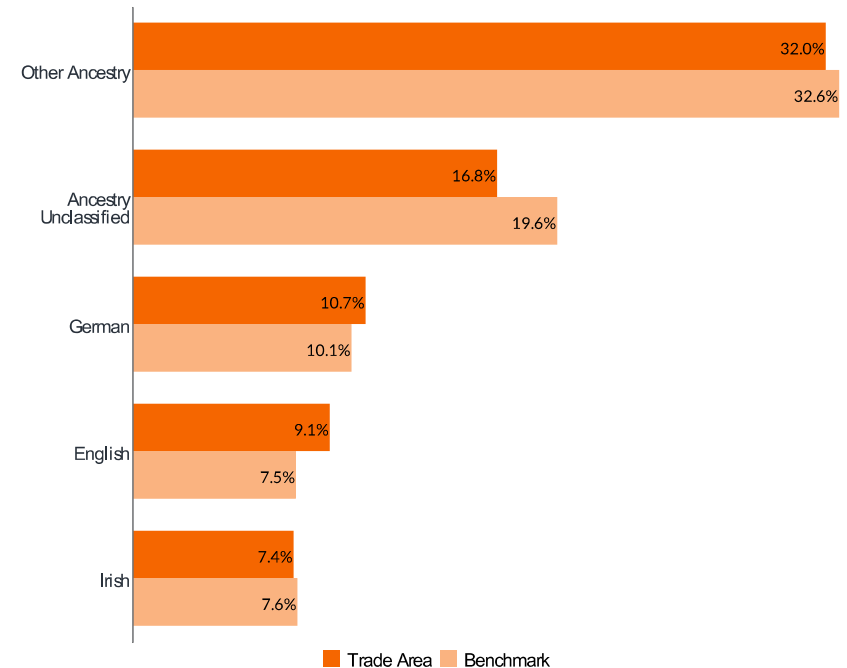
Index: 193

Asian

POPULATION BY AGE AND SEX

	Male			Female		
	Count	%	Index	Count	%	Index
0-4	186,975	2.70	96	178,637	2.58	96
5-9	197,342	2.85	97	187,691	2.71	97
10-14	206,375	2.98	96	196,123	2.84	95
15-17	120,124	1.74	91	114,001	1.65	92
18-19	88,573	1.28	88	85,244	1.23	87
20	45,260	0.66	89	41,702	0.60	86
21	44,449	0.64	90	40,726	0.59	87
22-24	129,176	1.87	92	118,686	1.72	90
25-29	246,552	3.56	108	223,274	3.23	103
30-34	291,343	4.21	122	264,839	3.83	115
35-39	279,778	4.05	119	258,862	3.74	113
40-44	254,267	3.68	112	242,041	3.50	109
45-49	222,161	3.21	106	215,335	3.11	103
50-54	212,285	3.07	103	202,582	2.93	98
55-59	207,200	3.00	98	201,516	2.91	94
60-61	82,178	1.19	95	82,398	1.19	92
62-64	116,532	1.69	95	118,955	1.72	92
65-66	79,265	1.15	97	83,448	1.21	94
67-69	105,963	1.53	97	114,021	1.65	94
70-74	152,320	2.20	98	171,729	2.48	96
75-79	110,457	1.60	97	130,910	1.89	95
80-84	61,981	0.90	94	79,436	1.15	90
85+	45,260	0.66	90	77,576	1.12	86

ANCESTRY: TOP 5*



Benchmark: USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, White excluded from ranking.

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Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Family Structure



Trade Area: 80 Columbia Ave - 210 min

Population: 6,915,549 | Households: 2,691,607

FAMILY TYPE WITH CHILDREN*



19.2%

Index:106

Married Couple, w Kids under 18

TOP 2 LANGUAGES SPOKEN AT HOME*



78.5%

Index:100

Only English

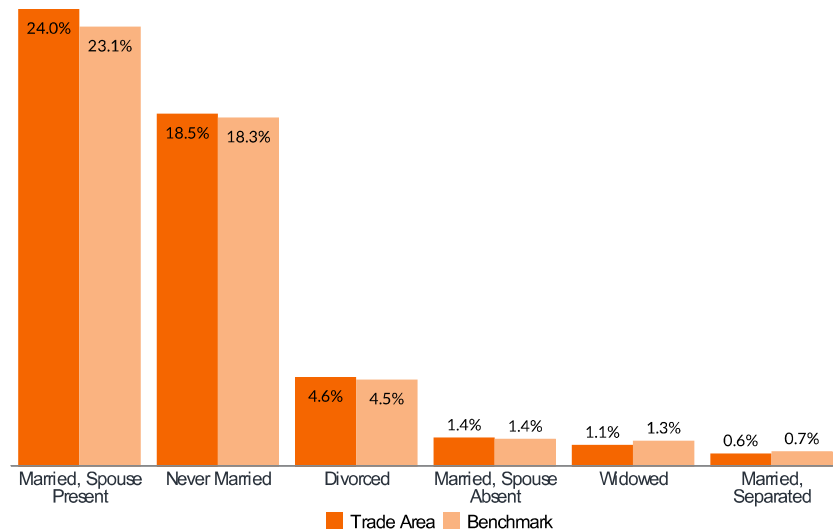


8.5%

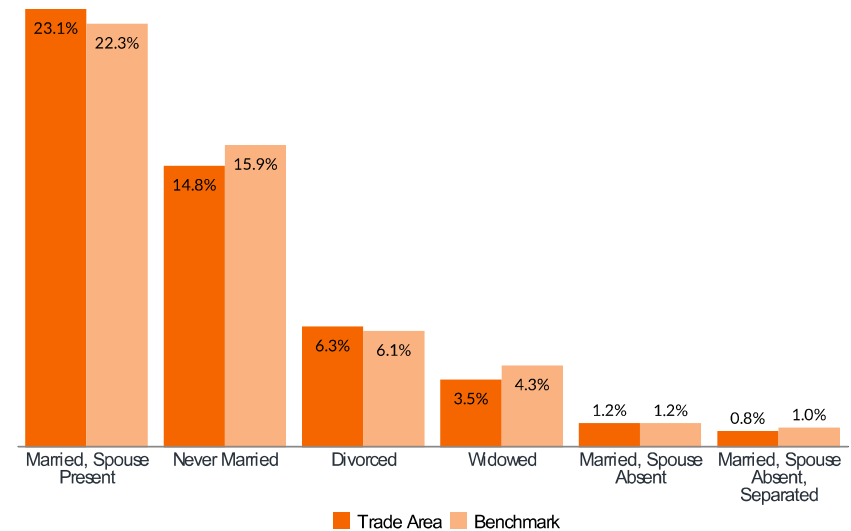
Index:64

Spanish

MALE MARITAL STATUS**



FEMALE MARITAL STATUS**



Benchmark:USA

*Chosen from percent composition ranking.

**Order based on percent composition ranking.

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<https://claritas.easpotlight.com/Spotlight/About/3/2025>

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Housing & Household



Trade Area: 80 Columbia Ave - 210 min

Population: 6,915,549 | Households: 2,691,607

HOUSING OWNERS



55.9%
Index: **98**

AGE OF OWNER*

55 - 64

% Comp:11.4

Index:**95**

HOUSING RENTERS



37.0%
Index: **112**

AGE OF RENTER*

25 - 34

% Comp:10.5

Index: **133**

COST OF RENT*



\$1,500 to \$1,999

% Comp:8.8 Index: **163**

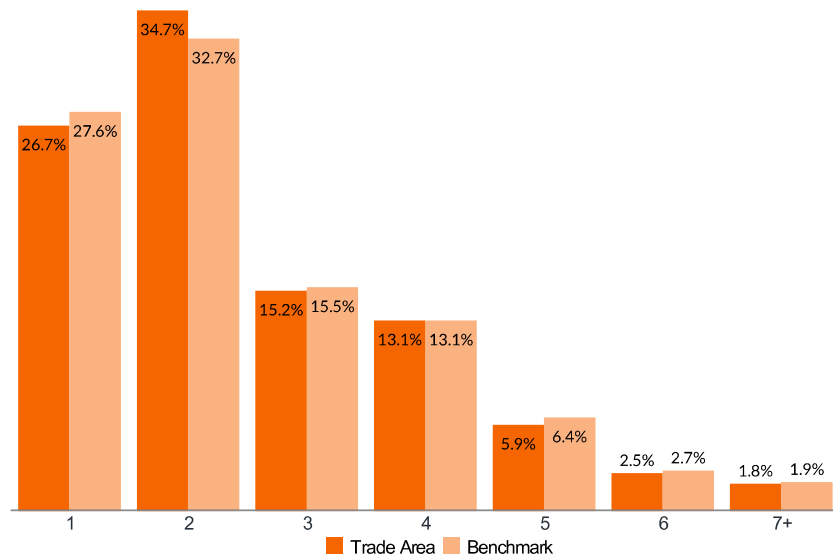
AGE OF HOUSING*



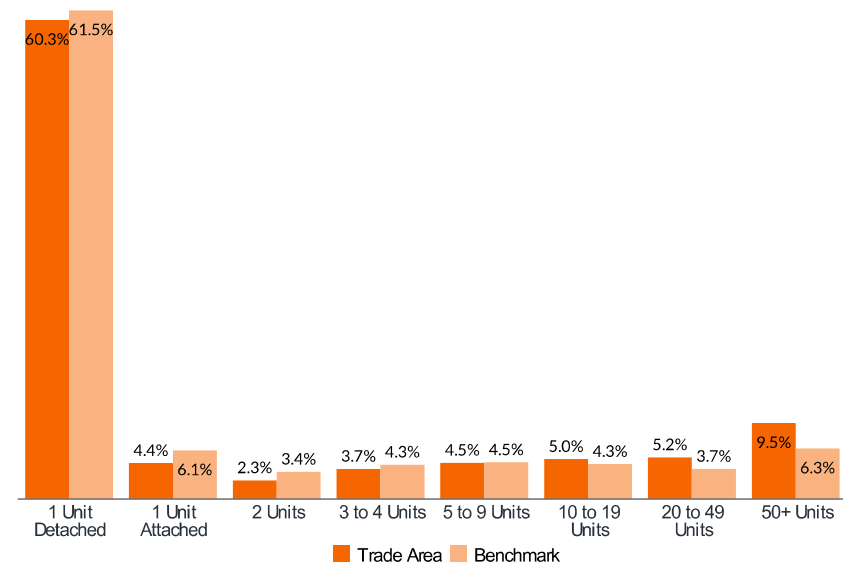
Built 1990-1999

% Comp:15.2 Index:**119**

NUMBER OF PEOPLE IN HOUSEHOLD



HOUSING UNITS IN STRUCTURE



Benchmark:USA

*Chosen from percent composition ranking.

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(<https://claritas.easpotlight.com/Spotlight/About/3/2025>)

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Affluence & Education



Trade Area: 80 Columbia Ave - 210 min

Population: 6,915,549 | Households: 2,691,607

EDUCATIONAL ATTAINMENT*

Male: Bachelor's Degree
% Comp:12.2 Index:120

Female: Bachelor's Degree
% Comp:12.6 Index:113

HIGH SCHOOL ENROLLED*

Public: 4.2%
Index: 91

Private: 0.4%
Index: 72

MEDIAN HOUSEHOLD INCOME



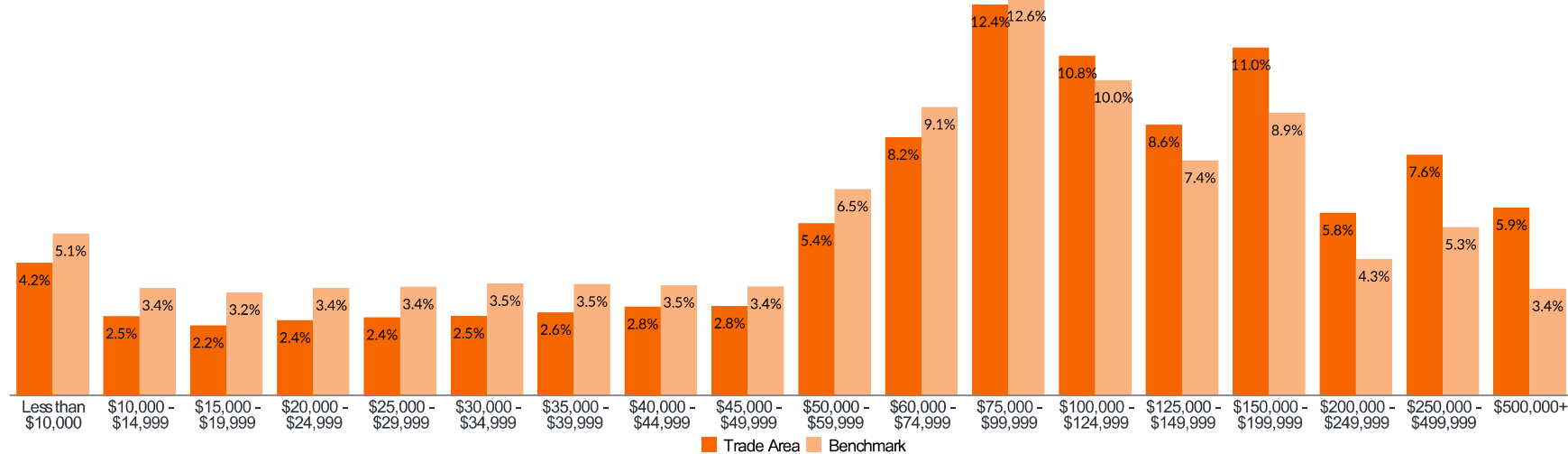
\$99,275
Index: 127

FAMILY BELOW POVERTY LINE**



Female Hhldr, With Kids 5 to 17 Years Old Only
% Comp:1.5 Index:69

HOUSEHOLD INCOME DISTRIBUTION



Benchmark:USA

*Chosen from percent composition ranking.

**Chosen from percent composition ranking, With Kids <5 and 5 - 17 indicates 1 or more children in each age group.

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(<https://claritas.easpotlight.com/Spotlight/About/3/2025>)

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Advanced Demographics | Employment & Occupation



Trade Area: 80 Columbia Ave - 210 min

Population: 6,915,549 | Households: 2,691,607

UNEMPLOYMENT RATE



Male

1.5%

Index: 99



Female

1.3%

Index: 95

WORKING CLASS*



40.9%

Index: 102

Private For-Profit Worker

COMMUTING METHOD**



8.6%

Index: 100

Carpooled

COMMUTE TIME*

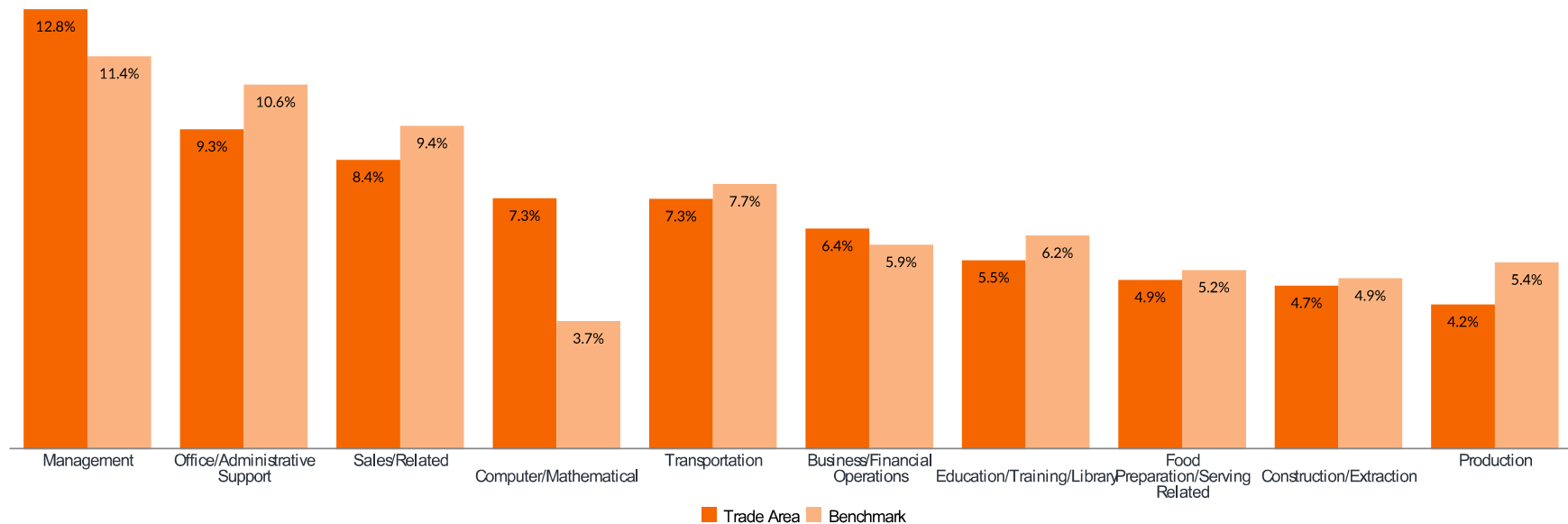


7.7%

Index: 96

15 - 19 Minutes

OCCUPATION: TOP 10*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2025>

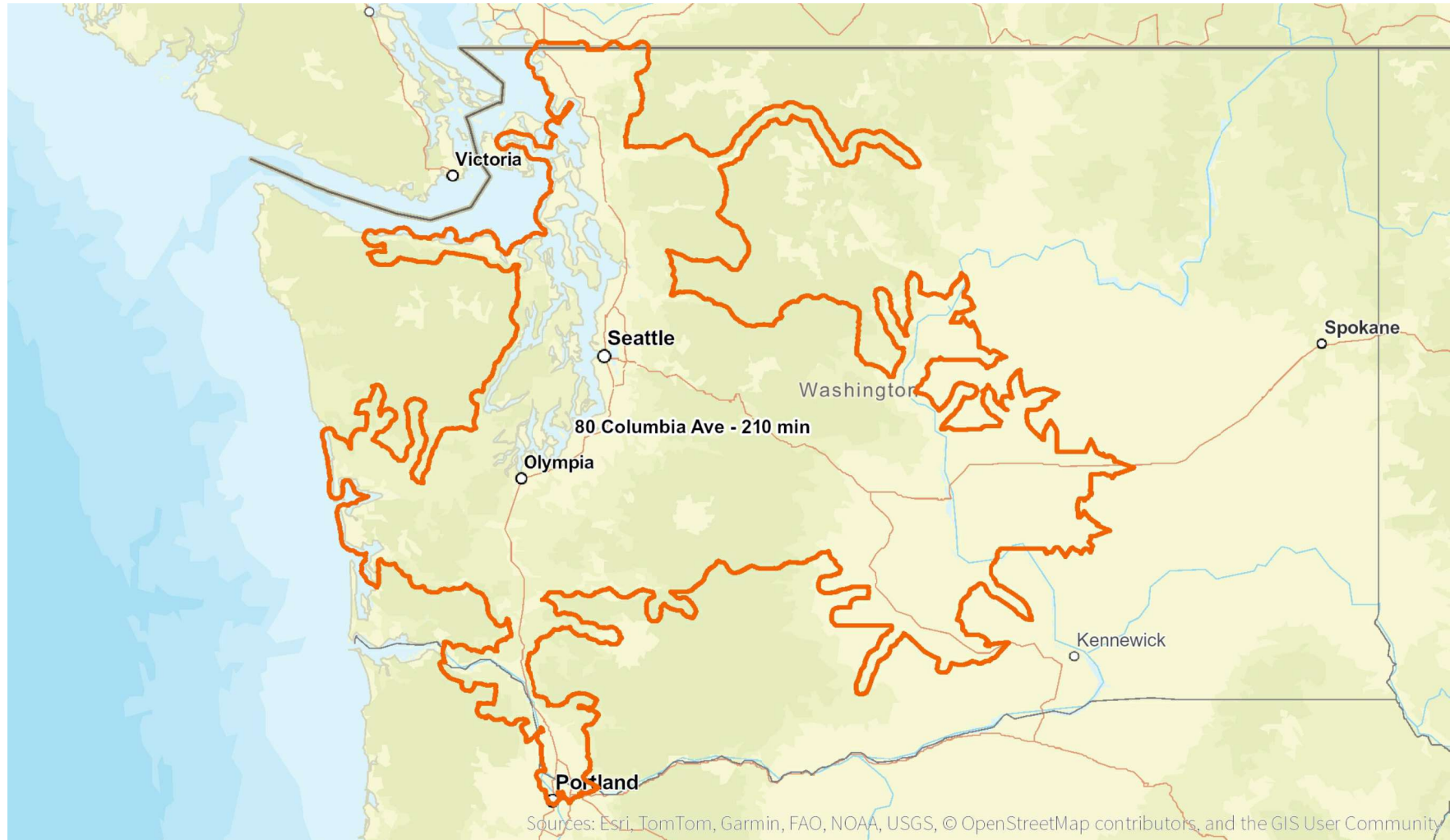
*Chosen from percent composition ranking.

**Chosen from percent composition ranking, Driving Alone excluded from ranking.

Index Colors:	<80	80 - 110	110+
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Trade Area: 80 Columbia Ave - 210 min

Population: 6,915,549 | Households: 2,691,607



©2006-2025 TomTom

Trade Area: 80 Columbia Ave - 210 min



POPULATION

The population in this area is estimated to change from 6,785,073 to 6,915,549, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.8%.

The population in the base area is estimated to change from 331,449,281 to 337,643,652, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.4%.

The current year median age for this area is 39.3, while the average age is 40.4. Five years from now, the median age is projected to be 41.0.

The current year median age for the base area is 39.6, while the average age is 40.6. Five years from now, the median age is projected to be 40.9.

Of this area's current year estimated population:

61.2% are White Alone, 4.9% are Black or African American Alone, 1.4% are American Indian and Alaska Nat. Alone, 12.3% are Asian Alone, 1.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 7.2% are Some Other Race, and 12.0% are Two or More Races.

Of the base area's current year estimated population:

59.6% are White Alone, 12.5% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 6.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.0% are Some Other Race, and 11.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 15.2%, while the base area's current estimated Hispanic or Latino population is 20.3%.



HOUSEHOLD

The number of households in this area is estimated to change from 2,647,348 to 2,691,607, resulting in an increase of 1.7% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.8%.

The number of households in the base area is estimated to change from 126,817,580 to 129,687,464, resulting in an increase of 2.3% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.7%.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 210 min



EDUCATION

Currently, it is estimated that **11.8%** of the population age 25 and over in this area had earned a Master's Degree, **2.5%** had earned a Professional School Degree, **1.9%** had earned a Doctorate Degree and **24.8%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.9%** had earned a Master's Degree, **2.3%** had earned a Professional School Degree, **1.6%** had earned a Doctorate Degree and **21.3%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$141,486** for the current year, while the average household income for the base area is estimated to be **\$113,181** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$141,486** to **\$155,329**.

The average household income in the base area is projected to change over the next five years, from **\$113,181** to **\$122,965**.



HOUSING

Most of the dwellings in this area (**60.1%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**63.4%**).

The majority of dwellings in this area (**60.3%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**15.2%**) are estimated to have been **Built 1990 to 1999** for the current year.

The majority of housing units in the base area (**14.1%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 80 Columbia Ave - 210 min



LABOR

For this area, 80 Columbia Ave - 210 min, 95.6% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

1.1% are in the Armed Forces, 61.8% are employed civilians, 2.8% are unemployed civilians, and 34.3% are not in the labor force.

The occupational classification for this area are as follows:

18.8% hold blue collar occupations, 65.0% hold white collar occupations, and 16.2% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

3.0% are in Architecture and Engineering, 2.3% are in Arts, Entertainment and Sports, 6.4% are in Business and Financial Operations, 7.3% are in Computers and Mathematics, 5.5% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 3.4% are in Healthcare Support, 1.5% are in Life, Physical and Social Sciences, 12.8% are in Management, 9.3% are in Office and Administrative Support.

1.8% are in Community and Social Services, 4.9% are in Food Preparation and Serving, 1.2% are in Legal Services, 1.7% are in Protective Services, 8.4% are in Sales and Related Services, 2.2% are in Personal Care Services.

2.8% are in Building and Grounds Maintenance, 4.7% are in Construction and Extraction, 1.2% are in Farming, Fishing and Forestry, 2.7% are in Maintenance and Repair, 4.2% are in Production, 7.3% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:

21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:

2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Benchmark: USA

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Report Details

Name: Marysville, WA (Regional Demographic Report)
Date / Time: 2/18/2025 11:22:28 PM
Workspace Vintage: 2025

Trade Area

Name	Level	Geographies
80 Columbia Ave - 90 min		N/A
80 Columbia Ave - 150 min		N/A
80 Columbia Ave - 210 min		N/A

Benchmark

Name	Level	Geographies
USA	Entire US	United States

DataSource

Product	Provider	Copyright
Claritas Pop-Facts® Advanced 2025	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About
Claritas Pop-Facts® Premier 2025	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About
SPOTLIGHT Pop-Facts® Premier 2025, including 2010 US Census, 2025 estimates and 2030 projections	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About

Marysville Sports Complex

4-Year Financial Operating Model

Sales Forecast:		CY1	CY2	CY3	CY4
Indoor Programming					
	Basketball	\$23,042	\$386,137	\$435,490	\$485,800
	Volleyball	\$18,570	\$266,635	\$300,700	\$338,320
	Futsal	\$5,896	\$35,836	\$42,160	\$49,600
	Pickleball	\$3,930	\$19,363	\$22,780	\$26,800
Other Income:					
	Holiday/School Days Off	\$0	\$6,503	\$7,650	\$9,000
	Day Pass	\$0	\$0	\$0	\$0
	Gate	\$0	\$14,400	\$34,200	\$64,800
	Parking	\$0	\$0	\$0	\$0
	General Summer & Holiday Camp	\$0	\$97,538	\$114,750	\$135,000
	Parties	\$1,400	\$20,230	\$23,800	\$28,000
	Food and Beverages	\$10,287	\$154,714	\$179,866	\$210,984
	Membership Fees	\$0	\$24,281	\$28,530	\$32,400
	Space Lease	\$0	\$0	\$0	\$0
	Partnerships Cash	\$30,000	\$120,000	\$180,000	\$180,000
	Partnerships Trade	\$4,000	\$12,000	\$12,000	\$12,000
	Misc. Events Income	\$0	\$51,200	\$64,000	\$89,600
	Early Childhood Program	\$0	\$11,560	\$13,600	\$16,000
	Speed & Agility Training	\$0	\$0	\$0	\$0
Total Revenue		\$97,125	\$1,220,395	\$1,459,526	\$1,678,304
Expenses:					
	Management Fees	\$120,000	\$180,000	\$180,000	\$180,000
	Legal Costs	\$1,600	\$2,400	\$2,400	\$2,400
	Marketing Costs	\$18,000	\$36,000	\$36,000	\$36,000
	Telecommunications	\$1,400	\$4,200	\$4,200	\$4,200
	Postage	\$600	\$1,200	\$1,200	\$1,200
	Accounting/Payroll Services	\$3,200	\$9,600	\$9,600	\$9,600
	Bank Charges	\$486	\$6,102	\$7,298	\$8,392
	Food and Beverages COGS (Café Cogs)	\$3,086	\$46,414	\$53,960	\$63,295
	Parties COGS	\$350	\$5,058	\$5,950	\$7,000
	Cleaning Services	\$2,400	\$14,400	\$14,400	\$14,400
	Computer Services	\$6,400	\$9,600	\$9,600	\$9,600
	Dues & Subscriptions	\$1,600	\$4,800	\$4,800	\$4,800
	Equipment R & M	\$3,000	\$18,000	\$18,000	\$18,000
	Food/Drink Comped	\$1,200	\$4,800	\$4,800	\$4,800
	Licenses & Fees	\$1,000	\$3,000	\$3,000	\$3,000
	Meals & Entertainment	\$1,600	\$2,400	\$2,400	\$2,400
	Office Supplies	\$4,000	\$6,000	\$6,000	\$6,000
	Sanitation	\$4,000	\$12,000	\$12,000	\$12,000
	Cable/Internet	\$1,500	\$9,000	\$9,000	\$9,000
	Supplies-Other	\$2,500	\$6,000	\$6,000	\$6,000
	Mobile Phones	\$4,000	\$6,000	\$6,000	\$6,000
	other misc	\$8,000	\$12,000	\$12,000	\$12,000
Misc Expense Sub-Total:		\$189,922	\$398,974	\$408,607	\$420,087
	Facility Lease	\$256,500	\$769,500	\$769,500	\$769,500
	Building Repair & Maintenance	\$2,000	\$12,000	\$12,000	\$12,000
	Landscape Maintenance	\$4,000	\$24,000	\$24,000	\$24,000
	Insurance--P & L	\$10,000	\$30,000	\$30,000	\$30,000
	Utilities	\$20,196	\$60,588	\$60,588	\$60,588
	Property Taxes	\$0	\$0	\$0	\$0
Facility Expense Sub-total:		\$292,696	\$896,088	\$896,088	\$896,088
	Payroll--Permanent	\$150,417	\$335,000	\$335,000	\$335,000
	Payroll--Incentive	\$22,563	\$50,250	\$50,250	\$50,250
	Payroll--Instructors	\$2,948	\$17,485	\$20,570	\$24,200
	Payroll--Parttime Sports	\$9,259	\$137,083	\$156,749	\$180,166
	Payroll--Referees/Officials	\$1,992	\$20,426	\$24,115	\$26,592
	Payroll--Taxes	\$22,222	\$64,778	\$67,508	\$70,754
	General Summer Camp Expense	\$0	\$19,508	\$22,950	\$27,000
	Sports Camp Expenses	\$0	\$9,212	\$10,838	\$12,750
	Tournament Expenses	\$0	\$4,656	\$10,980	\$20,016
	Insurance--Health	\$0	\$0	\$0	\$0
Personnel Expense Sub-total:		\$209,400	\$658,397	\$698,960	\$746,727
Total Expenses:		\$692,018	\$1,953,458	\$2,003,656	\$2,062,902
Annual Operating Profit/Loss:		-\$594,893	-\$733,063	-\$544,130	-\$384,598

Marysville Sports Complex				
Financial Model Version:		1.0	Date:	1/1/26
Assumptions/Pricing				
General				
Revenue				
Basketball (Indoors)				
	Avg. Price In Season / Peak		Avg. Price Off Season / Off Peak	
	Peak		Off	
Leagues:(Adult)	\$1,000	per team	\$1,000	
Leagues:(Youth)	\$1,000	per team	\$1,000	
Court Rentals	\$80	per hour/court	\$80	
Instructional Classes	\$200	per Person		
Tournaments:	\$275	per team	\$275	
Camps	\$250	per Person	\$250	
Clinics	\$50	per Person	\$50	
Rental Events/Tournaments	\$6,400	per day	\$6,400	
Volleyball (Indoors)				
	Avg. Price In Season / Peak		Avg. Price Off Season / Off Peak	
	Peak		Off	
League(Adult)	\$1,000	per team	\$1,000	
League(Youth)	\$1,000	per team	\$1,000	
Court Rentals	\$40	per hour/court	\$40	
Instructional Classes	\$200	per Person		
Tournaments (1-Day)	\$210	per team	\$210	
Camps	\$250	per Person	\$250	
Clinics	\$50	per Person	\$50	
Rental Events/Tournaments	\$6,400	per day	\$6,400	
Futsal (Indoors)				
	Avg. Price In Season / Peak		Avg. Price Off Season / Off Peak	
	Peak		Off	
Leagues:(Adult)	\$800	per team	\$800	
Leagues:(Youth)	\$800	per team	\$800	
Court Rental:	\$80	per hour/court	\$80	
Instructional classes:	\$200	per Person		
Tournament	\$225	per team	\$225	
Camps	\$225	per Person	\$225	
Clinics	\$50	per Person	\$50	
Rental Events/Tournaments	\$6,400	per day	\$6,400	
Pickleball Indoor				
	Avg. Price In Season / Peak		Avg. Price Off Season / Off Peak	
	Peak		Off	
Court Rentals	\$10		\$10	
Parking				
Parking Fee* (Per Day)	\$0		\$0	

Speed & Agility Training: Monthly	Individuals:	\$75
	Individuals in Small Groups	\$250
	Individuals in Large Groups	\$375
	Teams	\$1,000

Membership Fees:		
Annual Memberships		\$30

Other:	Parties:	Peak		Off
	General Summer & Holiday Camp	\$350		\$350
	Events Income (Rental)	\$250		\$250
	Gate Fee factor for each player	\$6,400	Per Day	
	1 day Gate Fees	1.5		
	2 day Gate Fees	\$0		
	3 day Gate Fees	\$15		
	Day Pass	\$0		
	Holiday/School Days Off	\$50	Per Day	

Space Lease			
	Rate	Square Feet	Monthly Lease
1	\$0.00	0	\$0
2			\$0
3			\$0
4			\$0
Total Lease Revenue:		0	\$0

Early Childhood Development		
Price per session per Participant	Peak	
	\$160	

Corporate Partnerships (net):					
	Monthly Cash	Monthly Trade	Start Date	End Date	
2026 :	\$7,500	\$1,000	9/1/2026	12/30/2026	
2027 :	\$10,000	\$1,000	1/1/2027	12/30/2027	
2028 :	\$15,000	\$1,000	1/1/2028	12/30/2028	
2029 :	\$15,000	\$1,000	1/1/2029	12/30/2029	

Expenses																																																																											
Construction: Base indoor facility: Indoor sports package: Pre Opening Operational Expenses & FF&E Sub-total: Allocated Land Value: Contingency Total Cost: <table border="1" style="margin: auto;"> <thead> <tr> <th>Size</th> <th>\$ Per Sq. Ft.</th> </tr> </thead> <tbody> <tr> <td>90,000</td> <td>\$250</td> </tr> <tr> <td></td> <td>\$30</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td>0%</td> </tr> </tbody> </table> \$22,500,000 \$2,700,000 \$275,000 \$25,475,000 \$13,000,000 \$0 \$38,475,000										Size	\$ Per Sq. Ft.	90,000	\$250		\$30						0%																																																						
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Amortization: Percentage financed: Amortization period: Interest rate: Monthly amortization: Equity: Equity-- Total cash required: <u>Preferred*</u> Annual rate of return: Monthly cash-on-cash return on capital required: Operating company total monthly lease: <table border="1" style="margin: auto;"> <tbody> <tr><td>50%</td></tr> <tr><td>25</td></tr> <tr><td>0.00%</td></tr> <tr><td></td></tr> <tr><td>50%</td></tr> <tr><td></td></tr> <tr><td>0.0%</td></tr> </tbody> </table> \$19,237,500 \$64,125 \$0 \$0 \$64,125 <table style="margin-left: auto;"> <thead> <tr> <th>Start Date</th> <th>End Date</th> </tr> </thead> <tbody> <tr> <td>9/1/2026</td> <td>12/30/2029</td> </tr> </tbody> </table>										50%	25	0.00%		50%		0.0%	Start Date	End Date	9/1/2026	12/30/2029																																																							
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Franchise/Royalties Fees (i.e. lil kickers)	10/1/2026	12/30/2029																																																																									
Licenses & fees	9/1/2026	12/30/2029																																																																									
Meals & entertainment	5/1/2026	12/30/2029																																																																									
Office supplies	5/1/2026	12/30/2029																																																																									
Sanitation	9/1/2026	12/30/2029																																																																									
Cable/Internet	11/1/2026	12/30/2029																																																																									
Supplies, Staff Apparel, other	8/1/2026	12/30/2029																																																																									
Mobile Phones	5/1/2026	12/30/2029																																																																									
Other miscellaneous (HR & Payroll & alarm security)	5/1/2026	12/30/2029																																																																									
Landscape maintenance	11/1/2026	12/30/2029																																																																									
Property Expenses: Monthly <table style="width: 100%;"> <tbody> <tr> <td style="width: 60%;">Insurance: Property & Liability</td> <td style="width: 15%; text-align: center;">\$2,500</td> <td style="width: 15%; text-align: center;">9/1/2026</td> <td style="width: 10%; text-align: center;">12/30/2029</td> </tr> <tr> <td>Utilities</td> <td style="text-align: center;">\$5,049</td> <td style="text-align: center;">9/1/2026</td> <td style="text-align: center;">12/30/2029</td> </tr> <tr> <td>Property Taxes</td> <td style="text-align: center;">\$0</td> <td style="text-align: center;">9/1/2026</td> <td style="text-align: center;">12/30/2029</td> </tr> </tbody> </table>										Insurance: Property & Liability	\$2,500	9/1/2026	12/30/2029	Utilities	\$5,049	9/1/2026	12/30/2029	Property Taxes	\$0	9/1/2026	12/30/2029																																																						
Insurance: Property & Liability	\$2,500	9/1/2026	12/30/2029																																																																								
Utilities	\$5,049	9/1/2026	12/30/2029																																																																								
Property Taxes	\$0	9/1/2026	12/30/2029																																																																								
Opening Cash Balance for Working Capital Additional Cash-In \$ - 4513367.7 (\$2,256,684) Dec-29																																																																											
Staffing: Permanent positions <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Annual Salary</th> <th>Start</th> <th>Incentive%</th> </tr> </thead> <tbody> <tr><td>\$85,000</td><td>May-26</td><td>15%</td></tr> <tr><td>\$70,000</td><td>May-26</td><td>15%</td></tr> <tr><td>\$60,000</td><td>Aug-26</td><td>15%</td></tr> <tr><td>\$60,000</td><td>Aug-26</td><td>15%</td></tr> <tr><td>\$60,000</td><td>Aug-26</td><td>15%</td></tr> </tbody> </table> Total: \$335,000 \$50,250										Annual Salary	Start	Incentive%	\$85,000	May-26	15%	\$70,000	May-26	15%	\$60,000	Aug-26	15%	\$60,000	Aug-26	15%	\$60,000	Aug-26	15%																																																
Annual Salary	Start	Incentive%																																																																									
\$85,000	May-26	15%																																																																									
\$70,000	May-26	15%																																																																									
\$60,000	Aug-26	15%																																																																									
\$60,000	Aug-26	15%																																																																									
\$60,000	Aug-26	15%																																																																									
Health Insurance: Per employee \$0 Total: \$0																																																																											

[illegible]

Marysville Sports Complex

Financial Model Version: 1.0 Date: 1/1/26

Revenue & Expense Projections

No of days in a month		0												
		Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27
REVENUE														
Indoor Programming														
Basketball	Leagues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,598	\$ -	\$ 45,815
	Court Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,537	\$ 3,537	\$ 8,323
	Instructional Classes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,370	\$ -	\$ 8,670
	Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Rental Events/Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Basketball Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,505	\$ 3,537	\$ 62,808
Volleyball	Leagues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ 12,000
	Court Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,445
	Instructional Classes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,370	\$ -	\$ 8,670
	Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Rental Events/Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,800
	Volleyball Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,970	\$ 1,600	\$ 34,915
Futsal	League	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,496
	Court Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,948	\$ 2,948	\$ 3,468
	Instructional Classes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Rental Events/Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Futsal Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,948	\$ 2,948	\$ 21,964
Pickleball		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,965	\$ 1,965	\$ 2,312
	Pickleball Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,965	\$ 1,965	\$ 2,312
Early Childhood Development		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,312
	Sub - total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,312
Speed & Agility Training:	Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Small Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Large Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Teams	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Speed & Agility Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER INCOME														
Holiday/School Days Off		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 723
Day Pass		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Fee		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Summer & Holiday Camp		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parties		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700	\$ 700	\$ 2,023
Gate Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food and Beverages		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,277	\$ 2,010	\$ 24,400
Annual Memberships		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,281
Space Lease		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Partnerships Cash		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 10,000
Partnerships Trade		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Events Income (Rental)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Income Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ 8,500	\$ 17,477	\$ 11,210	\$ 62,426
TOTAL REVENUE		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ 8,500	\$ 58,865	\$ 21,260	\$ 186,737

Marysville Sports Complex

Financial Model Version: 1.0 Date: 1/1/26

Revenue & Expense Projections

No of days in a month	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27
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EXPENSE																				
Management Fees	\$	-	\$	-	\$	-	\$	15,000	\$	15,000	\$	15,000	\$	15,000	\$	15,000	\$	15,000	\$	15,000
Legal Costs	\$	-	\$	-	\$	-	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200
Marketing Costs	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
Telecommunications	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	350	\$	350	\$	350	\$	350
Postage	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100
Accounting/Payroll Services	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	800	\$	800	\$	800	\$	800
Bank Charges	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	43	\$	43	\$	294	\$	106
Food and Beverages COGS (Café Cogs)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,483	\$	603
Parties COGS	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	175	\$	175
Cleaning Services	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,200	\$	1,200
Computer Services	\$	-	\$	-	\$	-	\$	800	\$	800	\$	800	\$	800	\$	800	\$	800	\$	800
Dues & Subscriptions	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	400	\$	400	\$	400	\$	400
Equipment R & M	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,500	\$	1,500
Food/Drink Comped	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	400	\$	400	\$	400
Licenses & Fees	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250	\$	250	\$	250	\$	250
Meals & Entertainment	\$	-	\$	-	\$	-	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200
Office Supplies	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500
Sanitation	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000	\$	1,000	\$	1,000	\$	1,000
Cable/Internet	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	750	\$	750
Supplies-Other	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500
Mobile Phones	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500
Other-Misc	\$	-	\$	-	\$	-	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000
Operating Loan Interest	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Misc Expense Sub-total:	\$	-	\$	-	\$	-	\$	18,200	\$	18,200	\$	21,300	\$	21,800	\$	24,643	\$	25,043	\$	31,403
Facility Lease	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	64,125	\$	64,125	\$	64,125	\$	64,125
Building Repair & Maintenance	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000	\$	1,000
Lawn & Snow	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,000	\$	2,000
Insurance--P & L	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,500	\$	2,500	\$	2,500	\$	2,500
Utilities	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	5,049	\$	5,049	\$	5,049	\$	5,049
Property Tax	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Facility Expense Sub-total:	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	71,674	\$	71,674	\$	74,674	\$	74,674
Payroll--Permanent	\$	-	\$	-	\$	-	\$	-	\$	12,917	\$	12,917	\$	12,917	\$	27,917	\$	27,917	\$	27,917
Payroll--Incentive	\$	-	\$	-	\$	-	\$	-	\$	1,938	\$	1,938	\$	1,938	\$	4,188	\$	4,188	\$	4,188
Payroll--Instructors	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,948	\$	4,075
Payroll--Parttime	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	7,450	\$	1,809
Payroll--Referees/Officials	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,992	\$	-
Payroll--Taxes	\$	-	\$	-	\$	-	\$	-	\$	1,783	\$	1,783	\$	1,783	\$	3,853	\$	3,853	\$	5,100
General Summer Camp Expense	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Sports Camps & Clinics Expenses	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Tournament Expenses	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Insurance--Health	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Personnel Expense Sub-total:	\$	-	\$	-	\$	-	\$	-	\$	16,637	\$	16,637	\$	16,637	\$	35,957	\$	35,957	\$	49,594
TOTAL EXPENSE	\$	-	\$	-	\$	-	\$	18,200	\$	34,837	\$	37,937	\$	38,437	\$	132,273	\$	132,673	\$	155,670

MONTHLY OPERATING PROFIT/(LOSS)	\$0	\$0	\$0	\$0	(\$18,200)	(\$34,837)	(\$37,937)	(\$38,437)	(\$123,773)	(\$124,173)	(\$96,806)	(\$120,731)	\$581
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ANNUAL OPERATING PROFIT/(LOSS)	\$0	\$0	\$0	\$0	(\$18,200)	(\$53,037)	(\$90,973)	(\$129,410)	(\$253,183)	(\$377,356)	(\$474,162)	(\$594,893)	(\$594,312)
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Marysville Sports Complex

Revenue & Expense Projections

No of days in a month

				2		2			0	2	2	0	2	
	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	
REVENUE														
Indoor Programming														
Basketball														
Leagues	\$ -	\$ 10,115	\$ -	\$ 7,225	\$ -	\$ 7,225	\$ -	\$ 7,225	\$ -	\$ 10,115	\$ -	\$ 53,900	\$ -	
Court Rental	\$ 8,323	\$ 8,323	\$ 8,323	\$ 8,323	\$ 8,323	\$ 4,162	\$ -	\$ -	\$ -	\$ 4,162	\$ 4,162	\$ 9,792	\$ 9,792	
Instructional Classes	\$ -	\$ 8,670	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,670	\$ -	\$ 8,670	\$ -	\$ 10,200	\$ -	
Tournaments	\$ -	\$ 4,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,400	\$ -	\$ -	\$ -	\$ -	
Camps	\$ -	\$ 10,838	\$ -	\$ -	\$ 10,838	\$ 10,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Rental Events/Tournaments	\$ 32,000	\$ 12,800	\$ 12,800	\$ 12,800	\$ 12,800	\$ -	\$ 12,800	\$ 12,800	\$ 25,600	\$ 12,800	\$ 12,800	\$ -	\$ 32,000	
Basketball Sub-total:	\$ 40,323	\$ 55,146	\$ 21,123	\$ 28,348	\$ 31,961	\$ 22,224	\$ 12,800	\$ 28,695	\$ 30,000	\$ 35,747	\$ 16,962	\$ 73,892	\$ 41,792	
Volleyball														
Leagues	\$ -	\$ 12,000	\$ -	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 14,000	\$ -	
Court Rental	\$ 1,445	\$ 1,445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700	\$ 1,700	
Instructional Classes	\$ -	\$ 8,670	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,670	\$ -	\$ 8,670	\$ -	\$ 10,200	\$ -	
Tournaments	\$ 6,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,400	
Camps	\$ -	\$ 7,225	\$ -	\$ -	\$ -	\$ 10,838	\$ 10,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Rental Events/Tournaments	\$ 12,800	\$ 25,600	\$ 25,600	\$ 38,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ 12,800	
Volleyball Sub-total:	\$ 20,965	\$ 54,940	\$ 25,600	\$ 46,400	\$ -	\$ 18,838	\$ 10,838	\$ 20,670	\$ -	\$ 20,670	\$ 12,800	\$ 38,700	\$ 22,900	
Futsal														
League	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,760	\$ -	
Court Rental	\$ 3,468	\$ 3,468	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,468	\$ 3,468	\$ 4,080	\$ 4,080	
Instructional Classes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Rental Events/Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Futsal Sub-total:	\$ 3,468	\$ 3,468	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,468	\$ 3,468	\$ 25,840	\$ 4,080	
Pickleball														
Sub-total:	\$ 2,312	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,445	\$ 1,445	\$ 1,445	\$ 2,312	\$ 2,312	\$ 2,720	\$ 2,720	
Early Childhood Development														
Sub - total:	\$ -	\$ 2,312	\$ -	\$ 1,156	\$ -	\$ 1,156	\$ -	\$ 2,312	\$ -	\$ 2,312	\$ -	\$ 2,720	\$ -	
Speed & Agility Training:														
Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Small Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Large Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Teams	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Speed & Agility Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
OTHER INCOME														
Holiday/School Days Off	\$ 723	\$ 723	\$ 723	\$ 723	\$ -	\$ -	\$ -	\$ 723	\$ 723	\$ 723	\$ 723	\$ 850	\$ 850	
Day Pass	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Parking Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
General Summer & Holiday Camp	\$ -	\$ -	\$ -	\$ -	\$ 21,675	\$ 43,350	\$ 32,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Parties	\$ 2,023	\$ 2,023	\$ 2,023	\$ 1,012	\$ 1,012	\$ 1,012	\$ 1,012	\$ 2,023	\$ 2,023	\$ 2,023	\$ 2,023	\$ 2,380	\$ 2,380	
Gate Fees	\$ 7,200	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ 9,000	
Food and Beverages	\$ 14,854	\$ 23,662	\$ 12,136	\$ 15,181	\$ 9,183	\$ 8,444	\$ 5,017	\$ 10,162	\$ 9,569	\$ 14,999	\$ 7,108	\$ 30,790	\$ 16,098	
Annual Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,530	\$ -	
Space Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Partnerships Cash	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	
Partnerships Trade	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Events Income (Rental)	\$ -	\$ -	\$ 12,800	\$ -	\$ 12,800	\$ -	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ -	\$ 12,800	\$ -	
Other Income Sub-total:	\$ 35,799	\$ 41,007	\$ 38,681	\$ 27,915	\$ 55,670	\$ 63,805	\$ 49,541	\$ 23,908	\$ 39,715	\$ 41,545	\$ 20,854	\$ 91,350	\$ 44,328	
TOTAL REVENUE	\$ 102,867	\$ 158,029	\$ 86,561	\$ 104,975	\$ 88,787	\$ 107,179	\$ 74,623	\$ 77,030	\$ 71,160	\$ 106,053	\$ 56,395	\$ 235,222	\$ 115,820	

Marysville Sports Complex

Revenue & Expense Projections

No of days in a month	2		2		0		2		2		0		2	
	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	
EXPENSE														
Management Fees	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
Legal Costs	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
Marketing Costs	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
Telecommunications	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	
Postage	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Accounting/Payroll Services	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	
Bank Charges	\$ 514	\$ 790	\$ 433	\$ 525	\$ 444	\$ 536	\$ 373	\$ 385	\$ 356	\$ 530	\$ 282	\$ 1,176	\$ 579	
Food and Beverages COGS (Café Cogs)	\$ 4,456	\$ 7,099	\$ 3,641	\$ 4,554	\$ 2,755	\$ 2,533	\$ 1,505	\$ 3,049	\$ 2,871	\$ 4,500	\$ 2,132	\$ 9,237	\$ 4,830	
Parties COGS	\$ 506	\$ 506	\$ 506	\$ 253	\$ 253	\$ 253	\$ 253	\$ 506	\$ 506	\$ 506	\$ 506	\$ 595	\$ 595	
Cleaning Services	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	
Computer Services	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	
Dues & Subscriptions	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Equipment R & M	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
Food/Drink Comped	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Licenses & Fees	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	
Meals & Entertainment	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
Office Supplies	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
Sanitation	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Cable/Internet	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	
Supplies-Other	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
Mobile Phones	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
Other-Misc	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Operating Loan Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Misc Expense Sub-total:	\$ 33,926	\$ 36,844	\$ 33,029	\$ 33,782	\$ 31,902	\$ 31,772	\$ 30,581	\$ 32,389	\$ 32,182	\$ 33,986	\$ 31,370	\$ 39,458	\$ 34,454	
Facility Lease	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	
Building Repair & Maintenance	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Lawn & Snow	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
Insurance--P & L	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	
Utilities	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Facility Expense Sub-total:	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	
Payroll--Permanent	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	
Payroll--Incentive	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	
Payroll--Instructors	\$ 145	\$ 4,075	\$ 145	\$ 376	\$ -	\$ 231	\$ -	\$ 4,075	\$ 145	\$ 4,075	\$ 145	\$ 4,794	\$ 170	
Payroll--Parttime	\$ 12,288	\$ 20,756	\$ 10,922	\$ 13,663	\$ 8,265	\$ 7,599	\$ 4,515	\$ 9,146	\$ 8,072	\$ 13,499	\$ 6,397	\$ 27,711	\$ 13,139	
Payroll--Referees/Officials	\$ -	\$ 2,654	\$ -	\$ 1,827	\$ -	\$ 1,827	\$ -	\$ 2,307	\$ -	\$ 2,654	\$ -	\$ 10,759	\$ -	
Payroll--Taxes	\$ 5,344	\$ 6,832	\$ 5,181	\$ 5,537	\$ 4,844	\$ 4,792	\$ 4,394	\$ 5,439	\$ 4,838	\$ 5,961	\$ 4,638	\$ 7,753	\$ 5,450	
General Summer Camp Expense	\$ -	\$ -	\$ -	\$ -	\$ 4,335	\$ 8,670	\$ 6,503	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sports Camps & Clinics Expenses	\$ -	\$ 2,709	\$ -	\$ -	\$ 1,626	\$ 3,251	\$ 1,626	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Tournament Expenses	\$ 2,016	\$ 1,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,320	\$ -	\$ -	\$ -	\$ 2,520	
Insurance--Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Personnel Expense Sub-total:	\$ 51,897	\$ 70,450	\$ 48,351	\$ 53,507	\$ 51,174	\$ 58,475	\$ 49,141	\$ 53,071	\$ 46,479	\$ 58,294	\$ 43,284	\$ 83,122	\$ 53,382	
TOTAL EXPENSE	\$ 160,498	\$ 181,969	\$ 156,055	\$ 161,963	\$ 157,750	\$ 164,921	\$ 154,396	\$ 160,134	\$ 153,336	\$ 166,953	\$ 149,328	\$ 197,254	\$ 162,510	
MONTHLY OPERATING PROFIT/(LOSS)	(\$57,630)	(\$23,940)	(\$69,494)	(\$56,988)	(\$68,963)	(\$57,742)	(\$79,773)	(\$83,105)	(\$82,176)	(\$60,900)	(\$92,932)	\$37,968	(\$46,689)	
ANNUAL OPERATING PROFIT/(LOSS)	(\$651,942)	(\$675,882)	(\$745,376)	(\$802,364)	(\$871,327)	(\$929,069)	(\$1,008,842)	(\$1,091,947)	(\$1,174,123)	(\$1,235,023)	(\$1,327,956)	(\$1,289,987)	(\$1,336,677)	

Marysville Sports Complex

Revenue & Expense Projections

No of days in a month		2		0		2		2		2		0		2		0	
		Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29				
REVENUE																	
Indoor Programming																	
Basketball	Leagues	\$ 11,900	\$ -	\$ 8,500	\$ -	\$ 8,500	\$ -	\$ 8,500	\$ -	\$ 11,900	\$ -	\$ 62,000	\$ -				
	Court Rental	\$ 9,792	\$ 9,792	\$ 9,792	\$ 9,792	\$ 4,896	\$ -	\$ -	\$ -	\$ 4,896	\$ 4,896	\$ 11,520	\$ 11,520				
	Instructional Classes	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,200	\$ -	\$ 10,200	\$ -	\$ 12,000	\$ -				
	Tournaments	\$ 6,600	\$ -	\$ -	\$ 6,600	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Camps	\$ 12,750	\$ -	\$ -	\$ 12,750	\$ 12,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Rental Events/Tournaments	\$ 12,800	\$ 12,800	\$ 12,800	\$ 12,800	\$ -	\$ 12,800	\$ 12,800	\$ 25,600	\$ 12,800	\$ 12,800	\$ -	\$ -	\$ 32,000			
	Basketball Sub-total:	\$ 64,042	\$ 22,592	\$ 31,092	\$ 41,942	\$ 32,746	\$ 12,800	\$ 31,500	\$ 25,600	\$ 39,796	\$ 17,696	\$ 85,520	\$ 43,520				
Volleyball	Leagues	\$ 14,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ -				
	Court Rental	\$ 1,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000				
	Instructional Classes	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,200	\$ -	\$ 10,200	\$ -	\$ 12,000	\$ -				
	Tournaments	\$ -	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,440	\$ 13,440				
	Camps	\$ 8,500	\$ -	\$ -	\$ -	\$ 12,750	\$ 12,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Rental Events/Tournaments	\$ 25,600	\$ 25,600	\$ 38,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ 12,800				
	Volleyball Sub-total:	\$ 60,000	\$ 34,000	\$ 48,400	\$ -	\$ 22,750	\$ 12,750	\$ 24,200	\$ -	\$ 24,200	\$ 12,800	\$ 54,240	\$ 28,240				
Futsal	League	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,600	\$ -				
	Court Rental	\$ 4,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,080	\$ 4,080	\$ 4,800	\$ 4,800				
	Instructional Classes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Rental Events/Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Futsal Sub-total:	\$ 4,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,080	\$ 4,080	\$ 30,400	\$ 4,800				
Pickleball		\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,700	\$ 1,700	\$ 1,700	\$ 2,720	\$ 2,720	\$ 3,200	\$ 3,200				
	Pickleball Sub-total:	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,700	\$ 1,700	\$ 1,700	\$ 2,720	\$ 2,720	\$ 3,200	\$ 3,200				
Early Childhood Development		\$ 2,720	\$ -	\$ 1,360	\$ -	\$ 1,360	\$ -	\$ 2,720	\$ -	\$ 2,720	\$ -	\$ 3,200	\$ -				
Sub - total:		\$ 2,720	\$ -	\$ 1,360	\$ -	\$ 1,360	\$ -	\$ 2,720	\$ -	\$ 2,720	\$ -	\$ 3,200	\$ -				
Speed & Agility Training:	Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Small Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Large Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
	Teams	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Speed & Agility Sub-total:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
OTHER INCOME																	
Holiday/School Days Off		\$ 850	\$ 850	\$ 850	\$ -	\$ -	\$ -	\$ 850	\$ 850	\$ 850	\$ 850	\$ 1,000	\$ 1,000				
Day Pass		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Parking Fee		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
General Summer & Holiday Camp		\$ -	\$ -	\$ -	\$ 25,500	\$ 51,000	\$ 38,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Parties		\$ 2,380	\$ 2,380	\$ 1,190	\$ 1,190	\$ 1,190	\$ 1,190	\$ 2,380	\$ 2,380	\$ 2,380	\$ 2,380	\$ 2,800	\$ 2,800				
Gate Fees		\$ 5,400	\$ 9,000	\$ -	\$ 5,400	\$ 5,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,400	\$ 14,400				
Food and Beverages		\$ 26,976	\$ 15,950	\$ 16,170	\$ 9,740	\$ 12,451	\$ 5,450	\$ 14,040	\$ 8,020	\$ 16,719	\$ 7,459	\$ 40,112	\$ 18,832				
Annual Memberships		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,400	\$ -				
Space Lease		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Partnerships Cash		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000				
Partnerships Trade		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000				
Events Income (Rental)		\$ -	\$ 12,800	\$ -	\$ -	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ 12,800	\$ -	\$ 12,800	\$ -				
Other Income Sub-total:		\$ 51,606	\$ 56,980	\$ 34,210	\$ 57,830	\$ 86,041	\$ 60,890	\$ 46,070	\$ 40,050	\$ 48,749	\$ 26,689	\$ 119,512	\$ 53,032				
TOTAL REVENUE		\$ 183,808	\$ 114,932	\$ 116,422	\$ 101,132	\$ 144,257	\$ 88,140	\$ 106,190	\$ 67,350	\$ 122,265	\$ 63,985	\$ 296,072	\$ 132,792				

Marysville Sports Complex

Revenue & Expense Projections

No of days in a month	2	0	2	2	2	0	2	0	2	0	2	0
	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29
EXPENSE												
Management Fees	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Legal Costs	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Marketing Costs	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telecommunications	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
Postage	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Accounting/Payroll Services	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
Bank Charges	\$ 919	\$ 575	\$ 582	\$ 506	\$ 721	\$ 441	\$ 531	\$ 337	\$ 611	\$ 320	\$ 1,480	\$ 664
Food and Beverages COGS (Café Cogs)	\$ 8,093	\$ 4,785	\$ 4,851	\$ 2,922	\$ 3,735	\$ 1,635	\$ 4,212	\$ 2,406	\$ 5,016	\$ 2,238	\$ 12,034	\$ 5,650
Parties COGS	\$ 595	\$ 595	\$ 298	\$ 298	\$ 298	\$ 298	\$ 595	\$ 595	\$ 595	\$ 595	\$ 700	\$ 700
Cleaning Services	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Computer Services	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
Dues & Subscriptions	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Equipment R & M	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Food/Drink Comped	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Licenses & Fees	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Meals & Entertainment	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Office Supplies	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Sanitation	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Cable/Internet	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Supplies-Other	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Mobile Phones	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Other-Misc	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Operating Loan Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Expense Sub-total:	\$ 38,057	\$ 34,405	\$ 34,181	\$ 32,175	\$ 33,204	\$ 30,823	\$ 33,788	\$ 31,788	\$ 34,672	\$ 31,603	\$ 42,664	\$ 35,464
Facility Lease	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125
Building Repair & Maintenance	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Lawn & Snow	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Insurance--P & L	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Utilities	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Expense Sub-total:	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674
Payroll--Permanent	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917
Payroll--Incentive	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188
Payroll--Instructors	\$ 4,794	\$ 170	\$ 442	\$ -	\$ 272	\$ -	\$ 4,794	\$ 170	\$ 4,794	\$ 170	\$ 5,640	\$ 200
Payroll--Parttime	\$ 23,469	\$ 13,005	\$ 14,553	\$ 7,956	\$ 10,396	\$ 4,905	\$ 12,636	\$ 7,218	\$ 15,047	\$ 6,713	\$ 33,941	\$ 14,789
Payroll--Referees/Officials	\$ 3,108	\$ -	\$ 2,220	\$ -	\$ 2,220	\$ -	\$ 2,700	\$ -	\$ 3,108	\$ -	\$ 12,192	\$ -
Payroll--Taxes	\$ 7,244	\$ 5,434	\$ 5,652	\$ 4,807	\$ 5,133	\$ 4,441	\$ 5,944	\$ 4,739	\$ 6,233	\$ 4,678	\$ 8,602	\$ 5,651
General Summer Camp Expense	\$ -	\$ -	\$ -	\$ 5,100	\$ 10,200	\$ 7,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sports Camps & Clinics Expenses	\$ 3,188	\$ -	\$ -	\$ 1,913	\$ 3,825	\$ 1,913	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tournament Expenses	\$ 1,980	\$ 2,520	\$ -	\$ 1,980	\$ 1,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,032	\$ 4,032
Insurance--Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Expense Sub-total:	\$ 75,886	\$ 53,233	\$ 54,971	\$ 53,860	\$ 66,130	\$ 51,013	\$ 58,178	\$ 44,231	\$ 61,287	\$ 43,666	\$ 96,511	\$ 56,776
TOTAL EXPENSE	\$ 188,617	\$ 162,312	\$ 163,826	\$ 160,710	\$ 174,008	\$ 156,510	\$ 166,640	\$ 150,693	\$ 170,633	\$ 149,943	\$ 213,849	\$ 166,914
MONTHLY OPERATING PROFIT/(LOSS)	(\$4,809)	(\$47,379)	(\$47,404)	(\$59,577)	(\$29,751)	(\$68,370)	(\$60,450)	(\$83,343)	(\$48,368)	(\$85,957)	\$82,223	(\$34,122)
ANNUAL OPERATING PROFIT/(LOSS)	(\$1,341,486)	(\$1,388,865)	(\$1,436,269)	(\$1,495,846)	(\$1,525,597)	(\$1,593,967)	(\$1,654,417)	(\$1,737,760)	(\$1,786,128)	(\$1,872,086)	(\$1,789,863)	(\$1,823,984)

Marysville Sports Complex												
Revenue & Expense Projections												
No of days in a month	0	2	2	2	2	2	2	2	2	4	0	
	Mar-29	Apr-29	May-29	Jun-29	Jul-29	Aug-29	Sep-29	Oct-29	Nov-29	Dec-29		2026
REVENUE												
Indoor Programming												
Basketball												
Leagues	\$ 14,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 14,000	\$ -		\$ 8,598
Court Rental	\$ 11,520	\$ 11,520	\$ 11,520	\$ 11,520	\$ 5,760	\$ -	\$ -	\$ -	\$ 5,760	\$ 5,760		\$ 7,075
Instructional Classes	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -		\$ 7,370
Tournaments	\$ 8,800	\$ -	\$ -	\$ 8,800	\$ 8,800	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Camps	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Rental Events/Tournaments	\$ 12,800	\$ 12,800	\$ 12,800	\$ 12,800	\$ -	\$ 12,800	\$ 12,800	\$ 25,600	\$ 12,800	\$ 12,800		\$ -
Basketball Sub-total:	\$ 74,120	\$ 24,320	\$ 34,320	\$ 48,120	\$ 39,560	\$ 12,800	\$ 34,800	\$ 25,600	\$ 44,560	\$ 18,560		\$ 23,042
Volleyball												
Leagues	\$ 14,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ -		\$ 8,000
Court Rental	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 3,200
Instructional Classes	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -		\$ 7,370
Tournaments	\$ -	\$ 13,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Camps	\$ 10,000	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -		\$ -
Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Rental Events/Tournaments	\$ 25,600	\$ 25,600	\$ 38,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,800		\$ -
Volleyball Sub-total:	\$ 63,600	\$ 39,040	\$ 48,400	\$ -	\$ 25,000	\$ 15,000	\$ 26,000	\$ -	\$ 26,000	\$ 12,800		\$ 18,570
Futsal												
League	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Court Rental	\$ 4,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,800	\$ 4,800		\$ 5,896
Instructional Classes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Clinics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Rental Events/Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Futsal Sub-total:	\$ 4,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,800	\$ 4,800		\$ 5,896
Pickleball												
League	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,200	\$ 3,200		\$ 3,930
Pickleball Sub-total:	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,200	\$ 3,200		\$ 3,930
Early Childhood Development												
Sub - total:	\$ 3,200	\$ -	\$ 1,600	\$ -	\$ 1,600	\$ -	\$ 3,200	\$ -	\$ 3,200	\$ -		\$ -
Speed & Agility Training:												
Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Small Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Large Groups	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Teams	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Speed & Agility Sub-total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
OTHER INCOME												
Holiday/School Days Off	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000		\$ -
Day Pass	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Parking Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
General Summer & Holiday Camp	\$ -	\$ -	\$ -	\$ 30,000	\$ 60,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -		\$ -
Parties	\$ 2,800	\$ 2,800	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800		\$ 1,400
Gate Fees	\$ 7,200	\$ 14,400	\$ -	\$ 7,200	\$ 7,200	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Food and Beverages	\$ 30,264	\$ 18,432	\$ 16,864	\$ 13,944	\$ 14,672	\$ 5,960	\$ 15,120	\$ 8,080	\$ 20,832	\$ 7,872		\$ 10,287
Annual Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Space Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Partnerships Cash	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000		\$ 30,000
Partnerships Trade	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000		\$ 4,000
Events Income (Rental)	\$ -	\$ 12,800	\$ -	\$ 12,800	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ 25,600	\$ -		\$ -
Other Income Sub-total:	\$ 57,264	\$ 65,432	\$ 35,264	\$ 81,344	\$ 99,272	\$ 68,360	\$ 47,720	\$ 40,680	\$ 66,232	\$ 27,672		\$ 45,687
TOTAL REVENUE	\$ 204,584	\$ 130,392	\$ 121,184	\$ 131,064	\$ 167,032	\$ 98,160	\$ 113,720	\$ 68,280	\$ 147,992	\$ 67,032		\$ 97,125

Marysville Sports Complex											
Revenue & Expense Projections											
No of days in a month	0	2	2	2	2	2	2	2	4	0	
	Mar-29	Apr-29	May-29	Jun-29	Jul-29	Aug-29	Sep-29	Oct-29	Nov-29	Dec-29	2026
EXPENSE											
Management Fees	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 120,000
Legal Costs	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,600
Marketing Costs	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 18,000
Telecommunications	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 1,400
Postage	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 600
Accounting/Payroll Services	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 3,200
Bank Charges	\$ 1,023	\$ 652	\$ 606	\$ 655	\$ 835	\$ 491	\$ 569	\$ 341	\$ 740	\$ 335	\$ 486
Food and Beverages COGS (Café Cogs)	\$ 9,079	\$ 5,530	\$ 5,059	\$ 4,183	\$ 4,402	\$ 1,788	\$ 4,536	\$ 2,424	\$ 6,250	\$ 2,362	\$ 3,086
Parties COGS	\$ 700	\$ 700	\$ 350	\$ 350	\$ 350	\$ 350	\$ 700	\$ 700	\$ 700	\$ 700	\$ 350
Cleaning Services	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 2,400
Computer Services	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 6,400
Dues & Subscriptions	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 1,600
Equipment R & M	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 3,000
Food/Drink Comped	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 1,200
Licenses & Fees	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,000
Meals & Entertainment	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,600
Office Supplies	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 4,000
Sanitation	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000
Cable/Internet	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 1,500
Supplies-Other	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,500
Mobile Phones	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 4,000
Other-Misc	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 8,000
Operating Loan Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Expense Sub-total:	\$ 39,252	\$ 35,332	\$ 34,465	\$ 33,639	\$ 34,037	\$ 31,079	\$ 34,255	\$ 31,915	\$ 36,140	\$ 31,847	\$ 189,922
Facility Lease	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 64,125	\$ 256,500
Building Repair & Maintenance	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000
Lawn & Snow	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 4,000
Insurance--P & L	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 10,000
Utilities	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 5,049	\$ 20,196
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Expense Sub-total:	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 292,696
Payroll--Permanent	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 27,917	\$ 150,417
Payroll--Incentive	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 4,188	\$ 22,563
Payroll--Instructors	\$ 5,640	\$ 200	\$ 520	\$ -	\$ 320	\$ -	\$ 5,640	\$ 200	\$ 5,640	\$ 200	\$ 2,948
Payroll--Parttime	\$ 26,158	\$ 14,429	\$ 15,178	\$ 11,470	\$ 12,125	\$ 5,364	\$ 13,608	\$ 7,272	\$ 18,749	\$ 7,085	\$ 9,259
Payroll--Referees/Officials	\$ 3,360	\$ -	\$ 2,400	\$ -	\$ 2,400	\$ -	\$ 2,880	\$ -	\$ 3,360	\$ -	\$ 1,992
Payroll--Taxes	\$ 7,668	\$ 5,608	\$ 5,736	\$ 5,229	\$ 5,346	\$ 4,496	\$ 6,162	\$ 4,749	\$ 6,779	\$ 4,727	\$ 22,222
General Summer Camp Expense	\$ -	\$ -	\$ -	\$ 6,000	\$ 12,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sports Camps & Clinics Expenses	\$ 3,750	\$ -	\$ -	\$ 2,250	\$ 4,500	\$ 2,250	\$ -	\$ -	\$ -	\$ -	\$ -
Tournament Expenses	\$ 2,640	\$ 4,032	\$ -	\$ 2,640	\$ 2,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance--Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Expense Sub-total:	\$ 81,320	\$ 56,373	\$ 55,938	\$ 59,693	\$ 71,435	\$ 53,214	\$ 60,394	\$ 44,325	\$ 66,632	\$ 44,116	\$ 209,400
TOTAL EXPENSE	\$ 195,246	\$ 166,378	\$ 165,077	\$ 168,005	\$ 180,146	\$ 158,967	\$ 169,323	\$ 150,915	\$ 177,446	\$ 150,636	\$ 692,018
MONTHLY OPERATING PROFIT/(LOSS)											
	\$9,338	(\$35,986)	(\$43,893)	(\$36,941)	(\$13,114)	(\$60,807)	(\$55,603)	(\$82,635)	(\$29,454)	(\$83,604)	\$ (594,893)
ANNUAL OPERATING PROFIT/(LOSS)											
	(\$1,814,647)	(\$1,850,633)	(\$1,894,526)	(\$1,931,467)	(\$1,944,581)	(\$2,005,388)	(\$2,060,991)	(\$2,143,626)	(\$2,173,079)	(\$2,256,684)	\$ -

Marysville Sports Complex				
Revenue & Expense Projections				
No of days in a month				
	2027	2028	2029	
REVENUE				
Indoor Programming				
Basketball	Leagues	\$ 87,720	\$ 103,200	\$ 120,000
	Court Rental	\$ 62,424	\$ 73,440	\$ 86,400
	Instructional Classes	\$ 34,680	\$ 40,800	\$ 48,000
	Tournaments	\$ 8,800	\$ 19,800	\$ 26,400
	Camps	\$ 32,513	\$ 38,250	\$ 45,000
	Clinics	\$ -	\$ -	\$ -
	Rental Events/Tournaments	\$ 160,000	\$ 160,000	\$ 160,000
	Basketball Sub-total:	\$ 386,137	\$ 435,490	\$ 485,800
Volleyball	Leagues	\$ 64,000	\$ 76,000	\$ 76,000
	Court Rental	\$ 4,335	\$ 5,100	\$ 6,000
	Instructional Classes	\$ 34,680	\$ 40,800	\$ 48,000
	Tournaments	\$ 6,720	\$ 16,800	\$ 40,320
	Camps	\$ 28,900	\$ 34,000	\$ 40,000
	Clinics	\$ -	\$ -	\$ -
	Rental Events/Tournaments	\$ 128,000	\$ 128,000	\$ 128,000
	Volleyball Sub-total:	\$ 266,635	\$ 300,700	\$ 338,320
Futsal	League	\$ 18,496	\$ 21,760	\$ 25,600
	Court Rental	\$ 17,340	\$ 20,400	\$ 24,000
	Instructional Classes	\$ -	\$ -	\$ -
	Tournaments	\$ -	\$ -	\$ -
	Camps	\$ -	\$ -	\$ -
	Clinics	\$ -	\$ -	\$ -
	Rental Events/Tournaments	\$ -	\$ -	\$ -
	Futsal Sub-total:	\$ 35,836	\$ 42,160	\$ 49,600
Pickleball		\$ 19,363	\$ 22,780	\$ 26,800
	Pickleball Sub-total:	\$ 19,363	\$ 22,780	\$ 26,800
Early Childhood Development		\$ 11,560	\$ 13,600	\$ 16,000
	Sub - total:	\$ 11,560	\$ 13,600	\$ 16,000
Speed & Agility Training:	Individuals	\$ -	\$ -	\$ -
	Small Groups	\$ -	\$ -	\$ -
	Large Groups	\$ -	\$ -	\$ -
	Teams	\$ -	\$ -	\$ -
	Speed & Agility Sub-total:	\$ -	\$ -	\$ -
OTHER INCOME				
Holiday/School Days Off		\$ 6,503	\$ 7,650	\$ 9,000
Day Pass		\$ -	\$ -	\$ -
Parking Fee		\$ -	\$ -	\$ -
General Summer & Holiday Camp		\$ 97,538	\$ 114,750	\$ 135,000
Parties		\$ 20,230	\$ 23,800	\$ 28,000
Gate Fees		\$ 14,400	\$ 34,200	\$ 64,800
Food and Beverages		\$ 154,714	\$ 179,866	\$ 210,984
Annual Memberships		\$ 24,281	\$ 28,530	\$ 32,400
Space Lease		\$ -	\$ -	\$ -
Partnerships Cash		\$ 120,000	\$ 180,000	\$ 180,000
Partnerships Trade		\$ 12,000	\$ 12,000	\$ 12,000
Events Income (Rental)		\$ 51,200	\$ 64,000	\$ 89,600
	Other Income Sub-total:	\$ 500,865	\$ 644,796	\$ 761,784
TOTAL REVENUE		\$ 1,220,395	\$ 1,459,526	\$ 1,678,304

Marysville Sports Complex

Revenue & Expense Projections

No of days in a month

	2027	2028	2029
EXPENSE			
Management Fees	\$ 180,000	\$ 180,000	\$ 180,000
Legal Costs	\$ 2,400	\$ 2,400	\$ 2,400
Marketing Costs	\$ 36,000	\$ 36,000	\$ 36,000
Telecommunications	\$ 4,200	\$ 4,200	\$ 4,200
Postage	\$ 1,200	\$ 1,200	\$ 1,200
Accounting/Payroll Services	\$ 9,600	\$ 9,600	\$ 9,600
Bank Charges	\$ 6,102	\$ 7,298	\$ 8,392
Food and Beverages COGS (Café Cogs)	\$ 46,414	\$ 53,960	\$ 63,295
Parties COGS	\$ 5,058	\$ 5,950	\$ 7,000
Cleaning Services	\$ 14,400	\$ 14,400	\$ 14,400
Computer Services	\$ 9,600	\$ 9,600	\$ 9,600
Dues & Subscriptions	\$ 4,800	\$ 4,800	\$ 4,800
Equipment R & M	\$ 18,000	\$ 18,000	\$ 18,000
Food/Drink Comped	\$ 4,800	\$ 4,800	\$ 4,800
Licenses & Fees	\$ 3,000	\$ 3,000	\$ 3,000
Meals & Entertainment	\$ 2,400	\$ 2,400	\$ 2,400
Office Supplies	\$ 6,000	\$ 6,000	\$ 6,000
Sanitation	\$ 12,000	\$ 12,000	\$ 12,000
Cable/Internet	\$ 9,000	\$ 9,000	\$ 9,000
Supplies-Other	\$ 6,000	\$ 6,000	\$ 6,000
Mobile Phones	\$ 6,000	\$ 6,000	\$ 6,000
Other-Misc	\$ 12,000	\$ 12,000	\$ 12,000
Operating Loan Interest	\$ -	\$ -	\$ -
Misc Expense Sub-total:	\$ 398,974	\$ 408,607	\$ 420,087
Facility Lease	\$ 769,500	\$ 769,500	\$ 769,500
Building Repair & Maintenance	\$ 12,000	\$ 12,000	\$ 12,000
Lawn & Snow	\$ 24,000	\$ 24,000	\$ 24,000
Insurance--P & L	\$ 30,000	\$ 30,000	\$ 30,000
Utilities	\$ 60,588	\$ 60,588	\$ 60,588
Property Tax	\$ -	\$ -	\$ -
Facility Expense Sub-total:	\$ 896,088	\$ 896,088	\$ 896,088
Payroll--Permanent	\$ 335,000	\$ 335,000	\$ 335,000
Payroll--Incentive	\$ 50,250	\$ 50,250	\$ 50,250
Payroll--Instructors	\$ 17,485	\$ 20,570	\$ 24,200
Payroll--Parttime	\$ 137,083	\$ 156,749	\$ 180,166
Payroll--Referees/Officials	\$ 20,426	\$ 24,115	\$ 26,592
Payroll--Taxes	\$ 64,778	\$ 67,508	\$ 70,754
General Summer Camp Expense	\$ 19,508	\$ 22,950	\$ 27,000
Sports Camps & Clinics Expenses	\$ 9,212	\$ 10,838	\$ 12,750
Tournament Expenses	\$ 4,656	\$ 10,980	\$ 20,016
Insurance--Health	\$ -	\$ -	\$ -
Personnel Expense Sub-total:	\$ 658,397	\$ 698,960	\$ 746,727
TOTAL EXPENSE	\$ 1,953,458	\$ 2,003,656	\$ 2,062,902
MONTHLY OPERATING PROFIT/(LOSS)	(\$733,063)	(\$544,130)	(\$384,598)
	\$ -	\$ -	\$ -
ANNUAL OPERATING PROFIT/(LOSS)			

Marysville Sports Complex

Financial Model Version: 1.0

Date: 1/1/26

Projected Cash Flows

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
CASH IN:												
Leagues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	16,598	\$ -
Pickleball	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1,965	\$ 1,965
Field/Court Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8,085	\$ 8,085
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	14,739	\$ -
Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tournaments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parties	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	700	\$ 700
Speed & Agility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Week Break Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Day Pass	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Summer Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food and Beverages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8,277	\$ 2,010
Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8,500	8,500	8,500	\$ 8,500
Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gate Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Space Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Events Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ 8,500	\$ 58,865	\$ 21,260

CASH OUT:												
Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 71,674	\$ 71,674	\$ 74,674	\$ 74,674
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,637	\$ 16,637	\$ 16,637	\$ 35,957	\$ 35,957	\$ 49,594	\$ 37,983
Marketing	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
Food and Beverages COGS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,483	\$ 603
Other	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ 18,000	\$ 18,100	\$ 18,600	\$ 21,443	\$ 21,843	\$ 25,719	\$ 25,531
Total:	\$ -	\$ -	\$ -	\$ -	\$ 18,200	\$ 34,837	\$ 37,937	\$ 38,437	\$ 132,273	\$ 132,673	\$ 155,670	\$ 141,991

NET FROM OPERATIONS:	\$0	\$0	\$0	\$0	(\$18,200)	(\$34,837)	(\$37,937)	(\$38,437)	(\$123,773)	(\$124,173)	(\$96,806)	(\$120,731)
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CAPITAL COSTS												
Capital Costs - Facility/Building												
Capital Costs - Equipments/Turf												
Capital Costs - UtilitySystems												
Capital Costs - Vehicles												
Other Capital Costs												
Total Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

NET CASH	\$0	\$0	\$0	\$0	(\$18,200)	(\$34,837)	(\$37,937)	(\$38,437)	(\$123,773)	(\$124,173)	(\$96,806)	(\$120,731)
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CUMULATIVE RESULTS (Before Cash Infusion):	\$0	\$0	\$0	\$0	(\$18,200)	(\$53,037)	(\$90,973)	(\$129,410)	(\$253,183)	(\$377,356)	(\$474,162)	(\$594,893)
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Additional Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Loans												
Total cash infusion:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Opening Cash	\$ -	\$0	\$0	\$0	\$0	(\$18,200)	(\$53,037)	(\$90,973)	(\$129,410)	(\$253,183)	(\$377,356)	(\$474,162)
Ending Cash	\$0	\$0	\$0	\$0	(\$18,200)	(\$53,037)	(\$90,973)	(\$129,410)	(\$253,183)	(\$377,356)	(\$474,162)	(\$594,893)
	\$0	\$0	\$0	\$0	(\$18,200)	(\$53,037)	(\$90,973)	(\$129,410)	(\$253,183)	(\$377,356)	(\$474,162)	(\$594,893)
WC calc & adjustment	\$0	\$0	\$0	\$0	\$18,200	\$34,837	\$37,937	\$38,437	\$123,773	\$124,173	\$96,806	\$120,731
	\$ -	\$ -	\$ -	\$ -	\$ 18,200	\$ 34,837	\$ 37,937	\$ 38,437	\$ 123,773	\$ 124,173	\$ 96,806	\$ 120,731

Marysville Sports Center													
Projected Cash Flows													
	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28
CASH IN:													
Leagues	\$ 76,311	\$ -	\$ 22,115	\$ -	\$ 15,225	\$ -	\$ 15,225	\$ -	\$ 19,225	\$ -	\$ 22,115	\$ -	\$ 89,660
Pickleball	\$ 2,312	\$ 2,312	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,445	\$ 1,445	\$ 1,445	\$ 2,312	\$ 2,312	\$ 2,720
Field/Court Rentals	\$ 13,236	\$ 13,236	\$ 13,236	\$ 8,323	\$ 8,323	\$ 8,323	\$ 4,162	\$ -	\$ -	\$ -	\$ 7,630	\$ 7,630	\$ 15,572
Instruction	\$ 17,340	\$ -	\$ 17,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,340	\$ -	\$ 17,340	\$ -	\$ 20,400
Camps	\$ -	\$ -	\$ 18,063	\$ -	\$ -	\$ 10,838	\$ 21,675	\$ 10,838	\$ -	\$ -	\$ -	\$ -	\$ -
Tournaments	\$ -	\$ 6,720	\$ 4,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,400	\$ -	\$ -	\$ -
Parties	\$ 2,023	\$ 2,023	\$ 2,023	\$ 2,023	\$ 1,012	\$ 1,012	\$ 1,012	\$ 1,012	\$ 2,023	\$ 2,023	\$ 2,023	\$ 2,023	\$ 2,380
Speed & Agility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Week Break Camp	\$ 723	\$ 723	\$ 723	\$ 723	\$ 723	\$ -	\$ -	\$ -	\$ 723	\$ 723	\$ 723	\$ 723	\$ 850
Day Pass	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Summer Camp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,675	\$ 43,350	\$ 32,513	\$ -	\$ -	\$ -	\$ -	\$ -
Food and Beverages	\$ 24,400	\$ 14,854	\$ 23,662	\$ 12,136	\$ 15,181	\$ 9,183	\$ 8,444	\$ 5,017	\$ 10,162	\$ 9,569	\$ 14,999	\$ 7,108	\$ 30,790
Partnerships	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 16,000
Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gate Fees	\$ -	\$ 7,200	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -
Memberships	\$ 24,281	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,530
Space Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood Development	\$ 2,312	\$ -	\$ 2,312	\$ -	\$ 1,156	\$ -	\$ 1,156	\$ -	\$ 2,312	\$ -	\$ 2,312	\$ -	\$ 2,720
Events Income	\$ -	\$ -	\$ -	\$ 12,800	\$ -	\$ 12,800	\$ -	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ -	\$ 12,800
Total:	\$ 186,737	\$ 102,867	\$ 158,029	\$ 86,561	\$ 104,975	\$ 88,787	\$ 107,179	\$ 74,623	\$ 77,030	\$ 71,160	\$ 106,053	\$ 56,395	\$ 235,222
CASH OUT:													
Facility	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674
Personnel	\$ 74,273	\$ 51,897	\$ 70,450	\$ 48,351	\$ 53,507	\$ 51,174	\$ 58,475	\$ 49,141	\$ 53,071	\$ 46,479	\$ 58,294	\$ 43,284	\$ 83,122
Marketing	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
Food and Beverages COGS	\$ 7,320	\$ 4,456	\$ 7,099	\$ 3,641	\$ 4,554	\$ 2,755	\$ 2,533	\$ 1,505	\$ 3,049	\$ 2,871	\$ 4,500	\$ 2,132	\$ 9,237
Other	\$ 26,689	\$ 26,270	\$ 26,546	\$ 26,189	\$ 26,028	\$ 25,947	\$ 26,039	\$ 25,876	\$ 26,141	\$ 26,112	\$ 26,286	\$ 26,038	\$ 27,021
Total:	\$ 186,156	\$ 160,498	\$ 181,969	\$ 156,055	\$ 161,963	\$ 157,750	\$ 164,921	\$ 154,396	\$ 160,134	\$ 153,336	\$ 166,953	\$ 149,328	\$ 197,254
NET FROM OPERATIONS:	\$581	(\$57,630)	(\$23,940)	(\$69,494)	(\$56,988)	(\$68,963)	(\$57,742)	(\$79,773)	(\$83,105)	(\$82,176)	(\$60,900)	(\$92,932)	\$37,968
CAPITAL COSTS													
Capital Costs - Facility/Building													
Capital Costs - Equipments/Turf													
Capital Costs - UtilitySystems													
Capital Costs - Vehicles													
Other Capital Costs													
Total Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET CASH	\$581	(\$57,630)	(\$23,940)	(\$69,494)	(\$56,988)	(\$68,963)	(\$57,742)	(\$79,773)	(\$83,105)	(\$82,176)	(\$60,900)	(\$92,932)	\$37,968
CUMULATIVE RESULTS (Before Cash Infusion):	(\$594,312)	(\$651,942)	(\$675,882)	(\$745,376)	(\$802,364)	(\$871,327)	(\$929,069)	(\$1,008,842)	(\$1,091,947)	(\$1,174,123)	(\$1,235,023)	(\$1,327,956)	(\$1,289,987)
Additional Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Loans													
Total cash infusion:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Opening Cash	(\$594,893)	(\$594,312)	(\$651,942)	(\$675,882)	(\$745,376)	(\$802,364)	(\$871,327)	(\$929,069)	(\$1,008,842)	(\$1,091,947)	(\$1,174,123)	(\$1,235,023)	(\$1,327,956)
Ending Cash	(\$594,312)	(\$651,942)	(\$675,882)	(\$745,376)	(\$802,364)	(\$871,327)	(\$929,069)	(\$1,008,842)	(\$1,091,947)	(\$1,174,123)	(\$1,235,023)	(\$1,327,956)	(\$1,289,987)
WC calc & adjustment	\$0	\$57,630	\$23,940	\$69,494	\$56,988	\$68,963	\$57,742	\$79,773	\$83,105	\$82,176	\$60,900	\$92,932	\$0
	\$ -	\$ 57,630	\$ 23,940	\$ 69,494	\$ 56,988	\$ 68,963	\$ 57,742	\$ 79,773	\$ 83,105	\$ 82,176	\$ 60,900	\$ 92,932	\$ -

Marysville Sports Center													
Projected Cash Flows													
	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29
CASH IN:													
Leagues	\$ -	\$ 25,900	\$ -	\$ 18,500	\$ -	\$ 18,500	\$ -	\$ 22,500	\$ -	\$ 25,900	\$ -	\$ 101,600	\$ -
Pickleball	\$ 2,720	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,700	\$ 1,700	\$ 1,700	\$ 2,720	\$ 2,720	\$ 3,200	\$ 3,200
Field/Court Rentals	\$ 15,572	\$ 15,572	\$ 9,792	\$ 9,792	\$ 9,792	\$ 4,896	\$ -	\$ -	\$ -	\$ 8,976	\$ 8,976	\$ 18,320	\$ 18,320
Instruction	\$ -	\$ 20,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,400	\$ -	\$ 20,400	\$ -	\$ 24,000	\$ -
Camps	\$ -	\$ 21,250	\$ -	\$ -	\$ 12,750	\$ 25,500	\$ 12,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tournaments	\$ 8,400	\$ 6,600	\$ 8,400	\$ -	\$ 6,600	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,440	\$ 13,440
Parties	\$ 2,380	\$ 2,380	\$ 2,380	\$ 1,190	\$ 1,190	\$ 1,190	\$ 1,190	\$ 2,380	\$ 2,380	\$ 2,380	\$ 2,380	\$ 2,800	\$ 2,800
Speed & Agility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Week Break Camp	\$ 850	\$ 850	\$ 850	\$ 850	\$ -	\$ -	\$ -	\$ 850	\$ 850	\$ 850	\$ 850	\$ 1,000	\$ 1,000
Day Pass	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Summer Camp	\$ -	\$ -	\$ -	\$ -	\$ 25,500	\$ 51,000	\$ 38,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food and Beverages	\$ 16,098	\$ 26,976	\$ 15,950	\$ 16,170	\$ 9,740	\$ 12,451	\$ 5,450	\$ 14,040	\$ 8,020	\$ 16,719	\$ 7,459	\$ 40,112	\$ 18,832
Partnerships	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gate Fees	\$ 9,000	\$ 5,400	\$ 9,000	\$ -	\$ 5,400	\$ 5,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,400	\$ 14,400
Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,400	\$ -
Space Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood Development	\$ -	\$ 2,720	\$ -	\$ 1,360	\$ -	\$ 1,360	\$ -	\$ 2,720	\$ -	\$ 2,720	\$ -	\$ 3,200	\$ -
Events Income	\$ -	\$ -	\$ 12,800	\$ -	\$ -	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ 12,800	\$ -	\$ 12,800	\$ -
Total:	\$ 115,820	\$ 183,808	\$ 114,932	\$ 116,422	\$ 101,132	\$ 144,257	\$ 88,140	\$ 106,190	\$ 67,350	\$ 122,265	\$ 63,985	\$ 296,072	\$ 132,792
CASH OUT:													
Facility	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674
Personnel	\$ 53,382	\$ 75,886	\$ 53,233	\$ 54,971	\$ 53,860	\$ 66,130	\$ 51,013	\$ 58,178	\$ 44,231	\$ 61,287	\$ 43,666	\$ 96,511	\$ 56,776
Marketing	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
Food and Beverages COGS	\$ 4,830	\$ 8,093	\$ 4,785	\$ 4,851	\$ 2,922	\$ 3,735	\$ 1,635	\$ 4,212	\$ 2,406	\$ 5,016	\$ 2,238	\$ 12,034	\$ 5,650
Other	\$ 26,424	\$ 26,764	\$ 26,420	\$ 26,130	\$ 26,053	\$ 26,269	\$ 25,988	\$ 26,376	\$ 26,182	\$ 26,456	\$ 26,165	\$ 27,430	\$ 26,614
Total:	\$ 162,510	\$ 188,617	\$ 162,312	\$ 163,826	\$ 160,710	\$ 174,008	\$ 156,510	\$ 166,640	\$ 150,693	\$ 170,633	\$ 149,943	\$ 213,849	\$ 166,914
NET FROM OPERATIONS:	(\$46,689)	(\$4,809)	(\$47,379)	(\$47,404)	(\$59,577)	(\$29,751)	(\$68,370)	(\$60,450)	(\$83,343)	(\$48,368)	(\$85,957)	\$82,223	(\$34,122)
CAPITAL COSTS													
Capital Costs - Facility/Building													
Capital Costs - Equipments/Turf													
Capital Costs - UtilitySystems													
Capital Costs - Vehicles													
Other Capital Costs													
Total Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET CASH	(\$46,689)	(\$4,809)	(\$47,379)	(\$47,404)	(\$59,577)	(\$29,751)	(\$68,370)	(\$60,450)	(\$83,343)	(\$48,368)	(\$85,957)	\$82,223	(\$34,122)
CUMULATIVE RESULTS (Before Cash Infusion):	(\$1,336,677)	(\$1,341,486)	(\$1,388,865)	(\$1,436,269)	(\$1,495,846)	(\$1,525,597)	(\$1,593,967)	(\$1,654,417)	(\$1,737,760)	(\$1,786,128)	(\$1,872,086)	(\$1,789,863)	(\$1,823,984)
Additional Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Loans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total cash infusion:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Opening Cash	(\$1,289,987)	(\$1,336,677)	(\$1,341,486)	(\$1,388,865)	(\$1,436,269)	(\$1,495,846)	(\$1,525,597)	(\$1,593,967)	(\$1,654,417)	(\$1,737,760)	(\$1,786,128)	(\$1,872,086)	(\$1,789,863)
Ending Cash	(\$1,336,677)	(\$1,341,486)	(\$1,388,865)	(\$1,436,269)	(\$1,495,846)	(\$1,525,597)	(\$1,593,967)	(\$1,654,417)	(\$1,737,760)	(\$1,786,128)	(\$1,872,086)	(\$1,789,863)	(\$1,823,984)
	(\$1,336,677)	(\$1,341,486)	(\$1,388,865)	(\$1,436,269)	(\$1,495,846)	(\$1,525,597)	(\$1,593,967)	(\$1,654,417)	(\$1,737,760)	(\$1,786,128)	(\$1,872,086)	(\$1,789,863)	(\$1,823,984)
WC calc & adjustment	\$46,689	\$4,809	\$47,379	\$47,404	\$59,577	\$29,751	\$68,370	\$60,450	\$83,343	\$48,368	\$85,957	\$0	\$34,122
	\$ 46,689	\$ 4,809	\$ 47,379	\$ 47,404	\$ 59,577	\$ 29,751	\$ 68,370	\$ 60,450	\$ 83,343	\$ 48,368	\$ 85,957	\$ -	\$ 34,122

Marysville Sports Center												
Projected Cash Flows												
	Mar-29	Apr-29	May-29	Jun-29	Jul-29	Aug-29	Sep-29	Oct-29	Nov-29	Dec-29		
CASH IN:												2026 2027
Leagues	\$ 28,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 24,000	\$ -	\$ 28,000	\$ -		\$ 16,598 \$ 170,216
Pickleball	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,200	\$ 3,200		\$ 3,930 \$ 19,363
Field/Court Rentals	\$ 18,320	\$ 11,520	\$ 11,520	\$ 11,520	\$ 5,760	\$ -	\$ -	\$ -	\$ 10,560	\$ 10,560		\$ 16,170 \$ 84,099
Instruction	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ -	\$ 24,000	\$ -		\$ 14,739 \$ 69,360
Camps	\$ 25,000	\$ -	\$ -	\$ 15,000	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -		\$ - \$ 61,413
Tournaments	\$ 8,800	\$ 13,440	\$ -	\$ 8,800	\$ 8,800	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ 15,520
Parties	\$ 2,800	\$ 2,800	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800		\$ 1,400 \$ 20,230
Speed & Agility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ -
Week Break Camp	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000		\$ - \$ 6,503
Day Pass	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ -
General Summer Camp	\$ -	\$ -	\$ -	\$ 30,000	\$ 60,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -		\$ - \$ 97,538
Food and Beverages	\$ 30,264	\$ 18,432	\$ 16,864	\$ 13,944	\$ 14,672	\$ 5,960	\$ 15,120	\$ 8,080	\$ 20,832	\$ 7,872		\$ 10,287 \$ 154,714
Partnerships	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000		\$ 34,000 \$ 132,000
Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ -
Gate Fees	\$ 7,200	\$ 14,400	\$ -	\$ 7,200	\$ 7,200	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ 14,400
Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ 24,281
Space Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ -
Early Childhood Development	\$ 3,200	\$ -	\$ 1,600	\$ -	\$ 1,600	\$ -	\$ 3,200	\$ -	\$ 3,200	\$ -		\$ - \$ 11,560
Events Income	\$ -	\$ 12,800	\$ -	\$ 12,800	\$ -	\$ -	\$ 12,800	\$ 12,800	\$ 25,600	\$ -		\$ - \$ 51,200
Total:	\$ 204,584	\$ 130,392	\$ 121,184	\$ 131,064	\$ 167,032	\$ 98,160	\$ 113,720	\$ 68,280	\$ 147,992	\$ 67,032		\$ 97,125 \$ 1,220,395
CASH OUT:												
Facility	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674	\$ 74,674		\$ 292,696 \$ 896,088
Personnel	\$ 81,320	\$ 56,373	\$ 55,938	\$ 59,693	\$ 71,435	\$ 53,214	\$ 60,394	\$ 44,325	\$ 66,632	\$ 44,116		\$ 209,400 \$ 658,397
Marketing	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200		\$ 19,600 \$ 38,400
Food and Beverages COGS	\$ 9,079	\$ 5,530	\$ 5,059	\$ 4,183	\$ 4,402	\$ 1,788	\$ 4,536	\$ 2,424	\$ 6,250	\$ 2,362		\$ 3,086 \$ 46,414
Other	\$ 26,973	\$ 26,602	\$ 26,206	\$ 26,255	\$ 26,435	\$ 26,091	\$ 26,519	\$ 26,291	\$ 26,690	\$ 26,285		\$ 167,236 \$ 314,159
Total:	\$ 195,246	\$ 166,378	\$ 165,077	\$ 168,005	\$ 180,146	\$ 158,967	\$ 169,323	\$ 150,915	\$ 177,446	\$ 150,636		\$ 692,018 \$ 1,953,458
NET FROM OPERATIONS:	\$9,338	(\$35,986)	(\$43,893)	(\$36,941)	(\$13,114)	(\$60,807)	(\$55,603)	(\$82,635)	(\$29,454)	(\$83,604)		(\$594,893) (\$733,063)
CAPITAL COSTS												
Capital Costs - Facility/Building												\$ - \$ -
Capital Costs - Equipments/Turf												\$ - \$ -
Capital Costs - UtilitySystems												\$ - \$ -
Capital Costs - Vehicles												\$ - \$ -
Other Capital Costs												\$ - \$ -
Total Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0 \$0
NET CASH	\$9,338	(\$35,986)	(\$43,893)	(\$36,941)	(\$13,114)	(\$60,807)	(\$55,603)	(\$82,635)	(\$29,454)	(\$83,604)		(\$594,893) (\$733,063)
CUMULATIVE RESULTS (Before Cash Infusion):												
	(\$1,814,647)	(\$1,850,633)	(\$1,894,526)	(\$1,931,467)	(\$1,944,581)	(\$2,005,388)	(\$2,060,991)	(\$2,143,626)	(\$2,173,079)	(\$2,256,684)		
Additional Investment												
Operating Loans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ -
Total cash infusion:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ - \$ -
Opening Cash	(\$1,823,984)	(\$1,814,647)	(\$1,850,633)	(\$1,894,526)	(\$1,931,467)	(\$1,944,581)	(\$2,005,388)	(\$2,060,991)	(\$2,143,626)	(\$2,173,079)		\$0 (\$594,893)
Ending Cash	(\$1,814,647)	(\$1,850,633)	(\$1,894,526)	(\$1,931,467)	(\$1,944,581)	(\$2,005,388)	(\$2,060,991)	(\$2,143,626)	(\$2,173,079)	(\$2,256,684)		(\$594,893) (\$1,327,956)
	(\$1,814,647)	(\$1,850,633)	(\$1,894,526)	(\$1,931,467)	(\$1,944,581)	(\$2,005,388)	(\$2,060,991)	(\$2,143,626)	(\$2,173,079)	\$2,256,684		
WC calc & adjustment	\$0	\$35,986	\$43,893	\$36,941	\$13,114	\$60,807	\$55,603	\$82,635	\$29,454	\$83,604		
												\$ - \$ -
	\$ -	\$ 35,986	\$ 43,893	\$ 36,941	\$ 13,114	\$ 60,807	\$ 55,603	\$ 82,635	\$ 29,454	\$ 83,604		\$ - \$ -

Marysville Sports Center

Projected Cash Flows

	2028	2029
CASH IN:		
Leagues	\$ 200,960	\$ 221,600
Pickleball	\$ 22,780	\$ 26,800
Field/Court Rentals	\$ 98,940	\$ 116,400
Instruction	\$ 81,600	\$ 96,000
Camps	\$ 72,250	\$ 85,000
Tournaments	\$ 36,600	\$ 66,720
Parties	\$ 23,800	\$ 28,000
Speed & Agility	\$ -	\$ -
Week Break Camp	\$ 7,650	\$ 9,000
Day Pass	\$ -	\$ -
General Summer Camp	\$ 114,750	\$ 135,000
Food and Beverages	\$ 179,866	\$ 210,984
Partnerships	\$ 192,000	\$ 192,000
Parking Fees	\$ -	\$ -
Gate Fees	\$ 34,200	\$ 64,800
Memberships	\$ 28,530	\$ 32,400
Space Lease	\$ -	\$ -
Early Childhood Development	\$ 13,600	\$ 16,000
Events Income	\$ 64,000	\$ 89,600
Total:	\$ 1,459,526	\$ 1,678,304

CASH OUT:		
Facility	\$ 896,088	\$ 896,088
Personnel	\$ 698,960	\$ 746,727
Marketing	\$ 38,400	\$ 38,400
Food and Beverages COGS	\$ 53,960	\$ 63,295
Other	\$ 316,248	\$ 318,392
Total:	\$ 2,003,656	\$ 2,062,902

NET FROM OPERATIONS:	(\$544,130)	(\$384,598)
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CAPITAL COSTS

Capital Costs - Facility/Building	\$ -	\$ -
Capital Costs - Equipments/Turf	\$ -	\$ -
Capital Costs - UtilitySystems	\$ -	\$ -
Capital Costs - Vehicles	\$ -	\$ -
Other Capital Costs	\$ -	\$ -
Total Capital Costs	\$0	\$0

NET CASH	(\$544,130)	(\$384,598)
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CUMULATIVE RESULTS (Before Cash Infusion):

Additional Investment	\$ -	\$ -
Operating Loans	\$ -	\$ -
Total cash infusion:	\$ -	\$ -

Opening Cash	(\$1,327,956)	(\$1,872,086)
Ending Cash	(\$1,872,086)	(\$2,256,684)

WC calc & adjustment		
	\$ -	\$ -
	\$ -	\$ -