

DESTINATION DEVELOPMENT PLAN FOR CITY OF SOUTH HAVEN AND VAN BUREN COUNTY, MI

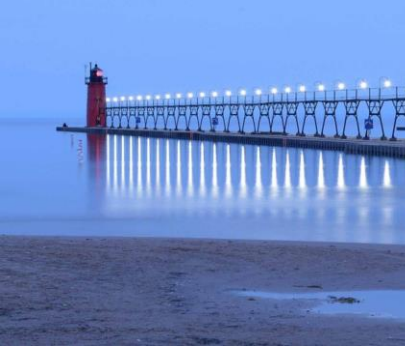
APPENDIX

January 24, 2025

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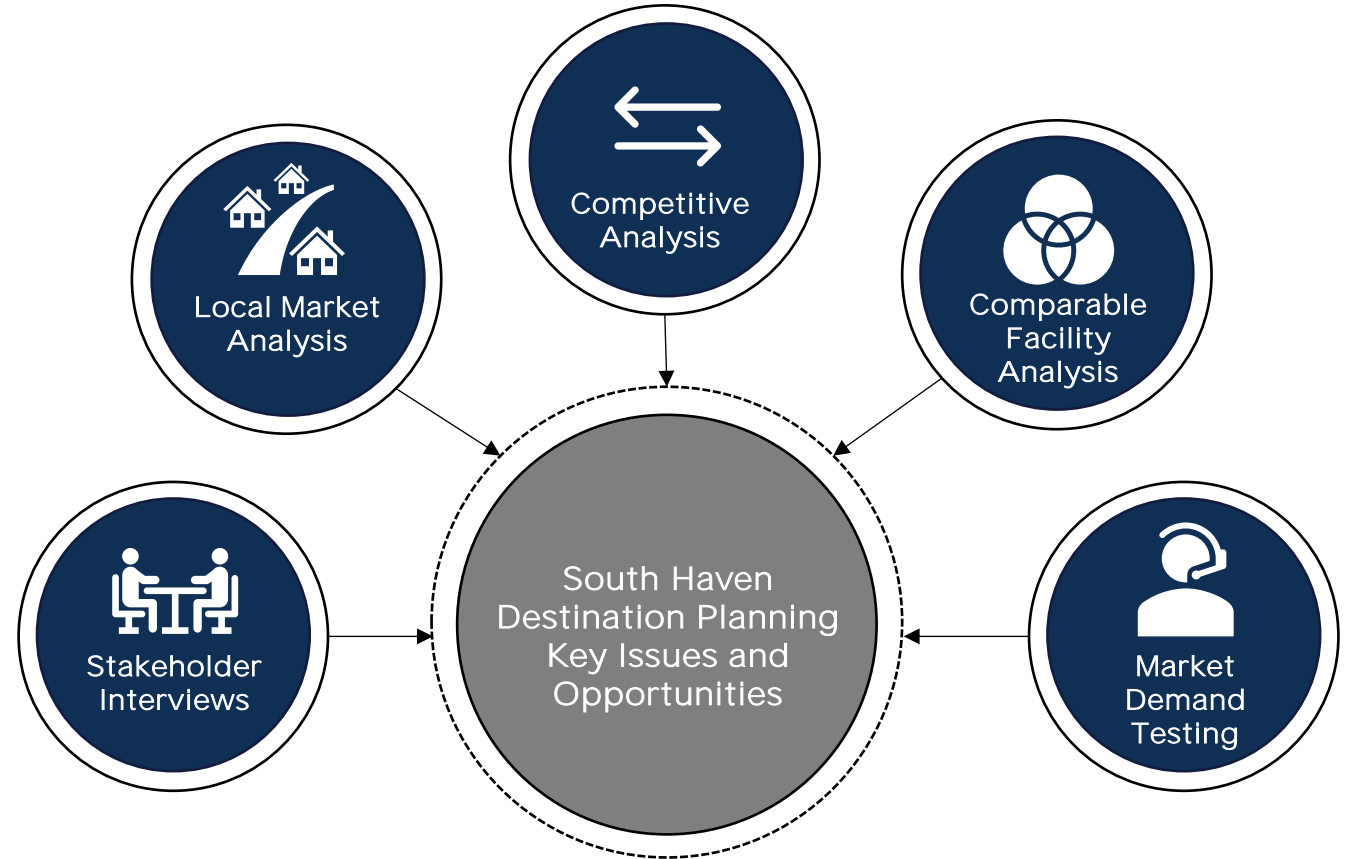
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INTRODUCTION & BACKGROUND

1 INTRODUCTION & BACKGROUND

OVERVIEW

- Interviewed and surveyed 60+ stakeholders.
- Reviewed past/recent research.
- Extensive demographic, socioeconomic, behavioral and spending analysis of local and broader market.
- Inventoried and reviewed hotel, event, sports, music and attraction facilities in-market.
- Identified and analyzed facilities in broader region.
- Collected data from 80 comparable facilities and destinations.
- Conducted interviews with 40+ event and development decisionmakers.



1 INTRODUCTION & BACKGROUND

STAKEHOLDER INPUT: ISSUES AND OPPORTUNITIES OVERVIEW



1 Agritourism



2 Beach Sports



3 Changing Climate



4 Downtown and Harbor



5 Family Attraction or Resort



6 Highly Seasonal



7 Hours of Operation



8 Housing and Labor



9 Indoor Recreation & Entertainment



10 Large Meeting Space(s)



11 Live Music Venues



12 Need for Multipurpose



13 Outdoor Adventure



14 Pet-friendly



15 Sites of Interest



16 Sports Facilities and Tourism



17 Trail Development



18 Transportation



19 Unique Meeting Destination



20 Vacation Rentals



21 Visitor Center



22 Winter Ideas



23 Yachting and Car Clubs



24 Young Professionals

PRIMARY ISSUES AND OPPORTUNITIES



Indoor Recreation & Entertainment: Residents currently lack a “go to” for recreation and entertainment during the winter months. Many stakeholders suggested a community gathering space, indoor sports and recreation center, and location-based entertainment concepts (i.e., golf simulators) as potential ideas for enhancing quality of life during the colder months.



Large Meeting Space(s): The South Haven destination lacks a business-quality venue capable of hosting more than 500 attendees. Likewise, the area does not offer a traditional, full-service hotel property. As such, the area is limited in its ability to host conventions, conferences, tradeshow, or public consumer shows.



Live Music Venues: Other than small theaters and several bars with stages in Downtown, the destination lacks a facility capable of hosting touring music, comedy, and other performance acts. Opportunities may exist for a 3,000+ capacity amphitheater, as well as a 500- to 1,000-capacity indoor club-type venue with multipurpose functionality.

PRIMARY ISSUES AND OPPORTUNITIES



Sports Facilities and Sports Tourism: The City and County's inventory of outdoor sports facilities is moderate, and there are few indoor court and/or turf facilities in the market. In the offseason, youth and amateur sports stakeholders indicate it is typical to drive an hour or more away from market so their children can participate in indoor practices or clinics. At the same time, South Haven's safe, charming downtown and selection of boutique hotel properties could make the City a desirable destination for traveling sports families.



Need for Multipurpose: Considering the variety of indoor facility needs communicated by stakeholders, a facility that could serve as a community space as well as host sports, meeting, and entertainment programming will be considered as part of subsequent analyses.



Sites of Interest: Five important locations have been identified after site tours and stakeholder interviews – Lake Michigan College campus, Lake Arvesta, Riverwoods development, the sports park at 14th Avenue, and the CVB-owned site in downtown. These sites will be the basis of focused site analysis later in this report.

PRIMARY ISSUES AND OPPORTUNITIES



Downtown and Harbor: Opportunity exists to further build on South Haven's downtown and harbor district, which is a unique strength of the destination. With investment in placemaking and programming, and strategies for future development and business recruitment, Downtown can become a trademark destination and enhance its draw from Chicago and other regional markets.








Family Attraction or Resort: Continued investment in Lake Arvesta should help the destination draw more families to the area in future years. Room night generation could be maximized at or near the site by developing a waterpark resort in partnership with a Great Wolf Lodge or similar development entity.








Highly Seasonal: Sharp spikes and dips in hotel and vacation rental occupancy throughout the year highlight the significant need to prioritize investment concepts that will draw during the winter and early spring months.

1 INTRODUCTION & BACKGROUND

OTHER ISSUES AND OPPORTUNITIES






-  **Agritourism:** Leverage blueberry farms and other ag products to support farm expeditions, tours, and event activity. Potential also exists to develop a strong farm-to-table scene, which could help draw high-impact group business.
-  **Beach Sports:** Activate North and South Beach with beach tennis, volleyball, soccer, spike ball, and other activities, with a focus on developing events and tournaments with a tourism draw. Consider investing in infrastructure to support these uses.
-  **Changing Climate:** Warmer winters have led lesser snowfall, which may negatively impact opportunities for recreation in South Haven during the winter months. Long term, the area may have a chance to become a “haven” should national temperatures continue to escalate.
-  **Hours of Operation:** Limited hours in downtown South Haven during off-season and shoulder periods limits the visitor experience, and will have to be evaluated should a new event facility be developed in the area.
-  **Housing and Labor:** A shortage of housing, partially due to the area’s tourism economy, will make it difficult to fully staff a potential event facility or other investment concepts.

OTHER ISSUES AND OPPORTUNITIES

- 13**  **Outdoor Adventure:** With added kayak launches, the continued growth of Lake Arvesta, and future trail development, opportunity may exist for South Haven to grow an outdoor adventure brand in an increasingly outdoor- and wellness-focused travel industry.
- 14**  **Pet-Friendly:** Millennials and other generations travel more than ever with pets; can South Haven capitalize with investment in trails, dog parks, and dog-friendly businesses in downtown?
- 17**  **Trail Development:** Continued investment in the Kal-Haven Trail could lead to a signature connector in the destination, linking key outdoor recreation assets with downtown and the beaches. Placemaking investments such as public art, lighting, and connections to key commercial areas could greatly benefit the area's outdoor adventure brand.
- 18**  **Transportation:** A lack of taxis, ride share service, and public transport services may be challenging for future visitation from the meeting and conference sector.
- 19**  **Unique Meeting Destination:** Event centers, hotels, restaurants, and destination experiences could be packaged together to create “mini citywide” event concepts for prospective event planners.

1 INTRODUCTION & BACKGROUND

OTHER ISSUES AND OPPORTUNITIES

-  **20 Vacation Rentals:** The area's significant inventory of short-term rentals provides potential group visitors with unique options for overnight stays. This aligns well with current trends in the meeting and sports tourism industries.
-  **21 Visitor Center:** The CVB-owned site in downtown could potentially accommodate a unique visitor center or destination center. Successful concepts throughout the country have included locally made art, food & drink, and merchandise, as well as event space and real-time information regarding area tours, events, and attractions.
-  **22 Winter Ideas:** Cross country ski trails, snowshoeing, light festivals, and other concepts were discussed as potential initiatives to bolster visitation during the winter months. These types of activities could serve as an important draw for group tourism as well.
-  **23 Yacht and Car Clubs:** Some stakeholders felt that efforts could be made to “guide” visiting yacht owners and car club members at GingerMan Raceway to downtown and other key areas in the community through events, promotion, and/or event facility investment.
-  **24 Young Professionals:** With a declining, aging population, many stakeholders highlighted the need to prioritize quality of life investments that could support efforts to attract young visitors and residents to the area.

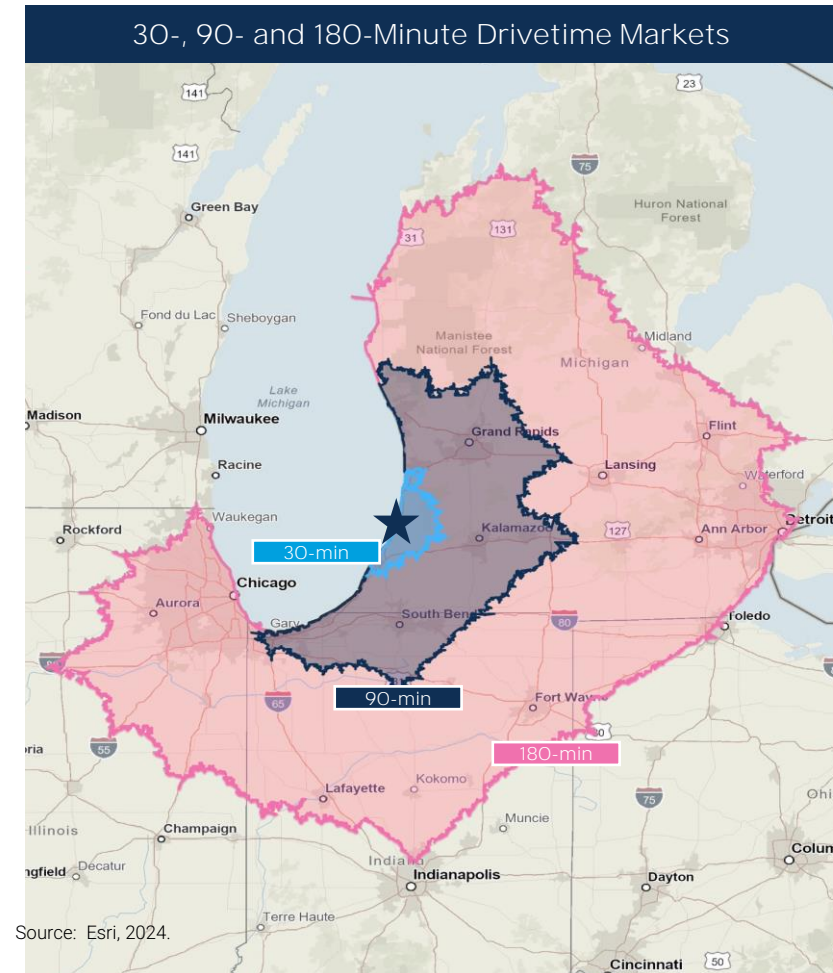


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LOCAL AND REGIONAL CONDITIONS

ACCESSIBILITY AND PROXIMITY

Market	Distance From South Haven (miles)	Drive Time (hrs:mins)	Market Population (persons)
Kalamazoo, MI	39	0:51	74,033
Grand Rapids, MI	57	0:55	201,259
South Bend, IN	60	1:02	103,392
Muskegon, MI	66	1:12	38,565
Gary, IN	93	1:22	68,628
Lansing, MI	120	1:45	114,201
Chicago, IL	123	1:52	2,733,494
Ann Arbor, MI	139	2:17	125,490
Fort Wayne, IN	149	2:34	267,670
Aurora, IL	159	2:26	179,398
Flint, MI	165	2:20	80,252
Lafayette, IN	178	2:40	70,979
Detroit, MI	181	2:49	634,108
Toledo, OH	192	3:00	267,686
Indianapolis, IN	206	3:18	898,384

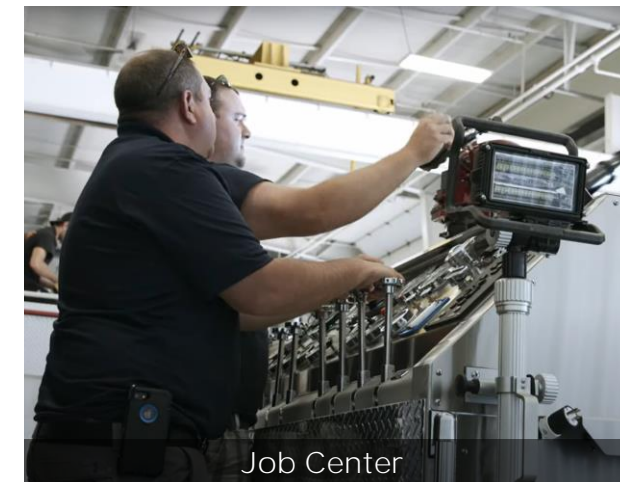
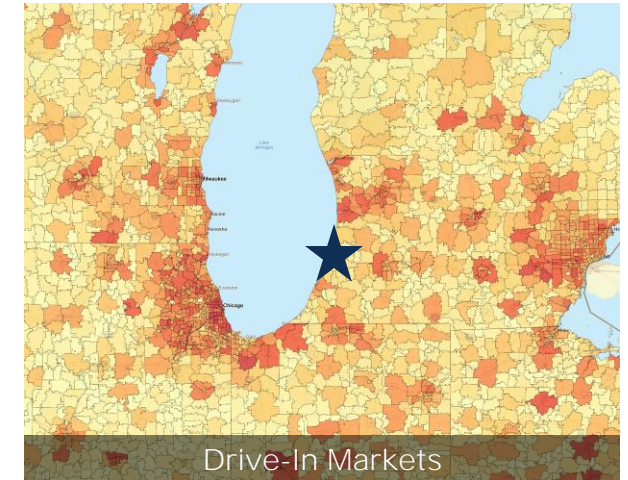


DEMOGRAPHICS

DEMOGRAPHIC VARIABLE	30-minute	90-minute	180-minute	City of South Haven	Van Buren County	State of Michigan	United States
POPULATION:							
2010 Total Population	123,372	2,810,005	18,907,415	4,411	76,258	9,883,640	308,745,538
2024 Total Population	121,126	2,968,179	19,160,856	4,139	75,761	10,070,141	338,440,954
2029 Total Population	120,699	2,978,959	18,995,016	4,240	75,365	10,025,714	344,873,411
Historical Annual Growth (2010-2024)	-0.1%	0.4%	0.1%	-0.5%	0.0%	0.1%	0.7%
Projected Annual Growth (2024-2029)	-0.1%	0.1%	-0.2%	0.5%	-0.1%	-0.1%	0.4%
AGE:							
Median Age	42.5	38.5	39.1	57.1	42.6	40.5	39.3
Population age 25 to 44	22.9%	25.9%	27.0%	18.1%	22.9%	25.4%	26.9%
AGE DISTRIBUTION:							
Under 15	18.4%	18.6%	17.5%	12.8%	18.5%	17.1%	17.4%
15 to 24	11.7%	13.8%	13.2%	7.4%	11.6%	13.0%	13.2%
25 to 34	11.2%	13.1%	13.8%	8.6%	10.8%	13.0%	13.6%
35 to 44	11.7%	12.8%	13.2%	9.5%	12.1%	12.4%	13.3%
45 to 54	11.6%	11.5%	12.2%	9.2%	11.7%	11.9%	12.1%
55 and over	35.5%	30.2%	30.1%	52.7%	35.3%	32.7%	30.4%
HOUSEHOLD INCOME:							
Median Household Income	\$60,062	\$72,080	\$77,881	\$65,843	\$67,021	\$71,476	\$79,068
Per Capita Income	\$37,090	\$38,050	\$43,745	\$55,064	\$37,491	\$40,752	\$43,829
INCOME DISTRIBUTION:							
\$0 to \$24,999	19.6%	14.6%	15.0%	16.2%	15.5%	16.1%	14.9%
\$25,000 to \$49,999	21.8%	19.3%	17.1%	21.4%	20.7%	18.7%	16.8%
\$50,000 to \$74,999	17.5%	17.6%	16.1%	17.4%	18.3%	17.0%	15.7%
\$75,000 to \$99,999	12.2%	14.1%	13.1%	7.4%	10.3%	13.2%	12.8%
\$100,000 to \$149,999	13.8%	18.1%	17.9%	12.9%	17.4%	17.4%	17.6%
\$150,000 or more	15.2%	16.3%	21.0%	24.7%	17.8%	17.6%	22.2%
POPULATION BY RACE/ETHNICITY:							
White/Caucasian	67.3%	74.6%	63.0%	78.2%	80.2%	73.0%	60.3%
Black/African American	15.2%	10.1%	14.9%	10.8%	3.2%	13.7%	12.5%
American Indian	0.9%	0.6%	0.7%	0.8%	1.1%	0.6%	1.2%
Asian	1.0%	2.2%	5.4%	0.9%	0.6%	3.6%	6.4%
Pacific Islander	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.2%
Other Race	7.0%	4.7%	7.3%	2.5%	6.3%	2.4%	8.8%
Two or More Races	8.6%	7.9%	8.7%	6.8%	8.6%	6.7%	10.7%
Hispanic Origin	14.0%	10.3%	15.4%	5.8%	12.7%	6.0%	19.6%
Diversity Index	63	53.2	67.8	44	49	50.5	72.5
BUSINESS:							
Total Business 2024	5,139	102,234	671,846	507	2,373	352,773	12,883,225
Total Employees 2024	68,803	1,513,909	9,886,897	5,606	30,419	4,778,510	160,403,925
Employee/Residential Population Ratio	0.57:1	0.51:1	0.52:1	1.35:1	0.40:1	0.47:1	0.47:1

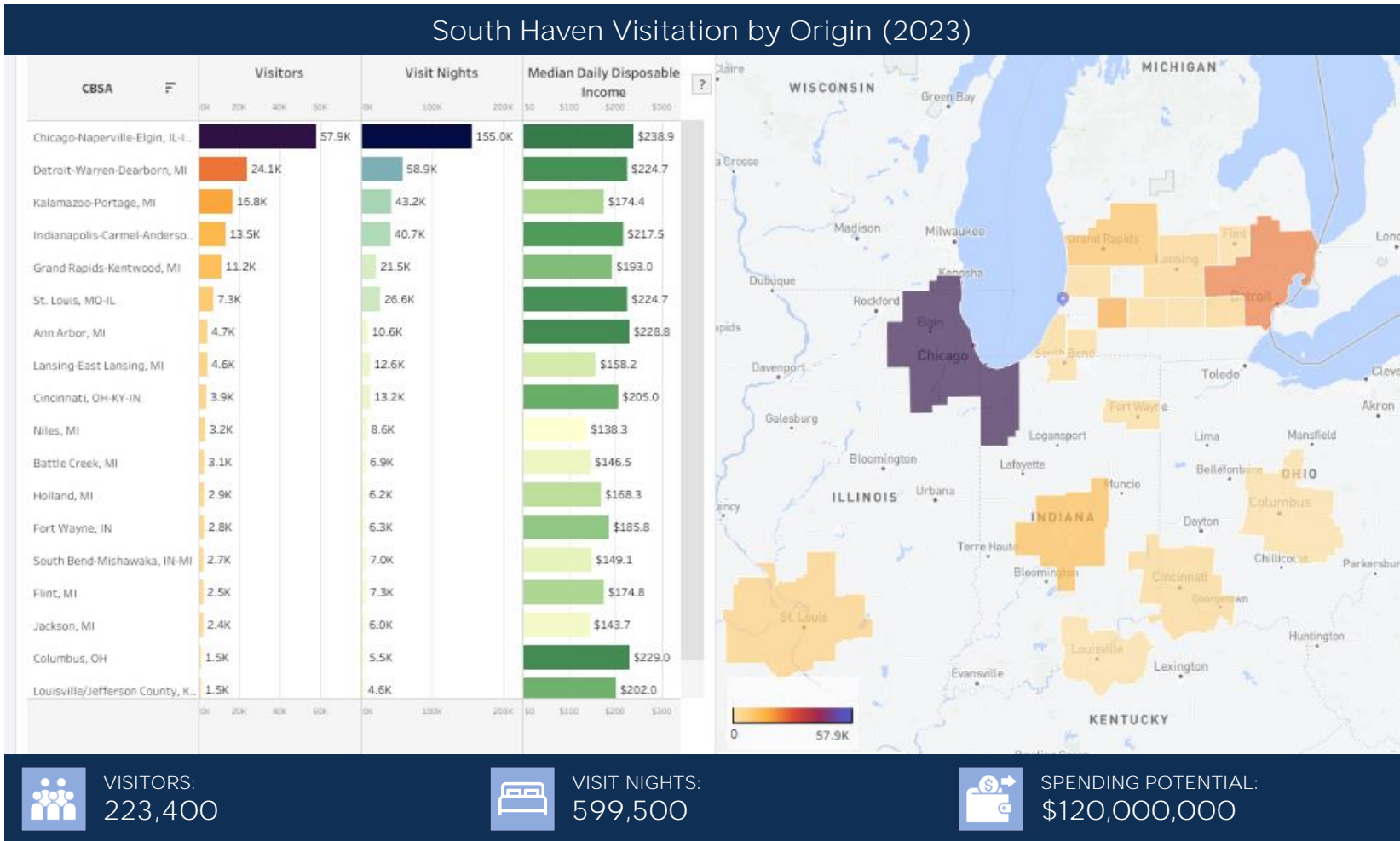
DEMOGRAPHIC ANALYSIS CONCLUSIONS

- **Drive-In Markets:** 120,000 within 30 minutes, 3.0 million within 90 minutes, 19.3 million within 3 hours.
- **Shrinking Population:** 30-minute drivetime decreased by 2% since 2010 and is projected to shrink by 0.6% in next five years.
- **Older:** Median age of 41.6 within 30-minute drivetime, slightly older than national median of 39.1.
- **Less Affluent:** Average household income of \$55,900 materially less than national average of \$72,600.
- **Job Center:** Employee-to-resident ratio of 0.56:1 exceeds national average of 0.45:1, highlighting the area's significant number of jobs in hospitality, among other industries.



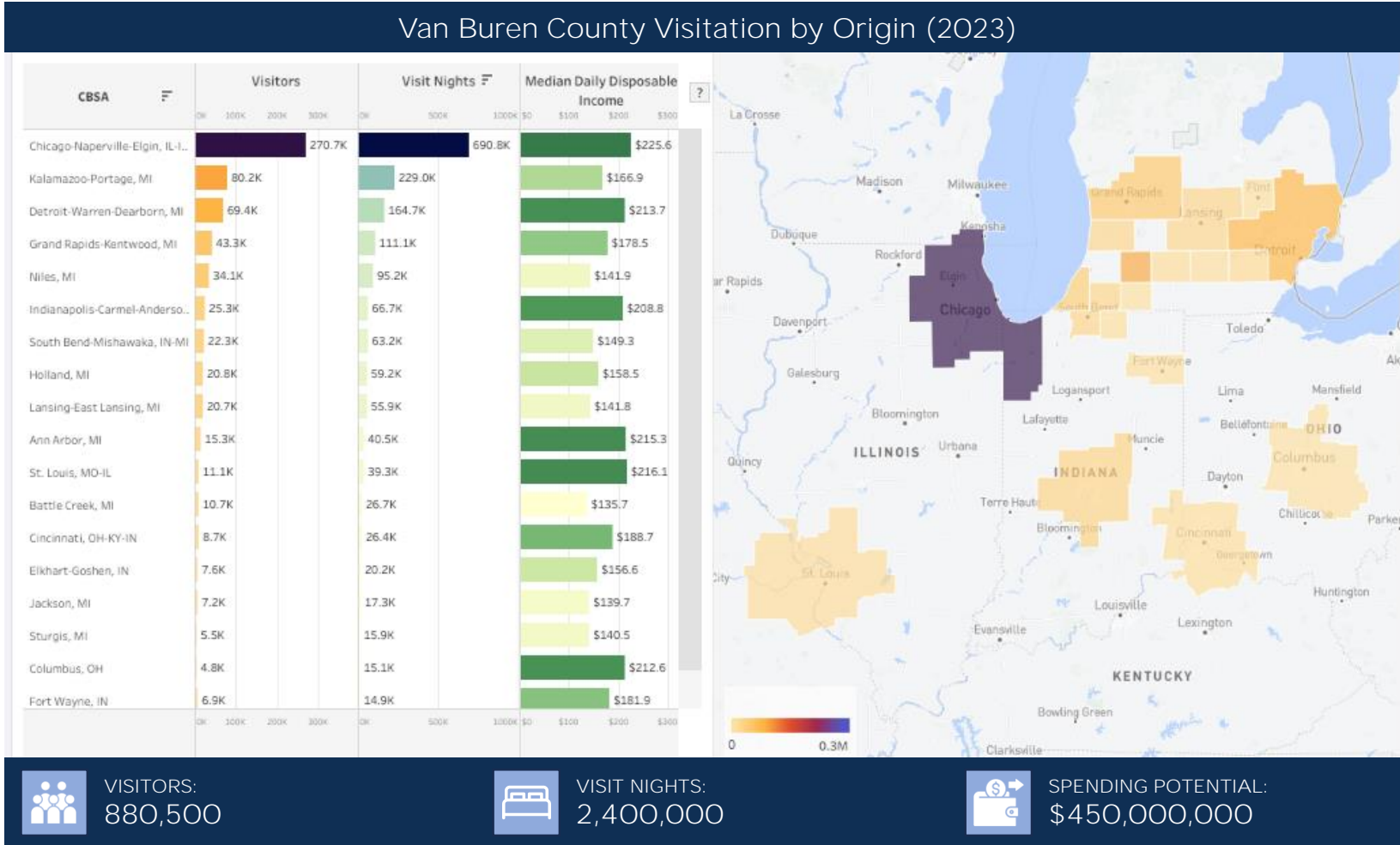
2 LOCAL AND REGIONAL CONDITIONS

MARKET VISITOR BASE



2 LOCAL AND REGIONAL CONDITIONS

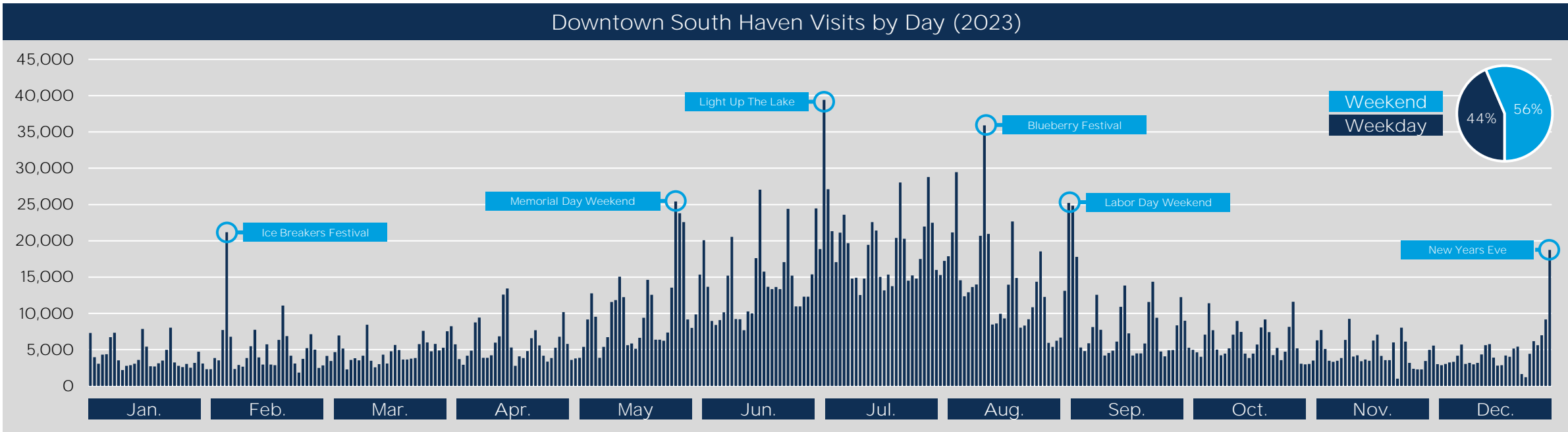
MARKET VISITOR BASE (CONTINUED)



2 LOCAL AND REGIONAL CONDITIONS

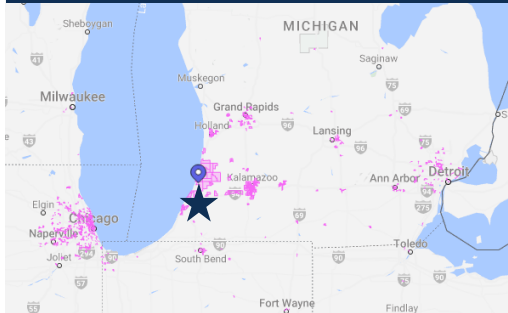
DOWNTOWN VISITOR BASE

NUMBER OF 2023 VISITS: 3.1 million
NUMBER OF 2023 VISITORS: 957,000
VISIT FREQUENCY: 3.2 times
DWELL TIME (avg): 121 minutes



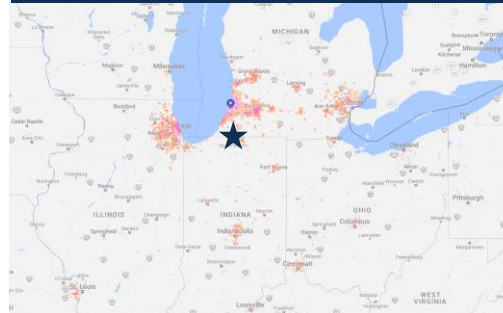
DOWNTOWN VISITOR PROFILES

Top 50% of Visitors



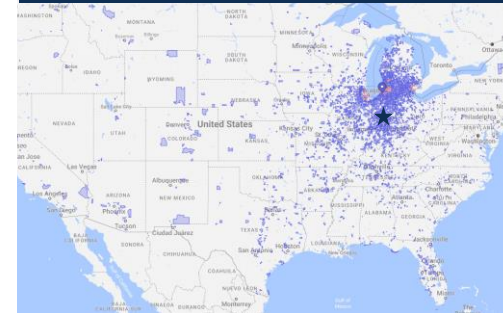
- 1 6.91% - Creative Comfort
Rural families with modest incomes and diverse household dynamics.
- 2 6.32% - Potluck/Outdoors
Comfortably established, middle-income couples with children living in suburbia.
- 3 5.94% - Rural Escape
Sophisticated, established couples & singles living comfortably in rural towns.
- 4 5.61% - Colleges and Cafes
Youthful singles and recent college graduates living in college communities.
- 5 4.98% - Unspoiled Splendor
Comfortably established baby boomer couples in town/country communities.

Top 75% of Visitors



- 1 6.13% - Potluck/Outdoors
Comfortably established, middle-income couples with children living in suburbia.
- 2 6.10% - Creative Comfort
Rural families with modest incomes and diverse household dynamics.
- 3 5.02% - Rural Escape
Sophisticated, established couples & singles living comfortably in rural towns.
- 4 4.61% - Unspoiled Splendor
Comfortably established baby boomer couples in town/country communities.
- 5 4.50% - Colleges and Cafes
Youthful singles and recent college graduates living in college communities.

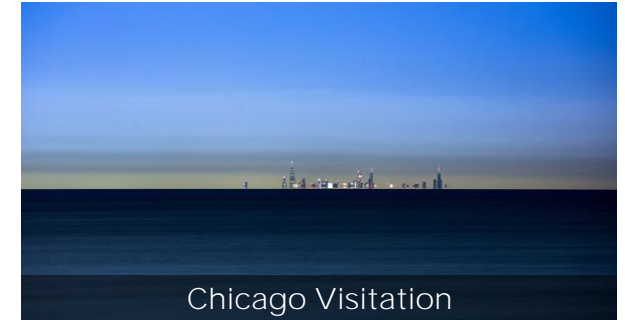
Top 100% of Visitors



- 1 7.26% - Potluck/Outdoors
Comfortably established, middle-income couples with children living in suburbia.
- 2 5.45% - Creative Comfort
Rural families with modest incomes and diverse household dynamics.
- 3 5.02% - Unspoiled Splendor
Comfortably established baby boomer couples in town/country communities.
- 4 4.75% - Rural Escape
Sophisticated, established couples & singles living comfortably in rural towns.
- 5 3.66% - Suburban Soph.
Established sophisticates living comfortable suburban lifestyles.

VISITOR BASE CONCLUSIONS

- **Chicago Visitation:** Chicago visitors make up more than 26 percent of South Haven's visitation.
- **Secondary Markets:** Detroit, Kalamazoo, and Indianapolis make up nearly 24 percent of South Haven's visitation.
- **Highly Seasonal:** Significant shoulder visitation in May and September
- **Affluent and Middle Aged:** Nearly half of visitors make \$90k or more in household income, while more than half are between 41 and 54. Very limited visitation from younger (<30) and older (>54) demographics.
- **Events Drive Downtown Peaks:** Ice Breakers, Memorial Day, Labor Day, and New Years Eve lead to peaks in shoulder and low seasons, while Light Up The Lake and Blueberry Festival drive peaks in summer.
- **Rural Boomer Visitors:** Largely attracting rural and suburban households, with some collegiate visitation.



Chicago Visitation



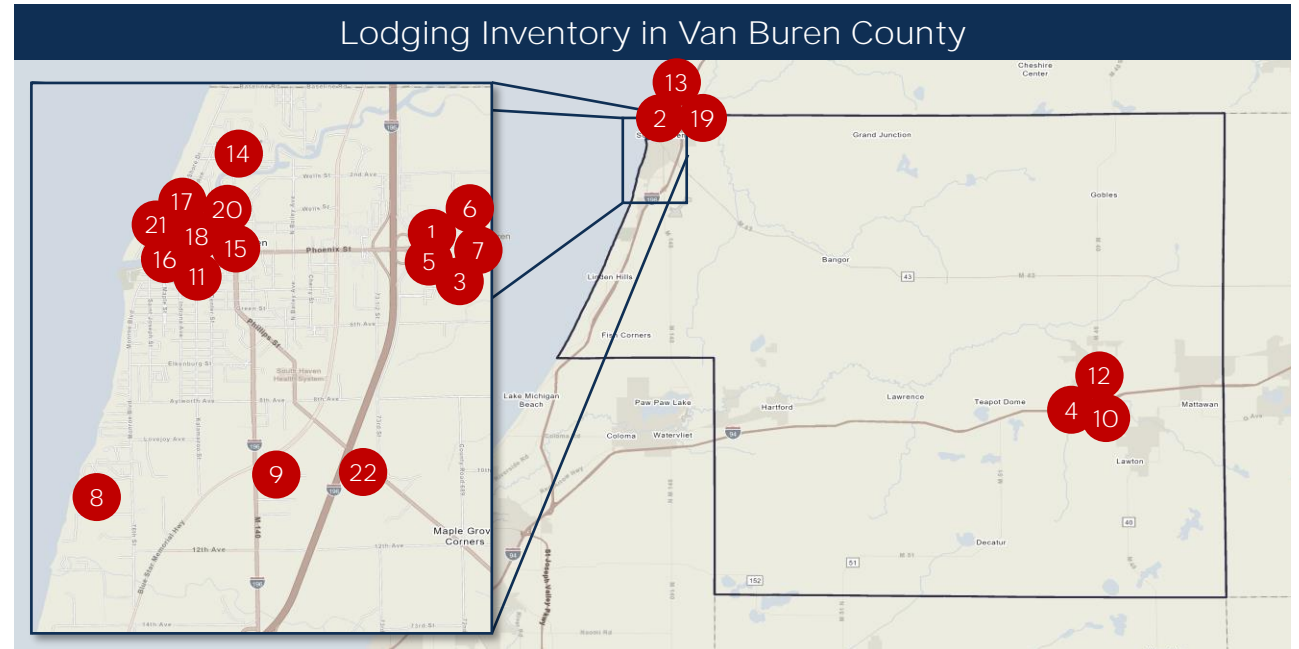
Highly Seasonal



Events Drive Downtown Peaks

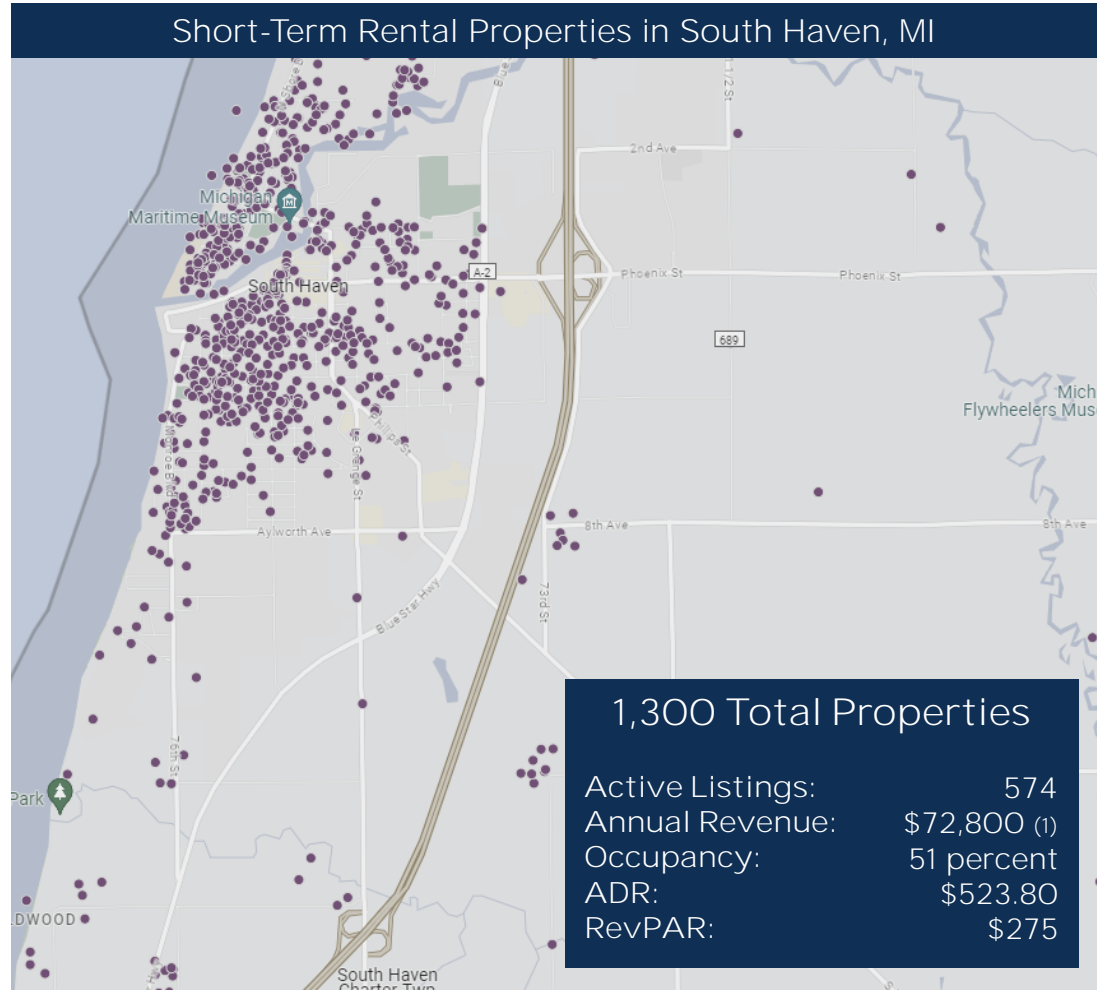
LOCAL INFRASTRUCTURE - LODGING

Restaurant	City, State	Description	Number of Positive Reviews
1 Baymont Inn & Suites South Haven	South Haven, MI	Midscale	90
2 Sleepy Hollow Beach Resort	South Haven, MI	Indep	82
3 Holiday Inn Express South Haven	South Haven, MI	Upper Mid	78
4 Comfort Inn & Suites Paw Paw	Paw Paw, MI	Upper Mid	65
5 Hampton Inn South Haven	South Haven, MI	Upper Mid	62
6 Country Inn & Suites by Radisson South Haven	South Haven, MI	Upper Mid	62
7 Comfort Suites South Haven	South Haven, MI	Upper Mid	60
8 Lake Bluff Inn & Suites	South Haven Twp, MI	Indep	52
9 Great Lakes Inn & Suites	South Haven, MI	Indep	50
10 Baymont Paw Paw	Paw Paw, MI	Midscale	50
11 Old Harbor Inn	South Haven, MI	Indep	44
12 Econo Lodge Paw Paw	Paw Paw, MI	Economy	42
13 Sun N Sand Resort	South Haven, MI	Indep	31
14 Victoria Resort and Bed & Breakfast	South Haven, MI	Indep	20
15 Hotel Nichols	South Haven, MI	Indep	19
16 Waters View Inn	South Haven, MI	Indep	19
17 Yelton Manor	South Haven, MI	Indep	17
18 Carriage House Harbor	South Haven, MI	Indep	13
19 Martha's Vineyard Bed & Breakfast	South Haven, MI	Indep	12
20 Inn at the Park	South Haven, MI	Indep	10
21 Sunset Inn	South Haven, MI	Indep	7
22 Monroe Manor Inn	South Haven, MI	Indep	5
TOTAL			890



2 LOCAL AND REGIONAL CONDITIONS

LOCAL INFRASTRUCTURE – SHORT TERM RENTALS

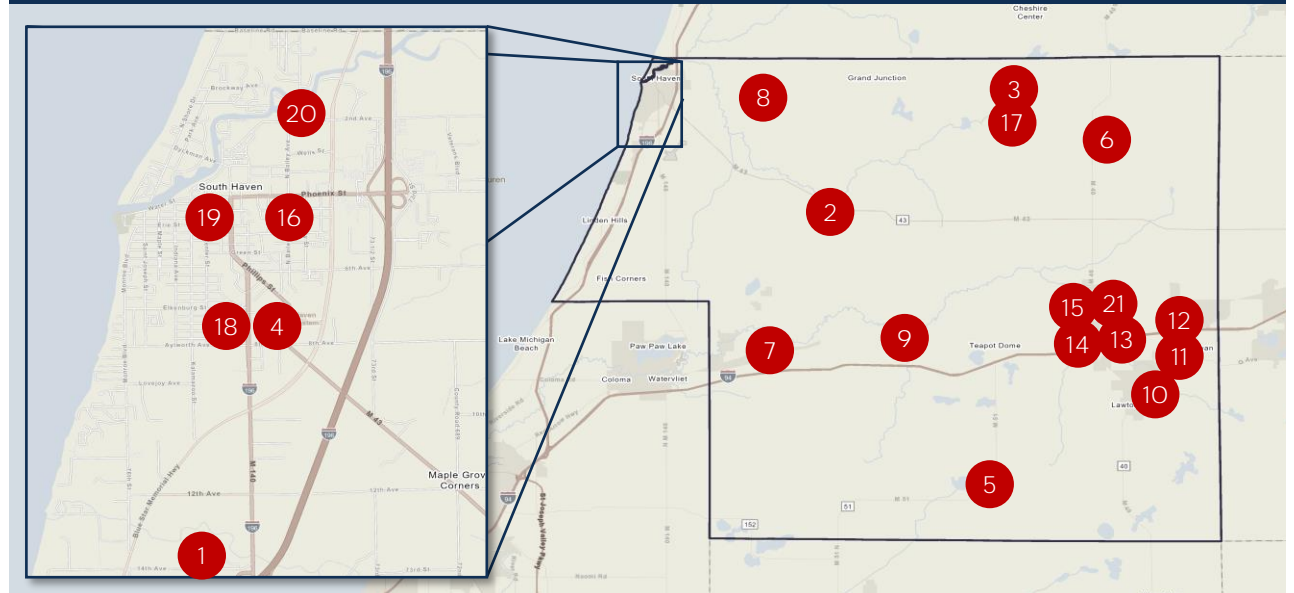


Note: (1) Annual Revenue represents median revenue generated by property in sample set over last 12 months.
Source: AirDNA, 2024.

LOCAL INFRASTRUCTURE – YOUTH/AMATEUR SPORTS

Facility Name	Basketball Courts	Volleyball Courts	Rectangle Fields	Diamond Fields	Indoor Turf	Indoor Racquet	Outdoor Racquet	Indoor Other	Outdoor Other
1 14th Avenue Fields/SHARA Disc Golf (1)			3						X
2 Bangor High School	1	1	1				6		X
3 Bloomingdale Middle/High Schools	1	1	1	3					X
4 Bronson Wellness Center	1	1						X	
5 Decatur Schools	1	1	1	5					X
6 Gobles Middle/High Schools	1	1	4	2					X
7 Hartford Middle/High Schools	1	1	3	2			3		X
8 Lake Arvesta						3	9		X
9 Lawrence Public Schools			1	2					X
10 Lawton Middle/High Schools	1	1	1	1					X
11 Mattawan Little League				9					
12 Mattawn Middle/High Schools	2	2	1	2			12		X
13 Paw Paw High School (2)	1	1	3	4			8		
14 Paw Paw Middle School			1	6			4		
15 Performance FieldHouse	2	2		2		4			
16 Ratcliffe Field			1						
17 Shady Brook Park				2					
18 South Haven High School	1	1		4			5		
19 South Haven Ice Rink									X
20 South Haven Skate Park									X
21 Tyler Field			1						X
TOTAL	13	13	22	44	0	7	47	1	13
TOTAL (Primary)	3	3	4	13	0	7	9	1	5

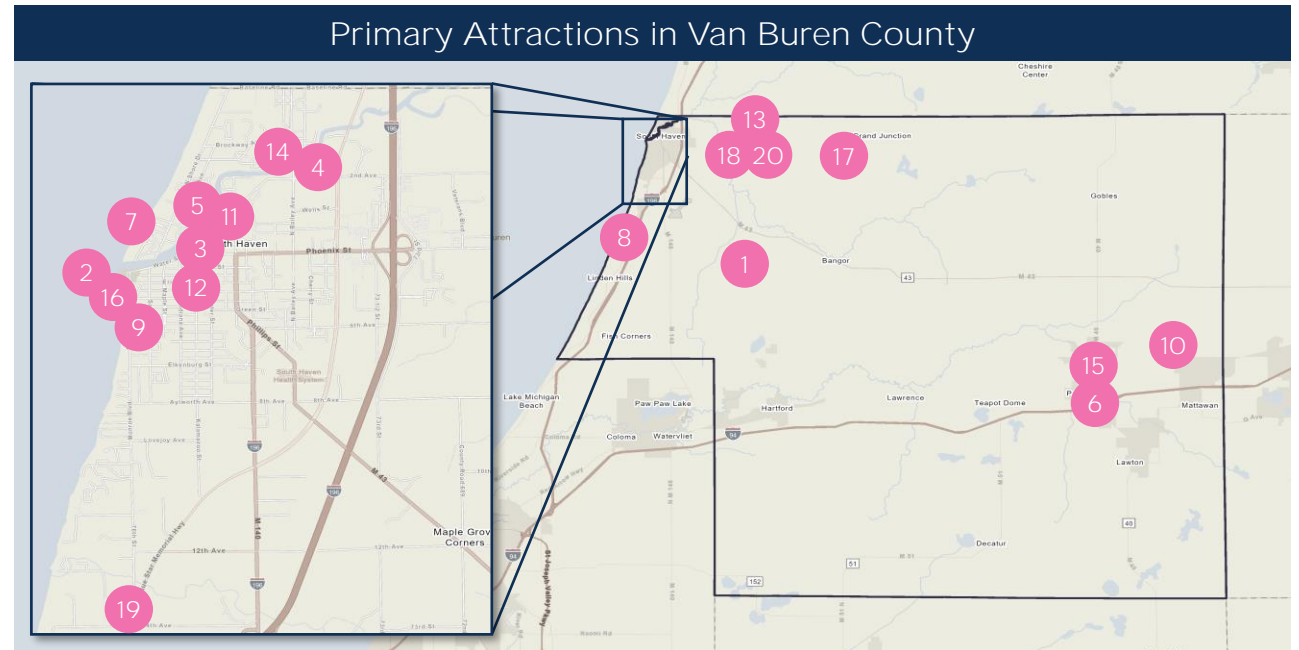
Primary Youth/Amateur Sports Facilities in Van Buren County



Notes: (1) Under construction; (2) Gymnasium is currently undergoing redevelopment.
Source: City of South Haven, Van Buren County, facility websites, facility management, 2024.

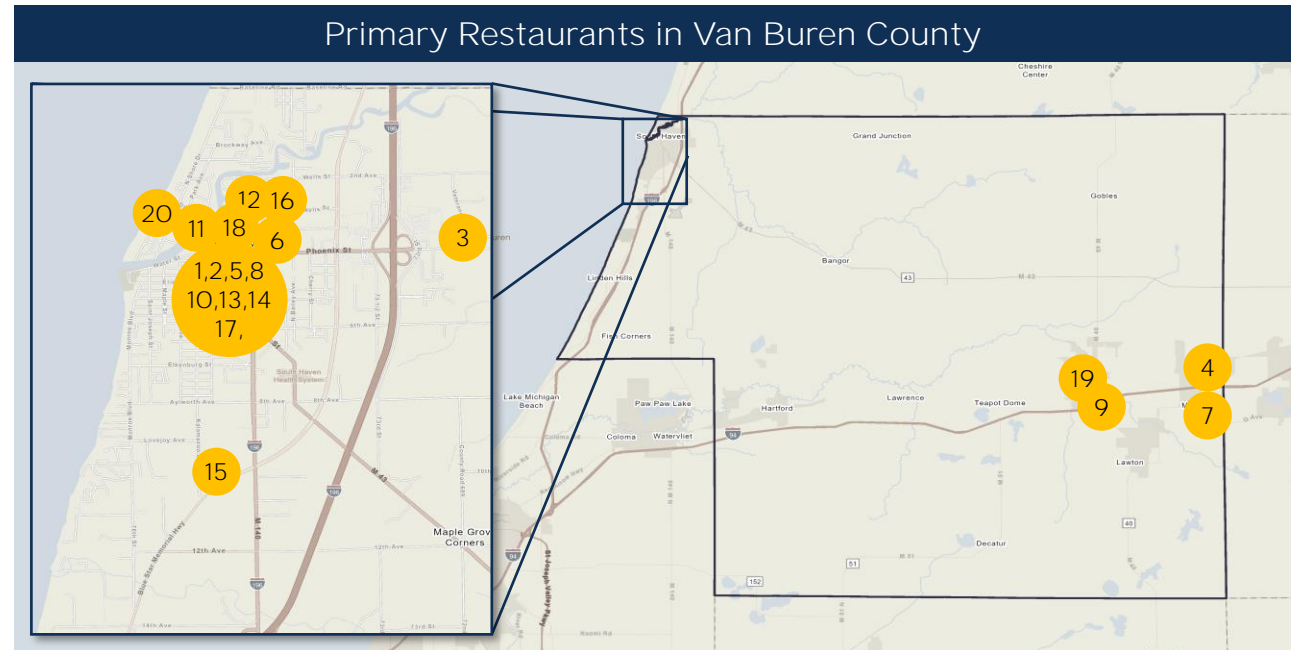
LOCAL INFRASTRUCTURE – ATTRACTIONS

Attraction	City	Description	Number of Positive Reviews
1 JKC ATV Rentals and Trails	South Haven Twp	ATV Rental	764
2 South Haven Lighthouses	South Haven	Lighthouse	643
3 Sailing South Haven	South Haven	Boat Tour	375
4 Kal Haven Trail	South Haven	Hiking Trail	278
5 Michigan Maritime Museum	South Haven	Speciality Museum	231
6 St. Julians Winery	Paw Paw	Winery	157
7 North Beach	South Haven	Beach	128
8 Van Buren State Park	South Haven Twp	Park	114
9 Kids' Corner Playground	South Haven	Playground & Park	69
10 Cody Kresta Vineyard & Winery	Mattawan	Winery & Vineyard	60
11 Jensen Charters	South Haven	Boat Tour	49
12 Michigan Theatre	South Haven	Movie Theater	48
13 Bumbleberry Acres	Geneva Twp	Fruit Farm	34
14 Blue Water Boat Rentals	South Haven	Gear & Boat Rental	30
15 Warner Vineyards	Paw Paw	Winery	22
16 South Beach	South Haven	Beach	20
17 GingerMan Raceway	Geneva Twp	Racetrack	16
18 Michigan Flywheelers Museum	Geneva Twp	Speciality Museum	15
19 DeGrandcamp Farm	South Haven Twp	Fruit Farm	13
20 Lake Arvesta Farms	Geneva Twp	Adventure/Water Park	9
TOTAL			3,075



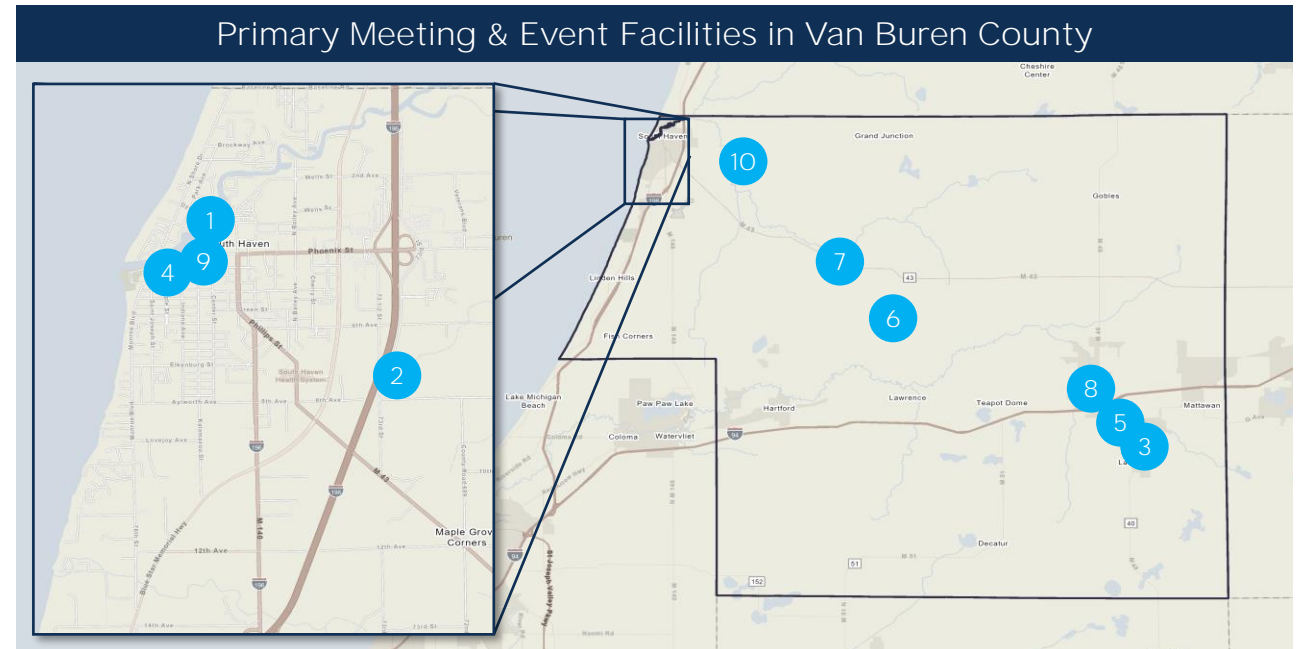
LOCAL INFRASTRUCTURE – DINING ESTABLISHMENTS

Restaurant	City	Rating	Number of Positive Reviews
1 Taste	South Haven	4.2	501
2 Clementine's	South Haven	3.6	341
3 Three Blondes Brewing	South Haven	4.0	259
4 Chinn Chinn	Mattawan	4.2	244
5 Maria's A Taste of Italy	South Haven	3.6	200
6 Phoenix Street on Broadway	South Haven	3.7	190
7 Bird Dog	Mattawan	4.6	185
8 Kitchen 527	South Haven	3.9	173
9 Red's Root Beer!	Paw Paw	4.6	173
10 Black River Tavern	South Haven	3.5	168
11 Su Casa Mexican Restaurant	South Haven	3.2	159
12 Captain Lou's	South Haven	3.7	137
13 Six Chicks Scratch Kitchen	South Haven	4.1	131
14 Café Julia	South Haven	4.0	114
15 The Lodge	South Haven	4.5	112
16 The Depot	South Haven	4.5	102
17 Tello Italian Bistro	South Haven	3.2	101
18 South Haven Brewpub	South Haven	3.3	99
19 120 Taphouse & Bistro	Paw Paw	4.1	96
20 Bunde's Bakery Café - South Haven	South Haven	4.6	90
AVERAGE		4.0	179



LOCAL INFRASTRUCTURE – MEETING AND EVENT SPACE

Facility Name	City	Ballroom Space (SF)	Meeting Space (SF)	Total Sellable Space (SF)	Largest Contiguous Space (SF)
1 Michigan Maritime Museum	South Haven	3,700	1,900	5,600	3,700
2 Black River Barn	South Haven	5,400	0	5,400	5,400
3 Lawton Lions Heritage Community Center	Lawton	4,500	0	4,500	4,500
4 South Haven American Legion Post 49	South Haven	3,000	400	3,400	3,000
5 Red Brick Hall	Lawton	2,700	0	2,700	2,700
6 Old Grove Barn	Arlington Twp	2,400	0	2,400	2,400
7 Bangor Elevator Building	Bangor	2,300	0	2,300	2,300
8 St. Julian Winery	Paw Paw	1,900	0	1,900	1,900
9 Annex by BRB	South Haven	0	1,200	1,200	1,200
10 Beeches Golf Club	South Haven	1,100	0	1,100	1,100
AVERAGE		2,700	1,200	3,100	2,800
MEDIAN		2,600	1,200	2,600	2,600

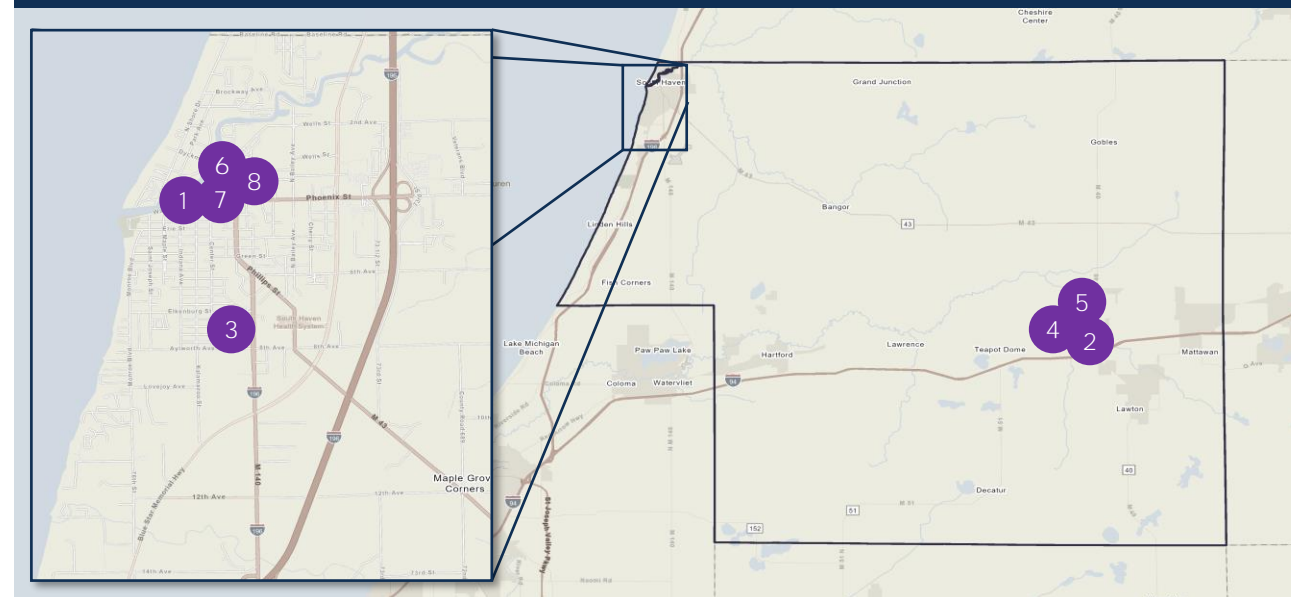


Source: City of South Haven, Van Buren County, facility websites, facility management, 2024.

LOCAL INFRASTRUCTURE – LIVE ENTERTAINMENT

Venue	City	Type	Seating Capacity
1 Riverfront Park	South Haven	Green Space	1,400
2 High School Performing Arts Center	Paw Paw	Auditorium	950
3 Listiak Auditorium	South Haven	Auditorium	560
4 Warner Vineyards	Paw Paw	Winery	400
5 Maple Lake Amphitheater	Paw Paw	Amphitheater	300
6 Admiral Jack's	South Haven	Bar/Restaurant	NA
7 Captain Lou's	South Haven	Bar/Restaurant	NA
8 South Haven Brewpub	South Haven	Bar/Restaurant	NA
AVERAGE			722
MEDIAN			560

Primary Live Entertainment Venues in Van Buren County



LOCAL INFRASTRUCTURE CONCLUSIONS

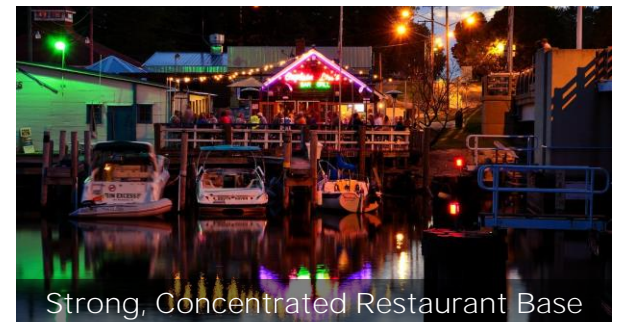
- **Overnight Lodging:** 890 hotel rooms and 574 active AirBnB's - concentrated mainly throughout South Haven Township. No traditional full-service.
- **Outdoor Attractions:** ATV and sailing tours, along with Kal Haven Trail, are among area's most reviewed attractions. Other popular assets include lighthouses, Maritime Museum, wineries, and beaches.
- **Strong, Concentrated Restaurant Base:** Diverse offerings of restaurants for smaller market, average of 4.0 stars on Yelp! Reviews. Only one has more than 500 reviews (Taste). Fourteen (14) of the 20 top restaurants in County are in/near downtown.
- **Limited Sports Facilities:** School district fairly well-accommodated with outdoor sports facilities, but area lacks indoor and outdoor facilities for tournament use.
- **Contiguous Meeting Space Challenge:** Area lacks single room that can accommodate 500 or more people in a business/meeting-quality setting.
- **Entertainment Venue Options:** Only one facility that can accommodate 1,000 or more (Riverfront Park). High School Performing Arts Center is only indoor facility than can accommodate more than 560 (950).



Overnight Lodging



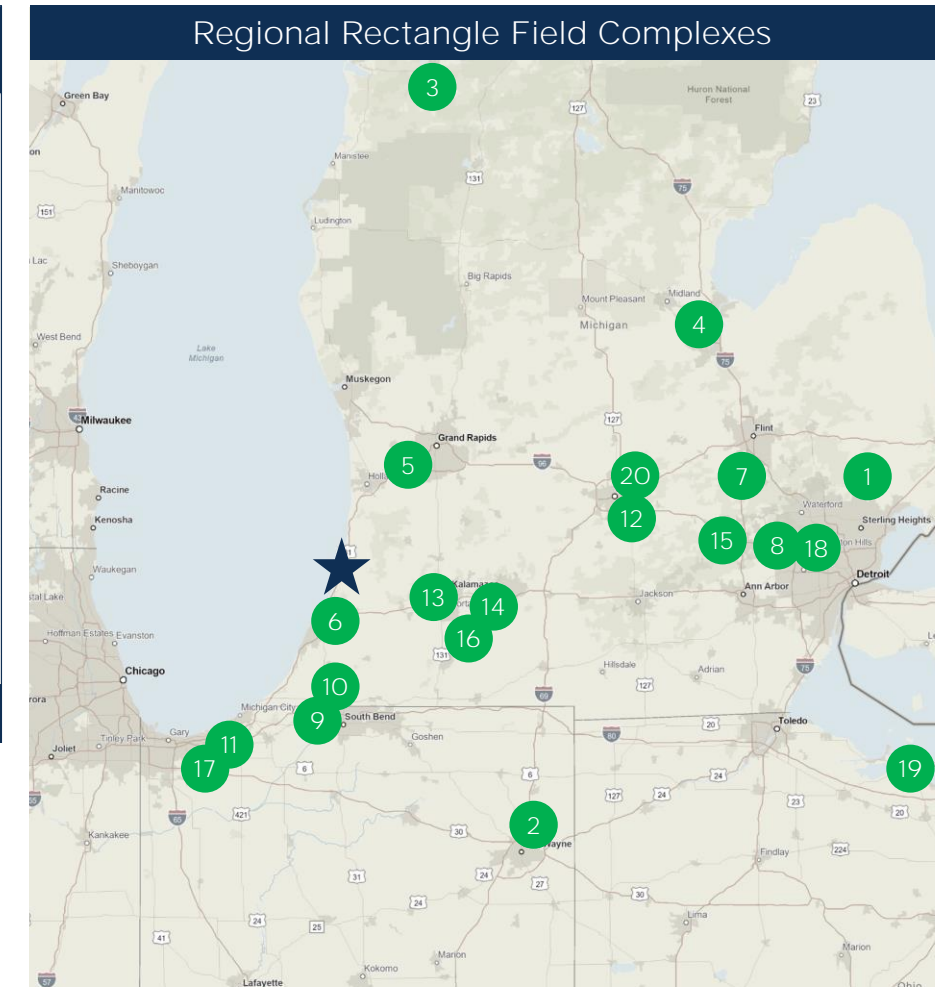
Outdoor Attractions



Strong, Concentrated Restaurant Base

COMPETITIVE FACILITY LANDSPACE - RECTANGLE FIELD COMPLEXES

Facility Name	Location	Rectangle Fields			Total	Surface Type
		Adult	Youth	Other		
1 Michigan Stars Sports Center	Washington Twp, MI	24	0	0	24	Grass
2 Hefner Fields	Fort Wayne, IN	15	7	0	22	Grass + Turf
3 Keystone Soccer Complex	Traverse City, MI	8	10	4	22	Grass
4 Saginaw Township Soccer Complex	Saginaw, MI	21	0	0	21	Grass
5 Port Sheldon Sports Complex	Hudsonville, MI	0	19	0	19	Grass
6 Lakeshore Youth Soccer Complex	Stevensville, MI	14	4	0	18	Grass
7 Deer Run Soccer Complex	Linden, MI	2	8	3	13	Grass
8 Bosco Fields	Novi, MI	2	11	0	13	Grass
9 Indiana Invaders Sports Complex	South Bend, IN	13	0	0	13	Grass
10 Jr. Irish Soccer Complex	South Bend, IN	12	0	0	12	Grass
11 Imagination Glen Park East & West	Portage, IN	4	6	0	10	Grass
12 Hope Sports Complex	Lansing, MI	5	5	0	10	Grass + Turf
13 Kalamazoo Community Soccer Complex	Kalamazoo, MI	10	0	0	10	Grass
14 River Oaks Soccer Complex	Galesburg, MI	10	0	0	10	Grass
15 Legacy Center Sports Complex	Brighton, MI	6	4	0	10	Grass
16 Portage Soccer Complex	Portage, MI	9	0	0	9	Grass
17 Indiana Elite Soccer Complex	Portage, IN	8	0	0	8	Grass
18 Founders Sports Park	Farmington Hills, MI	3	4	1	8	Grass
19 Sports Force Parks	Sandusky, OH	8	0	0	8	Turf
20 East Lansing Soccer Complex	East Lansing, MI	7	0	0	7	Grass
TOTAL		181	78	8	267	
AVERAGE		9	4	0	13	

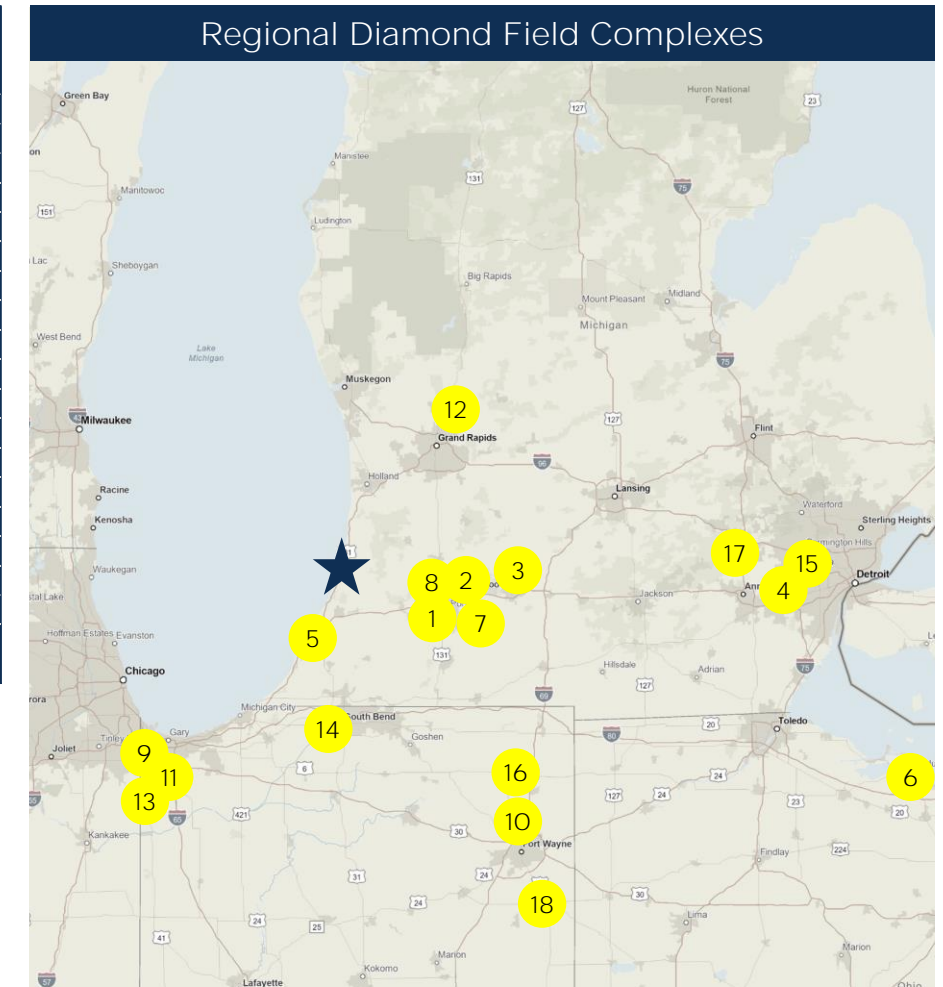


Note: Exhibit includes facilities within 180-minute drive time radius with six or more rectangle fields.
Source: Facility websites, facility management, 2024.

LOCAL AND REGIONAL CONDITIONS

COMPETITIVE FACILITY LANDSPACE - DIAMOND FIELD COMPLEXES

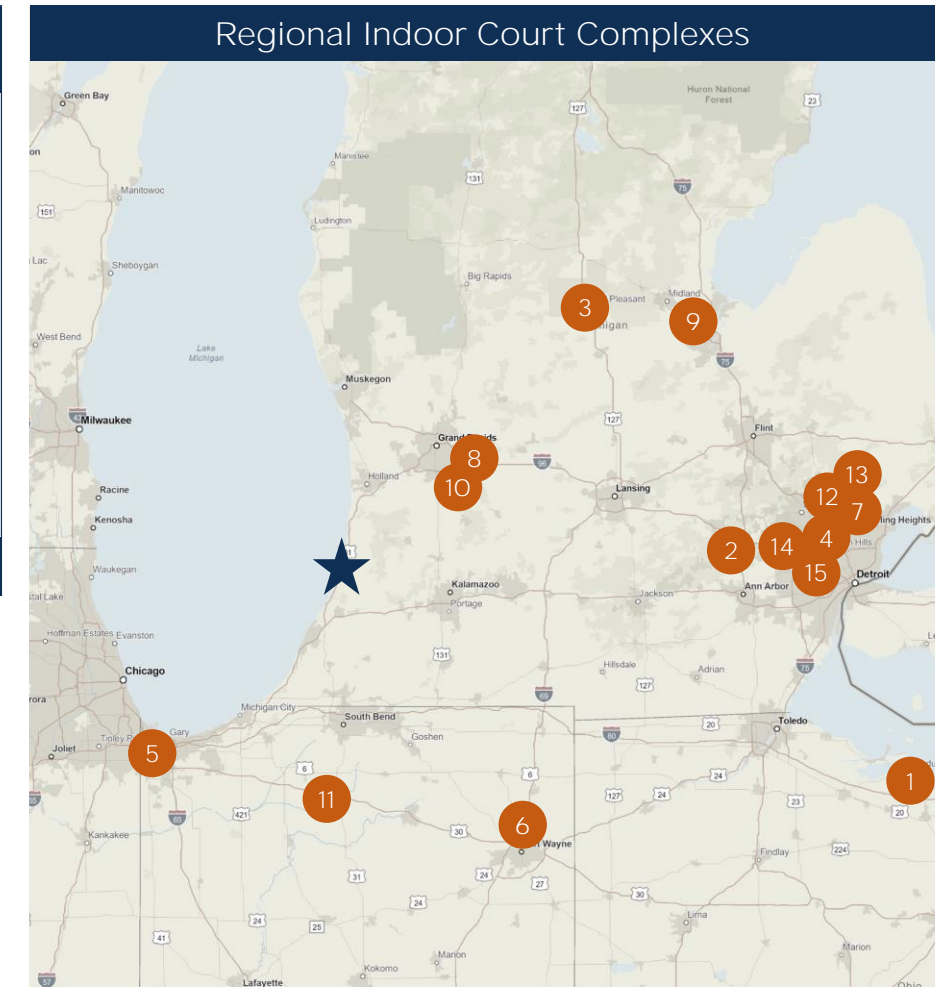
Facility Name	Location	Baseball Fields		Softball Fields		Total
		Adult	Youth	Adult	Youth	
1 West Portage Little League	Portage, MI	2	2	7	5	16
2 Versluis/Dickinson Softball Complex	Kalamazoo, MI	0	0	15	0	15
3 Bailey Park	Battle Creek, MI	3	0	8	1	12
4 Canton Sports Center	Canton, MI	0	0	12	0	12
5 Kohn Sports Complex	Stevensville, MI	2	1	1	8	12
6 Sports Force Parks	Sandusky, OH	4	8	0	0	12
7 South Portage Little League	Portage, MI	0	7	4	0	11
8 Westwood Little League	Kalamazoo, MI	0	4	0	6	10
9 Munster Softball Complex	Munster, IN	5	1	4	0	10
10 Wallen Baseball Complex	Fort Wayne, IN	0	4	4	2	10
11 Crown Point Sports Complex	Crown Point, IN	3	0	6	0	9
12 Meijer Sports Complex	Rockford, MI	2	1	6	0	9
13 Heartland Park Sports Complex	Dyer, IN	2	7	0	0	9
14 Byers Softball Complex	South Bend, IN	0	3	4	2	9
15 Founders Sports Park	Farmington Hills, MI	0	0	4	4	8
16 Kendallville Recreation Complex	Kendallville, IN	0	0	4	4	8
17 Legacy Center Sports Complex	Brighton, MI	1	1	4	0	6
18 REV Sports Complex	Decatur, IN	0	0	6	0	6
TOTAL		24	39	89	32	184
AVERAGE		1	2	5	2	10



Note: Exhibit includes facilities within 180-minute drive time radius with six or more diamond fields.
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE – INDOOR COURT COMPLEXES

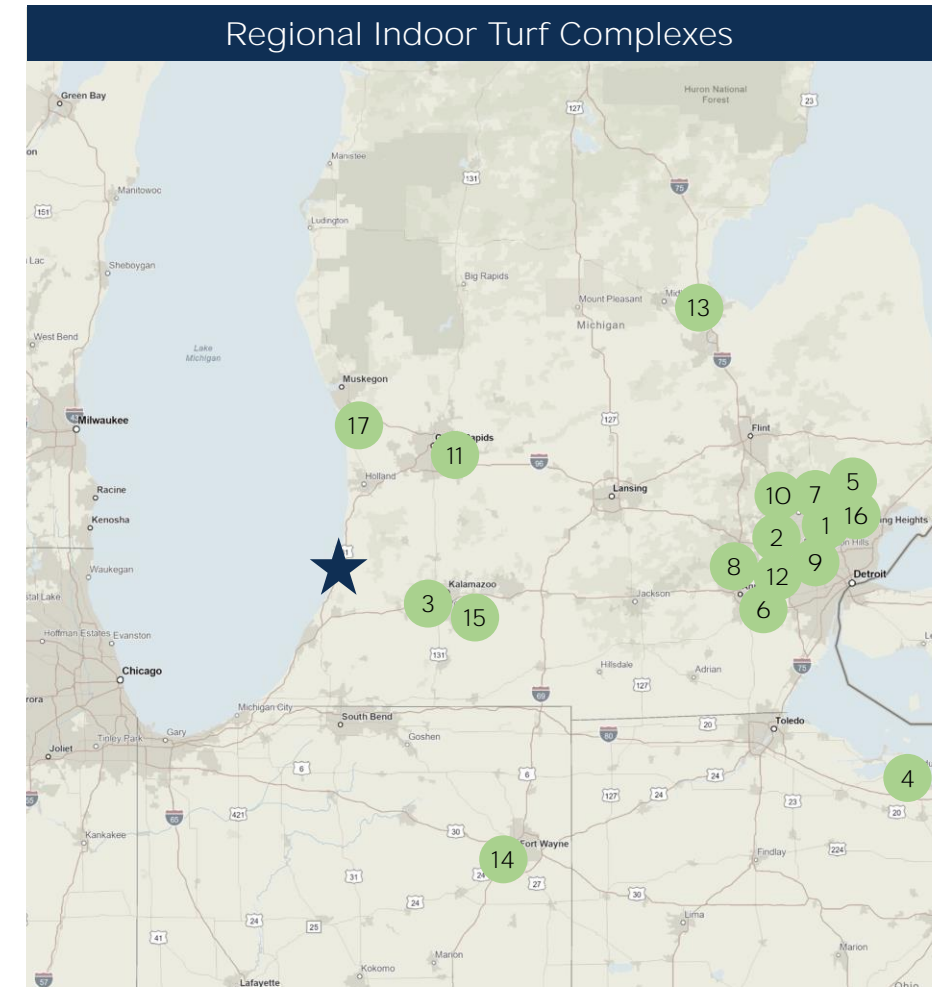
Facility Name	Location	Courts		Other
		Basketball	Volleyball	
1 Cedar Point Sports Center	Sandusky, OH	10	20	9,500 SF entertainment center.
2 Legacy Center Sports Complex	Brighton, MI	8	16	Three add'l BB half-court or two VB courts.
3 Morey Courts Recreation Center	Mt Pleasant, MI	8	8	Walking track, five racket sport courts.
4 UWM Sports Complex	Pontiac, MI	8	16	-
5 Hammond Sportsplex	Hammond, IN	6	12	Two regulation soccer fields, walking track.
6 SportONE Parkview Fieldhouse	Fort Wayne, IN	6	8	-
7 Greg Grant Sportsplex	Shelby Township, MI	6	8	Seven sand volleyball courts, 54,000 SF turf area.
8 MSA Fieldhouse	Grand Rapids, MI	5	5	Outdoor turf fields, three sand volleyball courts.
9 Freeland Sportszone	Freeland, MI	4	4	Indoor turf, meeting rooms, two baseball fields.
10 MSA Woodland	Grand Rapids, MI	4	6	Two indoor turf fields.
11 The Zone Sports Complex	Plymouth, IN	4	4	Half-court basketball court.
12 Elite Sportsplex	Waterford, MI	2	8	One turf field (120'x50').
13 Michigan Stars Sports Center	Washington Twp, MI	0	5	-
14 SPARC Arena	Novi, MI	0	8	-
15 Trinity Health Sports Complex	Livonia, MI	0	8	1/7-mile indoor track, turf training space.
TOTAL		71	136	
AVERAGE		5	9	



Note: Exhibit includes facilities within 180-minute drive time radius with four or more total indoor courts.
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE - INDOOR TURF COMPLEXES

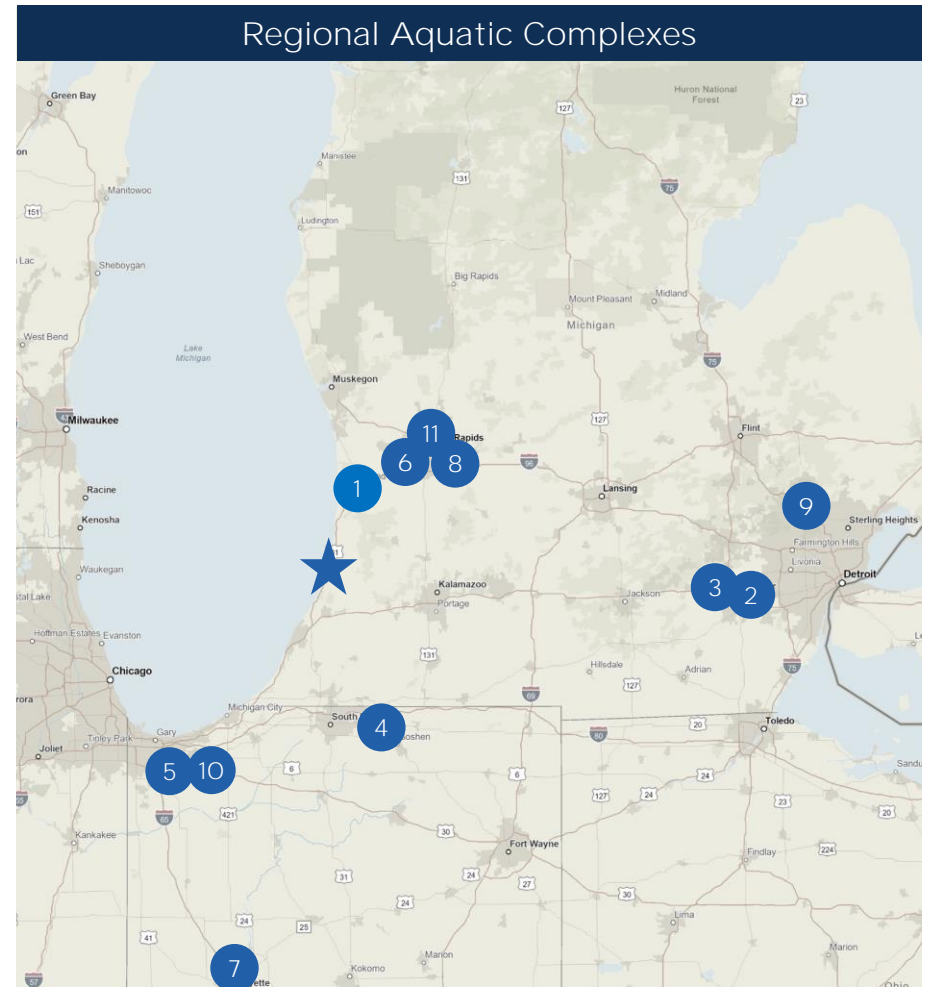
Facility Name	Location	Size (SF)	Additional Facilities
1 UWM Sports Complex	Pontiac, MI	378,400	Eight indoor basketball courts, 16 volleyball courts, indoor track.
2 TOCA Soccer and Sports Center	Wixom, MI	350,000	Two domes, two outdoor baseball/softball fields.
3 Donald Seelye Athletic Center	Kalamazoo, MI	150,000	300m track, 70yd rectangle field, weight room.
4 Cedar Point Sports Center	Sandusky, OH	145,000	10 basketball/20 volleyball courts, entertainment/other spaces.
5 Michigan Stars Sports Center	Washington Twp, MI	118,000	-
6 St. Joe's Sports Dome	Livonia, MI	110,500	-
7 Total Sports OU	Rochester, MI	108,000	-
8 Legacy Center Sports Complex	Brighton, MI	104,000	101,000SF fieldhouse, indoor multipurpose field.
9 Livonia Athletic District	Livonia, MI	95,000	-
10 Evolution Sportsplex	Auburn Hills, MI	92,500	Three batting cages, 6,000 SF building with meeting space.
11 MSA Sports Spot	Grand Rapids, MI	84,700	-
12 Trinity Health Sports Complex	Livonia, MI	83,900	Eight multipurpose courts, 1/7-mile indoor track.
13 Shah Sports Facilities	Auburn, MI	73,500	-
14 The Plex South	Fort Wayne, IN	72,000	-
15 Kingdom Indoor Center	Portage, MI	60,000	Two @ 180' x 185' fields, one @ 170' x 90' field.
16 Greg Grant Sportsplex	Shelby Township, MI	54,000	Six basketball/eight volleyball courts, seven sand volleyball courts.
17 Shoreline Soccer Club	Norton Shores, MI	50,000	-
TOTAL		2,129,500	
AVERAGE		125,265	



Note: Exhibit includes facilities within 180-minute drive time radius with a minimum of 50,000 SF of indoor turf space.
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE – AQUATIC COMPLEXES

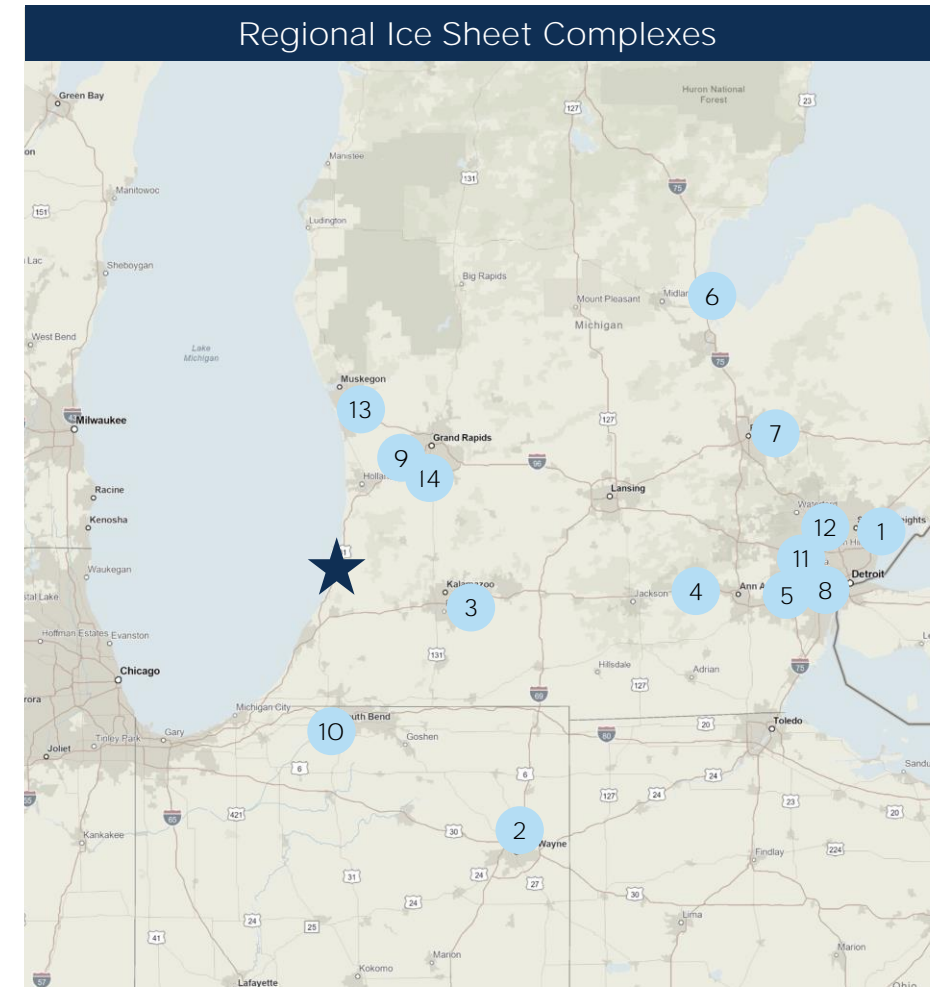
	Facility Name	Location	Pools	Type
1	Holland Community Aquatic Center	Holland, MI	3	50m Olympic pool, 2 @ 25-yd warmup/leisure pools
2	Michael H. Jones Natatorium	Ypsilanti, MI	2	50m Olympic pool, 25-yd warmup/leisure pool
3	Donald B. Canham Natatorium	Ann Arbor, MI	1	50m Olympic pool
4	Elkhart Health & Aquatics	Elkhart, IN	1	50m Olympic pool
5	Hobart Aquatic Center	Hobart, IN	1	50m Olympic pool
6	Jenson High School	Jenison, MI	1	50m Olympic pool
7	Morgan J. Burke Aquatic Center	West Lafayette, IN	1	50m Olympic pool
8	MVP Sportsplex	Grand Rapids, MI	1	50m Olympic pool
9	Oakland University Natatorium	Rochester, MI	1	50m Olympic pool
10	Valparaiso Aquatic Center	Valparaiso, IN	1	50m Olympic pool
11	Venema Aquatic Center	Grand Rapids, MI	1	50m Olympic pool
	TOTAL		14	
	AVERAGE		1	



Note: Exhibit includes facilities within 180-minute drive time radius with at least one 50m Olympic-size competition pool.
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE - ICE SHEET COMPLEXES

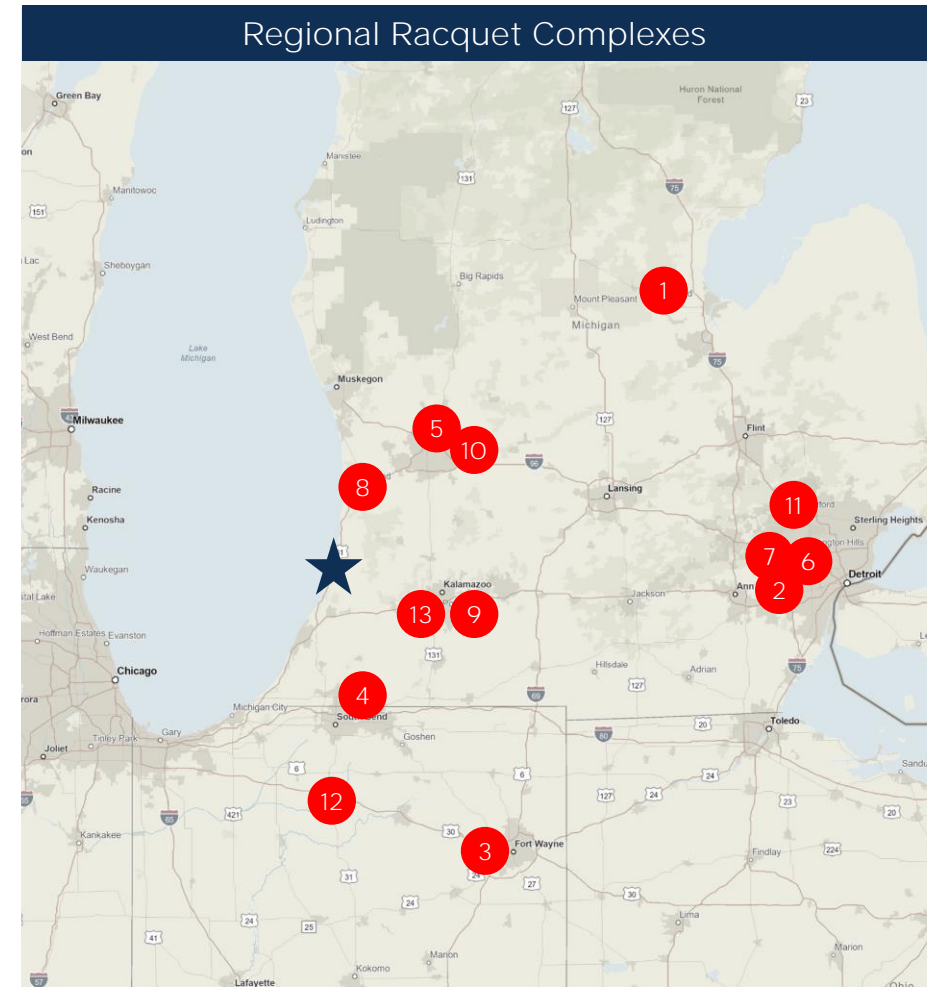
Facility Name	Location	Rinks	Type
1 Big Boy Arena	Fraser, MI	4	4 @ NHL sheets (200'x85')
2 SportONE / Parkview Icehouse	Fort Wayne, IN	3	3 @ NHL sheets (200'x85')
3 Wings Event Center	Kalamazoo, MI	3	3 @ NHL sheets (200'x85')
4 Artic Coliseum	Chelsea, MI	2	2 @ NHL sheets (200'x85')
5 Artic Edge Ice Arena	Canton, MI	2	2 @ NHL sheets (200'x85')
6 Bay County Civic Arena	Bay City, MI	2	NHL sheet (200'x85') + Olympic sheet (200'x100')
7 Crystal Fieldhouse Ice Arena	Burton, MI	2	2 @ NHL sheets (200'x85')
8 Dearborn Ice Skating Center	Dearborn, MI	2	2 @ NHL sheets (200'x85')
9 Griff's Georgetown Ice Arena	Hudsonville, MI	2	2 @ NHL sheets (200'x85')
10 Ice Box	South Bend, IN	2	2 @ NHL sheets (200'x85')
11 Farmington Hills Ice Arena	Farmington Hills, MI	2	2 @ NHL sheets (200'x85')
12 John Lindell Ice Arena	Royal Oak, MI	2	2 @ NHL sheets (200'x85')
13 Lakeshore Sports Centre	Muskegon, MI	2	2 @ NHL sheets (200'x85')
14 Southside Ice Arena	Byron Center, MI	2	2 @ NHL sheets (200'x85')
15 Wings West	Kalamazoo, MI	2	2 @ NHL sheets (200'x85')
TOTAL		34	
AVERAGE		2	



Note: Exhibit includes facilities within 180-minute drive time radius with two or more ice sheets.
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE – RACQUET COMPLEXES

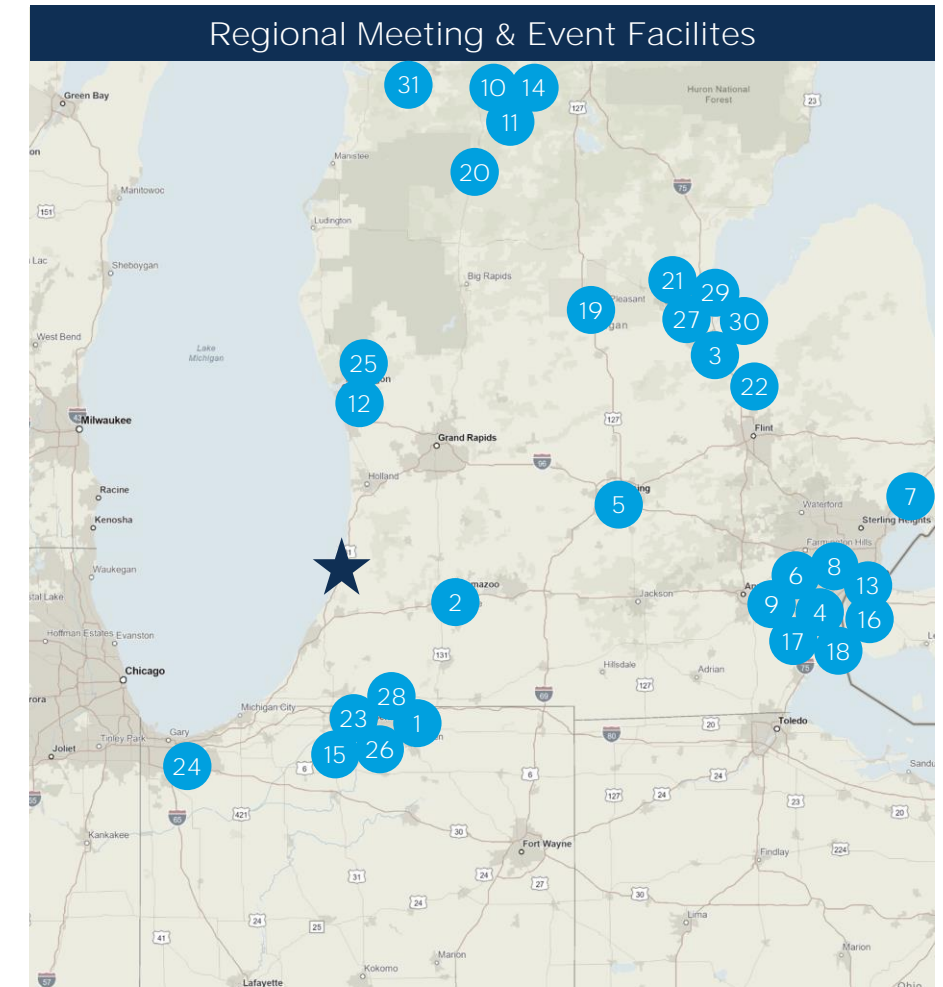
Facility Name	Location	Type	Courts		Total	Lighted
			Tennis	Pickleball		
1 Greater Midland Tennis Center	Midland, MI	Both	31	6	31	No
2 PCEP Tennis Courts	Plymouth, MI	Outdoor	24	0	24	No
3 Wildwood Racquet Club	Fort Wayne, IN	Both	16	8	24	No
4 South Bend Racquet Club	South Bend, IN	Indoor	8	20	20	Yes (indoor)
5 Belknap Park	Grand Rapids, MI	Outdoor	0	15	15	Yes
6 Farmington Hills Community Center	Farmington Hills, MI	Outdoor	5	10	15	No
7 Detroit Tennis Club	Farmington Hills, MI	Both	15	0	15	No
8 Moran Park	Holland, MI	Outdoor	7	8	15	No
9 Ramona Park	Portage, MI	Outdoor	2	12	13	No
10 Gainey Athletic Complex	Grand Rapids, MI	Outdoor	12	0	12	No
11 McCaw Park	Lafayette, IN	Outdoor	0	12	12	Yes
12 Clintonwood Park	Clarkston, MI	Outdoor	3	8	11	No
13 Mary Beth Tennis Complex	Plymouth IN	Outdoor	10	5	10	Yes
14 West Hills Athletic Club	Kalamazoo, MI	Indoor	10	0	10	Yes (indoor)
TOTAL			143	104	227	
AVERAGE			10	7	16	



Note: Exhibit includes facilities within 180-minute drive time radius with 10 or more racquet sport courts.
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE - MEETING AND EVENT FACILITIES

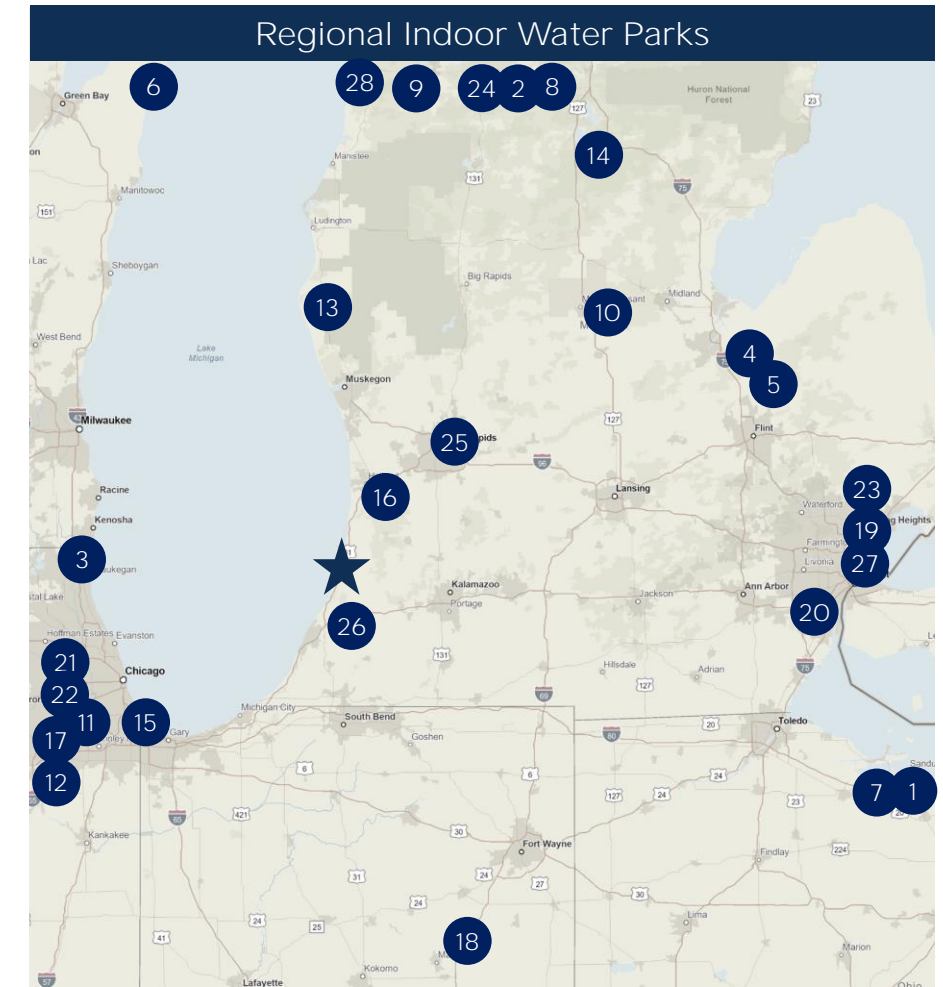
Facility Name	City, State	Distance From South Haven (mi)	Exhibit Space (SF)	Ballroom Space (SF)	Meeting Space (SF)	Total Sellable Space (SF)	Largest Contiguous Space (SF)
1 Northern Indiana Event Center	Elkhart, IN	153	38,000	4,500	100	42,600	21,000
2 Radisson Plaza Hotel	Kalamazoo, MI	38	10,500	9,700	17,900	38,100	10,000
3 Dow Event Center	Saginaw, MI	185	35,000	0	1,900	36,900	25,000
4 Burton Manor	Livonia, MI	164	0	35,300	0	35,300	35,300
5 Kellogg Center	East Lansing, MI	123	0	12,000	22,400	34,400	12,000
6 Saint John's Resort	Plymouth, MI	157	0	28,600	5,200	33,800	15,000
7 Blue Water Convention Center	Port Huron, MI	232	20,400	7,300	4,700	32,400	20,400
8 Southfield Pavilion	Southfield, MI	194	28,000	0	0	28,000	28,000
9 Laurel Manor Banquet Center	Livonia, MI	160	0	23,000	4,600	27,600	23,000
10 The Highlands	Harbor Springs, MI	251	0	13,900	12,200	26,100	5,300
11 Boyne Mountain Resort	Boyne Falls, MI	227	0	18,500	6,300	24,800	10,000
12 VanDyk Mortgage Convention Center	Muskegon, MI	69	16,600	5,200	3,000	24,800	16,600
13 Westin Detroit Airport	Detroit, MI	165	0	7,200	15,600	22,800	7,200
14 Ford Motor Conference Center	Dearborn, MI	171	0	9,900	12,700	22,600	9,900
15 Four Winds Casino South Bend	South Bend, IN	153	0	9,000	13,500	22,500	9,000
16 Woodfill Conference Center	Mackinac Island, MI	277	0	7,100	14,300	21,400	7,100
17 Marriott Ypsilanti at Eagle Crest	Ypsilanti, MI	149	0	12,200	8,500	20,700	9,700
18 George Gervin GameAbove Center	Ypsilanti, MI	149	20,000	0	600	20,600	20,000
19 Soaring Eagle Casino & Resort	Mount Pleasant, MI	145	0	12,800	7,700	20,500	12,800
20 Wexford Civic Center	Cadillac, MI	153	20,000	0	0	20,000	20,000
21 Great Hall Banquet & Convention Center	Midland, MI	176	0	9,900	6,200	16,100	9,900
22 Bavarian Inn Lodge	Frankenmuth, MI	188	0	11,200	600	11,800	6,200
23 Gillespie Conference & Special Event Center	South Bend, IN	153	0	8,400	2,600	11,000	8,400
24 Avalon Manor Banquet Center	Merrillville, IN	153	0	11,000	0	11,000	11,000
25 Frauenthal Center	Muskegon, MI	68	0	7,500	1,700	9,200	4,100
26 Goodson Street Event Center	South Bend, IN	153	0	9,100	0	9,100	5,500
27 Apple Mountain Resort	Freeland, MI	168	0	6,000	2,800	8,800	6,000
28 Holiday Inn Mishawaka - Conference Center	Mishawaka, IN	153	0	6,300	1,800	8,100	6,300
29 Bay Valley Resort and Conference Center	Bay City, MI	205	0	5,000	2,300	7,300	5,000
30 The H Hotel	Midland, MI	170	0	4,000	3,100	7,100	4,000
31 The Hagerty Center	Traverse City, MI	199	0	5,800	600	6,400	5,800
AVERAGE			6,100	9,700	5,600	21,300	12,600
MEDIAN			0	8,400	3,000	21,400	9,900



Note: Exhibit includes potentially competitive facilities located within a 180-minute drivetime of SH with a largest contiguous space of greater than 4,000 SF (and less than 40,000 SF).
Source: Facility websites, facility management, 2024.

COMPETITIVE FACILITY LANDSPACE - INDOOR WATERPARKS

Facility Name	City, State	Number of 2023 Visitors
1 Kalahari Resorts Indoor Waterpark - Sandusky, OH	Sandusky, OH	676,800
2 Avalanche Bay Indoor Waterpark	Boyne Falls, MI	414,700
3 Great Wolf Lodge Water Park Chicago/Gurnee	Gurnee, IL	268,600
4 Bavarian Inn Lodge	Frankenmuth, MI	267,300
5 Zehnder's Splash Village	Frankenmuth, MI	224,300
6 Splash Island	Harris, MI	224,300
7 Great Wolf Lodge Water Park Sandusky	Sandusky, OH	192,600
8 Mountain Grand Lodge and Spa	Boyne Falls, MI	190,000
9 Great Wolf Lodge Water Park Traverse City	Traverse City, MI	170,000
10 Soaring Eagle Waterpark and Hotel	Mt Pleasant, MI	127,800
11 Pelican Harbor Aquatic Park	Bolingbrook, IL	70,800
12 Grand Bear Resort at Starved Rock	North Utica, IL	60,500
13 Gold Rush Indoor Waterpark	Rothbury, MI	58,600
14 Lakeside Resort & Conference Center	Houghton Lake, MI	50,000
15 Ray and Joan Kroc CC	Chicago, IL	45,800
16 Holland Aquatic Center	Holland, MI	43,100
17 Pirate's Cay Indoor Waterpark	Sheridan, IL	37,900
18 Monon Community Center	Carmel, IN	37,400
19 Wydham Garden Sterling Heights	Sterling Heights, MI	36,300
20 Romulus Athletic Center	Romulus, MI	33,000
21 The Water Works Indoor Water Park	Schaumburg, IL	26,900
22 Splash Central Indoor Pool	Bartlett, IL	22,600
23 Macomb Township Recreation Center	Macomb, MI	21,000
24 Bridge Vista Beach Hotel & Convention Center	Mackinaw City, MI	20,900
25 Sonesta Hotel Grand Rapids	Grand Rapids, MI	20,300
26 Safari Joes Indoor Wilderness Waterpark	Watervliet, MI	19,900
27 Warren Community Center	Warren, MI	12,800
28 AmeriCnn by Wyndham Wetmore Munising	Wetmore, MI	9,400
AVERAGE		120,800
MEDIAN		47,900

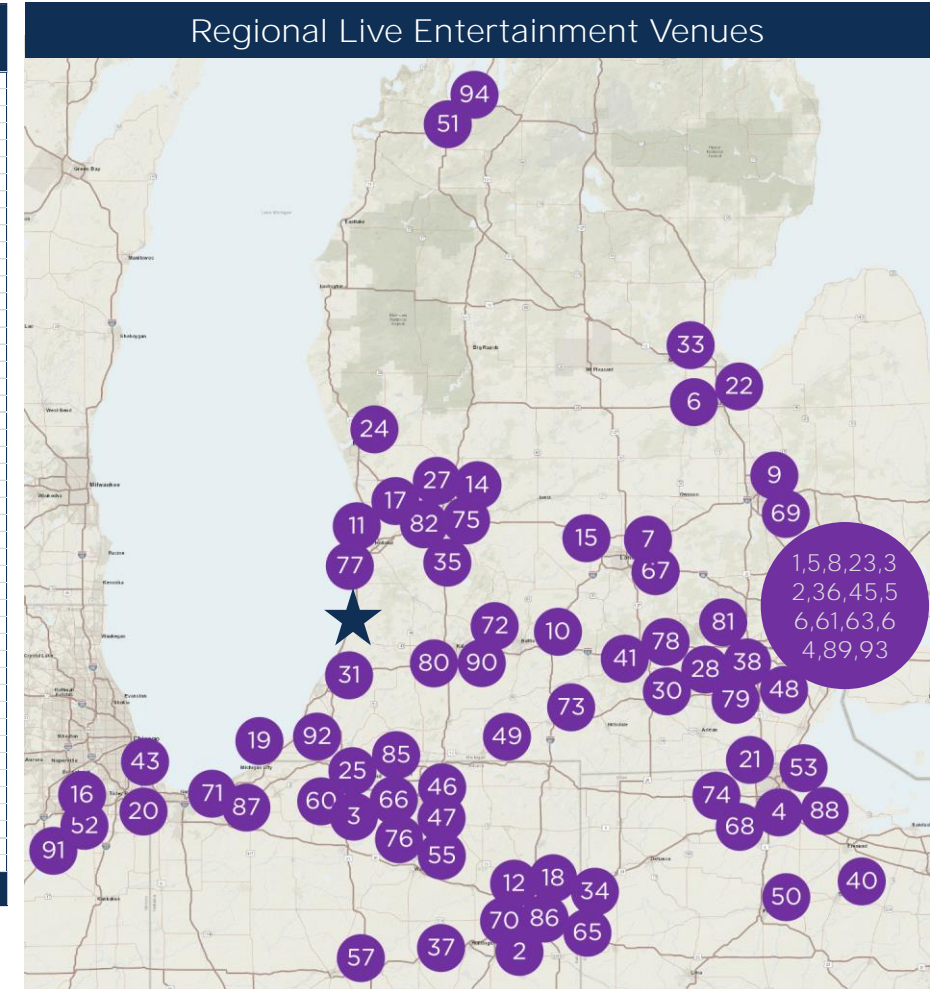


LOCAL AND REGIONAL CONDITIONS

COMPETITIVE FACILITY LANDSPACE - LIVE ENTERTAINMENT

Venue	City, State	Type	Seating Capacity
1 Harpos Concert Theater	Auditorium	Detroit, MI	2,500
2 Embassy Theatre	Auditorium	Fort Wayne, IN	2,477
3 Morris Performing Arts Center	Auditorium	South Bend, IN	2,425
4 Stranahan Theater	Auditorium	Toledo, Ohio	2,424
5 Sound Board @ Motorcity Casino	Club	Detroit, MI	2,372
6 Heritage Theater	Auditorium	Saginaw, MI	2,276
7 Wharton Center For Performing Arts	Auditorium	East Lansing, MI	2,251
8 Fisher Theatre	Auditorium	Detroit, MI	2,100
9 Whiting Auditorium	Auditorium	Flint, MI	2,043
10 Firekeepers Casino Hotel	Casino	Battle Creek, MI	2,000
11 Holland Civic Center Place	Convention Center	Holland, MI	2,000
12 John And Ruth Rhinehart Music Center	Auditorium	Fort Wayne, IN	2,000
13 Royal Oak Music Theatre	Auditorium	Royal Oak, MI	2,000
14 Frederik Meijer Gardens	Amphitheater	Grand Rapids, MI	1,900
15 Mount Hope Church	Auditorium	Lansing, MI	1,900
16 Rialto Square Theatre	Auditorium	Joliet, IL	1,900
17 Fair Haven Church	Auditorium	Hudsonville, MI	1,800
18 Piere's Entertainment Center	Club	Fort Wayne, IN	1,800
19 Four Winds Casino - NB	Casino	New Buffalo, MI	1,776
20 GSU Center for Performing Arts	Auditorium	University Park, IL	1,771
21 Headliners	Club	Toledo, Ohio	1,750
22 Temple Theatre	Auditorium	Saginaw, MI	1,750
23 Music Hall Ctr. For the Performing Arts	Auditorium	Detroit, MI	1,731
24 Frauenthal Theater	Auditorium	Muskegon, MI	1,722
25 The Lerner Theatre	Auditorium	Elkhart, IN	1,714
26 Elektriccity	Club	Pontiac, MI	1,700
27 The Intersection/Showroom	Club	Grand Rapids, MI	1,700
28 Michigan Theater	Auditorium	Ann Arbor, MI	1,632
29 Emerald Theatre	Auditorium	Mount Clemens, MI	1,620
30 Harold Sheffer Music Hall	Auditorium	Jackson, MI	1,586
31 Mendal Center Mainstage	Auditorium	Benton Harbor, MI	1,559
32 MotorCity Casino Hotel	Complex	Detroit, MI	1,527
33 Midland Center for the Arts	Auditorium	Midland, MI	1,514
34 Purdue Music Center	Auditorium	Fort Wayne, IN	1,502
35 The Intersection	Complex	Grand Rapids, MI	1,500
36 Masonic Temple Theater	Auditorium	Detroit, MI	1,500
37 Honeywell Center	Auditorium	Wabash, IN	1,484
38 Power Center	Auditorium	Ann Arbor, MI	1,342
39 Macomb Center	Auditorium	Clinton Township, MI	1,261
40 The Ritx Theatre	Auditorium	Tiffin, OH	1,260
41 The Michigan Theatre of Jackson	Auditorium	Jackson, MI	1,226
42 Ford C&PAC	Auditorium	Dearborn, MI	1,201
43 115 Bourbon Street	Club	Merrionette Park, IL	1,200
44 The Crofoot	Complex	Pontiac, MI	1,100
45 MGM Grand Detroit	Casino	Detroit, MI	1,064
46 Goshen College Music Center	Auditorium	Goshen, IN	1,000
47 Sauder Concert Hall	Auditorium	Goshen, IN	1,000
AVERAGE			1,200
MEDIAN			1,000

Venue	City, State	Type	Seating Capacity
48 Diamondback Music Hall	Club	Township, MI	999
49 Sturges-Young Civic Ctr. & Aud.	Club	Sturgis, MI	969
50 Marathon Center	Auditorium	Findlay, OH	960
51 Corson Auditorium	Auditorium	Interlochen, MI	952
52 The Forge	Club	Joliet, IL	950
53 Valentine Theatre	Auditorium	Toledo, Ohio	901
54 Flagstar Strand Theatre	Auditorium	Pontiac, MI	882
55 Wagon Wheel Center For the Arts	Club	Warsaw, IN	836
56 St. Andrews Hall	Club	Detroit, MI	818
57 McHale Performing Arts Center	Auditorium	Logansport, IN	815
58 Andiamo Celebrity Showroom	Club	Warren, MI	800
59 District 142	Auditorium	Wyandotte, MI	800
60 Four Winds Casino - SB	Casino	South Bend, IN	790
61 Leland City Club	Club	Detroit, MI	750
62 The Token Lounge	Club	Westland, MI	750
63 Hopcat	Club	Detroit, MI	700
64 Magic Stick	Club	Detroit, MI	700
65 Arts United Center	Auditorium	Fort Wayne, IN	655
66 Legends of Notre Dame	Club	Notre Dame, IN	629
67 Wharton Center	Auditorium	East Lansing, MI	585
68 Howard's Club H	Club	Bowling Green, OH	550
69 The Machine Shop	Club	Flint, MI	550
70 Ballroom At The Embassy	Auditorium	Fort Wayne, IN	527
71 Hobart Art Theater	Auditorium	Hobart, IN	500
72 The Music Factory	Club	Battle Creek, MI	500
73 Tibbits Opera House	Auditorium	Coldwater, MI	499
74 Maumee Indoor Theater	Auditorium	Maumee, OH	494
75 The Pyramid Scheme	Club	Grand Rapids, MI	420
76 Umble Center @ Goshen College	Auditorium	Goshen, IN	419
77 Saugatuck Center for the Arts	Auditorium	Saugatuck, MI	410
78 Michael Baughman Theatre	Auditorium	Jackson, MI	403
79 The Ark	Club	Ann Arbor, MI	400
80 Bell's Back Room/Beer Garden	Club	Kalamazoo, MI	400
81 Blind Pig	Club	Ann Arbor, MI	400
82 The Intersection/The Stache	Club	Grand Rapids, MI	400
83 Joy Manor	Club	Westland, MI	400
84 The Magic Bag	Club	Ferndale, MI	400
85 Stockroom east	Club	South Bend, IN	400
86 USF North Campus	Auditorium	Fort Wayne, IN	400
87 Memorial Opera House	Auditorium	Valparaiso, IN	364
88 Frankie's Inner-City	Club	Toledo, Ohio	350
89 Majestic Café	Club	Detroit, MI	350
90 Shakespeares Lower Level	Club	Kalamazoo, MI	350
91 Top Fuel Saloon	Club	Braidwood, IL	350
92 Acorn Center	Auditorium	Three Oaks, MI	300
93 Marble Bar	Club	Detroit, MI	300
94 Union Street Station	Club	Traverse City, MI	300
AVERAGE			1,200
MEDIAN			1,000



Note: Exhibit includes facilities within 180-minute drive time radius with a concert capacity between 5,000 and 10,000.
 Note: (1) Expected to open in 2024.
 Source: Facility websites, facility management, 2024.

LOCAL INFRASTRUCTURE CONCLUSIONS

- **Outdoor Sports Facilities:** Similarly competitive rectangle and diamond field landscapes. High-quality facilities needed to compete.
- **Indoor Sports Facilities:** Limited competition in court and turf facility landscapes, particularly between South Haven and Chicago.
- **Other Sports Facilities:** Less aquatic and ice complexes in marketplace, however large, high-quality options are available in nearby markets. Lack of indoor racquet complexes in region.
- **Meeting and Event Facilities:** Significant lack of facilities that can accommodate 500 or more people within 40 miles of downtown South Haven.
- **Live Entertainment Facilities:** No facilities (indoor or outdoor) that can accommodate 1,900 or more people within approximately 40 miles of South Haven.



Visitor Segment Opportunities



22-30 year old young professionals



Young families



Established outdoor adventurer



Affluent Chicago weekenders



Small groups and retreats



April/May event goers

Local and Regional Supply Gaps



4+ court indoor sports facility



Event space with 8,000+ square foot room



Full-sized (20,000 square feet) indoor turf



1,000+ seat concert venue



Indoor water park / large family attraction



Building on a strength: Downtown



 south haven
VAN BUREN COUNTY
CONVENTION & VISITORS BUREAU



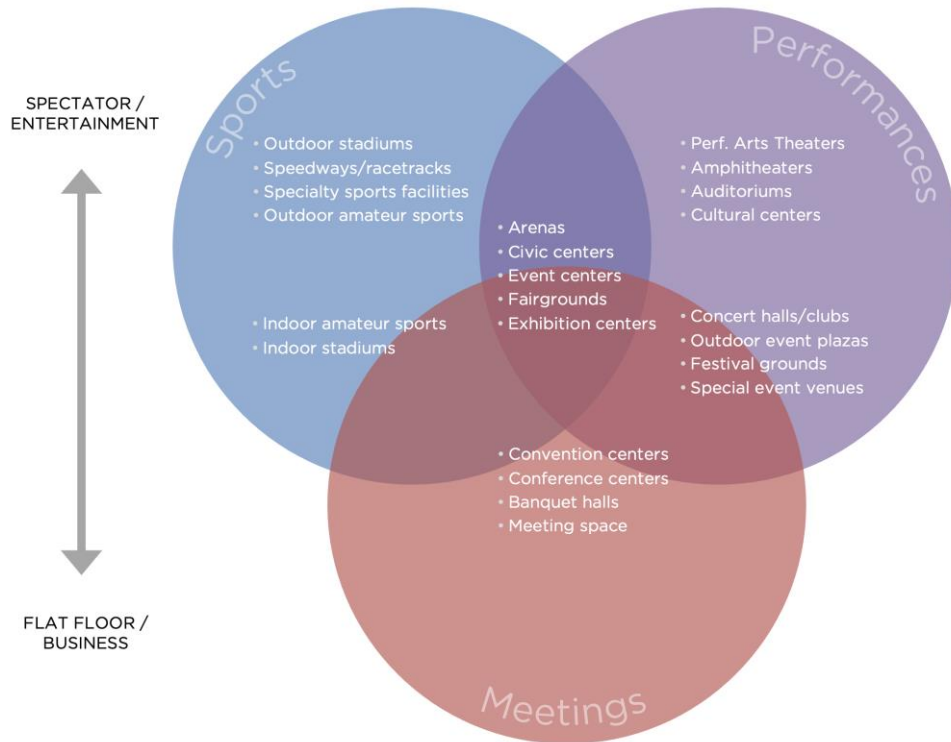
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INDUSTRY TRENDS

3 INDUSTRY TRENDS

EVENT INDUSTRY & FACILITY ALIGNMENT

It is often useful to consider events as those residing in one of three general categories: sports, performances, and meetings. Facilities that normally accommodate these event types tend to overlap somewhat, as certain event facilities can accommodate events in multiple categories. The exhibits below illustrates how specific types of industry-typical event facilities fit within this framework of events. As shown, event facilities situated near the top of the diagram tend to be facilities that are more spectator/entertainment event-oriented, while those facilities located near the bottom of the diagram tend to be those that do not integrate fixed seating and are instead flat floor venues that focus on conventions, meetings, tradeshows and other such events.



	High Quality Finish	Exhibit/Lg. Event Facility	Upscale Carpeted Space	Breakout Rooms	Spectator Seating	Parking	Nearby Hotels	Secondary Facilities	Nearby Visitor Amenities
Conventions	HIGH	HIGH	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Conferences	HIGH	MED	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Meetings	HIGH	LOW	MED	HIGH	LOW	LOW	LOW	LOW	MED
Banquets/Receptions	HIGH	LOW	HIGH	MED	LOW	MED	LOW	LOW	MED
Tradeshows	MED	HIGH	LOW	LOW	LOW	HIGH	MED	LOW	HIGH
Consumer/Public Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	MED
Livestock/Ag Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	HIGH	LOW
Equestrian Events	LOW	HIGH	LOW	LOW	MED	HIGH	LOW	HIGH	MED
Rodeos	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	MED	LOW
Fairs	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	HIGH	LOW
Sports (ticketed)	MED	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	LOW
Sports (amateur/youth)	MED	HIGH	LOW	LOW	HIGH	HIGH	MED	MED	MED
Concerts	MED	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	MED
Festivals	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	LOW

3 INDUSTRY TRENDS

CONFERENCES & MEETINGS INDUSTRY CHARACTERISTICS

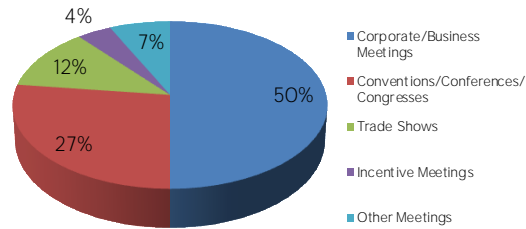
In the pre-pandemic/pre-recession environment, according to a PricewaterhouseCoopers study, just over 1.8 million meetings were held annually, attracting a total of just under 225 million meeting participants. Corporate/business meetings made up the largest portion of this meeting activity, encompassing 50 percent of all meetings, with conventions/conferences following behind at 27 percent. Direct spending levels resulting from these meetings approximated \$280 million, that was directly attributable to meeting activity. Spending on accommodations and food and beverage resulted in just under \$70 million of total direct spending, making up a majority of the \$130 million of direct spending on travel and tourism commodities. Also of note, money spent on meeting planning and production resulted in a total of \$107 million of direct spending.

Number of Meetings and Participants

Number of Meetings and Participants by Meeting Type

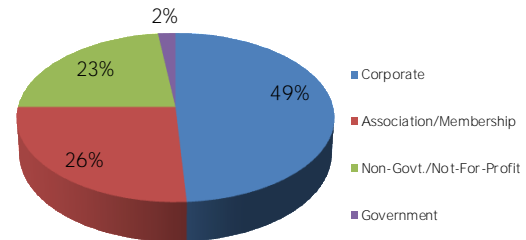
Meeting Type	Number of Meetings	Participants (in millions)
Corporate/Business Meetings	1,298,300	113,337
Conventions/Conferences/Congresses	273,700	60,960
Trade Shows	10,900	26,768
Incentive Meetings	67,700	9,172
Other Meetings	182,600	14,710
Total	1,833,200	224,947

Percentage of Participants



Number of Meetings and Participants by Host Type

Host Type	Number of Meetings	Participants (in millions)
Corporate	1,017,000	109,571
Association/Membership	315,400	59,495
Non-Govt./Not-For-Profit	432,100	51,572
Government	68,600	4,308
Total	1,833,200	224,947



Source: PWC, The Economic Significance of Meetings in the U.S. Economy.

Meeting/Event Spending by Industry Sector

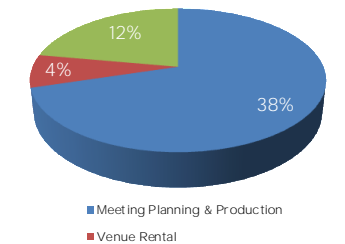
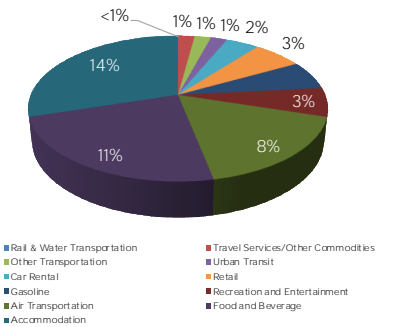
Commodities Direct Spending (in millions)

Commodities	Direct Spending (in millions)
Travel & Tourism Commodities	
Accommodation	\$39,315
Food and Beverage	29,832
Air Transportation	23,761
Retail	8,235
Gasoline	7,498
Recreation and Entertainment	7,034
Car Rental	6,258
Travel Services and Other Tourism Commodities	3,707
Other Transportation	2,369
Urban Transit	1,577
Rail & Water Transportation	600
Subtotal	\$130,186

Commodities	Direct Spending (in millions)
Meetings & Other Commodities	
Meeting Planning & Production	\$106,658
Venue Rental	10,363
Other Meetings-related Commodities	33,195
Subtotal	\$150,216

Total Direct Spending \$280,402

Percentage of Direct Spending



3 INDUSTRY TRENDS

EXHIBITION INDUSTRY CHARACTERISTICS

The Center for Exhibition Industry Research (CEIR) is a nonprofit organization whose mission is to advance the growth, awareness and value of conferences, exhibitions and meetings in the United States. The annual CEIR Index Report is developed to provide an objective measure of the annual performance of the conference, exhibition and meetings industry. The CEIR Index Report measures year-over-year changes in key metrics of industry performance. The industry's performance within these metrics was calculated from data provided from over 400 events. The CEIR Index Report displays and analyzes actual event-specific data and provides future forecasts. The Report's findings for number of events and direct spending by commodity are shown below (relating to a pre-pandemic time period).

Number of Exhibition Events by Industry Sector

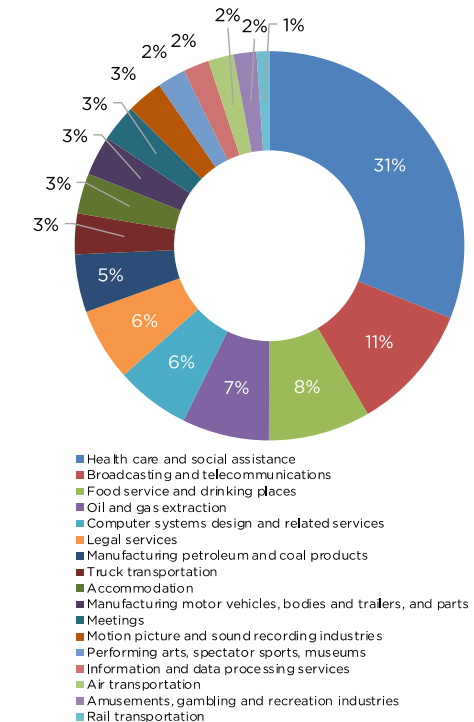
Industry Sector	Number of Events
Medical and Health Care	1,549
Raw Materials and Science	930
Professional Business Services	893
Communications and Information Technology	784
Education	672
Financial, Legal and Real Estate	658
Consumer Goods and Retail Trade	649
Sporting Goods, Travel and Amusement	491
Discretionary Consumer Goods and Services	472
Industrial/Heavy Machinery and Finished business Outputs	435
Transportation	413
Building, Construction, Home and Repair	386
Government	352
Food	278
Total Events	8,962

Source: Center for Exhibition Industry Research (CEIR), and PWC, The Economic Significance of Meetings in the U.S. Economy.

Direct Contribution to GDP of Select Industries

Industry	Estimated Value Added to GDP (in millions)
Health care and social assistance	\$1,157,000
Broadcasting and telecommunications	392,000
Food service and drinking places	315,000
Oil and gas extraction	269,000
Computer systems design and related services	230,000
Legal services	225,000
Manufacturing petroleum and coal products	179,000
Truck transportation	126,000
Accommodation	125,000
Manufacturing motor vehicles, bodies and trailers, and parts	122,000
Meetings	115,615
Motion picture and sound recording industries	113,000
Performing arts, spectator sports, museums	87,000
Information and data processing services	80,000
Air transportation	78,000
Amusements, gambling and recreation industries	71,000
Rail transportation	40,000
Total	\$3,724,615

Percentage of Value Added to GDP



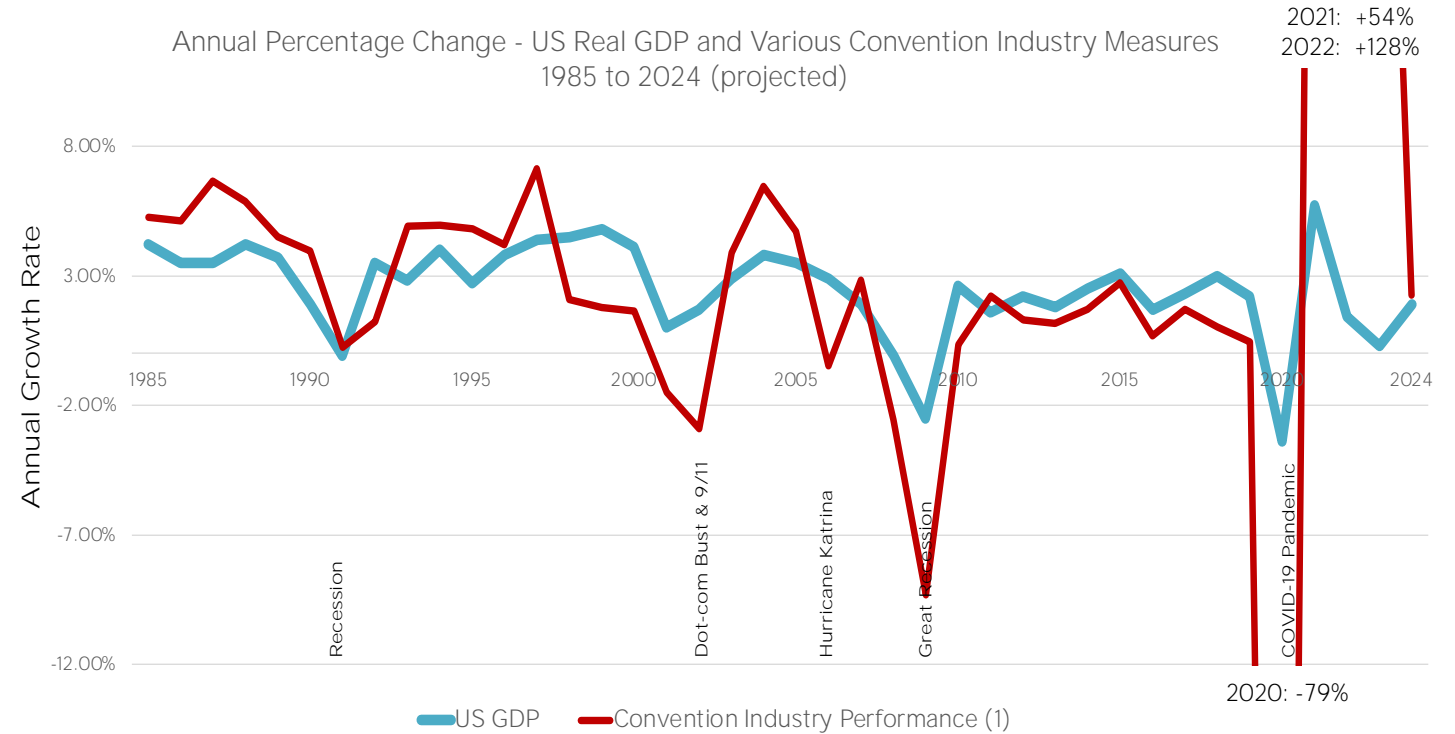
3 INDUSTRY TRENDS

HISTORICAL INDUSTRY & ECONOMIC CYCLES

The U.S. economy appeared to be on solid footing prior to the COVID-19 outbreak and resultant pandemic. An historical perspective focusing on changes to GDP growth relative to the national convention industry can be useful in assessing the longer-term impact of the pandemic. Broad industry changes, characterized by retraction and expansion in exhibition, convention, tradeshow and meeting demand have taken place during the past 38 years, with projections for 2022 to 2024.

Given the parallels between GDP changes and changes in various measures of the convention industry, we would expect future industry growth to continue to mirror the overall health of the economy. In recent pre-COVID years (2010 to 2019), a modest and steady growth pattern was seen with both real GDP and various convention industry metrics. With uncertainty as to the state of the economy over the next 24 months, trends in convention industry demand are also uncertain. However, over the longer term, and as economic growth is re-established, the convention industry is likely to match pace with overall economic growth.

The pandemic took a significant toll on the U.S. exhibition industry. As U.S. GDP decreased by over three percent in 2020, the exhibition industry's total attendance, square footage, and revenues decreased by nearly 80 percent due to the COVID-19 pandemic. Beginning in 2021, measures of industry performance increased dramatically from the 2020 lows. Projections for 2024 point to overall convention industry measures rising to approximately four to five percentage points above the pre-COVID levels recorded in 2019.



(1) Measures growth in exhibition attendance, exhibit space demand and exhibitor attendance metrics.
Source: U.S. Bureau of Economic Analysis, Center for Exhibition Industry Research, CSL research, 2023.

3 INDUSTRY TRENDS

EVOLVING SPACE NEEDS OF CONVENTIONS

CSL periodically surveys convention planners regarding their anticipations of future industry growth and retraction. The data from surveys conducted in 2008, 2018, and 2022 are summarized in the exhibit to the right. Event planners were asked to indicate the direction they felt the event industry was moving in terms of event space demand in the subsequent two and five years. In 2008, a significant majority of planners predicted a significant increase in demand for additional meeting and exhibit space, with a limited number predicting a decrease in space needs. This trend continued in 2018, with planners also predicting a slight increase in ballroom space demand over a two- and five-year timeframe.

However, in 2022, planners had a more tempered view of future event space demand growth, largely due to the impacts of the Pandemic on the convention industry. In the two years following 2022, over 50 percent of planners predicted a slight or significant decrease in exhibit space needs throughout the industry. However, fewer planners predicted decreases in meeting and ballroom space demands during this near-term time period.

Over five years, planners have a much more optimistic view of event space demand growth. Approximately 39 percent believe that exhibit space needs will grow, while 51 percent and 47 percent predict that meeting space and ballroom space needs will grow, respectively. Considering these forecasts, maintaining/increasing event space levels will still be important for convention destinations in the long-term.

Convention Planner Expectations of Future Space Needs (2008, 2018 & 2022 Surveys)



Note: Figures represent convention planner expectations of convention facility space needs over the next 5 years and 2 years, respectively, captured through three separate surveys conducted by CSL between 2008 and 2022. Source: CSL surveys of national convention planners, 2022.

3 INDUSTRY TRENDS

OVERVIEW OF CONVENTION PLANNER PREFERENCES & EMERGING TRENDS

The type, level of finish, configuration, and amenities of the space offered in any convention/conference or event facility will play a strong role in determining the ability of the facility to attract and accommodate certain types of events. The “state-of-the-industry” in terms of the physical product aesthetics and functionality of convention and event facilities has continued to advance year-over-year in cities throughout the country. Event planners and users increasingly prefer, and oftentimes demand, the modern, spacious aesthetics and optimized, advanced functionality and efficiency of newer facility designs and programs. Beyond attracting higher numbers of groups, visitors and economic impact, modern convention/conference and event facilities often offer significant advancements in operating efficiencies and enhanced revenue generation opportunities, as compared to previous generations of facilities. Facility and destination features that are typically important to convention and event planners when selecting a destination and facility include those shown to the below left. The graphic shown to the below right highlights existing and emerging trends in terms of convention event preferences and requirements that, in turn, are affecting forward-thinking design of new facility products.

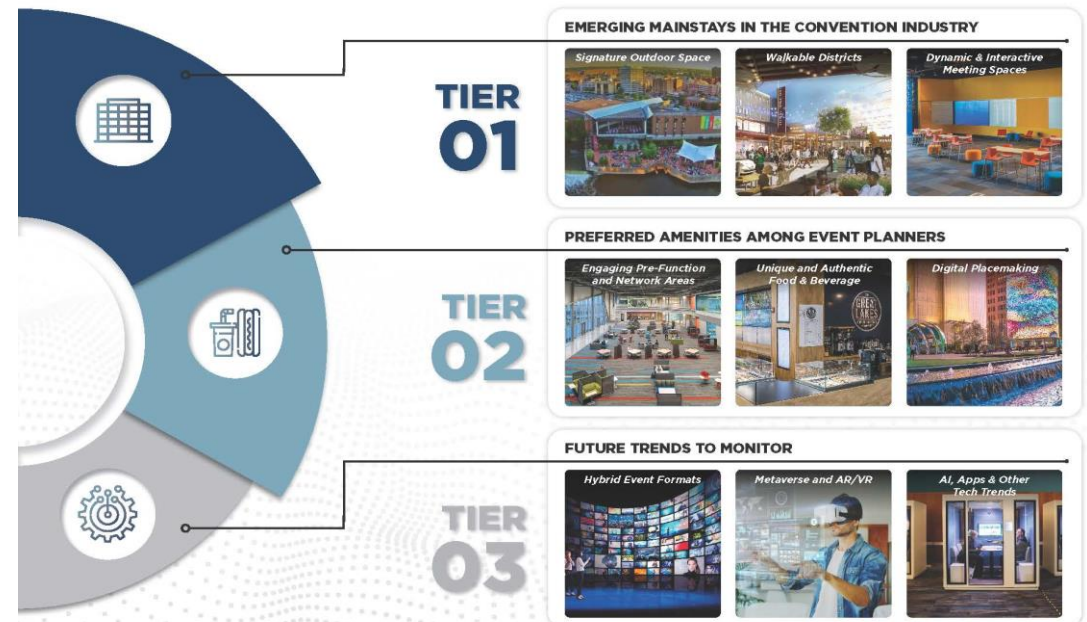
Site & Destination Preferences

- Attached/integrated full-service hotel.
- Nearby ancillary hotel offerings.
- Affordability and diversity of overall destination lodging inventory.
- On-site and walkable proximity to attractive visitor amenities (restaurants, bars/nightlight, and retail).
- Quality and density of authentic destination amenities and attractions.
- Proximity to airport & flight availability/costs to/from major markets.
- Visitor-friendly, walkable environment surrounding convention/event space.
- Availability of ground transportation, including rideshare and shuttling.

Facility Preferences

- High-quality convention/event space with flexible design/functionality.
- Integrated or direct connection to headquarters hotel.
- High ceiling heights (30+ feet for exhibit halls, 20+ feet for ballrooms)
- Flexibility in terms of ballroom and exhibit hall subdivisibility.
- Plentiful breakout meeting space of wide variety of sizes & configurations.
- Large pre-function & networking spaces.
- Outdoor activity spaces.
- Moveable, flexible furniture offerings in public and pre-function spaces.
- Unique and authentic food & beverage.
- Modern audiovisual & technology capabilities, incl. complementary wifi.
- Dynamic digital placemaking & signage.
- Ease of load-in/out.
- ADA accessibility.
- Parking availability.

Next Generation Convention/Conference Facility Trends



3 INDUSTRY TRENDS

EMERGING CONVENTION FACILITY/SITE TRENDS

Virtual/Real Life Hybrid Events



Signature Outdoor Space



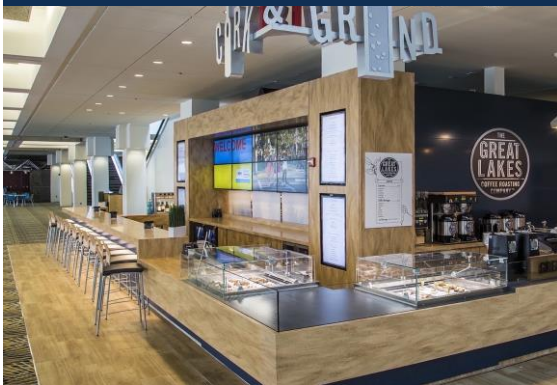
Walkable Districts



Dynamic/Interactive Meeting Spaces



Unique & Authentic F&B



Engaging Pre-function & Network Areas



Augmented & Virtual Reality



On-Demand Micro Meetings



3 INDUSTRY TRENDS

EMERGING/GROWING CONVENTION EVENT SEGMENTS

Amateur Sports



Esports



Robotics & Drone Racing



Streamed Talks



AR/VR Experiences



Hobbyist Events



Touring Podcasts



Hackathons



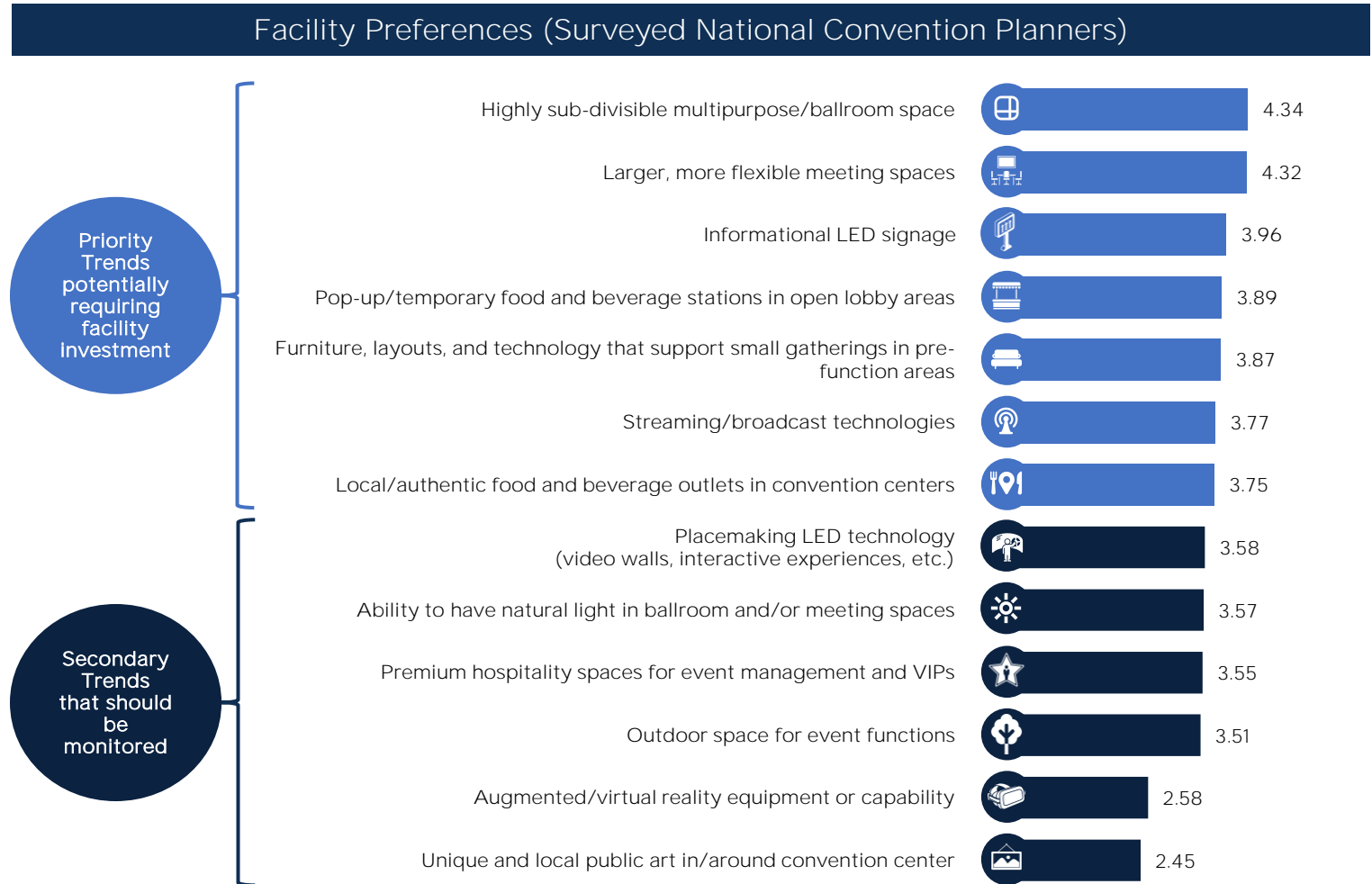
3 INDUSTRY TRENDS

FACILITY TRENDS

To assess the current demand for each of the facility feature concepts presented on previous pages, CSL recently collected survey input from over 110 planners of major national and regional conventions and conferences. Participating planners were asked to rate the importance and appeal of several different event facility trends on a scale of “1” to “5”, with “5” being the highest score. Their feedback is summarized in the chart to the right.

Trends that should be considered a high priority by the convention industry garnered scores of 3.60 or higher. As shown, highly sub-divisible multipurpose/ballroom space received the highest rating from planners (score of 4.34 out of 5), followed by larger, more flexible meeting spaces (4.32), informational LED signage (3.96), pop-up/temporary food and stations in open lobby areas (3.89); furniture, layouts, and technology that support small gatherings in pre-function areas (3.87), streaming/broadcast technologies (3.77), and local/authentic food and beverage outlets in convention centers (3.75). It will be important to consider each of these trends as part of any convention center development.

Trends that scored lower are less of a near-term priority but should still be considered important as part of any convention center development or expansion project. These include placemaking LED technology, natural light in ballroom/meeting spaces, premium hospitality areas for event management and VIPs, outdoor event space, AR/VR equipment or capability, and unique/local public art at the Center.



Priority Trends potentially requiring facility investment

Secondary Trends that should be monitored

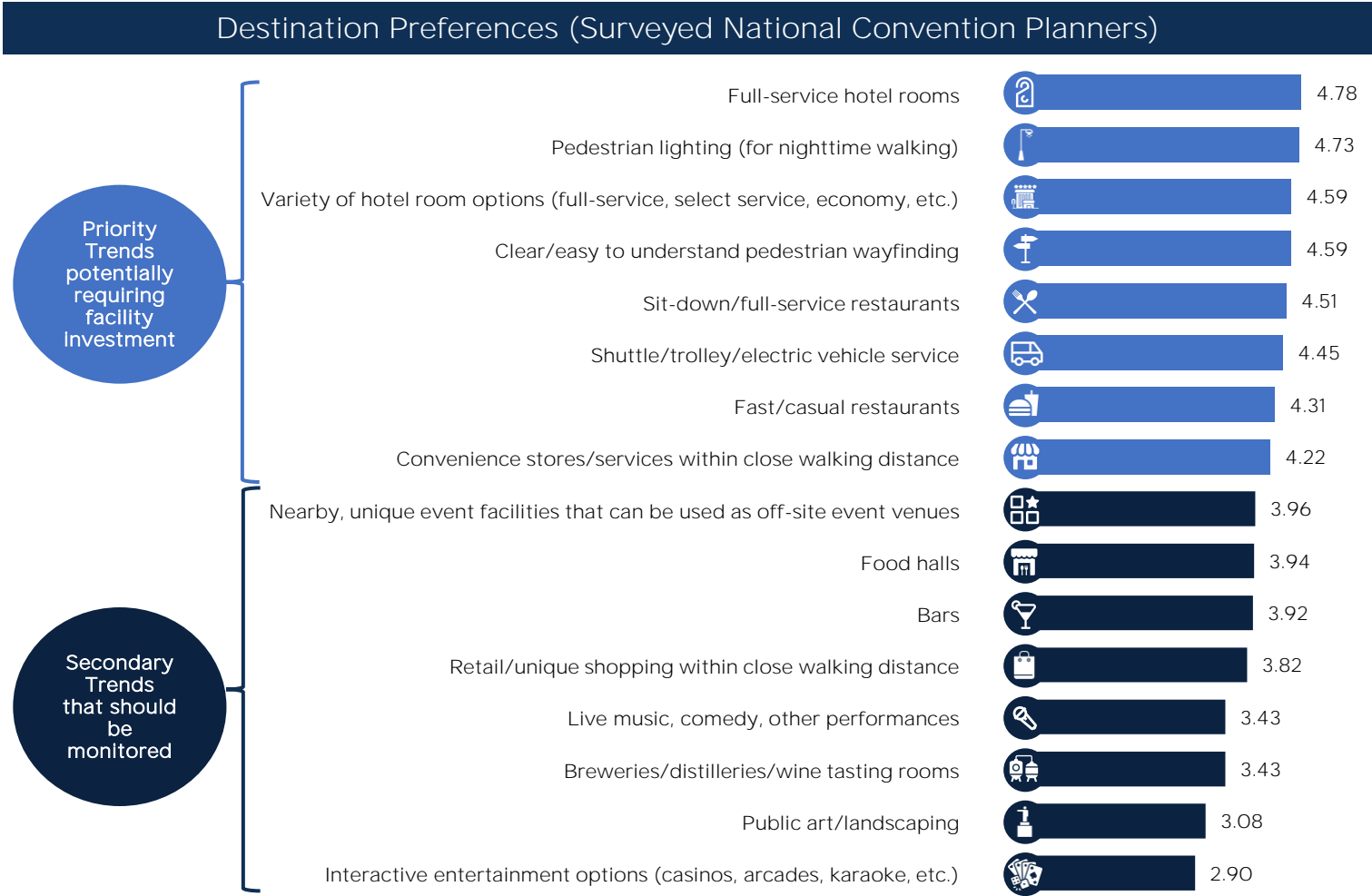
3 INDUSTRY TRENDS

DISTRICT TRENDS

CSL also asked national and regional convention planners to rate the importance and appeal of various surrounding convention district amenities for their events. This questions was similarly scaled from “1” to “5”, with “5” as the highest score. Notably, many amenities received significantly higher levels of importance relative to previously presented convention center facility features.

Convention district trends that should be considered a high priority garnered scores of 4.00 or higher. Access to full-service hotel rooms (score of 4.78) represents the most important convention district amenity among surveyed event planners. Hotel needs are followed in importance by pedestrian lighting for nighttime activities (4.73), a variety of hotel pricing offerings (4.59), easily understandable wayfinding for pedestrians (4.59), full-service restaurant options (4.51), some form of shuttle/trolley vehicle service (4.45), access to fast-casual dining options (4.31), and walkable convenience stores and services (4.22). Each of these factors will be considered later in this report when defining needed hotel and hospitality connectivity in support of the OCCC.

Trends that scored lower are less important to planners but should still be considered as part of a convention district development. These amenities include nearby food halls, bars, retail/unique shopping, access to live entertainment, breweries and/or distilleries, public art/landscaping design, and interactive entertainment options.



Priority Trends potentially requiring facility investment

Secondary Trends that should be monitored

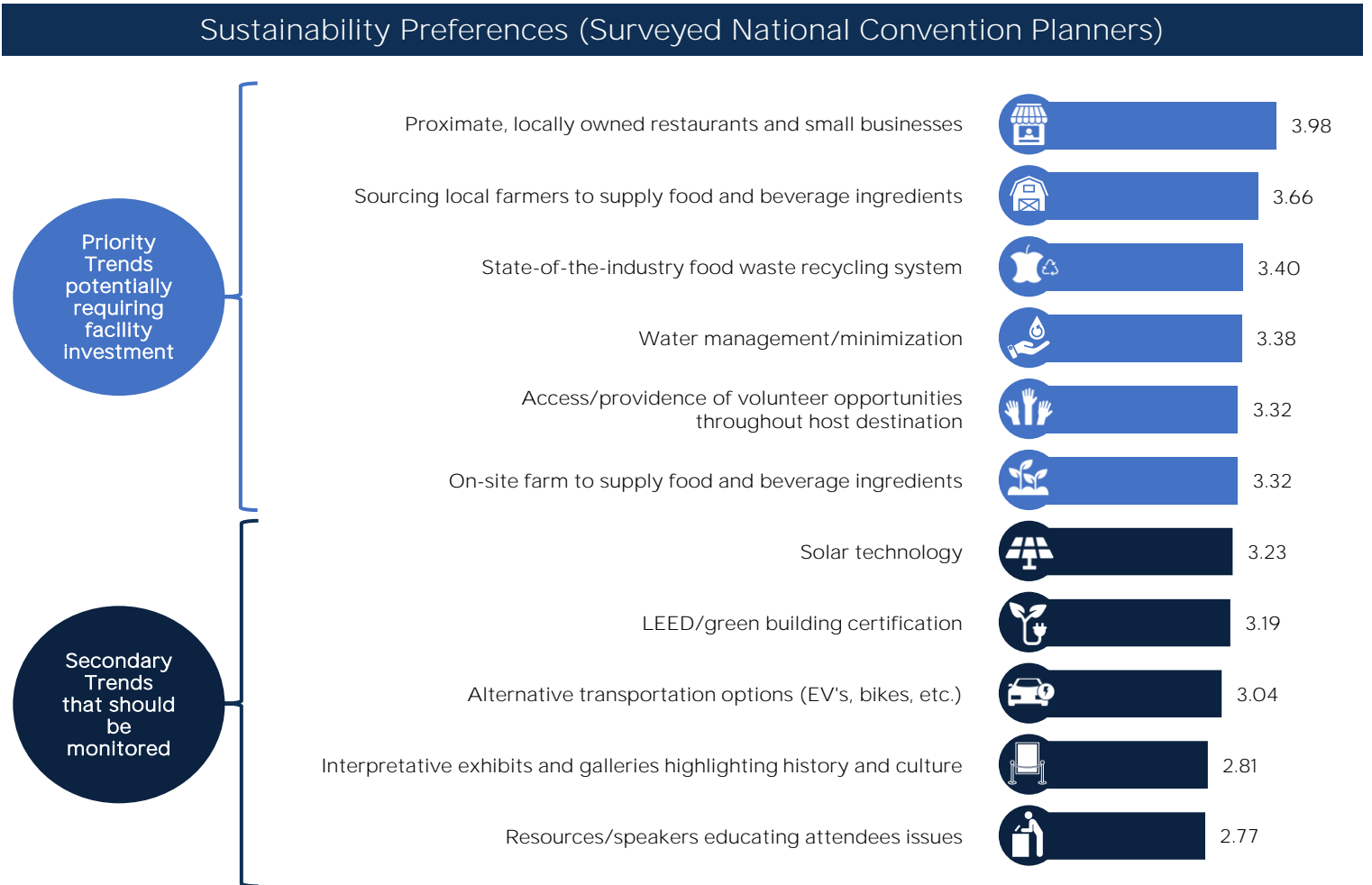
3 INDUSTRY TRENDS

SUSTAINABILITY TRENDS

National and regional planners were also asked to indicate the importance of sustainability trends that are increasingly present in the convention industry. The question was scaled from “1” to “5”, with “5” as the highest importance level. On average, these trends scored lower in importance compared to previously highlighted district- and facility-specific trends, with none rating above 4.00.

Trends that yielded a score of 3.30 or higher are considered to be higher-importance, priority trends related to sustainability in the convention industry. Proximate, locally owned restaurants and small businesses received the highest score of 3.98, while sourcing from local farmers to supply food and beverage ingredients scored 3.66. These dining preferences are followed in importance by food waste recycling systems (score of 3.40), water minimization (3.38), access to volunteer opportunities during events (3.32), and on-site farm to supply food and beverage offerings (3.32). Each of these trends, while scoring lower than that of facility or district trends, are important to consider for future development at the OCCC.

Less important sustainability characteristics among surveyed event planners include solar technology (3.23), LEED certification (3.19), alternative transportation (3.04), history and culture-based exhibits and galleries (2.81), and educational resources and speakers related to sustainability (2.77). While these trends are of lower importance to planners, each will be important to consider for long-term development at the OCCC.

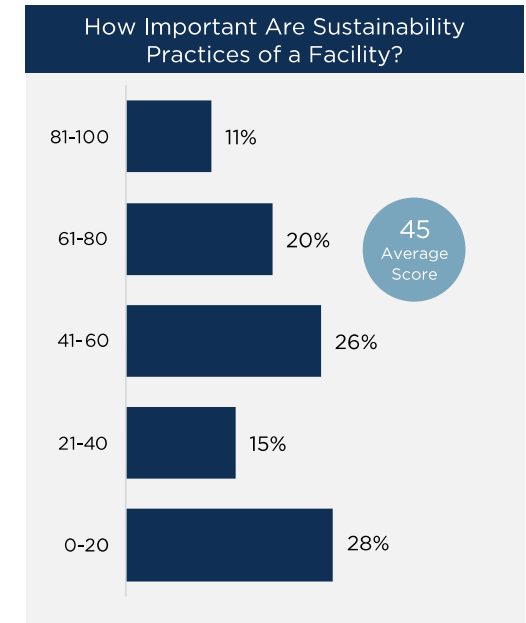
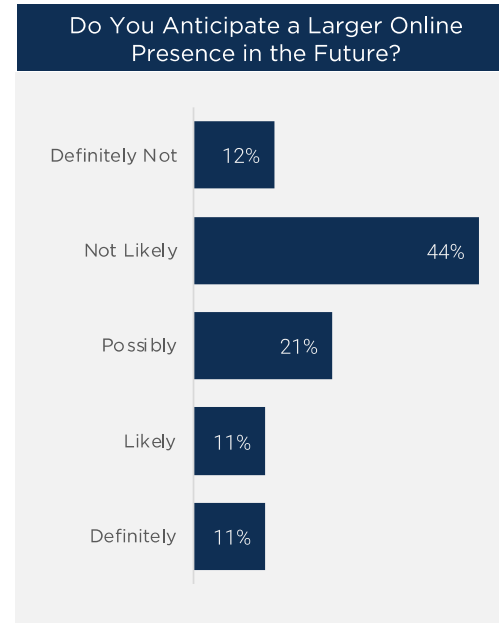
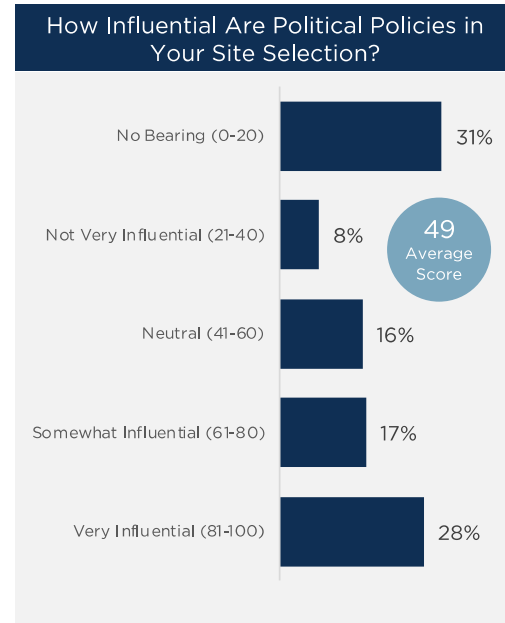
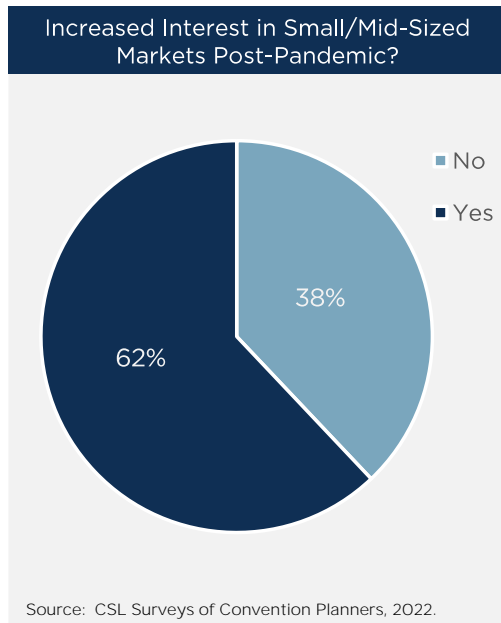


3 INDUSTRY TRENDS

CONVENTIONS – OTHER INFLUENCING TRENDS

Due to significant COVID-19 pandemic impacts and growing political turbulence since 2020, in 2022, CSL distributed a questionnaire to event planners to gather insight into how the industry has changed in recent years and will continue to change moving forward. Several analyses with notable takeaways are presented below. As shown in left exhibit, CSL asked national meeting and event planners if their interest in small/mid-sized markets has increased due to the pandemic. Of these respondents, 62 percent indicated that they are more interested in smaller and mid-sized destination markets than they were prior to the pandemic. This aligns with a gradually growing notion within the convention industry that planners are looking for smaller, safer destinations with closer access to outdoor experiences to host their events. The Springfield destination offers these and other advantages, and the destination’s convention industry has an opportunity to benefit as a result.

Planners were also asked (1) to estimate the level of influence that the political policies of a state or region may have on their site selection process, (2) whether they anticipate an increased online attendee base for their events, and (3) to rate how important the sustainability practices of a host facility when selecting a host facility/site. Respective results are also shown below.



3 INDUSTRY TRENDS

DESTINATION TRENDS

Just as convention facility and event trends are evolving, the event attendees of today exhibit different behaviors and preferences when traveling to and staying in destinations for conventions and conferences. As a result, even planners increasingly consider the environment “outside the box”. As previously noted, walkable districts, high-quality dining, unique experiences, authentic cultural assets, and top-line attractions increasingly play a greater role in the site selection process. Due to greater event attendee exploration, convention destinations with strong assets are well-positioned to benefit significantly from increased visitor spending, length of stay, and the likelihood for repeat visitation.

Members of CSL’s Tourism practice continually monitor emerging and ongoing trends among leisure and group traveler preferences to evaluate their impacts for destination planning and development. Due to greater distribution of information online and via AI, travelers can now discover and explore destinations throughout the world more efficiently and effectively than ever. As such, tourism destinations must respond in this rapidly changing environment by finding ways to best connect existing and target travelers to their existing assets and invest in new assets that align with the preferences of these travelers.

The following is a compilation of Group and Leisure Tourism Trends for 2024 that CSL has collected through extensive primary and secondary research over the past several months. We believe that they will play a critical role in the development of destinations near and far, large and small, and should be considered in the development of any tourism strategy project. It will be important for the South Haven Van Buren County Convention and Visitors Bureau and other key stakeholders to consider these trends as they relate to future destination development.



- Bleisure Travel
- Culinary is Critical
- DEIA
- Corporate Social Responsibility
- Sustainability Concerns
- Leisure Markets > Urban Markets
- Rise of the Mid-Sized
- Wellness Culture



- Electric Roadtrips
- AI and Travel Decisions
- Transformative Experiences
- Immersive Food Experiences
- Off the Beaten Path
- Casual Outdoor Adventurers + Urban Base

3 INDUSTRY TRENDS

2024 TRAVEL TRENDS – GROUP TRAVEL



Bleisure Travel

With the rise in remote and hybrid work situations, bleisure travel was on the rise in 2022, with more corporate leaders and employees wanting to combine their professional and personal lives in their business trip itineraries. Chris Gasbarro, the owner, and VP of strategy for corporate events production company Ember and co-founder of Ember Escapes, said he expects the trend to continue in 2023, with leadership teams typically adding time to the front end of trips versus tacking on to the back end.

Further, meeting and convention planners are now serving a second role as ad-hoc travel agents. They now often plan cultural interactions, local dining, experiential travel, and teambuilding activities as part of their efforts to enhance the experience for their attendees. At the same time, attendees are looking at events as mini vacations, which means host destinations are effectively “auditioning” for repeat business at the leisure transient level.



Culinary is Critical

With the increased popularity of mobile apps such as Yelp! And TripAdvisor, convention attendees are now able to quickly locate the best dining options a destination has to offer. As a result, event planners and attendees increasingly consider a market’s dining scene before visiting. Local economic development policies and resources that help support unique and authentic restaurants, distilleries, breweries and other outlets will be increasingly important in a competitive event and leisure industry.



Diversity, Equity, Inclusion & Accessibility

We’ve seen an increased effort to improve DEIA initiatives within the event industry and this will continue to be a priority in 2023. Championing DEIA will also involve a concerted effort to host events that are more inclusive and accessible to all, reflecting the diversity of the industry served through a similar diversity in event planners, speakers/presenters, vendors and suppliers. This is multi-faceted and comes in many forms. For example, it could include selecting venues that are 100 percent accessible.

3 INDUSTRY TRENDS

2024 TRAVEL TRENDS – GROUP TRAVEL



Corporate Social Responsibility

We've seen an increased effort to integrate a code of social corporate responsibility into the production and participation in group meetings and conventions.

Travel organizers are increasingly incorporating a Corporate Social Responsibility (CSR) activity into business events, particularly at meetings and conferences. Dedicating half a day to the host community can strengthen connection both among coworkers and with the host community. An activity of this nature, particularly if it is voluntary and serves the needs of the local area, can also help add a meaningful social contribution to the business and entertainment value of an event.



Sustainability

Sustainability concerns are increasingly front-page news, from devastating wildfires to more intense storms to empty water reservoirs. Meeting planners and attendees will continue to assess a venue and destination based in part to a commitment to sustainability. As demographic shifts continue with younger generations moving into decision-making roles, it will be increasingly important to have a credible sustainability focus and plan.



Leisure Markets

Leisure markets are pulling ahead when it comes to meeting and event RFPs, according to the May 2022 Cvent Source MICE Business Insights Snapshot (based on data from the Cvent Supplier Network). While the reasons for the preference for leisure over the usually dominant city centers aren't spelled out, the continuing rise of the previously noted bleisure trip — say, adding a few vacation days onto the front or back end of a conference — likely is fueling this trend, along with the continued focus on health and wellness.

3 INDUSTRY TRENDS

2024 TRAVEL TRENDS – GROUP TRAVEL



Rise of the Mid-Sized

Event planners increasingly consider small and more mid-size destinations due to their walkable downtowns and accessible public transit systems that make it easy for attendees to interact with the community. Some mid-size cities also specialize in certain areas or industries. This gives planners more access to expert speakers, startups, and other knowledge assets.



Wellness Culture

Driven by millennials and Generation Z and influenced by the COVID-19 Pandemic, wellness is entering the workforce in big ways. The Global Wellness Institute projects a 21% annual growth rate for wellness tourism through 2025. According to their 2021 Global Wellness Trends report, the demand for events that foster healthy bodies and minds has grown exponentially. Event planners and virtual event planners have had to shift their job responsibilities.

6Connex recommends: Choose event venues near spas, thermal/mineral springs, and popular outdoor recreation sites to market the staycation value of your event. You can also incorporate some of these elements into the event, such as serving locally sourced food and beverages or partnering with a spa to offer relaxation treatments, massage stations, meditation sessions, and/or team-building activities.

Many conferences and events are also partnering with local fitness companies within their host destinations to offer active programming such as yoga, CrossFit, and other classes. Mindfulness areas and places to unplug are increasingly common, giving attendees a chance to escape from the stimulation at tech-driven events.

3 INDUSTRY TRENDS

2024 TRAVEL TRENDS – LEISURE TOURISM



Electric Road Trips

Ever since Jack Kerouac wrote the cult American novel *On the Road*, road trips have held a unique allure. But because they have relied on gas-guzzling cars or RVs, they have also come with a carbon footprint. Today, the emergence of electric vehicles with extended ranges of 450 miles or more (allowing them to be driven for greater distances between charges) means they can finally be done with less impact on the environment. Of course, you need to plan your route carefully to make sure there are charging points available en route, but car rental companies are increasingly offering fleets of e-vehicles for hire.



AI and Travel Decisions

With such notable levels of excitement, integration and adoption, ChatGPT (and other AI) appears poised to be transformative in many ways. In our latest survey, 6% of American travelers report having used ChatGPT for any reason—so far, 2% have used it specifically for travel inspiration or trip planning. But interest is emerging. Over 26% of American travelers overall (and 40% of Millennial-aged travelers) say they are “interested” or “very interested” in using ChatGPT for travel inspiration and/or trip planning going forward.



Transformative Experiences

The interest in traveling like a local isn't new. But the rise of conscious consumers seeking more meaningful travel experiences two years after the Pandemic is a movement that is slowly changing tourism. There's a desire to give back to local businesses, as well as to minimize one's footprint and immerse in the destination in respectful ways. This will only intensify in the coming years. Coupled with the pressure on the travel industry to prioritize climate action and to ensure tourism's benefits spread more equitably to host communities, we will see more 'ultra-localized' itineraries from destinations and tour operators. This means new ways to immerse in nature, but tied to Indigenous cultures, for example, who are the original custodians of land and heritage.

Travelers want authentic experiences that give them a taste of local culture and let them explore hidden gems that friends back home don't know about. They also want to know that the decisions they make while traveling can have a positive impact on the destinations they visit and want the money that they spend on vacation to support the local community.

3 INDUSTRY TRENDS

2024 TRAVEL TRENDS – LEISURE TOURISM



Immersive Food Experiences

The Hilton 2023 Trends Report revealed that nearly half of the travelers surveyed will be looking for more immersive and authentic cultural experiences next year – and one of the best ways to discover a new culture is by tasting their traditional fare or experiencing their drinking rituals.

People are taking advantage of the flourishing, native culinary options and agricultural products of a destination. Food & Wine thinks we will see more chef-led and assisted tours of farms, boats or facilities in which travelers will see the entire life cycle of their food sourcing and preparation.



Lesser-Known Locales

Travelers are ditching beaten paths for alternative, under-the-radar destinations. Whether it's due to a heightened awareness of the worrying effect over-tourism is having on some of the world's most visited places, or to simply wanting to unearth a destination that feels fresh, new, and unique to the discoverer; either way, travelers in 2023 will be flocking to hidden gems. Think Lyon over Paris for food lovers and volcanic hikes in the Azores instead of Hawai'i. According to Skift Research, 70 percent of millennials and Gen Zs report that they will be seeking travel experiences their family and friends haven't heard of.



Casual Outdoor Adventures and Urban Base

During the COVID Pandemic, urban tourism, air transportation, in-restaurant dining, indoor entertainment venues, and large-scale festivals and events were significantly curtailed or closed in order to accommodate “social distancing”.

Today, visitor levels in most markets have rebounded significantly post-Pandemic. At the same time, interest in outdoor adventure assets remains very high. This includes rugged adventures and highly accessible experiences. Combining outdoor opportunities with a more urban home base (kind of a hub-and-spoke approach) can be particularly beneficial for a destination.

3 INDUSTRY TRENDS

AMATEUR SPORTS OVERVIEW

The economy of any destination can be influenced by many factors outside the control of community leaders. Economic conditions, corporate relocations, changes in governmental or institutional presence and other factors will influence employment, income, tax revenues and other critical aspects of an economy.

The visitor industry plays a critical role in local and regional economic health. Visitors to a market offer an opportunity to inject new dollars into the economy, with relatively limited use of public infrastructure. Visitor spending then generates net new tax revenue, reducing the tax burden on residents.

At the same time, the competition for visitor industry market share is fierce. Communities throughout the country continue to invest in assets and amenities that are designed in part to attract visitors. Much of this investment involves sports tourism facilities.

The market success of sports tourism facility products can be partially attributed to broader industry characteristics and trends. In order to assess the current and future strength of the market with regard to sports tourism activity that could utilize a potential new sports facility product, it is important to evaluate prominent and emerging trends from a national perspective.

Sports tourism is one of the fastest growing sectors of tourism. An increasing number of communities throughout the country are investing in the development and operation of large, multi-sport amateur sports complexes for the purpose of driving new sports tourism, as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the oftentimes high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights, and economic impact.

In 2020, Tourism Economics prepared a study of the economic benefits generated by sports tourism throughout the country. The study estimated that the number of travelers attending sports events in the US increased by more than 10 million since 2015, an increase of 5.9 percent cumulative growth. Additionally, the study projected total direct spending by sports travelers, event organizers and venues at \$45.1 billion, an increase of 16.7 percent since 2015.

Significant investment in sports facilities and multi-component sports complexes has occurred throughout the country. Modern sports and event facilities have significantly evolved in terms of capabilities, flexibility, amenities, operating efficiencies, and revenue generation opportunities.



3 INDUSTRY TRENDS

SPORTS TOURISM INDUSTRY

The Sports Events & Tourism Association (Sports ETA) was established in 1992 to provide education and networking opportunities to sports tourism destinations, event rights holders and other industry partners. In 2021, Sports ETA partnered with Northstar Meetings Group and Tourism Economics to develop the second edition of a State of the Industry report with detailed information about spending, economic impact, tax revenue generation, job creation and destination profile information among destinations hosting adult and youth amateur sports events and collegiate tournaments.

Overall, it is estimated that the sports tourism sector generated approximately \$39.7 billion in direct spending operating venues hosting sports tourism activities and through an estimated 174.7 million travelers attending sports tournaments, meets and other competitions either as a participant or spectator. This spending is estimated to have resulted in a total economic impact of \$91.8 billion, which supported approximately 635,000 total full- and part-time jobs and generated \$12.9 billion in total tax revenue.

Approximately \$9.7 billion in direct spending occurred within the transportation sector on airfare, rental cars, taxis, buses, parking public transportation and ride share. An estimated \$8.4 billion was spent on housing (hotels, motels, private home rentals, etc.) and \$7.5 billion on food and beverage service. Recreation and entertainment spending accounted for approximately \$5.3 billion in spending, while \$5.0 billion was generated for the retail sector. An estimated \$3.7 billion was generated through tournament operations on payroll, marketing, general administrative and other expenses. Of the estimated 174.7 million sports tourism travelers, approximately 94.7 million (54 percent) were overnight visitors to respective event destinations, which resulted in an estimated 66.5 million room nights. The average sports traveler spent \$317 per person trip, while day-trippers were projected to have spent \$75 per person trip. Among the 635,000 estimated jobs supported, the food and beverage industry experienced the greatest impact, with approximately 135,000 jobs, while the recreation and entertainment industry realized an estimated 108,500 in jobs supported.



3 INDUSTRY TRENDS

AMATEUR SPORTS PARTICIPATION

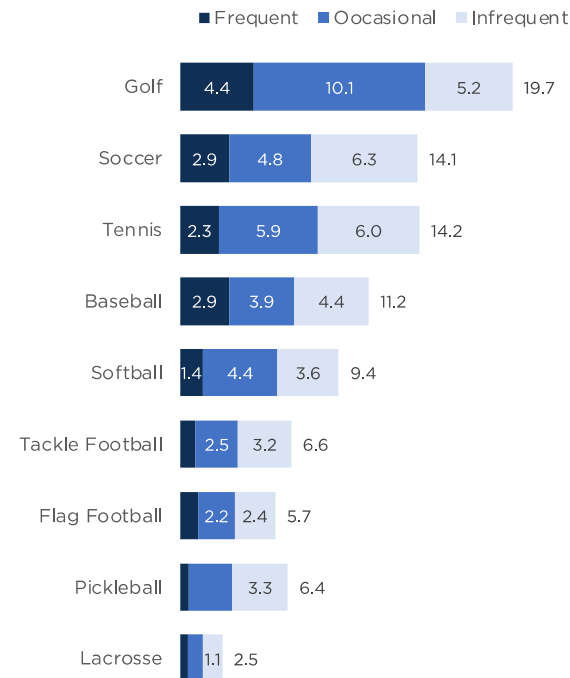
A summary overview of sports participation trends in the United States and the Middle Atlantic region (containing New York) has been assembled. An understanding of these trends at a national, regional and local level provides a framework from which to begin to assess potential demand for sports tourism facility investment South Haven and Van Buren County. The statistical data presented in this section was derived from the National Sporting Goods Association's Sports Participation study, which was most recently conducted in 2023. The study measures the annual number of participants in a variety of sports and recreational activities, and the frequency of participation during the previous calendar year. Research is derived from a study based on approximately 40,000 interviews encompassing youth and adult sports participation.

National participation levels can provide insights into the overall popularity of a sport or athletic activity, as well as the size of the base from which to attract new frequent participants. The exhibits below present a summary of the national participation rates of key outdoor and indoor sports, broken out by participation level (i.e., frequent, infrequent and occasional).

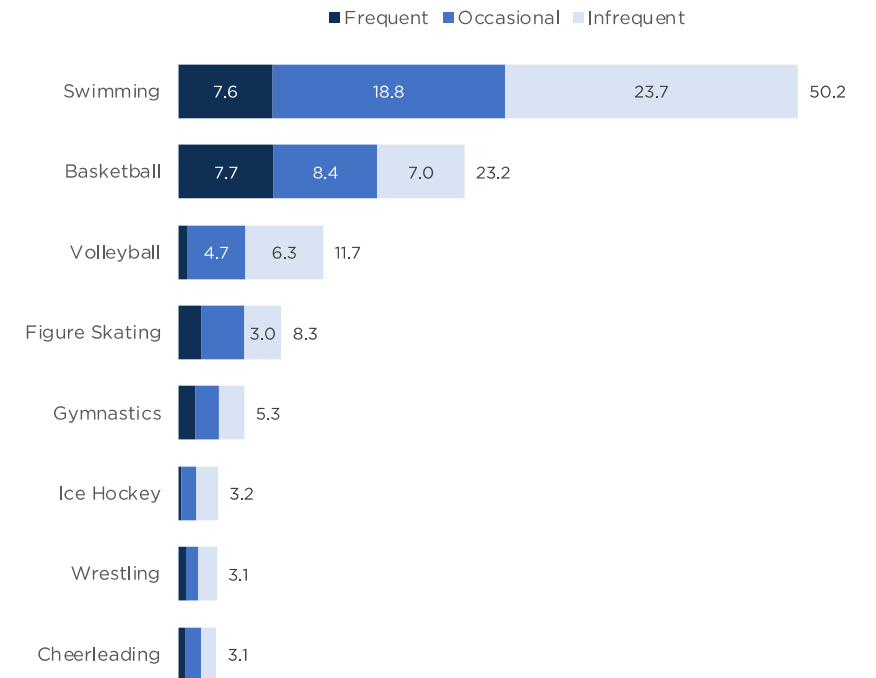
Among traditional outdoor team-based sports, soccer, baseball and softball have the highest participation levels for outdoor sports with a fairly-balanced range of frequent to infrequent participants. Investing in more of these fields benefits many communities across the nation.

Beyond swimming with very high occasional and infrequent participation by all age groups, basketball has the highest participation levels among traditional team-based indoor sports, with a high percentage of infrequent and occasional participants. Frequent participant data is similar between basketball and volleyball, which has the next highest overall participation levels noted.

National Participation – Outdoor Sports (in millions)



National Participation – Indoor Sports (in millions)



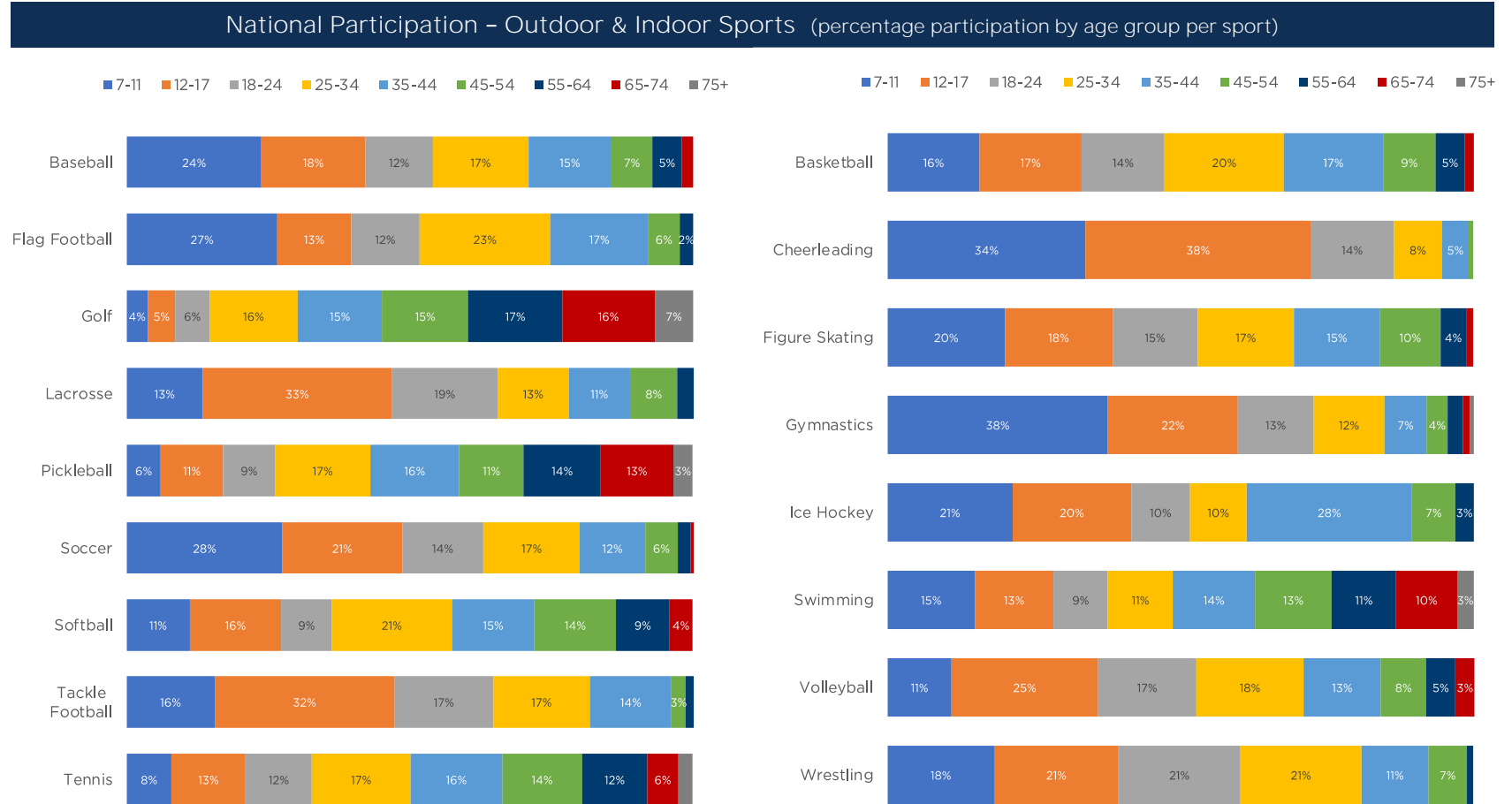
3 INDUSTRY TRENDS

AMATEUR SPORTS PARTICIPATION (continued)

The exhibits below summarize sports participation levels by age group for outdoor and indoor sports. A new sports amateur sports facility South Haven would be anticipated to be utilized by a variety of age groups, and it is important to understand which sports and athletic activities appeal to each age group in order to consider appropriate programming.

The largest user groups in almost every sport (with the exception of golf, pickleball and tennis, which are not considered traditional team sports) are ages 7 to 11 and ages 12 to 17. Youth sports dominate the national participation levels; therefore, management of any new Amateur Sports Facility can plan on having most of their programming originating from youth sports and athletics.

Importantly, field sizes tend to vary based on the age group competing. For example, two or even three youth soccer fields can be overlaid on a full-size adult field. Additionally, base plugs at varying lengths on diamond fields with portable fences can provide opportunities to accommodate multiple age ranges and competitive levels.



3 INDUSTRY TRENDS

NATIONAL & REGIONAL EXTRAPOLATED PARTICIPATION

The exhibit to the below left summarizes the frequent participation rates nationally and regionally for each sport indicated. The rate of participation includes only frequent users and does not account for occasional and infrequent users. The exhibit to the below right summarizes the estimated population base participating in each identified sport based on participation rates applied to the overall market population. As previously mentioned, the rate of participation includes only frequent users and does not account for occasional and infrequent users. For purposes of their analysis, downtown South Haven was used as a center point. Using this type of extrapolation, the hypothetical number of frequent participants among all analyzed sports and activities within a 90-minute drive of South Haven calculates to approximately 326,500 persons. Importantly, this type of evaluation metric is only one of a number of tools that are helpful in assessing demand associated with various sports and activities. Further research, including interviews with user groups, will be discussed in subsequent sections of this report.

National & Regional Frequent Participation by Sport

	Frequent Participation (times annually)	National Frequent Participation Rate	East North Central Index	Adjusted Pacific Participation Rate
Outdoor Sports				
Baseball	50+	0.69%	118	0.82%
Football (Flag)	50+	0.15%	125	0.19%
Golf	40+	1.24%	128	1.59%
Lacrosse	60+	0.12%	75	0.09%
Pickleball	30+	0.30%	114	0.35%
Soccer	40+	1.20%	94	1.13%
Softball	40+	0.50%	117	0.59%
Table Tennis	20+	0.83%	116	0.97%
Tennis	30+	1.04%	93	0.97%
Indoor Sports				
Basketball	50+	1.38%	95	1.31%
Cheerleading	70+	0.21%	128	0.26%
Gymnastics	40+	0.46%	73	0.33%
Hockey (Ice)	30+	0.23%	159	0.37%
Ice/Figure Skating	30+	0.20%	80	0.16%
Swimming	110+	1.00%	95	0.95%
Volleyball	20+	1.29%	116	1.49%
Wrestling	50+	0.15%	129	0.20%
AVERAGES	-	0.24%	-	0.26%

Extrapolated Frequent Participation by Sport Per Geographic Area

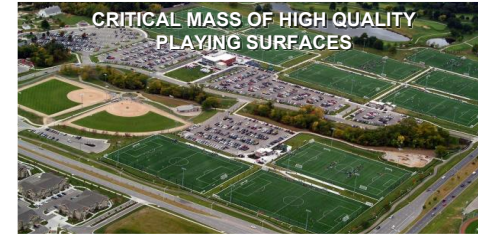
	30-minute Drive Time of South Haven		90-minute Drive Time of South Haven		180-minute Drive Time of South Haven		Van Buren County	
Market Population	121,126		2,968,179		19,160,856		75,761	
	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate
Outdoor Sports								
Baseball	840	991	20,580	24,284	132,850	156,763	525	620
Football (Flag)	182	228	4,460	5,575	28,791	35,989	114	142
Golf	1,502	1,923	36,815	47,124	237,659	304,203	940	1,203
Lacrosse	141	106	3,464	2,598	22,359	16,769	88	66
Pickleball	369	420	9,033	10,297	58,309	66,472	231	263
Soccer	1,456	1,369	35,682	33,541	230,345	216,524	911	856
Softball	610	713	14,944	17,484	96,467	112,866	381	446
Table Tennis	1,008	1,169	24,698	28,650	159,438	184,948	630	731
Tennis	1,258	1,170	30,822	28,664	198,966	185,039	787	732
Indoor Sports								
Basketball	1,674	1,590	41,024	38,972	264,825	251,584	1,047	995
Cheerleading	250	320	6,118	7,831	39,492	50,550	156	200
Gymnastics	552	403	13,521	9,871	87,286	63,719	345	252
Hockey (Ice)	283	451	6,946	11,044	44,837	71,292	177	282
Ice/Figure Skating	242	194	5,929	4,744	38,277	30,621	151	121
Swimming	1,215	1,154	29,776	28,287	192,219	182,608	760	722
Volleyball	1,557	1,806	38,150	44,254	246,272	285,676	974	1,130
Wrestling	187	241	4,586	5,916	29,607	38,193	117	151
TOTAL	13,326	14,248	326,547	349,135	2,108,000	2,253,816	8,335	8,911

3 INDUSTRY TRENDS

FACILITY DESIGN & CHARACTERISTICS – SPORTS TOURISM FACILITIES

The “state-of-the-industry” in terms of the physical product aesthetics and functionality of youth and amateur sports facilities has continued to advance year-over-year in communities throughout the country. Organizers for youth and amateur sports activities increasingly prefer, and oftentimes demand, modern facility complexes with state-of-the-industry playing surfaces, equipment, and amenities. Beyond attracting higher numbers of teams, athletes, tournaments, visitors and economic impact, modern youth and amateur sports facilities often offer significant advancements in operating efficiencies and enhanced revenue generation opportunities, as compared to previous generations of facilities.

- Critical mass of high-quality courts, fields and playing surfaces in one location.
- Maximization of local uses and sports tourism.
- Flexibility to accommodate the widest variety of uses.
- Synthetic turf (indoor & outdoor) is increasingly accepted and expected by most tournament and local sports/rec activity.
- Growing emphasis on partnerships (equity, sponsorship and ancillary development).
- Focus on creating/enhancing the quality of sub-destinations surrounding facility complexes.
- Incorporation of quality amenities and specialty components:
 - Performance centers.
 - eSports capabilities/technology.
 - Restaurants/cafes/food courts.
 - Fitness and wellness.
 - Child play areas, mini-golf, AR tech, leisure space.
 - Ancillary development, such as hotels, retail, entertainment attractions.



3 INDUSTRY TRENDS

FACILITY DESIGN & CHARACTERISTICS – TYPICAL FACILITY MODELS

Of all the types of the amateur sports facility products, indoor court and turf facilities tend to be the most productive in terms of attendance (athletes and spectators) per square foot, as well as revenue generation per square foot. Additionally, facilities with a critical mass of hardwood courts tend to generate high sports tourism and economic impacts in host communities (through basketball, volleyball and other types of tournaments). Ice complexes tend to have higher construction costs per square foot, as well as higher annual operating costs, with a minimum of two ice sheets normally required to allow for significant penetration into tournament activity. Typical tournament-quality hardwood and indoor turf facilities tend to be operationally profitable, while a typical ice facility/complex generates an operating deficit, requiring an operating subsidy. In terms of traditional outdoor complexes (rectangle and diamond field complexes), complexes that have a full deployment of synthetic turf fields are typically the only variety that can regularly financially operate at breakeven or better (excluding debt service on capital costs). Throughout the industry, successful implementation of new amateur sports facility projects are often influenced by a variety of factors, including those indicated to the right.

The exhibit on the following page presents a summary of the typical characteristics of six primary models of outdoor and indoor amateur sports facilities. It is important to note that there exists a number of additional types of amateur sports and recreation facility products beyond the primary indoor and outdoor facility models indicated above. Additional facility types include, but are not limited to, natatoriums/aquatic centers, tennis centers (outdoor and indoor), gymnastics centers, track & field facilities (outdoor and indoor), cross country courses, velodromes (cycling), cricket stadium/field complexes, rowing/watersports centers, hiking/biking trail courses, extreme/adventure sports courses, and other such facilities/complexes. However, the facility types listed on this page represent the most common and highly-utilized sports tourism facility products throughout the country that can be most impactful and deliver the highest ROI, in terms of driving tourism and economic impact relative to costs (development and operating costs).

FACTORS THAT INFLUENCE AMATEUR SPORTS FACILITY SUCCESS:

- Site/location.
- Design collaboration (including advisors, stakeholders, operator, and key user groups).
- Partnerships (operator, naming, sponsorship, use, service provision).
- Best practices approach to amenities, functionality, flexibility and branding.
- Appropriate business plan:
 - ✓ Inclusiveness to maximize local participation and growth of sports and recreation programs.
 - ✓ Booking policy, scheduling priorities and rates.
 - ✓ Balancing local and non-local usage, in-house programming and rentals.
 - ✓ Quality services and amenities.

3 INDUSTRY TRENDS

FACILITY DESIGN & CHARACTERISTICS – TYPICAL FACILITY MODELS (continued)

The exhibits below presents a summary of the typical characteristics of six primary models of outdoor and indoor amateur sports facilities. As shown, in terms of indoor facility models, ice complexes tend to have a more focused set of uses and user groups, while hardwood and indoor turf complexes tend to have broader usage mixes and profiles. In terms of typical outdoor facility models, diamond fields have a more focused set of uses and user groups, while rectangle fields and rectangle field complexes with one or more seasonal bubbles tend to have a broader mix of uses and profiles.

	OUTDOOR FACILITY MODELS			INDOOR FACILITY MODELS		
	Diamond Field Complex	Rectangle Field Complex	Rectangle Field w/ Bubble	Ice Complex	Hardwood Complex	Indoor Turf Facility
Field Size (for Outdoor) / Building Size (for Indoor):	200,000 to 260,000 GSF per field	200,000 GSF per field	280,000 GSF	80,000 to 120,000 GSF	100,000 to 140,000 GSF	40,000 to 200,000 GSF
Playing Surfaces:	Turf or Natural Grass	Turf or Natural Grass	Turf space (87,000 SF)	Ice sheets (2 @ 200' x 85' each)	Courts (6-12 bball or 12-24 vball)	Turf space (15,000-80,000 SF)
Owner:	Public	Public	Public or Private	Public	Public	Public or Private
Operator:	Public or Private	Public or Private	Public or Private	Public or Private	Public or Private	Public or Private
Private Partner Equity Contribution/Profit Sharing:	No	No	No	No	Sometimes	No
Number of Tenant User Groups:	2 to 6	4 to 8	5 to 10	3 to 6	5 to 10	4 to 8
Annual Attendance (athletes + spectators):	300,000 to 600,000	400,000 to 1,000,000	50,000 to 250,000	150,000 to 300,000	200,000 to 500,000	75,000 to 200,000
Annual Operating Profit/Loss:	(\$200,000) to \$200,000	(\$200,000) to \$400,000	(\$400,000) to \$200,000	(\$500,000) to (\$200,000)	(\$200,000) to \$1,000,000	(\$400,000) to \$200,000
Sports Tourism Impact (per surface):	Moderate	High	Moderate	Moderate	High	Moderate
Use Types:	Baseball Softball Kickball	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Australian Rules) Cheerleading Special Events Open Leisure / Recreation	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Australian Rules) Cheerleading Baseball Softball Running / Walking Fitness / Aerobics Special Events Open Leisure / Recreation	Ice Hockey Figure Skating Curling Open Skating / Learn-to-Skate	Basketball Volleyball Cheerleading Dance Wrestling Gymnastics Futsal Pickleball Table Tennis Badminton Running / Walking Fitness / Aerobics Martial Arts Public / Consumer Shows Tradeshows Special Events Open Leisure / Recreation	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Australian Rules) Baseball Softball Running / Walking Special Events Open Leisure / Recreation

3 INDUSTRY TRENDS

LIVE MUSIC EVENT INDUSTRY INTRODUCTION

Live music event industry trends provide an invaluable guide to understanding the programming profile the venue can expect as well as assist to develop the building program. In order to provide a perspective from which to assess how these industry trends may impact operations, a review of historical performance and economic dynamics of the industry was completed. Specifically, this subsection includes a summary of:



LIVE ENTERTAINMENT VENUE TYPES & TRENDS

A look at the various types of live entertainment venues and how the most recent facility trends work to monetize the attendee experience.



TICKET SALE TRENDS

Understanding the types of entertainment events, North American box office sales and artist tiers.



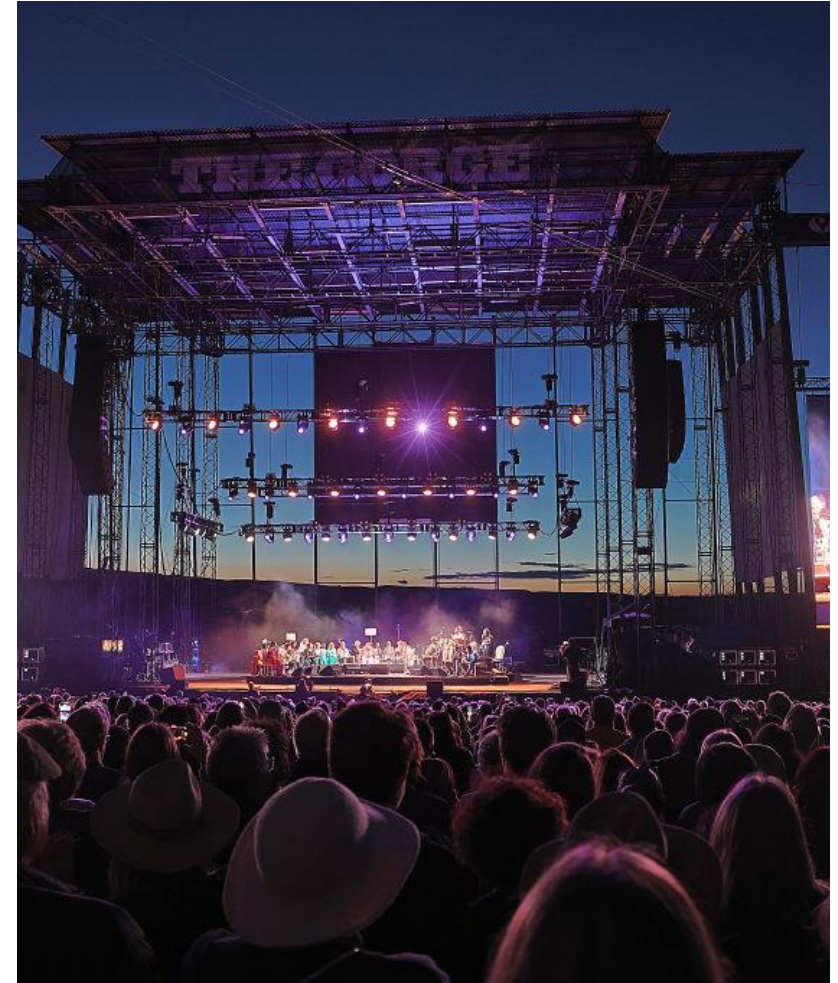
AMPHITHEATER INDUSTRY OVERVIEW & TRENDS

An overview of the top 100 amphitheaters globally, their ticket sales and premium seating trends.



LIVE ENTERTAINMENT INDUSTRY ECONOMICS AND STRUCTURE

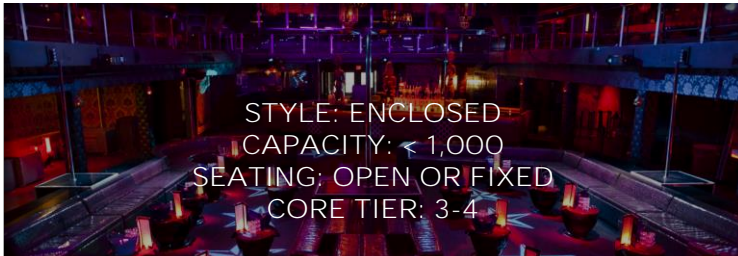
A summary of industry economics, the trend of promoter consolidation, and other general industry structure considerations.



3 INDUSTRY TRENDS

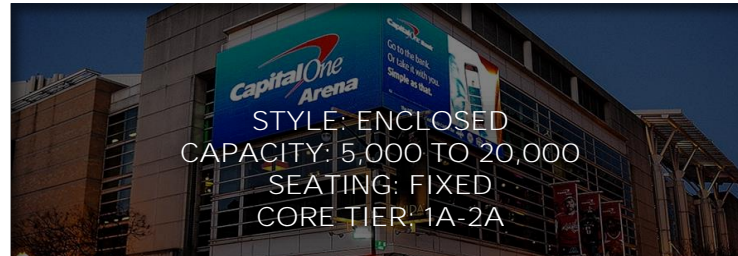
VENUE TYPES

As the concert industry has continued growing to support the various tiers of artists outlined on the previous page, different types of venues, including clubs and theaters, serve to accommodate different act needs. Understanding the operational contrasts of the different venue types provides a basis from which to consider investment in an Indoor Music Venue in South Haven.



STYLE: ENCLOSED
CAPACITY: < 1,000
SEATING: OPEN OR FIXED
CORE TIER: 3-4

CLUBS



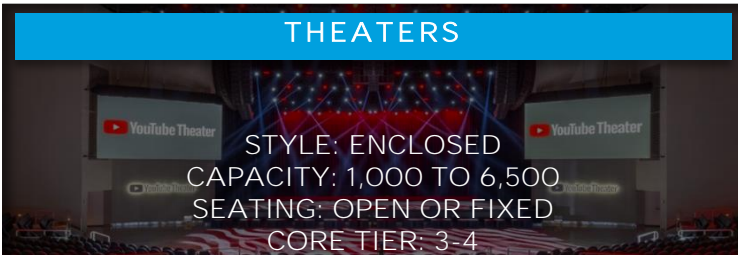
STYLE: ENCLOSED
CAPACITY: 5,000 TO 20,000
SEATING: FIXED
CORE TIER: 1A-2A

ARENAS



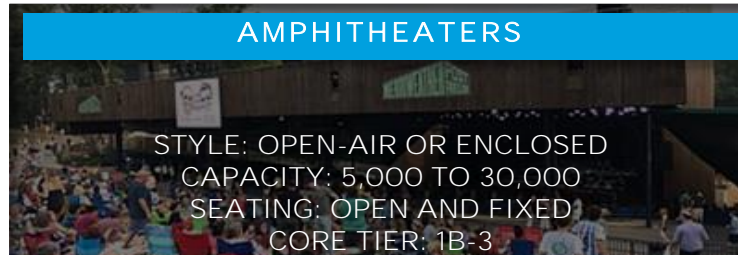
STYLE: OPEN-AIR
CAPACITY: 10,000 TO 120,000
CORE TIER: 1A-1B

STADIUMS



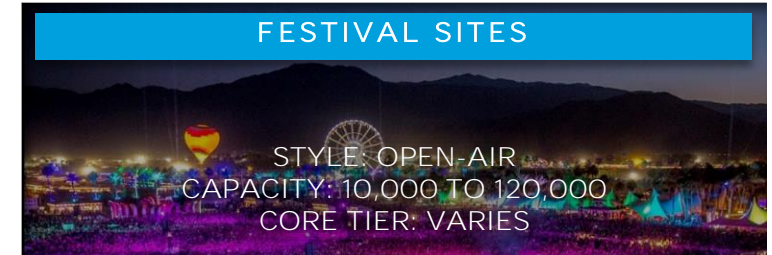
STYLE: ENCLOSED
CAPACITY: 1,000 TO 6,500
SEATING: OPEN OR FIXED
CORE TIER: 3-4

THEATERS



STYLE: OPEN-AIR OR ENCLOSED
CAPACITY: 5,000 TO 30,000
SEATING: OPEN AND FIXED
CORE TIER: 1B-3

AMPHITHEATERS



STYLE: OPEN-AIR
CAPACITY: 10,000 TO 120,000
CORE TIER: VARIES

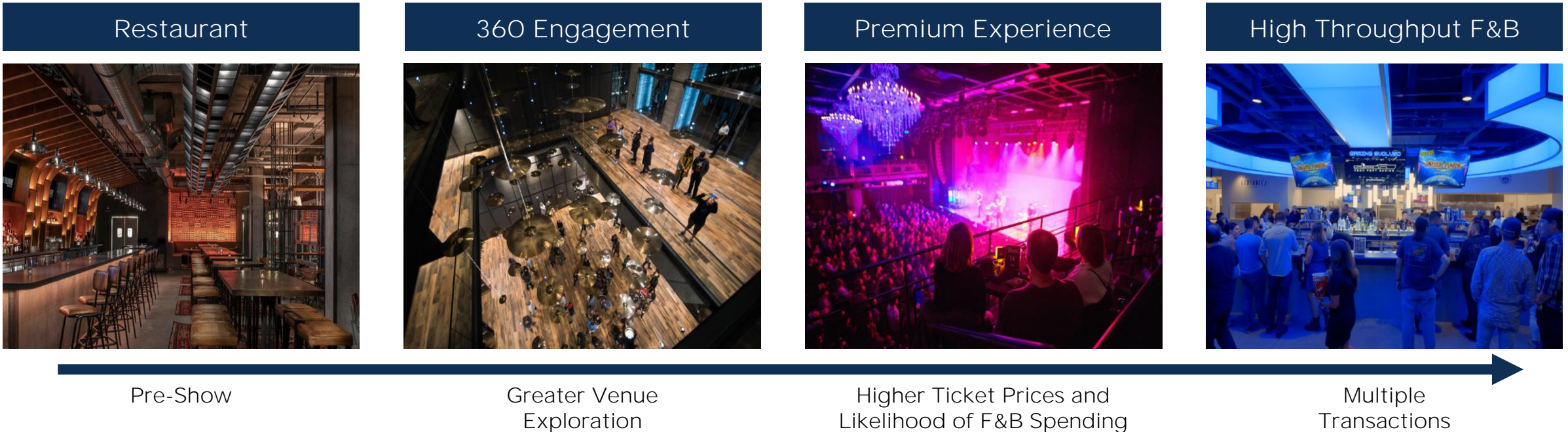
FESTIVAL SITES

3 INDUSTRY TRENDS

EMERGING LIVE MUSIC VENUE TRENDS

As album and music sales revenues have greatly decreased for performers in recent years, performer revenue sharing requirements have been consistently growing for performance venues. The live music venue industry is adapting to this evolving landscape by creating new ways to monetize the in-person attendee experience. Aiming to create a comprehensive entertainment experience, performance venues are increasingly incorporating attached bars and restaurants, while increasing the number of in-venue concession areas, aiming for longer visitor engagement with the venue. These integrations promote a 360-degree engagement model, where every aspect of the venue aims to contribute to a rich, immersive experience, boosting visitor satisfaction and spending.

Venues are also offering wider selections of culinary options and increasing operational efficiencies in food and beverage service, to yield higher throughput, ensuring that visitors spend less time in line and increased time enjoying the venue experience. This strategic reimagining of the live venue experience addresses increasing financial pressures and promotes a more engaging experience for concert-goers.



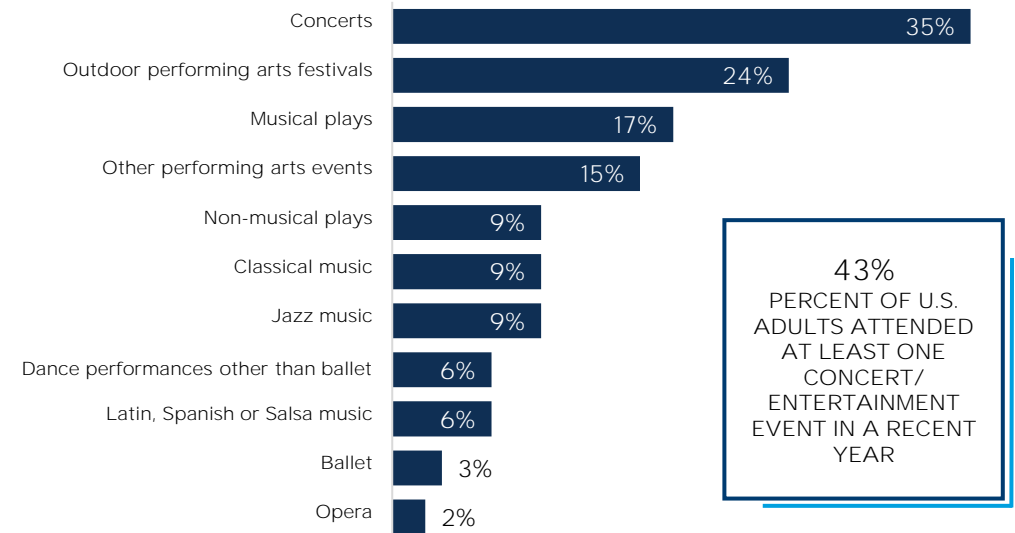
3 INDUSTRY TRENDS

TYPES OF ENTERTAINMENT EVENTS

Modern music venues are designed to accommodate a broad variety of events. These include concerts, musical theater, comedy shows, plays, dance performances, and family-centric shows, among others. The strategic scheduling of profitable events is imperative for these venues as it helps to maintain competitive and accessible rates. This strategized event mix supports the use of these venues by local groups, helping to maintain community-accessible venue amenities within markets.

Insights from the National Endowment for the Arts (NEA) highlight engagement levels within this sector. An estimated 43 percent of U.S. adults attended at least one concert/entertainment event over the course of a recent year. The chart to the right displays a breakdown of the percentage of U.S. adults that attend various types of performing arts events annually. Concerts were the most attended type of event (35 percent, highlighting the prevalence and importance of this event type with regard to programming at an Indoor Music Venue in South Haven.

Percent of U.S. Adults Attending Concert/Entertainment Events



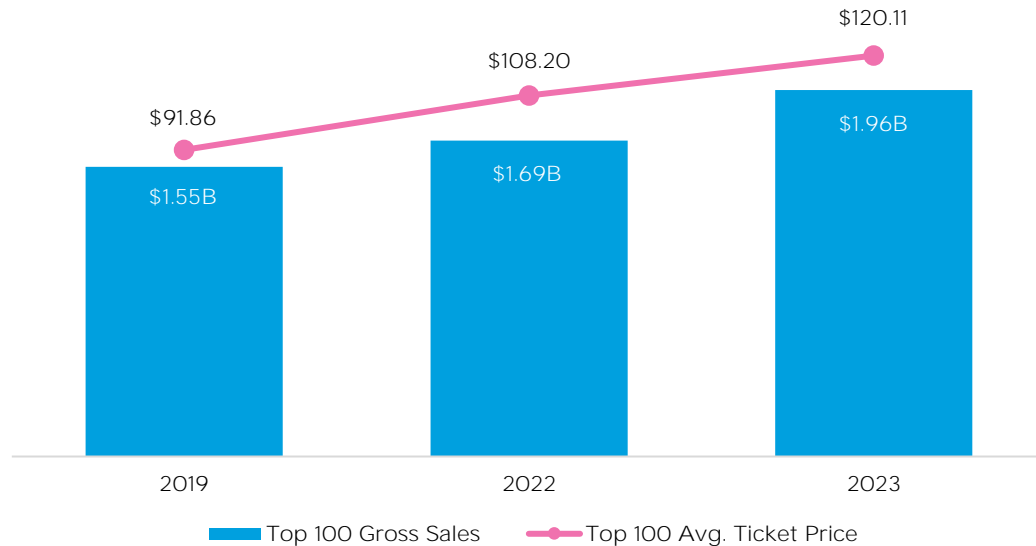
Source: NEA, ESRI, Pollstar, CSL Research, 2024.

3 INDUSTRY TRENDS

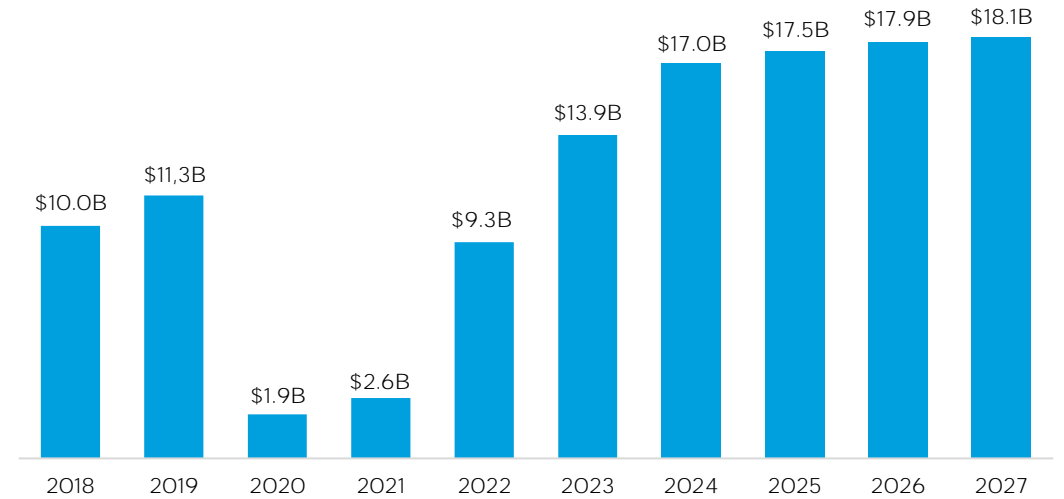
TICKET SALES AND PRICES

According to Pollstar’s 2023 Mid-Year Report on the top North American Tours, North American box office activity for 2023 has shown growth in year-to-year comparison with 2022 in all four metrics—average paid attendance, ticket price average, overall gross sales, and the number of sold tickets. North American box-office activity for 2023 has grown in all aspects besides overall number of sold tickets in comparison to 2019. For the first time in North America, the gross sales average per show is greater than \$1,000,000. The United States music event total ticket revenue was projected to surpass pre-COVID revenues in 2023 at \$13.9 billion, a 49 percent increase from 2022. United States music event total ticket revenue is projected to grow 95 percent from 2022 to a total of \$18.1 billion in 2027. The charts below show average ticket prices and gross sales for the top 100 North American tours 2019-2022 and the total music event ticket revenue in the United States from 2018 to 2027.

Average Ticket Prices & Gross Sales – Top 100 North American Tours



Total U.S. Music Event Ticket Revenue



Note: Data is from the top 100 North American Tours and compares the same mid year time frame across the three years.
Source: Pollstar, 2024.

3 INDUSTRY TRENDS

TOUR TIERS

The following graphic depicts average attendance, ticket price, shows, and the types of venues associated with each of the six tiers of touring artists.



3 INDUSTRY TRENDS

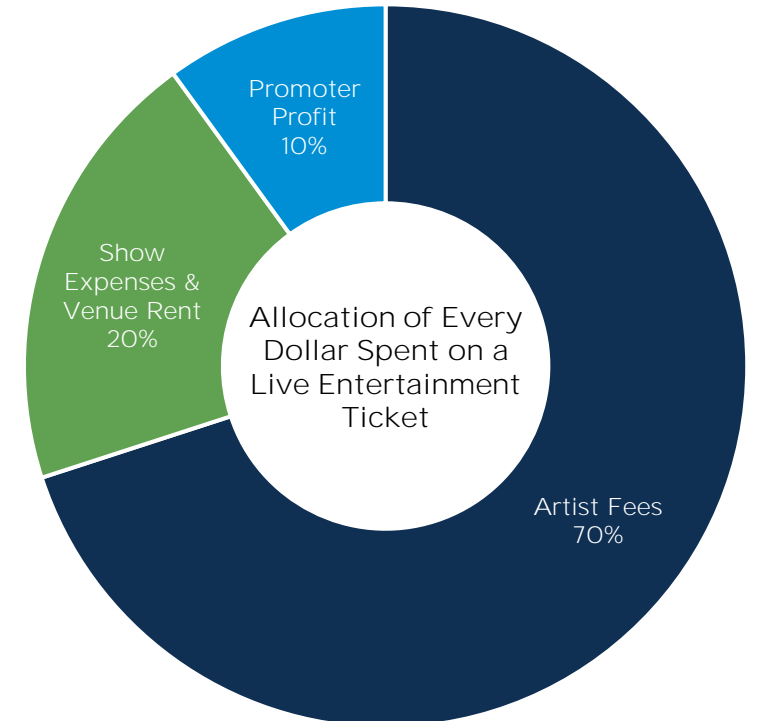
EVENT ECONOMICS

Artist guarantee trends have generally resulted in lower margins for promoters and live music venues, as an increasing share of ticket sales revenue is now allotted to artists. The chart to the right illustrates a general breakdown of the average dollar spent on a live entertainment act ticket.

Live entertainment ticket revenue is generally divided between the artists, show expenses (including venue rent), and the promoter. While each deal is unique and can vary considerably based on the event and market, live entertainment ticket revenue is generally allocated as follows: approximately 65 to 75 percent of the ticket price is paid to the artist (either through a flat guarantee or a percentage of total ticket revenues); approximately 20 percent pays for show expenses including staffing, utilities, facility rent, and other such costs; and approximately five to 15 percent is retained by the event promoter.

While shifting ticket price allocation trends have tightened margins, venues and promoters have placed increased emphasis on concessions, premium sales, and sponsorships to make up some of the profitability lost due to larger artist guarantees. Ancillary revenue sources have become an area of negotiation in booking acts, something that was not the case a decade ago.

As artist guarantees grow, promoters need to ensure that event ticket and negotiated ancillary revenues will cover not just this guarantee, but expenses, rent and preferred profit, as well. As margins continue to tighten, it will be critical that venues identify and target only events that their local markets can readily accommodate. Promoters will only commit to a venue if they feel they can recoup and profit from their investment in the artist.

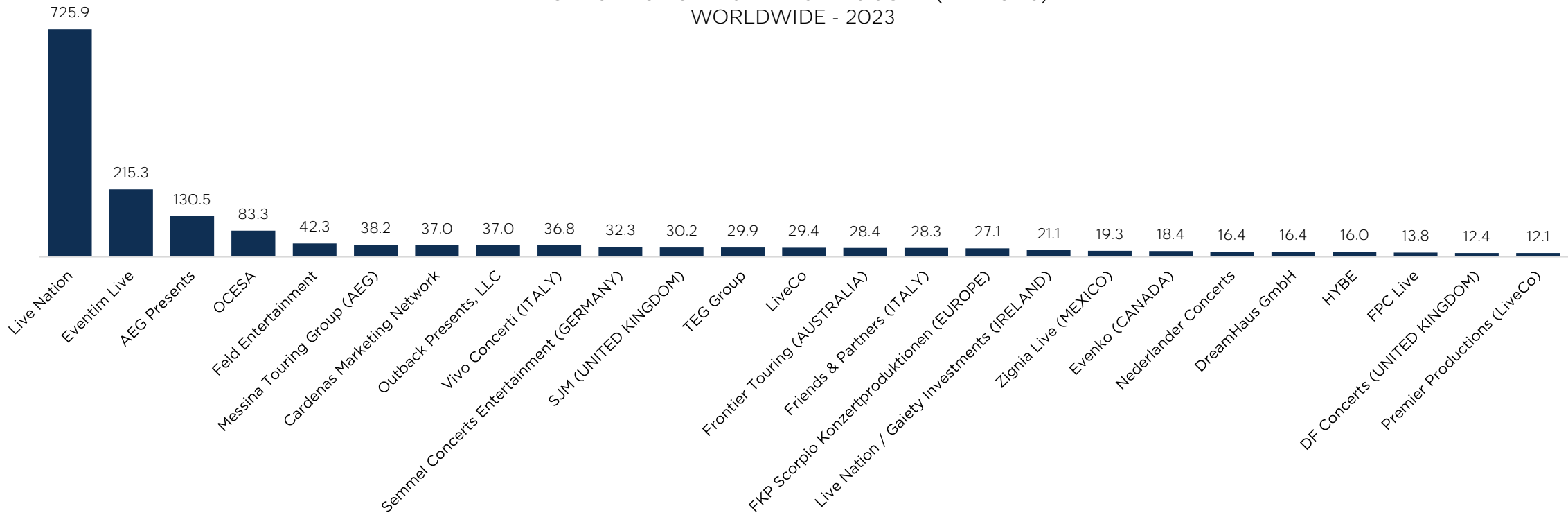


3 INDUSTRY TRENDS

PROMOTER CONSOLIDATION

Because of ongoing promoter consolidation with larger promoters purchasing smaller, regional promotion firms and providing ultra-competitive guarantees to artists to further expand market share, venue booking success is often dependent on relationships with the two largest promotion companies in the world, Live Nation and AEG Presents (AEG). As detailed in the chart below, the two U.S.-based companies accounted for over one-third of worldwide concert ticket sales in 2023 as reported to Pollstar, the industry’s leading live entertainment event publication.

TOP 25 PROMOTERS BY TICKETS SOLD (MILLIONS)
WORLDWIDE - 2023



3 INDUSTRY TRENDS

ENTERTAINMENT FACILITY TRENDS (THIRD-PARTY EVENTS)

A key factor in the success of an entertainment facility's operations is the ability of the venue to host several event types. Based on industry research, concerts and other ticketed, promoted events often provide entertainment facilities with the greatest opportunity to generate incremental annual revenue on a profitability per event basis. Promoters and concert bookers require a number of amenities to successfully host concerts at an entertainment facility due to changes in the live entertainment industry.



Acts and promoters have realized that patrons are willing to purchase tickets for **more than face value** from secondary market ticket re-sellers to see their favorite acts.



Consolidation that has taken place among the concert promotion industry has resulted in pressure to **charge higher ticket prices** as the largest promoters are paying higher guarantees than ever to attract acts.



Artists are demanding **higher guarantees** as income from traditional album sales continue to decline.



With nearly 75 percent of ticket sales revenues allotted to artists, the margins realized by promoters and venues has become **tighter than ever** before.



Venues and promoters have placed **increased emphasis** on concessions, premium sales, and sponsorships to recoup and profit from hosting live entertainment events.



There is a **greater need** for venues to have adequate rigging to limit the promoter's expenses in shipping or purchasing equipment to host events, provide state-of-the-art dressing rooms and artist amenities to ensure a comfortable experience for performers, and the capability to provide fan amenities such as concessions and comfortable seating in order to attract and successfully sell out live entertainment events.

3 INDUSTRY TRENDS

DOMESTIC TRAVEL TRENDS



1

Outdoor Adventure

- 71% boost in bookings at US National Parks in 2021.



2

Short Road Trips and Staycations

- Hotel bookings within one hour of home grew 18% in 2021.



3

Impromptu Travel

- 79% of travelers indicated booking their trip within 14 days of the trip in 2021; up from 24%



4

Supporting Local Business

- 64% of travelers want their travel spending to go to the communities they visit.



5

Using Technology

- 83% of travelers prefer to book trips completely online.

3 INDUSTRY TRENDS

EMPHASIS ON EXPERIENCES

TOTAL US SECTOR

242M

Prefer experience over product



74 % of Americans now prioritize experiences over products or things

According to a study conducted by Expedia and the Center for Generational Kinetics, 74 percent of Americans now prioritize experiences over products or things

MILLENNIAL SECTOR: MILLENNIALS ARE THE DRIVING FORCE IN THE EXPERIENTIAL ECONOMY

81M

Total Millennials in US



As of 2020, Millennials will make up 25% of the US population. (Canaccord Genuity)

78%

Prefer experience over product



78% of millennials would choose to spend money on a desirable experience or event over buying something desirable. (Eventbrite)

\$3.4T

Annual Spending



Oracle estimates that their aggregate spending power reached \$3.4T by 2018

\$450B+

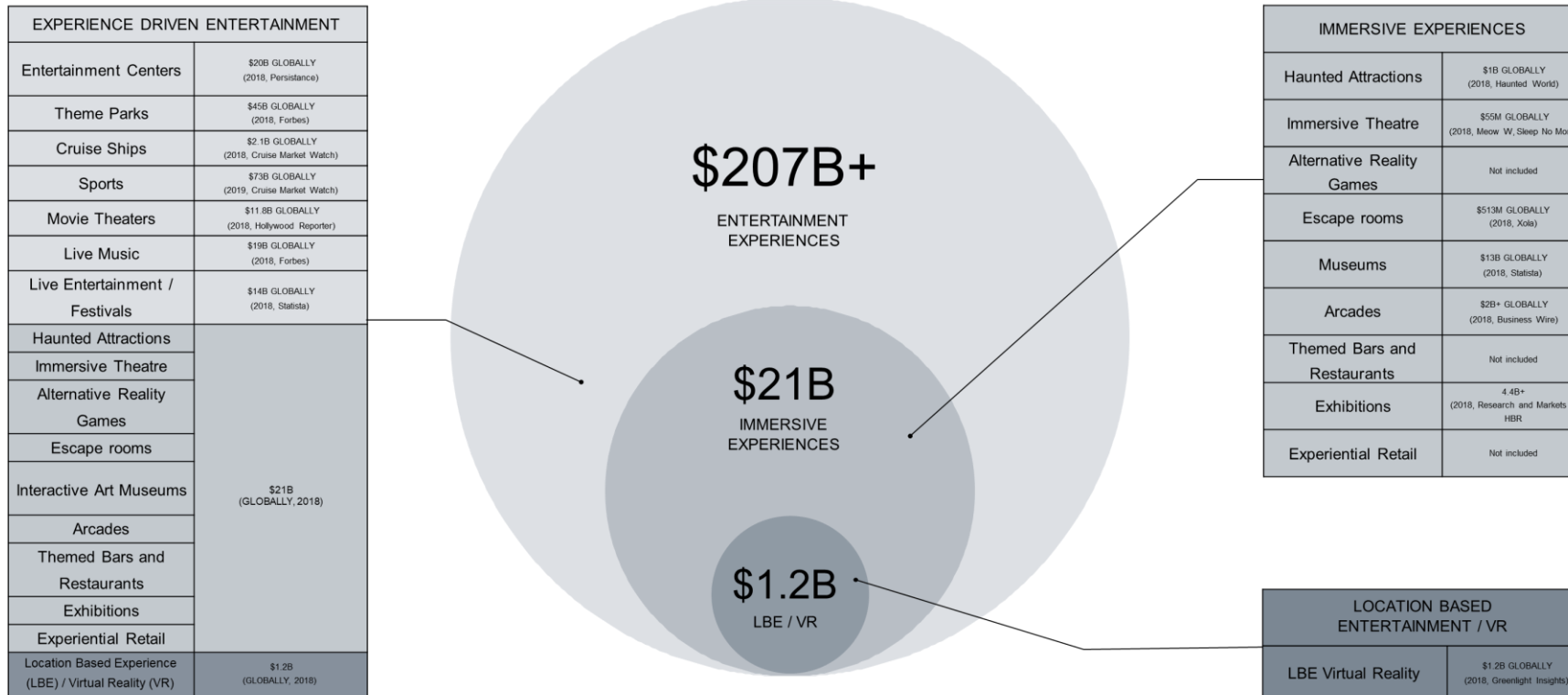
Annual Spending Power



Millennials have annual discretionary spending of \$450B+ *

3 INDUSTRY TRENDS

AMUSEMENT/LOCATION-BASED ENTERTAINMENT (LBE)



*Since 1987, the share of consumer spending on live experiences and events relative to total U.S. consumer spending increased 70%. People want to experience more, and businesses are evolving and entering the market to meet that demand. (EVENTBRITE)



4

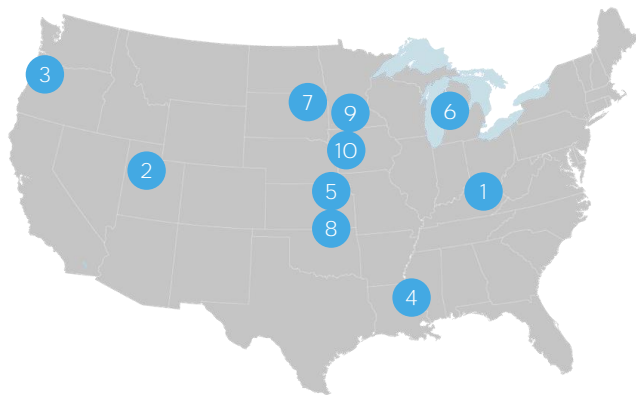
COMPARABLE FACILITIES

4 COMPARABLE FACILITIES



COMPARABLE MEETING AND EVENT CENTERS OVERVIEW

- Small to mid-size event centers located in markets comparable to South Haven.
- On average, sample facilities offer 18,600 square feet of total sellable space and a largest contiguous space of 14,300 square feet.
- Eight (8) of 10 properties offer an attached headquarter (HQ) hotel property. Only one facility (Morehead, KY) does not offer lodging within a half-mile radius.



Facility Name	City, State	Exhibit Space (SF)	Meeting Space (SF)	Ballroom Space (SF)	Total Sellable Space (SF)	Largest Contiguous Space (SF)	HQ Hotel Rooms (count)	Half-mile Hotel Rooms (count)
1 Morehead Conference Center	Morehead, KY	18,000	1,800	8,600	28,400	18,000	0	0
2 Ogden Eccles Conference Center	Ogden, UT	0	8,200	19,500	27,700	13,800	124	592
3 Blue Water Convention Center	Port Huron, MI	20,400	2,900	4,200	27,500	20,400	149	149
4 Natchez Convention Center	Natchez, MS	18,000	6,700	0	24,700	18,000	119	150
5 Manhattan Conference Center	Manhattan, KS	0	0	23,400	23,400	23,400	135	544
6 VanDyk Mortgage Convention Center	Muskegon, MI	0	3,100	16,600	19,700	16,600	200	340
7 The Dakota Event Center	Aberdeen, SD	0	0	11,500	11,500	11,500	152	493
8 The Meridian Center	Newton, KS	0	600	8,000	8,600	8,000	68	68
9 Sleepy Eye Event Center	Sleepy Eye, MN	0	300	7,000	7,300	7,000	38	38
10 Crossroads Event Center	Sheldon, IA	0	500	6,200	6,700	6,200	0	101
AVERAGE		18,800	3,000	11,700	18,600	14,300	123	275
MEDIAN		18,000	2,400	8,600	21,600	15,200	130	150

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE MEETING AND EVENT CENTERS

- South Haven's 30-min market largely aligns with those of other markets
- Wider drive time ranges much stronger than comparable markets
- Positive indicator for market support of a meeting/event facility

Population (2024)

	30-min	90-min	180-min
2 Ogden, UT	591,742	2,979,892	3,794,567
8 Newton, KS	285,022	981,820	5,677,388
6 Muskegon, MI	239,887	1,784,383	10,161,660
3 Port Huron, MI	124,838	4,732,828	9,408,705
5 Manhattan, KS	123,086	674,847	5,276,570
South Haven, MI	120,553	2,970,584	19,291,179
4 Natchez, MS	42,856	397,591	4,829,158
1 Morehead, KY	41,798	1,288,681	7,965,517
10 Sheldon, IA	37,955	677,439	2,894,562
7 Aberdeen, SD	37,162	88,854	1,043,806
9 Sleepy Eye, MN	34,648	633,564	6,066,043
Average	155,900	1,424,000	5,711,800
Rank (out of 11)	6	3	1

Median Household Income

	30-min	90-min	180-min
2 Ogden, UT	\$97,569	\$100,101	\$92,656
10 Sheldon, IA	\$76,699	\$75,372	\$76,719
7 Aberdeen, SD	\$73,385	\$72,525	\$74,318
9 Sleepy Eye, MN	\$71,822	\$80,131	\$87,356
3 Port Huron, MI	\$66,372	\$72,872	\$71,758
6 Muskegon, MI	\$64,071	\$75,845	\$70,717
South Haven, MI	\$60,254	\$72,047	\$78,035
8 Newton, KS	\$59,637	\$65,573	\$69,523
5 Manhattan, KS	\$58,087	\$64,183	\$74,377
1 Morehead, KY	\$51,222	\$59,633	\$66,058
4 Natchez, MS	\$37,676	\$48,212	\$57,076
Average	\$65,700	\$71,400	\$74,100
Rank (out of 11)	7	7	3

Number of Businesses

	30-min	90-min	180-min
8 Newton, KS	13,608	39,630	238,897
2 Ogden, UT	13,351	81,586	109,651
6 Muskegon, MI	7,817	60,599	351,916
South Haven, MI	5,009	101,287	676,094
5 Manhattan, KS	4,646	28,234	204,904
3 Port Huron, MI	4,238	161,232	323,557
7 Aberdeen, SD	2,037	5,499	51,360
4 Natchez, MS	1,968	15,179	211,822
10 Sheldon, IA	1,956	30,812	123,850
9 Sleepy Eye, MN	1,679	26,530	226,576
1 Morehead, KY	1,470	49,463	283,251
Average	5,300	49,900	212,600
Rank (out of 11)	4	2	1

Population (2029)

	30-min	90-min	180-min
2 Ogden, UT	620,862	3,150,874	4,003,534
8 Newton, KS	287,990	981,947	5,757,310
6 Muskegon, MI	240,706	1,803,200	10,112,916
3 Port Huron, MI	124,451	4,686,010	9,354,642
5 Manhattan, KS	123,236	671,840	5,340,888
South Haven, MI	120,250	2,981,375	19,124,439
1 Morehead, KY	41,850	1,292,529	8,004,577
4 Natchez, MS	41,179	387,651	4,807,061
10 Sheldon, IA	38,091	701,920	2,950,189
7 Aberdeen, SD	37,295	88,634	1,078,883
9 Sleepy Eye, MN	34,568	645,176	6,207,305
Average	159,000	1,441,000	5,761,700
Rank (out of 11)	6	3	1

Retail Sales (in \$000s)

	30-min	90-min	180-min
2 Ogden, UT	\$7,056,184	\$39,930,601	\$51,186,613
8 Newton, KS	\$4,825,583	\$15,078,947	\$97,236,478
6 Muskegon, MI	\$3,287,349	\$26,700,482	\$156,339,443
South Haven, MI	\$2,229,954	\$47,223,626	\$297,415,627
3 Port Huron, MI	\$1,811,627	\$70,884,660	\$142,963,741
5 Manhattan, KS	\$1,585,139	\$9,759,036	\$80,559,679
7 Aberdeen, SD	\$862,105	\$1,440,884	\$19,368,299
4 Natchez, MS	\$654,924	\$5,524,255	\$75,710,471
1 Morehead, KY	\$496,144	\$20,407,464	\$122,649,428
10 Sheldon, IA	\$464,234	\$13,404,945	\$45,785,136
9 Sleepy Eye, MN	\$369,431	\$8,574,052	\$95,682,030
Average	\$2,141,300	\$21,170,500	\$88,748,100
Rank (out of 11)	4	2	1

Dining Sales (in \$000s)

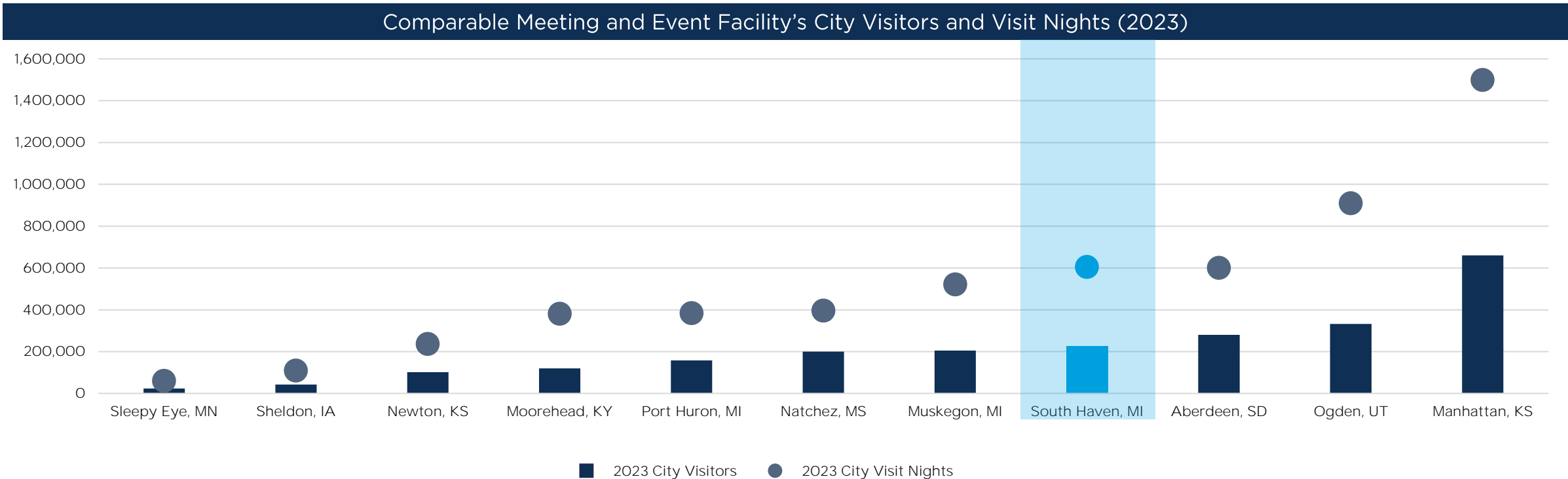
	30-min	90-min	180-min
8 Newton, KS	\$613,753	\$1,808,075	\$10,045,345
2 Ogden, UT	\$589,633	\$3,675,097	\$4,486,503
6 Muskegon, MI	\$325,884	\$2,617,847	\$15,826,325
5 Manhattan, KS	\$197,003	\$1,157,024	\$8,849,108
3 Port Huron, MI	\$190,561	\$7,785,678	\$15,090,224
South Haven, MI	\$157,882	\$4,774,917	\$32,327,125
7 Aberdeen, SD	\$55,278	\$82,485	\$1,492,392
9 Sleepy Eye, MN	\$50,548	\$716,112	\$9,123,645
4 Natchez, MS	\$49,634	\$372,829	\$7,764,923
1 Morehead, KY	\$41,798	\$2,063,217	\$12,673,338
10 Sheldon, IA	\$26,037	\$996,077	\$3,951,852
Average	\$214,000	\$2,127,400	\$8,930,400
Rank (out of 11)	6	2	1

4 COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE MEETING AND EVENT FACILITIES

- South Haven has one of the strongest tourism bases relative to other meeting and event markets





BLUE WATER CONVENTION CENTER

City, State:	Port Huron, MI
Owner:	St. Clair County
Operator:	ASM Global
Year Opened:	2015
Construction Cost:	\$9.0 million
Exhibit Space (SF):	20,400
Ballroom Space (SF):	4,200
Meeting Space (SF):	2,900



- Opened in spring of 2015. Owned by St. Clair County and operated by third party event and venue management company (ASM Global). The Blue Water Convention Center (BWCC) is the smallest of the 361 venues managed by ASM in terms of event space square footage.
- St. Clair County issued \$9.0 million in General Obligation Limited Tax Bonds for the cost of acquiring, constructing and equipping the BWCC; these bonds are due in annual installments of between \$225,000 and \$490,000 through 2042. The County CVB contributes a maximum of \$200,000 annually to achieve debt service. The project was originally conceived at a higher total cost (\$15.0 million) but cost-saving modifications were made to this design in order to ensure a passing vote.
- Staff comprises one general manager, two hourly event coordinators and one operations manager who oversees four additional hourly employees.
- In a typical year of operation, the BWCC hosts five to six association events (booked by the CVB) and five to six non-local, non-association events (mostly consumer shows booked by BWCC management). Remaining event activity comprises local banquet and social/private events.
- The BWCC operates at a variable annual deficit of approximately \$300,000 to \$400,000 – this is an overperformance of a budgeted \$600,000 annual deficit. This loss is subsidized by the County, which also funds capital repair and replacement efforts at an annual budget of approximately \$20,000. The BWCC accounted for 4,515 city room nights in 2023.
- Overarching public/private development project also included \$10.5 million renovation of the Thomas Edison Inn. This 149-room upscale property now operates as the BWCC's headquarter hotel product under Hilton's upscale DoubleTree brand. The Hilton works closely with BWCC staff and will commit up to 100 rooms for events. Management note the hotel's direct connection to the BWCC is a selling point for non local planners. This is the only hotel property located within a half-mile of the BWCC.
- The BWCC is located approximately two miles north of Downtown Port Huron. Management note that this distance is a challenge for attendees seeking offsite dining and entertainment – it is not walkable and the market does not offer ride share services such as Uber or Lyft. BWCC is currently making an effort to acquire a dedicated shuttle bus to alleviate this challenge.



Lacks connection to Downtown Port Huron



Annual operating deficit offset by economic impact



149-room headquarter hotel

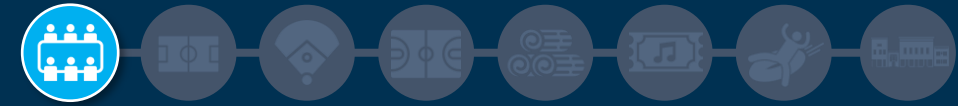


Mix of association, consumers shows, and local events



Leveraging waterfront identity






4 COMPARABLE FACILITIES



MERIDIAN CENTER	
City, State:	Newton, KS
Owner:	City
Operator:	City
Year Opened:	2011
Construction Cost:	\$3.6 million
Exhibit Space (SF):	-
Ballroom Space (SF):	8,000
Meeting Space (SF):	600



- The Meridian Center, constructed for \$3.6 million in 2011, is located in Newton, Kansas and is owned and operated by the City.
- The facility was operated by Kemper Sports Management until the City assumed management in 2020 in order to reduce operating costs, given the negative financial impacts of the Pandemic. In an average operating year, the Center employs four full-time employees in charge of food and beverage, marketing, sales, and general management, as well as 22 part-time employees who are responsible for bartending, cooking, cleaning, and service.
- The facility offers an 8,000-square foot Grand Meridian Ballroom which can be subdivided into five smaller spaces ranging from 800 to 3,000 square feet. Renters can also utilize a 600-square foot private board room with a seated capacity of 20. The Center offers in-house catering services with breakfast, lunch and dinner menu options and has an open catering policy with local caterers in the community.
- The Meridian Center shares a parking lot with, but is not directly connected to, a 68-room Holiday Inn Express & Suites.
- In a typical year of operation, the facility hosts 250 total events. Event activity at the Center is consists of primarily of local corporate events, social events (weddings, banquets, dinners, fundraisers, etc.) and state/regional association events. On average local corporate events account for nearly 70 percent of total event activity, followed by state/regional (20 percent) and social (10 percent). Facility management noted that about half of corporate events come from city businesses and half come from neighboring communities. **Newton's** navigability within the state is a point of interest for association events. Event activity is highest in the Winter and Spring.
- The Meridian Center hosted over 7,000 attendees in 2023. Twenty-eight (28) percent originated from within the city of Newton and 88 percent originated from within the state of Kansas.
- In a recent year of operation, the Meridian Center generated \$524,000 in gross operating revenue and \$523,000 in gross operating expenses, for net operating profit of \$1,000. The facility typically operates near breakeven. It is estimated that Meridian Center has generated between \$3.0 and \$7.5 million in total economic impact for the City of Newton.

-  Subdivisible 8,000 SF ballroom
-  In-house catering for events
-  Primarily hosts local corporate and social events
-  Central location is a draw for non-local events
-  Facility operates near breakeven annually

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.


4 COMPARABLE FACILITIES



VANDYK MORTGAGE CENTER	
City, State:	Muskegon, MI
Owner:	City
Operator:	Parkland / AHC
Year Opened:	2021
Construction Cost:	\$22.0 million
Exhibit Space (SF):	-
Ballroom Space (SF):	16,600
Meeting Space (SF):	3,100



- The VanDyk Mortgage Center is one of the newest convention and event facilities in the state of Michigan. It was constructed for between \$18.0 and \$22.0 million and first opened in 2021. One year prior to this opening, VanDyk Mortgage entered a 10-year, \$1.5 million naming rights agreement with the Center; this revenue was allocated towards the overall construction cost of the facility.
- The selected site required an existing and active municipal road to be abandoned and its major utilities were separated and rerun. The Center was integrated with an existing minor league hockey arena (Trinity Health Arena) and recently refurbished 200-key headquarter hotel. Extensive earth retention systems as well as critical soil grouting for structural support were required on both sides to ensure the existing structures were not compromised. The construction of the Center marked a critical step in the City's plan to rebrand Muskegon as a destination.
- Since its opening in 2021, the Center has been managed by Parkland Properties, a real estate development and hospitality firm specializing in urban and waterfront impact investment. In 2024, Parkland announced that AHC Hospitality will assist their firm in managing the Center, as well as a portfolio of six Muskegon-based hotel properties. The undertaking of additional projects led Parkland to seek third-party management assistance.
- The Center encompasses 37,700 total square feet. The main ballroom comprises 16,600 square feet and can be subdivided into five sections each with overhead projectors and retractable screens; in total, the Center can accommodate up to 13 breakout meeting rooms. Room interiors leverage natural light, including the main ballroom's 26-foot window which overlooks Muskegon's downtown.
- The Center is directly attached to, and shares 10,000 square feet of prefunction space with, a 200-key upscale Delta hotel. This property has a reputation as one of the lakeshore's premier business hotels and offers covered parking, a heated swimming pool and spa and a full-service bar/restaurant. A 140-key upscale Ascend Collection property is also located within a half-mile of the Center.
- In 2023 the VanDyk Mortgage Center hosted approximately 26,000 unique visitors and was visited approximately 38,000 times. It is estimated that in this year 94 percent of total visitors originated from within the state of Michigan, and 95 percent originated from within a three-hour drivetime radius of the Convention Center.

-  Integration with existing arena and business hotel
-  Refurbished 200-key upscale HQ hotel
-  Dual management that also oversees area hotels
-  Natural light in meeting and prefunction spaces
-  95 percent of visitors are within three hours

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



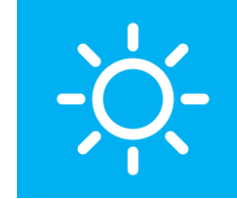
CASE STUDY SUMMARY - COMPARABLE MEETING AND EVENT FACILITIES



Connected or adjacent hotel strongly preferred



Sub-divisibility and flexibility are key



Modern, trend forward spaces



Mix of association, consumers shows, and local events



Leverage unique destination or district



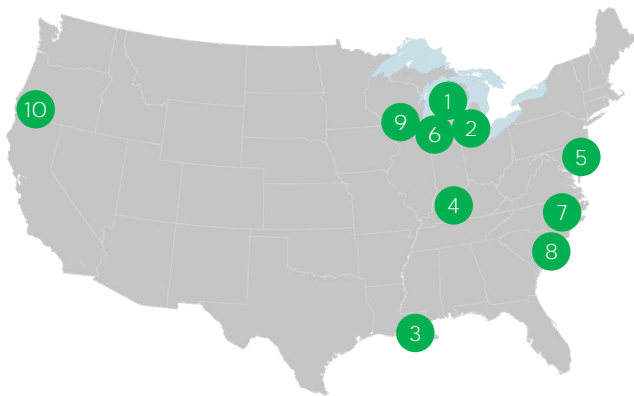
Primarily drive-in traffic from 3 hours - some room nights

4 COMPARABLE FACILITIES



COMPARABLE RECTANGLE FIELD COMPLEXES OVERVIEW

- 12 fields represents standard tournament-quality facility inventory, though smaller facilities offering turf can attract significant activity.
- Turf facilities below are highly utilized, oftentimes resulting in breakeven or surplus financial performances.



Facility Name	Location	Rectangle Fields			Total	Surface Type
		Adult	Youth	Other		
1 Keystone Soccer Complex	Traverse City, MI	8	10	4	22	Grass
2 Sagnia Township Soccer Complex	Saginaw, MI	21	0	0	21	Grass
3 Chappapeela Sports Park	Hammond, LA	7	11	0	18	Grass & Turf
4 Elizabethtown Sports Complex	Elizabethtown, KY	9	3	0	12	Grass & Turf
5 DE Turf	Fredrica, DE	12	0	0	12	Turf
6 Portage Soccer Complex	Portage, MI	9	0	0	9	Grass
7 Rocky Mount Sports Complex	Rocky Mount, NC	6	2	0	8	Grass
8 North Myrtle Beach Park and Sports Complex	Little River, SC	8	0	0	8	Grass
9 Woodside (Dells) Sports Complex	Wisconsin Dells, WI	6	0	0	6	Turf
10 Lithia & Driveway Fields	Medford, OR	5	1	0	6	Turf
AVERAGE		9	3	0	12	
MEDIAN		8	1	0	11	

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE RECTANGLE FIELD COMPLEXES

- South Haven's 30-min market generally less viable than comparable markets
- Wider drive time ranges closer to median of comparison set
- Data not supportive of new rectangle field complex

Population (2024)

		30-min	90-min	180-min
6	Portage, MI	371,985	3,386,727	19,700,926
2	Saginaw, MI	298,961	3,085,746	10,399,703
3	Hammond, LA	258,227	2,788,652	5,893,067
8	Little River, SC	256,614	1,132,751	6,062,999
7	Rocky Mount, NC	199,956	3,190,728	11,239,925
10	Medford, OR	199,560	365,200	1,156,157
5	Fredrica, DE	195,391	2,095,368	23,617,115
4	Elizabethtown, KY	134,191	2,362,341	11,556,144
	South Haven, MI	120,553	2,970,584	19,291,179
1	Traverse City, MI	118,671	424,551	3,765,583
9	Wisconsin Dells, WI	75,445	1,398,894	10,573,952
	Average	210,900	2,023,100	10,396,600
	Rank (out of 11)	9	4	3

Median Household Income

		30-min	90-min	180-min
5	Fredrica, DE	\$79,265	\$87,979	\$98,961
1	Traverse City, MI	\$79,180	\$66,293	\$67,678
10	Medford, OR	\$71,048	\$65,438	\$64,341
3	Hammond, LA	\$70,921	\$62,468	\$59,692
6	Portage, MI	\$70,619	\$72,848	\$75,996
8	Little River, SC	\$66,403	\$61,843	\$68,231
4	Elizabethtown, KY	\$63,159	\$66,955	\$73,230
9	Wisconsin Dells, WI	\$62,963	\$78,657	\$82,447
	South Haven, MI	\$60,254	\$72,047	\$78,035
2	Saginaw, MI	\$59,290	\$77,127	\$71,422
7	Rocky Mount, NC	\$53,836	\$77,852	\$73,192
	Average	\$67,700	\$71,700	\$73,500
	Rank (out of 11)	9	6	3

Number of Businesses

		30-min	90-min	180-min
3	Hammond, LA	12,378	127,113	245,454
6	Portage, MI	13,435	117,600	688,559
2	Saginaw, MI	11,232	116,077	361,670
8	Little River, SC	10,382	44,899	222,771
10	Medford, OR	9,241	15,532	47,923
5	Fredrica, DE	8,142	87,553	884,061
7	Rocky Mount, NC	7,257	118,914	392,632
1	Traverse City, MI	6,574	20,355	138,143
	South Haven, MI	5,009	101,287	676,094
4	Elizabethtown, KY	4,438	90,654	403,890
9	Wisconsin Dells, WI	3,658	55,925	401,534
	Average	8,700	79,500	378,700
	Rank (out of 11)	9	5	3

Entertainment/Recreation Spending (in \$000s)

		30-min	90-min	180-min
2	Saginaw, MI	\$409,171	\$5,134,036	\$15,548,091
6	Portage, MI	\$548,038	\$4,792,987	\$30,689,572
8	Little River, SC	\$397,441	\$1,606,287	\$8,578,467
3	Hammond, LA	\$344,720	\$3,668,941	\$7,406,836
10	Medford, OR	\$279,829	\$516,563	\$1,581,690
5	Fredrica, DE	\$269,512	\$3,619,339	\$44,792,121
7	Rocky Mount, NC	\$229,613	\$5,106,519	\$16,738,803
1	Traverse City, MI	\$205,309	\$645,867	\$5,257,337
4	Elizabethtown, KY	\$170,889	\$3,291,350	\$16,957,905
	South Haven, MI	\$167,778	\$4,145,652	\$30,621,682
9	Wisconsin Dells, WI	\$98,575	\$2,303,976	\$17,485,116
	Average	\$295,300	\$3,068,600	\$16,503,600
	Rank (out of 11)	10	4	3

Fees for Participant Sports on Trips (in \$000s)

		30-min	90-min	180-min
2	Saginaw, MI	\$4,290	\$55,057	\$164,395
6	Portage, MI	\$5,839	\$50,680	\$327,568
8	Little River, SC	\$3,912	\$15,262	\$83,876
3	Hammond, LA	\$3,534	\$36,592	\$72,788
10	Medford, OR	\$2,969	\$5,333	\$16,182
5	Fredrica, DE	\$2,780	\$38,972	\$497,946
1	Traverse City, MI	\$2,231	\$6,456	\$54,250
7	Rocky Mount, NC	\$2,201	\$51,457	\$169,544
4	Elizabethtown, KY	\$1,757	\$34,082	\$175,562
	South Haven, MI	\$1,653	\$43,815	\$327,616
9	Wisconsin Dells, WI	\$1,007	\$24,615	\$190,142
	Average	\$3,100	\$31,900	\$175,200
	Rank (out of 11)	10	4	2

Attended Sporting Event (last 12 months)

		30-min	90-min	180-min
6	Portage, MI	48,696	435,239	2,480,543
2	Saginaw, MI	36,074	411,135	1,318,145
3	Hammond, LA	32,067	332,664	693,292
8	Little River, SC	31,758	137,151	750,714
10	Medford, OR	24,592	44,325	144,110
5	Fredrica, DE	24,316	271,914	3,101,324
7	Rocky Mount, NC	22,314	412,225	1,431,263
4	Elizabethtown, KY	16,746	299,503	1,477,782
1	Traverse City, MI	16,028	52,945	477,090
	South Haven, MI	13,750	376,398	2,440,387
9	Wisconsin Dells, WI	9,329	192,783	1,386,403
	Average	26,200	259,000	1,326,100
	Rank (out of 11)	10	4	3

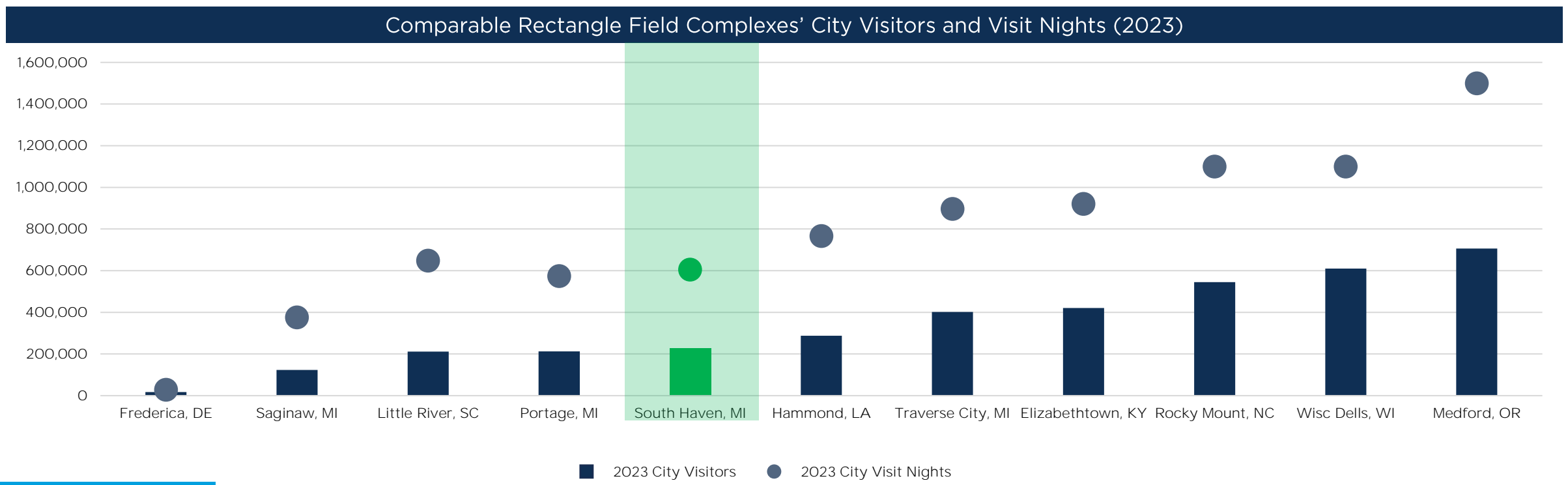
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COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE RECTANGLE FIELD COMPLEXES

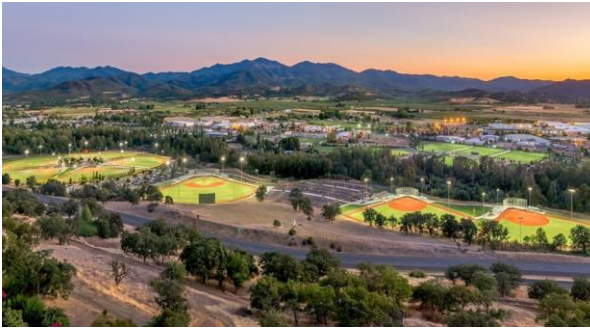
- South Haven does not have same level of tourism as other cities with tournament-quality rectangle field complex



4 COMPARABLE FACILITIES



LITHIA & DRIVEWAY FIELDS	
City, State:	Medford, OR
Owner:	City
Operator:	City
Year Opened:	2007
Construction Cost:	\$49.2 million
Fields (Rectangle):	6
Fields (Diamond):	10
Playing Surface:	Turf



- Located in Medford, Oregon, Lithia & Driveway Fields is a 132-acre sports complex owned and operated by the City of Medford. The facility features 10 diamond fields (three full-size baseball, seven softball) and six multi-sport rectangle fields, including a 1,300-seat championship field, all of which are surfaced with FieldTurf synthetic grass. Developed in four phases since its opening in 2007, the latest addition was completed in 2015.
- In 2023, the facility hosted 41 tournaments, accommodating 1,716 teams, including 775 teams from outside the greater Rogue Valley, contributing to an estimated 220,300 park visits.
- The rental rates for fields range from \$20-\$25 per game for diamond fields and \$30-\$40 per hour for multi-use rectangle fields, with an additional \$15 per hour for lighting.
- The economic impact of Lithia & Driveway Fields is significant, generating over \$11.7 million in 2023 alone (the fourth-best output in the park's history).
- The complex welcomed more than 110,000 unique visitors in 2023. Visitors largely originate from within the state of Oregon (79 percent of visitors) and neighboring states including California (15 percent of visitors) Nevada and Washington. Top visitor demographic in 2023 was "Golden Year Guardians."
- One of the largest events held at the park is the Rogue Memorial Challenge youth soccer tournament, which, along with the City's annual baseball tournament, produced a \$1.5 million economic impact over Memorial Day weekend (361 teams were hosted at the complex in conjunction with these events).
- The park hosted approximately 53 tournament events in 2024.
- The park has partnered with Legacy Sports to host four annual fastpitch softball tournaments, each supporting 142 teams. It also serves as the home for the Rogue Valley Timbers, Oregon's largest youth soccer club.
- In 2021, Lithia Motors and its subsidiary, Driveway, reached a five-year, \$725,000 naming rights deal with the complex.
- The development and ongoing operations of Lithia & Driveway Fields are funded through a combination of bonds, transient lodging tax, car rental tax, and park utility fee proceeds.



Multifield complex with diamond and rectangle fields



Phased project development



Championship field with 1,300 seats



Draws teams from nearby California markets



Five-year naming rights deal worth \$725,000

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.

4 COMPARABLE FACILITIES



PORTAGE SOCCER COMPLEX	
City, State:	Portage, MI
Owner:	Portage Soccer Club
Operator:	Portage Soccer Club
Year Opened:	2002
Construction Cost:	NA
Fields (Rectangle):	9
Fields (Diamond):	-
Playing Surface:	Natural Grass



- Owned and operated by the Portage Soccer Club, who acquired the land and received a site approval plan from the city of Portage in 1999. Groundbreaking occurred one year later, after which the property was mass graded and irrigation/drainage systems and fencing/gates were installed. Construction of a concessions/storage building and parking lot pavement were completed in 2001. The facility first opened in 2002.
- The Soccer Complex spans 37 acres and offers nine-full size natural grass fields.
- Portable goal frames (small and mid-size options) and corner flags are stored on site. A pavilion complex located on the south end of the fields offers bathroom and concessions facilities.
- A volunteer maintenance crew maintains field surface quality (mowing, striping, sprinkler system repair, seeding) and facilities (building and equipment maintenance, net repair) at both the Portage Soccer Complex and a secondary practice facility, which is also owned by the club. These services equate to annual expense of approximately \$50,000 and help to reduce fees for club participants.
- Over 35,000 unique visitors traveled to the Soccer Complex in 2023. Nearly all visitation occurred between April and October.
- Two annually occurring soccer tournaments are major attendance drivers for the facility;
 - The PK Classic - a two-day tournament which attracted more than 10,000 unique visitors to the facility in August 2023.
 - The KISS tournament - a Memorial Day tournament which attracted 11,100 unique visitors across three days in 2023.
 - Both tournaments also leverage fields at the River Oaks Soccer Complex, which is also located on the fringes of Kalamazoo (in Galesburg, MI).
- A vast majority of visitation originates within a one-hour drivetime of the facility, specifically players and spectators from Kalamazoo and Grand Rapids.

-  Nine full-size, natural grass fields
-  Club owned and operated
-  Volunteer maintenance crew
-  Hosts two major, annually reoccurring tournaments
-  Not pulling in out-of-region visitors

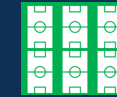
4 COMPARABLE FACILITIES



WOODSIDE SPORTS COMPLEX	
City, State:	Wisconsin Dells, WI
Owner:	Private
Operator:	Woodside Sports
Year Opened:	2015
Construction Cost:	NA
Fields (Rectangle):	6
Fields (Diamond):	4
Playing Surface:	Synthetic Turf



- Woodside Sports Complex, located in Wisconsin Dells, Wisconsin, features six synthetic turf multi-purpose fields, four synthetic turf baseball/softball fields, and two grass/sod fields, providing a versatile environment for various sports including baseball, softball, and soccer.
- The complex also includes six batting cages, a full concession stand, a retail area offering sports merchandise, and a VIP viewing area for a premium spectator experience.
- The cost to rent a field for one hour is \$250, and teams must provide their own umpires or referees and supply balls for individual games.
- Metal spikes are not allowed on the fields, and each baseball field will have a clay mound until May 1st, depending on weather conditions.
- The complex reserves the right to charge for parking and/or admissions, offering additional revenue opportunities for event organizers.
- Woodside Sports also operates two other venues in the area: Mauston Sports Complex and Dells Dome. Mauston Sports Complex offers eight synthetic turf diamond fields while the Dells Dome is a 90,000-square foot dome that can be programmed with turf or sports court depending on the event.
- In 2023, the Complex was visited approximately 138,000 times by nearly 76,000 unique visitors. Fifteen (15) percent of visitors originated from outside a three-hour drivetime radius of the complex.
- The Rush WI Spring Classic, an annually reoccurring youth soccer tournament at the complex, was the largest event hosted at Woodside in 2023, attracting approximately 18,000 players and spectators over a two day weekend. This tournament drove significant visitation to area attractions, restaurants and hotel/resorts - nearly 36 percent of attendees traveling three or more hours to participate in the tournament also visited the proximate Wilderness Resort and Hotel, and 23 percent visited the area's outlet mall during the tournament weekend. Other similarly impactful tournaments occur on a consistent basis at the complex between April and October.



Six full-size synthetic turf rectangle fields



VIP viewing deck above concession area



Works in tandem with two other area complexes



Critical revenue drivers include rentals, admissions



Drives visitation to area attractions, retail and dining

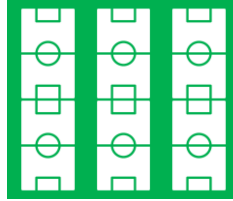
Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



CASE STUDY SUMMARY - COMPARABLE RECTANGLE FIELD COMPLEXES



Championship field
enhances appeal



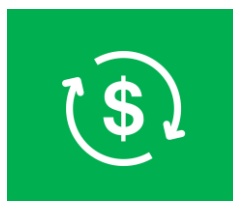
Synthetic turf at true
tournament facilities



Tournament venues
investing in hospitality



Surprisingly limited
non-local draws



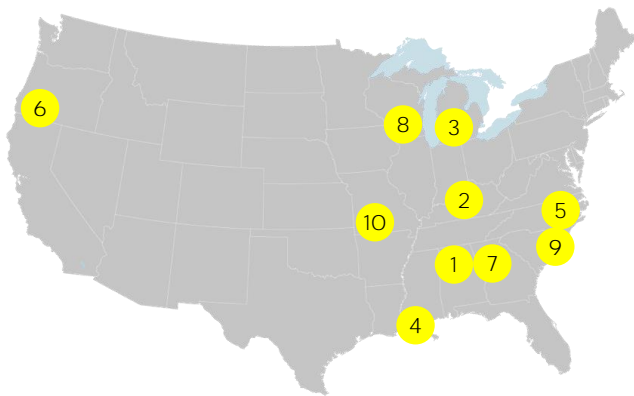
Critical revenue drivers
include rentals, admissions

4 COMPARABLE FACILITIES



COMPARABLE DIAMOND FIELD COMPLEXES OVERVIEW

- 10 fields represents standard tournament-quality facility inventory.
- Successful facilities often have portable mounds and fences, with adjustable base paths.
- Turf facilities below are highly utilized, oftentimes resulting in breakeven or surplus financial performances.



Facility Name	Location	Baseball Fields		Softball Fields		Total
		Adult	Youth	Adult	Youth	
1 Florence Sportsplex	Florence, AL	1	4	8	0	13
2 Elizabethtown Sports Complex	Elizabethtown, KY	2	4	2	4	12
3 Kohn Sports Complex	Stevensville, MI	1	1	1	8	11
4 Chappapeela Sports Park	Hammond, LA	2	4	2	4	12
5 Rocky Mount Sports Complex	Rocky Mount, NC	0	6	5	0	11
6 Lithia & Driveway Fields	Medford, OR	3	0	5	2	10
7 LakePoint Sports	Emerson, GA	8	0	0	0	8
8 Woodside Sports Complex	Mauston, WI	4	4	0	0	8
9 North Myrtle Beach Park and Sports Complex	Little River, SC	0	0	2	4	6
10 Branson RecPlex	Branson, MO	0	0	2	2	4
AVERAGE		2	2	3	2	10
MEDIAN		2	3	2	2	11

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON – COMPARABLE DIAMOND FIELD COMPLEXES

- South Haven’s 30-minute market falls just short of comparison set’s median
- Broader drive range is more favorable
- Data suggest moderate potential for outdoor diamond complex

Population (2024)

	30-min	90-min	180-min
7 Emerson, GA	679,513	7,378,604	15,051,681
4 Hammond, LA	258,227	2,788,652	5,893,067
9 Little River, SC	256,614	1,132,751	6,062,999
5 Rocky Mount, NC	199,956	3,190,728	11,239,925
6 Medford, OR	199,560	365,200	1,156,157
3 Stevensville, MI	142,021	3,715,717	20,469,042
2 Elizabethtown, KY	134,191	2,362,341	11,556,144
1 Florence, AL	129,902	1,045,721	7,830,678
South Haven, MI	120,553	2,970,584	19,291,179
10 Branson, MO	65,842	785,620	3,200,321
8 Mauston, WI	46,535	1,315,507	9,619,159
Average	211,200	2,408,100	9,207,900
Rank (out of 11)	9	4	2

Median Household Income

	30-min	90-min	180-min
7 Emerson, GA	\$99,298	\$85,830	\$76,009
6 Medford, OR	\$71,048	\$65,438	\$64,341
4 Hammond, LA	\$70,921	\$62,468	\$59,692
9 Little River, SC	\$66,403	\$61,843	\$68,231
3 Stevensville, MI	\$65,280	\$67,308	\$78,202
8 Mauston, WI	\$63,373	\$77,934	\$80,408
2 Elizabethtown, KY	\$63,159	\$66,955	\$73,230
South Haven, MI	\$60,254	\$72,047	\$78,035
1 Florence, AL	\$58,783	\$63,517	\$69,312
10 Branson, MO	\$58,172	\$58,124	\$58,879
5 Rocky Mount, NC	\$53,836	\$77,852	\$73,192
Average	\$67,000	\$68,700	\$70,100
Rank (out of 11)	8	4	3

Number of Businesses

	30-min	90-min	180-min
7 Emerson, GA	29,401	262,133	517,028
4 Hammond, LA	12,378	127,113	245,454
9 Little River, SC	10,382	44,899	222,771
6 Medford, OR	9,241	15,532	47,923
5 Rocky Mount, NC	7,257	118,914	392,632
3 Stevensville, MI	5,923	120,497	715,638
South Haven, MI	5,009	101,287	676,094
1 Florence, AL	4,813	35,086	256,109
2 Elizabethtown, KY	4,438	90,654	403,890
10 Branson, MO	3,556	31,293	118,986
8 Mauston, WI	2,381	53,072	356,310
Average	9,000	89,900	327,700
Rank (out of 11)	7	5	2

Entertainment/Recreation Spending (in \$000s)

	30-min	90-min	180-min
7 Emerson, GA	\$1,170,696	\$11,914,654	\$22,418,095
9 Little River, SC	\$397,441	\$1,606,287	\$8,578,467
4 Hammond, LA	\$344,720	\$3,668,941	\$7,406,836
6 Medford, OR	\$279,829	\$516,563	\$1,581,690
5 Rocky Mount, NC	\$229,613	\$5,106,519	\$16,738,803
3 Stevensville, MI	\$206,394	\$4,888,871	\$32,367,684
2 Elizabethtown, KY	\$170,889	\$3,291,350	\$16,957,905
South Haven, MI	\$167,778	\$4,145,652	\$30,621,682
1 Florence, AL	\$161,185	\$1,409,504	\$11,153,631
10 Branson, MO	\$81,481	\$936,573	\$3,858,119
8 Mauston, WI	\$61,767	\$2,178,030	\$15,498,828
Average	\$310,400	\$3,551,700	\$13,656,000
Rank (out of 11)	8	4	2

Fees for Participant Sports on Trips (in \$000s)

	30-min	90-min	180-min
7 Emerson, GA	\$12,474	\$124,273	\$228,192
9 Little River, SC	\$3,912	\$15,262	\$83,876
4 Hammond, LA	\$3,534	\$36,592	\$72,788
6 Medford, OR	\$2,969	\$5,333	\$16,182
5 Rocky Mount, NC	\$2,201	\$51,457	\$169,544
3 Stevensville, MI	\$2,161	\$50,914	\$346,178
2 Elizabethtown, KY	\$1,757	\$34,082	\$175,562
South Haven, MI	\$1,653	\$43,815	\$327,616
1 Florence, AL	\$1,630	\$13,745	\$112,132
10 Branson, MO	\$817	\$9,461	\$37,959
8 Mauston, WI	\$608	\$23,149	\$167,619
Average	\$3,200	\$36,400	\$141,000
Rank (out of 11)	8	4	2

Attended Sporting Event (last 12 months)

	30-min	90-min	180-min
7 Emerson, GA	93,699	958,122	1,911,963
4 Hammond, LA	32,067	332,664	693,292
9 Little River, SC	31,758	137,151	750,714
6 Medford, OR	24,592	44,325	144,110
5 Rocky Mount, NC	22,314	412,225	1,431,263
3 Stevensville, MI	17,518	445,776	2,590,807
2 Elizabethtown, KY	16,746	299,503	1,477,782
1 Florence, AL	16,298	129,574	980,073
South Haven, MI	13,750	376,398	2,440,387
10 Branson, MO	8,118	98,190	391,637
8 Mauston, WI	5,699	181,031	1,263,044
Average	26,900	303,900	1,163,500
Rank (out of 11)	9	4	2

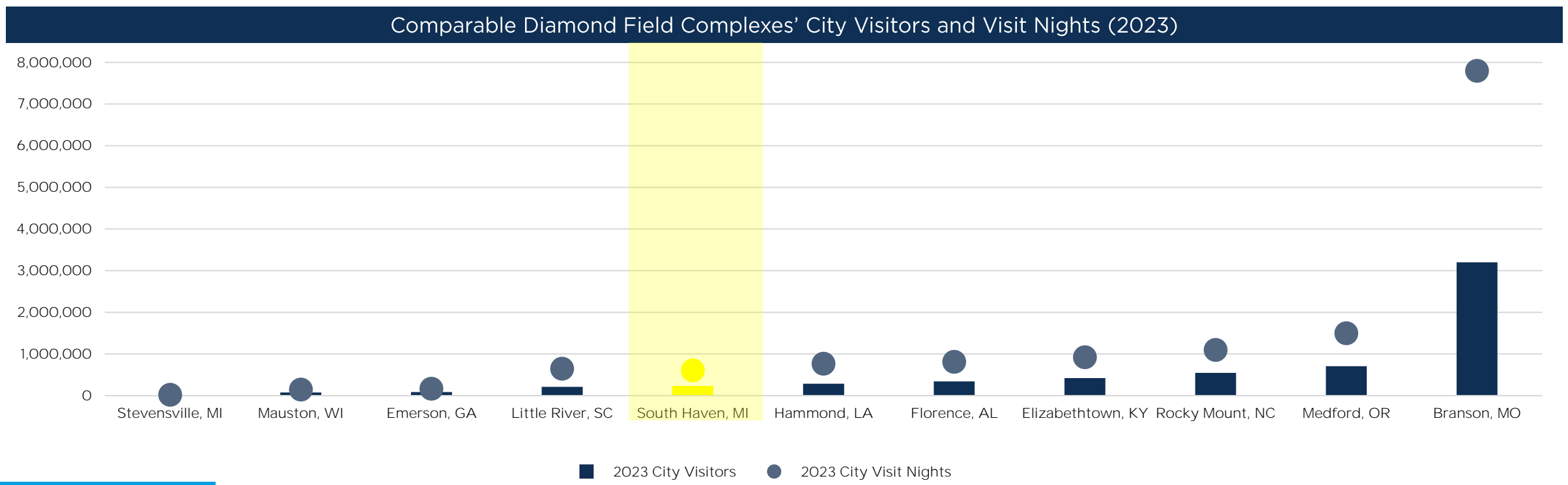
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COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE DIAMOND FIELD COMPLEXES

- South Haven's tourism base somewhat short of comparison set's median
- Tournament-quality facilities often in successful summertime leisure markets



4 COMPARABLE FACILITIES



LAKEPOINT SPORTS	
City, State:	Emerson, GA
Owner:	Rimrock Capital
Operator:	LakePoint Sports
Year Opened:	2014
Construction Cost:	NA
Fields (Rectangle):	3
Fields (Diamond):	8
Playing Surface:	Synthetic Turf



- LakePoint Sports is a multipurpose sports facility in Emerson, Georgia. The facility is owned by Rimrock Capital Management and is operated by LakePoint Sports. Opening in 2014, LakePoint Sports spans 1,300 acres and is equipped to host over 30 sports year-round including baseball, basketball, volleyball, soccer, lacrosse, football, gymnastics, and cheer. With both indoor and outdoor sports facilities, hotels, restaurants, offices, living, and other developments, the development cost of the entire private campus was estimated at approximately \$1 billion.
- The outdoor facilities consist of eight full-size adult baseball fields, 10 pro-regulation sand volleyball courts, a three-lake wake park, and three multipurpose rectangular fields. Both the baseball and rectangular fields offer Shaw Sports synthetic turf, designed to accurately imitate the bounce of the ball off of real dirt and grass. The rectangular fields are all equipped with Musco LED lighting.
- The sand volleyball complex includes on-site showers and bathrooms and a cooling area for participants, Musco LED lights, and a state-of-the-art electronic scoreboard and tournament tracker for the players. There is a full-service concession stand and shade under a two-level permanent cabana. The campus' Terminus Wake Park consists of two full-sized cable lakes and a smaller, training-oriented cable lake. An inflatable aqua park can be added as an obstacle course on the water.
- The 170,000-square foot indoor facility offers 12 hardwood basketball courts that can be converted into 24 volleyball courts, each with digital scoreboards. Nine combinable meeting rooms can accommodate corporate events, conventions and trade shows. The indoor facility also offers a food court and mezzanine-level seating.
- LakePoint Sports hosted nearly 560,000 unique visitors in 2023, a relatively significant increase compared to the previous two years (508,000 in 2022 and 519,000 in 2021). Visitor base is affluent; average annual income for attendees is \$142,000 and the top mosaic demographics among campus visitors include "Flourishing Families" and "Power Elite". While 60 percent of visitors originate from within the state of Georgia, tournaments at LakePoint attract a significant number of participants from Tennessee, Alabama, Florida and North and South Carolina.
- Utilization is highest in the summer; nearly half (45 percent) of total 2023 visitation occurred in May, June and July.



Indoor and outdoor sports campus concept



State-of-the-industry surfaces, lighting, and more



Affluent and established visitor base



Peak utilization occurs in the summer



Events at LakePoint have large regional draw

4 COMPARABLE FACILITIES



ELIZABETHTOWN SPORTS PARK	
City, State:	Elizabethtown, KY
Owner:	City
Operator:	SFC (private)
Year Opened:	2012
Construction Cost:	\$44.6 million
Fields (Rectangle):	13
Fields (Diamond):	14
Playing Surface:	Synthetic & Natural



- The Elizabethtown Sports Park in Elizabethtown, Kentucky opened in 2012 and is owned by the city of Elizabethtown. Third party management firm Sports Facilities Companies (SFC) is responsible for day-to-day operations of the facility.
- The construction cost of this development totaled approximately \$31.0 million and was financed through a city restaurant tax assessed at two percent within the City limits. In 2014, the restaurant tax collected exceeded the \$1.0 million originally projected—reaching nearly \$2.7 million—allowing the City to cover the debt obligation and fund an escrow account for future capital improvements.
- The Sports Park is situated on 158 acres of land and offers three quads for baseball, softball and fast pitch. Out of the 12 synthetic turf, lit diamonds, six contain standard turf baseball infields. There is an additional diamond field, the Cecilian Bank Miracle Field for adapted play.
- Elizabethtown Sports Park also caters to soccer, lacrosse, football and field hockey organizations with 12 natural turf fields. An additional two synthetic turf fields are on site and provide playing spaces for championship games.
- The facility hosts youth and adult leagues for flag football, baseball, softball, soccer and kickball. The facility includes additional non sports amenities such as three large pavilions for ceremonies, events and meetings. Free Wi-Fi is offered throughout the park, in addition to three miles of multi-model paths and a plaza for vendors.
- In 2023, the Sports Park was visited by more than 170,000 unique visitors, slightly lower than attendance levels observed in 2022 (193,200) and 2021 (193,700). Attendance was largely driven by major tournaments occurring between March and July. This coincides with Ripken Baseball's recent partnership with the complex to create The Ripken Experience™ Elizabethtown, comprising multiple one- to two-week long tournaments per year at the Sports Park.
- The Sports Park's central location within the state of Kentucky positions the complex to attract sports participants from regional states including Ohio (10 percent of total visits in 2023) and Indiana (nine percent).
- It is estimated that the Sports Park has generated approximately \$150 million in direct economic impact over the last decade.



Multifield complex with diamond and rectangle fields



Two championship fields with fixed spectator seating



Two percent restaurant tax to fund development



Partnership with major tournament producer(s)



Central location attracts regional participation

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.

4 COMPARABLE FACILITIES



KOHNSPORTS COMPLEX	
City, State:	Stevensville, MI
Owner:	City
Operator:	City
Year Opened:	NA
Construction Cost:	NA
Fields (Rectangle):	-
Fields (Diamond):	11
Playing Surface:	Natural Grass



- The Kohn Sports Complex, also known as the Lakeshore Youth Baseball & Softball Complex, is part of a larger, 80-acre multisport facility development south of the Lakeshore High School in Stevensville, MI. The land is owned by the Lincoln Charter Township's Parks and Recreation department.
- The baseball/softball-dedicated north end of the park comprises 11 fields including two baseball (two full-size, one youth) and nine softball (one full-size, eight youth) diamonds. The facility abuts the High School's full-size baseball diamond. The baseball/softball area also offers restrooms, a concession area, a small playground area, and an indoor batting/practice facility. Additional ADA bathrooms were added to the complex in 2022.
- The south end of the park is also known as the Lakeshore Youth Soccer Complex and is home to the Southwest Michigan Soccer (SWM Rec). The complex includes fields of various sizes, a restroom/concession stand, a small playground, and 600 feet of non-motorized trail. The fields are also used to host three annually reoccurring LAX tournaments a year which attract approximately 60-70 teams per tournament. The Township has considered plans to add two additional lacrosse fields in the near term.
- An artificial turf game field (football) with lighting and seating for 400 was constructed between the baseball/softball and soccer complexes in 2017. This field, and its two adjacent natural grass practice fields are operated by the Lakeshore Rocket Football Association.
- The Kohn Sports Complex is home to the Lake Shore Youth Baseball & Softball Association (LYBSA) which hosts approximately six annual tournaments at the facility. It is estimated that on average, these tournaments attract 80 to 95 teams and collectively generate approximately \$30,000 to \$40,000 in revenue – a critical driver for capital repair and replacement costs at the complex.
- In 2023 the baseball/softball complex was visited over 122,000 times by nearly 37,000 unique attendees. Tournament activity drove large spikes in attendance (as high as 5,500 in one day) throughout the Summer. Approximately 4.8 percent of attendees originated from outside a three-hour drivetime radius of the complex.



Multi-sport
80-acre outdoor
complex



Indoor batting/
practice facility
on site



Houses city's
youth baseball/
softball association



Tournaments are
key revenue driver,
fund capital costs



Attendees largely
originate within
three hours

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



CASE STUDY SUMMARY – COMPARABLE DIAMOND FIELD COMPLEXES

*



State of the industry amenities: adjustable base paths, portable fences, mix of synthetic and natural, and championship fields



State-of-the-industry surfaces, lighting, and more



Benefit from Indoor batting/ practice facility on site



Tournaments are key revenue driver, fund capital costs



Affluent and established visitor base



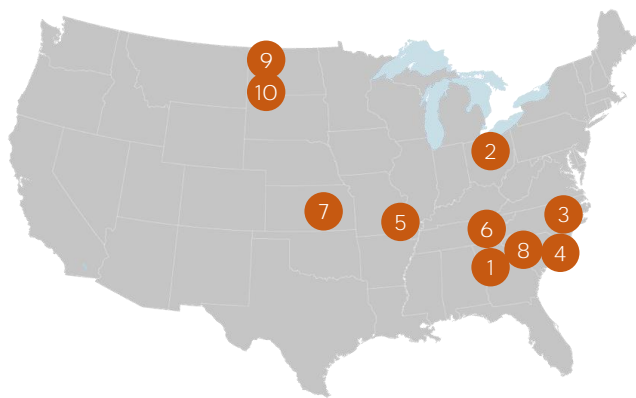
Larger regional draw than rectangle field facilities

4 COMPARABLE FACILITIES



COMPARABLE INDOOR COURT COMPLEXES OVERVIEW

- Eight courts represents standard tournament-quality facility inventory.
- Many facilities in sample are part of a larger complex offering indoor turf, outdoor rectangle and/or outdoor diamond fields.
- Costs of developing indoor sports facilities have increased substantially in recent years.



Facility Name	Location	Courts		Other
		Basketball	Volleyball	
1 LakePoint Sports	Emerson, GA	12	24	8 outdoor diamond fields, multipurpose fields
2 Cedar Point Sports Center	Sandusky, OH	10	18	Championship court, entertainment center, event space
3 Rocky Mount Event Center	Rocky Mount, NC	8	16	Championship court, meeting and event space
4 Myrtle Beach Sports Center	Myrtle Beach, SC	8	16	4 multipurpose rooms, café, elevated mezzanine
5 Cape Sportsplex	Cape Girardeau, MO	6	12	2 indoor turf fields, meeting room, concessions
6 Rocky Top Sports World	Gatlinburg, TN	6	12	7 outdoor turf fields, indoor/outdoor grill, team rooms
7 Salina Fieldhouse	Salina, KS	6	8	Indoor turf field, batting cage
8 Upward Star Center	Spartanburg, SC	6	12	2 full-size outdoor turf fields
9 Williston ARC	Williston, ND	4	4	200m indoor track, indoor turf field, fitness areas
10 West River Community Center	Dickinson, ND	4	4	Indoor walking track, indoor pool, fitness areas
AVERAGE		7	13	
MEDIAN		6	12	

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE INDOOR COURT COMPLEXES

- South Haven's 30-minute drivetime largely aligns with population base of comparable markets
- 3-hour drivetime is strongest of comparison set
- South Haven does have a lower income, suggesting lower price potential at indoor facility

Population (2024)

		30-min	90-min	180-min
1	Emerson, GA	679,513	7,378,604	15,051,681
8	Spartanburg, SC	654,050	3,558,296	16,386,720
4	Myrtle Beach, SC	300,213	821,823	4,861,357
3	Rocky Mount, NC	199,956	3,190,728	11,239,925
2	Sandusky, OH	153,500	3,891,064	17,640,095
	South Haven, MI	120,553	2,970,584	19,291,179
5	Cape Girardeau, MO	98,930	788,475	6,420,590
7	Salina, KS	71,225	946,213	4,507,063
6	Gatlinburg, TN	40,895	1,145,848	5,916,711
10	Dickinson, ND	34,966	142,388	426,659
9	Williston, ND	34,862	83,729	268,537
	Average	226,800	2,194,700	8,271,900
	Rank (out of 11)	6	5	1

Median Household Income

		30-min	90-min	180-min
1	Emerson, GA	\$99,298	\$85,830	\$76,009
9	Williston, ND	\$87,855	\$83,541	\$80,539
10	Dickinson, ND	\$85,441	\$79,304	\$80,163
8	Spartanburg, SC	\$70,854	\$66,852	\$73,118
2	Sandusky, OH	\$70,019	\$66,225	\$70,657
5	Cape Girardeau, MO	\$65,914	\$61,310	\$65,974
4	Myrtle Beach, SC	\$65,615	\$60,679	\$64,461
7	Salina, KS	\$63,509	\$63,395	\$72,434
6	Gatlinburg, TN	\$60,627	\$65,216	\$62,577
	South Haven, MI	\$60,254	\$72,047	\$78,035
3	Rocky Mount, NC	\$53,836	\$77,852	\$73,192
	Average	\$72,300	\$71,000	\$71,900
	Rank (out of 11)	10	5	3

Number of Businesses

		30-min	90-min	180-min
1	Emerson, GA	29,401	262,133	517,028
8	Spartanburg, SC	25,171	134,295	593,941
4	Myrtle Beach, SC	12,614	30,473	171,615
3	Rocky Mount, NC	7,257	118,914	392,632
2	Sandusky, OH	6,336	145,952	629,711
	South Haven, MI	5,009	101,287	676,094
5	Cape Girardeau, MO	4,167	28,822	231,646
7	Salina, KS	3,339	40,848	180,618
6	Gatlinburg, TN	2,973	40,016	201,649
9	Williston, ND	1,800	4,595	14,725
10	Dickinson, ND	1,757	8,353	22,953
	Average	9,500	81,400	295,700
	Rank (out of 11)	6	5	1

Entertainment/Recreation Spending (in \$000s)

		30-min	90-min	180-min
1	Emerson, GA	\$1,170,696	\$11,914,654	\$22,418,095
8	Spartanburg, SC	\$935,891	\$5,005,136	\$24,562,098
4	Myrtle Beach, SC	\$456,243	\$1,155,681	\$6,535,523
3	Rocky Mount, NC	\$229,613	\$5,106,519	\$16,738,803
2	Sandusky, OH	\$222,258	\$5,793,164	\$26,626,869
	South Haven, MI	\$167,778	\$4,145,652	\$30,621,682
5	Cape Girardeau, MO	\$125,215	\$1,000,467	\$9,034,809
7	Salina, KS	\$92,081	\$1,229,179	\$6,619,840
9	Williston, ND	\$58,145	\$134,085	\$424,197
10	Dickinson, ND	\$54,735	\$230,264	\$682,364
6	Gatlinburg, TN	\$49,192	\$1,606,991	\$7,944,607
	Average	\$339,400	\$3,317,600	\$12,158,700
	Rank (out of 11)	6	5	1

Fees for Participant Sports on Trips (in \$000s)

		30-min	90-min	180-min
1	Emerson, GA	\$12,474	\$124,273	\$228,192
8	Spartanburg, SC	\$9,701	\$49,836	\$247,693
4	Myrtle Beach, SC	\$4,530	\$10,723	\$62,961
2	Sandusky, OH	\$2,369	\$61,752	\$282,975
3	Rocky Mount, NC	\$2,201	\$51,457	\$169,544
	South Haven, MI	\$1,653	\$43,815	\$327,616
5	Cape Girardeau, MO	\$1,319	\$10,069	\$92,476
7	Salina, KS	\$991	\$12,799	\$69,973
10	Dickinson, ND	\$568	\$2,405	\$7,077
9	Williston, ND	\$566	\$1,347	\$4,341
6	Gatlinburg, TN	\$483	\$16,281	\$78,063
	Average	\$3,500	\$34,100	\$124,300
	Rank (out of 11)	6	5	1

Attended Sporting Event (last 12 months)

		30-min	90-min	180-min
1	Emerson, GA	93,699	958,122	1,911,963
8	Spartanburg, SC	84,724	451,102	2,084,062
4	Myrtle Beach, SC	37,548	96,828	589,379
3	Rocky Mount, NC	22,314	412,225	1,431,263
2	Sandusky, OH	19,381	489,686	2,244,218
	South Haven, MI	13,750	376,398	2,440,387
5	Cape Girardeau, MO	13,089	98,039	786,094
7	Salina, KS	8,831	118,583	573,660
6	Gatlinburg, TN	4,756	147,982	739,732
10	Dickinson, ND	4,542	18,301	53,989
9	Williston, ND	4,188	10,070	33,504
	Average	29,300	280,100	1,044,800
	Rank (out of 11)	6	5	1

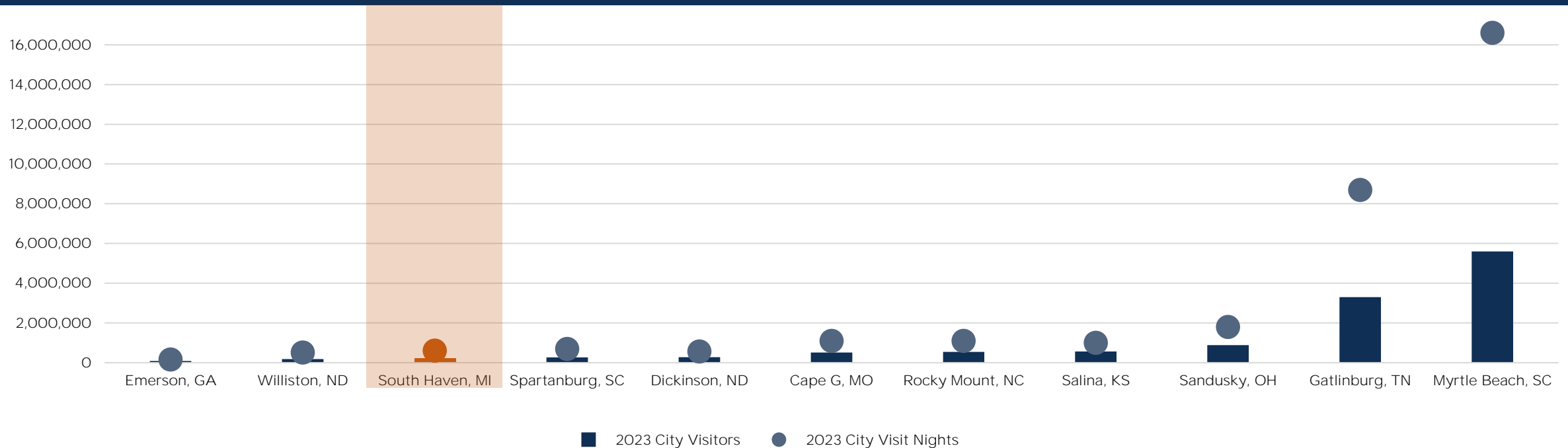
4 COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE INDOOR COURT COMPLEXES

- South Haven's tourism base among smallest of comparison set
- Many facilities are located in warmer destinations with year-round tourism

Comparable Indoor Court Complexes' City Visitors and Visit Nights (2023)

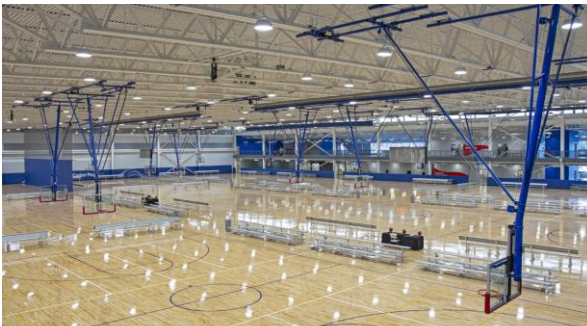
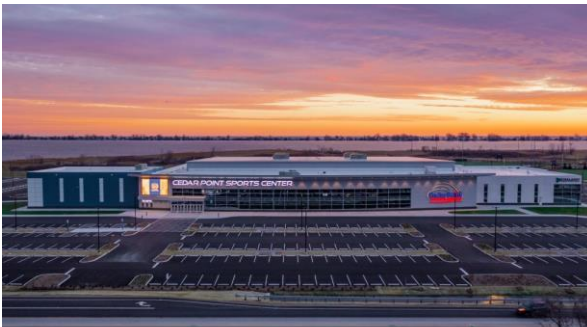


4 COMPARABLE FACILITIES



CEDAR POINT SPORTS CENTER

City, State:	Sandusky, OH
Owner:	Cedar Point Fair
Operator:	SFC
Year Opened:	2020
Construction Cost:	\$47.2 million
Courts (Basketball):	10
Courts (Volleyball):	18
Indoor Turf (SF):	-



- The Cedar Point Sports Center in Sandusky, Ohio opened in January of 2020. The facility is owned by Cedar Fair Entertainment Company and operated by private management firm Sports Facilities Companies (SFC). The Center is located adjacent to its outdoor counterpart, Sports Force Parks, which is oriented around soccer, baseball and softball. The facility is built on the land which hosted the former Griffing-Sandusky Airport. Additionally, the facility is three miles east of the Cedar Point Amusement Park, also owned by Cedar Fair.
- The 145,000-square foot facility offers 10 basketball courts, which can be converted in 18 volleyball courts. One of these courts acts as a Championship Court with increased seating for 700 spectators. The campus offers a sports medicine center, which is funded and run by Firelands Regional Medical Center. Additionally, the facility has a Family Entertainment Center with climbing walls, an arcade and a Ninja Warrior Course.
- The project began construction in summer 2018 and was completed in January 2020. Most of the funding for the project was public, with \$23 million coming from Erie County and \$2.25 million from the City of Sandusky. Cedar Fair made a significant capital contribution (including 25 acres of land) totaling \$6.75 million.
- The facility was designed to host up to 100 basketball teams (150 volleyball teams) at a single tournament. The facility targets basketball and volleyball, but has capabilities to host wrestling, futsal and other indoor sporting and recreational activities.
- Sports Force Parks is estimated to generate an economic impact of \$40 million annually. With the addition of the Cedar Point Sports Center, economic impact between the two is expected to reach \$60 million annually.
- In 2023, the Sports Center hosted more than 174,000 unique visitors. Approximately 72 percent of visitors originate from within the state of Ohio. The Sports Center also frequently draws participants from Michigan (13 percent of visitors), Pennsylvania (five percent) and Indiana (four percent).
- To stimulate additional spending in the area, all athletes who compete in tournaments/events at the facility receive a free pass to the Cedar Point Amusement Park. Analyzing select tournament weekends in May through August 2023, the percentage of Sports Center visitors originating from outside a one-hour drivetime who also visited the Amusement Park during that same weekend ranged from five to as high as 22 percent.



Mass of indoor courts attracts tournaments



Co-located with outdoor sports complex



Championship court with 700 spectator seats



Partnerships drive visitation to area attractions



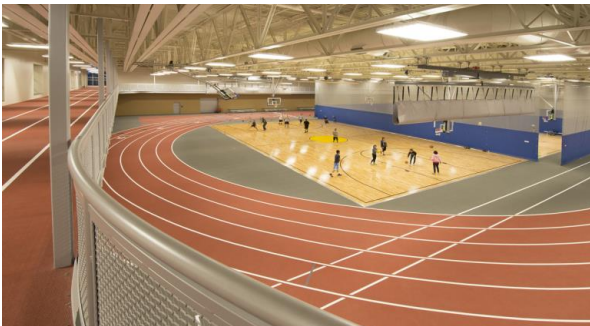
Lakefront location facilitates regional participation

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



WILLISTON ARC

City, State:	Williston, ND
Owner:	City
Operator:	City - Parks Dep.
Year Opened:	2014
Construction Cost:	\$95.5 million
Courts (Basketball):	4
Courts (Volleyball):	4
Indoor Turf (SF):	16,200



- The Williston Area Recreation Center (ARC) is a 250,000-square foot multisport recreation facility located in Williston, ND. The facility is owned by the City and operated by its Parks and Recreation District. The ARC completed construction and first opened in 2014. A total building cost of approximately \$72.0 million was funded via a resident-approved one percent sales tax. Half of this tax was allocated to pay the bond on the facility and the other was designated to pay the city park district's newly increased operating budget. The tax will sunset after 20 years.
- This multifaceted facility offers; a 200-meter, six-lane indoor competition track which surrounds four sport-surface basketball/volleyball courts, overlooked by a second story indoor walking track; a 50-meter indoor competition swimming pool and secondary instructional pool; an indoor waterpark with one water slide, lazy river, kid's pool and wave simulation machine; a 16,200-square foot indoor turf field; four indoor tennis courts; three party rooms; indoor playground; and, an extensive selection of free weights and weightlifting and cardio machines.
- The Williston ARC has over 5,000 pass-holding members, including students from the adjacent community college (Williston State) who utilize the ARC as their dedicated recreation facility. Entry options include daily visits (\$10 per adult), 10-visit bundles (\$80), and monthly (\$64), six-month (\$320) and annual (\$581) memberships. Reduced rates are available for children, seniors, veterans and students.
- Over the last two years, reservations for courts, pools and meeting space at the facility have dramatically increased, and more generally the overall utilization levels of the facility. As the only indoor sports facility in a more than 2,000-square mile county, the ARC is challenged, especially during the Spring, to accommodate demand from various indoor and outdoor sports programs in need of practice and competition space. The ARC infrequently hosts youth/amateur sports tournaments (approximately two or three per year). Out of necessity, the facility will also occasionally host community events such as the annual Festival of Trees Gala and or Clay Walker charity concert. Management notes that the facility is not necessarily designed to accommodate special events of this nature—it is, however, one of the only event spaces in the county that is large enough to host them.
- In 2023, the ARC hosted approximately 37,000 unique visitors, half of which originated from within the City of Williston. Williston zip code residents accounted for 84 percent of total visits in that year.



Multifaceted sports and recreation facility



Membership-based recreation center, limited tournaments



Funded through one percent sales tax



Hosts incongruent event types out of necessity



Reaching peak utilization levels in recent years

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.

4 COMPARABLE FACILITIES



ROCKY MOUNT EVENT CENTER

City, State:	Rocky Mount, NC
Owner:	City
Operator:	SFC (private)
Year Opened:	2018
Construction Cost:	\$43.2 million
Courts (Basketball):	8
Courts (Volleyball):	16
Indoor Turf (SF):	-



- In January 2012, elected officials and senior administrative staff of the city of Rocky Mount, NC began a six-year effort to revitalize and transform Downtown Rocky Mount. This vision culminated in the construction of the Rocky Mount Event Center and an adjacent health clinic, which opened in 2018. To fund construction in 2017, the City issued \$33.7 million in special obligation bonds repayable over 20 years. This loan will accrue \$17.0 million in interest and bring the total initial cost of the project to over \$50.0 million.
- The 165,000-square foot Rocky Mount Event Center is owned by the City and managed by Sports Facilities Management (SFC).
- The facility offers a multipurpose, 75,000-square foot contiguous concrete floor. In addition to its ability to accommodate flat floor events, this space can be converted to eight (16) basketball (volleyball) courts. Half of the floor space can also be configured as a 50' x 94' championship court with 4,000 spectator seats, a setup that used for both sporting and concert events. Additional facilities include a 9,800-square foot, six-way subdivisible ballroom, locker rooms, family entertainment center (arcade), and food court/café.
- In a recent year of operation, the Event Center hosted business meetings, banquets, private parties, sporting events and concerts for a combined total of more than 370 bookings. These events included four concerts, 10 high-impact volleyball tournament, one varsity cheer competition and a sizeable youth conference (estimated 2,500 attendees). In a typical year, the Event Center will host 20 to 25 youth sports tournaments, four to seven concerts, two to three community events and 230 to 250 conference, corporate, banquet and/or private events.
- In 2023, the Event Center generated \$2.1 million in revenue, including \$1.5 million from events, and incurred \$3.2 million in operating expenses, including \$1.2 million to staff salaries, wages and benefits and \$2.0 million in operating costs. The facility's net operating deficit was approximately \$1.2 million. The facility is a critical economic driver for the City.
- The Event Center hosted approximately 125,000 unique visitors in 2023, with peak visitation occurring between January and April. Seventy-seven (77) percent of visits occurred on weekends. Approximately 46 percent of the Event Center's visitors originated from outside North Carolina, traveling from regional states including Virginia (30 percent of total visitors), Maryland (3 percent) and West Virginia (2 percent).



75,000-square foot, multipurpose event floor



Championship court with 4,000 spectator seats



Hosts conferences, tradeshows and meetings



Operating deficit offset by economic impact



Nearly half of total visitors originate from out of state

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



CASE STUDY SUMMARY - COMPARABLE INDOOR COURT COMPLEXES



Multifaceted sports and recreation facilities



LED signage, food options, mezzanine seating, in-venue entertainment



Can host consumer shows and community events



Many indoor facilities now envisioned to anchor active districts



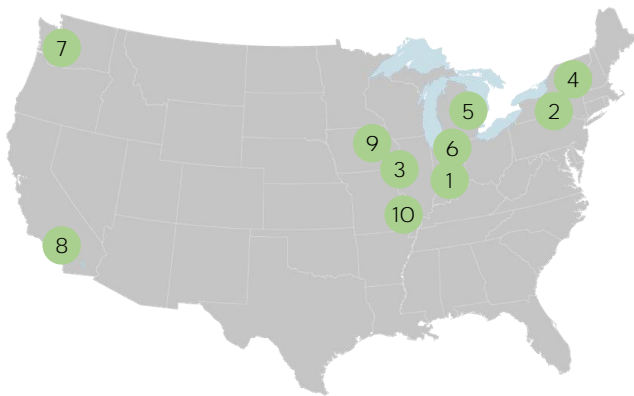
Significant non-local draw potential

4 COMPARABLE FACILITIES



COMPARABLE INDOOR TURF COMPLEXES OVERVIEW

- Facilities are a mix of hard built and inflated (bubble, tent) structures – all are permanent.
- Many facilities are supported by additional outdoor rectangle fields. Multiple facilities are connected to additional indoor courts.
- Average field space in sample is 66,400 SF and ranges from 34,000 to 100,000.



Facility Name	Location	Size (SF)	Additional Facilities
1 Circle K Fieldhouse at NexusPark	Colombus, IN	100,000	4/8 permanent basketball/volleyball hardcourts
2 Greater Binghamton Sports Complex	Binghamton, NY	82,600	2 full-size outdoor rectangle fields (1 turf, 1 grass)
3 FunCity Turf	Burlington, IA	78,500	-
4 Adirondack Sports Complex	Queensbury, NY	75,600	9 acres of rectangle/diamond hybrid fields, driving range, restaurant
5 Shah Sports Facilities	Auburn, MI	73,500	-
6 The Plex South	Fort Wayne, IN	72,000	-
7 Northwest Sports Hub	Centralia, WA	52,900	11 outdoor diamond fields, six outdoor tennis courts
8 Shoreline Soccer Club	Norton Shores, MI	50,000	-
9 Cedar Valley Sportsplex	Waterloo, IA	45,000	Fitness areas, indoor pool
10 Cape Sportsplex	Cape Girardeau, MO	34,000	6/12 basketball/volleyball hardcourts, meeting room, concessions
AVERAGE		66,400	
MEDIAN		72,800	

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE INDOOR TURF COMPLEXES

- South Haven's 30 min drivetime generally more limited than those of comparable venues
- Indoor turf facilities must rely on 30- to 45-minute drive-in traffic
- Demographic data do not suggest viable market for large indoor turf facility

Population (2024)

		30-min	90-min	180-min
6	Fort Wayne, IN	439,763	2,023,621	17,640,530
5	Auburn, MI	327,574	2,364,121	10,290,251
8	Norton Shores, MI	251,057	1,941,395	11,696,757
2	Binghamton, NY	217,366	1,641,977	13,810,707
4	Queensbury, NY	209,360	1,335,642	8,984,631
9	Waterloo, IA	162,336	955,229	4,230,169
7	Centralia, WA	157,701	3,403,211	8,974,904
1	Colombus, IN	132,850	4,003,981	12,725,168
	South Haven, MI	120,553	2,970,584	19,291,179
10	Cape Girardeau, MO	98,930	788,475	6,420,590
3	Burlington, IA	64,012	662,534	4,428,653
	Average	206,100	1,912,000	9,920,200
	Rank (out of 11)	9	3	1

Median Household Income

		30-min	90-min	180-min
4	Queensbury, NY	\$83,434	\$80,096	\$84,294
7	Centralia, WA	\$82,144	\$92,962	\$99,581
1	Colombus, IN	\$71,171	\$74,744	\$70,550
6	Fort Wayne, IN	\$68,382	\$67,548	\$70,465
8	Norton Shores, MI	\$66,050	\$75,409	\$70,705
10	Cape Girardeau, MO	\$65,914	\$61,310	\$65,974
9	Waterloo, IA	\$65,824	\$73,943	\$75,645
3	Burlington, IA	\$62,464	\$65,531	\$72,919
2	Binghamton, NY	\$62,382	\$66,378	\$83,788
5	Auburn, MI	\$60,586	\$72,038	\$71,505
	South Haven, MI	\$60,254	\$72,047	\$78,035
	Average	\$68,800	\$73,000	\$76,500
	Rank (out of 11)	11	6	4

Number of Businesses

		30-min	90-min	180-min
6	Fort Wayne, IN	16,322	70,387	598,807
5	Auburn, MI	11,568	85,607	358,318
4	Queensbury, NY	8,628	52,940	370,872
8	Norton Shores, MI	8,127	67,046	400,142
7	Centralia, WA	7,652	114,065	314,905
2	Binghamton, NY	7,370	63,197	524,281
9	Waterloo, IA	6,116	39,032	166,908
	South Haven, MI	5,009	101,287	676,094
1	Colombus, IN	4,420	145,597	451,041
10	Cape Girardeau, MO	4,167	28,822	231,646
3	Burlington, IA	2,812	27,313	165,792
	Average	7,700	69,400	358,300
	Rank (out of 11)	8	3	1

Entertainment/Recreation Spending (in \$000s)

		30-min	90-min	180-min
6	Fort Wayne, IN	\$600,101	\$2,682,030	\$25,276,905
5	Auburn, MI	\$461,142	\$3,675,351	\$15,402,046
4	Queensbury, NY	\$379,899	\$2,263,978	\$15,503,032
8	Norton Shores, MI	\$323,606	\$2,768,125	\$16,991,415
2	Binghamton, NY	\$297,386	\$2,371,333	\$23,956,973
7	Centralia, WA	\$244,686	\$5,801,967	\$17,305,132
9	Waterloo, IA	\$225,574	\$1,432,203	\$6,482,377
1	Colombus, IN	\$177,487	\$5,990,632	\$18,227,071
	South Haven, MI	\$167,778	\$4,145,652	\$30,621,682
10	Cape Girardeau, MO	\$125,215	\$1,000,467	\$9,034,809
3	Burlington, IA	\$87,181	\$905,842	\$6,590,529
	Average	\$292,200	\$2,889,200	\$15,477,000
	Rank (out of 11)	9	3	1

Fees for Participant Sports on Trips (in \$000s)

		30-min	90-min	180-min
6	Fort Wayne, IN	\$6,397	\$28,069	\$266,200
5	Auburn, MI	\$4,806	\$38,749	\$162,903
4	Queensbury, NY	\$4,188	\$24,320	\$170,443
8	Norton Shores, MI	\$3,432	\$29,078	\$179,014
2	Binghamton, NY	\$3,085	\$24,618	\$263,413
7	Centralia, WA	\$2,595	\$62,875	\$191,477
9	Waterloo, IA	\$2,408	\$15,181	\$68,779
1	Colombus, IN	\$1,884	\$63,200	\$191,021
	South Haven, MI	\$1,653	\$43,815	\$327,616
10	Cape Girardeau, MO	\$1,319	\$10,069	\$92,476
3	Burlington, IA	\$900	\$9,333	\$69,306
	Average	\$3,100	\$30,500	\$165,500
	Rank (out of 11)	9	3	1

Attended Sporting Event (last 12 months)

		30-min	90-min	180-min
6	Fort Wayne, IN	53,955	248,817	2,211,345
5	Auburn, MI	39,842	305,306	1,304,785
8	Norton Shores, MI	31,365	249,956	1,450,701
4	Queensbury, NY	28,750	176,507	1,164,532
2	Binghamton, NY	27,865	212,096	1,784,688
9	Waterloo, IA	20,880	125,859	552,048
7	Centralia, WA	20,052	438,385	1,203,003
1	Colombus, IN	16,803	511,059	1,627,402
	South Haven, MI	13,750	376,398	2,440,387
10	Cape Girardeau, MO	13,089	98,039	786,094
3	Burlington, IA	7,952	85,735	567,385
	Average	26,100	245,200	1,265,200
	Rank (out of 11)	9	3	1

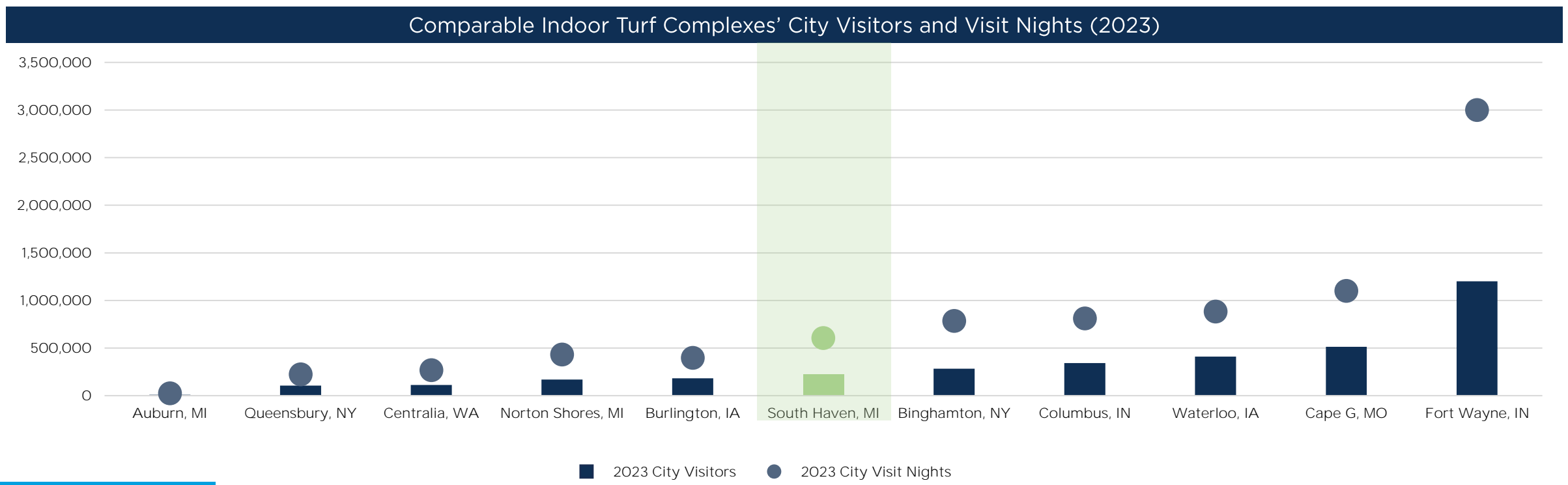
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COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE INDOOR TURF COMPLEXES

- South Haven's tourism base near median of comparison set.



4 COMPARABLE FACILITIES



CAPE GIRARDEAU SPORTSPLEX	
City, State:	Cape Girardeau, MO
Owner:	City
Operator:	City
Year Opened:	2017
Construction Cost:	\$15.4 million
Courts (Basketball):	6
Courts (Volleyball):	12
Indoor Turf (SF):	34,000



- Cape Girardeau Sportsplex is 121,000-square foot multisport facility located of Interstate 55 in city of Cape Girardeau, Missouri.
- Opened May 2017. Development cost of \$12.0 million. Owned and operated by city of Cape Girardeau; construction debt service and operations supported by one percent restaurant tax (generates approximately \$160,000 annually).
- Offers; two fully-enclosed regulation-size indoor turf fields with netting and drop-down batting cages; six high school regulation basketball courts convertible to 12 hardwood volleyball courts; multi-use space for meetings; and, full service concessions area.
- Court/turf are rentable at commercial and non-profit rates. Average rental rate per court per day is \$425 (commercial) or \$305 (non-profit). Average rental rate per turf field per day is \$615 (commercial) or \$410 (non-profit). Two meeting rooms and a conference room are available to rent for an hourly rate of approximately \$25 to \$50. The Sportsplex is available to the public for court, turf and batting cage use outside of rentals.
- City's Parks and Recreation Department has developed in-house programming for basketball, volleyball and sports training.
- Sportsplex hosts nearly 40 tournaments on an annual basis. These largely comprise two-day weekend tournaments which occur between December and July. Tournament attendance is derived in-state and from regional states including Arkansas, Illinois, Kentucky and Tennessee.
- In 2023, the SportsPlex hosted more than 120,000 unique visitors, with 66 percent originating within the state of Missouri. Another 16 percent originated from the state of Illinois, which is expected given the facility's proximity to the state border. Nearly one third of total visitors traveled more than 100 miles to attend or spectate events occurring at the SportsPlex.
- The highest levels of visitation to the Sportsplex occur in the first three months of the year (January, February and March). August represents the month with the lowest level of attendance.



Indoor facility offering court and turf space



City owned and operated, financed through dining tax



Offers dedicated and rentable meeting space



Developed in-house sports programming



Frequently hosts tournaments, out-of-state attendees

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



THE PLEX SOUTH

City, State:	Fort Wayne, IN
Owner:	Private
Operator:	Private
Year Opened:	2000
Construction Cost:	NA
Courts (Basketball):	-
Courts (Volleyball):	-
Indoor Turf (SF):	72,000



- Privately owned by Tom Lapsley and Bobby Poursanidis. First opened in 2000.
- A 45,000-SF domed counterpart facility, the Plex North, is located 15 miles northeast of the Plex South, which is situated south of the city of Fort Wayne, IN.
- The Plex South is comprised of two dome structures, combining for over 100,000 square feet of indoor sports and entertainment space. The Large Dome is 72,000 square feet with 70-foot-high ceilings and includes one professional-sized multi-sport field with synthetic, pro-style turf, and batting tunnels. The Mini Dome covers a multi-sport synthetic turf field with six batting cages. The facility also offers 40 acres of outdoor recreation space, 10,000 square feet of banquet space and a concession stand.
- The Plex South hosts multiple soccer, football, baseball, and softball leagues and tournaments. In addition, the Plex South's Large Dome is often converted to a driving range for local golfers looking to practice.
- Both domes are available to rent (and can be packaged together). During open hours, customers can also pay for a single session at the driving range or in the batting cages for varying prices and packages.
- The Large Dome collapsed in June of 2022 during a severe windstorm and had to undergo a total rebuild. Reopening occurred in 2023, where the surface was replaced with a more durable fabric with an overhead sunroof.
- In 2023, the Plex South hosted more than 20,000 unique visitors. Visitation largely occurred between the months of October and April. Eighty-five (85) percent of visitors originated from within a 50-mile radius of the complex during that year.



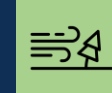
Two domes, one full-size rectangle field



Sister facility located in the same city



Multipurpose uses include golf, batting practice



Suffered collapse in 2022



Serves local market, rarely attracts non-local events

4 COMPARABLE FACILITIES



SHORELINE SOCCER CLUB	
City, State:	Norton Shores, MI
Owner:	Private
Operator:	Private
Year Opened:	1999
Construction Cost:	NA
Courts (Basketball):	-
Courts (Volleyball):	-
Indoor Turf (SF):	50,000



- The Shoreline Soccer Club is a privately owned and operated indoor turf facility located in Norton Shores, MI. The facility comprises a fabric covered permanent metal frame which houses two regulation size, boarded indoor soccer fields. Each field offers portable bleacher seating for spectators. An in-house concession stand, carpeted training areas and management office are also located within the complex.
- An indoor sports performance center is collocated with the Soccer Club facility. SportHouse Athletic Center offers court and fitness space to membership holders and was constructed prior to the Soccer Club facility, which first opened in 1999. Former NFL quarterback Gary Hogeboom and his family purchased the SportHouse from its private owner in 2020, and then followed with an acquisition of the Soccer Club in 2022.
- There are approximately 10 staff who facilitate day-to-day operations at the facility, including a general manager, three assistant managers, and six concession staff.
- The Soccer Club facility is closed between the months of May and September. The facility does not offer an HVAC system and, despite exterior resurfacing within the last decade, is too warm to use consistently during the summer.
- During its seven months of operation, the club is frequently utilized by youth soccer teams and adult men's women's and co-ed leagues. In recent years, adult league play has become more and more frequent and is a critical revenue driver for the facility. Adult leagues rent at a rate of \$200 - \$300 per hour per field, while youth teams pay approximately \$100 per hour per field. Occasionally, the facility is rented by lacrosse groups or for special/private events when space is available, but the facility calendar is largely booked throughout the year. The Soccer Club's boarded fields are too small to accommodate offseason training for other sporting groups (baseball/softball, etc.) and these groups will often use the SportHouse Athletic Center's full-size indoor turf field when necessary.
- It is estimated that the Soccer Club generates a net profit of \$200,000 on an annual basis.
- Local businesses can purchase advertising on the fields' dasher boards for a rate of \$1,000 to \$1,800 per year.
- The Shoreline Club hosted more than 17,000 unique visitors in 2023. Visitors overwhelmingly originated from proximate shoreline cities located to the north and south of the facility: Muskegon and Grand Haven.



Permanent fabric tent-style structure



Two indoor regulation turf fields with boards



Almost entirely utilized by soccer groups and leagues



Adult leagues have become critical revenue source

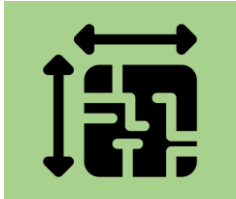


Serves local market, does not attract tournaments

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



CASE STUDY SUMMARY - COMPARABLE INDOOR TURF COMPLEXES



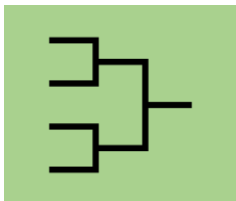
20,000 square feet needed for indoor soccer and ~50,000 square feet needed for full-sized indoor soccer/football field



Multipurpose uses include golf, batting practice



Mix of youth and adult leagues have become critical revenue source



Can provide consistent revenue source for larger indoor complex



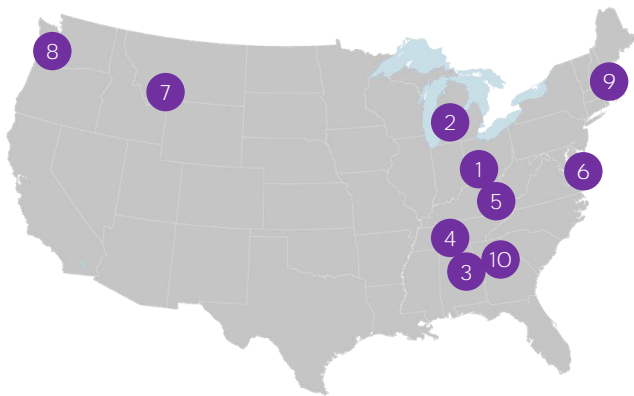
Serves local market, rarely attracts non-local events

4 COMPARABLE FACILITIES



COMPARABLE INDOOR MUSIC VENUES OVERVIEW

- Mix of more versatile, general admission club venues and fixed seat auditoriums and theaters.
- Maximum capacity of comparable venues ranges from 800 to 2,900 with an average of 1,400.
- Venues were chosen in markets with similar regional demographic and socioeconomic characteristics to South Haven.



		City, State	Type	Concert Capacity (persons)
1	BMI Event Center	Versailles, OH	Auditorium / Theatre	2,900
2	GLC Live at 20 Monroe	Grand Rapids, MI	Club	2,600
3	Garde Arts Center	New London, CT	Auditorium / Theatre	1,400
4	Paramount Arts Theater	Ashland, KY	Auditorium / Theatre	1,400
5	Bottle & Cork	Dewey Beach, DE	Club	1,200
6	The Elm	Bozeman, MT	Club	1,140
7	Admiral Theatre	Bremerton, WA	Auditorium / Theatre	1,000
8	Washington Center For Performing Arts	Olympia, WA	Auditorium / Theatre	1,000
9	The Music Hall	Portsmouth, NH	Auditorium / Theatre	840
10	The Warehouse	Athens, GA	Club	800
AVERAGE				1,400
MEDIAN				1,200

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE LIVE MUSIC VENUES

- South Haven's 30-minute drivetime well below medians of comparison set
- 90-minute drivetime also below comparison set median
- Data do not suggest viable market for a concert venue with a non-local draw

Population (2024)

		30-min	90-min	180-min
2	Grand Rapids, MI	864,201	2,877,487	15,351,388
8	Olympia, WA	381,536	4,337,972	8,905,726
3	New London, CT	283,181	5,581,573	31,383,128
10	Athens, GA	268,290	4,423,836	12,828,420
9	Portsmouth, NH	264,297	5,562,307	12,502,754
7	Bremerton, WA	239,306	3,741,107	6,994,365
4	Ashland, KY	209,617	968,941	9,499,977
1	Versailles, OH	146,595	2,547,170	14,892,577
6	Bozeman, MT	129,012	212,918	743,027
	South Haven, MI	120,553	2,970,584	19,291,179
5	Dewey Beach, DE	111,829	755,821	15,335,318
	Average	289,800	3,100,900	12,843,700
	Rank (out of 11)	10	6	2

Median Household Income

		30-min	90-min	180-min
5	Dewey Beach, DE	\$99,445	\$81,710	\$96,813
9	Portsmouth, NH	\$99,056	\$102,384	\$92,514
7	Bremerton, WA	\$94,373	\$107,038	\$102,034
8	Olympia, WA	\$84,398	\$107,558	\$100,276
3	New London, CT	\$84,214	\$87,307	\$94,204
6	Bozeman, MT	\$83,816	\$76,165	\$74,178
2	Grand Rapids, MI	\$82,518	\$72,500	\$72,320
1	Versailles, OH	\$68,541	\$70,636	\$72,035
10	Athens, GA	\$67,602	\$85,238	\$76,062
	South Haven, MI	\$60,254	\$72,047	\$78,035
4	Ashland, KY	\$55,066	\$55,470	\$69,051
	Average	\$81,900	\$84,600	\$84,900
	Rank (out of 11)	10	9	6

Number of Businesses

		30-min	90-min	180-min
2	Grand Rapids, MI	29,723	99,134	535,068
9	Portsmouth, NH	15,723	248,771	530,255
3	New London, CT	13,528	230,975	1,274,836
8	Olympia, WA	13,053	144,633	312,815
10	Athens, GA	8,804	171,568	449,362
4	Ashland, KY	7,938	33,156	334,890
7	Bremerton, WA	6,861	128,961	246,377
6	Bozeman, MT	6,463	10,652	37,299
5	Dewey Beach, DE	5,357	29,757	605,262
1	Versailles, OH	5,280	86,275	505,371
	South Haven, MI	5,009	101,287	676,094
	Average	11,300	118,400	483,200
	Rank (out of 11)	11	6	2

Entertainment/Recreation Spending (in \$000s)

		30-min	90-min	180-min
2	Grand Rapids, MI	\$1,282,395	\$4,050,037	\$22,966,440
8	Olympia, WA	\$589,509	\$9,238,541	\$17,270,823
9	Portsmouth, NH	\$577,479	\$11,641,415	\$23,976,983
3	New London, CT	\$498,992	\$9,855,331	\$58,681,702
7	Bremerton, WA	\$397,795	\$7,978,552	\$14,093,879
10	Athens, GA	\$350,717	\$7,381,728	\$19,110,192
5	Dewey Beach, DE	\$277,832	\$1,187,720	\$29,330,084
4	Ashland, KY	\$255,529	\$1,161,069	\$13,828,140
6	Bozeman, MT	\$208,720	\$324,231	\$1,126,632
1	Versailles, OH	\$200,283	\$3,605,980	\$21,757,043
	South Haven, MI	\$167,778	\$4,145,652	\$30,621,682
	Average	\$463,900	\$5,642,500	\$22,214,200
	Rank (out of 11)	11	6	2

Spending on Theatre Tickets (in \$000s)

		30-min	90-min	180-min
2	Grand Rapids, MI	\$23,542	\$69,799	\$404,689
9	Portsmouth, NH	\$11,560	\$235,744	\$471,819
8	Olympia, WA	\$11,343	\$183,472	\$340,452
3	New London, CT	\$9,728	\$193,391	\$1,192,007
7	Bremerton, WA	\$7,877	\$159,161	\$278,582
10	Athens, GA	\$6,209	\$133,109	\$330,776
5	Dewey Beach, DE	\$5,385	\$21,296	\$569,036
6	Bozeman, MT	\$4,014	\$5,884	\$20,409
4	Ashland, KY	\$3,901	\$17,205	\$235,268
1	Versailles, OH	\$3,157	\$61,095	\$377,004
	South Haven, MI	\$2,644	\$72,044	\$553,055
	Average	\$8,700	\$108,000	\$422,000
	Rank (out of 11)	11	6	3

Attended Live Theatre (last 12 months)

		30-min	90-min	180-min
2	Grand Rapids, MI	61,470	193,248	1,025,574
8	Olympia, WA	27,280	348,913	698,987
9	Portsmouth, NH	23,158	472,900	998,119
3	New London, CT	22,356	420,861	2,471,444
10	Athens, GA	19,145	310,347	829,077
7	Bremerton, WA	18,136	304,022	558,728
5	Dewey Beach, DE	11,675	54,273	1,164,704
4	Ashland, KY	11,400	49,909	614,198
6	Bozeman, MT	10,547	15,940	52,852
1	Versailles, OH	8,766	166,429	988,086
	South Haven, MI	6,664	197,588	1,335,144
	Average	21,400	233,700	940,200
	Rank (out of 11)	11	6	2

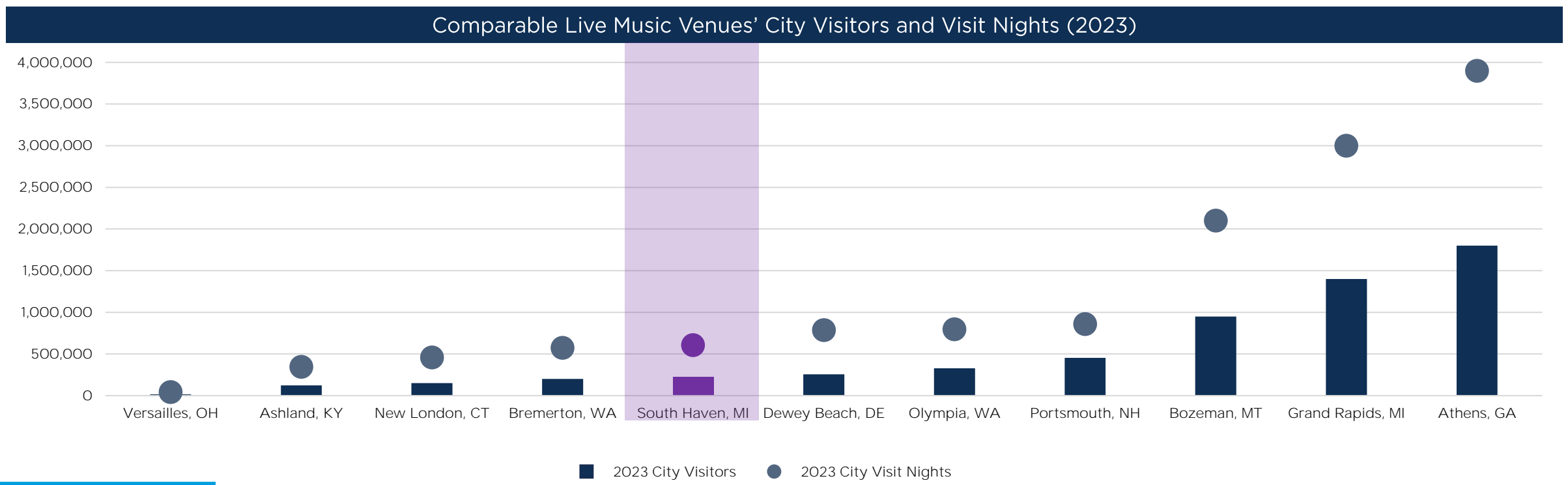
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COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE LIVE MUSIC VENUES

- South Haven's tourism base falls just short of the comparison set's median.



4 COMPARABLE FACILITIES



GLC LIVE AT 20 MONROE

City, State:	Grand Rapids, MI
Owner:	GLC GR Live
Operator:	Live Nation
Year Opened:	2017
Construction Cost:	NA
Concert Capacity:	2,600
Fixed Seating Capacity:	540
Flat Floor Space (SF):	7,500



- Located in Grand Rapids, Michigan, GLC Live at 20 Monroe is a 38,000-square foot facility that connects with The BOB (a four-story 70,000 square foot mix of restaurants, brewery, comedy club, and other night-life destinations) as well as the Venue Tower Apartments, which was completed in 2017.
- The Music Hall at GLC Live can accommodate 1,200 guests in reception seating, 500 in banquet seating, and 908 in a theater-style setup. There are multiple event spaces in the multi-level Music Hall:
 - Lobby - Features Art Deco design with a large chandelier, customizable digital screens, and a Marilyn Monroe wall decal, ideal for registrations and cocktails.
 - Music Hall - A flexible 18,110-square foot space that blends rock and elegance. It includes two main bars, optional satellite bars, and customizable columns.
 - Music Hall 2nd Floor - Offers a 6,385-square foot, multi-tiered mezzanine with 540 fixed seats, and a spacious lobby bar that serves as a private event space.
 - The Vanguard Room - Provides a VIP experience with a 75-person capacity, modern décor, and a small patio overlooking Fulton Street, suitable for exclusive gatherings.
- Gilmore Collection sold the venue to GLC GR Live, a limited liability corporation created in 2021 that is connected to a real estate development and private equity firm based in South Bend, Indiana, called Great Lakes Capital, or GLC. The acquisition price was \$16.5 million.
- Grand Rapids-Kent County Convention/Arena Authority (CAA) is a public authority that oversees the Van Andel Arena, DeVos Place and DeVos Performance Hall. CAA contracts with ASM Global, a venue and event management company, to operate and manage these venues. GLC GR reached an agreement with CAA to lease and operate the venue shortly after their 2021 acquisition.
- The venue hosts over 120 shows a year, including concerts, comedy, beer/wine shows, and other small meetings, gatherings and special events.
- GLC Live hosted approximately 168,000 attendees in 2023. Approximately 32 percent of visits originated from outside a 50-mile radius of the venue. The following demographic mosaic describes the highest percentage of attendees (20 percent): young singles starting out and some starter families living a city lifestyle.



Connection to Downtown district



Offers flexible floor space and fixed seating (540)



Leased to and operated by City CAA



Hosts 120 acts per year, variety of performance types



Attendee base skews younger

4 COMPARABLE FACILITIES



THE ELM	
City, State:	Bozeman, MT
Owner:	Logjam Presents
Operator:	Logjam Presents
Year Opened:	2021
Construction Cost:	NA
Concert Capacity:	1,100
Fixed Seating Capacity:	64
Flat Floor Space (SF):	6,900



- The ELM is located on the corner of South 7th Avenue and Short Street in Bozeman's emerging Midtown Urban Renewal District. It is surrounded by an established neighborhood, offers street connectivity and walkability, and intersects with Main Street, the traditional downtown core of the City.
- The ELM opened on September 3, 2021. Construction on The ELM began in 2019 and was delayed by the Pandemic, originally slated for completion in early 2020.
- The venue is backed by Logjam Presents, an entertainment promotion and production company based in Missoula, MT which also runs Bozeman's Rialto and Missoula venues KettleHouse Amphitheater, Top Hat, and the Wilma theaters.
- Located directly next to an aging, independent 37-room hotel.
- The venue offers a maximum capacity of approximately 1,100, including premium loge seating (booths) and fixed seats which are available on a second story balcony overlooking the main floor (GA) and stage. The ELM also features a second-floor outdoor patio.
- The ELM hosts around 80 live entertainment events per year. Ticket prices range from \$20 to \$100. The venue can be rented for private functions, corporate parties, and community events.
 - The base fees for renting The ELM are \$3,500 (Sunday - Thursday) or \$4,000 (Friday - Saturday), which includes a 10-hour rental, one event staff personnel, chairs, and full bar service (cash or open bar).
 - The ELM's capacity is 460 for fully seated events and approximately 400 for cocktail parties with cocktail tables throughout the Main Auditorium.
 - The rates for A/V equipment at The ELM are \$750 for a band, \$450 for a DJ or solo performer, \$400 for a single speaker, and \$100 for an iPod or similar device.
- The ELM hosted 63,600 total attendees in 2023. The median age of the ELM's attendees was 28.4, which is significantly lower the median age of the city of Bozeman and the state of Montana. Approximately 43 percent of attendees can be categorized into the "Singles and Staters" demographic mosaic: young singles starting out and some starter families living a city lifestyle.



1,100 capacity, two story venue with lodge boxes



Rentable spaces for special/private events



80 live events per year, \$20 - \$100 ticket price



Located within a walkable and burgeoning district



Attendee base skews younger



CASE STUDY SUMMARY - COMPARABLE LIVE MUSIC VENUES



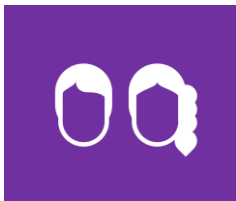
Offer premium areas and enhanced hospitality



Rentable spaces for special/ private events



Offers flexible floor space and fixed seating



Attendee base skews younger



Anchors in vibrant, walkable districts



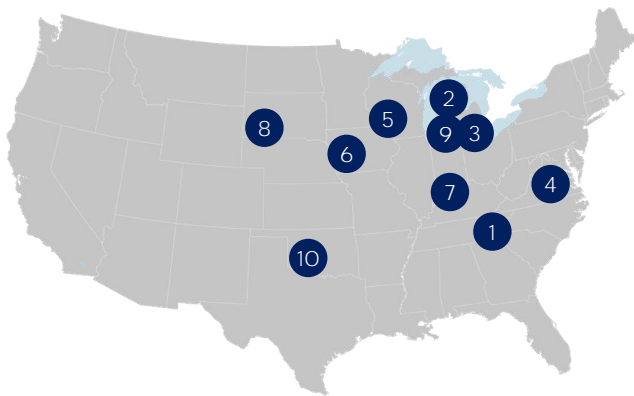
80 to 120 live events per year, \$20 - \$100 ticket price

4 COMPARABLE FACILITIES



COMPARABLE INDOOR WATER PARKS OVERVIEW

- Analysis targeted indoor waterparks in markets with similar regional demographic and socioeconomic characteristics to South Haven.
- All comparable waterparks offer a headquarter hotel/resort property.
- All waterparks in the set offer one or more water slides, a lazy river, and a dedicated kids pool/kids water play structure. May offer hot tubs, water walk ropes courses, and in-pool basketball hoops.



		Size (SF)	Number of Rooms	Number of 2023 Visits	Number of 2023 Visitors	Water slide(s)	Lazy River	Hot Tub	Wave Pool	Kids Pool	Water Walk	Basketball Pool
1	Wilderness at the Smokies	Sevierville, TN	227,200	713	1,200,000	227,200	x	x	x	x	x	x
2	Great Wolf Lodge Water Park	Traverse City, MI	169,100	281	505,700	171,600	x	x	x	x	x	x
3	Zehnder's Splash Village	Frankenmuth, MI	143,200	179	441,900	229,900	x	x	x	x	x	x
4	Massanutten Indoor Waterpark	Massanutten, VA	170,500	500	304,900	170,500	x	x	x	x		
5	Metropolis Resort & Conference Center	Eau Claire, WI	610,000	111	204,500	108,200	x	x	x	x	x	x
6	King's Pointe Resort	Storm Lake, IA	318,400	100	192,200	65,100	x	x		x	x	x
7	Big Splash Adventure	French Lick, IN	65,600	154	179,600	65,600	x	x	x	x	x	x
8	WaTiki Waterpark	Box Elder, SD	23,400	261*	134,200	94,200	x	x	x	x	x	x
9	Double JJ Resort	Rothbury, MI	846,000	157	125,000	68,300	x	x	x	x	x	
10	Water-Zoo Clinton Indoor Water Park	Clinton, OK	192,700	87	25,100	19,600	x	x		x	x	x
AVERAGE		276,600	254	331,300	122,000							
MEDIAN		181,600	168	198,400	101,200							

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE INDOOR WATER PARKS

- South Haven's 30-minute drivetime largely aligns with comparison set
- Wider drive times among strongest of markets
- Data suggest some potential for indoor water park in South Haven

Population (2024)

		30-min	90-min	180-min
3	Frankenmuth, MI	358,402	5,559,570	10,780,895
5	Eau Claire, WI	160,076	1,500,772	7,228,075
1	Sevierville, TN	146,605	1,592,150	6,211,183
8	Box Elder, SD	131,235	205,442	376,418
	South Haven, MI	120,553	2,970,584	19,291,179
4	Massanutten, VA	119,714	960,668	12,429,976
2	Traverse City, MI	117,999	381,706	3,420,143
9	Rothbury, MI	117,362	1,483,524	6,506,823
10	Clinton, OK	47,866	1,249,019	3,757,006
7	French Lick, IN	31,601	1,662,309	8,763,015
6	Storm Lake, IA	27,899	415,666	3,653,720
	Average	125,900	1,501,100	6,312,700
	Rank (out of 11)	5	2	1

Median Household Income

		30-min	90-min	180-min
2	Traverse City, MI	\$79,586	\$67,758	\$68,024
5	Eau Claire, WI	\$76,362	\$80,021	\$85,247
6	Storm Lake, IA	\$68,725	\$71,078	\$77,435
8	Box Elder, SD	\$66,952	\$67,200	\$68,649
1	Sevierville, TN	\$64,562	\$64,522	\$61,195
4	Massanutten, VA	\$63,955	\$78,758	\$99,453
7	French Lick, IN	\$63,333	\$66,298	\$69,912
	South Haven, MI	\$60,254	\$72,047	\$78,035
9	Rothbury, MI	\$57,348	\$76,763	\$72,085
10	Clinton, OK	\$57,171	\$65,532	\$64,160
3	Frankenmuth, MI	\$50,740	\$73,258	\$71,288
	Average	\$64,900	\$71,100	\$73,700
	Rank (out of 11)	8	5	3

Number of Businesses

		30-min	90-min	180-min
3	Frankenmuth, MI	12,891	198,023	376,018
5	Eau Claire, WI	6,752	53,851	264,560
2	Traverse City, MI	6,501	18,612	125,942
8	Box Elder, SD	6,446	10,564	19,957
1	Sevierville, TN	5,184	52,692	213,509
	South Haven, MI	5,009	101,287	676,094
4	Massanutten, VA	4,432	34,804	460,079
9	Rothbury, MI	4,025	50,504	232,583
10	Clinton, OK	2,520	57,858	159,394
6	Storm Lake, IA	1,237	20,170	148,395
7	French Lick, IN	1,109	69,552	317,337
	Average	5,100	56,700	231,800
	Rank (out of 11)	6	2	1

Entertainment/Recreation Spending (in \$000s)

		30-min	90-min	180-min
3	Frankenmuth, MI	\$399,069	\$8,673,058	\$16,059,769
5	Eau Claire, WI	\$238,572	\$2,367,450	\$12,294,310
2	Traverse City, MI	\$204,696	\$587,683	\$4,791,237
1	Sevierville, TN	\$185,037	\$2,229,875	\$8,188,995
8	Box Elder, SD	\$172,798	\$283,455	\$503,126
	South Haven, MI	\$167,778	\$4,145,652	\$30,621,682
4	Massanutten, VA	\$144,969	\$1,488,799	\$24,043,038
9	Rothbury, MI	\$132,815	\$2,130,376	\$9,551,710
10	Clinton, OK	\$55,245	\$1,643,264	\$4,910,990
7	French Lick, IN	\$41,522	\$2,342,436	\$12,536,375
6	Storm Lake, IA	\$36,646	\$590,861	\$5,602,461
	Average	\$161,100	\$2,233,700	\$9,848,200
	Rank (out of 11)	6	2	1

Population (age 14 and under)

		30-min	90-min	180-min
3	Frankenmuth, MI	63,023	931,699	1,858,648
5	Eau Claire, WI	27,449	274,916	1,298,791
8	Box Elder, SD	24,298	36,177	73,195
1	Sevierville, TN	23,790	260,034	1,023,757
	South Haven, MI	22,099	553,101	3,378,115
9	Rothbury, MI	21,288	276,829	1,141,007
4	Massanutten, VA	19,135	159,283	2,163,640
2	Traverse City, MI	18,291	58,445	588,808
10	Clinton, OK	9,853	247,040	716,521
7	French Lick, IN	5,846	293,034	1,610,952
6	Storm Lake, IA	5,684	79,711	712,785
	Average	21,900	261,700	1,118,800
	Rank (out of 11)	5	2	1

Visited Indoor Waterpark in Last 12 Months

		30-min	90-min	180-min
3	Frankenmuth, MI	8,914	127,363	245,846
5	Eau Claire, WI	3,724	32,091	156,252
1	Sevierville, TN	2,856	32,030	122,672
8	Box Elder, SD	2,849	4,444	8,212
	South Haven, MI	2,654	67,152	426,819
9	Rothbury, MI	2,625	32,358	145,713
4	Massanutten, VA	2,486	19,534	243,786
2	Traverse City, MI	2,282	7,780	76,557
10	Clinton, OK	1,094	29,000	84,358
6	Storm Lake, IA	684	9,589	84,086
7	French Lick, IN	606	37,847	196,439
	Average	2,800	33,200	136,400
	Rank (out of 11)	5	2	1

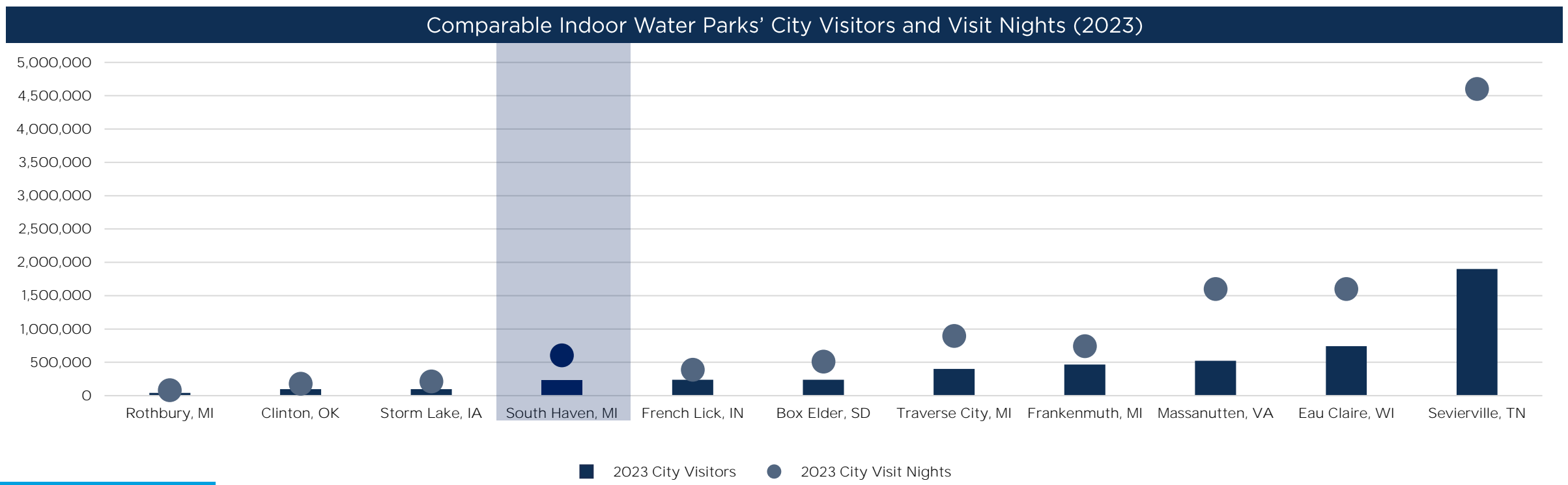
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COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE INDOOR WATER PARKS

- South Haven one of the smaller tourism markets in the comparison set
- Visitation to Water Park could put South Haven near Traverse City



4 COMPARABLE FACILITIES



WATIKI WATERPARK RESORT

City, State:	Box Elder, SD
Owner:	Liv Hospitality
Operator:	Liv Hospitality
Year Opened:	2006
Construction Cost:	NA
HQ Hotel Rooms:	261
Property Size:	23,400
2023 Visits:	134,000



- WaTiki Waterpark Resort is a 23,400-square foot indoor waterpark located in Box Elder, SD. This attraction and its two headquarter hotel properties began construction in 2005 and were completed in summer 2006. The resort property is owned and operated by Liv Hospitality.
- The resort's indoor waterpark offers several family-oriented features including body, tube and bowl slides, an activity pool with basketball hoops and a water walk, lazy river and waterslide. The waterpark is enclosed under a double-sloped retractable roof.
- The indoor waterpark is directly connected to a 144-key Fairfield Inn & Suites and 117-key La Quinta Inn & Suites.
- In 2010, the resort constructed and opened a 210-seat bar and restaurant which is connected to the indoor waterpark and enclosed under its own retractable roofing system. The restaurant is intersected by one of the waterpark's slides, where patrons can view park goers through the tube's clear exterior.
- In 2021, the waterpark closed for seven weeks in order to replace flooring, repaint slides, install new theme lighting, and renovate washroom/changing spaces for families. During this time the park also installed a "Connect & Go" RFID wrist band system which is interconnected with the resort's rooms and amenities, including waterpark/arcade access, lockers and food service.
- The area directly surrounding the resort has made strides as destination, previously functioning as more of as a rest stop for Rapid City and Mt. Rushmore tourists. The construction of two additional hotel properties in between 2015 and 2017 added 251 rooms to the district. In 2023, the City and Liv Hospitality partnered to open a 60,000-square foot event center, The Box, and adjoined 174-room headquarter hotel adjacent to WaTiki Waterpark. Atlantis LLC entered a 30-year agreement to operate The Box.
- In 2023, the Waterpark was visited by approximately 94,000 unique visitors. While nearly half (46 percent) these attendees originated from within the state of South Dakota, the waterpark drew visitors from the greater Midwest including Wyoming (10 percent), North Dakota (8 percent) and Nebraska (8 percent).



Retractable roof system



Interconnected wrist band system on resort



Five connected or adjacent hotel properties



District added 60,000 SF Event Center



Resort has major presence in the Midwest

4 COMPARABLE FACILITIES



BIG SPLASH ADVENTURE

City, State:	French Lick, IN
Owner:	Private
Operator:	Private
Year Opened:	2009
Construction Cost:	\$33.7 million
HQ Hotel Rooms:	154
Property Size:	65,600 SF
2023 Visits:	179,600



- Big Splash Adventure is a 40,000-square foot indoor waterpark located in French Lick, IN. This resort complex was constructed at development cost of \$23 million (\$33.7 million in 2024 dollars) by private local developers Jerry and Carolyn Fuhs. The development was supported by property tax abatement, federal New Markets Tax Credits and the town's guarantee on some of the debt.
- The indoor **waterpark's** facilities include (1) a three story **children's** play structure with 50 interactive play features, two body slides and a 1,000 gallon dumping bucket; (2) DIVR Under Water Virtual Reality Experience (\$15/\$40 for one/four guests); (3) a multi-story platform housing five total tube, body and bowl slides; (4) hot tub; (5) lazy river; (6) leisure pool with basketball goals, lily pads, and spinning vortex; and (7) an outdoor zero-depth entry pool with splash elements.
- The facility is covered by an OpenAire retractable roof system made of thermally broken aluminum. Glass panels allow natural sunlight to illuminate the indoor waterpark.
- An attached resort hotel offers 154 guest rooms. Waterpark passes are included in waterpark room packages. A limited number of waterpark day passes are available for purchase by non-hotel guest; rates are \$25 per day for individuals above 46 inches in height and \$20 for individuals below 46 inches in height and seniors (60+). Admission is free for children ages two and under.
- A Shotz Miniature Golf and Lazer Tag property lies directly adjacent to the resort, offering an indoor lazer tag arena and nine/18-hole indoor/outdoor miniature golf courses. The resort offers a comprehensive bundle comprising a room, water park passes, breakfast, four tickets to Shotz (choice of Lazer Tag or Mini Golf), and \$12 in arcade tokens.
- In 2023, Big Splash Adventure attracted 92,600 unique guests for a total of nearly 180,000 visits. The largest increases in visitation were realized during Spring Break (last two weeks of March) and between May and July. Weekends (Friday through Sunday) accounted for 68 percent of total visitation.
- French Lick's central location between Evansville (IN), Louisville and Indianapolis allows the resort to capture a majority of visitation from these three markets.



Retractable roof system



Underwater virtual reality experience



Synergy with adjacent local attractions



Popular destination for families on spring break



Located between three major markets

Note: "Construction Cost" is in 2024 dollars.
Source: Facility websites, facility management, Placer AI, 2024.



CASE STUDY SUMMARY - COMPARABLE INDOOR WATER PARKS



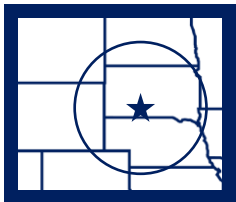
Retractable roof systems



New, trend forward experiences



Connected or adjacent hotel properties



Typically pull from 3 to 5 hours away



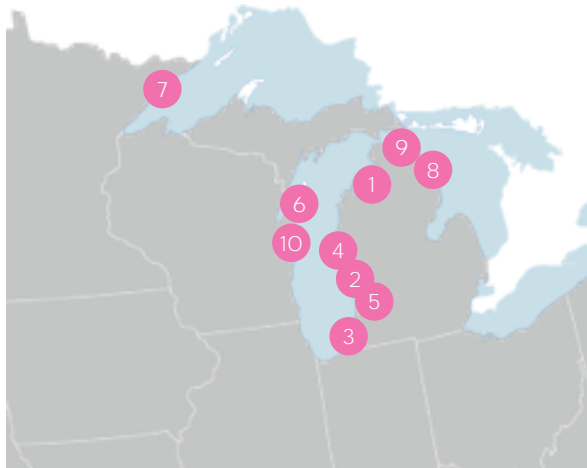
Popular destination for families on spring break

4 COMPARABLE FACILITIES



COMPARABLE DOWNTOWNS OVERVIEW

- Analysis targeted developed downtown districts in markets of similar size and characteristics to South Haven along the shorelines of the Great Lakes (Michigan, Superior).
- South Haven would rank among the top four of the comparable set in terms of half-mile dining and retail sales.
- City of South Haven has more annual visitors than Holland, Grand Haven but less half-mile retail/dining sales.



Downtown	City Population	2023 Downtown Visits	2023 Downtown Visitors	Number of Downtown Residents (half-mile)	Number of Downtown Businesses (half-mile)	Downtown Dining Sales in \$000s (half-mile)	Downtown Retail Sales in \$000s (half-mile)
1 Traverse City, MI	16,041	4,400,000	1,400,000	1,847	744	\$59,755	\$191,626
2 Holland, MI	34,939	5,500,000	1,200,000	2,622	396	\$24,317	\$90,089
3 St. Joseph, MI	7,878	3,800,000	1,100,000	1,533	345	\$11,131	\$38,380
4 Grand Haven, MI	11,258	3,500,000	903,000	2,281	386	\$10,940	\$106,575
5 Saugatuck, MI	928	1,700,000	699,000	582	137	\$12,213	\$32,245
6 Sturgeon Bay, WI	9,632	1,600,000	412,000	1,317	217	\$7,771	\$33,734
7 Grand Marais, MN	1,325	1,100,000	376,000	615	118	\$5,378	\$37,091
8 Alpena, MI	10,266	1,800,000	224,000	2,218	237	\$6,956	\$47,959
9 Cheboygan, MI	4,650	1,200,000	218,000	1,325	174	\$3,913	\$28,953
10 Two Rivers, WI	11,225	1,200,000	200,000	2,904	157	\$5,397	\$47,220
AVERAGE	10,800	2,600,000	673,000	1,700	300	\$14,800	\$65,400
MEDIAN	9,900	1,800,000	556,000	1,700	200	\$9,400	\$42,800
South Haven, MI	4,152	3,100,000	953,400	1,571	269	\$15,289	\$59,313

4 COMPARABLE FACILITIES



DEMOGRAPHIC COMPARISON - COMPARABLE DOWNTOWNS

- South Haven's downtown is supported by similar 30-minute drivetime market relative to comp set

Population (2024)

		30-min	90-min	180-min
4	Grand Haven, MI	310,951	1,980,073	12,723,488
2	Holland, MI	294,427	2,530,162	17,744,400
5	Saugatuck, MI	182,895	2,596,252	18,523,623
3	St. Joseph, MI	131,310	3,465,990	20,343,025
1	Traverse City, MI	117,389	371,734	3,096,059
	South Haven, MI	111,744	2,948,488	19,179,237
10	Two Rivers, WI	73,151	1,494,560	8,126,450
8	Alpena, MI	29,762	138,743	1,298,364
6	Sturgeon Bay, WI	29,509	762,086	3,757,164
9	Cheboygan, MI	23,527	236,802	1,336,581
7	Grand Marais, MN	3,479	8,440	294,722
	Average	119,600	1,358,500	8,724,400
	Rank (out of 11)	6	2	2

Median Household Income

		30-min	90-min	180-min
2	Holland, MI	\$87,824	\$73,384	\$76,491
5	Saugatuck, MI	\$83,337	\$73,878	\$77,206
1	Traverse City, MI	\$80,524	\$69,319	\$68,702
6	Sturgeon Bay, WI	\$71,487	\$76,839	\$75,028
4	Grand Haven, MI	\$69,128	\$75,582	\$72,016
7	Grand Marais, MN	\$68,041	\$70,846	\$66,448
3	St. Joseph, MI	\$65,160	\$70,413	\$78,350
10	Two Rivers, WI	\$64,315	\$73,029	\$82,233
	South Haven, MI	\$59,592	\$72,185	\$78,041
9	Cheboygan, MI	\$58,106	\$62,584	\$60,862
8	Alpena, MI	\$52,512	\$54,511	\$59,137
	Average	\$70,000	\$70,000	\$71,600
	Rank (out of 11)	9	6	3

Number of Businesses

		30-min	90-min	180-min
4	Grand Haven, MI	10,194	68,230	448,067
2	Holland, MI	9,836	87,673	625,437
5	Saugatuck, MI	6,829	89,249	653,527
1	Traverse City, MI	6,703	18,276	113,863
3	St. Joseph, MI	5,361	118,625	716,807
	South Haven, MI	4,674	100,500	671,933
10	Two Rivers, WI	2,778	55,403	309,250
6	Sturgeon Bay, WI	1,639	28,156	141,859
9	Cheboygan, MI	1,405	11,784	54,353
8	Alpena, MI	1,360	6,456	53,035
7	Grand Marais, MN	252	524	12,180
	Average	4,600	48,400	312,800
	Rank (out of 11)	6	2	2

Entertainment/Recreation Spending (in \$000s)

		30-min	90-min	180-min
2	Holland, MI	\$459,127	\$3,587,630	\$27,870,410
4	Grand Haven, MI	\$405,683	\$2,833,801	\$18,842,947
5	Saugatuck, MI	\$288,532	\$3,702,046	\$29,285,737
1	Traverse City, MI	\$207,637	\$583,704	\$4,365,293
3	St. Joseph, MI	\$191,719	\$4,731,027	\$32,346,098
	South Haven, MI	\$155,015	\$4,121,601	\$30,430,738
10	Two Rivers, WI	\$103,773	\$2,220,645	\$13,763,351
6	Sturgeon Bay, WI	\$49,475	\$1,156,325	\$5,813,466
8	Alpena, MI	\$38,508	\$184,806	\$1,757,057
9	Cheboygan, MI	\$33,149	\$346,746	\$1,853,242
7	Grand Marais, MN	\$6,389	\$14,952	\$420,277
	Average	\$178,400	\$1,936,200	\$13,631,800
	Rank (out of 11)	6	2	2

Retail Sales (in \$000s)

		30-min	90-min	180-min
2	Holland, MI	\$5,017,497	\$38,279,150	\$273,784,117
4	Grand Haven, MI	\$4,735,339	\$30,587,981	\$194,382,641
1	Traverse City, MI	\$4,095,372	\$8,452,129	\$49,889,135
5	Saugatuck, MI	\$3,354,229	\$40,863,842	\$285,946,578
3	St. Joseph, MI	\$2,239,668	\$57,616,304	\$314,042,953
	South Haven, MI	\$2,058,152	\$46,954,309	\$295,428,925
10	Two Rivers, WI	\$872,801	\$26,622,832	\$140,250,273
9	Cheboygan, MI	\$607,799	\$4,378,552	\$23,701,249
8	Alpena, MI	\$547,773	\$2,500,936	\$23,442,027
6	Sturgeon Bay, WI	\$445,293	\$15,706,730	\$61,265,186
7	Grand Marais, MN	\$52,206	\$107,498	\$4,430,086
	Average	\$2,196,800	\$22,511,600	\$137,113,400
	Rank (out of 11)	6	2	2

Dining Sales (in \$000s)

		30-min	90-min	180-min
4	Grand Haven, MI	\$457,455	\$2,984,798	\$20,931,804
2	Holland, MI	\$455,333	\$4,119,350	\$29,652,661
1	Traverse City, MI	\$292,871	\$679,723	\$4,723,699
5	Saugatuck, MI	\$284,721	\$4,338,434	\$31,014,224
3	St. Joseph, MI	\$229,066	\$5,596,074	\$34,208,741
	South Haven, MI	\$148,700	\$4,746,852	\$32,119,466
10	Two Rivers, WI	\$83,334	\$2,254,421	\$14,113,468
9	Cheboygan, MI	\$64,635	\$394,871	\$2,045,070
6	Sturgeon Bay, WI	\$57,477	\$1,225,102	\$5,920,604
8	Alpena, MI	\$32,144	\$152,734	\$2,129,493
7	Grand Marais, MN	\$7,306	\$14,802	\$465,622
	Average	\$196,400	\$2,176,000	\$14,520,500
	Rank (out of 11)	6	2	2

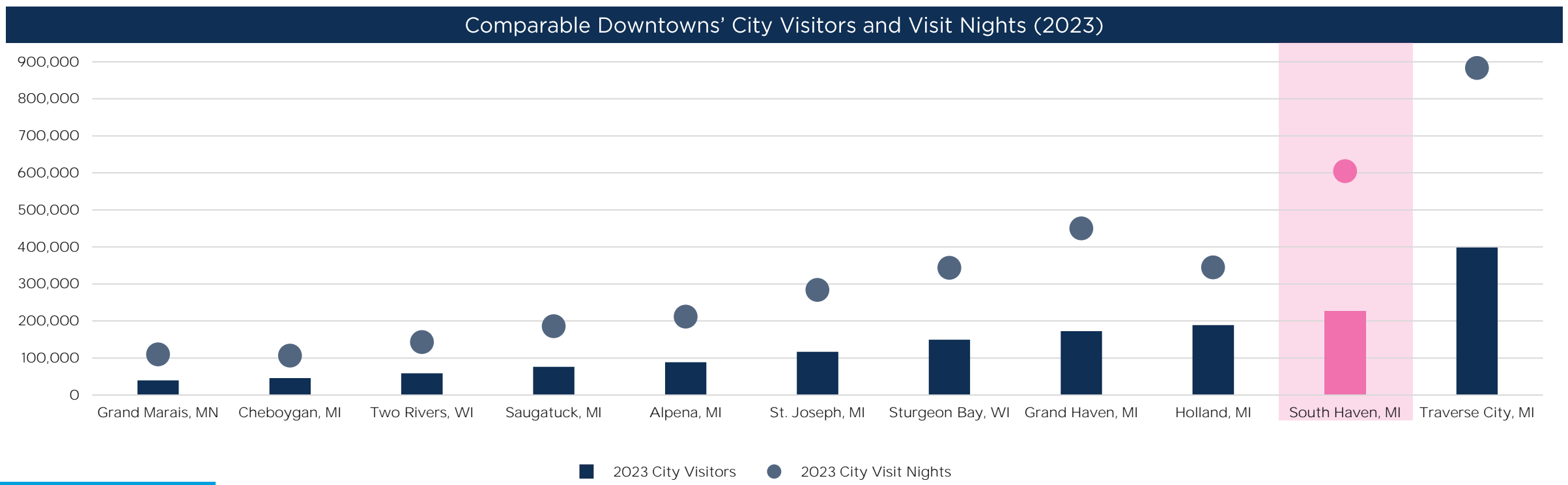
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COMPARABLE FACILITIES



CITY TOURISM COMPARISON - COMPARABLE DOWNTOWNS

- Ahead of Grand Haven, Holland in annual visits - but these markets surpass South Haven in terms of Downtown visitation.



4 COMPARABLE FACILITIES



DOWNTOWN GRAND HAVEN	
City, State:	Grand Haven, MI
City Population:	11,258
2023 Visits:	3,500,000
2023 Visitors:	903,000
Number of Residents:	2,281
Number of Businesses:	386
Dining Sales (\$000s):	\$10,940
Retail Sales (\$000s):	\$106,575



- Downtown Grand Haven is part of 14-block Historic District which includes City Hall, Central Park, the downtown core and waterfront space.
- Lynne Sherwood Waterfront Stadium is a 2,500-capacity amphitheater located at the end of Downtown's primary street (Washington Avenue). This venue first opened in 2018 and hosts low-terraced retaining walls covered in grass, a permanent performance bandshell, and a versatile sports surface, and has capacity to add portable bleachers. The adjacent historic depot was expanded as part of this development, improving its versatility for daily and event use. The venue hosts live performances, groups events (e.g., Sunday church), festivals and is a viewing space for the Grand Haven Musical Fountain, which runs a nightly 30-minute synchronized musical water and light show. Seasonal investments into movable screens, windbreaks and/or an ice rink are being considered at this site for increase year-round activation.
- "Beyond the Pier" Waterfront Master Plan envisions the downtown and waterfront as a single work, live and play space. It seeks to improve equitable waterfront access, invest in the retention and expansion of local businesses, enhance public spaces, protect natural features and support overall economic development efforts in the Downtown.
- In response to the City's lack of popular year-round attractions and events, a current area of focus is the potential redevelopment of the Chinook Pier and former Chinook Pier Shops. City leadership is currently reviewing proposals for various public-private developments including a children's museum, multi-use market and plaza, additional waterfront retail/office space and an outdoor play area.
- In 2023, Downtown Grand Haven received approximately 896,000 unique visitors, with 55 percent of visitation occurring between May and August. The Coast Guard Craft Fair is an annually reoccurring two-day craft show. Over 170 vendors from around the Country display unique, handmade products across Central Park and the greater Downtown area. This event attracted 97,500 visitors to Downtown South Haven in 2023, nearly 10 percent of which originated from outside a three-hour drivetime radius of Downtown.
- City has invested in streetscaping improvements along Washington Avenue in order to create a more pedestrian-friendly and secondary retail hub in the Downtown. Natural and built features help create walkable and accessible storefronts and clearly delineated pedestrian travel zones. Trolley system and bike lanes are key for transportation.



Waterfront amphitheater and light fountain



Waterfront masterplan guides vision



Consideration of children's museum, farmer's market



Frequent event programming, including CGCF



Pedestrian friendly, ample transportation

4 COMPARABLE FACILITIES



DOWNTOWN ST. JOSEPH	
City, State:	St. Joseph, MI
City Population:	7,878
2023 Visits:	3,800,000
2023 Visitors:	1,100,000
Number of Residents:	1,533
Number of Businesses:	345
Dining Sales (\$000s):	\$11,131
Retail Sales (\$000s):	\$38,380



- Downtown St Joseph is an active mixed-use district located in the City core and is a major regional destination for recreation and tourism.
- There are over 340 businesses located with a half-mile of Downtown St Joseph. The East Main Campus subarea acts as an employment center and is critical in increasing daytime population in the area; in particular, the County Courthouse draws a steady influx of attorneys and related professional firms.
- Two independent downtown hotels offer a total of 234 sleeping rooms.
- Hosts attractions including Silver Beach, the St. Joseph Lighthouse, Krasl Arts Center, Curious Kids' Museum, Box Factory and Heritage Museum in addition to ample retail, dining and nightlife/entertainment options concentrated along and around the City's main street.
- Hosted approximately 1.1 million visitors in 2023. Only 39 percent of visitors originated from within the state of Michigan – Indiana (24 percent) and Illinois (21 percent) accounted for a significant portion of Downtown visitation in this year.
- Successful, year-round event programming includes the St. Joseph Farmers Market, Krasl Art Fair, Chalk the Block, March Mannequins, and a weekly outdoor summer concert series. These events draw visitors originating from nearby shoreline communities as well as the greater South Bend, IN area.
- Ice Fest, a popular offseason festival which attracted nearly 29,000 visitors across a three-day weekend in February 2023, features ice carving competitions, a 5K run and interactive and family friendly games, while driving visitation to Downtown retailers and restaurants. In 2023, visitors traveling one or more hours to Downtown St. Joseph during the Ice Fest weekend patronized local businesses—hundreds of these visitors also visited Downtown establishments like the Chocolate Café, The Market, and Boulevard Inn & Bistro in conjunction with their festival visitation.
- Established social district within downtown provides common areas in which alcoholic beverages from participating establishments can be carried and consumed. Boundary and drink stickers help patrons identify the district.
- Main Street will be rebuilt in 2027, and will include the installation of median refuge islands, repurposing of available space with streetscaping/general greenery/wider sidewalks, and the removal of on-street parking.



Corporate and institutional presence bolsters visitation



Frequent event programming, including offseason



High levels of out of state visitation (Illinois, Indiana)



Hosts many entertainment uses and attractions



Social district with common drinking areas



CASE STUDY SUMMARY - COMPARABLE DOWNTOWN



Pedestrian friendly,
ample transportation



Key tourist “go to’s”
such as museums and
visitor centers



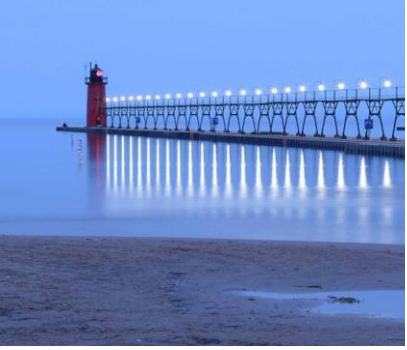
Public gathering
areas



Waterfront master
planning



Frequent event
programming, including
offseason



 south haven
VAN BUREN COUNTY
CONVENTION & VISITORS BUREAU



5

MARKET DEMAND

5 MARKET DEMAND

MARKET DEMAND CONTACTS

- AF Group
- American Planning Association – Michigan Chapter
- Association Management Company
- Carpe Diem Volleyball Club
- Corporate Travel Management
- Detroit Regional Chamber
- Double D Booking
- Dunes Volleyball Club
- Euro Stars Gymnastics
- FAAST
- Great Chicago Events
- Illinois Association of School Boards (IASB)
- Indigo Entertainment
- Inverness
- Jr. Hoops Elite
- Kingdom Soccer Club
- Mammoth Productions
- Michigan Community Colleges Association
- Michigan Council of Teachers of Mathematics
- Michigan County Social Services Organization
- Michigan Elite Volleyball
- Michigan Food Processors Association
- Michigan Pupil Accounting and Attendance Association
- Michigan Recycling Association
- Michigan Society of Professional Engineers
- Michigan Sports Academy
- Michigan Transportation & Infrastructure Association
- Midland Soccer Club
- Midwest Youth Tournaments
- Mistress Sara Productions
- Must See Tourney
- NACUFS
- PCWC Wolf Pack
- Pioneer District Association of Chapters
- SAEM
- Senior Softball USA
- Sportvana, LLC
- Top 3 Promotions
- US Soccer Club
- USSSA Baseball
- West Side Lacrosse

5 MARKET DEMAND



MEETING PLANNER OUTREACH

20
completed telephone interviews

10+
potential South Haven events

100+
planned events

60%
positive response rate

15,000 SF
largest event space required to accommodate 92% of market

300
average number of attendees across the market

140
average peak night hotel rooms

Summary of Key Findings

- Telephone survey of state and regional meeting and event planners, including state of Michigan associations and corporate meeting planners in Michigan and southern Chicago.
- A total of 20 telephone interviews were completed for this analysis, representing more than 100 annually reoccurring conventions, conferences, tradeshow, consumers shows, public shows, exhibitions, annual meetings and other similar events.
- Sixty-one (61) percent of interviewed planners indicated they would “likely” or “possibly” rotate one or more of their events to a potential new event center in South Haven - it is notable that zero respondents indicated they would “definitely” rotate. Those respondents who indicated negative interest in utilizing a new facility attributed their disinterest to incongruent membership dispersion throughout the state, gravitation towards larger in-state markets including Detroit, Lansing and Grand Rapids, need for a proximate medical school, and unwillingness to move out of state (Illinois).
- Interested events are predominately two to three days in length.
- On average, planners require a largest contiguous event space of 6,300 square feet for general sessions and/or large meal functions. The largest contiguous space required by positive respondents was 20,000 square feet (Michigan Transportation & Infrastructure Association’s tradeshow).
- Positive respondents require anywhere from one to 10 meeting rooms to accommodate their events. The average number of required meeting rooms for the sample was four.
- Interested events largely occur in the Spring (April, May) and Fall (September, October), with the October representing the most frequently requested month. This represents an opportunity for South Haven to attract additional activity to the market during this shoulder season. Several planners indicated consideration of moving summer events to the fall.
- On average, interested events require a room block of 140 rooms on peak night. The greatest room block required amongst positive respondents is 500.
- Seventy-six (76) percent of positive respondents indicated a preference for a headquarter hotel property which is either directly attached or proximate to event space. For 12 percent of respondents, this is a critical factor in determining a host venue, and 18 percent of planners require this factor.



5 MARKET DEMAND



MEETING PLANNER OUTREACH

South Haven SWOT

- Van Buren County currently lacks a contiguous space capable of accommodating 500 or more people (approximately 7,500 square feet) in a business/meeting-quality setting. The County also does not offer a traditional, full-service hotel property.
- Significant demand for hosting events in the Fall could increase shoulder season tourism/visitation.
- Groups being priced out of larger markets (Detroit) are seeking new, unique destinations with meeting facilities large enough to accommodate their events.
- According to conversations with Chicago-based corporate meeting planners, South Haven has a positive reputation as a leisure destination amongst affluent weekenders based in that market. While Chicago-based corporate events are predominately too large to rotate to South Haven, opportunity may exist to capture smaller corporate board meetings attended by prosperous individuals.
- Meeting and event attendees have a preference to travel offsite for group dinners, and South Haven's abundance of quality dining establishments – especially in the Downtown, where 14 of the County's top 20 rated eating places are located – could be leveraged to attract and accommodate these groups.

Specific Facility Recommendations/Needs

- Robust audio/visual capabilities to host hybrid meetings, including turn-key projection technology, clip-on microphones,
- High speed Wi-Fi connection and/or ethernet access.
- Airwalls for meeting rooms to allow event planners flexibility in room arrangements.
- Storage space for event materials such as equipment, signage, technology, etc.
- ADA accessibility
- Restaurants nearby the event center that have the capacity to host group dinners.
- Hotel directly attached to or within close walking distance of event center.



5 MARKET DEMAND



OUTDOOR FIELD OUTREACH

8

completed telephone interviews

7

potential South Haven events

100+

planned events

63%

positive response rate

6 - 10

rectangle fields

8 - 16

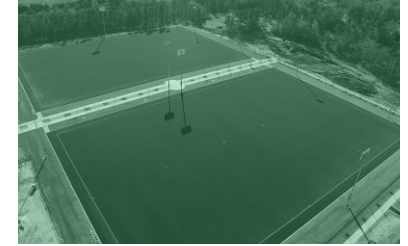
diamond fields

4,500 to 6,000

total players and spectators

Summary of Key Findings

- These potential user groups interviewed represent boys and girls soccer, baseball, softball and lacrosse events of varying age (U9 - U19) and competition levels.
- Interested youth soccer event organizers indicated that their tournaments would be accommodated by six and 10 fields at single location and could require as many as 14 to 20 fields in total, using alternate site locations around the destination. These potential tournaments are significant in scale and could attract approximately 100 to 150 teams (1,500 to 2,300 players and 3,000 to 4,600 additional spectators).
- According to positive respondents, an outdoor diamond field complex capable of hosting baseball/softball tournament activity would require a minimum of eight fields and a maximum of 16 fields at a single location. Based on the number of available fields, these events could attract anywhere from 50 to 120 teams. Turf infields are largely and strongly preferred by baseball/softball tournament organizers.
- Amateur softball tournaments require less fields (four to eight) than these higher impact youth tournaments. A potential event of this nature in South Haven could attract anywhere from 20 to 40 teams, each with rosters of approximately 15 to 18 (300 to 700 total players). Amateur softball tournaments tend to attract less spectators per player (one) than youth tournaments (two).
- Lacrosse groups expressed interest in hosting one or more U10 - U17 lacrosse tournaments at a potential new South Haven rectangle field complex. These tournaments can be accommodated by six to eight rectangle fields and on average attract between 90 and 100 teams (1,500 to 1,700 players and 3,000 to 3,400 spectators).
- Across all outdoor sports analyzed, tournaments attendees would largely be expected to originate from within the state of Michigan; however, there is potential to draw additional attendance from proximate out of state markets in Indiana, Ohio and the southern Chicago area.
- Indoor turf is increasingly becoming a preference for Fall tournament organizers. A facility offering both indoor and outdoor rectangle fields was deemed an attractive package by respondents.
- A typical per field per hour rental rate for a rectangle or diamond field is between \$75 and \$150.



5 MARKET DEMAND



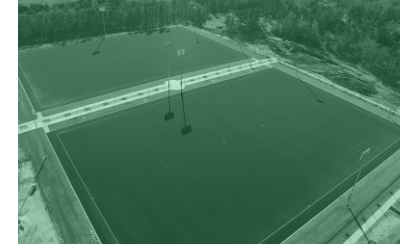
OUTDOOR FIELD OUTREACH

South Haven SWOT

- Many planners referenced South Haven's beaches, restaurants and waterfront identity as key positive factors of the destination and critical selling points for potential participants. Hosting late spring/summer tournaments could build on an existing strength of the destination.
- In addition to a primary facility with a critical mass of playing surfaces, tournament organizers will often utilize additional alternate sites within a destination to accommodate their field requirements as their events grow in reputation and size. While South Haven's school district is well accommodated with outdoor facilities, the area generally lacks outdoor facilities available for tournament use, and this could limit the ability of the destination to grow attendance through use of secondary tournament sites.
- The rectangle and diamond field landscapes are similarly competitive throughout southern Michigan. Significant tournament-quality field inventory already exists within a one-hour drivetime of South Haven in Grand Rapids and Kalamazoo.
- Despite trend of families utilizing short-term rentals to accommodate overnight tournament lodging needs, traditional hotel inventory is a sustaining and critical destination factor for hosting youth sporting events. South Haven's lack of full-service hotel properties could be a limiting factor in accommodating high impact youth tournaments which attract thousands of players and spectators.
- Local demand for indoor training space amongst soccer, baseball groups and limited regionally competitive indoor turf facility landscape could represent opportunity to develop indoor turf space.

Specific Facility Recommendations/Needs

- Limited local and non-local demand for a new tournament quality rectangle field complex.
- Moderate non-local demand for a diamond field complex with a minimum of eight diamond fields equipped with turf infields, adjustable base paths and fences, and seating for 100 to 200 per field. Seating areas should be well shaded via artificial shade structures or an abundance of trees. Complex should offer onsite concessions, permanent bathrooms, and a headquarter/referee room.
- Moderate local demand for indoor turf facility with at least one indoor soccer field (≈10,000 SF).



5 MARKET DEMAND



INDOOR COURT OUTREACH

9

completed telephone interviews

6

potential South Haven events

200+

planned events

67%

positive response rate

4/8

minimum number of
basketball/volleyball courts

10,000+ square feet
minimum floor space for wrestling

20,000+ square feet
minimum floor space for
gymnastics

Summary of Key Findings

- Potential user groups interviewed represent boys and girls basketball, volleyball, gymnastics, and wrestling events of varying age (U9 - U19) and competition levels.
- Interested basketball user groups would require a minimum of four high school regulation-size courts to bring their events to a potential new South Haven facility. These tournaments typically attract between 40 and 100 participating teams, which equates to approximately 600 to 1,000 players and 300 to 800 additional spectators.
- Volleyball tournament organizers who indicated positive interest in hosting events in South Haven require a similar number of courts compared to interested basketball organizers. To accommodate a youth volleyball tournament, a potential new South Haven facility would require a minimum of eight full-size volleyball courts (equivalent to four full-size basketball courts). These tournaments could attract anywhere from 60 to 200 teams, equivalent to 1,000 to 2,000 players and 2,000+ spectators.
- Two-day weekend basketball and volleyball tournaments most frequently occur between January and June, and during the summer these groups transition to organizing skill development camps and clinics.
- Regionally and nationally, volleyball participation is trending upward and represents a significant programming opportunity for a potential new South Haven facility, as volleyball groups often compete directly with basketball groups for limited indoor court space.
- Gymnastics events indicated low interest in utilizing a potential new South Haven indoor facility. These events typically occur between October and May and require a minimum of 20,000 square feet of contiguous flat floor space, with preference for up to 40,000 square feet for larger meets and competitions (e.g., four teams or more, hosting both boys and girls' programs, etc.)
- A potential South Haven facility could host one to two wrestling tournaments per year between November and March. These events require 8,000 to 10,000 contiguous square feet of flat floor space to accommodate four to six mats.
- A typical per court per hour rental rate for an indoor court is \$50 to \$100.



5 MARKET DEMAND



INDOOR COURT OUTREACH

South Haven SWOT

- Moderate to strong opportunities for hosting basketball and volleyball tournaments in South Haven at a new indoor court facility. Tournaments could attract players and spectators from regional markets across Michigan, Indiana, Ohio, and southern Chicago.
- While South Haven's school district is fairly well-accommodate in terms of indoor court space, there are a significantly limited number of indoor facilities available for tournament use within the area.
- Regionally, there is limited competition in the indoor court facility landscape, especially between South Haven and Chicago. Opportunity exists to attract overnight participants along that southern shoreline of lake Michigan, as basketball and volleyball groups are accustomed to driving several hours to participate in regional events.
- Opportunity to host one to two additional, non-basketball/volleyball events on top of the courts at a potential South Haven indoor complex. Specifically, wrestling could represent a natural addition to facility programming given that these groups only require 10,000 square feet of contiguous floor space.

Specific Facility Recommendations/Needs

- A new South Haven indoor court facility would require a minimum of four/eight high school regulation-size basketball/volleyball courts.
- Tournaments which attract older players at higher competition levels tend to prefer hardwood surfaces for their play.
- Preference for adequate floor space between courts in order to situate portable bleachers, team benches, scoring tables, and other such equipment.
- Indoor facility should offer onsite concessions, permanent bathrooms, and a headquarter/referee room. Basketball and volleyball tournament planners do not typically require dedicated locker rooms to accommodate their participants.



5 MARKET DEMAND



PROMOTER OUTREACH

3

completed telephone interviews

10+

potential South Haven events

750 - 1,000

maximum venue capacity

\$30 - \$75

average ticket price

Summary of Key Findings

- Moderate demand identified during promoter interview process.
- The South Haven market would not support a venue with a maximum capacity larger than 1,000. A venue with under 500 seats would be too small, attract a level of artist unlikely to draw significant attendance/visitation, and ultimately offer little return on investment.
- There are several venues of this size (1,000 max capacity) distributed across the state with small market catchment areas, and therefore they rarely compete with one another. A venue in South Haven could occupy a similar space and serve the lakeshore. Promoters noted that residents of smaller lakeshore communities are accustomed to driving hour(s) to see acts in larger markets (Grand Rapids) and/or are choosing not to attend live entertainment because of this travel requirement. A new venue in South Haven could provide a more accessible location to see these type of acts.
- Holland offers a significant Christian Music scene, proving a unique booking target. Promoters also indicated that adult contemporary tribute bands, stand up comedy and slower singer songwriter acts (Amos Lee, Richard Thompson, Robert Cray) could have success in southwest Michigan. Cover bands generally exhibit less concern for back-of-house amenities.
- Ticket prices vary significantly based on the act and could range anywhere from \$30 to \$75 at a potential new venue in South Haven.

Specific Facility Recommendations/Needs

- Versatile indoor venue with a total capacity of 1,000 – floor capacity of 600 with ability to convert to seated setup depending on act and audience, and 400 fixed seats on a second level balcony.
- Sizeable stage with high level acoustics, concert lighting and state-of-the-industry rigging.
- Sufficient storage space, straightforward load in processes and outside hookups for touring buses.
- Artist-only restrooms, green rooms, dressing rooms and laundry facilities in back-of-house.
- Curated VIP experiences including VIP seating, meet-and-greet opportunities, social media capture moments, access to reserved parking and dedicated entrances and hospitality points-of-sale.



5 MARKET DEMAND



WATERPARK OUTREACH

2

completed telephone interviews

3

hours distance required for most
water parks

\$200,000 to
\$300,000

successful annual profit levels

\$2m to \$6m

typical annual debt service

60,000 to 80,000

anticipated attendance of a water
park in South Haven

5+ years

anticipated timeline for
developers to consider a market
such as South Haven

Summary of Key Findings

- Limited near-term demand identified during developer interview process.
- Moderate demand potential in the long-term as new aquatic attraction concepts are developed.
- Developers noted that South Haven is a very small market for a standalone waterpark – these concepts are typically successful when very close to major metro areas.
- Great Wolf lodge is in preliminary planning stages for a new small market, standalone indoor waterpark concept – however, they do not anticipate building new facilities within the next five years.
- Both developers noted that a South Haven facility will compete significantly with existing waterparks in Michigan and will not be able to draw from Chicago due to the pull of the Wisconsin Dells.
- With escalation in construction costs for aquatic developments, a standalone waterpark is likely to range from \$50.0 million to \$65.0 million depending on size, while a waterpark resort will cost anywhere from \$140 million to \$300 million.

Specific Facility Recommendations/Needs

- In the long-term, consider standalone waterpark with other onsite family entertainment (i.e., laser tag, obstacle course, arcade) housed within 80,000 to 100,000 square feet of enclosed space.
- Include trend forward amenities such as significant natural light, retractable roof, lazy river, virtual reality, and immersive experiences.
- Regularly monitor waterpark and family entertainment center development trends and consider initiating preliminary conversations with waterpark developers within the next two years.



5 MARKET DEMAND



DOWNTOWN ISSUES & OPPORTUNITIES

SEASONALITY

WAYFINDING

PUBLIC GATHERING

WATERFRONT

BEACH SPORTS?

MORE UNIQUE BUSINESSES

Identified Downtown Case Studies



Visitor Center
(Bend, OR)



Winter Programming
(Duluth, MN)



Signage & Wayfinding
(Stuart, FL)



Public Art 2.0
(Cary, NC)



Trail Connectivity
(Carmel, IN)



Waterfront Public Space
(Grand Haven, MI)

5 MARKET DEMAND

MARKET ANALYSIS RECAP
(scorings of 1 to 5)

DESTINATION INVESTMENT	Local Need	Regional Gap	Demographics	Demand	Market Score
Meeting and Event Center	4	4	4	4	16
Rectangle Field Complex	2	2	2	2	8
Diamond Field Complex	2	3	2	2	9
Indoor Court Complex	3	4	3	4	14
Indoor Turf Complex	4	4	2	3	13
Indoor Music Venue	2	3	1	3	9
Indoor Water Park	2	2	3	2	9
Downtown Enhancement	2	3	3	3	11

5 MARKET DEMAND

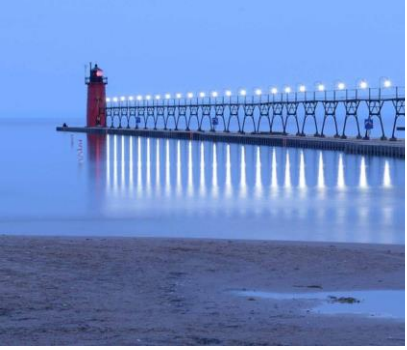
HIGH LEVEL FEASIBILITY SCORING (scorings of 1 to 5)

DESTINATION INVESTMENT	Winter Rooms	Economic Impact	Financials	Public Cost	Feasibility Score
Meeting and Event Center	3	3	3	3	12
Rectangle Field Complex	1	3	3	4	11
Diamond Field Complex	1	3	3	3	10
Indoor Court Complex	4	4	4	3	15
Indoor Turf Complex	2	2	5	4	13
Indoor Music Venue	2	2	5	3	12
Indoor Water Park	3	2	5	1	11
Downtown Enhancement	1	2	4	4	11

5 MARKET DEMAND

TOTAL SCORING
(scorings of 1 to 5)

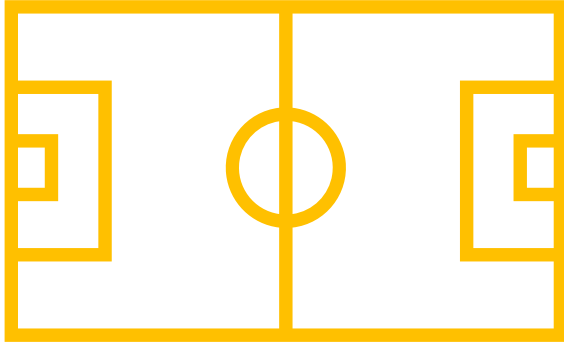
DESTINATION INVESTMENT	Market Score	Feasibility Score	Total Score
Indoor Court Complex	14	15	29
Meeting and Event Center	16	12	28
Indoor Turf Complex	13	13	26
Downtown Enhancement	11	11	22
Indoor Music Venue	9	12	21
Indoor Water Park	9	11	20
Rectangle Field Complex	8	11	19
Diamond Field Complex	9	10	19



6

PROGRAM, SITE AND MODEL

PRIORITY 1: Indoor Sport Court Facility



4-6
Basketball Courts

8 to 12
Volleyball Courts

\$20m to \$30m
Potential Cost

4 to 6 Full-Sized Basketball Courts

- 4 to 6 full-sized basketball courts (95' x 50' alleys).
- 8 to 12 full-sized volleyball courts (60' x 30' alleys).
- Minimum 35-foot ceiling height.
- Option 1: permanent hardwood surface.
- Option 2: concrete floor surface with portable hardwood courts
 - Would maximize use of space during summer and fall months

Supporting Infrastructure

- Approximately 80,000-square foot site area to allow for support facilities.
- Dropdown nets to separate court and turf spaces (including ability to net individual batting/training cages/spaces).
- Bleachers, athletic equipment, scoreboard, and other such equipment.
- 4 locker/team rooms.
- 1 to 4 party rooms consistent with industry standards.

Hospitality Amenities

- Play areas / activity zones.
- Food court / café.
- Walking track.
- Fitness area.
- Esports/gaming lab facility.

PRIORITY 2: Conference Center



10,000 to 12,000 SF
Multipurpose Room

18,000 to 20,000 SF
Total Sellable Event Space

\$32M to \$40M
Potential Cost

10,000 to 12,000 SF Multipurpose Room

- Carpeted multipurpose hall.
- Minimum ceiling height of 25 feet.
- Column-free.
- Floor utility boxes on a 30' x 30' matrix.
- Sub-divisibility via 2 or 3 movable air walls (allowing for 3 to 4 separated event spaces).
- Covered loading docks & service near the rear length of the halls, public access via the front.

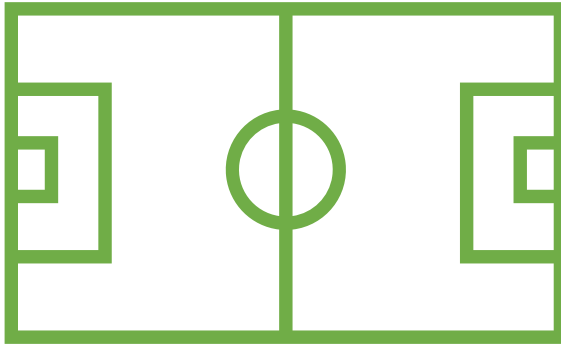
Supporting Event Space

- 3,000 to 4,000 SF junior ballroom, sub-divisible minimum ceiling of 20 feet.
- 3,000 to 4,000 SF of breakout meeting space, minimum ceiling of 12 feet.
- 4 to 6 separate breakout meeting spaces.
- 1 to 2 outdoor event space options (terrace, patio, etc.)
- Spacious pre-function with significant natural light.

Destination Amenities

- 120 to 150 adjacent hotel rooms.
- 200 to 200 total hotel rooms within walking distance.
- 5 to 6 different restaurants within 15-minute walk or 5-minute drive.

PRIORITY 3: Indoor Turf Fieldhouse



20k to 25k SF
New Indoor Turf Space

\$9M to \$12M
Potential Cost

20,000 to 25,000 SF Indoor Turf Facility

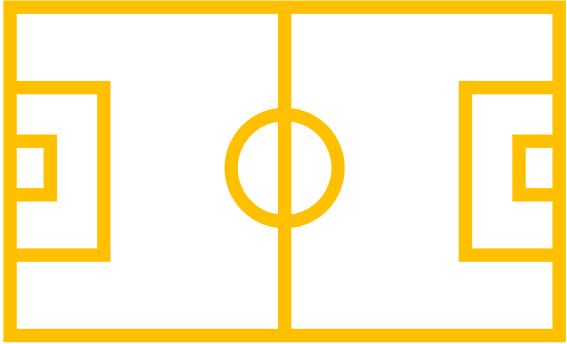
- 2 indoor soccer fields (~20,000 square feet each).
- Plan to be as flexible as possible – no boards
- Minimum 35-foot ceiling height.
- Dropdown nets to separate turf spaces.
- Dropdown nets to support batting cages.
- Bleachers, athletic equipment, scoreboard and other such equipment.

6 PROGRAM, SITE AND MODEL

POTENTIAL PLAN



RECOMMENDED SPORTS FACILITY SCENARIO



4 Full-Sized
Basketball Courts

8
Volleyball Courts

~\$27.0 million
Potential Cost

Building Program (sf)

- 30,000sf of courts
- 10,000sf of meeting/training/esports space
- 20,000sf of lobby, back-of-house and storage

Total: ~60,000 square feet

Project Cost \$

- Industrywide project cost per sf: \$425
- Includes construction, soft costs, and contingency

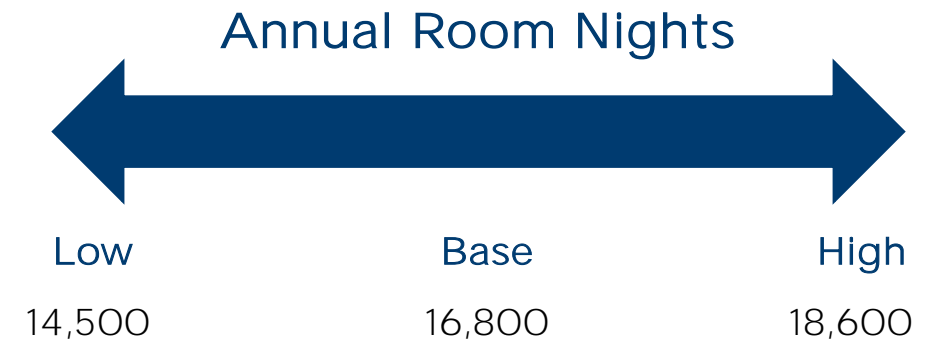
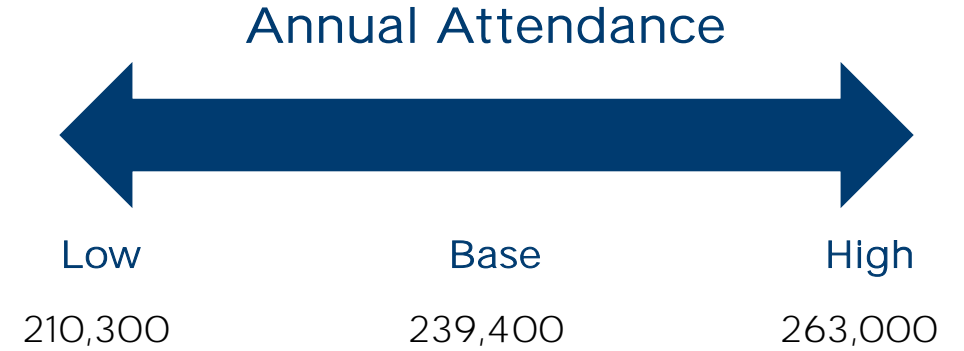
Estimated project cost: \$25.5 million



6 PROGRAM, SITE AND MODEL

ACTIVITY AND ROOM NIGHTS

- 20 to 28 tournaments per year
 - 7 to 9 basketball
 - 9 to 11 volleyball
 - 4 to 8 other court users
- Hundreds of league games
- Hundreds of camps, clinics and rentals
- Significant daytripper visitation



PRELIMINARY PRO FORMA

- Estimated to range between a \$118,600 to \$220,600 deficit per year
- Approximately 62 percent of revenue comes from both concessions and private rental income (31 percent from each)

Preliminary Pro Forma for Indoor Court Complex in South Haven

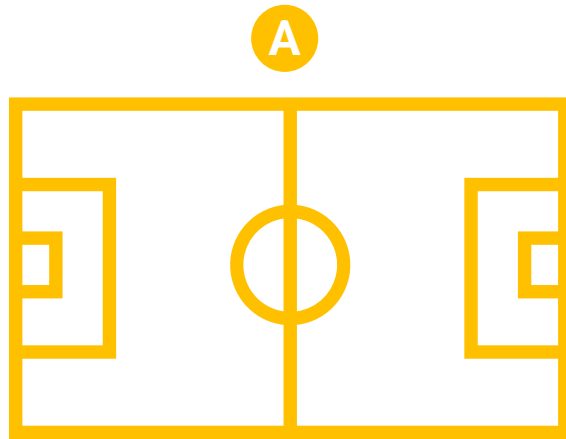
	Low	Mid	High
Operating Revenues			
In-House League Registration	\$17,100	\$21,700	\$25,200
In-House Tournament Registration	\$82,700	\$85,200	\$87,700
Rental Income	\$320,900	\$366,600	\$414,600
Camps/Clinics	\$71,400	\$81,200	\$87,600
Concessions	\$324,700	\$390,100	\$448,200
Advertising/Sponsorship	\$119,900	\$131,700	\$143,500
Other	\$81,500	\$85,800	\$90,100
Total Operating Revenues	\$1,018,200	\$1,162,300	\$1,296,900
Operating Expenses			
Salaries, Wages and Benefits	\$542,100	\$567,200	\$592,700
Utilities	\$137,700	\$141,800	\$146,100
Maintenance and Repair	\$59,000	\$60,800	\$62,600
Materials and Supplies	\$36,100	\$37,100	\$38,300
Insurance	\$62,300	\$64,200	\$66,100
Concessions	\$211,000	\$253,600	\$291,300
General and Administrative	\$100,000	\$105,000	\$110,000
Tournament Expenses	\$33,100	\$34,100	\$35,100
League Operations/Programming	\$57,500	\$66,900	\$73,300
Total Operating Expenses	\$1,238,800	\$1,330,700	\$1,415,500
<i>Net Income From Operations</i>	<i>(\$220,600)</i>	<i>(\$168,400)</i>	<i>(\$118,600)</i>

IMPACT ANALYSIS

		4-Court Complex Scenarios		
		Low	Mid	High
Activity	Attendance	210,300	239,400	262,950
	Room Nights	14,456	16,775	18,606
Operations	Revenues	\$1,018,200	\$1,162,300	\$1,296,900
	Expenses	\$1,238,800	\$1,330,700	\$1,415,500
	Profit/(Loss)	(\$220,600)	(\$168,400)	(\$118,600)
Economic Impact	Direct Spending	\$7,167,000	\$8,566,300	\$9,786,000
	Total Economic Output	\$12,068,000	\$14,424,300	\$16,478,000
	Wages/Earnings	\$4,949,800	\$5,916,200	\$6,758,600
	Jobs	154	184	210
	Hotel Room Nights	14,456	16,775	18,606
Fiscal Impact	State Sales Tax (6%)	\$518,200	\$619,400	\$707,600
	County Lodging Tax (5%)	\$77,400	\$92,500	\$105,700
Cost/Benefit	Project Cost	\$25,500,000	\$25,500,000	\$25,500,000
	Economic Output/Cost Ratio	0.47	0.57	0.65

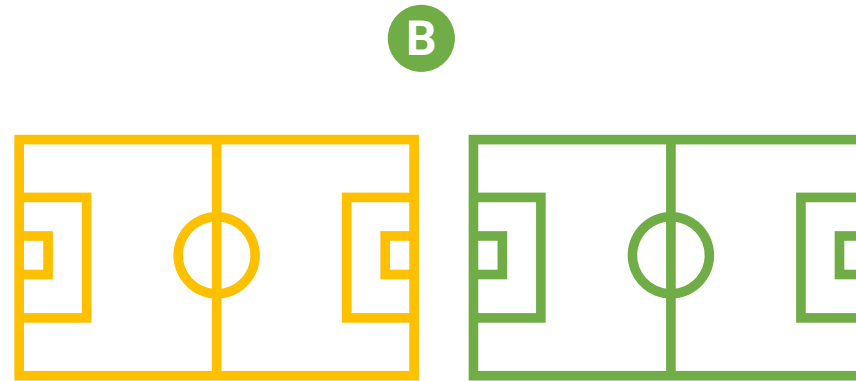
6 PROGRAM, SITE AND MODEL

ALTERNATIVE SCENARIOS



6 Full-Sized
Basketball Courts

~\$37.0 million
Potential Cost






4 Full-Sized
Basketball Courts

1 Full-Sized
Indoor Turf Field

~\$35.0 million
Potential Cost

COMPARING THE SCENARIOS

		 6-Court Sports Center	 4-Court Sports Center	 4-Court Sports Center + Turf
Characteristics	Description	6-court indoor sports center	4-court indoor sports center	4-court indoor sports center with full-sized indoor turf field
	Owner	Public	Public	Public
	Operator	Public or Private	Public or Private	Public or Private
	Acreage	4.0	3.0	4.0
Annual Activity	Attendance	272,565	239,400	275,268
	Room Nights	19,255	16,775	18,979
Annual Financial Performance	Revenues	\$1,243,500	\$1,162,300	\$1,364,900
	Expenses	\$1,540,700	\$1,330,700	\$1,512,700
	Profit/(Loss)	(\$297,200)	(\$168,400)	(\$147,800)
Annual Economic Impacts	Direct Spending	\$9,832,400	\$8,566,300	\$9,691,800
	Total Economic Output	\$16,556,100	\$14,424,300	\$16,319,400
	Wages/Earnings	\$6,790,600	\$5,916,200	\$6,693,500
	Jobs	211	184	208
Annual Fiscal Impacts	State Sales Tax (6%)	\$711,000	\$619,400	\$700,800
	County Lodging Tax (5%)	\$106,200	\$92,500	\$104,700
Cost/Benefit	Project Cost	\$37,000,000	\$25,500,000	\$35,000,000
	Economic Output/Cost Ratio	0.45	0.57	0.47

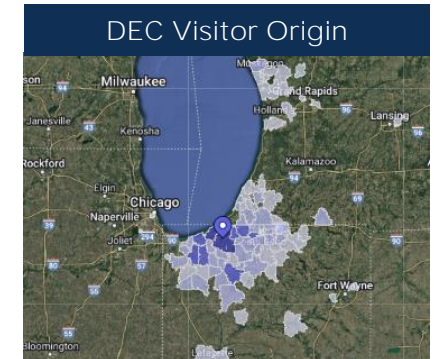
- Alt scenarios have higher impacts, but slightly less efficient returns
- 4-court indoor facility model may be best option for South Haven at this point
- Opportunity to expand the courts or add indoor turf space should be considered

6 PROGRAM, SITE AND MODEL

DUNES EVENT CENTER	
City, State:	La Porte, IN
Owner:	Private
Operator:	Private
Year Opened:	2018
Construction Cost:	\$3.0M (2025 \$)
Courts (Basketball):	3
Courts (Volleyball):	9
Indoor Turf (SF):	-

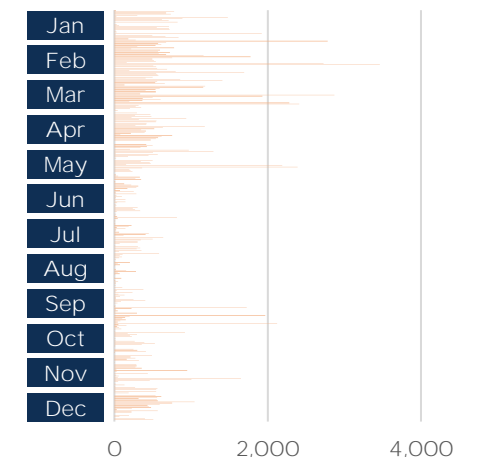


- The Dunes Event Center (DEC) is a 50,000-square foot indoor court facility located in La Porte, Indiana. Construction cost estimated at \$2.3 million (\$3.0 million in 2025 dollars)
- Relocated to current site in 2018 to provide tournament attendees with easier access to hospitality amenities (hotels, restaurants, shopping)—former site was rural, lacked these nearby amenities.
- DEC supplies nine full-size volleyball courts and can also accommodate up to three regulation-size high school basketball courts.
- Open gym concept primarily accommodates volleyball and basketball. DEC is beginning to add gymnastics events to its calendar with success—a winter 2024 gymnastics tournament brought 3,000 gymnasts to the facility across three days.
- The DEC was visited approximately 135,800 times by 32,200 persons in 2024. Given the facility's high rate of visit frequency (average 4.22 times per person per year) and that a majority (75 percent) of its visitors originate within 30-mile radius indicate that a significant amount of the DEC's utilization is characterized by regular local practices and games.
- The DEC is primarily utilized during winter athletic season. In 2024, nearly half (48 percent) of visits to the facility occurred between January and March.
- DEC's top visitor household mosaics include:
 - Autumn Years (14.1% of visits): Mature couples, satisfied, older homes.
 - Family Union (13.6%): Middle-income families, blue-collar, stable homes.
 - Thriving Boomers (12.3%): Baby boomer couples, comfortable, suburban homes.
 - Booming with Confidence (11.6%): Wealthy couples, peak earnings, suburban homes.







- 11,200 - 30,900 visits
- 2,900 - 11,199 visits
- 428 - 2,899 visits
- 427 < visits

DEC Visits by Day (2024)





THE COST-EFFECTIVE SCENARIO

		 6-Court Sports Center	 4-Court Sports Center	 4-Court Sports Center + Turf	 3-Court Event Center
Characteristics	Description	6-court indoor sports center	4-court indoor sports center	4-court indoor sports center with full-sized indoor turf field	3-court event center; low-cost structure
	Owner	Public	Public	Public	Public
	Operator	Public or Private	Public or Private	Public or Private	Public or Private
	Acreage	4.0	3.0	4.0	2.5
Annual Activity	Attendance	272,565	239,400	275,268	137,838
	Room Nights	19,255	16,775	18,979	7,085
Annual Financial Performance	Revenues	\$1,243,500	\$1,162,300	\$1,364,900	\$759,900
	Expenses	\$1,540,700	\$1,330,700	\$1,512,700	\$854,000
	Profit/(Loss)	(\$297,200)	(\$168,400)	(\$147,800)	(\$94,100)
Annual Economic Impacts	Direct Spending	\$9,832,400	\$8,566,300	\$9,691,800	\$3,618,200
	Total Economic Output	\$16,556,100	\$14,424,300	\$16,319,400	\$6,092,400
	Wages/Earnings	\$6,790,600	\$5,916,200	\$6,693,500	\$2,498,800
	Jobs	211	184	208	78
Annual Fiscal Impacts	State Sales Tax (6%)	\$711,000	\$619,400	\$700,800	\$261,600
	County Lodging Tax (5%)	\$106,200	\$92,500	\$104,700	\$39,100
Cost/Benefit	Project Cost	\$37,000,000	\$25,500,000	\$35,000,000	\$11,800,000
	Economic Output/Cost Ratio	0.45	0.57	0.47	0.52

- Event Center “warehouse” may be 2nd best option for South Haven
- Less than half the room nights of recommended scenario, but \$13.7 million less costs

6 PROGRAM, SITE AND MODEL

COMPARING THE SCENARIOS + CONFERENCE CENTER

		 4-Court Sports Center	 Meeting and Event Center
Characteristics	Description	4-court indoor sports center	Conference center with 20,000 square feet of total sellable space
	Owner	Public	Public
	Operator	Public or Private	Public or Private
	Acreage	3.0	2.0
Annual Activity	Attendance	239,400	29,450
	Room Nights	16,775	6,206
Annual Financial Performance	Revenues	\$1,162,300	\$644,600
	Expenses	\$1,330,700	\$1,319,700
	Profit/(Loss)	(\$168,400)	(\$675,100)
Annual Economic Impacts	Direct Spending	\$8,566,300	\$2,581,500
	Total Economic Output	\$14,424,300	\$4,276,300
	Wages/Earnings	\$5,916,200	\$1,376,000
Annual Fiscal Impacts	Jobs	184	57
	State Sales Tax (6%)	\$619,400	\$185,400
	County Lodging Tax (5%)	\$92,500	\$47,100
Cost/Benefit	Project Cost	\$25,500,000	\$40,500,000
	Economic Output/Cost Ratio	0.57	0.11

- After further analysis, conference center may be a long-term priority
- Important to consider multipurpose capabilities of sports center

6 PROGRAM, SITE AND MODEL



CVB Downtown



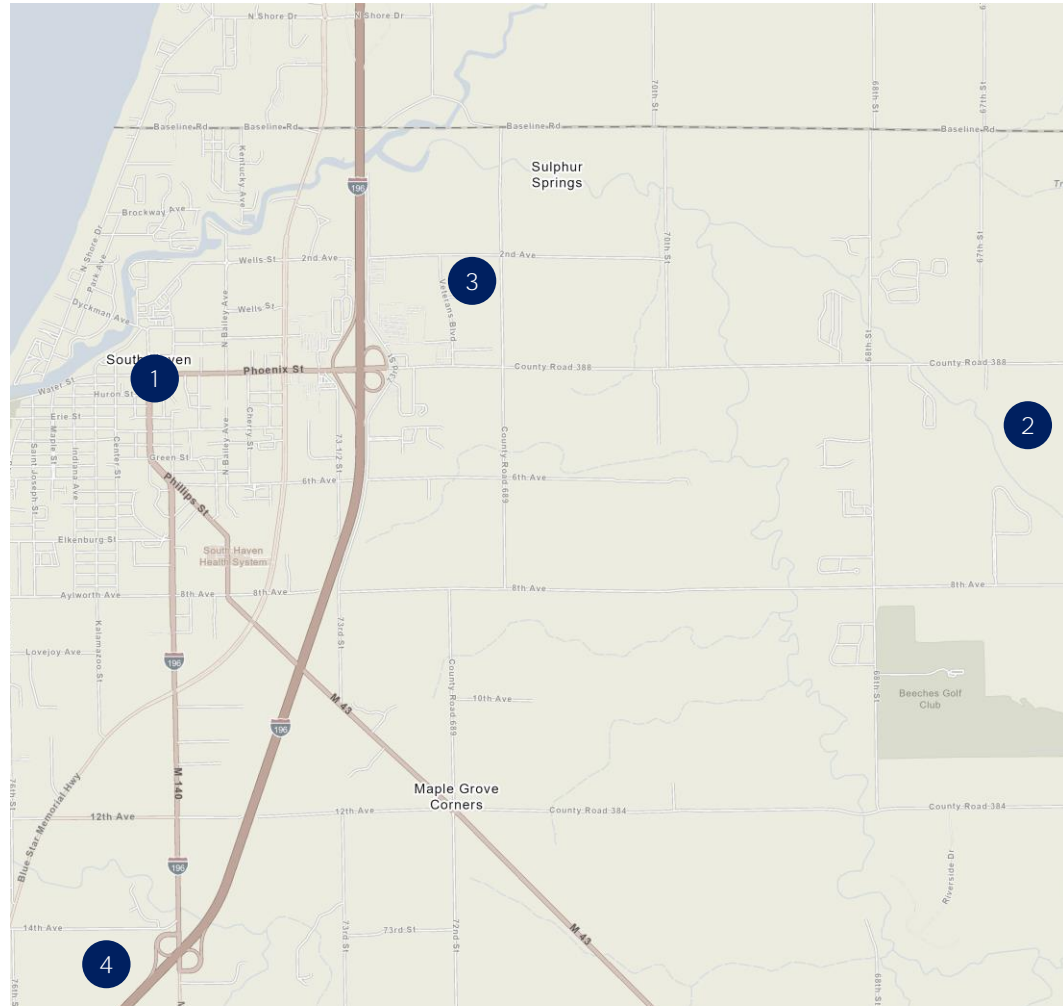
Lake Arvesta Farms



Lake Michigan College



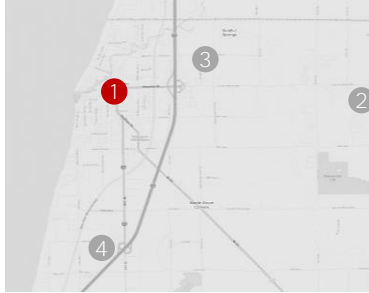
14th Avenue



6 PROGRAM, SITE AND MODEL

CVB DOWNTOWN SITE

Parcel Size:	0.22 acres (9,500 square feet)
Parcel Ownership:	South Haven Van Buren County CVB
Parcel True Cash Value:	\$279,200
Parcel Number:	80-53-503-033-10
Parcel Address:	304 Broadway Street, South Haven, MI 49090



Strengths

- Owned by City/County CVB.
- Located in Downtown, walkable to dining, restaurants and shopping.
- Moderate proximity to Interstate Highway 196 (less than one mile away).
- Near Downtown hotel base.

Weaknesses

- Small footprint (less than 10k SF).
- No room for expansion.
- Parking access.

Key Success Factors

- Parcel size prevents development of an indoor sports tourism asset and/or conference center.
- Would benefit greatly from access to parking.

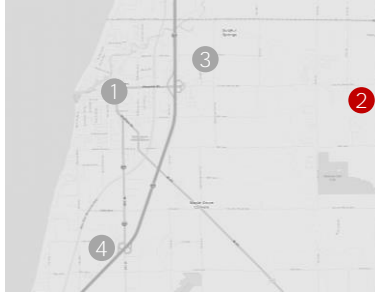
Suitable Uses

- Indoor Court Facility: **Challenging**
- Conference Center: **Challenging**
- Indoor Turf Fieldhouse: **Challenging**
- More Fitting For Other Opportunities



LAKE ARVESTA FARMS SITE

Parcel Size:	88.42 acres (3.9 million square feet)
Parcel Ownership:	Lake Arvesta Farms LLC
Parcel True Cash Value:	\$389,800
Parcel Number:	80-90-008-005-38
Parcel Address:	CR 388, South Haven, MI 49090



Strengths

- Successful/popular outdoor adventure park already located onsite.
- Large amount of acreage.
- Restaurant onsite.
- Ample parking.

Weaknesses

- Privately owned
- Significant distance from hotel base.
- Very distant from downtown, the key strength of the destination.
- Not on Interstate Highway 196.

Key Success Factors

- Would likely require further onsite development of entertainment and restaurants.
- Would benefit significantly from onsite hotel development.
- Would require shuttling services to and from hotels.

Suitable Uses

- Indoor Court Facility: **Moderate**
- Conference Center: **Challenging**
- Indoor Turf Fieldhouse: **Moderate**

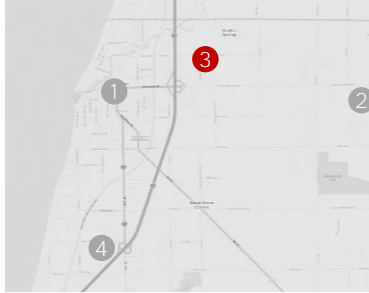
Overview of Lake Arvesta Farms Site



6 PROGRAM, SITE AND MODEL

LAKE MICHIGAN COLLEGE SITE(S)

Parcel Size:	10.27 acres (447,300 square feet)*
Parcel Ownership:	City of South Haven
Parcel True Cash Value:	\$0
Parcel Number:	80-53-867- 005-00, 018-00 and 009-10
Parcel Address:	Veteran's Blvd, South Haven, MI 49090



Strengths

- Proximity to non-Downtown hotel base.
- All three parcels are owned by City.
- Near (but not walkable to) retail and restaurants, and hotels.
- Near Interstate.
- Potential opportunity to leverage college for breakout meeting space.

Weaknesses

- Limited acreage.
- Limited area for future expansion.
- Far from Downtown.

Key Success Factors

- Lack of walkability reduces appeal as a convention center site.
- Could create drivable/walkable pathways to hotels, restaurants and retail.
- Would benefit from some restaurant, retail and entertainment development in conjunction with a tourism facility.

Suitable Uses

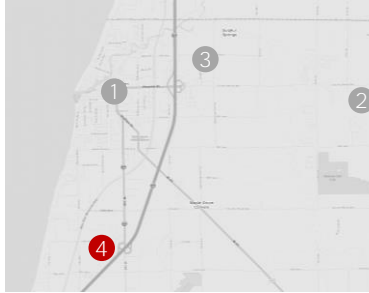
- Indoor Court Facility: **Strong**
- Conference Center: **Moderate**
- Indoor Turf Fieldhouse: **Strong**

Overview of Lake Michigan College Site(s)



14TH AVENUE SITE

Parcel Size:	39.48 acres (1.7 million square feet)
Parcel Ownership:	South Haven Area Recreation Authority
Parcel True Cash Value:	\$0
Parcel Number:	80-17-022-033-00
Parcel Address:	75327 14 th Avenue, South Haven, MI 49090



Strengths

- Owned by Recreation Department.
- Disc golf and youth soccer fields onsite.
- Large parcel size.
- Room for future expansion.
- Right off of Interstate Highway 196 (less than one mile away).

Weaknesses

- Is not proximate to restaurants, retail, or entertainment.
- Very distant from downtown, the key strength of the destination.
- Is far from either of the City's hotel bases.
- Does not offer existing onsite parking outside of small lot for 30 to 40 vehicles.

Key Success Factors

- Would likely require onsite development of restaurant, retail and entertainment.
- Would benefit significantly from onsite hotel development. Needs shuttling to/from hotels.
- Would benefit greatly from access to parking.
- Lack of walkability severely reduces appeal as a convention center site.

Suitable Uses

- Indoor Court Facility: **Strong**
- Conference Center: **Challenging**
- Indoor Turf Fieldhouse: **Strong**

Overview of 14th Avenue Site

6 PROGRAM, SITE AND MODEL

SITE ANALYSIS - OVERALL SUMMARY

SITE	SITE 1		SITE 2		SITE 3		SITE 4		
	DOWNTOWN CVB PARCEL		LAKE ARVESTA FARMS PARCEL		LAKE MICHIGAN COLLEGE PARCEL		14 TH AVENUE PARCEL		
Owner	CVB		Lake Arvesta		City		Recreation Authority		
Size (in acres)	0.22		88.42		10.27		39.48		
True Cash Value (\$)	\$279,200		\$398,800		\$0		\$0		
SITE ELEMENTS	Weight	Score	Rating	Score	Rating	Score	Rating	Score	Rating
<u>Site Suitability</u>	<u>55</u>								
Acreage for Optimized Program Configuration	25	25	1	125	5	100	4	125	5
Acreage for Future Expansion	8	8	1	32	4	32	4	40	5
Acreage for Additional Onsite Complementary Development	5	5	1	20	4	15	3	25	5
Attractiveness of the Site to Event Planners & Attendees	8	40	5	16	2	24	3	24	3
Magnitude of Necessary Infrastructure Improvements	3	12	4	9	3	12	4	6	2
Local Accessibility	2	8	4	4	2	6	3	4	2
Visibility	4	8	2	4	1	12	3	16	4
<u>Other Visitor Amenity Availability</u>	<u>45</u>								
Proximity to Hotels	18	90	5	18	1	72	4	36	2
Proximity to Restaurants/Bars	13	65	5	13	1	52	4	26	2
Proximity to Shopping/Retail	8	32	4	8	1	24	3	16	2
Proximity to Entertainment/Attractions	6	18	3	18	3	18	3	12	2
Total Weighting	100								
TOTAL SCORE		311		267		367		330	
SITE RANK		3		4		1		2	

Subjective Rating

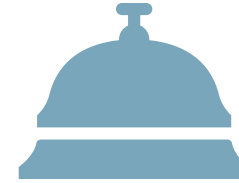
1 = Lowest/Weakest
5 = Highest/Strongest

Comment:

500 = Maximum Score
>400 = Excellent/Very Good
350-400 = Good
250-350 = Important Site Challenges
<250 = Poor

POTENTIAL FUNDING SOURCES

- Revenue Bonds
- Tax Increment Financing (TIF)
- Certificates of Participation
- State/Federal Assistance
- Private/Public Equity & Grants
- Naming Rights / Sponsorships



Hotel/motel taxes



Sales & use taxes



Restaurant taxes

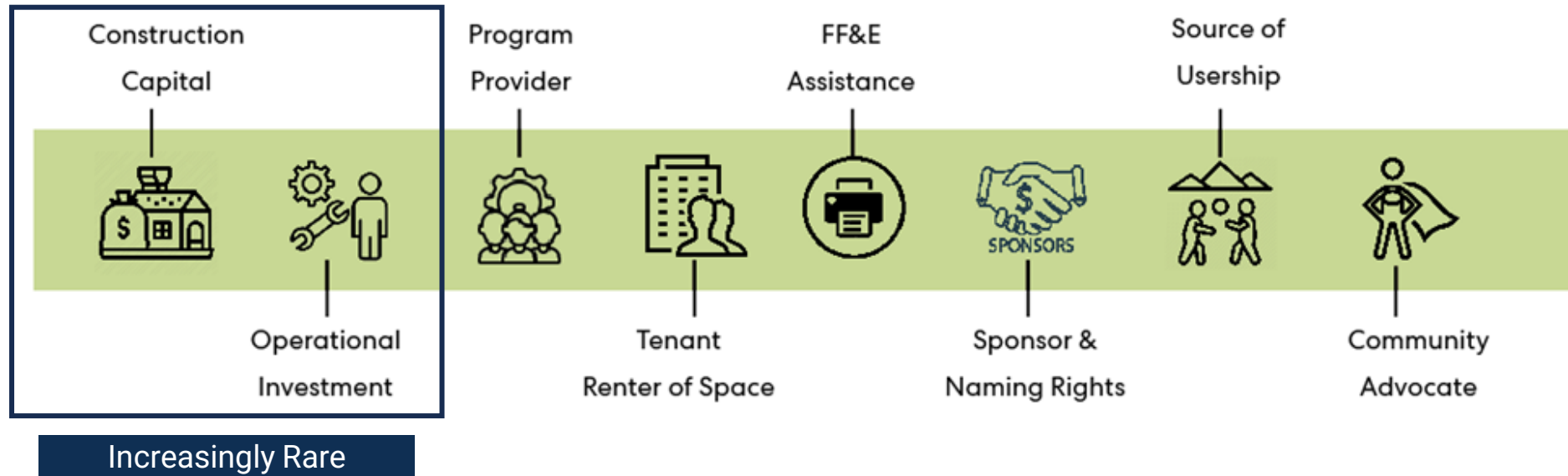
Entertainment /
admission taxes

Auto rental taxes

Sin taxes (alcohol,
cigarette, etc.)

6 PROGRAM, SITE AND MODEL

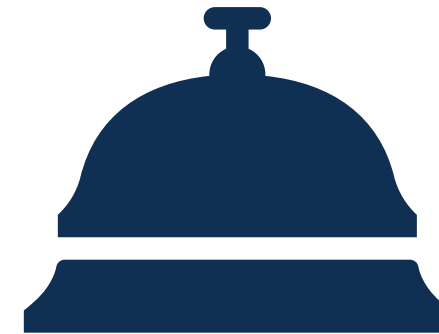
THE SPECTRUM OF PARTNERSHIPS



6 PROGRAM, SITE AND MODEL

HOTEL TAX FUNDING CAPACITY

Hotel/Motel Tax Funding Potential			
Rate Point	Funds per Year	20-Year Funding Potential	30-Year Funding Potential
1.00%	\$320,000	\$4,348,900	\$5,533,500
2.00%	\$640,000	\$8,697,800	\$11,066,900
3.00%	\$960,000	\$13,046,700	\$16,600,400



- 1 percentage point of hotel tax would cover only 20 percent of project cost
- 3 percentage points would cover approximately 60 percent

POTENTIAL FUNDING SOURCES



VANDYK MORTGAGE CENTER
Muskegon, MI

- \$18.0 - \$22.0 million construction cost
- Primary funding source; Muskegon County 5% accommodations (bed) tax
- City contributed approximately \$2.0 million from general fund to finish off remaining PP&E projects.



CHANDLER PARK FIELDHOUSE
Detroit, MI

- Part of larger, \$45 million effort to renovate, reopen and expand one dozen recreation centers in City
- **\$30 million from City's share of American Rescue Plan Act (ARPA) funds**
- Other funding sources: \$10.0 million in City bond funds, \$5.0 million private donation (part of "Strategic Neighborhood Fund commitment to the community")



MIDLAND SOCCER CLUB VENUE
Midland, MI

- \$10.0 million construction cost
- 150,000-square foot indoor turf venue
- Funding is being raised through: private donations, rental agreements, corporate sponsorships and foundation support.
- **Club's pre-professional womens team is also launching \$500,000 capital campaign**

6 PROGRAM, SITE AND MODEL

ADDITIONAL FUNDING MECHANISMS

Private Sector



Number of private entities that may be interested in paying for various levels of capital costs, or could ensure breakeven financial performance.

State Grants



\$64 million in grants awarded to 100 Michigan organizations and municipalities to expand community centers, supporting the 'Make it in Michigan' strategy to revitalize cities and uplift 1.6 million residents through diverse programs and capital projects.

Larger Development Financing



TIF districts and/or partnerships with developers of larger, mixed-use properties could help fund portions of facility.

GOVERNANCE AND OVERSIGHT - INDOOR SPORTS FACILITIES

1

Fully Public

- Land and facility are owned and operated by a public entity.
- Development is funded through the municipal government owner's general fund and/or other dedicated public sector monies.
- The primary goal is to first and foremost provide access to residents of the municipality.
- Typically rely on an annual financial operating subsidy provided by the public sector owner.
- Not as competitive in the sports tourism landscape.

2

Fully Private

- Land and the complex are privately-owned, developed, maintained and operated.
- The funding for such facilities usually comes from private equity and revenue generated through programmed tournaments, training, camps and league play.
- Pricing and booking strategies often limit use by most local community and neighborhood leagues and tournaments.
- Tend to be more specialized and cater to a narrower segment of the marketplace.
- Room night generation is not a key goal.

Pro's
Con's

GOVERNANCE AND OVERSIGHT - INDOOR SPORTS FACILITIES

3

Public/Private

- Land and facility are typically owned by a public entity and leased or contracted to a third-party private entity.
- Many attempt to balance objectives of (1) economic impact generation, (2) local community use opportunities, and (3) operational self-sufficiency.
- Specialized operators tend to be most successful in booking and creating tournament business.
- Majority of facilities still typically rely on an annual financial operating subsidy provided by the public sector owner.

4

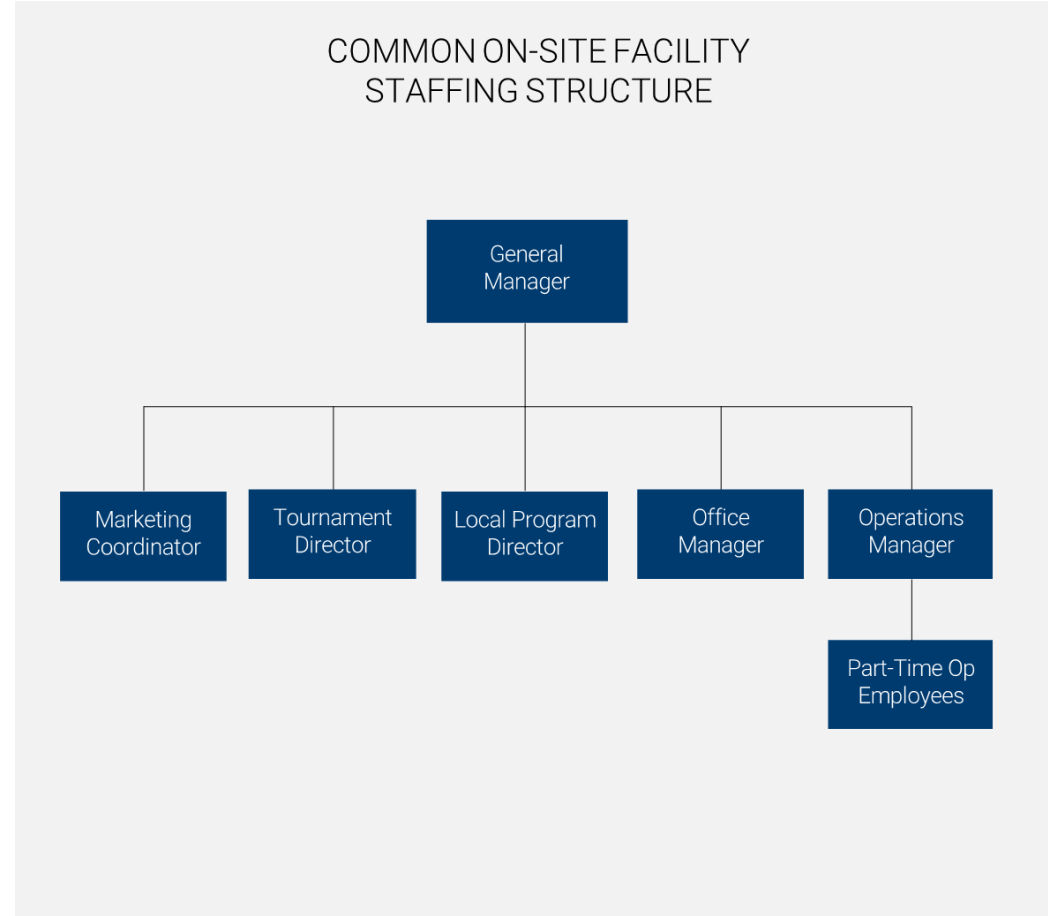
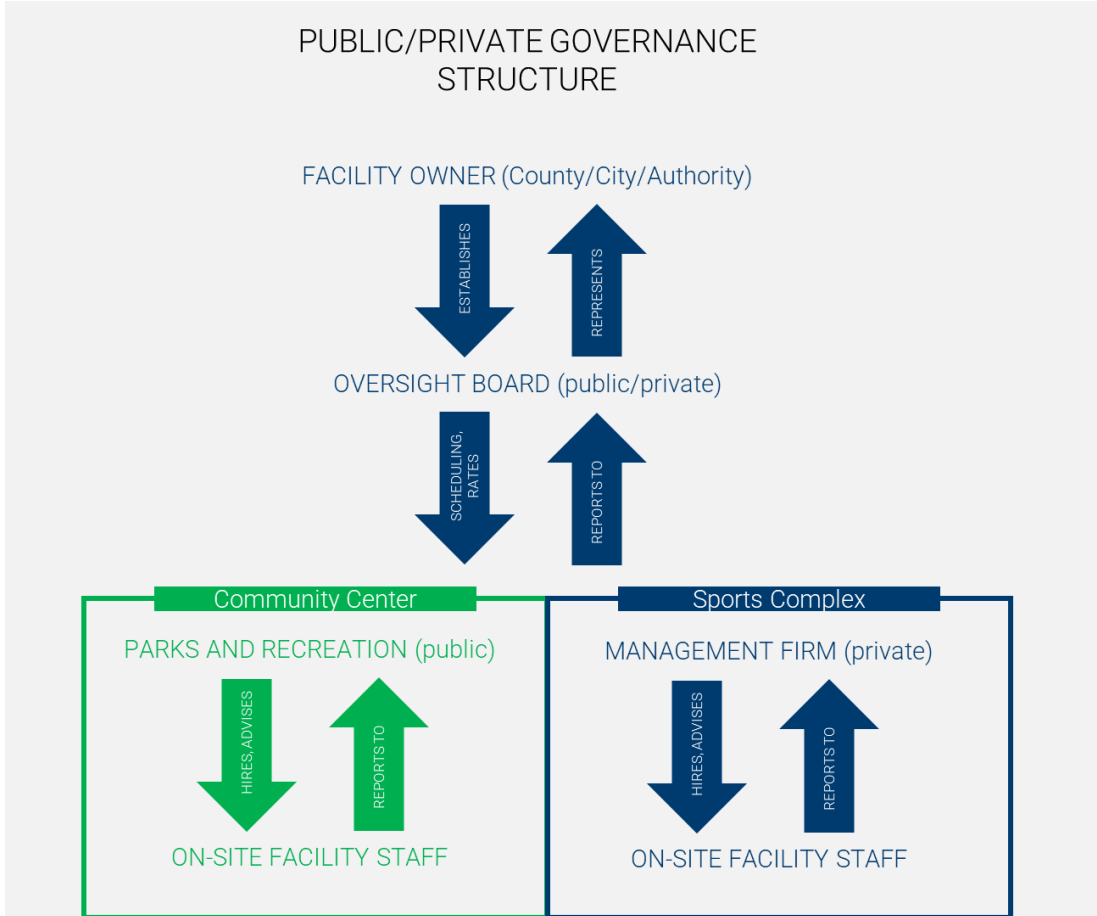
Public/Non-Profit

- The land and facility are generally owned by a public entity and the complex is leased and operated by a 501(c)3 non-profit.
- The non-profit operator leverages partnerships with local sports orgs.
- Generally serves community more than public/private model.
- Variety of funding sources available due to identity as a non-profit.
- Majority of facilities run on subsidies.
- Will likely take longer time before relationships with tournament organizing entities are created.

Pro's
Con's

6 PROGRAM, SITE AND MODEL

POTENTIAL GOVERNANCE AND STAFFING MODELS



BOOKING / SCHEDULING POLICY

TIER ONE: NON-LOCAL TOURNAMENTS**Booking Access Beyond 12 Months**

South Haven Visitors Bureau, tournament producers, and other organizations would have priority access to reserve facility space at the Facility for tournaments, meets, competitions and other events exhibiting a proven track-record of generating a minimum threshold of hotel room nights and new economic spending in South Haven. In addition, first-time events with the strong potential of generating a minimum threshold of room nights and economic spending would also receive priority consideration.

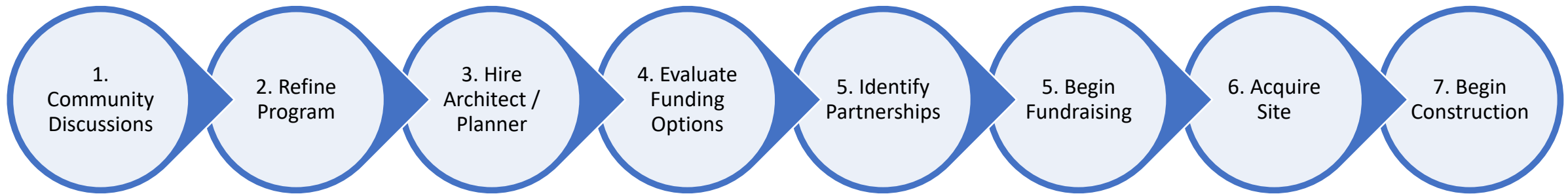
TIER TWO: LOCAL TOURNAMENTS & MAJOR EVENTS**Booking Access Within 12 Months**

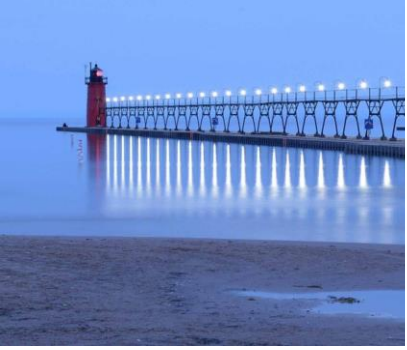
Local leagues, camps, clinics, and other organizations would have access to reserve facility space at the Facility for tournaments, meets, competitions and other events for local/league activity that do not meet a minimum threshold for hotel room nights (e.g., year-end tournaments by local leagues, tournaments/meets that generate revenue for league activity, competitions that generate somewhat less than the minimum threshold to book earlier, etc.). While tentative booking could be made at any time, licensed booking would not be allowed until 12 months before the tournament/meet start. Tier One events that meet hotel room night and economic spending thresholds would receive priority over tentative bookings.

TIER THREE: LOCAL USE**Booking Access Within 3 Months**

Local leagues (in-house or third-party) or other organizations could reserve facility space at the Facility for games, camps, clinics or other non-practice events up to three months out from the desired dates and/or start of their respective season(s). As with Tier Two, tentative bookings within Tier Three can be made at any time, but are subject to rescheduling or termination to accommodate a conflicting Tier One or Two booking until a period of three months prior to the requested date.

NEXT STEPS





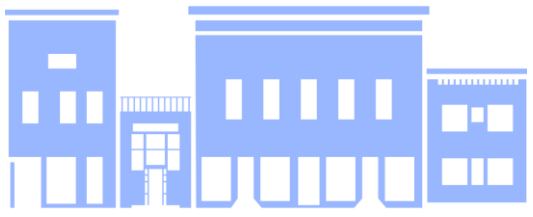
7

DOWNTOWN RECOMMENDATIONS

7 DOWNTOWN RECOMMENDATIONS

PRIORITY 4: A Downtown Tourism Plan

Visitor Center



\$2M to \$5M
Potential Cost

Other Placemaking Initiatives



Winter Programming
(Duluth, MN)



Signage & Wayfinding
(Stuart, FL)



Public Art 2.0
(Cary, NC)



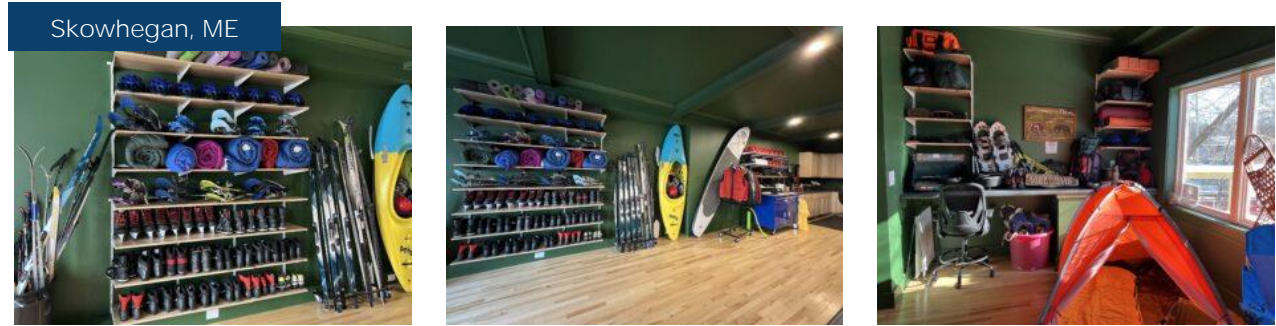
Trail Connectivity
(Carmel, IN)



Waterfront Public Space
(Grand Haven, MI)

7 DOWNTOWN RECOMMENDATIONS

CASE STUDY EXAMPLES



- Augusta, GA: Local retail and event space.
- Louisville, KY: Social media photo opportunity.
- Knoxville, TN: Public art and marquee.
- Lexington, KY: Interactive digital elements.
- Denton, TX: Rooftop bar and merchandise.
- Skowhegan, ME: Outdoor rental shop.

CASE STUDY EXAMPLES: AUGUSTA & CO.



Downtown Location



Photo Opportunities



Local Retail

- Downtown building acquired by Visit Augusta in 2017.
- 17,000 visitors per year, primarily 18 to 25 year olds, followed by 26 to 35 year olds.
- Experiences peak visitation on Saturday afternoons and received a peak of 800 visits in early September, during Arts in The Heart Festival, the area's largest major festival.
- Generates approximately \$100,000 in gross annual revenue from retail sales.
- Visit Augusta works with local businesses to develop products and packaging that will appeal to visitors, coordinates their inventory to prevent competition with other downtown storefronts, and develops marketing materials for visitors to order online from local stores.
- Second-floor marketing firm pays rent to help cover mortgage of building.

A VISION FOR THE DOWNTOWN PARCEL (OPTION 1)

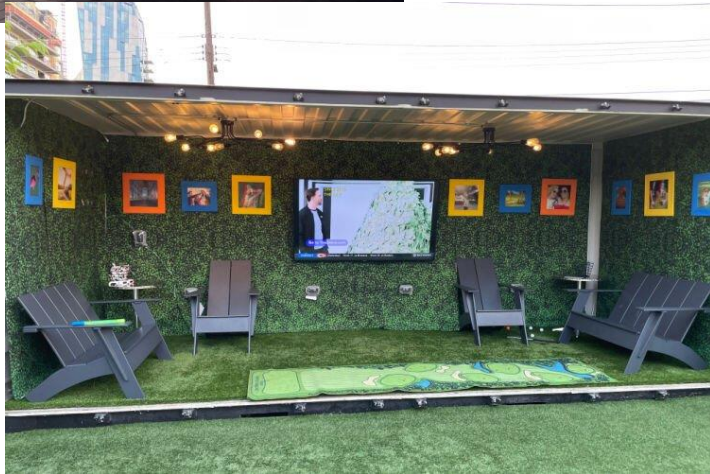
PERMANENT VISITOR CENTER



- Information center
- Partnership with Lake Arvesta – purchase discounted admission, discs, towels, sunglasses there
- Interactive displays with educational component
- Small front turf area for games, concerts, fundraisers and other programming
- Outdoor outfitters invited to sell on lawn
- Heat lamps for winter
- Iconic public art installation that lights up at night
- Second-story event space
- \$4.0 to \$5.0 million estimated development cost
- \$250,000 per year overhead

A VISION FOR THE DOWNTOWN PARCEL (OPTION 2)

SEMI PERMANENT, PROGRAMMABLE LAWN



- Information center
- Outdoor outfitters invited to sell on lawn
- Front turf area for games, concerts, fundraisers and other programming
- Heat lamps for winter
- Iconic public art installation that lights up at night
- Second-story event space
- \$500,000 estimated development cost
- \$100,000 to \$150,000 per year overhead

A VISION FOR THE DOWNTOWN PARCEL (OPTION 3)

PICKLEBALL BAR



- Two full-sized pickleball courts
- Ancillary space for beverage pick-up, spectating
- Front turf area for games, concerts, fundraisers and other programming
- Could be indoor event space
- Heat lamps for winter
- Potential private developer?
- Iconic public art installation that lights up at night
- \$2.5 to \$3.5 million estimated development cost
- \$100,000 to \$150,000 per year overhead