



KANSAS OUTDOOR CENTER

CLINTON STATE PARK

BUSINESS MODEL AND CONCEPTUAL PLAN

SEPTEMBER 30, 2016

PREPARED BY:

plei
play redefined





INTRODUCTION

Community. It is what binds and connects us. The opportunity to share a common purpose and experiences draws us together to create a community. We all seek a community that expresses who we are and enhances what we are.

Playing outside is the very essence of an experience shared with others that universally connects all of us. There is no red state, no blue state, there is simply joy all of us feel and understand when we play outside.

The universal appeal of the outdoors has always been at the essence of humankind because we are all genetically coded to play in a creek, climb a tree, and explore the next bend. We seek the comfort of shelter, but we always are drawn back outside because we only survive with a physical and spiritual connection to nature.

Society has been steadily attempting to engineer all activity and physical energy out of our lives as we drive to work, explore on a computer, and play with a joy stick. Fortunately, we fight back because of our genetic code. The challenge is finding the time and places to make this critical connection back to nature given the current environment. The goal is to make it easy to play outside.



The Kansas Outdoor Center is a 1,500 acre facility dedicated to cultivating the outdoor lifestyle and making it easier to play outside. Located just outside of Lawrence, Kansas, the Center will promote the activities and elements commonly associated with the outdoors such as whitewater rafting and kayaking, biking, running, hiking, climbing and paddle boarding. The Center will also provide a place to come together to listen to music, enjoy exciting foods and beverages, and engage others outside. The Center is dedicated to making the outdoors more accessible.

The Kansas Outdoor Center will be a significant part of how Kansas, the City of Lawrence and the region as a whole defines itself to the world as a vibrant and compelling place. Defining itself through the active outdoor lifestyle will draw others to the region and allow those in the area to share experiences and an identity that creates the binds and connections on which to build a strong and appealing community. This will be a community that others will seek to join and make their own.

The following is an outline of the elements and the concepts contemplated for the Kansas Outdoor Center. The Center will need to reflect the particular needs and opportunities of the region and the elements will evolve during the planning and development of the project. This information is intended to provide a framework and a catalyst for creating a defining brand for Kansas and the Lawrence region using the unique and compelling natural elements of Clinton Lake and the surrounding area.



TEAM BACKGROUND AND OUTLINED SCOPE OF SERVICES

KANSAS OUTDOOR CENTER
Clinton State Park, Kansas



RELEVANT EXPERIENCE WORKING TOGETHER

Jeff Wise and Michael Williams have been working together on lifestyle recreation venues since 2002 when they teamed together to design the US National Whitewater Center, located in Charlotte, NC. Not only is the USNWC the world's largest man-made whitewater facility but it is also designated as an official U. S. Olympic Training Site.

The USNWC is designed and operated as a true active outdoor lifestyle center. Every element designed and activity structured is focused on supporting an all-encompassing theme for the active outdoor experience and vibe. Not only is this experience evident during daily activities but also during festivals and large competitive events.

Together we have mastered both the man-made whitewater venue and the outdoor recreational lifestyle experience. Jeff focuses on the operational complexities of the product and Michael focuses on the built environment. This experience and background is required to create a unique experiential "spot on" design solution based on the operational model of not only the whitewater venue and its support elements but all of the desired venues to ensure a profitable and functional legacy project masterplan.

Together with a dedicated team of consultants, we work back and forth between the two environments to ensure that the access, views, participant experience, viewer experience, and operational functionalities are maximized for a comprehensive and cohesive design solution. With the completion of the US National Whitewater Center and the other outdoor / adventure sports oriented projects that we currently have on the boards. Plei has become an industry leader in the design and implementation for outdoor lifestyle facilities.



Team Bios

Jeffrey T. Wise, J.D. (Managing principal at PLEI)

Jeff graduated from the University of Richmond and Emory University School of Law. Jeff was in private practice as an attorney in Atlanta, GA for six years and later was part of the start up team that created First Commerce Bank. He later co-founded and became president of Consentsys, a healthcare information systems company. Jeff oversaw and had direct management over all aspects of the development of the US National Whitewater Center starting in 2001 and now oversees all operational aspects of the Center.

Design & Development

Michael Williams, AIA. LEED AP (Managing principal at PLEI)

Michael is a registered architect with over 15 years experience designing and project managing various projects throughout the US. He is a graduate of the University of Tennessee and is licensed in over 7 states. He is the architect of record for the US National Whitewater Center. Michael is directly responsible for managing design aspects of all physical, both wet and dry, elements of the projects.

Jeffrey Gustin

Jeffrey graduated from the University of Illinois, Champaign-Urbana with a Master's of Architecture. His vast and varied experience in all aspects of the AEC and development industry has positioned him well as program and process manager. Jeffrey was the project manager for the development of the US National Whitewater Center.

Operations

Jeff Shelton

Jeff is a CPA who graduated from Western Kentucky University. He has worked in financial, operational and development roles for small start-up and large publicly-traded companies including MedCath and PhyCor, two national healthcare companies. Jeff began his career as a certified public accountant with KPMG. Jeff oversees all financial aspects of the US National Whitewater Center.

Jesse Hyde

Jesse graduated from Wake Forest University and received his MBA from the University of North Carolina at Charlotte. Jesse is the marketing and strategic development manager for the US National Whitewater Center.

Mike Kafsky

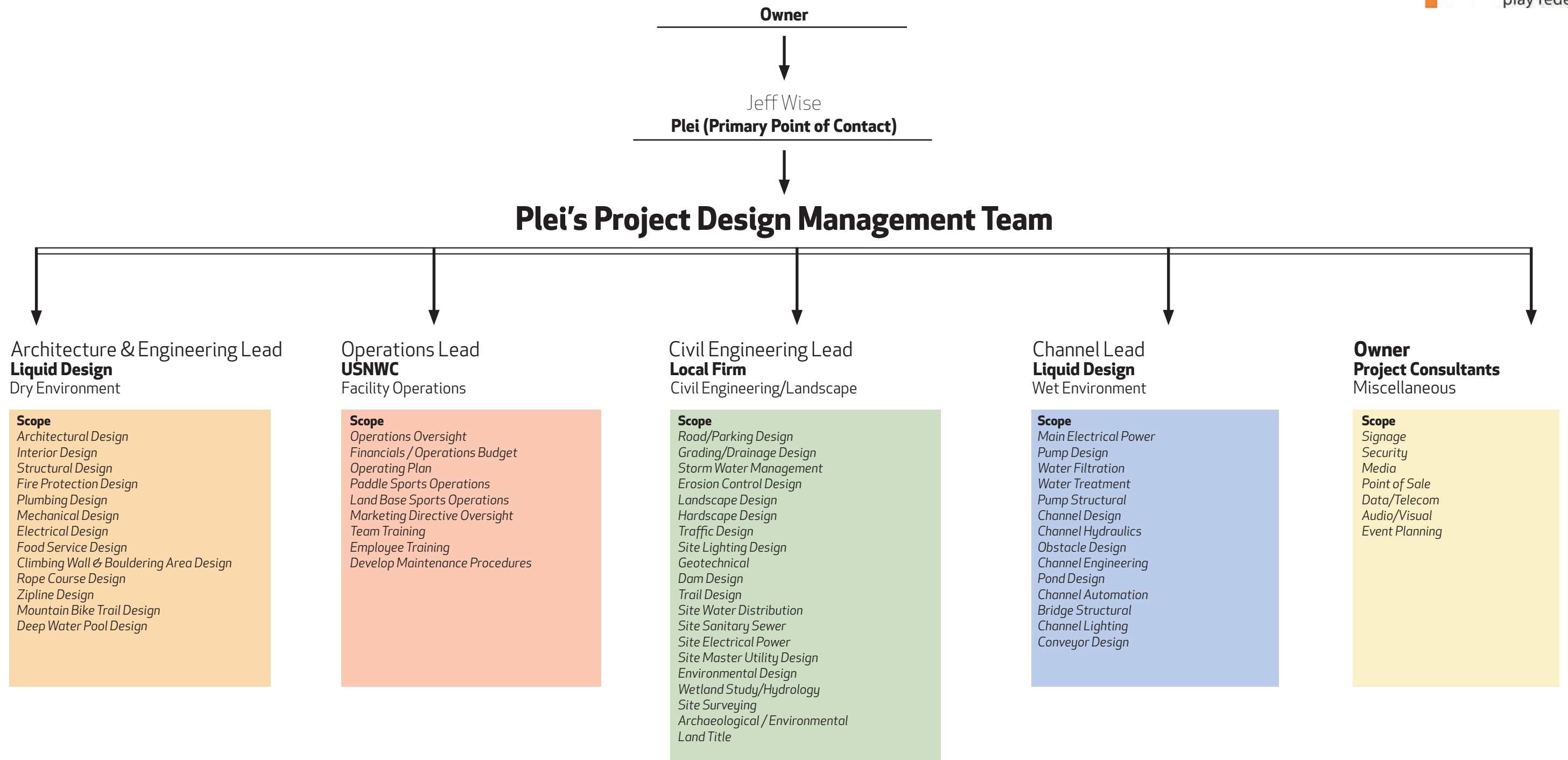
Mike received his Masters Degree in Physical Education & Recreation and his Bachelor of Science Recreation Studies with Concentration in Adventure Recreation, Summa cum Laude, from Ohio University. For over 24 years Mike has worked in the outdoor recreation industry as a guide, instructor, and manager in five states and Canada. Mike currently manages the operations of the US National Whitewater Center.

John Bell

John graduated from Colorado Mesa University with a degree in Parks and Recreation Resource Management. John has been in the outdoor industry with a focus in climbing for over 20 years. He currently manages all land activities at the US National Whitewater Center including the Team Development Center, Trail System, and Climbing Center.

Outdoor Lifestyle Facility

Design Team Organizational Flow Chart



Kansas Outdoor Center

Clinton State Park

28-Sep-16



PROJECT PLAN

I. Development Services / Project Management	
Appraisal	
	Develop high level project vision with Owner/Developer
	Site analysis- project specific
	Oversee the siting process
	Regulatory inventory
	High level operating proforma
	High level development budget
Strategic Briefing	
	Detailed program
	Coordinating with Owner/Developer to integrate design and operation with the overall goals and objectives of the Development
	Identify and hire design team
	Develop project schedule
	High level value engineering
	Sustainable development policy/opportunities
	Preliminary identification of key materials
Management	
	Manage all contracts for all design team members
	Coordinate and manage the design schedule with the various design team members and the Owner and GC
	Serve as liaison between design team, Owner and GC

Notes:

Project communication will be consistent with the project team organization structure.

Design leads are responsible for generation of specifications consistent with their outlined scope.

Design leads are responsible for ALL permitting and approval processes applicable to their outlined scope.

Kansas Outdoor Center

Clinton State Park

28-Sep-16



PROJECT PLAN

II. Design - Pre-Construction and Construction Period	
Whitewater Course	
	Channel Layout Design
	Channel Obstacle Design
	Channel Structural Design
	Pond Design
	Dam Design
	Water Filtration Design
	Channel Hydraulic Design
	Pump Design
	System Power Design
	Channel Automation
	Conveyance System
Site Development, Infrastructure and Utility Design	
	Outstanding Due Diligence/ Site Analysis
	Survey Coordination
	Geotechnical Analysis
	Environmental/ Wetland Analysis
	Grading/Drainage Design (establish ALL site and building elevations)
	Storm Water Management Design
	Erosion Control Design
	Streetscape/Hardscape Design (including patios, plazas, walks and circulation paths)
	Hiking and Biking Trail Design
	Landscape Design (inclusive of areas within channel envelope)
	Irrigation Design (if required by Owner)
	Traffic Analysis
	Parking Area Design
	Service Drive Design
	Interior Flatwater Service Drive Design
	Road Design entrance road (including bridges, culverts, and intersections)
	Coordination of entranceways
	Drainage Design entranceways and parking lot
	Grading for entrance road and parking areas
	Site Water Distribution Design
	Site Sanitary Sewer Collection and Disposal System Design
	Site Electrical Power Design
	Site Natural Gas Design
	Site Master Utility Design
	Site Electrical Lighting Design

Building Design	
	Architectural
	Interior Design
	Kitchen Design
	Structural
	Fire Protection
	Plumbing
	Mechanical
	Electrical
	Interior Lighting Design
Specialty Design	
	High Ropes and Climbing Design
	Trail Layout
	Zipline Tower Systems
	Signage
	Security
	Media/ Audio/ Visual
	Point of Sale
	Data/ Telecommunication
	Archaeological
	Furniture

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PROJECT PLAN

III. Operations	
	Coordinate with design team to integrate design with operations
	Provide supporting services for project financing
	Development of detailed proforma
	Creation of operating budget
	Creation of operating plan
	Recruit operations team
	Hire and train all employees
	Development of marketing plan and materials
	Establish financial controls and management procedures and systems
	Develop and implement risk management procedures and safety plan
	Development of operations reports and analytics
	Creation of materials and equipment list and procurement of same
	Establish vendor relations
	Develop maintenance plans and procedures
	Market and manage sponsorships
	Develop professional affiliations (e.g. ICF)
	Coordinate with the design and construction team to facilitate the transfer from development to operations
	Oversight of day to day operations upon opening of the resort
	Work with design and construction team regarding the staging of the resort



PROJECT SCOPE REQUIREMENTS

KANSAS OUTDOOR CENTER
Clinton State Park, Kansas

Kansas Outdoor Center

Clinton State Park

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SCOPE REQUIREMENTS

FACILITY PROGRAM

NET SF.

1. WHITEWATER SYSTEM

- 1.1 UPPER POND (w/ 21 to 25 feet of Head) (+/-1 ACRES)
- 1.2 (3) ACTIVE CHANNELS (+/-4,800 LF)
- 1.3 LOWER POND (+/-4 ACRES)
- 1.4 CHANNEL EQUIPMENT STORAGE 800 SF
- 1.5 PUMP STRUCTURE AREA (w/ 7 to 8 pumps) AS REQUIRED
- 1.6 CONVEYOR BELT SYSTEM (1) ACTIVE
- 1.7 ELECTRICAL SUBSTATION AS REQUIRED
- 1.8 WATER TREATMENT SYSTEM AS REQUIRED
- 1.9 HEAD GATES (3) ACTIVE
- 1.10 HEAD GATE EQUIPMENT VAULT (3) 80 EACH

2. RIVER CENTER (Point of Entry)

16,200

- 2.1 WELCOME AREA / PRIMARY CHECK-IN (Exterior Space) 2400
- 2.2 RETAIL / GUEST SERVICES / TICKETING 8000
- 2.3 RESTROOM & CHANGING AREA (w/ Showers) 4600
- 2.4 STORAGE / LOCKER RENTAL 1200

3. KAYAK BOATHOUSE

3,800

- 3.1 KAYAK STORAGE 1600
- 3.2 EQUIPMENT STORAGE 400
- 3.3 CHECK-IN 800
- 3.4 OFFICES 100
- 3.5 RESTROOMS 400
- 3.6 PERSONAL LOCKER AREA 400
- 3.7 JANITORS CLOSET / SERVER ROOM 100

4. RAFTING BOATHOUSE		5,520
• 4.1 RAFT STORAGE	2800	
• 4.2 RAFT EQUIPMENT STORAGE	1000	
▪ PERSONAL FLOATATION DEVICE (P.D.F.) STO.	400	
▪ HELMET STORAGE	200	
▪ PADDLE STORAGE	200	
▪ COLD WEATHER CLOTHING	200	
• 4.3 REPAIR AREA	800	
• 4.4 RESTROOMS	400	
• 4.5 GUIDE LOUNGE	120	
• 4.6 FIRST AID STATION	120	
• 4.7 JANITORIAL / SUPPLY CLOSET	80	
• 4.8 OFFICE (SHARE WITH KAYAK)	200	
5. FLATWATER BOATHOUSE		4,700
• 5.1 BOAT STORAGE	2100	
• 5.2 EQUIPMENT STORAGE	500	
• 5.3 ADMINISTRATIVE AREA	100	
• 5.4 CHECK-IN	800	
• 5.5 RESTROOMS	400	
• 5.6 PERSONAL LOCKER AREA	400	
• 5.7 ORIENTATION AREA (COVERED)	400	
• 5.8 DOCK AREA	TBD	
6. CLIMBING CENTER / DEEP WATER SOLO		2,240
• 6.1 CHECK-IN / ORIENTATION	1200	
• 6.2 CLIMBING AREA (+/- 12,000 SF OF CLIMBING SURFACE)	TBD	
• 6.3 STORAGE	120	
• 6.4 RESTROOMS	400	
• 6.5 PERSONAL LOCKER AREA	400	
• 6.6 ADMINISTRATIVE AREA	120	
• 6.7 BOULDERING GARDEN (+/- 6,000 SF OF SURFACE)	TBD	
• 6.8 DEEP WATER SOLO WALL AND POOL AREA	TBD	

7. SITE MAINTENANCE AND REPAIR FACILITY	7,060
• 7.1 OFFICE AREA	400
• 7.2 REPAIR SHOP	600
• 7.3 TOOL STORAGE	400
• 7.4 GENERAL STORAGE (COVERED AREA)	4000
• 7.5 GARAGE	1600
• 7.6 EMPLOYEE RESTROOM	60
• 7.7 YARD STORAGE	TBD
8. BIKE / TRAIL / HIGH ADVENTURE CENTER	4,940
8.1 BIKE STORAGE	1800
8.2 EQUIPMENT STORAGE	400
8.3 REPAIR AREA	900
8.4 RESTROOMS	400
8.5 ADMINISTRATIVE AREA	120
8.6 PERSONAL LOCKER STORAGE	400
8.7 JANITORIAL / SUPPLY CLOSET	120
8.8 CHECK-IN AREA	800
8.9 HIGH ADVENTURE SYSTEMS	TBD
9. ADMINISTRATION OFFICE BUILDING	15,000
9.1 PRIVATE OFFICE SPACE	2,000
9.2 OPEN OFFICE SPACE	10,000
9.3 SMALL CONFERENCE ROOM (2 @ 200 SF EACH)	400
9.4 LARGE CONFERENCE ROOM	800
9.5 WORK / COPY ROOM	180
9.6 KITCHENETTE	140
9.7 JANITORIAL / SUPPLY CLOSET	80
8.8 NETWORK ROOM	80
8.9 RESTROOMS	360
8.10 STORAGE	400

8.11 MECHANICAL / ELECTRICAL ROOM	160	
8.12 ENTRY / RECEPTION	400	
10. BOATER ORIENTATION AREA (2 @ 1,200 EA) (adj. to the raft equipment)		2,400
11. VEHICULAR BRIDGE OVER CHANNEL (2-3)		TBD
12. PEDESTRIAN BRIDGES OVER CHANNEL (4-6)		TBD
13. CONFERENCE CENTER / MEETING FACILITY (expandable for future growth)		12,000
13.1 CHECK-IN / PRIMARY ENTRY GATHERING SPACE	2600	
13.2 MEETING SPACE	6000	
13.3 STORAGE	1200	
13.4 OFFICES	150	
13.5 RESTROOMS	1200	
13.6 FOOD PREP / RECEIVING AREA	600	
13.7 JANITORS CLOSET / SERVER ROOM	250	
13.8 EXTERIOR PATIO AREA	TBD	
14. RESTAURANT (w/ extensive outdoor patio environment)		6,000
14.1 DINING AREA	3200	
14.2 BAR	400	
14.3 KITCHEN	1000	
14.4 STORAGE	400	
14.5 RESTROOMS	600	
14.6 GRAB AND GO FOOD BAR	400	
14.7 EXTERIOR PATIO AREA	TBD	
15. PRIMARY FOOD SERVICE / CATERING KITCHEN (connected to restaurant)		6,000
15.1 CATERING KITCHEN	2000	
15.2 DRY STORAGE	1500	
15.3 REFRIGERATION STORAGE	1200	
15.4 OFFICES	100	
15.5 CLEANING	600	
15.6 MECHANICAL / ELECTRICAL	600	

15.7	LOADING DOCK / TRASH REMOVAL	TBD
16.	ADVENTURE PAVILIONS (w/ fireplaces and adjacent fire pits)	9,500
16.1	COVERED PAVILION SPACE (3 @ 2,400 SF EACH)	7,200
16.2	STORAGE	1,000
16.3	KITCHETTE / FOOD PREP	420
16.4	JANITORIAL	80
16.5	RESTROOMS	800
16.6	EXTERIOR PATIO SPACE	TBD
17.	BIERGARTEN (w/ extensive outdoor patio environment)	5,200
17.1	KITCHEN	800
17.2	BAR	600
17.3	DRY STORAGE	600
17.4	REFRIGERATION STORAGE	600
17.5	RESTROOMS	800
17.6	OFFICE	200
17.7	COVERED DINING / PATIO AREA	1600
17.8	EXTERIOR PATIO AREA	TBD
18.	STAGE AREA for events (w/ lawn seating)	3,600
19.	AMPITHEATER INFRASTRUCTURE (support for stage area)	TBD
20.	NATURAL TRAIL SYSTEM	TBD
21.	SITE LIGHTING	as required
22.	PARKING- Permanent	1,000 spaces
23.	PARKING- Event / Overflow	2,000 spaces
24.	Driveway Entry Gate Kiosks (3 permanent with bypass)	2,000 spaces

Kansas Outdoor Center

Clinton State Park

28-Sep-16



BUSINESS UNIT REQUIREMENTS

1. PADDLESPORTS		Item	Qty	Capacity	Daily Capacity
Rafting					
Rafts	8 Person	50	400	4,800	
	6 Person	10	60	720	
	4 person	6	24	288	
	Total	66	484	5,808	
Helmets		600			
Paddles		500			
PFDs		600			
Rafting Capacity (per Time Slot)		Time Slots	Boats per Slot	Daily Capacity	
		44	13	4576	
Kayaking					
Boats		80			
Paddles		80			
Skirts		80			
PFDS		80			
Helmets		90			
Flatwater					
Single Kayaks		100			
Tandem Kayaks		24			
SUP's		130			
Flatwater PFD's		500			
Flatwater Kayak Paddles		175			
Flatwater SUP paddles		150			

2. LAND SPORTS

Climbing

Roped Climbing Surace	13000 sq ft
Max Height	45/50 ft
Average Height	36 ft
Routes	35
Bouldering Surface	2500 sq ft
Max Height	13 ft
Avg Height	13 ft
Routes	25

Zip Lines

Dual Direction (Quads)	3
Distance	1,000-2,000 ft
Max Height	100 ft
Avg Height	50 ft

High Ropes

Continuous Belay Courses	7
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Avg # stations	15	
Jumps	3	
Harnesses	700	
Helmets	700	
Auto Belays/Brakes	38	
Power Fans	3	
Deep Water		
Walls	5	
Average Height	30 ft	
Max Height	45 ft	
Routes	10	
Bikes and Trail Center		
Fleets Bikes	150	
Upgrades	50	
Repair Stations	4	
Beer and Snacks		
Trail length	>12 miles	

3. FOOD AND BEVERAGE

Full Service Restaurant

Indoor Seating Capacity	125
Outdoor Seating Capacity	200
Seated Bar Area Capacity	25
Covers	2,500

Biergarten

Indoor/Covered Seating Capacity	150
Outdoor Seating Capacity	300
Seated Bar Area Capacity	25
Food Covers	2,500
Beverage Covers (Units)	15,000

Catering Kitchen

Cooking Area (Hood Vented linear foot)	50 ft
Refrigeration Capacity Sq ft	1500

Additional F&B Units to Increase Capacity on Ad-hoc Basis

Meeting Facilities

Main Conference Facility Seating Capacity		400
Indoor/Outdoor Facility	3	125 each

4. OTHER OPERATIONAL ELEMENTS

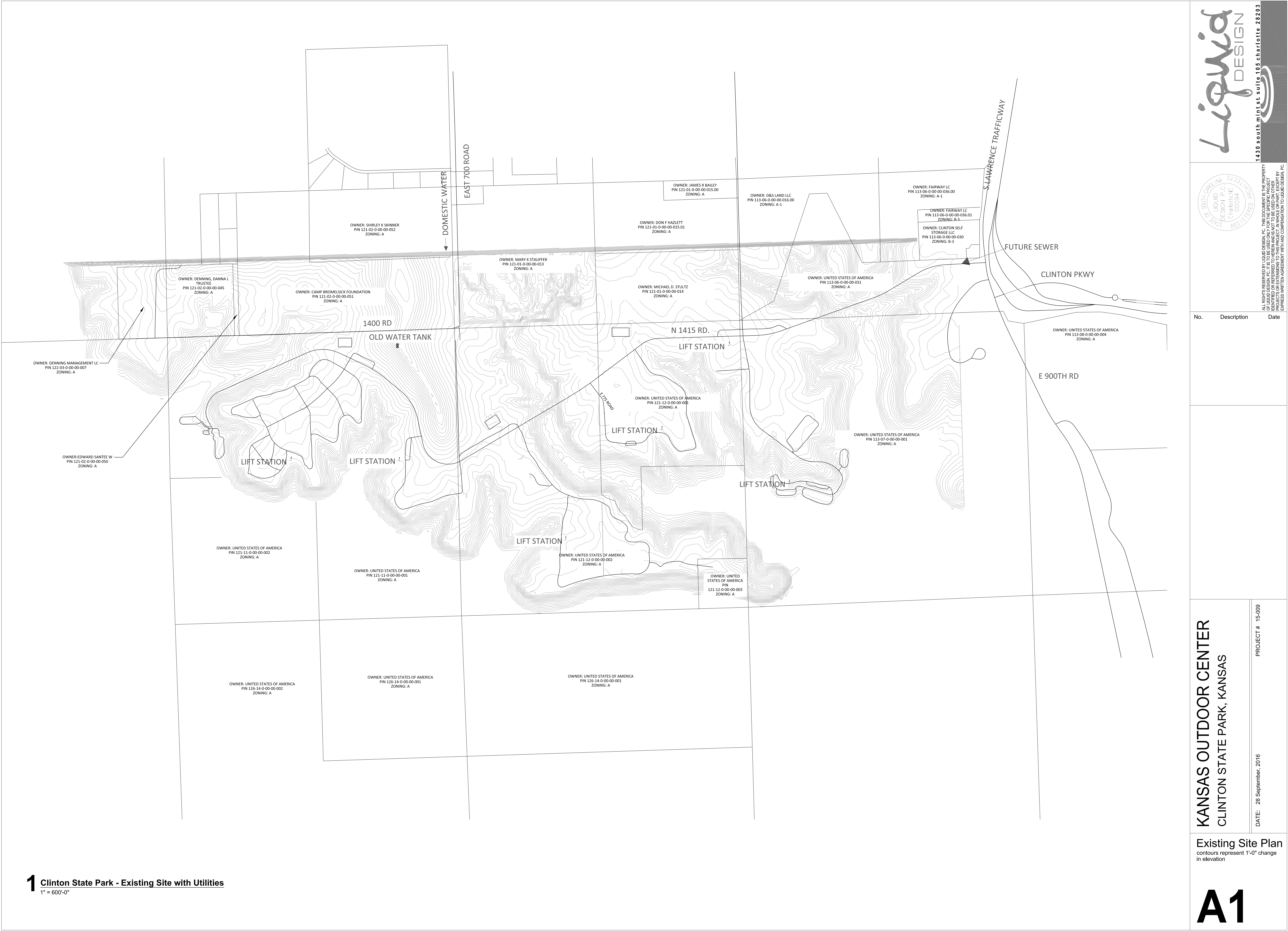
Waste Management	2	30 yard
Loading Dock	3	Bays
General Storage		5,000 sq ft





CONCEPTUAL DESIGN

KANSAS OUTDOOR CENTER
Clinton State Park, Kansas



No.	Description	Date

KANSAS OUTDOOR CENTER CLINTON STATE PARK, KANSAS	PROJECT # 15-009
DATE: 28 September, 2016	

KANSAS OUTDOOR CENTER

Clinton State Park

9/28/2016



Zoning Summary

The five parcels that make up Clinton State Park are located in Douglas County, Kansas and are zoned Agricultural (A). The adjoining parcels are zoned A, Suburban Home Residential District (A-1), and Limited Business District (B-3).

Allowable Uses

12-306-2.14. Public parks, playgrounds, golf courses (public or private, except miniature golf courses, putting greens, driving ranges, and similar activities operated as a business), non-profit, non-governmental, public recreation facilities, and community buildings.

The zoning ordinance limits buildings in the Agricultural zoning district to 35' height and 2.5 stories.

Setbacks

On all Federal, State and County highways, as designated on the Zoning Map of Douglas County, the Base Setback Line shall be located at a distance of sixty feet from the center line of the highway, plus the front yard requirements of Section 12-318-1 unless the right-of-way is in excess of 120 feet. In cases where the established right-of-way is in excess of one hundred and twenty feet, the Base Setback Line shall be one half of the established right-of-way plus the requirements of Section 12-318-2.

On all Township Roads and Section Line Roads, as designated on the Zoning Map of Douglas County, the Base Setback Line shall be located at a distance of forty feet from the centerline of the Road.

On all other streets, which shall be designated local streets and roads on the Zoning Ordinance Map of Douglas County, the Base Setback Line shall be located thirty-five feet from the centerline of such street or seventy feet from the center point of a cul-de-sac, unless specifically designated otherwise by action of the Board of County Commissioners.

Parking

Parking descriptions in the county ordinance describe some of the proposed uses but does not include a parking requirement for event or park space. Requirements for some uses below:

Use	Required Auto Parking	Required Bike Parking
Office or office building, studio, or clinic	1 per 400 sq. ft. of floor area	3 spaces minimum
Restaurant or other establishment for consumption of food or beverages on the premises	1 per 100 square feet	

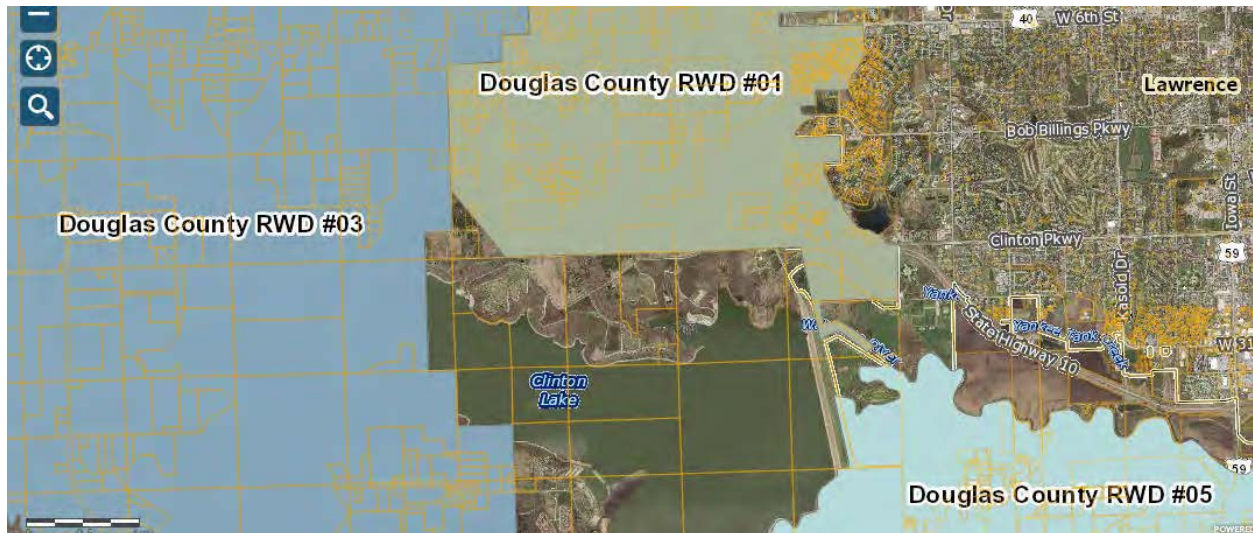
Retail store	1 per 200 square feet of floor area	
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The City of Lawrence Zoning Ordinance provides a parking requirement that may be useful for planning purposes:

Use	Required Auto Parking	Required Bike Parking
Event Center, Large	1 per 4 Occupants	1 per 10 Max Occupancy
Participant Sports & Recreation	1 per 500 SF activity area	1 per 10 Auto Spaces

Utilities

Clinton State Park is not located within City of Lawrence however water is provided from East 700 Road. The service line size will need to be verified.



The park currently provides sanitary sewer treatment on site.

Future sanitary sewer treatment must be determined.

Per Zoning Ordinance, Plans for a proposed Septic lateral system and community water sources shall be approved by the Health Authority. Standards are available at the Lawrence-Douglas County Health Department.

1

Clinton State Park site reference map

not to scale - contours represent 1' change in elevation



Kansas Outdoor Center
Clinton State Park, Kansas

DATE: 28 SEPTEMBER 2016

PROJECT # 15-009

Liquid
DESIGN

704.336.9980
1430 S. Mint St. #105 Charlotte, NC 28203

ARCHITECTURE
PLANNING
INTERIOR DESIGN
PROJECT MANAGEMENT

www.liquidesign.net

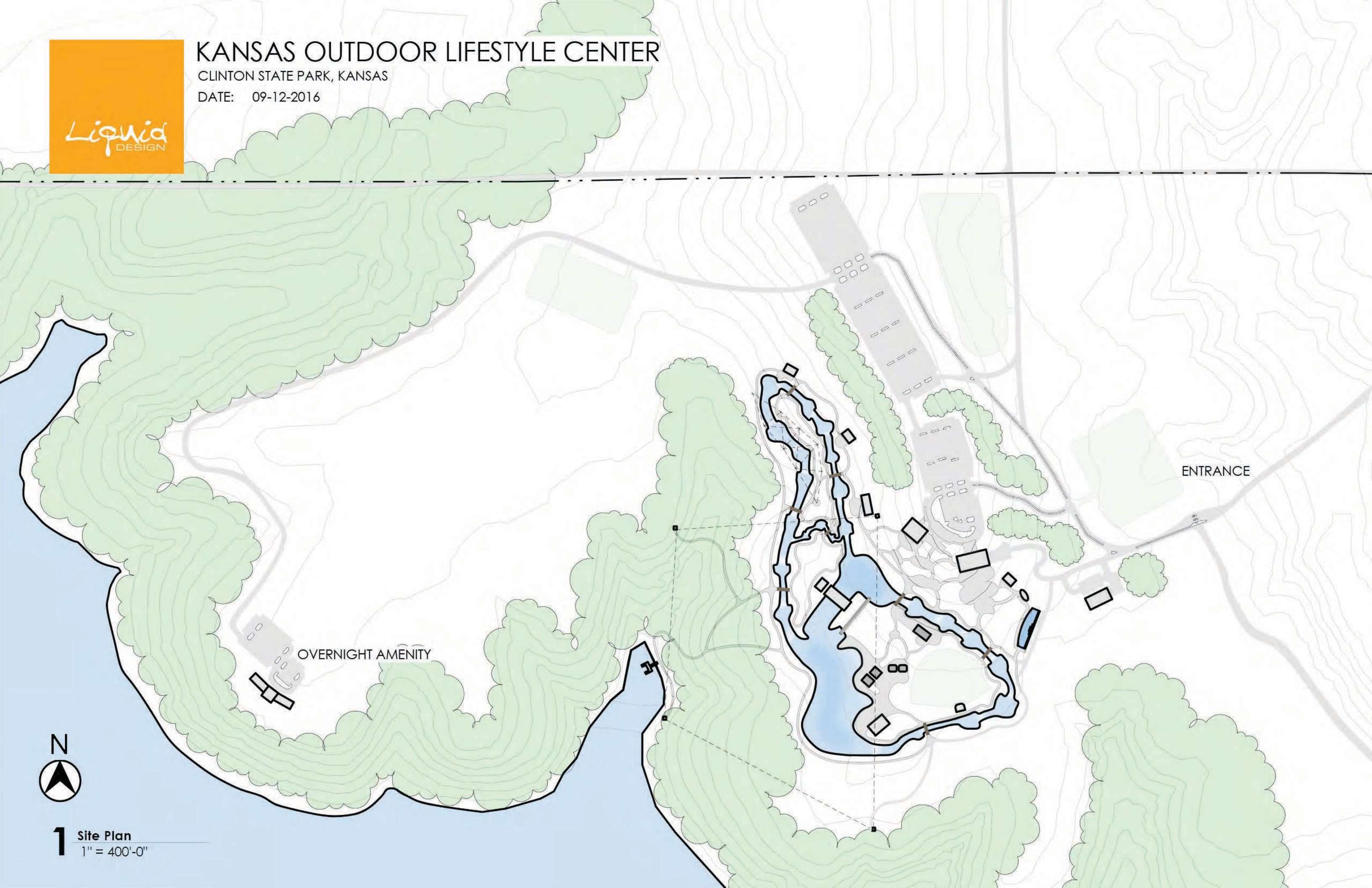
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KANSAS OUTDOOR LIFESTYLE CENTER

CLINTON STATE PARK, KANSAS

DATE: 09-12-2016



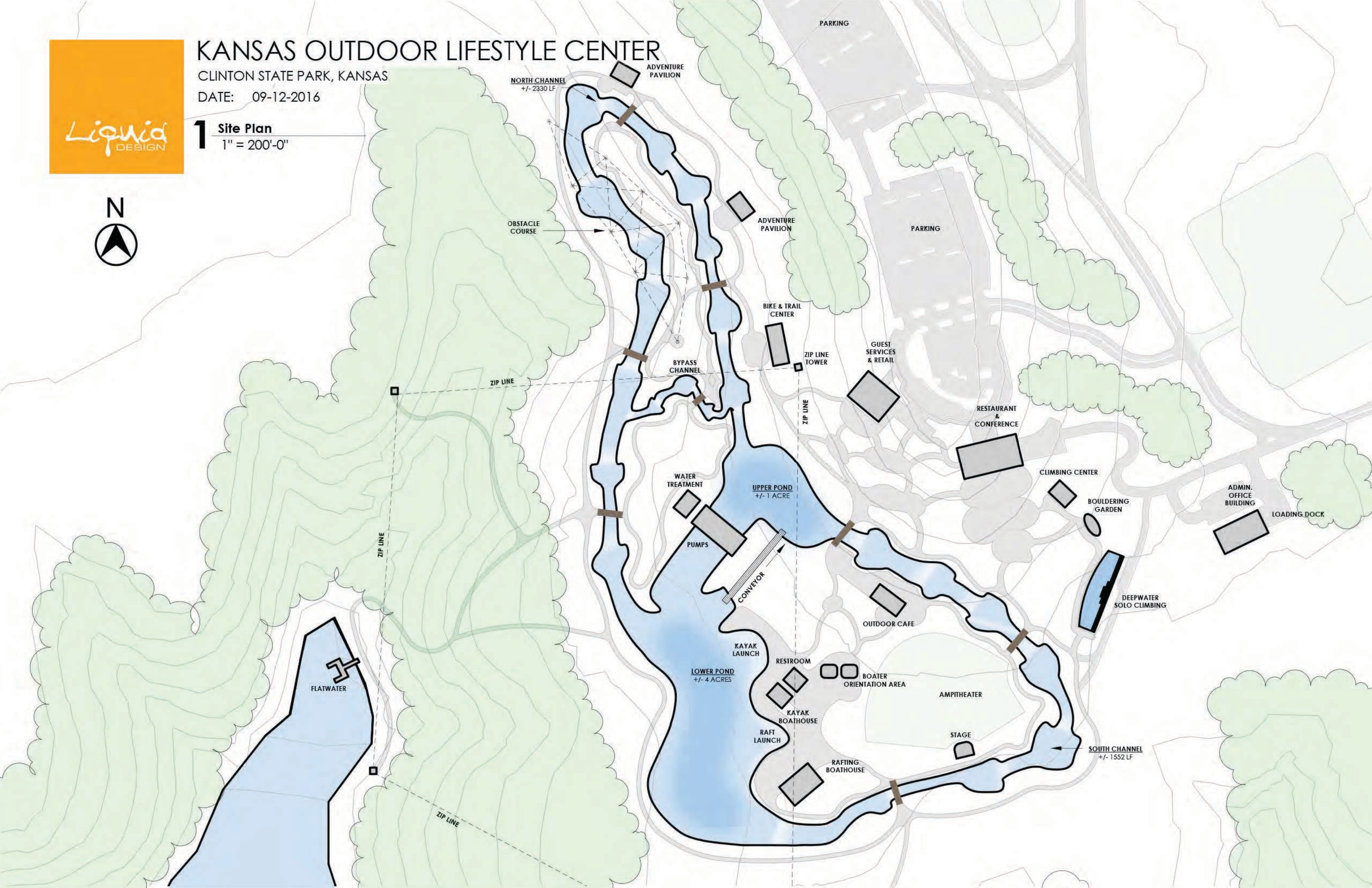


KANSAS OUTDOOR LIFESTYLE CENTER

CLINTON STATE PARK, KANSAS

DATE: 09-12-2016

1 Site Plan
1" = 200'-0"





Kansas Outdoor Center
masterplan 9/28/2016



Kansas Outdoor Center

entrance [9/28/2016]

plei
play redefined





Kansas Outdoor Center

channel view [9/28/2016]

plei
play redefined

Liquid
DESIGN



PROJECT BUDGET

KANSAS OUTDOOR CENTER
Clinton State Park, Kansas

Kansas Outdoor Center

Clinton State Park

28-Sep-16



PRELIMINARY PROJECT BUDGET

CONSTRUCTION

Construction Fees	\$	4,100,000
Whitewater System	\$	10,500,000
River Center (Point of Entry)	\$	4,000,000
Climbing Center/DeepWater Solo	\$	4,500,000
High Adventure Systems	\$	3,200,000
Rafting Boathouse	\$	750,000
Kayak Boathouse	\$	600,000
Bike/Trail Center	\$	700,000
Boater Orientation Bldgs	\$	250,000
Site Maintenance & Repair Facility	\$	600,000
Adventure Pavilion Complex	\$	1,500,000
Sitework	\$	11,500,000
Administration Office Building	\$	2,700,000
Flatwater Boathouse	\$	1,200,000
Conference Center/Meeting Facility	\$	3,750,000
Restaurant	\$	2,000,000
Primary Food Service/Catering Kitchen	\$	2,000,000
Biergarten	\$	1,500,000
Stage	\$	300,000
Amphitheater Infrastructure	\$	500,000
Site Lighting	\$	250,000
Bridges	\$	550,000
Total Construction Costs		\$ 56,850,000

DEVELOPMENT COSTS

Architecture and Engineering	\$	3,750,000
Project Management	\$	1,100,000
Materials Testing and Inspection	\$	200,000
Financing & Legal	\$	150,000
FF&E	\$	4,750,000
Total Development Costs		\$ 10,250,000

PROJECT CONTINGENCY

Contingency (5%)	\$	2,842,500
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Total Project Cost \$ 69,942,500

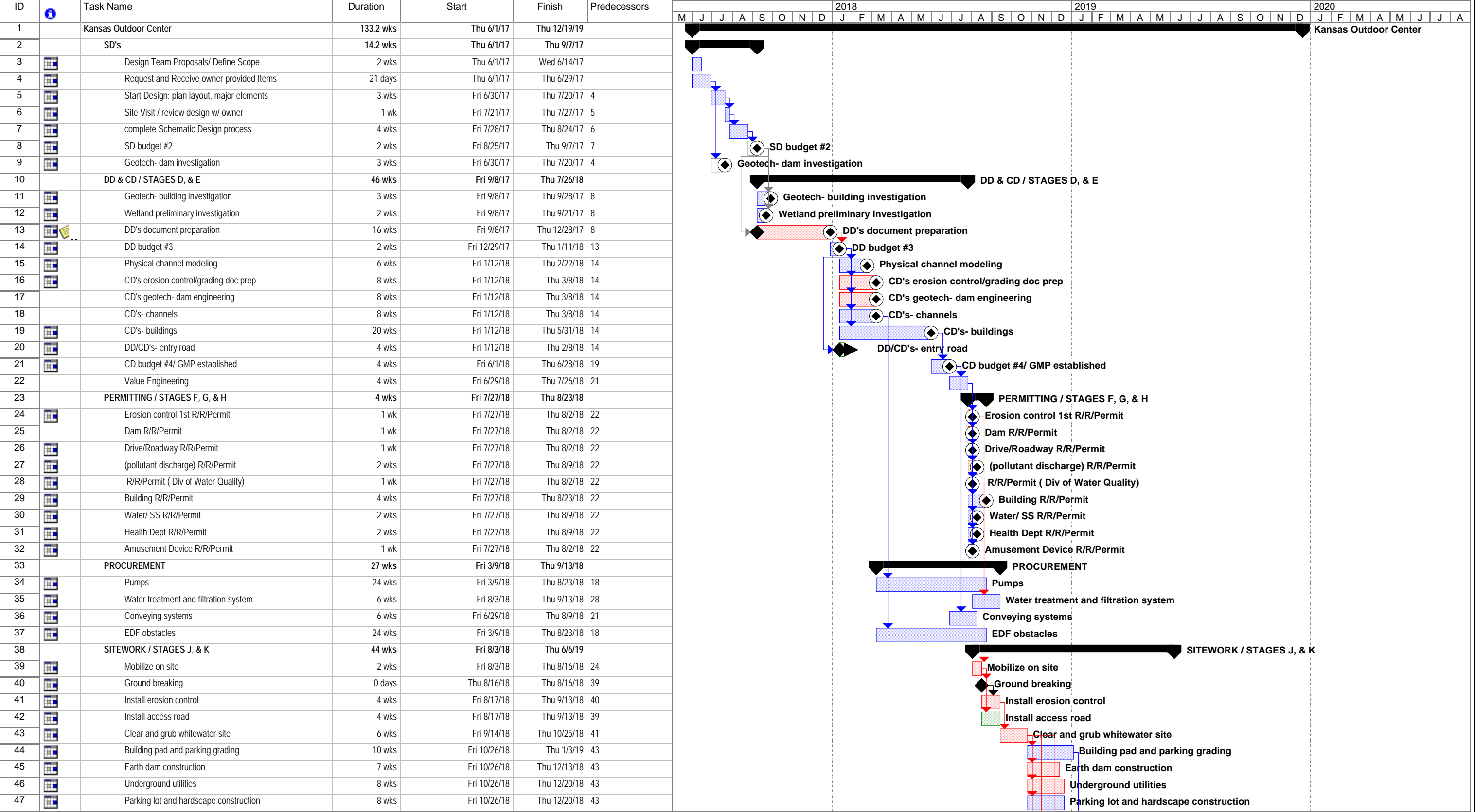




PROPOSED PROJECT SCHEDULE

KANSAS OUTDOOR CENTER
Clinton State Park, Kansas

Kansas Outdoor Center schedule



Date: Thu 9/29/16

Task

Split

Progress

Milestone

Summary

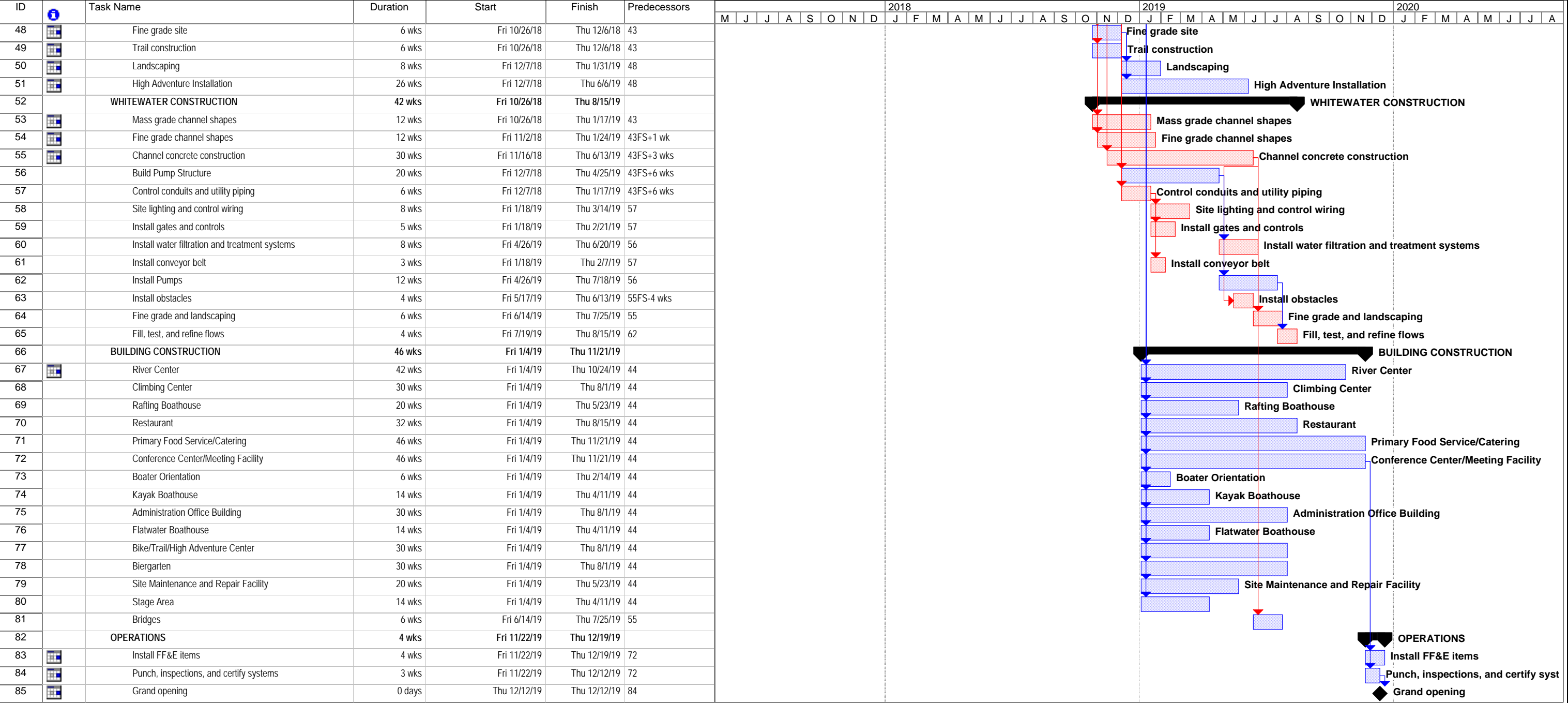
Project Summary

External Tasks

External Milestone

Deadline

Kansas Outdoor Center schedule



Date: Thu 9/29/16

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline



BUSINESS PLAN

KANSAS OUTDOOR CENTER
Clinton State Park, Kansas

Executive Summary

The Kansas Outdoor Center is a sports and entertainment facility focusing on the outdoor lifestyle. The Center offers a multitude of outdoor sports such as whitewater and flatwater rafting/canoeing/kayaking, climbing, mountain biking, hiking, aerial adventure courses and trail running, with a multi-channel recirculating whitewater river serving as a central element. The Center will also offer other elements to support the outdoor lifestyles such as food and beverage, music, and other hospitality elements.

Revenues are based on a "day visit" style of operation such as that associated with ski resorts. This approach incorporates all of the activities for one price and the activity passes generate approximately 50% of the revenues. The other hospitality elements such as the conference elements, food and beverage, and retail comprise the majority of the remaining revenue sources.

The primary goals and objectives for the Center are:

- To serve as an economic development generator for the state and region
- Provide a compelling brand and increase the quality of life for the community
- Operate in a financially responsible and sustainable manner.

The target market for the Kansas Outdoor Center is anyone who likes to play outside. This is a vast market since humans are genetically coded to play and engage their environment. Therefore the market focus is on families with higher than average household incomes due to their greater resources necessary to recreate. Drilling down further, the female head of household and females in general are the primary target due to their tendency to drive the decision making for quality of life decisions and use of disposable income. Other market segments include active young adults of both genders and younger customers who can motivate their families to engage the brand.

Approximately 60% of the visitors will come from a two hour drive of Lawrence, Kansas. The local visitors will also drive a significant portion of the visitors coming from well outside of the region as these visitors are looking for unique and compelling experiences when visiting Kansas friends and family. The goal is to create a compelling experience that drives repeat visits and inspiring the locals to show off and share their favorite unique place with their visitors. The Kansas Outdoor Center will strive to be the place that Kansans believe represents who and what they are as an active and vibrant community.

The Kansas Outdoor Center represents an investment of over \$50,000,000 to develop in order to create the compelling destination described here. Visitor-ship should exceed 750,000 annually and over 1,000 people will be employed directly at the Center. The gross revenues should eventually exceed \$20,000,000 with over \$5,000,000 in net income annually.

The payoff to the State of Kansas, the City of Lawrence and the surrounding community will be the ability to define itself to the world as vibrant and exciting place to live and visit. The key to success for these communities in the future will be to attract and retain the best talent in the marketplace as today's workforce is ever more mobile. The active outdoor lifestyle is universally appealing to the generations of talent that are making decisions as to where they wish to make their mark on the world. Kansas and Lawrence have natural assets that can be leveraged in order to create an extremely

attractive draw to those seeking the outdoor lifestyle. The Kansas Outdoor Center is a substantial opportunity to enhance those assets and become the place and the brand that tells the market that this is the place to be.

Business Description

The State of Kansas along with the City of Lawrence, Kansas are considering developing an Outdoor Center at Clinton State Park (alternatively, the "Business"). The initial driver of the Outdoor Center concept has been the opportunity to utilize Clinton Lake and the surrounding undeveloped area, as a means of creating a recreation attraction of a national stature.

The Kansas Outdoor Center is a multi-sport facility focusing on outdoor recreation. These are human powered activities that take place outdoors and include: whitewater and flatwater rafting/canoeing/kayaking, climbing, mountain biking, hiking, aerial adventure courses, trail running and other elements as well. The key here is that no one activity is required but there must be a multitude of activities to support an active outdoor lifestyle.

In addition to the multiple sports, the Kansas Outdoor Center will also offer other elements to support the outdoor lifestylesuch as food and beverage, music, and other hospitality elements. These elements are critical parts of the lifestyle since the opportunity to relax and recover is as much a part of the outdoor experience as the sports themselves. The best example of this concept is relaxing by the campfire after a day in the woods backpacking, paddling etc. The ability to relax is the payoff for the work on the front end.

Making sure to offer a complete outdoor lifestyle experience is absolutely essential to the success of the Kansas Outdoor Center. Going only part of the way there will not offer enough to drive the guest for repeat experiences. In addition to the multiple elements, a real focus on creating an authentic experience is indispensable as well. This means the Center will not "dumb down" the experience by offering halfhearted or gimmicky attempts at the activities. The market knows the real deal and they will only accept this "urban" or manmade substitute if it is close in kind and effect to the "real" experience.

The Kansas Outdoor Center's operating model is focused on a multi-channel recirculating whitewater river that is a part of a much larger outdoor recreation playground. The whitewater is merely a significant feature at a much larger facility offering a multitude of various outdoor sports such as climbing, mountain biking, flat-water paddling, zip-lining, etc. Operations are based on a "day visit" style of operation such as that associated with ski resorts. This approach incorporates all of the activities for one price and the activity passes generate approximately 50% of the revenues. The other hospitality elements such as the conference elements, food and beverage, and retail comprise the majority of the remaining revenue sources.

The following are the primary goals and objectives for the Kansas Whitewater Project;

- Economic Development- at the peak of the season, the Kansas Outdoor Center would be expected to employ close to 1,000 people annually and serve as a primary recruiting tool for the State and local promoters.
- Brand Building and Quality of Life- Kansas can solidify its brand as an active and vibrant community with a focus on the healthy lifestyle. The Center can serve as the focal point for the region's active lifestyle.
- Tourism Draw-TheKansas Outdoor Center can expect to become one of the largest tourist attractions in the state (measured by visitor count), growing to over 725,000 visitors.
- Financially Sustainable- The Kansas Outdoor Center should be cash flow positive.

In order to achieve the business goals and objectives identified above, the scope of the business will need to be significant. Significant in this case is defined as a creating a compelling destination that will draw visitors from a 150 mile radius of the Center. In order to accomplish this effort, the Center will need to have the following characteristics:

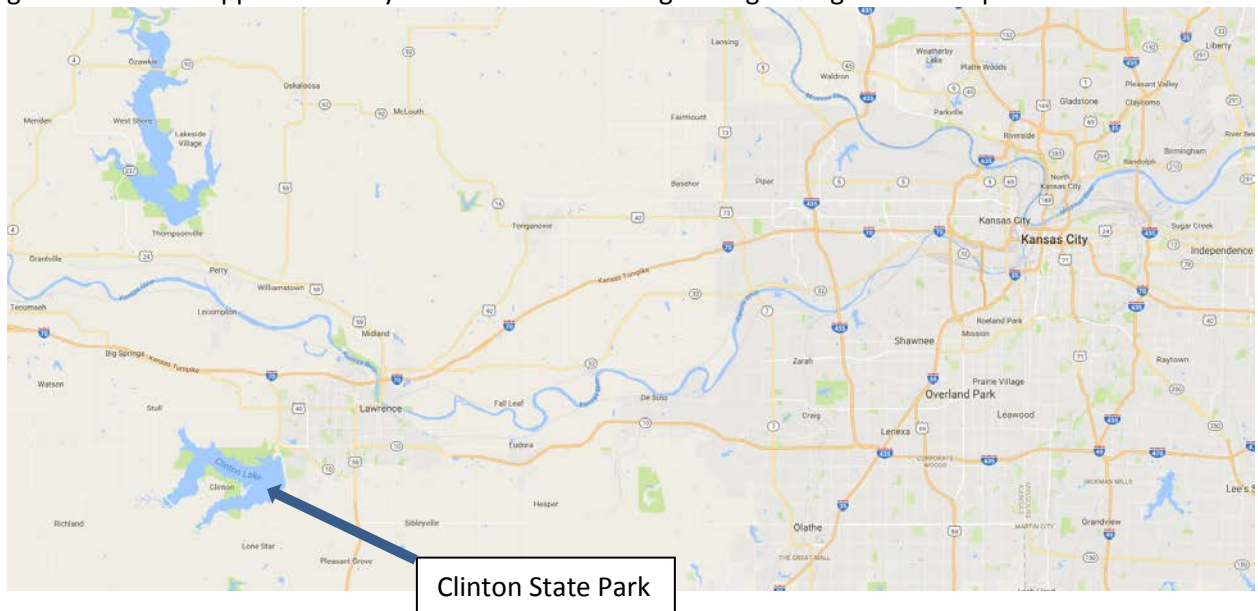
- A broad and appealing set of outdoor activities to offer the visitors will be essential. This should include at least 5-6 different sports and multiple offerings within each of the sports. Particularly as this relates to the whitewater itself, there must be a compelling experience on the water. No one is going to drive for 3 hours and settle on a limited whitewater experience.
- The activities must be authentic outdoor experiences. In other words, the goal is to make sure that the destination is truly an “Outdoor Center” and does not drift into an amusement facility or try to become all things to all people. Stay true to the brand or value proposition that declares that the Kansas Outdoor Center will offer a first class outdoor experience.
- A compelling location for the Kansas Outdoor Center is critical. In order to support the brand of an authentic outdoor experience, the location must offer large amounts of open space that disconnect the visitor from the urban environment. This disconnection is critical because that is a key element the visitor seeks and is critical to their overall experience. Even though the Project can be located just a few minutes from the urban environment, the visitor needs to feel that connection to the outdoors by immersing themselves in a more natural environment. The location must provide the look and feel of all that is special about the outdoors. Connect with water, trees, other plant life, elevation and the opportunity to experience wildlife. In other words, be as close to the outdoors and the natural environment as possible.
- Offer creature comforts and relaxation elements. As much as the natural environment is critical, the visitor still needs to know that they have all of the comforts of home at their fingertips. They want to play outside but they want to get warm and dry and relax immediately afterwards. Food and beverage options are important, as well as the right environment in which to enjoy them. Guests need to have a place to keep their belongings or equipment; they need bathrooms and locker-rooms. They need the ability to acquire what they forgot or perceive they need for their day through a pro-shop or retail operation. Shade, seating as well as a place to get out of any weather condition is also critical.
- Special events will be a major opportunity to bring activity to the facility that will promote the brand and the economic impact for the community. Hosting races, competitions, concerts and other forms of entertainment will be significant revenue opportunities that will also serve as a significant means of exposing the facility to a broader market. It will be essential to factor in the infrastructure to accommodate these events (e.g. stage/amphitheater, power, lighting, vehicular access, parking etc.).
- There will be a significant opportunity to attract groups seeking meeting space and other amenities to handle their group needs. The Project will need to include facilities that offer both indoor and outdoor meeting space providing a variety of levels of experience (formal to informal). The more the space can integrate with the natural setting, the better. The need to locate group meetings as close to the water as possible is important.
- There will need to be a great deal of consideration to providing appropriate infrastructure to support the operations. For example the maintenance and upkeep of the facilities will require

warehousing and maintenance facilities. Rafting will require storage and repair facilities. These demands are obvious, but the degree is not, and the design and programming must support and be supported by the operational infrastructure. This infrastructure must be seamless with the day to day operation whereby the guest experience is not compromised by the back of house operations.

Based on the above stated characteristics, the Kansas Outdoor Center will be a noteworthy undertaking that will require a considerable investment. Regulatory issues will also create substantial challenges in respect to achieving the goals and objectives as well as an impact to the project budget and schedule. It is obvious but worth stressing that coordination and support from the various governmental jurisdictions will be critical in order to develop and operate the business.

Location

The proposed location for the Kansas Outdoor Center is 4 miles west of Lawrence, Kansas at Clinton State Park. The park is comprised of 1500 acres along Clinton Lake offering wooded areas and grasslands that support a variety of wildlife and offering an engrossing outdoor experience.



Market Analysis

Target Market

From a marketing standpoint the central question is: who is the consumer for this brand? In other words, who will be the primary focus of the marketing efforts? In this case, the Kansas Outdoor Center's target market is defined broadly as anyone who likes to play outside. With such a broad definition of the target market, it is important to drill down, and examine both:

- Who is the Kansas Outdoor Center's target market?
- Where will the Kansas Outdoor Center's target market come from?

For purposes of this analysis, the brand that is represented by the Kansas Outdoor Center is the exact same brand the US National Whitewater Center in Charlotte, NC (USNWC) has developed. Accordingly, the assumption is made for these discussions, that the target market of the Kansas Outdoor Center will look very similar to the USNWC target market. It is also assumed that the market will be comprised of roughly the same geographic breakdown as the USNWC. This assumption is based on the similarity of population size for the Lawrence and Charlotte metropolitan areas as well as an assumed similarity in travel characteristics.

The following is a brief analysis of the USNWC customer arrived at by an analysis of data gathered from USNWC Assumption of Risk Waivers. Every guest who participates in a pass activity at the USNWC must complete this waiver prior to his or her participation in an activity.

The USNWC tracked the addresses of its customers from this waiver, and used Census Data, Geographic Research, Inc. data, MRI's consumer surveys and ESRI Customer Geo-demographic Profiles to turn the addresses into usable marketing data. Addresses were tracked to a Census Tract, Address Point or ZIP code level. The USNWC then segmented its customers into the following five ESRI Customer Profiles ranked in order of frequency of visits:

Chart 1. Top Five Tapestry Segmentation Profiles at the USNWC		
Segmentation Profiles	Median HH Income	Description
1. Boomburbs	\$105,000	Well educated professionals comprised of generally young families living a busy upscale lifestyle. Average household size is 3.22 living on the suburban periphery of large metro areas.
2. Up and Coming Families	\$64,000	Young families at the beginning of their career life cycle and more ethnically diverse. Similar to Boomburbs in that they have young families and are on the suburban periphery but are lower in median household income. They represent one of the fastest growing markets in the country.
3. In Style	\$66,000	Professional couples, families and households without children. Enjoying staying fit and eating healthy. More urban and tend to travel and read extensively.
4. Enterprising Professionals	\$77,000	Single and/or married without kids. Well educated and mobile tending to climb the ladder in STEM occupations. Larger than average disposable income and tend to stay fit and connected electronically.
5. Exurbanites	\$98,000	Empty nesters and families with children. Well employed and educated residing in the suburban periphery of large metro areas.. The average age is approaching 50 but they stay fit and active

These profiles can be understood as psychographic and demographic types that are most likely to be a customer. For each segmentation profile, they can be further refined into core segments that can be specifically targeted.

Chart 2. Profile Core Traits	
Segmentation Profiles	Core Segments
Boomburbs	Women/Mom Young Professionals and Empty Nestors Active Individuals High Disposable Income
Up and Coming Families	
In Style	
Enterprising Professionals	
Exurbanites	

Women/Mom are identified as the most important segment, as they are the influencer of family and social units. Also, these segments tend to have a high average household income and are typically well educated. Active individuals, while important to the brand and operation of an outdoor adventure destination, should not be the primary focus of the marketing message.

Based on analysis of the USNWC waiver data, about 59% of USNWC customers come from ZIP codes within the Charlotte MSA, roughly a 45-minute drive from the USNWC. Approximately 68% of the visitors are from within a 90 minute drive and roughly 79% of the USNWC customers come from within a 150-minute drive.

The 10 most common ZIP codes that frequent the USNWC; all of which are within the Charlotte MSA represent roughly 21% of USNWC customers. Chart 3 reveals the market size and average household income for that key group.

Chart 3. Top Ten Zip Codes at USNWC	
Top 10 ZIP Codes	Data Points
Average HH Income	\$73,000
Population	168,000

Where is the Customer

The next analysis examines where the USNWC market is located (where the customer comes from). Using the same address data collected from guest waivers, the vast majority of the USNWC customers come from within the Carolinas with roughly 70% of the USNWC customers coming from North and South Carolina. USNWC visitor-ship is even more localized when one reviews the Charlotte MSA, with roughly 60% of the pass traffic coming from that region.

The table below shows the exact percentage breakdown of USNWC customer geography.

Chart 4. USNWC Visitor Geographic Breakdown		
Regional MSA	Visits in 2014	Visits in 2015
Charlotte, Gastonia, Rock Hill	58.1%	55.2%
Greensboro, Winston, High Point	5.3%	5.0%
Raleigh, Durham, Chapel Hill	3.3%	3.0%
Greenville, Spartanburg,	2.0%	2.6%
Columbia	1.0%	1.0%
Carolinas (North and South)	72.0%	70.2%

The USNWC is located within the Charlotte Rock Hill, Gastonia MSA -- a major metropolitan area with a population of roughly 2,335,000 according to the 2013US Census estimate. Within that MSA, the USNWC is located roughly 15 minutes away from downtown Charlotte, which has a population of 793,000.

Based on the above analysis, the “sweet spot” for the USNWC target market is:

Who-Women/Mom, Young Professionals, Empty Nesters, Active Individuals that skew slightly higher than average in terms of household income.

Where-From the Charlotte MSA and the major urban areas within the Carolinas. Approximately 75 % of all visitors were located within a 150 minute drive of the USNWC

Definition and Location of the Kansas Outdoor Center Target Market

It is assumed that the target market of the Kansas Outdoor Center will look very similar to the USNWC target market based on the overlay of the brands. Through an analysis of the population of the region surrounding the Clinton Lake area, it is concluded that the Kansas Outdoor Center will have to pull its target market from roughly the same geographic footprint as what the USNWC has attracted to its facility. The only major distinction is the distance from the large population base of Kansas City to the proposed site of the Kansas Outdoor Center at Clinton Lake.

The distance of Kansas City and its large population from the proposed site is approximately 3 times greater than the distance of the USNWC from center city Charlotte.

Chart 5. Approximate Travel Time From Downtown	
Charlotte	15 min
Kansas City	45 min

This distance is not projected to present a problem from the standpoint of offering a viable market for the Project. The distance to Kansas City falls within the 45 minute drive time that represents one of

the primary geographic market areas. The concern that does arise is related to potential impact on the marketing strategy for the Kansas Outdoor Center. The USNWC relies heavily on event based marketing such as concerts, festivals and races in order to create a call to action. Many of these are evening based events and the travel time is a critical aspect for attendance. Specifically, the concern is related to whether the considerably longer distance between the two downtown areas will serve as a deterrent to the market’s willingness to drive in the evenings to these events. Additionally, to the extent that corporate and social events can be booked as a part of the activities and the conference and hospitality elements, there may be a drag on this market due to the longer drive time for much of the market.

The events have been a critical means of driving traffic to the USNWC. The greatest challenge facing the USNWC in its initial operating years was the difficulty associated with explaining what the USNWC actually is. In other words, why would the market be interested in the Center or, what was the value proposition. By offering free concerts, festivals and races, the USNWC was able to get the market to come out and check the place out with very limited investment other than time (a very critically limited resource for the target market). Once the guests came out and enjoyed the events that they already understood and valued, then they were able to see and connect with the other offerings of the USNWC. The events simply create market awareness as well as develop a brand connection.

The fact that the Kansas Outdoor Center is 3 times further from much of the population necessary to make the operation succeed could make it more difficult to use the event marketing to develop the necessary customer base. It is impossible to quantify this risk but it should be noted and is factored into the operation and marketing plan.

Population and Demographics

The demographics for the greater Lawrence metro area compare very favorably to Charlotte, NC in regards to the most relevant metrics such as average household income, education and homes with children. In fact, in many of the key demographic measures, the Lawrence market exceeds the Charlotte market (see chart 6). From this standpoint, Lawrence offers a very rich target market as defined by the USNWC based on its historical performance.

Chart 6. Population And Demographic Measures						
	45 Min Drive (59%)		90 Min Drive (68%)		150 Min Drive (79%)	
	Lawrence	Charlotte	Lawrence	Charlotte	Lawrence	Charlotte
Population	1,304,479	1,963,079	2,692,052	4,484,224	3,892,721	9,535,451
Race (White Alone)	77.4%	67.6%	80.2%	68.6%	81.9%	69.3%
Median Household Income	\$ 55,178	\$ 53,362	\$ 53,362	\$ 46,250	\$ 50,558	\$ 44,453
Median per capita Income	\$ 30,253	\$ 28,878	\$ 28,244	\$ 25,317	\$ 26,445	\$ 24,736
Household Income > \$75k	36.8%	34.3%	30.6%	27.9%	31.0%	26.7%
Education; Some College or More	67.2%	63.0%	62.7%	56.3%	60.0%	55.9%
Avg Household Recreation and Entertainment Exp.	\$ 3,426	\$ 3,484	\$ 3,301	\$ 3,029	\$ 3,112	\$ 2,936
All Households with Children	32.50%	36.4%	33.2%	34.5%	32.8%	33.2%

The significance of these demographic measures cannot be overstated. One of the single biggest drivers for the consumer of the outdoor lifestyle is disposable income. Many see outdoor recreation as a luxury and it takes financial resources to commit the time and the money to engage in the activities. In order to make recreation a priority, the essential elements of simply providing for a family or one's basic needs must come first. Only after those basic needs are met will an individual or family dedicate resources to recreation. Accordingly, the USNWC targets and has a greater degree of success with those individuals and families at the upper socio-economic echelons.

In addition to financial resources, another closely connected demographic trait that drives the consumer of the outdoor recreation is education. Generally speaking, those with a higher degree of education place a greater value on the benefits of recreation and will commit greater resources (both time and money) to attain the benefits associated with it. Given the fact that the USNWC charges \$59 to play all day, it does require an individual to commit both substantial dollars and time to the endeavor. Those sitting at the higher levels of the education and financial strata's are easier for the USNWC to attract and more willing to value the experience offered at an outdoor center.

Chart 6 provides substantial assurance that the greater Lawrence market at all driving radius would offer a very appealing market for an Outdoor Center. In addition, that population base would serve as a very effective means of driving visitors outside of the geographic market. Many of the visitors to the USNWC are introduced to the facility by locals that wish to introduce their guests to a unique and "fun" place of which they are proud. In other words, the locals that are the target market serve as the primary driver for the longer range visitor.

Psychographics

Another key method of analyzing the Lawrence population is to examine the Tapestry Segmentation Profiles represented in that market. The purpose of this analysis is to determine the size of the key

demographic groups that represent the highest potential likelihood of visiting the Kansas Outdoor Center. Chart 7 provided below ranks the top ten profiles based on that profile's characteristics that represent key indicators of market potential. There are two means of measure for the ranking. First, Plei has determined the top ranking profiles represented at the USNWC over the last 3 years. Secondly, by looking at the key characteristics of those profiles, Plei has included in the ranking those profile groups that share the same characteristics.

Chart 7. Tapestry Segmentation Profile- Measured by Number of Households							
	Tapestry Segmentation	45 Min Drive (59%)		90 Min Drive (68%)		150 Min Drive (79%)	
	Top Ranking by Potential	Lawrence	Charlotte	Lawrence	Charlotte	Lawrence	Charlotte
1	Professional Pride/Suburban Splendor	18,267	14,698	24,290	17,579	27,999	24,948
2	Boomburbs	16,817	41,414	24,448	43,964	28,420	95,455
3	Soccermoms/Sophisticated Squires	27,532	19,039	53,022	24,957	64,061	43,164
4	Exurbanites	13,965	18,969	18,030	40,180	20,391	87,488
5	Green Acres	26,426	39,539	64,646	76,763	86,686	128,879
6	Urban Chic	3,054	7,558	4,590	8,680	4,590	16,761
7	Up and Coming Families	10,322	114,465	26,005	151,731	33,213	222,301
8	In Style	31,460	25,159	45,324	45,787	55,918	78,570
9	Metropolitans/Metro Renters	11,944	14,741	13,618	25,513	13,618	64,877
10	Enterprising Professionals	4,328	41,784	4,328	48,187	4,328	100,519
	Total	164,115	337,366	278,301	483,341	339,224	862,962

The Lawrence market has a significant population of households comprised of the top ten profiles. Using the Charlotte market as the norm or the median, Lawrence has roughly half the total number of households as compared to Charlotte at each radius. This lower population may limit the total growth potential for the Lawrence market but the market should be sufficient to meet the forecasts contained in the Kansas Outdoor Center proforma. This lower number of households is accounted for in the proforma and represents one of the primary reasons the proforma forecasts a lower total visitation for the Kansas Outdoor Center relative to the USNWC.

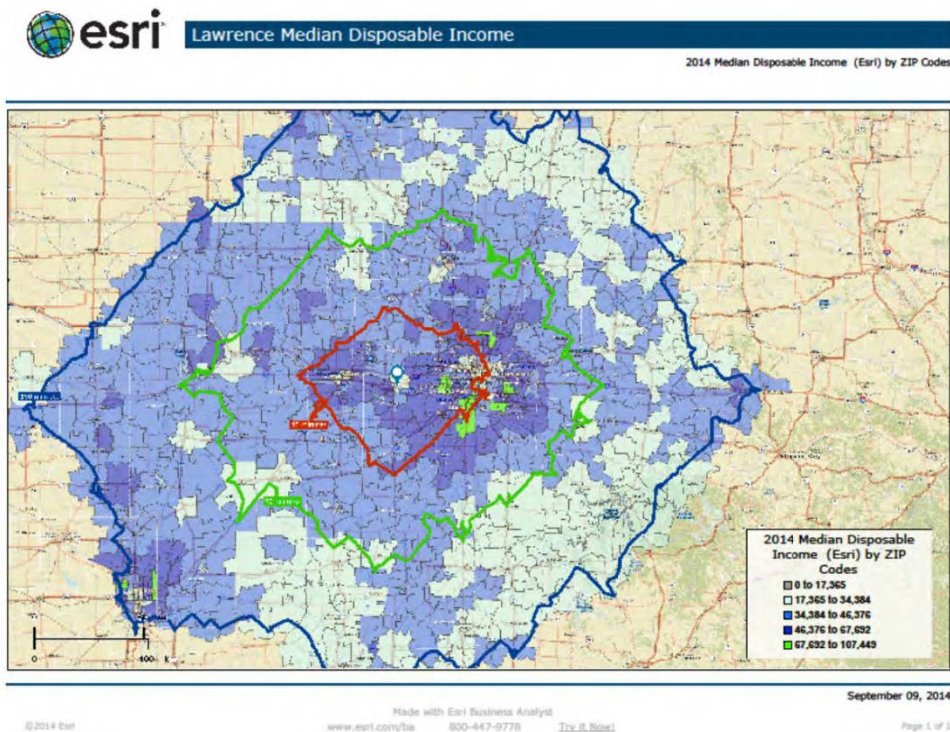
Chart 8 analyzes the top ten segmentation profiles in the 3 radius area for Lawrence ranked by number of households. The corresponding score is the number on a scale of 1-10 (10 representing the highest quality) that Plei has assigned to the profile based on a quality rating. In other words, the score reflects the quality of the profile and the ranking represents the volume of households for that respective profile in that radius. The highlighted profiles represent those found in the top ten presented in chart 7. Chart 8 simply tells us whether the dominate profiles in the Lawrence market are high quality profiles.

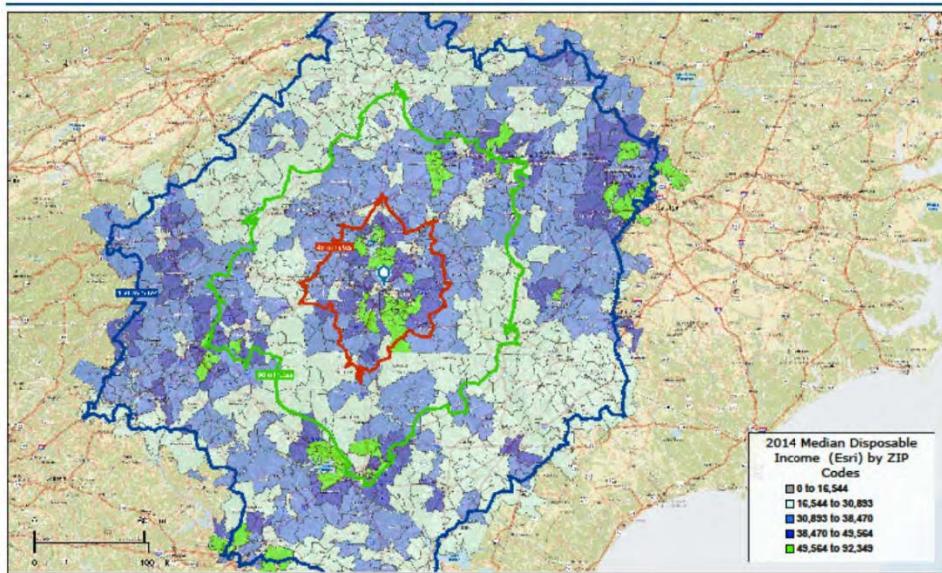
Chart 8. Top Ten Segmentation Profiles by Volume= Measured on 1-10 Scale (10 highest)						
	45 Min Drive		90 Min Drive		150 Min Drive	
	Lawrence= 49.2%	Score	Lawrence= 46.8%	Score	Lawrence= 48.3%	Score
1	Young and Restless	3	Rustbelt Traditions	3	Traditional Living	3
2	In Syle	7	Green Acres	7	Rustbelt Traditions	3
3	Old and Newcomers	4	Old and Newcomers	4	Heartland Communities	1
4	Soccer Moms	9	Soccer Moms	9	Green Acres	7
5	Rustbelt Traditions	3	Traditional Living	3	Prarie Living	3
6	Green Acres	7	Bright Young Professionals	5	Old and Newcomers	4
7	Bright Young Professionals	5	In Syle	8	Soccer Moms	9
8	Emerald City	6	Middleburg	6	Midlife Constants	2
9	Comfortable Empty Nestors	2	Young and Restless	3	Middleburg	6
10	Professional Pride	10	Comfortable Empty Nestors	2	Salt of the Earth	2

Inside the 45 degree radius, the average ranking is a 6. In the 90 mile radius the average is a 5 and in the 150 radius, the average is a 4. This scoring suggests that the 45 min Lawrence market is certainly suitable but that suitability decreases in the more rural markets. This quality scoring is based on the demographic measures represented in high quantities at the USNWC. It could also be that more rural profiles will respond to marketing measures modified to those profiles. Without any direct experience to measure these more rural profiles, it is difficult to assess the viability of those markets. Accordingly, it is recommended that the lower quality scores should be taken into consideration and considered with awareness that the scoring is highly subjective.

Disbursement by Disposable Income

The two maps provided below compare the Charlotte and Lawrence markets in terms of median disposable income by zip code. As the key indicates, the darker blue and green shaded areas represent higher degrees of income. The Lawrence market clearly shows more zip codes with higher levels of disposable income as compared to Charlotte. This does present one important area where the Lawrence market offers an advantage over the Charlotte market.





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Participation Levels

One additional measure worth noting are the participation levels in some of the key activities associated with outdoor recreation. While participation levels do not indicate a true level of interest in a market, if there were very low levels of participation that could create some concern. As the chart below indicates, in the key areas of participation, Lawrence exceeds the participation levels of Charlotte. Though not, dispositive, this measure is a helpful indicator that the Lawrence market is not significantly different from the Charlotte in this regard.

Chart 9. Product and Consumer Behavior

Product/Consumer Behavior (over last 12 months)	45 Min Drive (59%)		90 Min Drive (68%)		150 Min Drive (79%)	
	Lawrence	Charlotte	Lawrence	Charlotte	Lawrence	Charlotte
Participated in Mountain Biking	4.1%	4%	3.9%	3.4%	3.7%	3%
Participated in Road Biking	11.0%	10.3%	10.6%	9.3%	10.0%	9.1%
Participated in Canoeing/Kayaking	5.0%	4.8%	5.1%	5.0%	5.1%	5.1%
Participated in Running	14.5%	14.0%	13.3%	11.7%	12.3%	11.2%
Participated in Backpacking	3.0%	2.9%	2.9%	2.6%	2.8%	2.6%
Participated in Hiking	10.8%	10.3%	10.3%	9.2%	9.5%	9.0%
Attended Rock Music Concert	11.3%	10.6%	10.7%	9.3%	10.0%	9.0%

Population

While the demographics for Lawrence are quite suitable, the metro Lawrence area does not offer quite the same amount of population over the measured driving radius of 45 min, 90 min and 150 min. As chart 10 shows, the total population for each of these 3 radiuses is lower than the comparable radius for Charlotte. For the 150 mile radius, the Charlotte market is 145% larger and for the shorter 45 min radius, the Lawrence market is 34% smaller.

Chart 10. Population (percentage in parenthesis represents the percentage of visitors in that radius visiting USNWC)

2010 Census	45 Min Drive (59%)		90 Min Drive (68%)		150 Min Drive (79%)	
	Lawrence	Charlotte	Lawrence	Charlotte	Lawrence	Charlotte
Population	1,304,479	1,963,079	2,692,052	4,484,224	3,892,721	9,535,451

This lower population base in the Lawrence market does cause some concern in purely comparative terms to Charlotte. There are fewer bodies to attract through the turnstiles. However, the population size for Lawrence is considerably large and should serve as an adequate market size to sustain a sizable operation. The proforma in this report assumes a smaller population base than Charlotte and factors that into the analysis. Also other factors can come into play to help ameliorate the lower population base. Should the Kansas and the City of Lawrence play key roles in the development of the Project, they can both bring considerable resources in driving awareness of the facility and visitors. Both of those parties will have a strong interest in the success of the operation and will seek to make the Center a key part of its tourism and economic development programs. Those public resources cannot be underestimated and can play a pivotal role in driving business to the Center. These are resources that have not been available to the USNWC and if available in Kansas would most likely account for even greater attendance.

Chart 11 indicates the distribution of the guests at the USNWC paying to participate in activities (persons buying passes which represents approximately 22% of the visitors). These numbers are compared to the projected totals for the Kansas Outdoor Center. These projections, factor in the lower population base in the Lawrence market. It is believed that this market size, while less than Charlotte is still adequate to support the proforma provided and constitute a suitable market for the Kansas Outdoor Center to meet the revenue goals assumed in the proforma.

Chart 11. Geographical Distribution Estimate – Paying Guest Count

Location	Total Guests	45 min radius	90 min radius	150 min radius
Kansas Outdoor Center	150,000	90,000	105,000	120,000
US National Whitewater Center	215,000	127,000	147,000	172,000

Weather Factors

Weather is single handily the most important aspect to determining the success of an outdoor center. Ideally the longer the weather stays in the 60 degree or higher range, the better. The USNWC is open year round and generates sufficient traffic/revenue during April through October to remain cash flow positive during each of those months. The goal for the remaining months is to generate as much cash from operations as possible on a gross profit basis to minimize fixed operating costs. Accordingly, every day that the temperature is high enough to promote outdoor activity, the greater the chance to drive some traffic for revenue producing activities.

The ideal location for an outdoor center would offer no precipitation and constant 75 degree days. Short of this ideal, the goal is to have as many days comparable to this ideal as possible. The USNWC in Charlotte does have a generally favorable weather pattern for a successful operation and will serve as the “median” or prototype for comparing to the Kansas Outdoor Center.

As chart 12 provided below indicates, during the warmer months of May-Sept the average temperature for each month is roughly similar between the two locations. The variance should have no real impact on operations. The colder months of November through March, while considerably colder in Lawrence, should not have significant impact on overall performance since these are the relatively low revenue producing months (**these 5 months only represent 11% of the total annual revenue**). April in Kansas does offer a potential for the one month where temperature can create a drag on revenue on a relative basis.

Chart 13 also indicates that from a precipitation standpoint, the critical months of May and June typically have greater rainfall in Lawrence. This negative variance (3.7 inches more rain) is a concern and should be taken into account for a possible adverse impact on operational performance during those months. During the critical warmer months, Lawrence is receiving almost 5 more inches of rain. This factor has also been factored into the proformas and while not overly concerning, it should be noted. One positive weather note is that during the most important months of July and August, there is an average of almost 5% greater days of sunshine in Lawrence. The concern does arise however that April and May represent significantly fewer days of sunshine in Lawrence compared to Charlotte. Generally speaking, weather is not a factor that would negate the chances of operational success for Lawrence. The peak summer months are generally comparable on a temperature basis and the precipitation issue is worth noting but not a serious negative factor. Overall, the weather was factored into the proforma on a basis of -10%.

Chart 12. Average Monthly Temperatures

Average Temp.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Lawrence	29.1	33.6	44.2	54.7	64.5	73.5	78.4	77.1	68.2	56.3	43.5	31.3
Charlotte	39.8	43.3	50.7	59	67.2	75.1	78.6	77.4	70.7	60.1	50.6	41.8
Variance	10.7	9.7	6.5	4.3	2.7	1.6	0.2	0.3	2.5	3.8	7.1	10.5

Chart 13. Average Monthly Precipitation

Precipitation	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Lawrence	1.2	1.1	2.5	3.6	5.3	5.7	3.9	3.9	4.4	3.4	2.5	1.7
Charlotte	3.1	2.8	3.3	3	3.7	3.6	4	3.7	3.9	3.7	3.3	3.2
Variance	1.9	1.7	0.8	-0.6	-1.6	-2.1	0.1	-0.2	-0.5	0.3	0.8	1.5

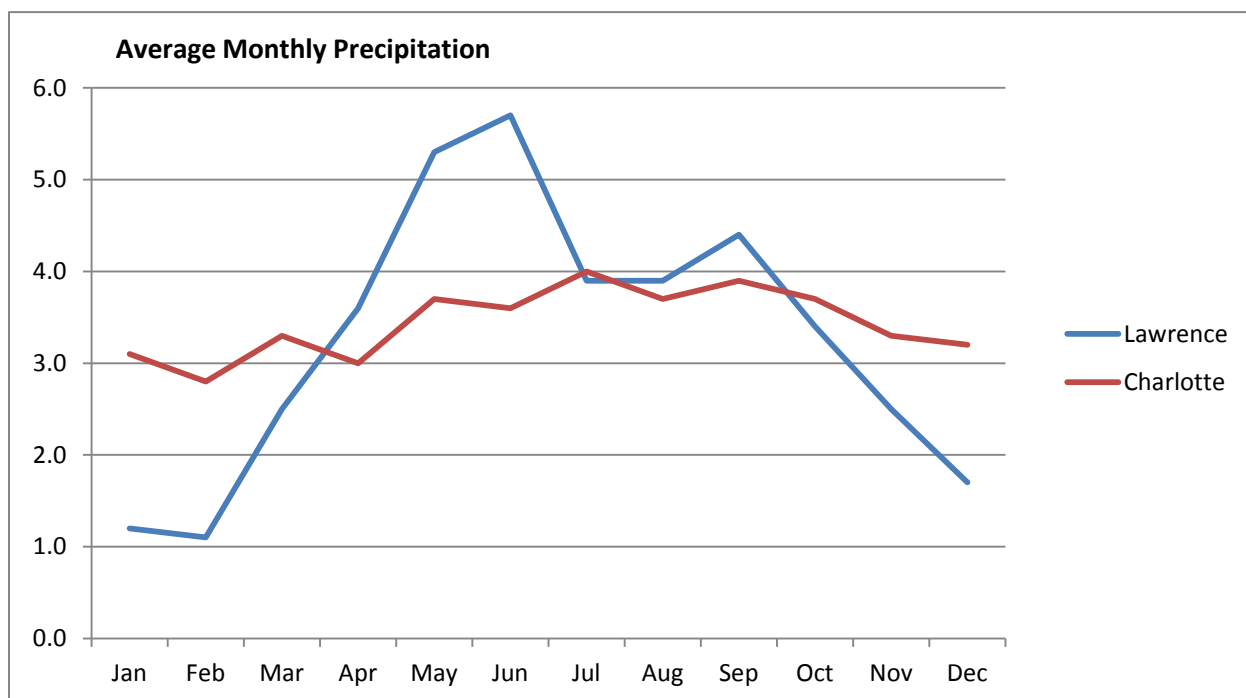
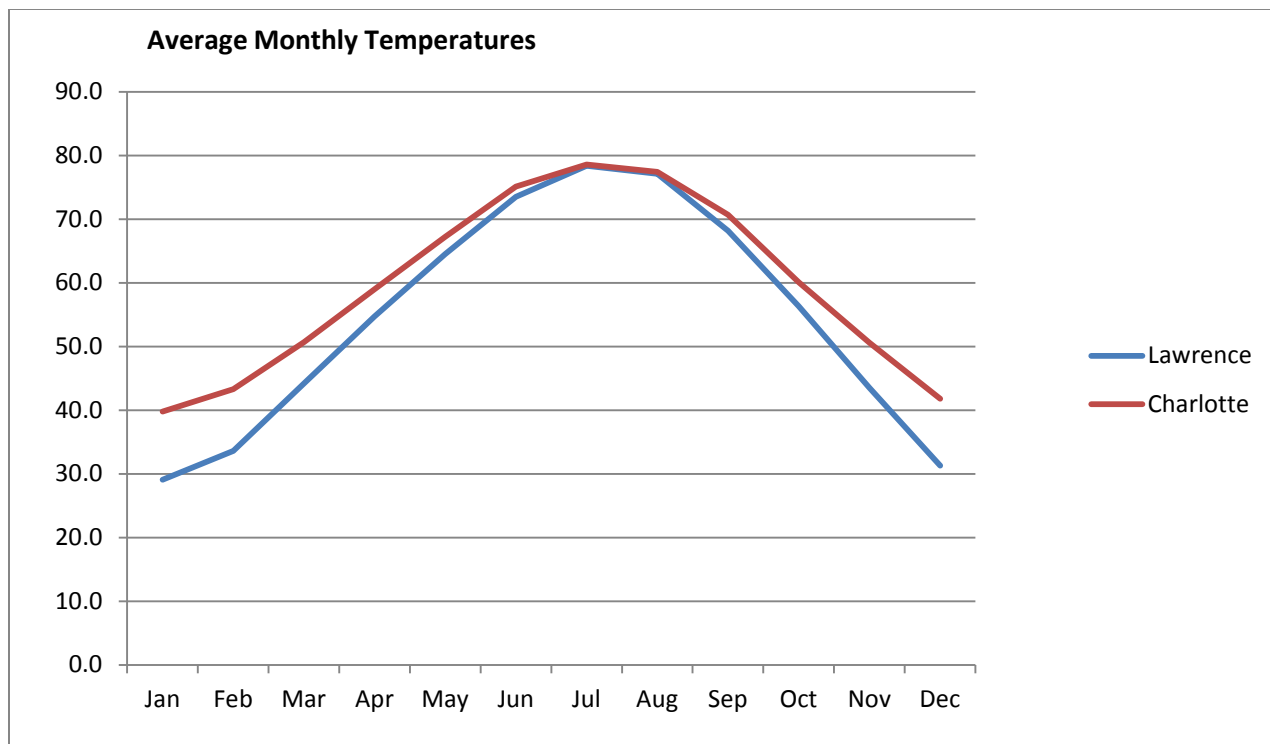
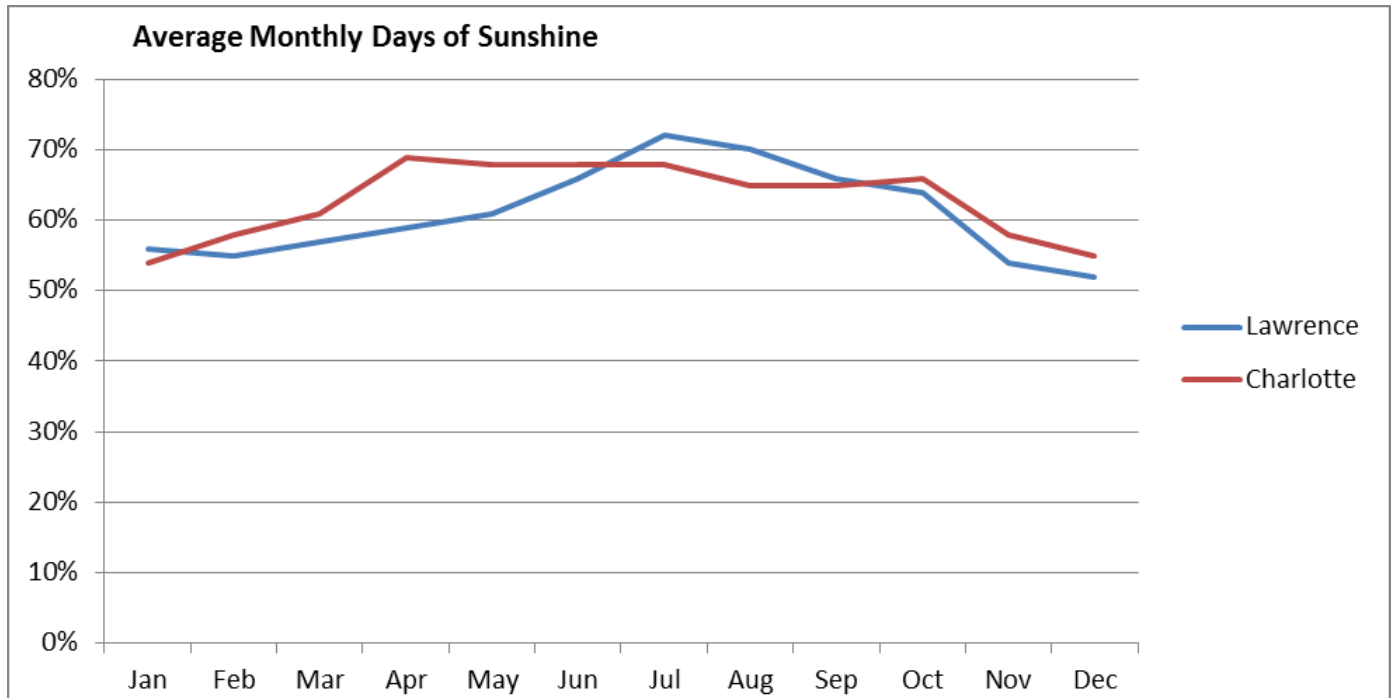


Chart 14. Average Monthly Days of Sunshine

Sunshine	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Lawrence	56%	55%	57%	59%	61%	66%	72%	70%	66%	64%	54%	52%
Charlotte	54%	58%	61%	69%	68%	68%	68%	65%	65%	66%	58%	55%
Variance	-2%	3%	4%	10%	7%	2%	-4%	-5%	-1%	2%	4%	3%



Source: City Data.com utilizing data reported by over 4000 weather stations

Marketing Strategy

In addition to creating a compelling destination, another key contributor to the success equation for the Center is the marketing of the facility. It is imperative that the facility offers a strong reason to visit and communicates that message in a compelling and effective manner to the right market. The target market directs both the medium and messaging of the marketing efforts, as all communication must be strategically crafted to resonate with that market.

To start the process of that persuasive message, the Center will need to immediately convey a simple yet powerful statement as to the nature of the “brand”. The Kansas Outdoor Center immediately conveys a brand that draws to mind:

- The Outdoors
- Significance
- Breadth

The Kansas Outdoor Center helps to place the visitor immediately in the context of the brand. The name, look, and feel all work together to make the person feel a sense of excitement.

The primary objective for the marketing strategy is to allow the target market to engage the brand. The goal is to inspire and engage the customer through different ways of experiencing the Kansas Outdoor Center Brand. For example, instead of promoting passes or tickets, the goal is to create reasons to simply visit the Center and become engaged with the outdoor experience. Offering very low barrier to entry opportunities such as free festivals, concerts, races, films etc., the customer can experience the Kansas Outdoor Center and begin to understand the value proposition first hand.

The goal is not to sell or convince the target market to make a purchase. The goal is to get the target market to believe in the Kansas Outdoor Center brand. By getting the market to trust the brand and believe that the Center is the reliable authority on the outdoor lifestyle, the Center can monetize the brand in a number of ways across a number of platforms. With the customer convinced that the Kansas Outdoor Center is the trusted authority on the outdoor lifestyle, they will become a long term customer that will continue to engage with the brand over a longer period.

The first component of the marketing strategy will be to develop brand awareness. The brand is well understood to the organization and it will therefore be necessary to develop that understanding with the target market. The focus should be on using imagery and very little written text. The brand is inherently compelling to a large market and the goal should be to use aspirational style imagery. In other words, the goal is to entice the customer with images that show the lifestyle in an authentic manner. The images need to be real and not staged. The customer needs to feel as though they would like to be sharing the real experience that is being shown to them.

The marketing budget is provided below which outlines the proportional and actual values of the dollars spent on marketing. The budget assumes several factors. One factor is that the marketing team for the Center is comprised of in-house talent that can deliver the vast majority of the marketing tasks. The brand development is an essential component for success and it is highly recommended that the marketing should not be outsourced. The budget does not provide for agency fees or services.

The other major factor not shown as a line item in the budget are the costs associated with in-house events. There is a considerable cost associated with the free concerts and programming for the festivals that can be considered marketing expenses and in fact are managed by the marketing department. These production costs however are not contained in this budget and are instead factored into cost of goods sold because there are offsetting revenues. The events are driven by marketing needs but are also revenue generators.

The marketing channels will be comprised of various traditional means such as outdoor advertising, sponsorships and mailings. There will also need to be newer forms of social media which do not require as much direct expenditures but do take personnel resources to manage. Those personnel costs are not included in the marketing budget but are included in the personnel costs. The goal will be to remain flexible and fluid so as to shift dollars as necessary into the appropriate categories and to keep things fresh and assure the necessary penetration. Once, again, there will be a need to simply push name and brand recognition at first but the primary focus will be to use channels that allow for visual stimulation and engagement.

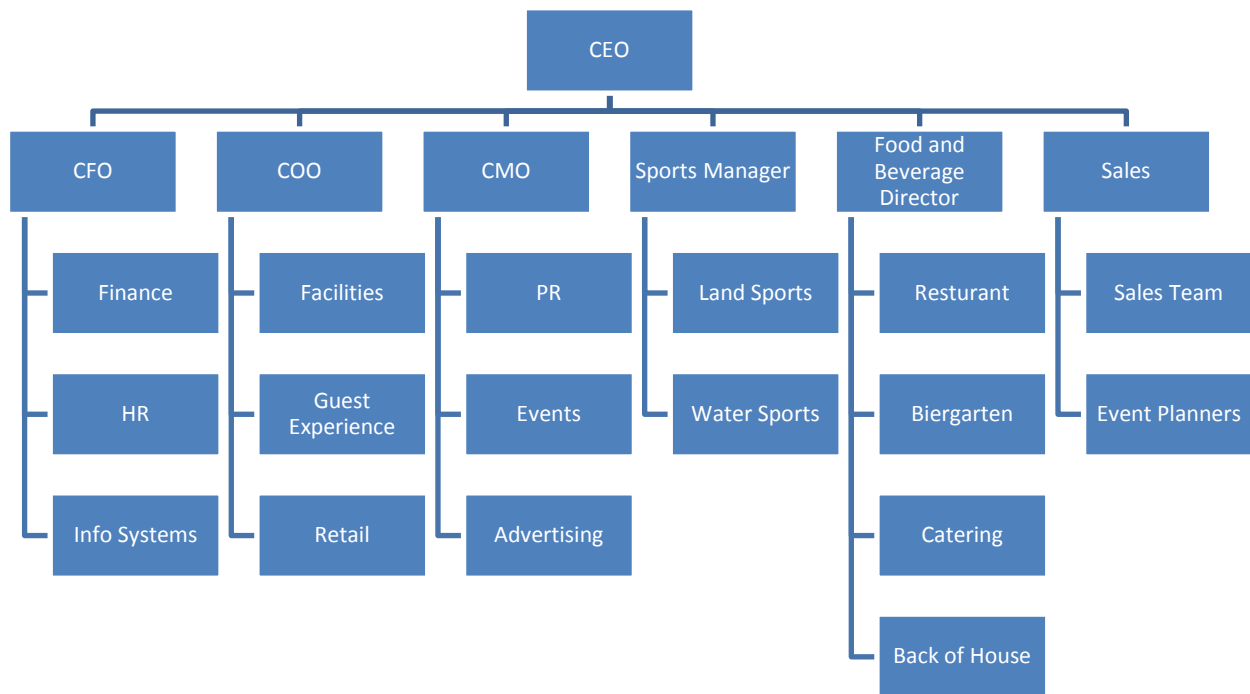
Marketing Budget

Marketing Budget	
Advertising	Budget
Total Print	\$25,000
Total Radio	\$20,000
Total Online Buys/Internet	\$25,000
Total TV	\$0
Total Outdoor	\$200,000
Total Mailings	\$150,000
Total Sponsorships	\$40,000
Total Other	\$5,000
Total Advertising	\$465,000
Printing & Signs	
Total Printing - Events	\$20,000
Total Printing- Non-Event Collateral	\$50,000
Total Printing-Displays and Events	\$5,000
Total Printing & Signs	\$75,000
Marketing Supplies - 6407	
Total Marketing Supplies	\$5,000
PR & Communications - 6408	
Total PR & Communications	\$20,000
Creative Design - 6410	
Total Creative Design	\$40,000
Sales Expense - 6411	
Total Group Sales	\$30,000
Total Mobile Promotions	\$20,000
Total Sales Expense	\$50,000
Marketing Other - 6400	
Total Marketing Other	\$5,000
Total Marketing Expenses	\$660,000

Management Plan

The organizational structure (LLC, S-Corp, etc.) for the Kansas Outdoor Center has not been determined and is not a necessary element until later in the process. The goals and objectives of the project must be more fully developed before the ownership and higher level structural decisions can be determined. At this point the goal is to provide a management structure and staffing model for conceptual purposes for the development of the project. The following information is simply a potential model for success and will evolve over time. For now, the following information is designed to serve as an aid and concept for the development process.

Organizational Chart



Staffing Plan

Full Time Positions				
	Qty	Salary	Total Salary	Team Total
CEO	1	\$ 220,000	\$ 220,000	\$ 220,000
CFO	1	\$ 150,000	\$ 150,000	\$ 740,000
Finance				
Controller	1	\$ 80,000	\$ 80,000	
Payments and receivables	2	\$ 45,000	\$ 90,000	
Cash Handling	1	\$ 35,000	\$ 35,000	
HR			\$ -	
Generalist	1	\$ 60,000	\$ 60,000	
Recruiter	1	\$ 40,000	\$ 40,000	
Admin	1	\$ 40,000	\$ 40,000	
Info Systems				
IS Director	1	\$ 100,000	\$ 100,000	
Network Administrator	1	\$ 50,000	\$ 50,000	
IT Support	1	\$ 45,000	\$ 45,000	
Database Administrator	1	\$ 50,000	\$ 50,000	
			\$ -	
COO	1	\$ 100,000	\$ 100,000	\$ 770,000
Facilities			\$ -	
Facilities Mgr.	1		\$ 70,000	
Systems Mgr.	1	\$ 60,000	\$ 60,000	
Systems Support	2	\$ 45,000	\$ 90,000	
Grounds Mgr.	1	\$ 45,000	\$ 45,000	
Grounds Foreman	1	\$ 35,000	\$ 35,000	
Shop Foreman	1	\$ 40,000	\$ 40,000	
Carpenter	1	\$ 40,000	\$ 40,000	
Guest Experience			\$ -	
Manager	1	\$ 55,000	\$ 55,000	
Asst. Mgr.	4	\$ 35,000	\$ 140,000	
Retail			\$ -	
Manager	1	\$ 55,000	\$ 55,000	
Asst. Mgr.	1	\$ 40,000	\$ 40,000	
CMO	1	\$ 110,000	\$ 110,000	\$ 440,000
PR/Communications Manager	1	\$ 60,000	\$ 60,000	
Web Manager	1	\$ 50,000	\$ 50,000	
Advertising Manager	1	\$ 60,000	\$ 60,000	
Graphics	1	\$ 40,000	\$ 40,000	
Mobile	1	\$ 35,000	\$ 35,000	
Events Mgr.	1	\$ 50,000	\$ 50,000	
Events Asst.	1	\$ 35,000	\$ 35,000	
Sports Manager	1	\$ 100,000	\$ 100,000	\$ 755,000
Water Sports Manager	1	\$ 55,000	\$ 55,000	
Raft Manager	1	\$ 40,000	\$ 40,000	
Asst Raft Mgr.	2	\$ 35,000	\$ 70,000	
Kayak Manager	1	\$ 40,000	\$ 40,000	
Flatwater Manager	1	\$ 40,000	\$ 40,000	
Land Sports Manager	1	\$ 55,000	\$ 55,000	
Land Sports Asst. Manager	1	\$ 35,000	\$ 35,000	
Climbing Mgr.	1	\$ 45,000	\$ 45,000	
Asset Climbing Mgr.	2	\$ 30,000	\$ 60,000	
High Adventure Manager	1	\$ 45,000	\$ 45,000	
Asst High Adventure Mgr	3	\$ 30,000	\$ 90,000	
Land Sports Operations Foreman	2	\$ 40,000	\$ 80,000	
Food and Bev Director	1	\$ 100,000	\$ 100,000	\$ 695,000
Restaurant Manager	1	\$ 55,000	\$ 55,000	
Front of House Manager	1	\$ 40,000	\$ 40,000	
Asst FOH Mgr	2	\$ 35,000	\$ 70,000	
Executive Chef	1	\$ 75,000	\$ 75,000	
Catering Chef	1	\$ 50,000	\$ 50,000	
Sous Chefs	2	\$ 45,000	\$ 90,000	
Restaurant Chef	1	\$ 45,000	\$ 45,000	
Beverage Manager	1	\$ 45,000	\$ 45,000	
Biergarten Manager	1	\$ 45,000	\$ 45,000	
Asst Biergarten Mgr.	1	\$ 35,000	\$ 35,000	
Catering Manager	1	\$ 45,000	\$ 45,000	
Sales Director	1	\$ 80,000	\$ 80,000	\$ 290,000
Group Sales Asst.	4	\$ 35,000	\$ 140,000	
Event Planners	2	\$ 35,000	\$ 70,000	
Total Full Time Salary				\$ 3,470,000

Financials

The financial performance of the Kansas Outdoor Center should be very similar to most location based entertainment facilities. The initial capital required to build out the facility will be considerable. The concept is to create enough critical mass to offer compelling and interesting elements for a cross section of the market. In other words, there must be enough activities and supporting aspects such as food and beverage and retail to create at least a half day experience. One should think ski resort for the closest comparable.

Once the initial heavy capital investment is made, the facility will operate much like a manufacturing facility where the goal is to drive high volumes of people to scale both capital costs and staffing costs which will be the largest operation expense. The operation is a very personnel intensive business and staffing and training will be one of the greatest operational challenges. Total labor costs will comprise almost 50% of the total operating budget. Facility upkeep will also be a considerable expense as will utilities. The key elements to creating a compelling experience will be the people and the amenities. Accordingly, these two areas will be the focus on the spend side of the equation.

The ability to drive the high volumes will be greatly impacted by the weather. Cold and rain keep people from playing outside and will therefore reduce customer traffic. Accordingly, the business is very seasonal and weather will play a significant impact on the financial performance. The bulk of the revenue will come in the period from May to September and these months will cover the lower performing months between October and April. Weekends will also be critical and foul weather in the critical summer months can have a significant impact on financial performance.

The gross profit for the pass sales should remain relatively high and the scalability off of the initial labor cost for these activities justifies offering the pass activities year round. While the colder months will not allow for a monthly operating profit, they should still represent a positive gross profit.

Pass sales will represent the single largest revenue stream and offers some of the highest profit margin for all of the lines of business. Food and Beverage will generate the second largest line of business measured by gross revenue. Food and Beverage does not have the profit margin of pass revenue. The other lines of business represent smaller percentages but offer generally strong margins and represent the ever critical additional revenue per guest. Additionally, the smaller lines of business offer a chance for the guest to experience the facility and engage the brand which encourages the guest to find new ways to spend money with the Kansas Outdoor Center.

Revenue Percentages by Line of Business

Passes	51.0%
Paddlesports	2.0%
Land & Adventure	1.6%
Canopy Tour	1.1%
Food & Bev	29.7%
Retail	4.2%
Parking	3.7%
Outdoor School	2.7%
Races	1.2%
Other Operating	2.2%
Other Non Operating	0.5%

Expenses by Percentage

Administrative Payroll	41%
Insurance	4%
Professional Fees	2%
Repairs & Maintenance	9%
Utilities	13%
Marketing	11%
Rents and Leases	2%
Supplies	11%
Other Operating Expenses	7%

				FY1	FY2	FY3	FY4	FY5
Ordinary Income/Expense								
Income		1	1.1	1.1	1.1	1.1	1.1	1.1
4000 · Passes		6,915,487	7,607,036	8,367,739	9,204,513	10,124,964		
4100 · Paddlesports		276,555	304,211	334,632	368,095	404,905		
4200 · Land & Adventure		217,786	239,565	263,521	289,873	318,861		
4270 · Canopy Tour		146,989	161,688	177,857	195,642	215,206		
4300 · Food & Bev		4,031,161	4,434,277	4,877,705	5,365,475	5,902,023		
4400 · Retail		569,796	626,776	689,453	758,399	834,238		
4530 · Parking		499,394	549,334	604,267	664,694	731,163		
4520 · Outdoor School		368,094	404,904	445,394	489,934	538,927		
4590 - Races		163,272	179,599	197,559	217,315	239,047		
4600 · Other Operating		303,834	334,217	367,639	404,403	444,843		
4700 · Other Non Operating		72,621	79,883	87,871	96,658	106,324		
Total Income		13,564,989	14,921,488	16,413,637	18,055,001	19,860,501		
Cost of Goods Sold								
5020 · COGS - Labor		2,808,030	3,088,833	3,397,716	3,737,488	4,111,236		
5100 · COGS - Retail		388,483	427,331	470,064	517,071	568,778		
5300 · COGS - F&B		1,231,632	1,354,796	1,490,275	1,639,303	1,803,233		
5400 · COGS - Other		455,790	501,369	551,506	606,656	667,322		
Total COGS		4,883,935	5,372,328	5,909,561	6,500,517	7,150,569		
Gross Profit		8,681,055	9,549,160	10,504,076	11,554,484	12,709,932		
Expense								
6100 · Administrative Payroll		2,083,771	2,292,148	2,521,362	2,773,499	3,050,848		
6250 · Insurance		204,142	224,556	247,012	271,713	298,884		
6270 · Professional Fees		107,094	117,804	129,584	142,543	156,797		
6300 · Repairs & Maintenance		453,729	499,102	549,012	603,913	664,304		
6390 · Utilities		649,956	714,952	786,447	865,092	951,601		
6400 · Marketing		578,117	635,929	699,522	769,474	846,421		
6500 · Rents and Leases		104,241	114,665	126,131	138,744	152,619		
6700 · Supplies		556,937	612,631	673,894	741,283	815,411		
6800 · Other Operating Expenses		354,643	390,107	429,118	472,030	519,233		
Total Expense		5,092,630	5,601,893	6,162,082	6,778,290	7,456,119		
Net Ordinary Income		3,588,425	3,947,268	4,341,994	4,776,194	5,253,813		

Monthly Operating P&L Summary

Ordinary Income/Expense													
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Income													
4000 - Passes	100,454.25	96,903.95	41,735.72	27,236.95	198,133.33	471,860.88	910,611.58	1,181,919.77	1,554,689.10	1,389,744.18	670,485.67	271,711.51	6,915,486.88
4100 - Paddlesports	2,580.54	162.50	-	-	8,635.68	12,376.49	34,428.98	55,520.57	70,321.58	58,108.46	26,584.54	7,835.96	276,555.30
4200 - Land & Adventure	4,498.00	1,353.50	2,599.55	1,051.05	10,162.24	14,738.38	17,066.83	26,982.38	18,873.24	51,835.36	39,168.53	29,457.11	217,786.17
4270 - Canopy Tour	6,985.39	3,355.30	1,619.80	4,607.20	6,884.15	10,012.76	18,404.75	20,816.90	27,115.89	22,730.50	14,548.95	9,907.30	146,988.89
4300 - Food & Bev	43,214.29	25,204.26	33,674.28	25,031.62	151,137.50	352,042.10	646,184.29	648,607.82	785,938.15	887,626.51	482,589.31	172,030.66	4,031,160.80
4400 - Retail	9,867.60	15,682.91	10,785.96	9,063.69	32,007.01	64,256.84	83,613.28	94,293.74	105,881.59	83,789.92	39,330.89	21,276.63	569,796.06
4530 - Parking	10,703.40	11,012.40	16,656.00	10,057.80	29,677.20	43,915.00	77,242.20	67,412.40	93,731.40	69,849.00	45,858.60	23,278.80	499,394.20
4520 - Outdoor School	2,553.60	176.40	834.00	2,226.00	4,941.00	15,450.34	24,132.94	82,305.60	145,704.00	74,329.47	8,604.21	6,836.75	368,094.31
4590 - Races	4,137.00	9,167.59	5,726.30	11,408.40	17,335.20	25,451.20	20,758.00	20,893.60	9,311.30	9,395.20	14,680.40	15,017.89	163,272.08
4600 - Other Operating	1,671.57	2,169.85	770.01	1,543.96	10,423.33	30,914.42	35,545.34	50,576.78	73,065.82	58,114.81	28,866.25	10,171.91	303,833.86
4700 - Other Non Operating	26,251.46	1,853.11	3,630.92	5,083.73	7,467.19	4,892.91	3,702.04	2,971.80	432.18	8,684.18	2,814.00	4,837.15	72,620.67
Total Income	212,917.10	167,041.57	118,032.55	97,310.40	476,803.83	1,045,911.33	1,871,690.23	2,250,291.37	2,884,964.25	2,514,207.59	1,353,511.35	572,361.66	13,564,989.23
Cost of Goods Sold													
5020 - COGS - Labor	112,671.60	94,113.09	90,858.57	83,583.13	161,218.93	219,829.12	320,678.71	411,689.69	491,293.80	386,579.56	255,246.07	180,267.51	2,808,029.79
5100 - COGS - Retail	6,838.67	12,211.76	10,503.05	7,138.84	21,161.04	44,745.65	52,324.30	57,013.20	65,442.43	51,720.03	44,605.32	14,832.45	388,482.73
5300 - COGS - F&B	22,239.90	11,533.28	8,462.68	10,069.75	63,769.05	113,752.74	172,005.86	186,484.00	261,524.69	202,820.81	147,300.27	31,669.30	1,231,632.30
5400 - COGS - Other	2,119.84	11,156.66	3,879.46	5,075.03	24,229.95	113,709.09	40,671.25	45,859.95	69,891.18	52,746.85	50,906.85	35,743.62	455,789.72
Total COGS	143,870.01	129,014.79	113,703.75	105,866.75	270,378.98	492,036.60	585,680.11	701,046.84	887,952.11	693,867.25	498,058.51	262,512.87	4,883,934.54
Gross Profit	69,047.09	38,026.79	4,328.80	(8,556.35)	206,424.85	553,874.73	1,286,010.12	1,549,244.53	1,997,012.14	1,820,340.34	855,452.85	309,848.79	8,681,054.69
Expense													
6100 - Administrative Payroll	144,772.70	196,807.41	157,172.35	159,774.12	166,982.77	158,950.36	168,534.14	230,685.83	176,142.76	176,486.72	174,613.67	172,901.68	2,083,770.52
6250 - Insurance	19,333.70	17,459.90	17,459.90	17,459.90	17,565.25	18,319.45	17,224.85	17,565.25	17,828.00	14,746.88	14,589.38	14,589.38	204,141.83
6270 - Professional Fees	13,822.25	8,496.99	1,122.02	3.00	9,410.57	15,239.38	217.25	6,893.85	8.00	10,725.23	10,061.93	31,147.92	107,094.37
6300 - Repairs & Maintenance	28,250.78	23,865.24	39,637.04	24,806.14	28,602.52	39,474.79	60,570.88	32,732.29	50,044.75	44,856.36	53,411.25	27,476.89	453,728.91
6390 - Utilities	51,341.00	29,502.23	24,544.50	25,619.38	31,743.02	57,754.43	59,559.21	71,022.33	82,021.02	78,251.72	76,226.22	62,425.10	649,956.16
6400 - Marketing	11,502.94	7,450.08	14,275.24	10,896.35	117,024.15	79,773.74	105,577.15	69,231.45	70,546.70	48,303.54	26,594.57	16,941.10	578,117.01
6500 - Rents and Leases	9,263.95	9,493.71	9,023.69	7,064.68	8,815.79	9,031.43	7,853.56	5,599.43	9,469.93	8,420.07	9,501.34	10,713.11	104,240.69
6700 - Supplies	20,325.08	16,080.36	53,116.56	48,968.11	91,444.78	48,252.71	66,157.75	68,728.43	52,625.85	41,045.05	28,065.28	22,127.04	556,936.99
6800 - Other Operating Expenses	20,871.85	7,072.79	11,186.40	9,186.60	12,811.54	32,562.43	29,169.79	40,353.99	56,342.70	53,940.81	47,398.41	33,799.86	354,643.17
Total Expense	319,484.24	316,228.71	327,537.68	303,778.28	484,400.39	459,358.70	514,864.58	542,802.84	515,029.71	476,776.37	440,462.05	392,122.07	5,092,629.63
Net Ordinary Income	(250,437.15)	(278,201.93)	(323,208.87)	(312,334.63)	(277,975.54)	94,516.03	771,145.54	1,006,441.69	1,481,982.43	1,343,563.97	414,990.79	(82,273.28)	3,588,425.05





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