



Colorado Sports and Events Center Presentation

Submitted to: Colorado Economic Development Commission

September 20, 2018





ROBSON ARENA - COLORADO COLLEGE



WEIDNER STADIUM - SWITCHBACKS FC



Colorado Sports and Events Center

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Colorado Sports and Events Center

INTRODUCTION

Colorado Sports and Event Center

The City of Colorado Springs is moving forward with the fourth City for Champions project; the Colorado Sports and Event Center. Comprised of two facilities, these will be state of the art, multi-purpose venues designed to host professional, Olympic and amateur sporting events as well as entertainment and cultural events. The outdoor downtown stadium will become the permanent home of the Colorado Springs Switchbacks while the indoor event center will serve as the new home of the Colorado College ice hockey team.

Partnering and providing private financial funding in the venture are Colorado College, the Colorado Springs Switchbacks and Weidner Apartment Homes.

Downtown Stadium

The downtown stadium will be located at the CityGate property bordered by Cimarron to the North, Moreno to the South, Sierra Madre to the West and Sahwatch to the east. The facility will be a mixed-use development which will feature a rectangular field of play and will serve as the permanent home of the Colorado Springs Switchbacks. The stadium, containing 10,000 spectator seats for sporting events, will be a multi-use facility that can accommodate a wide variety of sporting and entertainment events. Capacity for concert events will be 20,000.

The stadium will be constructed together with a mixed-use residential and commercial development in partnership with Weidner Apartment Homes. Weidner will receive naming rights to the stadium. The combined project is estimated at \$60 million dollars.

The Colorado Springs Switchbacks FC, a United Soccer League franchise, will be the primary tenant of the stadium, and Switchbacks Stadium Operations (also known as Ragain Sports), a separate business, will operate and program the facility with additional events.

Indoor Events Center

The indoor events center, named the Edward J. Robson Arena, will feature 3,000 permanent seats and capabilities to host ice-based and multiple other sports, as well as entertainment events. The arena will be built on the block bordered by Nevada Ave., Cache La Poudre, Tejon and Dale Streets, allowing the CC hockey team to play games on campus for the first time since the program started in 1938.

Initially planned as a practice venue, and now with the city's investment through City for Champions, as well as commitments from a number of donors, the college will now create a multi-purpose state-of-the-art, sustainable venue that will benefit both the college and the city. Colorado College will handle all operations and scheduling for Robson Arena.

Funding

The State RTA funding will be approximately \$27.7 million over 30 years. Two-thirds of the revenue, approximately \$18.5M, will be dedicated to the outdoor stadium and will support a bond of approximately \$10M to \$12M. One-third of the revenue, or approximately \$9.2M, will be dedicated to the indoor arena and will be distributed to Colorado College as the revenue is received. Private investment from the project partners will make up the difference to complete the projects.

Downtown Stadium

The cost of the outdoor stadium is estimated at approximately \$20 million plus a mixed-use development project costing approximately \$40 million for a total of \$60 million. In addition to the \$10 million in state RTA bond funding, the Colorado Springs Switchbacks will be contributing another \$10 million and Weidner Apartment Homes \$40 million.

Events Center

The indoor events center will cost approximately \$45 million with \$9.2 million provided by the state RTA funding. The balance (approx. \$35.8 million) will be provided by Colorado College.

City for Champions:

On July 8, 2013, the City of Colorado Springs began its pursuit of supplemental funding with the Regional Tourism Act of the Colorado Office of Economic Development and International Trade. The Regional Tourism Act promotes diversification of the state's economic base by providing a financing mechanism for attracting, constructing and operating large-scale regional tourism projects, which include tourism or entertainment facilities that will attract significant investment and revenue from outside the state. The application, appropriately named "City for Champions," highlights four unique and extraordinary venues that will strengthen and diversify the economic impact of our regional and state visitor attractions:

- The United States Olympic Museum:
- Colorado Sports and Event Center:
- USAFA Gateway Visitor Center:
- William J. Hybl Sports Medicine and Performance Center

Colorado College:

Colorado College is a nationally prominent, four-year college that was founded in Colorado Springs in 1874. The college operates on the innovative Block Plan, in which its approximately 2,100 undergraduate students study one course at a time in intensive 3½-week segments. The college also offers a master of arts in teaching degree. In 2017 the Colorado Springs Fine Arts Center became part of Colorado College, providing innovative, educational and multidisciplinary

arts experiences for the campus and Colorado Springs communities. For more information, visit www.coloradocollege.edu

Switchbacks FC:

The Colorado Springs Switchbacks Football Club is a professional soccer team based in Colorado Springs, Colorado. The team is a member of the United Soccer League, the second tier of the American soccer pyramid and one of the most successful professional soccer leagues in the world reaching a population of more than 84 million people across North America. The Switchbacks began play in 2015 at Weidner Field where it invested 3.5 million dollars to improve a City-owned facility. The franchise is owned by the Ragain Family and lead by Ed Ragain, the former owner of a Colorado-based international engineering firm. All matches are broadcast on ESPN+ and home matches are available locally on the CW & FOX. For more information, please visit SwitchbacksFC.com

Weidner Apartment Homes:

Founded in 1977, Weidner Apartment Homes is a privately held real estate investment, development and management company that owes its success to its most important resource – the more than 1,400 associates that make up their onsite and regional teams. Weidner is ranked #14 on the NMHC list of the 50 largest Apartment Owners, and as of July 2018, owns and self-manages a portfolio consisting of 257 multi-family communities representing just over 51,500 apartment homes throughout twelve states in the US, and four provinces of Canada. Headquartered in Kirkland, WA, Weidner’s commitment to delivering value drives its vision to distinguish itself as an industry leader in each of its markets. For more information, please visit www.weidner.com



Colorado Sports and Events Center

PRESENTATION



CITY FOR
CHAMPIONS
COLORADO
SPRINGS



Sports and Events Center Project
Date: September 20, 2018

Unique Projects:

- Attracting new olympic styled sporting events for Colorado Springs governing bodies and other sporting organizations.
- Venue sizes are unique to the region and do not duplicate other venues' event opportunities.
- Strategic downtown location allows for high visibility, access to amenities, and special experiences for participants and spectators.



World Class Technology:

- Best in class lighting and data accessibility.
- High definition video production, streaming, and distribution capabilities.
- Next generation real time training & match full-field video capture and data tagging capabilities.





Investing in the US Olympic Movement:

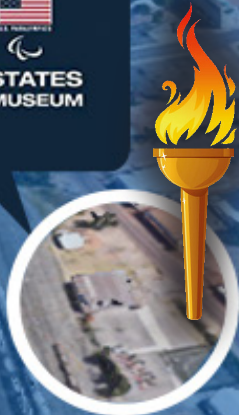
Olympic related events, tournaments, and camps will create a synergy between the US Olympic Museum, Stadium, Arena, and the US Olympic Training Center that will set Colorado Springs apart nationally as a destination for amateur sporting events.





Ideal Locations:

- Stadium and Arena bookend Downtown Colorado Springs
- Maximizes venue programming opportunities while easing traffic and parking congestion.
- Direct access to 500 acres of trails.





STADIUM & EVENTS CENTER

- Unique Projects
- World Class Technology
- Investing in the US Olympic Movement
- Ideal Locations

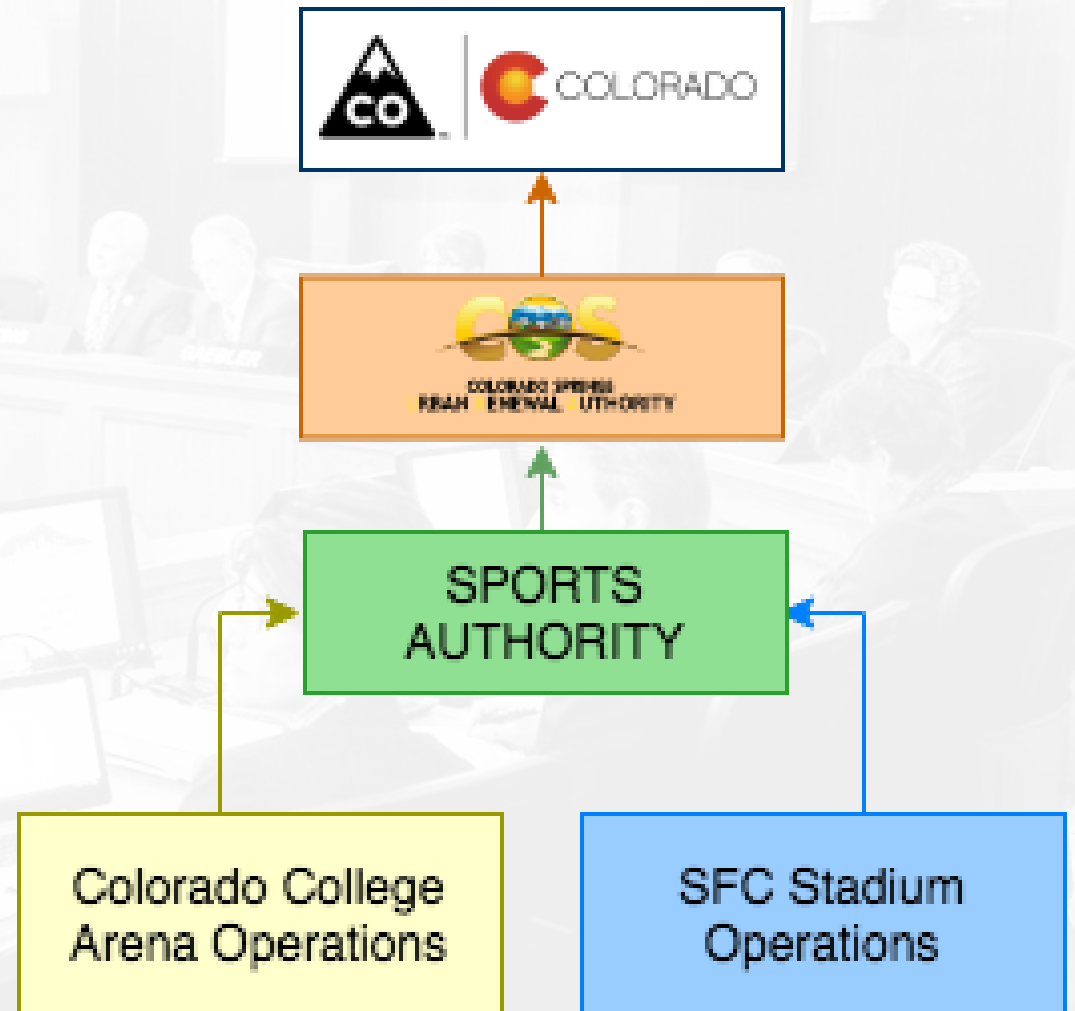
“We are excited to program sporting events here!”



HOW IT WORKS

REPORTING

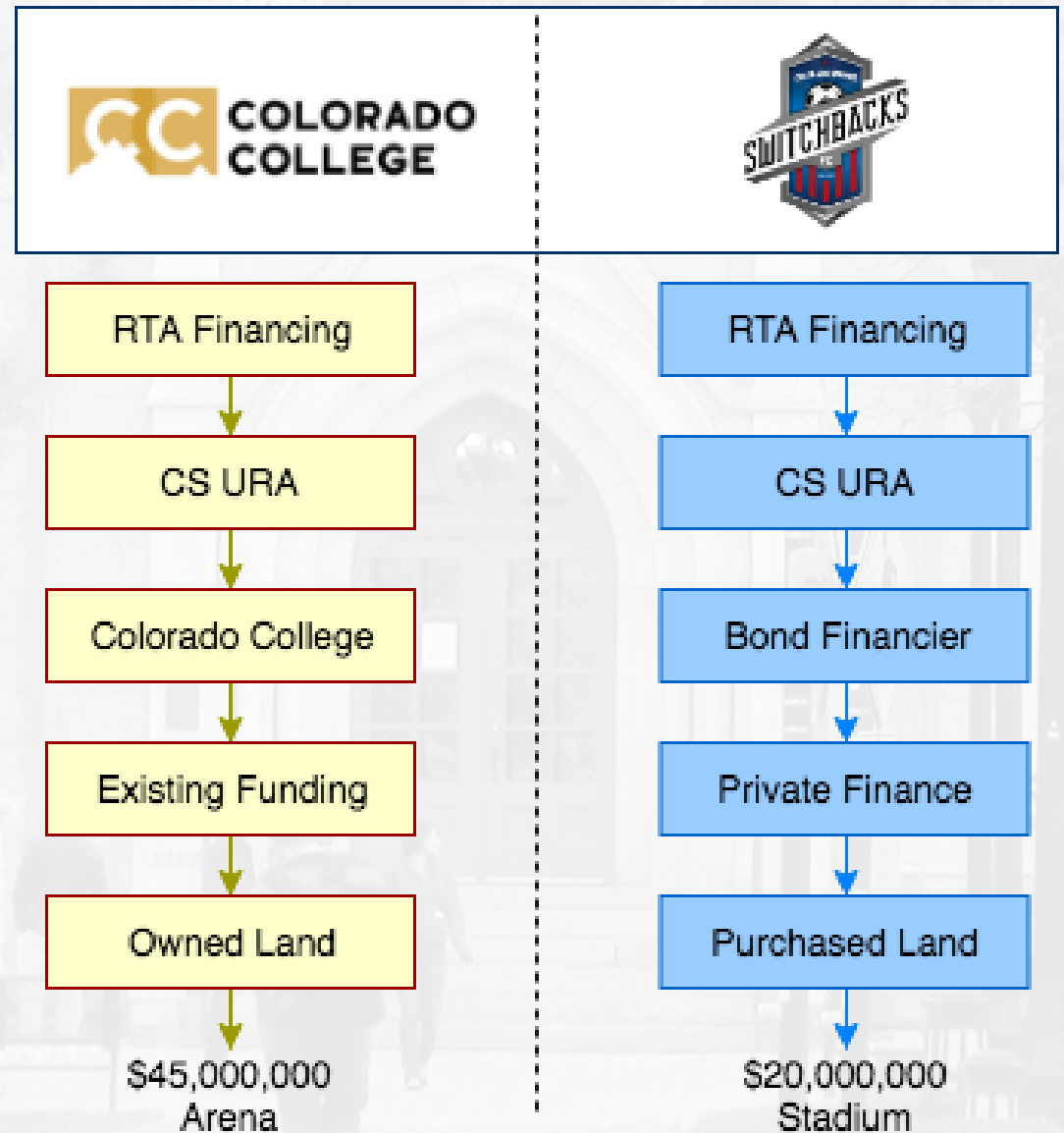
- A Sports Authority has been incorporated to take on the responsibility of ensuring compliance with Resolution NO.3.
- Colorado College Arena Operations staff will be responsible for working with and collaborating with the Sports Authority.
- Switchbacks (SFC) Stadium Operations staff will be responsible for working with and collaborating with the Sports Authority.



HOW IT WORKS

FINANCING

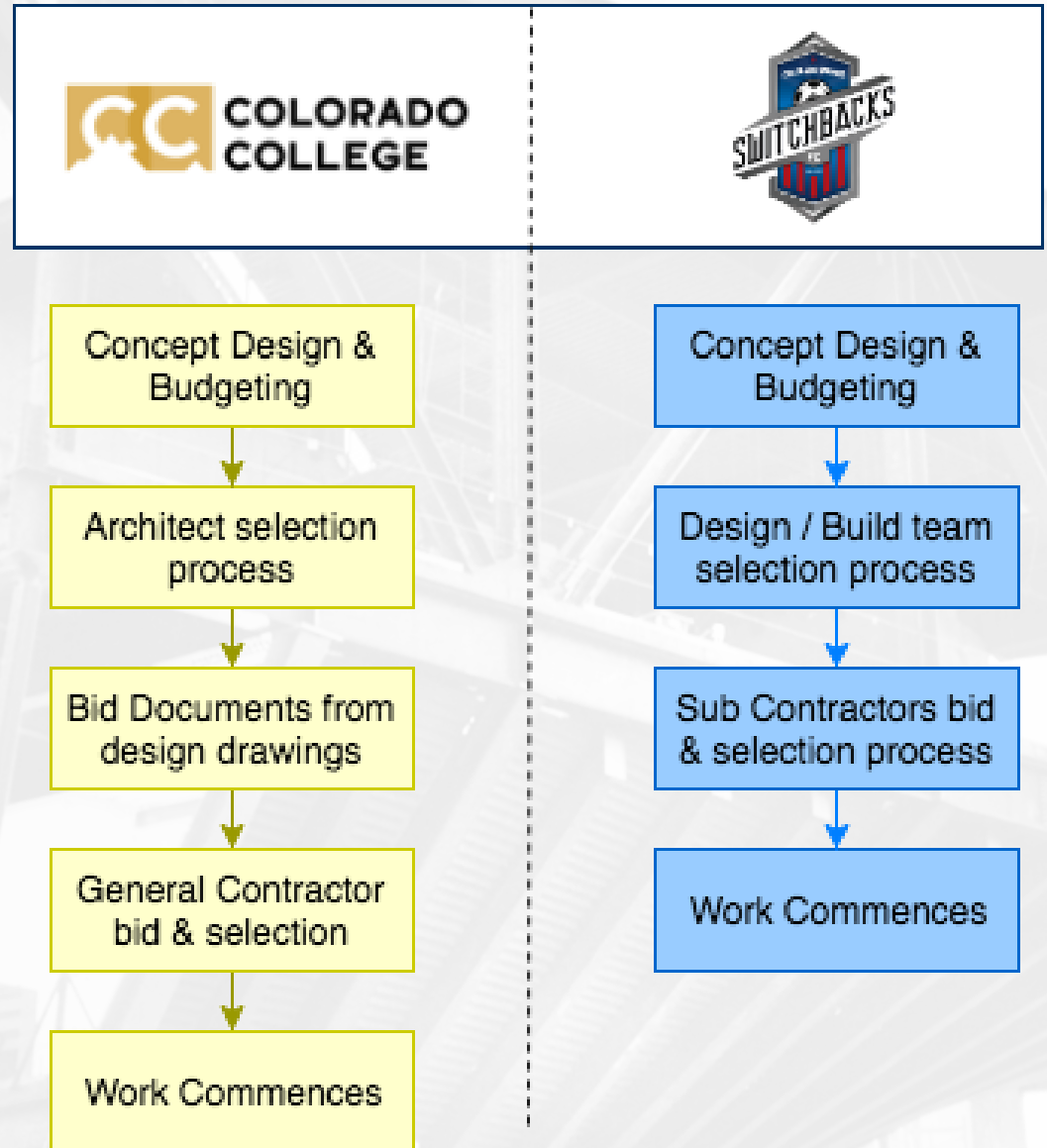
- Colorado College is in an excellent financial position.
- CC will be taking the SSTIF revenue over the term.
- The Colorado Springs Switchbacks, along with Weidner Apartment Homes are personally investing significant resources to execute the project.
- SFC will be bonding against the SSTIF revenue for construction costs.



HOW IT WORKS

CONSTRUCTION

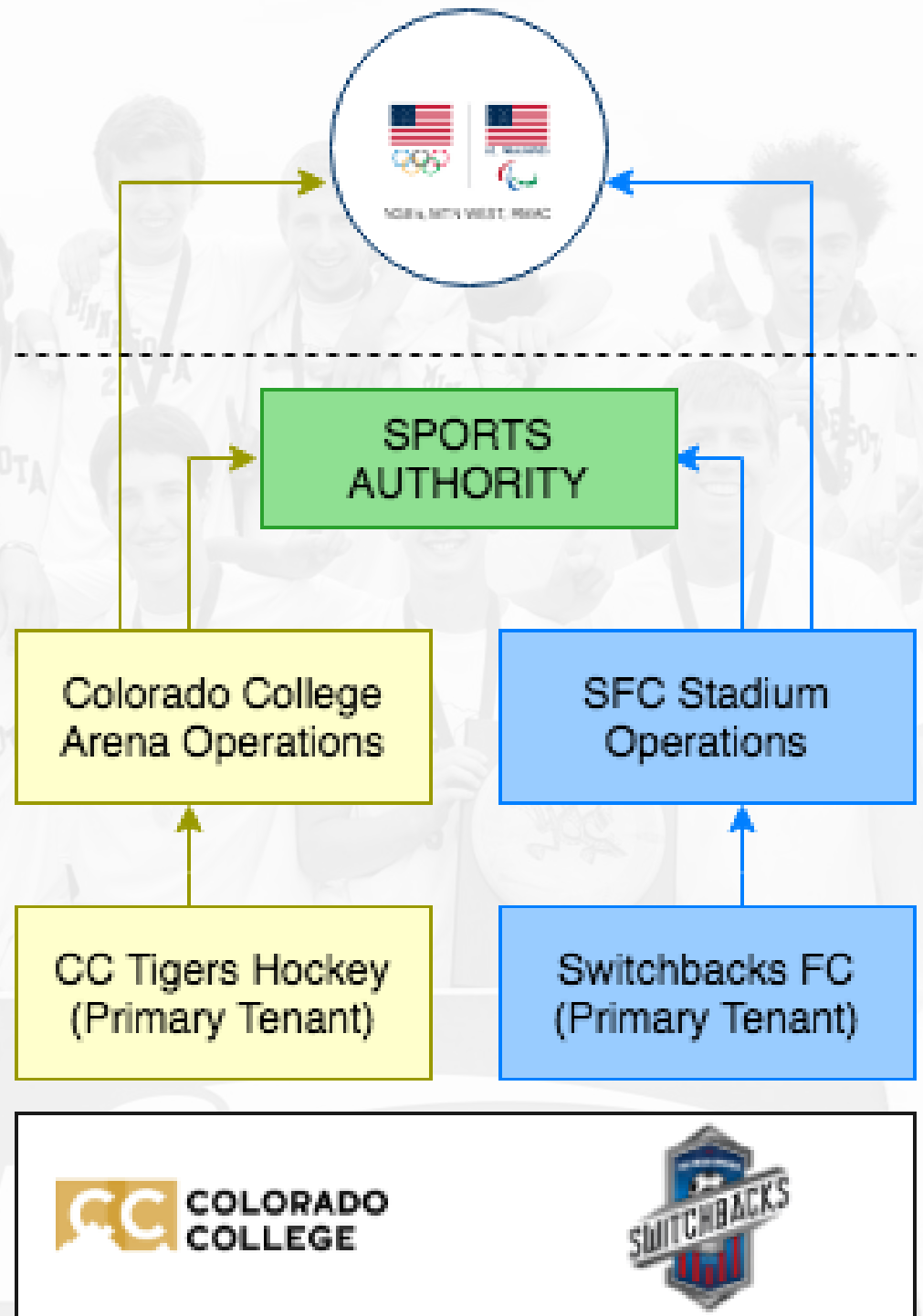
- Colorado College has acquired the property, secured the funding, completed budget projections, completed studies, and selected an architect.
- Colorado Springs Switchbacks FC have an agreement with Weidner Apartment Homes for the land, secured private investment, completed studies, completed budget projections, and have a Design/Build RFP in process.



HOW IT WORKS

PROGRAMMING

- A Sports Authority will support new event efforts.
- CC Tigers Hockey will be the primary tenant for Robson Arena.
- The Switchbacks Football Club will be the primary tenant for Weidner Stadium.
- Indoor and Outdoor operations staff will be responsible for working with NGB's and other sporting agencies to program the venues.
- Both venues will coordinate to attract larger events.



BUSINESS PLAN

- Satisfies the requirements of Section 5.H. of Resolution NO. 3 to host pre-Olympic and amateur sporting events such as Olympic Time Trials, Qualifiers, Playoffs, and World Championship events to draw NNOSV
- Is consistent with the current project configuration of Weidner Stadium and Robson Arena
- Is consistent with generating the 118,500 NNOSV projected in the Application
- Is supported by the Colorado Springs sports economy ecosystem including the National Governing Bodies
- Has added strong primary tenants to support venue sustainability



Business Plan
for the Colorado Sports and Events Center

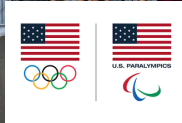
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WORK COMMENCED

- Ground secured
- Significant predevelopment
- City Council approved an appropriation of \$100,000 to create a Sports Authority.
- Colorado College - finances are in place and board approval to complete the arena contingent on SSTIF.
- Switchbacks - partnership forged with Weidner Apartment Homes to secure financing.







Colorado Sports and Events Center

BUSINESS PLAN

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Executive Summary

Urban sports venues have been in some form important anchor elements in many official downtown development plans for more than 25 years. The City for Champions application in 2013 proposed a Colorado Sports and Events Center, an outdoor stadium and competition arena with enthusiastic support from the United States Olympic Committee and National Governing Bodies Council. This business plan updates that vision, retaining the sports venues while determining locations for the outdoor and indoor arenas for even greater potential impact. Furthermore, the commitment of the City of Colorado Springs and its partnering organizations remains intact.

This bold vision, made possible by two strong sponsoring organizations that will anchor the facilities (the Colorado Springs Switchbacks and Colorado College) will build upon the dynamic synergies of the stakeholder groups in this business plan, working with and among them to achieve and surpass the goals articulated in the original City for Champions application.

Since the City for Champions application was approved, the transformation of Colorado Springs has been significant. Branded by Colorado Springs' Mayor John Suthers in 2016 and now known as Olympic City USA, Colorado Springs is the heart of the nation's Olympic Movement. The city is universally touted as the epicenter of an extensive sports industry. In fact, two sports organizations have moved their headquarters to Colorado Springs since the Olympic City declaration: USA Ultimate moved to Colorado Springs in January 2015 and the International Cricket Council of the Americas moved to the city in late 2016. Colorado Springs is home to the U.S. Olympic Committee, 23 National Olympic Governing Bodies, more than 50 National Sport Organizations, the Colorado Springs Olympic Training Center, and national sports' product manufacturers and fitness and training companies.

Combined with our region's natural training ground and two unique venues on the horizon, Colorado Springs is second to none for sports and other competitive events, with the need for venues growing daily. Constructing two downtown sports venues in close proximity to the new U.S. Olympic Museum—one outdoor and one indoor—with technological features coveted by sports organizations, further solidifies the City's vision for Olympic City USA. Locating the two separate facilities strategically in the downtown area serves to maximize their capacity to accommodate more and varied events, often simultaneously, while minimizing potential schedule and parking conflicts. Events that use both indoor and outdoor venues, like the Rocky Mountain State Games and Warrior Games, are key to our marketing strategies. Our plan is to capitalize on the success of events such as these and bring more to Colorado Springs with the new venues.

The Olympic National Governing Bodies continue to endorse both venues as supported in both video and written testimonials. Recently Rich Bender, executive director of USA Wrestling in Colorado Springs, spoke of his vision for an international event at the new downtown stadium. The Colorado Springs' *Gazette* wrote, "Bender envisions 10 or 15 mats being set up outdoors at the soccer stadium. His first choice for opponents would be wrestlers from Russian and Iran." (July 26, 2018)

The two sports venues will be built by anchor sponsors with the financial strength to withstand start-up risks. The outdoor arena's anchor, Switchbacks FC, selected Colorado Springs as its home immediately following the City for Champions approval in 2014. The Ragain Family (Ragain Sports) has invested more than \$8 million into building this professional team with an ever-growing fan base as a direct result of the City for Champions vision. The indoor arena, unanimously endorsed by Colorado College's board of trustees, will have the distinction of the first carbon-neutral, net-zero energy hockey arena in the United States. Combined, the venues will provide nearly 267,000 square feet of premier, state-of-the-art indoor

and outdoor event space, cost \$45 million (indoor arena) and \$20 million (outdoor stadium), and attract at a minimum net, new out-of-state visitors (NNOSV) of 118,500.

The City for Champions is well on its way to further enhancing the landscape of the region and is poised to meet or exceed its net new out-of-state visitor goal from throughout the state and country as well as from around the world.

Purpose of Business Plan

Summary Plan Description

This plan documents the formation of a significant public-private partnership for the proposed development of two high-profile sports venues within downtown Colorado Springs. The partnership will benefit the entire Pikes Peak Region and State of Colorado through attracting more than 118,500 net new out-of-state visitors (NNOSV).

This plan fulfills requirements of the Regional Tourism Act (RTA) and the Colorado Economic Development Commission (EDC), as administered by the Office of Economic Development and International Trade (OEDIT).

Summit Economics, LLC, a Colorado based applied economics consulting firm, assisted the City of Colorado Springs, Switchbacks, and Colorado College in researching and writing this business plan. Summit's principals and associates have 100 years of combined experience advising on economic aspects of community and commercial development. See their corporate experience at www.summiteconomics.com.

Resolution No. 3

The "Resolution by the Colorado Economic Development Commission Concerning the Allocation of State Sales Tax Increment Revenue for the Colorado Springs City for Champions Project" (Resolution No. 3) became effective December 16, 2013, as a result of the Colorado Economic Development Commission's (EDC's) approval of the City of Colorado Springs' November 25, 2013 application to the EDC. The resolution lays out detailed requirements for funding and reporting of the City for Champions (C4C) project which includes the Colorado Sports and Event Center. This plan most specifically addresses Section 5H of Resolution 3 which reads:

Before any Dedicated Revenue may be used to pay for the Eligible Costs of the Colorado Sports and Events Center, and before any Bonds may be issued or incurred to finance this Project Element, the Project Element Sponsor must develop a business plan that includes hosting pre-Olympic and amateur sporting events, such as Olympic Time Trials, Qualifiers, and amateur sporting events that will draw net new out of state visitors to Colorado, or other events and meetings associated with National Governing Bodies, including events that have not been hosted in Colorado during the last five (5) years. The Applicant or Project Element Sponsor must provide documents required by this Subsection (H) to the Commission for review and express approval. Such approval shall not be unreasonably withheld.

Background

To fully appreciate the vision of this plan, a short review of the history leading to this point is warranted.

Colorado Springs has a notable history with sports covering all age levels. In addition to youth, Olympic, and collegiate sports, the City has been home to professional baseball and soccer teams. The community has long been known for hockey; the Colorado College Tigers has been a collegiate hockey team for more than 80 years, and the Colorado Springs community has hosted the Presidents' Day Hockey

Tournament for more than 40 years. Beginning in the 1970's, Colorado College developed a Division 1 women's soccer team to complement men's Division 1 hockey.

The U.S. Olympic Committee opened a U.S. Olympic Training Center in Colorado Springs in 1978 and relocated its headquarters to the city. Concurrently, the Colorado Springs Sports Corporation (now The Sports Corp) was formed, in part to assist with the relocation. Together, these organizations have been the foundation for successfully growing and supporting elite and amateur sport development in the region. The USOC has attracted 23 National Governing Bodies (NGBs) of Olympic Sport to the region, and The Sports Corp organizes and hosts the annual Rocky Mountain State Games, now in its 17th year, which recently brought an estimated 10,000 athletes of all ages from throughout Colorado to participate in 40+ amateur competitions. It has also hosted the State Games of America in Colorado Springs three times, which brings competitors to Colorado Springs from throughout the United States.

Colorado Springs attracts elite events, like figure skating competitions, the Dave Schultz International wrestling tournament, NGB competitions, and Olympic qualifying events. In the past 10 years, the city has twice hosted a stage of the Colorado Classic, a professional cycling race.

Colorado Springs and the USOC are also home to the U.S. Paralympic Movement and NGBs that oversee Paralympic Sport, including the U.S. Association of Blind Athletes and such Paralympic sports as cycling, judo, fencing, goalball, archery, and shooting. A major contributor to the Paralympic Movement has been the community's strong military presence and number of retired and disabled veterans. According to the U.S. Census, more than 84,000 veterans reside in Colorado Springs, and the city has hosted the Department of Defense's Warrior Games for disabled veterans three times since its inception in 2010, attracting athletes, their families, and out-of-state visitors to the region from throughout the country. Predictably, the community's sports focus has spread into efforts related to convention and visitors' marketing as well as economic development related to manufacturing, online retailing, healthcare, and more.

Given this background and the commitment the City of Colorado Springs has made to the U.S. Olympic Committee, the city adopted the brand of Olympic City USA, and in 2013 began planning several tourism elements to help elevate the brand while bringing new tourists to the community. Colorado's Regional Tourism Act (RTA) facilitated a funding mechanism for the effort, and on December 16, 2013, the Colorado Economic Development Commission approved four Project Elements based upon the City's application, known as the City for Champions, under the RTA. The estimated SSTIF for the four projects was \$120.5M. One of the four Project Elements was the Colorado Sports and Event Center, with a designated SSTIF allocation of \$27.7M which will host both outdoor field and indoor arena sporting events attracting an estimated 118,481 (rounded to 118,500 for this business plan) net new out-of-state visitors (NNOSV) to Colorado annually.

Since December 16th 2013, the Colorado Sports and Event Center has been evaluated and planned, and the promise of having such a facility attracted the Tier 2 United Soccer League Colorado Springs Switchbacks to the community as well as national chain hotels to downtown Colorado Springs. The Switchbacks began league play in October 2014 in a remodeled Sand Creek Stadium in northeastern Colorado Springs, anticipating a move into a downtown stadium as part of the Colorado Sports and Event Center. To aid the downtown stadium efforts, the Colorado Springs Switchbacks have become an anchor sponsor of City for Champions. More recently, Colorado College's strategic direction evolved to include greater community engagement, and its hockey team began pursuing a new downtown ice arena. Colorado College chose to become an anchor sponsor of the C4C effort and in addition to building a new indoor arena has committed all of its downtown athletic facilities to further the vision.

This commitment adds two outdoor athletic fields, including an encapsulated bead track, and an additional indoor arena.

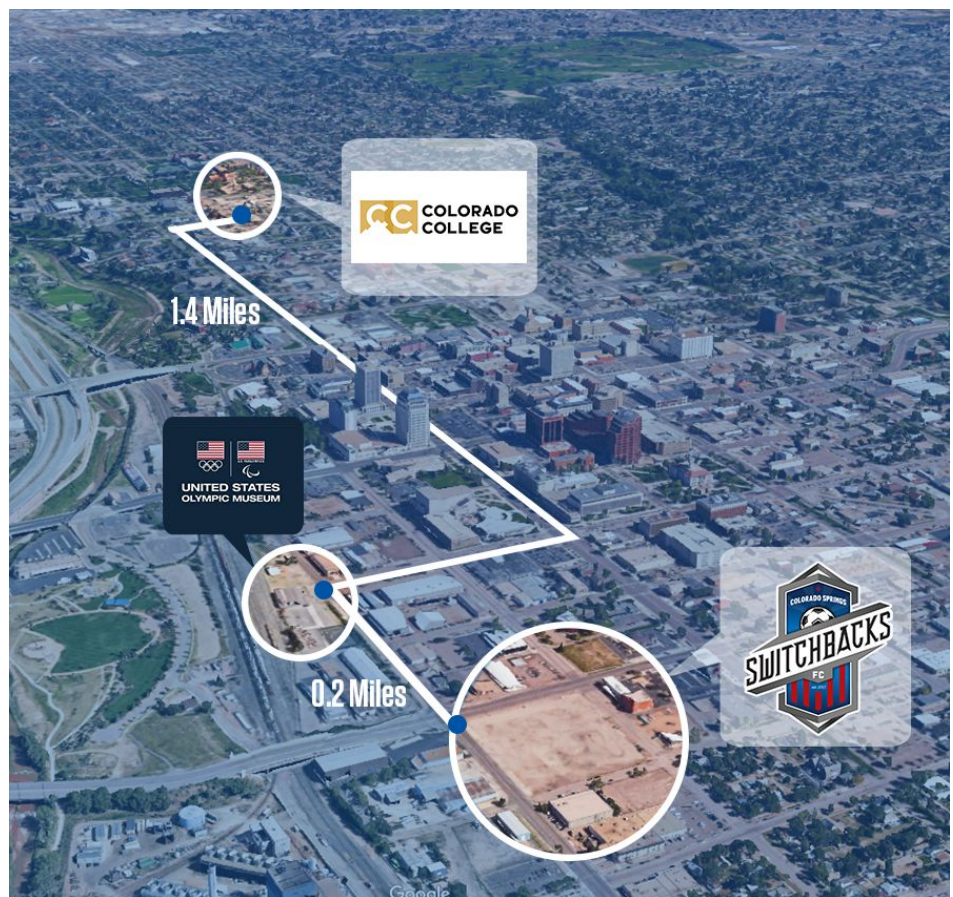
These two anchor sponsors together represent the Project Element Sponsor required by Resolution No. 3. They will be each developing their respective venues and participating with the greater community under the Colorado Springs Sports Authority to achieve the original vision set out in the 2013 Application. Being located at each end of downtown Colorado Springs, these two facilities create a synergy for a greater variety of indoor and outdoor events, offering increased marketing opportunities and greater appeal to local, state, regional, and national events.

Description

Location(s)

The two sports facilities in this plan anchor downtown Colorado Springs with an outdoor soccer stadium to the south and an indoor stadium/ice hockey arena to the north. Each facility will be named after major financial contributors, the Weidner Stadium for the Switchbacks and Robson Arena for the Colorado College Tigers.

As the map shows, the Switchbacks stadium will be bordered by W. Cimarron St., Sahwach St., W. Moreno Ave., and S. Sierra Madre St. Much of this land is currently vacant and open for development. It is also in close proximity to several other sports-related facilities, specifically the new U.S. Olympic Museum, America the Beautiful Park, the administration building for several National Governing Bodies, and the headquarters building for the U.S. Olympic Committee. This location is also conveniently located near the Convention and Visitors Bureau and Colorado Springs Chamber and EDC, and it is connected to the metropolitan area by a series of greenways that promote non-motorized travel to downtown.



The Switchback's stadium will be built on what has become known as the Citygate property, along the future gateway into downtown Colorado Springs. With the recent reconfiguration and expansion of the Interstate 25/U.S. Highway 24 interchange, the entire image of southwestern Colorado Springs is

beginning transformation. Included in that transformation will be the decommissioning of the Martin Drake power plant (currently planned for no later than 2035) and the construction of high-density, mixed-use developments within three blocks to the north of the stadium. Weidner Apartment Homes, which will be investing in the stadium as a new minority partner of the Switchbacks, will build a minimum of 250 apartment units, with the option to build up to 500 or even 1,000 units. In all, development totaling more than \$45 million is planned during the same timeframe as the stadium, and an additional \$100 million is possible with additional land. Norwood Development Group, in an area just to the north of the stadium, has planned \$2 billion in development in conjunction with the new Olympic Museum. The stadium reinforces the community's transformational momentum.

The new Edward J. Robson Arena (Robson Arena) will be bordered by Nevada Ave., Cache La Poudre St., Tejon St., and Dale St., adjacent to the Colorado College Campus and convenient to attendance by its student body and numerous alumni who live near the campus. The stadium will be built on land currently owned by Colorado College. It is two blocks east of another recent community project by Colorado College – its merger with the largest Fine Arts Center between Denver and Santa Fe. Northwest of the arena (the equivalent of two city blocks in distance) are most of the other athletic facilities on the Colorado College campus. The college is also making these facilities available to the City for Champions project in conjunction with the Colorado Springs Sports Authority.

Venues

The Switchbacks stadium will be a 10,000-seat outdoor soccer stadium, expandable to 20,000 seats for concerts. It will encompass an artificial turf field for competition and a 147,000-square-foot stadium overall. The Colorado College arena will be a 3,000-seat indoor arena, expandable to 3,500 with floor seating for concerts. The arena encompasses 120,000 square feet for competition space, seating, locker and restrooms, concessions, storage, and administrative space. See Appendix A for detailed floor space programming details.

The two venues themselves will be state-of-the-art with high-quality video production capabilities and live streaming at both facilities. The facilities will be equipped to support multi-camera, high definition broadcasts with full production capabilities of digital content. Furthermore, if an outside entity wishes to use its own production truck, the Weidner stadium and Robson Arena will both have the ability to be plug-and-play. The Robson Arena will have Wifi with speeds of at least 150mb/sec. This level of technology, including LED lighting, is typically found only in new facilities and is deemed critical to maximize fan experience. It is also critical because coaches and trainers highly desire real-time training and full field video capture with data tagging capabilities.

Sports events today require many points of fan engagement during the competitions. The USL has invested more than \$10 million in a new technology platform, both hardware and software, to build out production studios that guarantee minimum digital broadcast standards for all teams. This technology will be available for all events at the Weidner stadium. All soccer matches are currently shown on ESPN+, and all USL independent teams have local broadcast relationships. Fox/CW broadcasts all home matches for the Switchbacks, and for a nominal cost, the Switchbacks could add all away matches. Likewise, Tiger Hockey has a contract with CBS College Sports, which reaches 98 million households in North America, and market penetration is up 65 percent since 2009. In addition, NCHC.TV is the Tiger Hockey's primary streaming service. It had 1.38 million views last year; subscriptions are up 38 percent.

Programming opportunities overall will be multiplied by having two separate facilities. In both cases digital production capabilities, including live streaming worldwide, will be made available to all events.

It should also be noted that simultaneous to C4C, the City of Colorado Springs is pursuing a Smart City strategy under contract with Panasonic. See Appendix B for selected design cutsheets highlighting specific technology elements.

Both projects are in the architectural design phase. Concept designs for both facilities are shown below.



Critical Success Factors

The overarching objectives of this project are to:

1. Generate at least 118,500 NNOSVs to Colorado per year.

2. Provide facilities that promote the success of the anchor sponsors.

To achieve those goals several critical success factors are paramount.

The Marketing Analysis and Strategy section shows the estimated number of events at both the outdoor and indoor facilities hosted by organizations affiliated with the Olympic Movement (i.e., National Governing Body competitions, Pan Am sport competitions, Paralympic Sport competitions). They also list many other sports-related events at the collegiate or club level as well as community events including concerts and festivals that could be held at these facilities. The events represent targets for marketing and development efforts, which will be supplemented by sports-related camps and trainings targeted to out-of-state attendees as well as events that can take advantage of multiple athletic fields and other facilities contributed by Colorado College to promote the success of C4C. Developing successful events targeted to out-of-state participants will be essential, and it is the combined impact of all these types of events that will generate more than 118,500 NNOSVs.

What is most critical to achieving these numbers is what makes Colorado Springs uniquely Olympic City USA, which is the USOC, its NGBs, and other Olympic affiliations like the Olympic Museum. Their participation and support will drive success.

Once events are created, the venues and the anchor sponsors need to demonstrate high value to the event sponsors. By doing so, the likelihood that event sponsors will return to the venues, bringing their participants and fan base to Colorado on a regular basis, is greatly increased. Creating value requires a customer service orientation at the venues to promote a great fan and participant experience. It also requires the latest in Wi-Fi, video streaming and production technology, and knowledge of online business models to push event sponsor content out to the web and social media, thereby increasing online engagement to generate financial and reputational returns.

Achieving financial breakeven quickly is critical to the anchor venue sponsors. While greatly facilitated by having the Switchbacks and Tigers compete in the venues, an energetic, entrepreneurial effort and understanding of event costs is critical, as is creative cost and revenue sharing structure between the sponsor teams and their respective venues. A substantial promotional and development budget is required in the early years.

Marketing Analysis and Strategy

Because the City of Colorado Springs is Olympic City USA with a long history hosting a wide range of sporting events, opportunities abound to market the two venues in addition to and apart from their sponsoring organizations, particularly to Olympic qualifying events, NGBs, Pan American Sports, sports that vie for inclusion in the Olympic Games, and multi-sport organizations that are affiliated with the Olympic Movement. The USOC and NGBs sanction 264 major national events each year and will host some of these events in Colorado Springs. All these events would be considered “net new visitors” because these events currently occur out of state. In addition, the community sees incredible opportunity to regularly attract collegiate and youth tournaments as well as camps, seminars, conferences, and trainings to the region. These opportunities can act upon the elite athletic image of the community as well as the rapidly growing tourism reputation.

The following table is based on the original application and subsequent reviews of the events by type and venue. It breaks down the number of events, average days per event, event days, and net new out-of-state visitors (NNOSV). The highlighted table shows primary targets for the venues (blue),

secondary targets (gold), and events geared more toward community enhancement to promote Colorado Springs and downtown while still attracting NNOSVs through tourism promotions (green).

The first three columns show numbers associated with events that are suitable specifically for Robson Arena and Weidner Stadium. In some cases events can be held at both venues because they are not identified by specific sport (e.g., National & International Exhibitions in general, collegiate tournaments, conference finals, or Olympic Training Center selection events). The fourth column shows events that can occur at other Colorado College athletic facilities given the college is including these facilities as part of their commitment to C4C and Olympic City USA. CC's additional facilities enable an innovative collection of events that combine the Olympic Movement, CC's arts and sciences, collegiate sports, and the community's commitment to our veterans and other disadvantaged groups (e.g., USA Hockey Women's Hockey Symposia; NCHC Officiating Seminar; Athletic Trainers Conference; Sports Journalism and Art/Photo Camps; Coaches, Trainers, & Referees Trainings; National Deaf & Blind Games). A column is listed for Multiple Venues which includes a portion of the event being held at the stadium or arena. These include sports summer camps, international team trainings, and specific sports like a frisbee golf tournament. The same applies to Rental events.

In short, Robson Arena and Weidner Stadium and the marketing and development staff that go with the venues, will focus on developing events that meet the intent of C4C and spirit of Olympic City USA. The marketing organization and infrastructure created will utilize venue elements deemed appropriate for a targeted event whether it be a field rental, video review room for coaching, weight and fitness training, or the entire facility.

The types of events are broken down into Venue Sponsor Events (Colorado College hockey and Switchbacks soccer), Primary Target Events (NGBs and Collegiate and other national sports), Camps, Seminars, and Conferences, Other Sports, and Other (Non-Sports). The venues permit existing events to be expanded or made more competitive nationally and internationally given the quality of venues design elements, especially their fitness training facilities and coaching/training technology.

Notable in the following table are:

- Potential events driving 141,695 NNOSVs have been identified.
- The arena and stadium combined utilize at least 311 event days and generate more than the required 118,500 NNOSVs.
- Primary Target Events and Camps, Seminars, and Conferences have longer average days per events which enhances total visitor days.

The potential events and the resulting NNOSVs represent target markets to be developed during construction and through stabilization of the venues. New event types and sponsors emerge frequently as market opportunities are explored. This is especially true given the growth and evolution of the Colorado Springs tourism market and the expansion of venues to include sports and other facilities at Colorado College. For the detailed list of current events envisioned, see Appendix C.

Identified and Targeted Events, Event Days, and Net New Out-of-State Visitors							
	Robson Arena	Weidner Stadium	Both Arena & Stadium	Other Colorado College Venues	Multiple Venues	Rentals	Total
Events							
Venue Sponsor Events	35	20					54
Primary Target Events	30	23	3	1	4		61
Camps, Seminars, Conferences				19	12	4	35
Other Sports	14	9	11	4	1	1	40
Other (Non-Sports)		13		2			15
Total	78	64	15	25	17	5	204
Average Days per Event							
Venue Sponsor Events	1.0	1.0					1.0
Primary Target Events	3.3	3.2	3.4	5.0	21.0		4.5
Camps, Seminars, Conferences				3.3	5.0	10.3	4.7
Other Sports	2.4	1.3	2.6	3.1	3.0	1.0	2.2
Other (Non-Sports)		1.3		4.0			1.6
Total	2.1	1.9	2.7	3.3	8.6	8.4	2.9
Event Days							
Venue Sponsor Events	35	20					54
Primary Target Events	98	74	11	3	84		270
Camps, Seminars, Conferences				62	60	41	163
Other Sports	33	11	29	12	3	1	89
Other (Non-Sports)		17		8			25
Total	165	121	40	84	147	42	600
Net New Out-of-State Visitors							
Venue Sponsor Events	1,647	10,950					12,597
Primary Target Events	42,193	45,098	5,209	958	627		94,084
Camps, Seminars, Conferences				2,361	3,840	185	6,386
Other Sports	2,957	9,053	6,050	3,285	475	100	21,919
Other (Non-Sports)		5,490		1,220			6,710
Total	46,796	70,590	11,259	7,823	4,942	285	141,695
Notes:	Primary Targets		Secondary Targets		Community Enhancement		
Summit Economics							

Colorado Springs Tourism Market

Colorado Springs is a sports, outdoor recreation, and family destination for millions of visitors per year. According to Longwoods International, there were more than 23 million visitors to the Pikes Peak Region in 2017 – 13 million day trippers and 10 million overnight visitors. They spent approximately \$2.3 billion, of which \$1.6 billion was spent by overnight visitors.

Of those 23 million visitors, almost 6.7 million engaged in hiking and backpacking, 7.4 million visited state parks, and more than 5.7 million visited area attractions. Truly tourism is one of the primary industries of the Pikes Peak Region and is an important economic development target of the area. The importance of the tourism and visitor sector is recognized as vital. The Colorado Springs Visitor and Convention Bureau states, “With higher demand for the area’s attractions and natural landmarks,

increasing the length of trip and amount of money infused into our destination is the best way to maximize economic impact in a sustainable and responsible way.”

In addition to the 23 million visitors coming for a variety of tourist activities, Colorado Springs also hosts 23 USOC National Governing Bodies, 4 national sports organizations, and 43 other sports entities. More than 15,000 Olympic athletes train in Colorado Springs during a typical year.

The Colorado Springs community is also home to the University of Colorado, Colorado Springs (UCCS), the location of one of the leading sport management programs in the country. The management program uniquely prepares its students for careers in amateur sport organizations by involving local sports leaders in classrooms and creating numerous internship opportunities in their organizations. Some students for UCCS’ sports management program already intern with Colorado College’s athletic department. This and other collaborations between area institutions, like the UCCS and Penrose St. Francis-Centura Health collaboration on the William J. Hybl Sports Medicine and Performance Center, expected to be completed in 2019 as a Project Element of the City for Champions, create community-wide marketing synergies to attract sports events and NNOSVs to the region.

Since the announcement of the C4C award to Colorado Springs, the tourism industry has already begun to grow in response. Overnight tourism in the Pikes Peak region has increased by 33% compared to 9% nationally since 2012. While some of the growth is attributed to economic recovery and the lodging industry in general, the interest in downtown locations can be significantly attributed to the major tourism commitment by the State of Colorado in the Pikes Peak Region. To date, approximately 350 hotel rooms have been added or are under construction in the downtown area (a 70% increase over 2013), and another 500 are being planned. Additionally, the I-25 corridor, which provides very good access to downtown, has seen an increase of approximately 600 rooms with another 190 in the planning phase. This growth in capacity, combined with a 10.9% average annual compounded growth rate (AACGR) in average revenue per available room (more than 2 times the national average), has contributed to a 12.8% AACGR in total lodging tax growth in Colorado Springs since the C4C application was approved by the Colorado EDC. Finally, it should come as no surprise that airline statistics have mirrored the significant growth of Colorado Springs. At the end of July 2018 the Colorado Springs airport reported a record one million passengers, representing a 15.7 percent increase in year-to-date total passenger traffic in comparison to the prior year.

NGBs, the Olympic Movement, and Other Sports and Event Opportunities

Despite being home to about half the country’s Olympic National Governing Bodies, as well as native and visiting sports enthusiasts, Colorado Springs is underrepresented with urban sports venues. Because of a lack of local facilities, many of the National Governing Bodies venture outside the state to host their myriad annual qualifiers, time trials, and championships.

In addition, NGBs connect to amateur clubs and leagues throughout the country as a pipeline of athletes into elite competition, so NGBs can offer access to national camps and development programs. Furthermore, while 23 NGBs call Colorado Springs home, most sports comprise multiple disciplines which often host their own events, like trampoline and in-line skating. Several of the NGBs oversee Paralympic programming too, which typically draws entirely different audiences than the more traditional sports.

Pan American sports that could use these venues include USA National Karate-do Federation, USA Dance, and USA Rugby, as well as non-Olympic sports that vie for coveted spots with IOC to become Olympic Sports like lacrosse, ultimate, cricket, polo, korfbal, and wushu. Finally, The USOC is connected to multi-sport organizations and competitions like Wheelchair Sports USA and Disabled Sports USA, USA

Deaf Federation, Special Olympics, National Senior Games, Native American Sports Council, and Jewish Community Centers' Maccabi Games. For a detailed listing of sports-related organizations and events in Colorado Springs, see Appendix C.

Multi-dimensional camps in connection with these two facilities also hold much potential and can develop into tourism drivers. These include sports camps aligned with the Olympic Movement, or they could be science, training, outdoor adventure, or arts-related--all themed around sports and healthy lifestyles. Because camps often draw families, week-long stays are not unusual, increasing the opportunities for NNOSVs.

General Sports Trends in U.S.

All of these opportunities are part of growing trends in sports tourism. Organizations like The Sports Planning Guide, ConnectSports, and even Deloitte have identified trends that reveal great potential for these venues:

- Authentic experiences—Fans are looking for locations with local culture, something that they can only find in a place like Colorado Springs. As the No. 1 place to live in the United States, according to a recent *U.S. News and World Report*, Colorado Springs is on the radar.
- Growth of nontraditional sports—one analyst has noted that spikeball held its national championship in D.C. in 2016. Other nontraditional sports include little known sports such as hurling, shinty, highland games, orienteering, and pickleball. In Colorado, sport climbing has become very popular. These sports combine with new sports niches beyond traditional sports emerging for women and warriors, among others, to open doors to attract events with no locational commitments.
- Vacation after an event—Millennials, in particular, gravitate toward cities that offer an extra day or two of activities. With the variety of outdoor activities our region has to offer, not to mention microbreweries, restaurants, and a walkable downtown, Colorado Springs offers much for vacation-related, after-event appeal.
- Excitement around soccer—The Switchbacks are part of a movement toward new soccer complexes, stadiums, and interest in the sport. Cities are competing for soccer franchises with the United Soccer League and Major League Soccer, and the interest is especially strong in cities with local, grassroots support for soccer and active youth soccer programs. Soccer will soon be America's third favorite spectator sport according to Forbes Magazine.
- Growth of hockey should be noted as well. In 2007-08, USA Hockey registered 468,202 players, and in 2017-18 562,145 players, an increase of about 20 percent in 10 years. Of note is that hockey attracts a more affluent fan base that tends to be middle and upper-middle class socioeconomically.
- Creative festivals—Many CVBs are creating festivals around their sporting events, much like what Colorado Springs has done with its festival-like atmosphere for the Opening Ceremonies of the Olympic Games. These hybrid events draw spectators and participants not just regionally but from out-of-state as well.
- Senior fitness programs—Communities are attracting and bringing in seniors for sporting events like tennis, cycling, running, and swimming. With its numerous outdoor amenities, Colorado Springs is increasing in popularity for events that Boomers, in particular, enjoy.
- Owning or incubating a specialty or a particular event—Hosting events that stand on their own or incubating an event over time by working with local promoters will lessen a community's dependency on the bid process. A perfect example is the Presidents' Day Hockey Tournament.

- Technology—According to market experts, in 2018 e-sports will emerge as the most lucrative component of global sports tourism. Twitter recently paid for the rights to stream live NFL events. It's easy to predict that technology advances will continue, and sports venues need to be up-to-date and ready. These two new facilities boldly meet this challenge with their state-of-the-art technology.

Camp Opportunities

There are 2,800 ACA accredited camps nationwide. Programming trends in camps show greater market segmentation from physical sports recreation and teambuilding to include outdoor adventures (22% have added programs in last two years), family camps (15%), nature/environmental education (12%), and gardening (19%). Emerging programs include college planning programs; health, wellness, and fitness programs; service learning/community service programs, and cooking. There is even growing interest in new approaches and combinations while at camps. For instance, a week-long soccer camp can be combined with nutrition and sports physiology, thereby creating a STEM (science, technology, engineering, and math) element.

Almost half of camps are affiliated with schools, and colleges are increasingly entering the market through affiliations with groups such as Envision and ID Tech. It's a natural outgrowth for schools to enter the camp market in order to keep educational staff employed and facilities occupied during the summer months and to keep children in a learning and growth mode.

STEM camp programs are finding that they must evolve and adapt their STEM programming to meet current interests. The most popular camps are those that offer hands-on experiences. The most popular residential STEM camps currently include robotics, 3D printing, and video game programming. Adapting the hands-on experience preference to a sports and/or competitive theme opens up many avenues through facilities at Colorado College. In addition to the above, the opportunity exists for video gaming competition; innovation labs for sports-related products using 3D printing for market testing; teamwork for robotics competitions; sports arts, photography, audio mixing, journalism, training, etc.

Promotion makes a huge difference in meeting STEM camp occupancy goals. Camps are using everything from traditional marketing methods such as television and radio to newer media platforms like social media marketing. Camps associated with universities often offer incentives like college credits and scholarships.

Nationwide, overnight STEM programs have an average attendance of approximately 275 campers weekly; Space Camp in Huntsville, Alabama, attracts 1,000 students per week during the summer months based upon their long-standing presence in the market. In many cases, the entire family accompanies the camper to the destination and tours for the week.

Marketing and e-Marketing

The growth and creation of NNOSVs will come from professionally managed and promoted venues attracting other sporting events. Together the Sports Authority and sponsoring organizations will achieve this through combined expertise and taking advantage of new and low-cost technologies for transmitting the experience to athletes, fans, and advertisers who are not physically present.

With successful events, a small-scale tournament (perhaps 10 teams for volleyball that brings 200 participants and typically attracts 300 family members as NNOSV spectators) might grow to 40 teams and 2.5 family members on average, which becomes a total of 2,800 NNOSVs. This is done by the quality of the location, relative ease of access to the location (direct flights to Colorado Springs and less

than 90 minutes from DIA), the quality of the venues (physically and organizationally), the quality and placement of the video transmission, and the marketing of the event. Some of the value created for such a volleyball tournament will come from the first tournament through high-quality video production and transmission to fans who could not attend.

Local video journalists and bloggers will be encouraged to participate in spreading the news. In some cases there may be heartstring stories focused on the commitment of elite athletes like those promoted so well at the Olympic Games. Backgrounds would include Pikes Peak and the Olympic Museum, training center, etc. The goal is to get people's attention and generate an organic popular media buzz around Olympic City USA and Colorado tourism. Bloggers and event sponsors become target advertisers since the majority of advertising dollars are now spent online. This provides new channels for combining niche ads with focused content. Advertising alone can become a significant revenue generator for events, helping offset the cost of the events and their facilities.

The use of traditional advertising and promotional media will also be used. Venues in tourist areas do very well with billboards at each entrance to town, including the airport, and in each hotel room. In this case the goal is to generate awareness for the local sports web and social media sites where tourists can discover who is in town competing. Ads promoting local sporting events are also pushed out through social media and the internet and are geo-targeted to people who are in the Pikes Peak region. The purpose of this is to extend tourist stays and to build a reputation for future return visits. Seven percent of all Colorado tourists extend their stay even for a day, equating to more NNOSV equivalents.

The use of micro-targeting holds great promise to achieve the goals of this business plan. For instance, all people in U.S. cities with direct flights to Colorado Springs who are fanatics about upcoming major sporting events can receive such ads on Facebook, Instagram, and just when they are logged into the internet. An example would be offering three-day weekend packages including flight, hotel, and tickets to the event. While in Colorado Springs, they could visit the Olympic Museum, climb the Manitou Incline, hike the Legacy Loop around downtown, rent bikes, all while enjoying what media call America's most livable city.

The new marketing opportunities are truly mind-boggling. Based upon interests of NNOSVs who do attend events, machine algorithms and artificial intelligence can begin recommending additional target market campaigns to promote even greater success. Leveraging these tools and social media with profiles for each event can create a buzz as well, like creating compelling posts that connect with event organizers' hashtags. In fact, sponsoring organizations will work with the Sports Authority and other stakeholders like the CVB to target event organizers and generate interest in the venues whether through social media, e-newsletters, blogs, email marketing campaigns or other online techniques, ultimately measuring effectiveness not only by the click-through rate but also the conversion rate. For a more detailed description of e-marketing tactics related to these venues, see Appendix D.

Implementation of the Business Plan

Organizational Purpose & Vision

The Colorado Springs Sports Authority will focus on developing and promoting events to attract national and international sports and related participants and attendees to the Pikes Peak region in order to pursue the goals of the Regional Tourism Act. The vision is to attract, by stabilization, more than 118,500 net-new-out-of-state-visitors annually, primarily utilizing the stadium and arena to host such events. This vision will be realized through a focused and resourced marketing effort implemented during the design and construction phase. The Sports Authority will ensure accountability of partners as they jointly pursue resources to successfully develop and promote targeted events. When successful,

the collaboration will at the very least expand and solidify the Pikes Peak region as a center for elite and developmental sports competition, camps, training, demonstrations and education, thereby greatly enhancing the brand of Olympic City USA.

Other Participants

The Sports Authority and venue sponsors benefit from partnering with a broad array of national sports organizations either located in or connected to the Pikes Peak Region (see Appendix E). In addition to these sports partners, the following area organizations that are instrumental in the implementation of this C4C Project Element.

Colorado Springs Convention and Visitors Bureau

The Colorado Springs Convention and Visitors Bureau is the marketing organization for Colorado Springs and the Pikes Peak Region, including the counties of El Paso, Teller, and Fremont. Its vision is to bring more visitors to Colorado Springs at Pikes Peak. A 501(c)(6) organization, its board of directors includes representation from critical sectors of the regional economy: sports, hotels, restaurants, education, outdoor recreation, military, and local and county government. Its staff includes a Director of Sports and Special Events who is responsible for securing events and sports competitions for the Pikes Peak region.

The Colorado Springs Sports Corp

The Colorado Springs Sports Corporation (The Sports Corp) is a 501(c)3 nonprofit committed to establishing a strong regional presence through positive economic development and contribution to the quality of life for citizens in the Pikes Peak Region. Through event promotion and community development activities, it plays a critical role in bringing city and civic leaders together with some of the nation's premier sporting organizations. As a professional event management company, The Sports Corp spearheads the organization and management of the following events, driving economic vitality in the Pikes Peak Region: the Rocky Mountain State Games, State Games of America, The Broadmoor Pikes Peak International Hill Climb, The Broadmoor Pikes Peak Cycling Hill Climb, NORCECA Men's & Women's Volleyball World Championship Qualifier, Warrior Games, USGA Senior Open, U.S. Women's Open, USA Pro Challenge, USA Boxing National Championships, and many other high profile events. These major events celebrate the unique sports legacy and traditions in the Pikes Peak Region as well as exemplify The Sports Corp's dedication to making Colorado Springs a sports destination as "Olympic City USA."

City of Colorado Springs

Particularly through the Office of Economic Development, the City's endorsement of C4C, and the City's lead role in creating the brand Olympic City USA, the City of Colorado Springs has invested heavily in the vision to create a community that embraces sports and attracts sports tourism, which will achieve the result of more than 118,500 NNOSV for these two facilities.

U.S. Olympic Committee

The USOC has called Colorado Springs home since 1978 and is an economic driver in the region. Its presence accounts for the image that has created City for Champions and Olympic City USA, drawing National Governing Bodies, elite and amateur competitions, sports medicine, athletes, and even manufacturers.

Colorado Springs Chamber and EDC

The local Chamber of Commerce and EDC has enthusiastically endorsed plans for C4C, noting the leverage that it brings in marketing the City of Colorado Springs to businesses, retailers, and manufacturers. Its successes in new downtown development directly relate to the acceptance of the City's bid for C4C.

El Paso County

El Paso County remains a supporter and active partner with City for Champions, and a representative from among the county commissioners will be a member of the Sports Authority. This is to best ensure intergovernmental cooperation with the entire C4C project, including assistance in gaining approvals that may be needed by event organizers.

Staffing

While the Sports Authority will ensure business plan implementation, the two sponsors, Switchbacks and Colorado College, will be in charge of operationalizing the effort. To that end, both of these organizations will utilize sports marketing and promotions personnel to attract and secure events for their respective facilities above and beyond their team schedules. The Sports Authority will provide the controls to monitor progress and hold members accountable. The Colorado College and Switchbacks staffing will work closely with The Sports Corp for event development and management and the CSCVB for tourism marketing and development.

The staffing cost for marketing, development, and event management will be absorbed by the respective venues and not the Switchbacks and Tigers sports teams anchoring the venues, so it is important for the effort to be efficient, effective, entrepreneurial, and accompanied by a cadre of volunteers. Fortunately, Colorado Springs has a deep pool of volunteers and part-time workers from retired military to former athletes and students.

Financial Analysis & Strategy

Perhaps the greatest demonstration of substantial commencement of work is the adoption of the Colorado Sports and Event Center (CSEC) under the C4C and RTA parameters by two reputable venue sponsors. During the last five years it became apparent to the City of Colorado Springs that the CSEC would need financially capable anchor sponsors. Colorado College and the Colorado Springs Switchbacks with Weidner Apartment Homes came forward. These sponsors best ensure the success of the venues by:

- The marketing savvy required for successful fan experience;
- Built-in quality control through standards set by the USL and NCAA;
- Financial depth to withstand the start-up risk;
- Creating a substantial revenue base for the operations from opening day.

Colorado College's financial condition rivals its overall reputation as a top liberal arts college. The school has a net asset position of \$901 million, of which \$290 million is unrestricted. The entire expense budget represents 0.6% of the college's entire expenses incurred in 2017.

Weidner Stadium is critical to the success of the Colorado Springs Switchbacks as part of the USL. To strengthen the financial capacity of the team and to gain capital for the stadium investment, the Ragain family has partnered with Weidner Apartment Homes. Weidner now owns a 30% interest in the Switchbacks and will participate in the ownership of the stadium. Founded in 1977, Weidner Apartment Homes is a privately held real estate investment, development and management company. Weidner is ranked #14 on the NMHC list of the 50 largest Apartment Owners, and as of July 2018, owns and self-manages a portfolio consisting of 257 multi-family communities representing just over 51,500 apartment homes throughout 12 states in the United States and four provinces of Canada. Headquartered in Kirkland, WA, Weidner's commitment to delivering value drives its vision to distinguish itself as an industry leader in each of its markets. The founder of Weidner Apartment Homes

is a native of Colorado Springs and has a vested interest, beyond business measures alone, in guaranteeing the stadium’s success.

Investment and Financial Structure

The planned financing of the two venues is shown below.

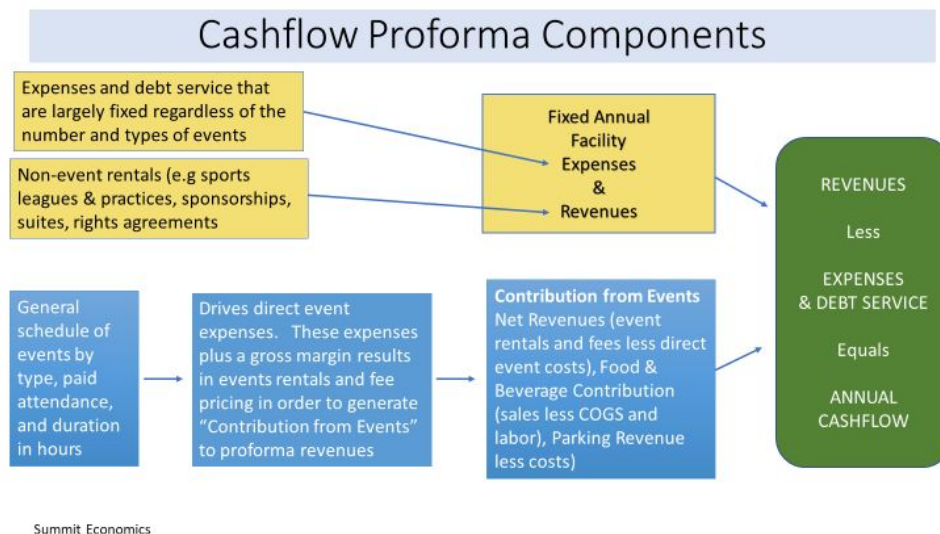
WEIDNER STADIUM		ROBSON ARENA	
Investment Sources & Uses		Investment Sources & Uses	
Facility Square Feet	147,000	Facility Square Feet	120,000
Uses		Uses	
Land	\$ 5,000,000	Land	\$ 6,000,000
Construction Cost	\$ 10,500,000	Construction Cost	\$ 32,000,000
Equipment & Furnishings	\$ 1,500,000	Equipment & Furnishings	\$ 2,500,000
Technology	\$ 1,000,000	Technology	\$ 2,000,000
Design & Softcosts	\$ 2,000,000	Design & Soft Costs	\$ 2,500,000
Total Uses	\$ 20,000,000	Total Uses	\$ 45,000,000
Sources		Sources	
State TIF*	\$ 12,000,000	Colorado College Funds	\$ 6,000,000
Weidner Homes	\$ 5,000,000	Gifts to Colorado College	\$ 21,000,000
Private Financing	\$ 3,000,000	State TIF	\$ 9,200,000
Total Sources	\$ 20,000,000	Private Tax-Exempt Bonds	\$ 8,800,000
* Present value used for bond financing		Total Sources	\$ 45,000,000

Robson Arena is the equivalent of a 100% equity financed facility and is not dependent upon project cash flow to ensure success. The \$18 million showing as debt will be repaid either through state tax increments or through bonds issued by Colorado College attributable to the college in its entirety as opposed to being project-based financing with repayment limited to the project cash flow. This dramatically reduces start-up risk.

Weidner Stadium will have \$3 million in private debt financing. At 5.0% and termed over 15 years, the debt service equals \$289,0270 per year. While the debt service makes start-up and credit rating more critical, the entrepreneurial business model allows the Stadium to access more operating cash through the Switchbacks and additional capital infusion from both the Ragain family and Weidner Apartment Homes.

Five Year Pro-Forma

As shown in the graphic below, the financial proformas are based upon a business model that separates the facilities’ financials from their respective sponsoring teams. In other words, both the Switchbacks and Tigers hockey have their own budgets separate from the venues in which they will compete. The venues have both annual expenses and revenues, which are largely fixed in nature (yellow boxes), as well as expenses and revenues specific to the events hosted in their respective facilities (blue boxes). These two sets of revenues and expenses combine to create the overall proforma (green box).



The proformas are primarily based upon events held exclusively at the arena or stadium which require dedication of the entire facility. Smaller events using a portion of the facility (e.g. camps using weight rooms or the grass field for practice) are included under Rentals. The revenues and scheduled event days more than meet the 118,500 NNOSV requirement. The following assumptions are used in the proforma:

- Scheduled events at the venues and total 311 event days.
- 50 percent of scheduled events are realized the first year of operations, growing to 70% (year 2), 82% (year 3) and 93% (year 4).
- Pricing on event costs was modeled to yield a 20% gross margin based upon event size and type.
- 50 percent of food and beverage concessions, net of food and labor costs, accrue to the venues and 50% to event sponsors and food and beverage concessionaires.
- A 50%/50% split on all major sponsorships between the venue and anchor sponsors (Switchbacks and Colorado College).
- Suites priced at \$20,000 at Robson Arena and \$25,000 at Weidner Stadium.
- All revenues for Rights Agreements on brands flows to the venues. This includes exclusive sales rights of beverage brands at the facilities.
- Fixed facility costs per annum of \$860,000 (stadium) and \$913,000 (arena) with additional fixed debt service of \$289,027 at the stadium.
- Promotion and development cost for advertising, selling to event prospects, and discounts on events as needed to secure the events. This cost is higher in the first year and declines as operations are normalized and more events repeat from year to year.
- All dollars are 2018 constant dollars (no inflation is factored in).

Normalized operations are shown to take four to five years. Robson Arena breaks even the first year with a positive cash flow of \$36,261. This results from no project debt service, its long history in Division 1 hockey enabling it to acquire substantial sponsorships, ice rentals which decline as events are scheduled, and the potential for parking revenue on weekends and evenings on the CC campus. Weidner Stadium breaks even in year 2 with \$87,904 in positive cashflow.

The surplus cash flow realized as operations move toward normalization is expected to be used for capital replacement reserves.

For more details on the proforma, see Appendix F.

ROBSON ARENA	Yr1	Yr2	Yr3	Yr4	Yr5
Revenues					
Sponsor Events (Net)	\$ 91,656	\$ 91,656	\$ 91,656	\$ 91,656	\$ 91,656
Other Events (Net)	\$ 104,806	\$ 146,728	\$ 171,882	\$ 194,939	\$ 209,612
Food & Beverage Concession (Net)	\$ 87,011	\$ 121,816	\$ 142,698	\$ 161,841	\$ 174,022
Parking	\$ 31,188	\$ 40,170	\$ 45,011	\$ 46,408	\$ 49,901
Ice Rentals	\$ 200,000	\$ 180,000	\$ 170,000	\$ 160,000	\$ 150,000
Sponsorship Revenue	\$ 290,000	\$ 290,000	\$ 290,000	\$ 290,000	\$ 290,000
Suites	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Rights Agreements	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Sub-Total	\$ 964,661	\$ 1,030,370	\$ 1,071,247	\$ 1,104,844	\$ 1,125,191
Expenses					
Non-Event Cleaning	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000
R&M	\$ 40,000	\$ 50,000	\$ 60,000	\$ 70,000	\$ 80,000
Utilities	\$ 144,000	\$ 153,000	\$ 165,600	\$ 178,000	\$ 180,000
Insurance	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Facility Management	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Other Facility Expense	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Salaries and Benefits	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Promo & Develop	\$ 150,000	\$ 100,000	\$ 80,000	\$ 80,000	\$ 80,000
Sub-Total	\$ 907,000	\$ 876,000	\$ 878,600	\$ 901,000	\$ 913,000
Surplus/Deficit	\$ 57,661	\$ 154,370	\$ 192,647	\$ 203,844	\$ 212,191
*Constant Dollars excluding inflation, (Net) is revenues less direct expenses.					
Source: Summit Economics					

WEIDNER STADIUM	Yr1	Yr2	Yr3	Yr4	Yr5
Revenues					
Sponsor Events (Net)	\$ 58,247	\$ 58,247	\$ 58,247	\$ 58,247	\$ 58,247
Other Events (Net)	\$ 126,860	\$ 177,604	\$ 208,051	\$ 235,960	\$ 253,720
Food & Beverage Concession (Net)	\$ 178,111	\$ 249,356	\$ 292,102	\$ 331,287	\$ 356,222
Parking	\$ 179,910	\$ 231,724	\$ 259,646	\$ 267,706	\$ 287,856
Rentals	\$ 120,000	\$ 110,000	\$ 100,000	\$ 95,000	\$ 90,000
Sponsorship Revenue	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Suites	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Rights Agreements	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Sub-Total	\$ 1,033,128	\$1,196,931	\$1,288,046	\$1,358,200	\$ 1,416,046
Expenses					
Non-Event Cleaning	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
R&M	\$ 40,000	\$ 50,000	\$ 60,000	\$ 70,000	\$ 80,000
Utilities	\$ 160,000	\$ 170,000	\$ 184,000	\$ 178,000	\$ 200,000
Insurance	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Facility Management	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Other Facility Expense	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Salaries and Benefits	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Promo & Develop	\$ 150,000	\$ 100,000	\$ 80,000	\$ 80,000	\$ 80,000
Sub-Total	\$ 850,000	\$ 820,000	\$ 824,000	\$ 828,000	\$ 860,000
Debt Service	\$ 289,027	\$ 289,027	\$ 289,027	\$ 289,027	\$ 289,027
Surplus/Deficit	\$ (105,898)	\$ 87,904	\$ 175,020	\$ 241,173	\$ 267,019
*Constant Dollars excluding inflation, (Net) is revenues less direct expenses.					
Source: Summit Economics					

Events not Hosted in Colorado during the Last Five (5) Years

Section 5.H. of the Resolution requires that this Business Plan include events that have not been held in Colorado during the last five (5) years. The table in Appendix C provides a list of 204 potential events for Weidner Field and Robson Arena. The conservative proformas shown on page 19 are based upon 157 of these potential events. The events that have been held in Colorado over the last five (5) years are noted in Appendix C.

Conclusion

The City of Colorado Springs and sponsoring organizations for this business plan have included supporting documentation to show that the Colorado Springs Switchbacks have secured a financial partner with design plans underway for the new outdoor stadium to be operational by April 2020. Colorado College's board of trustees have committed both the funds and resources for a new competitive arena to be constructed and open for the 2020/21 hockey season that starts in the fall of 2020.

The venue anchor sponsors will build upon the dynamic synergies of the many stakeholder groups in this business plan, working with and among them to achieve and surpass the goals articulated in the original City for Champions application. All have reviewed the original work and believe up to 142,000 NNOSV is sustainably achievable in the long-term with 118,500 being an attainable goal.

Colorado Springs has the uniquely critical elements to make this happen:

- As Olympic City USA, Colorado Springs is the heart of the nation's Olympic movement. No other city can claim this distinction.
- The two sports venues will be built by anchor sponsors with the experience, and financial backing (through resources beyond the foundation investment of SSTIF), to withstand start-up risks.
- Constructing two downtown sports venues in close proximity to the museum--one outdoor and one indoor-- with technological features coveted by competitive athletes, further solidifies the City's vision for Olympic City USA and provides the unique venues to host the growing momentum of a strong and vibrant tourism industry.
- With a strong reputation and history of successful sports experiences, the 23 local Olympic National Governing Bodies (NGBs) enthusiastically endorse both venues as supported in both written and video testimonials in the Business Plan.
- Colorado Springs has significant economies of agglomeration (a critical mass of labor and organizations) oriented toward sports and high-performance excellence -- teams, youth, military, access to outdoors, medicine, training, design, manufacturing.

This business plan supports the state's vision to grow a minimum of 118,500 Net New Out of State Visitors by stabilization. The technologically-advanced and professionally-managed venues will be nationally-promoted and have an Olympic distinction second to none in the sports and entertainment world. Having two strong, anchored teams eager to participate in achieving the state's, and local community's vision forms the foundation for these venue's success. The city and its partners have invested significant time and resources to design and refine an urban stadium and arena experience that fulfills the Regional Tourism Act's requirements as being uniquely compelling and financially sustainable. This comprehensive proposal solidifies that commitment.

APPENDICES

Appendix A: Square Footage Comparison of Original Facility Design Programming with Revisions in Business Plan

Colorado College				
Category	C4C Requirements [1]		Robson Arena [2]	All CC Facilities
	Low	Target		
Flexible Court Arrangements	48,000	60,000	21,295	49,295
Seating	16,800	21,000	27,825	32,325
Locker Rooms [3]	5,120	6,400	12,290	18,890
Concessions	4,000	5,000	5,585	5,785
Administration	2,000	2,500	3,575	14,575
Restrooms	4,800	6,000	3,848	5,048
Training	8,000	10,000	7,000	11,000
Storage	12,000	15,000	6,085	8,185
Entry	1,600	2,000	3,750	8,000
Building Circulation	10,232	12,790	19,800	29,500
Other [4]	-	-	6,165	6,165
Total	112,552	140,690	117,218	188,768
Total Seat Count [5]	2,400	3,000	3,500	4,500
Colorado Springs Switchbacks				
Category	C4C Requirements [1]		Weidner Stadium	
	Low	Target		
Spectator Facilities	107,200	134,000	108,500	
Team Facilities	16,960	21,200	17,000	
Media Facilities	1,760	2,200	1,800	
Operations & Concessions	17,680	22,100	17,700	
Administrative	1,040	1,300	2,000	
Totals	144,640	180,800	147,000	
Total Seat Count [6]	6,400	8,000	10,000	
[1]Gross Sq Ft Based on 2013 Application and Resolution 3 +/- 20%				
[2]Gross Sq Ft. Based on Architectural visioning 12-12-17				
[3] 28 locker rooms				
[4] Other includes: Media Space, Film Room, Staging Area, etc.				
[5] 3,000 fixed. 500 for floor coverage				
[6] For concerts the stadium is expandable to 20,000 seats				



The Switchbacks and the United Soccer League have developed a remote production studio with Vista Worldlink that is currently producing over 600 live matches remotely and distributing them to ESPN+, ESPNU, ESPN3, ESPN, Youtube International. Together we also push match highlights and melt packages to sports desks of the top sports content platforms in the country to grow the breadth of our visibility. We have together invested over 10 Million dollars in the hardware, software, and personel to significantly reduce production cost and improve distribution. The hardware, software, and personel will be available at a very accessible cost to any event wishing for a professional broadcast and distribution.



To learn more about this project, scan or visit www.musco.com/news/twickenham



"Continuing our aim of being at the forefront of new technology, the Musco LED floodlights will see Twickenham become one of the first stadiums in the world to have them installed. They are a low energy and low maintenance solution that will improve spectator viewing and significantly enhance the quality of TV pictures."

– Richard Knight, Stadium Director, Rugby Football Union

Twickenham Stadium – Home of England Rugby

Twickenham, UK

Twickenham Stadium is the largest stadium in the world devoted to rugby, and its leaders had initiated a redevelopment and sustainability plan when the decision was made to work with Musco to install a new lighting system.

The new system not only delivered a much higher quality light and added a show-time element with special effects, it also helped the stadium achieve its sustainability goals.

The efficiency of the new lighting system and its instant on/off/dimming capabilities helped cut the stadium's total energy consumption, and Musco's industry-leading warranty eliminates maintenance for the next 10 years.

Performance Comparison	Compared to typical 2000w metal halide lights
Light: 200 vertical footcandles (2000 lux)	Assumes equal light levels
Energy: 454 kW	-68%
Operating cost: \$45/hour	\$86/hour



Outdoor LED Lighting is virtually non-existent in professional outdoor stadiums in Colorado. The relatively new technology allows for energy efficiencies and light pollution reduction for large area spaces. In regards to broadcast, theatrical effects, camera frame rates, and increase field to stands lighting contrast will set our broadcast apart from other venues.

A Spiideo enabled arena, supporting detailed analysis of both training and competition

The typical system setup will capture your sports simultaneously from multiple angles in order for you to view every detail of your game. It also gives you a powerful wide angle view of the entire field. All videos come to you in 4K resolution playback in full synchronization.



Convenient and easy-to-use, for coaches as well as athletes

Thanks to the pre-installed Spiideo cameras in your arena the Spiideo system is always available. It's always there, it's always on. At the touch of a button coaches record their team and athletes record themselves for self-led training. No manual camera handling, no camera man, no handling of video files. All you need is the easy to use app for iPad, iPhone and Apple Watch. This is sports video recording made easy.

Record



Tag



At the touch of a button start the video recording using your iPad, iPhone or Apple Watch. Videos are conveniently stored in the cloud so that you don't have to worry about storage and handling of video files. And it means that your videos can be viewed any time, anywhere from any device.

Tagging key events in a video is fundamental in sports video recording. With Spiideo tagging is super simple. Use your iPad, iPhone or Apple Watch to tag. You can tag in real time while the video is being recorded. But, since your videos are stored in the cloud you can also tag afterwards while you're analyzing the video.

View



Collaborate



Viewing your video files can be done in real time while the video is being recorded. You can browse back and forth in the video while the video is being recorded which allows you to go back and review key events during a game or during training. Since your videos are stored in the cloud you can of course access them afterwards from your iPad, iPhone or web browser for detailed analysis and tagging.

Spiideo is also a great collaboration tool. Your recorded videos can be made available to the entire team, other coaches or other persons working with the team. The group can view the video, make comments, likes and even help with tagging.

The Switchbacks will be working with SPIIDEO or a similar company to make the outdoor stadium friendly to coaches and trainers with full field views, data tagging, and easily shared. This technology is not available in many venues.

Appendix C: Potential Events

Alphabetical List of Potential Events for Weidner Stadium and Robson Arena			
Event	Average Number per Year	Event	Average Number per Year
Arts & Crafts Fair	1.00	Regional Religious Event	2.00
Athletic Trainers Conference	1.00	Renaissance Festival Event	1.00
CC Summer Music Festival	1.00	Rocky Mountain Athletic Conference Finals	1.00
Club Figure Skating	1.00	SCAA Basketball Championships	0.25
Club Hockey	14.00	SCAA Volleyball Championships	0.25
Coaches, Trainers, & Referees Trainings	10.00	Soccer Playoffs [2]	0.50
College Debate Championships	1.00	Soccer Preseason Matches [2]	2.00
Collegiate Tournaments	5.00	Soccer Regular Season matches [2]	17.00
Colo College Pro Preparedness Camp	1.00	Sports Journalism and Art/Photo Camps	2.00
Colorado Micro Brew Celebration	1.00	Sports Related Summer camps	12.00
Curling	1.00	Sports Training/Medicine Camp	4.00
eSports	2.00	State Games Expansion [1]	1.00
Expanded MLK Day Youth Hockey [1]	1.00	Track & Field Special Olympics	0.50
Expanded Presidents Day Hockey [1]	1.00	Track & Field State Games of America	0.25
Frisbee Golf tournaments	1.00	Track and Field Sprints carnival	1.00
Ice Shows	2.00	USA Archery	1.00
International Jr. Soccer U23	1.00	USA Badminton	2.00
International Team Trainings	4.00	USA Basketball	1.00
Jaden Schwartz Hockey Camp	1.00	USA Boxing	2.00
Lacrosse Youth and Collegiate	2.00	USA Cycling - BMX	2.00
Mike Haviland Hockey School	1.00	USA Fencing	1.00
Mountain West Finals	1.00	USA Figure Skating and US Hockey New Events	5.00
National and International Futsal	2.00	USA Gymnastics	1.00
National Deaf & Blind Games	0.50	USA Hockey Rocky Mtn U-14	1.00
National Roller Hockey	1.00	USA Hockey Women's Hockey Symposium	1.00
National Senior Games	0.10	USA Judo	1.00
NCAA Div III National Basketball Championship	0.25	USA Karate	1.00
NCAA Div III National Volleyball Championship	0.25	USA Rugby	2.00
NCHC Officiating Seminar	1.00	USA Table Tennis	2.00
NHL Team training camp	1.00	USA Taikwando	2.00
Oktoberfest	1.00	USA Team Handball	1.00
OTC Team Selection Events	1.00	USA Triathlon	1.00
Other Amateur Sports	5.00	USA Ultimate Frisbee	2.00
Other Martial Arts	2.00	USA Volleyball (indoor)	2.00
Other National & International Exhibitions	3.00	USA Volleyball (outdoor)	1.00
Other National Sports Organizations - Indoor	3.00	USA Weightlifting	1.00
Other National Sports Organizations - Outdoor	4.00	USA Wrestling	2.00
Other Non-Local NGBs - Indoor	2.00	Varsity Hockey [3]	19.00
Other Non-Local NGBs - Outdoor	3.00	Varsity Hockey Playoffs	1.50
Outdoor Concerts	5.00	Warrior Games (Expansion) [4]	0.25
Para Olympic Events - Indoor	5.00	Winter Collegiate Ice Hockey Tournament	2.50
Para Olympic Events - Outdoor	5.00	Winterfest	1.00
Regional Dog Agility Exhibitions	1.00	Total Events	204
* Number < 1 indicates less than annually			
Notes [1] These events already occur and their inclusion anticipate an expansion with new venues enabling more teams. [2] Switchbacks opened a franchise in Colorado Springs due to C4C. Move into downtown stadium will dramatically increase attendance including NNOSVs. [3] Varsity Hockey is not allocated any NNOSVs. [4] New venues increase competitiveness of Colorado Springs in securing future games. No additional competitions assumed from expansion and therefore no NNOSVs are allocated to the event			
Summit Economics			

Olympic City USA E-marketing Tactics

Prepared by Webvertical for Summit Economics

I. Given the goal of encouraging tourists to extend stay a night or two so they can attend an event at one of the two venues...

1. Consider printed ad placements with correlation to tourist locations.
 - a. Airport, Hotels, Rental Car Locations, Visitors Centers, Restaurants, Shuttles, Taxis & Public Transit
 - i. Venue billboards & brochures & Colorado-tourism based magazines, event posters, fliers, and promo cards
2. Consider incentivized word-of-mouth advertising where event bookings attach to a referral code and compensate “word-of-mouther” in some way.
 - a. Hotel concierges, Lyft/Uber drivers, Airbnb/VRBO hosts, travel agents
3. Consider offering an affiliate marketing program where event bookings attach to a unique link and compensate the affiliate marketer with a percentage of proceeds.
 - a. Hotel concierges, Lyft/Uber drivers, Airbnb/VRBO hosts, travel agents
4. Utilize targeted ad serving to potentially qualified event goers who have just searched or booked inbound COS flights and hotels online.
 - a. Determine CPC (cost per click) budget with appropriate publishers
 - i. Dynamic ads for travel on Facebook
 - ii. Google ads based on search criteria
 - iii. Air/hotel/rental car booking site ads
 - b. Develop compelling creative (image/copy) geared toward Colorado tourism and venue significance
 - c. Define targeting criteria
 - d. Push campaigns live and monitor to optimize for conversions

II. Given the goal of attracting sport-loving tourists to book an extended weekend in the Pikes Peak Region...

1. Run micro-targeted ad campaigns on social media to promote individual events and Colorado travel.
 - a. Utilize Facebook, Instagram, Twitter, LinkedIn, and SnapChat platforms to serve ads to qualified audiences by defining keywords that are unique to event and to Colorado travel, then ads with user interests and groups.
 - i. Establish ad budgets and optimize campaigns toward conversions/bookings.
 - ii. Include a call to action within the ad (share, show interest, purchase tickets and travel packages).
 - b. Create individual events on Facebook and push events toward targeted audiences. Promote event with a call to action.
 - i. Enable ticket purchasing within Facebook to reduce CPC (cost per click).
 - c. Create and/or join groups on social media that have primary interest in particular event substance (if the event is a women’s field hockey competition, then the group’s focus is on women’s field hockey). Promote the event within the group.

- d. Once ads/events have generated an audience, optimize campaign to target a “lookalike audience,” one that shares similar behaviors and interests as current audience.
2. Ensure venue website has all relevant information about event, venue, and travel to Pikes Peak Region.
 - a. Establish budget to push qualified audiences to website.
 - i. Offer event tickets and Colorado travel packages on site.
 - ii. Consider an affiliate marketing plan to encourage other websites and publishers to place ads on their sites and be compensated for any traffic conversions filtered through them.
 - iii. Consider offering incentivized competitions for people/groups in a good position to promote particular events and provide them a unique link to ticket sales on site so they can be compensated for any bookings.

III. Given goal of creating a buzz and spreading awareness about event and venues...

1. Consider printed ad placements, post local flyers, take advantage of press releases.
2. Attempt to “go viral” on social media with event videos, fan shots, and stories about the venues.
 - a. Utilize YouTube live feeds, and streaming capabilities to show event highlights and encourage fans and event participants to get involved in conversations about their experiences at the venues.
3. Run ad campaigns on social media that involve call to actions to share and like events.
4. Utilize blogging as a way to tell and share stories about events and venues.

Appendix E: Detailed Listing of Sports-Related Organizations and Events in Colorado Springs

USOC Sanctioned National Governing Bodies Based in Colorado Springs

- US Bobsled & Skeleton Federation
- USA Archery
- USA Boxing
- USA Fencing Association
- USA Hockey
- USA Karate
- USA Racquetball
- USA Swimming
- USA Table Tennis
- USA Team Handball
- USA Volleyball
- USA Wrestling
- US Figure Skating Association
- USA Basketball
- USA Cycling
- USA Field Hockey
- USA Judo
- USA Modern Pentathlon
- USA Shooting
- USA Synchronized Swimming
- USA Taekwondo
- USA Triathlon
- USA Weightlifting

National Sporting Organizations Based in Colorado Springs

- United States Olympic Committee
- US Olympic & Paralympic Foundation
- USA Swimming Foundation
- US Olympic Endowment

Other Sporting Entities and Associations in Colorado Springs

- Air Force Academy Athletic Corporation
- Army World Class Athlete Program
- Association of Chief Executives for Sport (ACES)
- Carmichael Training Systems
- Colorado College Athletics
- Colorado Springs Sports Corporation
- Colorado Springs Switchbacks FC
- Elite Triathlon Academy
- Fat Bike Company and Borealis Fat Bikes
- Inline Hockey Association
- International Cricket Council of the Americas
- International Racquetball Federation
- International World Games Association
- Major League Baseball Players Alumni Association
- Major League Baseball Players Alumni Marketing
- Mountain West Conference
- National Collegiate Hockey Conference
- National Collegiate Roller Hockey Association/USA Roller Hockey
- National Junior College Athletic Association
- National Little Britches Association
- National Strength & Conditioning Association
- National Wheelchair Basketball Association
- Native American Sports Council

- Pikes Peak International Hill Climb
- Pikes Peak or Bust Rodeo Foundation
- Pride Soccer Club
- ProRodeo Hall of Fame and Museum of the American Cowboy
- Pride Soccer Club
- Professional Rodeo Cowboys Association
- Rocky Mountain Athletic Conference
- Running USA
- Skating and Inline Hockey Association (SIHA)
- Sky Sox Baseball Club
- SRAM
- Triple Crown of Running
- US Anti-Doping Agency
- US Association for Blind Athletes
- US Hang Gliding & Paragliding Association
- USA Ultimate
- University of Colorado Colorado Springs Athletic
- Women's ProRodeo Association
- World Figure Skating Museum and Hall of Fame

Annual Sporting Events Held In the Region

- American Discovery Trail Marathon (400 in marathon; 450 in half marathon)
- The Broadmoor Open (national figure skating competition)
- The Broadmoor Pikes Peak Cycling Hill Climb (cycling race up the Pikes Peak highway)
- The Broadmoor Pikes Peak International Hill Climb (102nd year; auto & motorcycle race up Pikes Peak Highway, 2nd oldest auto race in the U.S.)
- Dave Schultz Memorial International (largest annual wrestling tournament in the U.S.)
- Labor Day Lift Off (42nd year; one of the nation's largest hot air balloon festivals)
- Pikes Peak Ascent & Marathon (1,800 in Ascent (half marathon); 800 in marathon, 3rd longest running marathon in the U.S.)
- Pikes Peak Airstrip Attack (1/2 mile drag racing of the fastest stock & modified street cars at the Colorado Springs Airport)
- Pikes Peak or Bust Rodeo (78th year)
- President's Day Hockey Tournament (41st annual, 90 teams)
- Pride of the Rockies Classic (multi-state soccer tournament)
- Rocky Mountain Rampage (professional skateboard competition)
- Rocky Mountain State Games (Colorado's largest sports festival: 40+ sports, 10,000 athletes)
- U.S. Olympic and Paralympic Assembly (annual meeting of the Olympic and Paralympic family - held biennially in Colorado Springs)

Other National or World Class Events

- AIBA Youth Continental Boxing Championships (2018)
- Colorado Classic (professional cycling - 2017)
- International Blind Sports Association Pan American Games (2009)
- ISU Four Continents Figure Skating Championships (2007, 2012)
- ISU World Synchronized Skating Championships (2010, 2017)
- Mavic Haute Route Rockies (cycling - 2017, 2018)
- NORCECA World Championships Qualifier (volleyball – 2014)
- Optima Battery Search for the Ultimate Street Car (2018)
- Pikes Peak Downhill Skateboard Invitational (2013 - 2015)

- State Games of America (national sports festival - 2005, 2007, 2009)
- U.S. Open Ultimate Championships (ultimate frisbee - 2012)
- USA Archery National Target Championships (2007, 2008)
- USA Boxing National Championships (2010, 2011, 2012)
- USA Cycling Hill Climb National Championships (2016, 2017)
- USA Cycling U.S. Cup (2014, 2015)
- USA Karate All American Classic (2012)
- USA Modern Pentathlon National Championships (2010)
- USA Pro Challenge (professional cycling - 2011, 2012, 2014)
- USA Shooting National Shotgun Championships (2009)
- USA Taekwondo Junior & Senior Team Trials (2007, 2008, 2009, 2010, 2011, 2012)
- USA Weightlifting U15 International (2014)
- USGA Women's Open (professional golf - 2012)
- USGA Senior Open (professional golf - 2008, 2018)
- WCLA National Championships (lacrosse - 2012, 2013)
- Warrior Games (injured service members competing in various sports - 2011 - 2014, 2018)

Research, Development & Manufacturing in Colorado Springs

Many outdoor sports and recreational equipment companies have chosen Colorado Springs for the location of their product development or manufacturing centers. The abundance of natural testing terrain, sunny weather, ample precision machining and a community full of amateur and elite level athletes makes Colorado Springs an ideal location to develop and manufacture sporting equipment. The ability to couple these community attributes with the outdoor lifestyle that many outdoor professionals prefer makes it easy to attract top talent.

Local sports product development companies include:

- Angletech Cycles (recumbent bicycles & tricycles)
- Borealis Fat Bikes (Borealis bikes)
- Koobi (bicycle saddles/seats)
- Maxx Sunglasses (eyewear)
- SRAM (SRAM, RockShox, bicycle components)
- SRM (bicycle power meters)

Local sports-related manufacturers include:

- Billet Racing Products (aftermarket parts & accessories for motorcycles)
- Magna Fuel (high-performance fuel systems)
- MBS Mountainboards
- Sharene Sportswear (skating gear)
- Thin Air frameworks (manufacturer custom handmade bicycle frames)
- Walker Wear (outerwear)

In summary, Colorado Springs has developed a significant place in the sporting world and a reputation as a prime destination for all things sports-related. The City for Champions proposal is designed to build upon the previous successes by providing new venues that allow for the attraction of new events, new users, new visitors and new out-of-state tourists in a manner that is consistent with building and expanding upon the already significant sports economy.

Appendix F: Proforma Details

Robson Arena

Annual Fixed Revenues and Expenses at Normalized Operations				
Fixed Annual Revenues				
Ice Rentals	\$ 150,000			
Sponsorship Revenue	\$ 290,000	50% of total.	Balance goes to Colorado College athletics	
Suites	\$ 120,000	\$ 20,000 per suite	6 Suites	
Rights Agreements	\$ 40,000	Naming and brand placement rights		
Total Fixed Revenues	\$ 600,000			
Fixed Annual Expenses				
Non-Event Cleaning	\$ 53,000	General cleaning, including grounds, not related to specific events		
R&M	\$ 80,000	Annual R&M, excluding replacements of major component systems		
Utilities	\$ 180,000			
Insurance	\$ 90,000			
Facility Management	\$ 80,000	Accounting, HR, education, legal		
Other Facility Expense	\$ 50,000			
Salaries and Benefits	\$ 300,000	Mainly fixed promotional, development, and game day supervision		
Promo & Develop	\$ 80,000	Lower at normalized. Promoting to event sponsors and developing events		
Total Fixed Expenses	\$ 913,000			
Net Cost of Facility	\$ 313,000	To be covered with contribution from events		
Debt Service	\$ -			
Total Needed from Events	\$ 313,000			
Contribution from Events				
	Total	Per Event Day		
Event Days	164		Includes Tiger Hockey games	
Spectators	175,780	1,073	For anticipated events generating significant NNOSVs	
Revenues			Excludes participants, coaches, trainers, and family	
Rent & Fees	\$ 1,506,340	\$ 9,196	20%	Gross margin on direct event expenses
Food & Beverage	\$ 1,054,680	\$ 6,439	\$ 6.00	Average concession revenue per spectator.
Parking	\$ 87,890	\$ 537	\$ 0.50	per spectator on average
Sub-Total	2,648,910	16,172		
Non-Food & Beverage Expenses				
Total Staffing & Other Variable Cost	\$ 924,200	\$ 5,642	Includes security, ushers, ticket takes, variable utility cost, etc.	
Floor Conversion	\$ 134,400	\$ 821	For non-ice events	
Video/TV Stream	\$ 74,160	\$ 453	Assumed to be required for all events	
TV Production	\$ 32,760	\$ 200	Assumed to be required for all events	
Ice Crew	\$ 39,552	\$ 241	For ice events only	
Sub-Total	\$ 1,205,072	\$ 7,357		
Food & Beverage Expenses				
COGS & Staffing	\$ 706,636	\$ 4,314	0.67 of revenues	
Contribution Sharing	\$ 174,022	\$ 1,062	50% for facility.	
Sub-Total	\$ 880,658	\$ 5,376		50% for Event Sponsor and F&B Concessionaire
Total Contribution of Events	\$ 563,180	\$ 3,438		
Breakeven Number of Event Days		91	Including Debt Service	
		91	Without Debt Service -- No project serviceable debt for a arena	

Annual Fixed Revenues and Expenses at Normalized Operations					
Fixed Annual Revenues					
Rentals	\$ 90,000	Field, Trainings and Conference groups			
Sponsorship Revenue	\$ 180,000	50% of total. Balance goes to Switchbacks team			
Suites	\$ 150,000	\$ 25,000 per suite	6	Suites	
Rights Agreements	\$ 40,000	Naming and brand placement rights			
Total Fixed Revenues	\$ 460,000	More outdoor suites are planned			
Fixed Annual Expenses					
Non-Event Cleaning	\$ 50,000	General cleaning, including grounds, not related to specific events			
R&M	\$ 80,000	Annual R&M, excluding replacements of major component systems			
Utilities	\$ 200,000				
Insurance	\$ 90,000				
Facility Management	\$ 60,000	Accounting, HR, education, legal			
Other Facility Expense	\$ 50,000				
Salaries and Benefits	\$ 250,000	Mainly fixed promotional, development, and game day supervision			
Promo & Develop	\$ 80,000	Lower at normalized. Promoting to event sponsors and developing events			
Total Fixed Expenses	\$ 860,000				
Net Cost of Facility	\$ 400,000				
Debt Service	\$ 289,027				
Total Needed from Events	\$ 689,027	To be covered with contribution from events			
Contribution from Events					
	Total	Per Event	Includes Switchbacks games		
Event Days	147		For anticipated events generating significant NNOSVs		
Spectators	359,821	2,449	Excludes participants, coaches, trainers, and family		
Revenues					
Rent & Fees	\$ 1,559,837	\$ 10,617	20%	Gross margin on direct event expenses	
Food & Beverage	\$ 2,158,923	\$ 14,694	\$ 6.00	Average concession revenue per spectator.	
Parking	\$ 287,856	\$ 1,959	\$ 0.80	per spectator on average	
Sub-Total	4,006,616	27,271			
Non-Food & Beverage Expenses					
Total Staffing & Other Variable Co	\$ 1,086,090	\$ 7,392	Includes security, ushers, ticket takers, variable utility cost, etc.		
Field Prep	\$ 65,080	\$ 443	Not required for all events		
Video/TV Stream	\$ 67,315	\$ 458	Assumed to be required for all events		
TV Production	\$ 29,384	\$ 200	Assumed to be required for all events		
Sub-Total	\$ 1,247,869	\$ 8,493			
Food & Beverage Expenses					
COGS & Staffing	\$ 1,446,478	\$ 9,845			
Contribution Sharing	\$ 356,222	\$ 2,425	50% for facility.	50% for Event	
Sub-Total	\$ 1,802,701	\$ 12,270	Sponsor and F&B Concessionaire		
Total Contribution of Events	\$ 956,046	\$ 6,507			
Breakeven Number of Event Days		106	Including Debt Service		
		61	Without Debt Service		



Colorado Sports and Events Center

COLORADO SPRINGS SPORTS AUTHORITY

Colorado Springs Sports Authority

Resolution No. 3

Section 5.C. The Applicant must create or designate a Colorado Springs stadium authority or other similar entity to oversee the construction and operation of the Colorado Sports and Event Center.

- On August 28, 2018 the Colorado Springs City Council passed an Ordinance appropriating \$100,000 from the Lodgers & Auto Rental Tax Fund for costs associated with the formation of the Colorado Springs Sports Authority.
- Articles of Incorporation and Bylaws for the Colorado Springs Sports Authority are near completion and will be filed with the State of Colorado in October 2018.



Colorado Sports and Events Center

COMPLIANCE WITH EXHIBIT B



C4C Required Components of Indoor Venue

Category	C4C Requirements*	Robson Arena*	All CC Facilities	Notes
Flexible Court Arrangements	48,000 - 60,000	21,295	49,295	
Seating	16,800 - 21,000	27,825	32,325	4,000-4,500 Seats***
Locker Rooms	5,120 - 6,400	12,290	18,890	28 Total Locker Rooms
Concessions	4,000 - 5,000	5,585	5,785	
Administration	2,000 - 2,500	3,575	14,575	
Restrooms	4,800 - 6,000	3,848	5,048	
Training	8,000 - 10,000	7,000	11,000	
Storage****	12,000 - 15,000	6,085	8,185	Deviation above 20%
Entry	1,600 - 2,000	3,750	8,000	
Building Circulation	10,232 - 12,790	19,800	29,500	
Other **	0	6,165	6,165	
Total	112,552 - 140,690	117,218	188,768	

*Gross Sq Ft
 **Other includes: Media Space, Film Room, Staging Area, etc.
 ***4,000-4,500 equals Robson 3,000-3,500 and Reid 1,000
 ****Colorado College is working with the architect to identify more storage opportunities within Robson Arena. In addition, CC will provide additional storage throughout campus as needed to meet the C4C requirements.
 Robson Arena square footage based on information provided to architects in a Visioning Study (12.12.2017)

As contemplated in the resolution, the project element sponsor hereby formally requests express approval from the Commission of the deviation by more than 20% for the storage approximate size requirement listed in Exhibit B.



C4C Required Components of Outdoor Venue

Category	C4C Stadium Requirements*	Weidner Stadium Plan*	Notes
Spectator Facilities	107,200 - 134,000	108,454	
Team Facilities	16,960 - 21,200	17,000	
Media Facilities	1,760 - 2,200	1,800	
Operations & Concessions	17,680 - 22,100	17,700	
Administrative	1,040 - 1,300	2,000	
Seats	6,400 - 8,000	8,000	Plus 2,000 flex & temporary seats
Total	112,552 - 140,690	146,954	

*Gross Sq Ft

"C4C Stadium Requirements" displays the range of approved Sq Ft



Colorado Sports and Events Center

NET NEW OUT OF STATE VISITORS ANALYSIS



Summit Economics, LLC
Peer into the future before it becomes the present

www.summiteconomics.com

Applied Economics

June 30, 2018

Colorado Economic Development Commission

RE: Opinion Letter Regarding the Colorado Sports and Event Center, City for Champions Resolution with State of Colorado under the Regional Tourism Act

Dear Commissioners:

Summit Economics, LLC (Summit) has been asked by the City of Colorado Springs to render an opinion regarding the potential impact of having nonadjacent venues constituting the Colorado Sports and Event Center (CSEC) project component under its City for Champions (C4C) application with the State of Colorado in accordance with the Regional Tourism Act. Under the original C4C application submitted to and approved by the Colorado Economic Development Commission (EDC) in December 2013, the CSEC was one of four elements within the C4C Regional Tourism Zone (RTZ) seeking sales tax increment financing from the State.

The CSEC project consists of both an indoor venue and an outdoor venue. While a specific site was never identified, and a determination to co-locate these facilities was never made, it was a reasonable assumption at the time of the application that the venues would be co-located. This assumption was based primarily on the high cost and availability of land. This assumption was not based upon a strategic notion that co-locating the facilities would increase the ability to attract events and NNOSV.

The City of Colorado Springs is working with the Colorado Springs Switchbacks Football Club (Switchbacks), a professional soccer team, and Colorado College and its hockey team (Colorado College), as both organizations want to develop sports venues which they feel will benefit the C4C CSEC initiative. The venues will be located on separate sites; the Switchbacks will become the venue sponsor for Weidner Stadium and Colorado College will become the venue sponsor for Robson Arena. The former will be available for field sports and the latter for indoor ice and floor sports.

Fundamental Question

Given this background, the fundamental question Summit has been asked to address is:

Whether locating the outdoor stadium and indoor arena on separate sites as opposed to what was generally envisioned as a sports center facility with two venues in one location would have an adverse impact on the originally forecasted 118,500 Net New Out-of-State Visitors (NNOSVs) who would not come to Colorado “but for” the presence of the proposed facilities.¹

Background and Disclosures

In October to December 2013, the Colorado Springs C4C team pursued “Olympi-sizing” what was originally intended to be a move of a professional baseball team from a stadium in northeast Colorado Springs into a new downtown stadium partially funded with State sales tax increments (SSTIF). The Olympi-sizing effort was deemed desirable as the simple move of the Skysox baseball team would not generate significant NNOSVs. At that time, it became apparent many additional sports events could be included in a sports venue based upon Colorado Springs’ strong connection to the U.S. Olympic Movement, collegiate and other amateur sports, as well as the potential for numerous non-sports events. The stadium concept was revised, and the new vision became the basis of the November 2013 C4C submission to the EDC, which included both an outdoor stadium and an indoor venue. Combined, they were labeled the Colorado Sports and Event Center (CSEC). At the end of 2013, between the time of the November submission and December approval by the EDC, The Switchbacks indicated a willingness to create a Tier 2 professional soccer team in Colorado Springs if the CSEC was approved by the State. The Switchbacks were included in the final approval.

On December 16, 2013, the EDC approved the C4C application which included the CSEC and its forecast of 118,500 NNOSVs. The EDC gave all four project elements 5 years to demonstrate “substantial commencement.” Concurrent with this Opinion Letter, the CSEC element is demonstrating substantial commencement.

Summit Economics provided associated research and analysis related to:

- The impact of moving the Skysox baseball team to downtown Colorado Springs.
- Estimates of NNOSVs associated with all four of the C4C elements, but especially the CSEC.
- The current configuration of the CSEC including the two sponsor teams and their respective organizations as well as the potential for other events being scheduled at the venues.

Summit has no financial interest in any C4C project element nor any team or possible vendor associated with either team or venue. Summit’s corporate resume, as well as resumes of its principals, can be found at <https://summiteconomics.com>.

¹ This concept of NNOSVs was created by the RTA as a basis for justifying sales tax increment financing. Technically, retaining Colorado residents in state to attend local events also qualifies under the RTA. All proposed facilities under the RTA must be “unique and extraordinary” and not cannibalize other Colorado venues.

Programmatic Changes in Venues

The following table shows the C4C requirements related to the various design or programmatic categories associated with the application approved in 2013. Colorado College’s proposed Robson Arena is matched against the indoor portion of the Sports Center, and the Switchbacks’ Weidner Stadium is matched up against the outdoor stadium portion of the CSEC. The Colorado College detailed breakout also shows “All CC Facilities,” which includes the indoor portion of other CC athletic facilities being made available by Colorado College to C4C events. This includes a basketball arena which has flexible capabilities along with associated elements.

Not shown in the “All CC Facilities” are two outdoor fields, one of which has an encapsulated bead track (the same type frequently used in Olympic games and qualifiers).

As noted in the table, spectator seating has increased in both the indoor Robson Arena and the Weidner Stadium. The targets were 3,000 for the indoor space and 8,000 for the outdoor space. The actual seating in Robson Arena will be 3,000 (4,500 when the flexible basketball arena is included), and Weidner Stadium will seat 10,000 in stadium seating (20,000 when configured for concerts).

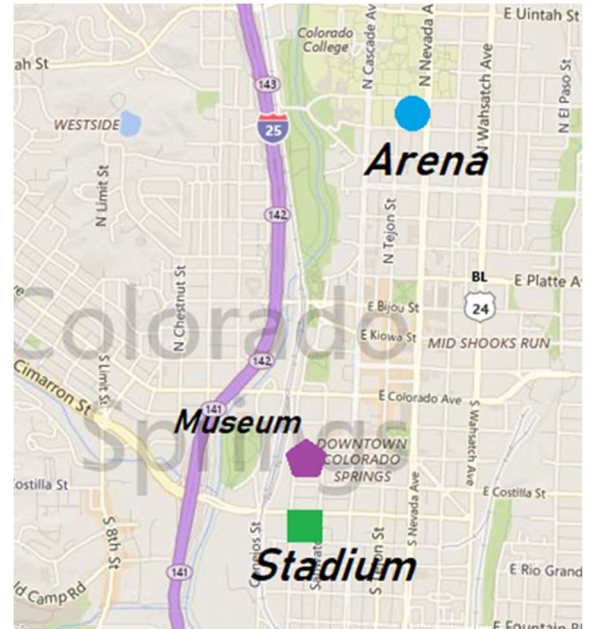
In total both venues exceed the minimum requirements of Resolution No.3. These minimum requirements allow for a 20% reduction without EDC approval. Any reduction above 20% will require EDC approval. When viewed on a component basis (see far left-hand column), each of the program components in the arena and stadium exceed the requirements except for storage at Colorado College.

Colorado College				
Category	C4C Requirements [1]		Robson Arena [2]	All CC Facilities
	Low	Target		
Flexible Court Arrangements	48,000	60,000	21,295	49,295
Seating	16,800	21,000	27,825	32,325
Locker Rooms [3]	5,120	6,400	12,290	18,890
Concessions	4,000	5,000	5,585	5,785
Administration	2,000	2,500	3,575	14,575
Restrooms	4,800	6,000	3,848	5,048
Training	8,000	10,000	7,000	11,000
Storage	12,000	15,000	6,085	8,185
Entry	1,600	2,000	3,750	8,000
Building Circulation	10,232	12,790	19,800	29,500
Other [4]	-	-	6,165	6,165
Total	112,552	140,690	117,218	188,768
Total Seat Count [5]	2,400	3,000	3,500	4,500
Colorado Springs Switchbacks				
Category	C4C Requirements [1]		Weidner Stadium	
	Low	Target		
Spectator Facilities	107,200	134,000	108,500	
Team Facilities	16,960	21,200	17,000	
Media Facilities	1,760	2,200	1,800	
Operations & Concessions	17,680	22,100	17,700	
Administrative	1,040	1,300	2,000	
Totals	144,640	180,800	147,000	
Total Seat Count [6]	6,400	8,000	10,000	
[1]Gross Sq Ft Based on 2013 Application and Resolution 3 +/- 20%				
[2]Gross Sq Ft. Based on Architectural visioning 12-12-17				
[3] 28 locker rooms				
[4] Other includes: Media Space, Film Room, Staging Area, etc.				
[5] 3,000 fixed. 500 for floor coverage				
[6] For concerts the stadium is expandable to 20,000 seats				

Impact of Non-adjacent Venues

The arena and stadium will be 1.4 and .2 miles from the U.S. Olympic Museum, respectively, and 1.6 miles apart from one another. The arena and other Colorado College sport venues will be on the southern end of the Colorado College campus and will anchor the northern end of downtown. The stadium will be located along the southwestern gateway into downtown Colorado Springs with easy access to Highway 24 and Interstate 25 – a major interchange that has recently been expanded and represents the tourist epicenter of the Pikes Peak Region due to north/south access along I-25 and west access to Manitou Springs and Ute Pass into the Pike National Forest. Both venues are also located close to the Legacy Loop, a greenway trail providing alternative transportation access throughout Colorado Springs and western El Paso County.

By locating the venues on separate sites, both can hold major events simultaneously without overloading parking capacity or major arterials. Access to Colorado College from I-25 is more conveniently available from Uintah Street (north of campus) or Bijou Street in the middle of downtown. The anticipated traffic volumes appear well within the capacity of downtown access designed for peak rush hour.



Locating the venues to allow two separate high-caliber sports teams become venue sponsors is a substantial enhancement to the CSEC since the original C4C application left venue ownership and accountability unanswered. Many assumed the CSEC would be owned and possibly operated as a public enterprise. While a capable operating entity would have, in all likelihood, been contracted to run the venue, it's hard to substitute for private ownership with strong incentives to operate more efficiently and effectively. Colorado College has 80 years of experience in creating a premium experience for hockey fans, and the Switchbacks must meet high fan engagement and quality standards dictated by the United Soccer League (USL). In both cases the latest technology for lighting, sound, video, and broadcasting will be utilized by professional marketing and event departments. This is a critical component for event sponsors using the arena and stadium to create successful events and return to the venues with greater frequency. Private ownership of team sponsored venues also allows for higher promotional budgets since more "equity" funding will go into the venues thereby requiring less debt service requirements

Event Types

The following pages list the current targets for potential events. This list is highly focused on sports and related events that will attract NNOSVs. Furthermore, the potential totals 141,695 NNOSVs thereby creating a buffer above the 118,500 originally forecasted.

LIST OF POTENTIAL EVENTS - Sorted by Type of Venue

Event Name	Stadium (S), Arena (A), Both Stadium & Arena (B),CC Additional Venues (CC), Multiple (M), Arena Rental (A-R)	# of Events	Total Potential Net New Out-of- State Visitors
Varsity Hockey	A	19	-
Curling	A	1	100
SCAA Basketball Championships	A	0.25	191
USA Figure Skating and US Hockey New Events	A	5	208
SCAA Volleyball Championships	A	0.25	259
Ice Shows	A	2	267
Other Martial Arts	A	2	320
USA Hockey Rocky Mtn U-14 *	A	1	373
NCAA Div III National Basketball Championship	A	0.25	473
National Roller Hockey	A	1	500
USA Team Handball	A	1	525
Expanded MLK Day Youth Hockey (Expansion)	A	1	595
Expanded Presidents Day Hockey (Expansion)	A	1	595
Club Hockey	A	14	672
Varsity Hockey Playoffs	A	1.5	975
USA Gymnastics	A	1	1,100
Other Non-Local NGBs	A	2	1,900
USA Basketball	A	1	1,950
USA Fencing	A	1	1,950
USA Judo	A	1	1,950
USA Table Tennis	A	2	1,950
USA Weightlifting	A	1	1,950
USA Karate	A	1	1,950
USA Boxing	A	2	2,040
USA Badminton	A	2	2,830
USA Volleyball (indoor)	A	2	3,425
USA Taikwondo	A	2	3,900
USA Wrestling	A	2	3,900
Other National Sports Organizations	A	3	4,950
Para Olympic Events - Indoor	A	5	5,000
Mike Haviland Hockey School	A-R	1	30
Jaden Schwartz Hockey Camp	A-R	1	30
Colo College Pro Preparedness Camp	A-R	1	30
NHL Team training camp	A-R	1	95
Club Figure Skating	A-R	1	100
Warrior Games (Expansion)	B	0.25	-
State Games Expansion	B	1	325
NCAA Div III National Volleyball Championship	B	0.25	495

Event Name	Stadium (S), Arena (A), Both Stadium & Arena (B),CC Additional Venues (CC), Multiple (M), Arena Rental (A-R)	# of Events	Total Potential Net New Out-of- State Visitors
National and International Futsal	B	2	1,100
Rocky Mountain Athletic Conference Finals	B	1	1,100
Other National & International Exhibitions	B	3	1,500
Mountain West Finals	B	1	1,634
OTC Team Selection Events	B	1	1,980
Collegiate Tournaments	B	5	3,125
NCHC Officiating Seminar	CC	1	15
Sports Journalism and Art/Photo Camps	CC	2	75
Athletic Trainers Conference	CC	1	150
Sports Training/Medicine Camp	CC	4	150
CC Summer Music Festival	CC	1	220
Track and Field Sprints carnival	CC	1	260
USA Hockey Women's Hockey Symp	CC	1	371
National Deaf & Blind Games	CC	0.5	738
Track & Field State Games of America	CC	0.25	788
Track & Field Special Olympics	CC	0.5	958
College Debate Championships	CC	1	1,000
eSports	CC	2	1,500
Coaches, Trainers, & Referees Trainings	CC	10	1,600
Frisbee Golf tournaments	M	1	475
International Team Trainings	M	4	627
Sports Related Summer camps	M	12	3,840
Renaissance Festival Event	S	1	120
International Jr. Soccer U23	S	1	165
National Senior Games	S	0.1	215
Oktoberfest	S	1	270
Winterfest	S	1	500
Regional Dog agility exhibitions	S	1	500
Arts & Crafts Fair	S	1	550
Colorado Micro Brew Celebration	S	1	700
Soccer Preseason Matches	S	2	700
Soccer Playoffs	S	0.5	900
USA Ultimate Frisbee	S	2	1,050
Regional Religious Event	S	2	1,100
USA Triathlon	S	1	1,170
USA Archery	S	1	1,213
Outdoor Concerts	S	5	1,750
USA Volleyball (outdoor)	S	1	2,425
Other Non-Local NGBs	S	3	2,925
Other Amateur Sports	S	5	3,375
Lacrosse Youth and Collegiate	S	2	3,900
Para Olympic Events - Outdoor	S	5	5,000
Winter Collegiate Ice Hockey Tournament	S	2.5	5,513
USA Rugby	S	2	6,900
Other National Sports Organizations	S	4	7,700
Soccer Regular Season matches	S	17	9,350
USA Cycling - BMX	S	2	12,600
Total		204	141,695
* Number < 1 indicates less than annually			
Summit Economics			

In Conclusion

The current configuration of two venues on separate sites within 1.6 miles of each other and anchoring each end of downtown Colorado Springs with quality sponsor teams underwriting and operating the venues is a substantial enhancement to the CSEC. Both the Switchbacks and Colorado College athletics have longstanding existing sports networks to access from day one, as well as the demonstrated ability to create high levels of fan entertainment and experience.

The 1.6 mile distance between the venues is not a constraint. In fact, it provides separation thereby reducing potential traffic congestion and increasing parking capacity when events are held simultaneously. This distance has no negative impact on joint event programming as rarely would athletes and their support entourage be traveling from one venue to the other to compete. If they are moving between venues, it's more likely the event would be using multiple indoor venues or multiple outdoor venues. A review of the list of potential events from the previous pages indicates that there is no logical disadvantage to any event by being held at a venue which is separately located versus events being held at a facility with both an indoor venue and an outdoor venue.

The list of potential events is focused on sports and related events and with the addition of an ice arena and Colorado Colleges' other facilities which they are opening to C4C, the range of event types increases dramatically, including greater focus on multi-day camps, seminars, and conferences for youth, athletes, trainers, coaches, journalists, and artists/photographers.

Please feel free to contact me if you have any additional questions.

Sincerely,



Thomas L. Binnings

Senior Partner, Summit Economics, LLC

cc: City of Colorado Springs, Colorado College, Switchbacks FC



Colorado Sports and Events Center

COMMENCEMENT OF SUBSTANTIAL WORK

Colorado Sports and Event Center

Commencement of Substantial Work

In accordance with Resolution No. 3, the Colorado Sports and Event Center Project Element consists of multi-use indoor and outdoor sporting venues. The outdoor venue will be built and operated by the Colorado Springs Switchbacks and Weidner Apartment Homes. The indoor venue will be built and operated Colorado College.

“Commencement of Substantial Work” is defined in C.R.S 24-36-309 and Resolution N0.3 as follows:

C.R.S. 24-36-309 (1): Commencement of development

(1) Substantial work on a regional tourism project, including but not limited to the financing entity's issuance of bonds or other debt instruments, the repayment of which is secured by a pledge of the state sales tax increment revenue or the commencement of actual development or predevelopment, such as erecting permanent structures, excavating the ground to lay foundations, mass grading of the site, or work of a similar description that manifests an intention and purpose to complete the project shall commence within five years from the date of approval of the project by the commission.

Resolution No.3

Section 1. I. "Commencement of Substantial Work" means the dates on which substantial work on each Project Element commences, including but not limited to the Financing Entity's issuance of Bonds for the express purpose of financing the Eligible Costs for each Project Element, the repayment of which is secured by a pledge of some or all of the Dedicated Revenue, or the commencement of actual development or predevelopment of each Project Element, including but not limited to any of the following: erecting permanent structures, excavating the ground to lay foundations, mass grading of the site, or work of a similar description that manifests an intention and purpose to complete the Project. Each Project Element shall have its own Commencement of Substantial Work date. In order for the Financing Entity's issuance of Bonds to satisfy the Commencement of Substantial Work requirement for a Project Element, that element must be a Bond Funded Element.

The Colorado Springs Switchbacks have completed the following actions that meet the above definition of Commencement of Significant Work:

- Completed as of September 20, 2018
 - Site for the stadium project has been secured
 - Site has been surveyed
 - Site has been soil tested
 - Concept design work has been completed
 - Construction budget based upon concept design has been produced
 - A Design/Build RFP has been issued
 - Construction finance plan has been developed
 - Agreement in place that provides for a 30% ownership interest in the Colorado Springs Switchbacks USL Franchise to Weidner Apartment Homes
 - Stadium Naming Rights agreement in place with Weidner Apartment Homes
 - Naming Rights agreement for the athletic training area has been reached with Penrose St. Francis Hospital
 - Business Plan has been completed
 - Additional real estate has been secured for phase two development
- To be completed after September 20, 2018
 - Design/Build Construction Team to be selected October 2018
 - Break ground December 2018
 - Bond issuance by the Financing Entity 1st Quarter 2019

Colorado College has completed the following actions that meet the above definition of Commencement of Significant Work:

- Completed as of September 20, 2018
 - At their February 24, 2018 meeting, the Colorado College Board of Trustees “voted unanimously”, with none abstaining, to move forward with a letter of intent to build a competition arena on campus, contingent on receiving City for Champions funding of approximately \$9.2 million.”
 - Soil testing on the site was completed in June 2018
 - On July 10, 2018, the College purchased the final parcel of land in the city block which is the site of the new arena. That parcel will become vacant in October 2018.
 - A procurement process for architectural services has been completed. JLG Architects has been selected to design the arena.
 - The College has issued taxable bonds and has the cash on hand to pay for the entire project, subject only to receiving the City for Champions funding of approximately \$9.2 million.
- To be completed after September 20, 2018

- Demolition of buildings on the site will commence October 2018
- Completion of Schematic Design March 1, 2019
- Selection of Construction Manager/General Contractor (CMGC) April 15, 2019
- Ground breaking September 2019

The City of Colorado Springs as the Applicant has completed the following actions that meet the above definition of Commencement of Significant Work:

- On August 28, 2018 the Colorado Springs City Council passed an Ordinance appropriating \$100,000 from the Lodgers & Auto Rental Tax Fund for costs associated with the formation of the Colorado Springs Sports Authority.
- Articles of Incorporation and Bylaws for the Colorado Springs Sports Authority are near completion and will be filed with the State of Colorado in October 2018 .

The Colorado Sports and Event Center was approved as a single Project Element as set forth in Resolution No. 3. The City of Colorado Springs, Colorado College, the Colorado Springs Switchbacks and Weidner Apartment homes have completed the predevelopment actions detailed above in good faith and at significant expense to deliver the Colorado Sports and Event Center Project Element in accordance with the requirements of the Resolution.

The predevelopment activities detailed above are also consistent with several of the factors identified as evidence of Commencement of Substantial Work in the State of Colorado Office of Economic Development & International Trade and the Economic Development Commission Program Guidelines, Policies, Procedures and Controls for Monitoring Awardees in the Regional Tourism Act Program (Revised: June 21, 2018). Specifically, these factors include:

- If the awardee has started incurring costs for Eligible Improvements, including but not limited to actual development or predevelopment activities, such as erecting permanent structures, excavating the ground to lay foundations, mass grading of the site, or work of similar description that manifests an intention and purpose to complete the project.
- If the awardee has performed other work contemplated in the statute or demonstrates other actions that moves the project toward completion.
- If the awardee has entered into contracts for design and construction that cannot be easily exited.
- If the awardee has secured a commitment from its major tenant, anchor or user.

Resolution No. 3 provides significant protections or guardrails for the State of Colorado following a determination of Commencement of Substantial Work for a Project Element including:

- State Sales Tax Increment can only be expended for Eligible Costs associated with an approved Project Element
- Eligible Costs must be certified by an independent engineer and a CPA.
- A Project Element must be completed by the Final Completion Date.
- Any project not completed by the Final Completion Date is subject to Extraordinary Mandatory Redemption, reduction of MEAP, the return of unexpended State Sales Tax Increment to the State and other remedies.

The City of Colorado Springs, Colorado College, the Colorado Springs Switchbacks and Weidner Apartment Homes believe that the significant actions and predevelopment activities completed to date, in total, constitute Commencement of Substantial Work as provided in the RTA statute, Resolution No. 3 and OEDIT/EDC Policy. The parties respectfully request that the EDC provide formal acknowledgement of a determination of Commencement of Substantial Work for the Colorado Sports and Event Center Project Element of City for Champions.



Colorado Sports and Events Center

LETTERS OF SUPPORT



UNITED STATES
OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO 80909

August 30, 2018

Carrie Schiff
Chairman of the Board
Colorado Economic Development Commission
c/o Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80902

Dear Ms. Schiff,

On behalf of the Olympic and Paralympic community in the United States, I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project lead by the City of Colorado Springs, the Switchbacks FC, and Colorado College. This unique project will bring world-class sports to downtown Colorado Springs, an area on the cusp of becoming a true sports and tourism destination with the near-completion of the U.S. Olympic Museum and Hall of Fame, as well as several other projects.

The addition of a world-class venue of this size, in this location, could provide incredible opportunities for the United States Olympic Committee and our 50 National Governing Bodies for sport to host training and competitions ranging from local, grass-roots level to elite, Olympic and Paralympic caliber events.

I appreciate your consideration for Colorado Springs, our sporting National Governing Bodies, local Economic Development, and sports destination culture.

Sincerely,

A handwritten signature in cursive script that reads "Sarah Hirshland".

Sarah Hirshland
CEO



USAVolleyball

USAVolleyball.org

4065 Sinton Road, Suite 200 | Colorado Springs, CO 80907 | 719 228 6800

Jamie Davis | Chief Executive Officer

jamie.davis@usav.org

September 10, 2018

Carrie Schiff
Chairman of the Board
Colorado Economic Development Commission
c/o Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80902

Dear Ms. Schiff,

I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project led by the City of Colorado Springs, the Switchbacks FC, and Colorado College. These unique projects will bring Olympic, professional, Division I, amateur, and world-class youth sports to downtown Colorado Springs for the first time.

As a representative of USA Volleyball, we create events and host junior and adult events in the disciplines of beach, indoor and sitting volleyball. We are very interested in exploring opportunities to bring our events to Colorado Springs.

These two venues would be ideal locations that would allow for simultaneous indoor and outdoor event programming. We are always looking for ways to creatively host events and we see real potential in utilizing both venues.

We are proud to be a part of this city and, on behalf of USA Volleyball, I appreciate your consideration for Colorado Springs, our sporting National Governing Bodies, local Economic Development, and sports destination culture.

Sincerely,

Jamie Davis

Proud Member



FIVB



USA WRESTLING
6155 Lehman Drive
Colorado Springs, CO 80918
www.TheMat.com
Phone: 719.598.8181
Fax: 719.598.9440

August 28, 2018

Colorado Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80202

Greetings –

USA Wrestling, the national governing body for wrestling in the United States and a member of the U.S. Olympic Committee, is based in Colorado Springs. As a leading sports organization in the Pikes Peak Region, we are very supportive of the Colorado Springs City For Champions (C4C) partnering with Colorado College (CC) for the creation of an Indoor Arena/Events Center.

We take pride that our organization is headquartered in Olympic City USA. The expansion of sports facilities in our city offers great opportunities for USA Wrestling. We are already active with international competitions and training camps here in Colorado Springs. We have hosted the Dave Schultz Memorial International in the Springs for 20 years, along with a variety of other national and international events over the years. We also regularly hold training camps in the city, which often include international athletes and teams.

We see tremendous value for our organization and the entire region with the completion of the C4C projects, including the two arenas which are now part of the plan. Both the outdoor arena and facility, as well as the indoor arena and facility at CC, provides USA Wrestling with more options for hosting activities here. When these arenas are completed, our community will have even more potential venues to utilize, each with different sizes and amenities. This expands our ability to match existing wrestling events with our city, as well as develop new activities here.

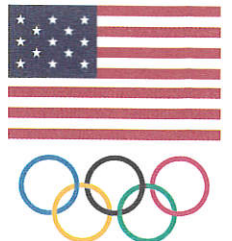
USA Wrestling is willing to partner with Colorado College and the new arena on its campus to bring elite national and international events to the facility. The new proposed arena has great possibilities, in terms of spectator seating, number of locker rooms, state-of-the-art technology and downtown location. Whether it is a competition, a training camp or another wrestling-related activity, we will explore ways to take advantage of this excellent new resource.

Colorado College has been an active community leader and has been supportive of the National Governing Bodies and the Olympic family here in Colorado Springs. Your support of this C4C project is encouraged and greatly appreciated. Feel free to contact me if you have any questions or need additional information.

In the Olympic Spirit,

Rich Bender
Executive Director

"WHERE OLYMPIC
JOURNEYS BEGIN"





August 20, 2018

Carrie Schiff
Chairman of the Board
Colorado Economic Development Commission
c/o Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80902

Dear Ms. Schiff,

I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project lead by the City of Colorado Springs, the Switchbacks FC, and Colorado College. These unique projects will bring Olympic, professional, Division 1, amateur and world-class youth sports to downtown Colorado Springs for the first time.

As a representative of USA Rugby, I seek to create community benefit through sport. We promote sports tourism by partnering national events with local member clubs and destination marketing organizations so as to maximize the legacy and development outcomes for grassroots communities. We are very interested in exploring opportunities to bring these benefits to Colorado Springs through rugby events suited for the City for Champions project.

The planned venue is an appropriate size for all our major competitions. The Switchbacks' expertise in multi-use venue rental presents opportunity to partner with ancillary events that maximize engagement opportunities with new and existing fans. A downtown location will ensure accessibility for the community with salient economic benefits to neighboring businesses. State of the art digital and video resources will ensure that the facility is featured across different media platforms, advertised as a cutting edge venue to regional and national spectators. For these reasons and more, USA Rugby is confident the City for Champions venture will be a community benefit to Colorado and the Olympic Movement at large.

I appreciate your consideration for Colorado Springs, our sporting National Governing Bodies, local Economic Development, and sports destination culture.

Sincerely,

James Wilber
Senior Event Manager
USA Rugby



2655 Crescent Drive, Suite A, Lafayette, CO 80026 | Phone: 303.539.0300 | Fax: 303.539.0311





5825 DELMONICO DRIVE, SUITE 110
COLORADO SPRINGS, COLORADO 80919
PHONE: 719.471.0066 | WEBSITE: RMACSPORTS.ORG

August 20, 2018

Carrie Schiff
Chairman of the Board
Colorado Economic Development Commission
c/o Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80902

Dear Ms. Schiff,

I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project lead by the City of Colorado Springs, the Switchbacks FC, and Colorado College. These unique projects will bring Olympic, professional, collegiate, amateur and world-class youth sports to downtown Colorado Springs for the first time.

As a representative of the Rocky Mountain Athletic Conference (RMAC), I can attest that there is at least a half dozen collegiate championships that would fit these types of facilities. As a result of these projects we would explore opportunities to bring these events to Colorado Springs.

Our world-class sports city needs appropriately-sized, accessible venues to showcase the work of Colorado Springs-based organizations and our athletes. These facilities will also add great economic and entertainment value for the city and general sports community along the front range.

I appreciate your consideration for Colorado Springs, our sporting National Governing Bodies, collegiate associations, local Economic Development, and sports destination culture.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Graham', written in a cursive style.

Christopher Graham
Commissioner

Adams State University • Black Hills State University • Chadron State College • Colorado Christian University • Colorado Mesa University • Colorado School of Mines • Colorado State University-Pueblo • Dixie State University • Fort Lewis College • Metropolitan State University of Denver • New Mexico Highlands University • Regis University • South Dakota School of Mines & Technology • University of Colorado Colorado Springs • Western State Colorado University • Westminster College



Sheri Rhodes
National Events Manager
srhodes@usarchery.org

4065 Sinton Rd., Suite 110
Colorado Springs, CO
80907 USA
t/ 719 866 4576
f/ 719 632 4733
www.usarchery.org

August 31, 2018

Carrie Schiff
Chairman of the Board
Colorado Economic Development Commission
c/o Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80902

Dear Ms. Schiff,

I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project lead by the City of Colorado Springs, the Switchbacks FC, and Colorado College. These unique projects will bring Olympic, professional, Division 1, amateur and world-class youth sports to downtown Colorado Springs for the first time.

As a representative of USA Archery, we create events on both state and national levels. We are very interested in exploring opportunities to bring these events to Colorado Springs.

The proposed facility with both indoor and outdoor seating, digital content capture, video production/distribution capabilities located in an urban setting makes it a very attractive option.

I appreciate your consideration for Colorado Springs, our sporting National Governing Bodies, local Economic Development, and sports destination culture.

Sincerely,

A handwritten signature in cursive script that reads "Sheri Rhodes".

Sheri Rhodes
National Events Manager



Member U.S. Olympic Committee



9 September 2018

Colorado Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80202

Greetings –

USA Table Tennis (USATT), the national governing body for table tennis in the United States and a member of the U.S. Olympic Committee, is based in Colorado Springs. As a leading sports organization in the Pikes Peak Region, we are very supportive of the Colorado Springs City For Champions (C4C) partnering with Colorado College (CC) for the creation of an Indoor Arena/Events Center.

We are proud that our organization is based in Colorado Springs (or as we prefer to call it “Olympic City USA”) and believe the proposed expansion of sports facilities will offer great opportunities for USATT to conduct more events in the region. To date, our activities have been somewhat limited by lack of suitable facilities – and believe this exciting project will greatly enhance our ability to host major events and other high performance related programs.

We see tremendous value for the Olympic family and the entire region with the completion of the C4C projects, including the two arenas which are now part of the plan. Both the outdoor arena and facility, as well as the indoor arena and facility at CC, provides USATT with more options for hosting activities here. The proposed expansion will significantly improve our ability to match existing table tennis events with the city we call “home,” as well as develop new activities here.

The new proposed arena has great possibilities, and USATT looks forward to partnering with Colorado College and the new arena on its campus to attract elite national and international events to the community.

Colorado College has been a great supporter of the National Governing Bodies and the Olympic family here in Colorado Springs. Your support of this C4C project is encouraged and greatly appreciated. Feel free to contact me if you have any questions or need additional information.

Respectfully,

A handwritten signature in blue ink that reads "Gordon Kaye".

Gordon Kaye
CEO
USA Table Tennis
C: 267-216-7903





September 8, 2018

Jill Tiefenthaler, Colorado College President

Dear Jill:

USA Boxing is the National Governing Body of amateur, Olympic-style boxing in the United States and is a member of the United States Olympic Committee. Colorado Springs is home for our national office and our high-performance teams live and train at the Olympic Training Center.

In May 2018, USA Boxing hosted the American Boxing Confederation Youth Continental Championships at the Hotel Elegante. Annually we host five National Championship tournaments and intend to bid to host more international events.

Currently, no venue in Colorado Springs suits the needs of our National Tournaments. The partnership between Colorado Springs City For Champions (C4C) partnering with Colorado College (CC) for the creation of an Indoor Arena/Events Center is a very exciting prospect for us.

USA Boxing would seek to place a large national event at this new venue while also utilizing it to host our international events. This would give our national teams a distinct competitive advantage which will directly result in qualifying more athletes for world and Olympic competitions and produce more podium performances!

Our Olympic City is perfectly suited to host regional events such as the Golden Gloves and Four Corners championships and we will work towards placing those events here. There also exists the potential for a local club to host a large tournament as had been done in years past at the City Auditorium but that venue has also proven to be insufficient for the needs of such an event.

Already the premier city in America for athlete residence & training, this new venue will further position our city as a leading location for events.

For any additional information please do not hesitate to contact me.

Michael Campbell
Manager of Boxing Operations & Events
p: 719-866-2307 e: mcampbell@usaboxing.org

USA Boxing, Inc.

1 Olympic Plaza · Colorado Springs, Colorado 80909
(719) 866-2300 · FAX: (719) 866-2132 · Website: www.usaboxing.org



Jill Tiefenthaler
President
Colorado College
14 E. Cache La Poudre
Colorado Springs, CO 80903

President Tiefenthaler:

As commissioner of the Southern Collegiate Athletic Conference, please accept this letter as a show of my unequivocal support for the Colorado Springs "City of Champions" project, which will include both the "Robson Arena" project and the "Switchbacks Stadium" project.

The addition of these world-class venues within the league's footprint would allow the SCAC the unique opportunity to host conference championships in the sports of volleyball, basketball, soccer and lacrosse while providing once-in-a-lifetime experiences for our student-athletes.

In addition to conference championship hosting opportunities, the SCAC would also be interested in serving as a co-host for any potential Division III national championship bidding opportunities. The league has had a successful relationship with the city of Shenandoah, Texas, co-hosting NCAA Division III Swimming & Diving Championships in 2013, 2015 and 2017, and will partner with Shenandoah again in 2022 to co-host the Division III Women's Golf National Championship. I see no reason the SCAC couldn't develop a similar relationship with the city of Colorado Springs to bring national championships to this underserved area of Division III while using these new facilities as the drawing card in that endeavor.

If I can be of additional assistance in helping to make the "City of Champions" project a reality, please do not hesitate to reach out.

My Best,

A handwritten signature in black ink, appearing to read "Dwayne Hanberry".

D. Dwayne Hanberry
SCAC Commissioner

"A Conference of Good Sports"



Pat Kelleher
Executive Director

1775 Bob Johnson Drive | Colorado Springs, CO 80906
office 719.538.1114 | cell 719.650.4339 | fax 719.538.1168 | email patk@usahockey.org

September 2018

Jill Tiefenhaller, President
Colorado College
14 E. Cache La Poudre Street
Colorado Springs, CO 80903

Dear Jill –

It is with great excitement that I write to you in support of the City for Champions project.

As the National Governing Body for the sport of ice hockey in the United States, we are proud to call Colorado Springs home and the City for Champions project is no doubt something that will enhance our community and state in many different ways.

We're particularly excited about the proposed venues for both Colorado College hockey and the Switchbacks. With those facilities, there will be opportunity for us to partner with you and others in our community to bring regional, national or international events that we host to Colorado Springs that previously would not have been possible. The possibilities are significant and one day might even include a world championship.

We are fortunate to live in a wonderful community and state and these two new venues will positively affect economic development by furthering the attractiveness of our city to business leaders and tourists alike.

Thanks for your leadership on this and please know I'm happy to assist further in any way needed.

Sincerely,

Pat Kelleher



USA Hockey, the national governing body for the sport of ice hockey, is a member of the International Ice Hockey Federation and the United States Olympic Committee





everyone stronger

September 5, 2018

Colorado Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80202

Greetings,

The National Strength and Conditioning Association (NSCA) is based in Colorado Springs and is an international association of more than 50,000 members and certified professionals. As a leading coaching education organization in the Pikes Peak Region, we are very supportive of the Colorado Springs City for Champions (C4C) partnering with Colorado College (CC) for the creation of an Indoor Arena/Events Center.

We take pride that our organization is headquartered in Olympic City USA. The expansion of sports facilities in our city is a great asset and we often host many events which bring in strength and conditioning coaches and other fitness professionals.

We see tremendous value for the Pikes Peak region with the completion of the C4C projects, including the two arenas which are now part of the plan. Both the outdoor arena and facility, as well as the indoor arena and facility at CC, give our community even more potential venues to utilize, each with different sizes and amenities. And these facilities underscore our community's commitment to developing and celebrating youth sports.

The National Strength and Conditioning Association is eager to support Colorado College and the new arena on its campus to bring recognized national and international events to the facility. The new proposed arena has great possibilities in terms of seating, state-of-the-art technology, and downtown location.

Colorado College has been an active community leader and has been supportive of the National Governing Bodies and the Olympic family here in Colorado Springs. Your support of this C4C project is encouraged and greatly appreciated. Feel free to contact me if you have any questions or need additional information.

Best Regards,

A handwritten signature in black ink, appearing to read "Michael Massik", written in a cursive style.

Michael Massik
Executive Director
National Strength and Conditioning Association (NSCA)



August 10, 2018

Colorado Springs City Council:

We offer this letter in support of your new downtown stadium and provide you with the assurance that the Colorado Springs Switchbacks are in compliance with USL rules and regulations and have our full support moving forward.

In addition to the mandatory financial requirements from each owner, the Switchbacks have performed on the field and in their front office in a professional manner, and it has been exciting to watch the franchise grow each year.

We understand the existing Weidner Field was a temporary venue when the Switchbacks joined the league in 2014. And while the temporary locker rooms, temporary bathroom, and seating have been functional, traveling teams have consistently rated the facilities below average.

The new stadium will ensure that professional soccer is showcased for many years to come, and the project can serve as a great example of how cities and professional sports teams can work together for the betterment of the community.

If you have questions, please call us directly. We look forward to opening day in March of 2020.

Regards.

A handwritten signature in black ink, appearing to read 'Jake Edwards', is written over a faint, light-colored signature line.

Jake Edwards
President



August 20, 2018

Carrie Schiff

Chairman of the Board

Colorado Economic Development Commission

Dear Ms. Schiff,

I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project lead by the City of Colorado Springs, the Switchbacks FC, and Colorado College. These unique projects will bring Olympic, professional, Division 1, amateur and world-class youth sports to downtown Colorado Springs for the first time.

As the CEO of USA Ultimate we create events (of this nature). We are very interested in exploring opportunities to bring these events to Colorado Springs.

I appreciate your consideration for Colorado Springs, our sporting National Governing Bodies, local Economic Development, and sports destination culture.

Sincerely,

A handwritten signature in black ink that reads "Tom Crawford".

Dr. Tom Crawford

CEO USA Ultimate



President

Mike Buth

Vice President

Laura Rosendo

Secretary

Gary Butterworth

Treasurer

Matt West

Board Members

Preston Briggs

Tom Briggs

Calli Doggett

Onye Ikwuakor

Beth Kohr

Eric Parthen

Davis Tutt

Vicki Vaughan

Advisory Board Members

Kurt Schroeder

John Stinar

Honorary Board Members

Goose Gossage

Chuck Melbuer

Executive Director

Steve Czarnecki

Facilities Director

Vicki Martin

September 12, 2018

Ms. Carrie Schiff
Chairman of the Board
Colorado Economic Development Commission
c/o Office of Economic Development and International Trade
1625 Broadway, Suite 2700
Denver, CO 80902

Dear Ms. Schiff,

I am writing this letter in support of the City for Champions Outdoor Stadium and Indoor Events Center project lead by the City of Colorado Springs, the Switchbacks FC, and Colorado College. These unique projects will bring Olympic, professional, Division 1, amateur and world-class youth sports to downtown Colorado Springs for the first time.

Here at Colorado Springs Youth Sports and the El Pomar Youth Sports Park we work to bring such events to Colorado Springs and these venues will assist in those efforts. These new venues to be located in the growing downtown area of Colorado Springs will diversify the region's venue offerings and add modern digital technology needed to be competitive in today's event hosting market.

I appreciate your consideration of support on behalf of Colorado Springs, our sporting National Governing Bodies, local Economic Development, and sports destination culture.

Sincerely,

Steve Czarnecki
Executive Director



USA Weightlifting
1 Olympic Plaza
Colorado Springs, CO 80909
Tel: (719) 866-4508
Tel: (719) 866-4741
USAWeightlifting.org

Friday August 31, 2018

Dear Colorado Office of Economic Development & International Trade,

My name is Phil Andrews, I am the CEO of USA Weightlifting, the National Governing Body for the sport of Weightlifting in the US. We are the fastest growing sport in the United States Olympic movement since 2012 and are delighted to call Colorado Springs, CO our home.

I have been with USA Weightlifting now for 6 years, and spent 4 of those as our Events Director. A constant observation during that time that I made was the fact that the city and region had almost no sports event space suitable for a city of its size despite the large sport management presence in Colorado Springs.

The efforts of the City for Champions project in partnership with Colorado College will change that. Provided suitable management and competitive pricing is present, it will see the ability of the 25+ National Governing Bodies, including our own, to begin to stage sporting events in our hometown, generating millions of dollars in economic impact in the regional economy.

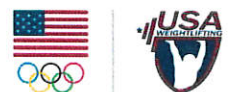
Further, for those sports who previously held camp activities at the Olympic Training Center, the Center may also provide longer term opportunities to train elite athletes in Colorado Springs.

Our NGB stands behind Colorado College and the City for Champions project, and firmly encourages your support for this exciting and locally impactful project.

I would be more than happy to take any questions you may have.

Yours Sincerely,

Phil Andrews
Chief Executive Officer





National Collegiate Hockey Conference

September 13, 2018

Dr. Jill Tiefenthaler
President
Colorado College
14 E. Cache La Poudre St.
Colorado Springs, CO 80903

RE: Robson Arena Letter of Support

Dear Jill,

On behalf of the National Collegiate Hockey Conference (NCHC), this letter is to offer support to Colorado College, the city of Colorado Springs, and City for Champions initiatives, in building and operating Robson Arena. Colorado College is a proud member of the NCHC and the thought of a new on-campus arena where your Tiger Hockey program will compete, is exciting for our membership.

We look forward to administering the competition of conference games that will occur within the venue during the regular season. We also will be excited for the time when Colorado College has an opportunity to host a Quarterfinal Round of the NCHC Tournament.

The NCHC is proud to call Colorado Springs our home and believe great opportunities lie ahead for our entire community with all City for Champions projects. Specifically, we look forward to witnessing all the positive change that will come from the sports & events venues of Robson Arena and Switchbacks Stadium.

Sincerely,

Josh Fenton
Commissioner



Colorado Sports and Events Center

END OF PRESENTATION