

Market/Economic Analysis Wicomico Youth and Civic Center



**Kickoff Meeting
February 25, 2011**

Presentation Overview

- Project Team Members
- Qualifications and Experience
- Methodology for Conducting the Market/Economic Analysis
- Questions and Discussion

Crossroads is a Recognized Market Leader in Providing Advisory and Development Planning Services

- Experts in convention, sports and entertainment industry
 - Specialized expertise with multi-purpose facilities like the WYCC
- Experienced professionals who assist clients with the process related to developing new projects, enhancing existing operations and/or refining business strategies
- Unparalleled reputation for providing credible, reliable advice to public and private sector clients
- First-hand facility management experience



Our Staff Has Conducted 350+ Studies On Five Continents in this Specialized Industry

Individual	Experience
 <p data-bbox="98 672 349 715">Susan Sieger</p>	<ul data-bbox="566 472 1785 743" style="list-style-type: none">• 20+ years industry experience including working with SMG• Previously National Director of KPMG's Convention, Sports and Entertainment Practice• 250+ studies in specialized field• Project manager for several engagements with MSA
 <p data-bbox="98 951 359 986">Karel Garside</p>	<ul data-bbox="566 779 1818 993" style="list-style-type: none">• 15+ years industry experience• Economics education; extensive experience in modeling and estimating economic/fiscal impacts• Extensive work in Maryland
 <p data-bbox="98 1200 324 1236">Amy Brown</p>	<ul data-bbox="566 1058 1740 1215" style="list-style-type: none">• 20+ years industry experience• First-hand experience in facility operations including the Spokane Arena and Agganis Arena in Boston

We Have Extensive Experience with Similar Multi-Purpose Facilities

Arena/Civic Centers

- Barclays Center in NY
- Colonial Center in SC
- Dothan Civic Center in AL
- Giant Center in PA
- Hampton Coliseum in VA
- INTRUST Bank Arena in KS
- Jacksonville Veterans Memorial Arena
- Jobing.com Arena in AZ
- Miami Heat Arena in FL
- New Orleans Arena in LA
- Qwest Center in Omaha, NE
- Riverside Centroplex in Baton Rouge, LA

Multi-Purpose Event Centers

- American Bank Center in TX
- Cabarrus Arena and Events Center in NC
- Central Arkansas Fairplex in AR
- Classic Center in Athens, GA
- Frisco Center in Clinton, OK
- Georgia Mountains Center in Gainesville
- Harborside Event Center in Fort Myers, FL
- Las Cruces Center in NM
- Event Center in York County, SC
- New Convention/Civic Center in Edmond, OK
- New Multipurpose Facility in Princeton, WV
- Spartanburg Memorial Auditorium in SC

We Have Also Conducted Several Market/Economic Studies in the State of Maryland

Market/Economic Analyses

- Arena in Downtown Baltimore
- Soccer Stadiums in Downtown Baltimore
- Soccer Stadium in Prince George's County
- Horse Park in the State
- Convention Center in Annapolis
- Expansion of the Ocean City Convention Center
- New Auditorium at the OCCC

Economic/Fiscal Impact Analyses

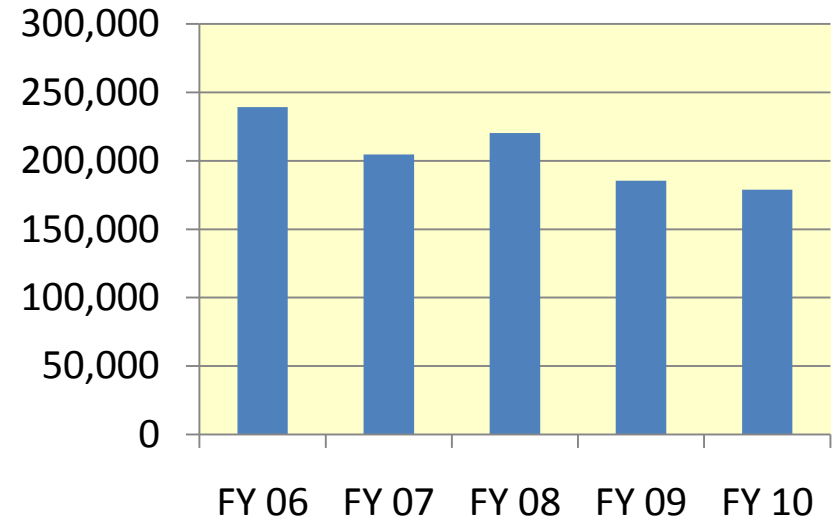
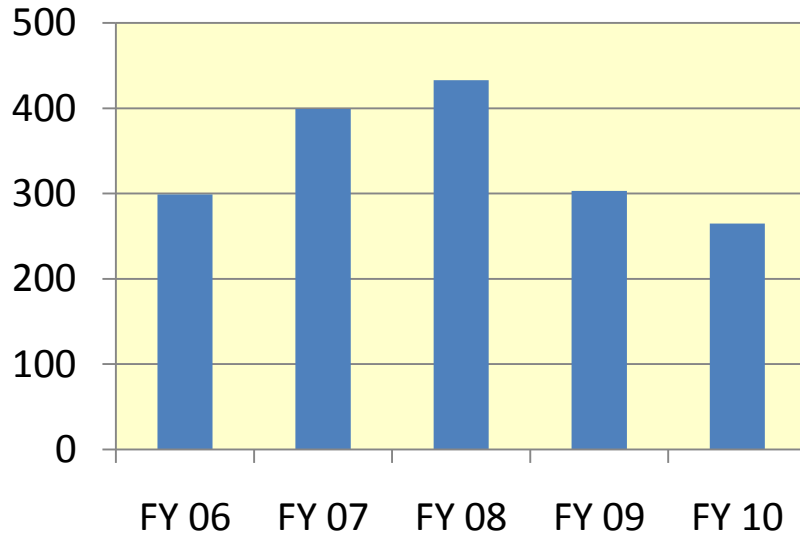
- Baltimore Convention Center
- Montgomery County Conference Center
- Ocean City Convention Center
- Hippodrome Theatre
- 2010 NCAA Men's Lacrosse Tournament
- Manchester City/InterMilan Soccer Match
- UMD/Navy Football Game
- HFStival



Purpose of the Study

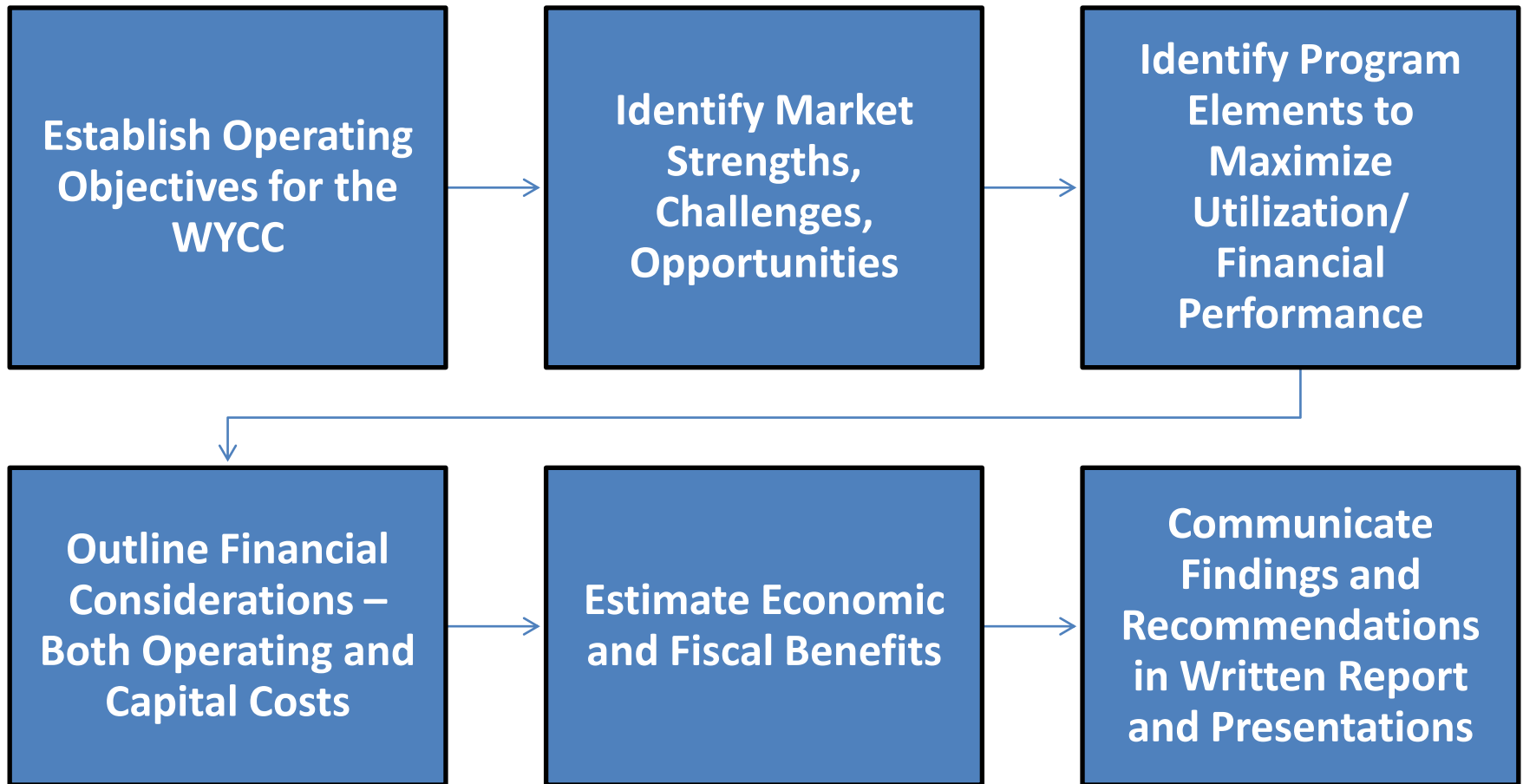
- Is there incremental market demand that supports renovation/expansion of the existing WYCC or construction of a new facility?
- If so, what are the financial implications of pursuing either renovation/expansion or new construction?
 - Cost/benefit analysis
- If new construction appears warranted, what are potential opportunities for reuse of the existing WYCC?

Since FY 2006, WYCC Has Averaged Approximately 350 Performances and 206,000 in Total Attendance

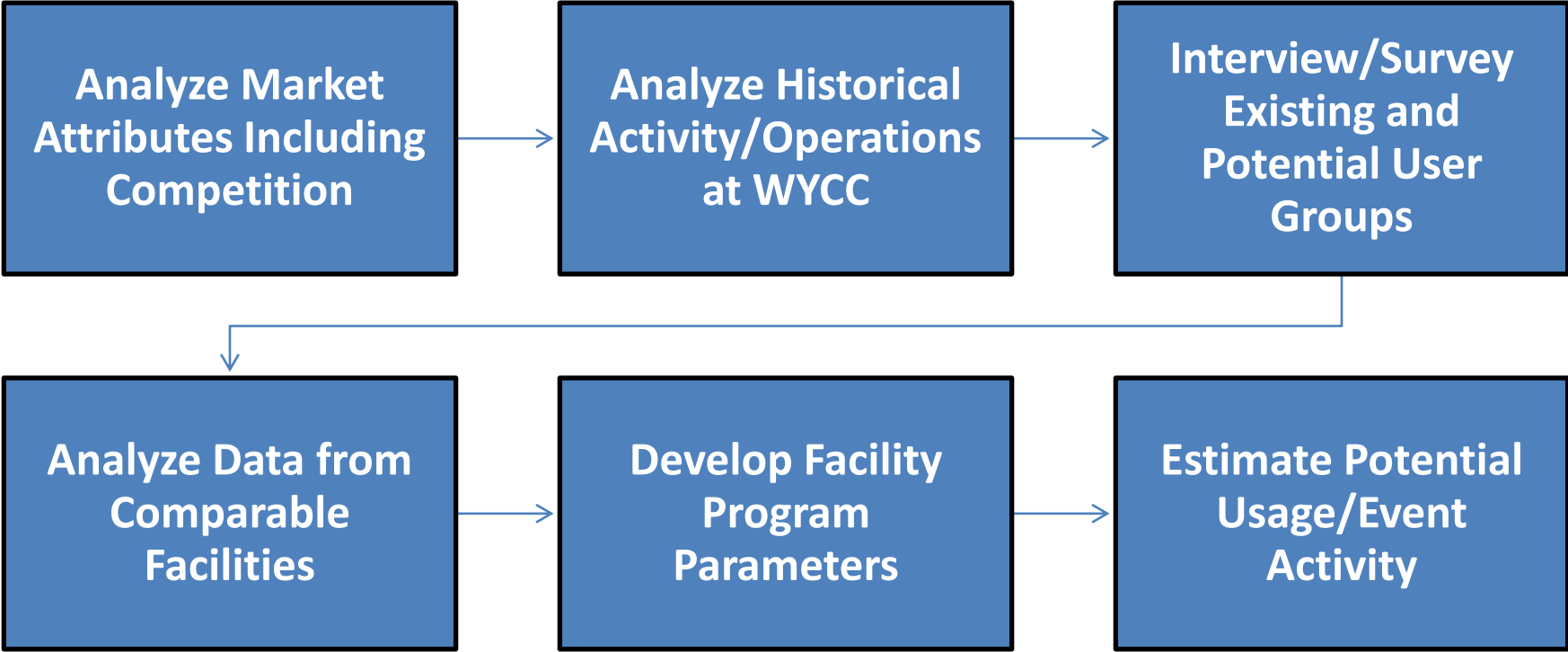


- Event activity is diverse and includes entertainment, sports, corporate, trade, meetings as well as social, education, religious, and fraternal events

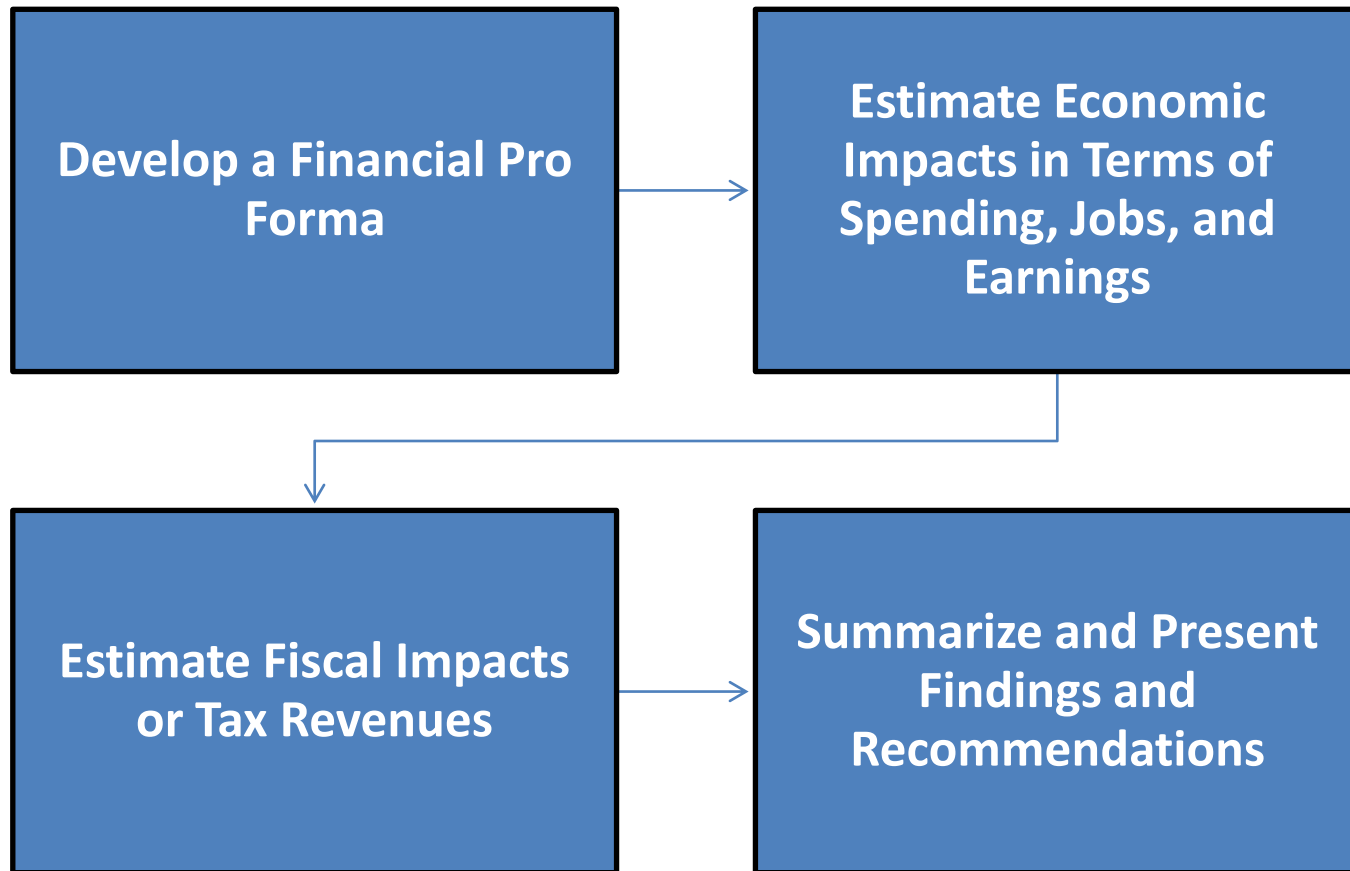
General Methodology for Conducting the Study



Market Analysis Assesses Demand, Defines Program and Serves as the Basis for the Economic Analysis



Economic Analysis Estimates Potential Return on Investment and Can Prioritize Development Options



Key Factors Impacting Success

- Desired short and long-term objectives of the facility
- Market niche - ability to retain existing business and attract new event activity
- Supporting infrastructure in terms of parking, hotels, restaurants, retail establishments
- Amenities that provide a unique guest experience
- Type and amount of activity as well as seasonality
- Management approach and marketing efforts
- Relationships/reputation with major event producers/organizations
- Diversity/amount of revenue streams
- Amount of operating and capital costs
- Dedicated funding source in place
- Political will

Questions and Discussion

