

**Westfield Sports Complex Development  
Feasibility Research Summaries  
2007-2009**

**Financial Feasibility Study**

**Date of Study:** September 2008  
**Researcher:** Financial Solutions Group, Indianapolis  
**Purpose:** Determine financial feasibility of the sports complex and its many potential entities.  
**Process:** Identify and Research financial viability of parties involved and their needs, summary review of comparable stadiums, financial feasibility scenarios including economic impact estimates.  
**Results:** Determined all initial clubs and parties involved were financially sound and able to live up to their financial commitments should the complex be developed, provided a basic overview of financing options with no recommendations for any particular option, explored debt service options and viability of each.  
End result determined that a multi-use sports project could be viable and within reach of Westfield's existing and potential resources given some tax conditions.

**Comparable Projects Study**

**Date of Study:** November 2008  
**Researcher:** Hunden Strategic Partners, Chicago  
**Purpose:** Develop a comparable study of large sports complexes with an emphasis on youth-centered sporting facilities, across the country and study content of complexes, ownership and financial structures  
**Results:** A number of successful comparables for various components of the proposed Westfield project were presented, but only a few were as comprehensive as the Westfield project as envisioned.  
Other findings included the diversity of how the various sports developments are funded and operated, how most have a sport that tends to lead the development (e.g. soccer at the National Sports Center in Blaine, Minnesota which has now evolved into a variety of sports, [www.nscsports.org](http://www.nscsports.org) or public/private developed Big League Dreams complexes dotted throughout the country that tend to focus on baseball but include other facilities as well, [www.bigleaguedreams.com](http://www.bigleaguedreams.com)).  
Gave credence to the Westfield plan and identified operating models.