



PROPOSAL FOR USING, REDEVELOPING AND OPERATING

MCCOY STADIUM AND PAWTUCKET DOWNTOWN DEVELOPMENT

RHODE ISLAND COMMERCE CORPORATION

CITY OF PAWTUCKET RHODE ISLAND

SUBMITTED: APRIL 25, 2019 **ELECTRONIC COPY**

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COVER LETTER

1





April 25, 2019

Rhode Island Commerce Corporation
315 Iron Horse Way, Suite 101
Providence, RI 02908

RE: McCoy Stadium & Pawtucket Downtown Redevelopment RFP

Dear Secretary Pryor:

Please accept this response to the RFP soliciting proposals for the redevelopment of McCoy Stadium and City of Pawtucket's Downtown Development Area. This response focuses on highest and best uses for the City of Pawtucket's Downtown Development Area. Consistent with the purpose of the RFP, this proposal will bring a professional sports team- a United Soccer League (USL) franchise- to downtown Pawtucket and envisions construction of a multi-sport stadium and ancillary and sport-related development.

Municipal and state leaders are hoping this RFP will catalyze redevelopment and build upon the City's strengths. This response sets forth a plan which will accomplish these goals by investing significant dollars in Pawtucket's Downtown Development Area, the Tidewater Site, and City owned parcels along the river on Division Street.

THE TEAM

Our strengths are clear: We have a demonstrated track record of success across many dimensions and have a deep desire for the resurgence of Pawtucket.

On My Personal Background: My New England roots run deep as I was born and raised in the Northeast and spent my formative years in New England, including being an alumnus of Brown University. Although I live on the west coast today, my Rhode Island connection is strong and I want nothing more than to participate in its success. I'm confident our team and partners also reflect this overarching commitment.

On Professional Sports: I am Co-chairman, Alternate Governor, and Shareholder of Phoenix Rising Football Club in the USL Championship League. The Phoenix Rising story is a model for a successful USL franchise in Pawtucket. In three short years we took a struggling franchise drawing only a handful of fans to regular sell-outs of 6,000+ with dozens of local sponsorships, becoming the reigning Western Conference Champions, and being on the short list to become an MLS franchise. Through our demonstrated success in Phoenix, we have been awarded and hold the exclusive right to bring a USL Championship League team to the State of Rhode Island and believe Pawtucket is exactly the right opportunity to build upon this blueprint.

On Real Estate Development: We are existing Opportunity Zone fund investors with a clear record of success across multiple product types nationally with portfolios that represent \$10+ billion dollars and 40+ million square feet (professional biographies attached) of real estate. Fortuitous Partners is raising capital in multiple qualified opportunity funds to invest in professional-sports anchored real estate development, joint-ventures with best-in-class partners for real estate development, private equity, and venture capital.

THE CITY

The City's strengths are its people, its geography, and its history. The people are its key resource. This includes the local leaders who are bringing forward a process to catalyze development in the City's downtown. The City's geography, including its river, gives the City a distinctive but heretofore underutilized resource. The City's history, as the birthplace of the industrial revolution, provides a complementary resource.

Undoubtedly, the City faces challenges. The PawSox are moving to Worcester. The Memorial Hospital is closed. And other businesses are reportedly considering moving out of the City of Pawtucket. That being said, there are no challenges that cannot be overcome by the City's strengths. These dynamics make now the time to formulate a vision for Pawtucket's future. Moreover, national trends suggest that now is an opportune time to move away from Pawtucket's established professional sport- baseball- to make way for the sport of the City's future- soccer.

The demographic trends of the city, state, and region further strengthen the case for this transition to soccer. The local market consistently ranks in the top tier for television viewership of professional and international soccer matches. The Pawtucket- Central Falls commuter rail stop will enhance mobility options. Our proposal will give folks a reason to come to downtown Pawtucket.

THE OPPORTUNITY

Opportunities abound in the Pawtucket Downtown Development Area. Because of its location in an Opportunity Zone, federal policy encourages investment. What sets the City's Downtown Development Area apart is its unique geography. Now is the time to focus on the long-term economic health and prosperity of the Pawtucket Downtown Development Area.

The Downtown Development Area is a unique, underutilized resource. The City owned parcels along the river on Division Street and the Tidewater site are unique and underutilized, too. Focusing on the people, the geography, and the history makes this proposal the right one for catalyzing redevelopment focused on highest and best use.

With a compressed timeline, our world class team has pulled together an exciting but achievable plan. We understand there are a variety of state and municipal economic development tools available to projects in the Pawtucket Downtown Development Area. By partnering with State and City leaders and bringing these tools to the table, we are confident our plan will revitalize this important area of our State.

NEXT STEPS

Thank you for the opportunity to submit this proposal. If we are selected for this project, we look forward to partnering with City and State leaders to make this vision a reality.

For further information, please contact:

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Sincerely Yours,

A handwritten signature in black ink, appearing to read "B. Johnson", with a long, sweeping horizontal line extending to the right.

Brett M. Johnson
FORTUITOUS PARTNERS
14555 N. Scottsdale Road
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Scottsdale, AZ 85254
480.948.7400

cc: Mayor Donald R. Grebien, City of Pawtucket





United Soccer League

Rhode Island Commerce Corporation
Attn: McCoy and Pawtucket RFP
315 Iron Horse Way
Providence, RI 02903

Dear Sec. Pryor:

I'm writing to you today in support of the attached riverfront stadium proposal for the city of Pawtucket. As crafted, the current proposal would be a great step forward for the future of professional sports in Rhode Island and would provide the community with team it can call its own – a proud representation of all that is great about your city and your state.

More than many, Rhode Island has a very rich soccer history. Huge numbers of local youth participate in the game at a local level, numerous amateur and collegiate teams have worked hard to develop clear pathways for aspiring professionals to achieve their dreams, and some of the state's own have even gone as far as contributing for the United States Men's National teams at FIFA World Cups. The appetite, and enthusiasm for the game across Rhode Island is greater, and more insatiable than ever before. In a growing local community, within a region that is hungry for a professional sports team to call its own, we have no doubt that a USL Championship franchise would be a great success.

We also believe that the current stadium proposal could serve as an economic catalyst for the local community. We've seen it in the 46 other communities currently housing USL Championship, or League One clubs, that high-quality stadium projects not only provide a home for their respective clubs but are also capable of serving their community in a myriad of ways, including other sporting events, festivals, concerts and other community gatherings that will drive traffic, awareness, and increased economic activity to the community. Given the league's ongoing partnership with ESPN, stadiums such as the one proposed here, can also serve as ambassadors for the local community when broadcast live on to the devices of professional soccer fans across the globe.

As an organization, we're also very impressed with the location of the project. We believe the riverfront site provides an ideal home for a professional soccer franchise. From experience, we know that iconic locations, proximity to downtown areas, and the ability to bring foot-traffic into the vicinity on nights and weekends are important elements to properly binding professional sports teams to the communities they represent. And with this location, the ingredients for success are evident.

We believe in the state of Rhode Island, and know that the future of professional soccer, and the Pawtucket community, is very bright.

Please accept this letter as expressed support for the attached stadium proposal.

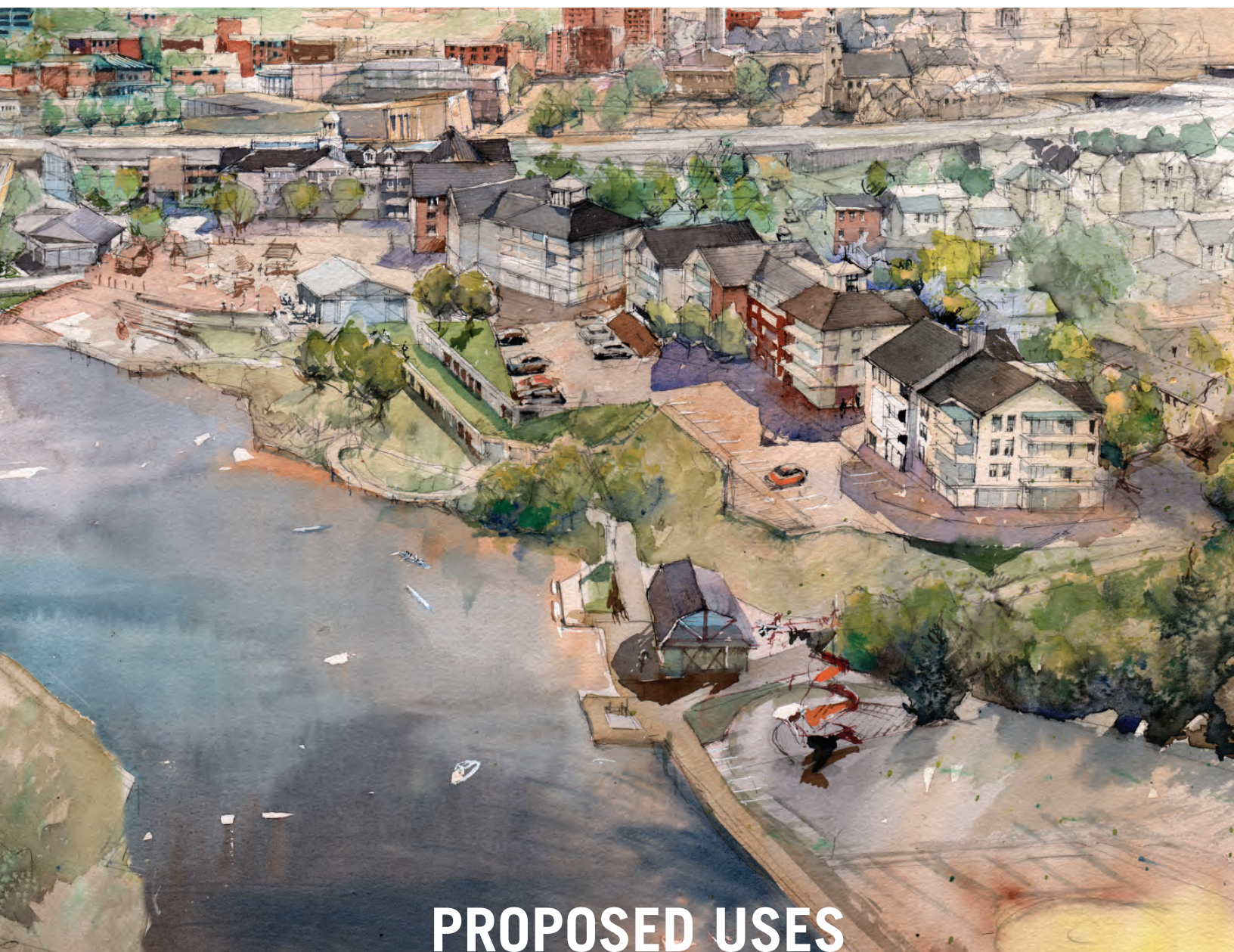
Alec Papadakis
Chief Executive Officer
United Soccer League



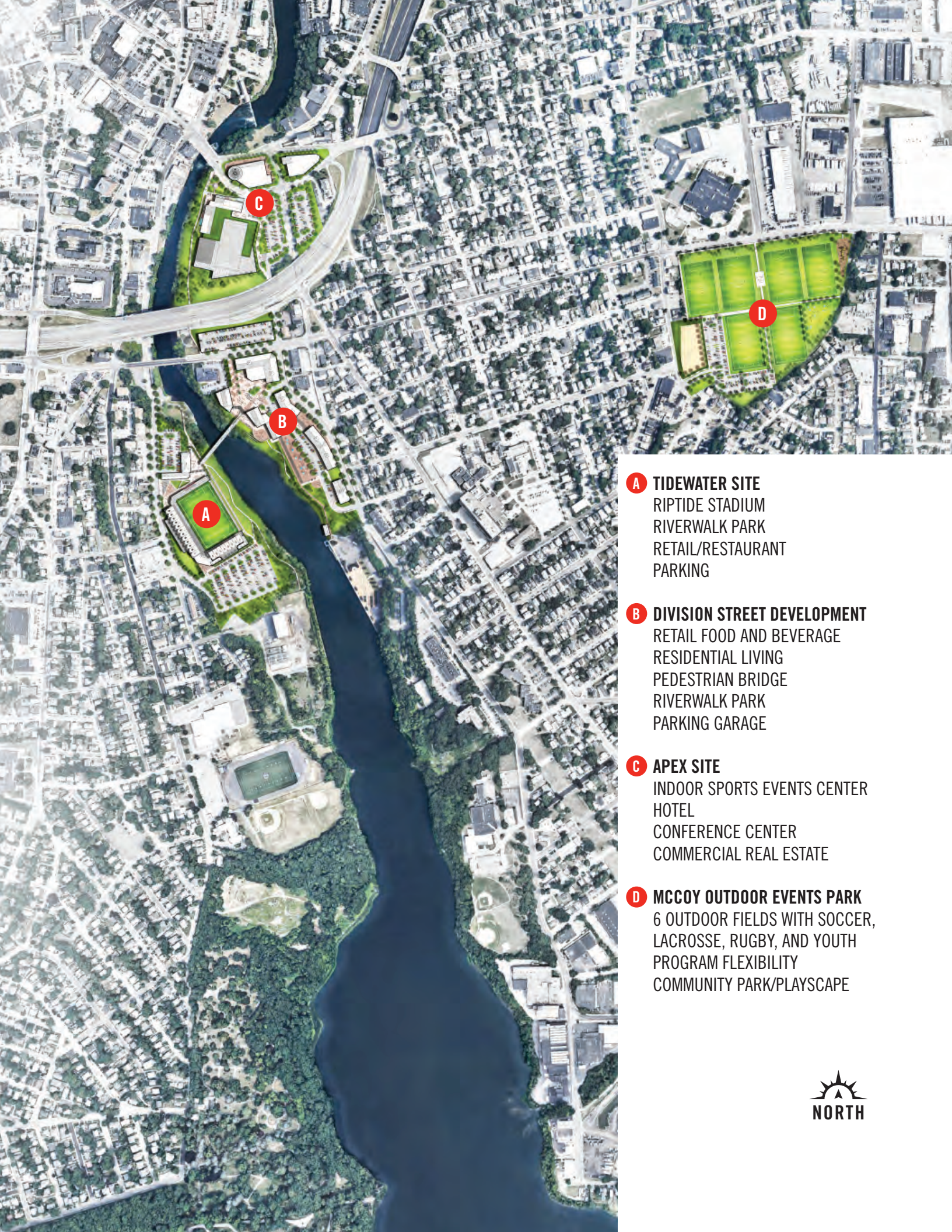
PROPOSED USES

2





PROPOSED USES



A **TIDEWATER SITE**
RIPTIDE STADIUM
RIVERWALK PARK
RETAIL/RESTAURANT
PARKING

B **DIVISION STREET DEVELOPMENT**
RETAIL FOOD AND BEVERAGE
RESIDENTIAL LIVING
PEDESTRIAN BRIDGE
RIVERWALK PARK
PARKING GARAGE

C **APEX SITE**
INDOOR SPORTS EVENTS CENTER
HOTEL
CONFERENCE CENTER
COMMERCIAL REAL ESTATE

D **MCCOY OUTDOOR EVENTS PARK**
6 OUTDOOR FIELDS WITH SOCCER,
LACROSSE, RUGBY, AND YOUTH
PROGRAM FLEXIBILITY
COMMUNITY PARK/PLAYSCAPE



OVERALL DEVELOPMENT PLAN

The proposed Pawtucket Riverfront Redevelopment Plan focuses on a multi-pronged development situated in the heart of the Pawtucket Riverfront. The plan envisions a coordinated revitalization of several parcels that will enhance the downtown, take advantage of convenient access to the interstate highway and new MBTA train station, and restore the public access to and excitement for the riverfront along the Seekonk/Blackstone River.

The proposal also includes a renewed use for the existing McCoy baseball stadium site. A new recreational park is proposed with six new multipurpose fields that can be used for soccer, lacrosse, or football. Around these fields a community playground may be featured along with parking for the athletic fields. Additional land is available for a future expansion or new construction of a City centralized emergency management center around the existing Firehouse Station No. 3.

The plan will be anchored by a state-of-the-art 10,000-seat stadium, home to a new USL Championship Level soccer franchise, with associated at-grade parking on the Tidewater site on land partially owned by National Grid and partially by the City of Pawtucket. This development would include enhanced access to and along the riverfront and would be developed in conjunction with National Grid to ensure the proper environmental closure of this site.

The Division Street multiuse development on the east side of the river will be connected via a grand pedestrian bridge to the Tidewater Stadium. Within the Division Street multiuse development, a residential and entertainment complex will be created overlooking the river and the new stadium. This area would include significant public improvements both along the riverfront and within the core of the property to promote both access to the river and a destination for the community not only during stadium events but throughout the year. Residential development within this area will enhance the vitality of the neighborhood and provide additional economic support for the downtown.

All of this development would be further enhanced by the planned development of the Apex site with a hotel and sports events center. This development in close proximity to the downtown area will encourage pedestrian traffic along Main Street as well as to the entertainment opportunities within the Division Street development. A parking structure will be constructed between Division Street and Interstate 95, which will support the stadium, the Division Street retail and food-beverage uses, and the new Sports Events Center to the north of Interstate 95.

Many studies over numerous years have been commissioned by the City of Pawtucket. This development plan capitalizes on all the assets that have so clearly been outlined.

Specifically, each of the sites would include the following basic elements:



TIDEWATER SITE

- 1 SYNTHETIC TURF WITH
MULTIUSE FIELD
- 2 COVERED SEATING
- 3 POTENTIAL PREMIUM BOX
AND STADIUM SEATING
- 4 STADIUM ENTRY
- 5 LOWER BOWL SEATING
- 6 CONCOURSE LEVEL
- 7 CONCESSION/ TEAM STORE/
RESTAURANT
- 8 RIVERWALK
- 9 AMPHITHEATER SEATING
- 10 EXISTING TOWN LANDING
TO BE ENHANCED
- 11 PEDESTRIAN BRIDGE
CONNECTION TO DIVISION
STREET DEVELOPMENT
- 12 SURFACE PARKING



TIDEWATER SITE

The proposed Tidewater site development includes a new 10,000-seat multisport stadium along with associated surface parking. The stadium is sited just off Taft Street on three parcels – one owned by the City of Pawtucket and two owned by National Grid. The sites are known to have varying levels of contamination from past uses. The stadium was sited as far to the north as possible to reduce the potential for disturbances to the areas of highest concern. As such, the south end of the site will be developed with a surface parking lot, which will aid as an impermeable liner above the underlying site. The stadium also takes advantage of the current site topography, allowing the lower seating bowl to be constructed mostly on grade while the entire stadium will sit above the floodplain. The playing field will be positioned at approximate elevation 20'.

The stadium will be designed to accommodate the specific requirements for a USL Championship League soccer team and will be the home of a new USL franchise, The Rhode Island Riptide Soccer Club. A synthetic turf field will be positioned in the preferred north-south orientation, and most of the seats located on the west side of the stadium will have desirable river views away from the setting sun. In fact, the design has been oriented to optimize views both into and out of the stadium. A proposed 5,000-square-foot stadium club located at the top of the west tier will have superior views of the river, bridges, and downtown and will be able to accommodate a variety of catered functions on non-game days such as civic groups, wedding receptions, holiday parties, etc.

The synthetic turf surface will be sized such that various other sports may utilize the facility in addition to soccer, including lacrosse, football, rugby, etc. With the growth in the popularity of lacrosse and rugby, it can easily be envisioned that another professional franchise may share the stadium in the future.

A built-in stage at the north endzone will be designed so the stadium can host 10,000+-person outdoor concerts and music festivals. Wide concourses and plazas can be used on weekends for art festivals, food festivals, farmers markets, etc.

The stadium program calls for full team facilities including locker rooms for home and visiting teams and for special tournaments. Spectator amenities include food and beverage concessions, merchandising, public restrooms, and potentially a 'River Café' immediately north of the stadium. Major public entrances have been located along Taft Street, from the south parking lot, and at the end of a pedestrian bridge connecting the Tidewater Stadium to the Division Street multiuse development.

The stadium also includes needed support facilities including space for the media, ticketing box office, team and venue operations administrative space, food commissaries, and storage and maintenance spaces as outlined in the enclosed Preliminary Stadium Program.

Along the river's edge, a corridor ranging from 50 to 135 feet wide will remain to allow for a beautifully articulated river walk. It is envisioned that the riverfront will be activated with new walkways, plazas, amphitheater seating along the stadium's embankment and potential floating docks for small recreational boats to tie up. The existing town landing site and park will remain to the north of the stadium and will be improved as part of the river walk enhancements. On non-game days, the north parking lot will serve as a beneficial use for community members visiting the site.



DIVISION STREET MIXED-USE DEVELOPMENT

- 1 FESTIVAL PIER
- 2 EXISTING BOAT LAUNCH
- 3 POTENTIAL PUBLIC BOAT HOUSE
- 4 BOARDWALK OVER WETLAND
- 5 RIVERWALK
- 6 LOWER PLAZA
- 7 SURFACE PARKING ABOVE GARAGE PODIUM
- 8 RETAIL/FOOD AND BEVERAGE USE (1 STORY)
- 9 DRIVEWAY ACCESS
- 10 RETAIL/FOOD AND BEVERAGE LOWER LEVEL WITH RESIDENTIAL ON SECOND AND THIRD LEVELS
- 11 PEDESTRIAN BRIDGE TO STADIUM
- 12 DIVISION STREET PARKING GARAGE
- 13 STREETScape/ROADWAY IMPROVEMENTS
- 14 GATHERING PLAZA



DIVISION STREET MIXED-USE DEVELOPMENT

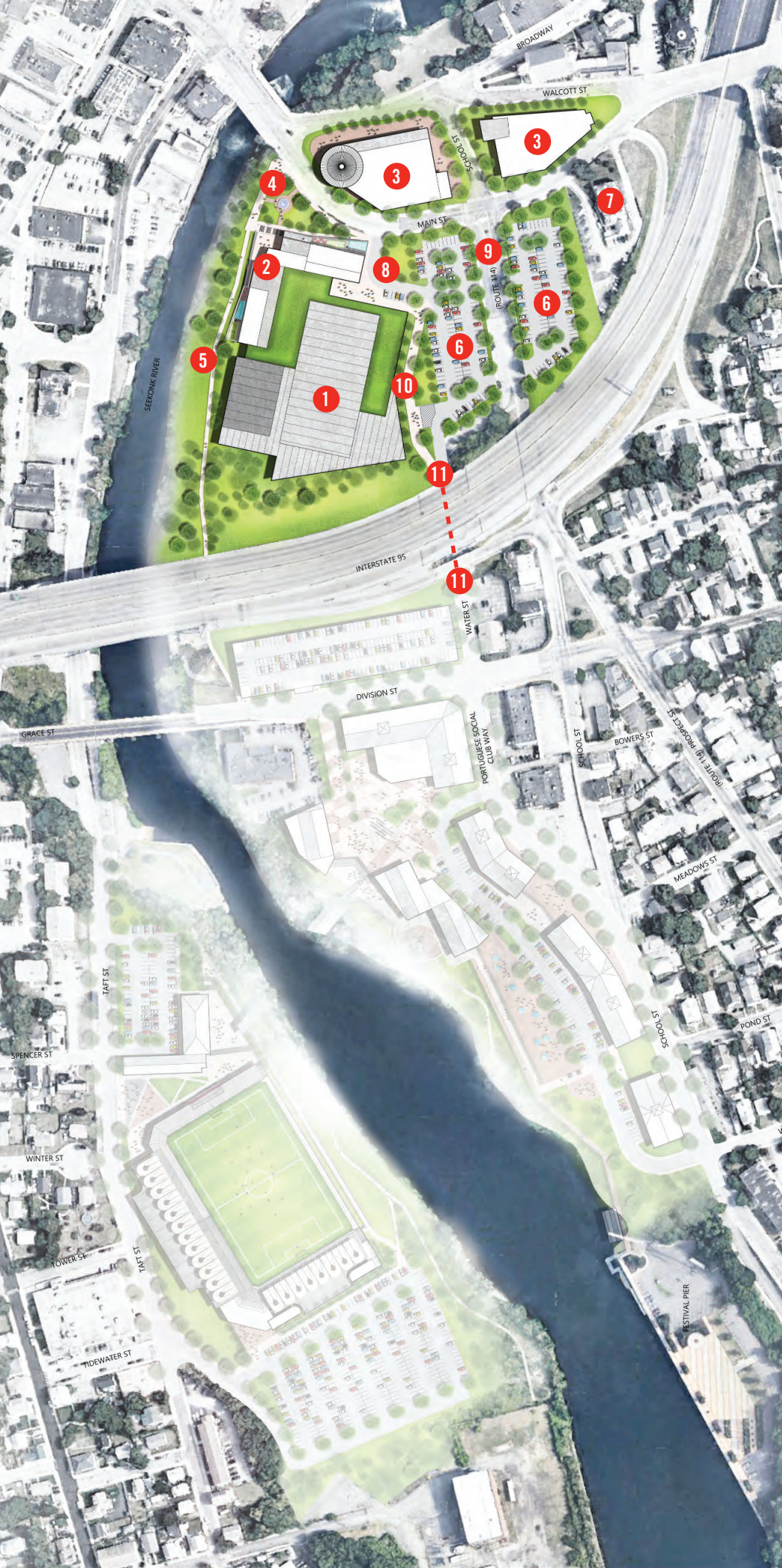
On the east side of the river, the three City-owned parcels will be energized through the construction of a mixed-use residential and commercial development. The development will be directly connected to the Tidewater Stadium around a pedestrian bridge with a second vital connection from the development to a riverwalk along the east river bank leading to Festival Pier located south of the site. Vehicular access will be available from Division Street, School Street, and Water Street along the site's frontage. In order to adequately support the redevelopment of these parcels, new streetscape along the frontage roads will be warranted. Some intersection and roadway improvements may also be required to support the anticipated traffic volumes.

Within these parcels, a significant grade variation of about 60 feet exists from the river's edge to the intersection of Water and Schools Streets above. The elevation change allows for multiple stories of river and stadium views. Buildings will be sited along School and Water Streets where the grades are highest. Along the lower level of the site, single-story structures would have fantastic riverside views while not blocking the upper level viewshed from the frontage buildings. The terraced grade on the south and central portions of the site perfectly suits below ground podium-style parking under the buildings. A one- or two-story podium is envisioned below a portion of the buildings.

Environmental constraints include a small forested wetland area on the south side of the site and the floodplain along the river. It is anticipated that no buildings will be located within the flood zone. A boardwalk is contemplated over the forested wetland where the opportunity exists for Festival Pier to connect to the site.

The organization of the site is focused on a major north/south pedestrian entry portal from Division Street as well as four east/west pedestrian and vehicular access points along Water and School Streets. These portals provide convenient access to the site from the neighborhood while also providing expansive views of the river and stadium across the river. The major north/south pedestrian entry portal links a new five-level parking garage located to the north of Division Street, to the Division Street mixed-use development site as well as the soccer stadium development site via the pedestrian bridge, and the river walk along the east and west banks of the river.

The plaza level on top of the parking podium provides for pedestrian-friendly experiences such as a sense of arrival, gathering, landscaping and gardens, outdoor seating and dining, river views, casual seating, and access to the riverfront and pedestrian bridge.



APEX SITE SPORTS EVENTS CENTER

- 1 INDOOR SPORTS EVENTS CENTER
- 2 HOTEL
- 3 COMMERCIAL REAL ESTATE
- 4 GATEWAY PARK AND FOUNTAIN
- 5 RIVERWALK
- 6 SURFACE PARKING
- 7 MAINTAIN BUILDING ON SITE
- 8 HOTEL/SPORTS CENTER ENTRANCE
- 9 MAINTAIN SCHOOL STREET AND EXISTING TRAFFIC PATTERNS
- 10 PEDESTRIAN WALKWAY TO EVENTS CENTER FROM DIVISION STREET GARAGE
- 11 PEDESTRIAN FRIENDLY IMPROVEMENTS UNDER I-95



APEX SITE SPORTS EVENTS CENTER

The area of the existing Apex building will be completely transformed by the construction of a new sports events center and hotel. The proposed development will serve as a significant anchor and entry gateway into downtown from the east side of the river. The sports event center will have a variety of indoor courts and fields, creating an opportunity to draw regional crowds to the downtown area. The venue will accommodate local league play and other events on weekdays while also hosting weekend tournaments and events that will drive non-local traffic to the site and surrounding lodging, restaurants, retail, etc.

These venues will be supported by proposed surface parking, a structured garage beneath the hotel, and the Division Street parking garage south of Interstate 95. Also, with most of the larger events occurring nights and weekends, visitors will also have a large inventory of existing available parking within the downtown area that should be available.

Sports Facilities Advisory, LLC (“SFA”) and Sports Facilities Management, LLC (“SFM”) are leading the youth and amateur sports industry, developing the most successful sports tourism destinations in the United States. SFA and SFM would occupy and operate the new sports events center as they currently do in many other communities.

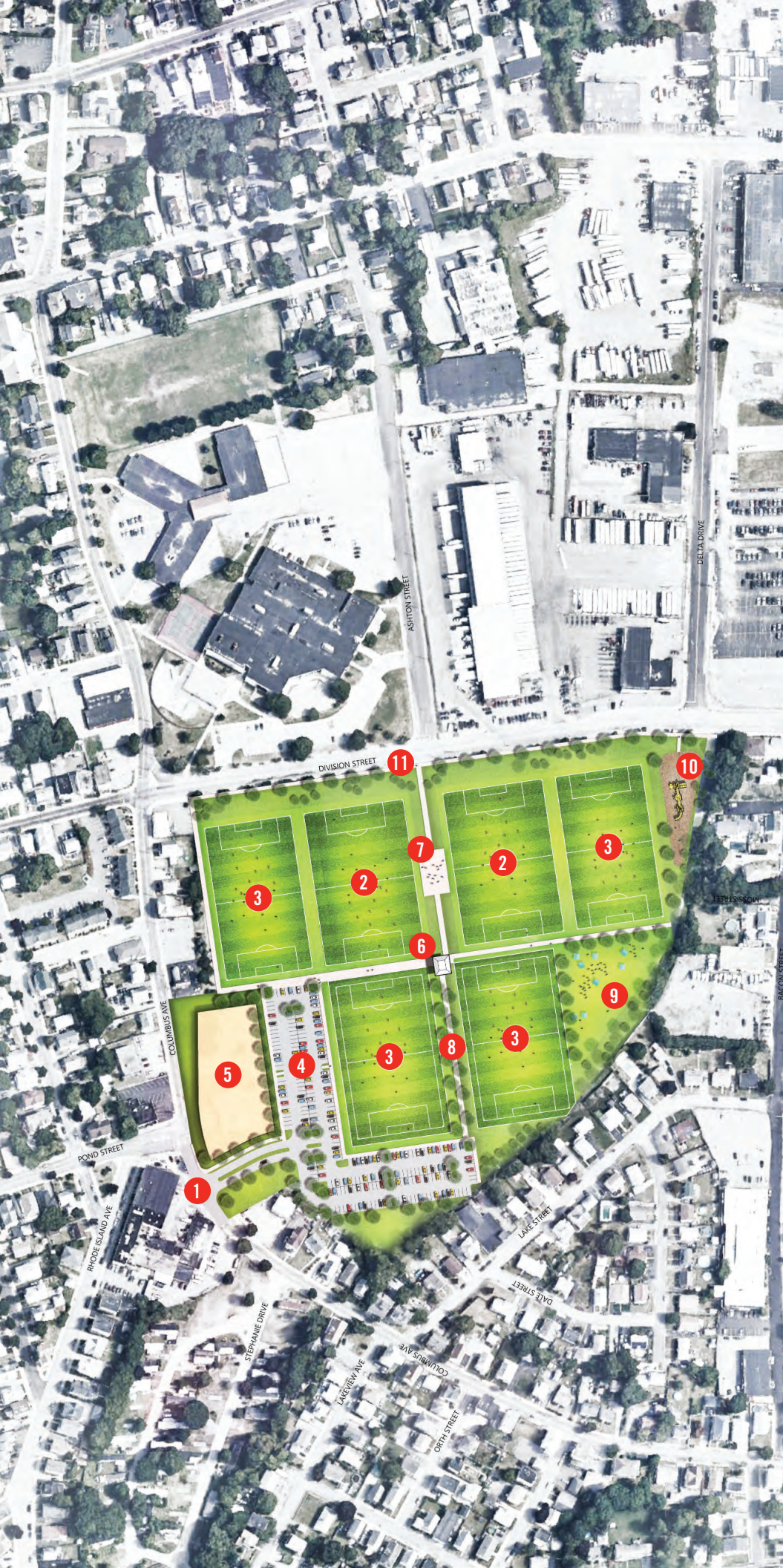
In reviewing this proposal, SFA concluded that there is a strong market opportunity in Pawtucket, Rhode Island, to create a regional sports and events destination that will do the following:

- Create a hub for high-quality sports and recreation programming that enhances the local community by providing a facility that is accessible to everyone regardless of skill level or abilities.
- Produce tremendous economic impact, projected at \$20M+ per year.
- Become established as a premiere tournament and event venue within the region.
- Attract non-local visitors that drive direct spending and hotel room nights to the local area and total development plan as envisioned in this proposal.

In order to take advantage of the tremendous market opportunity, SFA and SFM have proposed an integrated sports, event, and hotel concept that will feature a flexible clear-span events space, 120-key hotel, family entertainment center, fitness center, sports bar, meeting space, and health/wellness facilities. This flexible design for the venue will attract local, regional, and national event opportunities.

In addition to the sports events center, there are several additional parcels around the Main Street corridor targeted for redevelopment. There is an opportunity to remove existing structures that do not build on the downtown Pawtucket character. These structures may be replaced with new retail uses with office uses on two stories above street level. Opportunities also exist for improved streetscapes along Main and School Streets and for the potential consolidation of the one-way road patterns in this area, which should be studied further.

Along the river’s edge, an extension of the river walk south of and under Interstate 95 is envisioned, creating a continuous link from downtown to the Division Street development and ultimately to the Tidewater Stadium.



MCCOY FIELDS

- 1 OUTDOOR COMPLEX ENTRANCE
- 2 CHAMPIONSHIP LEVEL FIELDS (2)
- 3 TOURNAMENT SOCCER FIELDS (4)
- 4 SURFACE PARKING LOT
- 5 FIRE DEPARTMENT EXPANSION
- 6 RESTROOM/CONCESSION BUILDING
- 7 BLEACHER SEATING
- 8 SPECTATOR PROMENADE
- 9 EVENT LAWN
- 10 PUBLIC PLAYScape/STRUCTURE
- 11 FOOD TRUCK QUEUING ON DIVISION STREET



MCCOY FIELDS

Fortuitous reviewed the opportunity to reuse McCoy Stadium for its home of their new USL franchise. The stadium would require a tremendous amount of work to convert and modernize for soccer use. Ultimately, the cost to convert and renovate the facility would be comparable to the cost to build a new stadium. The team determined that the Tidewater Stadium site provided significant upside for catalyzing and energizing redevelopment along the downtown waterfront. As such, the team suggests demolishing the existing baseball stadium to make way for a new community use.

The concept for McCoy includes six regulation-size soccer fields with associated parking. The new facility would include a restroom/concession building at the core of the fields. Around the perimeter of the site, a vegetated buffer would be provided to the rear of the residential properties that ring the existing McCoy field parking lot. In addition, a new community playground could be installed.

These new fields would complement the new downtown sports event center where regional tournaments will utilize the fields in the spring/summer/fall. These tournaments would have the unique benefit of playing the championship-level matches in the new Tidewater Stadium. Visitors to these tournaments will patronize the new hotel and existing lodging, retail, and restaurants. With the planned master plan, it is easy to envision Pawtucket as a regional sports destination during all times of the year.

Additional land may be available for a new consolidated emergency management center on site should the City desire to construct on this site.



TIDEWATER SITE



APEX SITE SPORTS EVENTS CENTER

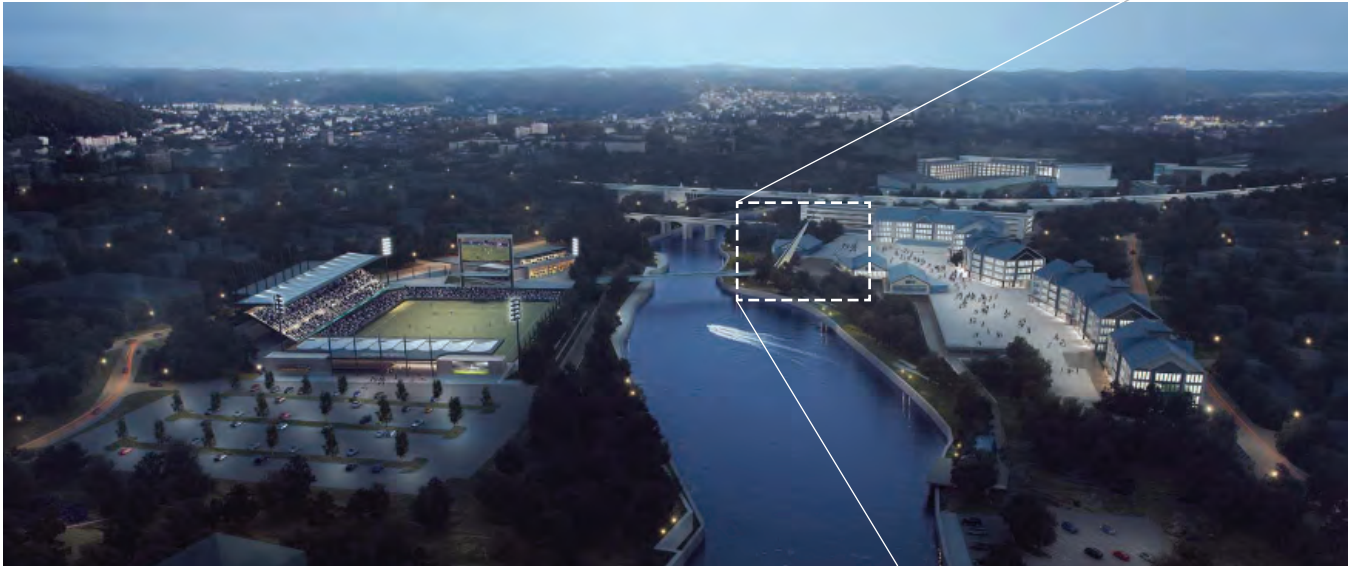
DIVISION STREET MIXED-USE DEVELOPMENT







RIPTIDE STADIUM TIDEWATER SITE



The plaza level on top of the parking podium provides for pedestrian friendly experiences such as a sense of arrival, gathering, landscaping and gardens, outdoor seating and dining, river views, casual seating, and access to the riverfront and pedestrian bridge.





VIEW OF RIPTIDE STADIUM FROM DIVISION STREET GATHERING PLAZA



An aerial night-time architectural rendering of a large-scale mixed-use development. The central focus is a long, multi-story building with a complex, multi-gabled roofline. The building's facade is composed of numerous large, rectangular windows, many of which are illuminated from within, casting a warm glow. The roof is dark and textured, possibly representing slate or shingles. To the left of the main building, a large, open plaza is filled with many small, stylized human figures, suggesting a vibrant public space. The plaza is interspersed with small trees and patches of greenery. To the right of the main building, a series of smaller, interconnected structures follow the same architectural style. The entire development is surrounded by dense, dark foliage and trees. In the foreground, a parking lot with several cars is visible. In the background, a highway with light trails from moving vehicles stretches across the top of the frame. The overall atmosphere is one of a modern, walkable, and well-integrated urban environment.

DIVISION STREET MIXED-USE DEVELOPMENT



APEX SITE SPORTS EVENTS CENTER



DIVISION STREET DEVELOPMENT

TIDEWATER SITE



NORTH





APEX SITE SPORTS EVENTS CENTER





ANNUAL BUDGET

3

Order of Magnitude Project Costs

Description	Budgeted Cost
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ANNUAL BUDGET

Fortuitous Partners and their consultant team have spent a great deal of time preparing a comprehensive redevelopment plan that we feel will transform Pawtucket into a regional amateur and professional sports destination. The window to prepare this plan was compressed with the response time allocated for the proposal. Fortuitous is prepared to immediately enter into discussions with the City and State about finalizing a development agreement so planning, design and construction can begin as soon as possible. The Rhode Island Riptide Soccer Club endeavor to play their inaugural season in the Tidewater Site in the Spring of 2022. In order to achieve this milestone, the public-private partnership will be critical.

To the left is our best estimate of the order of magnitude costs associated with this proposal. Please note that these budgets are our best estimate of costs without the benefit of any specific site investigation, planning, design or cost estimating process. This additional work will follow immediately should Fortuitous enter into an agreement with the City on this project. A detailed backup of how the costs were derived is included in the Appendix.



4



SOURCES OF FUNDING

Fortuitous Partners plan to leverage their private equity partners through the Federal Opportunity Zone program to the fullest extent possible for this project. The core of the Division Street Multi-Use Development and Apex development parcels are located within Qualified Opportunity Tracts which make this possible. It is anticipated that the leasable real estate and site improvements on these sites would be financed privately. In order to make the projects financially feasible, public participation will be required. This participation is anticipated to include the following:

- Private Land Acquisition
- Environmental Remediation
- Public Infrastructure upgrades of Streetscape, Roadway Infrastructure, Riverfront Improvements
- Stadium and Supporting Infrastructure
- Comparable USL 10,000 Seat Stadiums starting at \$35M, precise cost to be determined
- Pedestrian Bridge connecting Division Street Development to Tidewater Stadium
- Division Street Parking Structure

Along with the public infrastructure improvements Fortuitous would like to entertain the variety of federal, state, and municipal economic development tools available to projects in the Pawtucket Downtown Development Area. We will make full use of the federal tools available under the Qualified Opportunity Zone.

Partnering with the city and state, we will identify additional tools. Together, we hope to avail ourselves of all options. At this time, the available tools may include: Eminent Domain, redevelopment agency's revenue bond authority, property tax exemption, Tax Increment District, Municipal Tax Increment Financing, and/or ballpark district tools.

In addition, the existing complement of tools may be enhanced by proposals regarding State Opportunity Zone Tax Credit and Tax Exemption Act, Transit-Oriented Development, and/or Growth Center District. This includes any current or future tools allocating revenue streams from sources such as: state income tax, sales tax, occupancy tax, and food and beverage taxes. By partnering with state and city leaders and bringing these tools to the table, we are confident our plan will revitalize this important area of the City and State.



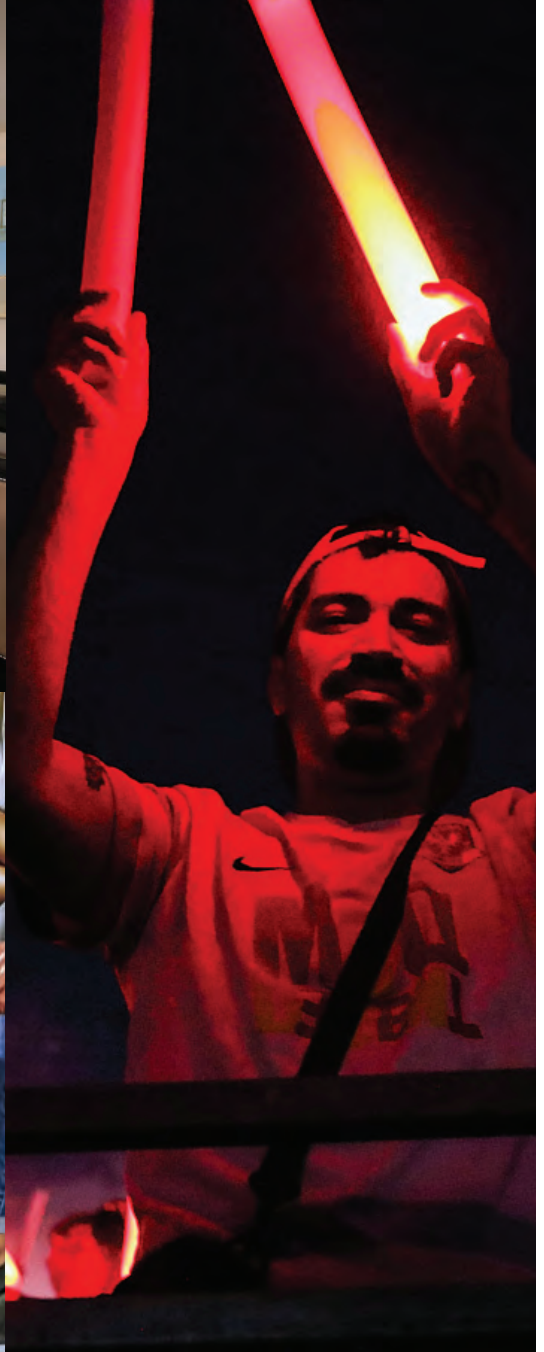
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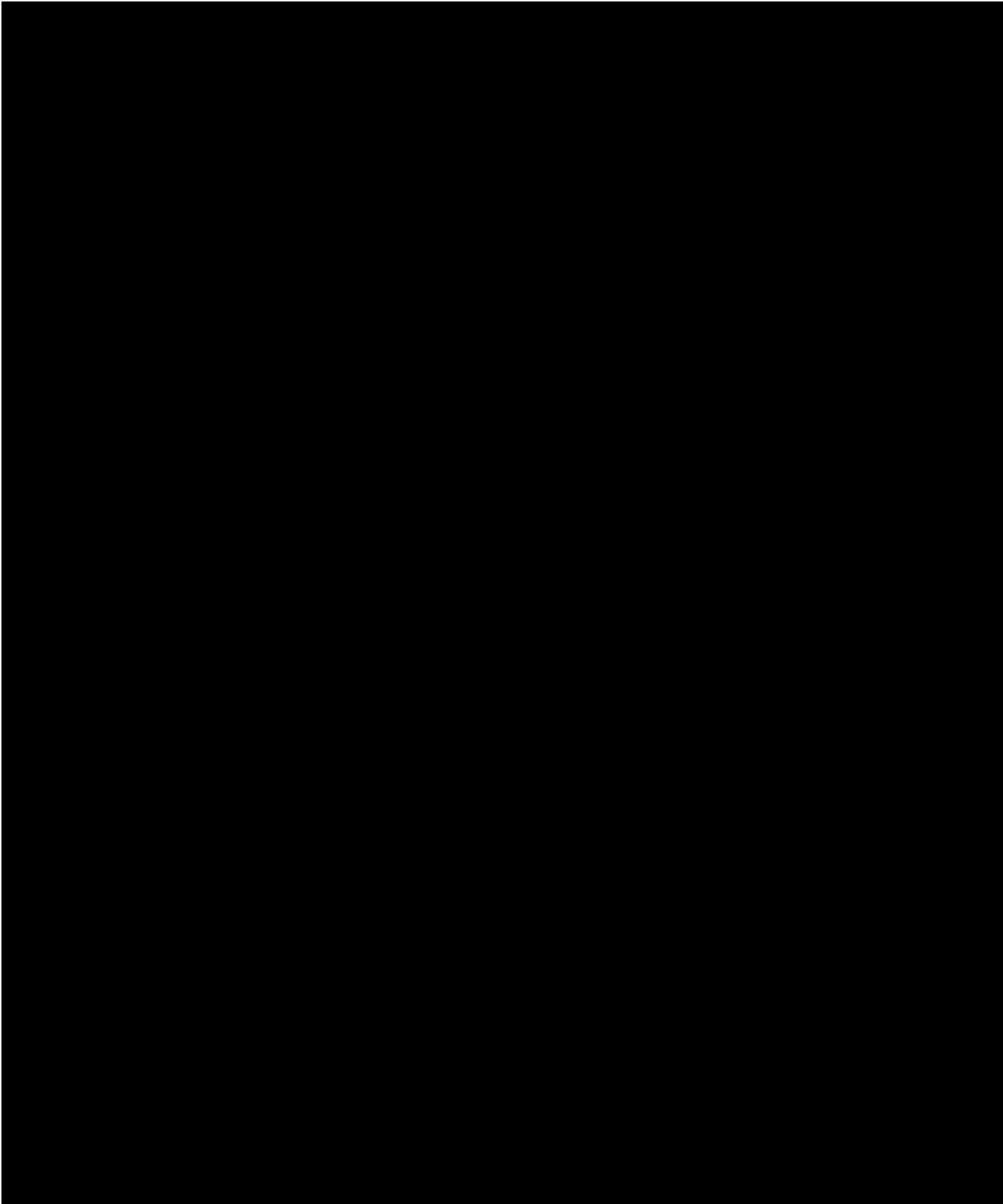
MANAGEMENT AND OPERATION PLAN

With respect to the stadium, our proposal assumes a lease structure similar to that in place for the Pawtucket Red Sox at McCoy. Accordingly, the Pawtucket Redevelopment Agency would own the stadium and lease it to the State of Rhode Island. The State of Rhode Island, in turn, would sublease the stadium to our Rhode Island USL Championship franchise. The USL franchise would operate and manage the stadium and associated amenities.

A more thorough management and operation plan will be developed cooperatively in partnership with the State of Rhode Island and City of Pawtucket.



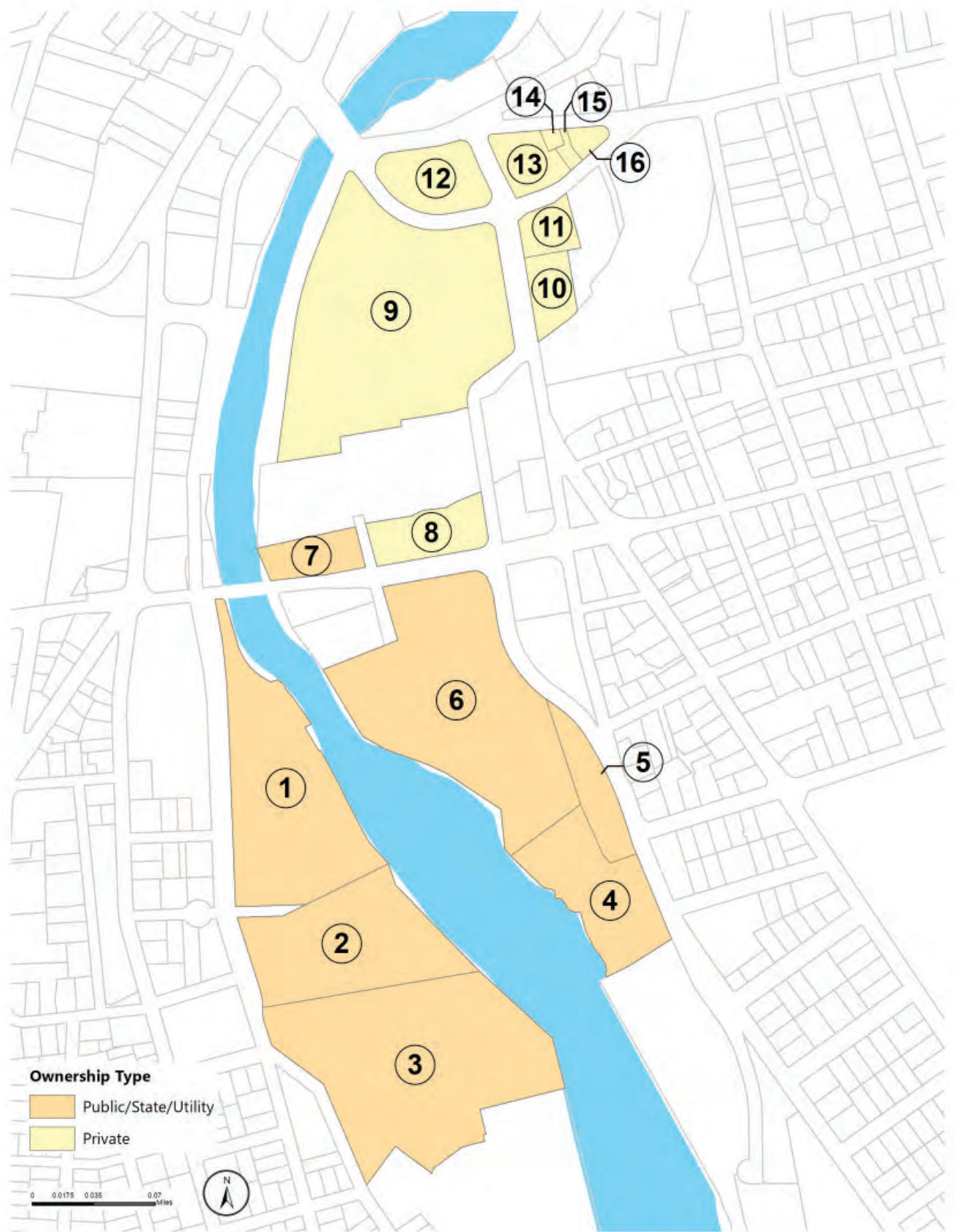
PRELIMINARY SCHEDULE



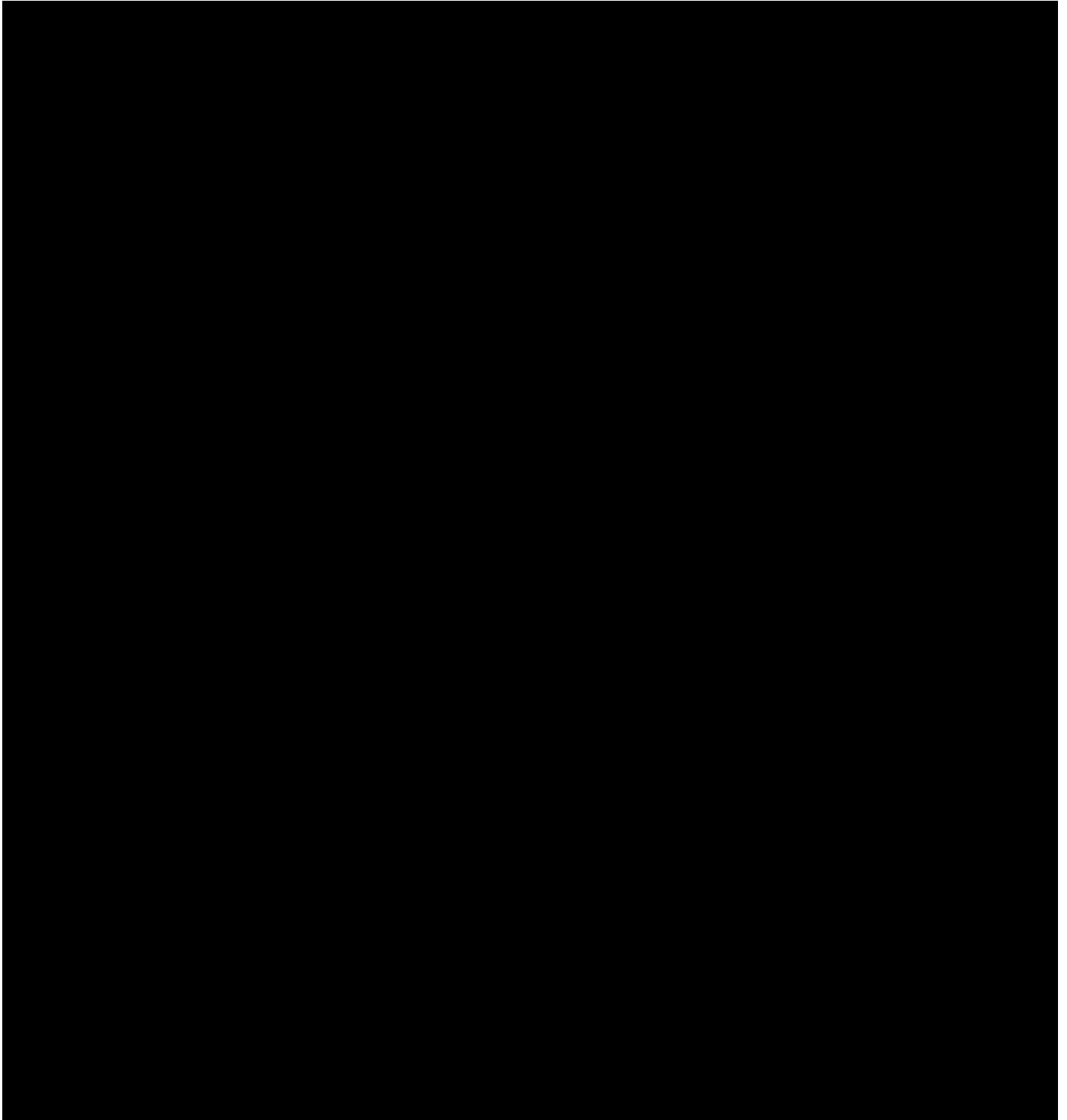
A close-up photograph of water with many small, concentric ripples, creating a textured, shimmering effect. The colors range from dark blue to light blue and white highlights.

SUPPLEMENTAL or ALTERNATIVE REDEVELOPMENT SITES

6



SUPPLEMENTAL OR ALTERNATIVE DEVELOPMENT SITES



A low-angle, upward-looking photograph of several tall skyscrapers in a city, likely New York City, with the sky visible in the center. The image is in a muted blue-grey color palette.

FIRM/ ORGANIZATION INFORMATION

7



FORTUITOUS PARTNERS OWNERSHIP STRUCTURE/ OFFICERS

Brett Johnson, Principal
Business Operations
(leadership and management of global public and private companies)

Berk Bakay, Principal
Fund Management
(15+ years experience with management/oversight of public and private companies)

Eric Glass, Partner
Real Estate/ Private Equity
(Senior Portfolio Manager with experience with \$40+ billion AUM)

Mark Detmer, Senior Advisor

James Lang, Senior Advisor

ABOUT FORTUITOUS PARTNERS

Fortuitous Partners is a diversified investment firm with offices in New York, Tampa, Scottsdale, and Los Angeles. Fortuitous is launching a number of investment funds with a specific focus on professional sports-anchored Opportunity Zone developments and businesses.

The principals of Fortuitous have decades of experience in real estate, public and private company operations, private equity, fund management and tax incentives. The Fortuitous team is well-balanced with diverse and complementary skill sets, expertise and relationships that will allow it to fully capitalize on the Opportunity Zone program in multiple verticals, including and especially professional and amateur sports.

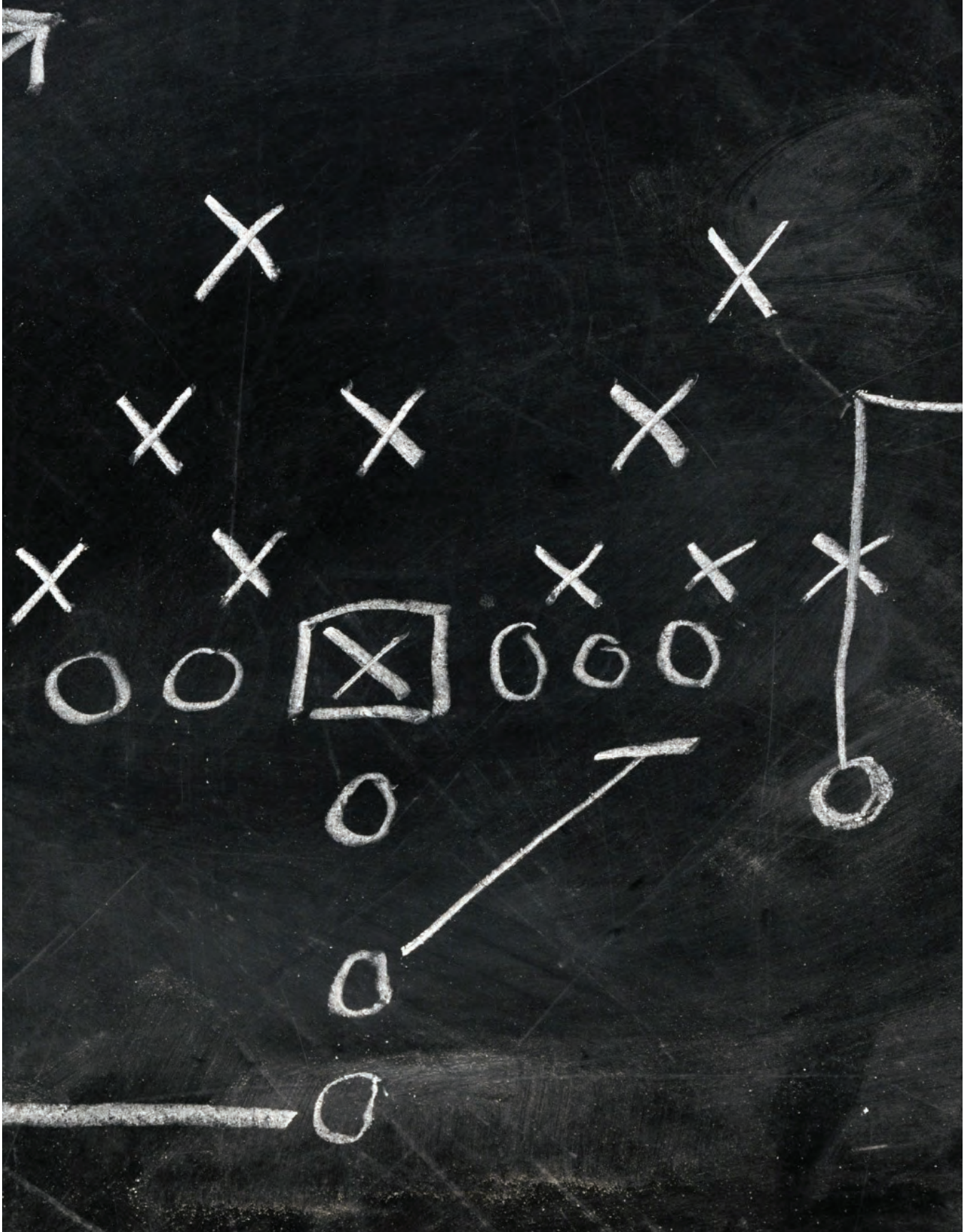
Over the past 15 years, the Founders of Fortuitous Partners have completed over \$10 billion and more than 40 million square feet of commercial real estate transaction and structured over \$2 billion in U.S. tax advantaged investments. The team is positioned to maximize the benefits for a wide range of investment opportunities including stadiums and arenas, mixed-use commercial developments, including hospitality, retail, Class A office, and a full range of housing solutions and infrastructure.

FORTUITOUS PARTNER OWNERSHIP STRUCTURE

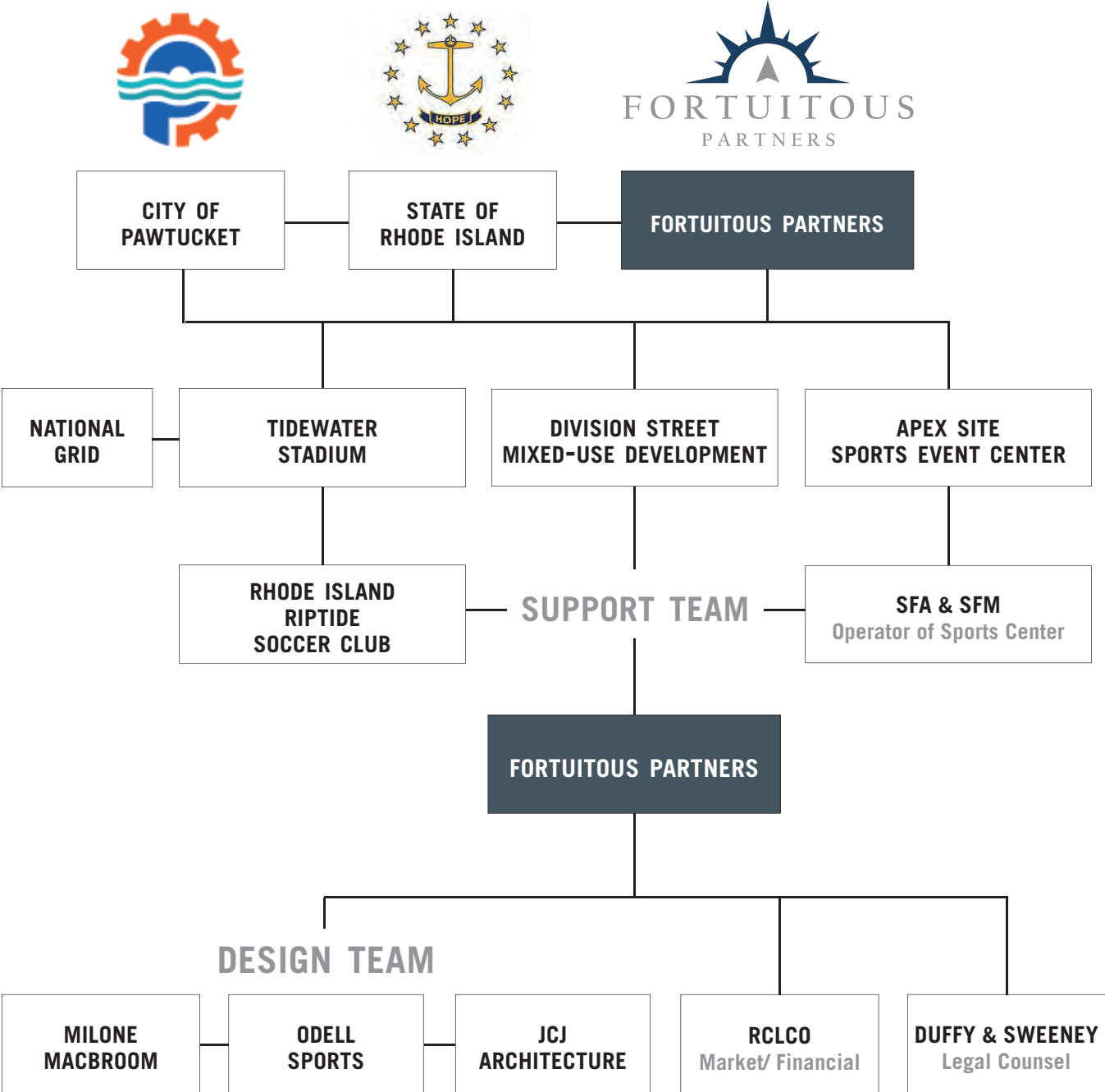
Fortuitous Partnership is a Limited Liability Corporation.

LITIGATION STATEMENT

Fortuitous has never been party to any litigation, arbitration or mediation.



DEVELOPMENT PARTNERS



Fortuitus Partners is fully committed to building out it's project team and future construction team to meet or exceed the Rhode Island General Laws and policies to support the fullest possible participation of firms owned and controlled by minorities (MBEs) and woman (WBEs) and small disadvantaged businesses owned and controlled by persons with disabilities (DisBR).

At this time, due to the early nature of the project, these critical partners have not been identified.



UNITED SOCCER LEAGUE

The USL Championship is one of the most successful professional soccer leagues in the world, reaching a population of more than 84 million and fueling the growth of the game across North America. Sanctioned by the U.S. Soccer Federation as a Division II professional league, The Championship includes a membership of more than 30 clubs across the United States and Canada.

Through The Championship's headquarters in Tampa, Florida, the league's clubs are provided with unparalleled support with a growing team of more than 50 professionals across 17 departments, ranging from operations to marketing, communications and sponsorship.

The Championship has a national media partnership with ESPN, wherein all league matches are broadcast on ESPN+, ESPN3 and across linear channels. The league also operates USL Productions, which includes a state-of-the-art facility that produced and distributed more than 500 league matches and more than 1,000 hours of original content to national partners, local affiliates and international markets throughout the 2018 season.

RHODE ISLAND RIPTIDE SOCCER CLUB

Brett Johnson of Fortuitous Partners has secured the exclusive expansion rights to the Rhode Island USL Championship level soccer club. Brett is committed to founding this team, the Rhode Island Rip Tide Soccer Club, in the Pawtucket market and creating a long-term community partnership with the State of Rhode Island and City of Pawtucket. USL expects the Rip Tide to launch their inaugural season in 2022. The Tidewater Stadium site perfectly aligns with Fortuitous's vision for creating a successful franchise by pairing real estate opportunities with the professional soccer anchor.

SFA & SFM

The Sports Facilities Advisory enjoys a long history of assisting clients in planning, financing and developing successful sport and recreation assets. Their management services were launched in direct response to a request from the United States National Parks Service in 2007. This led to the management of numerous youth focused facilities that resulted in the formation of the Sports Facilities Management, LLC (SFM). SFM is now the country's leading youth and amateur sports and recreation facility management company.

A network of highly successful properties provides SFA & SFM with real-time access to a massive portion of the tournament and events marketplace as well as deep knowledge related to facility design, guest experience, events development, hotel and leisure spending patterns, technology platforms, construction and start-up costs, program and sales trends, operating systems, unique revenue generation opportunities, innovative community partnerships and expense containment strategies. The firm's pool of talent, new employee recruitment process, and employee on-boarding allow SFM to attract, hire, and retain the best team for your facility. In partnering with SFM, clients join a network that includes the Myrtle Beach Sports Center, Rocky Top Sports World, The Hoover Metropolitan Sports Complex, Bo Jackson's Elite Sports, The Rocky Mount Events Center, and many others premier venues. These centers support one another, share leads, co-create products, and participate in cross training events.

Through their network, SFM is more capable than other operators of booking facilities with events that drive new economic impact. As a point of reference, SFM opened the Myrtle Beach Sports Center having contracted for 100% of forecasted events prior to opening day.

FIRM/ORGANIZATION INFORMATION



MILONE & MACBROOM

Milone & MacBroom is a privately-owned, multidisciplinary consulting firm that has offered professional services across a wide range of disciplines, serving both public agencies and private companies, since 1984. Milone & MacBroom combines the expertise of engineers, environmental scientists, landscape architects, planners, and support staff to apply a collaborative and holistic approach to their work. The corporate office is located in Cheshire, Connecticut, with regional offices across New England.

Professional Services include:

- Civil Engineering
- Water Resources Engineering & Environmental Science
- Water & Wastewater Engineering
- Transportation & Traffic Engineering
- Planning
- Landscape Architecture
- Survey & Mapping
- Geotechnical
- Construction Administration & Inspection

Milone & MacBroom is committed to the core principles and values that define the firm. They recognize that the sum of their collective efforts will always be greater than individual strengths and contributions. Milone & MacBroom's team of professionals is committed to building strong partnerships with clients and delivering technically sound, cost-effective and environmentally sensitive designs through the integration of the firm's disciplines on every project they undertake.

Over the firm's history, Milone & MacBroom has developed a reputation for technical innovation and award-winning design. The depth and breadth of their highly experienced staff allows the firm to meet complex project requirements and challenging schedules. Their success and future growth is founded on respect for our clients, colleagues and the communities in which they live, work, and play. Milone & MacBroom is proud of the diversity of their client base and the strong reputation they have built.

FIRM/ORGANIZATION INFORMATION



ODELL SPORTS & ENTERTAINMENT GROUP

Odell's Sports & Entertainment Studio creates exciting, functional and profitable recreation, competition and spectator venues. Based on a working knowledge of the operations of sports and entertainment facilities, Odell's designs accommodate the demanding requirements single-use/single-sport venues; multi-use properties that require fast, efficient changeovers between differing events; shared use through private and public partnership; and integration with neighborhoods offering a mix of offerings (retail, restaurants, hotels, entertainment and cultural properties) that support and greatly enhance a sports franchise.

Odell enhances the athlete and entertainer experience by creating functional and convenient back-of-house facilities equipped with the latest amenities; they enhance the spectator experience by providing environments that integrate food and beverage and retail uses with premium seating, stadium clubs, and a great diversity of seating options.; and they enhance venue revenues by designing spaces that maximize the potential for branded, sponsored environments.

Odell has significant recent experience designing new and renovated stadiums in urban settings. In addition to designing numerous sports projects, over the last several years Odell has completed or is currently completing the projects that are similar to the vision for McCoy Stadium and Downtown Pawtucket.

JCJ ARCHITECTURE

JCJ Architecture has been in continuous operation since 1936. The firm's roots are based on a portfolio and expertise in hospitality, entertainment venues, sports, cultural properties, mixed-use, historic restoration, adaptive reuse, public and private education- early learning to higher education, municipal and corporate offices, community services and public safety facilities. The firm has built a practice that balances the business and art of design by integrating rigorous methods of management with the highest standards of design and client service.

JCJ practices a demanding discipline that calls for the highest quality in formulation and implementation. The collective skills the JCJ team members have acquired through study, observation and practice are supported by a business framework that gives structured freedom to creativity and an overriding sense of purpose. They strive to connect with their clients in their world and to bring their extensive experience and knowledge to every project and every interaction. Most importantly, the JCJ team understands that the world is changing and what must be done to help clients adapt and thrive.

JCJ Architecture's extensive portfolio of work demonstrates their ability to provide comprehensive services and apply collective knowledge for institutional clients and developers. The firm is proud of the many exceptional buildings and environments they have created and the communities their work has made better places to live, learn, work and play. In all aspects of their work, JCJ strives to live and practice in alignment with their mission: Design That Builds Community.



RCLCO REAL ESTATE ADVISORS

Since 1967, RCLCO has been the ‘first call’ for real estate developers, investors, the public sector, and non-real estate companies and organizations seeking strategic and tactical advice regarding property investment, planning, and development. RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over 50 years and thousands of projects—touching over \$5B of real estate activity each year—RCLCO brings success to all product types across the United States and around the world.

RCLCO has expertise in five major areas: Urban Real Estate, Community & Resort, Public Strategies, Institutional Advisory Services, and Strategic Planning & Litigation Support. Their multidisciplinary team combines real-world experience with the analytical underpinnings of thousands of consulting engagements. RCLCO develops and implements strategic plans that strengthen their clients’ positions in a market or sector, add value to a property or portfolio and mitigate price erosion.

Since opening their doors, RCLCO has been governed by core values. They believe that excellence, integrity, honesty, respect, exceeding expectations, and quality are great goals that all firms must possess. These goals and values shape the culture and define the character of their firm. Their extensive network provides RCLCO with a unique and comprehensive outlook on the industry, not to mention unmatched access to the best minds in real estate.

DUFFY & SWEENEY LEGAL ADVISEMENT

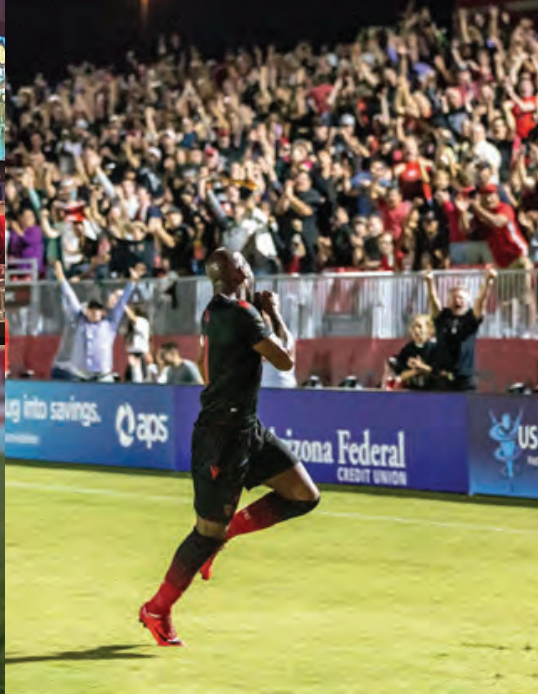
For more than two decades Duffy & Sweeney has provided strategic legal counsel and personalized attention to U.S. and international businesses and individuals ranging from start-ups and emerging growth entities to established, private and public companies. The firm successfully represent clients in a wide range of legal services spanning business law and litigation as well as intellectual property and technology law. Their client-centered, team approach ensures top-notch client service delivered on-time and on-budget. At Duffy & Sweeney, they recognize that their primary strength rests with the knowledge and experience of their people and their ability to respond to the needs of clients; in fact, the high-level expertise of their team’s unswerving commitment to service are the hallmarks of their practice.

Business decisions often carry legal implications. Likewise, the way legal issues are resolved affects an agency or organization’s ability to achieve its goals. Duffy & Sweeney goes beyond answering narrow legal questions to provide practical and seasoned advice and guidance on issues facing businesses today. They identify the pivotal issues and recommend solutions designed to protect their clients’ best interests. Duffy & Sweeney attorneys provide sound judgment and work with clients to identify their goals now and in the future, keeping a careful eye on legal efficiencies and costs.



COMPARABLE EXPERIENCE

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COMPARABLE EXPERIENCE

FORTUITOUS PARTNERS COMPARABLE EXPERIENCE

Fortuitous Partners has deep experience in the professional sports world including ownership and management of two professional soccer franchises in the United Soccer League,

FC Tucson and Phoenix Rising FC, the highest-level professional soccer franchises in Arizona's history. Legendary Chelsea and Ivory Coast striker Didier Drogba, Kona Grill Chairman Berke Bakay, International Entrepreneur Alex Zheng, Fortuitous Partners' founder Brett Johnson, and an impressive collection of business leaders and international celebrities own the club. Established in 2016, Phoenix Rising FC is being considered for Major League Soccer expansion. Phoenix Rising FC is currently the reigning 2018 Western Conference Champion of the USL Championship, the largest Division 2 professional soccer league in the world. FC Tucson, established in 2010, is participating in its first-ever professional season in USL League 1. In 2012, FC Tucson was named the USL League 2 Rookie Franchise of the Year. Currently, more than 9,000 boys and girls play soccer for FC Tucson Youth Soccer Club and Phoenix Rising FC Youth Soccer Club. The success of these ventures is reflected in Phoenix Rising FC's last season sell-out crowds (106% capacity!), Nielsen TV HH Ratings as high as 1.4, 55 sponsors, leading the USL in merchandising sale (#1 in league for hats and shirts) and domination of youth clubs and programs with more than 9,000 players.

The project team's relevant experience set forth in the Appendix including projects located within the State of Rhode Island.



STAFF AND ROLES

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BRETT M. JOHNSON | FOUNDER/ CO-MANAGER OF GP



25+ years of real estate development and finance experience including:

- Professional Sports
- Mixed-use
- Events Centers
- Public-Private Projects
- Business Management

EDUCATION/ AFFILIATIONS

BA, Brown University

MBA, Pepperdine University
(Presidential/Key Executive Program)

Harvard Business School,
President's Leadership Program

Member, Young Presidents
Organization (YPO)

Mr. Johnson is the Co-Chairman of the Phoenix Rising Football Club, a minor league professional soccer team, based in Phoenix, Arizona. PHX Rising is currently in consideration for a Major League Soccer franchise. In 2005, Mr. Johnson founded Benevolent Capital, a private equity fund with investments in real estate, manufacturing and consumer brands.

From 2015 to September 2016, he was a Managing Director of Zealot Networks. Founded by Danny Zappin, who founded and sold Maker Studios to Disney for \$950 million, Zealot Networks is a digital media company that comprises 18 portfolio companies and \$150 million in revenue. Mr. Johnson managed the technology and content business units within Zealot.

From 2013 to 2015, he was the President and Director of Greenwood Hall. Founded in 1997, Greenwood Hall is a full service education management firm. The Company provides the infrastructure and student lifecycle solutions that enable post-secondary institutions to compete successfully in the global e-learning marketplace. Mr. Johnson led a comprehensive restructuring of the business, including recapitalizing the balance sheet through a public offering (OTC: ELRN), closing an unprofitable business unit, restructuring the executive team, and establishing a major strategic alliance with Cengage, one of the leading education publishers in the industry.

From 2010 to August 2012, he was the CEO and President of Forward Industries. Forward Industries designs, sources, markets and distributes accessories for the handheld consumer electronic product industry, including smartphones, tablets, notebook computers and medical monitoring and diagnostic equipment. During his tenure, Mr. Johnson expanded the revenue streams, geographical reach and product lines of Forward.

From 2001 to 2004, he was the President of Targus, the leading global provider of mobile computing solutions with sales of \$545 million. With offices in 36 geographies and sales in 145 countries,

From 2013 to 2015, Mr. Johnson was a member of the Board of Directors, and the Chairman of the Compensation Committee, at Blyth Inc. a \$1 billion direct to consumer sales company.

BERKE BAKAY | FOUNDER/ CO-MANAGER OF GP



15+ years of fund management:

- Professional Sports
- Mixed-use
- Events Centers
- Public-Private Projects
- Business Management
- Returns from 2008-2018 outperformed DJIA, Russell 200 and S&P 500

EDUCATION/ AFFILIATIONS

BS/MS in Finance, Boston College
Carroll School of Management

40 Leaders under 40, Boston
College (out of 40,000
candidates)

Member, Young Presidents
Organization (YPO)

Mr. Bakay serves as the Executive Chairman of the Board of Directors of Kona Grill since August 2018. Mr. Bakay previously served as President and Chief Executive Officer of the Company between January 2012 to August 2018 and continues to serve on its Board of Directors since 2009.

He is Founder, Managing Director and Controlling General Partner of BBS Capital Fund, LP, a private equity firm that was founded in April 2008. BBS Capital Fund LP is the second largest shareholder of Kona Grill, largest shareholder of MRI Mexican Restaurants and one of the largest shareholders of Pulcra Chemical. Among other investments, BBS Capital Fund, LP is also a strategic investor in other companies including MyPark Corporation (<https://usemypark.com>). and Phoenix Rising FC (www.phxrisingfc.com).

He is the Principal Owner, Governor and Co-Chairman of Phoenix Rising Football Club, State of Arizona's highest level of professional soccer team that currently competes at USL (Division 2 Soccer). Phoenix Rising is one of 10 teams that applied to join the Major League Soccer (MLS). Mr. Bakay is also the Managing Member of Arizona Soccer Acquisition LLC (an entity that is the majority and controlling owner of Phoenix Rising FC).

He has served on the Board of Directors of Pulcra Chemicals between 2013-2017 (Pulcra Chemicals is a multinational chemical company that operates in 14 countries with over 300 million Euro in Sales. Under Mr. Bakay 's ownership and Board position Pulcra Chemicals' valuation has increased 9 folds in little over 3 years.

He is a Board Observer of MRI Mexican Restaurants Inc. Founded in 1979, the company owns, operates and franchises 57 locations of Monterrey Little Mexico, Casa Ole, Crazy Jose's, Tortuga Mexican Kitchen and Ubertito Mexican Grill.

He is a member of Advisory Board of MyPark Corporation MyPark is an innovative app based technology company that has created a disruptive parking solution that allow its users to find, reserve and access parking space from their smartphone.

ERIC GLASS | FOUNDER/ CO-MANAGER OF GP



15+ years leading real estate private and public equity investments:

- Professional Sports
- Mixed-use
- Events Centers
- Public-Private Projects
- Public-Private Projects

EDUCATION/ AFFILIATIONS

BS, Iowa State University

MBA, University of Minnesota,
Carlson School of Management

Chartered Financial Analyst (CFA)

Chartered Alternative
Investment Analyst (CAIA)

CURRENT POSITIONS

Managing Director/ Head of Industrial Capital Markets
(Western U.S.), Jones Lang LaSalle (JLL)
Member, International Capital Markets Leadership Council, JLL
Co-Founder/ Co-Owner/ Executive Board Member,
Phoenix Rising Football Club

EXPERIENCE

Senior Portfolio Manager, Arizona State Retirement System
(\$39 billion AUM for its 500,000 members)
Analyst, Guggenheim Partners
Analyst, Gradient Analytics
Accountant, Arthur Andersen, LLP

MARK DETMER, SIOR, CCIM | ADVISOR



25+ years in commercial real estate:

- Professional Sports
- Mixed-use
- Events Centers
- Public-Private Projects

EDUCATION/ AFFILIATIONS

BS, Biology and Pre-Medicine,
Arizona State University

Chairman, National E-Commerce
Forum, NAIOP

Member, Urban Land Institute
(ULI), including Industrial &
Office Park Development Council
(Red Flight)

Society of Industrial and Office
Realtors (SIOR)

Certified Commercial Investment
Member (CCIM)

JLL's Supply Chain and Logistics
Solutions (SC&LS) specialty
practice

Former Secretary of AZ Round
Table for Council of Supply
Chain Management Professionals
(CSCMP)

CURRENT POSITIONS

Managing Director/ Head of Industrial Capital Markets
(Western U.S.), Jones Lang LaSalle (JLL)
Member, International Capital Markets Leadership Council, JLL
Co-Founder/ Co-Owner/ Executive Board Member,
Phoenix Rising Football Club

EXPERIENCE

\$10+ billion and 40+ M SF in real estate transactions
Executive Director, Cushman and Wakefield
Senior Vice President, Trammell Crow Company

JAMES LANG, ESQ. | ADVISOR



20+ years of tax and corporate project finance experience:

- Professional Sports
- Mixed-use
- Events Centers
- Business Management
- Public-Private Projects
- Legal Counsel

EDUCATION/ AFFILIATIONS

JD, Florida State University
College of Law

BA, University of Florida

LLM, University of Florida

Florida and New York State Bars

Selected, ABA "On the Rise- Top
40 Young Lawyers," 2018

CURRENT POSITIONS

Attorney/ Shareholder, Tax and Corporate Project Finance,
Greenberg Traurig

EXPERIENCE

Structured/closed over \$2 B in tax advantaged investments and project level tax incentives

Advanced tax strategies to optimize returns for investors and impact in targeted communities

Tax credit incentive programs / Tax exempt organization finance / New Markets Tax Credits

Qualified Opportunity Zones

Real estate development/ Affordable housing

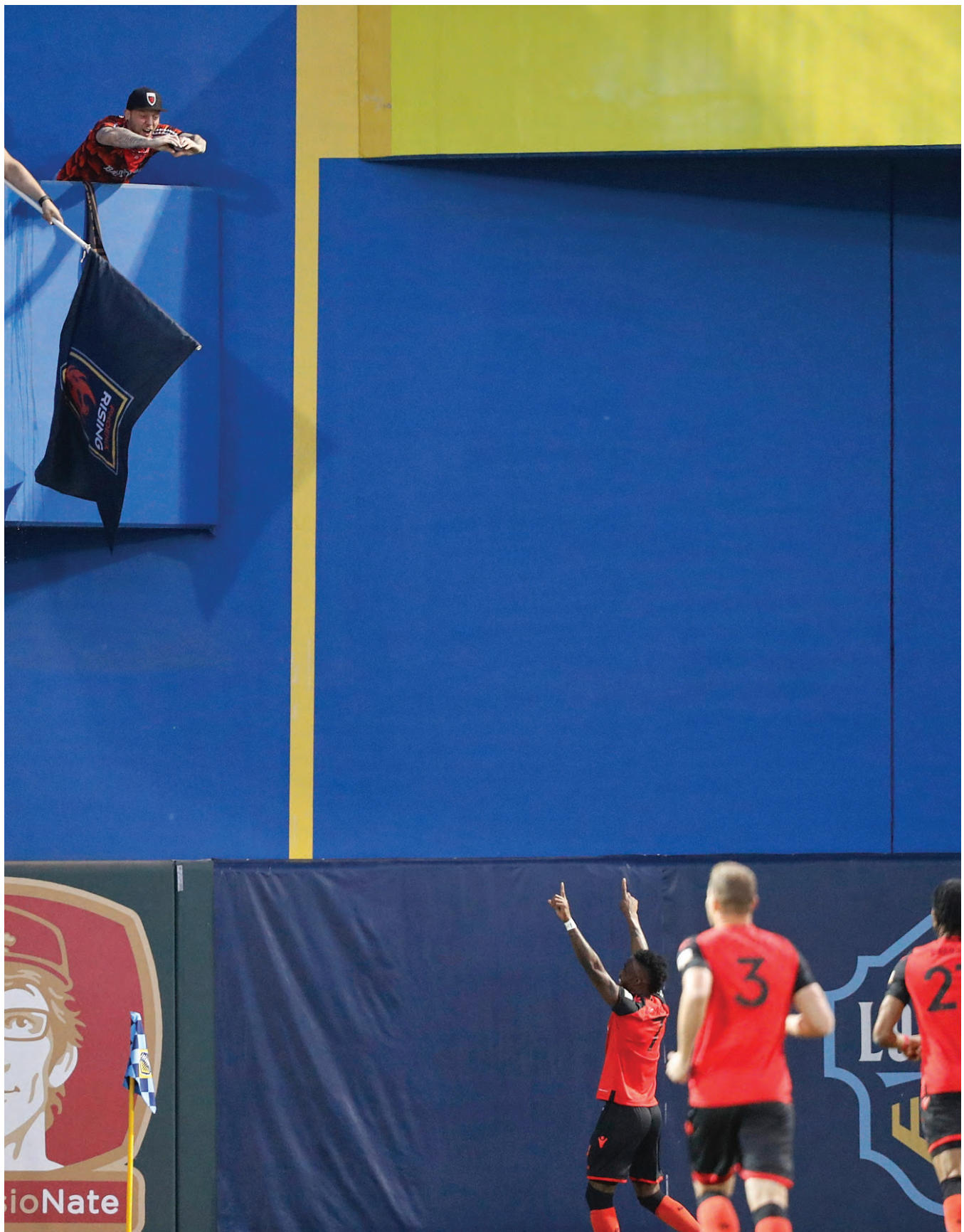
Operating business expansion

Public finance / Project finance



FINANCIAL STRENGTH

10



FINANCIAL STRENGTH

Based on our experience with comparable USL teams, we would anticipate the USL Rhode Island franchise and other sporting events and activities at the Tidewater site to generate tens of millions of dollars of annual revenue through a combination of ticket sales, sponsorship revenues, and game day revenues.

We expect the stadium and this entire development to serve as the premier multi-event entertainment venue for Pawtucket to host concerts, events, and other sports which will drive meaningful additional revenues.

We have also highlighted in our biographies the collective strength and experience of the team to successfully execute a project of this magnitude.





REFERENCES

FORTUITOUS PARTNERS

Christine Mackay, Director
Community and Economic Development
City of Phoenix
200 W. Washington Street
Phoenix, AZ 85003
P: 602.262.6011
E: christine.mackay@phoenix.gov
Project: PHX Rising MLS Stadium and
Opportunity Zone Development

Chuck Huckelberry
County Administrator
Pima County
130 W. Congress Street, 10th Floor
Tucson, AZ 85701
P: 520.724.8661
E: chuck.huckelberry@pima.gov
Project: PHX Rising MLS Stadium and
Opportunity Zone Development

Governor Doug Ducey
State of Arizona
1700 West Washington Street
Phoenix, AZ 85007
P: 602.542.4331
E: doug@dougducey.com
Project: PHX Rising and FC Tucson and the
extended ownership group's impact and
involvement in the State of Arizona, especially
with sports, entertainment and real estate
development

SFA & SFM

Greg Patterson
Trustee
Sevier County, TN
125 Court Avenue, Room 212W
Sevierville, TN 37862
P: 865.453.2767
E: gpatterson@seviercountyttn.org
Project: Rocky Top Sports World

Charles Penney
City Manager, former
City of Rocky Mount, NC
285 E. Main Street
Rocky Mount, NC 27801
P: 252.904.7417
E: cwp411@gmail.com
Project: Rocky Mount Event Center

John Pederson
City Manager
City of Myrtle Beach, SC
937 Broadway Street
Myrtle Beach, SC 29578
P: 843.450.1042
E: jpederson@cityofmyrtlebeach.com
Project: Rocky Mount Event Center

REFERENCES

RCLCO REFERENCES

Timothy Freese
Director of Accounting
DC United
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Washington, DC 20003
P: 202.587.5000
E: tfreese@dcunited.com
Project: DC United Stadium

Devin Carothers
Development Project Manager
Kaufman Development
30 Warren Street
Columbus, OH 43215
P: 614.633.6401
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Project: Title Town in Green Bay

Eric Wood
Executive Director
HKS Architects
107 Grand Street, 6th Floor
New York, NY 10013
P: 646.480.4280
E: ewood@hksinc.com
Project: Tropicana Field Master Plan

MILONE & MACBROOM

Mayor Neil O'Leary
City of Waterbury
236 Grand Street, 2nd Floor
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P: 203.574.6712
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Mark Forlenza
Vice President and Regional Development Director for Avalon
Bay Communities, former
MJF and Associates
11 Hamlin Court
Brookfield, CT 206804
P: 203.241.8766
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Jeromy Powers
Lead Planner
Yale University, Office of Facilities
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P: 203.432.6731
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REFERENCES

ODELL SPORTS & ENTERTAINMENT

Randy Hermann
Assistant City Manager
City of High Point
211 S. Hamilton Street
High Point, NC 27260
P: 919.603.7677
E: randy.hermann@highpointnc.gov
Project: BB&T Point Multi-Purpose Stadium

William Haas, PE
Building Services Division Manager
City of Charlotte
600 East 4th Street
Charlotte, NC 28202
P: 704.336.4625
E: whaas@charlottenc.gov
Project: Link Building

Kelly Lincoln
Project Manager
Walt Disney Parks and Resorts
PO Box 10000
Lake Buena Vista, FL 32830
P: 407.448.1701
E: Kelly.Lincoln@disney.com
Project: Disney Yacht and Beach Convention
Center Expansion & Renovation

JCJ ARCHITECTURE

Jeff Hartmann
Chief Executive Officer
The Hartmann Group
455 Boston Post Road, Suite 202B
Old Saybrook, CT 06475
P: 860.391.0400
E: jeff@thehartmanngroup.net
Project: Multiple Mixed-use Developments

Ryan Eller
Chief Executive Officer and Director
Resorts World
110-00 Rockaway Boulevard
Jamaica, NY 11472
P: 718.215.2809
E: ryan.eller@rwnnewyork.com
Project: Resorts World NYC and Resorts World Catskills

Laura Cruickshank, FAIA
University Master Planner and Architect
University of Connecticut
31 LeDoyt Road, Unit 3038
Storrs, CT 06269
P: 860.486.1656
E: laura.cruickshank@uconn.edu
Project: Multiple projects including New Student Recreation

APPENDIX

A1

DESIGN AND MANAGEMENT TEAM RELEVANT EXPERIENCE



PLANNING

about SFA

ABOUT US: Sports Facilities Advisory

We are advisors, partners, financial modeling experts, and facility operations professionals. Our mission is to improve the health and economic vitality of the communities we serve. We are deeply committed to improving access to sport and to helping our clients develop models for programming and financing that are socially and fiscally productive.

Since 2003, Sports Facilities Advisory, LLC (SFA) has represented a portfolio of more than \$10 billion in planned and operational sports, recreation, wellness, and entertainment facilities for more than 2,000 communities around the world.

For the past 15 years, SFA has led the youth and amateur sports marketplace as trusted advisors, innovators, and critical finance partners of the most successful sports tourism and community sport destinations in America.

As industry leaders, our firms serve as one of the most prominent voices in the youth sports and sports tourism landscape. This allows us to have influence that directly benefits our partners and clients. Recent media coverage of SFA and the SFM facilities network includes Forbes Sports Money, CNBC, NBC Today Show, HBO Real Sports with Bryant Gumbel, Sports Business Journal, Sports Planning Guide, Sports and Events Magazine, and more than 2,100 media outlets in 2017 alone. We are frequently asked to speak at National Conferences such as the National Association of Sports Commissions (NASC), International City and County Managers Association (ICMA), US Indoor Conference, and conduct local/regional workshops on new sports travel development planning and financing.

Our team of experts, network of partners, and spheres of influence are unparalleled. We have helped shape outcomes for millions of citizens through our planning and funding services, and along the way have created an extensive system of industry alliances, trusted vendors, funding partners, and national organizations that allows us to offer exceptional service and unparalleled credibility to SFA clients.

The affiliation with our clients goes far beyond the delivery of a service or solution. It is often the beginning of long-term relationships and sustained brand advocacy. In fact, we receive more business from existing clients and referrals than any other source.

SFA Quick Stats:

2,000

Communities
Served

\$10 billion

Planned
Developments Served

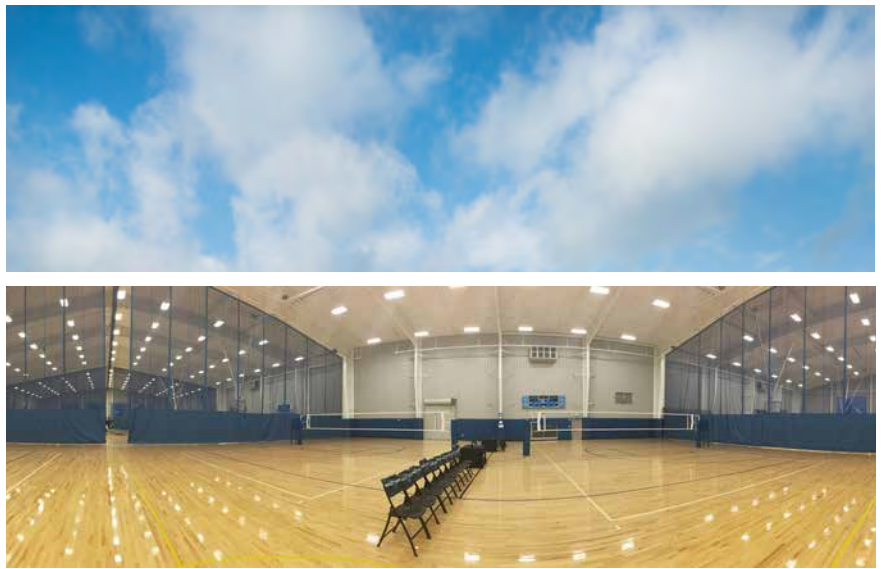
Notable Recent SFA Projects

A+ Athletes Sports Facility – Carrollton, TX
Atlanta Sports City – Atlanta, GA
ALTIS Sports World – Mesa, AZ
Bo Jackson's Elite Sports – Hilliard, OH
Crown Point Sportsplex – Crown Point, IN
Encore Sports Complex – Kissimmee, FL
Evergreen Sportsplex – Leesburg, VA
Hope Sports Complex – East Lansing, MI
Myrtle Beach Sports Center – Myrtle Beach, SC
Nevele ProSport Campus – Ellenville, NY
Rocky Mount Event Center – Rocky Mount, NC
Rocky Top Sports World – Gatlinburg, TN
Round Rock Multipurpose Complex – Round Rock, TX
Round Rock Sports Center – Round Rock, TX
Salina Fieldhouse – Salina, KS
Saugatuck Rowing and Fitness Club – Westport, CT
Sportsplex San Marcos – San Marcos, TX
St. Croix Sports & Events Center – St. Croix, USVI
St. James Sports and Wellness Center – Springfield, VA
SWGR Athletics – Pittsburgh, PA
The Miller Center for Recreation & Wellness – Lewisburg, PA
Upward Star Center – Spartanburg, SC
Wooden Family Fieldhouse – Xenia, OH
Woodridge Park District Rec. Complex – Woodridge, IL



our experience

SFA & SFM Featured Project



Myrtle Beach Sports Center

Myrtle Beach, SC

Construction Cost: \$14.2 million

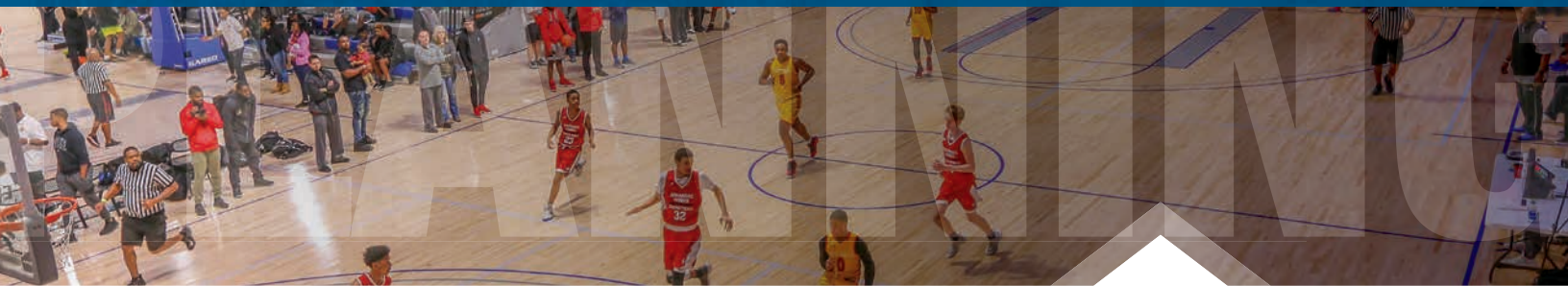
Size: 100k sq. ft.

Completion Date: March 2015

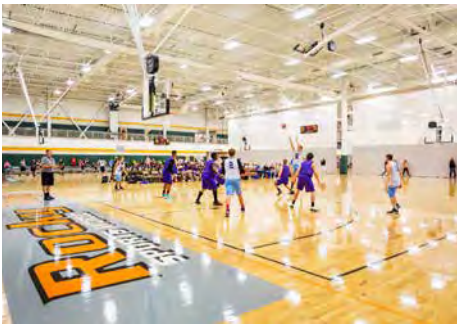
Firm's Role: Planning Services, Pre-Opening Management, On-going Full-time Management

Team Leader: Dev Pathik & Evan Eleff

SFA was engaged to produce the initial market analysis and community needs/ demand assessment phase which included strategic planning, key stakeholder, user group interviews and involved collaboration with key project decision makers. SFA's work also included a detailed financial forecast and economic impact analysis, an organizational structure, a development timeline, and onsite presentations. The City then contracted SFM for a full suite of pre-opening services, including a Pre-Opening Development Plan & Timeline as well as the setup and implementation of management and operating systems for the complex and the business. This led to a Full-Time Management agreement.



SFA & SFM Featured Project



Rocky Top Sports World

Gatlinburg, TN

Construction Cost: \$21.5 million

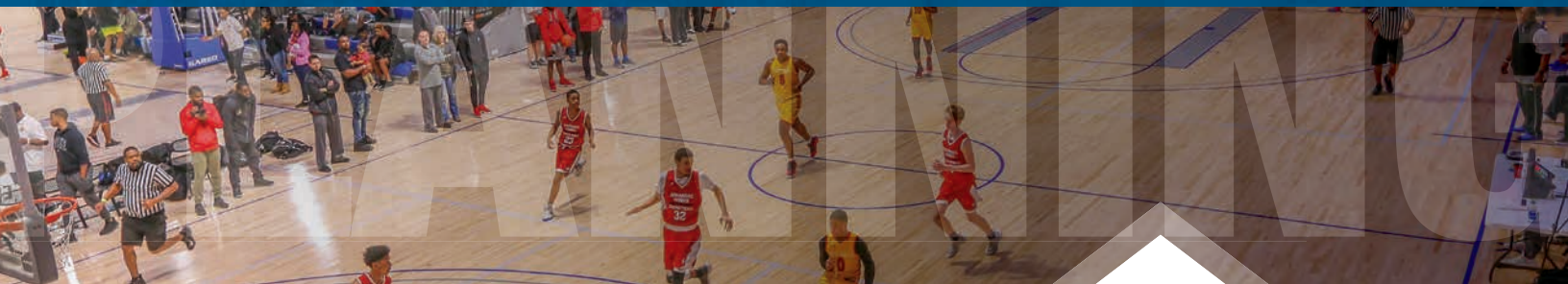
Size: 80 acres

Completion Date: August 2014

Firm's Role: Planning Services, Pre-Opening Management, On-going Full-time Management

Team Leaders: Jason Clement & Evan Eleff

SFA was engaged to produce the initial market analysis and community needs/demand assessment phase which included strategic planning, key stakeholder and user group interviews. SFA's work also included a detailed financial forecast and economic impact analysis, an organizational structure, a development timeline, and onsite presentations. The City/County then contracted SFM to become the full-time management entity for this sports tourism destination. SFM's Leadership Team met its year one booking objectives three months prior to the August 2014 Grand Opening. Year one forecasted economic impact to be \$10M; the actual year one economic impact was \$17M.



SFA & SFM Featured Project



Rocky Mount Event Center

Rocky Mount, NC

Construction Cost: \$48 million

Size: 165k sq. ft.

Completion Date: October 2018

Firm's Role: Planning Services, Pre-Opening Management, FF&E Services, On-going Full-time Management

Team Leaders: Dev Pathik & Evan Eleff

SFA was contracted to provide a market and feasibility analysis, as well as putting together the detailed financial forecast and economic impact analysis. SFA also provides consulting and advisory services throughout the capital acquisition phase and serves as the owner's representative for design and facility layout. SFM was contracted for facilities, fixtures, and equipment procurement which includes writing and issuing RFP's on behalf of the client. SFM is contracted with a full-time management agreement and pre-opening suite of services including legal/risk, day-to-day operations, marketing, business development, human resources, leadership development, and sponsorship sales.

YALE UNIVERSITY

New Haven, CT

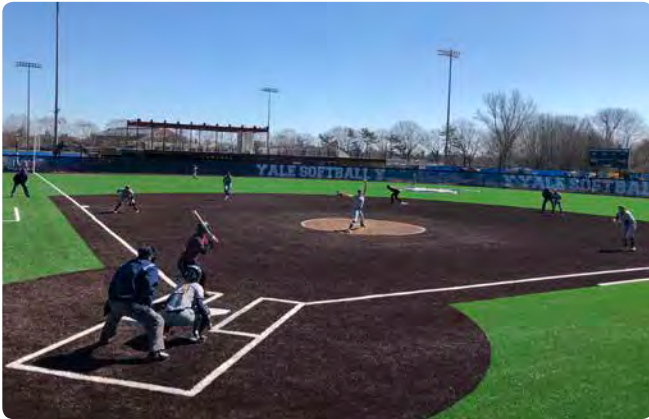
Reese Stadium

This project consisted of the installation of the soccer/lacrosse field and field illumination for NCAA regional broadcasts followed by the construction of the grandstand, press box, and team rooms. In addition to design services, Milone & MacBroom provided technical assistance in selecting a turf vendor, negotiations with the preferred contractor, and construction engineering and inspection.



Reconstruction of Dewitt Family Field

This project involved replacing a natural grass field with synthetic turf. Milone & MacBroom designed the improvements and was responsible for subsurface soil investigation, preparing a detailed existing condition survey, and the preparation of plans and specifications. The firm also provided guidance in turf selection, assistance in seeking land use approvals from the City of New Haven, and construction administration services.



THE MERIDEN GREEN - HUB REDEVELOPMENT

Meriden, CT



Designed by Milone & MacBroom, the Meriden Green is central to the revitalization of downtown Meriden that also includes mixed-use development related to the new Amtrak station. The project has become the catalyst for the Meriden community to come together to enjoy this public space, and the expansive “Silver City Bridge” now connects pedestrians in the downtown area and surrounding neighborhoods to the new intermodal transportation center.

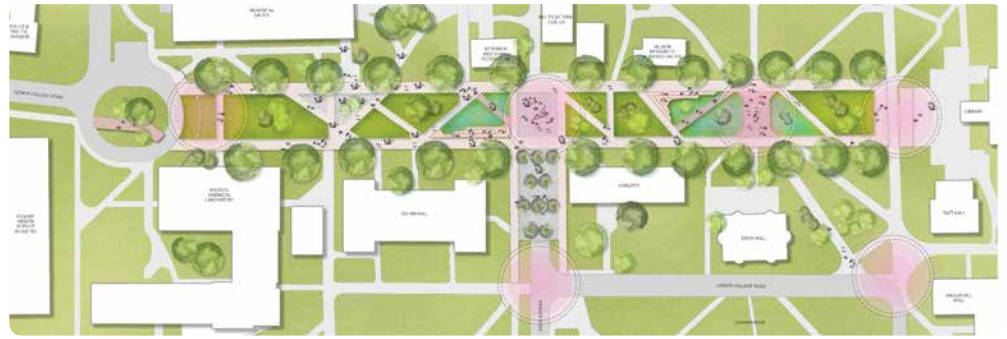
The Meriden Green is the recipient of 17 international, national, and regional awards, including the prestigious American Council of Engineering Companies (ACEC) Engineering Excellence Honor Award and ACEC-CT Grand Award.

CLIENT

City of Meriden
Meriden, CT

URI KINGSTON CAMPUS PRIORITY IMPROVEMENT PROJECTS

Kingston, RI



CLIENT

Rhode Island Department of Administration
Providence, RI

Milone & MacBroom provided landscape architecture and engineering design services for three priority improvement projects at the University of Rhode Island (URI) Kingston Campus, including the Dieter Hammerschlag Mall, Memorial Union Plaza, and Historic Quadrangle. The goal of completing the improvements is to help improve all aspects of campus living and achieve a sustainable landscape that preserves, enhances, and perpetuates daily campus life.

Milone & MacBroom created aesthetic spaces in a practical, functional manner that respect and enhance the existing character, patterns, landforms, & environment of the University.

BRYANT UNIVERSITY

Smithfield, RI

Athletic Facilities

Milone & MacBroom evaluated this synthetic turf field and running track with the intention of replacing the 10 year-old field. The firm assisted in assessing the cause of the deterioration, selection of the replacement synthetic turf system, and the preparation of plans and specifications for replacement of the field and concrete curb, as well as resurfacing of the running track.

This project was the recipient of the 2016 American Sports Builders Association (ASBA) Merit Award.



Football Stadium & Athletics Master Plan

Milone & MacBroom designed and prepared construction documents to convert the university's existing natural grass football field to synthetic turf. In addition, we studied the entire campus and worked with Bryant Athletic Department staff to prepare multiple options for the future expansion of the school's outdoor athletics program. In the end, Milone & MacBroom produced a master plan booklet for the university to use as a roadmap for potential projects in the future.



HARBOR POINT AND YALE & TOWNE DEVELOPMENT

Stamford, CT

CLIENT

Building and Land
Technology (BLT)
Stamford, CT

The project includes six million square feet of mixed-use development: 85% residential (4,000 residential units); 15% commercial, including office buildings, a grocery store, a waterfront hotel, restaurants and a full-service marina; more than 11 acres of parks and public space; a community school; and publicly accessible waterfront.



Harbor Point Parks

As part of the effort to develop construction level documents for a large scale, commercial, retail, and residential redevelopment project in the City of Stamford's South End, Milone & MacBroom assisted with the design of two urban parks to fulfill a green space requirement for Harbor Point Development.

Milone & MacBroom supported one of the largest development projects on the East Coast.

FREIGHT STREET TOD REDEVELOPMENT STRATEGY

Waterbury, CT

Milone & MacBroom is working with the City of Waterbury to develop a community led master plan and revitalization strategy for a 70-acre area adjacent to the City's train station. The Master Plan recommendations create a redevelopment roadmap identifying future land uses, zoning revisions, environmental remediation strategy, infrastructure and circulation improvements, as well as recommendations for marketing and economic development. The implementation agenda includes specific recommendations for how to achieve development that is attainable from a market standpoint and is in line with the community's vision for the Freight Street District.



CLIENT

City of Waterbury /
Waterbury Development
Corporation
Waterbury, CT





ODELL INTRODUCTION



ODELL NAMED PREFERRED STADIUM DESIGN PROVIDER FOR ALL USL PROPERTIES

TAMPA, Fla. – The United Soccer Leagues, LLC, today announced Odell as the Preferred Stadium Design Provider. Financial terms of the two-year agreement were not disclosed. Odell will be a preferred supplier for all related properties, including the United Soccer League – one of the most prominent Division II professional leagues in the world – USL's Division III, the Premier Development League (PDL) and the Super Y League.

The Odell Sports & Entertainment Studio has been building places of public assembly in cities across the U.S. Their gifted group of designers and other professionals specialize in exciting and beautiful arenas, civic centers, stadiums, sports complexes, and other public assembly venues. Odell offers a unique and successful approach built upon the firm's thorough understanding of the business of sports and the operational needs of sports and public assembly facilities.

"We are thrilled to have Odell as our Preferred Stadium Design Supplier. There are many USL clubs that are exploring a potential new stadium development, or have already started down that path," said USL President Jake Edwards. "These venues have the potential to become beacons within their respective markets. Odell brings decades of sports-specific experience to help our clubs design facilities that properly represent their community, while serving the needs of soccer fans."

"Odell is delighted and honored to be selected as a Preferred Provider to the USL for stadium design," said Odell CEO Brad Bartholomew. "We look forward to providing creative and transformational design solutions that meet and exceed the impeccable standards established by the USL."

Over the next five years, the USL will oversee the expansion of an estimated 30–40 new franchises at the second and third divisions of professional soccer, creating numerous opportunities for potential suppliers and vendors to support this growth.

Through its Preferred Supplier Program, the USL connects suppliers with both new franchise owners and existing USL clubs looking to deliver the best possible experience for fans. Preferred suppliers must meet the USL's strict quality standards. These are "Best in Class" companies that provide services and products to professional franchises and stadium developers. USL has recently announced partnerships with numerous industry-leading companies including InProduction, Musco Lighting, SCG Fields, and Act Global, among others.

WHAT WE DO...Transformational Ideas

1 REvision existing site and context to **Attract Millennials**

- Provide various “neighborhoods” within the facility that attract millennials
- Create a unique experience that is rooted in the community and place
- Provide synergistic programming that spurs redevelopment around the stadium

2 Enhance the **Fan Experience** with premium seating, amenities and outdoor gathering areas

- Embrace outdoor spaces as true potentials to improve the fan experience
- Provide various levels of premium seating to increase revenue and improve fan experience
- Embrace outdoor spaces and make flexible to enhance experience before, during and after the match

3 Accentuate your **Stadium** with site/building/interior features

- Energize the campus with redesigned interior spaces and finishes that are contemporary and timeless
- Design an iconic and recognizable front door entrance to the stadium that also resolves security and entry congestion
- Implement a clear and well-defined wayfinding strategy to reinforce your brand

4 Create **Iconic Stadium** that serves as a catalyst for the entire development

- Review existing buildings on the campus and find ways to implement into the design
- Identify growth needed to athletic facilities and build upon existing venues

5 Create a vibrant **Destination 365** days a year

- Provide more amenities on campus to generate revenue all year
- Integrate a mixed use entertainment center into/ around the stadium

6 Maximize the **Value** of your investment

- Multipurpose stadium designed within your budget
- Flexible chassis that can be reconfigured efficiently and accommodate many events

How We Do It...Collaborate with Client

- Initial design charrettes with client
- Help set the overall master plan for the stadium and neighboring community
- Extensive involvement throughout design process, implementing USL standards

REVISION EXISTING SITE AND CONTEXT TO ATTRACT MILLENNIALS



CREATE A VIBRANT DESTINATION 365 DAYS A YEAR



CREATE ICONIC STADIUM THAT SERVES AS CATALYST FOR THE ENTIRE DEVELOPMENT





ALS



ACCENTUATE YOUR STADIUM WITH SITE/BUILDING/INTERIOR FEATURES



THE ENTIRE DEVELOPMENT



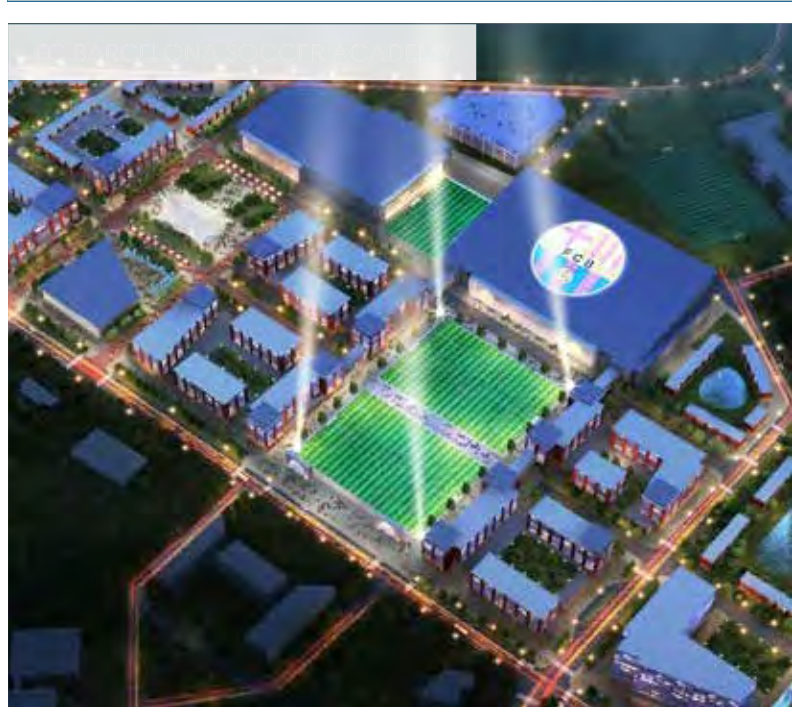
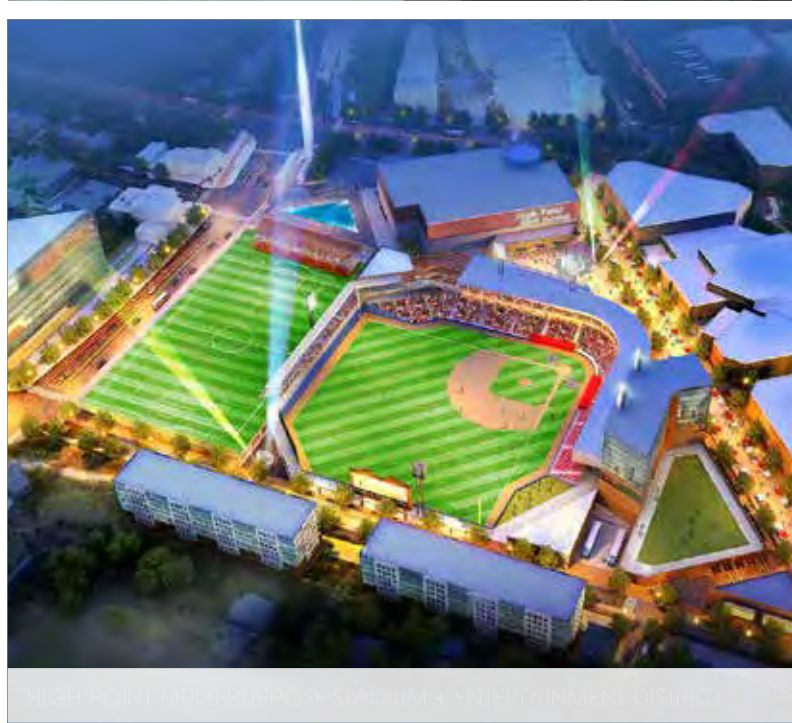
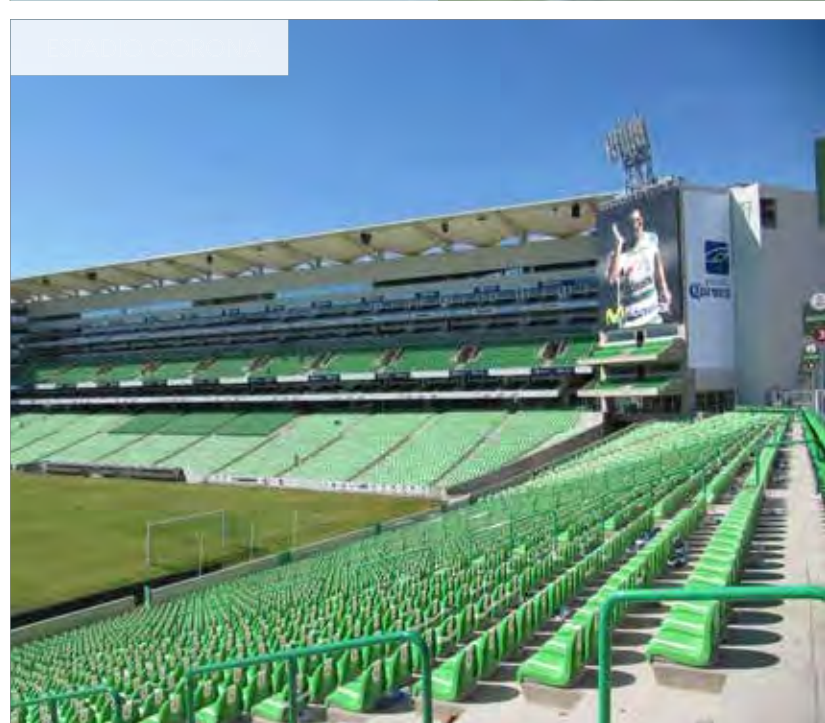
ENHANCE THE FAN EXPERIENCE WITH PREMIUM SEATING, AMENITIES AND OUTDOOR GATHERING AREAS



MAXIMIZE THE VALUE OF YOUR INVESTMENT



FIELD SPORTS 2



CAROWINDS SPORTS VILLAGE & HOTEL DEVELOPMENT

CHARLOTTE, NORTH CAROLINA

Odell designed a new athletic facility in Charlotte. the project includes:

- 10 Multi-Purpose Indoor Courts
- Men's and Women's Locker Rooms
- Coaches Offices
- Cardio-Weight Room
- Wellness Classrooms
- Dance Studios
- Sports Medicine
- Rehab Area
- Strength & Conditioning
- Hotel
- Retail
- Restaurants



INDOOR SPORTS + ARENAS **3**





VIEJAS
CASINO & RESORT
ALPINE, CALIFORNIA



Distinguish TO ATTRACT NEW GUESTS

WITH A RELAXED AND APPROACHABLE INDOOR AND OUTDOOR
ATMOSPHERE, VISITORS HAVE MULTIPLE OPTIONS FOR THEIR HOTEL
STAY INCLUDING DINING, SHOPPING, GAMING, ENTERTAINMENT,
GATHERING AND MEETING.

JCJARCHITECTURE

Community Entertainment District



RAINBOW CENTRE ENTERTAINMENT

NIAGARA FALLS, NY

PROGRAMMING | MASTER PLANNING
CONCEPT DESIGN TO REVITALIZE AN INTERNATIONAL DESTINATION



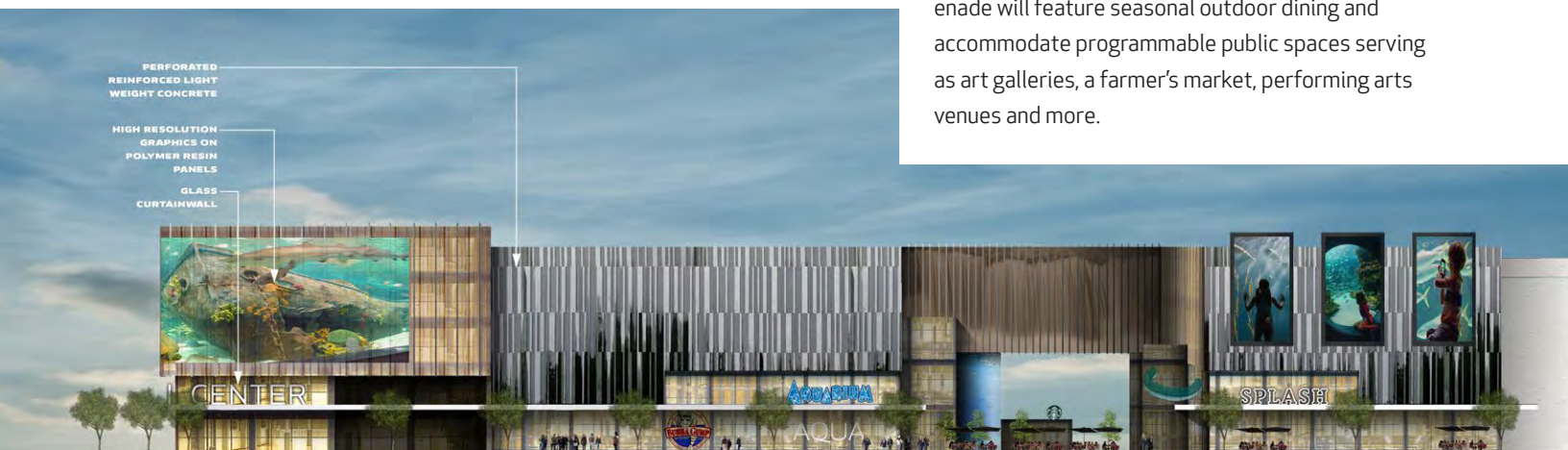


NEW RESTAURANTS, RETAIL AND ENTERTAINMENT VENUES WILL ACTIVATE THE STREETS, TRANSFORMING THE DISTRICT INTO A PEDESTRIAN-ORIENTED ENVIRONMENT THAT ATTRACTS TOURISTS AND LOCALS ALIKE.



Our proposed adaptive reuse concept addresses a number of identified needs by transforming the uninviting “box” of an existing mall, into an open, welcoming and energetic environment. An indoor waterpark, aquarium, restaurants, retail, and eventually a hotel, conference center and spa will draw visitation from near and far, and give reason for Niagara Falls tourists to stay a little longer.

The design features folding glass wall systems which set the stage for indoor/outdoor dining and visually connect the interior with the surrounding streets. More appropriately scaled architectural elements create a more intimate, approachable atmosphere than the existing, inward-facing shopping mall. New restaurants, retail shops and entertainment venues activate the streets, transforming the district into a pedestrian-oriented environment that attracts tourists and locals alike. The development will feature storefront designs with the familiar scale of traditional commercial districts, executed in a contemporary fashion. A portion of the existing mall will be demolished to make room for a new retail promenade to connect the surrounding streets. The promenade will feature seasonal outdoor dining and accommodate programmable public spaces serving as art galleries, a farmer’s market, performing arts venues and more.







Goodwin College Mixed-Use Development

EAST HARTFORD, CONNECTICUT

JCJ Architecture has been engaged to provide Architectural Services for Goodwin College to master plan and design a mixed-use development in East Hartford.

The tenant building will include 25,000 sf of commercial and retail space that will serve the campus community. The residential building will include 105,000 sf of approximately 100-residential studio and 1-bedroom units that will benefit students and renters seeking river-bank apartments. The ground level will provide for commercial and restaurant/retail space.

The property represents the gateway to the Goodwin College Campus as envisioned in their 20-year master plan. The plans proceed from a community-based outlook and the mixed-use development is meant to benefit students and East Hartford residents, as well as attract visitors.

2020
**COMPLETION
(ESTIMATED)**



STUDENT RECREATION CENTER

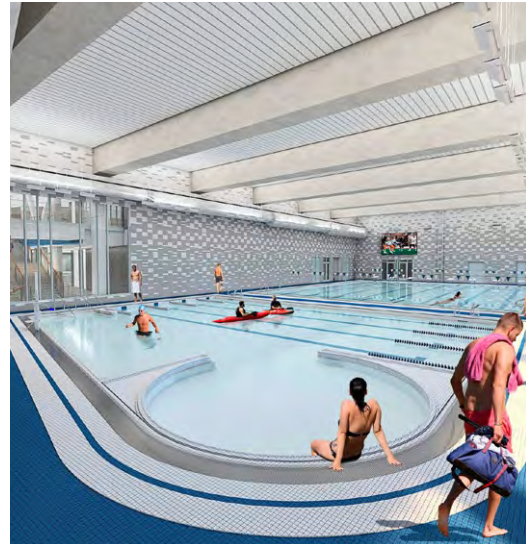
UNIVERSITY OF CONNECTICUT

STORRS, CONNECTICUT

The Heart OF THE CAMPUS

AN EXCEPTIONAL FACILITY LOCATED IN
THE HEART OF THE STORRS CAMPUS THAT
DELIVERS ON A WIDE-RANGE OF OBJECTIVES





University of Connecticut Student Recreation Center
UNIVERSITY OF CONNECTICUT, STORRS, CONNECTICUT





JCJ Architecture has been working with The University of Connecticut for more than two decades; providing master planning, architecture and interior design services for Athletic, Academic, Residential and Hospitality projects.



JCJ Architecture, in association with Moody Nolan, has been working in close collaboration with the University of Connecticut's stakeholders (including student body representatives) to build consensus and bring the long-awaited, new Student Recreation Center to fruition. Preliminary design workshops were comprehensive and focused on developing a foundation for the development of an exceptional facility located in the heart of the Storrs campus that delivers on a wide-range of objectives.

UConn's existing 25,000 square foot facility has been considered inadequate for several years and with University enrollment on the rise, the need for this state-of-the-art facility is great. The new program and facility will total 200,000 square feet and include multiple recreation fields, a 20,000 square foot fitness center, activity spaces for cardiovascular and strength training facilities, squash and racquetball courts, five full sized basketball courts, a running track, multipurpose sports areas, an aquatics center (including a 50 meter swimming pool, sauna and whirlpool), a wellness center, indoor and outdoor spaces for club sports, and flexible space for events and activities for use by the students and the UConn community.

212,575 sf
NEW CONSTRUCTION

\$72.5 Million
PROJECT COST

2019 (Fall)
COMPLETION



URBAN REAL ESTATE ADVISORY GROUP

Turn to our trusted market knowledge, extensive industry experience, and client-focused service.

RCLCO helps the leading shapers of the urban environment understand and apply the trends driving America's rediscovery and embracement of historic downtowns and new city creation. **Each day the Urban Real Estate Advisory Group gains a deeper understanding of demand conditions for urban real estate, supplying clients with crafted investment strategies or development solutions to capitalize on that knowledge base.** RCLCO created the industry's best kit of analytical tools to model where value growth will occur, which markets are undersupplied, what product niches are emerging, and how real estate assets can be enhanced and de-risked at every point in the economic cycle.

Product Expertise

- » For-Sale & For-Rent Residential
- » Office
- » Mixed-Use
- » Transit-Oriented Development
- » Hospitality
- » Downtown Revitalization
- » Anchor Institutions
- » Retail/Town Centers
- » Affordable/Workforce Housing
- » Public/Private Partnerships

Representative Clients Include



“

Over the past 12 years, Anderson Pacific has worked closely with RCLCO on all of its entitlement and development projects throughout California. Their thoughtful approach to the market, balanced with strong analytics, in-depth review of the region and submarket, and understanding of the quality level of the asset being delivered compared to the market, all played a collective role in providing us the necessary information to make sound business decisions.”

*-Ryan Altoon
Executive Vice President
Anderson Pacific, LLC*

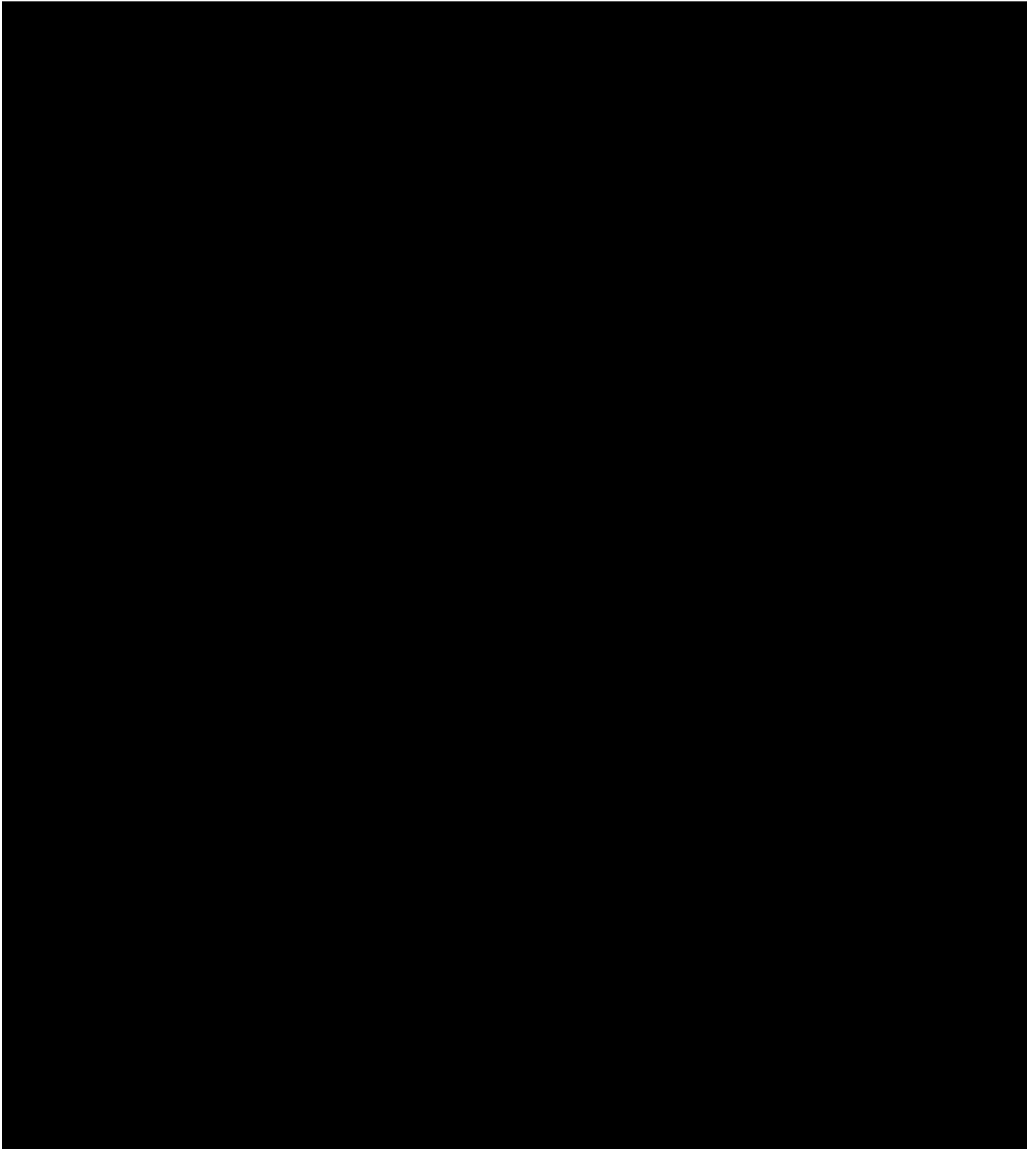


APPENDIX

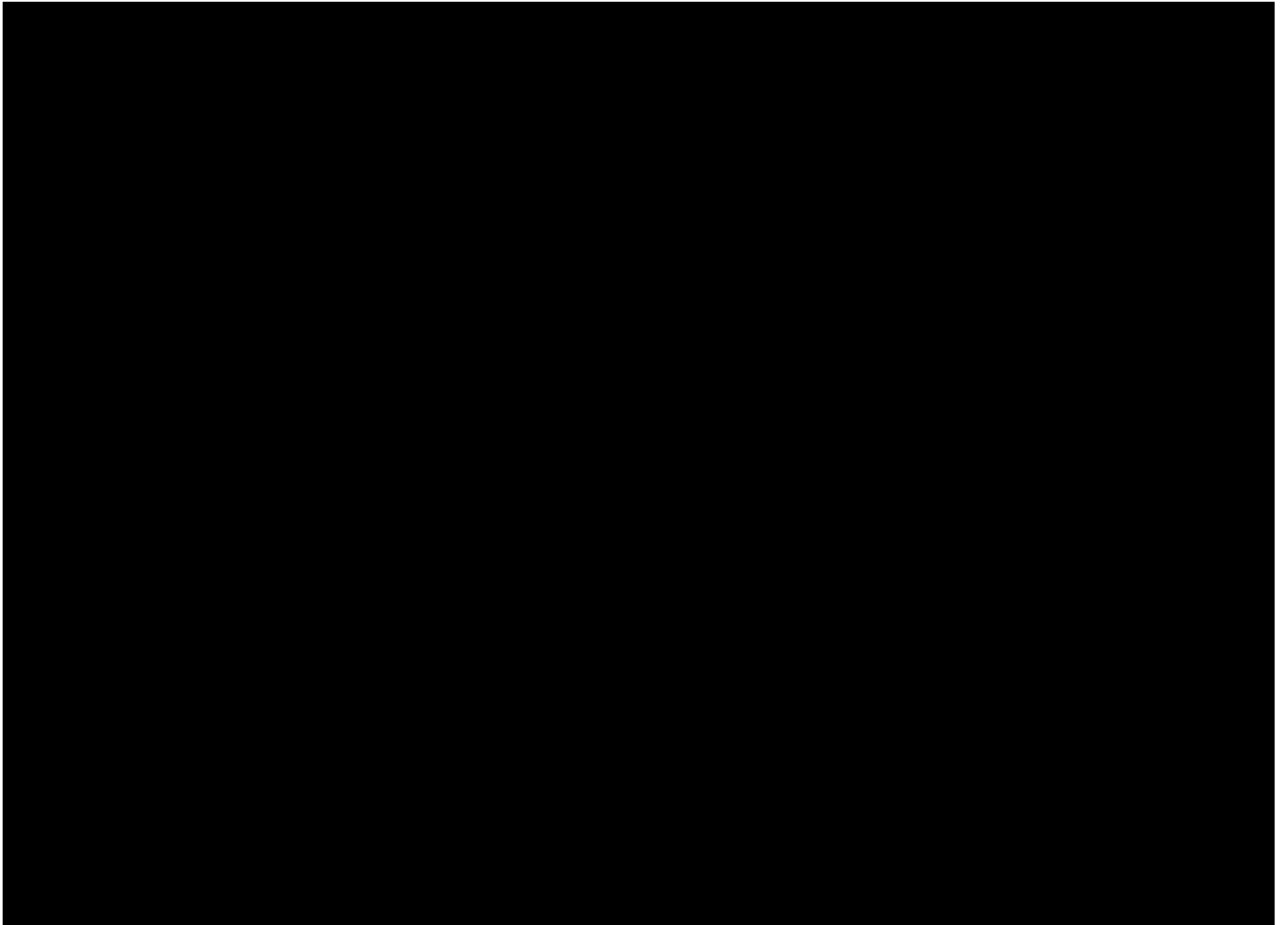
ORDER OF MAGNITUDE DEVELOPMENT COST BACK UP

A2

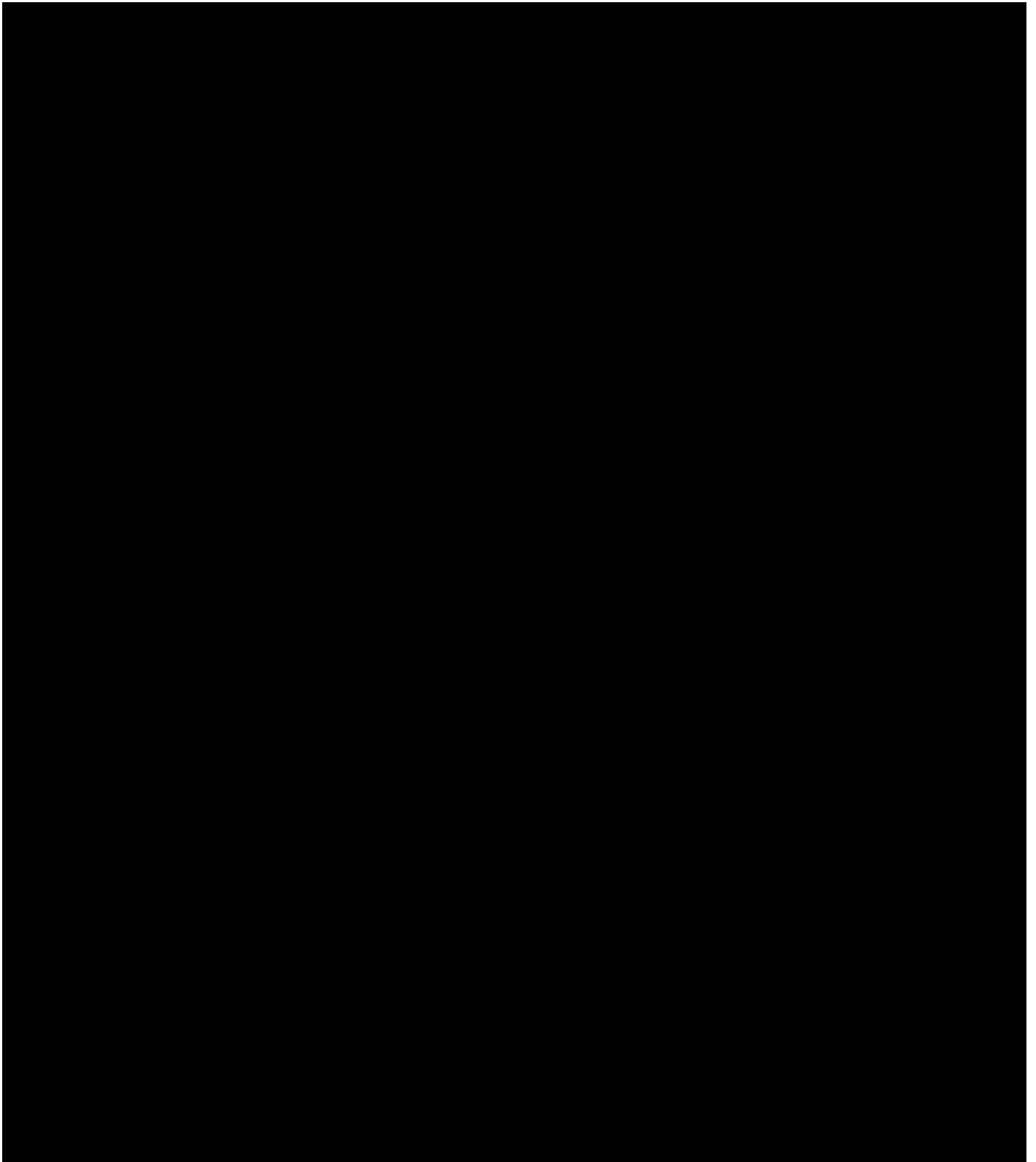
ORDER OF MAGNITUDE PROJECT COSTS - SUMMARY



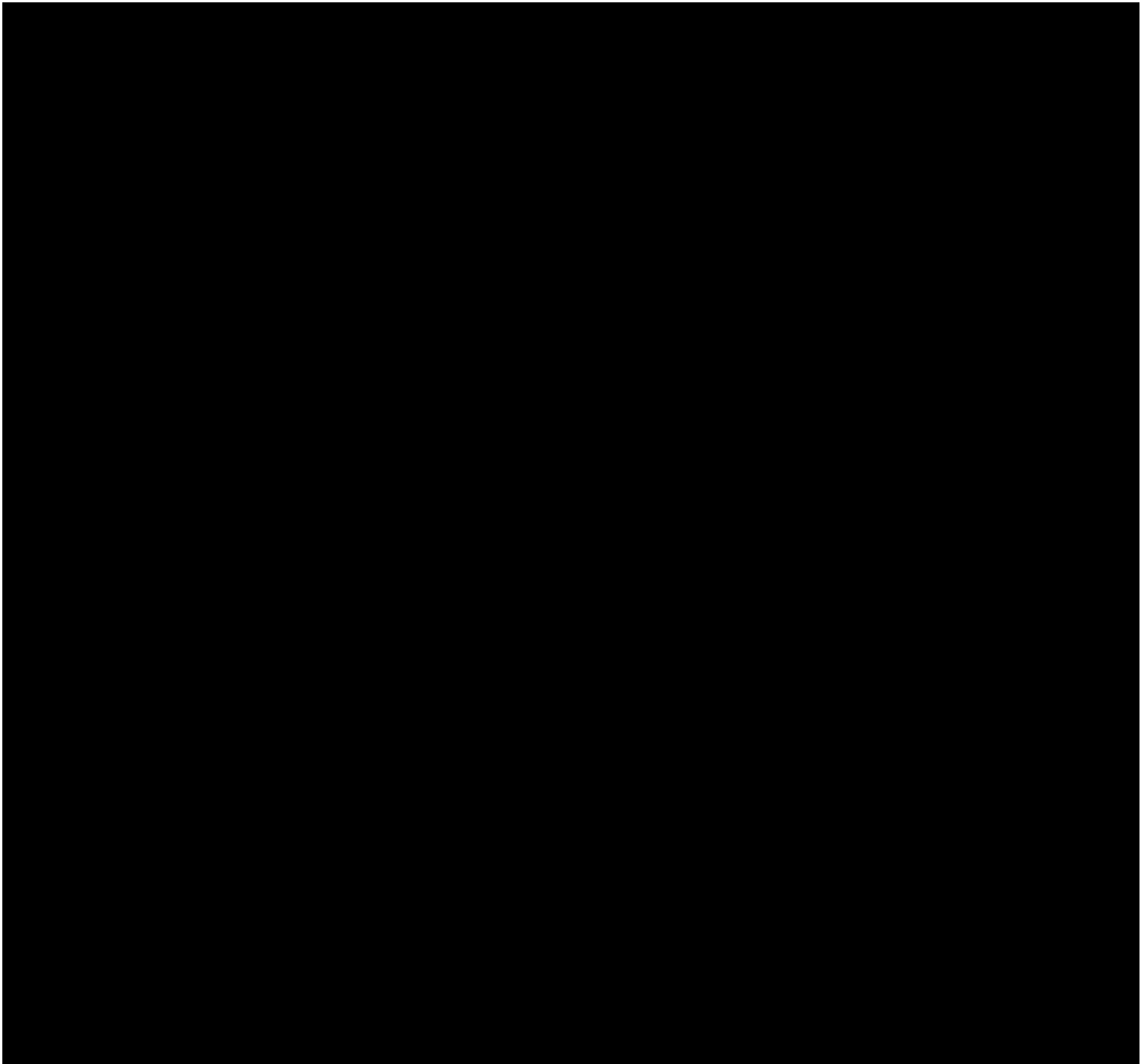
ORDER OF MAGNITUDE PROJECT COSTS - TIDEWATER SITE



ORDER OF MAGNITUDE PROJECT COSTS – APEX SITE



ORDER OF MAGNITUDE PROJECT COSTS - DIVISION STREET SITE



APPENDIX

RCLCO MARKET ANALYSIS AND DEVELOPMENT PROGRAM

A3



MARKET ANALYSIS & DEVELOPMENT PROGRAM

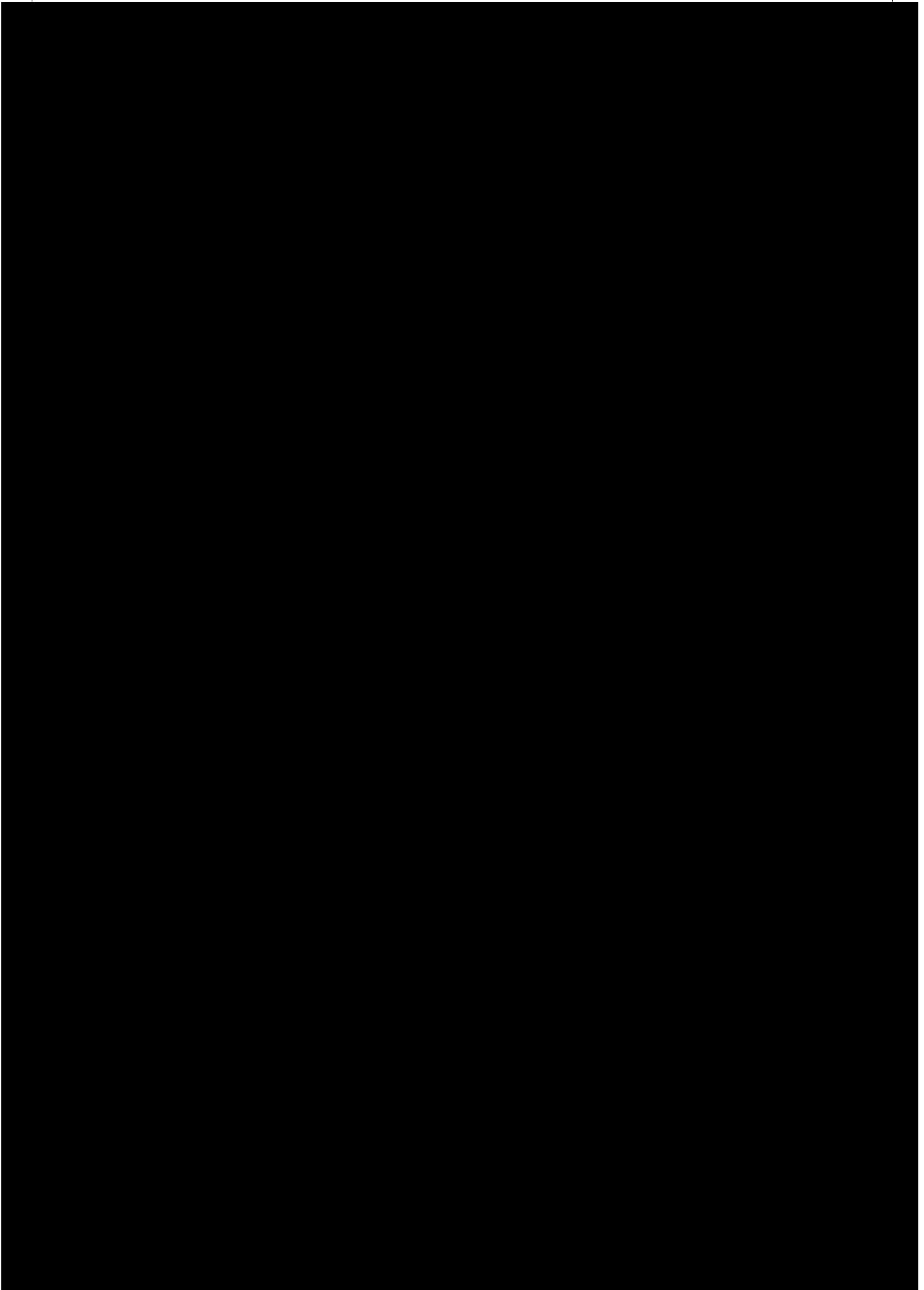
Pawtucket, RI

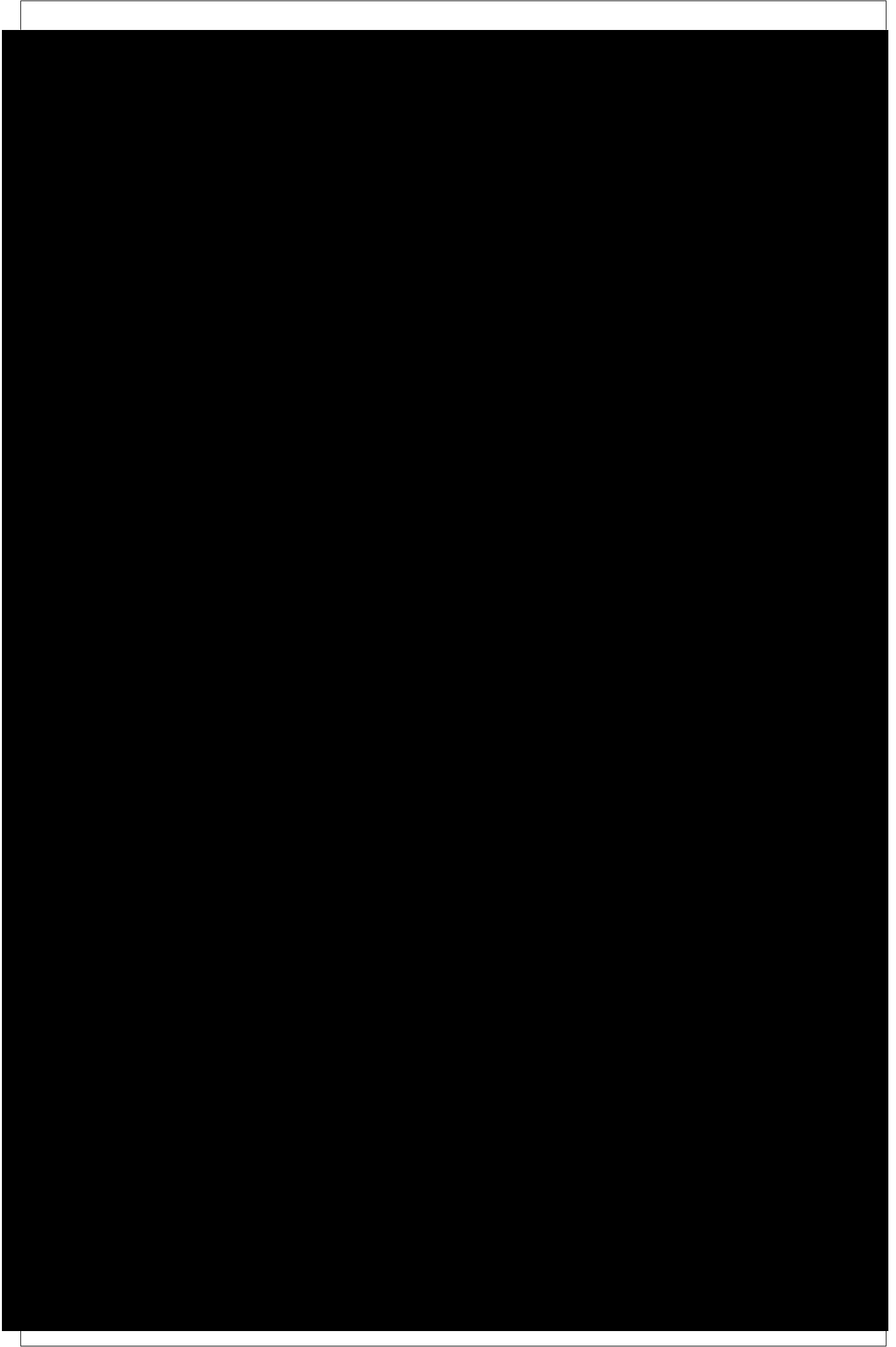
April 19, 2019

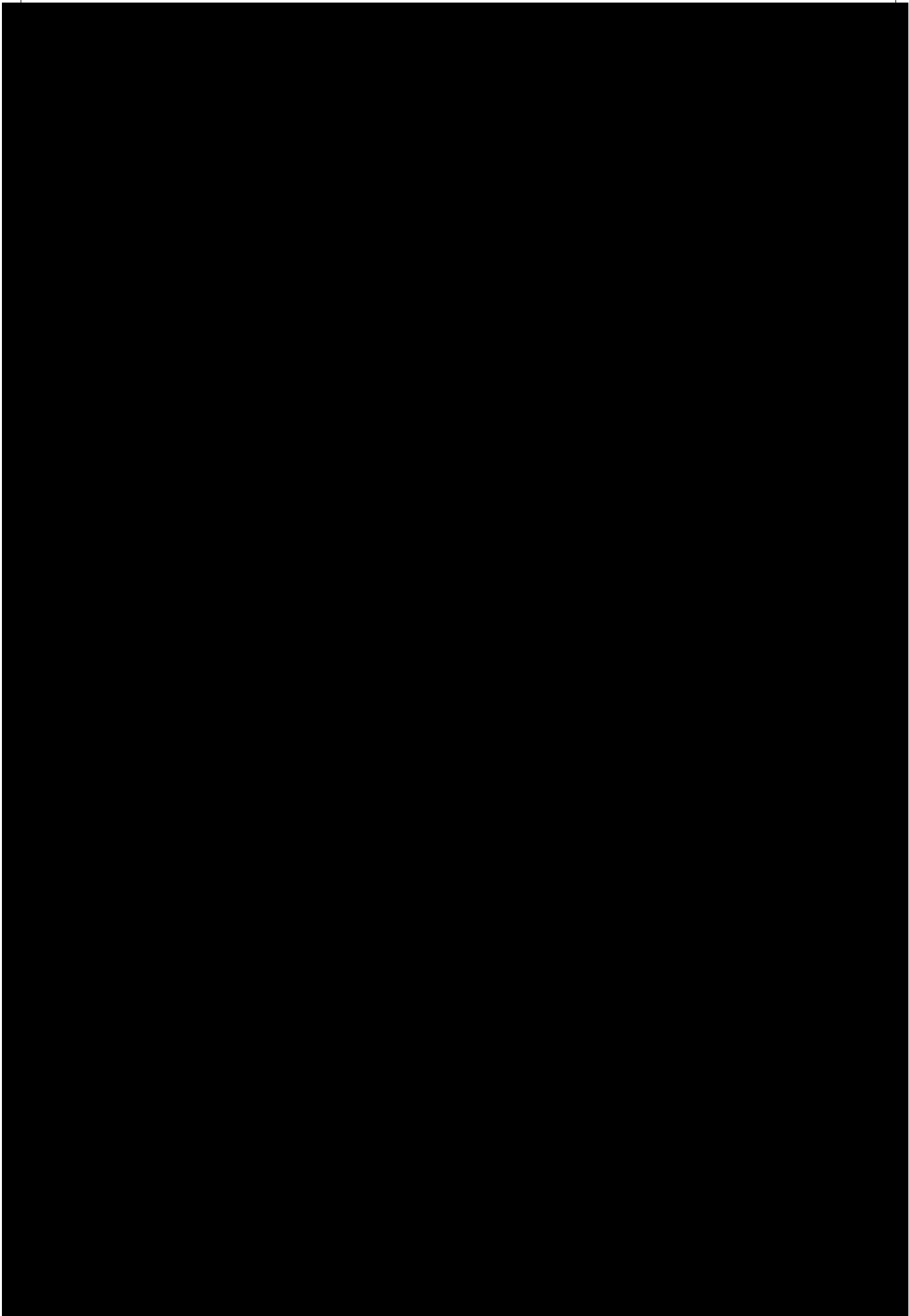
Adam Ducker, Managing Director

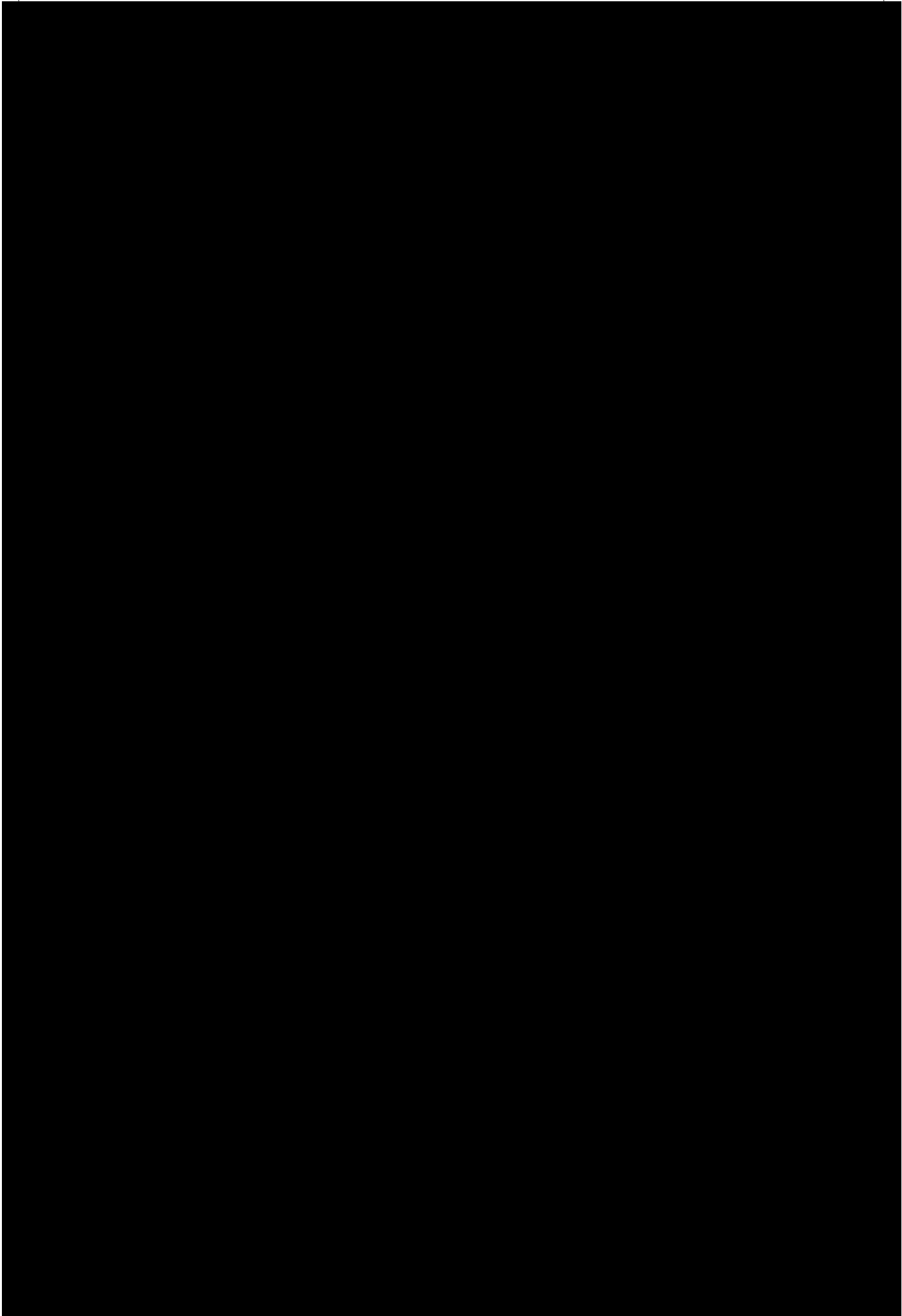
Rachel Waldman, Associate

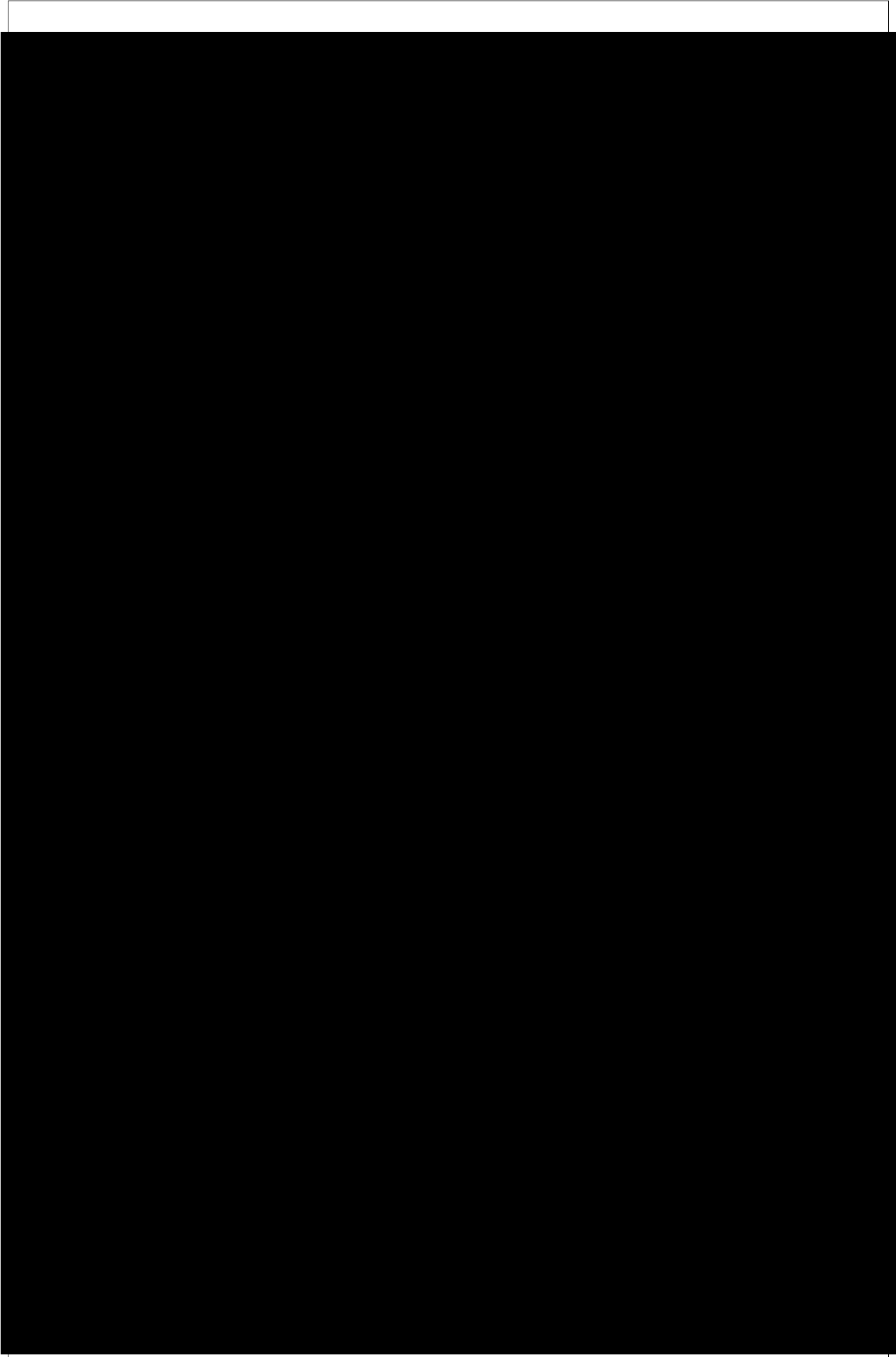
RCLCO
REAL ESTATE ADVISORS

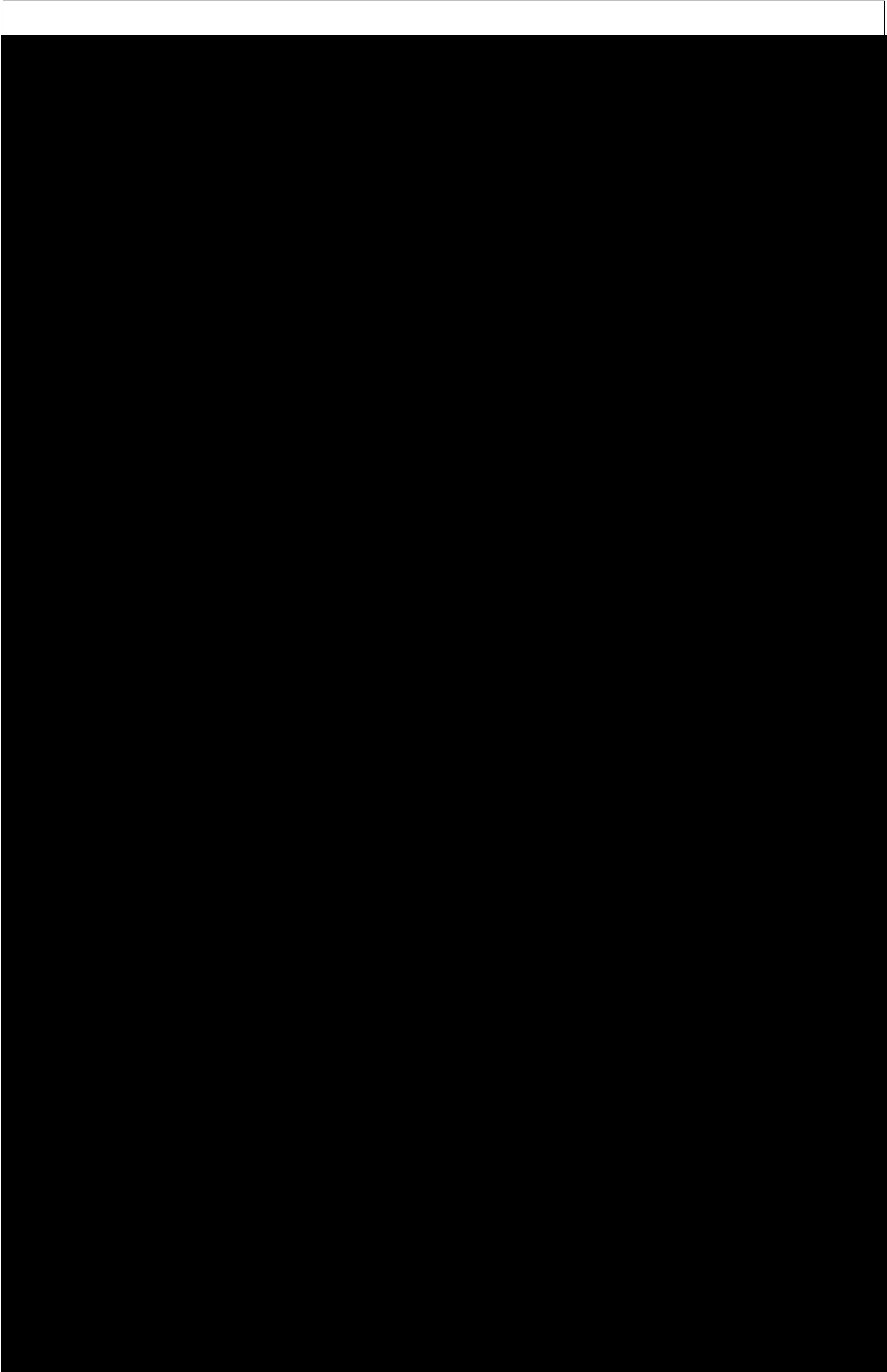












APPENDIX

SFA SPORTS EVENT CENTER PRELIMINARY OVERVIEW

A4

PAWTUCKET Sports and Events Center

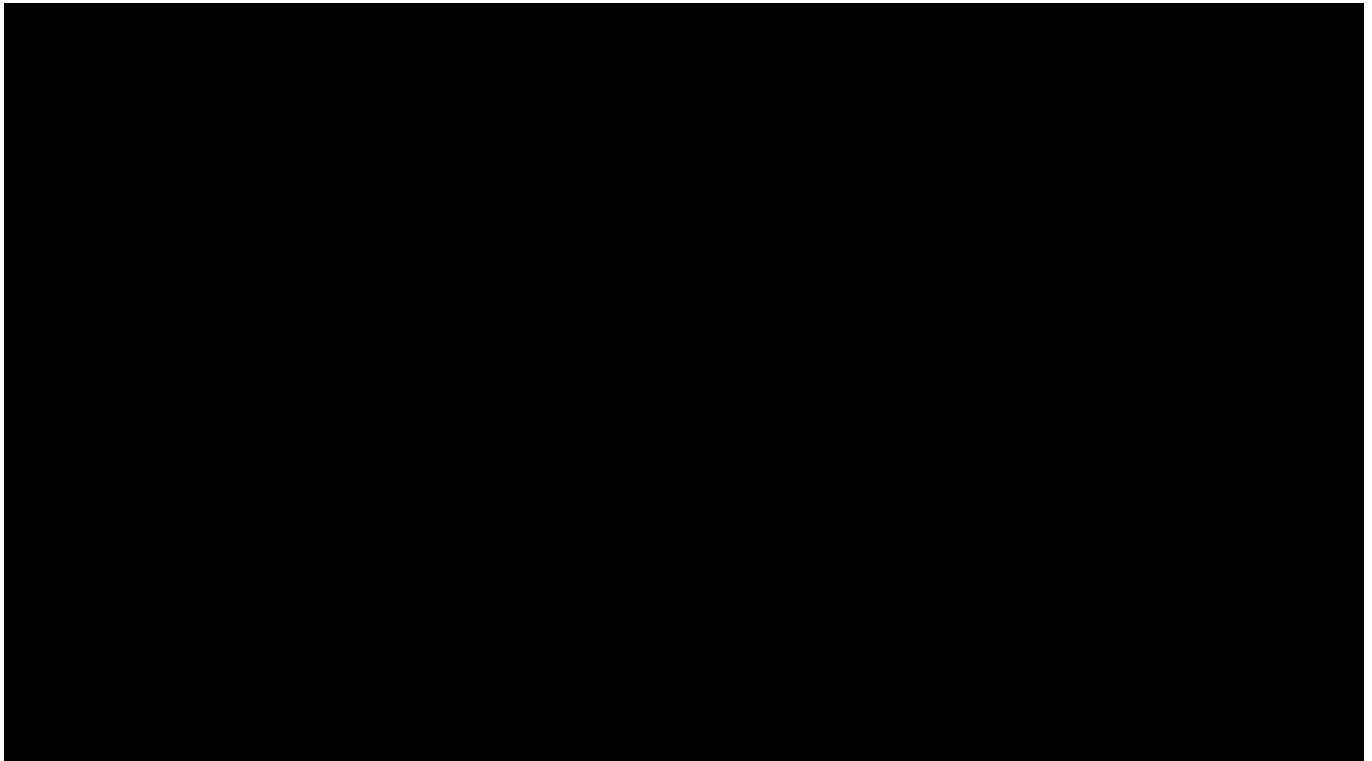
Prepared by: Sports Facilities Advisory, LLC



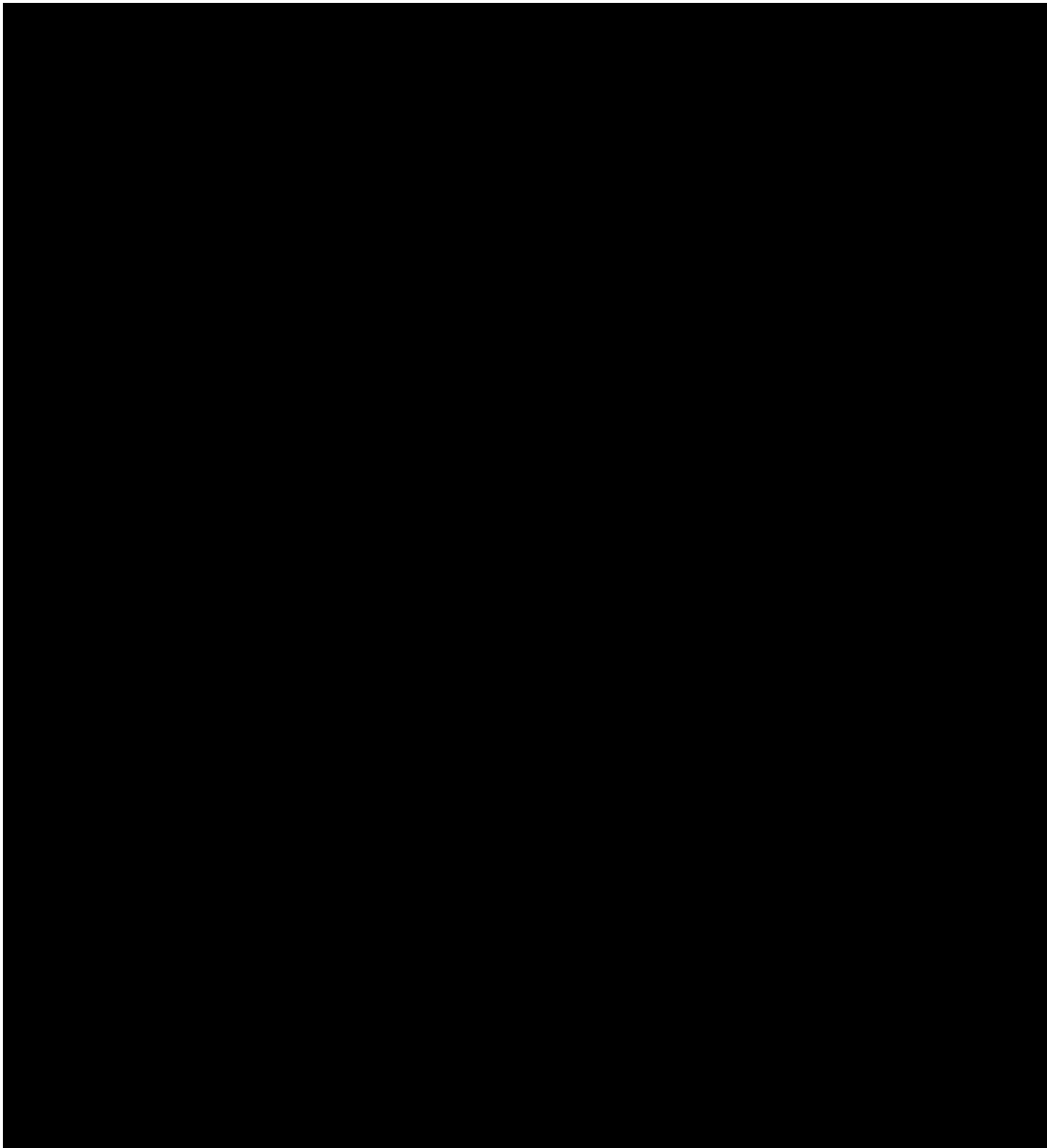
INTRODUCTION

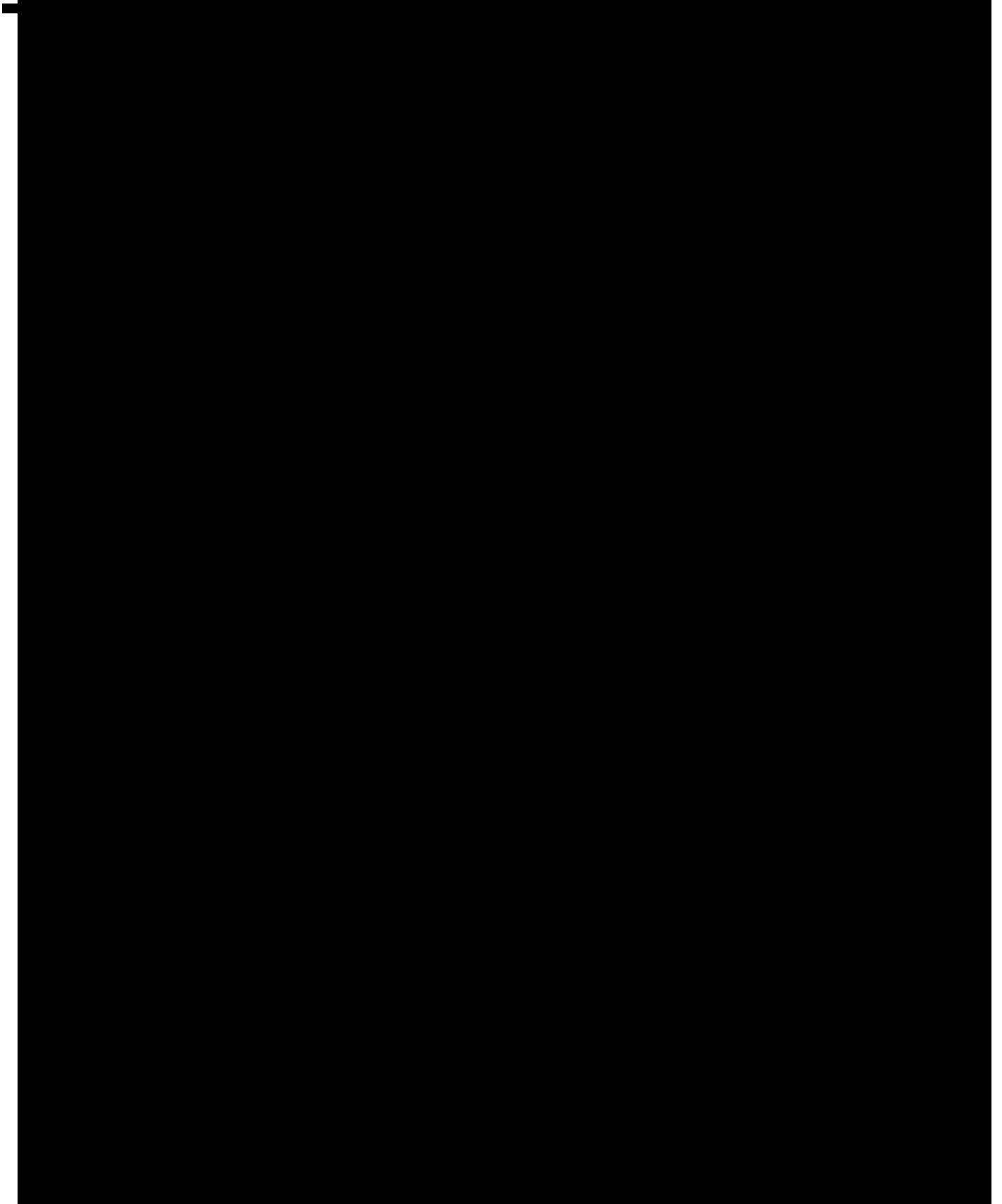
Sports Facilities Advisory, LLC (“SFA”) and Sports Facilities Management, LLC (“SFM”) are leading the youth and amateur sports industry developing the most successful sports tourism destinations in the United States. In April of 2019, SFA and SFM were approached by a development team (Project Team) to consider a re-development opportunity in downtown Pawtucket, Rhode Island. The conceptual project consists of the re-development of McCoy Stadium and a nearby “Apex Site” to become a destination for professional and amateur sports and events.

In addition to the potential for professional soccer and baseball onsite, SFA and SFM evaluated the market opportunity to host tournaments and events that will drive non-local traffic to the site as envisioned by the Project Team including, lodging, restaurants, retail, etc. This work included a review of the proposed site plan and design concepts, as well as, a review of market demographics, socio-economics, sports participation, and local/regional competition.



SPORTS TOURISM INDUSTRY INSIGHTS





The first part of the paper discusses the importance of understanding the cultural context of the research. It highlights the need for researchers to be sensitive to the values and beliefs of the communities they are studying. This is particularly important in the field of education, where cultural differences can significantly impact learning outcomes.

The second part of the paper focuses on the methodology used in the study. It describes the process of selecting participants, collecting data, and analyzing the results. The authors emphasize the importance of using a mixed-methods approach to capture both quantitative and qualitative data.

The third part of the paper presents the findings of the study. It shows that there are significant differences in learning outcomes between students from different cultural backgrounds. These differences are attributed to a variety of factors, including language barriers, social norms, and access to resources.

The final part of the paper discusses the implications of the findings for education. It suggests that educators should take steps to create a more inclusive learning environment for all students. This can be done by providing additional support for students who are struggling and by incorporating culturally relevant materials into the curriculum.

