



Pulaski County Regional Sports/Event Complex Market Analysis Study

Updated Report

■ April 18, 2024





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An aerial photograph of a town nestled in a valley, surrounded by hills covered in dense trees with vibrant autumn foliage in shades of orange, red, and yellow. A winding road is visible on the right side of the image. The left half of the image is covered by a dark blue semi-transparent overlay. The number '01' is displayed in large white font on the left side of the blue overlay, and the text 'Executive Summary' is displayed in white font below it, followed by a horizontal white line.

01

Executive Summary

Project Objectives

*This study aims at identifying **the supply/demand for sports/recreation in Pulaski County**, how the county **stacks up to surrounding communities in the regional market** and finally, based on this analysis, **drawing impactful conclusions that identify where strong opportunities lie** to take the county to the next level as a community.*



Where you are now.

Assessment of the City's and the County's sports/recreation assets, including the visitation induced, their attributes and quality, and overall performance



How you stack up.

What have other cities in the area done/are doing that has been successful in elevating the quality of life or inducing visitors?



What are the opportunities.

Based on the assessment of where you are now and how you stack up, Hunden will identify areas that represent strong opportunities to elevate the county's quality of life and sports facility package.



How we get there.

What are the next steps in the study? How do we execute and implement these opportunities?

SWOT Analysis

The following SWOT analysis details the strength, weaknesses, opportunities and threats related to the proposed youth sports facility in Pulaski County.

STRENGTHS



- Regional traffic along I-44 and Route 66
- Strong local demand / weak local supply of sports facilities
- Existing hotel supply to support potential sports tourism and lodging demand

OPPORTUNITIES



- Demand driver for weekend room nights
- Increased quality of life for residents and Fort Leonard Wood
- Central location in Missouri for travel organizations and high school tournaments

WEAKNESSES



- Lack of quality indoor and outdoor facilities that has led to decreasing and lost business within the county
- Lack of turf and lighted spaces that restrict scheduling

THREATS



- Strong regional competitive supply in Kansas City, Springfield, St. Louis, Jefferson City and Columbia
- Site constraints & topography

Summary Matrix

Youth Sports - Asset Analysis



| | | | | | | |
|--------------------|--------|---|---|---|---|---|
| Where you are now. | | Outdoor | | | Indoor | |
| | Sport | Soccer | Baseball & Softball | Other Field Sports | Basketball | Volleyball |
| | Supply | Limited/Weak | Limited/Weak | Limited/Weak | Limited/Weak | Limited/Weak |
| | Demand | Strong | Good | Moderate | Strong | Good |
| | Assets | <ul style="list-style-type: none">Roubidoux ParkCrocker Community Fields | <ul style="list-style-type: none">St. Robert Community Center FieldsCrocker Community FieldsShady Dell Park | <ul style="list-style-type: none">Roubidoux ParkCrocker Community Fields | <ul style="list-style-type: none">ARK Community CenterWaynesville High School and Middle Schools | <ul style="list-style-type: none">ARK Community CenterWaynesville High School and Middle Schools |

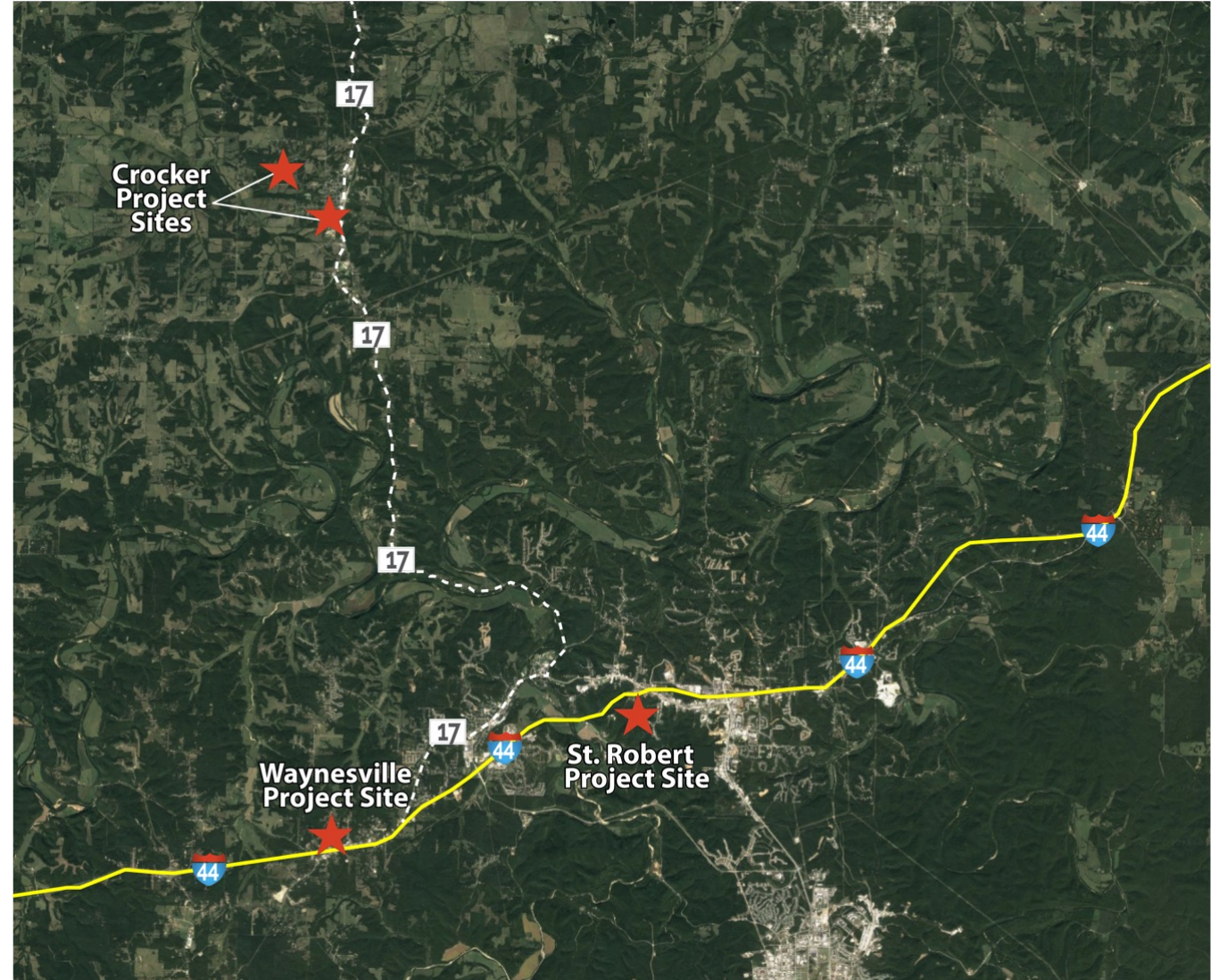
Potential Project Sites

Pulaski County – Aerial Map



The figure to the right highlights the location of the four potential project sites that Hunden was presented with from the Client. The potential project sites include one site in St. Robert, one site in Waynesville, and two sites in Crocker.

- The St. Robert and Waynesville Project sites are both located along Interstate 44.
- The St. Robert Project site is in the heart of Pulaski County in direct proximity to prevalent economic activity and development as shown through the satellite imagery.
- The Waynesville Project site is nine miles further west on Interstate 44 and shows much less development surrounding the site.
- The two Crocker Project sites are over 12 miles away from Interstate 44 in a much less populated city within Pulaski County.



Pulaski County Youth Sports: Recommendations

Based on the analysis of the youth sports market supply in Pulaski County and the regional competitive market and interviews with market experts, tournament organizers, and other stakeholders, Hunden recommends the development of an outdoor and indoor complex over **two phases** at the **St. Robert Potential Site**.

Upon full build-out Hunden recommends the following:

- 2 full-sized multi-purpose, lighted turf fields
- 6 grass multi-purpose fields (soccer, baseball/softball, lacrosse, archery, Australian rules football, ultimate frisbee)
- 6 baseball/softball diamonds with turf infields and grass outfields
- 6 indoor hardwood basketball courts (12 indoor volleyball courts)

Phasing will help with initial costs and assist in identifying long-term opportunities as the market changes. Ultimately, Hunden recommends turf and lighted multi-purpose fields to extend the available time of play throughout the season and to support multiple sports. In order to attract regional tournaments for outdoor field and diamond sports, the county needs to compete with the number of fields found at regional competitors. Although these field and diamond counts may not be greater than regional competition, they are enough for tournament operators to host regional events, which is not currently possible in the county. With 6 indoor basketball courts, (12 volleyball courts) the county will have the ability to host indoor sports tournaments. There are multiple site options, but the site for the Project has not yet been determined. The recommendations of the Project apply to the opportunities within the greater market area.

| Pulaski County Detailed Recommendations | | | | |
|---|----------|-------------------------------|----------------------------------|---------------------|
| Feature | Unit | Phase I (High Priority) | Phase II (Future Priority) | Total Build- Out |
| Outdoor Components | | | | |
| <i>Field Sports</i> | | | | |
| Multipurpose Turf Fields (Lighted) | Fields | 2 | - | 2 |
| Grass Fields | Fields | 6 | - | 6 |
| Total | Fields | 8 | - | 8 |
| <i>Diamond Sports</i> | | | | |
| Baseball/Softball | Diamonds | 6 | - | 6 |
| Total | Diamonds | 6 | - | 6 |
| Indoor Components | | | | |
| Basketball (Volleyball) | Courts | - | 6 (12) | 6 (12) |
| Total | Courts | - | 6 (12) | 6 (12) |
| Source: Hunden Partners | | | | |

Baseball/Softball Field (Grass)
 Restroom/Concession/Maint.
 Parking
 Multipurpose Field (Grass)
 Multipurpose Field (Artificial)
 Graded Area of Site
 Indoor Facility
 Future Expansion
 Playground
 Indoor Facility Parking

wooded area to remain
 (possible mountain bike trail)

future development site

0 300 600ft

NOV 2021

Pulaski County Sports Facility

Convergence Design estimates that the total project cost of the recommended build-out of the Project is equal to \$83.5 million. The table above gives detailed information about the area and units that each part of the recommendation covers.

- SF = square feet
- LF = lineal feet
- CY = cubic yards
- LS = lump sum (not a unit cost)



Market Study Overview

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Local & Regional Sports Facilities Analysis



Regional Overview

Pulaski County is situated along Interstate 44 and is approximately 70 miles away from its closest city, which is the state capital, Jefferson City, Missouri.

Pulaski County serves as a central location in the state almost equidistant from Springfield and St. Louis. This creates the potential to be a regional hub for sports tournaments.

However, these all five of cities shown have built large portfolios of sports facilities which have allowed them to lure in a larger sports tourism crowd in the past.



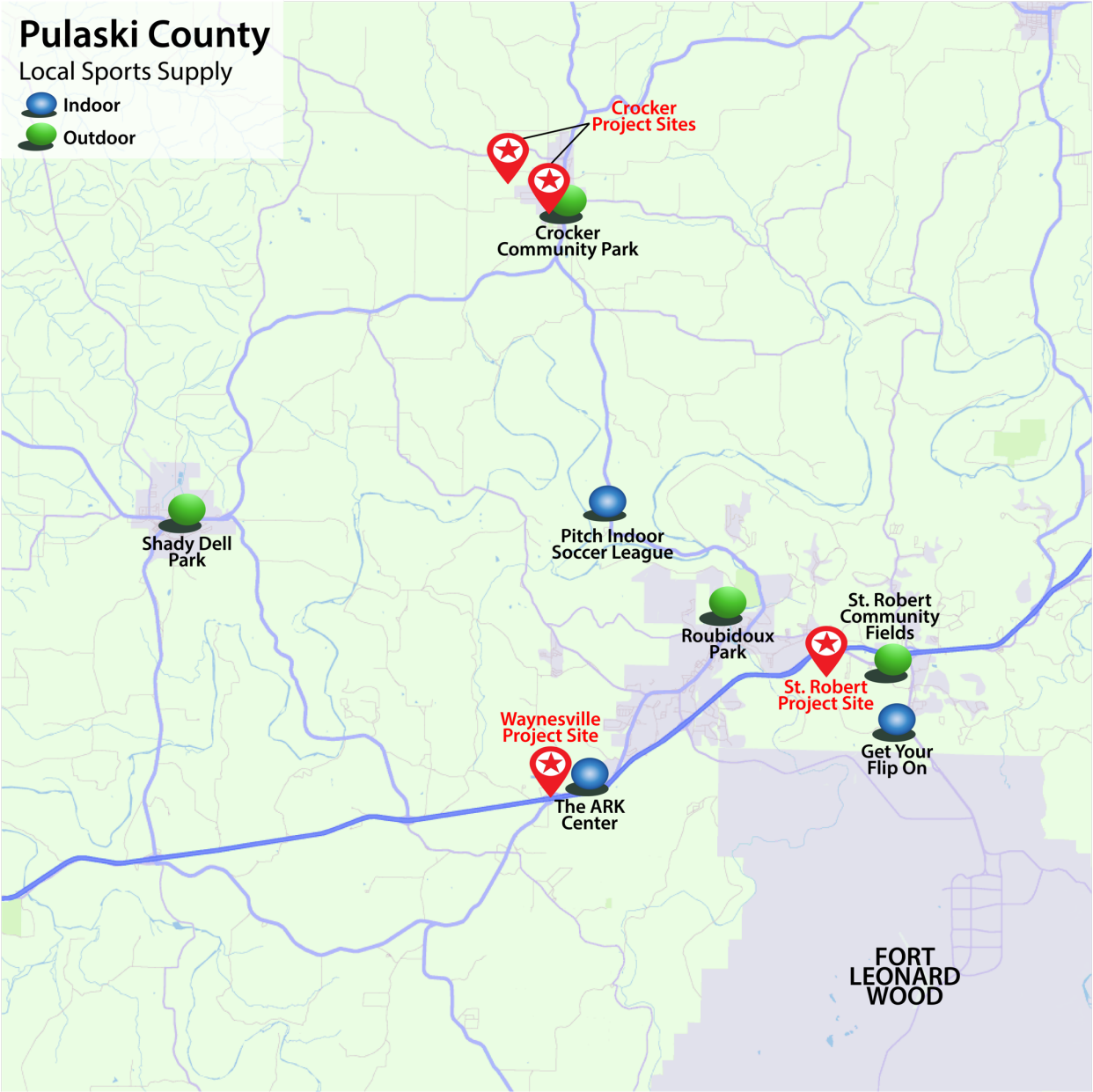
Local Supply

The selection of relevant facilities was based on whether it would have the potential ability to host regional youth sporting events and tournaments and/or its diversity of sports offerings.

The current supply of youth facilities in the market includes three indoor and four outdoor facilities. The most visited facility, the ARK Center, is located near the Waynesville site.

| Local Youth Sports Facility Supply | | | | | | | | | |
|------------------------------------|-------------|-------------|----------------------------|-------------------|-------------------|---------------|----------------|---------------|----------|
| Legend | | | | | | | | | |
| Indoor Facility | | | | | | | | | |
| Outdoor Facility/Park | | | | | | | | | |
| Facility Name | Location | 2022 Visits | % of Visits over 100 Miles | Basketball Courts | Volleyball Courts | Tennis Courts | Swimming Lanes | Soccer Fields | Diamonds |
| ARK Community and Sports Center | Waynesville | 58,700 | 8% | 1 | 1 | - | - | - | - |
| St. Robert Community Center Fields | St. Robert | 58,600 | 17% | - | - | - | - | - | 1 |
| Roubidoux Park | Waynesville | 34,400 | 19% | - | - | - | - | 9 | 2 |
| Crocker Community Park | Crocker | 28,700 | - | - | - | - | - | 2 | 2 |
| Shady Dell Park | Richland | 19,500 | - | - | - | 2 | 6 | - | 1 |
| Get Your Flip On Gymnastics | St. Robert | - | - | - | - | - | - | - | - |
| The Pitch Indoor Soccer League | Waynesville | - | - | - | - | - | - | 1 | - |
| Total | - | 199,900 | - | 1 | 1 | 2 | 6 | 12 | 6 |

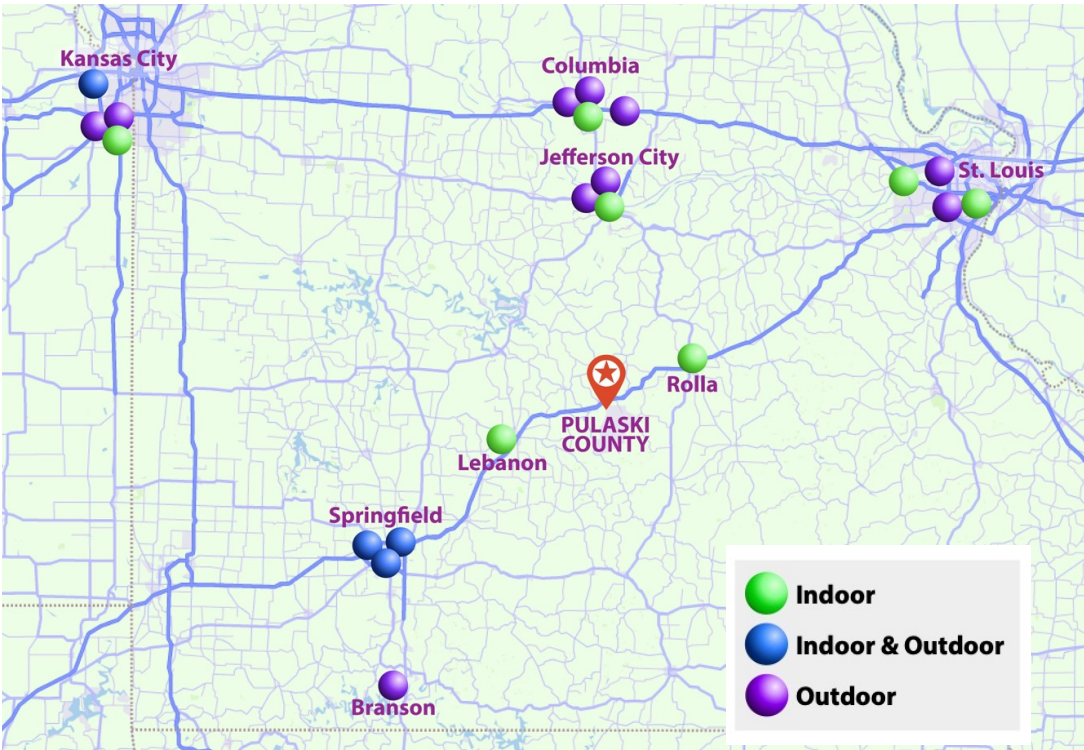
Source: Various
"-" denotes visitation that is too small to be measured



Regional Supply of Youth Sports Facilities

Hunden analyzed the regional competitive set of youth sports developments to understand the programming and supply of facilities in the region. Hunden identified 19 regional facilities. These facilities include nine outdoor facilities, six indoor facilities and four that are both indoor and outdoor.

The competitive markets are the cities of Springfield, St. Louis, Jefferson City, Columbia, and Kansas City.



| Regional Youth Sports Facility Supply | | | | | | | | | | | | |
|---|------------------------------------|--------------------|-------------|----------------------------------|-------------------|-------------------|--------------------------|-----------|------|--------|-------------|--------------|
| Facility Name | Distance from Pulaski County | Location | 2022 Visits | % of Visits over 100 miles | Indoor Basketball | Indoor Volleyball | Multipurpose Diamonds | GrassTurf | Pool | Tennis | Indoor Turf | Exhibit Hall |
| | | | | | | | | | | | | |
| The Centre | 27.0 | Rolla, MO | 67,000 | 9.3% | 2 | 3 | - | - | 1 | - | - | - |
| Kenneth E Cowan Civic Center | 32.6 | Lebanon, MO | 249,300 | 17.5% | - | - | - | - | - | - | - | 1 |
| The LINC | 65.6 | Jefferson City, MO | 284,700 | 12.8% | 4 | 6 | - | - | - | - | - | - |
| 63 Diamonds | 71.0 | Jefferson City, MO | 72,300 | 4.0% | - | - | 4 | - | - | - | - | - |
| Binder Lake Sports Complex | 71.9 | Jefferson City, MO | 62,500 | 7.7% | - | - | 5 | - | - | - | - | - |
| Cooper Youth Sports Complex | 82.8 | Springfield, MO | 552,700 | 15.9% | - | - | 11 | 14 | - | 29 | 1 | - |
| Allison Sports Town | 90.6 | Springfield, MO | 182,000 | 8.4% | 4 | 8 | - | 12 | - | - | 2 | - |
| The Fieldhouse Sportscenter | 93.9 | Springfield, MO | 254,600 | 15.2% | 4 | 8 | - | - | - | - | - | - |
| Columbia Sports Fieldhouse | 94.3 | Columbia, MO | 109,800 | 15.6% | 4 | 4 | - | - | - | - | - | - |
| Columbia Cosmo Recreation Area | 102.0 | Columbia, MO | 253,300 | 16.0% | - | - | 14 | 25 | - | 8 | - | - |
| Columbia Pride Soccer Complex | 102.0 | Columbia, MO | 12,400 | - | - | - | - | 8 | - | - | - | - |
| Chesterfield Sports Association Complex | 111.0 | Chesterfield, MO | 9,900 | - | 9 | 18 | - | - | - | - | - | - |
| World Wide Technology Soccer Park | 116.0 | Fenton, MO | 833,500 | 15.3% | - | - | - | 6 | - | - | - | - |
| Center St. Louis Sports Complex | 123.0 | St. Louis, MO | 573,400 | 6.3% | 6 | 8 | - | - | - | - | 3 | - |
| Lou Fusz Athletic Complex | 124.0 | St. Louis, MO | 852,200 | 14.5% | - | - | - | 9 | - | - | - | - |
| Ballparks of America | 126.0 | Branson, MO | 210,900 | 81.2% | - | - | 5 | - | - | - | - | - |
| Blue Valley Recreation Sports Complex | 194.0 | Overland Park, KS | 516,100 | 22.6% | - | - | 23 | - | - | - | - | - |
| Scheels Overland Park Soccer Complex | 195.0 | Overland Park, KS | 1,500,000 | 22.1% | - | - | 2 | 12 | - | 3 | - | - |
| Mid-America West Sports Complex | 205.0 | Shawnee, KS | 452,200 | 38.0% | 4 | 8 | 12 | - | - | - | - | - |
| Average | 106.7 | 19 Facilities | 370,989 | 19.0% | 5 | 8 | 10 | 12 | 1 | 13 | 2 | 1 |
| Total | - | - | 7,048,800 | - | 37 | 63 | 76 | 86 | 1 | 40 | 6 | 1 |
| Source: Hunden Partners, Various Facilities | | | | | | | | | | | | |

Interviews & Feedback

Local Stakeholders



Hunden interviewed numerous local stakeholders in the Pulaski County community to better understand the supply and demand for youth sports facilities within the market. The following key implications were drawn:

- The larger cities in the state of Missouri are a large threat to the development of a project like this in Pulaski County. The goal of this proposed sports complex is to accommodate regional and statewide tournaments. **St. Louis, Kansas City, and Columbia are already hosting statewide tournaments**, so the focus should mainly be driven to host Central Missouri sports tournaments.
- **Basketball and Soccer are the two largest sports in the region.** The School Districts have nicer facilities compared to districts outside of Pulaski County, but the local sports groups have to compete for gym and field space. The YMCA hosts a large basketball league that has over 400 participants ranging ages 8-15, but not everyone has access to the base to practice. There is not enough gym space to truly foster growth for basketball leagues in Pulaski County.
- There is a limited number of travel soccer and baseball teams which **have to go to St. Louis and Springfield to play competitively.**
- There are over 300 participants in the WSR soccer league, which has grown a lot over the years. **The teams practice at Roubidoux Park.** WSR is also trying to offer recreational volleyball which has generated a lot of interest, but the teams will **have to play 45 minutes away for games.**
- There are many niche sports that several stakeholders want to see incorporated into a facility like the proposed development. The list of these niche sports includes roller derby, shooting, swimming, hockey, and E-Sports. However, this presents numerous challenges as there is significantly less demand for these activities while it requires expensive equipment and specific facilities.

Implications

Currently, Pulaski County does not have any turf surfaces for outdoor sports and the supply of grass fields has deteriorated in quality over time without significant upgrades. Roubidoux Park is the primary facility that is used for soccer while school district fields are used when available. In addition, the local supply of court facilities does not meet the current demand for court space in Pulaski County. With the lack of quality and quantity of outdoor fields and diamonds and indoor court facilities, Pulaski County will not compete to host tournaments in the market, which will lead to lost business and an absence of economic impacts from sports tourism.

In order to accommodate the demand for tournament facilities and expand local access to sports fields, diamonds and courts, Pulaski County will need six grass fields and two artificial turf fields, a minimum of six diamonds and six additional indoor, multi-purpose courts. With development of the Project, Pulaski County will have the adequate supply to host regional sporting events that are currently held elsewhere in Missouri. A six-court indoor facility will cater to both residents for local use and drive tournament demand on the weekends.





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Tournament Opportunity Analysis

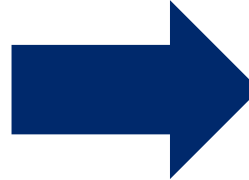
Capturing Tournament Demand

Factors Driving Tournament Demand & Activity:

There are several factors that impact an area's ability to capture large tournaments. These factors include the following:

- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions
- Accessibility, by Air and by Car

Areas with stronger packages of the above listed items will be more successful in attracting major tournament groups. These major tournament groups garner a regional and nationwide pull for tournaments which bring in teams from surrounding counties and states.



Opportunities in Pulaski County:

- Artificial, lighted outdoor turf fields, new diamonds and supporting grass fields give Pulaski County the offerings needed to bring outdoor sports tournaments to the area. The county does not have the ability to host tournaments and events that generate sport tourism because of the lack of facilities and the low quality of facilities.
- 6 basketball and 12 volleyball courts would be one of the largest facilities in the state, including the supply in Kansas City and St. Louis. With 6 courts, Pulaski County will have the ability to host indoor tournaments that currently cannot be held in the county.

Sports Tourism Industry Spending

In 2021, the Sports Events & Tourism Association (Sports ETA) reported that \$39.7 billion were spent within the Sports Tourism Industry across the United States.

The following table shows a breakdown of the \$39.7 billion that was spent by Americans in 2021. The majority of spending within sports tourism was represented in transportation spending and lodging spending.

This data shows the importance of having proximate lodging, retail/restaurant and entertainment options to be to increase spending and impacts in a region or local municipality.

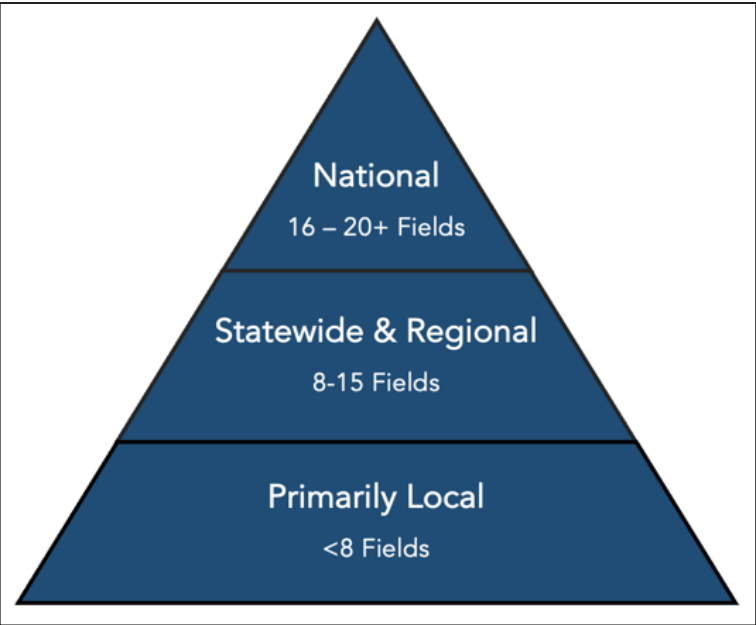
| Spending Breakdown of Sports-Related Travel (2021) | | |
|--|----------------------|------------------|
| Spending Type | Amount (in billions) | Percent of Total |
| Transportation | 9.7 | 24% |
| Lodging & Accomodations | 8.4 | 21% |
| Food, Beverage, and Dining | 7.5 | 19% |
| Entertainment | 5.3 | 13% |
| Retail | 5.0 | 13% |
| Toumament Operations | 3.7 | 9% |
| Total Spending | 39.7 | 100% |

Source: Sports ETA

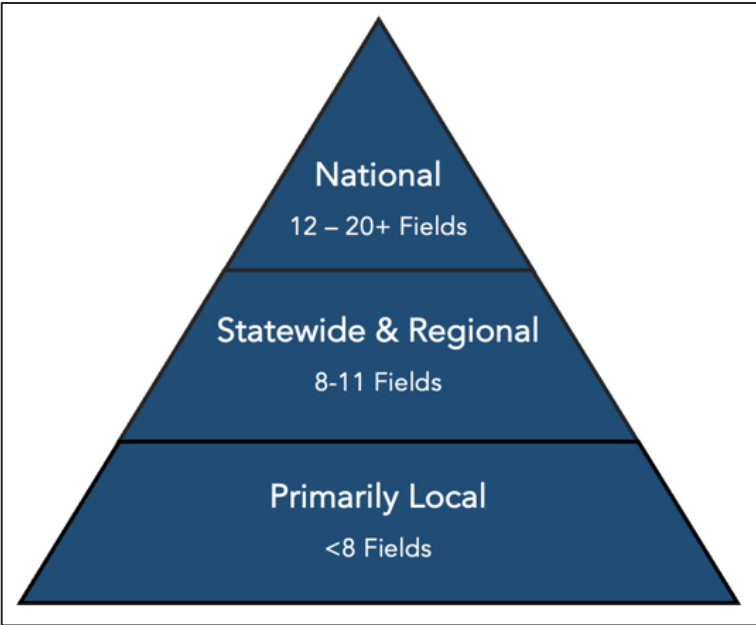
Court & Field Count Analysis

The images below represent the necessary field counts to attract a certain type of tournament in terms of sizing and where teams are pulled in from. In terms of hosting statewide and regional tournaments, the Project is recommended to have a minimum of eight multipurpose fields, eight diamond, and four basketball courts.

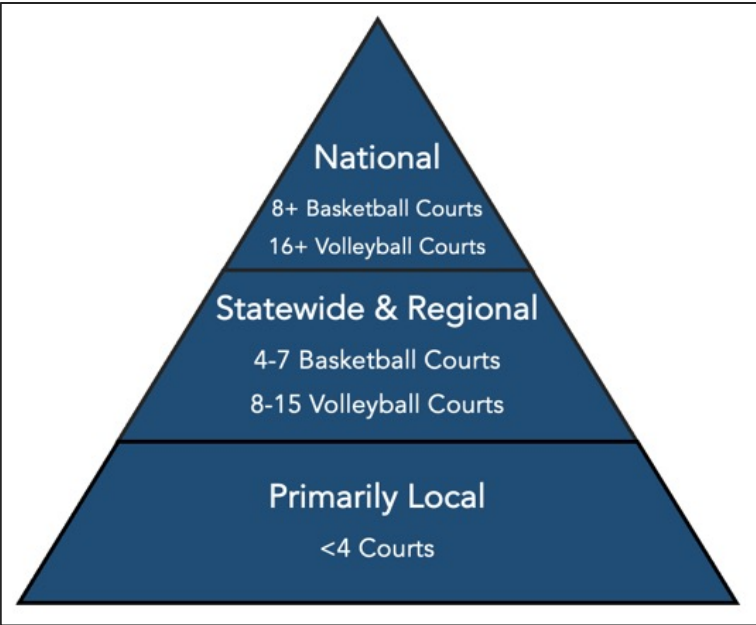
Soccer/Multipurpose



Baseball/Softball



Basketball/Volleyball



Alternative Sport Opportunities

Hunden has identified other sports that are growing significantly that can utilize indoor space to fill times and keep the facility efficient. Indoor facilities can also be utilized for community events and meeting spaces.



Pickleball

- Pickleball is a fast-growing sport that has gained significant popularity recently. The sport can be played on hard courts surfaces or tennis courts. The indoor courts can be utilized for pickleball during the morning and afternoon hours when youth programs are slow. This optimizes facility usage and mitigates down time.

Futsal

- Futsal is a very popular sport that is typically played on hard court space and fits within a basketball court. Futsal tournaments at the facility can fill in slow seasons where basketball and volleyball slow up.

Community Asset

- Indoor facilities are costly investments for the public sector, and costs are continuing to increase. As a result, cities have used their indoor facilities as spaces for conferences, small conventions and meeting spaces.

Tournament Opportunity

Implications & Recommendations

After analyzing the supply of sports facilities and interviewing numerous stakeholders in the community, Hunden has established certain implications based on the development of a new sports facility in Pulaski County.

- **Currently, Pulaski County does not have any turf surfaces for outdoor sports, and the supply of grass fields has deteriorated in quality over time without significant upgrades. Roubidoux Park is currently the primary facility that is used for soccer at the moment while school district fields are used when available. With the lack of quality and quantity of both fields and diamonds, Pulaski County has never had the ability to host tournaments in the market, leading to lost business and an absence of economic impacts from sports tourism.**
- In order to accommodate the demand for baseball and softball, there is a need for a minimum of six diamonds. With six dedicated diamonds used for a combination of softball and baseball, this proposed development will add to the total supply within the market.
- **Pulaski County is lacking dedicated space for field sports. six grass fields and two artificial turf fields, Pulaski County will have the supply of fields needed to host regional events that are currently being held elsewhere in the larger cities of Missouri.**
- The local supply of court facilities is not meeting the current demand for field or court space in Pulaski County. The introduction of a new indoor facility will cater to both local use as well as drive tournament demand on the weekends. An opportunity exists for more indoor multi-purpose space that can be used for basketball, volleyball, pickleball, and other indoor sports and activities.
- **An indoor facility with six courts would give Pulaski County one of the largest indoor facilities in the region. Currently, organizations are using elementary and high school gyms, which has restricted the ability to play full seasons for basketball and volleyball.** With six additional courts in the market, the local users would be able to book more practice and game time per week and season and the market would have the ability to host tournaments in the city/county.



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Support Amenities Analysis



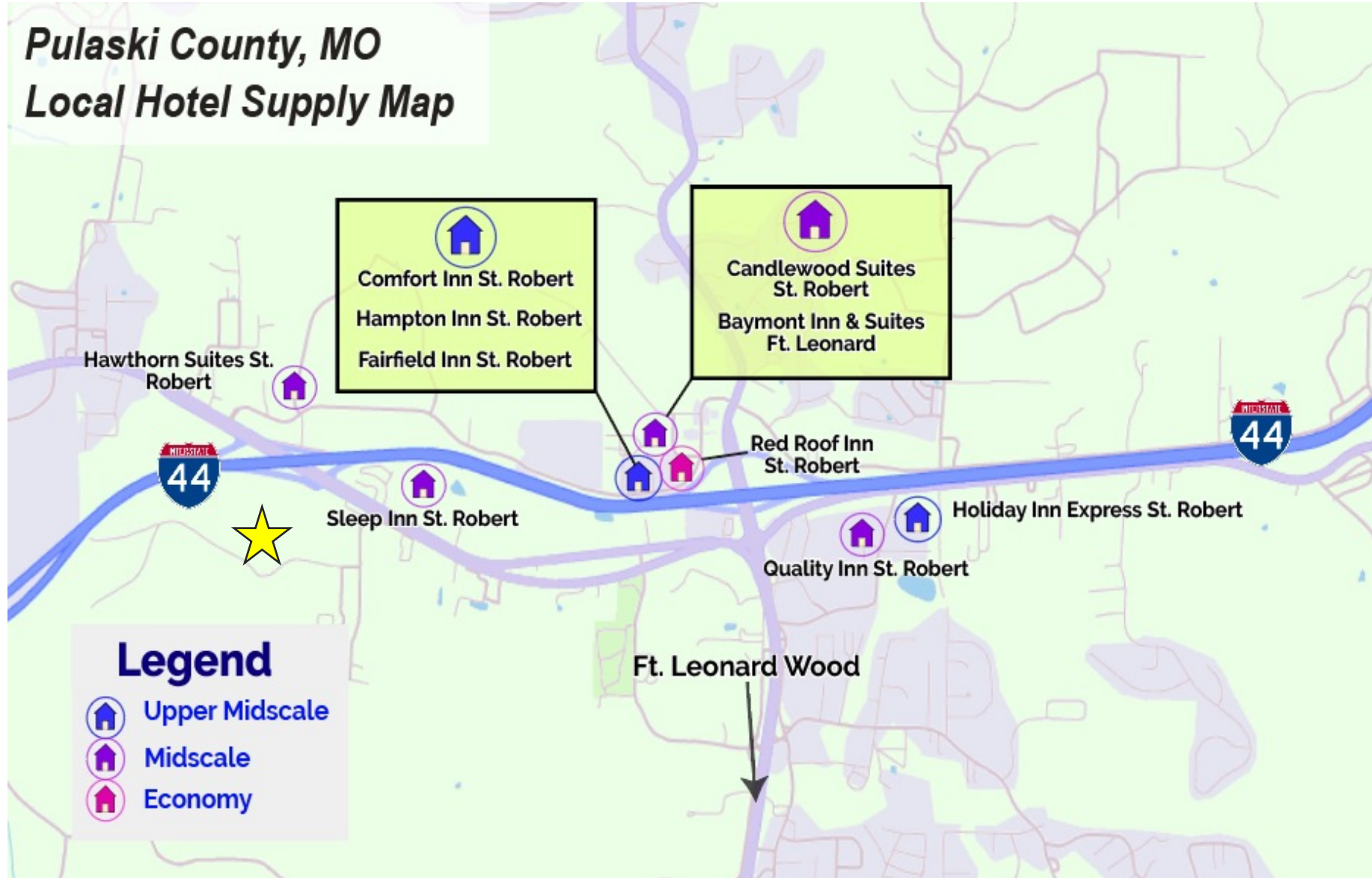
Hotel Market Analysis

Local Hotel Supply Analysis

Hunden identified the hotel competitive set in Pulaski County by conducting market research and interviewing local hoteliers. The majority of the county’s lodging supply is found in St. Robert, adjacent to I-44. Hunden believes that the competitive set in the table best reflects the tourism lodging market in the area and its performance. There are ten hotels in the competitive set, which includes Upper Midscale, Midscale and economy properties. The room counts of the competitive set range from 52 to 82, which a total of 715 rooms across the ten properties.

| St. Robert Competitive Hotel Supply | | | | |
|---|------------------------|-------|------------|-------------|
| Property Name | Miles from Downtown | Rooms | Year Built | Hotel Class |
| Comfort Inn St. Robert/Ft. Leonard Wood | 0.1 | 70 | Feb-99 | Upper Mid |
| Hampton Inn St. Robert/Ft. Leonard Wood | 0.1 | 79 | Oct-00 | Upper Mid |
| Fairfield Inn Ft. Leonard Wood St. Robert | 0.1 | 79 | Feb-98 | Upper Mid |
| Candlewood Suites St. Robert | 0.1 | 74 | Apr-04 | Midscale |
| Red Roof Inn St. Robert | 0.1 | 70 | Mar-00 | Economy |
| Baymont Inn & Suites Ft. Leonard St. Robert | 0.2 | 69 | Jul-03 | Midscale |
| Quality Inn St. Robert Ft. Leonard Wood | 0.6 | 52 | Mar-99 | Midscale |
| Hawthorn Suites by Wyndham St. Robert /Ft. Leonard Wood | 0.7 | 75 | Oct-10 | Midscale |
| Sleep Inn St. Robert-Ft. Leonard Wood | 0.7 | 65 | Jul-02 | Midscale |
| Holiday Inn Express & Suites St. Robert Leonard Wood | 0.7 | 82 | Apr-10 | Upper Mid |
| Total / Average | 0.3 | 715 | Nov-02 | – |
| Source: CoStar, Smith Travel Research | | | | |

Hotel Supply



Competitive Set Performance

Hunden pulled data from Smith Travel Research (STR) to understand the performance of the competitive set from January 2015 through September 2023. Between 2015 and 2019, the local competitive set experienced slight year-over-year growth in occupancy and has nearly recovered from the effects of the pandemic. From 2015 to 2019, ADR steadily increased as overall supply decreased. ADR has recovered to record highs for the competitive set since 2020, which is consistent with the national lodging industry’s performance. RevPAR has increased since 2015, mainly driven by the trend in increasing ADR among the competitive set.

| Historical Supply, Demand, Occupancy, ADR, and RevPar for Competitive Hotels | | | | | | | | | | | |
|--|----------------------|-----------------------|----------|------------------|----------|--------|----------|---------|----------|---------|----------|
| Year | Avg. Available Rooms | Available Room Nights | % Change | Room Nights Sold | % Change | % Occ. | % Change | ADR | % Change | RevPar | % Change |
| 2015 | 744 | 271,560 | – | 149,907 | – | 55.2 | – | \$75.05 | – | \$41.43 | – |
| 2016 | 744 | 271,560 | 0.0% | 157,360 | 5.0% | 57.9 | 5.0% | \$76.02 | 1.3% | \$44.05 | 6.3% |
| 2017 | 744 | 271,560 | 0.0% | 163,165 | 3.7% | 60.1 | 3.7% | \$77.90 | 2.5% | \$46.80 | 6.3% |
| 2018 | 725 | 264,700 | -2.5% | 162,142 | -0.6% | 61.3 | 1.9% | \$86.46 | 11.0% | \$52.96 | 13.2% |
| 2019 | 716 | 261,340 | -1.3% | 162,420 | 0.2% | 62.1 | 1.5% | \$88.34 | 2.2% | \$54.90 | 3.7% |
| 2020 | 716 | 261,340 | 0.0% | 94,470 | -41.8% | 36.1 | -41.8% | \$79.42 | -10.1% | \$28.71 | -47.7% |
| 2021 | 715 | 261,095 | -0.1% | 155,834 | 65.0% | 59.7 | 65.1% | \$90.30 | 13.7% | \$53.90 | 87.7% |
| 2022 | 715 | 260,975 | 0.0% | 156,414 | 0.4% | 59.9 | 0.4% | \$95.91 | 6.2% | \$57.49 | 6.7% |
| 2023 YTD (September) | 715 | 195,195 | 0.0% | 118,857 | -2.1% | 60.9 | -2.1% | \$98.04 | 2.1% | \$59.70 | -0.1% |
| CAGR* (2015-2022) | -0.6% | -0.6% | – | 0.6% | – | 1.2% | – | 4.0% | – | 5.5% | – |
| *Compound Annual Growth Rate Source: Smith Travel Research, Hunden Partners | | | | | | | | | | | |

Hotel Market Performance Heat

Chart ADR & Occupancy
The adjacent tables detail the weekly performance of the local competitive set by month and day of the week from October 2022 through September 2023.

As shown, both rate and occupancy are highest during the weekdays, with both metrics increasing between Monday and Tuesday, peaking on Wednesdays and slightly decreasing between Thursday, Friday and Saturday. Trends in occupancy and rate indicate heavy market segmentation in commercial transient business, in line with the competitive set’s location adjacent to I-44. Weekday demand remained strong throughout the year, except for December and January.

Weekend rates and occupancy struggled over the previous 12 months, indicating a lack of room night demand drivers in the county. Upon full buildout, the Project has the potential to attract sports tourism into the county for weekend tournaments, filling a gap in the market throughout the year for weekend room nights.

| ADR by Day of Week by Month - October 2022 - September 2023 | | | | | | | | |
|---|---------|----------|----------|-----------|----------|---------|----------|----------|
| | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Avg |
| Oct - 22 | \$87.60 | \$92.05 | \$97.68 | \$100.29 | \$98.65 | \$92.12 | \$91.22 | \$94.50 |
| Nov - 22 | \$86.11 | \$91.51 | \$101.77 | \$107.93 | \$100.18 | \$93.38 | \$89.76 | \$98.21 |
| Dec - 22 | \$85.63 | \$94.24 | \$95.16 | \$101.38 | \$99.63 | \$86.89 | \$88.32 | \$94.15 |
| Jan - 23 | \$88.63 | \$91.06 | \$93.68 | \$98.88 | \$93.30 | \$87.96 | \$87.96 | \$92.13 |
| Feb - 23 | \$90.26 | \$96.32 | \$97.34 | \$105.53 | \$98.58 | \$90.43 | \$90.35 | \$96.63 |
| Mar - 23 | \$91.36 | \$95.18 | \$95.87 | \$99.22 | \$97.04 | \$92.66 | \$91.39 | \$95.05 |
| Apr - 23 | \$90.15 | \$94.64 | \$105.43 | \$108.03 | \$102.65 | \$92.65 | \$90.64 | \$98.14 |
| May - 23 | \$88.57 | \$94.56 | \$100.47 | \$103.70 | \$100.45 | \$96.52 | \$92.13 | \$97.59 |
| Jun - 23 | \$90.63 | \$94.88 | \$100.39 | \$103.78 | \$97.64 | \$91.08 | \$91.39 | \$96.32 |
| Jul - 23 | \$92.77 | \$95.19 | \$101.45 | \$106.80 | \$101.28 | \$98.05 | \$95.44 | \$98.84 |
| Aug - 23 | \$91.36 | \$94.47 | \$105.91 | \$114.87 | \$105.91 | \$91.48 | \$91.55 | \$102.06 |
| Sep - 23 | \$88.15 | \$104.46 | \$114.40 | \$116.98 | \$110.41 | \$91.93 | \$92.61 | \$104.05 |
| Average | \$89.53 | \$94.94 | \$101.24 | \$106.05 | \$100.67 | \$92.38 | \$91.38 | |

Sources: Smith Travel Research

| Occupancy Percent by Day of Week by Month - October 2022 - September 2023 | | | | | | | | |
|---|--------|--------|---------|-----------|----------|--------|----------|-------|
| | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Avg |
| Oct - 22 | 50.3% | 56.0% | 73.3% | 82.0% | 73.4% | 65.0% | 61.3% | 64.9% |
| Nov - 22 | 32.1% | 47.7% | 68.6% | 72.3% | 55.8% | 45.7% | 43.1% | 53.4% |
| Dec - 22 | 33.3% | 38.0% | 46.6% | 53.7% | 53.9% | 35.3% | 28.0% | 41.1% |
| Jan - 23 | 39.5% | 46.5% | 56.7% | 58.0% | 53.5% | 41.0% | 37.9% | 47.6% |
| Feb - 23 | 42.3% | 48.8% | 61.2% | 78.4% | 68.7% | 48.5% | 46.4% | 56.3% |
| Mar - 23 | 48.5% | 59.3% | 65.9% | 68.0% | 62.7% | 62.5% | 56.3% | 60.8% |
| Apr - 23 | 55.4% | 69.4% | 77.5% | 81.8% | 77.9% | 68.3% | 59.4% | 69.1% |
| May - 23 | 45.6% | 50.6% | 65.6% | 74.0% | 70.5% | 66.8% | 59.6% | 62.0% |
| Jun - 23 | 47.0% | 63.1% | 73.1% | 79.8% | 70.4% | 58.4% | 54.9% | 63.9% |
| Jul - 23 | 49.8% | 54.9% | 66.4% | 73.1% | 69.6% | 63.1% | 57.8% | 61.3% |
| Aug - 23 | 49.3% | 56.1% | 77.4% | 88.4% | 80.0% | 64.4% | 51.0% | 68.1% |
| Sep - 23 | 39.4% | 62.2% | 73.1% | 73.1% | 64.6% | 53.3% | 49.2% | 58.7% |
| Average | 44.7% | 54.2% | 67.1% | 73.7% | 66.8% | 55.7% | 50.5% | |

Sources: Smith Travel Research

Interviews & Feedback

Hoteliers



Hunden interviewed staff involved in Pulaski County's hospitality market to better understand demand drivers and overall performance within the market. The following key implications were drawn:

- Fort Leonard Wood is a major driver for hotel occupancy with families consistently coming to the base for graduations, comprising about 60% of hotel visitors. However, that market has struggled in recent years due to declining military enrollment.
- Most of the hotels in Pulaski County are located within the St. Robert area. None of these hotels are full-service.
- The hotels get a lot of transient travelers during the winter, often from couples travelling to their seasonal homes down south.
- Fort Leonard Wood has two hotels located on the base - the Candlewood and Holiday Inn.
- Pulaski County and the St. Robert area have a sufficient supply of hotels currently. The sports complex should be located near the St. Robert area to help drive more hotel demand in that area.
- The Hampton Inn is able to host an event of around 150 people which is one of the largest event spaces in the county.

Hotel Market Implications

Hunden analyzed the current hospitality market conditions in the area and how a potential sports facility development would perform. Key takeaways are as follows:

- Pulaski County's hotel supply is centered around I-44 in St. Robert, which emphasizes the importance of the St. Robert Project Site option.
- Since 2015, occupancy has ranged between 55 and 60 percent (excluding 2020). ADR has slightly increased over time, emphasized by the impacts of the pandemic that have driven higher overall national ADRs. Over the past 12 months, occupancy has increased between Mondays and Wednesdays and decreased between Thursdays and Saturdays with few demand drivers for weekend business.
- The county has a strong transient market due to I-44. Two strong seasonal demand drivers include snowbirds traveling to and from their summer properties, and visitors to the Fort Leonard Wood base for graduations and events. Access to the base has declined with the pandemic as 2019 reported the strongest numbers.

06

Sports Tourism Facilities Case Studies



Crossroads Park

Location: Temple, TX

Opened: 2020

Owner/Operator: City of Temple

Sports Features:

- 8 grass softball/baseball diamonds
- 8 multipurpose fields
- 6 tennis courts

Notes:

The \$11.2 million sports complex was financially backed by a \$27.6 million municipal parks bond that allowed this project to be completed right before the inception of the pandemic.

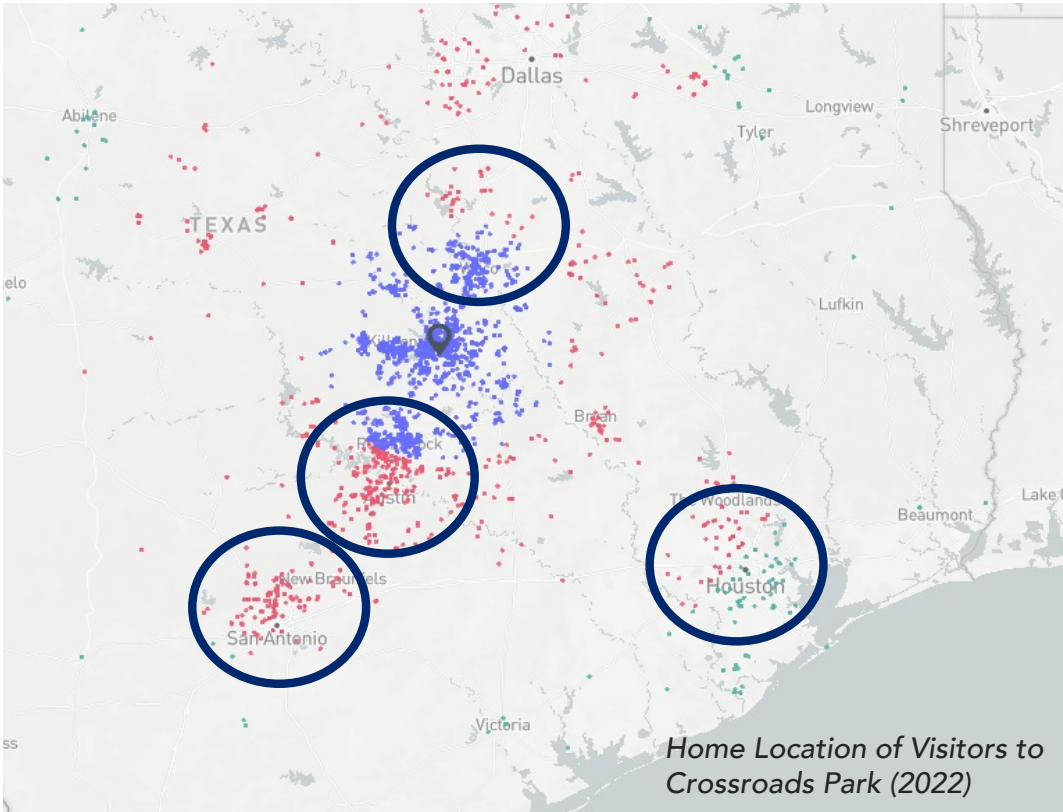
Temple, TX is almost equidistant to Austin, Houston and Dallas, therefore in order to enhance their local opportunity, economic developers in the City of Temple decided to construct this facility to boost their local economy from a sports tourism perspective. The quantity of fields does not promote draw for national tournaments, however Crossroads can pull for Central Texas Regional tournaments with ease.



Crossroads Park

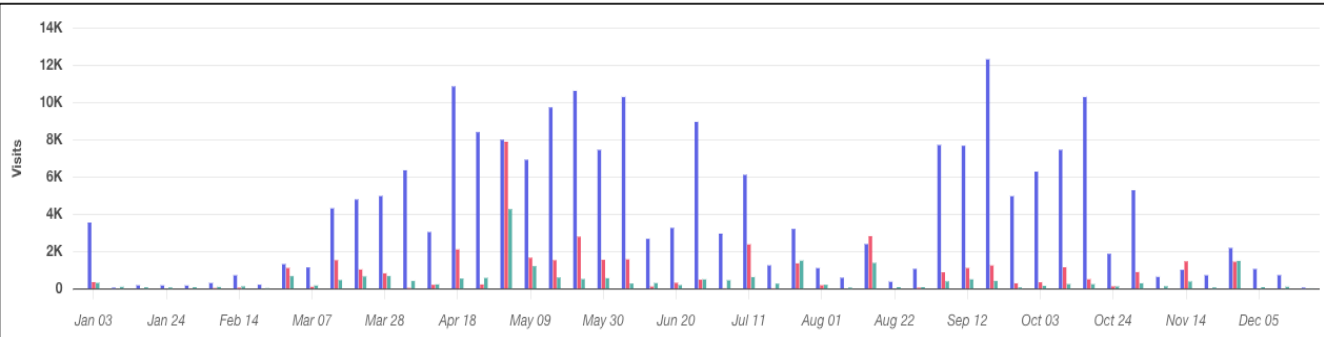
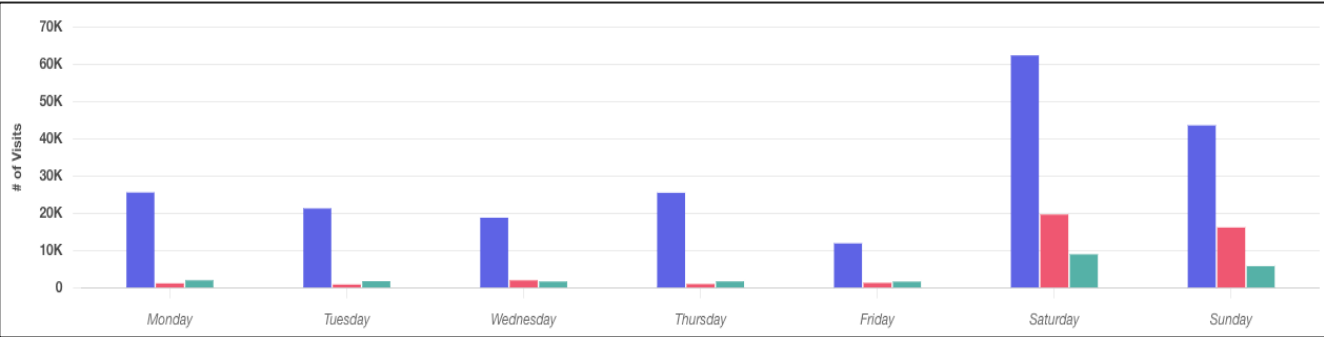
Visitation

Crossroads Park attracted nearly 76,000 visitors in the year 2022, with three quarters of their visitation coming from the local population within 50 miles of the facility. There is an increase from regional and long-distance travelers on the weekend shows the draw of tournament play at the facility. Crossroads was busiest between April and June, as well as September through October, during the prime seasons for soccer, baseball and softball.



| Crossroads Park - (Temple, TX) | | | | | |
|---|-----------------------|-------------------------|--------------------------|-----------------|--------------------------|
| January 1st, 2022 - December 31st, 2022 | | | | | |
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Total Customers | |
| Locals - Within 50 miles | 209,300 | 75.8% | 47,400 | 61.9% | 4.42 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 42,700 | 15.5% | 20,500 | 26.8% | 2.08 |
| Long Distance only - Over 150+ miles | 24,200 | 8.8% | 8,700 | 11.4% | 2.78 |
| Total Visits | 276,200 | 100.0% | 76,600 | 100.0% | 3.61 |

Source: Placer.ai



Harmony Sports Complex

Location: Vancouver, WA

Opened: 1982 (renovated in 2023)

Owner/Operator: Clark County / Harmony Sports Association

Sports Features:

- 3 multipurpose turf fields
- 6 multipurpose grass fields
- 5 turf diamonds (turf infield)
- 1 grass diamond

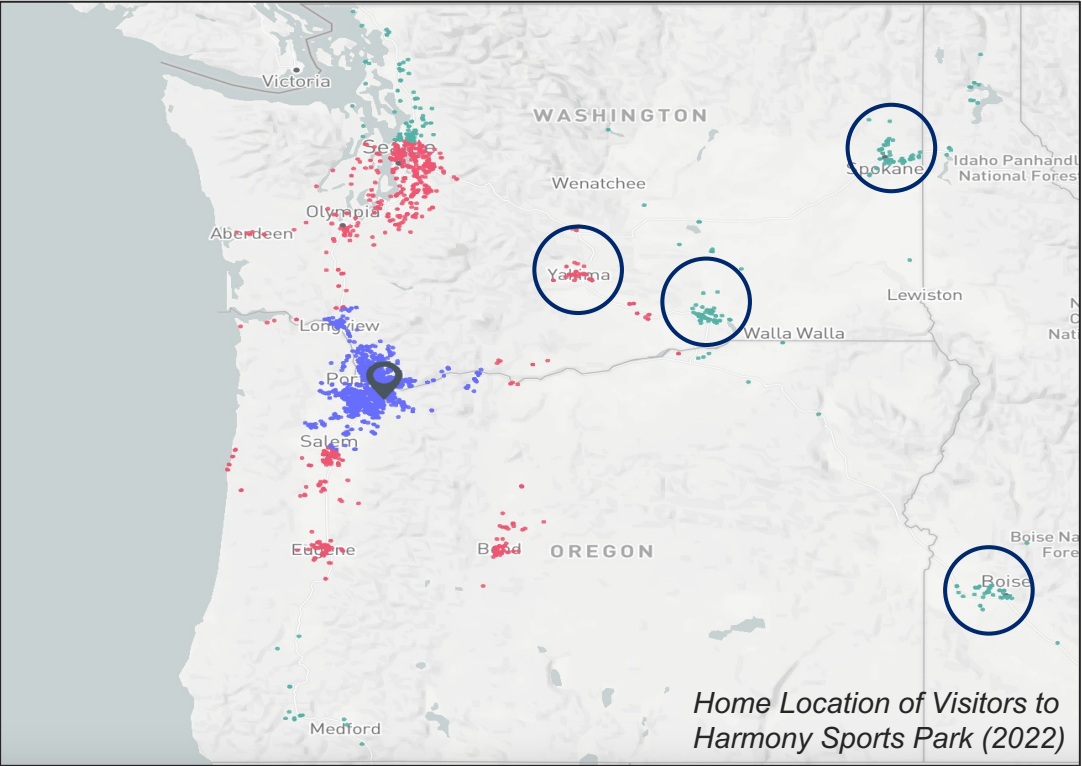
Notes:

Harmony Sports Complex is home to the Washington Timbers soccer club, one of the region's largest organizations. The park's latest \$7 million renovations included a phased approach over seven years. The latest phase was completed in 2023, which updated the grass surfaces to turf found on the park's diamond infields and three turf fields.

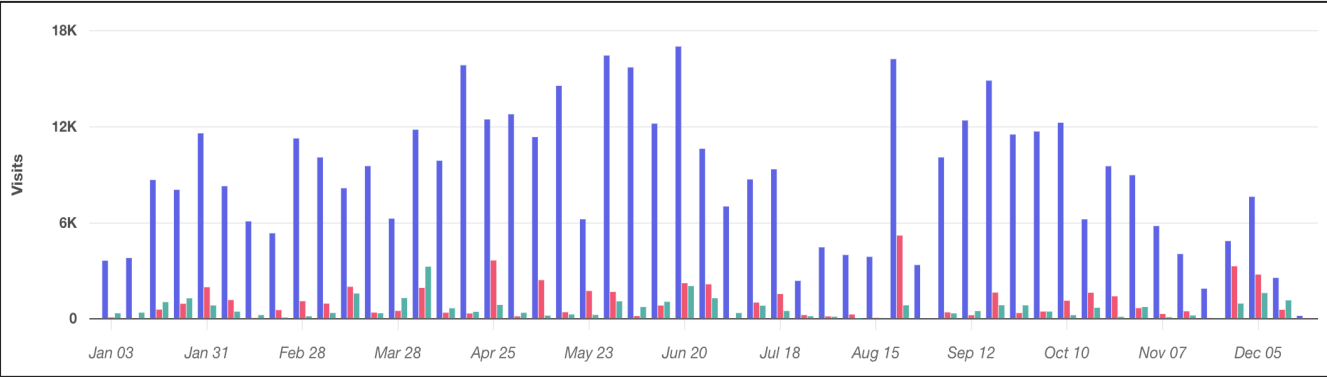
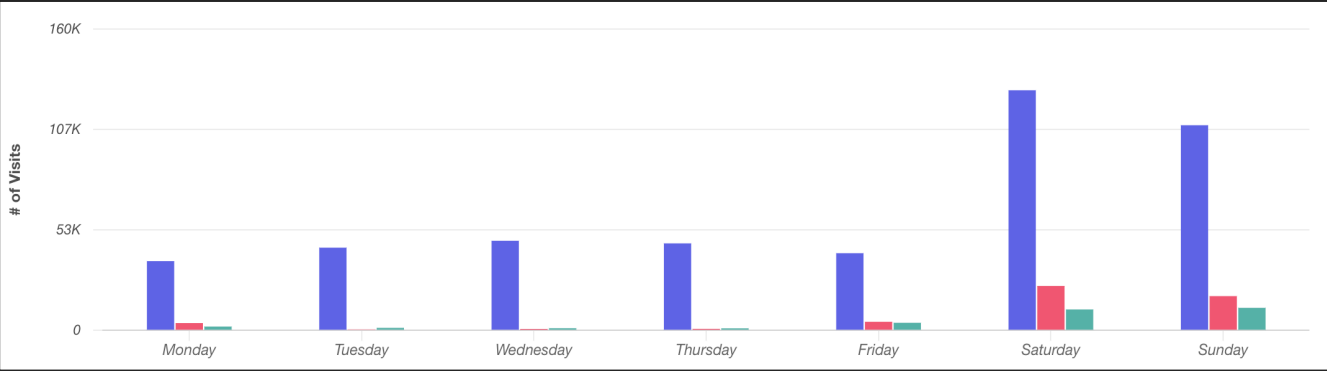


Harmony Sports Complex Visitation

In 2022, Harmony Sports Complex attracted 84 percent of its visitation from the local population within 50 miles of the facility. The sports park has significantly more visitation on Saturdays and Sundays especially from the regional and long distance segmentations. Lastly, Harmony Sports Complex witnesses minor seasonality with the winter month of December and January still having sound visitation.



| Harmony Sports Complex - (Vancouver, WA) | | | | | |
|---|-----------------------|-------------------------|--------------------------|-----------------|--------------------------|
| January 1st, 2022 - December 31st, 2022 | | | | | |
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Total Customers | |
| Locals - Within 50 miles | 452,000 | 84.2% | 76,500 | 63.0% | 5.91 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 52,300 | 9.7% | 28,400 | 23.4% | 1.84 |
| Long Distance only - Over 150+ miles | 32,700 | 6.1% | 16,600 | 13.7% | 1.97 |
| Total Visits | 537,000 | 100.0% | 121,500 | 100.0% | 4.42 |
| Source: Placer.ai | | | | | |



Coralville Youth Sports Park

Location: Coralville, IA

Opened: 2010

Owner/Operator: City of Coralville

Sports Features:

- 5 grass softball/baseball diamonds
- 3 grass multipurpose fields
- 1 Babe Ruth Field (*Phase 2*)
- 4 T-Ball Fields (*Phase 2*)

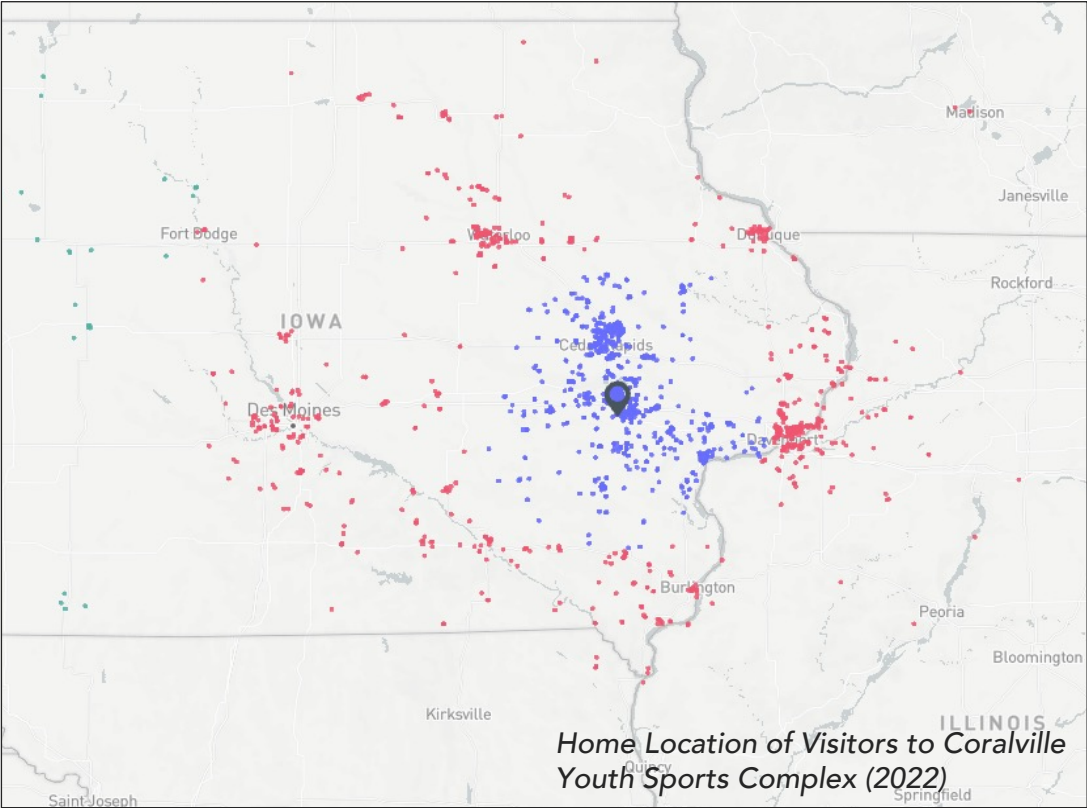
Notes:

The Coralville Youth Sports Complex is a 47 acre complex in a suburb outside of Iowa City. The complex was built as a community asset, but the multi-phase project has a flexible design providing opportunities for future expansion to serve the growing community of Coralville. The design allows additional future amenities such as playground spaces, splash pad areas, and trail connections.



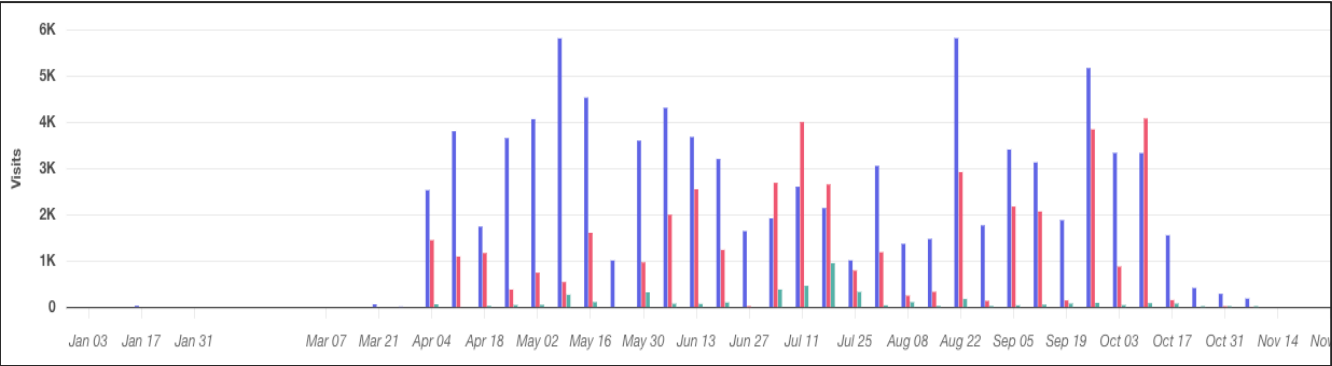
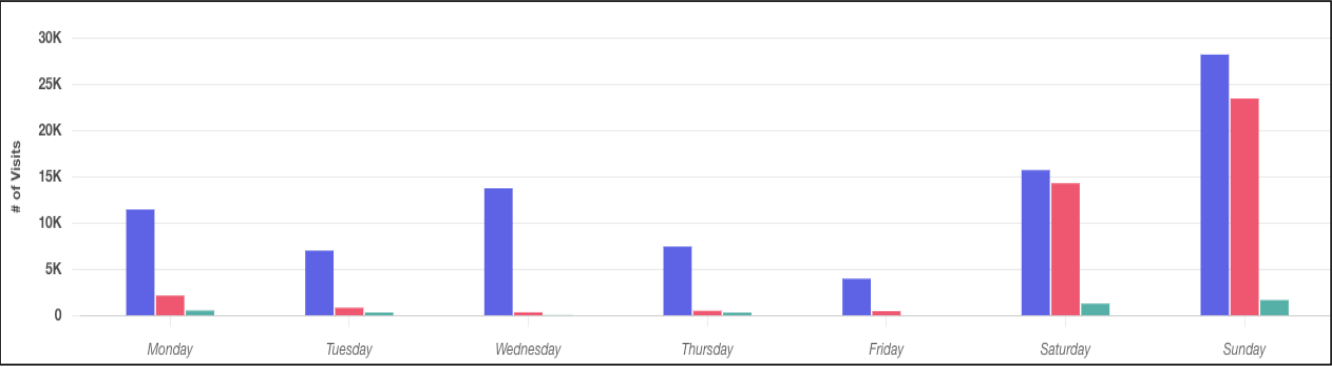
Coralville Sports Park Complex

In 2022, the Youth Sports Park attracted nearly 135,000 visitors. Increased weekend visitation from regional and long-distance travelers suggests the complex hosts a number of regional tournaments while still achieving consistent visitation from local travelers during the week. Due to it being outdoors, the off-season for the complex stretches from November through March.



| Youth Sports Park - Coralville, IA January 1st, 2022 - December 31st, 2022 | | | | | |
|---|--------------------------|----------------------------|----------------------------|------------------------------|--------------------|
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Est. Number of Visits | Percent of Total Visits | Est. Number of Visitors | Percent of Total Visitors | Visit Frequency |
| Locals - Within 50 miles | 87,700 | 65.2% | 30,000 | 53.7% | 2.92 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 42,300 | 31.4% | 23,900 | 42.8% | 1.77 |
| Long Distance - Over 150+ miles | 4,500 | 3.3% | 2,000 | 3.6% | 2.25 |
| Total Visits | 134,500 | 100% | 55,900 | 100% | 2.41 |

Source: Placer.ai



Sand Mountain Park - The Complex

Location: Albertville, AL

Opened: 2020

Owner/Operator: City of Albertville/SFM

Sports Features:

- 9 turf softball/baseball diamonds
- 5 turf multipurpose fields
- 4 full-size indoor basketball courts (8 volleyball courts)
- An 8-lane competition pool
- Fitness Center, and 25,000 SF of Event Space

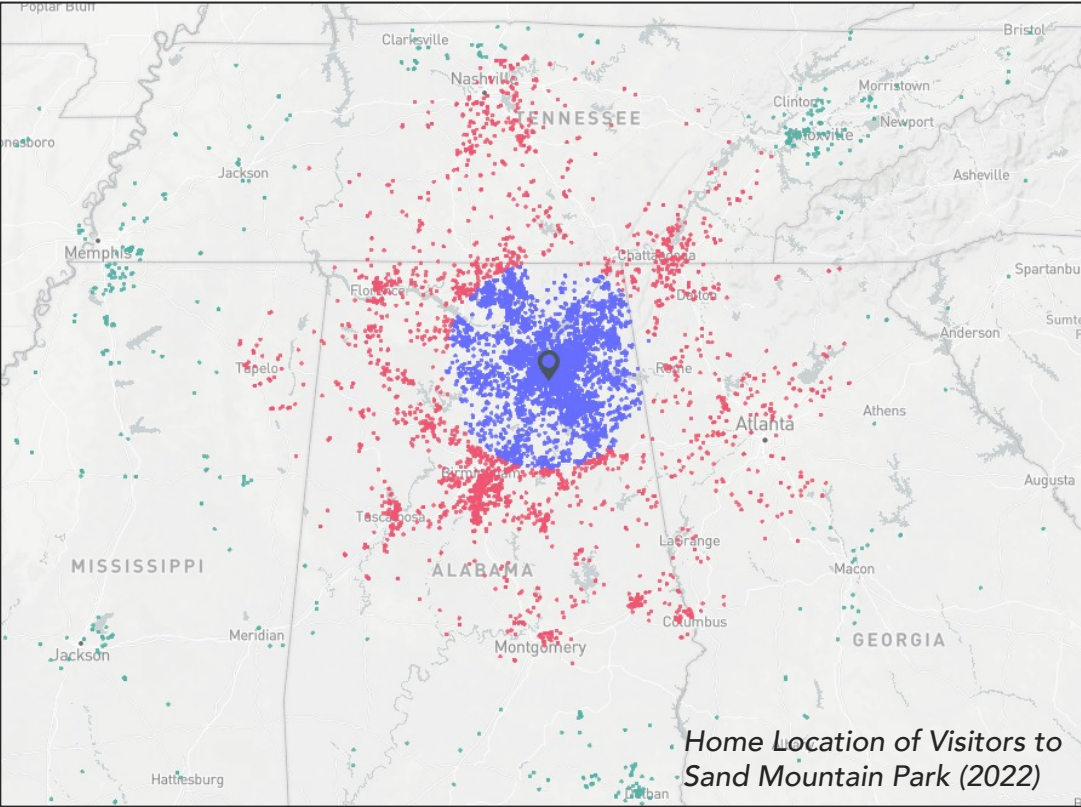
Notes:

Sand Mountain Park serves all residents of the region of all athletic and recreation abilities. The roughly \$60 million facility is used by the Albertville School District in conjunction with competitive sports clubs that host regional and statewide tournaments for Alabama. In terms of the ancillary uses to the sports complex like the amphitheater, dog parks and splash pad, those amenities are mainly geared towards serving the local community.



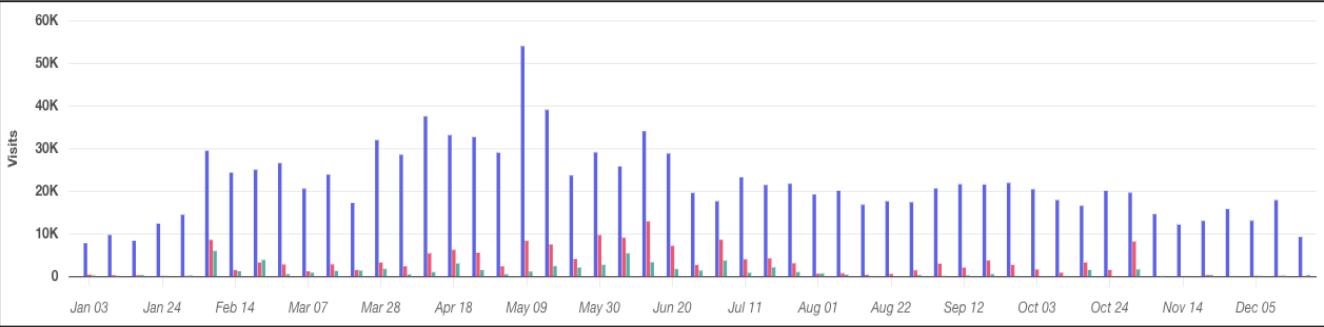
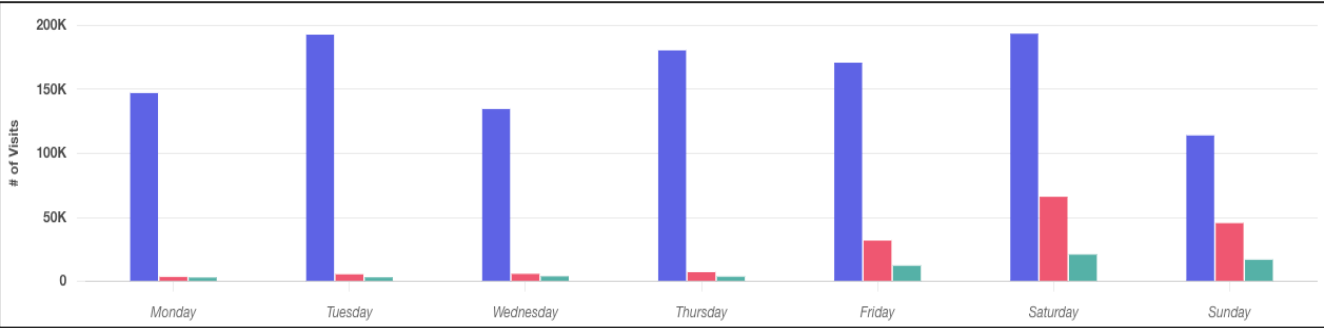
Sand Mountain Park Visitation

In 2022, Sand Mountain Park attracted around 1.3 million visits with almost 87 percent being from the local population. Increased visitation beyond 50 miles from regional and long-distance travelers between Friday and Sunday shows the success of tournament play at the facility. The facility was busiest between February and July, during the prime seasons for basketball, baseball and softball.



Home Location of Visitors to Sand Mountain Park (2022)

| Sand Mountain Park - (Albertville, AL) | | | | | |
|---|-----------------------|-------------------------|--------------------------|-----------------|--------------------------|
| January 1st, 2022 - December 31st, 2022 | | | | | |
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Total Customers | |
| Locals - Within 50 miles | 1,100,000 | 82.7% | 166,100 | 64.5% | 6.62 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 165,800 | 12.5% | 66,900 | 26.0% | 2.48 |
| Long Distance only - Over 150+ miles | 64,300 | 4.8% | 24,700 | 9.6% | 2.60 |
| Total Visits | 1,330,100 | 100.0% | 257,700 | 100.0% | 5.16 |
| Source: Placer.ai | | | | | |



Other Case Studies:

Funding Methods Overview



The main funding methods used for youth sports projects around the country include Tax Increment Financing, city general funds, parks and recreation funds, hotel/occupancy tax and public-private-partnerships with a private developer and support from the city. The following bullets summarize the funding methods for case study facilities.

- **TBK Bank Sports Complex** - Phase one of the project included over \$10 million in city incentives (\$3.87 million in infrastructure improvements and \$4.9 million in TIF). Due to the project's success, an expansion of the facility was approved in February 2022 for more multi-use turf fields, a three-story golf entertainment facility, restaurants, bars and a hotel. Bettendorf has committed \$5.8 million in economic development grants and a 20-year, 75 percent TIF rebate to the expansion project.
- **Round Rock, Texas** - In 2008, the City of Round Rock funded a \$18.2 million renovation and expansion of Old Settlers Park, which spark the city's campaign as the "Sports Capital of Texas." In 2012, The City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are being paid back using a two-percent increase to the city's Hotel Occupancy Tax and the remaining cost of the facility was covered by the city's general fund.
- **MidAmerican Energy Company Recplex** - The facility cost roughly \$45 million and was funded through a public-private partnership. The combined funding comes from \$16.5 million in bonds that will be paid back through sales tax increases, an additional \$16.5 million in bonds that will be paid back through an increase of hotel tax, \$12.4 million of corporate pledges and donations. The rest of the funding was covered by grants, loans, and future tax revenues.
- **Community First Champion Center** - The facility cost roughly \$30 million and is funded by an increase in local hotel tax. The Fox Cities Sports Development, Inc. (a subsidiary of the Fox Cities CVB) manages the hotel taxes generated by the Champion Center and on a quarterly basis, a percentage of the hotel taxes are dedicated to paying off bonds used to fund the project.

07

Operational Standards & Management Strategy



Public Management

PROS

- Long-term employees
- No management fees
- Can focus on priorities beyond profit
- Consistency

CONS

- Lack of experience results in less effective operations
- Employees do not have an incentive structure to inspire and motivate exceptional service; tough to attract aggressive, proactive employees
- Some employees just “put in their time”
- Bureaucracy and red-tape can cause delays
- Political pressures
- Duplication of efforts among facilities
- More reactive than proactive

Contracted Private Management

PROS

- Access to talent across their network, vendor relationships, etc.
- Competition drives improvement
- Incentives can spur high performance
- Experienced staff that understand how to maximize revenue and minimize expenses
- Can separate the main organization / city from tough decisions (personnel, payroll, etc.)

CONS

- Learning curve as new staff comes to facility
- Increased management fees, though should be tied to improved performance metrics



08

Implications & Recommendations

Pulaski County Youth Sports: Recommendations

Based on the analysis of the youth sports market supply in Pulaski County and the regional competitive market and interviews with market experts, tournament organizers, and other stakeholders, Hunden recommends the development of an outdoor and indoor complex over **two phases** at the **St. Robert Potential Site**.

Upon full build-out Hunden recommends the following:

- 2 full-sized multi-purpose, lighted turf fields
- 6 grass multi-purpose fields (soccer, baseball/softball, lacrosse, archery, Australian rules football, ultimate frisbee)
- 6 baseball/softball diamonds with turf infields and grass outfields
- 6 indoor hardwood basketball courts (12 indoor volleyball courts)

Phasing will help with initial costs and assist in identifying long-term opportunities as the market changes. Ultimately, Hunden recommends turf and lighted multi-purpose fields to extend the available time of play throughout the season and to support multiple sports. In order to attract regional tournaments for outdoor field and diamond sports, the county needs to compete with the number of fields found at regional competitors. Although these field and diamond counts may not be greater than regional competition, they are enough for tournament operators to host regional events, which is not currently possible in the county. With 6 indoor basketball courts, (12 volleyball courts) the county will have the ability to host indoor sports tournaments. There are multiple site options, but the site for the Project has not yet been determined. The recommendations of the Project apply to the opportunities within the greater market area.

| Pulaski County Detailed Recommendations | | | | |
|---|----------|-------------------------------|----------------------------------|---------------------|
| Feature | Unit | Phase I (High Priority) | Phase II (Future Priority) | Total Build- Out |
| Outdoor Components | | | | |
| <i>Field Sports</i> | | | | |
| Multipurpose Turf Fields (Lighted) | Fields | 2 | - | 2 |
| Grass Fields | Fields | 6 | - | 6 |
| Total | Fields | 8 | - | 8 |
| <i>Diamond Sports</i> | | | | |
| Baseball/Softball | Diamonds | 6 | - | 6 |
| Total | Diamonds | 6 | - | 6 |
| Indoor Components | | | | |
| Basketball (Volleyball) | Courts | - | 6 (12) | 6 (12) |
| Total | Courts | - | 6 (12) | 6 (12) |
| Source: Hunden Partners | | | | |

Detailed Recommendations and Site Plan



Pulaski County Sports Facility

St. Robert Site Concept Plan



| Pulaski County Development Project Costs | | | | | | |
|--|------|-------------------------------------|-----------|--------|--------------|--------------|
| Phase I | Qty. | Item Description | Area | Unit | Const. Costs | Soft Costs |
| | 6 | Multipurpose Grass Fields | 547,200 | SF | \$5,500,000 | \$1,200,000 |
| | 6 | Grass Baseball/Softball Fields | 782,000 | SF | \$9,400,000 | \$2,100,000 |
| | 2 | Multipurpose Turf Fields | 182,400 | SF | \$2,900,000 | \$600,000 |
| | 5 | Buildings | 8,400 | SF | \$3,400,000 | \$700,000 |
| | 1 | Parking | 700 | Spaces | \$1,800,000 | \$400,000 |
| | 22 | ft. Approach Road | 1,075 | LF | \$400,000 | \$100,000 |
| | 1 | Earthwork | 1,900,000 | CY | \$4,600,000 | \$1,000,000 |
| | 1 | Lighting Utility | 14 | Fields | \$3,500,000 | \$800,000 |
| Phase I Total | | | | | \$31,500,000 | \$6,900,000 |
| Phase II | Qty. | Item Description | Area | Unit | Const. Costs | Soft Costs |
| | 6 | Basketball Courts (2x Volleyball) | 54,000 | SF | \$20,600,000 | \$5,200,000 |
| | 1 | Circulation/Lobby | 14,663 | SF | \$5,900,000 | \$1,500,000 |
| | 1 | Office/Locker/Restroom/Food Service | 8,500 | SF | \$3,400,000 | \$900,000 |
| | 1 | Support Space | 7,100 | SF | \$2,600,000 | \$700,000 |
| | 1 | Parking | 480 | Spaces | \$1,200,000 | \$300,000 |
| | 1 | Earthwork | 800,000 | CY | \$1,900,000 | \$500,000 |
| | 1 | Playground | 1 | LS | \$300,000 | \$100,000 |
| Phase II Total | | | | | \$35,900,000 | \$9,200,000 |
| Project Total (Phase I & Phase II) | | | | | \$67,400,000 | \$16,100,000 |

Source: Convergence Design

Convergence Design estimates that the total project cost of the recommended build-out of the Project is equal to \$83.5 million. The table above gives detailed information about the area and units that each aspect of the recommendation covers.

- SF = square feet
- LF = lineal feet
- CY = cubic yards
- LS = lump sum (not a unit cost)



09

Demand & Financial Analysis

Event & Attendance Projections

The sports complex is expected to **host 10 events in Year 1**, increasing to **54 events by stabilization in Year 7**. Due to the orientation of the fields, Hunden projected the facility to host soccer, softball, and baseball, lacrosse and other sporting tournaments throughout the year. Other potential sports capable of being hosted within the indoor facility include basketball, volleyball, wrestling, cheer & dance, pickleball and other organized special events.

The sports complex is expected to be utilized for tournaments between 22 and 107 days per year throughout the period. The majority of total visits are projected to come from local daily rentals, which will help accommodate the sports team demand vocalized to Hunden by various local sports groups and clubs.

| Sports Complex Projection & Proforma | | | | | | | | | | | | |
|--------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 6 | Yr 7 | Yr 8 | Yr 9 | Yr 10 | Yr 20 | Yr 30 |
| Events by Type | | | | | | | | | | | | |
| Soccer Tournaments | 4 | 5 | 6 | 7 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Softball Tournaments | 3 | 4 | 5 | 6 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Baseball Tournaments | 3 | 4 | 5 | 6 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Basketball Tournaments | - | - | 2 | 3 | 4 | 5 | 6 | 6 | 6 | 6 | 6 | 6 |
| Volleyball Tournaments | - | - | 4 | 5 | 6 | 7 | 8 | 8 | 8 | 8 | 8 | 8 |
| Wrestling Meets | - | - | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Cheer/Dance | - | - | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Pickle Ball | - | - | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Banquets/Special Events | - | - | 6 | 7 | 8 | 9 | 10 | 10 | 10 | 10 | 10 | 10 |
| Total | 10 | 13 | 32 | 39 | 48 | 51 | 54 | 54 | 54 | 54 | 54 | 54 |
| Event Days by Type | | | | | | | | | | | | |
| Soccer Tournaments | 10 | 13 | 15 | 18 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| Softball Tournaments | 6 | 8 | 10 | 12 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 |
| Baseball Tournaments | 6 | 8 | 10 | 12 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 |
| Basketball Tournaments | - | - | 5 | 8 | 10 | 13 | 15 | 15 | 15 | 15 | 15 | 15 |
| Volleyball Tournaments | - | - | 10 | 13 | 15 | 18 | 20 | 20 | 20 | 20 | 20 | 20 |
| Wrestling Meets | - | - | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Cheer/Dance | - | - | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Pickle Ball | - | - | 3 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Banquets/Special Events | - | - | 6 | 7 | 8 | 9 | 10 | 10 | 10 | 10 | 10 | 10 |
| Total | 22 | 29 | 63 | 77 | 95 | 101 | 107 | 107 | 107 | 107 | 107 | 107 |
| Average Attendance by Event Type | | | | | | | | | | | | |
| Soccer Tournaments | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 | 1,760 |
| Softball Tournaments | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 |
| Baseball Tournaments | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 |
| Basketball Tournaments | - | - | 1,056 | 1,056 | 1,056 | 1,056 | 1,056 | 1,056 | 1,056 | 1,056 | 1,056 | 1,056 |
| Volleyball Tournaments | - | - | 1,452 | 1,452 | 1,452 | 1,452 | 1,452 | 1,452 | 1,452 | 1,452 | 1,452 | 1,452 |
| Wrestling Meets | - | - | 1,320 | 1,320 | 1,320 | 1,320 | 1,320 | 1,320 | 1,320 | 1,320 | 1,320 | 1,320 |
| Cheer/Dance | - | - | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 |
| Pickle Ball | - | - | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 |
| Banquets/Special Events | - | - | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| Total Attendance by Event Type | | | | | | | | | | | | |
| Daily Rentals | 111,552 | 123,168 | 217,284 | 224,784 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 |
| Soccer Tournaments | 7,040 | 8,800 | 10,560 | 12,320 | 14,080 | 14,080 | 14,080 | 14,080 | 14,080 | 14,080 | 14,080 | 14,080 |
| Softball Tournaments | 4,455 | 5,940 | 7,425 | 8,910 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 |
| Baseball Tournaments | 4,455 | 5,940 | 7,425 | 8,910 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 | 10,395 |
| Basketball Tournaments | - | - | 2,112 | 3,168 | 4,224 | 5,280 | 6,336 | 6,336 | 6,336 | 6,336 | 6,336 | 6,336 |
| Volleyball Tournaments | - | - | 5,808 | 7,260 | 8,712 | 10,164 | 11,616 | 11,616 | 11,616 | 11,616 | 11,616 | 11,616 |
| Wrestling Meets | - | - | 1,320 | 1,320 | 2,640 | 2,640 | 2,640 | 2,640 | 2,640 | 2,640 | 2,640 | 2,640 |
| Cheer/Dance | - | - | 1,375 | 1,375 | 2,750 | 2,750 | 2,750 | 2,750 | 2,750 | 2,750 | 2,750 | 2,750 |
| Pickle Ball | - | - | 300 | 450 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 |
| Banquets/Special Events | - | - | 1,500 | 1,750 | 2,000 | 2,250 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Total | 127,502 | 143,848 | 255,109 | 270,247 | 288,080 | 290,838 | 293,596 | 293,596 | 293,596 | 293,596 | 293,596 | 293,596 |
| Source: Hunden Partners | | | | | | | | | | | | |

Proforma

| Sports Complex Projection & Proforma | | | | | | | | | | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 6 | Yr 7 | Yr 8 | Yr 9 | Yr 10 | Yr 20 | Yr 30 |
| Revenue (000s) | | | | | | | | | | | | |
| Rental Revenue | \$ 597 | \$ 696 | \$ 1,367 | \$ 1,508 | \$ 1,676 | \$ 1,748 | \$ 1,823 | \$ 1,877 | \$ 1,934 | \$ 1,992 | \$ 2,677 | \$ 3,597 |
| Net Concessions/Catering | \$ 37 | \$ 45 | \$ 98 | \$ 113 | \$ 133 | \$ 142 | \$ 152 | \$ 156 | \$ 159 | \$ 163 | \$ 206 | \$ 263 |
| Advertising & Sponsorship (net) | \$ 50 | \$ 52 | \$ 53 | \$ 55 | \$ 56 | \$ 58 | \$ 60 | \$ 61 | \$ 63 | \$ 65 | \$ 88 | \$ 118 |
| Other | \$ 21 | \$ 24 | \$ 46 | \$ 50 | \$ 56 | \$ 58 | \$ 61 | \$ 63 | \$ 65 | \$ 67 | \$ 89 | \$ 119 |
| Total | \$ 704 | \$ 816 | \$ 1,563 | \$ 1,726 | \$ 1,921 | \$ 2,007 | \$ 2,096 | \$ 2,158 | \$ 2,221 | \$ 2,286 | \$ 3,059 | \$ 4,098 |
| Expenses (000s) | | | | | | | | | | | | |
| Salaries, Wages & Benefits | \$ 587 | \$ 605 | \$ 939 | \$ 967 | \$ 996 | \$ 1,026 | \$ 1,056 | \$ 1,088 | \$ 1,121 | \$ 1,154 | \$ 1,552 | \$ 2,085 |
| General & Admin | \$ 82 | \$ 84 | \$ 112 | \$ 115 | \$ 117 | \$ 120 | \$ 123 | \$ 126 | \$ 129 | \$ 132 | \$ 169 | \$ 218 |
| Utilities | \$ 135 | \$ 139 | \$ 398 | \$ 403 | \$ 407 | \$ 412 | \$ 416 | \$ 421 | \$ 426 | \$ 431 | \$ 492 | \$ 573 |
| Sales, Advertising & Marketing | \$ 56 | \$ 65 | \$ 125 | \$ 138 | \$ 154 | \$ 161 | \$ 168 | \$ 173 | \$ 178 | \$ 183 | \$ 245 | \$ 328 |
| Supplies, Repairs & Maintenance | \$ 95 | \$ 98 | \$ 251 | \$ 254 | \$ 257 | \$ 260 | \$ 263 | \$ 267 | \$ 270 | \$ 274 | \$ 317 | \$ 374 |
| Insurance | \$ 18 | \$ 22 | \$ 43 | \$ 49 | \$ 57 | \$ 61 | \$ 65 | \$ 69 | \$ 73 | \$ 78 | \$ 141 | \$ 254 |
| Management Fee (% of Revenue) | \$ 56 | \$ 65 | \$ 125 | \$ 138 | \$ 154 | \$ 161 | \$ 168 | \$ 173 | \$ 178 | \$ 183 | \$ 245 | \$ 328 |
| Reserves | \$ 25 | \$ 29 | \$ 55 | \$ 60 | \$ 67 | \$ 70 | \$ 73 | \$ 76 | \$ 78 | \$ 80 | \$ 107 | \$ 143 |
| Total | \$ 1,054 | \$ 1,107 | \$ 2,048 | \$ 2,124 | \$ 2,208 | \$ 2,270 | \$ 2,333 | \$ 2,392 | \$ 2,453 | \$ 2,515 | \$ 3,266 | \$ 4,304 |
| Net Operating Income | \$ (351) | \$ (291) | \$ (485) | \$ (398) | \$ (287) | \$ (263) | \$ (237) | \$ (234) | \$ (232) | \$ (229) | \$ (207) | \$ (206) |

Source: Hunden Partners

Over time, sports complexes develop a consistent and stable tournament model, leading to increasing operating margins. The most revenue is expected to come from space rentals, followed by net concessions/catering revenues once the second phase is developed.

Operationally, sports complexes are expensive to operate, with the majority of expenses coming from salaries, wages and benefits for the staff required to operate the facility. It is not uncommon for publicly-owned facilities to operate at a loss, with the benefits from the facility generating economic impact from events hosted within the city or county.

Staffing Summary Projections (Phase I)

The adjacent table outlines the potential staffing summary for Phase I of the Project and the estimated payroll cost for Year 1 of the Project, with expenses forecasted to grow by inflation.

There will likely be additional staffing needs of general staff, program coordinators and support staff.

| Facility Staffing Summary - Phase I | | |
|--|-----------|----------------|
| Position | Salary | Benefits (40%) |
| General Manager | \$70,000 | \$28,000 |
| Director of Operations | \$50,000 | \$20,000 |
| Marketing & Business Development | \$42,000 | \$16,800 |
| Sales Coordinator - Outdoor | \$40,000 | \$16,000 |
| Program Coordinator - Softball | \$35,000 | \$14,000 |
| Program Coordinator - Baseball | \$35,000 | \$14,000 |
| Program Coordinator - Soccer | \$35,000 | \$14,000 |
| Facility Manager | \$35,000 | \$14,000 |
| General Staff (Concessions, Maintenance, etc.) | \$27,500 | \$11,000 |
| Admin Support - Outdoor | \$25,000 | \$10,000 |
| Janitorial (2 Staff Members) | \$25,000 | \$10,000 |
| Total | \$419,500 | \$167,800 |
| Combined Total | | \$587,300 |
| Source: Hunden Partners | | |

Staffing Summary Projections (Phase II)

The adjacent table outlines the potential staffing summary for Phase II of the Project and the estimated payroll cost for Year 3 of the Project accounting for inflation. The staffing expenses are forecasted to grow by inflation.

Similar to Phase I, there will likely be additional staffing needs of general staff, program coordinators and support staff.

| Facility Staffing Summary - Phase I & II | | |
|--|-----------|----------------|
| Position | Salary | Benefits (40%) |
| General Manager | \$85,000 | \$34,000 |
| Director of Operations | \$60,000 | \$24,000 |
| Marketing & Business Development | \$42,000 | \$16,800 |
| Sales Coordinator - Indoor | \$40,000 | \$16,000 |
| Sales Coordinator - Outdoor | \$40,000 | \$16,000 |
| Program Coordinator - Basketball | \$35,000 | \$14,000 |
| Program Coordinator - Volleyball | \$35,000 | \$14,000 |
| Program Coordinator - Baseball | \$35,000 | \$14,000 |
| Program Coordinator - Softball | \$35,000 | \$14,000 |
| Program Coordinator - Soccer | \$35,000 | \$14,000 |
| Facility Manager | \$35,000 | \$14,000 |
| General Staff (Concessions, Maintenance, etc.) | \$27,500 | \$11,000 |
| General Staff (Concessions, Maintenance, etc.) | \$27,500 | \$11,000 |
| Admin Support (2 Staff Members) | \$50,000 | \$20,000 |
| Janitorial (4 Staff Members) | \$50,000 | \$20,000 |
| Total | \$632,000 | \$252,800 |
| Combined Total | | \$884,800 |
| Source: Hunden Partners | | |

10

Economic, Fiscal, and Employment Impact Analysis



Introduction to Impacts

Hunden uses the IMPLAN input-output multiplier model, which determines the level of additional activity in the Pulaski County economy due to additional inputs. For example, for every dollar of direct new spending in Pulaski County, the IMPLAN model provides multipliers for the indirect and induced spending that will result.

The net new and recaptured direct spending discussed earlier in the chapter is considered to be the **Direct Impact**.

From the direct spending figures, further impact analyses will be completed.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a visitor's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the induced customer's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by Pulaski County due to the net new economic activity. The fiscal impact represents the government's share of total economic benefit. The most relevant tax streams that flows directly to Pulaski County include sales tax and hotel accommodations tax.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with it. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income generated.

Room Nights

In Year 1, Hunden projects the Project to generate roughly 3,700 room nights. Upon stabilization of the Project in Year 7, the Project is projected to generate over 15,000 annual room nights. Upon stabilization, the majority of room nights are projected to be generated by soccer tournaments and volleyball tournaments.

Hunden assumed 1.9 people per hotel room night for overnight visitors for all outdoor sports.

Hunden assumed 2.4 people per hotel room night for overnight visitors for indoor sporting events.

Lastly, Hunden assumed 1.3 people per hotel room night for overnight visitors for banquets and special events.

| Impact Inputs & Projections | | | | | | | | | | | | |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 6 | Yr 7 | Yr 8 | Yr 9 | Yr 10 | Yr 20 | Yr 30 |
| % and # Daytrips | | | | | | | | | | | | |
| Daily Rental | 111,552 | 123,168 | 217,284 | 224,784 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 | 232,284 |
| Soccer Tournaments | 14,080 | 17,600 | 21,120 | 24,640 | 28,160 | 28,160 | 28,160 | 28,160 | 28,160 | 28,160 | 28,160 | 28,160 |
| Softball Tournaments | 7,128 | 9,504 | 11,880 | 14,256 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 |
| Baseball Tournaments | 7,128 | 9,504 | 11,880 | 14,256 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 | 16,632 |
| Basketball Tournaments | - | - | 3,696 | 5,544 | 7,392 | 9,240 | 11,088 | 11,088 | 11,088 | 11,088 | 11,088 | 11,088 |
| Volleyball Tournaments | - | - | 10,164 | 12,705 | 15,246 | 17,787 | 20,328 | 20,328 | 20,328 | 20,328 | 20,328 | 20,328 |
| Wrestling Meets | - | - | 1,848 | 1,848 | 3,696 | 3,696 | 3,696 | 3,696 | 3,696 | 3,696 | 3,696 | 3,696 |
| Cheer/Dance | - | - | 2,063 | 2,063 | 4,125 | 4,125 | 4,125 | 4,125 | 4,125 | 4,125 | 4,125 | 4,125 |
| Pickle Ball | - | - | 450 | 675 | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 900 |
| Banquets/Special Events | - | - | 1,425 | 1,663 | 1,900 | 2,138 | 2,375 | 2,375 | 2,375 | 2,375 | 2,375 | 2,375 |
| Total | 139,888 | 159,776 | 281,810 | 302,433 | 326,967 | 331,594 | 336,220 | 336,220 | 336,220 | 336,220 | 336,220 | 336,220 |
| % and # Overnights | | | | | | | | | | | | |
| Daily Rental | - | - | - | - | - | - | - | - | - | - | - | - |
| Soccer Tournaments | 3,520 | 4,400 | 5,280 | 6,160 | 7,040 | 7,040 | 7,040 | 7,040 | 7,040 | 7,040 | 7,040 | 7,040 |
| Softball Tournaments | 1,782 | 2,376 | 2,970 | 3,564 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 |
| Baseball Tournaments | 1,782 | 2,376 | 2,970 | 3,564 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 | 4,158 |
| Basketball Tournaments | - | - | 1,584 | 2,376 | 3,168 | 3,960 | 4,752 | 4,752 | 4,752 | 4,752 | 4,752 | 4,752 |
| Volleyball Tournaments | - | - | 4,356 | 5,445 | 6,534 | 7,623 | 8,712 | 8,712 | 8,712 | 8,712 | 8,712 | 8,712 |
| Wrestling Meets | - | - | 792 | 792 | 1,584 | 1,584 | 1,584 | 1,584 | 1,584 | 1,584 | 1,584 | 1,584 |
| Cheer/Dance | - | - | 688 | 688 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 | 1,375 |
| Pickle Ball | - | - | - | - | - | - | - | - | - | - | - | - |
| Banquets/Special Events | - | - | 75 | 88 | 100 | 113 | 125 | 125 | 125 | 125 | 125 | 125 |
| Total | 7,084 | 9,152 | 18,715 | 22,676 | 28,117 | 30,011 | 31,904 | 31,904 | 31,904 | 31,904 | 31,904 | 31,904 |
| Total Room Nights Generated | | | | | | | | | | | | |
| Soccer Tournaments | 1,853 | 2,316 | 2,779 | 3,242 | 3,705 | 3,705 | 3,705 | 3,705 | 3,705 | 3,705 | 3,705 | 3,705 |
| Softball Tournaments | 938 | 1,251 | 1,563 | 1,876 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 |
| Baseball Tournaments | 938 | 1,251 | 1,563 | 1,876 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 | 2,188 |
| Basketball Tournaments | - | - | 660 | 990 | 1,320 | 1,650 | 1,980 | 1,980 | 1,980 | 1,980 | 1,980 | 1,980 |
| Volleyball Tournaments | - | - | 1,815 | 2,269 | 2,723 | 3,176 | 3,630 | 3,630 | 3,630 | 3,630 | 3,630 | 3,630 |
| Wrestling Meets | - | - | 330 | 330 | 660 | 660 | 660 | 660 | 660 | 660 | 660 | 660 |
| Cheer/Dance | - | - | 286 | 286 | 573 | 573 | 573 | 573 | 573 | 573 | 573 | 573 |
| Pickle Ball | - | - | - | - | - | - | - | - | - | - | - | - |
| Banquets/Special Events | - | - | 58 | 67 | 77 | 87 | 96 | 96 | 96 | 96 | 96 | 96 |
| Total | 3,728 | 4,817 | 9,054 | 10,936 | 13,434 | 14,228 | 15,021 | 15,021 | 15,021 | 15,021 | 15,021 | 15,021 |

Source: Hunden Partners

Direct, Indirect & Induced Net New Spending

As a result of the Project, the county will experience new visitors for tournaments and practices that would not have visited the market otherwise. These net new visitors will spend money in Pulaski County, supporting the local economy. Hunden classifies spending in five categories: food & beverage, lodging, retail, transportation and other. Hunden projects direct net new spending to total over \$829 million over 30 years. As this net new direct spending trickles through the Pulaski County economy, it generates induced and indirect spending. Combined total net new spending within Pulaski County is expected to surpass \$1.3 billion over 30 years.

| Direct Net New/Recaptured Spending to Pulaski County (000s) - Sports Complex | | | | | | | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | Total |
| Food & Beverage | \$ 1,832 | \$ 2,178 | \$ 4,017 | \$ 4,501 | \$ 5,100 | \$ 5,364 | \$ 5,640 | \$ 5,810 | \$ 5,984 | \$ 6,163 | \$ 8,283 | \$ 11,132 | \$ 217,171 |
| Lodging | \$ 298 | \$ 397 | \$ 768 | \$ 956 | \$ 1,210 | \$ 1,320 | \$ 1,435 | \$ 1,478 | \$ 1,522 | \$ 1,568 | \$ 2,107 | \$ 2,832 | \$ 54,347 |
| Retail | \$ 1,225 | \$ 1,458 | \$ 2,690 | \$ 3,015 | \$ 3,419 | \$ 3,597 | \$ 3,783 | \$ 3,897 | \$ 4,014 | \$ 4,134 | \$ 5,556 | \$ 7,466 | \$ 145,644 |
| Transportation | \$ 2,072 | \$ 2,455 | \$ 4,503 | \$ 5,023 | \$ 5,658 | \$ 5,938 | \$ 6,230 | \$ 6,417 | \$ 6,609 | \$ 6,808 | \$ 9,149 | \$ 12,295 | \$ 240,127 |
| Other | \$ 1,484 | \$ 1,759 | \$ 3,228 | \$ 3,602 | \$ 4,060 | \$ 4,262 | \$ 4,472 | \$ 4,606 | \$ 4,744 | \$ 4,886 | \$ 6,567 | \$ 8,825 | \$ 172,342 |
| Total | \$ 6,911 | \$ 8,247 | \$ 15,206 | \$ 17,098 | \$ 19,446 | \$ 20,481 | \$ 21,560 | \$ 22,207 | \$ 22,873 | \$ 23,559 | \$ 31,662 | \$ 42,551 | \$ 829,632 |
| Source: Hunden Partners | | | | | | | | | | | | | |
| Direct, Indirect & Induced Spending to Pulaski County (000s) - Sports Complex | | | | | | | | | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | Total |
| Direct | \$ 6,911 | \$ 8,247 | \$ 15,206 | \$ 17,098 | \$ 19,446 | \$ 20,481 | \$ 21,560 | \$ 22,207 | \$ 22,873 | \$ 23,559 | \$ 31,662 | \$ 42,551 | \$ 829,632 |
| Indirect | \$ 2,650 | \$ 3,163 | \$ 5,832 | \$ 6,559 | \$ 7,460 | \$ 7,858 | \$ 8,272 | \$ 8,520 | \$ 8,776 | \$ 9,039 | \$ 12,148 | \$ 16,326 | \$ 318,301 |
| Induced | \$ 1,569 | \$ 1,868 | \$ 3,440 | \$ 3,858 | \$ 4,375 | \$ 4,603 | \$ 4,840 | \$ 4,985 | \$ 5,135 | \$ 5,289 | \$ 7,108 | \$ 9,553 | \$ 186,348 |
| Total | \$ 11,131 | \$ 13,278 | \$ 24,478 | \$ 27,514 | \$ 31,281 | \$ 32,941 | \$ 34,673 | \$ 35,713 | \$ 36,784 | \$ 37,888 | \$ 50,918 | \$ 68,429 | \$ 1,334,280 |
| Source: Hunden Partners | | | | | | | | | | | | | |

Net New Earnings & Full-Time Equivalent Jobs

Jobs will be created onsite as well as offsite from the direct, indirect and induced spending. Over 30 years net new earnings within Pulaski County is expected total over \$585 million, supporting an annual average of 338 new jobs over 30 years.

| Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (000s) - Sports Complex | | | | | | | | | | | | | |
|--|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | Total |
| Net New Earnings | | | | | | | | | | | | | |
| From Direct | \$ 3,331 | \$ 3,970 | \$ 7,313 | \$ 8,211 | \$ 9,321 | \$ 9,811 | \$ 10,321 | \$ 10,631 | \$ 10,950 | \$ 11,278 | \$ 15,157 | \$ 20,370 | \$ 397,282 |
| From Indirect | \$ 889 | \$ 1,066 | \$ 1,972 | \$ 2,231 | \$ 2,555 | \$ 2,698 | \$ 2,847 | \$ 2,932 | \$ 3,020 | \$ 3,111 | \$ 4,180 | \$ 5,618 | \$ 109,410 |
| From Induced | \$ 652 | \$ 779 | \$ 1,435 | \$ 1,614 | \$ 1,836 | \$ 1,934 | \$ 2,036 | \$ 2,097 | \$ 2,160 | \$ 2,224 | \$ 2,989 | \$ 4,017 | \$ 78,329 |
| Total | \$ 4,873 | \$ 5,815 | \$ 10,721 | \$ 12,056 | \$ 13,712 | \$ 14,442 | \$ 15,204 | \$ 15,660 | \$ 16,129 | \$ 16,613 | \$ 22,327 | \$ 30,005 | \$ 585,021 |
| Source: Hunden Partners | | | | | | | | | | | | | |
| Net New Full-Time Equivalent Jobs from Direct, Indirect & Induced Earnings (000s) | | | | | | | | | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | Average |
| Net New FTE Jobs | | | | | | | | | | | | | |
| From Direct | 85 | 98 | 175 | 190 | 209 | 214 | 218 | 218 | 218 | 218 | 218 | 218 | 207 |
| From Indirect | 34 | 40 | 71 | 77 | 85 | 86 | 88 | 88 | 88 | 88 | 88 | 88 | 84 |
| From Induced | 19 | 22 | 40 | 44 | 48 | 49 | 50 | 50 | 50 | 50 | 50 | 50 | 47 |
| Total | 138 | 160 | 286 | 311 | 342 | 349 | 356 | 356 | 356 | 356 | 356 | 356 | 338 |
| Source: Hunden Partners | | | | | | | | | | | | | |

30-Year Impact Summary

Over 30 years the Project is expected to generate more than \$1.33 billion in net new spending, \$585 million in net new earnings and 356 net new full-time equivalent jobs.

| Sports Complex Projection & Proforma | | | | | | | | | | | | |
|--------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 6 | Yr 7 | Yr 8 | Yr 9 | Yr 10 | Yr 20 | Yr 30 |
| Revenue (000s) | | | | | | | | | | | | |
| Rental Revenue | \$ 597 | \$ 696 | \$ 1,367 | \$ 1,508 | \$ 1,676 | \$ 1,748 | \$ 1,823 | \$ 1,877 | \$ 1,934 | \$ 1,992 | \$ 2,677 | \$ 3,597 |
| Net Concessions/Catering | \$ 37 | \$ 45 | \$ 98 | \$ 113 | \$ 133 | \$ 142 | \$ 152 | \$ 156 | \$ 159 | \$ 163 | \$ 206 | \$ 263 |
| Advertising & Sponsorship (net) | \$ 50 | \$ 52 | \$ 53 | \$ 55 | \$ 56 | \$ 58 | \$ 60 | \$ 61 | \$ 63 | \$ 65 | \$ 88 | \$ 118 |
| Other | \$ 21 | \$ 24 | \$ 46 | \$ 50 | \$ 56 | \$ 58 | \$ 61 | \$ 63 | \$ 65 | \$ 67 | \$ 89 | \$ 119 |
| Total | \$ 704 | \$ 816 | \$ 1,563 | \$ 1,726 | \$ 1,921 | \$ 2,007 | \$ 2,096 | \$ 2,158 | \$ 2,221 | \$ 2,286 | \$ 3,059 | \$ 4,098 |
| Expenses (000s) | | | | | | | | | | | | |
| Salaries, Wages & Benefits | \$ 587 | \$ 605 | \$ 939 | \$ 967 | \$ 996 | \$ 1,026 | \$ 1,056 | \$ 1,088 | \$ 1,121 | \$ 1,154 | \$ 1,552 | \$ 2,085 |
| General & Admin | \$ 82 | \$ 84 | \$ 112 | \$ 115 | \$ 117 | \$ 120 | \$ 123 | \$ 126 | \$ 129 | \$ 132 | \$ 169 | \$ 218 |
| Utilities | \$ 135 | \$ 139 | \$ 398 | \$ 403 | \$ 407 | \$ 412 | \$ 416 | \$ 421 | \$ 426 | \$ 431 | \$ 492 | \$ 573 |
| Sales, Advertising & Marketing | \$ 56 | \$ 65 | \$ 125 | \$ 138 | \$ 154 | \$ 161 | \$ 168 | \$ 173 | \$ 178 | \$ 183 | \$ 245 | \$ 328 |
| Supplies, Repairs & Maintenance | \$ 95 | \$ 98 | \$ 251 | \$ 254 | \$ 257 | \$ 260 | \$ 263 | \$ 267 | \$ 270 | \$ 274 | \$ 317 | \$ 374 |
| Insurance | \$ 18 | \$ 22 | \$ 43 | \$ 49 | \$ 57 | \$ 61 | \$ 65 | \$ 69 | \$ 73 | \$ 78 | \$ 141 | \$ 254 |
| Management Fee (% of Revenue) | \$ 56 | \$ 65 | \$ 125 | \$ 138 | \$ 154 | \$ 161 | \$ 168 | \$ 173 | \$ 178 | \$ 183 | \$ 245 | \$ 328 |
| Reserves | \$ 25 | \$ 29 | \$ 55 | \$ 60 | \$ 67 | \$ 70 | \$ 73 | \$ 76 | \$ 78 | \$ 80 | \$ 107 | \$ 143 |
| Total | \$ 1,054 | \$ 1,107 | \$ 2,048 | \$ 2,124 | \$ 2,208 | \$ 2,270 | \$ 2,333 | \$ 2,392 | \$ 2,453 | \$ 2,515 | \$ 3,266 | \$ 4,304 |
| Net Operating Income | \$ (351) | \$ (291) | \$ (485) | \$ (398) | \$ (287) | \$ (263) | \$ (237) | \$ (234) | \$ (232) | \$ (229) | \$ (207) | \$ (206) |

Source: Hunden Partners

| 30-Yr. Summary of Impacts - Sports Complex | |
|--|------------|
| Net New Spending | (millions) |
| Direct | \$830 |
| Indirect | \$318 |
| Induced | \$186 |
| Total | \$1,334 |
| Net New Earnings | (millions) |
| From Direct | \$397 |
| From Indirect | \$109 |
| From Induced | \$78 |
| Total | \$585 |
| Net New FTE Jobs | Actual |
| From Direct | 218 |
| From Indirect | 88 |
| From Induced | 50 |
| Total | 356 |
| Capturable County Taxes | (millions) |
| Sales Tax - County (1.25%) | \$10.4 |
| Hotel Tax - County (3.0%) | \$1.6 |
| Net New State Taxes | \$12.0 |
| Capturable Local Total | \$12.0 |
| Constuction Impact | \$0.09 |
| Total | \$12.1 |
| Source: Hunden Partners | |

| Construction Impacts - Outdoor Sports Complex | |
|---|------------|
| Development Cost | (millions) |
| Labor (60%) | \$23.0 |
| Materials (40%) | \$15.4 |
| Total | \$38.4 |
| % Labor in Pulaski County | 25% |
| % Materials in Pulaski County | 20% |
| Taxes Generated (000s) | |
| Sales Tax - County (1.25%) | \$38 |
| Job-Years From Construction | 82 |
| Source: Hunden Partners | |

| Construction Impacts - Indoor Sports Complex | |
|--|------------|
| Development Cost | (millions) |
| Labor (60%) | \$27.1 |
| Materials (40%) | \$18.0 |
| Total | \$45.1 |
| % Labor in Pulaski County | 25% |
| % Materials in Pulaski County | 20% |
| Taxes Generated (000s) | |
| Sales Tax - County (1.25%) | \$45 |
| Job-Years From Construction | 96 |
| Source: Hunden Partners | |



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With professionals in Chicago, San Diego, Indianapolis and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 1,000 studies over the past 20 years, with more than \$20 billion in built, successful projects.



Appendix – Additional Materials



Local & Regional Sports Facilities Analysis

Allison's Sports Town

Location: Springfield, MO

Opened: 2022

Owner/Operator: P3 Ownership: City of Springfield, Donors, Developers

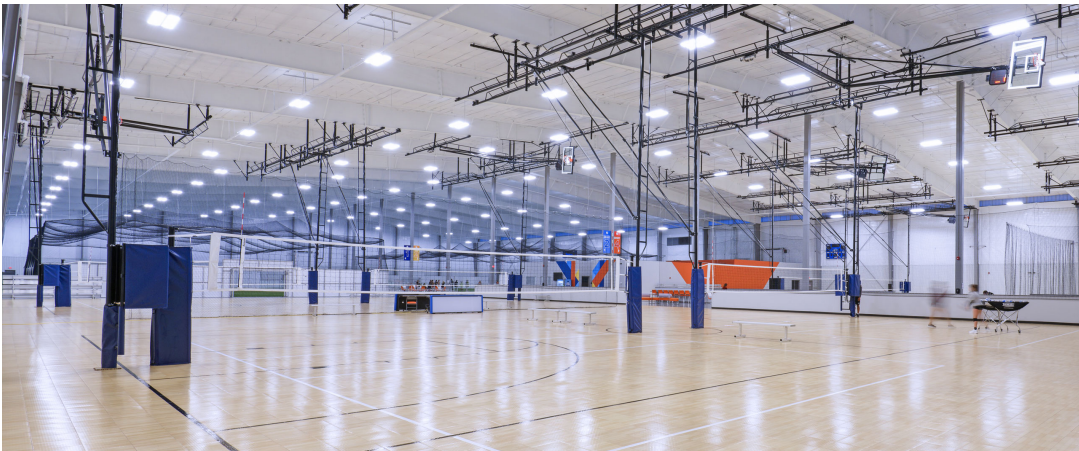
Cost: \$30 million

Sports Features:

- 4 basketball courts convertible to 8 volleyball courts
- 2 indoor multipurpose turf fields
- 4 outdoor multipurpose turf fields
- 8 outdoor multipurpose grass fields

Notes:

Allison's Sports Town is a community-driven project that allows the city of Springfield to compete with other markets to attract large capacity sports tournaments. This premier sports venue benefits the community it represents by filling a need for athletic courts and fields. After being completed in 2022, the facility brings in large amount of regional tournaments like the Midwest Battle of the Rims and the Run & Gun Basketball tournament.



| Allison Sports Town - (Springfield, MO) | | | | | |
|---|--------------------------|----------------------------|-----------------------------|--------------------|-----------------------------|
| January 1, 2022 - December 31, 2022 | | | | | |
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Total Customers | |
| Locals - Within 50 miles | 150,900 | 82.9% | 24,700 | 67.1% | 6.11 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 20,600 | 11.3% | 7,500 | 20.4% | 2.75 |
| Long Distance only - Over 150+ miles | 10,500 | 5.8% | 4,600 | 12.5% | 2.28 |
| Total Visits | 182,000 | 100.0% | 36,800 | 100.0% | 4.95 |
| Source: Placer.ai | | | | | |

Columbia Cosmopolitan Recreation Area

Location: Columbia, MO

Opened: 1949

Owner/Operator: The City of Columbia

Sports Features:

- 8 baseball diamonds
- 6 softball diamonds
- 19 multipurpose grass fields
- 6 football grass fields

Notes:

The Columbia Cosmopolitan Recreation Area, also known as Cosmo Park, is a 533-acre park that is the host of the annual Show-Me State Games. In addition to the athletic fields, Cosmo Park offers picnic spaces, skateboarding areas, volleyball courts, and playgrounds.



| Columbia Cosmo Recreation Area - (Columbia, MO) | | | | | |
|---|-----------------------|-------------------------|--------------------------|-----------------|--------------------------|
| January 1, 2022 - December 31, 2022 | | | | | |
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Total Customers | |
| Locals - Within 50 miles | 178,200 | 70.4% | 38,200 | 50.4% | 4.66 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 56,100 | 22.1% | 27,700 | 36.5% | 2.03 |
| Long Distance only - Over 150+ miles | 19,000 | 7.5% | 9,900 | 13.1% | 1.92 |
| Total Visits | 253,300 | 100.0% | 75,800 | 100.0% | 3.34 |
| Source: Placer.ai | | | | | |

Lou Fusz Athletic Complex

Location: St. Louis, MO

Opened: 2007

Owner/Operator: Lou Fusz Athletic Group

Cost: \$12 million

Sports Features:

- 9 multipurpose turf fields

Notes:

This Lou Fusz Soccer Club is a 27 acre complex that includes nine turf soccer fields, an open-air pavillion, a concession stand, and a restroom structure.

The facility hosts a variety of statewide and regional tournaments. With these tournaments, the facility experienced one quarter of the visitors to the facility who traveled from over 150 miles to attend a tournament as a spectator or player.



| Lou Fusz Athletic Complex - (St. Louis, MO) | | | | | |
|---|--------------------------|----------------------------|-----------------------------|--------------------|-----------------------------|
| January 1, 2022 - December 31, 2022 | | | | | |
| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Total Customers | |
| Locals - Within 50 miles | 699,600 | 82.1% | 146,600 | 66.4% | 4.77 |
| Regional Distance - Over 50 miles & Less Than 150 miles | 42,700 | 5.0% | 17,600 | 8.0% | 2.43 |
| Long Distance only - Over 150+ miles | 110,000 | 12.9% | 56,500 | 25.6% | 1.95 |
| Total Visits | 852,300 | 100.0% | 220,700 | 100.0% | 3.86 |
| Source: Placer.ai | | | | | |



Sports Tourism Facilities Case Studies

TBK Bank Sports Complex

Location: Bettendorf, IA

Opened: 2017

Cost: \$50 million

Owner: BettPlex LLC

Operator: BettPlex LLC

Sports Features:

- 273,000 square foot indoor complex, 75-acre outdoor complex
- 8 basketball courts (12 volleyball courts), indoor turf field (115 yards by 75 yards)
- 10 lighted turf diamonds with adjustable fencing (convertible into 6 turf soccer fields)
- 2 multi-purpose turf fields, 2 grass fields

Additional Amenities: 5 sand volleyball courts, physical therapy center, retail shop, office space, concessions

Funding: Phase one of the project included over \$10 million in city incentives (\$3.87 million in infrastructure improvements and \$4.9 million in TIF). Due to the project's success, an expansion of the facility was approved in February 2022 for more multi-use turf fields, a three-story golf entertainment facility, restaurants, bars and a hotel. Bettendorf has committed \$5.8 million in economic development grants and a 20-year, 75 percent TIF rebate to the expansion project.



Round Rock Texas

Location: Round Rock, Texas

Owner: City of Round Rock

Operator: City of Round Rock, SFM

The City of Round Rock has two premier sports complexes which are outlined below. Each of the facilities is within a 10-minute drive of one another:

- **Round Rock Sports Center:** 6 basketball/12 volleyball
- **Round Rock Multipurpose Complex & Old Settlers Park:** 10 soccer, 5 artificial (1 championship), 5 grass (1 championship), 25 diamonds (20 baseball, 5 softball)

Funding: In 2008, the City of Round Rock funded a \$18.2 million renovation and expansion of Old Settlers Park, which sparked the city's campaign as the "Sports Capital of Texas."

In 2012, The City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are being paid back using a two-percent increase to the city's Hotel Occupancy Tax and the remaining cost of the facility was covered by the city's general fund.

In 2017, Old Settlers Park underwent a 6-acre, \$27 million expansion project that added the Round Rock Multipurpose Complex.



Rocky Top Sports World

Location: Gatlinburg, TN

Opened: 2014

Cost: \$20 million

Owner: City of Gatlinburg, Sevier County

Operator: Sports Facilities Companies

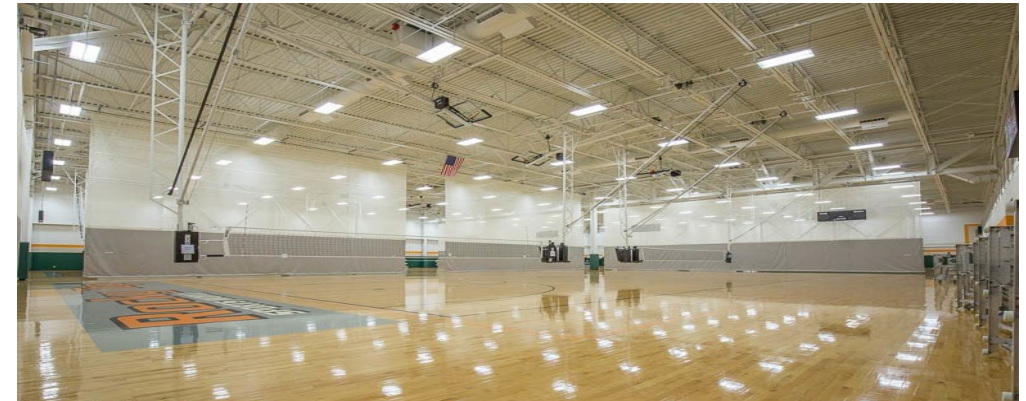
Sports Features:

- 86,000 square foot indoor facility
- 10 basketball/12 volleyballs courts
- 5 synthetic turf fields, one natural turf field

Additional Amenities: Event planning space, Gatlinburg Trolley connectivity

Notes: According to Sevier County, the facility hosted 90 events between August 2020 and August 2021. There were 25 weekends throughout the year in which indoor and outdoor tournaments took place. During the facility's fiscal year, Rocky Top Sports World generated \$46.9 million in economic impact in 2020 and 2021.

The county reported that nearly \$10 million of the economic impact came from 15 tournament bookings coordinated by National Soccer Events, a tournament operator, and FC Alliance Soccer Club, a local youth soccer club.



The background is a solid dark blue. Overlaid on this background are two large, faint, light blue numbers: a '0' on the left and a '7' on the right. The '0' is positioned behind the text, and the '7' is to the right of the text.

Operational Standards & Management Strategy

What is the Industry Doing?

- **More cities are moving to independent entities (boards, authorities, Local Government Corporations, etc.) to own and sustain their major event facilities.** This move to an independent model occurs especially as facilities and complexes become larger and more important to the local economy. The larger the facility or complex, the more likely the move to an independent entity. This both protects the complex from funding issues in general governments and politics, and provides a competitive, mission-focused entity to oversee the long-term success of a public-private benefit enterprise.
- **More cities are moving to private, contracted management, regardless of ownership.** It is nearly unheard of for a facility to move from private management back to public, but every year, additional cities move to private management to mitigate many of the issues noted above. With a move to private management, there is more accountability, ability to hire / fire, and a focus on key performance indicators (KPI's), such as revenue, expense, room nights, customer service, and others. HSP has interviewed many cities who have made the change to private management for youth sports facilities and witnessed positive results.
- **Focus on Efficiency of Structure and Process.** As cities have worked to treat sports complexes like the competitive businesses that they are, coordination amongst the sales organization, facilities, and hotels is critical. The most successful structures include weekly, monthly, quarterly, and annual coordination amongst sales entities at the buildings, hotels, and the DMO. To take it one step further, the most aggressive cities are combining the sales force at the building with the DMO to be one entity. In the case of some, the two sales staffs (building and DMO) are co-located in the same office to shorten the communication loop.
- **Ensures that the Governance Board / Structure / Funding is Solid.** Most strong structures include appointments to their boards from people who know the hospitality and event industry and who can ask the right questions of management and contractors. Political appointees without industry background are minimized. The funding streams are also protected for the facilities and DMO.

Governance

- Governance is defined as the system by which entities are directed and controlled. It is concerned with the structure and processes for decision making, accountability, control, and behavior at the top of an entity. Governance influences how an organization's objectives are set and achieved, how risk is monitored and addressed, and how performance is optimized.
- Governance is a system and process, and successful implementation of a good governance strategy requires strategic planning, risk management, and performance management. Organizations that lack good governance are rarely able to perform optimally. Governance is important in preserving and strengthening stakeholder confidence. Good governance allows the organization to create a culture and foundation of **high-performance** and **optimal operations**. Good governance is also key in ensuring that an organization is able to **rapidly respond and adapt** to a changing external environment.
- While good governance does not guarantee success, organizations with poor governance are almost always destined to perform poorly or fail over the long term.

Tenant Lease Management Model

- Facilities such as Grand Park in Westfield, Indiana operate under the tenant lease management model. Under this model, the facility leases out space to anchor tenants and allows them to operate within the complex. Teams are free to use the facility for practices, games, tournaments etc., but are responsible for operating expenses and fees. Given that the tenants are in the business of sports, they are often well-equipped to produce and promote tournaments that generate revenue for the tenant and better cover expenses. These teams make lease payments to the facility, providing the facility with stable revenue sources.

Third-Party Management Implications

Third-party private management structure benefits include the following:

- Operating agreement between Manager and City (or quasi-public ownership entity):
 - Ownership partners maintain control through approval of operating and capital budgets
 - Ownership direction and supervision of policies
 - Renegotiated master service and vendor agreements with best practices programs and pricing
 - Human resources & professional development services tied to key performance indicators & efficiencies
 - Competitive venue management that includes operating, marketing, & hospitality services from a single group
 - Upgraded food & beverage service and offerings
 - Audio / visual innovation consulting & operating services & FF&E procurement
 - Transition of exemplary operating staff to Manager supervision under performance-based compensation – reduces heavy benefit loads related to government employees and reduces overall City staffing costs and increases venue performance

Food & Beverage

As a subset of operations, catering / food & beverage service can be handled in a variety of ways including:

- In-House
- Exclusive
- Contracted Management

Catering and F&B are important aspects of any decision as they can provide a legitimate revenue stream for facilities. They are particularly important to contracted private management due to the incentives based on their bottom line. Private managers have a variety of methods and vendor relationships to help lower losses and increase performance to the bottom line.

Benefits & Compensation

- Employee benefits and compensation are vital in the creation of a high-performing and successful facility or program. Competition to recruit and retain the most experienced and proven staff is strong in the meetings and events industry, and talented professionals will often choose the facilities that offer the strongest compensation packages and state-of-the-art facilities.
- City managed facilities are often restricted from offering strong packages due to budget and compensation limits. This structure has also been a deterrent to candidates due to separate focuses amongst facilities and departments. Some of the most qualified candidates for leadership are being recruited by and working for the private management sector where they can earn higher salaries and overall compensation due to incentives pay.