



Pulaski County Sports Complex Study

Presented to:

Meramec Regional Planning Commission

April 9, 2024

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The Meramec Regional Planning Commission (MRPC or Client), in partnership with the Pulaski County Tourism Bureau and the Pulaski County Growth Alliance (PCGA), engaged Hunden Partners (Hunden or Team), along with sports facility architects at Convergence Design (CD), to conduct a market demand, financial feasibility, and economic impact study of a new multi-faceted sports complex (Complex or Project) in Pulaski County, Missouri.

This deliverable has been prepared under the following general assumptions and limiting conditions

- The findings presented herein reflect analysis of primary and secondary sources of information assumed to be correct. Hunden utilized sources deemed to be reliable but cannot guarantee accuracy.
- No responsibility is taken for changes in market conditions after the date of this report and no obligation is assumed to revise this report to reflect events or conditions occurring thereafter.
- Hunden has no control over construction costs or timing of construction and opening.
- Macroeconomic events affecting travel and the economy cannot be predicted and may impact the development and performance of the project.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely yours,

DRAFT

Hunden Partners

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PULASKI COUNTY SPORTS – EXECUTIVE SUMMARY

The Meramec Regional Planning Commission (MRPC or Client), in partnership with the Pulaski County Tourism Bureau and the Pulaski County Growth Alliance (PCGA), engaged Hunden Partners (Hunden or Team), along with sports facility architects at Convergence Design (CD), to conduct a market demand, financial feasibility, and economic impact study of a new multi-faceted sports complex (Complex or Project) in Pulaski County, Missouri to elevate the quality of life for residents and induce more visitation to the county. Hunden understands that this study is fully funded by a grant through the U.S. Economic Development Administration (EDA), and Hunden confirms our experience completing studies that satisfy all aspects of the EDA grant program. Hunden affirms its understanding that the 2 CFR 200 Subpart E cost principles, which prohibit using project funds to cover the costs of food and certain beverages, apply to the contractor.

This executive summary summarizes the Project Description and Demand and Financial Projections for the Project over a 30-year period.

Community Overview

Pulaski County is located in central Missouri, southeast of the Lake of the Ozarks region. The county is located along Interstate 44 and is home to the cities of St. Robert, Waynesville, Dixon, Crocker and Richland, as well as the home of Fort Leonard Wood, a US Army training installation. As of 2022, the population of Pulaski County was 53,816. Pulaski County is located 90 miles northeast of Springfield, Missouri, and 130 miles southwest of St. Louis, Missouri.

Methodology

Hunden’s methodology for evaluating the market opportunity for a sports complex included the following steps:

- Evaluated the sports market to determine what opportunities exist in the local and regional area for new fields and courts, as well as to determine the level of competition that exists among other facilities across the region.
- Analyzed the economic and demographic data that indicate the extent to which the local and regional market area supports the proposed Project.
- Interviewed potential users of the facility to determine their venue needs, ranging from local event holders to regional and national events that will draw attendees.
- Profiled national and other comparable facilities.
- Estimated opportunities for ancillary revenues from a variety of sources.

Key Findings

Summary Matrix.

In order to put forth recommendations for Pulaski County, the Hunden team evaluated current sports facilities by sport. The findings are shown in the table below.

Table 1

Where you are now.	Outdoor			Indoor	
	Sport	Soccer	Baseball & Softball	Other Field Sports	Basketball
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 Park ▪ Crocker Community Fields 	<ul style="list-style-type: none"> ▪ St. Robert Community Center Fields ▪ Crocker Community Fields ▪ Shady Dell Park 	<ul style="list-style-type: none"> ▪ Roubidoux Park ▪ Crocker Community Fields 	<ul style="list-style-type: none"> ▪ ARK Community Center ▪ Waynesville High School and Middle Schools 	<ul style="list-style-type: none"> ▪ ARK Community Center ▪ Waynesville High School and Middle Schools

Hunden’s analysis for supply rankings is based on the feasibility of current facilities to host regional tournaments. None of the current facilities in Pulaski County meet tournament standards which are recommended include a minimum of eight well-conditioned fields, eight diamonds and four basketball courts in a facility. After conversations with local stakeholders, Hunden analyzed certain demand rankings for each respective sport in the community. These rankings range from Moderate to Strong in terms of participation and supply in sports clubs and teams.

Recommendations

The Project is recommended to be a two-phased project that will involve an outdoor sports fields development in the first phase and an indoor sports courts facility as the second phase.

Table 2

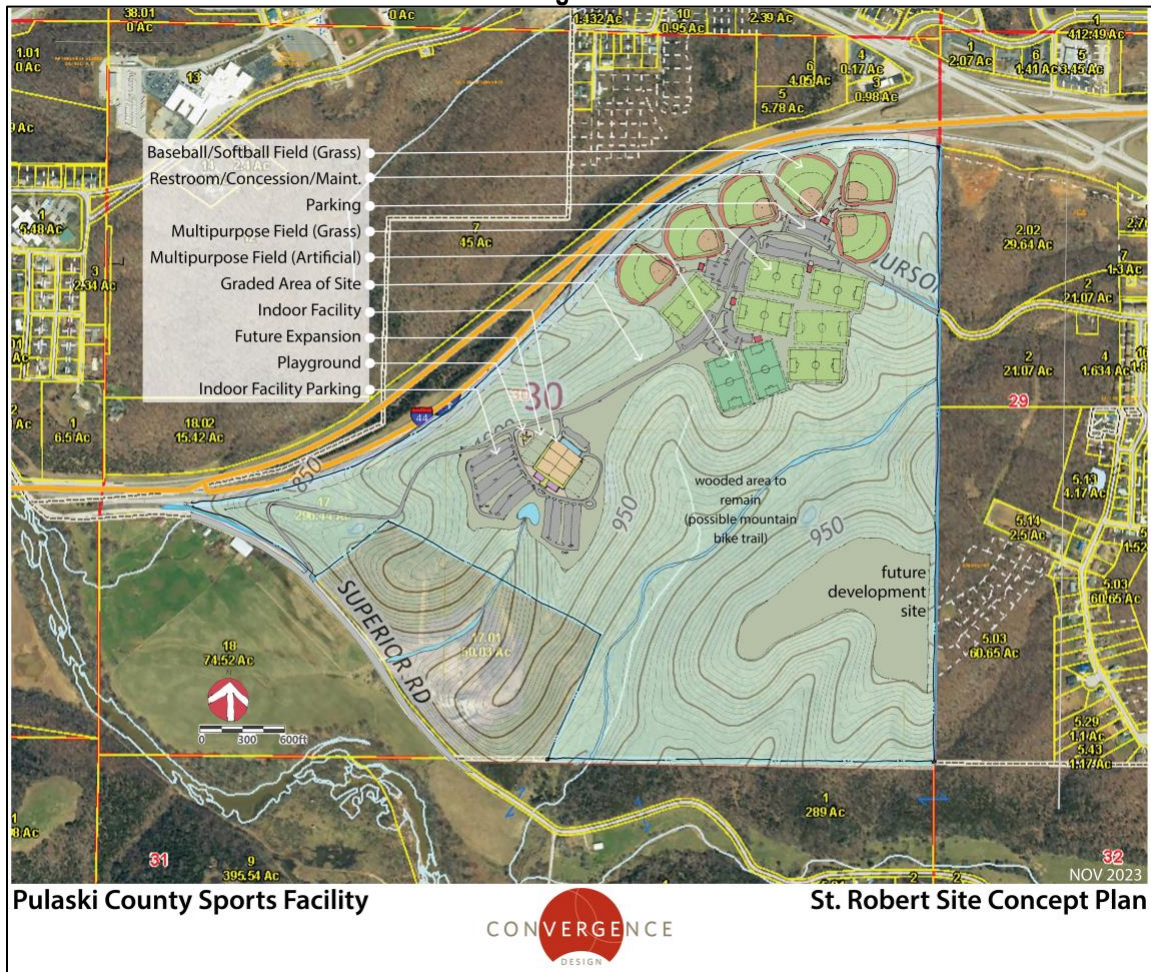
Pulaski County Detailed Recommendations				
Feature	Unit	Phase I (High Priority)	Phase II (Future Priority)	Total Build- Out
Outdoor Components				
Field Sports				
Multipurpose Turf Fields (Lighted)	Fields	2	-	2
Grass Fields	Fields	6	-	6
Total	Fields	8	-	8
Diamond Sports				
Baseball/Softball	Diamonds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

The outdoor development is recommended to include eight multipurpose fields and six diamonds to serve baseball and softball. The indoor facility is recommended to include six basketball courts that have the ability to be converted into 12 volleyball courts. Beyond servicing the local youth sports market within Pulaski County and its surrounding areas, the Project is designed to become a destination for regional sports tournaments of sports. The Project vision is to provide the community of Pulaski County with a facility that can enhance sports tourism and bring forth an upscale facility for the local and young developing athletes of the area.

Hunden was presented four potential sites to determine the optimal location. The Project is recommended to be located at the St. Robert site, which is 296 acres and is along Interstate 44.

The following figure shows the recommended site plan for the Project.

Figure 1



The figure above shows the layout of the outdoor and indoor complexes, where the outdoor fields are in the northwest corner of the Project site and the indoor facility is in the center of the Project Site. The Project includes the following features:

- Two multipurpose fields that have turf and stadium lighting. These fields are shown in dark green in the figure above.
- Six multipurpose grass fields that are shown in light green in the figure above.
- Six diamonds that are convertible between baseball and softball uses. These diamonds are in Phase I development of the Project in addition to the eight multipurpose fields.
- Six full-sized basketball courts that are convertible to 12 volleyball courts.
- One concession stand at the outdoor complex and one concession stand in the indoor facility.

The Project is programmed to host multiple teams and sports for practices and games simultaneously. The field and court space make it an optimal location to host large-scale tournaments or smaller tournaments for multiple sports at once.

Project Costs

The following table provides a breakdown of total Project costs provided by Convergence Design.

Table 3

Pulaski County Development Project Costs							
Phase I	Qty.	Item Description	Area	Unit	Const. Costs	Soft Costs	Total Project Costs
	6	Multipurpose Grass Fields	547,200	SF	\$5,500,000	\$1,200,000	\$6,700,000
	6	Grass Baseball/Softball Fields	782,000	SF	\$9,400,000	\$2,100,000	\$11,500,000
	2	Multipurpose Turf Fields	182,400	SF	\$2,900,000	\$600,000	\$3,500,000
	5	Buildings	8,400	SF	\$3,400,000	\$700,000	\$4,100,000
	1	Parking	700	Spaces	\$1,800,000	\$400,000	\$2,200,000
	22	ft. Approach Road	1,075	LF	\$400,000	\$100,000	\$500,000
	1	Earthwork	1,900,000	CY	\$4,600,000	\$1,000,000	\$5,600,000
	1	Lighting Utility	14	Fields	\$3,500,000	\$800,000	\$4,300,000
Phase I Total					\$31,500,000	\$6,900,000	\$38,400,000
Phase II	Qty.	Item Description	Area	Unit	Const. Costs	Soft Costs	Total Project Costs
	6	Basketball Courts (2x Volleyball)	54,000	SF	\$20,600,000	\$5,200,000	\$25,800,000
	1	Circulation/Lobby	14,663	SF	\$5,900,000	\$1,500,000	\$7,400,000
	1	Office/Locker/Restroom/Food Service	8,500	SF	\$3,400,000	\$900,000	\$4,300,000
	1	Support Space	7,100	SF	\$2,600,000	\$700,000	\$3,300,000
	1	Parking	480	Spaces	\$1,200,000	\$300,000	\$1,500,000
	1	Earthwork	800,000	CY	\$1,900,000	\$500,000	\$2,400,000
	1	Playground	1	LS	\$300,000	\$100,000	\$400,000
Phase II Total					\$35,900,000	\$9,200,000	\$45,100,000
Project Total (Phase I & Phase II)					\$67,400,000	\$16,100,000	\$83,500,000

Source: Convergence Design

The total construction cost is estimated to be \$83.5 million where Phase I is estimated to cost \$38.4 million and Phase II is estimated to cost \$45.1 million. The table above gives detailed information about the area and units that each aspect of the recommendation covers. The following list breaks down the acronyms for the unit description of the facility build-out.

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

It is estimated that there needs to be 2.7 million cubic yards of earthwork in order to create a flat landscape for both phases of the project. Earthwork, which totals to \$8 million, contributes significantly to the overall costs of the project.

Hunden Partners and Convergence Design recommend that the project should have 700 parking spaces for the outdoor phase and 480 parking spaces for the indoor phase. The indoor facility covers just under 85,000 square feet, which includes 54,000 square feet of court sport space.

Demand & Financial Projections

Based on the data Hunden gathered from the competitive market and data provided by the Client regarding the Project, demand and financial projections were made for the Project.

The following table shows the expected number of events and attendance at events for the recommended facility over the first 30 years.

Table 4

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
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

Source: Hunden Partners

The Project is expected to host 10 total events in Year 1 comprised of four regional soccer tournaments, three regional baseball tournaments and three regional softball tournaments. The Project's second phase is projected to be completed at the end of Year 2, and upon the completion of the indoor facility, the Project is projected to host two basketball tournaments, four volleyball tournaments, one wrestling meet, one cheer meet, two pickleball events, and six special events all in Year 3.

The average attendance numbers for tournaments account for the number of participants within a tournament with additional allocation to the number of spectators that can be expected to spectate the events within the entire facility. Hunden projects an average of over 1,000 attendees for each sporting event besides pickleball which is projected to host 150 attendees per event. Banquets and Special Events are projected to host an average of 250 people per event.

The following table details a summary of the Project's expected annual revenues and expenses over the first 30 years.

Table 5

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

In Year 1, the Project is projected to generate \$704,000 in revenues and \$1.05 million in expenses for a net operating deficit of \$351,000. After both phases of the Project reach stabilization in Year 7, there is still a net operating deficit of \$237,000. In Year 30, the Project is projected to have a net operating deficit of \$206,000.

Impact Projections

The following table shows the expected number of daytrips, overnight and hotel room nights to be generated by the Project.

Table 6

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

Hunden projects the outdoor facilities will bring in 20 percent of the attendees as overnight visitors lodging in hotel rooms within Pulaski County. As for the indoor facility, Hunden projects overnight visitation based on a range 20 to 30 percent of sports event attendees that plan to stay in hotel rooms within Pulaski County. Pickle Ball events are projected to bring in no overnight visitation and Banquets and Special Events are projected to only lodge five percent of the attendees in hotel rooms in Pulaski County. In Year 1, the Project is projected to bring in 3,700 room nights.

The next table shows the projection of impact for the Project, including net new spending, jobs and taxes to Pulaski County.

Table 7

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	

With \$1.3 billion in net new spending and \$585 million in net new earnings to Pulaski County residents, the Project is estimated to support 356 Full-Time jobs upon stabilization which is in Year 7.

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PULASKI COUNTY SPORTS – PROJECT CONCEPT

The Meramec Regional Planning Commission (MRPC or Client), in partnership with the Pulaski County Tourism Bureau and the Pulaski County Growth Alliance (PCGA), engaged Hunden Partners (Hunden or Team), along with sports facility architects at Convergence Design (CD), to conduct a market demand, financial feasibility, and economic impact study of a new multi-faceted sports complex (Project) in Pulaski County, Missouri, to elevate the quality of life for residents and induce more visitation to the county.

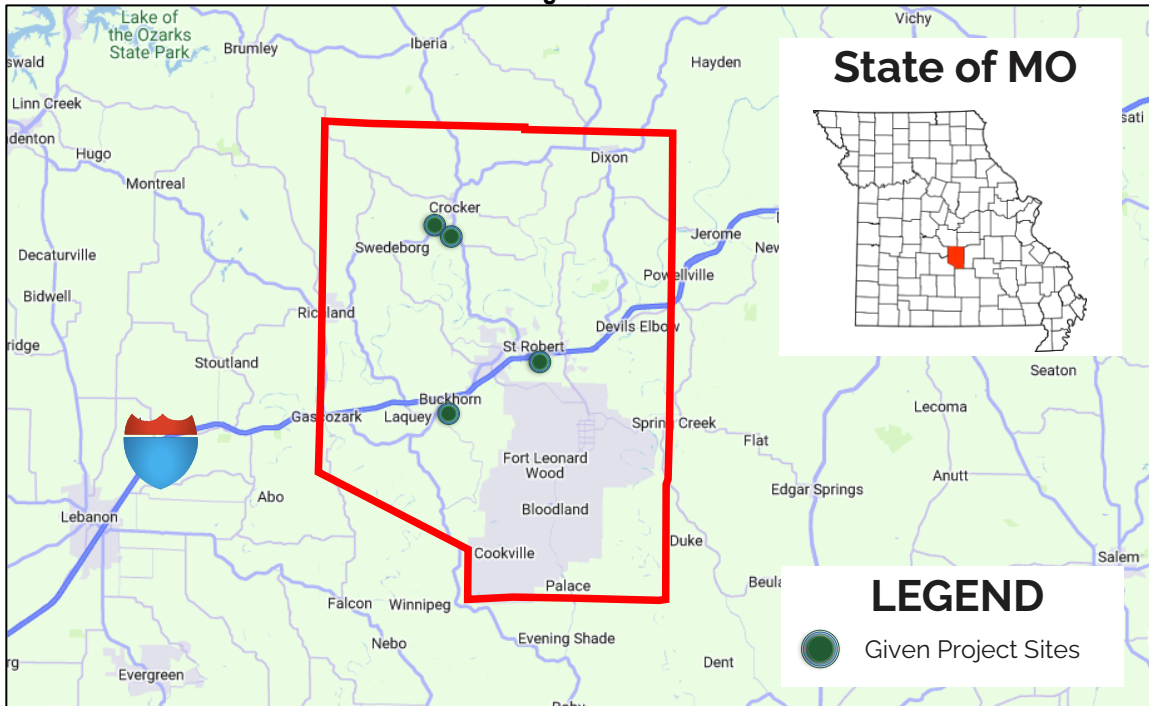
Hunden assessed current sports and recreation assets in Pulaski County and nearby counties, including induced visitation, facilities' attributes and level of quality, and the facilities' overall performance. After the market analysis, Hunden then identified a sports facility package that could elevate Pulaski County residents' quality of life and improve tourism to the region. Additionally, Hunden projected the financial feasibility and economic impact of the Project to the county.

Project Area & Background

Pulaski County is home to Fort Leonard Wood, a U.S. Army training installation that has been operational since 1940. The Fort contributes a significant population to the County, including 5,400 active-duty soldiers, over 12,000 family members, over 12,000 troops in training, and thousands of other civilians. A main focus for the County is the lack of assets that enhance the quality of life. A youth sports development has the potential to serve as a quality-of-life asset for Pulaski County and to diversify the County's tourism assets. The hotel analysis in this report shows strong weekday demand for transient travel and limited weekend room night demand. Sports tourism trends support the potential for a youth sports complex to bolster weekend travel throughout the year.

The following figure shows a regional map of Pulaski County and the interstate access available to the region.

Figure 1-1

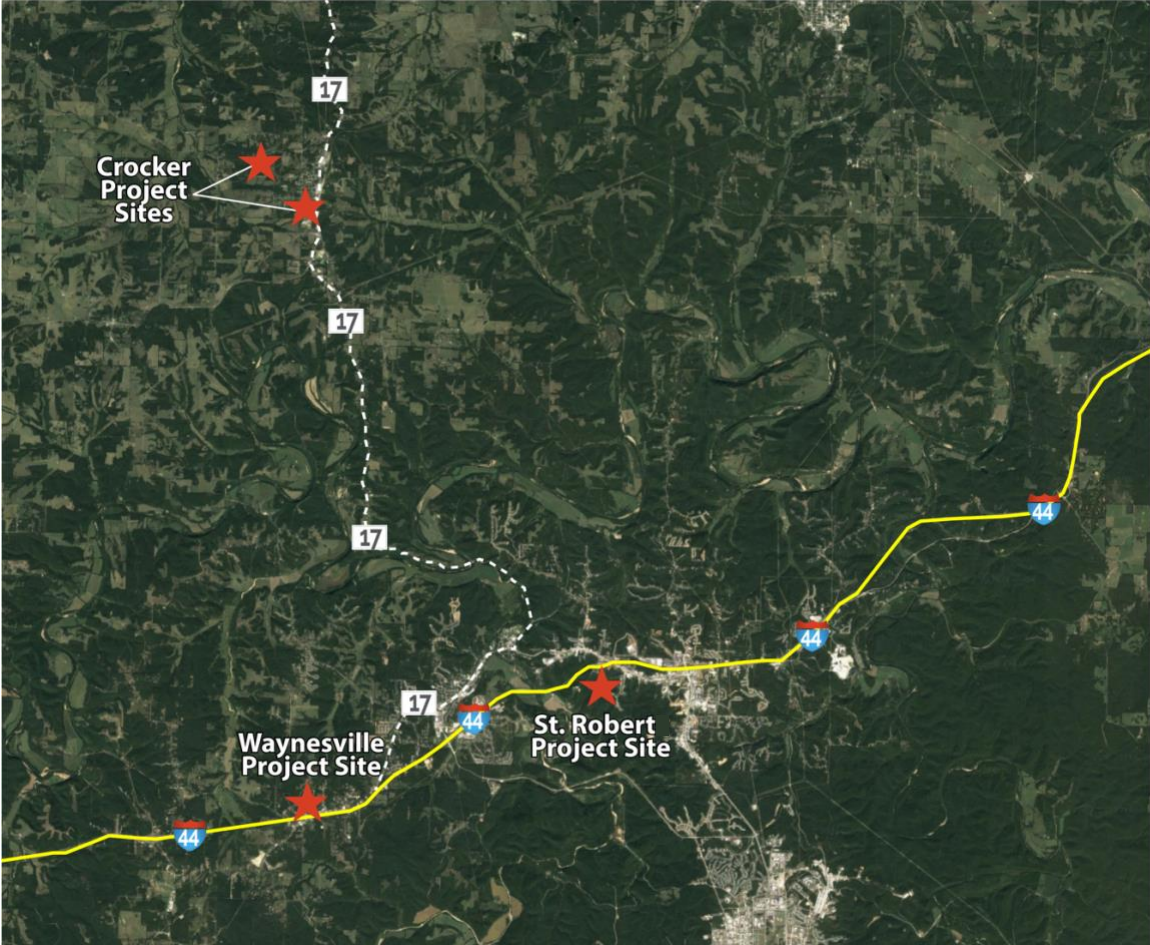


Pulaski County (shown in red) is centrally located within the state and St. Robert is centrally located in Pulaski County.

Potential Project Sites

The following figure 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.

Figure 1-2

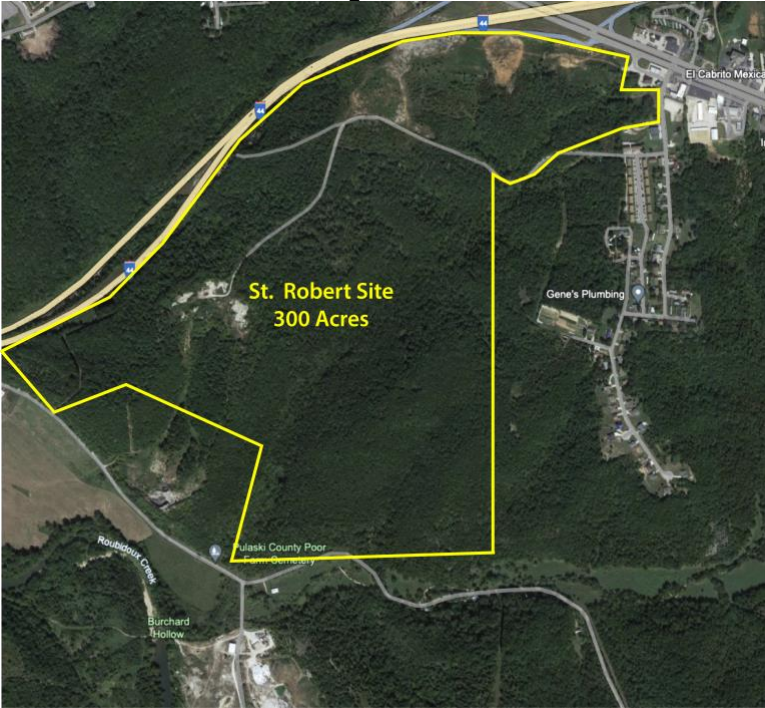


The St. Robert and Waynesville Project sites are both located along Interstate 44. The St. Robert Project site is in the heart of Pulaski County in direct proximity to prevalent economic activity and development as shown through the satellite imagery. The Waynesville Project site is nine miles further 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.

St. Robert Project Site

The following figure displays the layout of the St. Robert Project Site and the site’s immediate surroundings.

Figure 1-3



The St. Robert Project site is just under 300 acres and is in the heart of Pulaski County along Interstate 44. The current layout of the potential site has a road that runs straight through the center of the site, which can allow for accessibility between the different facilities offered in the Project.

Waynesville Project Site

The following figure displays the layout of the Waynesville Project site and the site's immediate surroundings.

Figure 1-4

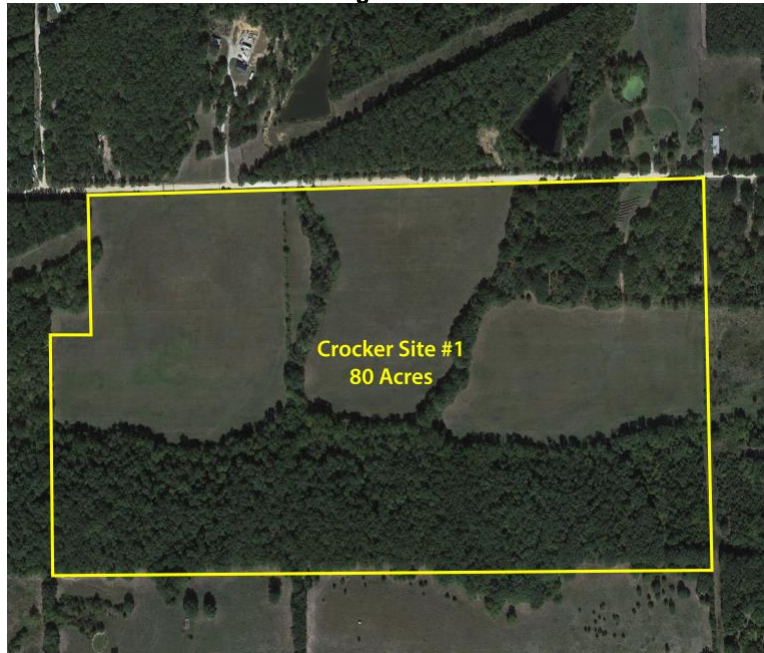


The Waynesville Project site is just under 53 acres and located immediately to the west of the St. Robert Project Site along Interstate 44. The current layout of the potential site is along an exit ramp of the interstate providing easy convenience for attendees traveling to the Project. There is an apartment complex and an auto shop, where the project site surrounds and similar to the St. Robert Project site, there is a road that runs straight through the center of the site, allowing for accessibility within the Project and its facilities.

Crocker Project Site I

The following figure displays the layout of the Crocker Project site #1 and the site's immediate surroundings.

Figure 1-5



The Crocker Project Site #1 is 80 acres and is west of downtown Crocker. The current layout of the potential site is undeveloped and can provide opportunity for expansion as there is minimal development surrounding the site.

Crocker Project Site II

The following figure displays the layout of the Crocker Project Site #2 and the site's immediate surroundings.

Figure 1-6



The Crocker Project site #2 is only ten acres and is located in close proximity to the downtown area of Crocker. Currently, the site is comprised of one large soccer field and one junior sized soccer field. Surrounding the site are two softball diamonds, a rodeo arena, the city's recreation outdoor swimming pool, and the Crocker Area Fire Department.

The following chapters include assessments of the area's economic and demographic trends, supply and demand of relevant facilities locally and in the larger tri-state region, case studies, and support amenities such as hotels and restaurants.

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ECONOMIC, DEMOGRAPHIC AND TOURISM ANALYSIS

Local market area characteristics such as population, geographical location, and nearby attractions influence the potential success of youth sports developments. This chapter profiles Pulaski County, including an overview of the economic, demographic and geographic characteristics of the market. These characteristics will help to define the strength of the market and potential success indicators for the proposed youth sports complex.

Regional Overview

Pulaski County, Missouri, is located in central Missouri, allowing for efficient access to several of its major markets, such as St. Louis, Kansas City, Jefferson City, Columbia, and Springfield.

The following figure and table show population and demographic statistics within a one, three, and five-hour drive time from Pulaski County.

Figure 2-1

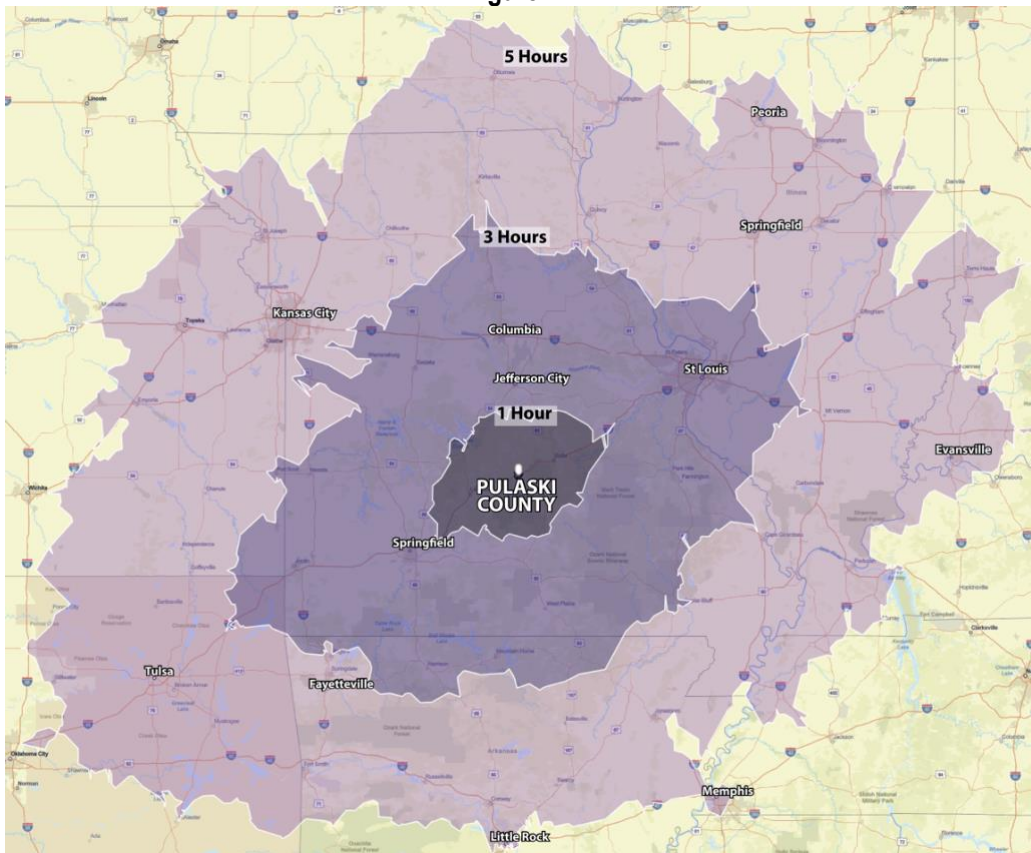


Table 2-1

Estimated Drive-Time Statistics from Pulaski County			
	1-Hour	3-Hour	5-Hour
Population	243,727	5,240,218	15,687,103
Households	92,985	2,196,155	6,337,783
Median Household Income	\$53,113	\$63,089	\$60,755
Median Home Value	\$179,442	\$210,285	\$193,664
Median Age	37.9	40.3	39.6
Average Annual Spend on Entertainment	\$2,867	\$3,405	\$3,273
Source: ESRI			

St. Robert, which is home to a potential project site, is one of the most populated cities in Pulaski County. Pulaski County does not have a large local drive market population, but its regional drive market consists of several major cities within a three-hour and five-hour drive time. As the drive-time expands from one hour to three and five hours, the population increases significantly, from less than 250,000 to more than 5.2 million and 15.6 million people, respectively.

Median household incomes within a one-hour drive are the lowest at \$53,113. Those with higher household incomes are usually more likely to participate in youth sports and travel for long-distance tournaments, so it is beneficial to have an affluent drive-in market. Therefore, it is important that a youth sports complex in Pulaski County focuses on attracting not just local visitors but also those from the greater regional area.

Accessibility

Accessibility is critical for visitors traveling to any type of attraction. When considering regional visitors, proximity to major highways reduces the effort needed to reach a destination. The accessibility of a site can often influence its chance of being successful.

The following figure highlights the interstate in Pulaski County, I-44, and its proximity to the project sites.

Figure 2-2



Interstate 44 (I-44) begins in Wichita Falls, Texas, and ends in St. Louis, Missouri. It passes through major cities along the way including Oklahoma City, Tulsa, and Springfield. Visibility of a site along major interstates allows for optimal awareness from vehicle traffic, making the St. Robert and Waynesville sites advantageous locations for accessibility. The two project sites in Crocker are located off of Missouri Route 17, which begins on the southern Missouri border near Lanton, Missouri, and stretches to Eugene, Missouri.

The Waynesville-St. Robert Regional Airport is a local airport on the Fort Leonard base that is open to the general public. It offers daily flights to Dallas and Nashville that can accommodate around 30 passengers. The county’s major nearby airports include the Springfield-Branson Airport (SGF), which is located approximately 90 miles away, and the Lambert-St. Louis International Airport (STL), which is located approximately 135 miles away. Due to its distance from major airports, the potential to host national-level sporting events is limited.

Population and Income

The table below displays population statistics for the respective areas along with growth metrics from 2010 to 2023.

Table 2-2

	Population				% Change
	2010	2020	2023	2028 Projected	2010 - 2023
United States	308,745,538	331,449,281	337,470,185	342,640,129	9.3%
Missouri	5,988,927	6,154,913	6,208,310	6,239,262	3.7%
Pulaski County	52,274	53,955	54,499	54,884	4.3%
St. Robert	4,994	5,250	5,369	5,340	7.5%
Waynesville	4,992	5,406	5,764	6,038	15.5%
Crocker	1,044	929	989	993	-5.3%

Source: U.S. Census Bureau

Since 2010, Pulaski County and the entire state of Missouri have experienced population growth rates below the national average. This trend is expected to continue through 2028, with both the state and the county expecting growth under one percent.

From a city level, Waynesville has witnessed significant growth since 2010, which is expected to continue through 2028.

The following table shows income and housing statistics from a national, regional, and local perspective.

Table 2-3

Category	Income & Housing Data					
	United States	Missouri	Pulaski County	St. Robert	Waynesville	Crocker
Homeownership rate	58.5%	60.6%	46.3%	35.2%	44.6%	68.5%
Median value of owner-occupied housing units	\$308,943	\$218,294	\$183,009	\$186,969	\$208,478	\$147,321
Persons per household	2.53	2.40	2.57	2.51	2.44	2.53
Median household income	\$72,603	\$63,390	\$58,315	\$55,471	\$58,163	\$53,940
Persons below poverty level - 2021	11.6%	13.2%	12.7%	30.7%	27.5%	-

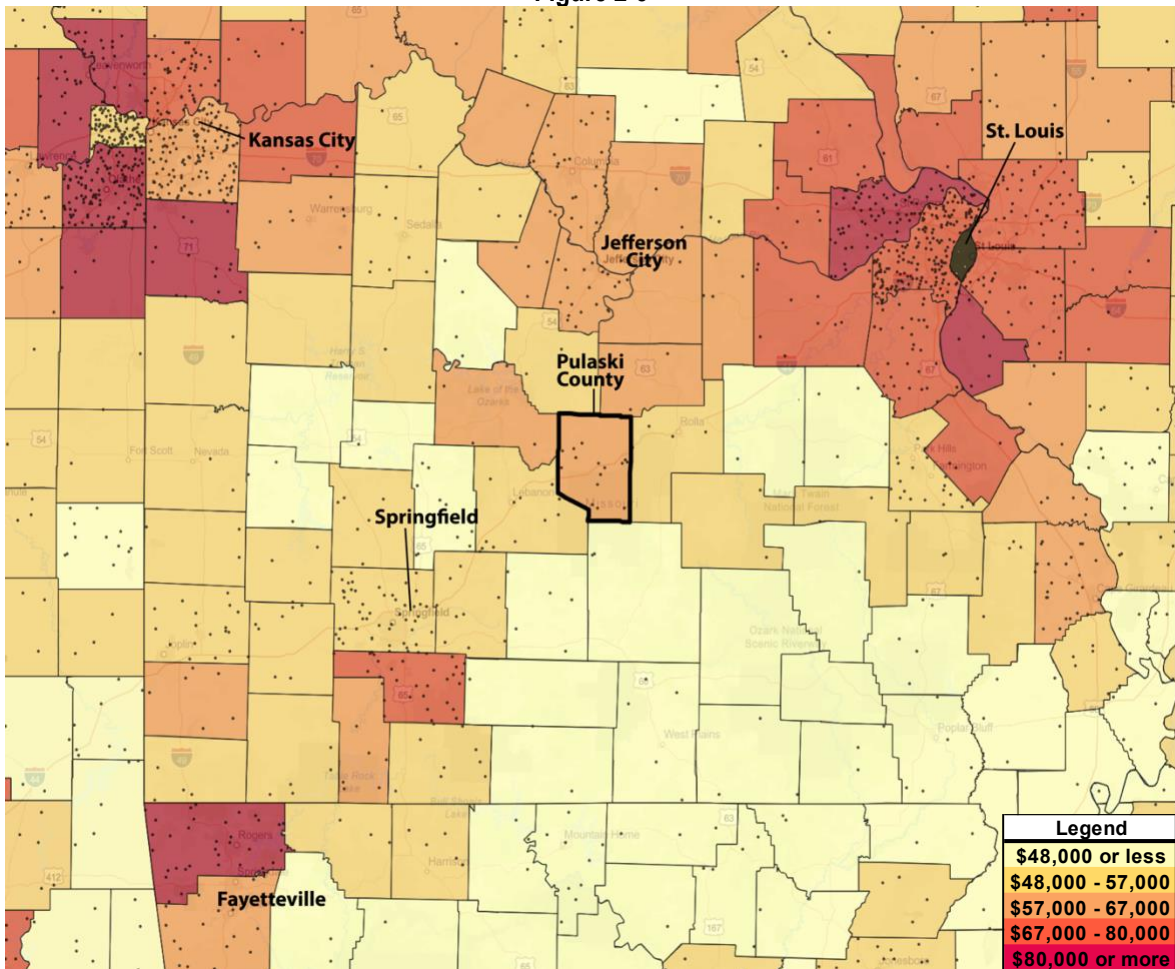
Source: ESRI, U.S. Census Bureau

Missouri and Pulaski County both have considerably lower household incomes than the United States. Since most youth sports tournaments draw visitors from outside the local area, it is helpful to have an affluent regional market. Due to the expenses associated with competitive youth sports teams, higher-income families are usually better able to participate and travel for tournaments. Therefore, the state's lower household incomes may pose challenges in hosting regional sporting events.

Areas with a higher ratio of persons per household often indicates a larger presence of families with young children, which is a favorable characteristic for youth sports complexes. Pulaski County aligns with the national average of 2.53.

The figure below displays the regional counties' median household incomes and population density, with each dot representing 10 people per square mile.

Figure 2-3



Pulaski County's median household income and population density is closely aligned with most counties near Jefferson City. Many of its other surrounding counties possess notably lower population density and median household incomes below \$48,000. However, counties in the St. Louis and Kansas City markets boast higher household incomes and population densities, which are more affluent, populated and active markets from which to draw. Northwest Arkansas, including Bentonville and Fayetteville, are also affluent, more densely populated and increasing in population.

Employment

The following table lists the employment by industry within Pulaski County.

Table 2-4

Pulaski County Employment by Industry - 2021		
Description	Employees	% of Total
Total employment (number of jobs)	28,169	100%
By type		
Wage and salary employment	24,067	85.44%
Proprietors employment	4,102	14.56%
Farm proprietors employment	456	1.62%
Nonfarm proprietors employment 2	3,646	-
By industry		
Farm employment	478	1.70%
Nonfarm employment	27,691	98.30%
Private nonfarm employment	11,965	42.48%
Accommodation and food services	2,793	9.92%
Retail trade	2,207	7.83%
Other services (except government and government enterprises)	1,052	3.73%
Health care and social assistance	1,023	3.63%
Construction	861	3.06%
Professional, scientific, and technical services	807	2.86%
Real estate and rental and leasing	574	2.04%
Finance and insurance	567	2.01%
Transportation and warehousing	347	1.23%
Educational services	273	0.97%
Manufacturing	172	0.61%
Arts, entertainment, and recreation	160	0.57%
Information	126	0.45%
Wholesale trade	113	0.40%
Utilities	110	0.39%
Forestry, fishing, and related activities	(D)	-
Mining, quarrying, and oil and gas extraction	(D)	-
Management of companies and enterprises	(D)	-
Administrative and support and waste management and remediation	(D)	-
Government and government enterprises	15,726	55.83%
Federal civilian	3,483	12.36%
Military	10,326	36.66%
State and local	1,917	6.81%
State government	128	0.45%
Local government	1,789	6.35%

Source: Bureau of Economic Analysis

Pulaski County has a significant share of government-related jobs, accounting for over half of the county's employment base. Within the entire Meramec Region, Fort Leonard Wood is the largest employer, accounting for 2,300 civilian employees. Enhancing the surrounding area's amenities will aid in encouraging these employees to live and work in the County.

The table below lists some of the largest employers in the St. Robert area.

Table 2-5

Pulaski County Major Employers		
Company Name	Industry	Number of Employees
Fort Leonard Wood	Military	16,300
Waynesville R-VI School District	Education	700
Walmart	Retail	397
Lowe's Home Improvement Store	Retail	118
Pulaski County	Government	100
Source: St. Robert		

Private companies promote population growth and economic activity, which is beneficial for any type of development. A youth sports complex located in an area with a robust population and strong economy is better positioned to attract families with young children who have the disposable income to participate in sports.

Education

The table below lists educational attainment levels within Pulaski County and how it compares to the national average.

Table 2-6

Population Age 25+	Educational Attainment - 2022					
	United States	Missouri	Pulaski County	St. Robert	Waynesville	Crocker
Did Not Complete High School	10.4%	8.4%	5.6%	4.9%	3.8%	14.2%
Completed High School	26.1%	30.1%	29.9%	24.3%	29.6%	36.3%
Some College	19.1%	21.0%	23.2%	16.2%	20.3%	20.1%
Completed Associate Degree	8.8%	8.3%	12.2%	16.2%	12.4%	8.6%
Completed Bachelor Degree	21.6%	19.7%	17.7%	24.5%	19.3%	20.8%
Completed Graduate Degree	14.0%	12.5%	11.4%	13.9%	14.6%	0.0%
Source: U.S. Census Bureau						

Compared to the national average, a higher proportion of Pulaski County's residents have high school diplomas. However, the county's overall educational attainment levels are lower than the national average, with a smaller proportion of residents achieving a bachelor or graduate degree. Areas with higher educational attainment typically have a stronger economy, larger corporate presence, and a population with greater disposable income.

Tourism Attractions

Youth sports complexes that have a strong tourism scene often experience greater success. The greater the presence of nearby activities and services to a sports complex, especially within a walkable distance, the more

likely it is to generate visitation and create opportunities for additional visitor spending before and after games. Therefore, it is beneficial to locate the Project in an area with existing activity.

The following table details visitation statistics for some of Pulaski County’s major attractions in 2022, especially those that are popular with families, and their distance from the potential project sites. This table is not a comprehensive list of the county’s attractions. Due to insufficient visitation numbers for several of the county’s attractions, not all are listed. Additionally, given the expansive size and ambiguity of some of the county’s attractions, especially among its nature-oriented assets, not all attractions are able to be measured.

Table 2-7

Pulaski County Most Visited Attractions (10,000+ Visits)								
Attraction	Distance from St. Robert	Distance from Waynesville	Distance from Crocker	2022		% of Visits over 100 Miles	Visit Frequency	Type of Attraction
				Visits	Visitors			
Uranus Towne Center	4.0 miles	11.1 miles	18.0 miles	255,700	235,500	80%	1.09	Route 66
B&B Theatres Waynesville	4.7 miles	3.6 miles	13.6 miles	147,400	58,600	21%	2.52	Movie Theater
Route 66 Diner	2.2 miles	8.2 miles	14.9 miles	75,000	54,200	62%	1.38	Route 66
*Trail of Tears	3.2 miles	7.8 miles	14.7 miles	63,700	28,700	29%	2.22	Nature/Museum
Mahaffey Museum Complex	7.9 miles	21.0 miles	12.4 miles	49,300	33,100	73%	1.49	Museum
*Roubidoux Spring	3.2 miles	5.4 miles	12.1 miles	32,800	14,000	24%	2.35	Nature
Tiger Typhoon	1.5 miles	7.8 miles	14.7 miles	23,600	10,000	21%	2.37	Waterpark

Source: Pulaski County Magazine 2022, Placer.ai
* Some visitation numbers may be rough estimates due to ambiguity of the attraction's size and/or boundaries

The three listed attractions that achieve the greatest share of long-distance visits are those associated with Route 66 and Fort Leonard Wood which are some of the major tourism drivers for Pulaski County. Meanwhile, the county’s outdoor and nature-oriented attractions primarily serve households in the local area.

Most of the county’s listed attractions are within closer proximity to the St. Robert and Waynesville project sites compared to the two sites in Crocker. However, none of the potential project sites offer a walkable range of activities and services.

Some of the county’s largest tourism drivers are highlighted below.

Route 66

It is estimated that about two million people travel along Route 66 every year, which explains why some of the county’s top attractions are considered “pit stops” for Route 66 travelers. The St. Robert and Waynesville project sites are both located along Route 66, which would create heightened awareness of the sports complex.

Route 66 Neon Park is a current outdoor park development that is centered around a vibrant display of restored Route 66 neon signs. It is anticipated to become an anchor attraction for Missouri’s Route 66, further expanding on Pulaski County’s tourism offerings that are associated with this nationally recognized attraction.

Nature-Oriented Assets

Given Pulaski County’s close proximity to the Lake of the Ozarks, there is a strong offering of nature-oriented assets in the area. Its notable presence of rivers and waterways allows both residents and visitors to engage in water activities such as fishing, kayaking, and float trips. Some of the county’s waterway assets have attracted

large events in the past such as the Gasconade River Race, helping to further establish its position as a strong destination for outdoor activities. In addition, the county offers several walking trails and campgrounds, providing visitors with the option to stay overnight in tents, RVs, or cabins. The recreational activities offered by the county through its nature-oriented assets play a crucial role in improving the quality of life for residents.

Fort Leonard Wood

Fort Leonard Wood is one of the largest military bases in the country, spanning over 61,000 acres and hosting over 80,000 military personnel and civilians for training every year. Although Fort Leonard Wood is the county's major economic driver and the Project will help to benefit its community, it should also aim to reduce the county's economic dependence on the military base. The base's facilities are also not open to the general public.

The figure below shows the main entrance to Fort Leonard Wood, Sverdrup Gate, which is a highly securitized checkpoint.

Figure 2-6



Based on local input, many families that move to the base originate from large cities. As a result, they often travel to cities like Springfield and St. Louis during the weekends since Pulaski County does not offer a comparable variety of activities and services.

Basic combat training at Fort Leonard Wood is a ten-week program, bringing in a frequent number of long-distance visitors and families for graduations. Offering a variety of activities for these visitors will assist in improving the local economy through increased visitor spending.

SWOT Analysis

Strengths

- **Regional Traffic.** The interstate access via I-44 makes it easier for visitors to reach the county and specifically St. Robert due to its location on the interstate. This is beneficial for the local economy, as increased tourism typically leads to higher spending in the area.
- **Strong Local Demand for Sports.** Several community stakeholders interviewed confirmed there is a large amount of recreation and competitive sports participants in the county.
- **Existing Hotel Supply.** The current hotel supply is mainly centered around I-44 in St. Robert. There is a large variety in lodging classes from Economy to Upper Midscale.

Weaknesses

- **Lack of Quality Sports Facilities.** Pulaski County does not currently have a supply of centrally located facilities for recreation and competitive sports activities. There are some facilities like Roubidoux Park and the Crocker Community Park that have the capacity to serve a local sports tournament because of the number of fields offered; however, these facilities do not meet current tournament conditions standards and need to be updated. Additionally, there is no indoor facility with more than one basketball court. The lack of viable facilities has led to decreased and lost business within the county.
- **Lack of Turf and Lighted Spaces.** In addition to the quality of these facilities, the sports fields are only able to be used in sunny and dry conditions which results in loss of use during inclement weather and evenings.

Opportunities

- **Driver for Weekend Room Nights.** The hotel supply in the St. Robert and Pulaski County area has higher occupancy rates in the middle of the week compared to the weekend occupancy rates which means Pulaski County hotels have the capacity to host regional sports tournaments on weekends.
- **Increased Quality of Life.** Sports complexes often serve as community hubs where people gather for events and games and as opportunities for youth development through organized sports leagues and programs. In addition to an improved quality of life for residents, a sports complex can attract visitors for regional tournaments and events, which leads to increased tourism, spending at local businesses, and potential job opportunities.
- **Central Location in Missouri.** The centrality of Pulaski County provides an opportunity to attract sports teams and clubs from larger cities in the state. St. Louis and Springfield are both along Interstate 44. Columbia and Jefferson City are just north of the Ozark region. And lastly, Kansas City is just over three hours away by drive.

Threats

- **Strong Regional Competitive Supply.** Larger cities in Missouri have established sports complexes of their own that are seen as threats to a potential development in Pulaski County.

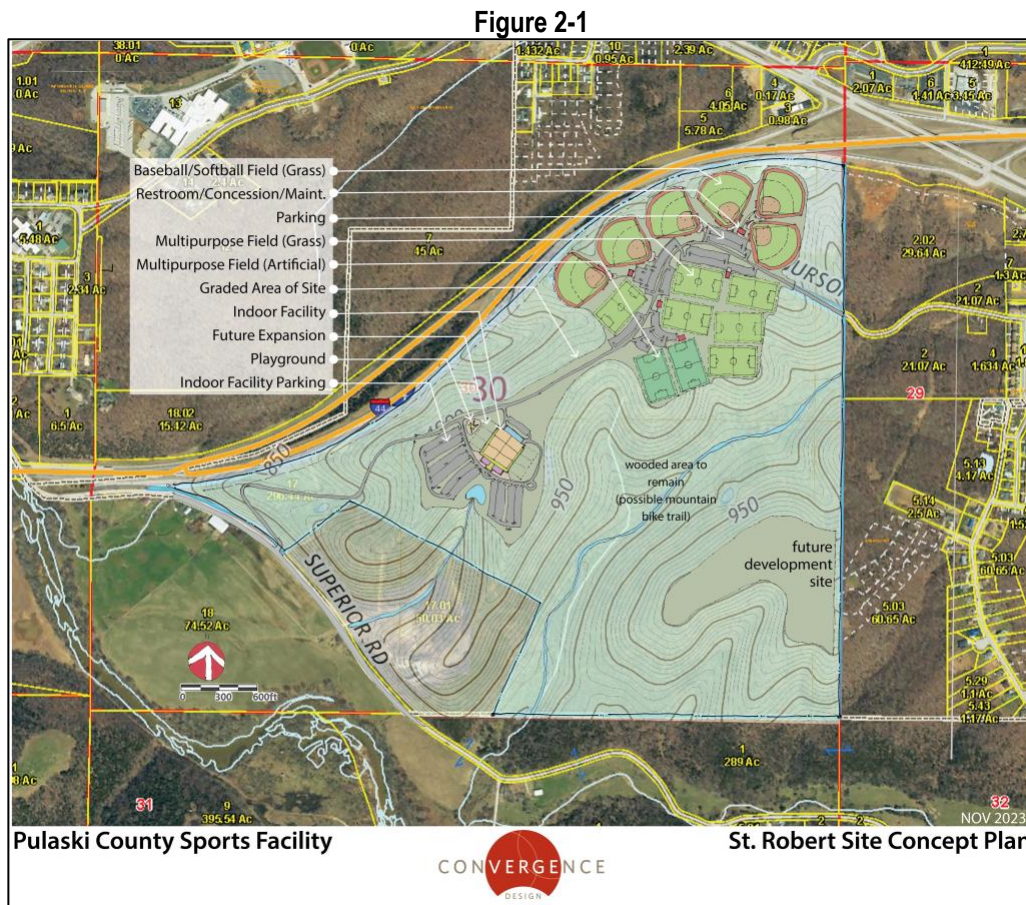
Many of them cater to a regional segment of sports tournaments and some even cater to national tournament capacity. Additionally, these larger cities have more to offer in attractions, restaurants, and hotel variety.

Site Assessment

St. Robert Site

Hunden was presented four potential sites to determine the most optimal location. The Project is recommended to be located at the St. Robert site, which is 296 acres and is along Interstate 44.

The following figure shows the recommended site plan for the Project.



The proximity to a large supply of supportable amenities provides the St. Robert project site an upper hand compared to the alternative sites. While this site offers the greatest opportunity for economic activity to the community, there are some topography site constraints as the property lies on a large slope adjacent to the highway. The development costs increase, but there is opportunity for strong drainage for the grass fields within the new complex.

Waynesville Site

The Hunden and Convergence Design team additionally created site plans for a second site option for the Project. The Waynesville project site is seven miles southwest of the St. Robert project site but is also along Interstate 44.

The secondary site plans are shown below.

Figure 1-2



Based on size constraints and location, the Hunden and Convergence Design team deemed the secondary site to be inadequate in terms of ability to serve the county as a sports tournament complex. The entirety of the secondary site is only 53 acres, which limits its capacity to fit the entire recommendations for the Project. Shown in the image above, the Waynesville Project Site can only accommodate the multipurpose fields aspect of the Project. In addition to the size constraints, the site is not in close proximity to the supportable amenities that are necessary for a tournament facility like the Project.

Crocker Sites I & II

The Hunden and Convergence Design team determined that the Crocker potential sites are not qualified to be considered for the design process of the Project due to Crocker lacking qualifications to be tourism destination compared to St. Robert and Waynesville. Crocker does not have major hotel brands, major restaurant brands, or economic drivers to support the Project.

IMPLICATIONS

Despite Pulaski County's lower population density and household incomes, its proximity to major cities like St. Louis and Kansas City allows for a strong regional drive market. The addition of a youth sports complex will aid in boosting the County's activity which could encourage those at Fort Leonard Wood to stay within the County after transitioning out of military service.

The Project has the potential to be a unique and impactful sports tourism asset to Pulaski County that will increase the supply of quality youth and tournament sports facilities and provide the community with improved recreational amenities. Currently, the market is underserved in supply and quality for sports facilities and does not match the strong local demand. From a geographic standpoint, St. Robert offers adequate land for a potential site, strong highway access and the majority of the county's hotel and restaurant supply, making it the most optimal project site.

Pulaski County has a lot of opportunity to enhance its tourism offerings, especially near the recommended project site in St. Robert. A youth sports complex that provides its visitors with a number of walkable activities and services will have greater potential to attract regional youth sports tournaments and generate increased visitor spending. Elevating the area and its overall quality of life with this Project will also help to provide a foundation for development of additional tourism assets in the future.

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LOCAL & REGIONAL FACILITY ANALYSIS

This chapter provides an analysis of the current market for youth sports within Pulaski County and the surrounding region. The chapter provides an census of the existing inventory of sports facilities in Pulaski County, an analysis of the regional youth sports supply with a focus on multipurpose facilities and provides summaries of interviews with leaders of sports organizations and facility operators in the area.

Local Sports Supply

The following section profiles the competitive supply of youth sports facilities in Pulaski County and provides visitation summaries from Placer.ai. Placer.ai utilizes cell phone tracking and geofencing technology to provide visitation summaries to a specific point of interest (POI). The selection of relevant facilities was based on whether it would have the ability to host regional youth sporting events and tournaments and/or its diversity of sports offerings. Facilities located at Fort Leonard Wood were not considered.

The following table summarizes the local competitive supply of youth sports facilities, sorted by 2022 visits.

Table 3-1

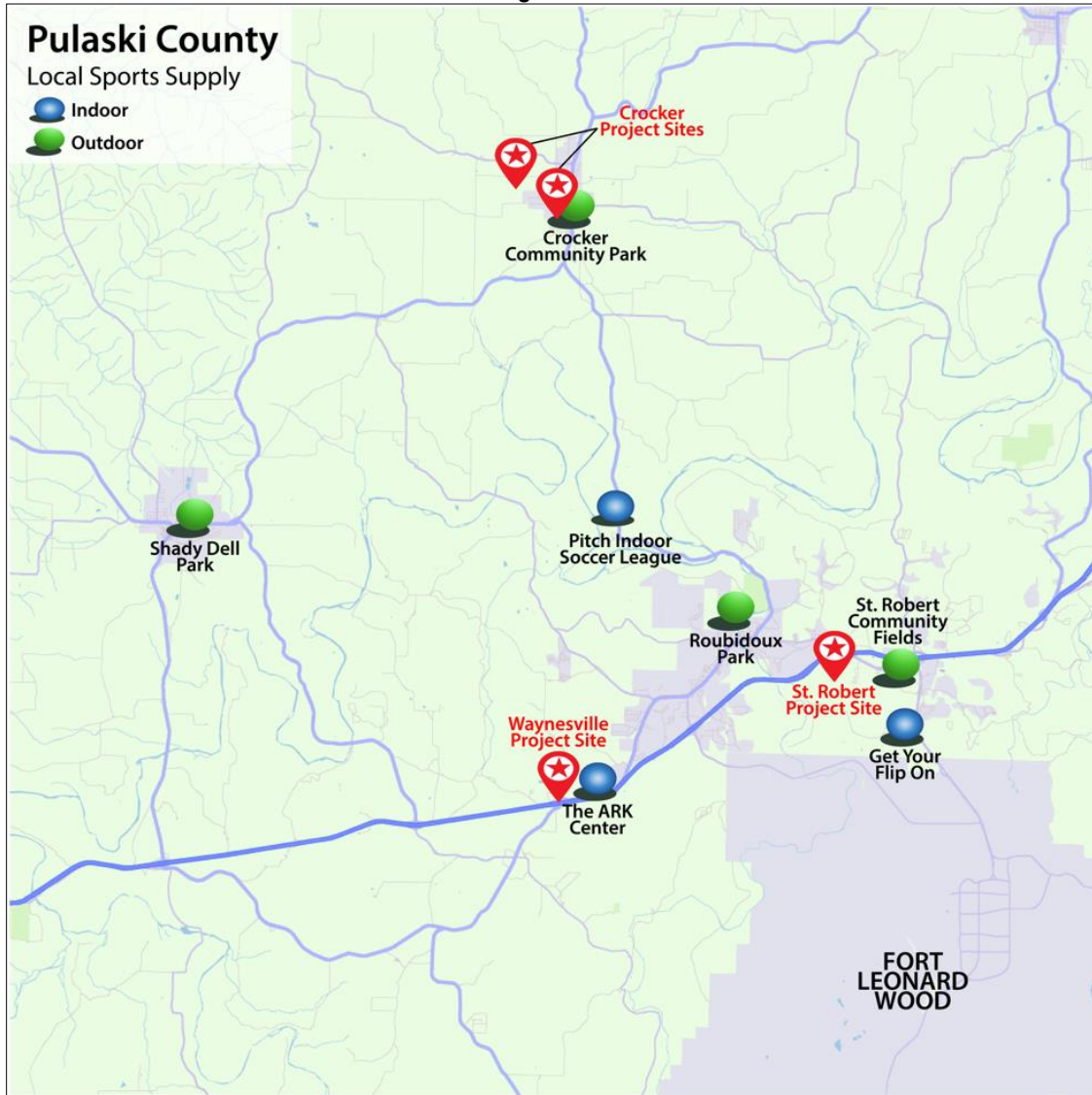
Local Youth Sports Facility Supply									
Legend		2022 Visits	% of Visits over 100 Miles	Basketball Courts	Volleyball Courts	Tennis Courts	Swimming Lanes	Soccer Fields	Diamonds
Indoor Facility	Outdoor Facility/Park								
Facility Name	Location								
ARK Community and Sports Center	Waynesville	58,700	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

The current supply of competitive youth facilities in the market is comprised of three indoor facilities, including two in Waynesville and one in St. Robert, as well as four outdoor facilities throughout the county. The ARK Community Center and St. Robert Community Center Fields have the highest visitation. Visits to the St. Robert Community Center Fields from people who live over 100 miles away accounts for 17 percent, or close to 10,000 visits in 2022.

The following figure shows a map of the local competitive youth sports facilities.

Figure 3-1



The supply of youth sports facilities is spread throughout the County. There are facilities in close proximity to all four proposed project sites, with the most visited facility, the ARK Center, located near the Waynesville site.

ARK Community and Sports Center

- City: Waynesville
- Opened: 2011
- 2022 Visits: 58,700

The following figure shows the basketball court located at the ARK.

Figure 3-2

The ARK Community Center is a free, volunteer-run indoor facility that offers a weight room, running track, cardio and training machines, rock wall, racquetball court, and one multi-use court for basketball and volleyball. This facility does not have the capacity to serve regional tournaments but can possibly hold local tournaments for basketball and volleyball.

Demand Interview Feedback – Local Sports Organizations

Hunden interviewed several stakeholders and sports organizations in the Pulaski County community to better understand the supply and demand for youth facilities within the market. The following section is a summation of the interviews.

- The major cities in the state of Missouri are a large threat to the development of a sports project in Pulaski County. The goal of the proposed sports complex is to accommodate regional and statewide tournaments. St. Louis, Kansas City and Columbia already host 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 better facilities compared to districts outside of Pulaski County, but the local sports groups have to compete for gym and field space. The Armed Services YMCA, at Fort Leonard Wood, hosts a large basketball league that has over 400 participants ranging in ages from 8 to 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 most often have to travel to St. Louis and Springfield to play competitively.

- There are over 300 participants in the Waynesville/St. Robert youth sports (WSR) soccer league, which has grown significantly in recent years. The teams practice at Roubidoux Park, which is deteriorating in the quality of the grass and less attended to upkeep of it. WSR intends to offer recreational volleyball, which has generated a lot of interest, but the teams will have to travel 45 minutes to play 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 esports. However, the concept of including niche sports presents numerous challenges as there is significantly less demand for these activities, while it requires expensive equipment and specific facilities.

REGIONAL SUPPLY OF YOUTH SPORTS FACILITIES

The following section will profile the competitive supply of sports facilities in the region and provide visitation summaries from Placer.ai. Typically, regional competition is defined as markets within a five-hour drive time. However, due to the goal of the Project attracting regional tournament opportunity, the regional competitive set mainly analyzes facilities within the state and just outside. The major markets within the analysis include Springfield, Jefferson City, Columbia, St. Louis, and Kansas City.

The following table shows the regional competitive sports facilities.

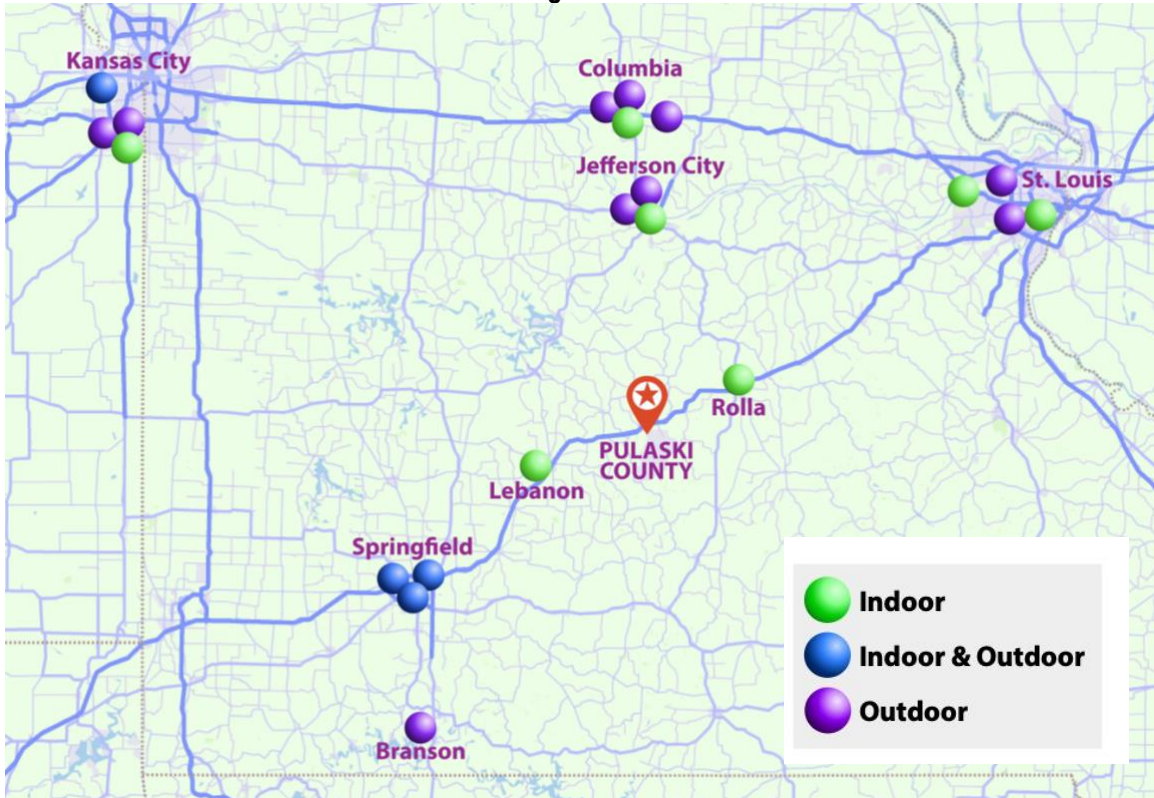
Table 3-2

Regional Youth Sports Facility Supply											
Facility Name	Distance from Pulaski County	Location	2022 Visits	% of Visits over 100 miles	Indoor Basketball	Indoor Volleyball	Multipurpose Grass Turf	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
Total	-	-	7,048,800	-	37	63	76	86	1	40	6

Source: Hunden Partners, Various Facilities

The following map shows the regional competitive sports facilities.

Figure 3-3



The most competitive facilities from the Regional Supply list are highlighted in the table. The facilities were chosen due to their similarity in size to the Project in Pulaski County and the following sections profile the highlighted competitive facilities.

Allison Sports Town

- City: Springfield, MO
- Opened: 2022
- 2022 Visits: 182,000

The following figure shows the basketball courts located in the indoor component of Allison Sports Town.

Figure 3-4



Allison Sports Town has both indoor and outdoor components tied to the entire facility. The indoor complex has two indoor soccer fields and four full-sized basketball courts that convert to eight volleyball courts. The outside component of Allison Sports Town offers 12 professionally maintained sports fields, including four turf fields that allow for all-weather play.

The following figures and tables show the visitation for Allison Sports Town.

Figure 3-5

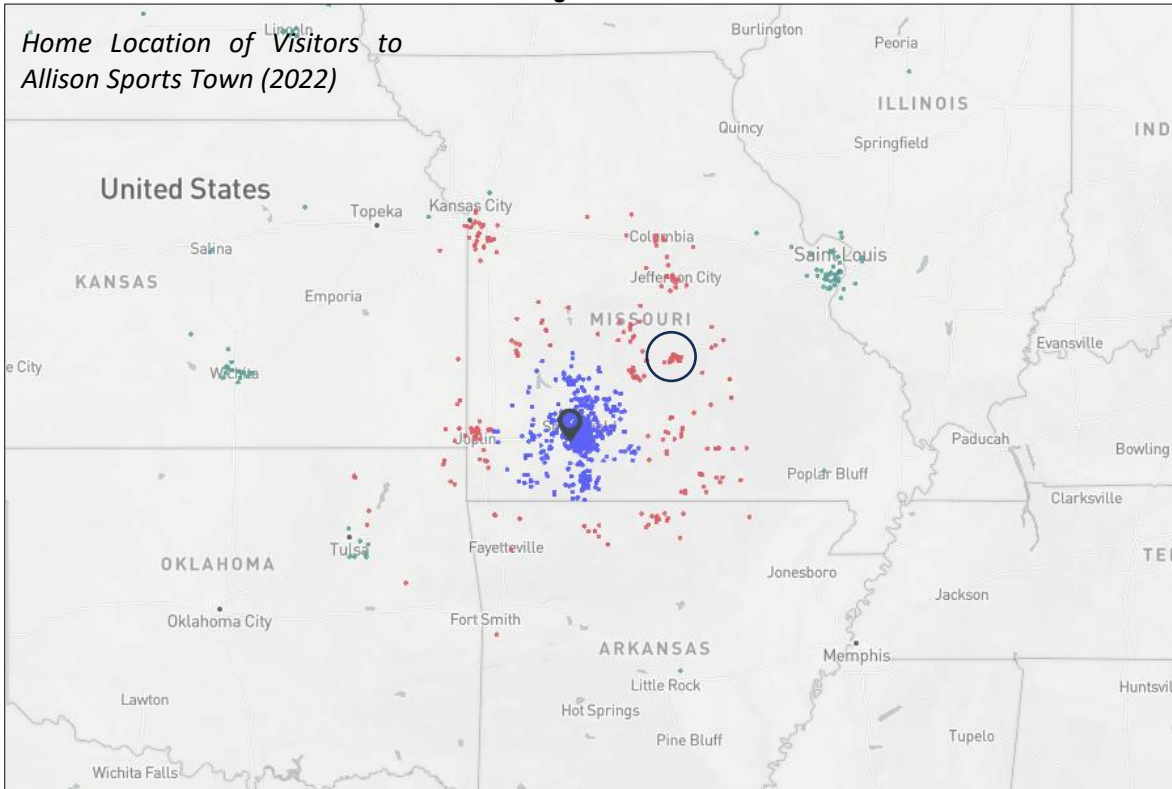


Table 3-3

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

In 2022, Allison Sports Town attracted over 180,000 visits to the new sports complex. As the facility opened during the second half of 2022, it is expected that visitation will be much larger in 2023, especially given the magnitude of the facility. Visitors from 50 to 150 miles from the facility accounted for 20 percent of total visitors, including residents of Kansas City, Jefferson City, Columbia, and even St. Robert.

Columbia Cosmopolitan Recreation Area

- City: Columbia, MO
- Opened: 1949
- 2022 Visits: 253,300

The following figure shows an elevated view of Columbia Cosmopolitan Recreation Area.

Figure 3-6



Columbia Cosmopolitan Recreation Area has extensive outdoor fields within the entire recreation area. The Columbia Cosmopolitan Recreation Area's community assets include two playgrounds, horseshoe pits and bocce ball courts. The sports fields within the recreation area include eight baseball diamonds, six softball diamonds, 19 multi-purpose fields and six football fields.

The following figures and tables show the visitation for Columbia Cosmopolitan Recreation Area.

Figure 3-7

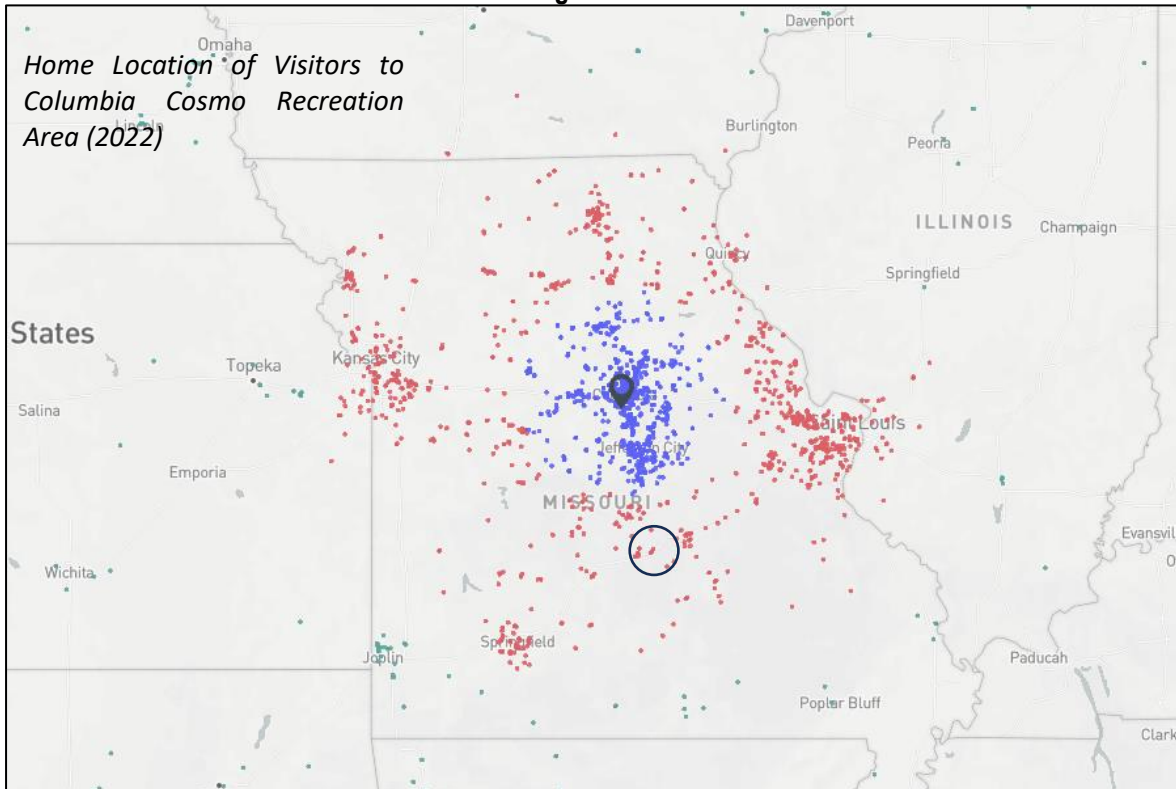


Table 3-4

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

In 2022, the Columbia Cosmopolitan Recreation Area attracted over 250,000 visits to the sports fields in the park. The facility is incredibly large with 25 multipurpose fields and 14 diamonds and attracts regional and national tournaments. Almost 37 percent of unique visitors traveled from a regional distance to be at the facility, so there is strong regional draw from cities like Kansas City, St. Louis and Springfield.

Lou Fusz Athletic Complex

- City: St. Louis, MO
- Opened: 2007
- 2022 Visits: 852,200

The following figure shows an elevated view of the Lou Fusz Athletic Complex.

Figure 3-8



The Lou Fusz Athletic Complex serves as one of the main hubs for soccer programming in the St. Louis Metropolitan Area. The complex includes nine full-sized soccer fields to act as the main venue for regional and national tournaments. Eight of the nine fields are turf and meets the quality standard tournament operators expect in facilities.

The following figures and tables show the visitation for The Lou Fusz Athletic Complex.

Figure 3-9

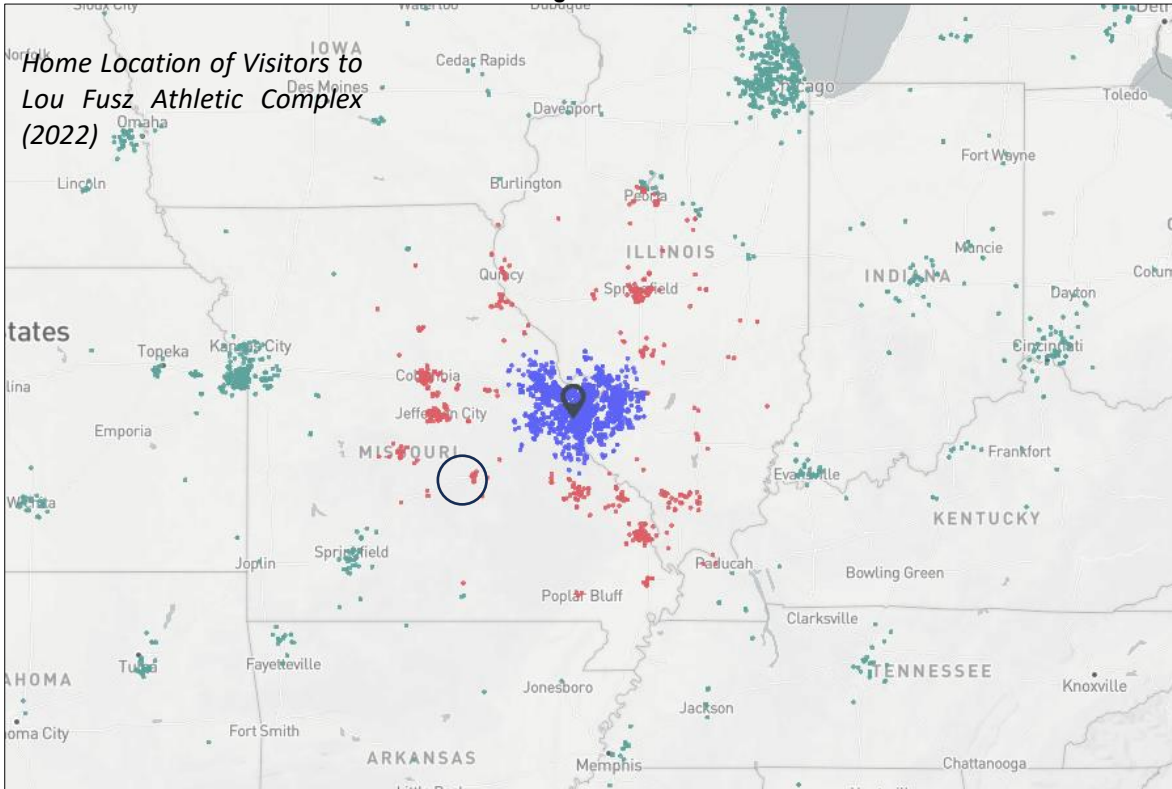


Table 3-5

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

In 2022, the Lou Fusz Athletic Complex attracted over 850,000 visits to the soccer park. The facility is large, specializes in high quality turf, and is located in a large metropolitan city so the visitation is large compared to other facilities in the competitive set. Almost 26 percent of unique visitors traveled from more than 150 miles away to be at the facility, so there is a strong Midwest draw from cities like Kansas City, Chicago, and Cincinnati.

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

Strong destinations with more attractions, hotels, restaurants, and family entertainment /recreation tend to be more successful in attracting major tournament groups. These major tournament groups garner a nationwide pull for tournaments which bring in teams from surrounding states and across the country.

According to survey data collected by the Sports Events & Tourism Association (Sports ETA) published in a May 2022 report, the sports tourism industry experienced a 53 percent decline in sports-related travel spending in 2020 due to the COVID-19 pandemic. Compared to the rest of the economy during 2020, Sports Tourism was able to maintain a threshold of business to survive well. In addition, the industry was able to bounce back to grow almost 90 percent in 2021, once travel restrictions were removed.

The following table shows a breakdown of the \$39.7 billion that was spent in the Sports Tourism national market in 2021. 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.

Table 4-1

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%
Tournament Operations	3.7	9%
Total Spending	39.7	100%

Source: Sports ETA

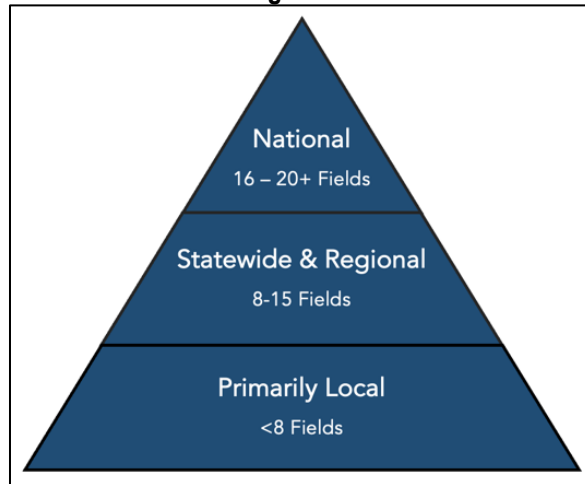
There are several factors that impact a city’s ability to capture large tournaments. These factors include the following:

- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions (food and beverage, retail, hotels and entertainment)
- Accessibility, by air and by car

The following breakdown of soccer field counts provide a basis of understanding for the types of tournaments they are able to attract.

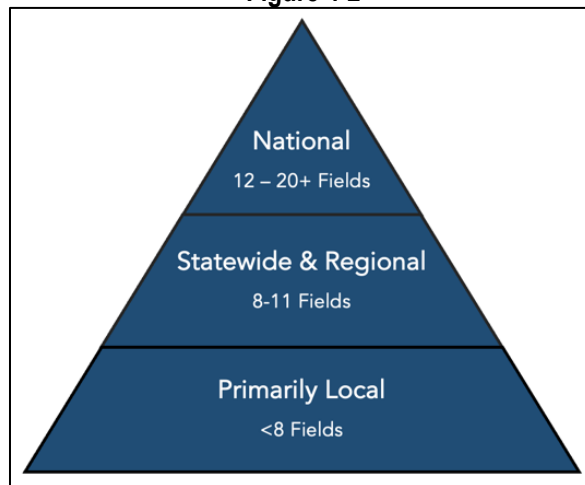
Impactful tournaments that draw in long-distance visitors and drive room nights in the local hotels typically seek complexes with a minimum of eight fields.

Figure 4-1



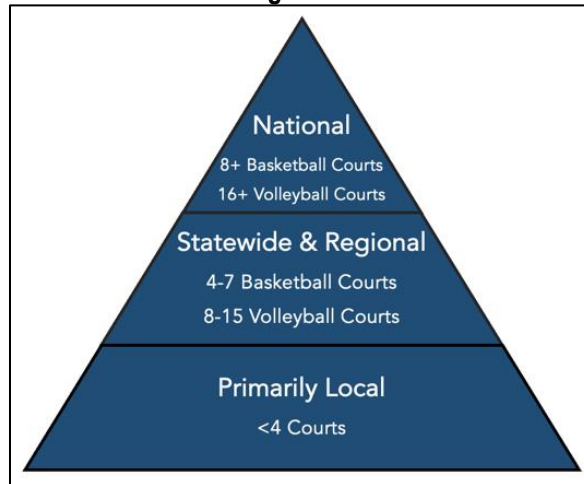
The following breakdown of baseball/softball diamond counts provide a basis of understanding for the types of tournaments they are able to attract. Impactful tournaments that draw in long-distance visitors and drive room nights in local hotels typically seek complexes with a minimum of 8 diamonds.

Figure 4-2



The following breakdown of basketball/volleyball court counts provide a basis of understanding for the types of tournaments they are able to attract. Basketball courts are often convertible to volleyball courts at a two to one ratio. Impactful tournaments that draw in long-distance visitors and drive room nights in the local hotels typically seek complexes with a minimum of 4 basketball courts.

Figure 4-3



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 is a fast-growing sport that has gained significant popularity recently with participation levels rising 159 percent a national level since 2019. Pickleball 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 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 when basketball and volleyball slow down.
- 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 as well as sports.

Demand Interview Feedback – Organizations and Stakeholders

Hunden interviewed organizations and stakeholders in the Central Missouri market to gauge interest in the Project. The following section details the implications from the interviews.

Local Stakeholders

Hunden interviewed stakeholders within the community who currently have children that participate in youth sports within Pulaski County as well as parents who had kids who used to play youth sports in the area. The local feedback provides the gaps opportunities for a new facility in the area. The following implications were drawn:

- Pulaski County sits in a strategic location as the larger cities are able to travel to the area if there is an attractive enough facility.
- Pulaski County is seen as a donut-hole within the state as the larger cities around it have much more to offer from a sports perspective. There has to be an intense emphasis on attracting people to travel to Pulaski County as a destination.
- As for military families at Fort Leonard Wood, the local supply in sports facilities is much less than in larger cities where these families moved from, so there is less opportunity. With their kids involved in competitive sports, they find it inconvenient to have to drive two to four hours away for regional tournaments.
- If there is a combination of an event center with the sports facility, there are many different pipelines of tourism that can come out of this project. An indoor facility of basketball courts can be converted to a wedding location.

Waynesville High School

Hunden interviewed the Athletic Director at the Waynesville High School to understand the opportunities for a new facility in the area. The following implications were drawn:

- Waynesville High School mainly directs its focus and efforts to local participation levels and understanding how they can fill the facilities that are currently in the local supply.
- However, many of the surrounding school districts are much smaller so Waynesville can act as a powerhouse of the smaller regional high schools. Waynesville has had discussions of hosting a shootout basketball tournament with eight neighboring school districts with a facility like the proposed Project. This tournament never followed through due to the lack of a large central facility.
- Currently the facilities at the high school are state of the art compared to the neighboring school districts. However, none of the facilities are large enough to be considered tournament caliber as multiple basketball games cannot be held at the same time in the same facility.
- Waynesville hosted a Double District (Ozark Conference) track meet in 2023, which brought a large influx of sports tourism to the community that has never been experienced before. The main goal is to increase the spending in the plentiful supply of hotels and that will happen with hosting multi-day tournaments that will be even larger than the Double District track meet.

The Centre – Licking Summer Camp

Hunden interviewed the management at The Centre in Rolla to understand what the functionality of a strong indoor facility just outside of Pulaski County. The following implications were drawn:

- The Centre is a Health & Recreation complex that has two full-sized basketball courts, an indoor lap pool, a group fitness studio, a large fitness area and meeting rooms. The facility operates on a membership basis and the basketball courts can be rented out for recreation and private use.
- Basketball and volleyball leagues were in high demand before the pandemic and the participation levels have not come back to what they used to.

- The Licking Summer Shootout is a volleyball and basketball camp for high schoolers within the Southern Missouri region. The camp includes exhibition games with an end of camp single elimination tournament. In the past, The Centre has hosted many events for the Licking Summer Shootouts which happen on a weekly basis in June and July of every year.
 - The basketball portion of the tournament runs back and forth between Rolla and Branson. A larger facility that has more than The Centre's two basketball courts would provide more opportunity for the tournament to grow and many different games happening under one roof at the same time.
 - Additionally, the volleyball portion of the tournament has six different locations throughout the summer. A larger facility like the Project that can cater up to 12 volleyball courts could expand the program much further in participation numbers as well as making Pulaski County the main hub for the Licking Summer Camp.

Show-Me State Games

Hunden interviewed the Executive Director at the Show-Me State Games to understand the state-wide market of regional tournaments across several sports that are offered by the organization. The following implications were drawn:

- The Show-Me State Games is a non-profit Olympic style sports program that focuses on providing all Missourians the opportunity to participate in activities of health, fitness, family and fun. The program and events are hosted by the University of Missouri in Columbia.
- As for a development like the Project, every larger city in Missouri is currently undergoing plans to construct a facility very similar in terms of size and quality to the Project. Pulaski County is not alone in a sports facility made to host regional tournaments.
- Locations like Jefferson City and Columbia offer much easier access to the metropolitan cities of Kansas City and St. Louis than a place like Pulaski County. If facilities of the same caliber are built, tournament operators would rather be more conveniently located to St. Louis and Kansas City.
- In order for a development like the Project to be successful, the facility must be occupied and rented out 52 weekends a year and as close as possible to being occupied 365 days a year. Facilities like this are not printing money like other commercial assets, so it is imperative to be efficient in rentable hours metrics.
- One of the largest draws that the Show-Me State games is seeing in terms of quality in tournament facilities is the incorporation of turf facilities. There are teams and organizations that are traveling to destinations that are much farther than others just so their athletes can play on turfed fields. This is mainly due to limiting delays and rainouts while also having a more competitive environment for the athletes as turf soccer fields are seen as more advanced.
- It is more strategic to break down the development of the Project into phases. Starting off small and then evaluating performance and usability for a facility will allow for a calculated approach if spending more money on a second phase is appropriate.

United States Specialty Sports Association (USSSA) – Ballparks National

Hunden interviewed a Tournament Director at Ballparks National who specializes in the Lake of the Ozarks region for softball and baseball tournaments. The following implications were drawn:

- A typical tournament for Ballparks National brings in 50 teams over and 40 attendees per team. This totals to around 2,000 where 900 of the attendees are youth athletes.
- For a facility that has six diamonds, a complete sell-out of a tournament would use an industry standard multiplier of 10 teams per diamond. So in total, the largest amount of teams a facility like the Project could take in for a weekend tournament would be 60 teams.
- Tournament operators across the state do not prioritize a large hotel supply that is in close proximity to a facility. It is normalized for teams to drive 20 to 30 minutes from a tournament facility to reach their hotel for Missouri baseball and softball tournaments.
- The Project Site in St. Robert presents great opportunity as it is an easily accessible hotel supply offering a lot more convenience for tournament attendees compared to other tournaments across the market.

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SUPPORT AMENITIES: HOTEL & RESTAURANT MARKET ANALYSIS

This chapter includes a review of the relevant lodging and restaurant supply in Pulaski County that would support sports tourism within the county. In addition to the tournament facility, destinations are often chosen by organizers based on the lodging, dining, and entertainment options in the market. For players and teams traveling regularly, recognizable hotel brands and affordable lodging are often important, in addition to a mix of known chain restaurants and locally owned restaurants to provide fast casual options and authentic experiences special to a destination. For players and teams traveling infrequently or for families opting to create a vacation around a tournament, having unique and exciting lodging, dining and entertainment is critical.

HOTEL MARKET ANALYSIS

National Hotel Market Trends

A thorough understanding of the national hotel market and relevant industry trends is important to the development prospects and performance potential of any tourism-related project, whether it involves macro supply and demand issues, amenity trends, staffing concerns, or other forces impacting the industry.

The following table shows selected characteristics of the U.S. lodging industry from 2015 to September 2023.

Table 5-1

National Lodging Industry Annual Summary						
Year	Occupancy	Change	Average Daily Rate	Change	Revenue per Available Room	Change
2015	65.5%	0.8%	\$120.01	4.1%	\$78.67	4.0%
2016	66.7%	1.8%	\$124.00	3.3%	\$83.00	5.5%
2017	65.9%	-1.2%	\$126.29	1.8%	\$83.48	0.6%
2018	66.2%	0.5%	\$129.83	2.8%	\$85.96	3.0%
2019	66.1%	-0.2%	\$131.21	1.1%	\$86.76	0.9%
2020	41.7%	-36.9%	\$103.25	-21.3%	\$43.03	-50.4%
2021	57.7%	38.4%	\$124.68	20.8%	\$71.88	67.0%
2022	62.6%	8.5%	\$149.18	19.7%	\$93.38	29.9%
2023 (As of Sept.)	64.3%	2.7%	\$155.77	4.4%	\$100.17	7.3%
Avg. Annual Growth Rate		0.67%		3.38%		4.68%

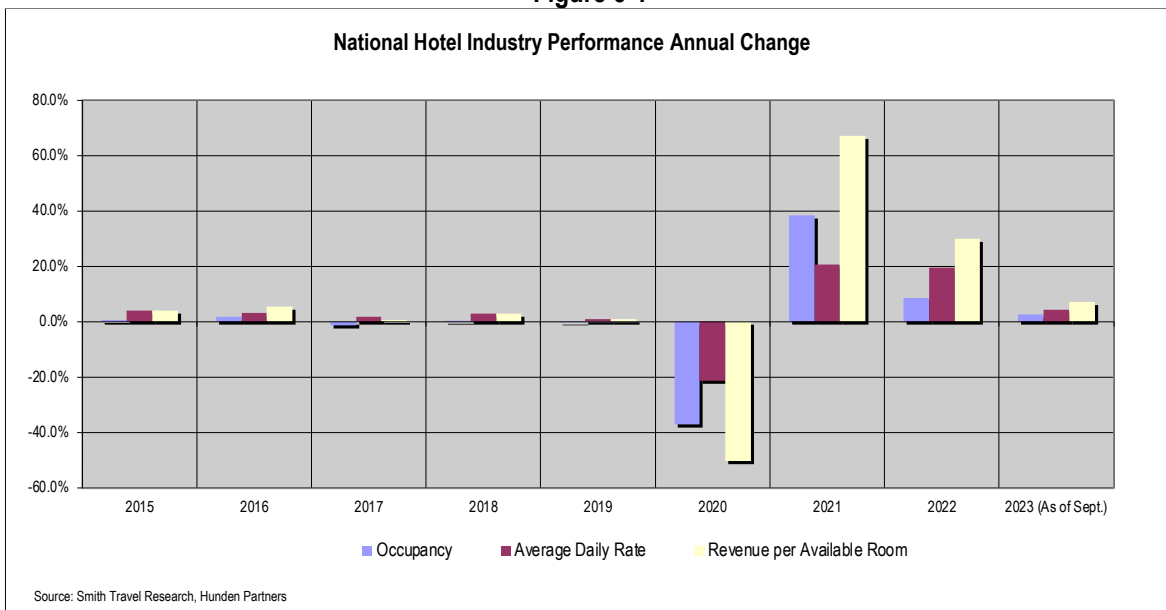
Source: Smith Travel Research, Hunden Partners

Increases in the average daily rate (ADR) have been driven by a rebound in leisure travel (coined as ‘revenge travel’ post-COVID) and the advent of ‘bleisure’ travel, known as the integration of business and leisure travel. With many able to work from anywhere, trips that would have been on weekends only are now starting earlier and ending later, leading to stronger Thursdays and Sundays. However, business travel is still not back to pre-pandemic levels, leading to lower Monday to Wednesday travel. The compression on longer weekends is driving up rates significantly as sellouts are becoming more common on weekends across the country.

According to data from Smith Travel Research (STR), the U.S. hotel industry reported an exceptionally strong performance in 2022, with momentum continuing throughout 2023. In 2022 there was a continued rebound from the pandemic, occupancy continued to increase to 63 percent from 58 percent, ADR increased from \$125 to \$149, and revenue per available room (RevPAR) increased from \$71.88 to \$93.38. Performance has continued to recover as of September 2023, with occupancy reaching 64.3 percent, ADR surpassing \$155 and RevPAR surpassing \$100. While occupancy has not yet recovered to pre-pandemic levels, ADR and RevPAR have surpassed pre-pandemic levels.

The figure below depicts this data in graph form, highlighting the annual change in performance statistics.

Figure 5-1



Competitive Hotel Market Analysis

Hunden utilized Smith Travel Research to develop and analyze the competitive set of hotel properties within 30 miles of St. Robert in Pulaski County.

The proximate hotel supply was examined and summarized below.

Table 5-2

Lodging Summary - 48 Closest Hotels to St. Robert						
Chainscale	Rooms	% of Total Rooms	Hotels	Rooms per Hotel	Avg Year Open / Renovated	Avg Age (Years)
Luxury	0	0%	0	–	–	–
Upper Upscale	0	0%	0	–	–	–
Upscale	59	2%	1	59	Apr-03	21
Upper Midscale	678	24%	9	75	Nov-03	20
Midscale	647	23%	10	65	May-97	27
Economy	676	24%	12	56	Feb-92	32
Independent	711	26%	16	44	Mar-74	50
Total/Average	2,771	100%	48	60	Feb-94	30

Source: Smith Travel Research, CoStar, Hotel websites, Hunden Partners

Within a 30-mile radius of the Project, there are 2,771 hotel rooms across 48 properties. The distribution of chain scale is evenly spread between upper midscale, midscale, economy and independent properties with an average size of 60 rooms and an average age of 30 years.

From the total hotel supply within 30 miles of the Project, 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. Due to proximity to Fort Leonard Wood, there are multiple extended stay properties in the area. These properties were omitted from the STR analysis due to the differences in occupancy and rate compared to the standard hotel market.

The following table details the local relevant set, sorted by distance from the St. Robert Project site.

Table 5-3

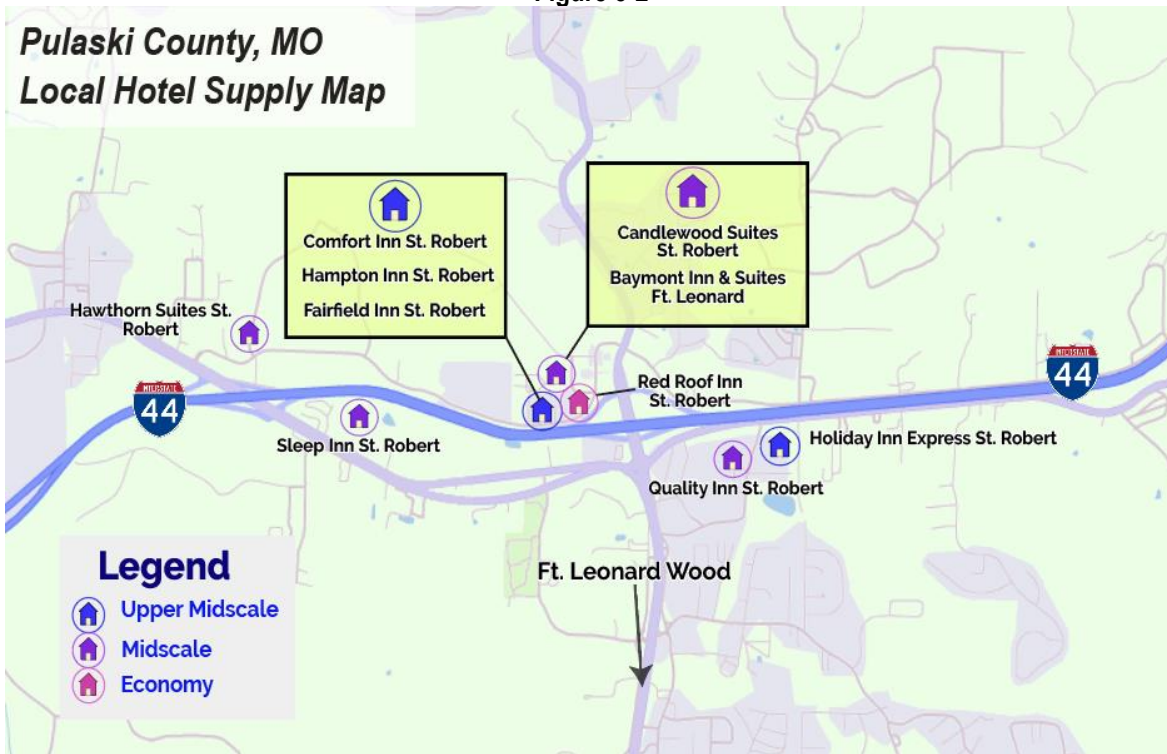
St. Robert Competitive Hotel Supply				
Property Name	Miles from St. Robert		Year Built	Hotel Class
	Site	Rooms		
Sleep Inn St. Robert-Ft. Leonard Wood	0.4	65	Jul-02	Midscale
Hawthorn Suites by Wyndham St. Robert /Ft. Leonard Wood	1.4	75	Oct-10	Midscale
Holiday Inn Express & Suites St. Robert Leonard Wood	1.8	82	Apr-10	Upper Mid
Red Roof Inn St. Robert	1.9	70	Mar-00	Economy
Baymont Inn & Suites Ft. Leonard St. Robert	1.9	69	Jul-03	Midscale
Quality Inn St. Robert Ft. Leonard Wood	1.9	52	Mar-99	Midscale
Comfort Inn St. Robert/Ft. Leonard Wood	2.1	70	Feb-99	Upper Mid
Hampton Inn St. Robert/Ft. Leonard Wood	2.1	79	Oct-00	Upper Mid
Fairfield Inn Ft. Leonard Wood St. Robert	2.1	79	Feb-98	Upper Mid
Candlewood Suites St. Robert	2.1	74	Apr-04	Midscale
Total / Average	1.8	715	Nov-02	-

Source: CoStar, Smith Travel Research

Hunden selected the highest quality hotel properties in close proximity to the Project site. 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 totals 715 rooms across the ten properties.

The following map shows the supply of hotels in the St. Robert area, relative to the Project site.

Figure 5-2



The relevant set of hotels are located within St. Robert, adjacent to I-44. Due to location and quality, these hotels represent the properties with the highest likelihood of absorbing the potential room nights generated by the Project.

Accommodated Demand and Competitive Set Performance

Hunden pulled data from Smith Travel Research to understand the performance of the competitive set from January 2015 through September 2023. The following section will analyze the historic performance for the relevant competitive set identified earlier in this chapter.

The following table shows a performance data summary for the market’s competitive hotel properties between January 2015 and September 2023.

Table 5-4

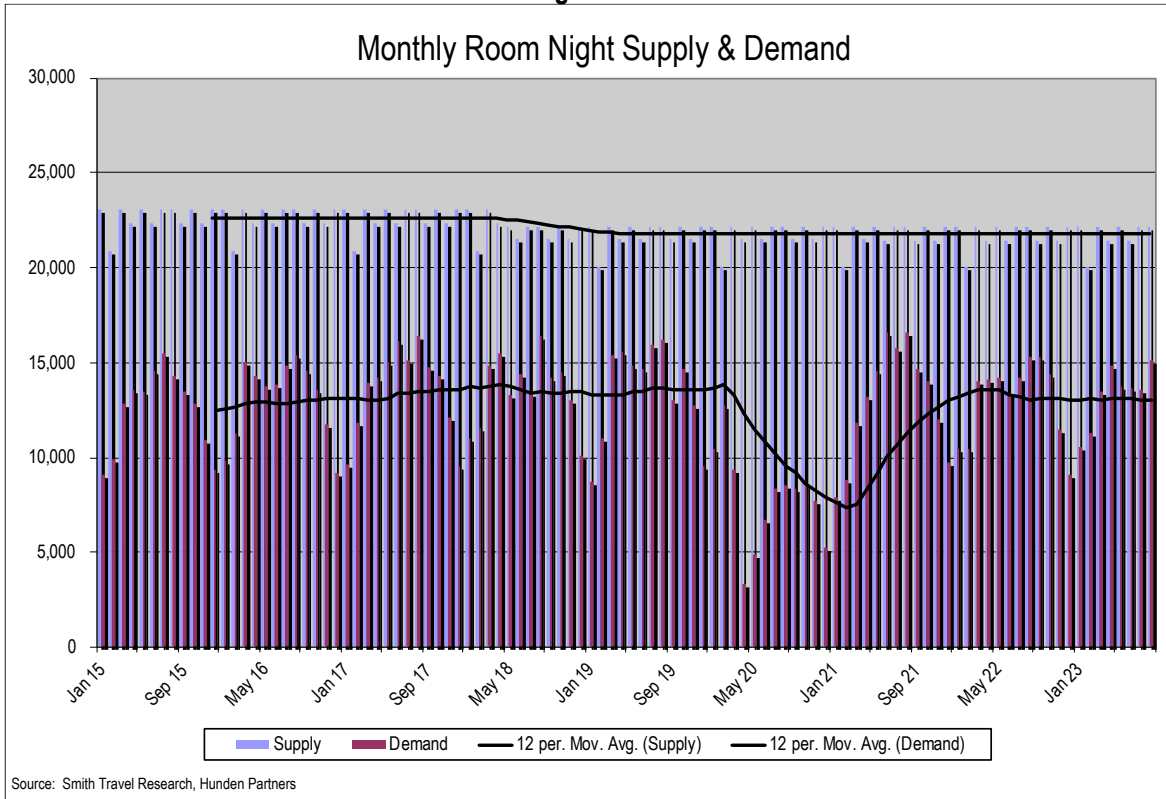
Historical Supply, Demand, Occupancy, ADR, and RevPar for Competitive Hotels											
Year	Avg. Available Rooms	Available Room Nights	% Change	Room Nights Sold	% Change	% Occ.	% Change	ADR	% Change	RevPar	% Change
2015	744	271,560	-	149,907	-	55.2	-	\$75.05	-	\$41.43	-
2016	744	271,560	0.0%	157,360	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

Between 2015 and 2019, the local competitive set experienced slight year-over-year growth in occupancy, and since 2020, 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.

The following figure shows the supply and demand trends for the selected set.

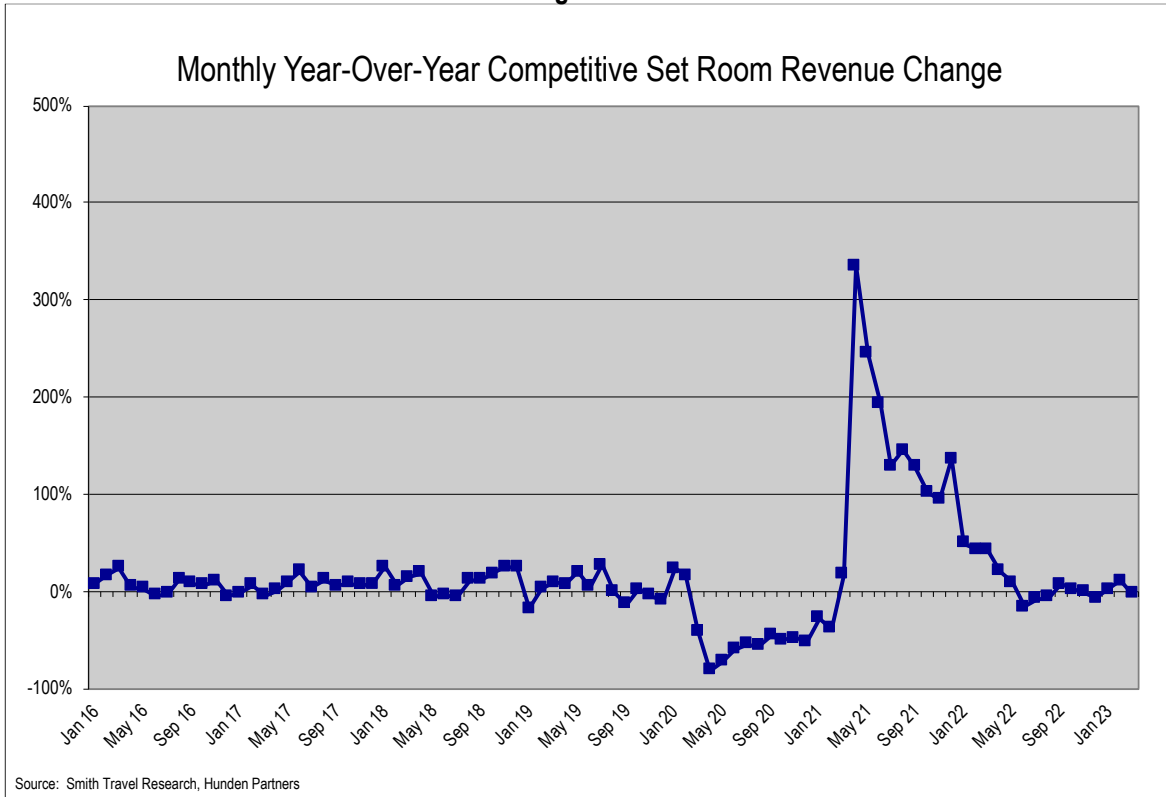
Figure 5-3



Demand slightly increased between 2015 and 2019 before declining from the effect of the pandemic. Total demand nearly recovered to pre-pandemic levels in 2021 and 2022, but the market has yet to fully recover to pre-pandemic occupancy levels. Supply throughout the period slightly decreased from roughly 271,500 total available annual room nights between 2015 and 2017 to roughly 261,000 room nights in 2022, as a result of the Hawthorne Suites St. Robert downsizing by 28 rooms in 2018.

The following figure shows the room revenue changes by month (year-over-year).

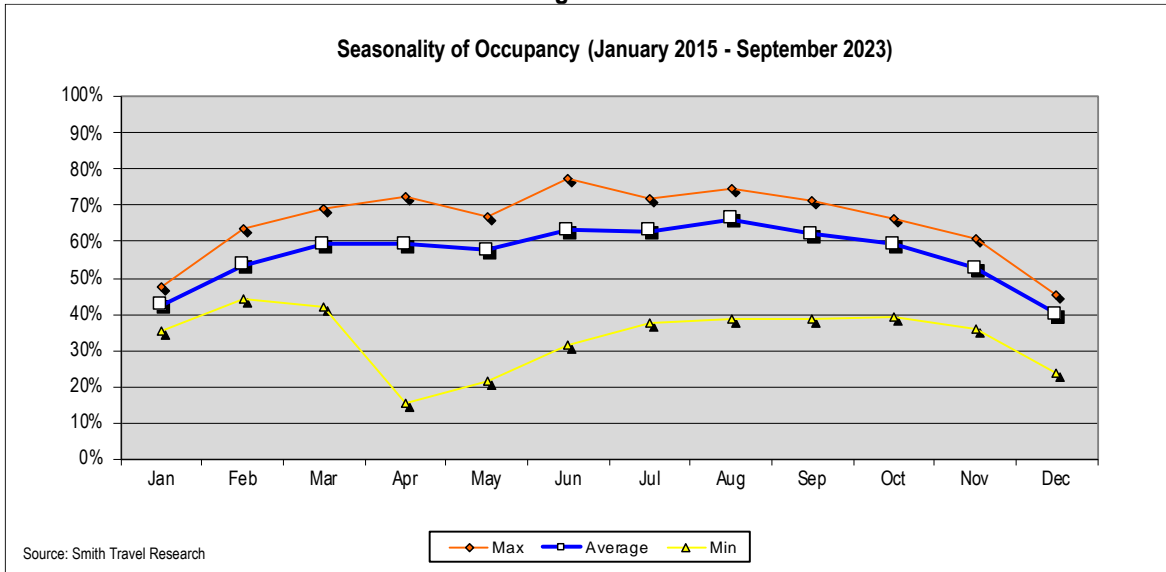
Figure 5-4



Any data point greater than zero is a positive indicator for the competitive set. As shown, the competitive set’s room revenue from 2016 through 2019 generally showed positive year-over-year growth aside from the market’s slower winter months. The revenue change for the competitive set was mostly positive leading up to the COVID-19 pandemic in March 2020 and showed drastic changes for the following year once travel restrictions were lifted and hotels reopened.

The following figure displays the seasonality of occupancy from January 2015 through September 2023.

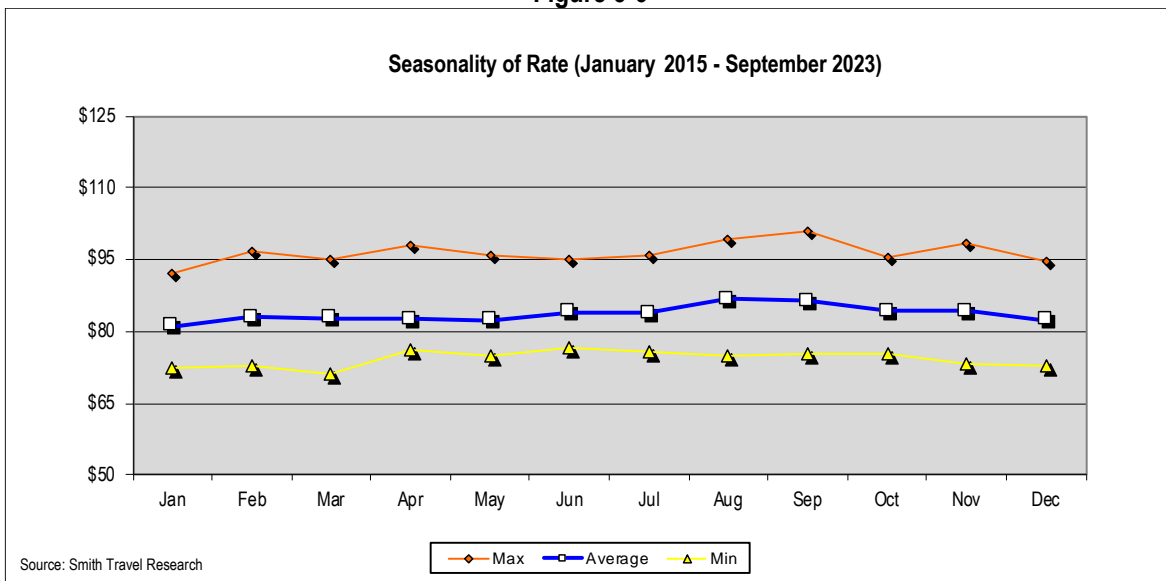
Figure 5-5



In terms of occupancy, March through October hovered around 60 percent occupancy, while average occupancy declined in November and December and gradually increased in January and February. The highest average occupancy occurred in August, but occupancy hit its highest levels in June, likely due to summer leisure tourism.

The following figure shows the seasonality of rate for the competitive set.

Figure 5-6



On average, the ADR for the competitive set peaked in August at nearly \$90, consistent with the average occupancy trends. Overall, ADR fluctuated between \$80 and \$90 on average, while maximum ADRs fluctuated between \$90 and \$100.

The following tables show the occupancy and rate by day of the week per month from October 2022 through September 2023.

Table 5-5

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

Table 5-6

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

As shown, and in contrast to national trends, 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.

Hotel Market Interviews

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.
- Fort Leonard Wood has two hotels located on the base - the Candlewood and Holiday Inn.
- The Fort Wood Hotel properties see the lowest occupancy rates during the weekend.
- 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 hotels get a lot of transient travelers during the winter, often from couples travelling to their seasonal homes down south.
- 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

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.

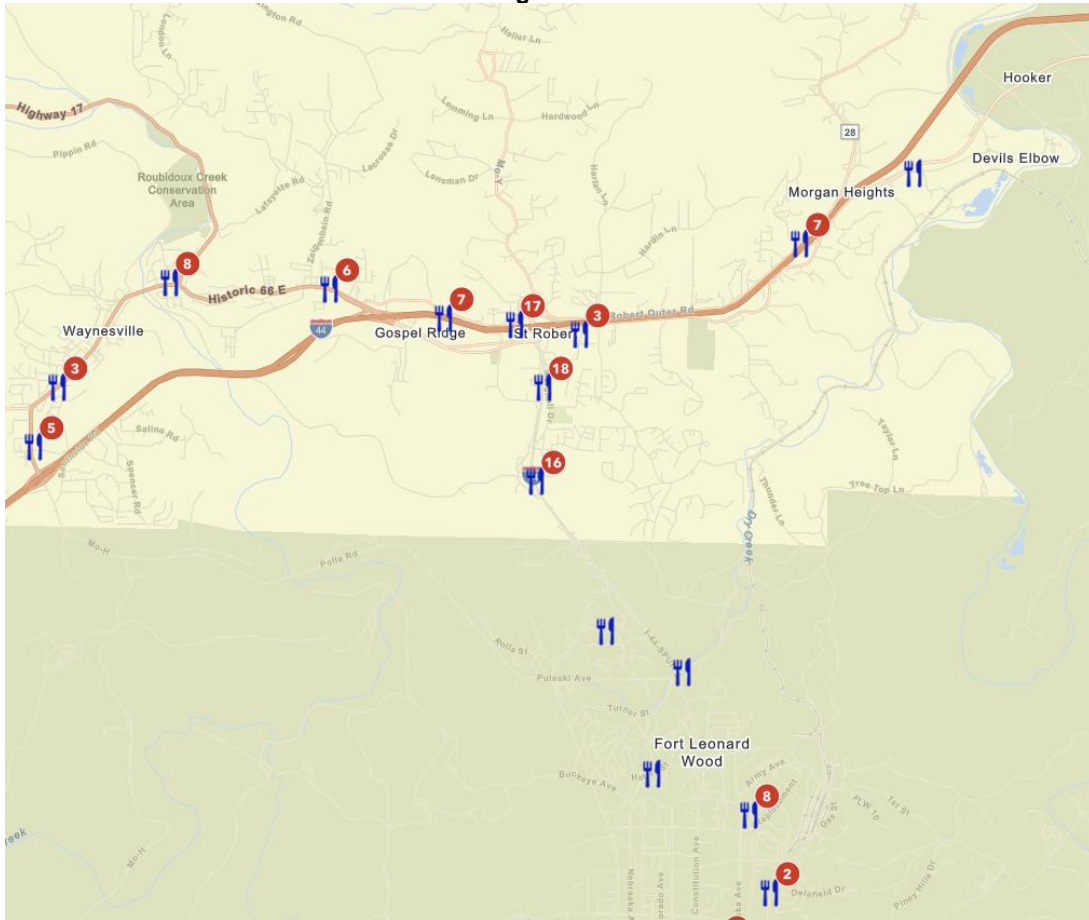
The typical customer segmentations include snowbirds traveling to and from their summer properties, and visitors to the Fort Leonard Wood base for graduations and events. Access to the base has declined with the pandemic as 2019 reported the strongest numbers. Fort Wood Hotels serves the county as the premier hotel groups with higher quality facilities and stronger performance metrics than the rest of the hotels in the market.

RESTAURANT MARKET ANALYSIS

Similar to the hotel market, ease of accessibility to restaurants is important for supporting youth sports developments. Restaurant spending is critical for maximizing the potential economic impact of tournaments and other events held at the Project.

The following map provides an overview of the local restaurant supply within Pulaski County, specifically centered around St. Robert.

Figure 5-7



The major restaurant and retail clusters closest to the Project are located along I-44, Historic Route 66 and downtown Waynesville. Retail & restaurant nodes are an important factor for sports as they provide youth sports participants and attendees with an array of offerings before and after sports practices and tournaments. Visitors for sports tourism tend to visit restaurants in close proximity to their hotel accommodations, which in Pulaski County, are largely focused within St. Robert. The restaurant clusters spread throughout the county include a mix of national chains and locally owned offerings.

The following figure highlights the local and group friendly food and beverage offerings within the county.

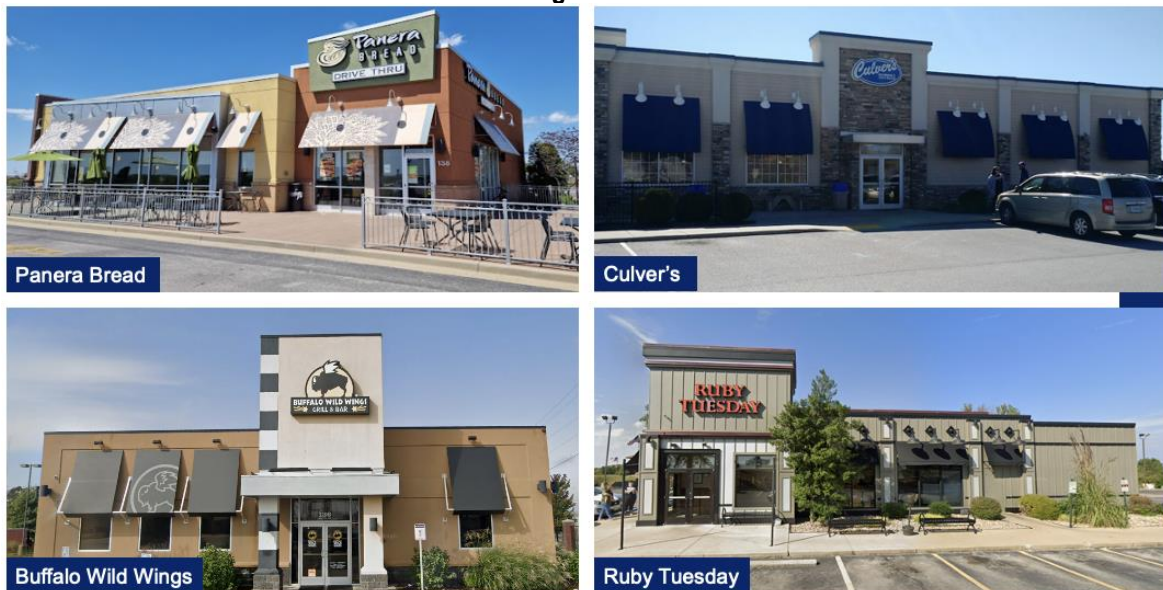
Figure 5-8



In addition to the locally owned supply of restaurants along I-44, there is a strong supply of fast casual restaurants, fast food restaurants, national chains and bars and pubs.

The following figure highlights more of the nationally known food and beverage offerings within the county.

Figure 5-9



The Pulaski County Tourism Bureau markets the county as the Mid-Missouri Melting Pot with options for various cuisines throughout the county including barbeque, German, South Korean, Japanese and Mexican restaurants.

Restaurant Market Implications

A cluster of retailers, restaurants and hotels create critical mass, which makes a location more favorable to tournament operators when choosing between destinations to host events. Retail & restaurant nodes are an important factor for sports as they provide youth sports participants and attendees with an array of offerings before and after sports practices and tournaments. A major youth sports development will facilitate future growth in retail and restaurant offerings closer to the Project. Currently, there is a limited supply that is catered toward group-friendly business; however, increased visitation to the area provided by the Project would result in higher demand for commercial development near the site.

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SPORTS TOURISM FACILITIES CASE STUDIES

Hunden interviewed sports facility operators and analyzed case studies relevant to the proposed Project. Within the sports tourism industry, there are many youth sports destinations that combine both indoor and outdoor facilities to have an all-in-one complex. Note that the development costs for the facilities in these case studies should not be directly compared to the cost of the Project as building costs that have rapidly accelerated since the COVID-19 pandemic. Case studies costs are discussed in this chapter to show the funding methods of similar facilities around the country.

The following table shows an overview of facilities selected as case studies.

Table 6-1

Case Study Facilities								
Facility Name	Type	Location					2022 Visitors	2022 Visits
			Indoor Basketball	Indoor Volleyball	Soccer / Football Diamonds			
Crossroads Park	Regional Park	Temple, TX	-	-	8	8	276,000	76,600
Harmony Sports Park	Regional Park	Vancouver, WA	-	-	6	9	537,000	121,500
Coralville Youth Sports Park	Regional Park	Coralville, IA	-	-	5	3	134,500	55,900
Sand Mountain Park	Regional Park	Albertville, AL	4	8	9	5	1,330,100	257,700
Totals			4	8	28	25	2,277,600	511,700

Source: Hunden Partners, Various Facilities

Hunden included three outdoor field complexes and one facility with indoor and outdoor uses in order to show the difference in performance and visitation between facilities that have only outdoor fields and facilities that have both indoor courts and outdoor fields. These facilities will give perspective on buildout strategy and visitation metrics for facilities that are comparable to the Project.

Crossroads Park

Crossroads Park is a Regional Sports Facility in Temple, Texas, that opened in 2020. The City of Temple owns and operates the complex which contains eight multi-purpose fields, eight diamonds, and six tennis courts.

The following image shows an elevated view of Crossroads Park.

Figure 6-1



Temple, Texas, is almost equidistant from Austin, Houston and Dallas. In order to enhance their regional opportunity to host tournaments, economic developers in the City of Temple funded the construction of Crossroads Park to boost their local economy from a sports tourism perspective. The quantity of fields does not draw national tournaments; however, Crossroads can pull from central Texas for regional tournaments with ease.

Funding

The \$11.2 million sports complex was financially backed by a \$27.6 million municipal parks bond that allowed this project to be completed before the start of the pandemic. The remainder of the municipal parks bond was directed towards other recreation facilities in Temple to be renovated or constructed on smaller scales compared to the development of Crossroads Park.

Visitation

Since the facility opened during the spring of 2020, Hunden used 2022 as its most recent stabilized year for the majority of analysis.

The following figure shows the geo-fencing home location for visitors to Crossroads Park.

Figure 6-2

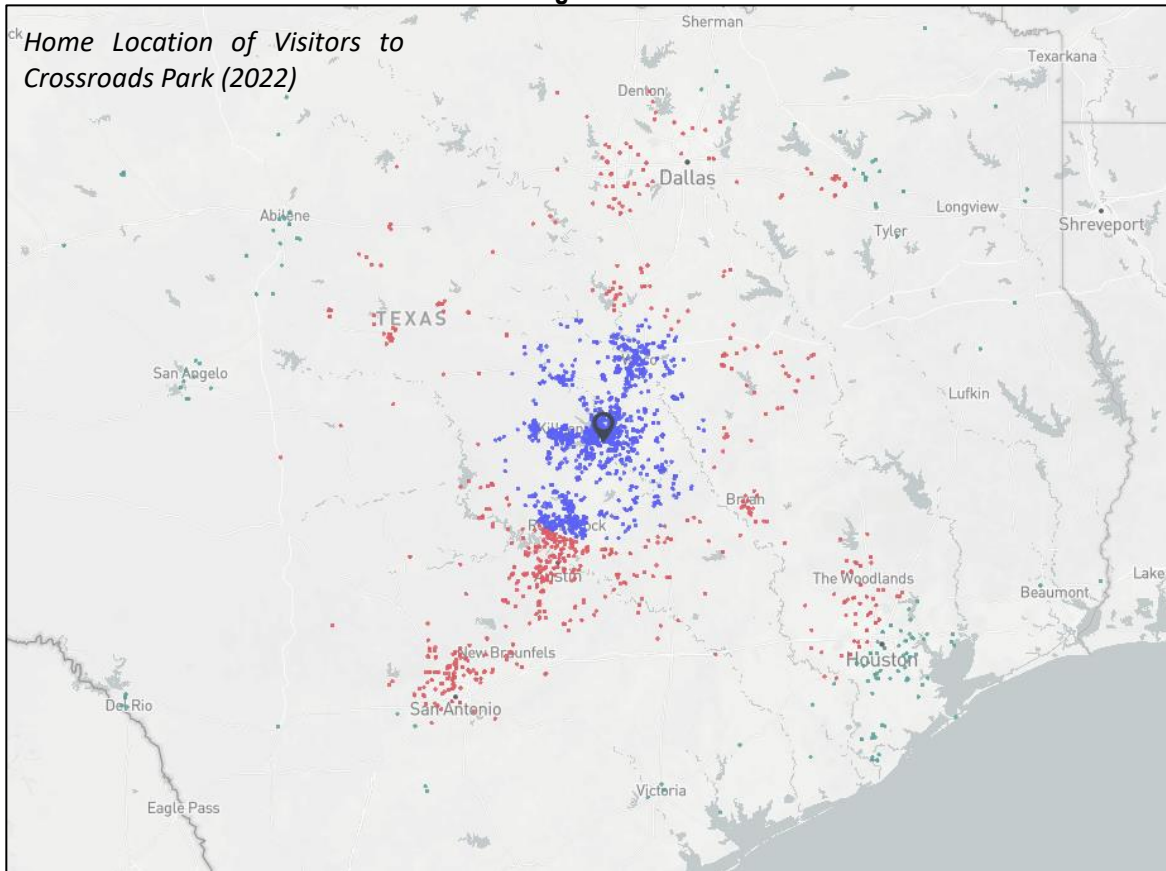


Table 6-2

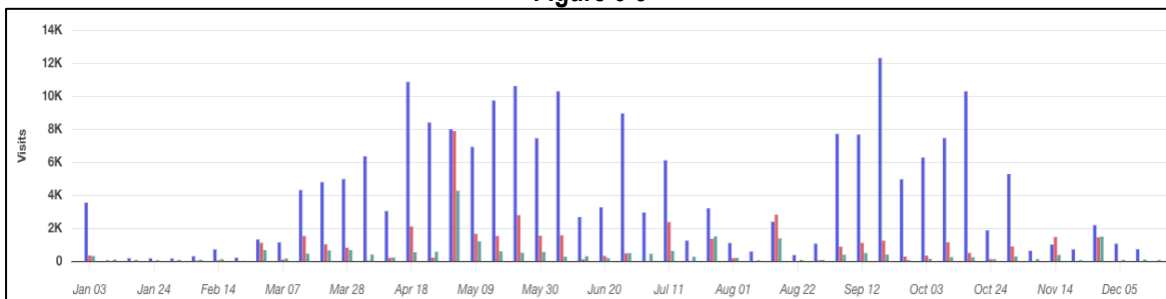
Crossroads Park - (Temple, TX)					
January 1, 2022 - December 31, 2022					
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Total Customers	
Locals - Within 50 miles	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

During 2022, the facility attracted just over three quarters of its visitation from within 50 miles, which accounted for 62 percent of the total unique visitors. Almost 27 percent of the visitors to this facility travel from 50 to 150 miles. The regional segmentation mainly visits from Austin and San Antonio, with some visitation from Houston and Dallas.

Based on the following figure, the majority of visitation comes during the spring season, which coincides with the baseball and softball season in addition to strong fall visitation.

Figure 6-3



Interview

Hunden interviewed management of Crossroads Park in Temple, Texas, to better understand the competitive landscape of the regional youth sports market and how the region reacts to new facility development. Key findings from this interview are listed below:

- Crossroads Park opened in 2020 with funding from a municipal bond passed in 2015. The facility is used for local recreation purposes during the weekdays and is used for tournaments during the weekends with strong overnight visitation. Due to these demands, the facility is only used for competition and not used for practice purposes.
- A significant missed opportunity for Crossroads Park is the fact that the facility completely lacks artificial turf. The dirt infields of the baseball and softball fields cause games to be cancelled when it rains.
- One key advantage that Crossroads has is the flexibility their portable fences for each diamond provides for certain tournament operators to operate a tournament that is most advantageous for the operator.
- The management team at Crossroads Park also includes a small maintenance staff that manages upkeep on a day-to-day basis. In addition, a separate maintenance company is contracted to visit the facility a few times a year to make sure conditions are kept to a certain standard.

Harmony Sports Complex

Harmony Sports Complex is a regional sports facility in Vancouver, Washington, that opened in 1982 and was renovated in 2023 (turf added to diamond infields and three multi-purpose fields). Clark County owns the facility and Harmony Sports Association operates the complex which contains nine multi-purpose fields and six diamonds.

The following image shows an elevated view of Harmony Sports Complex.

Figure 6-4



The Harmony Sports Complex is home to the Washington Timbers Soccer Club, Cascade Little League and the Columbia Premier Soccer Club. The facility is able to host regional baseball, softball, soccer and ultimate frisbee tournaments on a year-round basis.

Funding

The funding for the 2023 renovation of the facility began in 2017 when the Clark County Council applied for and received a \$1.1 million grant from the state. After the pandemic, the scope and expense of the improvement project increased. The updated total renovation cost is closer to \$7 million and includes a phased approach over seven years. The remaining balance was funded through real estate excise taxes in the county.

Visitation

Hunden used 2022 as its most recent stabilized full year for the majority of this analysis. The following figure shows the home location of visitors to the Harmony Sports Complex.

Figure 6-5

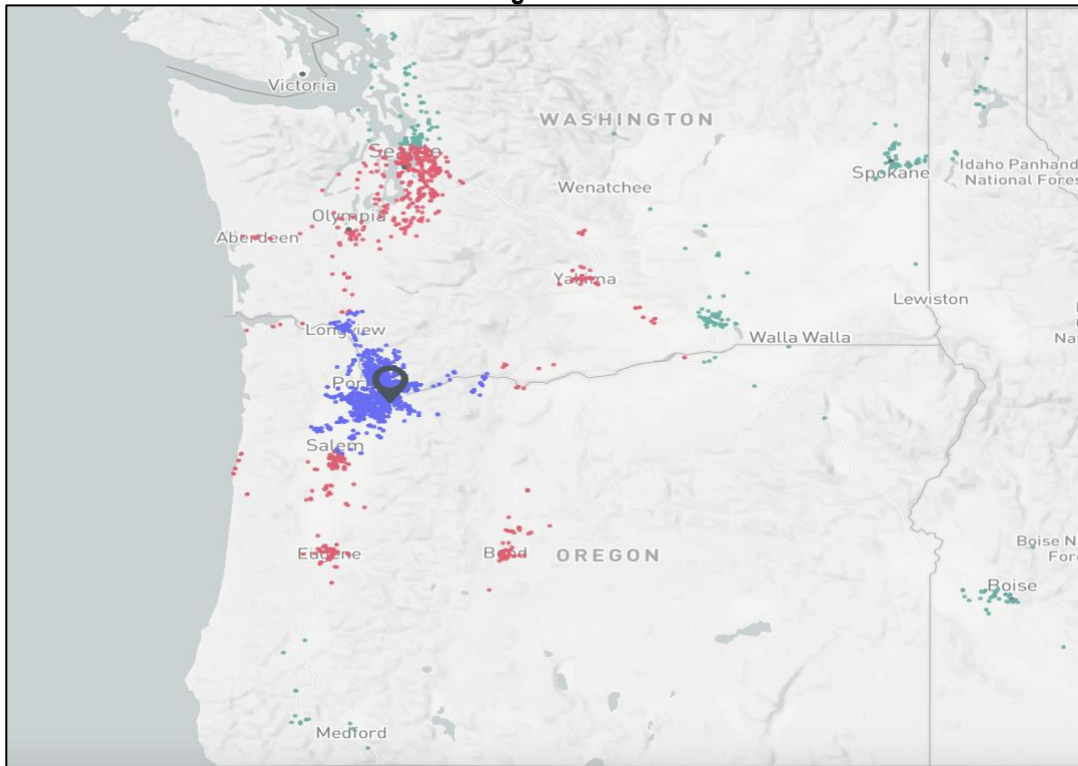


Table 6-3

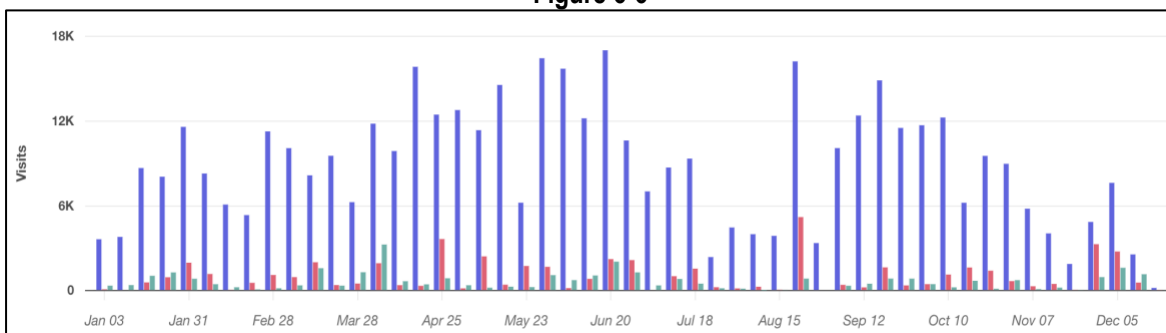
Harmony Sports Complex - (Vancouver, WA)					
January 1, 2022 - December 31, 2022					
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Total Customers	
Locals - Within 50 miles	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

During the calendar year of 2022, the complex attracted nearly 85 percent of its visits from within 50 miles, which accounted for 63 percent of total unique visitors. 23 percent of the visitors come from between 50 and 150 miles away which include regional cities like Eugene, Oregon, Bend, Oregon, and Seattle, Washington.

The following figure shows there is strong visitation in the spring and fall months with a minor lull during the summer.

Figure 6-6



Coralville Youth Sports Park

Coralville Youth Sports Park is a regional sports facility in the Iowa City suburb of Coralville, Iowa with three multi-purpose fields and five diamonds. It opened in 2010 and is owned and operated by the City of Coralville.

The following image shows an elevated view of Coralville Youth Sports Park.

Figure 6-7



The Coralville Youth Sports Park is a 47-acre complex. The complex was built as a community asset, and the multi-phase project has a flexible design that will provide for future expansion to serve the growing community of Coralville. The design allows for amenities such as playground spaces, splash pad areas, and trail connections.

However, the City of Coralville decided to not continue with the second phase of development and so the facility stands today with the first-phase fields along with three shelters and bocci ball courts.

Table 6-4

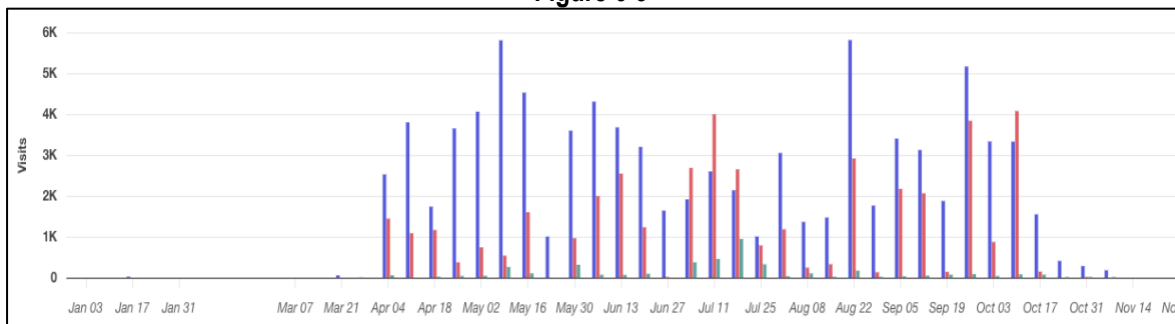
Coralville Youth Sports Park - (Coralville, IA)					
January 1, 2022 - December 31, 2022					
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Total Customers	
Locals - Within 50 miles	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 only - Over 150+ miles	4,500	3.3%	2,000	3.6%	2.25
Total Visits	134,500	100.0%	55,900	100.0%	2.41

Source: Placer.ai

In 2022, the facility attracted a strong regional population with 31 percent of visitors who traveled 50 to 150 miles. The majority of the regional visitation originated in more populated areas like Davenport, Des Moines, and Waterloo.

According to the following figure, there were more regional visits from July 4 to July 18 than local visits, which suggests a large regional sports tournament.

Figure 6-9



Sand Mountain Park

Sand Mountain is a Regional Sports Facility in Albertville, Alabama, that opened in 2020. The City of Albertville owns and operates the complex which contains five multi-purpose fields, nine diamonds, and an indoor facility that has four basketball courts that can convert into eight volleyball courts.

The following image shows an aerial view of Sand Mountain Park.

Figure 6-10



Albertville, Alabama, is almost equidistant to Birmingham, Chattanooga and Atlanta, which creates an opportunity to attract youth sports teams from many different markets. The number of fields is not enough to draw national tournaments.

Funding

Sand Mountain Park's development cost was estimated to be around \$85 million. The entire development costs were funded through a one percent local sales tax rate. This increase allowed the City of Albertville to explore funding for several capital improvements in addition to the development of Sand Mountain Park.

The park generates a substantial amount of revenue and economic impact to the community. In the park's first year of operation it had an economic impact of \$14.2 million, followed by \$23.2 million in the second operating year, according to a study conducted for the project.

Visitation

Since the facility opened in the spring of 2020, Hunden used 2022 as its most recent stabilized year for the majority of analysis. The following figure shows the home location for visitors to Sand Mountain Park.

Figure 6-11

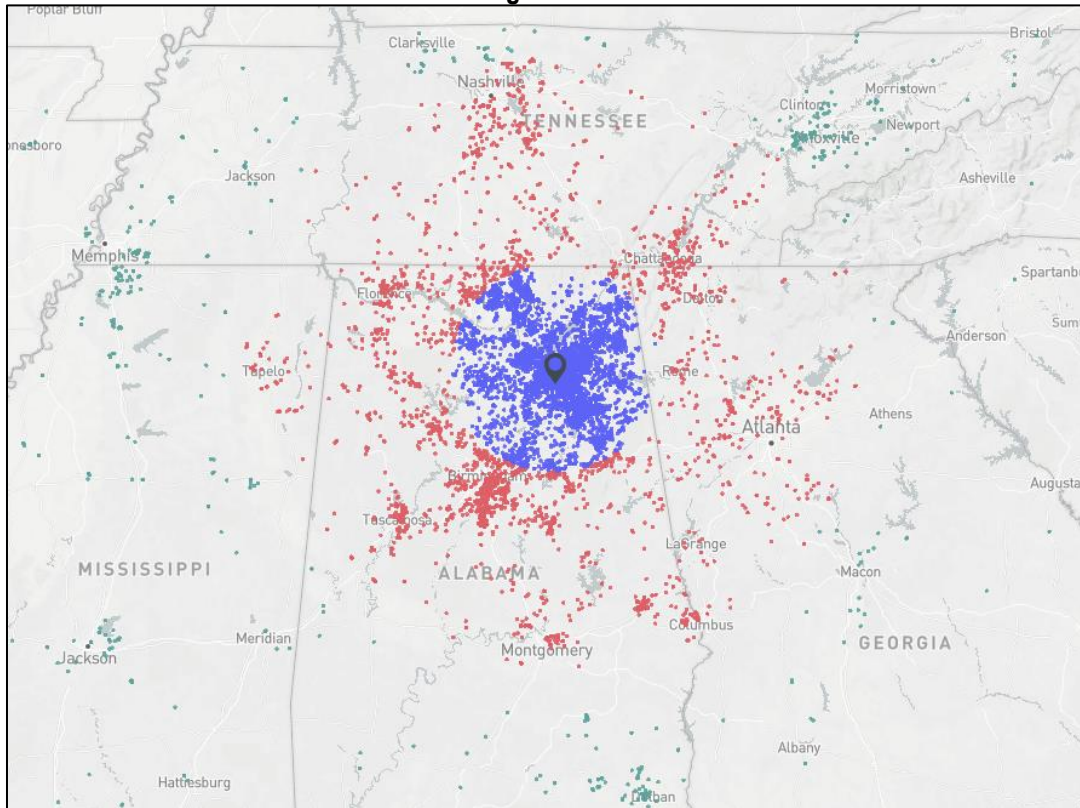


Table 6-5

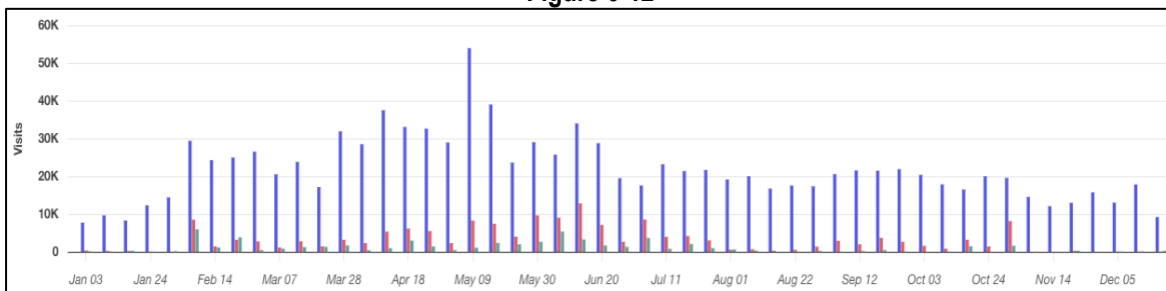
Sand Mountain Park - (Albertville, AL)					
January 1, 2022 - December 31, 2022					
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Total Customers	
Locals - Within 50 miles	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

In 2022, the facility attracted over 82 percent of its visitation from the local population, which accounted for 64 percent of the total unique visitors. Visitors from 50 to 150 miles away accounted for 26 percent of the visitors to this facility. Most regional visitors came from Birmingham and Chattanooga with some visitors from Atlanta and Nashville.

Based on the following figure, there is limited seasonal variation for visitors to Sand Mountain Park. This alludes to the southern climate and the turf field accessibility at Sand Mountain Park.

Figure 6-12



Implications

Youth sports facilities that have a mix of both indoor and outdoor assets are very common across the United States. When multi-use facilities like the Project are built, the case studies have shown that these facilities can attract regional sports tournaments. Sand Mountain Park had over 1.3 million visitors in 2022 and the Harmony Sports Complex had more than 500,000. Visitation is strong from regional distances for all four of the case studies. Regional visitors, who travel from distances between 50 and 150 miles away, ranged from 23 to 42 percent of total visitors. Facilities of this size and stature attract a regional customer base that stays in the local area and contributes to the increase in local spending from a sports tourism perspective.

The majority of the case studies facilities experience some seasonality with a decrease in visitation during the summer months. The baseball and softball seasons typically occur in the spring and fall while soccer and football seasons are mostly in the fall, which aligns with the visitation data for 2022. In facilities like Sand Mountain Park where there is also an indoor facility, visitation is less susceptible to the seasonality of outdoor sports.

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OPERATIONAL STANDARDS AND MANAGEMENT STRATEGY

Hunden analyzed the youth sports industry as a whole in terms of best practices in governance and management of youth sports facilities that are similar in built to the Project recommendations. The following implications were found.

The Youth Sports Facilities Management

- **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, and 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.

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.

Management Breakdown

Public Management

Some of the benefits of having a public entity manage the facility include having long-term employees who will remain at the facility allows more stability in staffing efforts. Furthermore, there are no management fees with public management of a facility. The management team can focus on several other priorities beyond producing profit. Additionally, public management has more consistency in the operations of the facility.

However, there are many challenges that come to fruition with public management in operation of the facility. The staff on the public management team often lacks experience, which results in less effective operations. Also, as a public entity, there is less incentive structure to inspire and motivate exceptional service, which makes it difficult to attract aggressive and proactive employees. Public management teams are more likely to be reactive than proactive with the process of their operations.

Contracted Private Management

Some of the benefits of having a contracted management team to oversee the facility include having access to more favorable talent and experience across all employees of the facility. The higher level of staff allows management to maximize revenues and minimize expenses. A private management staff is incentivized on a much higher level which spurs strong performance for the facility. Lastly, a contracted management team can serve political benefits where the difficult decisions can be made internally, rather than the city and county becoming involved with impactful decision-making.

In contrast, private management organizations often require a large management fee, which can be costly for facilities like the Project. These costs can be outweighed with increased performance of the facility. Additionally, there is a large learning curve that a new staff must overcome when they arrive at a new facility.

Food & Beverage

As a subset of operations, catering, food & beverage service can be handled in a variety of ways including, In-House, Exclusive, and 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 & Conception

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.

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IMPLICATIONS & RECOMMENDATIONS

SWOT Analysis

Strengths

- **Regional Traffic.** The interstate access via I-44 makes it easier for visitors to reach the county and specifically St. Robert due to its location on the interstate. This is beneficial for the local economy, as increased tourism typically leads to higher spending in the area.
- **Strong Local Demand for Sports.** Several community stakeholders interviewed confirmed there is a large amount of recreation and competitive sports participants in the county.
- **Existing Hotel Supply.** The current hotel supply is mainly centered around I-44 in St. Robert. There is a large variety in lodging classes from Economy to Upper Midscale.

Weaknesses

- **Lack of Quality Sports Facilities.** Pulaski County does not currently have a supply of centrally located facilities for recreation and competitive sports activities. There are some facilities like Roubidoux Park and the Crocker Community Park that have the capacity to serve a local sports tournament because of the number of fields offered; however, these facilities do not meet current tournament conditions standards and need to be updated. Additionally, there is no indoor facility with more than one basketball court. The lack of viable facilities has led to decreased and lost business within the county.
- **Lack of Turf and Lighted Spaces.** In addition to the quality of these facilities, the sports fields are only able to be used in sunny and dry conditions which results in loss of use during inclement weather and evenings.

Opportunities

- **Driver for Weekend Room Nights.** The hotel supply in the St. Robert and Pulaski County area has higher occupancy rates in the middle of the week compared to the weekend occupancy rates which means Pulaski County hotels have the capacity to host regional sports tournaments on weekends.
- **Increased Quality of Life.** Sports complexes often serve as community hubs where people gather for events and games and as opportunities for youth development through organized sports leagues and programs. In addition to an improved quality of life for residents, a sports complex can attract visitors for regional tournaments and events, which leads to increased tourism, spending at local businesses, and potential job opportunities.
- **Central Location in Missouri.** The centrality of Pulaski County provides an opportunity to attract sports teams and clubs from larger cities in the state. St. Louis and Springfield are both along Interstate 44. Columbia and Jefferson City are just north of the Ozark region. And lastly, Kansas City is just over three hours away by drive.

Threats

- **Strong Regional Competitive Supply.** Larger cities in Missouri have established sports complexes of their own that are seen as threats to a potential development in Pulaski County. Many of them cater to a regional segment of sports tournaments and some even cater to national tournament capacity. Additionally, these larger cities have more to offer in attractions, restaurants, and hotel variety.

Key Findings

Summary Matrix.

In order to put forth recommendations for Pulaski County, the Hunden team evaluated current sports facilities by sport. The findings are shown in the table below.

Table 8-1

Where you are now.	Outdoor			Indoor	
	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 Park ▪ Crocker Community Fields 	<ul style="list-style-type: none"> ▪ St. Robert Community Center Fields ▪ Crocker Community Fields ▪ Shady Dell Park 	<ul style="list-style-type: none"> ▪ Roubidoux Park ▪ Crocker Community Fields 	<ul style="list-style-type: none"> ▪ ARK Community Center ▪ Waynesville High School and Middle Schools 	<ul style="list-style-type: none"> ▪ ARK Community Center ▪ Waynesville High School and Middle Schools

Hunden’s analysis for supply rankings is based on the feasibility of current facilities to host regional tournaments. None of the current facilities in Pulaski County meet tournament standards which are recommended include a minimum of eight well-conditioned fields, eight diamonds and four basketball courts in a facility. After conversations with local stakeholders, Hunden analyzed certain demand rankings for each respective sport in the community. These rankings range from Moderate to Strong in terms of participation and supply in sports clubs and teams.

Recommendations

The Project is recommended to be a two-phased project that will involve an outdoor sports fields development in the first phase and an indoor sports courts facility as the second phase.

Table 8-2

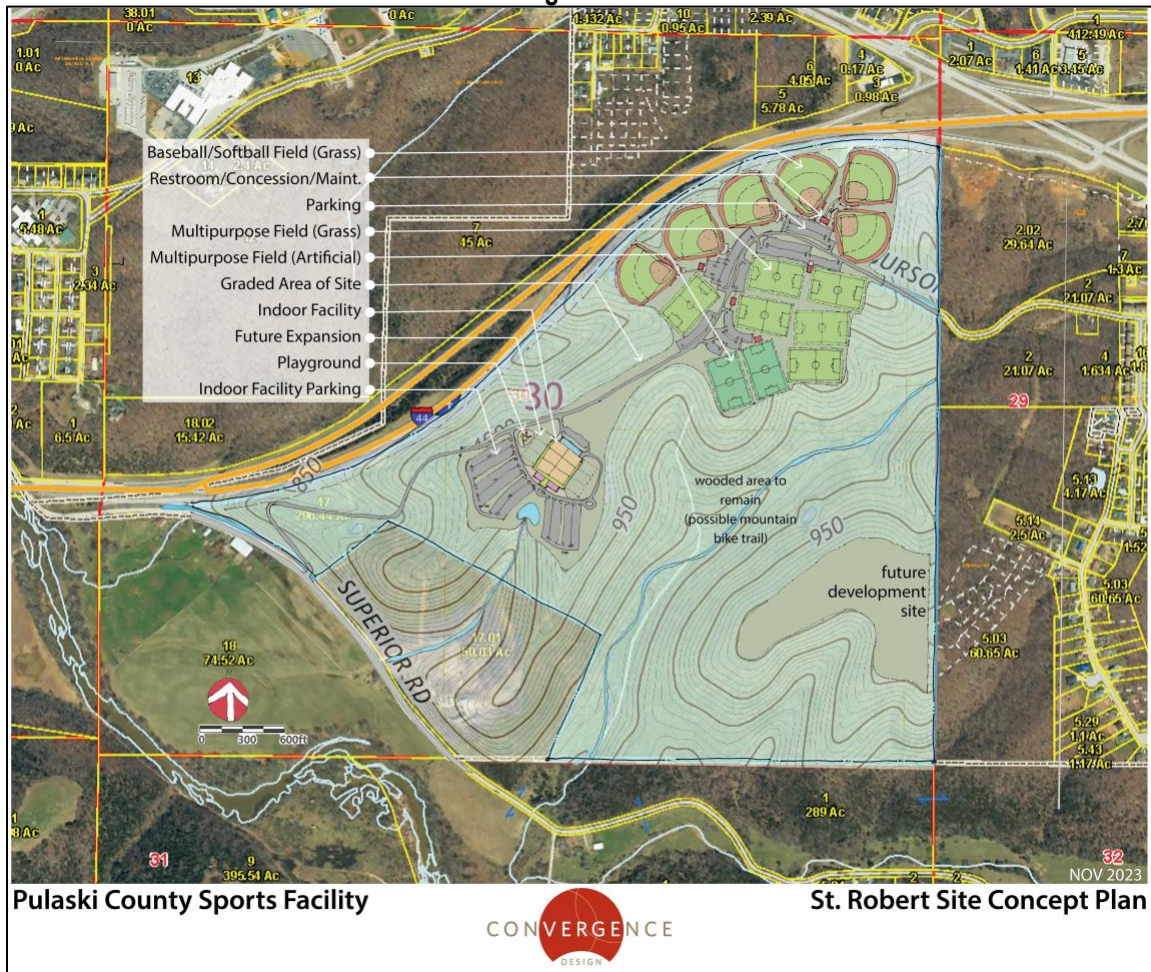
Pulaski County Detailed Recommendations				
Feature	Unit	Phase I (High Priority)	Phase II (Future Priority)	Total Build- Out
Outdoor Components				
Field Sports				
Multipurpose Turf Fields (Lighted)	Fields	2	-	2
Grass Fields	Fields	6	-	6
Total	Fields	8	-	8
Diamond Sports				
Baseball/Softball	Diamonds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

The outdoor development is recommended to include eight multipurpose fields and six diamonds to serve baseball and softball. The indoor facility is recommended to include six basketball courts that have the ability to be converted into 12 volleyball courts. Beyond servicing the local youth sports market within Pulaski County and its surrounding areas, the Project is designed to become a destination for regional sports tournaments of sports. The Project vision is to provide the community of Pulaski County with a facility that can enhance sports tourism and bring forth an upscale facility for the local and young developing athletes of the area.

Hunden was presented four potential sites to determine the optimal location. The Project is recommended to be located at the St. Robert site, which is 296 acres and is along Interstate 44.

The following figure shows the recommended site plan for the Project.

Figure 8-1



The figure above shows the layout of the outdoor and indoor complexes, where the outdoor fields are in the northwest corner of the Project site and the indoor facility is in the center of the Project Site. The Project includes the following features:

- Two multipurpose fields that have turf and stadium lighting. These fields are shown in dark green in the figure above.
- Six multipurpose grass fields that are shown in light green in the figure above.
- Six diamonds that are convertible between baseball and softball uses. These diamonds are in Phase I development of the Project in addition to the eight multipurpose fields.
- Six full-sized basketball courts that are convertible to 12 volleyball courts.
- One concession stand at the outdoor complex and one concession stand in the indoor facility.

The Project is programmed to host multiple teams and sports for practices and games simultaneously. The field and court space make it an optimal location to host large-scale tournaments or smaller tournaments for multiple sports at once.

Project Costs

The following table provides a breakdown of total Project costs provided by Convergence Design.

Table 8-3

Pulaski County Development Project Costs							
Phase I	Qty.	Item Description	Area	Unit	Const. Costs	Soft Costs	Total Project Costs
	6	Multipurpose Grass Fields	547,200	SF	\$5,500,000	\$1,200,000	\$6,700,000
	6	Grass Baseball/Softball Fields	782,000	SF	\$9,400,000	\$2,100,000	\$11,500,000
	2	Multipurpose Turf Fields	182,400	SF	\$2,900,000	\$600,000	\$3,500,000
	5	Buildings	8,400	SF	\$3,400,000	\$700,000	\$4,100,000
	1	Parking	700	Spaces	\$1,800,000	\$400,000	\$2,200,000
	22	ft. Approach Road	1,075	LF	\$400,000	\$100,000	\$500,000
	1	Earthwork	1,900,000	CY	\$4,600,000	\$1,000,000	\$5,600,000
	1	Lighting Utility	14	Fields	\$3,500,000	\$800,000	\$4,300,000
Phase I Total					\$31,500,000	\$6,900,000	\$38,400,000
Phase II	Qty.	Item Description	Area	Unit	Const. Costs	Soft Costs	Total Project Costs
	6	Basketball Courts (2x Volleyball)	54,000	SF	\$20,600,000	\$5,200,000	\$25,800,000
	1	Circulation/Lobby	14,663	SF	\$5,900,000	\$1,500,000	\$7,400,000
	1	Office/Locker/Restroom/Food Service	8,500	SF	\$3,400,000	\$900,000	\$4,300,000
	1	Support Space	7,100	SF	\$2,600,000	\$700,000	\$3,300,000
	1	Parking	480	Spaces	\$1,200,000	\$300,000	\$1,500,000
	1	Earthwork	800,000	CY	\$1,900,000	\$500,000	\$2,400,000
	1	Playground	1	LS	\$300,000	\$100,000	\$400,000
Phase II Total					\$35,900,000	\$9,200,000	\$45,100,000
Project Total (Phase I & Phase II)					\$67,400,000	\$16,100,000	\$83,500,000

Source: Convergence Design

The total construction cost is estimated to be \$83.5 million where Phase I is estimated to cost \$38.4 million and Phase II is estimated to cost \$45.1 million. The table above gives detailed information about the area and units that each aspect of the recommendation covers. The following list breaks down the acronyms for the unit description of the facility build-out.

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

It is estimated that there needs to be 2.7 million cubic yards of earthwork in order to create a flat landscape for both phases of the project. Earthwork, which totals to \$8 million, contributes significantly to the overall costs of the project.

Hunden Partners and Convergence Design recommend that the project should have 700 parking spaces for the outdoor phase and 480 parking spaces for the indoor phase. The indoor facility covers just under 85,000 square feet, which includes 54,000 square feet of court sport space.

IMPLICATIONS

As proposed, the Project has the potential to be a unique and impactful sports tourism asset to Pulaski County that will increase the supply of quality youth and tournament sports facilities and provide the community with improved recreational amenities. Currently, the market is underserved in supply and quality for sports facilities. From a geographic standpoint, St. Robert offers adequate land for a potential site, strong highway access and the majority of the county's hotel and restaurant supply, making it the most optimal project site.

The recommended phased approach for the St. Robert project site is broken down into eight multi-purpose fields and six baseball/softball diamonds in Phase I. In Phase II, the recommended indoor facility would include six basketball courts that are convertible to 12 volleyball courts. Phase I is estimated to cost \$38.4 million and Phase II is estimated to cost \$45.1 million.

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DEMAND & FINANCIAL PROJECTIONS

Based on data provided by the Client and research conducted by Hunden, demand and financial projections were made for the Project's youth sports complex component. The following chapter will detail the demand and financial projections for the Project.

Note: All figures in blue are hard-coded assumptions, while figures in black are calculations.

The following table shows a summary of the projected tournament activity at the Project.

Table 9-1

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

Source: Hunden Partners

The Project is expected to host 10 total events in Year 1 that cover 22 event days. By stabilization in Year 7, the Project is projected to hosted at 54 events covering 107 event days. The Project is projected to host four regional soccer tournaments in Year 1 and stabilize at eight tournaments in Year 5. The Project is projected to host three regional baseball tournaments and three regional softball tournaments in Year 1 and stabilize at seven tournaments each in Year 5.

The Project's indoor phase is projected to be completed at the end of Year 2, the events that are expected to be hosted at the Project are basketball, volleyball, wrestling, cheer, pickle ball and banquets. The Project is projected to host two basketball tournaments, four volleyball tournaments, one wrestling meet, one cheer meet, two pickleball events, and six special events all in Year 1. Once the Project reaches stabilization in Year 7, the Project is projected to host six basketball tournaments, eight volleyball tournaments, two wrestling meets, two cheer meets, four pickleball events and ten special events.

In order to maximize revenues, the Project will host tournaments at the indoor and outdoor assets simultaneously. The scheduling of events is a critical reason to have an experienced management team as a part of the Project to oversee the efficiency of operations.

The following tables shows the projected annual attendance by event type for the Project.

Table 9-2

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
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

Table 9-3

Projections & Assumptions for Tournament Attendance						
Event Type	Teams per	Participants per	Total	Spectators per	Total	Total
	Tournament	Team		Participant		
Soccer Tournaments	50	16	800	1.2	960	1,760
Softball Tournaments	45	15	675	1.2	810	1,485
Baseball Tournaments	45	15	675	1.2	810	1,485
Basketball Tournaments	40	12	480	1.2	576	1,056
Volleyball Tournaments	55	12	660	1.2	792	1,452
Wrestling Meets	40	15	600	1.2	720	1,320
Cheer/Dance	25	25	625	1.2	750	1,375
Pickle Ball	50	2	100	0.5	50	150

Source: Hunden Partners

The average attendance numbers for tournaments account for the number of participants within a tournament with additional allocation to the number of spectators that can be expected to spectate the events within the entire facility. Hunden projects 1.2 spectators for every participant as an industry standard metric across regional sports facilities. Banquets and Special Events are projected to host an average of 250 people per event.

In Year 1, the Project is expected to attract over 127,000 visitors for tournament and event activities. Once the indoor phase is completed at the end of Year 2, the Year 3 visitation from tournament and event activities is projected to increase to over 255,000 visitors. At stabilization in Year 7, the Project is expected to attract almost 294,000 visitors for tournament and event activities.

The following figure shows revenue projections and the proforma for the Project over a 30-year timeline.

Table 9-4

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
Facility Rental												
Multipurpose Turf Hourly Rentals	\$ 120,000	\$ 135,960	\$ 152,770	\$ 157,353	\$ 162,073	\$ 166,935	\$ 171,944	\$ 177,102	\$ 182,415	\$ 187,887	\$ 252,505	\$ 339,345
Soccer Field Hourly Rentals	\$ 172,800	\$ 197,760	\$ 224,062	\$ 230,784	\$ 237,707	\$ 244,839	\$ 252,184	\$ 259,749	\$ 267,542	\$ 275,568	\$ 370,340	\$ 497,707
Softball/Baseball Hourly Rentals	\$ 211,200	\$ 239,290	\$ 268,874	\$ 276,941	\$ 285,249	\$ 293,806	\$ 302,621	\$ 311,699	\$ 321,050	\$ 330,682	\$ 444,409	\$ 597,248
Court Sport Hourly Rentals	\$ -	\$ -	\$ 481,383	\$ 540,900	\$ 603,554	\$ 621,661	\$ 640,311	\$ 659,520	\$ 679,305	\$ 699,685	\$ 940,318	\$ 1,263,708
Soccer Tournaments	\$ 48,000	\$ 61,800	\$ 76,385	\$ 91,789	\$ 108,049	\$ 111,290	\$ 114,629	\$ 118,068	\$ 121,610	\$ 125,258	\$ 168,337	\$ 226,230
Softball Tournaments	\$ 15,840	\$ 21,754	\$ 28,008	\$ 34,618	\$ 41,599	\$ 42,847	\$ 44,132	\$ 45,456	\$ 46,820	\$ 48,224	\$ 64,810	\$ 87,099
Baseball Tournaments	\$ 28,800	\$ 39,552	\$ 50,923	\$ 62,941	\$ 75,634	\$ 77,903	\$ 80,240	\$ 82,648	\$ 85,127	\$ 87,681	\$ 117,836	\$ 158,361
Basketball Tournaments	\$ -	\$ -	\$ 23,870	\$ 36,880	\$ 50,648	\$ 65,209	\$ 80,599	\$ 93,016	\$ 105,507	\$ 118,072	\$ 158,362	\$ 211,068
Volleyball Tournaments	\$ -	\$ -	\$ 31,827	\$ 40,977	\$ 50,648	\$ 60,862	\$ 71,643	\$ 83,016	\$ 95,006	\$ 107,610	\$ 143,934	\$ 193,248
Wrestling Meets	\$ -	\$ -	\$ 9,548	\$ 9,835	\$ 20,259	\$ 20,867	\$ 21,493	\$ 22,138	\$ 22,802	\$ 23,486	\$ 31,563	\$ 42,418
Cheer/Dance	\$ -	\$ -	\$ 9,548	\$ 9,835	\$ 20,259	\$ 20,867	\$ 21,493	\$ 22,138	\$ 22,802	\$ 23,486	\$ 31,563	\$ 42,418
Pickle Ball	\$ -	\$ -	\$ 9,548	\$ 14,752	\$ 20,259	\$ 20,867	\$ 21,493	\$ 22,138	\$ 22,802	\$ 23,486	\$ 31,563	\$ 42,418
Banquets/Special Events	\$ -	\$ -	\$ 9,548	\$ 11,474	\$ 13,506	\$ 15,650	\$ 17,911	\$ 18,448	\$ 19,002	\$ 19,572	\$ 26,303	\$ 35,348
Total	\$ 596,640	\$ 696,115	\$ 1,366,747	\$ 1,507,603	\$ 1,675,939	\$ 1,747,953	\$ 1,822,781	\$ 1,877,464	\$ 1,933,788	\$ 1,991,802	\$ 2,676,815	\$ 3,597,415
Concessions/Catering Gross												
Daily Rentals	\$ 55,776	\$ 61,584	\$ 108,642	\$ 112,392	\$ 116,142	\$ 116,142	\$ 116,142	\$ 116,142	\$ 116,142	\$ 116,142	\$ 116,142	\$ 116,142
Soccer Tournaments	\$ 24,640	\$ 31,724	\$ 39,211	\$ 47,118	\$ 55,465	\$ 57,129	\$ 58,843	\$ 60,608	\$ 62,426	\$ 64,299	\$ 86,413	\$ 116,132
Softball Tournaments	\$ 15,593	\$ 21,414	\$ 27,570	\$ 34,077	\$ 40,949	\$ 42,177	\$ 43,443	\$ 44,746	\$ 46,088	\$ 47,471	\$ 63,797	\$ 85,738
Baseball Tournaments	\$ 15,593	\$ 21,414	\$ 27,570	\$ 34,077	\$ 40,949	\$ 42,177	\$ 43,443	\$ 44,746	\$ 46,088	\$ 47,471	\$ 63,797	\$ 85,738
Basketball Tournaments	\$ -	\$ -	\$ 7,842	\$ 12,116	\$ 16,640	\$ 21,423	\$ 26,479	\$ 31,774	\$ 37,292	\$ 43,016	\$ 58,886	\$ 79,259
Volleyball Tournaments	\$ -	\$ -	\$ 23,106	\$ 29,749	\$ 36,770	\$ 44,186	\$ 52,013	\$ 60,253	\$ 68,916	\$ 78,006	\$ 106,636	\$ 143,934
Wrestling Meets	\$ -	\$ -	\$ 4,901	\$ 5,048	\$ 10,400	\$ 10,712	\$ 11,033	\$ 11,364	\$ 11,705	\$ 12,056	\$ 16,202	\$ 21,775
Cheer/Dance	\$ -	\$ -	\$ 5,835	\$ 6,010	\$ 12,381	\$ 12,752	\$ 13,135	\$ 13,529	\$ 13,934	\$ 14,353	\$ 19,289	\$ 25,922
Pickle Ball	\$ -	\$ -	\$ 637	\$ 983	\$ 1,351	\$ 1,391	\$ 1,433	\$ 1,476	\$ 1,520	\$ 1,566	\$ 2,104	\$ 2,828
Banquets/Special Events	\$ -	\$ -	\$ 50,923	\$ 61,193	\$ 72,033	\$ 83,468	\$ 95,524	\$ 98,390	\$ 101,342	\$ 104,382	\$ 140,280	\$ 188,525
Total	\$ 111,601	\$ 136,135	\$ 296,238	\$ 342,764	\$ 403,078	\$ 431,557	\$ 461,487	\$ 471,847	\$ 482,519	\$ 493,510	\$ 623,293	\$ 797,710
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

The following section will include a breakdown of revenues generated by each line item in the proforma for the Project.

- Rental Revenue** – Hunden projected rental revenue will generate almost \$600,000 in Year 1. Rental Revenues were projected based on field and surface type within the Project. The multipurpose turf field is assumed to be rented for \$60 per hour, the multipurpose grass field is assumed to be rented for \$50 per hour, and the baseball and softball diamonds are assumed to be rented for \$55 per hour. The rental rate for court sports is assumed to be \$55 per hour as well. For Banquets and Special Events, Hunden assumed a rental rate of \$1,500 per day for the indoor facility.

- **General Concessions** – Hunden projected food and beverage/concessions will generate nearly \$112,000 in Year 1. Revenues were projected on a per cap basis from tournament attendance and conservative estimates from weekday/daily visitors to the facility. Hunden assumed the net proceeds from concessions to be 33 percent of sales after accounting for cost of goods sold and required labor costs.
- **Advertising and Sponsorships** – Advertising and Sponsorships from local companies and other organizations often contribute to funding programs within a facility or pay for signage within facilities. Hunden conservatively project \$50,000 in Year 1 of operations, increasing at inflation over 30 years.
- **Other Revenues** – Other revenues account for unforeseen events capable of being hosted at a facility such as archery events, community-based events or any other potential events outside traditional tournaments or events.

The following section will include a breakdown of expenses generated by each line item in the proforma for the Project beginning with salaries, wages and benefits. Expenses are projected to increase in Year 3 when the indoor facility is projected to open.

- **Salaries, Wages and Benefits** – The largest expense for the Project comes from salaries, wages and benefits for employees. The administrative staff is expected to include a general manager, a director of operations, a marketing & business development representative, a sales coordinator, program coordinators, a facility manager, a general staff employee, an administrative support employee and janitorial staff. The following tables are staffing breakdowns for each position.

Table 9-5

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		

Table 9-6

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

- **General & Administrative** – General and administrative expenses account for day-to-day and unforeseen expenses. General & Administrative expenses are projected to be \$82,000 in Year 1.
- **Utilities** – Hunden analyzed competitive facilities to get benchmarks for utility rates for indoor and outdoor market. Utilities include electric, sewer, gas and water expenses. Utilities expenses are projected to be \$135,000 in Year 1.
- **Sales, Advertising & Marketing** – Attracting events and tenants into a facility requires local and regional marketing of the Project’s offerings. These expenses reflect projections of spending required to build the facility’s event calendar throughout the year and are estimated to be eight percent of annual revenues.
- **Supplies, Repairs and Maintenance** – Equipment to support multiple sports and the maintenance required to keep the Project’s quality up to standards throughout the year. This is projected to include grading of fields, diamonds and indoor surfaces, concessions and admin facilities. The Supplies, Repairs, and Maintenance expense is projected to be \$95,000 in Year 1.
- **Insurance** – Insurance expenses are typically assumed to be between two and three percent of revenues. For this Project, Hunden projected insurance expenses at three percent of revenues.
- **Management Fee** – Hunden recommends professional management of the Project, which requires the Project to pay an annual management fee. These fees often include a fixed fee and a variable share of revenues, however, Hunden projected management fees to be eight percent of revenues.

- **Reserves** – The reserves account is projected to account for 3.5 percent (used as industry standard) of total revenues. Reserves include funds for renewal and replacement of assets.

In Year 1, the Project is projected to generate \$704,000 in revenues and \$1.05 million in expenses for a net operating deficit of \$351,000. After both phases of the Project reach stabilization in Year 7, there is still a net operating deficit of \$237,000. In Year 30, the Project is projected to have a net operating deficit of \$206,000.

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NET NEW ECONOMIC, FISCAL AND EMPLOYMENT IMPACT

Based on spending projections shown in the previous chapter, Hunden calculated net fiscal, employment and spending impact within Pulaski County.

Impact Projections

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

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. Fiscal impacts provide an offset to the potential public expenditures required to support the development.
- **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.

Note: All figures in blue are hard-coded assumptions, while figures in black are calculations.

Hotel Room Night Generation

The following table shows the expected number of daytrips, overnight and hotel room nights to be generated by the Project.

Table 10-1

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

Hunden projects the outdoor facilities will bring in 20 percent of the attendees as overnight visitors lodging in hotel rooms within Pulaski County. As for the indoor facility, Hunden projects overnight visitation based on a range 20 to 30 percent of sports event attendees that plan to stay in hotel rooms within Pulaski County. Pickle Ball events are projected to bring in no overnight visitation and Banquets and Special Events are projected to only lodge five percent of the attendees in hotel rooms in Pulaski County. In Year 1, the Project is projected to bring in 3,700 room nights.

Net New Spending Projections

Based on estimates made for the Project's visitation and spending patterns shown in Chapter 9, the following net new spending is projected to occur.

Table 10-2

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

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

Overall, the Project is estimated to generate nearly \$830 million in direct spending within Pulaski County over 30 years. This direct spending impacts the local economy overtime through indirect and induced spending, leading to over \$1.3 billion in net new spending over the first 30 years. These new revenues lead to an increased need for employees and creates net new earnings for local populations.

The following table shows projections on net new earnings and full-time equivalent jobs generated by the Project.

Table 10-3

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

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

Over 30 years, the Project is projected to generate over \$585 million in net new earnings within Pulaski County. These in county earnings are projected to support an average of 338 jobs within Pulaski County.

The following table shows the projected tax impacts of the Project over 30 years.

Table 10-4

Fiscal Impact - Tax Impacts from New 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
Capturable County Taxes													
Sales Tax - County (1.25%)	\$ 86	\$ 103	\$ 190	\$ 214	\$ 243	\$ 256	\$ 270	\$ 278	\$ 286	\$ 294	\$ 396	\$ 532	\$ 10,370
Hotel Tax - County (3.0%)	\$ 9	\$ 12	\$ 23	\$ 29	\$ 36	\$ 40	\$ 43	\$ 44	\$ 46	\$ 47	\$ 63	\$ 85	\$ 1,630
Net New County Taxes	\$ 95.3	\$ 115.0	\$ 213.1	\$ 242.4	\$ 279.4	\$ 295.6	\$ 312.5	\$ 321.9	\$ 331.6	\$ 341.5	\$ 459.0	\$ 616.8	\$ 12,001

Source: Hunden Partners

Over ten years, the Project is projected to generate nearly \$12 million in net new sales and hotel taxes for the Pulaski County.

The following tables provide the estimates on construction impacts.

Table 10-5

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

Table 10-6

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

The outdoor complex is projected to cost roughly \$38.4 million, while the indoor complex is projected to cost \$45.1 million. Hunden assumed that 25 percent of labor and 20 percent of materials and labor would be sourced from within the county leading to \$38,000 in sales tax for the outdoor facility, and \$45,000 in sales tax for the indoor facility.

The following table shows a summary of the Project's impacts.

Table 10-7

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	

With \$1.33 billion in net new spending and \$585 million in net new earnings to Pulaski County residents, the Project is estimated to support 356 Full-Time jobs upon stabilization which is in Year 7.