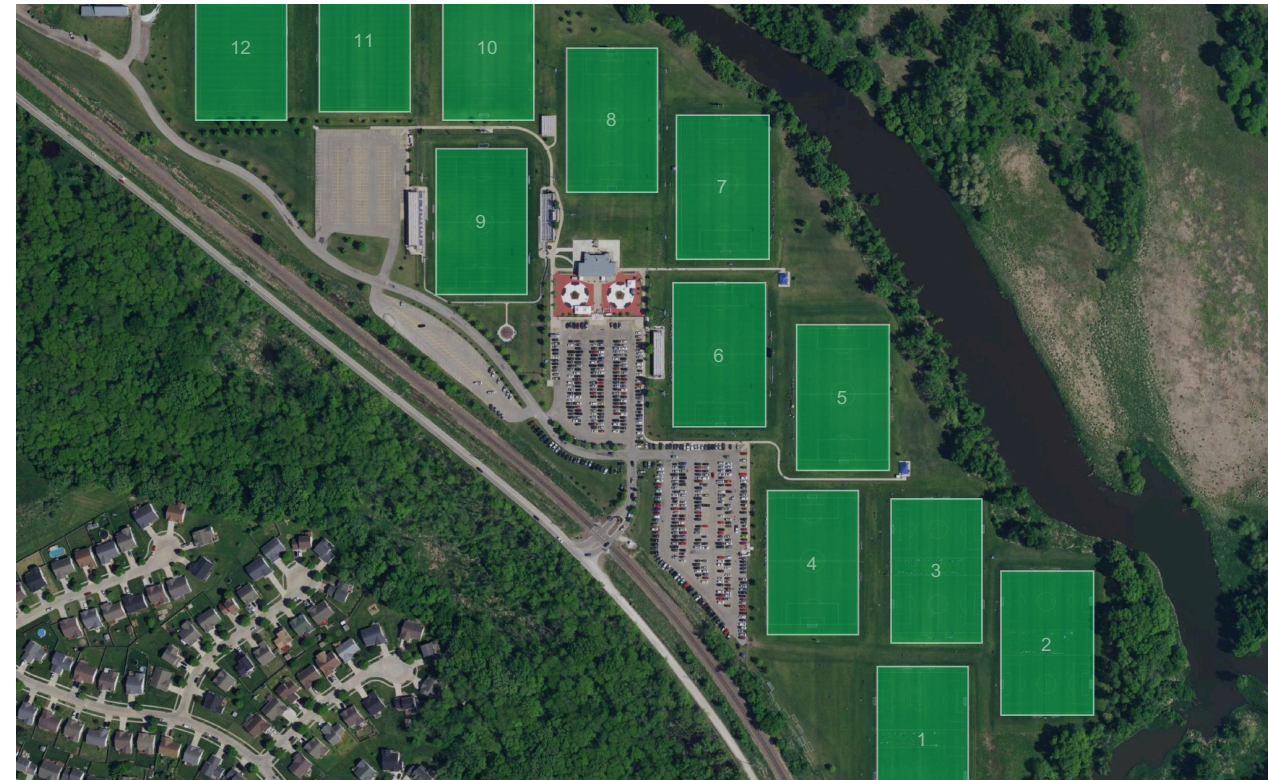




FEASIBILITY STUDY OF A POTENTIAL EXPANSION OF JAMES W. COWNIE SOCCER PARK

October 10, 2019



October 10, 2019

Mr. Ben Page
Parks and Recreation Director
Des Moines Parks and Recreation
1551 E. Martin Luther King Jr. Parkway
Des Moines, Iowa 50317

Dear Mr. Page:

Conventions, Sports & Leisure International (CSL), in conjunction with CHA Consulting, Inc. (CHA), has completed an expansion feasibility study of James W. Cownie Soccer Park in Des Moines, Iowa, including detailed analysis of market demand, supportable program, site/development options, and cost/benefit.

The analysis presented in this report is based on estimates, assumptions and other information developed from industry research, data provided by study stakeholders, surveys of potential facility users, discussions with industry participants and analysis of competitive/comparable facilities and communities. The sources of information, the methods employed, and the basis of significant estimates and assumptions are stated in this report. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.

The findings presented herein are based on analyses of present and near-term conditions in the Des Moines area. As in all studies of this type, the recommendations and estimated results are based on competent and efficient management of the subject facility and assume that no significant changes in the event markets or assumed immediate and local area market conditions will occur beyond those set forth in this report. Furthermore, all information provided to us by others was not audited or verified and was assumed to be correct.

The report has been structured to provide study stakeholders with a foundation of research to provide decision makers with the information necessary to evaluate issues related to potential future decisions concerning the proposed expansion of James W. Cownie Soccer Park and should not be used for any other purpose. This report, its findings or references to CSL may not be included or reproduced in any public offering statement or other financing document.

We sincerely appreciate the assistance and cooperation we have been provided in the compilation of this report and would be pleased to be of further assistance in the interpretation and application of our findings.

Very truly yours,

CSL International

CSL International

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

BACKGROUND

- Conventions, Sports & Leisure International (CSL), with the participation of CHA Consulting, Inc. (CHA), was retained by the City of Des Moines Parks and Recreation Department to conduct an expansion feasibility study of James W. Cownie Soccer Park in Des Moines, Iowa.
- The report that follows this executive summary provides a full summary of our research, analysis and findings. The full report should be reviewed in its entirety to gain an understanding of the study's methods, limitations and implications.
- The intent of the study is to assist the City of Des Moines, the Des Moines Parks and Recreation Department and other stakeholders in the evaluation of market opportunities and the viability of facility investment at Cownie Soccer Park or elsewhere in Des Moines. Specific goals of the study effort, as initially stated by the City, is to measure the feasibility of expanding James Cownie Soccer Park in order to:
 - Continue to qualify for regional and national signature events while also meeting and serving local needs;
 - Develop recommendations for the best financial investment and use of current land resources; and,
 - Resolve entry and exit constraints due to the challenges associated with the proximity of the railroad line in front of the sole Park entrance/exit or provide alternative solutions taking into consideration safe traffic ingress/egress and the effects on financial and/or land resource management.
- The City intends to use the findings of this study as a guide to achieve an optimal plan to meet the current and future demands of the local community and sports organizations, as well as potential regional, state and national tournaments for both adults and youth.
- The study process consisted of detailed research and analysis, including a comprehensive set of market-specific information derived from the following:
 - Experience garnered through more than 1,000 sports, recreation and event facility planning and benchmarking projects throughout the country.
 - Local market visits at the outset of the project, including community and facility tours, and discussions with study stakeholders.
 - In-person and telephone interviews, meetings and focus groups with more than 50 user groups and local Des Moines area individuals and stakeholders.
 - Research and analysis of facility data and interviews conducted with 19 competitive/comparable sports & recreational facilities.
 - Web-based community survey was conducted to assess local sports and recreation use of Cownie Park and other local facilities, as well as opinions and preferences regarding a potential expansion of Cownie Park. A total of 738 responses were received.

EXECUTIVE SUMMARY (continued)

CURRENT SITUATION

- Owned and operated by Des Moines Parks and Recreation, James W. Cownie Soccer Park opened in 1998 and is located approximately ten minutes southeast of downtown Des Moines near the Des Moines River. Cownie Soccer Park consists of 12 high-quality natural grass, full-sized soccer fields. Field maintenance is handled by the Iowa Cubs under contract. The quality of Cownie Park fields are highly regarded as some of the most playable fields in the country.
- The existing inventory of fields at James Cownie Soccer Park is well-used in April/May and September/October. The majority (approximately two-thirds) of these uses are high school or college matches featuring East, Lincoln and Roosevelt high school boy's and girl's programs as well as Drake and Grand View men's and women's teams. Tournaments comprise the remaining large component of usage.
- As with all tournament-quality grass field complexes, the utilization of Cownie Soccer Park is limited and variably influenced by weather, field conditions, and rest patterns needed to protect the integrity and quality of the field surfaces. Cownie Soccer Park fields have regularly been rested for the month of July, plus additional periods in June and August. As a result, field accessibility for practices, clinics, camps, and games/matches by local clubs/leagues been historically limited.
- Since Cownie Soccer Park opened, a number of competitive rectangle field complexes have been developed throughout the region and country. Many of these complexes offer synthetic turf fields as part of their complexes. Fast moisture draining, recovery and durability of synthetic fields result in a significant reduction in cancelled tournaments and games due to inclement weather relative to natural grass/dirt fields. This leads to enhanced marketability for tournaments and higher, more consistent, use/attendance levels. Synthetic fields can increase the number of playable hours by 50 percent or more over quality grass fields. Synthetic turf fields are now preferred by most tournament organizers, due to the significant reduction in cancelation risk due to poor weather and/or field conditions.
- In recent years, there have been a number of indications that Cownie Soccer Park is unable to accommodate a growing level of local user group and tournament demand. With respect to tournaments, an increasing number of high-impact tournaments are selecting other facility complexes in competitive destinations. There are a variety of reasons influencing this trend, including but not limited to, increasing competition of quality competitive facility complexes, requirements by certain tournaments of more than 12 fields, and the reality that tournament organizers have increasingly less risk tolerance for planning future tournaments at natural grass complexes like Cownie Soccer Park.
- From an industry best practices standpoint, an outdoor field complex would consist of a single contiguous site, offering a critical mass of high quality fields (either a mix of grass and synthetic turf fields, or all synthetic turf fields) plus sufficient parking and state-of-the-industry amenities such as team buildings, concession and restroom facilities, covered structures, and ample parking. Should a larger rectangle field complex be pursued in Des Moines, there are a number of important challenges associated with expansion at the current Cownie Soccer Park site—most prominently, (1) the near entirety of the adjacent available land existing in a floodway, and (2) significantly constrained Cownie Soccer Park ingress/egress via a single entrance/exit point at a railroad crossing.

EXECUTIVE SUMMARY (continued)

MARKET DEMAND & OPPORTUNITIES

- Moderate to strong demand exists for additional field access during peak times (April/May, September/October) at Cownie Soccer Park, as well as opportunities to utilize shoulder season periods and June/July should capacity become available. Conversations with existing Cownie Soccer Park and other consumers of multi-sport, rectangle fields throughout the Greater Des Moines area suggest the potential exists to attract in excess of 234,000 new event attendees (participants and other attendees) with the addition of new fields and/or the conversion of some existing fields to synthetic turf. This would be accomplished through a mix of adding new tournaments that the market currently cannot accommodate and/or increasing the number of teams participating in existing tournaments that do not have enough fields to accommodate current demand.
- Several interviewed stakeholders indicated an awareness of a potential new soccer complex project that has been proposed as part of the Kettlestone mixed-use development area in Waukee, Iowa (approximately 30 minutes to the west of Cownie Soccer Park). At this point, the size and/or composition (facility type/focus, indoor vs. outdoor) of this development proposal is unclear. Should this Waukee project (or any other similar project in nearby areas) occur and the end product involves an outdoor complex of 10 or more soccer/multisport fields, there will likely be a significant competitive impact with Cownie Soccer Park for tournaments.
- From a local demand perspective, four to five synthetic turf fields would provide a venue for practice for up to three of the local high school programs that currently are in need of access to practice space, along with local games and usage. These programs are currently turning away players because of limited access to practice/game fields. Considering both local and non-local demand, six synthetic turf fields in one location would be the appropriate development strategy to accommodate unmet local and non-local demand.
- Development of an additional 6 fields would accommodate the majority of regional and national tournaments that have an interest in hosting their event(s) in Des Moines but currently cannot come because of limited access to facilities. There are a limited number of soccer tournaments that require 22 to 24 fields (or more); however, most of these large tournament organizers surveyed indicated that they would consider a market in which fields were located within a 10-15 minute drive, should multiple locations be required to host the tournament. A 22- to 24-field soccer complex would better accommodate overall tournament demand (small through large tournaments, including multiple tournaments accommodated concurrently).
- Moderate to strong demand exists among organizers of other sports tournaments (e.g., lacrosse, football, rugby, etc.). However, participation rates in Des Moines among these sports is not as robust as in other nationwide markets. Additional fields at James Cownie Soccer Park would provide an opportunity to continue growing a following for these sports.
- Should Cownie Soccer Park be the focus of development through expansion, it will be critically important to incorporate improved ingress/egress, additional covered areas for concessions, locker room facilities, hardscaped bathrooms, officials rooms, etc., enhanced technological considerations and other modern amenities.

EXECUTIVE SUMMARY (continued)

RECOMMENDED SITE & EXPANSION STRATEGY

- In terms of a hypothetical product that would best meet local and non-local rectangle sport demand in Des Moines, the market analysis suggests a 24-field rectangle (soccer/multisport) field complex. The optimal product would be a single field complex offering a mix of synthetic turf fields and high quality natural grass fields. An optimal site would have room reserved for potential future expansion and would be located in area in Des Moines with strong accessibility/visibility to major roadways and within close proximity to concentrations of visitor/hospitality infrastructure (such as restaurants, hotels, retail and attractions).
- The analysis concluded that a contiguous expansion at the existing Cownie Soccer Park site would be challenging and significantly costly to execute correctly. Therefore, alternate, non-contiguous opportunities were investigated. While an industry-optimal tournament field complex would have all of its fields located on a single site, negative impacts associated with splitting the field inventory into two campuses can be significantly mitigated should the two sites be proximately-located.
- An alternate target site (referred to as the “South Site”) was identified just to the south of Cownie Soccer Park, approximately a quarter mile south on Hartford Avenue from Cownie Soccer Park’s entrance/exit. This South Site represents approximately 87 total acres, with 75 acres assumed for the new field expansion and 12 acres assumed for wooded area preservation along Hartford Avenue. The South Site consists of land that is partially owned by the City of Des Moines and partially owned by a private party.
- The resultant recommended strategy consists expansion/improvement project involving the nearby South Site, along with targeted improvements to Cownie Soccer Park. The key recommended elements include the following:
 1. South Site Complex Development:
 - 12 full-sized rectangle fields (6 synthetic turf, 6 natural grass fields), all lighted.
 - Restroom and concession facilities at multiple locations.
 - Team building (locker rooms, multipurpose rooms)
 - Field operations building.
 - Pavilions (one or more covered/shaded areas).
 - Warm-up areas.
 - Paved parking for 960 (80 spaces per field).
 - Same owner/operator/field maintenance model as Cownie Soccer Park
 2. Cownie Soccer Park Improvements:
 - 2 new shade structures on grounds.
 - Expanded paved parking by 80+ spaces.
 - 2 new restroom/concession buildings.

EXECUTIVE SUMMARY (continued)

COST / BENEFIT ANALYSIS

- An analysis was completed to estimate utilization and costs/benefits associated with the recommended strategy involving development of a new South Site complex and improvements to the existing Cownie Soccer Park.
- Total order-of-magnitude project costs associated with a new South Site field complex is estimated at approximately \$30.1 million, while the recommended improvements to existing Cownie Soccer Park are estimated at \$1.2 million. Should a decision be made to not expand to the South Site, the Cownie Soccer Park improvements would be recommended along with consideration of a new Team Building, which would increase Cownie Soccer Park-related costs from approximately \$1.2 million to \$3.6 million.
- A summary of key annual performance projections for an expanded/improved Cownie Soccer Complex is shown to the right, with a comparison to the approximated performance of the existing Cownie Soccer Park. It is important to recognize that the recommended development strategy represents a significant elevation of product capacity, capabilities, and marketability. Not only is the complex doubling in size (in terms of number of fields), the inclusion of six synthetic turf fields and state-of-the-industry amenities will transform and expand its use volume and mix, revenue opportunities, and economic impact. This will require certain adjustments in the operating/business model that currently is in place with Cownie Soccer Park.
- Additionally, potential qualitative/intangible benefits for Des Moines and its residents could include: (1) enhanced sports and recreation opportunities for local youths and adults; (2) reduction in the need for residents to leave Des Moines for sports activities; (3) improved wellness and other health outcomes for community members; (4) synergy with the other sports, recreation, entertainment and leisure facilities leading to increased tourism activity; (5) enhanced community pride, self-image, exposure and reputation; and (6) enhanced regional/national exposure.

Overall Summary of Annual Performance Projections

	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4
UTILIZATION					
League Teams	56	146	162	180	180
League Games	672	1,728	1,920	2,128	2,128
Tournaments	11	26	29	37	40
Tournament Games	4,776	8,616	9,300	11,700	12,384
Camps & Other Rentals	91	1,520	1,520	1,520	1,520
ATTENDANCE					
Leagues	10,080	26,280	29,160	32,400	32,400
Tournaments	71,640	130,104	140,364	177,012	187,272
Camps & Other Rentals	585	36,000	36,000	36,000	36,000
Spectators	199,260	377,820	409,230	507,330	532,980
Total Attendance	281,565	570,204	614,754	752,742	788,652
FINANCIAL OPERATIONS					
Operating Revenue	\$189,500	\$1,282,300	\$1,423,400	\$1,718,700	\$1,839,200
Operating Expenses	\$452,200	\$1,324,000	\$1,371,700	\$1,419,900	\$1,469,000
Net Operating Income	(\$262,700)	(\$41,700)	\$51,700	\$298,800	\$370,200
ECONOMIC IMPACTS					
Net New Hotel Room Nights	22,656	42,581	45,947	57,360	60,477
Net New Non Local Visitor Days	117,474	220,790	238,245	297,424	313,583
Direct Spending	\$12,260,543	\$26,629,023	\$29,595,253	\$37,987,975	\$41,237,133
Indirect/Induced Spending	\$8,332,854	\$18,103,437	\$20,119,998	\$25,825,372	\$28,034,159
Economic Output	\$20,593,396	\$44,732,460	\$49,715,251	\$63,813,347	\$69,271,292
Personal Income	\$8,404,942	\$18,264,564	\$20,298,965	\$26,052,466	\$28,280,103
Employment (full & part-time jobs)	267	580	644	827	897
City Sales Tax (1.0%)	\$147,604	\$320,601	\$356,313	\$457,356	\$496,474
City Hotel / Motel Tax (7.0%)	\$133,216	\$283,332	\$314,904	\$404,917	\$439,725
Total Taxes	\$280,820	\$603,932	\$671,216	\$862,273	\$936,199

1. INTRODUCTION



1. INTRODUCTION: Project Background & Approach

Conventions, Sports & Leisure International (CSL), with the participation of CHA Consulting, Inc. (CHA), was retained by the City of Des Moines Parks and Recreation Department to conduct an expansion feasibility study of James W. Cownie Soccer Park in Des Moines, Iowa.

The intent of the study is to assist the City of Des Moines, the Des Moines Parks and Recreation Department and other stakeholders in the evaluation of market opportunities and the viability of facility investment at Cownie Park or elsewhere in Des Moines. Specific goals of the study effort, as initially stated by the City, is to measure the feasibility of expanding James Cownie Soccer Park in order to:

- Continue to qualify for regional and national signature events while also meeting and serving local needs;
- Develop recommendations for the best financial investment and use of current land resources; and,
- Resolve entry and exit constraints due to the challenges associated with the proximity of the railroad line in front of the sole Park entrance/exit or provide alternative solutions taking into consideration safe traffic ingress/egress and the effects on financial and/or land resource management.

The study process consisted of detailed research and analysis, including a comprehensive set of market-specific information derived from the following:

- 1. PROJECT EXPERIENCE:** Experience garnered through more than 1,000 sports, recreation and event facility planning and benchmarking projects throughout the country.
- 2. SITE VISIT:** Local market visits at the outset of the project, including community and facility tours, and discussions with study stakeholders.
- 3. INTERVIEWS & OUTREACH:** In-person and telephone interviews, meetings and focus groups with more than 50 user groups and Des Moines area individuals including representatives of the City of Des Moines' Park and Recreation Department, City of Des Moines, Catch Des Moines, Drake University, Grand View University, Des Moines High Schools, the Des Moines Menace, Iowa Soccer Association, Johnston Urbandale Soccer Club (JUSC), Northwest Soccer Club, Soccer South, various other recreational and amateur sporting groups, local hoteliers and business leaders; and other visitor industry and community stakeholders.
- 4. BENCHMARKING:** Research and analysis of facility data and interviews conducted with 19 competitive/comparable sports & recreational facilities.
- 5. ONLINE SURVEY:** Web-based community survey was conducted to assess local sports and recreation use of Cownie Park and other local facilities, as well as opinions and preferences regarding a potential expansion of Cownie Park. A total of 738 responses were received.

1. INTRODUCTION: Project Background & Approach

The feasibility study conducted under this engagement consisted of a detailed set of research and analysis designed to aid in prioritizing planning, funding and development of a potential expansion of James Cownie Soccer Park.

An outline of the scope of work is provided below.

PHASE 1: MARKET ANALYSIS

1. Site Visit, Tours & Stakeholder Interviews
2. Historical Operations Analysis
3. Local & Regional Conditions
4. Comparable Facility Benchmarking
5. Industry Characteristics & Trends
6. Market Demand Analysis
 - Stakeholder Interviews
 - Telephone Interviews
 - Community Survey
7. Supportable Program & Scenarios

PHASE 2: COST/BENEFIT ANALYSIS

1. Program & Scenario Refinement
2. Concept Design Development
3. Cost/Benefit Projections
 - Development Costs
 - Utilization
 - Financial Operations
 - Economic Impacts



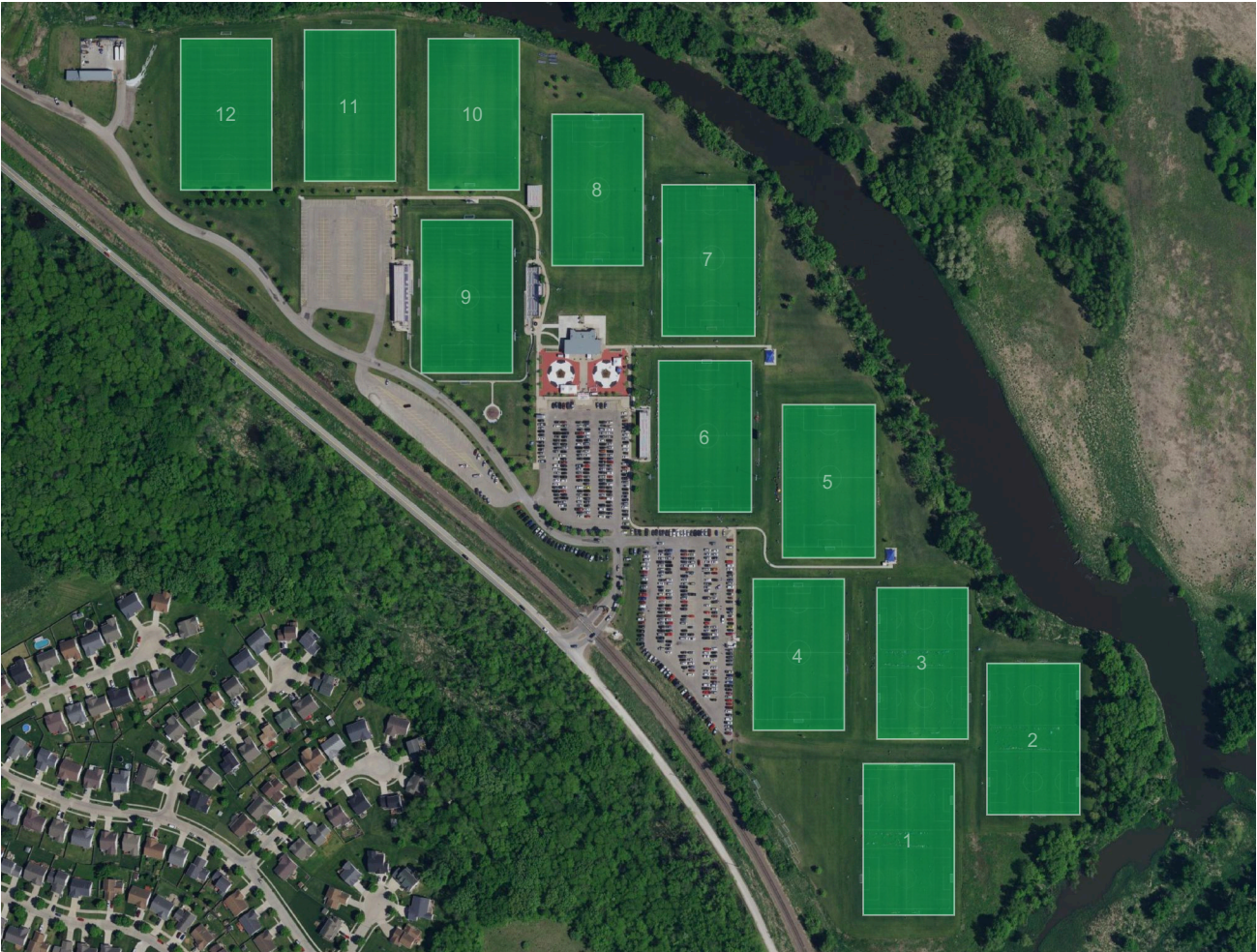
2. SITUATION ANALYSIS



2. SITUATION ANALYSIS: Cownie Soccer Park Overview

This section presents the results of an analysis of the existing Cownie Soccer Park, in terms of physical attributes and historical performance. Key performance metrics evaluated include use and attendance levels, seasonality and occupancy, and financial operating results. This information forms the basis for evaluating accommodated and unaccommodated market demand, expansion opportunities, and the incremental costs and benefits that an expansion/improvement strategy could provide.

CITY/STATE:	Des Moines, Iowa
OWNER:	Des Moines Parks and Recreation
OPERATOR:	Des Moines Parks and Recreation & Iowa Cubs (field maintenance)
YEAR BUILT:	1998
FACILITIES:	12 full-size soccer fields Lights and scoreboards on Fields 6, 7, 8 & 9 Seating available on <ul style="list-style-type: none">Field 9 – 2,000 bleacher seatsField 6 – 750 bleacher seatsField 8 – 400 bleacher seats Parking for 1,200 vehicles (806 paved spaces) Concession stand and playground
ACREAGE:	60+ acres
TENANTS:	Grand View University, Drake University and Roosevelt, Lincoln, East high schools
MAJOR EVENTS:	Menace Midwest Invitational, Just for Girls, IHSAA Boys and Girls State Soccer Championships, Iowa Soccer Association ISCS and other state/regional tournaments
OPERATIONAL MANDATE:	Game focus; limited practices Only open from early April through mid-June and Mid-July through early November

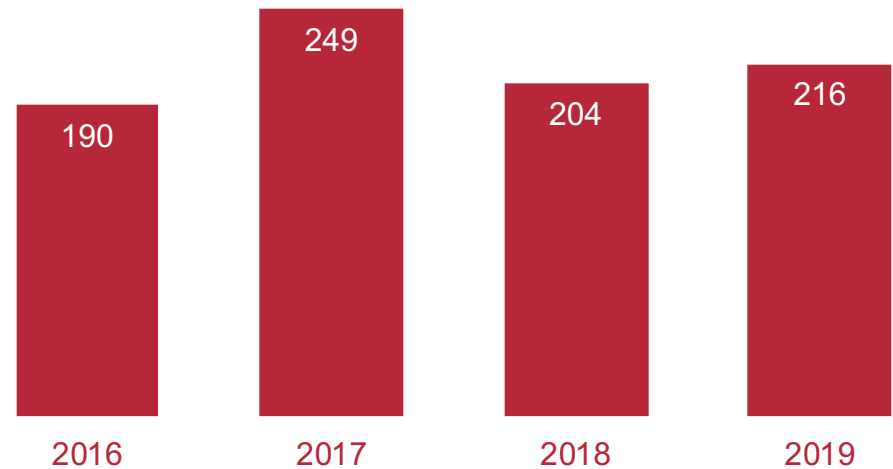


2. SITUATION ANALYSIS: Key Issues & Challenges

- Owned and operated by Des Moines Parks and Recreation, James W. Cownie Soccer Park opened in 1998 and is located approximately ten minutes southeast of downtown Des Moines near the Des Moines River. Cownie Park consists of 12 high-quality natural grass, full-sized soccer fields. Field maintenance is handled by the Iowa Cubs under contract. The quality of Cownie Park fields are highly regarded as some of the most playable fields in the country.
- The existing inventory of fields at James Cownie Soccer Park is well-used in April/May and September/October. The majority (approximately two-thirds) of these uses are high school or college matches featuring East, Lincoln and Roosevelt high school boy's and girl's programs as well as Drake and Grand View men's and women's teams. Tournaments comprise the remaining large component of usage.
- As with all tournament-quality grass field complexes, the utilization of Cownie Park is limited and variably influenced by weather, field conditions, and rest patterns needed to protect the integrity and quality of the field surfaces. Cownie Park fields have regularly been rested for the month of July, plus additional periods in June and August. As a result, field accessibility for practices, clinics, camps, and games/matches by local clubs/leagues been historically limited.
- Since Cownie Park opened, a number of competitive rectangle field complexes have been developed throughout the region and country. Many of these complexes incorporate synthetic turf fields as part of their inventories. Fast moisture draining, recovery and durability of synthetic fields result in a significant reduction in cancelled tournaments and games due to inclement weather relative to natural grass/dirt fields. This leads to enhanced marketability for tournaments and higher, more consistent, use/attendance levels. Synthetic fields can increase the number of playable hours by 50 percent or more over quality grass fields. Synthetic turf fields are now preferred by the majority of tournament organizers, due to the significant reduction in cancelation risk due to poor weather and/or field conditions.
- In recent years, there have been a number of indications that Cownie Park is unable to accommodate a growing level of local user group and tournament demand. With respect to tournaments, an increasing number of high-impact tournaments are selecting other facility complexes in competitive destinations. There are a variety of reasons influencing this trend, including but not limited to: (1) increasing competition of quality competitive facility complexes, (2) requirements by certain tournaments of more than 12 fields, and (3) the reality that tournament organizers have increasingly less risk tolerance for planning future tournaments at natural grass complexes like Cownie Park.
- From an industry best practices standpoint, an outdoor field complex would consist of a single contiguous site, offering a critical mass of high quality fields (either a mix of grass and synthetic turf fields, or all synthetic turf fields) plus sufficient parking and state-of-the-industry amenities such as team buildings, concession and restroom facilities, covered structures, and ample parking. Should a larger rectangle field complex be pursued in Des Moines, there are a number of important challenges associated with expansion at the current Cownie Park site—most prominently, (1) the near entirety of the adjacent available land existing in a floodway, and (2) significantly constrained Cownie Park ingress/egress via a single entrance/exit point at a railroad crossing.

2. SITUATION ANALYSIS: Cownie Park Use Levels

Over the past four years, James Cownie Soccer Park has hosted between 190 and 249 annual events. The majority (approximately two-thirds) of these events are high school or college matches featuring East, Lincoln and Roosevelt high school boy's and girl's programs as well as Drake and Grand View men's and women's teams. Adult, Youth and Other tournaments have remained relatively consistent in frequency over this period, suggesting a relatively mature visitor-industry product.

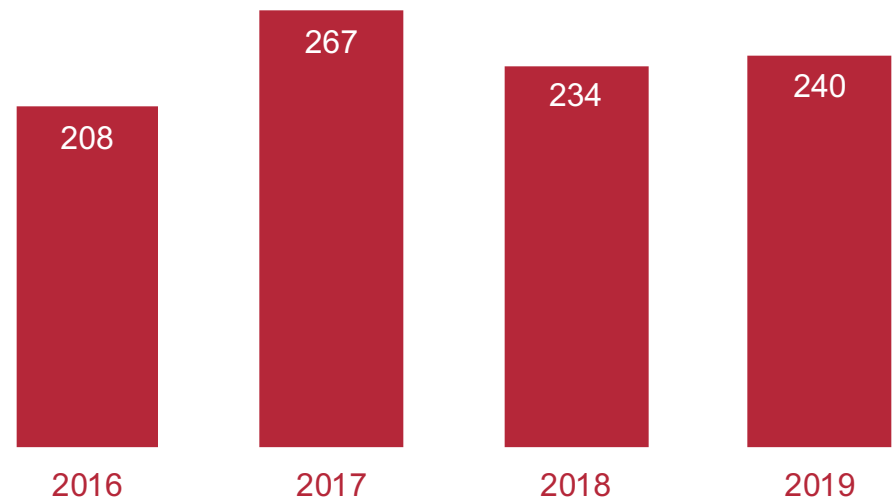


Number of Events/Uses				
	2016	2017	2018	2019
Adult Match	0	0	1	2
Adult Tournament	0	0	3	0
Adult Ultimate	0	1	0	1
College Match	36	55	46	50
High School Match	87	100	105	97
High School Tournament	4	5	3	2
Other	3	7	2	1
Other Tournament	4	2	1	0
Youth Camp	1	1	1	4
Youth Club	0	6	13	8
Youth Flag Football	3	7	5	0
Youth Match	15	13	0	8
Youth Practice	15	30	0	26
Youth Tournament	10	11	12	15
Youth Ultimate	12	11	12	2
Total	190	249	204	216

Source: Des Moines Parks and Recreation Department, 2019

2. SITUATION ANALYSIS: Cownie Park Use Days

Similar to event activity, overall event days are largely driven by High School and College Matches. On average, events hosted at James Cownie Soccer Park last 1.1 days. Tournaments tend to last 2.0 days, on average; however, approximately three-quarters of all events hosted by James Cownie last just one day.

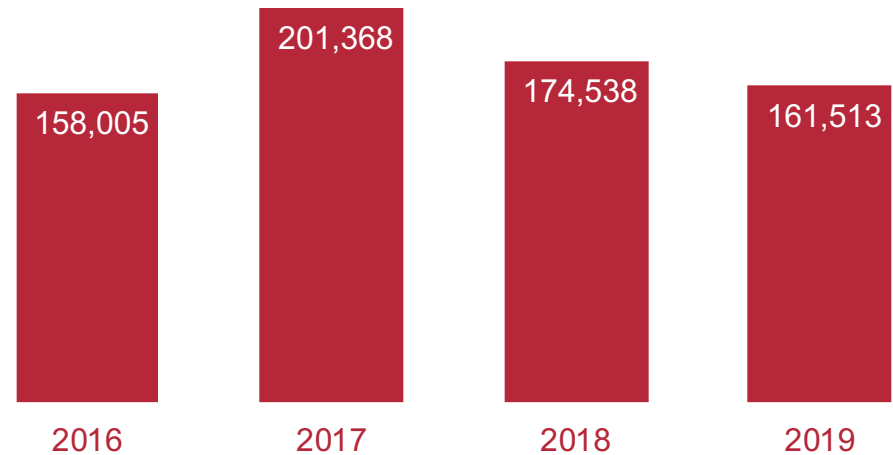


Number of Event/Use Days				
	2016	2017	2018	2019
Adult Match	0	0	1	5
Adult Tournament	0	0	4	0
Adult Ultimate	0	1	0	1
College Match	36	55	46	50
High School Match	87	100	105	97
High School Tournament	8	9	7	5
Other	3	7	3	1
Other Tournament	6	2	5	0
Youth Camp	1	1	2	5
Youth Club	0	9	18	10
Youth Flag Football	3	7	5	0
Youth Match	15	13	0	8
Youth Practice	15	30	0	26
Youth Tournament	22	22	26	30
Youth Ultimate	12	11	12	2
Total	208	267	234	240

Source: Des Moines Parks and Recreation Department, 2019

2. SITUATION ANALYSIS: Cownie Park Attendance

Over the past four years, James Cownie Soccer Park has drawn nearly 630,000 total attendees, Nearly three-quarters of attendees (an average of more than 112,000 people per year) are participating in or watching tournaments. Matches draw the next most attendees, with approximately 25,000 total attendees per year.

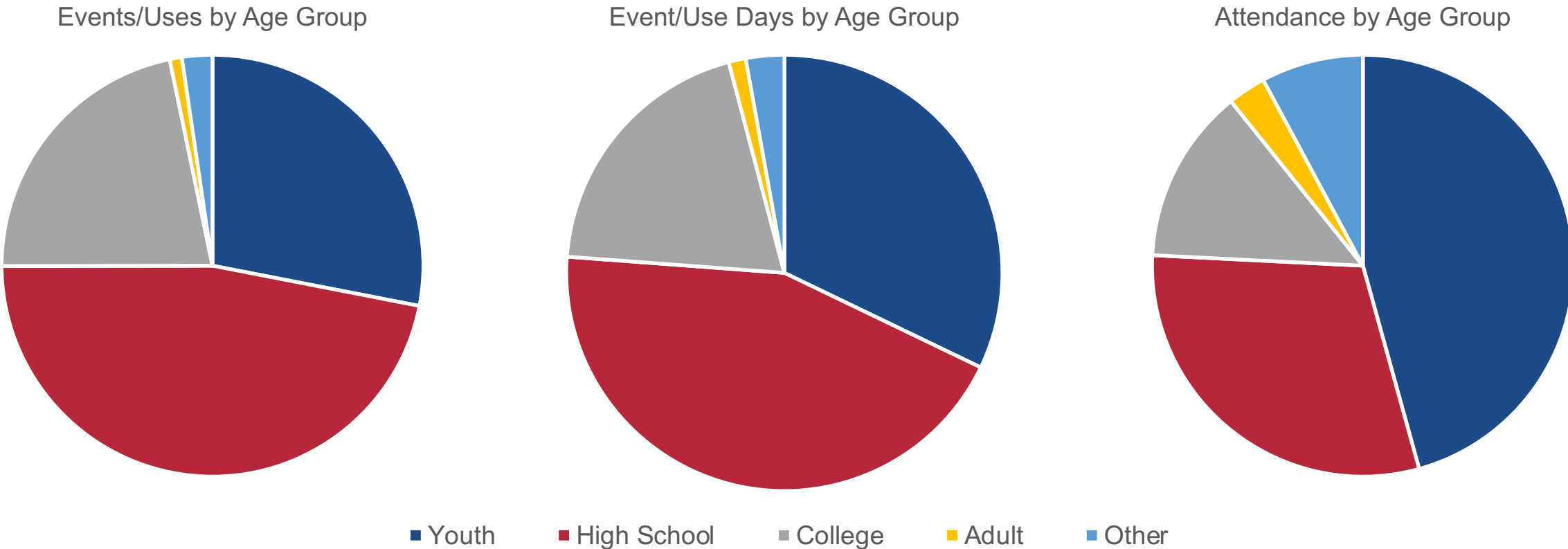


Attendance				
	2016	2017	2018	2019
Adult Match	0	0	500	1,000
Adult Tournament	0	0	16,500	0
Adult Ultimate	0	1,170	0	1,170
College Match	18,000	27,500	23,000	25,000
High School Match	5,655	6,500	6,825	6,305
High School Tournament	50,000	68,000	40,000	26,000
Other	4,500	10,500	3,000	1,500
Other Tournament	20,000	10,000	5,000	0
Youth Camp	150	150	150	600
Youth Club	0	9,945	13,585	19,630
Youth Flag Football	4,020	9,380	6,700	0
Youth Match	975	845	0	520
Youth Practice	300	600	0	520
Youth Tournament	53,625	56,063	57,363	79,138
Youth Ultimate	780	715	1,915	130
Total	158,005	201,368	174,538	161,513

Source: Des Moines Parks and Recreation Department, 2019

2. SITUATION ANALYSIS: Cownie Park Activity by User Type

The following pie charts summarize three key metrics of annual utilization and attendance related to Cownie Park. Shown are the number of events/uses, total event/use days, and attendance by major use types. “Event/use days” illustrates the influence of multi-day tournaments. For most comparable complexes, the disparity between “events/uses” and “event/use days” is greater due to a larger number of hosted tournaments.



Source: Des Moines Parks and Recreation Department, 2019

2. SITUATION ANALYSIS: Cownie Park Annual Occupancy

To calculate the daily occupancy of individual fields at James Cownie Soccer Park, we counted the number of dates between April 1 and November 30 that produced some level of activity and divided by the total number of dates during that time period (244 actual dates).

On average, Fields 6 through 9 exhibited the highest annual occupancy levels, approximating 25 percent occupancy per field. Fields 1, 4, 5, 10 and 11 were the next most heavily utilized fields with usage on just over 20 percent of available dates from April through November. Fields 2, 3 and 12 were utilized slightly less, averaging approximately 17 percent occupancy.

As with all natural grass field complexes, Cownie Park use and occupancy levels have been influenced by weather and field conditions. Comparable field complexes that incorporate synthetic turf fields are typically more highly utilized and are not impacted as significantly by weather conditions.

Annual Occupancy by Field				
	2016	2017	2018	2019
Field 1	22%	18%	16%	25%
Field 2	20%	14%	11%	22%
Field 3	21%	12%	13%	22%
Field 4	21%	20%	13%	25%
Field 5	21%	22%	19%	21%
Field 6	23%	26%	26%	25%
Field 7	20%	26%	26%	16%
Field 8	21%	25%	32%	18%
Field 9	25%	24%	21%	27%
Field 10	16%	22%	23%	24%
Field 11	16%	22%	18%	24%
Field 12	13%	21%	16%	20%

Source: Des Moines Parks and Recreation Department, 2019

2. SITUATION ANALYSIS: Cownie Park Monthly Occupancy

An analysis of monthly occupancy, by field, was also conducted. As presented below, peak usage occurs in Spring (April and May) and Fall (September and October) during the high school and collegiate soccer seasons, respectively. Cownie Park fields are typically rested during most of July and part of August. Individual field occupancy rarely exceeds 50 percent. Use patterns tend to be significantly higher and wider for comparable complexes that incorporate synthetic turf fields (with many complexes achieving between 50 and 70 percent occupancy for synthetic turf fields during six or more months).

Occupancy by Field by Month - 2016

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Field 1	0%	0%	0%	57%	19%	20%	10%	0%	30%	42%	0%	0%
Field 2	0%	0%	0%	33%	26%	20%	10%	0%	33%	39%	0%	0%
Field 3	0%	0%	0%	40%	26%	20%	10%	0%	33%	39%	0%	0%
Field 4	0%	0%	0%	37%	45%	20%	10%	0%	30%	26%	0%	0%
Field 5	0%	0%	0%	47%	52%	20%	10%	0%	27%	13%	0%	0%
Field 6	0%	0%	0%	13%	42%	20%	10%	0%	37%	61%	0%	0%
Field 7	0%	0%	0%	23%	29%	20%	10%	6%	40%	26%	3%	0%
Field 8	0%	0%	0%	23%	35%	23%	10%	13%	40%	23%	3%	0%
Field 9	0%	0%	0%	20%	55%	20%	10%	13%	47%	35%	3%	0%
Field 10	0%	0%	0%	23%	29%	20%	10%	0%	27%	16%	0%	0%
Field 11	0%	0%	0%	17%	42%	20%	10%	0%	27%	16%	0%	0%
Field 12	0%	0%	0%	10%	23%	20%	10%	0%	27%	13%	0%	0%

Occupancy by Field by Month - 2017

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Field 1	0%	0%	0%	20%	42%	20%	10%	0%	40%	6%	3%	0%
Field 2	0%	0%	0%	17%	16%	20%	10%	0%	43%	6%	3%	0%
Field 3	0%	0%	0%	13%	16%	20%	10%	0%	33%	0%	3%	0%
Field 4	0%	0%	0%	30%	42%	20%	10%	0%	37%	16%	3%	0%
Field 5	0%	0%	0%	40%	58%	20%	10%	0%	30%	13%	3%	0%
Field 6	0%	0%	0%	27%	42%	20%	10%	13%	47%	45%	7%	0%
Field 7	0%	0%	0%	33%	48%	20%	10%	13%	37%	39%	10%	0%
Field 8	0%	0%	0%	30%	42%	20%	10%	19%	37%	35%	10%	0%
Field 9	0%	0%	0%	43%	35%	20%	10%	6%	53%	19%	7%	0%
Field 10	0%	0%	0%	33%	48%	20%	10%	6%	30%	26%	3%	0%
Field 11	0%	0%	0%	53%	39%	20%	10%	10%	20%	19%	3%	0%
Field 12	0%	0%	0%	47%	32%	20%	10%	10%	27%	19%	3%	0%

Occupancy by Field by Month - 2018

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Field 1	0%	0%	0%	23%	16%	0%	3%	0%	30%	32%	20%	0%
Field 2	0%	0%	0%	10%	16%	0%	3%	0%	17%	26%	20%	0%
Field 3	0%	0%	0%	13%	16%	0%	3%	0%	23%	26%	20%	0%
Field 4	0%	0%	0%	13%	16%	0%	3%	0%	27%	26%	17%	0%
Field 5	0%	0%	0%	37%	35%	0%	3%	3%	33%	26%	17%	0%
Field 6	0%	0%	0%	27%	35%	10%	6%	19%	43%	45%	20%	0%
Field 7	0%	0%	0%	37%	35%	10%	10%	19%	33%	45%	17%	0%
Field 8	0%	0%	0%	37%	48%	10%	6%	32%	53%	52%	17%	0%
Field 9	0%	0%	3%	20%	39%	10%	0%	16%	40%	26%	17%	0%
Field 10	0%	0%	0%	57%	58%	0%	3%	10%	30%	13%	17%	0%
Field 11	0%	0%	0%	40%	29%	0%	10%	10%	27%	10%	17%	0%
Field 12	0%	0%	0%	50%	19%	0%	10%	0%	27%	10%	17%	0%

Occupancy by Field by Month - 2019

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Field 1	0%	0%	0%	50%	52%	27%	6%	32%	33%	0%	0%	0%
Field 2	0%	0%	0%	43%	42%	27%	6%	29%	30%	0%	0%	0%
Field 3	0%	0%	0%	43%	39%	27%	6%	29%	30%	0%	0%	0%
Field 4	0%	0%	0%	57%	42%	27%	6%	35%	37%	0%	0%	0%
Field 5	0%	0%	0%	47%	45%	30%	0%	29%	17%	0%	0%	0%
Field 6	0%	0%	0%	33%	29%	27%	0%	71%	37%	0%	0%	0%
Field 7	0%	0%	0%	27%	32%	30%	0%	29%	10%	0%	0%	0%
Field 8	0%	0%	6%	30%	35%	33%	19%	13%	10%	0%	0%	0%
Field 9	0%	0%	6%	20%	45%	30%	0%	71%	40%	0%	3%	0%
Field 10	0%	0%	6%	50%	48%	27%	6%	29%	23%	0%	0%	0%
Field 11	0%	0%	19%	43%	45%	27%	6%	29%	23%	0%	0%	0%
Field 12	0%	0%	6%	30%	35%	27%	6%	29%	23%	0%	0%	0%

2. SITUATION ANALYSIS: Cownie Park Financial Operations

Over the past four fiscal years, James Cownie Soccer Park has operated at an annual deficit ranging from \$242,000 in FY 2014 to just under \$274,000 in FY 2018. Annual expense outlays have remained relatively consistent between just under \$400,000 in FY 2016 to a high of just over \$455,000 in FY 2018. However, revenues have varied more widely in recent years, ranging from a low of \$183,000 in FY 2018 to more than \$243,000 in FY 2016. The expense related to the Iowa Cubs contract for field maintenance is shown under the Contract Labor line item. Like all natural grass field complexes, Cownie Park's use levels and financial operating performance are influenced by weather and field conditions.

	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Revenues:					
Facility rent	\$174,620	\$197,231	\$232,247	\$224,537	\$89,689
Food service (net)	8,110	9,389	11,047	11,779	11,107
Contract service/other	0	0	0	0	101,448
Subtotal	\$182,730	\$206,620	\$243,294	\$236,316	\$202,154
Expenses:					
Salaries and benefits	\$59,698	\$60,588	\$54,169	\$46,572	\$53,780
Contract labor	183,260	155,343	186,593	185,896	167,886
Utilities	21,850	20,522	24,011	26,223	34,528
Repair & maintenance	0	0	0	0	0
General & administrative	101,131	83,165	44,057	48,212	63,154
Supplies	85,722	102,763	83,492	92,265	124,986
Insurance	0	0	0	0	0
Other operating expenses	4,777	5,877	5,944	6,065	0
Non-operating expenses	0	0	0	0	0
Subtotal	\$456,438	\$428,258	\$398,266	\$405,233	\$444,334
Net Income/(Loss)	(\$273,708)	(\$221,638)	(\$154,972)	(\$168,917)	(\$242,180)

Source: Des Moines Parks and Recreation Department, 2019

3.

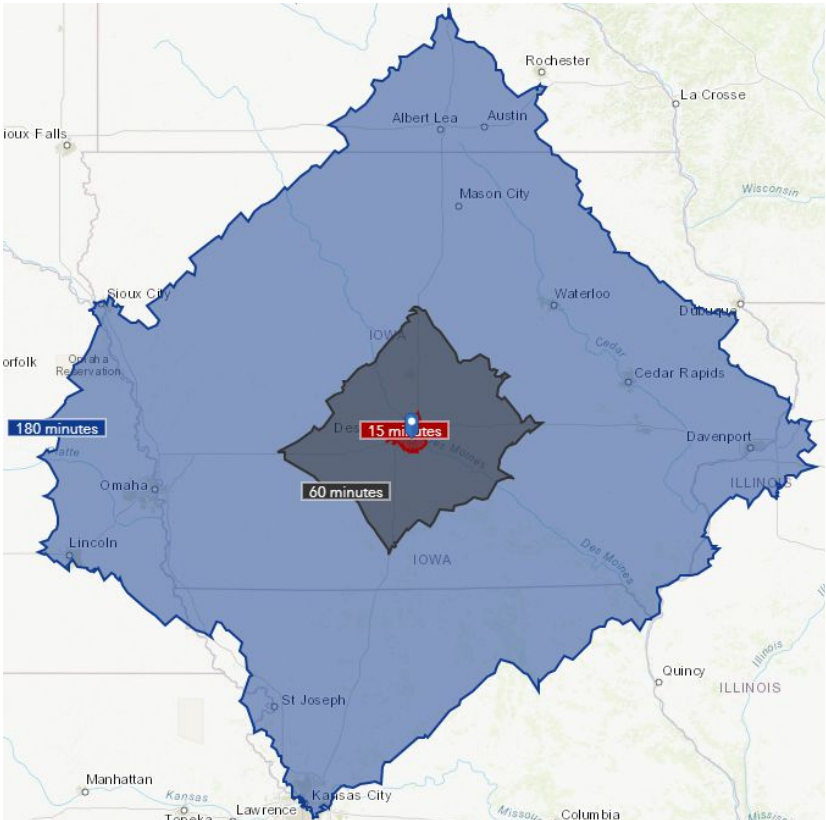
LOCAL & REGIONAL CONDITIONS



3. LOCAL & REGIONAL: Location & Proximate Markets

An important component in assessing the potential success of an expanded/improved Cownie Park is the demographic and socioeconomic profile of the local and regional market. The strength of a market in terms of its ability to support and utilize sports and recreation facilities is measured, to some extent, by the size of the regional market area population, its age, income, and other characteristics. In addition to the demographic profile of the local and regional market area, other local market characteristics have relevance when considering the attractiveness of a particular community as a host for high quality outdoor sports complexes. These include items such as transportation accessibility, climate, existing inventory of outdoor field facilities, and visitor amenities (such as hotels, attractions and other such items).

The exhibits to the right illustrate the location of Des Moines, its proximity to nearby markets and the markets/land area captured within 15-minute, 60-minute and 180-minute estimated driving distances from Des Moines. These distances will be utilized throughout the report for analyzing and comparing demographic and socioeconomic variables. While there are potential direct advantages presented for individuals living within 15-minutes of amateur sports facilities, it is reasonable to expect that most residents within 30-minutes would be willing to participate in league games, practices and other such activities on a regular basis. Those within 60-minutes could be expected to participate in somewhat regular games, and tournament activity, while those further away would be more likely to travel only for larger events.



Market	Distance (miles)	Drive Time	Market Population
Kansas City, KS	199	3:04	2,104,509
Minneapolis, MN	247	3:50	3,551,036
Milwaukee, WI	376	5:39	1,572,482
Chicago, IL	335	5:40	9,512,999
St. Louis, MO	337	5:49	2,807,002
Indianapolis, IN	481	7:18	2,004,230
Detroit, MI	601	9:03	4,297,617
Denver, CO	676	9:52	2,853,077

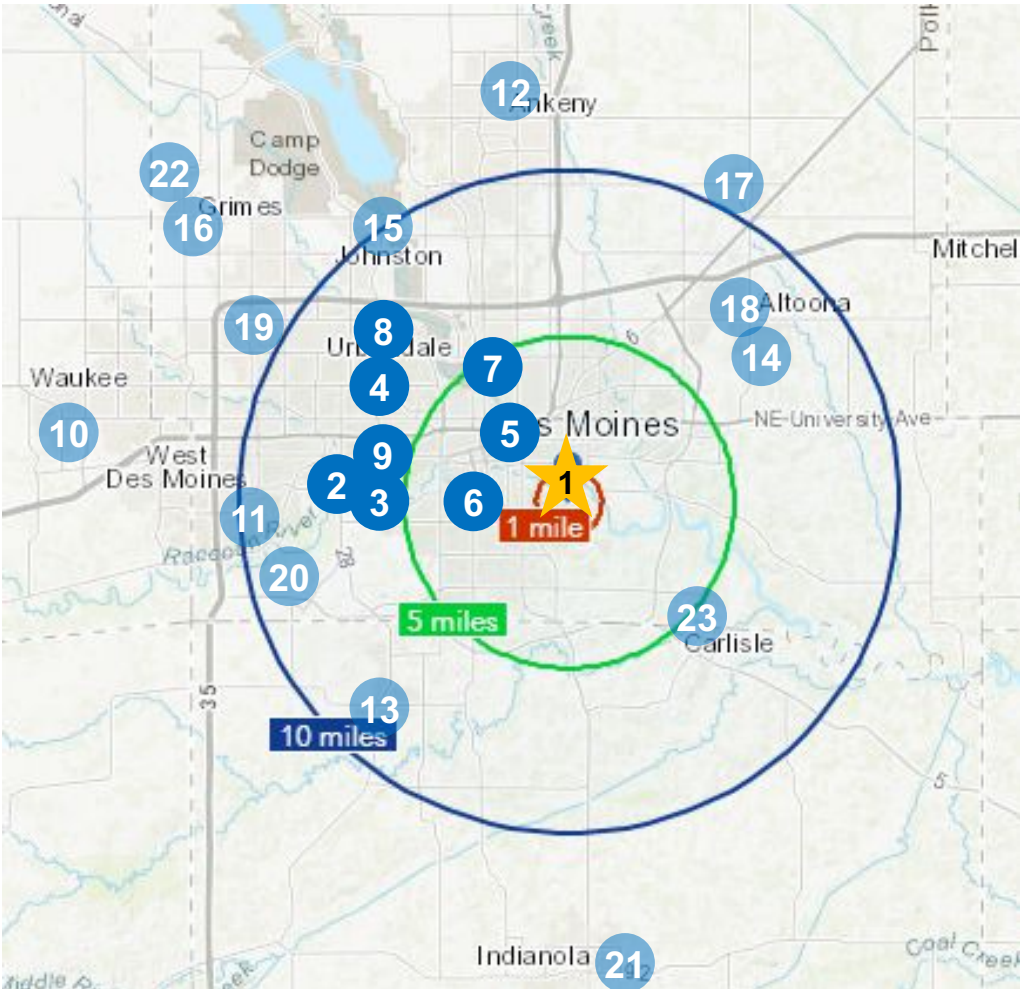
3. LOCAL & REGIONAL: Key Market Demographics

Des Moines's population of over 186,000 within 15 minutes' drive and nearly 917,000 within one hour's drive suggest a significant population base within nearby and practical driving distance. The more than 4.7 million within three hours' drive represents a key target for non-local tournament activity draw. The average household income in areas surrounding Des Moines is relatively high, and the ratio of businesses and employees per population (respectively) both exceed statewide and national averages.

Demographic Variable	Des Moines	15-minute	60-minute	180-minute	Iowa	U.S.
Population (2000)	200,776	161,708	692,099	4,117,926	2,926,324	281,421,906
Population (2010)	204,722	165,812	792,222	4,397,523	3,046,355	308,745,538
Population (2019 est.)	227,308	186,374	916,483	4,719,762	3,219,046	330,088,686
% Change (2000-2019)	13.2%	15.3%	32.4%	14.6%	10.0%	17.3%
Population (2024 est.)	242,552	197,692	983,730	4,886,916	3,322,055	343,954,683
% Change (2019-2024)	6.7%	6.1%	7.3%	3.5%	3.2%	4.2%
Avg. Household Inc. (2019 est.)	\$ 66,827	\$ 65,199	\$ 87,709	\$ 79,320	\$ 75,141	\$ 83,694
Avg. Household Inc. (2024 est.)	\$ 73,410	\$ 75,593	\$100,529	\$ 90,763	\$ 83,374	\$ 96,109
% Change (2019-2024)	9.9%	15.9%	14.6%	14.4%	11.0%	14.8%
Median Age (2019, in years)	35.2	34.8	36.4	38.2	38.9	38.3
Businesses (2019 est.)	7,416	6,632	31,248	176,331	129,531	11,539,737
Employees (2019 est.)	164,420	152,880	492,080	2,538,964	1,755,974	151,173,763
Employee/Residential Population Ratio	0.72:1	0.82:1	0.54:1	0.57:1	0.55:1	0.46:1

3. LOCAL & REGIONAL: Multipurpose Facilities

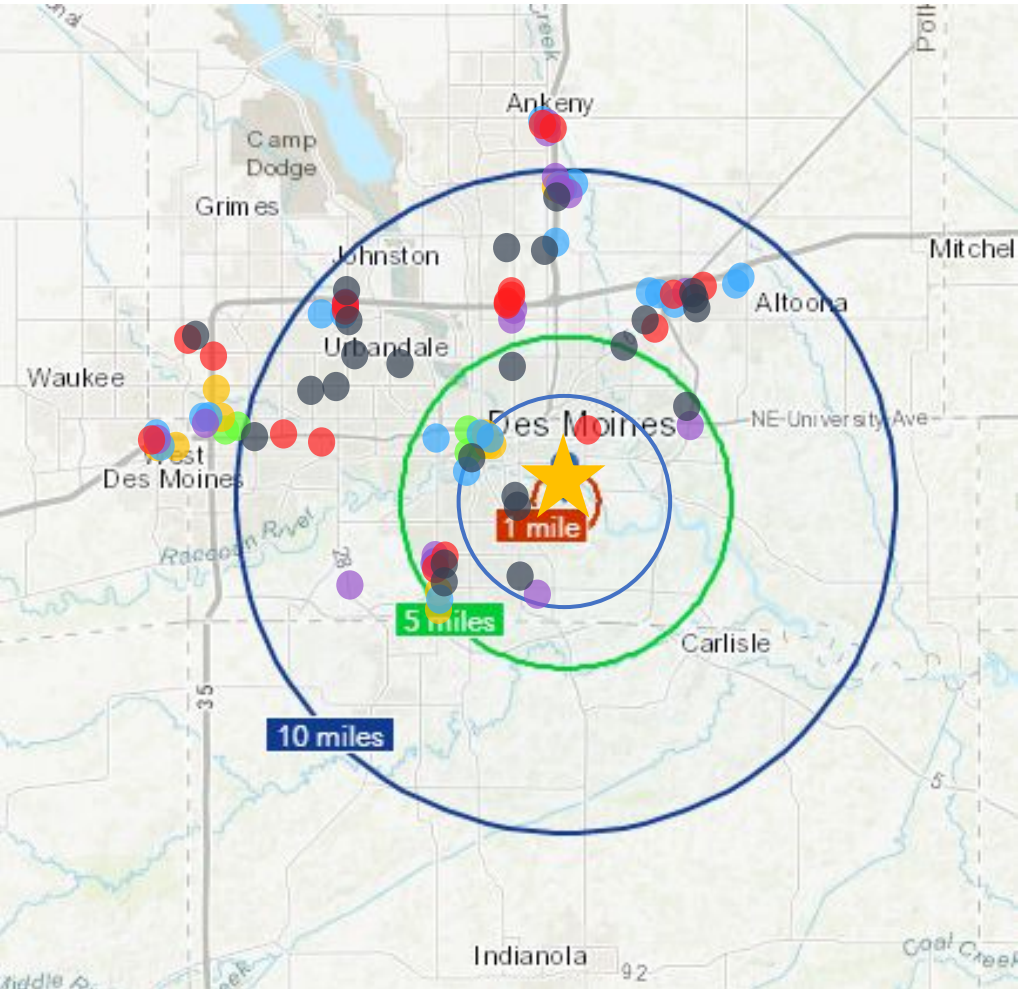
There are twenty-three facilities in Des Moines (including James Cownie) that offer multipurpose rectangle fields for soccer, lacrosse, and flag football leagues and competitions. There is only one other field in Des Moines that offers multiple full-size rectangle fields. Spring Creek Sports Complex, Prairie Ridge Sports Complex and Hidden Valley Soccer Complex offer a significant number of full-size rectangle fields; however, they are not maintained at the same level as the fields at James Cownie.



Map Key	Facility Name	Rectangle Fields				Distance to JWC (mi)
		Adult	Youth	Other	Total	
1	James W. Cownie Soccer Park	12	0	0	12	-
2	Aliber Soccer Complex	0	18	0	18	10.3
3	Soccer South Soccer Club	0	11	0	11	8.3
4	Tower Park	0	5	0	5	10.8
5	East High School	1	0	3	4	4.1
6	Lincoln High School	1	0	2	3	4.4
7	North High School	2	1	0	3	6.5
8	Hoover High School	1	0	1	2	10.6
9	Roosevelt High School	1	0	0	1	8.2
10	Timberline Complex	2	19	0	21	18.8
11	Raccoon River Soccer Fields	1	19	0	20	13.4
12	Prairie Ridge Sports Complex	10	6	0	16	16.3
13	Norwalk-McAninch Sports Complex	1	15	0	16	15.2
14	Spring Creek Sports Complex	15	0	0	15	15.0
15	Johnston Soccer Complex	3	12	0	15	16.0
16	Grimes South Sports Complex	2	13	0	15	22.3
17	Bondurant Soccer Club Youth Complex	1	13	0	14	17.1
18	Sam Wise Youth Complex	0	12	0	12	17.0
19	Urbandale Soccer Complex	0	9	0	9	18.9
20	Hidden Valley Soccer Complex	8	0	0	8	10.9
21	Indianola Middle School Soccer Fields	0	7	0	7	18.3
22	Grimes North Sports Complex	0	7	0	7	24.6
23	Carlisle Soccer Complex	1	4	0	5	6.2

3. LOCAL & REGIONAL: Hotel Inventory

There are 125 hotel properties throughout the Greater Des Moines market, culminating in approximately 12,200 available hotel rooms. The majority of hotel rooms are located within a 15 to 20 minute drive of James Cownie Soccer Park. As highlighted by the map below, there are 95 hotel properties and 9,412 hotel rooms within a 20 min drive of James Cownie Soccer Park. The tables below illustrate the break down of properties and hotel rooms within the mileage intervals highlighted in the adjacent map.



Hotel Properties within						
Key	Hotel Type	<1 mi	1-5mi	5-10mi	>10mi	Count
●	Upper Upscale	0	3	0	2	5
●	Upscale	0	4	1	7	12
●	Upper Midscale	0	6	9	6	21
●	Midscale	0	4	9	4	17
●	Economy	0	3	11	5	19
●	Other	0	6	14	1	21
	TOTAL	0	26	44	25	95 Properties

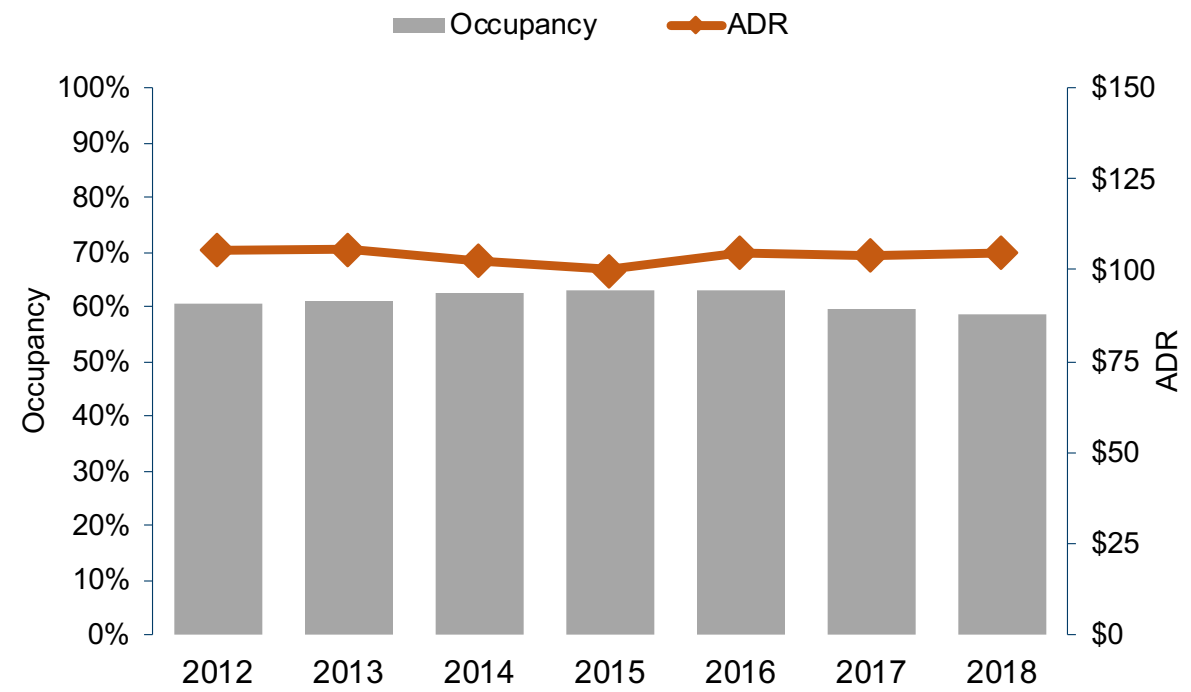
# Rooms within						
Key	Hotel Type	<1 mi	1-5mi	5-10mi	>10mi	Count
●	Upper Upscale	0	977	0	494	1,471
●	Upscale	0	552	202	527	1,281
●	Upper Midscale	0	642	715	671	2,028
●	Midscale	0	316	660	372	1,348
●	Economy	0	294	827	434	1,555
●	Other	0	353	1,273	103	1,729
	TOTAL	0	3,134	3,677	2,601	9,412 Rooms

Note: Hotel listed are within 20 minutes from the main site.

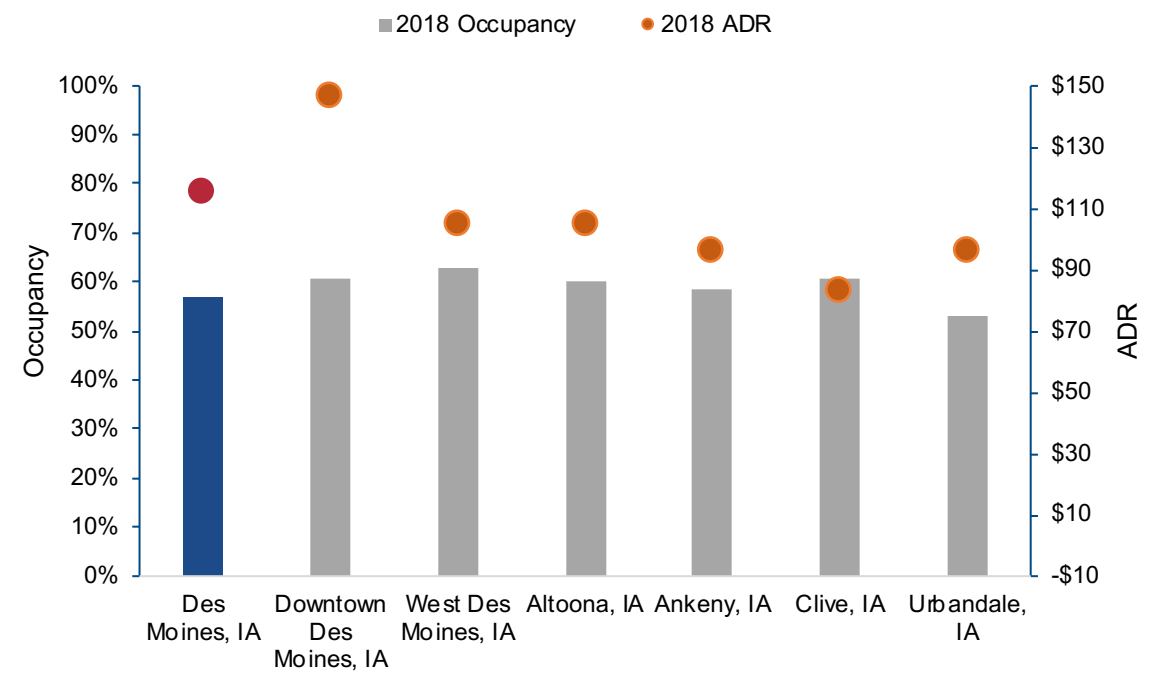
3. LOCAL & REGIONAL: Hotel Performance Metrics

The data collected and provided by Smith Travel Research highlights that the Des Moines hotel industry has remained relatively consistent at approximately 60 percent occupancy and just over \$100 ADR over the past seven years. This despite adding more than 30 hotel properties and over 1,000 rooms in recent years. Further, the exhibit on the right presents Des Moines' hotel performance relative to competitive markets throughout the local area, highlighting the relatively strong occupancy and daily rate realized in the Des Moines market relative to comparable statewide markets.

Des Moines Hotel Industry Statistics



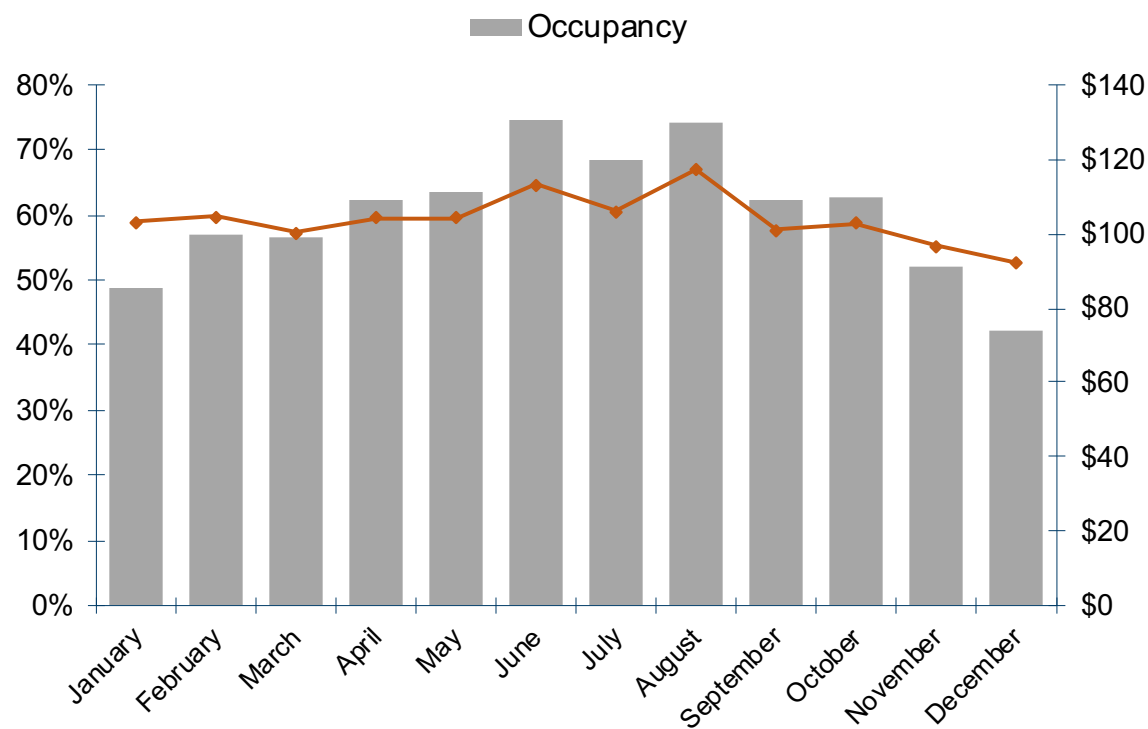
Comparison of Hotel Industry Statistics
(Sorted by Hotel Occupancy)



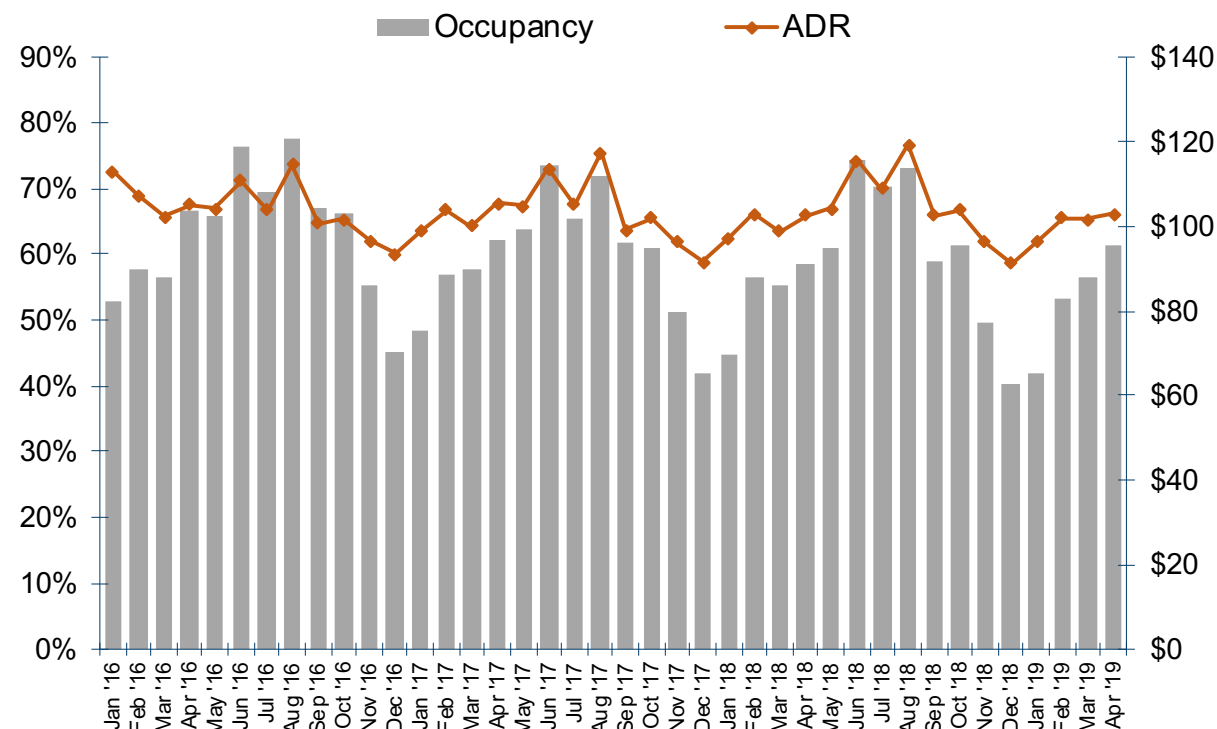
3. LOCAL & REGIONAL: Hotel Performance Metrics

It is also interesting to note the seasonal patterns associated with hotel occupancy and average daily hotel room rates. A summary of the average hotel occupancy rates and ADR during the three-year time span between 2016 and 2018 is presented in the exhibit below on the left. As shown in the exhibit, the Des Moines hotel market experiences its peak season during the summer months and declines during the winter months. The exhibit on the right shows that a similar peak-and-valley pattern has occurred each year since the beginning of 2016, with occupancy and rates peaking during the summer months and reaching lows from November through January.

Average Occupancy and ADR by Month



Monthly Occupancy and ADR

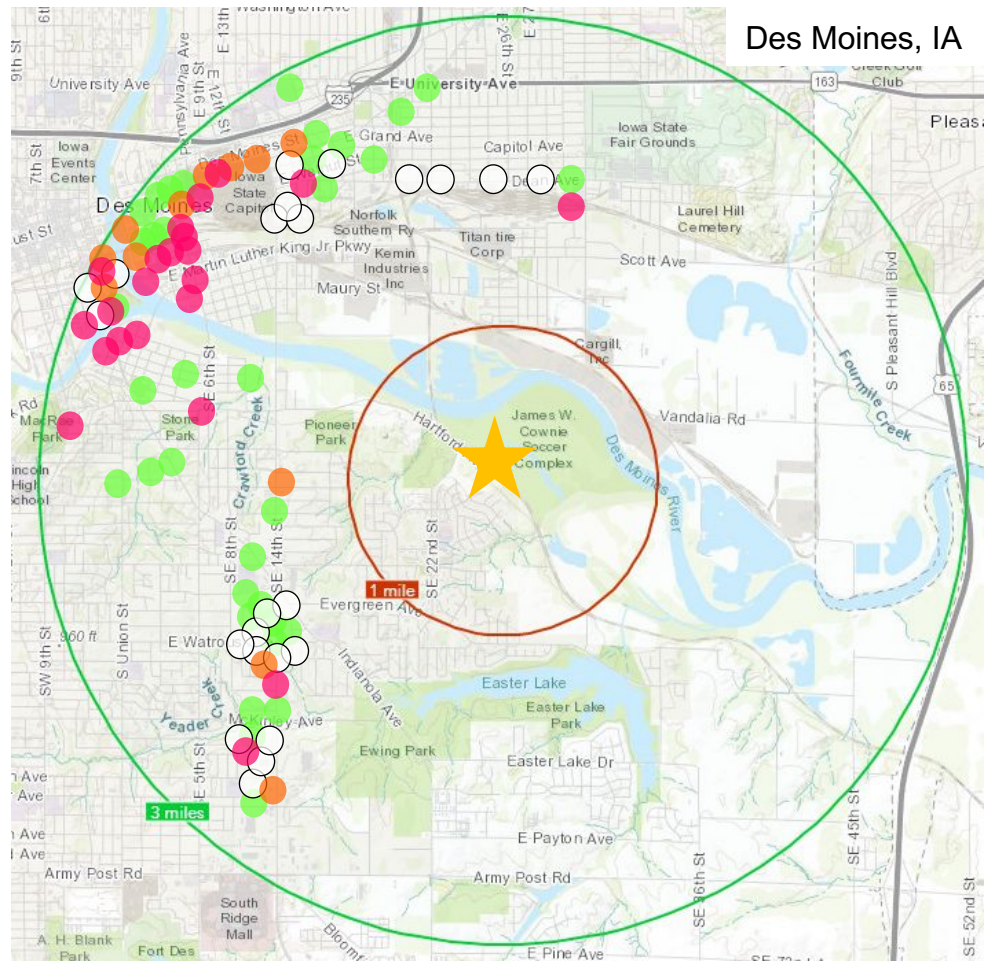


Source: STR Report, 2019.

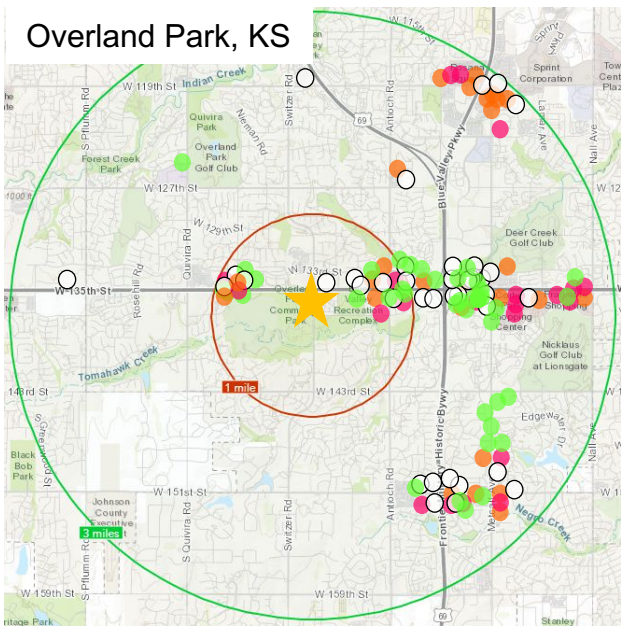
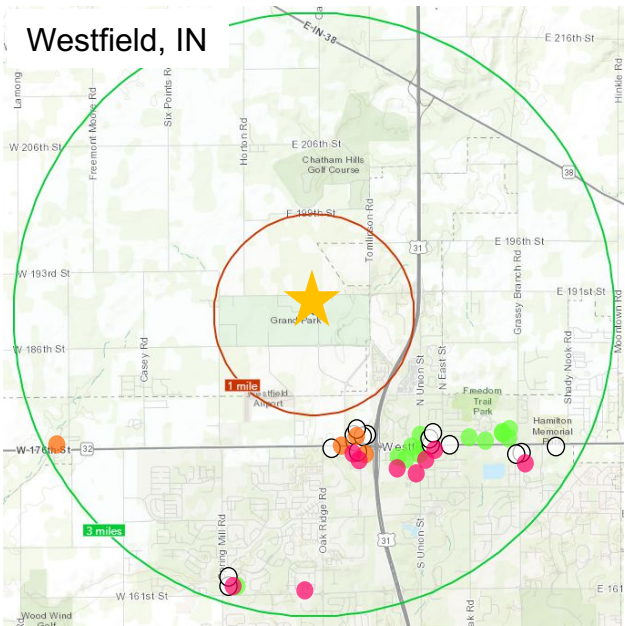


3. LOCAL & REGIONAL: Visitor Amenities

Highlighted in the exhibits below are the hospitality amenities and infrastructure within three miles of James Cownie Soccer Park, Grand Park, and Scheels Overland Park Soccer Complex, respectively. As presented below, Des Moines offers a more robust inventory of hospitality amenities than Westfield, Indiana, though less than Overland Park, Kansas which offers a significant amount of amenities within the immediate area.



Key	Amenity	Des Moines, IA	Westfield, IN	Overland Park, KS
●	Restaurant	35	13	67
○	Fast Food/Carryout	22	16	40
●	Café/ Bakery	23	4	48
●	Bar/Lounge/Nightlife	12	9	32
TOTAL		92	42	187

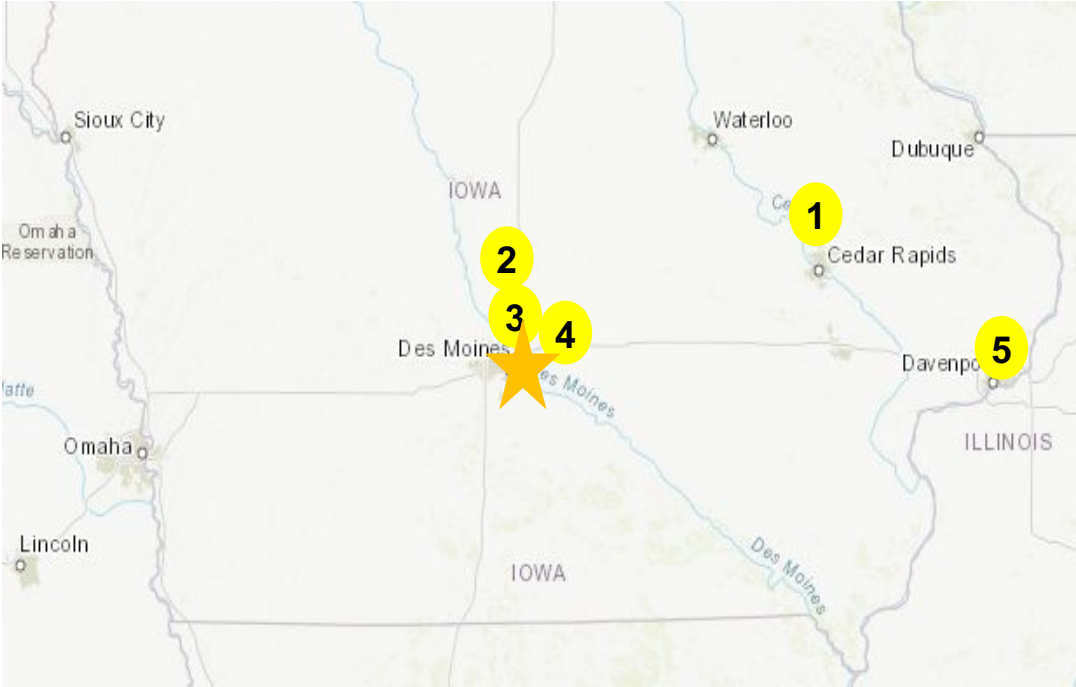


3. LOCAL & REGIONAL: Competitive Regional Field Complexes

Five multipurpose (rectangle) field facilities were identified as potential competitive facilities throughout Iowa. On average, these facilities offer 10 full-size and eleven youth rectangle fields (21 total fields) per complex. The number of competitive statewide multipurpose rectangle field complexes provides a limited level of competition for an expanded James Cownie Soccer Park.

A number of stakeholder groups have indicated that discussions have been circulating concerning a new soccer complex that has been proposed as part of the Kettlestone area development in Waukee, Iowa (approximately 30 minutes to the west of Cownie Park). At this point, the size and/or composition (indoor vs. outdoor) of this proposed development is unclear. Should this project be developed in Waukee and the end product involves an outdoor complex of 10 or more fields, there will likely be a significant competitive impact with Cownie Park, particularly for non-local tournament draw.

Key	Facility Name	Location	Rectangle Fields			Total	Distance to Des Moines (mi)
			Adult	Youth	Other		
1	Tuma Soccer Complex	Marion, IA	11	26	0	37	140
2	Hunziker Youth Sports Complex	Ames, IA	5	21	0	26	34.7
3	Prairie Ridge Sports Complex	Ankeny, IA	10	6	0	16	14.6
4	Spring Creek Sports Complex	Altoona, IA	14	1	0	15	12
5	TBK Complex	Bettendorf, IA	10	0	0	10	170
Average			10	11	0	21	74



Source: Facility Management, 2019.

3. LOCAL & REGIONAL: Competitive Regional Field Complexes

Tuma Soccer Complex (Marion, IA)

The Tuma Soccer Complex is a 110-acre complex that offers 37 fields, although 26 of those are youth fields. The facility offers 11 full-size fields, and it hosts various tournaments throughout the year including the the Cedar River Soccer Association's Chillout Soccer Tournament and the Midwest Classic Soccer Tournament.

Hunziker Youth Sports Complex (Ames, IA)

The Hunziker Youth Sports Complex is a 26 rectangle field complex, of which 5 are full-size fields. The Complex is connected with the Ames Soccer Club and hosts a majority of their league games, practices and events. The Complex has also hosted a number of tournaments in the past such as the Target United Cup.

Prairie Ridge Sports Complex (Ankeny, IA)

Prairie Ridge Sports Complex offers 10 full-size and 6 youth-size rectangle fields. It has hosted larger tournaments drawing from throughout the state of Iowa as well as from the greater regional marketplace. The Iowa Rush Soccer Club uses the complex to host their Spring and Fall Championship Cups.

Spring Creek Sports Complex (Altoona, IA)

The Spring Creek Sports Complex offers 14 full-size grass fields and 1 turf field with stadium seating. The Complex was proposed to be a dedicated soccer complex with the amenities to serve the needs of tournaments and league play. The Iowa Rush Soccer Club also utilizes the Spring Creek Sports Complex in conjunction with the Prairie Ridge Sports Complex to host their Championship Cups in the Spring and Fall. Additionally, the Iowa Soccer Association hosts local league play games/events.



Hunziker Youth Sports Complex



Prairie Ridge Sports Complex



Spring Creek Sports Complex

4.

COMPARABLE FACILITY BENCHMARKING



4. COMPARABLE FACILITIES: Multisport Field Facilities

Certain inferences can be made by reviewing comparable multipurpose field facilities operating in markets throughout the country of a similar size and/or geographic positioning to Des Moines. The facilities reviewed were selected based on their characteristics, total number of fields offered and the size and location of the markets in which they are located. The exhibit below presents a summary of the 14 selected comparable multipurpose field facilities and markets analyzed, sorted by total number of fields. As shown, the total number of rectangle field inventories range from the 52 fields featured at the National Sports Center to the 16 fields featured at the St. Louis Youth Soccer Association's Complex (SLYSA) in St. Charles, MO. In all, the facilities analyzed average 23 total rectangle fields and a cost of approximately \$22 million.

Facility Name	Location	Year Opened	Const. Cost (in Millions)	Number of Rectangle Fields
National Sports Center	Blaine, MN	1990	\$14.7	52
John Ankeney Soccer Complex	Dayton, OH	N/A	N/A	33
Grand Park	Westfield, IN	2014	\$49	31
Mercyhealth Sportscore 2	Loves Park, IL	2002	\$2.4	29
Maryland SoccerPlex	Germantown, MD	2000	\$22	24
Lawrence Soccer Complex	Indianapolis, IN	2000	\$22	23
Voice of America Athletic Complex	West Chester, OH	2014	\$3	22
Yankton Trail Park	Sioux Falls, SD	N/A	N/A	21
Mike Rose Soccer Complex	Memphis, TN	1998	\$13	17
Uihlein Soccer Park	Milwaukee, WI	1994	N/A	17
DE Turf	Milford, DE	2017	\$24	12
Elizabethtown Sports Park	Elizabethtown, KY	2012	\$31	12
Scheels Overland Park Soccer Complex	Overland Park, KS	2009	\$36	12
SLYSA Complex	St. Charles, MO	2015	N/A	16
AVERAGE		2003	\$22	23

4. COMPARABLE FACILITIES: Demographic Comparison

A comparative demographic analysis was conducted of each of the markets hosting the identified comparable facilities. The exhibit below illustrates Des Moines' rank among comparable markets that offer rectangle fields regarding demographic metrics such as population, average household income, and overall corporate base (in terms of number of companies). Case studies of each of the identified comparable facility complexes are provided on the subsequent pages.

Market	POPULATION		
	15 - minute	60 - minute	180 - minute
Blaine, MN	359,638	3,553,934	6,211,485
Milwaukee, WI	356,622	2,135,544	14,883,781
Indianapolis, IN	352,145	2,363,656	15,995,270
Overland Park, KS	317,243	2,265,995	5,811,997
Memphis, TN	269,656	1,383,050	5,039,292
West Chester, OH	248,713	3,068,802	14,349,072
Dayton, OH	218,345	2,258,140	14,930,665
Sioux Falls, SD	192,792	376,864	2,518,219
Des Moines, IA	186,374	916,483	4,719,762
Loves Park, IL	174,819	1,975,539	16,909,752
St. Charles, MO	157,008	2,621,131	6,335,347
Germantown, MD	149,714	3,989,659	17,645,726
Westfield, IN	137,554	2,159,723	14,664,734
Milford, DE	64,952	721,990	23,256,753
Elizabethtown, KY	62,627	1,216,133	10,858,040
AVERAGE	216,500	2,067,100	11,608,700
Rank (out of 15)	9	13	14

Market	AVG. HOUSEHOLD INCOME		
	15 - minute	60 - minute	180 - minute
Germantown, MD	\$ 137,237	\$ 144,412	\$ 107,388
Westfield, IN	\$ 127,285	\$ 83,186	\$ 76,545
Overland Park, KS	\$ 118,207	\$ 88,043	\$ 74,899
West Chester, OH	\$ 109,892	\$ 82,578	\$ 76,924
Blaine, MN	\$ 100,472	\$ 105,007	\$ 92,220
Memphis, TN	\$ 96,710	\$ 75,021	\$ 64,906
St. Charles, MO	\$ 85,759	\$ 87,602	\$ 76,825
Loves Park, IL	\$ 83,230	\$ 91,862	\$ 89,378
Sioux Falls, SD	\$ 78,699	\$ 78,634	\$ 78,516
Milwaukee, WI	\$ 76,544	\$ 82,406	\$ 90,867
Milford, DE	\$ 76,358	\$ 84,693	\$ 109,565
Indianapolis, IN	\$ 76,090	\$ 82,583	\$ 77,004
Dayton, OH	\$ 74,363	\$ 80,680	\$ 77,148
Elizabethtown, KY	\$ 74,230	\$ 71,673	\$ 77,856
Des Moines, IA	\$ 65,199	\$ 87,709	\$ 79,320
AVERAGE	\$ 92,000	\$ 88,400	\$ 83,300
Rank (out of 15)	15	5	6

Market	CORPORATE BASE		
	15 - minute	60 - minute	180 - minute
Overland Park, KS	15,563	77,850	213,279
Indianapolis, IN	13,957	78,387	521,861
Milwaukee, WI	11,762	73,609	517,254
Blaine, MN	9,731	121,324	231,319
West Chester, OH	9,644	101,387	470,937
Memphis, TN	9,536	43,531	169,990
Sioux Falls, SD	8,429	15,613	107,062
Dayton, OH	6,867	73,929	493,385
St. Charles, MO	6,655	87,256	223,013
Des Moines, IA	6,632	31,248	176,331
Loves Park, IL	6,267	69,512	588,195
Westfield, IN	5,174	71,978	470,905
Germantown, MD	3,687	154,977	623,408
Elizabethtown, KY	2,735	44,269	370,524
Milford, DE	1,550	24,380	808,840
AVERAGE	7,900	71,300	399,100
Rank (out of 15)	10	13	13

Source: Esri, 2019.

Note: Sorted by 15-minute drive time.

4. COMPARABLE FACILITIES: Grand Park



FACILITY: Grand Park
City, State: Westfield, Indiana
Owner: City of Westfield
Operator: Indiana Bulls, Indiana Sports Properties
Year Opened: 2014
Cost: \$49.0 million
Key Facility Components: 400 acres
26 baseball/softball fields
31 soccer fields (8 lighted)



Funding: Adjacent to 220-acre entertainment district Grand Park Village
\$49 million complex opened in 2014.
The goal was to fund it entirely through TIF and sponsorship revenues, but the City Council lent the project \$6 million from an infrastructure fund
\$8.5 million fieldhouse opened in January 2016
\$20 million privately-funded, 370,000 square-foot event center opened Summer 2016, is being leased by the City for 25 years at \$53 million (with interest)



Tenants: Indiana Sports Properties
Indiana Fire Juniors
Westfield Youth Soccer Association (WYSA)
LIDS Indiana Bulls
Westfield Youth Sports, Inc.
Bullpen Tournaments

Annual Events: Approximately 514,240 visitors during its last full year of operations
75 tournaments during 2015.
Annually estimated \$18 million in visitor spending

4. COMPARABLE FACILITIES: Overland Park



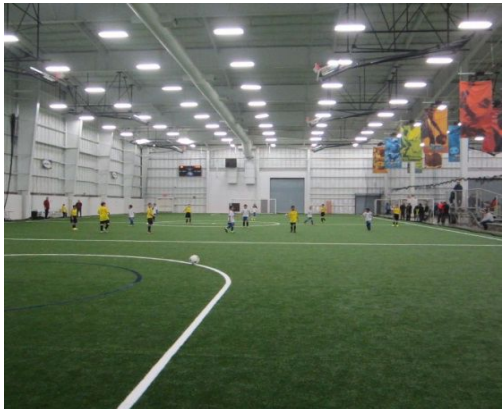
FACILITY:	Overland Park Soccer Complex
City, State:	Overland Park, Kansas
Owner:	City of Overland Park
Operator:	City of Overland Park
Key Facility Components:	96 acres (60 acres excluding softball fields) 12 lighted, regulation-size synthetic turf fields Field cooling system to regulate turf temperature Basketball and Tennis courts 1,100 square feet of meeting space
Development:	Opened in 2009 at a total cost of \$36.0 million funded by a hotel tax increase from 6% to 9%.
Tenants:	Heartland Soccer Association Sporting Blue Valley Overland Soccer Club 23 local and regional club soccer teams
Rental Rates:	Range from \$24 to \$400 per hour depending on event type, length of time, and field size.
Utilization:	Hosted 23 tournaments in 2014, including the Kansas State Cup, USYSA Region II President's Cup, US Adult Soccer Regional and National Championships, USYSA National Championships, and VW Masters. 996,000 visitors in 2014: 176,000 league and tournament participants, 702,000 spectators, and 118,000 weekday participants. \$1.2 million in revenue in 2013: \$850,000 from soccer field rentals, \$350,000 from sponsorships, leases, and concession revenue. 2013 expenses were \$1.0 million.

4. COMPARABLE FACILITIES: National Sports Center



FACILITY:	National Sports Center
City, State:	Blaine, MN
Owner:	State of Minnesota
Operator:	National Sports Center Foundation
Year Opened:	1990
Cost:	\$14.7 million
Key Facility Components:	660 acres 50 full sized rectangle fields 400'x400' open span artificial turf field (2 full-size fields) with seating capacity for 5,500 spectators
Funding:	As part of a statewide initiative, \$14.7 million was appropriated for construction of the Sports Center in 1987.
Tenants:	Minnesota United FC(2010-2016) Minnesota Wind Chill(2013-present)
Utilization:	Target's USA Cup- week long youth soccer tournament with 1,150 teams from 20 different countries 6 NSC tournament weekends including the All American cup and multiple college showcase events 2 full week soccer camps MYSA State Cup 4 large soccer tournaments 4 national ultimate frisbee tournaments Joyfully Noise Family Fest Id lacrosse showcase week Variety of other smaller clinics, camps and tournaments

4. COMPARABLE FACILITIES: Maryland Soccerplex & Discover Sports Center



FACILITY:	Maryland Soccerplex & Discover Sports Center
City, State:	Germantown, MD
Owner:	Montgomery County
Operator:	Maryland Soccer Foundation
Year Opened:	2000
Cost:	\$28.1 million
Key Facility Components:	162 acres 19 natural grass fields 5 synthetic-turf fields (3 outdoor, 2 indoor) Including 1 championship field with 5,000 seat capacity The two indoor fields can be converted into eight basketball/volleyball courts
Funding:	Derived through a public/private partnership between the State of Maryland, Montgomery County and the Maryland Soccer Foundation. \$8.0 million in infrastructure-related costs from the State and County \$10.8 million financed by the Foundation backed by Sports Complex revenues \$3.3 million in private contributions including a \$1.0 million naming right sponsorship by Discovery Communications
Tenants:	Washington Spirit (NWSL), Bethesda Soccer Club, Damascus Soccer Club, Potomac Soccer Association, Seneca Soccer Association, Seneca Sports, Olney Soccer Club, Washington International Soccer League
Utilization:	Host an average of 15 to 18 tournaments annually In 2014, the complex held 8,800 matches; approximately 60 percent of which are local club and league matches The three outdoor synthetic turf fields averaged approximately 1,800 hours of activity and the natural grass fields range between approximately 700 and 800 hour of use each. Tournaments in 2014 generated more than 50,000 room nights and approximately \$24.0 million in economic impact to the County and State.

4. COMPARABLE FACILITIES: Elizabethtown Sports Park



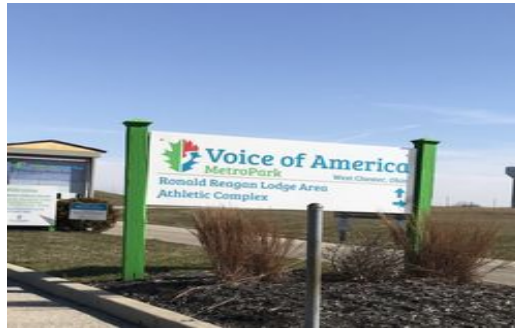
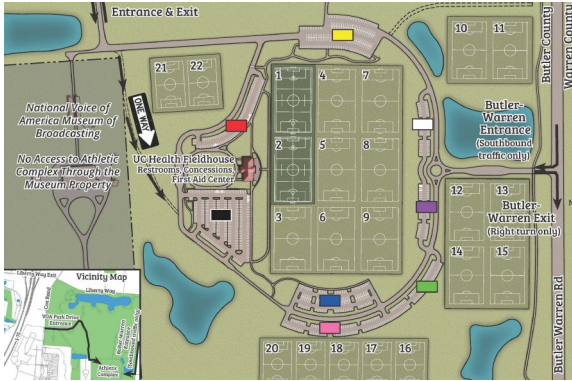
FACILITY:	Elizabethtown Sports Park
City, State:	Elizabethtown, KY
Owner:	City of Elizabethtown
Operator:	City of Elizabethtown
Year Opened:	2012
Cost:	\$31.0 million
Key Facility Components:	158 acres 12 diamonds 12 multipurpose fields, with two synthetic championship fields with stadium seating
Funding:	Financed through a City of Elizabethtown restaurant tax assessed at two percent within the City limits. In 2014, the restaurant tax collected exceeded the \$1.0 million originally projected, reaching nearly \$2.7 million, allowing the City to cover the debt obligation and fund an escrow account for future capital improvements.
Tenants:	Facility is available to reserve Monday through Thursdays for local league games, but is not used for practices or scrimmages.
Utilization:	Host approximately 50 major events annually, of which approximately 20 percent are tournaments, the remaining are camps, clinics and other events, excluding practices and league games. Average approximately 250 local and league games across all sports on four nights a week – weekends are reserved for tournaments. Each tournament hosts approximately 70 to 80 teams. Tournament priority is given to those that bring in visitors and associated economic impact. In 2014, the Sports Park generated between \$11.9 and \$14.1 million in economic impact.

4. COMPARABLE FACILITIES: Lawrence Soccer Complex



FACILITY:	Lawrence Soccer Complex
City, State:	Lawrence, IN
Owner:	City of Lawrence
Operator:	Indiana Youth Soccer Association
Year Opened:	2000
Cost:	\$5.7 million
Key Facility Components:	102 acres 21 natural grass soccer fields, three of which are lighted
Funding:	Funded by the City of Lawrence through a voter-approved bond issue
Tenants:	FC Pride Soccer Club Northeast Youth Soccer League Central Indiana Adult Soccer League
Utilization:	Youth leagues account for approximately 75 percent of utilization, 25 percent adult leagues Annual tournaments are estimated to have an economic impact of approximately \$12 million
Recent Tournaments:	US Youth Soccer Directors Cup Championships Indiana State Cup

4. COMPARABLE FACILITIES: Voice of America Park



FACILITY: Voice of America

City, State: West Chester Township, OH

Owner: MetroParks of Butler County

Operator: MetroParks of Butler County

Facility Specs: 21 natural grass fields
2 multi-purpose lighted turf fields
420 acres

Less than a days drive from 65% of U.S. population

Notes: The complex opened in the Fall of 2014, the two turf fields were converted in 2015. The UC Health West Chester Hospital fieldhouse opened in 2018 hosting trainers, concessions, storage and restrooms for \$3.2 million.

In 2018, in addition to hosting local league games, practices and other activity, VOA hosted 60 total tournaments and special events and attracted more than 106,400 attendees including:

- 13 tournaments; 72,200 attendees
- 31 special events; 30,300 attendees
- 16 concert/art series events; 4,000 attendees

4. COMPARABLE FACILITIES: Hampton Roads Soccer Complex



FACILITY:	Hampton Roads Soccer Complex
City, State:	Virginia Beach, VA
Owner:	City of Virginia Beach, VA
Operator:	Hampton Roads Soccer Council
Year Opened:	1991
Cost:	\$5.0 million
Key Facility Components:	21 total fields 2 synthetic – turf fields 19 natural grass fields 2,500 square foot headquarters building – staff offices, restrooms, meeting rooms, concessions and first aid trainer’s room
Funding:	Financed through a combination of soccer community assessments, corporate donations, foundation grants and fundraising events culminating in an \$3.4 million investment. In 2016, an additional \$1.6 million was invested in equipping two fields with artificial turf surfaces and low impact game lights. This was funded through fundraising from the North American San Soccer Championship hosted by the Hampton Roads Soccer Council.
Tenants:	Beach FC Virginia Rush Southeastern Virginia Women’s Soccer Association Over Thirty Soccer League
Utilization:	Each of the 21 fields at the complex are estimated to host 7,500 games per year. Hosts 8 tournaments annually, of which are organized through Beach FC and/or Virginia Rush A majority of the tournaments are regional tournaments that attract approximately 100 teams from across Virginia and surrounding states such as North Carolina and South Carolina.

4. COMPARABLE FACILITIES: Mohawk Sports Complex



FACILITY:	Mohawk Sports Complex
City, State:	Tulsa, OK
Owner:	City of Tulsa
Operator:	Tulsa Sports Commission
Year Opened:	2013
Cost:	\$9.8 million
Key Facility Components:	350 acres 17 natural-grass fields with advanced irrigation and drainage systems, 10 of which are lighted
Funding:	Funded by the City of Tulsa through the Vision 2025 sales tax (\$5.2 million), 2006 third-penny sales tax (\$3.8 million), and the 2001 third-penny sales tax (\$750,000), with the remaining \$13,000 secured from Park Friends donations.
Tenants:	TSC Hurricane
Utilization:	All tournaments are hosted through third-party tournament organizers As a tournament only facility, Mohawk Sports Complex hosts approximately 30 tournaments annually. The complex reports an attendance of 54,000 spectators per year, with a typical tournament bringing approximately 3,000 spectators.
Recent Tournaments:	Hosted large regional tournaments such as the Friendship Cup and the Midwest Labor Day Soccer Tournament The complex has hosted the Lexus Tulsa Cup Soccer Tournament as well as the US Youth Soccer National Championships

4. COMPARABLE FACILITIES: Mike Rose Soccer Complex



FACILITY:	Mike Rose Soccer Complex
City, State:	Memphis, TN
Owner:	Shelby County, TN
Operator:	Shelby County
Year Opened:	1998
Cost:	\$13.0 million
Key Facility Components:	137 acres 16 natural grass fields 5,500 – seat soccer stadium Additional features within the stadium structure include showers and locker rooms, food court, corporate skybox, full media services, administrative offices and a conference room.
Funding:	Shelby County donated \$3 million in land and contributed approximately \$5 million in funding. The remaining \$5 million was financed through private sources.
Tenants:	University of Memphis men’s and women’s soccer Memphis Express
Utilization:	Host an average of 55 events annually with 10 to 18 tournaments Approximately 285,000 annual tournament participants A study conducted by the University of Memphis estimates the complex would generate \$28 to \$45 million per annum in area revenue.
Recent Tournaments:	SoccerElite Spring Championship ADIDAS Premier Invitational SE Soccer Showcase

4. COMPARABLE FACILITIES: Uihlein Soccer Park

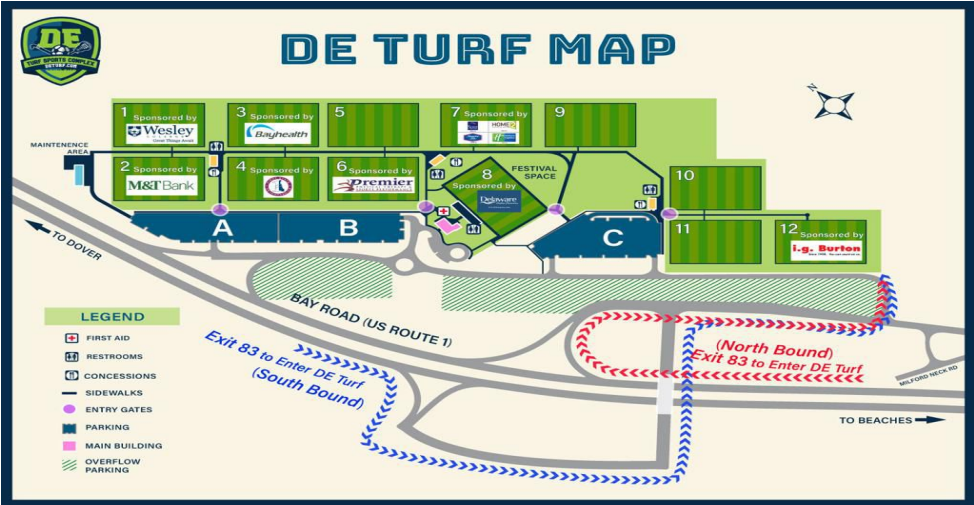


FACILITY:	Uihlein Soccer Park
City, State:	Milwaukee, WI
Owner:	Milwaukee County Parks
Operator:	Milwaukee Kickers Soccer Club
Year Opened:	1994
Cost:	
Key Facility Components:	13 Outdoor Soccer Fields 2 lighted stadium fields including KOHLER Engines Stadium 3 indoor fields with full food and beverage facilities and locker rooms The indoor fields are climate controlled with LED scoreboards, player boxes and bleachers, rubber flooring, and can be used for special events such as company outings and sport team rentals
Funding:	
Tenants:	Milwaukee Kickers Soccer Club
Utilization:	WYSA and WIAA Boys and Girls State Soccer Championships 23 tournament/camp weekends on schedule for 2019

4. COMPARABLE FACILITIES: DE Turf



FACILITY:	DE Turf
City, State:	Frederica, DE
Owner:	Kent County Regional Sports Complex Corporation
Operator:	Kent County Regional Sports Complex Corporation
Year Opened:	2017
Cost:	\$24.0
Key Facility Components:	85 acres 12 synthetic turf fields with sports lighting and scoreboards; one of which is a 1,500 seat stadium field
Funding:	\$20 million private tax-exempt bond \$4 million from the State of Delaware
Tenants:	Coastal Atlantic FC



Recent Tournaments:	15 Soccer Tournaments 21 lacrosse tournaments 8 field hockey games 2 Ultimate frisbee tournaments 1 Obstacle 5k race Lacrosse and Soccer league play
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5.

INDUSTRY CHARACTERISTICS & TRENDS



5. INDUSTRY TRENDS: Overview

The purpose of this section is to provide an overview of sports participation trends in the United States and the West North Central region. An understanding of these trends at a national, regional and local level provides a framework from which to assess potential demand for new rectangular fields at a potential expanded James Cownie Soccer Park in Des Moines.

The statistical data presented in this section was derived from the National Sporting Goods Association’s Sports Participation study, which was most recently conducted in 2018. The study measures the annual number of participants in a variety of sports and recreational activities, and the frequency of participation during the previous calendar year. Research is derived from a study based on approximately 40,000 interviews encompassing youth and adult sports participation.

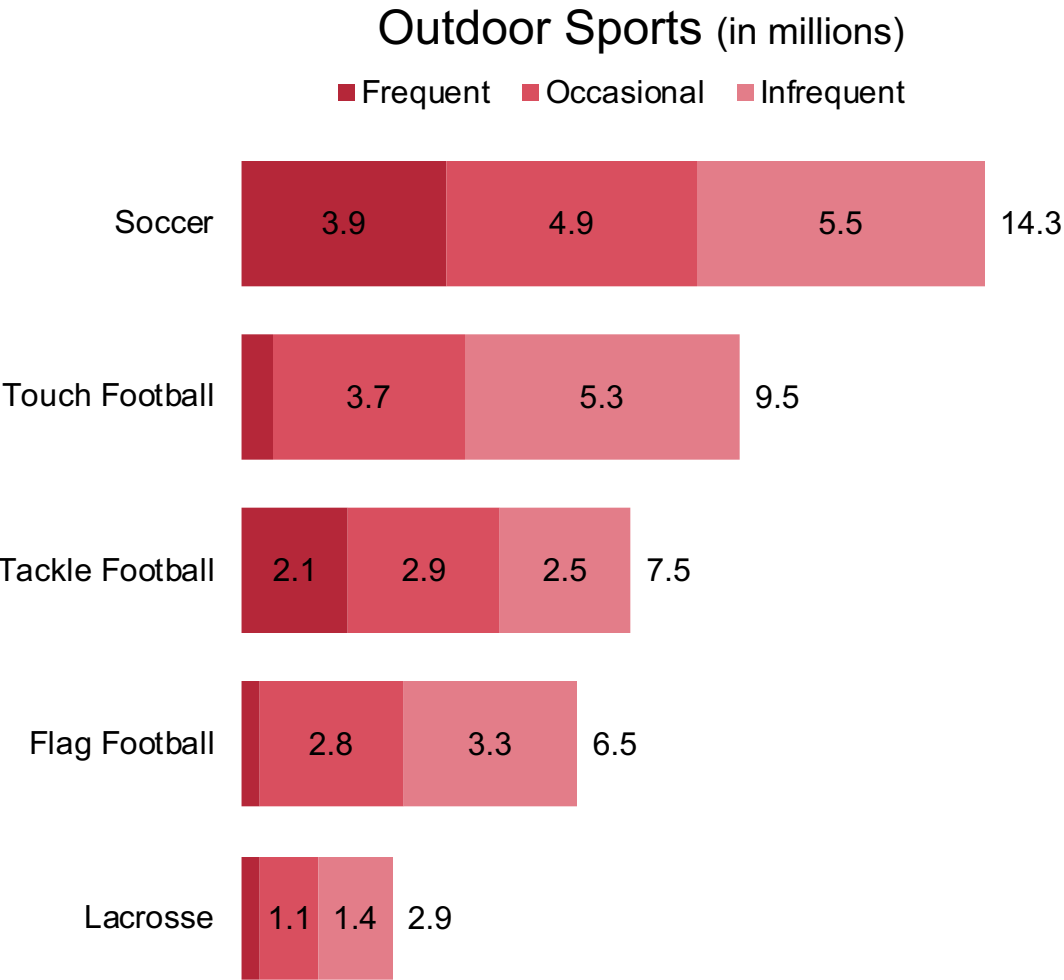
This section presents relevant information on sports participation and facility offering trends for activities that an expanded James Cownie Soccer Park could potentially host.



5. INDUSTRY TRENDS: National Participation Levels

It is important to understand the overall rates on a national level. National participation levels can provide insights into the overall popularity of a sport, as well as the size of the base from which to attract new frequent participants. The exhibit to the left presents a summary of the national participation rates outdoor sports, broken out by participation level (i.e. frequent, infrequent and occasional).

Soccer and touch football have the highest participation levels for outdoor sports with a balanced range of frequent to infrequent players. This suggests that multipurpose rectangle fields are used frequently for a multitude of reasons throughout the year. Investing in these fields provides benefit to a wide array of sports and activities for communities throughout the nation.



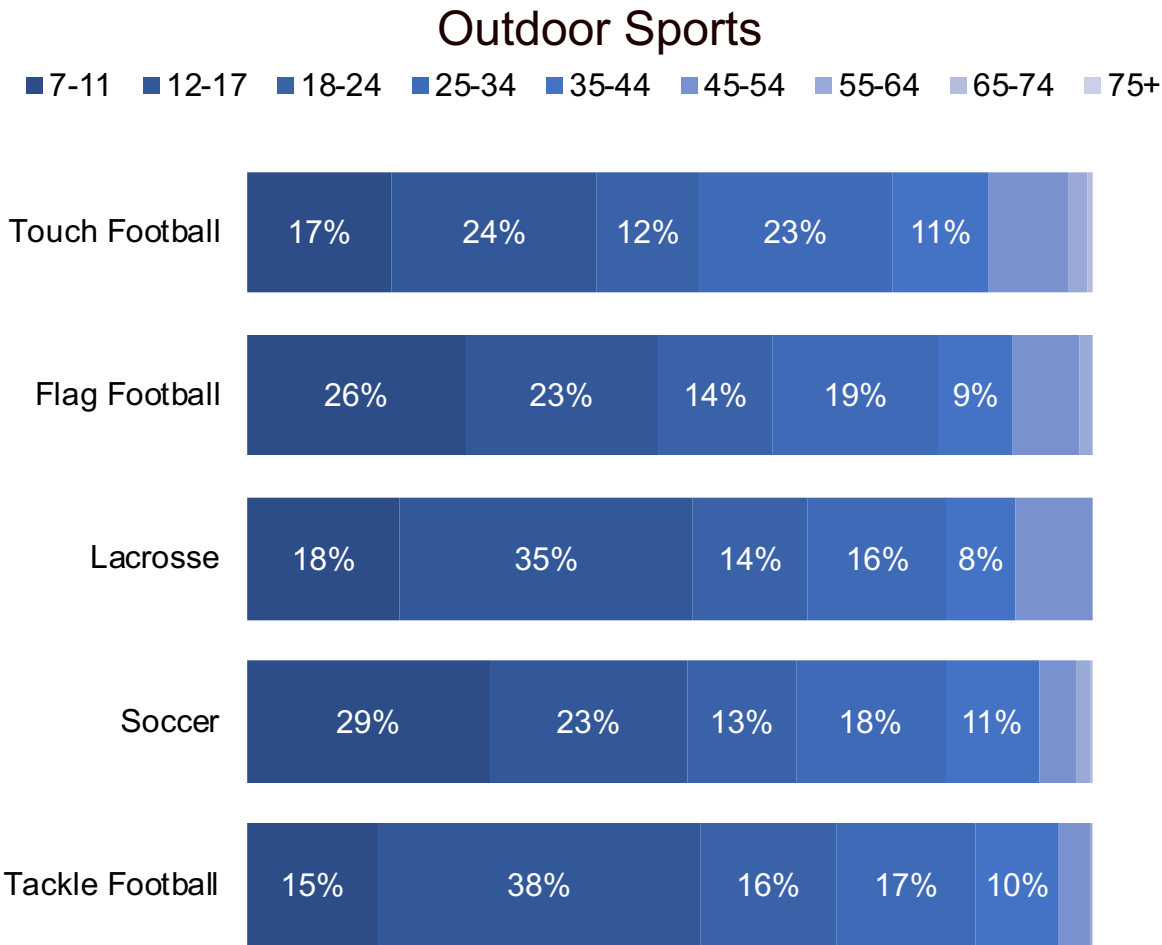
Source: NSGA, ESRI, 2019.

5. INDUSTRY TRENDS: National Participation Levels by Age

These exhibits summarize sports participation levels by age group for outdoor sports. An expanded James Cownie Soccer Park is expected to continued to be utilized by a variety of age groups, and it is important to understand which sports appeal to each age group in order to consider appropriate programming.

The largest user groups in almost every sport are ages 7-11 and ages 12-17. Youth sports dominate the national participation levels, and therefore, facility management can plan on having most of its programming for youth sports

The outdoor sports trends show the need for various sizes of multipurpose fields to provide league play and practice space for soccer, flag football, and lacrosse. As the participants' ages change, Depending on the extent and nature of demand, it will be important to consider offering different size multipurpose fields. Potential options for addressing demand from different age groups would be to offer multiple fields of differing sizes or clearly lining the fields based on age of participants or sport being played.



Source: NSGA, ESRI, 2019.

5. INDUSTRY TRENDS: Average Household Income by Sport

Although it is important to understand overall sports participation rates, there are other factors that contribute to the willingness and ability of an individual or a family to participate in a given sport or activity. Household income has a direct influence on sports participation due to the fact that sports require different levels of annual investment, some of which may not be feasible for all people. The charts below present a summary of the average household income of the outdoor and indoor sports reviewed. Lacrosse and soccer have the highest average household incomes associated with them, with more than \$98,300 and \$87,400, respectively. Facility management can utilize this information to better understand the overall sports participation based on the average income of the Des Moines area, and it can help them decide which sports and tournaments they want to pursue.



Source: NSGA, ESRI, 2019.

5. INDUSTRY TRENDS: Frequent Participation Rates

This exhibit summarizes the frequent participation rates nationally and regionally for each sport indicated. The rate of participation includes only frequent users and does not account for occasional and infrequent users. While soccer has a lower regional participation rate than the national rate, outdoor sports such as Tackle Football, Flag Football and Lacrosse match their regional participation rate to that of the national rate. Importantly, this data represents industry participation rate projections based on nationwide and regional surveys by the Sporting Goods Manufacturer’s Association (SGMA), and does not include micro level demand specific to individual markets (such as Des Moines). Market survey results specific to Des Moines user groups are presented in a subsequent chapter. The below adjusted West North Central figures form the basis for the hypothetical projection to Des Moines’ population base shown on the subsequent page.

	Frequent Participation (times annually)	National Frequent Participation Rate	West North Central Index	Adjusted West North Central Participation Rate
Outdoor Sports:				
Soccer	40+	1.33%	76	1.01%
Touch Football	50+	0.19%	102	0.19%
Tackle Football	50+	0.70%	107	0.75%
Flag Football	50+	0.11%	119	0.13%
Lacrosse	60+	0.13%	94	0.12%

5. INDUSTRY TRENDS: Estimated Local Participation

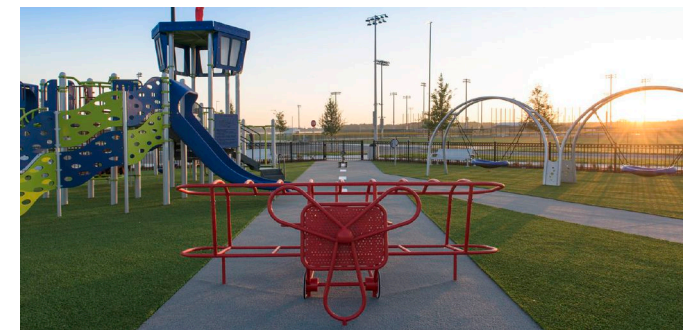
The following exhibit summarizes the estimated population base participating in each identified sport based on participation rates applied to the overall market population. Again, the rate of participation includes only frequent users and does not account for occasional and infrequent users. The City of Des Moines would have an estimated 5,500 to 5,000 total participants across all sports based on national and regional participation rates, respectively, with a majority of the participation coming from soccer. Frequent participants within a 30-minute drive would total between 14,900 and 13,400, while a 180-minute drive radius would yield between an estimated 129,000 and 115,800 participants, based on national and regional rates, respectively. This base of frequent participants presents a significant opportunity to host non-local tournament, event and other activity in Des Moines.

Estimated Frequent Participants												
Market Population:	City of Des Moines		15-minute Drive Time		30-minute Drive Time		60-minute Drive Time		180-minute Drive Time		State of Iowa	
	227,308		296,800		608,108		410,796		5,255,217		3,219,046	
	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate
Soccer	3,033	2,305	3,960	3,010	8,114	6,167	5,481	4,166	70,120	53,291	42,951	32,643
Touch Football	424	433	554	565	1,135	1,158	767	782	9,811	10,007	6,010	6,130
Tackle Football	1,588	1,700	2,074	2,219	4,250	4,547	2,871	3,072	36,725	39,296	22,496	24,070
Flag Football	254	302	332	395	679	808	459	546	5,870	6,985	3,596	4,279
Lacrosse	286	269	373	351	765	719	517	486	6,610	6,213	4,049	3,806
TOTAL	5,586	5,008	7,293	6,540	14,943	13,399	10,094	9,051	129,135	115,792	79,101	70,928

Source: NSGA, ESRI, 2019.

5. INDUSTRY TRENDS: Important & Emerging Trends

- 1. Covered Areas/Hospitality Space:** Participants and attendees are increasingly looking for covered/shaded areas for time in between games and during inclement weather. These spaces should be strategically located in high-traffic areas with good access to/from fields throughout the complex. Additionally, these facilities present an opportunity to offer hardscaped bathrooms, concession space, official/umpire rooms, team/meeting rooms and other such space.
- 2. Sibling Play Areas:** Access to well designed play space (including playground space, dedicated play space, splashpads and other water features, etc.) provides alternative activities for siblings and helps to keep non-participants in a more controlled space. Further, offering these types of amenities can increase the length of stay for participant families, increase the likelihood of return visits and increase per capita concession revenue as a result of increased average attendance levels.
- 3. Sufficient Warm-up Space:** As much a safety concern as it is a convenience, providing adequate space between fields and other infrastructure to allow teams to warm-up prior to the start of their tournament game helps to ensure good flow for larger events.
- 4. Flexible Vendor/Sponsor Space:** Providing space in high-traffic areas for vendors and sponsors to set-up booths, tents, tables or food trucks offers an opportunity for enhanced revenue generation. Importantly, different tournaments, sports and other events have different needs for their sponsors and/or potential vendors, so flexibility within the space is key. Access to power supply is sometimes required, but investment in this infrastructure without proof of market is not required.
- 5. Enhanced Technological Offerings:** Providing Wi-Fi access throughout any public assembly venue or complex is becoming increasingly expected by event attendees. Opportunities to partner with local service providers should be pursued to help defray the cost of development and/or ongoing operations. Further, as technology needs continue to change at a rapid pace, it is important to consider scalable investments.



5. INDUSTRY TRENDS: Synthetic Turf Advantages

- 1. Upfront vs. Ongoing Costs:** Although synthetic turf fields can cost \$800,000 to \$900,000 per field (under a multi-field competitive bid) to purchase and install (versus \$300,000-\$400,000 for tournament-quality natural grass), annual maintenance for a synthetic turf field typically costs between \$5,000-\$10,000, while maintenance for natural grass fields costs between \$30,000 and \$40,000 per year on average.
- 2. Enhanced Usage & Marketability:** Fast moisture draining, recovery and durability of synthetic fields result in a significant reduction in cancelled tournaments and games due to inclement weather relative to natural grass/dirt fields. This leads to enhanced marketability for tournaments and higher, more consistent, use/attendance levels. Synthetic fields are estimated to increase the number of playable hours by approximately 50 percent due to the ability to withstand weather conditions.
- 3. Lifespan & Replacement:** Turf fields have a useful life of between 10 and 15 years. At time of replacement, costs are approximately 60 to 80 percent of the initial purchase and installation cost, as the foundation, base, and drainage system can be re-used.



6.

MARKET DEMAND ANALYSIS



6. MARKET DEMAND: Overview

The potential expansion of James Cownie Soccer Park in Des Moines has the opportunity to draw in larger regional and national signature events, and therefore the analysis of the potential expansion must take a focused approach. While the current James Cownie Soccer Park provides opportunities for both youth and adult local and non-local events, an expanded Cownie Soccer Park can provide an opportunity for the Des Moines destination to position itself to attract larger regional and national events, therefore larger sports-tourism related activity and the associated economic and other community benefits. An essential element of this analysis is to explore potential ways to develop recommendations for the best financial investment and use of the current land resources in order to attract large signature events to the Complex and the Des Moines area.

In order to provide guidance to Des Moines Parks and Recreation Department and other stakeholders on potential market opportunities that could be pursued, we have conducted direct outreach to key local, state, regional and national athletic associations and organizations that run sports programs, leagues, tournaments, competitions and meets that would have a potential interest in a potential expanded James Cownie Soccer Park.



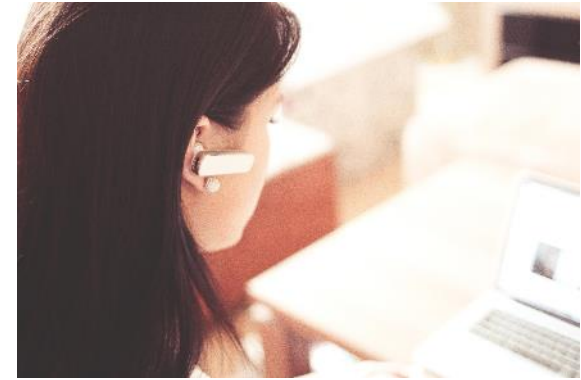
6. MARKET DEMAND: Outreach, Interviews & Surveys

The market demand analysis associated with a potential expanded James Cownie Soccer Park included a detailed set of telephone surveys with planners representing potential soccer, lacrosse, rugby, football games, tournaments, meets, camps and other such events. Specifically, the key components of the primary market research completed for a potential expanded James Cownie Soccer Park included:

1. Meetings with City of Des Moines' Parks and Recreation Department representatives, the City of Des Moines, Catch Des Moines, Drake University, Grand View University, Des Moines High Schools, the Des Moines Menace, Iowa Soccer Association, Johnston Urbandale Soccer Club (JUSC), Northwest Soccer Club, Soccer South, various other recreational and amateur sporting groups, local hoteliers and business leaders; and other visitor industry and community stakeholders.
2. Completed approximately 40 telephone and in-person interviews with organizations representing the following activities: (1) soccer, (2) lacrosse, (3) rugby, (4) flag/touch football, and (5) ultimate frisbee.
3. Conducted an online community survey to assess local opinions/interest/use potential for an expanded Cownie Soccer Park. A total of 738 responses were received. A 131-page summary of quantified responses and verbatim open-ended responses was developed and provided as a separated document.

The in-person and telephone interviews provided an understanding of the willingness of prospective groups to use a potential expanded James Cownie Soccer Park, their overall perceptions of Des Moines as a potential host community for their event(s), the physical facility requirements needed to accommodate their event, their opinion on a two site expansion option and any requirements of the destination/community. The online community survey provided a broader base of feedback by community members (some of which are Cownie Park users and some are not).

Further detail relating to outreach, interviews and survey' responses is presented on the following pages.



6. MARKET DEMAND: Organizations Interviewed (in-person & telephone)

- 3d Lacrosse
- AIFE Soccer Tournament
- Cedar Valley Soccer Club
- Central Iowa Co-ed Soccer League
- Challenger Sports - Tournament
- Corrigan Sports Enterprises
- Des Moines Menace
- Des Moines Parks & Recreation
- Des Moines Public Schools
- Des Moines Rugby Club
- Des Moines Ultimate Frisbee
- Drake University
- Elite Tournaments - Elite
- Genesis
- Grand View University
- International Soccer League
- Iowa AAU
- Iowa High School Soccer Association
- Iowa Lacrosse Association
- Iowa Mavericks Lacrosse
- Iowa Soccer Association
- Iowa State Boys Athletic Union
- Iowa State Girls Athletic Union
- IWLCA Tournament
- JUSC Soccer
- National Junior College Athletic Association (NJCAA)
- Northwest Iowa Soccer Club
- Soccer By Design
- Soccer Management Company
- Soccer South Soccer Club
- True Lacrosse - Illinois
- True Lacrosse- National
- US Club Soccer - North Central
- US Lacrosse - Midwest Region
- USA Club Rugby
- USA Football
- Vision Soccer Academy
- West Des Moines Lacrosse Club
- West Des Moines Soccer Club

6. MARKET DEMAND: Soccer User Group Interviews

19

completed interviews

173 / 300

average / most participants per event

2.5 / 4.0

average/ most number of spectators per participant

16 / 22

average /most number of fields required per event

63%

Were okay with a mixture of natural grass and turf

57%

Were okay with driving up to 10-15 minutes to a secondary site

Summary of Key Findings

- Surveys of local, state, regional and national soccer organizations and event planners
- Completed 19 interviews with planners representing leagues, tournaments, camps, clinics and other such events.
- Moderate demand among local soccer clubs. Fairly robust inventory of larger rectangle sport complexes around the Des Moines Area (e.g., Prairie Ridge and Spring Creek).
- Higher demand among non-local tournament organizers due to the size of the JWC complex, and its geographic location relative to some of the larger markets.
- On average, soccer tournament organizers were interested in complexes with around 16-18 fields.
- Largely positive response regarding a two-site expansion option; most organizers indicated that a 10-15 minute drive would be acceptable.
- There is moderate to strong interest among regional and national soccer organizers; however, facilities throughout the Midwest, such as Overland Park, present significant competition due to the championship environment the complexes promote.
- Depending on the rain out policy, most organizers favored having a mixture of both artificial turf and natural grass fields. However if they were given a preference, a majority of the organizers mentioned that they preferred having all synthetic turf fields.



6. MARKET DEMAND: Other User Group Interviews

11

completed interviews

129 / 325

average / most participants per event

2.25

average/ most number of spectators per participant

6

average /most number of fields required per event

83%

Were okay with a mixture of natural grass and turf;

100%

Were okay with driving up to 10-15 minutes to a secondary site

Summary of Key Findings

- Completed surveys with 11 local, state, regional and national amateur sports organizations and event planners. Including organizers of lacrosse, rugby and football camps, clinics, tournaments, and other such events.
- Moderate to strong demand among local user groups due to local lacrosse and rugby clubs being relatively new to the market and looking to grow/expand into a complex such as JWC.
- Limited to moderate demand among non-local tournament organizers largely due to the lack of a significant base of participants and volunteers among these emerging sports.
- Most event organizers stated that they would be okay with a mixture of both synthetic turf and natural grass, noting that having synthetic turf fields allows for an easy back up plan when dealing with inclement weather as well as allows of lacrosse and rugby lines to be laid permanently to allow for easier access and set up.
- On average, organizers were interested in bringing in some of their larger three-day tournaments with participation ranging from 100 to 325 teams, throughout the spring, summer and fall months.
- When asked about additional amenities that could be added to the complex the common responses among event organizers were fencing behind lacrosse/ rugby goals, centrally located hard buildings with offices or meeting space, and hard room bathrooms. Additional amenities mentioned were complex-wide WIFI, enough vendor or concession space, and larger parking areas.



6. MARKET DEMAND: Online Community Survey

A web-based survey instrument was developed for the purpose of collecting opinions and information from Des Moines residents pertaining to the potential expansion of James W. Cownie Soccer Park. The interactive survey included a variety of multiple-choice, simple word/phrase input, and open-ended questions. The survey could be completed with any device via a web browser (e.g., computer, phone, tablet). The online survey remained open from July 23, 2019 through August 13, 2019. A total of 738 responses were received. The response volume received in Des Moines was consistent with similar surveys that have been managed by CSL in comparable markets throughout the country.

An announcement and link to the survey was promoted by Des Moines Parks & Recreation via its host website and associated social media platforms, as well as through facilitated coordination with leadership of primary local field sports user groups in Des Moines. These local organizations also actively promoted participation in the survey through communication to their respective member/participant bases. Feedback among these types of constituents is considered particularly valuable, as they represent the past and most likely future users/consumers of James W. Cownie Soccer Park facilities, infrastructure and amenities.

As a primary goal of this survey was to maximize participation and feedback from past, current and possible future users of the James W. Cownie Soccer Park, the sample technique utilized for the survey is considered a judgmental and respondent-driven sampling hybrid. As these techniques are non-probability-based, they do not support formal statistical inference. There is bias in the completed survey data set, as a result of the targeted announcement approach and differences in the strength and method of advocacy/promotion of survey participation among third parties (through their membership, athletes, coaches/leadership, and family network bases). Attempts have been made to identify and appropriately evaluate likely areas of bias, including segmentation of survey results into groups based on “type of sport” receiving strong respondent interest.

Given that responses to this survey were procured through a judgmental and respondent-driven sampling hybrid, a useful method to neutralize some bias in a survey is to segment survey results by the rectangle field sport type of respondent interest/involvement. As such, the quantitative results presented in this section are shown in terms of “overall” and by groupings of “sport type” that received strong interest by individual respondents. The results of Survey Question 25 represent the basis for grouping of survey data results in the summaries contained in this section. Results related to each of the 11 major outdoor rectangle field sport types asked in the survey have been segmented. For each respondent, any sport that was given a rating of 4 or 5 (“very frequently” or “frequent”) would trigger their entire survey to be logged as a positive under the respective segment.

Results related to the quantifiable questions asked in the survey are presented on the following pages. Feedback received related to the remaining open-ended/elective-input questions is provided in verbatim format in a companion document.

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group = Responses =		ALL RESULTS
Q1. Zip code associated with primary residence?		
a City of Des Moines		53%
b Outside City of Des Moines		47%
Total =		100%
n =		738
Q13. Age of respondent?		
a Under 18		1%
b 18 to 24		3%
c 25 to 34		15%
d 35 to 44		34%
e 45 to 54		27%
f 55 to 64		11%
g 65 to 74		8%
h 75 or older		0%
Total =		100%
n =		738

Results by Event Type with Frequent or Very Frequent Participation in the Des Moines Area										
Rectangle Field Sports										
Soccer	Lacrosse	Rugby	Field Hockey	Tackle Football	Flag Football	AR Football	Cricket	Quidditch	Ultimate Frisbee	Other Rectangle
310	6	7	2	21	20	2	1	1	22	12
36%	50%	86%	100%	57%	85%	100%	100%	100%	68%	50%
64%	50%	14%	0%	43%	15%	0%	0%	0%	32%	50%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12
2%	17%	0%	0%	5%	0%	0%	0%	0%	0%	0%
6%	0%	0%	0%	0%	5%	0%	0%	0%	9%	8%
17%	0%	0%	0%	5%	10%	0%	0%	0%	41%	0%
39%	33%	43%	50%	38%	35%	50%	0%	0%	5%	50%
30%	33%	29%	0%	38%	30%	0%	0%	0%	32%	17%
5%	17%	29%	50%	10%	10%	50%	100%	100%	9%	8%
1%	0%	0%	0%	5%	10%	0%	0%	0%	5%	17%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group =		ALL RESULTS
Responses =		738
Q14. How many family members are there in your household, including you?		
a	1	9%
b	2	22%
c	3	14%
d	4	31%
e	5	17%
f	6 or more	7%
Total =		100%
n =		738
Q15. Number of family members within your household that fall into the following age ranges (total should equal the number indicated above)?		
a	6 and under	9%
b	7 to 11	11%
c	12 to 17	18%
d	18 to 24	8%
e	25 to 34	9%
f	35 to 44	18%
g	45 to 54	15%
h	55 to 64	6%
i	65 to 74	4%
j	75 or older	0%
Total =		100%
n =		2,563

Results by Event Type with Frequent or Very Frequent Participation in the Des Moines Area										
Rectangle Field Sports										
Soccer	Lacrosse	Rugby	Field Hockey	Tackle Football	Flag Football	AR Football	Cricket	Quidditch	Ultimate Frisbee	Other Rectangle
310	6	7	2	21	20	2	1	1	22	12
5%	0%	14%	0%	5%	0%	0%	0%	0%	23%	17%
12%	33%	43%	100%	14%	35%	100%	100%	100%	23%	33%
14%	0%	14%	0%	14%	5%	0%	0%	0%	18%	17%
35%	17%	14%	0%	33%	25%	0%	0%	0%	18%	33%
25%	33%	0%	0%	5%	10%	0%	0%	0%	9%	0%
8%	17%	14%	0%	29%	25%	0%	0%	0%	9%	0%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12
8%	4%	10%	25%	4%	12%	25%	0%	0%	8%	9%
12%	13%	10%	0%	12%	19%	0%	0%	0%	9%	9%
22%	38%	20%	0%	23%	16%	0%	0%	0%	9%	16%
10%	4%	5%	0%	11%	9%	0%	0%	0%	14%	3%
9%	0%	0%	0%	4%	6%	0%	0%	0%	23%	6%
18%	13%	25%	25%	19%	13%	25%	0%	0%	5%	28%
17%	21%	15%	0%	16%	14%	0%	0%	0%	21%	13%
3%	8%	15%	50%	6%	4%	50%	100%	100%	9%	3%
1%	0%	0%	0%	4%	6%	0%	0%	0%	3%	13%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1,222	24	20	4	90	77	4	2	2	66	32

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group =		Overall Results					
		Very Frequently 50+ times	Frequent 20-49 times	Occassional 5-19 times	Infrequent 1-4 times	Never	Don't Know
Q3. Over a 12-month period, how frequently does a member of your family utilize Des Moines area facilities for practices, games, competitions and meets when participating in the following sports?							
Baseball		3%	3%	6%	8%	80%	1%
Basketball		2%	7%	5%	11%	72%	2%
Cheerleading/Dance		1%	1%	2%	4%	89%	3%
Cycling		9%	10%	11%	9%	59%	2%
Field Hockey		0%	0%	0%	2%	96%	3%
Football (Flag/Tackle/Touch)		2%	3%	5%	6%	81%	2%
Golf		1%	3%	11%	15%	68%	2%
Gymnastics		1%	1%	1%	3%	91%	2%
Ice Sports (hockey, figure skating, curling)		1%	1%	3%	9%	84%	2%
Lacrosse		0%	0%	1%	2%	95%	3%
Martial Arts/Boxing		1%	1%	1%	2%	92%	3%
Running/jogging		11%	11%	13%	8%	56%	2%
Rugby		1%	0%	0%	2%	94%	3%
Soccer		25%	13%	15%	9%	37%	1%
Softball		2%	3%	5%	5%	83%	2%
Swimming/Diving		4%	7%	12%	10%	65%	2%
Tennis		1%	3%	4%	12%	78%	2%
Volleyball		2%	1%	4%	7%	83%	2%
Wrestling		1%	1%	0%	2%	93%	2%
Other:		3%	2%	4%	4%	73%	15%
Total Rectangle Field Event Participation		3%	4%	5%	6%	78%	3%

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group =		Overall Results					
		Very Frequently 50+ times	Frequent 20-49 times	Occassional 5-19 times	Infrequent 1-4 times	Never	Don't Know
Q6. Over a 12-month period, how frequently does a member of your family utilize Des Moines area soccer fields or other outdoor rectangular sports fields for practices, games, compeitions, meets, or leisure/recreation when participating in the following sports activities?							
Soccer:		30%	12%	12%	7%	37%	2%
Lacrosse:		0%	0%	1%	1%	94%	4%
Rugby:		1%	0%	1%	1%	94%	4%
Field Hockey:		0%	0%	0%	1%	95%	4%
Tackle Football:		1%	2%	3%	3%	89%	3%
Flag Football:		1%	2%	5%	3%	86%	3%
Australian Rules Football:		0%	0%	0%	1%	94%	4%
Cricket:		0%	0%	0%	1%	95%	4%
Quidditch:		0%	0%	0%	1%	94%	4%
Ultimate Frisbee:		1%	2%	4%	7%	83%	3%
Other:		1%	1%	2%	1%	81%	14%
Total Rectangle Field Event Participation		32%	14%	13%	8%	31%	1%

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group =		Overall Results					
		Respondents	Average Percentage	Very Frequently 50+ times	Frequent 20-49 times	Occassional 5-19 times	Infrequent 1-4 times
Q7. What percentage of this usage would you estimate to occur at the Cownie Soccer Complex (in terms of 0 to 100% for each type)?							
Soccer		393	48%	33%	48%	52%	47%
Lacrosse		9	17%	6%	3%	0%	40%
Rugby		8	8%	5%	-	5%	5%
Field Hockey		5	9%	8%	-	0%	-
Tackle Football		29	17%	6%	7%	5%	7%
Flag Football		46	24%	8%	18%	26%	7%
Australian Rules Football		5	7%	5%	-	0%	-
Cricket		5	8%	6%	-	0%	-
Quidditch		3	17%	0%	0%	0%	50%
Ultimate Frisbee		52	25%	5%	7%	5%	31%
Other:		15	27%	2%	12%	17%	40%
Total Rectangle Field Event Participation		52	19%	7%	13%	10%	28%

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group =		ALL
Responses =		RESULTS
		738
Q9a. Current James Cownie Soccer Complex meets the needs for local Des Moines citizens:		
a	Strongly agree	8%
b	Agree	16%
c	Somewhat agree	18%
d	Somewhat disagree	13%
e	Disagree	12%
f	Strongly disagree	8%
g	No opinion	26%
Total =		100%
n =		738
Q9b. Current James Cownie Soccer Complex meets the needs of tournaments that draw teams from outside of Des Moines.		
a	Strongly agree	6%
b	Agree	10%
c	Somewhat agree	16%
d	Somewhat disagree	13%
e	Disagree	14%
f	Strongly disagree	11%
g	No opinion	30%
Total =		100%
n =		738

Results by Event Type with Frequent or Very Frequent Participation in the Des Moines Area										
Rectangle Field Sports										
Soccer	Lacrosse	Rugby	Field Hockey	Tackle Football	Flag Football	AR Football	Cricket	Quidditch	Ultimate Frisbee	Other Rectangle
310	6	7	2	21	20	2	1	1	22	12
5%	0%	0%	0%	0%	0%	0%	0%	0%	5%	17%
14%	33%	14%	0%	14%	30%	0%	0%	0%	27%	17%
20%	17%	29%	50%	29%	15%	50%	100%	100%	18%	25%
19%	17%	29%	50%	19%	40%	50%	0%	0%	32%	8%
23%	17%	29%	0%	14%	10%	0%	0%	0%	0%	8%
15%	17%	0%	0%	14%	0%	0%	0%	0%	5%	17%
5%	0%	0%	0%	10%	5%	0%	0%	0%	14%	8%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12
4%	0%	0%	0%	0%	5%	0%	0%	0%	5%	8%
9%	0%	14%	0%	10%	20%	0%	0%	0%	14%	17%
20%	33%	14%	50%	24%	20%	50%	100%	100%	18%	25%
18%	33%	29%	50%	14%	25%	50%	0%	0%	9%	17%
23%	17%	0%	0%	24%	15%	0%	0%	0%	18%	8%
17%	17%	29%	0%	14%	10%	0%	0%	0%	5%	17%
9%	0%	14%	0%	14%	5%	0%	0%	0%	32%	8%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12

6. MARKET DEMAND: Online Community Survey (continued)

Survey Group = Responses =		ALL RESULTS 738
Q9c. There is a need for expansion/improvement of the Cownie Soccer Complex.		
a	Strongly agree	34%
b	Agree	17%
c	Somewhat agree	12%
d	Somewhat disagree	3%
e	Disagree	4%
f	Strongly disagree	5%
g	No opinion	24%
Total =		100%
n =		738
Q9d. Interest in an expansion project that included artifical/synthetic turf.		
a	Very Positive	40%
b	Somewhat Positive	15%
c	Neutral	14%
d	Somewhat Negative	9%
e	Very Negative	8%
f	No opinion	14%
Total =		100%
n =		738

Results by Event Type with Frequent or Very Frequent Participation in the Des Moines Area										
Rectangle Field Sports										
Soccer	Lacrosse	Rugby	Field Hockey	Tackle Football	Flag Football	AR Football	Cricket	Quidditch	Ultimate Frisbee	Other Rectangle
310	6	7	2	21	20	2	1	1	22	12
54%	67%	57%	50%	52%	25%	50%	0%	0%	23%	42%
24%	17%	29%	0%	24%	30%	0%	0%	0%	14%	17%
13%	0%	0%	0%	10%	25%	0%	0%	0%	23%	25%
1%	17%	14%	50%	5%	5%	50%	100%	100%	9%	0%
1%	0%	0%	0%	0%	0%	0%	0%	0%	9%	8%
3%	0%	0%	0%	0%	5%	0%	0%	0%	5%	0%
5%	0%	0%	0%	10%	10%	0%	0%	0%	18%	8%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12
62%	50%	29%	0%	48%	35%	0%	0%	0%	18%	33%
13%	17%	29%	50%	5%	25%	50%	0%	0%	14%	17%
11%	0%	14%	0%	24%	20%	0%	0%	0%	18%	25%
6%	33%	29%	50%	14%	15%	50%	100%	100%	32%	8%
6%	0%	0%	0%	5%	5%	0%	0%	0%	14%	0%
2%	0%	0%	0%	5%	0%	0%	0%	0%	5%	17%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
310	6	7	2	21	20	2	1	1	22	12

6. MARKET DEMAND: Latent Demand Analysis

The purpose of the following analysis is to get a better understanding for the existing demand of user groups in the Des Moines area, and any potential demand that would exist given a bigger or improved facility. We spoke with 10 organizations that currently utilize fields in Des Moines for either league play or tournaments. The first table depicts their current usage, while the second table shows how many games/tournaments they would be able to add given an improved James Cownie Park.

The second table assumes that the complex would adhere to a number of requirements which would enable the organizations to actually add the latent demand. The most consistent requirement was the need for turf, as all but 2 groups would operate more efficiently with at least a handful of turf fields. Other important requirements include better traffic flow getting in and out of the parking lots, more restroom amenities, up to 10 new fields for the largest organizations, and several more lighted fields. The Universities and state tournament groups also emphasized the importance of a covered facility with water supply for the trainers and the need for locker rooms for the athletes and refs.

The most prominent result of the surveys is a desire to host more tournaments. Although there are some organizations that would be able to add some league games to alleviate with overcrowding at their facilities, most organizations have a vision for 150+ team tournaments. Some of those tournaments derive from adding more teams to existing tournaments, and some would be brand new events.

6. MARKET DEMAND: Latent Demand Analysis (Existing)

ESTIMATED EXISTING MARKET UTILIZATION													
Des Moines Rectangle Field Primary Users													
	Number of Tournaments	Number of Teams	Average Participants Per Team	Total Players	Games Per Team	Total Player Attendance	Spectator Attd. Factor	Total Spectator Attendance	Total Attendance	Local %	Non- Local %	Total Local Attendance	Total Non-Local Attendance
Existing Usage:													
Leagues:													
Drake Athletics and Soccer Coaches		2	29	58	15	870	6.8	5,916	6,786	30%	70%	2,036	4,750
Grand View Athletics		2	30	60	10	600	6.7	4,000	4,600	25%	75%	1,150	3,450
Des Moines Public Schools		12	22	264	10	2,640	2.0	5,280	7,920	85%	15%	6,732	1,188
Iowa Soccer Association		0	0	0	0	0	0	0	0	0%	100%	0	0
West Des Moines Soccer Club		0	0	0	0	0	0	0	0	0%	100%	0	0
JUSC/Sporting Iowa		0	0	0	0	0	0	0	0	0%	100%	0	0
Des Moines Menace		0	0	0	0	0	0.0	0	0	0%	100%	0	0
Vision Soccer Club		40	16	640	4	2,560	2.5	6,400	8,960	95%	5%	8,512	448
International Soccer League		0	0	0	0	0	0	0	0	0%	100%	0	0
IAFE		0	0	0	0	0	0	0	0	0%	100%	0	0
Subtotal:		56	18	1,022	7	6,670	3.2	21,596	28,266	65%	35%	18,430	9,836
Tournaments:													
Drake Athletics and Soccer Coaches	0	0	0	0	0	0	0	0	0	0%	100%	0	0
Grand View Athletics	1	4	30	120	3.0	360	2.0	720	1,080	25%	75%	270	810
Des Moines Public Schools	0	0	0	0	0	0	0	0	0	0%	100%	0	0
Iowa Soccer Association	2	200	17	3,400	2.0	6,800	1.5	10,200	17,000	10%	90%	1,700	15,300
West Des Moines Soccer Club	1	145	16	2,320	3.0	6,960	2.5	17,400	24,360	50%	50%	12,180	12,180
JUSC/Sporting Iowa	2	200	17	3,400	3.0	10,200	2.5	25,500	35,700	60%	40%	21,420	14,280
Des Moines Menace	3	280	18	5,040	3.0	15,120	2.0	30,240	45,360	40%	60%	18,144	27,216
Vision Soccer Club	1	125	6	750	3.5	2,625	2.5	6,563	9,188	70%	30%	6,431	2,756
International Soccer League	0	0	0	0	0.0	0	0.0	0	0	0%	100%	0	0
IAFE	1	20	50	1,000	3.0	3,000	1.5	4,500	7,500	60%	40%	4,500	3,000
Subtotal:	11	974	16	16,030	2.8	45,065	2.1	95,123	140,188	46%	54%	64,645	75,542
Total Existing:	11	1,030	17	17,052		51,735	2.3	116,719	168,454	49%	51%	83,075	85,378

6. MARKET DEMAND: Latent Demand Analysis (Incremental)

ESTIMATED INCREMENTAL INDUCED MARKET UTILIZATION													
Des Moines Rectangle Field Primary Users													
	Number of Tournaments	Number of Teams	Average Participants Per Team	Total Players	Games Per Team	Total Player Attendance	Spectator Attd. Factor	Total Spectator Attendance	Total Attendance	Local %	Non-Local %	Total Local Attendance	Total Non-Local Attendance
Incremental Usage:													
Leagues:													
Drake Athletics and Soccer Coaches		2	29	58	5	290	6.8	1,972	2,262	30%	70%	679	1,583
Grand View Athletics		2	30	60	10	600	2.5	1,500	2,100	25%	75%	525	1,575
Des Moines Public Schools		10	20	200	6	1,200	1.5	1,800	3,000	85%	15%	2,550	450
Iowa Soccer Association		0	0	0	0	0	0	0	0	0%	100%	0	0
West Des Moines Soccer Club		0	0	0	0	0	0	0	0	0%	100%	0	0
JUSC/Sporting Iowa		50	20	1,000	4	4,000	2.5	10,000	14,000	15%	85%	2,100	11,900
Des Moines Menace		0	0	0	0	0	0.0	0	0	0%	100%	0	0
Vision Soccer Club		0	0	0	0	0	0.0	0	0	0%	100%	0	0
International Soccer League		8	22	176	25	3,872	2.0	7,744	11,616	95%	5%	11,035	581
IAFE		0	0	0	0	0	0.0	0	0	0%	0%	0	0
Subtotal:		72	21	1,494	7	9,962	2.3	23,016	32,978	51%	49%	16,889	16,089
Tournaments:													
Drake Athletics and Soccer Coaches	3	13	29	377	2.0	754	4.0	3,016	3,770	5%	95%	189	3,582
Grand View Athletics	1	10	25	250	3.0	750	2.0	1,500	2,250	100%	0%	2,250	0
High School Athletics Association	0	0	0	0	0	0	0	0	0	0%	100%	0	0
Iowa Soccer Association	3	300	17	5,100	2.0	10,200	1.5	15,300	25,500	10%	90%	2,550	22,950
West Des Moines Soccer Club	0	35	16	560	3.0	1,680	2.5	4,200	5,880	50%	50%	2,940	2,940
JUSC/Sporting Iowa	1	400	17	6,800	3.0	20,400	2.5	51,000	71,400	60%	40%	42,840	28,560
Des Moines Menace	1	60	18	1,080	3.0	3,240	2.0	6,480	9,720	40%	60%	3,888	5,832
Vision Soccer Club	2	300	16	4,800	3.5	16,800	2.5	42,000	58,800	50%	50%	29,400	29,400
International Soccer League	0	0	0	0	0.0	0	0.0	0	0	0%	100%	0	0
IAFE	3	64	50	3,200	3.0	9,600	1.5	14,400	24,000	60%	40%	14,400	9,600
Subtotal:	14	1,182	19	22,167	2.9	63,424	2.2	137,896	201,320	49%	51%	98,457	102,864
Total Incremental:	14	1,254	19	23,661		73,386	2.2	160,912	234,298	20%	80%	181,532	188,242
Total Existing + Induced (Leagues)													
Total Existing + Induced (Tournaments)													
TOTAL EXISTING + INDUCED ACTIVITY													
		128	20	2,516	7	16,632	2.7	44,612	61,244	58%	42%	35,319	25,925
	25	2,156	18	38,197	2.8	108,489	2.1	233,019	341,508	48%	52%	163,102	178,406
	25	2,284	18	40,713	3.1	125,121	2.2	277,631	402,752	49%	51%	198,420	204,331
Note: Total attendance only includes unique participants / spectators per event (e.g. multiple day spectators are only counted once).													

6. MARKET DEMAND: Conclusions

- Moderate to strong demand exists for additional field access during peak times (April/May, September/October) at Cownie Park, as well as opportunities to utilize shoulder season periods and June/July should capacity become available. Conversations with existing Cownie Park and other consumers of multi-sport, rectangle fields throughout the Greater Des Moines area suggest the potential exists to attract in excess of 234,000 new event attendees (participants and other attendees) with the addition of new fields and/or the conversion of some existing fields to synthetic turf. This would be accomplished through a mix of adding new tournaments that the market currently cannot accommodate and/or increasing the number of teams participating in existing tournaments that do not have enough fields to accommodate current demand.
- Several interviewed stakeholders indicated an awareness of a potential new soccer complex project that has been proposed as part of the Kettlestone mixed-use development area in Waukee, Iowa (approximately 30 minutes to the west of Cownie Park). At this point, the size and/or composition (facility type/focus, indoor vs. outdoor) of this development proposal is unclear. Should this Waukee project (or any other similar project in nearby areas) occur and the end product involves an outdoor complex of 10 or more soccer/multisport fields, there will likely be a significant competitive impact with Cownie Park for tournaments.
- From a local demand perspective, four to five synthetic turf fields would provide a venue for practice for up to three of the local high school programs that currently are in need of access to practice space, along with local games and usage. These programs are currently turning away players because of limited access to practice/game fields. Considering both local and non-local demand, six synthetic turf fields in one location would be the appropriate development strategy to accommodate unmet local and non-local demand.
- Development of an additional 6 fields would accommodate the majority of regional and national tournaments that have an interest in hosting their event(s) in Des Moines but currently cannot come because of limited access to facilities. There are a limited number of soccer tournaments that require 22 to 24 fields (or more); however, most of these large tournament organizers surveyed indicated that they would consider a market in which fields were located within a 10-15 minute drive, should multiple locations be required to host the tournament. A 22- to 24-field soccer complex would better accommodate overall tournament demand (small through large tournaments, including multiple tournaments accommodated concurrently).
- Moderate to strong demand exists among organizers of other sports tournaments (e.g., lacrosse, football, rugby, etc.). However, participation rates in Des Moines among these sports is not as robust as in other nationwide markets. Additional fields at James Cownie Soccer Park would provide an opportunity to continue growing a following for these sports.
- Should Cownie Park be the focus of development through expansion, it will be critically important to incorporate improved ingress/egress, additional covered areas for concessions, locker room facilities, hardscaped bathrooms, officials rooms, etc., enhanced technological considerations and other modern amenities.

7.

PROGRAM & SITE DEVELOPMENT



7. PROGRAM & SITE: Market Supportable Program

Based on the results of in-depth interviews with individuals representing local, regional and national sports organizations, as well as discussions with local project stakeholders, the demographic and socioeconomic characteristics of the local and regional market, historical Cownie Park operations, and current participation levels in youth sports, it is estimated that a 24-field rectangle field complex would represent a hypothetical market supportable product that would best meet local and non-local demand in Des Moines. The optimal product would be a single field complex offering a mix of synthetic turf fields and high quality natural grass fields. An optimal site would have room reserved for potential future expansion and would be located in area in Des Moines with strong accessibility/visibility to major roadways and within close proximity to concentrations of visitor/hospitality infrastructure (such as restaurants, hotels, retail and attractions).

The market supportable program would include a minimum of six synthetic turf fields. In addition to significant maintenance cost savings, synthetic turf fields offer fast moisture draining, recovery and durability that result in a significant reduction in cancelled tournaments and games due to inclement weather relative to natural grass/dirt fields. This leads to enhanced marketability for tournaments and higher, and more consistent, use/attendance levels. Synthetic fields also are estimated to increase the number of playable hours by approximately 50 percent due to the ability to withstand weather conditions, and have a useful life of between 10 and 15 years. Once synthetic turf fields are in need of replacement, costs to re-install are half of the initial costs as the foundation, base, and drainage system can be re-used.

1) 24 full-sized multisport rectangle fields:

- a. Including a minimum of six (6) synthetic turf fields.
- b. 345' x 210' per field.
- c. no fixed seating required.

2) Additional characteristics & amenities:

- a. Lighting for at least half of fields to maximize use periods.
- b. Restroom and concession facilities at multiple locations.
- c. Team Building (locker rooms, multipurpose rooms)
- d. Field operations building.
- e. Pavilions (one or more covered/shaded areas).
- f. Warm-up areas (lawn areas available for pre-/post-game team assembly and warm-up drills and activities).
- g. Park entrance signage.
- h. Paved parking capacity for at least 80 spaces per field.

3) Approximate site acreage:

- a. 2.1 acres per field (field dimensions only)
- b. 3.2 acres per field (field + clearance + circulation)
- c. 4.5 acres per field (field + clearance + circulation + parking + service/support buildings)
- d. 110 acres total site approximation

7. PROGRAM & SITE: Cownie Park Expansion Challenges

James W. Cownie Soccer Park represents the primary existing soccer/rectangle field complex in Des Moines. It has built a strong base of users (leagues/clubs and tournaments) and its fields are favorably-regarded by users. As such, to achieve the 24-field market supportable program (outlined on the previous page), a contiguous expansion of Cownie Park represents the most logical starting point for concept investigation.

Given the physical barrier presented to the southwest of Cownie Park (via the railroad and Hartford Avenue), options for a contiguous expansion to the north and east were evaluated. Initially, two potential expansion solutions were developed, as shown in Preliminary Concepts A and B below. Unfortunately, any expansion at the existing Cownie Park site would present a number of challenges, most prominently due to (1) the near entirety of the adjacent available land existing in a floodway, and (2) significantly constrained Cownie Park ingress/egress via a single entrance/exit point at a railroad crossing. A second railroad crossing is considered very unlikely, given Union Pacific's requirement of three existing closures per new crossing; thereby, limiting a new ingress/egress point to a situation involving an expensive bridge overpass. Further, since the entire existing Cownie Park exists in a floodplain, even improvement recommendations for new support buildings such as locker rooms, concessions, restrooms, etc. would have to be evaluated and planned carefully.

Preliminary Site Concept A



A. New Grass Fields B. Convert Fields to Synthetic Turf C. New Entry Only D. Existing Entry E. Flood Resistant Restroom Building
F. New Parking G. New Field Lights H. New Restroom Building I. New Team Building J. Floodway Mitigation Area

Preliminary Site Concept B



A. New Grass Fields B. Convert Fields to Synthetic Turf C. New Entry D. Convert Entry to Exit Only E. Flood Resistant Restroom Building
F. New Parking G. Expand Parking H. New Field Lights I. New Restroom Building J. New Team Building K. Floodway Mitigation Area

7. PROGRAM & SITE: Cownie Park Expansion Challenges (continued)

After discussions with the City's Engineering and Parks & Recreation leaders, three general approaches to expansion at the current Cownie Park site were considered and evaluated by the CSL/CHA team. A description of these three options is provided below. Strengths and weaknesses of each of these approach strategies is provided on the following page.

Approach 1 – Low Complexity Strategy

Additional fields and parking could be developed at the current site elevations with no vertical obstructions (buildings, grandstands, scoreboards, fencing or netting) included with the development. The subsequent fields could suffer from a lack of natural drainage, would be subject to flooding, on-going maintenance and potential reconstruction due to flood damage. The fields would not benefit from permanent amenities that are typical in competing tournament quality venues.

Approach 2 – Moderate Complexity Strategy

Development of the additional fields and parking as described above and provide new permanent facilities (restrooms/concessions) that are situated above the flood elevation. The placement of any fill within the floodway would require a hydraulic analysis to determine potential impacts to 100-year water surface elevations (WSE) and would likely lead to a formal letter of map revision (LOMR) process with FEMA. The map revision process will document any changes to 100-year WSE and will require remapping and public notification of any proposed changes. If there are adjacent landowners who object to the change in WSE, the LOMR will be denied by FEMA. In addition, the LOMR would trigger a joint application process with the Army Corps of Engineers and based on their current permitting backlog, the review could take 6 -12 months or more to process with no guarantee of approval. Additional permanent amenities may also be developed to elevate the complex to a level similar to competing venues. Those additional amenities would be included in the impact study and may have further detrimental effects to the flood elevation.

Approach 3 – High Complexity Strategy

Development of an expansion in a manner that would elevate the fields above the current flood elevation and provide permanent facilities/amenities. This approach would achieve a complex design similar to expanding on a separate parcel. In order for this design approach to maintain a no rise situation with the floodway, compensatory storage would need to be provided on the same parcel to prevent adverse flooding impacts on adjoining properties. The compensatory storage needs to be provided in an area that is currently not within the 100-year floodplain. Each playing field is approximately 2.5 acres in area. As such, for every foot that a field needs to be elevated, the compensatory storage offset would be approximately 2.5 acre-feet. The area on the other side of the Des Moines River is protected by the SE DM levee, so there is very limited area to provide compensatory storage for this site.

7. PROGRAM & SITE: Cownie Park Expansion Challenges (continued)

APPROACH 1 (Low Complexity Strategy)

STRENGTHS:

- No land acquisition cost or time delays.
- Cost effective by limiting grading work and avoiding the costs of permeant amenities.
- Could improve traffic flow at the existing complex and relieve parking constraints at Fields 1-5 depending on design approach.

WEAKNESSES:

- Field quality will not be to the current standard of the existing fields at Cownie.
- No permeant amenities that are typical in competing venues.
- Fields and parking subject to frequent flooding and flood damage requiring repairs with the potential to lose field availability.
- Additional impervious area added to the floodway.
- No potential for synthetic turf fields to be added to the complex.

APPROACH 2 (Moderate Complexity Strategy)

STRENGTHS:

- No land acquisition cost or time delays.
- Cost effective by limiting grading work.
- Could improve traffic flow at the existing complex and relieve parking constraints at Fields 1-5 depending on design approach.

WEAKNESSES:

- Field quality will not be to the current standard of the existing fields at Cownie.
- Importing of material to elevate permeant structures will require government approvals adding 6 months to 2 years to the development timeline without guarantee of success.
- Fields and parking subject to frequent flooding and flood damage requiring repairs with the potential to lose field availability.
- Additional impervious area added to the floodway.
- No potential for synthetic turf fields to be added to the complex.

APPROACH 3 (High Complexity Strategy)

STRENGTHS:

- Field quality can match the current standard of the existing fields at Cownie.
- Could improve traffic flow at the existing complex and relieve parking constraints at Fields 1-5 depending on design approach.

WEAKNESSES:

- Cost of land acquisition and development of compensatory storage.
- Cost of importing material to elevate the fields, structures and parking.
- Importing of material to elevate permanent structures will require government approvals adding 6 mos. to 2 yrs. to the development timeline without guarantee of success.
- Fields and parking subject to flooding and flood damage requiring repairs similar to existing fields.
- Additional impervious area added to the floodway/floodplain.
- No potential for synthetic turf fields to be added to the complex.

7. PROGRAM & SITE: South Site Opportunity & Concept

As the analysis suggests that a contiguous expansion at the existing Cownie Park site would be challenging and significantly costly to execute correctly, alternate, non-contiguous site opportunities were investigated. While an industry-optimal tournament field complex would have all of its fields located on a single site, negative impacts associated with splitting the field inventory into two campuses can be significantly mitigated should the two sites be proximately-located.

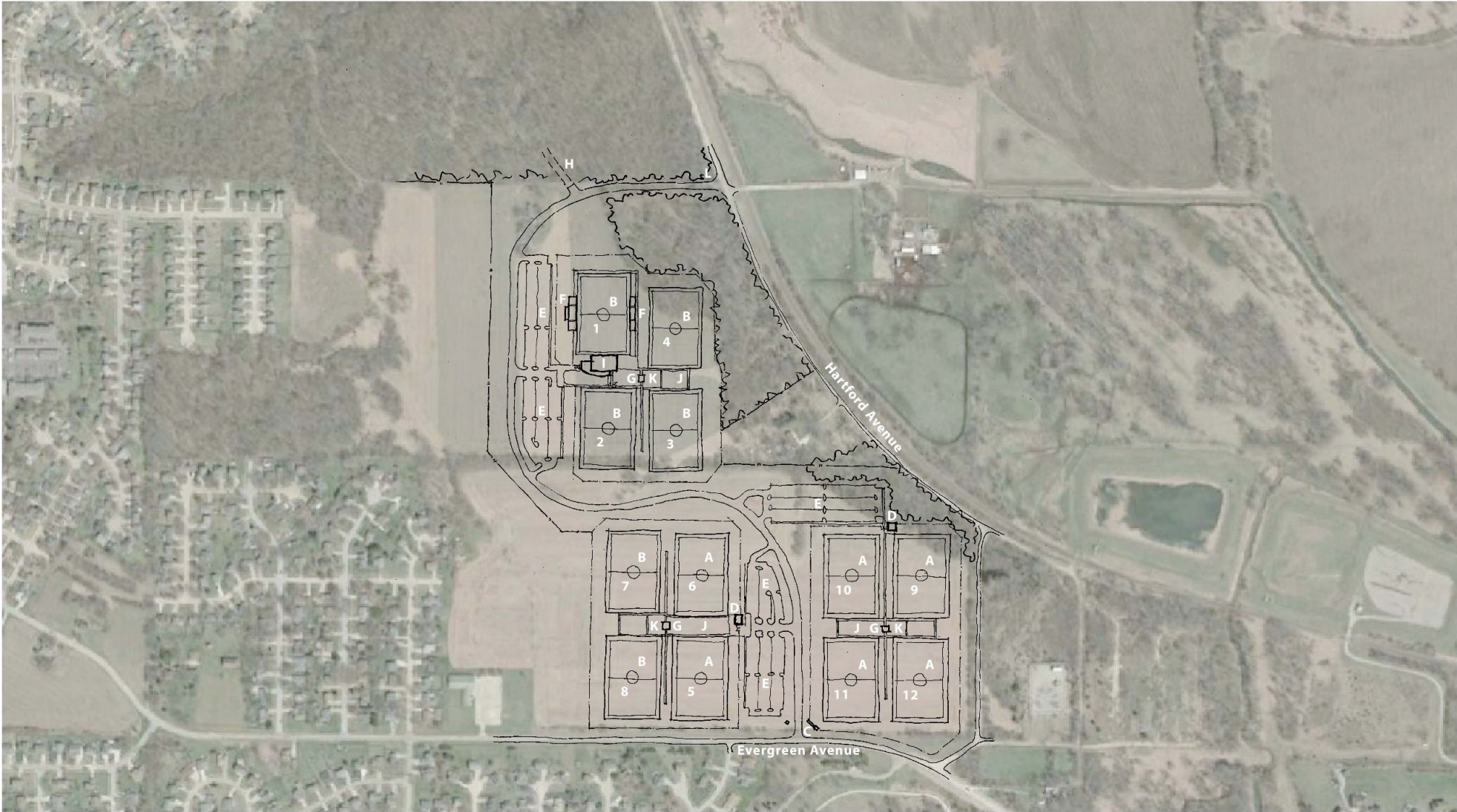
An alternate target site (referred to as the “South Site”) was identified just to the south of Cownie Park, approximately a quarter mile south on Hartford Avenue from Cownie’s entrance/exit. This South Site represents approximately 87 total acres, with 75 acres assumed for the new field expansion and 12 acres assumed for wooded area preservation along Hartford Avenue. The South Site consists of land that is partially owned by the City of Des Moines and partially owned by a private party.

The southern parcels that are included in the complex expansion are currently crop land with rolling terrain. The northern parcel is wooded with some areas of rolling terrain and some areas with more significant slopes. Based on the landscape quality of the wooded area, topography and stream channel bisecting the parcel, the entirety of the recommended sports fields could be fitted on the current crop land. The wooded portions of the parcel would have a higher recreational value as a trail corridor.

As shown on the recommended site layout diagram on the following page, the complex expansion is organized around a central open space that can serve the facility as a team gathering zone, warm-up area or potential market areas during sporting events. A team building is located on the central green to serve multiple teams, provide a lounge space for officials, first aid station, and provide for event management. Restroom and concession buildings are included to provide convenience to the facility users. The field are organized in blocks and parking is provided to serve each field block with good access to all fields. The concept also provides for a potential connection across Hartford Avenue and the railroad to the existing Cownie Soccer Complex.



7. PROGRAM & SITE: South Site Opportunity & Concept (continued)



A. New Grass Fields B. New Synthetic Turf Fields C. Complex Entry D. Restroom and Concession Building E. New Parking F. Grandstand Seating G. Shade Structure
H. Future Bridge Connection to Existing Cownie Soccer Fields I. New Team Building, Restroom and Concession J. Team Area K. Play Area L. Secondary Entry

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7. PROGRAM & SITE: Cownie Park Improvements

In addition to the South Site development, some targeted improvements are recommended for the existing Cownie Park.

Ideally, the improvements would include a second ingress/egress point along Hartford Avenue, expanded parking and improved site circulation, the development of new concessions and restroom facilities, and the addition of shade/pavilion structures.

However, a second ingress/egress point would require either a new railroad crossing or an elevated bridge/overpass. A new railroad crossing is considered very unlikely, given Union Pacific's requirement of the closure of three (3) existing crossing to add a single new crossing in the city. A new bridge overpass would be a possible solution (with potential costs discussed in the subsequent section of this report); however, it is not recommended at this time due to cost, given the expansion focus at the South Site.

As such, the recommended improvement strategy includes a modest increase in paved parking (approximately 80 spaces), two (2) new restroom/concession buildings, and two (2) new shade structures. These are indicated on the map to the right.

If the development of the South Site expansion is not pursued, all these improvements at Cownie Park are still recommended. In this scenario, it would also be recommended that the City consider development of a new Team Building (locker rooms, multipurpose rooms, first aid, registration, etc.). A Team Building is recommended for the South Site expansion, but if the South Site development is not pursued, the need for a Team Building is elevated at Cownie Park.



A. Expand Parking +/- 80 Spaces B. New Restroom Building C. New Shade Structures

7. PROGRAM & SITE: Summary of Recommended Strategy



Based on this analysis, the resultant recommended strategy consists expansion/improvement project involving the nearby South Site, along with targeted improvements to Cownie Park. The key recommended elements include the following:

1. South Site Complex Development:

- 12 full-sized rectangle fields, all lighted
 - 6 synthetic turf fields
 - 6 natural grass fields
- Restroom and concession facilities at multiple locations.
- Team building (locker rooms, multipurpose rooms)
- Field operations building.
- Pavilions (one or more covered/shaded areas).
- Warm-up areas.
- Paved parking for 960 (80 spaces per field).
- Same owner/operator/field maintenance model as Cownie Park

2. Cownie Park Improvements:

- 2 new shade structures on grounds.
- Expanded paved parking by 80+ spaces.
- 2 new restroom/concession buildings.

Optional Elements or Potential Future Investment:

- Potential vehicle & pedestrian bridge over Hartford Avenue and rail tracks to connect South Site with Cownie Park (estimated cost = \$3.7 million to \$4.2 million).
- Full 12-field installation of synthetic turf at South Site.
- New Team Building at existing Cownie Park.

8.

COST/BENEFIT ANALYSIS



8. COST/BENEFIT: Overview & Methods

This section presents an analysis of estimated utilization and costs/benefits associated with the recommended strategy involving development of a new South Site complex and improvements to the existing Cownie Park. Initially, based on the results of the market demand and building program analyses, modeling and analysis was performed to generate performance estimates for the subject projects. Performance estimates for the project have been presented over a 20-year projection period. A stabilized year of operation is assumed to occur by the fourth full year of operation. The analysis assumes a similar owner/operator/field maintenance model for the combined two complexes as is currently in place with Cownie Park (i.e., Des Moines Parks & Recreation owns and oversees operation with the assistance of the Iowa Cubs for field maintenance under an assumed expanded contract). It has been assumed that third parties will provide primary league, tournament, and camp/clinic programming/demand (i.e., no leagues, tournaments or other programming will be developed and maintained “in-house” by the facility).

A) COSTS (Construction & Operations)

CSL and CHA performed an analysis to generate estimated order-of-magnitude construction costs, as well as the estimated financial operating characteristics of the combined sports complex product. The cost estimates were generated using industry per-unit data adjusted for conditions in Des Moines and cost data of comparable sports field complexes, modified for time and locations. The estimates assume the previously identified recommended development strategy.

Additionally, a financial operating analysis was prepared for the potential new combined sports complex product. Specifically, we developed a computer-based model incorporating comparable facility data, historical Cownie Park operating information, and the estimated levels of utilization and attendance derived from the market analysis to generate estimates with regard to potential annual facility operating revenues and expenses.

Revenues including rental, concessions, advertising and sponsorship revenues, and other such sources were estimated. Expenses including salaries/wages/benefits (including contracted services costs), utilities, maintenance & repair, materials & supplies, insurance, general & administrative, and others were estimated. The comparison of revenues and expenses enables stakeholders to evaluate the level of facility-supportable revenues or public subsidies that may be required for annual facility operations.

This presentation is designed to assist project representatives in assessing the financial effects of a potential expanded Cownie Soccer Park campus and cannot be considered a presentation of expected future results. Accordingly, the analysis of potential financial operating results may not be useful for other purposes. The assumptions disclosed herein are not all inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results and these differences may be material.

8. COST/BENEFIT: Overview & Methods (continued)

B) BENEFITS (Economic Impacts & Other)

The ability of an amateur sports complex to generate new spending and associated economic impact in a community is often one of the primary determinants regarding a decision by a public sector entity to participate in investing in the development and/or operation of such facilities. Beyond generating new visitation and associated spending in local communities, amateur sports complexes also benefit a community in other important ways, such as providing venues for athletic and recreation activities attended and participated in by local community members and drawing new visitation/traffic into core areas.

The impact of an amateur sports complex project is maximized when out-of-town athletes/participants and family members or guests spend money in a community while visiting. This spending by visitors represents new money to the community hosting the event. This new money then creates multiplier effects as the initial spending is circulated throughout the local economy.

It is important to note that spending estimates associated with the potential expanded/improved sports complex only represent spending that is estimated to be new to Des Moines (net new spending), directly attributable to the operation (and existence) of an expanded/improved Cowie Soccer Park.

A) Construction (one-time)

Construction materials, labor, design and professional fees, and other soft cost spending are generated during the planning and construction of the subject facility.

1. Direct Spending
 - Materials
 - Labor
2. Indirect & Induced Spending
3. Output (direct + indirect + induced spending)
4. Employment (full & part-time jobs)
5. Earnings (personal income)
6. Tax Revenue
 - Sales & use taxes

B) In-Facility (ongoing)

Direct spending is generated through the operations of the subject facility (represented through operating revenues) driven by events and patronage. This spending occurs with respect to both event and non-event items, such as rentals, admissions, food and beverage, merchandise, sponsorship and advertising, education, and retail leases.

1. Direct Spending
 - Room & Space Rentals
 - Food & Beverage
 - Retail & Merchandise
 - Entertainment
 - Sponsorship & Advertising
 - Contract & Other Services
2. Indirect & Induced Spending
3. Output (direct + indirect + induced spending)
4. Employment (full & part-time jobs)
5. Earnings (personal income)
6. Tax Revenue
 - Sales & use taxes
 - Excise, gaming & other taxes

C) Out-of-Facility (ongoing)

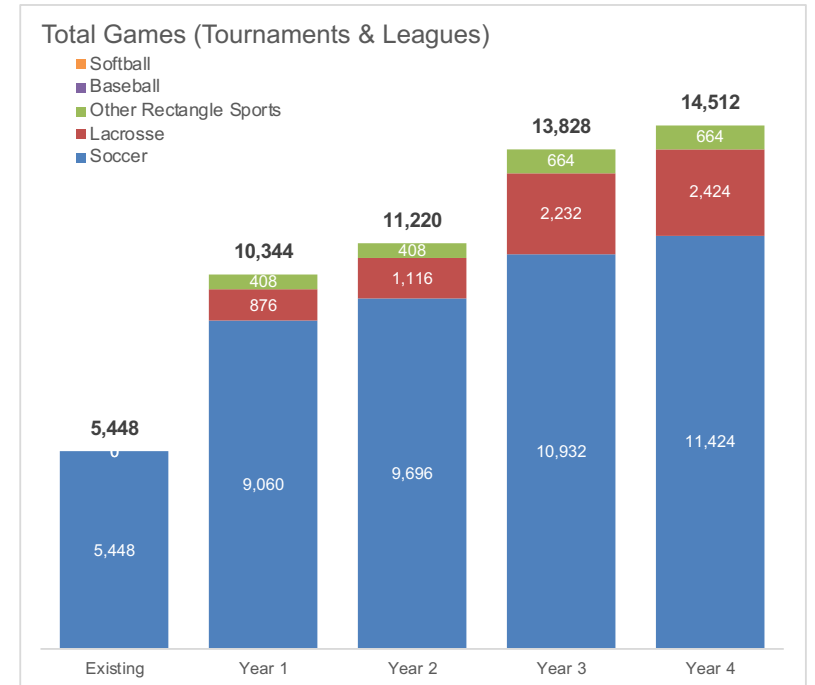
Outside the subject facility itself, additional direct spending is generated in city, county and regional areas by visitors, spectators, attendees, participants, event staff, and exhibitors users on lodging, food and beverages, retail, entertainment, transportation, etc. in connection with their visit to the area.

1. Direct Spending
 - Lodging
 - Restaurants/Bars
 - Retail
 - Entertainment/Gaming
 - Transit
 - Services/Other
2. Indirect & Induced Spending
3. Output (direct + indirect + induced spending)
4. Employment (full & part-time jobs)
5. Earnings (personal income)
6. Tax Revenue
 - Lodging taxes
 - Sales & use taxes
 - Car rental & transit taxes
 - Excise, gaming & other taxes

8. COST/BENEFIT: Estimated Utilization

Projected Utilization Levels by Type

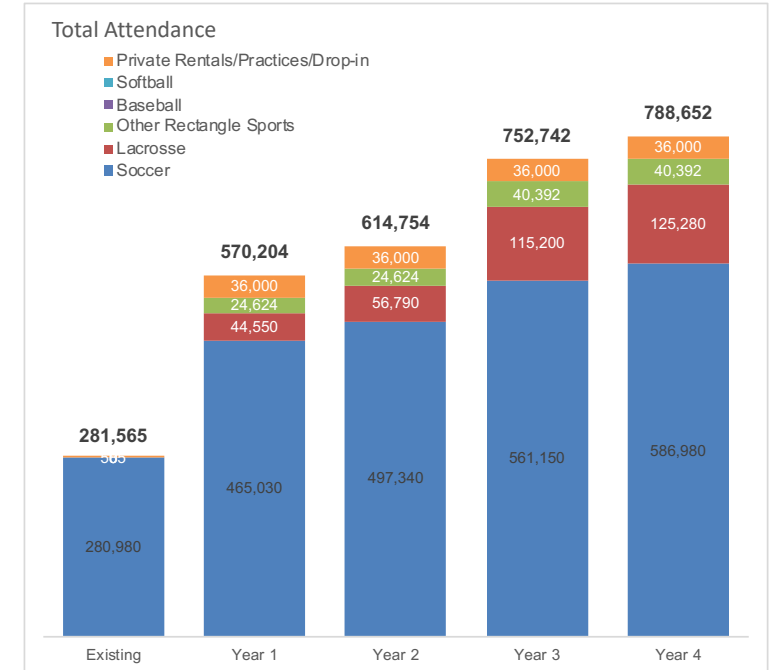
UTILIZATION	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUE TEAMS						
Soccer	56	118	130	142	142	2,520
Lacrosse	0	16	20	22	22	388
Other Rectangle Sports	0	12	12	16	16	280
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	56	146	162	180	180	3,188
LEAGUE GAMES						
Soccer	672	1,416	1,560	1,704	1,704	30,240
Lacrosse	0	192	240	264	264	4,656
Other Rectangle Sports	0	120	120	160	160	2,800
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	672	1,728	1,920	2,128	2,128	37,696
TOURNAMENTS						
Soccer	11	20	22	25	27	472
Lacrosse	0	3	4	7	8	134
Other Rectangle Sports	0	3	3	5	5	86
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	11	26	29	37	40	692
TOURNAMENT GAMES						
Soccer	4,776	7,644	8,136	9,228	9,720	170,808
Lacrosse	0	684	876	1,968	2,160	35,928
Other Rectangle Sports	0	288	288	504	504	8,640
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	4,776	8,616	9,300	11,700	12,384	215,376
CAMPS & OTHER RENTALS						
Soccer	0	0	0	0	0	0
Lacrosse	0	0	0	0	0	0
Other Rectangle Sports	0	0	0	0	0	0
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Private Rentals/Practices/Drop-in	91	1,520	1,520	1,520	1,520	27,360
Total	91	1,520	1,520	1,520	1,520	27,360



8. COST/BENEFIT: Estimated Attendance

Projected Attendance Levels by Type

ATTENDANCE	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUES						
Soccer	10,080	21,240	23,400	25,560	25,560	453,600
Lacrosse	0	2,880	3,600	3,960	3,960	69,840
Other Rectangle Sports	0	2,160	2,160	2,880	2,880	50,400
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	10,080	26,280	29,160	32,400	32,400	573,840
TOURNAMENTS						
Soccer	71,640	114,660	122,040	138,420	145,800	2,562,120
Lacrosse	0	10,260	13,140	29,520	32,400	538,920
Other Rectangle Sports	0	5,184	5,184	9,072	9,072	155,520
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	71,640	130,104	140,364	177,012	187,272	3,256,560
CAMPS & OTHER RENTALS						
Soccer	0	0	0	0	0	0
Lacrosse	0	0	0	0	0	0
Other Rectangle Sports	0	0	0	0	0	0
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Private Rentals/Practices/Drop-in	585	36,000	36,000	36,000	36,000	648,000
Total	585	36,000	36,000	36,000	36,000	648,000
SPECTATORS						
Soccer	199,260	329,130	351,900	397,170	415,620	7,312,500
Lacrosse	0	31,410	40,050	81,720	88,920	1,486,980
Other Rectangle Sports	0	17,280	17,280	28,440	28,440	489,600
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Total	199,260	377,820	409,230	507,330	532,980	9,289,080
TOTAL ATTENDANCE						
Soccer	280,980	465,030	497,340	561,150	586,980	10,328,220
Lacrosse	0	44,550	56,790	115,200	125,280	2,095,740
Other Rectangle Sports	0	24,624	24,624	40,392	40,392	695,520
Baseball	0	0	0	0	0	0
Softball	0	0	0	0	0	0
Private Rentals/Practices/Drop-in	585	36,000	36,000	36,000	36,000	648,000
Total	281,565	570,204	614,754	752,742	788,652	13,767,480



8. COST/BENEFIT: Order-of-Magnitude Construction Costs

NEW RECTANGLE FIELD COMPLEX				
Description	Quantity	Unit	Cost	Total
Earthwork				\$2,333,000
Clearing and Grubbing	62	AC	\$2,000.00	\$124,000
Strip and Stockpile Topsoil	45,000	CY	\$3.00	\$135,000
Erosion Control Measures	1	LS	\$200,000.00	\$200,000
Storm Water Treatment	1	LS	\$300,000.00	\$300,000
Mass Grading	160,000	CY	\$8.00	\$1,280,000
Fine Grading	2,100,000	SF	\$0.14	\$294,000
Site Utilities				\$1,225,000
Sanitary Sewer Pipe	2,000	LF	\$50.00	\$100,000
Sanitary Sewer Structures	8	EA	\$4,000.00	\$32,000
Water Main	2,800	LF	\$75.00	\$210,000
Water Supply	400	LF	\$35.00	\$14,000
Fire Hydrant	6	LS	\$7,500.00	\$45,000
Storm Drainage Pipe	8,500	LF	\$40.00	\$340,000
Storm Drainage Structures	24	EA	\$3,500.00	\$84,000
Storm Drainage Basins	40	EA	\$2,500.00	\$100,000
Electric service	1	LS	\$100,000.00	\$100,000
Roadway/Parking lot Lighting	30	EA	\$5,000.00	\$150,000
Pedestrian Path Lighting	0	EA	\$0.00	\$0
Irrigation Supply/General Irrigation	1	LS	\$50,000.00	\$50,000
Site Work				\$3,101,700
Curb and gutter	10,600	LF	\$25.00	\$265,000
Asphalt drive	4,160	SY	\$45.00	\$187,200
Asphalt parking	43,000	SY	\$38.00	\$1,634,000
10' wide maintenance path	700	LF	\$15.00	\$10,500
Parking and roadway striping	1	LS	\$24,000.00	\$24,000
Concrete Walks	37,000	SF	\$6.00	\$222,000
Concrete Plaza	12,000	SF	\$12.00	\$144,000
Perimeter Fence (6' HT)	7,400	LF	\$60.00	\$444,000
Dumpster Enclosure	3	EA	\$8,000.00	\$24,000
Topsoil Placement	17,000	CY	\$6.00	\$102,000
Seed Disturbed Areas	450,000	SF	\$0.10	\$45,000
Playing Fields				\$6,505,450
Fine grade field area	1,200,000	SF	\$0.15	\$180,000
Synthetic Turf Playing Field - 6 Fields	596,700	SF	\$6.75	\$4,027,725
Natural Grass Playing Field - 6 Fields	596,700	SF	\$2.75	\$1,640,925
42" High Chain Link Fencing	6120	LF	\$40.00	\$244,800
20' High Netting	2,880	LF	\$125.00	\$360,000
Concrete Bleacher Pad	6,500	SF	\$8.00	\$52,000
Portable Bleachers	4	EA	\$0.00	\$0
Soccer Goals	8	EA	\$0.00	\$0
Sports Lighting				\$3,420,000
Sports Lighting (LED)	12	EA	\$285,000.00	\$3,420,000
Buildings				\$3,162,500
Restroom/Concession Building	3	EA	\$540,000.00	\$1,620,000
Team Building	1	EA	\$1,402,500.00	\$1,402,500
Maintenance	1	EA	\$140,000.00	\$140,000
Site Amenities				\$850,000
Picnic Tables	0	EA	\$0.00	\$0
Benches	0	EA	\$0.00	\$0
Playground	1	EA	\$200,000.00	\$200,000
Wayfinding signage	1	LS	\$150,000.00	\$150,000
Shade Structures	4	EA	\$25,000.00	\$100,000
Landscaping	1	LS	\$400,000.00	\$400,000
GC/Contingency				\$20,597,650
10% General Conditions				\$2,059,765
15% Design Contingency				\$3,089,648
9% Construction Contingency				\$1,853,789
Construction Cost				\$27,600,851
Soft Costs				\$2,484,077
9% Soft Costs				\$2,484,077
TOTAL PROJECT COST				\$30,084,928

COWNIE SOCCER PARK IMPROVEMENTS				
Description	Quantity	Unit	Cost	Total
PARKING ADDITION				
Earthwork				\$20,098
Clearing and Grubbing	1	AC	\$2,000.00	\$1,000
Strip and Stockpile Topsoil	300	CY	\$3.00	\$900
Erosion Control Measures	1	LS	\$5,000.00	\$5,000
Storm Water Treatment	1	LS	\$10,000.00	\$10,000
Excavation	300	CY	\$8.00	\$2,400
Fine Grading	5,700	SF	\$0.14	\$798
Site Work				\$100,756
Curb and gutter	570	LF	\$25.00	\$14,250
Asphalt parking	1,800	SY	\$42.00	\$75,600
Parking and roadway striping	1	LS	\$2,500.00	\$2,500
Concrete Walks	1,200	SF	\$6.00	\$7,200
Topsoil Placement	106	CY	\$6.00	\$636
Seed Disturbed Areas	5,700	SF	\$0.10	\$570
GC/Contingency				\$120,854
10% General Conditions				\$12,085
15% Design Contingency				\$18,128
9% Construction Contingency				\$10,877
Construction Cost				\$161,944
Soft Costs				\$14,575
9% Soft Costs				\$14,575
Subtotal - Parking Addition				\$176,519
RESTROOM/CONCESSION BLDG. ADDITIONS				
Buildings				\$363,500
Restroom/Concession Building	1	EA	\$288,000.00	\$288,000
Utilities	1	LS	\$60,500.00	\$60,500
Sitework	1	LS	\$15,000.00	\$15,000
GC/Contingency				\$363,500
10% General Conditions				\$36,350
15% Design Contingency				\$54,525
9% Construction Contingency				\$32,715
Construction Cost				\$487,090
Soft Costs				\$43,838
9% Soft Costs				\$43,838
Subtotal - Restroom Addition (EA)				\$530,928
TOTAL PROJECT COST				\$1,238,376

INCREMENTAL COSTS FOR ENHANCED FEATURES:	
Full deployment of synthetic turf at South Site (12 fields)	\$2,386,800
New Team Building at Cownie Soccer Park	\$2,414,970
Vehicle & pedestrian bridge over Hartford Avenue and rail tracks	\$4,200,000

Led by CHA, an analysis was conducted of order-of-magnitude hard construction costs pursuant to the elements of the recommended development strategy presented earlier. The cost estimates were generated using industry per-unit data adjusted for conditions in Des Moines and cost data of comparable amateur sports facility development projects, modified for time and locations. Construction costs tend to vary widely among comparable amateur sports facility projects. Many variables exist that influence actual realized construction costs, including type of facility, size, components, level of finish, integrated amenities, costs of goods and services in the local market, location and topography of the site, ingress/egress issues, and other such aspects. Importantly, a detailed architectural concept, design and costing study would be required to specifically estimate construction costs for the proposed project.

Total order-of-magnitude project costs associated with a new South Site field complex is estimated at approximately \$30.1 million, while the recommended improvements to existing Cownie Park are estimated at \$1.2 million.

Should a decision be made to not expand to the South Site, the Cownie Park improvements would be recommended along with consideration of a new Team Building, which would increase Cownie Park-related costs from approximately \$1.2 million to \$3.6 million.

8. COST/BENEFIT: Estimated Financial Operations

An analysis of the estimated financial operations of an expanded Cownie Park (via South Site development and existing Cownie improvements) was conducted. The estimated financial operating figures projected herein do not consider other non-operating costs, such as construction costs (i.e., debt service) and capital repair/replacement funding. This analysis is designed to assist project representatives in assessing the financial effects of the potential facility project and cannot be considered a presentation of expected future results. The assumptions disclosed herein are not all inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results and these differences may be material. As with all sports facilities, an initial startup period is assumed before utilization levels are anticipated to stabilize. As in all studies of this type, the estimated results are based on competent and efficient facility management and assume that no significant changes in the various use markets will occur beyond those set forth in this report.

The majority of outdoor amateur sports facilities of this nature involve public sector funding participation (both in terms of construction and operations). Many facilities throughout the country similar to Cownie Park (and especially those involving high quality, natural grass fields) operate at an annual financial deficit. Non-operating direct support could come from a variety of sources including public sector support (i.e. general funds, dedicated tax proceeds, etc.), grants, philanthropy and other such sources. A typical cost recovery for comparable natural grass dominant outdoor sports/rec facilities ranges between 50 to 70 percent of total operating costs. A larger percentage of complexes with all or a significant deployment of synthetic turf fields can operate at a net profit (without considering capital debt).

Key assumptions used to estimate the potential financial operations of an expanded/improved Cownie Park include, but are not limited to the following:

- The expanded/improved Cownie Park will consist of combined new South Site complex and an improved Cownie Park, as previously outlined herein.
- The combined complex will be owned & operated by the City of Des Moines via Des Moines Parks & Recreation, similar to how Cownie Park is operated now.
- Soccer, lacrosse, rugby, football and other leagues and tournaments will be operated by third-party organizers who will pay rental fees to the complex.
- The complex will be aggressively marketed and provide competitive rates, as well as protecting accessibility and affordability for local users.
- The complex will promote events and uses in keeping with the City's goals of community involvement, quality of life for residents, and economic impact.
- The fields will be built to tournament-quality standards and will be well-maintained. It has been assumed that the Iowa Cubs contract would be amended or renegotiated to broaden day-to-day maintenance of the expanded/improved complex.
- Ample parking will be provided to accommodate demand.
- There are no significant or material changes in the supply or quantity of existing venues in the marketplace.
- Stabilization of operations is assumed to occur by the forth full year of operations.
- Figures are presented in terms real dollars by year.
- An assumed annual capital reserve expense for future end-of-life synthetic turf replacement is not included in the financial operating estimates. A capital reserve contribution is recommended that would equate to the replacement cost amortized over 10 to 15 years.
- Debt service has not been included in the financial operating projections.

8. COST/BENEFIT: Estimated Financial Operations

The following exhibit presents a summary of projected annual financial operating results associated with the recommended expansion/improvement strategy previously outlined within this report, along with a comparison with the approximate operating performance of the existing Cownie Park. It is important to recognize that the recommended development strategy represents a significant elevation of product capacity, capabilities, and marketability. Not only is the complex doubling in size (in terms of number of fields), the inclusion of six synthetic turf fields and state-of-the-industry amenities will transform and expand its use volume and mix, revenue opportunities, and economic impact. As shown in the exhibit, upon stabilization (assumed fourth year of operation), an expanded/improved Cownie Park is estimated total generate a net operating profit of approximately \$370,000, before debt service and capital repair/replacement funding.

Projected Annual Financial Operating Results of a Combined Expanded/Improved Cownie Soccer Park

FINANCIAL OPERATIONS	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative	20-Year NPV
OPERATING REVENUES							
In-House League Registration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In-House Tournament Registration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rental Income	\$168,300	\$701,300	\$783,600	\$939,700	\$1,001,300	\$21,051,700	\$13,170,604
Camps/Clinics	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Concessions (net)	\$11,200	\$427,000	\$475,900	\$605,100	\$654,000	\$13,671,900	\$8,536,146
Advertising/Sponsorship	\$0	\$129,000	\$136,400	\$143,900	\$151,400	\$3,224,600	\$2,028,108
Other	\$10,000	\$25,000	\$27,500	\$30,000	\$32,500	\$686,965	\$430,786
Subtotal	\$189,500	\$1,282,300	\$1,423,400	\$1,718,700	\$1,839,200	\$38,635,165	\$24,165,643
OPERATING EXPENSES							
Salaries, Wages and Benefits	\$244,800	\$656,000	\$679,600	\$703,400	\$727,500	\$15,570,000	\$9,809,738
Utilities	\$22,000	\$104,000	\$107,100	\$110,300	\$113,700	\$2,435,300	\$1,535,051
Maintenance and Repair	\$0	\$156,000	\$160,700	\$165,500	\$170,500	\$3,653,200	\$2,302,703
Materials and Supplies	\$85,400	\$208,000	\$214,300	\$220,700	\$227,300	\$4,870,800	\$3,070,204
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Concessions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General and Administrative	\$100,000	\$200,000	\$210,000	\$220,000	\$230,000	\$4,907,800	\$3,088,648
Tournament Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
League Operations/Programming	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$452,200	\$1,324,000	\$1,371,700	\$1,419,900	\$1,469,000	\$31,437,100	\$19,806,344
NET OPERATING INCOME	(\$262,700)	(\$41,700)	\$51,700	\$298,800	\$370,200	\$7,198,065	\$4,359,300

8. COST/BENEFIT: Economic Impacts (By Impact Type)

The exhibit to the right presents a summary of the annual and 20-year cumulated total of projected economic impacts associated with the three key categories of spending: construction, in-facility, and out-of-facility.

Construction impacts occur during the construction period, prior to the first year of operation. These impacts are shown under the 20-year cumulative estimates.

In-facility impacts are driven by the gross spending occurring at the facility and represent a percentage of gross operating revenues that are estimated to be net new to Des Moines.

Out-of-facility impacts are generated across a variety of industries within Des Moines by athletes, families and sponsoring organizations that do not reside in Des Moines. Out-of-facility spending by Des Moines residents is not counted for this analysis, as such spending is assumed to represent displaced spending that would have otherwise occurred locally. Reductions have been made to account for certain spending (i.e., hotel) that is assumed to leak to areas outside Des Moines.

ECONOMIC IMPACT	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative	20-Year NPV
A) Construction Impacts							
Net New Hotel Room Nights	0	0	0	0	0	0	0
Total Attendee Days	0	0	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0	0	0
Direct Spending	\$0	\$0	\$0	\$0	\$0	\$15,552,875	\$14,667,097
Indirect/Induced Spending	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,678,886</u>	<u>\$10,070,695</u>
Economic Output	\$0	\$0	\$0	\$0	\$0	\$26,231,761	\$24,737,793
Personal Income	\$0	\$0	\$0	\$0	\$0	\$8,833,605	\$8,330,508
Employment (full & part-time jobs)	0	0	0	0	0	186	176
City Sales Tax (1.0%)	\$0	\$0	\$0	\$0	\$0	\$187,565	\$176,883
City Hotel / Motel Tax (7.0%)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Taxes	\$0	\$0	\$0	\$0	\$0	\$187,565	\$176,883
B) In-Facility Impacts							
Net New Hotel Room Nights	0	0	0	0	0	0	0
Total Attendee Days	0	0	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0	0	0
Direct Spending	\$113,700	\$769,380	\$854,040	\$1,031,220	\$1,103,520	\$23,181,099	\$14,499,386
Indirect/Induced Spending	<u>\$77,844</u>	<u>\$529,020</u>	<u>\$587,244</u>	<u>\$709,270</u>	<u>\$759,040</u>	<u>\$15,944,345</u>	<u>\$9,972,819</u>
Economic Output	\$191,544	\$1,298,400	\$1,441,284	\$1,740,490	\$1,862,560	\$39,125,443	\$24,472,205
Personal Income	\$83,008	\$547,624	\$607,806	\$732,681	\$783,790	\$16,467,353	\$10,300,668
Employment (full & part-time jobs)	3	18	20	24	26	539	337
City Sales Tax (1.0%)	\$1,371	\$9,281	\$10,302	\$12,440	\$13,312	\$279,644	\$174,912
City Hotel / Motel Tax (7.0%)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Taxes	\$1,371	\$9,281	\$10,302	\$12,440	\$13,312	\$279,644	\$174,912
C) Out-of-Facility Impacts							
Net New Hotel Room Nights	22,656	42,581	45,947	57,360	60,477	1,053,041	676,944
Total Attendee Days	281,565	570,204	614,754	752,742	788,652	13,767,480	8,858,202
Net New Non Local Visitor Days	117,474	220,790	238,245	297,424	313,583	5,460,210	3,510,078
Direct Spending	\$12,146,843	\$25,859,643	\$28,741,213	\$36,956,755	\$40,133,613	\$837,999,229	\$522,979,110
Indirect/Induced Spending	<u>\$8,255,009</u>	<u>\$17,574,417</u>	<u>\$19,532,754</u>	<u>\$25,116,102</u>	<u>\$27,275,119</u>	<u>\$569,510,866</u>	<u>\$355,420,716</u>
Economic Output	\$20,401,852	\$43,434,060	\$48,273,967	\$62,072,857	\$67,408,732	\$1,407,510,094	\$878,399,826
Personal Income	\$8,321,934	\$17,716,940	\$19,691,159	\$25,319,786	\$27,496,312	\$574,129,430	\$358,303,073
Employment (full & part-time jobs)	264	562	624	803	872	18,199	11,358
City Sales Tax (1.0%)	\$146,233	\$311,320	\$346,010	\$444,916	\$483,161	\$10,088,525	\$6,296,053
City Hotel / Motel Tax (7.0%)	<u>\$133,216</u>	<u>\$283,332</u>	<u>\$314,904</u>	<u>\$404,917</u>	<u>\$439,725</u>	<u>\$9,181,557</u>	<u>\$5,730,032</u>
Total Taxes	\$279,449	\$594,651	\$660,914	\$849,833	\$922,886	\$19,270,082	\$12,026,085

8. COST/BENEFIT: Economic Impacts (OVERALL)

The following exhibit presents a summary of overall economic impacts and is a cumulation of the three categories of spending shown on the previous pages. It is important to note that the City of Des Moines retains 3/7 of collected hotel/motel tax revenue, while 4/7 are passed through to BRAVO, Zoo, and CVB.

ECONOMIC IMPACT	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative	20-Year NPV
TOTAL NET NEW IMPACTS							
Net New Hotel Room Nights	22,656	42,581	45,947	57,360	60,477	1,053,041	676,944
Total Attendee Days	281,565	570,204	614,754	752,742	788,652	13,767,480	8,858,202
Net New Non Local Visitor Days	117,474	220,790	238,245	297,424	313,583	5,460,210	3,510,078
Direct Spending	\$12,260,543	\$26,629,023	\$29,595,253	\$37,987,975	\$41,237,133	\$876,733,203	\$552,145,594
Indirect/Induced Spending	<u>\$8,332,854</u>	<u>\$18,103,437</u>	<u>\$20,119,998</u>	<u>\$25,825,372</u>	<u>\$28,034,159</u>	<u>\$596,134,097</u>	<u>\$375,464,230</u>
Economic Output	\$20,593,396	\$44,732,460	\$49,715,251	\$63,813,347	\$69,271,292	\$1,472,867,299	\$927,609,824
Personal Income	\$8,404,942	\$18,264,564	\$20,298,965	\$26,052,466	\$28,280,103	\$599,430,389	\$376,934,249
Employment (full & part-time jobs)	267	580	644	827	897	18,924	11,871
City Sales Tax (1.0%)	\$147,604	\$320,601	\$356,313	\$457,356	\$496,474	\$10,555,734	\$6,647,849
City Hotel / Motel Tax (7.0%)	<u>\$133,216</u>	<u>\$283,332</u>	<u>\$314,904</u>	<u>\$404,917</u>	<u>\$439,725</u>	<u>\$9,181,557</u>	<u>\$5,730,032</u>
Total Taxes	\$280,820	\$603,932	\$671,216	\$862,273	\$936,199	\$19,737,291	\$12,377,881

In addition to the more quantifiable benefits, some benefits related to the operations of an expanded/improved Cownie Park cannot be quantitatively measured. First, the estimated quantitative impacts (outlined previously herein) of the project do not include benefits that may be generated from other private sector developments surrounding the facility such as hotel, restaurant, other retail, and entertainment establishments. Additionally, other potential qualitative benefits for Des Moines and its residents could include: (1) enhanced sports and recreation opportunities for local youths and adults; (2) reduction in the need for residents to leave Des Moines for sports activities; (3) improved wellness and other health outcomes for community members; (4) synergy with the other sports, recreation, entertainment and leisure facilities leading to increased tourism activity; (5) enhanced community pride, self-image, exposure and reputation; and (6) enhanced regional and national exposure.

8. COST/BENEFIT: Summary

- An analysis was completed to estimate utilization and costs/benefits associated with the recommended strategy involving development of a new South Site complex and improvements to the existing Cownie Park.
- Total order-of-magnitude project costs associated with a new South Site field complex is estimated at approximately \$30.1 million, while the recommended improvements to existing Cownie Park are estimated at \$1.2 million. Should a decision be made to not expand to the South Site, the Cownie Park improvements would be recommended along with consideration of a new Team Building, which would increase Cownie Park-related costs from approximately \$1.2 million to \$3.4 million.
- A summary of key annual performance projections for an expanded/improved Cownie Complex is shown to the right, with a comparison to the approximated performance of the existing Cownie Soccer Park.
- It is important to recognize that the recommended development strategy represents a significant elevation of product capacity, capabilities, and marketability. Not only is the complex doubling in size (in terms of number of fields), the inclusion of six synthetic turf fields and state-of-the-industry amenities will transform and expand its use volume and mix, revenue opportunities, and economic impact.
- Additionally, potential qualitative/intangible benefits for Des Moines and its residents could include: (1) enhanced sports and recreation opportunities for local youths and adults; (2) reduction in the need for residents to leave Des Moines for sports activities; (3) improved wellness and other health outcomes for community members; (4) synergy with the other sports, recreation, entertainment and leisure facilities leading to increased tourism activity; (5) enhanced community pride, self-image, exposure and reputation; and (6) enhanced regional/national exposure.

Overall Summary of Annual Performance Projections

	Existing 2019	Opening Year 1	Year 2	Year 3	Stabilized Year 4
UTILIZATION					
League Teams	56	146	162	180	180
League Games	672	1,728	1,920	2,128	2,128
Tournaments	11	26	29	37	40
Tournament Games	4,776	8,616	9,300	11,700	12,384
Camps & Other Rentals	91	1,520	1,520	1,520	1,520
ATTENDANCE					
Leagues	10,080	26,280	29,160	32,400	32,400
Tournaments	71,640	130,104	140,364	177,012	187,272
Camps & Other Rentals	585	36,000	36,000	36,000	36,000
Spectators	199,260	377,820	409,230	507,330	532,980
Total Attendance	281,565	570,204	614,754	752,742	788,652
FINANCIAL OPERATIONS					
Operating Revenue	\$189,500	\$1,282,300	\$1,423,400	\$1,718,700	\$1,839,200
Operating Expenses	\$452,200	\$1,324,000	\$1,371,700	\$1,419,900	\$1,469,000
Net Operating Income	(\$262,700)	(\$41,700)	\$51,700	\$298,800	\$370,200
ECONOMIC IMPACTS					
Net New Hotel Room Nights	22,656	42,581	45,947	57,360	60,477
Net New Non Local Visitor Days	117,474	220,790	238,245	297,424	313,583
Direct Spending	\$12,260,543	\$26,629,023	\$29,595,253	\$37,987,975	\$41,237,133
Indirect/Induced Spending	\$8,332,854	\$18,103,437	\$20,119,998	\$25,825,372	\$28,034,159
Economic Output	\$20,593,396	\$44,732,460	\$49,715,251	\$63,813,347	\$69,271,292
Personal Income	\$8,404,942	\$18,264,564	\$20,298,965	\$26,052,466	\$28,280,103
Employment (full & part-time jobs)	267	580	644	827	897
City Sales Tax (1.0%)	\$147,604	\$320,601	\$356,313	\$457,356	\$496,474
City Hotel / Motel Tax (7.0%)	\$133,216	\$283,332	\$314,904	\$404,917	\$439,725
Total Taxes	\$280,820	\$603,932	\$671,216	\$862,273	\$936,199