Feasibility Study for a Dual Use Intergenerational Community Center & Sports Complex Facility

November 6, 2023

CSL

OPN ARCHITECTS

CEDAR RAPIDS
City of Five Seasons®

November 6, 2023

Ms. Jennifer Pratt
Department Director
Community Development
City of Cedar Rapids
101 First Street SE
Cedar Rapids, IA 52401

Dear Ms. Pratt,

Conventions, Sports & Leisure International (CSL), in conjunction with OPN Architects (OPN), has completed a report summarizing the results of a feasibility study of a new Dual Use, Intergenerational Community Center and Sports Complex facility (Dual Use Facility) in Cedar Rapids. The purpose of the analysis is to assist the City of Cedar Rapids, Cedar Rapids Parks & Recreation, and other stakeholders in evaluating key market, program, financial, operational, economic and funding aspects of a potential new Dual Use Facility in Cedar Rapids for the purpose of driving sports tourism and enhancing opportunities for local user groups and community residents.

The analysis presented in this report is based on estimates, assumptions and other information developed from industry research, data and certain assumptions provided by stakeholders, 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 primarily based on analyses of current conditions in the Cedar Rapids area. As in all studies of this type, the recommendations and estimated results are based on competent and efficient management of the subject facilities and assume that no significant changes in the event/utilization 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 decision makers with the foundational information necessary to evaluate issues related to potential future investment in a new Dual Use Facility in Cedar Rapids 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 opportunity to assist you with this project 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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Background & Methods

Conventions, Sports & Leisure International (CSL) was retained by the City of Cedar Rapids to conduct a feasibility study of a potential new Dual Use Facility. The purpose of the study is to assist the City of Cedar Rapids and other stakeholders in evaluating key market, program, financial, economic and ownership/management aspects of a potential new Dual Use Facility in the Cedar Rapids area.

Sports tourism is one of the fastest growing sectors of tourism. An increasing number of communities throughout the country are investing in the development and operation of large, multi-sport amateur sports complexes for the purpose of driving new sports tourism as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the often high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights, and economic impact through new spending in the community and the creation of new jobs.

A new Dual Use Facility would address opportunities and needs related to sports tourism (i.e., tournaments) in the Cedar Rapids area, while also enhancing opportunities for local amateur sports and recreation users. The information developed as part of the study outlined herein is intended to provide the City of Cedar Rapids, constituent local municipalities, and other stakeholders with the information necessary to make informed decisions regarding the potential development and operation of a new Dual Use Facility.

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

- PROJECT EXPERIENCE: Experience garnered through more than 1,000 planning and benchmarking projects involving sports, recreation and event facilities throughout the country.
- LOCAL VISIT: A local market visit at the outset of the project, including community and existing sports and recreation facility tours, and discussions with study stakeholders and community leaders
- BENCHMARKING: Research and analysis of facility data and interviews conducted with more than 40 competitive/regional and/or comparable amateur sports facilities.
- COMMUNITY SURVEY: Analysis of 2,750 responses to a CSL-created Community Survey regarding Cedar Rapids community and recreation facility needs.
- INTERVIEWS & OUTREACH: Telephone interviews and virtual meetings with stakeholders and representatives of potential user groups, including key local, state, regional and national athletic associations, organizations, clubs and leagues that run sports programs, leagues, tournaments, competitions and meets that could have an interest in a new Dual Use Facility in the Cedar Rapids area.

Local & Regional Conditions

- DRIVABLE ACCESS TO REGIONAL MARKETS: Located along Interstate 380, Cedar Rapids is within a 240-minute drive of approximately 17.0 million people. The area is at the midpoint of major population centers in Minneapolis, Milwaukee, Madison, Chicago, Des Moines, and Omaha. This should serve as an advantage in attracting large regional tournaments to Cedar Rapids.
- EXISTING HOTEL INVENTORY: Cedar Rapids currently has more than 3,300 hotel rooms and a wide array of service levels and price points within the 38 properties throughout the area. Non-traditional lodging facilities such as bed and breakfasts and other such products were not included in the total inventory. Clusters of hotels are located near Interstate 380 and Highway 100. This is important, as most non-local visitors participating in tournaments, meets, competitions or other sports tourism activities are willing to drive up to 15 minutes between their hotel and game/activity location. Additionally, the hotel inventory in the City is well-distributed among a variety of price points, service levels and loyalty programs/brands.
- LOCAL CEDAR RAPIDS OUTDOOR FACILITIES: Cedar Rapids currently offers large, tournament-quality facilities for both baseball/softball and field sports. Tuma Soccer Complex offers a total of 36 rectangle fields (10 full-sized/adult fields), while Prospect Meadows features eight baseball fields capable of accommodating older age groups. In considering stakeholder feedback, the need for additional indoor sports facilities is more significant.
- LOCAL CEDAR RAPIDS INDOOR FACILITIES: Indoor court space in Cedar Rapids that is suitable for tournaments is limited, with only two venues offering four (4) basketball courts or more in a single facility. The majority of indoor courts are located in high school or middle school gyms, which offer between one and three courts per location. High schools and middle schools give priority to school and student functions, limiting access to outside rentals. Additionally, the lack of a complex with a critical mass of courts presents logistical challenges in attracting and hosting tournaments. While there are two indoor turf facilities in the City, these venues are relatively small (both under 20,000 square feet). The area has one ice facility, ImOn Ice Arena, which offers two full-sized sheets of ice. Local stakeholders note that it can be challenging to book the facility due to date availability issues. The area also has eight pools, though Cedar Rapids Community School District officials note that they would like to consolidate their high schools' pool usage within one new aquatic facility.

- COMPETITIVE SPORTS TOURISIM FACILITIES THROUGHOUT THE REGION: Indoor sports facilities in Bettendorf and Coralville, each of which offer six or more full-sized basketball courts, represent the most significant competition for a potential Cedar Rapids Dual Use Facility. There are no indoor turf facilities offering at least 20,000 square feet within a 45-minute drive of Cedar Rapids, suggesting an opportunity for such a facility to attract significant drive-in attendance associated with leagues, camps, clinics, and occasional tournaments. Fewer competition-quality pools and ice facilities were identified within the region, though it is important to consider the more limited sports organizer demand for such facilities identified as part of the Market Demand outreach (further detailed later herein). Future facility development in Cedar Rapids will be dependent on opportunities to fill gaps in the market for tournament, meet, competition and other activity space in the region. Additionally, this places a greater focus on identifying opportunities to blend local demand for youth/amateur sports facility space with the opportunity to attract sports tourism activity to ensure a sustainable product.

Industry Trends

- CONTINUED GROWTH OF THE SPORTS TOURISM SECTOR: An increasing number of communities throughout the country are investing in the development and operation of large, multi-sport amateur sports complexes for the purpose of driving new sports tourism, as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the oftentimes high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights, and economic impact.
- IMPORTANT CONSIDERATIONS FOR LOCAL DEMAND: The ability to activate sports tourism within a destination can oftentimes be directly tied to the strength of sports and activities within the local market. Most sports tourism occurs on weekends, leaving four or five days of programming that must be filled by demand from area residents participating in youth and amateur sports activities. There are an estimated 33,500 to 42,000 frequent sports participants within a 30-minute drive of downtown Cedar Rapids. Importantly, it is estimated that there are more than 17 million people that reside within a four-hour drive of Cedar Rapids. These data suggest both a strong residential population and a significant opportunity to attract non-local participants for sports tourism events held in Cedar Rapids.
- FACILITY DESIGN TRENDS: Synthetic turf is increasingly utilized for both outdoor and indoor sports facility projects, delivering significant advantages over other surfaces, particularly for sports tourism activity. Organizers for youth and amateur sports activities increasingly prefer, and oftentimes demand, modern facility complexes with state-of-the-industry playing surfaces, equipment, and amenities. Beyond ensuring a critical mass of courts, fields or other playing surfaces at one location, an increasingly important focus of tournament, meet or other competition participants is the strength of a destination in terms of hotel, restaurant, entertainment and other factors. This can help in terms of a destination's ability to maximize economic impact capture, minimizing spending leakage to surrounding communities and increasing the likelihood of participants returning for future years.
- HIGHLY UTILIZED, HIGH-IMPACT FACILTY MODELS: Five primary sports tourism-oriented facility types, indoor hardwood complex, indoor turf complex, ice complex, diamond field complex, and rectangle field complex (including variations with one or more air-supported bubble fields) represent the most common and highly-utilized sports tourism facility products throughout the country that can be most impactful and deliver the highest return-on-investment, in terms of driving tourism and economic impact relative to costs (development and operating costs).

Community Survey

- PERCEPTION OF EXISTING FACILITIES: There is substantial demand for new indoor sports facilities, and current offerings for older adults and youth sports programming may be insufficient. Targeted improvements to existing facilities, or an intergenerational facility, could address these gaps and enhance community engagement.
- ACTIVITY PARTICIPATION: Indoor walking/running and basketball were the most frequently engaged-in activities, while youth participation was notable in indoor off-season baseball/softball/soccer training and volleyball. Certain activities, such as dance, gymnastics, and esports, had lower participation rates but reflected industry trends.
- AMENITY APPEAL: Indoor Walking/Jogging Track emerged as a highly appealing amenity across all age groups, particularly among mature demographics. Fitness Center, Senior Center, and Community Lounge/Gathering Area were also well-regarded. Preferences for specific amenities varied among age groups, highlighting the need for a balanced approach to facility offerings.
- AMENITY IMPORTANCE: Respondents indicated that the Indoor Turf Fieldhouse is the most important Tier 1 (most costly) amenity. Highly rated Tier 2 (medium costs) amenities favored the Indoor Walking/Jogging Track, Climbing/Bouldering Wall, Senior Activity Areas, and Indoor Playground Area. Important Tier 3 amenities with lower investment requirements included Indoor Pickleball Courts, Senior Center, and Golf/Sport Simulator Rooms.

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BALANCING LOCAL NEEDS AND SPORTS TOURISM: Many comparable sports tourism facilities throughout the country prioritize the attraction of non-local sports tournaments first and foremost and then backfill available calendar dates (particularly during the week) with local programming. However, interviewed stakeholder input and Community Survey findings highlight a need for a Dual Use Facility to include an emphasis on accommodating its resident base. Considering this, a sports tourism facility with a high concentration of sports surfaces (i.e., basketball courts, indoor turf fields, etc.), should also at least include some of the low-cost amenities that were highlighted as significantly important by surveyed residents. Future planning efforts for a potential Dual Use Facility should prioritize spaces for pickleball, classrooms, gathering spaces, an indoor walking track, golf/sport simulator rooms, sauna, and batting cages. In addition, it will be important to design a facility that mitigates interference between sports tournaments and local programs or members using amenities at a potential Cedar Rapids Dual Use Facility.

Market Demand & Opportunities

- MARKET FEASIBILITY: Based on the results of the research and analyses conducted under this feasibility study, overall findings suggest that a distinct market opportunity exists for a new Dual Use Facility in Cedar Rapids.
- PRIMARY DEMAND & FACILITY FOCUS: In general, interest in a new Dual Use Facility in Cedar Rapids, measured through interviews with stakeholders and potential user groups, is considered moderately-strong to strong. Market research and analysis suggest that a state-of-the-industry indoor hardcourt facility, suitable to accommodate basketball, volleyball, wrestling, pickleball, dance/cheer, martial arts, table tennis, futsal, gymnastics and other sports/uses could address key areas of unmet market demand from local and non-local user groups, including weekend tournaments, meets, and competitions. Hardcourt indoor sports facilities typically have broad-based usage and tend to be highly-utilized year-round, delivering some of the highest returns-on-investment in terms of utilization, revenue and economic impact per square foot. Additionally, should an indoor turf component be included with this type of facility, certain operating, marketing, and branding synergy and efficiencies could be realized and accommodate some unmet demand for indoor turf training and recreation.
- SECONDARY DEMAND & FACILITY FOCUS: Additionally, market research and analysis suggest that moderate to moderately-strong interest exists for improved/enhanced ice sheet facilities and improved/enhanced aquatic facilities in Cedar Rapids. A Dual Use Facility could potentially include these components, though their cost-to-economic benefit ratios are relatively limited in comparison with the hard court and indoor turf facility concepts.
- OPPORTUNITY TO BETTER SERVE LOCAL USERS: While optimized to attract sports tourism (i.e., tournaments, meets, and competitions), state-of-the-industry amateur sports facilities, such as a new state-of-the-industry hardcourt facility, would be expected to deliver substantial benefits to local community members through enhancing the rental, practice, programming, and alternatives available for sports, recreation, leisure and wellness activities. Local usage and attendance (as opposed to non-local usage and attendance) normally constitute the majority of utilization at comparable youth/amateur sports facilities, positively contributing to the quality-of-life for local citizens.
- SUPPLY & DEMAND ISSUES: The exhibit below presents a graphical matrix of supply and demand elements associated with various sports types in Cedar Rapids. Based on the need index data deliberated by CSL, the demand for basketball, pickleball, indoor soccer, volleyball, indoor baseball/softball, and ice sports (hockey/curling) is higher than the current ability of existing facilities to accommodate demand. These sports have a need index above 1, indicating the potential for new facilities to be successful. Meanwhile, aquatics, cheer/dance, and gymnastics have a lower need index, suggesting less immediate demand for additional indoor facilities in these areas.

	Present Ability of Existing Cedar Rapids Facilities to Accommodate Demand												
	Limited									Strong	Supply Factor	Demand Factor	Need Index
	1	2	3	4	5	6	7	8	9	10			
Indoor Youth & Amateur Sports													
Aquatics	■	■	■	■	■	■	■				7	4	0.6
Basketball	■	■	■	■	■	■					6	7	1.2
Cheer / Dance	■	■	■	■	■	■	■	■	■		8	3	0.4
Gymnastics	■	■	■	■	■	■					6	6	1.0
Hockey / Curling	■	■	■	■	■						5	6	1.2
Indoor Soccer	■	■	■	■	■	■					6	8	1.3
Indoor Baseball / Softball	■	■	■	■	■						5	8	1.6
Pickleball	■	■	■	■	■	■					6	7	1.2
Volleyball	■	■	■	■	■						5	9	1.8

Facility Concept & Program

The purpose of this section is to build off the market demand research, analysis and conclusions related to a potential new Dual Use Facility in Cedar Rapids to identify and define a strategy of new/improved product development that would be estimated to deliver the highest return-on-investment to the sports tourism industry, while also filling important local needs. Recommendations regarding amateur sports facility development strategies, specific facility components and amenities, and other aspects are those determined to be market supportable in Cedar Rapids and are based on the results of the market analysis, including the historical, current and projected demographic and socioeconomic characteristics of the market area, an assessment of existing sports and recreation facilities in the marketplace, characteristics of comparable sports facility developments throughout the country, and discussions with potential users of a new/improved amateur sports facility product in Cedar Rapids. Specifically, the following facility concepts and elements represent recommended priorities concerning product development and enhancement in Cedar Rapids:

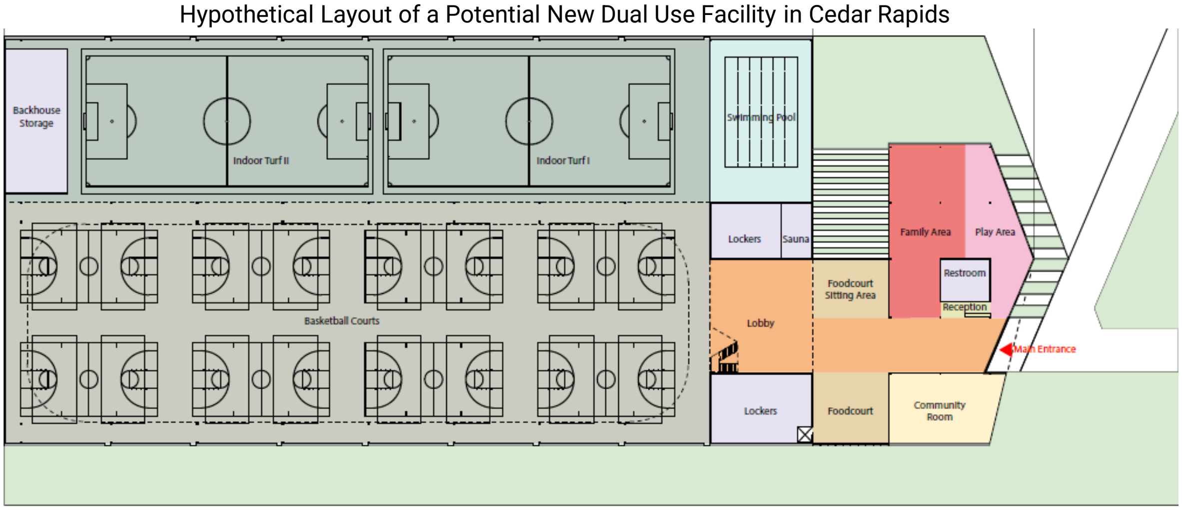
Market Supportable Development Options for a Dual Use Facility in Cedar Rapids

	OPTION A INDOOR SPORTS FACILITY (HARDWOOD COURTS + TURF)	OPTION B INDOOR SPORTS FACILITY (HARDWOOD COURTS + TURF + POOL)
Concept:	8 full-sized basketball courts (95' x 50' alleys) or 16 full-sized volleyball courts (60' x 30' alleys) 1 regulation-size indoor turf field (20,000 square feet)	8 full-sized basketball courts (95' x 50' alleys) or 16 full-sized volleyball courts (60' x 30' alleys) **2 regulation-size indoor turf fields** **(40,000 square feet)** **25-yard, six-lane indoor pool**
Facility Size:	~125,000 gross square feet	~160,000 gross square feet
Parking:	~950 spaces	~1,200 spaces
Site Size:	Minimum of 10 acres	Minimum of 10 acres
Characteristics:	Minimum 35-foot ceiling height. Dropdown nets to separate courts. Bleachers, scoreboards, athletic equipment. Locker/team rooms and party rooms. Fitness/wellness spaces and equipment. Walking track. Community gathering space. Play areas. Food court / café. Family entertainment - climbing/game areas Performance/training center.	Minimum 35-foot ceiling height. Dropdown nets to separate courts. Bleachers, scoreboards, athletic equipment. Locker/team rooms and party rooms. Fitness/wellness spaces and equipment. Walking track. Community gathering space. Play areas. Food court / café. Family entertainment - climbing/game areas Performance/training center. **Sauna**

Note: Amenities unique to Option B are **bolded** above.

The items are listed in order of suggested priority, with the strongest opportunity to both attract sports tourism and accommodate unmet market demand within Cedar Rapids. The illustration below presents a hypothetical program layout for such a product consistent with modern industry products located throughout the country.

Hypothetical Layout of a Potential New Dual Use Facility in Cedar Rapids



Source: OPN Architects, 2023.

Construction Costs (order-of-magnitude)

A preliminary analysis was conducted associated with order-of-magnitude hard and soft construction costs pursuant to the two supportable development scenarios presented previously. Site costs (acquisition and preparation) have not been included as no specific location has been assumed for any of the potential development scenarios. Construction costs tend to vary widely among comparable 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 any scenario ultimately pursued.

Based on an assumed hard construction cost of $300 per gross square foot, order-of-magnitude hard construction costs for Option A could approximate $37.5 million. Assuming soft costs (not including site acquisition) of approximately $11.3 million, total order-of-magnitude hard and soft construction costs associated with a new Cedar Rapids Dual Use Facility could approximate $48.8 million. Considering the relatively higher per square foot construction costs to develop a pool, a hard construction cost of $315 per gross square foot has been assumed for Option B. Under this scenario, a 160,000 square foot facility is estimated to cost $50.4 million to construction. Combined with soft costs, the project is estimated to total $65.5 million.

In summary, the estimated development costs (hard plus soft costs, excluding site acquisition) for Option A and Option B are as follows:

- Option A (8 basketball courts, 20,000 sf indoor turf, and community amenities) = $48.8 million
- Option B (8 basketball courts, 40,000 sf indoor turf, 25-yard pool, and community amenities) = $65.5 million

Note that Option B includes a 25-yard pool. Should a 50-meter pool capable of hosting Olympic competitions be preferred, the cost of the project would likely increase by between $15.0 million and $25.0 million (a 50-meter pool with deck space and spectator capacity required for major competitions would likely cost between $25.0 million and $35.0 million), resulting in a total project cost range of between $80.5 million and $90.5 million. These figures are highly preliminary, therefore more detailed cost estimates should be prepared if discussions regarding the development of a 50-meter pool further advance.

Governance, Oversight Model & Funding

Given the proposed Dual Use Facility's expected physical and operational characteristics, it is believed that the appropriate governance and oversight model for the complex would be a hybrid public/private model that could involve co-management of the facility by City Parks and Recreation and a private entity. This would involve public ownership via the City of Cedar Rapids, tournament bookings handled by a private third party, community facility management and local bookings handled by Parks and Recreation, and overall governance provided by an Oversight Board. Through coordination and collaboration with the City government, management team, tenant groups, and other local area facilities, the Oversight Board would be responsible for the Dual Use Facility's schedule and use calendar, as well as its rates and discounting policies. This type of structure could work to ensure equitable scheduling and rates, as well as mitigating cannibalization of local user group activity at existing local sports facilities. This would allow for appropriate scaling should the Dual Use Facility represent one of several phases of development of a larger sports complex destination. A more detailed overview of this structure, in addition to recommended booking and scheduling policies, is provided within Chapter 7 of the full report.

For comparable amateur sports facility and sports tourism facility projects throughout the country, public sector revenue sources typically fund all or a majority of the capital development of municipally-owned facilities comparable to the identified projects in this study. While a majority of the construction costs associated with a Dual Use Facility in Cedar Rapids would likely need to be funded through City sources, private sector sources via public/private partnership (P3) could help contribute to capital funding for the projects. The ultimate financing structure of any new sports facility is dependent on political, economic and other issues of various parties that may be involved in developing potential new sports complexes.

While certain private sector partners (such as Sports Facilities Companies [SFC], Ripken Sports, Fieldhouse USA, and Eastern Sports Management [ESM]) have historically contributed a portion of upfront capital to defray public sector construction funding obligations in past years, upfront participation in capital construction by private sector parties has become significantly less prevalent. In recent years, most sports tourism and recreation complexes involving P3 frameworks/partners involve private sector management and operating revenue/profit sharing with the public sector facility owner, rather than upfront capital to assist with construction funding.

Potential public sector funding sources that are typically used for these types of projects include general obligation bonds, revenue bonds, tax increment financing (TIF), and tourism improvement districts (TID's), among other instruments. Bonds tied to specific revenues typically receive funding from property tax, sales and use tax, hotel/motel tax, restaurant/food & beverage tax, sin tax (alcohol, cigarettes, etc.), and/or admission/entertainment tax. Potential private sector contributions could come from naming rights/sponsorships, equity contributions (with or without a formalized public/private partnership), grants/donations, vendor rights, facility use agreements, and other sources. Oftentimes, communities that are considering major amateur sports facility projects, such as the potential new Dual Use Facility concept, have explored private partner interest through the issuance of an RFEI (request for expressions of interest) and/or RFP (request for proposals) for a potential public/private partnership (P3) opportunity for the project in order to better gauge private sector interest in the project and potential private sector capital that may be available to contribute to the project.

Site Evaluation

As part of the overall evaluation of a Dual Use Facility in Cedar Rapids, an assessment of potential site/locations was conducted to determine which general areas might be best suited as a host site/location for a Dual Use Facility. In general, a large number of characteristics and factors are important when evaluating the attractiveness of project locations. These include:

- Proximity to quality, full-service hotel inventory
- Proximity to other supporting select / focused service hotel inventory
- Ability to leverage existing facility investment / infrastructure
- Requirements / preferences of private partner (if applicable)
- Size, cost and ownership complexity of site
- Proximity to restaurants, retail, nightlife, entertainment
- Pedestrian-friendly walking environment
- Parking availability
- Site visibility
- Synergy with other public sector development initiatives/master plans
- Compatibility with surroundings
- Other considerations

CSL worked with the City of Cedar Rapids, OPN Architects and other key project stakeholders, to confirm infill sites are possible locations for a new Dual Use Facility in Cedar Rapids. The two compared sites offer promise for a potential Dual Use Facility development. It is suggested that additional analyses be conducted regarding site acquisition/preparation costs and unique costs associated with architectural and engineering requirements, traffic, infrastructure and other related concerns prior to final site selection.

Cost / Benefit Analysis

An analysis was completed to produce key cost/benefit estimates associated with a potential new Dual Use Facility in Cedar Rapids. For purposes of this cost/benefit analysis, the detailed projections outlined herein focus on Dual Use Facility Option A (only 20,000 square feet of indoor turf space and no pool). However, for comparison and presented at the conclusion of this chapter, order-of-magnitude cost/benefit estimates have also been developed for Option B (includes 40,000 square feet of indoor turf space and 25-yard pool).

Performance estimates for the Dual Use Facility have been presented over a 20-year projection period. The assumptions used in this analysis are based on the market research and analysis, past experience with hundreds of similar sports facility projects, local market visits, local stakeholder-provided data, industry trends, knowledge of the marketplace, and use/financial results from comparable facilities. Additional planning (i.e., site selection, soil and environmental testing, architectural design, etc.) must be completed before more precise estimations of the Dual Use Facility's ultimate construction and operating costs can be made. Also, upon completion of further planning, revenue and expense assumptions should be updated to reflect changes to the assumptions made herein.

A detailed utilization model was developed to consider a large number of variables and inputs to analyze each sport/use for a potential new Dual Use Facility in Cedar Rapids. For instance, when considering different types of usage (i.e., use from local leagues/clubs versus non-local tournaments/meets versus clinics/camps/lessons versus open recreation, etc.), separate assumptions were used to generate usage and attendance (participants and spectators) estimates. The exhibit below presents a summary of key utilization levels associated with Cedar Rapids Dual Use Facility Option A, pursuant to the previously outlined facility program and assumptions. The same detail regarding Option B is included within Appendix C of the full report.

UTILIZATION	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUE TEAMS					
Basketball	57	66	72	77	1,504
Volleyball	33	38	43	47	913
Other Court Users	34	40	46	50	970
Indoor Soccer	27	31	35	39	756
Other Turf Users	29	32	35	38	742
Total	180	207	231	251	4,885
LEAGUE GAMES					
Basketball	912	1,056	1,152	1,232	24,064
Volleyball	528	608	688	752	14,608
Other Court Users	476	560	644	700	13,580
Indoor Soccer	378	434	490	546	10,584
Other Turf Users	406	448	490	532	10,388
Total	2,700	3,106	3,464	3,762	73,224
TOURNAMENTS					
Basketball	11	12	15	15	293
Volleyball	9	14	18	20	381
Other Court Users	6	8	9	9	176
Indoor Soccer	4	6	7	8	153
Other Turf Users	3	5	6	8	150
Total	33	45	55	60	1,153
TOURNAMENT GAMES					
Basketball	1,392	1,464	1,872	1,872	36,552
Volleyball	720	1,536	2,280	2,760	51,456
Other Court Users	252	360	396	396	7,740
Indoor Soccer	120	192	288	312	5,904
Other Turf Users	72	144	192	264	4,896
Total	2,556	3,696	5,028	5,604	106,548
CAMPS & OTHER RENTALS					
Basketball	54	60	66	72	1,404
Volleyball	60	60	60	60	1,200
Other Court Users	12	12	18	18	348
Indoor Soccer	48	60	72	72	1,404
Other Turf Users	60	72	84	96	1,848
Private Rentals/Practices/Drop-in	2,900	2,900	2,900	2,900	58,000
Total	3,134	3,164	3,200	3,218	64,204

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Based on the preliminary analysis, upon stabilization (assumed fourth full year of operation), a new Dual Use Facility in Cedar Rapids is estimated to generate a net operating profit of approximately $59,100, before debt service, capital repair/replacement funding and profit sharing. This projected level of operating profit is consistent with other comparable indoor sports facilities throughout the country that are privately-managed.

Investment in a new Dual Use Facility would be expected to provide substantial quantifiable benefits. These quantifiable benefits often serve as the "return-on-investment" of public dollars that are contributed to develop the facility project(s) and site(s). Quantifiable measurements of the effects that one or more facility project(s) could have on the local economy are characterized in terms of economic impacts and fiscal impacts. Direct spending represents the primary spending that would occur as a result of the construction and operations of a Dual Use Facility. It is estimated that approximately 75 percent of the quantified economic impacts projected for the recommended Dual Use Facility development opportunities would be "net new" to Cedar Rapids (reflecting some sports tourism activity assumed for the facility that is already accommodated within Cedar Rapids).

Based on analysis results, a summary comparison of key assumptions and cost/benefit projections for the two Dual Use Facility Options is presented below (upon stabilization of operations, assumed to occur by the fourth full year of operations). A return-on-investment (ROI) estimate is also shown, as defined for this analysis by a ratio of incremental economic output relative to development costs. As shown, Option A is estimated to deliver the highest ROI among the two development opportunities. The costs associated with the pool in Option B drives the higher cost for the project, while incremental non-local attendance associated with the pool and additional 20,000 square feet of indoor turf space is limited. However, it is important to note that Option B would offer significant quality-of-life benefits, as the pool and additional turf would likely be utilized by the local community.

Summary Comparison of Key Projections Associated with Dual Use Facility Development Options

	Option A 8 Courts + 20k SF Turf	Option B 8 Courts + 40k SF Turf + 25yd Pool
Owner	Public	Public
Operator	Public or Private	Public or Private
Development Costs	$48,800,000	$65,500,000
Financial Operations	$59,000	($131,000)
Tournaments	60	72
Attendee Days	533,889	611,634
Non-Local Attendee Days	194,156	217,050
Hotel Room Nights	31,204	34,709
Direct Spending	$26,068,872	$29,020,862
Economic Output	$43,902,056	$48,873,663
City Lodging Tax (7.0%)	$308,416	$342,337
County Local Option Sales Tax (1.0%)	$287,529	$340,272
ROI (Output to Development Cost)	0.90	0.75

Note: Development costs and financial operating figures are order-of-magnitude estimates. Operating and economic figures are annual and represent an assumed stabilized year of operations (year 4).

In addition to the quantifiable projections of utilization, financial operations and economic impacts shown above, there are a number of potential benefits associated with a new Dual Use Facility in the Cedar Rapids area that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature. These qualitative impacts/benefits may include:

- Potential transformative and iconic effects.
- Enhanced quality-of-life for community residents of all ages.
- Supporting and promoting health and wellness within the community.
- Inducement of follow-up visitation.
- Spin-off development.
- Anchor for revitalization of targeted areas within a community.
- Various other benefits.

1

INTRODUCTION

1 INTRODUCTION

Introduction & Background

Conventions, Sports & Leisure International (CSL) was retained by the City of Cedar Rapids to conduct a feasibility study of a potential new Dual Use Facility. The purpose of the study is to assist the City of Cedar Rapids and other stakeholders in evaluating key market, program, financial, economic and ownership/management aspects of a potential new Dual Use Facility in the Cedar Rapids area.

Sports tourism is one of the fastest growing sectors of tourism. An increasing number of communities throughout the country are investing in the development and operation of large, multi-sport amateur sports complexes for the purpose of driving new sports tourism as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the often high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights, and economic impact through new spending in the community and the creation of new jobs.

A new Dual Use Facility would address opportunities and needs related to sports tourism (i.e., tournaments) in the Cedar Rapids area, while also enhancing opportunities for local amateur sports and recreation users. The information developed as part of the study outlined herein is intended to assist the City of Cedar Rapids, constituent local municipalities, and other stakeholders with the information necessary to make informed decisions regarding the potential development and operation of a new Dual Use Facility.

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

- PROJECT EXPERIENCE: Experience garnered through more than 1,000 planning and benchmarking projects involving sports, recreation and event facilities throughout the country.
- LOCAL VISIT: Local market visit at the outset of the project, including community and existing sports and recreation facility tours and discussions with study stakeholders and community leaders.
- BENCHMARKING: Research and analysis of facility data and interviews conducted with more than 50 competitive/regional and/or comparable amateur sports facilities.
- INTERVIEWS & OUTREACH: Telephone interviews and virtual meetings with stakeholders and representatives of potential user groups, including key local, state, regional and national athletic associations, organizations, clubs and leagues that organize sports programs, leagues, tournaments, competitions and meets that could potentially utilize a new Dual Use Facility in the Cedar Rapids area.

An outline of the study's contracted scope of work is provided below:

1. Kickoff, Project Orientation, and Interviews
2. Local Market Conditions Analysis
3. Industry Characteristics & Trends Analysis
4. Competitive & Comparable Facility Analysis
5. Market Outreach, Interviews & Surveys
6. Program, Site & Preliminary Capital Cost Analysis
7. Financial Operating Analysis
8. Economic Impact Analysis
9. Ownership, Management, Funding & Partnership Options
10. Preparation & Presentation of Final Report

2

LOCAL & REGIONAL CONDITIONS

2 LOCAL & REGIONAL CONDITIONS

Introduction

An important component in assessing the potential success of a new Dual Use Facility in Cedar Rapids is the 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 ability of a community to host youth/amateur sports activities and attract sports tourism tournaments, meets and competitions. Characteristics to be discussed in this chapter include transportation accessibility of the market, inventory of sleeping rooms to accommodate non-local participants and families, the strength of the local economy as presented by a summary of the corporate base, the existing/future inventory of local sports facilities and an analysis of state and regional facilities that may present competition for sports tourism activities.

Cedar Rapids Sports Tourism Destination

Cedar Rapids, located in eastern Iowa, is in accessible driving distance of major metropolitan areas such as Chicago and Des Moines. Cedar Rapid's accessibility is supported by its proximity to Interstate 380 and other major highways, while the Eastern Iowa Airport serves as a regional access point.

Cedar Rapids is the largest city in Linn County and has a diverse population of over 135,000 residents. It serves as a regional hub for commerce, culture, and recreation. The Cedar River runs directly through the City's downtown and has historically supported the area's economy and served as a visitor asset.

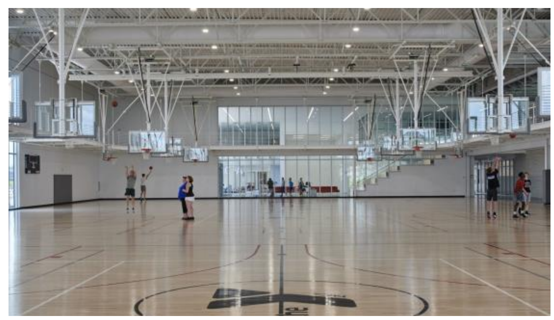
The Cedar Rapids Parks & Recreation (P&R) Department serves to maintain and enhance the City's recreational spaces, supporting the needs of the area's sports enthusiasts and participants. The City offers several parks, small sports complexes, and community centers. The P&R Department provides opportunities for various sports activities, including baseball, soccer, basketball and tennis, among others. Some of these facilities are occasionally used for amateur and youth sports tournaments, which attract athletes from the surrounding region.

The Cedar Rapids Tourism Office is the key organization for developing and improving visitor facilities in order to drive tourism growth and generate economic impact for Cedar Rapids. The Office works alongside event organizers to attract competitions and championships, utilizing the existing facilities the City can offer.

In recent years, Cedar Rapids has hosted some mid-to-high-profile sporting events, helping to establish its emerging reputation as a desirable sports tourism destination. Through local and regional championships and competitions, the City attracts athletes from a range of sports, resulting in direct economic impact. These are mainly hosted at primary Cedar Rapids sports facilities/complexes such as Prospect Meadows and Tuma Soccer Complex.

Cedar Rapids also offers a range of tourism assets and attractions. Its downtown area offers a thriving arts and culture scene, including galleries, theaters and museums. Attractions including the Cedar Rapids Museum of Art, Paramount Theatre, and the National Czech & Slovak Museum & Library exemplify the City's history and cultural heritage.

The area also offers a range of educational institutions, including Coe College (1,400 students enrolled), Mount Mercy University (1,600 students) and Kirkwood Community College (14,000 students). These institutions could provide additional opportunities for athletic events and collaborations.



Source: City of Cedar Rapids, Facility & Organization Sites, CSL Research, 2023.

2 LOCAL & REGIONAL CONDITIONS

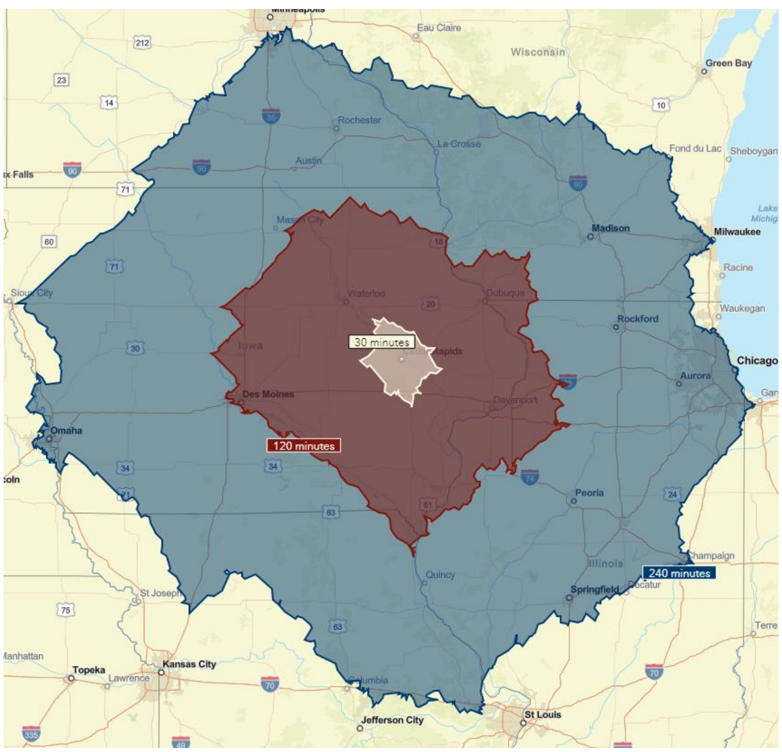
The growth of Cedar Rapids is supported by the operations of organizations such as the Cedar Rapids Metro Economic Alliance and the Cedar Rapids Downtown District. These entities advance economic development, attract businesses and work to create a lively and unique downtown environment that enhances visitor experiences and resident quality-of-life. Improving the area's quality-of-life will thereby enhance its appeal as a sports and tourism destination.

Overall, Cedar Rapids features favorable elements for hosting sports tourism activity, with its varying Parks & Recreation facilities, commitment to amateur and youth sports, and support from local organizations. The remainder of this Chapter presents the area's key local assets in further detail, beginning with its geographical location and accessibility.

Location & Accessibility

Transportation access is imperative to the success of any sports or event facility. Accessibility is not only important from the perspective of attracting potential users and spectators, but also factors into the site selection criteria of tournament producers and other sponsoring organizations. The exhibit and map below illustrate the proximity of Cedar Rapids to other nearby markets and the land area captured within 30, 120 and 240 minutes of drivetime to downtown Cedar Rapids. These distances will be utilized on the subsequent page and throughout the report for purposes of comparing demographic and socioeconomic variables.

Located along Interstate 380, Cedar Rapids is within a 240-minute drive of approximately 17.0 million people. The area is at the midpoint of major population centers in Minneapolis, Milwaukee, Madison, Chicago, Des Moines, and Omaha. This should serve as an advantage in attracting major regional tournaments to a potential Dual Use Facility.



City, State	Distance to Cedar Rapids (In Miles)	Distance to Cedar Rapids (hrs:min)	Market Population
Iowa City, IA	27	0:34	179,800
Waterloo, IA	55	0:53	168,400
Dubuque, IA	73	1:17	100,300
Davenport, IA	82	1:19	383,500
Des Moines, IA	128	1:58	733,800
Mason City, IA	134	2:14	50,200
Fort Dodge, IA	151	2:22	36,600
Quincy, IL	154	2:21	75,100
La Crosse, WI	154	3:08	140,700
Rockford, IL	163	3:03	334,400
Madison, WI	164	2:51	697,800
Rochester, MN	168	2:56	230,000
Peoria, IL	178	2:41	397,900
Milwaukee, WI	241	3:53	2,048,000
Chicago, IL	247	3:46	9,600,600
Omaha, NE	254	3:53	967,600

Source: Esri, 2023.

2 LOCAL & REGIONAL CONDITIONS

Demographic & Socioeconomic Characteristics

The exhibit below presents a summary of key demographic metrics associated with 30-, 120-, and 240-minute drives surrounding Cedar Rapids, the City of Cedar Rapids, and Iowa and United States benchmarking data. As shown in the exhibit, the estimated population within 30-minutes of Cedar Rapids is approximately 348,200. Population within 30-minutes is expected to grow between 2023 and 2028 at a rate higher than that of both the state of Iowa and the US.

Summary of Key Demographic Statistics Associated with the Cedar Rapids Area

DEMOGRAPHIC VARIABLE	30-Minutes Drive Time	120-Minutes Drive Time	240-Minutes Drive Time	City of Cedar Rapids	State of Iowa	United States
POPULATION:						
2010 Total Population	305,862	2,232,575	16,621,384	127,395	3,046,355	308,745,538
2023 Total Population	348,173	2,337,851	17,046,854	139,344	3,213,744	335,707,897
202eight total Population	353,766	2,350,761	16,995,494	140,334	3,244,845	339,902,796
Historical Annual Growth (2010-2023)	1.15%	0.39%	0.21%	0.78%	0.46%	0.73%
Projected Annual Growth (2023-2028)	0.32%	0.11%	-0.06%	0.14%	0.19%	0.25%
AGE:						
Median Age	36.5	39.0	38.9	37.9	39.5	38.9
Population Age 25 to 44	27.41%	25.35%	26.44%	27.14%	25.05%	26.79%
AGE DISTRIBUTION:						
Under 15	18.09%	17.85%	18.42%	17.92%	18.29%	18.12%
15 to 24	15.52%	13.94%	12.84%	14.29%	13.26%	12.78%
25 to 34	14.33%	13.05%	13.46%	13.77%	12.78%	13.96%
35 to 44	13.08%	12.30%	12.98%	13.37%	12.27%	12.83%
45 to 54	11.41%	11.35%	12.00%	11.31%	11.45%	12.03%
55 and over	27.59%	31.53%	30.29%	29.36%	31.96%	30.29%
HOUSEHOLD INCOME:						
Median Household Income	$71,169	$64,226	$75,645	$60,547	$64,852	$72,414
Per Capita Income	$39,910	$36,076	$40,791	$35,187	$36,238	$40,363
INCOME DISTRIBUTION:						
$0 to $24,999	14.01%	15.69%	14.35%	16.86%	15.43%	15.79%
$25,000 to $49,999	19.58%	21.59%	18.22%	22.11%	21.39%	18.58%
$50,000 to $74,999	18.48%	19.26%	16.96%	21.02%	19.30%	16.91%
$75,000 to $99,999	13.91%	14.05%	13.77%	13.59%	14.29%	13.19%
$100,000 to $149,999	18.47%	17.54%	19.07%	16.07%	17.38%	17.23%
$150,000 or more	15.56%	11.87%	17.64%	10.36%	12.20%	18.31%
POPULATION BY RACE/ETHNICITY:						
White/Caucasian	80.87%	82.57%	68.44%	77.34%	84.01%	60.99%
Black/African American	7.45%	5.50%	10.42%	10.59%	4.21%	12.39%
American Indian	0.22%	0.40%	0.71%	0.29%	0.46%	1.14%
Asian	3.49%	2.64%	4.89%	2.72%	2.42%	6.12%
Pacific Islander	0.17%	0.16%	0.06%	0.37%	0.19%	0.21%
Other Race	1.62%	2.68%	7.17%	1.69%	2.85%	8.55%
Two or More Races	6.19%	6.04%	8.31%	7.00%	5.86%	10.59%
Hispanic Origin	4.43%	6.64%	15.11%	4.75%	6.88%	18.95%
Diversity Index	39.1	39.6	63.3	44.0	37.9	71.6
BUSINESS:						
2022 Total (SIC01-99) Businesses	12,238	91,388	622,398	5,644	132,352	12,609,070
2022 Total (SIC01-99) Employees	242,277	1,314,646	9,149,333	121,735	1,761,118	151,363,907
Employee/Residential Population Ratio	0.70:1	0.56:1	0.54:1	0.87:1	0.55:1	0.45:1

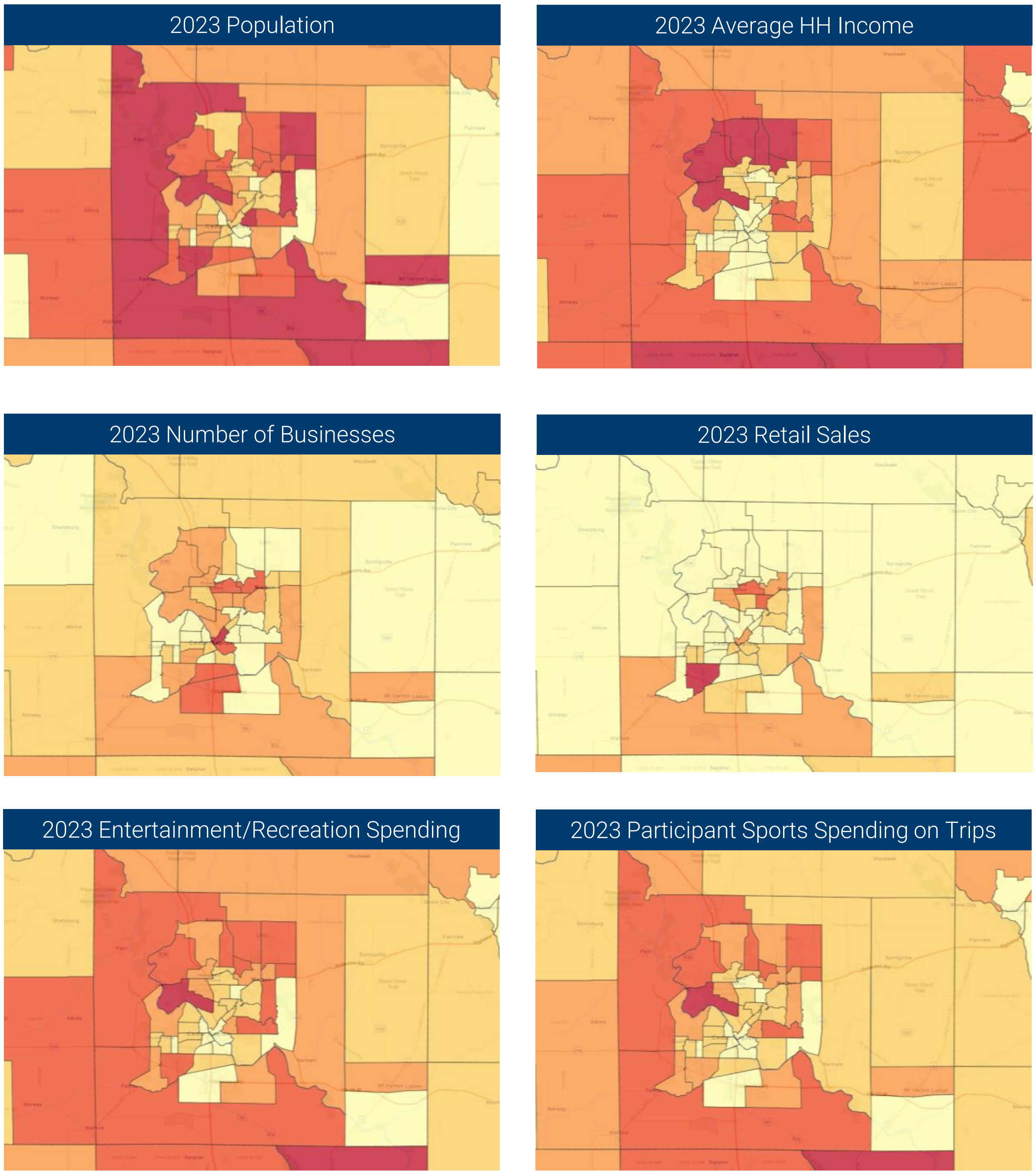
Source: Esri, 2023.

Household income is an important socioeconomic characteristic of host markets that typically impacts facility performance. Estimated median household income is approximately $71,200 within 30-minutes of Cedar Rapids. Income levels can serve as an indication of area households' ability to support sports and recreation in the region by paying league and registration fees and other costs associated with participation.

The regional corporate base (number of companies) also can play an important role in the success of amateur sports facilities/complexes. Corporate sponsorships and donations are potential sources of capital funding and operating income for amateur sports and recreation facilities, in the form of sponsorships, banners, scoreboard advertising and other such opportunities; many of which would be relatively inexpensive. With nearly 242,300 employees working at more than 12,200 businesses within the 30-minute drive market, the immediate drive market has an employee-to-residential ration of 0.70:1, suggesting a strong workforce and economy.

The exhibits below detail heat maps by census tract that show the Cedar Rapids area. The heat maps display the relative density of demographic data points as smoothly varying sets of colors ranging from cool (lighter color, indicating a low density of points) to hot (darker color, indicating a high relative density of points).

Demographic Heat Maps by Census Tract for the Cedar Rapids Area



Source: Esri, 2023.

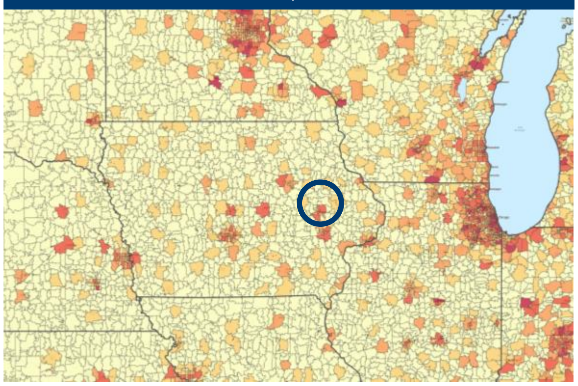
2 LOCAL & REGIONAL CONDITIONS

In addition to demographic and sociographic concentrations locally, CSL analyzed the same factors on a broader, more regional basis. Measuring these factors helps to evaluate the capability of market to attract regional sports activity from surrounding population bases. As shown below, Cedar Rapids is relatively centralized between critical masses of Iowa populations as well as Omaha (NE) and Sioux Falls (SD) to the west, Minneapolis (MN) to the north; Madison (WI), Milwaukee (WI), and Chicago (IL) to the north; and Kansas City (KS) to the south. Spending on participant sports is very high in these markets.

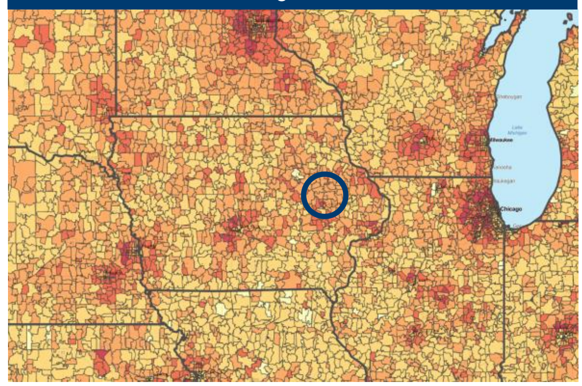
By developing a Dual Use Facility that is highly appealing to teams and organizers in these areas, Cedar Rapids has a significant opportunity to attract the tournaments and other activity associated with this spending.

Demographic Heat Maps by Census Tract for the Cedar Rapids Area

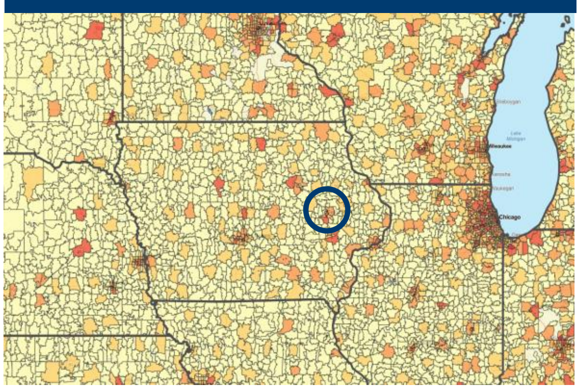
2023 Population



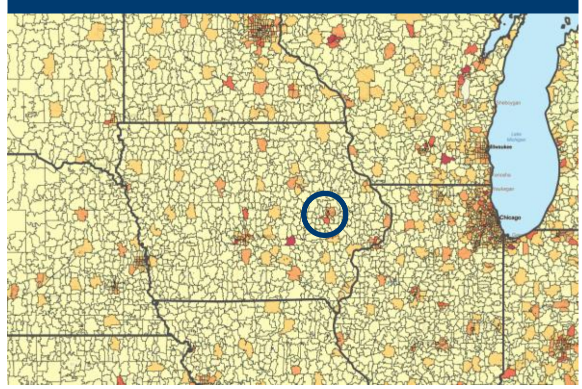
2023 Average HH Income



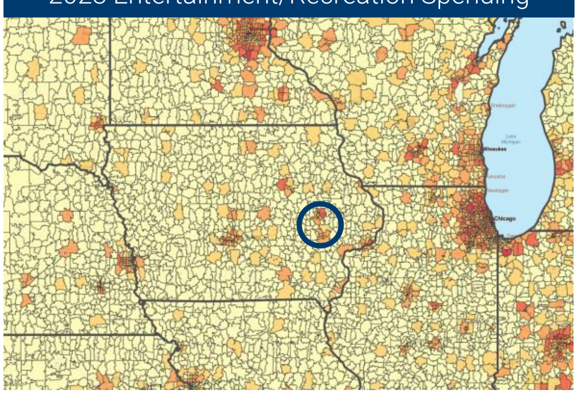
2023 Number of Businesses



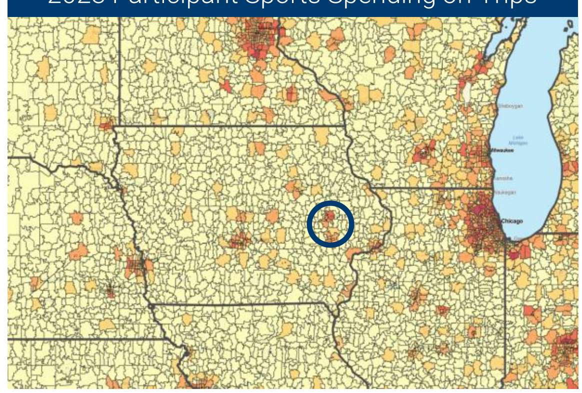
2023 Retail Sales



2023 Entertainment/Recreation Spending



2023 Participant Sports Spending on Trips



Source: Esri, 2023.

Corporate Base

As previously highlighted, the scope and attributes of the corporate presence in a given market serve as an indicator of the potential for sponsorships and advertising investments within sports facilities. Moreover, the extent of the local corporate landscape indirectly reflects the level and diversity of essential community amenities such as hotels, dining establishments, and transportation infrastructure. These amenities play a crucial role when evaluating events like tournaments, meets, and competitions that attract teams from beyond the boundaries of Cedar Rapids.

The chart below offers insight into the leading employers in Linn County, each boasting a workforce of over 1,000 employees. Major employers in the area include Collins Aerospace, Transamerica, UnityPoint Health, and Cedar Rapids Community Schools. Notably, Collins Aerospace stands out as the largest employer with approximately 9,500 employees. The healthcare sector accounts for approximately 17.0 percent of the top 10 companies' workforce, while the education sector represents approximately 13.0 percent.

Top Employers in Linn County

Company Name	Industry	Number of Employees
Collins Aerospace	Manufacturing	9,500
Transamerica Life Insurance Company	Insurance	4,000
UnityPoint Health - St. Luke's Hospital	Healthcare	3,000
Cedar Rapids Community Schools	Education	2,900
Hy-Vee Food Stores	Grocery	2,300
Nordstrom Direct	Retail	2,150
Mercy Medical Center	Healthcare	2,100
City of Cedar Rapids	Government	1,300
Four Oaks	Non-Profit Services	1,100
Linn-Mar Community School District	Education	1,000

Note: Employment numbers reflect 2019 data for Linn County.
Source: City of Cedar Rapids, KHAK, 2023.

Top Attractions in Cedar Rapids

In the process of site selection for regional and national events, tournament organizers extend their assessment beyond the host facility itself, focusing on the broader destination. To gauge the overall appeal of the Cedar Rapids area, the table provided below presents key attractions based on the cumulative count of positive reviews submitted by travelers on TripAdvisor.com. This approach offers insight into the recreational draw and prominence of various points of interest within the Cedar Rapids locale. Attractions with higher review counts on the TripAdvisor platform generally signify well-established and widely recognized destinations within the Cedar Rapids market. This comprehensive perspective aids in assessing the area's tourism landscape.

The top attraction in the area is the National Czech & Slovak Museum & Library. From a sports tournament visitor perspective, this attraction likely caters to families with older children. The second leading attraction, Play Station, caters to younger families. Other leading attractions such as the Czech Village, NewBo City Market, and Paramount Theater likely cater to a range of age groups and family types. This balanced array of attractions is an important element for attracting new and repeat sports tourism business, as traveling families often consist of multiple age groups with varying interests and recreation preferences.

Top TripAdvisor Attractions in Cedar Rapids

	Attraction	Number of TripAdvisor Reviews
1	National Czech & Slovak Museum & Library	358
2	The Play Station	275
3	Brucemore	265
4	Czech Village/New Bohemia District	174
5	Cedar Rapids Museum of Art	151
6	NewBo City Market	125
7	Paramount Theater	113
8	Indian Creek Nature Center	62
9	Grant Wood Studio	35
10	African American Museum of Iowa	32
11	Iowa Brewing Company	28
12	Ushers Ferry Historic Village	26
13	Bever Park	24
14	CSPS	17
15	McGrath Amphitheater	15
	TOTAL	1,700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Source: TripAdvisor, 2023.

Local Hotel Inventory

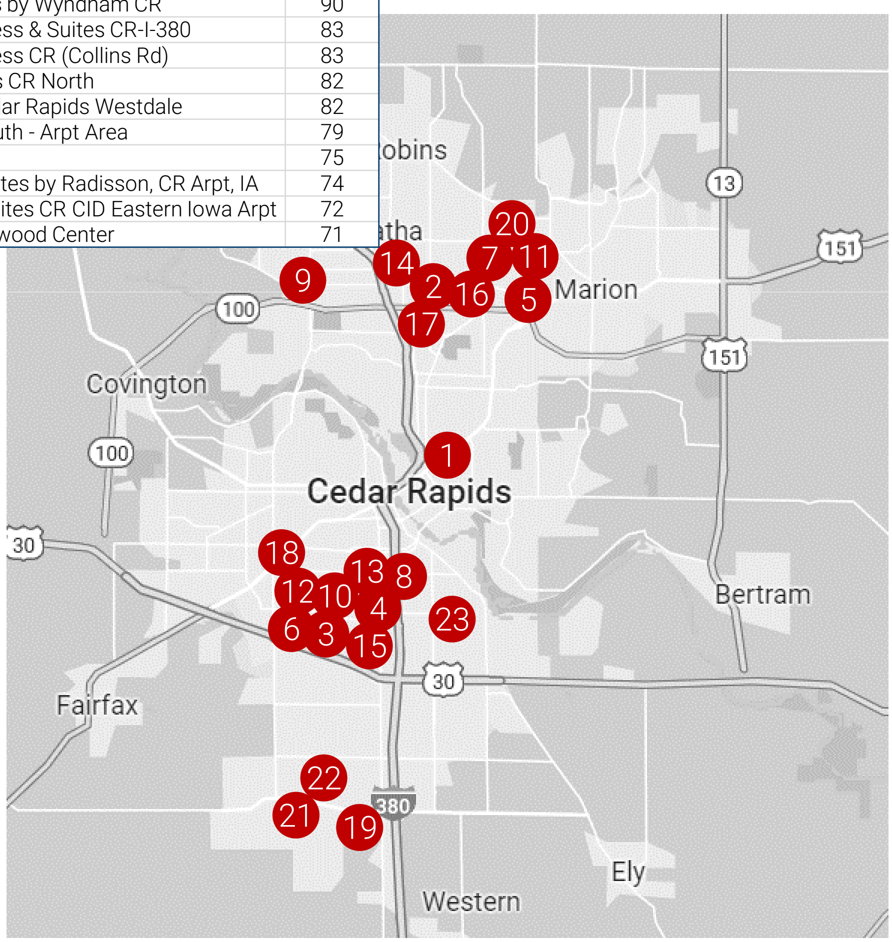
The assessment of hotel room availability within a market, particularly in proximity to a sports tourism-capable facility, holds paramount significance for tournament and competition organizers in the amateur sports industry. Both event organizers and participants alike seek a diverse selection of hotel accommodations and amenities, all while ensuring convenient access to the sporting venue.

Presently, the Cedar Rapids area offers 23 hotels that each offer more than 70 rooms. Two hotel clusters are primarily concentrated in the southwestern and northeastern sectors of Cedar Rapids. In aggregate, these 23 establishments collectively total more than 2,400 rooms. In total, the Cedar Rapids area offers nearly 3,300 rooms across 38 hotels.

The geographical distribution of existing hotels, along with potential zones designated for future hotel development, are critical factors to consider as part of any Dual Use Facility planning efforts. This is explored further as part of site evaluations presented later herein.

Summary of Hotel Inventory in Cedar Rapids

Key	Hotel	Room Count
1	DoubleTree by Hilton Hotel	267
2	Marriott Cedar Rapids	220
3	Ramada Cedar Rapids	156
4	SureStay Hotel By Best Western CR	109
5	Best Western Plus Longbranch Hotel	106
6	Hampton Inn Cedar Rapids	105
7	Hampton Inn & Suites CR - North	103
8	Cedar Rapids Inn	100
9	Hilton Garden Inn Cedar Rapids	100
10	Motel 6 Cedar Rapids - Airport	100
11	Homewood Suites by Hilton CR-North	95
12	Residence Inn by Marriott CR South	95
13	Fairfield Inn & Suites CR	92
14	Days Inn & Suites by Wyndham CR	90
15	Holiday Inn Express & Suites CR-I-380	83
16	Holiday Inn Express CR (Collins Rd)	83
17	Staybridge Suites CR North	82
18	Tru by Hilton Cedar Rapids Westdale	82
19	avid hotel CR South - Arpt Area	79
20	Mainstay Suites	75
21	Country Inn & Suites by Radisson, CR Arpt, IA	74
22	Comfort Inn & Suites CR CID Eastern Iowa Arpt	72
23	The Hotel at Kirkwood Center	71



Source: CSL research, CVB Site, Google maps, 2023.

2 LOCAL & REGIONAL CONDITIONS

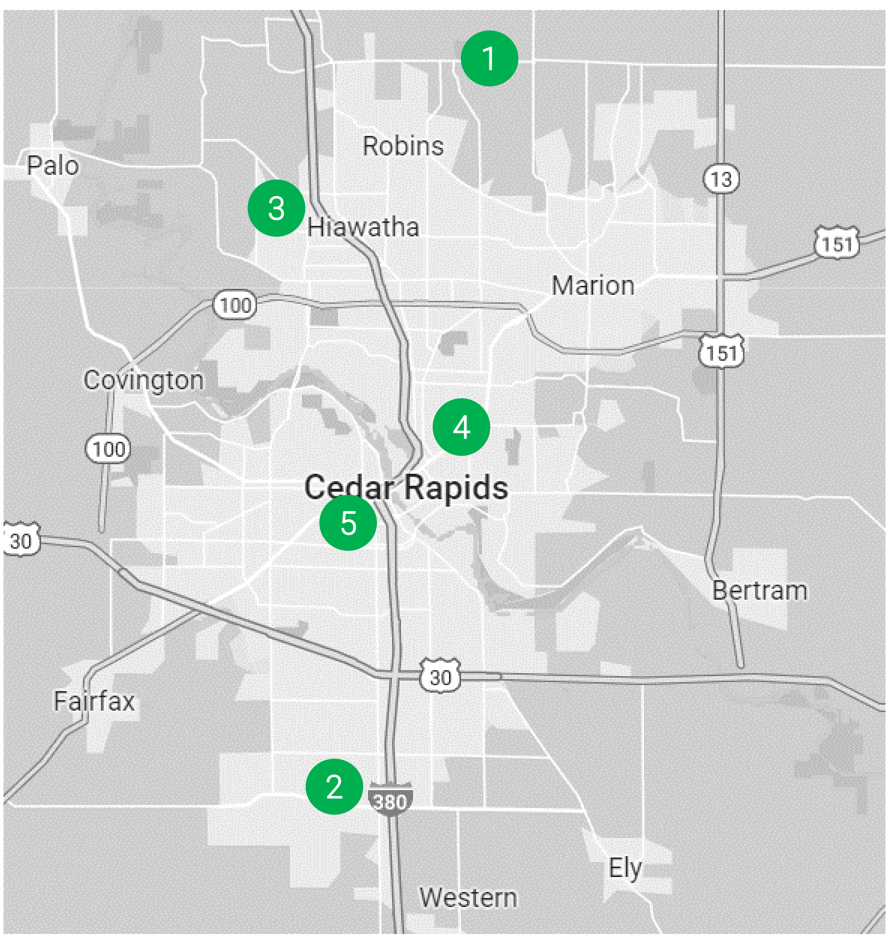
Existing Key Local Sports & Recreation Facilities

The number of potentially competitive sports and recreation facilities in the local market is also an important consideration with respect to the overall viability of any new amateur sports facility/complex project. There are presently a limited number of facilities within the Cedar Rapids area that offer high quality facilities and multiple sports surfaces that could potentially compete for the types of sports tourism business (i.e., tournaments, meets and competitions) that modern, state-of-the-industry sports facilities/complexes could. This page highlights the inventory of rectangle fields in Cedar Rapids, followed by the inventory of other youth/amateur sports facilities on subsequent pages. There are five facilities listed below; however, only three offer two or more multi-sport rectangle fields for soccer, lacrosse, flag football, rugby, and football leagues and competitions/training. Currently, there are 48 outdoor fields (adult and youth) in the area. Most complexes only offer grass fields which typically cannot be utilized from November through February. In addition, access to these facilities can present a challenge as many have existing tenants who retain first right of refusal over contracted dates/times.

Summary of Primary Rectangle Field Facilities in Cedar Rapids

		Rectangle Fields				Surface
	Facility Name	Adult	Youth	Other	Total	Type
1	Tuma Soccer Complex	10	12	14	36	Grass
2	CRSA Soccer Complex	6	0	0	6	Grass
3	FC United Indoor Facility & Complex	4	0	0	4	Grass
4	Robert Plaster Athletic Complex	1	0	0	1	Turf
5	Kingston Stadium	1	0	0	1	Turf
	TOTAL	22	12	14	48	
	AVERAGE	4	2	3	10	

Source: CSL research, interviews with facility management, Google maps, 2023.



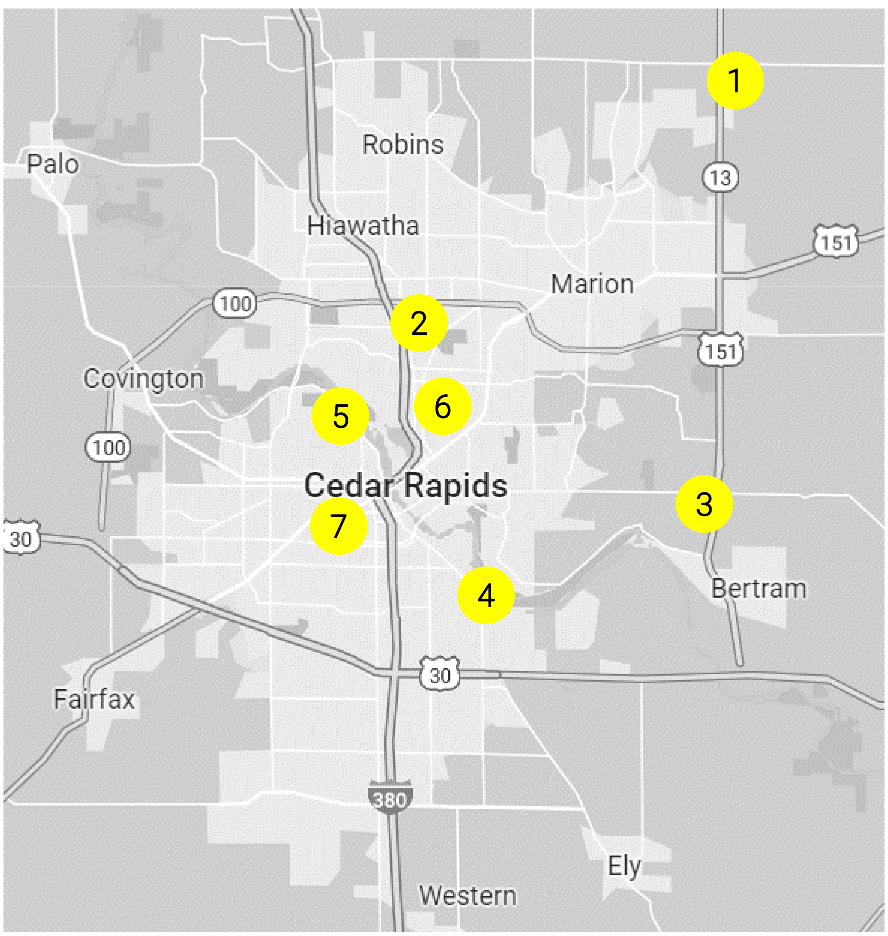
2 LOCAL & REGIONAL CONDITIONS

The chart and map below summarize the current inventory of baseball and softball fields located in the Cedar Rapids area. There are six facilities with at least two or more available diamond fields. Fields are categorized specifically for baseball when there is a grass infield and an elevated pitching mound, as softball fields contain a skinned/dirt infield without a pitching mound. Adult softball fields are versatile, as youth baseball can also be played on that field set-up. Currently, there are 32 outdoor fields (adult and youth, baseball and softball) in the area, with the majority representing softball fields.

Summary of Primary Diamond Field Facilities in Cedar Rapids

		Baseball Fields		Softball Fields		
	Facility Name	Adult	Youth	Adult	Youth	Total
1	Prospect Meadows	8	0	0	0	8
2	Noelridge Park	0	0	0	8	8
3	Triple Play Park	0	0	4	2	6
4	Tait Cummins Sports Complex	0	0	4	0	4
5	Ellis Park	0	0	3	0	3
6	Robert Plaster Athletic Complex	1	0	1	0	2
7	Veterans Memorial Stadium	1	0	0	0	1
	TOTAL	10	0	12	10	32
	AVERAGE	1	0	2	2	5

Source: CSL research, interviews with facility management, Google maps, 2023.



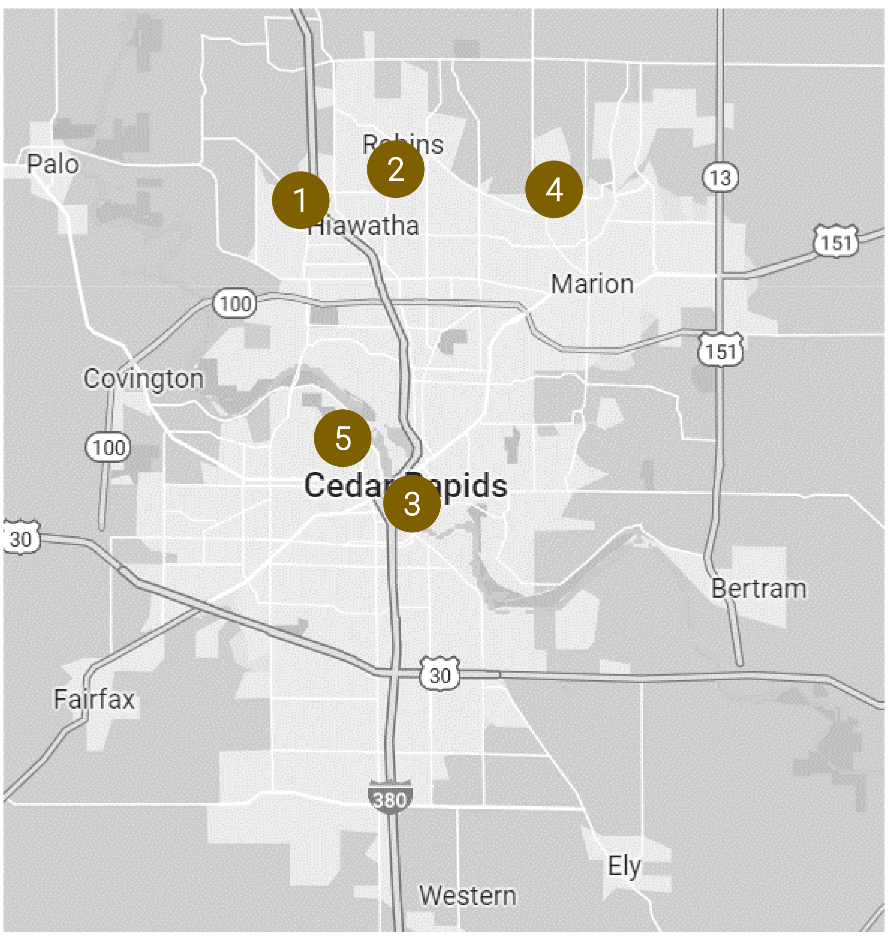
2 LOCAL & REGIONAL CONDITIONS

The chart and map below summarize the current inventory of facilities in the Cedar Rapids area with two or more indoor basketball courts within one building. Out of the five facilities listed, only three have the ability to host both basketball and volleyball. In total, there are 17 basketball courts and 13 volleyball courts located in multi-court facilities in the Cedar Rapids area. While not appropriate for most tournaments, like in most communities, there are a number of additional single court products located throughout the area (most of which are single courts in school gyms).

Summary of Primary Indoor Court Facilities in Cedar Rapids

		Courts	
	Facility Name	Basketball	Volleyball
1	Game On Sports/Sandlot Sports CR	5	6
2	Iowa Sports Center	4	4
3	Cedar Rapids YMCA	3	0
4	Marion YMCA	3	0
5	Northwest Recreation Center	2	3
	TOTAL	17	13
	AVERAGE	3	3

Source: CSL research, interviews with facility management, Google maps, 2023.



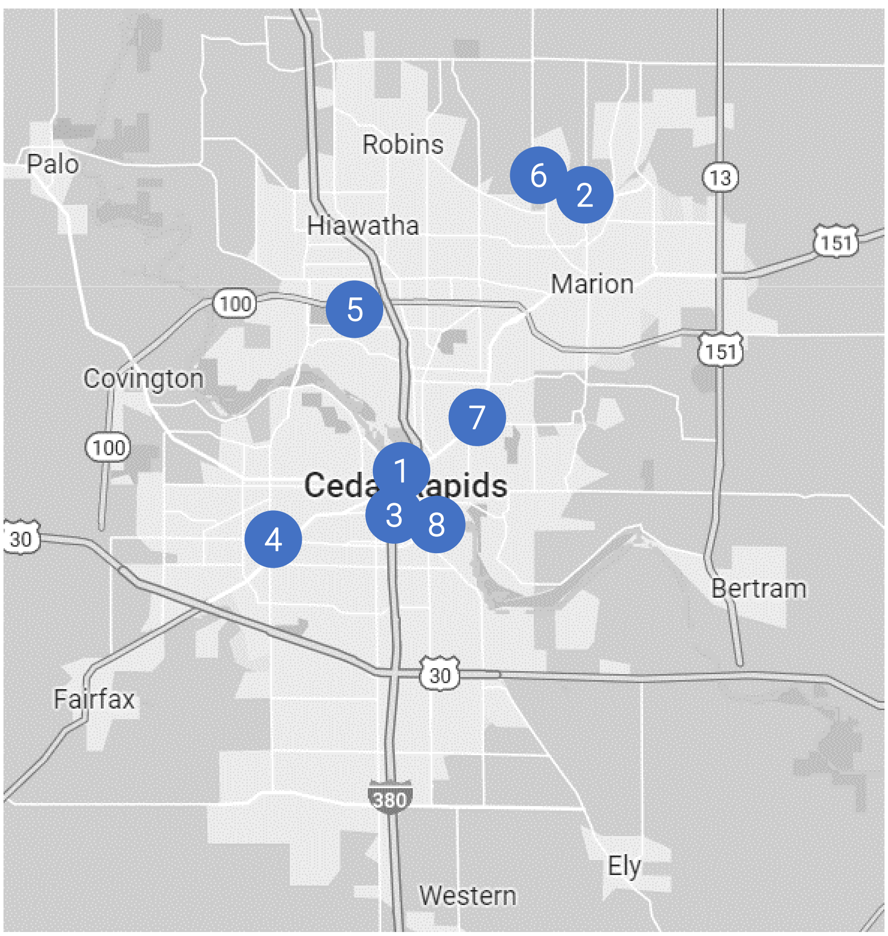
2 LOCAL & REGIONAL CONDITIONS

The primary indoor aquatic facilities in the Cedar Rapids area are displayed in the map and table below. None of the area facilities offer an indoor, 50-meter Olympic pool. Two facilities, Coe College Natatorium and the Linn Mar Aquatic Center, offer eight swim lanes (40 and 33-meter pools, respectively) and diving wells. Both of these facilities host a myriad of swim meets, competitions, practices, classes and recreational activities. Coe College caters to students and student athletes, while Linn Mar caters to both athletes and the general public. While other area facilities have smaller offerings than that of Coe College and Linn Mar, the majority of these facilities are capable of hosting smaller-scale swim competitions.

Summary of Primary Aquatic Facilities in Cedar Rapids

	Facility Name	Pools	Type
1	Coe College Natatorium	1	40M 8 Lane; Diving Well
2	Linn Mar Aquatic Center	1	33M 8 Lane; Diving Well
3	Cedar Rapids YMCA	1	25M 6 Lane
4	Jefferson High School	1	25M 6 Lane
5	Kennedy High School	1	25M 6 Lane
6	Marion YMCA	1	25M 6 Lane
7	Washington High School	1	25M 6 Lane
8	Bender Pool	1	25M 4 Lane
	TOTAL	8	
	AVERAGE	1	

Source: CSL research, interviews with facility management, Google maps, 2023.



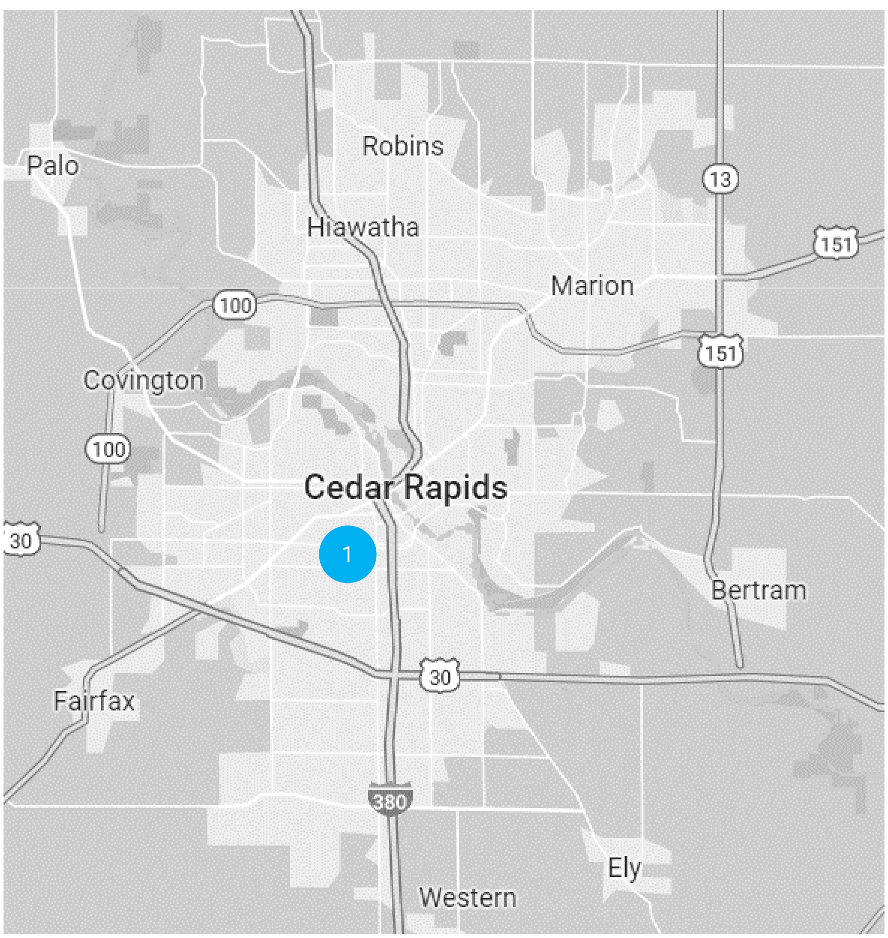
2 LOCAL & REGIONAL CONDITIONS

The chart and map below display the sole ice rink facility currently available in the Cedar Rapids area. The 3,850-seat multipurpose arena, ImOn Ice Arena, is home to the Cedar Rapids RoughRiders, a Tier 1, junior ice hockey team in the East Division of the USHL. ImOn Ice Arena offers one NHL-sized ice sheet and one Olympic-sized ice sheet. These sheets are utilized for league games and practices of local hockey and figure skating organizations. On Tuesday nights, the facility also hosts the Cedar Rapids Curling Club for two hours. ImOn Ice Arena is owned by the City of Cedar Rapids and operated by the Parks & Recreation department, providing access to community residents and limiting private sector market control. According to local stakeholders, the limited supply of ice sheet products in the Cedar Rapids area presents limitations to potential growth of hockey, figure skating, and curling programs throughout the area.

Summary of Primary Ice Sports/Rec Facilities in Cedar Rapids

	Facility Name	Rinks	Type
1	ImOn Ice Arena	2	1 NHL, 1 Olympic
	TOTAL	2	

Source: CSL research, interviews with facility management, Google maps, 2023.



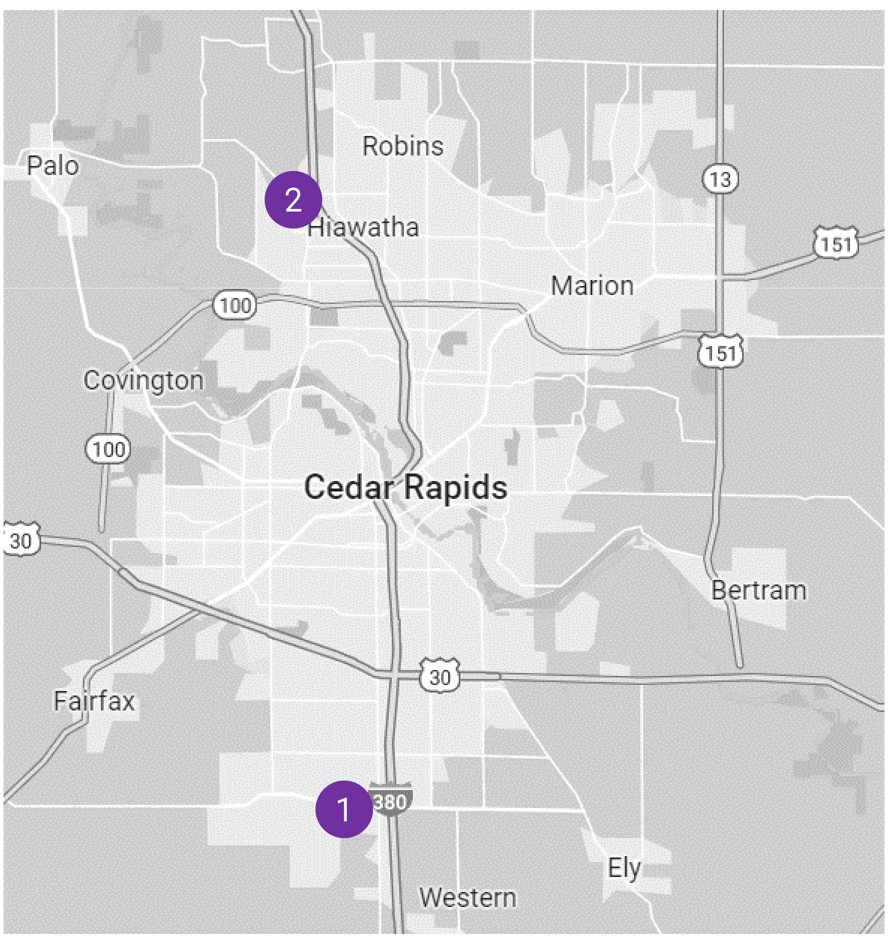
2 LOCAL & REGIONAL CONDITIONS

The two indoor turf facilities in the Cedar Rapids area are displayed in the map and chart below. As relatively undersized competition spaces, they are mainly utilized for camps, clinics and private trainings for soccer, lacrosse, football, baseball, softball and other field sports. Indoor turf space for off-season training tends to be in high demand in many northern climate cities throughout the country, as few facilities exist to serve this demand. Travel clubs and competitive leagues within a variety of sports often seek out facilities of this nature for training purposes; however, these groups are generally limited by existing indoor turf space sizes and inaccessible schedule vacancies due to limited supply. Indoor turf tournament organizers generally require facilities with two playable fields (approximately 30,000 to 40,000 square feet of turf), which Cedar Rapids facilities cannot currently accommodate.

Summary of Primary Indoor Domed Athletic Facilities in Cedar Rapids

	Facility Name	Size (SF)
1	CRSA Soccer Complex	15,000
2	Game On Sports/Sandlot Sports CR	13,000
	TOTAL	28,000
	AVERAGE	14,000

Source: CSL research, interviews with facility management, Google maps, 2023.



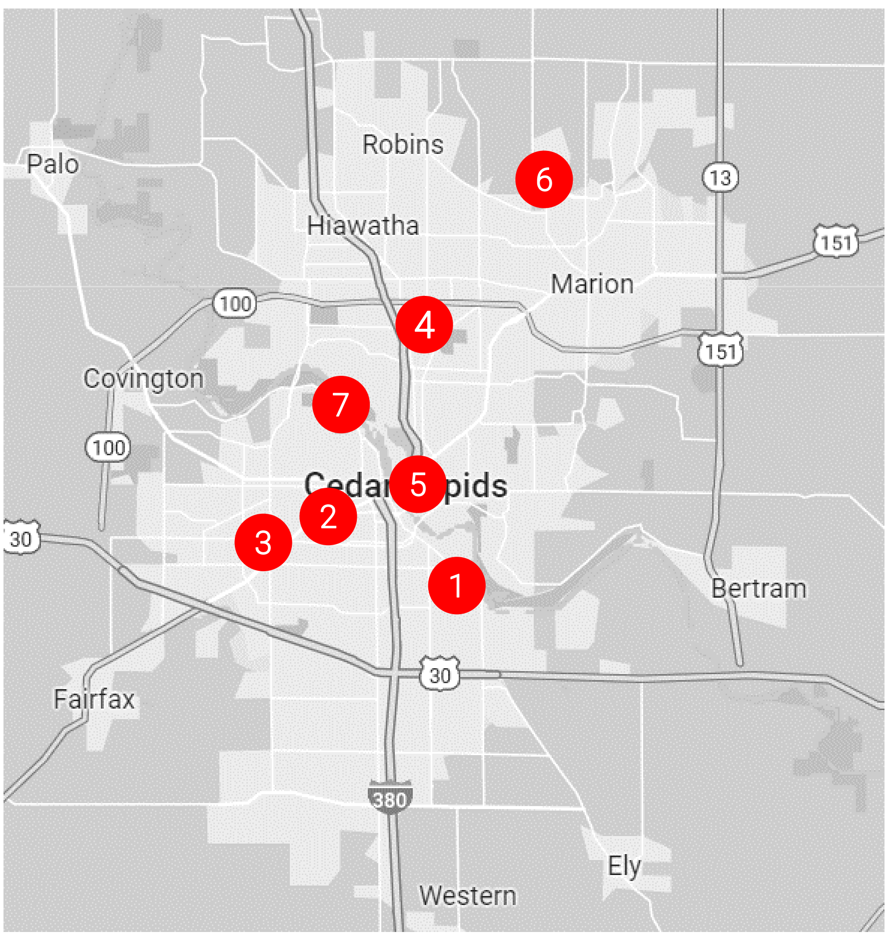
2 LOCAL & REGIONAL CONDITIONS

The chart and map below summarize the current inventory of racket courts located in the Cedar Rapids area. There are a total of 55 courts, with 28 designated pickleball courts. Out of the seven facilities listed, three are exclusively outdoor facilities. Most facilities with courts are open to the public and free of charge as they are situated at local parks and schools. Notably, Pickle Palace is a pickleball facility and restaurant that is currently under development in downtown Cedar Rapids. The company has not indicated the number of courts that will be constructed.

Summary of Primary Racket Facilities in Cedar Rapids

			Courts			
	Facility Name	Type	Tennis	Pickleball	Total	Lighted
1	Jones Park*	Outdoor	3	10	13	Yes*
2	Veterans Memorial Tennis Center	Outdoor	12	0	12	No
3	Smithfield TPC	Indoor	4	6	10	Yes
4	Noelridge Park	Outdoor	6	0	6	No
5	Cedar Rapids YMCA	Indoor	0	6	6	Yes
6	Marion YMCA	Indoor	0	6	6	Yes
7	Ellis Park	Outdoor	2	0	2	No
	TOTAL		27	28	55	
	AVERAGE		4	4	8	

Note: *Jones park is currently constructing five lighted and five non-lighted pickleball courts.
Source: CSL research, interviews with facility management, Google maps, 2023.



2 LOCAL & REGIONAL CONDITIONS

Within the context of the previously outlined local facilities, the following seven establishments emerge as pivotal contributors, satisfying a substantial portion of the local sports facility demand:

Tuma Soccer Complex

The Tuma Soccer Complex offers a wide array of fields. With 10 adult-sized grass fields, 12 youth-sized grass fields, and 14 undersized fields, the complex offers versatile accommodations. Two dedicated football fields further expand its offerings. Notable amenities include 950 hard surface parking spaces, 250 overflow parking spots on turf, and a 5,600 square foot pavilion with seating, concessions, and restrooms. The complex hosts large-scale tournaments, having facilitated sizable events like the Pre-Season Regional Chill-Out Soccer Tournament since 2002, the USA Old Capitol Open (2013-2017), and the USA Ultimate West Plains Club Sectionals in 2019.

Prospect Meadows Baseball Complex

Established in 2019, the Prospect Meadows Baseball Complex is a primary sporting facility in the Cedar Rapids area. It offers eight full-size baseball fields, including a 'miracle' field catering to children with special needs. The larger fields are comprised of synthetic turf infields, natural grass outfields, and supporting amenities such as batting cages, adjustable base and fence lengths for youth baseball and softball, seating provisions, and a concession stand.

Game On Sports/Sandlot Sports CR

Game On is an additional primary Cedar Rapids facility for indoor and outdoor sports and recreation. The facility offers 23 sand volleyball courts, six indoor volleyball courts, five indoor basketball courts, two batting cages, a gymnastics studio, and 13,000 square feet of indoor turf. The facility offers 515 on-site parking spaces, providing capability to host sizeable amateur sporting events.

CRSA Soccer Complex

Established in 1998 as a family-focused soccer club, the CRSA Soccer Complex offers six full-size soccer fields and 15,000 square feet of indoor turf space. Additionally, the CRSA Soccer Complex aims to foster player development through retaining coaching staff; this particularly targets younger players and leagues.

Cedar Rapids YMCA

Opened in August 2002, the Cedar Rapids YMCA serves as a primary location for local sports and recreational activity. The facility offers a range of amenities, including three full-sized basketball courts, six pickleball courts, four racquetball/handball courts, a six-lane lap pool and spa, an exercise studio, and a weight training and cardio space. The facility also offers separate locker rooms for men and women.

Marion YMCA

Opened in January 2021, the Marion YMCA offers similar amenities as its Cedar Rapids counterpart. Similar features include three full-sized basketball courts, six pickleball courts, two racquetball/handball courts, a six-lane lap pool and spa, and dedicated men's, women's, and family locker rooms. Notably, the Marion YMCA offers family changing rooms and a child watch room, further catering to needs within the community. The facility also offers a 1/10th mile indoor track.

ImOn Ice Arena

Established in January 2000, the ImOn Ice Arena is the primary ice facility in the Cedar Rapids area. It offers two ice rinks, one with NHL size dimensions (200' x 85') and the other with Olympic size specifications (200' x 100'). The NHL-sized rink has seating for 3,850 spectators and is the home venue for the Cedar Rapids RoughRiders, a Tier 1 junior ice hockey team competing in the USHL. The arena's dual-rink setup allows the facility to accommodate a range of ice-specific competitions and events.

Source: CSL research, interviews with facility management, 2023.

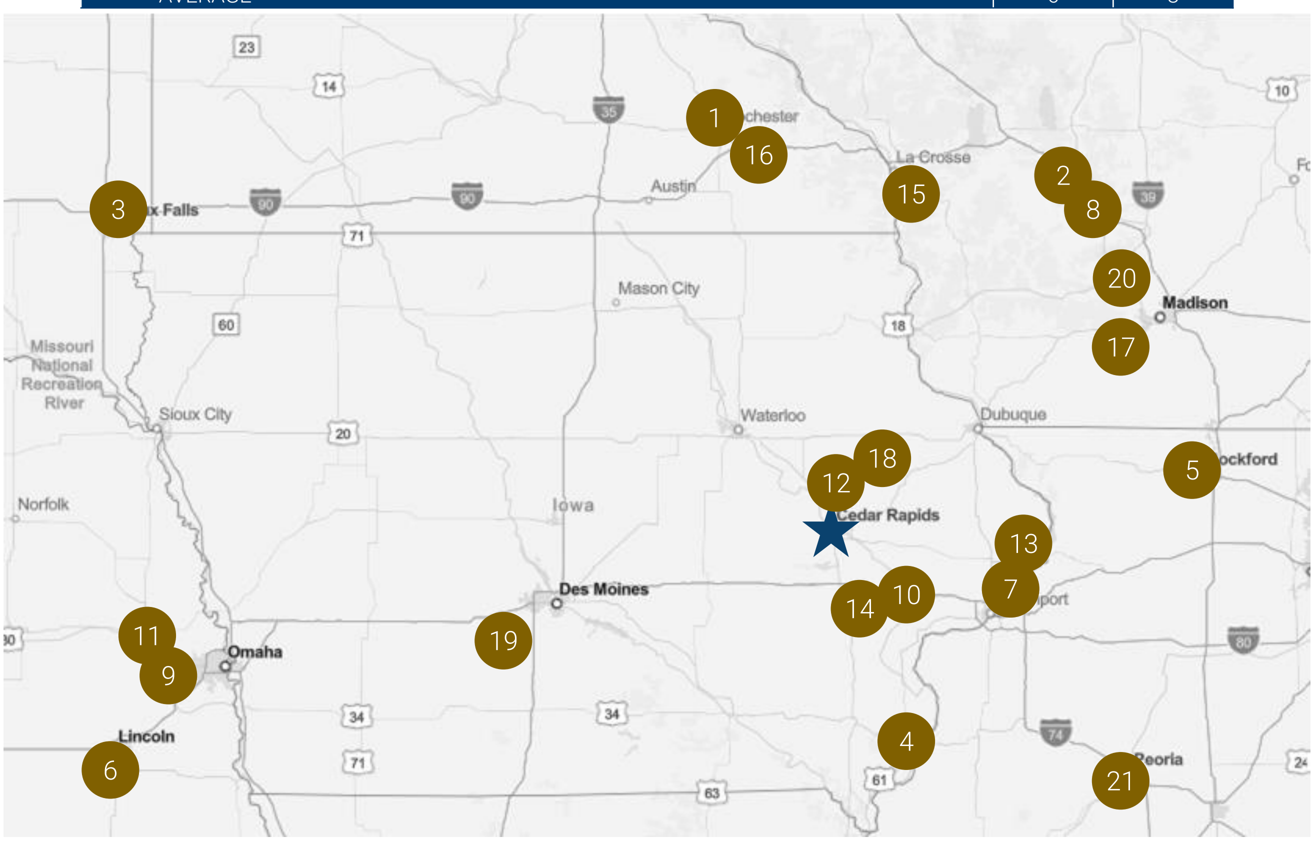
2 LOCAL & REGIONAL CONDITIONS

CSL conducted an in-depth analysis of the regional landscape encompassing court, aquatic, ice, and turf facilities. These establishments represent potential competitors for a prospective Dual Use Facility in Cedar Rapids. Furthermore, this assessment of the regional facility inventory can shed light on existing gaps within the market that a Dual Use Facility could strategically address.

The data presented in the chart and map below provide an overview of the current indoor court complexes across Iowa and neighboring regions. A total of 118 basketball courts and 160 volleyball courts are distributed among 21 identified facilities. Notable facilities include GameOn SportsCenter featuring 4 basketball and 4 volleyball courts, and FunCity Turf housing 8 basketball and 16 volleyball courts. The National Volleyball Center in Rochester, MN is the largest facility identified with 11 courts for each sport.

Summary of Key Indoor Court Facilities in the Regional Area

			Courts	
	Facility Name	Location	Basketball	Volleyball
1	National Volleyball Center	Rochester, MN	11	11
2	Woodside Dells Center Dome	Wisconsin Dells, WI	10	16
3	Sanford Pentagon	Sioux Falls, SD	9	11
4	FunCity Turf	Burlington, IA	8	16
5	UW Health Sports Factory	Rockford, IL	8	16
6	Speedway Sports Complex	Lincoln, NE	8	12
7	TBK Bank Sports Complex	Bettendorf, IA	8	8
8	Just A Game Fieldhouse	Wisconsin Dells, WI	6	10
9	The UBT Sports Complex	Elkhorn, NE	6	8
10	Xtream Arena & GreenState Fieldhouse	Coralville, IA	6	6
11	Omaha Sports Academy Basketball Facility	Elkhorn, NE	4	8
12	GameOn SportsCenter	Cedar Rapids, IA	4	4
13	Beyond The Baseline	Davenport, IA	4	4
14	University of Iowa Fieldhouse	Iowa City, IA	4	4
15	The Recreational Eagle Center (REC)	La Crosse, WI	4	4
16	Rochester Regional Sports Center	Rochester, MN	4	4
17	Verona Athletic Center	Verona, WI	4	4
18	Iowa Sports Center	Hiawatha, IA	4	0
19	MidAmerican Energy RecPlex	West Des Moines, IA	3	6
20	KEVA Sports Center	Madison, WI	3	4
21	Louisville Slugger Sports Complex	Peoria, IL	0	4
	TOTAL		118	160
	AVERAGE		6	8



Note: Considered facilities offer a minimum of four full-sized courts.
Source: CSL research, interviews with facility management, Google maps, 2023.

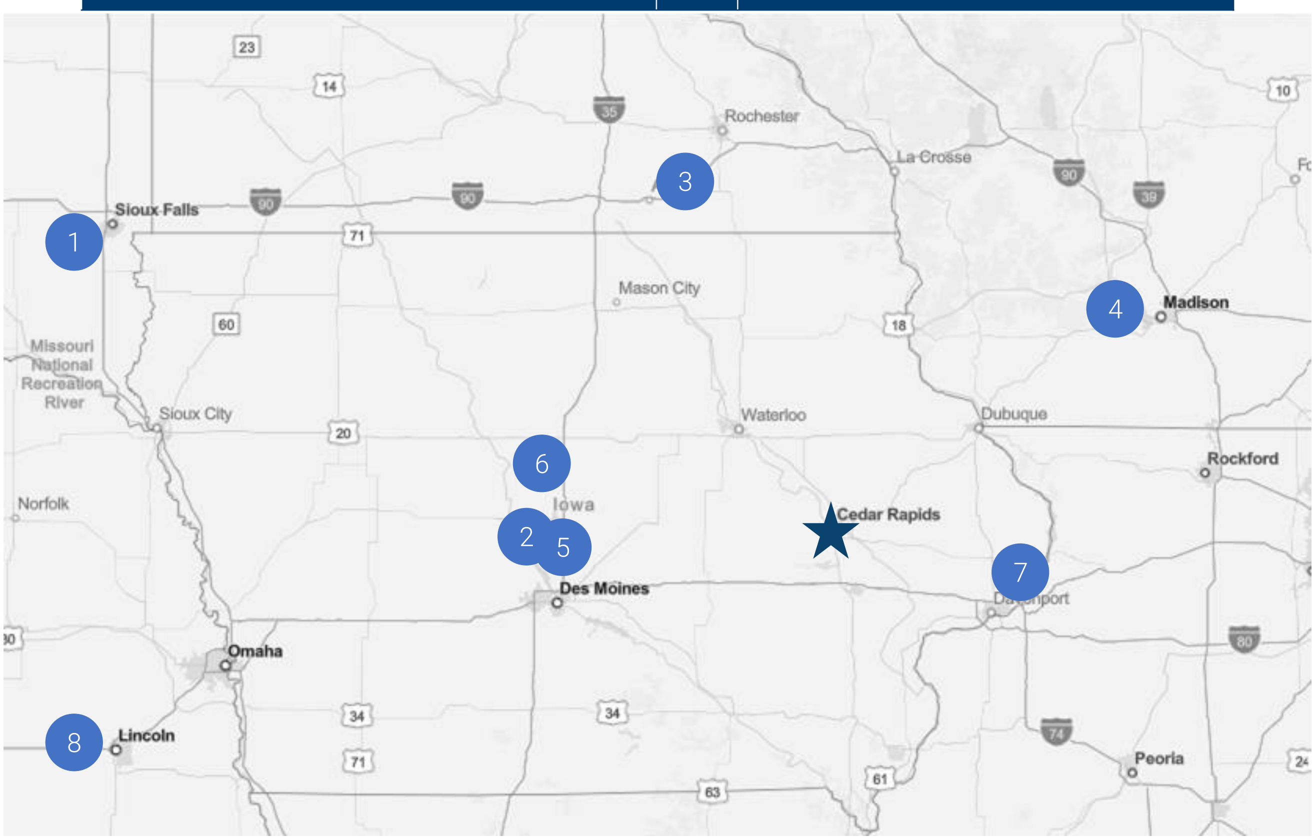
2 LOCAL & REGIONAL CONDITIONS

Within the broader region, eight facilities offer 50-meter swimming pools, with capacities of either eight or ten lanes. Among these, two also include diving wells. While two of the pools are indoor and operational year-round, the remaining six are outdoor and accessible during seasonal periods. The presence of 50-meter pools is crucial for hosting high-level swim meets and aquatic competitions, while diving wells accommodate multi-event tournaments.

The regional shortage of swimming facilities designed for competition suggests a potential opportunity for a Dual Use Facility in Cedar Rapids to establish a presence in the aquatics market. However, it is important to acknowledge that aquatics competitions, in comparison to more mainstream sports like basketball and volleyball, are less frequent, exhibit lower non-local draw, and generate relatively reduced returns. These factors should be considered when prioritizing the range of amenities to be offered at a potential Dual Use Facility in Cedar Rapids.

Summary of Key Aquatic Facilities in the Regional Area

	Facility Name	Location	Pools	Type
1	Midco Aquatic Center	Sioux Falls, SD	1	Indoor, 50M 10 Lane
2	Wellmark YMCA	Des Moines, IA	1	Indoor, 50M 8 Lane
3	Austin City Pool	Austin, MN	1	Outdoor, 50M 10 Lane
4	Shorewood Hills	Madison, WI	1	Outdoor, 50M 10 Lane
5	Birdland Pool	Des Moines, IA	1	Outdoor, 50M 8 Lane, 2 1M Diving, 1 3M Diving
6	Furman Aquatic Center	Ames, IA	1	Outdoor, 50M 8 Lane, Diving Board and Platform
7	Riverview Municipal Pool	Clinton, IA	1	Outdoor, 50M 8 Lane
8	Woods Memorial Pool	Lincoln, NE	1	Outdoor, 50M 8 lane
	TOTAL		8	



Note: Only pools that are 50 meters are listed.
Source: CSL research, interviews with facility management, Google maps, 2023.

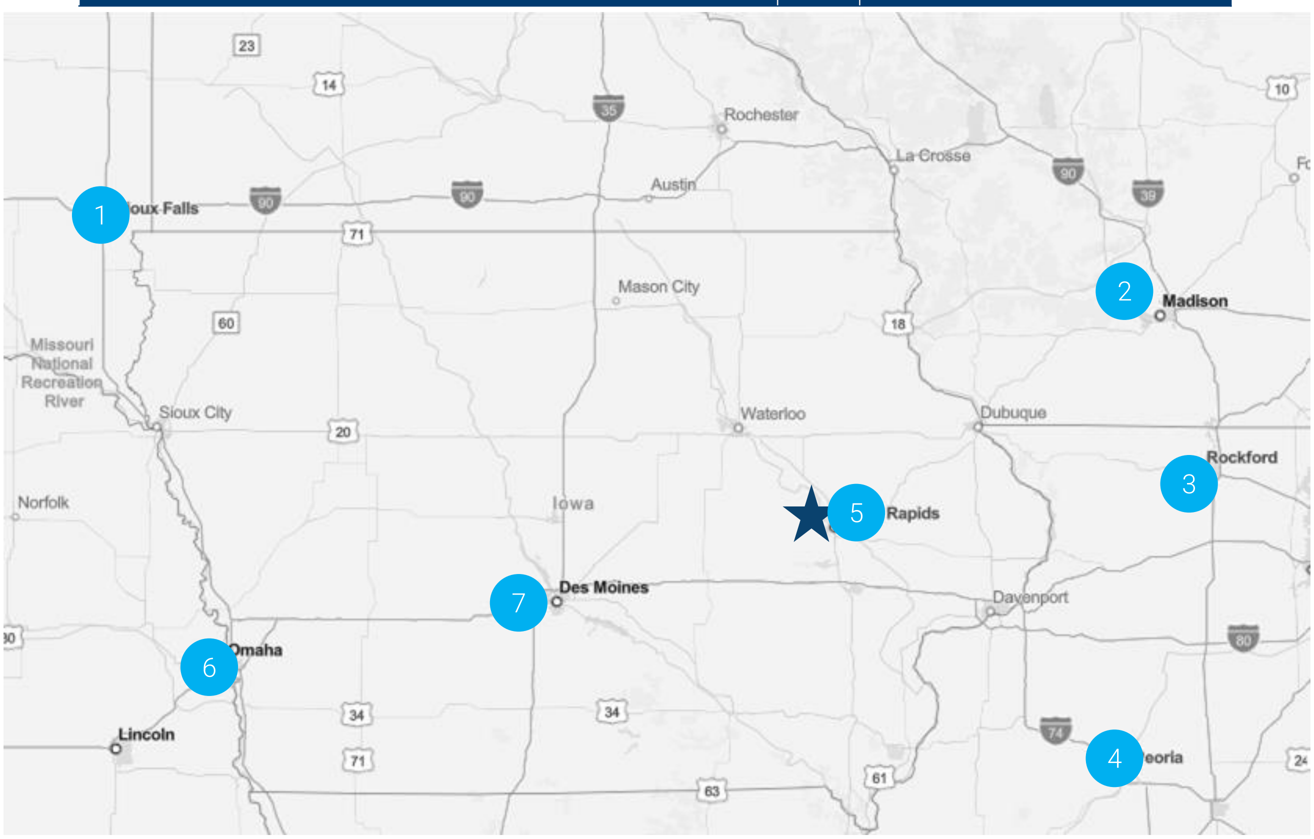
2 LOCAL & REGIONAL CONDITIONS

Regarding ice sports facilities, the regional area boasts seven venues equipped with two or more ice sheets. As previously noted, ImOn Ice is located in Cedar Rapids, while additional competitive ice sheet facilities are centrally located within the broader region. Conversely, 25 single-sheet facilities are present, offering fewer opportunities for hosting non-local tournaments and events.

Ice sports, while having a presence in the area, generally experience lower participation rates compared to more prevalent sports such as basketball and volleyball. Moreover, these facilities typically host fewer and smaller-scale tournaments, accompanied by elevated operational expenses in comparison to hardcourt or turf facilities. These considerations should be thoughtfully evaluated when determining the optimal offerings for a potential Dual Use Facility in Cedar Rapids.

Summary of Key Ice Facilities in the Regional Area

	Facility Name	Location	Rinks	Type
1	Scheels IcePlex	Sioux Falls, SD	3	85' x 200'
2	Bob Suter's Capitol Ice Arena	Middleton, WI	2	85' x 200'
3	Riverview Ice House	Rockford, IL	2	85' x 200'
4	Owens Center	Peoria, IL	2	85' x 200'
5	ImOn Ice	Cedar Rapids, IA	2	85' x 200' Seats 4,000, 100' x 200'
6	Moylan Iceplex	Omaha, NE	2	85' x 200', 100' x 85'
7	MidAmerican Energy Company RecPlex	West Des Moines, IA	2	85' x 200'
	TOTAL		15	



Note: Considered facilities offer a minimum of 2 ice sheets.
Source: CSL research, interviews with facility management, Google maps, 2023.

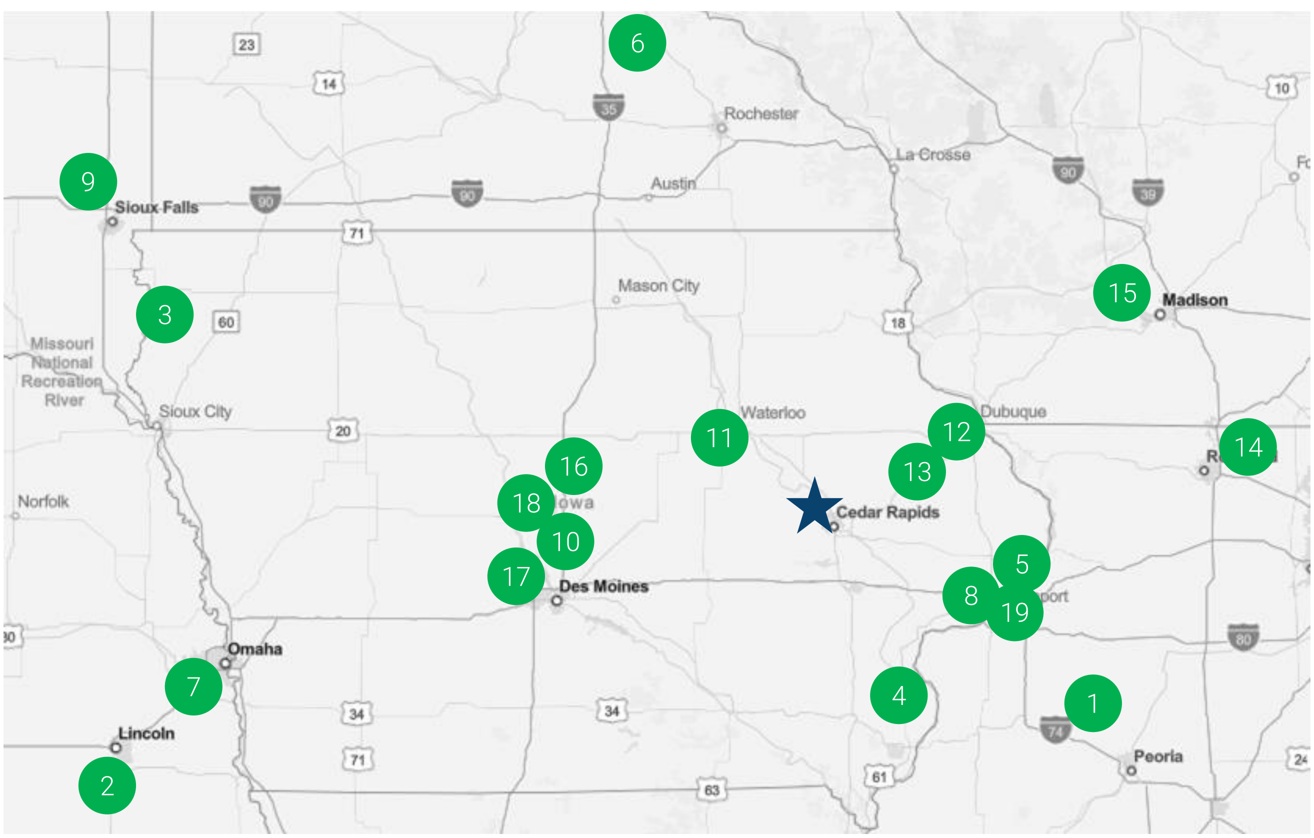
2 LOCAL & REGIONAL CONDITIONS

The regional marketplace features 19 facilities with at least 20,000 square feet of indoor turf space. Notably, the Cedar Rapids area lacks facilities providing this level of indoor turf space. While Cedar Rapids accommodates three turf facilities primarily intended for off-season training, their capacity for hosting local or non-local competitions and tournaments is limited.

Indoor turf facilities are commonly utilized during off-season periods for outdoor sports and may experience reduced activity during warmer months. This dynamic underscores the potential for a competitive facility development in the Cedar Rapids locale, particularly during off-peak seasons.

Summary of Key Indoor Turf Fields in the Regional Area

	Facility Name	Location	Indoor Turf Sq. Ft.
1	Louisville Slugger Sports Complex	Peoria, IL	100,000
2	Speedway Sports Complex	Lincoln, NE	100,000
3	American State Bank Sports Complex	Sioux City, IA	95,000
4	Fun City Turf	Burlington, IA	78,500
5	The TBK Bank Sports Complex	Bettendorf, IA	77,600
6	Dundas Soccer Dome	Northfield, MN	75,000
7	Omaha Sports Complex	Omaha, NE	74,000
8	Ambrose Dome - St. Ambrose University	Davenport, IA	67,000
9	Sanford Fieldhouse	Sioux Falls, SD	62,000
10	Bergstrom Indoor Training Center	Ames, IA	57,600
11	Cedar Valley Sportsplex	Waterloo, IA	45,000
12	Veterans Memorial Indoor Practice Facility	Dubuque, IA	37,800
13	Eastern Iowa Sports Facility	Monticello, IA	31,500
14	Indoor Sports Center	Loves Park, IL	30,000
15	KEVA Sports Center	Middleton, WI	28,800
16	Leid Recreation Athletic Center	Ames, IA	27,000
17	515 Fieldhouse	Grimes, IA	22,000
18	SportsIowa	Ames, IA	20,000
19	The River's Edge	Davenport, IA	20,000
	TOTAL		1,126,200



Note: Considered facilities offer a minimum of 20,000 square feet of indoor turf space.
Source: CSL research, interviews with facility management, Google maps, 2023.

3

INDUSTRY TRENDS

3 INDUSTRY TRENDS

Overview

The economy of any destination can be influenced by many factors outside the control of community leaders. Economic conditions, corporate relocations, changes in governmental or institutional presence and other factors will influence employment, income, tax revenues and other critical aspects of an economy.

In Cedar Rapids, as with many communities, the visitor and recreation industries play an important role in local and regional economic health. Recreation options are a critical quality-of-life element for communities and play a key role in attracting and retaining residents while also serving the needs of the underserved. At the same time, visitors to a market offer an opportunity to inject new dollars into the economy, with relatively limited use of public infrastructure. Visitor spending then generates net new tax revenue, reducing the tax burden on residents.

The market success of sports tourism facility products can be partially attributed to broader industry characteristics and trends. In order to assess the current and future strength of the market with regard to sports tourism activity that could utilize potential new sports facility product in Cedar Rapids, it is important to evaluate prominent and emerging trends from a national perspective.

Sports tourism is one of the fastest growing sectors of tourism. An increasing number of communities throughout the country are investing in the development and operation of large, multi-sport amateur sports complexes for the purpose of driving new sports tourism, as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the oftentimes high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights, and economic impact.

In 2020, Tourism Economics prepared a study of the economic benefits generated by sports tourism throughout the country. The study estimated that the number of travelers attending sports events in the US increased by more than 10 million since 2015, an increase of 5.9 percent cumulative growth. Additionally, the study projected total direct spending by sports travelers, event organizers and venues at $45.1 billion, an increase of 16.7 percent since 2015.

Significant investment in sports facilities and multi-component sports complexes has occurred throughout the country. Modern sports and event facilities have significantly evolved in terms of capabilities, flexibility, amenities, operating efficiencies, and revenue generation opportunities.

Participation Levels

A summary overview of sports participation trends in the United States and the West North Central region (the region capturing Iowa) has been assembled. An understanding of these trends at a national, regional and local level provides a framework from which to begin to assess potential demand for a new Dual Use Facility in Cedar Rapids.

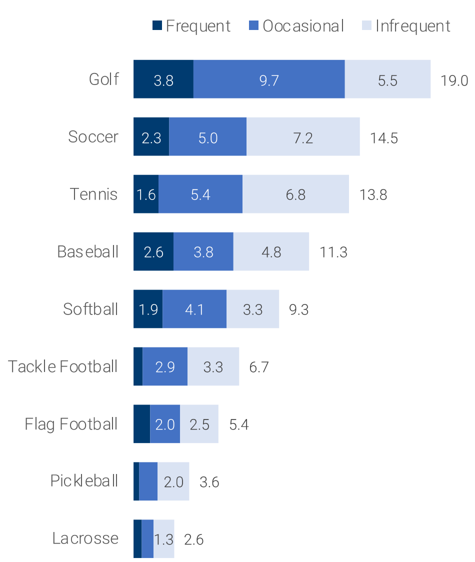
The statistical data presented in this section was derived from the National Sporting Goods Association's Sports Participation study, which was most recently conducted in 2022. The study measures the annual number of participants in a variety of sports and recreational activities, and the frequency of participation during the previous calendar year. Research is derived from a study based on approximately 40,000 interviews encompassing youth and adult sports participation.

National participation levels can provide insights into the overall popularity of a sport or athletic activity, as well as the size of the base from which to attract new frequent participants. The exhibits below present a summary of the national participation rates of key outdoor and indoor sports, broken out by participation level (i.e., frequent, infrequent and occasional).

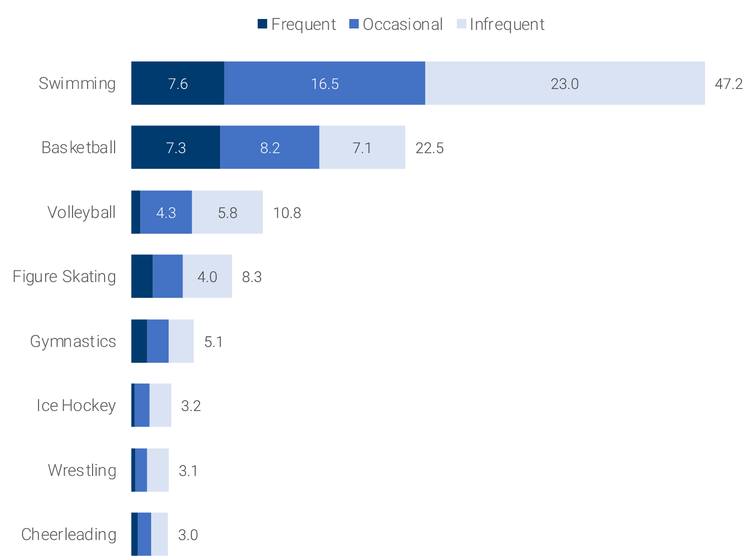
Among traditional field and court team sports, soccer, baseball and softball have the highest participation levels for outdoor sports with a fairly-balanced range of frequent to infrequent participants. Investing in more of these fields benefits many communities across the nation.

Beyond swimming with very high occasional and infrequent participation by all age groups, basketball has the highest participation levels among traditional court-based sports, with a high percentage of infrequent and occasional participants. Volleyball has the next highest participation level behind basketball; however, its frequent participation rate is notably lower.

National Participation Levels – Outdoor Sports (in millions)



National Participation Levels – Indoor Sports (in millions)



Source: NSGA, 2023.

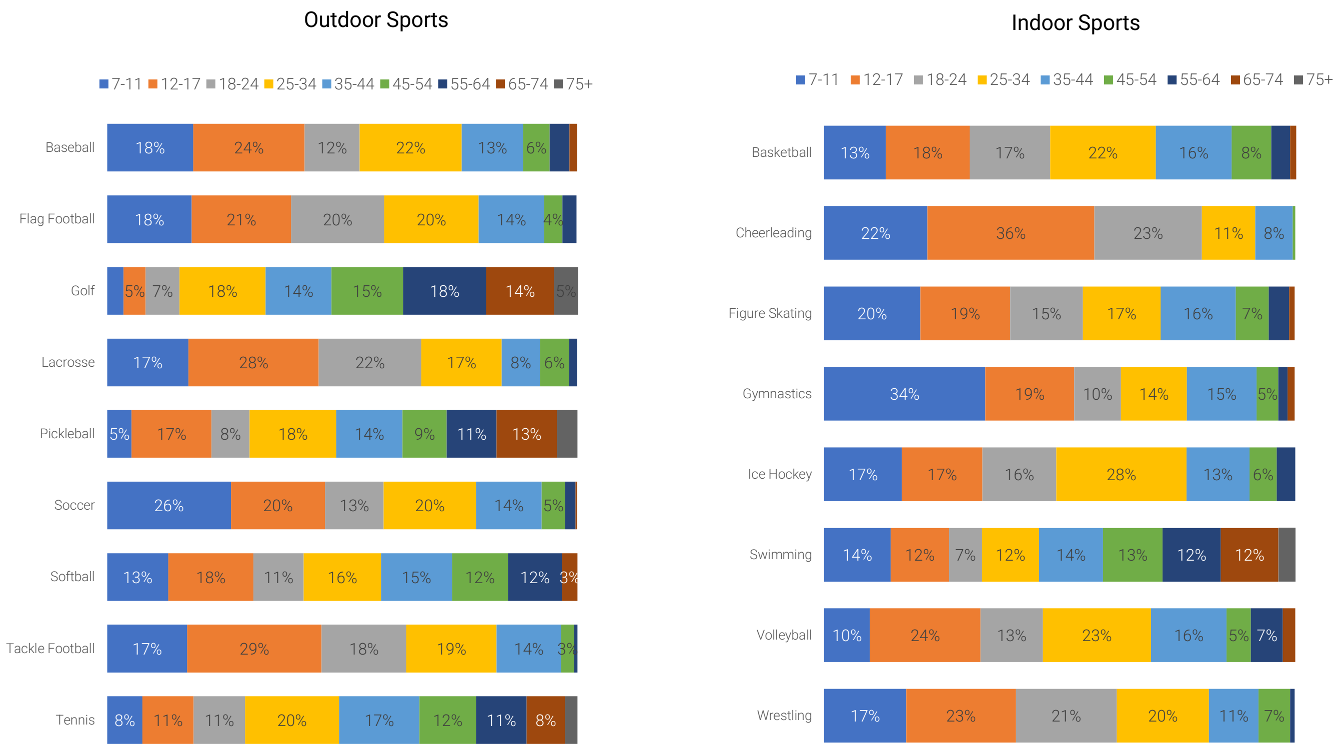
3 INDUSTRY TRENDS

The exhibits below summarize sports participation levels by age group for outdoor and indoor sports. New Dual Use Facility development in Cedar Rapids would be anticipated to be utilized by a variety of age groups, and it is important to understand which sports and athletic activities appeal to each age group in order to consider appropriate programming.

The largest user groups in almost every sport (with the exception of golf, pickleball and tennis) are ages 7 to 11 and ages 12 to 17. Youth sports dominate the national participation levels; therefore, management of any new amateur sports facility product can plan on having most of its programming originate from youth sports and athletics.

Importantly, field sizes tend to vary based on the age group competing. For example, two or even three youth soccer fields can be overlayed on a full-size adult field. Additionally, base plugs at varying lengths on diamond fields with portable fences can provide opportunities to accommodate multiple age ranges and competitive levels.

National Participation Levels –
Outdoor & Indoor Sports (percentage participation by age group per sport)



Source: NSGA, 2023.

The exhibit to the right 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.

The exhibit below summarizes the estimated population base participating in each identified sport based on participation rates applied to the overall market population. As previously mentioned, the rate of participation includes only frequent users and does not account for occasional and infrequent users. For purposes of their analysis, as a center point, CSL used the Alliant Energy PowerHouse given its centralized location within Cedar Rapids. Using this type of extrapolation, the hypothetical number of frequent participants among all analyzed sports and activities within a 30-minute drive of Cedar Rapids ranges between approximately 33,500 and 42,000 persons. Importantly, this type of evaluation metric is only one of a number of tools that are helpful in assessing demand associated with various sports and activities. Further research, including interviews with potential user groups, will be presented and discussed in subsequent sections of this report.

Estimated National & Regional Frequent Participation by Sport

	Frequent Participation (times annually)	National Frequent Participation Rate	West North Central (WNC) Index	Adjusted WNC Participation Rate
Outdoor Sports:				
Baseball	50+	0.72%	69	0.50%
Flag Football	50+	0.17%	105	0.18%
Golf	40+	1.19%	123	1.46%
Lacrosse	60+	0.07%	78	0.06%
Pickleball	30+	0.24%	194	0.46%
Soccer	40+	1.09%	128	1.39%
Softball	40+	0.35%	102	0.36%
Tackle Football	50+	0.35%	111	0.39%
Tennis	30+	0.92%	157	1.45%
Indoor Sports:				
Basketball	50+	1.21%	89	1.08%
Cheerleading	70+	0.10%	72	0.07%
Figure Skating	30+	0.22%	149	0.33%
Gymnastics	40+	0.42%	75	0.31%
Ice Hockey	30+	0.23%	244	0.56%
Swimming	110+	1.01%	132	1.34%
Volleyball	20+	1.16%	159	1.85%
Wrestling	50+	0.16%	174	0.28%

Extrapolated Frequent Participation by Sport Per Geographic Area

	30-Minute Drive Time Cedar Rapids		120-Minute Drive Time Cedar Rapids		240-Minute Drive Time Cedar Rapids		City of Cedar Rapids		State of Iowa	
Market Population	348,173		2,337,851		17,046,854		139,344		3,213,744	
	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate
Outdoor Sports:										
Baseball	2,503	1,727	16,805	11,595	122,535	84,549	1,002	691	23,101	15,940
Flag Football	603	633	4,048	4,250	29,513	30,989	241	253	5,564	5,842
Golf	4,139	5,091	27,791	34,183	202,640	249,248	1,656	2,037	38,203	46,989
Lacrosse	255	199	1,711	1,335	12,477	9,732	102	80	2,352	1,835
Pickleball	827	1,604	5,553	10,773	40,493	78,556	331	642	7,634	14,810
Soccer	3,789	4,850	25,441	32,565	185,509	237,452	1,516	1,941	34,973	44,765
Softball	1,222	1,246	8,205	8,369	59,827	61,024	489	499	11,279	11,504
Tackle Football	1,221	1,355	8,199	9,101	59,784	66,360	489	542	11,271	12,511
Tennis	3,213	5,044	21,573	33,870	157,305	246,968	1,286	2,019	29,656	46,559
Indoor Sports:										
Basketball	4,207	3,744	28,247	25,140	205,971	183,314	1,684	1,498	38,831	34,559
Cheerleading	349	251	2,345	1,688	17,098	12,311	140	101	3,223	2,321
Figure Skating	771	1,149	5,177	7,714	37,751	56,248	309	460	7,117	10,604
Gymnastics	1,446	1,084	9,708	7,281	70,786	53,089	579	434	13,345	10,009
Ice Hockey	800	1,952	5,373	13,109	39,175	95,586	320	781	7,385	18,020
Swimming	3,533	4,664	23,723	31,314	172,981	228,335	1,414	1,866	32,611	43,047
Volleyball	4,045	6,432	27,164	43,190	198,070	314,931	1,619	2,574	37,341	59,372
Wrestling	570	991	3,825	6,656	27,891	48,531	228	397	5,258	9,149
TOTAL	33,492	42,018	224,887	282,133	1,639,805	2,057,222	13,404	16,816	309,143	387,836

Source: NSGA, ESRI, 2023.

3 INDUSTRY TRENDS

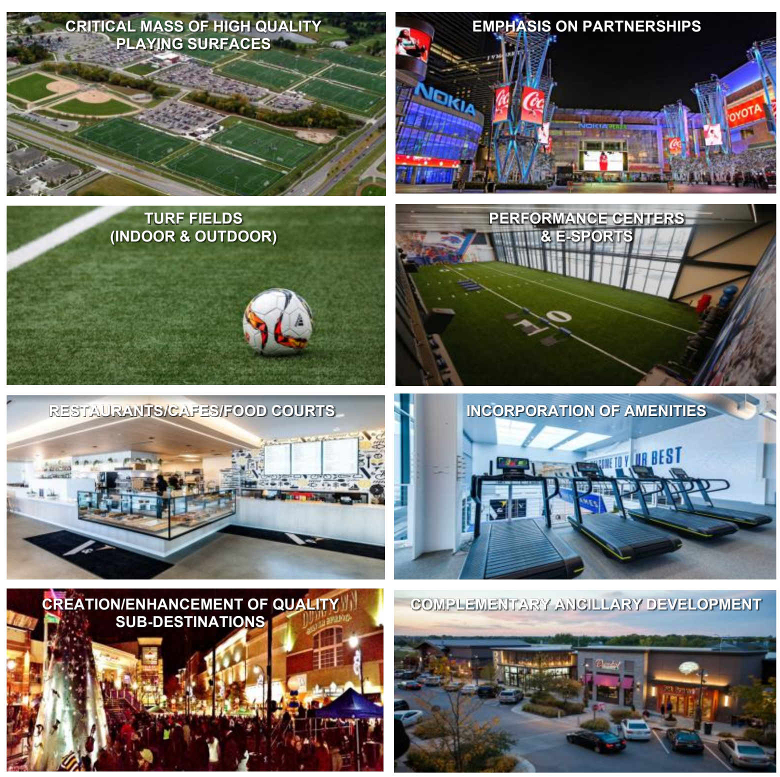
Facility Design & Characteristics

The "state-of-the-industry" in terms of the physical product aesthetics and functionality of youth and amateur sports facilities has continued to advance year-over-year in communities throughout the country. Organizers for youth and amateur sports activities increasingly prefer, and oftentimes demand, modern facility complexes with state-of-the-industry playing surfaces, equipment, and amenities. Beyond attracting higher numbers of teams, athletes, tournaments, visitors and economic impact, modern youth and amateur sports facilities often offer significant advancements in operating efficiencies and enhanced revenue generation opportunities compared to previous generations of facilities. Synthetic turf is increasingly utilized for both outdoor and indoor sports facility projects, delivering significant advantages over other surfaces, particularly for sports tourism activity. The following present noteworthy trends relative to design and capabilities for turf facilities (focusing specifically on indoor turf):

1. INDOOR TURF: A typical indoor turf facility has a space of at least 75'x185', with the ability to increase the size of the playing surface to accommodate a variety of user groups, with a minimum ceiling height of thirty feet. A full-sized indoor soccer field is typically similar in size to an NHL-sized hockey ice sheet (200'x85', or 17,000 square feet). The minimum space allotted to turf in a given facility should be no less than 15x60 feet or 900 square feet of turf space. However, those spaces can only support training and clinics, and no competitions or leagues because of the lack of space, and, in fact, are typically located inside of fitness centers as an alternative place to do focused training.
2. UPKEEP: Turf, like any other exercise facility, requires regular cleaning and maintenance to keep the facility attractive and inviting. In addition, the use of cleats on turf, regardless of type, reduces its lifespan by 50 percent so it is generally recommended to require use of turf shoes to not need to consistently replace turf padding.
3. COST: There are two primary upfront costs regarding installation of turf, the drainage base, and the turf itself. The drainage base lies below the turf and allows any liquids to seep through and reach the drainage system without getting trapped. These systems can last 20 to 30 years, and cost approximately $5 per square foot. The turf panels themselves are laid atop the drainage base, a conservative price estimate for cost is $5 per square foot of turf space. All in all, for a typically 75'x185' turf field, installation costs can range from $130,000 to $190,000.
4. DURABILITY: The industry standard for a given turf field's life span is between eight and twelve years, though with proper maintenance and cleaning fields, have been shown to last longer.
5. ANCILLARY REVENUES: To generate additional revenues for turf facilities, a variety of programs should be considered such as membership fees, admissions fees, seniors' programs, in-house tournaments, and mother's programs. Additionally, more traditional revenue sources such as corporate partnerships (sponsorship and advertising), food service (concessions and hospitality) and event space rental for non-sports activities (e.g., consignment sales, meetings, team building events, etc.) can provide important support to year-round operations.

The following present some noteworthy trends relative to design and capabilities of sports tourism-focused facilities:

- Critical mass of high-quality courts, fields and playing surfaces in one location.
- Maximization of local uses and sports tourism.
- Flexibility to accommodate the widest variety of uses.
- Synthetic turf (indoor & outdoor) is increasingly accepted and expected by most tournament and local sports/rec activity.
- Growing emphasis on partnerships (equity, sponsorship and ancillary development).
- Focus on creating/enhancing the quality of sub-destinations surrounding facility complexes.
- Incorporation of quality amenities and specialty components:
    - Performance centers.
    - eSports capabilities/technology.
    - Restaurants/cafes/food courts.
    - Fitness and wellness.
    - Location-based entertainment amenities (child play areas, mini-golf, AR tech, arcade).
    - Ancillary development (hotels, retail, attractions).



Typical Characteristics of Indoor Facility Models

Dedicated indoor amateur sports and recreation facilities typically balance the accommodation of both local and non-local sports and recreation demand within communities. Of all the types of the amateur sports facility products, indoor court and turf facilities tend to be the most productive in terms of attendance (athletes and spectators) per square foot, as well as revenue generation per square foot. Additionally, facilities with a critical mass of hardwood courts tend to generate high sports tourism and economic impact in host communities (through basketball, volleyball and other types of tournaments). Ice complexes tend to have higher construction costs per square foot, as well as higher annual operating costs. A minimum of two ice sheets is normally required for ice complexes to have significant penetration into hockey tournament activity. Typical tournament-quality hardwood and indoor turf facilities tend to be operationally profitable, while a typical ice facility/complex generates an operating deficit, requiring an operating subsidy.

Throughout the industry, successful implementation of new amateur sports facility projects are often influenced by a variety of factors, including:

- Site/location.
- Design collaboration (including advisors, stakeholders, operator, and key user groups).
- Partnerships (operator, naming, sponsorship, use, service provision).
- Best practices approach to amenities, functionality, flexibility and branding.
- Appropriate business plan:
    - Inclusiveness to maximize local participation and growth of sports and recreation programs.
    - Booking policy, scheduling priorities and rates.
    - Balancing local and non-local usage, in-house programming and rentals.
    - Quality services and amenities.

The exhibit below presents a summary of the typical characteristics of three primary models of indoor amateur sports facilities. As shown, ice complexes tend to have a more focused set of uses and user groups, while hardwood and indoor turf complexes tend to have broader usage mixes and profiles.

Typical Characteristics of Amateur Sports Facility Models – Indoor-Oriented Facilities

	HARDWOOD COMPLEX	TURF COMPLEX	ICE COMPLEX
Building Size:	100,000 to 140,000 GSF	40,000 to 200,000 GSF	80,000 to 120,000 GSF
Playing Surfaces:	Courts (6-12 bball or 12-24 vball)	Turf space (15,000-80,000 SF)	Ice sheets (2 @ 200' x 85' each)
Owner:	Public	Public or Private	Public
Operator:	Public or Private	Public or Private	Public or Private
Private Partner Equity Contribution/Profit Sharing:	Sometimes	No	No
Number of Tenant User Groups:	5 to 10	4 to 8	3 to 6
Annual Attendance (athletes + spectators):	200,000 to 500,000	75,000 to 200,000	150,000 to 300,000
Annual Operating Profit/Loss:	($200,000) to $1,000,000	($400,000) to $200,000	($500,000) to ($200,000)
Sports Tourism Impact (per surface):	High	Moderate	Moderate
Use Types:	Basketball Volleyball Cheerleading Dance Wrestling Gymnastics Futsal Pickleball Table Tennis Badminton Running / Walking Fitness / Aerobics Martial Arts Public / Consumer Shows Tradeshows Special Events Open Leisure / Recreation	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Austrailian Rules) Baseball Softball Running / Walking Special Events Open Leisure / Recreation	Ice Hockey Figure Skating Curling Open Skating / Learn-to-Skate

Similarly, the exhibit below presents a summary of the typical characteristics of three primary models of outdoor-focused amateur sports field facilities/complexes. Similar to ice complexes, diamond fields have a more focused set of uses and user groups, while rectangle fields and rectangle field complexes with one or more seasonal bubbles tend to have a broader mix of uses and profiles.

Typical Characteristics of Amateur Sports Facility Models – Outdoor-Oriented Facilities

	DIAMOND FIELDS	RECTANGLE FIELDS	FIELDS WITH BUBBLE(S)
Field Size:	200,000 to 260,000 GSF per field	200,000 GSF per field	280,000 GSF
Playing Surfaces:	Turf or Natural Grass	Turf or Natural Grass	Turf space (87,000 SF)
Owner:	Public	Public	Public or Private
Operator:	Public or Private	Public or Private	Public or Private
Private Partner Equity Contribution/Profit Sharing:	No	No	No
Number of Tenant User Groups:	2 to 6	4 to 8	5 to 10
Annual Attendance (athletes + spectators):	300,000 to 600,000	400,000 to 1,000,000	50,000 to 250,000
Annual Operating Profit/Loss:	($200,000) to $200,000	($200,000) to $400,000	($400,000) to $200,000
Sports Tourism Impact (per surface):	Moderate	High	Moderate
Use Types:	Baseball Softball Kickball	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Austrailian Rules) Cheerleading Special Events Open Leisure / Recreation	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Austrailian Rules) Cheerleading Baseball Softball Running / Walking Fitness / Aerobics Special Events Open Leisure / Recreation

It is important to note that there exists a number of additional types of amateur sports and recreation facility products beyond the five primary indoor and outdoor facility models (plus the field complex variation with one or more seasonal bubbles) indicated above and on the previous page. Additional facility types include, but are not limited to, natatoriums/aquatic centers, tennis centers (outdoor and indoor), gymnastics centers, track & field facilities (outdoor and indoor), cross country courses, velodromes (cycling), cricket stadium/field complexes, rowing/watersports centers, hiking/biking trail courses, extreme/adventure sports courses, and other such facilities/complexes. However, the facility types listed on this page and the previous page represent the most common and highly-utilized sports tourism facility products throughout the country that can be most impactful and deliver the highest return-on-investment, in terms of driving tourism and economic impact relative to costs (development and operating costs).

3 INDUSTRY TRENDS

Sports ETA State of the Industry

The Sports Events & Tourism Association (Sports ETA) was established in 1992 to provide education and networking opportunities to sports tourism destinations, event rights holders and other industry partners. In 2021, Sports ETA partnered with Northstar Meetings Group and Tourism Economics to develop the second edition of a State of the Industry report with detailed information about spending, economic impact, tax revenue generation, job creation and destination profile information among nationwide destinations hosting adult and youth amateur sports events and collegiate tournaments.

Overall, it is estimated that the sports tourism sector generated approximately $39.7 billion in direct spending through operating venues hosting sports tourism activities and through an estimated 174.7 million travelers attending sports tournaments, meets and other competitions, either as a participant or spectator. This spending is estimated to have resulted in a total economic impact of $91.8 billion, which supported approximately 635,000 total full- and part-time jobs and generated $12.9 billion in total tax revenue.

$3.7B	+	$36.0B	=	$39.7B
Tournament Operations		Sports Traveler Visitor Spending		Total Direct Spending Impact of the Sports Tourism Sector

Approximately $9.7 billion in direct spending occurred within the transportation sector on airfare, rental cars, taxis, buses, parking public transportation and ride share. An estimated $8.4 billion was spent on housing (hotels, motels, private home rentals, etc.) and $7.5 billion on food and beverage service. Recreation and entertainment spending accounted for approximately $5.3 billion in spending, while $5.0 billion was generated for the retail sector. An estimated $3.7 billion was generated through tournament operations on payroll, marketing, general administrative and other expenses. Of the estimated 174.7 million sports tourism travelers, approximately 94.7 million (54 percent) were overnight visitors to respective event destinations, which resulted in an estimated 66.5 million room nights. The average sports traveler spent $317 per person trip, while day-trippers were projected to have spent $75 per person trip. Among the 635,000 estimated jobs supported, the food and beverage industry experienced the greatest impact, with approximately 135,000 jobs, while the recreation and entertainment industry realized an estimated 108,500 in jobs supported.

In February 2022, Sports ETA distributed an email survey to destination members including convention and visitors bureaus (CVBs), sports commissions, chambers of commerce and other destination marketing organizations (DMOs), generating responses from 176 organizations. The goal of the survey was to develop benchmarking metrics to highlight key characteristics for Sports ETA members. Some of the key findings of this survey are outlined below:

- Approximately half of respondent organizations operate with a budget of $500,000 or less, while just 13 percent of organizations have a budget in excess of $2.0 million.
- 49 percent of organizations reported a budget decrease, while just 23 percent reported an increased budget between 2019 and 2021.
- Full-time sports-related staff by overall organization budget:
    - $500,000 or less – 2.3 full-time staff.
    - Between $500,000 and $1.0 million – 3.1 full-time staff.
    - Between $1.0 and $2.0 million – 5.6 full-time staff.
    - Between $2.0 and $5.0 million – 9.3 full-time staff.
    - More than $5.0 million – 20.4 full-time staff.
- 34 percent of organizations reported staffing level decreases, while just nine percent of organizations increased staffing between 2019 and 2021.
- Regardless of budget, destinations hosted an average of 52 events in 2021 attracting an average of 2,360 participants and spectators per event. Events per destination by organization budget include:
    - $100,000 or less – 53 events.
    - Between $100,000 and $500,000 – 49 events.
    - Between $500,000 and $1.0 million – 45 events.
    - $1.0 million or more – 61 events.
- Approximately 80 percent of destinations paid bid fees in 2021, with an average funding pool of $200,000. The bid fee pool increased for 21 percent of organizations and decreased for 30 percent of organizations.
- 60 percent of destinations required "stay to play" in 2021.
- 44 percent of destinations participated in community-based health and wellness activities.

Intergenerational Recreation and Community Assets

As demographics shift in communities nationally, they must adapt and respond by providing dedicated facilities and programming that cater to the needs of older adult populations. Recreation facilities can serve as vibrant hubs that promote social engagement, intergenerational connections, and well-being across multiple generations. The following describes how communities are proactively and reactively addressing the needs of their aging populations by offering a range of programming and services within dedicated facilities.

- CHANGING BEHAVIORS AND GROWING POPULATIONS: Communities are experiencing significant shifts in recreational needs and behaviors as aging demographics continue to grow. The 65-plus population is projected to increase by nearly 38 percent between 2015 and 2025, and by 2040, they are estimated to represent 21.7 percent of the total US population. Research shows that more than nine in ten park and recreation agencies offer facilities, activities, and programming for older adults. Furthermore, studies indicate that the main reasons for aging populations to leave their homes are to access commercial and recreational destinations. These figures highlight the pressing need for dedicated community and recreation facilities that cater to the growing demand among older adults. An example of this is the increase in pickleball programming dedicated to aging populations nationally.

- COMMONLY OFFERED PROGRAMMING: Communities are addressing the needs of older adults by offering a range of programs and activities within their dedicated community and recreation facilities. These programs cater not only to older adults but also foster intergenerational connections within their communities. CSL research highlights the prevalence of exercise classes, field trips, arts and crafts classes, volunteer opportunities, special events, and group walks among the programs aimed towards older adults. Emerging programs may also include utilization of technologies such as AR and VR to 'travel' the world or participate in interactive games. Pickleball is another example of an emerging physical activity trend for aging generations and is an increasingly offered program for intergenerational activity.

- DESIGN ELEMENTS AND TRENDS: The design elements of community and recreation facilities play a significant role in supporting the needs of older adults. Accessibility, safety, and comfort are critical considerations in creating environments that cater to the aging population. Outdoor spaces, transportation options, social programming, inclusive atmospheres, and effective signage and communications are key aspects that facilitate the engagement, enjoyment and participation of older adults. Design groups specializing in design for aging adults focus on factors such as poor eyesight, Parkinson's and Alzheimer's diseases, and decreased mobilities, among other challenge points commonly experienced by aging persons.

- INCLUVISVE CULTURES AND TERMINOLOGY: Creating a welcoming and inclusive culture within community and recreation facilities is necessary for older adults to feel valued and respected. New terminologies, such as "Active Adult Center," "Lifelong Learning Center," or "Active Aging Center," have emerged, emphasizing inclusivity and promoting a positive image of aging. These shifts, informed by societal changes and a deeper understanding of older adults' preferences, contribute to fostering an inclusive culture that celebrates the diversity of aging populations.

- ATTRACTING OLDER ADULTS: Strategies such as offering a variety of senior social activities, fitness programs tailored to older adults, improved access to facilities, clear signage and pamphlets, and senior discounts have been effective in attracting older adults to community and recreation centers. Collaborating with organizations specializing in serving aging communities, such as those from the healthcare industry, can also enhance the appeal of these facilities.

- FUNDING / PARTNERSHIPS FOR OLDER ADULT FACILITIES AND ACTIVITIES: Developing and sustaining dedicated community and recreation facilities for older adults often involves a mix of funding sources, partnerships, and mechanisms. Public-private partnerships, fundraising initiatives, grants, and contributions from businesses and private parties are among the sources that support the provision of facilities, services and activities for older adults. Partnerships with area agencies related to aging, retirement communities, senior meals providers, healthcare organizations, local health departments, and community-based organizations are instrumental in optimizing resources and delivering comprehensive programs and services. The challenges associated with inadequate resources, such as facility space shortages, insufficient funding, and inadequate staffing, highlight the growing demand for these services and the need for ongoing support. An example of this is the MAC in Westminster, Colorado, a multi-generational community center that was funded through a public-private partnership between the city government, private donors, healthcare organizations, and other community stakeholders.

Source: CSL Research, NRPA, Baylor University, BMC Public Health, 2023.

4

COMPARABLE FACILITIES

4 COMPARABLE FACILITIES

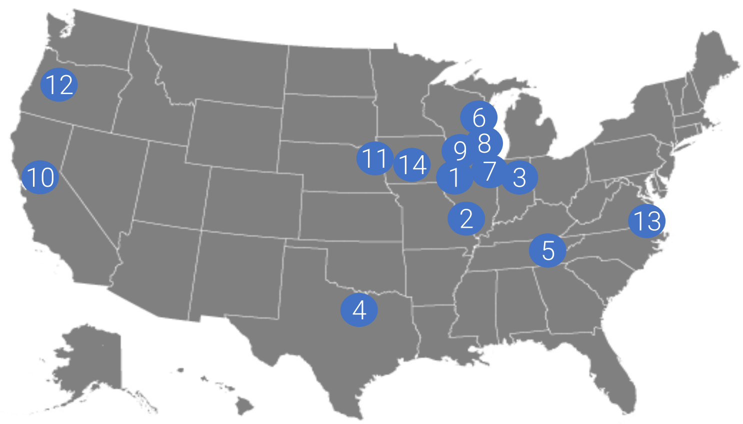
Overview

To assist in the market analysis, a set of comparable amateur sports facility products were identified that offer a range of facility amenities and features. A benchmarking analysis was conducted for the identified comparable facilities/complexes located throughout the country. This chapter provides information on the various physical and operational characteristics of comparable facilities. The data helps place potential new dual use facility development in Cedar Rapids within a comparable context with respect to facility offerings, demographics and other related host market features. Selected facilities serve a wide variety of amateur sports; these facilities represent some of the most common and highly utilized sports tourism-oriented amateur sports facility products throughout the country.

Comparable Facilities

A benchmarking analysis of selected comparable facilities/complexes located throughout the country was conducted. The comparable facilities reviewed were selected based on their characteristics, space offerings and the size and location of the markets in which they are located.

The exhibit below presents a summary of the 12 selected comparable multi-sport facilities / complexes and markets analyzed.



Characteristics of Selected Comparable Facilities/Complexes

	Facility Name	Location	Courts		Other
			Basketball	Volleyball	
1	TBK Bank Sportsplex	Bettendorf, IA	8	8	Indoor Turf: 78,000 SF, Entertainment Center
2	Cape Girardeau Sportsplex	Cape Girardeau, MO	6	12	Indoor Turf: 34,000 SF, Batting Cages
3	Spiece Fieldhouse	Fort Wayne, IN	8	8	Indoor Turf: 26,000 SF, Fitness Center
4	Fieldhouse USA	Frisco, TX	12	12	Indoor Turf: 20,000 SF
5	Rocky Top Sports World	Gatlinburg, TN	6	12	7 Outdoor Turf Fields, 5 Outdoor Volleyball Courts
6	Community First Champion Center	Grand Chute, WI	8	14	Ice Rink, Golf Simulator
7	Hammond Sportsplex	Hammond, IN	6	10	Indoor Turf: 34,000 SF, Indoor Walking Track
8	Pleasant Prairie RecPlex	Pleasant Prairie, WI	8	12	50m Pool, 2 NHL-Sized Ice Rinks, Fitness Center
9	UW Sports Factory	Rockford, IL	8	16	-
10	The Roebbelen Center	Roseville, CA	12	24	8 Meeting Rooms
11	Sanford Pentagon	Sioux Falls, SD	9	18	Sports Science Lab
12	Bob Keefer Center	Springfield, OR	3	11	8 Pickleball Courts, 4 Tennis Courts, 3 Roller Derby Rinks
13	Virginia Beach Sports Center	Virginia Beach, VA	12	24	Indoor Walking Track, Large Multipurpose Space
14	The MidAmerican Energy Company RecPlex	West Des Moines, IA	4	8	Indoor Turf: 92,000 SF, 2 Ice Rinks, Esports Center
	AVERAGE		8	14	
	MEDIAN		8	12	

Source: CSL research, interviews with facility management, facility websites, 2023.

Ownership, Operations & Model

CSL analyzed the ownership, operating model and programming mix of the 12 analyzed comparable facilities. The majority (79 percent) of analyzed facilities are publicly owned, while half are publicly operated. Half of the facilities are operated by a private third party, a model that has become increasingly common in the sports tourism facility landscape. This is explored further later herein.

CSL also evaluated the prioritization of local versus non-local programming at each facility. Using a subjective scoring scale of 1 (lowest) to 10 (highest), facilities were given ratings based on reviews of their event calendars and online marketing, as well as feedback provided by interviewed facility management. Overall, the facilities reviewed average a subjective score of 3.4 out of 10 in terms of the priority they place on accommodating community needs versus attracting non-local sports tournaments.

While many publicly owned facilities are developed to serve local amateur and youth sports groups, many will give priority access to non-local sports tournaments, primarily during weekends. According to interviewed managers of several facilities, the incremental economic impact associated with hosting large tournaments benefits their communities; tangible benefits observed include increases in surrounding dining/retail businesses, higher hotel occupancies, and higher sales and hotel tax revenues. However, they also noted that few non-local tournaments and events occur during Monday, Tuesday, Wednesday, or Thursday. As such, courts, indoor turf spaces and other facilities are largely available for local usage during these days.

More so than their public-owned counterparts, privately owned facilities are primarily focused on profit; this profit is generally attained by hosting large tournaments and traveling sports teams that spend significantly on court rental and food & beverage.

In considering stakeholder feedback received during CSL's initial site visit to Cedar Rapids (further detailed as part of the Stakeholder Engagement document in Appendix A), there is a significant opportunity for a potential Dual Use Facility to address local needs for community gathering space, aging population amenities, sports and recreation programming, and fitness facilities. As such, it may be important for the facility to be more local-focused than many of the comparable facilities below. The Bob Keefer Center, located in Springfield, Oregon, serves as an example of a local-focused facility. The Center offers two separate halls with courts – the sport court hall remains available to local activity even during weekends, while the hardwood courts are typically used for tournaments. A similar concept could be considered as part of future planning efforts for a Cedar Rapids Dual Use Facility.

Characteristics of Selected Comparable Facilities/Complexes

	Facility Name	Location	Owner	Operator	Community Serving (1-10)	Sports Tournaments (1-10)
1	TBK Bank Sportsplex	Bettendorf, IA	The BettPlex, LLC	The BettPlex, LLC	1	9
2	Cape Girardeau Sportsplex	Cape Girardeau, MO	City of Cape Girardeau	City of Cape Girardeau	5	5
3	Spiece Fieldhouse	Fort Wayne, IN	Chuck McNulty	The McNulty Groups, Inc	2	8
4	Fieldhouse USA	Frisco, TX	City of Frisco	Fieldhouse USA	3	7
5	Rocky Top Sports World	Gatlinburg, TN	City of Gatlinburg	Sports Facilities Companies	3	7
6	Community First Champion Center	Grand Chute, WI	City of Grand Chute	Fox Cities Sports Development	2	8
7	Hammond Sportsplex	Hammond, IN	City of Hammond	City of Hammond	6	4
8	Pleasant Prairie RecPlex	Pleasant Prarie, WI	City of Pleasant Prairie	Ascension Wisconsin	5	5
9	UW Sports Factory	Rockford, IL	City of Rockford	Rockford Park District	4	6
10	The Roebbelen Center	Roseville, CA	Placer County	Placer Valley Tourism	3	7
11	Sanford Pentagon	Sioux Falls, SD	Sanford Health	Sanford Health	2	8
12	Bob Keefer Center	Springfield, OR	Willamalane Park & Recreation District	City of Willamalane	7	3
13	Virginia Beach Sports Center	Virginia Beach, VA	City of Virginia Beach	Eastern Sports Management	2	8
14	The MidAmerican Energy Company RecPlex	West Des Moines, IA	City of West Des Moines	City of West Des Moines	3	7
	PUBLIC		79%	50%		
	PRIVATE		21%	50%		

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

Key demographic metrics associated with the host markets of each of the comparable facilities/complexes are presented in the exhibits below, sorted by 30-minute drive distances. The Alliant Energy PowerHouse was identified as a center point for this comparison, given its central location within Cedar Rapids. Cedar Rapids generally ranks near the median among the comparison set for all analyzed demographics and drive distances, suggesting that the area resembles a "typical" market for a sports tourism and/or recreation center. Notably, Cedar Rapids 240-minute drivetime market ranks slightly above the median in terms of population, average household income, and attendance of sports events. The demographic tables below are followed by case studies for the selected comparable facilities on the subsequent pages.

Market Demographics of Selected Comparable Facilities

Population

	Market	30-min	120-min	240-min
4	Frisco, TX	1,991,413	9,025,630	19,926,585
7	Hammond, IN	1,609,888	12,064,869	30,950,511
10	Roseville, CA	1,408,751	7,997,034	16,261,531
13	Virginia Beach, VA	823,114	2,763,026	13,917,933
8	Pleasant Prarie, WI	680,901	12,814,025	20,978,098
14	West Des Moines, IA	645,415	1,831,009	12,065,641
3	Fort Wayne, IN	476,931	5,621,073	36,474,556
6	Grand Chute, WI	454,655	3,976,666	16,049,811
9	Rockford, IL	360,887	12,531,995	20,715,234
1	Bettendorf, IA	354,874	2,905,979	20,451,888
	Cedar Rapids, IA	349,324	2,337,062	17,139,378
12	Springfield, OR	330,300	2,241,835	5,188,004
11	Sioux Falls, SD	277,067	994,563	7,316,564
2	Cape Girardeau, MO	107,872	3,189,398	11,531,958
5	Gatlinburg, TN	25,008	2,113,762	16,128,472
	Average	681,934	5,719,347	17,711,199
	Rank (out of 15)	11	11	7

Average Household Income

	Market	30 min	120-min	240-min
4	Frisco, TX	$136,524	$108,626	$101,986
10	Roseville, CA	$118,138	$131,002	$140,155
8	Pleasant Prarie, WI	$107,506	$112,060	$102,670
14	West Des Moines, IA	$102,775	$89,516	$98,623
11	Sioux Falls, SD	$99,352	$88,453	$103,919
13	Virginia Beach, VA	$98,404	$95,764	$122,191
	Cedar Rapids, IA	$98,169	$88,341	$103,683
6	Grand Chute, WI	$92,076	$95,903	$107,152
1	Bettendorf, IA	$91,297	$90,999	$102,549
12	Springfield, OR	$88,394	$107,271	$104,850
9	Rockford, IL	$86,549	$113,456	$102,370
3	Fort Wayne, IN	$85,720	$86,689	$97,597
7	Hammond, IN	$83,034	$110,897	$98,700
2	Cape Girardeau, MO	$79,846	$92,005	$88,092
5	Gatlinburg, TN	$76,872	$82,956	$90,745
	Average	$96,178	$100,400	$104,400
	Rank (out of 15)	7	13	6

Fees for Participant Sports on Trips (in $000s)

	Market	30-min	120-min	240-min
4	Frisco, TX	$38,535,786	$130,810,718	$276,468,462
10	Roseville, CA	$23,203,007	$141,526,218	$304,648,346
7	Hammond, IN	$19,463,357	$195,359,108	$461,753,619
13	Virginia Beach, VA	$11,951,439	$39,181,870	$247,420,713
8	Pleasant Prarie, WI	$10,400,852	$212,592,374	$325,581,190
14	West Des Moines, IA	$10,132,344	$25,462,571	$184,154,962
6	Grand Chute, WI	$6,634,515	$61,230,465	$260,356,624
3	Fort Wayne, IN	$6,216,573	$74,638,996	$538,163,807
	Cedar Rapids, IA	$5,269,879	$32,748,228	$268,482,682
1	Bettendorf, IA	$5,232,093	$41,583,807	$318,978,280
9	Rockford, IL	$4,760,470	$211,779,630	$322,181,154
12	Springfield, OR	$4,506,046	$36,300,142	$81,874,505
11	Sioux Falls, SD	$4,163,032	$13,936,829	$118,241,107
2	Cape Girardeau, MO	$1,288,671	$45,458,437	$150,919,882
5	Gatlinburg, TN	$318,066	$26,681,989	$209,117,571
	Average	$10,486,161	$89,753,082	$271,418,587
	Rank (out of 15)	9	12	8

Attend Sports Events

	Market	30-min	120-min	240-min
4	Frisco, TX	224,895	883,965	1,933,756
10	Roseville, CA	144,877	799,940	1,594,966
7	Hammond, IN	136,773	1,204,379	3,091,050
13	Virginia Beach, VA	86,291	289,496	1,491,879
8	Pleasant Prarie, WI	69,623	1,293,263	2,112,889
14	West Des Moines, IA	66,130	183,843	1,241,261
6	Grand Chute, WI	46,855	413,533	1,619,959
3	Fort Wayne, IN	45,826	553,924	3,628,627
	Cedar Rapids, IA	37,703	237,244	1,733,563
12	Springfield, OR	35,338	236,992	531,785
1	Bettendorf, IA	34,805	294,686	2,056,616
9	Rockford, IL	34,627	1,279,950	2,092,903
11	Sioux Falls, SD	28,215	99,770	767,474
2	Cape Girardeau, MO	11,474	319,543	1,135,537
5	Gatlinburg, TN	2,334	208,653	1,590,921
	Average	69,147	575,853	1,777,830
	Rank (out of 15)	9	11	7

Number of Businesses

	Market	30 min	120 min	240 min
4	Frisco, TX	86,133	323,144	731,115
10	Roseville, CA	57,960	315,275	638,030
7	Hammond, IN	44,985	410,992	1,063,633
13	Virginia Beach, VA	31,518	93,963	504,910
14	West Des Moines, IA	23,061	72,189	460,238
8	Pleasant Prarie, WI	21,436	439,078	734,800
6	Grand Chute, WI	16,733	148,267	571,016
3	Fort Wayne, IN	16,213	192,944	1,229,664
12	Springfield, OR	13,111	96,425	202,733
1	Bettendorf, IA	13,012	106,318	730,316
	Cedar Rapids, IA	12,217	91,396	625,291
11	Sioux Falls, SD	11,138	46,784	296,468
9	Rockford, IL	11,003	440,045	738,338
2	Cape Girardeau, MO	4,093	115,178	404,062
5	Gatlinburg, TN	2,107	75,300	566,079
	Average	25,179	205,422	633,672
	Rank (out of 15)	11	12	8

Entertainment/Recreation Spending (in $000s)

	Market	30-min	120-min	240-min
4	Frisco, TX	$3,496,626,715	$12,402,804,093	$26,583,878,040
10	Roseville, CA	$2,135,807,365	$12,797,651,117	$27,230,880,373
7	Hammond, IN	$1,841,815,901	$17,852,598,669	$43,052,167,043
13	Virginia Beach, VA	$1,111,592,573	$3,680,849,165	$22,946,636,449
8	Pleasant Prarie, WI	$941,086,072	$19,315,229,079	$30,072,511,484
14	West Des Moines, IA	$919,957,562	$2,421,261,197	$17,261,185,722
6	Grand Chute, WI	$607,063,165	$5,666,846,391	$23,874,637,245
3	Fort Wayne, IN	$583,817,262	$7,094,477,420	$50,289,911,394
	Cedar Rapids, IA	$487,348,614	$3,097,073,196	$24,788,356,952
1	Bettendorf, IA	$484,191,771	$3,908,338,622	$29,547,180,176
9	Rockford, IL	$446,636,428	$19,233,393,302	$29,814,609,748
12	Springfield, OR	$415,190,600	$3,329,737,539	$7,492,838,799
11	Sioux Falls, SD	$383,456,076	$1,339,138,252	$11,045,123,794
2	Cape Girardeau, MO	$126,022,503	$4,381,573,822	$14,837,762,410
5	Gatlinburg, TN	$28,919,825	$2,673,872,623	$20,927,621,248
	Average	$965,870,273	$8,292,697,949	$25,355,495,995
	Rank (out of 15)	9	12	8

Source: Esrl, 2023.

4 COMPARABLE FACILITIES

FACILITY:	TBK Bank Sportsplex
COMP ID #:	1
CITY, STATE:	Bettendorf, IA
OWNER:	The BettPlex, LLC (Private)
OPERATOR:	The BettPlex, LLC (Private)
YEAR OPENED:	2018
COST (current $, in millions):	$60.8
COURTS (bball / vball):	8 / 8
OTHER:	78,000 sf indoor turf. Outdoor fields.

The TBK Bank Sportsplex, located just off of Interstate 80 in Bettendorf, Iowa, is a privately-owned and operated multi-sport indoor and outdoor amateur sports complex that opened in 2018.

Using tax increment financing (TIF), the City offers TBK tax incentive/exemption that results in the facility paying approximately half of the taxes it would otherwise be required to pay. Additionally, the City developed infrastructure to the TBK site, saving the facility approximately $10 million in infrastructure cost.

Consisting of nearly 80 acres, the Sportsplex offers facilities and space to accommodate a wide variety of sports and recreation uses, including volleyball, basketball, soccer, baseball, softball, football, and other activities.

Indoors there is an 11v11 turf field, eight basketball courts, four sand volleyball courts and additional entertainment and support facilities. Outdoors there are two lighted turf soccer fields, ten lighted convertible diamond fields, and five sand volleyball courts. The facility also includes a high-end fitness center and a full-service two-story family entertainment center. The facility includes 1,571 parking spots with both indoor and outdoor concessions. There is a restaurant at the sand volleyball courts, the Digs Bar & Grill.

The family entertainment center includes 32 bowling lanes, 65 arcade games, two-story laser tag, two escape rooms, multi-sport simulator, a full-service sports bar and restaurant and banquet/meeting space. Facility staff cite the facility's entertainment amenities to be the most significant revenue generators for the facility. Staff mentioned that its fitness center, bowling lane rentals, and bowling shoe rentals are all among the facility's top eight revenue drivers.

TBK Bank Sports Complex works with internal and partnered club sports teams, including Barnstormers Baseball Club, Legends Baseball and Softball Academy, QC Sticks, Texas Glory Fastpitch Softball, Platform Elite Volleyball Club, Sporting Iowa East Soccer Club, TBK Bank Basketball Academy and Iowa Storm Basketball.

Facility management has budgeted approximately $10 million in annual revenues in 2023. Food and beverage in recent years garnered $2 million in revenue and the fitness center generated $1 million. Staff indicated a successful weekend for concessions operations typically generates $20,000 in food and beverage sales. Facility staff also highlighted the importance of offering entertainment amenities to support facility operations. These offerings help increase patron dwell times and generate material revenue.

In February of 2022, Bettendorf approved expansions for the complex, including two large synthetic turf fields for football, baseball and soccer, a three-story golf facility with 60 driving stations, a restaurant and a bar. Another project would include a commercial strip, convenience story and a hotel, with the goal to make the area a destination for the Quad Cities' tourism industry.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	Cape Girardeau Sportsplex
COMP ID #:	2
CITY, STATE:	Cape Girardeau, MO
OWNER:	City of Cape Girardeau
OPERATOR:	City of Cape Girardeau
YEAR OPENED:	2017
COST (current $, in millions):	$15.2
COURTS (bball / vball):	6 / 12
OTHER:	34,000 sf indoor turf.

The Cape Girardeau Sportsplex is a 121,000 square-foot, multi-sport facility located on Interstate 55 in Cape Girardeau, Missouri. The Sportsplex opened in May of 2017 at a cost of $12 million. It is owned and operated by the City of Cape Girardeau, with construction debt service and operations supported by a 1.0 percent restaurant tax, which generates an estimated $160,000 annually.

The Sportsplex includes two fully-enclosed regulation indoor turf fields with netting and drop-down batting cages, six high school regulation basketball courts convertible to twelve hardwood volleyball courts, multi-use space for meetings, and full-service concessions. The ten-plus acres for the building and surrounding parking was donated by Midamerica Hotels Corporation.

Court and turf rentals for tournaments are available with both commercial and non-profit rates that vary based on number of usage days and number of courts. The average court rate per day is $425 for commercial and $305 for non-profit. The average turf rate per day is $615 for commercial and $410 for non-profit.

The City of Cape Girardeau Parks & Recreation Department has developed programming for various indoor sports including basketball, volleyball and sports training. The Sportsplex hosts over 40 annual tournaments, most of which are two-day events. Nearly every weekend is occupied from early December through July (with the exception of the two weeks spanning Christmas and New Years).

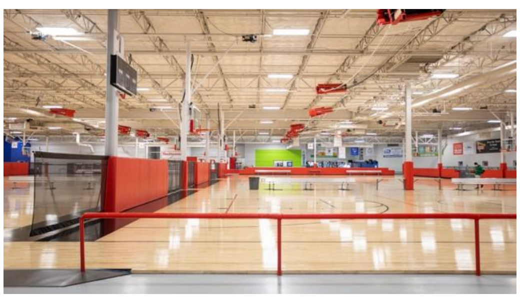
The facility also has full-service concessions and a multi-use space for team meetings, coach's clinics, team parties and more. The facility is open to the public for court, turf and batting cage use or can be rented for tournaments. According to facility management, the facility draws tournament business from a five-state region including Missouri, Arkansas, Illinois, Kentucky and Tennessee.

In a recent year of operations, the facility generated revenues of $595,000 and expenses of $701,000 excluding approximately $325,000 in depreciation. Revenues include concessions, usage fees and other miscellaneous sources. Expenses include those related to contractual services, general operating expenses, materials and supplies, personnel services and other expenses. Approximately 13 full-time equivalents are dedicated to facility operations.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	Fieldhouse USA
COMP ID #:	4
CITY, STATE:	Frisco, TX
OWNER:	City of Frisco
OPERATOR:	Fieldhouse USA
YEAR OPENED:	2009
COST (current $, in millions):	$29.1
COURTS (bball / vball):	12 / 12
OTHER:	20,000 sf indoor turf.



Fieldhouse USA is an indoor amateur sports complex located in Frisco, Texas. The facility is owned by the City of Frisco and is operating under lease by Fieldhouse USA, a private operator of similar facilities throughout Texas and the region. Fieldhouse USA is operating under an initial lease term of 22 years plus two possible 10-year extensions.

Fieldhouse USA is comprised of 12 full-sized basketball courts that can be reconfigured for 12 or more volleyball courts. It also offers approximately 20,000 square feet of turf space for field sports games, training, camps and clinics. The facility includes three-tiered bleachers on each court that can hold 300 people but can also be adjusted to have larger capacities on select courts if desired.

Also included in the facility are a 5,000 square-foot food court, retail space, large screen LCD televisions on each court, a 10,000 square-foot athletic training facility, and a sporting goods store. The Fieldhouse also houses an EXOS (formerly Athletes' Performance) training facility. EXOS is an industry leader in integrated performance training, nutrition and physical therapy for elite and professional athletes. EXOS offers programs and services for professional, amateur, tactical, collegiate, high school and youth athletes, business executives and industry professionals.

Sports Village USA, LLC (SVUSA), the developer of the project, donated the acreage for Fieldhouse USA, valued at $5 million. The City of Frisco issued $12.5 million in municipal bonds for development of the facility. SVUSA leases the facility from the city for an annual fee that will pay the debt service on the bonds. SVUSA operates the facility as a for-profit enterprise and receives all revenue for rentals and concessions.

A new agreement was negotiated in 2011 providing that Sports Village Holdings, LLC will pay the city $110,000 quarterly. The quarterly payments increased to $260,150 beginning in 2016. By 2033, the lease payments to the city are anticipated to total $25.8 million. By the fourth year of operation, Fieldhouse USA began to generate an operating profit, meeting the terms of the renegotiated lease agreement.

In a typical pre-pandemic year, Fieldhouse USA Frisco generated approximately 15,000 in annual hotel bookings through more than 30 tournaments and 25,000 tournament participants hosted annually. In terms of volleyball tournaments, the facility typically hosts five annual tournaments with an average of 100 teams and 1,200 spectators. In terms of basketball tournaments, the facility typically hosts 25 tournaments annually with an average of 80 teams and 1,000 spectators. Overall, the facility is estimated to have generated more than 150,000 hotel rooms in Frisco since its opening.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	Rocky Top Sports World
COMP ID #:	5
CITY, STATE:	Gatlinburg, TN
OWNER:	City of Gatlinburg
OPERATOR:	Sports Facilities Companies
YEAR OPENED:	2014
COST (current $, in millions):	$28.5
COURTS (bball / vball):	6 / 12
OTHER:	Outdoor turf fields. Indoor café.

The 80-acre Rocky Top Sports World (Complex) opened in 2014 and is a joint development of the City of Gatlinburg and Sevier County. The City of Gatlinburg serves as the owner and Sports Facilities Companies (SFC) operates the complex under contract.

The Complex includes six turf outdoor fields and a natural grass championship stadium with seating for 1,500 people. The outdoor fields are configurable for 14 youth soccer fields. Six of the fields feature lights.

The signature facility of the Complex is an indoor court complex referred to as "The Rock". The Rock has 53,000 SF of hardwood court space in an 86,000-square foot facility. The configuration allows for six basketball courts or 12 volleyball courts in addition to team rooms, referee locker rooms, a full-service indoor/outdoor café, office space for coaches and a balcony viewing area. There is a separate facility in an adjacent location that can accommodate four additional basketball courts and five volleyball courts.

The City contributed approximately 70% of the development cost by issuing bonds and the County contributed the balance utilizing bonds and grants.

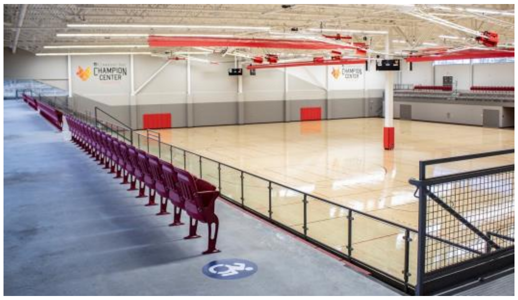
The Complex was created to encourage sports tourism in the City and County. Any teams that are based in Sevier County or affiliated with a Sevier County School qualify for the opportunity to use the Rocky Top facilities for free. Specific times are allocated during the week for this free use. Local officials indicate that having a booking policy clearly outlining the objectives of the complex is important for long-term success. Marketing of the Complex is part of the private management team's annual budget but is significantly augmented by the City's overall tourism marketing budget. The Complex management team works closely with the City, State, Gatlinburg Convention and Visitors Bureau, school officials and hoteliers to maximize bookings, particularly during the slower winter months when tourism surrounding the Smoky Mountains is not as robust.

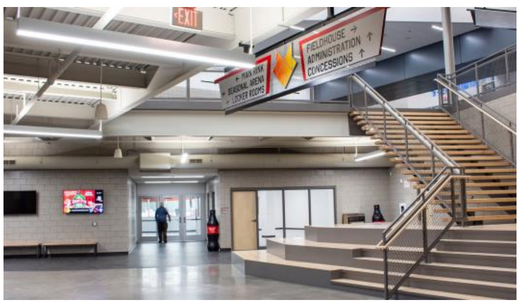
In 2018, the complex hosted 190 events, including 61 multi-day events in both traditional and non-traditional sports, and drew over 120,000 athletes and spectators to the complex, according to facility management. This activity was estimated to generate nearly $50 million in economic impact to Sevier County.

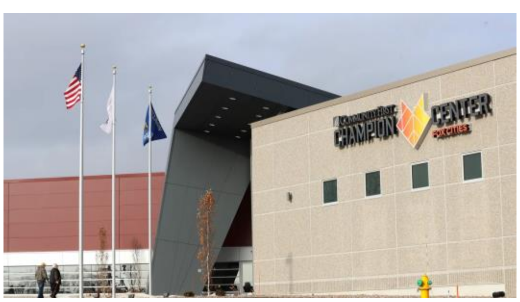
In 2019, Rocky Top Sports World (both indoor and outdoor facilities) generated operating revenues of $1.2 million and operating expenses of $1.7 million in 2019, which excludes depreciation of $1.2 million. Operating revenues primarily consisted of food services, events, sponsorships and rentals. Operating expenses included personnel costs, occupancy and contractual services.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES







FACILITY:	Community First Champion Center
COMP ID #:	6
CITY, STATE:	Grand Chute, WI
OWNER:	Grand Chute Authority (Public)
OPERATOR:	Grand Chute Authority (Public)
YEAR OPENED:	2019
COST (current $, in millions):	$35.1
COURTS (bball / vball):	8 / 14
OTHER:	Ice rink. Golf simulator.

The Community First Champion Center in Grand Chute, Wisconsin opened in November 2019. The facility is owned by the City of Grand Chute and is operated by Fox Cities Sports Development, a quasi-public authority working on behalf of the City. The facility was developed with the primary goal of attracting sports tourism to the area, and a secondary goal of accommodating local activities. This philosophy received some pushback from the community initially, but this was mitigated by educating residents regarding the economic and fiscal benefits of the project.

With three key facility pods making up 164,000 square feet, the facility contains four permanent basketball courts (which can be utilized as eight volleyball courts) seating over 800 spectators, one permanent ice rink seating 1,000 spectators, and the remaining space being changeable from four basketball courts/six volleyball courts to an ice rink seating over 300 spectators, and a golf simulator. Facility staff cite the mezzanine seating surrounding the basketball courts to be a major factor in mitigating negative interactions between spectators and officials.

Construction began in July 2018 and was funded by revenue bonds at a fixed interest rate tied to a hotel and motel room tax. The Town of Grand Chute donated the land valued at $1.0 million. The estimated construction cost was $30.6 million including construction, furniture, fixtures, and equipment.

In the first year of operations, the Champion Center was projected to generate $8.9 million in direct spending with a fifth year of operations estimated to be $12 million dollars. The facility is expected to accommodate a majority of ice activity in the Appleton area.

In 2022, the Center was budgeted at approximately $2 million in revenues and expenses, resulting in a breakeven performance. It received an estimated 100,000 non-local visitors, 80,000 local visitors, and 15,000 room nights. This attendance and room night generation took place over approximately 150 events days for the facility. In 2023, the facility expects to host approximately 70 tourism generating events, 95 percent of which are tournaments organized by third parties.

The facility hosts camps in which rinks or courts are rented for multiple days with rates unknown. Rates for renting the golf simulator are $30/hr open all days a week.

The facility includes additional non-sports amenities such as a restaurant and advanced physical therapy and sports medicine. This on-site therapy includes physical therapy, injury risk assessment, bridge personal training, return to play assessment, concussion management, dry needling and recovery massage/body work.

Source: CSL research, interviews with facility management, facility websites, 2023.

FACILITY:	Hammond Sportsplex
COMP ID #:	7
CITY, STATE:	Hammond, IN
OWNER:	City of Hammond
OPERATOR:	City of Hammond
YEAR OPENED:	2018
COST (current $, in millions):	$20.7
COURTS (bball / vball):	6 / 10
OTHER:	Two indoor turf fields.

The Hammond Sportsplex officially opened in September 2018. The 135,000-square foot facility includes two regulation-size indoor turf soccer fields that can be utilized as a baseball/softball field, six basketball courts that can be converted into ten volleyball courts, six batting cages, an upper level, quarter-mile track offering free use to local citizens, a community room, concessions, and restrooms and changing rooms.

The $17 million facility was constructed by Madison Construction in partnership with the City of Hammond. The Sportsplex sits on the old site of the Woodmar Mall on Indianapolis Boulevard; centrally located in Hammond, yet easily accessible for traveling teams and non-local guests.

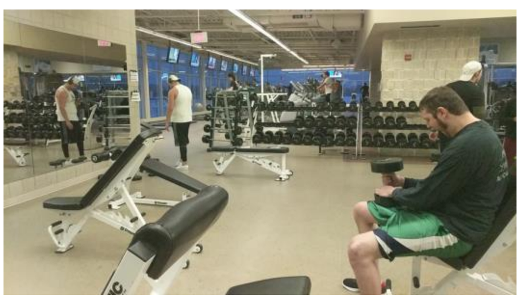
The facility was funded by a $9 million loan from the U.S. Department of Housing and Urban Development in conjunction with a tax-increment financing district (TIF) that covered the additional $8 million of project costs.

Major tenants include Kennedy Avenue Chiropractic, Velocity 219 Volleyball Club and various youth volleyball and basketball leagues/camps.

Full-day facility rental (eight hours) for the six basketball and volleyball courts is $3,000 per day and $1,600 for two turf soccer fields. Courts and fields rent individually for $50 per hour during peak for basketball and $65 per hour for volleyball. Non-peak rentals are $25 per hour for basketball and $35 for volleyball. Soccer is $100 per hour for a full-field and $60 per hour for a half-field.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES



FACILITY:	Pleasant Prairie Recplex
COMP ID #:	8
CITY, STATE:	Pleasant Prairie, WI
OWNER:	Village of Pleasant Prairie (Public)
OPERATOR:	Village of Pleasant Prairie (Public)
YEAR OPENED:	2000
COST (current $, in millions):	~$14.8
COURTS (bball / vball):	8 / 12
OTHER:	50m pool, 2 NHL-Sized ice rinks, Fitness center.

The Pleasant Prairie Recplex is located in Pleasant Prairie, WI opening in 2000. The facility is owned and operated by Village of Pleasant Prairie. The facility is located right off Lake Andrea near walking trails and parks. Donations from WisPark, a real estate development group, made up a majority of the funding of the property.

The RecPlex is the largest municipal recreation facility in America containing over 300,000 square feet. The facility's indoor amenities include two NHL-sized ice rinks, eight regulation sized basketball courts (which can be utilized as 12 volleyball courts), a 17,000-square foot waterpark, and a 17,000-square foot pool area utilized for swimming competitions. Outside includes an additional six outdoor sand volleyball courts.

The facility originally had an annual operating budget of about $12 million dollars and currently pays an annual debt payment of slightly over $2 million. In 2022, the facility had approximately $8.3 million in revenues, $7.0 million in expenses, and slightly over $2 million in debt payment for a deficit of approximately $700,000.

Facility staff cited that approximately 20 percent of events are developed in-house, and 80 percent are created by private organizers. Approximately 50 percent of revenues come from memberships to the facility and 50 percent from events. Staff indicated that its aquatics and fitness centers are loss leaders for the facility. However, profitable line items include ice facilities with $436,000 profit ($1.0 million expenses), therapeutic recreation with $250,000 profit ($1.7 million expenses), childcare with $440,000 profit ($3.5 million expenses), concessions with $60,000 profit (outsourced), and rentals with $450,000 profit. Memberships generate approximately $4 million in revenues for the facility with an estimated $670,000 in expenses. Additional expenses include athletics ($1.0 million expense), maintenance/custodial ($3.0 million expense), and marketing ($225,000 expense).

Some tenants that rent the facility's ice rinks include Cutting Edge, a US Figure Skating Club, Patriots Hockey Program, Ankle Breakers, Old Geezers and Sunday Night Hockey League, and other Adult Leagues.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	UW Sports Factory
COMP ID #:	9
CITY, STATE:	Rockford, IL
OWNER:	City of Rockford (Public)
OPERATOR:	Rockford Park District (Public)
YEAR OPENED:	2016
COST (current $, in millions):	$31.6
COURTS (bball / vball):	8 / 16
OTHER:	Meeting rooms. Concessions café.

UW Health Sports Factory is an indoor amateur sports and recreation facility located in Rockford, Illinois. The facility is owned by the City of Rockford and operated by the City's Park District.

The 108,000-square foot facility includes eight (8) regulation size basketball courts which can be converted to 16 volleyball courts, through 96,000 square feet of Maplewood hardcourt. The facility includes a championship court with spectator capacity of 450. There are approximately 430 parking spaces immediately adjacent to the facility.

Construction on the facility began in February of 2015 and the facility officially opened in May of 2016 at a cost of $24.4 million. Funding for the facility was received from the Park District, the City of Rockford, the County, and a few surrounding cities through hotel tax and various public grants. It is estimated that approximately 125 jobs were created during the construction phase.

UW Health secured the naming rights for the facility for $1.9 million over ten years. The City receives $175,000 yearly with payments inflated annually.

The facility's utilization consists of a diverse mix of uses including tournaments, games and practices from basketball, volleyball, wrestling, gymnastics, dance and cheer organizations/leagues, plus a wide variety of recreational and private uses and activities. In a recent year, total attendance was estimated at overall 500,000 annually.

In pre-pandemic years, the facility typically generated a small operating profit (less than $50,000 per year). In a recent, COVID-affected year, the complex generated approximately $627,000 in annual revenue and $831,000 in annual expenses. The facility relies on public subsidy to operate within the black; however, there is internal pressure in the organization to become self-sustaining again.

The facility hosts approximately 30 tournaments per year including basketball, volleyball, gymnastics, wrestling, table tennis and wheelchair rugby. Facility staff estimate that approximately 60 percent of events are primarily non-local draws, with the remaining 40 percent representing local activities such as practices, league games, clinics, and drop-in/open court programming.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	The Roebbelen Center
COMP ID #:	10
CITY, STATE:	Roseville, CA
OWNER:	Placer County
OPERATOR:	Placer Valley Tourism
YEAR OPENED:	2020
COST (current $, in millions):	$36.8
COURTS (bball / vball):	12 / 24
OTHER:	Located in entertainment district.

The Roebbelen Center, located in Roseville, California broke ground in January of 2019 and opened in February 2020. The Center is owned by Placer County and operated by non-profit, Placer Valley Tourism (PVT). The Center was constructed for $34 million and was paid for with a lodging tax-backed bond issue. PVT is funded through a BID that is supported by lodging tax in three cities. Following its opening and immediate closing due to COVID, it was kept afloat through private events and County reserves. It is located less than 30 miles from Sacramento International Airport, just off Interstate 80, conveniently situated halfway between Lake Tahoe and San Francisco.

The Roebbelen Center is one of the facilities on the campus of @the Grounds. @the Grounds is owned by the County and rented to PVT for $1 per year. There are a variety of unique venue rentals available on the 55-acre campus of @the Grounds such as The All-American Speedway, Attaway Pavilion, and meeting spaces like Johnson Hall. The spaces are available for individual rentals as well as a campus-wide rental to promote a cohesive experience ideal for large trade shows, festivals, or concerts.

Offering 160,000 square feet of indoor space, the Roebbelen Center features 12 basketball courts, convertible to 24 volleyball courts. There is a 10,000 square foot lobby space for players and families to congregate in-between competitions. Other facility amenities include eight flexible meeting rooms which can serve as breakout meeting spaces or team storage rooms during sports events. A potential future expansion is under consideration that would add 30,000 square feet of event space.

The Center's first full year of operations ended in July of 2023; the Center was reportedly profitable. Staff indicated that volleyball and basketball are its primary sporting event types. This makes up approximately 80 percent of the Center's weekend business, with most of the weekday programming consisting of non-sporting events.

A variety of volleyball and basketball sports tourism events are brought to the Roebbelen Center on an annual basis. Under Armour Future Circuit Basketball, Nor Cal Invitational Volleyball, Hoopin' at the Grounds, and WCVBA Girls Power League are a few examples. As a campus, @the Grounds hosts community events and expos such as the Placer County Fair, 4th of July Fireworks, Family Farm Expo, and the Sacramento Sports Card & Autograph Expo. The Johnson Lawn, located adjacent to The Roebbelen Center is the site of these outdoor events.

Formally known at The Placer Valley Event Center it became The Roebbelen Center under a naming rights sponsorship with Roebbelen, the largest general contractor based in the Sacramento Region. The financial terms of the sponsorship were not released; however, it can be expected to remain The Roebbelen Center until 2040.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	Sanford Pentagon
COMP ID #:	11
CITY, STATE:	Sioux Falls, SD
OWNER:	Sanford Health
OPERATOR:	Sanford Health
YEAR OPENED:	2013
COST (current $, in millions):	N/A
COURTS (bball / vball):	9 / 11
OTHER:	Championship court.

Constructed for $19.0 million in 2013, the Pentagon is the cornerstone of the 500-acre Sanford Sports Complex in Sioux Falls, South Dakota, which includes an ice-plex, outdoor rectangle fields, a turf fieldhouse and Great Shots golf range. The Pentagon itself features nine hardwood basketball courts convertible to 11 volleyball courts, including Heritage Court, a 1950's/1960's inspired venue with high-definition video boards, 3,100 chairback bleacher seats and 18 suites. Eight locker rooms, six meeting rooms, three concession areas, three athletic training rooms, a team store and a film room also accommodate event activity at the facility.

The Pentagon is home to the NBA G League Sioux Falls Skyforce and Augustana University basketball. It has previously hosted NCAA Division I basketball games and Division II Championships (Men's 2017, 2018 and Women's 2015, 2016, 2018), as well as college volleyball and wrestling, mixed martial arts, dance/cheer competitions, concerts and corporate events.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

FACILITY:	Virginia Beach Sports Center
COMP ID #:	13
CITY, STATE:	Virginia Beach, VA
OWNER:	City of Virginia Beach
OPERATOR:	Eastern Sports Management (ESM)
YEAR OPENED:	2020
COST (current $, in millions):	$76.5
COURTS (bball / vball):	12 / 24
OTHER:	Indoor track, Meeting rooms.

The Virginia Beach Sports Center, located in Virginia Beach, Virginia, opened in October 2020. The facility is owned by the City of Virginia Beach and operated by Eastern Sports Management. The Center is directly across the street from the Virginia Beach Convention Center and is located just a few blocks from the Atlantic Ocean. The facility is situated near multiple hotels, restaurants and attractions, which improve the facility's marketability.

The 285,000-square foot facility offers 12 basketball courts, which can convert into 24 volleyball courts. Additionally, the facility has a 200-meter indoor track capable of seating up to 5,000 spectators. In total, the facility offers 195,000 square feet of sellable/programmable space. Other facility amenities include locker rooms for both athletes and officials, warm-up track lanes, concessions, meeting rooms, outdoor gathering space and an elevated mezzanine to spectate events from above.

Funding for facility development was approved by the City in 2018 and construction began almost immediately. The facility was completed in just under two years, opening in October of 2020. Its first event was hosted in November of 2020. The facility had a total construction cost of approximately $68 million.

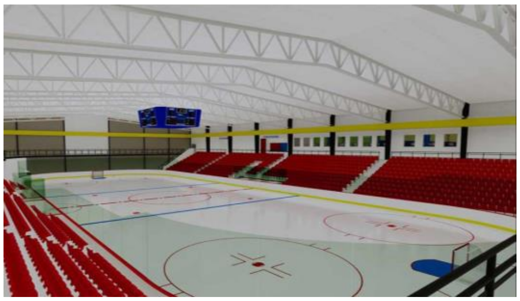
The facility opened in the midst of the COVID-19 pandemic and its initial utilization was depressed relative to projected baselines. However, the facility is already being regarded a success, as it booked 54 events in its first year, 39 of which would be new to Virginia Beach. The facility's focus surrounds basketball, volleyball and track and field; however, it is also capable of hosting wrestling, gymnastics, field hockey and more.

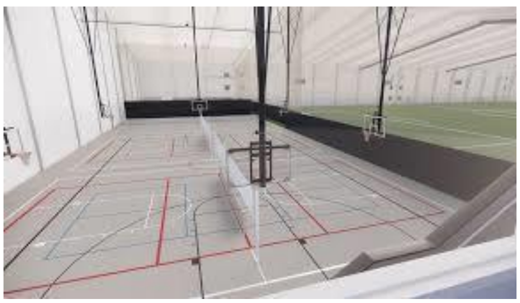
In its first two years of operations, the facility generated an operating deficit of $1.3 million and $1.4 million, respectively. Both figures were significantly lower than their original projections, due to the significant impact of the COVID-19 pandemic. The facility's reserve account of $750,000 was depleted to offset the initial losses, and the City covered the remaining deficit with subsidies. The facility is expected to generate positive cash flow by 2024.

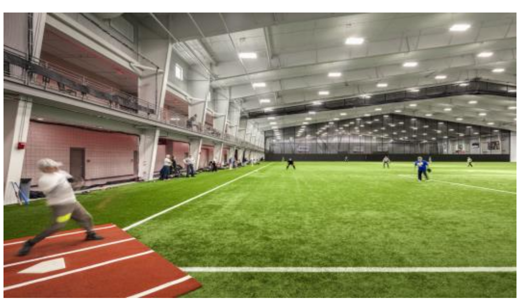
Upon stabilization of operations, the Sports Center is projected to create a $4 million annual impact on the city's lodging and accommodation industry. It is also expected to generate more than $600,000 annually in tax revenue for the city. The facility employs more than 100 full-time, part-time, and seasonal employees.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES







FACILITY:	The MidAmerican Energy Company RecPlex
COMP ID #:	14
CITY, STATE:	West Des Moines, IA
OWNER:	City of West Des Moines
OPERATOR:	City of West Des Moines
YEAR OPENED:	2021
COST (current $, in millions):	N/A
COURTS (bball / vball):	3 / 3
OTHER:	16,000 sf indoor turf, Esports gaming center.

The MidAmerican Energy Company RecPlex (RecPlex) is a multi-sports facility with 150,000 square-foot fieldhouse, 20,000 square feet of exhibition space and 30,000 square feet of meeting space. The facility opened briefly in March of 2021 and reopened in September of 2021. The RecPlex is owned and operated by the City of West Des Moines. Funding for the project came from about $13 million in private donations, selling naming rights to the MidAmerican Energy Company for $5 million and an area hotel/motel tax.

The facility's debt service is paid for by approximately $2.5 million from the City that is collected through sales tax; this is a 20-year agreement. The facility's main goal is operating above breakeven and generating economic impact. This results in a significant focus on retaining high-impact and high-revenue events, rather than serving local needs.

The facility offers 11 sports surfaces, including two NHL-sized sheets of ice, three basketball courts, one full-sized indoor soccer field, three outside turf fields, three pickleball courts, four batting cages, 2,200 square-foot outlook room, 1,000 square-foot activity room, 3,500 square feet of esports space and six meeting spaces.

Indoor turf rental for the full field is $400/hour during prime time, $340/hour during the second tier, $250/hour during the third tier and $125/hour during off-season (April 15-November 15); 1/3 turf rental is $160/hour during primetime, $140/hour during the second tier and $110/hour during the third tier. Ice rental is $275/hour in-season (October-March) and $250 out-of-season (April-September); full-court rental is $45/hour and half court is $25/hour. Batting cages are $125/hour. The activity rooms range from $150 to $350 per two-hour time slot. A full-service event at the fieldhouse is $5,000/day and the family arena is $4,000/day.

Facility staff indicated a somewhat underwhelming opening of its esports center citing a lack of allocated resources to the center. Without a dedicated employee selling and programming the space it is infrequently used. It currently attracts about $50,000 in revenue from 60 birthday parties and other varied private events per year. Sports tournament organizers have not paid extra to use it but have cited that it is a nice amenity to have at the facility. Facility staff believe proper selling of the space would significantly boost its utilization for events like team bonding, corporate events, and more.

In its first year of operations, the facility was slated to generate $3.2 million in economic impact; it generated $13.2 million, greatly exceeding this expectation. That same year the facility hosted approximately 60 tournaments, 140 birthday parties, and a range of additional events. Facility staff indicated that the facility is utilized approximately 70 percent of the year. Officials at the RecPlex estimate an average attendance of 15,000 people per week with 1,000 per day coming Monday through Friday and 5,000 and per day coming on Saturdays and Sundays.

Source: CSL research, interviews with facility management, facility websites, 2023.

4 COMPARABLE FACILITIES

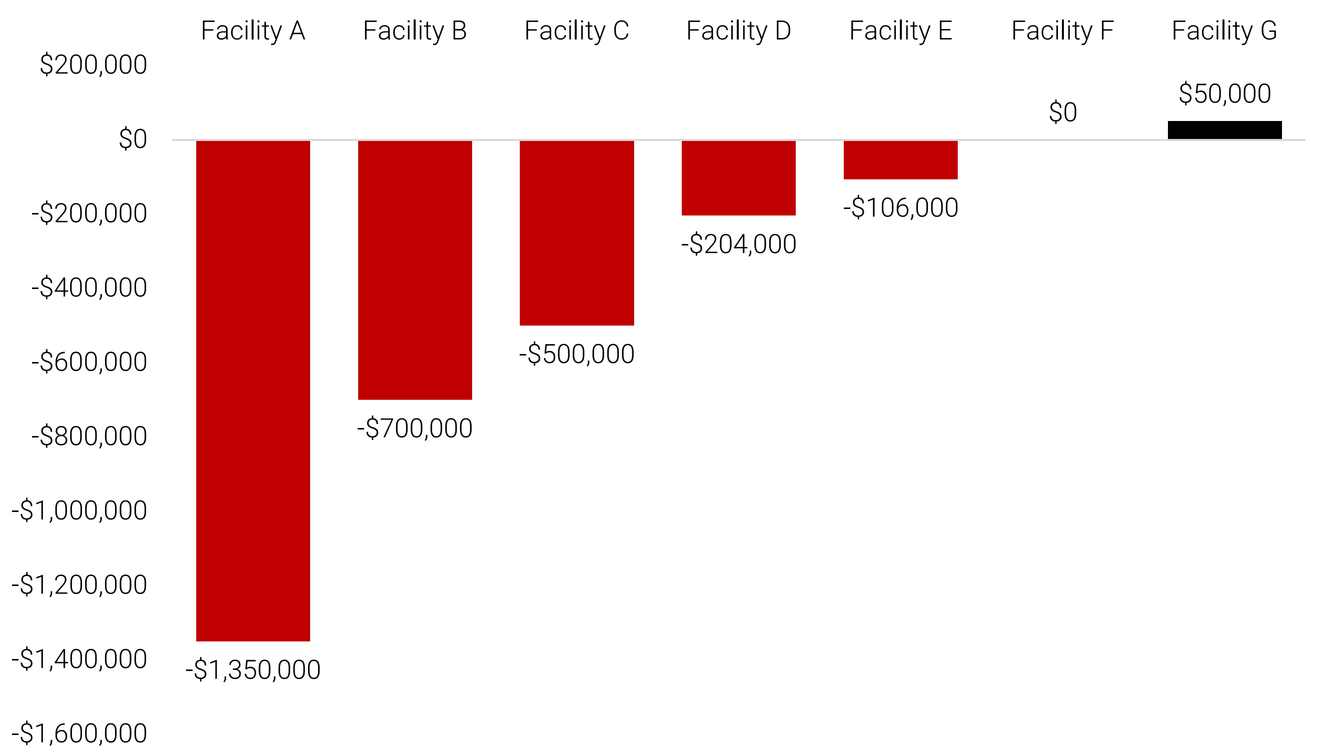
Annual Financial Operating Performance

CSL also analyzed the financial operating performance of seven comparable venues; these are labeled anonymously. The majority of analyzed facilities, and most facilities throughout the amateur sports industry, operate at sizable income deficits. Instead of financial performance, hotel room nights, economic impacts, and resident satisfaction are seen as more relevant ROI metrics for sports tourism facilities and recreation centers.

Facilities that operate with the largest deficits are generally publicly funded and focused on attracting sports tourism, while also servicing the local community. In certain instances, publicly-supported facilities are expected or required to become self-sustaining within a specified number of years.

Privately owned and operated facilities that receive no public funding are required to operate profitably in order to stay in business. However, due to the competitive nature of the industry, these facilities typically operate with low profit margins and may not accept non-profitable business/events.

Financial Performance of Comparable Facilities



Source: CSL research, interviews with facility management, facility websites, 2023.

5

COMMUNITY SURVEY

5 COMMUNITY SURVEY

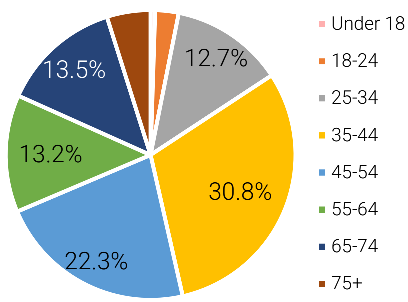
Overview

Working with the City of Cedar Rapids and a range of additional community stakeholders, CSL distributed a survey via email, social media, and in-person to residents within the Cedar Rapids area. These questionnaires were designed to collect input regarding local opinions with respect to a potential Dual Use Facility development in Cedar Rapids. The survey was generated in English, French, Spanish, and Swahili to capture a representative set of Cedar Rapids resident opinions. It should be noted that all completed surveys were performed in English.

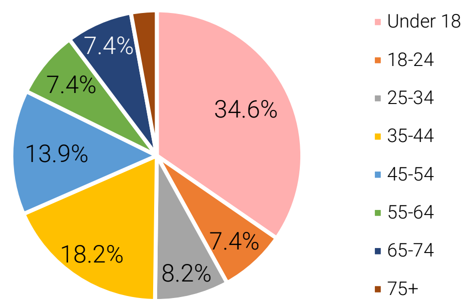
In all, 2,750 area residents responded to the survey. Respondents were first asked to provide both their ages as well as the ages of their fellow household members. These data are summarized below. As shown, though the 35-44 age group was the most represented respondent demographic (shown left), the Under 18 segment is actually the most represented demographic (34.6 percent, shown right) within the sample, due to the number of individuals under 18 who live with their parents and guardians.

Responses:
- Under 18: 14
- 18 – 24: 72
- 25 – 34: 347
- 35 – 44: 844
- 45 – 54: 610
- 55 – 64: 360
- 65 – 74: 369
- 75+: 134

Respondent Age Group



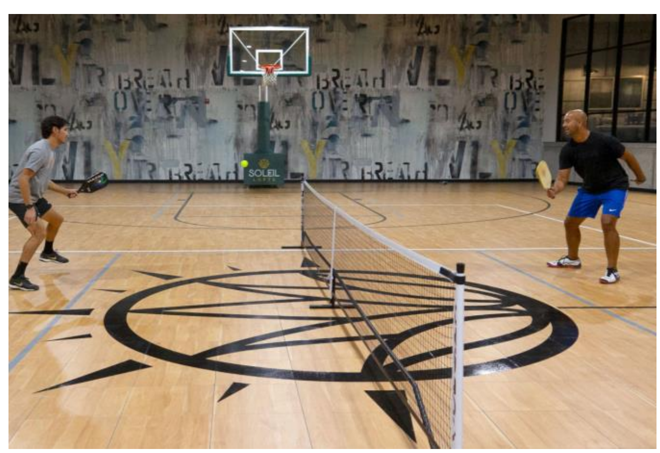
Household Members Age Group



The questions included in the survey were designed to collect resident opinions regarding:

- Opinions regarding the quantity and quality of current Cedar Rapids sports and recreation amenities.
- Sports/activity participation in the past year.
- Overall interest in potential new sports and recreation amenities.
- Opinions regarding which potential new sports and recreation amenities should be prioritized.

The quantitative and qualitative data generated by this survey outreach is presented and analyzed on the following pages of this report.



Source: CSL community survey, 2023.

5 COMMUNITY SURVEY

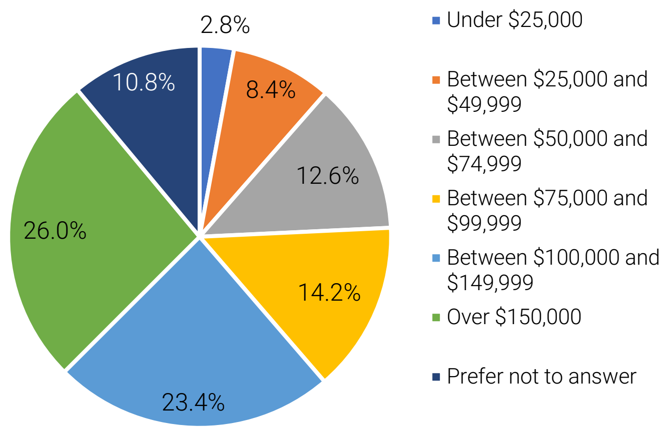
Demographic Breakdown

Our community survey aimed to gather valuable insights regarding the perceptions and preferences of residents in the Cedar Rapids area concerning sports and recreation facilities. In addition to providing the age ranges of themselves and members of their household, respondents were also asked to indicate their income level and ethnicity. These data are summarized below.

The survey response sample consisted of a diverse array of income levels. It is noteworthy that a significant portion of respondents reported higher incomes, with over a quarter falling into the category, of earning over $150,000 annually. On the other hand, approximately 11.2% of respondents reported incomes under $50,000, indicating a limited presence of lower-income individuals being represented in the survey results. The preferences and suggestions expressed by residents across these income groups provide valuable insights into the needs and expectations of different socio-economic segments within Cedar Rapids.

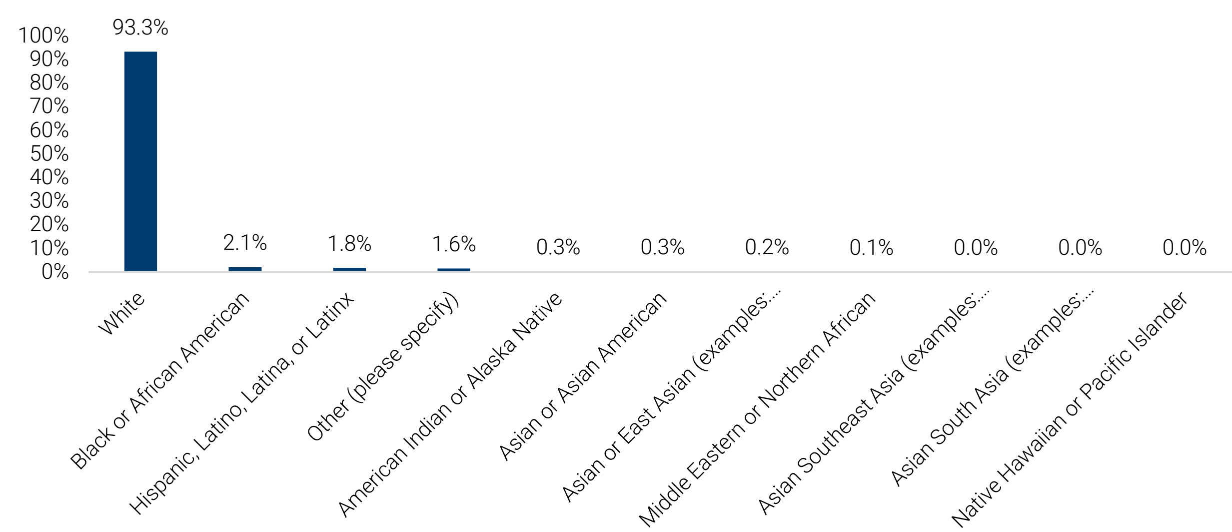
In terms of ethnicity, the survey results demonstrate that the majority of respondents identified as White, accounting for 93.3% of the sample. Other ethnic groups, such as Black or African American, Hispanic or Latinx, and Asian or Asian American, represented smaller percentages of the total respondents. While the survey managed to capture the perspectives of a broad range of ethnic backgrounds, it is essential to acknowledge that certain minority groups may have been underrepresented in the data. To address this limitation, the survey employed targeted outreach strategies to ensure inclusivity and enhance the overall representation of the community's diverse population.

Respondent Income Level



Analyzing the survey data in income and ethnicity helped gain a nuanced understanding of the varying perspectives and needs within the Cedar Rapids community. This information has been instrumental in shaping our recommendations, allowing us to propose solutions that are not only responsive to the broader community's preferences but also considerate of the unique requirements of different income and ethnic groups.

Respondent Race/Ethnicity



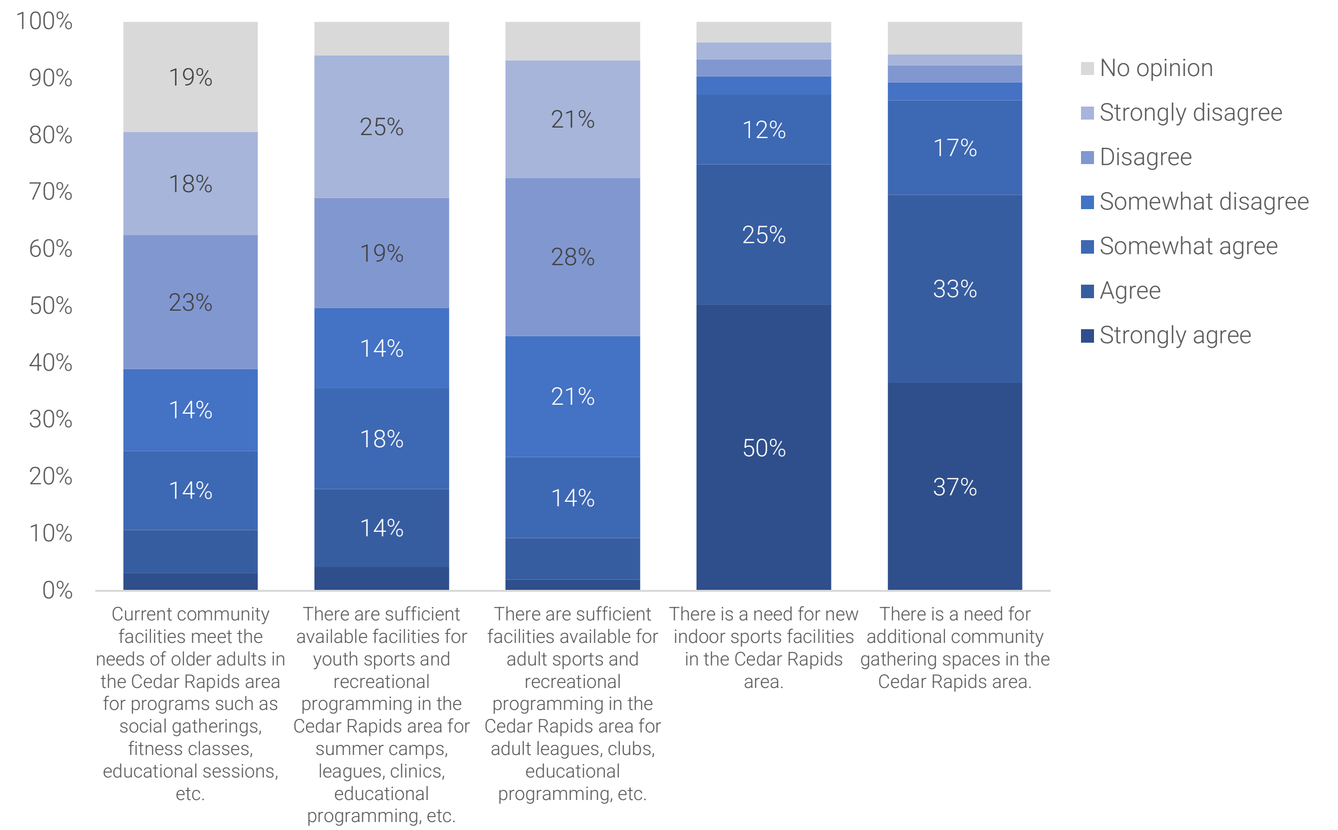
Source: CSL community survey, 2023.

Perception of Existing Facility Supply

CSL asked survey respondents several questions regarding their level of agreement with various questions related to sports and recreation facilities in Cedar Rapids. These questions and their responses are summarized in the graphic below.

Firstly, there is a significant contrast between the perceived adequacy of existing facilities for different age groups. While a significant proportion of respondents indicated a significant need for new indoor sports facilities (50 percent strongly agreed), suggesting a demand for enhanced sports infrastructure, the same level of agreement was notably lacking when it came to current community facilities meeting the needs of older adults (only three percent strongly agreed). This disparity underscores a potential gap in catering to the recreational and community space requirements of older adults, suggesting a need for targeted investment in recreation and community facilities that better address their preferences.

Respondent Perception on Existing Local Facility Supply



Similarly, respondents expressed dissatisfaction with the availability of facilities for youth sports and recreational programming. While 36 percent disagreed or strongly disagreed with the statement there are sufficient facilities available for youth programs, only 18 percent somewhat agreed or agreed, indicating that the current offerings may not be sufficient to meet the demands of the younger population. An amateur sports product tailored to youth sports, encompassing summer camps, leagues, clinics, and educational programming, could address this deficit and better align with the community's needs. Further, 49 disagreed with the statement that there are sufficient facilities for adult sports and recreational programming, suggesting room for improvement in the area. An amateur sports product that caters to the diverse interests and skill levels of adults, including leagues, clubs, and educational programs, could potentially bridge this gap and cater to a broader audience.

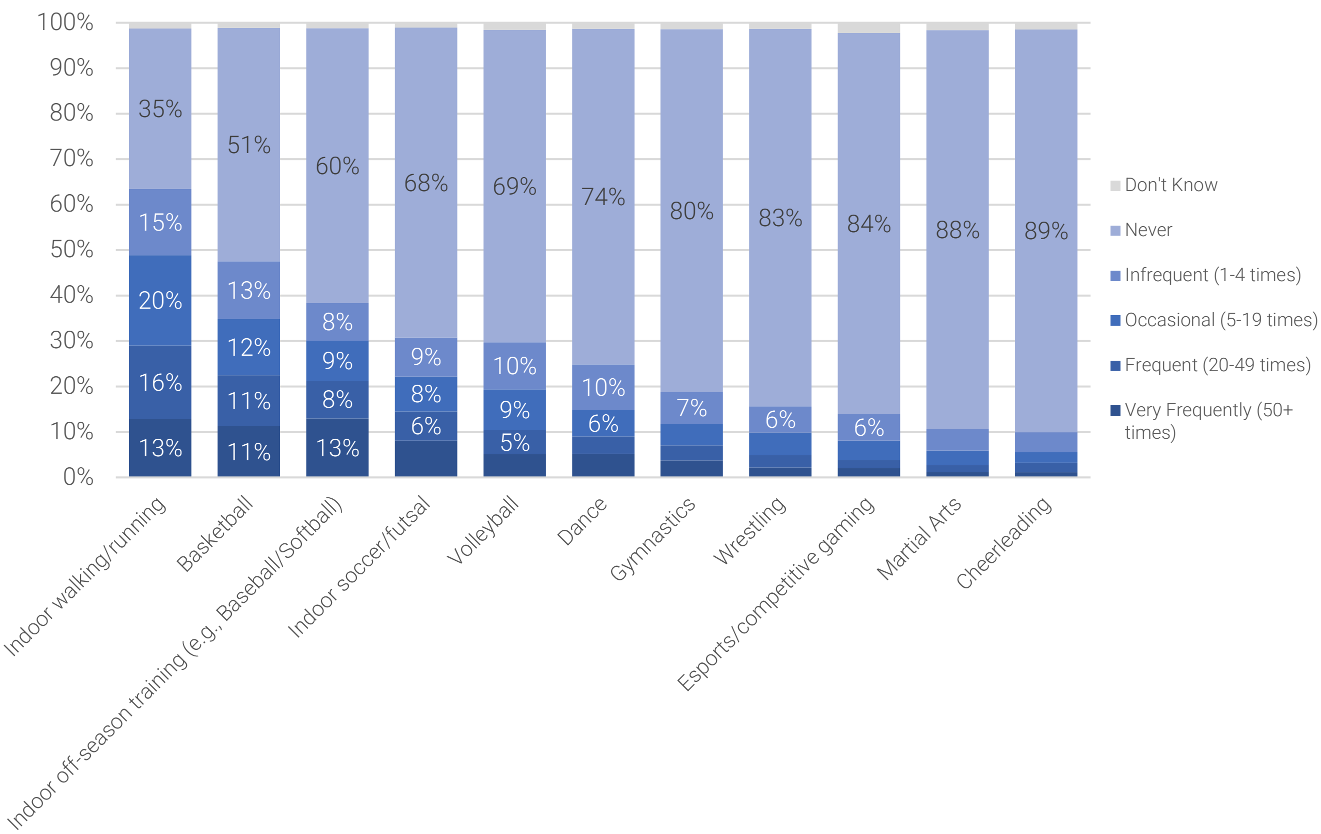
Regarding the need for additional community gathering spaces, 70 percent of respondents either agreed or strongly agreed, indicating a strong desire for more spaces that facilitate social interactions and community engagement. This finding presents an opportunity for an intergenerational product that provides a cohesive space for a variety of age groups. While there is a clear demand for new indoor sports facilities and additional community gathering spaces, there is room for improvement in catering to the preferences of older adults and addressing the requirements of youth sports programming. An inclusive amateur sports product that considers the diverse needs of different age groups and fosters a sense of community could be well-received and successful in fulfilling the desires of the residents in the Cedar Rapids area.

Source: CSL community survey, 2023.

Activity Participation

CSL asked respondents how frequently they and/or their family members utilize Cedar Rapids indoor facilities for a range of activities. The most frequently engaged in activity, among all age groups, was indoor walking/running with 64 percent participating at least once a year. Notably, for those under 18 years old, the most popular activity was indoor, off-season training (e.g., baseball/softball) with approximately 73 percent participating frequently (20+ times) in the activity.

Over a 12-month period, how frequently do you and family members utilize indoor sports facilities within the Cedar Rapids metropolitan area for practices, games, competitions, meets or leisure/recreation when participating in the following activities?



Basketball was the second most popular activity among all age groups surveyed. The two groups that most frequently participate in basketball were within the age of 35-44 (61 percent participate at least once per year) and 45-54 (54 percent participate). Indoor soccer/futsal was the fourth most popular activity among all survey respondents. This activity was significantly more popular among young adults in the age groups of 25-34, 35-44, and 45-54 with an average participation rate of 30 percent. Volleyball was the fifth most frequented activity due to the high participation rate among the Under 18 age group (64 percent participated).

Less than 25 percent of all age groups participated in the remaining activities; dance, gymnastics, wrestling, esports/competitive gaming, martial arts, and cheerleading (in order from most to least participated in). This participation is mostly reflective of standard industry trends regarding sports participation in varied sports types among age groups.

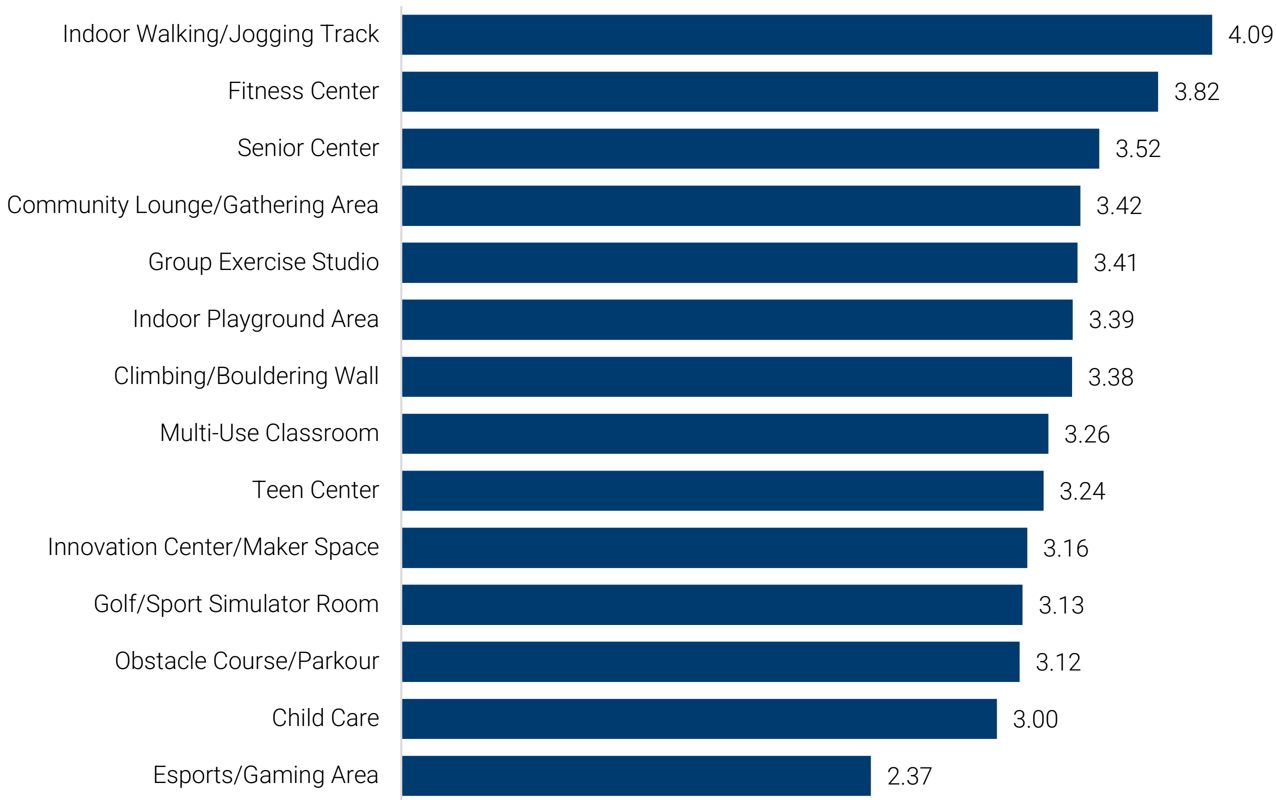
Source: CSL community survey, 2023.

Fitness and Community-Focused Amenity Appeal

CSL developed a list of potential indoor amenities that could be offered at a new Dual Use Facility in Cedar Rapids. This list was separated into three categories; fitness & community-focused activities, sports amenities, and aquatic amenities. The amenities within these categories were scored in terms of their overall appeal by survey respondents on a scale of 1 to 5 (5 being the most most appealing). The following pages outline the varying degrees of appeal each amenity garnered among respondents.

Across various demographic segments, the Indoor Walking/Jogging Track stands out as a prominent amenity, achieving an average rating of 4.09 out of 5.0. This amenity garnered particularly strong endorsement from mature age groups, gradually decreasing in appeal among younger respondents, with the lowest rating from those categorized as Under 18, at 3.25. Several other amenities that received relatively high rates include the Fitness Center (3.82), Senior Center (3.52), and Community Lounge/Gathering Area (3.42).

Average Rating of Fitness and Community-Focused Amenities



Amenities such as the Golf/Sport Simulator Room, Indoor Playground Area, Innovation Center/Maker Space, Obstacle Course/Parkour, Climbing/Bouldering Wall, and Child Care received relatively higher ratings from youth and young adult cohorts compared to their older counterparts. Notably, the Golf/Sport Simulator Room emerged as the most appealing option among those categorized as Under 18, averaging a score of 3.88.

In contrast, certain fitness and community-centric amenities encountered subdued levels of endorsement across all demographic groups. Specifically, the amenities that received the least enthusiastic response include the Obstacle Course/Parkour, Child Care, and Esports/Gaming Area.

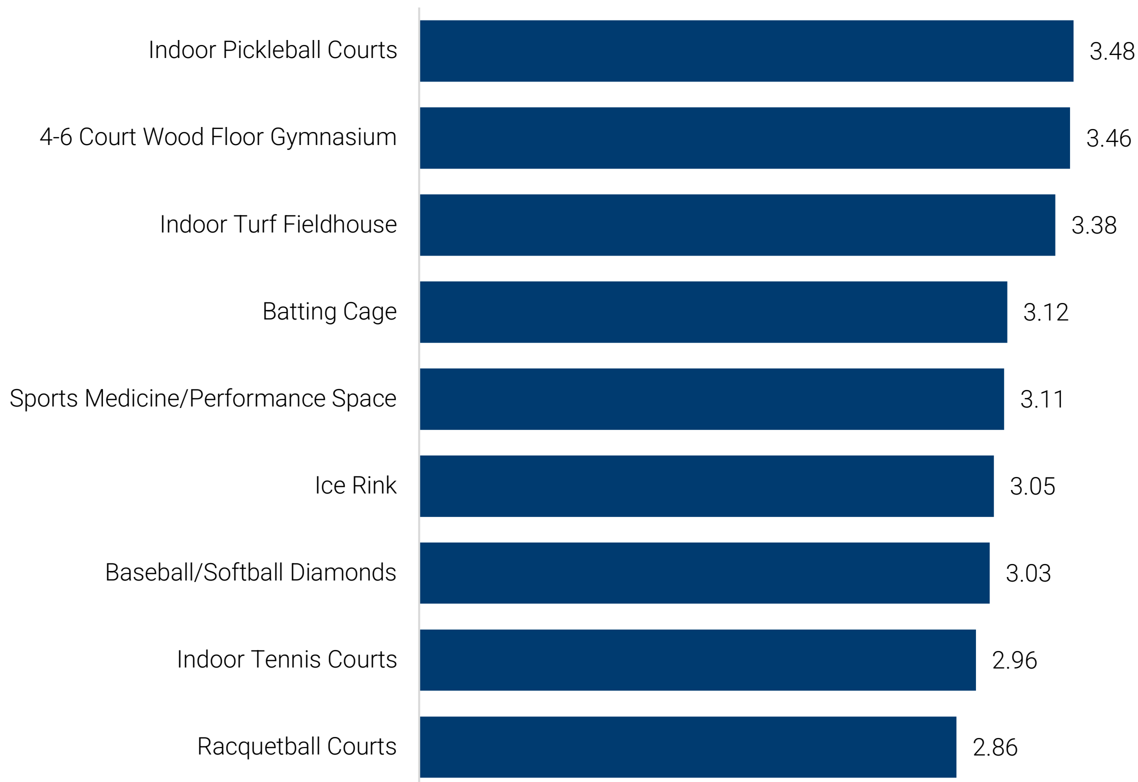
Source: CSL community survey, 2023.

Sports Amenity Appeal

In the prospective Sports Amenities category, none of the amenities attained a rating surpassing four out of five. Indoor Pickleball Courts garnered the most positive interest, securing an average rating of 3.48 across all age groups. Following closely in terms of desirability are the 4-6 Court Wood Floor Gymnasium (3.46 out of 5.00), Indoor Turf Fieldhouse (3.38), and Batting Cage (3.12).

Unlike the scenario observed in the Fitness and Community-Focused Amenities category, no amenities within the Sports Amenities category displayed significant preference among the older demographic groups. Of particular note, the Indoor Pickleball Courts emerged as the most favored option for this segment, securing ratings of 3.41 and 3.54 among individuals aged 75 and older and those aged 65-74, respectively. The Sports Amenities category garnered an average appeal score of 2.70 among respondents aged 55 and above. This scoring is understandable given that investment in sports facilities at a potential Dual Use Facility would primarily be intended for visiting youth and amateur sports teams/tournaments.

Average Rating of Sports Amenities



In contrast, Under 18 respondents gave notably higher average ratings to Sports Amenities relative to the Fitness and Community-Focused Amenities. Similarly, young adults also exhibited a greater inclination toward this category. The highest rated amenities among those Under 18 include Baseball/Softball Diamonds (4.86), Batting Cage (4.75), and Indoor Turf Fieldhouse (4.75).

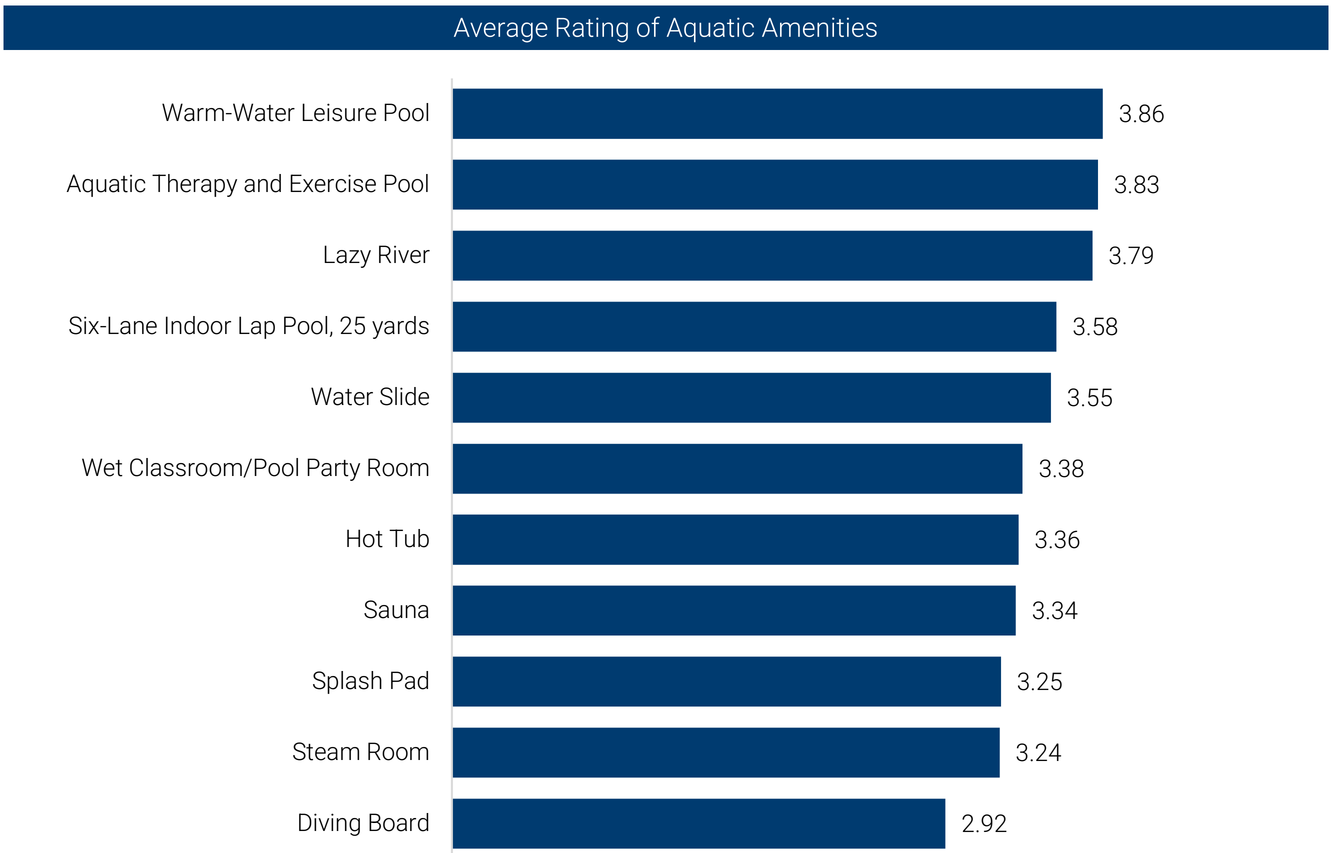
Conversely, some Sports Amenities garnered lower levels of endorsement across all age brackets. These amenities include the Ice Rink (3.05), Baseball/Softball Diamonds (3.03), Indoor Tennis Courts (2.96), and Racquetball Courts (2.86).

Source: CSL community survey, 2023.

Aquatic Amenity Appeal

Regarding potential Aquatic Amenities, no amenities garnered ratings exceeding four out of five. The highest rated amenity within this category, the Warm-Water Leisure Pool, garnered an average rating of 3.86 across all surveyed age groups. Comparable degrees of appeal were reflected in amenities such as the Aquatic Therapy and Exercise Pool (3.83 out of 5.00), Lazy River (3.79), and Six-Lane Indoor Lap Pool (3.58).

Notably, the Aquatic Therapy and Exercise Pool, distinguished itself with notably higher ratings among older demographics, particularly those aged 55 and above, with an average rating of 4.00. Conversely, most other amenities in this category followed a bell curve pattern, characterized by lower ratings from both younger and older demographics and higher ratings from the 35-44 age group.



The Hot Tub achieved an average rating of 3.6 among individuals aged Under 1eight to 35 years old. Notably, the age cohort spanning 25-44 exhibited the highest average rating scores for the Aquatics category. Among these age groups, standout amenities included the Lazy River (4.0), Warm-Water Leisure Pool (3.9), and Water Slide (3.8).

Aquatic Amenities such as the Splash Pad (3.25), Steam Room (3.24), and Diving Board (2.92) yielded comparatively lower appeal scores across all age groups.

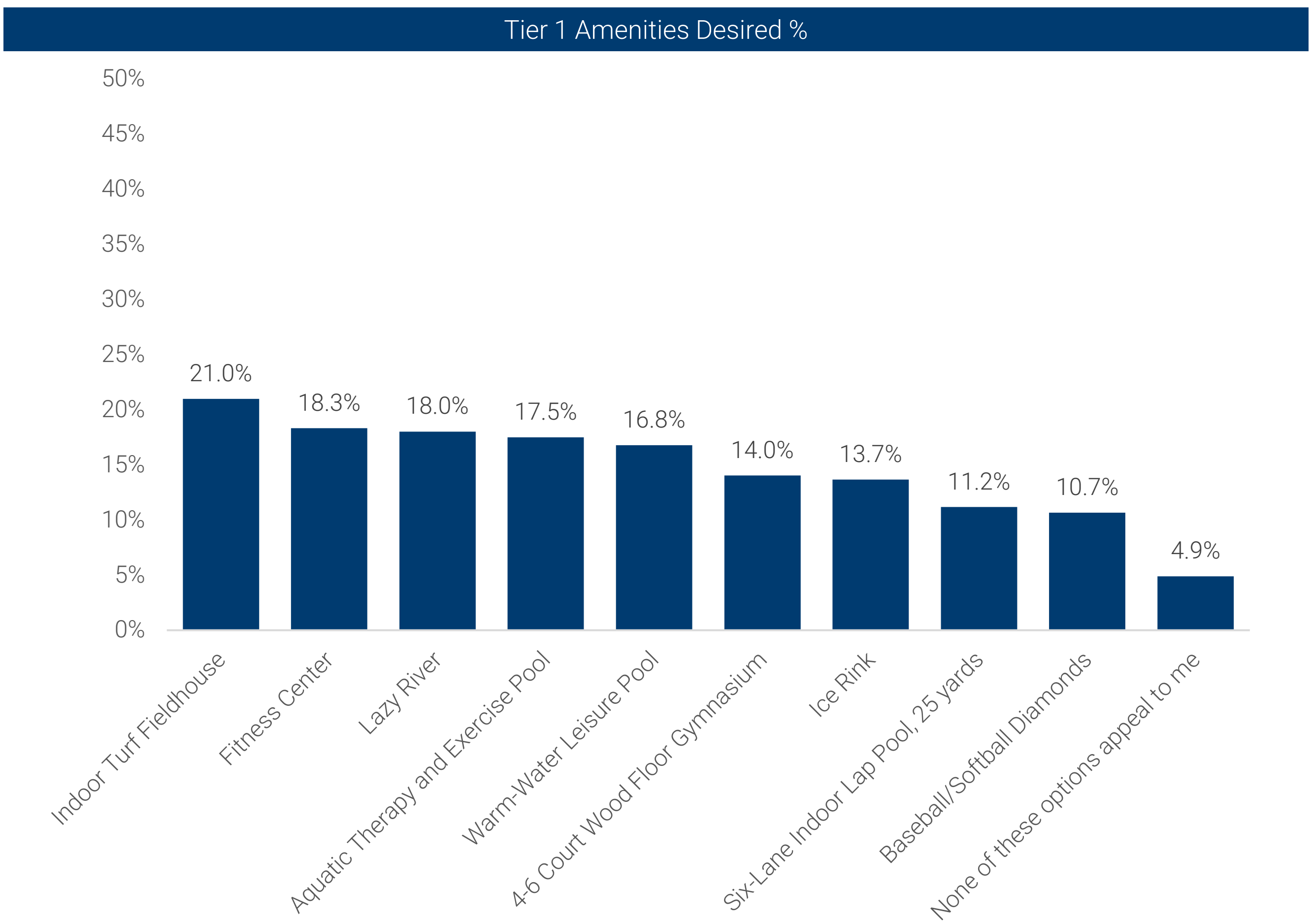
Source: CSL community survey, 2023.

Tiered Amenity Appeal

CSL also segmented the previously mentioned amenities into three separate tiers. These Tiers indicate varied levels of investment that would be required to develop each respective amenity; Tier 1 amenities involve the highest level of investment required, while Tier 3 indicate the lowest level of investment required to develop. Respondents were then asked to select the top three amenities, by Tier, that they would like to see at a new Dual Use Facility in Cedar Rapids. This exercise helps highlight those amenities that are "must haves" for the community, which will be important to consider as part of potential planning and budgeting efforts.

Tier 1 Amenity Appeal

Respondents were asked to select two Tier 1 amenities they find most important. Across all age groups, when considering amenities that necessitate the most substantial levels of investment for development, some amenities have emerged as the foremost desired options. Highly rated amenities within Tier 1 include the Indoor Turf Fieldhouse, with 21.0 percent of respondents listing it in their top two preferences. Following closely are the Fitness Center (18.3 percent) and the Lazy River (18.0 percent). The Aquatic Therapy and Exercise Pool (17.5 percent), Warm Water Leisure Pool (16.8 percent), and 4-6 Court Wood Floor Gymnasium (14.0 percent) also feature prominently in the list of highly regarded options. Conversely, amenities such as the Ice Rink (13.7 percent), Six-Lane Indoor Lap Pool (11.2 percent), and Baseball/Softball Diamonds (10.7 percent) were met with comparatively lesser enthusiasm. A small portion (4.9 percent) of respondents indicated a lack of appeal for any of these high-investment amenities.



Older demographics exhibited distinctive preferences, particularly favoring the Aquatic Therapy and Exercise Pool (35.7 percent of respondents aged above 55 included it in their top three choices) and the Warm Water Leisure Pool (22.3 percent).

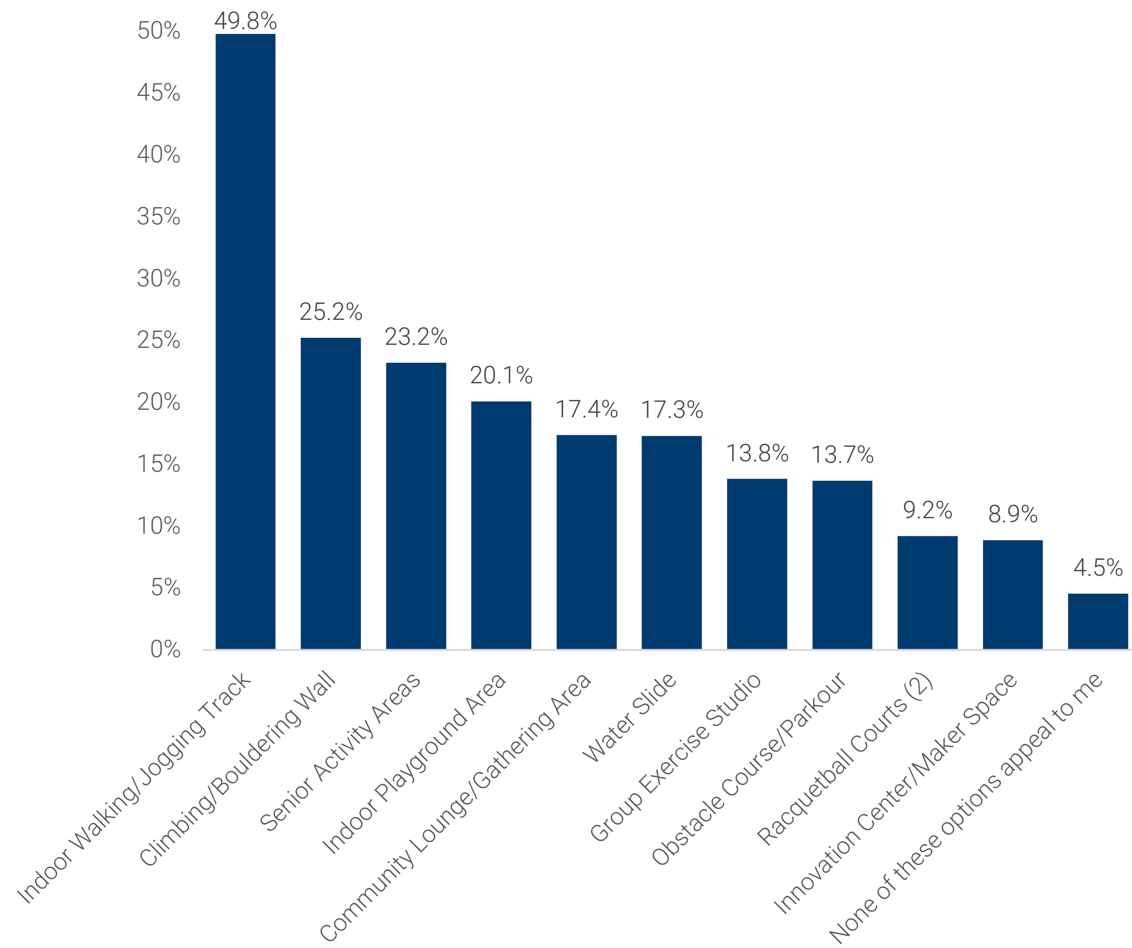
Two amenities garnered notably heightened interest among youth and young adults in contrast to their older counterparts. These amenities include the Indoor Turf Fieldhouse, with 27.5 percent of respondents aged Under 1eight to 44 expressing enthusiasm, and the Ice Rink, which attracted the interest of 22.1 percent of respondents. Notably, individuals categorized as Under 18 exhibited a substantial inclination towards Baseball/Softball Diamonds, with 28.6 percent including it in their top two preferences.

Source: CSL community survey, 2023.

Tier 2 Amenity Appeal

Respondents were then asked to highlight which three Tier 2 amenities were most critical to them. The Indoor Walking/Jogging Track emerges as a distinct favorite, with a notable 49.8 percent of respondents including it among their top three preferences within Tier 2. Notably, the Climbing/Bouldering Wall (25.2 percent), Senior Activity Areas (23.2 percent), and Indoor Playground Area (20.1 percent) follow closely in terms of appeal. Subsequent to these top-ranking amenities, others include the Community Lounge/Gathering Area (17.4 percent), Water Slide (17.3 percent), Group Exercise Studio (13.8 percent), and Obstacle Course/Parkour (13.7 percent). In contrast, the Racquetball Courts and Innovation Center/Maker Space were featured in less than 10 percent of top three lists within in Tier 2.

Tier 2 Amenities Desired %



Significant patronage from mature demographics is evident for three amenities, namely the Indoor Walking/Jogging Track (59.4 percent for those aged 55 and above), Senior Activity Areas (54.1 percent), and Community Lounge/Gathering Area (30.8 percent).

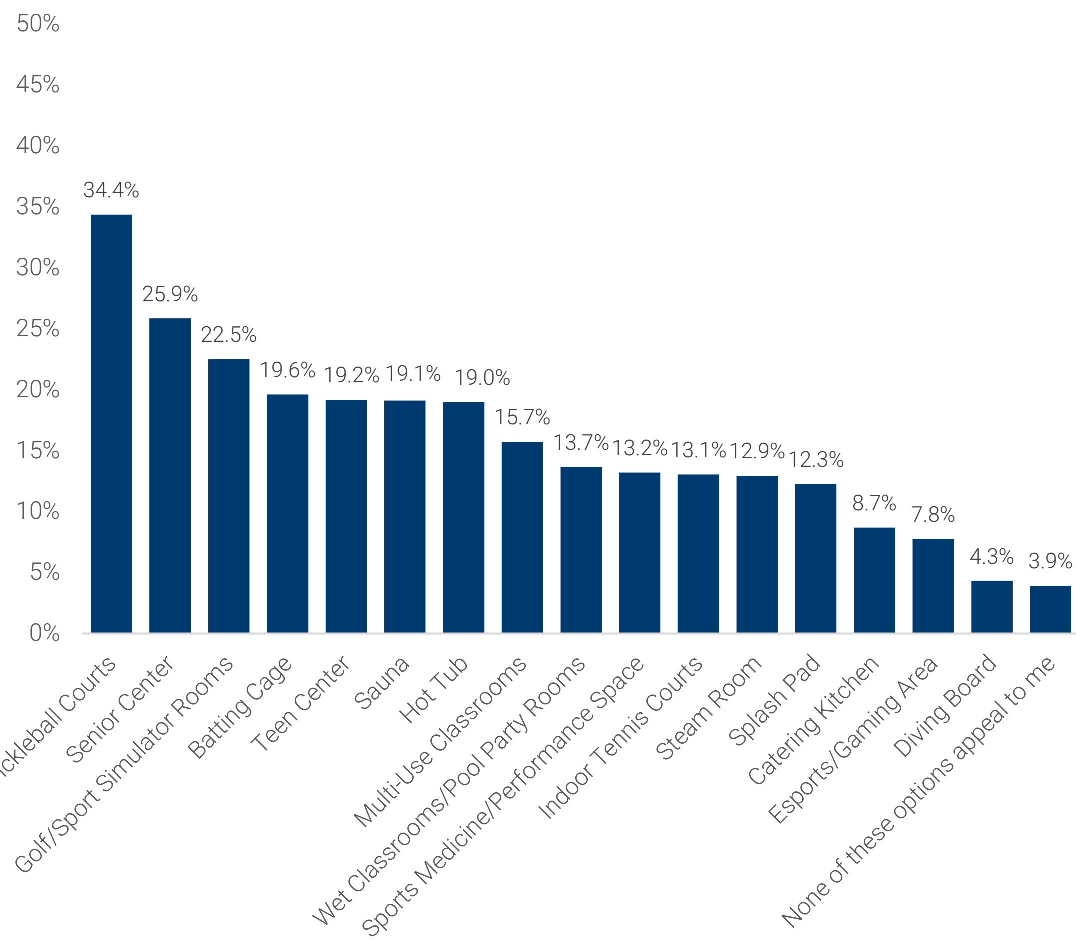
Continuing the trend, the Indoor Walking/Jogging Track continued to hold great favor across all demographic groups. Among those aged Under 1eight to 34, it secured an average top three placement rate of 36.1 percent. Young adults also exhibited significant affinity for the Climbing/Bouldering Wall, with 36.6 percent of individuals aged 18-44 including it in their top three preferences.

Source: CSL community survey, 2023.

Tier 3 Amenity Appeal

Finally, respondents were asked to select four lower cost, Tier 3 amenities that were most important to them. Amenities that exhibit the highest levels of appeal encompass Indoor Pickleball Courts (34.4 percent), Senior Center (25.9 percent), and Golf/Sport Simulator Rooms (22.5 percent). The subsequent set of four amenities, namely Batting Cage (19.6 percent), Teen Center (19.2 percent), Sauna (19.1 percent), and Hot Tub (19.0 percent), garnered relatively similar scores. In contrast, Catering Kitchen (8.7 percent), Esports/Gaming Area (7.8 percent), and Diving Board (4.3 percent) received relatively lower top fouir rankings within this tier. Notably, Tier 3 amenities exhibited the lowest level of complete disinterest, with only 3.9 percent of respondents indicating a lack of appeal for any of these amenities.

Tier 3 Amenities Desired %



The Senior Center emerged as the most favored amenity among mature demographics, with 56.6 percent of adults over 55 ranking it within their top three preferences and 67.9 percent of adults over 75 showing similar preference. Indoor Pickleball Courts and Multi-Use Classrooms also received notable support from older age groups, with 42.9 and 25.1 percent of adults over 55 placing them within their top three preferences, respectively.

Among younger demographics, the top-rated Tier 3 amenities include the Batting Cage, Sauna, and Golf/Sport Simulator Rooms. The Under 18 demographic scored the Batting Cage as the most important amenity on average, with 35.7 percent ranking it within their top four preferences.

The data suggest that a Sauna is also an important amenity, with its appeal extending across age groups. Particularly notable is its average rating of 26.5 percent among individuals aged under 34. Furthermore, the Golf/Sport Simulator Rooms scored highly among those aged 1eight to 44, with an average top three rating of 25.8 percent.

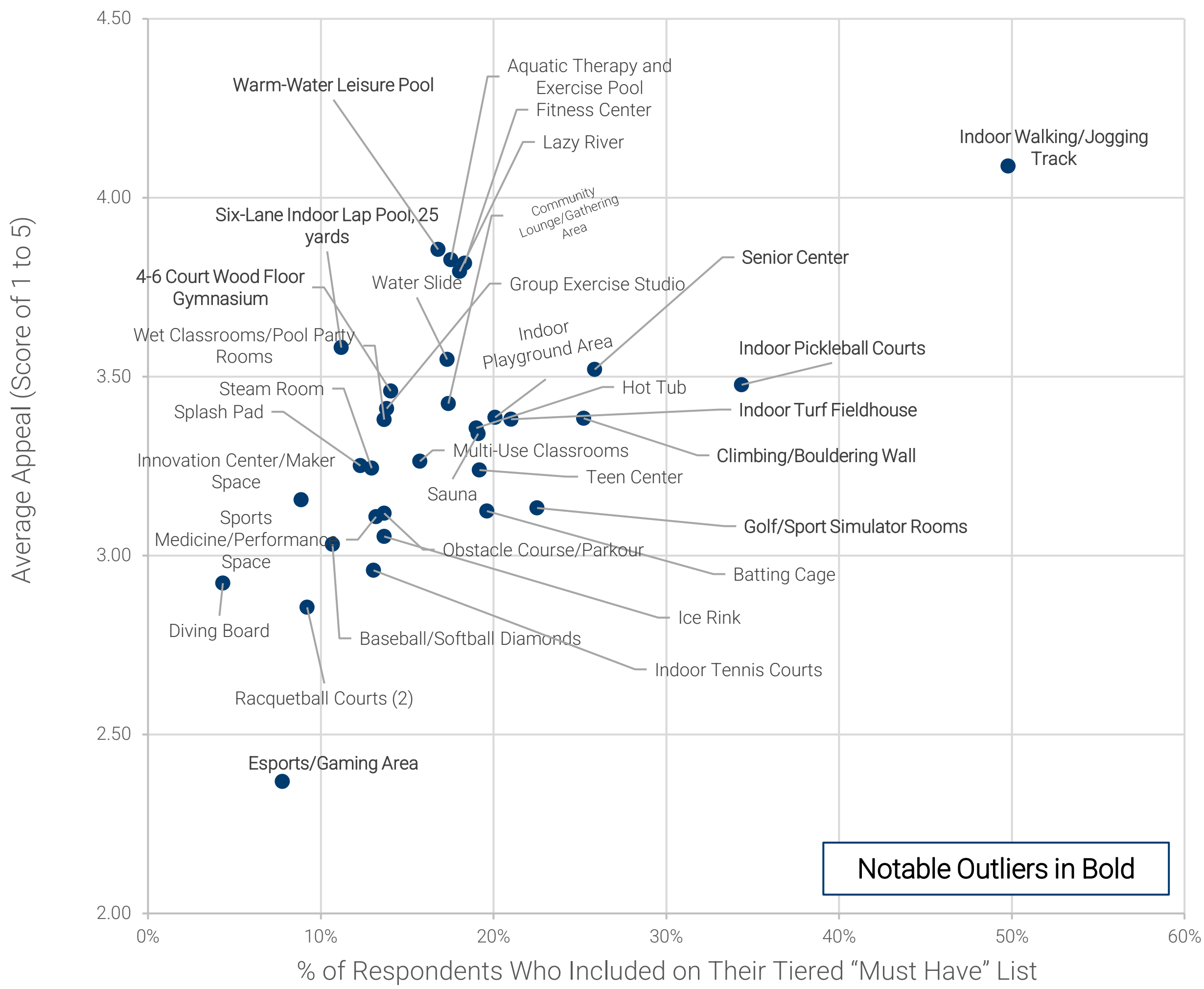
Source: CSL community survey, 2023.

Interest vs. Importance

To further evaluate which amenities would be most important and beneficial to the Cedar Rapids community as part of a potential Dual Use Facility development, CSL conducted a cross-analysis of the previously presented "appeal" and "importance by tier" responses, aiming to highlight both concurrences and disparities in amenity scoring. This insightful analysis revealed variances between the degree of appeal certain amenities amassed and the actual importance attributed by respondents.

Of particular note, the Indoor Walking/Jogging Track emerged as the most appealing and important amenity (4.08 appeal, 49.8 inclusion in "must have"). In parallel, the Senior Center concept scored well in terms of both metrics (3.52, 25.9 percent).

General Amenity Appeal vs. 'Must Have' Comparison Matrix



Prominent among the observations are certain amenities that garnered notably high appeal scores yet registered comparatively lower levels of perceived importance. These include the 4-6 Court Wood Floor Gymnasium (3.46, 14.0), Six-Lane Indoor Lap Pool (3.58, 11.2 percent), and Warm Water Leisure Pool (3.86, 16.8 percent). Although these amenities garnered significant initial interest among respondents, they were generally considered less important when weighed against other alternatives.

Conversely, a distinct set of amenities had elevated importance ratings relative to their interest ratings. This group encompasses Indoor Pickleball Courts (3.48, 34.4 percent), Indoor Turf Fieldhouse (3.38, 21.0 percent), Climbing/Bouldering Wall (3.38, 25.2 percent), and Golf/Sport Simulator Rooms (3.13, 22.5 percent).

Source: CSL community survey, 2023.

5 COMMUNITY SURVEY

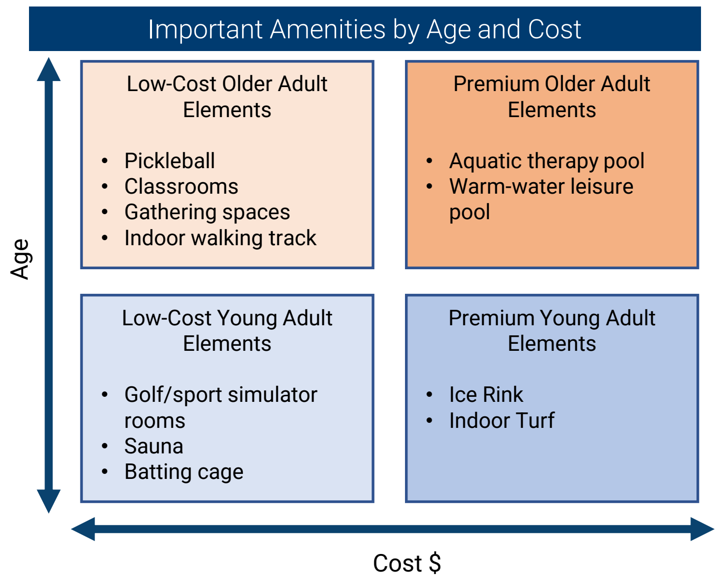
Key Takeaways and Implications for a Potential Dual Use Facility in Cedar Rapids

Demographic Insights: The survey received responses from a diverse range of age groups, indicating strong participation from residents across various demographics. Income levels and ethnicity played influential roles in shaping responses, offering insights into the preferences and needs of different socio-economic segments within Cedar Rapids.

Perception of Existing Facilities: Respondents expressed varied perceptions regarding the adequacy of existing sports and recreation facilities. There is substantial demand for new indoor sports facilities, and current offerings for older adults and youth sports programming may be insufficient. Targeted improvements or an intergenerational facility could address these gaps and enhance community engagement.

Activity Participation: Indoor walking/running and basketball were the most frequently engaged-in activities, while youth participation was notable in indoor off-season training and volleyball. Certain activities, such as dance, gymnastics, and esports, had lower participation rates but reflected industry trends.

Amenity Appeal: Indoor Walking/Jogging Track emerged as a highly appealing amenity across all age groups, particularly among mature demographics. Fitness Center, Senior Center, and Community Lounge/Gathering Area were also well-regarded. Preferences for specific amenities varied among age groups, highlighting the need for a balanced approach to facility offerings.



Tiered Amenity Importance: Respondents indicated that the Indoor Turf Fieldhouse is the most important Tier 1 (most costly) amenity. Highly rated Tier 2 amenities (medium costs) favored the Indoor Walking/Jogging Track, Climbing/Bouldering Wall, Senior Activity Areas, and Indoor Playground Area. Important Tier 3 amenities with lower investment requirements included Indoor Pickleball Courts, Senior Center, and Golf/Sport Simulator Rooms.

Balancing with Sports Tourism: As noted within the previous Comparable Facilities Chapter, many sports tourism facilities throughout the country prioritize the attraction of non-local sports tournaments first and foremost and then backfill available calendar dates (particularly during the week) with local programming. However, interviewed stakeholder input and Community Survey findings highlight a need for a Dual Use Facility to include an emphasis on accommodating its resident base. Considering this, a sports tourism facility with a high concentration of sports surfaces (i.e., basketball courts, indoor turf fields, etc.), should also at least include some of the low-cost amenities highlighted in the graphic above. Future planning efforts for a potential Dual Use Facility should prioritize spaces for pickleball, classrooms, gathering spaces, an indoor walking track, golf/sport simulator rooms, sauna, and batting cages. In addition, it will be important to design a facility that mitigates interference between sports tournaments and local programs or members using amenities at a potential Cedar Rapids Dual Use Facility.

Additional Takeaways:

- The survey indicated interest and demand for new amenities, including ice rink, turf, and therapy pool, among other factors.
- There was universal interest in an indoor walking/running track, while specific amenities like pickleball, climbing wall, senior center, and golf/sport simulator rooms garnered surprising demand.
- Tiered amenity appeal showed varying preferences, with the Aquatic Therapy and Exercise Pool and Indoor Pickleball Courts gaining favor among older and younger demographics, respectively.
- Age-related trends in participation and preferences informed recommendations for an inclusive facility that caters to the diverse needs of the entire Cedar Rapids community.

These insights highlight the importance of considering a balanced range of amenities that address the diverse needs and preferences of different age groups and socio-economic segments within the Cedar Rapids community.

Source: CSL community survey, 2023.

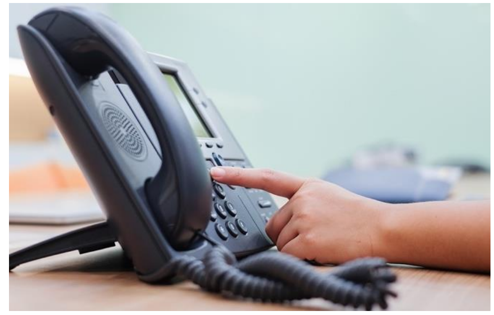
6

MARKET DEMAND & OPPORTUNITIES

6 MARKET DEMAND & OPPORTUNITIES

Overview

The potential development of a new Dual Use Facility in the Cedar Rapids area has the opportunity to better accommodate demand among Cedar Rapids area residents and provide an indoor venue capable of attracting significant sports tourism activity to the destination. Currently, Cedar Rapids offers a variety of amateur sports and recreation facilities; however, there are very few existing indoor facilities that can offer a critical mass of indoor athletic spaces capable of hosting tournaments, meets or other large competitions.



In order to provide guidance to the City of Cedar Rapids and other stakeholders, CSL completed a kick-off visit in Cedar Rapids, which included facility tours and meetings with local representatives, involving meetings with key stakeholders, management of key sports/recreation facilities, and other community leaders. Interviews during this kick-off visit yielded invaluable feedback regarding local demand for new youth and amateur sports facilities in Cedar Rapids.

While understanding demand issues associated with local groups is critical in a study of this nature, it is also important to research and analyze non-local demand sources. For nearly all state-of-the-industry amateur sports facilities, demand sources with significant non-local participants/spectators are often critical in driving facility utilization, revenues and community economic impact. Even with providing local users with priority scheduling and rates, the opportunity to attract and accommodate tournaments and meets with non-local participant and spectator composition is important to investigate.

Further, distinguishing lines between “local” and “non-local” are often not sharply delineated, as a significant portion of events will have varying degrees of local involvement (direct and indirect) in terms of event procurement and athlete/team participation by local organizations in tournaments/meets that might normally be described as “non-local”. A full picture of utilization for potential new youth and amateur facilities cannot be reached without testing both local and non-local markets.

As such, CSL conducted direct outreach to local area user group candidates and regional/national sports team, club, association and tournament organizers that could potentially use a Dual Use Facility in the Cedar Rapids area. Overall, more than 100 organizations were targeted, and 27 telephone interviews were completed with organizations representing in excess of 1,000 events and programs. These groups were contacted in order to determine their interest in a potential new Dual Use Facility in the Cedar Rapids area and the amenities and elements that would be necessary to host their programming. Specific stakeholders, user groups, facility management, and organizations contacted as part of this study process include the following:

- Adrenaline Volleyball
- Adrenaline Volleyball Academy
- All Iowa Attack
- AVBA
- Baylor Basketball
- Blaze Volleyball and Basketball
- Cedar Rapids Curling
- Cedar Rapids Soccer Association
- Collins Futsal League
- CR Surge Volleyball
- Diamond Amateur Pickleball
- Evolution Basketball
- Iowa Elite Cheerleading - Cedar Rapids
- Iowa Gym-Nest Gymnastics Club
- Iowa Lacrosse Association
- Iowa Soccer
- Metro Youth Football Association
- Mid America Youth Basketball
- National Travel Basketball Association
- Ohana Volleyball
- Oriole Volleyball Club
- Pella Hoops Club
- PrimeTime Sports
- RoughRiders Youth Hockey Club
- SE Elite Volleyball/Softball Clubs
- Starz Dance Competitions
- United Hoops

The remainder of this Chapter is segmented by the two types of surveyed user groups: a) local organizations and b) non-local organizations. We begin with a summary of findings collected from surveys of local organizations on the following page.

A) Local Group Summaries

A summary of findings collected from surveys of local organizations is presented below. Local sports groups will likely represent a significant majority of overall usage at the facility during weekdays for recreational leagues, practices, camps, clinics, and other sports activity. These groups/organizations represent multiple sports, tournaments, leagues and other amateur sports interests. Information concerning potential interest in using a new Dual Use Facility in Cedar Rapids, along with their respective participant and team base, seasonality, facility requirements and preferences, and other such characteristic are summarized below.

Cedar Rapids Parks & Recreation

Cedar Rapids Parks & Recreation (CRPR) will be a significant user and programmer of a potential Dual Use Facility in Cedar Rapids. CRPR serves as the City's primary recreation provider, representing the operations of over 4,171 acres of city-owned property. These properties include four municipal golf courses, six swimming pools, splash pads, 25 pavilions, Ushers Ferry Historic Village, Old MacDonald's Farm in Bever Park, Tuma Sports Complex, Tait Cummins Sports Complex, Noelridge Park Greenhouse, and trails. Annually, the group offers more than 1,500 sport and recreation programs and attracts over 300,000 attendees.

The group has cited a significant lack of programmable space in the Cedar Rapids area. While it operates a wide variety of facilities capable of hosting youth and amateur sports activity, many representatives indicate that they cannot accommodate new youth programs or initiate programs for adult recreation. CRPR staff is significantly interested in a potential Dual Use Facility in Cedar Rapids. Its greatest interest is in a new indoor facility that, at minimum, offers at least five hardwood basketball/volleyball courts and multi-generational amenities. A hopeful ambition of the group would be to have the potential facility include indoor turf space, outdoor fields, and a range of other sports & recreation-related amenities.

CRPR's anticipated utilization of a potential Dual Use Facility includes in-house leagues, camps, clinics, practices, and tournaments for any applicable sport related to developed sport surface types. The group strongly desires to add accessible and inclusive programming for Cedar Rapids residents and the surrounding community, as well as assist in attracting and hosting regional and national tournaments throughout the year.

CEDAR RAPIDS
PARKS & RECREATION

Iowa Gym-Nest Gymnastics Club

Iowa Gym-Nest is a gymnastics club with two locations in Coralville and Iowa City. The group hosts two annual events in Cedar Rapids at the Alliant Energy Power House. These gymnastics meets attract approximately 1,500 athletes and 3,000-5,000 spectators over three days. These athletes mainly come from the regional market and utilize Cedar Rapids hotels. The group cited a significant need for facilities capable of hosting their activity, as the Power House can be limited in its availability.

The group indicated that it would definitely utilize a facility that is capable of meeting its needs in the Cedar Rapids area. Requirements of the group include a need for approximately 60,000 square feet of open space, an efficient loading dock setup, seating for spectators, and ample hotel room inventory within a 10-minute drive. The group prefers its competition space to be contiguous, and needs sizeable parking, nearby restaurants and attractions, and hotel rooms within a walkable distance. Organization representatives also recommended a potential Dual Use Facility be located close to the Cedar Rapids regional airport and interstates. The group indicated a desire in bringing one to two meets to Cedar Rapids annually. It is required to bid to a larger organization to host these events in Cedar Rapids, but representatives predicted a quality facility in Cedar Rapids would increase its bid win rate from 50 percent to over 75 percent. These events attract participants from seven states surrounding Iowa, as well as local and regional Iowans.

IGN IOWA GYM NEST
Our nest is best!

Source: CSL Surveys, 2023.

Cedar Rapids Surge Volleyball

CR Surge Volleyball is a local volleyball club based in Cedar Rapids. The club currently operates out of Game On Sports. CR Surge has five teams, but the goal is to expand to 11 teams next year.

Club representatives believe there is a significant need for new sports facilities in Cedar Rapids. Existing facilities are mentioned to be piecemealed for tournaments, and a single facility capable of hosting a full tournament under one roof is desired. Staff indicated that the Starlings volleyball group and organizations like AAU Volleyball and JVA lack a dedicated home in Cedar Rapids. In terms of facility requirements, a minimum of 10 courts is required, though 12 courts would function better to accommodate tournaments and daily play. Additionally, a quality concession stand, physical therapy services, offices, and indoor space for softball and soccer are desired. Surge officials also recommended the inclusion of senior programming and a welcoming atmosphere for all age groups.

The group cited that they would definitely use a Cedar Rapids facility capable of meeting their needs. CR Surge Volleyball primarily hosts tournaments, with approximately two tournaments per month during the January to April period. The cost-effectiveness of a facility is crucial, and current rates at their existing location are around $195 per hour for four courts. Larger tournaments (approximately 60-96 teams) can attract up to 200-300 room nights, while smaller ones (approximately 16 teams) require 20-40 hotel rooms. Regarding the best location for a Cedar Rapids facility, Harding is mentioned as a favorable area, while downtown would be challenging but desirable if space allows. Underserved groups and sports that should be addressed include JVA, AAU, Boys n Girls Club, nonprofits, and community groups. The group expects to help attract three to four significantly sized volleyball tournaments to a Cedar Rapids facility annually, if it offers 10-12 courts.

CR Surge Volleyball believes in the importance of an all-encompassing facility that serves various sports, activities, and programming. The group cited belief that indoor turf space is greatly desired by soccer, baseball, and softball. The group also mentioned that gaining trust from the community is imperative to the success of the facility and project.

Metro Youth Football Association

Metro Youth Football, led by President Tyrone Schwieger, is a local organization in Cedar Rapids that offers tackle, flag, and 7-on-7 football programs to the community. It has over 2,700 youth participants. The organization operates on the northeast side of Cedar Rapids. Currently, they have three lighted football fields, but they face challenges in accommodating larger groups, such as hosting camps or providing indoor facilities year-round.

The group cited that Cedar Rapids lacks adequate space to accommodate 200-300 kids for camps, tournaments and other activities. Indoor facilities are particularly desired and having access to indoor turf (at least two fields preferred) would greatly enhance their programs. Group representatives suggest including basketball courts, batting cages, and other sports amenities in a Cedar Rapids facility. A training facility and lounge areas are also mentioned as valuable additions. Metro Youth Football aims to be a year-round organization, offering camps, leagues, and tournaments. Expanding their offerings would provide more opportunities for various skill levels and help attract participants from within and outside the local area. In terms of tournaments, the organization has already hosted a successful 7-on-7 tournament with 47 teams, and an indoor facility would facilitate the organization of such tournaments in the future.

Location-wise, proximity to hotels is considered important, and the possibility of being close to a waterpark or entertainment amenity is appealing. Metro Youth Football acknowledges the need to create a welcoming facility for underserved communities and emphasizes the importance of accessibility and inclusivity. While the organization has participated in some tournaments, the level of involvement fluctuates, and a more dedicated facility could enable them to be more consistent in organizing and hosting tournaments. The group highlights the need for proper leadership and a guiding board to ensure effective management and execution of the facility. Metro Youth Football would definitely utilize a new facility and believes that the Cedar Rapids community is greatly capable of supporting it.

Source: CSL Surveys, 2023.

Cedar Rapids Curling

Cedar Rapids Curling is a local curling club with 75 active members. The group currently plays at ImOn Ice and is limited to a single time spot on Tuesdays at 6:30pm. Club staff indicated they are nearly maxed out in growth due to not having a dedicated curling facility and increased ice access. The group and sport of curling greatly highlight an inclusive atmosphere that is welcoming to all person types. It is also one of the only sports that is accessible enough for disabled persons that wheelchair-bound people can effectively compete against those who are not physically disabled. The group prides itself as able to serve multiple generations, cultures, ability types, and peoples.

Cedar Rapids Curling representatives indicated that they would definitely utilize a facility that is able to meet their needs in the Cedar Rapids area. The group would prefer ice that is dedicated to curling with four sheets (lanes). Additional facility requirements of the group include a warm area with spectator windows to watch play, food and beverage options that include alcohol options, and a community space with a welcoming and 'homelike' atmosphere.

The group indicated that in its first year of having access to a dedicated facility would help them grow the organization to more than double the members and greatly improve its ability to host tournaments. It expects that this membership growth would approximate an increase of over 500 percent over five years. The group currently hosts one tournament annually that generates 80 hotel room nights and $82,000 in direct economic impact. Its league play attracts players from 30 to 60 miles away. Members of the group indicate they commonly travel four to six hours in a car to attend curling tournaments. It expects tournament frequency and size to grow on a similar trend to that of its membership base following development of a dedicated facility. These figures are estimated to include four to five annual tournaments, 400 rooms nights per tournament, and $400,000 economic impact per tournament. The group also highlighted that comparable curling spaces are often utilized for corporate events, private parties, community programming, and a range of ancillary activity.

Source: CSL Surveys, 2023.

B) Non-Local Group Summaries

The following presents a discussion of the demand for youth/amateur sports facilities in the Cedar Rapids area by facility type, based on conversations with national/regional tournament producers.

Indoor Court Facilities

Basketball

The demand for indoor basketball court facilities in Cedar Rapids is identified as moderate, with a demand index of three out of five. The data suggests that the City would benefit from having six to eight courts to meet the current demand. Demand generators, including tournaments and events, would likely use the facility for approximately 15 to 25 weekends per year. For basketball tournaments, a six-court facility could attract around 1,200 players, while a ten-court facility could accommodate up to 2,000 players over a two-day event. Additionally, an average of two spectators accompany each player, indicating a potential to attract 2,400 to 4,000 attendees per tournament and generate 10,000 or more room nights annually. With focused marketing efforts, the facility could draw significant attention and become a hub for regionally-oriented basketball events.

Facility requirements for basketball include a minimum of four (4) hardwood courts to support tournament activity, but it is recommended to have eight (8) courts to accommodate a significant portion of the market. A mezzanine seating area for spectators would help maintain a positive atmosphere during games by lowering the number of spectators near the sidelines. Family entertainment options and esports/gaming areas could enhance the visitor experience and generate additional revenue. High-quality food and beverage offerings are now considered essential for such facilities and groups. Specific demand generators include Mid America Youth Basketball, expressing interest in utilizing a Cedar Rapids facility for tournaments throughout most of the year. PrimeTime Sports, known for its presence in Texas, has also shown interest in expanding to centralized Midwest markets like Cedar Rapids.

Basketball

Demand Index
3/5
moderate

Required Courts
6-8

Attendance
1,200-2,000
players for a two-day tournament

Volleyball

The demand for indoor volleyball court facilities in Cedar Rapids is somewhat significant, with a demand index of four out of five. To meet the identified demand, the Dual Use Facility should have space for eight to 12 courts, which would be approximately four to six basketball courts in terms of size. Volleyball tournaments and league play could potentially utilize the facility nearly 30 weekends per year. Furthermore, the presence of such facilities could support the development of a new volleyball club(s) in Cedar Rapids. Organizers have expressed the need for nearby facilities capable of hosting tournaments throughout Iowa, and a well-equipped indoor court complex could fill this gap.

For volleyball facilities, eight to 12 courts are required to accommodate the majority of tournaments, while larger events would necessitate around 16 courts. Each court should have a minimum of around 50 seats, and automatic swing-down nets are recommended for turnkey usability. A concession stand offering healthy options would enhance the experience for players and spectators. Wooden volleyball courts are preferred over sport court surfaces. To cater to larger tournaments, the City would need around 200 to 300 nearby hotel rooms, and approximately 600 rooms if seeking to host the largest events. With proper facilities and amenities, Cedar Rapids has the potential to become a sought-after destination for volleyball tournaments and events throughout the region.

Volleyball

Demand Index
4/5
Somewhat Significant

Required Courts
8-12

Required Hotel Rooms
200-600

Source: CSL Surveys, 2023.

Indoor Turf Facilities

Soccer, Baseball, Softball, Football, Lacrosse

The demand for indoor turf facilities among various sports in Cedar Rapids is identified as significant, with a demand index of five out of five. Local and regional soccer, baseball, softball, football, and lacrosse groups show considerable interest in having access to indoor turf spaces. The facility would be frequently utilized for off-season league play, training sessions, and some tournaments.

For indoor turf sports, one to two fields with 20,000 to 40,000 playable square feet of turf are recommended. In addition to the indoor fields, one to four outdoor fields that would be near the Dual Use Facility for soccer, football, and lacrosse are suggested. There is also some demand for one to four outdoor softball/baseball fields near the Facility. The potential Facility's fields should include as many sport markings as possible, using different colors to accommodate the various sport types. Batting cages would be valuable for baseball and softball training. The inclusion of a fitness center and sports medicine facilities is also recommended to cater to athletes' needs. Regarding potential outdoor fields, turf is preferred over grass due to its durability and low maintenance requirements.

Specific opportunities for demand generators include:

- The Cedar Rapids Soccer Association, foreseeing regular use of a full-sized, indoor field on weekdays and weekends during the late fall through early spring months.
- Iowa Soccer's interest in hosting one or more indoor tournaments per year, with 16 to 24 teams per tournament.
- The Iowa Lacrosse Association's frequent utilization of an indoor space for league play and small tournaments.
- The Collins Futsal League's plan to utilize the facility twice a week for casual play (would also use indoor court facilities).
- The Metro Youth Football Association's intention to use the indoor facility during fall, spring, and winter for camps, clinics, leagues, tournaments, and other events.
- The emerging concept of 7-on-7 football tournaments, which could fill the calendar during weekdays and off-seasons.
- Considering national trends, the potential to host high school and collegiate practices, as well as cheer and dance events.

Demand Index
5/5
significant

Required Fields
1-2 fields or
20,000 to 40,000
square feet

Additional Requirements
sub-divisibility
batting cages
fitness center

Source: CSL Surveys, 2023.

Indoor Ice Sheet Facilities

Hockey and Curling

The demand for indoor ice sheet facilities among ice sport organizers in Cedar Rapids is somewhat significant, with a demand index of four out of five. While there is substantial interest from ice sport organizers to utilize a potential facility in Cedar Rapids, there are relatively fewer of such facilities in the region compared to other sports.

Specific planners expressed year-round interest in utilizing a Cedar Rapids facility. The data suggests that four hockey tournaments and four curling tournaments would be expected to be held at a new facility annually. For hockey tournaments at a two-rink facility, an average of 18 teams, 300 players, and 900 spectators would be attracted. In contrast, curling tournaments at a four-lane facility would draw 250 players and 500 spectators, with 90 percent of the players being non-local. The potential for weekday play with high school teams and curling programs further enhances the utilization prospects.

The facility requirements for indoor ice sheet facilities include two ice rinks and four curling sheets, with a preference for dedicated curling ice. Warming areas, locker rooms, and a fitness center are essential amenities. A seating capacity of 1,000 on the main rink is recommended. Ice sport organizers also show a preference for alcohol service, entertainment amenities, and concessions. It should be noted that the ImOn Ice Arena in Cedar Rapids already offers two ice sheets and could be renovated/expanded to address sports organizer demand.

Notably, curling facilities are scarce in the surrounding region, resulting in players having to drive over six hours for tournaments. As a sport known for its inclusivity, curling effectively accommodates players of different ages and abilities, making it attractive to a wide audience. Ice sport organizers expect entertainment amenities without significant increases in rental rates. Additionally, a strong preference is shown for an attached restaurant, social space, and bar by curling groups.

Specific demand generators include planners anticipating that an ice facility would significantly boost the growth of their organizations in the initial years, with curling groups anticipating over 500 percent growth in the first five years. CR Curling emphasizes that minimal competitive facilities in the region would substantially benefit a Cedar Rapids facility's market capture for curling activity. Furthermore, the CR RoughRiders and CR high school teams have expressed interest in utilizing a Cedar Rapids facility for practices, games, camps, clinics, and tournaments.

Overall, the data indicate a somewhat significant demand for indoor ice sheet facilities among ice sport organizers in Cedar Rapids. Providing two ice rinks and four curling sheets, along with the preferred amenities, has the potential to attract a wide range of ice sports events and activities. It should be noted that while demand is sizable for these groups, ice sheet facilities are considerably more expensive to run than those of indoor court or turf facilities. Ice sport competitive events also typically attract a lower number of players, teams and spectators than that of indoor court facilities, resulting in lower economic impact, overall. Potential new ice sport organizers and current users of the ImOn Ice Arena would also be satisfied by an expansion/renovation of that arena instead of a separate, new facility. The Arena already offers two ice sheets and could be a more active location for ice-related competition and activity if ice sheets were added. This option would service the needs of potential competition organizers, while greatly decreasing operational and capital costs associated with an entirely new ice facility development.

CSL recommends consideration of these factors in the decision-making process for developing indoor ice sheet facilities in Cedar Rapids.

Demand Index
4/5
somewhat significant

Required Ice Sheets
1-2 ice sheets
4 curling-dedicated lanes (preferred)

Attendance
300 hockey players
900 hockey spectators
250 curling players
500 curling spectators

Additional Requirements
social space
food / beverage

Source: CSL Surveys, 2023.

Other Facility Users

Dance, Cheer, Gymnastics, Swimming, Pickleball, etc.

The demand for indoor facilities among various other sports in Cedar Rapids is limited to moderate, with a demand index of two out of five. Minimal interest is indicated by dance and cheer organizers; these groups can generally host meets and competitions in convention, conference, or ballroom spaces. On the other hand, there is a strong interest in having a Cedar Rapids facility from local and regional gymnastics organizations. For swimming, there is a moderate opportunity for non-local activity, though the number of events from this sector would be relatively limited. For pickleball, there exists limited, yet increasing, demand for regional and national-scale tournaments due to the emergent nature of the sport.

To accommodate the needs of other sports, the facility requirements include approximately 60,000 square feet of flat floor space, equivalent to around six to seven basketball courts, with a ceiling height of 25 feet. Such space would generally accommodate all meets and competitions for dance, cheer, and gymnastics. Swimming organizers cited a need for a 25-yard pool with at least six lanes. An efficient and accessible loading dock is also essential to facilitate easy load-in and load-out for third-party equipment companies. Ample nearby hotel inventory, along with quality restaurants and attractions, is vital to ensure a favorable visitor experience.

Specific opportunities for demand generators are as follows:

- Iowa Elite Cheerleading prefers facilities more focused on cheer than a potential new Cedar Rapids facility would likely offer.
- Iowa Gym-Nest Gymnastics expresses a strong desire for a large space to host regional and state championship meets.
- Facility-produced pickleball programming for aging populations and the local community can supplement activity during slow periods, attracting participants to the facility.
    - These groups generally spend little and do not attract significant non-local participation.
- Local high schools highly desire a new pool, indicating potential demand for weekday evening practice/training and weekend competition activity. However, limited out-of-market demand (i.e., major competitions organized by private clubs or USA Swimming) is identified for the pool.

Demand Index
2/5
limited to moderate

Required Space
~60,000 square feet
25' ceiling height
25-meter pool with
6 lanes

Notes
Negative interest from
-cheer
-dance

Positive interest from
-gymnastics
-local swimming
-local pickleball

Source: CSL Surveys, 2023.

Market Demand Conclusions

Basketball: The demand for indoor basketball facilities in Cedar Rapids is moderate, with a need for six to eight courts to meet the current demand. With focused marketing efforts, the facility could attract significant attention and become a hub for regionally-oriented basketball events.

Volleyball: The demand for indoor volleyball facilities in Cedar Rapids is somewhat significant, with eight to 12 courts needed to accommodate the majority of tournaments. Proper facilities and amenities have the potential to make Cedar Rapids a sought-after destination for volleyball events in the region.

Indoor Turf Sports: There is a significant demand for indoor turf facilities among various sports in Cedar Rapids. Interviewed organizers recommended the inclusion of one to two indoor fields (20,000 to 40,000 square feet) at a potential Dual Use Facility. Such a facility can cater to the needs of soccer, baseball, softball, football, and lacrosse groups, making it a potential thriving hub for sports activities and tournaments.

Indoor Ice Sheet Facilities: The demand for indoor ice sheet facilities among ice sport organizers is somewhat significant. Providing two ice rinks and four curling sheets, along with preferred amenities, can attract a wide range of ice sports events and activities, though the cost/benefit proposition associated with ice facilities is limited relative to hard court and indoor turf facilities.

Other Sports: The demand for indoor facilities among various other sports in Cedar Rapids is limited to moderate. While dance and cheer organizers can generally host meets in other spaces, there is a strong interest from local and regional gymnastics organizations. Swimming and pickleball also show moderate demand, while aquatics indicate minimal potential to create new events.

	Present Ability of Existing Cedar Rapids Facilities to Accommodate Demand												
	Limited									Strong	Supply Factor	Demand Factor	Need Index
	1	2	3	4	5	6	7	8	9	10			
Indoor Youth & Amateur Sports													
Aquatics	■	■	■	■	■	■	■				7	4	0.6
Basketball	■	■	■	■	■	■					6	7	1.2
Cheer / Dance	■	■	■	■	■	■	■	■	■		8	3	0.4
Gymnastics	■	■	■	■	■	■					6	6	1.0
Hockey / Curling	■	■	■	■	■						5	6	1.2
Indoor Soccer	■	■	■	■	■	■					6	8	1.3
Indoor Baseball / Softball	■	■	■	■	■						5	8	1.6
Pickleball	■	■	■	■	■	■					6	7	1.2
Volleyball	■	■	■	■	■						5	9	1.8

Overall: Based on the need index data deliberated by CSL, the demand for basketball, indoor soccer, volleyball, indoor baseball/softball, pickleball, and ice sports (hockey/curling) is higher than the current ability of existing facilities to accommodate demand. These sports have a need index above one, indicating the potential for new facilities to be successful. Meanwhile, aquatics, cheer/dance, and gymnastics have a lower need index, suggesting less immediate demand for additional indoor facilities in these areas.

Source: CSL Surveys, 2023.

7

PROGRAM & BUSINESS MODEL

Facility Concept & Program

The purpose of this section is to build off the market demand research, analysis and conclusions related to a potential new Dual Use Facility in Cedar Rapids to identify and define a strategy of new/improved product development that would be estimated to deliver the highest return-on-investment to the sports tourism industry, while also filling important local needs. Recommendations regarding amateur sports facility development strategies, specific facility components and amenities, and other aspects are those determined to be market supportable in Cedar Rapids and are based on the results of the market analysis, including the historical, current and projected demographic and socioeconomic characteristics of the market area, an assessment of existing sports and recreation facilities in the marketplace, characteristics of comparable sports facility developments throughout the country, and discussions with potential users of a new/improved amateur sports facility product in Cedar Rapids. Specifically, the following facility concepts and elements represent recommended priorities concerning product development and enhancement in Cedar Rapids:

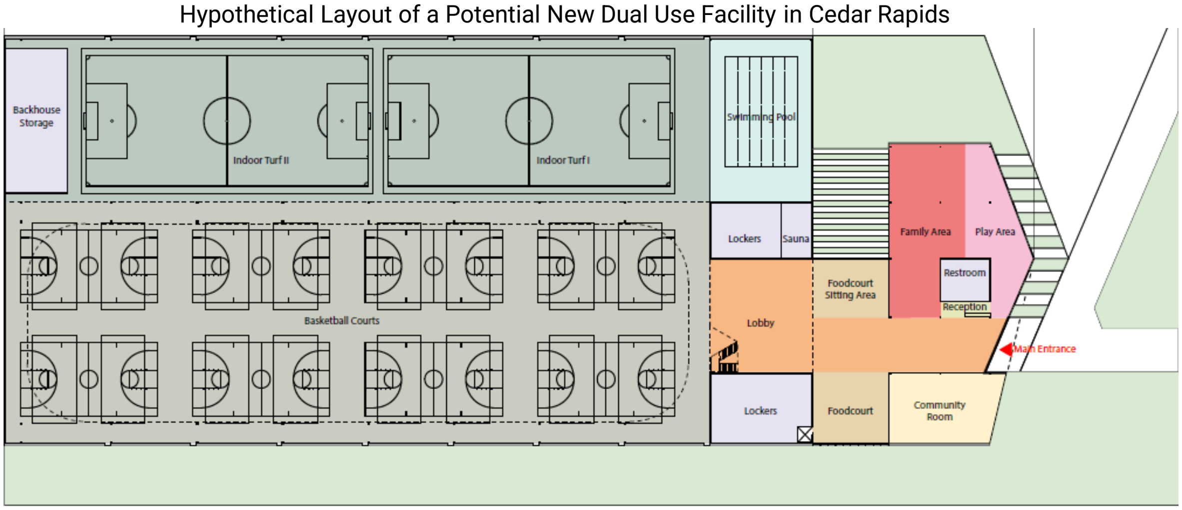
Market Supportable Development Options for Dual Use Facility in Cedar Rapids

	OPTION A INDOOR SPORTS FACILITY (HARDWOOD COURTS + TURF)	OPTION B INDOOR SPORTS FACILITY (HARDWOOD COURTS + TURF + POOL)
Concept:	8 full-sized basketball courts (95' x 50' alleys) or 16 full-sized volleyball courts (60' x 30' alleys) 1 regulation-size indoor turf field (20,000 square feet)	8 full-sized basketball courts (95' x 50' alleys) or 16 full-sized volleyball courts (60' x 30' alleys) **2 regulation-size indoor turf fields** **(40,000 square feet)** **25-yard, six-lane indoor pool**
Facility Size:	~125,000 gross square feet	~160,000 gross square feet
Parking:	~950 spaces	~1,200 spaces
Site Size:	Minimum of 10 acres	Minimum of 10 acres
Characteristics:	Minimum 35-foot ceiling height. Dropdown nets to separate courts. Bleachers, scoreboards, athletic equipment. Locker/team rooms and party rooms. Fitness/wellness spaces and equipment. Walking track. Community gathering space. Play areas. Food court / café. Family entertainment - climbing/game areas Performance/training center.	Minimum 35-foot ceiling height. Dropdown nets to separate courts. Bleachers, scoreboards, athletic equipment. Locker/team rooms and party rooms. Fitness/wellness spaces and equipment. Walking track. Community gathering space. Play areas. Food court / café. Family entertainment - climbing/game areas Performance/training center. **Sauna**

Note: Amenities unique to Option B are **bolded** above.

The items are listed in order of suggested priority, with the strongest opportunity to both attract sports tourism and accommodate unmet market demand within Cedar Rapids. The illustration below presents a hypothetical program layout for such a product consistent with modern industry products located throughout the country.

Hypothetical Layout of a Potential New Dual Use Facility in Cedar Rapids



Source: OPN Architects, 2023.

Construction Costs (order-of-magnitude)

A preliminary analysis was conducted associated with order-of-magnitude hard and soft construction costs pursuant to the two supportable development scenarios presented previously. Site costs (acquisition and preparation) have not been included as no specific location has been assumed for any of the potential development scenarios. Construction costs tend to vary widely among comparable 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 any scenario ultimately pursued.

Based on an assumed hard construction cost of $300 per gross square foot, order-of-magnitude hard construction costs for Option A could approximate $37.5 million. Assuming soft costs (not including site acquisition) of approximately $11.3 million, total order-of-magnitude hard and soft construction costs associated with a new Cedar Rapids Dual Use Facility could approximate $48.8 million. Considering the relatively higher per square foot construction costs to develop a pool, a hard construction cost of $315 has been assumed for Option B. Under this scenario, a 160,000 square foot facility is estimated to cost $50.4 million to construction. Combined with soft costs, the project is estimated to total $65.5 million.

In summary, the estimated development costs (hard plus soft costs, excluding site acquisition) for Option A and Option B are as follows:

- Option A (8 basketball courts, 20,000 sf indoor turf, and community amenities) = **$48.8 million**
- Option B (8 basketball courts, 40,000 sf indoor turf, 25-yard pool, and community amenities) = **$65.5 million**

Note that Option B includes a 25-yard pool. Should a 50-meter pool capable of hosting Olympic competitions be preferred, the cost of the project would likely increase by between $15.0 million and $25.0 million (a 50-meter pool with deck space and spectator capacity required for major competitions would likely cost between $25.0 million and $35.0 million), resulting in a total project cost range of between $80.5 million and $90.5 million. These figures are highly preliminary, therefore more detailed cost estimates should be prepared if discussions regarding the development of a 50-meter pool further advance.

Governance & Oversight Model

The purpose of this section is to evaluate and provide recommendations concerning governance for a potential Dual Use Facility in Cedar Rapids. Governance includes both facility/complex ownership, as well as management/operating structure and approach with regard to booking/scheduling/discounting policies and rates.

The following presents a summary of typical industry model groupings relating to owner/operator models utilized in the amateur sports and recreation center facility industries:

PUBLIC MODEL:
Under the public model, the land and facility are owned and operated by a public entity, such as a municipal government's parks and recreation department (i.e., City or County). Typically, the primary goal is to first and foremost provide access to residents of the municipality. Facilities that operate under this model generally attract the greatest percentage of local participation and attendance. Publicly-operated facilities are typically funded through the municipal government owner's general fund and/or other dedicated public sector funding sources. Additionally, these facilities typically rely on an annual financial operating subsidy provided by the public sector owner.

PRIVATE MODEL:
Under the private model, both the land and the complex are privately-owned, developed, maintained and operated. Facilities under this model tend to be more specialized and cater to a narrower segment of the marketplace. This operational model is designed for profit, with pricing and booking strategies that often limit interest and use by most local community and neighborhood leagues and tournaments. The funding for such facilities usually comes from private equity and revenue generated through programmed tournaments, training, camps and league play.

PUBLIC/PRIVATE MODEL:
Under the public/private model, the land, and often the facility as well, are typically owned by a public entity and leased or contracted to a third-party private entity responsible for operating and maintaining the complex. The goals and objectives of this model can vary widely in examples throughout the country; however, many attempt to balance objectives of (1) economic impact generation, (2) local community use opportunities, and (3) operational self-sufficiency. Under an industry best practices approach, these issues are negotiated and agreed upon by the parties in advance and appropriate booking, pricing, and operational guidance are determined within the ultimate lease/management agreement. Similar to the private model, many facilities under this model tend to be more specialized and cater to a narrower segment of the marketplace than the public model or the public/non-profit model. Some facilities under this model are operationally self-sufficient and do not require annual subsidy or external funding support, while some still require annual financial operating support by the public sector facility owner.

PUBLIC/NON-PROFIT MODEL:
Under the public/non-profit model, the land and facility are generally owned by a public entity and the complex is leased and operated by a 501(c)3 non-profit. The non-profit operator often utilizes relationships with local sports organizations to generate strategic partnerships, serving to share operating/maintenance responsibilities and expand revenue-generating and use opportunities. The non-profit entity typically gives first priority to its partnerships, with public use given a secondary priority. This model generally serves more of a public utility than that of a Public/Private model and relies on public funding, as well as the access that non-profit organizations have to a number of applicable grant programs that can either contribute to the construction of the complex or offset operating expenses.

Given the proposed Dual Use Facility's expected physical and operational characteristics, it is believed that the appropriate governance and oversight model for the complex would be a hybrid public/private model that could involve co-management of the facility by City Parks and Recreation and a private entity. This would involve public ownership via the City of Cedar Rapids, tournament bookings handled by a private third party, community facility management and local bookings handled by Parks and Recreation, and overall governance provided by an Oversight Board. Through coordination and collaboration with the City government, management team, tenant groups, and other local area facilities, the Oversight Board would be responsible for the Dual Use Facility's schedule and use calendar, as well as its rates and discounting policies. This type of structure could work to ensure equitable scheduling and rates, as well as mitigating cannibalization of local user group activity at existing local sports facilities. This would allow for appropriate scaling should the Dual Use Facility represent one of several phases of development of a larger sports complex destination. An overview detail relative to this model is outlined on the following page.

7 PROGRAM, SITE & BUSINESS MODEL

The information below corresponds to the suggested model for a potential new Cedar Rapids Dual Use Facility.

FACILITY OWNER

The facility owner (assumed to be the City of Cedar Rapids) outlines facility policies informed by aims and goals for the facility. To refine these policies and ensure that they are being implemented by the management team, the City would establish an Oversight Board populated by appointed facility and community stakeholders.

OVERSIGHT BOARD

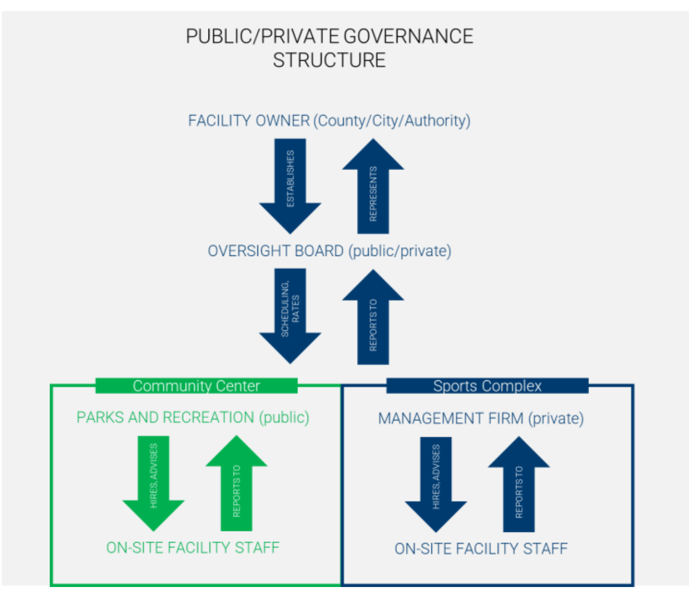
The Oversight Board, a handful of appointed individuals with facility and community ties, has de facto control of the schedule and use calendar for the Dual Use Facility (or greater campus), as well as rates and discounting. The Oversight Board would initially work with the City and the selected management team to establish formal booking and scheduling policies, as well as policies related to rates and discounting. The Oversight Board would be best served if it included a mix of public sector and private sector members, including representatives of the County/City, the contracted private booking entity, key tenants/user groups, other existing local area athletic facilities, schools, tourism organizations, and/or other local business leaders. The Board would have an established set of bylaws and would meet monthly.

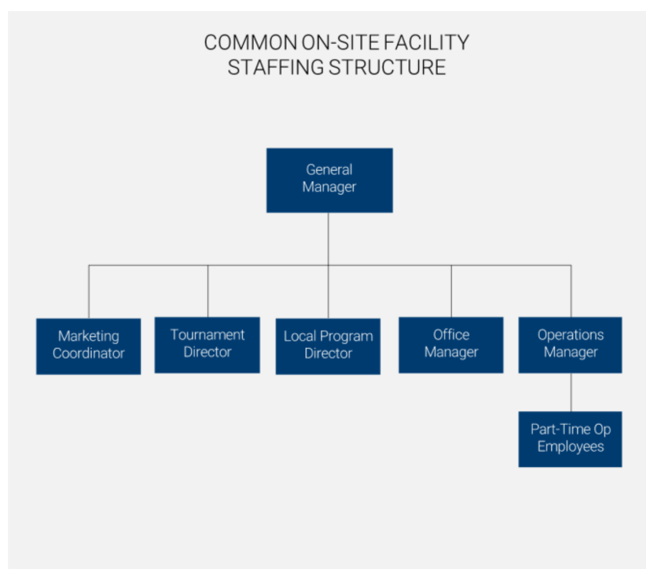
PUBLIC/PRIVATE MANAGEMENT STRUCTURE

The private management firm hired by the City would be responsible for attracting tournaments to the Facility as guided by defined County/City policies. A firm account executive on the national corporate level would directly report to the City's designee (or the Oversight Board, if it is organized with expanded responsibilities), and is responsible for hiring and overseeing staff dedicated to servicing the Facility's sports tournaments. The account executive would also act as an intermediary for support functions provided by the firm's national corporate office, including human resources, brand and marketing strategy, financial reporting and legal/risk assistance. The firm is typically compensated with a flat annual management fee, plus incentive payments for producing desired results. Incentives could be based on achieving specific revenue goals, attendance, events, room night generation or other targets. Meanwhile, City Parks and Recreation staff would be tasked with managing community amenities such as the fitness areas, multi-purpose classrooms, community gathering spaces and other amenities. The 25-yard pool included within Option B would also likely be managed by Parks and Recreation.

ON-SITE FACILITY STAFF

The facility-specific full-time staff is commonly structured as per the diagram on the right. The facility general manager serves as the on-site lead and directly reports to the private management firm's property-specific account executive, as well as the City's Parks and Recreation Department. The marketing coordinator oversees all facility marketing and sponsorship efforts, the tournament director works with third-party organizations to schedule tournaments, the local program director, a position that may best be occupied by a City Parks and Recreation employee, works with local organizations to schedule practices, league play and camps, the office manager oversees facility bookkeeping and the operations manager runs facility maintenance and food and beverage operations as well as oversees most of the part-time employees that are hired for event-specific operations. This on-site staff is responsible for operating the facility within the budget submitted by the private management firm and in coordination with Oversight Board.





Booking / Scheduling Policy

The booking and scheduling policy should emphasize the attraction and accommodation of sports tourism to the Facility's court and turf spaces as a primary priority. The Oversight Board will ensure that the policy is adhered to, would be able to vote on policy adjustments, and would provide strategic direction to facility management. The Board would have the ability to view the scheduling calendar for each of its subject facilities. Key elements of the booking and scheduling policy is recommended to include the following prioritization:

TIER ONE: NON-LOCAL TOURNAMENTS
Booking Access Beyond 12 Months

Cedar Rapids Tourism, tournament producers, and other organizations would have priority access to reserve facility space at the Dual Use Facility for tournaments, meets, competitions and other events exhibiting a proven track-record of generating a minimum threshold of hotel room nights and new economic spending in Cedar Rapids. In addition, first-time events with the strong potential of generating a minimum threshold of room nights and economic spending would also receive priority consideration.

TIER TWO: LOCAL TOURNAMENTS & MAJOR EVENTS
Booking Access Within 12 Months

Local leagues, camps, clinics, and other organizations would have access to reserve facility space at the Dual Use Facility for tournaments, meets, competitions and other events for local/league activity that do not meet a minimum threshold for hotel room nights (e.g., year-end tournaments by local leagues, tournaments/meets that generate revenue for league activity, competitions that generate somewhat less than the minimum threshold to book earlier, etc.). While tentative booking could be made at any time, licensed booking would not be allowed until 12 months before the tournament/meet start. Tier One events that meet hotel room night and economic spending thresholds would receive priority over tentative bookings.

TIER THREE: LOCAL USE
Booking Access Within 3 Months

Local leagues (in-house or third-party) or other organizations could reserve facility space at the Dual Use Facility for games, camps, clinics or other non-practice events up to three months out from the desired dates and/or start of their respective season(s). As with Tier Two, tentative bookings within Tier Three can be made at any time, but are subject to rescheduling or termination to accommodate a conflicting Tier One or Two booking until a period of three months prior to the requested date.

Funding & Partnership Options

For comparable amateur sports facility and sports tourism facility projects throughout the country, public sector revenue sources typically fund all or a majority of the capital development of municipally-owned facilities comparable to the identified projects in this study. While a majority of the construction costs associated with a Dual Use Facility in Cedar Rapids would likely need to be funded through City sources, private sector sources via public/private partnership (P3) could help contribute to capital funding for the projects. The ultimate financing structure of any new sports facility is dependent on political, economic and other issues of various parties that may be involved in developing potential new sports complexes.

While certain private sector partners (such as Sports Facilities Companies [SFC], Ripken Sports, FieldhouseUSA, and Eastern Sports Management [ESM]) have historically contributed a portion of upfront capital to defray public sector construction funding obligations in past years, upfront participation in capital construction by private sector parties has become significantly less prevalent. In recent years, most sports tourism and recreation complexes involving P3 frameworks/partners involve private sector management and operating revenue/profit sharing with the public sector facility owner, rather than upfront capital to assist with construction funding.

Public sector mechanisms and sources that are most often utilized to fund comparable sports complexes located throughout the region and country include:

- General Obligation Bonds
- Revenue Bonds
- Tax Increment Financing (TIF)
- Tourism Improvement District (TID)
- Pay-As-You-Go Financing
- Certificates of Participation
- State/Federal Assistance
- Private/Public Equity & Grants

Under situations where bonds have been issued, debt service is often supported by local tax revenue, which has tended to include the following:

- Property taxes
- Sales and use taxes
- Hotel/motel taxes
- Restaurant/food & beverage taxes
- Sin taxes (alcohol, cigarette, etc.)
- Admissions/entertainment taxes

Importantly, Cedar Rapids Community School District feedback suggests a significant need for a new aquatic facility to accommodate the demands of the area's four high schools, as existing facilities are dated and in need of significant capital investment. Potential may exist to partner with the School District to fund the pool included within Option B. Opportunities for such a venture should be explored as part of future Dual Use Facility planning efforts.

Potential sources of private sector funding for the potential new sports complexes could include, but are not limited to:

- Naming rights/sponsorships
- Equity contributions (with or without a formalized P3)
- Grants/Donations
- Vendor rights
- Facility use agreements
- Registration fee surcharge
- Parking fees
- Other sources

Oftentimes, communities that are considering major amateur sports facility projects, such as the potential new Dual Use Facility concept, have explored private partner interest through the issuance of an RFEI (request for expressions of interest) and/or RFP (request for proposals) for a potential public/private partnership (P3) opportunity for the project in order to better gauge private sector interest in the project and potential private sector capital that may be available to contribute to the project.

8

SITE EVALUATION

8 SITE EVALUATION

Site Analysis

As important as size and configuration, the location and site of a Dual Use Facility can have a significant impact on the facility's operational success and its ability to generate new sports activity and associated economic impact in a host community. As part of the overall evaluation of a Dual Use Facility in Cedar Rapids, an assessment of potential site/locations was conducted to determine which general areas might be best suited as a host site/location for a Dual Use Facility.

In general, a large number of characteristics and factors are important when evaluating the attractiveness of project locations. These include:

- Proximity to quality full-service hotel inventory
- Proximity to other supporting select / focused service hotel inventory
- Ability to leverage existing facility investment / infrastructure
- Requirements / preferences of private partner (if applicable)
- Size, cost and ownership complexity of site
- Proximity to restaurants, retail, nightlife, and entertainment
- Pedestrian-friendly walking environment
- Parking availability
- Site visibility
- Synergy with other public sector development initiatives/master plans
- Compatibility with surroundings
- Other considerations

Working with the City of Cedar Rapids, OPN Architects and other key project stakeholders, two potential sites were identified as possible locations for a new Dual Use Facility in Cedar Rapids.

Source: City of Cedar Rapids, Google Maps, CSL International, 2023.

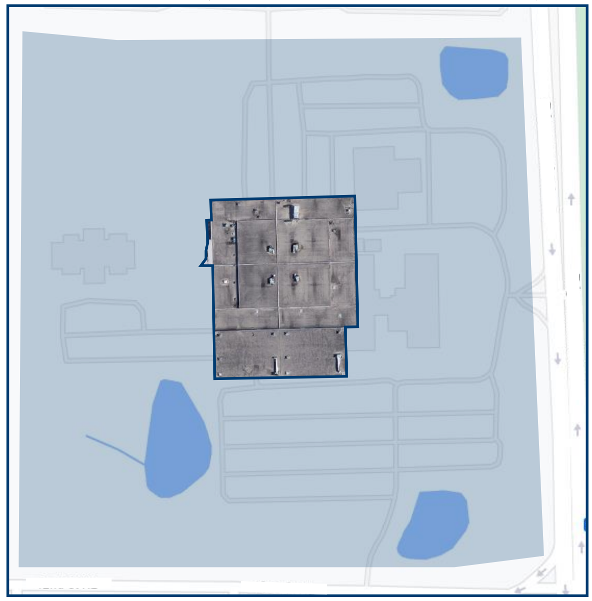
8 SITE EVALUATION

Site Analysis (individual sites)

A breakdown of the key specifications, strengths, weaknesses, and a range of other factors for each of these two sites were identified for comparison purposes. A large and small site are outlined below.

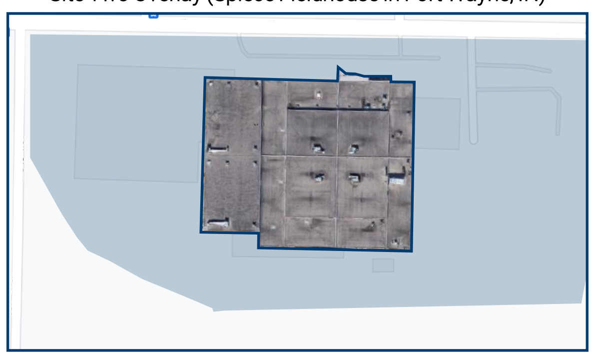
Site One	
Acreage	35.1
Square Footage	1,527,500
Site Strengths	• Supports Scenarios 1 & 2. • Opportunity to develop additional on-site amenities. • Existing infrastructure on site. • Bike trail proximity.
Site Challenges	• Not centrally located. • Privately owned. • Potential challenges from existing on-site infrastructure. • Lack of walkability to nearby amenities.
Key Success Factors	• Would benefit from added hotel inventory nearby. • Would benefit from restaurant, retail, and entertainment development in conjunction with Dual Use Facility. • Emphasize a focus on connectivity to downtown core. • May require noise control due to resident population. • Benefits from bike trail tie-in.

Site One Overlay (Spiece Fieldhouse in Fort Wayne, IN)



Site Two	
Acreage	17.6
Square Footage	764,500
Site Strengths	• Supports Scenarios 1 & 2. • Opportunity to expand in long-term. • Potential to develop additional on-site amenities. • Somewhat centrally located. • Significant amount of nearby hotel rooms.
Site Challenges	• Privately owned. • Sizable building takes up majority of site. • Significant demolition project necessary. • Minimal existing green space on current site. • Limited proximity to supporting amenities. • Not connected to existing trail system.
Key Success Factors	• Site could be transformed by visionary master plan that includes facility, parking, and park space. • Would benefit from nearby entertainment/attraction, restaurant, and retail development. • May require noise control due to resident population. • Shuttle services could be provided to/from nearby hotel properties.

Site Two Overlay (Spiece Fieldhouse in Fort Wayne, IN)



8 SITE EVALUATION

Site Matrix Analysis

With the assistance of the City, background and physical characteristics information for each of the two candidate sites and their likely parcel assemblage was collected and reviewed. Weighted site evaluation criteria were developed and each of the sites has been subjectively ranked according to relative strength. The resultant scores were then summed, and a ranking was established for the sites/locations in order of preference.

The site evaluation matrix includes 12 variables which are believed to impact a site's suitability for optimally supporting a Dual Use Facility. The sites are rated for each variable on a scale of "1" to "5," where "1" represents a complete lack of responsiveness to the criteria listed. A score of "5" represents an optimum condition where the greatest possible success is likely to be realized. Scores between "1" and "5" represent a range of conditions that are progressively better for Dual Use Facility development. Raw scores have been weighted from the expected point of view of sports organizers and attendees for desirable facility sites/destinations. The scoring matrix and results is shown below.

Site		Site One		Site Two	
Owner		Private		Private	
Site Size (in acres)		35.1		17.6	
Site Elements	**Weight**	**Score**	**Rating**	**Score**	**Rating**
Site Suitability (55%)	**55**				
Acreage for Optimized Program Configuration	20	100	5	100	5
Acreage for Future Expansion	6	30	5	24	4
Acreage for Additional Onsite Complementary Development	4	20	5	12	3
Resources and Efforts to Acquire	10	30	3	30	3
Attractiveness of the Site to Event Planners & Attendees	6	18	3	18	3
Magnitude of Necessary Infrastructure Improvements	4	16	4	12	3
Local Accessibility	3	6	2	12	4
Visibility	2	6	3	8	4
Other Visitor Amenity Availability (45%)	**45**				
Proximity to Hotels	14	42	3	70	5
Proximity to Restaurants/Bars	15	45	3	30	2
Proximity to Shopping/Retail	10	30	3	20	2
Proximity to Entertainment/Attractions	6	12	2	18	3
Total Weighting (100%)	**100**				
TOTAL SCORE		355		354	
SITE RANK		1		2	

Subjective Rating
1 = Lowest/Weakest
5 = Highest/Strongest
Scoring
500 = Maximum Score
Greater Than 400 = Excellent/Very Good Score
350-400 = Good Score
250-350 = Suggests Important Site Challenges/Limitations
Less Than 250 = Poor Score

In summary, the weighted scores for the two sites range between 354 and 355 points. A weighted score of 500 is the maximum possible score. Typically, scores above 400 are considered "excellent/very good", indicating the subject site has significant potential as a successful host for the project. Scores between 350 and 400 are considered "good". Scores between 250 and 350 indicate a number of positive attributes with certain site challenges/limitations. Scores less than 250 are considered poor.

The two compared sites offer promise for a potential Dual Use Facility development. It is suggested that additional analyses be conducted regarding site acquisition/preparation costs and unique costs associated with architectural and engineering requirements, traffic, infrastructure and other related concerns prior to final site selection.

Hypothetical Site Layout

To assist in the evaluation of site options and to illustrate potential Dual Use Facility programmatic configurations, OPN Architects developed hypothetical site layouts corresponding to the top scoring site. A Dual Use Facility could be placed and situated many different ways at this site, with sufficient acreage leftover for parking, potential mixed-use development, and future expansion. A visual example of Dual Use Facility Option B's fit within a hypothetical site is shown below.

9

COST / BENEFIT ANALYSIS

9 COST / BENEFIT ANALYSIS

Overview & Key Assumptions

An analysis was completed to produce key cost/benefit estimates associated with a potential new Dual Use Facility in Cedar Rapids. For purposes of this cost/benefit analysis, the detailed projections outlined herein focus on Dual Use Facility Option A (20,000 square feet of indoor turf space and no pool). However, for comparison and presented at the conclusion of this chapter, order-of-magnitude cost/benefit estimates have also been developed for Option B (includes 40,000 square feet of indoor turf space and 25-yard pool).

Performance estimates for the Dual Use Facility have been presented over a 20-year projection period. For purposes of this analysis, construction is assumed to commence in 2026 and be completed in 2027, while the first full year of operations is assumed to be 2028. A stabilized year of operations is assumed to occur by the fourth full year of operations (assumed 2031). The assumptions used in this analysis are based on the market research and analysis, past experience with hundreds of similar sports facility projects, local market visits, local stakeholder-provided data, industry trends, knowledge of the marketplace, and use/financial results from comparable facilities. Additional planning (i.e., site selection, soil and environmental testing, architectural design, etc.) must be completed before more precise estimations of the Dual Use Facility's ultimate construction and operating costs can be made. Also, upon completion of further planning, revenue and expense assumptions should be updated to reflect changes to the assumptions made herein.

These estimates are designed to assist project representatives in assessing the financial and economic effects of a new Dual Use Facility and cannot be considered a presentation of expected future results. Accordingly, the analysis of potential financial operating results and economic impacts 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.

COSTS (Construction & Operations)

Preliminary analyses were completed to estimate order-of-magnitude construction costs and the annual financial operating performance associated with a new Dual Use Facility in Cedar Rapids. Construction cost estimates were generated using industry per-unit data adjusted for conditions in Cedar Rapids and cost data of comparable amateur sports facility projects, modified for time and locations.

To produce the financial operating estimates, a computer-based model was developed incorporating comparable facility data and the estimated levels of utilization and attendance derived from the market analysis to generate estimates with regard to potential annual facility operations. Revenues including registrations, rentals, 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 and administrative, programming, 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 Dual Use Facility annual operations.

It has been assumed that the new Dual Use Facility in Cedar Rapids would be publicly-owned and operated by a hybrid public/private management team. Figures only represent the annual operations of the Dual Use Facility and do not include construction debt service payments, or other non-operating income and expenses.

BENEFITS (Economic Impacts & Other)

The ability of an amateur sports facility 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 target areas.

The impact of an amateur sports facility 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 new sports complex only represent spending that is estimated to be new to Cedar Rapids (net new spending), directly attributable to the operation (and existence) of the potential new Dual Use Facility.

9 COST / BENEFIT ANALYSIS

Economic Impact Concepts & Methods

Investment in new or expanded/improved amateur sports and recreation facility projects would be expected to provide substantial quantifiable benefits. These quantifiable benefits often serve as the “return-on-investment” of public dollars that are contributed to develop the facility project(s) and site(s). Quantifiable measurements of the effects that one or more facility project could have on the local economy are characterized in terms of economic impacts and fiscal impacts. Direct spending represents the primary spending that would occur as a result of the construction and operations of a Dual Use Facility. Direct spending occurs in three ways:

CONSTRUCTION SPENDING
Construction materials, labor, design and professional fees, and other soft cost spending are generated during the planning and construction of the new Dual Use Facility.

IN-FACILITY SPENDING
Direct spending is generated by visitors and participants at the new Dual Use Facility during the course of annual operations. This spending occurs with respect to both event and non-event items, such as admissions, facility rentals, food and beverage, merchandise, sponsorship and advertising, and retail leases.

OUT-OF-FACILITY SPENDING
Outside the Dual Use Facility itself, additional direct spending is generated in city, county and regional areas by visitors, spectators, attendees, participants, event staff, and visiting facility users on lodging, food and beverage, retail, entertainment, transportation, and other such items in connection with their visit to the area.

The vast majority of Construction and In-Facility Spending will be estimated to occur within the Cedar Rapids area. Additionally, net new impacts will be generated throughout Cedar Rapids, primarily relating to Out-of-Facility Spending (i.e., spending occurring off the Dual Use Facility site by visitors to the Cedar Rapids area on items such as hotels, restaurants, retail, transportation, etc.).

From a broad perspective, gross direct spending would flow to various economic entities, including Cedar Rapids and other applicable municipal government(s), restaurants, hotel operators, retail businesses and other such entities. However, some of the spending that occurs in connection with the ongoing operations of a Dual Use Facility project would not fully impact the local area. As such, reductions must be made to gross direct spending to reflect the amount of direct spending associated with a Dual Use Facility project and site improvements that are considered net new to Cedar Rapids. These adjustments include:

LEAKAGE represents the portion of gross spending estimated to occur outside the larger geographic area considered for this analysis (Cedar Rapids). Immediate leakage occurs when initial direct expenditures occur outside the area, such as an out-of-town Dual Use Facility visitor that patronizes a hotel or restaurant located outside of Cedar Rapids. Leakage also occurs when initial local spending is used immediately to pay for goods, services, etc. outside of Cedar Rapids. Examples of this type of secondary leakage include food and beverage profits retained by companies based outside of Cedar Rapids.

DISPLACEMENT refers to spending that would have likely occurred anyway in Cedar Rapids without the presence of the Dual Use Facility. Examples of displaced spending would include spending by Cedar Rapids residents in connection with their visit to a new Dual Use Facility site (registrations, food and beverage, retail items, etc.) that would have been spent in Cedar Rapids anyway on other items (e.g., movies, restaurants, shopping, etc.) if they did not visit the Dual Use Facility site. Another example of displaced spending would include out-of-facility spending by non-local individuals visiting from outside of Cedar Rapids whose primary purpose for visiting Cedar Rapids was something other than visiting or participating in activities at the Dual Use Facility itself, and who would have spent their money in some other form in Cedar Rapids. The concept of displacement is oftentimes referred to as the substitution effect.

The flow of gross direct spending is adjusted to reflect only the spending that is considered net new to the local economy (i.e., Cedar Rapids). The resulting spending after all adjustments is referred to throughout the remainder of this analysis as net new direct spending.

Economic impacts are further increased through re-spending of the direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy. Each is discussed in more detail below.

INDIRECT EFFECTS consist of the re-spending of the initial or direct expenditures. These indirect impacts extend further as the dollars constituting the direct expenditures continue to change hands. This process, in principle, could continue indefinitely. However, recipients of these expenditures may spend all or part of it on goods and services outside the market area, put part of these earnings into savings, or pay taxes. This spending halts the process of subsequent expenditure flows and does not generate additional spending or impact within the community after a period of time. This progression is termed leakage and reduces the overall economic impact.

Indirect impacts occur in a number of areas including the following:

- Wholesale industry as purchases of food and merchandise products are made.
- Transportation industry as the products are shipped from purchaser to buyer.
- Manufacturing industry as products used to service the Dual Use Facility and site, vendors and others are produced.
- Utility industry as the power to produce goods and services is consumed.
- Other such industries.

INDUCED EFFECTS consist of the positive changes in spending, employment, earnings and tax collections generated by personal income associated with the operations of a Dual Use Facility and other related facilities. Specifically, as the economic impact process continues, wages and salaries are earned, increased employment and population are generated, and spending occurs in virtually all business, household and governmental sectors. This represents the induced spending impacts generated by direct expenditures.

Indirect and induced effects are calculated by applying the appropriate multipliers to the net new direct spending estimates. The appropriate multipliers to be used are dependent upon certain regional characteristics and also the nature of the expenditure. Generally, an area which is capable of producing a wide range of goods and services within its borders will have high multipliers, a positive correlation existing between the self-sufficiency of an area's economy and the higher probability of re-spending occurring within the region. If a high proportion of the expenditures must be imported from another geographical region, lower multipliers will result.

The multiplier estimates used in this analysis are based on the IMPLAN system. IMPLAN, which stands for Impact Analyses and Planning, is a computer software package that consists of procedures for estimating local input-output models and associated databases. Input-output models are a technique for quantifying interactions between firms, industries and social institutions within a local economy. IMPLAN was originally developed by the U.S. Forest Service in cooperation with the Federal Emergency Management Agency and the U.S. Department of the Interior's Bureau of Land Management to assist in land and resource management planning. Since 1993, the IMPLAN system has been developed under exclusive rights by the Minnesota Implan Group, Inc., which licenses and distributes the software to users. Currently, there are thousands of licensed users in the United States including universities, government agencies, and private companies.

The economic data for IMPLAN comes from the system of national accounts for the United States based on data collected by the U.S. Department of Commerce, the U.S. Bureau of Labor Statistics, and other federal and state government agencies. Data are collected for 440 distinct producing industry sectors of the national economy corresponding to the Standard Industrial Categories (SICs). Industry sectors are classified on the basis of the primary commodity or service produced. Corresponding data sets are also produced for each county and zip code in the United States, allowing analyses at both the city and county level and for geographic aggregations such as clusters of contiguous cities, counties, individual states, or groups of states.

Data provided for each industry sector include outputs and inputs from other sectors; value added, employment, wages and business taxes paid; imports and exports; final demand by households and government; capital investment; business inventories; marketing margins and inflation factors (deflators). These data are provided both for the 440 producing sectors at the national level and for the corresponding sectors at the local level. Data on the technological mix of inputs and levels of transactions between producing sectors are taken from detailed input-output tables of the national economy. National and local level data are the basis for IMPLAN calculations of input-output tables and multipliers for geographic areas. The IMPLAN software package allows the estimation of the multiplier effects of changes in final demand for one industry on all other industries within a local economic area.

The multiplier effects estimated in this analysis include:

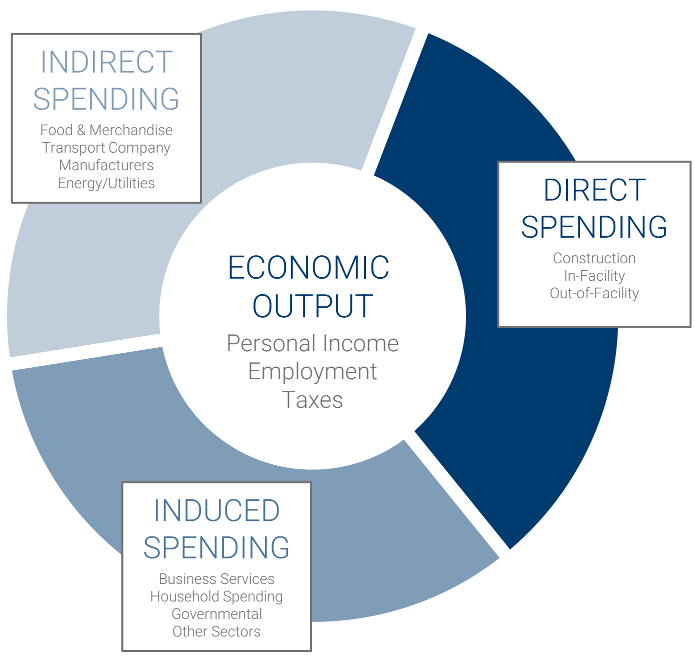
- TOTAL OUTPUT represents the total direct, indirect, and induced spending effects generated by a Dual Use Facility. Total output is calculated by multiplying the appropriate total output multiplier by the estimated direct spending within each industry.
- PERSONAL INCOME (EARNINGS) represent the wages and salaries earned by employees of businesses impacted by a Dual Use Facility. Personal earnings are calculated by multiplying the appropriate personal earnings multiplier by the estimated direct spending within each industry.
- EMPLOYMENT is expressed in terms of total jobs and includes both full- and part-time jobs. Employment is calculated by dividing the appropriate employment multiplier by one million, then multiplying by the estimated direct spending within each industry.

In addition to the economic impacts that could be generated by a Dual Use Facility, fiscal revenues could be generated to Cedar Rapids and various other municipal/governmental entities from a variety of sources. In preparing estimates of fiscal impacts, revenues generated to the City of Cedar Rapids from direct, indirect and induced spending were examined. As a focus of this analysis relates to the economic and tax impact within Cedar Rapids, the primary fiscal revenues estimated herein are sales and lodging taxes that are estimated to be generated within Cedar Rapids. The net new tax impacts consider reductions for assumed displaced spending within Cedar Rapids, as well as spending that is assumed to occur outside of Cedar Rapids.

Although there may be other tax revenues and public sector fees/charges generated as a result of the construction and operations of a Dual Use Facility, net new Linn County sales tax and City lodging tax revenues represent the most directly-attributable and relevant sources relating to this analysis.

The graphic to the right illustrates key measurements of economic and tax impacts utilized in this analysis. Commencing with the estimation of net new direct spending associated with a Dual Use Facility project, successive rounds of re-spending generate indirect and induced effects. The sum of all this net new spending in Cedar Rapid's economy represents total Economic Output. This new economic output, in turn, generates added earnings (personal income), jobs (employment), and tax revenues.

In addition to the quantifiable benefits associated with a Dual Use Facility, there are a number of existing and potential benefits that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature. These include issues pertaining to quality-of-life, ancillary economic development facilitation, employment opportunities, community pride, complementing the greater project site, and other such items.

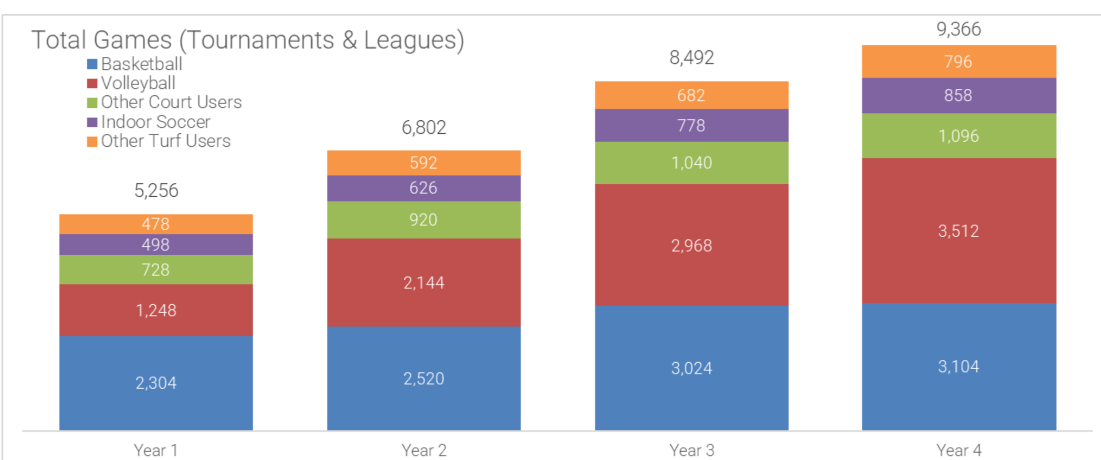


The quantitative impact figures do not include economic impact that could be generated by other greater project elements associated with any master plan for a larger sports complex/campus or mixed-use project and other ancillary private sector development/investment that may occur as result of a Dual Use Facility development (i.e., hotels, restaurants, etc.). Some of the impacts associated with a Dual Use Facility would be quantitatively captured by these other developments and improvements, but substantial additional economic impact could be generated by any new public or private investment that occurs at, or near, the site. The net effect of a calculation of quantified economic impact could hypothetically be several times greater in magnitude (depending on the level of investment and development outcomes that are ultimately realized at, or near, the site).

Estimated Utilization

A detailed utilization model was developed to consider a large number of variables and inputs to analyze each sport/use for a potential new Dual Use Facility in Cedar Rapids. For instance, when considering different types of usage (i.e., use from local leagues/clubs versus non-local tournaments/meets versus clinics/camps/lessons versus open recreation, etc.), separate assumptions were used to generate usage and attendance (participants and spectators) estimates. The exhibit below presents a summary of key utilization levels associated with Cedar Rapids Dual Use Facility Option A, pursuant to the previously outlined facility program and assumptions. The same detail regarding Option B is included within Appendix C.

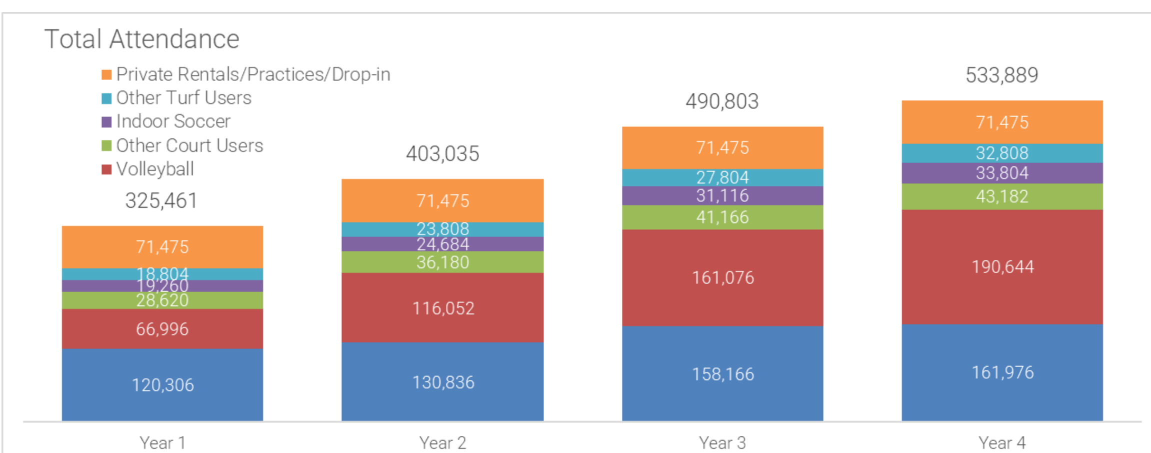
UTILIZATION	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUE TEAMS					
Basketball	57	66	72	77	1,504
Volleyball	33	38	43	47	913
Other Court Users	34	40	46	50	970
Indoor Soccer	27	31	35	39	756
Other Turf Users	29	32	35	38	742
Total	180	207	231	251	4,885
LEAGUE GAMES					
Basketball	912	1,056	1,152	1,232	24,064
Volleyball	528	608	688	752	14,608
Other Court Users	476	560	644	700	13,580
Indoor Soccer	378	434	490	546	10,584
Other Turf Users	406	448	490	532	10,388
Total	2,700	3,106	3,464	3,762	73,224
TOURNAMENTS					
Basketball	11	12	15	15	293
Volleyball	9	14	18	20	381
Other Court Users	6	8	9	9	176
Indoor Soccer	4	6	7	8	153
Other Turf Users	3	5	6	8	150
Total	33	45	55	60	1,153
TOURNAMENT GAMES					
Basketball	1,392	1,464	1,872	1,872	36,552
Volleyball	720	1,536	2,280	2,760	51,456
Other Court Users	252	360	396	396	7,740
Indoor Soccer	120	192	288	312	5,904
Other Turf Users	72	144	192	264	4,896
Total	2,556	3,696	5,028	5,604	106,548
CAMPS & OTHER RENTALS					
Basketball	54	60	66	72	1,404
Volleyball	60	60	60	60	1,200
Other Court Users	12	12	18	18	348
Indoor Soccer	48	60	72	72	1,404
Other Turf Users	60	72	84	96	1,848
Private Rentals/Practices/Drop-in	2,900	2,900	2,900	2,900	58,000
Total	3,134	3,164	3,200	3,218	64,204



Estimated Attendance

The exhibit below presents a summary of estimated attendance levels associated with a potential new Dual Use Facility in Cedar Rapids.

ATTENDANCE	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUES					
Basketball	12,768	14,784	16,128	17,248	336,896
Volleyball	7,392	8,512	9,632	10,528	204,512
Other Court Users	5,712	6,720	7,728	8,400	162,960
Indoor Soccer	4,536	5,208	5,880	6,552	127,008
Other Turf Users	4,872	5,376	5,880	6,384	124,656
Total	35,280	40,600	45,248	49,112	956,032
TOURNAMENTS					
Basketball	22,272	23,424	29,952	29,952	584,832
Volleyball	11,520	24,576	36,480	44,160	823,296
Other Court Users	3,024	4,320	4,752	4,752	92,880
Indoor Soccer	1,680	2,688	4,032	4,368	82,656
Other Turf Users	1,008	2,016	2,688	3,696	68,544
Total	39,504	57,024	77,904	86,928	1,652,208
CAMPS & OTHER RENTALS					
Basketball	2,700	3,000	3,300	3,600	70,200
Volleyball	3,000	3,000	3,000	3,000	60,000
Other Court Users	600	600	900	900	17,400
Indoor Soccer	1,920	2,400	2,880	2,880	56,160
Other Turf Users	2,400	2,880	3,360	3,840	73,920
Private Rentals/Practices/Drop-in	71,475	71,475	71,475	71,475	1,429,500
Total	82,095	83,355	84,915	85,695	1,707,180
SPECTATORS					
Basketball	82,566	89,628	108,786	111,176	2,170,972
Volleyball	45,084	79,964	111,964	132,956	2,497,264
Other Court Users	19,284	24,540	27,786	29,130	566,820
Indoor Soccer	11,124	14,388	18,324	20,004	383,904
Other Turf Users	10,524	13,536	15,876	18,888	361,032
Total	168,582	222,056	282,736	312,154	5,979,992
TOTAL ATTENDANCE					
Basketball	120,306	130,836	158,166	161,976	3,162,900
Volleyball	66,996	116,052	161,076	190,644	3,585,072
Other Court Users	28,620	36,180	41,166	43,182	840,060
Indoor Soccer	19,260	24,684	31,116	33,804	649,728
Other Turf Users	18,804	23,808	27,804	32,808	628,152
Private Rentals/Practices/Drop-in	71,475	71,475	71,475	71,475	1,429,500
Total	325,461	403,035	490,803	533,889	10,295,412



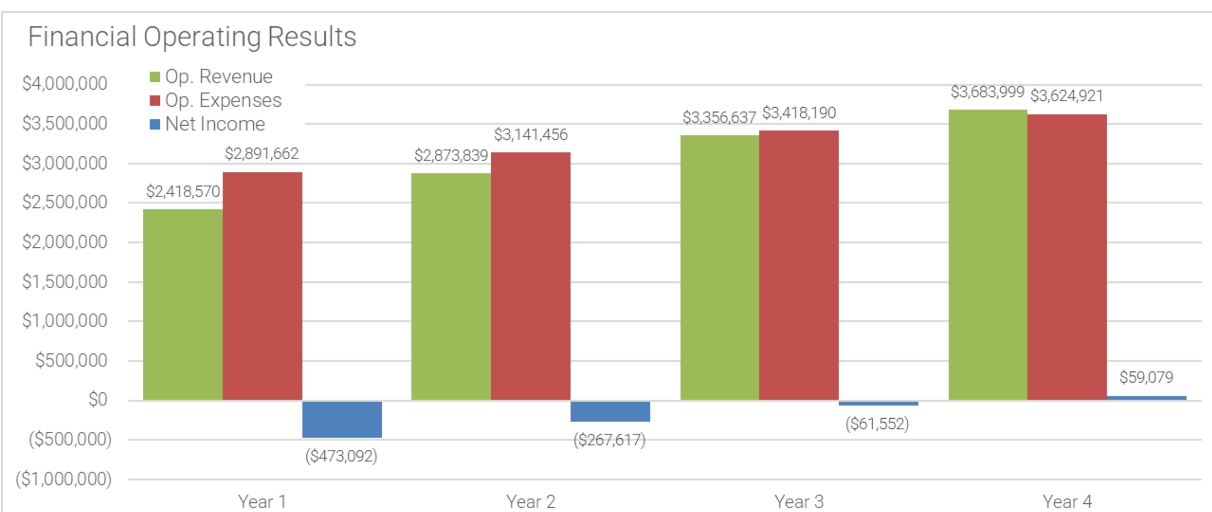
Financial Operating Projections

Many indoor amateur sports and recreation facilities of this nature involve public sector funding participation (both in terms of construction and operations). Many similar hardcourt/turf sports facilities throughout the country 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.

The exhibit below presents a summary of projected annual financial operating results associated with a potential Dual Use Facility in Cedar Rapids, as previously outlined herein. Based on the preliminary analysis, upon stabilization (assumed fourth full year of operations), a new Dual Use Facility in Cedar Rapids is estimated to generate a net operating profit of approximately $59,100, before debt service, capital repair/replacement funding and profit sharing. This projected level of operating profit is consistent with other comparable indoor sports facilities throughout the country that are privately-managed.

Annual contributions to a capital reserve for the Dual Use Facility are assumed to total $244,000 in 2023 dollars, which equates to 0.5 percent of the estimated the Dual Use Facility's estimated development cost. This aligns with typical investment in capital improvements at comparable facilities nationally.

FINANCIAL OPERATIONS	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
OPERATING REVENUES					
In-House League Registration	$76,400	$94,000	$110,700	$121,400	$2,918,500
In-House Tournament Registration	$142,656	$211,140	$274,224	$321,552	$7,625,340
Rental Income	$841,400	$960,800	$1,069,900	$1,167,100	$28,214,200
Camps/Clinics	$283,200	$326,700	$380,800	$414,800	$10,001,600
Concessions	$525,500	$687,700	$882,400	$994,700	$23,742,000
Advertising/Sponsorship	$197,200	$210,800	$224,600	$238,500	$5,822,400
Membership/Admission/Other	$352,214	$382,699	$414,013	$425,947	$10,461,965
Subtotal	$2,418,570	$2,873,839	$3,356,637	$3,683,999	$88,786,005
OPERATING EXPENSES					
Salaries, Wages and Benefits	$1,223,000	$1,268,500	$1,315,000	$1,362,700	$33,460,800
Utilities	$396,900	$408,800	$421,100	$433,700	$10,664,500
Maintenance and Repair	$191,800	$197,600	$203,500	$209,600	$5,154,600
Materials and Supplies	$105,800	$109,000	$112,300	$115,600	$2,843,800
Insurance	$191,800	$197,600	$203,500	$209,600	$5,154,600
Concessions	$341,600	$447,000	$573,600	$646,600	$15,432,200
General and Administrative	$150,000	$155,000	$160,000	$170,000	$4,164,700
Tournament Expenses	$57,062	$84,456	$109,690	$128,621	$3,050,136
League Operations/Programming	$233,700	$273,500	$319,500	$348,500	$8,398,200
Subtotal	$2,891,662	$3,141,456	$3,418,190	$3,624,921	$88,323,536
NET OPERATING INCOME	($473,092)	($267,617)	($61,552)	$59,079	$462,469
Capital Reserve	$244,000	$251,320	$258,860	$266,625	$6,556,371
NET FINANCIAL SURPLUS (LOSS)	($717,092)	($518,937)	($320,412)	($207,547)	($6,093,902)



9 COST / BENEFIT ANALYSIS

Economic Impacts

The exhibit below presents a summary of the annual, and 20-year cumulative total of projected economic impacts generated in Cedar Rapids by the potential new Dual Use Facility. The economic impact estimates additionally assume the following:

- Construction impacts occur during the construction period, prior to the first year of operations, these impacts are shown under the 20-year cumulative estimates.
- In-facility impacts are driven by the gross spending occurring at the sports facility itself and represent a percentage of gross operating revenues that are estimated to be net new to Cedar Rapids.
- Out-of-facility impacts are generated across a variety of industries within Cedar Rapids by athletes, families and sponsoring organizations that do not reside in Cedar Rapids. Out-of-facility spending by residents who reside in Cedar Rapids 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 Cedar Rapids.
- It is estimated that approximately 75 percent of the quantified economic impacts projected for the new Dual Use Facility, as outlined herein, would be "net new" to Cedar Rapids (reflecting some sports tourism activity assumed for the facility that is already accommodated within Cedar Rapids).

ECONOMIC IMPACT	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
A) Construction Impacts					
Net New Hotel Room Nights	0	0	0	0	0
Total Attendee Days	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0
Direct Spending	$0	$0	$0	$0	$24,400,000
Indirect/Induced Spending	$0	$0	$0	$0	$16,753,483
Economic Output	$0	$0	$0	$0	$41,153,483
Personal Income	$0	$0	$0	$0	$13,858,529
Employment (full & part-time jobs)	0	0	0	0	292
County Local Option Sales Tax (LOST) (1.0%)	$0	$0	$0	$0	$294,260
City Lodging Tax (7.0%)	$0	$0	$0	$0	$0
Total County Taxes	$0	$0	$0	$0	$294,260
B) In-Facility Impacts					
Net New Hotel Room Nights	0	0	0	0	0
Total Attendee Days	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0
Direct Spending	$1,451,142	$1,724,304	$2,013,982	$2,210,400	$53,271,603
Indirect/Induced Spending	$995,989	$1,183,881	$1,383,280	$1,518,357	$36,591,575
Economic Output	$2,447,131	$2,908,184	$3,397,263	$3,728,756	$89,863,178
Personal Income	$1,044,097	$1,238,101	$1,442,927	$1,582,600	$38,150,591
Employment (full & part-time jobs)	35	41	48	53	1,269
County Local Option Sales Tax (LOST) (1.0%)	$17,499	$20,795	$24,290	$26,659	$642,491
City Lodging Tax (7.0%)	$0	$0	$0	$0	$0
Total County Taxes	$17,499	$20,795	$24,290	$26,659	$642,491
C) Out-of-Facility Impacts					
Net New Hotel Room Nights	15,602	21,375	28,179	31,204	595,618
Total Attendee Days	325,461	403,035	490,803	533,889	10,295,412
Net New Non Local Visitor Days	97,078	133,000	175,338	194,156	3,706,067
Direct Spending	$10,916,981	$15,405,275	$20,918,456	$23,858,472	$566,438,943
Indirect/Induced Spending	$7,465,217	$10,534,388	$14,304,394	$16,314,827	$387,340,542
Economic Output	$18,382,198	$25,939,662	$35,222,850	$40,173,299	$953,779,485
Personal Income	$7,544,870	$10,646,789	$14,457,021	$16,488,905	$391,473,439
Employment (full & part-time jobs)	236	333	452	516	12,243
County Local Option Sales Tax (LOST) (1.0%)	$131,565	$185,656	$252,098	$287,529	$6,826,411
City Lodging Tax (7.0%)	$141,123	$199,142	$270,411	$308,416	$7,322,292
Total Taxes	$272,688	$384,798	$522,508	$595,945	$14,148,703
TOTAL NET NEW IMPACTS					
Net New Hotel Room Nights	15,602	21,375	28,179	31,204	595,618
Total Attendee Days	325,461	403,035	490,803	533,889	10,295,412
Net New Non Local Visitor Days	97,078	133,000	175,338	194,156	3,706,067
Direct Spending	$12,368,123	$17,129,578	$22,932,438	$26,068,872	$644,110,547
Indirect/Induced Spending	$8,461,205	$11,718,268	$15,687,675	$17,833,184	$440,685,599
Economic Output	$20,829,329	$28,847,846	$38,620,113	$43,902,056	$1,084,796,146
Personal Income	$8,588,967	$11,884,890	$15,899,948	$18,071,505	$443,482,559
Employment (full & part-time jobs)	271	374	500	568	13,804
County Local Option Sales Tax (LOST) (1.0%)	$149,065	$206,451	$276,387	$314,188	$7,763,162
City Lodging Tax (7.0%)	$141,123	$199,142	$270,411	$308,416	$7,322,292
Total Taxes	$290,187	$405,593	$546,798	$622,604	$15,085,454

Summary & Key Projections

Based on analysis results, a summary of key cost/benefit projections for a new Dual Use Facility in Cedar Rapids is presented below (upon stabilization of operations, assumed to occur by the fourth full year of operations).

SUMMARY OF ESTIMATED KEY PROJECTIONS ASSOCIATED WITH A NEW DUAL USE FACILITY IN CEDAR RAPIDS – OPTION A
(Operating Impacts Reflect Annual Impacts Upon Stabilization, Assumed Fourth Full Year of Operations)

ANNUAL ATTENDEE DAYS
533,900

ANNUAL NON-LOCAL ATTENDEE DAYS
194,200

ANNUAL HOTEL ROOM NIGHTS
31,200

ANNUAL FINANCIAL OPERATING RESULTS
$59,100

CONSTRUCTION COSTS
$48.8M

CONSTRUCTION ECONOMIC IMPACT
$41.2M

ANNUAL DIRECT SPENDING **$26.1M** + ANNUAL INDIRECT/INDUCED SPENDING **$17.8M** = ANNUAL ECONOMIC OUTPUT **$43.9M**

ANNUAL PERSONAL INCOME
$18.1M

ANNUAL EMPLOYMENT (FULL & PART-TIME JOBS)
568

In addition to the quantifiable projections of utilization, financial operations and economic impacts shown above, there are a number of potential benefits associated with a new Dual Use Facility in the Cedar Rapids area that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature. These qualitative impacts/benefits may include:

- Potential transformative and iconic effects.
- Enhanced quality-of-life for community residents of all ages.
- Supporting and promoting health and wellness within the community.
- Inducement of follow-up visitation.
- Spin-off development.
- Anchor for revitalization of targeted areas within a community.
- Various other benefits.

Summary & Key Projections

Based on analysis results, a summary comparison of key assumptions and cost/benefit projections for the two Dual Use Facility Options is presented below (upon stabilization of operations, assumed to occur by the fourth full year of operations). A return-on-investment (ROI) estimate is also shown, as defined for this analysis by a ratio of incremental economic output relative to development costs. As shown, Option A is estimated to deliver the highest ROI among the two development opportunities. The costs associated with the pool in Option B drives the higher cost for the project, while incremental non-local attendance associated with the pool and additional 20,000 square feet of indoor turf space is limited. However, it is important to note that Option B would offer significant quality-of-life benefits, as the pool and additional turf would likely be utilized by the local community.

Summary Comparison of Key Projections Associated with Dual Use Facility Development Options

	Option A 8 Courts + 20k SF Turf	Option B 8 Courts + 40k SF Turf + 25yd Pool
Owner	Public	Public
Operator	Public or Private	Public or Private
Development Costs	$48,800,000	$65,500,000
Financial Operations	$59,000	($131,000)
Tournaments	60	72
Attendee Days	533,889	611,634
Non-Local Attendee Days	194,156	217,050
Hotel Room Nights	31,204	34,709
Direct Spending	$26,068,872	$29,020,862
Economic Output	$43,902,056	$48,873,663
City Lodging Tax (7.0%)	$308,416	$342,337
County Local Option Sales Tax (1.0%)	$287,529	$340,272
ROI (Output to Development Cost)	0.90	0.75

Note: Development costs and financial operating figures are order-of-magnitude estimates. Operating and economic figures are annual and represent an assumed stabilized year of operations (year 4).

APPENDIX

A

STAKEHOLDER ENGAGEMENT SUMMARY

A APPENDIX: STAKEHOLDERS

The following material is a summary of issues and opportunities identified during Stakeholder Conversations conducted in Cedar Rapids by CSL International during the week of March 20th, 2023, for the Dual Use Facility Feasibility Study. Approximately 15 key stakeholders were interviewed.

Issues and opportunities highlighted by interviewed stakeholders are listed below in alphabetical order.

1. Accessibility
2. Building Design
3. County Involvement
4. Economic Development Goals
5. Funding
6. Inclusivity
7. Initiatives for Seniors/Aging Population
8. Local Sports Needs
9. Longstanding Demand
10. Outdoor Adventure Brand
11. Potential Private Sector Participation
12. Programming/Services
13. Reservations/Concerns
14. Resident Survey
15. School District Needs
16. Sports Tourism Opportunity
17. Primary Facility Needs
18. Secondary Facility Needs

1. Accessibility
According to stakeholders, a Dual Use facility should be highly accessible by the community, in terms of both facility design and location. To optimize its benefit for the resident base, stakeholders recommended the facility be reachable via public transit and non-motorized transportation, and should be near a central location within a densely populated area of town. Many also explained the importance of making the facility highly accessible for those with various health conditions or impairments and recommended that the facility planning should consider the unique needs of those with age-related cognitive disorders (i.e., more natural light, easy to understand wayfinding, a mix of large public and small private spaces).

2. Building Design
A new-build Dual Use Facility project represents an important opportunity to develop something iconic and uniquely "Cedar Rapids". Some stakeholders recommended large glass facades, "sky domes" for meditation, indoor herb walls, public art, and other unique design features. Others recommend the facility be built with sustainable principles, suggesting solar-powered elements, rain gardens, and other green features.

3. County Involvement
It is understood that the County may lack sufficient budgetary resources, and likely does not have capacity to materially fund portions of the Dual Use Facility's cost. However, it may be important to further discussions with County representatives as part of the study effort and identify opportunities for more modest forms of support for the project.

4. Economic Development Goals
Like many similar-sized communities nationally, Cedar Rapids Economic Development is focusing less on recruiting major manufacturers and industry, and more on recruiting and retaining talent in the market. As part of this new mission, supporting the continued improvement of the area's quality-of-life is paramount. A Dual Use Facility that offers opportunities for youth, adult, and family recreation would likely be seen as a significant quality-of-life amenity by the area's existing employers, and it would serve as a key selling point for attracting and retaining employees.

Further, many hope that the facility would help attract new employers to the area as well as the growing number of "work from home" nomads looking for new residence post-COVID. With the planned First & First West development in downtown, the continued growth of walkable areas such as NewBo and Czech Village, and the area's relatively low cost of living, Cedar Rapids could emerge as a desirable live/work/play destination in the coming years. A Dual Use Facility would serve as an important amenity to accommodate the needs of a growing and evolving population base.

5. Funding
The ability to finance the development of a Dual Use Facility will be an important component to consider as part of the Feasibility Study. City sales tax collections are currently allocated toward various projects, while a property tax levy is a non-starter option according to many interviewed stakeholders. Ideally, private sector participation would fund a significant portion of the project's cost, with the City contributing more limited support (potentially in the form of land grants or modest incentives). At the same time, though private-held sports tourism facilities are common nationally, private sector development of community/rec/intergenerational centers is rare, and public support for this portion of the project may be necessary.

6. Inclusivity
Many stakeholders noted that Cedar Rapids lacks multi-cultural "hubs" that provide space and programming for the area's increasingly diverse population. A Dual Use facility provides an important opportunity to develop a destination for all cultural backgrounds, while also providing space for various non-profits and resources that cater to a variety of non-profit groups. Some stakeholders also recommended the inclusion of amenities such as sculptures, murals, and other forms of public art that celebrate the area's diversity. The study process and facility design process should continue to involve each of the area's various cultural groups, and it will be important to continue to collect their input regarding building design and programming as part of subsequent stakeholder outreach and resident survey efforts.

Many also suggested that programming be developed for the area's underprivileged/at-risk youth. To cater to these groups, it will be important to consider scholarship and/or discounted pricing strategies to ensure that everyone, regardless of socioeconomic background, will be able to use the Dual Use Facility.

7. Initiatives for Seniors/Aging Population
The loss of the Witwer Building in 2008 created a significant community need for a new senior center. Even prior to the building's flooding plans were in place to develop an improved space for senior-focused programming and resources, but the rebuilding of much of the City's infrastructure tabled these discussions. The Age-Friendly Action Plan that was completed in 2022 provides a blueprint for addressing this and other senior-focused issues.

In Cedar Rapids, many stakeholders would like seniors to have a new "place" outside the home that is not a hospital, grocery store, or other service center. They believe that a Dual Use facility could provide an important space for education, social interaction, and recreation, while also addressing key goals stated in the Age-Friendly Action Plan related to Health and Community Services, Outdoor Spaces & Buildings, Social Participation, Respect & Inclusion, and Communication & Information. It will be important to consider these goals as part of subsequent project planning.

8. Local Sports Needs
Various sports facility needs are summarized by indoor and outdoor sports below.

Indoor Sports: The City's Parks and Rec Department currently struggles to accommodate the indoor sports needs of the residents, and the area's schools are less often offering their gyms to support City programs. At the same time, local basketball clubs such as Team Iowa struggle to find suitable facilities to host league play and practices. Pickleball representatives also indicated a need for more indoor space. CSL will further evaluate the need of other local groups from volleyball, gymnastics, cheer, wrestling, and martial arts as part of subsequent market demand outreach.

Outdoor Sports: With the Tuma Sports Complex, Cedar Rapids is well-supplied to accommodate the area's soccer and lacrosse needs. Further, Prospect Meadows provides space for high school-aged baseball tournaments. However, some stakeholders feel that the area lacks fields for youth baseball and softball practices and league play. Many recommended a Dual Use Facility project include outdoor fields to accommodate this need.

9. Longstanding Demand
In general, stakeholders agreed that a larger, more affordable community rec center has been a significant community need for ten or more years. Specifically, Cedar Rapids lacks a space for seniors, non-profits, and community programming, and some families can find it challenging to find activities for their children. A recreation space center with space for education, sports, and other programs would serve an important quality-of-life benefit for each of the different generations residing in Cedar Rapids. Demand for the project is further confirmed by the number of representatives from local non-profits who indicated interest in providing partnered programming for a potential Dual Use Facility.

10. Outdoor Adventure Brand

With its many parks, connected trail networks, and the planned whitewater experience near the First & First West project in downtown, Cedar Rapids is an appealing destination for outdoor adventure enthusiasts. As such, many stakeholders suggested that a Dual Use Facility should leverage this brand by connecting with trails and providing bike-friendly amenities such as racks, storage, and changing rooms. In the winter, the Facility could be the nexus of various cross-country ski trails, and offer a warming and/or ski waxing room.

11. Potential Private Sector Participation

Several potential private partners for the project were noted during interviews, each of which may be interested in funding the sports tourism portion of the Dual Use Facility project. Several options exist for a potential public/private partnership: the City could own the facility, while a private entity could operate the 5+ courts with the primary mission of booking the facility with various sports tournaments, leagues, and clinics; the City and private partner could jointly fund the facility and own different portions (i.e., the City would control the recreation/intergenerational center while the private partner would control the sports tourism complex); a third option would involve a private entity leading the entire project, though this may preclude the development of community-focused amenities such as a leisure pool, multipurpose rooms, and other items.

Many also felt that major local employers may be interested in donating to the project or paying for naming rights and other sponsorship opportunities. Collins Aerospace, Transamerica, St. Luke's, Mercy Medical Center, and others were mentioned as potential partners and, in exchange for their donations, could be granted discounted memberships/admission for their employees.

12. Programming/Services

Stakeholder feedback suggests that Dual Use Facility programming should cater to sports tourism, while also catering to the needs of the local population. Various program themes noted by stakeholders include education, wellness, physical activity, age services, and multi-generational activities. Further, the Parks and Rec department wishes to grow its programs and include more targeted offerings for both adults and underprivileged youth. A Dual Use Facility would provide the space needed for these initiatives. The space should also address the long-standing community need for senior programming, wherein the currently "fractured" senior groups who meet throughout the community will now have a hub where they can congregate in the future.

13. Reservations/Concerns

Several questions, concerns, and challenges were raised during interviews. These are listed and summarized below.

- <u>Balancing Different User Groups</u>: A Dual Use Facility hosting large, crowded sports tournaments may deter local residents from visiting/using the facility on the weekends. Different exits and carefully designed segmentation of the venue should be prioritized to create different "zones" within the venue, wherein residents can still access key amenities without being impacted by visiting tournament activity.

- <u>Admission/Membership Prices</u>: If the Dual Use Facility is funded with public dollars, many felt that residents will be unwilling to pay for admissions and/or memberships. In CSL's experience, public-funded projects typically still charge modest admission prices ($2 to $7 per day) or monthly memberships ($15 to $50 per month).

- <u>Cannibalizing Existing Facilities</u>: With private-held facilities such as the downtown YMCA and other area gyms, some felt that the Dual Use Facility should provide "net new" amenities for the community, and not replicate existing offerings. Doing so could negatively impact these local businesses.

- <u>Prioritizing Tourism Over Residents</u>: Some stakeholders felt that a large, multi-court sports complex may be perceived as a venture to satisfy the private sectors (i.e., hotels, sports organizers, restaurants, etc.), and not as a broader community benefit.

14. Resident Survey

Various groups interviewed expressed significant interest in assisting with distribution of both digital and physical versions of a resident survey. It will be critical to work these groups and their respective memberships and networks to maximize resident input for this important project. Various organizations that indicated interest in distributing the survey include Cedar Rapids Parks and Rec, Cedar Rapids Economic Development (and potentially major employers in the area), the Life Enrichment Center, Cedar Rapids Tourism, Horizons, Meals on Wheels, League of United Latin American Citizens Council 376 of Cedar Rapids, and others.

This survey instrument would be designed to inquire opinions regarding interest in frequenting/using a Dual Use Facility, garner input regarding recommendations and preferences for amenities at the Facility, and collect demographic and socioeconomic data. Some stakeholders approved the idea of including “budget selection”, wherein respondents would be asked to prioritize their preferred amenities at a Dual Use Facility while staying under a hypothetical budget.

15. School District Needs

Interviewed Cedar Rapids Community School District representatives indicated significant interest in partnering with the City to develop a new natatorium as part of the Dual Use Facility project. This new aquatic facility would supplant the existing pools at the School District’s three existing high schools, while also providing an alternative option to the City’s aging Bender Pool. To evaluate the viability of such a project, CSL will conduct outreach to representatives of area swim clubs and USA Swimming to determine demand, as well as provide data regarding the event levels and financial operations of comparable natatorium facilities nationally.

16. Sports Tourism Opportunity

Many stakeholders noted the recent boom in sports tourism facilities across the state of Iowa and felt that Cedar Rapids is a significantly more appealing destination than Bettendorf (TBK Sports Complex), West Des Moines (MidAmerican Energy Company RecPlex), and other markets with sports tourism facilities. Many believe that a facility with 5-10 courts could attract large tournaments and competitions away from these markets and experience even higher utilization during the Winter and Spring seasons.

17. Primary Facility Needs

There were several program elements that were suggested by all or nearly all of the interviewed stakeholders. These are listed below.

- Five or more basketball courts (convertible to up to 10 volleyball courts).
- A large inventory of multipurpose spaces, ranging from 1,000 to 2,000 square feet each; these could be used by a diverse array of user groups for a wide variety of programming.
- Walking track.
- Locker rooms/changing rooms.
- Spacious lobby/check-in areas.
- “Passive” spaces with furniture and equipment to support leisure visits or informal gatherings.
- Café/other limited food & beverage option.
- Different entrances for sports tournaments vs. local community members.

18. Secondary Facility Needs

Other program elements that were suggested by one or more stakeholders are listed below.

- Leisure pool (25 yards).
- Competition pool (50 meters).
- Therapy pool(s) for training and/or injury rehabilitation.
- Physical therapy facilities and offices.
- Indoor turf.
- Weightlifting/fitness room.
- Restaurant and/or food hall.
- Food truck zone.
- Roll-up doors for warm weather conditions.
- Outdoor green spaces.
- Diamond fields (softball fields in particular).
- Esports/gaming lab.
- One or more ice sheets.
- Fireplaces and/or digital fireplaces.
- Book exchange area.
- Pickleball courts.
- Indoor playground.
- Golf simulator.



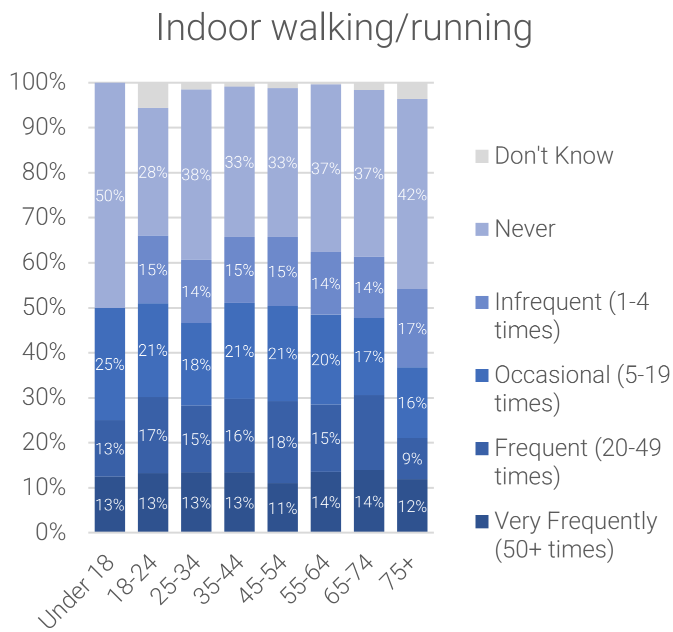


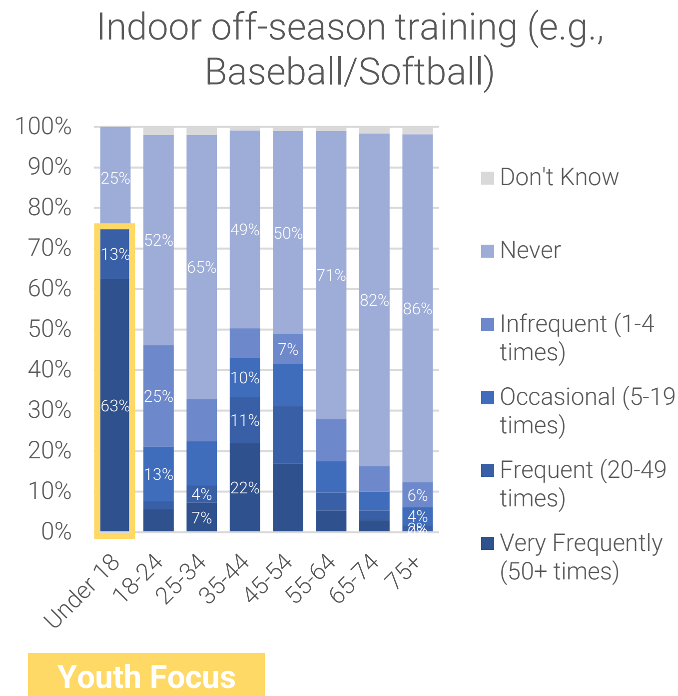

APPENDIX

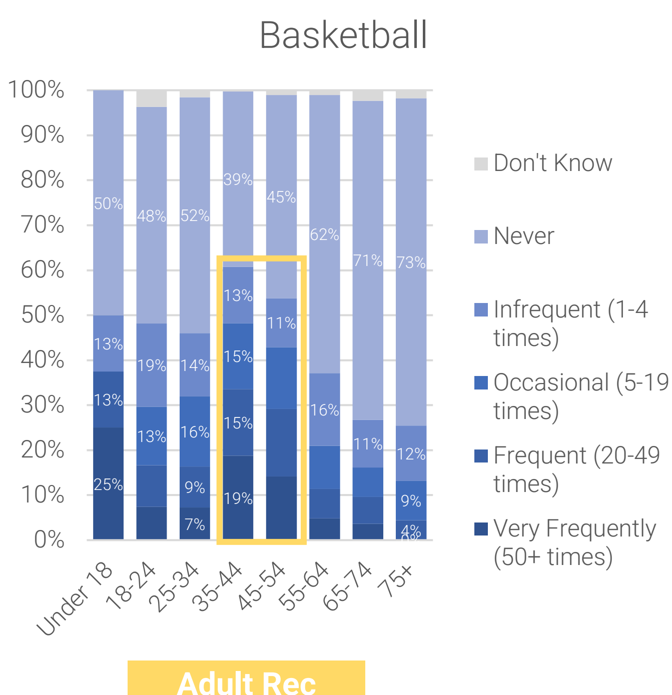
B

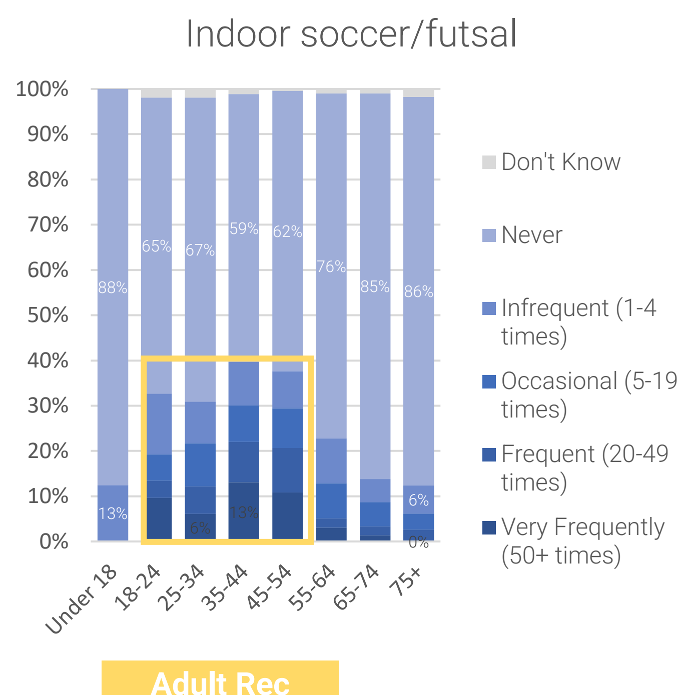
ADDITIONAL COMMUNITY SURVEY RESULTS

Activity Participation by Age

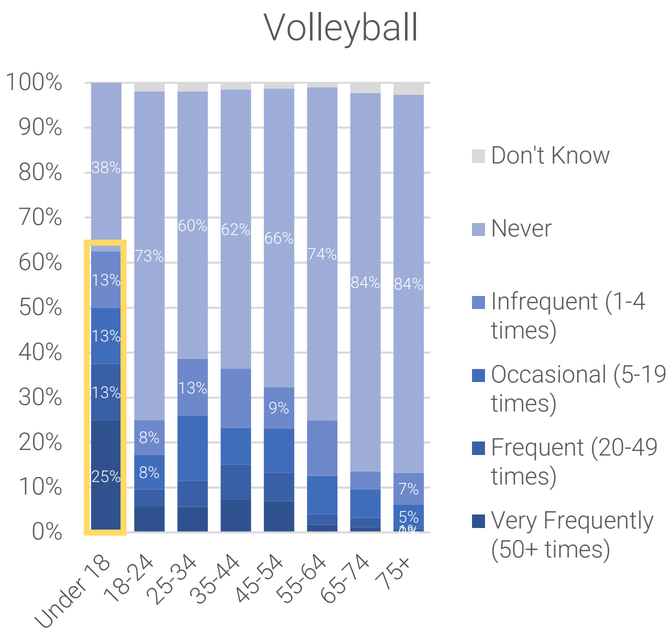




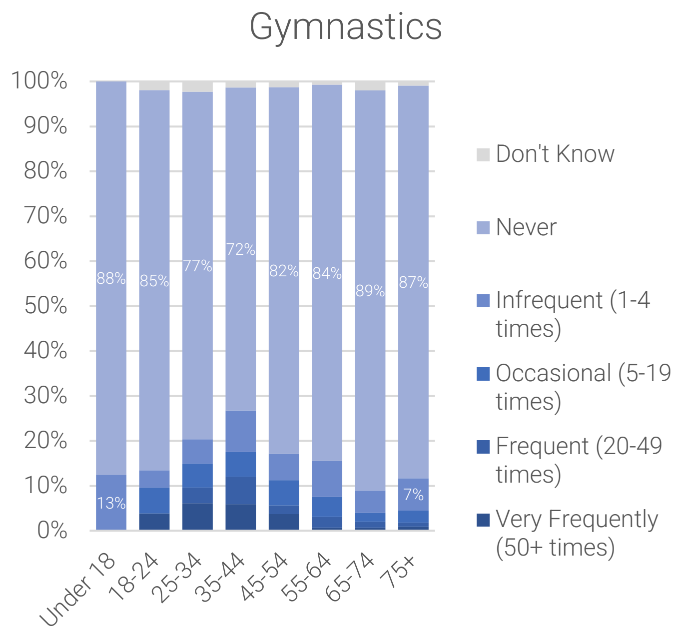


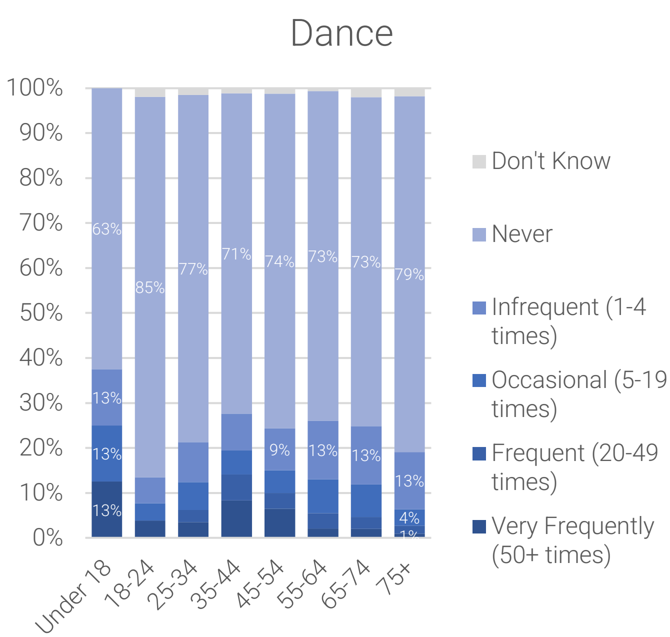


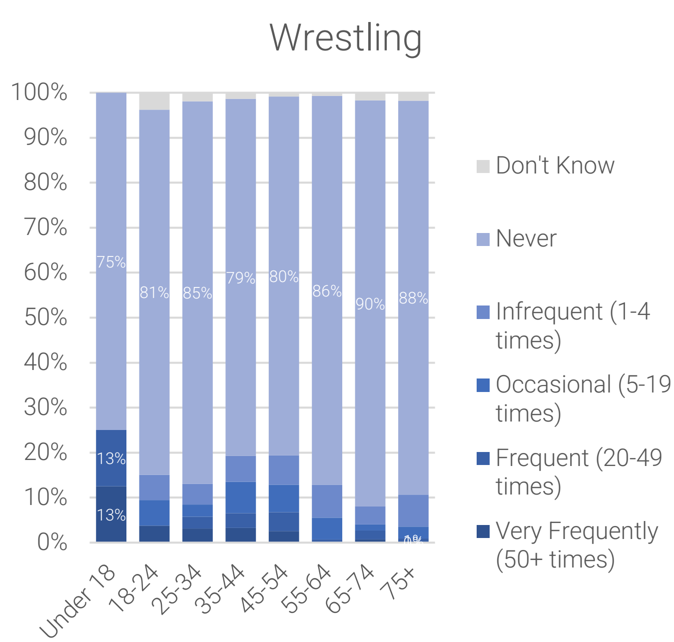
Activity Participation by Age



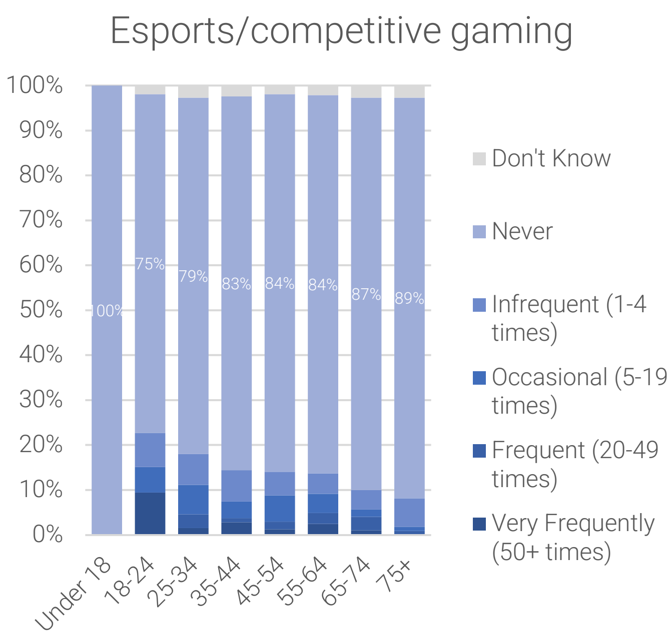
Youth Focus

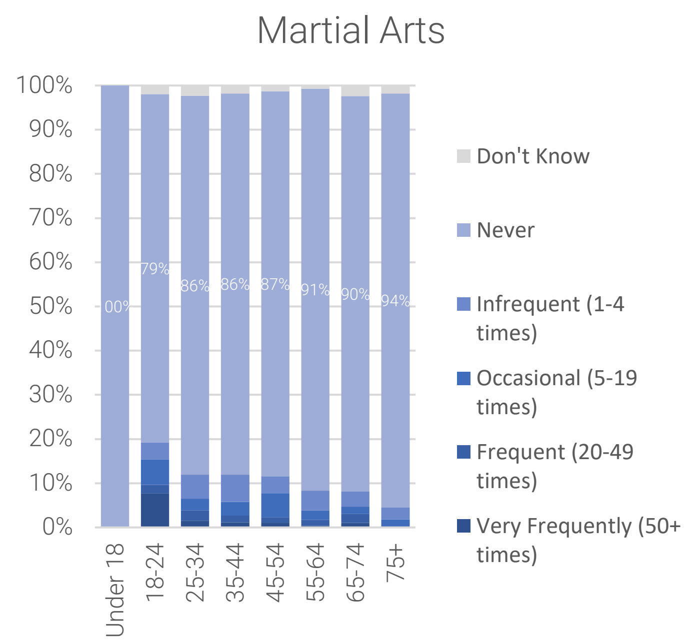


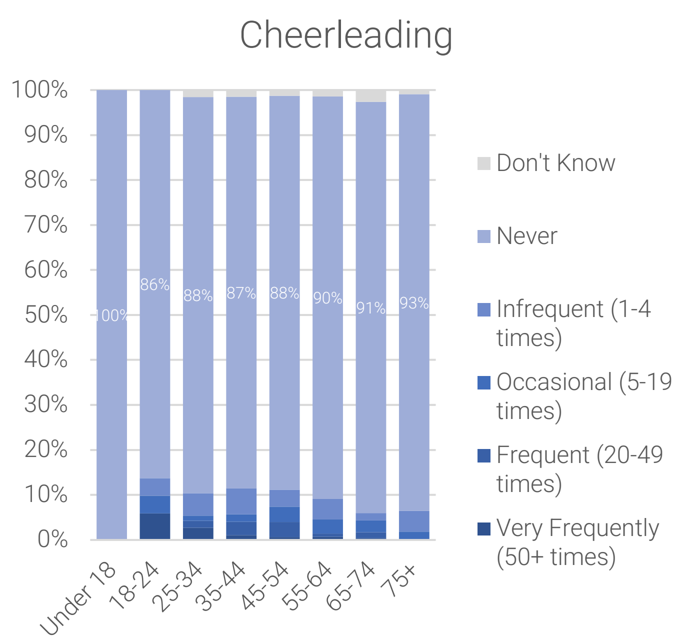




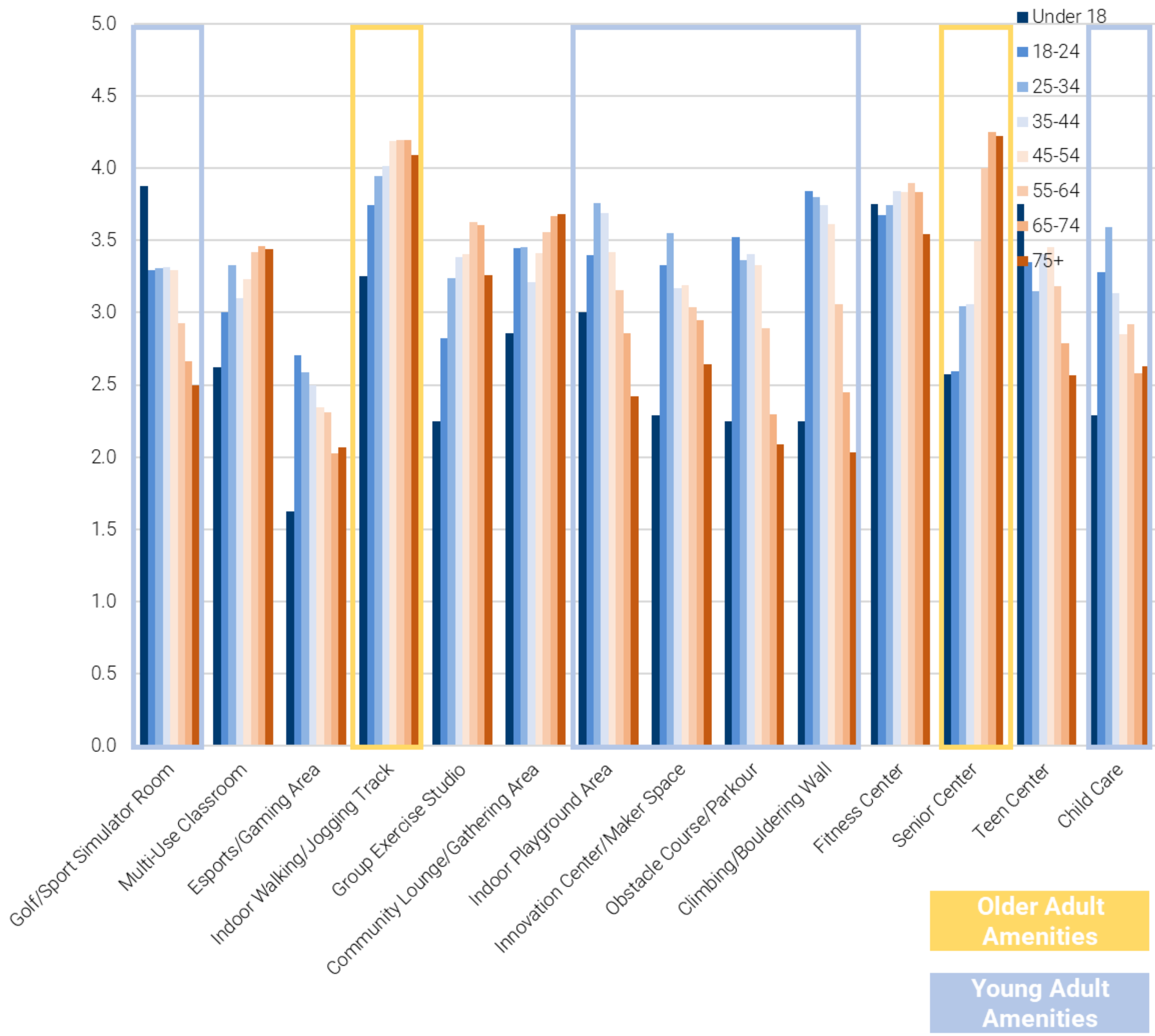
Activity Participation by Age



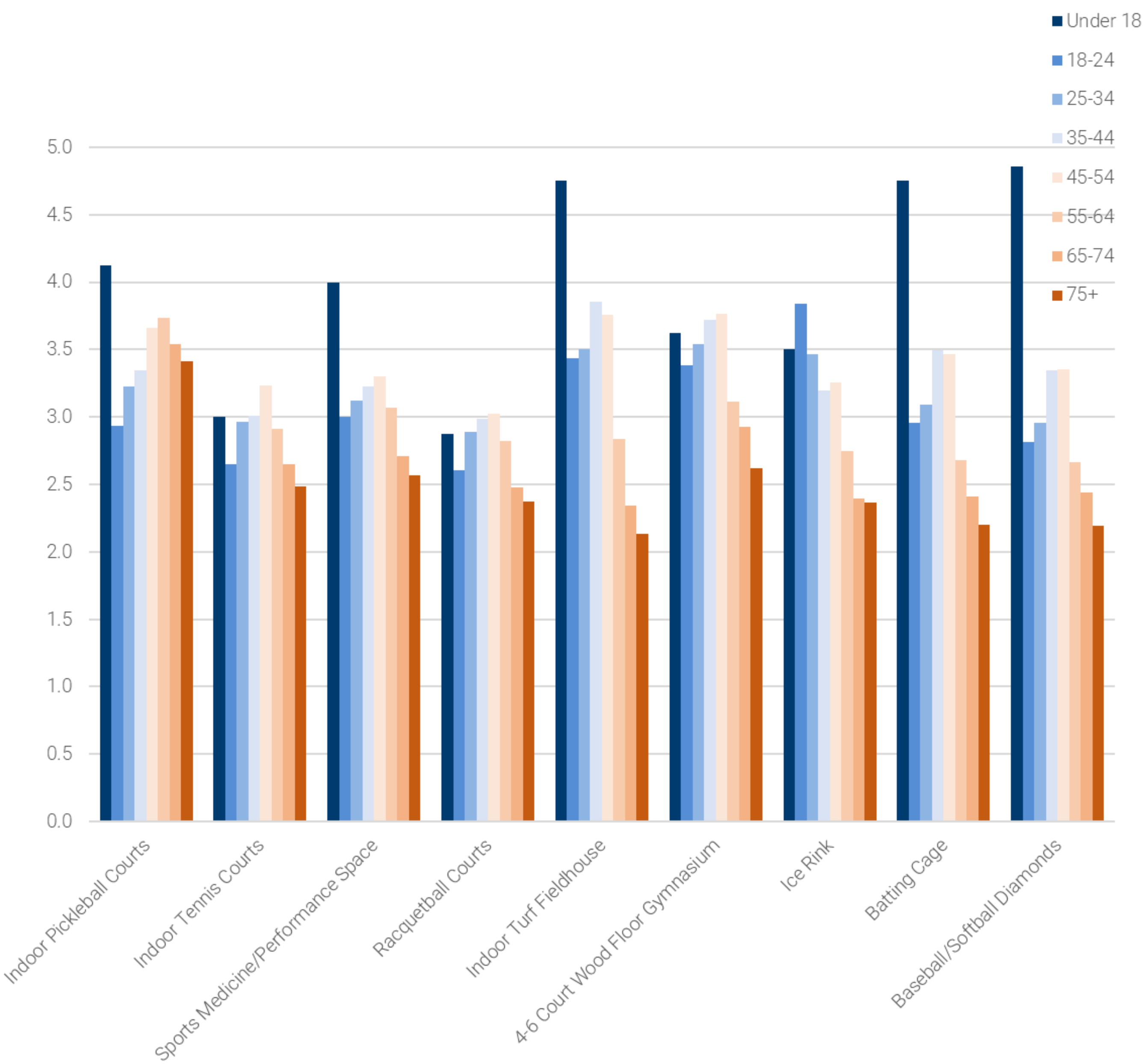




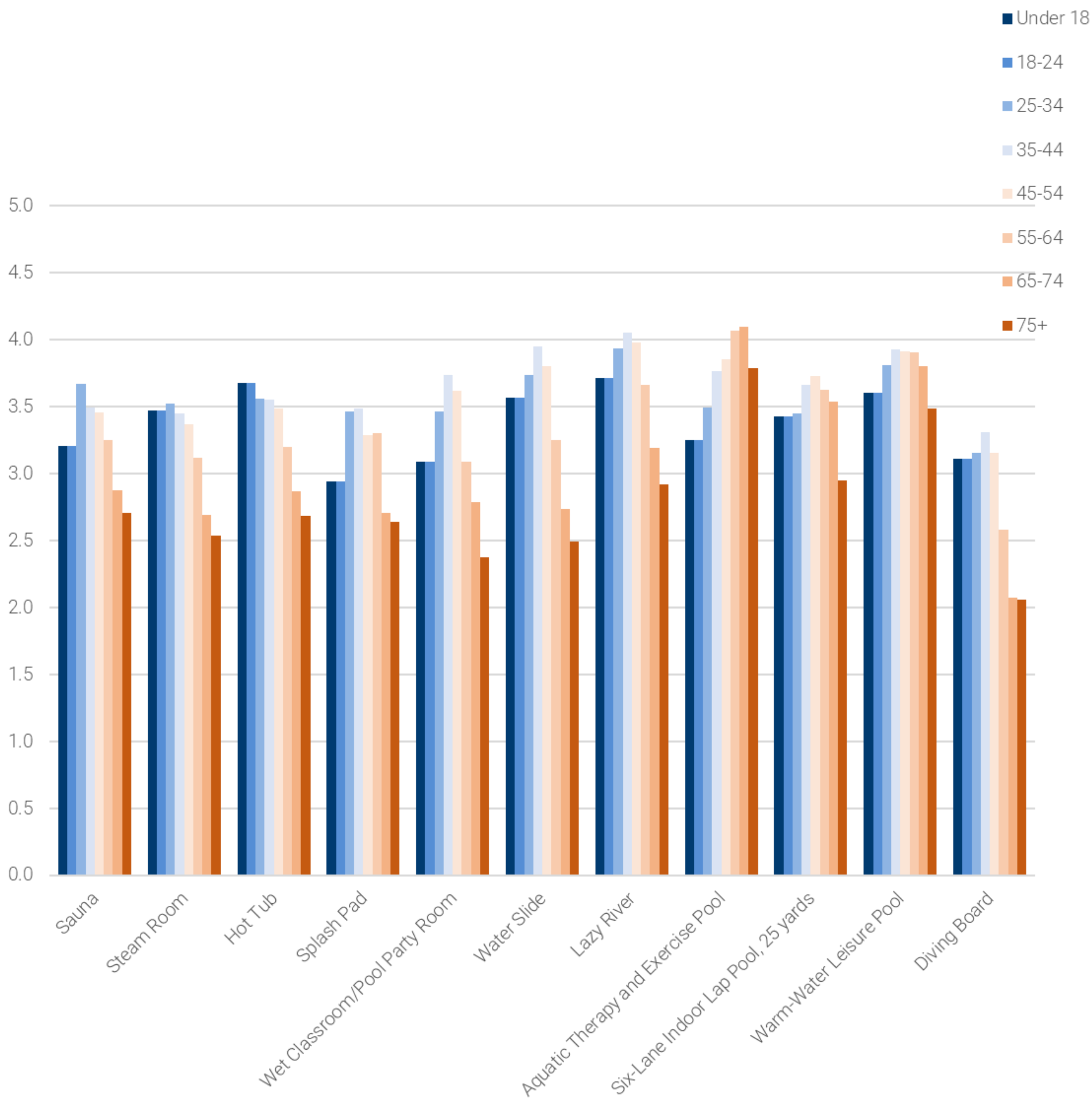
Fitness Amenities Average Appeal by Age



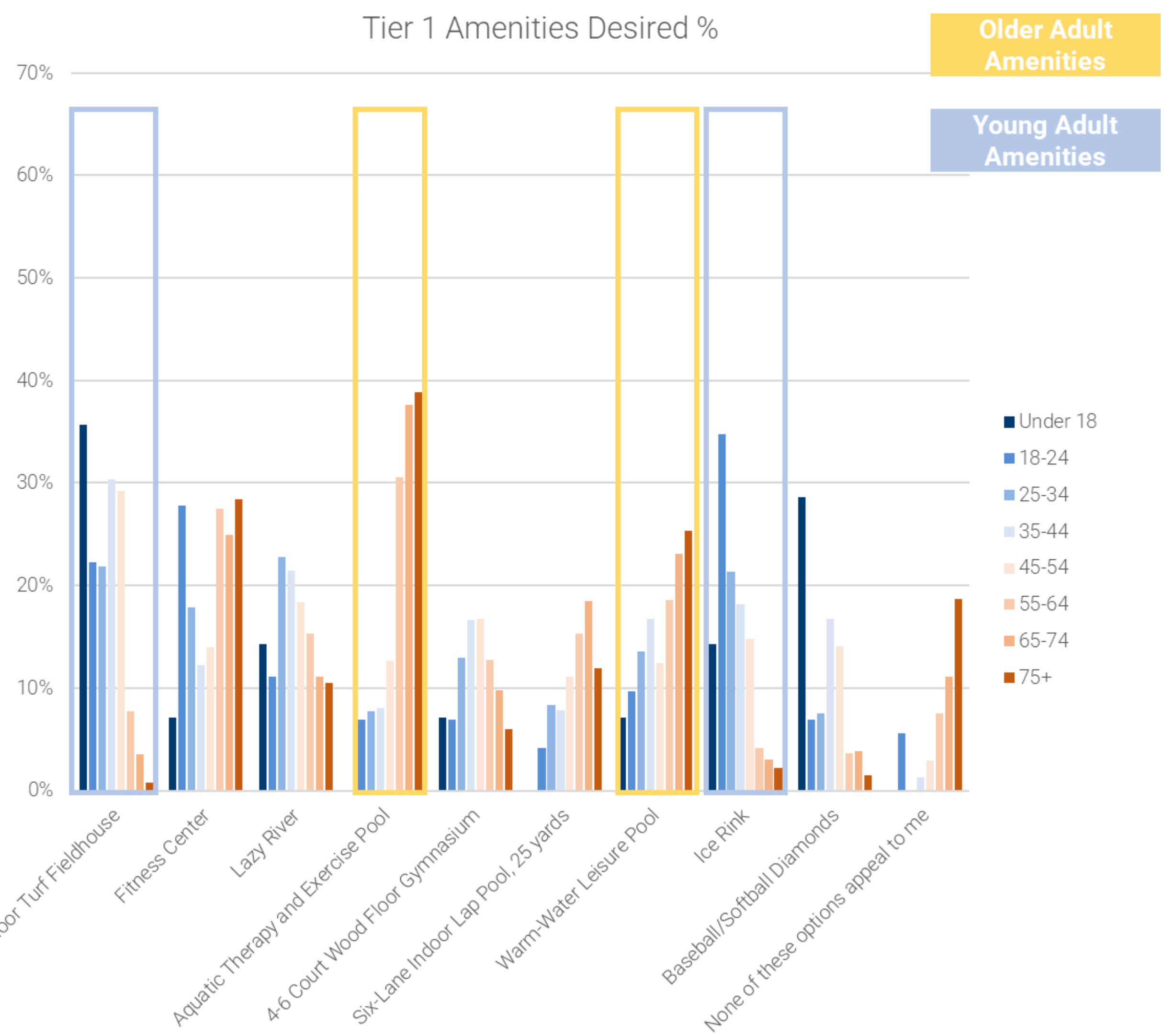
Sports Amenities Average Appeal by Age



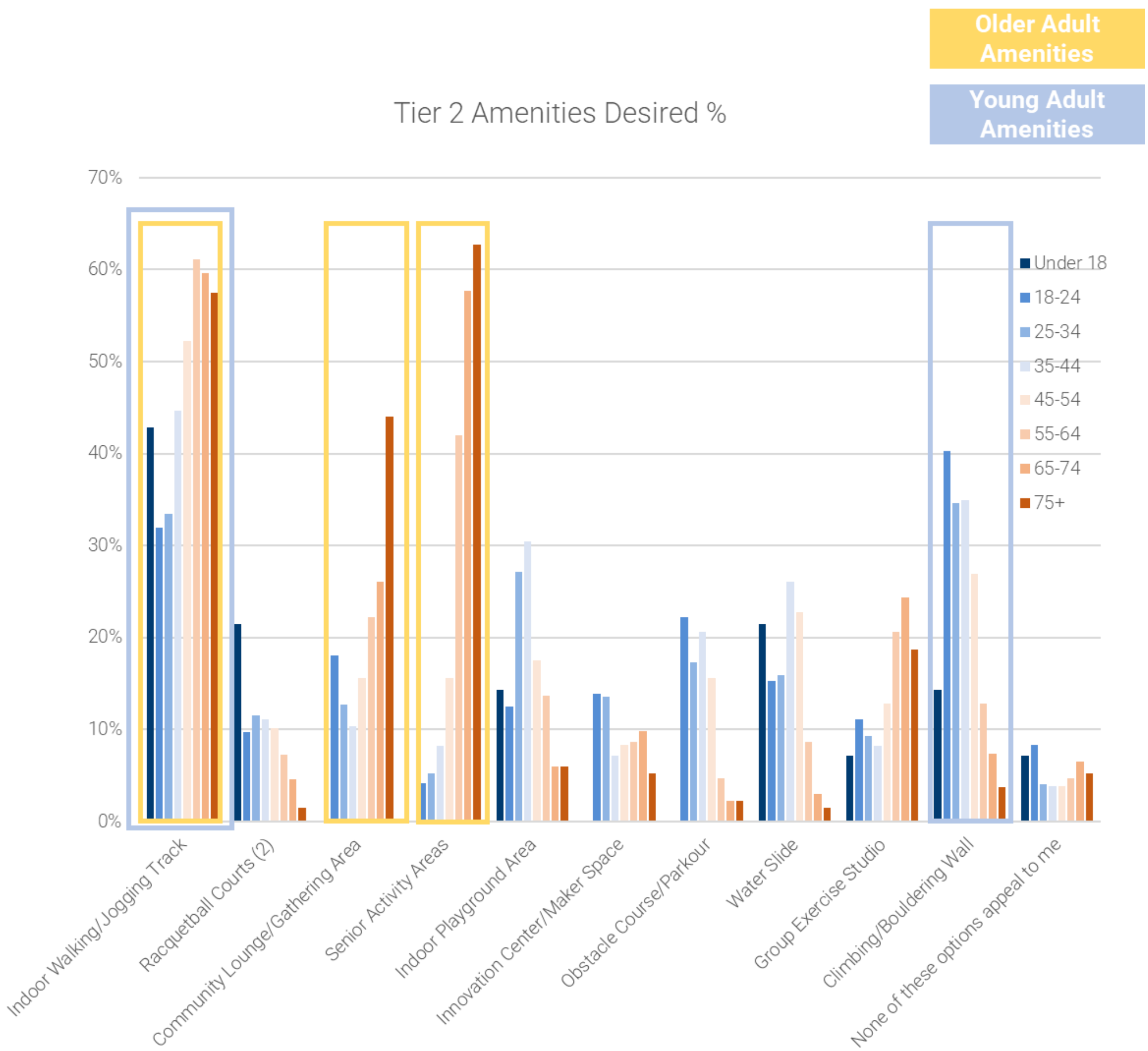
Aquatic Amenities Average Appeal by Age



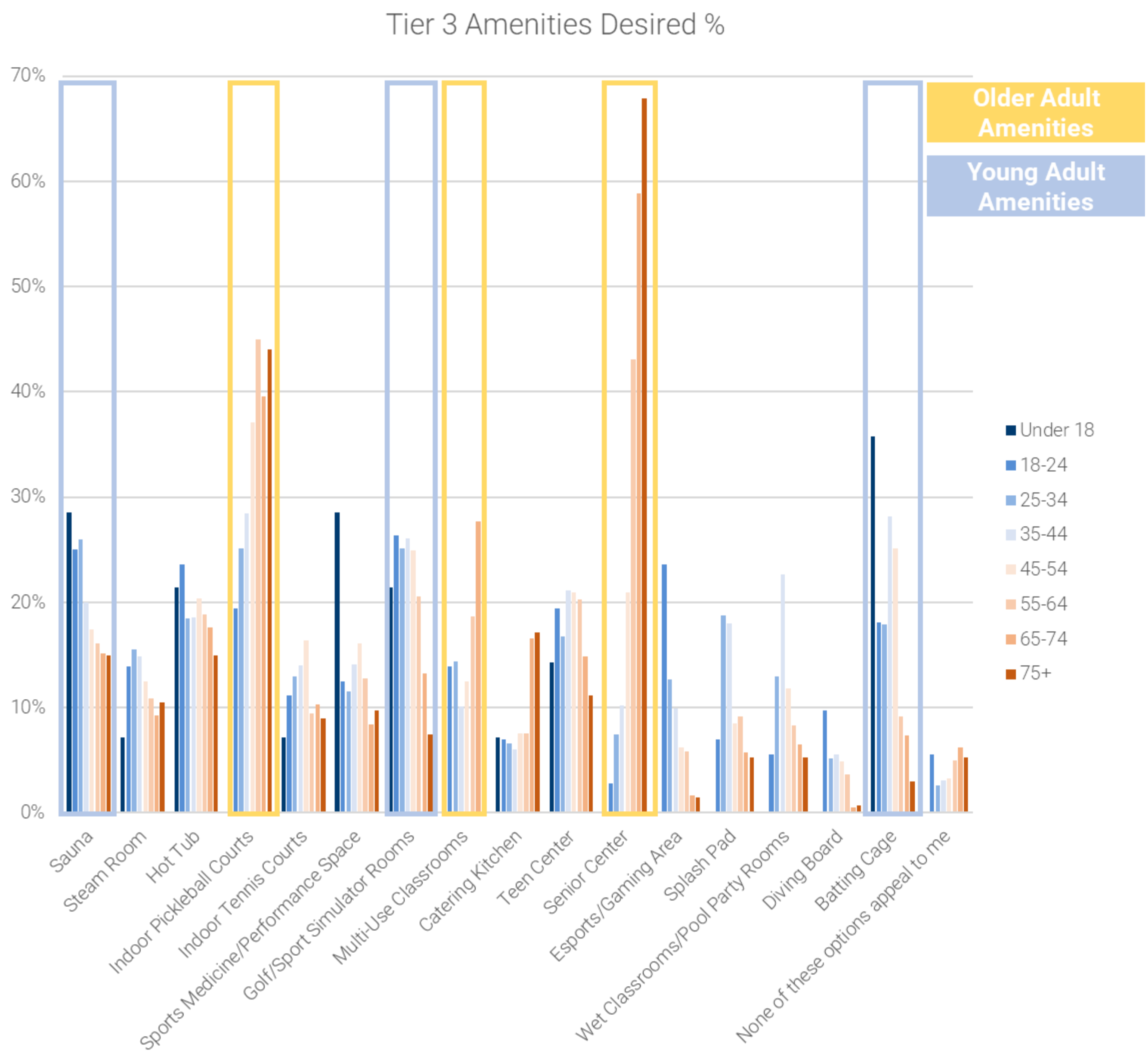
Tier 1 Amenities Average Appeal by Age



Tier 2 Amenities Average Appeal by Age



Tier 2 Amenities Average Appeal by Age



APPENDIX

C

Option B COST / BENEFIT DETAIL

C OPTION B COST / BENEFIT ANALYSIS

Estimated Utilization

UTILIZATION	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUE TEAMS					
Basketball	57	66	72	77	1,504
Volleyball	33	38	43	47	913
Other Court Users	34	40	46	50	970
Indoor Soccer	27	32	37	42	810
Pool Users	4	4	4	4	80
Other Turf Users	34	39	44	49	950
Total	189	219	246	269	5,227
LEAGUE GAMES					
Basketball	912	1,056	1,152	1,232	24,064
Volleyball	528	608	688	752	14,608
Other Court Users	476	560	644	700	13,580
Indoor Soccer	378	448	518	588	11,340
Pool Users	160	170	180	190	3,740
Other Turf Users	476	546	616	686	13,300
Total	2,930	3,388	3,798	4,148	80,632
TOURNAMENTS					
Basketball	11	12	15	15	293
Volleyball	9	14	18	20	381
Other Court Users	6	8	9	9	176
Indoor Soccer	4	6	9	10	189
Pool Users	3	3	5	6	113
Other Turf Users	6	8	10	12	228
Total	39	51	66	72	1,380
TOURNAMENT GAMES					
Basketball	1,392	1,464	1,872	1,872	36,552
Volleyball	720	1,536	2,280	2,760	51,456
Other Court Users	252	360	396	396	7,740
Indoor Soccer	120	192	360	456	8,424
Pool Users	n/a	n/a	n/a	n/a	n/a
Other Turf Users	240	312	456	600	11,208
Total	2,724	3,864	5,364	6,084	115,380
CAMPS & OTHER RENTALS					
Basketball	54	60	66	72	1,404
Volleyball	60	60	60	60	1,200
Other Court Users	12	12	18	18	348
Indoor Soccer	60	72	84	84	1,644
Pool Users	5,842	6,134	6,426	6,718	132,608
Other Turf Users	84	96	108	120	2,328
Private Rentals/Practices/Drop-in	2,900	2,900	2,900	2,900	58,000
Total	8,958	9,274	9,596	9,900	197,532

C OPTION B COST / BENEFIT ANALYSIS

Estimated Attendance

ATTENDANCE	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
LEAGUES					
Basketball	12,768	14,784	16,128	17,248	336,896
Volleyball	7,392	8,512	9,632	10,528	204,512
Other Court Users	5,712	6,720	7,728	8,400	162,960
Indoor Soccer	4,536	5,376	6,216	7,056	136,080
Pool Users	2,400	2,550	2,700	2,850	56,100
Other Turf Users	5,712	6,552	7,392	8,232	159,600
Total	38,520	44,494	49,796	54,314	1,056,148
TOURNAMENTS					
Basketball	22,272	23,424	29,952	29,952	584,832
Volleyball	11,520	24,576	36,480	44,160	823,296
Other Court Users	3,024	4,320	4,752	4,752	92,880
Indoor Soccer	1,680	2,688	5,040	6,384	117,936
Pool Users	3,400	3,400	6,500	6,800	128,900
Other Turf Users	3,360	4,368	6,384	8,400	156,912
Total	45,256	62,776	89,108	100,448	1,904,756
CAMPS & OTHER RENTALS					
Basketball	2,700	3,000	3,300	3,600	70,200
Volleyball	3,000	3,000	3,000	3,000	60,000
Other Court Users	600	600	900	900	17,400
Indoor Soccer	2,400	2,880	3,360	3,360	65,760
Pool Users	34,412	36,240	38,068	39,895	786,938
Other Turf Users	3,360	3,840	4,320	4,800	93,120
Private Rentals/Practices/Drop-in	71,475	71,475	71,475	71,475	1,429,500
Total	83,535	84,795	86,355	87,135	1,735,980
SPECTATORS					
Basketball	82,566	89,628	108,786	111,176	2,170,972
Volleyball	45,084	79,964	111,964	132,956	2,497,264
Other Court Users	19,284	24,540	27,786	29,130	566,820
Indoor Soccer	11,364	14,880	21,084	25,032	472,872
Pool Users	n/a	n/a	n/a	n/a	n/a
Other Turf Users	16,968	20,484	26,016	31,548	599,784
Total	175,266	229,496	295,636	329,842	6,307,712
TOTAL ATTENDANCE					
Basketball	120,306	130,836	158,166	161,976	3,162,900
Volleyball	66,996	116,052	161,076	190,644	3,585,072
Other Court Users	28,620	36,180	41,166	43,182	840,060
Indoor Soccer	19,980	25,824	35,700	41,832	792,648
Pool Users	40,212	42,190	47,268	49,545	971,938
Other Turf Users	29,400	35,244	44,112	52,980	1,009,416
Private Rentals/Practices/Drop-in	71,475	71,475	71,475	71,475	1,429,500
Total	376,989	457,801	558,963	611,634	11,791,534

Financial Operating Projections

FINANCIAL OPERATIONS	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
OPERATING REVENUES					
In-House League Registration	$76,400	$95,300	$113,300	$124,200	$2,982,600
In-House Tournament Registration	$142,656	$211,140	$274,224	$321,552	$7,625,340
Pool Registration	$171,835	$180,500	$189,165	$197,830	$3,904,610
Rental Income	$870,100	$995,600	$1,128,100	$1,242,400	$29,971,700
Pool Rental Income	$90,790	$95,740	$105,690	$112,640	$2,207,100
Camps/Clinics	$321,600	$366,300	$421,600	$456,800	$11,032,900
Concessions	$615,585	$784,124	$1,004,132	$1,135,980	$26,716,306
Advertising/Sponsorship	$197,200	$210,800	$224,600	$238,500	$5,822,400
Membership/Admission/Other	$445,298	$480,578	$516,773	$552,069	$12,118,380
Subtotal	$2,931,464	$3,420,081	$3,977,584	$4,381,971	$102,381,336
OPERATING EXPENSES					
Salaries, Wages and Benefits	$2,209,900	$1,532,800	$1,586,400	$1,641,300	$40,316,800
Utilities	$599,900	$617,900	$636,500	$655,600	$16,120,700
Maintenance and Repair	$304,600	$313,700	$323,100	$332,800	$8,184,100
Materials and Supplies	$166,100	$171,100	$176,300	$181,500	$4,464,200
Insurance	$304,600	$313,700	$323,100	$332,800	$8,184,100
Concessions	$354,900	$462,200	$599,600	$682,700	$16,273,000
General and Administrative	$165,000	$170,000	$175,000	$180,000	$4,427,100
Tournament Expenses	$57,062	$84,456	$109,690	$128,621	$3,050,136
League Operations/Programming	$258,700	$300,000	$347,700	$377,700	$9,110,000
Subtotal	$3,691,362	$3,965,856	$4,277,390	$4,513,021	$110,130,136
NET OPERATING INCOME	($759,898)	($545,775)	($299,806)	($131,050)	($7,748,800)
Capital Reserve	$327,500	$337,325	$347,445	$357,868	$8,800,048
NET FINANCIAL SURPLUS (LOSS)	($1,087,398)	($883,100)	($647,250)	($488,918)	($16,548,847)

OPTION B COST / BENEFIT ANALYSIS

Economic Impacts

ECONOMIC IMPACT	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
A) Construction Impacts					
Net New Hotel Room Nights	0	0	0	0	0
Total Attendee Days	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0
Direct Spending	$0	$0	$0	$0	$32,750,000
Indirect/Induced Spending	$0	$0	$0	$0	$22,486,744
Economic Output	$0	$0	$0	$0	$55,236,744
Personal Income	$0	$0	$0	$0	$18,601,100
Employment (full & part-time jobs)	0	0	0	0	392
County Local Option Sales Tax (LOST) (1.0%)	$0	$0	$0	$0	$394,960
City Lodging Tax (7.0%)	$0	$0	$0	$0	$0
Total County Taxes	$0	$0	$0	$0	$394,960
B) In-Facility Impacts					
Net New Hotel Room Nights	0	0	0	0	0
Total Attendee Days	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0
Direct Spending	$1,758,879	$2,052,049	$2,386,550	$2,629,183	$61,428,802
Indirect/Induced Spending	$1,207,065	$1,408,684	$1,638,907	$1,805,721	$42,190,384
Economic Output	$2,965,944	$3,460,733	$4,025,457	$4,434,903	$103,619,186
Personal Income	$1,266,369	$1,474,806	$1,711,518	$1,884,330	$44,018,881
Employment (full & part-time jobs)	43	49	57	63	1,465
County Local Option Sales Tax (LOST) (1.0%)	$21,210	$24,747	$28,782	$31,709	$740,859
City Lodging Tax (7.0%)	$0	$0	$0	$0	$0
Total County Taxes	$21,210	$24,747	$28,782	$31,709	$740,859
C) Out-of-Facility Impacts					
Net New Hotel Room Nights	17,320	23,150	31,065	34,709	661,584
Total Attendee Days	377,709	458,566	559,773	612,489	11,808,364
Net New Non Local Visitor Days	108,812	145,141	194,258	217,050	4,138,069
Direct Spending	$12,108,383	$16,652,992	$22,946,272	$26,391,680	$621,191,239
Indirect/Induced Spending	$8,279,977	$11,387,663	$15,691,038	$18,047,080	$424,781,245
Economic Output	$20,388,360	$28,040,655	$38,637,311	$44,438,760	$1,045,972,483
Personal Income	$8,369,362	$11,510,242	$15,859,967	$18,241,206	$429,343,857
Employment (full & part-time jobs)	262	360	496	570	13,427
County Local Option Sales Tax (LOST) (1.0%)	$145,924	$200,693	$276,536	$318,058	$7,486,256
City Lodging Tax (7.0%)	$157,023	$215,769	$297,821	$342,337	$8,052,227
Total County Taxes	$302,947	$416,462	$574,357	$660,395	$15,538,483
TOTAL NET NEW IMPACTS					
Net New Hotel Room Nights	17,320	23,150	31,065	34,709	661,584
Total Attendee Days	377,709	458,566	559,773	612,489	11,808,364
Net New Non Local Visitor Days	108,812	145,141	194,258	217,050	4,138,069
Direct Spending	$13,867,262	$18,705,041	$25,332,823	$29,020,862	$744,349,299
Indirect/Induced Spending	$9,487,042	$12,796,347	$17,329,945	$19,852,801	$509,356,057
Economic Output	$23,354,304	$31,501,388	$42,662,768	$48,873,663	$1,253,705,357
Personal Income	$9,635,731	$12,985,048	$17,571,486	$20,125,536	$508,423,260
Employment (full & part-time jobs)	304	409	553	633	15,632
County Local Option Sales Tax (LOST) (1.0%)	$156,537	$214,436	$290,812	$334,648	$8,328,939
City Lodging Tax (7.0%)	$157,023	$215,769	$297,821	$342,337	$8,052,227
Total County Taxes	$304,272	$420,616	$574,798	$662,667	$16,105,056

C OPTION B COST / BENEFIT ANALYSIS

Summary & Key Projections

SUMMARY OF ESTIMATED KEY PROJECTIONS ASSOCIATED WITH A NEW DUAL USE FACILITY IN CEDAR RAPIDS – Option B
(Operating Impacts Reflect Annual Impacts Upon Stabilization, Assumed Fourth Full Year of Operations)

ANNUAL ATTENDEE DAYS	611,600
ANNUAL NON-LOCAL ATTENDEE DAYS	217,100
ANNUAL HOTEL RM NIGHTS	34,700
ANNUAL FINANCIAL OPERATING RESULTS	($131,100)
CONSTRUCTION COSTS	$65.5M
CONSTRUCTION ECONOMIC IMPACT	$55.2M

ANNUAL DIRECT SPENDING $29.0M + ANNUAL INDIRECT/INDUCED SPENDING $19.9M = ANNUAL ECONOMIC OUTPUT $48.9M

ANNUAL PERSONAL INCOME	$20.1M
ANNUAL EMPLOYMENT (FULL & PART-TIME JOBS)	633