

Lake of the Ozarks Tournament Soccer Complex Project Analysis & Plan



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Chapter 1 – Destination Tournament Soccer Complex

1.1 SCOPE OF ENGAGEMENT

As part of its mandate to explore new ways to bring visitors to the Lake of the Ozarks, the Lake Convention & Visitor Bureau (“CVB”) commissioned and received two reports from Convention Sports & Leisure in January and April of 2016 that outlined the feasibility of a destination athletic facility (that included both soccer and baseball) at the Lake of the Ozarks. Those reports concluded that an athletic complex was feasible at the Lake. In the Fall of 2016, XO Strategic was first approached by the CVB in an effort to take the concept of a destination tournament soccer facility and determine: 1) would such a complex achieve the desired goals of new visitors to the Lake and generate room-nights in the existing Lake-area hospitality facilities? 2) would a soccer tournament complex at the Lake be viable and self-sustaining, and if so, when? 3) how would the complex be financed, developed, operated, and scheduled?

After several visits to the Lake to discuss the project, on May 29, 2018 XO Strategic was formerly engaged by the City of Camdenton, Missouri and the CVB to operationalize the previously commissioned feasibility studies and to provide a Project Plan that included:

- Critical Factor Analysis: after meeting with the stakeholders at the Lake, XO was to document key questions that need to be answered and processes that need to be explored to move the Project through all phases of development. In addition, XO was to answer these questions based on the feedback they received.
- Deliver a customized pro-forma for the operation of a destination tournament soccer complex (“TSC”) at the Lake.
- Analyze the financing options for the construction of the TSC.
- Conduct site visits and analysis to determine if the Lake area possesses buildable sites sufficient to situate the TSC program.
- Outline the corporate sponsorship environment at the Lake and deliver recommendations for partnership engagement.
- If a TSC makes sense from a site, financing, sponsorship, and operations perspective, make recommendations as to next steps to bring the TSC to reality.

We were not tasked with selecting a specific site for the TSC, but rather to determine whether appropriate sites existed for the program. This “site issue” will be addressed in Chapter 3 of this Project Plan.

The following Project Plan has been prepared by the professionals at XO Strategic – David Ficklin, Paige Perlik, Vince Gauthier, Deron Cherry, Shane Hackett, and Greg Cotton. Together, XO Strategic has over 100 years of experience in sports and development, including ownership and operation of professional and amateur football and soccer clubs. XO’s assumptions and representations and opinions in this Project Plan are their own and based on their representative experience and on the feedback received from the stakeholders at the Lake. No representation

contained in this Project Plan is intended to confer a legal opinion, and XO reserves the right to modify its assumptions and opinions with notice.

1.2 YOUTH SOCCER OVERVIEW

Soccer as a sport has grown steadily in the Midwest and across the country for the past several decades. 2.3 million children are registered to play soccer in the United States, and boys and girls play in equal numbers. Youth soccer is generally broken up into “premier” or club soccer, and recreational soccer. Premier teams generally have paid, professional coaches, play a more rigorous league schedule, and travel to away tournaments on a more frequent basis. It is not uncommon for a premier soccer team to travel 6-8 weekends a year. Most travel destinations are to nearby cities that also feature synthetic soccer complexes, but little else.

The synthetic turf that forms the basis for the modern soccer complex can be played on in the rain or other inclement weather (other than lightning). This is critical because as grass-based complexes must cancel games or entire tournaments because of weather, clubs and teams know that they will get their games in on synthetic turf. These complexes are generally lighted as well with low-throw sports lighting that allows games to start earlier and play later into the evening to accommodate the large number of teams traveling in for the tournament. At younger age groups, a full-sized soccer field can accommodate 2 or even 4 matches at once, increasing the density of play on the fields. Grass-based complexes cannot handle this level of traffic as well as a synthetic system.

While the original CSL feasibility studies analyzed both soccer and baseball facilities, because of the significant economic impact and visitor projections that youth soccer offers, this Project Plan focuses on a destination tournament soccer complex only. Soccer complexes of varying sizes have been built throughout the country, primarily in cities without the entertainment amenities that the Lake offers but closer to a concentration of youth soccer players. For example, Kansas City features four (4) synthetic soccer complexes – Scheels Overland Park Soccer Complex, Wyandotte Sporting Fields, Swope Soccer Village, and the Olathe Soccer Complex – with another in Gateway Sports Village on the way. The majority of the play on these urban soccer complexes is focused on league play on the weekends and weekday practice, with tournaments scattered throughout the season. However, in order to maximize visitors to the Lake, the proposed soccer complex at the Lake will be primarily utilized for tournaments during the “shoulder” seasons at the Lake – during the Spring and the Fall.

Youth soccer tournament operators require a “stay and play” registration system, whereby the tournament operator mandates the accommodation where the tournament participants stay. This is required because of the sheer volume of room-nights required for each weekend tournament, and the necessity to guarantee that all attendees have a place to stay. This practice also guarantees room-nights to the hotels associated with the TSC. Traditionally, all hotels are invited to participate in the accommodation program for the tournaments. In the case of the Lake of the Ozarks, only accommodations current in lodging tax payments will be considered.

1.3 LAKE AREA SOCCER COMPLEX OPERATIONS

The foundation for a successful tournament soccer complex is an experienced operator with a history of success in soccer tournament management. Heartland Soccer Association has indicated their interest and willingness to operate the Lake TSC. Heartland has been in business for over forty (40) years and is the largest soccer tournament and league operator in the United States. Heartland is based in Overland Park, Kansas, yet routinely draws from 12-16 states for each tournament they operate. Heartland operates tournaments in Kansas City with over 400 teams per tournament, and has to turn away teams because of the lack of fields in the Kansas City market. Heartland's executive director Shane Hackett, who contributed to this Project Plan, believes that the Lake market is perfectly positioned both geographically and from an amenity perspective to draw from Kansas City, St. Louis, Des Moines, Omaha, Wichita, Tulsa, Oklahoma City, Northwest Arkansas, and western Illinois.

Because of the numbers of participants, tournament providers are able to "seed" teams into different competitive divisions, providing a level playing field for all. XO Strategic highly recommends that Heartland be engaged as the tournament operator for the Lake TSC.

XO Strategic recommends the construction of an eight (8) field synthetic complex. Based on the included pro forma, eight fields appears to be the proper size to balance initial construction cost and ongoing maintenance and long-term replacement expense with attraction of visitors and generation of room-nights for tournaments. As a result, a typical weekend soccer tournament at the Lake TSC will feature over 160 teams of all ages and both genders. Most teams will have a Friday afternoon/evening match or a match early Saturday morning, followed by at least 2 additional matches throughout Saturday and Sunday.

The soccer season begins around mid-August and runs through the end of November in the Fall, moves indoors (either futsal or indoor soccer) in the winter, then moves back outside starting around March 1 and running through early June. Other than camps or clinics during the summer, organized soccer takes a break during June and July. XO has built the operating plan for the Lake TSC to begin with 14 tournaments per year, and scale up to 26 soccer tournament weekends per year, 13 in the Spring and 13 in the Fall. Even at 14 tournaments per year on the low end, the TSC can be expected to attract over 270,000 non-unique visitors per year and generate over 70,000 new room-nights. At peak capacity in a stabilized year eight (8), the TSC should be able to bring in over half a million non-unique visitors per year, and generate over 145,000 room nights annually.

1.4 OPERATING PRO FORMA

LAKE OF THE OZARKS TOURNAMENT SOCCER COMPLEX											
Operating Proforma											
Year	1	2	3	4	5	6	7	8	9	10	
Beginning Date	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Complex Activity											
Soccer Tournament Weekends	14	16	18	20	22	24	26	26	26	26	
Other Tournaments (football, LAX, rugby, baseball)	0	2	2	2	4	4	4	4	4	4	
Weekday Camps (Mon-Fri)	0	2	4	4	6	6	6	8	8	8	
Total turnstile attendance	240,340	286,913	324,247	358,582	405,155	439,489	473,823	476,823	476,823	476,823	
Total Room-nights	56,448	69,312	79,776	87,840	100,704	108,768	116,832	119,232	119,232	119,232	
Complex Operations											
Complex Revenue											
Soccer Tournament Rental	\$ 252,000	\$ 288,000	\$ 324,000	\$ 360,000	\$ 396,000	\$ 432,000	\$ 468,000	\$ 468,000	\$ 468,000	\$ 468,000	
Non-Soccer Field Rental	\$ -	\$ 36,000	\$ 36,000	\$ 36,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	
Camps, Clinics, Summer Rentals	\$ -	\$ 10,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000	
Weekly rental (practice)	\$ 33,440	\$ 34,443	\$ 35,476	\$ 36,541	\$ 37,637	\$ 38,766	\$ 39,929	\$ 41,127	\$ 42,361	\$ 43,632	
Concessions (net)	\$ 141,801	\$ 169,279	\$ 191,306	\$ 211,563	\$ 239,041	\$ 259,298	\$ 279,556	\$ 281,326	\$ 281,326	\$ 281,326	
Merchandise (net)	\$ 93,733	\$ 111,896	\$ 126,456	\$ 139,847	\$ 158,010	\$ 171,401	\$ 184,791	\$ 185,961	\$ 185,961	\$ 185,961	
Tournament Parking	\$ 134,550	\$ 153,450	\$ 172,350	\$ 191,250	\$ 210,150	\$ 229,050	\$ 247,950	\$ 247,950	\$ 247,950	\$ 247,950	
Sponsorships	\$ 305,000	\$ 318,200	\$ 332,036	\$ 346,539	\$ 361,742	\$ 377,679	\$ 394,385	\$ 411,899	\$ 430,260	\$ 449,510	
Total Revenue	\$ 960,523	\$ 1,121,268	\$ 1,237,625	\$ 1,341,740	\$ 1,504,580	\$ 1,610,194	\$ 1,716,611	\$ 1,748,263	\$ 1,767,858	\$ 1,788,378	
Operating Expenses											
Management Fee**	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Full-time staff	\$ 180,000	\$ 189,000	\$ 198,450	\$ 208,373	\$ 218,791	\$ 229,731	\$ 241,217	\$ 253,278	\$ 265,942	\$ 279,239	
Part-time staff	\$ 31,800	\$ 32,754	\$ 33,737	\$ 34,749	\$ 35,791	\$ 36,865	\$ 37,971	\$ 39,110	\$ 40,283	\$ 41,492	
Staff benefits	\$ 36,000	\$ 37,800	\$ 39,690	\$ 41,675	\$ 43,758	\$ 45,946	\$ 48,243	\$ 50,656	\$ 53,188	\$ 55,848	
Property Tax (assuming publically owned ground)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Insurance	\$ 90,000	\$ 94,500	\$ 99,225	\$ 104,186	\$ 109,396	\$ 114,865	\$ 120,609	\$ 126,639	\$ 132,971	\$ 139,620	
Marketing	\$ 35,000	\$ 36,750	\$ 38,588	\$ 40,517	\$ 42,543	\$ 44,670	\$ 46,903	\$ 49,249	\$ 51,711	\$ 54,296	
Administration	\$ 40,000	\$ 42,000	\$ 44,100	\$ 46,305	\$ 48,620	\$ 51,051	\$ 53,604	\$ 56,284	\$ 59,098	\$ 62,053	
Electricity (no pass-through CAM)	\$ 80,000	\$ 84,000	\$ 88,200	\$ 92,610	\$ 97,241	\$ 102,103	\$ 107,208	\$ 112,568	\$ 118,196	\$ 124,106	
Utilities	\$ 48,000	\$ 50,400	\$ 52,920	\$ 55,566	\$ 58,344	\$ 61,262	\$ 64,325	\$ 67,541	\$ 70,918	\$ 74,464	
Repair and Maintenance	\$ 25,000	\$ 26,250	\$ 27,563	\$ 28,941	\$ 30,388	\$ 31,907	\$ 33,502	\$ 35,178	\$ 36,936	\$ 38,783	
Contract Services	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 63,814	\$ 67,005	\$ 70,355	\$ 73,873	\$ 77,566	
Sponsorship Fulfillment	\$ 76,250	\$ 79,550	\$ 83,009	\$ 86,635	\$ 90,435	\$ 94,420	\$ 98,596	\$ 102,975	\$ 107,565	\$ 112,377	
Sponsorship Commissions	\$ 45,750	\$ 47,730	\$ 49,805	\$ 51,981	\$ 54,261	\$ 56,652	\$ 59,158	\$ 61,785	\$ 64,539	\$ 67,426	
Operating Expenses	\$ 737,800	\$ 773,234	\$ 810,411	\$ 849,417	\$ 890,344	\$ 933,285	\$ 978,341	\$ 1,025,616	\$ 1,075,221	\$ 1,127,271	
Net Operating Income	\$ 222,723	\$ 348,034	\$ 427,214	\$ 492,323	\$ 614,237	\$ 676,909	\$ 738,270	\$ 722,647	\$ 692,636	\$ 661,107	
- Reserves (sinking fund for turf replacement)	\$ (200,000)	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (350,000)	\$ (350,000)	\$ (350,000)	\$ (350,000)	\$ (300,000)	\$ (300,000)	
Cash Flow	\$ 22,723	\$ 48,034	\$ 127,214	\$ 192,323	\$ 264,237	\$ 326,909	\$ 388,270	\$ 372,647	\$ 392,636	\$ 361,107	

** Management Fee to Operator in lieu of staffing/benefits/admin/etc. Assumption is in-house operation, so management fee is zeroed out.

Chapter 2 – Critical Factors Analysis

2.1 INTRODUCTION

The XO Strategic team visited the Lake on two occasions to have discussions with key Lake Area stakeholders to gather information related to the viability of a Tournament Soccer Complex. The outcome is to develop an objective outline of the key financial, political, operational, and legal factors that will impact the success of the Project. The first visit occurred August 19-21, 2018, with a follow-up on October 10-12.

The initial visit included three public presentations and information gathering, as well as meetings elected officials. The second visit was primarily spent inspecting potential sites and meeting property owners. Both XO Strategic visits included hours of conversations with Jeff Hancock, City Administrator, City of Camdenton, and Tim Jacobsen, Executive Director, Lake of the Ozarks Convention & Visitor Bureau.

This Critical Factor Analysis & Resolution document summarizes the results of our initial visits to the Lake and investigation into the underlying economics of the construction and operation of a destination tournament soccer complex. This document is intended to generally summarize our initial findings after discussing these issues at length with the stakeholders in the project. This list was not intended to be representative of XO Strategic’s final opinion on any of these factors, but rather represented an intermediate step in our investigation and creation of an overall project plan.

The following issues were the key decisions that drove the investigations leading to the final project feasibility report:

2.2 LIST OF ISSUES

1. Are there any suitable sites in the three-county Lake of the Ozarks area?

Resolution: Our initial analysis leads us to conclude there are potential sites that could be viable in all three counties.

2. Are there opportunities to develop sales-tax generating services on or adjacent to a Lake Complex that could support a TIF?

Resolution: The retail environment at the Lake is complicated and needs further market analysis. The possibility for retail development does exist on some potential sites.

3. Are there funding mechanisms sufficient to pay for a Lake Complex?

Resolution: There are many variables associated with site development, including grading, access, and availability of utilities, which will affect the project budget. Additionally, a critical decision for the Lake Complex will be the number and quality of fields to be constructed.

Our initial analysis suggests that sufficient financing options exist for the construction and ongoing operations of a destination tournament soccer complex that would achieve the goal of attracting shoulder season visitors.

4. Is it realistic a qualified operator will be interested in running tournaments at a Lake Complex?

Resolution: Yes, Heartland Soccer Association has expressed initial interest in scheduling a Lake Complex.

5. Is there suitable level of potential corporate support to become sponsors/corporate partners?

Resolution: Our meetings with key Lake-area business leaders indicate that corporate support for the Lake Complex exists. However, the extent of this support and the financial impact of sponsorship is yet to be determined.

6. Is there sufficient political & governmental support for a Lake Complex

Resolution: In our initial meetings with several municipalities, there appears to be significant support for the project. Municipal and County engagement, leadership and support is essential for a successful project.

7. Is there a need amongst the local community for recreational fields?

Resolution: Our incoming assumption was that there would be minimal need for weekday utilization of the fields. However, discussions with local soccer clubs as well as the YMCA and other community groups have shown interest in using such a complex to increase their programming.

8. Can a Complex operate at break even or better financially?

Resolution: Our initial analysis is that a Lake Complex can be operated at a break-even basis. But this must be studied in more detail in the final report.

9. Is there interest within the regional/multi-state youth soccer community to travel to a Lake Complex

Resolution: Positive discussions with multiple leagues across the multi-state region suggest a high level of enthusiasm in a destination tournament environment that a Lake Complex can provide

10. Are there sufficient existing hotel and lodging rooms to accommodate tournament needs?

Resolution: The existing inventory of all Lake Area lodging and hospitality accommodations appears to be sufficient for shoulder season tournaments. Additional hotel development would likely occur based on current market dynamics.

11. What is the ideal field number for a potential Lake Complex?

Resolution: The complex set of variables of potential site size, cost of construction, tournament requirements will be analyzed in the final report. Local demand is not expected to influence the number of fields to be constructed.

Chapter 3 – Site Analysis

3.1 TOURNAMENT SOCCER COMPLEX DEFINITION AND HISTORY

The simple definition of a Tournament Soccer Complex is a multi-field complex capable of hosting all day play for hundreds of teams. The reality is more complex than that.

Tournament soccer complexes have been around for the better part of four decades. They first became necessary when the growth of youth soccer in the 1970s and 1980s overcrowded the individual fields used at local schools and municipal parks. This growth could sustain multi-field, natural grass complexes. The lack of availability of affordable land in most urban areas meant these complexes were typically located in the suburbs or on the outskirts of cities.

The advent of the next generation synthetic surfaces meant the fields could be playable in all weather conditions. This contributed to the significant growth of tournaments as teams could now travel from out of town to the complex and stay for a night or more without worrying about the tournament getting cancelled due to inclement weather. A drawback to these suburban locations, however, was the lack of and quality amenities adjacent to the fields.

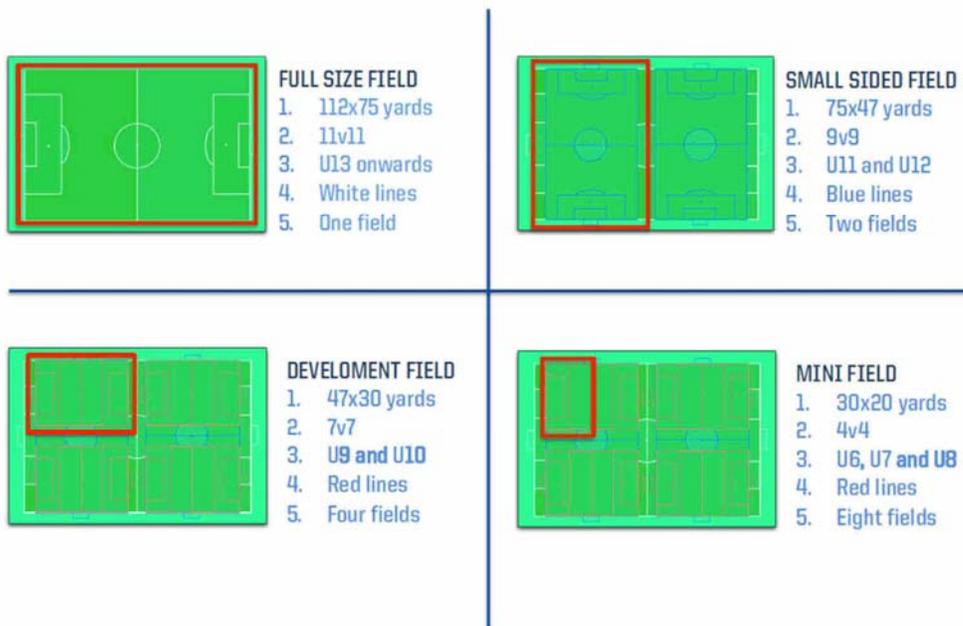
The next and current generation of complexes responds to the lack of surrounding amenities by building many of them adjacent to, or even as part of the complex, so that tournament visitors can park their car once during the day and safely walk to and from the playing fields to their hotel, restaurants and retail shops. With the abundance of amenities and attractions, modern tournament travel is often thought of as a mini-vacation.

3.2 REQUIRED ELEMENTS:

- **Playing Fields:** Minimum of 6, up to 12, all weather synthetic turf fields. Ideal field size is 75 yards wide x 112 yards long with 10-yard run off areas on all four sides. See figure 3.2.1 for field size configurations per age group.
- **Sports Lighting:** Playing fields must be lit with a minimum of 50 foot candles, ideally 75-foot candles. LED lighting is becoming the standard as it requires significantly less electricity to operate, resulting in large cost savings on a monthly basis.
- **Parking:** Minimum of 80 spaces per playing field, ideally 100 spaces per field. Ideally include double the amount of ADA spaces to account for elderly attendees.

- Restrooms: Must be clean, well-lit, climate controlled with baby changing stations.
- Concessions: Suitable area from which food and cold beverages can be sold. Ideally a grill, fryer and hood are provided.
- Concessions Storage: Suitable area for storage of dry goods and extra soda and sports drinks for the concession stand.
- Referee Meeting Room: A dedicated room for tournament officials and referees to gather and check assignments.
- First Aid Station: Space for an AED (automated external defibrillator), and ice machine or access to ice.
- Complex Storage: Sufficient space for corner flags, additional janitorial and site supplies, stanchions, traffic control signage and cones, trash and recycling container storage for periods when not in use, etc.
- Maintenance Building/Yard: Sufficient area for operations equipment, such as golf carts or gators and facility maintenance equipment, including mowers, trimmers, field painting machine and paint, etc. Goals can be stored here in the offseason.
- Trash Area: Enclosed area with sufficient area to accommodate both trash and recycling dumpsters.

Figure 3.2.1 – Youth Field Size Layouts – © U.S. Soccer



3.3 ADDITIONAL DESIRABLE AMENITIES

- **Hotel:** A typical soccer tournament requires multiple hotels, with room requirements ranging from hundreds to thousands per night. History has shown hotels closest to the complex are the most in-demand, regardless of cost. Ideally a hotel, or multiple hotels are located on-site or immediately adjacent to the complex. However, teams will stay as far away as required to participate in marquee tournaments. Hotels with self-serve breakfast and a swimming pool are popular choices for the soccer tournament traveler.
- **Restaurants:** Hundreds of soccer teams descend into town for a tournament, each with 15-25 people, typically staying 2-3 nights. Area restaurants of many types, from sit-down, fast casual to fast food are needed to support these visitors.
- **Retail:** In a typical tournament, teams may only play one game a day. This leaves plenty of time for exploring the host city. Nearby shopping opportunities is always a desired amenity.
- **Other Entertainment Attractions:** With an abundance of unique and beautiful recreational opportunities, the Lake region has an advantage over most tournament locations.

3.4 BUILDING PROGRAM

We've taken the required elements from section 3.2 above and indicated the typical acreage required for each item as follows:

- **Playing Fields:** Using the field dimensions listed above in section 3.2, each field requires 2.6 acres. Using the recommended 8 field size, the fields alone will require 20.8 acres.
- **Sports Lighting:** The sports lighting electrical panels are typically placed in a central location equidistant from the two farthest lighting poles. This area requires approximately 200 sq. ft.
- **Parking:** Using the maximum ration of 100 spaces per playing field translates to needing 800 spaces for an 8-field complex. A general rule of thumb is 100 spaces require an acre of land. This accounts for circulation

- Restrooms: and landscaping. Therefore, the recommended parking total requires a minimum of 8 acres. XO suggests using 1,500 sq. ft. as an estimated area for this exercise.
- Concessions: XO suggests using 500 sq. ft. as an estimated area for this exercise.
- Concessions Storage: XO suggests using 500 sq. ft. as an estimated area for this exercise.
- Referee Meeting Room: XO suggests using 200 sq. ft. as an estimated area for this exercise.
- First Aid Station: XO suggests using 150 sq. ft. as an estimated area for this exercise.
- Complex Storage: XO suggests using 1,000 sq. ft. as an estimated area for this exercise.
- Maintenance Building/Yard: XO suggests using 1,500- 2,000 sq. ft. as an estimated area for this exercise.
- Trash Area: XO suggests using 300 sq. ft. as an estimated area for this exercise.
- Signage: This item does not require additional acreage, but it is required for the complex.
- Public Address System: This item does not require additional acreage, but it is required for the complex.
- Wi-Fi: This item does not require additional acreage, but XO suggests it be a required element for the complex.
- Emergency Notification System: This structure, which is typically connected to a regional emergency management system, typically detects and announces severe weather such as lightning and tornados. It does not require additional acreage, but XO suggests it be a required element for the complex.

Taking the above area recommendations, a completely flat site for the fields and parking would require a minimum of 29 acres of land. The building or buildings and storage yard require approximately 6,000 sq. ft. Using these breakdowns, XO believes it is safe to say this flat site building program can be accommodated with 30-32 acres. The additional elements could be accommodated with 2–3-acre pad sites for each amenity.

The great variable that XO is currently unable to quantify is the size of the area that will be required to accommodate the hilly terrain that characterizes most sites in the Lake region. Depending upon the final site chosen, this area could range from another 5–10 acres.

In conclusion XO believes it is prudent to assume the complex can be accommodated from a minimum of 32 acres for a flat site to as high as 45 acres for an extremely hilly site.

3.5 ESTIMATED CONSTRUCTION COST RANGE

Based on recent similar projects, it is prudent to assume a range of \$20-\$22 million construction cost for the basic program on a flat site. This does not include any significant site grading or rock removal on a hilly site. It also does not account for any significant utility line extensions to the site. These costs cannot be estimated until a site is selected.

In addition to the construction cost, an additional 20% should be budgeted for soft costs and contingencies.

3.6 PRELIMINARY SITE SUITABILITY EVALUATION

In this first phase of site evaluation, XO is simply testing the suitability of individual sites. The first two categories in Figure 3.6.1 below are graded as pass/fail, meaning a potential site must pass both the Site Size and Transportation Access tests in order to be labeled suitable. Next, there are some potential sites that pass both these categories but can be considered poor candidate sites due to their extreme topography and the significant costs that would be incurred in grading the site. The grading costs would likely be such that it would exceed any anticipated funding mechanism. XO has given this category a 1–10 scoring range. Potential sites would need to achieve at least a 5 in this category to be considered suitable.

Figure 3.6.1 – Site Suitability Scoring Matrix

Suitability Category	Description	Pass / Fail	Weight Factor
1. Site Size	This factor measures whether the building program of required elements can be accommodated on the site.	Yes	N/A
2. Transportation Access	This factor measures whether the site currently has safe ingress and egress both from the site to city streets, and from city streets to a major artery or highway. If it does not currently have such access, the potential cost of installation of sufficient access roads/traffic signal/etc. is considered.	Yes	N/A
3. Site Topography	This factor measures the suitability of the site for a complex as it relates to topography and grading and any anticipated rock removal necessary to accommodate the building program.	N/A	1-10

3.7 SITE EVALUATION PROCESS

The XO team accumulated a list of potential sites through a variety of tactics. First, interested landowners submitted their sites for consideration. Next XO reviewed county GIS maps for Camden, Miller, and Morgan Counties. Finally, a search was undertaken of online aerial imagery from Google Earth and other similar platforms. A preliminary list was compiled and multiple sites were identified as needing an in-person inspection to fully understand the topography.

A follow up visit to the lake was made where the XO team visited fourteen potential sites to better understand the viability and limitations of each.

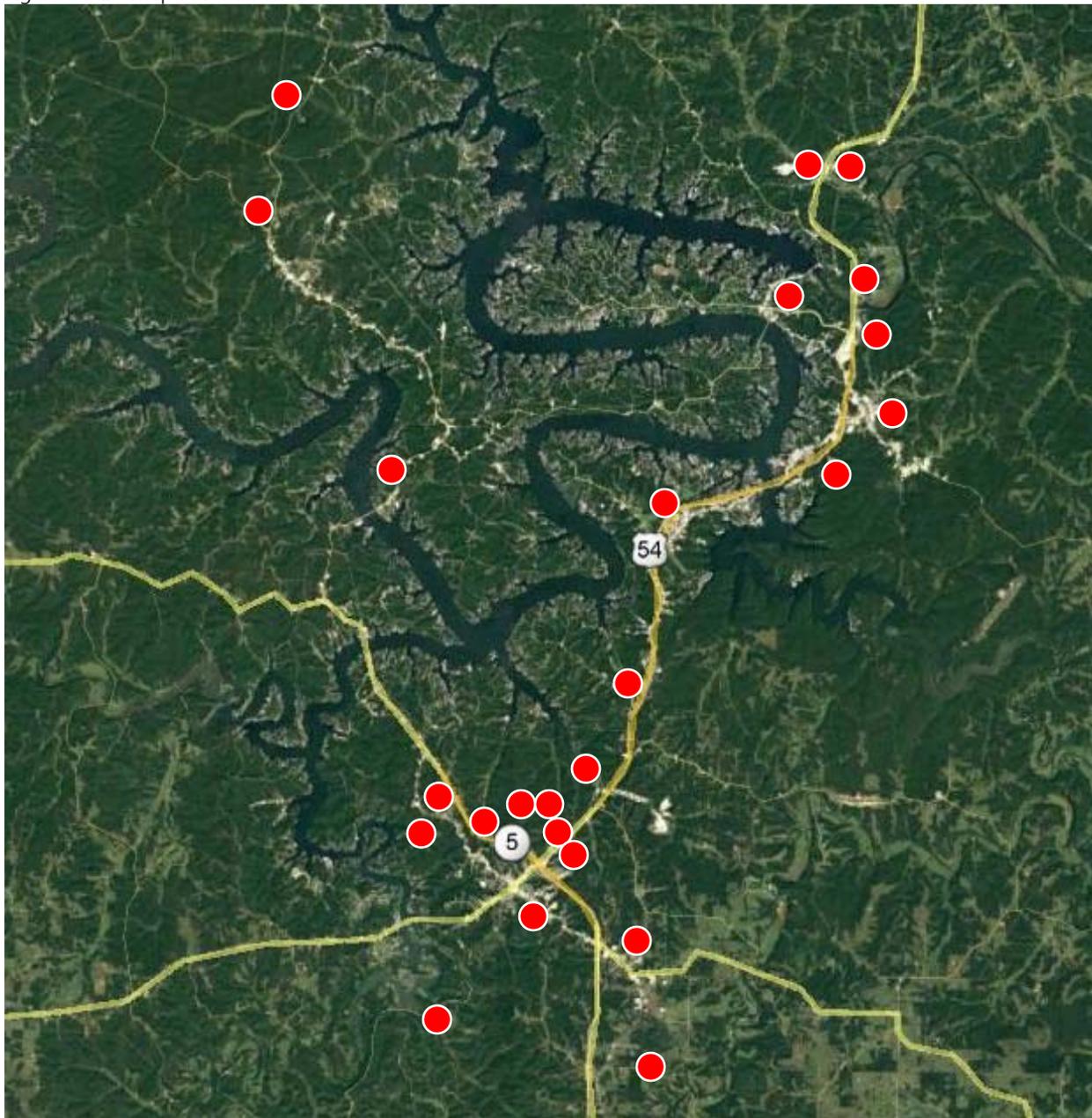
The result of the investigation identified 25 potential sites spread across all three counties (See Figure 3.7.1 below). Seventeen sites were identified in Camden County, six sites were identified in Miller County, and two sites were identified in Morgan County.

Some potential sites are single tracts of land that would accommodate only the required complex program elements. Others are large enough to include one or more pad sites in addition to the building program. Conversely, some sites would require aggregating multiple parcels to accommodate the program. Some reviewed properties are so large that only a portion of the total site would be needed to accommodate the program.

Interestingly, the potential sites broke down into three general categories as follows:

1. *Undeveloped Forests*: These sites are still tree covered, may or may not have developed transportation access, and may or may not have utilities available
2. *Partially Developed*: These sites are typically a pasture, typically with a residential structure, meaning utilities may be close, but may or may not be sufficient. Road access exists but access to highways may or may not be sufficient.
3. *Redevelopment Opportunity*: These sites have been previously developed and now are prime targets for redevelopment. This may include closed quarries. Roads exists and access to highways is likely to be suitable. Some utilities may be available.

Figure 3.7.1 - Map of Potential Sites



3.8 SITE EVALUATION RESULTS

The result of the site suitability evaluations is that there are suitable sites located in all three counties, Camden, Miller, and Morgan. Notably, XO also identified suitable sites in all three site types.

3.9 PROPOSED FINAL SITE SELECTION METHODOLOGY

With the positive result that there are suitable potential sites located around the Lake region, a future project phase will be needed to make a final site selection. This process is outlined in

Section 7.2. XO recommends using the eleven-category matrix in Figure 3.9.1 to score candidate sites. It will be up to the selection committee to determine the weight factor for each category.

Figure 3.9.1 – Proposed Site Selection Scoring Matrix

Site Scoring Category	Description	Weight Factor
1. Site Size	This factor simply measures whether the building program can be accommodated on the site.	TBD
2. Transportation Access	This factor measures whether the site currently has safe ingress and egress both from the site to city streets, and from city streets to a major artery or highway. If currently non-existent, the potential cost of installation of sufficient access roads/traffic signal/etc. is considered.	TBD
3. Site Topography	This factor measures the suitability of the site for a complex as it relates to topography and the anticipated rock removal and grading necessary to accommodate the building program.	TBD
4. Availability of Site Utilities (Water, Storm & Sanitary Sewer, Power, etc.)	This factor measures the current availability of site utilities. If the utilities are not currently sufficient, the installation cost is measured.	TBD
5. Site Acquisition Cost	This factor measures the mechanism used to obtain the site (purchase, lease, or donation), and the anticipated cost of this transaction, if any.	TBD
6. Proximity to Lodging	This factor measures whether the site is conveniently close to current lodging.	TBD
7. Proximity to Amenities & Services	This factor measures whether the site is conveniently close to restaurants, gas, retail, etc.	TBD
8. Funding Mechanism & Timeline	This factor measures the availability of development incentives and timeline for incentive approval.	TBD
9. Zoning & Permitting	This factor measures whether the site is currently zoned for this use. If not, it measures the process and timeline for obtaining the necessary rezoning and permitting.	TBD
10. Visibility	This factor measures how visible the site or site signage would be to major roads. This factor is important for measuring potential sponsor signage value.	TBD
11. Ancillary Development Opportunities	This factor measures whether the site has sufficient additional land to allow for ancillary development on site, or directly adjacent, such that sales tax revenue could be captured to help fund the project.	TBD

Chapter 4 – Financing

4.1 OVERVIEW OF FINANCING

Undertaking the development of a community asset such as a destination soccer complex almost inevitably requires a public-private partnership (3P). Typically, these 3P projects feature a complex mix of complementary funding sources that reflect the nature and location of the facility. No two are truly alike. Different political jurisdictions have their own economic development toolboxes that they have crafted over many years. In some cases, perhaps as with this sports tourism-based concept, multi-jurisdictional cooperation will be required to help create the appropriate financing blend, as the project's benefit will be felt regionally.

4.2 PUBLIC PRIVATE PARTNERSHIP (3P)

General Concept of 3P Financing

The marriage between a public body (e.g., municipality, development authority, county) and a private developer and/or operator will require support that creates a fiscally sustainable model. Monies will be required for land acquisition/site prep, design services, professional fees, horizontal and vertical construction, debt service, and ongoing operations; and, each of these dollar allocations may be derived from unique sources based upon such requirements as enabling legislation and foundational mandates. A form of cost-benefit fiscal analysis will help drive which source of financing will be attributed to any specific development element.

For instance, either a non-profit or private business entity may be required to serve as a conduit for certain tax credits, while a political jurisdiction would be required to pursue block grants for public infrastructure, such as utility extensions. All of these moving parts must be coordinated in concert with one another in order to ensure success. Thus, a properly led public-private partnership is the only possible vehicle to both establish an umbrellic vision and provide the legal authority for managing such an undertaking.

Potential Parties

The parties that eventually comprise this endeavor's final public-private partnership will primarily be guided by the selected location. Without a specific designated site, however, a description of the likely parties that will be engaged in this project must be more generalized. Nonetheless this entity list can be easily transferrable to any locale.

In the majority of cases, a public body politic plays the lead role and is most often a municipality. Counties and multi-jurisdictional authorities can also play this role. Such authorities typically center on a specific arena, such as sports or tourism, but may be venue-based, as well. Industrial authorities and similar entities are typically used for bonding a project, and often have historic connections to the participating municipality. Both public and private utilities may also play a role, but most commonly in a support role. Such collaborative relationships are also commonplace for academic institutions, business associations, and other third-party entities that can share resources, while also benefiting from such a new development. The potential synergies between the TSC and the strong system of Lake region elementary and secondary

schools should be strongly considered. Numerous scenarios can be envisioned where these tournament quality fields could become a genuinely unique resource for local athletic programs.

In total, these partners will typically align with a private development group with expertise in the field, but which is dependent upon public resources to bring such a community project to bear. These development groups are often comprised of related entities, but are routinely established as a new single-purpose entity solely created with the sole objective of pursuing a specific project. For each project, the lead entity will pursue the most effective and workable mix of resources and financial incentives. Although quite varied as illustrated below, many of the potential incentives targeted for such projects are federal and state programs, typically managed by a state agency. In this case, that is the Missouri Department of Economic Development (DED). As such, most of the programmatic descriptions detailed below have been primary-sourced directly from MODED.

4.3 TOOLS AND PROGRAMS

Federal/State

- **Community Development Block Grants**

From waste water improvement projects, to developing or enhancing public assets, which could include a destination soccer complex, CDBG programs are designed to support a community's greater capacity for growth. The block grants can also help promote small business development or go towards constructing or revitalizing public infrastructure that would make way for new industry development or an attraction. As such, CDBG programs are designed to support business growth in communities.

- **Amateur Sporting Contribution Program & Tax Credit**

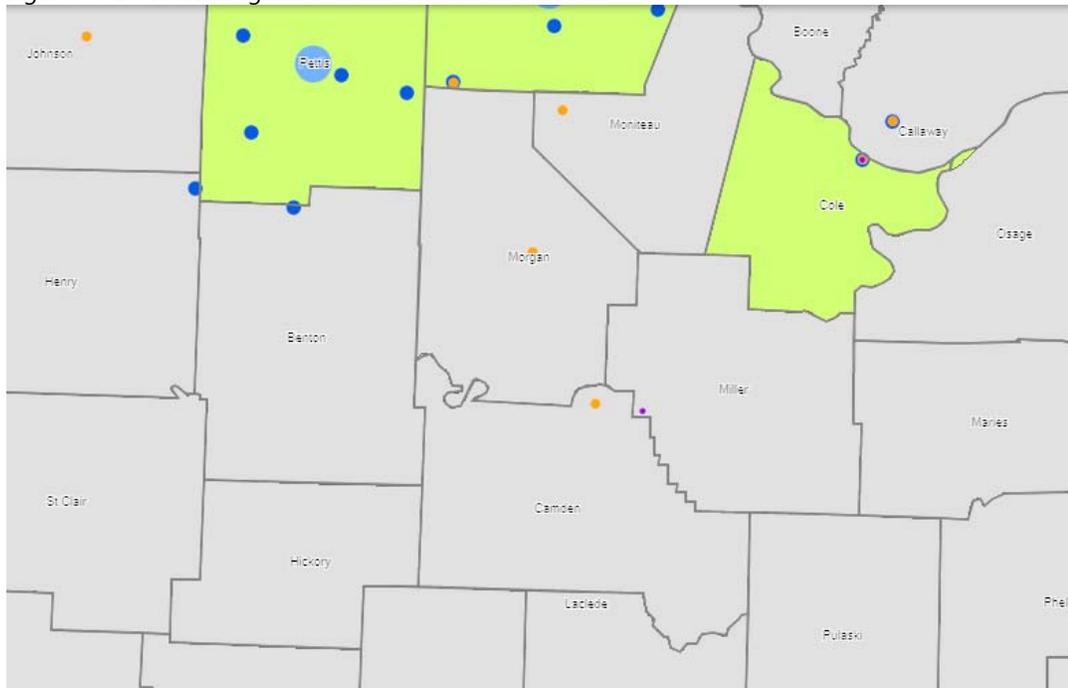
This program helps provide funding to local organizations, such as sports authorities and convention/visitors bureaus, to help attract sporting events to the state. Donors can make contributions to the organizations and receive a state tax credit. This program provides local community organizations incentives to help those organizations secure location of amateur sporting events in their communities. This incentive is ideally suited for a destination soccer complex, such as the TSC.

- **PACE and Clean Energy Districts**

The Property Assessed Clean Energy or PACE programs, allow local government entities to raise money through the issuance of bonds or other sources of capital to fund energy efficiency and renewable energy projects to eligible property owners. Through the creation of financing districts, property owners can finance renewable onsite generation installations and energy efficiency improvements through a voluntary assessment on their property tax bills that is repaid over a period up to 20 years. The Missouri Clean Energy District (MCED) offers funding statewide to participating communities and has contracted with the Missouri Clean Energy Fund, LLC as its PACE Administrator. Eligible properties and projects include residential, commercial, industrial, agricultural, multi-family, not-for-profit, and public facilities.

The Show Me PACE Clean Energy District offers funding statewide to participating communities. Show Me PACE can provide financing starting from \$50,000 for energy efficiency, renewable energy, and water conservation projects. Commercial, industrial, agriculture, multi-family residential, nonprofit, and public (governmental) properties are eligible for this program. Currently there is a Commercial PACE MCED at Village of the Four Seasons and a Show Me PACE in Lake Ozark (see Figure 4.3.1 below). The following map illustrates other municipal PACE areas in proximity to the Lake of the Ozarks region.

Figure 4.3.1 - PACE Program locations in Central Missouri



- Brownfield Redevelopment Program**

This program helps communities to redevelop commercial or industrial sites that are contaminated with hazardous substances and that have been abandoned or underutilized for at least three years. Due to the typical period for property reconstitution this may not be best suited for the soccer field area, although it could assist with the redevelopment of adjacent properties as a complement to the TSC.
- Tax Credits for Contributions Program**

The Contributions program provides local or state agencies (or local political subdivisions) tax credits to fund public infrastructure facilities, typically for such projects as highways, water supply and distribution systems, mass transportation equipment/facilities, telecommunications facilities, jails and prisons, sewage facilities, airports, railroads, reservoirs, and more as well as to acquire blighted real estate or demolish structures to make way for future development.

- **New Market Tax Credits**

If the soccer complex is developed as part of a larger commercial/mixed-use project, federal New Market Tax Credits could be pursued to help finance the entire project including the soccer pitches.

- **Opportunity Zones**

The Opportunity Zones program encourages long-term investment and job creation in low-income areas of the state, by allowing investors to re-invest unrealized capital gains in designated census tracts. The state of Missouri submitted 161 Opportunity Zones to the federal government for inclusion in the program. None of the sites analyzed to date fall within the existing Camden County Opportunity Zone.

Figure 4.3.2 - Lake of the Ozarks Current Opportunity Zone – Census Tract 9512 in Camden County

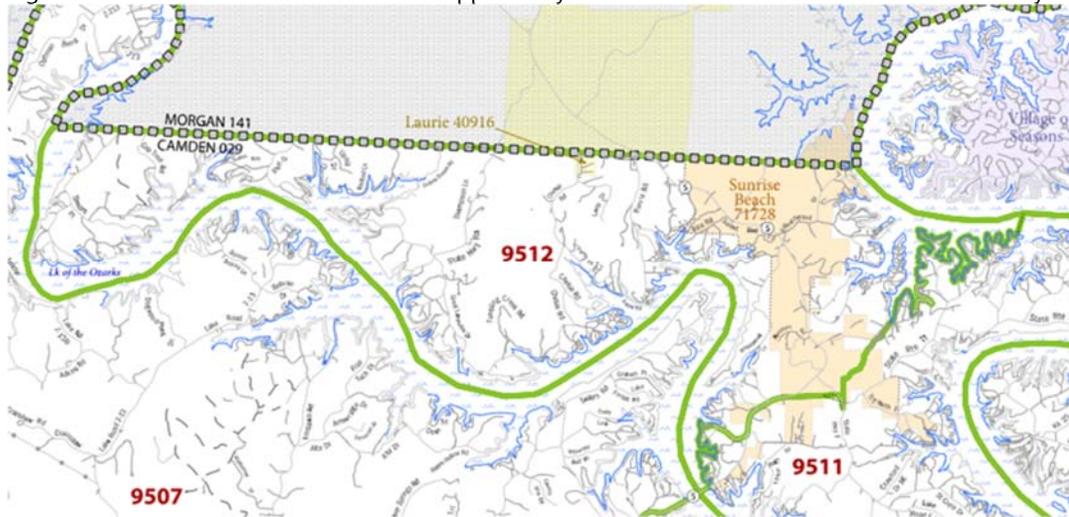
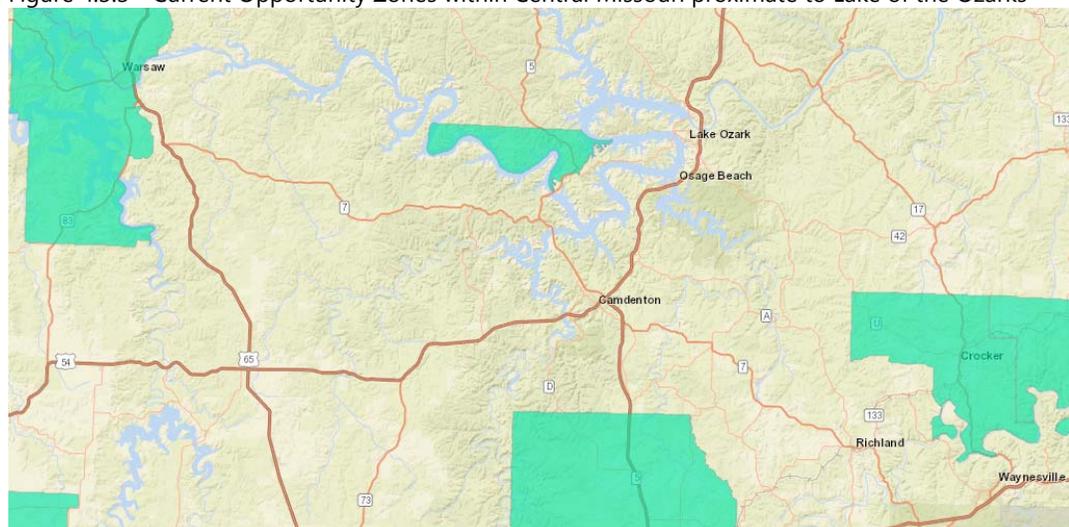


Figure 4.3.3 - Current Opportunity Zones within Central Missouri proximate to Lake of the Ozarks



- **EB-5 Program**

The EB-5 program was enacted by Congress to stimulate the American economy and create jobs. Participants in the program use their foreign capital to invest in new commercial enterprises and create at least ten full-time, permanent jobs in the U.S. Investors can live anywhere in the country, regardless of the location of their investment. The program requires investment in a new commercial enterprise through a broad range of entities including partnerships, corporations, sole proprietorships, etc. A new business is defined as one that was established after 1990. The three primary counties within this study are included within the Ozark Mountains Regional Center EB-5 Immigrant Investment Program, which was established in 2014.

Figure 4.3.4 - Portions of the Ozark Mountains Regional Center EB-5 boundary area



- **Public Entity Loan Program**

This loan provides local governments individually structured, tax-exempt revenue bonds to make improvements to public buildings such as police and fire departments, jails, water systems, streets, utilities or to acquire land, demolish buildings, or redevelop a blighted area.

- **Youth Opportunity Program**

The Youth Opportunity Program helps develop or broaden initiatives that foster positive development for youth in a community. Whether it's to encourage youth participation in the community or discourage violent behavior, this program is intended to help promote positive change.

- **Other Programs**

Other programs and resources are available at the federal/state level. Many of these will depend upon the specifics of a selected site and the partnership entity pursuing the project. Focus areas could cover a broad range from capital expenditures related to acquisition and construction, to initial operation costs and long-term programming. Such financing tools could come from infrastructure programs, tourism grants, small business loans, and other sources worth investigating.

Local/Municipal

- **Lake of the Ozarks Tri-County Lodging Accommodations Tax**

The counties of Camden, Miller, and Morgan approved a Tri-County Lodging Association (TCLA) accommodations tax in order to fund a number of initiatives primarily related to the tourism industry. Owners of hotels, motels, and other accommodations collect the tax from their guests and remit it to their respective County Collector. The TCLA manages the tax revenues that are received from this program. Different levels of tax revenue are generated by each county and are tri-furcated based upon the size of the specific accommodations within each individual county's Lake of the Ozarks Area Business District. Currently, none of the three counties has reached the maximum tax rate of six percent (6%), which is allowed by the enabling legislation. Based upon its intended purpose, the new revenue generated through this structure could be ideal for the significant funding needed for the TSC.

- **Tax Increment Financing**

Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. To establish TIF, the municipal governing body adopts a Redevelopment Plan, approved by a locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within a designated Project Area and is accompanied by fiscal evidence the development could not proceed without TIF supplemental funding. The theory of TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated in the Project Area are allocated to pay for TIF-eligible projects in the development. TIF is a local development initiative with oversight and audit responsibility shared by the local TIF Commission and the local governmental body.

A similar program is administered by the state, the State Supplemental Tax Increment Financing program. State Supplemental Tax Increment Financing can fill the financing gap for local TIF redevelopment projects and can be used for land acquisition, construction of public works, studies and surveys, and professional services. Creating a new TIF or amending an existing TIF to include the soccer complex or surrounding properties could be a strong financing tool to help cover any potential financing gaps.

- **Community Improvement District**

A Community Improvement District (CID) is a local special taxing district that collects revenue within its designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries, typically encompassing a commercial, not a residential area. A CID, although approved by the local municipality, is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes. CIDs may also generate funds by fees, rents or charges for district property or services and through grants, gifts or

donations. If used, the TSC could be part of a larger CID that covers adjacent complementary retail and services.

- **Neighborhood Improvement District**

A Neighborhood Improvement District (NID) is a special taxing district that collects revenue within its designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district, normally a residential and not a commercial area. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep. NIDs are strictly a local initiative.

- **Transportation Development District**

A Transportation Development District (TDD) may be created by the Missouri Highways & Transportation Commission if the Project involves any of the state's highways or transportation system to fund or operate one or more projects that would assist the promotion, design, construction, improvement or operations of this infrastructure. A separate political subdivision of the state, a TDD Project includes any public bridge, street, highway, intersection, signing, signals, parking lot, bus stop, garage, or related transportation infrastructure. Funding TDDs is accomplished through an add-on sales or property tax and/or real property special assessments. Tolls may also be charged to users of certain infrastructure, such as bridges or highways, with the approval of a majority of qualified voters in the District.

- **Missouri Chapter 100 State Sales Tax Exemptions**

Statutory for Building Materials: For approved construction projects, building materials financed with locally-issued Chapter 100 IDBs used directly in the construction Discretionary, for Approved Ch. 100 Projects: Certain depreciable assets purchased with locally-issued Chapter 100 IDBs and directly used in the purchase, construction, extension or improvement of the Project may be exempt from state sales tax up to certain purchase amounts. The sales tax exemption on depreciable personal property must be offered by the Department of Economic Development (DED) in conjunction with an authorized incentives package.

- **Missouri Chapter 353 Property Tax Abatement**

Municipalities may encourage redevelopment of blighted areas by providing real property tax abatement for approved projects through an Urban Redevelopment Corporation (URC). Tax abatement may be available for a period of 25 years which period begins to run when the URC takes title to the property, ideally not until the improvements made under the redevelopment project are completed, in order to maximize the benefit of the 353 tax abatement. During the first 10 years, the property is not subject to real property tax except in the amount assessed on the land, exclusive of improvements. During the next 15 years, the real property may be assessed up to 50% of its true value, providing a substantial tax benefit for the 25-

year total benefit period. Property tax abatements are a local redevelopment initiative and are administered by the officially recognized economic development authority of the municipality.

- **Enhanced Enterprise Zones**

Enhanced Enterprise Zones (EEZ) may be created by communities to encourage job creation in a blighted area. Communities with designated zones can offer expanding businesses within those zones local incentives as well as connect them with state incentives through the Missouri Works program.

- **Other Approaches**

Numerous communities have pursued creative approaches when working to ensure the financial success of both municipal and 3P projects. Some programs have required either new or significantly amended State enabling legislature to allow communities to self-regulate such financing techniques. Others work within existing parameters to craft local ordinances and taxing structures to shape appropriate financing tools. For instance, the Branson/Lakes Area Tourism Community Enhancement District Sales Tax (TCED) is a 1% sales tax that is authorized by Section 67.1959, RSMo for the purpose of promoting tourism in the Branson/Lakes area. Although, the TCED is no different than any other local sales tax authorized by Missouri Statute, it does, however contain several provisions that impact the way in which businesses will collect and remit the tax to the department.

Private Grants/Sponsor

- **The U.S. Soccer Foundation Awards Grants – Safe Places to Play**

These grants support soccer programs and field-building initiatives nationwide to support all aspects of the beautiful game. The following are the Safe Places eligibility requirements: 1) Land Ownership – application must own or hold a 10+ year lease on the field space; 2) 50% Funded – at the time of application, 50% of project funding must be in hand; 3) Project Timeline – project should have a clear timeline, with a plan to complete the project within one year of the potential grant award; 4) Logo Recognition – for synthetic turf projects, the Foundation logo is placed on the pitch surface; 5) Non-Profit Status – applicants must be a non-profit entity (nonprofit organization, city government, school, church, etc.); and, 6) Soccer-Specific Play Space – field space must be majority-used for soccer.

- **Local Foundations**

Many communities are served by a community foundation or have financial institutions with trust departments that help to allocate philanthropic dollars on a directed basis. As part of the development of the public-private partnership, these monies need to be recognized early in the process, so that the project has an integrated entity through which these monies can be appropriately received and targeted for use within the TSC development.

- **Business Contributions and Sponsorship**

As noted within this report, the business community can play a very important role in helping to ensure the ongoing viability of such a development. This can range from one-time capital contributions to ongoing operational sponsorships. For instance, this could mean either the donation of the land to be developed or a foundational gift for the construction of a restroom/concession structure. Sponsorships such as naming rights, tournament backing, and other operational support are also critical for the development's long-term sustainability.

4.4 CONCLUSION

The potential tools for financing a community asset such as a destination soccer complex are plentiful, but some are much more significant and reliable than others. Focusing on having a strong base financing source is critical. This revenue source will help leverage other programs, thus creating a full funding package. In the case of the Lake of the Ozarks, analysis proves that optimizing the Tri-County Accommodations Tax would best serve to create this requisite funding base. Importantly, the essence of this tax is that it is multi-jurisdictional and therefore can be site agnostic in its use.

As noted earlier, neither Morgan, Miller, nor Camden County is taxing at the fully allowable rate, which is six percent (6%) or six cents (\$.06). In Camden County going from the existing three percent (3%) rate to the full six percent (6%) rate, would likely generate funds at the critical foundational level needed to move forward with the TSC. The monies generated from fully optimized tax rates in Morgan County (3% additional) and Miller County (1% additional) would be similar amounts and serve to supplement the Camden County sum. Together such a revenue stream could be bonded to provide the upfront capital required for the development and construction of the complex.

Specifically, based upon an average of the most recent three years of tax revenue generated in Camden County, the amount of revenue that could be bonded would be nearly \$21 million. For Miller County, it would be approximately \$345,000, and Morgan County \$660,000. These present value calculations are based upon a standard 23 year term and a current rate for non-enhanced bonds of 4.75%. Importantly, no escalating index was included in these calculations. At a 1% annual growth index, at the noted rates, the bonding amount would elevate from the combined \$21.9 million to approximately \$24.5 million. Although final rates and terms would be negotiated with the selected bonding authority, this serves as an important benchmark for understanding the financing feasibility.

In order to raise the Accommodation Tax rate, an election would be required. This measure would likely be added to a ballot of a planned upcoming election, as opposed to having a separate election, thus saving costs. A champion to manage this election process and engender support for this initiative would be critical. It is unlikely to be just one individual, city, or corporation, but rather will aim to be a collaborative effort. Nonetheless, identifying specific individuals and representative organizations to provide leadership early in the process will be critical. For instance, this group will help determine whether it would be most beneficial to include one, two, or all three counties in this Lake-wide initiative. If

instituted, the proposed Sports Authority would obviously play the premier critical leadership role throughout this entire undertaking.

Another possibility for a principal funding source would be a ¼ cent sales tax. Based upon past discussions such a tax has been projected out at about approximately \$12 million annually for the combined three county area. This amount, however, falls short of the projected Accommodations Tax generation, and this would require pairing with other substantial bondable gap funding. Such a funding source, however, seems unlikely from the tools identified herein. Further, whereas the vast majority of the Accommodation Tax is covered by out of town visitors, a ¼ cent sales tax would be paid predominantly by local Lake residents. Such sales taxes can also be considered relatively regressive compared to other taxes. Finally, past attempts in Missouri for such a tax, including the *Yes on Soccer* campaign in Kansas City, have shown a lack of community-wide political support.

Ultimately the final site decision will determine what full set of tools are available to complement the recommended Accommodations Tax and complete the project financing. A municipal TIF would be a logical choice, but only if the site is to include or is adjacent to significant retail operations that could be included within a taxing district. CDBG allocations for infrastructure, land donation, sponsorships, and federal or philanthropic grants for associated programming would be the other most likely sources of other supplemental funding. Although this assemblage can be a complex process, proper coordination of these programmatic tools can lead to a very effective final financing package.

4.5 TCLA TAX COLLECTIONS & BOND CAPACITY CALCULATIONS

Figure 4.5.1 – TCLA Tax Collections (July 2015 – June 2018)

	CAMDEN	MILLER	MORGAN	CAMDEN	MILLER	CAMDEN	Total	CAMDEN ONLY	MILLER ONLY
	Small			Medium		Large		All Sizes	All Sizes
JULY '15	69,044.47	8,682.79	7,753.11	98,179.57	15,828.43	90,463.28	289,951.65	257,687.32	24,511.22
JULY '16	97,415.76	9,350.13	4,620.53	113,865.34	11,369.10	99,550.71	336,171.57	310,831.81	20,719.23
JULY '17	95,384.32	6,181.64	11,720.85	103,384.07	8,312.63	105,612.61	330,596.12	304,381.00	14,494.27
AUGUST '15	35,452.27	5,766.88	10,562.56	66,511.11	8,586.72	54,855.57	181,735.11	156,818.95	14,353.60
AUGUST '16	41,565.60	2,697.44	15,182.57	62,847.85	5,231.46	64,199.17	191,724.09	168,612.62	7,928.90
AUGUST '17	36,984.88	3,745.90	8,443.49	56,733.36	14,694.71	69,389.09	189,991.43	163,107.33	18,440.61
SEPTEMBER '15	99,200.12	7,959.49	3,846.86	37,494.76	7,660.71	49,072.00	205,233.94	185,766.88	15,620.20
SEPTEMBER '16	98,175.95	1,938.48	4,352.08	41,683.39	3,955.18	62,772.96	212,878.04	202,632.30	5,893.66
SEPTEMBER '17	99,875.65	9,851.69	3,893.28	86,427.78	9,502.15	65,227.01	274,777.56	251,530.44	19,353.84
OCTOBER '15	38,399.27	6,380.59	10,388.70	49,632.34	4,381.83	37,046.38	146,229.11	125,077.99	10,762.42
OCTOBER '16	47,176.08	16,492.44	10,348.49	49,930.72	11,113.51	45,069.63	180,130.87	142,176.43	27,605.95
OCTOBER '17	38,028.66	1,889.66	11,684.94	46,296.28	4,014.17	49,264.29	151,178.00	133,589.23	5,903.83
NOVEMBER '15	10,201.97	763.89	8,180.00	22,409.64	5,479.80	31,432.56	78,467.86	64,044.17	6,243.69
NOVEMBER '16	11,394.73	899.78	3,349.16	22,437.30	5,201.76	30,351.71	73,634.44	64,183.74	6,101.54
NOVEMBER '17	11,330.98	227.41	3,568.35	30,101.46	5,525.09	34,465.96	85,219.25	75,898.40	5,752.50
DECEMBER '15	16,211.58	888.68	704.97	19,687.44	8,704.54	15,364.84	61,562.05	51,263.86	9,593.22
DECEMBER '16	19,638.68	2,010.99	769.67	10,676.95	2,622.33	16,146.35	51,864.97	46,461.98	4,633.32
DECEMBER '17	24,316.23	2,416.42	382.76	14,710.07	851.24	13,481.23	56,157.95	52,507.53	3,267.66
JANUARY '16	8,998.47	4,528.17	1,635.76	11,981.75	2,308.37	25,061.63	54,514.15	46,041.85	6,836.54
JANUARY '17	11,555.08	1,229.24	769.67	16,546.18	2,207.27	21,970.66	54,278.10	50,071.92	3,436.51
JANUARY '18	14,283.52	5,214.22	1,117.59	14,952.79	4,603.18	23,433.75	63,605.05	52,670.06	9,817.40
FEBRUARY '16	4,887.90	266.13	215.72	18,562.69	2,316.72	22,271.04	48,520.20	45,721.63	2,582.85
FEBRUARY '17	4,570.76	219.82	1,634.54	14,949.12	2,062.77	23,659.69	47,096.70	43,179.57	2,282.59
FEBRUARY '18	3,435.58	1,180.24	1,547.56	17,276.41	1,414.34	21,213.39	46,067.52	41,925.38	2,594.58
MARCH '16	9,737.79	1,864.51	0	13,996.03	4,784.94	42,055.67	72,438.94	65,789.49	6,649.45
MARCH '17	13,268.36	1,060.88	78.01	14,106.28	0	50,324.28	78,837.81	77,698.92	1,060.88
MARCH '18	13,716.83	1,964.71	0	19,524.23	3,709.43	42,885.52	81,800.72	76,126.58	5,674.14
APRIL '16	14,611.87	1,691.75	794.27	44,455.02	5,283.40	48,060.39	114,896.70	107,127.28	6,975.15
APRIL '17	17,915.14	2,488.10	531.02	36,405.19	3,594.86	41,755.43	102,689.74	96,075.76	6,082.96
APRIL '18	13,198.23	1,307.60	847.45	29,918.18	3,906.05	39,958.76	89,136.27	83,075	5,213.65
MAY '16	20,909.49	2,180.27	1,424.76	67,242.51	5,762.45	44,334.37	141,853.85	132,486.37	7,942.72
MAY '17	21,509.27	2,413.59	2,457.23	67,753.59	9,177.94	52,297.63	155,609.25	141,560.49	11,591.53
MAY '18	25,141.02	978.67	2,623.86	55,106.19	10,521.44	56,184.47	150,555.65	136,431.68	11,500.11
JUNE '16	61,045.91	7,336.48	2,537.20	34,737.31	9,827.74	80,565.49	196,050.13	176,348.71	17,164.22
JUNE '17	81,752.28	9,832.49	3,231.13	32,010.67	10,652.43	77,004.67	214,474.67	190,767.62	20,484.92
JUNE '18	89,319.00	11,184.44	2,159.42	58,543.35	15,415.19	81,476.73	258,098.13	229,339.08	26,599.63
TOTAL FY 2016	388,701.11	48,309.63	48,043.91	484,890.17	80,925.65	540,583.22	1,591,453.69	1,414,174.50	129,235.28
TOTAL FY 2017	465,937.69	50,633.38	47,324.10	483,212.58	67,188.61	585,102.89	1,699,390.25	1,534,253.16	117,821.99
TOTAL FY 2018	465,014.90	46,142.60	47,989.55	532,974.17	82,469.62	602,592.81	1,777,183.65	1,600,581.88	128,612.22

FY: July 1-June 30

Figure 4.5.1 – Camden County Projected Bonding Totals

CAMDEN COUNTY					CAMDEN COUNTY				
Term	Rate	38,994,567	43,738,671	49,209,493	Term	Rate	38,994,567	43,738,671	49,209,493
23	4.50%	1,695,416	1,901,681	2,139,543	23	4.75%	1,695,416	1,901,681	2,139,543
Annual Index					Annual Index				
CAMDEN	0%	1%	2%	3%	CAMDEN	0%	1%	2%	3%
3	Per yr ave	Per yr ave	Per yr ave	Per yr ave	3	Per yr ave	Per yr ave	Per yr ave	Per yr ave
1	\$1,516,337	\$1,695,416	\$1,901,681	\$2,139,543	1	\$1,516,337	\$1,695,416	\$1,901,681	\$2,139,543
0.667	\$1,010,891	\$1,130,277	\$1,267,788	\$1,426,362	0.667	\$1,010,891	\$1,130,277	\$1,267,788	\$1,426,362
0.333	\$505,446	\$565,139	\$633,894	\$713,181	0.333	\$505,446	\$565,139	\$633,894	\$713,181
Tax Inc	Bond Amt.	Bond Amt.	Bond Amt.	Bond Amt.	Tax Inc	Bond Amt.	Bond Amt.	Bond Amt.	Bond Amt.
\$0.03	\$21,452,788	\$23,986,364	\$26,904,560	\$30,269,775	\$0.03	\$20,943,963	\$23,417,447	\$26,266,428	\$29,551,826
\$0.02	\$14,301,858	\$15,990,909	\$17,936,373	\$20,179,850	\$0.02	\$13,962,642	\$15,611,631	\$17,510,952	\$19,701,217
\$0.01	\$7,150,929	\$7,995,455	\$8,968,187	\$10,089,925	\$0.01	\$6,981,321	\$7,805,816	\$8,755,476	\$9,850,609

Figure 4.5.2 – Miller County Projected Bonding Totals
MILLER COUNTY

Term	Rate	3,220,277	3,612,058	4,063,853	Term	Rate	3,220,277	3,612,058	4,063,853
23	4.50%	140,012	157,046	176,689	23	4.75%	140,012	157,046	176,689
Annual Index					Annual Index				
MILLER	0%	1%	2%	3%	MILLER	0%	1%	2%	3%
3	Per yr ave	Per yr ave	Per yr ave	Per yr ave	3	Per yr ave	Per yr ave	Per yr ave	Per yr ave
1	\$125,223	\$140,012	\$157,046	\$176,689	1	\$125,223	\$140,012	\$157,046	\$176,689
0.667	\$83,482	\$93,341	\$104,697	\$117,793	0.667	\$83,482	\$93,341	\$104,697	\$117,793
0.333	\$41,741	\$46,671	\$52,349	\$58,896	0.333	\$41,741	\$46,671	\$52,349	\$58,896
Tax Inc	Bond Amt.	Bond Amt.	Bond Amt.	Bond Amt.	Tax Inc	Bond Amt.	Bond Amt.	Bond Amt.	Bond Amt.
\$0.01	\$590,543	\$660,286	\$740,617	\$833,253	\$0.01	\$576,536	\$644,625	\$723,051	\$813,490

Figure 4.5.3 – Morgan County Projected Bonding Totals
MORGAN COUNTY

Term	Rate	1,228,875	1,378,381	1,550,789	Term	Rate	1,228,875	1,378,381	1,550,789
23	4.50%	53,429.37	59,929.62	67,425.60	23	4.75%	53,429.37	59,929.62	67,425.60
Annual Index					Annual Index				
MORGAN	0%	1%	2%	3%	MORGAN	0%	1%	2%	3%
3	Per yr ave	Per yr ave	Per yr ave	Per yr ave	3	Per yr ave	Per yr ave	Per yr ave	Per yr ave
1	\$47,786	\$53,429	\$59,930	\$67,426	1	\$47,786	\$53,429	\$59,930	\$67,426
0.667	\$31,857	\$35,620	\$39,953	\$44,950	0.667	\$31,857	\$35,620	\$39,953	\$44,950
0.333	\$15,929	\$17,810	\$19,977	\$22,475	0.333	\$15,929	\$17,810	\$19,977	\$22,475
Tax Inc	Bond Amt.	Bond Amt.	Bond Amt.	Bond Amt.	Tax Inc	Bond Amt.	Bond Amt.	Bond Amt.	Bond Amt.
1	\$676,063	\$755,907	\$847,871	\$953,922	\$0.03	\$660,028	\$737,978	\$827,761	\$931,297
0.667	\$450,709	\$503,938	\$565,247	\$635,948	\$0.02	\$440,019	\$491,985	\$551,840	\$620,864
\$0.01	\$225,354	\$251,969	\$282,624	\$317,974	\$0.01	\$220,009	\$245,993	\$275,920	\$310,432

Figure 4.5.4 – Camden, Miller, and Morgan County Projected Bonding Totals

CAMDEN (\$.03) + MILLER (\$.01)		Index	0%	1%	2%	3%
Term:	23	Rate:	4.75%			
		Bond Amt.	\$21,520,500	\$24,062,072	\$28,435,581	\$31,992,296
CAMDEN (\$.03) + MORGAN (\$.03)						
Term:	23	Rate:	4.75%			
		Bond Amt.	\$21,603,992	\$24,155,425	\$28,711,501	\$32,302,728
CAMDEN (\$.03) + MILLER (\$.01) + MORGAN (\$.03)						
Term:	23	Rate:	4.75%			
		Bond Amt.	\$22,180,528	\$24,800,050	\$28,435,581	\$31,992,296

Chapter 5 – Strategic Corporate Partnerships

5.1 INTRODUCTION

Corporate partners/sponsors are key to the success of the Tournament Soccer Complex (“TSC”) for two primary reasons:

1. Engage influential local stakeholders in a meaningful, ongoing way to ensure the long-term success of the project. This can be thought of as *Community buy-in*.
2. Provide *financial support* to public/private financing and ongoing operational expense.

Community buy-in:

Based on the initial public forums and ongoing discussions with local stakeholders, widespread support for the TSC exists within a lake area business community which understands that a rising tide lifts all boats. The state-of-the-art TSC development will attract thousands of families to the region, provide a safe environment for kids to participate in a healthy active lifestyle, build loyalty and foster repeat engagement with

families to local businesses. Providing financial support in the form of corporate sponsorship gives businesses who stand to benefit from this development a chance to put their money where their mouth is. Sponsorship of the TSC is a meaningful investment which demonstrates good corporate citizenship and a commitment to the community and healthy kids.

Financial support:

Sponsorship revenues will help to offset the ongoing expenses associated with day-to-day facility operation and/or pay down development debt. Multiyear sponsorship commitments can be used to securitize certain financing options when considered as future income streams/assets.

5.2 TYPICAL PARTNERSHIP INVENTORY MATRIX

Depending on the size, location and scope of a particular project, sponsorship inventory can include a wide and complex variety of opportunities for corporate brand alignment, visibility and engagement. The following is a typical sponsor inventory matrix which can be adapted to suit the parameters of the TSC and the goals of project stakeholders (including dollar amounts).

- Cash Sponsor Inventory/Levels/Benefits

1. Complex Naming Rights (Quantity:1) Annual Investment Level: \$100,000

Category Benefits:

- a. Exclusive complex naming rights
- b. Category exclusivity
- c. High-level, in-complex activation program
- d. Complex monument signage
- e. Complex-wide signage package

2. Beverage Pouring Rights (Quantity: 1) Annual Investment Level: \$40,000

Category Benefits:

- a. Exclusive pouring rights for carbonated beverage, isotonic sports drink, & bottled water

3. Founding Partners (Quantity: 4) Annual Investment Level: \$25,000

Category Benefits:

- a. Naming rights to in-complex elements
- b. Category exclusivity
- c. One (1) field naming right
- d. In-complex activation program
- e. Signage package

4. Field Sponsors (Quantity: 4) Annual Investment Level: \$10,000

Category Benefits:

- a. One (1) field naming right
- b. In-complex activation program
- c. Signage package

5. TSC Sponsors (Quantity: 25)

Annual Investment Level: \$1,000

Category Benefits:

- a. Limited signage
- b. Inclusion in complex marketing materials
- c. One (1) annual email blast to complex database

6. Concessionaire (Quantity: 1)

Annual Investment Level: TBD

Category Benefits:

- a. Exclusive right to sell food and beverages on-site

- Value-In-Kind Sponsors
 1. Construction Materials
 2. Landscaping Installation & Maintenance
 3. Maintenance Materials & Equipment
 4. Janitorial Supplies
 5. Marketing/Printing/Web Design
- Public Partners
 1. City Parks & Recreation Department
 2. Tri-County Lodging Association
 3. State of Missouri Department of Tourism
 4. Lottery

5.3 TYPICAL PARTNERSHIP CATEGORIES

There is no one-size-fits-all partnership matrix. Corporate support varies depending on the unique business and community landscape of each project. The following examples reflect industry categories for relative sponsorship levels which are typical, but by no means meant to be limiting or restrictive.

1. Naming Rights. This sponsor may self-identify from among the Founding Partners

2. Founding Partners

- a. Hospital
- b. Marina/boat dealer/manufacturer
- c. Convention and Visitor Bureau
- d. Financial Institution
- e. Athletic apparel
- f. Lake Area Trade Association
- g. Boat dealer
- h. Higher Education
- i. Auto dealer

3. Field Sponsors

- a. Big Box Retail
- b. Grocery
- c. Sporting Goods Retail
- d. Outdoor Retail

- e. Home Improvement Retail
- f. Outlet Mall
- g. Farm/Lawn Equipment Dealer/Manufacturer

4. Sponsors

- a. Hardware
- b. Local Attractions
- c. Restaurant Association
- d. Chamber of Commerce
- e. Real Estate Broker/Agent
- f. Insurance
 - i. Home/Auto
 - ii. Life
 - iii. Commercial

5. Value-In-Kind and Vendor Sponsors

- a. Construction Materials
- b. Construction company/general contractor
- c. Food wholesaler
- d. Architect
- e. Engineering
- f. Signage Manufacturer/Installer
- g. Security/alarm
- h. Fencing
- i. Synthetic Turf Supplier
- j. Playing Field Pad Supplier
- k. Landscape & Irrigation Contractor/Supplier
- l. Printing Company
- m. Office Supply Retailer
- n. Janitorial Supply
- o. Web Design
- p. Marketing
- q. Technology

5.4 PARTNERSHIP SALES STRATEGY

In its most basic form, a TSC partnership sales strategy consists of three core components: create, sell and fulfill sponsorships.

- **Create**

The first step is to design an integrated sponsorship platform which delivers dual value of civic engagement and brand visibility. Keep in mind the sponsorship platform is a starting point in the ongoing conversation toward a long-term partnership. The goal is not to deliver a one-size-fits-all menu of marketing tools, but rather to incorporate enough flexibility into the deliverables package to create a collaborative, customizable partnership plan. TSC

sponsorships will serve to enhance brand image, shape consumer attitudes, generate positive reaction, and influence buying patterns to drive sales to a target market.

1. Civic engagement and community support
 - a. Promote XYZ Company as a good corporate citizen through brand alignment with a wholesome healthy family-focused community asset which will bring economic growth to the region. Creates goodwill for company brand within community.
 - b. In partnering with TSC, your company brand will be associated with promoting healthy kids, an active lifestyle and quality family time.
2. Brand awareness and activation opportunities may include but are not limited to:
 - a. Signage and brand visibility
 - i. Complex
 - ii. Fields
 - iii. Scoreboard (printed and digital)
 - iv. Maintenance vehicles (wrapped)
 - v. Facilities (restrooms, concessions)
 - vi. Parking Lot Light Pole Banners
 - b. On-site activation providing the opportunity to put XYZ Company product/brand in the hands of potential customers. Examples include:
 - i. Showroom. Placement in area where visitors can interact with product. (Sponsor-provided staff optional). Ex: car or boat/PWC in prominent, high-visibility area, sponsor signage.
 - ii. Display. Product placement and/or marketing on or in a stand-alone semi-permanent display (requires no staffing, can be digital kiosk, sponsor provides)
 - iii. Tournament packets
 1. Inserts in tournament coaches and player packets
 2. Ads in tournament program
 3. Logo placement on tournament merchandise
 4. Logo placement on medal ribbons

- **Sell**

Once an integrated TSC sponsorship matrix has been created, the next step is to sell it to potential partners. Begin by analyzing the local and regional corporate landscape to identify prospects. Engage current project stakeholders in the process and enlist their help in connecting with these prospects, ideally face-to-face. When possible, utilize visual aids to assist in presenting the opportunity to potential partners including maps and site plans. A digital sponsorship deck can be an effective tool in conveying the value of the partnership. Examples of helpful data to include:

1. Projected tournament data to demonstrate visibility/reach.
 - a. Number of teams, players, families per weekend, per year
 - b. Demographics
 - i. Age

- ii. Income
 - iii. Zip code
- 2. Sponsorship levels
 - a. Inventory/benefits outline
 - b. Highlight specific benefits as appropriate for targeted pitch (ex: Naming Rights)
 - i. Positive publicity around opening of TSC, differentiate your brand from competitors
 - ii. Established and reinforces XYZ Company as a corporate leader in the community and region
 - iii. Massive brand exposure immediately
 - 1. Unique clutter-free marketing medium
 - 2. Captive audience + emotional connection
 - 3. High-impact differentiation between your company & competitors
 - 4. Pinnacle opportunity within sports and entertainment marketing
 - 5. Valuable and relevant brand building opportunities on a year-round basis
- 3. Benefits specifications and examples
 - a. Signage number, placement and size
 - b. Printed materials
 - c. Digital
 - i. Website
 - ii. Email
 - iii. Social Media

Target local, regional, statewide and national companies and organizations who will benefit from increase in visitor traffic. Include Lake-region hotels, restaurants, attractions, retailers, hospitals and project vendors.

Promote partnership opportunity through a variety of channels. Explore potential value-in-kind media partnership to create buzz. Leverage relationships of key stakeholders, hold influencer events, ground breaking ceremony, ribbon cutting, social media campaign.

- **Fulfill**

Once sponsorships have been sold, a fulfillment process must be implemented. Sponsorship fulfillment entails providing deliverables promised to XYZ Company in the TSC sponsorship agreement. Fulfillment requires ongoing administration including but not limited to scheduling, maintenance, updating and communication to ensure sponsor satisfaction. Ideally a fulfillment plan will include a checklist of promised benefits and specifications, a timeline for delivery and a schedule of periodic progress update meetings. From this checklist, a fulfillment report can be easily generated detailing how and when each promised benefit was delivered, along with numbers of visitors/reach/scope and scale of brand exposure.

5.5 PARTNERSHIP STAFFING

Based on similar projects, XO recommends either: 1) outsourcing the corporate partnership operations to an entity that routinely sells sponsorships involving sporting assets or other partnership-based assets; or 2) operating the partnership revenue vertical in-house. The best corporate partnership structures typically involve separate sales and fulfillment personnel, with sales professionals focused on new business and renewals, and fulfillment specialists handling direct client relations and delivery of assets, as well as generating impression/results reports. For the TSC, XO recommends an initial position of Partnerships Manager with a compensation plan heavily weighted towards incentive-based (commission) compensation. Thought should be given to bringing on a fulfillment specialist if the position represents value to the operation.

5.6 10-YEAR SPONSORSHIP PRO FORMA

Category	Number	Cost	Escalator	1	2	3	4	5	6	7	8	9	10
Naming Entitlement	1	\$100,000	5%	\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 127,628	\$ 134,010	\$ 140,710	\$ 147,746	\$ 155,133
Founding Partners	4	\$ 25,000	5%	\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 127,628	\$ 134,010	\$ 140,710	\$ 147,746	\$ 155,133
Field Naming Rights	4	\$ 10,000	5%	\$ 40,000	\$ 42,000	\$ 44,100	\$ 46,305	\$ 48,620	\$ 51,051	\$ 53,604	\$ 56,284	\$ 59,098	\$ 62,053
Sponsors	25	\$ 1,000	0	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Pouring Rights	1	\$ 40,000	3%	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020	\$ 46,371	\$ 47,762	\$ 49,195	\$ 50,671	\$ 52,191
TOTALS:				\$ 305,000	\$ 318,200	\$ 332,036	\$ 346,539	\$ 361,742	\$ 377,679	\$ 394,385	\$ 411,899	\$ 430,260	\$ 449,510
Fulfilment and commissions:				\$(122,000)	\$(127,280)	\$(132,814)	\$(138,616)	\$(144,697)	\$(151,071)	\$(157,754)	\$(164,760)	\$(172,104)	\$(179,804)
Net sponsorship revenue:				\$ 183,000	\$ 190,920	\$ 199,222	\$ 207,923	\$ 217,045	\$ 226,607	\$ 236,631	\$ 247,139	\$ 258,156	\$ 269,706

Chapter 6 – Conclusion

XO Strategic’s 90-day analysis concludes there is a significant opportunity available at the Lake of the Ozarks by constructing a Tournament Soccer Complex. There are three major issues that needed to be resolved for this overall conclusion to be reached. They are as follows.

The first issue is site availability. Is there at least one site that can reasonably accommodate the basic programmatic elements of the TSC? The answer is yes. In fact, there are multiple potential sites.

The second issue is funding. Is there a financial mechanism that can fund the anticipated construction costs of a potential site? The answer is yes.

Lastly, is there a large enough market for a world-class tournament soccer complex at the Lake of the Ozarks to be financially viable? The answer is yes.

The development process will not be easy. It is possible to optimize the recommended financing options to adequately fund a TSC on a site with minimal overall development costs. The more difficult the site, however, the more complex, and potentially less financially feasible the project. Chapter 7 below details the next steps to deliver the project.

Chapter 7 – Next Steps & Proposed Development Timeline

7.1 INTRODUCTION

The overall success of the TSC development process will be dependent of many tasks still to be performed. In the outline below, however, XO has created a list of suggested steps necessary to successfully deliver a world-class project. Importantly, as the recommended action involves a public vote, adherence to the timeline is critical if the complex is to open in 2021, the earliest possible opening date.

7.2 PROPOSED DEVELOPMENT PROCESS & TIMELINE

1. Assemble Advisory Board

XO recommends immediately appointing an independent Advisory Board to oversee tasks 2 and 3 of the TSC development below, the issuance of an RFP for site selection, and final site selection. XO recommends the Advisory Board be comprised of five members, with a representative from each of the following organizations:

- Lake of the Ozarks Convention & Visitor Bureau (preferably the President)
 - Lake of the Ozarks Tri-County Lodging Association (preferably the President)
 - Large Regional Employer/Community Leader #1
 - Large Regional Employer/Community Leader #2
 - Large Regional Employer/Community Leader #3
- a. Anticipated Duration: 30 days to formulate the Advisory Board
 - b. Ideal Start Date: January 1, 2019

2. Issue Site RFP

The Advisory Board shall issue an RFP for site selection. The RFP shall be widely advertised to attract as many submissions as possible. In addition, all potential sites studied in this Analysis & Plan shall be contacted and encouraged to submit a proposal.

- a. Anticipated Duration: 30-day RFP submission window
- b. Ideal Start Date: February 1, 2019

3. Site Selection

The Advisory Board shall evaluate the RFP responses and select a final project site. The location of the site will likely determine the TSC ownership, as well as final financing and/or bonding capabilities.

- a. Anticipated Duration: 30 days for final site selection
- b. Ideal Start Date: March 1, 2019

4. Appoint a Sports Commission

Once the final site has been selected, the host municipality will be known. At this point, XO recommends appointing a Lake Sports Authority (the LSA) to oversee the remainder of the steps below and to represent or serve as the TSC ownership entity. In addition, the

LSA shall serve as the leadership of the political campaign to increase the TCLA accommodations tax. Finally, and most importantly, the LSA shall serve as community champions for the project, building a consensus amongst voters, amongst local government entities, and within the Lake business community.

- a. Anticipated Duration: 30 days to formulate the LSA
- b. Ideal Start Date: April 1, 2019

5. Site Acquisition

The LSA Board shall negotiate the final land acquisition of the project site.

- a. Anticipated Duration: 60-90 days, as needed
- b. Ideal Start Date: May 1, 2019

6. Secure Lead Corporate Partner(s)

Early corporate support will be crucial to building support for the TSC. Immediately upon site finalization, the LSA shall begin the process securing a naming rights partner and ideally, several founding partners. This can be done internally within the LSA or by contracting a third party to perform this role.

- b. Anticipated Duration: As needed
- b. Ideal Start Date: May 1, 2019

7. Issue RFP for TSC Operator

Concurrent with the launch of the search for corporate partners, the LSA shall issue an RFP for the TSC Operator.

- a. Anticipated Duration: 30 days
- b. Ideal Start Date: May 1, 2019

8. Finalize Financing Plan

Concurrent with the above two tasks, the LSA shall also work to finalize the financing plan that will be the backbone of the campaign and election that follows.

- a. Anticipated Duration: As needed
- b. Ideal Start Date: May 1, 2019

9. Campaign & Election

The previous steps are necessary to address the major questions about the TSC in order to set the stage for a successful election result. Upon the launch of the campaign, the site location and ownership will be known, the project cost will have been identified, the TSC Operator will have been selected, and the proposed financing plan will be determined. The LSA can expect the campaign to require substantial fundraising. Ideally a target election shall be November of 2019.

- a. Anticipated Duration: TBD
- b. Ideal Start Date: June 1, 2019

10. Design

Upon a successful election result, the LSA shall select a qualified team to provide architectural and engineering services to design the TSC.

- a. Anticipated Duration: 2 months to select and contract the design team, 6 to 9 months, depending on site characteristics, to design the project
- b. Ideal Start Date: Immediately after the election

11. Construction

Once the design is completed, the LSA shall select a qualified contractor to build the TSC.

- a. Anticipated Duration: 2 months to select and contract the design team
12 months to build the TSC
- b. Ideal Start Date: Upon completion of the design



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