

Resolution No. 16-0534

A RESOLUTION ESTABLISHING AND ADOPTING A TRAIL HUB STUDY FOR THE CITY OF WINDSOR HEIGHTS, IOWA

WHEREAS, Windsor Heights is a "Complete Streets" city and has partnered with PROS Consulting, Inc to conduct a market analysis for a Trail Hub which will provide access to the city trails and to serve as a node between multiple forms of transportation such as private automobile, public transportation, bicycles, and walking; and

WHEREAS, the Trail Hub will provide Windsor Heights with a signature destination; a central gathering place for recreation, health, wellness, fitness, play, exploration and as a hub for cultural arts and community wide events; and

WHEREAS, a Trail Hub will help ensure the City continues to be promoted as a destination and will help spur redevelopment and the local economy including being vital to the success of adjoining private and neighborhood users; and

WHEREAS, the Trail Hub study was created with citizen input through focus groups, stakeholders, surveys, council and staff to determine the best solutions for the city; and

WHEREAS, The Trail Hub Study identified potential placement, establishments and costs and critical success factors including financial sustainability, versatility, community wellness, inclusiveness and uniqueness;

NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Windsor Heights State of Iowa, that we do hereby adopt the attached Trail Hub Study labeled Exhibit 1.

Passed and Approved this 16th day of May, 2016

Diana Willits, Mayor

Attest: _____
Marcia Woodke, City Clerk

Exhibit 1

Trail Hub Feasibility Study

City of Windsor Heights, Iowa

May 2016



**City of Windsor Heights, Iowa
Trail Hub Feasibility Study**

May 2016



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Chapter One - INTRODUCTION

1.1 BACKGROUND

The City of Windsor Heights, Iowa, partnered with the consulting team of PROS Consulting, Inc. and Confluence to assess the feasibility of developing a Trail Hub in the community. The goal of this planning project was to complete a feasibility analysis and pro forma for the conceptualized site in a comprehensive manner so that all key leaders and decision makers had clarity of the potential for financial sustainability of the facility. The purpose of this project was three-fold:

1. Conduct a feasibility study for developing a trail hub.
2. Conduct a market analysis for the trail hub, including assessing community input and developing a core program vision for the park.
3. Develop a pro forma to guide management of the trail hub.

The ultimate outcome of this project is to provide a roadmap for the City that bridges the need, planning, development, and implementation of the project into a decision-making tool and management plan for the Trail Hub.

1.2 WHAT IS A 'TRAIL HUB?'

Put simply, a trail hub is much like a traditional trailhead, but is typically larger in size and more varied in terms of amenities and recreational opportunities. As more long-distance and regional trail systems are created across the country, trail hubs are becoming more popular. Their primary purpose is usually to provide access to a trail and to serve as a node between multiple forms of transportation such as private automobile, public transportation, bicycles, and walking.



Figure 1.1: The Riverwalk Hub Spot, Des Moines

Basic facilities at trail hubs typically include vehicular parking, bike racks/storage, restrooms, and seating. Other amenities can include dressing rooms, bike repair stations, bike storage facilities, vending machines or food/drink vendors, and occasionally other retail or business outlets. Most trail hubs tend to be in urban or suburban settings and also offer a park-like setting including features such as playgrounds, special event spaces, shelters, gardens, or indoor recreation facilities.

Examples of other trail hubs in Iowa include the Riverwalk Hub Spot in downtown Des Moines, Trailhead Park in Bondurant, and the Ankeny Market Pavilion (AMP) in Ankeny.



Figure 1.2: Ankeny Market Pavilion (concept)

1.3 TRAIL HUB BENEFITS

As is true in many communities across the country, parks, recreation, and community gathering places all play a vital role in the economic vitality of a city. The ability to provide a common physical space for all citizens – a communal gathering place, a celebratory platform, a social escape – plays an active role in community building and in creating a sense of community pride.

The infusion of such spaces in conjunction with other valued services has been attributed with raising the quality of life factor as well as lowering crime rates, increasing property values, and an overall healthier and more vibrant community. A Trail Hub provides all of these park-related benefits as well as a node for alternative transportation. The Des Moines metropolitan area is served well by a regional network of trails used by pedestrians and cyclists for recreation, fitness, and practical purposes such as commuting.

The Trail Hub location – adjacent to existing complimentary assets, open space, and an outdoor trail system – has the potential to create something far more vast and impactful than just a standalone park and recreation facility. This grouping of assets could eventually provide Windsor Heights with a signature destination; a central gathering place for recreation, health, wellness, fitness, play, exploration, as well as a hub for cultural arts and community wide events.

The Trust for Public Land's seminal report entitled *The Economic Benefits of Parks and Open Space: How Land Conservation Helps Communities Grow Smart and Protect the Bottom Line* states that parks, recreation, and open space assets attract investment.

The report highlights three benefits park and recreation venues have on communities:

- Parks and open space create a high quality of life that attracts tax-paying businesses and residents to communities
- Business leaders say that employee quality of life is a top factor in locating a new business
- Small company owners say recreation, parks, and open space are the highest priority in choosing a new location for their business

As this Feasibility Study will explain, multiple options exist for developing a signature Trail Hub with a variety of service offerings that meets community needs, provides a first class destination, benefits the entire City, and allows for fiscally responsible operations.

1.4 METHODOLOGY

The consulting team utilized a five-step research methodology to develop the Windsor Heights Trail Hub Feasibility Study:

- I. **Kick-off and Data Collection.** Project goals and objectives were discussed in conjunction with market and economic factors, including what constituted ultimate feasibility. A work plan and project schedule was confirmed. The team requested, collected, logged, and reviewed data and information required in order to facilitate a thorough understanding of the project background.
- II. **Community and Stakeholder Input.** The consulting team performed interviews with key community leaders, user groups, and stakeholders to evaluate needs and the vision for the Trail Hub. Community values, strengths, challenges, trends, and existing level of services were evaluated. A Steering Committee to advise on the progress of the project was established. Also, comments from the community were collected at a public meeting for the development of the City Comprehensive Plan, a concurrent planning effort.
- III. **Market Analysis.** An analysis defined and quantified the associated needs of the existing market surrounding the Trail Hub. This included a demographic analysis, review of recreation trends, similar provider analysis, and core program development.
- IV. **Financial Analysis.** Information from the previous steps was used to develop a strategy for implementing the core program. This included selecting a preferred site, developing a program delivery strategy, establishing operational parameters and assumptions, recommending pricing, and creating a 6-year pro forma to demonstrate cash flows and cost recovery levels.
- V. **Feasibility Study and Report.** This Feasibility Study was developed based upon the analysis of findings, priorities, timeframes, and recommendations, including an opinion of feasibility. Progress briefings on were made to the City over the course of the project, leading up to delivery of the final report.



Chapter Two – COMMUNITY NEEDS ASSESSMENT

Public engagement served as an important and critical part of the planning process and the development of the Feasibility Study. Conducting public engagement is not only necessary to effectively deliver a community-oriented facility, but also to ensure that a balanced, open, and collaborative approach is used to build public trust in the plan and the process. Engagement were designed to solicit participation from Windsor Heights residents, advisory groups, city management, affiliated groups, potential partners, and the diverse array of users that may utilize a trail hub. Public engagement during the planning process included interviews with community representatives, meetings with key departmental leaders, and a public open house. Findings from these efforts are summarized below.



Figure 2.1: 'Word Cloud' of Trail Hub Steering Committee Vision

2.1 STAKEHOLDER INTERVIEWS

Stakeholder interviews and focus group meetings serve as an important and critical part of the community needs assessment process and the ultimate development of the Feasibility Study. These input sessions encourage participants to identify the issues, opportunities, and challenges facing Windsor Heights and the concept of a trail hub. By engaging community leaders through individual interviews, small group discussions or focus group settings, the process ensures that the Feasibility Study is built on a community-driven and collaborative process.

In November and December 2015 the planning team conducted a series of individual or small group interviews and focus group meetings that ultimately included 16 community leaders and stakeholders. The following sections summarize the questions and answers from the interviews and focus group sessions. At the beginning of each discussion, participants were told that their individual responses would not be attributed to them specifically in order to allow for more freedom and comfort in providing constructive feedback. To that end, the responses from participants are listed in summary form. The most common or shared responses are listed first, and each list proceeds in descending order of frequency of answers.

Note: The summary input is a reflection of the responses provided by the participants and not a consultant recommendation or a statement of fact.



What words or ideas would you use to describe your vision for the Trail Hub?

- Multi-functional
- Multi-generational
- Family-friendly
- Iconic
- Accessible
- Reflective of community
- Visible
- Destination
- Short-term visits
- Long-term visits
- Art, history, culture
- Food & beverage
- Special event setting
- Attractive
- Popular

“In ten years, the Trail Hub will be known as _____.”

- The place to be
- A place to spend time with family
- Great rest stop
- Starting place
- Multiple opportunities
- More than just a place to sit on a bench
- Consistently good place to go for fun
- Gateway to trails on the western side of metro
- A place with:
 - Wi-Fi
 - Charging stations
 - Bike repair station
 - Food

Are there similar facilities that provide inspiration for the trail hub?

- Riverwalk Hub Spot
- Gray's Lake
- High Trestle Trail
- Big Creek Marina
- Clive's public art
- Seattle's harbor front
- Chicago's Navy Pier

What facilities or amenities are missing in Windsor Heights that the Trail Hub can serve?

- Bike-friendly stops
- Walkable connections to downtown
- Places for families to recreate together
- Programs that span generations
- Programs that span economic classes
- Food & drink along trail
- Water play areas
- “Third office” locations
- Places to host special events
- Outdoor fitness and exercise areas

What will opponents or nay-sayers of the Trail Hub say?

- Cost of both development and operations
- Not In My Backyard (NIMBYs)
- Why use tax money to serve only cyclists
- Crime
- Won't be used
- Why spend money to further develop a trail that's already popular?
- Many assume it will be located in Colby Park. If not, will need to explain why.

What are your top priorities for this Feasibility Study to address?

- Economically feasible
- Revenue generating
- Productive
- Versatility
- Provide basic amenities (restrooms, seating, shelter)
- Clear tie to economic development
- Environmentally sustainable
- Partnerships
- Supports health and wellness
- Sense of community
- Builds brand of WH
- Think regionally
- Think outside of box

2.2 PUBLIC FORUM SUMMARY

A joint public meeting was conducted on January 19, 2016 to serve both the Trail Hub Feasibility Study and the City of Windsor Heights Comprehensive Plan. The purpose of the forum, as it pertains to the Feasibility Study, was to describe the planning process and collect input from residents. Representatives from the planning team and City staff answered questions about the project. If they had comments on the Feasibility Study, members of the public were asked to complete a one-page questionnaire. The feedback received is summarized in this section.

List three words or phrases that describe your vision for a Windsor Heights Trail Hub.

- Accessible
- Safe
- Family friendly
- Destination
- Well-designed
- Year-round entertainment
- Vibrant
- Healthy living
- Reliable upkeep
- Diverse
- “Green” transportation
- Fun
- Handy

Windsor Heights Public Meeting
Trail Hub Feasibility Study
Jan 19, 2016



PROS Consulting, a parks and recreation planning firm, and Confluence, a landscape architecture and design firm, have been hired by the City of Windsor Heights to assess the feasibility of building a Trail Hub. We are collecting public input to understand the community's vision for such an attraction. Your opinion is important.

List three words that describe your vision for a Windsor Heights Trail Hub:

How important is it that the proposed Trail Hub is financially self-supporting (i.e., generates income to pay for its ongoing operation, maintenance, and care)?

Very important Somewhat important Not important Not sure/Don't know

Some people have suggested that the Trail Hub include the following. How important are they to you?

| Amenity | Very important | Somewhat important | Not important | Not sure/Don't know |
|------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Cafe/Restaurant | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Special event space/lawn | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Farmers market area | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Shelter/covered tables | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bike self-repair station | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| On-site bike sales and repair shop | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other commercial retail shops | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Outdoor exercise equipment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Water play area / splash pad | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Public art | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Playground | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Are there other amenities that you think are important to include in the Trail Hub?

Do you have any other comments you would like us to consider in the feasibility study?

Are you a resident of Windsor Heights? Yes / No



Figure 2.2: Public Meeting Questionnaire

How important is it that the proposed Trail Hub is financially self-supporting (i.e., generates income to pay for its ongoing operation, maintenance, and care)?

- Very Important: 29%
- Somewhat Important: 57%
- Not Important: 14%
- Not Sure / Don't Know: 0%
- *Write-in comment: Should be opportunities for revenue generation, but not expected to be fully sustainable*

Are there other amenities that you think are important to include in the Trail Hub?

- Dog/animal pick up bags
- Water fountains for walkers and cyclists
- Food, beverages, beer
- Safe parking
- Activities for non-bike riders
- Music venue (occasionally)
- These amenities are available in WH now – close access

Some people have suggested that the Trail Hub include the following. How important are they to you?

| Amenity | Very important | Somewhat important | Not important | Not sure/ Don't know |
|------------------------------------|----------------|--------------------|---------------|----------------------|
| Café/Restaurant | 43% | 14% | 43% | |
| Special event space/lawn | 29% | 43% | 29% | |
| Farmers market area | | 83% | 17% | |
| Shelter/covered tables | 33% | 33% | 33% | |
| Bike self-repair station | 50% | 17% | 33% | |
| On-site bike sales and repair shop | | 50% | 50% | |
| Other commercial retail shops | | 33% | 67% | |
| Outdoor exercise equipment | 17% | 33% | 33% | 17% |
| Water play area / splash pad | | 17% | 67% | 17% |
| Public art | 14% | 29% | 43% | 14% |
| Playground | 17% | 33% | 33% | 17% |

Chapter Three – MARKET ANALYSIS

The Market Analysis provides an understanding of the population within the study area. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

Note: Future projections are based on historical patterns. Unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.1 STUDY AREA

The study area (Figure 3.1) utilized for analysis reflects the geographic reach that the Trail Hub could serve and the location from which users could reasonably and regularly come from. It includes the Des Moines metropolitan area plus an extension westward to capture the communities of Dallas Center, Adel, and De Soto.

The study area is regional in nature to reflect the regional trail system. While many users would come from Windsor Heights, it could be expected that a Trail Hub could also draw automobile or bicycle traffic from up to an hour away if it is designed as a regional destination, much as other Des Moines area trail hubs have been designed.

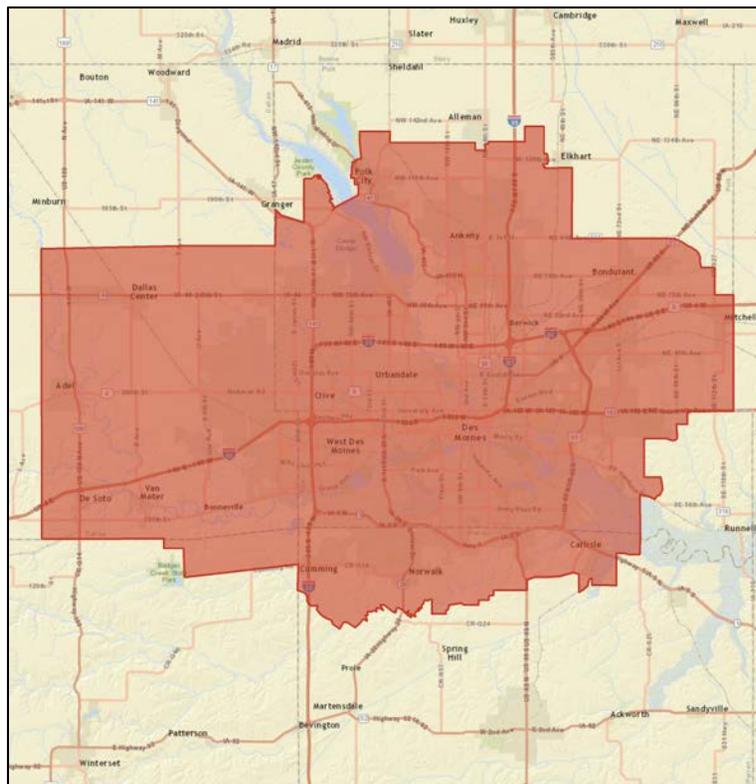


Figure 3.1: Study Area

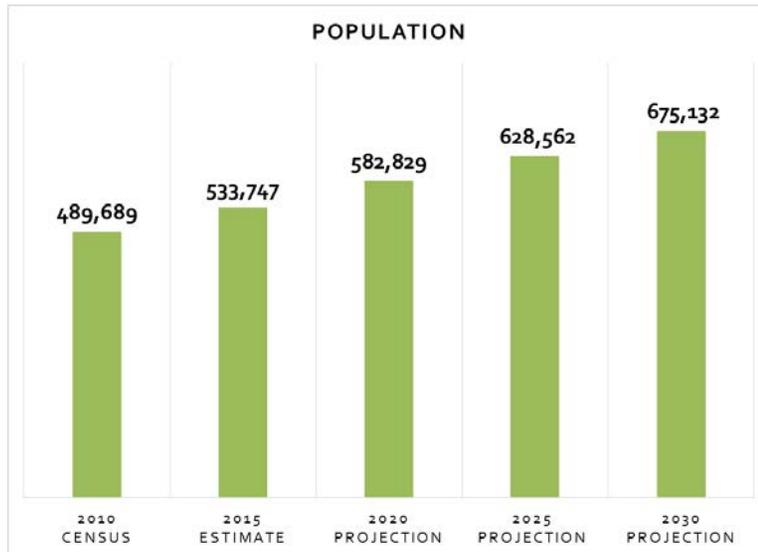


Figure 3.2: Study area population, 2010-2030

3.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from the Environmental Systems Research Institute, Inc. (ESRI), a leading research and development organization specializing in population projections and market trends. All data was acquired in November 2015 and reflects figures as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics.

3.3 DEMOGRAPHICS

3.3.1 POPULATION

The study area population has seen a substantial growth trend in recent years and is currently estimated at 489,689 individuals. Looking ahead, the total population is expected to continue to grow over the next 15 years.

The annual population growth rate for the nation as a whole from 2010-2015 was 0.76%. The study area grew at an annual rate of 1.84%, over twice the pace. Based on predictions through 2030, the target area is expected to have just over 675,130 residents living within 264,606 households.



3.3.2 AGE SEGMENT

Evaluating the population by age segment (Figure 3.3), the service area exhibits a rather even distribution among the four major age segments; with the 35-54 segment being just slightly higher than the other three segments. Currently, the study area has a predominately middle aged population, with the average age of its residents being 35.3 years old.

The overall composition of the population is projected to undergo an aging trend. While the younger three age segments are expected to experience decreases in population percentage; the 55+ age segment is projected to continue increasing an additional 3.7% over the next 15 years.

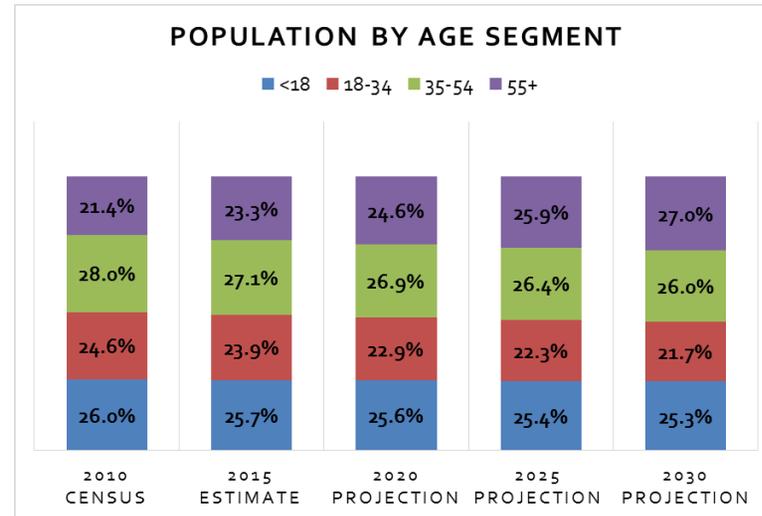


Figure 3.3: Study area population by age segment

3.3.3 RACE

A majority of the service area currently identifies as 'White Alone.' As seen in Figure 3.4, the 2015 estimate shows that 84.1% of the population falls into the 'White Alone' category, while the 'Black Alone' category (5.9%) represents the largest minority. Predictions for 2030 expect the population to become slightly more diverse. There is expected to be a minor decrease in the 'White Alone' category; accompanied by slight increases in population of all other races.

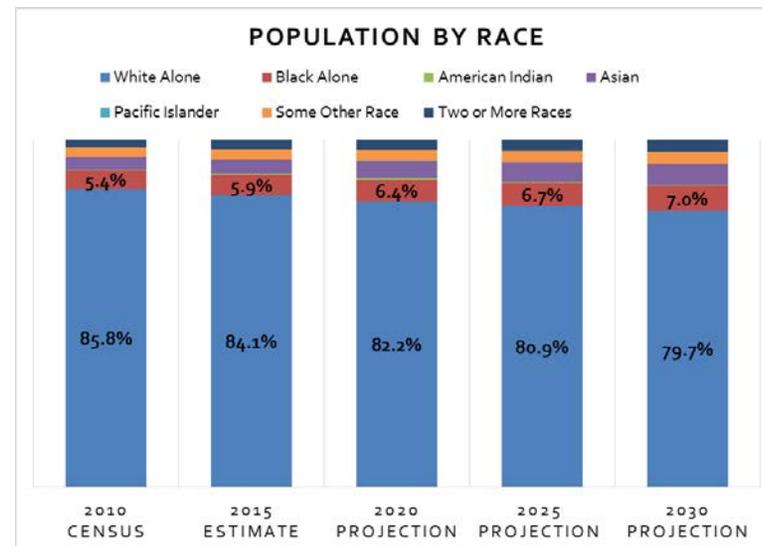


Figure 3.4: Study area population by race

3.3.4 INCOME

The study area's median household income (\$60,496) and per capita income (\$31,864) is above both the state and national averages (Figure 3.5). This indicates a higher likelihood of disposable income. Residents living in the study area may tend to desire services and facilities that cater to their specific interests and carry a fee.

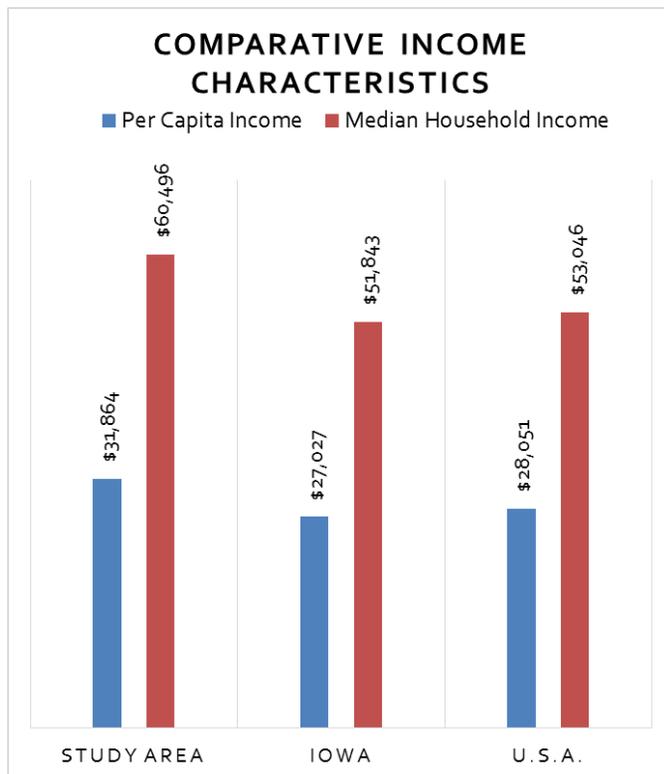


Figure 3.5: Study area income characteristics



3.4 RECREATION TRENDS

Looking nationally, the table on the left summarizes findings from the Sports & Fitness Industry Association’s (SFIA) 2015 Sports, Fitness and Leisure Activities Topline Participation Report. This data reveals that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling.

Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

Detailed information on participation trends is located in Appendix A.

| Summary of National Participatory Trends Analysis |
|--|
| <p>Most popular sport and recreational activities</p> <ul style="list-style-type: none"> • Fitness Walking (112.6 million) • Running/Jogging (51.1 million) • Treadmill (50.2 million) • Free weights (41.6 million) • Road cycling (39.7 million) |
| <p>Most participated in team sports</p> <ul style="list-style-type: none"> • Golf (24.7 million) • Basketball (23 million) • Tennis (17.9 million) |
| <p>Activities most rapidly growing over last five years</p> <ul style="list-style-type: none"> • Adventure Racing – up 136% • Non-traditional/Off-road Triathlon – up 123% • Squash – up 101% • Traditional/Road Triathlon – up 92% • Rugby – up 77% |
| <p>Activities most rapidly declining over last five years</p> <ul style="list-style-type: none"> • Wrestling – down 40% • Touch Football – down 32% • In-line Roller Skating – down 32% • Racquetball – down 25% • Slow-pitch Softball – down 23% |

3.5 LOCAL MARKET POTENTIAL

ESRI's Market Potential Index (MPI) measures the probable demand for a product or service by showing the likelihood that an adult resident of the study area will participate in certain activities when compared to the US national average (MPI of 100). MPIs below 100 represent a lower than average participation rate; numbers above 100 represent higher than average participation rate. The service area has been analyzed in three (3) categories:

- Fitness
- Outdoor Recreation
- Commercial Recreation.

Overall, findings show that the study area demonstrates remarkably high market potential for recreational activities that could be associated with a Trail Hub. Of particular note are the following activities that could take place along a trail:

- Walking for exercise – 116,670 local participants
- Jogging/running – 57,034 local participants
- Hiking (i.e., trail walking) – 44,262 local participants
- Bicycling (road) – 43,474

| Outdoor Recreation | | | | |
|-----------------------|------------------------|-----------------|-------|-----|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Study Area | USA | |
| Fishing (fresh water) | 49,768 | 12.5% | 12.4% | 101 |
| Hiking | 44,262 | 11.2% | 10.0% | 112 |
| Bicycling (road) | 43,474 | 11.0% | 9.8% | 112 |
| Canoeing/kayaking | 22,001 | 5.5% | 5.3% | 103 |
| Boating (power) | 21,955 | 5.5% | 5.2% | 105 |
| Bicycling (mountain) | 17,946 | 4.5% | 4.0% | 113 |
| Backpacking | 12,954 | 3.3% | 3.0% | 111 |
| Horseback riding | 9,942 | 2.5% | 2.4% | 103 |

| Fitness | | | | |
|----------------------|------------------------|-----------------|-------|-----|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Study Area | USA | |
| Walking for exercise | 116,670 | 29.4% | 28.0% | 105 |
| Swimming | 67,584 | 17.0% | 15.7% | 108 |
| Jogging/running | 57,034 | 14.4% | 12.7% | 113 |
| Weight lifting | 46,943 | 11.8% | 10.6% | 111 |
| Aerobics | 38,934 | 9.8% | 8.9% | 110 |
| Yoga | 30,492 | 7.7% | 7.2% | 107 |
| Pilates | 12,004 | 3.0% | 2.8% | 108 |

| Commercial Recreation | | | | |
|-------------------------------------|------------------------|-----------------|-------|-----|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Study Area | USA | |
| Attended sports event | 106,502 | 26.8% | 23.5% | 114 |
| Visited a theme park | 78,021 | 19.7% | 18.1% | 109 |
| Went overnight camping | 54,293 | 13.7% | 12.8% | 107 |
| Visited a zoo | 57,860 | 14.6% | 11.8% | 124 |
| Spent \$250+ on sports/rec equip | 30,202 | 7.6% | 7.0% | 109 |
| Spent \$1-99 on sports/rec equip | 25,006 | 6.3% | 5.9% | 106 |
| Attended football game (college) | 27,899 | 7.0% | 5.6% | 125 |
| Spent \$100-249 on sports/rec equip | 28,049 | 7.1% | 6.6% | 108 |
| Attended high school sports | 20,639 | 5.2% | 4.6% | 113 |
| Visited indoor water park | 13,919 | 3.5% | 3.1% | 112 |
| Attended basketball game (college) | 13,927 | 3.5% | 2.9% | 119 |

Figure 3.6: Market Potential Indices of the Study Area



3.6 ENVIRONMENTAL SCAN

The planning team, in cooperation with city staff, conducted an environmental scan of the study area to identify similar facilities and providers with respect to the proposed Trail Hub. Figure 3.7 depicts the communities evaluated.

The major and/or signature parks in each community were reviewed. A total of 88 parks were inventoried. For each, the following characteristics were noted:

- Total park acreage
- Presence of:
 - Community/recreation center
 - Shelter/pavilion
 - Picnic tables
 - Play equipment
 - Open play field
 - Restroom facility
 - Parking lot
 - Grills
 - Basketball court
 - Backstop / ball diamond
 - Tennis court
 - Multi-use trail
 - Sand volleyball court
- User fees/charges
- Other noteworthy amenities

The complete findings from the environmental scan can be found in Appendix B. Results are organized by community.

Overall, the environmental scan reflected the following themes:

- **Many sites lack regional trail connectivity.** While many parks have trails (either paved or natural) within their boundaries, relatively few parks are connected to the central Iowa trails network.
- **Most parks, including those on regional trails, offer traditional amenities.** This indicates an opportunity to offer non-traditional / unique destinations in a Windsor Heights Trail Hub.
- **The most successful sites offer signature or iconic amenities.** The parks with the greatest visitation and broadest awareness have novel features that help them stand out.

These findings indicate that a signature park, offering non-traditional services, that is connected to the regional trail network would have relatively little competition in the study area.

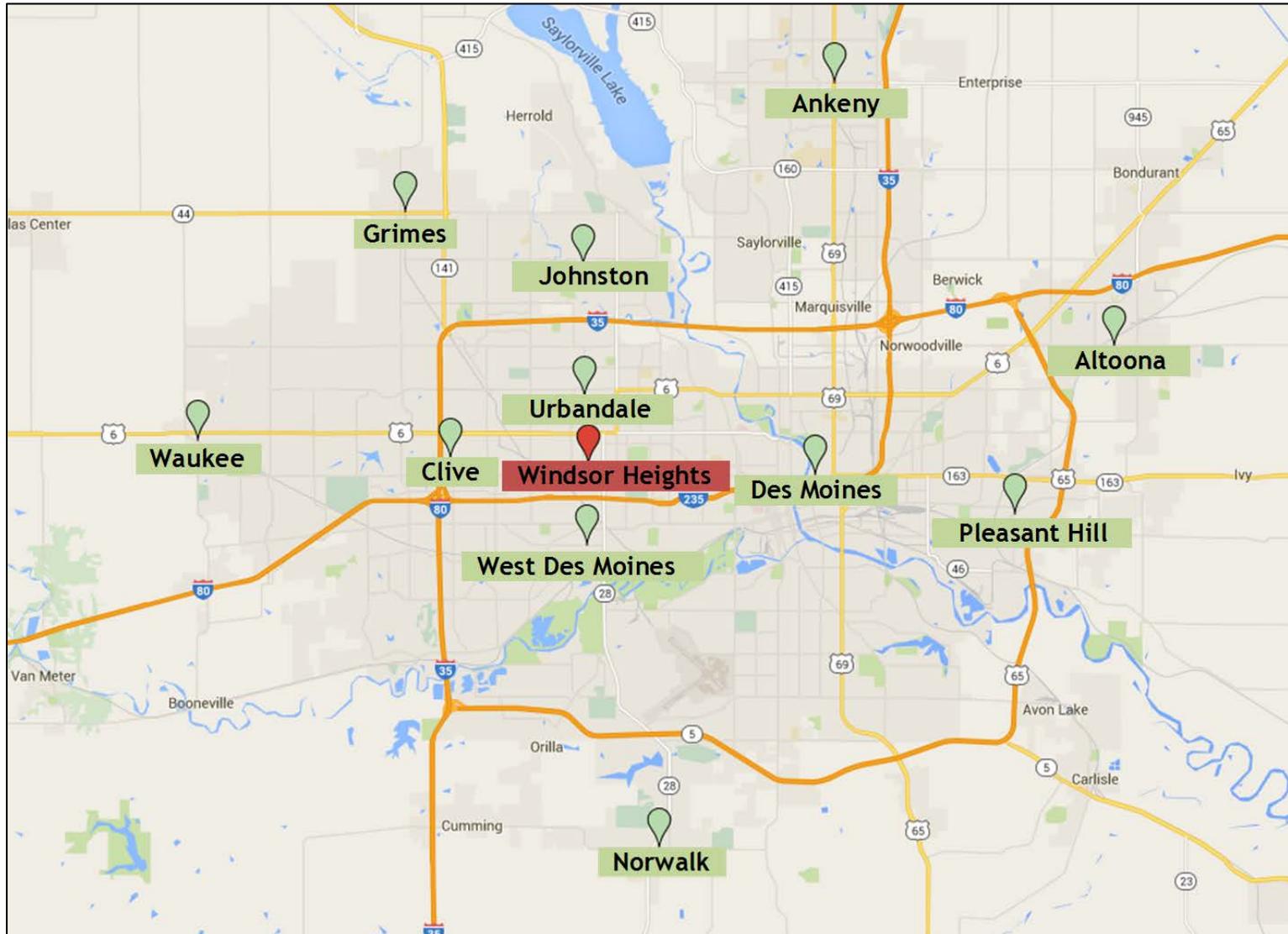


Figure 3.7: Communities of focus for environmental scan



Chapter Four – PROGRAM PLAN

It is important for each park to be programmed, planned, and designed to meet the needs of its local community and broader market area. Parks must also have a clear and identifiable role within their community's overall park and recreation system. The role the park plays, the experiences it provides, and the components that facilitate it all constitute the parks "program."

The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as picnic shelters, ball fields, spray parks, community centers, concessions, restrooms, trails, natural open meadows, nature preserves, or event spaces. The needs of the park's population it serves must be considered and accommodated at each type of park.

The program for a signature park, such as the proposed Trail Hub, should reflect a vision that allows the park and the community to:

- Capitalize on existing success
- Contribute to the local economy
- Generate earned income
- Track the return on investment
- Manage partnerships equitably
- Market and communicate services effectively
- Align organization, vision, and resources for financial sustainability.

4.1 CRITICAL SUCCESS FACTORS

Taking into consideration the outcomes of the public and community stakeholders, plus the findings of the demographic research, recreation trends analysis, local market potential data, and environmental scan, the planning team worked with the Feasibility Study Steering Committee to outline five Critical Success Factors for the project. These factors serve as criteria for determining the park program as well as a rubric for assessing the ultimate feasibility of the Trail Hub concept.

Trail Hub Critical Success Factors

Financial Sustainability
Versatility
Community Wellness
Inclusiveness
Uniqueness

While the Critical Success Factors represent predominant themes from the community needs assessment, they also reflect concepts that are vital to the success of modern signature parks, such as revenue generation, broad demographic appeal, and public health.

4.2 RECOMMENDED PROGRAM

The recommended program for the Trail Hub is presented in Figure 4.1 below. It represents the most effective combination of amenities, facilities, and services for the site to provide based upon community need and the outcomes conveyed by the Critical Success Factors.

It is intentional that the identification of the recommended program precedes site selection. Best practice dictates that the park's purpose and desired user experiences be uncovered first, then a suitable site identified that can facilitate the program. This concept is perhaps best memorialized in the maxim, "form follows function."

| Element | Description |
|--|---|
| Restaurant/Café | <ul style="list-style-type: none"> • Seating for 30-40 • Indoor/outdoor |
| Dressing Rooms / Bike Storage | <ul style="list-style-type: none"> • Restrooms with two toilet/two sink fixtures each (men/women) • One-two changing rooms • Bike Storage • Custodial/maintenance storage |
| Bike Repair Station | <ul style="list-style-type: none"> • Air pump, hand tools, repair stand |
| Lawn / Event Space with Covered Pavilion | <ul style="list-style-type: none"> • ½ - 2 acres open space • Open-air pavilion for stage or seating for 30-50 |
| Interactive Art Display | <ul style="list-style-type: none"> • Play area; nature theme; iconic; accessible |
| Parking | <ul style="list-style-type: none"> • Sized as necessary |

The following pages provide a description of each program element.

4.2.1 RESTAURANT / CAFÉ

Food and beverage options were cited repeatedly by stakeholders and the public as a desired amenity. The presence of a quality restaurant with indoor and outdoor seating options would help establish the Trail Hub as a destination not only for trail users, but for the community at large. Places that serve food and drinks create energy on the site, especially when they incorporate entertainment like live music performances. The restaurant should be family-friendly, casual, and reflective of local themes or of the trail itself.



Figure 4.1: Restaurant concept

Including a restaurant or café at the Trail Hub can also provide the site with a significant stream of revenue to the City. This is commonly accomplished through a concession lease agreement for tenancy, or a revenue share wherein the City receives a portion of receipts, or a combination of both. Other revenue sharing options exist, as well.

Regardless, the City has a responsibility to help the enterprise succeed by providing quality facilities and an equitable contract. Likewise, the restaurant should be held accountable for providing a desirable and appropriate environment consistent with the values of the community and the vision of the Trail Hub.

4.2.2 DRESSING ROOMS AND BIKE STORAGE

Many successful “hubs” offer amenities that cater to users that use the site as a place to transition between transportation modes, such as automobile to bicycle or vice versa. Providing changing rooms, either as a component of a restroom or as a separate facility, accommodates individuals or families needing to change clothes between activities.

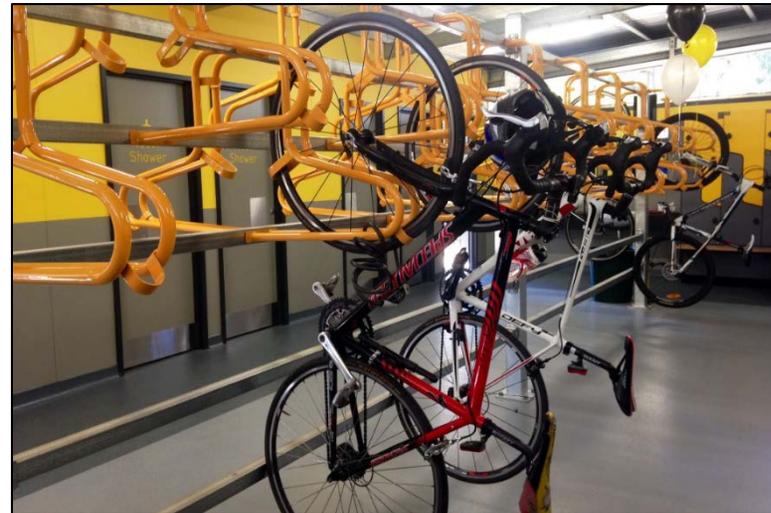


Figure 4.2: Indoor bike storage facility

Also gaining popularity in many cities are bike storage facilities, either indoor or outdoor. Options exist where users can purchase hourly, weekly, monthly, or yearly access to secure storage. Bike storage locations in urban centers serve those that need a place to store their bicycle during the work day; storage locations in suburbs provide a place for users to store their bicycles overnight, to create a “park and ride” facility attractive to those that do not want to or cannot transport their bicycle in their automobile on a daily basis.



Figure 4.3: Outdoor bike storage

4.2.3 BIKE REPAIR STATION

Public bike repair stations are self-service fixtures that offer tools to provide basic bicycle repairs and maintenance, such as changing a flat tire or adjusting brakes. The tools are securely attached to the stand and available for free to any user. A

number of companies have begun manufacturing bike repair stations specifically for public parks.



Figure 4.4: Typical bike repair station

4.2.4 LAWN OR EVENT SPACE

Nearly all of the stakeholders and residents that commented on this plan suggested that the proposed Trail Hub would need to have flexible space and be able to accommodate events. This also reflects a best practice of park design, because events are a valuable and impactful way to celebrate a park and its community, to raise awareness of the site and key partners, to generate revenue to offset ongoing maintenance costs, and to contribute to quality of life overall.

To that end, the recommended park program includes an event lawn or other space that can be used for events, with some form of indoor or covered area to accommodate performances or activities needing shelter. Supporting infrastructure is also required, such as utilities, parking, and restrooms. The recommended target space would be 0.5 – 2.0 acres.

4.2.5 INTERACTIVE ART OR NATURE PLAY

The proposed Trail Hub also provides an opportunity to include something distinctive to address a desire from the public and stakeholders for something novel, attractive, representative of the Windsor Heights community, fun, and family friendly. Many cities use parks as settings for public art, and in a growing number of cases, the art is designed to be interactive. Some designers and artists create art as playgrounds, encouraging visitors to climb, crawl, and explore it.

A related option is to provide a nature play area to emphasize themes of environmental sustainability and outdoor education. Nature play areas, sometimes known as natural playgrounds, are play spaces that are designed to use naturally-occurring and renewable components (e.g. logs, streams, sand) instead of conventional manufactured equipment.



Figure 4.5: Interactive art designed for play



Figure 4.6: Nature play area

4.3 SITE SELECTION

During the research phase of this feasibility study, a number of locations within Windsor Heights received consideration as potential sites for the Trail Hub. In order to select the most appropriate site, the planning team decided to first determine the desired park program, then assess the suitability of various sites to fulfill that program.

Through this process, and using community and Critical Success Factors as a framework, the following site selection criteria were established:

- Access to an arterial regional trail
- Size and space accommodation for recommended park program
- Infrastructure readiness
- Ease of access
- Multi-modal accessibility
- Ease of acquisition/tenancy
- Windsor Heights centrality and connectivity

Figure 4.7 illustrates the preferred site, the former Sears Auto Center located at 1003 73rd St. Located there is a building totaling approximately 11,000 sq. ft. sitting on approximately 3.2 acres. Of all of the sites considered, this location fulfills the most criteria. Moreover, its proximity to Colby Park provides a unique opportunity to create synergies between both venues for events and everyday use alike.

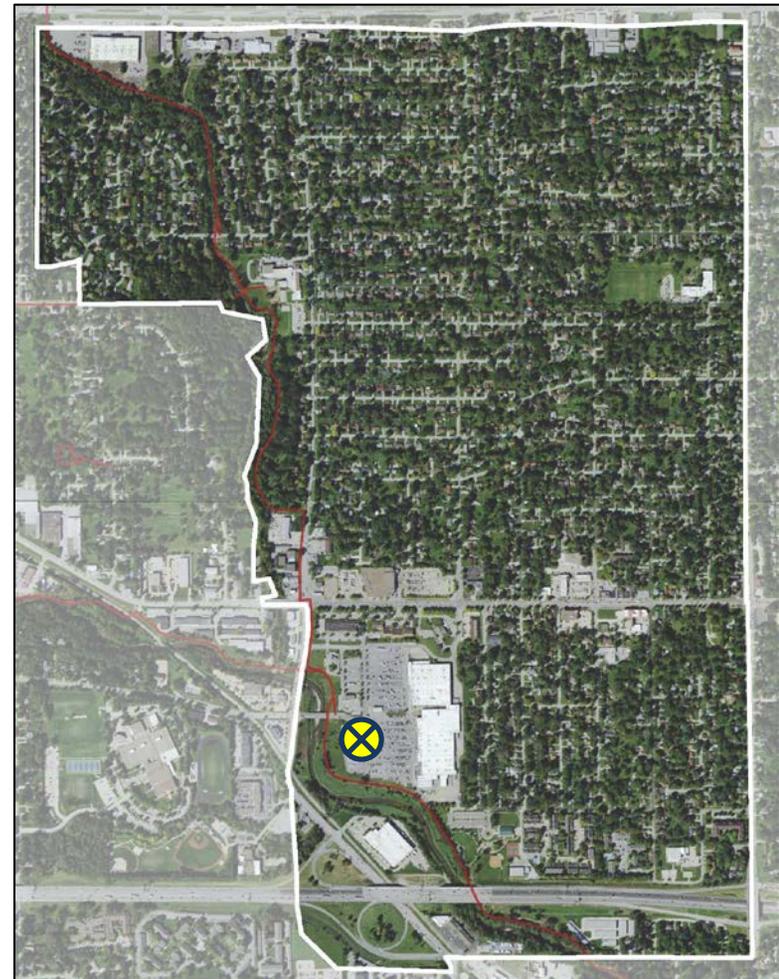


Figure 4.7: Location of preferred site

Chapter Five – FINANCIAL ANALYSIS

5.1 OPERATIONS AND BUSINESS UNITS

An important aspect of business planning involves the identification of cost drivers (i.e., cost centers) and revenue drivers (i.e., revenue centers) among the facilities being operated and services being provided. Cost centers are space- or program-based business units within a park or organization in which expenditures are incurred. Revenue centers are business units in which income is earned through the provision of goods or services. A given business unit can be both a cost center and a revenue center.

In Figure 5.1 below, business units for the proposed Trail Hub are identified and categorized as cost or revenue centers. Financial summaries for each business unit have been prepared and are included in the Appendix C.

| Cost | Center | Revenue |
|------|-------------------------------|---------|
| ✓ | Park and Facility Maintenance | |
| ✓ | Lease Payments / Debt Service | |
| ✓ | Vendor A: Restaurant | ✓ |
| ✓ | Vendor B: Bike Shop | ✓ |
| ✓ | Vendor C: Other Retail | ✓ |
| ✓ | Bike Storage Rentals | ✓ |
| ✓ | Special Events | ✓ |
| | Sponsorships | ✓ |

Figure 5.1: Cost and revenue centers

5.2 OPERATIONAL STANDARDS AND PRICING ASSUMPTIONS

5.2.1 CONTEXT

The development of this Feasibility Study includes developing a clear set of assumptions so that the plan's findings portray operating cost and revenue streams to the most accurate degree possible for the proposed Trail Hub given the conceptual information available at the time of analysis.

The assumptions used in this study assist in understanding how the financial analysis was developed and the strategies with which the Trail Hub will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget. The notes and assumptions should be carefully read and considered when reviewing the financial plan and pro forma. As further design and operational planning takes place, these assumptions should be updated.

Pro formas for conducting detailed financial planning for each business unit are included in Appendix C, and have also been delivered to the City of Windsor Heights electronically. These tools can be used only after additional planning of each site has taken place and specifications of operations are known.

5.2.2 FOUR OPERATIONAL ALTERNATIVES

Notwithstanding the recommendation of 1003 73rd St as the location for the Trail Hub, the specifics of occupancy and operation of the facility remain unknown as of the date of this analysis. Therefore, four alternatives have been identified to describe different possible outcomes. Indeed, the consideration of these alternatives is intended to inform a recommended strategic direction for the City. The alternatives are as follows:

- **Lease Alternative 1**: The City leases the entire 11,000 sq. ft. facility and 3.2 acres of grounds from the Owner, and sub-leases approximately 70% of the square footage to vendors.
- **Lease Alternative 2**: The City leases only 30% of the facility from the Owner and helps facilitate a coalition of other parties which also directly lease a portion of the facility from the Owner.
- **Purchase Alternative 1**: The City purchases the entire 11,000 sq. ft. facility and 3.2 acres of grounds using a *10-year* General Obligation bond.
- **Purchase Alternative 2**: The City purchases the entire 11,000 sq. ft. facility and 3.2 acres of grounds using a *20-year* General Obligation bond.

The following sections present a pro forma for each alternative listed above in which revenues and expenses for each business unit are identified. Key assumptions are explained for each.



5.3 PRO FORMA: LEASE ALTERNATIVE 1

Key Assumptions

- City leases entire 11,000 sq. ft. facility and 3.2 acres of grounds from the Owner at fair market value.
- General upkeep and maintenance of the grounds and interior spaces would be the responsibility of the City.
- The City would occupy approximately 3,500 sq. ft., or about 30% of the building for dressing rooms, bike storage, public restrooms, office/administrative space, and custodial/maintenance storage.
- The remaining 7,500 sq. ft. would be sub-leased by the City to three vendors:
 - Vendor A: Restaurant (3,500 sq. ft.)
 - Vendor B: Retail/Bike Shop (2,000 sq. ft.)
 - Vendor C: Retail/Other (2,000 sq. ft.)
- Each vendor pays a combination of a flat lease payment discounted 25% below market value plus a percentage of gross annual sales (2%-6%).
- A portion of a City employee's time would be spent administering contracts and assessing performance.
- Bicycle storage amenities would be operated by the city with revenue based upon memberships.
- Special events would be programmed at the Trail Hub and increase in participation and revenue over the first six years.
- Sponsorships would be solicited and would increase over the first six years.

Key Financials (Year 6)

- Total Estimated Revenues: \$141,587
- Total Estimated Expenses: \$220,930
- Total Estimated Subsidy: \$79,342
- Overall Cost Recovery: 64.1%



City Of Windsor Heights, IA
Trail Hub Feasibility Study Pro Forma
Lease Alternative 1



| REVENUES | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
|-------------------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| Vendor A (Restaurant) | \$ 37,249 | \$ 37,851 | \$ 49,065 | \$ 50,537 | \$ 63,309 | \$ 65,208 |
| Vendor B (Bike Shop) | 18,471 | 19,437 | 22,142 | 23,462 | 27,092 | 27,905 |
| Vendor C (Other) | 18,471 | 19,437 | 22,142 | 23,462 | 27,092 | 27,905 |
| Rentals | 456 | 517 | 605 | 747 | 1,026 | 1,322 |
| Special Events | 3,761 | 5,811 | 7,980 | 10,275 | 12,699 | 16,351 |
| Sponsorships | 500 | 773 | 1,061 | 1,639 | 2,251 | 2,898 |
| TOTAL REVENUES | \$ 78,907 | \$ 83,825 | \$ 102,995 | \$ 110,122 | \$ 133,469 | \$ 141,587 |
| EXPENSES | | | | | | |
| Park Maintenance | \$ 49,300 | \$ 50,779 | \$ 52,302 | \$ 53,871 | \$ 55,488 | \$ 57,152 |
| Lease | \$ 128,352 | \$ 124,993 | \$ 128,742 | \$ 132,605 | \$ 140,522 | \$ 140,680 |
| Vendor A (Restaurant) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Vendor B (Bike Shop) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Vendor C (Other) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Rentals | 6,750 | 3,476 | 3,581 | 3,688 | 3,799 | 3,913 |
| Special Events | 4,537 | 4,673 | 5,776 | 5,949 | 6,808 | 7,012 |
| TOTAL EXPENSES | \$ 209,939 | \$ 194,736 | \$ 201,540 | \$ 207,586 | \$ 230,252 | \$ 220,930 |
| OVERALL NET REVENUE / (LOSS) | \$ (131,031) | \$ (110,911) | \$ (98,545) | \$ (97,465) | \$ (96,783) | \$ (79,342) |
| OVERALL Cost Recovery | 37.6% | 43.0% | 51.1% | 53.0% | 58.0% | 64.1% |



5.4 PRO FORMA: LEASE ALTERNATIVE 2

Key Assumptions

- City leases only 3,500 sq. ft., or about 30%, of the facility from the Owner at fair market value for dressing rooms, bike storage, public restrooms, office/administrative space, and custodial/maintenance storage.
- General upkeep and maintenance of interior spaces would be the responsibility of the City, but not grounds maintenance.
- The remaining 7,500 sq. ft. would be leased by other parties directly from the Owner. The City would have no contractual relationship with them, but would serve as a facilitator among all parties to help ensure occupancy and productivity of the facility.
- A portion of a City employee's time would be spent administering the lease agreement with the Owner.
- Bicycle storage amenities would be operated by the city with revenue based upon memberships. (*same as Lease Alternative 1*)
- Special events would be programmed at the Trail Hub and increase in participation and revenue over the first six years. (*same as Lease Alternative 1*)
- Sponsorships would be solicited and would increase over the first six years. (*same as Lease Alternative 1*)

Key Financials (Year 6)

- Total Estimated Revenues: \$20,570
- Total Estimated Expenses: \$100,548
- Total Estimated Subsidy: \$79,978
- Overall Cost Recovery: 20.5%



City Of Windsor Heights, IA
Trail Hub Feasibility Study Pro Forma
Lease Alternative 2



| REVENUES | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Rentals | 456 | 517 | 605 | 747 | 1,026 | 1,322 |
| Special Events | 3,761 | 5,811 | 7,980 | 10,275 | 12,699 | 16,351 |
| Sponsorships | 500 | 773 | 1,061 | 1,639 | 2,251 | 2,898 |
| TOTAL REVENUES | \$ 4,717 | \$ 7,100 | \$ 9,646 | \$ 12,661 | \$ 15,977 | \$ 20,570 |
| EXPENSES | | | | | | |
| Maintenance | \$ 36,500 | \$ 37,595 | \$ 38,723 | \$ 39,885 | \$ 41,081 | \$ 42,314 |
| Lease | \$ 44,310 | \$ 42,034 | \$ 43,295 | \$ 44,594 | \$ 49,871 | \$ 47,310 |
| Rentals | 6,750 | 3,476 | 3,581 | 3,688 | 3,799 | 3,913 |
| Special Events | 4,537 | 4,673 | 5,776 | 5,949 | 6,808 | 7,012 |
| TOTAL EXPENSES | \$ 92,097 | \$ 87,778 | \$ 91,374 | \$ 94,115 | \$ 101,559 | \$ 100,548 |
| OVERALL NET REVENUE / (LOSS) | \$ (87,380) | \$ (80,678) | \$ (81,728) | \$ (81,454) | \$ (85,582) | \$ (79,978) |
| OVERALL Cost Recovery | 5.1% | 8.1% | 10.6% | 13.5% | 15.7% | 20.5% |



5.5 PRO FORMA: PURCHASE ALTERNATIVE 1 (10-YEAR BOND)

Key Assumptions

- City purchases entire 11,000 sq. ft. facility and 3.2 acres of grounds at the assessed value (approximately \$1.68M) using a 10-year General Obligation bond.
- General upkeep and maintenance of the grounds and interior spaces would be the responsibility of the City. *(same as Lease Alternative 1)*
- The City would occupy approximately 3,500 sq. ft., or about 30% of the building for dressing rooms, bike storage, public restrooms, office/administrative space, and custodial/maintenance storage. *(same as Lease Alternative 1)*
- The remaining 7,500 sq. ft. would be leased by the City to three vendors: *(same as Lease Alternative 1)*
 - Vendor A: Restaurant (3,500 sq. ft.)
 - Vendor B: Retail/Bike Shop (2,000 sq. ft.)
 - Vendor C: Retail/Other (2,000 sq. ft.)
- Each vendor pays a combination of a flat lease payment discounted 25% below market value plus a percentage of gross annual sales (2%-6%). *(same as Lease Alternative 1)*
- A portion of a City employee's time would be spent administering contracts and assessing performance. *(same as Lease Alternative 1)*
- Bicycle storage amenities would be operated by the city with revenue based upon memberships. *(same as Lease Alternative 1)*

- Special events would be programmed at the Trail Hub and increase in participation and revenue over the first six years. *(same as Lease Alternative 1)*
- Sponsorships would be solicited and would increase over the first six years. *(same as Lease Alternative 1)*

Key Financials (Year 6)

- Total Estimated Revenues: \$141,247
- Total Estimated Expenses: \$283,183
- Total Estimated Subsidy: \$141,936
- Overall Cost Recovery: 49.9%



City Of Windsor Heights, IA
Trail Hub Feasibility Study Pro Forma
Purchase Alternative 1



| REVENUES | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Vendor A (Restaurant) | \$ 37,117 | \$ 37,716 | \$ 48,926 | \$ 50,393 | \$ 63,160 | \$ 65,055 |
| Vendor B (Bike Shop) | 18,390 | 19,354 | 22,056 | 23,373 | 27,001 | 27,811 |
| Vendor C (Other) | 18,390 | 19,354 | 22,056 | 23,373 | 27,001 | 27,811 |
| Rentals | 456 | 517 | 605 | 747 | 1,026 | 1,322 |
| Special Events | 3,761 | 5,811 | 7,980 | 10,275 | 12,699 | 16,351 |
| Sponsorships | 500 | 773 | 1,061 | 1,639 | 2,251 | 2,898 |
| TOTAL REVENUES | \$ 78,614 | \$ 83,523 | \$ 102,684 | \$ 109,801 | \$ 133,139 | \$ 141,247 |
| EXPENSES | | | | | | |
| Park Maintenance | \$ 49,300 | \$ 50,779 | \$ 52,302 | \$ 53,871 | \$ 55,488 | \$ 57,152 |
| Debt Service | \$ 209,376 | \$ 202,481 | \$ 202,589 | \$ 202,701 | \$ 206,755 | \$ 202,933 |
| Vendor A (Restaurant) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Vendor B (Bike Shop) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Vendor C (Other) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Rentals | 6,750 | 3,476 | 3,581 | 3,688 | 3,799 | 3,913 |
| Special Events | 4,537 | 4,673 | 5,776 | 5,949 | 6,808 | 7,012 |
| TOTAL EXPENSES | \$ 290,963 | \$ 272,224 | \$ 275,387 | \$ 277,682 | \$ 296,485 | \$ 283,183 |
| OVERALL NET REVENUE / (LOSS) | \$ (212,349) | \$ (188,701) | \$ (172,703) | \$ (167,881) | \$ (163,345) | \$ (141,936) |
| OVERALL Cost Recovery | 27.0% | 30.7% | 37.3% | 39.5% | 44.9% | 49.9% |



5.6 PRO FORMA: PURCHASE ALTERNATIVE 2 (20-YEAR BOND)

Key Assumptions

- City purchases entire 11,000 sq. ft. facility and 3.2 acres of grounds at the assessed value (approximately \$1.68M) using a 20-year General Obligation bond.
- General upkeep and maintenance of the grounds and interior spaces would be the responsibility of the City. *(same as Lease Alternative 1)*
- The City would occupy approximately 3,500 sq. ft., or about 30% of the building for dressing rooms, bike storage, public restrooms, office/administrative space, and custodial/maintenance storage. *(same as Lease Alternative 1)*
- The remaining 7,500 sq. ft. would be leased by the City to three vendors: *(same as Lease Alternative 1)*
 - Vendor A: Restaurant (3,500 sq. ft.)
 - Vendor B: Retail/Bike Shop (2,000 sq. ft.)
 - Vendor C: Retail/Other (2,000 sq. ft.)
- Each vendor pays a combination of a flat lease payment discounted 25% below market value plus a percentage of gross annual sales (2%-6%). *(same as Lease Alternative 1)*
- A portion of a City employee's time would be spent administering contracts and assessing performance. *(same as Lease Alternative 1)*
- Bicycle storage amenities would be operated by the city with revenue based upon memberships. *(same as Lease Alternative 1)*

- Special events would be programmed at the Trail Hub and increase in participation and revenue over the first six years. *(same as Lease Alternative 1)*
- Sponsorships would be solicited and would increase over the first six years. *(same as Lease Alternative 1)*

Key Financials (Year 6)

- Total Estimated Revenues: \$141,247
- Total Estimated Expenses: \$187,807
- Total Estimated Subsidy: \$46,560
- Overall Cost Recovery: 75.2%



City Of Windsor Heights, IA
Trail Hub Feasibility Study Pro Forma
Purchase Alternative 2



| REVENUES | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
|-------------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Vendor A (Restaurant) | \$ 37,117 | \$ 37,716 | \$ 48,926 | \$ 50,393 | \$ 63,160 | \$ 65,055 |
| Vendor B (Bike Shop) | 18,390 | 19,354 | 22,056 | 23,373 | 27,001 | 27,811 |
| Vendor C (Other) | 18,390 | 19,354 | 22,056 | 23,373 | 27,001 | 27,811 |
| Rentals | 456 | 517 | 605 | 747 | 1,026 | 1,322 |
| Special Events | 3,761 | 5,811 | 7,980 | 10,275 | 12,699 | 16,351 |
| Sponsorships | 500 | 773 | 1,061 | 1,639 | 2,251 | 2,898 |
| TOTAL REVENUES | \$ 78,614 | \$ 83,523 | \$ 102,684 | \$ 109,801 | \$ 133,139 | \$ 141,247 |
| EXPENSES | | | | | | |
| Park Maintenance | \$ 49,300 | \$ 50,779 | \$ 52,302 | \$ 53,871 | \$ 55,488 | \$ 57,152 |
| Debt Service | \$ 114,000 | \$ 107,105 | \$ 107,213 | \$ 107,325 | \$ 111,379 | \$ 107,557 |
| Vendor A (Restaurant) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Vendor B (Bike Shop) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Vendor C (Other) | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| Rentals | 6,750 | 3,476 | 3,581 | 3,688 | 3,799 | 3,913 |
| Special Events | 4,537 | 4,673 | 5,776 | 5,949 | 6,808 | 7,012 |
| TOTAL EXPENSES | \$ 195,587 | \$ 176,848 | \$ 180,011 | \$ 182,306 | \$ 201,109 | \$ 187,807 |
| OVERALL NET REVENUE / (LOSS) | \$ (116,973) | \$ (93,325) | \$ (77,327) | \$ (72,505) | \$ (67,969) | \$ (46,560) |
| OVERALL Cost Recovery | 40.2% | 47.2% | 57.0% | 60.2% | 66.2% | 75.2% |



Chapter Six - CONCLUSION

This Feasibility Study explored four alternative scenarios for tenancy/acquisition and operation of a Trail Hub at the recommended location of 1003 73rd Street in Windsor Heights.

The alternative with the highest cost recovery percentage (75.2% by Year 6) and lowest operating subsidy (\$46,560) is 'Purchase Alternative 2,' which assumes acquisition of the property through a 20-year bond. If this is a tolerable level of investment for the City, then the Trail Hub would be feasible. Considering that many typical community parks operate under 50% cost recovery, this could be a palatable option for the community.

Opportunities exist to achieve a higher level of cost recovery if any or all of the following occur:

- Park and facility maintenance levels of care are reduced to a lower standard (however, this decreases the facility's attractiveness and desirability, and may result in reduced visitation and earned income).
- Park and facility maintenance can be performed at a cost lower than that assumed in the financial analysis, such as through private contracts.
- Acquisition, debt service, or leasing terms are negotiated to a lower amount than assumed; or sub-leases and revenue sharing agreements are negotiated to be more favorable to the City than assumed.
- Vendors out-perform revenue projections.

- The City does not become the direct provider of the bicycle storage amenity, leaving that enterprise for one of the retail vendors (e.g., bike shop) or excluding that service from the park program entirely.
- Special events and/or sponsorships are managed more efficiently and exceed revenue projections.

As stated previously, the Feasibility Study and accompanying pro formas were designed to allow for revision as more information becomes available. The detail contained in Appendix C inform the summary financial analyses for each alternative presented on the previous pages. They are also intended to serve as default operational standards and pricing recommendations until management frameworks are further specified.

IMAGE CREDITS

Figure 1.1: <https://www.pinterest.com/moodyrobing3/downtown-desmoines/>

Figure 1.2: <http://www.ankenyanp.com/planning.php>

Figure 2.1: Image produced using <http://www.wordle.net/>

Figure 4.1: <http://www.archdaily.com/369956/coffee-house-light-4-space>

Figure 4.2: <https://www.newcastle.edu.au/newsroom/featured-news/bike-hubs-encourage-pedal-power>

Figure 4.3: <http://cyclesafe.com/>

Figure 4.4: http://everitas.univmiami.net/?attachment_id=51840

Figure 4.5: <http://www.glenwoodnyc.com/manhattan-living/governors-island-interactive-sculpture-minigolf/>

Figure 4.6: <http://www.play-scapes.com/play-design/natural-playgrounds/the-playscape-chronicles-of-frode-svane/>



APPENDIX A: RECREATION PARTICIPATION TRENDS

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2015 was utilized to evaluate national sport and fitness participatory trends. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.

| National Participatory Trends - Aquatics | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Swimming (Fitness) | N/A | 26,354 | 25,304 | -4.0% | N/A |
| Aquatic Exercise | 8,965 | 8,483 | 9,122 | 7.5% | 1.8% |
| Swimming (Competition) | N/A | 2,638 | 2,710 | 2.7% | N/A |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

| National Participatory Trends - General Sports | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Golf | 27,103 | 24,720 | 24,700 | -0.1% | -8.9% |
| Basketball | 25,131 | 23,669 | 23,067 | -2.5% | -8.2% |
| Tennis | 18,546 | 17,678 | 17,904 | 1.3% | -3.5% |
| Baseball | 14,429 | 13,284 | 13,152 | -1.0% | -8.9% |
| Soccer (Outdoor) | 13,957 | 12,726 | 12,592 | -1.1% | -9.8% |
| Badminton | 7,469 | 7,150 | 7,176 | 0.4% | -3.9% |
| Softball (Slow Pitch) | 9,180 | 6,868 | 7,077 | 3.0% | -22.9% |
| Football, Touch | 9,726 | 7,140 | 6,586 | -7.8% | -32.3% |
| Volleyball (Court) | 7,737 | 6,433 | 6,304 | -2.0% | -18.5% |
| Football, Tackle | 7,243 | 6,165 | 5,978 | -3.0% | -17.5% |
| Football, Flag | 6,932 | 5,610 | 5,508 | -1.8% | -20.5% |
| Volleyball (Sand/Beach) | 4,324 | 4,769 | 4,651 | -2.5% | 7.6% |
| Gymnastics | 3,952 | 4,972 | 4,621 | -7.1% | 16.9% |
| Soccer (Indoor) | 4,825 | 4,803 | 4,530 | -5.7% | -6.1% |
| Ultimate Frisbee | 4,636 | 5,077 | 4,530 | -10.8% | -2.3% |
| Track and Field | 4,480 | 4,071 | 4,105 | 0.8% | -8.4% |
| Racquetball | 4,784 | 3,824 | 3,594 | -6.0% | -24.9% |
| Cheerleading | 3,070 | 3,235 | 3,456 | 6.8% | 12.6% |
| Pickleball | N/A | N/A | 2,462 | N/A | N/A |
| Softball (Fast Pitch) | 2,476 | 2,498 | 2,424 | -3.0% | -2.1% |
| Ice Hockey | 2,018 | 2,393 | 2,421 | 1.2% | 20.0% |
| Lacrosse | 1,162 | 1,813 | 2,011 | 10.9% | 73.1% |
| Wrestling | 3,170 | 1,829 | 1,891 | 3.4% | -40.3% |
| Roller Hockey | 1,427 | 1,298 | 1,736 | 33.7% | 21.7% |
| Squash | 796 | 1,414 | 1,596 | 12.9% | 100.5% |
| Field Hockey | 1,092 | 1,474 | 1,557 | 5.6% | 42.6% |
| Boxing for Competition | N/A | 1,134 | 1,278 | 12.7% | N/A |
| Rugby | 720 | 1,183 | 1,276 | 7.9% | 77.2% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

| National Participatory Trends - General Fitness | | | | | |
|---|----------------------|---------|---------|----------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Fitness Walking | 110,882 | 117,351 | 112,583 | -4.1% | 1.5% |
| Running/Jogging | 42,511 | 54,188 | 51,127 | -5.6% | 20.3% |
| Treadmill | 50,395 | 48,166 | 50,241 | 4.3% | -0.3% |
| Free Weights (Hand Weights) | N/A | 43,164 | 41,670 | -3.5% | N/A |
| Weight/Resistant Machines | 39,075 | 36,267 | 35,841 | -1.2% | -8.3% |
| Stationary Cycling (Recumbent/Upright) | 36,215 | 35,247 | 35,693 | 1.3% | -1.4% |
| Stretching | 36,299 | 36,202 | 35,624 | -1.6% | -1.9% |
| Free Weights (Dumbbells) | N/A | 32,209 | 30,767 | -4.5% | N/A |
| Elliptical Motion Trainer | 25,903 | 27,119 | 28,025 | 3.3% | 8.2% |
| Free Weights (Barbells) | 26,595 | 25,641 | 25,623 | -0.1% | -3.7% |
| Yoga | 18,934 | 24,310 | 25,262 | 3.9% | 33.4% |
| Calisthenics/Bodyweight Exercise | N/A | N/A | 22,390 | N/A | N/A |
| Aerobics (High Impact) | 12,771 | 17,323 | 19,746 | 14.0% | 54.6% |
| Stair Climbing Machine | 13,653 | 12,642 | 13,216 | 4.5% | -3.2% |
| Pilates Training | 8,770 | 8,069 | 8,504 | 5.4% | -3.0% |
| Stationary Cycling (Group) | 6,762 | 8,309 | 8,449 | 1.7% | 24.9% |
| Trail Running | 4,845 | 6,792 | 7,531 | 10.9% | 55.4% |
| Cross-Training | N/A | 6,911 | 6,774 | -2.0% | N/A |
| Cardio Kickboxing | 5,500 | 6,311 | 6,747 | 6.9% | 22.7% |
| Martial Arts | 6,643 | 5,314 | 5,364 | 0.9% | -19.3% |
| Boxing for Fitness | N/A | 5,251 | 5,113 | -2.6% | N/A |
| Tai Chi | 3,315 | 3,469 | 3,446 | -0.7% | 4.0% |
| Barre | N/A | 2,901 | 3,200 | 10.3% | N/A |
| Triathlon (Traditional/Road) | 1,148 | 2,262 | 2,203 | -2.6% | 91.9% |
| Triathlon (Non-Traditional/Off Road) | 634 | 1,390 | 1,411 | 1.5% | 122.6% |

NOTE: Participation figures are in 000's for the US population ages 6 and over

| | | | | |
|----------------|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|
| Legend: | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) |
|----------------|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|

| National Participatory Trends - Outdoor Recreation | | | | | |
|--|----------------------|--------|--------|----------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Bicycling (Road) | 39,127 | 40,888 | 39,725 | -2.8% | 1.5% |
| Fishing (Freshwater) | 40,646 | 37,796 | 37,821 | 0.1% | -7.0% |
| Hiking (Day) | 32,542 | 34,378 | 36,222 | 5.4% | 11.3% |
| Camping (< 1/4 Mile of Vehicle/Home) | 34,012 | 29,269 | 28,660 | -2.1% | -15.7% |
| Wildlife Viewing (>1/4 Mile of Home/Vehicle) | 22,702 | 21,359 | 21,110 | -1.2% | -7.0% |
| Camping (Recreational Vehicle) | 16,977 | 14,556 | 14,633 | 0.5% | -13.8% |
| Birdwatching (>1/4 mile of Vehicle/Home) | 13,847 | 14,152 | 13,179 | -6.9% | -4.8% |
| Fishing (Saltwater) | 13,054 | 11,790 | 11,817 | 0.2% | -9.5% |
| Backpacking Overnight | 7,757 | 9,069 | 10,101 | 11.4% | 30.2% |
| Archery | 6,368 | 7,647 | 8,435 | 10.3% | 32.5% |
| Bicycling (Mountain) | 7,367 | 8,542 | 8,044 | -5.8% | 9.2% |
| Hunting (Shotgun) | 8,611 | 7,894 | 7,894 | 0.0% | -8.3% |
| Skateboarding | 7,580 | 6,350 | 6,582 | 3.7% | -13.2% |
| Roller Skating, In-Line | 8,942 | 6,129 | 6,061 | -1.1% | -32.2% |
| Fishing (Fly) | 5,755 | 5,878 | 5,842 | -0.6% | 1.5% |
| Climbing (Sport/Indoor/Boulder) | 4,541 | 4,745 | 4,536 | -4.4% | -0.1% |
| Climbing (Traditional/Ice/Mountaineering) | 2,062 | 2,319 | 2,457 | 6.0% | 19.2% |
| Adventure Racing | 1,005 | 2,095 | 2,368 | 13.0% | 135.6% |
| Bicycling (BMX) | 1,858 | 2,168 | 2,350 | 8.4% | 26.5% |

NOTE: Participation figures are in 000's for the US population ages 6 and over

| | | | |
|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|
| Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) |
|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|



APPENDIX B: ENVIRONMENTAL SCAN FINDINGS

| Altoona | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|-----------------------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|-------------------------------------|
| Aquatics Park 1200 Vebury Dr | | | | X | | | X | | | | | | | | Splash pad, swimming |
| Greenway Park | | | | X | | | | X | | | | | | | Frisbee golf, trailhead |
| Haines 3rd Ave SE & 6th St. PI SE | | X | X | X | X | | X | | X | X | | X | | | |
| Lions 13th Ave & 4th St. SW | | X | | X | X | X | X | | | | | | | | Frisbee golf, trailhead, splash pad |
| Prairie Heritage / Civic Plaza | | X | | X | X | | | | | | | | | | Trailhead |
| 17th Avenue Dog Park 17th Ave SW | | | | X | | | X | | | | | | | | Trailhead |

| Ankeny | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|------------------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|---------------------------|
| Ankeny Dog Park | 8 | | | | | | | | | | | | | | |
| Ankeny Market & Pavilion | | | X | | | | X | X | | | | | X | | Trailhead, farmers market |
| Ankeny Miracle Park | | | | | | | | | | | | | | | |
| Dean | | X \$ | | X | X | | X | | X | X | | | X | | |
| Hawkeye | | X* \$ | | X | X | X | X | X | X | | | X | X | X | Fishing |
| Heritage | | x \$ | | x | | | | x | x | | | | | | 21 disc golf course |
| Hillside | | X \$ | | X | X | | X | | | | | | X | | Fishing |
| Outdoor Education Center | | X* \$ | | | | | X | X | | | | | | | Rental facility |
| Prairie Ridge Sports Complex | | X \$ | | X | X | X | X | X | | | | | X | | Pond |
| Sunrise | | X \$ | | X | X | | X | X | X | X | X | | X | | Horseshoe pits |

| Clive | | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|-------------------|----|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|-------------------------------|
| Lions | | | | | | X | | | | | X | | X | | | |
| Stonegate | 4 | X | | | | X | | | | | X | | | | | Multiple miniature golf holes |
| Wildwood | 4 | | | | | X | X | | | | X | | | | | Roller blading area |
| Country Club Glen | 15 | X | | | X | X | X | X | X | X | X | | | | | |
| Greenbelt | | | X | | X | X | | | | | | | | X | | |
| Linman | | | X | | X | | X | X | X | X | X | | X | | | Wading pool |

| Des Moines | | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|---------------------------------|----|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|---|
| Ashby Park | 12 | X | | | X | X | X | X | X | X | | | X | | | Wading pool/Splash pad, Rain gardens, |
| Beaverdale Park | 25 | X | | | X | X | X | X | X | X | | | | | | Inter Trail connection, Cross country skiing |
| Franklin Field Park | | | X | | X | | | | X | | | | | | | Exercise equipment |
| Frisbe Park | | | X | X | X | X | X | | | | | | | | | Kybo, Soccer fields |
| Greenwood Park | | | X | X | X | X | | X | X | X | X | X | X | X | | Rose garden, nature trail, swimming/wading pool |
| Mccollum-Waveland tennis courts | | | X | | X | | | X | | | | | X | | | |
| Papa John Sculpture Garden | | | | | | | | | | | | | | | | Sculpture garden |
| Tower Park | | | X | X | X | X | X | X | X | X | X | X | X | X | | Wading pool, kybo, walking paths |
| Witmer Park | 19 | | | | X | X | X | | | X | | X | | | | Fountains, Fishing |
| Woodlawn Park | | | X | X | X | X | X | | | X | X | | X | X | | Kybo, sprayground, community garden |
| Ashfield Park | | | X | | X | X | X | X | X | | X | | | | | |
| Eastman Park | | | | | | X | | | | | | | | | | Softball field, walking path |
| MLK Park | | | X | | X | X | X | X | X | X | X | X | | X | | Wading pool |
| Grandview Park | | | X | | X | X | X | X | | X | X | X | X | X | | Disc golf course, large green space |
| Pete Crivaro Park | | | X | | X | X | X | X | | X | X | X | | | | Disc golf, splash pool, recreation trail |
| Sargent Park | | | X | | X | X | X | X | | | | | | X | | Natural playscape, sun dial |
| Birdland Park | | | X | | X | X | X | X | | X | | X | | X | | Boat ramp, marina, recreation trail |
| Burke Park | | | X | | X | X | X | X | X | X | | | X | X | X | Wading pool |
| Cheatom Park | | | X | | X | X | X | X | X | X | X | | X | X | | |
| Drake Park | | | X | | X | X | X | X | | X | X | X | X | X | | Wading pool |



| Grimes | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|-----------------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|-----------------|
| Grimes South Sports Complex | 45 | X \$ | | | | X | X | X | | X | | X | X | X | Skate park |
| Grimes Community Complex | | X*\$ | | X | X | X | X | X | | X | | | | X | Gym & park |
| Waterworks | 9 | X | | X | X | X | X | X | | X | | | | X | |

| Johnston | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|------------------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|--|
| Adventure Ridge | 5 | X | | X | X | | | | | | | | X | | |
| Crown Point Community Center | | X\$* | | | | | | | | | | | | | 100 capacity |
| Low Clarkson | 55 | X | | X | X | | X | X | | | | | X | | Connections to green meadows west trail and Beaver Creek Greenbelt Trail |
| Praire Point Crossing | | | | | | | | | | | | | | | Open space stop for biking |
| Ray Schleihs | | | | | | | | | | | | | | | Open space and access to the Johnston Inter-Urban Trail |
| Rittger's Oaks | | | | | | | | | | | | | | | Open space access by bike and ped |

| Norwalk | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|---------------------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|---|
| Norwalk-McAninch Sports Complex | | | | | | X | X | | | | | | | | |
| Billy O Phillips | | X\$ | | X | X | X | X | X | | | | | | | |
| Norwalk City Park | | X\$ | | X | X | | X | X | X | X | | | | | |
| Windflower Park | | X\$ | | | X | | | | | X | | | | | Aquatic Center, walking path, 12 disc golf, skateboard park |
| Lakewood Elementary School Park | 5 | | | | | | | | | | | | | | Trail runs through park at school |

| Pleasant Hill | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|-------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|--------------------------------------|
| Copper Creek Lake | | X | | X | X | | X | X | X | | | | X | | Fishing, pond, Woodland nature trail |
| Doanes | | X | | X | X | X | X | X | X | X | | X | | | Pickleball, Woodland nature trail |
| Sunrise | 8 | X | | X | X | X | X | X | X | X | | | | | |

| Urbandale | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|-----------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|---------------------------|
| Ashleaf | | X | | X | X | | | | X | X | | | X | | |
| Bestland | | | | X | X | X | | | X | X | | | X | | |
| Coronado | | X | | X | X | X | | | X | X | | | X | | |
| Jaycee | | | | X | X | X | | | X | X | | | X | | |
| Lions | | X | X | X | X | X | X | | X | X | | X | | | Wading pool, water |
| Murphy | | X | | X | X | X | X | | X | X | | | X | | |
| North Karen Acres | | | | X | X | X | X | | | X | | | X | X | |
| South Karen Acres | | | | X | X | X | X | | | X | | X | X | | Wading pool, water |
| Walker Johnston | | X* | X | X | X | X | X | X | | | | | | | Skate park |
| Walnut Creek Hills | | | | X | X | X | | | | X | | | X | | Pond |
| Walnut Creek Regional | | | | X | X | X | | | X | X | | | X | | Regional trail connection |



| Waukee | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|------------------------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|---|
| Centennial 1255 Warrior Lane | 33 | X | | X | X | X | X | X | X | X | | | | X | 12 disc golf course, closed and open shelters |
| GE Davis | | X*\$ | | | | | | | | | | | | | |
| Ridge Point | 21 | | X\$ | X | X | | X | X | X | | X | | | X | Little Free Library |
| Warrior | 7 | | | | X | X | | X | | | | | | | Sledding hill |
| Windfield | | X\$ | | X | X | X | X | X | X | X | X | | | | Interconnected trails |

| West Des Moines | Acreage | Shelter/Community Center | Pavilion | Picnic Tables | Play Equipment | Open Play Field | Restroom Facility | Parking Lot | Grill | Basketball Court | Backstop | Tennis Court | Multi-Use Trail | Sand Volleyball | Other Amenities |
|-----------------|---------|--------------------------|----------|---------------|----------------|-----------------|-------------------|-------------|-------|------------------|----------|--------------|-----------------|-----------------|--|
| Ashawa | 7 | X | | X | X | X | X | X | X | X | X | | X | | Ashawa greenway trail connection |
| Brookview | | X\$ | | X | X | X | X | X | X | | X | | X | | Jordan creek trail connection |
| Crossroads | 17 | X\$ | | X | X | X | X | X | X | | X | X | X | | 6 court tennis, skate park, skinned infield |
| Fairmeadows | 8 | X\$ | | X | X | X | X | X | X | X | | X | X | X | Fairmeadows greenway trail connection |
| Holiday | | | | X | | X | X | X | | | X | | X | | Baseball and softball complex, aquatic center |
| Jaycee | 7 | X | | X | X | X | X | X | X | X | X | X | X | X | Pickleball striped court, sand volleyball court, .33 mile loop trail |
| Maple Grove | | X | | X | X | X | X | X | X | X | X | X | X | | .52 mile loop, City/School collaboration |
| Peony | | X | | X | X | X | X | X | X | X | X | X | X | | |
| Raccoon River | 632 | X\$ | | X | X | X | X | X | X | | X | | X | | Dog park, nature lodge, boat ramp, beach, archery facility |
| Scenic Valley | 8 | X | | X | X | X | X | X | X | X | X | | X | | .35 mile loop |
| Wild Rose | | X | | X | X | X | X | X | X | X | X | | X | | .40 mile loop |
| Willow Springs | 8 | X | | X | X | X | X | X | X | X | X | X | X | | Westridge greenway trail connection, .38 mile loop |
| Wilson | | X | | X | X | X | X | X | X | X | X | X | X | | Trail connection to Holiday Park |

APPENDIX C: ASSUMPTION DETAIL

INVENTORY

| <u>Element</u> | <u>Qty</u> | <u>Unit</u> | <u>Notes</u> |
|---------------------------------|---------------|--------------|---|
| Level 1 maintenance areas | 0.00 | acres | |
| Level 2 maintenance areas | 3.20 | acres | |
| Level 3 maintenance areas | 0.00 | acres | |
| Level 4 maintenance areas | 0.00 | acres | |
| Level 5 maintenance areas | 0.00 | acres | |
| Level 6 maintenance areas | 0.00 | acres | |
| Total acreage | 3.20 | acres | |
| Vendor A: Restaurant | 3,500 | sq ft | Seating for 75; indoor/outdoor, performance area. |
| Vendor B: Retail/Bike Shop | 2,000 | sq ft | |
| Vendor C: Retail/Other | 2,000 | sq ft | |
| Subtotal Vendor Occupied | 7,500 | sq ft | |
| Dressing Rooms | 500 | sq ft | |
| Bike Storage | 1,000 | sq ft | |
| Public Restrooms | 500 | sq ft | |
| Office/Admin | 500 | sq ft | |
| Custodial/Maintenance Storage | 1,000 | sq ft | |
| Subtotal City Occupied | 3,500 | sq ft | |
| Total Trail Hub Building | 11,000 | sq ft | |



GROUNDS AND FACILITY MAINTENANCE COSTS

| | Maintenance Level | | | | | |
|----------------------------------|-------------------|-----------------|-----------------|-----------------|-----------------|---------------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| <i>Personnel</i> | \$ 2,500 | \$ 2,000 | \$ 1,500 | \$ 1,000 | \$ 800 | \$ 500 |
| <i>Supplies</i> | \$ 1,500 | \$ 1,000 | \$ 1,000 | \$ 750 | \$ 500 | \$ 100 |
| <i>Other Serv. & Charges</i> | \$ 1,000 | \$ 1,000 | \$ 500 | \$ 250 | \$ 200 | \$ 100 |
| TOTAL per acre | \$ 5,000 | \$ 4,000 | \$ 3,000 | \$ 2,000 | \$ 1,500 | \$ 700 |

Park Maintenance Level Definitions:

- Level 1* Daily/semi-weekly; highest level for special, high-visibility areas
- Level 2* Weekly; high level; norm for most well-developed public acreage
- Level 3* Bi-weekly; moderate level for locations that have moderate to low levels of development or visitation
- Level 4* Bi-monthly; moderately-low maintenance for low-visitiation locations or that cannot afford a higher level
- Level 5* Semi-annual; minimum level for locations that have natural focus or experience severe budget restrictions
- Level 6* Land or wetland that is allowed to return to its original natural state or that already exists in that state

| | Trail Type | | |
|-----------------------|-----------------|----------------------------|---------------------------|
| | Soft Surface | Hard Surface w/o snow rem. | Hard Surface w/ snow rem. |
| TOTAL per mile | \$ 1,000 | \$ 4,000 | \$ 8,000 |

| | Janitorial Maintenance Level | | | | | |
|----------------------------------|------------------------------|-----------------|-----------------|----------------|----------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| <i>Personnel</i> | \$ 10.00 | \$ 8.00 | \$ 5.00 | \$ 3.00 | \$ 2.00 | \$ 1.00 |
| <i>Supplies</i> | \$ 5.00 | \$ 5.00 | \$ 3.50 | \$ 2.00 | \$ 1.00 | \$ 0.50 |
| <i>Utilities</i> | \$ 3.00 | \$ 3.00 | \$ 2.50 | \$ 1.50 | \$ 1.00 | \$ 0.50 |
| <i>Other Serv. & Charges</i> | \$ 2.00 | \$ 2.00 | \$ 1.50 | \$ 1.00 | \$ 1.00 | \$ 0.50 |
| TOTAL per sq ft | \$ 20.00 | \$ 18.00 | \$ 12.50 | \$ 7.50 | \$ 5.00 | \$ 2.50 |

Facility Maintenance Level Definitions:

- Level 1* Hourly; highest level for special, high-visibility areas
- Level 2* Every 2-3 hours; high level; norm for most well-developed public park facilities
- Level 3* Daily; for locations that have moderate to low levels of visitation, or that cannot afford a higher level
- Level 4* Every other day; moderately-low maintenance for low-visitiation or that cannot afford a higher level
- Level 5* Twice weekly; very low level maintenance associated with locations that have severe budget restrictions
- Level 6* Weekly; bare minimum for rarely visited or storage areas

GROUNDS AND MAINTENANCE: LEASE ALT 1, PURCHASE ALT 1 & 2

| Grounds Maintenance Acreage by Year based on phasing assumptions | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 2 | 3.20 | 3.20 | 3.20 | 3.20 | 3.20 | 3.20 |
| Level 3 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 4 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 5 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 6 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 3.20 | 3.20 | 3.20 | 3.20 | 3.20 | 3.20 |

| Grounds Maintenance Costs by Year (not adjusted for inflation) | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 2 | \$ 12,800 | \$ 12,800 | \$ 12,800 | \$ 12,800 | \$ 12,800 | \$ 12,800 |
| Level 3 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 4 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 6 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 12,800 |

| Trail Maintenance Trail Mileage by Year based on phasing assumptions | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Soft surface | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hard surface | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hard w/snow rerr | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Trail Maintenance Costs by Year (not adjusted for inflation) | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Soft | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hard | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hard w/snow rerr | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ - |

| Facility Utility & Maintenance Sq Ft by Year based on phasing assumptions | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 2 | 500 | 500 | 500 | 500 | 500 | 500 |
| Level 3 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Level 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 6 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |

| Facility Utility & Maintenance Costs by Year (not adjusted for inflation) | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 2 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Level 3 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Level 4 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 6 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Total | \$ 36,500 |

| Total Park & Trail Maintenance Expenses (not adjusted for inflation) | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| EXPENSES | | | | | | |
| Total Park Maintenance Expenses | | | | | | |
| Grounds | \$ 12,800 | \$ 12,800 | \$ 12,800 | \$ 12,800 | \$ 12,800 | \$ 12,800 |
| Trails | - | - | - | - | - | - |
| Facilities | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 |
| TOTAL | \$ 49,300 |

| Total Park Maintenance Expenses (ADJUSTED for inflation) | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Multiplier | 1.03 | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| EXPENSES | | | | | | |
| Total Park Maintenance Expenses | | | | | | |
| Grounds | \$ 12,800 | \$ 13,184 | \$ 13,580 | \$ 13,987 | \$ 14,407 | \$ 14,839 |
| Trails | - | - | - | - | - | - |
| Facilities | 36,500 | 37,595 | 38,723 | 39,885 | 41,081 | 42,314 |
| TOTAL | \$ 49,300 | \$ 50,779 | \$ 52,302 | \$ 53,871 | \$ 55,488 | \$ 57,152 |



GROUNDS AND MAINTENANCE: LEASE ALTERNATIVE 2

| Grounds Maintenance Acreage by Year based on phasing assumptions | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 2 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 3 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 4 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 5 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Level 6 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Grounds Maintenance Costs by Year (not adjusted for inflation) | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 2 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 3 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 4 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 6 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ - |

| Trail Maintenance Trail Mileage by Year based on phasing assumptions | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Soft surface | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hard surface | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hard w/snow rerr | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Trail Maintenance Costs by Year (not adjusted for inflation) | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Soft | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hard | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hard w/snow rerr | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ - |

| Facility Utility & Maintenance Sq Ft by Year based on phasing assumptions | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 2 | 500 | 500 | 500 | 500 | 500 | 500 |
| Level 3 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Level 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 6 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |

| Facility Utility & Maintenance Costs by Year (not adjusted for inflation) | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Level 1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 2 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Level 3 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Level 4 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Level 6 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Total | \$ 36,500 |

| Total Park & Trail Maintenance Expenses (not adjusted for inflation) | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| EXPENSES | | | | | | |
| Total Park Maintenance Expenses | | | | | | |
| Grounds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Trails | - | - | - | - | - | - |
| Facilities | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 |
| TOTAL | \$ 36,500 |

| Total Park Maintenance Expenses (ADJUSTED for inflation) | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Multiplier | 1.03 | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| EXPENSES | | | | | | |
| Total Park Maintenance Expenses | | | | | | |
| Grounds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Trails | - | - | - | - | - | - |
| Facilities | 36,500 | 37,595 | 38,723 | 39,885 | 41,081 | 42,314 |
| TOTAL | \$ 36,500 | \$ 37,595 | \$ 38,723 | \$ 39,885 | \$ 41,081 | \$ 42,314 |

LEASE TERMS: LEASE ALTERNATIVE 1

Assumptions

| | | | | | | |
|---|---|-----------|-----------|-----------|-----------|-----------|
| REVENUE | | | | | | |
| not applicable | | | | | | |
| EXPENSE | | | | | | |
| Lease Terms | | | | | | |
| Option A | | | | | | |
| Existing Sears lease from Owner (land only) | \$51,240 | per year | OR | \$4.66 | sq ft/yr | |
| City's lease from Owner (land + bldg) | 230% Existing Sears lease terms (to account for bldg) EQUALS | | | | | |
| | \$117,852 | per year | OR | \$10.71 | sq ft/yr | |
| Avg market rate for Windsor Hts | | | | \$10.66 | sq ft/yr | |
| Contract Administration | | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| FTE | 0.15 | 0.05 | 0.05 | 0.05 | 0.10 | 0.05 |
| Fully Loaded Salary | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |

Financial Analysis

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <i>Total Revenues and Expenses (not adjusted for inflation)</i> | | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Lease | \$117,852 | \$117,852 | \$117,852 | \$117,852 | \$117,852 | \$117,852 |
| Contract Admin | 10,500 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$128,352 | \$121,352 | \$121,352 | \$121,352 | \$124,852 | \$121,352 |
| NET REVENUE / (LOSS) | \$ (128,352) | \$ (121,352) | \$ (121,352) | \$ (121,352) | \$ (124,852) | \$ (121,352) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <i>Total Revenues and Expenses (ADJUSTED for inflation)</i> | | | | | | |
| Multiplier | 1.03 | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Lease | 117,852 | 121,388 | 125,029 | 128,780 | 132,643 | 136,623 |
| Contract Admin | 10,500 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 128,352 | \$ 124,993 | \$ 128,742 | \$ 132,605 | \$ 140,522 | \$ 140,680 |
| NET REVENUE / (LOSS) | \$ (128,352) | \$ (124,993) | \$ (128,742) | \$ (132,605) | \$ (140,522) | \$ (140,680) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |



LEASE TERMS: LEASE ALTERNATIVE 2

Assumptions

| | | | | | | |
|--|---------------------|----------|----------|----------|----------|----------|
| REVENUE | | | | | | |
| not applicable | | | | | | |
| EXPENSE | | | | | | |
| Lease Terms | | | | | | |
| Existing Sears lease from Owner (land only) | | \$51,240 | per year | OR | \$4.66 | sq ft/yr |
| City's lease from Owner (land + city occupied portion of bldg) | | | | | | |
| Avg market rate for Windsor Hts | | | | | \$10.66 | sq ft/yr |
| | | \$37,310 | | FOR | 3,500 | sq ft |
| Contract Administration / Business Dev | | | | | | |
| | FTE | Y1 | Y2 | Y3 | Y4 | Y5 |
| | | 0.10 | 0.05 | 0.05 | 0.05 | 0.10 |
| | Fully Loaded Salary | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |
| | | | | | | 0.05 |
| | | | | | | \$70,000 |

Financial Analysis

| Total Revenues and Expenses (not adjusted for inflation) | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Lease | \$37,310 | \$37,310 | \$37,310 | \$37,310 | \$37,310 | \$37,310 |
| Contract Admin | 7,000 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$44,310 | \$40,810 | \$40,810 | \$40,810 | \$44,310 | \$40,810 |
| NET REVENUE / (LOSS) | \$ (44,310) | \$ (40,810) | \$ (40,810) | \$ (40,810) | \$ (44,310) | \$ (40,810) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |

| Total Revenues and Expenses (ADJUSTED for inflation) | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Multiplier | 1.03 | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Lease | 37,310 | 38,429 | 39,582 | 40,770 | 41,993 | 43,253 |
| Contract Admin | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 44,310 | \$ 42,034 | \$ 43,295 | \$ 44,594 | \$ 49,871 | \$ 47,310 |
| NET REVENUE / (LOSS) | \$ (44,310) | \$ (42,034) | \$ (43,295) | \$ (44,594) | \$ (49,871) | \$ (47,310) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |

PURCHASE TERMS: PURCHASE ALTERNATIVE 1

Assumptions

| REVENUE | | | | | | |
|-------------------------|----------|------------|----------|---------------------|---------------|--------------|
| not applicable | | | | | | |
| EXPENSE | | | | | | |
| Finance Terms | | | | | | |
| Assessed Value | Building | \$ 595,000 | | Purchase Price | Building | \$ 600,000 |
| | Land | \$ 935,000 | | | Land | \$ 1,000,000 |
| | | | | | Subtotal | \$ 1,600,000 |
| | | | | | Fees & Filing | \$ 80,000 |
| | | | | | | \$ 1,680,000 |
| | | | | | | 5% |
| Bond Issuance | | | | | | |
| Term | 10 | years | | Total Bond Issued | \$ 1,910,000 | |
| Interest Rate | 1% | | | Net Monthly Payment | \$ 16,573 | |
| | | | | Annual Debt Service | \$ 198,876 | |
| Contract Administration | | | | | | |
| | | Y1 | Y2 | Y3 | Y4 | Y5 |
| FTE | | 0.15 | 0.05 | 0.05 | 0.05 | 0.10 |
| Fully Loaded Salary | | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |

Financial Analysis

| Total Revenues and Expenses (not adjusted for inflation) | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Debt Service | \$ 198,876 | \$198,876 | \$198,876 | \$198,876 | \$198,876 | \$198,876 |
| Contract Admin | 10,500 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$209,376 | \$202,376 | \$202,376 | \$202,376 | \$205,876 | \$202,376 |
| NET REVENUE / (LOSS) | \$ (209,376) | \$ (202,376) | \$ (202,376) | \$ (202,376) | \$ (205,876) | \$ (202,376) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |

| Total Revenues and Expenses (ADJUSTED for inflation) | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Multiplier | 1.03 | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Debt Service | 198,876 | 198,876 | 198,876 | 198,876 | 198,876 | 198,876 |
| Contract Admin | 10,500 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 209,376 | \$ 202,481 | \$ 202,589 | \$ 202,701 | \$ 206,755 | \$ 202,933 |
| NET REVENUE / (LOSS) | \$ (209,376) | \$ (202,481) | \$ (202,589) | \$ (202,701) | \$ (206,755) | \$ (202,933) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |



PURCHASE TERMS: PURCHASE ALTERNATIVE 2

Assumptions

| | | | | | | |
|--------------------------------|----------|------------|-----------|---------------------|---------------|--------------|
| REVENUE | | | | | | |
| not applicable | | | | | | |
| EXPENSE | | | | | | |
| Finance Terms | | | | | | |
| Assessed Value | Building | \$ 595,000 | | Purchase Price | Building | \$ 600,000 |
| | Land | \$ 935,000 | 164% | | Land | \$ 1,000,000 |
| | | | | | Subtotal | \$ 1,600,000 |
| | | | | | Fees & Filing | \$ 80,000 |
| | | | | | | \$ 1,680,000 |
| | | | | | | 5% |
| Bond Issuance | | | | | | |
| Term | 20 | years | | Total Bond Issued | \$ 1,910,000 | |
| Interest Rate | 1% | | | Net Monthly Payment | \$ 8,625 | |
| | | | | Annual Debt Service | \$ 103,500 | |
| Contract Administration | | | | | | |
| | | Y1 | Y2 | Y3 | Y4 | Y5 |
| FTE | | 0.15 | 0.05 | 0.05 | 0.05 | 0.10 |
| Fully Loaded Salary | | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |

Financial Analysis

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <i>Total Revenues and Expenses (not adjusted for inflation)</i> | | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Debt Service | \$ 103,500 | \$103,500 | \$103,500 | \$103,500 | \$103,500 | \$103,500 |
| Contract Admin | 10,500 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$114,000 | \$107,000 | \$107,000 | \$107,000 | \$110,500 | \$107,000 |
| NET REVENUE / (LOSS) | \$ (114,000) | \$ (107,000) | \$ (107,000) | \$ (107,000) | \$ (110,500) | \$ (107,000) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <i>Total Revenues and Expenses (ADJUSTED for inflation)</i> | | | | | | |
| Multiplier | 1.03 | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| n/a | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Debt Service | 103,500 | 103,500 | 103,500 | 103,500 | 103,500 | 103,500 |
| Contract Admin | 10,500 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 114,000 | \$ 107,105 | \$ 107,213 | \$ 107,325 | \$ 111,379 | \$ 107,557 |
| NET REVENUE / (LOSS) | \$ (114,000) | \$ (107,105) | \$ (107,213) | \$ (107,325) | \$ (111,379) | \$ (107,557) |
| Cost Recovery | 0% | 0% | 0% | 0% | 0% | 0% |

VENDOR A (RESTAURANT): LEASE ALTERNATIVE 1

Pro Forma Revenue & Expenditure Analysis Vendor A (Restaurant)

Notes:

City sub-leases portion of facility to Vendor

Assume triple net lease (tax, insurance, mx)

Revenue consists of % of gross sales plus annual lease

Operational Assumptions

| REVENUE | | | | | | | | |
|--------------------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| Lease Terms | | | | | | | | |
| Base Lease | Windsor Heights average asking rental rate for retail space | | | | | \$10.71 | sq ft/yr | |
| | Adjustment for Revenue Share | | | | | 70% | | |
| | \$7.50 | sq ft/yr | at | 3500 | sq ft | or | \$26,249 | per year |
| Revenue Share | | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| Annual Revenue Share | | 2% | 2% | 4% | 4% | 6% | 6% | |
| Gross Vendor Revenue | | \$550,000 | \$525,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | |
| EXPENSE | | | | | | | | |
| Contract Administration | | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| FTE | | 0.10 | 0.05 | 0.05 | 0.05 | 0.10 | 0.05 | |
| Fully Loaded Salary | | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | |

Financial Analysis

| Total Revenues and Expenses (not adjusted for inflation) | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 26,249 | \$ 26,249 | \$ 26,249 | \$ 26,249 | \$ 26,249 | \$ 26,249 |
| Revenue Share | 11,000 | 10,500 | 20,000 | 20,000 | 30,000 | 30,000 |
| TOTAL | \$ 37,249 | \$ 36,749 | \$ 46,249 | \$ 46,249 | \$ 56,249 | \$ 56,249 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$ 7,000 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 7,000 | \$ 3,500 |
| NET REVENUE / (LOSS) | \$ 30,249 | \$ 33,249 | \$ 42,749 | \$ 42,749 | \$ 49,249 | \$ 52,749 |
| Cost Recovery | 532% | 1050% | 1321% | 1321% | 804% | 1607% |

| Total Revenues and Expenses (ADJUSTED for inflation) | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Multiplier | 1.03 | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 26,249 | \$ 27,036 | \$ 27,847 | \$ 28,683 | \$ 29,543 | \$ 30,430 |
| Revenue Share | 11,000 | 10,815 | 21,218 | 21,855 | 33,765 | 34,778 |
| TOTAL | \$ 37,249 | \$ 37,851 | \$ 49,065 | \$ 50,537 | \$ 63,309 | \$ 65,208 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 7,000 | \$ 3,605 | \$ 3,713 | \$ 3,825 | \$ 7,879 | \$ 4,057 |
| NET REVENUE / (LOSS) | \$ 30,249 | \$ 34,246 | \$ 45,352 | \$ 46,713 | \$ 55,430 | \$ 61,150 |
| Cost Recovery | 532% | 1050% | 1321% | 1321% | 804% | 1607% |



VENDOR A (RESTAURANT): PURCHASE ALTERNATIVES 1 & 2

Pro Forma Revenue & Expenditure Analysis
Vendor A (Restaurant)

Notes:

City sub-leases portion of facility to Vendor
Assume triple net lease (tax, insurance, mx)
Revenue consists of % of gross sales plus annual lease

Operational Assumptions

| REVENUE | | | | | | |
|--------------------------------|---|-----------|------------|-----------|-----------|------------------|
| Lease Terms | | | | | | |
| Base Lease | Windsor Heights average asking rental rate for retail space | | | | | \$10.66 sq ft/yr |
| | Adjustment for Revenue Share | | | | | 70% |
| | \$7.46 sq ft/yr | at | 3500 sq ft | or | \$26,117 | per year |
| Revenue Share | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Annual Revenue Share | 2% | 2% | 4% | 4% | 6% | 6% |
| Gross Vendor Revenue | \$550,000 | \$525,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| EXPENSE | | | | | | |
| Contract Administration | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| FTE | 0.10 | 0.05 | 0.05 | 0.05 | 0.10 | 0.05 |
| Fully Loaded Salary | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |

Financial Analysis

| <i>Total Revenues and Expenses (not adjusted for inflation)</i> | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 26,117 | \$ 26,117 | \$ 26,117 | \$ 26,117 | \$ 26,117 | \$ 26,117 |
| Revenue Share | 11,000 | 10,500 | 20,000 | 20,000 | 30,000 | 30,000 |
| TOTAL | \$ 37,117 | \$ 36,617 | \$ 46,117 | \$ 46,117 | \$ 56,117 | \$ 56,117 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$ 7,000 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 7,000 | \$ 3,500 |
| NET REVENUE / (LOSS) | \$ 30,117 | \$ 33,117 | \$ 42,617 | \$ 42,617 | \$ 49,117 | \$ 52,617 |
| Cost Recovery | 530% | 1046% | 1318% | 1318% | 802% | 1603% |

| <i>Total Revenues and Expenses (ADJUSTED for inflation)</i> | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Multiplier | 1.03 | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 26,117 | \$ 26,901 | \$ 27,708 | \$ 28,539 | \$ 29,395 | \$ 30,277 |
| Revenue Share | 11,000 | 10,815 | 21,218 | 21,855 | 33,765 | 34,778 |
| TOTAL | \$ 37,117 | \$ 37,716 | \$ 48,926 | \$ 50,393 | \$ 63,160 | \$ 65,055 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 7,000 | \$ 3,605 | \$ 3,713 | \$ 3,825 | \$ 7,879 | \$ 4,057 |
| NET REVENUE / (LOSS) | \$ 30,117 | \$ 34,111 | \$ 45,212 | \$ 46,569 | \$ 55,282 | \$ 60,998 |
| Cost Recovery | 530% | 1046% | 1318% | 1318% | 802% | 1603% |

VENDOR B (BIKE SHOP) & VENDOR C (OTHER): LEASE ALTERNATIVE 1

Notes:

City sub-leases portion of facility to Vendor

Assume triple net lease (tax, insurance, mx)

Revenue consists of % of gross sales plus annual lease

Operational Assumptions

| REVENUE | | | | | | |
|-------------------------|---|-----------|------------|-----------|-------------------|------------------|
| Lease Terms | | | | | | |
| Base Lease | Windsor Heights average asking rental rate for retail space | | | | | \$10.71 sq ft/yr |
| | Adjustment for Revenue Share | | | | | 75% |
| | \$8.04 sq ft/yr | at | 2000 sq ft | or | \$16,071 per year | |
| Revenue Share | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| Annual Revenue Share | 2% | 2% | 3% | 3% | 4% | 4% |
| Gross Vendor Revenue | \$120,000 | \$140,000 | \$160,000 | \$180,000 | \$200,000 | \$200,000 |
| EXPENSE | | | | | | |
| Contract Administration | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| FTE | 0.10 | 0.05 | 0.05 | 0.05 | 0.10 | 0.05 |
| Fully Loaded Salary | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |

Financial Analysis

| <i>Total Revenues and Expenses (not adjusted for inflation)</i> | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 16,071 | \$ 16,071 | \$ 16,071 | \$ 16,071 | \$ 16,071 | \$ 16,071 |
| Revenue Share | 2,400 | 2,800 | 4,800 | 5,400 | 8,000 | 8,000 |
| TOTAL | \$ 18,471 | \$ 18,871 | \$ 20,871 | \$ 21,471 | \$ 24,071 | \$ 24,071 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$ 7,000 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 7,000 | \$ 3,500 |
| NET REVENUE / (LOSS) | \$ 11,471 | \$ 15,371 | \$ 17,371 | \$ 17,971 | \$ 17,071 | \$ 20,571 |
| Cost Recovery | 264% | 539% | 596% | 613% | 344% | 688% |

| <i>Total Revenues and Expenses (ADJUSTED for inflation)</i> | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Multiplier | 1.03 | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 16,071 | \$ 16,553 | \$ 17,049 | \$ 17,561 | \$ 18,088 | \$ 18,630 |
| Revenue Share | 2,400 | 2,884 | 5,092 | 5,901 | 9,004 | 9,274 |
| TOTAL | \$ 18,471 | \$ 19,437 | \$ 22,142 | \$ 23,462 | \$ 27,092 | \$ 27,905 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 7,000 | \$ 3,605 | \$ 3,713 | \$ 3,825 | \$ 7,879 | \$ 4,057 |
| NET REVENUE / (LOSS) | \$ 11,471 | \$ 15,832 | \$ 18,429 | \$ 19,637 | \$ 19,213 | \$ 23,847 |
| Cost Recovery | 264% | 539% | 596% | 613% | 344% | 688% |



VENDOR B (BIKE SHOP) & VENDOR C (OTHER): PURCHASE ALTERNATIVES 1 & 2

Notes:

City sub-leases portion of facility to Vendor

Assume triple net lease (tax, insurance, mx)

Revenue consists of % of gross sales plus annual lease

Operational Assumptions

| REVENUE | | | | | | | | |
|--------------------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| Lease Terms | | | | | | | | |
| Base Lease | Windsor Heights average asking rental rate for retail space | | | | | \$10.66 | sq ft/yr | |
| | Adjustment for Revenue Share | | | | | 75% | | |
| | \$8.00 | sq ft/yr | at | 2000 | sq ft | or | \$15,990 | per year |
| Revenue Share | | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| Annual Revenue Share | | 2% | 2% | 3% | 3% | 4% | 4% | |
| Gross Vendor Revenue | | \$120,000 | \$140,000 | \$160,000 | \$180,000 | \$200,000 | \$200,000 | |
| EXPENSE | | | | | | | | |
| Contract Administration | | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| FTE | | 0.10 | 0.05 | 0.05 | 0.05 | 0.10 | 0.05 | |
| Fully Loaded Salary | | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 | |

Financial Analysis

| <i>Total Revenues and Expenses (not adjusted for inflation)</i> | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 15,990 | \$ 15,990 | \$ 15,990 | \$ 15,990 | \$ 15,990 | \$ 15,990 |
| Revenue Share | 2,400 | 2,800 | 4,800 | 5,400 | 8,000 | 8,000 |
| TOTAL | \$ 18,390 | \$ 18,790 | \$ 20,790 | \$ 21,390 | \$ 23,990 | \$ 23,990 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,500 | 3,500 | 3,500 | 7,000 | 3,500 |
| TOTAL | \$ 7,000 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 7,000 | \$ 3,500 |
| NET REVENUE / (LOSS) | \$ 11,390 | \$ 15,290 | \$ 17,290 | \$ 17,890 | \$ 16,990 | \$ 20,490 |
| Cost Recovery | 263% | 537% | 594% | 611% | 343% | 685% |

| <i>Total Revenues and Expenses (ADJUSTED for inflation)</i> | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Multiplier | 1.03 | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Base Lease | \$ 15,990 | \$ 16,470 | \$ 16,964 | \$ 17,473 | \$ 17,997 | \$ 18,537 |
| Revenue Share | 2,400 | 2,884 | 5,092 | 5,901 | 9,004 | 9,274 |
| TOTAL | \$ 18,390 | \$ 19,354 | \$ 22,056 | \$ 23,373 | \$ 27,001 | \$ 27,811 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Contract Admin | 7,000 | 3,605 | 3,713 | 3,825 | 7,879 | 4,057 |
| TOTAL | \$ 7,000 | \$ 3,605 | \$ 3,713 | \$ 3,825 | \$ 7,879 | \$ 4,057 |
| NET REVENUE / (LOSS) | \$ 11,390 | \$ 15,749 | \$ 18,343 | \$ 19,549 | \$ 19,122 | \$ 23,754 |
| Cost Recovery | 263% | 537% | 594% | 611% | 343% | 685% |

BIKE STORAGE RENTALS (ALL ALTERNATIVES)

| Operational Assumptions | | | | | | |
|--|--------------------------------|--------------|-----------------|------------|----------|-------------------|
| REVENUE | | | | | | |
| Bike Storage Units | | | | | | |
| Available sq ft | 1,000 sq ft | at | 17.5 sq ft/bike | yields | 57 bikes | |
| Bike Storage Rental Rates: | \$ 30 per yr | Resident | 50% | | | |
| | \$ 50 per yr | Non-resident | 50% | | | |
| | | 100% Total | or | \$ 40 | avg rate | |
| Bike Storage Productivity Rate: | | Y1 | Y2 | Y3 | Y4 | Y5 |
| | | 20% | 22% | 25% | 30% | 40% |
| | | | | | | Y6 |
| | | | | | | 50% |
| EXPENSE | | | | | | |
| Staffing (Memberships, Marketing) | | | | | | |
| | | Y1 | Y2 | Y3 | Y4 | Y5 |
| FTE | 0.10 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| Fully Loaded Salary | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| Supply surcharge | 35% | 35% | 35% | 35% | 35% | 35% |
| Category | Account | Sub-Account | Price | Price Unit | Units | Budget |
| REVENUES | | | | | | |
| BIKE STORAGE | | | | | | |
| | Annual Memberships | | | | | |
| | Base Rate | \$ 40 | yearly stalls | 57 | | \$ 2,280 |
| | Other | \$ - | | | | \$ - |
| | Other | \$ - | | | | \$ - |
| | Total BIKE STORAGE | | | | | \$ 2,280 |
| OTHER | | | | | | |
| | Other | \$ - | | | | \$ - |
| | Other | \$ - | | | | \$ - |
| | Total OTHER | | | | | \$ - |
| TOTAL REVENUES | | | | | | \$ 2,280 |
| EXPENSES | | | | | | |
| PERSONNEL | | | | | | |
| | Staff | \$ 50,000 | per FTE | 0.10 | | \$ 5,000 |
| | Overtime | | | | | \$ - |
| | Employer Share of FICA | | | | | \$ - |
| | Employer Share of Medicare | | | | | \$ - |
| | Additional Full Time Benefits | | | | | \$ - |
| | Total PERSONNEL | | | | | \$ 5,000 |
| SUPPLIES | | | | | | |
| | Stationary & Printed Materials | | | | | \$ - |
| | General Program Supplies | | | | | \$ 1,750 |
| | Office Supplies | | | | | \$ - |
| | Fuel | | | | | \$ - |
| | Office Operations | | | | | \$ - |
| | Fleet Operations | | | | | \$ - |
| | Minor Equipment | | | | | \$ - |
| | Employee Services and Training | | | | | \$ - |
| | Other Miscellaneous | | | | | \$ - |
| | Total SUPPLIES | | | | | \$ 1,750 |
| TOTAL EXPENSES | | | | | | \$ 6,750 |
| NET REVENUE / (LOSS) | | | | | | \$ (4,470) |
| Cost Recovery | | | | | | 34% |

| Total Revenues & Expenses (not adjusted for inflation) | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Bike Storage | \$ 456 | \$ 502 | \$ 570 | \$ 684 | \$ 912 | \$ 1,140 |
| Other | - | - | - | - | - | - |
| TOTAL | \$ 456 | \$ 502 | \$ 570 | \$ 684 | \$ 912 | \$ 1,140 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Personnel | \$ 5,000 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Supplies | 1,750 | 875 | 875 | 875 | 875 | 875 |
| TOTAL | \$ 6,750 | \$ 3,375 |
| NET REVENUE / (LOSS) | \$ (6,294) | \$ (2,873) | \$ (2,805) | \$ (2,691) | \$ (2,463) | \$ (2,235) |
| Cost Recovery | 7% | 15% | 17% | 20% | 27% | 34% |

| Total Revenues & Expenses (ADJUSTED for inflation) | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 0 | 1 | 2 | 3 | 4 | 5 |
| Multiplier | 1.03 | | | | | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
| REVENUES | | | | | | |
| Category | | | | | | |
| Bike Storage | \$ 456 | \$ 517 | \$ 605 | \$ 747 | \$ 1,026 | \$ 1,322 |
| Other | - | - | - | - | - | - |
| TOTAL | \$ 456 | \$ 517 | \$ 605 | \$ 747 | \$ 1,026 | \$ 1,322 |
| EXPENSES | | | | | | |
| Category | | | | | | |
| Personnel | \$ 5,000 | \$ 2,575 | \$ 2,652 | \$ 2,732 | \$ 2,814 | \$ 2,898 |
| Supplies | \$ 1,750 | \$ 901 | \$ 928 | \$ 956 | \$ 985 | \$ 1,014 |
| TOTAL | \$ 6,750 | \$ 3,476 | \$ 3,581 | \$ 3,688 | \$ 3,799 | \$ 3,913 |
| NET REVENUE / (LOSS) | \$ (6,294) | \$ (2,960) | \$ (2,976) | \$ (2,941) | \$ (2,772) | \$ (2,591) |
| Cost Recovery | 7% | 15% | 17% | 20% | 27% | 34% |



SPECIAL EVENTS (ALL ALTERNATIVES)

Operational Assumptions

Based upon FY16 City Budget

| REVENUE | | | | | | |
|------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|
| Special Events | 2 yrs ago | Last yr | Current | New | Avg | |
| Donations | \$ 7,016 | \$ 1,919 | \$ - | \$ - | \$ 2,234 | |
| Special Events | 16,158 | 16,235 | 16,000 | 16,500 | 16,223 | |
| Refunds/Reimb | 894 | - | - | 500 | 349 | |
| TOTAL | \$ 24,068 | \$ 18,154 | \$ 16,000 | \$ 17,000 | \$ 18,806 | <i>Baseline</i> |
| | | Y1 | Y2 | Y3 | Y4 | Y5 |
| % Change Over Baseline | | 20% | 30% | 40% | 50% | 60% |
| Net Budget Impact | | \$ 3,761 | \$ 5,642 | \$ 7,522 | \$ 9,403 | \$ 11,283 |
| | | | | | | Y6 |
| | | | | | | \$ 14,104 |
| EXPENSE | | | | | | |
| Special Events | 2 yrs ago | Last yr | Current | New | Avg | |
| Misc | 27,451 | 28,527 | 35,000 | 30,000 | 30,245 | |
| TOTAL | \$ 27,451 | \$ 28,527 | \$ 35,000 | \$ 30,000 | \$ 30,245 | <i>Baseline</i> |
| | | Y1 | Y2 | Y3 | Y4 | Y5 |
| % Change Over Baseline | | 15% | 15% | 18% | 18% | 20% |
| Net Budget Impact | | \$ 4,537 | \$ 4,537 | \$ 5,444 | \$ 5,444 | \$ 6,049 |
| | | | | | | Y6 |
| | | | | | | \$ 6,049 |

| <i>Total Revenues & Expenses (not adjusted for inflation)</i> | | | | | | | |
|---|-----------------|-----------------|-----------------|-----------------|------------------|------------------|--|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| REVENUES | | | | | | | |
| Category | | | | | | | |
| Net Budget Impact | \$ 3,761 | \$ 5,642 | \$ 7,522 | \$ 9,403 | \$ 11,283 | \$ 14,104 | |
| Other | - | - | - | - | - | - | |
| TOTAL | \$ 3,761 | \$ 5,642 | \$ 7,522 | \$ 9,403 | \$ 11,283 | \$ 14,104 | |
| EXPENSES | | | | | | | |
| Category | | | | | | | |
| Net Budget Impact | \$ 4,537 | \$ 4,537 | \$ 5,444 | \$ 5,444 | \$ 6,049 | \$ 6,049 | |
| Other | - | - | - | - | - | - | |
| TOTAL | \$ 4,537 | \$ 4,537 | \$ 5,444 | \$ 5,444 | \$ 6,049 | \$ 6,049 | |
| NET REVENUE / (LOSS) | \$ (776) | \$ 1,105 | \$ 2,078 | \$ 3,959 | \$ 5,234 | \$ 8,055 | |
| Cost Recovery | 83% | 124% | 138% | 173% | 187% | 233% | |

| <i>Total Revenues & Expenses (ADJUSTED for inflation)</i> | | | | | | | |
|---|-----------------|-----------------|-----------------|------------------|------------------|------------------|--|
| Multiplier | 1.03 | | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| REVENUES | | | | | | | |
| Category | | | | | | | |
| Net Budget Impact | \$ 3,761 | \$ 5,811 | \$ 7,980 | \$ 10,275 | \$ 12,699 | \$ 16,351 | |
| Other | - | - | - | - | - | - | |
| TOTAL | \$ 3,761 | \$ 5,811 | \$ 7,980 | \$ 10,275 | \$ 12,699 | \$ 16,351 | |
| EXPENSES | | | | | | | |
| Category | | | | | | | |
| Net Budget Impact | \$ 4,537 | \$ 4,673 | \$ 5,776 | \$ 5,949 | \$ 6,808 | \$ 7,012 | |
| Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| TOTAL | \$ 4,537 | \$ 4,673 | \$ 5,776 | \$ 5,949 | \$ 6,808 | \$ 7,012 | |
| NET REVENUE / (LOSS) | \$ (776) | \$ 1,138 | \$ 2,205 | \$ 4,326 | \$ 5,891 | \$ 9,338 | |
| Cost Recovery | 83% | 124% | 138% | 173% | 187% | 233% | |

SPONSORSHIPS (ALL ALTERNATIVES)

Operational Assumptions

| <i>Total Revenues & Expenses (not adjusted for inflation)</i> | | | | | | | |
|---|---------------|---------------|-----------------|-----------------|-----------------|-----------------|--|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| REVENUES | | | | | | | |
| Category | | | | | | | |
| Sponsorships | \$ 500 | \$ 750 | \$ 1,000 | \$ 1,500 | \$ 2,000 | \$ 2,500 | |
| Other | - | - | - | - | - | - | |
| TOTAL | \$ 500 | \$ 750 | \$ 1,000 | \$ 1,500 | \$ 2,000 | \$ 2,500 | |
| EXPENSES | | | | | | | |
| Category | | | | | | | |
| Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| Other | - | - | - | - | - | - | |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| NET REVENUE / (LOSS) | \$ 500 | \$ 750 | \$ 1,000 | \$ 1,500 | \$ 2,000 | \$ 2,500 | |
| Cost Recovery | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | |

| <i>Total Revenues & Expenses (ADJUSTED for inflation)</i> | | | | | | | |
|---|---------------|---------------|-----------------|-----------------|-----------------|-----------------|--|
| Multiplier | 1.03 | | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 | |
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | |
| REVENUES | | | | | | | |
| Category | | | | | | | |
| Sponsorships | \$ 500 | \$ 773 | \$ 1,061 | \$ 1,639 | \$ 2,251 | \$ 2,898 | |
| Other | - | - | - | - | - | - | |
| TOTAL | \$ 500 | \$ 773 | \$ 1,061 | \$ 1,639 | \$ 2,251 | \$ 2,898 | |
| EXPENSES | | | | | | | |
| Category | | | | | | | |
| Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| TOTAL | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| NET REVENUE / (LOSS) | \$ 500 | \$ 773 | \$ 1,061 | \$ 1,639 | \$ 2,251 | \$ 2,898 | |
| Cost Recovery | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | |