

**Clay County Development Authority  
Economic Impact Study of a  
Proposed Recreational Sports Park**

**June 1, 2013**

Prepared By



&

**Hart Resources LLC**

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## 1. EXECUTIVE SUMMARY

The Clay County Development Authority and Clay County are considering a public/private partnership with Big League Dreams to develop and operate a youth and adult recreational sports park (BLD Park) east of Branan Field-Chaffee Road, north of Blanding Boulevard. The proposed BLD Park would include five baseball/softball fields, a multi-sport pavilion for soccer or other events, a restaurant and concessions, batting cages, a playground, and maintenance and administrative buildings. The BLD Park would host both league and tournament play, with the remainder time open free to the public as a park.

The population and per capita income of residents in Northeast Florida can support attendance at a BLD Park, similar to successful attendance rates at other BLD facilities. Additionally, the population participating in baseball and softball in Clay County, as well as within the region, is more than sufficient to support both league play and tournament play at a BLD Park.

Construction of the proposed BLD Park and the development of property surrounding it would provide significant economic benefits to Clay County. First, the estimated ad valorem tax revenue from mixed use development adjacent to the proposed BLD Park is approximately \$1.5 million annually in year one, \$3.5 million annually in year five, and \$7.5 million annually in year ten. Second, the estimated sales tax revenue from in-park spending is \$70,000 in year one, \$77,266 in year five, and \$87,420 in year ten. Finally, estimated tourist development tax revenue, assuming a 5% tax rate, is \$363,025 in year one, \$400,711 in year five, and \$453,368 in year ten. This yields a total estimated tax benefit of over \$1.9 million in year one, over \$3.9 million in year five, and over \$8 million in year ten to Clay County.

The proposed BLD Park will also generate revenue from visitor spending, estimated at over \$10 million in year one, \$11.1 million in year five, and \$12.5 million in year ten. Combined with an average \$300,000 revenue share to the local government partner, the total impact from these additional revenue sources is estimated at \$10.3 million in year one, \$11.4 million in year five, and \$12.8 million in year ten:

Finally, the proposed BLD Park and the development it induces will positively impact employment and personal income throughout Clay County. Over the next ten years, an estimated additional 2,722 jobs will be created by the BLD Park and its surrounding development. During that same time, the BLD Park and its surrounding development will generate an additional \$93.8 million in personal income.

Based upon the results of market analysis and the various components of positive economic impact, the proposed BLD Park is a worthy public infrastructure investment project that will provide both short-term and long-term economic and social benefits to Clay County and its residents.

## 2. INTRODUCTION & PROPOSED FACILITY

The Clay County Development Authority (CCDA) retained Infinity Global Solutions, LLC and Hart Resources, LLC (collectively, IGS) to evaluate a proposed youth and adult recreational sports park to be developed and operated by Big League Dreams (BLD Park) in public/private partnership with CCDA and Clay County. IGS conducted research between March and May 2013, and the results are included in this report.

### *Location*

The location for the proposed BLD Park is a 35-acre parcel on the east side of Branan Field-Chaffee Road, north of Blanding Boulevard<sup>1</sup>. The land would be donated to CCDA by the property owner. The land and the facility would be owned by CCDA and managed by BLD, pursuant to the adopted License Agreement and a future Management and Operations Agreement. The land immediately west and north of the proposed BLD Park location is under single ownership and proposed for mixed use development according to a master planned build out scenario as described in **Section 4.1** of this report (approximately 315 upland acres).<sup>2</sup> The proposed BLD Park location is along the future First Coast Outer Beltway, which will provide convenient access from the national and regional road network, as well as from Jacksonville International Airport.

### *BLD Operations*

BLD is a recreational sports facility developer and operator that has successfully developed and now operates 11 multi-sport recreational complexes in four states. The proposed BLD Park will be similar to other BLD facilities that have been developed in California, Texas, Nevada, and Arizona. At a minimum, these BLD facilities include at least five baseball/softball fields, a covered multi-sport pavilion for soccer, other sports, or other events, restaurant and/or concession facilities, and parking, maintenance, and administrative facilities. BLD facilities host youth and adult sports leagues, tournaments, and other special events year round, providing amenities that are not typically offered at other local facilities offering league play. These amenities include baseball/softball fields designed as scaled down replicas of famous major league sports parks, restaurants with inside views of the fields, batting cages, tot lots and more. These and other amenities enhance the experience of both players and spectators at BLD parks. Under the BLD model, BLD is responsible for the on-going maintenance and operations of the park, as opposed to its local government partner.

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<sup>1</sup> East Portion of Parcel 29-04-25-008064

<sup>2</sup> West Portion of Parcel 29-04-25-008064; Parcel 20-04-25-007968-000-00

### ***BLD League Play***

BLD organizes leagues for youth and adult baseball and softball, as well as soccer. Youth leagues are scheduled weekday evenings, and operate one or two seasons per year. There is usually a spring season and there may also be a fall season, depending on demand. Youth leagues play between 4 pm and 8 pm with several divisions and varying levels of play. Origin data from youth player registrations in Mansfield, Texas (Mansfield) and Gilbert, Arizona (Gilbert) show that many players travel up to 30 miles one-way to play in a BLD league. Adult softball leagues are scheduled on weekday evenings, four seasons per year. During youth seasons, adult softball leagues play after the youth league games end. During the summer and winter seasons, adult leagues play from 5 pm to 11 pm. Origin data from adult player registrations in Mansfield and Gilbert show that many players travel up to 45 miles one-way to play in a BLD league. A five field BLD facility can accommodate over 240 league teams in any given season. Mansfield currently hosts 275 teams annually on six fields, and Gilbert currently hosts 310 teams annually on eight fields. Both facilities are still in early year "ramp-up" phases, so all numbers will steadily increase.

### ***BLD Tournament Play***

Typical BLD parks can host over 60 tournaments per year. Tournaments range in size from 40 to 50 teams, and are predominantly for youth players, although some adult tournaments and other events are held at BLD parks. BLD typically reserves the weekends for tournaments, although some tournaments are played midweek. BLD organizes its own tournaments and partners with national and regional associations who often seek to use its parks due to the enhanced experience it offers. BLD markets its tournaments regionally and nationally, reaching teams within several hundred miles of its parks. At current BLD facilities, 30% to 50% of tournament teams travel from over 500 miles away, requiring convenient airport, highway and hotel facilities.

### ***Clay County Proposed Facility***

Unlike other public infrastructure projects, a BLD facility is composed of component parts and can be customized to meet the needs of BLD's public partners. To maximize the economic benefit of the proposed BLD Park within a conservative budget, IGS recommends the following components for the proposed BLD Park.

### RECOMMENDED BLD PARK COMPONENTS

COMPONENT	NOTES/FEATURES
Three Replica Fields	Stadium Seating; Lighted; Restaurant View
Two Full Size Fields	Stadium Seating; Lighted; May be Upgraded
Synthetic In-Field Turf	All Fields; Faster Recovery from Rain/Games
Covered Multi-Sport Pavilion	Annually Hosts 100 League Play Soccer Teams; Special Events
Batting Cages-8 Stations	Baseball, Fastpitch, Slowpitch Settings; Warm Up and Team Batting Practice
One Stadium Club Restaurant	Inside View of Three Replica Fields; Video Recording Capability; Full Service Food
One Full Service Concession	Adjacent to Multi-Sport Pavilion
One Playground	Newest Style Jungle Gyms/Swings
Administration/Maintenance	Includes Sport Retail Shop

Several BLD Parks feature six fields as opposed to five; however, CCDA/Clay County can realize the same overall economic benefits described in this report with a five field facility AND build the facility within a conservative proposed budget as outlined in **Section 5** of this report. With regard to tournament and league play, the impact of five fields instead of six fields is a maximum of 15 teams per tournament instead of 18 teams, and a maximum of 240 teams for league play instead of 300 teams. Additionally, the proposed BLD Park may be expanded at any time in the future.

### 3. MARKET ANALYSIS

IGS used two different market analysis tools to evaluate the potential demand for a BLD Park in Clay County. First, in **Section 3.1**, IGS compared regional demographic data to demographic data from two BLD Park locations with successful park attendance.<sup>3</sup> Second, in **Section 3.2**, IGS used baseball/softball participation survey data, league enrollment data and existing field inventory at the local and regional level to evaluate current supply and demand for baseball/softball facilities. Specific supply and demand for soccer facilities is not analyzed in this report; however, it should be noted that the proposed BLD Park can host up to 100 soccer teams annually for league play in the multi-sport pavilion.

#### 3.1 DEMOGRAPHIC ANALYSIS

A common approach to evaluating the demand for any public infrastructure project is to compare demographic data to an area where the same public infrastructure project is already operating successfully. This report analyzes population and income data for the Jacksonville Metropolitan Statistical Area (MSA) to determine similarities or differences to areas already supporting a BLD Park.

For comparison, IGS chose the BLD parks in Mansfield, Texas (Mansfield) and Gilbert, Arizona (Gilbert). These locations are appropriate for comparison because they are similar to Clay County in several ways. First, they are close to major cities like Clay County is close to the City of Jacksonville, and they attract significant park attendance from their surrounding populations. In 2010, Mansfield had 181,196 park attendees, Gilbert had 309,030 park attendees, and attendance has been increasing year-over-year.<sup>4</sup> Additionally, both Mansfield and Gilbert are near major airports, similar to Clay County's proximity to Jacksonville International Airport. This is important because all three locations have the same potential air access by the national market.

#### *Population Comparison*

Clay County has a 2010 population of 190,865 and is within the Jacksonville MSA consisting of five Northeast Florida Counties (Baker, Clay, Duval, Nassau, and St. Johns) covering 3,698 square miles. Mansfield has a 2010 population of 56,368, and is within the Dallas-Fort Worth-Arlington MSA (Dallas MSA) covering 9,286 square miles. Finally, Gilbert has a 2010 population of 208,453, and is within the Phoenix-Mesa-Glendale MSA (Phoenix MSA) covering 16,573 square miles. MSAs are defined by the United States Office of Management and Budget based on multiple criteria, so differences in total area are common. Therefore, for comparison, the following chart provides a person-per-square-mile calculation due to the large differences in area of the MSAs. The chart also includes data regarding the target populations for youth baseball participation (under 15 years old) and adult softball

<sup>3</sup> All Demographic Data: 2010 US Census; American FactFinder; IGS Analysis

<sup>4</sup> 2010 is latest published data at [www.bigleaguereams.com](http://www.bigleaguereams.com); Increases confirmed by park staff

participation (25 to 44 years old). Data regarding Clay County's local population is included in **Section 3.2** of this report, and a separate discussion regarding Florida's 50 to 70 year old population is included in this **Section 3.1** below.

### MSA POPULATION COMPARISON

MSA	TOTAL POP	SQ MILES	PER/SQ MILE	TGT POP	TGT/SQ MILE
Jacksonville	1,345,596	3,698	364	628,855	170
Dallas	6,371,773	9,286	686	3,651,700	393
Phoenix	4,192,887	16,573	253	2,303,572	138

The persons-per-square-mile of both the total population and the target population in the Jacksonville MSA fall between the totals for the Dallas MSA and the Phoenix MSA. Since the BLD Park in Mansfield contains six fields and the BLD Park in Gilbert contains eight fields, it is reasonable to conclude that the Jacksonville MSA population can support attendance at the recommended five field facility.

An additional population consideration is the 50 to 70 year old population in Florida. While other BLD parks focus on the above-described target populations (youth baseball participation under 15 years old and adult softball participation from 25 to 44 years old), the proposed BLD Park in Clay County will also focus on the fast-growing senior softball market. In Florida, there are over 4.6 million residents between 50 and 70 years old and over 80 softball leagues registered with Senior Softball USA<sup>5</sup>. This does not include leagues sponsored by local parks and recreation departments and other sponsoring league entities. More importantly, members of senior sports leagues travel, on average, more often and farther than other age groups to participate in league activities.<sup>6</sup> Therefore, it is reasonable to conclude that the BLD Park, with its experience-enhancing amenities, will attract senior tournaments from throughout the State of Florida.

#### ***Income Comparison***

While the above analysis indicates that the population in the Jacksonville MSA can support a BLD Park, IGS also compared the Jacksonville MSA per capita income to the Dallas and Phoenix MSAs' per capita income. Since income can impact sports participation and travel decision making, this analysis is appropriate.

<sup>5</sup> [www.seniorsoftball.com/florida](http://www.seniorsoftball.com/florida)

<sup>6</sup> Literature Review: 6 Sports Travel Studies



### MSA PER CAPITA INCOME

Jacksonville	\$28,718
Dallas	\$39,644
Phoenix	\$34,475

The per capita income in the Jacksonville MSA is \$5000 to \$11,000 less than the per capita incomes in the Dallas and Phoenix MSAs; however, this difference is not significant enough to impact overall attendance at the proposed BLD Park because league fees and entrance fees are competitive and adjusted for each market. Additionally, with the improving economy, overall spending on team sports outside of school is projected to increase by 12.1% in 2013, and travel to take part in sports and recreation is projected to increase by 10.4% in 2013.<sup>7</sup>

### 3.2 LOCAL SUPPLY & DEMAND ANALYSIS

The second market analysis tool used by IGS to determine demand for the proposed BLD Park is estimating the number of people who participate in baseball and softball at the local (Clay County) and regional (Jacksonville MSA) level (discussed in **Section 3.3** below), and evaluating existing local and regional facilities. Sports participation surveys and enrollment records are the primary sources of data for estimating participation in any sport. IGS conducted a local survey using online and social media tools; however, only 342 responses were submitted. Since this number of responses is too small to provide statistical accuracy, IGS used the national Sporting Goods Manufacturers Association (SGMA/SFIA) 2012 Single Sport Participation Report (SGMA Report) for baseball/softball in this analysis. For local enrollment estimates, IGS contacted local athletic associations with current use agreements for Clay County Parks.<sup>8</sup>

The SGMA Report defines core baseball/softball participants as those athletes who participate in the sport 13 or more times per year, and estimates that 2.5% of the population in the South Atlantic region of the United States are core baseball/softball participants.<sup>9</sup> Applying this statistic to the local Clay County 2010 population (190,865), yields 4,771 estimated core baseball/softball participants in Clay County. Estimated enrollment provided by the local athletic associations is 3,500 across all age groups. This does not include the numerous other league entities across all levels of youth through senior baseball/softball. Therefore, it is reasonable to conclude that Clay County resident participation in baseball/softball meets, and likely exceeds, the national rate of core baseball/softball participation.

<sup>7</sup> 2013 SFIA Sports, Fitness and Leisure Activities Topline Participation Report

<sup>8</sup> Athletic Associations and Neighborhood Parks list provided by County staff; Revised 5/6/13

<sup>9</sup> South Atlantic States: FL, GA, NC, VA, W.VA

The SGMA Report also estimates that 3.9% of the population in the South Atlantic region are baseball/softball participants at least once per year. This includes the core participants defined above, so as applied to Clay County, it adds 2,672 participants to the core 4771 participants, resulting in a total of 7443 estimated baseball/softball participants in Clay County.

To serve this population, Clay County has 2 t-ball fields, 11 softball fields, and 32 baseball fields, varying in size across 13 public parks maintained annually by Clay County<sup>10</sup>. Fields at public schools were not included in this inventory due to public access and use restrictions unique to each school. The current number of public fields yields an estimated capacity rate of 165 baseball/softball participants per field. Since all participants are not able to use all fields (for example, t-ball is limited to youth), the ratio of participants to fields for baseball is likely higher. Therefore, it is reasonable to conclude, based on estimated participation data and existing inventory, that five additional youth through senior baseball/softball fields in Clay County will be used by local league players. Additionally, anecdotal evidence suggests that scheduling conflicts and limitations during peak youth and adult seasons will be assisted by five additional fields at the proposed BLD Park.

### 3.3 REGIONAL SUPPLY AND DEMAND ANALYSIS

To determine regional demand for the proposed BLD Park, IGS used the SGMA Report described above for its analysis. Since there are thousands of teams and tens of thousands of participants in youth through senior baseball/softball throughout the United States,<sup>11</sup> attempting to compile enrollment data from these entities for a regional analysis is both time and cost prohibitive. The proposed BLD Park will, at a minimum, draw traveling league play and tournament play from North Florida and South Georgia.<sup>12</sup> However, in this analysis, IGS used the Jacksonville MSA for its regional population base, which yields a conservative estimate of regional baseball/softball participants.

Again, the SGMA Report defines core baseball/softball participants as those athletes who participate in the sport 13 or more times per year, and estimates that 2.5% of the population in the South Atlantic region of the United States are core baseball/softball participants. Applying this statistic to the 2010 Jacksonville MSA population (1,345,596), yields 33,640 estimated core baseball/softball participants. Again, the SGMA Report also estimates that 3.9% of the population in the South Atlantic region are baseball/softball participants at least once per year. This includes the core participants defined above, so as applied to the Jacksonville MSA, it adds

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<sup>10</sup> [www.claycountygov.com/Clay/departments/park](http://www.claycountygov.com/Clay/departments/park)

<sup>11</sup> See United States Sports Specialty Association Baseball [www.ussabbaseball.org](http://www.ussabbaseball.org); T-Ball USA Association [www.teeballusa.org](http://www.teeballusa.org); USA Softball [www.teamusa.org](http://www.teamusa.org); Senior Softball USA [www.seniorsoftball.org](http://www.seniorsoftball.org); Southeast US Dixie Youth Baseball, Dixie Softball & Dixie Boys & Majors Baseball [www.dixie.org](http://www.dixie.org); Florida Amateur Baseball Association [www.floridaamateurbaseball.org](http://www.floridaamateurbaseball.org); Florida Amateur Softball Association [www.playasa.org](http://www.playasa.org); State of Florida Association of Police Athletic/Activities Leagues, Inc. [www.sfapal.com](http://www.sfapal.com).

<sup>12</sup> Analysis of tournament team origins: Mansfield, Gilbert

18,838 participants to the core 33,640 participants, resulting in a total of 52,478 estimated baseball/softball participants in the Jacksonville MSA.

To determine regional supply of baseball/softball facilities, IGS used the United States Specialty Sports Association (USSSA) listed baseball and softball tournament facilities in North Florida (generally defined as north of Ocala and east of Tallahassee) and South Georgia (generally defined as south of Savannah and east of Albany). While there are many national, regional and local baseball/softball organizing entities, USSSA, headquartered in Osceola County, Florida, is the world's largest multi-sport athletic organization. USSSA has over 3.7 million participants, competing in thirteen nationally sanctioned sports including baseball, fastpitch, and slowpitch softball.<sup>13</sup>

USSSA has identified 61 facilities totaling 312 fields in the North Florida and South Georgia region for baseball and softball (fastpitch and slowpitch) tournaments. The following chart categorizes the facilities by number of fields:

**FIELDS PER FACILITY**

<b>NUMBER OF FIELDS</b>	<b>NUMBER OF FACILITIES</b>
One Field	5
Two to Four Fields	28
Five to Seven Fields	17
Eight or More Fields	11

Four facilities included in the above chart warrant further discussion. First, the Southside Recreation Complex in Lake City, Florida has twenty-five baseball/softball fields as follows<sup>14</sup>:

- 10 200 foot baseball fields; 4 are lighted; grass infields;
- 3 300 foot baseball fields; 1 is lighted; grass infields;
- 8 200 foot girl's softball fields; all are lighted; clay infields;
- 4 300 foot adult softball fields; all are lighted; clay infields.

In 2012, USSSA hosted 159 events (some grouped over the same weekend) at the Southside Recreation Complex; however, only four events included greater than fifteen teams. Therefore, the proposed five field BLD Park could host the majority of the events hosted at the Southside Recreation Complex; however, there

<sup>13</sup> [www.usssabaseball.org](http://www.usssabaseball.org)

<sup>14</sup> [www.columbiacountyfla.com/ParksandRecreation](http://www.columbiacountyfla.com/ParksandRecreation)

are many more tournament opportunities beyond USSSA scheduled events. Columbia County is planning improvements to the facility funded by an additional 1% increase in the Local Option Tourist Development Tax; however, the plans do not include additional baseball/softball fields.<sup>15</sup>

The second and third facilities to note are Kingsland Lions Park in Kingsland, Georgia and the Camden County Baseball Complex (also in Kingsland, Georgia) because these facilities are the closest facilities to Clay County outside of the State of Florida. Both of these facilities have been listed as tournament facilities by USSSA in the past, but currently, are not on the Georgia baseball complex list.<sup>16</sup> Kingsland Lions Park is a 12.4 acre park with four youth-through-adult baseball fields and four t-ball fields.<sup>17</sup> Camden County Baseball Complex has two youth through adult baseball fields and two girl's softball fields. Both facilities are closed on Sundays, which limits tournament play.

The final facility to note is the Cecil Recreation Complex in Jacksonville. This facility has four girl's fastpitch softball fields and two adult softball fields. The facility is not used for baseball of any type. The City of Jacksonville has future plans to expand this facility but no time frame or funding source has been identified.

As described above, with over 50,000 estimated baseball/softball participants in Northeast Florida alone, and a majority of the tournament facilities in North Florida and South Georgia containing four fields or less, it is reasonable to conclude that the proposed five field BLD Park will effectively compete for tournament and travel league play. Also, the proposed BLD Park can easily and effectively compete for tournaments with the four noted facilities due to its experience-enhancing amenities and its all-player fields.

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<sup>15</sup> [www.columbiacountyfla.com/ParksandRecreation](http://www.columbiacountyfla.com/ParksandRecreation)

<sup>16</sup> [www.usssabaseball.org](http://www.usssabaseball.org)

<sup>17</sup> [www.n-georgia.com/camden\\_co.htm](http://www.n-georgia.com/camden_co.htm)

## 4. ECONOMIC IMPACT ANALYSIS

IGS used four different economic impact analysis tools to evaluate the potential economic impact of a BLD Park on Clay County. **Section 4.1** analyzes the overall public benefits and the ad valorem impact of a master planned build out scenario on land west and north of the proposed BLD Park location. **Section 4.2** uses the Regional Economic Models Inc. (REMI) forecasting and policy analysis tool to estimate economic impacts induced by construction activities and additional employment from the BLD Park itself, and the proposed master planned build out scenario. **Section 4.3** analyzes the sales tax impact of in-park spending, the tourist development tax impact from additional overnight visitors, and the overall economic impact of tourism spending. Finally, **Section 4.4** analyzes potential revenue from the operations of the BLD Park.

### 4.1 PUBLIC BENEFIT & AD VALOREM ANALYSIS

#### *Intangible Benefit*

Economic impact studies often overlook the intangible benefits of a new sports facility because they are extremely difficult to measure; however, these benefits are important to note. First, the proposed BLD Park will positively impact Clay County's quality of life by providing a state-of-the-art sports facility as a public park when the BLD Park is not hosting tournaments or league play. Second, as a nationally known sports destination, a BLD Park will enhance Clay County's regional and national visibility. Finally, a BLD Park offers communities often in the shadows of larger cities a sense of community pride separate and distinct from their perceived role as only support for the larger urban area.

#### *Economic Development*

One of the most important impacts from a new sports facility is the induced development surrounding the project. IGS reviewed development activity in three cities with BLD parks to determine if a new BLD facility spurs new development in its surrounding community<sup>18</sup>. The result is a resounding yes; however, the key to maximum economic benefit is a master planned build out scenario as further explained below.

Both Mansfield and Gilbert have seen increased development in their surrounding communities as evidenced by additional permit activity and anecdotally confirmed by local officials. However, new development attributable to their BLD parks has been dispersed throughout the surrounding geographic area. For example, at least five new hotels have opened in both Mansfield and Gilbert since their BLD parks opened. These hotels are directly attributed to demand generated by the BLD facility, but they are located throughout the Mansfield and Gilbert areas.

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<sup>18</sup> Mansfield, TX; Gilbert, AZ; and Manteca, CA

The main reason for this dispersed development pattern is that both BLD facilities in these cities are in areas previously identified for recreation, adjacent to significant residential uses, and with no master plan for future commercial or mixed use development. Mansfield has even identified the area surrounding its BLD park as a potential regional park facility, thus precluding future commercial or mixed use development immediately adjacent to the park.

Unlike Mansfield and Gilbert, the property owners surrounding the BLD facility in Manteca, California (Manteca) created a commercial and mixed use master plan and began implementing the plan within one year of the park opening.

Immediately adjacent to the Manteca BLD park, is the one million square foot Stadium Retail Center anchored by Kohl's Department Store, Circuit City and Costco. The intersection immediately southeast of the BLD park is developed with two hotels, several restaurants, retail, and service shops. Immediately east of this development, is a 140,000 square foot Lowe's Home Improvement Center and 28,000 additional square feet of retail space. Within 1.5 miles of the BLD park, is Bass Pro Shops, another hotel, a 16-screen movie theatre and an enclosed shopping mall. Within 2 miles of the BLD park, is an office and industrial park.

As of May 2013, the City of Manteca is negotiating a potential location for Great Wolf Lodge, a premier family vacation destination, in the area as well.

The proposed location for the BLD Park in Clay County is uniquely situated to realize the same economic benefits as Manteca, if it is master planned and marketed correctly. Like Manteca, the area surrounding the proposed BLD Park is available for commercial and mixed use development, and is served by a convenient roadway network.

IGS recommends the following master planned build out scenario to realize the fullest economic benefit from development induced by the proposed BLD Park.

IGS consulted the property owner prior to creating this scenario and the property owner agreed to these recommendations. All are subject to approval by the governing land use and zoning authorities.

**RECOMMENDED MASTER PLANNED BUILD OUT SCENARIO**

YEAR	DEVELOPMENT ACTIVITY
2014-2018	Hotel (80 Beds) 2 Sit-Down Restaurants 1 Fast-Food Restaurant Retail Anchor 80,000 Sq. Ft. Retail Strip 60,000 Sq. Ft. 18 Screen Theatre 60,000 Sq. Ft. Gas Station w/Store Multi-Family (350 Units) Bank 5000 Sq. Ft. Medical Office 40,000 Sq. Ft.
2019-2022	Hotel (120 Beds) 2 Sit-Down Restaurants 2 Fast-Food Restaurants Retail Anchor 80,000 Sq. Ft. Retail Strip 100,000 Sq. Ft. Gas Station w/Store Multi-Family (350 Units) Water Park 7 Acres Office/Warehouse 80,000 Sq. Ft. Junior Anchor Retail 75,000 Sq. Ft.
2023-2030	Commercial/Retail 1,000,000 Sq. Ft. Office/Warehouse 1,200,000 Sq. Ft.
2031-2035	Commercial/ Retail 1,000,000 Sq. Ft. Office/Warehouse 1,200,000 Sq. Ft.

### ***Estimated Ad Valorem Impact***

The spreadsheet on the following two pages estimates the ad valorem tax revenue impact of the proposed master planned build out scenario from 2014 to 2035 under the existing unincorporated millage rate of 16.0033. Since most of this millage rate is dedicated to Law Enforcement, EMS, Fire Control, School Board and SJRWMD, those entities will directly benefit from increased ad valorem tax revenues. Compounded inflation is calculated at 2.5% and development costs were derived from RS Means, Reeds Construction Data and adjusted for the Jacksonville MSA.

Since we cannot predict exactly when each development activity will occur, for illustrative purposes, the ad valorem impact is calculated for all development activity in year one of its respective phase. The proposed BLD Park property and the surrounding property currently generate approximately \$2,700 in annual ad valorem tax revenue. If the recommended master planned build out scenario is implemented, it results in an average annual ad valorem impact of approximately \$1.5 million for development in phase one; approximately \$3.5 million for combined phases one and two; approximately \$7.5 million for combined phases one, two and three; and ultimately \$11-12 million annually at build out. Since the proposed financing plan in **Section 5** does not rely on any ad valorem tax revenue or "TIF" financing, all ad valorem tax revenue is dedicated toward current or future millage allocations, as determined by the Clay County Commission.

**PUBLIC BENEFIT – AD VALOREM**  
**8 ½ by 14 SPREADSHEET ON FOLLOWING TWO PAGES**



Public Benefit - Ad Valorem

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
2014-2018										
Hotel (80 Beds)	\$7,771,968	\$7,966,267	\$8,165,424	\$8,369,559	\$8,578,798	\$8,793,268	\$9,013,100	\$9,238,428	\$9,469,388	\$9,706,123
2 Sit-Down Restaurants	\$1,270,000	\$1,301,750	\$1,334,294	\$1,367,651	\$1,401,842	\$1,436,888	\$1,472,811	\$1,509,631	\$1,547,372	\$1,586,056
1 Fast-Food Restaurant	\$1,000,000	\$1,025,000	\$1,050,625	\$1,076,891	\$1,103,813	\$1,131,408	\$1,159,693	\$1,188,686	\$1,218,403	\$1,248,863
Retail Anchor 80,000 Sq. Ft.	\$7,563,976	\$7,753,075	\$7,946,902	\$8,145,575	\$8,349,214	\$8,557,945	\$8,771,893	\$8,991,191	\$9,215,970	\$9,446,370
Retail Strip 60,000 Sq. Ft.	\$5,630,328	\$5,771,086	\$5,915,363	\$6,063,247	\$6,214,829	\$6,370,199	\$6,529,454	\$6,692,691	\$6,860,008	\$7,031,508
18 Screen Theatre	\$8,418,900	\$8,629,373	\$8,845,107	\$9,066,234	\$9,292,890	\$9,525,213	\$9,763,343	\$10,007,426	\$10,257,612	\$10,514,052
Gas Station w/Store	\$320,000	\$328,000	\$336,200	\$344,505	\$353,220	\$362,051	\$371,102	\$380,379	\$389,889	\$399,636
Multi-Family (350)	\$49,918,850	\$51,166,821	\$52,445,992	\$53,757,142	\$55,101,070	\$56,478,597	\$57,890,562	\$59,337,826	\$60,821,271	\$62,341,803
Bank 5000 Sq. Ft.	\$1,033,600	\$1,059,440	\$1,085,926	\$1,113,074	\$1,140,901	\$1,169,424	\$1,198,659	\$1,228,626	\$1,259,341	\$1,290,825
Medical Office 40,000 Sq. Ft.	\$6,378,680	\$6,538,147	\$6,701,601	\$6,869,141	\$7,040,869	\$7,216,891	\$7,397,313	\$7,582,246	\$7,771,802	\$7,966,097

	2019-2022	2019	2020	2021	2022	2023
2019-2022						
Hotel (120 Beds)	\$11,657,952	\$11,949,401	\$12,248,136	\$12,554,339	\$12,868,198	\$13,186,142
2 Sit-Down Restaurants	\$1,270,000	\$1,301,750	\$1,334,294	\$1,367,651	\$1,401,842	\$1,436,888
2 Fast-Food Restaurants	\$1,000,000	\$1,025,000	\$1,050,625	\$1,076,891	\$1,103,813	\$1,131,408
Retail Anchor 80,000 Sq. Ft.	\$7,563,976	\$7,753,075	\$7,946,902	\$8,145,575	\$8,349,214	\$8,557,945
Retail Strip 100,000 Sq. Ft.	\$9,383,880	\$9,618,477	\$9,858,939	\$10,105,412	\$10,358,048	\$10,616,084
Gas Station w/Store	\$320,000	\$328,000	\$336,200	\$344,505	\$353,220	\$362,051
Multi-Family (350)	\$49,918,850	\$51,166,821	\$52,445,992	\$53,757,142	\$55,101,070	\$56,478,597
Water Park 7 acres	\$12,500,000	\$12,812,500	\$13,132,813	\$13,461,133	\$13,797,661	\$14,138,189
Office/Warehouse 80,000 Sq. Ft.	\$7,054,080	\$7,230,432	\$7,411,193	\$7,596,473	\$7,786,384	\$7,981,128
Junior Anchor Retail 75,000 Sq. Ft.	\$7,091,228	\$7,268,509	\$7,450,221	\$7,636,477	\$7,827,389	\$8,022,947

2023-2030						
Commercial/Retail 1,000,000 Sq. Ft.	\$93,308,316	\$91,538,960	\$89,827,434	\$88,173,119	\$86,577,447	\$85,018,850
Office/Warehouse 1,200,000 Sq. Ft.	\$91,538,960	\$89,827,434	\$88,173,119	\$86,577,447	\$85,018,850	\$83,491,519
	\$89,308,316	\$87,646,780	\$86,018,850	\$84,425,057	\$82,868,754	\$81,348,173

2031-2035  
 Commercial/ Retail 1,000,000 Sq. Ft.  
 Office/Warehouse 1,200,000 Sq. Ft.

Total	\$89,308,316	\$91,538,960	\$89,827,434	\$88,173,119	\$86,577,447	\$85,018,850	\$83,491,519	\$82,000,000	\$80,488,000	\$79,000,000
Estimated Ad Valorem	\$1,429,228	\$1,464,925	\$1,501,549	\$1,539,087	\$1,577,564	\$1,616,041	\$1,654,519	\$1,693,000	\$1,731,480	\$1,770,000



Public Benefit - Ad Valorem

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2034	2035
\$9,948,776	\$10,197,496	\$10,452,433	\$10,713,744	\$10,981,587	\$11,256,127	\$11,537,530	\$11,825,968	\$12,121,618	\$12,424,658	\$12,735,275	\$12,991,043
\$1,625,707	\$1,666,350	\$1,708,009	\$1,750,709	\$1,794,477	\$1,839,339	\$1,885,322	\$1,932,455	\$1,980,767	\$2,030,286	\$2,081,043	\$2,132,151
\$9,160,085	\$1,312,087	\$1,344,889	\$1,378,511	\$1,412,974	\$1,448,298	\$1,484,506	\$1,521,618	\$1,559,659	\$1,598,650	\$1,638,616	\$1,679,556
\$9,682,529	\$9,924,592	\$10,172,707	\$10,427,024	\$10,687,700	\$10,954,893	\$11,228,765	\$11,509,484	\$11,797,221	\$12,092,152	\$12,394,455	\$12,704,210
\$7,207,296	\$7,387,478	\$7,572,165	\$7,761,469	\$7,955,506	\$8,154,394	\$8,358,254	\$8,567,210	\$8,781,390	\$9,000,925	\$9,225,948	\$9,457,556
\$10,776,904	\$11,046,326	\$11,322,485	\$11,605,547	\$11,895,685	\$12,193,077	\$12,497,904	\$12,810,352	\$13,130,611	\$13,458,876	\$13,795,348	\$14,138,125
\$409,627	\$419,868	\$430,364	\$441,124	\$452,152	\$463,455	\$475,042	\$486,918	\$499,091	\$511,568	\$524,357	\$537,459
\$63,900,348	\$65,497,857	\$67,135,303	\$68,813,686	\$70,534,028	\$72,297,379	\$74,104,813	\$75,957,434	\$77,856,370	\$79,802,779	\$81,797,848	\$83,842,576
\$1,323,095	\$1,356,173	\$1,390,077	\$1,424,829	\$1,460,450	\$1,496,961	\$1,534,385	\$1,572,745	\$1,612,063	\$1,652,365	\$1,693,674	\$1,735,998
\$8,165,250	\$8,369,381	\$8,578,615	\$8,793,081	\$9,012,908	\$9,238,231	\$9,469,186	\$9,705,916	\$9,948,564	\$10,197,278	\$10,452,210	\$10,713,744
\$13,189,903	\$13,519,650	\$13,857,641	\$14,204,082	\$14,559,185	\$14,923,164	\$15,296,243	\$15,678,649	\$16,070,616	\$16,472,381	\$16,884,191	\$17,305,146
\$1,436,888	\$1,472,811	\$1,509,631	\$1,547,372	\$1,586,056	\$1,625,707	\$1,666,350	\$1,708,009	\$1,750,709	\$1,794,477	\$1,839,339	\$1,885,322
\$1,131,408	\$1,159,693	\$1,188,686	\$1,218,403	\$1,248,863	\$1,280,085	\$1,312,087	\$1,344,889	\$1,378,511	\$1,412,974	\$1,448,298	\$1,484,506
\$8,557,945	\$8,771,893	\$8,991,191	\$9,215,970	\$9,446,370	\$9,682,529	\$9,924,582	\$10,172,707	\$10,427,024	\$10,687,700	\$10,954,893	\$11,228,765
\$10,616,999	\$10,882,424	\$11,154,484	\$11,433,347	\$11,719,180	\$12,012,160	\$12,312,464	\$12,620,275	\$12,935,782	\$13,259,177	\$13,590,656	\$13,929,320
\$362,051	\$371,102	\$380,379	\$389,889	\$399,636	\$409,627	\$419,868	\$430,364	\$441,124	\$452,152	\$463,455	\$475,042
\$56,478,597	\$57,890,562	\$59,337,826	\$60,821,271	\$62,341,803	\$63,900,348	\$65,497,857	\$67,135,303	\$68,813,686	\$70,534,028	\$72,297,379	\$74,104,813
\$14,142,603	\$14,496,168	\$14,858,572	\$15,230,036	\$15,610,787	\$16,001,057	\$16,401,083	\$16,811,110	\$17,231,388	\$17,662,173	\$18,103,727	\$18,556,348
\$7,981,044	\$8,180,570	\$8,385,084	\$8,594,712	\$8,809,579	\$9,029,819	\$9,255,564	\$9,486,953	\$9,724,127	\$9,967,230	\$10,216,411	\$10,471,750
\$8,023,074	\$8,223,650	\$8,429,242	\$8,639,973	\$8,855,972	\$9,077,371	\$9,304,306	\$9,536,913	\$9,775,336	\$10,019,720	\$10,270,213	\$10,526,916
\$96,184,770	\$98,589,389	\$101,054,124	\$103,580,477	\$106,169,989	\$108,824,239	\$111,544,845	\$114,333,466	\$117,191,802	\$120,121,598	\$123,124,637	\$126,197,919
\$108,456,480	\$111,167,892	\$113,947,089	\$116,795,767	\$119,715,661	\$122,708,552	\$125,776,266	\$128,920,673	\$132,143,689	\$135,447,282	\$138,833,464	\$142,299,125
\$440,881,377	\$451,903,412	\$463,200,997	\$474,781,022	\$486,650,548	\$498,816,811	\$511,287,232	\$524,064,819	\$537,154,672	\$550,557,891	\$564,375,684	\$578,610,221
\$7,055,557	\$7,231,946	\$7,412,745	\$7,598,063	\$7,788,015	\$7,982,715	\$8,182,283	\$11,581,899	\$11,871,446	\$12,168,233	\$12,472,438	\$12,783,073
							\$93,838,800	\$96,184,770	\$98,589,389	\$101,054,124	\$103,580,477
							\$105,811,200	\$108,456,480	\$111,167,892	\$113,947,089	\$116,795,767

## **4.2 REMI ECONOMIC MODEL ANALYSIS**

The REMI economic model analysis is included on the following six pages as a separate report generated by the Apalachee Regional Planning Council (ARPC Report). All Regional Planning Councils in Florida own and run the REMI economic model; however, the local Northeast Florida Regional (Planning) Council could not provide the analysis since it also provides Clay County with certain planning and development review services.

The REMI economic model evaluates the overall impacts induced by construction activities and additional employment from the BLD Park itself, and the proposed master planned build out scenario. The specific outputs describe impacts on personal income, total employment, total output, value added, and population. As described in the ARPC Report, all of these areas experience positive impacts. More specifically, over the next ten years, an estimated additional 2,722 jobs will be created by the BLD Park and its surrounding development. During that same time, the BLD Park and its surrounding development will generate an additional \$93.8 million in personal income.

**REMI ECONOMIC MODEL - ARPC REPORT  
ON FOLLOWING SIX PAGES**





## Economic Impact Analysis of the Proposed Big League Dreams SportsPlex for Clay County, Florida

The Apalachee Regional Planning Council has been requested to perform an economic analysis of the proposed sports development and associated commercial and residential developments to be located near Branam Field Road in unincorporated Clay County. The analysis was performed on the latest edition REMI economic analysis modeling software by Regional Economic Models, Inc. Amherst, Ma.

The analysis is limited to the impacts induced by additional employment at the proposed Big League Dreams sports park and the new commercial and residential activities as well as the impacts of the additional construction of those activities. Ad valorem or other taxable value changes on these or adjacent properties are not included in this portion of the total report.

Values for intensity of development and the distribution of components on a time scale were provided by the client's representative or by Big League Dreams. Construction values per unit square foot were obtained from the website of RS Means, Reeds Construction Data as adjusted for the Jacksonville metropolitan area which most closely resembles the construction market in Clay County. Table 1 presents the numerous components of the project and their proposed timeline for construction. Proposed cost for the Sports Park is from the developer.

**Table 1 - Big League Dreams Overall Development Plan Timeline and Construction Values**

Year	Component	Development Cost <sup>3</sup>
2014	Big League Dreams SportsPlex	\$ 19,000,000
2014 - 2018	Hotel 80 beds	\$ 7,771,968
	2 Sit Down Restaurants	\$ 1,270,000
	Fast Food Rest.	\$ 1,000,000
	80,000 Retail Anchor	\$ 7,563,976
	60,000 Retail Strip	\$ 5,630,328
	18 Screen Theatre 60Ksf	\$ 8,418,900
	Gas/Station w store	\$ 320,000
	Multi-fam 350du	\$ 49,918,850
	Bank 5,000sf	\$ 1,033,600
	Medical Ofc 40,000sf	\$ 6,378,680
2019 - 2022	80,000 Retail Anchor	\$ 7,563,976
	Water Park 7 ac. <sup>2</sup>	\$ 12,500,000
	Hotel 120 beds	\$ 11,657,952
	2 Sit Down Restaurants	\$ 1,270,000
	Multi-fam 350du	\$ 49,918,850
	100,000 Retail Strip	\$ 9,383,880
	Ofc, Warehouse 80,000	\$ 7,054,080
	2 Fast Food Rest.	\$ 1,000,000
	3 Jr, Anchors - Retail 75Ksf	\$ 7,091,228
	Gas/Station w store	\$ 320,000
2023 - 2030	Commercial Retail 1M sf	\$ 93,838,800
	Office /Warehouse 1.2M sf	\$ 105,811,200
2031 - 2035	Commercial Retail 1M sf	\$ 93,838,800
	Office /Warehouse 1.2M sf	\$ 105,811,200

<sup>1</sup> Unless noted otherwise all sf or unit costs from:  
<http://www.reedconstructiondata.com/rsmmeans/models/>

<sup>2</sup> <http://www.markey-consult.com/faqs.html>

<sup>3</sup> All Dollars in \$2013



The investments were put into the model over time for many of the large commercial or residential components to flatten peaks and to approach the reality of long term development over mixed sites. For example, the residential units are spread evenly over the 2014 to 2022 period. Similarly the large scale development from 2023 through 2035 was spread over that period. Small site development was generally modeled as occurring in one calendar year with employment maturing in that year or in the following calendar year. Employment data for each of the components was supplied by the developer's representative. Employment was also spread out for some of the components as additional square footage for retail comes on line or as additional multi-family units require larger staffing. The employment data are presented in Table 2 as totals for each component.

The employment for individual components were aggregated into their two digit NAICS<sup>1</sup> sectors. The REMI program, through its complex algorithms calculates the impact of additional employment as wages disbursed within Clay and the surrounding counties, the additional population required to serve these activities, supplies from service industries, imports and exports to and from the region, and multiple other inter-related functions in generating its output.

**Employment Sector Key**

Retail Trade
Transportation & Warehousing
Finance & Insurance
Real Estate & Rental
Health Care
Arts, Entertainment & Recreation
Accommodation & Food Service

REMI is sometimes called an "Econometric model," as the underlying equations and responses are estimated using advanced statistical techniques. The estimates are used to quantify the structural relationships in the model. The speed of economic responses is also estimated, since different adjustment periods will result in different policy recommendations and even different economic outcomes.

YEAR	TYPE	EMPLOYEE RATE	TOTAL
2014 - 2018	Sportsplex	From Client (FTEs)	40
	Hotel (80 Beds)	8 per 10 rooms	64
	2 Sit Down Restaurant (175 Seats)	5 full time; 65 part time per restaurant 80 FTE	40 Ea
	Fast Food Restaurant	50 part time 30 FTE	30
	Big Box Retail (80,000 sf)	1 per 450 sq. ft.	178
	Strip Retail (60,000 sf)	1 per 450 sq. ft.	133
	18 Screen Theatre (90,000 sf)	1 per 1500 sq. ft.	60
	Gas Station	8 per station	8
	Multi-Family (350 Units)	1 office + 1 maint. / 80 units	9
	Financial (5,000 sf)	1 per 300 sq. ft.	17
	Medical Office (40,000 sf)	1 per 300 sq. ft.	133
2019 - 22	Big Box Retail (80,000 sf)	1 per 450 sq. ft.	178
	Water Park (7 Acres)	80 employees	80
	Hotel (120 Beds)	8 per 10 rooms	96
	Sit Down Restaurant (175 Seats)	5 full time; 65 part time per restaurant 80 FTE	40 Ea
	Multi-Family (350 Units)	1 office + 1 maint. / 80 units	9
	Strip Retail (100,000 sf)	1 per 450 sq. ft.	222
	Office/Warehouse (40,000 sf)	1 per 300 sq. ft.	266
	Fast Food Restaurant	50 part time 30 FTE	30 Ea
	Junior Anchors (25,000 sf)	1 per 450 sq. ft.	167
	Gas Station	8 per station	8
2023-30	Commercial Ret. 1M sf	1 per 450 sq. ft.	2000
	Ofc. Warehouse 1.2M sf	1.4 per 1,000sf	6000
2031-35	Commercial Ret. 1M sf	1 per 450 sq. ft.	2000
	Ofc. Warehouse 1.2M sf	1 per 2,000sf	6000

**Table 2 – Projected Employment by Component**

The program's output describes several distinct measures that are familiar and easy to understand. These are:

- Personal Income
- Total Employment
- Total Output
- Value Added, and
- Population

<sup>1</sup> NAICS; North American Industry Classification System





### Personal Income

The first, Personal Income, is the income received by persons from all sources. It includes income received from participation in production as well as from government and business transfer payments. It is the sum of compensation of employees (received), supplements to wages and salaries, proprietors' income, and rental income. Additional disposable income spread throughout the community will reflect on demands for additional goods and.

Figure 1 shows the effect of the Big League Dream's development on Personal Income for Clay County without the additional development, Figure 2 shows the greatly increased impact if all proposed projects are developed.

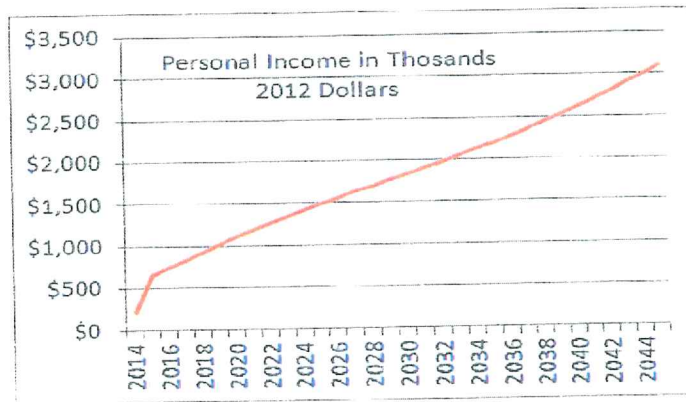


Figure 1 Disposable Income SportsPlex Only

In Figure 2 we present the addition to personal income to Clay County in the development scenario that includes all of the proposed development.

We can see from the scale of the two graphs that the additional construction and salaries from the completed project has far more impact than that of the sports complex alone. At ten years out, the sports complex alone is projected to generate almost \$1.5M in personal income. By comparison, the proposed developments co-located with the sports complex are projected to create \$93.8M dollars

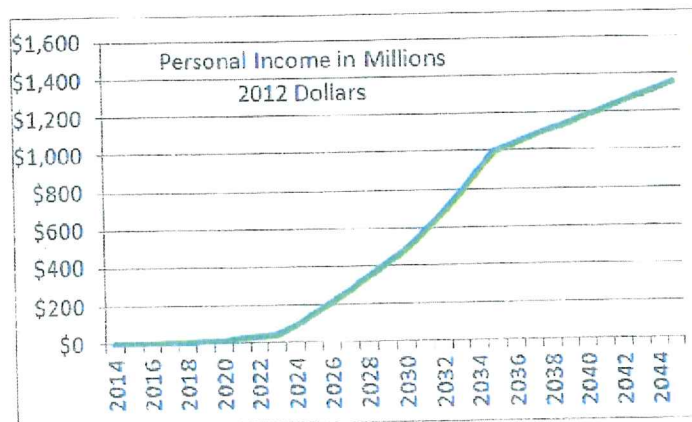


Figure 2 Personal Income All Development



### Employment

Employment from Table 2 above was input into the appropriate sectors and distributed throughout the construction period. For most of the large single site developments employment was usually added to the year following the programmed construction year as full construction of a new facility from ground breaking to ribbon cutting is often a year long process. The REMI model applies these new employment figures to the projected background growth for the county and reflected employment in other industries is included. Employment comprises estimates of the number of jobs, full-time plus part-time, by place of work. Sole proprietors, and active partners are included, but unpaid family workers and volunteers are not included. For example, in 2024, ten years out from the start of the project, the background employment for Clay County is anticipated to be 82,581. The modeled increase from the proposed new facilities by the end of 2024 is 84,303 or a difference of 2,722 new jobs. In that year, 2024, anticipated temporary employment due to construction is projected to be an additional 40 for a total of 2,762 employees. Figure 3 presents the employment curve for the project as scheduled by the developer through 2045. Construction is scheduled to be completed by 2035.

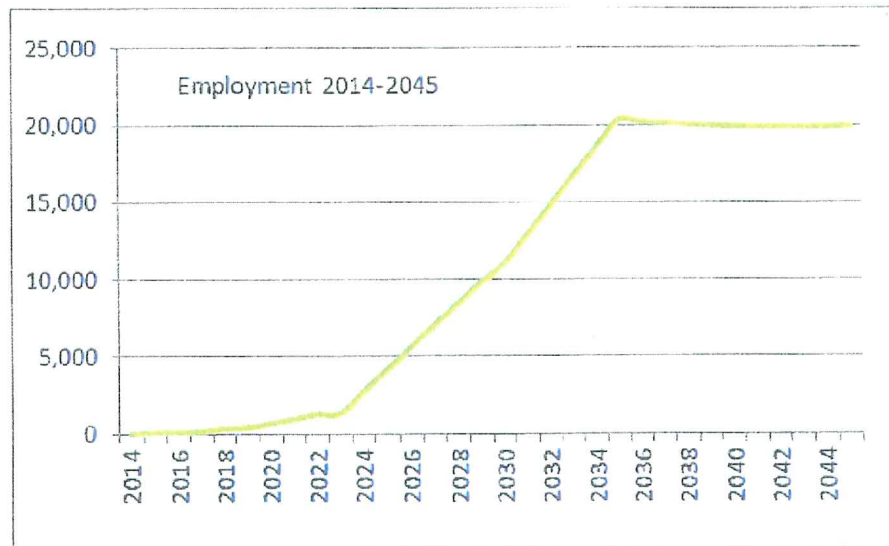


Figure 3 Direct and Induced Employment

### Total Output and Value Added

Total Output is the sum of output for private non-farm industries, state and local government, federal civilian, federal military, and farm sectors. It is related to Total Value Added, the sum of value added for private non-farm industries, state and local government, federal civilian, federal military, and farm sectors. In the developed model, only the seven sectors indicated on Page 2 have inputs, but the model reflects the impacts of these inputs and demands on the economic structure of Clay and the surrounding counties. Figure 4 below presents these two output measures through 2045.

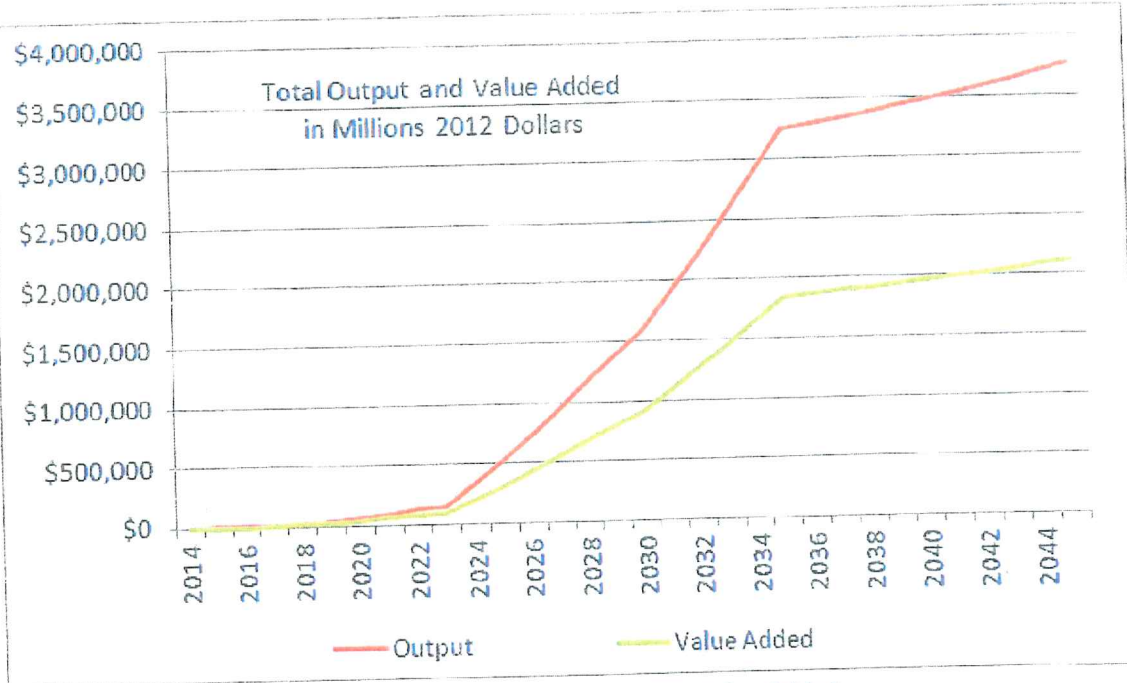


Figure 4 Total Output and Value Added

These values are summarized and totaled by five year increments in Table 3 below, the values represent the cumulative Total Output or Value added in the preceding five years. Contrasting the total value of applied as construction, compared to the cumulative economic impacts, the construction costs for the entire project total only \$571M compared to \$5.8Billions in Total Output in 2030. The accumulating impact grows to nearly ten times that value to \$55.2Billions by 2045.

Table 3 - Total Output and Value Added through 2045 in Billions (2012 Dollars)

Year	2015	2020	2025	2030	2035	2040	2045	Totals 2014-45
Total Output	8.6	152.7	1,250.7	5,862.5	12,847.2	16,897.5	18,200.3	\$55,220
Value Added	5.4	152.7	752.4	3,397.3	7,339.8	9,585.6	10,272.1	31,505



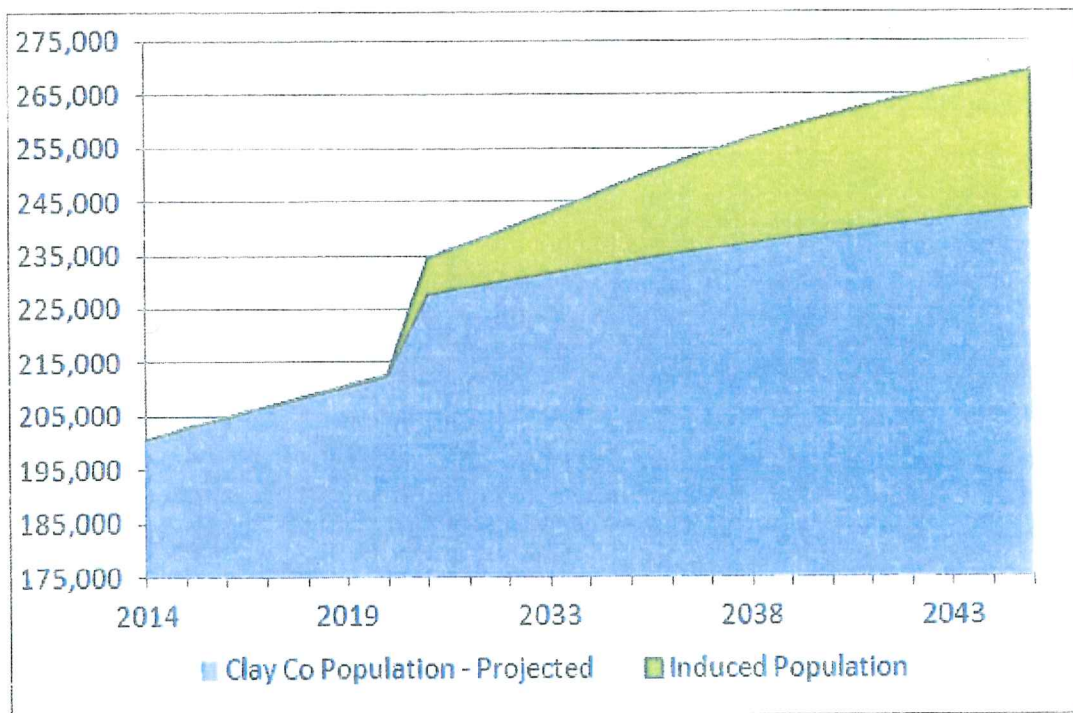


**Population**

The project as modeled, will have a modest impact on population. Assuming the project develops per the timeline and employment demands are met from the growing region and its surrounding counties, population may begin to rise in the latter period as its employment and residential assets are filled. The REMI model includes the 67 Florida counties and will reflect relocation pressures. Employment opportunities in Clay County will induce in-migration from adjoining and nearby counties.

Figure 5 below presents the induced population curve through buildout plus ten years to 2045. It can be seen that the effects of the development do not suddenly stop at the anticipated end of construction but continue to cause induced growth. Also note that the largest bump in induced population occurs near the end of the residential construction sequence.

**Figure 5 Projected Population Curves for Clay County with Induced Population.**



Note, all values in this report indicated in graphs or tables are additional values above projected trendlines for employment, personal incomes or population. The REMI model uses prior demographic information to project future trends and applies any modeled affects to those trendlines.

### 4.3 TOURISM SPENDING ANALYSIS

IGS analyzed the sales tax impact of in-park spending, the tourist development tax impact from additional overnight visitors, and the overall economic impact of tourism spending. As mentioned previously in this report, with the improving economy, overall spending on team sports outside of school is projected to increase by 12.1% in 2013, and travel to take part in sports and recreation is projected to increase by 10.4% in 2013.<sup>19</sup>

#### ***Sales Tax Impact – In Park Spending***

While in park spending may come from both residents and non-residents, it is included in this Section as part of the overall discussion of spending impacts. IGS reviewed and confirmed confidential sales data provided by BLD pursuant to the confidentiality term in the adopted License Agreement, and determined that average year-one food, beverage and retail sales is approximately \$1 million. This generates approximately \$70,000 in new sales tax revenue in year one, growing to \$77,266 in year five, and \$87,420 in year ten, assuming a conservative 2.5% compounded annual rate. Actual sales from other BLD facilities greatly exceed this projection by year five.

#### ***Tourist Development Tax Impact***

IGS analyzed the tournament schedules of BLD facilities in both early and late phase operations to estimate average number of annual tournaments, and average length of tournaments. IGS also researched average daily hotel rates in Clay County. Based on this research, the following assumptions/calculations were made to determine an estimated annual tourist development tax impact of \$83,025. Note that the estimated number of visitors per tournament at 450 is a low estimate:

	41 Tournaments-Range is 34-48
X	<u>2 Nights/2 Days-Each Participant</u>
	82 Nights
X	<u>225 Rooms-Double Occupancy = 450 Visitors</u>
	18,450 Overnight Stays
X	<u>90 Average Daily Rate</u>
	1,660,500 Total Sales
X	<u>.05 5% Tourist Development Tax (if additional 2% approved)</u>
	\$83,025 Additional Tourist Development Tax Revenue

Combined with a 2% increase to the current base (if approved), estimated additional tourist development tax revenue is \$363,025 in year one, \$400,711 in year five, and \$453,368 in year ten<sup>20</sup>.

<sup>19</sup> 2013 SFIA Sports, Fitness and Leisure Activities Topline Participation Report

<sup>20</sup> 2.5% Compounded Annual Rate

### **Tourism Spending – Overall Impact**

The most common source for data to analyze tourism spending is visitor-spending surveys. As mentioned earlier in this report, IGS conducted a local survey using online and social media tools; however, only 342 responses were submitted. Since this number of responses is too small to provide statistical accuracy, IGS evaluated 11 visitor-spending surveys conducted between 1996 and 2011 covering multiple states and regions. Per person, per day spending ranged from a low of \$50 (1996) to a high of \$130 (2011). For this analysis, IGS chose a below average daily spending rate of \$70 as described in the following chart.

#### **PER PERSON PER DAY VISITOR SPENDING ESTIMATES**

<b>ACTIVITY</b>	<b>\$ AMOUNT</b>
Lodging	45
Parking/Event Expenses	10
Food/Beverage	20
Shopping/Other Entertainment	10
Transportation/Gas	15
SUB TOTAL	100
30% Reduction (Retail Margin Adjustment; In Park Spending)	- 30
<b>TOTAL</b>	<b>70</b>

To determine an estimated number of visitors, IGS used the 2010 park attendance records for Mansfield, rounded down to 180,000 for simpler calculations. This attendance number was taken during Mansfield's ramp up; however, since the proposed BLD Park has five fields, a lower attendance number is appropriate for this initial analysis. Assuming a 40% tournament and 60% league attendance split, the estimated number of visitors is 72,000. IGS then subtracted another 20% of the original attendance number to account for casual tourists, time-switcher tourists and in-county residents attending a tournament, resulting in an estimated annual visitor count of 36,000.  $36,000 \times \$70 = \$2,520,000$  annual per person, per day spending. Most visitors stay two full days for a tournament, so the annual total is doubled to \$5,050,000. Every dollar spent in a local economy creates a multiplier effect within the local economy. Suggested multiplier effects for entertainment and sports related spending range from 2x to 4x. IGS used a multiplier of 2 to yield a total annual

economic impact from tourism spending generated by the BLD Park of \$10,080,000 in year one, \$11,126,433 in year five, and \$12,588,534 in year ten<sup>21</sup>. Note that all steps of this analysis used low estimates, so after ramp up, the actual impact from tourism spending may be much greater.

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<sup>21</sup> 2.5% Compounded Annual Rate

#### 4.4 FACILITY REVENUE ANALYSIS

The economic benefit of a BLD Park is supported by the analysis in the preceding Sections; however, unlike other public infrastructure projects, a BLD Park has the potential to provide revenue to its local government partner pursuant to the terms of a Maintenance and Operations Agreement. IGS reviewed and confirmed confidential sales data provided by BLD pursuant to the confidentiality term in the adopted License Agreement and determined that the average annual local government payment pursuant to a typical share of gross sales percentage calculation (again, as negotiated in the Maintenance and Operations Agreement) is \$300,000. IGS recommends that the CCDA negotiate at least \$100,000 as a "revenue guarantee" in the final Maintenance and Operations Agreement so the guarantee may be used to secure bond financing as outlined in **Section 5** below. Distribution of any payments by BLD will be shared between the CCDA and Clay County pursuant to a negotiated Interlocal Agreement.

It is important to note that revenue share paid to BLD's local government partners is never intended to be a dollar-for-dollar offset to the cost of building a facility. A BLD Park is like any other public infrastructure project identified for public funding because it is a community asset providing for existing and future community needs.

## 5. FINANCING & CONSTRUCTION

IGS analyzed potential revenue sources for the proposed BLD Park and recommends that CCDA request the following budget allocations/actions from Clay County to finance construction of the proposed BLD Park. IGS also recommends that CCDA request that Clay County seek available state funding to construct the off-site road from Branam Field-Chaffee Road to the BLD Park entrance.

### PROPOSED FINANCING PLAN

SOURCE	APPROXIMATE AMOUNT
2009 CIP Sales Surtax Bond Savings	13,000,000
TD Tax Revenue (300,000) Adopt additional 2% pursuant to Section 125.0104(3)(l)&(n), F.S.	1,000,000 – 3,000,000 Bonding Capacity
Revenue Guarantee (100,000)	300,000 – 1,000,000 Bonding Capacity
Non-bond CIP Sales Surtax Allocation(13/14)	1,000,000
Non-bond CIP Sales Surtax Allocation(14/15)	1,000,000
<b>TOTAL</b>	<b>\$16,300,000 - \$19,000,000</b>

IGS analyzed the financing and construction models of several BLD facilities and determined that the At Risk project delivery method may avoid the well-publicized cost overruns at certain BLD facilities using the Design-Bid-Build or Design-Build project delivery models.

Due to a cost overrun of almost 100% of the original budget, the financing and construction of the Gilbert facility demands a detailed discussion. The Town of Gilbert prepared its construction budget for an eight field facility on 63 acres in 2004 at a total cost of \$22 million. The Town used a Design-Build project delivery model and managed the project in-house. Between 2004 and 2008, City driven change orders, cost escalations and coordination errors leading to additional expense and delay caused a cost overrun of \$20 million.

Under the At Risk model, a program manager and construction manager provide all project services for a Guaranteed Maximum Price. The component parts of the project are still bid pursuant to applicable procurement laws, but the program manager and construction manager bear the risk of any cost overruns by other contractors because they are compensated at a fixed fee. Early and continued

collaboration between all project stakeholders is critical to avoid any potential (and costly) change orders.

IGS analyzed construction budgets for the component parts of a BLD facility and recommends the following estimated budget. This does not include builders risk insurance, offsite work, retention if not already prepared, agency permit fees and any County determined contingency.

**RECOMMENDED ESTIMATED BUDGET**

<b>COSTS</b>	<b>ESITMATE</b>
Site Prep	1,150,000
On Site Utilities	1,714,000
Paving	1,821,000
Landscape & Irrigation	879,000
Site Lighting	865,000
Plaza Features	197,000
Batting Cages	253,000
Walls, Fences & Railings	473,000
Playing Fields	4,100,000
Buildings	3,353,000
Fixtures, Furniture & Equipment	375,000
Contingency	1,138,000
A/E (Includes Civil)	1,192,000
Professional Services	197,000
Professional Fees	1,248,000
<b>TOTAL</b>	<b>\$18,955,000</b>

## 6. CONCLUSION & NEXT STEPS

Based upon the results of the market analysis in **Section 3** above and the various components of positive economic impact identified in **Section 4** above, IGS finds that the proposed BLD Park is a worthy public infrastructure investment project that will provide both short-term and long-term economic benefits to Clay County and its residents. The recommended five field facility supports the proposed master planned build out scenario and provides ample space for a full schedule of tournaments, which drives tourism spending. Additionally, available league play will benefit local baseball/softball athletes and all citizens will benefit from a free public park during non-league and non-tournament hours.

Therefore, IGS recommends that CCDA forward this report to the Clay County Commission for consideration and if approved, a resolution directing preparation of necessary documents to fulfill the different elements required to move the proposed BLD Park forward. These include, but are not limited to, the above mentioned Management and Operation Agreement and Interlocal Agreement, as well as necessary real estate, financing, and construction documents.