

Winter Park, Florida Facility Assessment

Proposed Multi-Tenant Facility with Rollins College and a Minor League Baseball team



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EXECUTIVE SUMMARY

The City of Winter Park, Orange County and Rollins College have the unique opportunity to develop a multipurpose facility that would also serve as the home to a potential minor league baseball team. The proposed facility has the potential to not only have positive economic impact but provide a community asset usable by youth teams and other community groups.

The economic impact of the proposed facility will occur in two different phases, construction and operations. The construction phase will generate 78.7 direct impact jobs and an additional 31.2 indirect jobs. These jobs would occur and be phased in during the proposed 12-15 month construction period. Operations of the facility will also generate a positive economic profile for the area. In addition to an additional 63.6 direct and indirect jobs for the area, \$6.7 million in economic activity will be infused into the local economy annually.

The projected economic impact can be enhanced during the operational phase of the project with the additional of several attainable events which could be held at the facility. For example, hosting a Spring Training game(s) between Major League Baseball teams will generate additional fan spending in the immediate Winter Park area. The successful attraction of the NCAA Division II baseball tournament currently held in Cary, North Carolina would generate hotel stays via participating teams, their fans and officials as well as the daily spending associated with an event of this type.

The partnership of Winter Park and Orange County, two strong governmental entities, and Rollins College, an institution of higher learning, along with a minor league baseball team provides the potential project with financing tools not available in traditional facility development. Additionally, the proposed joint venture will allow each participant to realize a greater return for their investment versus if they tried developed a similar project unilaterally without this unique partnership.

The proposed project has the potential to be successful for all parties involved.

- The City of Winter Park and Orange County create a public amenity that has the ability to generate a positive economic profile over the next several decades, along with a facility that can be utilized by local youth programs.
- Rollins College continues to make substantial investments into the local area while expanding their sports programs thereby assuring Rollins as a viable choice for student athletes.
- Minor League baseball team secures a new home in a strong economic market while contributing both an economic and social impact to the immediate area.

The success of the proposed project rests on the participants' ability to see the final project and its' benefits, in totality and individually, during the next several months. Contentious and adversarial negotiations will have the potential to derail the project. Negotiations between the parties with an eye towards decades of positive economic and social benefits will outweigh the short term hiccups normally encountered on a project of this scale. A successful completion of the project will benefit not only the participants but the citizen and residents of the Winter Park area as well.

PROJECT INTRODUCTION

The Madison Group was retained by the City of Winter Park, Rollins College and Central Florida Baseball Group LLC, owners of the Brevard Manatees, to assess the viability of Minor League Baseball in Winter Park. Collectively, this group wanted an independent assessment. Additional information was developed related to the economic impact as well as new job and revenue creation within the area of the relocated minor league team and corresponding facility.

The aforementioned group has had a series of discussions related to this project but no formal agreement or plans have been developed or finalized between the parties. All parties realize there are numerous documents, legal and otherwise, architectural and engineering plans, financing models and several Board approvals via both Rollins College and the City of Winter Park, are required prior to the project moving forward.

If successful, this project will benefit all the parties materially while diversifying the financial obligation between the parties; in theory reducing the risk and capital investment per party, yet receiving the benefit of a large project unattainable, individually, without this unique partnership.

CENTRAL FLORIDA MARKET - BASEBALL PERSPECTIVE

Currently, the greater Orlando/Central Florida area is the largest market in the country without regular season-affiliated professional baseball. Depending on the matrix or reference used, the Orlando/Central Florida market ranks 19th in terms of media market size; 1,453,170 TV households.

It should be noted that smaller media markets are the homes of Major League Baseball teams. Their television households and Major League Team are listed below¹:

#21	St. Louis, MO	1,243,490	St. Louis Cardinals
#23	Pittsburgh, PA	1,165,740	Pittsburgh Pirates
#27	Baltimore, MD	1,085,070	Baltimore Orioles
#28	San Diego, CA	1,075,120	San Diego Padres
#31	Kansas City, MO	931,320	Kansas City Royals
#34	Milwaukee, WI	902,190	Milwaukee Brewers
#35	Cincinnati, OH	897,890	Cincinnati Reds

In most cases, similar-sized media markets host Triple A baseball teams. The point of this observation regarding market size and the lack of professional baseball within the market is an indicator of the potential economic success of a Minor League Baseball team. The population base alone gives the

¹ Nielsen Company, estimates as of September 1, 2012

Minor League Baseball team a decided advantage. Addressed later in this report is the economic reality of the Manatees. Considering the market alone, the Manatees should be able to generate sufficient attendance, game-day revenue and sponsorship to create a sound economic model to assure the team's long-term viability.

In addition to the population base, the Central Florida market has a strong economic and employment base. This strong employee population indicates that there is an opportunity for sponsorships and corporate group outings.

Top 5 private employers in Orange County² are:

While Central Florida is the general market, the City of Winter Park is the proposed location of the contemplated facility. Winter Park is known as one of the nicest communities in the country. Winter Park's location, immediately northeast of Orlando, enjoys easy access to the downtown business district and is accessible via all major roads in the area, including I-95, I-4 and Highway 436.

Winter Park's location as well as its employment base compliments the previously identified large employers in the area. This bodes well for the success of the project in the event the Minor League Baseball team is unable to initially penetrate the sports sponsorship and corporate group ticket dollars currently realized by the NBA's Orlando Magic and the Solar Bears hockey club.

Major employers located in the Winter Park are:

² Enterprise Florida, Inc.-State of Florida

PROPOSED PARTNERSHIP AND FACILITY

The crux of the project is the developing partnership between Rollins College and the Manatees' ownership group. In terms of baseball, the Manatees and Rollins both currently operate in dated and antiquated facilities at their respective levels. There are proven relationships that are addressed later in this report which demonstrate successful ventures between Minor League Baseball teams and university/collegiate programs throughout the country.

Rollins College has used Harper Shepherd since 1926 and the Brevard Manatees have played at the Space Coast Stadium since it became the home of the spring training site of the Washington Nationals. The Nationals have recently announced their intentions to explore new spring training locations. Reports have the Nationals in discussions with several other markets in Florida, some of which are both located to the south of Orlando and Winter Park.

Additionally, Rollins is facility-constrained within their athletic department due to the growth of other athletic teams/programs, most notably the growth of lacrosse. Rollins, like the Manatees, realized that there is a business and financial aspect to collegiate athletics and the growth of Rollins' athletic department directly relates to recruitment, enrollment, retention of students, and their respective tuition and fees.

The Manatees use a spring training facility that is oversized for the intimate nature of minor league baseball and the interaction of the game, its' players and entertainment which are targeted to the families that attend minor league baseball games. In many cases, families attend Minor League Baseball games for the entertainment associated with the game not the game of baseball its self.

The Manatees also face a declining market, both in terms of population and disposable income at their current home. Much of this is due to the economic downturn accelerated by the slow withdrawal of the NASA space program and related businesses that service that industry. Additionally, the Manatees play in a 7,500+ seat stadium which discourages the purchasing of season and ticket packages as there is always a good seat available for walk-up purchases. In addition, walk-up sales are subject to weather and other distractions thereby not allowing the team to plan financially. This element alone puts the Manatees at somewhat of a financial burden as they are unable to secure pre-season sales and the related cash flow captured by season and ticket packages realized at a more appropriately-sized facility.

The Manatees and Rollins College have discussed a joint-use facility. This type of relationship is cost effective and has been proven successful in other markets. Much of the success of joint-use facilities is related to the fact that college baseball and minor league baseball schedules have limited overlap, thereby allowing both to use an upgraded facility. In most cases, parties involved realize that the amalgamation of capital funding is greater than what each party can generate or secure individually thereby, creating a successful facility. The same principle applies to the allocation of the operating and maintenance expenses as that amount is spread between multiple users and over a greater number of games, lessening the burden on all parties.

The following, although not an exhaustive list, shows facilities that are jointly used including the minor league team, corresponding league and colligate user(s):

- The Diamond (International League-Triple A) and VCU;
- Hi Corbett Field (Pacific Coast League-Triple A) and University of Arizona;
- Whataburger Field (Texas League-Double A) and Texas AM-Corpus Christi;
- Hammons Field (Texas League-Double A) and Missouri State University;
- Medlar Field (New York Penn League-Short Season A) and Penn State University;
- PK Park (Northwest League-Short Season A) and University of Oregon;
- Haymarket Park (independent) and The University of Nebraska;
- The Ballpark at Harbor Yard (independent) and Sacred Heart University;
- Bears & Eagles Riverfront Stadium (independent) and NJIT and Rutgers-Newark;
- Newman Outdoor Stadium (independent) and North Dakota State; and
- The Corn Crib Stadium (independent) and Heartland Community College

Even with the proposed multi-tenant facility, additional events can be held at the proposed facility. The City of Winter Park may use the facility as an additional venue to serve the residents and attract visitors outside of the Winter Park area and their disposable income, thereby increasing the economic activity.

The following list illustrates actual events that have been held at minor league baseball stadiums. Again, this is a sample of the opportunities that exist, thereby utilizing a facility to its full potential and realizing non-traditional revenue. For example, Winter Park businesses may realize additional revenue associated with events held at the facility. Winter Park residents will be able to attend events not currently available in Winter Park due to lack of a facility of this type and the Minor League Baseball team and Rollins College will realize additional revenue and spread operating expenses over an larger and diverse event schedule.

Partial Listing of Events Held at Minor League Baseball Stadiums

- Symphony at the Ballpark (“Pops at the Park” and “Mozart from the Mound”)
- Concerts
- Special Olympics
- Football Tailgating and game watching on the scoreboard
- Corporate Team Building
- Corporate-Family Outings/Picnics
- College Invitational Tournaments
- College Regional Tournaments
- High School Games and Graduations
- Family Sit-in Movie Nights
- Charity Softball Games
- Cancer Survivors Walk - “Relay for Life”
- Little League Games
- Baseball Camps, both adult and youth
- Youth/High School Showcases-Scout Tryouts
- Broadway Productions -“Damn Yankees”
- Boy/Girl Scout Camp-outs
- Wrestling/Boxing Matches
- Santa at the Stadium (Holiday Expo)
- Trade Show(s) on the Concourse

- Car Show(s) “Corvettes, Porches, Mustangs, etc.” (Parking Lot)
- Harley “Hog” Rally (Parking Lot)
- Basketball Tourneys (Parking Lot)
- Football/Soccer Games
- Morning walkers, open to the public

MINOR LEAGUE BASEBALL OVERVIEW

The history of Winter Park and Rollins College is well documented and both have a long distinguished history. The introduction of Minor League Baseball to the market is new and the following provides an overview of the hierarchy and the interaction between Major and Minor League Baseball. An overview of the Florida State League is also provided as the proposed team is a member of the Florida State League.

There are 174 Minor League Baseball teams, (two teams in the Mexican League currently not operating), 15 different leagues broken into six different classifications: Triple A, Double A, Advanced A, Low A, Low A (short season) and Rookie League.

The following is an overview of the various leagues at each Class level.

- **Triple A:** International League, Mexican League, Pacific Coast League
- **Double A:** Eastern League, Southern League, Texas League
- **Advanced A:** California League, Carolina League, Florida State League
- **Low A:** Midwest League, South Atlantic League
- **Low A (short season):** New York-Penn League, Northwest League
- **Rookie League:** Appalachian League, Gulf Coast League, Pioneer League

As with any business, some franchises/teams are more profitable and successful than others based on history, playing facility, location and their market size. Similar to all sports franchises including Major League Baseball clubs, Minor League clubs generate their revenue from ticket sales, suite rentals, concessions, sponsorships, merchandise, in some cases media contracts in some form, and non-baseball events or what is considered non-traditional revenue streams.

One principal difference between Major League and Minor League clubs on the expense side is that the MLB affiliate (parent or affiliated team) has the sole obligation to compensate and provide benefits for each team's manager, coaches, players, instructors and trainers for the Minor League Baseball club with the owner of the Minor League Baseball club retaining all of the revenue. The main operating expenses for a Minor League Baseball club are advertising/marketing, travel, baseball operations, staff salaries, sales commissions, stadium rent and management of the playing facility.

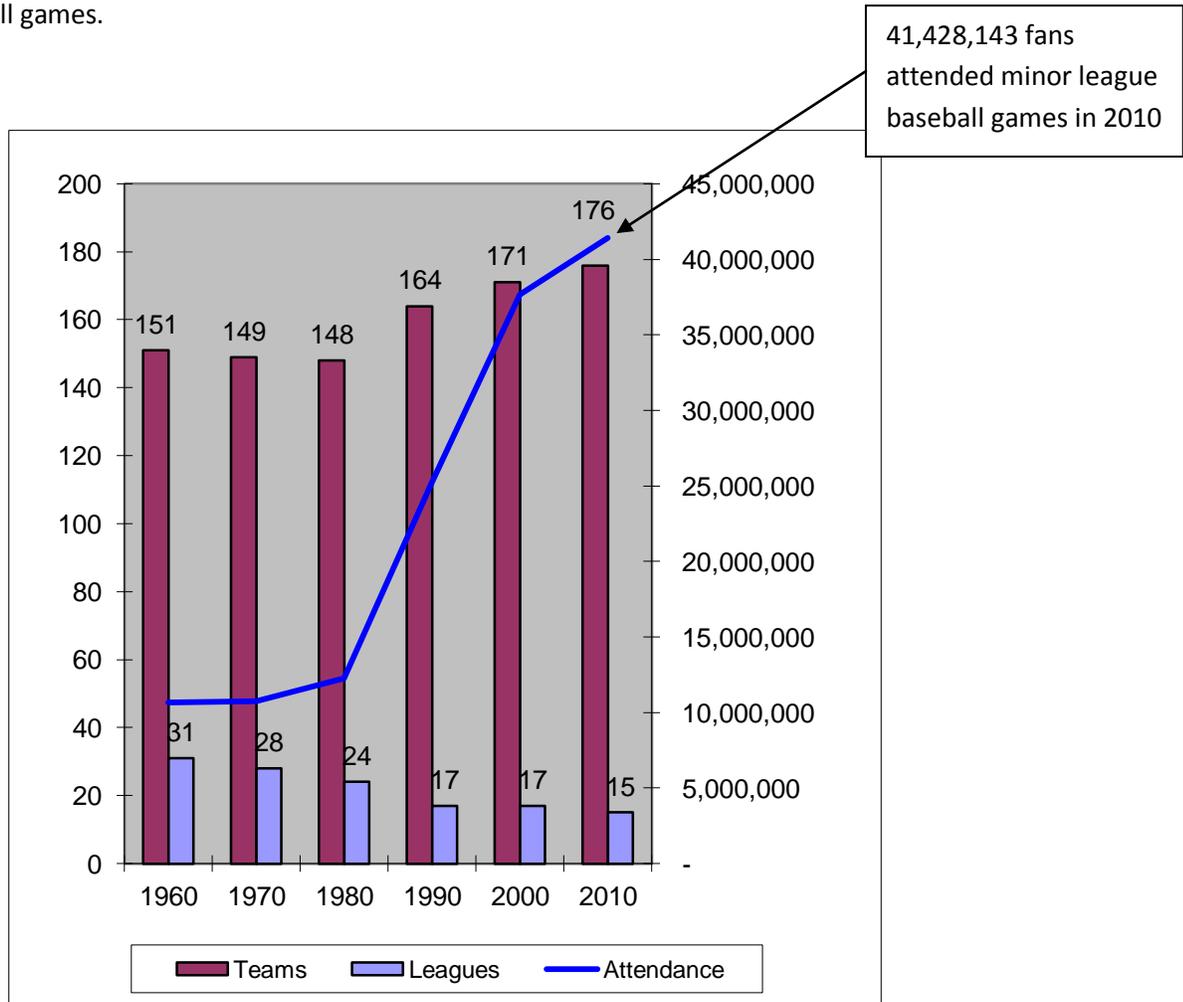
Recently, the popularity of minor leagues has grown considerably. Since 1992, there have been over 85 new baseball stadiums developed. This number includes stadiums for both affiliated minor league baseball as well as independent baseball leagues. With these new stadiums came a corresponding increase in overall attendance at Minor League Baseball games.

This growth in stadium development was partly fueled by the change in playing facility requirements mandated by Major League Baseball organizations to their affiliated clubs. This was outlined in the Collective Bargaining Agreement between Major League Baseball and the National Association of Professional Baseball Leagues (NAPBL). This change in the bargaining agreement forced stadium owners, mostly municipal bodies, to substantially upgrade or completely replace their aged facilities or fear the relocation of the team/tenant. In many cases, teams relocated to new cities and modern ballparks. The

“market cleared” with the encouragement of team owners seeking increased revenue and corresponding profits and elected officials and municipalities seeking the economic and social benefits associated with being the home of a Minor League Baseball team.

These improved facilities enabled teams to realize increased entertainment and revenue stream options and design a new generation of facilities with “fan first” amenities and comforts. Improvements included better food service, fan site lines, increased seating quality (including suites) and improved restroom and family facilities.

The graph below shows the attendance increase associated with Minor League Baseball from 1960 to 2010. The 2010 season produced a record number of minor league fans, 41,428,143 watching Minor League baseball games.



Sources: NAPBL, Sports Business Journal, Encyclopedia of Baseball, various sources

The Florida State League

The Florida State League originated in 1919 with teams in Bartow, Bradenton, Lakeland, Orlando, Sanford and Tampa. The league closed down in 1928, resumed play in 1936, and has continued uninterrupted, except for a four-year (1942-45) suspension during World War II.

The Florida State League is a Class A-Advanced Minor League Baseball league which operates in the State of Florida. Before 2002, it was classified as a "High-A" league, indicating its status as a Class A league with the highest level of competition within that classification, and the fifth step between Rookie ball and Major League Baseball. Although Minor League Baseball, the umbrella organization for minor leagues that are affiliated with Major League Baseball, has eliminated the distinction between High-A and other full-season A leagues, most major league teams still use this league as a standard promotion step. A few draftees, generally early-round draftees with college experience, will be assigned to a "High-A" team upon signing a professional contract, but most High-A players do not reach that level until their third or fourth year of professional play.

There are 30 MLB franchises and 30 "Advanced A" franchises. Each MLB franchise can have a single Player Development Contract (PDC) with an Advanced A franchise and PDCs expire every two to four years, with limited exceptions. It should be noted that every affiliated minor league baseball team is guaranteed a Major League Baseball affiliate. Each affiliated Minor League team will have a Major League Baseball "partner."

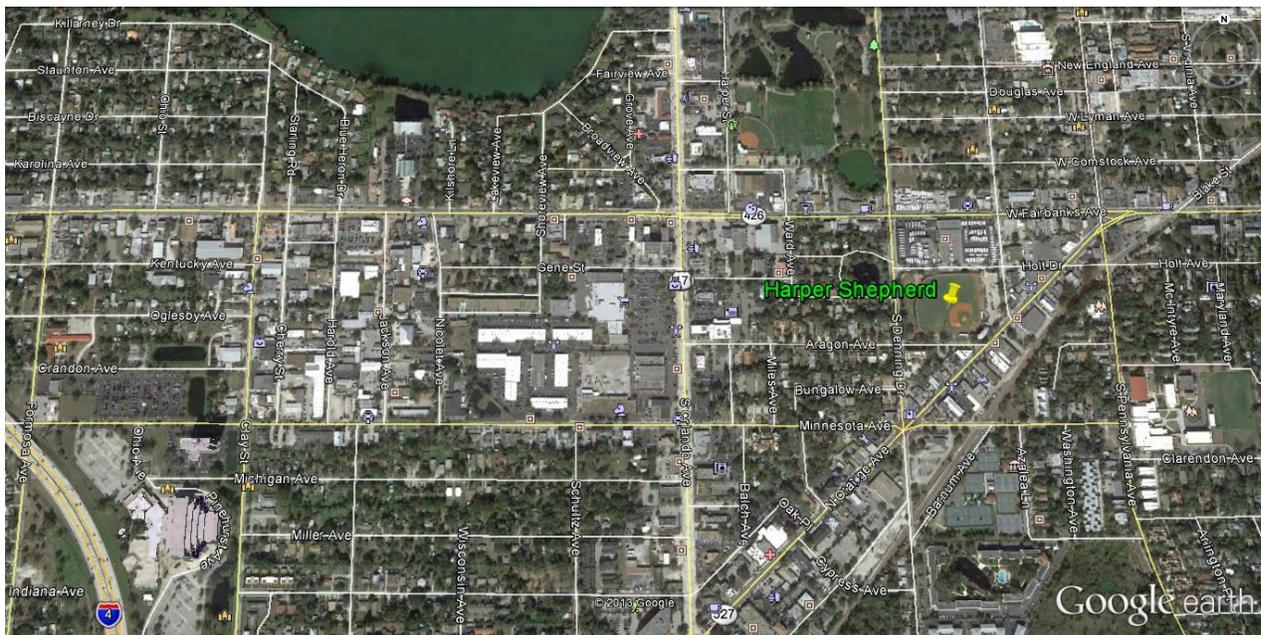
The Florida State League has twelve clubs, as compared with eight in the Carolina League and ten in the California League. Current teams and their affiliation within the Florida State League for the 2013 season are:

- Bradenton-Pittsburgh Pirates
- Brevard County-Milwaukee Brewers
- Charlotte-Tampa Bay Rays
- Clearwater-Philadelphia Phillies
- Daytona-Chicago Cubs
- Dunedin-Toronto Blue Jays
- Fort Myers-Minnesota Twins
- Jupiter-Miami Marlins
- Lakeland-Detroit Tigers
- Palm Beach-St. Louis Cardinals
- St. Lucie-New York Mets
- Tampa-New York Yankees

STADIUM SITE OPTIONS-HARPER SHEPHERD PREFERRED

In starting the design and approval phase, further detail analysis will need to be developed taking into account the following: traffic flow and accessibility, parking, infrastructure, ease of development or renovation, economics (both capital and operational) and interaction between the proposed three partners.

While a final site for the facility has not yet been determined, the most realistic option is Harper Shepherd. Harper Shepherd clearly has advantages already realized in terms of the development of a multi-purpose facility. The Harper Shepherd site is highlighted below.



As it relates to Harper Shepherd, the site provides several key factors pointing to the successful development of a multi-purpose facility. Those factors are listed below with a brief narrative associated with each.

- Long distinguished history of hosting baseball. Originally built in 1916, Rollins started playing their games at this location in 1923. The stadium was renovated in 1983. While the basic infrastructure is in place, the facility would undergo a complete transformation related to hosting major college “spring break” games and ultimately a minor league team.
- The opportunity for potential tangential economic impact with restaurants and shops
 - Close proximity to well-known downtown Winter Park
 - Active retail and dining options on the major thoroughfares of Fairbanks and Orange Avenues
- Traffic access to fans “outside” the Winter Park area - proximity to I-4 and major arterials
 - I-4 access via Fairbanks Avenue is approximately 1.25 miles
- Rollins College and their associated usage and programming of the facility for their students
- Location relative to employment opportunities for supplemental jobs related to operations

Several items of concern will also need to be addressed to successfully utilize Harper Shepherd as a multi-purpose, multi-tenant facility. Areas of concern are:

- Respecting the facility's history while addressing today's "fan first" design required by a minor league team
- The ability to utilize the building in an efficient and cost effective manner
- Parking and traffic flow to minimize neighborhood impact
- Creating a balance of usage between multiple tenants without "stressing" the physical plant or playing surface

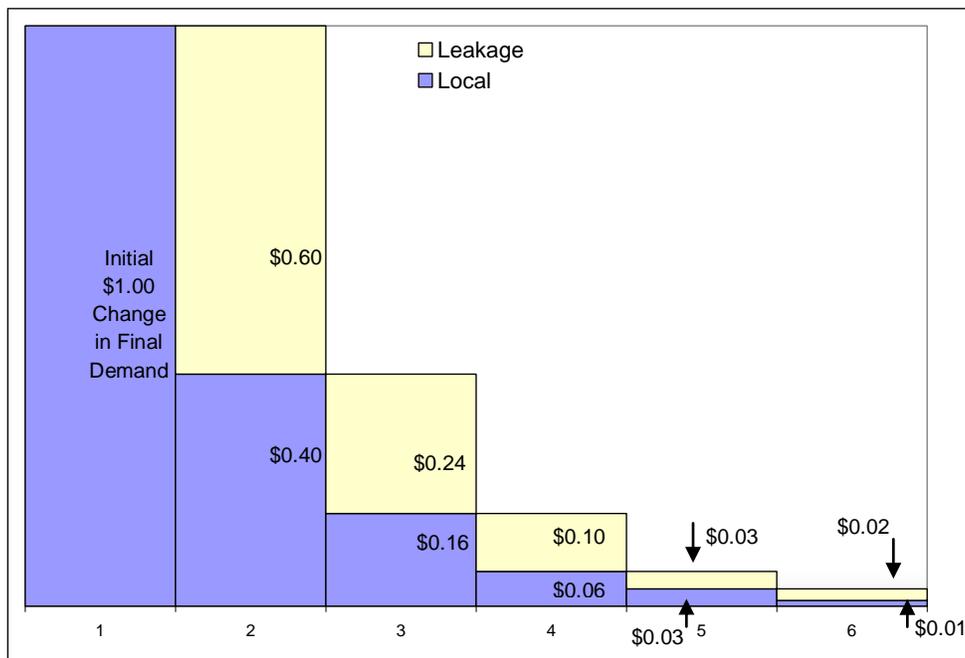
ECONOMIC IMPACT ANALYSIS

The City of Winter Park is contemplating helping secure a joint-use facility for a number of reasons including: adding a resident amenity similar to the Community Center (see previously listed events), and possible economic development and spin-off, depending on the facility’s final site location. The City also has an interest in the economic impact this project might generate. This impact would occur during construction and on-going operations of the facility.

The typical economic impact model assumes that a portion of dollars are retained locally, are then spent in subsequent activities, and eventually leak into adjacent areas or economies. The broader and more integrated the economy, the more these dollars are retained internally, but even in those advanced settings, leakage approaches 100% over time. The relative magnitude of job creation directly affects the impact, benefits or downstream results that will be generated.

Such impact benefits or downstream results as generally described here are calculated using the concept of a multiplier. Technically, this multiplier is the relationship between jobs and successive economic activity, defined specifically in this case to mean initial job creation and the subsequent spending, as well as jobs and benefits stemming from the creation of the initial jobs. This sequence of interconnected relationships speaks to the direct effects which, in turn, cause indirect effects. The example shown in Figure 1 illustrates the theory of the multiplier effect on \$1.00 spent locally given a typical multiplier value.

Figure 1: Example of the multiplier process and theory



Source: Coughlin and Mandelbaum (1991)³

³ Coughlin, C. & Mandelbaum, T. (1991). "A Consumer's Guide to Regional Economic Multipliers", Review, Federal Reserve Bank of St. Louis. January: 19-32

In the example presented, for every \$1.00 of spending that enters a defined region because of an initial dollar spent within a given industry, 40 cents is retained and spent within that region (for supplies or other needs). This re-spending may include payments to businesses or manufacturers within the region for materials and equipment as well as for services such as legal and janitorial services. The remaining 60 cents of the original dollar is considered leakage and therefore is spent outside the regional economy.

In the second round of re-spending (column 3), \$0.16 of the \$0.40 is retained and spent within the region while \$0.24 is leakage. This process continues until any additional spending within the defined region is considered negligible. The change in total business activity in response to the initial dollar spent would be \$1.66. Effectively, the multiplier of 1.66 indicates that for each dollar of sales, \$0.66 of additional business activity is generated in this example.

There are three basic multipliers of particular relevance in estimating the economic impact in the defined region resulting from the stadium construction and operations. These are the output, employment, and earnings multipliers. Simplistically, *output* represents the imputed sales and production value of the stadium's operation and the additional (i.e. indirect) economic activity it creates. The *employment* multiplier represents the total jobs created as the result of the new facility. The *earnings* multiplier measures the change in personal and property income generated as the result of each new income dollar earned. The indirect impact stemming from these activities are reflected in the sales value of all other services or materials bought and sold in conjunction with the support of the stadium operations. These indirect activities also have their own output, employment and earnings effects.

The analysis described here applies the multipliers developed by the United States Bureau of Economic Analysis (BEA) as part of the Regional Input/Output System II (RIMS II). The multipliers produced using RIMS II are available for almost 500 industry segments, requiring some judgments in selecting among the benefiting classifications. Employing the appropriate multipliers based on each affected industry type (i.e. education, retail, restaurants, accommodations, etc.) allows for the analysis of estimated employment, earnings, and economic output generated by the expansion.

Based on recent research reviewed and the availability of data, final demand multipliers were used for this analysis. As mentioned above, final demand multipliers capture the direct and indirect effects of a change in final demand sales, earnings or employment within a given industry. Conceptually, these multipliers capture the direct effect of an expansion in final demand of employment plus all of the indirect effects in response to the changes in outputs of the industries within the region brought about by the purchases and spending associated with the stadium's operation and its employees.

For this analysis, we consulted with representatives from Central Florida Baseball Group to acquire information regarding their current operations as well as their expectations for the planned expansion activities. Major input assumptions applied within our analysis include the additional estimated gross revenue, new employees, and estimated construction costs. Industry multipliers were selected to best match the industry in which money is being spent or comprises the new jobs.

For example, retail trade multipliers were applied to the estimated increased spending on retail goods.

This analysis focuses on the impact occurring within the defined region comprising Orange and Seminole Counties. While we believe the majority of the increased spending will occur within Orange County, we must accept that there will be some spending in Seminole County, where some new employees may reside.

As it relates to economic impact or benefits, they are categorized into two different phases – construction and on-going operations. The economic benefits associated with the construction phase are substantial but last over a relatively short time period of up to 15 months. Economic benefits associated with the operational phase recur annually, lasting as long as the business associated with the analysis remains viable and operating.

The following sections outline the construction period and operational economic impacts that could be realized from this project.

Construction Phase

The proposed facility would represent a local investment value of \$21.2 million. As previously addressed, this amount is anticipated to be procured within Orange and Seminole Counties. The local economy will be stimulated via a wage impact of \$4.295 million.

Construction of the proposed facility will generate 78.7 direct jobs during construction. In addition to the aforementioned directly generated jobs, an additional 31.2 indirect jobs will result during the construction of the multi-purpose facility. These jobs will be phased in during the entire construction period which may last between 12-15 months.

In total, the construction phase will generate 109.9 jobs associated with the development of the proposed facility.

Operations Phase

It is assumed that the multi-use facility being considered will be utilized for at least 70 Minor League baseball games. The facility is expected to be utilized for other events, in particular by Rollins College and local sport teams and users. Primarily, the economic effects associated with the Minor League baseball games and some Rollins games with northern traveling teams coming to the area for early season games, are considered in this quantitative analysis. The effects associated with local spectators will provide the greatest potential benefit. However, as mentioned earlier, the facility, if sited well, should be able to draw spectators from the greater Orlando area which will result in higher ticket and concession sales, increased merchandising and enhanced sponsorship revenue. As addressed earlier, this will be the only professional baseball option in the marketplace with a population that normally would be associated with Triple A baseball and quite possibly a Major League team.

The project is assumed to generate an estimated \$6.7 million of total economic output. Of the total amount, \$2.132 million is associated with employment earnings.

The project will directly employ 12 full-time front office workers, 7.5 sales and marketing employees and another 120-140 game day employees (concession, customer service and stadium operational jobs) depending on game day conditions, namely projected and actual attendance. Due to the short work duration of game day employees and the seasonality of the jobs, the estimates have been converted into approximate full-time equivalent (FTE) workers of 26 FTEs. The estimated 26 FTE on-site workers will support another 15.2 jobs and should be supported elsewhere in the local economy for a total FTE jobs impact estimated at 63.6 FTE associated with the facility and team's operations.

The relocation of the team and executives should be viewed as a successful relocation of a business within the greater Winter Park area. The front office jobs are well-paid and the company offers supplemental income jobs related to game day operations. Additionally, the nature of the sport will allow for local students to secure "real world" internships and experience seldom seen in the classroom. Students from Rollins, Fall Sail and UCF all might have the opportunity to intern in a number of different disciplines: accounting/finance, food service and management, operations, sales and marketing and customer service.

Other Economic & Community Benefits

In addition to the quantifiable economic and fiscal benefits outlined by this report, there are other potential economic and community benefits to be considered. These benefits are not as easily measured in quantitative terms but are nonetheless apparent with this proposal and may prove significant for the area over the long term. Among the added economic and community benefits noted are the following:

- Tournaments - The new multi-use facility would likely serve as the championship facility for sports tournaments at the youth, high school, collegiate, semi-pro and amateur levels. Based on the final design, the facility could accommodate multiple sports, including baseball, softball, soccer, youth football and possibly lacrosse. Obvious examples include the NCAA Division II Championship tournament, which hosts a 3-4 day baseball tournament that brings in teams and supporters from throughout the country. The Sunshine State Conference has been quite successful in this tournament with conference members winning 5 of the last 10 championships including the University of Tampa winning this year's championship in Cary, North Carolina.

CURRENT DEAL ENVIRONMENT AND POTENTIAL DEAL STRUCTURE

The following section offers observations and editorial comments. These are examples and recommendations made to aid in the overall assessment and ultimate transaction between the parties. Independent collaboration is required and recommended by all parties involved.

As previously mentioned, the expansion of minor league baseball and shifting of teams to new markets and cities created a series of different financing options for the corresponding facilities. Early on during the boom of minor league baseball facility development the municipalities bore the majority of the financing load.

In many cases around the country, the municipality would fund the project with the team simply paying an annual lease payment for usage of the building. As the projects became larger in scope and price, teams began, required or otherwise, to participate financially in the project. These sports facilities took similar form to other public-private partnerships.

As previously addressed, the next round of facilities became multi-tenant in nature. The introduction of a collegiate partner opened up additional financing tools including the ability of the collegiate partner to offer a venue for charitable donations. Again, additional entities helped mitigate the risk between the parties as well as allowed each to realize a better facility due to the aggregation of each party's funds.

There is a series of agreements that need to be executed between the parties which typically entail:

- Management/use agreement, typically governing scheduling and scheduling priorities
- Lease agreement(s) between the parties
 - Outlining the financial parameters and responsibilities of the parties
 - Regular and capital maintenance
 - Operating expense allocation(s)
 - Facility revenue splits vs. event revenue
- Concession agreement

Municipalities have several financing tools at their disposals and, in certain cases, multiple financing tools may be utilized. The majority of funding sources are recurring or annual in nature and include, but are not limited to, the following sources:

- "Full Faith and Credit Bonds"
 - General Obligation
 - Sales Tax, non-ad valorem
- Use, Targeted and "Incremental" Taxes
 - Hotel Occupancy Tax
 - Food & Beverage-Meals
 - Rental Car
 - Ticket/Admission

- Grants
 - Usually has a “Governmental or Political Sponsor”
 - Infrastructure, maybe part of a larger development municipal or otherwise
 - “Economic Development”

In some cases, there may be multiple government parties involved as this helps mitigate risk to each of the parties and entities. Normally, these relationships are governed by “Intergovernmental Agreements.”

Orange County may in fact be a key player in moving this potential project from conception to a successful completion. The County has the ability to designate “special districts”, to directly fund a portion of the project and advocate the project’s merits to Tallahassee.

On the private, or team side, there are again multiple financing tools to aid in a successful transaction. The following are just a sample of potential funding sources on the team or private side of the equation.

- Private Placement Bonds/Debt
 - Contractually Obligated Income “COI”- Similar to financing a tenant-based building
 - Naming Rights
 - Major/Founding Sponsorships Agreements
 - Luxury Seating
 - Concession Contracts
- Seat Licenses - “The Right to Buy Tickets”
 - Not used much in the minor leagues
- Private or Owner Provided Funds
 - Equity or Cash
 - Personal or guaranteed debt

The following outlines some recent multi-tenant deals in terms of the obligations of the parties.

City or municipal partner

- Remanded a portion of taxes generated back to the project
 - Sales
 - Food and Beverage
 - Ticket or admission, if applicable
- Infrastructure
 - Road and traffic access
 - Water, sewer, gas and electric
- Reduced permitting and impact fees
- Parking Lot or parking easements
 - Also used for police and fire department driving training

Team

- Revenue producing items
 - Suite and luxury build-out
 - Score and video board
 - Concession equipment
 - Coolers, grills, fryers, ice machines, etc.
 - Small wares
- Baseball equipment
 - Cages, both portable and permanent
 - Field and “L” Screens
 - Tarps

College or University

- Press or media areas
- Locker and training room(s)
 - To be jointly used by the various tenants

In most cases, the minor league baseball team, in addition to the traditional lease payment, will contribute, either via purchase or through the commitment of monies into the transaction, items that generate revenue and can be depreciated over time. An agreement is then entered into between the parties that allows for the usage of these items by all involved. This type of arrangement has proven successful and beneficial for all parties involved.

The college and municipal partner get usage rights for items they use on a less frequent basis and the team sees an economic return on their investment and realizes the depreciation on their financial statements.

CONCLUSION

There are key elements in place seldom seen this early in a project timeline. These elements include: credible partners, an identified site, and a positive economic impact to the area.

The willingness of Orange County, Winter Park, Rollins College and a minor league baseball team/ownership to spearhead the project offers credibility. The long standing institutional nature of these groups will help the project endure the normal speed bumps and challenges a project of this magnitude will encounter. The addition of a minor league baseball team as a tenant and financial partner will enhance the project both during the project's initial financing as well as during on-going operations.

Harper Shepherd is a viable site due to the fact it is owned by Rollins College, reducing the land acquisition cost and it is configured and proven successful in hosting baseball at all levels. Additionally, the location will allow access via major Interstates and it's proximately to restaurants and retail establishments will aid in the economic impact of the project.

The economic impact of the construction of the proposed facility is typical of any project of this scope. While this impact is limited to the timing of the construction, the on-going/annual impact of this project will be realized for as long as the facility hosts multiple tenants.

The relocation of minor league baseball to Winter Park, while a baseball team, is still a small business with employees, taxable revenue and an injection of new spending into the Winter Park and Orange County market. This business currently operates outside the Orange County-Winter Park area so these dollars are new to the marketplace.

The ultimate success of the proposed project rests on the participants' ability to see and project the final project and its' benefits, in totality and individually, over the next several months. Contentious and adversarial negotiations will have the potential to derail the project. Negotiations between the parties with an eye towards decades of positive economic and social benefits will outweigh the short term hiccups normally encountered, via mostly economic terms, from a successful completion of a project which will benefit not only the participants but the citizen and residents of the Winter Park area.

Table 1: Economic Impact from Operations, Increased Hotel Visitation, and Construction (Employment & Revenue Model)

	Total Economic Output	Total Earnings	Employment		
			Direct	Indirect	Total
Impact from Recurring Operations					
<u>Stadium Operations</u>					
Team/Organization Executives	\$ 2,190,628	\$ 808,631	12.1	5.7	17.8
Concession Sales	1,344,074	371,183	13.7	2.9	16.6
Retail Sales ¹	1,023,922	305,450	8.6	2.2	10.8
Sponsorship/Advertising Revenue	1,253,610	427,234	7.4	2.9	10.4
Other/Miscellaneous Employment	606,042	150,289	4.4	1.5	5.9
<i>Subtotal - Stadium Operations</i>	<u>\$ 6,418,275</u>	<u>\$ 2,062,787</u>	<u>46.3</u>	<u>15.2</u>	<u>61.5</u>
<u>Visitor Spending at Nearby Hotels</u>					
New Hotel Revenue	\$ 285,995	\$ 69,738	1.5	0.6	2.1
<i>Subtotal - Stadium Operations</i>	<u>\$ 285,995</u>	<u>\$ 69,738</u>	<u>1.5</u>	<u>0.6</u>	<u>2.1</u>
Total Recurring Impact from Operations	<u>\$ 6,704,270</u>	<u>\$ 2,132,525</u>	<u>47.8</u>	<u>15.8</u>	<u>63.6</u>
Impact from Nonrecurring Construction - Hard Costs Only					
Stadium Construction (Hard costs only)	\$ 14,507,198	\$ 4,295,528	78.7	31.2	110
Total Nonrecurring Impact from Construction	<u>\$ 14,507,198</u>	<u>\$ 4,295,528</u>	<u>78.7</u>	<u>31.2</u>	<u>109.9</u>
Total Operating & Construction Impact	<u>\$ 21,211,468</u>	<u>\$ 6,428,053</u>	<u>126.5</u>	<u>47.0</u>	<u>173.5</u>

¹ Includes program & merchandise sales

Source: RERC; U.S. Bureau of Economic Analysis; Central Florida Baseball Group LLC

Note: Impact from Stadium/Team operations is based on employment; Impact from hotel spending is based on estimated increased revenue; Construction impact based on estimated hard costs of construction for the proposed stadium.

Site Evaluation

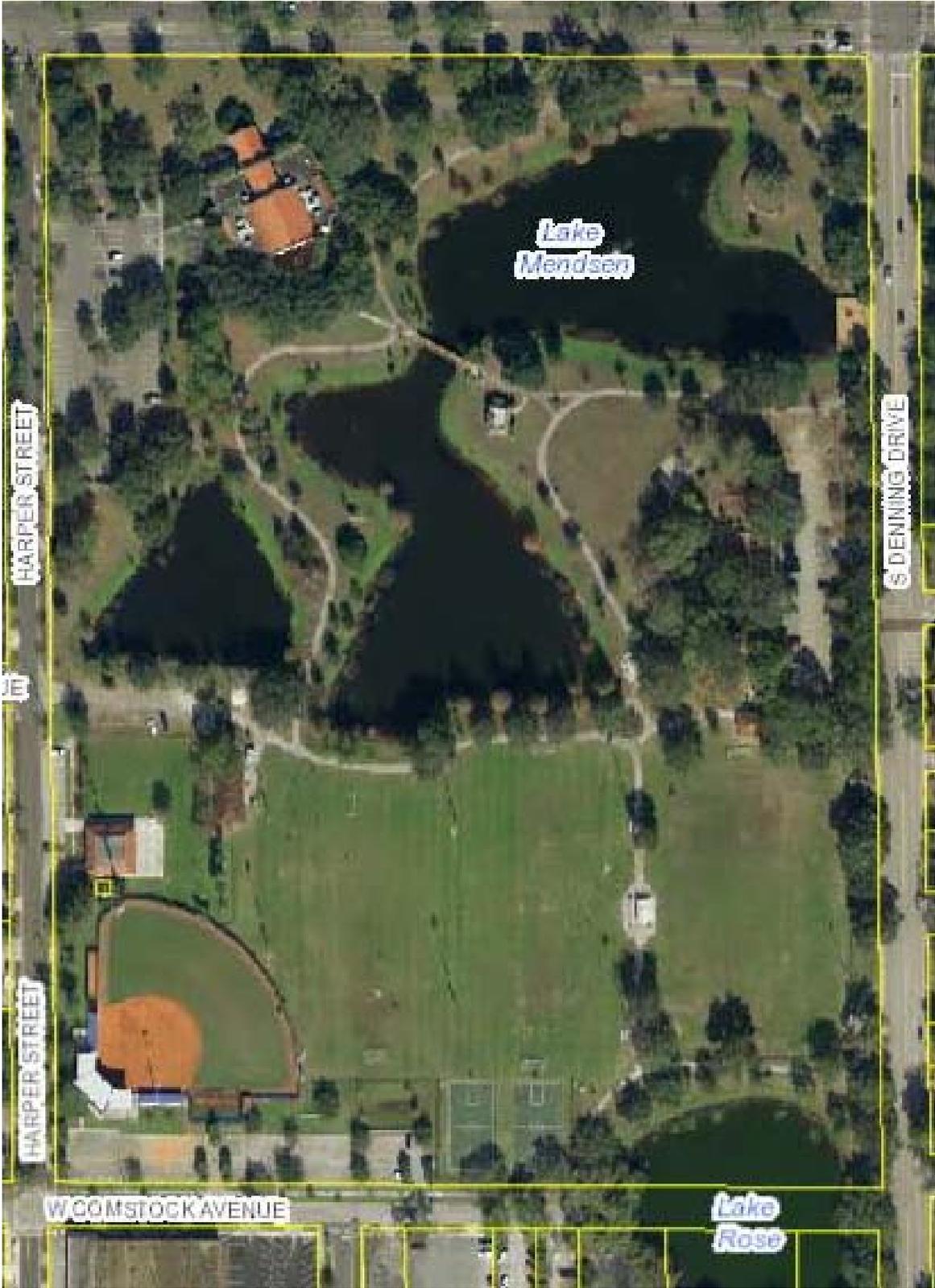
MLK:

Pros:

- City owns the land
- Is in the CRA
- Opportunity to expand park to Fairbanks and widen Fairbanks with additional land acquisition
- Project could start more quickly than other sites

Cons:

- Loss of multi-purpose field(s)
- Loss of Lake Island Rec Center
- Parking constraints
- Rollins would need to move Softball Stadium
- Restrained access



Site Evaluation

Ravaudage:

Pros:

- Would help kick start development
- Would be addition of parkland
- Better traffic flow/access
- Few neighborhood impacts
- Better parking opportunities

Cons:

- Not in CRA
- More complicated deal terms
- Developer does not own all parcels
- Timing could be more difficult as TDT funds will likely be needed



Site Evaluation

UP Development:

Pros:

- Would help kick start development
- Would be addition of parkland
- Better traffic flow/access
- Few neighborhood impacts
- Better parking opportunities
- Adjacent to CRA (potential expansion opportunity)

Cons:

- Not in CRA
- More complicated deal terms
- Parking constraints
- Developer does not yet own all properties



Site Evaluation

Former Tree Farm:

Pros:

- City owns land
- Parking could fit on site

Cons:

- Not in CRA
- Access is limited
- Visibility is limited
- Impact to neighbors is greater
- Lose site for future youth sports

