

# Sales Tax Committee Agenda

## December 13, 2012

4:00 p.m.

Leon County LeRoy Collins Main Library

First Floor Program Room

200 West Park Avenue

Item #	Agenda Topic
1.	Citizens to be Heard
2.	Approval of Summary Minutes for the November 29, 2012 Meeting of the Sales Tax Committee
3.	Additional Project Identification by Committee Members
4.	<i>Additional Information Requested by Committee Members:</i> <ul style="list-style-type: none"><li>• Leon County Fairgrounds Site</li><li>• Hotel Conference Center</li></ul>
5.	Presentation by Community Groups: Killearn Estates Homeowner Association
6.	Presentation by Community Groups: Performing Arts Center
7.	Presentation by Community Groups: KCCI on the Sports Complex
8.	Proposed Modifications to the Decision Making Process

**Next Meeting Date:**

When: *Thursday, January 10, 2013*

Where: First Floor Program Room, Leon County LeRoy Collins Main Library

Time: 4:00 p.m.

Main Discussion Topic: *Regional Transportation and Economic Development*

**Leon County  
Sales Tax Committee  
Cover Sheet for Agenda #2  
November 29, 2012**

**To:** Members of the Leon County Sales Tax Committee

**From:** Alan Rosenzweig, Deputy County Administrator  
Jay Townsend, Assistant City Manager  
Wayne Tedder, Director, Department of P.L.A.C.E.  
Cristina Paredes, Intergovernmental Affairs and Special Projects Coordinator

**Title:** Approval of Summary Minutes for the November 15, 2012 Meeting of the Leon County Sales Tax and Open House

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**Executive Summary:**

This agenda item approves the summary minutes for the November 15, 2012 meeting of the Leon County Sales Tax Committee (Attachment #1).

**Analysis:**

Attachment #1 is the summary minutes for the Leon County Sales Tax Committee meeting held on November 15, 2012, 4:00 p.m. in the First Floor Program Room of the Main Library.

The Leon County Clerk of Courts Office maintains a voice recording of all meeting. A transcription of the meeting minutes will be provided by the Clerk's office upon request.

**Options:**

1. Approve the summary minutes for the November 15, 2012 meeting of the Leon County Sales Tax Committee.
2. Do not approve the summary minutes for the November 15, 2012 meeting of the Leon County Sales Tax Committee.
3. Committee Direction.

**Recommendation:**

Option #1

**Attachment:**

1. November 15, 2012 Summary Minutes

# **Sales Tax Committee Meeting**

## **Summary Minutes**

### **November 29, 2012**

Absent members: Ms. Laurie Hartsfield, Mr. Terrance Hinson, Ms. Kim Rivers, and Mr. Mark Tarmey

**Meeting began at 4:10 pm**

#### **Agenda Item #1: Citizens to be Heard**

Mr. Curtis Baynes addressed the Committee on his support of providing sewer for the Woodville inside the urban service area.

#### **Agenda Item #2: Approval of Summary Minutes for the November 15, 2012 Meeting of the Leon County Sales Tax Committee**

Mr. Curtis Richardson made a motion to approve the summary minutes for the November 15, 2012 meeting of the Sales Tax Committee. The motion was seconded by Ms. Glenda Thornton. The motion passed unanimously.

#### **Agenda Item #3: Additional Project Identification by Committee Members**

The Committee asked to see a project beautifying the Orange Avenue Stormwater Pond.

#### **Agenda Item #4: Presentation on Leon County's Water Quality Improvement Projects for the Sales Tax Committee's Consideration**

Mr. Alan Rosenzweig, Deputy County Administrator, introduced each of the County's Water Quality projects to the Committee before turning to staff to present each individual component of the projects. Mr. Rosenzweig noted that the County's approach was holistic and kept with the original Blueprint 2000 philosophy. There will be an opportunity to merge County, City, and citizen projects once they've been presented. The County evaluated each project based on whether it contributed to: 1) the Comprehensive Plan; 2) the Regional Mobility Plan; 3) the Greenway Master Plan; 4) Connectivity; 5) Compliments Blueprint 2000 Projects; 6) Water Quality Enhancements and Green Infrastructure; 7) Stormwater/Sewer Capacity Improvements; 8) Transportation Capacity Improvements.

The proposed County Water Quality Projects:

- Lake Jackson Preservation and Mobility Enhancements
- Centerville Trace Water Resources
- Woodville Water Quality

Mr. Rosenzweig and Mr. Tony Park, Leon County Public Works Director, also introduced a County and City's proposal to provide incentives for new hookups associated with the proposed projects. County and City staff were on hand to answer questions. Mr. John Buss, the City of Tallahassee Director of Water Resource Engineering also assisted in answer the Committee's questions regarding water quality projects.

Commissioner Bill Proctor addressed the Committee in support of the Woodville Water Quality project.

Mr. Anthony Gaudio addressed the Committee on septic tank alternatives other than sewer hookups.

**Agenda Item #5: Presentation by the Community Groups**

Mr. Jim Stephenson addressed the Committee on behalf of the Wakulla Springs Alliance. He spoke on Wakulla Springs' history and amenities. Mr. Stephenson summarized the threats to the springs, the need to protect drinking water sources, and explained the flow of the aquifer.

Mr. Robert Scanlon, Ms. Pamela Hall, and Ms. Debbie Lightsey presented on behalf of the Water Resources Committee about:

- The degradation of water quality and its implications.
- The need for restoration, not just regulation
- The nitrogen cycle and sources of nitrogen impacts
- The Water Resources Committee's perspective on County Water Quality projects
- Alternatives to septic tanks and central sewer systems
- The Lombardo Report
- The Committee putting aside money to address Water Quality more specifically in the future.

**Agenda Item #6: Presentation by Leon County Office of Financial Stewardship and Consideration of Leon County Infrastructure Projects**

Scott Ross, Director of the County Office of Financial Stewardship, addressed the Committee on an analysis of the limited resources for the County's Capital Improvements Plan.

Mr. Tony Parks, Director of County Public Works, briefly presented the County Infrastructure projects for the Committee's consideration:

- Additional Sidewalks and Mobility Improvements
- County Intersections and Safety Improvements
- County Road Resurfacing
- County Facilities Infrastructure
- Private Dirt Road Paving Program

**Meeting adjourned at 7:30 pm.**

*Agenda Item #3: Additional  
Project Identification by  
Committee Members*

*Agenda Item #4: Additional  
Information Requested by  
Committee Members*

# Leon County Sales Tax Committee

## Cover Sheet for Agenda #4a

December 13, 2012

**To:** Members of the Leon County Sales Tax Committee

**From:** Alan Rosenzweig, Deputy County Administrator  
Jay Townsend, Assistant City Manager  
Wayne Tedder, Director, Department of P.L.A.C.E.  
Cristina Paredes, Intergovernmental Affairs and Special Projects Coordinator

**Title:** Status Report on the North Florida Fairgrounds Relocation

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### **Overview:**

The North Florida Fairgrounds (Fairgrounds) site encompasses 103.7 acres (excluding the Cox Stadium site, its parking lot, and the Leon County Cooperative Extension Office). The relocation of the Fairgrounds has been an ongoing Board priority and a key component of the Southern Strategy to reinvigorate the south side of Leon County. The site has long been recognized as a potential location for sustainable, in-town, mixed-use infill development that includes affordable housing, employment, and transit opportunities. The current Fairgrounds site is designated as open space and governmental/operational on the Comprehensive Plan Future Land Use Map. This zoning category does not support any of the redevelopment scenarios for commercial or residential use. Therefore, a Comprehensive Plan Land Use Map change will be necessary to redevelop the property as residential, commercial, office, and any other nongovernmental land uses desired by the Board.

On April 12, 2011, the Board directed staff to add the Fairgrounds relocation to the list of projects to be included as part of any future discussion related to the infrastructure sales tax extension. Based on subsequent Board actions outlined below, staff did not present a project on the redevelopment of the Fairgrounds to the Board. Thus, no Fairgrounds project was presented to the Committee.

### **North Florida Fair Association**

The County has a lease agreement with the North Florida Fair Association (NFFA) that will expire on December 31, 2067. On January 1 of each calendar year, NFFA pays a \$1 rental fee to the County for the use of the Fairgrounds property. In order to terminate or amend the lease, both parties will need to agree on a relocation site and the replacement facilities to be constructed for the Fairgrounds. Since 2002, NFFA has expressed its support for the redevelopment strategy of the Fairgrounds. In 2002, the Board directed staff to develop a scope of services for an economic feasibility report to determine the demand for redevelopment of the site, to work closely with the North Florida Fair Association on a relocation site, and to obtain public input from the neighborhood to be included in the report.

### 2005 Economic Feasibility Report

The Economic Feasibility Report (Report) on the redevelopment of the Fairgrounds site was submitted to the Board in February 2005. The Report assessed the 2004 value of the Fairgrounds parcels encompassing 103.7 acres (excluding the Cox Stadium site, its parking lot, and the Leon County Cooperative Extension Office) at \$5.9 million. Recognizing the significant role, that redevelopment of this site could have on quality infill development in the Southern Strategy Area; one scenario in the Report recommends a mixed-use urban development pattern. The Report concluded that large-scale redevelopment of the Fairgrounds site would not be feasible for eight to ten years (2013-2015) but would be subject to changing market conditions. Based on the 2005 market situation and past trends, the study assumed that any large-scale redevelopment of the site would not be feasible until after 2015.

### Flea Market Tract

In April 2006, County staff identified a 114-acre parcel near the corner of Capital Circle Southeast and Woodville Highway, which is often referred to as the "Flea Market Tract" due to its location across from the Flea Market. The United States Forest Service (USFS) advised that this site was no longer manageable as a national forest, and that they planned to sell the property upon Congressional authorization. The County made significant legislative progress in getting this authorization; however, the bill was delayed due to other land conveyance issues included in the legislation.

While the County and the USFS were not able to secure the Congressional authorization to sell the Flea Market Tract, the Nature Conservancy (TNC) presented a land exchange opportunity that would have allowed the County to secure the Flea Market tract without Congressional authorization. The TNC and USFS proposed a land exchange between themselves, followed by the County purchasing the Flea Market tract from the TNC at the appraised value of \$2.585 million. The County would have a net purchase price of \$2.585 million, plus any transaction expenses based on the appraisal obtained by TNC and USFS.

This opportunity was presented to the Board on April 13, 2010. The Board declined to purchase the Flea Market Tract for \$2.585 million, and opted against taking additional steps to determine the feasibility of relocating the Fairgrounds. Several concerns were raised by Commissioners in opposition to the purchase, including the availability of financial resources and the feasibility of redeveloping the current Fairgrounds location.

However, at the May 11, 2010 meeting, the Board directed staff to develop a scope of services for a Request for Proposals (RFP) for a market feasibility assessment of the existing Fairgrounds site. On August 17, 2010, the Board approved the issuance of the RFP and set aside \$75,000 for the proposed market feasibility assessment. On March 15, 2011, the Board dismissed the RFP. No further action has been taken in regards to the redevelopment of the Leon County Fairgrounds.

On April 12, 2011, the Board directed staff to add the Fairgrounds relocation to the list of projects to be included as part of any future discussion related to the infrastructure sales tax extension. However, due to the fact that the Board choose not to pursue the purchase of the Flea Market Tract and opted against taking additional steps to determine the feasibility of relocation the Fairground, project on the redevelopment of the Fairgrounds was not presented to the Board during June 26, 2012 Workshop on Infrastructure Projects for the Sales Tax Committee's consideration. Included in the workshop item was a summary of past Board actions on the fairgrounds. Thus, no Fairgrounds project was presented to the Committee.

**Options:**

1. Accept the Status Report on North Florida Fairgrounds Relocation.
2. Do not accept the Status Report on North Florida Fairgrounds Relocation.
3. Committee Direction.

**Recommendation:**

Option #1

# Leon County Sales Tax Committee

## Cover Sheet for Agenda #4b

December 13, 2012

**To:** Members of the Leon County Sales Tax Committee

**From:** Alan Rosenzweig, Deputy County Administrator  
Jay Townsend, Assistant City Manager  
Wayne Tedder, Director, Department of P.L.A.C.E.  
Cristina Paredes, Intergovernmental Affairs and Special Projects Coordinator

**Title:** Status Report on Convention Center Hotel Project

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### **Overview:**

The need for a convention center and hotel development has been discussed for several years. The adopted Downtown Community Redevelopment Plan identifies a conference center hotel as one of the objectives for the downtown area. The Tallahassee Tourist Development Council (TDC) also identified the need for a convention center as part of its strategic planning process.

Currently there are very limited resources within the City to host conventions and conferences. Most conference planners are seeking meeting locations which can offer hotel and meeting accommodations in close proximity to one another. The largest meeting facilities within the City, the Civic Center and the Turnbull Center, have limited hotel access.

In 2010 the Tallahassee Community Redevelopment Agency (CRA) purchased the 5.3 acre "O'Connell Block" from the City for \$4,650,000. This parcel is the block bounded by Madison St. on the north, MLK Blvd. on the east, Gaines St. on the South and Macomb St. on the west. The CRA purchased this parcel for use as a redevelopment site.

In 2011 the CRA retained HVS Convention, Sports & Entertainment Facilities Consulting Inc. to conduct a market feasibility study for developing a convention center and headquarter hotel on the O'Connell parcel. HVS presented their analysis (Attachment #1) to the CRA Board in October of 2011 with the following findings:

- Based on surveys conducted with event planners and professional and trade associations, HVS concluded that there was demand for a facility that could support conventions for 500 persons or less.
- A Tallahassee location could support a regional convention center and there was also significant demand for a facility which could support indoor sporting events such as volleyball, basketball, and gymnastics.

- The recommended facility would include a 100,000 square foot multi-purpose hall which could be divided into four 25,000 square foot sections and an additional 15,000 square feet of flexible meeting space which could be divided into smaller meeting rooms.
- The convention center could be supported by a 300 room full service hotel which would include 15,000 square feet of ballroom space and 12,000 square feet of flexible meeting room space.
- The estimated construction cost for the convention center is \$96 - \$131 million and the facility would require \$2 million annually in outside funding to cover operational costs.
- The hotel would most likely not require outside financial assistance for construction and operational costs.
- The project would generate \$25 million annually in positive economic impact to Leon County and generate approximately 320 new jobs.

Because of the estimated high level of public financial support needed to construct and operate the Convention Center the CRA Board was not prepared to move the project forward and asked HVS to look at options to reduce the size and construction costs of the convention center.

On September 24, 2012, the CRA Board of Directors discussed the results of the Convention Center feasibility study. The Board determined that the CRA did not have sufficient resources to support the construction and operation of a sports complex or a convention center as recommended in the feasibility studies.

**Options:**

1. Accept the Status Report on Convention Center Hotel Project.
2. Do not accept the Status Report on Convention Center Hotel Project.
3. Committee Direction.

**Recommendation:**

Option #1

**Attachments:**

1. Executive Summary of Convention Center and Headquarter Hotel Feasibility Study

The full Convention Center and Headquarter Hotel Feasibility Study can be viewed online at:  
<http://www.leoncountyfl.gov/documents/Item4bAttach1.pdf>



DRAFT MARKET & FEASIBILITY STUDY

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# Proposed Convention Center and Headquarter Hotel

TALLAHASSEE, FL



**SUBMITTED TO:**

Mr. Michael Parker  
City of Tallahassee  
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Tallahassee, Florida, 32301  
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**PREPARED BY:**

HVS Convention, Sport & Entertainment  
Facilities Consulting  
205 West Randolph  
Suite 1650  
Chicago, Illinois 60606  
312-587-9900

# 1. Introduction and Executive Summary

## Nature of the Assignment

The City of Tallahassee Community Redevelopment Agency (“CRA”) engaged HVS Convention Sports and Entertainment Facilities Consulting (“HVS”) to conduct a Market & Feasibility Study of a Proposed Convention Center and Headquarter Hotel in Tallahassee, FL (the “City”). For the purpose of this analysis, HVS assumes that the convention center and the hotel would be owned and operated as independent entities, complementing one another, and forming the City’s main convention assets. The demand, financial and impact projections presented in this report assume that both facilities begin operation in January 2014.

The City through the CRA is initiating the development and would solicit the participation of private development and hotel companies. The CRA, established in 1998 by the City to "create a framework for the redevelopment and enhancement of selected areas of the central urban district," is the current owner of a 5.31-acre land parcel located along the 400 block of West Gaines Street in Tallahassee, Florida. The fee simple ownership rights of the proposed site were assigned to the City in April of 2005. The City owned the subject parcel until February of 2010 at which point the ownership rights were transferred to the CRA for a nominal fee.

## Methodology

In order to complete this assignment HVS staff performed the following tasks:

1. Thomas Hazinski and John Lancet traveled to Tallahassee, FL in the week of January 24, 2011, during which they met with client representatives and other stakeholders, performed a site inspection, met with key industry participants, visited other venues in the city, and gathered relevant data,
2. Reviewed a number of previously issued reports and studies, including The Greater Frenchtown/Southside Community Redevelopment Plan (2000), the Downtown Community Redevelopment Plan (2004), Seminole Boosters Phase I Conceptual Master Plan (2009), the Bonn Marketing report on Preferences for a Full service Downtown Conference Hotel (2010), and several other reports,
3. Analyzed the economic and demographics that indicate whether and the extent to which the local market area is supportive of the Proposed Convention Center and Headquarters Hotel,
4. Conducted and analyzed a survey of local, state, and national event planners and promoters to assess their event histories, current and future

facility needs, and their overall interest in using the proposed convention center in Tallahassee,

5. Compiled data on 29 competitive and comparable state, regional, and national venues to inform and test the reasonableness of the building program recommendations and demand and financial forecasts,
6. Recommended a facility program plan and forecast of event demand and room night generation for the proposed convention center,
7. Forecast the financial operations of the proposed convention center,
8. Prepared a complete evaluation of the Tallahassee lodging market,
9. Evaluated three guest room scenarios for the proposed headquarters hotel based on the hotel market study and the incremental induced demand from the proposed convention center,
10. Forecast the financial operations of the proposed headquarters hotel for the recommended scenario, and
11. Estimated the economic and fiscal impacts of the proposed convention center and headquarters hotel on the State of Florida and the City of Tallahassee.

HVS staff collected and analyzed all information contained in this report. HVS sought out reliable sources and HVS deemed information obtained from third parties to be accurate.

### **Recommended Program**

HVS relied on an in-depth user survey, other market research, a site inspection, review of comparable convention centers, analysis of historical operations at the Tallahassee Leon County Civic Center (“Civic Center”), and knowledge of industry practices to recommend a convention center program for the proposed Tallahassee Convention Center (“TCC”) and integrated headquarters hotel property. This facility program should serve as a guide for subsequent physical planning aimed at providing the desired program elements on the proposed site.

HVS recommends new building infrastructure such that the proposed TCC’s total convention facility package includes approximately:

- A 100,000 square foot multi-purpose hall, divisible into 4 divisions,
- A 15,000 square foot ballroom with 4 main divisions and 6 sub-divisions,
- 27,000 square feet of flexible meeting space with 20 main divisions and a variety of room sizes and configurations, and
- A headquarter hotel with approximately 300 guest rooms.



### Demand Analysis

Based on the above convention facility program, the market and comparable facility analyses, and the implementation of other recommendations presented throughout this study, HVS projects the following demand for the proposed TCC. Based on the facility’s opening in January 2014, HVS estimates that event demand will stabilize in the fourth year of operation—2017

**FIGURE 1-1 FIVE-YEAR EVENT DEMAND AND ROOM NIGHT ESTIMATES**

	Number of Events	Attendance	Room Nights
<b>2014</b>	127	120,000	28,963
<b>2015</b>	138	130,000	33,643
<b>2016</b>	147	140,000	37,408
<b>2017</b>	155	150,000	40,760
<b>2018</b>	155	150,000	40,760

### Hotel Analysis

Based on the above room night projections for induced convention center demand, HVS calculated the occupancy, the average daily rate (“ADR”), and the revenue per available room (“RevPar”) for the recommended 300-room headquarter hotel. The following figure presents these figures through stabilization in 2018.

**FIGURE 1-2 FIVE YEAR HOTEL OCCUPANCY, ADR, AND REVPAR PROJECTION**

		300-Room Scenario		
		Occupancy	ADR	RevPAR
Opening	2014	51 %	\$117.13	\$59.74
	2015	61	127.06	77.51
	2016	69	137.46	94.85
	2017	71	141.49	100.45
Stabilization	2018	72	145.82	104.99

### Financial Projections

HVS applied a series of revenue and expense assumptions regarding facility utilization and operations to develop comprehensive operating financial statements for the proposed convention center and hotel. The following figure presents resulting net income projections for the first ten years of operation.

**FIGURE 1-3 TEN YEAR CONVENTION CENTER AND HOTEL NET INCOME (LOSS) PROJECTIONS**

Year	Convention Center Net Income (Loss) (\$000)	HQ Hotel Net Income (Loss) (\$000)
2014	(\$2,056)	\$366
2015	(2,095)	2,193
2016	(2,123)	3,851
2017	(2,158)	4,063
2018	(2,223)	4,362
2019	(2,290)	4,493
2020	(2,358)	4,628
2021	(2,429)	4,767
2022	(2,502)	4,909
2023	(2,577)	5,057

**Economic and Fiscal Impacts**

HVS identified the new direct spending that would occur in the State and local economies due to the operations of the proposed TCC and Headquarter Hotel. HVS uses the IMPLAN input-output model to estimate indirect and induced impacts as well as the jobs created based on this direct spending. The following figure presents the sum results of this analysis for the new spending projected in the State of Florida and in the City of Tallahassee. The figure also contains the corresponding fiscal impacts of this spending. Dollar values represent the first year of stabilized demand, 2017, and are expressed in 2011 dollars.

**FIGURE 1-4 ECONOMIC AND FISCAL IMPACT**

Summary of Impacts	State of Florida	Leon County/Tallahassee
Economic Impact	\$12 million	\$25.1 million
Fiscal Impact	\$340,000	\$560,000
Jobs	120	320

**Approach to Financing and Operations**

Five different scenarios are available with respect to the various options for operations, ownership, and financing of the proposed convention center and headquarter hotel. While each of the five models offers its own distinct advantages and disadvantages, understanding the circumstances under which each model works best often provides a better guide to the most appropriate model for a

proposed development. Additionally, the goals and desires of the community, regarding public financing, financial performance of the facility and economic impacts on the community, can identify one or two of the most suitable models for the proposed development. The following figure presents these models with a brief overview of key features and requirements.

**FIGURE 1-5 OPERATIONS AND OWNERSHIP MODELS**

		Ownership/Financing		
		Private	Public Private Partnership	Public
Operations	Integrated	Not Feasible	Private ownership of improvements on land leased from public sector. Requires substantial public incentives.	Public tax-exempt debt financing of entire project. Integrated venue operated under a Qualified Management Agreement ("QMA").
	Stand Alone	Private Ownership of hotel only. Convention Center not feasible.	Private ownership and operation of hotel. Public ownership and operation of convention center assets. Separate but coordinated operations.	Public debt financing of both projects. May be separate debt issuances. Separate QMAs for operation of hotel and convention center. Potential "self-operation" of the convention center.

*Agenda Item #5: Presentation  
by Community Groups:  
Killearn Estates Homeowner  
Association*

*Agenda Item #6: Presentation  
by Community Groups:  
Performing Arts Center*

# Leon County Sales Tax Committee

## Cover Sheet for Agenda #7

December 13, 2012

**To:** Members of the Leon County Sales Tax Committee

**From:** Alan Rosenzweig, Deputy County Administrator  
Jay Townsend, Assistant City Manager  
Wayne Tedder, Director, Department of P.L.A.C.E.  
Cristina Paredes, Intergovernmental Affairs and Special Projects Coordinator

**Title:** Status Report on the Economic Feasibility Assessment of a Sports Complex

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**Overview:**

At the June 28, 2011 Commission meeting, the Florida Sports Foundation presented a report that provided an assessment of the County's current inventory of competitive sports facilities and identified the need for sports venues that would generate an economic impact through the development of sports tourism. Following the presentation, the Board directed staff to bring back a Request for Qualifications (RFQ) for an economic feasibility analysis of a competitive sports complex.

On July 12, 2011, the Board of County Commissioners (Board) issued a Request for Qualifications (RFQ) for an economic feasibility analysis of a competitive sports complex and waived a portion of the purchasing policy to allow the County Administrator to appoint a member of the Knight Creative Community Initiative (KCCI) to serve on the RFQ selection committee.

On November 8, 2011, the Board authorized the County Administrator to execute an agreement with Real Estate InSync (REI), a local real estate and portfolio management company, to conduct the economic feasibility analysis of a competitive sports complex.

Subsequently the County Administrator appointed the following staff to assist REI and its partners with the development of the study:

- Ken Morris, Director of Economic Development and Business Partnerships
- Shington Lamy, Assistant to the County Administrator
- Lee Daniel, Director of Tourism Development
- Leigh Davis, Director of Parks and Recreation
- Brian Hickey, Senior Sports Sales Manager

In addition, the County Administrator invited KCCI to provide input throughout the process of developing the study. KCCI appointed its Capital Sports Initiative Group, which has been spearheading local efforts related to the development of a sports complex. The members of the group included:

- Laurie Hartsfield, Executive Director of KCCI
- Mike Pate
- Leslie Smith
- Robert Sniffen
- Cindy Meredith
- Som Chatterjee
- Ken Foster
- Jamal Raddar
- Adam Watson

The combined group of County staff and KCCI representatives served as the Sports Complex Feasibility Workgroup (Workgroup) to review and analyze the REI study. As a result of REI's findings, the Workgroup decided to take a closer look at the feasibility of the indoor field house for several reasons including that the preliminary findings by REI indicated that an indoor facility in the local market could have an immediate net operating profit while an outdoor facility would operate with a net deficit for the first six years. REI projects the indoor field house would cost \$1.4 million in the first year of operation and generate \$1.7 million in operating revenue. Almost two-thirds of the revenue (\$1.1 million) for the field house would be generated by local residents, as opposed to visitors, through activities such as fitness club memberships and facility rentals. The current revenue model may be counterintuitive to the initial purpose of the development of a competitive sports complex, which was to develop a facility supported primarily through tourism activities.

During the July 10, 2012 meeting, the Workgroup presented their findings on the REI study to the Board (Attachment #1). The projected capital cost for the indoor field house is between \$27 million and \$36 million with an annual operating cost of approximately \$1.4 million. Given the breadth of this project and the limitations of the County's finances, staff recommended that the Board not support a stand-alone facility supported through general revenue. The Board accepted the Workgroup's report and took no further action with regard to funding the proposed sports complex. The Board also directed staff to include Real Estate InSync's Economic Feasibility Assessment of a Sports Complex (Report) (Attachment #2) for discussion during the September 18, 2012 Joint County/City Commission meeting. This joint meeting was canceled.

An in-depth analysis of the workgroup's findings and a review of the feasibility assessment can be found in Attachment #2.

**Options:**

1. Accept status report on Real Estate InSync's Economic Feasibility Assessment of a Sports Complex
2. Do not accept status report on Real Estate InSync's Economic Feasibility Assessment of a Sports Complex
3. Board direction.

**Recommendation:**

Option #1

**Attachments:**

1. July 10, 2012 BOCC Agenda Item on the Sports Complex
2. Executive Summary of Estate InSync's Economic Feasibility Assessment of a Sports Complex  
The full Convention Center and Headquarter Hotel Feasibility Study can be viewed online at:  
<http://www.leoncountyfl.gov/documents/Item7Attach2.pdf>

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #17

July 10, 2012

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator

**Title:** Consideration of Real Estate InSync's Economic Feasibility Assessment of a Sports Complex

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator
<b>Lead Staff/ Project Team:</b>	Ken Morris, Director of Economic Development/Business Partnerships Lee Daniel, Director of Tourism Development Brian Hickey, Senior Sports Sales Manager Leigh Davis, Director of Parks & Recreation Shington Lamy, Assistant to the County Administrator

### **Fiscal Impact:**

This item has a fiscal impact should the Board proceed in its consideration of developing a sports complex to enhance sports tourism. Real Estate InSync's Economic Feasibility Assessment of a Sports Complex presents two forms of competitive indoor sports complexes that could be developed in Leon County ranging from \$27 million to \$36 million with an operating expense of \$1.4 million (REI projects an operating revenue of \$1.6 million). Should the Board wish to proceed with this project, staff is recommending that the Board discuss this report in partnership with the City and explore public-private partnership opportunities to mitigate the capital and operational costs.

### **Staff Recommendation:**

- Option #1: Accept Real Estate InSync's Economic Feasibility Assessment of a Sports Complex, and take no further action with regard to funding the proposed sports complex with general revenue.
- Option #2: Direct staff to include Real Estate InSync's Economic Feasibility Assessment of a Sports Complex for discussion at the proposed September 18, 2012 Joint County/City Commission meeting.

## **Report and Discussion**

### **Background:**

At the June 28, 2011 Commission meeting, the Florida Sports Foundation presented a report that provided an assessment of the County's current inventory of competitive sports facilities and identified the need for sports venues that would generate an economic impact through the development of sports tourism. Following the presentation, the Board directed staff to bring back a Request for Qualifications (RFQ) for an economic feasibility analysis of a competitive sports complex. The Board requested that the analysis gauge the most appropriate location(s), as determined by the market, rather than imposing site-specific criteria.

On July 12, 2011 the Board approved the issuance of the RFQ for an economic feasibility analysis of a competitive sports complex and waived a portion of the purchasing policy to allow the County Administrator to appoint a member of the Knight Creative Community Initiative (KCCI) to serve on the RFQ selection committee. The Board stated that the feasibility study must also consider at least one Southside location.

On November 8, 2011 the Board authorized the County Administrator to execute an agreement with Real Estate InSync (REI), a local real estate and portfolio management company, to conduct the economic feasibility analysis of a competitive sports complex. REI partnered with Wood+Partners Inc., a regional planning and landscape architectural firm specializing in community planning and urban design; and PROS Consulting, Inc, a management consulting and planning firm specializing in sports strategy, tourism planning and development, economic development, and parks and recreation.

Subsequently the County Administrator appointed the following staff to assist REI and its partners with the development of the study:

- Ken Morris, Director of Economic Development and Business Partnerships
- Shington Lamy, Assistant to the County Administrator
- Lee Daniel, Director of Tourism Development
- Leigh Davis, Director of Parks and Recreation
- Brian Hickey, Senior Sports Sales Manager

In addition, the County Administrator invited KCCI to provide input throughout the process of developing the study. KCCI appointed its Capital Sports Initiative Group, which has been spearheading local efforts related to the development of a sports complex. The members of the group included:

- Laurie Hartsfield, Executive Director of KCCI
- Mike Pate
- Leslie Smith
- Robert Sniffen
- Cindy Meredith
- Som Chatterjee
- Ken Foster
- Jamal Raddar
- Adam Watson

The combined group of County staff and KCCI representatives served as the Sports Complex Feasibility Workgroup (Workgroup) to review and analyze the REI study.

Title: Consideration of Real Estate InSync's Economic Feasibility Assessment of a Sports Complex

July 10, 2012

Page 3

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**Analysis:**

In order to prepare the report, REI held several meetings with the Workgroup to share and provide data on sports options, the pro forma, and potential locations. The members of KCCI provided vital input in the development of the analysis of the REI report as well as in the process of determining the most economically feasible form of competitive sports complex for Leon County. The following analysis provides a summary of the REI report, the Workgroup's findings, and staff's recommendations based on the economic feasibility assessment.

*REI's Economic Feasibility Assessment of a Competitive Sports Complex*

The REI report evaluated the feasibility of a sports complex that could attract regional and national tournaments to generate an economic impact in Leon County (Attachment #1). This included evaluating an inventory of existing facilities and properties in the Leon County, a 200 mile radius market assessment, and national recreational/sports trends demographic data. The report finds that competitive sports participants normally travel within a 200 mile radius to sporting events. However, the report recognizes the County's desire to attract national tournaments.

Based on its analysis, REI presented two options of sports facilities to the Workgroup that it determined could attract approximately 30 sports tournaments annually to Leon County; a multi-purpose outdoor sports complex and an indoor sports field house. As a result of REI's findings and a lengthy review, the Workgroup decided to take a closer look at the feasibility of the indoor field house for several reasons:

1. Preliminary findings by REI indicated that an indoor facility in the local market could have an immediate net operating profit while an outdoor facility would operate with a net deficit for the first six years.
2. There is only one other indoor facility within the 200 mile radius, which is located in Jacksonville and is approximately 20 years old. This facility serves largely as a community centered sports complex with little emphasis on drawing tournaments or other sports-related tourism activities.
3. Although access to many of the local outdoor facilities is limited, the addition of an outdoor sports complex would not be the best utilization of limited financial resources or the existing outdoor facilities.

An indoor sports field house would support 12 basketball courts and 16 volleyball courts. Additionally, the facility would serve indoor soccer, indoor lacrosse, wrestling, cheerleading, and martial arts. The facility would require 80,000 square feet, with a projected cost range between \$27 million and \$36 million, depending on the land costs and volume of amenities included in the facility. REI's report presents two types of indoor competitive sports complexes depending on the site location. One calls for a more condensed facility with urban features, while the second type of facility contemplates additional space in a suburban or semi-urban environment.

It is important to note that a similar facility is in the early planning stages to be built in Newberry, Florida (outside Gainesville); however, the size and scope is not known at this time. Additionally, there is Disney's Wide World of Sports Complex just outside of the 200-mile radius. However, it would be considered a low-level competitor due to its distance from Leon County and the high cost to use the Disney facility.

Title: Consideration of Real Estate InSync's Economic Feasibility Assessment of a Sports Complex  
July 10, 2012  
Page 4

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REI projects the indoor field house would cost \$1.4 million in the first year of operation and generate \$1.7 million in operating revenue. As previously noted, these figures do not include the cost of land and capital construction. By the sixth year of operation, the net gain would be approximately \$1 million annually. Almost two-thirds of the revenue (\$1.1 million) for the field house would be generated by local residents, as opposed to visitors, through activities such as fitness club memberships and facility rentals. The current revenue model may be counterintuitive to the initial purpose of the development of a competitive sports complex, which was to develop a facility supported primarily through tourism activities. However, REI anticipates the ability to host 30 tournaments per year by the fifth year of operation, which would generate approximately \$17 million annually in direct visitor spending based on a formula supplied by the Florida Sports Foundation. It would also generate 20,250 room nights, as well as an estimated \$1.3 million in sales tax (at 7.5%) and \$83,000 in tourist development tax revenues annually.

As directed by the Board, REI and the Workgroup evaluated several locations in Leon County for the potential site location of a competitive sports complex, including at least one site in southern Leon County. A matrix of four distinct categories was developed by the consultant to evaluate the various properties to determine the most feasible sites:

- Connectivity (to I-10 interchange, major roadways, multi modal district, etc.)
- Proximity (to hotels, regional retail, hospitals)
- Site features (topography, vegetation, hydrology/wetlands, soils, zoning, etc.)
- Economic development (new development potential, redevelopment potential, ownership)

Each category identified the top site for an indoor field house. Based on REI's evaluation, the top five sites for an indoor field house are as follows:

- Downtown/O'Connell – 90 points
- Northwood Center – 89 points
- Fairgrounds – 88 points
- Tallahassee Mall – 87 points
- Capital Circle NW/Hwy 90 (Tax World) – 87 points

Following the decisions to recommend the development of an indoor field house, there was considerable discussion by the Workgroup regarding site selection for a potential competitive sports complex. The Downtown/O'Connell was determined to be the most appropriate location due to its top score on the matrix and given the fact that it is a publicly-owned parcel, the potential to combine the sports complex with a convention center, and the revenue model that is dependent on having a central location for local patronage and leasing space to compliment the facility (fitness center, orthopedic satellite office, sporting equipment and retail, etc.). The 5.3-acre site is owned by the Tallahassee Community Redevelopment Agency and has been identified as a potential location for a convention center. In addition, the Workgroup issued a caveat regarding the close point margin rankings that further due diligence may be required to measure the local market support at different sites.

Title: Consideration of Real Estate InSync's Economic Feasibility Assessment of a Sports Complex

July 10, 2012

Page 5

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As previously mentioned, the projected capital cost for the indoor field house is between \$27 million and \$36 million with an annual operating cost of approximately \$1.4 million. Given the breadth of this project and the limitations of the County's finances, staff does not support a stand-alone facility supported through general revenue. The five cents of the tourism development taxes are currently obligated for the Performing Arts Center and operational costs of the County's tourism program, which does not leave any capacity to address the capital or operational costs of a sports complex. In addition, revenues associated with the fitness club membership, which is a significant portion of the revenue model, may not be realized should the Board determine that it is not an area it wishes to pursue. As discussed by the Board at the June 26, 2012 sales tax extension workshop, the infrastructure sales tax extension may be an appropriate source of funding for the capital costs in which the Board could direct the Leon County Sales Tax Committee to consider an indoor sports field house as part of its evaluation process. However, public-private partnership opportunities may exist to mitigate some of the capital and operational costs, given the uniqueness of an indoor facility in the regional market (200-mile radius) and the pro forma submitted by REI.

Public-private partnerships for such projects are common and have been a successful model in spurring economic and tourism growth in local communities. Revenues associated with additional partnerships could help to mitigate the operating costs of the sports complex. The CRA has previously expressed interest in combining the proposed sports complex with a hotel and convention center at the O'Connell site and packaging a solicitation to gauge the private sector interest. Concurrent to the County's assessment of a sports complex, the Board has tentatively scheduled a joint meeting with the City Commission on September 18<sup>th</sup> to discuss several community projects that contemplate the use of tourism development taxes. Should the Board wish to explore the potential of developing an indoor sports complex to enhance the economic impact of sports tourism in the community, staff recommends placing this issue on the joint meeting agenda for September 18, 2012.

**Options:**

1. Accept Real Estate InSync's Economic Feasibility Assessment of a Sports Complex, and take no further action with regard to funding the proposed sports complex with general revenue.
2. Direct staff to include Real Estate InSync's Economic Feasibility Assessment of a Sports Complex for discussion at the proposed September 18, 2012 Joint County/City Commission meeting.
3. Accept Real Estate InSync's Economic Feasibility Assessment of a Sports Complex and direct staff to solicit private sector interest in the development of a standalone indoor sports field house complex.
4. Direct the Leon County Sales Tax Committee to consider an indoor sports field house complex as a project for the infrastructure sales tax extension.
5. Board direction.

**Recommendation:**

Options #1 and #2.

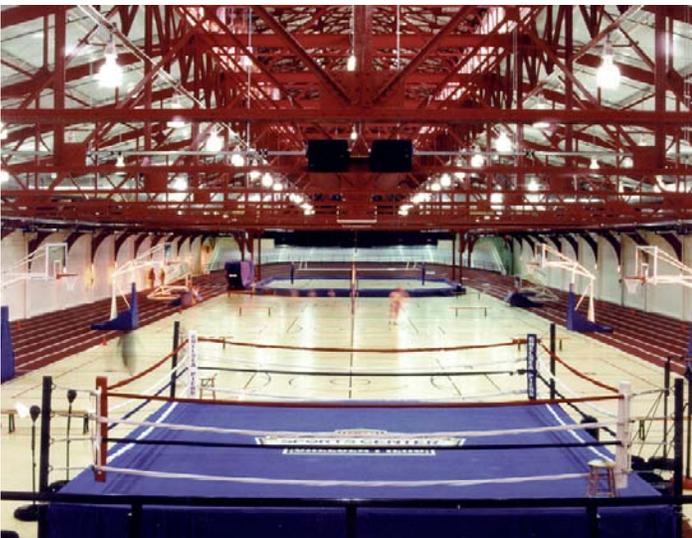
**Attachment:**

1. Real Estate InSync's Economic Feasibility Assessment of a Sports Complex

# Leon County Economic Feasibility Assessment

Leon County, Florida

June 29, 2012



**Executive Summary**

The purpose of this report, the Leon County Economic Feasibility Assessment, is provided herein to assist in the decision making regarding the feasibility of a sports complex or facility that can attract large, regional, multi-state and national tournaments and events to the area as part of an economic development strategy for Leon County, Florida. Towards that end, this report provides a full study and review of the market for these types of facilities, competitor analysis, sports and recreation participation and spending trends, potential site evaluations, and facility recommendations with capital costs. The full report also provides a pro-forma model illustrating how the facility will monetize as well as the economic impact for the entire County.

**Summary of Results**

The final results of the study have determined that a large indoor sports facility, often referred to as a fieldhouse, located within Leon County, would provide the best opportunity for economic development within the sports tourism market by capturing potential total revenues, after stabilization, of \$1.69 - \$2.64 million per year directly at the facility for years 1 through 6. Additionally, it was computed that this facility could have a major impact on the local economy by bringing in \$17 million in direct spending with a total local economic impact of \$25 million each year, or an increase of 476 jobs within the local community. The fieldhouse program developed within this study provides opportunities to host large local, regional and national tournaments and events, while providing the local residents a facility that is currently not available. Many sports could utilize the fieldhouse including basketball, indoor soccer, indoor lacrosse, cheerleading, volleyball, gymnastics, etc. A multipurpose field sports complex containing 12 multiuse fields, with an future expansion to 16 fields, was identified as a secondary priority, to serve the growing markets within soccer, lacrosse, rugby, and many other field sports.

**Overview of Report**

The first phase of the project identified and defined the market needs through both qualitative and quantitative methods. A competitive analysis for Leon County was analyzed from a local perspective and a regional (200-mile radius) perspective. Facilities with six or more fields that included baseball and softball fields and/or soccer/multi-purpose fields were analyzed. Facilities with 6 or more ball fields and/or soccer/multi-purpose fields generally draws a more advanced recreational and competitive market that is attracted to tournaments, instructional, and consumer preference orientations for the game they like to play. Also, the analysis looked at indoor facilities due to the large numbers of participants who play basketball, volleyball, cheerleading, indoor soccer, and wrestling. Lastly, ATV/ Motocross parks in the region were identified and analyzed as well for the Leon County market.

The Consulting Team evaluated 51 sport locations within the 200 mile radius and 19 local sites. This distance represents the typical maximum drive distance for regional sports tourism. There were thirteen (13) identified competitors within 100 mile radius of the Leon County location, including several local sites from within Leon County. Also, there were 17 identified competitors between the 100 – 150 mile radius and 21 competitors beyond the 150 mile radius. The majority of these competitors were the sports complexes and multiple ball field facilities. Indoor facilities, however, were much less prominent, within only 2 large indoor facilities within the 200 miles radius. These included the Jacksonville Sportsplex and the Pinellas Indoor Soccer Academy.

Due to the unique nature of these large facilities, very few exist within the Southeast, with the exception of field houses built at many major colleges and universities, in conjunction with their athletic programs. A recent state of the art fieldhouse was open in 2011 in Orlando by Disney called the HP Fieldhouse. Other large fieldhouses, suitable for tournament and sports tourism can be found in major metropolitan communities such as Indianapolis, Virginia Beach, and Denver.

The report also reveals which sports are best suited for Leon County based on a competition analysis, participation trends and typical spending trends. Sports with well positioned for Leon County that have low regional competition include basketball, volleyball, lacrosse, rugby, cheerleading, and ATV. Sports with high growth and participation were also examined. Lacrosse, rugby, tennis, cheerleading and volleyball are all high growth sports, followed by soccer, basketball and gymnastics as mature sports. Sports that are in decline include baseball, softball and football. However, while in decline, the total number of participants for the declining sports, still outnumber the newer, growing sports. The highest levels of spending per day, include baseball, volleyball, cheerleading, gymnastics, and rugby, followed by soccer, lacrosse, basketball, football, softball, ATV and tennis. For example, daily spending within the community could be \$127 per person per day for girls softball or \$97 per person per day on basketball.

Based on the data reviewed from the sports trends, demographic analysis, competitor assessment, and the size of the sports market for various sports activities, it was recommended the following be considered for development based on the market and destination factors.

- Multi-functional outdoor sports complex that could serve soccer, lacrosse, field hockey, rugby, football and ultimate-frisbee should be considered in one facility setting. The complex should be in the 12-16 field size that can support these sports during prime seasons.
- Indoor Sports Field House that could support basketball, volleyball, indoor soccer, indoor lacrosse, wrestling, cheerleading, and martial arts. At minimum, the facility should include 10-12 basketball courts, 16 volleyball courts, accommodate 12 wrestling mats, 2 indoor soccer/lacrosse fields, and should be used for other non-sporting events during non-prime times.

From this data the Consulting Team evaluated the capital costs and operational cost to determine which type of sports complex would provide the greatest operational cost return and economic impact to Leon County.

The following table outlines a summary of revenues and expenses that a Multi-Purpose Fields Sports Complex will generate in operating revenues and expenses. These costs are based on a set of assumptions based on the market and how the facility will be used to support local and regional/national tournaments.

<b>Pro Forma Revenues &amp; Expenditures</b>						
<b>LEON COUNTY MULTI-PURPOSE FIELDS SPORTS COMPLEX</b>						
<b>REVENUES AND EXPENDITURES</b>						
	<b>1th Year</b>	<b>2nd Year</b>	<b>3rd Year</b>	<b>4th Year</b>	<b>5th Year</b>	<b>6th Year</b>
Revenues*						
External	\$539,900.00	\$556,097.00	\$572,779.91	\$589,963.31	\$607,662.21	\$625,892.07
Internal	\$366,100.00	\$377,083.00	\$388,395.49	\$400,047.35	\$412,048.78	\$424,410.24
Total Revenues	\$906,000.00	\$933,180.00	\$961,175.40	\$990,010.66	\$1,019,710.98	\$1,050,302.31
Expenditures	\$1,417,171.33	\$1,461,663.90	\$1,507,917.41	\$1,556,001.89	\$1,605,990.14	\$1,657,957.87
Net Revenues Over (Under)						
Expenditures	(\$511,171.33)	(\$528,483.90)	(\$546,742.01)	(\$565,991.22)	(\$586,279.15)	(\$607,655.56)
Total Cost Recovery	64%	64%	64%	64%	63%	63%
*NOTE: Revenues assume a full-time year of operations. First year revenues could be significantly less based on when during the fiscal year the facility starts operations, and the initial marketing and promotional efforts. PROS anticipates that the full potential revenues will be reached by the fifth year of operations.						

The following table outlines a summary of revenues and expenses that a Multi-Purpose Field House Sports Complex will generate in operating revenues and expenses. These costs are based on a set of assumptions based on the market and how the facility will be used to support local and regional/national tournaments.

<b>Pro Forma Revenues &amp; Expenditures</b>						
<b>LEON COUNTY FIELDHOUSE</b>						
<b>REVENUES AND EXPENDITURES</b>						
	<b>1th Year</b>	<b>2nd Year</b>	<b>3rd Year</b>	<b>4th Year</b>	<b>5th Year</b>	<b>6th Year</b>
Revenues*						
External	\$601,300.00	\$619,339.00	\$657,056.75	\$717,983.65	\$808,096.92	\$936,805.81
Internal	\$1,092,000.00	\$1,124,760.00	\$1,193,257.88	\$1,303,905.11	\$1,467,556.69	\$1,701,300.42
Total Revenues	\$1,693,300.00	\$1,744,099.00	\$1,850,314.63	\$2,021,888.75	\$2,275,653.61	\$2,638,106.23
Expenditures	\$1,421,875.20	\$1,453,629.44	\$1,486,649.35	\$1,520,985.42	\$1,556,690.16	\$1,593,818.17
Net Revenues Over (Under)						
Expenditures	\$271,424.80	\$290,469.56	\$363,665.28	\$500,903.34	\$718,963.45	\$1,044,288.06
Total Cost Recovery	119%	120%	124%	133%	146%	166%
*NOTE: Revenues assume a full-time year of operations. First year revenues could be significantly less based on when during the fiscal year the facility starts operations, and the initial marketing and promotional efforts. PROS anticipates that the full potential revenues will be reached by the fifth year of operations.						

Based on the performance of each of the facilities, the indoor field house model shows a higher level of potential revenue. Also, based on the fact that Leon County contains several sports complexes, including the state of the art facility at the FSU intramural sports complex, the field house again appeared to be a higher priority than the multipurpose field sports complex.

Another key item within the report focused on the total positive financial impacts of having a facility with the capability of bringing many sports related visitors to Leon County. A model was created based on hosting 30 tournaments each year containing an average of 50 teams, which is a moderate assumption. This basic model is able to illustrate how additional spending of +/- \$17 million can be captured within Leon County through items such as hotels, restaurants, retail and associated services per year. This level of direct spending could provide an increase in over \$1.3 million a year in additional sales tax.

The team then provided a site evaluation study looking at potential locations for both the fieldhouse and the multipurpose field sports complex. This evaluation considered 21 individual sites spread throughout Leon County. Further analysis was provided on 21 sites for the fieldhouse and 15 sites for the sports complex, which was constrained by the large number of required acres (minimum 80 acres). Specific evaluation criteria related to connectivity (I-10, major roadways, etc), proximity (hotels, retail, etc.) and site data (topography, vegetation, etc) were scored for each site. All the scores were added to reveal the most suitable sites for each facility. Top sites for the fieldhouse include: downtown (O'Connell property), Northwood Center, Fairgrounds, Tallahassee Mall, and Capital Circle NW / Highway 90 (Tax World). The top sites for the multipurpose field sports complex include the fairgrounds, Welaunee (Heel), Tallahassee Mall, and Devoe Moore properties.

Potential capital costs were determined through the creation of a preliminary opinion of probable construction cost. These estimates were shown to have a range of values that included high and low cost probability, suitable for early budgeting purposes. The multipurpose field sports complex was estimated at a range of \$12.8 to \$19.1 million. Based on the direction by the steering committee, the team provided prototypical site diagrams for the fieldhouse to show an urban and suburban location. These diagrams were then used for capital cost determination for the fieldhouse options at a range of \$27.5 to \$35.8 million.

### **Conclusion**

Based on the findings of the report, it has been determined that Leon County has a strong sports tourism economic development opportunity with the development of a large fieldhouse and a multipurpose field sports complex. Based on potential revenue opportunities, supported by both internal and external revenues at these proposed facilities, the strongest opportunity for success is likely to be the fieldhouse proposal. With indoor sports and events, weather and field maintenance are never a factor to consider when booking a tournament. Also, a fieldhouse, when built to consider the local Leon County market, could be paired with other programmatic elements or partnering opportunities, such as the potential hotel convention center, to help achieve the greatest return on investment.

*Agenda Item #8: Proposed  
Modifications to the Decision  
Making Process*

# **Sales Tax Committee**

## **Project Evaluation and Refinement Process**

**January 10<sup>th</sup>:** Economic Development Meeting

Goal: To establish a preliminary percentage for Economic Development in preparation of the Project Evaluation and Refinement Retreat.

**January 24<sup>th</sup>:** Meeting Rescheduled due to the Village Square Meeting with Peter Kageyama

**February Meeting: One Day Retreat for Project Evaluation and Refinement**

*Objective:* To develop a holistic, comprehensive, and geographically balanced project list.

*Date:* Possibly Friday, February 22, 2012

*Location:* TBD

*Materials:* A notebook with a summary of each of the projects presented with their approximate cost.

*Tentative Outline of the day:* All votes are made by a Simple Majority of the members present

8:00 am – 8:30 am	Arrival and Breakfast
8:30 am – 8:45 am	Welcome and Overview of the Day
8:45 am – 9:15 am	Remove Projects not to receive consideration for inclusion in the proposed extension allocations.
9:15 am – 10:00 am	Remove Projects to be considered to be funded by County/City allocation.
10:00 am – 10:15 am	Break
10:15 am – 11:00 am	Determine County/City Preliminary Percentage Breakout
11:00am – 12:00 pm	Project Modification: Opportunity for the Committee members to modify aspects of the projects and/or consolidate projects together.
12:00 pm – 12:30 pm	Lunch
12:30 pm – 3:45 pm	Continue Project Modification
3:45 pm – 4:15 pm	Break and staff prepares project scoring sheet
4:15 pm – 4:45 pm	Committee Assigns each Project either a 1 or 2 80% are 1s and 20% are 2s
4:45 pm – 5:00 pm	Closing Statements

**Between Meetings:** Assign numerical value to all projects categorized as a “1” during the February meeting. This numerical ranking will be completed through an online polling site.

**March 28<sup>th</sup> Meeting:** Continue the Project Refinement Process:

Answer any questions regarding the project list developed.

**April 25<sup>th</sup> Meeting:** Committee decides on length of sales tax.

Discussion regarding the branding of the Sales Tax will also be discussed.

**May 23<sup>rd</sup> Meeting:** Open House for the Project List

Direct staff to bring back a comprehensive report on the Committee work for the Committee’s review during the June meeting.

**June 20<sup>th</sup> Meeting:** Review of the Committee Report to be presented to the County and City Commission.

**July/August 2013:** Presentation to the County and City Commissions

## **Criteria Definitions for Proposed Projects for the Sales Tax Extension**

- **Comprehensive Plan:** The project supports one or more elements/goals of the Comprehensive Plan, which is the long-range statement of how and where growth and development in the community is to be located in the future. The elements of the plan relate to the social, economic, and physical aspects of future development. Each of the elements includes a number of goals, objectives, and policies that are to be applied to public and private land development. In addition, the Plan identifies mobility projects that will significantly benefit the overall transportation network.
- **Greenway Master Plan:** The project supports one or more goals of the current master greenway plan, which is a long-term vision for the local greenway system that incorporates a greenway trail network designed to provide increased connectivity between greenways, parks, and other public-access conservation areas.
- **Connectivity:** The project links current amenities, neighborhoods, and/or multi-modal nodes through sidewalks, multi-use paths, bike lanes, etc.
- **Complements BP2000 Project(s):** The project enhances and/or connects to a Blueprint 2000 project.
- **Provides Regional Impact/Geographical Equity:** Recognizing that the best projects are often those that support a wide audience, this project benefits more than one area of the community or have regional impacts.
- **Water Quality Enhancements and Green Infrastructure:** The project acquires/enhances land for water quality, public recreation, conservation, or protection of natural resources that emphasizes integration of different functions on the same piece of land to support long-term sustainability.
- **Supports Recreation and Quality of Life:** This project reinforces or improves recreation and quality of life measures, which is imperative to retaining and attracting people to the community.
- **Stormwater/Sewer Capacity Improvements:** The project increases the current level of service for stormwater runoff and sewer.
- **Regional Mobility:** The project supports one or more goals of the Capital Regional Transportation Planning Agency's regional mobility plan, which creates an integrated regional multimodal transportation network that provides the most options for moving people and goods economically, effectively and safely while protecting the environment, promoting economic development, and maintaining a high quality of life with sustainable development patterns.
- **Transportation Capacity Improvements:** The project increases the current level of services of transportation (i.e. additional lanes, intersection improvements, etc). The level of service of a roadway indicates the capacity per unit of demand for the roadway. Below are the rankings used to indicate the degree of service:
  - **A** - Represents free flow. Individual users are virtually unaffected by the presence of others in the traffic stream.
  - **B** - Is in the range of stable flow, but the presence of other users in the traffic stream begins to be noticeable.
  - **C** - Is in the range of stable flow, but marks the beginning of the range of flow in which the operation of individual users becomes significantly affected by interactions with others in the traffic stream.
  - **D** - Represents high density, but stable flow. Speed and freedom to maneuver are severely restricted.
  - **E** - Represents operating conditions at or near the capacity level. All speeds are reduced. Freedom to maneuver within the traffic stream is extremely difficult.
- **Leverages Other Funds:** Recognizing that Sales Tax Extension funds are unlikely to be sufficient to meet all anticipated needs, funding for this project could be used to leverage or enhance other public funds, grant funds and/or private funds.