



# JONESBORO SPORTS & AQUATICS CENTER





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Jonesboro Advertising and Promotions Commission  
City of Jonesboro, AR  
Jerry Morgan  
3500 E. Johnson Ave,  
Jonesboro, AR 72405  
jerrymorganjonesboroap@gmail.com

Monday, August 15, 2022

RE: JONESBORO SPORTS AND AQUATICS CENTER

Mr Morgan,

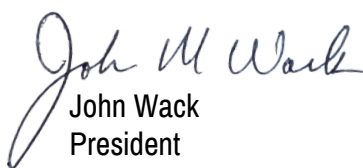
Eastern Sports Management (ESM) is pleased to present the enclosed packet of information to the Advertising and Promotions Commission (the A&P) that represents the deliverables specified in the Consulting Services Agreement between ESM and the City of Jonesboro (the City). The materials relate to the six main areas concerning the development of a facility to be located in Jonesboro, Arkansas, to be known as the Jonesboro Sports and Aquatics Center:

- Market Analysis
- Facility Audit Report
- Conceptual Facility Design
- Site Selection Report
- Business Plan
- Economic Impact Study

We have enclosed three printed copies and one electronic copy of our study results for your review.

We look forward to the next step in the development process and are eager to continue our partnership with the City on this exciting new project. I and all other members of our team will be available to address your questions and comments, or to assist in any additional ways possible that you may require. Please feel free to contact me directly at 540-842-8582.

Cordially yours,



John Wack  
President  
Eastern Sports Management



# EXECUTIVE SUMMARY

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On November 16, 2021 Eastern Sports Management (ESM) responded to a request for Letters of Interest (LOI) issued by the City of Jonesboro's Advertising and Promotions Commission (the City) from qualified consulting firms to complete a feasibility study for a youth sports complex. After an interview process the City selected ESM to perform a set of tasks related to the feasibility, conceptual design and business planning for a sports complex through a Consulting Services Agreement entered into on February 22, 2022. The City tasked ESM with determining:

- Whether the Jonesboro market could support a sports facility (Market Analysis);
- The status of current sports facilities in the market (Facility Audit);
- What a conceptual design of the building best suited to the market and the City's goals might look like (Conceptual Facility Design);
- Where the facility could be located in the City (Site Selection Report);
- How the proposed facility should be operated and how would it perform financially (Business Plan); and
- How the proposed facility will impact the local economy and City revenues through taxes and fees (Economic Impact Report).

## SUMMARY CONCLUSIONS

### ***Market Analysis (Tab 1)***

ESM Partnered with Pinnacle Sports to perform the Market Analysis. Pinnacle interviewed representatives from local, state and regional sports organizations, and determined that unmet facility demand exists in Jonesboro for the following:

- Indoor Multipurpose Courts (for both local use and regional sports tourism purposes)
- Indoor Synthetic Turf (for local use only)
- Indoor Aquatics/Competition Pool (for both local use and regional sports tourism purposes)

### ***Facility Audit (Tab 2)***

ESM also partnered with Pinnacle on the Facility Audit report. Pinnacle believes there is an opportunity for the Jonesboro region to host outdoor sports tourism events such as tournaments and other competitions at existing diamond and/or multipurpose field facilities. Pinnacle also has provided specific recommendations for modifications or improvements to individual facilities. Those enhancements would provide the greatest opportunities to further the area's sports tourism efforts.

### ***Conceptual Facility Design (Tab 3)***

ESM utilized Cornerstone Architects and ESM's long history of facility management to achieve a facility design that was consistent with the local utilization and regional tournament demand uncovered in the Market Analysis. In discussion with community and A&P members, ESM also considered the desire of the community to build additional capacity beyond what the local market could support today; to build for the future within reason.

ESM has made the following recommendation for the facility:

- ESM utilized local Jonesboro general contractors and national pool consultants to generate a development budget. Including all project costs with the exception of any interest carry on debt and land value, the conceptual project budget is \$261/square foot not including land cost or contingency and escalation.



- Approximately 200,000 SF of indoor space:
  - 10 Basketball Courts Convertible to 20 Volleyball Courts
  - 2 Indoor Artificial Turf Fields Measuring 90' x 180'
  - An indoor aquatics area with a 50 meter pool, diving boards, spectator seating, and a warm up pool with a splash pad
  
- Approximately 22,000 SF Outdoor Aquatics Area
  - Two Water Slides
  - Lazy River Pool with 200' Perimeter
  - Zero Depth Entry Leisure Pool
    - One Play Structure
    - Five Geysers
    - One Water Tunnel
    - One Waterfall
    - 10 Jets

#### ***Site Selection Report (Tab 4)***

ESM Utilized the Richmond office of Jones Lang Lasalle (JLL) to perform an initial survey of available sites, both private and public, in the Jonesboro market. JLL compiled a list of 16 sites which was narrowed to six. Pinnacle performed an analysis of those six taking into account Acreage, Geometry, Topography, Existing Conditions, Utilities, and SWM, Ease of Access, and Proximity to Dining and Lodging. Two were eliminated because of floodplain issues. Of the final four, ESM recommends the site owned by Arkansas State University (ASU) pending a successful negotiation and purchase of the site from ASU.

#### ***Business Plan (Tab 5)***

With the results of the Market Analysis and the Conceptual Facility Design in hand, ESM produced a Business Plan and Pro Forma for the proposed project. The plan contains sections on:

- Products
- Marketing and Sales
- Accounting and Expense Control
- Staffing Organization
- Facility Features
- Financial Projections

The financial projections forecast cash flow positive operations by the third year of operations under a number of assumptions contained in the plan, including that the facility be professionally managed.

#### ***Economic Impact Report (Tab 6)***

ESM contracted with Impact DataSource (Impact) to conduct the Economic Impact Report. Impact relied on the utilization projections included in the Pro Forma along with industry metrics on spending habits of visitors to the City, price points for lodging, and the City's tax and fee rates. The report found that the following impacts over the next 20 years from the proposed facility:

- Local Economy
  - \$22,555,103 in Concessions
  - \$205,848,565 in Lodging
  - \$511,783,901 in Taxable Spending
  - \$740,187,568 Total Impact



- City Revenues
  - \$7,634,494 in Sales Tax
  - \$6,317,316 in Utility Revenue
  - \$104,794 in Utility Franchise Fees
  - \$8,233,943 in Hotel/Motel Taxes
  - \$28,282 Miscellaneous
  - \$22,318,829 Total

ESM is pleased to present these materials and will be available to discuss the findings at the City's convenience.

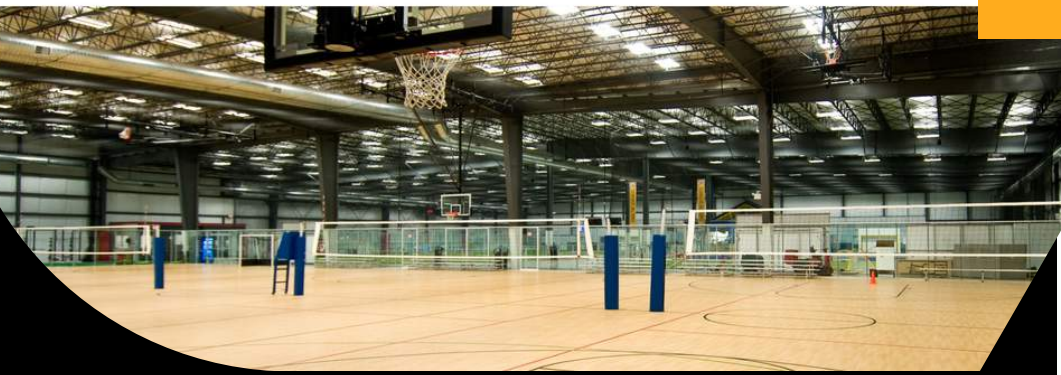


**TAB 1:**  
**MARKET ANALYSIS**





MAY 2022



# INDOOR MULTIPURPOSE SPORTS & RECREATION COMPLEX MARKET FEASIBILITY REPORT

## Jonesboro, Arkansas

**PRESENTED FOR**  
Eastern Sports Management

**PRESENTED BY**  
PI Sports, LLC  
12468 La Grange Rd,  
Suite 337  
Louisville, KY 40245





May 2022

To John Wack:

What follows is a report of the market feasibility study Pinnacle performed for Eastern Sports Management regarding the proposed Jonesboro Sports and Aquatics Center. The attached documents summarize our research and analyses and are intended to validate decisions regarding the future of the facility.

The conclusions contained in this report are based on the estimates, assumptions and other information developed from our research of the market; our knowledge of similar sports facilities; and our experience operating our own facilities. We analyzed all of the information provided to us, including competitive/comparable facilities in the market, and local and regional sports organizations. We also utilized demographic characteristics of the defined market and data from other sources such as the Sports Events & Tourism Association (Sports ETA). We then applied our years of experience to provide you with the best professional information to allow you to make decisions as to the assets to be contained in the facility.

We sincerely appreciate the opportunity to assist you with this project and would be happy to be of further assistance in the interpretation and application of this report.

Thank you for choosing Pinnacle.

Norm Gill  
Pinnacle Indoor Sports  
(502) 551-1974

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- Attachment-Detailed Demographics Reports*
- Attachment-Outdoor Facility Audits*



# Executive Summary

Eastern Sports Management (referred to as “ESM” throughout this document) retained Pinnacle Indoor Sports (referred to as “Pinnacle” throughout) to determine the market capacity for developing the Jonesboro Sports and Aquatics Center in Jonesboro, AR, and to validate details regarding the facility’s size and potential amenities. Pinnacle also studied current market conditions and demographics, as well as audited existing outdoor facilities in the Jonesboro area to better understand the types of facilities that exist, the condition of those facilities and which ones offer the greatest opportunities to host tournaments and other sports events.

The primary purpose of the facility would be to generate sports tourism in the market, while also providing additional sports and recreation assets to enhance the quality of life for local residents.

## **Findings**

Pinnacle interviewed representatives from local, state and regional organizations, and determined that unmet facility demand exists in Jonesboro for the following:

- Indoor multipurpose courts (for both local use and regional sports tourism purposes)
- Indoor synthetic turf (for local use only)
- Indoor aquatics/competition pool (for both local use and regional sports tourism purposes)

Six major factors emerged to indicate that the Jonesboro Sports and Aquatics Center likely would succeed. They are:

### **1. The facility would meet regional sports tourism needs.**

Jonesboro is an attractive destination for sports tournaments and other events, making it a prospective regional draw for out-of-town participants and their families. Within a 3.5-hour drive-time radius, there exists an active regional community of travel teams in multiple indoor sports, and continued population growth is expected in the regional market. The presence of family-friendly hotels with a variety of amenities also increases the likelihood of attracting out-of-town sports tourism visitors.

Any new facility should be designed with a multisport emphasis, targeting the court sports of basketball, volleyball, futsal and mat sports, as well as an emphasis on aquatics activity via swim meets and other events. A multisport surface also can be used as practice and recreation space for turf sports when a turf venue is not available, as well as for non-sports activities.

## **2. The facility would meet local needs by providing indoor sports and recreation opportunities.**

An indoor multipurpose facility that satisfies the regional sports tourism demand in the market also would meet increasing local demand for indoor courts, indoor turf and an indoor pool by both private and public/municipal groups. Additionally, it would create a hub for recreational and sports activities, while also enhancing the quality of life for area residents.

Community members contacted by Pinnacle expressed overwhelming support for the Jonesboro Sports and Aquatics Center — especially if it provided an opportunity to introduce new program offerings. Sports in greatest need of space, based on personal interviews with local stakeholders, include the following:

- Indoor basketball
- Indoor volleyball
- Indoor aquatics
- Indoor soccer/futsal
- Indoor baseball/softball

That said, an indoor multipurpose sports facility requires the commitment and experience of professional staff working in the facility's best interests. This includes everything from overseeing day-to-day management to actively seeking new programming opportunities that will keep the facility operating at peak performance and ensuring it will meet local needs for generations to come.

## **3. The facility would be financially self-sustaining.**

An indoor sports and recreation facility must generate sufficient revenue to support itself operationally. Eight to 12 basketball courts (convertible to 16-24 volleyball courts and other uses) with a multipurpose surface, one to two indoor synthetic turf fields and one indoor 50-meter pool will be the minimum requirement necessary for this facility to reach self-sustaining status.

Note: Presuming the assumptions on the next page are met, the highest revenue opportunities will come from in-house Monday-Thursday programming and partnerships with local sports associations, as well as weekend tournaments that encourage out-of-town participants.

## **4. The facility could double as an events space.**

Large facilities with access to parking, major highways, lodging and dining options, and area attractions are the keys to communities attracting expos, conferences, trade shows, liquidation sales, weddings and other special events. A portion of the Jonesboro Sports and Aquatics Center's open space could be utilized for these purposes.

Note: It is Pinnacle’s experience that, with proper marketing, indoor multipurpose sports facilities can consistently be filled with non-recreation/non-sports events. A portion of the Jonesboro Sports and Aquatics Center’s open space could be utilized for these purposes when it is not being used for activities that generate higher revenue.

**5. The facility would operate year-round, regardless of outdoor conditions.**

A climate-controlled indoor facility in the Jonesboro market would allow for comfortable year-round training and operation of tournaments, leagues, camps and clinics — no matter what the weather is like outside.

**6. The facility would serve a market with above-average demographics.**

The population in the local Jonesboro market is well above the national average and the local market’s median age is well below the national average — suggesting that a multipurpose sports facility serving both regional sports tourism needs and local community needs would be successful. The lower median age indicates the presence of a large number of children and young adults — key user groups likely to utilize the Jonesboro Sports and Aquatics Center.

**Assumptions**

In order for the Jonesboro Sports and Aquatics Center to move forward successfully, each of the following nine assumptions must be met:

1. Information received from all sources is accurate and complete.
2. The number of similar sports facilities in the local and regional markets will not differ significantly from what already exists in the area today.
3. The general national, regional and state economic outlook will not change markedly in the near to intermediate future.
4. If the facility is developed, competent and professional management will be engaged to operate and market the facility and its offerings.
5. Land on which to develop the facility is readily available and there are no environmental or geotechnical issues with the intended property.
6. The operations of the facility will have no direct responsibility for debt.



7. A team of experienced professionals will be established to oversee daily operations and promote the sports facility as an attractive sporting events destination for both local residents and travel teams. (Note: Critical to a financially successful indoor sports venue will be the establishment of a professional marketing effort to promote Jonesboro as an attractive sports tourism destination in the regional market.)
8. A sufficient number of hotel and other lodging options will be available during peak tournament seasons — and at reasonable rates that are not cost-prohibitive.
9. Multiple strategic partnerships with local sports groups, schools and nonprofit organizations will be forged to establish a mix of league play, instructional classes, clinics and camps at the facility. (Note: A rental model alone will not be sufficient to cover the capital and operational expenses of a new sports facility on an annual basis.)

If the above assumptions are met, Pinnacle validates the development and construction of the Jonesboro Sports and Aquatics Center, which should be between 150,000 and 200,000 square feet. It should include eight to 12 hard courts, one to two synthetic turf multipurpose fields and one 50-meter competition pool.



Pinnacle-developed facility

## Study Overview

As referenced previously, Pinnacle was commissioned to conduct a market study to determine the feasibility of establishing the Jonesboro Sports and Aquatics Center.

In determining its validation, Pinnacle focused on two primary objectives:

### 1. Meeting regional demand

Creating opportunities for regional youth sports weekend tournaments in basketball, volleyball, mat sports, swim meets and other activities will help establish Jonesboro as a go-to sports tourism destination. Pinnacle evaluated regional facilities to develop a greater understanding of existing opportunities and the market's ability to host sports tournaments and other events.

### 2. Meeting local demand

Fulfilling the needs of local sports and recreation organizations in local communities — with an emphasis on Monday-Thursday usage — will be critical to the facility's day-to-day operations and financial sustainability. Pinnacle evaluated existing facilities in the local market to determine their ability to meet local needs, as well as considered what new assets would help improve quality of life for local residents.

### Research Team

This study and the resulting validation were conducted and developed by Pinnacle Indoor Sports. Pinnacle is an industry leader in the development of sports complexes and recreational facilities in the United States. As an industry leader in youth and amateur-based sports complexes and recreational/community facilities, Pinnacle was founded in 2000 by the principals of Soccer Blast International to provide consulting services for new and existing indoor sports facilities.



Pinnacle's unmatched experience pools the exceptional and diversified backgrounds of its principals and additional full-time specialized staff. Pinnacle currently has offices in Louisville, KY; Tampa, FL; and Toronto, Canada.

The leadership team for Pinnacle is comprised of principals Norm Gill (Managing Partner), Lisa Gill (Partner) and Sam Migliano (Partner). Pinnacle provides a wealth of resources, experience and expertise related to both indoor and outdoor sports facility projects.

From initial planning and strategy sessions to detailed financial and economic impact analysis to development, construction and operations, Pinnacle has extensive experience in private developments, public recreation projects, municipal projects, sports tourism and economic development.

Pinnacle is called upon to assist clients with the planning, development and operation of new facilities, as well as optimization of services for existing programs. The company has conducted more than 400 market studies across the United States and Canada since 2000. Facility recommendations and validations are always specific to the community/market analyzed, and no predetermined templates are applied to any situation.

*(Please note that this is a study of conditions as they exist today and compared with similar situations Pinnacle has observed in other communities.)*



**Pinnacle-developed facility**



# Scope of Research

To establish the validation detailed in this report, Pinnacle identified opportunities and developed viable strategies to help Eastern Sports Management assist Jonesboro officials in achieving sports tourism success.

The following descriptions explain each step of the process Pinnacle used:

## **Step 1: ESM Vision**

- Pinnacle facilitated dialogue with the ESM team to identify existing facilities in the Jonesboro market, as well as the project’s desired outcomes.

## **Step 2: Facility Inventory and Audit**

- Pinnacle analyzed existing facilities in the Jonesboro market and identified the potential for new opportunities.

## **Step 3: Demographics Analysis**

- Pinnacle analyzed demographic and socioeconomic data to understand both the local and regional markets.

## **Step 4: Sports Tourism Industry**

- Pinnacle provided an overview of the sports tourism business in the United States and provided relevant data regarding industry growth, projections and factors for success.

## **Step 5: Existing Sports Tourism Facilities**

- Pinnacle analyzed and provided a sample of existing sports tourism facilities in the Jonesboro market to assist ESM in better understanding the region’s sports tourism landscape.

## **Step 6: Develop Validation**

- Based on an analysis of the market area — and the findings of that analysis — Pinnacle validated the proposal to establish the Jonesboro Sports and Aquatics Center.

Research conducted for this study included interviews with the following groups:

- Arkansas Activities Association
- Arkansas Elite Volleyball
- Arkansas Juniors Storm (volleyball)
- Arkansas Revolution FC
- Arkansas Soccer Association
- Arkansas State University
- City Stars Soccer
- Jets Aquatic Club
- Jonesboro Baseball Boosters
- Jonesboro High School & AAU Basketball
- Jonesboro Parks & Recreation
- JTown Juniors & Nettleton High School Volleyball
- Memphis Metro Volleyball
- Royal Family Travel Basketball
- USA Field Hockey
- USA Pickleball Association: Justin Maloof, COO
- USA Softball of Arkansas/Jonesboro Parks & Recreation
- USA Swimming – Arkansas Swimming
- USA Volleyball – Delta Region
- Valley View High School
- Zero Gravity Basketball



# Methodology

The methodology employed by Pinnacle in conducting this market feasibility study includes a review of quantitative and qualitative data from local and regional sources.

## **Quantitative Data**

This review included a search of primary and secondary sources to define the Jonesboro market relative to the stated objectives and to provide lines of inquiry for the next stage of qualitative research.

Specifically, the quantitative research phase gathered information on local and statewide usage of venues by sports and recreation groups, as well as a demographic study of the defined market.

Additional data yielded insight regarding local and regional sports activity trends. The quantitative research provided the following information:

- National, regional and local trends in sports participation
- Trends in size and type of indoor sports facilities in similar communities
- Disposable income/recreational spending patterns by local user groups

Research began within the local market, examining current sports-related user groups and municipal organizations, as well as statewide sports groups outside the immediate area. The information obtained allowed for assessment of the area's facility needs and projected participation patterns.

A wider national and regional data search using Internet sources, industry websites and publications, plus personal contacts, was included to evaluate the potential draw for special events such as tournaments and other activities. National and regional sports and recreation groups were identified and inventoried based on the organizations' number of participants, current activities, facility utilization and participation statistics.

Additionally, local and regional demographics were analyzed using the most recent data from Claritas, based on U.S. Census Bureau data (see "Attachment—Detailed Demographics Reports" for background).

### **Qualitative Data**

Qualitative data research seeks to provide information beyond facts, such as personal descriptions/observations, user group intentions and industry trends gathered via personal interactions with potential user groups and area insiders. Focused research was used to explore and understand the real need for (and potential users of) the Jonesboro Sports and Aquatics Center. The qualitative research phase probed the following:

1. Which user groups would benefit from a new indoor sports and recreation facility?
2. Which sports and activities do potential user groups represent?
3. What utilization rate is desired by identified user groups?
4. Which time parameters (hours of day, days of week, times of year) are most desired by user groups for facility usage?
5. What types of venues are needed (synthetic turf, hard courts, aquatics facility)?
6. What size venues are desired/needed by the identified user groups?

To better identify these needs, Pinnacle interviewed representatives of and researched local, statewide and national sports organizations.

Pinnacle associate Jared Carnes visited the Jonesboro market in March, and Pinnacle’s approach to researching groups was via in-person, telephone and email interviews, as well as virtual video calls (via such platforms as Zoom). Pinnacle introduced the purpose of the study and sought comments on personal, organizational and community needs for the facility. For details of these conversations, please see “Exhibit I—Selected Interview Notes.”

Based on the interviews, Pinnacle identified potential proponent groups and determined which ones might be interested — and have the financial capability to play a significant role — in the success of the Jonesboro Sports and Aquatics Center.

Senior and junior staff members participated in the collection and analysis of quantitative and qualitative data.

### **Performance Steps to Assess Feasibility**

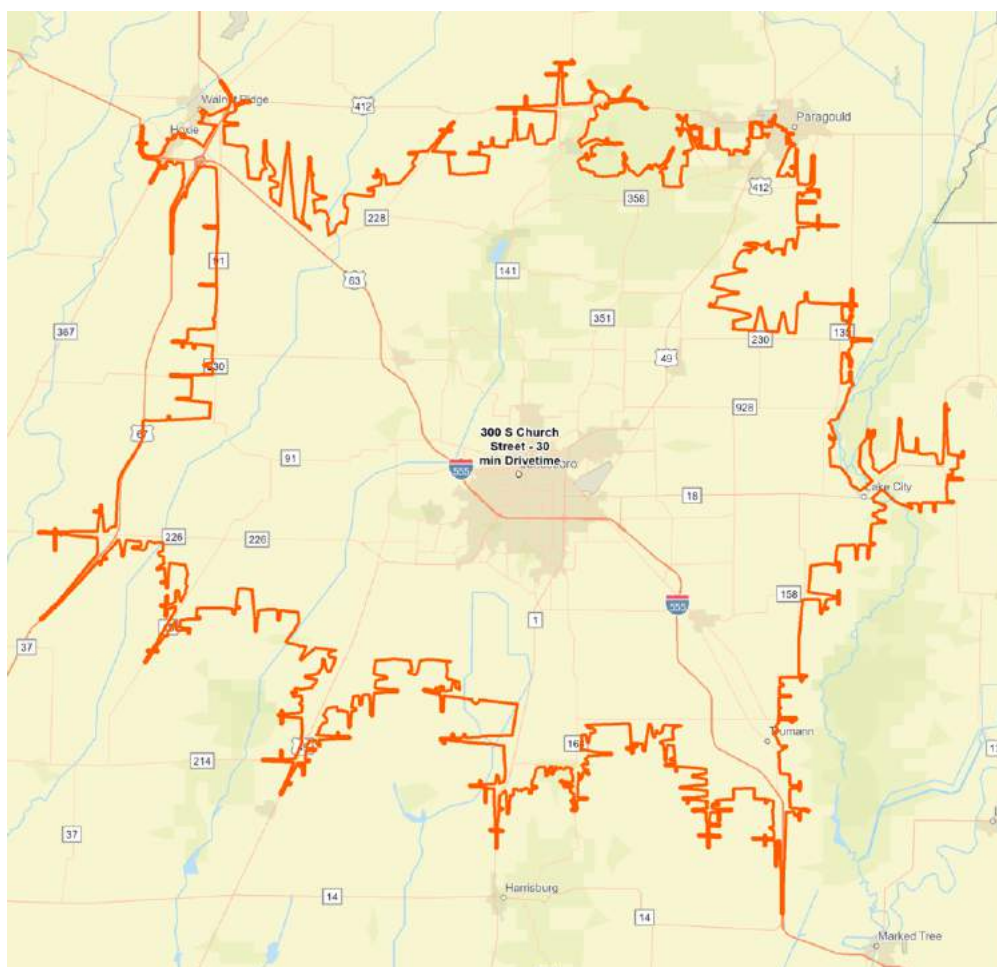
In order to analyze the opportunity for the facility, Pinnacle took three internal steps to assess feasibility. Those steps were:

1. Interview the client to understand the vision and goals.
2. Identify areas in which residents are underserved, based on needs and habits.
3. Analyze existing service providers and events to identify areas of opportunity to attract traffic from outside the immediate market

# Market Area Description

For the purpose of this report, the local market is defined as within a 30-minute radius of 300 S. Church St. in Jonesboro, AR. Weekly programming at the Jonesboro Sports and Aquatics Center would draw from a localized area within the area.

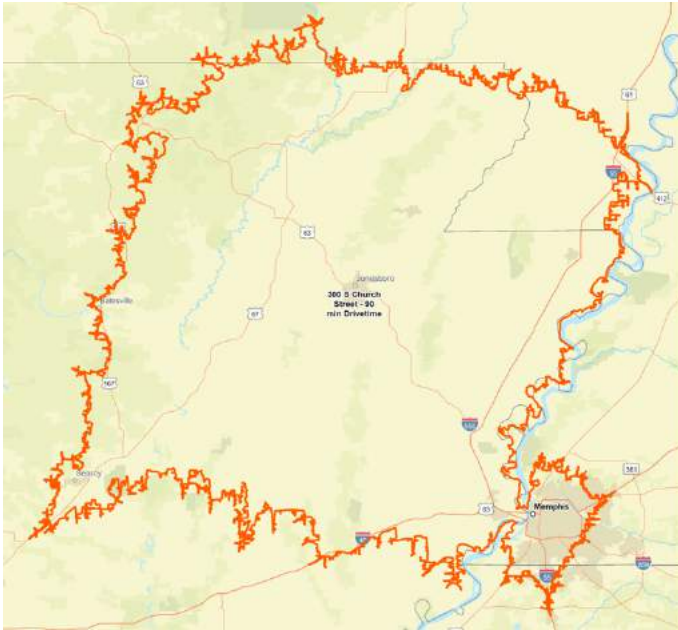
When assessing the regional market, Pinnacle established a radius that encompasses drive times of 90, 150 and 210 minutes from 300 S. Church St. in Jonesboro (see maps on page 16). Certain activities at the Jonesboro Sports and Aquatics Center — including tournaments, clinics and camps — likely would draw from a broader area beyond the local market’s boundaries.



Jonesboro is located in the northeast corner of Arkansas in Craighead County. The city is home to Arkansas State University and is considered the cultural and economic center of Northeast Arkansas. It is the fifth largest city in Arkansas, according to the Jonesboro Advertising & Promotion Commission, and it is centrally located with easy access from the neighboring states of Tennessee, Missouri and Mississippi.



**Regional Area Map (90-minute drive time)**



**Regional Area Map (150-minute drive time)**



**Regional Area Map (210-minute drive time)**



**Climate**

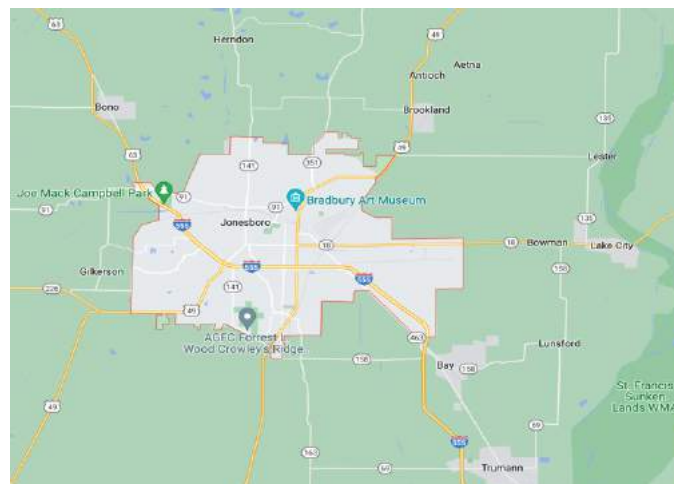
Average temperatures in Jonesboro range from a low of 26 degrees Fahrenheit in January to a high of 91 degrees Fahrenheit in July. The city receives an average of 48 inches of rain and five inches of snow annually (compared to the U.S. average of 38 inches of rain and 28 inches of snow per year).

**Transportation**

Jonesboro is accessible via several major roadways, including Interstate 555, U.S. Highways 49 and 63, and State Highways 18, 91, 141 and 351.

**Travel**

Major communities with sports organizations close enough to visit Jonesboro for regional tournaments and other events include the following:



<u>City</u>	<u>Distance</u>
Trumann	16 miles
Walnut Ridge	24 miles
Newport	42 miles
Osceola	56 miles
Conway	130 miles
Cape Girardeau, MO	153 miles

<u>City</u>	<u>Distance</u>
Paragould	23 miles
Pocahontas	39 miles
Kennett, MO	54 miles
Memphis, TN	70 miles
Little Rock	131 miles
Jackson, TN	155 miles

**Employment**

According to Jonesboro Unlimited, a private partnership organization dedicated to advancing economic prosperity in the region, the largest employers in the Jonesboro market include St. Bernards Healthcare, Arkansas State University, NEA Baptist Health System, Wal-Mart Super Centers, Jonesboro Public Schools, Nettleton Public Schools and the City of Jonesboro.

**Unemployment**

Prior to the coronavirus pandemic, the unemployment rate over the past decade in Jonesboro fluctuated from a high of 7.9% in June 2013 to a low of 2.3% in both October 2019 and November 2019. After the pandemic closed nonessential businesses in Arkansas beginning in Spring 2020, the unemployment rate in the area reached 8.6% — eventually dropping to 2.7% by March 2022.

# Demographic Market Analysis

## **General Population**

The population in the designated local Jonesboro market (see map on page 15) is estimated to change from 113,954 to 131,958 between the 2010 U.S. Census and 2022 — a significant increase of 15.8%. Over the next five years, the population is expected to keep climbing by another 3.7%.



By comparison, the U.S. population is expected to increase by 8.3% between 2010 and 2022. That population total is expected to increase by another 3.2% by 2027.

Regional events and tournaments at the Jonesboro Sports and Aquatics Center likely would attract visitors from a larger market area (see maps on page 16). The population within a 90-minute drive time of Jonesboro is estimated to change from approximately 1,081,345 to 1,068,856 between the 2010 U.S. Census and 2022 — a slight decrease of 1.2%. The population is expected to begin bouncing back over the next five years.

The population demographics move in a positive direction for a drive time of 150 minutes (1.3% growth between 2010 and 2022, with an increase of another 1.0% by 2027) and stay roughly the same for a drive time of 210 minutes (0.0% growth between 2010 and 2022, with an additional 0.6% growth by 2027).

## **Age Distribution**

The 2022 median age in the designated local market area is 35.4 years, while the 2022 average age is 37.6 years. In five years, the median age is projected to be 36.6 years.

By comparison, the median age in the United States in 2022 is 39.0, while the average age is 40.0. The U.S. median age is projected to be 40.1 by 2027.

From a sports tourism standpoint, the median age in key regional drive time markets is higher than in the local market: 36.3 (90-minute drive time), 38.1 (150-minute drive time) and 39.1 (210-minute drive time).

## **Ethnic Diversity**

Of the local market’s estimated 2022 population, 77.5% are White Alone; 15.8% are Black or African American Alone; 0.4% are American Indian and Alaska Native Alone; 1.2% are Asian

Alone; 0.1% are Native Hawaiian and Other Pacific Islander Alone; 2.7% are Some Other Race; and 2.3 % are Two or More Races.

Of the estimated United States 2022 population, 69.0% are White Alone; 12.9% are Black or African American Alone; 1.0% are American Indian and Alaska Native Alone; 6.0% are Asian Alone; 0.2% are Native Hawaiian and Other Pacific Islander Alone; 7.2% are Some Other Race; and 3.6% are Two or More Races.

The designated local market’s estimated Hispanic/Latino population is 5.1%, which is lower than the current estimated Hispanic/Latino population of the United States (19.3%). Generally speaking, adult Hispanics utilize indoor sports facilities at a higher-than-average rate for sports such as soccer and futsal.

**Education**

An estimated 15.4% of the local Jonesboro market’s population over age 25 has earned a Bachelor’s Degree, 6.0% has earned a Master’s Degree, 2.4% has earned a Professional School Degree and 1.0% has earned a Doctorate Degree.



By comparison, in the United States, 20.2% of the population over age 25 has earned a Bachelor’s Degree, 9.1% has earned a Master’s Degree, 2.2% has earned a Professional School Degree and 1.5% has earned a Doctorate Degree.

**Income Statistics**

In Jonesboro, the local market’s average household income is estimated to be \$75,469 in 2022, while the average household income for the United States is estimated to be \$103,625.



The local market’s average household income is projected to increase to \$84,033 over the next five years. By comparison, the average household income in the United States is projected to increase to \$116,275 during the same time.

Here are the income projections for the larger regional markets: from \$67,521 in 2022 to an estimated \$75,334 in 2027 (90-minute drive time), from \$77,230 in 2022 to \$84,846 in 2027 (150-minute drive time) and from \$73,199 in 2022 to \$80,330 in 2027 (210-minute drive time).



## Market Area Demographic Summary

In assessing the market potential for the Jonesboro Sports and Aquatics Center, Pinnacle looked at several key demographic factors:

- Population size and growth:** The local population has increased considerably over the past 12 years, and Jonesboro continues to grow. The population growth within regional drive times is not quite as significant as within the local market, but the population is expected to increase in most designated drive time areas. With increasing regional population comes the expectation of new facility participants being added to the market annually. This is a positive factor in determining the market’s sports tourism opportunities.
- Age:** User statistics in other communities indicate that younger populations are more likely to participate in programs at indoor sports facilities. The median age in the local market and most key regional markets that the facility would serve skew younger than the national median age of 39.0. An average or below-average median age typically suggests there is a greater percentage of children and young adults (key age segments for sports and recreation ) in the market. Operators of the Jonesboro Sports and Aquatics Center will need to leverage those age demographics by attracting local and regional youth sports groups.
- Household income:** The average annual household income in the local and regional Jonesboro markets is less than the national average of \$103,625. Pinnacle typically expects markets with average to above-average household income levels to include residents with more discretionary income to spend on sports and recreation. In this case, price points for user groups at the Jonesboro Sports and Aquatics Center will need to be reasonable and in line with those at other facilities in the market.

This chart highlights key demographic factors associated with a sports/recreation facility:

Key Demographic Factors (Jonesboro, Arkansas — 2022)				
Category	30 minutes	90 minutes	150 minutes	210 minutes
Total population	131,958	8,172,381	15,220,947	26,353,681
5-Year Projected Growth	+ 3.7%	+ 0.5%	+ 1.0%	+ 0.6%
Median Age	35.4 years	36.3 years	38.1 years	39.1 years
Average Household Income	\$75,469	\$67,521	\$77,230	\$73,199

Most key demographics in the Jonesboro market are ideal when compared with other communities that support regional and local indoor sports and recreation facilities. Additionally, the Jonesboro Sports and Aquatics Center has other factors working in its favor — including demand for additional indoor space for court sports, turf sports and aquatics, as well as several youth sports travel teams in the area. Local programming during non-tournament times will be critical to the long-term success of the facility. This is why a team of experienced professionals will need to oversee daily operations and promote it to various organizations.



### **Comparative Market Analysis**

Pinnacle compared Jonesboro to four other cities east of the Mississippi River with similar demographics. These cities also have existing indoor sports facilities that host tournaments and events.

The chart below highlights key demographic factors associated with those cities and how Jonesboro stacks up next to them.

<b>Key Demographic Factors (2022)</b>					
<b>Category</b>	<b>Jonesboro, AR</b>	<b>Conway, AR</b>	<b>Kingsport, TN</b>	<b>Waukesha, WI</b>	<b>Hoover, AL</b>
Total Population	131,958	58,908	259,450	70,718	81,619
5-Year Projected Growth	+ 3.7%	+ 2.8%	+ 3.6%	+ 2.4%	+ 3.2%
Median Age	35.4 years	30.7 years	38.2 years	39.0 years	39.4 years
Average Household Income	\$75,469	\$76,736	\$96,423	\$95,411	\$127,176

Most key demographics in the Jonesboro market are in line with those in other comparable cities. Conway, AR, located about two hours southwest of Jonesboro, offers indoor assets similar to the Jonesboro Sports and Aquatics Center, while the Hoover (AL) Metropolitan Complex includes both indoor and outdoor facilities. Kingsport, TN, meanwhile, features an indoor aquatic center with a 50-meter, eight-lane competition pool similar to the Jonesboro Sports and Aquatics Center. Finally, Waukesha, WI, (located near Milwaukee) is home to a large indoor hard-courts complex.



## Three Facility Business Models: Sports Tourism vs. Rental vs. Programming

The business model of the Jonesboro Sports and Aquatics Center should feature a flexible and diverse year-round programming mix focused on the ability to generate income. This section of the report explores the advantages and disadvantages of three primary revenue sources: sports tourism vs. rentals vs. programming.

In order to achieve financial goals, the facility will need to capitalize on opportunities to generate revenue via rental arrangements and in-house programming. Organizations that rent the facility will use the same spaces as other groups but in different ways that will require separate programming, time and inventory requirements, and revenue generation.

The facility's business model also should include a flexible, year-round program designed to attract visitors from throughout the region in an effort to generate economic impact through sports tourism.

Successful facilities focus on generating revenue from a mix of local and regional sources. This can be challenging, because although the same spaces will be used for both local programming and sports tourism purposes, the ways in which each business segment is developed, their time and inventory requirements, and how they generate revenue for the facility and the community are quite different.



Pinnacle-developed facility

### **Sports Tourism Model**

A sports tourism model is based on generating revenue — and, more importantly — creating economic impact through direct spending in the community by attracting teams, spectators and out-of-town visitors. There are two primary components of the sports tourism model: creating in-house tournaments and events and outsourcing existing tournaments and events. What follows are more details about each:

- **In-house tournaments** are hosted by the facility and require a significant amount of time, energy and human resources to develop and execute. Each event must be marketed effectively, and staff members must register teams, secure hotels, train volunteers, hire officials, oversee play and more. That means that, while significant revenue can be generated, the cost of doing business is high. It also should be noted that in-house tournaments and events can take multiple years to grow. They typically do not turn a profit or generate significant economic impact until at least the third year.

Facilities with a sports tourism business model typically require an annual operating subsidy, because events that generate economic impact provide one-off revenue streams and take place a limited number of times each year. Yet they still require facilities that are overbuilt for the local market. For facilities that pursue sports tourism for economic impact purposes, room nights, direct spending and new tax revenues generated from events are viewed as an attractive return on investment that is driven by spending at hotels, restaurants, retail stores and other local businesses.

- **Outsourced tournaments** require much less work on the part of the facility operator, because facility assets are rented to a tournament provider that oversees registering participants, securing hotels and running all aspects of the event. Additionally, outsourced tournaments often provide greater immediate economic impact, because they are not first-year events and already have an established reputation among travel teams.

That said, while the facility's staff is alleviated of overseeing the entire tournament, the facility also likely will generate less revenue. With outsourced tournaments, team registration fees and other revenue streams such as hotel rebates and gate fees always go to the rights holder. What's more, with rental arrangements, a facility operator has minimal control over event quality and patron experience.

### **Rental Model**

A rental model is necessary to ensure maximum revenue generation and keep the facility consistently occupied during weekdays, weeknights and other times when it is not hosting tournaments or other events.

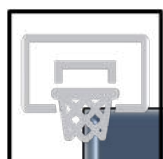
That said, the rental model has several drawbacks that facility operators need to know. A rental model alone (without a sports tourism or local programming component) is insufficient to cover

a facility’s annual capital and operational expenses. Additionally, the rental model restricts the management team’s ability to maximize program scheduling, because outside programmers and organizations usually seek primetime hours. Finally, with rental arrangements, a facility operator has minimal control over program quality and patron experience.

**Local Youth and Adult Programming Model**

The local programming model is designed to position the Jonesboro Sports and Aquatics Center as a year-round sports hub for local residents — serving as a community asset that provides sports, recreation and youth development services. This can be achieved by combining in-house programming options with existing ones in the community and partnering with such outside organizations as athletic associations and coaches. Forging partnerships with individuals and groups that have the ability to bring existing teams and other user groups to the facility will help ensure that the facility hosts multiple activities and caters to a wide range of community residents.

The programming model for the Jonesboro Sports and Aquatics Center could include instructional classes, clinics, camps, tournaments, club teams and other programs for any or all of the following activities:



- Indoor Basketball Recreational and Competitive Leagues
- Indoor Basketball Camps
- Indoor Basketball Clinics
- Indoor Basketball Tournaments
- Indoor Volleyball Leagues
- Indoor Volleyball Clinics
- Indoor Volleyball Camps
- Indoor Volleyball Tournaments



- Indoor Soccer/Futsal Recreational and Competitive Leagues
- Indoor Soccer/Futsal Clinics
- Indoor Soccer/Futsal Camps
- Indoor Soccer/Futsal Tournaments
- Indoor Flag Football Leagues
- Indoor Flag Football Clinics
- Indoor Flag Football Camps
- Indoor Flag Football Tournaments



- Indoor Baseball/Softball Training
- Indoor Baseball/Softball Camps
- Indoor Baseball/Softball Clinics
- Swimming Lessons
- Swim Teams
- Swim Meets/Clinics
- Youth Programming
- Corporate and Group Events
- Summer (General) Camps (Full & Half Day)
- Sports Performance Training
- Birthday Parties



## **Business Model Recommendation**

While all three types of business models are necessary, Pinnacle recommends a facility program mix that emphasizes internal/in-house programs over rental/outside service-provider programs for the following reasons:



### **Greater Control of the Business**

In-house programming allows the facility to control all aspects of the products and services offered within the facility. It also gives staff decision-making authority regarding the creation and execution of all programs. Additionally, the facility will rely less on outside individuals or groups renting the facility — thereby strengthening its own ability to offer best-in-class services to patrons.



### **Enhanced Customer Service**

All programs at a given facility reflect on that facility and impact patron perception. If a program run by an outside organization fails to meet customer expectations, the facility will become part of that bad experience. On the other hand, internal programs allow for control over the quality of a customer’s experience.



### **More Revenue Generation**

A business model that prioritizes internal programming helps develop and grow programs, thus increasing the amount of revenue generated on an hourly basis. With proper investment in — and development of — in-house programs, the facility will generate significantly higher levels of revenue than a rental model.



### **Cross-Marketing Opportunities**

In-house programming helps build an extensive internal database of patrons by allowing for the capture and retention of key customer contact information — which can, in turn, be used to effectively cross-market new programs to current customers.



### **Schedule Maximization**

With an in-house program model, management can dictate the days and times programs are run — thereby maximizing facility use.

# Sports Tourism Industry

## Travel, Accommodations and Expenditures

U.S. sports travelers, event organizers and venue operators spent \$45.1 billion in 2019 — generating \$103.3 billion in direct, indirect and induced business sales, according to the Sports Events and Tourism Association (Sports ETA, formerly the National Association of Sports Commissions). That total includes transportation, lodging and food/beverage purchases.



Pre-pandemic, that figure had been on the rise for the past several years. During that time, more organizations than ever also entered into event ownership — thus increasing demand for spaces to accommodate those events. As of Spring 2021, sports tourism was on the rebound in many destinations, as events and participants returned to sites throughout the country.

Below is additional information regarding the scope of the sports tourism industry, courtesy of Sports ETA:

- Nearly 180 million people traveled to a sports event in the United States in 2019, either as a participant or a spectator — generating more than 69 million room nights.

**Sports-related travel spending and annual growth**  
Amounts in billions of nominal dollars and year-over-year percentage growth



Source: Sports ETA, Longwoods International, US Travel Association, Tourism Economics

*(Graphic courtesy of Sports Events and Tourism Association)*

- More than 739,300 jobs were sustained by sports tourism in 2019 — including 410,700 direct and 328,600 indirect and induced jobs.
- Sports tourism generated \$14.6 billion in tax revenues in 2019, with \$6.8 billion accruing to state and local governments.
- Between 2015 and 2019, sports tourism spending increased 16.7%.
- The number of individual sports travelers that stayed overnight grew by 1.4 million to 96.4 million in 2019.
- On average, 38% of all destinations owned an event in 2019.
- Mid-sized markets and vacation destinations dominate the youth and amateur sports tourism industry. This is because large markets are sometimes constrained by space and competing interests, while small, isolated markets are sometimes constrained by infrastructure.
- Successful sports tourism destinations, regardless of the size of the market, commit to high quality, expertly maintained facilities that are professionally managed with operational excellence as a top priority.



Source: Tourism Economics

(Graphic courtesy of Sports Events and Tourism Association)

## **Leveraging the Sports Tourism Market**

When attempting to leverage sports tourism opportunities, it is critical to keep in mind the following destination- and operational-related elements that contribute to overall success:

### **Destination Elements**

- **High-quality facilities and assets:**

Without desirable facilities, no community will thrive as a youth and amateur sports tourism destination. The increasing number of competitive destination facilities has made quality amenities more important than ever. Food and beverage services, on-site entertainment options for siblings and other support features also can provide facilities with a competitive advantage.

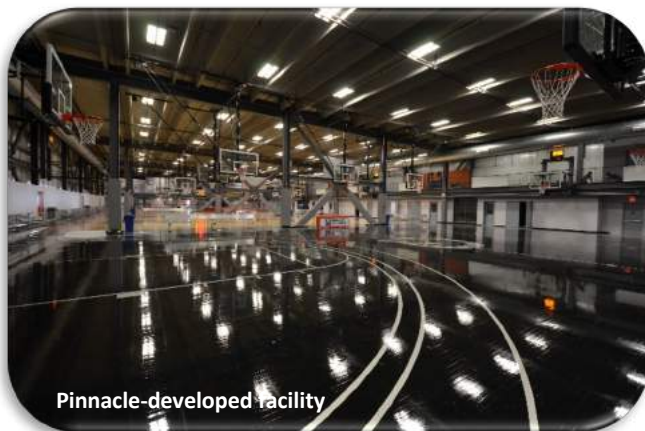


- **Wide array of local amenities:** Outside of the facility itself, travel team participants and their families base their decisions to attend events in a specific market (at least in part) on lodging, dining and entertainment options. For teams traveling regularly, the ability to choose from among known brands and affordable options is important. On the hand, teams that travel less frequently want to make the most of their tournament trip by having access to a variety of unique and exciting lodging, dining and entertainment options.
- **Strength of competition offered:** Travel tournaments are popular with participants because of the opportunity they provide to compete against unfamiliar teams. Tournaments offering a mix of teams from a wide geographical area and offering a well-defined competitive-level structure are the most capable of drawing teams — and bringing them back year after year.
- **Cost:** Affordability continues to be a major factor in how coaches, parents and participants determine which events to attend and how many times per year to travel. The increasing number of competitive events and the expansion of traditional seasons have further increased the need to be cost-conscious when selecting events.
- **Destination reputation:** Establishing and maintaining a reputation as a desirable and memorable place to visit is critical to attracting and retaining events and participants.



### **Operational Elements**

- **Strong programming emphasis:** In order to successfully attract, host and retain events and participants, successful facilities must be designed with event operations and participant satisfaction in mind. The increasing competitiveness of the market demands that facility operators keep pace with what users want.



- **Dedicated marketing and sales personnel:** With so many communities and facilities seeking to leverage the sports tourism boom, it is imperative to dedicate staff and financial resources to marketing and selling opportunities. While organizational structures and budgets vary significantly from location to location, all successful destinations have some level of dedicated personnel and money available to secure business.
- **Commitment from management:** Just as successful venues dedicate resources to marketing and selling the facility to tournament and event organizers, facility operators also must have a dedicated and specialized management team to establish and maintain the facility's reputation.
- **Effective partnerships:** The youth and amateur sports tourism industry consists of a variety of levels of competition, governing bodies, rules of play and more — all of which means that this increasingly mature industry features an environment in which it can be difficult to build new events. This necessitates collaboration with tournament and events rights holders to attract existing events, develop new ones and maximize visitation and economic impact during the early years of operation.
- **Balance of activities:** More often than not, financially sustainable facilities feature a balance of tournaments and events with local leagues, camps, clinics and other community-based activities. To achieve an optimal balance, facility operators must educate all stakeholders and communicate all purposes and intents, as well as schedule sport tourism tournaments and events on a regular and ongoing basis.

As a supplement to the factors detailed above, the following pages provide details of a recent study undertaken to “determine the most salient site selection factors perceived by representatives of organizations who hold the rights to sporting events.” A secondary purpose of the study was to “examine satisfaction levels of rights holders and the intent to return their sport event to a particular destination.”

### **Sports Event Site Selection Considerations**

*“In the late 1980s, approximately 30 cities were competing to host sporting events. When the National Association of Sports Commissions formed in 1992, it had 15 members. Today, more than 700 tourism bureaus, sports commissions, convention facilities, event owners and other organizations are members of the association. The competition has expanded, but the number of events has more than kept pace. In other words, there is room in the sports industry for facilities that can accommodate competitions of all kinds. It’s a facilities-driven business. The most important element is facilities.”*

— **Don Schumacher, Former Executive Director  
National Association of Sports Commissions**

*“Participatory sporting events have become big business for cities around the country. Youth baseball tournaments, cheerleading competitions, gymnastics meets and half-marathons attract out-of-town athletes along with their families and friends, who generate revenue for the host site and the community by spending money on hotels, restaurants, entertainment and shopping. Although the weak economy has curtailed vacation plans for some families, travel to amateur sporting events remains strong nationwide. Parents whose son or daughter is scheduled to play in an out-of-town tournament will find a way to pay for the trip.”*

— **Katherine Jackson, Writer  
Virginia Town & City**

To compete with established competitors, it is important to understand what drives the decision of large sport associations and events directors when choosing a facility.

A few years ago, James Madison University and the University of Louisville submitted the “Site Selection Study of NASC Event Rights Holders” to the National Association of Sports Commissions. The recommendations below are highlighted in the NASC report and should be emphasized when recruiting, servicing and retaining events.

### **Most Important Site Selection Factors**

Based on the mean scores of all study respondents, the five most important site selection factors were as follows:

1. The event facilities are available when required.
2. The destination provides suitable competition facilities.
3. The host organization is supportive.
4. The event facilities are affordable.
5. The suitable accommodation is affordable.

Let's break down each of these factors:

1. The event facilities are available when required.

As a new venue, the facility will have the advantage of being able to plan for large sporting events in advance of opening. The facility also will have the additional advantage of space for multiple sports and uses, which can be configured as needed depending upon the sport and event requirements. A professional sales staff and experienced operations staff are necessary to seek out and procure the largest — and most lucrative — future events.

2. The destination provides suitable competition facilities.

As a new venue, the facility can plan to install the most current, top-of-the-line surface and equipment. Proper maintenance and upkeep should keep the facility at the top of most event planners lists for many years to come. Planning for correct field sizes, preferred surface type, safe equipment, and ample player and spectator areas will ensure that all selection criteria can be met for all potential user groups.

3. The host organization is supportive.

Hiring experienced sales and operational staff will help ensure that event planners' expectations are met or exceeded. Ongoing communications, documented internal operating procedures, and coordination of event staff, facility staff and local service providers will help demonstrate the facility's support of the event.

4. The event facilities are affordable.

Affordability is based on both comparisons with facilities offering similar venues and comparisons of the amenities and services at other facilities. Not all event organizers simply choose the cheapest option; all of the factors listed in this study contribute to the analysis of cost/benefit factors. The facility's sales staff is responsible for providing a favorable cost/benefit analysis and keeping track of the competition's pricing and service offerings.

5. The suitable accommodation is affordable.

At least two hotels should be near or attached to a new site.

### **Site Selection Factors That Predict Satisfaction**

A second purpose of the James Madison University-University of Louisville/NASC study was to determine which event-site characteristics best predicted whether a representative of the organization was satisfied with the destination. The findings suggest that facility layout, facility availability and past performance are all significant and positively correlated with an event-rights holder's satisfaction with the destination selected.

Let's break down each of these factors:

#### **1. Facility Layout**

The design process is only limited by imagination and finances. Designated land ensures proper spacing, traffic flow, and player and spectator areas.

#### **2. Facility Availability**

As previously indicated, experienced sales and operational staff should be engaged and able to work together to plan for upcoming events with special needs or atypical schedules. Repeat events can be contracted and scheduled with multiyear contracts for more accurate and effective long-range planning.

#### **3. Past Performance**

With little or no past performance, a new facility would benefit by not having a poor prior performance with any large event or organization. On the other hand, organizations also might be wary of a facility with no past performance and question whether or not the facility's staff will have the experience or resources to execute a large-scale, high-profile event. Hiring experienced staff members who bring their own successful credentials to the facility will help tame potential objections.



### **Site Selection Factors That Predict Return Intent**

Yet a third purpose of the study was to determine which event site characteristics best predict whether a representative of the organization intended to return to a selected destination for a future event. The findings suggest that hotel security, facility layout, facility availability, destination reputation, destination safety, past performance and event security are all significant and positively correlated with the intent to return.

It is not just enough to secure an event; a facility will have to prove itself worthy of repeating that event by showcasing it has the capability and resources to execute events at a national level to ensure repeat business.

Let's break down each of these factors:

#### **1. Hotel Security**

While some factors may appear to be out of the facility's control, hotel security should be considered when making future recommendations to outside groups traveling to the facility for tournaments, training and other activities. Working with the area's convention and visitor's bureau, a facility can research hotels/motels with safe and secure reputations and speak with operators of those facilities in advance of the event to share information about the ages, demographics and other pertinent data about the groups traveling to participate in the specific event.

#### **2. Facility Layout**

As noted earlier, the ideal facility's layout will take advantage of ample space and up-to-date facility amenities to appeal to a variety of events and event planners.

#### **3. Facility Availability**

Facility availability will be managed by the facility's employees, who preferably are experienced sales and operations professionals.

#### **4. Destination Reputation**

Event participants and organizers will evaluate the reputation of the destination facility and the surrounding community.

#### **5. Destination Safety**

This can be a giant asset to a new facility — especially if measures are taken in advance to beef up area police and security patrols around the facility and hotels that will be used for sports event participants. A communications plan to alert local authorities of upcoming sporting events, dates, and locations of events and host hotels can be included in event marketing materials.

## 6. Past Performance

There are pros and cons to having little to no past performance as a new sports facility; see previous notes above.

## 7. Event Security

Event security often is left to the discretion of the facility and event staff. Specific security personnel, as well as trained part-time and salaried staff, will aid in the security preparation and operations of the facility. An emergency plan and a security plan should be in place and discussed and practiced on a consistent basis.



Pinnacle-developed facility

## Local Sports Tourism Market Overview

The Jonesboro Sports and Aquatics Center would attract visitors year-round, especially during colder or shoulder-season months when hotels and restaurants typically need increased revenue. This also would benefit the local economy by keeping residents employed all year long.

A need (or desire) exists both regionally and nationally for a high-quality, large multipurpose indoor sports and recreation venue to host court sports, mat sports, aquatics events and other indoor sports activities. Regional and national sports groups and associations exclusively interviewed as part of this study included:

- USA Field Hockey
- USA Pickleball Association
- USA Swimming/Arkansas Swimming
- USA Volleyball/Delta Region



- ***We need an Olympic-size swimming pool in the State of Arkansas, because right now we don't have any.***  
— USA Swimming/Arkansas Swimming

Residents of the Jonesboro region understand the ins and outs of tourism and know how to make tourists feel welcome. Sports organizations interviewed for this study were excited about the possibility of enhancing their events via the close proximity of area hotels and other attractions. While area hotels are almost always full during the busy summer months, there will be times during the year when the Jonesboro community could use additional tourism dollars to help supplement slow offseason months — and even keep some businesses open all year.

This is why it's critical that the Jonesboro Sports and Aquatics Center be open all year and serve as a tie-in with other area attractions to help create sports tourism opportunities. A multisport emphasis targeting the court sports of basketball and volleyball, swim meets, and the mat sports of wrestling, cheer and dance is most needed. The addition of such a facility has the potential to positively — and significantly — impact the local economy.

There are several times of year when the Jonesboro Sports and Aquatics Center would help attract additional hotel and restaurant business to the market. However, in order to be self-sustaining, the facility would need to stay busy and generate revenue the entire year.

Therefore, if the Jonesboro Sports and Aquatics Center is developed, there must be sufficient lodging options available during busier times in order to sustain a consistent sports tourism business.

- ***With more courts in the Jonesboro area, we could double the number of active clubs in two years.***

— USA Volleyball/Delta Region



Jonesboro offers more than 20 hotels and inns, for a total of approximately 1,200 rooms, according to Pinnacle’s research. What follows is a selection of major lodging in the area:

**Lodging**

- Baymont by Wyndham
- Best Western Plus
- Candlewood Suites
- Comfort Inn and Suites
- Courtyard by Marriott
- Days Inn
- Econo Lodge
- Embassy Suites
- Fairfield Inn
- Fairview Inn & Suites
- Hampton Inn
- Hilton Garden Inn
- Holiday Inn
- Jonesboro Inn and Suites
- Lexington Suites
- Motel 6
- Red Wolf Inn
- Residence Inn by Marriott
- Scottish Inns
- Super 8 by Wyndham
- The Haven Hotel

There also are several restaurants and attractions in the market.

Dining options: <http://www.tourjonesboro.com/eat.html>

Area attractions: <http://www.tourjonesboro.com/play.html>

The Jonesboro Sports and Aquatics Center would significantly contribute to local economic impact, thanks to the close proximity of hotels and other lodging, a variety of dining options, retail establishments, area attractions, gas stations and other businesses — all of which would make the destination more attractive to tournament and event organizers, as well as out-of-town participants.



# Recreational/Competitive Sports Communities

Between 2014 and 2019, the number of Americans active in a variety of sports — including team sports, fitness sports, outdoor sports and individual sports — increased, according to the Sports & Fitness Industry Association’s 2020 Topline Report.

That national data is in line with what’s happening in the Jonesboro market, based on Pinnacle’s interviews with representatives from local, regional and national sports communities. Response to the Jonesboro Sports and Aquatics Center has been positive. Here is a sampling of comments received:



- *This community is in need of a sports complex to keep youth active and to expand sports and recreation programs in the Jonesboro area — especially as the area’s population continues to grow.*

— Jonesboro High School

- *The vision for building a complex where people would come to us is amazing. This complex also would expose local kids to more college coaches to help them further their careers. In short, it would provide opportunities to kids that do not currently exist.*

— Arkansas Juniors Storm



- *Jonesboro needs a complex like this. Not only would it be great for the community, but with the hotels and restaurants in the area, it would be great for large events. If this happens, Jonesboro could host a tournament or event every weekend.*

— Arkansas High School Activities Association

Multiple sports communities exist within the target market study area. What follows is a synopsis of several of them.

## **Basketball**

Basketball is one of the most popular sports in the United States, where the Amateur Athletic Union (AAU) is the largest organizing body for youth basketball. AAU oversees organizations in several sports, with 700,000 members and more than 150,000 volunteers. AAU basketball tournament season typically runs from March through August.



Youth competitive basketball in Jonesboro is mostly year-round, and while tournaments and leagues can be AAU-sanctioned, most recreational leagues are not. The most sought-after tournaments, which derive the most revenue, are college showcase tournaments at which college recruiters scout future talent.

In Jonesboro, there are approximately 10-12 travel basketball clubs — each with about one to three teams. There also are boys' and girls' high school teams, as well as middle and elementary school teams. While high schools generally have enough gymnasium space, elementary school teams do not; players are being cut as a result of lack of space, according to representatives of local basketball programs.

One popular travel league, Royal Family Travel Basketball (which also recently started a travel football club), hosts three basketball tournaments and two showcases per year. They attract between 40 and 100 teams, utilize between 8 and 15 courts, and more than half of the participants stay overnight. A representative of the club told Pinnacle the organization would consider utilizing the Jonesboro Sports and Aquatics Center for those events — potentially expanding its offerings to include hosting two tournaments per month year-round.

Additionally, if the complex comes to fruition and includes hardwood courts and enough seating capacity (800-2,200), a representative of the Arkansas High School Activities Association told Pinnacle that the organization potentially would host its state-level basketball events at the Jonesboro Sports and Aquatics Center.

At least one basketball tournament promoter also expressed interest in the facility's potential. Zero Gravity Basketball, a tournament operator with events in 41 states including Arkansas, suggested bringing tournaments to the Jonesboro Sports and Aquatics Center if it features eight to 20 basketball courts. A representative of the company told Pinnacle he would consider hosting 12 two-day events/tournaments per year at the facility in the spring and fall. Additionally, he would consider running two volleyball events in the winter and entering into a contractual arrangement to guarantee space and reduce the hourly cost of activities.

***Jonesboro is the mecca of youth athletics in this state. To have a centrally located facility to showcase youth sports in this area would be huge for the city. It also would help attract large, competitive tournaments and events to the area.***

### — Royal Family Travel Basketball

#### **Adult Basketball**

The presence of new indoor hard courts in the Jonesboro market likely would generate increased interest in adult basketball leagues. Although adult basketball is relatively unorganized, indoor leagues operate year-round and theoretically could provide a small but consistent form of ancillary revenue for the Jonesboro Sports and Aquatics Center, supplementing revenue generated by youth basketball programming. Adult basketball teams also can play later at night than youth teams, providing increased scheduling opportunities; they should not, however, be considered a large revenue stream.

See attached “Exhibit I—Selected Interview Notes” for more information on basketball.

#### **Basketball Summary**

Basketball is popular in Arkansas, and there is demand for additional basketball courts in Jonesboro. A facility configured to accommodate eight to 12 basketball courts likely would not only attract tournament operators but also serve the local community’s needs. In fact, presuming the Jonesboro Sports and Aquatics Center is built, at least one event promoter has already indicated interest in bringing tournaments to it.

Additionally, youth basketball — like so many other sports — is experiencing space crunches during the prime basketball season. Based on the local demand for courts by basketball groups and volleyball groups, Pinnacle believes the addition of new hard-court space would be met with enthusiasm.

With the proper design and line placement to accommodate multiple sports in one area — along with optimization of scheduling — the Jonesboro Sports and Aquatics Center likely would be utilized throughout the year. Partnering with a well-known, reputable basketball program would help ensure additional basketball opportunities via year-round lessons, camps and clinics.

#### **Volleyball**

USA Volleyball is the national governing body for competitive youth club volleyball in the United States, with more than 325,000 members and an estimated 5,300 clubs. The organization’s growth corresponds with the opening of more specialty and multisport facilities — similar to the Jonesboro Sports and Aquatics Center — capable of accommodating court sports in communities around the country.

The Delta Region is the statewide affiliate of USA Volleyball in Arkansas, northern Mississippi and part of Tennessee. It counts about 8,500 members in Arkansas, with about 700 members (six clubs/400 athletes) in Northeastern Arkansas. A representative of the Delta Region told Pinnacle that with more court availability, the number of clubs in the area could double within two years. The region often hosts events at facilities with 6-8 courts, paying rental fees that range from \$25 per hour per court up to \$8,000 for eight courts during a two-day tournament. The region’s representative indicated interest in hosting two events per month at the Jonesboro Sports and Aquatics Center between January and April.



Volleyball is widely considered to be one of the most developed and popular sports in the Jonesboro market for girls; boys’ volleyball has not gained traction in the area, although sand volleyball is increasing in popularity. Representatives of the sport expressed a need for a centrally located facility with multiple volleyball hard courts, as well as sand courts.

In Arkansas, club season can run from late fall into June. Active clubs in the area include Arkansas Junior Storm (the largest in the area, with 23 teams), Arkansas Elite (11 teams) and JTown Juniors (7 teams). Teams train at community centers and schools, paying rental fees as low as \$10 per hour per court. Club representatives told Pinnacle an ideal facility would include 12-24 courts, and they would likely utilize it for tournaments, leagues and rentals.

One club representative noted that volleyball clubs make their travel decisions based on ease of access to the destination and proximity to hotels and restaurants — adding that Jonesboro would be a bigger draw for teams if the facility would run events hosted by reputable clubs with high-quality teams participating. The Delta Region representative added that Jonesboro would be a regional draw especially for teams from Northern Mississippi, Greater Memphis, Little Rock, Conway and Southeast Missouri.

***This complex is 100% needed. It will allow the city to capitalize on the local teams leaving Jonesboro to travel somewhere else.***

**— Arkansas Elite Volleyball**



### USA Volleyball Participation Growth: 2016-17 & 2017-18

Region	2017-18	2016-17	% Growth	Region	2017-18	2016-17	% Growth
Aloha Region (AH)	3,005	3,167	-5.1%	Keyston Region (KE)	8,070	7,483	7.8%
Alaska Region (AK)	1,010	1,085	-6.9%	Lakeshore Region (LK)	2,297	2,010	14.3%
Arizona Region (AZ)	10,266	9,912	3.6%	Lone Star Region (LS)	20,110	19,897	1.1%
Badger Region (BG)	15,698	14,895	5.4%	Moku O Keawe Region (MK)	1,408	1,292	9.0%
Bayou Region (BY)	3,533	3,194	10.6%	Northern California Region (NC)	19,893	19,861	0.2%
Columbia Empire Region (CE)	7,223	7,410	-2.5%	New England Region (NE)	12,064	11,812	2.1%
Chesapeake Region (CH)	10,204	10,020	1.8%	North Country Region (NO)	23,488	21,376	9.9%
Carolina Region (CR)	11,332	10,814	4.8%	North Texas Region (NT)	14,481	13,433	7.8%
Delta Region (DE)	6,492	5,683	14.2%	Old Dominion Region (OD)	4,529	4,474	1.2%
Evergreen Region (EV)	6,356	6,343	0.2%	Oklahoma Region (OK)	3,867	3,532	9.5%
Florida Region (FL)	14,360	14,669	-2.1%	Ohio Valley Region (OV)	23,775	22,839	4.1%
Gulf Coast Region (GC)	2,752	2,565	7.3%	Palmetto Region (PM)	4,813	4,528	6.3%
Garden Empire Region (GE)	11,214	10,613	5.7%	Pioneer Region (PR)	5,276	5,150	2.4%
Great Lakes Region (GL)	16,055	16,797	-4.4%	Puget Sound Region (PS)	6,940	7,699	-9.9%
Great Plains Region (GP)	4,663	4,907	-5.0%	Rocky Mountain Region (RM)	8,509	8,105	5.0%
Gateway Region (GW)	8,808	8,743	0.7%	Southern California Region (SC)	24,667	24,522	0.6%
Heart of America Region (HA)	15,748	15,355	2.6%	Southern Region (SO)	11,334	11,147	1.7%
Hoosier Region (HO)	3,531	3,432	2.9%	Sun Country Region (SU)	6,644	6,420	3.5%
Iowa Region (IA)	11,452	11,703	-2.1%	Western Empire Region (WE)	3,278	3,149	4.1%
Iroquois Empire Region (IE)	3,772	3,432	9.9%				
Intermountain Region (IM)	1,983	1,980	0.2%	Totals	374,900	365,448	2.6%

Source: USA Volleyball

#### **Adult Volleyball**

Adult volleyball represents a major programming opportunity in Jonesboro, as one club representative told Pinnacle that some adults travel to Paragould to compete in adult leagues. The majority of adult volleyball programming is recreational, and a new indoor court facility in Jonesboro likely would boost participation in adult volleyball leagues. Adult leagues can operate all year and provide a small but consistent form of ancillary revenue. Adult teams also can play later at night than youth teams, providing increased scheduling opportunities. It should be noted, however, that adult volleyball programming will provide a limited revenue stream.

See attached “Exhibit I—Selected Interview Notes” for more information on volleyball.

#### **Volleyball Summary**

Volleyball in Jonesboro is popular, established primarily via private clubs at the youth level, as well as through school district teams. Private youth clubs are organized to train for tournaments and qualify participants for high school and college play, while local adults are willing to travel to neighboring communities to compete in leagues. If possible, it would make financial sense to attract at least one large youth volleyball club to base all of its training activities at the Jonesboro Sports and Aquatics Center.

There is plenty of demand for volleyball courts, and local volleyball teams and regional volleyball tournament and event organizers would be able to share time and space with basketball programming at the center. The establishment of a facility with multiple courts in a central location would be welcomed by the Jonesboro volleyball community.

## **Soccer/Futsal**

Youth soccer in the United States is highly structured, with the majority of participants registered through the U.S. affiliates of the sport's global governing body, Federation International de Futbol Association (FIFA). The United States Soccer Federation (USSF) delegates authority over youth soccer to the United States Youth Soccer (USYS) and its member organizations. Formed in 1974 with 100,000 participants, USYS now counts more than three million players between the ages of 5 and 19.



Soccer is popular in Arkansas, with multiple competitive levels of play. The USYS affiliate for the target market is the Arkansas Soccer Association, which boasts about 12,000 registered players — with about 10% of them from the Jonesboro area. The association sanctions tournaments and events, as well as coaching education, Olympic Development Programs and other programs. A representative of the Arkansas Soccer Association told Pinnacle the organization would consider partnering with the Jonesboro Sports and Aquatics Center to host some of those programs. He also indicated he believes Jonesboro would be a regional draw for travel soccer teams

Club/recreational soccer in Arkansas is played in the spring and fall, with high school season in the spring. Several high schools in the area have indoor turf and outdoor turf fields of varying sizes. While that fulfills some of the high school teams' field needs, youth clubs often are left scrambling for indoor and/or outdoor space. Active clubs include Arkansas Revolution FC and City Stars Soccer. Representatives of the local soccer community told Pinnacle that sport is still evolving in Jonesboro.

All soccer representatives Pinnacle interviewed expressed a significant desire for indoor turf space. Some of them noted that they would use the Jonesboro Sports and Aquatics Center for leagues, training, rentals and tournaments.

## **Adult Soccer**

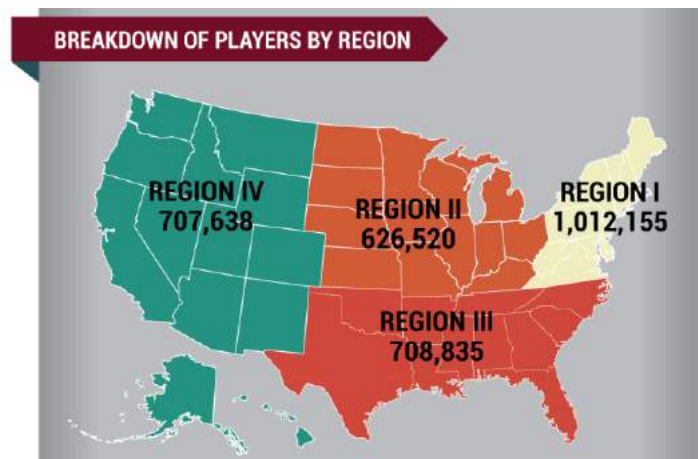
Adult soccer can be played both indoors and outdoors through various parks and recreation programs and private leagues, and it offers a major programming opportunity for the Jonesboro Sports and Aquatics Center. Right now, there is at least one adult league active in the Jonesboro market in the fall and spring. The development of a new facility with indoor turf would significantly expand local opportunities for adult soccer. Unlike sanctioned youth soccer, which is directed from the top down, adult soccer is much more loosely structured, and adult soccer teams also can play later at night than youth teams, providing increased scheduling opportunities.

### Soccer Clubs in the Northeast District of the Arkansas Soccer Association

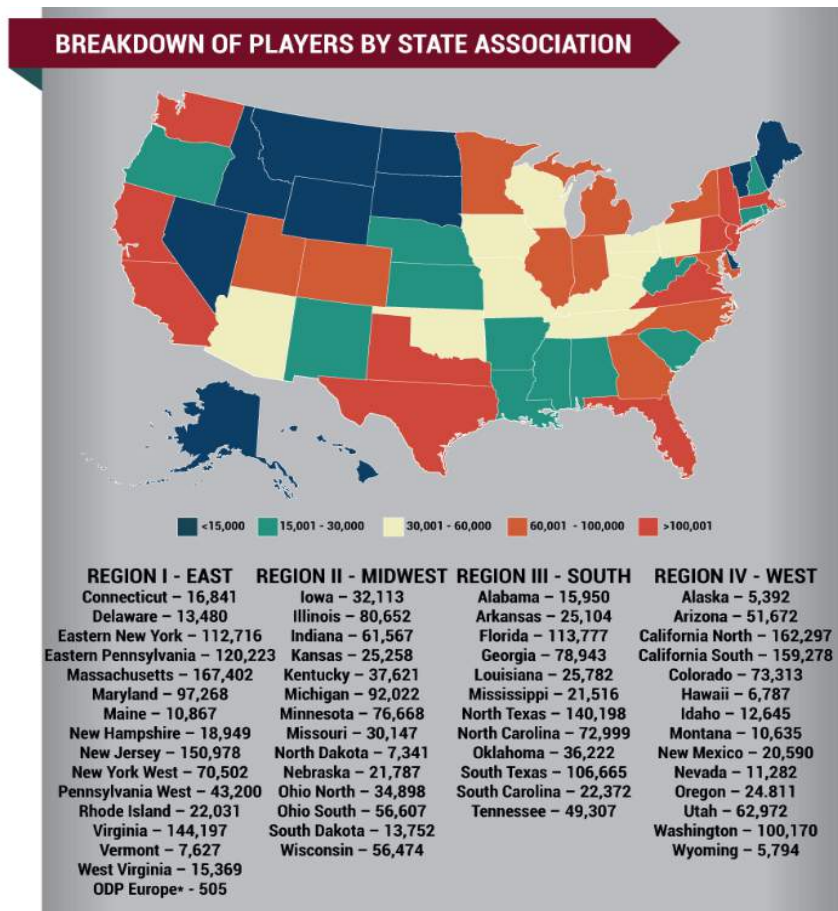


Many established indoor sports centers offer adult soccer leagues, mainly in 5v5 or 6v6 formats. Leagues are offered at various skill levels, including multiple leagues for competitive men, recreational men, women and co-ed. Indoor adult soccer also tends to be more of a year-round revenue source than youth soccer, as adults will play indoors during the fall and spring seasons when youth players are generally outdoors. It is anticipated that men’s, women’s and co-ed adult leagues likely would find a home at the Jonesboro Sports and Aquatics Center.

***Soccer is ready to explode in this area, the new complex needs to include soccer.***  
 — City Stars Soccer



Source: US Youth Soccer



Source: US Youth Soccer

**Futsal**

One of the most notable changes to competitive youth soccer in recent years has been the emergence of indoor futsal programs for training and leagues during the winter/offseason months. Such activities could become an additional source of revenue for any new indoor hard-court facility. Futsal traditionally is played on a hard surface (not turf) delimited by lines; walls or boards are not used. The sport also can co-exist with basketball and/or volleyball programming. Futsal is played with a smaller ball that has less bounce than a regular soccer ball, two teams feature five players each, and unlimited substitutions are permitted.

As the international governing bodies of futsal, FIFA and Asociación Mundial de Fútbol de Salón are responsible for maintaining and enforcing the official rules of their respective versions of futsal. The United States Futsal Federation has been the governing body of the sport in the U.S. since 1981 and includes more than 40,000 members. The vast majority of members are youths, although the number of older players is growing. All told, the sport is played in more than 100 countries by more than 12 million people.



Futsal is gaining popularity in the Jonesboro market, with the city running a winter league. Some soccer clubs around the state participate in futsal leagues, too. The hard courts at the Jonesboro Sports and Aquatics Center would help create new opportunities for futsal clubs, teams and players to participate in training, camps and clinics. Additionally, they could introduce the sport to potential new users — leading to new programming opportunities. Representatives of some soccer clubs Pinnacle interviewed, however, indicated their players prefer to play futsal on turf.

See attached “Exhibit I—Selected Interview Notes” for more information on soccer and futsal.

**Soccer Summary**

Given the increasing popularity of soccer and the demand for additional indoor turf space by area soccer organizations, Pinnacle believes indoor turf would be used by local groups. It would serve not only the local soccer community but also other sports such as baseball and softball. Area soccer clubs indicated interest in using the Jonesboro Sports and Aquatics Center for a variety of activities, including local tournaments, leagues, camps and clinics.

Increasing demand for futsal court space also could propel usage and programming at the facility’s multipurpose courts.

**Baseball/Softball**

Little League Baseball and Softball (officially known as Little League International) is a non-profit organization based in South Williamsport, PA, that organizes local youth baseball and softball leagues throughout the United States and around the world. Baseball groups with younger players primarily participate in established Little Leagues, while older players often compete in Cal Ripken and Babe Ruth leagues.



Meanwhile, the market for indoor space to accommodate baseball and softball training, practices and even modified games has increased, as more specialty and multisport facilities accommodate ball-and-bat sports. Additionally, some baseball/softball organizations go indoors for training programs during the winter. Generally, indoor revenue opportunities from ball-and-bat sports are in the form of off- and in-season pitching, hitting and fielding training, plus individual coaching, facility rentals, batting cage rentals, pitching and hitting leagues held in cages and tunnels, and sports performance programs. Such programming will not, however, drive baseball/softball tourism.

In the Jonesboro market, the leading baseball association is the Jonesboro Baseball Boosters, which includes three leagues (recreational, junior high and travel) that serve more than 1,200 players in Northeast Arkansas. A representative of the organization told Pinnacle that indoor

turf would be a welcome addition to the market, adding that city officials might be converting some outdoor grass fields to turf, which would then provide additional outdoor opportunities for the sport — especially after heavy rainfall.

The Southside Softball Complex in Jonesboro attracts up to 30 outdoor tournaments and other events per year, according to USA Softball of Arkansas, and indoor turf would provide an opportunity for a modified version of the game in the form youth and adult leagues. A representative of the association said that Southside Softball Complex and Joe Mack Campbell Park lack an indoor hitting facility, which she noted should be included in the Jonesboro Sports and Aquatics Center. A representative of Jonesboro Parks & Recreation agreed with that assessment and would like to make an indoor hitting league a priority at the new facility. It also has been suggested by local baseball and softball leaders that the “world’s largest yard sale” — currently held at the Southside Softball Complex — could move indoors at the new facility.

### ***Rain makes some of our outdoor fields unplayable.***

#### **— Jonesboro Baseball Boosters**

Jonesboro Parks & Recreation also hosts baseball tournaments (about 25% of participants stay overnight) and rents its outdoor fields to local baseball and softball teams. The Jonesboro Sports and Aquatics Center would help create new indoor opportunities for local teams/players to participate in training, camps and clinics.

### **Adult Softball**

Adult softball is played in the Jonesboro market and mostly overseen by parks and recreation departments. Adult leagues can operate year-round and provide a small but consistent form of ancillary revenue. Adult teams also can play later at night than youth teams, providing increased scheduling opportunities. It should be noted, however, that adult programming will provide a limited revenue stream. And as USA Softball of Arkansas notes, adult leagues represent an opportunity for the Jonesboro Sports and Aquatics Center, although the game would need to be modified for indoor play.

See attached “Exhibit I—Selected Interview Notes” for more information on baseball/softball.

### **Baseball/Softball Summary**

While it would not be economically feasible to build an indoor turf complex large enough to attract sports tourism events, there does appear to be enough baseball and softball activity at the local level to justify the inclusion of synthetic turf space and batting cages at the Jonesboro Sports and Aquatics Center for training purposes. The addition of turf would be a capital expense and not attract regional indoor baseball and softball tournaments. But it still could be utilized effectively for training by multiple sports groups — including baseball, softball and soccer — especially if strategic partnerships with local organizations are pursued. It also could boost adult recreational programming in the form of adult modified softball leagues.

## **Pickleball**

Pickleball, a hybrid of tennis and ping-pong, is considered one of the fastest-growing sports in the United States, with many older-adult participants. Courts are small (44 feet long and 20 feet wide), most games are played within 20 minutes, and the sport’s social aspect is a key element. USA Pickleball boasts about 57,000 registered members — including more than 400 in Arkansas — and hosts approximately 200 sanctioned indoor and outdoor tournaments around the country annually, primarily for adults and seniors. Many pickleball tournaments are held at hard-court facilities.



A minimum of 30 pickleball courts is required for events, with a minimum space of 30-by-60 feet, although 34-by-64 is preferred; championship court must be at 34-by-64 feet, but 40-by-70 is preferred.

USA Pickleball expressed interest in launching a week-long national tournament in Jonesboro, as well as hosting at least one four-day regional tournament. A representative of USA Pickleball told Pinnacle that his organization also would consider a partnership with the operator of the Jonesboro Sports and

Aquatics Center to host youth and adult training and instructional programs, as well as camps and clinics.

See attached Exhibit I—Selected Interview Notes for more information on pickleball.

## **Pickleball Summary**

Pickleball’s popularity is increasing, and an efficiently operated indoor space with programming for a variety of court sports could incorporate pickleball to help fill daytime hours and generate both local and regional use. If USA Pickleball were to designate the Jonesboro Sports and Aquatics Center as a venue for national and regional events, as its executive director indicated might be possible, the facility also could generate a notable economic impact from the sport.

## **Other Sports**

The Jonesboro Sports and Aquatics Center also would be able to accommodate the training and/or competitive needs of sports beyond the ones detailed above. They include flag football and mat sports such as gymnastics, cheer and dance, wrestling and martial arts.

Flag football offers a particularly appealing opportunity — given the increasing popularity of flag football around the country. The sport is driven by NFL FLAG, the nation’s largest youth flag football organization, with more than 1,600 leagues and 500,000 players between the ages of 5 and 17.

The facility also could provide adult flag football opportunities. While adult flag football is played primarily outdoors, the game does lend itself well to indoor facilities. Pinnacle predicts that an indoor turf facility in the Jonesboro market would attract both youth and adult flag football teams.

Note that the level of revenue generated by these sports would be minimal and primarily contribute to specific one-day or weekend rentals for their own tournaments or other competitions.



## Aquatics Programming and Trends

Today's aquatic centers incorporate recreational swimming and wellness pools to augment revenue generated by competitive swimming training and events. Multi-generational facilities are fully ADA accessible — allowing all patrons to benefit from aquatics activities. What's more, as more athletes cross-train with water fitness (and as more doctors recommend water rehabilitation for injured, obese, diabetic and aging patients), multi-generational aquatic centers will continue to offer opportunities for the entire community.



Trends in the aquatics industry evolve as swimming expectations evolve. Free-form leisure pools invite recreation with wide, irregularly shaped expanses of water and ample amenities. Multi-generational facilities provide bodies of water for swimming lessons, fitness and wellness, competition, and family leisure — with separate spaces for different age groups. The traditional theory of building a rectangular pool and expecting everyone to use the same pool is unrealistic today.

Swimming is among the most popular sports and recreational activities in the United States, and it encompasses three key aquatics user groups: Lesson participants and fitness users, recreational swimmers and competitive swimmers. Each of these groups have different requirements — some overlapping and others unique.

### **Swim Lessons**

According to the Centers for Disease Control, drowning is the second-leading cause of injury or death (after motor vehicle crashes) among children ages 1-14. Knowing how to avoid drowning is essential for children and adults, regardless of whether they live by natural bodies of water. Jonesboro Parks & Recreation offers swimming lessons at the city's outdoor community pool.

With more than one available body of water in an aquatic center, swim lessons can be maximized and result in a large number of residents learning this life-saving skill. Ideally, water depth for instruction should allow young participants to stand comfortably in the water. Leisure pools easily accommodate this preference, while deeper competition pools can offer moveable floors or other means of altering water depth for instructional purposes.

A well-run lessons program is an important ingredient in introducing young community residents to water-safety skills — including not only how to swim and dive but also how to survive in adverse water conditions and prevent drowning. Many of those students will go on to formal age-group swimming programs or competitive swim teams in local clubs, as well as in high school and college.



## Local and Regional Competitive Aquatics Facilities

Aquatic Facility	Drive Time	50m Pool	25y Pool	# Of Lanes	Diving	Spectator Seating
The Trim Gym	6 min		25m	4		
NEA Baptist Wellness Center	7 min		20y	2		
St. Bernards Health & Wellness	7 min		25m	4		
Paragould Aquatics Center (Seasonal Indoor)	26 min		X	8		Y
Mike Rose Aquatics Center (coming in 2022)	1hr 18 min	X		8		Y
St. George's Independent School	1hr 19 min	X		8		Y
Tunica Aquatics Center	1hr 46 min	X		8	X	Y
Turner Rec Center - University of Mississippi	2hr 25 min	X		8		Y
Tupelo Aquatics Center	2hr 45 min	X	X	8 (50m)/5 (25y)	X	Y
Central Municipal Pool (Seasonal Indoor)	2 hr 35min	X		8	X	Y
Delta State Aquatics Center	3hr 3 min	X		8	X	Y - 2,500
Centennial Sportsplex	4hr 12 min	X	X	8 (50m)/6 (25y)	X	Y
University of Arkansas Natatorium	4h 17 min	X		8	X	Y - 1500

Three facilities listed above offer additional pools beyond the main pool: Paragould Aquatics Center (therapy pool), St. George’s Independent School (practice pool) and Tunica Aquatics Center (splash pool). Additionally, Turner Recreation Center at the University of Mississippi includes two movable bulkheads. Some facilities do not rent their pools to outside groups, and those that do have different prices for swim meets vs. other events (such as open swim).

### School District Lessons

School districts often are valuable contributors to efficient programming of local aquatic facilities. Potential programming includes swim lessons for elementary students, lifeguarding classes for high school students, physical education classes, physical therapy and water training for high school athletes. Aquatic sports also can contribute to the overall use of an aquatics facility.

### Aquatic Fitness

Aerobic walking and running in shallow and deep-water environments are popular and less-stressful elements of a cross-training regimen. Additionally, businesses might sponsor or subsidize aquatic fitness opportunities as part of employee wellness programs.

Aquatic fitness also remains one of the most popular forms of exercise among senior adults. Data taken from the U.S. Census Bureau indicates life expectancy is up almost 30 years since 1900. Consequently, seniors can be enthusiastic participants — especially if they have access to a body of water dedicated to adult use and that is part of a well-structured slate of programming such as water aerobics, water walking, physical therapy, adult swim lessons, lap swimming and/or U.S. Masters Swimming.

**Aquatic Fitness Trends**

Aquatic fitness accommodates participants ranging from beginners to highly experienced user groups. Here are examples of potential water fitness programs:

- Aqua Olympics
- Aquatic personal training
- Finning
- Kayak and canoe clubs
- Scuba and snorkeling
- Walking and jogging in shallow and deep water
- Water aerobics
- Water weight workouts
- Water yoga

**Recreational Swimmers**

Successful aquatic centers merge the best features of a community pool and a commercial waterpark by designating creative water-play areas for various age groups in a safe, friendly atmosphere. While aquatic recreation has become much more age-defined, attractions have age limitations and levels of appropriateness based on thrills and skills.

Tots enjoy shallow pools with gentle water features and play areas tucked securely out of the way of more active areas. Once children grow out of the tot stage, they can romp in zero-depth splash pools and make their way across water walks and ride “just their size” waterslides. Older children, meanwhile, speed down flume and drop slides and enjoy larger water play structures. Lap swimming for exercise and fitness is a (mostly) adult activity with space needs that conflict with other recreational uses. Pool capacity for lap swimming is typically two swimmers per lane and most pools offer six to eight lanes, which can be reduced to fewer lanes when necessary.

**Competitive Swimmers**

Competitive swimming is a year-round pursuit. Athletes on high school swim teams, Special Olympics, USA Swimming/Diving teams, U.S. Masters Swimming teams, summer recreational swim and dive teams, and other organized teams are a very loyal group and can usually be counted on as regular users of a traditional pool environment. The requirements of these competitive groups, however, vary and usually require striking a compromise.



The City of Jonesboro offers a Masters Swimming program for adults, and the Jets Aquatic Club is a local USA Swimming club that currently spends approximately \$25,000 per year on pool rental fees, using the city’s outdoor pool and the indoor pool at St. Bernards Health & Wellness. The City of Pocahontas reportedly hosted 22 meets at its indoor pool in 2021; a representative of the Jonesboro swimming community told Pinnacle that the Jonesboro Sports and Aquatics Center would allow the city to host even more than that.



***If this complex were developed with an indoor competitive swimming pool, we could attract a lot more swimmers and a lot more coaches.***

**— Jets Aquatic Club**

Most high school swim teams require the following, at a minimum:

- 25-yard pool measuring 45 feet wide to accommodate six lanes (60 feet for eight lanes)
- Limited spectator seating (up to 125 seats)
- Race and training equipment, including pace clocks, kickboards, fins and weights

In Arkansas, three high school state swimming meets are held, usually at universities or facilities that include a diving well. If the Jonesboro Sports and Aquatics Center comes to fruition, with a pool and diving well, a representative of the Arkansas High School Activities Association envisions hosting state, regional and conference meets there.

USA Swimming is the sport's national governing body, and clubs affiliated with USA Swimming operate under their own set of requirements, primarily related to the length, size and other technical specifications of the pool. The two primary pool lengths acceptable for sanctioned USA Swimming events are 25 meters and 50 meters. Seven-foot lanes are acceptable in all but national championships.

In Jonesboro, USA Swimming's Local Swimming Committee is Arkansas Swimming, which consists of about 1,550 registered swimmers, with approximately 80 from the Jonesboro area/Jets Aquatic Club. There also are AAU swimmers in the market, who are not part of USA Swimming/Arkansas Swimming.

A representatives of Arkansas Swimming told Pinnacle that there are no 50-meter pools in the state, adding that if the Jonesboro Sports and Aquatics Center would include at least a 25-meter, eight-lane pool, the association likely would consider it for hosting such high-profile events as USA Swimming Zones, Sectionals, TYR Pro Series and Junior Nationals.

It also should be noted that an aquatics facility requires significant initial costs, plus substantial ongoing operating and maintenance costs. If the client chooses to include aquatics elements, the operator must be aware of those financial and operational challenges and be prepared to meet them to ensure the facility's long-term success.

# High School Sports Trends

Potential demand associated with any indoor sports and recreation facility is somewhat dependent on the attributes of the industry as a whole, as well as specific target market segments. This section outlines key high school sports trends that may impact operation of a new facility.

The following information is from the 2018-19 High School Athletics Participation Survey, conducted by the National Federation of State High School Associations (NFHS). (Due to the coronavirus pandemic, NFHS was unable to compile comprehensive participation statistics for the 2019-20 academic year. Thus, the 2018-19 data is the latest available.)

The number of participants in high school sports declined (most notably in football) for the first time in 30 years during the 2018-19 academic year — from 7,980,886 in 2017-18 to 7,937,491 in 2018-19.

This data is based on figures from the 51 NFHS member state high school associations, which includes the District of Columbia.

Arkansas ranks No. 34 in total high school sports participation, with a total of 69,272 boys and girls.

Nationally, 4,534,758 boys and 3,402,733 girls participated in high school sports in 2018-19.

Here are the top 10 boys' sports for the 2018-19 school year:

- |                            |                         |
|----------------------------|-------------------------|
| 1. Basketball              | 6. Golf                 |
| 2. Outdoor Track and Field | 7. Soccer               |
| 3. Baseball                | 8. Wrestling            |
| 4. Cross Country           | 9. Tennis               |
| 5. Football                | 10. Swimming and Diving |

Here are the top 10 girls' sports for the 2018-19 school year:

- |                            |                        |
|----------------------------|------------------------|
| 1. Basketball              | 6. Soccer              |
| 2. Outdoor Track and Field | 7. Golf                |
| 3. Volleyball              | 8. Tennis              |
| 4. Fast-Pitch Softball     | 9. Swimming and Diving |
| 5. Cross Country           | 10. Competitive Spirit |

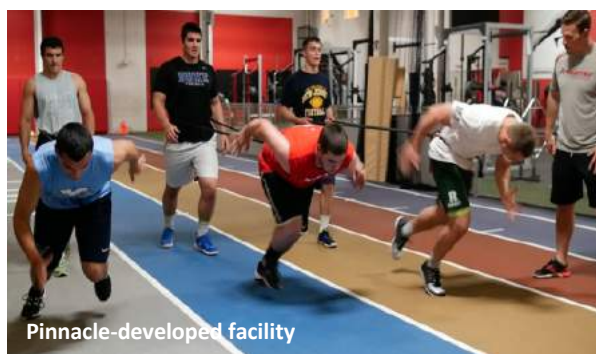
## Ancillary Revenue Opportunities

Due to the nature of the sports and recreation business, a large number of spectators and sports participants regularly frequent indoor sports facilities. This leads to several ancillary revenue opportunities that should be explored regarding the Jonesboro Sports and Aquatics Center. They include:

- Sports Performance Training
- Food Service
- Facility Rentals
- Retail
- Youth Development Programs
- Corporate Partnerships

### **Sports Performance Training**

Sports performance training can be implemented and overseen in partnership with an area orthopedic or sports performance medical group or performance trainer, or via an independent group leasing space within a facility to carry out this type of activity. As with any business model, a successful sports performance training facility requires proper management and marketing, as well as consideration of partnerships or franchise opportunities.



### **Food Service**

Food service at sports facilities has traditionally been in the form of a small concessions stand and/or vending area. Successful operators know that captive audiences can make for profitable food service operations if done correctly. Hot food options should be offered, along with fountain beverages (which are much less expensive to carry than bottles or cans). Additionally, a strict no carry-in policy should be enforced from Day One. The only exceptions to this policy can be for water bottles and/or private rentals that require more food service options, such as buffet or plate dinners, than are available through current facility offerings. A proactive marketing campaign also should be employed to package food into “meals” and to offer coupons to current participants as part of a membership program or to include certain food or beverage items with tournament or party packages for groups.



**Parties**

Birthday, team, school and corporate parties are strong sources of income for any indoor sports center. Parties should be offered in “packages” to help users create the experience they are looking for while helping the facility ensure maximum revenue. In general, parties can be considered facility rental income, as party customers primarily utilize facility time during their parties.



Pinnacle-developed facility

In addition, opportunities exist to include food and beverage items, party decorations, gifts, staff (party supervisors and on-field attendants), equipment rentals and more — all at a mark-up for extra revenue. Local companies (bakeries, pizza places and party-supply businesses) should be considered for partnership opportunities for parties, similar to food-service partnerships. Meeting rooms and field space can be used to host parties; specific party rooms are not needed unless a facility has the space available and parties become a much larger portion of total revenue. Parties are a significant source of revenue that should not be overlooked.

**Youth Development Programs and Summer Camps**

Daytime programming opportunities for ages 1 to 5 will be an attraction for young families to join the facility and sign up for other activities as children get older.

Similar programs at other facilities have included open playtime, “mommy and me” classes, homeschool association rentals, senior programming and special events. Additionally, daycare centers, preschools and school groups should be solicited for facility rentals during weekday time slots between 7 a.m. and 3 p.m. These groups also help build the facility’s database (via participant insurance waiver forms) for future youth program marketing.



Pinnacle-developed facility

During the summer months, general summer camps (and separate sports-specific camps) can be held during weekday daytime hours for children too old for daycare but not yet old enough to stay home alone. General summer camps with field trips, arts and craft activities, and a variety of sports experiences can provide a significant source of income during the summer months, as can sports-specific camps and trainings.

**Facility Rentals**

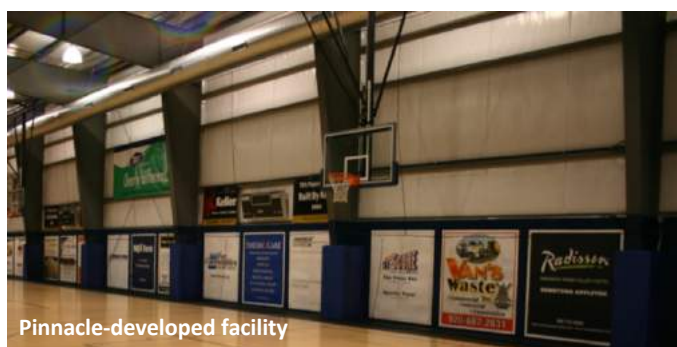
Traditionally, sports facility rentals are considered only by sports organizations. Additional revenue opportunities, however, also exist via non-sports businesses and organizations looking for open spaces to host staff outings, corporate get-togethers and team-building sessions, or even small expos and trade shows. Meeting rooms should be designed with sufficient electrical needs for multiple computers and can include built-in overhead projectors, white boards, blackout curtains for windows or doors, and Wi-Fi to ensure that any meeting can be held with ease. Additionally, the facility should be designed with at least one large (14-foot) overhead door, the ability to remove boards on court or synthetic turf surfaces as needed for the entrance of large vehicles and equipment, sufficient electrical (in some cases panels that drop from the ceiling), sufficient building egress and air exchange capabilities.

**Retail**

Retail components can be another source of revenue for indoor sports facilities. Past experience in owning and operating sports facilities has shown that the best retail opportunities are those in which an already established local business leases space from the sports center as a satellite store to their main business. Pinnacle does not recommend the inclusion of an in-house retail component, opting instead to contact existing retail sports stores to see if any of them would be interested in dedicated space to accommodate an existing or expansion location. Once a new facility becomes more fully established, a line of apparel could be offered as part of the membership offerings (free T-shirt when signing up, for example) and sold on a limited basis for additional community marketing through the facility’s front desk component.

**Corporate Partnerships**

Corporate marketing partnerships, sponsorships and more modest advertising arrangements for outside businesses normally provide significant revenue that can be in place by opening day, thereby providing critical cash flow as a new facility grows to capacity. That being said, this is the one area of the indoor sports industry that experienced a downturn during the recent Great Recession. Although revenues are not what they once were, this remains a very viable source of significant high-margin revenue that is often overlooked.



Past experience has shown that commercial arrangements with local businesses in the fields of medical services, auto dealerships, financial institutions, soft drinks and beer, pizza, cellular phones and sporting goods all are prime prospects in competitive situations. Industries catering to new home construction and existing homeowners also generate above-average partnership revenues. Related businesses such as real estate professionals, relocation companies, home-security providers, landscapers and furniture stores are prime prospects, as well.

## Existing Regional Competition

Pinnacle researched and analyzed existing facilities in the regional Jonesboro market (see maps on page 16) to better understand the types of facilities that exist and their capacity to host tournaments and other sports events. In order to analyze them and determine how they relate to sports tourism, Pinnacle considered the following factors:

- **Location**
- **Amenities**
- **Site**
- **Market**

The table below lists several regional indoor sports facilities within a reasonable driving distance of Jonesboro.

Regional Hardwood Court Competition Sample		
Facility	Location	Assets
Memphis Cook Convention Center	Memphis, TN	6 basketball/20 volleyball courts (convention center)
Memphis Metro Volleyball Facility	Memphis, TN	5 volleyball courts
Memphis Sports & Events Center	Memphis, TN	16 basketball/32 volleyball courts (Fall 2022)
State House Convention Center	Little Rock, AR	14 volleyball courts (convention center)
Hot Springs Convention Center	Hot Springs, AR	11 volleyball courts (convention center)
Cape Girardeau Sportsplex	Cape Girardeau, MO	6 basketball/12 volleyball courts
Center St. Louis Sports Complex	St. Louis, MO	6 basketball/8 volleyball courts
Olympia Athletics Events	St. Charles, MO	4 basketball/8 volleyball courts & 3 futsal courts

The table below lists the regional indoor 50-meter natatoriums within a reasonable driving distance of Jonesboro.

Regional Indoor 50-Meter Natatorium Sample		
Facility	Location	Assets
Mike Rose Aquatics Center (2022)	Memphis, TN	50m pool, 8 lanes
St. George's Independent School	Collierville, TN	50m pool, 8 lanes
Tunica Aquatics Center	Tunica, TN	50m pool, 8 lanes, Diving Area
Turner Recreation Center	University, MS	50m pool, 8 lanes
Tupelo Aquatics Center	Tupelo, MS	50m pool, 25y pool, 8 lanes (50m), 5 lanes (25y), Diving
Central Municipal Pool (Seasonal Indoor)	Cape Girardeau, MO	50m pool, 8 lanes, Diving Area
Delta State Aquatics Center	Cleveland, MS	50m pool, 8 lanes, Diving Area
Centennial Sportsplex	Nashville, TN	50m pool, 25y pool, 8 lanes (50m), 5 lanes (25y), Diving
University of Arkansas Natatorium	Fayetteville, AR	50m pool, 8 lanes, Diving Area

## Existing Local Competition

Pinnacle researched and analyzed existing facilities in the local Jonesboro market, including local service providers that offer amenities and programs similar to those of the Jonesboro Sports and Aquatics Center. These facilities represent potential competitors in the market and may impact operation of the facility.

The factors Pinnacle used to perform this analysis included (but were not limited to) the following:

- **Existing sports and recreation inventory**
  - Pinnacle analyzed existing facility inventory in terms of the quantity of available sports and recreation assets in the community.
- **Pricing**
  - Pinnacle examined the market prices of usage fees, rental rates, registration fees and other costs.
- **Seasonality**
  - Pinnacle utilized its experience involving similar facilities to determine the optimized seasonality for hosting programs and events.
- **Program mix and service offerings**
  - Pinnacle reviewed facilities based on type, size, quantity and quality of assets.

These are the types of facilities Pinnacle researched:

- Indoor court facilities
- Indoor turf facilities and baseball/softball training facilities
- Indoor aquatics facilities
- Local schools

An inventory of indoor hard courts within a 35-minute drive time of Jonesboro reveals eight facilities — including community centers, a university, a YMCA and a church. Those facilities, while effective in the missions they serve, are not necessarily intended to host large-scale tournaments and other events that drive sports tourism.

Similarly, there are seven indoor turf field facilities and baseball/softball training facilities located within the local 35-minute drive time market. Pinnacle also identified eight schools with gymnasiums within a 15-minute drive time market. Most of those gyms are subject to limited availability, which explains why representatives of local sports organizations said there is a need for more indoor court space in the market. Generally speaking, the coronavirus pandemic has

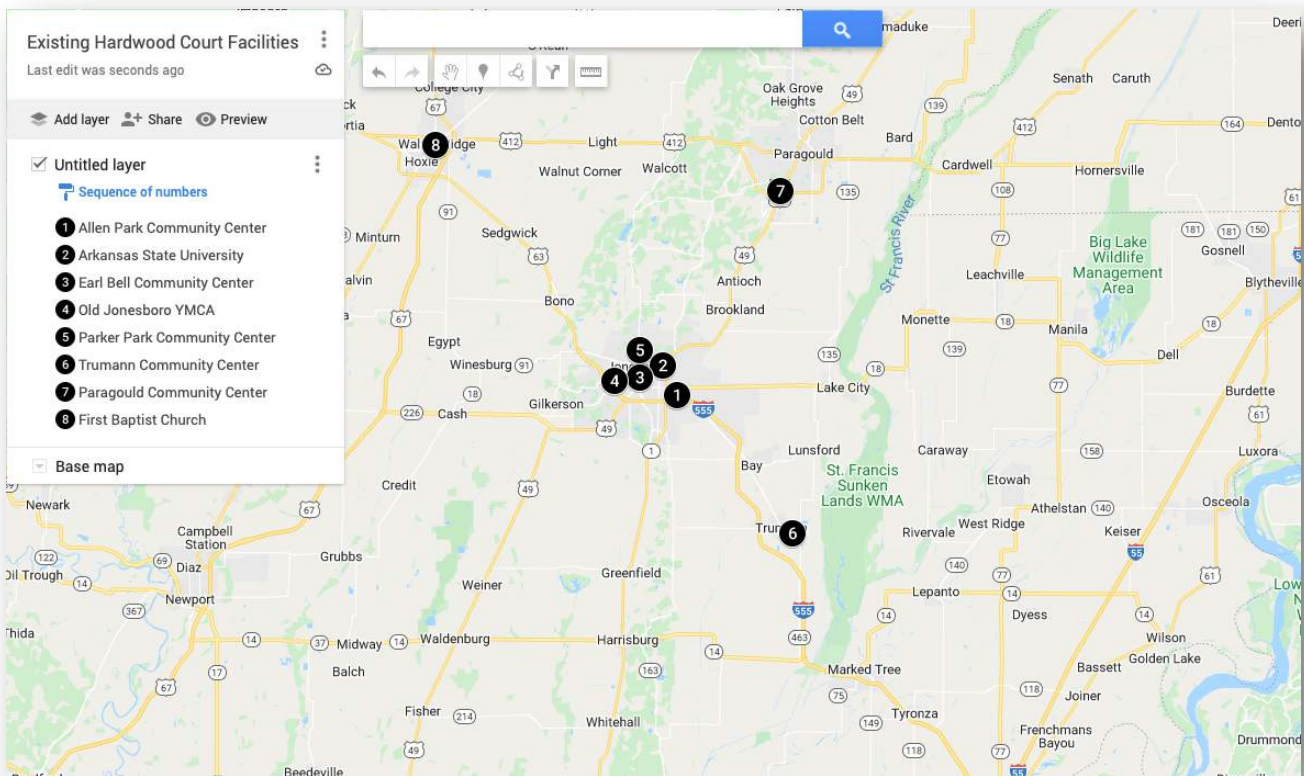


limited the availability of hard courts. Schools that typically would rent or give court time to local user groups under normal circumstances are no longer doing so, as many of those facilities are closed to the public — and likely will remain so for the foreseeable future.

The tables and maps on this and the following pages provide additional details about the local market’s relevant existing indoor facilities.

This table lists a sampling of the indoor court facilities located within the local 35-minute drive time market.

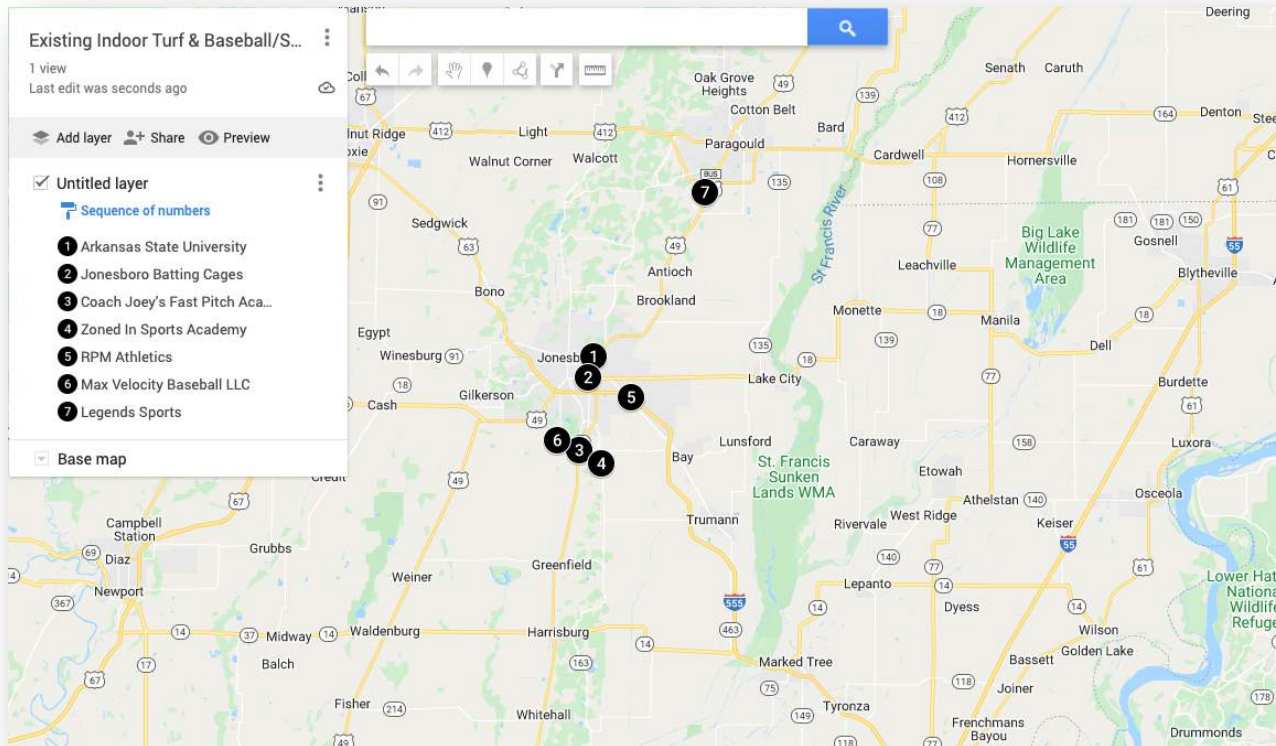
Indoor Court Facilities	Drive time (minutes)
Allen Park Community Center	4
Arkansas State University	4
Earl Bell Community Center	8
Old Jonesboro YMCA	9
Parker Park Community Center	12
Trumann Community Center	21
Paragould Community Center	27
Walnut Ridge First Baptist Church	32





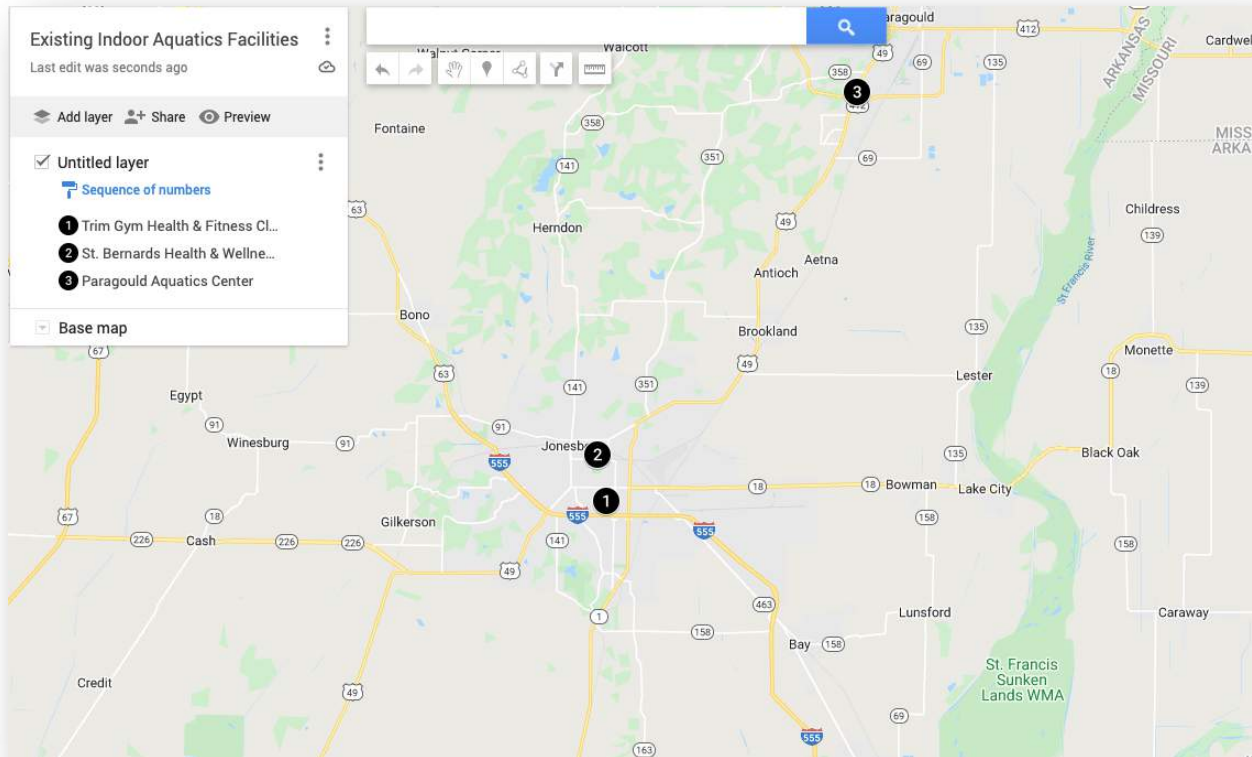
The table below displays a sampling of the indoor turf facilities and baseball/softball training facilities located within the local 35-minute drive time market.

Indoor Turf Facilities and Baseball/Softball Training Facilities	Drive time (minutes)
Arkansas State University	4
Jonesboro Batting Cages	5
Coach Joey’s Fast Pitch Academy	11
Zoned In Sports Academy	11
RPM Athletics	11
Max Velocity Baseball LLC	15
Legends Sports	23



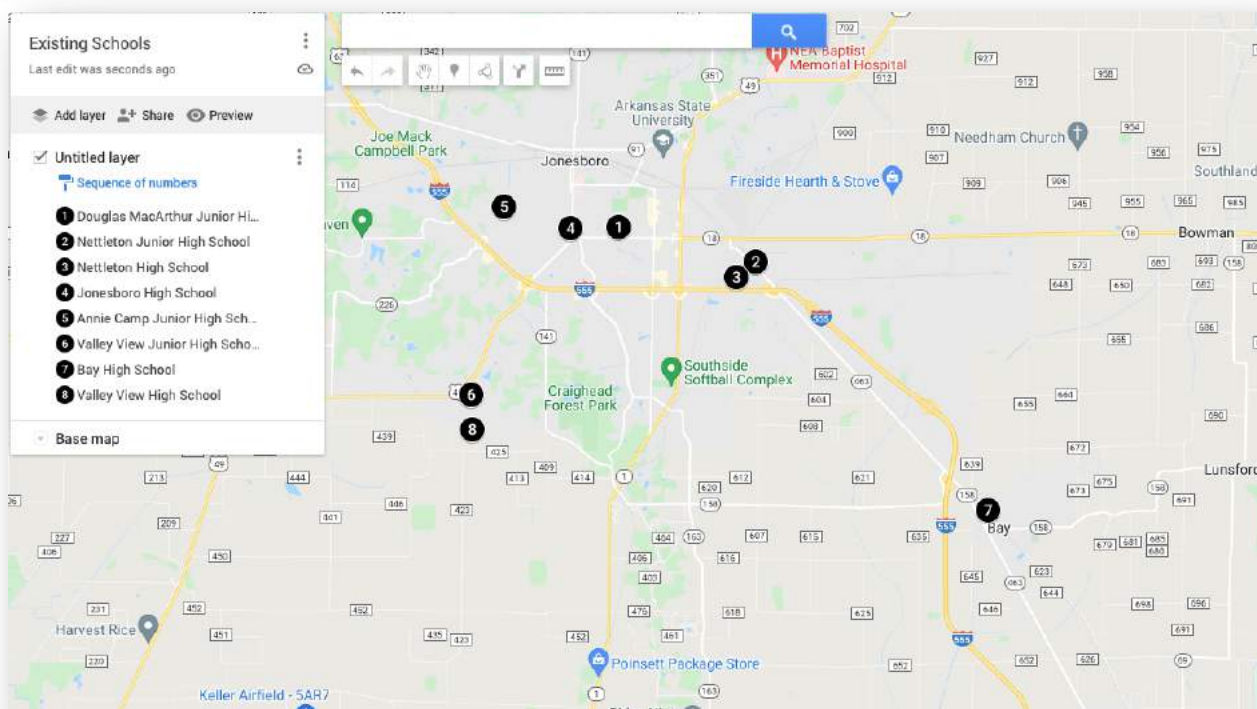
This table below lists a sampling of the indoor aquatics facilities located within the local 35-minute drive time market.

Indoor Aquatics Facilities	Drive time (minutes)
The Trim Gym Health & Fitness Club	6
St. Bernards Health & Wellness	7
Paragould Aquatics Center	26



The table below displays a sampling of local schools within a 15-minute drive time market.

Local Schools	Drivetime (minutes)
Douglas MacArthur Junior High School	6
Nettleton Junior High School	7
Nettleton High School	7
Jonesboro High School	9
Annie Camp Junior High School	11
Valley View Junior High School	14
Bay High School	14
Valley View High School	15



# SWOT Analysis

Through multiple interviews, demographics research, existing competition and sports asset analyses, and other market research, Pinnacle identified a range of market characteristics and priorities. The primary driver throughout this process was to analyze the potential for success of the Jonesboro Sports and Aquatics Center. The following is a summary of key attributes and advantages, as well as potential and existing challenges:

**S**

## Strengths

- Volleyball, basketball and soccer are popular in the market
- Jonesboro is located close to major highways
- Positive impression of the Jonesboro Sports and Aquatics Center by various sports groups and other organizations
- Strong local population growth with low median age locally and regionally
- Weekend tournaments would offer extended opportunity for participants/families to boost local economic impact

**W**

## Weaknesses

- Low price points at municipal facilities
- Youth sports events typically occur on weekends, thus limiting local and non-sports usage on weekends
- Hispanic population is lower than the national average, indicating potentially fewer opportunities for adult soccer

**O**

## Opportunities

- Strategic alliances with sports organizations
- Excess demand for centrally located indoor court and turf spaces, as well as a pool
- Opportunities for new indoor programming, including tournaments, leagues and camps
- Opportunity to provide climate-controlled environment during hot/inclement weather
- Opportunity to enhance traditional amateur sporting events by catering to families and offering quality amenities

**T**

## Threats

- Competing local facilities in the market
- Other private and/or public sports leagues or programming offered in the market
- National governing bodies and other regional sports associations typically utilize low-cost local facilities

## Project Advantages

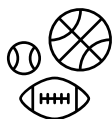
Pinnacle identified multiple positive factors as potential contributors to the success of the Jonesboro Sports and Aquatics Center. Their impact will be quantified in a full financial model, and they justify taking the next step in the assessment. These factors include the following:



- **Destination appeal:** A primary factor in attracting programming and participants is a destination’s appeal, and Jonesboro is easily accessible — especially for teams traveling locally or within a 90- to 210-minute radius of Jonesboro.



- **Public support:** Successful public or private facilities begin with key institutional alliances that allow for a high level of support throughout the planning, zoning, construction and ongoing operational phases. This project has been met with positive responses from several key organizations in the local market.



- **Sports participation:** The majority of user groups in the local market expressed enthusiasm for the Jonesboro Sports and Aquatics Center.



- **Tournament/event appeal:** The Jonesboro market is an attractive destination for travel teams to participate in tournaments and other special events — especially given the high number of teams in the regional market.



- **Market:** Jonesboro is a strong sports market, and it is expected that the Jonesboro Sports and Aquatics Center would capitalize on local and regional interest when it opens. The facility operator also should seek to bolster existing programming within the new facility by partnering with public and/or private program providers.



## Potential Project Obstacles

As is the case with many new developments, challenges exist for creating and maintaining a financially viable and sustainable indoor sports and recreation facility such as the Jonesboro Sports and Aquatics Center. They include the following:



- **Capital costs and cost to operate:** Capital costs have not yet been determined. There will be an ongoing cost to operating the Jonesboro Sports and Aquatics Center.



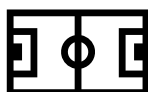
- **Local market rates and market conditions:** In order to mitigate the need for ongoing subsidization or financial loss, the operations team will need to charge full market rate for space.



- **Existing competition:** As outlined elsewhere in this report, the regional market has several competing facilities — some with strong reputations. In order to enter the market, the Jonesboro Sports and Aquatics Center’s founding team must be confident in its ability to generate income that meets expectations.



- **Balance of tournament vs. Local programming:** There will be limited instances in which local programming will compete for inventory of time and space. Therefore, the facility’s management team will have to be clear in scheduling and messaging to ensure that local users are aware of tournament and event plans, so that they do not expect to have access to the facility during times when it is programmed for alternate purposes.



- **Rental business model:** A business model that relies almost solely on rental from outsourced local programs and tournaments sacrifices revenue-generating opportunities, reduces ownership of the business, diminishes control of the customer experience, and limits the facility’s ability to maximize scheduling. The existing, long-term relationships with key stakeholder organizations, experience in managing facilities and ability to limit overhead expenses helps decrease the influence of this issue.

# Jonesboro Sports and Aquatics Center Validation

Based on detailed research and existing conditions, as well as knowledge of similar sports complexes and experience operating its own facilities, Pinnacle validates the development and construction of the Jonesboro Sports and Aquatics Center, which should be between 150,000 and 200,000 square feet.

Adding such a facility to the area would create a regional destination for sports tourism events and a local hub for recreational, sports and wellness activities in the community — significantly enhancing the quality of life for area residents.

Personal interviews Pinnacle conducted for this report reflected strong demand by regional and local residents for more indoor sports and recreation space. To that end, Pinnacle recommends that ESM's client establish the Jonesboro Sports and Aquatics Center to achieve the following:

- Allow the area to generate economic impact via sports tourism events that will impact hotels, restaurants and other local businesses
- Improve the overall quality of life for Jonesboro residents
- Allow local recreation officials to increase program offerings to community members
- Provide additional space for local school sports teams to train
- Allow local sports organizations more spaces to train, as well as expand their current programming and develop new programs

The facility would be utilized to fulfill demand for the following:

- Sports events and tournaments (operated both by the facility and outside providers)
- Sports leagues and training (operated both by the facility and outside providers)
- Sports showcases and college combines
- General sports and recreation rentals (Special Olympics, Senior Games, United States Dog Agility Association, etc.)
- Facility rentals by local and regional sports organizations
- Summer camps utilizing local lodging Monday through Friday
- Local summer camps, youth programs and other sports activities
- Expositions, trade shows, conventions and conference rentals (operated both by the facility and outside providers)
- Daytime recreation programs for seniors, homeschooled students and preschoolers

The facility should accommodate, at a minimum, a combination of:

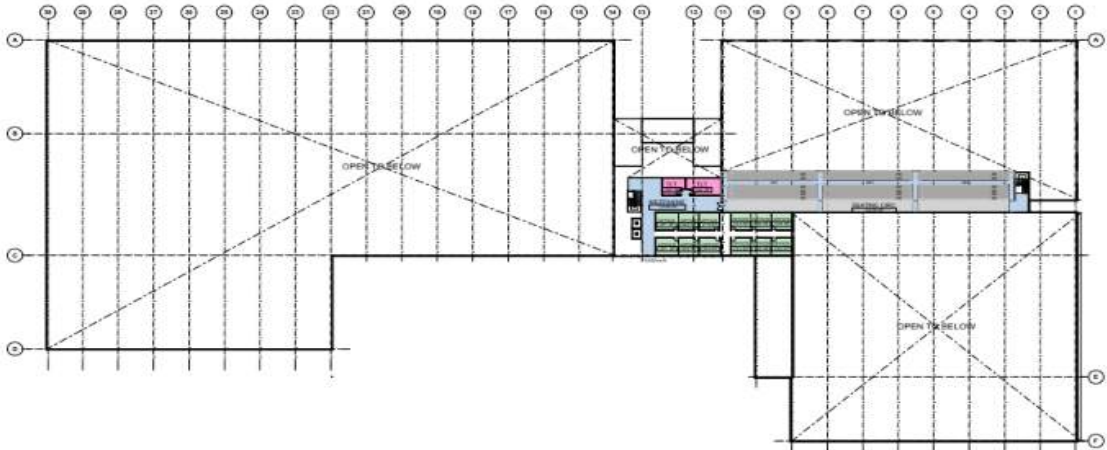
- 8-12 regulation-size high school basketball courts with multipurpose sports flooring; these courts would convert to an equivalent of 16-24 youth basketball or regulation-size volleyball courts (or any combination thereof)
- 1 multipurpose synthetic turf field (measuring 200-by-200 square feet) OR 2 multipurpose synthetic turf fields (each measuring 85-by-180 square feet)

- 1 50-meter competition swimming pool
- Restrooms
- Changing areas and locker rooms with showers
- Family changing rooms
- Meeting/team/party rooms
- Full food/drink concessions area with seating
- Offices
- Amenities to accommodate trade shows and conventions (overhead doors, ample electrical, Wi-Fi, etc.)

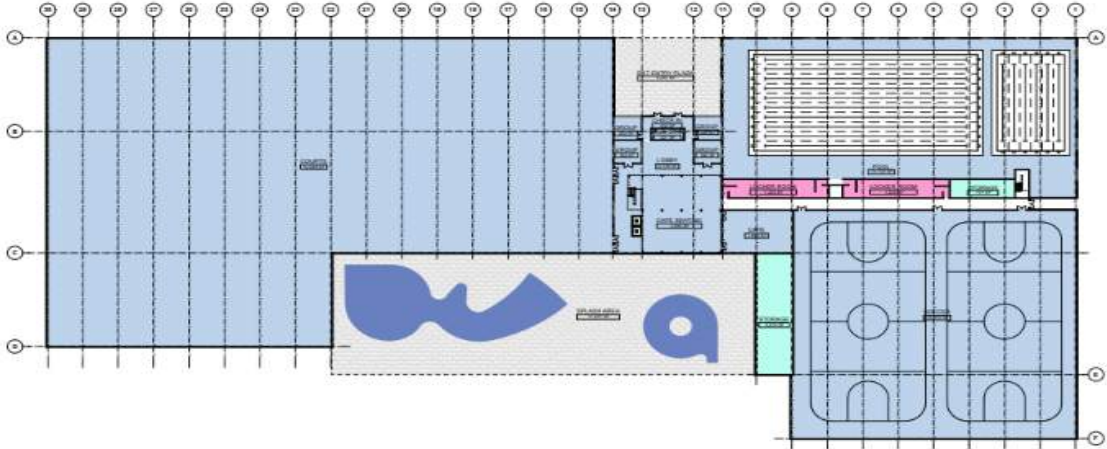
The assurance of available lodging during prime times of the year will be key to the year-round utilization of the Jonesboro Sports and Aquatics Center.

As mentioned elsewhere in this report, the Jonesboro Sports and Aquatics Center would require the commitment and experience of a management team with professional staff that operates in the best interests of the facility. This includes everything from overseeing day-to-day management to actively seeking new programming opportunities that will keep the facility operating at peak performance.

# Proposed Facility Layout



FLOOR PLAN - 2ND FLOOR  
SCALE: 1" = 30'



FLOOR PLAN - 1ST FLOOR  
SCALE: 1" = 30'

# Exhibit I: Selected Interview Notes

## Aquatics

- Jets Aquatic Club & Jonesboro Parks & Recreation
- USA Swimming – Arkansas Swimming

## Baseball/Softball

- Jonesboro Baseball Boosters
- USA Softball of Arkansas/Jonesboro Parks & Recreation

## Basketball

- Jonesboro High School & AAU Basketball
- Royal Family Travel Basketball
- Zero Gravity Basketball

## Field Hockey

- USA Field Hockey

## Pickleball

- USA Pickleball Association

## Soccer

- Arkansas Revolution FC
- Arkansas Soccer Association
- City Stars Soccer
- Valley View High School

## Volleyball

- Arkansas Elite Volleyball
- Arkansas Juniors Storm
- JTown Juniors & Nettleton High School Volleyball
- Memphis Metro Volleyball
- USA Volleyball – Delta Region

## Other

- Arkansas Activities Association
- Arkansas State University
- Jonesboro Parks & Recreation



## AQUATICS

### Clubs

- Jets Aquatic Club is a local USA Swimming club, and its revenue stays with the club; it does not go to the City of Jonesboro
  - Year-round participation with 80 kids (Fees: \$70 per month to \$120 per month)
    - With a new complex, that participation number could jump to 300 kids
  - Summer league with 120 kids from late May to late July: (Fee: \$250 per swimmer)
    - A new complex would help create a county summer swim league
  - Fall Intramural: 40-60 kids (Fee: \$250 per swimmer)
    - With a new complex: 300-500 kids (includes seasonal and yearly)
  - Winter: 0 kids
    - With a new complex: 300-500 kids (includes seasonal and yearly)
  - Spring: 0 kids
    - With a new complex: 600-800 kids (includes seasonal and yearly)
  - Teams currently train indoors at St. Bernards
    - 4 25-yard lanes
    - No blocks
    - 3.5 ft deep
    - Cost for the year is \$35 per day for all four lanes from November-April
      - Tuesdays & Thursdays: 5-6:30 a.m.
      - Wednesdays & Fridays: 4-6:30 p.m.
      - Saturdays & Sundays: 2-4:30 p.m.
      - Indoor training is scaled back to three days per week from May-November
  - The city allows the club to use 10 lanes at the outdoor pool from late May-November for a total of \$5,000
    - Mondays-Fridays: 5-9:45 a.m. & 6-7:30 p.m.
    - Maximum of three meets; the city keeps the concession
  - Club's total annual cost for rentals is approximately \$25,000 for indoor and outdoor pools
- The city owns the outdoor pool, and there are indoor pools at St. Bernards and a local fitness club (which club swimming rarely takes place because of membership and guest fee requirements)
- Approximately 300 hours of swimming lessons are done for Jets club members in the summer, usually during practice time
- City swimming programs:
  - Lessons
    - Mondays & Fridays (morning and evening sessions, with 40 kids in each session)
  - Masters Swimming

- 12 participants swim during the Jets evening practice and pay \$60-\$80 per month
- City of Pocahontas hosted 22 meets at its indoor pool in 2021; and Jonesboro officials believe a new indoor facility would allow them to host more than that
- Jonesboro hosts 3 summer meets
  - Total of 400-450 swimmers paying \$0 to \$35 each, with most of revenue coming from sale of meet programs and concessions
- Swimming lesson program has grown in recent years, especially between June and August
- Ideal facility, according to city officials:
  - Indoor Natatorium
    - 10-lane, 50-meter pool
    - 6-lane, 25-yard pool
    - Diving well with 10-meter platforms
    - “World class” air quality and filtration
    - Seating for 1,500
    - No need slides or play elements
- Having a 50-meter pool in Jonesboro would create a unique asset for the community
- If this complex came to fruition:
  - Jets would like to maintain partnership with the city and pay rental fees similar to the current annual rate of \$25,000 — possibly more if the club size increases
  - City and/or Jets likely could host 4 to 6 three-day sanctioned invitationals
    - 1-2 Sectional meets per year with 800-1,000 swimmers each
    - Zones, Futures, Nationals and high school meets
    - Total of 20-30 meets per year with 7-8 major events per year
- Most swimmer are from within a 45-minute radius of Jonesboro, but a few Jets members come from as far away as 2.5 hours

### Associations

- There are about 1,550 registered swimmers in USA Swimming’s Arkansas Swimming; of those swimmers, 81 are from the Jonesboro market and/or from Jets Aquatic Club
- There are swim clubs that are members of AAU outside of USA Swimming
- There are no 50-meter pools in Arkansas
- The association run two major three-day events each year (one short course and one long course)
  - Average 500 swimmers per event
  - About 80% of participants stay overnight
  - Utilize two main venues (University of Arkansas: 8 lanes and 50-meter x 25-yard pool) and The HPER Complex at the University of Central Arkansas (which costs \$2,000 per day)
  - No spectator fees

- Competition season is year-round: Short course season is August to March and long course season is April to July
- Organizers/swim clubs can host events without seeking approval from Arkansas Swimming, but they do have to be members of USA Swimming
- Swim meets are sanctioned by USA Swimming
- On average, about 200 swimmers participate in invitational meets
- A representative of Arkansas Swimming said there is a need for an Olympic-size pool in the State of Arkansas, because there are none right now
- Impression of a proposed facility in Jonesboro = positive, if it were properly managed with the right leadership in place
- Ideal configuration and amenities of a proposed facility:
  - 50-meter x 25-yard competition pool with at least 8 lanes
  - Amenities: Separate locker rooms for athletes and adults, 25-meter warm-up pool with 4-6 lanes, accessibility for those with disabilities, spectator seating, dry land area, weight room, parking and diving boards (for high schools only)
- The representative of Arkansas Swimming said that a pool smaller than a 25-meter, 8-lane pool would be unacceptable
- The association would support the proposed facility by sanctioning events and marketing them
- The association consider under hosting short course and long course championships at the proposed facility
- The proposed facility could possibly be considered for such high-profile events as USA Swimming Zones, Sectionals, TYR Pro Series and Junior Nationals – all these would be high level meets
- The Arkansas Swimming representative does believe Jonesboro would be a regional draw for events

## **BASEBALL/SOFTBALL**

### **Club**

- The Jonesboro Baseball Boosters oversees leagues and United States Specialty Sports travel tournaments for about 1,200 baseball players
  - Rec League: 58 teams (mid-April to mid-June)
  - Junior High League: 22 teams (March-April)
  - Travel Ball League: 8 teams (Fall)
- A representative of Jonesboro Baseball Boosters said the challenge is getting teams to come to Jonesboro
- USSSA Tournaments:
  - 7 two-day spring tournaments: 45 teams per tournament (Fees: \$250 - \$350)
  - 3 two-day fall tournaments: 45 teams per tournament (Fees: \$250 - \$350)
  - About 50% of teams come from out of town but only 30% stay overnight
- Needs in the community:
  - A centrally located complex

- Indoor hardwood courts
- Indoor turf
- Outdoor multipurpose turf fields
- Support amenities such as restaurants and retail establishments that will help keep visitors coming back to the area
- The representative of Jonesboro Baseball Boosters said the city might be turfing fields at Joe Mack; rain makes the grass outfields unplayable, even though some of the infields are turf

### **Association**

- A representative of USA Softball of Arkansas said the Southside Softball Complex in Jonesboro helps the city attract tournaments and other events — up to 30 per year in the spring and fall, each with about 30-35 teams
- Volleyball and basketball tournaments are spread out throughout the city and not close to each other, which makes it difficult to attract tournaments
- Indoor leagues are an opportunity for the proposed facility
- Indoor adult leagues are an opportunity for the proposed facility
  - Parks & Recreation only runs adult softball and adult volleyball
- Joe Mack and Southside Complex are missing an indoor hitting facility, which is a huge need in the community
- Southside Complex does not have good drainage and excess rain has the potential to cancel tournaments and other events
- Needs in the community:
  - Indoor complex with hardwood courts
  - Indoor turf
  - Indoor hitting facility with 4-6 tunnels
  - Indoor pool with waterpark elements might help keep travel teams in the area for longer
  - Multipurpose rooms
- Although there is a convention center in the area, there is a need for more trade show and event space
  - The Southside Softball Complex’s “world largest yard sale” could move from the parking lot into the proposed facility
- An indoor hitting league would be popular, according to a representative of Jonesboro Parks & Recreation

### **BASKETBALL**

#### **Clubs and Schools**

- There are approximately 10-12 travel basketball clubs in the market, each with one to three teams
- A representative of high school and AAU basketball in the Jonesboro market told Pinnacle that one of the greatest needs in the community is for indoor courts

- While high schools generally have enough gymnasiums space, elementary school teams do not; players are being cut as a result of lack of space
- High school charges \$300 per day for use of its two courts
- The representative runs a team camp at Hendrix College in Conway, using 3 courts
  - 24 teams for the first two days and 24 teams for the next two days
    - 25% of participants stay overnight
- Ideal facility:
  - 10-15 basketball courts
  - Hardwood courts
- If the proposed complex came to fruition, local basketball representatives believe:
  - The facility could host a tournament every weekend during peak basketball season
  - The elementary school league would utilize the complex for practices, games, and as a way to expand their team counts
    - Current Boys = 40 teams
      - With a new facility = 50 teams
    - Current Girls = 15 to 20 teams
      - With a new facility = 30 teams
    - Most elementary teams get one hour per week for practice and then one game on the weekends
      - Minimum of 10 games with a year-end tournament
- One popular travel league in the area is Royal Family Travel Basketball, which offers spring and summer opportunities for boys and girls (the club also recently started a travel football program)
- The club hosts 3 basketball tournaments and 2 showcases per year
  - Tournaments:
    - 2-day tournament
    - 60-100 teams
    - 10-15 courts utilized
    - \$275 entry fee
    - April, June, July
    - 55% of participants stay overnight
  - Showcases:
    - 1-day showcase
    - 40-64 teams
    - Up to 8 courts utilized
    - \$275 entry fee
    - May, July
    - 55% of participants stay overnight
- Basketball Teams:
  - 12 teams (6 boys' and 6 girls' teams)
  - Grades 3 to 12



- Spring: Late February to May
  - 40-50 games over 10 tournaments
- Summer: May to August
  - 40-50 games over 10 tournaments
- Teams travel up to six hours away to destinations in Texas, Illinois, Kentucky, Missouri and Florida
- Football Teams:
  - 1 Pop Warner boys' team in Pop Warner = 8 games
  - Free practice space at outdoor fields
- Basketball Teams:
  - Free practice at local elementary school
  - Rental fee for games and tournaments = \$450 per day for two courts
- A representative of Royal Family Travel Basketball also would like to the following amenities in the proposed facility:
  - Outdoor turf fields
  - Strength and conditioning space
  - Olympic-size pool
  - Concessions area
  - Volleyball courts
  - Indoor turf with batting cages
  - Mezzanine walking track
  - Track and field practice area
- If this complex came to fruition, the club likely would use it for the following:
  - Leagues – Depending on the level of competition
  - Tournaments – All teams would play in tournaments at the complex
  - Rental tournaments – Teams rent the complex for all tournaments and potentially grow their tournaments to two tournaments per month year round
    - Club could pay market rate to rent the courts
    - City charges \$45 per facility per weekend for courts
  - Rentals – From 5 p.m. – 8 p.m. for four days per week from February to August

### Event Promoter

- Pinnacle interviewed one basketball event promoter that hosts events in 41 states (including in Arkansas)
- The promoter said events average about 140 to 180 teams each, with \$15 per person gate fees; about half of participating teams stay overnight in the host city or surrounding area
  - The promoter typically rents private facilities and schools, paying an average of \$55 to \$70 per hour per court
- The promoter indicated he would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities at the proposed facility in Jonesboro if the

cost were reasonable, the agreement was a multi-year contract, and the promoter also could run volleyball events

- The promoter would consider hosting 12 2-day events/tournaments per year in the spring and fall at the proposed facility, as well as two volleyball events/tournaments in the winter
- The promoter also is looking for a “home” facility from which to run basketball events in Texas
- If the proposed facility had 20-30 courts, the promoter would be interested in hosting its national tournament there
- Amenities desired in a proposed facility include the following:
  - 8-20 full-size high school basketball courts
  - Wood or modular surface
  - Spectator seating
  - Conference rooms
- The promoter believes that Jonesboro would attract regional tournaments

## **FIELD HOCKEY**

### **Association**

- USA Field Hockey boasts 26,000 members, but a representative of the association noted that field hockey is “very small” in the Jonesboro market
- The organization sanctions 35-45 National Indoor Qualifier Series events per year — primarily in Maryland, Pennsylvania, New Jersey, Delaware and Northern Virginia
- The season typically runs from December to February
- Clubs do run “practice tournaments” that are not always sanctioned by USA Field Hockey
- Facilities can host events without needing to be affiliated with a club or nonprofit organization
- Ideal number of field hockey courts for tournaments is 4-9, with modular flooring
- The USA Field Hockey representative indicated that the proposed facility could host smaller events if a field hockey club — even one from outside the state — expressed interest in running an event.

## **PICKLEBALL**

### **Association**

- Of USA Pickleball’s 57,000 members, there are about 420 in Arkansas
- USA Pickleball holds nearly 200 sanctioned indoor and outdoor tournaments that are mainly for adults and seniors; most of them are at outdoor venues
- Indoor venues utilized by USA Pickleball are convention centers and recreation centers; national indoor tournament matches are played on a hardwood or acrylic surface
- Minimum of 30 pickleball courts are required for events, with a minimum space of 30-by-60 feet, although 34-by-64 is preferred; championship court must be at 34-by-64 feet, but 40-by-70 is preferred

- Booth space for sponsors and vendors also is required, along with plenty of power and strong, free wi-fi
- A representative of USA Pickleball said that the organization would consider a partnership with the proposed facility and would consider hosting national and regional tournaments, as well as youth and adult programs, camps and clinics

## SOCCER

### **Clubs and Schools**

- Soccer participation in Jonesboro could be stronger, but clubs are helping grow the sport in the area
- One club representative said soccer “is ready to explode in this area, and the complex needs to include soccer.”
- Season is in the fall (August to mid-November) and spring (late February to mid-May); high school season is in the spring
- Soccer clubs in the area include:
  - **Arkansas Revolution FC**, which is based in Jonesboro has 18 teams (265 players from U8-U19) and is growing rapidly
    - Utilizes Joe Mack facility, paying \$35 per player per season
    - Weather-related cancellations are one of club’s biggest issues; a recent rainstorm shut down the fields at Joe Mack for a week
    - Hosts one fall tournament and one spring tournament, each with about 40-50 teams; tournaments are 2.5 days, and about 25% of participants stay overnight
    - A minimum of four fields for tournaments would be ideal
    - Some of the club’s teams travel to Memphis to participate in indoor leagues during the winter
    - Travel teams travel to Memphis, St. Louis and Huntsville, AL
  - **City Stars Soccer** has about 1,500 players (95-107 teams) from throughout Jonesboro
    - About half of their games during the spring season are canceled due to rain
    - This is a recreational league, and teams are not allowed to practice at Joe Mack (which is used by competitive teams)
    - Summer: Plans call for increasing the number of camps, clinics and small-sided leagues and tournaments
      - Not much going on in the summer but his plans are to increase the number of programs in the summer such as camps, clinics, and small sided leagues and tournaments
    - Winter: Academy, training sessions and a mini-tournament are held in older facilities

- **Valley View High School** has four teams (boys' and girls' varsity and junior varsity)
  - High school season runs from early March to late May
  - Teams currently practice and play at the school's turf field
- There is also a junior high league in Arkansas (approximately 350 players), in which kids play in spring under the city's umbrella for their school, and there is a need for practice space and games
- Full-size indoor turf field needed in the area
  - Valley View High School has an indoor turf space, but it is too small to meet needs
- The four full-size fields at Joe Mack need to be updated to synthetic turf
- Four of the high schools in the area have outdoor turf fields and indoor turf fields of varying size, but it is very difficult for clubs to use or rent those fields
- If the area had more turf fields, Jonesboro could host state tournaments for high school
- Needs in the area:
  - Outdoor synthetic turf
  - Decent grass that doesn't turn into mud
  - Indoor synthetic turf to provide year-round training opportunities
  - Indoor hard courts
- If this facility came to fruition, some area clubs indicated they would use it for the following:
  - Indoor leagues: Yes
  - Indoor rentals: Yes, especially during inclement weather and during the winter (November-February)
  - Tournaments: Yes
  - Tournament rentals: Yes
  - Rentals: Yes
  - High school usage: Yes
- Adult soccer is popular in the area, with a city-run league for 10-12 teams in the fall and spring
  - A new facility would expand the opportunity for adult leagues
- Futsal is popular in the area, although some players prefer turf to hard courts
  - The city runs a futsal league in the winter for about 10 teams
  - Court futsal wouldn't be nearly as successful as indoor turf

### Association

- The Arkansas Soccer Association counts about 12,000 registered members
- About 12% of registered players are from the Jonesboro area
- State Cup is held two weekends at the end of May and in the fall
- Presidents Cup is held for one week in mid-June
- Futsal is non-existent in the Jonesboro market, and the association does not run any futsal programming/tournaments — leaving that up to the clubs

- At the state level futsal is becoming popular and there are clubs in certain parts of the state that participate in leagues
- Indoor soccer leagues at existing indoor facilities are unregulated
- The association does operate an outdoor league within the state
- The association does run coaching education training, Olympic Development Programs and other programs; most are held outdoors
- A representative of the association indicated it would consider partnering with the proposed facility to host those events
- There is a need for an additional indoor sports and recreation facility in the market for the sport, because of the lack of indoor space in the market
- Amenities desired at a proposed complex:
  - 1 full-size 11v11 turf soccer field
  - 3 indoor regulation futsal courts
  - Classroom/conference rooms
  - Restrooms
  - Spectator seating
  - Office space
- A representative of the association believes Jonesboro would be a regional draw for tournaments and events
- Impression of a proposed facility in the market = positive

## **Volleyball**

### **Clubs and Schools**

- Volleyball is one of the more developed sports in the Jonesboro area
  - Girls only; boys' volleyball has not gained traction in the area
- There is a huge opportunity for clinics and camps for volleyball in Jonesboro
- There is a need for a centrally located facility with multiple volleyball courts
- Outdoor sand volleyball also represents a programming opportunity
- Volleyball clubs in the market include:
  - **Arkansas Elite**, which has 11 teams from U9-U17
    - Season runs from early December to May/June
    - Club does not host tournaments
    - Teams train at Brooklyn High School using up to 8 courts and travel to 6-9 tournaments per year
    - Teams avoid Jonesboro tournaments because there is not a centrally located facility in the city
    - Cape Girardeau is one of the club's favorite places to play, and a lot of Jonesboro teams travel to that city



- **Arkansas Juniors Storm**, which is considered the largest volleyball club in Jonesboro with 23 teams, hosts local tournaments
  - Seasons run from October to April, and some teams travel to tournaments in such states as Texas, Tennessee and Florida — as far away as four hours
  - They currently use community centers and a local high school
    - Allen Park – 3 courts = \$10 per hour per court from 5:30-9:30 p.m. two nights a week per season
    - Parker Park – 2 courts = \$10 per hour per court from 5:30-9:30 p.m. two nights a week per season
    - Valley View High School – 7 courts = \$10 per court
  - Club does not currently host tournaments but would like to do so
  - More courts would help the club expand to 30 teams (which is where it would be capped)
- The **JTown Juniors** has seven teams and is not looking to expand
  - Season runs from November to April, with practices on Sundays from 1-8 p.m. and Mondays and Tuesdays from 5:30-9:30 p.m.
  - Teams travel to Nashville, Cape Girardeau and Memphis for tournaments
  - Teams utilize Allen Community Center (3 courts) for practices and summer camps
- **Memphis Metro Volleyball** is in Tennessee and has 35 teams; the club representative Pinnacle interviewed lives in Jonesboro
  - Season runs from November to April but can stretch into June if teams make Nationals
  - Club operates year-round in the offseason by offering camps, clinics, fall league, and pre-tryouts
  - Club operates out of a 5-court facility that is considered its headquarters
  - Club hosts four tournaments, with more than 70% of participants typically staying overnight
  - The club representative did not want to mention rental rates to protect the club's relationships with the venues
  - Club's lower-level teams travel to Jonesboro for the city tournament
- Ideal complex:
  - 12-24 courts
  - Hardwood or modular flooring
  - Outdoor sand courts
  - Concessions
  - Restrooms
  - Ample parking
  - Support amenities such as concessions, restrooms

- If this complex came to fruition, some or all of the organizations interviewed would use the proposed facility for:
  - Tournaments
  - Leagues
  - Rentals
  - Tournament Rentals
- Brookland High School has two teams, and the local junior high has three teams
  - High school hosts state tournaments, other tournaments and camps
- Nettleton High School has teams for 7<sup>th</sup> grade, junior high, junior varsity and varsity
  - Some teams travel to Cape Girardeau for tournaments
  - The school offers summer volleyball camps
- Adult volleyball presents a major opportunity; adults reportedly travel to Paragould to participate in league
- Can Jonesboro be a regional draw?
  - Clubs make decisions for tournaments based on competition, ease of access, proximity to hotels and restaurants
  - Ideal proximity to hotels would be walking distance to the complex but there may not be an area in Jonesboro within walking distance to the hotels; this complex should be within a 5-minute drive to major hotels
  - If tournaments are being hosted by a reputable club with good competition, then yes Jonesboro would be a regional draw for tournaments
  - Jonesboro itself wouldn't be a regional draw as a city, but the competition could bring in visitors if the tournaments are run by reputable hosts and the competition includes high-quality teams

### Associations

- The Delta Region is part of USA Volleyball, with about 8,500 members in Arkansas
  - Greater Memphis area = 1,200 members
  - Mississippi = 1,000 members
  - Northeast Arkansas = 700 members, with six clubs (400 athletes) in Jonesboro
    - Largest club is Arkansas Juniors Storm
  - No clubs have their own facilities; instead, they utilize schools and community centers
- With more court availability, a representative of the Delta Region believes the number of clubs in the area would double within two years
- Convention centers in Memphis (24 courts), Hot Springs (24 courts) and Little Rock (14 courts) frequently host events
- Other venues that host events typically have between 6 and 8 courts
- About 40% of participants stay overnight for a regional event
- Rental rates for practice space in Jonesboro varies = \$25-\$40 per hour
- Rental at a 6-court complex in Conway = \$2,500 for a two-day tournament; another complex in the state charges about \$8,000 for a two-day tournament using 8 courts

- A representative of the Delta Region said the organization could host two events per month at the proposed facility between January and April
- Facilities can host a sanctioned tournament if the officials and coaches are certified through USA Volleyball
  - The event will be more successful with a host club that is sanctioned, because it will draw higher competition
- Jonesboro would be a regional draw for tournaments — especially for teams from Northern Mississippi, Greater Memphis, Jackson, Little Rock, Conway and Southeast Missouri
- National tournaments are held in convention centers with 60 or more courts; regional championships require at least 30 courts
- Ideal complex:
  - Climate-controlled
  - 20-foot ceiling clearance
  - Modular or hardwood flooring
  - Minimum of 6-8 volleyball courts
  - Spectator seating

## **OTHER**

- The Arkansas **High School Activities Association** governs all high school activities in the state
- Schools can bid on hosting events, but the association assigns the events
- Some association-sanctioned events are held at the high schools
- The association usually does not to pay to utilize a facility that hosts sanctioned events, and vents are held all over the state, including at the following:
  - Hot Springs Convention Center
  - Arkansas State University
  - University of Arkansas
- Basketball: 20- 24 regional events, with 6 state tournaments
- Volleyball: 6 state tournaments
- Swimming: 3 state swimming events, most hosted at universities or in Texarkana because a 1-meter diving well is needed
- If high school events are weekend events, more than 50% typically stay
- If high school events are one-day events, fewer stay overnight
- Jonesboro is the strongest area in the state for volleyball, with each school in the area having won multiple championships
- Association’s biggest needs:
  - Aquatics:
    - 1M diving well
    - 50M
    - 8 lanes

- Hardwood Courts
  - Minimum of two courts for basketball and volleyball
  - Plenty of seating
    - 800-1,400 seats for regionals
    - 1,200-2,200 seats for state finals
- If the proposed complex comes to fruition, with a pool and diving well, a representative of the association envisions it hosting up to two state meets per year, as well as conference and regional meets (up to two events per week per season)
- If the proposed complex comes to fruition and includes hardwood courts and enough seating capacity, the association’s representative envisions potentially hosting all state basketball and volleyball events at the facility.
- **Arkansas State University** hosts multiple sports events in the area, but a representative of the university said the biggest needs in the community are indoor turf and outdoor turf.
- The university’s softball team likely would utilize batting cages at a new complex during inclement weather
- The university’s basketball teams use satellite courts from time to time for free
- Local high school football teams use the university’s football stadium for scrimmages, but only rarely
- Arkansas State had a 25m pool that recently closed due to the cost of operating; a representative of the university said officials are unsure what to do with space – adding that it likely will never reopen again as a pool
- If the proposed complex came to fruition, the university representative said Greek life leagues would potentially use it – adding that events such as concerts hosted at the facility would help students stay in town on weekends
- **Jonesboro Parks & Recreation** has been working to develop a facility like the proposed complex for 15 years
- Program needs:
  - Outdoor synthetic turf
  - Hardwood courts (to grow court sports and volleyball tournaments)
- Outdoor rental rates are in the \$20 per hour range
  - For baseball, the city has a contract with Jonesboro Boosters (which manage and book tournaments, paying \$18,000 per year
  - For softball, the city charges a minimum of \$500 and then \$25 per field per day; the city also keeps concessions revenue
- Indoor courts rental rate
  - School programs = \$10 per hour
  - All other programs = \$20-\$25 per hour
  - Off peak rate = \$45 per hour
- Vision for the project:
  - 72 acres next to Joe Mack Complex

- Tied into Joe Mack
- Indoor complex:
  - Minimum of 12 hardwood courts with 24 VB courts (overlaid with pickleball courts)
  - Championship court with seating for 4,500 seats
  - Multiuse complex, such as concert venue
  - 70-meter pool with 2 bulkheads (50 meters with 20 meters for warmup and cool down)
  - Therapy pool
  - Splash pad
  - Fieldhouse with full-size indoor turf field
  - Concessions
  - Ample number of restrooms
  - Ticket windows
  - 6 indoor tennis courts
- Outdoor complex:
  - 12 outdoor tennis courts
  - Pickleball courts
  - 8 outdoor sand volleyball courts
  - 4 synthetic turf multipurpose fields
  - Trails with hard surface
  - A soft-surface loop for cross country races
- Jonesboro Parks & Recreation hosts several tournaments
  - Softball: 25% of visitors stay overnight
  - Volleyball: 50% visitors stay overnight
  - Baseball: 25% visitors stay overnight
- The city manages one outdoor pool and has a contract with the Jets Aquatic Club
  - City also opens pool to general public for daily fees
    - Revenue = Roughly \$20,000 from admissions and \$18,500 from concessions
- The proposed complex would allow the city to grow their programs and not limit participation based on assets
  - Court sports are only hosted on 1-2 courts
  - Outdoor sports are on all fields
  - No AAU events in the area, because there is no centrally located complex
- They're currently retrofitting an old YMCA by the outdoor pool to be basketball sized turf field and a hardwood basketball court





# **Jonesboro, AR - Local Demographic Report**

April 6, 2022



# Pop-Facts® Demographics | Population & Race



Trade Area: 300 S Church Street - 30 min Drivetime

## POPULATION

131,958

## HOUSEHOLDS

50,778

## ETHNICITY



5.1%

Index: 26

Hispanic/Latino

## HISPANIC ORIGIN\*



80.3%

Index: 130

Mexican

## HOME LANGUAGE\*

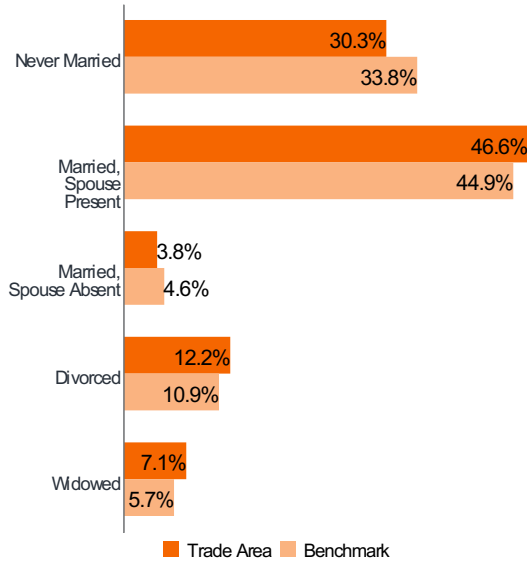


94.9%

Index: 121

Only English

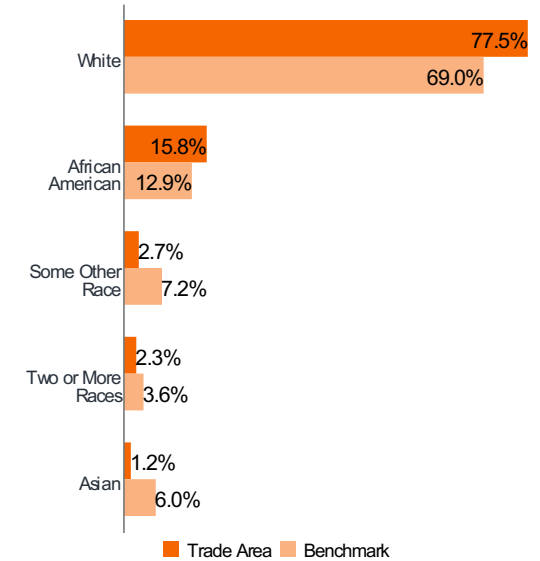
## MARITAL STATUS



## POPULATION BY AGE

Age	Count	%	Index
0 - 4	9,162	6.9	117
5 - 9	8,971	6.8	113
10 - 14	8,987	6.8	110
15 - 17	5,458	4.1	107
18 - 20	6,563	5.0	122
21 - 24	7,102	5.4	104
25 - 34	18,942	14.4	106
35 - 44	17,152	13.0	101
45 - 54	15,175	11.5	94
55 - 64	14,462	11.0	86
65 - 74	11,472	8.7	84
75 - 84	6,208	4.7	92
85+	2,305	1.7	86

## POPULATION BY RACE\*\*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

\*Top variable chosen from percent composition ranking

\*\*Top 5 variables chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 30 min Drivetime

Population: 131,958 | Households: 50,778

## MEDIAN AGE OF HOUSEHOLDER

50

Index: 93

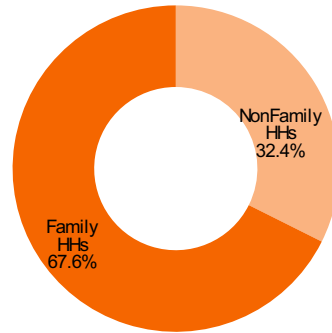
## PRESENCE OF CHILDREN\*



34.9%

Index: 104

## HOUSEHOLD TYPE



## HOUSING TENURE



Own

61.9%

Index: 95



Rent

38.1%

Index: 110

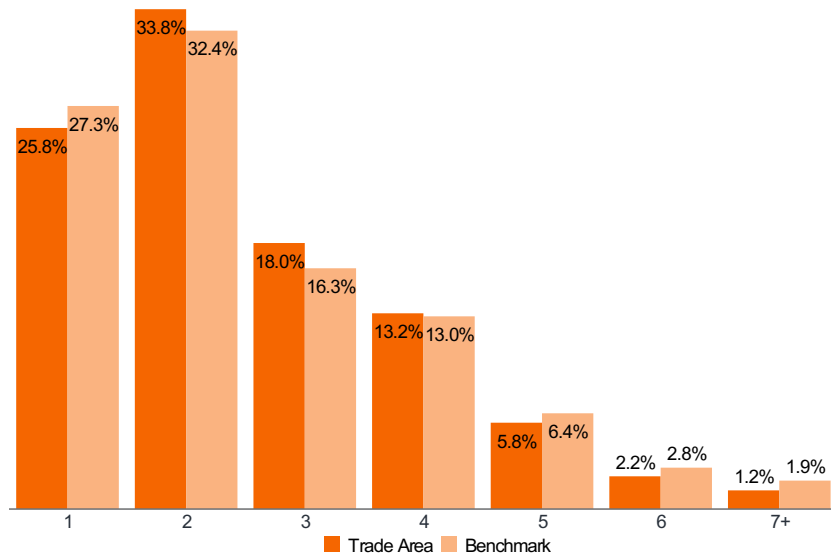
## AGE OF HOUSING\*\*



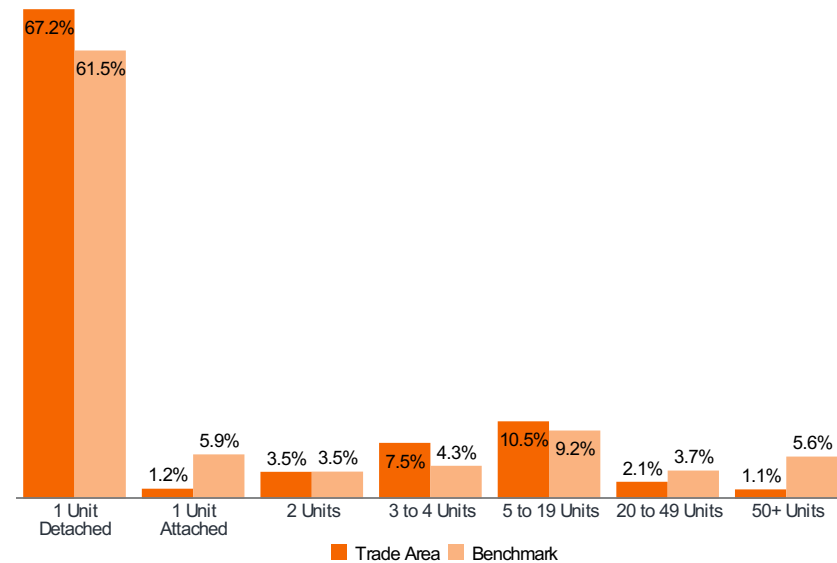
19 - 28 years old

% Comp: 18.5 Index: 141

## HOUSEHOLD SIZE



## HOUSING UNITS IN STRUCTURE



Benchmark: USA

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\*Uses the variable "Households with people under age 18"

\*\*Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 30 min Drivetime

Population: 131,958 | Households: 50,778

## EDUCATIONAL ATTAINMENT: TOP 2\*



35.6%

Index: 132

High School Graduate



21.2%

Index: 106

Some College, No Degree

## EDUCATION: HISPANIC/LATINO



0.5%

Index: 18

Bachelor's degree or higher

## POVERTY STATUS



88.3%

Index: 97

At or above poverty

## HOUSEHOLD INCOME



Median Household Income

\$52,330

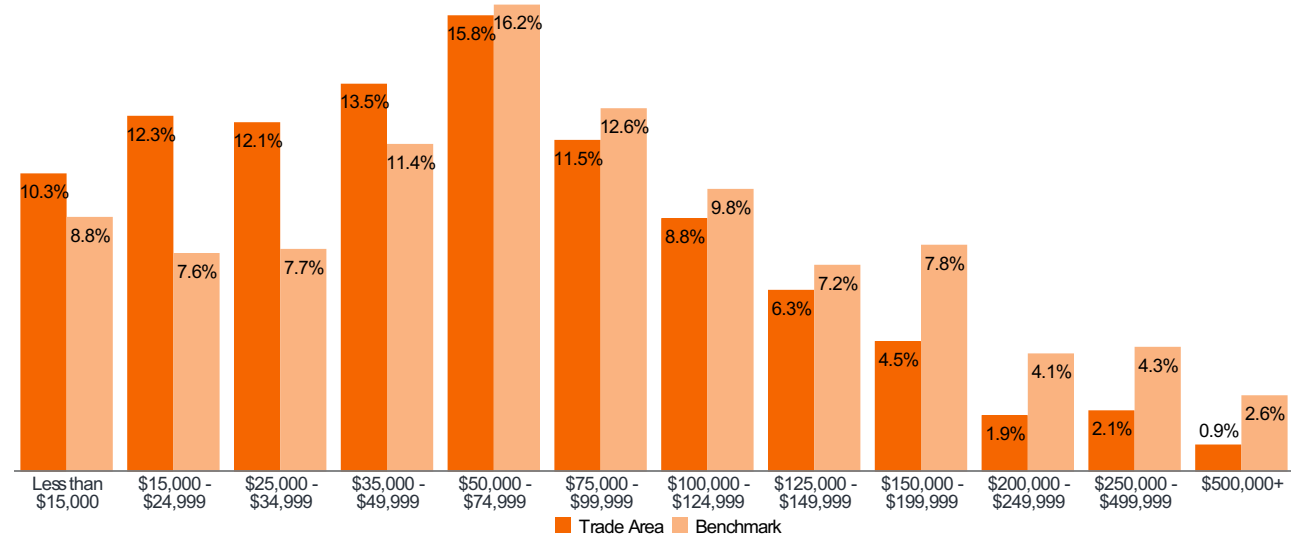
Index: 72

Average Household Income

\$75,469

Index: 73

## HOUSEHOLD INCOME DISTRIBUTION



Benchmark: USA

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\*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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# Pop-Facts® Demographics | Employment & Occupation



Trade Area: 300 S Church Street - 30 min Drivetime

Population: 131,958 | Households: 50,778

## OCCUPATIONAL CLASS\*



54.8%

Index: 91

White Collar

## UNEMPLOYMENT RATE



5.7%

Index: 122

Percent of civilian labor force unemployed

## METHOD OF TRAVEL TO WORK: TOP 2\*



83.8%

Index: 110

Travel to work by **Driving Alone**

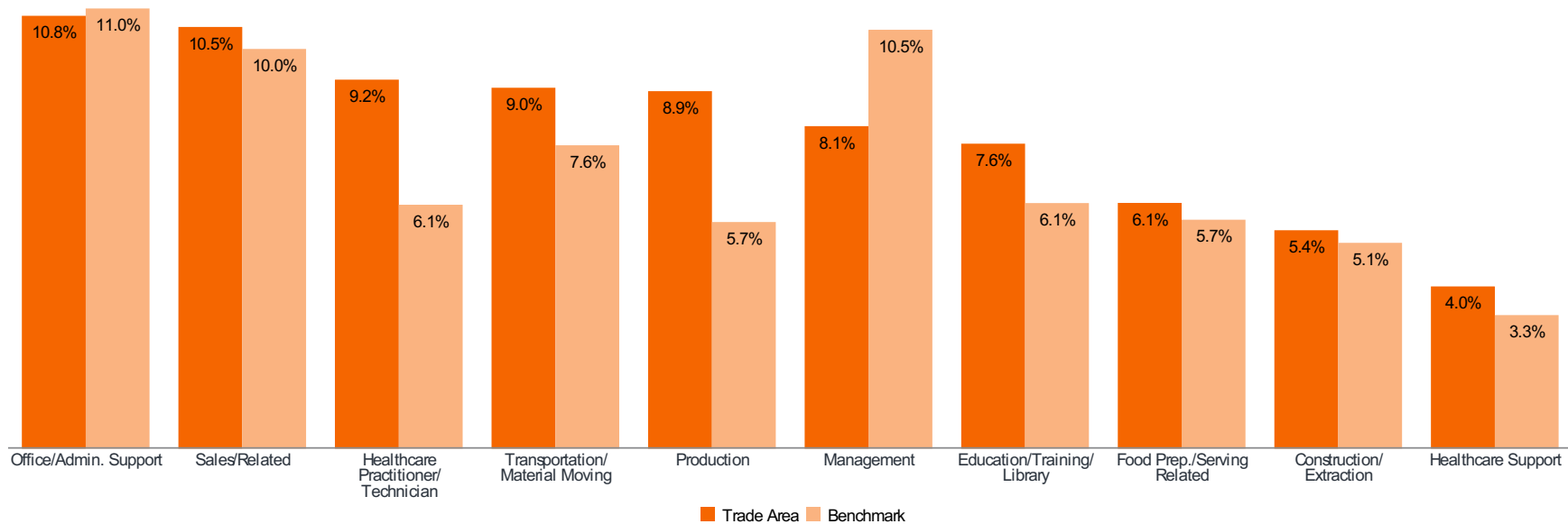


11.0%

Index: 123

Travel to work by **Carpooling**

## OCCUPATION: TOP 10\*



Benchmark: USA

\*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 30 min Drivetime



## POPULATION

The population in this area is estimated to change from **113,954** to **131,958**, resulting in a growth of **15.8%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.7%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **35.4**, while the average age is **37.6**. Five years from now, the median age is projected to be **36.6**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

### Of this area's current year estimated population:

**77.5%** are White Alone, **15.8%** are Black or African American Alone, **0.4%** are American Indian and Alaska Nat. Alone, **1.2%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **2.7%** are Some Other Race, and **2.3%** are Two or More Races.

### Of the base area's current year estimated population:

**69.0%** are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **5.1%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



## HOUSEHOLD

The number of households in this area is estimated to change from **44,243** to **50,778**, resulting in an increase of **14.8%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 300 S Church Street - 30 min Drivetime

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## EDUCATION

Currently, it is estimated that **6.0%** of the population age 25 and over in this area had earned a Master's Degree, **2.4%** had earned a Professional School Degree, **1.0%** had earned a Doctorate Degree and **15.4%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



## INCOME

The average household income is estimated to be **\$75,469** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$75,469** to **\$84,033**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



## HOUSING

Most of the dwellings in this area (**61.9%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**67.2%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**18.5%**) are estimated to have been **Built 1990 to 1999** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

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Benchmark: USA

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Trade Area: 300 S Church Street - 30 min Drivetime



## LABOR

For this area, **300 S Church Street - 30 min Drivetime**, **94.4%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.1%** are in the Armed Forces, **58.1%** are employed civilians, **3.4%** are unemployed civilians, and **38.4%** are not in the labor force.

The occupational classification for this area are as follows:

**26.9%** hold blue collar occupations, **54.8%** hold white collar occupations, and **18.3%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **0.7%** are in Architecture and Engineering, **0.8%** are in Arts, Entertainment and Sports, **3.2%** are in Business and Financial Operations, **0.8%** are in Computers and Mathematics, **7.6%** are in Education, Training and Libraries, **9.2%** are in Healthcare Practitioners and Technicians, **4.0%** are in Healthcare Support, **0.6%** are in Life, Physical and Social Sciences, **8.1%** are in Management, **10.8%** are in Office and Administrative Support.

**1.6%** are in Community and Social Services, **6.1%** are in Food Preparation and Serving, **0.9%** are in Legal Services, **1.4%** are in Protective Services, **10.5%** are in Sales and Related Services, **2.5%** are in Personal Care Services.

**3.8%** are in Building and Grounds Maintenance, **5.4%** are in Construction and Extraction, **0.5%** are in Farming, Fishing and Forestry, **3.5%** are in Maintenance and Repair, **8.9%** are in Production, **9.0%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.4%** are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

**21.4%** hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

**1.8%** are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

**3.8%** are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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# Report Details

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**Name:** Jonesboro, AR - Local Demographic Report  
**Date / Time:** 4/6/2022 11:32:37 AM  
**Workspace Vintage:** 2022

## Trade Area

---

Name	Level	Geographies
300 S Church Street - 30 min Drivetime	30 min Drivetime	N/A

## Benchmark

---

Name	Level	Geographies
USA	Entire US	United States

## DataSource

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Product	Provider	Copyright
Claritas Pop-Facts® Premier 2022	Claritas	©Claritas, LLC 2022 ( <a href="https://claritas.easpotlight.com/Spotlight/About">https://claritas.easpotlight.com/Spotlight/About</a> )
SPOTLIGHT Pop-Facts® Premier 2022, including 2000 and 2010 US Census, 2022 estimates and 2027 projections	Claritas	©Claritas, LLC 2022 ( <a href="https://claritas.easpotlight.com/Spotlight/About">https://claritas.easpotlight.com/Spotlight/About</a> )

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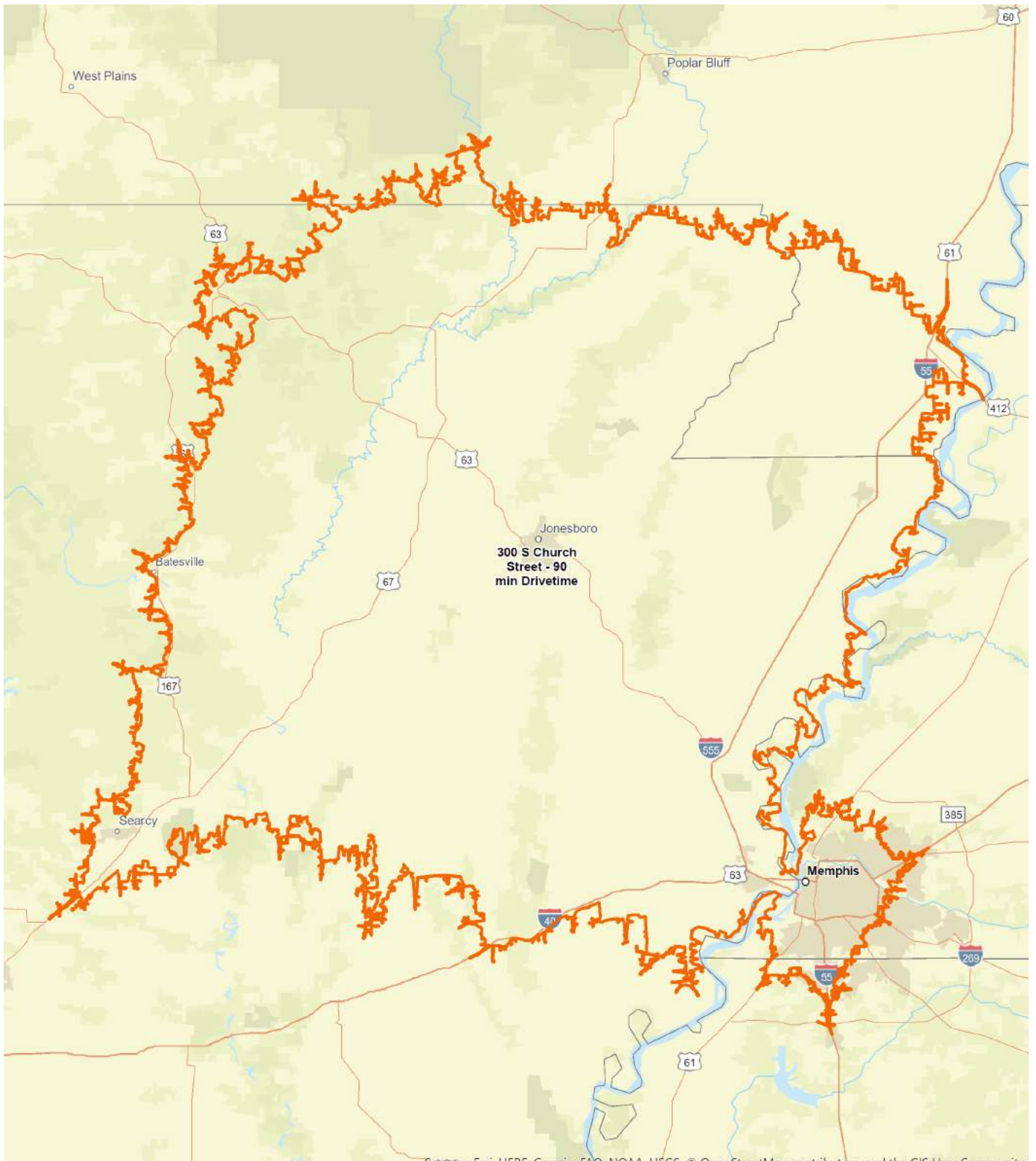


# **Jonesboro, AR - Regional Demographic Report**

April 6, 2022

Trade Area: 300 S Church Street - 90 min Drivetime

Total Population: 1,068,856 | Total Households: 414,722



Source: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community ©2006-2022 TomTom

# Pop-Facts® Demographics | Population & Race



Trade Area: 300 S Church Street - 90 min Drivetime

## POPULATION

1,068,856

## HOUSEHOLDS

414,722

## ETHNICITY



6.3%

Index: 33

Hispanic/Latino

## HISPANIC ORIGIN\*



76.1%

Index: 124

Mexican

## HOME LANGUAGE\*

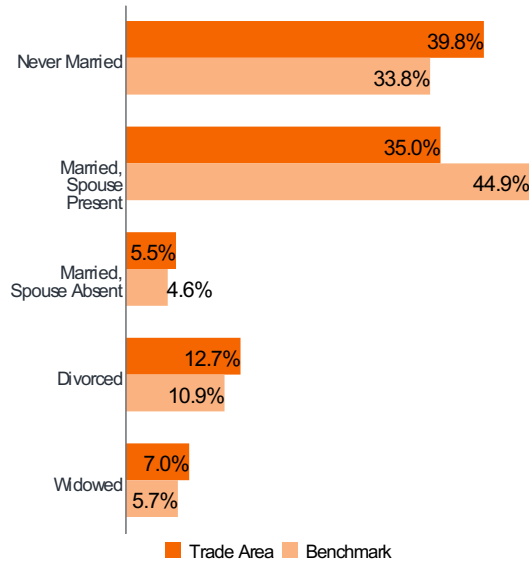


93.0%

Index: 119

Only English

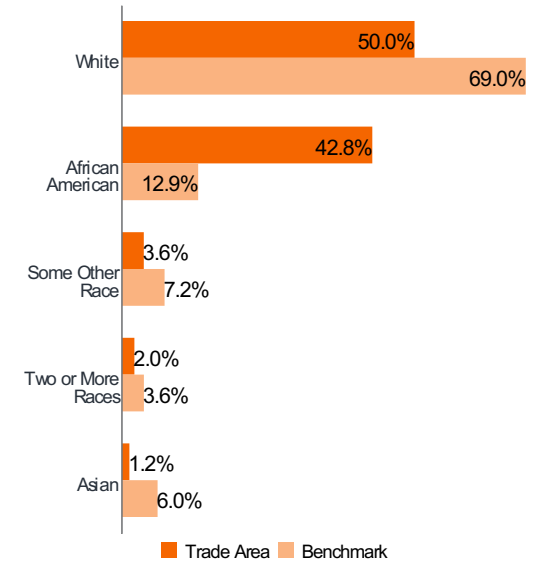
## MARITAL STATUS



## POPULATION BY AGE

Age	Count	%	Index
0 - 4	76,538	7.2	121
5 - 9	73,329	6.9	114
10 - 14	73,668	6.9	111
15 - 17	43,776	4.1	106
18 - 20	45,067	4.2	103
21 - 24	54,997	5.1	99
25 - 34	148,221	13.9	103
35 - 44	137,908	12.9	101
45 - 54	121,563	11.4	93
55 - 64	122,240	11.4	90
65 - 74	101,372	9.5	91
75 - 84	50,742	4.7	93
85+	19,435	1.8	89

## POPULATION BY RACE\*\*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

\*Top variable chosen from percent composition ranking

\*\*Top 5 variables chosen from percent composition ranking



# Pop-Facts® Demographics | Housing & Household



Trade Area: 300 S Church Street - 90 min Drivetime

Population: 1,068,856 | Households: 414,722

## MEDIAN AGE OF HOUSEHOLDER

52

Index: 97

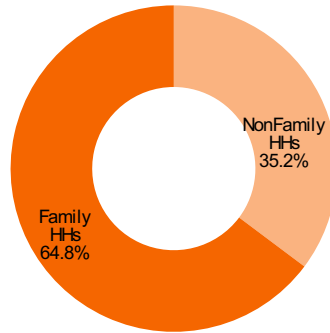
## PRESENCE OF CHILDREN\*



34.3%

Index: 102

## HOUSEHOLD TYPE



## HOUSING TENURE



Own

58.5%

Index: 90



Rent

41.5%

Index: 119

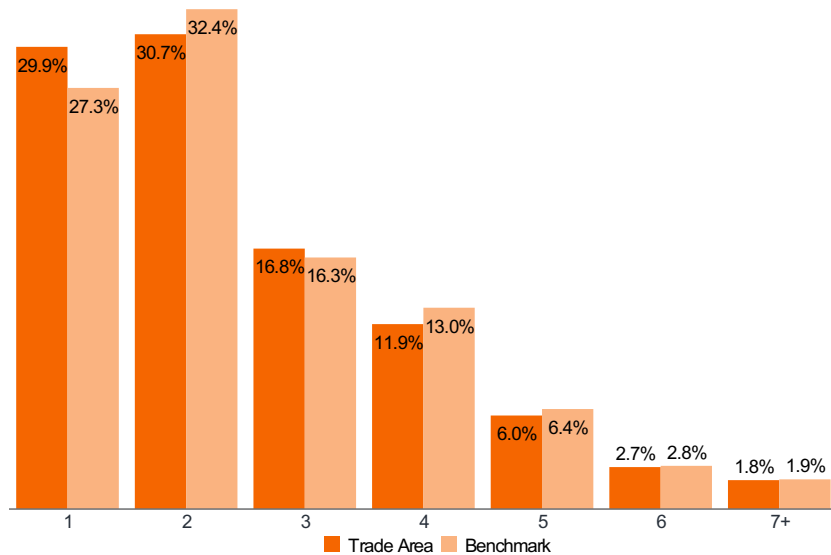
## AGE OF HOUSING\*\*



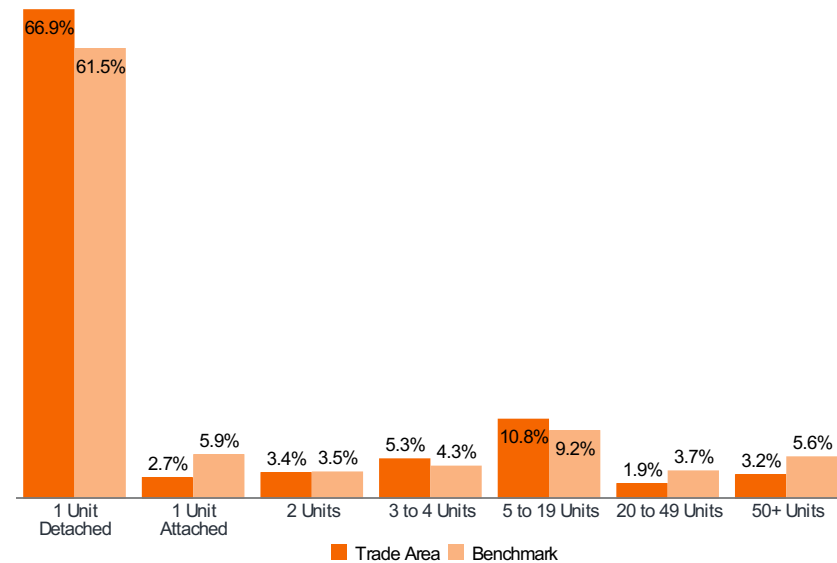
39 - 48 years old

% Comp: 17.5 Index: 123

## HOUSEHOLD SIZE



## HOUSING UNITS IN STRUCTURE



Benchmark: USA

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\*Uses the variable "Households with people under age 18"

\*\*Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 90 min Drivetime

Population: 1,068,856 | Households: 414,722

## EDUCATIONAL ATTAINMENT: TOP 2\*



35.5%

Index: 132

High School Graduate



21.7%

Index: 108

Some College, No Degree

## EDUCATION: HISPANIC/LATINO



0.5%

Index: 18

Bachelor's degree or higher

## POVERTY STATUS



83.1%

Index: 91

At or above poverty

## HOUSEHOLD INCOME



Median Household Income

\$45,597

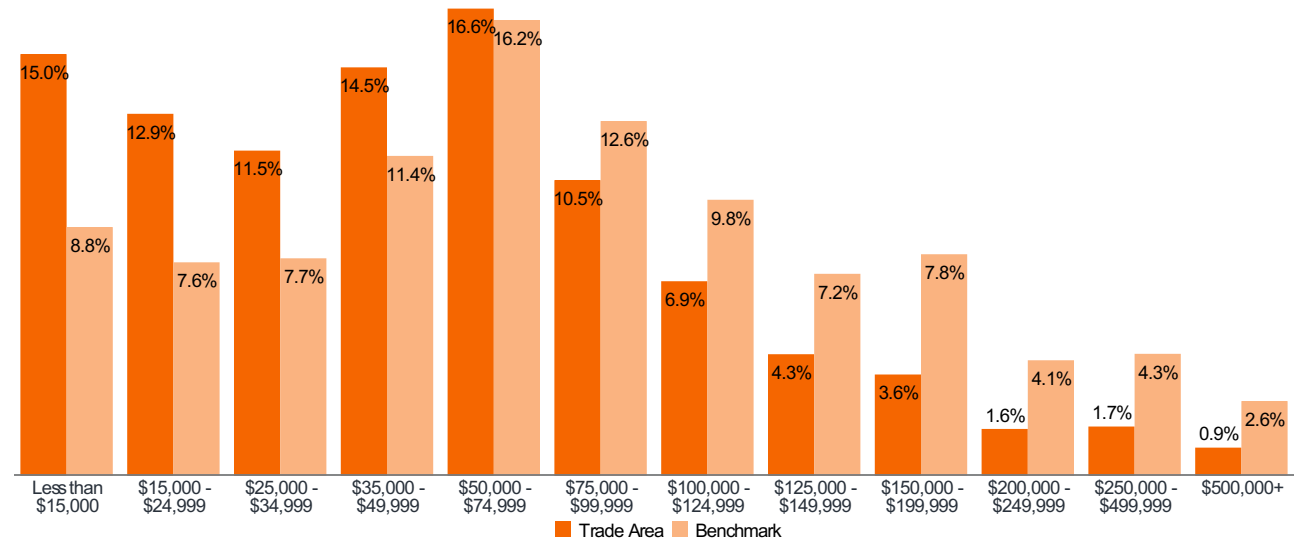
Index: 63

Average Household Income

\$67,521

Index: 65

## HOUSEHOLD INCOME DISTRIBUTION



Benchmark: USA

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\*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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# Pop-Facts® Demographics | Employment & Occupation



Trade Area: 300 S Church Street - 90 min Drivetime

Population: 1,068,856 | Households: 414,722

## OCCUPATIONAL CLASS\*



50.9%

Index: 85

White Collar

## UNEMPLOYMENT RATE



7.9%

Index: 167

Percent of civilian labor force unemployed

## METHOD OF TRAVEL TO WORK: TOP 2\*



82.2%

Index: 108

Travel to work by **Driving Alone**

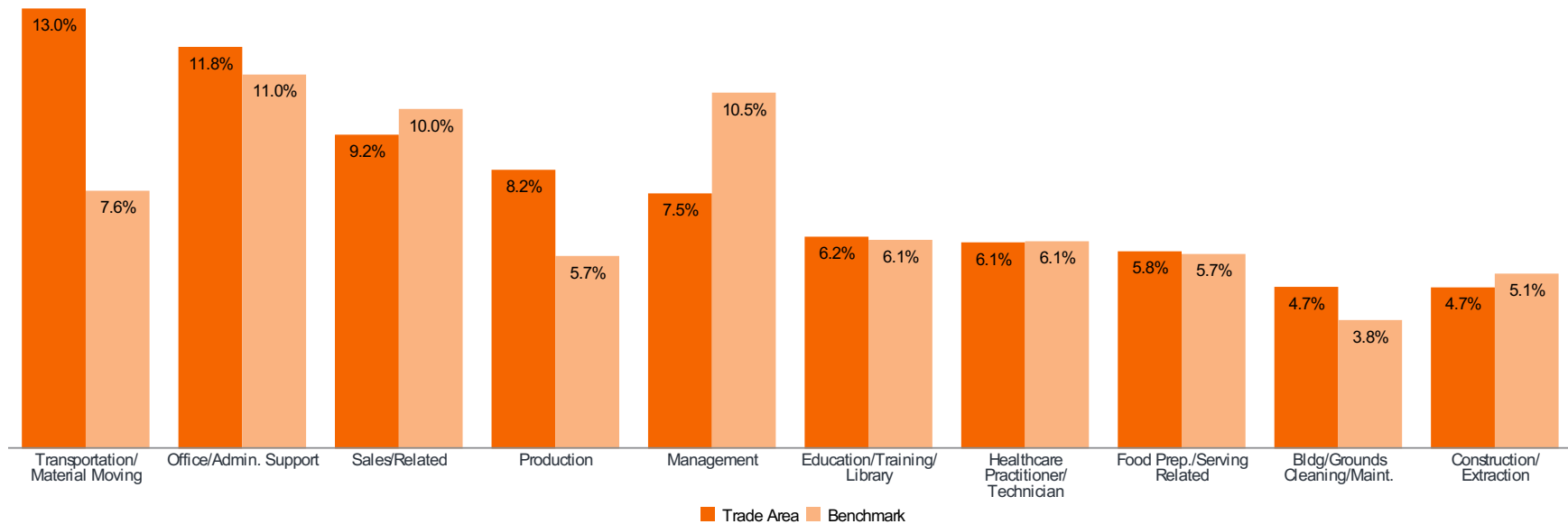


10.9%

Index: 122

Travel to work by **Carpooling**

## OCCUPATION: TOP 10\*



Benchmark: USA

\*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 90 min Drivetime



## POPULATION

The population in this area is estimated to change from **1,081,345** to **1,068,856**, resulting in a growth of **-1.2%** between 2010 and the current year. Over the next five years, the population is projected to grow by **0.5%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **36.3**, while the average age is **38.1**. Five years from now, the median age is projected to be **37.3**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

### Of this area's current year estimated population:

**50.0%** are White Alone, **42.8%** are Black or African American Alone, **0.3%** are American Indian and Alaska Nat. Alone, **1.2%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **3.6%** are Some Other Race, and **2.0%** are Two or More Races.

### Of the base area's current year estimated population:

**69.0%** are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **6.3%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



## HOUSEHOLD

The number of households in this area is estimated to change from **416,364** to **414,722**, resulting in an increase of **-0.4%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **0.7%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 300 S Church Street - 90 min Drivetime

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## EDUCATION

Currently, it is estimated that **5.5%** of the population age 25 and over in this area had earned a Master's Degree, **1.6%** had earned a Professional School Degree, **1.0%** had earned a Doctorate Degree and **12.8%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



## INCOME

The average household income is estimated to be **\$67,521** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$67,521** to **\$75,334**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



## HOUSING

Most of the dwellings in this area (**58.5%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**66.9%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**17.5%**) are estimated to have been **Built 1970 to 1979** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

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Benchmark: USA

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Trade Area: 300 S Church Street - 90 min Drivetime



## LABOR

For this area, **300 S Church Street - 90 min Drivetime**, **92.5%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.1%** are in the Armed Forces, **54.9%** are employed civilians, **4.5%** are unemployed civilians, and **40.5%** are not in the labor force.

The occupational classification for this area are as follows:

**29.3%** hold blue collar occupations, **50.9%** hold white collar occupations, and **19.8%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **0.9%** are in Architecture and Engineering, **1.2%** are in Arts, Entertainment and Sports, **3.5%** are in Business and Financial Operations, **1.2%** are in Computers and Mathematics, **6.2%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.7%** are in Healthcare Support, **0.6%** are in Life, Physical and Social Sciences, **7.5%** are in Management, **11.8%** are in Office and Administrative Support.

**1.9%** are in Community and Social Services, **5.8%** are in Food Preparation and Serving, **0.9%** are in Legal Services, **2.3%** are in Protective Services, **9.2%** are in Sales and Related Services, **2.3%** are in Personal Care Services.

**4.7%** are in Building and Grounds Maintenance, **4.7%** are in Construction and Extraction, **0.9%** are in Farming, Fishing and Forestry, **3.4%** are in Maintenance and Repair, **8.2%** are in Production, **13.0%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.4%** are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

**21.4%** hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

**1.8%** are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

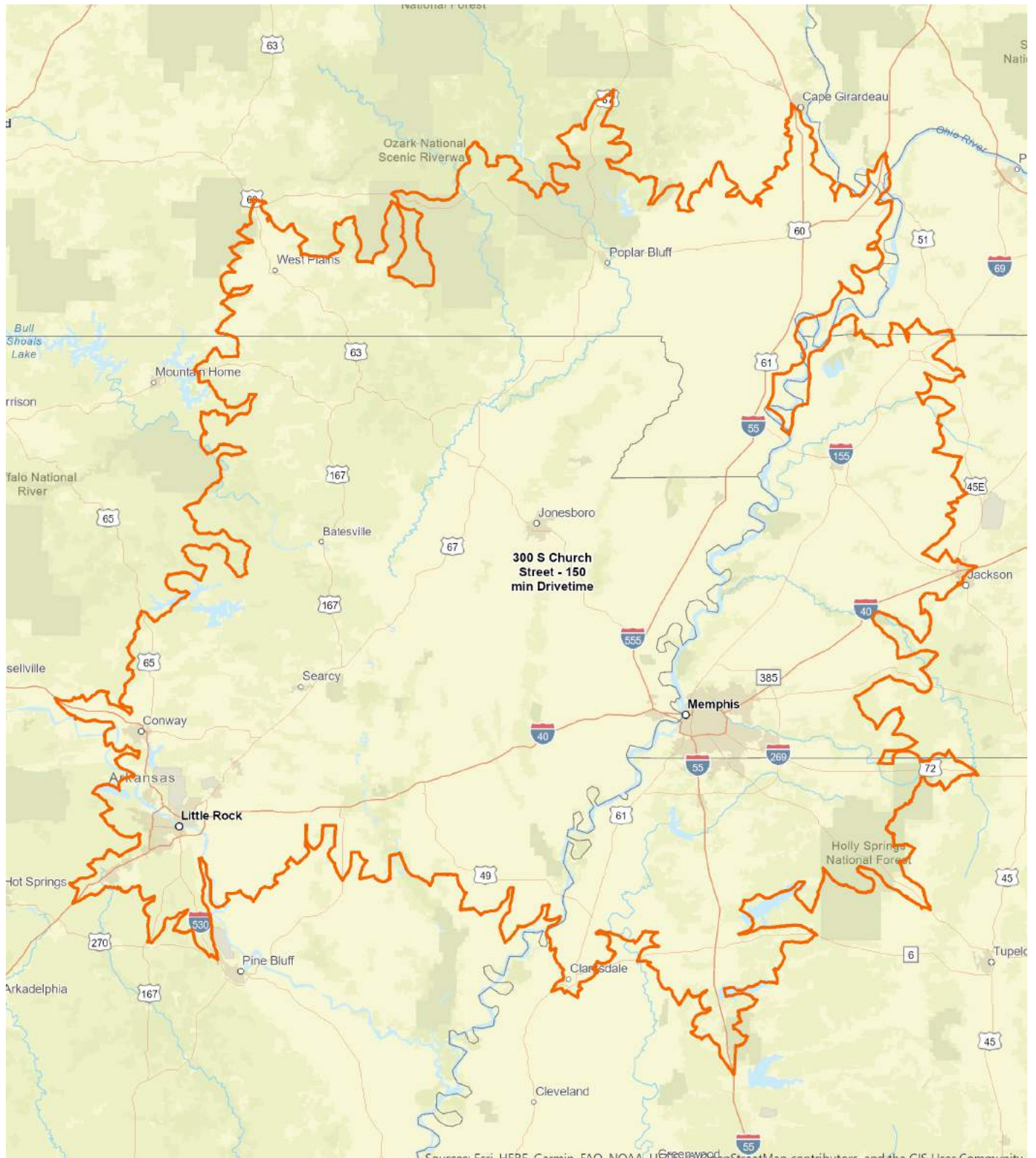
**3.8%** are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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Trade Area: 300 S Church Street - 150 min Drivetime

Total Population: 3,170,428 | Total Households: 1,226,688



Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, OpenStreetMap contributors, and the GIS User Community ©2006-2022 TomTom

# Pop-Facts® Demographics | Population & Race



Trade Area: 300 S Church Street - 150 min Drivetime

## POPULATION

3,170,428

## HOUSEHOLDS

1,226,688

## ETHNICITY



5.4%

Index: 28

Hispanic/Latino

## HISPANIC ORIGIN\*



73.7%

Index: 120

Mexican

## HOME LANGUAGE\*

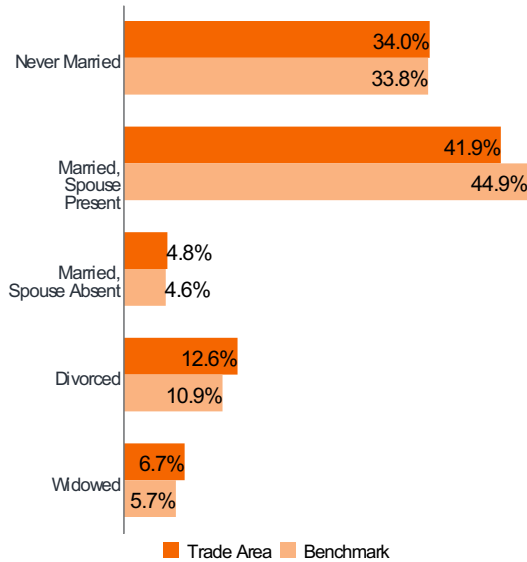


93.8%

Index: 120

Only English

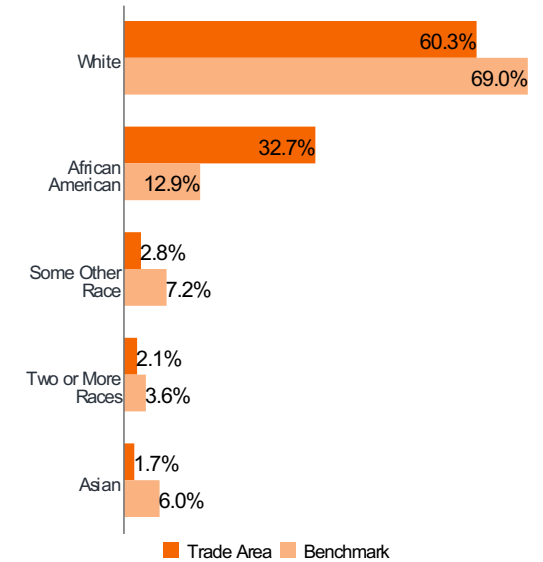
## MARITAL STATUS



## POPULATION BY AGE

Age	Count	%	Index
0 - 4	202,208	6.4	108
5 - 9	203,769	6.4	107
10 - 14	209,586	6.6	106
15 - 17	127,605	4.0	105
18 - 20	129,089	4.1	100
21 - 24	165,885	5.2	101
25 - 34	423,556	13.4	99
35 - 44	396,301	12.5	97
45 - 54	379,257	12.0	98
55 - 64	393,070	12.4	97
65 - 74	322,990	10.2	98
75 - 84	158,581	5.0	98
85+	58,532	1.8	91

## POPULATION BY RACE\*\*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

\*Top variable chosen from percent composition ranking

\*\*Top 5 variables chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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# Pop-Facts® Demographics | Housing & Household



Trade Area: 300 S Church Street - 150 min Drivetime

Population: 3,170,428 | Households: 1,226,688

## MEDIAN AGE OF HOUSEHOLDER

53

Index: 99

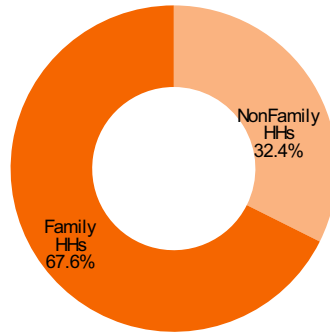
## PRESENCE OF CHILDREN\*



34.8%

Index: 104

## HOUSEHOLD TYPE



## HOUSING TENURE



Own

65.2%

Index: 100



Rent

34.8%

Index: 100

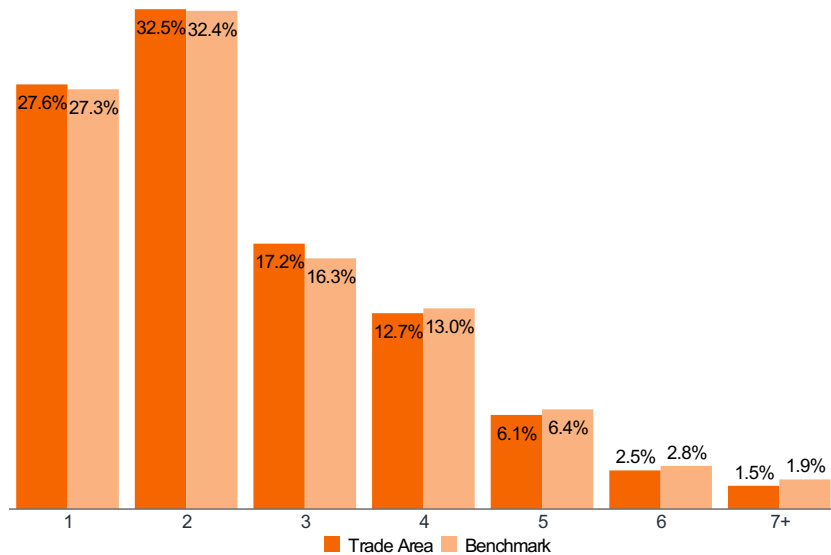
## AGE OF HOUSING\*\*



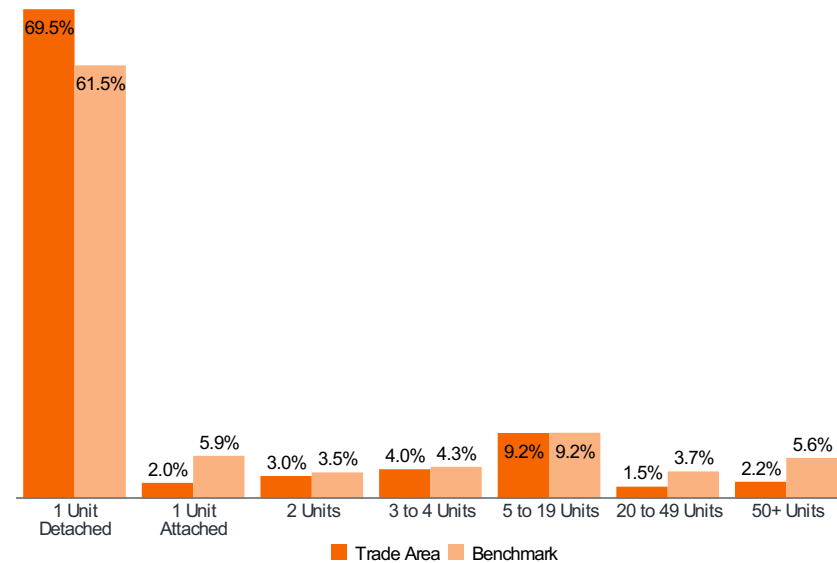
39 - 48 years old

% Comp: 17.1 Index: 121

## HOUSEHOLD SIZE



## HOUSING UNITS IN STRUCTURE



Benchmark: USA

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\*Uses the variable "Households with people under age 18"

\*\*Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 150 min Drivetime

Population: 3,170,428 | Households: 1,226,688

## EDUCATIONAL ATTAINMENT: TOP 2\*



33.1%

Index: 123

High School Graduate



21.9%

Index: 109

Some College, No Degree

## EDUCATION: HISPANIC/LATINO



0.6%

Index: 21

Bachelor's degree or higher

## POVERTY STATUS



87.2%

Index: 96

At or above poverty

## HOUSEHOLD INCOME



Median Household Income

\$53,743

Index: 74

Average Household Income

\$77,230

Index: 75

## HOUSEHOLD INCOME DISTRIBUTION



Benchmark: USA

\*Ranked by percent composition

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Index Colors:	<80	80 - 110	110+
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# Pop-Facts® Demographics | Employment & Occupation



Trade Area: 300 S Church Street - 150 min Drivetime

Population: 3,170,428 | Households: 1,226,688

## OCCUPATIONAL CLASS\*



55.9%

Index: 93

White Collar

## UNEMPLOYMENT RATE



5.8%

Index: 124

Percent of civilian labor force unemployed

## METHOD OF TRAVEL TO WORK: TOP 2\*



83.8%

Index: 110

Travel to work by **Driving Alone**

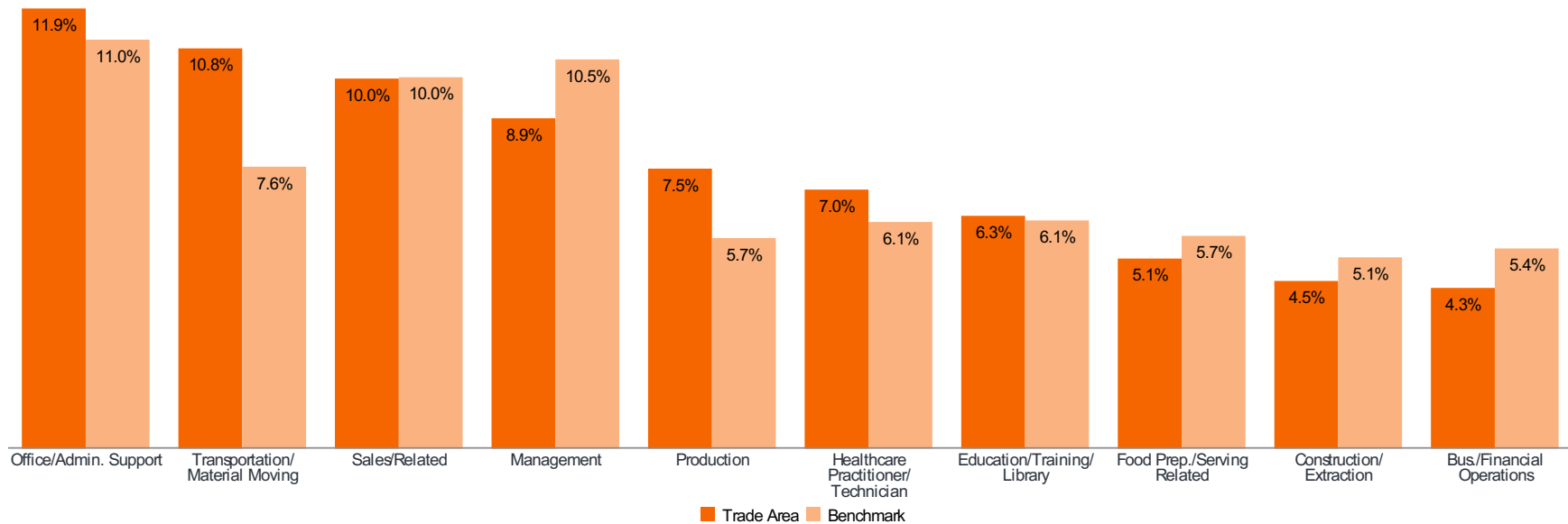


9.7%

Index: 108

Travel to work by **Carpooling**

## OCCUPATION: TOP 10\*



Benchmark: USA

\*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 150 min Drivetime



## POPULATION

The population in this area is estimated to change from **3,131,030** to **3,170,428**, resulting in a growth of **1.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **1.0%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **38.1**, while the average age is **39.3**. Five years from now, the median age is projected to be **38.9**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

### Of this area's current year estimated population:

**60.3%** are White Alone, **32.7%** are Black or African American Alone, **0.4%** are American Indian and Alaska Nat. Alone, **1.7%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **2.8%** are Some Other Race, and **2.1%** are Two or More Races.

### Of the base area's current year estimated population:

**69.0%** are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **5.4%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



## HOUSEHOLD

The number of households in this area is estimated to change from **1,206,830** to **1,226,688**, resulting in an increase of **1.6%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **1.1%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 300 S Church Street - 150 min Drivetime

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## EDUCATION

Currently, it is estimated that **6.7%** of the population age 25 and over in this area had earned a Master's Degree, **1.7%** had earned a Professional School Degree, **1.1%** had earned a Doctorate Degree and **15.3%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



## INCOME

The average household income is estimated to be **\$77,230** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$77,230** to **\$84,846**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



## HOUSING

Most of the dwellings in this area (**65.2%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied (65.2%)**.

The majority of dwellings in this area (**69.5%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**17.1%**) are estimated to have been **Built 1970 to 1979** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

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Benchmark: USA

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Trade Area: 300 S Church Street - 150 min Drivetime



## LABOR

For this area, **300 S Church Street - 150 min Drivetime**, **94.4%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.3%** are in the Armed Forces, **56.6%** are employed civilians, **3.3%** are unemployed civilians, and **39.8%** are not in the labor force.

The occupational classification for this area are as follows:

**26.3%** hold blue collar occupations, **55.9%** hold white collar occupations, and **17.8%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **1.1%** are in Architecture and Engineering, **1.2%** are in Arts, Entertainment and Sports, **4.3%** are in Business and Financial Operations, **1.8%** are in Computers and Mathematics, **6.3%** are in Education, Training and Libraries, **7.0%** are in Healthcare Practitioners and Technicians, **3.4%** are in Healthcare Support, **0.7%** are in Life, Physical and Social Sciences, **8.9%** are in Management, **11.9%** are in Office and Administrative Support.

**2.0%** are in Community and Social Services, **5.1%** are in Food Preparation and Serving, **0.9%** are in Legal Services, **2.5%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.4%** are in Personal Care Services.

**3.8%** are in Building and Grounds Maintenance, **4.5%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.5%** are in Maintenance and Repair, **7.5%** are in Production, **10.8%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.4%** are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

**21.4%** hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

**1.8%** are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

**3.8%** are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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# Pop-Facts® Demographics | Population & Race



Trade Area: 300 S Church Street - 210 min Drivetime

## POPULATION

5,211,979

## HOUSEHOLDS

2,038,773

## ETHNICITY



4.8%

Index: 25

Hispanic/Latino

## HISPANIC ORIGIN\*



73.4%

Index: 119

Mexican

## HOME LANGUAGE\*

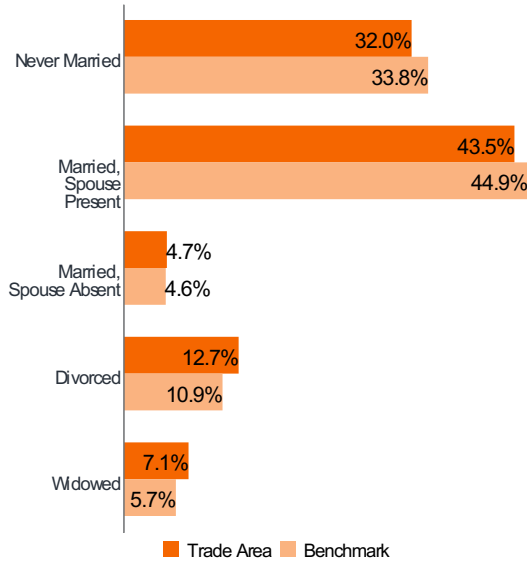


94.8%

Index: 121

Only English

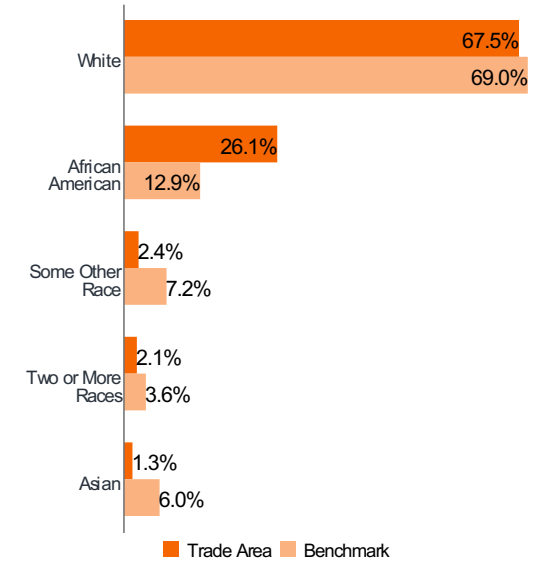
## MARITAL STATUS



## POPULATION BY AGE

Age	Count	%	Index
0 - 4	319,991	6.1	104
5 - 9	322,137	6.2	103
10 - 14	333,837	6.4	103
15 - 17	205,793	3.9	103
18 - 20	215,470	4.1	101
21 - 24	273,517	5.2	101
25 - 34	671,200	12.9	96
35 - 44	631,396	12.1	94
45 - 54	618,827	11.9	97
55 - 64	661,755	12.7	100
65 - 74	566,619	10.9	105
75 - 84	284,892	5.5	107
85+	106,545	2.0	100

## POPULATION BY RACE\*\*



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

\*Top variable chosen from percent composition ranking

\*\*Top 5 variables chosen from percent composition ranking



# Pop-Facts® Demographics | Housing & Household



Trade Area: 300 S Church Street - 210 min Drivetime

Population: 5,211,979 | Households: 2,038,773

## MEDIAN AGE OF HOUSEHOLDER

54

Index: 101

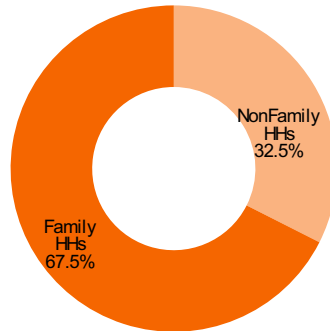
## PRESENCE OF CHILDREN\*



33.4%

Index: 99

## HOUSEHOLD TYPE



## HOUSING TENURE



Own

67.5%

Index: 103



Rent

32.5%

Index: 94

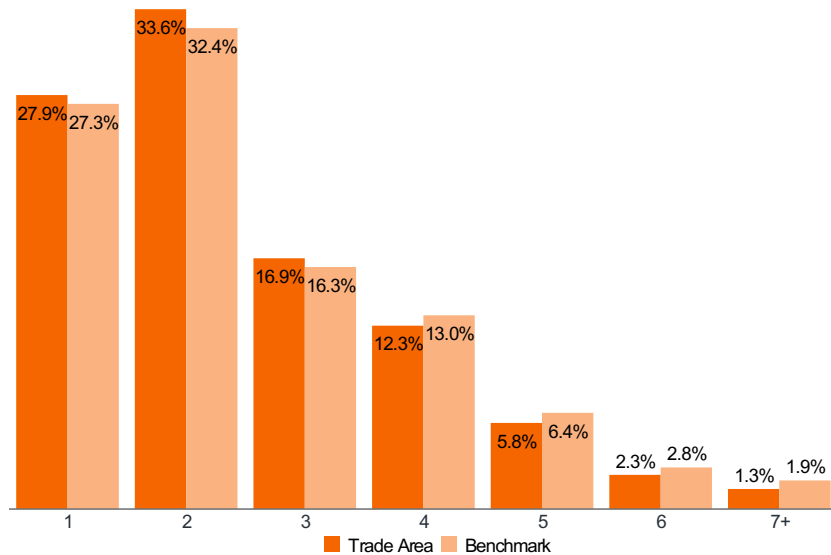
## AGE OF HOUSING\*\*



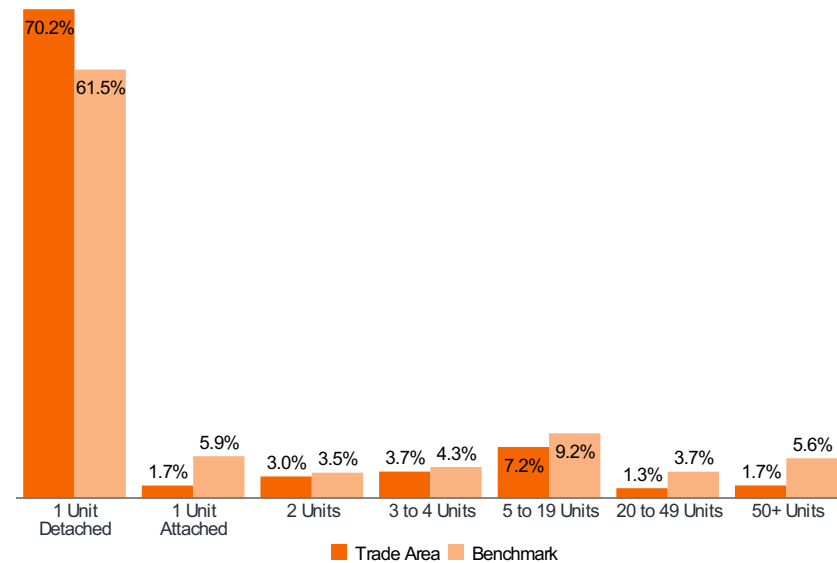
39 - 48 years old

% Comp: 17.3 Index: 122

## HOUSEHOLD SIZE



## HOUSING UNITS IN STRUCTURE



Benchmark: USA

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\*Uses the variable "Households with people under age 18"

\*\*Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
---------------	-----	----------	------

Trade Area: 300 S Church Street - 210 min Drivetime

Population: 5,211,979 | Households: 2,038,773

## EDUCATIONAL ATTAINMENT: TOP 2\*



34.2%

Index: 127

High School Graduate



22.0%

Index: 109

Some College, No Degree

## EDUCATION: HISPANIC/LATINO



0.5%

Index: 17

Bachelor's degree or higher

## POVERTY STATUS



87.0%

Index: 96

At or above poverty

## HOUSEHOLD INCOME



Median Household Income

\$51,558

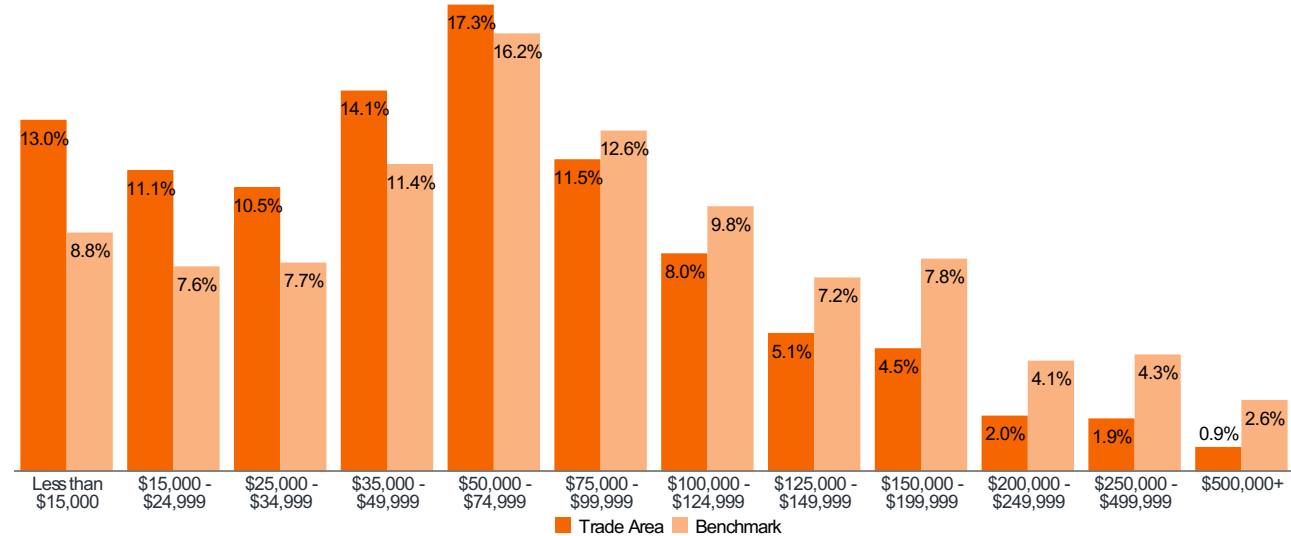
Index: 71

Average Household Income

\$73,199

Index: 71

## HOUSEHOLD INCOME DISTRIBUTION



Benchmark: USA

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\*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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# Pop-Facts® Demographics | Employment & Occupation



Trade Area: 300 S Church Street - 210 min Drivetime

Population: 5,211,979 | Households: 2,038,773

## OCCUPATIONAL CLASS\*



54.2%

Index: 90

White Collar

## UNEMPLOYMENT RATE



5.8%

Index: 123

Percent of civilian labor force unemployed

## METHOD OF TRAVEL TO WORK: TOP 2\*



83.8%

Index: 110

Travel to work by **Driving Alone**

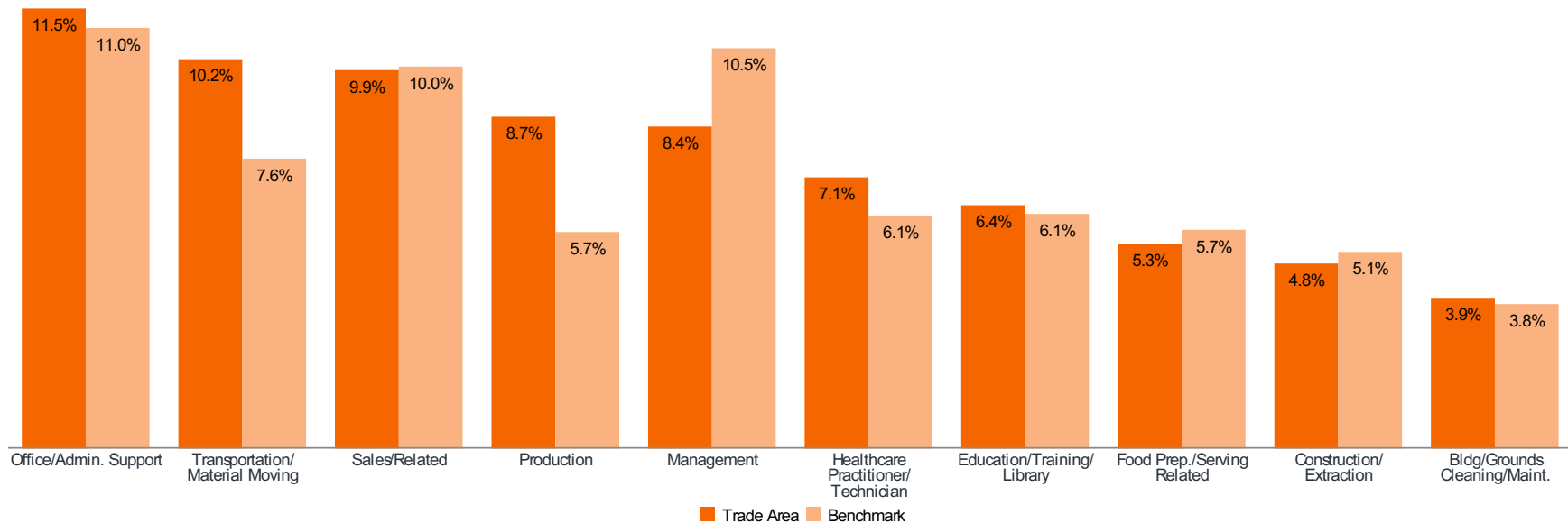


9.5%

Index: 107

Travel to work by **Carpooling**

## OCCUPATION: TOP 10\*



Benchmark: USA

\*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 300 S Church Street - 210 min Drivetime



## POPULATION

The population in this area is estimated to change from **5,211,154** to **5,211,979**, resulting in a growth of **0.0%** between 2010 and the current year. Over the next five years, the population is projected to grow by **0.6%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **39.1**, while the average age is **40.1**. Five years from now, the median age is projected to be **39.8**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

### Of this area's current year estimated population:

**67.5%** are White Alone, **26.1%** are Black or African American Alone, **0.4%** are American Indian and Alaska Nat. Alone, **1.3%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **2.4%** are Some Other Race, and **2.1%** are Two or More Races.

### Of the base area's current year estimated population:

**69.0%** are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **4.8%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



## HOUSEHOLD

The number of households in this area is estimated to change from **2,028,627** to **2,038,773**, resulting in an increase of **0.5%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **0.7%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 300 S Church Street - 210 min Drivetime

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## EDUCATION

Currently, it is estimated that **6.2%** of the population age 25 and over in this area had earned a Master's Degree, **1.4%** had earned a Professional School Degree, **1.0%** had earned a Doctorate Degree and **14.0%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



## INCOME

The average household income is estimated to be **\$73,199** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$73,199** to **\$80,330**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



## HOUSING

Most of the dwellings in this area (**67.5%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**70.2%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**17.3%**) are estimated to have been **Built 1970 to 1979** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

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Benchmark: USA

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Trade Area: 300 S Church Street - 210 min Drivetime



## LABOR

For this area, **300 S Church Street - 210 min Drivetime**, **94.5%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.2%** are in the Armed Forces, **54.3%** are employed civilians, **3.2%** are unemployed civilians, and **42.3%** are not in the labor force.

The occupational classification for this area are as follows:

**27.4%** hold blue collar occupations, **54.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **1.1%** are in Architecture and Engineering, **1.1%** are in Arts, Entertainment and Sports, **3.8%** are in Business and Financial Operations, **1.5%** are in Computers and Mathematics, **6.4%** are in Education, Training and Libraries, **7.1%** are in Healthcare Practitioners and Technicians, **3.6%** are in Healthcare Support, **0.6%** are in Life, Physical and Social Sciences, **8.4%** are in Management, **11.5%** are in Office and Administrative Support.

**2.0%** are in Community and Social Services, **5.3%** are in Food Preparation and Serving, **0.7%** are in Legal Services, **2.5%** are in Protective Services, **9.9%** are in Sales and Related Services, **2.3%** are in Personal Care Services.

**3.9%** are in Building and Grounds Maintenance, **4.8%** are in Construction and Extraction, **0.8%** are in Farming, Fishing and Forestry, **3.7%** are in Maintenance and Repair, **8.7%** are in Production, **10.2%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

**0.4%** are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

**21.4%** hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

**1.8%** are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

**3.8%** are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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# Report Details

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**Name:** Jonesboro, AR - Regional Demographic Report  
**Date / Time:** 4/6/2022 11:40:57 AM  
**Workspace Vintage:** 2022

## Trade Area

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Name	Level	Geographies
300 S Church Street - 150 min Drivetime	150 min Drivetime	N/A
300 S Church Street - 210 min Drivetime	210 min Drivetime	N/A
300 S Church Street - 90 min Drivetime	90 min Drivetime	N/A

## Benchmark

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Name	Level	Geographies
USA	Entire US	United States

## DataSource

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Product	Provider	Copyright
Claritas Pop-Facts® Premier 2022	Claritas	©Claritas, LLC 2022 ( <a href="https://claritas.easpotlight.com/Spotlight/About">https://claritas.easpotlight.com/Spotlight/About</a> )
SPOTLIGHT Pop-Facts® Premier 2022, including 2000 and 2010 US Census, 2022 estimates and 2027 projections	Claritas	©Claritas, LLC 2022 ( <a href="https://claritas.easpotlight.com/Spotlight/About">https://claritas.easpotlight.com/Spotlight/About</a> )

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**Outdoor Facility Audits  
(Multipurpose Fields & Diamond Fields)**

Multi-Purpose (Rectangle) Fields	Dimensions	Field Notes	Bleachers/ Seats	Restrooms	Concession Stand	Lights	Ample Parking	Condition of Fields
<b>Joe Mack Campbell Park</b>								
Field 1:	360' x 240'	Grass field, full-size field	√	√	√	√	√	Good
Field 2:	360' x 240'	Grass field, full-size field	√	√	√	√	√	Good
Field 3:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 4:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 5:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 6:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 7:	270' x 150'	Grass field	√	√	√	√	√	Good
Field 8:	270' x 150'	Grass field	√	√	√	√	√	Good
Field 9:	270' x 150'	Grass field	√	√	√	√	√	Good
Field 10:	330' x 210'	Grass field	√	√	√	√	√	Good
Field 11:	330' x 210'	Grass field	√	√	√	√	√	Good
Field 12:	300' x 180'	Grass field	√	√	√	√	√	Good
Field 13:	300' x 180'	Grass field	√	√	√	√	√	Good
Field 14:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 15:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 16:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 17:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 18:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 19:	350' x 205'	Grass field	√	√	√	√	√	Good
<b>Miles Park</b>								
Field 1:	300' x 150'	Grass field				√		Needs Improvement
Fields 2:	300' x 150'	Grass field				√		Needs Improvement
Fields 3:	300' x 150'	Grass field				√		Needs Improvement
Field 4:	300' x 150'	Grass field				√		Needs Improvement
<b>Allen Park</b>								
Field 1:	300' x 150'	Grass field				√	√	Needs Improvement
Field 2:	300' x 150'	Grass field				√	√	Needs Improvement
<b>Jonesboro Rec Center</b>								
Field 1:	200' x 85'	Grass field				√	√	Decent
Field 2:	200' x 85'	Grass field				√	√	Decent
Field 3:	200' x 85'	Grass field				√	√	Decent

Diamond Fields	Dimensions	Field Notes	Bleachers/ Seats	Restrooms	Concession Stand	Lights	Ample Parking	Condition of Fields
<b>Joe Mack Campbell Park</b>								
Field 1:	200'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 2:	170'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 3:	170'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 4:	170'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 5:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 6:	200'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 7:	200'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 8:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 9:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 10:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 11:	315'	Grass outfield, grass/dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 12:	300'	Grass outfield, dirt infield, permanent mound, permanent fence	√	√	√	√	√	Good
Field 13:	300'	Grass outfield, dirt infield, permanent mound, permanent fence	√	√	√	√	√	Good
Field 14:	300'	Grass outfield, dirt infield, permanent mound, permanent fence	√	√	√	√	√	Good
<b>Southside Softball Complex</b>								
Field 1:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 2:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 3:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 4:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 5:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 6:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 7:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 8:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 9:	250'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 10:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
<b>Craighead Forest Park</b>								
Field 1:	315'	Grass outfield, dirt infield, no mound, no permanent fence				√		Needs Improvement
Field 2:	150'	Grass outfield, dirt infield, no mound, no permanent fence				√		Needs Improvement
<b>Northside Park</b>								
Field 1:	150'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 2:	260'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 3:	325'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 4:	150'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 5:	180'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement

# TAB 2: FACILITY AUDIT







MAY 2022



# EXISTING COMMUNITY OUTDOOR SPORTS & RECREATION FACILITIES AUDIT REPORT

## Jonesboro, Arkansas

**PRESENTED FOR**  
Eastern Sports Management

**PRESENTED BY**  
PI Sports, LLC  
12468 La Grange Rd,  
Suite 337  
Louisville, KY 40245



May 2022

To John Wack:

This is the final report regarding an on-site and remote facility audit of existing outdoor diamond and multipurpose fields in the Jonesboro, AR, market. The following pages summarize our audit, research and analyses and are intended to assist you in making informed decisions regarding the future of the fields.

The conclusions contained in this report are based on assumptions made and other information obtained from our remote and on-site audit of sports assets in the Jonesboro market, as well as our knowledge of similar sports facilities and our experience in developing and operating our own facilities. We reviewed the fields and analyzed all information provided to us in an attempt to understand the condition of existing field assets in the Jonesboro area and their capability of hosting tournaments and other sports events.

We've applied our experience and expertise to provide you with our best professional recommendations for modifications or improvements to the existing fields, which could both enhance and further the Jonesboro market's sports tourism efforts.

We sincerely appreciate the opportunity to assist you with this project and are happy to be of further assistance in the interpretation and application of the report's findings. After you've had time to digest the report, we recommend a follow-up conference call to answer any outstanding questions you might have.

Thank you for choosing Pinnacle.

Norm Gill  
Pinnacle Indoor Sports  
(502) 551-1974

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# Executive Summary

Eastern Sports Management (referred to as “ESM” throughout this document) retained Pinnacle Indoor Sports (referred to as “Pinnacle” throughout) to conduct an audit of existing outdoor diamond and multipurpose fields in the Jonesboro market. The objective was to evaluate the area’s current capability of hosting sports tourism events and to assess the potential redevelopment of facilities to increase sports tourism opportunities in the market.

## **Existing Field Audit**

The primary purpose of the audit was to better understand the Jonesboro market’s ability to host sports tournaments and events on a regular basis, based on the existing inventory of field assets in the area — as well as determine what improvements would be required at the existing facilities to make them capable of hosting tournaments and events. Jonesboro Parks & Recreation, along with ESM, provided Pinnacle with a list of facilities to audit. Pinnacle then conducted an on-site and remote audit of the following types of facilities:

- Diamond Fields (baseball fields and softball fields)
- Multipurpose Fields (soccer fields, football fields, lacrosse fields)

Based on the facility audit and work completed to date — and presuming the assumptions outlined below met — Pinnacle believes there is an opportunity for the Jonesboro region to host outdoor sports tourism events such as tournaments and other competitions at existing diamond and/or multipurpose field facilities. Pinnacle also has provided specific recommendations for modifications or improvements to individual facilities. Those enhancements would provide the greatest opportunities to further the area’s sports tourism efforts.

For more details, please see the “Existing Facilities Audit Analysis” on page 8. For more information about Pinnacle’s audit and cataloging of existing assets, see “Facilities Audit” in the attachments section of this report.

### **Assumptions**

In order for this audit report to meet ESM's objectives, all of the following five assumptions will need to be met:

1. Information received from all sources is accurate and complete.
2. The number of similar sports facilities in the sub-regional (within a 90-minute drive time) and regional markets will not differ significantly from what already exists in the area today.
3. The general national, regional and state economic outlook will not change markedly in the near to intermediate future.
4. A professional marketing strategy will be established to promote the Jonesboro market and its sports facilities as an attractive sports tourism destination.
5. A sufficient number of hotel and other lodging options will be available during peak tournament seasons — and at reasonable rates that are not cost-prohibitive.

As stated on the previous page, if the above assumptions are met, Pinnacle believes that the Jonesboro market can successfully be marketed as a desirable sports tourism destination. Additionally, presuming the assumptions are met, Pinnacle also believes that modifying or improving specific existing fields in the area will increase the market's overall appeal to tournament and event organizers.

*(Please note that this report relies on conditions as they exist today and compared with similar situations Pinnacle has observed in other communities.)*

## Audit Overview

As referenced in the “Executive Summary,” Pinnacle was engaged to conduct a facility audit of existing sports tourism assets in the Jonesboro market — specifically, outdoor fields — and assess their potential for redevelopment.

Pinnacle approached this project with the following goals in mind:

1. To evaluate existing facilities in the local community and determine their ability to host sports tournaments and other sports events.
2. To recommend improvements to the existing facilities that would create opportunities for regional sports tourism tournaments and other sports events.

### **Research Team**

This report and the resulting recommendations were developed by Pinnacle Indoor Sports. Pinnacle is an industry leader in the development of youth and amateur-based sports complexes and recreational/community facilities. Pinnacle was founded in 2000 by the principals of Soccer Blast International to provide consulting services for new and existing indoor sports facilities.



Pinnacle’s unmatched experience pools the exceptional and diversified backgrounds of the principals and additional full-time specialized staff. Pinnacle currently has offices in Louisville, KY; Tampa, FL; and Toronto, Canada.

The leadership team for Pinnacle is comprised of principals Norm Gill (Managing Partner), Lisa Gill (Partner) and Sam Migliano (Partner). Pinnacle provides a wealth of resources, experience and expertise related to both indoor and outdoor sports facility projects. From initial planning and strategy sessions to detailed financial and economic impact analysis to development, construction and operations, Pinnacle has extensive experience in private developments, public recreation projects, municipal projects, sports tourism and economic development.

Pinnacle is called upon to assist clients with the planning, development and operation of new facilities, as well as optimization of services for existing programs. The company has conducted more than 400 market studies across the United States and Canada since 2000. Facility recommendations are always specific to the community/market analyzed, and no predetermined templates are applied to any situation.



# Research and Work Completed

In order to develop the recommendations detailed in this report, Pinnacle utilized a process to develop an in-depth understanding of goals, opportunities and viable strategies for improving the Jonesboro market for youth and amateur sports tourism success.

To add context to the process used by Pinnacle, the following descriptions explain each step:

## **Step 1: ESM Vision**

- Pinnacle facilitated dialogue with ESM regarding the vision of Jonesboro Parks & Recreation, and Pinnacle and ESM then identified existing facilities in the area to audit.

## **Step 2: Facility Audit**

- Pinnacle analyzed existing field facilities in the Jonesboro market to determine which ones have the greatest opportunity for sports tourism success.

## **Step 3: Develop Recommendations**

- Based on the findings and an analysis of the market, Pinnacle developed recommendations for modifications and/or improvements to existing field facilities in the Jonesboro market.



# Existing Facilities Audit Analysis

As mentioned in the “Executive Summary” of this report, Pinnacle audited existing outdoor facilities in the Jonesboro area to better understand the types of facilities that exist, the condition of those facilities and which ones offer the greatest opportunities to host sports tourism tournaments that generate economic impact for the City of Jonesboro.

Jonesboro Parks & Recreation provided Pinnacle a list of existing outdoor facilities to review. Upon receiving the list, Pinnacle performed a remote and on-site audit of the designated facilities to determine existing opportunities and the potential for improvements as they relate to sports tourism tournaments and events.

In order to analyze the existing facilities and how they relate to sports tourism, Pinnacle considered the following factors (in no particular order):

- **Location**
  - Location of facilities, visibility and ease of access
- **Current condition of the facility**
  - Condition of fields and condition of buildings, amenities and utilities
- **Surrounding environment**
  - Image of the area, safety and impact on customers
- **Site**
  - Condition of the current site, layout efficiency, design flexibility, infrastructure, parking and orientation

While this analysis was based on Pinnacle’s experience in conducting audits and developing sports facilities, this process did not include formal studies of such critical factors as traffic patterns, site development and environmental impact. This process simply allows Pinnacle, ESM and the City of Jonesboro to pursue and prioritize existing outdoor facilities that have the highest likelihood of sports tourism success.

The tables and information on the following pages identify the existing outdoor facilities in Jonesboro by type and include Pinnacle’s insights based on each facility’s audit. For a complete breakdown of existing outdoor facilities in Jonesboro, please see the “Facilities Audit” attachment at the end of this report. (Pinnacle also has delivered the working audit spreadsheet as a stand-alone document.)

## Diamond Fields

Based on the on-site and remote audit of the existing diamond fields in the area, Pinnacle believes that there are enough diamond fields in the area to provide Jonesboro with an opportunity for attracting sports tourism tournaments and events. However, due to the lack of large diamond-field complexes in the area, large tournament and event opportunities are limited to softball and Little League baseball games and tournaments. Although there is a need for improvements at all diamond-field facilities, Pinnacle recommends investing the most money in improving Joe Mack Campbell Park and the Southside Softball Complex with the intention of creating two high-quality tournament and event diamond complexes in Jonesboro.

### Current Facilities in the Jonesboro Area

Facility	Assets
<b>Diamond Fields</b>	
Joe Mack Campbell	14 diamond fields
Southside Softball Complex	10 diamond fields
Craighead Forest Park	2 diamond fields
Northside Park	5 diamond fields

#### Joe Mack Campbell:

- Location
  - Easily accessible and visible from U.S. Highway 63
  - Food, gas and lodging options within 10-15 minutes
- Amenities
  - Ample parking
  - Concessions stands in close proximity to diamond fields
  - Restrooms in close proximity to diamond fields
- Condition of Fields
  - Clover 1:
    - Decent grass outfields
    - Turf infields with permanent mounds
    - Bleacher seating
    - Decent dugouts
    - All fields have adequate lighting



- Clover 2:
  - Decent grass outfields
  - Turf infields with permanent mounds
  - Bleacher seating
  - Decent dugouts
  - All fields have adequate lighting
- Clover 3:
  - Decent grass outfields
  - Grass/dirt infields with permanent mounds on three of the four fields
  - Bleacher seating
  - Decent dugouts
  - All fields have adequate lighting
- Additional Notes
  - This complex has more than enough fields to be considered a stand-alone tournament complex for diamond-field tournaments
- Recommendations for Sports Tourism-Related Improvements
  - Remove the permanent mounds from Clovers 1 and 2, which would allow them to be utilized for baseball and softball
  - Purchase portable mounds for Clovers 1 and 2, which would allow them to be utilized for baseball tournaments and events
  - Consider fully turfing the outfields for Clovers 1 and 2; although these fields already have synthetic turf infields, fully turfing the fields would help mitigate issues that arise from weather and drainage in the outfields
  - If possible, expand all diamond fields currently less than 200 feet to 200 feet or more, which would help the complex meet fence requirements for softball

### Southside Softball Complex:

- Location
  - Easily accessible from US Highway 63 and Stadium Boulevard
  - Food, gas and lodging options within 5-10 minutes
- Amenities
  - Ample parking
  - Concessions stands in close proximity to diamond fields
  - Restrooms in close proximity to diamond fields
- Condition of Fields
  - Clover 1:
    - Decent grass outfields





- Skinned dirt infields
- Bleacher seating
- Decent dugouts
- All fields have adequate lighting
- Clover 2:
  - Decent grass outfields
  - Skinned dirt infields
  - Bleacher seating
  - Decent dugouts
  - All fields have adequate lighting
  - One of the fields is being converted from a field with 300-foot fences to a field with 200-foot fences
- Additional Notes
  - This complex has more than enough fields to be considered a stand-alone tournament complex for diamond field tournaments
- Recommendations for Sports Tourism-Related Improvements
  - Upgrade the fields to synthetic turf, which would provide the region with a centrally located diamond facility with high-quality turf fields to potentially attract outside youth baseball tournament organizers; turf also would help mitigate drainage issues and subsequent weather-related cancellations
  - Purchase portable mounds for all fields, which would allow the complex to be utilized for baseball tournaments and events

### Craighead Forest Park:

- Location
  - Not easily accessible and located within an outdoor park
  - Approximately 15 minutes to food/gas/lodging options
- Amenities
  - Not enough parking for games
  - No concessions
  - No restrooms
- Condition of Fields
  - Fields are not in good shape
  - No outfield fences
  - No bleachers
  - No field lights
  - No dugouts
- Additional Notes
  - Craighead Forest Park is not a tournament-quality facility and should not be considered for improvements related to increasing sports tourism efforts



- Recommendations for Sports Tourism-Related Improvements
  - Pinnacle does not recommend investment in improvements or modifications at this location

#### Northside Park:

- Location
  - Not easily accessible from a major highway
  - Food/gas/lodging options within 5-10 minutes
- Amenities
  - Decent parking lot but not enough room for tournaments and events
  - No concessions
  - Restroom building adjacent to fields
- Condition of Fields
  - Fields are not in good shape
  - No outfield fences
  - Limited bleacher seating
  - Field lights for all fields
  - No dugouts
- Additional Notes
  - Northside Park is not a tournament-quality facility and should not be considered for improvements related to increasing sports tourism efforts
- Recommendations for Sports Tourism-Related Improvements
  - Pinnacle does not recommend investment in improvements or modifications at this location





## Multipurpose Fields

Based on the on-site and remote audit of the existing multipurpose fields in the area, Pinnacle believes that there are enough multipurpose fields in the area to provide Jonesboro with an opportunity for attracting sports tourism tournaments and events. However, given the size and number of fields throughout the community, this opportunity is limited to the Joe Mack Campbell Park facility. As such, Pinnacle recommends exploring investment opportunities at Joe Mack Campbell to create a high-quality location for tournaments and other multipurpose field events.

### Current Facilities in the Jonesboro Area

Facility	Assets
<b>Multipurpose (Rectangle) Fields</b>	
Joe Mack Campbell	19 multipurpose fields
Miles Park	4 multipurpose fields
Allen Park	2 multipurpose fields
Jonesboro Rec Center	3 multipurpose fields

#### Joe Mack Campbell:

- Location
  - Easily accessible and visible from U.S. Highway 63
  - Food, gas and lodging options within 10-15 minutes
- Amenities
  - Ample parking
  - Concessions stand is in close proximity to most fields
  - Restrooms are centrally located, but additional options may be needed for tournaments and events
- Condition of Fields
  - Decent grass on all fields
  - No seating
  - All fields have adequate lighting
- Additional Notes
  - Although Joe Mack Campbell has 19 fields, only two of those fields can be considered full-size 11v11 fields. As a result, large tournament and event opportunities will be limited to youth age-group sports
- Recommendations for Sports Tourism-Related Improvements
  - Upgrade the four large fields (Fields 1, 2, 10, 11) to synthetic turf, which would

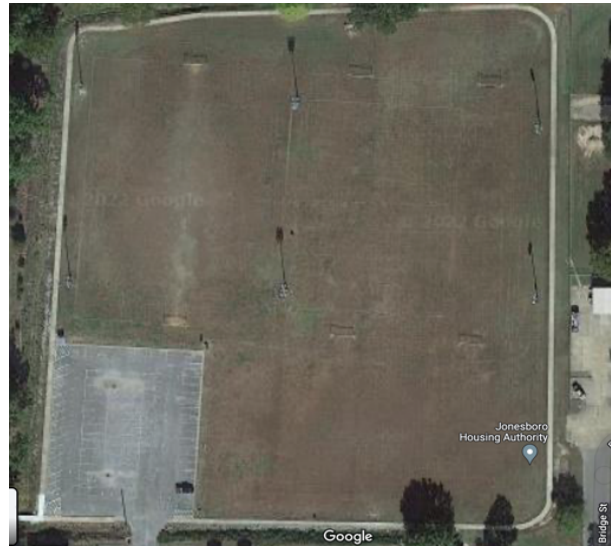


provide the area with four large, high-quality turf fields that could be divided into as many as eight youth fields; synthetic turf also would help mitigate drainage issues and weather-related cancellations

- Consider reconfiguring the smaller fields in close proximity to each other to full-size fields, thus giving the complex more full-size fields in one location

### Miles Park:

- Location
  - Not easily accessible and requires navigating through a residential area
  - Located near Parker Park Community Center
  - Food, gas and lodging options within 10-15 minutes
- Amenities
  - Not enough parking
  - No restrooms
  - No concessions stand
- Condition of Field
  - Grass needs improvement
  - No seating
  - Field lights for all fields
- Additional Notes
  - Miles Park is not a tournament-quality facility and should not be considered for improvements related to increasing sports tourism efforts
- Recommendations for Sports Tourism-Related Improvements
  - Pinnacle does not recommend investment in improvements or modifications at this location



### Allen Park:

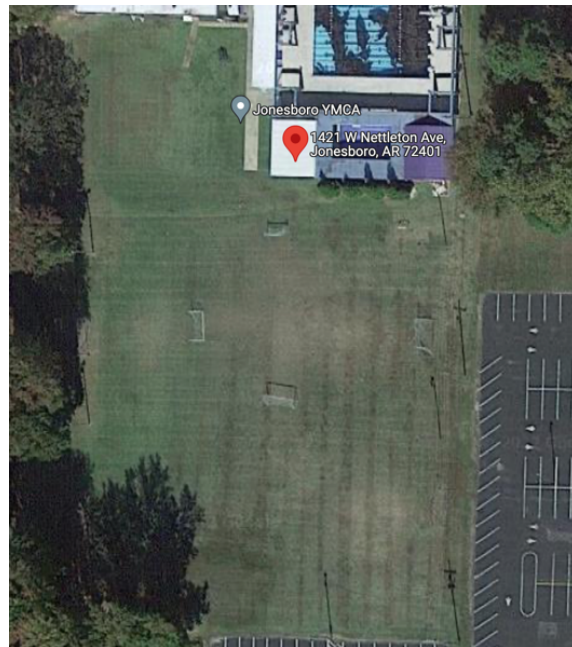
- Location
  - Easily accessible and close to US Highway 63
  - Food, gas and lodging options within 5 minutes
  - Located next to Allen Park Community Center
- Amenities
  - Parking at community center
  - No concessions stand
  - No restrooms



- Condition of Fields
  - Grass needs improvement
  - No seating
  - All fields have adequate lighting
- Additional Notes
  - Allen Park is not a tournament-quality facility and should not be considered for improvements related to increasing sports tourism efforts
- Recommendations for Sports Tourism-Related Improvements
  - Pinnacle does not recommend investment in improvements or modifications at this location

### Jonesboro Rec Center:

- Location
  - Not easily accessible and requires navigating through residential areas
  - Food, gas and lodging options within 5 minutes
  - Located next to Allen Park Community Center
- Amenities
  - Parking at recreation center
  - No concessions stand for fields
  - No restrooms for fields
- Condition of Fields
  - Decent grass
  - No seating
  - Fields have lights
- Additional Notes
  - The Jonesboro Rec Center is not a tournament-quality facility and should not be considered for improvements related to increasing sports tourism efforts
- Recommendations for Sports Tourism-Related Improvements
  - Pinnacle does not recommend investment in improvements or modifications at this location



# Recommendations

Based on Pinnacle’s audit of existing field facilities in the Jonesboro market, as well as knowledge of similar sports complexes and experience operating its own facilities, Pinnacle believes there is an opportunity to further the market’s sports tourism efforts through tournaments and other sports events.

As previously noted, Pinnacle determined the greatest opportunity (based on existing assets) lies with outdoor diamond and multipurpose fields. With that in mind, Pinnacle analyzed the suitability of existing field facilities based on variables such as location, current site conditions and the market. Pinnacle identified the following as viable locations for potential upgrades:

## **Diamond Fields**

### **Joe Mack Campbell:**

- Remove the permanent mounds on Clovers 1 and 2
- Purchase portable mounds for Clovers 1 and 2
- Consider fully turfing the outfields on Clovers 1 and 2
- If possible, expand all diamond fields smaller than 200 feet to 200 feet or more

Adding portable mounds to Clovers 1 and 2 would allow those fields to be utilized for both baseball and softball — including tournaments and events — while turfing the outfields would help mitigate drainage issues after heavy rains. Expanding the size of smaller fields to 200-foot fences or larger would meet fence requirements for softball tournaments.

### **Southside Softball Complex:**

- Upgrade all fields to synthetic turf
- Purchase portable mounds for all field

These upgrades would create a centrally located diamond facility with high-quality turf fields that could potentially attract outside youth baseball tournament organizers. Turf also would help mitigate drainage issues and subsequent weather-related cancellations. Additionally, portable mounds would allow the complex to be utilized for baseball and softball tournaments.

## **Multipurpose Fields**

### **Joe Mack Campbell:**

- Upgrade Fields 1, 2, 10 and 11 — the complex’s largest fields — to synthetic turf
- Consider reconfiguring the smaller fields to be in closer proximity to the full-size fields

More full-size fields in one location likely would attract more outside tournament promoters, as would the large, newly turfed fields (which could be divided into as many as eight youth fields, while also mitigating weather-related drainage issues).

Diamond Fields	Dimensions	Field Notes	Bleachers/ Seats	Restrooms	Concession Stand	Lights	Ample Parking	Condition of Fields
<b>Joe Mack Campbell Park</b>								
Field 1:	200'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 2:	170'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 3:	170'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 4:	170'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 5:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 6:	200'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 7:	200'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 8:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 9:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 10:	210'	Grass outfield, synthetic turf infield, permanent pitchers mound, permanent fence	√	√	√	√	√	Good
Field 11:	315'	Grass outfield, grass/dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 12:	300'	Grass outfield, dirt infield, permanent mound, permanent fence	√	√	√	√	√	Good
Field 13:	300'	Grass outfield, dirt infield, permanent mound, permanent fence	√	√	√	√	√	Good
Field 14:	300'	Grass outfield, dirt infield, permanent mound, permanent fence	√	√	√	√	√	Good
<b>Southside Softball Complex</b>								
Field 1:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 2:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 3:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 4:	310'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 5:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 6:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 7:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 8:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 9:	250'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
Field 10:	200'	Grass outfield, dirt infield, no mound, permanent fence	√	√	√	√	√	Good
<b>Craighead Forest Park</b>								
Field 1:	315'	Grass outfield, dirt infield, no mound, no permanent fence				√		Needs Improvement
Field 2:	150'	Grass outfield, dirt infield, no mound, no permanent fence				√		Needs Improvement
<b>Northside Park</b>								
Field 1:	150'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 2:	260'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 3:	325'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 4:	150'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement
Field 5:	180'	Grass outfield, grass infield, no mound, no permanent fence		√		√	√	Needs Improvement

Multi-Purpose (Rectangle) Fields	Dimensions	Field Notes	Bleachers/ Seats	Restrooms	Concession Stand	Lights	Ample Parking	Condition of Fields
<b>Joe Mack Campbell Park</b>								
Field 1:	360' x 240'	Grass field, full-size field	√	√	√	√	√	Good
Field 2:	360' x 240'	Grass field, full-size field	√	√	√	√	√	Good
Field 3:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 4:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 5:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 6:	240' x 120'	Grass field	√	√	√	√	√	Good
Field 7:	270' x 150'	Grass field	√	√	√	√	√	Good
Field 8:	270' x 150'	Grass field	√	√	√	√	√	Good
Field 9:	270' x 150'	Grass field	√	√	√	√	√	Good
Field 10:	330' x 210'	Grass field	√	√	√	√	√	Good
Field 11:	330' x 210'	Grass field	√	√	√	√	√	Good
Field 12:	300' x 180'	Grass field	√	√	√	√	√	Good
Field 13:	300' x 180'	Grass field	√	√	√	√	√	Good
Field 14:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 15:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 16:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 17:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 18:	90' x 60'	Grass field	√	√	√	√	√	Good
Field 19:	350' x 205'	Grass field	√	√	√	√	√	Good
<b>Miles Park</b>								
Field 1:	300' x 150'	Grass field				√		Needs Improvement
Fields 2:	300' x 150'	Grass field				√		Needs Improvement
Fields 3:	300' x 150'	Grass field				√		Needs Improvement
Field 4:	300' x 150'	Grass field				√		Needs Improvement
<b>Allen Park</b>								
Field 1:	300' x 150'	Grass field				√	√	Needs Improvement
Field 2:	300' x 150'	Grass field				√	√	Needs Improvement
<b>Jonesboro Rec Center</b>								
Field 1:	200' x 85'	Grass field				√	√	Decent
Field 2:	200' x 85'	Grass field				√	√	Decent
Field 3:	200' x 85'	Grass field				√	√	Decent



A child with their arms raised in a blue-tinted photograph. The child is wearing a dark t-shirt with a large white number '3' on the front. The background is dark with some light spots.

# TAB 3: CONCEPTUAL FACILITY DESIGN



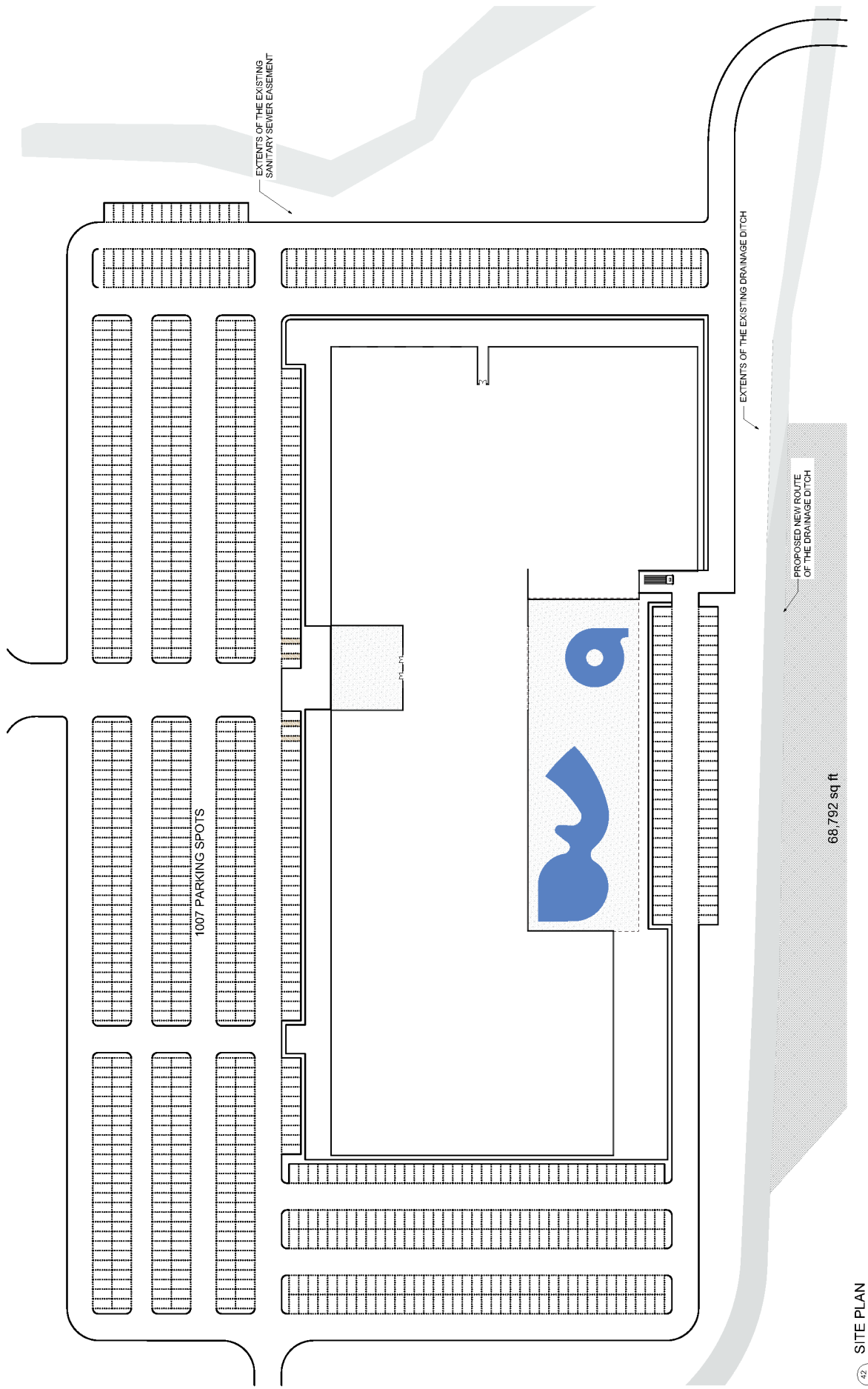
Facility Development, Marketing & Management











1007 PARKING SPOTS

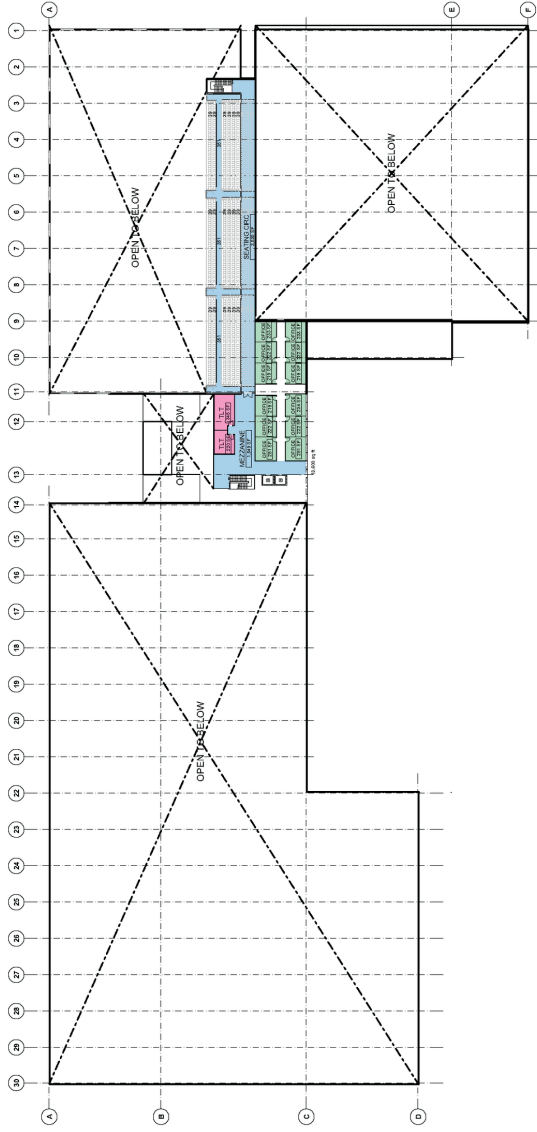
EXTENTS OF THE EXISTING  
SANITARY SEWER EASEMENT

EXTENTS OF THE EXISTING DRAINAGE DITCH

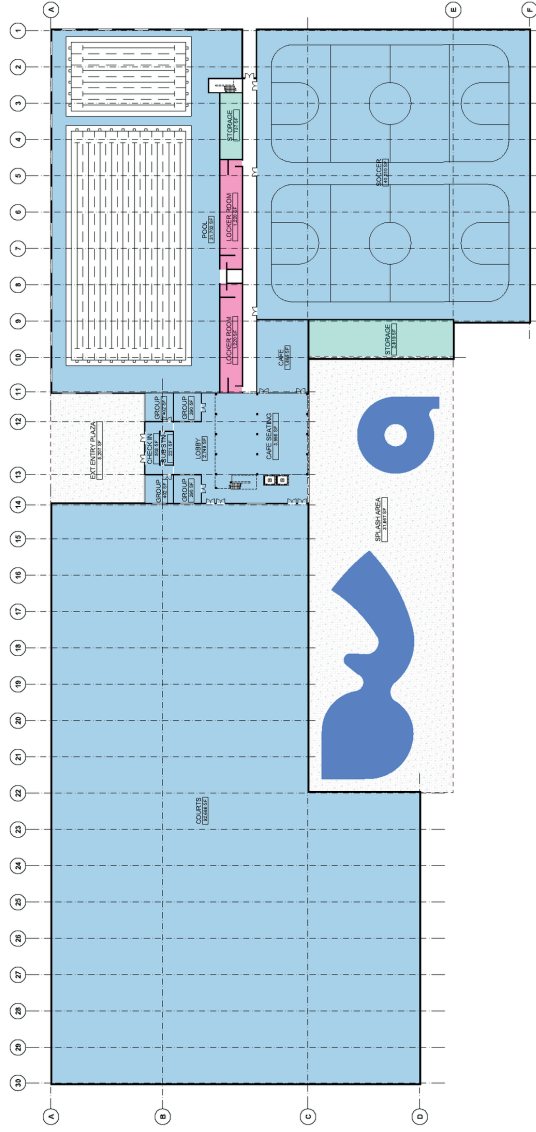
PROPOSED NEW ROUTE  
OF THE DRAINAGE DITCH

68,792 sq ft

42 SITE PLAN  
SCALE: 1" = 40'



FLOOR PLAN - 2ND FLOOR  
SCALE 1" = 30'



FLOOR PLAN - 1ST FLOOR  
SCALE 1" = 30'



# TAB 4: SITE SELECTION REPORT







**JUNE 2022**

**PINNACLE**  
**INDOOR SPORTS**

Facility Development, Marketing & Management

# SITE SELECTION REPORT

## Jonesboro, Arkansas

### **PRESENTED FOR**

Eastern Sports Management

### **PRESENTED BY**

PI Sports, LLC  
12468 La Grange Rd,  
Suite 337  
Louisville, KY 40245

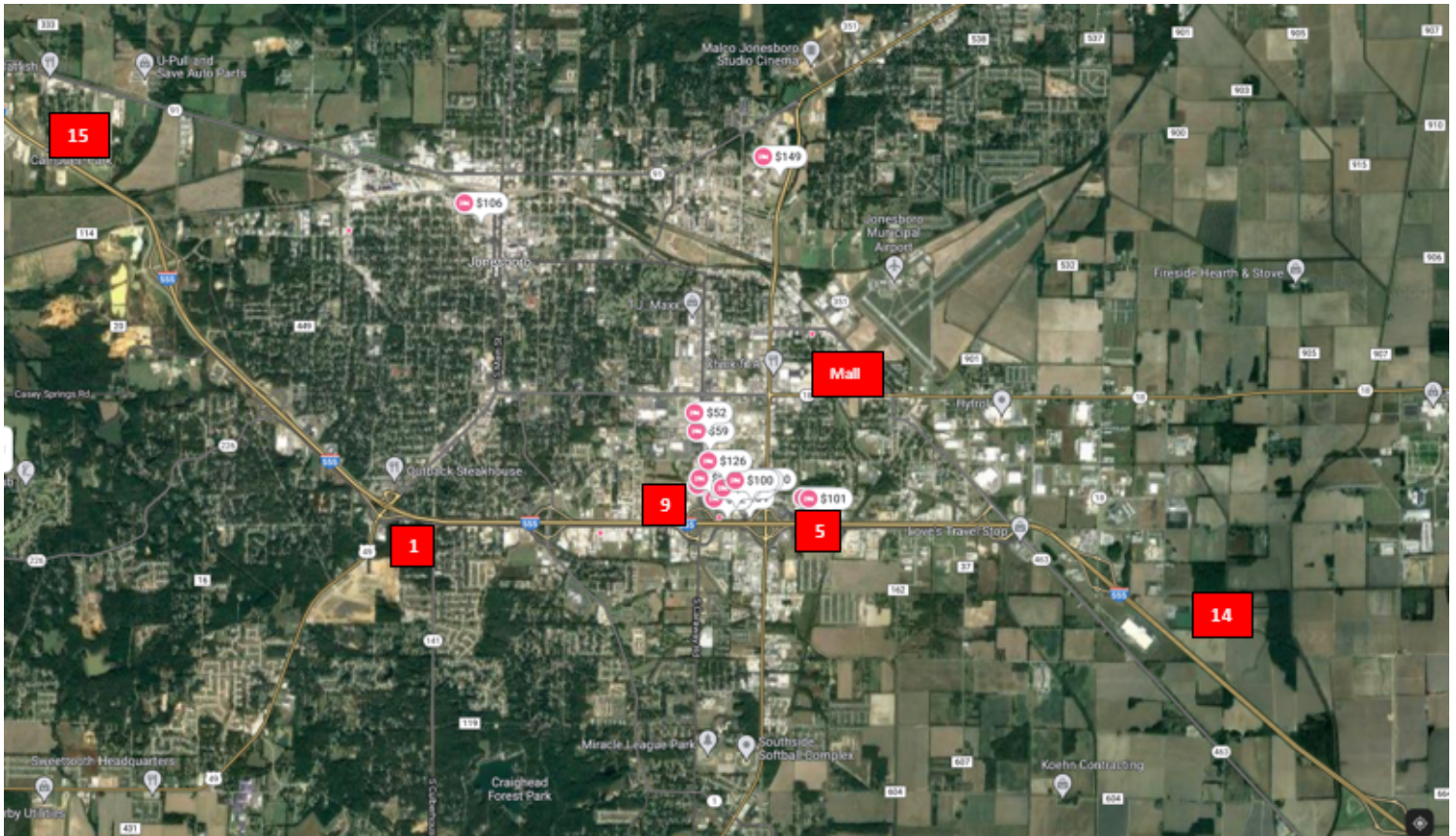
# Site Selection Report

Eastern Sports Management retained Pinnacle Indoor Sports to conduct a site selection report regarding the proposed development of the Jonesboro Sports and Aquatics Center in Jonesboro, AR.

Pinnacle analyzed all available properties by ranking the 16 sites on such factors as size, topography, ease of access, proximity to hotels and zoning types. Next, Pinnacle determined the top six sites. Of those, two were eliminated due to floodway issues. In ranking the remaining four sites, Pinnacle recommends that the best site for development is Site No. 9 — land along Interstate 555 that is owned by Arkansas State University.

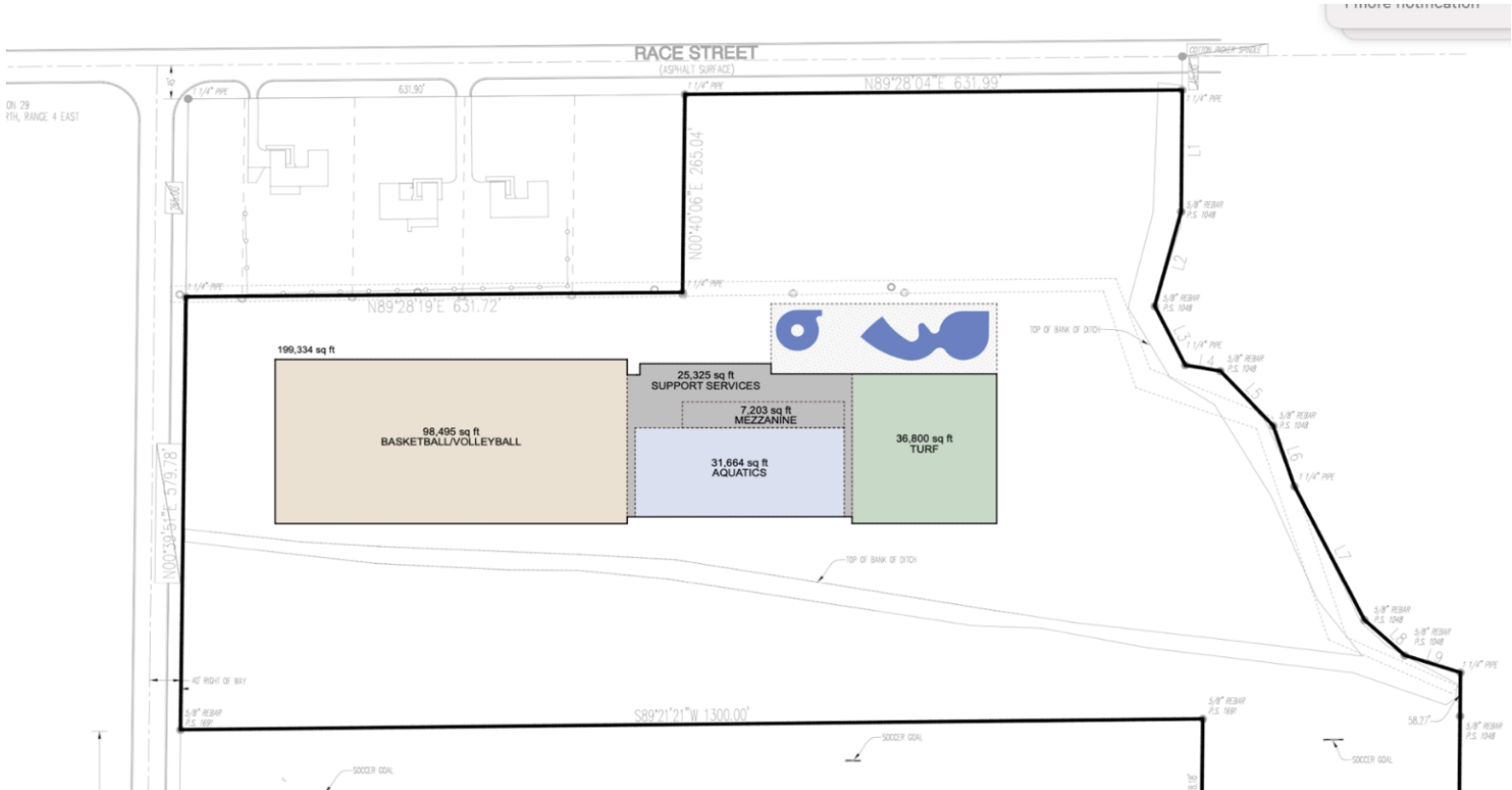
### Findings

None of the final top six locations — Interstate 555-Arkansas State University, W. Parker Road, E. Parker Road, the Shooting Sports Complex, the Freeman Family Property, and Mall — are outside of a 15-minute drive time from Jonesboro’s main cluster of hotels. (See the map below.)





## Site Selection: Arkansas State University-Interstate 555



This site originally was labeled “#9.” Highlights of the property include the following:

- Proximity to hotels and ease of access are both excellent.
- The lot is currently vacant and owned by Arkansas State University
- The lot has good geometry and topography, as illustrated by the proposed facility layout above.
- Multiple access points can be added to the property.
- Utilities include sewer, water and power, as well as on-site stormwater management.
- The property is zoned C3-R1-PUD.

## Site Selection: East Parker Road



This site was originally labeled “#5.” Highlights of the property include the following:

- Proximity to hotels and ease of access are both good.
- The lot is currently vacant.
- The lot has good geometry and topography, as illustrated by the proposed facility layout above.
- Existing buildings at the front of the property break up the site’s flow.
- Utilities include sewer, water and power, as well as on-site stormwater management.
- The property is zoned R1 and would need rezoning.

## Site Selection: West Parker Road

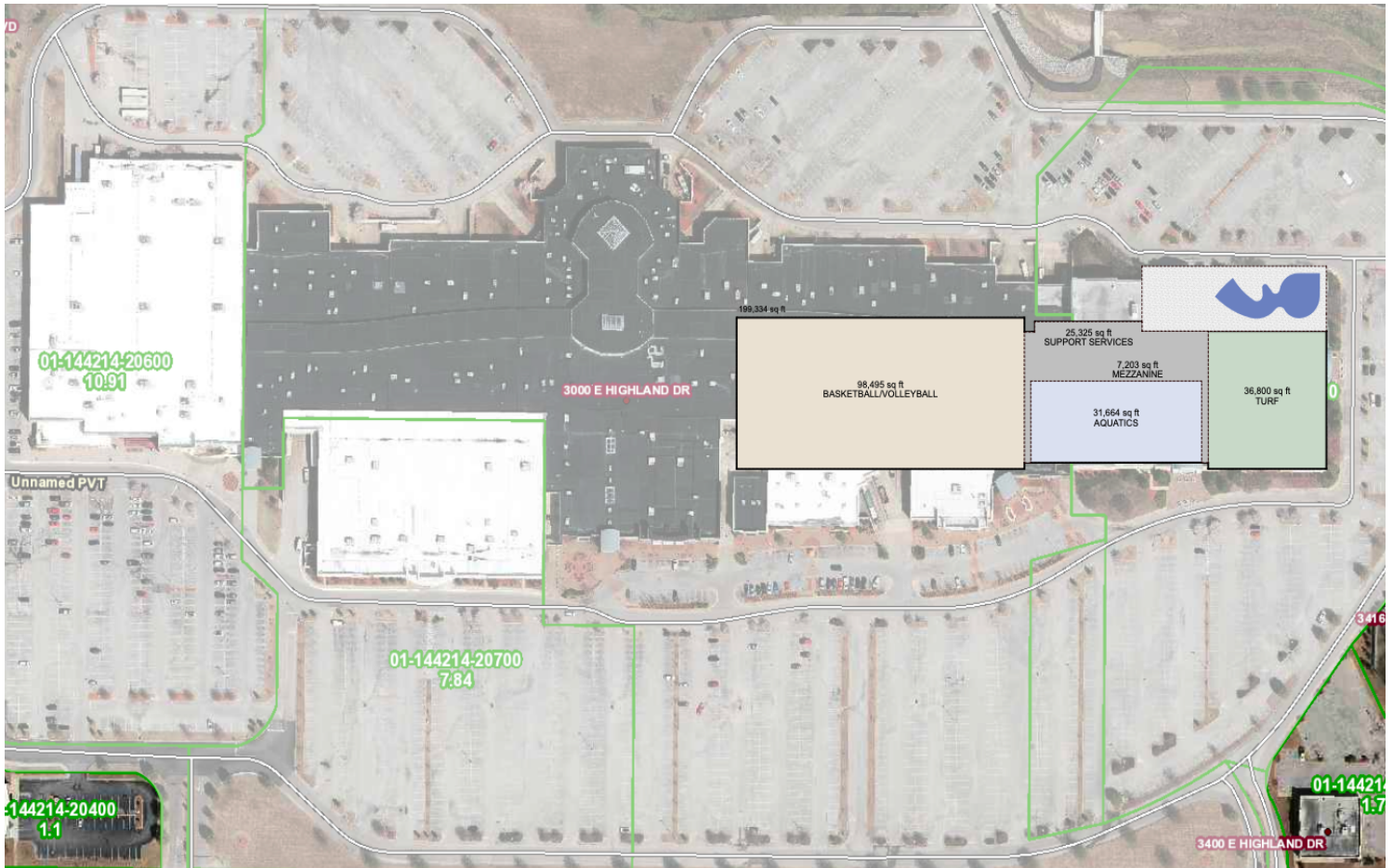


This site originally was labeled “#1.” Highlights of the property include the following:

- Proximity to hotels and ease of access are both good.
- The lot is currently vacant.
- The lot has good geometry and topography, as illustrated by the proposed facility layout above.
- The site is exposed to 68,000 cars per day.
- Utilities include sewer, water and power, as well as on-site stormwater management.
- The property is zoned C3.
- The site’s overall acreage (29) is smaller than the other final four sites.



## Site Selection: Mall Option



This site was a late addition to the final four and was chosen based on the following reasons:

- Proximity to hotels and ease of access are both good.
- The lot has good geometry and topography, as illustrated by the proposed facility layout above.
- Utilities include sewer, water and power.
- The site currently consists primarily of a large parking lot.
- The site has an abundance of existing parking, which may save on development costs.
- The property is zoned C3.



## Site Selection Summary

The chart below summarizes the details Pinnacle took into consideration when evaluating the top six sites.

<u>Site</u>	<u>Descpt.</u>	<u>Acreage</u>	<u>Geometry</u>	<u>Topography</u>	<u>Existing Conditions</u>	<u>Utilities</u>	<u>SWM</u>	<u>Hotels and Dining</u>	<u>Access</u>	<u>Zoning</u>
#9	ASU Owned	53	Good	Good	Vacant	S/W/P	On site	Excellent	Excellent	C3-R1-PUD
#15	Freeman Family	35	Good	Good	Vacant	S/W/P	On site	Average	Good	R1 - C3
#5	E Parker Rd	35.58	Good	Good	Vacant	S/W/P	On site	Good	Good	R1
#14	Shooting Sports	118	Good	Good	Vacant	S/W/P	On site	Average	Good	R1
Mall	Mall		Good	Good	Parking	S/W/P	City System	Good	Excellent	c3
#16	W Parker RD	29	Good	Good	Vacant	S/W/P	On site	Good	Good	c3

For more information on the 15 sites (not including the Mall), please see the attached “Market Survey,” conducted by JLL Memphis.



# Jonesboro, Arkansas Market Survey

Prepared for Eastern Sports Management  
Memphis MSA  
March 31<sup>st</sup>, 2022

# Table of Contents

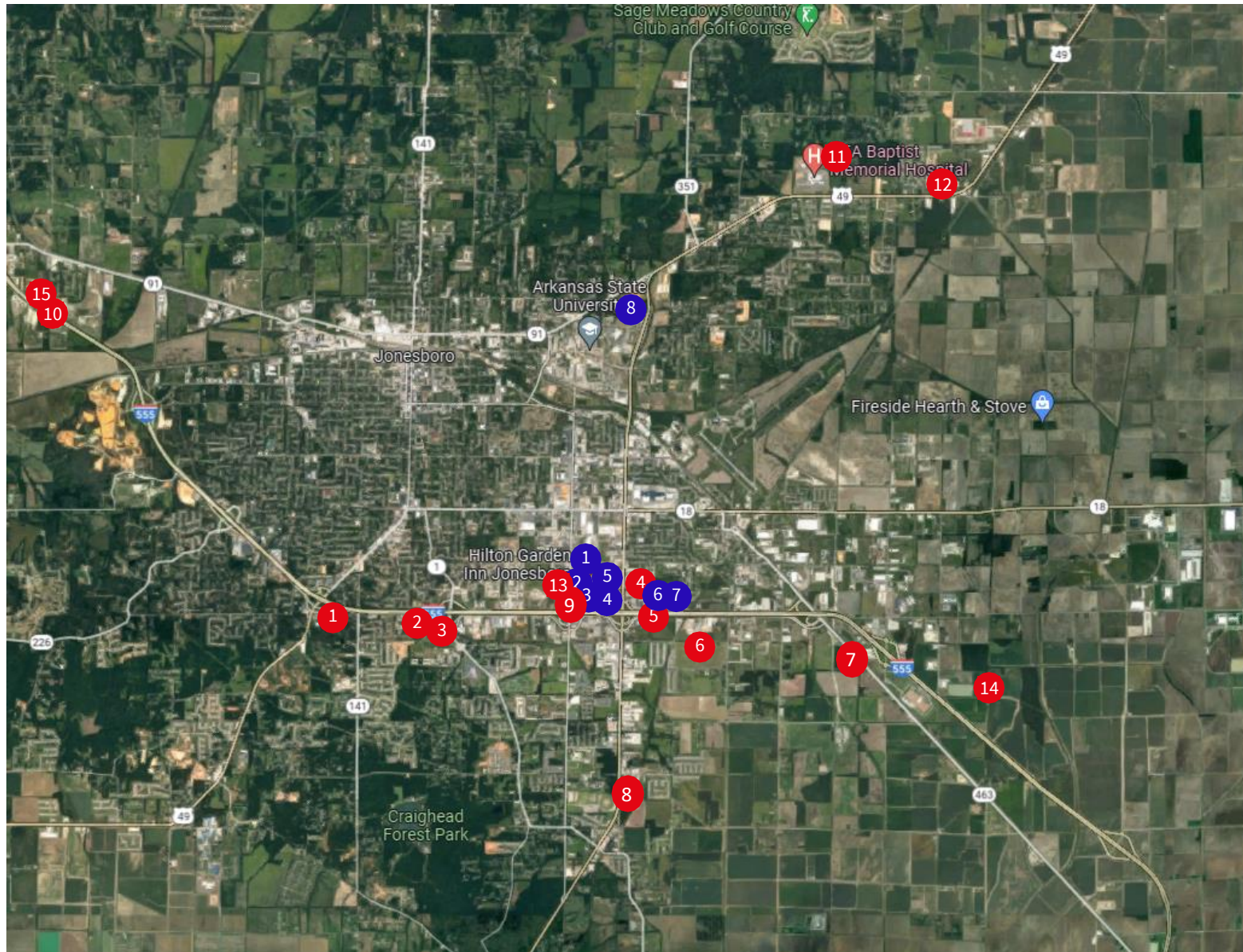
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1. Map of Options
2. Option Details
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  2. Hwy 63 Rd
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  5. E Parker Rd
  6. 3501 Willow Rd
  7. 5459 E Nettleton Ave
  8. Stadium Blvd
  9. Municipal Site I-555
  10. Joe Mack Campbell
  11. 2101 Bridger Rd
  12. 4922 Hwy 49 N
  13. Race St
  14. Shooting Sports Complex
  15. Freeman Family Property

Jonesboro



# Property Map



- |                        |                             |                       |                           |
|------------------------|-----------------------------|-----------------------|---------------------------|
| 1. Parker Rd           | 9. Municipal Site I-555     | 1. Hilton Garden Inn  | 5. Hampton Inn            |
| 2. Hwy 63 Rd           | 10. Joe Mack Campbell Park  | 2. Best Western Plus  | 6. Comfort Suites         |
| 3. Gladiolus           | 11. 2102 Bridger Rd         | 3. Holiday Inn        | 7. Fairfield Inn & Suites |
| 4. Red Wolf Blvd       | 12. 5922 Hwy 49 N           | 4. Baymont by Wyndham | 8. Embassy Suites         |
| 5. E Parker Rd         | 13. Race St                 |                       |                           |
| 6. 3501 Willow Rd      | 14. Shooting Sports Complex |                       |                           |
| 7. 5459 E Neeleton Ave | 15. Freeman Family Property |                       |                           |
| 8. Stadium Blvd        |                             |                       |                           |



# Parker Rd



City	Jonesboro
State	AR
Owner	International Real Estate Holdings Co.
Size (acres)	25.00
Zoning	C-3 LUO
Environmental Hazards	No
Asking Price	\$2,800,000 (\$112,000.00/AC)
Other Notes	This site is located near the intersection of I-555 and Southwest Dr. The site is exposed to 68,000 cars per day. The site borders the Southern Hills Development, a mixed-use development. The site can be accessed on both Southwest Dr and Parker Rd.

# Hwy 63 Rd



City	Jonesboro
State	AR
Owner	Glenwood Limited Partnership
Size (acres)	+/-24.99
Zoning	C-3
Environmental Hazards	Yes - Creek
Asking Price	\$3,600,000 (144,057.62/AC)
Other Notes	The site has little frontage at the intersection of Parker Rd and Harrisburg Rd where currently a Popeyes is being built on Lot 1. The site is located between a Walmart and Home Depot. There is a creek that runs along the northwest edge of the property.

# Hwy 63 Rd



<b>City</b>	Jonesboro
<b>State</b>	AR
<b>Owner</b>	Ditta Victor Joseph Family Revocable Living Trust
<b>Size (acres)</b>	20.28
<b>Zoning</b>	C-3
<b>Environmental Hazards</b>	Yes – Creek
<b>Asking Price</b>	\$662,500 (\$32,760.02/AC)
<b>Other Notes</b>	This site is located behind site #2 and borders residential areas. There is a creek to the west of the property and an easement on the northeast corner.

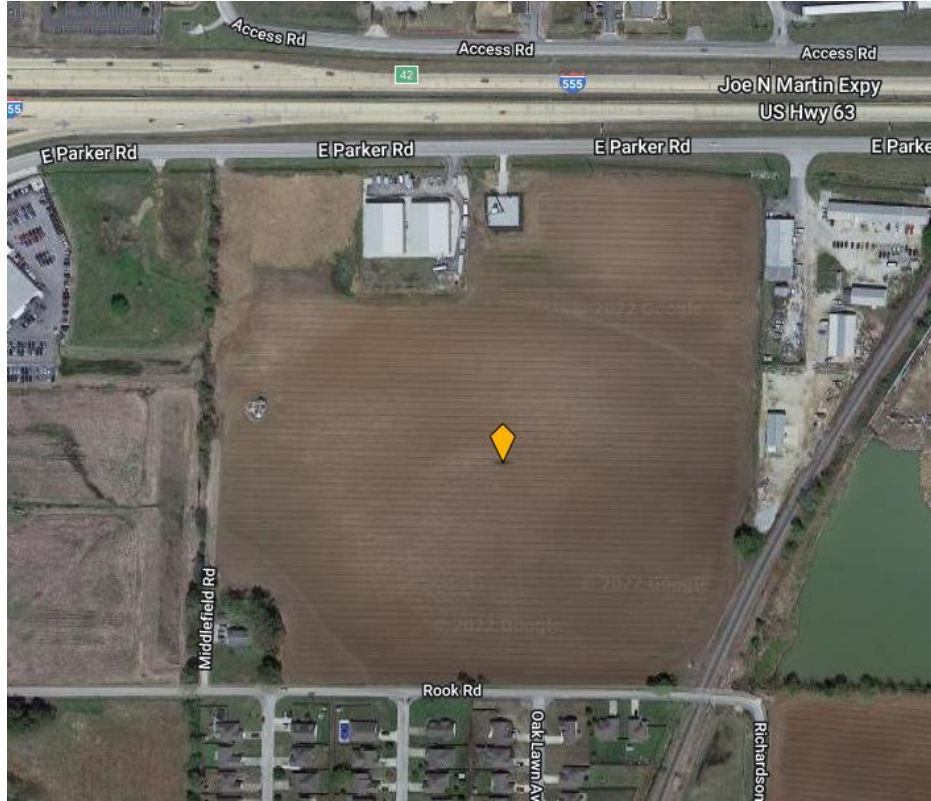


# Red Wolf Blvd



<b>City</b>	Jonesboro
<b>State</b>	AR
<b>Owner</b>	G2 Jonesboro AR LLC
<b>Size (acres)</b>	10.30
<b>Zoning</b>	C-3
<b>Environmental Hazards</b>	No
<b>Asking Price</b>	\$2,582,237 (\$250,02.62/AC)
<b>Other Notes</b>	This track of land does not offer frontage. There is one access point between the LongHorn SteakHouse and Red Lobster but has potential to add another access point. The property is close to the intersection of Wolf River Blvd and I-555.

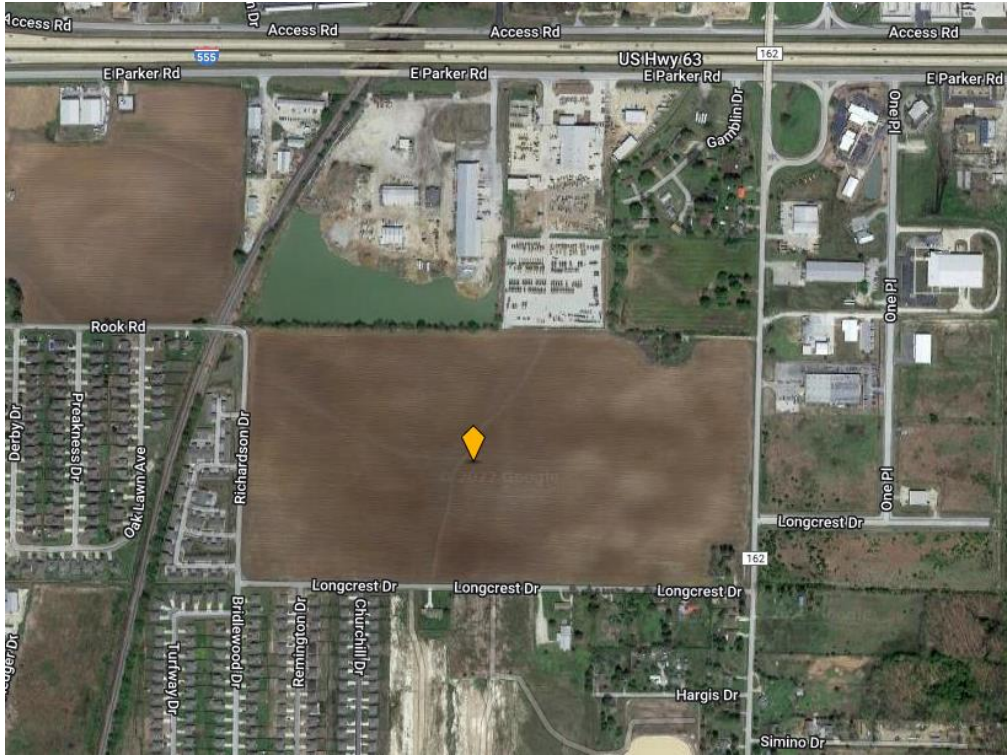
# E Parker Rd



City	Jonesboro
State	AR
Owner	Moore Elizabeth Trust
Size (acres)	35.58
Zoning	Multi-Zoned Commercial
Environmental Hazards	No
Asking Price	\$5,000,000 (\$140,528.39/AC)
Other Notes	This site has frontage on E Parker Rd which is broken up by a building at the front of the property. The southeast corner the site touches railroad tracks and borders Rook Rd. The site would need rezoning.

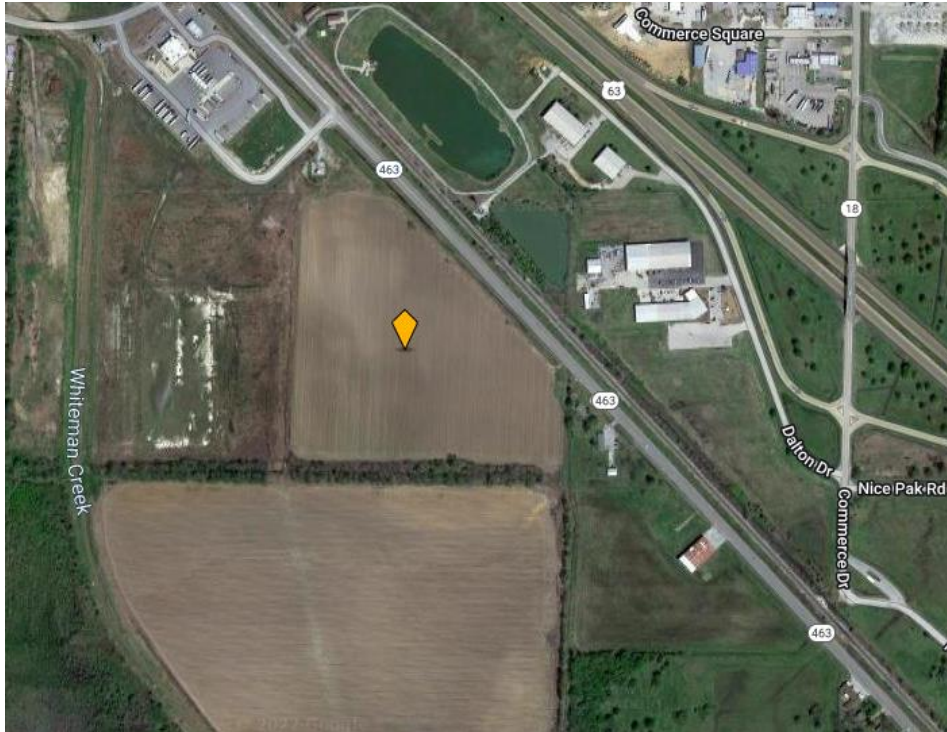


## 3501 Willow Rd



<b>City</b>	Jonesboro
<b>State</b>	AR
<b>Owner</b>	Moore Elizabeth Trust
<b>Size (acres)</b>	80.00
<b>Zoning</b>	Multi-Zoned Commercial
<b>Environmental Hazards</b>	No
<b>Asking Price</b>	\$4,000,000 (\$50,000.00/AC)
<b>Other Notes</b>	The owner would like to sell the full 80 acres together but would consider splitting it up. The site has access points on three different roads. The site would need rezoning.

## 5459 E Nettleton Ave



City	Jonesboro
State	AR
Owner	Easton Agriculture LLP
Size (acres)	30.40
Zoning	R-1
Environmental Hazards	No
Asking Price	\$1,520,000 (\$50,000.00/AC)
Other Notes	This land has frontage on E Nettleton Ave, which runs parallel to I-555. The land is currently being used for farming and would need to be rezoned.

# Stadium Blvd



City	Jonesboro
State	AR
Owner	Finley Living Trust
Size (acres)	24.43
Zoning	R-1
Environmental Hazards	No
Asking Price	\$1,988,000 (\$81,375.35/AC)
Other Notes	This site is directly across from the Southside Softball Complex and about 2 miles south of I-555. They lots can be split into two and border railroad tracks but have multiple access points. Stadium Blvd gets exposure to 12,500 cars per day. The property would need to be rezoned.



## Municipal Site I-555



City	Jonesboro
State	AR
Owner	Various Owners
Size (acres)	+/- 53.11
Zoning	C-3, R-1, PD-M LOU
Environmental Hazards	No
Asking Price	TBD
Other Notes	This tract of land is owned by the city of Jonesboro and was recently planned to be a mall. Its access point is on Browns Lane Access Rd and another access point can be added through Conrad Dr.

## Joe Mack Campbell



City	Jonesboro
State	AR
Owner	City of Jonesboro
Size (acres)	+/- 25.00
Zoning	R-1
Environmental Hazards	TBD
Asking Price	TBD
Other Notes	Joe Mack Campbell Park is located between I-555 and Dan Ave. There are already baseball fields, go karting center, and a walking trail at the park.



## 2101 Bridger Rd



City	Jonesboro
State	AR
Owner	HB Medical Holdings LLC
Size (acres)	20.00
Zoning	C-2
Environmental Hazards	No
Asking Price	\$4,500,000 (\$225,000/SF)
Other Notes	This 20-acre tract is behind two lots that are currently being developed and next to Nea Baptist Medical Hospital. The one access point on Bridger Rd meets with Hwy 49 which has 23,000 cars per day.

## 5922 Hwy 49 N



City	Jonesboro
State	AR
Owner	Nettleton Baptist Church Trustee
Size (acres)	30.56
Zoning	C-3 LUO
Environmental Hazards	No
Asking Price	\$3,950,000 (\$129,254/SF)
Other Notes	The site has frontage on Hwy 49 and access points on Clinton School Rd. The land is surrounded by residential areas. The back of the lot borders a creek.

## Race St



City	Jonesboro
State	AR
Owner	Arkansas State University
Size (acres)	31.98
Zoning	TBD
Environmental Hazards	TBD
Asking Price	TBD
Other Notes	This site is located just north of I-555, and has access points on both Race St and McClellan Dr. There are three small buildings at the corner of the parcel which are a mental health center.



## Shooting Sports Complex



City	Jonesboro
State	AR
Owner	City of Jonesboro
Size (acres)	118.59
Zoning	TBD
Environmental Hazards	TBD
Asking Price	TBD
Other Notes	This site is only accessible off Shooting Complex Rd which is connected to Moore Rd. The site is located Southeast of the city.

## Freeman Family Property



City	Jonesboro
State	AR
Owner	City of Jonesboro
Size (acres)	35.51
Zoning	TBD
Environmental Hazards	TBD
Asking Price	TBD
Other Notes	This site is located near Joe Mack Campbell Park which is Northwest of the city. There are already baseball fields, go karting center, and a walking trail at the park. The land is accessible through Harry Dr.



Thank You

**Jimmy Appich**

Managing Director

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Associate

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**TAB 5:**  
**BUSINESS PLAN**





# BUSINESS PLAN

---

## Executive Summary

### *Mission, Vision, and Values*

The City of Jonesboro (“Jonesboro” or “the City”) will create a 200,000 square foot indoor Sports and Aquatics Center (the “Center”) on land currently owned by Arkansas State University, with a multipurpose surface capable of housing 10 basketball courts or 20 volleyball courts, two boarded turf fields, a 50-meter competition pool, a recreation pool, and a small water park outside. There will also be a food and beverage area, meeting rooms, an Esports Center, and a play area. The facility will serve as a recreation center for local residents; a destination regionally for traveling sports players and teams, and as a social and economic hub for the City. With 100,000 square feet of open space, the Center will also serve as the Jonesboro exposition center and convocation center. The Center will be managed with an emphasis on creating an elite sports facility where the customer experience is the primary focus of the operations staff.

### *Products*

The main products marketed and sold at the Center will be Leagues, Tournaments and Meets, Rentals, Parties, Concessions, Camps and Clinics, Swim Lessons, Aquatics Classes, and Esports. These products will be sold to individuals, teams, and clubs.

### *Customers*

The Center will have a diverse program offering with customers ranging from age 1 to active older adults. The target audience for the Center comprises both local and regional customers. Local customers include recreation-level and competitive-level athletes, both youth and adults, sports clubs and leagues, and local school districts. Exposition, event, and show organizers along with their attendees will utilize the Center. Local families will use the Center for the play area, camps and clinics, concessions, and birthday parties. Regionally, the Center will attract youth traveling sports teams and some adult teams and individuals.

### *Future of the Center*

The Center will be a feature of the Jonesboro sports, social, and economic landscape for the next 30 years, and a feature of the competitive sports landscape of Northeast Arkansas, West Tennessee, Southeastern Missouri, and Southwestern Kentucky. The sports played and the products sold to serve those sports communities may shift over time and the operating team will have to evolve the product mix and business plan to adapt to those changes. Sports have always been part of society and will remain so in Jonesboro over the life of this building.



# OPERATING COMPANY DESCRIPTION

---

## Mission Statement

### *Company Mission Statement*

To instill all the benefits and values of sport into the Jonesboro communities through active programming, great experiences, elite facilities and professional staff.

### *Project Mission Statement*

To operate an elite athletic facility, where the customer experience matters, that will serve as a recreation asset and gathering space for local residents, a competitive sports venue for regional teams, and an economic engine for the City by bringing sports tourists to Jonesboro.

## Staff Positions

Principal Sports and Aquatics Center Staff Positions:

- General Manager
- Senior Program Director: Leagues
- Senior Program Director: Tournaments
- Aquatics Director
- Facilities Director
- Food and Beverage Director
- Esports Director
- Youth Programming Director

# MARKET RESEARCH

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## Industry

According to Sports ETA, a national association for sports tourism, the national sports tourism market is healthy and continuing to grow:

- Between 2015 and 2019, sports tourism spending increased 16.7%.
- The number of individual sports travelers that stayed overnight grew by 1.4 million to 96.4 million in 2019.
- More than half of the destinations experienced a growth in the number of events (55%) and participants (64%) year-over year.

Additionally, the industry was one of the first market segments to recover from the pandemic. According to Mary Helen Sprecher, managing editor of Sports Destination, most destinations bettered their 2019 results in 2021.

## Local Recreation Sports Market

ESM contracted Pinnacle Indoor Sports (“Pinnacle”) to conduct a Market Analysis of the Jonesboro area. That study can be found in this volume as Tab 1. The study surveyed local club directors, coaches, athletic directors and other probable customers. The study also did a demographic analysis and compared the market to other existing facilities. Pinnacle concluded that the local market could support a multi-purpose sports surface facility.

- Indoor multipurpose courts (for both local use and regional sports tourism purposes)
- Indoor synthetic turf (for local-use-only purposes)
- Indoor and outdoor aquatics facilities (for both local use and regional sports tourism purposes)

Six major factors emerged to indicate that a new indoor sports facility in the City of Jonesboro market would likely succeed. They are because the proposed facility would:

1. Meet regional sports tourism needs.
2. Meet local needs by providing indoor sports and outdoor aquatics recreation opportunities.
3. Be financially self-sustaining if managed by a dedicated, professional team.
4. Serve as an event space for activities other than athletics.
5. Operate year round in all weathers (except for outdoor aquatics)
6. Serve a market with favorable demographics for a sports facility.

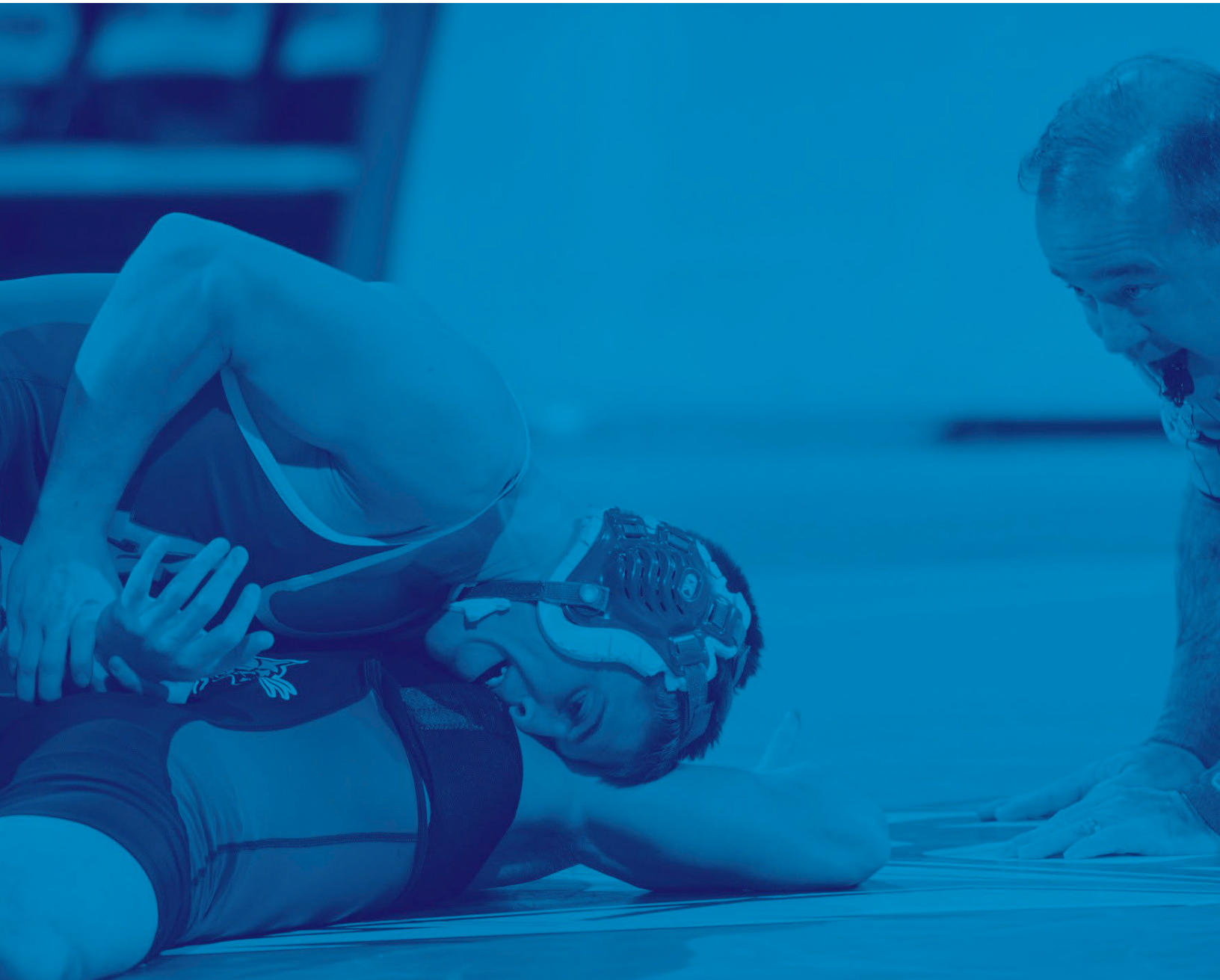


## Competitive Advantages

Jonesboro intends for the management team to be professional, dedicated, and experienced, giving the Center a competitive advantage over similar facilities. There are no competing facilities like the proposed Center within the market area described in the Pinnacle Feasibility study. This facility will be unique and will stand alone as an offering.

## Regulations

The management team will meet all current and applicable Federal, State, County, and City regulations concerning the operation and management of an indoor sports facility.



# SERVICE LINE

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## Products/Services

- Leagues
  - Youth and Adult
  - Competitive and Recreational
  - All sports that can be played on the proposed hardcourt and artificial turf surfaces including but not limited to:
    - Basketball
    - Volleyball
    - Futsal
    - Baseball
    - Soccer
    - Flag Football
    - Field Hockey
    - Lacrosse
    - Indoor Track
    - Pickleball
    - Dodgeball
    - Cornhole
  - Typical league product is eight games over eight weeks
- Camps and Clinics
  - Fun Day Camps
  - Sports Camps
  - Sports Introduction Clinics
  - Competitive-Level Sports Clinics
- Tournaments
  - Rental Tournaments
  - Partnership Tournaments
  - In-house Tournaments
- Rentals
  - Practices
  - Games
  - Events/shows
- Aquatics
  - Lane rentals
  - Local, regional and state swim meets
  - Aquatics fitness and training classes
  - Day, month, and year aquatics passes
- Training
  - Sports Training
  - Fitness Training
- Food and Beverage Services
- Esports
  - Lessons
  - Clinics
  - Leagues
  - Tournaments

### ***Pricing Structure***

Each product is priced uniquely. Pricing will roughly follow a metric for recreational activities of \$10-\$12 per hour per person. For instance, an eight-game basketball league for an adult or youth player will cost about \$80 for a season. Activities that involve higher-level athletics or fitness instruction usually cost more. The higher the skill of the instructor or trainer, the higher the cost.

In the Financial Projections section, located later in this Tab, please find a list of assumed price points used in the calculation of the Pro Forma.

### ***Product Lifecycle***

The life cycle of the proposed construction for the facility (pre-engineered metal building) will be at least 40 years. Some of the building systems will have shorter life cycles, ranging anywhere from 10 years on HVAC systems, 20 years on sports flooring, to 30 to 40 years on electrical systems. The pro forma and the business plan of the operator will take into consideration the replacement cost and schedule of all FFE and building systems/equipment when scheduling reserve funds for capital maintenance, repair, and replacement.

The lifecycle of the various programs and sports played will depend on local, regional, and national trends in those sports. As stated above, sports come in and out of fashion and have peaks and valleys of popularity. Staff will be trained to identify “hot”, popular sports and to cater the offerings to the most relevant and passionate sports communities at any given moment. Their task is to fill the facility irrespective of the sports played. That said, it can be said with some assurance that basketball, volleyball, soccer (and futsal), swimming, and baseball training will remain popular and will always be a core part of the product offering.

### ***Intellectual Property Rights***

The Jonesboro Center logo will be registered and protected. The website domain names for the Jonesboro Sports and Aquatics Center have not yet been chosen. Either the City owns or ESM has registered the following candidates:

- jonesborosports.com
- jonesboroplex.com
- jonesborosportsandaquatics.com
- jonesboroaksports.com

The Jonesboro Center should utilize several partners such as “Lil’ Kickers” and “Lil’ Ballers” whose products are trademarked and registered. The Jonesboro Center business plan and associated operations manuals will be labeled as confidential in all filings with the local and state officials.

### ***Research and Development***

ESM has already conducted extensive market research through the Feasibility Report prepared by its partner, Pinnacle Indoor. As the project schedule progresses, the management team will become more fully engaged in the Jonesboro market and will continue to research and develop the market, adjusting the building design and business plan to the market.

# MARKETING & SALES

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Sports tourism is not a secret any more. Facilities are being built everywhere. A facility and market must have differentiators. Jonesboro has a great brand with ample tourist traffic with the Crowley Ridge Nature Center, ASU Museum and First National Bank Arena, the Fowler Center, the Bradbury Art Museum, and Nearby Lake Frierson State Park. There are many things for families to do in the community, so the job for the management team is to tie that brand to the Center's events and expand the already rich culture of the community. In order to separate Jonesboro from other venues, the management team will need to make the venue a center point of a greater experience.

## ***Local Marketing***

The management team will need to produce higher than industry standard revenue results from the Monday through Thursday guests. Financial viability requires abnormal traffic and revenue from the local market. Robust local use also allows the management team to penetrate deep into the local market without spending large dollars. The management team can run events that bring people to venues rather than paying companies for their reach. This allows the management team to track results and double down where the data says they are having success.

## ***Regional Marketing***

Most companies talk to rights holders, attend Connect conference, Teams conference, NASC, etc. Those are great places to start, but because the management team will run their own events they will end up having connections with the clubs themselves and can market directly to the end user. The management team will want Jonesboro to be a family destination where people come to compete but then want to return again just to visit. That means thinking past the venue and synergizing the area to the overall experience.

## ***National Marketing***

The ability to market nationally and for it to have a return, is predicated on the overall goal for the facility. This is easiest to do through large bid events that do not always produce the revenue outcome desired by the facility. It does however produce the economic impact and tax numbers desired. The management team will need to stay close to these national governing bodies in an attempt to find the right events at the right time to maximize the impact of these events and not take too much revenue producing inventory off the shelf.

## ***Growth and Maintenance Strategies***

The management team will follow Local, Regional, and National marketing plans to grow the company before and after opening. It will take between three and four years to bring the facility up to full capacity utilization. From year four of operations on, the strategy will shift to maintaining the customer base and cycling new products into our offerings to make sure that departing customers are replaced.

Maintaining existing customers depends heavily on providing a positive customer experience. This depends on the staff providing key elements that will bring customers back to the business whether local or from out of City:

- All staff are friendly and welcoming, from the front desk staff, to field marshals to concessions workers to facility maintenance personnel.
- Competitive match-ups and divisions. Parity allows no team to either win or lose by a wide margin. Leagues and tournament games should, to the greatest extent possible, be balanced with like-skilled teams.
- Reasonable schedules. For local play, teams do not want their games to be too early or too late. If leagues are well-subscribed and managers are forced to utilize early and late game times, then those game times are distributed fairly amongst all league/tournament participants.

- Communications with customers are clear, consistent, and regular.
- The facility is well maintained and clean.
- There is room for spectators and non-participating competitors to relax between games.

Existing customers are maintained by providing a positive experience. The facility will be maintained and the staff trained to provide such an experience.

### ***Communicate with the Customer***

The Jonesboro Center will communicate with its customers by:

- The main company website
- Facility Management Software that can send texts and emails involving future and current programming
- Using social media such as Twitter, YouTube, Instagram, Facebook, and LinkedIn

### ***Sales Staff***

Everyone in the facility is involved in sales whether through direct efforts to market products and events to new customers or through providing a great experience through professional operations. The General Manager will lead the sales effort.





# ACCOUNTING & EXPENSE CONTROL

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## *Accounting Software*

The Center should use Quickbooks Online as its main accounting software. Accounts receivable will be managed locally by facility staff. Accounts payable should be managed externally by either the finance group of Parks and Recreation or the corporate office of a third party management company. The business should utilize GAAP accounting and will use the calendar year as the accounting year.

## *Income and Expense*

Revenue should be booked by product category under seven main general ledger accounts:

- Leagues
- Tournaments and Events
- Food and Beverage
- Rentals
- Youth Programming
- Esports
- Aquatics
- Sponsorship

The business will have both fixed and variable costs. Variable costs will be booked under Cost of Goods Sold and will include such items as t-shirts, trophies and referees for leagues, partner payments for tournaments and events, and raw food and beverage costs for concessions.

Expenses should be tracked using eight main general ledger accounts:

- Administrative
- Facility
- Marketing
- Insurance
- Salaries and Wages
- Taxes
- Utilities
- Debt Service

The account structure and format of the Revenue and Expense projection found in the section on Financial Projections will be how the ongoing business Profit and Loss Statement will appear.

# STAFFING ORGANIZATION

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Well run sports centers organize staff around function and products, not sports or areas of the building. Positions are given the responsibility of the P&L along income categories with the exception of three positions, the General Manager, the HR and Finance Director, and the Facilities and Grounds Director.

## ***General Manager***

The General Manager oversees building operations and all staff of the Center. This staff is responsible for budgeting, establishing financial goals and networking within the community to help raise awareness of the Center.

## ***Food and Beverage Director***

The Food and Beverage Director oversees all Kitchen operations, including front of the house and back of the house operations. This staff will directly manage (interview, hire, train and evaluate) all Food and Beverage employees according to current needs, labor conditions and Health Department code. The Food and Beverage Director will also budget and monitor weekly food and labor costs, monitor quality control, monitor sales, generate daily and monthly financial reports as well as inventory reports and manage inventory and order Food and Beverage supplies as necessary. Additional responsibilities would include researching new food and beverage products, creating new menu and marketing ideas, inspecting equipment and food deliveries, coordinating kitchen equipment installation, evaluating health and safety practices, recording information about inventory and health practices and coordinating with other Center managers for special events and parties. The Food and Beverage Director will report directly to the General Manager.

## ***League Directors***

The league directors will oversee all league operations. This staff will be responsible for establishing relationships with youth and adult clubs and outdoor leagues, recruiting teams and individuals for league registration, setting schedules and allocating field and court time for maximum utilization, securing and managing referees, directing league operations staff, and providing top shelf customer service so that league retention is as high as possible. Most patrons coming in during weekdays will be league participants and their spectators and guests. These positions are most critical to the success of the business. The directors will report to the General Manager.

## ***Tournament and Event Director***

The Tournament and Event Director is responsible for the day-to-day administration and promotion of all tournaments and events. This staff will be responsible for creating schedules, forming teams, facility promotion and rental of facility space. The Tournament and Event Director will also oversee all of the Special Event and Tournament staff (vendor/in-house), work with a budget and monitor departmental financial spending, set sales goals and monitor monthly/yearly, coordinate with all staff to create a feasible schedule for events, negotiate and draft special event and tournament proposals and agreements, and directly supervise all Special Events and Tournament Interns. The Tournament and Event Director will report directly to the General Manager.

## ***Youth Programming Director***

The Youth Programming Director organizes and supervises all youth programs, camps and parties in the facility and manages all Youth Programming Staff (interview, hire, train and evaluate). They need to be able to organize and instruct youth programs, camps and classes, write curriculums for classes and day camps, troubleshoot any challenges in youth programs, camps and parties, collect payments, monitor inventory and order Youth Programming supplies, monitor and maintain Youth Programming equipment.

This staff will need to abide by State Licensing Regulations and Franchised Program requirements. The Youth Programming Director reports directly to the General Manager.

### ***Facilities and Grounds Director***

The Facilities and Grounds Director is responsible for the overall appearance and functionality of the Center including the building and grounds maintenance, custodial support, and environmental and safety regulation compliance. This staff will oversee all facility maintenance staff (interview, hire, train and evaluate), monitor inventory and purchase supplies, create manuals for equipment operation and maintenance, maintain equipment service and chemical logs (in-house and contracted vendor services), monitor overall appearance and cleanliness of the building, and must have knowledge of building internals (sprinkler systems, HVAC systems, alarm systems, automation system controls and operations, etc.). The Facilities and Grounds Director reports directly to the General Manager.

### ***Aquatics Director***

The Aquatics Director is responsible for the overall direction, coordination, and supervision of programming, events, and other programming within the facility. The Aquatics Director is responsible for creating community recreational aquatics opportunities for the general public, Aquaplex members, investors, and the City of Jonesboro. Participates as a vital part of the Aquaplex management team to provide exemplary services to the community. This includes sharing responsibility as the building supervisor (Manager-on-Duty) as necessary, participation in special events, fundraising campaigns, and shared leadership duties as assigned periodically. Attends Aquaplex meetings as required.

Develops and collaborates with other team members to develop aquatic programs with the goal of better usage of the pool and continually serving the needs of the community. The Aquatics Director will have the ability to teach or substitute coach swim teams, youth swim lessons, lifeguarding, or other program involvement as needed. The Aquatics Director will also maintain or assist in maintenance of pool and facility operations, and oversee or support equipment maintenance to ensure proper facility functioning. The Aquatics Director reports directly to the General Manager.

### ***Human Resources & Finance Director***

The Human Resources & Finance Director is responsible for the management of the Center's financial and accounting policies, including systems and processes, tax and regulatory requirements, payroll systems and processes, ongoing financial modeling and budgets. This position serves as the primary contact for all managers and employees pertaining to human resources. They lead HR practices and objectives that will provide an employee-oriented, high performance culture that emphasizes quality, productivity and standards of a superior workforce. The Human Resources & Finance Director reports directly to the General Manager.

### ***Background Checks***

The management team should run background checks to include state and federal records and sex offender checks on all perspective personnel that are 18 years of age and older.

### ***Employee Ramp Up***

The management team will begin hiring top management for the facility approximately nine months prior to opening, beginning with the General Manager. Top staff will assist in the development of operations procedures and manuals, negotiate contracts with vendors, and most importantly, market the facility. About one month prior to doors opening, hourly staff will be hired. They should be trained on processes and systems, especially the facility management software, the key staff-customer interface.



### ***ESM Internship Program***

The facility management team should run an internship program. Across the country there has been dramatic growth in the number of undergraduate and graduate degree programs focused on the various facets of Sports Business: Marketing, Finance, and Management. These candidates are typically required to participate in a 400-hour internship to earn their degree.

The ESM Internship Program accepts 10 to 20 interns per facility for 10-week periods throughout the year across all six current facilities. The interns work 400 hours of which they spend time learning the business and working in the various sub-specialties that match their degrees. The areas of focus are: finance, marketing, youth program, league, camp, and tournament operations.

The management team will have the ability through the Internship Program to attract the best upcoming sports and recreation business talent to its ranks, thoroughly vet them through 400 hours of training and initial work, and then pick the best to join the team. Each employee is completely aware of our culture, processes and procedures, and our emphasis on customer service.



# FACILITY FEATURES

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## **Sports Areas**

The main sports playing area of the Center will be 83,200 square feet of unobstructed, column-free space. The base playing surface will be a multi-purpose rolled vinyl surface, accommodating as many sports as possible as well as events. Baskets and volleyball nets will be raised or lowered from the ceiling. There will be adequate space for storage of flooring goals, and other sports equipment. There will be walk/draw nets to divide up different play areas. The eave and roof peak heights will be appropriate for the sports to be played.

During the week the space will be configured to meet local needs. There might be 4 basketball courts, 8 volleyball courts and six pickleball courts. The courts and field configuration will change according to local market demand and may change from day to day. On weekends the space will be configured for tournaments and events. The capacities of the hard court area for each sports are:

- 10 basketball courts
- 20 volleyball courts
- 10 Futsal courts
- 20 wrestling mats
- 5 indoor field hockey courts
- 30 pickleball courts

On some weekends there may be more than one sport played at the same time: four basketball courts paired with 12 volleyball courts, for instance. At other times, all sports equipment will be cleared off and the facility will host any number of different shows or events, including dog shows, car shows, bridal shows, graduations, and other large events needing open floor space.

The second main sports area will be 36,781 square feet of artificial turf that will be divided into two 90' x 180 boarded turf fields. These fields will be used to host all sports that play on grass outdoors. The exterior of the two fields will be netted to keep balls in play on the courts. There will be additional netting for batting and pitching cages.

## **Aquatics Areas**

The main swimming pool will be 50 meters with two movable bulkheads, two 1 meter diving boards and two 3 meter diving boards. There will be a six-lane, 25 yard warm-up and recreational pool with a zero entry ramp and a splash pad water feature. There will be 1,000 stadium style seats for large swim meets.

The water park outside will be about 26,000 square feet and will feature:

- Two Water Slides
- Lazy River Pool with 200' Perimeter
- Zero Depth Entry Leisure Pool
  - One Play Structure
  - Five Geysers
  - One Water Tunnel
  - One Waterfall
  - 10 Jets



### ***Food and Beverage***

The facility will house a commercial grade kitchen capable of handling large, event level crowds. There will be ample dining space with tables and chairs. Playing areas will be visible from the dining area. Service will be ordered at the counter with phone and electronic kiosk ordering available. The kitchen will have deep fryers, griddles, ovens, charbroilers, a walk-in refrigerator and freezers and display beverage coolers. The facility will carry an ABC permit for on-premise consumption of alcohol.

### ***Esports Center***

1,500 square feet will be dedicated to an Esports center designed to amuse both local residents and families who come for tournaments who will have down time between games. Like any sport, the Center will host camps, clinics, leagues, and tournaments.

### ***Party, Meeting, and Team Rooms***

There will be four multi-purpose rooms that will be used locally for birthday parties, during events for team meetings and hospitality for referees and coaches, and during the day for child care and after school programs.

### ***Building Support***

The rest of the facility will contain the support rooms necessary for building and business operations:

- Administrative offices
- HVAC room
- Electrical room
- Sprinkler room
- Storage
- Bathrooms
- Reception

### ***Facility Design and Construction***

The main sports pavilion will be a pre-engineered metal building. The support area will be contained in a single-story structure at the front of the taller sports pavilion. Lighting will be energy efficient LED lights with sports appropriate foot candle levels. Please see Tab 3 for a selection of floor plans, elevations, and renderings.



# FINANCIAL PROJECTIONS

The financial projections on the following pages have been prepared using two main sources of information:

- The historical revenue and expense data from other, similar ESM operating facilities
- The Market Analysis performed by Pinnacle included as Tab 1

The projections are built for the first three years of operations on a monthly basis by building monthly sales projections by product unit based on a projected opening month of the year. Expenses are calculated in most instances as a percentage of income and in the case of utilities, on a square foot basis.

ESM Believes the mix of proposed assets and the design outlined in Tab 3 could be constructed for approximately \$260/SF.

On the following pages, we include the following tables:

- Revenue Assumptions
- Expense Assumptions
- 36-Month Cash Flow

Jonesboro Sport & Aquatic Center						
Expense Assumptions						
COGS		% of Revenue	COGS Comps			
			FFH	VBFH	Rouse	VBSC
	Leagues	23.00%	22.26%	21.57%	40.41%	30.76%
	Rentals	0.00%	0.00%	0.00%	0.00%	0.00%
	Concessions	50.00%	50.08%	46.92%	61.80%	28.99%
	Tournaments	4.00%	9.21%	0.75%	0.00%	3.70%
	Tickets	83.00%				83.00%
	Sponsorship	5.00%	0.00%	0.00%	0.00%	0.00%
	Youth Programming	15.00%	9.75%	8.42%	14.66%	10.81%
	Esports	50.00%				
	Aquatics	27.00%			26.89%	
Expenses			Expense Comps			
			FFH	VBFH	Rouse	VBSC
	Administrative	8.00% % of Gross	4.82%	6.51%	5.67%	10.20%
	Facility	\$2.20 per Sqft	\$1.20	\$0.63	\$4.80	\$1.47
	Insurance	1.75% % of Gross	3.10%	2.20%	1.30%	1.20%
	Marketing	0.90% % of Gross	0.93%	0.43%	0.70%	0.65%
	Wages	30.00% % of Gross	28.00%	21.00%	44.00%	20.00%
	Taxes	4.00% % of Gross	3.10%	6.60%	1.86%	3.20%
	Utility Blended Rate	\$2.09 per sqft	\$0.98	\$0.95	\$4.28	\$0.92
	Utilities Rest of Building	\$1.00 per sqft				
	Utilities Pool Building	\$8.00 per sqft				
	Utility Escalator	3.00% per year				
	Building Size	199,853 square feet				

## Jonesboro Sport & Aquatic Center

### Income Assumptions

		Unit SF	Total
Courts	10	9,318.40	93,184.00
Indoor Fields	2	20,280.00	40,560.00
Competition Pool Lanes	22	1,000.00	22,000.00
Warm-up Pool Lanes	6	1,500.00	9,000.00
Support Space	1	35,109.00	35,109.00
Splash Park	1		
Tournament Court Hourly Rate	\$80		
Tournament Volleyball Court Hourly Rate	\$50		
Weekday Basketball Court Rate	\$50		
Weekday Volleyball Court Rate	\$30		
Field Hourly Rate	\$180		
Pool Lane Rate	\$20		
Court League Individual Price	\$70		
Turf League Individual Price	\$80		
Seasons	5		
Adult League Hours/Court/Day	4		
Youth League or Rental Hours/Court/Day	3		
League/Rental Days per Week	4		
Revenue Days/Year	100		
Court Players/Team	10		
Turf Players/Team	10		
Tourney Teams/Court/Day	8		
Concessions % of Other Revenue	20%		
Private Swim Lessons	\$200		
Group Lessons	\$80		
Water Aerobics Passes	\$40		

## Jonesboro Sport & Aquatic Center

### 3-Year Revenue and Expense

		Year 1	Year 2	Year 3
<b>Revenue</b>				
	<b>Leagues</b>	\$374,800	\$450,400	\$526,000
	<b>Concessions</b>	\$670,038	\$805,296	\$928,294
	<b>Tournaments</b>	\$576,000	\$672,000	\$768,000
	<b>Tickets</b>	\$1,152,000	\$1,344,000	\$1,536,000
	<b>Rentals</b>	\$279,813	\$377,087	\$463,960
	<b>Youth Programming</b>	\$312,576	\$375,091	\$450,109
	<b>Sponsorship</b>	\$100,000	\$120,000	\$140,000
	<b>Esports</b>	\$250,000	\$350,000	\$400,000
	<b>Aquatics</b>	\$405,000	\$457,900	\$497,400
	<b>Total Revenue</b>	\$4,120,227	\$4,951,773	\$5,709,763
	<b>Total COGS</b>	\$1,686,659	\$2,009,536	\$2,299,541
<b>Expense</b>				
	<b>Administrative</b>	\$253,125	\$306,900	\$354,791
	<b>Facility</b>	\$439,677	\$452,867	\$466,453
	<b>Insurance</b>	\$72,104	\$86,656	\$99,921
	<b>Marketing</b>	\$37,082	\$44,566	\$51,388
	<b>Wages</b>	\$1,236,068	\$1,485,532	\$1,712,929
	<b>Taxes</b>	\$164,809	\$198,071	\$228,391
	<b>Utilities</b>	\$416,853	\$429,359	\$442,239
	<b>Total Expense</b>	\$2,619,718	\$3,003,951	\$3,356,111
	<b>Net Operating Income</b>	-\$186,150	-\$61,714	\$54,111



**TAB 6:**  
**ECONOMIC IMPACT REPORT**





# A REPORT OF THE ECONOMIC IMPACT OF JONESBORO SPORTS AND AQUATICS CENTER IN JONESBORO, AR

July 25, 2022

Prepared for:  
Eastern Sports Management

Prepared by:



## PURPOSE & LIMITATIONS

This report presents the results of an analysis undertaken by Impact DataSource, an Austin, TX based economic consulting firm. The analysis relies on prospective estimates of business activity that may not be realized. Impact DataSource and Eastern Sports Management made reasonable efforts to ensure that the project-specific data reflects realistic estimates of future activity.

The analysis presented in this report incorporates estimates, assumptions, and other information developed by Impact DataSource from its independent research effort.

Eastern Sports Management and Impact DataSource make no representation or warranty as to the accuracy or completeness of the information contained herein, and expressly disclaim any and all liability based on or relating to any information contained in, or errors or omissions from, this information or based on or relating to the use of this information.



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## Study Highlights

- This report presents an impact analysis of a 200,000-square-foot multipurpose indoor sports and aquatic facility and outdoor splash park in Jonesboro, AR.
- The developer plans to spend \$50.0 million to acquire the site and develop the complex.
- As proposed, the complex will include 10 basketball courts that can convert to 20 volleyball courts, 50-meter pool with seats plus recreation/warm-up pool with Splash Pad, 2 indoor turf fields (90' x 180'), and aquatics features (26,000-square-foot outdoors). The facility will also feature support services areas such as an attractive entryway, restrooms and changing areas, concessions stand, administrative offices, meeting rooms, and flex space.
- The developer expects the facility to employ 12 full-time workers and as many as 150 part-time workers with a total payroll of more than \$1.0 million per year. In addition, the facility is expected to generate an estimated \$930,000 of on-site sales each year.
- Visitor spending on lodging as well as spending at local restaurants and other retail establishments is the driver for the major source of benefit for the City of Jonesboro. The weekend tournament visitors are expected to support a total of \$7.7 million in lodging sales from 80,640 hotel nights and \$19.0 million on other taxable sales per year.
- Over the next 20 years, the tournament visitor spending is projected to be \$740.2 million.

Table . Tournament Visitor Spending Over the Next 20 Years

	Total
On-Site Concessions	\$22,555,103
Lodging Spending	\$205,848,565
General Taxable Spending	\$511,783,901
Total	\$740,187,568

- The Project will generate additional benefits and costs for the state and local taxing districts. Overall, Jonesboro is expected to receive \$16.3 million in net benefits over the next 20 years and the project will generate \$79.2 million in total for the state, city, county, and school district.
  - This analysis assumes the facility will be owned by city and therefore not subject to property taxes.
- More detail on the above summary can be found on the following pages.

## Introduction

This report presents the results of an analysis undertaken by Impact Datasource, an Austin, TX based economic consulting firm. The report estimates the impact that a potential project in the City of Jonesboro will have on the local economy and estimates the costs and benefits for local taxing districts over a 20-year period.

## Description of the Project

The project involves the design and development of a 200,000-square-foot multipurpose indoor sports and aquatic facility and outdoor splash park in Jonesboro, AR. The proposed facility should include the following components:

- 10 basketball courts that can convert to 20 volleyball courts
- 50-meter pool with seats plus recreation/warm-up pool with Splash Pad
- 2 indoor turf fields (90' x 180')
- Aquatics Features (26,000-square-foot outdoors)

The facility will also feature support services areas such as an attractive entryway, restrooms and changing areas, concessions stand, administrative offices, meeting rooms, and flex space.

## Project Plans

According to information from the developer, it is anticipated to cost \$50.0 million to acquire the land and develop the sports complex.

Table 1. Construction Budget

	Spending
Land Acquisition	\$2,500,000
Hard Construction Cost	\$47,500,000
<b>Total</b>	<b>\$50,000,000</b>

Once constructed, the sports complex is expected to employ 12 full-time workers and as many as 150 part-time workers with a total payroll expense of over \$1.0 million per year. The on-site food and beverage facilities are expected to generate approximately \$930,000 in taxable sales per year.

The developer also provided estimates relating to tournaments, teams, and visitors. The table below summarizes visitor spending in the City of Jonesboro.

Table 2. Annual Visitor Spending

	Total
Lodging Spending	\$7,660,800
General Taxable Spending	\$19,046,400
<b>Total</b>	<b>\$26,707,200</b>



The following tables outline the assumptions used in this analysis to estimate this visitor spending.

*Weekend Tournament Visitor Spending*

According to the developer, the sports complex is expected to host weekends tournaments during 80 weekend days per year. Over the course of the year, 6,400 teams are expected to participate in tournaments. Each team participating in a tournament weekend is expected to include 12 players/coaches. Finally, 2.0 spectators are expected to accompany each player or coach. In total, the sports complex expects to draw 230,400 out-of-town visitors during tournament weekends.

Table 2. Annual Out-of-Town Visitors Due to Weekend Tournaments

	Number
Number of sports tournament/event days (total in a year)	80
Average number of teams participating in the year	6,400
Average number of players and coaches per team	12
Average spectators accompanying players/coaches	2.0
Annual Out-of-Town Tournament Visitors	230,400

The 230,400 out-of-town visitors represents 76,800 "visitor groups" where a visitor group represents 2.5 visitors. A visitor group is assumed to include a tournament-participating player (or coach) and 2.0 accompanying spectators. This analysis assumes 70.0% of these visitor groups will stay 2 nights in a hotel in Jonesboro. Accordingly, the sports complex is expected to support 80,640 hotel nights in the City of Jonesboro. The expected cost of a hotel in Jonesboro is assumed to be \$95 per night. The total estimated lodging spending in Jonesboro is expected to be \$7.7 million per year.

Table 3. Annual Tournament Visitor Spending on Lodging

	Number
Annual Out-of-Town Tournament Visitors	230,400
Typical size of a visiting group	3.0
Number of visitor groups	76,800
Percent of groups staying in a hotel in region	70.0%
Avg. number of nights spent in a hotel in region	1.5
Annual number of hotel nights supported in region	80,640
Average cost of hotel night for a group of typical size	\$95
<u>Annual Tournament Visitor Spending on Lodging</u>	<u>\$7,660,800</u>

The 76,800 out-of-town visitor groups are expected to spend 2.0 days in Jonesboro during these tournament weekends. This analysis assumes each visitor group will spend \$124 per day on taxable items in Jonesboro, excluding lodging. The total estimated taxable spending by out-of-town tournament visitors is expected to be \$19.0 million per year.

Table 4. Annual Tournament Visitor Spending on Taxable Items, Excluding Lodging

	Number
Number of visitor groups	76,800
Average number of days spent in region	2.0
Average daily spending for restaurants, groceries and other items per group in region	\$124
<u>Annual Tournament Visitor Spending, Excl. Lodging</u>	<u>\$19,046,400</u>

Economic Impact Overview

The Project's operations will support employment and other economic impacts in the community. The 12.0 workers directly employed by the Project will earn approximately \$83,000 per year on average initially. This direct activity will support 2.5 indirect and induced workers in the community earning \$168,000 on average. The total additional payroll or workers' earnings associated with the Project is estimated to be approximately \$34.5 million over the next 20 years.

Accounting for various taxable sales and purchases, including activity associated with the Project, worker spending, and visitors' spending in the community, the Project is estimated to support approximately \$0.8 billion in taxable sales over the next 20 years.

Table 7. Economic Impact Over the Next 20 Years

	Direct	Indirect & Induced	Total
Number of permanent direct, indirect, and induced jobs to be created	12.0	2.5	14.5
Salaries to be paid to direct, indirect, and induced workers	\$24,297,369	\$10,209,755	\$34,507,124
Taxable sales and purchases expected in the City	\$762,673,470	\$775,941	\$763,449,411

This analysis assumes the facility will be owned by city and therefore not subject to property taxes.

Temporary Construction Impact

The Project will include an initial period of construction where \$47.5 million will be spent to develop the sports complex. It is assumed that 50.0% of the construction expenditure will be spent on materials and 50.0% of the expenditure on labor. The temporary construction activity will support temporary economic impacts in the community in the form of temporary construction employment and sales for local construction firms.

Table 10. Spending and Estimated Direct Employment Impact of Project-Related Construction Activity

	Amount
Total Construction Expenditure	\$47,500,000
<i>Materials</i>	<i>\$23,750,000</i>
<i>Labor</i>	<i>\$23,750,000</i>
Temporary Construction Workers Supported (Average Earnings = \$56,600)	419.6

The following table presents the temporary economic impacts resulting from the construction.

Table 11. Temporary Economic Impact of Project-Related Construction Activity

	Direct	Indirect & Induced	Total
Number of temporary direct, indirect, and induced job years to be supported*	419.6	214.3	633.9
Salaries to be paid to direct, indirect, and induced workers	\$23,750,000	\$8,659,250	\$32,409,250
Revenues or sales for businesses related to construction	\$47,500,000	\$27,184,250	\$74,684,250

\* A job year is defined as full employment for one person for 2080 hours in a 12-month span.

Taxable sales related to construction activity are presented in the following table. The sales tax revenue generated from construction-period taxable spending is included in the fiscal impact for affected districts during the initial period of construction.

Table 12. Construction-Related Taxable Spending

	Estimate
Expenditure for Materials	\$23,750,000
Percent of Materials subject to local tax	40.0%
<u>Subtotal Taxable Materials</u>	<u>\$9,500,000</u>
Expenditure for Labor / Paid to construction workers	\$23,750,000
Percent of gross earnings spent on taxable goods and services	26.0%
Percent of taxable spending done locally	40.0%
<u>Subtotal Taxable Construction Worker Spending</u>	<u>\$2,470,000</u>
Expenditure for Furniture, Fixtures, & Equipment (FF&E)	\$0
Percent of FF&E subject to local tax	40.0%
<u>Subtotal Taxable FF&amp;E Purchases</u>	<u>\$0</u>
<u>Total Construction-Related Taxable Spending</u>	<u>\$11,970,000</u>

Fiscal Impact Overview

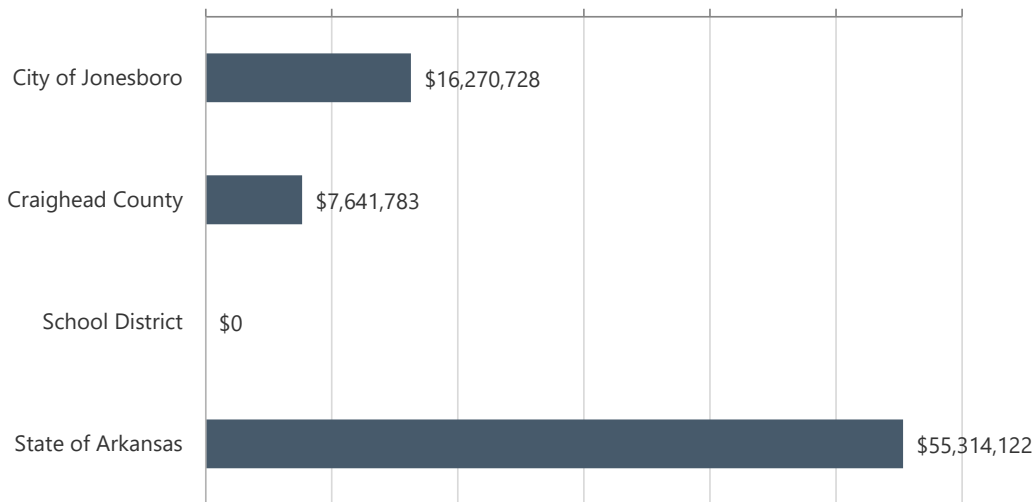
The Project will generate additional benefits and costs for the state and local taxing districts, a summary of which is provided below. The source of specific benefits and costs are provided in greater detail for each taxing district on subsequent pages. Overall, the City will receive approximately \$16.3 million in net benefits over the 20-year period and the Project will generate \$79.2 million in total for all local taxing districts.

Table 13. Fiscal Net Benefits Over the Next 20 Years for the State and Local Taxing Districts

	Benefits	Costs	Net Benefits	Present Value of Net Benefits*
City of Jonesboro	\$22,318,829	(\$6,048,101)	\$16,270,728	\$9,717,005
Craighead County	\$7,657,820	(\$16,036)	\$7,641,783	\$4,586,440
School District	\$0	\$0	\$0	\$0
State of Arkansas	\$55,314,122	\$0	\$55,314,122	\$33,178,714
<b>Total</b>	<b>\$85,290,770</b>	<b>(\$6,064,138)</b>	<b>\$79,226,633</b>	<b>\$47,482,159</b>

\* The Present Value of Net Benefits expresses the future stream of net benefits received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5% to make the dollars comparable.

Figure 1. Net Benefits Over the Next 20 Years for Local Taxing Districts



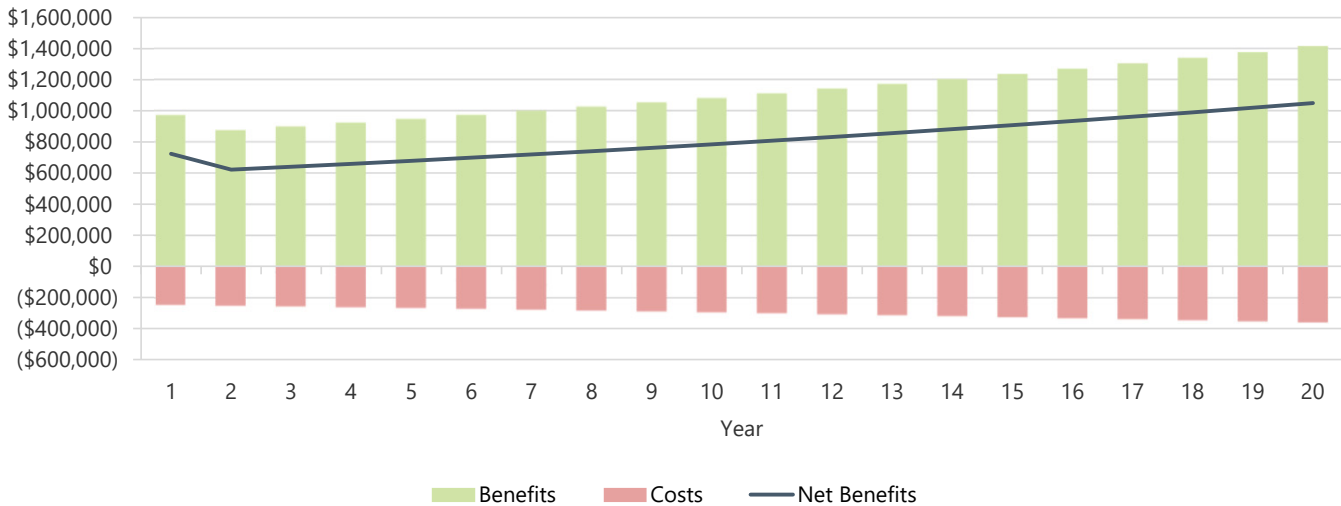
City of Jonesboro

The table below displays the estimated additional benefits, costs, and net benefits to be received by the city over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 14. City of Jonesboro: Benefits, Costs, and Net Benefits Over the Next 20 Years

	Amount
Sales Taxes	\$7,634,494
Real Property Taxes	\$0
FF&E Property Taxes	\$0
Inventory Property Taxes	\$0
New Residential Property Taxes	\$0
Utility Revenue	\$6,317,316
Utility Franchise Fees	\$104,794
Building Permits and Fees	\$0
Hotel-Motel Taxes	\$8,233,943
Miscellaneous Taxes & User Fees	\$28,282
<u>Subtotal Benefits</u>	<u>\$22,318,829</u>
Cost of Providing Municipal Services	(\$46,651)
Cost of Providing Utility Services	(\$6,001,450)
<u>Subtotal Costs</u>	<u>(\$6,048,101)</u>
Net Benefits	\$16,270,728
<i>Present Value (5% discount rate)</i>	<i>\$9,717,005</i>

Figure 2. Annual Fiscal Net Benefits for the City of Jonesboro





Craighead County

The table below displays the estimated additional benefits, costs, and net benefits to be received by the County over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 17. Craighead County: Benefits, Costs, and Net Benefits Over the Next 20 Years

	Amount
Sales Taxes	\$7,634,494
Real Property Taxes	\$0
FF&E Property Taxes	\$0
Inventory Property Taxes	\$0
New Residential Property Taxes	\$0
Miscellaneous Taxes & User Fees	\$23,325
<u>Subtotal Benefits</u>	<u>\$7,657,820</u>
Cost of Providing County Services	(\$16,036)
<u>Subtotal Costs</u>	<u>(\$16,036)</u>
Net Benefits	\$7,641,783
<i>Present Value (5% discount rate)</i>	<i>\$4,586,440</i>

School District

The table below displays the estimated additional benefits, costs, and net benefits to be received by the school district over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 18. School District: Benefits, Costs, and Net Benefits Over the Next 20 Years

	Amount
Real Property Taxes	\$0
FF&E Property Taxes	\$0
Inventory Property Taxes	\$0
New Residential Property Taxes	\$0
Additional State and Federal Funding	\$0
<u>Subtotal Benefits</u>	<u>\$0</u>
Cost of Educating New Students	\$0
<u>Subtotal Costs</u>	<u>\$0</u>
Net Benefits	\$0
<i>Present Value (5% discount rate)</i>	<i>\$0</i>

State of Arkansas

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The table below displays the estimated additional benefits, costs, and net benefits to be received by the state over the next 20 years of the Project. Appendix C contains the year-by-year calculations.

Table 19. State of Arkansas: Benefits, Costs, and Net Benefits Over the Next 20 Years

	Amount
Personal Income Taxes	\$1,572,939
Sales Taxes	\$49,624,212
Hotel-Motel Taxes	\$4,116,971
Net Benefits	\$55,314,122
<i>Present Value (5% discount rate)</i>	<i>\$33,178,714</i>

Overview of Methodology

This report presents the results of an analysis undertaken by Impact DataSource, an Austin, TX based economic consulting firm. The analysis relies on prospective estimates of business activity that may not be realized. Impact DataSource and Eastern Sports Management made reasonable efforts to ensure that the project-specific data reflects realistic estimates of future activity.

This analysis combines project-specific attributes with community data, tax rates, and assumptions to estimate the economic impact of the Project and the fiscal impact for local taxing districts over a 20-year period.

The economic impact as calculated in this report can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by the Project. Second, this economic impact analysis calculates the indirect and induced impacts that result from the Project. Indirect jobs and salaries are created in new or existing area firms, such as maintenance companies and service firms, that may supply goods and services for the Project. In addition, induced jobs and salaries are created in new or existing local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to new workers and their families.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. Impact DataSource utilizes county-level multipliers to estimate the impact occurring at the sub-county level.

Two types of regional economic multipliers were used in this analysis: an employment multiplier and an earnings multiplier. An employment multiplier was used to estimate the number of indirect and induced jobs created or supported in the area. An earnings multiplier was used to estimate the amount of salaries to be paid to workers in these new indirect and induced jobs. The employment multiplier shows the estimated number of total jobs created for each direct job. The earnings multiplier shows the estimated amount of total salaries paid to these workers for every dollar paid to a direct worker. The multipliers used in this analysis are listed below:

713900 Other amusement and recreation industries		City	County
Employment Multiplier	(Type II Direct Effect )	1.2084	1.2175
Earnings Multiplier	(Type II Direct Effect )	1.4202	1.4386

The fiscal impacts calculated in this report are detailed in Appendix C. Most of the revenues estimated in this study result from calculations relying on (1) attributes of the Project, (2) assumptions to derive the value of associated taxable property or sales, and (3) local tax rates. In some cases, revenues are estimated on a per new household, per new worker, or per new school student basis.

The company or Project developer was not asked, nor could reasonably provide data for calculating some other revenues. For example, while the city will likely receive revenues from fines paid on speeding tickets given to new workers, the company does not know the propensity of its workers to speed. Therefore, some revenues are calculated using an average revenue approach. This approach uses relies on two assumptions:

1. The taxing entity has two general revenue sources: revenues from residents and revenues from businesses.
2. The taxing entity will collect (a) about the same amount of miscellaneous taxes and user fees from each new household that results from the Project as it currently collects from existing households on average, and (b) the same amount of miscellaneous taxes and user fees from the new business (on a per worker basis) will be collected as it collects from existing businesses.

In the case of the school district, some additional state and federal revenues are estimated on a per new school student basis consistent with historical funding levels.

Additionally, this analysis sought to estimate the additional expenditures faced by the city and county to provide services to new households and new businesses. A marginal cost approach was used to calculate these additional costs. This approach relies on two assumptions:

1. The taxing entity spends money on services for two general groups: revenues from residents and revenues from businesses.
2. The taxing entity will spend slightly less than its current average cost to provide local government services (police, fire, EMS, etc.) to (a) new residents and (b) businesses on a per worker basis.

In the case of the school district, the marginal cost to educate new students was estimated based on a portion of the school's current expenditures per student and applied to the headcount of new school students resulting from the Project.

Additionally, this analysis seeks to calculate the impact on the school district's finances from the Project by generally, and at a summary level, mimicking the district's school funding formula.

## About Impact DataSource

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Impact DataSource is an Austin economic consulting, research, and analysis firm founded in 1993. The firm has conducted over 2,500 economic impact analyses of firms, projects, and activities in most industry groups in Arkansas and more than 30 other states

In addition, Impact DataSource has prepared and customized more than 50 economic impact models for its clients to perform their own analyses of economic development projects. These clients include the Jonesboro Chamber and the Tennessee Department of Economic and Community Development.

Appendix A  
*Data and Rates*



Local Tax Rates

Sales tax rates

City of Jonesboro	1.000%
Craighead County	1.000%
State of Arkansas	6.500%

Property tax rates, per \$1,000 of valuation

City of Jonesboro	3.0000
Craighead County	6.1000
School District	42.5000

Income tax rates

State of Arkansas	Estimated Effective Rate	4.50%
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Hotel occupancy tax rates

City of Jonesboro	4.00%
State of Arkansas	2.00%

City Data

Utilities

	Owned and Provided by the City	Subject to Sales Tax by the City	Average Annual Bill Per Household	Franchise Fee Rate
Water	✓	✓	\$144	0.000%
Wastewater	✓		\$99	0.000%
Solid Waste			\$200	0.000%
Electricity	✓	✓	\$1,076	0.000%
Natural Gas		✓	\$490	4.250%
Cable		✓	\$1,080	4.250%
Telephone		✓	\$310	4.250%

Average annual residential utility bill per household for City-owned utilities \$1,319

The City's cost of providing city-owned utility service, as a percent of utility billings 95.0%

Average annual residential franchise fees collected from utility providers \$80

Estimated additional annual miscellaneous taxes and user fees to be collected

Residential, per household	\$240
Businesses, per worker	\$97

Estimated additional annual operating expenditures to be incurred

Residential, per household	\$396
Businesses, per worker	\$160

Rate of expected annual increase in

City-owned Utility bills	2.0%
City Miscellaneous Taxes and User Fees	2.0%
Cost of City Services	2.0%

Percent of new workers who will move to the City to take a job

Project's workers	0.0%
Spin-off workers	0.0%

Percent of workers who move to the area that will buy a new home or require that new residential property be built for them 15.0%

Average taxable value of a new single family residence constructed in the area \$152,900

Percent of taxable shopping by a typical new worker that will be in the City 40.0%

### County Data

Estimated additional annual miscellaneous taxes and user fees to be collected

Residential, per household	\$201
Businesses, per worker	\$80

Estimated additional annual operating expenditures to be incurred

Residential, per household	\$138
Businesses, per worker	\$55

Rate of expected annual increase in

County Miscellaneous Taxes and User Fees	2.0%
Cost of County Services	2.0%

Percent of new workers who will move to the County to take a job

Project's workers	0.0%
Spin-off workers	0.0%

### School District Data

Annual state aid and federal and other funding per child received by the district \$5,004

The school district's estimated annual marginal cost to educate new each new student \$4,745

Rate of expected annual increase in

State and Federal Aid	2.0%
Cost of educating students	2.0%

Other Rates and Assumptions

Amount of building and improvements costs added to local tax rolls 0.0%

Percentages for computing depreciable or taxable values of the Project's furniture, fixtures, and equipment

Year	Percent of Market Value of FF&E Subject to Property Taxes
1	100%
2	90%
3	80%
4	70%
5	60%
6	50%
7	40%
8	30%
9	20%
10	20%
11	20%
12	20%
13	20%
14	20%
15	20%
16	20%
17	20%
18	20%
19	20%
20	20%

Percent annual increase in the taxable value of real property

Commercial/Industrial	2.0%
Residential	2.0%

Household size of a typical new worker moving to the area 2.60

Number of school children in a typical worker's household 0.50

Percent of the gross salaries that workers will spend on taxable goods and services

New Workers	19.0%
Temporary Construction Workers	26.0%

Discount rate for calculating the present value of costs and benefits 5.0%

Expected average annual inflation rate 3.0%

Project Investments

The Project's capital investment each year

Year	Land	Buildings and Other Real Property Improvements	Furniture, Fixtures, and Equipment	Total
1	\$2,500,000	\$47,500,000	\$0	\$50,000,000
2	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,500,000</b>	<b>\$47,500,000</b>	<b>\$0</b>	<b>\$50,000,000</b>

Percent of building and improvement costs for materials and labor

Materials	50.0%
Labor	50.0%

Percent of construction materials that will be purchased in the City and subject to sales taxes 40.0%

Percent of taxable spending by construction workers in the City and subject to sales taxes 40.0%

Percent of furniture, fixtures, and equipment to be purchased in the City and subject to sales taxes 40.0%

Building permits and fees to be paid to the City during construction, if applicable

Year	Total City Building Permits and Fees
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0

The Project's taxable inventories

Year	Total Taxable Inventories
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0



Estimated spending for construction

Year	Spending on Construction
1	\$47,500,000
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0

Activities During the Project's Operations

Number of new full-time jobs to be added in the community each year

Year	New employees to be hired each year
1	12
2	0
3	0
4	0
5	0
6	0
7	0
8	0
9	0
10	0
11	0
12	0
13	0
14	0
15	0
16	0
17	0
18	0
19	0
20	0
Total	12

Average annual salaries of new employees each year

Year	Average Annual Salaries
1	\$83,333
2	\$85,000
3	\$86,700
4	\$88,434
5	\$90,203
6	\$92,007
7	\$93,847
8	\$95,724
9	\$97,638
10	\$99,591
11	\$101,583
12	\$103,615
13	\$105,687
14	\$107,801
15	\$109,957
16	\$112,156
17	\$114,399
18	\$116,687
19	\$119,021
20	\$121,401

The Project's estimated taxable purchases of materials, supplies, and services in the community and the Project's estimated taxable sales that will be subject to sales taxes in the community

Year	Taxable Purchases	Taxable Sales
1	\$0	\$928,294
2	\$0	\$946,860
3	\$0	\$965,797
4	\$0	\$985,113
5	\$0	\$1,004,815
6	\$0	\$1,024,912
7	\$0	\$1,045,410
8	\$0	\$1,066,318
9	\$0	\$1,087,644
10	\$0	\$1,109,397
11	\$0	\$1,131,585
12	\$0	\$1,154,217
13	\$0	\$1,177,301
14	\$0	\$1,200,847
15	\$0	\$1,224,864
16	\$0	\$1,249,362
17	\$0	\$1,274,349
18	\$0	\$1,299,836
19	\$0	\$1,325,832
20	\$0	\$1,352,349

The Project's annual utilities

Year	Water	Wastewater	Solid Waste	Electricity	Natural Gas	Cable	Telephone
1	\$5,000	\$5,000	\$12,000	\$250,000	\$100,000	\$0	\$1,800
2	\$5,100	\$5,100	\$12,240	\$255,000	\$102,000	\$0	\$1,836
3	\$5,202	\$5,202	\$12,485	\$260,100	\$104,040	\$0	\$1,873
4	\$5,306	\$5,306	\$12,734	\$265,302	\$106,121	\$0	\$1,910
5	\$5,412	\$5,412	\$12,989	\$270,608	\$108,243	\$0	\$1,948
6	\$5,520	\$5,520	\$13,249	\$276,020	\$110,408	\$0	\$1,987
7	\$5,631	\$5,631	\$13,514	\$281,541	\$112,616	\$0	\$2,027
8	\$5,743	\$5,743	\$13,784	\$287,171	\$114,869	\$0	\$2,068
9	\$5,858	\$5,858	\$14,060	\$292,915	\$117,166	\$0	\$2,109
10	\$5,975	\$5,975	\$14,341	\$298,773	\$119,509	\$0	\$2,151
11	\$6,095	\$6,095	\$14,628	\$304,749	\$121,899	\$0	\$2,194
12	\$6,217	\$6,217	\$14,920	\$310,844	\$124,337	\$0	\$2,238
13	\$6,341	\$6,341	\$15,219	\$317,060	\$126,824	\$0	\$2,283
14	\$6,468	\$6,468	\$15,523	\$323,402	\$129,361	\$0	\$2,328
15	\$6,597	\$6,597	\$15,834	\$329,870	\$131,948	\$0	\$2,375
16	\$6,729	\$6,729	\$16,150	\$336,467	\$134,587	\$0	\$2,423
17	\$6,864	\$6,864	\$16,473	\$343,196	\$137,279	\$0	\$2,471
18	\$7,001	\$7,001	\$16,803	\$350,060	\$140,024	\$0	\$2,520
19	\$7,141	\$7,141	\$17,139	\$357,062	\$142,825	\$0	\$2,571
20	\$7,284	\$7,284	\$17,482	\$364,203	\$145,681	\$0	\$2,622

Number of telephone lines at the Project 5

Percent of the Project's utility usage for manufacturing or processing operations 0.0%

The Project's total taxable purchases and taxable utilities

Year	Taxable Purchases of Supplies, Materials, and Services	<u>Utilities Subject to Sales Tax</u>			Total
		Utilities Subject to Sales Tax	Percent Taxable	Taxable Utilities	
1	\$0	\$356,800	100%	\$356,800	\$356,800
2	\$0	\$363,936	100%	\$363,936	\$363,936
3	\$0	\$371,215	100%	\$371,215	\$371,215
4	\$0	\$378,639	100%	\$378,639	\$378,639
5	\$0	\$386,212	100%	\$386,212	\$386,212
6	\$0	\$393,936	100%	\$393,936	\$393,936
7	\$0	\$401,815	100%	\$401,815	\$401,815
8	\$0	\$409,851	100%	\$409,851	\$409,851
9	\$0	\$418,048	100%	\$418,048	\$418,048
10	\$0	\$426,409	100%	\$426,409	\$426,409
11	\$0	\$434,937	100%	\$434,937	\$434,937
12	\$0	\$443,636	100%	\$443,636	\$443,636
13	\$0	\$452,509	100%	\$452,509	\$452,509
14	\$0	\$461,559	100%	\$461,559	\$461,559
15	\$0	\$470,790	100%	\$470,790	\$470,790
16	\$0	\$480,206	100%	\$480,206	\$480,206
17	\$0	\$489,810	100%	\$489,810	\$489,810
18	\$0	\$499,606	100%	\$499,606	\$499,606
19	\$0	\$509,598	100%	\$509,598	\$509,598
20	\$0	\$519,790	100%	\$519,790	\$519,790

# Appendix B

## *Economic Impact Calculations*



Number of jobs added and worker salaries to be paid each year in the City

Year	Direct Jobs	Indirect Jobs	Total Jobs	Direct Salaries	Indirect Salaries	Total Salaries
1	12.0	2.5	14.5	\$1,000,000	\$420,200	\$1,420,200
2	0.0	0.0	0.0	\$1,020,000	\$428,604	\$1,448,604
3	0.0	0.0	0.0	\$1,040,400	\$437,176	\$1,477,576
4	0.0	0.0	0.0	\$1,061,208	\$445,920	\$1,507,128
5	0.0	0.0	0.0	\$1,082,432	\$454,838	\$1,537,270
6	0.0	0.0	0.0	\$1,104,081	\$463,935	\$1,568,016
7	0.0	0.0	0.0	\$1,126,162	\$473,213	\$1,599,375
8	0.0	0.0	0.0	\$1,148,686	\$482,678	\$1,631,364
9	0.0	0.0	0.0	\$1,171,659	\$492,331	\$1,663,990
10	0.0	0.0	0.0	\$1,195,093	\$502,178	\$1,697,271
11	0.0	0.0	0.0	\$1,218,994	\$512,221	\$1,731,215
12	0.0	0.0	0.0	\$1,243,374	\$522,466	\$1,765,840
13	0.0	0.0	0.0	\$1,268,242	\$532,915	\$1,801,157
14	0.0	0.0	0.0	\$1,293,607	\$543,574	\$1,837,181
15	0.0	0.0	0.0	\$1,319,479	\$554,445	\$1,873,924
16	0.0	0.0	0.0	\$1,345,868	\$565,534	\$1,911,402
17	0.0	0.0	0.0	\$1,372,786	\$576,845	\$1,949,631
18	0.0	0.0	0.0	\$1,400,241	\$588,381	\$1,988,622
19	0.0	0.0	0.0	\$1,428,246	\$600,149	\$2,028,395
20	0.0	0.0	0.0	\$1,456,811	\$612,152	\$2,068,963
Total	12.0	2.5	14.5	\$24,297,369	\$10,209,755	\$34,507,124

Number of direct and indirect workers and their families who will move to the City and their children who will attend local public schools

Year	New Workers Moving to the Area	Total New Residents	Total New Students
1	0.0	0.0	0.0
2	0.0	0.0	0.0
3	0.0	0.0	0.0
4	0.0	0.0	0.0
5	0.0	0.0	0.0
6	0.0	0.0	0.0
7	0.0	0.0	0.0
8	0.0	0.0	0.0
9	0.0	0.0	0.0
10	0.0	0.0	0.0
11	0.0	0.0	0.0
12	0.0	0.0	0.0
13	0.0	0.0	0.0
14	0.0	0.0	0.0
15	0.0	0.0	0.0
16	0.0	0.0	0.0
17	0.0	0.0	0.0
18	0.0	0.0	0.0
19	0.0	0.0	0.0
20	0.0	0.0	0.0
Total	0.0	0.0	0.0

Number of new residential properties that may be built in the City for direct and indirect workers who will move to the City and the taxable value over time

Year	New Residential Properties	Taxable Value of New City Residential Property
1	0.0	\$0
2	0.0	\$0
3	0.0	\$0
4	0.0	\$0
5	0.0	\$0
6	0.0	\$0
7	0.0	\$0
8	0.0	\$0
9	0.0	\$0
10	0.0	\$0
11	0.0	\$0
12	0.0	\$0
13	0.0	\$0
14	0.0	\$0
15	0.0	\$0
16	0.0	\$0
17	0.0	\$0
18	0.0	\$0
19	0.0	\$0
20	0.0	\$0
Total	0.0	

Number of jobs added each year and worker salaries to be paid in the County

Year	Direct Jobs	Indirect Jobs	Total Jobs	Direct Salaries	Indirect Salaries	Total Salaries
1	12.0	2.6	14.6	\$1,000,000	\$438,600	\$1,438,600
2	0.0	0.0	0.0	\$1,020,000	\$447,372	\$1,467,372
3	0.0	0.0	0.0	\$1,040,400	\$456,319	\$1,496,719
4	0.0	0.0	0.0	\$1,061,208	\$465,446	\$1,526,654
5	0.0	0.0	0.0	\$1,082,432	\$474,755	\$1,557,187
6	0.0	0.0	0.0	\$1,104,081	\$484,250	\$1,588,331
7	0.0	0.0	0.0	\$1,126,162	\$493,935	\$1,620,097
8	0.0	0.0	0.0	\$1,148,686	\$503,814	\$1,652,500
9	0.0	0.0	0.0	\$1,171,659	\$513,890	\$1,685,549
10	0.0	0.0	0.0	\$1,195,093	\$524,168	\$1,719,261
11	0.0	0.0	0.0	\$1,218,994	\$534,651	\$1,753,645
12	0.0	0.0	0.0	\$1,243,374	\$545,344	\$1,788,718
13	0.0	0.0	0.0	\$1,268,242	\$556,251	\$1,824,493
14	0.0	0.0	0.0	\$1,293,607	\$567,376	\$1,860,983
15	0.0	0.0	0.0	\$1,319,479	\$578,723	\$1,898,202
16	0.0	0.0	0.0	\$1,345,868	\$590,298	\$1,936,166
17	0.0	0.0	0.0	\$1,372,786	\$602,104	\$1,974,890
18	0.0	0.0	0.0	\$1,400,241	\$614,146	\$2,014,387
19	0.0	0.0	0.0	\$1,428,246	\$626,429	\$2,054,675
20	0.0	0.0	0.0	\$1,456,811	\$638,957	\$2,095,768
Total	12.0	2.6	14.6	\$24,297,369	\$10,656,828	\$34,954,197

Number of direct and indirect workers and their families who will move to the County and their children who will attend local public schools

Year	New Workers Moving to the Area	Total New Residents	Total New Students
1	0.0	0.0	0.0
2	0.0	0.0	0.0
3	0.0	0.0	0.0
4	0.0	0.0	0.0
5	0.0	0.0	0.0
6	0.0	0.0	0.0
7	0.0	0.0	0.0
8	0.0	0.0	0.0
9	0.0	0.0	0.0
10	0.0	0.0	0.0
11	0.0	0.0	0.0
12	0.0	0.0	0.0
13	0.0	0.0	0.0
14	0.0	0.0	0.0
15	0.0	0.0	0.0
16	0.0	0.0	0.0
17	0.0	0.0	0.0
18	0.0	0.0	0.0
19	0.0	0.0	0.0
20	0.0	0.0	0.0
Total	0.0	0.0	0.0

Number of new residential properties that may be built in the County for direct and indirect workers who will move to the County and the taxable value over time

Year	New Residential Properties	Taxable Value of New County Residential Property
1	0.0	\$0
2	0.0	\$0
3	0.0	\$0
4	0.0	\$0
5	0.0	\$0
6	0.0	\$0
7	0.0	\$0
8	0.0	\$0
9	0.0	\$0
10	0.0	\$0
11	0.0	\$0
12	0.0	\$0
13	0.0	\$0
14	0.0	\$0
15	0.0	\$0
16	0.0	\$0
17	0.0	\$0
18	0.0	\$0
19	0.0	\$0
20	0.0	\$0
Total	0.0	

Local taxable spending on which sales taxes will be collected

Year	Local Construction Workers' Spending and Furniture, Fixtures, and Equipment	Direct and Indirect Workers' Spending	Visitors' Spending	Taxable Sales from the Project	The Project's Local Purchases and Taxable Utilities	Total
1	\$11,970,000	\$107,935	\$26,707,200	\$928,294	\$356,800	\$40,070,229
2	\$0	\$110,094	\$27,508,416	\$946,860	\$363,936	\$28,929,306
3	\$0	\$112,296	\$28,333,668	\$965,797	\$371,215	\$29,782,976
4	\$0	\$114,542	\$29,183,679	\$985,113	\$378,639	\$30,661,972
5	\$0	\$116,833	\$30,059,189	\$1,004,815	\$386,212	\$31,567,048
6	\$0	\$119,169	\$30,960,965	\$1,024,912	\$393,936	\$32,498,981
7	\$0	\$121,553	\$31,889,793	\$1,045,410	\$401,815	\$33,458,571
8	\$0	\$123,984	\$32,846,487	\$1,066,318	\$409,851	\$34,446,640
9	\$0	\$126,463	\$33,831,882	\$1,087,644	\$418,048	\$35,464,038
10	\$0	\$128,993	\$34,846,838	\$1,109,397	\$426,409	\$36,511,637
11	\$0	\$131,572	\$35,892,244	\$1,131,585	\$434,937	\$37,590,338
12	\$0	\$134,204	\$36,969,011	\$1,154,217	\$443,636	\$38,701,068
13	\$0	\$136,888	\$38,078,081	\$1,177,301	\$452,509	\$39,844,779
14	\$0	\$139,626	\$39,220,424	\$1,200,847	\$461,559	\$41,022,455
15	\$0	\$142,418	\$40,397,036	\$1,224,864	\$470,790	\$42,235,109
16	\$0	\$145,267	\$41,608,947	\$1,249,362	\$480,206	\$43,483,781
17	\$0	\$148,172	\$42,857,216	\$1,274,349	\$489,810	\$44,769,546
18	\$0	\$151,135	\$44,142,932	\$1,299,836	\$499,606	\$46,093,509
19	\$0	\$154,158	\$45,467,220	\$1,325,832	\$509,598	\$47,456,809
20	\$0	\$157,241	\$46,831,237	\$1,352,349	\$519,790	\$48,860,617
Total	\$11,970,000	\$2,622,541	\$717,632,466	\$22,555,103	\$8,669,302	\$763,449,411



Local spending on lodging

Year	Spending on Lodging
1	\$7,660,800
2	\$7,890,624
3	\$8,127,343
4	\$8,371,163
5	\$8,622,298
6	\$8,880,967
7	\$9,147,396
8	\$9,421,818
9	\$9,704,472
10	\$9,995,606
11	\$10,295,475
12	\$10,604,339
13	\$10,922,469
14	\$11,250,143
15	\$11,587,647
16	\$11,935,277
17	\$12,293,335
18	\$12,662,135
19	\$13,041,999
20	\$13,433,259
Total	\$205,848,565

Taxable value of the Project's property on local tax rolls

Year	The Project's Property				Total Taxable Property
	Land on Local Tax Rolls	Buildings and Other Real Property on Local Tax Rolls	Furniture, Fixtures, & Equipment on Local Tax Rolls	Inventories on Local Tax Rolls	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0

Appendix C  
*Fiscal Impact Calculations*

Fiscal Impact: City of Jonesboro

Sales tax collections

Year	During Construction and Purchases of Furniture, Fixtures, and Equipment	On Direct and Indirect Workers' Spending	On Visitors' Spending	Taxable Sales from the Project	Local Purchases and Taxable Utilities from the Project	Sales Tax Rebates	Total
1	\$119,700	\$1,079	\$267,072	\$9,283	\$3,568	\$0	\$400,702
2	\$0	\$1,101	\$275,084	\$9,469	\$3,639	\$0	\$289,293
3	\$0	\$1,123	\$283,337	\$9,658	\$3,712	\$0	\$297,830
4	\$0	\$1,145	\$291,837	\$9,851	\$3,786	\$0	\$306,620
5	\$0	\$1,168	\$300,592	\$10,048	\$3,862	\$0	\$315,670
6	\$0	\$1,192	\$309,610	\$10,249	\$3,939	\$0	\$324,990
7	\$0	\$1,216	\$318,898	\$10,454	\$4,018	\$0	\$334,586
8	\$0	\$1,240	\$328,465	\$10,663	\$4,099	\$0	\$344,466
9	\$0	\$1,265	\$338,319	\$10,876	\$4,180	\$0	\$354,640
10	\$0	\$1,290	\$348,468	\$11,094	\$4,264	\$0	\$365,116
11	\$0	\$1,316	\$358,922	\$11,316	\$4,349	\$0	\$375,903
12	\$0	\$1,342	\$369,690	\$11,542	\$4,436	\$0	\$387,011
13	\$0	\$1,369	\$380,781	\$11,773	\$4,525	\$0	\$398,448
14	\$0	\$1,396	\$392,204	\$12,008	\$4,616	\$0	\$410,225
15	\$0	\$1,424	\$403,970	\$12,249	\$4,708	\$0	\$422,351
16	\$0	\$1,453	\$416,089	\$12,494	\$4,802	\$0	\$434,838
17	\$0	\$1,482	\$428,572	\$12,743	\$4,898	\$0	\$447,695
18	\$0	\$1,511	\$441,429	\$12,998	\$4,996	\$0	\$460,935
19	\$0	\$1,542	\$454,672	\$13,258	\$5,096	\$0	\$474,568
20	\$0	\$1,572	\$468,312	\$13,523	\$5,198	\$0	\$488,606
Total	\$119,700	\$26,225	\$7,176,325	\$225,551	\$86,693	\$0	\$7,634,494

Fiscal Impact: City of Jonesboro

Property tax collections on new residential property

Year	New Residential Property Tax Collections
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: City of Jonesboro

Property tax collections on the Project's Real Property

Year	<u>Land</u>		<u>Buildings &amp; Other Real Property Improvements</u>		Total Real Property Taxes Collected after Abated
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0



Fiscal Impact: City of Jonesboro

Property tax collections on the Project's Furniture, Fixtures, and Equipment and Inventories

Year	<u>Furniture, Fixtures, &amp; Equip.</u>		<u>Inventories</u>		Total FF&E and Inventory Property Taxes Collected after
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	Abated
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: City of Jonesboro

Utility revenue, utility franchise fees collected by the City from new residents and from the Project, and Permits

Year	Utility Revenue <i>New Residents</i>	Utility Revenue <i>Project</i>	Utility Franchise Fees <i>New Residents</i>	Utility Franchise Fees <i>Project</i>	Building Permits and Fees	Total
1	\$0	\$260,000	\$0	\$4,327	\$0	\$264,327
2	\$0	\$265,200	\$0	\$4,412	\$0	\$269,612
3	\$0	\$270,504	\$0	\$4,498	\$0	\$275,002
4	\$0	\$275,914	\$0	\$4,587	\$0	\$280,501
5	\$0	\$281,432	\$0	\$4,677	\$0	\$286,109
6	\$0	\$287,061	\$0	\$4,769	\$0	\$291,830
7	\$0	\$292,802	\$0	\$4,863	\$0	\$297,665
8	\$0	\$298,658	\$0	\$4,958	\$0	\$303,617
9	\$0	\$304,631	\$0	\$5,056	\$0	\$309,687
10	\$0	\$310,724	\$0	\$5,156	\$0	\$315,880
11	\$0	\$316,939	\$0	\$5,257	\$0	\$322,196
12	\$0	\$323,277	\$0	\$5,361	\$0	\$328,638
13	\$0	\$329,743	\$0	\$5,467	\$0	\$335,209
14	\$0	\$336,338	\$0	\$5,574	\$0	\$341,912
15	\$0	\$343,064	\$0	\$5,684	\$0	\$348,749
16	\$0	\$349,926	\$0	\$5,796	\$0	\$355,722
17	\$0	\$356,924	\$0	\$5,911	\$0	\$362,835
18	\$0	\$364,063	\$0	\$6,028	\$0	\$370,090
19	\$0	\$371,344	\$0	\$6,147	\$0	\$377,491
20	\$0	\$378,771	\$0	\$6,268	\$0	\$385,039
Total	\$0	\$6,317,316	\$0	\$104,794	\$0	\$6,422,110

Fiscal Impact: City of Jonesboro

Other revenues including hotel occupancy taxes and miscellaneous taxes and user fees collected from new residents and the Project

Year	Hotel-Motel Taxes	Miscellaneous Taxes and User Fees <i>New Residents</i>	Miscellaneous Taxes and User Fees <i>Project</i>	Total Other Revenues
1	\$306,432	\$0	\$1,164	\$307,596
2	\$315,625	\$0	\$1,187	\$316,812
3	\$325,094	\$0	\$1,211	\$326,305
4	\$334,847	\$0	\$1,235	\$336,082
5	\$344,892	\$0	\$1,260	\$346,152
6	\$355,239	\$0	\$1,285	\$356,524
7	\$365,896	\$0	\$1,311	\$367,207
8	\$376,873	\$0	\$1,337	\$378,210
9	\$388,179	\$0	\$1,364	\$389,543
10	\$399,824	\$0	\$1,391	\$401,215
11	\$411,819	\$0	\$1,419	\$413,238
12	\$424,174	\$0	\$1,447	\$425,621
13	\$436,899	\$0	\$1,476	\$438,375
14	\$450,006	\$0	\$1,506	\$451,511
15	\$463,506	\$0	\$1,536	\$465,042
16	\$477,411	\$0	\$1,567	\$478,978
17	\$491,733	\$0	\$1,598	\$493,331
18	\$506,485	\$0	\$1,630	\$508,115
19	\$521,680	\$0	\$1,662	\$523,342
20	\$537,330	\$0	\$1,696	\$539,026
<b>Total</b>	<b>\$8,233,943</b>	<b>\$0</b>	<b>\$28,282</b>	<b>\$8,262,225</b>

Fiscal Impact: City of Jonesboro

Costs of providing municipal services and city-owned utility services to new residents and the Project

Year	Cost of Services <i>New Residents</i>	Cost of Services <i>Project</i>	Costs of Utilities <i>New Residents</i>	Costs of Utilities <i>Project</i>	Total Costs
1	\$0	(\$1,920)	\$0	(\$247,000)	(\$248,920)
2	\$0	(\$1,958)	\$0	(\$251,940)	(\$253,898)
3	\$0	(\$1,998)	\$0	(\$256,979)	(\$258,976)
4	\$0	(\$2,038)	\$0	(\$262,118)	(\$264,156)
5	\$0	(\$2,078)	\$0	(\$267,361)	(\$269,439)
6	\$0	(\$2,120)	\$0	(\$272,708)	(\$274,828)
7	\$0	(\$2,162)	\$0	(\$278,162)	(\$280,324)
8	\$0	(\$2,205)	\$0	(\$283,725)	(\$285,931)
9	\$0	(\$2,250)	\$0	(\$289,400)	(\$291,649)
10	\$0	(\$2,295)	\$0	(\$295,188)	(\$297,482)
11	\$0	(\$2,340)	\$0	(\$301,092)	(\$303,432)
12	\$0	(\$2,387)	\$0	(\$307,113)	(\$309,501)
13	\$0	(\$2,435)	\$0	(\$313,256)	(\$315,691)
14	\$0	(\$2,484)	\$0	(\$319,521)	(\$322,005)
15	\$0	(\$2,533)	\$0	(\$325,911)	(\$328,445)
16	\$0	(\$2,584)	\$0	(\$332,429)	(\$335,014)
17	\$0	(\$2,636)	\$0	(\$339,078)	(\$341,714)
18	\$0	(\$2,688)	\$0	(\$345,860)	(\$348,548)
19	\$0	(\$2,742)	\$0	(\$352,777)	(\$355,519)
20	\$0	(\$2,797)	\$0	(\$359,832)	(\$362,629)
Total	\$0	(\$46,651)	\$0	(\$6,001,450)	(\$6,048,101)

Fiscal Impact: City of Jonesboro

Net Benefits

Year	Benefits	Costs	Net Benefits	Cumulative Net Benefits
1	\$972,625	(\$248,920)	\$723,705	\$723,705
2	\$875,717	(\$253,898)	\$621,818	\$1,345,523
3	\$899,137	(\$258,976)	\$640,160	\$1,985,684
4	\$923,202	(\$264,156)	\$659,046	\$2,644,730
5	\$947,932	(\$269,439)	\$678,493	\$3,323,222
6	\$973,343	(\$274,828)	\$698,516	\$4,021,738
7	\$999,457	(\$280,324)	\$719,133	\$4,740,871
8	\$1,026,293	(\$285,931)	\$740,362	\$5,481,233
9	\$1,053,871	(\$291,649)	\$762,221	\$6,243,454
10	\$1,082,211	(\$297,482)	\$784,729	\$7,028,183
11	\$1,111,337	(\$303,432)	\$807,905	\$7,836,088
12	\$1,141,270	(\$309,501)	\$831,769	\$8,667,857
13	\$1,172,032	(\$315,691)	\$856,341	\$9,524,198
14	\$1,203,648	(\$322,005)	\$881,644	\$10,405,842
15	\$1,236,142	(\$328,445)	\$907,697	\$11,313,539
16	\$1,269,538	(\$335,014)	\$934,524	\$12,248,063
17	\$1,303,862	(\$341,714)	\$962,148	\$13,210,211
18	\$1,339,141	(\$348,548)	\$990,593	\$14,200,804
19	\$1,375,401	(\$355,519)	\$1,019,882	\$15,220,686
20	\$1,412,671	(\$362,629)	\$1,050,042	\$16,270,728
Total	\$22,318,829	(\$6,048,101)	\$16,270,728	

Fiscal Impact: Craighead County

Sales tax collections

Year	During Construction and Purchases of Furniture, Fixtures, and Equipment	On Direct and Indirect Workers' Spending	On Visitors' Spending	Taxable Sales from the Project	Local Purchases and Taxable Utilities from the Project	Total
1	\$119,700	\$1,079	\$267,072	\$9,283	\$3,568	\$400,702
2	\$0	\$1,101	\$275,084	\$9,469	\$3,639	\$289,293
3	\$0	\$1,123	\$283,337	\$9,658	\$3,712	\$297,830
4	\$0	\$1,145	\$291,837	\$9,851	\$3,786	\$306,620
5	\$0	\$1,168	\$300,592	\$10,048	\$3,862	\$315,670
6	\$0	\$1,192	\$309,610	\$10,249	\$3,939	\$324,990
7	\$0	\$1,216	\$318,898	\$10,454	\$4,018	\$334,586
8	\$0	\$1,240	\$328,465	\$10,663	\$4,099	\$344,466
9	\$0	\$1,265	\$338,319	\$10,876	\$4,180	\$354,640
10	\$0	\$1,290	\$348,468	\$11,094	\$4,264	\$365,116
11	\$0	\$1,316	\$358,922	\$11,316	\$4,349	\$375,903
12	\$0	\$1,342	\$369,690	\$11,542	\$4,436	\$387,011
13	\$0	\$1,369	\$380,781	\$11,773	\$4,525	\$398,448
14	\$0	\$1,396	\$392,204	\$12,008	\$4,616	\$410,225
15	\$0	\$1,424	\$403,970	\$12,249	\$4,708	\$422,351
16	\$0	\$1,453	\$416,089	\$12,494	\$4,802	\$434,838
17	\$0	\$1,482	\$428,572	\$12,743	\$4,898	\$447,695
18	\$0	\$1,511	\$441,429	\$12,998	\$4,996	\$460,935
19	\$0	\$1,542	\$454,672	\$13,258	\$5,096	\$474,568
20	\$0	\$1,572	\$468,312	\$13,523	\$5,198	\$488,606
Total	\$119,700	\$26,225	\$7,176,325	\$225,551	\$86,693	\$7,634,494



Fiscal Impact: Craighead County

Property tax collections on new residential property

Year	New Residential Property Tax Collections
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: Craighead County

Property tax collections on the Project's Real Property

Year	<u>Land</u>		<u>Buildings &amp; Other Real Property Improvements</u>		Total Real Property Taxes Collected after Abated
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: Craighead County

Property tax collections on the Project's Furniture, Fixtures, and Equipment and Inventories

Year	<u>Furniture, Fixtures, &amp; Equip.</u>		<u>Inventories</u>		Total FF&E and Inventory Property Taxes Collected after
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	Abated
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: Craighead County

Other revenues including miscellaneous taxes and user fees collected from new residents and the Project

Year	Miscellaneous Taxes and User Fees <i>New Residents</i>	Miscellaneous Taxes and User Fees <i>Project</i>	Total
1	\$0	\$960	\$960
2	\$0	\$979	\$979
3	\$0	\$999	\$999
4	\$0	\$1,019	\$1,019
5	\$0	\$1,039	\$1,039
6	\$0	\$1,060	\$1,060
7	\$0	\$1,081	\$1,081
8	\$0	\$1,103	\$1,103
9	\$0	\$1,125	\$1,125
10	\$0	\$1,147	\$1,147
11	\$0	\$1,170	\$1,170
12	\$0	\$1,194	\$1,194
13	\$0	\$1,218	\$1,218
14	\$0	\$1,242	\$1,242
15	\$0	\$1,267	\$1,267
16	\$0	\$1,292	\$1,292
17	\$0	\$1,318	\$1,318
18	\$0	\$1,344	\$1,344
19	\$0	\$1,371	\$1,371
20	\$0	\$1,399	\$1,399
Total	\$0	\$23,325	\$23,325

Fiscal Impact: Craighead County

Costs of providing County services to new residents

Year	Cost of Services <i>New Residents</i>	Cost of Services <i>Project</i>	Total
1	\$0	(\$660)	(\$660)
2	\$0	(\$673)	(\$673)
3	\$0	(\$687)	(\$687)
4	\$0	(\$700)	(\$700)
5	\$0	(\$714)	(\$714)
6	\$0	(\$729)	(\$729)
7	\$0	(\$743)	(\$743)
8	\$0	(\$758)	(\$758)
9	\$0	(\$773)	(\$773)
10	\$0	(\$789)	(\$789)
11	\$0	(\$805)	(\$805)
12	\$0	(\$821)	(\$821)
13	\$0	(\$837)	(\$837)
14	\$0	(\$854)	(\$854)
15	\$0	(\$871)	(\$871)
16	\$0	(\$888)	(\$888)
17	\$0	(\$906)	(\$906)
18	\$0	(\$924)	(\$924)
19	\$0	(\$943)	(\$943)
20	\$0	(\$961)	(\$961)
Total	\$0	(\$16,036)	(\$16,036)

Fiscal Impact: Craighead County

Net Benefits

Year	Benefits	Costs	Net Benefits	Cumulative Net Benefits
1	\$401,662	(\$660)	\$401,002	\$401,002
2	\$290,272	(\$673)	\$289,599	\$690,601
3	\$298,829	(\$687)	\$298,142	\$988,743
4	\$307,638	(\$700)	\$306,938	\$1,295,681
5	\$316,710	(\$714)	\$315,995	\$1,611,677
6	\$326,050	(\$729)	\$325,321	\$1,936,998
7	\$335,667	(\$743)	\$334,924	\$2,271,921
8	\$345,569	(\$758)	\$344,811	\$2,616,732
9	\$355,765	(\$773)	\$354,992	\$2,971,724
10	\$366,264	(\$789)	\$365,475	\$3,337,199
11	\$377,074	(\$805)	\$376,269	\$3,713,468
12	\$388,204	(\$821)	\$387,384	\$4,100,852
13	\$399,665	(\$837)	\$398,828	\$4,499,680
14	\$411,466	(\$854)	\$410,613	\$4,910,293
15	\$423,618	(\$871)	\$422,747	\$5,333,040
16	\$436,130	(\$888)	\$435,242	\$5,768,281
17	\$449,013	(\$906)	\$448,107	\$6,216,388
18	\$462,279	(\$924)	\$461,355	\$6,677,744
19	\$475,939	(\$943)	\$474,997	\$7,152,740
20	\$490,005	(\$961)	\$489,043	\$7,641,783
Total	\$7,657,820	(\$16,036)	\$7,641,783	



Fiscal Impact: School District

Property tax collections on new residential property

Year	New Residential Property Tax Collections
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
<b>Total</b>	<b>\$0</b>

Fiscal Impact: School District

Property tax collections on the Project's Real Property

Year	<u>Land</u>		<u>Buildings &amp; Other Real Property Improvements</u>		Total Real Property Taxes Collected after Abated
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: School District

Property tax collections on the Project's Furniture, Fixtures, and Equipment and Inventories

Year	<u>Furniture, Fixtures, &amp; Equip.</u>		<u>Inventories</u>		Total FF&E and Inventory Property Taxes Collected after
	Taxes Collected	Taxes Abated	Taxes Collected	Taxes Abated	Abated
1	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Fiscal Impact: School District

Additional state and federal funding for additional students

Year	Additional State and Federal Funding
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: School District

Costs of educating children of new workers who move to the district

Year	Cost of Educating New Students
1	\$0
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
11	\$0
12	\$0
13	\$0
14	\$0
15	\$0
16	\$0
17	\$0
18	\$0
19	\$0
20	\$0
Total	\$0

Fiscal Impact: School District

Net Benefits

Year	Benefits	Costs	Net Benefits	Cumulative Net Benefits
1	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	\$0
5	\$0	\$0	\$0	\$0
6	\$0	\$0	\$0	\$0
7	\$0	\$0	\$0	\$0
8	\$0	\$0	\$0	\$0
9	\$0	\$0	\$0	\$0
10	\$0	\$0	\$0	\$0
11	\$0	\$0	\$0	\$0
12	\$0	\$0	\$0	\$0
13	\$0	\$0	\$0	\$0
14	\$0	\$0	\$0	\$0
15	\$0	\$0	\$0	\$0
16	\$0	\$0	\$0	\$0
17	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0
20	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	



Fiscal Impact: State of Arkansas

Sales tax collections

Year	During Construction and Purchases of Furniture, Fixtures, and Equipment	On Direct and Indirect Workers' Spending	On Visitors' Spending	Taxable Sales from the Project	Local Purchases and Taxable Utilities from the Project	Total
1	\$778,050	\$7,016	\$1,735,968	\$60,339	\$23,192	\$2,604,565
2	\$0	\$7,156	\$1,788,047	\$61,546	\$23,656	\$1,880,405
3	\$0	\$7,299	\$1,841,688	\$62,777	\$24,129	\$1,935,893
4	\$0	\$7,445	\$1,896,939	\$64,032	\$24,612	\$1,993,028
5	\$0	\$7,594	\$1,953,847	\$65,313	\$25,104	\$2,051,858
6	\$0	\$7,746	\$2,012,463	\$66,619	\$25,606	\$2,112,434
7	\$0	\$7,901	\$2,072,837	\$67,952	\$26,118	\$2,174,807
8	\$0	\$8,059	\$2,135,022	\$69,311	\$26,640	\$2,239,032
9	\$0	\$8,220	\$2,199,072	\$70,697	\$27,173	\$2,305,162
10	\$0	\$8,385	\$2,265,044	\$72,111	\$27,717	\$2,373,256
11	\$0	\$8,552	\$2,332,996	\$73,553	\$28,271	\$2,443,372
12	\$0	\$8,723	\$2,402,986	\$75,024	\$28,836	\$2,515,569
13	\$0	\$8,898	\$2,475,075	\$76,525	\$29,413	\$2,589,911
14	\$0	\$9,076	\$2,549,328	\$78,055	\$30,001	\$2,666,460
15	\$0	\$9,257	\$2,625,807	\$79,616	\$30,601	\$2,745,282
16	\$0	\$9,442	\$2,704,582	\$81,208	\$31,213	\$2,826,446
17	\$0	\$9,631	\$2,785,719	\$82,833	\$31,838	\$2,910,021
18	\$0	\$9,824	\$2,869,291	\$84,489	\$32,474	\$2,996,078
19	\$0	\$10,020	\$2,955,369	\$86,179	\$33,124	\$3,084,693
20	\$0	\$10,221	\$3,044,030	\$87,903	\$33,786	\$3,175,940
Total	\$778,050	\$170,465	\$46,646,110	\$1,466,082	\$563,505	\$49,624,212

Fiscal Impact: State of Arkansas

Personal Income Taxes

Year	Income Taxes on Direct Worker Income	Income Taxes on Indirect Worker Income	Total
1	\$45,000	\$19,737	\$64,737
2	\$45,900	\$20,132	\$66,032
3	\$46,818	\$20,534	\$67,352
4	\$47,754	\$20,945	\$68,699
5	\$48,709	\$21,364	\$70,073
6	\$49,684	\$21,791	\$71,475
7	\$50,677	\$22,227	\$72,904
8	\$51,691	\$22,672	\$74,363
9	\$52,725	\$23,125	\$75,850
10	\$53,779	\$23,588	\$77,367
11	\$54,855	\$24,059	\$78,914
12	\$55,952	\$24,540	\$80,492
13	\$57,071	\$25,031	\$82,102
14	\$58,212	\$25,532	\$83,744
15	\$59,377	\$26,043	\$85,419
16	\$60,564	\$26,563	\$87,127
17	\$61,775	\$27,095	\$88,870
18	\$63,011	\$27,637	\$90,647
19	\$64,271	\$28,189	\$92,460
20	\$65,556	\$28,753	\$94,310
Total	\$1,093,382	\$479,557	\$1,572,939

Fiscal Impact: State of Arkansas

Hotel-Motel Taxes

Hotel-Motel Taxes	
Year	Total
1	\$153,216
2	\$157,812
3	\$162,547
4	\$167,423
5	\$172,446
6	\$177,619
7	\$182,948
8	\$188,436
9	\$194,089
10	\$199,912
11	\$205,909
12	\$212,087
13	\$218,449
14	\$225,003
15	\$231,753
16	\$238,706
17	\$245,867
18	\$253,243
19	\$260,840
20	\$268,665
<b>Total</b>	<b>\$4,116,971</b>

Fiscal Impact: State of Arkansas

Net Benefits

Year	Benefits	Costs	Net Benefits	Cumulative Net Benefits
1	\$2,822,518	\$0	\$2,822,518	\$2,822,518
2	\$2,104,249	\$0	\$2,104,249	\$4,926,767
3	\$2,165,793	\$0	\$2,165,793	\$7,092,560
4	\$2,229,151	\$0	\$2,229,151	\$9,321,711
5	\$2,294,378	\$0	\$2,294,378	\$11,616,088
6	\$2,361,528	\$0	\$2,361,528	\$13,977,616
7	\$2,430,659	\$0	\$2,430,659	\$16,408,275
8	\$2,501,830	\$0	\$2,501,830	\$18,910,106
9	\$2,575,102	\$0	\$2,575,102	\$21,485,207
10	\$2,650,535	\$0	\$2,650,535	\$24,135,743
11	\$2,728,196	\$0	\$2,728,196	\$26,863,938
12	\$2,808,148	\$0	\$2,808,148	\$29,672,087
13	\$2,890,462	\$0	\$2,890,462	\$32,562,549
14	\$2,975,207	\$0	\$2,975,207	\$35,537,756
15	\$3,062,454	\$0	\$3,062,454	\$38,600,210
16	\$3,152,279	\$0	\$3,152,279	\$41,752,489
17	\$3,244,757	\$0	\$3,244,757	\$44,997,246
18	\$3,339,968	\$0	\$3,339,968	\$48,337,214
19	\$3,437,993	\$0	\$3,437,993	\$51,775,207
20	\$3,538,915	\$0	\$3,538,915	\$55,314,122
Total	\$55,314,122	\$0	\$55,314,122	