



Roswell River Parks

Economic Impact Analysis

Supplement to Master Plan

September 2018



City of Roswell

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INTRODUCTION



ASSESSING THE ECONOMIC IMPACTS OF THE ROSWELL RIVER PARKS MASTER PLAN

This report provides an economic impact analysis of the implementation of the City of Roswell's River Parks Master Plan. The plan would enhance the visitor experience within the existing river parks and provide new cultural and community facilities and activities within this river park system.

This report is based on the information provided in the [Roswell River Parks Master Plan \(2016\)](#) and augmented by the [Roswell River Parks Programming and Budgeting Analysis \(2017\)](#), as prepared by a the consulting team of Jacobs, Root Design Studio, and Dsnwrk.

The economic impacts of Roswell's River Parks have been considered from five perspectives:

1. **Construction**—the physical construction of the park improvements in the master plan will create construction jobs and payroll in addition to the cost of the new improvements and enhancements.
2. **Operations**—investment in the parks will support a higher level of activities and events which will generate direct economic impacts.
3. **Visitation**—An increasing number of visitors will come to the enhanced river parks for recreation, to attend events and use the new facilities along the river.
4. **Local Public Revenues**—as a result of the increased activity in the river parks the City will receive additional public revenues directly from its operation and indirectly from taxes and fees.
5. **Direct/Indirect Impacts**—this final section examines the economic impacts not only of the direct investment in the river parks, but the multiplier effect it will have on spending and jobs in the city and region.



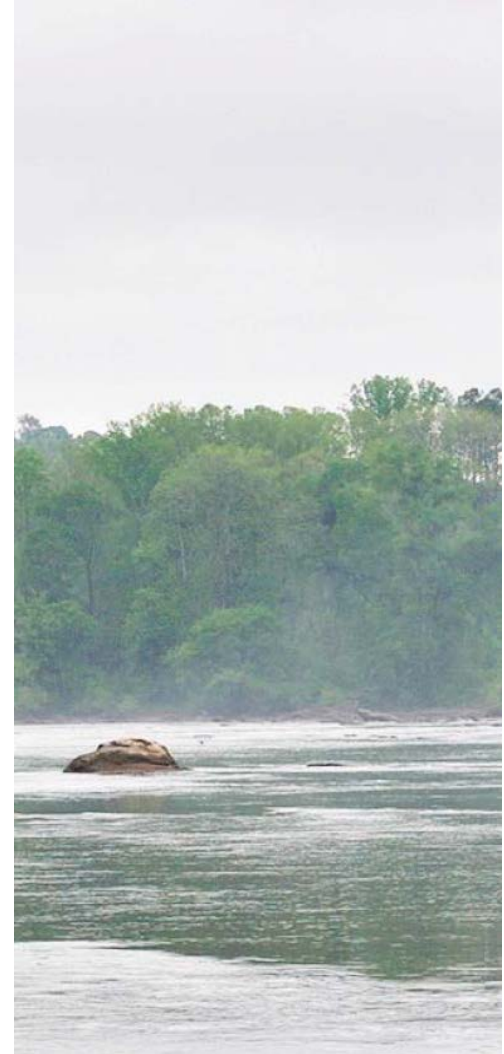
TRANSFORMING ROSWELL'S RIVERFRONT PROPERTY INTO A UNIFIED PARK SYSTEM

The City of Roswell and the Chattahoochee River share an intertwined history dating back more than 180 years, before the City's founding. The Chattahoochee River created a natural barrier on the south side of the City, and it led Roswell King to the area along Vickery Creek where he established one of the largest cotton mills in the southeast, which would eventually become the City of Roswell.

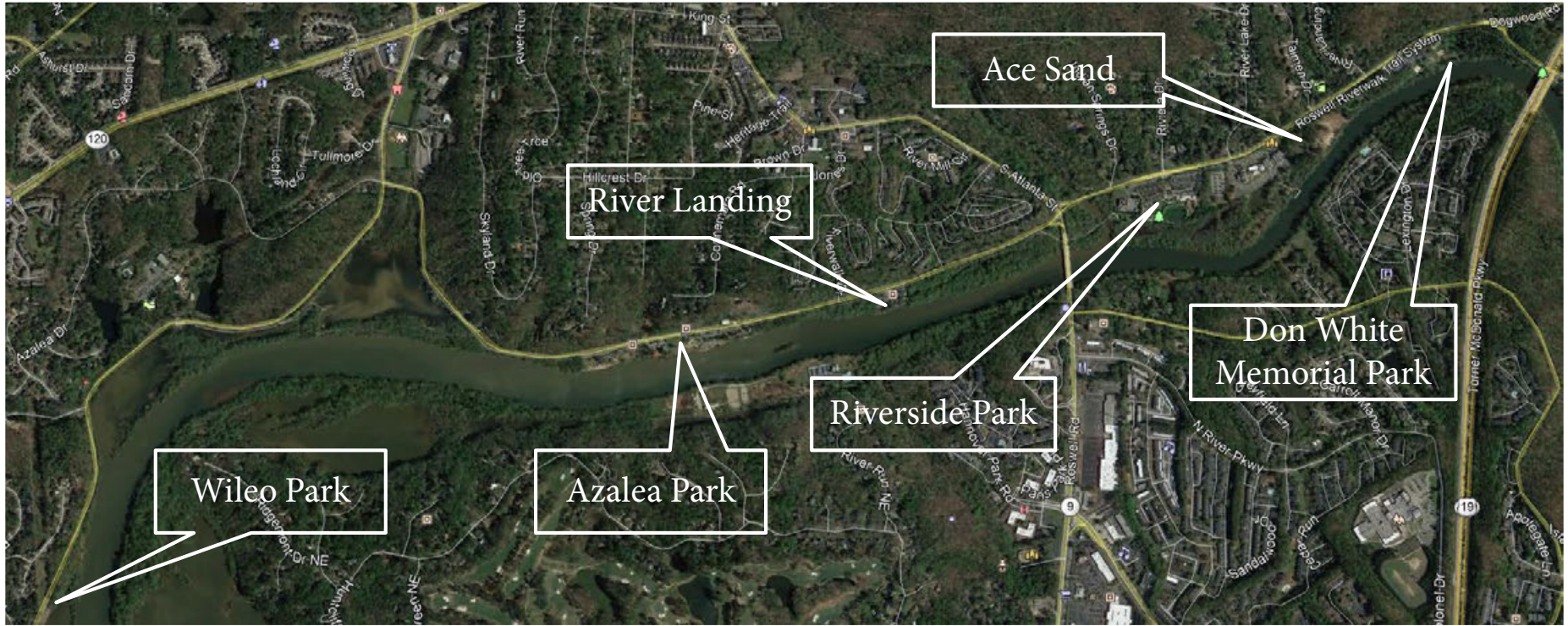
With the Atlanta region's burgeoning growth in the 20th century, the Chattahoochee River became the preeminent water source for the region following the construction of Lake Lanier in Hall County.

For decades the banks of the Chattahoochee have offered the citizens of Roswell access to the river and a place to recreate and relax in nature. Emerging over a number of years, a string of public parks, each with its distinct character and focus, were created along the banks of the Chattahoochee.

The City commissioned the development of the Roswell River Parks Master Plan in 2014 to consider how these separate public parks could be integrated into a comprehensive river park system. The creation of this River Parks system would be Roswell's premier public amenity, establishing Roswell as one of America's Great River Cities.



THE ROSWELL RIVER PARKS PROJECT AREA



The Roswell River Parks Master Plan covers an area of approximately 3.3 miles along the northern bank of the Chattahoochee River and incorporates six existing city-owned facilities, as noted above.

PROPOSED ENHANCEMENTS AND IMPROVEMENTS FOR THE RIVER PARKS

Willeo Park	Azalea Park	River Landing	Riverside Park	Ace Sand	Don White Mem. Park	DWMP at 400
Enhancements to Existing Facilities and Amenities						
renovate parking	renovate parking	renovate parking	renovate parking		renovate parking	renovate parking
upgrade signage	upgrade signage	upgrade signage	upgrade signage		upgrade signage	upgrade signage
upgrade lighting	upgrade lighting	upgrade lighting	upgrade lighting		renovate boat dock	upgrade lighting
upgrade furnishings	upgrade furnishings	upgrade furnishings	upgrade furnishings		upgrade furnishings	upgrade furnishings
remove invasive species	remove invasive species	remove invasive species		remove invasive species	remove invasive species	remove invasive species
restore stream bank	restore stream bank		renovate event lawn	restore stream bank	restore stream bank	restore stream bank
rehab landscaping	rehab landscaping	rehab landscaping	rehab landscaping		rehab landscaping	rehab landscaping
	upgrade Riverwalk trail	upgrade Riverwalk trail	upgrade Riverwalk trail	upgrade Riverwalk trail	upgrade Riverwalk trail	upgrade Riverwalk trail
	remove boat rental	renovate rental building	remove concessions/restroom		remove house	renovate boardwalk
	remove restroom	renovate restroom	remove bandshell		remove restroom	
	remove picnic pavilion	renovate overlook deck	remove storage buildings		remove picnic pavilion	
	remove playground		remove playground equip.	remove Ace Sand structures	remove maintenance area	
	boat dock to remain		renovate sprayground		remove sand volley ball	
			renovate boardwalk, boat dock		remove fitness equipment	
New Facilities and Amenities						
Riverwalk trail connection	river café		river café	community center / café	river café	river folly
fishing dock			create new bandshell	construct new parking	boat rental facility	
bike-share station	bike-share station		bike-share station	bike-share station	bike-share station	bike-share station
masonry base for art	masonry base for art		masonry base for art	masonry base for art	masonry base for art	masonry base for art
	group picnic pavilions (2)		group picnic pavilions (3)	group picnic pavilions (2)	group picnic pavilions (1)	
	restroom building		restroom building	river garden	restroom building	
	open space lawn		new entry plaza	stormwater children's garden	beach lawn	
	observation tower		office/storage buildings	riverfront greenspace park	blueway/greenway trail	
			construct new playgrounds	dock/boardwalk/stage	fitness trail	
				site lighting		
				site furnishings		
				landscaping		

The Roswell River Parks Master Plan calls for a wide range of enhancements and improvements to the existing parks, as well as demolition and/or refurbishment of many older facilities. The proposed improvement for each of the parks are noted above.

COST ANALYSIS



CONSTRUCTION COSTS

As part of the master planning process, a detailed budget estimate was prepared for each park, which is summarized in the table below. The estimates include all hard and soft costs required to implement the improvements proposed in the master plan. The total budget estimate provides a clear understanding of what it would cost to implement the master plan in its entirety.

Roswell River Parks Budget Estimate									
	Willeo Park	Azalea Park	River Landing	Riverside Park	Ace Sand	Don White Park	DWMP at 400		Total
Hard Cost									
General Site Work	\$ 28,000	\$ 582,700	\$ 87,200	\$ 350,700	\$ 853,000	\$ 230,100	\$ 23,000	\$	\$ 2,154,700
Buildings and Structures	\$ -	\$ 1,326,100	\$ 627,000	\$ 3,704,500	\$ 7,549,000	\$ 1,555,800	\$ 84,000	\$	\$ 14,846,400
Site Amenities	\$ 20,000	\$ 64,000	\$ -	\$ 493,000	\$ 262,000	\$ 201,500	\$ 215,000	\$	\$ 1,255,500
Hardscape	\$ 32,000	\$ 1,033,100	\$ 188,700	\$ 1,026,800	\$ 1,512,000	\$ 228,400	\$ 47,400	\$	\$ 4,068,400
Signage/Branding	\$ 14,000	\$ 71,000	\$ 9,200	\$ 40,500	\$ 160,000	\$ 30,200	\$ 23,000	\$	\$ 347,900
Site Lighting	\$ 33,000	\$ 233,000	\$ 48,000	\$ 290,000	\$ 260,800	\$ 145,000	\$ 22,500	\$	\$ 1,032,300
Site Furnishings	\$ 12,000	\$ 118,700	\$ 40,600	\$ 250,600	\$ 155,000	\$ 82,100	\$ 10,100	\$	\$ 669,100
Landscape	\$ 59,500	\$ 576,300	\$ 70,200	\$ 435,800	\$ 915,000	\$ 544,100	\$ 27,600	\$	\$ 2,628,500
Subtotal	\$ 198,500	\$ 4,004,900	\$ 1,070,900	\$ 6,591,900	\$ 11,666,800	\$ 3,017,200	\$ 452,600	\$	\$ 27,002,800
Soft Cost									
Design and Engineering	\$ 19,850	\$ 400,490	\$ 107,090	\$ 659,190	\$ 1,166,680	\$ 301,520	\$ 45,260	\$	\$ 2,700,080
Construction Admin	\$ 5,955	\$ 120,148	\$ 32,128	\$ 197,758	\$ 350,005	\$ 90,457	\$ 13,578	\$	\$ 810,029
Contingency	\$ 39,700	\$ 800,990	\$ 214,190	\$ 1,318,390	\$ 2,333,372	\$ 603,050	\$ 90,520	\$	\$ 5,400,212
Subtotal	\$ 65,505	\$ 1,321,628	\$ 353,408	\$ 2,175,338	\$ 3,850,057	\$ 995,027	\$ 149,358	\$	\$ 8,910,321
Total Cost	\$ 264,005	\$ 5,326,528	\$ 1,424,308	\$ 8,767,238	\$ 15,516,857	\$ 4,012,227	\$ 601,958	\$	\$ 35,913,121

Source: "Roswell River Parks Programming and Budgeting: Supplement to Master Plan 10/2017"

OPERATIONS & MAINTENANCE COSTS

In addition to knowing what the construction costs will be, it is essential for the City to understand how much the park system will cost to operate and maintain once it is built. In order to do this, we first looked at what the City currently spends on average per acre for operations & maintenance (O&M) of the existing park system. Based on the information we received from the City, we know the following:

- The City currently maintains about 1,000 acres of park land.
- The City's O&M budget for last year (not including salaries) was roughly \$987,500.
- Approximate annual spending is **\$1,000 per acre**.

- The River Parks include about 60 acres of useable land.
- At current spending levels, **the anticipated O&M costs would be approximately \$60,000 per year.**

In addition to analyzing the City's current spending levels, we also looked at the **2018 Agency Performance Review** published by the National Recreation and Parks Association. *This report summarizes key findings from a nation-wide agency analysis and creates a benchmarking tool to assist park and recreation professionals in the effective management and planning of their operating resources and capital facilities.*

Based on this review, the NRPA found that the median level of annual operating expenditures for park and non-park sites is \$6,589 per acre.

For the purposes of this feasibility study, in order to ensure that our estimates are sufficient to cover all anticipated and unforeseen expenses, we have assumed a very aggressive goal for annual O&M expenditures of \$10,000 per acre. This would mean a total **O&M cost of \$600,000/year**.

The final factor in estimating the total costs to operate and maintain these parks is **employment**.

- Based on the proposed improvements identified in the master plan as well as industry standard modeling for forecasting employment needs, the Bleakly Advisory Group estimates that the River Parks Master Plan would generate approximately **40 new Full-Time Equivalent jobs**.
- Based on the Georgia Department of Labor Statistics, the average salary for Fulton County hospitality workers (including managerial positions) is approximately **\$35,000 per year**.
- Thus, the total payroll for the River Parks would be approximately **\$1.4 million per year**.

Therefore, the total annual O&M costs for the River Parks would be approximately \$2 million per year.

POTENTIAL REVENUE STREAMS FROM WITHIN THE RIVER PARKS

In order to help offset the operations & maintenance costs, this feasibility study considered all of the possible revenue streams that could be generated from within the River Parks. This includes the enhancement of existing revenue streams as well as the addition of new revenue streams. The following table presents a comparison of existing and proposed revenue from within the River Parks. *Proposed revenues represent a very conservative estimate of the potential for revenue generation within the parks.*

Roswell River Parks - Revenue Streams								
PARK	Existing Facility	FEE	Frequency	Annual Revenue	Proposed Facility	FEE	Frequency	Annual Revenue
Willeo	(none)				Bike Rentals (33% of sales)	\$7/hr. @ 2 hrs. avg.	10 riders per day	\$ 17,032.00
Azalea	Atlanta Rowing	\$ 150.00	monthly	\$ 1,800.00	Atlanta Rowing	\$ 150.00	monthly	\$ 1,800.00
	Pavilions (2)	\$ 125.00	4x/wk for 20 wks	\$ 20,000.00	Pavilions (2)	\$ 200.00	4x/wk for 20 wks	\$ 32,000.00
	Shoot the Hooch	\$ 36,000.00	annual	\$ 36,000.00	(n/a)			
					Café	\$ 800.00	monthly	\$ 9,600.00
					Bike Rentals (33% of sales)	\$7/hr. @ 2 hrs. avg.	10 riders per day	\$ 18,000.00
River Landing	Weddings / Parties			\$ 150,000.00	Weddings / Parties			\$ 250,000.00
	Atlanta Jr. Rowing			\$ -	Atlanta Jr. Rowing			\$ -
Riverside	Pavilions (5)	\$ 65.00	4x/wk for 20 wks	\$ 26,000.00	Pavilions (4)	\$ 200.00	4x/wk for 20 wks	\$ 64,000.00
	Splash Pad	\$ 300.00	16	\$ 4,800.00	Splash Pad	\$ 400.00	16	\$ 6,400.00
	Concerts	\$ 4,000.00	5	\$ 20,000.00	Café	\$ 800.00	monthly	\$ 9,600.00
					Bike Rentals (33% of sales)	\$7/hr. @ 2 hrs. avg.	10 riders per day	\$ 17,032.00
Ace Sand	(none)			\$ -	Multipurpose Facility			\$ 288,000.00
					Concert Tix (33% of sales)	(\$25/ticket @ 500)	15	\$ 62,000.00
					Pavilion (1)	\$ 300.00	4x/wk for 20 wks	\$ 24,000.00
					Arts Festival			\$ 131,000.00
					Café	\$ 800.00	monthly	\$ 9,600.00
					Bike Rentals (33% of sales)	\$7/hr. @ 2 hrs. avg.	10 riders per day	\$ 17,032.00
Don White	Pavilion (1)	\$ 125.00	4x/wk for 20 wks	\$ 10,000.00	Pavilion (1)	\$ 200.00	4x/wk for 20 wks	\$ 16,000.00
	Sand Volleyball				(n/a)			
					Boat Rentals	\$ 40,000.00	annual	\$ 40,000.00
					Café	\$ 800.00	monthly	\$ 9,600.00
					Bike Rentals (33% of sales)	\$7/hr. @ 2 hrs. avg.	10 riders per day	\$ 17,032.00
Don White @ 400	(none)			\$ -	River Folly (lease)	\$ 5,000.00	annual	\$ 5,000.00
TOTALS				\$ 268,600.00				\$ 1,044,728.00

COST ANALYSIS CONCLUSION

Based on the estimated operations & maintenance costs and the potential revenue generation, we can evaluate the actual cost to run the River Parks.

Total anticipated annual O&M costs	\$2,000,000.00
Less the City's current spending level	(\$60,000.00)
Less projected revenue from operations	(\$1,044,000.00)
Annual O&M Deficit	\$896,000.00

Knowing that the City would likely need significant funding over and above their current O&M budget, we recommend the establishment of a **maintenance endowment**. This is a common arrangement in today's parks and recreation landscape, where many cities are not able to cover the total O&M costs for special projects like the River Parks.

In these cases, cities typically enter into agreements with non-profit conservancies who agree to raise money in order to cover the O&M deficit above the city's normal operating budget. In many cases, the conservancies are also responsible for the actual operations and maintenance of these facilities.

The money that is raised for this purpose typically comes from philanthropic donations by private foundations and is managed in an investment account by the conservancy.

An endowment of this type is typically structured such that the interest generated from the principal investment will cover the anticipated annual expenses in order to protect the principal in perpetuity. As a general rule of thumb, one could expect to earn a conservative 5% annual interest rate on this type of investment portfolio.

Endowment Principal * 5% interest = O&M Deficit (\$896,000)

Therefore:

Endowment Principal = \$17,920,000

ECONOMIC IMPACTS



IMPACTS FROM CONSTRUCTION

For the purposes of this feasibility study, we have assumed that the River Parks Master Plan would be implemented at one time under a single construction contract. Based on this assumption, we would anticipate an 18-month construction duration. The implementation of the plan would generate a number of direct economic impacts to the local economy during that construction period, such as:

- The total construction cost would be \$35.9 million, of which \$27 million would be hard costs (labor and materials).
- An estimated \$8.5 million of construction materials would be purchased locally*.
- It would have a total labor payroll of \$9.9 million per year over the 18-month construction period.
- An estimated 249 jobs would be created for the construction of the parks.
- Construction would generate approximately \$1.2 million in local sales taxes (LOST, ESPLOST, TSPLOST and MARTA).

**assumed at 70% of total construction materials*

Since the project would be built by the City, we have assumed it would be exempt from development fees

ECONOMIC BENEFITS FROM CONSTRUCTION	
General Benefits	Cost
Total Construction Budget	\$ 35,913,121
Hard Costs	
Willeo Park	\$ 198,500
Azalea Park	\$ 4,004,900
River Landing	\$ 1,070,900
Riverside Park	\$ 6,591,900
Ace Sand	\$ 11,666,800
Don White Park	\$ 3,017,200
DWP at 400	\$ 452,600
<i>Hard Cost Subtotal</i>	\$ 27,002,800
Construction Materials	\$ 12,151,260
Construction Materials Purchased Locally	\$ 8,505,882
Construction Labor Costs	\$ 14,851,540
Average Annual Payroll (assumes 18 months of construction)	\$ 9,950,532
Average Fulton County Annual Construction Wage	\$ 40,010
Average Annual Full-time Equivalent (FTE) Construction Employment	249
Annual At-work Retail Spending by Construction Workers @ 10 per day	\$ 646,623
TOTAL GENERAL BENEFIT	\$ 24,004,045
Local Public Revenues from Construction (Sales Tax)	
Construction Purchases subject to Sales Taxes	\$ 12,797,883
Fulton County/Atlanta LOST - Roswell Portion at 16.34%	\$ 20,950
Fulton County Schools/APS ESPLOST at 64%	\$ 81,906
Atlanta Fulton County TSPLOST at 0.75%	\$ 959,841
MARTA at 1.0%	\$ 127,979
Total Sales Taxes	\$ 1,190,677
Building Permits, water tap fees, other fees and permits(exempt)	\$ -
Impact Fees- (exempt)	\$ -
TOTAL LOCAL PUBLIC REVENUE BENEFIT	\$ 1,190,677

IMPACTS FROM OPERATIONS

CURRENT RIVER PARK ATTENDANCE

The existing river parks incorporate a wide range of recreational and entertainment activities for Roswell residents.

Based on the 2017 roster of events in the existing parks, we estimate that a total of approximately 71,380 people participated in these events during that year.

A breakdown of the events and activities is shown in the table to the right.

The largest individual events are the Color Festival, the River Race Run, and Alien Half Marathon.

River Park Attendance 2017			
Event	Timing/Seasonality	Attendance Per Event	Total Attendance
Color Festival	March	4,000	4,000
River Race Run	April	1,750	1,750
Boat Rental	Year-Round		3,000
Summer Concerts	May-October (monthly)	1,000	5,000
Health/Wellness Expo	May	400	400
Movies in the Park	May-October	350	1,750
Yoga on the Stage	May-October	40	200
Alien Half Marathon	August	1,500	1,500
Flower Festival	September	1,000	1,000
Sprayground Rental	June-September	150	2,400
Sprayground Open Use	June-September (weekends)	200	6,400
Sprayground Open Use	June-September (weekdays)	100	8,000
Picnic Pavilions (8)	May-October (weekends)	35	11,200
River Landing Facility	Year-Round	170	24,480
Sand Volleyball Courts	May-October	25	300
Estimated Total Attendance			71,380

Source: Roswell Recreation, Parks, Historic and Cultural Affairs Department/BAG

IMPACTS FROM OPERATIONS (cont'd)

NEW FACILITIES WITH REVENUE GENERATING POTENTIAL

As part of the implementation of the Roswell River Parks Master Plan, a number of new and enhanced facilities will be incorporated into the design, which have revenue generating potential for the City. Some of those facilities include...

Creation of four river cafés: Located at strategic locations throughout the parks, these small facilities would be designed with limited food and beverage options. These would be leased facilities operated by a concessionaire.

Addition of a Summer Concert Series at Ace Sand: These would be small, intimate musical performances that could demand a premium for ticket prices because of the uniqueness of the venue. A third party would organize, promote and operate these events.

Addition of a Spring and Fall River Arts Festival: Modeled on successful programs like Chastain Park in Atlanta, this semi-annual event could bring in more than 150 artists, with food and entertainment and become a major fundraiser for the park.

Expanded Pavilion Facilities: While the master plan includes the same number of pavilions, the size and overall aesthetics and amenities of these facilities would be greatly expanded. This could allow for increased rental rates and potentially fill a gap in the lower end of the wedding market.

Ace Sand Park and Community Center: In addition to the proposed concert series, the Ace Sand facility would offer a wide range of possibilities for revenue generation including: small conferences and lecture series, art exhibits, festivals, food trucks, and the potential for several high-end weddings, parties or events.

River Folly at GA 400: This would be a fee based outdoor attraction, such as a large climbing wall or swings, that would be operated by a concessionaire.

Bike Sharing Program: This would include a series of bike rental stations at each park that would allow patrons to bike up and down the Riverwalk Trail visiting any or all of the River Parks along the way. This would also provide the second half of the Blueway/Greenway Loop Trail amenity. The program would most likely be a joint venture between the City and a concessionaire.

IMPACTS FROM OPERATIONS (cont'd)

PROJECTED RIVER PARK ATTENDANCE

With the proposed integration of the parks, enhancement of existing assets, and the development of new facilities and programs as called for in the master plan, attendance is projected to increase to more than 123,000 visitors by 2020. This will occur potentially through a number of new events and activities at the new facilities, as well a general increased usage of the river parks, including:

- A new ticketed concert series at Ace Sand (15 concerts).
- A spring and fall Arts Festival in either Azalea or Riverside Park.
- Beautiful new picnic pavilions with more space and improved amenities.
- A brand new river park at Ace Sand.
- A new attraction/activity at Don White Memorial Park, under the GA 400 bridge.

Note: Attendance projections are based current demonstrated performance and expected increase in activity due to new development.

Projected River Park Attendance 2020			
Event	Timing/Seasonality	Attendance Per Event	Total Attendance
Color Festival*	March	-	-
River Race Run	April	1,925	1,925
Boat Rental	Year-Round		6,000
Summer Concerts	Monthly, May-October	900	4,500
New Concert Series	Weekly, May-October (15 events)	500	7,500
Health/Wellness Expo	May	440	440
New Arts Festival	May and October	2,500	5,000
Movies in the Park	May-October	385	1,925
Yoga on the Stage	May-October	44	220
Alien Half Marathon	August	1,650	1,650
Flower Festival	September	1,100	1,100
Sprayground Rental	June-September	165	2,640
Sprayground Open Use	June-September (weekends)	220	7,040
Sprayground Open Use	June-September (weekdays)	110	8,800
Enhanced Pavilions (8)	May-October (weekends)	100	32,000
River Landing Facility	Year-Round	170	19,584
New Ace Sand Event Facility	Year-Round	120	13,824
Sand Volleyball Courts**	May-October	-	-
New Don White River Folly	Year-Round	25	9,125
Estimated Total Attendance			123,273

* Event moved from park due to size

** Sand volleyball facility moved to other park

Source: Roswell Recreation, Parks, Historic and Cultural Affairs Department/BAG

IMPACTS FROM OPERATIONS (cont'd)

Total Projected Attendance and Revenue Potential from River Park Facilities											
Event/Activity	Number	Size	Utilization		Customers	Total	Sales	Total	Facility	Rent per	Total
			Period	Total Utilization	Per Day/Event	Customers	Per Customer	Sales	Rental Rate	Facility/Event	Rent/Revenue
River Cafes	4	400 SF	April thru Nov.	240 days	80	76,800	\$ 7.00	\$ 537,600	\$800/month	\$ 9,600	\$ 38,400
Fee-Based Summer Concert Series	15		Weekends May-Oct.	15	500	7,500	\$ 25.00	\$ 187,500	33% of sales	\$ 4,125	\$ 62,000
Arts Festival	2	175 booths	May and Oct.		2,500	5,000		\$ 525,000	\$375/booth	\$ 65,625	\$ 131,250
Sprayground rental	16		June-Oct	16	150	2,400		\$ 6,400	\$400 per event	\$ 6,400	\$ 6,400
Pavillion rentals (7 enhanced)	7		Sat & Sunday, May-Oct	4 per week/20 weeks	33	18,480		\$ 112,000	\$200 per event	\$ 16,000	\$ 112,000
Pavillion rental (1 new at Ace Sand)	1		Sat & Sunday, May-Oct	4 per week/20 weeks	33	2,640		\$ 24,000	\$300 per event	\$ 24,000	\$ 24,000
River Landing Facility	1	5,000 SF	365 days	144 weekend event days	170	24,480		\$ 1,296,000	\$1750 per event	\$ 252,000	\$ 252,000
Ace Sand Multi-purpose Facility	1	4,000 SF	365 days	144 weekend event days	120	17,280		\$ 1,080,000	\$2000 per event	\$ 288,000	\$ 288,000
Don White Folly Climbing Wall	1		365 days	year round	60	21,900	\$ 15.00	\$ 328,500	\$417/month	\$ 5,000	\$ 5,000
Boat Rental	1		365 days	year round	16	6,000	\$ 50.00	\$ 300,000	\$40,000/year		\$ 40,000
Bike-Share Stations	5	100 bikes	365 days	year round	50	18,250	\$ 14.00	\$ 255,500	33% of net sales	\$ 47	\$ 85,775.00
Total Participants/Reveue Potential						200,730		\$ 4,652,500			\$ 1,044,825

existing facility

Source: BAG

This table shows the potential revenue that the City of Roswell could receive from the operations of its expanded River Parks as outlined in the master plan.

These estimates are based on the revenue performance of the existing facilities, as shown shaded in gray, plus the addition of new events at the new improvements from the master plan.

As shown, we anticipate the improvements to the river parks to generate approximately \$1,044,000 annually to the City of Roswell from rent, concessions revenue, and event-based revenues.

These estimates assume that the city will engage with concessionaires for the operation of the river cafés, special concert series, arts festival, Don White river folly, and bike sharing program.

While the objective of the river parks master plan is to improve the quality of the river park's experience, the improvements will attract additional visitation and provide an environment to support these revenue-raising activities, the proceeds of which can be reinvested back into the parks for the benefit of all Roswell residents.

IMPACTS FROM VISITORS (attendance)

Total Estimated River Park Visitation		
	2017	2020
Special Events	71,380	123,273
General Recreational Use	89,225	154,091
Total River Park Visitation	162,622	277,364

Source: BAG

2017 - As noted on page 15, total attendance at special events within the existing river parks during 2017 was estimated at 71,380. Based on average annual visitation at similar park facilities, we estimate an additional 89,225 visitors attended the parks in 2017 for general recreational uses such as walking, biking, playgrounds, picnics and scenic enjoyment. Thus, in 2017 we estimate that a total of 162,622 visitors enjoyed Roswell's river parks, which is an average of 445 visitors per day.

2020 - Following the implementation of the master plan, the number of visitors to the river parks is expected to significantly increase. Based on forecasting models, demographic trends and conservative assumptions, the number of park visitors attending special events in 2020 is projected to increase to 123,273, while general recreational use is projected to increase to 154,091, for a total of 277,364 visitors. This represents a 68% increase over current visitation.



Riverside Park



Riverwalk Trail at Don White Memorial Park

IMPACTS FROM VISITORS (spending)

Roswell Resident Retail Spending		
	Total	Per Resident*
Retail Expenditures (annual)	\$ 2,307,352,311	\$ 24,554.66
Select Retail Expenditures (annual)		
Clothing stores	\$ 81,339,584	\$ 865.61
Shoes	\$ 15,879,816	\$ 168.99
Sporting goods/equipment	\$ 16,800,303	\$ 178.79
Eating and drinking places	\$ 247,247,902	\$ 2,631.19
Caterers	\$ 3,780,843	\$ 40.24
Snacks and nonalcoholic beverages	\$ 15,551,440	\$ 165.50
Total Annual Select Retail Expenditures	\$ 380,599,888	\$ 4,050.31
Average Daily Retail Exp. per Resident		\$ 11.10

*93,968 Roswell residents from 2016--Census Bureau, ACS

Source: BAG

Estimated Expenditures from Visitors to Roswell River Parks		
2017		
Estimated Annual Visitors		162,622
Average Daily Expenditures per Visitor on Select Retail	\$	11.10
Total Estimated Expenditures	\$	1,804,576
2020		
Estimated Annual Visitors		277,364
Average Daily Expenditures per Visitor on Select Retail	\$	12.38
Total Estimated Expenditures	\$	3,433,769

Source: BAG



Based on the most current data from the Georgia Department of Revenue, recreational related retail spending by Roswell residents is expected to be nearly \$381 million in 2018. That is roughly 16% of all annual retail spending in Roswell.

Roswell residents spend an average of \$11.10 per day on recreational-related retail.

In 2017 visitors to the river parks had a recreational retail spending potential of \$1.8 million annually.

In 2020, due to the expanding facilities and higher visitation, as well as a four percent annual growth in per diem expenditures, the recreational retail spending potential of visitors to the river parks is projected to increase to \$3.4 million annually.

IMPACTS FROM VISITORS (sales tax)

SALES TAXES FROM RIVER PARKS SPENDING

The City of Roswell will receive its local share of sales taxes from the implementation of the River Parks Master Plan. This will come both in terms of the direct sales taxes from fees and charges for use of the park facilities, and the sales taxes paid for admissions, food sales, ticket sales and other taxable activities that will occur in the river parks. In addition, retail spending by visitors to the river parks for recreational uses will also generate sales taxes to the City.

- Total taxable sales from events and facilities at the river parks are estimated to be \$4.2 million annually.
- Park visitor spending on recreational retail is estimated to be another \$3.4 million for a total of \$7.6 million in taxable retail sales associated with the river parks.
- Based on the portion of the sales tax that is retained locally, the river parks will generate approximately \$190,000 annually to the City, MARTA and other transportation uses, and Fulton County Schools.
- The State of Georgia will receive approximately \$306,000 in annual sales taxes from activity related to the river parks.

Total Projected Retail Sales from Roswell's River Parks	
Events & Facilities	Total Sales
River Cafes	\$ 537,600
Summer Concerts	\$ 187,500
Arts Festival	\$ 525,000
River Landing Event Facility	\$ 1,296,000
Ace Sand Multi-purpose Facility	\$ 1,080,000
Don White River Folly	\$ 328,500
Bike-Share Stations	\$ 273,750
Subtotal	\$ 4,228,350
Total Select Retail Expenditures	\$ 3,433,769
Total Taxable Spending	\$ 7,662,119

Sales Taxes from River Parks Spending	
Local Sales Taxes	Sales Taxes
Roswell LOST at 16% of 1%	\$ 11,924
MARTA at 1%	\$ 74,524
Fulton Co. Schools at 64% of 1%	\$ 47,695
TSPLOST at 75% of 1%	\$ 55,893
Total Local Sales Taxes	\$ 190,036
State of Georgia Sales Taxes	\$ 306,485

Source: BAG

IMPACTS TO THE METRO-ATLANTA REGION

DIRECT AND INDIRECT REGIONAL IMPACTS

The table below summarizes the total economic impact that will result from the implementation of the River Parks Master Plan. This information is based on two factors: 1) the direct impacts from construction, operations and visitor expenditures (detailed earlier in the report), and 2) the multiplier effect these expenditures will have on the regional economy throughout Metro-Atlanta. These estimates are derived using the RIMS II regional input/output model of the U.S. economy from the U.S. Department of Commerce, Bureau of Economic Analysis.

- **During construction** – The direct investment of \$35.9 million in park improvements will generate a total economic impact to the Atlanta region of \$78 million. The 249 direct construction jobs will support a total job impact during construction of 541 jobs.
- **During operations** – The direct spending of \$4.2 million annually on events and activities within the parks will generate an estimated \$10.2 million in total economic activity throughout Metro-Atlanta. The 40 direct jobs created at the River Parks will support a total of 80 jobs in the regional economy.

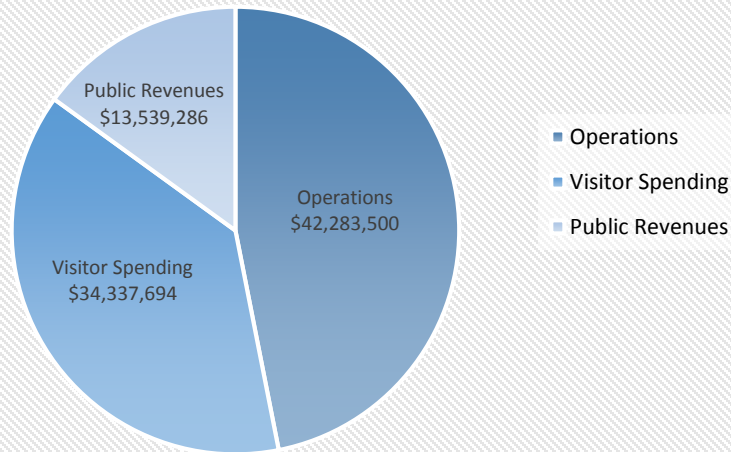
* Multiplier and regional impact estimates based on RIMS II economic model

Direct and Indirect Regional Impacts from Construction and Operation of River Parks				
		Direct Effects	Multiplier	Regional Impact
Construction Impacts				
Construction Investment (Output)	\$	35,913,121	2.1727	\$ 78,028,438
Construction Earnings (Payroll)	\$	14,851,540	1.9122	\$ 28,399,115
Construction Employment (Jobs)		249	2.174	541
Annual Operational Impacts				
Annual Revenue (Output)	\$	4,228,350	2.4116	\$ 10,197,088.86
Earnings (Payroll)	\$	1,395,356	2.2056	\$ 3,077,596.09
Employment/FTE (Jobs)		40	2.0084	80

Sources: RIMS II for Atlanta MSA/BAG

SUMMARY OF ECONOMIC IMPACTS

Economic impacts from river parks master plan



- The direct and indirect economic impacts from the implementation of the master plan come from construction, operations, visitation, and local public revenues.
- One time construction impacts will include expenditures of \$35.9 million and the creation of 249 jobs.
- Over ten years, the total direct economic benefit to the City of Roswell would be approximately \$90 million, with operations (\$42 million) and visitor spending (\$34 million) being the largest contributors.

Summary of Economic Impacts		
Economic Impact to the City of Roswell	One Year	Ten Years
From Construction		
Investment	\$ 35,913,121	\$ 35,913,121
Payroll	\$ 14,851,540	\$ 14,851,540
Employment	249	249
From Operations		
Operations	\$ 4,228,350	\$ 42,283,500
Payroll	\$ 1,395,356	\$ 13,953,555
Employment	40	41
From Visitor Spending		
Total Visitors	277,364	\$ 2,773,643
Select Recreational Retail Spending	\$ 3,433,769	\$ 34,337,694
Local Public Revenues		
From Events/Activities	\$ 1,044,825	\$ 10,448,250
Sales Taxes		
From Construction	\$ 1,190,677	\$ 1,190,677
From Operations	\$ 190,036	\$ 1,900,359
Total Local Public Revenues	\$ 2,425,538	\$ 13,539,286
Regional Impacts		
	Roswell	Metro-Atlanta
Operations	\$ 4,228,350	\$ 10,197,089
Payroll	\$ 1,395,356	\$ 3,077,596
Employment	40	80

Source: BAG

10-Year Direct Economic Impacts

Operations	\$ 42,283,500
Visitor Spending	\$ 34,337,694
Public Revenues	\$ 13,539,286
Total	\$ 90,160,480

ADDITIONAL IMPACTS & BENEFITS

The implementation of the River Parks Master Plan will result in additional intangible impacts and benefits to the City and its residents. These benefits have been cited in a wide body of academic research on the impacts of parks and public green spaces.

- **Health and Wellness** – The enhancement of the River Parks through the implementation of the master plan will result in additional Roswell residents visiting the parks. Increased levels of walking, jogging, biking, and other outdoor activities will have direct health benefits to the participants and an overall improvement in the well-being of Roswell’s residents.
- **Quality of Life** – Since it’s founding, the City of Roswell has been indelibly tied to the Chattahoochee River. The creation of a world class river parks system along the banks of the River would improve access to, appreciation for and enjoyment of the Chattahoochee. The Roswell River Parks would be a state-of-the-art facility that would improve the overall quality of life for Roswell residents and differentiate the City from other regional suburban communities.
- **Economic Development Engine** - Corporate decisions to locate businesses often hinge on more than direct government incentives. These decisions are increasingly driven by the intangible amenities offered by forward thinking cities, which make them places where talented employees want to live and work. Parks, trails, and greenspace are frequently cited as the most desired public amenities within communities across the country.

(Source: National Recreation and Park Association website)



ADDITIONAL IMPACTS & BENEFITS (cont'd)

POTENTIAL PRIVATE DEVELOPMENT

Based on hard data and anecdotal evidence from similar public investment projects across the country, it is reasonable to assume that the implementation of the River Parks Master Plan would stimulate new private development on adjacent properties, adding to the project's overall economic impact.

As a case study, our team analyzed a vacant 21-acre site, which is adjacent to the River Parks and currently zoned commercial. This hypothetical development would include a four-story, 120 room hotel and conference center built over two levels of parking. Of the 3.4 acres that are developable, the hotel footprint would be less than 2/3 of an acre, leaving additional land for temporary event space, surface parking, green space and additional outdoor amenities.

The potential direct economic impacts of this type of development include:

- Total development cost: \$18,750,000
- Annual total revenue: \$5.8 million
- Jobs created: 60
- Number of overnight guests 35,587
- Off site spending by guests \$2.8 million
- Total Local Taxes \$517,675

Additionally, the development of the River Parks as a showcase for responsible sustainable development in an environmentally sensitive area could draw a number of conferences and events focused on this issue, which would bring an additional infusion of spending and potential future tourism dollars to the City.

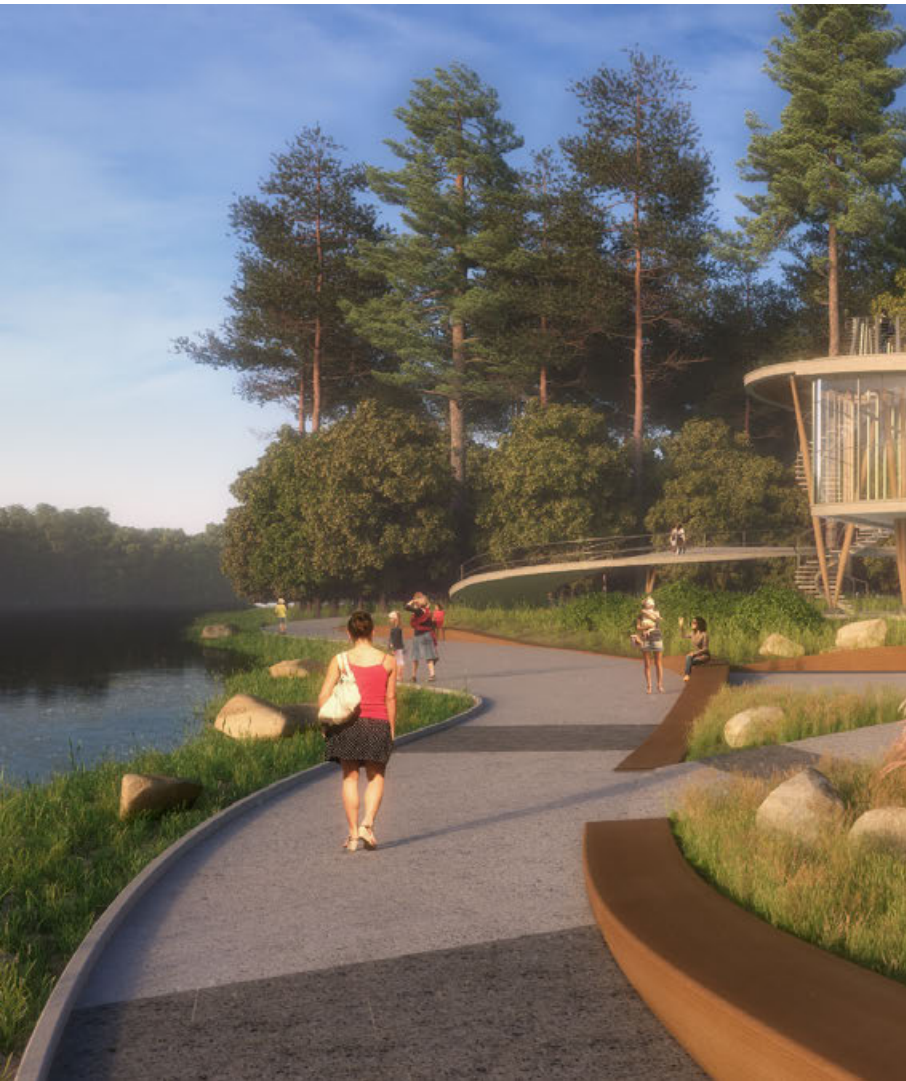
Potential Private Development Site	
Site Data	
Total site	21.25 AC
Flood plain	1.91 AC
Undeveloped and open space	11.67 AC
Required common open space	<u>4.25 AC</u>
Net developable acres	3.42 AC
Proposed Inn/Conference Center	
Total rooms	125
Building footprint	20,000 SF
Remaining Open Space /circulation/buffers	2.8 acres
Total SF/ four levels	80,000 SF
Ground floor conference space	10,000 SF
Restaurant, reception area, common area	10,000 SF
120 spaces of underground/hillside parking	<u>40,000 SF</u>
Total SF	140,000 SF
Valuation @ \$150,000 per room	\$18,750,000
Income Estimate	
Average Daily Rate	\$145
Occupancy	65%
Total Room Revenue	\$4,300,156
Other Revenue @ 35%	<u>\$1,505,055</u>
Total Projected Revenue	\$5,805,211
Guest Spending Off-Site	
Number of Overnight guests (1.2 per occup. room)	35,587
Off site spending (\$80/guest)	\$2,846,960
Estimated Local Taxes	
Property Tax	
Market Value	\$18,500,000
Assessed Value	\$7,400,000
Roswell Millage Rate @ .005275	\$39,035
Hotel Motel Tax @ 6%	\$258,009
Sales Taxes (LOST/MARTA/ESPLOST/TSPLOST)	<u>\$220,630</u>
Annual Local Taxes	\$517,675

Source: BAG

SUPPLEMENTAL MATERIAL



ROSWELL RIVER PARKS MASTER PLAN: PHASE 1



PHASE 1 DEVELOPMENT

As part of this feasibility study, the City requested that the design team make a recommendation for a first phase of development in the event that the entire project cannot be constructed at one time.

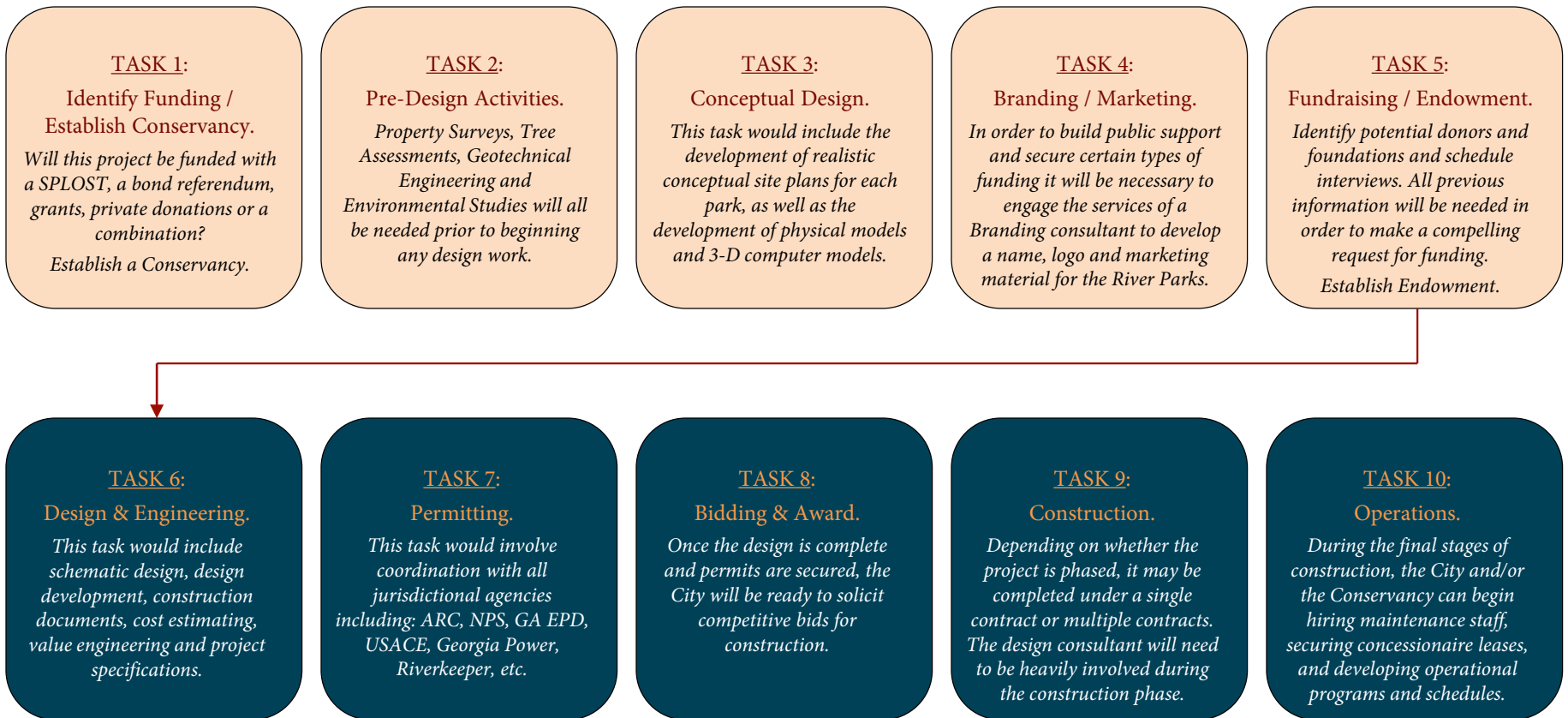
Based on our experience with similar projects, we feel strongly that the most appropriate portion of the master plan to be developed first would be the **Ace Sand** property. Our rationale for this decision is based on three factors:

1. Because the Ace Sand parcel is the only city-owned riverfront property that is not currently developed as a park, it provides the largest potential for new and exciting development along the river.
2. Because all of the facilities, amenities and programs at Ace Sand would be new additions to the existing park system, this parcel provides the most opportunities for additional revenue streams to offset O&M costs.
3. Finally, because this parcel contains the proposed community center, a new venue for riverfront concerts and the best unobstructed views of the river, it would create the biggest impression and would be the strongest catalyst for continuing the future development and expansion of the Master Plan.

ROSWELL RIVER PARKS MASTER PLAN: WORK PLAN

WORK PLAN

The final component of this study is a work plan, which is intended to provide the City with a road map for implementing the River Parks Master Plan. The following plan is a general outline that identifies the major tasks required to implement the plan, regardless of whether it is constructed at one time or in phases.



TERMS & CONDITIONS

ACCURACY

Every reasonable effort has been made to ensure that the data developed in this report reflects the most accurate and timely information possible and is believed to be reliable. This consulting assignment was based on estimates, assumptions and other information developed by Bleakly Advisory Group (“BAG”) from its independent research efforts, general industry knowledge and consultations with the Client. No responsibility is assumed for inaccuracies in reporting by the Client, its agents or representatives or any other data source used in preparing or presenting this study.

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