



## ARTS AND CULTURAL CENTER MARKET ANALYSIS AND FEASIBILITY STUDY

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**SUBMITTED TO**  
St. Johns County

**SUBMITTED BY**  
Johnson Consulting

**DATE**  
February 8, 2019



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**SECTION 1**

**TRANSMITTAL LETTER**

February 2019

Ms. Tera Meeks  
Tourism and Cultural Development Director  
St. Johns County, Florida Tourism Development Council

Re: DRAFT: Arts & Cultural Center Market Analysis & Feasibility Study

Dear Ms. Tera Meeks:

**C.H. Johnson Consulting, Inc.** (Johnson Consulting) is pleased to submit this report to you regarding the market analysis and feasibility study for the arts and cultural facilities in St. Johns County, Florida. Pursuant to our engagement, this report provides an analysis of the economic and demographic characteristics of St. Johns County, as well as the broader region; identifies and analyzes key characteristics of regional and comparable venues; summarizes key observations from interviews with stakeholders; provides preliminary facility programming recommendations; presents demand and financial projections; and estimates the economic and fiscal impacts of the proposed projects.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable, but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between the projected results and the actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the clients' internal use and cannot be used for project underwriting purposes without Johnson Consulting's written consent.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

**DRAFT**

C.H. Johnson Consulting, Inc.

## **SECTION 2**

### **INTRODUCTION & EXECUTIVE SUMMARY**



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## INTRODUCTION

Johnson Consulting and DLR Group were retained by the St. Johns County Government (“St. Johns County” or “Client”) to conduct an Arts and Cultural Center Market Analysis and Feasibility Study. This study is intended to ensure that St. Johns County’s investment in this project will maximize value — not just economic value, but also how to enhance significantly the vibrancy of the County’s cultural arts offerings, provide affordable working space for artists and help to develop and support the robust local arts and culture tourism industry.

## METHODOLOGY

In order to complete the analysis required for this project, Johnson Consulting performed the following tasks:

1. Interviewed and surveyed various Client representatives, and event facility operators and managers, along with other relevant stakeholders, in order to gather information about expectations for the proposed project.
2. Examined and projected regional economic, demographic, and market trends that may influence demand for the proposed venue.
3. Identified and examined relevant regional and national comparable facilities.
4. Confirmed market viability of the proposed PAC program developed by DLR Group.
5. Developed projections of future demand, attendance, and financial models for the proposed venue, in terms of annual events and attendance. Johnson Consulting utilized proven local, regional, and national formulas to forecast revenue and expense models.
6. Developed an economic and fiscal impact analysis of the proposed facility.

## EXECUTIVE SUMMARY

There is significant opportunity for additional cultural and performing arts facilities in St. Johns County.

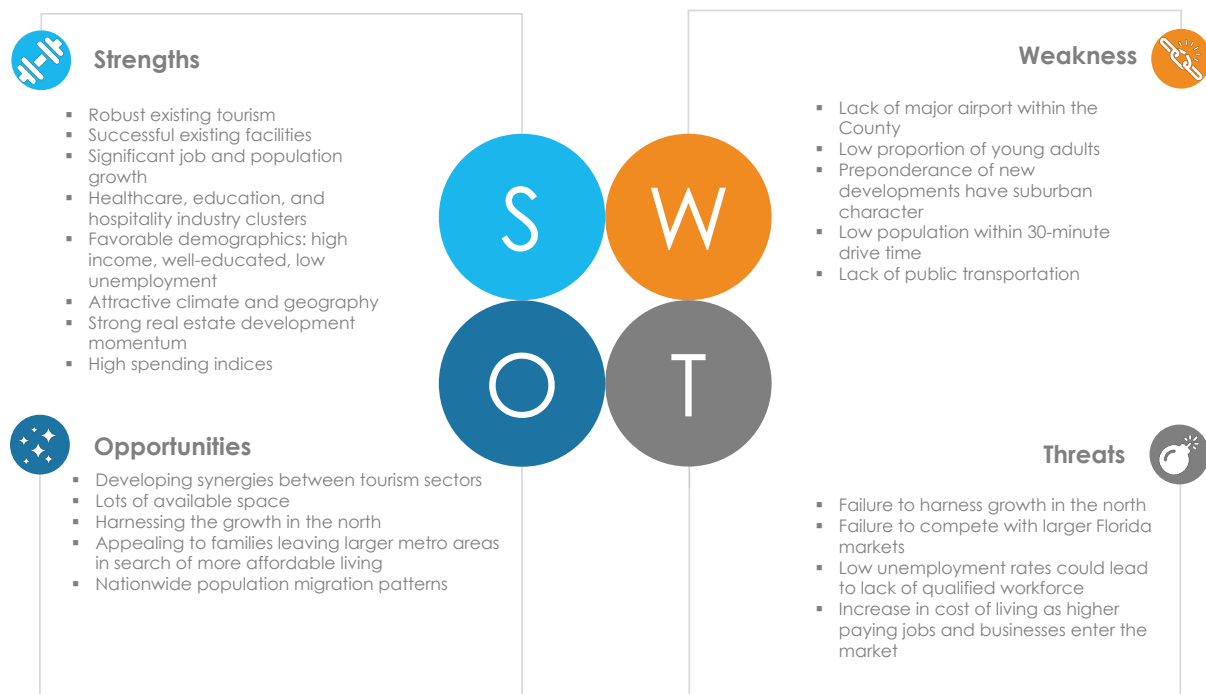
### ECONOMIC & DEMOGRAPHIC OVERVIEW

In terms of local resident demand, St. Johns County performs well considering a variety of the indicators that are typically used to gauge the potential for cultural tourism facilities and activities. St. Johns County has a smaller resident population within its political boundaries, but it is demographically well-situated to support year-round arts and cultural programming. There is also a robust tourism industry that induces additional demand on the cultural and performing arts facilities in the County. Most importantly, existing larger arts facilities in the County perform very successfully. Expanding arts, cultural, and entertainment facilities will allow the existing needs to be met, grow the selection of events held in the County, extend visitor stays, and allow

the County to attract more residents and visitors and to capture visitors that may otherwise travel to other places in search of these activities.

The following SWOT analysis summarizes the key findings and implications of this section by sorting them into strengths, weaknesses, opportunities and threats. Strengths are things that are already going well in St. Johns County, while opportunities are things that could become strengths if taken advantage of. Likewise, weaknesses are things that could present challenges for St. Johns County, while threats could become weaknesses if not given proper attention. Figure 2-1 presents this SWOT analysis.

Figure 2-1



## INTERVIEW SUMMARY & INDUSTRY TRENDS

Stakeholders, community leaders, and potential users of St. Johns County's arts and cultural facilities expressed general support and enthusiasm regarding both the expansion of existing facilities and the addition of new facilities. These observations are supported by research indicating that arts and cultural events and organizations are proving successful in generating both arts and cultural engagement among citizens and tourists and economic impact in the communities which they call home. This research holds true nationally, regionally, and locally.


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## FACILITIES ANALYSIS AND CASE STUDIES

St. Johns County has a unique array of existing cultural and performing arts venues that are successful, but the overall inventory of venues in the County leaves gaps that are limiting the market. The St. Augustine Amphitheatre (“SAAMP”) is one of the premiere amphitheater venues in the nation, but there is a considerable portion of demand that cannot be accommodated due to the logistical and technical limitations of an outdoor amphitheater-type venue. The Ponte Vedra Concert Hall serves a key role in serving this market in St. Johns County, but is currently undersized relative to other venues profiled in this report. Lewis Auditorium at Flagler College is also serving as a key space for cultural and performing arts in St. Johns County, but is frequently booked with programming that doesn’t utilize the entire capacity of the facility and is often booked for College-related uses. Figure 2-2 presents a regional facility inventory, including relevant arts and cultural facilities within a 100-mile radius.

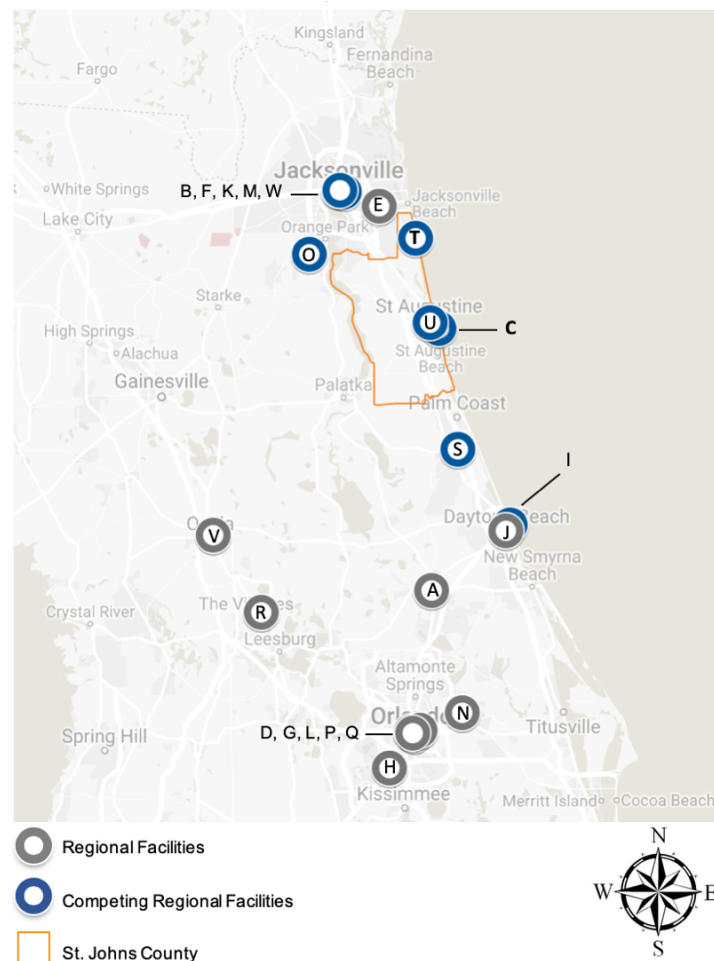
**Figure 2-2**

Regional Facility Inventory				
Map Key	Facility	Location	Distance to St. Johns County	Capacity
<b>Outdoor Facilities</b>				
A	Spec Martin Municipal Stadium	Deland	59	6,000
B	Daily's Place Amphitheater	Jacksonville	36	5,500
<b>C</b>	<b>St. Augustine Amphitheatre</b>	<b>St. Augustine</b>	<b>0</b>	<b>4,060</b>
D	Dr. Phillips Center - Seneff Arts Plaza	Orlando	93	2,000
<b>Indoor Facilities</b>				
E	UNF Arena	Jacksonville	28	5,000
F	Times-Union Center - Moran Theater	Jacksonville	37	2,976
G	Dr. Phillips Center - Walt Disney Theater	Orlando	93	2,711
H	Chapin Theater	Orlando	94	2,643
I	Peabody Auditorium	Daytona Beach	49	2,521
J	Mary McLeod Bethune Performing Arts Center	Daytona Beach	51	2,500
K	Times-Union Center Jacoby Symphony Hall	Jacksonville	37	2,400
L	Bob Carr Theater	Orlando	92	2,360
M	Florida Theatre	Jacksonville	37	1,900
N	The Venue at UCF	Orlando	94	1,800
O	Thrasher-Horne Center	Orange Park	31	1,725
P	Plaza Live Orlando	Orlando	92	1,255
Q	The Beacham	Orlando	93	1,129
R	Sharon L. Morse Performing Arts Center	The Villages	74	1,022
S	Flagler Auditorium	Palm Coast	34	1,000
<b>T</b>	<b>Ponte Vedra Concert Hall</b>	<b>Ponte Vedra Beach</b>	<b>0</b>	<b>900*</b>
<b>U</b>	<b>Lewis Auditorium at Flagler College</b>	<b>St. Augustine</b>	<b>0</b>	<b>815</b>
V	Reilly Arts Center	Ocala	69	810
W	Times-Union Center - Terry Theater	Jacksonville	37	609

\*Standing room only set up

Sources: Relevant Facilities, Pollstar, Johnson Consulting

Within 100 miles, the St. Augustine Amphitheatre is one of only two outdoor venues. The Daily's Place Amphitheater, located in Jacksonville, has a larger stage, larger seating capacity, and is located closer to the population center of the Jacksonville market, so it may be a more attractive offer for some events. However, it only does formal bookings, not commercial or community rentals, which is a barrier that may allow the SAAMP some competitive leverage. In addition, there are some target demographics for which the St. Johns County market may be more attractive. There are a few key players in the larger indoor facility market, but none of which are within St. Johns County's primary market. The seating capacity and set up efforts for the Ponte Vedra Concert Hall are a significant hindrance to the venue's ability to attract more shows and events. A larger indoor venue inventory is lacking, most notably within St. Augustine. The portion of St. Johns County in and around St. Augustine stands to benefit significantly from the expansion, improvement, or addition of cultural and performing arts facilities. Figure 2-3 illustrates a map of this regional facility inventory, which highlights facilities considered to be competitive with the St. Johns County facilities.

**Figure 2-3**

As shown, this map highlights facilities considered to be competitive with the St. Johns County facilities. It emphasizes the relevance of geographic proximity, venue capacity, venue configuration, and technical infrastructure in relation to market competition. The key for this map can be found in Figure 2-1. Johnson Consulting also analyzed the following case studies of arts and cultural facilities and markets that are comparable to that of St. Johns County, which provided insight into facilities, operations, demand, and budgets:

- Ruth Eckerd Hall and Capitol Theatre - Clearwater, Florida
- Arvada Center - Arvada, Colorado
- Peace Center - Greenville, South Carolina

RECOMMENDATIONS AND PROJECTIONS

Johnson Consulting and DLR Group partnered to arrive at two development recommendations for arts and cultural facilities in St. Johns County. These recommendations are summarized in Figure 2-4 below.

Figure 2-4

St. Johns County Performing Arts & Cultural Facilities Program Recommendation Summary	
	Capacity
<b>Recommendation #1:</b>	
Expanded PVCH	1,300 attendees
<b>Recommendation #2:</b>	
Main Theater	500 seats
Black Box	200 seats
Source: Johnson Consulting	

**Recommendation #1** calls for an expansion of the Ponte Vedra Concert Hall (“PVCH”), as follows:

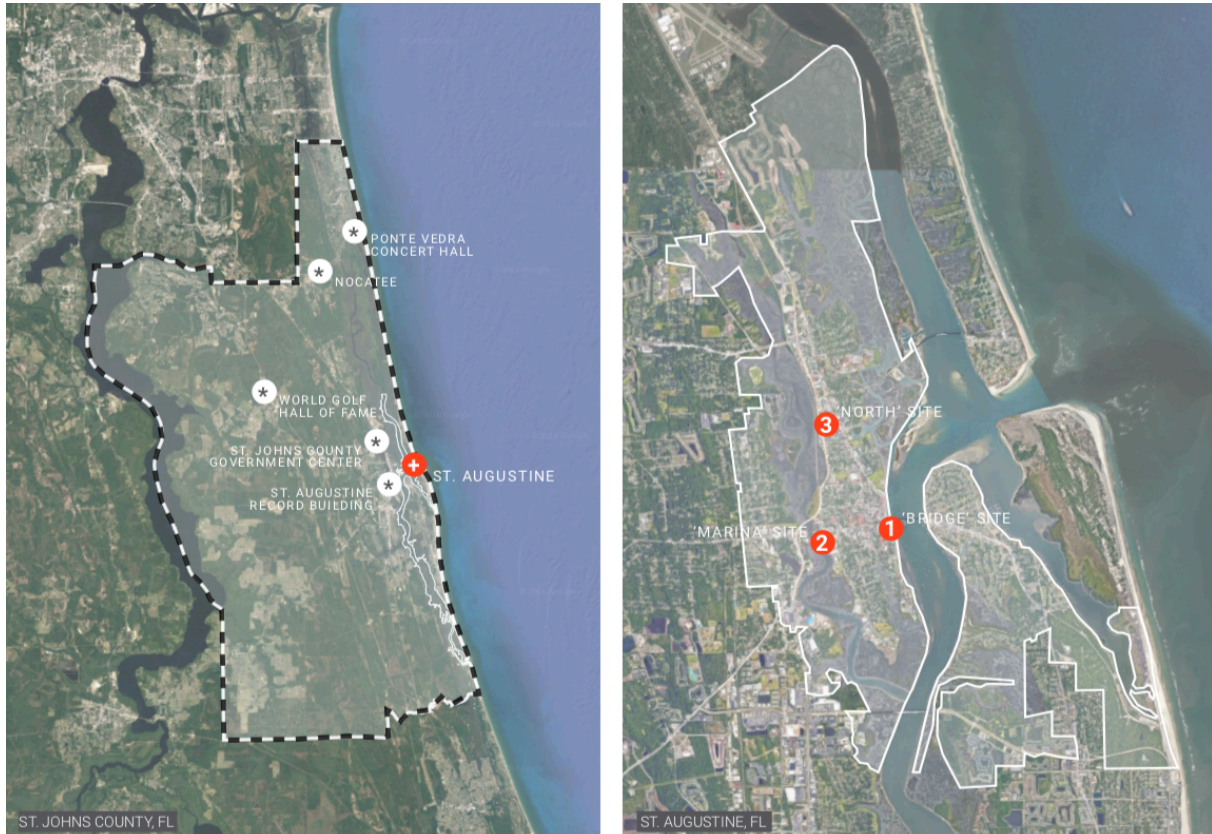
- **Concert Hall:** addition of a seating balcony, increasing total capacity to 1,300 and creating opportunities for VIP areas.
- **Expansion:** addition of approximately 14,000 square feet of rehearsal, education, and cultural facilities, such as classrooms, studios, and gallery spaces

**Recommendation #2** calls for the development of a new performing arts center in St. Johns County (“SJCPAC”), to include:

- **500-seat main theater venue**, including adequate wing space, fly system, orchestra pit, loading dock, dressing rooms, and scene and costume shop
- **200-seat black box venue**
- **Lobby and pre-function space** that supports event activity for both venues and can also be used for gallery and function space
- **Rehearsal space** that mirrors the main stage venue's stage
- Educational **studios and classrooms**
- Shared **office space** for arts organizations and administration

After screening the entire County, **three representative sites**, as shown in Figure 2-5, were selected as potential locations for the SJCPAC in St. Augustine that would best utilize existing infrastructure and enhance the existing tourism market:

**Figure 2-5**




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‘BRIDGE’ SITE – St. Augustine – Matanzas River site at Bridge of Lions

‘MARINA’ SITE – St. Augustine – San Sebastian River site at King Street

‘NORTH’ SITE – St. Augustine – North of downtown Historic District

Johnson Consulting developed projection models from evidence-based assumptions for these two recommended facilities, which are summarized in Figure 2-6:

**Figure 2-6**

St. Johns County Arts & Cultural Facilities Summary of Demand and Operating Projections (Year 5)			
	Ponte Vedra Concert Hall Expansion	New Theater and Black Box Venue	Combined Venues
<b># of Events</b>			
Ticketed Entertainment Events	110	70	180
Non-Entertainment Events*	23	105	128
<b>Total</b>	<b>133</b>	<b>175</b>	<b>308</b>
<b>Attendance</b>			
Ticketed Entertainment Events	71,500	47,650	119,150
Non-Entertainment Events*	8,970	16,950	25,920
<b>Total</b>	<b>80,470</b>	<b>64,600</b>	<b>145,070</b>
<b>Financials</b>			
Operating Revenues	\$3,072,000	\$2,856,000	\$5,928,000
Operating Expenses**	\$2,781,000	\$2,960,000	\$5,741,000
<b>Net Operating Income (Deficit)</b>	<b>\$291,000</b>	<b>(\$104,000)</b>	<b>\$187,000</b>

\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.

\*\*Including Reserve for Replacement.

Source: Johnson Consulting

Recommendation #1's expanded PVCH is expected to operate in the upper quartile of similar national facilities, in terms of demand. While many variables are still to be defined, there is a genesis of good events in the marketplace and if the strong management and entertainment culture of the area is maintained, the facility should continue to be very attractive and competitive. Given that the management team works to adequately penetrate the regional market and attract a high enough caliber of entertainment acts, the expanded facility will be much better equipped to host these higher caliber events and will therefore have enhanced revenue earning potential.

Recommendation #2's new performing arts and black box venue, referred to as the SJCPAC, will allow the County to capture some of the additional arts and cultural activities that this venue will attract. The SJCPAC


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represents a significant investment in quality of life for the residents of St. Johns County and also serves as a tool to increase tourism and economic development of the County.

Operationally, the expanded PVCH is expected to continue to have a positive net operating income, which will grow over time with demand and utilization. The SJCPAC will require a modest annual subsidy in the initial years of operation, which will gradually decrease as the utilization ramps up. However, as previously noted, a portion of an annual operating subsidy could possibly be reduced with higher amounts of private donations received by the SJCPAC through the marketing efforts of staff, local officials, and arts and cultural organizations in the area.

### ECONOMIC AND FISCAL IMPACTS

The expansion of the PVCH and the development of the SJCPAC will generate significant economic and fiscal impacts both in terms of operation and construction. Figure 2-7 presents a summary of the combined economic and fiscal impact of these proposed arts and cultural facilities.

**Figure 2-7**

St. Johns County Arts & Cultural Facilities PVCH Expansion and SJCPAC Summary of Combined Economic and Fiscal Impact		
	ONE-TIME Impact of Construction	ANNUAL Impact of Facility Operations
<b>On-Site Construction Jobs (FTE)</b>	520	
Construction Labor Wages	15,620,000	
<b>Economic Impact</b>		
Direct Spending	\$8,328,000	\$30,340,000
Indirect Spending	\$3,170,000	\$11,560,000
Induced Spending	\$3,430,000	\$12,510,000
<b>Total Spending</b>	<b>\$14,928,000</b>	<b>\$54,410,000</b>
Increased Earnings	\$4,150,000	\$15,110,000
Employment (in FTE Jobs)*	70	273
<b>Fiscal Impact</b>		
State Sales Tax	\$895,000	\$3,265,000
County Sales Tax	\$75,000	\$272,000
City Sales Tax	\$0	\$0
Tourist Development Tax		\$180,000
<b>Total</b>	<b>\$970,000</b>	<b>\$3,717,000</b>

\*Reflects increased employment in the area as a result of (or commonly referred to as "ripple effect" from) direct spending.

Source: Johnson Consulting



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As shown, total annual economic impact of combined facility operations is estimated to generate over \$54 million in spending, over \$15 million in increased earnings, and approximately 273 FTE jobs. Total annual fiscal impact of facility operations will generate over \$3.7 million tax revenues.

The combined one-time impact of construction for these facilities is estimated to generate nearly \$15 million in spending, over \$4.1 million in increased earnings, and 70 FTE jobs. Total combined fiscal impact of construction equates to nearly \$1 million in tax revenues.

These facilities will stimulate a considerable amount of spending, increased earnings, employment, and fiscal revenues. While the quantitative impacts are impressive, there are also a variety of qualitative impacts that will be generated by these facilities. The expansion of the PVCH and the development of SJCPAC will expand the offering of affordable entertainment activity in the local area as well as spur economic growth via ancillary private sector development. These investments will also bolster the County's ability to attract people from outside the region, promote the identity of the market, and develop an ever-expanding portfolio of repeat events. Such venues will continue to play host to tens of thousands of residents and visitors in the region annually. Overall, these projects represent strategic investments that will be pivotal in bolstering the County's tourism draw and elevating the quality of life for current and future residents.

## **SECTION 3**

### **ECONOMIC & DEMOGRAPHIC OVERVIEW**

## ECONOMIC & DEMOGRAPHIC OVERVIEW

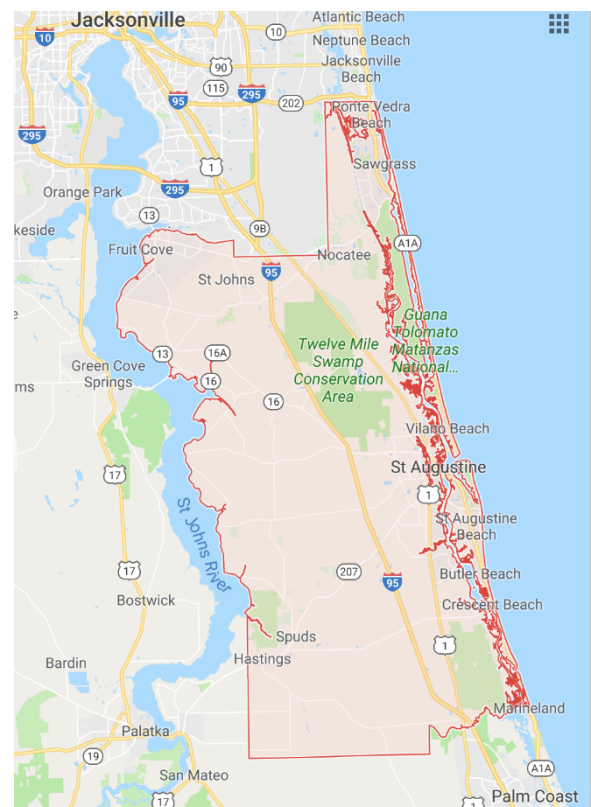
To analyze the market opportunity for cultural tourism facilities, Johnson Consulting undertook a detailed analysis of market conditions in St. Johns County, FL, relative to state and national averages. While characteristics such as population, employment, and income are not strict predictors of performance for cultural tourism, these variables provide insight into the capacity and ability of a market to provide ongoing support for facilities and activities. In addition, the size and role of a marketplace, its civic leadership, corporate presence, proximity to other metropolitan areas, transportation concentrations, and the location of competing or complementary attractions directly influence the scale and quality of new facilities that can be supported within a market.

The objective of this analysis is to assess the strength of the St. Johns County market and its ability to support more cultural tourism as an economic driver for the County.

## INTRODUCTION

St. Johns County (SJC) is a county that is very rich in history and a strong tourism draw. It was officially incorporated as a county in 1821, which makes it older than the State of Florida (1845) as well as one of the oldest Counties in the United States. St. Augustine, which is considered the premier city in SJC, is the oldest city in the United States, having been founded in 1565. Today, St. Johns County has a population of over 240,000 people, making it one of the smaller counties in the State of Florida. The County makes up the southeastern portion of the Jacksonville Metropolitan Statistical Area, which has a population of over 1.5 million. Figure 3 – 1 shows St. Johns County, highlighted in red.

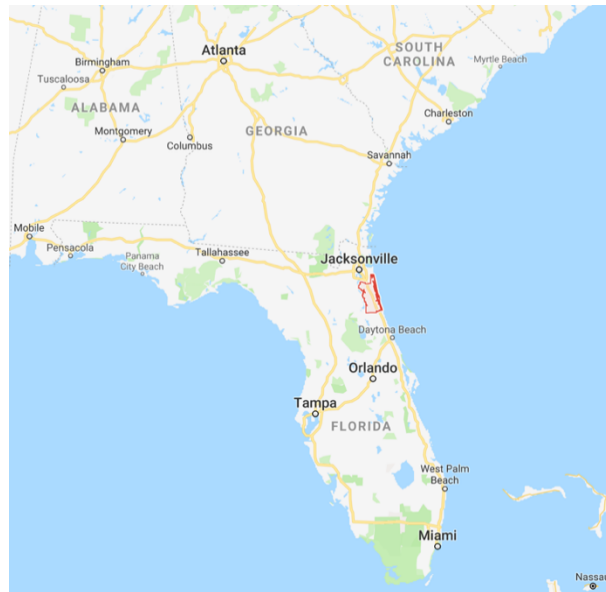
Figure 3 - 1



## ACCESSIBILITY

St. Johns County is located along the northern half of Florida's eastern coastline. Its geographic location does serve as an advantage when attracting touring music and live entertainment acts since it is far away enough from Orlando to not be restricted by promoter distance limits and can also pull from a large population base in Jacksonville, Central Florida, and Georgia, SJC is very competitive when attracting top tier acts that come to SJC to capitalize on its location. Figure 3 – 2 shows St. Johns County in a regional context, highlighted in red.

**Figure 3 - 2**

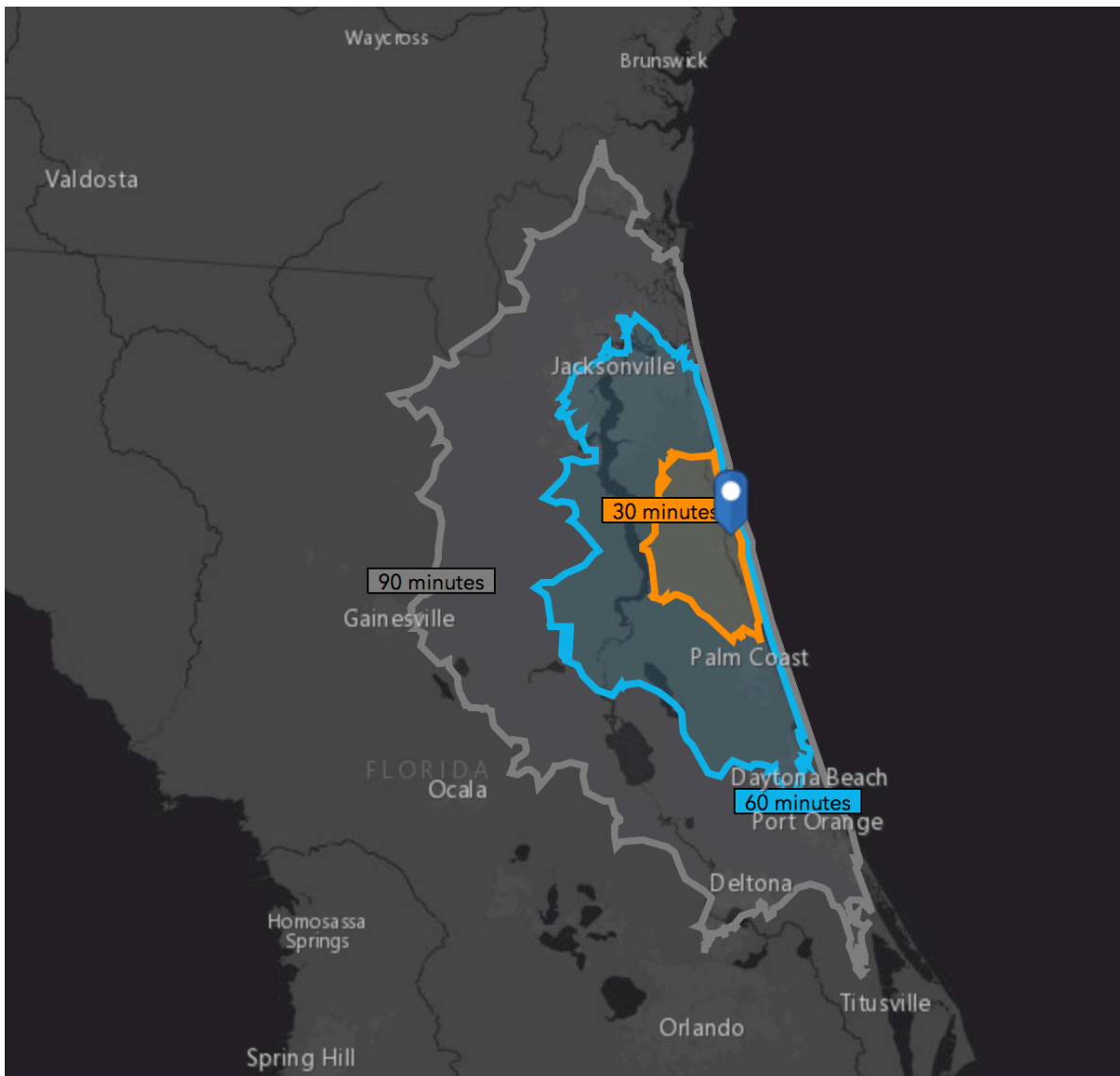


- **ROADS:** Two major interstate highways pass directly through St. Johns County; Interstate 95 and Interstate 10. Interstate 95 is the common north-south route that runs along the coastline, connecting St. Johns County with Jacksonville and Savannah, GA to the north, and Daytona Beach to the south. Interstate 10 runs east-west connecting St. Johns County with Tallahassee, continuing across the southern U.S. There are also state highways which connect to the Interstates. U.S. 1 and Highway A1A are popular highways that runs along the eastern coast of Florida.
- **AIRPORTS:** The closest International airport in proximity to St. Johns County is the Jacksonville International Airport (JAX) which provides approximately 200 domestic and international flights every day. There is also the Northeast Florida Regional Airport, which is located just north of St. Augustine. This serves the southeastern United States. There are also multiple, private airports located around St. Johns County. Visitors also fly into Orlando and drive north to the area.
- **TRAIN:** St. Augustine has an Amtrak Train Station, which is located on San Marco Avenue. The line that runs through St. Augustine is used to connect Jacksonville to Miami.

## CATCHMENT AREAS

A number of the statistical analyses that will be employed in this section reference 30, 60, and 90-minute drive time catchment areas, which convey an accurate representation of the market that cultural tourism facilities will be targeting. A map of these catchment areas is shown in Figure 3 - 3.

**Figure 3 - 3**



## POPULATION

### HISTORICAL AND CURRENT POPULATION

In general, a strong local population base is important to support a cultural tourism industry, as well as the demand for an amphitheater, performing arts center, and other such facilities, since population density and accessibility are important for an act or event and their success. Most attendees for lower-cost events, such as performances by less well-known artists, will live within a relatively short distance of the facility. However, special events, such as performances by more well-known artists, generally have a greater geographic draw, depending on the availability of these events in nearby markets. This means that the St. Augustine Amphitheater currently serves as the primary platform for drawing out of county residents to entertainment and cultural events in St. Johns County followed by the Ponte Vedra Concert Hall, community festivals and area theater and entertainment companies.

Figure 3 – 4 shows population of St. Johns County and the City of St. Augustine compared to the State of Florida and the U.S. for both 2010 and 2018. The table also captures surrounding areas, which may also constitute markets for events and programming with a larger draw. Census data from 2010 was used to accurately estimate the population totals for 2018.

**Figure 3 - 4**

St. Johns County, FL Historical and Current Population (2000-2018)						
	2000	2010	2018	% Growth 2000-2018	CAGR** 2000-2010	CAGR** 2010-2018
United States	281,421,906	308,745,538	330,088,686	17%	0.9%	0.8%
Florida	15,982,378	18,801,310	20,875,686	31%	1.6%	1.3%
Jacksonville MSA	1,122,750	1,345,596	1,523,615	36%	1.8%	1.6%
St. Johns County, FL	123,135	190,039	244,444	99%	4.4%	3.2%
St. Augustine City, FL	11,868	12,975	13,996	18%	0.9%	1.0%
30-Minute Drive Time	72,205	104,750	131,954	83%	3.8%	2.9%
60-Minute Drive Time	932,435	1,122,952	1,273,993	37%	1.9%	1.6%
90-Minute Drive Time	1,722,703	2,062,784	2,304,634	34%	1.8%	1.4%

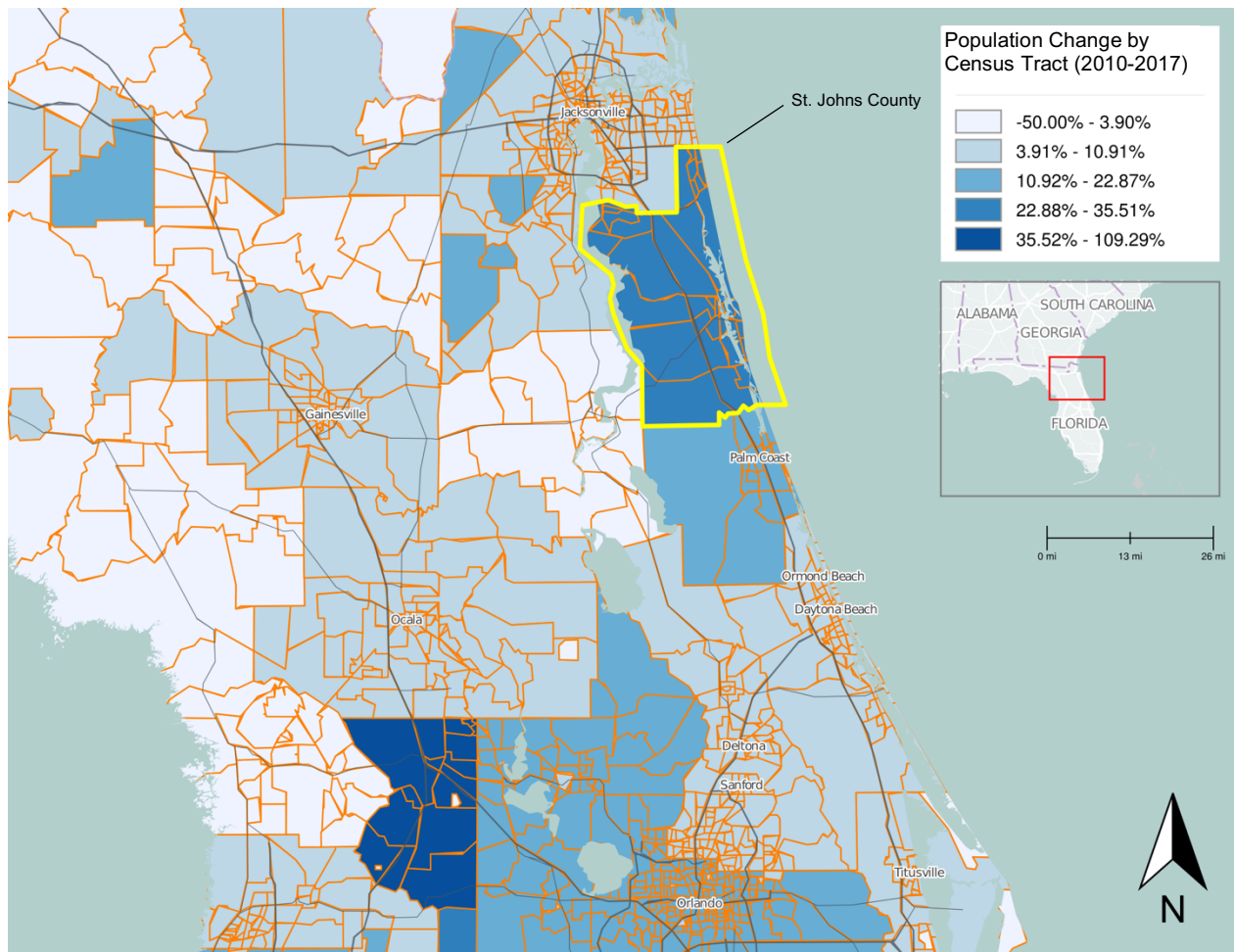
\*\*Compounded Annual Growth Rate

Sources: Johnson Consulting, Esri ArcGIS BAO

In 2018, St. Johns County had an estimated resident population of 244,444. Between 2000 and 2018, the population of the County increased at an average annual rate of 3.2 percent, which was significantly higher than the rate of growth recorded throughout Florida (1.3 percent per annum) and the national average (0.8 percent per annum). St. Johns County's population grew by 99 percent between 2000 and 2018, which is more than triple the rate of Florida's population growth (31 percent), and nearly six times higher than the national average (17 percent). St. Johns County is growing at a record pace, and this reflects positively on the area's ability to continue to grow its support of a successful cultural tourism industry.

It is evident from population changes from the 60 and 90-minute drive time radii that the population increase is more dramatic in St. Johns County than in the surrounding area. To further explore this, Johnson Consulting mapped the increases in population that occurred between 2010 and 2017, the most recent data available, by census tract. The map in Figure 3 – 5 portrays that St. Johns County contains some of the fastest growing census tracts within the region, which indicates that the County has a competitive advantage in relation to future growth and development and that there is a significant influx of residents and some businesses to the area that will also draw friends and family to visit, increasing the overall exposure of the market area to outside populations.

**Figure 3 - 5**



## PROJECTED POPULATION

The population increases seen in St. Johns County are expected to continue in the coming years. In 2023, the projected population of St. Johns County is 284,990. That is a total increase of about 17 percent over the next 5 years, which is significantly higher than both the state of Florida (7 percent) and the United States (4 percent). This averages out to a 3.1 percent compounded annual growth rate, which is just under four times higher than the national annual average (0.8 percent). Based on the data below, the St. Johns population boom is forecasted to continue for at least the next five years, which is a positive sign for the overall economy. Figure 3 – 6 provides the entire breakdown of future population.

**Figure 3 - 6**

<b>St. Johns County, FL Projected Population Growth (2018-2023)</b>				
	<b>2018</b>	<b>2023</b>	<b>% Growth 2018-2023</b>	<b>CAGR** 2018-2023</b>
United States	330,088,686	343,954,683	4%	0.8%
Florida	20,875,686	22,394,909	7%	1.4%
<b>Jacksonville MSA</b>	<b>1,523,615</b>	<b>1,654,461</b>	<b>9%</b>	<b>1.7%</b>
<b>St. Johns County, FL</b>	<b>244,444</b>	<b>284,990</b>	<b>17%</b>	<b>3.1%</b>
<b>St. Augustine City, FL</b>	<b>13,996</b>	<b>15,047</b>	<b>8%</b>	<b>1.5%</b>
<b>30-Minute Drive Time</b>	<b>131,954</b>	<b>152,825</b>	<b>16%</b>	<b>3.0%</b>
<b>60-Minute Drive Time</b>	<b>1,273,993</b>	<b>1,386,313</b>	<b>9%</b>	<b>1.7%</b>
<b>90-Minute Drive Time</b>	<b>2,304,634</b>	<b>2,485,281</b>	<b>8%</b>	<b>1.5%</b>

*\*\*Compounded Annual Growth Rate*

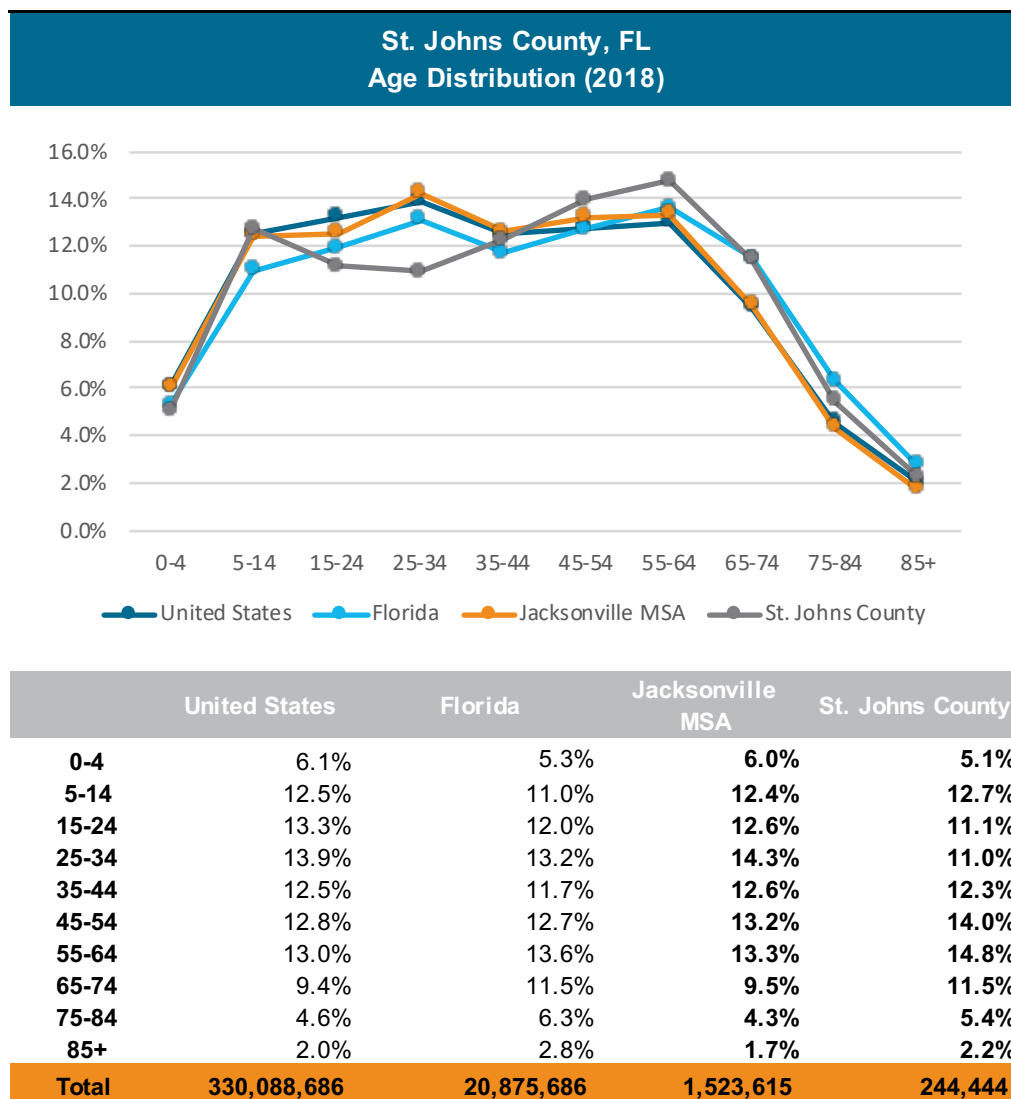
*Sources: Johnson Consulting, Esri ArcGIS BAO*

## AGE CHARACTERISTICS

### AGE DISTRIBUTION

The success of arts and cultural facilities lies in their ability to develop a program that appeals to a broad cross-section of the marketplace. A market's age composition can be a decisive factor in determining potential event demand, as certain types of events appeal to specific age groups. Age characteristics can also determine the likelihood of an area to continue to develop into a tourist location, based on the availability of workers to support the industry and the types of tourists who may be attracted to the area. Figure 3 – 7 summarizes the age distribution of the market, State, and Country.

Figure 3 - 7



Sources: Johnson Consulting, Esri ArcGIS BAO

The age characteristics in St. Johns County show that the area has slightly higher proportions of older residents relative to state and national averages, as well as to the Jacksonville MSA as a whole. 28.8 percent of St. Johns County residents are between the ages of 45 and 64, compared to 26.3 percent of Floridians, and only 25.8 percent of Americans. On the other hand, 22.1 percent of people in St. Johns County are between the ages of 15 and 34, compared to 25.2 percent of Floridians and 27.2 percent of Americans. This older age distribution can be an asset to the proposed cultural tourism projects if it hosts events appropriate to this demographic, but it could also present a challenge to County officials if they seek a younger tourist. Events featuring well-known acts will have potential to draw attendees from a large geographic radius, and thus, could target younger demographics. Lesser-known acts, which draw more attendees from within St. Johns County, should cater to older adults as a best practice.

### MEDIAN AGE

In 2018, the median age of residents of St. Johns County was 43.3 years, which was slightly higher than the median age of residents of Florida (42.3 years), and particularly the U.S. (38.3 years). The median age statistics confirm that St. Johns County has a slightly older population. Between 2010 and 2018, the median age of residents in St. Johns County increased at a rate similar to the state and national averages. From 2018 to 2023, the St. Johns County median age is expected to increase at a much slower rate when compared to the rest of the Jacksonville MSA, as well as to state and national averages. In summary, while the St. Johns County area is older than the state and nation as a whole, that gap is expected to narrow, at least within the immediate future. Figure 3 – 8 summarizes these age characteristics of St. Johns County, with higher median ages and increase rates emphasized by darker colors.

**Figure 3 - 8**

<b>St. Johns County, FL Median Age (2010-2023)</b>					
	2010	2018	2023	% Change 2010-2018	% Change 2018-2023
United States	37.1	38.3	39.0	3.2%	1.8%
Florida	40.8	42.3	42.8	3.7%	1.2%
<b>Jacksonville MSA</b>	<b>37.3</b>	<b>38.6</b>	<b>39.0</b>	3.5%	1.0%
<b>St. Johns County, FL</b>	<b>42.2</b>	<b>43.3</b>	<b>43.4</b>	2.6%	0.2%
<b>St. Augustine City, FL</b>	<b>42.4</b>	<b>45.2</b>	<b>45.7</b>	<b>6.6%</b>	<b>1.1%</b>
<b>30-Minute Drive Time</b>	<b>43.7</b>	<b>44.5</b>	<b>44.3</b>	1.8%	-0.4%
<b>60-Minute Drive Time</b>	<b>39.0</b>	<b>40.3</b>	<b>40.8</b>	3.3%	1.2%
<b>90-Minute Drive Time</b>	<b>39.5</b>	<b>40.9</b>	<b>41.3</b>	3.5%	1.0%

Sources: Johnson Consulting, Esri ArcGIS BAO

## EDUCATIONAL ATTAINMENT

Educational attainment is a strong predictor for both the economic vitality of the community, as well as participation in activities that fall under the umbrella of cultural tourism. St. Johns County is very highly educated, with 43.9 percent of its population 25 and older holding at least a Bachelor's Degree. This number is significantly higher than both the state of Florida (29.1 percent), and the national average (31.8 percent). The County has a dramatically lower proportion of its residents who have earned less than a high school education (5.2 percent) compared to both the state of Florida (12.5 percent) and the U.S. as a whole (12.3 percent). St. Johns County also has a much higher rate of graduate degree attainment among its residents relative to state and national averages. St. Johns County is well-educated, which increases its favorability for supporting cultural tourism. These statistics are detailed in Figure 3 – 9, with higher attainment proportionality emphasized by darker colors.

**Figure 3 - 9**

<b>St. Johns County, FL Educational Attainment 25+ (2018)</b>				
	United States	Florida	Jacksonville MSA	St Johns County
Less than High School	12.3%	12.5%	9.7%	5.2%
High School Graduate	27.0%	28.7%	27.4%	20.7%
Some College, No Degree	20.5%	20.0%	22.2%	20.8%
Associates Degree	8.5%	9.8%	10.1%	9.5%
Bachelor's Degree	19.6%	18.4%	20.5%	27.9%
Graduate Degree	12.2%	10.6%	10.1%	16.0%
<b>High School or Lower</b>	<b>39.3%</b>	<b>41.2%</b>	<b>37.1%</b>	<b>25.8%</b>
<b>Bachelor's Degree or Higher</b>	<b>31.8%</b>	<b>29.1%</b>	<b>30.6%</b>	<b>43.9%</b>

Sources: Johnson Consulting, Esri ArcGIS BAO

## INCOME AND EMPLOYMENT

The strength of a market's income level and employment opportunities can also be an indicator of its potential ability to support a development such as cultural tourism infrastructure. In general, higher income levels lead to greater amounts of disposable income, which can be spent on non-essential items such as recreation and entertainment. Less wealthy markets will have less disposable income available to spend on tickets, for example, and could therefore provide a lower level of utilization at proposed facilities. Additionally, a healthy and diversified economy provides not only employment and disposable income for a market's residents, but it also helps to insulate a region from economic downturns that could impact facility demand. Markets that have historically relied on one sector, such as real estate, have often had difficulty recovering from market shifts to other sectors, which leads to an overall loss of local income and employment, population, and often per capita income for the Cities, County, State and nation.

### MEDIAN HOUSEHOLD INCOME

In 2018, the median household income in St. Johns County is \$72,503 per annum, which is substantially higher than Florida (\$52,098), and the U.S. (\$58,100). Between 2018 and 2023, the median household income in the County is expected to increase at an average annual rate (CAGR) of 2.7 percent, which is higher than Florida and the United States, which both sit at 2.5 percent. The fact that St. Johns County has a very high median household income that is expected to increase at a higher rate moving forward is a very positive sign when considering augmenting the cultural tourism industry in the area. Figure 3 – 10 provides a complete breakdown of Median Household Income, with darker colors emphasizing higher incomes and growth rates.

**Figure 3 - 10**

St. Johns County, FL Median Household Income (2018-2023)			
	2018	2023	CAGR* 2018-2023
United States	\$58,100	\$65,727	2.5%
Florida	\$52,098	\$59,013	2.5%
<b>Jacksonville MSA</b>	<b>\$56,587</b>	<b>\$64,944</b>	<b>2.8%</b>
<b>St. Johns County, FL</b>	<b>\$72,503</b>	<b>\$82,776</b>	<b>2.7%</b>
<b>St. Augustine City, FL</b>	<b>\$43,517</b>	<b>\$52,146</b>	<b>3.7%</b>
<b>30-Minute Drive Time</b>	<b>\$56,043</b>	<b>\$65,058</b>	<b>3.0%</b>
<b>60-Minute Drive Time</b>	<b>\$55,567</b>	<b>\$63,489</b>	<b>2.7%</b>
<b>90-Minute Drive Time</b>	<b>\$52,992</b>	<b>\$60,035</b>	<b>2.5%</b>

\*Compounded Annual Growth Rate

Sources: Esri ArcGIS BAO, Johnson Consulting

## UNEMPLOYMENT

Since 2007, unemployment in St. Johns County has been approximately 1-1.5 percent below the National average, which is an indicator of a robust and resilient economy. St. Johns County's unemployment rate has also been steadily declining since 2010, when it reached a peak of 8.7 percent. Most recently, St. Johns County has an unemployment rate of just 3.3 percent, which is lower than both Florida (4.3 percent) and the United States (4.4 percent). Figure 3 - 11 shows unemployment rates for the past decade in St. Johns County, relative to the state of Florida and the United States as a whole, with darker colors emphasizing higher unemployment rates.

**Figure 3 - 11**

St. Johns County, FL Unemployment Rate* (2007-2017)			
Year	United States	Florida	St. Johns County
2007	4.6%	4.3%	3.3%
2008	5.8%	4.8%	5.2%
2009	9.3%	7.6%	8.4%
2010	9.6%	8.1%	8.7%
2011	8.9%	7.8%	7.7%
2012	8.1%	6.7%	6.5%
2013	7.4%	6.3%	5.4%
2014	6.2%	5.1%	4.7%
2015	5.3%	4.4%	4.0%
2016	4.9%	4.6%	3.8%
2017	4.4%	4.3%	3.3%

*\*Average Annual Rate (seasonally unadjusted).*

*Sources: US Bureau of Labor Statistics, Johnson Consulting*

## EMPLOYMENT DISTRIBUTION

The robust economy in the St. Johns County area is bolstered by a healthy mix of industry. Employees in St. Johns County were most heavily concentrated in the industries of Accommodation and Food Services (15.6 percent), Health Services (15.0 percent), Retail (13.8 percent), Public Administration (8.4 percent), and Education (7.5 percent). As expected, the number of businesses was highest for those in the Retail category, followed by Other Services and Professional, Scientific, and Technical entities. The developments near Nocatee on the north edge of the county have several industrial and business park areas, and as they build out, they will help diversify the economy. Figure 3 – 12 summarizes the labor distribution in St Johns County, with darker colors denoting higher proportionality.

**Figure 3 - 12**

St. Johns County, FL Labor Summary (2018)				
Sector	Employees		Businesses	
	#	%	#	%
Accommodation and Food Services	12,274	15.6%	702	8.7%
Health Services	11,790	15.0%	676	8.4%
Retail	10,832	13.8%	1,223	15.1%
Public Administration	6,624	8.4%	173	2.1%
Education	5,873	7.5%	181	2.2%
Administrative, Waste Management, Remediation	4,364	5.5%	386	4.8%
Other Services	4,324	5.5%	827	10.2%
Construction	4,180	5.3%	670	8.3%
Real Estate	3,568	4.5%	553	6.8%
Arts, Entertainment, and Recreation	3,523	4.5%	259	3.2%
Professional, Scientific, and Technical	3,207	4.1%	749	9.3%
Finance and Insurance	2,156	2.7%	394	4.9%
Wholesale	1,833	2.3%	208	2.6%
Manufacturing	1,798	2.3%	192	2.4%
Information	1,115	1.4%	151	1.9%
Transportation and Warehousing	815	1.0%	144	1.8%
Agriculture	256	0.3%	45	0.6%
Unclassified	95	0.1%	530	6.6%
Utilities	64	0.1%	6	0.1%
Management	20	0.0%	10	0.1%
Mining	0	0.0%	0	0.0%
<b>Total</b>	<b>78,711</b>	<b>100%</b>	<b>8,079</b>	<b>100%</b>

Source: Johnson Consulting, Esri ArcGIS BAO

### CORPORATE PRESENCE

Corporate and business presence can be an important factor in the success of cultural tourism industries because local businesses can attract residents to special events, provide disposable income, and support facilities through donations, advertising, and rentals of event space. The largest employers in St. Johns County are in the Education, Medical, Public Administration, and Manufacturing industries. Employers with over 1,000 employees include St. Johns County School District, Flagler Hospital, St. Johns County itself, and Northrop Grumman. St. Johns County has a moderate concentration of larger employers, but is there little presence of notable headquarters entities. Figure 3 - 13 outlines the largest employers in the County, sorted by number of employees.

**Figure 3 - 13**

St. Johns County, FL Largest Employers		
Employer	Industry	Employees
St. Johns County School District	Education	4,534
Flagler Hospital	Medical	1,900
St. Johns County	Public Administration	1,213
Northrop Grumman	Manufacturing	1,100
PGA Tour, Inc.	Event Management	800
Florida School for the Deaf and Blind	Education	685
Carlisle Interconnect Technologies	Manufacturing	650
St. Johns County Sheriffs Office	Public Safety	609
Ponte Vedra Inn and Club	Resorts	550
Flagler College	Education	514
Sawgrass Marriott	Resorts	450
Ring Power	Heavy Equipment Sales	445
Sapa Extrusion Americas	Manufacturing	364
City of St. Augustine	Public Administration	355
Bayview Healthcare	Medical	285
Vicar's Landing Nursing Home	Medical	223
Casa Monica Hotel	Hospitality	180
Moultrie Creek Nursing	Medical	175
D.R Horton, Inc.	Manufacturing	172
Renaissance Resort at World Golf Village	Resorts	165
Westminster Woods on Julington Creek	Medical	151
Rulon International	Manufacturing	150

Source: St. Johns County, Johnson Consulting

## SPENDING

Understanding how people spend their money is another key component of this analysis. Knowing how much disposable income residents have is important, but it also helps to see how they spend it. One precondition for growth in the cultural tourism industry is willingness among residents and tourists of the region to purchase tickets to events. Tracking how much residents spend on entertainment can help determine if the demand for entertainment tickets exists within the market.

In 2018, St. Johns County residents spent an average of \$81.69 on tickets to theatre shows, operas, and concerts, which is significantly more than the average amounts spent by residents of Florida (\$57.61) and the United States (\$66.20). St. Johns County residents spent an average of \$97.65 on tickets to movies, museums, and parks, again, significantly more than average amounts spent by the residents of Florida (\$71.27) and the United States (\$79.84). These high levels of entertainment spending in the county are positive signs for the success of the cultural tourism scene and the facilities that accommodate it. Figure 3 – 14 details spending on entertainment within St. Johns County, Florida, and the United States, with darker colors indicating higher spending.

**Figure 3 - 14**

St. Johns County, FL Spending Trends (2018)						
	Entertainment & Recreation Cumulative		Tickets to Theatre/Operas/Concerts		Tickets to Movies/Museums/Parks	
	Avg. Per Person	Index*	Avg. Per Person	Index*	Avg. Per Person	Index*
United States	\$3,221	100	\$66.20	100	\$79.84	100
Florida	\$2,926	91	\$57.61	87	\$71.27	89
<b>St. Johns County, FL</b>	<b>\$3,998</b>	<b>124</b>	<b>\$81.69</b>	<b>123</b>	<b>\$97.65</b>	<b>122</b>
30-Minute Drive Time	\$3,198	99	\$61.67	93	\$74.71	94
60-Minute Drive Time	\$3,091	96	\$61.56	93	\$75.90	95
90-Minute Drive Time	\$2,898	90	\$55.39	84	\$68.80	86

\* U.S. Average = 100

Sources: Johnson Consulting, Esri ArcGIS BAO

There are two facets that deserve comment. First, SJC has a strong visitor volume, which contribute to this higher spending per capita. Secondly, if more entertainment options were available in the County, more spending would be induced from both the tourism and resident base.

## LODGING

St. Johns County has a large hotel inventory for its size, approximately 6,800 rooms. The largest hotel in the area is the Sawgrass Marriott Golf Resort & Spa, with 508 rooms. Also, Jacksonville is approximately 30-minutes away and has an even larger supply of rooms.

Figure 3 – 15 lists the total lodging inventory by type and shows the properties with at least 100 rooms. The lodging inventory is critical to support visitors of St. Johns County as well as others who might come to the area as patrons of cultural tourism.

**Figure 3 - 15**

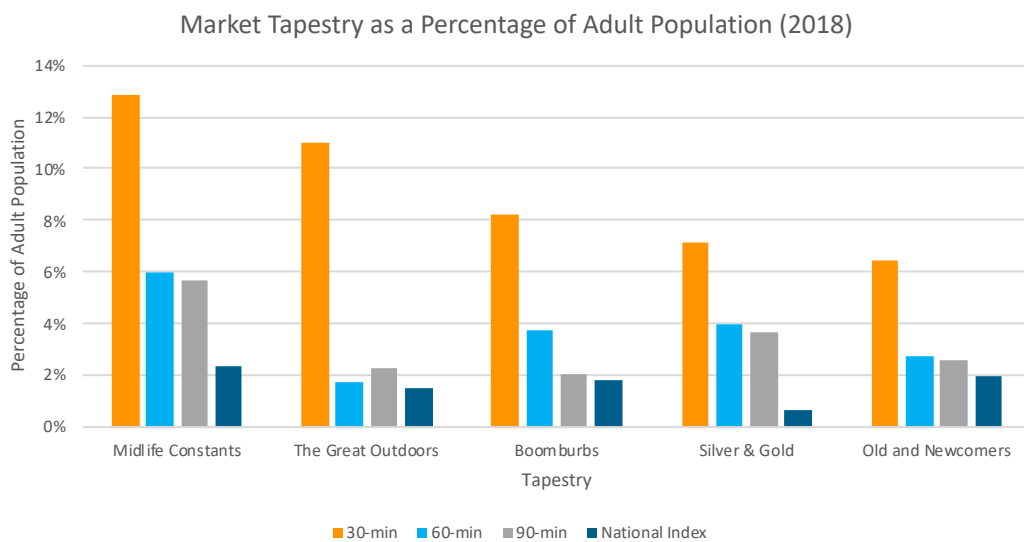
<b>St. Johns County Lodging Inventory</b>	
	<b># of Rooms</b>
<b>Hotels and Motels</b>	
Courtyard St. Augustine Beach	206
Embassy Suites By Hilton St. Augustine	175
St. Augustine Hotel & Suites at World Golf Village	162
Comfort Suites at World Golf Village	162
Holiday Isle	152
Ramada Limited St. Augustine	141
Howard Johnson St. Augustine I-95	141
Hilton Garden Inn Ponte Vedra	127
Southern Oaks Inn	124
Holiday Inn St Augustine	121
Days Inn St. Augustine West	119
Days Inn St. Augustine	119
Best Western I-95	112
Best Western St. Augustine	108
Smart Stay Inn	102
DoubleTree by Hilton St. Augustine	100
Knights Inn St. Augustine I-95	100
Hampton Inn St. Augustine Beach	100
<i>Less than 100 rooms</i>	2,129
<b>Total</b>	<b>4,500</b>
<b>Resorts</b>	
Sawgrass Marriott Golf Resort & Spa	508
Hammock Beach Resort	325
World Golf Village Renaissance St. Augustine	301
Ponte Vedra Inn & Club	250
Grande Villas at World Golf Village	214
Guy Harvey Outpost Resort St. Augustine Beach	153
Casa Monica Resort and Spa	138
<i>Less than 100 rooms</i>	76
<b>Total</b>	<b>1,965</b>
<b>Bed &amp; Breakfast Inns</b>	
<i>Less than 100 rooms</i>	332
<b>Total</b>	<b>332</b>
<b>Total</b>	<b>6,797</b>

Source: Johnson Consulting, Florida's Historic Coast

## MARKET TAPESTRY

The demographic analysis, presented in Figure 3 – 16, expands upon the statistics featured earlier in this report by providing an accurate overview of what types of consumers reside in these areas. By using Tapestry segments, which classify certain consumers based on various demographic and socioeconomic factors, one can better understand what type of consumer would be engaging in the cultural arts and tourism industry. When examining the 30, 60, and 90-minute drive time radii from St. Johns County, the following tapestry categories are most prevalent:

**Figure 3 - 16**



**MIDLIFE CONSTANTS:** Median Age 47.0, Median Household Income \$53,200, Average Household Size 2.31. These consumers are seniors who are at or approaching retirement, with below average labor force participation and above average net worth. They are generous, but not spendthrifts.

**THE GREAT OUTDOORS:** Median Age 47.4, Median Household Income \$56,400, Average Household Size 2.44. These consumers are educated empty nesters living active but modest lifestyles.

**BOOMBURBS:** Median Age 34.0, Median Household Income \$113,400, Average Household Size 3.25. These consumers are young professionals with families that have opted to trade up to the newest housing in the suburbs. They represent a well a well-educated, affluent market segment.

**SILVER & GOLD:** Median Age 63.2, Median Household Income \$72,100, Average Household Size 2.03. These consumers are the most affluent senior market, which has provided them the ability to retire to sunnier climates. They have the free time, stamina, and resources to enjoy the good life.

**OLD AND NEWCOMERS:** Median Age 39.4, Median Household Income \$44,900, Average Household Size 2.12. This market is characterized by a singles' lifestyle on a budget. The focus is more on convenience than consumerism.

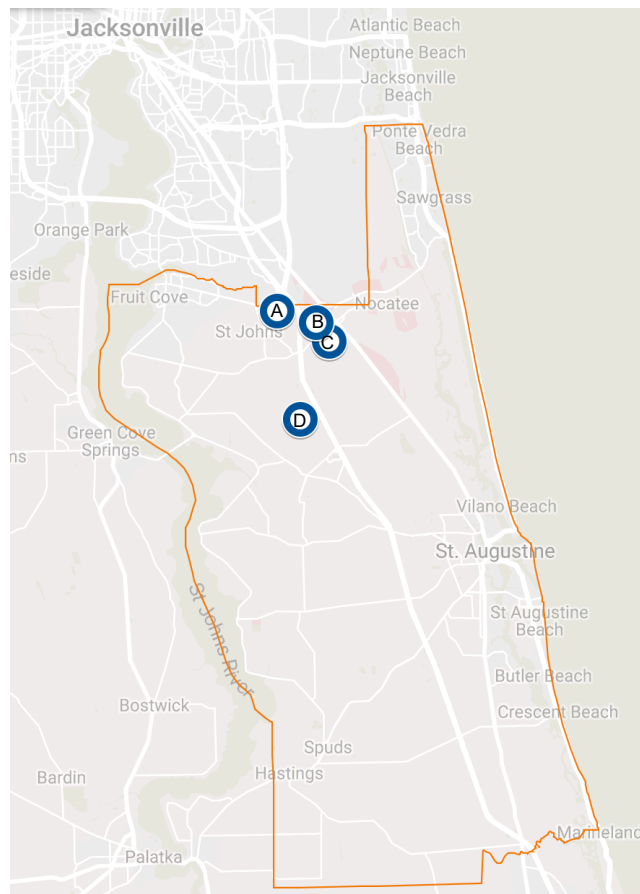
The prevalence of these market attractive tapestry segments in St. Johns County and the surrounding areas is not a surprise, given the previous demographic analyses. The purpose of examining these tapestry segments is to keep them in mind when planning for the local cultural tourism industry, whether it be determining which facilities to provide, which activities to gear toward, or which marketing strategies to pursue. As was previously mentioned, bigger shows and more well-known artists will pull from greater catchment areas, so these tapestries will be less important. However, these segments should be carefully considered when planning for smaller events and programming that will pull almost exclusively from within the 30-minute drive time radius.

## COMMUNITY DEVELOPMENTS

As would be expected in a place that is experiencing growth as rapid as St. Johns County, there are a number of development projects in the works that will provide more residential, commercial, and industrial opportunities, create new public spaces and facilities, and improve the form and function of the built environment overall.

The most dramatic trend is a boom in retail development, which may also include residential, recreational, and light industrial components. Much of this activity is taking the form of planned-unit developments, and is occurring in the northern portion of the County, which is closest to the outskirts of Jacksonville. Figure 3 – 17 presents a map of some of these new developments.

**Figure 3-17**



- **A:** Durbin Park is a 1,700-acre development at the I-95 and Hwy 9B interchange that will feature 2.4 million square feet of retail, 2.8 square feet of office space, 999 multi-family housing units, a 350-room hotel, movie theatre, bowling alley, comedy club, and linear park. Upon completion, Durbin Park will be the largest shopping center in Northeast Florida. Figure 3 – 18 features the Durbin Park development.

**Figure 3-18**

- **B:** The Beachwalk development will include 450,000 square feet of retail space, 700,000 square feet of office space, 1.95 million square feet of industrial/office campus space, water recreation opportunities such as swimming, kayaking, and paddle boarding on the 14-acre man-made lagoon, 3,200+ single and multi-dwelling housing units, and a new elementary school and high school. Figure 3 – 19 shows the Beachwalk development.

**Figure 3-19**

- **C:** The Beacon Lake community will encompass over 1,400 residential units – primarily single-family with a few townhomes – around the 43-acre Beacon Lake. Amenities include an 8,200 square foot lake house and fitness center, water sports and outdoor recreation, beach, community rooms, paths and trails, and event spaces. Figure 3 – 20 illustrates the Beacon Lake community.

**Figure 3-20**

- **D:** SilverLeaf is an 8,000-acre master-planned community which will consist of 10,700 housing units, nearly 1.8 million square feet of mixed use and commercial space, and 3,500 acres of conservation land. It is slated for development in 2019. Figure 3 – 21 shows the SilverLeaf development.

**Figure 3-21**

These are just a sampling of the developments sprawling into St. Johns County as a result of the momentum of the greater Jacksonville area. The amount of new development going on in St. Johns County is not surprising given the aforementioned population growth. The dramatic influx of retail into northern St. Johns County will allow the County to capture many of the shopping, dining, and entertainment activities which previously would have required these residents to cross into Duval County. When considering the expansion of the cultural tourism market in the area, the County should consider where these developments are occurring, who is living in them, and how they can best be tapped into to ensure maximum incorporation into the new, improved, or expanded cultural facilities.

## **TOURISM**

Tourism is crucial to SJC. The County has two major nodes- one related to St. Augustine- the historical center of the County, and the second being Ponte Vedra, which is an upscale southern edge of Jacksonville Beach, but still in SJC. A third node, but smaller in scale is the area surrounding the PGA Hall of Fame, along I-10 in the west part of the County. Identifying the current tourism draws to St. Johns County is important to understand where the County is performing well and what areas of activity have an opportunity for increased tourism demand.

## **BEACHES, PARKS, AND RECREATION**

The 40 miles of coastline that constitute St. Johns County's eastern border are home to some of the best beaches, parks, and recreation in Florida. With ample opportunities to enjoy nature, recreation, and leisure, beaches and parks are a major draw for the County's tourism industry. These white sand beaches and scenic parks provide access to numerous activities, including sunbathing, fishing, horseback riding, biking, beachcombing, picnicking, diving, surfing, swimming, kayaking, boating, and camping. They are also a common host for weddings, festivals, and other special events. Figure 3-22 inventories these assets in St. Johns County.

**Figure 3-22**

St. Johns County, FL Beaches, Parks, and Recreation	
ZipStream Castaway Canopy Zip Line Adventures	St. Augustine Municipal Marina
Mickler's Landing	Nease Beachfront Park
GTM National Estuarine Research Reserve	Davis Park
Anastasia State Park	Bird Island Park
Pope Road Beach	Anastasia Watersports
Crescent Beach	Nocatee Preserve Trail
North Beach Park	SE Intracoastal Waterway Park
Helen Mellon Schmidt Park	South Ponte Vedra Park
Riverdale Park	Washington Oaks Gardens State Park
Kayak St. Augustine	Faver-Dykes State Park
St. Augustine Parasail	Ron Parker Park
Vilano Nature Greenway	Equestrian Adventures of Florida
Canopy Shores Park	Trout Creek Community Center & Park
Alpine Groves Park	Butler Park
Treaty Park	Vaill Point Park

*Source: Florida's Historic Coast*

While beaches and parks are a key component of the overall tourist destination package, they are already a primary draw for Florida's numerous other destinations. It seems that there is limited potential for St. Johns County tourism to further penetrate the demand for prime beaches and parks.

## HISTORIC SITES

There's a reason this area is known as Florida's Historic Coast. St. Augustine, founded by Spanish explorers in 1565, is the oldest continuously inhabited European-established settlement within the continental United States. St. Johns County is home to a wealth of historic attractions, including the Cathedral Basilica of St. Augustine, Ponce de Leon's Fountain of Youth, Lightner Museum, Fort Matanzas, and many more. Historic sites are especially concentrated in and around St. Augustine, with limited inventory throughout the rest of the County. Figure 3-23 inventories the historic sites in St. Johns County.

**Figure 3-23**

St. Johns County, FL Historic Sites	
Castillo de San Marcos	Flagler College
Oldest Wooden School House Historic Museum	Cathedral Basilica of St. Augustine
St. Augustine National Cemetery	Memorial Presbyterian Church
Shrine of Our Lady of La Leche	Tolomato Cemetery
St. Augustine Lighthouse & Maritime Museum	The St. Photios Greek Orthodox National Shrine
Potter's Wax Museum	Villa Zorayda Museum
Colonial Quarter	Ponce de Leon's Fountain of Youth
Lightner Museum	Spanish Military Hospital Museum
Oldest House Museum	Governor's House Cultural Center & Museum
Ripley's Believe It or Not! Museum	St. Augustine Alligator Farm Zoological Park
St. Augustine Old Jail	Lincolville Museum & Cultural Center
Fort Matanzas National Monument	Pena-Peck House
Fort Mose Historic State Park	Ximenez-Fatio House Museum

*Source: Florida's Historic Coast*



History is a key component of tourism strategy that allows destinations to differentiate themselves and present a truly unique tourist experience. History is also difficult to manufacture, and has a limited potential to generate demand that exceeds what already exists in St. Johns County. The historic nature of St. Johns County is a major asset to the tourism industry, and it should continue to be at the forefront of tourism branding and strategy.

GOLF

St. Johns County has carved a prominent niche for itself in the world of golf, with one of the most extensive inventories of golf courses, resorts, and attractions in the world. Home to the World Golf Hall of Fame and World Golf Village, the golf scene is a primary driver of tourism in the County. Figure 3 – 24 inventories the golf courses, resorts, and attractions in St. Johns County.

Figure 3-24

St. Johns County, FL Golf Courses, Resorts, and Attractions	
The King & Bear at World Golf Village	The Ocean Course at Ponte Vedra Inn & Club
Hammock Beach Resort	The Sawgrass Country Club
Renaissance World Golf Village Resort	PGA Tour
THE PLAYERS Championship	Florida's First Coast of Golf, Inc.
Ponte Vedra Inn & Club	The Stadium Course at TPC at Sawgrass
Honours Golf	St. Johns Golf Club
The Slammer & Squire at World Golf Village	Sawgrass Marriott Golf Resort & Spa
TPC Sawgrass	The Lodge & Club at Ponte Vedra Beach
World Golf Village	World Golf Hall of Fame
Source: Florida's Historic Coast	

Golf is a great match for St. Johns County to build a tourist portfolio around given the economic and demographic profile of the County. The golf scene in St. Johns County will continue to be promoted as a major draw for tourism.

SIGHTSEEING & TOURS

A tourism industry as robust as St. Johns County's gives rise to a wide selection of sightseeing and tours operations. Figure 3 – 25 inventories these attractions within St. Johns County.



Figure 3-25

St. Johns County, FL Sightseeing and Tours	
Old Florida Kayak Tours	St. Augustine Biplane Rides
Alaska/Florida Seafood	Schooner Freedom Charters
Medieval Torture Collection	Pirate Melee - Group Trolley Tour
Sea Serpent Tours	Florida Water Tours
Ancient City Tours	Whetstone Chocolates Tasting Tour
Spyglass Travel	Explore Tours and Pickups
Old Town Trolley Tours of St. Augustine	Dark Endeavors Tours
The Ghosts & Gravestones Tour	St. Augustine EcoTours
Red Boat Water Tours	Ripple Effect Eco Tours
St. Augustine Scenic Cruise	Drum Man Charters
Sea Love Charters	

Source: Florida's Historic Coast

The sightseeing and tours segment, although important, tends to be more of a byproduct of other primary tourist draws rather than a significant tourist attraction in and of itself. In the case of St. Johns County, many of the sightseeing and tours operations revolve around existing historic sites, beaches, and nature reserves.

CONFERENCES & CONVENTIONS

Corporations, associations, and other entities that hold conferences and conventions see tourist destinations as appealing places to hold these events to promote attendance and boost morale. The overall attractiveness of St. Johns County as a tourist destination makes it well situated to penetrate this market opportunity. While there are a variety of facilities that offer space for these events, there are two primary facilities that offer sufficient infrastructure for large conferences and conventions, such as exhibition space, ballroom space, meeting rooms, on-site lodging accommodations, and other technologies and amenities. The Sawgrass Marriott Golf Resort & Spa is located in Ponte Vedra Beach and offers 63,731 total square feet of event space, including up to 21 event rooms and a 15,741 square foot ballroom that accommodates up to 1,600. The World Golf Village Renaissance St. Augustine offers 45,161 total square feet of event space, including up to 17 meeting rooms and a 26,400 square foot ballroom that accommodates up to 3,000. These facilities are attractive options for event planners in search of spaces for conferences and conventions and are likely serving this demand. The historic area of St. Augustine itself does not offer any large facilities, but its hotels are very popular for smaller meetings, reunions and special events.

ARTS, CULTURE, & ENTERTAINMENT

The arts, culture, and entertainment scene, like many of the other typical tourist draws, is well developed in St. Johns County. The most important factor in fostering a thriving arts and entertainment scene that can both serve the needs of the local community and serve as a tourist attraction is achieving the appropriate program of facilities in the local market for these activities to occur. Figure 3 – 26 inventories the arts and cultural facilities in the local market. This inventory only focuses on facilities within St. Johns County, as the facilities

in the greater region will be analyzed later on in this section. Facility types that are included are Performing Arts Centers (PACs), auditoriums, theaters, amphitheaters, school facilities, and other facilities that have a stage available on site for rent.

**Figure 3-26**

<b>Local Facility Inventory</b>			
<b>Facility</b>	<b>Location</b>	<b>Capacity</b>	<b>Stage Dimensions</b>
<b>Outdoor Facilities</b>			
<b>St. Augustine Amphitheatre</b>	<b>St. Augustine</b>	<b>4,100</b>	<b>60' by 42'</b>
Washington Oaks Gardens State Park	Palm Coast	1,000	20' by 30'
Colonial Oak Music Park	St. Augustine	200	Not Available
<b>Indoor Facilities</b>			
Renaissance Resort at World Golf Village*	St. Augustine	3,000	20' by 48' or 16' by 56'
<b>Ponte Vedra Concert Hall</b>	<b>Ponte Vedra Beach</b>	<b>450 (900**)</b>	<b>32' by 20'</b>
Riverview Club*	St. Augustine	350	8' by 6' or 16' by 12'
St. Johns County Agricultural Center Auditorium	St. Augustine	310	31' by 12'
Lightner Museum*	St. Augustine	200	12' by 16'
Pioneer Barn at Old Florida Museum*	St. Augustine	200	24' by 12'
Matuzza Main Stage at Limelight Theatre	St. Augustine	127	35' by 24'
Koger-Gamache Studio Theatre at Limelight Theatre	St. Augustine	90	19' 7" by 8'
<b>College/University Facilities</b>			
<b>Lewis Auditorium at Flagler College</b>	<b>St. Augustine</b>	<b>815</b>	<b>34' by 40' 7.5"</b>
First Coast Technical College Maritime Room*	St. Augustine	335	25' by 15'
Lohman Auditorium at Whitney Laboratory	St. Augustine	272	24' by 11.5'
<b>School Facilities</b>			
St. Augustine High School Auditorium	St. Augustine	800	Not Available
Ponte Vedra High School Auditorium	Ponte Vedra	600	Not Available
Music Building at Florida School for Deaf & Blind	St. Augustine	588	40' by 19'
Creekside High School Auditorium	St. Johns	570	24' by 38'
Pedro Menendez High School Auditorium	St. Augustine	525	26' by 40'
Kirk Memorial Auditorium at Florida School for Deaf & Blind	St. Augustine	507	37' by 36'
Nease High School Auditorium	Ponte Vedra Beach	300	42' by 38'
Fullerwood Training Center*	St. Augustine	100	12' by 9'
<b>Total</b>		<b>15,439</b>	

\*Venues not purpose-built for performing arts uses

\*\*Standing room only set up

Sources: St. Johns County, Johnson Consulting

Among the St. Johns County facilities analyzed above, there are 22 facilities with over 15,000 seats in the county, or about 1 seat for every 16 people. The majority of these venues are situated in St. Augustine. There are only three facilities with capacities of 1,000+, the St. Augustine Amphitheatre, Washington Oaks Gardens State Park, and Renaissance Resort at the World Golf Village. It should be noted that two of these facilities are outdoors, and the third is not a purpose-built performing arts facility. Of the facilities, St. Augustine Amphitheatre is the largest by far, and also has the largest stage by a significant margin, which is another crucial feature that concert promoters and event planners will be looking for. This venue has achieved national stature and is one of the top performance venues, as measured by ticket sales in the nation. In summation, the local facilities inventory indicates that the St. Augustine Amphitheatre is well-situated as the premiere venue for these types of events within St. Johns County. However, there is a segment of the event market that would not see

an outdoor amphitheater-type facility as a suitable venue, and that would also require a facility with a higher capacity than the current PVCH, which represents a gap in the Local Facility Inventory. Part of the excess demand resulting from this gap is being accommodated by Lewis Auditorium at Flagler College, but this facility is already heavily utilized, leaving it unable to accommodate all of this excess demand. The Facilities Analysis in Section 5 of this report will expand upon these impressions.

## KEY FINDINGS AND IMPLICATIONS

There is a significant opportunity for additional cultural and performing arts facilities in the St. Johns County market.

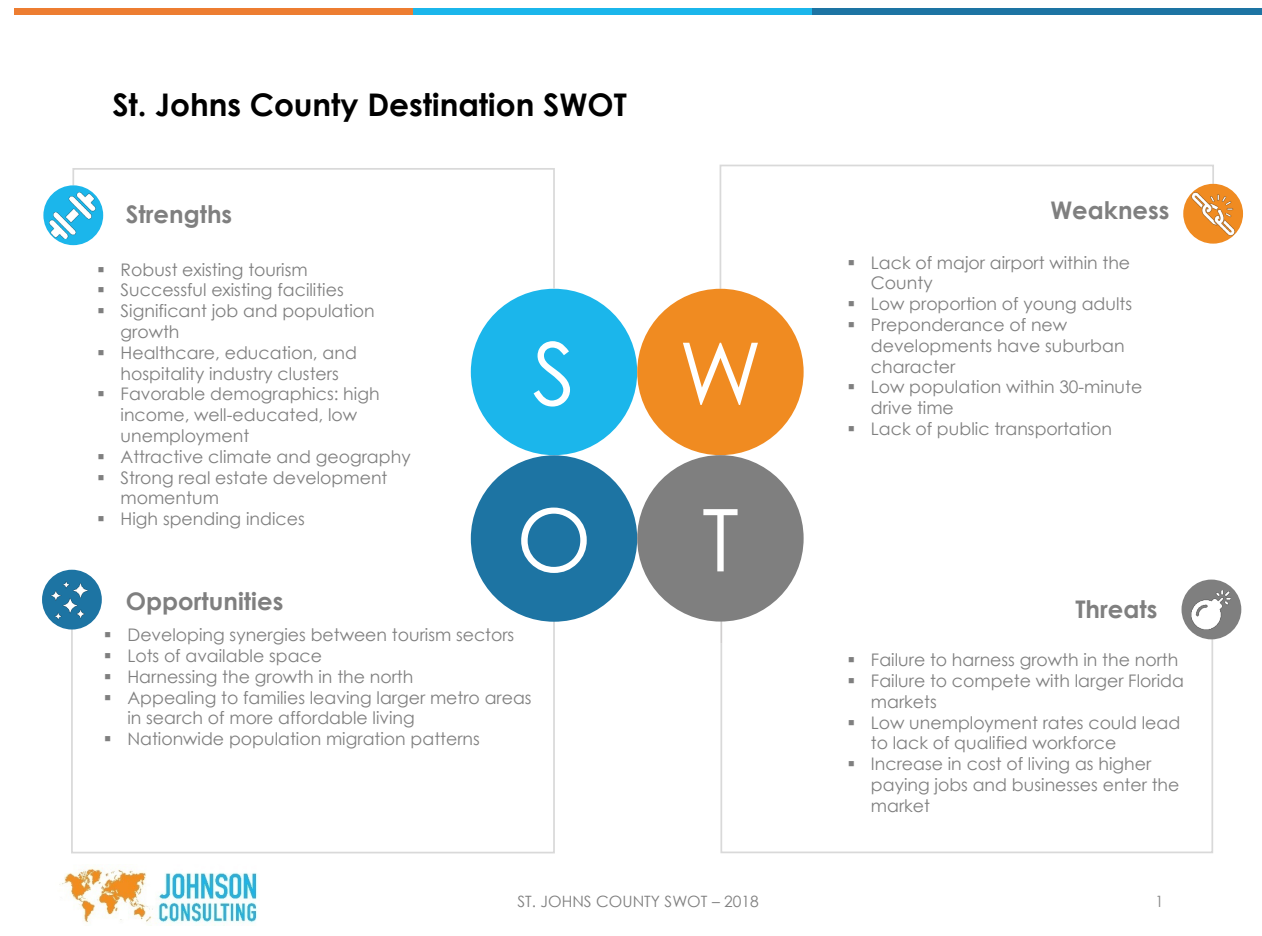
In terms of local resident demand, St. Johns County performs well considering a variety of the indicators that are typically used to gauge the potential for cultural tourism facilities and activities. St. Johns County has a smaller resident population within its political boundaries, but it is demographically well-situated to support year-round arts and cultural programming. Among these favorable demographic characteristics is a well-educated, high-income, rapidly growing population that is older than the national average, which indicates more time and income to spend on cultural arts events and activities. It has a much larger population to draw from that lies within a 60 and 90-minute driving time radius, which will be crucial in supporting larger scale events and festivals. While the rapidly growing northern fringes of the County are closer to the host of facilities that are located in the Jacksonville area, residents in St. Augustine area and the southern portions of the County find themselves scrounging for spaces that are suitable for their needs. The addition of arts, cultural, and entertainment facilities will allow the existing needs to be met and will allow the County to retain the residents who may otherwise travel into Duval County for these activities.

There is also a robust tourism industry that induces additional demand on the cultural and performing arts facilities in the County. Arts and cultural events that are well-known large-scale can serve as primary tourism draws. Tourists who are drawn primarily for other reasons will also participate in smaller-scale arts and cultural programming during their stay. These findings are evidenced by the great success of the existing SAAMP and PVCH, as well as the excess demand that is accommodated by Lewis Auditorium at Flagler College. The majority of tourism is located along the County's eastern beachfronts and around St. Augustine as well, which is ideal for supporting additional arts and cultural facilities in that area.

St. Johns County has an ideal economic and demographic base to support a cultural tourism industry. Efforts to expand this industry would have a positive impact on local businesses and tax revenues and could be an asset to continuing to capitalize on the growth that the County has seen in recent times. It would serve the needs that exist among local residents as well as demand generated by the tourism industry. In summation, this analysis paints a favorable picture for the future of the arts and cultural tourism industry in St. Johns County. This is evident by the success of the existing cultural arts facilities in the area, and it supports the potential for expanded, improved, or additional facilities of this type.

The following SWOT analysis summarizes these key findings and implications by sorting them into strengths, weaknesses, opportunities and threats. Strengths are things that are already going well in St. Johns County, while opportunities are things that could become strengths if taken advantage of. Likewise, weaknesses are things that could present challenges for St. Johns County, while threats could become weaknesses if not given proper attention. Figure 3 – 27 presents this SWOT analysis.

Figure 3 - 27



## **SECTION 4**

### INTERVIEW SUMMARY & INDUSTRY TRENDS

## INTERVIEW AND OBSERVATIONS SUMMARY

On June 19<sup>th</sup> and 20<sup>th</sup>, 2018, Johnson Consulting and DLR Group conducted interviews and focus group meetings with a variety of stakeholders, potential users and key organizations in relation to the development of a strategy plan for increasing cultural tourism in St. Johns County. These interviews and meetings helped understand what cultural activity and infrastructure is currently in place and to identify market opportunities for the increased cultural tourism. Notable individuals, groups and organizations who were interviewed at that time include:

- First Coast Opera
- EMMA Concert Association
- Sawgrass Marriott
- St. John's County Cultural Council
- Flagler College Department of Theatre Arts
- St. Johns County Tourist Development Council
- St. Johns County Chamber of Commerce
- St. Johns County Visitors & Convention Bureau
- St. Augustine Orchestra
- Flagler College Orchestra
- Limelight Theater
- St. Augustine Concert Band
- First Coast Opera
- St. Augustine Amphitheatre
- Ponte Vedra Concert Hall
- City of St. Augustine
- Romanza St. Augustine
- The Dance Company St. Augustine

The organizations and groups listed above represent a broad spectrum of community leaders and representatives of the entertainment, hospitality and tourism sectors that are intimately familiar with the market area and sources of demand and needed infrastructure that may support increased cultural tourism. The participation in the interview process was excellent and it is noted that supplemental interviews with individuals and organizations who we were unable to meet with, or who have been subsequently identified, were conducted as our study progressed. Further it is noted that the opinions expressed are those of the interviewees and may not reflect the opinions of Johnson Consulting and DLR Group.

We have summarized our key observations from the interviews conducted to-date under 2 headings – A. Market Observations and B. Project Recommendations to date. At the conclusion of this section, we have also listed potential models or case studies that may serve as examples of best practice, with regard to development, operation and funding strategies, as well as firms and other organizations we intend to further contact to continue our research. We will work with Client representatives to refine this list for further research and analysis as part of our study process.

## A. MARKET OBSERVATIONS

- The 4,000 seat St. Augustine Amphitheater (SAAMP) currently serves as the anchor entertainment venue for St. Johns County and is one of the most successful live entertainment venues in the world, ranked 4th busiest by Pollstar.
- The St. Augustine Amphitheater management is successfully utilizing all components of the grounds with the addition of a food truck adjacent to the new front patio pre-show area, a weekly farmer's market, multiple VIP decks adjacent to the stage, conveniently oriented back of house spaces for entertainers, and a smaller stage behind the main stage funded by the Friends of the St. Augustine Amphitheatre.
- The 500 to 1,500 seat market is limited in the regional market place. Ponte Vedra Concert Hall (PVCH) (capacity of 450 seated and 900 standing) and the Flagler College Lewis Auditorium (815 seats) partially address this market, but Lewis Auditorium has a primary focus on school uses and PVCH is a converted church facility that is at the very southern end of Ponte Vedra and limited concerning overall performance function.
- Both SAAMP and PVCH are operated by St. Johns County and are both well operated and maintained. Both venues make the best of their opportunities and PVCH has the potential for a balcony extension and the addition of an upstairs bar or lounge area that would further improve its appeal to touring acts and performers with a larger capacity. SAAMP management would also like to develop a multi-purpose building for workshops, camps, and other community and cultural activities at the PVCH and upgrade the front of the venue to improve its curb appeal.
- SAAMP/St. Johns County is a "B" tier market that operates and competes with "A" tier markets due to how accessible the market is and SAAMP's efforts to create a high-quality artist experience and maintaining an authentic Old Florida and St. Johns County identity. This has made SAAMP/St. Johns County akin to Denver's Red Rocks of the South.
- Demand for entertainment programming is high and draws people from outside of the county. Between PVCH and SAAMP, over 200 concerts are held annually. Since revenue generation and drawing attendees is the mission of these venues, management is not able to focus on as much cultural programming like daytime classes and summer camps at the level of demand that is present.
- There is a need to grow the share of higher-spending tourists, not the overall volume of tourists, since infrastructure is at or close to capacity and there is limited ability to improve it. Cultural tourism focused on arts and entertainment often draws a higher spending demographic with more disposable income, which could be part of the solution to diversify the current tourist mix.
- There are plans by a non-profit group to replace the existing 7,800 square foot Cultural Center at Ponte Vedra Beach with a \$10 million 15,000 square-foot new facility. This project is in flux as it was originally to be co-located with new residential development on the rezoned Oak Bridge Golf Course, but that situation fell through. To date, an alternative site for the cultural center has not been identified.
- Potential of tying the PVCH and PV Cultural Center together could add some density of cultural offerings in PV and serve to cross-promote each other.

- The Limelight Theater in downtown St. Augustine currently has a capacity of about 125 people for its regular stage (Matuza Main Stage) and 90 people for its black box (Koger-Gamache Studio Theatre) and they are considering a future facility expansion or redevelopment.
- St. Johns County promotes the Sing Out Loud festival throughout September, that brings in musical acts for free, both national and local acts at various performance venues throughout the county.
- PVCH draws significantly from Jacksonville Beach due to a lack of entertainment venues there and its relatively close geographic proximity.
- An expanded PVCH could likely increase its capacity to over 1,250 people, which would respond to the market identified need for a facility with a capacity ranging from 1,000 to 1,500 seats.
- Touring acts that play the PVCH can also play at the House of Blues in Orlando since the competitive venue restriction distance is great enough, which allows for higher quality acts traveling from the Orlando/Atlanta area to stop over in St. Johns County.
- Lewis Auditorium at Flagler College is highly utilized by school programming that has capacity needs ranging from 150 to 400 seats, with full capacity needed for the college's four annual productions, and EMMA concert association productions (6 concerts/yearly holiday shows).
- Although Lewis has a proscenium and stage, back stage clearances are minimal and the stage is not purpose-built for performances. It appears there is a need more for a full functional theater rather than a concert hall.
- A 300 to 400 seat black box theater would increase overall capacity of Lewis Auditorium by shifting some smaller events out of the larger theater, potentially freeing up dates for larger productions with ability to attract increased visitors from outside of St. Johns County and/or providing additional activities for visitors.
- Overall, there is more demand for performing arts and artist space than venue supply.
- The Crisp-Ellert Art Museum at Flagler College has hosted some internationally renowned artists and is a draw for visitors to St. Johns County.
- There are limited facilities in the County that have the stage technical requirements for dance productions and this is a big need for the dance community.
- A number of area arts organizations could expand the number of productions and activities if there was additional space.
- The City of St. Augustine hosts 100's of events throughout the city that are primarily managed by outside promoters and Francis Field and the Plaza Gazebo are the main venues used.
- Parking and traffic are a challenge. Two of the primary roads are state-owned, meaning the County can't control how they are managed during peak times.

- The St. Augustine Beach cultural council building has an arts studio and resident dance company. The second story of this building is underutilized and there have been discussions to refinish this space as a rehearsal space. Costs for these improvements are estimated to cost \$1 million.
- The community arts organizations are important but are not draws of outside visitors to the county. These groups are trying to shift the paradigm to have high quality cultural events that will ultimately be more attractive to residents and visitors.
- SUMMARY OF PERCEIVED ARTS NEEDS / DESIRES:
  - A theater, NOT JUST a concert hall, of about 500 seats
  - TRUE performing arts space with wing, fly, pit
  - Proper back stage support (loading, dressing, scene and costume shop)
  - (OR) highly flexible theater space
    - Same back stage support as above
  - Rehearsal Space – Including dance
  - Shared office space to help administer / support multiple arts groups
  - Black Box – 100-200 seat space that could be used for rehearsal, multi-use events
  - Studio space for arts classes, Flagler College Students, local artist; Gallery space
  - Additional downtown parking will likely be a challenge
    - Can City Garage expand?

## B. INTERVIEWEE PROJECT RECOMMENDATIONS AND INSIGHTS

- Recommendation 1 – Ponte Vedra / St. Augustine
  - Cultural facility (perhaps instructional artist led programming) in PV paired with an expanded PV Concert Hall to target 1,000 seats to 1,500 seat capacity. Cultural facility could also have space for visiting artist studios and arts education. Renovations to PVCH to provide egress stair and utilize balcony.
  - In addition to the enhanced PVCH facilities above, consider a new 400-500 seat venue in St. Augustine to the north of historic downtown AND/ OR
  - Could also consider a 300 to 400 seat black box theater in St. Augustine, potentially with Flagler College, but this could also be themed/programmed with the winery/distillery.
- Recommendation 2 – St. Augustine
  - New 500 seat venue in St. Augustine adjacent to historic district.
  - New facility to include rehearsal space and shared office for multiple arts organizations centralized administration.
  - New facility would be true performance space with adequate wing space, fly gallery, orchestra pit, proper back stage support (loading, dressing, scene and costume shop).

- Program could also include 200 (+/-) seat black box / flexible theater space.
- Ideal site location appears to be to the north of historic downtown on San Marco Corridor.
  - Alternative site may be near Winery / Distillery west of historic downtown.
- Recommendation 3 – St. Augustine
  - Same building program as noted in Recommendation 2, sited on Matanzas River very short walking distance from Historic downtown.
  - This would be in lieu of Recommendation 2
  - This site would be a bold move to create a visible addition to the tourist culture of Historic St. Augustine and most directly impact existing tourist thanks to ease of access and adjacency to other popular tourist destinations of the Historic District.
- Other potential opportunity to explore – St. Augustine - Flagler College
  - As noted above in Option 1, opportunity may exist with Flagler to utilize Lewis Auditorium, other future Flagler facilities, land adjacent to Corazon Cinema. This direction is more complicated, but may help address some needs for both St. John's County and Flagler College.

## INDUSTRY TRENDS

### OVERVIEW

Performing Arts Centers have long been at the forefront of entertainment. While larger shows may take place in stadiums or arenas, there are myriad events that thrive in a range of other smaller and purpose-built venues. Some of these events may include: comedy shows, events like TED Talks, concerts, musical plays, dance productions and visual arts productions, among many others. Many people consider some combination of these performing arts to be valuable to their community, and more importantly their overall quality of life. As an industry that supports millions of jobs and generates over \$166 billion of economic activity annually, it is easy to see why so many people support participation and funding for the arts.

While many understand the basics of performances such as comedy shows or concerts, theatrical, recitals, and dance productions prove to be more nuanced when it comes to the technical side of production and technical requirements. To help frame the different types of requirements, this section provides an overview of technical and operating trends for the performing arts industry.

### STAGE TYPES

There are several different stage types as described below, with imagery:

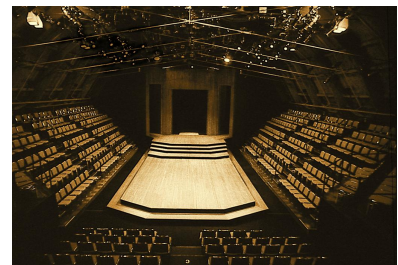
**PROSCENIUM THEATER:** The most typical type of stage in theatrical productions – features a rectangular stage opening made from the proscenium arch and the stage floor. The proscenium arch separates the actors from the audience, and is commonly called “the fourth wall”.



**AREA STAGE THEATER:** Commonly referred to as a Theater in the Round, this is the type of stage one would find at certain concerts and theatrical productions. It can also be used in conjunction with a proscenium, as is seen at the Grammys or the Oscars. It places the stage at the center of a square or circle, surrounded by spectators on all sides. It is generally thought of as less formal than types like the proscenium theater.



**OPEN STAGE THEATER/THRUST STAGE:** This theater type combines features from arena stage and the proscenium theater. It often has seating on three sides or in a semicircle with the stage “thrusting” out into the middle. Usually, the stage is low platform and has a proscenium opening at the back for entry/exit and scene changes. It can also be referred to as a Thrust Stage Theater.



**BLACK BOX:** A rectangular room, painted flat black to prevent glare from overhead lighting. It usually has a complex overhead lighting grid and moveable seats. While total number of seats is usually around 200, their moveable nature allows experimentation with the shape and size of the performance space.



**FOUND SPACE THEATER:** Structures that were originally designed for a different function, but were repurposed into theaters. There are examples of companies converting many different types of buildings into theaters, like urban store fronts and even “Big Box” retail spaces, etc.

#### **OTHER IMPORTANT PERFORMING ARTS TERMS:**

**Fly/Fly Loft** – The system of lines, pulleys, and counterweights / electrical hoists located above the stage that is responsible for dropping in scenery and lifting it back up. It is generally the most challenging and expensive part of the stage to consider. The fly loft, which is the structural tower that accommodates the fly system, should be at least 2.5 times the height of the proscenium to allow a full-length curtain to be raised completely out of audience view without exceeding the travel distance of standard counterweights.

**Green Room** – The waiting room for those involved in the show before they go on stage. If there is a high-profile individual, they will usually get their own room. Bigger groups will also get a green room, but it will be separate from that of the high-profile individual. Sometimes very large performance groups will stage out of a large rehearsal room.

**House** – The area where the audience sits, which is basically the front of the stage and beyond. The term is also used to describe the audience in general.

**Orchestra Pit** – A sunken area directly in front of the stage created for an orchestra in musicals or operas. It is not meant to be seen by the audience.

**Rake** – The angle of the stage floor so that it is not horizontal. A traditional raked stage has an upstage area that is raised higher than the downstage area.

**Set** – The physical scenery used to describe the setting of a particular point in a play. These items will generally be dropped from and lifted back to the fly loft.

**Scene Shop** – an area backstage where scenes and sets are built.

**Trap** – An area below the stage where individuals can be raised on and off the stage from underneath.

**Wings** – The offstage area to the right and left where people get ready to come on and off the stage. This area will have to be bigger if a fly loft is not installed.

## NATIONAL TRENDS

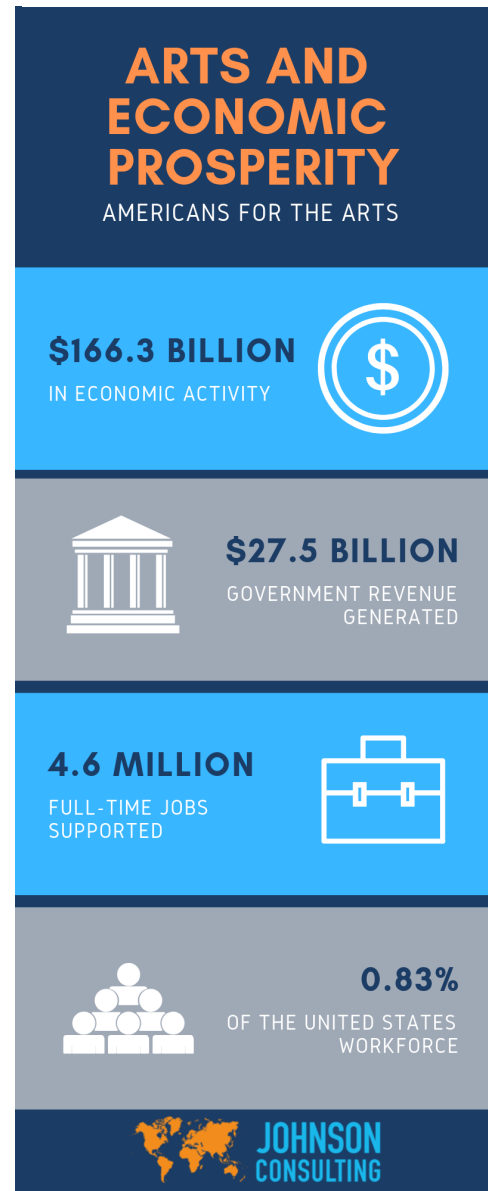
### AMERICANS FOR THE ARTS

Every five years, Americans for the Arts releases a research study named Arts and Economic Prosperity, which details the economic impact of nonprofit arts and cultural organizations and their audiences. Currently, the research publication is on its fifth edition and highlights data primarily from 2015. The study includes data about spending, jobs, revenue, and household income among others, as well as survey results relating to the overall importance of arts and attendance trends. These findings include a wide array of event types ranging from jazz and outdoor performing arts festivals to non-musical plays and ballet.

In 2015, nonprofit arts and cultural organizations and their audiences accounted for a total of \$166.3 billion in economic activity. This figure can be broken down further into two parts – spending by the organizations (\$63.8 billion) and event-related spending by the audiences (\$102.5 billion). As a multibillion-dollar industry, one can imagine the financial impact these nonprofit organizations have on government revenue as well. While audience spending generated \$15.68 billion in government revenue, the organizations added another \$11.86 billion for a total of \$27.5 billion. Compared to the initial budgets most municipalities provide for nonprofit arts and cultural groups, it makes for a substantial return on investment. Figure 4 – 1 highlights these statistics.

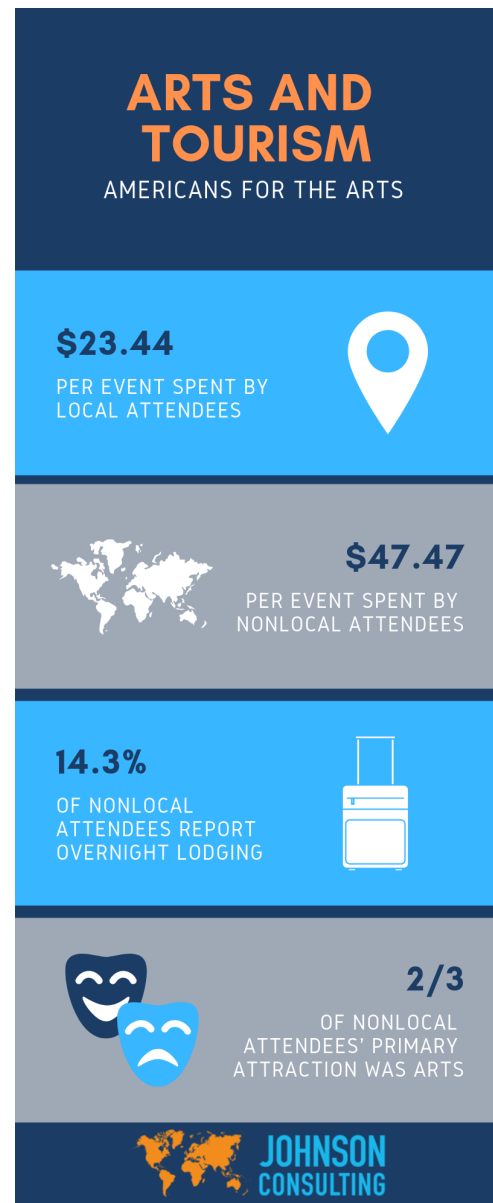
In addition to spending and government revenue, the arts are essential in generating the resources that help a community thrive – jobs and income. 4.6 million total full-time equivalent jobs were supported through these nonprofit organizations, with the organizations and the audiences each accounting for half of those 4.6 million. Furthermore, \$96.07 billion in resident household income was created, with just over half of that figure coming from organizations, and the audiences responsible for the rest. Ultimately, nonprofit arts and cultural organizations are a major economic force not only locally, but nationally too, making up 0.83 percent of the United States Workforce. While this may not seem like a large proportion, consider that police officers (0.48 percent) and firefighters (0.23 percent) combined only make up 0.71 percent.

Figure 4 - 1



One big aspect of nonprofit arts and cultural events is tourism, and the ability of an event to draw attendees locally and from other counties. The reason it is so important to attract visitors from out of town is their propensity to spend more money – and thus generate more revenue for local economy. While the average attendee spends \$31.47 per person per event, this number is weighted because on average only 34 percent of attendees are nonlocal. While local attendance may outnumber that of nonlocals, the opposite is true when it comes to average spending. Local attendees only spend \$23.44 per person per event, compared to \$47.57 for nonlocal attendees. This means that on average, individuals attending from out of town spend more than twice as much as those attending their local event. This surely creates an enormous increase in revenue and economic activity. Of the nonlocal attendees, 14.3 percent reported overnight lodging – another big economic generator for a community. Figure 4 – 2 highlights these statistics.

Looking more specifically at survey responses about attendance, it is worth noting that 41 percent of nonlocal respondents said if that particular arts event did not happen, they would travel to a different arts event. Furthermore, two thirds of those same nonlocal respondents said the primary reason of their visit was to attend an arts event. This should be no surprise in the digital age we live in. Performances and events are marketed in a way that maximizes exposure, and people have shown they are willing to not only travel across the country, but the world, to see their favorite artists.

**Figure 4 - 2**

## LIVE NATION AND THE TALENT INDUSTRY

Somewhat recently, there has been a tremendous consolidation in the entertainment venues field, starting in 2005. Live Nation Entertainment Inc. (Live Nation), one of the world's leading live entertainment and e-commerce companies, controls bookings for approximately 70 percent of the talent available and owns or controls over 200 venues around the country. They promoted 29,576 festivals and concerts, and generated \$10.34 billion in revenue in 2017. This widespread control by Live Nation along with the demand by the gaming industry has led to higher guarantees to the acts, which impacts the cash flow available for operation of venues. This has made it more difficult for the smaller, more regional promoters to succeed in large venues. These factors combined with the reality that there are few artists who are able to draw enough concert goers to fill large facilities (over 10,000 seats) make independent booking of large arenas and amphitheaters harder to compete and succeed.

Based on Live Nation's 2017 annual report, total ticket sales were approximately \$2.14 billion, or 20.7 percent of total revenue, where \$500 million of the tickets were sold through Ticketmaster systems. Live Nation Concerts recorded an increase of 21 percent in total attendance and 12.4 percent growth in number of events. A portion of the increase in ticket sales can be attributed to the heightened demand for events at amphitheaters, where high-end products and services helped increase spending by 9 percent per person in 2017. Specifically, covered seating, platform seating, private lounging areas and food and drink service have all been attractive amenities to fans with a higher tolerance for spending. Costs borne by Live Nation increased, primarily caused by a \$110 million settlement with a former competitor. Because of this settlement, operating income decreased by 53 percent year over year to \$91.4 million. While Live Nation failed to make a profit on concerts, they performed exceptionally well in their advertising and sponsorship division by posting an 18 percent increase. In fact, sponsorship and advertising has become one of their most profitable areas of business. Not only did they have a total of 70 million fans attend worldwide venues in 2016, but they also reported that 17 million of those fans were North Americans attending their amphitheater venues – a trend they expect to continue. The downside of this consolidation and strong performance is that talent prices are at an all-time high. Gaming venues have also been a big factor in talent price increases – they can afford the show, and they know that as long as they can get the attendance, the money will be made elsewhere. The adage that the acts get a majority of the ticket revenue, and the buildings are really in the rent, concession and parking business could not be more accurate – especially for casinos, where gambling produces sizable profits.

Smaller venues of 500 to 5,000 seats are an important component of the entertainment industry. As Live Nation has gained dominance in the thinner market of large venues, the regional or smaller promoter has changed format. In order to adapt and survive, many of the local promoters are turning to smaller venues (500 to 5,000 seats) as baby boomers, Generation X, active adults and other attendee categories are finding entertainment events and facilities more enjoyable at this scale. Many of these promoters, both for profit and not for profit, are returning to subscription-based pricing strategies such as buy one get one free, or a mega ticket that can include parking costs along with access to a multi-day event, all for one price.

As is the case in SJC, many facilities are municipally operated and are provided as a service to residents, as well as a way to attract out of town visitors. Universities and the private sector also build facilities. While many shows at the larger venues can do well, the number of acts available for these large venues limits the product. The number of small venues and acts is on the rise and the product diversification and more intimate atmosphere in a smaller venue have helped this sector of the live entertainment business grow.

## TOP VENUES

Figure 4-3 shows the top theatre venues with a capacity of less than 2,500, while Figure 4-4 shows the top venues with a capacity of 2,500+. These rankings are based on data from Pollstar, a trusted source for performing arts statistics, and includes ticket sales from January 1, 2018 – June 30, 2018.

**Figure 4 - 3**

Top Theatre Venues with a Capacity of Less than 2,500 (Midyear 2018)				
Rank	Venue	Location	Tickets Sold	Capacity
1	Dreyfoos Hall	West Palm Beach, FL	200,074	2,193
2	Reynolds Hall	Las Vegas, NV	150,221	2,050
3	Ryman Auditorium	Nashville, TN	123,333	2,362
4	Olympia Theatre	Dublin, Ireland	114,287	1,240
5	Ruth Eckerd Hall	Clearwater, FL	108,732	2,180
6	Barbara B. Mann Hall	Fort Myers, FL	107,741	1,874
7	Belk Theater	Charlotte, NC	103,687	2,118
8	Mayo Performing Arts Center	Morristown, NJ	103,488	1,302
9	Whitney Hall	Louisville, KY	98,864	2,406
10	Count Basie Center for the Arts	Red Bank, NJ	97,917	1,543

Sources: Pollstar, Johnson Consulting  
Includes Ticket Sales from January 1, 2018 - June 30, 2018  
Non - U.S. venues in gray

**Figure 4 - 4**

Top Theatre Venues with a Capacity of 2,500+ (Midyear 2018)				
Rank	Venue	Location	Tickets Sold	Capacity
1	Auditorio Nacional	Mexico City, Mexico	758,219	10,000
2	Fox Theatre	Atlanta, GA	419,539	4,665
3	Durham Performing Arts Center	Durham, NC	253,361	2,712
4	Smart Financial Centre	Sugar Land, TX	207,375	6,400
5	Zappos Theater at Planet Hollywood	Las Vegas, NV	205,717	7,000
6	Auditorio Telmex	Zapopan, Mexico	203,250	8,712
7	Broward Center Au. Rene Theater	Ft. Lauderdale, FL	198,172	2,658
8	Bill Graham Civic Auditorium	San Francisco, CA	167,681	8,500
9	Chicago Theatre	Chicago, IL	167,166	3,600
10	Radio City Music Hall	New York, NY	154,160	6,015

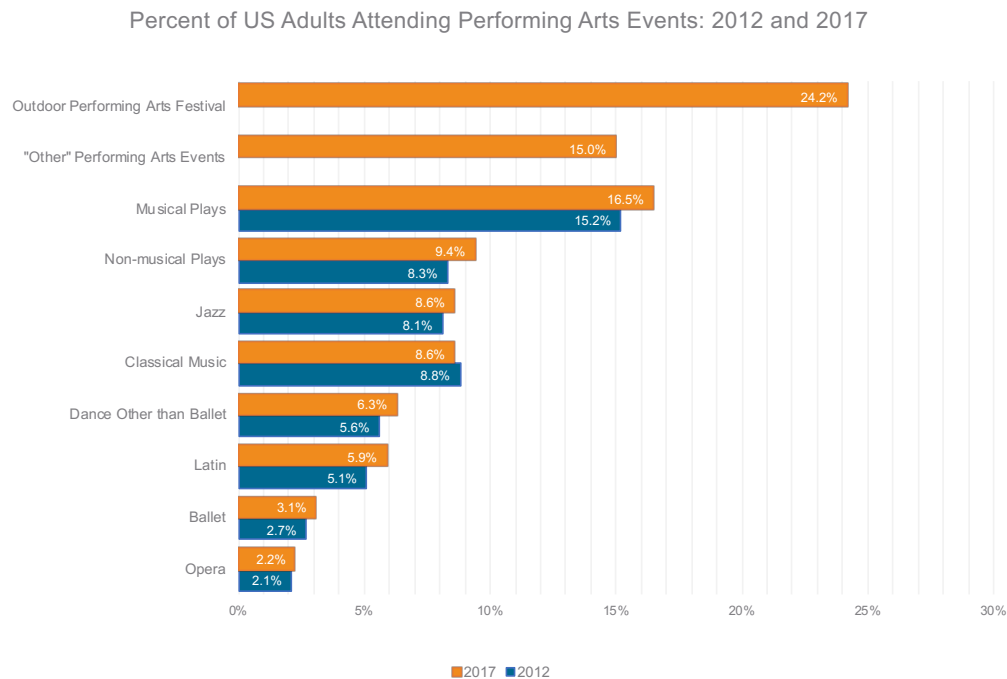
Sources: Pollstar, Johnson Consulting  
Includes Ticket Sales from January 1, 2018 - June 30, 2018  
Non - U.S. venues in gray

While both of these rankings include venues from around the world, the United States is well-represented. Concerning the rankings for theatre venues with a capacity less than 2,500, nine of those venues are located in the United States. Similarly, the 2,500+ capacity rankings include 8 United States theatres.

### SURVEY OF PUBLIC PARTICIPATION IN THE ARTS

Every 5 years the National Endowment for the Arts (NEA) administers its Survey of Public Participation in the Arts (SPPA). The information gained from this survey is some of the most accurate in identifying common characteristics among avid patrons of the arts and what type of events are most popular. If the report is properly used, a community can correctly determine what percentage of residents are active participants or supporters of the performing arts. The report noted that while overall attendance remained relatively stable, there were slight increases in most categories of the performing arts other than classical music, which saw a small decrease of 0.2 percent. The most popular form of performing arts other than outdoor festivals, musical plays (16.5 percent) also saw the largest increase in attendance from 2012-2017 (1.3 percent). The only other type of show with a growth in attendance of more than one percent was the non-musical play (1.1 percent). Additionally, “Other” Performing Arts Festivals and Outdoor Performing Arts Festivals were included on the survey for the first time in 2017, meaning there is no data on these for 2012. Attendance trends by type of event can be seen in Figure 4 – 5.

**Figure 4 - 5**



Source: NEA, Johnson Consulting

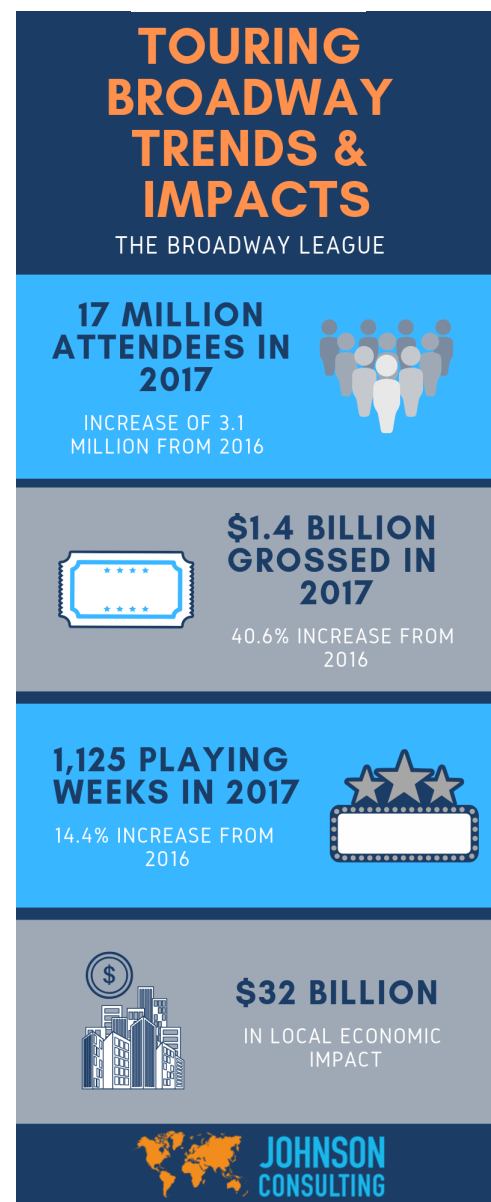
## TOURING BROADWAY TRENDS AND IMPACTS

According to the Broadway League, touring Broadway shows are important to the Broadway industry not only in terms of revenue, but also in terms of exposure to new audiences. Touring companies travel the country, performing for days, weeks or even years in a particular city. Sometimes a second company of a show will open for an unlimited run in other cities.

In general, these tours make up the "Broadway season" of a local theatrical presenting organization, usually consisting of four to six shows, each with multiple performances. Attendee and economic impact highlights, also emphasized in Figure 4 – 6, for Touring Broadway audiences include:

- In 2017, Broadway shows touring across North America drew nearly 17 million attendees, which exhibited an increase of 3.1 million from 2016.
- In 2017, these shows grossed 1.4 billion, a 40.6 percent increase from 2016.
- There were 1,125 playing weeks in 2017, a 14.4 percent increase in output from 2016.
- 71 percent of attendees were female.
- The average age of the Touring Broadway theatergoers was 44 years, in comparison to the previous year (53 years old).
- Nearly 80 percent of Touring Broadway theatergoers were Caucasian.
- 77 percent had completed college and 34 percent had earned a graduate degree.
- On average, Touring Broadway attendees saw 4.4 shows per year.
- Women continued to be more likely than men to make the decision to purchase tickets to the show.
- Personal recommendation was the most influential factor in musical show selection.
- Average annual household income of the theatergoer was \$149,000.
- Broadway shows contributed a cumulative of \$3.2 billion to the metropolitan areas that present the shows.
- On average, Broadway tours visiting cities contributed an economic impact of 3.4 times the gross ticket sales to the local metropolitan area's economy.

**Figure 4 - 6**



## REGIONAL TRENDS

### AMERICANS FOR THE ARTS

Along with national trends, it is also important to consider trends at the state level. The Arts and Prosperity study gives data at the state level as well. The state of Florida has a very healthy industry in nonprofit arts and cultural organizations. Total direct economic activity generated in 2015 was \$4.6 billion – split almost evenly among the organizations and the audiences. Furthermore, nonprofit arts and cultural organizations in Florida contributed to economic activity through 132,366 full-time equivalent jobs supported, \$3.3 billion in household income paid to residents, \$201 million of revenue to local governments, and \$291 million of revenue to the state government.



**\$4.6 BILLION**  
DIRECT ECONOMIC IMPACT



**132,366**  
FULL-TIME JOBS SUPPORTED



**\$201 MILLION**  
LOCAL GOVERNMENT REVENUE

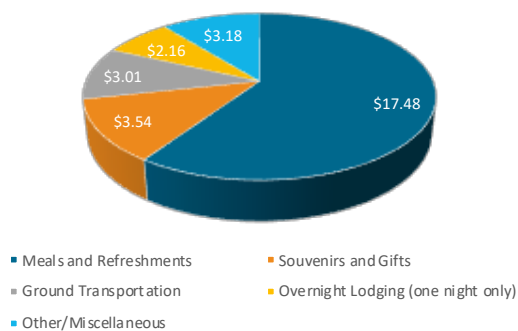


**\$291 MILLION**  
STATE GOVERNMENT REVENUE

Average spending per person per event in 2015 was \$31.47. On average, almost 85 percent of those attending were from Florida. The residents of Florida averaged spending of \$29.37 per event, and nonresidents averaged \$56.80. Unfortunately, these numbers cannot be accurately compared to their national counterparts because of a discrepancy in data collection. At the state level, the term “nonresident” refers to someone who does not live in the state of the event. In the national study, a “nonlocal” attendee is someone that does not live in the county of the event. While this data is still valuable, they must be evaluated separately from one another. Figure 4 – 4 expands on resident and nonresident spending in Florida.

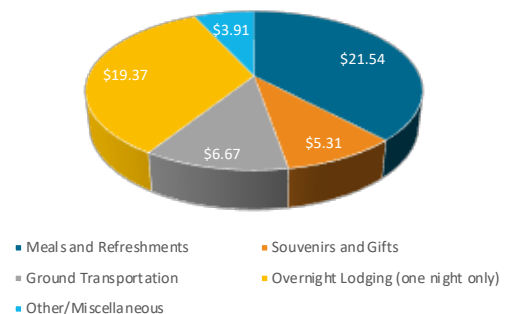
**Figure 4 - 4**

Residents of Florida - 2015 Events Related Spending



Source: *Americans for the Arts, Johnson Consulting*

Nonresidents of Florida - 2015 Event Related Spending



2015 data reflects the most recent available

Concerning Florida public opinion on the arts, it is generally well thought of within the state and has gathered a large amount of support for public funding, academic exposure, and participation for the sake of economic health and overall health of the community. For example, 79 percent of Floridians believe the arts help students academically and 82 percent believe they are good for tourism. Further, 76 percent believe the quality of their local community is improved by the arts. All of these positive outlooks on the arts amount to 73 percent of adults in the state attending an arts or cultural event in the past year. On a state-by-state level, attendance tended to be above average in western and eastern states, and below average in southern states, yet Florida generally has a more diverse population. This would lead most to consider Florida as an exception to this southern state trend. Room Tax legislation in Florida also recognizes the importance of arts and tourism. A portion of room tax spend is permitted for the arts, as per enabling legislation.

## LOCAL TRENDS

### AMERICANS FOR THE ARTS

Compared to the national averages, St. Johns County has a relatively robust nonprofit arts and cultural industry. The creative industries as a whole make up for 4.6 percent of the businesses and 2 percent of the employees. A majority of these businesses are located around the city of St. Augustine, a city of significant historical value. Nationally, the percentage of business from the creative industries is determined to be 4 percent, a decrease of 0.6 percent when compared to St. Johns County. The percentages for the number of employees from the creative industries are 2 percent for both St. Johns County and the United States. Figure 4-5 provides a breakdown of businesses and employees specifically within the performing arts in St. Johns County.

**Figure 4-5**

Business and Employees in St Johns County		
Category	Businesses	Employees
Creative Industries	771	2,052
<b>Performing Arts</b>	<b>113</b>	<b>232</b>
<i>Source: Americans for the Arts, Johnson Consulting</i>		

Additional arts facilities could take advantage of the above average presence of creative and performance-related businesses and employees in the region. While the data may not be extensive, it is sufficient enough to get a basic understanding of the county's attitude towards the arts. This, combined with the increasing rate of participation on a national level and the historical support from the state of Florida, make St. Johns County and the Jacksonville area a strong market for an increasing arts and venue scene.

## **SECTION 5**

### **FACILITY ANALYSIS & CASE STUDIES**



## FACILITIES ANALYSIS

### PERFORMING ARTS CENTERS AND CULTURAL EVENT FACILITIES

In Section 3 of this report, arts, culture, and entertainment were identified as a significant tourism draw for St. Johns County. The Local Facility Inventory presented the St. Augustine Amphitheater and Ponte Vedra Concert Hall as the primary venues for these types of activities, with the excess demand being accommodated by Lewis Auditorium at Flagler College.

As the arts and cultural facilities are further considered, it is important to understand the supply and demand dynamics operating within the St. Johns County regional market area. Considering the geographic size of the St. Johns County region, its rapidly growing population base, and strong economic base, there are a large number of arts and cultural event facilities in the region. Each venue serves a subset of the market place with there being only a few that serve the entire market area and a broader geographic region for the largest events. The information below will establish the entire supply of venues that directly serve residents in the St. Johns County area as well as those that compete directly with the St. Augustine Amphitheatre and the Ponte Vedra Concert Hall.

#### REGIONAL FACILITY INVENTORY

Many event planners looking to book a venue in the region will also be looking at facilities outside of St. Johns County. To accommodate for this consideration, Johnson Consulting compiled a list of facilities within a radius of approximately 100 miles. Figure 5 – 1 summarizes this set of venues in the region, sorted by capacity. The ‘Map Key’ column refers to the map in Figure 5 – 3.

Figure 5 - 1

Regional Facility Inventory				
Map Key	Facility	Location	Distance to St. Johns County	Capacity
<b>Outdoor Facilities</b>				
A	Spec Martin Municipal Stadium	Deland	59	6,000
B	Daily's Place Amphitheater	Jacksonville	36	5,500
<b>C</b>	<b>St. Augustine Amphitheatre</b>	<b>St. Augustine</b>	<b>0</b>	<b>4,060</b>
D	Dr. Phillips Center - Seneff Arts Plaza	Orlando	93	2,000
<b>Indoor Facilities</b>				
E	UNF Arena	Jacksonville	28	5,000
F	Times-Union Center - Moran Theater	Jacksonville	37	2,976
G	Dr. Phillips Center - Walt Disney Theater	Orlando	93	2,711
H	Chapin Theater	Orlando	94	2,643
I	Peabody Auditorium	Daytona Beach	49	2,521
J	Mary McLeod Bethune Performing Arts Center	Daytona Beach	51	2,500
K	Times-Union Center Jacoby Symphony Hall	Jacksonville	37	2,400
L	Bob Carr Theater	Orlando	92	2,360
M	Florida Theatre	Jacksonville	37	1,900
N	The Venue at UCF	Orlando	94	1,800
O	Thrasher-Horne Center	Orange Park	31	1,725
P	Plaza Live Orlando	Orlando	92	1,255
Q	The Beacham	Orlando	93	1,129
R	Sharon L. Morse Performing Arts Center	The Villages	74	1,022
S	Flagler Auditorium	Palm Coast	34	1,000
<b>T</b>	<b>Ponte Vedra Concert Hall</b>	<b>Ponte Vedra Beach</b>	<b>0</b>	<b>900*</b>
<b>U</b>	<b>Lewis Auditorium at Flagler College</b>	<b>St. Augustine</b>	<b>0</b>	<b>815</b>
V	Reilly Arts Center	Ocala	69	810
W	Times-Union Center - Terry Theater	Jacksonville	37	609
*Standing room only set up				
Sources: Relevant Facilities, Pollstar, Johnson Consulting				

As evidenced by the table above, there are a number of facilities within a 100-mile radius that meet these specifications. Given St. Johns County's proximity to both Jacksonville and Orlando, this is not surprising. Among outdoor facilities, St. Augustine Amphitheatre is outsized in terms of capacity by two other venues. The geographic distance, stadium configuration, and lack of permanent stage make Spec Martin a less attractive choice than the SAAMP, but the other amphitheater facility would likely be very competitive. The Ponte Vedra Concert Hall clearly suffers when it comes to overall capacity, especially considering that the capacity in the table reflects a standing room only set up. An expansion of the PVCH has been contemplated by management which could add 400 additional seats and help it to be more competitive with other indoor venues in the region. This could also make the PVCH a suitable alternative to absorb some of the events currently being held at Lewis Auditorium that require higher seating capacities than it can currently accommodate.

### COMPETING REGIONAL FACILITY ANALYSIS

Not all of the facilities that exist in the region will compete directly with the St. Johns County facilities, however. Some facilities from the Regional Facility Inventory were selected based on their likelihood to compete with the St. Johns County facilities, which was evaluated based on geographic location, capacity, stage dimensions, price, and nature and context of the venue. Figure 5 - 2 summarizes this subset of venues in the region, sorted by capacity.

**Figure 5 - 2**

Competing Regional Facility Analysis					
Facility	Location	Distance to St. Johns County	Capacity	Base Corporate Rental Cost	Largest Stage Dimensions
Daily's Place Amphitheater	Jacksonville	36	5,500	-	104' x 40'
<b>St. Augustine Amphitheatre</b>	<b>St. Augustine</b>	<b>0</b>	<b>4,060</b>	<b>\$4,500</b>	<b>60' x 42'</b>
Times-Union Center - Moran Theater	Jacksonville	37	2,976	\$5,000	54' x 48'
Peabody Auditorium	Daytona Beach	49	2,521	\$3,500	47' x 35'
Times-Union Center Jacoby Symphony Hall	Jacksonville	37	2,400	\$3,000	60' x 40'
Florida Theatre	Jacksonville	37	1,900	\$3,500	45' x 60'
Thrasher-Horne Center	Orange Park	31	1,725	\$2,500	57' x 48'
Flagler Auditorium	Palm Coast	34	1,000	-	40' x 28'
<b>Ponte Vedra Concert Hall</b>	<b>Ponte Vedra Beach</b>	<b>0</b>	<b>450 (900**)</b>	<b>\$2,150</b>	<b>32' x 20'</b>
<b>Lewis Auditorium at Flagler College</b>	<b>St. Augustine</b>	<b>0</b>	<b>815</b>	<b>\$650</b>	<b>34' x 41'</b>
Times-Union Center - Terry Theater	Jacksonville	37	609	\$750	34' x 22'

\*Facilities within 100 miles of St. Johns County with capacity between 600 and 8,000  
 \*\*Standing room only set up  
 Sources: Relevant Facilities, Pollstar, Johnson Consulting

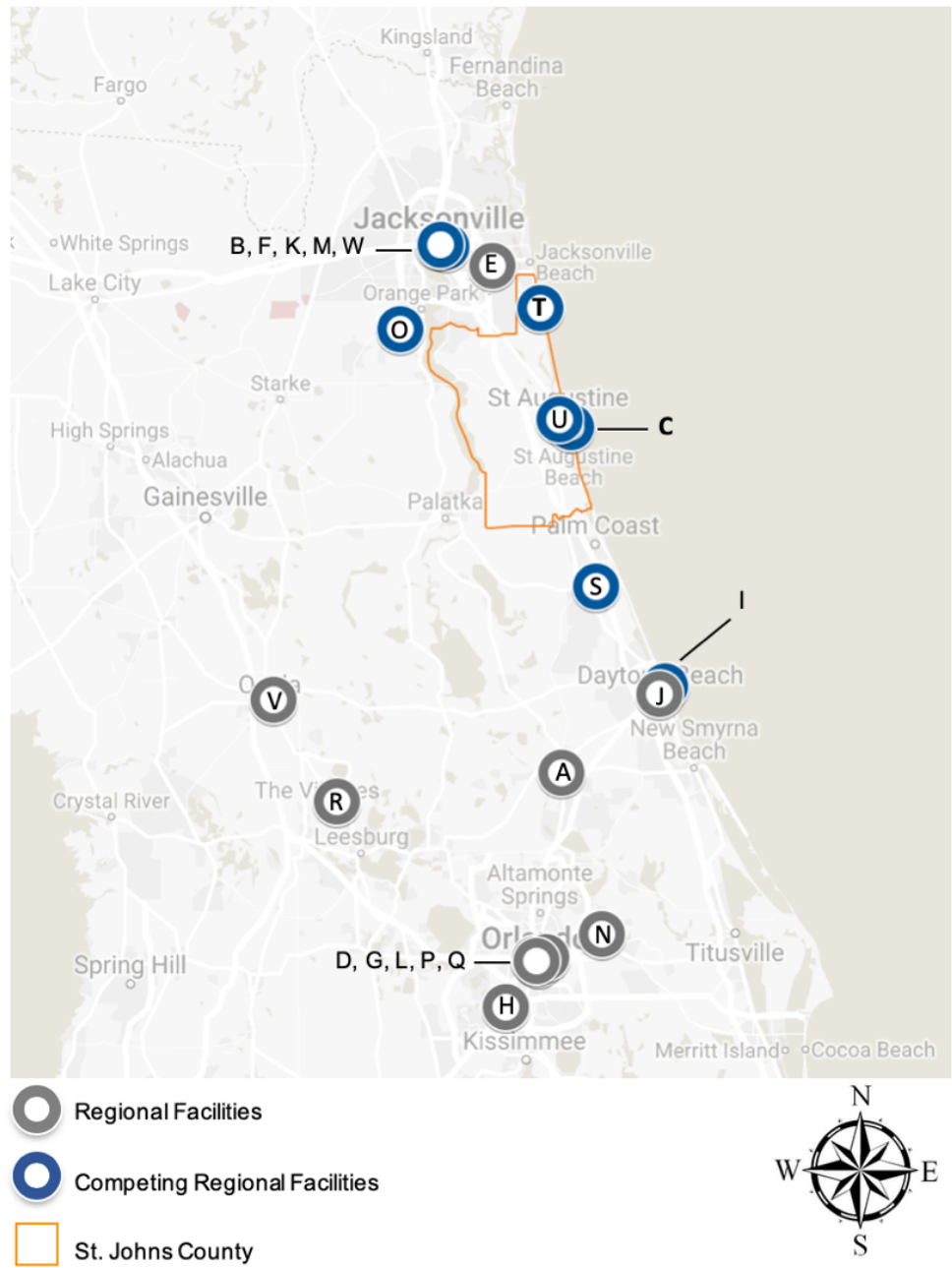
Among the competing regional facilities, the St. Augustine Amphitheatre is one of only two outdoor venues. The Daily's Place Amphitheater has a larger stage, larger seating capacity, and is located closer to the population center of the Jacksonville market, so it may be a more attractive offer for some events. However, it only does formal bookings, not commercial or community rentals, so that is a barrier that may allow the SAAMP some competitive leverage. In addition, there are some target demographics for which the St. Johns County market may be more attractive.

There are a few key players in the larger indoor facility market, but none of which are within St. Johns County. The seating capacity for the Ponte Vedra Concert Hall is a significant hindrance to the venue's ability to attract more shows and events. The indoor venue inventory is lacking most notably within St. Augustine, with many of the events in this market taking place at Lewis Auditorium at Flagler College. This venue is booked very frequently with school activities, its primary purpose, which has led to scheduling conflicts and the possibility of increased rental prices. Moreover, in the limited availability it does have, it is often booked with events that draw 300-500 attendees, or barely half of capacity, which further limits the availability of spaces for larger events. The portion of St. Johns County in and around St. Augustine stands to benefit significantly from the expansion, improvement, or addition of cultural and performing arts facilities.

**REGIONAL FACILITIES MAP**

Figure 5 – 3 illustrates the location of both the regional facilities and the competing regional facilities, relative to St. Johns County. It emphasizes the importance of geographic proximity in relation to market competition and provides context to the data provided in the preceding Inventory and Analysis. See the Inventory in Figure 5 – 1 for the map key.

**Figure 5 - 3**



## ST. JOHNS COUNTY FACILITY PROFILES

Though there are a host of facilities that compete with the St. Augustine Amphitheatre and Ponte Vedra Concert Hall throughout the region, there is only one other facility that operates within both the boundaries of the County and the boundaries of the market which the SAAMP and PVCH occupy: Lewis Auditorium at Flagler College. This facility serves as complementary, rather than competitive, relative to the SAAMP and PVCH. Johnson Consulting has compiled a detailed profile of these three facilities, which provides insight into the current state of these facilities and where there is room to capture additional market demand. Data is for the most recent three-year period, 2016 – YTD 2018, as available. Figure 5 – 4 presents this profile.

**Figure 5 - 4**

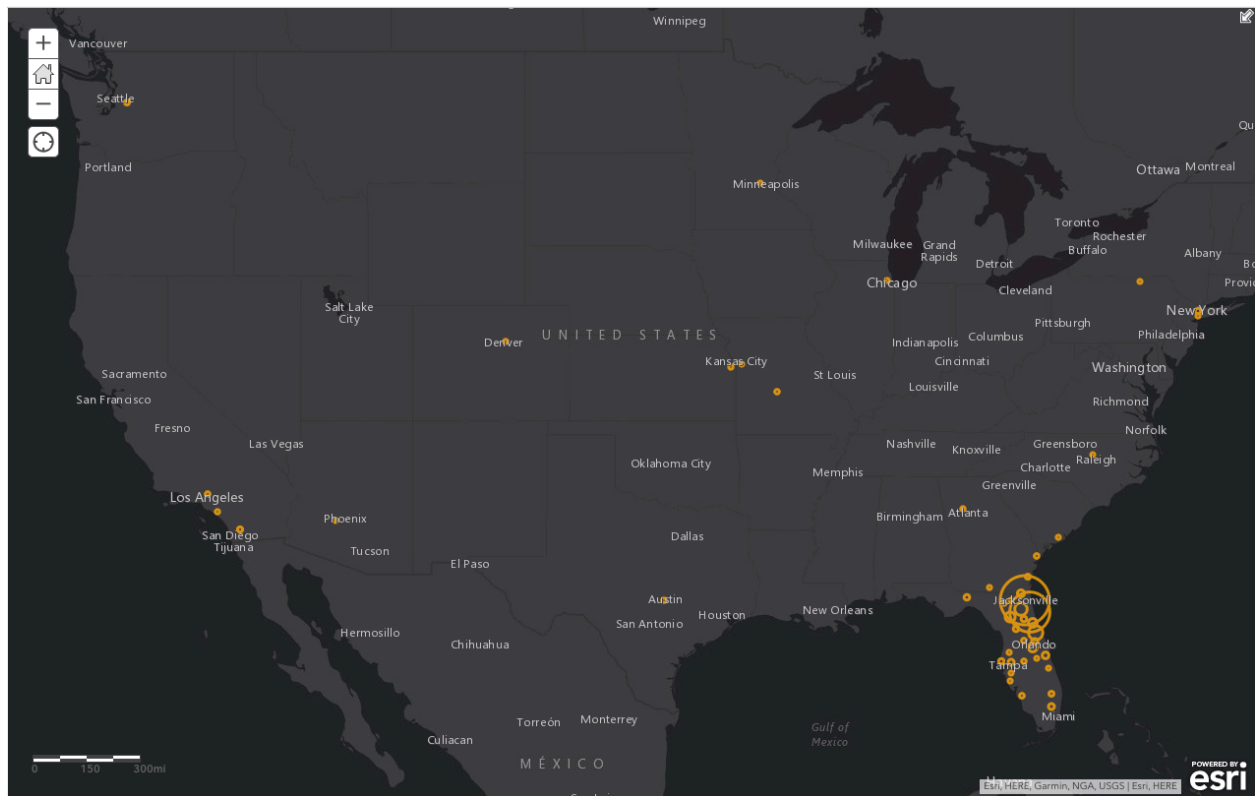
St. Johns County Facility Profiles			
	St. Augustine Amphitheater	Ponte Vedra Concert Hall	Lewis Auditorium
Facility			
Year Built (Renovated)	1965 (2002)	2011	1991
Capacity	4,060	450 (900*)	815
Stage Dimensions	60' x 42'	32' x 20'	34' x 41'
Base Commercial Rental Cost	\$4,500	\$2,150	\$650
Ownership / Management			
Owner	St. Johns County Cultural Events Division		Flagler College
Manager	St. Johns County Cultural Events Division		Flagler College
Demand			
Number of Events			
2016	49	78	71
2017	50	102	57
YTD 2018	51	95**	-
Attendance			
2016	143,097	17,858	34,359
2017	146,528	17,520	32,544
YTD 2018	154,373	14,477***	-
*Standing room only set up			
**Only includes events for which attendance numbers have been provided			
***Some attendance numbers still pending			
Source: Relevant Facilities, Esri BAO, Johnson Consulting			

In addition to the demand and financial data overview, there are additional trends to be shown from the data collected by these facilities. The St. Augustine Amphitheatre and Ponte Vedra Concert Hall collect location data from the ticket sales of certain events that are made by credit card, which can be used to illustrate the degree to which these facilities are being patronized by local residents compared to tourists. Lewis Auditorium does not track location data.

For the SAAMP, location data was available for 150,231 tickets which were sold to 122 unique events. These tickets were sold to attendees in 1,074 counties and provinces throughout the United States and Canada. For PVCH, location data was available for 29,797 tickets which were sold to 132 unique events. These tickets were sold to attendees in 518 counties and provinces throughout the United States and Canada. Combined, this accounts for over 180,028 ticket sales to 254 events throughout 2017.

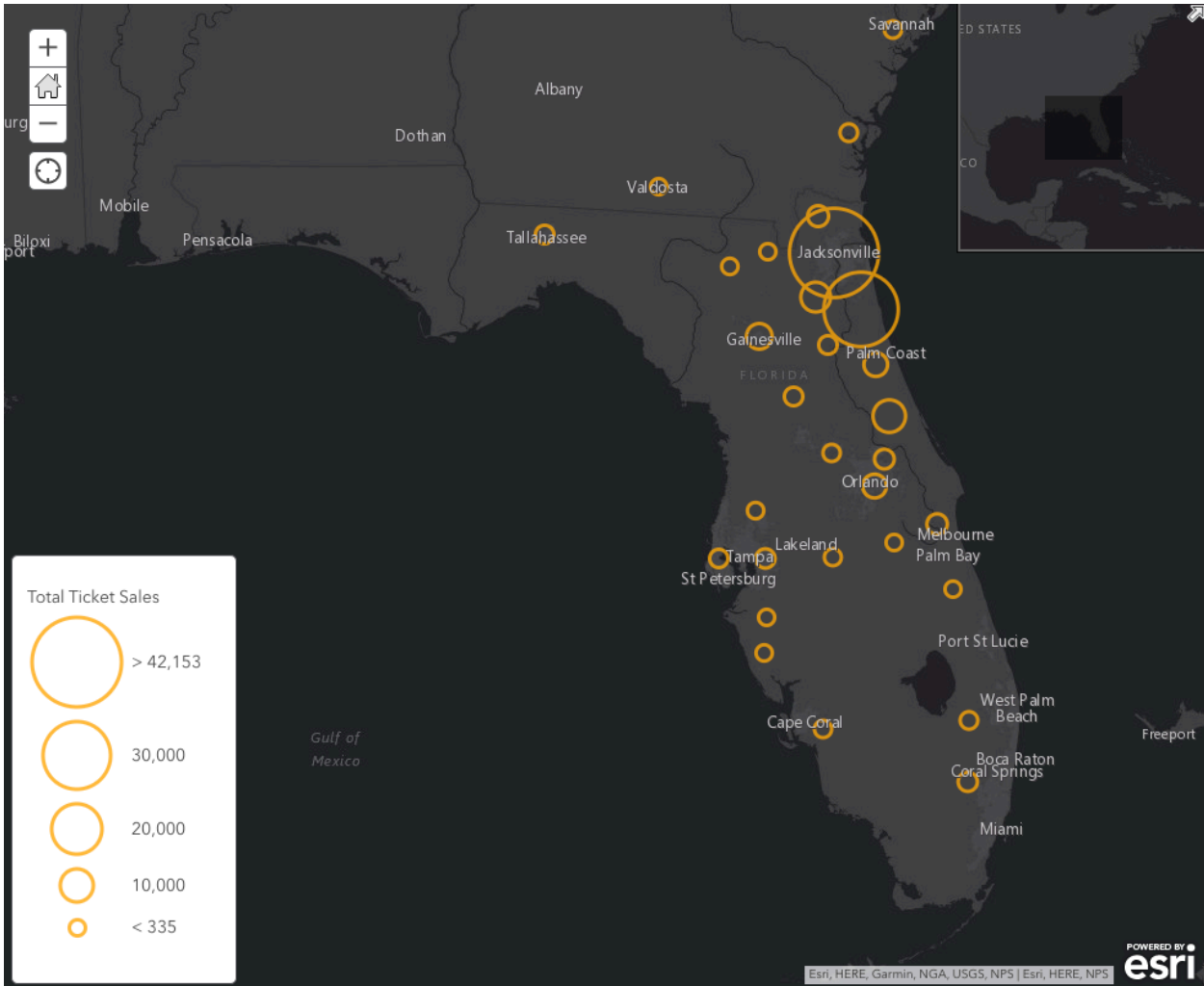
Figure 5 – 5 shows the geographic distribution of ticket sales for the St. Augustine Amphitheatre and Ponte Vedra Concert Hall in 2017. For illustrative purposes, only the top 50 counties are included.

**Figure 5 - 5**



This map shows that while the vast majority of SAAMP and PVCH attendees are from within the state of Florida, the venues also draw significant numbers from counties around the nation. Figure 5 – 6 illustrates the same data but zooms in on the State of Florida and provides a legend that allows for more direct comparison.

Figure 5 - 6



Unsurprisingly, the two largest circles represent Duval and St. Johns Counties. While these two counties have the largest county totals by far, when combined, they still only account for 42.1% of the total ticket sales, meaning that the remaining 57.9% of ticket sales come from other counties. This points to the importance of the SAAMP and the PVCH to the tourism industry in St. Johns County. Figure 5 – 7 shows the top 10 counties for ticket sales at these two facilities.

Figure 5 - 7

SAAMP and PVCH Top 10 Ticket Sales by County (2017)	
County	Ticket Sales
Duval, FL, USA	42,153
Saint Johns, FL, USA	33,692
Volusia, FL, USA	9,776
Clay, FL, USA	8,136
Alachua, FL, USA	5,796
Orange, FL, USA	4,730
Flagler, FL, USA	4,711
Nassau, FL, USA	3,112
Brevard, FL, USA	2,810
Seminole, FL, USA	2,384

*\*Average Annual Rate (seasonally unadjusted).*  
*Sources: US Bureau of Labor Statistics, Johnson Consulting*

## CASE STUDIES

In order to understand the market opportunity for improved, expanded, or additional cultural tourism infrastructure in St. Johns County, this section presents case study profiles of a set of comparable facilities that exist in comparable markets. The key operating characteristics of these facilities are provided in the following profiles, and include:

- Size and character of facility program spaces.
- Recent and/ or planned expansions.
- A demand and financial profile, including the number and types of events and operating revenues and expenses, where available.

Information about event demand and the financial performance of indicated facilities provides insight into the general parameters within which new, improved, or expanded facilities could reasonably expect to operate.

These venues were selected for a variety of reasons that include program of spaces, operating/management style, market similarities, types of programming, or infrastructure characteristics. Figure 5 - 8 summarizes the key attributes of the facilities identified as part of this analysis that include:

- Ruth Eckerd Hall and Capitol Theatre, Clearwater, Florida,
- Arvada Center, Arvada, Colorado, and
- Peace Center, Greenville, South Carolina.



Figure 5 - 8

Key Characteristics of Comparable Facilities and Markets								
	St. Johns County, FL		Clearwater, FL		Arvada, CO		Greenville, SC	
<b>Demographics (2018)</b>								
Demographic Area	Jacksonville, FL MSA		Tampa-St. Petersburg-Clearwater, FL MSA		Denver-Aurora-Lakewood, CO MSA		Greenville-Anderson-Mauldin, SC MSA	
Population	1,523,615		3,098,274		2,928,292		910,412	
Median Age (Years)	38.6		42.8		37.0		39.2	
Median Household Income	\$56,587		\$51,596		\$71,904		\$51,617	
<b>Ownership / Management</b>								
Owner	St. Johns County Cultural Events Division		Ruth Eckerd Hall, Inc.		City of Arvada		Peace Center Foundation	
Manager	St. Johns County Cultural Events Division		Ruth Eckerd Hall, Inc.		Arvada Center		Peace Center Foundation	
<b>Facility Attributes</b>	<b>St. Augustine Amphitheater</b>	<b>Ponte Vedra Concert Hall</b>	<b>Ruth Eckerd Hall</b>	<b>Capitol Theatre</b>	<b>Main Stage Theatre</b>	<b>Black Box Theatre</b>	<b>Peace Concert Hall</b>	<b>Gunter Theatre</b>
Year Built (Renovated)	1965 (2002)	2011	1983 (2019)	1921 (2013)	1976	2006	1990 (2010)	1990 (2010)
Capacity	4,060	450 (900*)	2,180	739	536	226	2,100	400
Base Commercial Rental Cost	\$4,500	\$2,150	\$3,000	\$1,800	N/A	N/A	N/A	N/A
Other Venues & Spaces	815-seat Lewis Auditorium*** Dressing / Green Rooms Offices / Storage Spaces Visual Arts Lobby		250-seat Murray Theatre 10 studio classrooms 3,500 SF Ballroom 6,000 SF Grand Lobby Cabaret Theatre		1,500-seat Amphitheater 6,000 SF of classroom studios 9,300 SF Ballroom 3,000 SF Pre-Function Galleria		1,450-seat Amphitheater Meeting and Event Spaces Rehearsal Rooms Food & Drink Lounge	
<b>Demand (Most Recent Year)</b>								
# Events (per annum)	51		414		264		318	
Total Attendance (per annum)	154,373		285,022		101,399		287,100	
Average Attendance (per event)	3,027		688		384		903	
<b>Revenue &amp; Expenses (Most Recent Year)</b>								
Total Revenues	\$9,993,335	\$1,769,892	\$27,694,422		\$10,939,411		\$21,358,953	
Total Expenses	\$7,488,061	\$1,456,455	\$25,378,343		\$10,980,137		\$19,487,579	
Net Income (Deficit)**	\$2,505,274	\$313,437	\$2,316,079		(\$40,726)		\$1,871,374	

\*Standing room only set up

\*\*Includes non-operating revenue, such as subsidies and contributions

\*\*\*Under different ownership and not reflected in demand and financial data

Source: Relevant Facilities, Esri BAO, Johnson Consulting

The following subsections present a more detailed individual case study for the facilities listed in the table above, as well as the SAAMP and PVCH for comparative purposes.

## ST. AUGUSTINE AMPHITHEATER AND PONTE VEDRA CONCERT HALL

### ST. JOHNS COUNTY, FLORIDA



Figure 5 - 9



Figure 5 - 10

**LOCATION:** The St. Augustine Amphitheatre, shown in Figure 5 – 9, is located approximately 3 miles to the southeast of downtown St. Augustine and 40 miles to the southeast of Jacksonville, in close proximity to the St. Augustine Alligator Farm Zoological Park. It occupies 16-acres of Anastasia State Park and is accessed via Florida State Road A1A, which runs along the entirety of Florida’s east coast.

The Ponte Vedra Concert Hall, shown in Figure 5 – 10, also sits along Florida State Road A1A, albeit a 40-minute driving time north of the SAAMP. This is the very northern portion of St. Johns County, which is the region experiencing the most rapid population growth due to its proximity to the outskirts of Jacksonville.

**OWNERSHIP & MANAGEMENT:** Both the Amphitheatre and the Concert Hall are owned by St. Johns County and managed by the St. Johns County Cultural Events Division. The Division has 22.5 Full-Time Equivalents, up from 13 in FY 2016. The Concert Hall has an associated non-profit known as Friends of Ponte Vedra Concert Hall, which supports the openness, accessibility, and overall success of the PVCH.

**FACILITIES:** The Amphitheatre, constructed in 1965 and heavily refurbished over five years beginning in 2002, comprises a concrete stage (60' by 42') with a roof that covers the stage and part of the seating and a 2,500 SF orchestra pit, along with a conference room, 4 concession stands, 4 dressing rooms, and a merchandise area. There is also a social deck and a small, outdoor rustic stage, behind the main venue. Figure 5 – 4 on the right shows the layout of the Amphitheatre and site. The Amphitheatre has a total capacity for 4,092 spectators, including 3,402 fixed seats, of which 2,427 seats are covered. When not in use by an orchestra, the pit can accommodate 404 seated patrons or 600 standing spectators. Flexible seating areas can be set up with tables, chairs, ground seating or tents, and there are 2,000 SF grass areas to the right and left sides of the seating areas. Figure 5 – 11 shows the SAAMP.



Figure 5 - 11

The Ponte Vedra Concert Hall's first construction phase was completed in Spring of 2011, when the main floor of the Cornerstone Baptist Church was converted into a simple performing arts facility. The PVCH hosts a variety of events with a variety of set ups, and can accommodate an audience of 450 seated attendees, or 900 standing attendees. The planned second phase of construction would add an additional 400 seats to a new upper balcony of the concert hall, as well as a VIP lounge, and possible better use of the second level for arts offices, social space and other uses. The PVCH offers a performance stage, dressing rooms, a visual arts lobby, catering facilities, a bar, convention and meeting space, wedding facilities, and various other rental options. Figure 5 – 12 shows the PVCH.



Figure 5 - 12

**DEMAND SCHEDULE:** In YTD 2018, the SAAMP reports 154,373 attendees at 51 events, while the PVCH reports 95 events that drew 14,477 attendees. Average attendance per event in 2018 was 3,027 at the SAAMP and 152 at the PVCH. It should be noted that the PVCH has 10 additional events scheduled for 2018 for which attendance numbers have not been provided at the time of this report. Figure 5 – 13 shows events and attendance at the SAAMP and the PVCH from 2016 – YTD 2018.

Figure 5 – 13

St. Augustine Amphitheater and Ponte Vedra Concert Hall Historical Events and Attendance			
	2016	2017	2018
<b>St. Augustine Amphitheater</b>			
# of Shows	49	50	51
# of Attendees	143,097	146,528	154,373
Average Attendance	2,920	2,931	3,027
<b>Ponte Vedra Concert Hall</b>			
# of Shows	78	102	95*
# of Attendees	17,858	17,520	14,477**
Average Attendance	229	172	152
Notes:			
St. Augustine Amphitheater capacity: 4,092			
Ponte Vedra Concert Hall capacity: 450 (900 standing)			
*Only includes events for which attendance numbers have been provided			
**Some attendance numbers still pending			
Source: St. Augustine Amphitheater and Ponte Vedra Concert Hall, Johnson Consulting			

**REVENUE AND EXPENSES:** In 2018, the SAAMP reported a net income of \$2,505,274, while the PVCH reported a net income of \$313,437. Figure 5 – 14 provides a breakdown of revenue and expenses for each of these facilities.

Figure 5 - 14

St. Augustine Amphitheater and Ponte Vedra Concert Hall FYE 2018 Revenue and Expenses				
	# of Events	Revenues	Expenses	Income
<b>St. Augustine Amphitheater</b>				
Events	50	\$9,842,911	\$7,481,557	\$2,361,354
Rentals	11	\$150,423	\$6,504	\$143,919
<b>Total</b>	<b>61</b>	<b>\$9,993,335</b>	<b>\$7,488,061</b>	<b>\$2,505,274</b>
<b>Ponte Vedra Concert Hall</b>				
Events	105	\$1,748,339	\$1,456,455	\$291,884
Rentals	14	\$21,553	\$0	\$21,553
<b>Total</b>	<b>119</b>	<b>\$1,769,892</b>	<b>\$1,456,455</b>	<b>\$313,437</b>
<b>Grand Total</b>	<b>180</b>	<b>\$11,763,226</b>	<b>\$8,944,516</b>	<b>\$2,818,710</b>
Source: St. Augustine Amphitheater and Ponte Vedra Concert Hall, Johnson Consulting				

**RENTAL RATES:** The Amphitheatre's base commercial rental rate is \$4,500, while the PVCH rents for \$2,150.

**FUNDING STRATEGIES:** Renovations to the Amphitheatre were funded by a State grant. Ongoing operations are supported by the County's Cultural Events Special Revenue Fund, and comprise direct operating revenues, as well as Tourism Development Tax revenues, in the amount of approximately \$150,000 annually. The Amphitheatre's maintenance and capital improvements are funded by St. Johns County.

Ongoing operations of the Ponte Vedra Concert Hall are also funded by the County's Cultural Events Division. The planned second phase of construction would be financed in part by the Friends of the Ponte Vedra Concert Hall, which is conducting a campaign that is collecting donations from private entities and individuals.

**OBSERVATIONS:** St. Augustine Amphitheatre is a highly successful venue that has continued to grow utilization and attendance since its renovation in 2007. Staff talent is very high. Prior to the investment of State funds to support the renovation, the venue was rarely used for concerts and entertainment events. The SAAMP is appropriately sized to be a premiere venue for the market, being the largest venue within St. Johns County. Management also credits the success of the venue to intentional programming that appeals to local residents, predominantly baby boomers.

The Ponte Vedra Concert Hall is a prime example of adaptive reuse that serves a portion of St. Johns County that would otherwise be lacking in cultural tourism facilities. The potential of the facility is somewhat hindered by its seating capacity of 450, or 900 for a standing room only set up. This is evidenced by the large volume of programming that takes place at Flagler College's Lewis Auditorium. This venue is located in the heart of St. Augustine, offers a seating capacity of 815, and hosted 57 events over 80 event-days with a total attendance of 32,544 in 2017. PVCH would be much more competitive upon the completion of the planned second construction phase, after which the maximum capacity would be around 1,300, including 900 standing room only and 400 seated.

## RUTH ECKERD HALL AND CAPITOL THEATRE

### CLEARWATER, FLORIDA



Figure 5 - 15



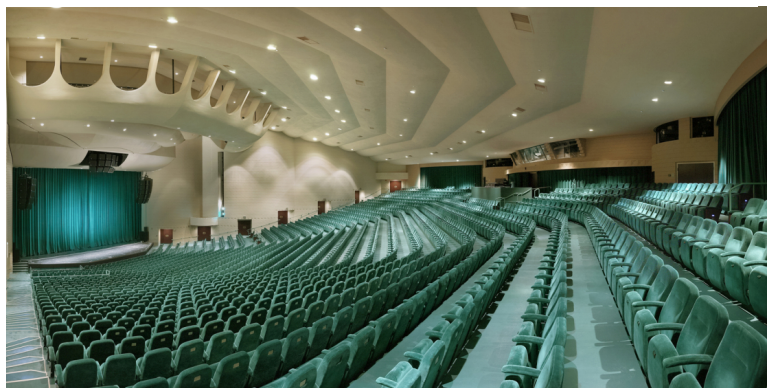
Figure 5 - 16

**LOCATION:** Ruth Eckerd Hall, shown in Figure 5 – 15, is located just off the intersection of S. McMullen Booth Road and Gulf to Bay Blvd., or about a 15-minute drive from downtown Clearwater. Its proximity to Hillsborough and Pasco County, with outstanding road access, allows it to draw visitors from a wide regional catchment as well, but it is not in a downtown setting and has little development around it. The Capitol Theatre, shown in Figure 5 – 16, is situated right in the heart of downtown Clearwater, making it an iconic community feature as well as a functional performing arts space.

**OWNERSHIP & MANAGEMENT:** Ruth Eckerd Hall (REH) is a donor-funded, nonprofit performing arts center and education institute. The City of Clearwater purchased the Capitol Theatre in downtown Clearwater in 2008 and REH was retained to program and operate the venue.

**FACILITIES:** Ruth Eckerd Hall, which opened in 1983 and sits on a 34-acre campus, was designed by the Frank Lloyd Wright Foundation. REH is known for its 2,180-seat auditorium shown in Figure 5 – 17, but also features the 250-seat Murray Theatre banquet facilities, school of the arts, studios, labs, smaller performance venues, and touring acts, known as “Ruth Eckerd Hall on the Road.” In 1992, it became the first performing arts center in Florida to be designated a major cultural institution by the State.

Figure 5 - 17



Originally constructed in 1921, Capitol Theatre is a classic structure, complete with a large mezzanine and furnishings reminiscent of a classic Vaudeville theater. It is one of the oldest operating theatres in the state of Florida. The Theatre faced foreclosure in 2009, after which the City of Clearwater bought the building and developed a partnership with Ruth Eckerd Hall to operate the theatre. The Theatre reopened in December 2013 after a major renovation that involved buying neighboring buildings and undergoing major renovations, with an expanded seating capacity of 750. This facility is pictured in Figure 5 – 18.

**Figure 5 - 18**

**DEMAND SCHEDULE:** Artists from U.S. and around the world, ranging from classical, rock, opera, Broadway, jazz, and pop, among others, comprise REH’s annual line up of more than 1,000 performances which impact over 750,000 patrons. In terms of ticketed events held at these two venues specifically, there were 414 events which drew over 285,000 attendees in fiscal year 2016-2017.

**REVENUE AND EXPENSES:** Ruth Eckerd Hall has a robust fundraising mechanism that has propelled the financial stability of the organization, along with a sizeable operating revenue. Figure 5 – 19 summarizes the revenue and expenses for Ruth Eckerd Hall, Inc. for the 2016-2017 fiscal year.

**Figure 5 - 19**

<b>Ruth Eckerd Hall, Inc. Revenue and Expenses</b>	
<b>Revenue</b>	<b>FY 2017</b>
<b>Operating Revenue</b>	
Programming Events & Rentals	\$21,164,781
Education	\$419,459
Other	\$549,881
<b>Subtotal</b>	<b>\$22,134,121</b>
<b>Non-Operating Revenue</b>	
Fundraising & Special Events	\$5,488,102
<b>Subtotal</b>	<b>\$5,488,102</b>
<b>Total Revenue</b>	<b>\$27,694,422</b>
<b>Expenses</b>	
Programming Events & Rentals	(\$15,224,900)
Fundraising & Special Events	(\$1,121,692)
Education	(\$953,065)
Operations	(\$6,471,905)
General & Administrative	(\$918,483)
Loan Expenses / Other	(\$688,298)
<b>Total Expenses</b>	<b>(\$25,378,343)</b>
<b>Net Income (Deficit)*</b>	<b>\$2,316,079</b>

\*Includes non-operating revenue

Source: Ruth Eckerd Hall, Johnson Consulting

**RENTAL RATES:** Figure 5 – 20 summarizes the daily rental prices for both commercial and community entities for Ruth Eckerd Hall and the Capitol Theatre. Rental pricing varies depending on day, time, and nature of the entity.

Figure 5 - 20

Ruth Eckerd Hall, Inc. Rental Prices	
<b>Ruth Eckerd Hall</b>	
<b>Commercial Rates</b>	
Admission Charge	\$3,000 vs 10%
No Admission Charge	\$3,500 - \$3,700
<b>Community Rates</b>	
Monday - Thursday	\$1,950
Friday - Sunday	\$2,850
<b>Capitol Theatre</b>	
<b>Commercial Rates</b>	
Monday - Thursday	\$1,600 vs 10%
Friday - Sunday	\$1,800 vs 10%
<b>Community Rates</b>	
Monday - Thursday	\$1,100 vs 10%
Friday - Sunday	\$1,200 vs 10%

Sources: Ruth Eckerd Hall, Johnson Consulting

**FUNDING STRATEGIES:** Ruth Eckerd Hall, Inc. generates the vast majority of its revenue via operating revenue and fundraising campaigns. It also receives support from the City of Clearwater and the County via room tax grants, although there is no formal funding structure or agreement between the three entities. For example, the City allocated \$400,000 of its Parks and Recreation budget to the organization in 2017 and allocated \$3 million to the organization's capital campaign in 2018. A \$5 million room tax grant was secured for capital improvements in 2017.

**OBSERVATIONS:** Ruth Eckerd Hall is a prime example of an organization that's relatively successful financially and that has an incredible capacity to create an impact in its community. In regard to facilities, Ruth Eckerd's main venue is smaller than the SAAMP, but is also cheaper and is an indoor venue. The Capitol Theatre's capacity is right between the PVCH's seated and standing capacities and is slightly cheaper to rent than the PVCH. REH also has a host of other venues and supporting spaces that are currently lacking in St. Johns County. Ruth Eckerd Hall, Inc. employs a non-profit ownership model rather than a public ownership model like in St. Johns County, however, it shows that fundraising efforts and effective management can promote financial success. It also has a relationship with the Grammys, and has a technical and arts training program with area high schools and community colleges.

## ARVADA CENTER FOR THE ARTS AND HUMANITIES

### ARVADA, COLORADO

**LOCATION:** The Arvada Center, pictured in Figure 5 – 21, is located along Wadsworth Blvd. in Arvada, Colorado, which is near the I-70/I-76 interchange and about 12 miles northwest of downtown Denver. It is well situated to capture attendees from both the local community and the greater region for events of varying caliber.

**OWNERSHIP & MANAGEMENT:** After 40 years as a department within the City of Arvada government, the Arvada Center transitioned to independent non-profit management in 2016 but the City retained ownership. The aim of this move was to boost fundraising efforts to help close some of the financial deficits faced by the center.

**FACILITIES:** The Arvada Center has a number of venues and supporting spaces, including the 526-seat Main Stage Theatre, 226-seat Black Box Theatre, 1500-person Arvada Amphitheatre, 6,000 square feet of classroom and studio space, a 9,300 square foot ballroom for special events and rentals, and 3,000 square feet of pre-function galleria space that is also available for rental. The Main Stage Theatre is pictured in Figure 5 – 22 and the Black Box Theatre is pictured in Figure 5 – 23.

Figure 5 - 21



Figure 5 - 22



Figure 5 - 23

**DEMAND SCHEDULE:** In fiscal year 2018, the main stage theatre hosted 264 events and drew an attendance of 101,399. During this same period, the Black Box theatre hosted 112 events which drew 20,896 attendees, and the Arvada Amphitheatre hosted 16 events which drew 18,510 attendees. The Arvada Center also has exemplary educational programming, including youth symphony orchestras, a theatre academy, dance program, digital creative arts lab, and various additional camps and training programs. In total, this educational programming involved 753 individual class sessions and enrolled 6,857 students in fiscal year 2018.

**REVENUE AND EXPENSES:** The Arvada Center generates less than half of its total revenue from operating revenues, the remainder of which comes from contributions from the Scientific and Cultural Facilities District, the City of Arvada, and contributions and grants. The Arvada Center's revenues and expenses for 2017 are summarized in Figure 5 - 18.

Figure 5 - 18

Arvada Center Revenue and Expenses	
Revenue	FY 2018
<b>Operating Revenue</b>	
Performance and Program Income	\$4,964,410
Concession Sales	\$148,532
Miscellaneous / Investment	\$83,833
<b>Subtotal</b>	<b>\$5,196,775</b>
<b>Non-Operating Revenue</b>	
Scientific and Cultural Facilities District	\$1,041,645
City of Arvada	\$4,087,084
Contributions and Grants	\$613,907
<b>Subtotal</b>	<b>\$5,742,636</b>
<b>Total Revenue</b>	<b>\$10,939,411</b>
<b>Expenses</b>	
Administration & Marketing	\$2,356,646
Performing Arts	\$5,434,838
Fundraising & Development	\$563,934
Access/Patron Services	\$492,365
Education	\$1,357,221
Exhibitions and Gallery	\$775,133
<b>Total Expenses</b>	<b>\$10,980,137</b>
<b>Net Income (Deficit)*</b>	<b>(\$40,726)</b>

\*Includes non-operating revenue

Source: Arvada Center, Johnson Consulting

**RENTAL RATES:** The Arvada Center rents its ballroom and classroom studios to external users regularly, but its Main Stage Theatre and Black Box Theatre are routinely booked for the Arvada Center's internal programming, leaving little spare time for outside users. Because of this, they do not rent these venues to external users.

**FUNDING STRATEGIES:** The City of Arvada entered into a cooperative agreement with the Arvada Center for the Arts and Humanities upon the facility's conversion from being a department within the City's government to being operated and managed by the new, independent non-profit entity. The City compensates the nonprofit directly for its services. The center also receives funding from the Scientific and Cultural Facilities District, a special regional tax district which draws revenue from a 0.1% sales tax within the multi-county Denver metropolitan area and distributes it to cultural entities throughout the area.

**OBSERVATIONS:** The Arvada Center features a different array of venues compared to St. Johns County. It also serves a different demand model that focuses on education and civic demand, compared to the demand that has been served at the St. Johns County facilities which is primarily commercial. The Arvada Center has a host of supporting spaces that aren't currently available at the St. Johns County facilities, which allows it to capture additional usage. The Arvada Center uses an independent nonprofit operation and management model but is still publicly owned. The St. Johns County facilities generate a higher proportional operating revenue relative to total revenue than the Arvada Center, which indicates more sustainable financial health.

## PEACE CENTER

### GREENVILLE, SOUTH CAROLINA

**LOCATION:** The Peace Center, shown in Figure 5 – 19, is located along the bank of the Reedy River at the intersection of W. Broad and S. Main Streets in downtown Greenville, South Carolina.

**OWNERSHIP & MANAGEMENT:** The Peace Center is owned, managed, and operated by the Peace Center Foundation, a non-profit organization.

Figure 5 - 19



**FACILITIES:** There are multiple venues within the Peace Center, but this report will focus on Peace Center Concert Hall, shown in Figure 5 – 20, and Gunter Theatre, shown in Figure 5 – 21, for comparative purposes.

Peace Concert Hall is the Center's premiere indoor venue. Constructed in 1990 and renovated in 2010, the Concert Hall features a 60-musician orchestra pit, proscenium stage, and can accommodate more than 2,100 in its 3-tier, auditorium-style seating area.

Gunter Theatre is a 400-seat auditorium-style performing arts venue. It offers a more intimate setting for certain acts that may not be appropriate for, or may not require the capacity of the Peace Concert Hall.

TD Stage, which opened in 2012, is the Center's outdoor concert venue. The amphitheater-style facility sits between the Reedy River and the Peace Center's main building. It accommodates 1,400+ within the multi-tiered open lawn seating area. The elevated, covered stage features in-house lighting and audio systems. TD Stage is pictured in Figure 5 – 22.

**DEMAND AND FINANCIAL DATA:** The Peace Center did not provide updated demand data. In 2015, the Peace Center sold 287,100 tickets to a total of 318 events at its facility, which was a record high in the organization's 25-year history.

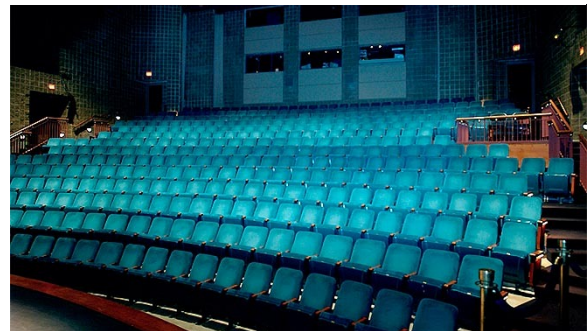
The Peace Center is home to a host of Greenville's performing arts organizations, and has anchor tenants including Carolina Ballet Theatre, Greenville Chorale, Greenville County Youth Orchestras, Greenville Symphony Orchestra, International Ballet, S.C. Governor's School for the Arts and Humanities, and South Carolina Children's Theatre.

Figure 5 – 23 outlines the Peace Center's revenues and expenses for 2016. The organization's operating revenues account for just over 73% of its total revenue. The organization saw a net income of over \$1.8 million in 2016.

**Figure 5 - 20**



**Figure 5 - 21**



**Figure 5 - 22**



**Figure 5 - 23**

<b>Peace Center Revenue and Expenses</b>	
<b>Revenue</b>	<b>2016</b>
<b>Operating Revenue</b>	
Ticket Sales	\$13,970,807
Other Services	\$537,275
Rental	\$1,117,940
Catering	\$471,521
Investments	\$531,234
Miscellaneous	\$112,883
<b>Subtotal</b>	<b>\$16,741,660</b>
<b>Non-Operating Revenue</b>	
Contributions, Gifts, and Grants	\$2,969,237
Sales of Assets and Inventory	\$1,648,056
<b>Subtotal</b>	<b>\$4,617,293</b>
<b>Total Revenue</b>	<b>\$21,358,953</b>
<b>Expenses</b>	
Grants	\$13,173
Salaries, Wages, and Benefits	\$4,617,395
Fees for Services	\$1,305,970
Advertising and Promotion	\$1,465,582
Occupancy	\$592,800
Conferences, Conventions, and Meetings	\$253,869
Concert Contracts	\$7,406,225
Other Expenses	\$1,283,050
Interest	\$69,230
Depreciation	\$2,280,288
Insurance	\$199,997
<b>Total Expenses</b>	<b>\$19,487,579</b>
<b>Net Income (Deficit)*</b>	<b>\$1,871,374</b>

\*Includes non-operating revenue

Source: Peace Center, Johnson Consulting

**FUNDING STRATEGIES:** The Peace Center is funded entirely by operating revenues, a robust philanthropic mechanism, and an aggressive pursuit of grants. Philanthropy is organized into categories, giving donors additional insight into where exactly their donations are going. Examples include the Peacekeepers program, which funds general operating expenses, Community Impact Programs, which fund the Peace Center's educational programs, and the Give to the Seat campaign, which funds the replacement of seats within the Peace Center Concert Hall.

**OBSERVATIONS:** The Peace Center's program of facilities differs from the St. Johns County facilities in that the primary facility is the indoor concert hall, with the smaller theatre and open lawn amphitheater as secondary venues. It serves a mix of demand categories, including both civic and educational demand and commercial demand. Its financial case study, however, is an exemplary model of how strong philanthropy and development can close the gap that is typically seen between operating revenues and expenses in these types of facilities.

## IMPLICATIONS

St. Johns County has a unique array of cultural and performing arts venues that are well suited to serve its residents and its tourists, but the inventory of spaces overall leaves gaps that are limiting the market.

The St. Augustine Amphitheatre is one of the premiere amphitheater venues in the nation, which is reflected in its outstanding record of attracting top talent and large audiences. There is a considerable portion of demand, however, that cannot be accommodated due to the logistical and technical limitations of an outdoor amphitheater-type venue. The Ponte Vedra Concert Hall also serves a key role in serving this market in St. Johns County, but is currently undersized relative to other venues in this section. PVCH would be better suited to maximize its potential if expanded. Lewis Auditorium at Flagler College is also serving as a key space for cultural and performing arts in St. Johns County. This facility is frequently booked, often with programming that doesn't utilize the entire capacity of the facility, and would benefit from an additional supporting space or an additional venue that could alleviate some of its heavy demand. This would allow for the main stage to be freed up for programming that requires full capacity, which would tend to be the programming that has the most potential to draw tourists.

The St. Johns County venues are the only facilities in this analysis that are owned, operated, and managed entirely by a public entity. While there are advantages to public ownership, such as increased oversight and decision-making power, there are also important advantages to other models. Non-profit organizations and private entities can offer cost efficiencies and industry expertise that may not otherwise be realized and should be considered as options for the facilities in St. Johns County.

## **SECTION 6**

### RECOMMENDATIONS & PROJECTIONS



## RECOMMENDATIONS & PROJECTIONS

Based on Johnson Consulting's analysis and judgment, performing arts and cultural venues play a significant role in St. Johns County, Florida and new and enhanced facilities are warranted to help grow and diversify the tourism base of the County. Leveraging the success of the St. Augustine Amphitheater, Ponte Vedra Concert Hall, Lewis Auditorium at Flagler College, the Lightner Museum, and many celebrated arts organizations throughout the County with new and enhanced facilities will help address date availability issues at existing facilities and also allow for new programming to be developed to further attract out of town visitors. Additional art, entertainment, and learning venues are also consistent with the arts colony spirit that exists in the County and a broad regional area will benefit from this project, making St. Johns County even more of a destination than it already is. The site and market opportunity of St. Johns County are solid, attractive, and growing, and the County would be able to support event activities within the County that are currently at or over capacity. The potential for tying the new and expanded venues into the excellent management team at the Cultural Events division of the County should be seriously considered so that a holistic approach can be developed to weave together and manage the mix of programming, entertainment and social events that are needed to make the facilities not only viable, but also as appealing to the regional and visiting target markets. Our market research has validated the viability of St. Johns County's ability to support the proposed St. John County Performing Arts Center (SJCPAC) facilities as outlined in the prior sections of this report.

Typically, Performing Arts facilities will have two categories of demand:

- The first category is ticketed entertainment/ performing arts events, such as plays, musical concerts, dances, shows, other performances, and educational activity.
- The second category is non-entertainment events that will be driven by the community, such as use by local arts groups and schools, graduations, community meetings, social functions, festivals, and a variety of meeting events.

The classic debate regarding arts and entertainment venues is who pays for facilities and who has priority. The two operating models in play nationally are:

- **Civic Venue** – is commercially available on an as-available basis, but local arts groups have a preference for their productions, rehearsals and needs.
- **Commercial Venue** – is managed by an operator who sells subscription series or event tickets and tickets to entertainment events, manages meeting and other event bookings, and basically fills the venue with commercial productions and meeting events, allowing civic use on a space-available basis or during negotiated periods.


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Ultimately, most venues arrive at a hybrid of these two broad models, but usually one format or the other dominates. Given that the goal of this analysis is to support a project or projects that will help to further stimulate tourism in the County, focusing on events that draw the most from outside of the County should be the primary focus. Some area arts organizations do have the programming and capabilities to meet this objective and a collaboration between the County and these organizations should be considered, but a booking policy tied to room nights and economic and fiscal impacts should be the primary metric for control of booking.

Based on the findings in the previous sections of this report, Johnson Consulting and DLR Group partnered to arrive at two development recommendations for arts and cultural facilities in St. Johns County. These recommendations are summarized in Figure 6-1 below.

**Figure 6-1**

St. Johns County Performing Arts & Cultural Facilities Program Recommendation Summary	
	Capacity
<b>Recommendation #1:</b>	
Expanded PVCH	1,300 attendees
<b>Recommendation #2:</b>	
Main Theater	500 seats
Black Box	200 seats
<i>Source: Johnson Consulting</i>	

The following sections detail the main components of each recommendation, structured as follows:

- Program Recommendations
- Site Analysis (Recommendation #2 Only)
- Cost Estimate
- Demand and Operating Projections
- Financial Pro Forma
- Revenue Assumptions
- Expense Assumptions



## RECOMMENDATION #1 – PONTE VEDRA CONCERT HALL

### PROGRAM RECOMMENDATIONS

The existing Ponte Vedra Concert Hall already offers a venue that seats 450 patrons, with standing room capacity for 900.

Recommendation #1 calls for an expansion of the Ponte Vedra Concert Hall, as follows:

- **Concert Hall:** addition of a 400-seat balcony, increasing total capacity to 1,300 and creating opportunities for VIP areas.
- **Expansion:** addition of approximately 14,000 square feet of rehearsal, education, and cultural facilities, such as classrooms, studios, and gallery spaces, to be programmed as follows in Figure 6-2:

**Figure 6-2**

Ponte Vedra Concert Hall Expansion Recommendation*	
	SF
<b>Programmed Spaces</b>	
Public Space	1,500
Public Space Support	490
Performance Spaces	2,400
Administrative Spaces	5,280
Common - Building Services	200
<b>Subtotal</b>	<b>9,870</b>
<b>Non-Programmed Spaces</b>	
Mechanical & Electrical	1,086
Inaccessible Spaces	395
BOH Circulation	1,678
Walls & Structure	790
<b>Subtotal</b>	<b>3,949</b>
<b>Total Gross Square Footage</b>	<b>13,819</b>
*Not including addition of balcony in concert hall	
Source: DLR Group, Johnson Consulting	

### COST ESTIMATE

DLR Group generated a construction cost estimate of \$5,126,478 based on the recommended program for the arts center expansion of the PVCH. This estimate is based on a \$371 cost per square foot for a facility of this type. PVCH also provided a construction cost estimate for the addition of the seating balcony in the amount of \$1,590,000. This cost estimate does not include any of the associated soft costs.



## DEMAND AND OPERATING PROJECTIONS

As has been discussed previously, the expansion of the PVCH would allow the facility to capture additional users, and the event calendar should grow organically once space is provided. It is expected for example, if strong management is maintained and the facility is expanded in size, higher grossing and more popular events will be attracted to the larger facility, which will increase the attractiveness of the venue to residents and out of town visitors alike.

Figure 6-3 shows an estimate of demand for the proposed expanded PVCH based on Recommendation #1. The demand estimate is based upon market research, an examination of comparable facilities, and interviews with local stakeholders, meeting and event planners, show promoters, arts organizations, and a number of other potential facility users.

**Figure 6-3**

Ponte Vedra Concert Hall Expansion Projected Demand											
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>											
1 Main Theater	95	100	103	105	108	110	111	112	113	114	115
2 Subtotal	95	100	103	105	108	110	111	112	113	114	115
<b>Non-Entertainment Events*</b>											
3 Main Theater	14	16	18	20	22	23	24	24	25	25	26
4 Subtotal	14	16	18	20	22	23	24	24	25	25	26
5 Total	109	116	121	125	130	133	135	136	138	139	141
6 Capacity	900	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300

\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.

Source: Johnson Consulting

The table shows that in Year 1, the expanded PVCH has the potential to attract 100 ticketed entertainment events and 16 non-entertainment/ social/ corporate events at the facility. By Year 5, these numbers are expected to increase to 110 and 23 events, respectively.

Examples of ticketed entertainment events are music concerts, stand-up comedy, less-technical plays and musicals, and other arts performances with simple to moderate lighting and stage-setting requirements, which can be produced at concert hall-type venues. Examples of non-entertainment events are those held by corporate, non-profit, and other non-entertainment users. Corporate events include product launches, awards ceremonies, and others that can take place in the PVCH. Seminars, corporate meetings, banquets, community events, and others can also take place in the PVCH.

Figure 6-4 shows the estimated number of total used days for the expanded PVCH, including event days and preparation days (set-up and tear-down).


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**Figure 6-4**

Ponte Vedra Concert Hall Expansion Projected Facility Use Days*											
Use Days	Existing	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>											
1 Main Theater (a)	143	150	155	158	162	165	167	168	170	171	173
2 Subtotal	143	150	155	158	162	165	167	168	170	171	173
<b>Non-Entertainment Events</b>											
3 Main Theater	14	16	18	20	22	23	24	24	25	25	26
4 Subtotal	14	16	18	20	22	23	24	24	25	25	26
5 Total	157	166	173	178	184	188	191	192	195	196	199
<b>Occupancy</b>											
7 Main Theater	43%	45%	47%	49%	50%	52%	52%	53%	53%	54%	54%

Notes:  
 \*Including days for set-up and tear-down.  
 a) Assuming an average of 1 shows and additional 0.5 day for set-up/tear-down per production event.  
 Source: Johnson Consulting

As shown in the table, the expanded PVCH is projected to be used for 166 days in Year 1, growing to 188 days in Year 5 and 199 days in Year 10, reflecting a 54 percent occupancy, which is a notable improvement from the existing PVCH occupancy at 43 percent.

A couple of observations need to be made regarding utilization for public assembly venues:

- A 100 percent utilization of a public assembly venue is not possible to achieve primarily due to required building maintenance and move in and move out periods or days for larger events.
- Industry standards indicate that practical maximum occupancy is around 70 percent.
- Buildings can be utilized more but it stresses both the facility and management of the venue.

Figure 6-5 shows the estimated average attendance by event type for the expanded PVCH. The average attendance below represents ticketed entertainment events being sold to 50 percent of capacity in Year 5.

**Figure 6-5**

Ponte Vedra Concert Hall Expansion Projected Average Attendance											
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>											
1 Main Theater	356	460	508	555	603	650	658	666	674	682	690
<b>Non-Entertainment Events</b>											
2 Main Theater	300	300	323	345	368	390	405	420	435	450	465
<b>Capacity</b>	900	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300

Source: Johnson Consulting



As shown, the PVCH is expected to draw an average of 460 attendees to ticketed entertainment events and 300 to non-entertainment events in Year 1. These figures are projected to grow to 650 and 390 by Year 5, and 690 and 465 by Year 10, respectively.

Figure 6-6 employs these projected average attendance figures to show the estimated total annual attendance by event type for the expanded PVCH.

**Figure 6-6**

Ponte Vedra Concert Hall Expansion Projected Total Attendance											
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>											
1 Main Theater	33,832	46,000	52,324	58,275	65,070	71,500	73,038	74,592	76,162	77,748	79,350
2 Subtotal	33,832	46,000	52,324	58,275	65,070	71,500	73,038	74,592	76,162	77,748	79,350
<b>Non-Entertainment Events</b>											
3 Main Theater	0	4,800	5,814	6,900	8,085	8,970	9,720	10,080	10,875	11,250	12,090
4 Subtotal	0	4,800	5,814	6,900	8,085	8,970	9,720	10,080	10,875	11,250	12,090
5 Total	33,832	50,800	58,138	65,175	73,155	80,470	82,758	84,672	87,037	88,998	91,440
Seating Capacity (# of Seats)	900	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300

Source: Johnson Consulting

Total annual attendance for the expanded PVCH is estimated at approximately 50,800 in Year 1, increasing to 80,470 in Year 5. This is a significant increase over the existing total annual attendance of 33,832 and is attributable to the increased revenue making opportunity of adding in additional capacity of 400 seats to attract more popular events.

## FINANCIAL PRO FORMA

In order to illustrate the potential of the expanded PVCH based on execution of Recommendation #1, Johnson Consulting prepared projections of operational financial performance. The above outlined demand projections, including use days and attendance, were used to produce estimated financial operating projections for the expanded PVCH. Figure 6-7 shows the projected pro-forma of the facility.



Figure 6-7

Ponte Vedra Concert Hall Expansion Projected Operating Revenues and Expenses (\$000)											
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Seating Capacity (# of Seats)	900	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
<b>Revenues</b>											
1 Rents	na	\$398	\$430	\$460	\$496	\$527	\$551	\$573	\$598	\$623	\$650
2 Ticket Fees	na	92	108	124	142	161	169	178	187	197	207
3 Box Office Fees	na	23	27	31	36	40	42	45	47	49	52
4 Gross Food and Beverage Sales	na	1,133	1,329	1,528	1,759	1,992	2,100	2,210	2,328	2,449	2,579
5 Reimbursed Event Labor	na	159	172	184	198	211	220	229	239	249	260
6 Donations/ Memberships/ Grants	na	25	26	27	27	28	29	30	31	32	33
7 Advertising/ Sponsorships	na	75	77	80	82	84	87	90	92	95	98
8 Naming Rights	na	25	26	27	27	28	29	30	31	32	33
<b>9 Total</b>	<b>\$1,770</b>	<b>\$1,929</b>	<b>\$2,195</b>	<b>\$2,458</b>	<b>\$2,768</b>	<b>\$3,072</b>	<b>\$3,227</b>	<b>\$3,384</b>	<b>\$3,554</b>	<b>\$3,725</b>	<b>\$3,911</b>
<b>Expenses</b>											
10 Salaries and Wages	na	\$280	\$288	\$297	\$306	\$315	\$325	\$334	\$344	\$355	\$365
11 Benefits	na	93	96	99	102	105	108	111	115	118	122
12 Food and Beverage Expenses	na	793	931	1,069	1,232	1,394	1,470	1,547	1,630	1,714	1,806
13 Administrative and General	na	78	80	83	85	88	90	93	96	99	102
14 Production-related Wages	na	64	69	74	79	84	88	92	96	100	104
15 Event Expenses	na	199	215	230	248	264	275	287	299	311	325
16 Bldg Operation, Maintenance, Repairs	na	75	80	85	90	95	99	103	108	112	117
17 Marketing	na	150	155	159	164	169	174	179	184	190	196
18 Utilities	na	83	89	94	101	106	110	115	120	124	129
19 Other	na	37	41	45	49	53	56	58	61	64	67
<b>20 Total</b>	<b>\$1,456</b>	<b>\$1,851</b>	<b>\$2,043</b>	<b>\$2,234</b>	<b>\$2,456</b>	<b>\$2,674</b>	<b>\$2,796</b>	<b>\$2,919</b>	<b>\$3,053</b>	<b>\$3,187</b>	<b>\$3,332</b>
<b>21 Net Operating Income (Deficit)</b>	<b>\$313</b>	<b>\$78</b>	<b>\$151</b>	<b>\$224</b>	<b>\$312</b>	<b>\$398</b>	<b>\$431</b>	<b>\$465</b>	<b>\$501</b>	<b>\$539</b>	<b>\$579</b>
22 Reserve for Replacement	na	\$68	\$77	\$86	\$97	\$108	\$113	\$118	\$124	\$130	\$137
<b>23 EBITDA</b>	<b>\$313</b>	<b>\$10</b>	<b>\$74</b>	<b>\$138</b>	<b>\$215</b>	<b>\$291</b>	<b>\$318</b>	<b>\$346</b>	<b>\$377</b>	<b>\$408</b>	<b>\$442</b>

## Notes:

\*Not applicable. Only Ponte Vedra Concert Hall is existing.

Line 6 - Donations/ Memberships may be significantly higher based upon marketing efforts of the facility management and community support for the facility.

Line 16 - Includes insurance, license, equipment leases, etc.

Source: Johnson Consulting

As shown in the table, in Year 1, the expanded PVCH is projected to start off with over \$1.9 million in operating revenues, close to \$1.9 million in expenses, and a \$78,000 net operating income, before reserve for replacement. In Year 5, the expanded PVCH is projected to generate nearly \$3.1 million in operating revenue for nearly \$2.7 million in expenses, leading to a net operating income of \$398,000 before reserve for replacement. After reserve for replacement taken into account, the operation of the expanded PVCH is projected to have an EBITDA of \$10,000 in Year 1, improving to \$291,000 in Year 5. Note that food and beverage is a significant revenue source, which is not typical for performing arts centers. This is because, given the demographics of the area, significant social business is contemplated for this venue.

These figures do not include debt service for the construction cost of the arts center expansion, which would total approximately \$5.13 million, the construction costs of the addition of the seating balcony within the concert hall, which would total approximately \$1.59 million, or the soft costs associated with these expenses.

## REVENUE ASSUMPTIONS

Key revenue assumptions used for the pro-forma are described as follows.



- **Rent** – is a main source of income for the PVCH. For ticketed performance events, rentals are based on flat rates plus a percentage of ticket revenues. For non-entertainment events, only flat rates are charged. The assumptions for a rental scenario are summarized in Figure 6-8. All rental rates are inflated at three percent annually.

Figure 6-8

Ponte Vedra Concert Hall Expansion Ticket and Rental Rate Assumptions			
	Average Ticket Price	Rental Rate	
		Per Used Day	+ Ticket Rev. %
For Ticketed Entertainment Events			
1 Main Theater	\$37.00	\$2,150	3.0%
For Non-Entertainment Events			
2 Main Theater	na	\$1,500	na
Source: Johnson Consulting			

Other key assumptions used for Ticket Fees through Naming Rights on the revenue side of the pro-forma are shown on Figure 6-9 and described on the following bullet points.

Figure 6-9

Ponte Vedra Concert Hall Expansion Other Revenue Assumptions	
Assumptions (Year 1)	
1 Ticket Fees	\$2.00 / ticketed attendees
2 Box Office Fees	\$0.50 / ticketed attendees
Food and Beverage Sales	
Ticketed Entertainment Events	
3 Main Theater	\$24.00 / attendee
Non-Entertainment Events*	
4 Main Theater	\$8.00 / attendee
5 Net-to-Gross Ratio	30.0% of gross
6 Reimbursed Event Labor	40.0% of rents
7 Donations/ Memberships/ Grants	\$25,000 / year
8 Advertising/ Sponsorships	\$75,000 / year
9 Naming Rights	\$25,000 / year

\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.

Source: LiveNation, Johnson Consulting


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- **Ticket Fees** – The PVCH is expected to receive a \$2.00 per ticket fee for all ticketed events at the facility. In Year 1, ticket fee revenue is anticipated at \$92,000, increasing to \$161,000 in Year 5.
- **Box Office Fees** – Similar to the ticket fee, the PVCH will charge \$0.50 per ticket for all events requiring use of the box office. Revenue from the box office fees are projected at \$23,000 in Year 1 and increases to \$40,000 in Year 5.
- **Gross Food and Beverage** – Gross Food and Beverage sales, estimated at \$24 per entertainment attendee and \$8 per non-entertainment attendee, are expected to be \$1,133,000 in Year 1, increasing to \$1,992,000 in Year 5. Net-to-gross ratio is estimated at 30 percent.
- **Building Labor** – Additional labor required for show productions is assumed to amount to 40 percent of rental revenues. In Year 1, building labor is expected to generate \$159,000, increasing to \$211,000 by Year 5.
- **Donations/ Memberships/ Grants** – Donations and memberships are conservatively estimated at \$25,000 in Year 1, increasing by three percent annually to \$28,000 by stabilization in Year 5. This amount has the potential to be significantly higher based upon the marketing efforts of the facility management and also by community reception of and support for the expansion of the PVCH.
- **Advertising/ Sponsorships** - The advertising/sponsorship revenue is estimated at \$75,000 in Year 1, inflated by three percent annually to \$84,000 by Year 5. Depending on strategy, these numbers could be substantially higher.
- **Naming Rights** – Naming rights of the PVCH is expected to generate \$25,000 annually for a period of ten years, added to 3 percent of yearly inflation rate. Depending on strategy, these numbers could be substantially higher.

## EXPENSE ASSUMPTIONS

Johnson Consulting has generated estimated expenditures for the facility, based upon comparable facilities and other knowledge of the industry.

- **Salaries and Wages** – The PVCH is expected to employ a total of 6 full-time equivalent staff and will continue to be operated by the County Cultural Events team, which is why the overall number of jobs required to operate the venue is low since staff is shared by a number of different County facilities. Figure 6-9 displays the number of personnel at the PVCH, including salaries. Total salaries and wages are estimated at \$280,000 in Year 1, increasing to \$315,000 in Year 5. Salaries and wages are adjusted at three percent annually for inflation. It should be noted that the Executive Director salary was not included in this line item, as it is expected to continue as currently operating, as a function of existing County staff.

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CONSULTING****DLR Group****Figure 6-10**

<b>Ponte Vedra Concert Hall Expansion Estimated Staff Structure</b>			
<b>Position</b>	<b>FTEs</b>	<b>Salary</b>	<b>Total</b>
1 Executive Director	0.0	\$120,000	\$0
2 Box Office/ Rental Manager	1.0	\$60,000	60,000
3 Sales/ Talent Bookers	1.0	\$50,000	50,000
4 Admin.	1.0	\$40,000	40,000
5 Security	1.0	\$40,000	40,000
6 Maintenance/ Engineering/ Technical	2.0	\$45,000	90,000
<b>7 Total</b>	<b>6.0</b>	<b>--</b>	<b>\$280,000</b>

*Source: Johnson Consulting*

Other key assumptions used for Benefits through Reserve for Replacement on the expense side of the proforma are shown on Figure 6-11 and described in the following bullet points.

**Figure 6-11**

<b>Ponte Vedra Concert Hall Expansion Expenses Assumptions</b>	
	<b>Assumptions (Year 1)</b>
1 Salaries and Wages	\$280,000 / year (see Staff table)
2 Benefits	33.3% of Salaries and Wages
3 Administrative and General	\$60 / seat
4 Production-related Wages	40.0% of Reimbursed Event Labor
5 Event Expenses	50.0% of building rents
6 Bldg Operation, Maintenance, Repairs	\$450 / use-day
7 Marketing	\$150,000 / year
8 Utilities	\$500 / use-days
9 Other	2.0% of Total Expenses
10 Reserve for Replacement	3.5% of Gross Revenue

*Source: Johnson Consulting*

- **Benefits** – Employees benefits are estimated at 33.3 percent of total salaries and wages, for a total of \$93,000 in Year 1 increasing to \$105,000 in Year 5.
- **Administrative and General** – Other administrative and general expenses include any general office expenditures related to day-to-day operations of the PVCH. It is estimated at \$60 per seat of the PVCH for a total of \$78,000 in Year 1 and adjusted at three percent annually thereafter for inflation.



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- **Labor/ Production-related Wages** – Includes expenditures for any additional labor required for event production and is estimated to be 40 percent of the building labor revenue line item, or \$64,000 in Year 1.
- **Event Expenses** – Event expenses are estimated to amount to 50 percent of building rents, which translate to a total of \$199,000 in Year 1, growing to \$264,000 in Year 5.
- **Operations, Maintenance, and Repairs** – Maintenance and repair expenditures are estimated based upon the number of used days at the PVCH. Building operations include insurance, license, equipment leases, et cetera, for each used day, \$450 is estimated for operations, maintenance, and repair expenditures, or \$75,000 in Year 1.
- **Marketing** – The expenditure for advertising is estimated at \$150,000 in Year 1, adjusted at three percent annually for inflation.
- **Utilities** – Utility expenditures are estimated at \$500 per use day of the PVCH, starting at \$83,000 in Year 1 and growing to \$106,000 in Year 5.
- **Other Operating Expenses** – Other operating expenditures include any additional expenses not accounted for in the above categories. Other operating expenditures are estimated at 2.0 percent of expenses, which is \$37,000 in Year 1.
- **Reserve for Replacement** – Reserve for replacement for future capital needs is estimated at 3.5 percent of gross revenues, anticipated at \$68,000 in Year 1.

## RECOMMENDATION #2 – ST. JOHNS COUNTY PERFORMING ARTS CENTER

### PROGRAM RECOMMENDATION

Recommendation #2 calls for the development of a new performing arts center in St. Johns County (“SJCPAC”) to include:

- 500-seat main theater venue, including adequate wing space, fly system, orchestra pit, loading dock, dressing rooms, and scene and costume shop
- 200-seat black box venue
- Lobby and pre-function space that supports event activity for both venues and can also be used for gallery and function space
- Rehearsal space that mirrors the main stage venue’s stage



- Educational studios and classrooms
- Shared office space for arts organizations and administration

### **SITE ANALYSIS**

Several sites throughout the county were analyzed as a part of this study as potential locations for a new performing arts center, including:

- Ponte Vedra Concert Hall
- St Johns County Government Center
- The St. Augustine Record Building
- The World Golf Hall of Fame
- Nocatee
- St Augustine - multiple sites

### **Recommended Sites**

Based on this analysis, three primary sites were selected in St. Augustine that would best utilize existing infrastructure and enhance the existing tourism market:

- ‘BRIDGE’ SITE – St. Augustine – Matanzas River site at Bridge of Lions
- ‘MARINA’ SITE – St. Augustine – San Sebastian River site at King Street
- ‘NORTH’ SITE – St. Augustine – North of downtown Historic District

Each of these sites offers easy access to the existing attractions in St. Augustine’s Historic District while offering new opportunities to create entertainment and cultural destinations.

The following site analysis, conducted by DLR Group, outlines the context of each site, evaluates the viability of each site as a potential location for the proposed SJCPAC, and provides conceptual sketches to show what the proposed SJCPAC could look like at each site.

OVERVIEW

St. Johns County benefits from a rich cultural history. The County is a strong draw for new residents as one of the fastest growing counties in the country and has long been a popular tourist destination with historic St. Augustine as the anchor. Demand for enhanced arts and entertainment programming is high, both for County residents and visitors. A new arts center would enhance the already robust tourist market and address the needs of the arts community in the County.

SITE ANALYSIS

Several sites throughout the county were analyzed as a part of this study as potential locations for a new performing arts center, including:

- Ponte Vedra Concert Hall
- St Johns County Government Center
- The St. Augustine Record Building
- The World Golf Hall of Fame
- Nocatee
- St Augustine - multiple sites

RECOMMENDED SITES

Based on this analysis three primary sites were selected in St Augustine that would best utilize existing infrastructure and enhance the existing tourism market:

1. ‘BRIDGE’ SITE – St. Augustine – Matanzas River site at Bridge of Lions
2. ‘MARINA’ SITE – St. Augustine – Sas Sebastian River site at King Street
3. ‘NORTH’ SITE – St. Augustine – North of downtown Historic District

Each of these sites offers easy access to the existing attractions in St. Augustine’s Historic District while offering new opportunities to create entertainment and cultural destinations. The site at Ponte Vedra also offers an opportunity to expand on an existing cultural destination to provide enhanced arts resources to residents in the north part of the County.

PROGRAM

Each of the three recommended sites would accommodate valuable arts programming.

The existing Ponte Vedra Concert Hall already offers a venue that seats 450 patrons, with standing room capacity for 900. A renovation to the existing building could create additional seating space and VIP areas by opening up and creating a balcony level within the existing concert hall. An addition would provide additional rehearsal, education, studio and gallery spaces to the existing program.

All three sites in St. Augustine are sized adequately to include a 500-seat main auditorium and a 150-200 seat black box theatre. The program would also feature ample educational classroom space and administrative offices for many of the local arts groups in the area. A large rehearsal space would round out the interior program, offering a valuable resource for local arts groups as well as visiting performers.

Two of the three sites offer adequate space to include parking to support the new arts center. Exterior promenades are used to connect the parking areas to the facility. These promenades also provide pedestrian and visual connections between the facility and it’s surrounding landscape.

RECOMMENDED SITES - ST. AUGUSTINE - PROGRAM

NEW PERFORMING ARTS CENTER - SUMMARY OF NET SQUARE FOOTAGE ALLOCATIONS

PROGRAM SUMMARY

100 Public Space		2,118
120 Public Space Support		1,295
200 Performance Spaces	650-700 seats	13,764
300 Stage Support		1,525
400 Performer Support		2,180
500 Administrative Spaces		4,470
600 Common - Building Services		360

TOTAL	650-700 seats	25,712
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NON-PROGRAMMED SPACES

801 Mechanical & Electrical	11%	2,828
802 Inaccessible Spaces	4%	1,028
803 BOH Circulation	17%	4,371
804 Walls & Structure	8%	2,057

SUBTOTAL		10,285
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Gross Square Footage Factor	1.4	
TOTAL GROSS SQUARE FOOTAGE		35,997

PARKING SUMMARY

Main Auditorium	500 seats	125
One (1) space per four (4) seats		
Black Box	150-200 seats	50
One (1) space per four (4) seats		

TOTAL PARKING SPACES		175
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MINIMUM ACREAGE REQUIRED, including:

Building Footprint		
Parking Area	175 spaces	
Exterior Promenade	min. 5,000 SF	
Loading Space	min. 2,800 SF	

TOTAL ACREAGE		3 acres
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PONTE VEDRA CONCERT HALL - PROGRAM

ADDITION (NOT INCLUDING BALCONY) - SUMMARY OF NET SQUARE FOOTAGE ALLOCATIONS

PROGRAM SUMMARY

100 Public Space	1,500
120 Public Space Support	490
200 Performance Spaces	2,400
500 Administrative Spaces	5,280
600 Common - Building Services	200

TOTAL	9,870
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NON-PROGRAMMED SPACES

801 Mechanical & Electrical	11%	1,086
802 Inaccessible Spaces	4%	395
803 BOH Circulation	17%	1,678
804 Walls & Structure	8%	790

SUBTOTAL		3,948
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Gross Square Footage Factor	1.4	
TOTAL GROSS SQUARE FOOTAGE		13,818

RENOVATION OF BALCONY - APPROXIMATE RENOVATION AREA\*\*

400 occupants x 10SF per occupant	4,000
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COST SUMMARY

Performing Arts Center Cost per SF at 2/2019	\$475/SF ***
Arts Center Addition Cost per SF at 2/2019	\$350/SF ***
PVCH Balcony Renovation Cost at 2/2019	\$1.5M****

Assuming Project start 1/2020, escalation to midpoint of 18 month construction schedule, midpoint 9/2020	6%
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Estimated PAC Cost/SF	\$504/SF
PAC Total Construction Cost*	\$18,142,488

Estimated Arts Center Cost/SF	\$371/SF
Arts Center Total Construction Cost*	\$5,126,478

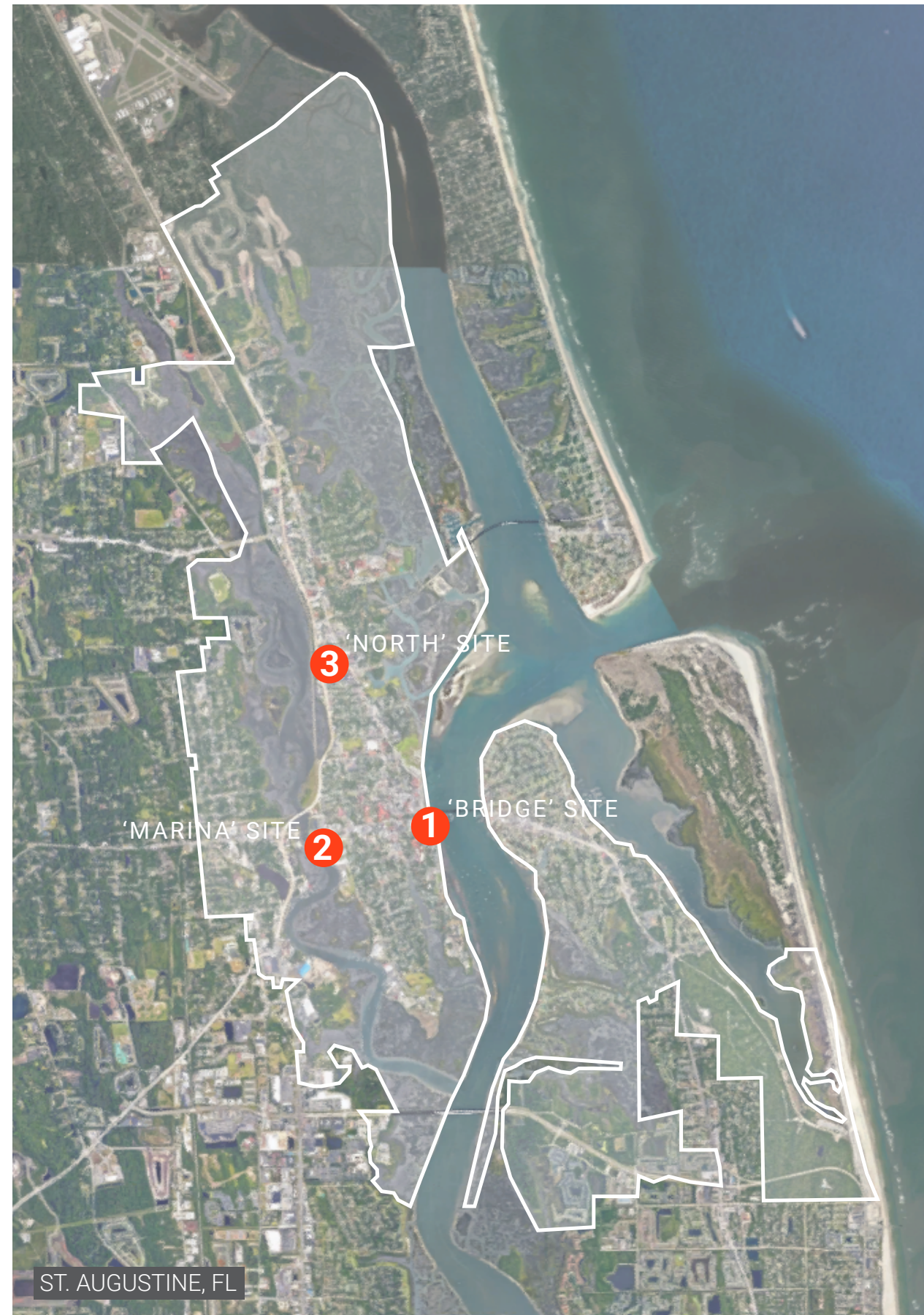
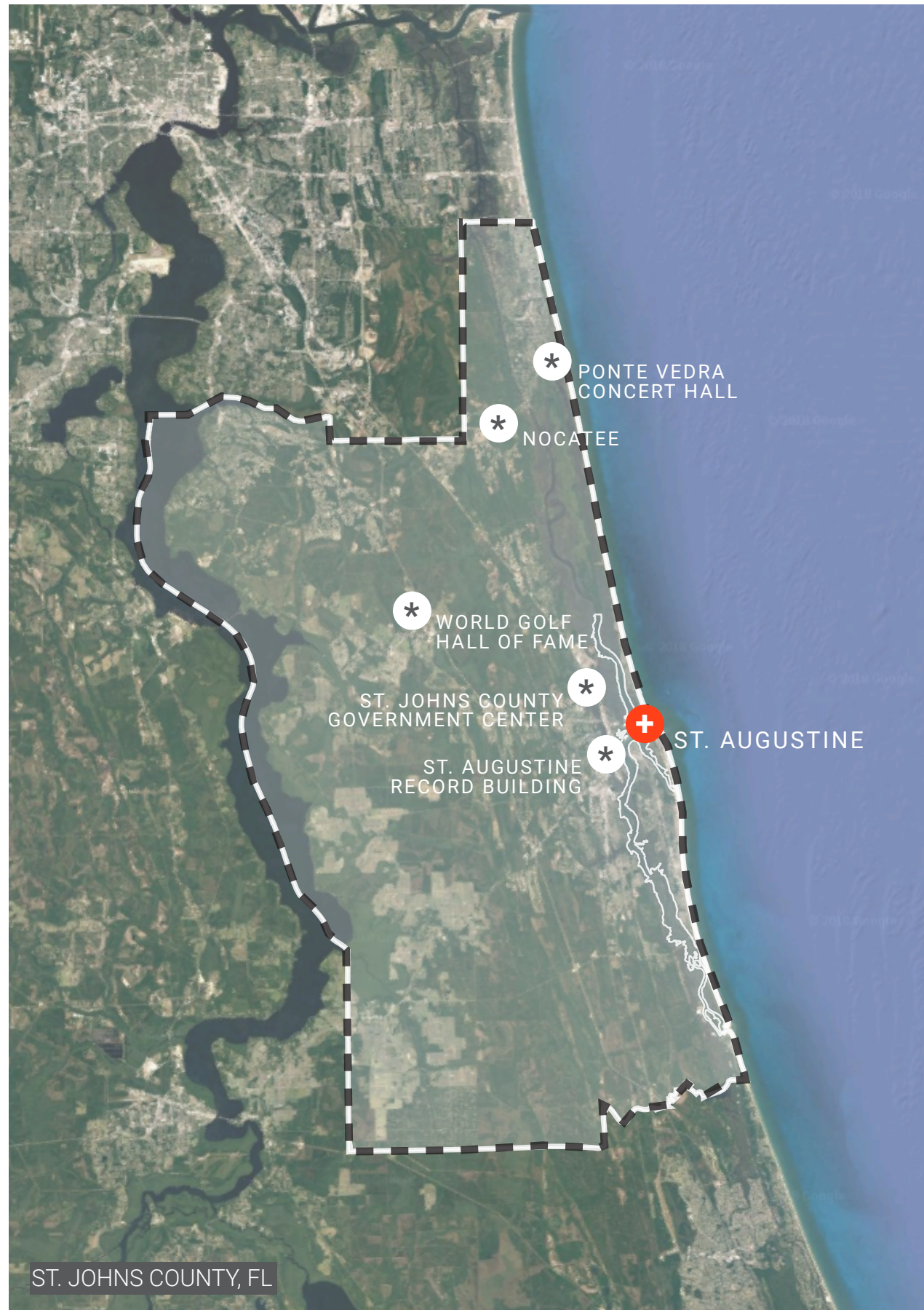
Estimated PVCH Balcony Renovation Cost	\$398/SF
PVCH Balcony Renovation Total Construction Cost*	\$1,590,000

\*Exclusive of AV and Theatrical Equipment and other FFE, design fee and other soft costs

\*\*PVCH balcony area take off is estimated, no site survey was performed and as-builts were not available

\*\*\*Costs are based on similar historic project benchmarks and have not been specifically estimated

\*\*\*\*Price quote for PVCH balcony area provided by PVCH



Facility Site Analysis									
		Recommended Sites			Other Sites Considered				
	Priority	St.A BRG	St. A MAR	St. A NOR	PVCH	St. J CTY	St. A REC	WG HOF	Noc
Marketing Considerations									
Proximity to current tourist destinations	Critical	Green	Green	Green	Red	Red	Red	Grey	Red
Concentration of hotel properties	Important	Green	Grey	Green	Red	Red	Red	Grey	Red
Hotels within shuttle distance (15 mins)	Important	Green	Green	Green	Grey	Green	Green	Green	Red
Adjacent land use compatibility	Important	Green	Green	Green	Grey	Grey	Grey	Grey	Grey
Proximity to entertainment & Recreational Activities	Important	Green	Green	Green	Red	Grey	Grey	Grey	Red
Proximity to retail & restaurants	Important	Green	Green	Green	Red	Red	Grey	Grey	Red
Proximity to airport	Minor	Red	Red	Red	Grey	Red	Red	Grey	Grey
Project Development Considerations									
Overall site capacity for recommended program	Critical	Grey	Green	Green	Red	Green	Grey	Green	Green
Ability to leverage existing developments	Critical	Green	Green	Green	Grey	Grey	Grey	Green	Grey
Ability to construct surface parking	Critical	Red	Green	Green	Grey	Green	Grey	Green	Green
Site Access									
Truck	Critical	Grey	Green	Green	Grey	Green	Green	Green	Green
Pedestrian	Important	Green	Green	Green	Red	Red	Red	Grey	Red
Impact on traffic conditions	Important	Red	Grey	Grey	Grey	Green	Green	Green	Green
Taxi /bus / transit access	Important	Green	Green	Green	Red	Grey	Green	Grey	Red
Auto access	Important	Red	Green	Green	Green	Green	Green	Green	Green
Overflow parking	Important	Red	Green	Green	Grey	Green	Grey	Green	Green
Site Development Costs									
Site acquisition cost	Critical	Red	Grey	Grey	Grey	Green	Grey	Green	Green
Finance and Operations									
Ability to finance	Critical	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Partnership Opportunities	Critical	Green	Green	Green	Grey	Green	Grey	Green	Green
Ability to tap into public funding tools (CRA's, etc.)	Critical	Grey	Grey	Grey	Green	Green	Grey	Green	Green

Abbreviations	
St. A BRG	St. Augustine - 'Bridge' Site
St. A MAR	St. Augustine - 'Marina' Site
St. A NOR	St. Augustine - 'North' Site
PVCH	Ponte Vedra Concert Hall
ST. J CTY	St. Johns County Gov. Center
ST. A REC	St. Augustine Record Building
WGHOF	World Golf Hall of Fame
Noc	Nocatee

Legend									
Better than other sites		10	14	15	2	10	5	11	9
Equal to average of other sites		4	5	4	11	5	11	9	4
Worse than other sites		6	1	1	7	5	4	0	7

OVERVIEW

Several potential sites throughout St. Johns County were analyzed as part of this study. Summary comments on each site considered are provided below, along with a matrix where each site was rated according to a variety of considerations. Based on the analysis below, the following three primary sites were identified as the recommended sites for consideration for the new performing arts center:

- 1. ‘BRIDGE’ SITE – St. Augustine – Matanzas River site at Bridge of Lions
- 2. ‘MARINA’ SITE – St. Augustine – San Sebastian River site at King Street
- 3. ‘NORTH’ SITE – St. Augustine – North of downtown Historic District

The ‘Bridge’ Site located along the Matanzas River, adjacent to the Bridge of Lions and the Historic District, would offer a bold, highly visible addition to the downtown fabric, within easy walking distance to existing attractions. The ‘Marina’ Site located off King Street, just a short walk from downtown, benefits from its adjacency to the St. Augustine Distillery and the San Sebastian Winery. This site could become a new arts and entertainment destination for the city. Finally, the ‘North’ Site, just north of the Historic District, between US Highway 1 and San Marco Avenue, offers a location with easy accessibility from these major roadways and proximity to several of the area’s hotels. A short, easy drive from the Historic District, this site would also offer an opportunity to create a new cultural destination for the city just outside of downtown. One additional opportunity is found at the existing Ponte Vedra Concert Hall, located in northern St. Johns County. Renovations and a small addition to this facility would provide enhanced arts resources to residents of and visitors to the northern part of the County.

1 - ‘BRIDGE’ SITE - ST. AUGUSTINE - MATANZAS RIVER SITE AT BRIDGE OF LIONS

The most bold and dramatic site option is found adjacent to the Matanzas River, the Bridge of Lions, and fronting the bridge observation parks just southeast of historic downtown St. Augustine. This vibrant historic district is already the main focus of the tourism industry in St. Johns County. A new arts facility, just steps from this popular district would provide high visibility and easy access to the tourist population. Given the prominence of the site, and iconic structure could complement the inherent beauty of historic St. Augustine and enhance the connection between downtown and the river. The site is also directly adjacent to the St. Augustine Municipal Marina, providing easy access and visual connection from the water.

The site does carry some challenges, most significantly a lack of parking on site or nearby. This would place further strain on the limited parking facilities available downtown, complicating access for local arts groups that would utilize the facility. The site is also generally tight and could prove challenging for loading, staging, and construction. However, the ‘Bridge’ Site would create a highly visible Center for the Arts and a meaningful supplement to this primary tourist destination.

DESIGN NARRATIVE FOR ‘BRIDGE’ SITE

The Center would be approached via the Bridge Observation Park located southwest of the Bridge of Lions. A

wrap-around promenade would provide prominent views of the Bridge and establish a pedestrian connection from the existing park to the Matanzas River and existing municipal marina. Multiple entry points would be provided from the promenade into the glass enclosed lobby, which would also wrap half of the audience chamber and provide public access to the black box theater and rehearsal space. Both the black box and rehearsal space would be located along the northwest edge of the proposed building site, directly adjacent to the park. The northwest facade of the black box could serve as a projection surface for movies and events in the park. Meanwhile, the rehearsal space, which is also adjacent to Avenida Menendez, could also be glass enclosed, providing an opportunity to expose arts activities within. Other arts classrooms would also be situated as storefronts with direct access and visibility from the street. Loading access would be provided south of the facility, directly off Avenida Menendez and north of the existing marina.

2 - ‘MARINA’ SITE - ST. AUGUSTINE - SAN SEBASTIAN RIVER SITE AT KING STREET

Just a short walk, drive, or taxi ride west from the Historic District, the ‘Marina’ Site carries many potential benefits. The close proximity to the historic center allows for easy access and the potential to maximize the draw from St. Augustine’s already vibrant tourism market. An attractive waterfront location along the San Sebastian River, the site also provides high visibility from the water, the King Street bridge, and access to an adjacent marina. The already popular San Sebastian Winery and St. Augustine Distillery are also located adjacent to the site, offering opportunities for synergies with these existing tourist resources. While this site does not create a highly visible connection with downtown, the combination of a new arts facility with the existing winery and distillery could offer an opportunity to create an attractive entertainment destination that is complementary to the Historic District.

Unlike the ‘Bridge’ Site described above, the ‘Marina’ Site offers plenty of space for parking to support the facility and to fit the recommended arts program. Additional available area on the site could accommodate future amenities that would support or align with the arts center and other existing resources to further develop an entertainment arts district for the city.

DESIGN NARRATIVE FOR ‘MARINA’ SITE

To take advantage of the waterfront access at the site, the new arts facility would be located at the west corner of the lot, closest to the winery. Primary public access is provided via a vehicle drop off and pedestrian promenade on the northeast side of the building. This promenade wraps around the exterior of the facility providing access to the wrap-around lobby and views, as well as a pedestrian connection with the river and marina. Utilizing full glazing in the lobby will further enhance the connection between the indoor lobby space, exterior promenade and river beyond. The black box and rehearsal space are located at the north end of the building, providing easy access from the drop off area and lobby. A wing of arts classrooms is situated along the southwest façade of the building, with direct visibility to the river. Parking would be located to the north of the building, adjacent to the winery. Additional acreage on the site could be dedicated to additional parking areas, pathways connecting the new arts facility to the winery and distillery, and potential future programming on the site.

3 - ‘NORTH’ SITE - ST. AUGUSTINE - NORTH OF DOWNTOWN HISTORIC DISTRICT

The ‘North’ Site consists of several blocks to the north of the historic center located between two major north - south roadways that serve as main access routes into St. Augustine, US Highway 1 and San Marco Avenue. Several of these blocks are adequately sized to accommodate a new arts center, a small plaza and drop-off area, and adequate parking. This potential site is within a walk or short drive from nearby hotels and the historic downtown. While the proposed site is considered on the edge of walkability, it is a farther distance from downtown and does not offer the same high visibility and ease of access from the exsting tourism draw of the Historic District as the previous two sites.

However, the parking facilities and easy access from US Highway 1 should enhance its ability to serve the arts community of St. Johns County.

DESIGN NARRATIVE FOR ‘NORTH’ SITE

Primary public access to the site is located off San Marco Avenue, with a drop off providing vehicle access and a promenade offering pedestrian access. The promenade wraps around the south edge of the building, creating an additional connection to the parking area on the west end of the site. A main auditorium anchors the center of the new facility, with the black box and rehearsal spaces flanking the east and west sides of the stage house. A large lobby wraps around the main auditorium to provide entry space on both the parking lot and street facing sides of the new facility. Locating the black box on the parking lot façade allows for ease of access from the west lobby and the parking areas. The rehearsal space on the east street facing façade could, again, be all glass to expose the arts within to passersby on San Marco. The south side of the lobby would be flanked by a wing of multi-use arts classroom spaces. Direct access could be provided to some of these spaces from the promenade surrounding the building. Parking would be located on the west end of the site, with loading access at the northwest corner of the building.

ADDITIONAL SITES IN ST. JOHNS COUNTY

PONTE VEDRA CONCERT HALL

Ponte Vedra Concert Hall is an existing concert venue located off of A1A just south of Ponte Vedra Beach, FL, approximately 26 miles north of downtown St. Augustine. The Concert Hall is a part of the St. Johns County Cultural Events Division and hosts a variety of live performances and concerts with flexible seating options, varying from a 450-person flat floor theatre style seating layout, to a 900-person standing room only concert hall. There is a consideration to add additional seating and a VIP lounge by opening up and constructing an upper level balcony area. The site is not pedestrian accessible and is not in proximity to the existing tourist destinations and infrastructure in St. Johns County. There is also limited capacity to expand existing parking on the site.

DESIGN NARRATIVE FOR PONTE VEDRA

This study offers some ideas about minor improvements to the site, but does not recommend the use of this site for the full suggested program of arts activities. A possible recommendation would be to pair the addition

of a smaller cultural facility to an expanded Ponte Vedra Concert Hall as outlined in the plans and images on the following pages. The cultural facility would add additional arts education and rehearsal spaces to the site to help serve the arts community in the north part of the County. This addition would also add a stair and elevator to improve access to the upper level balcony and a covered walkway to connect to the existing outdoor patio.

ST. JOHNS COUNTY GOVERNMENT CENTER

Located approximately 5 miles north of downtown St. Augustine, St. Johns County currently owns a large swath of land where various county departments are located. The site is not well located for proximity to current tourism destinations or hotel properties, although shuttle service could be provided. It is also not conveniently located to other retail, restaurant, or entertainment resources which typically help sustain and support the arts. While the site is not well located for pedestrian access and neighborhood amenities, it does offer ample opportunities for vehicle access and parking. However, this location is not recommended.

ST. AUGUSTINE RECORD BUILDING

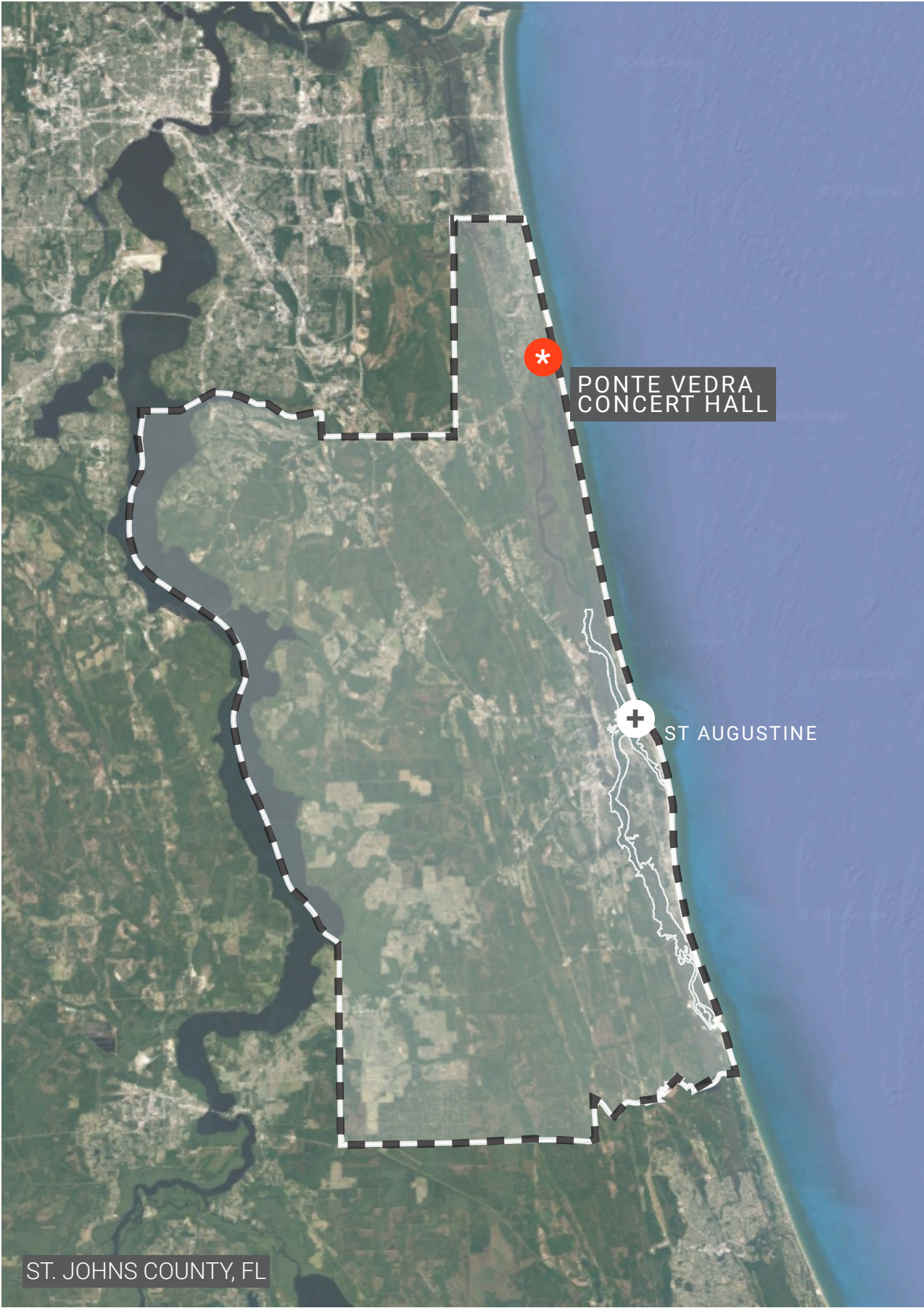
The St. Augustine Record Building is located approximately 3 miles southwest of historic downtown St. Augustine. While located somewhat close to the historic downtown the site does not offer ease of access and proximity to the existing tourist destinations and hotels. Proximity to other entertainment, recreation, and restaurants is only equal to the average of other sites reviewed in this study. Some space for surface parking and the recommended arts program is available on site, however, the site could be more constricted and fitting all desired program elements could be challenging and costly. This site is not recommended.

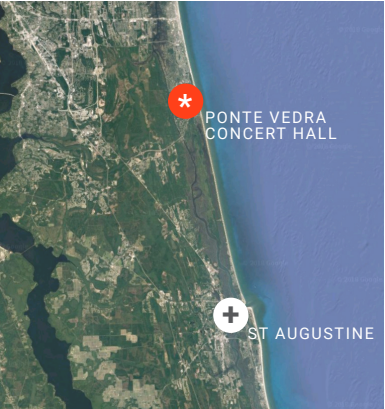
WORLD GOLF HALL OF FAME

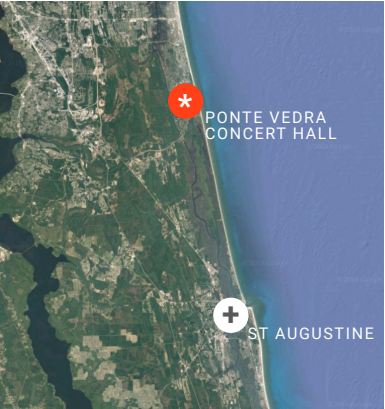
The World Golf Hall of Fame is located approximately 15 miles northwest of St. Augustine, just off I-95 in northern St Johns County. While this provides ease of access for vehicles and the site offers ample parking opportunities, it does not offer close proximity to historic St. Augustine. The site does offer ample space for the recommended arts program but does not have a connection to other entertainment, retail, and restaurants outside of those connected to the Hall of Fame. The World Golf Hall of Fame does offer its own tourism draw; however, the site does not maximize on the potential of existing tourist destinations further south in St. Augustine, and is not recommended.

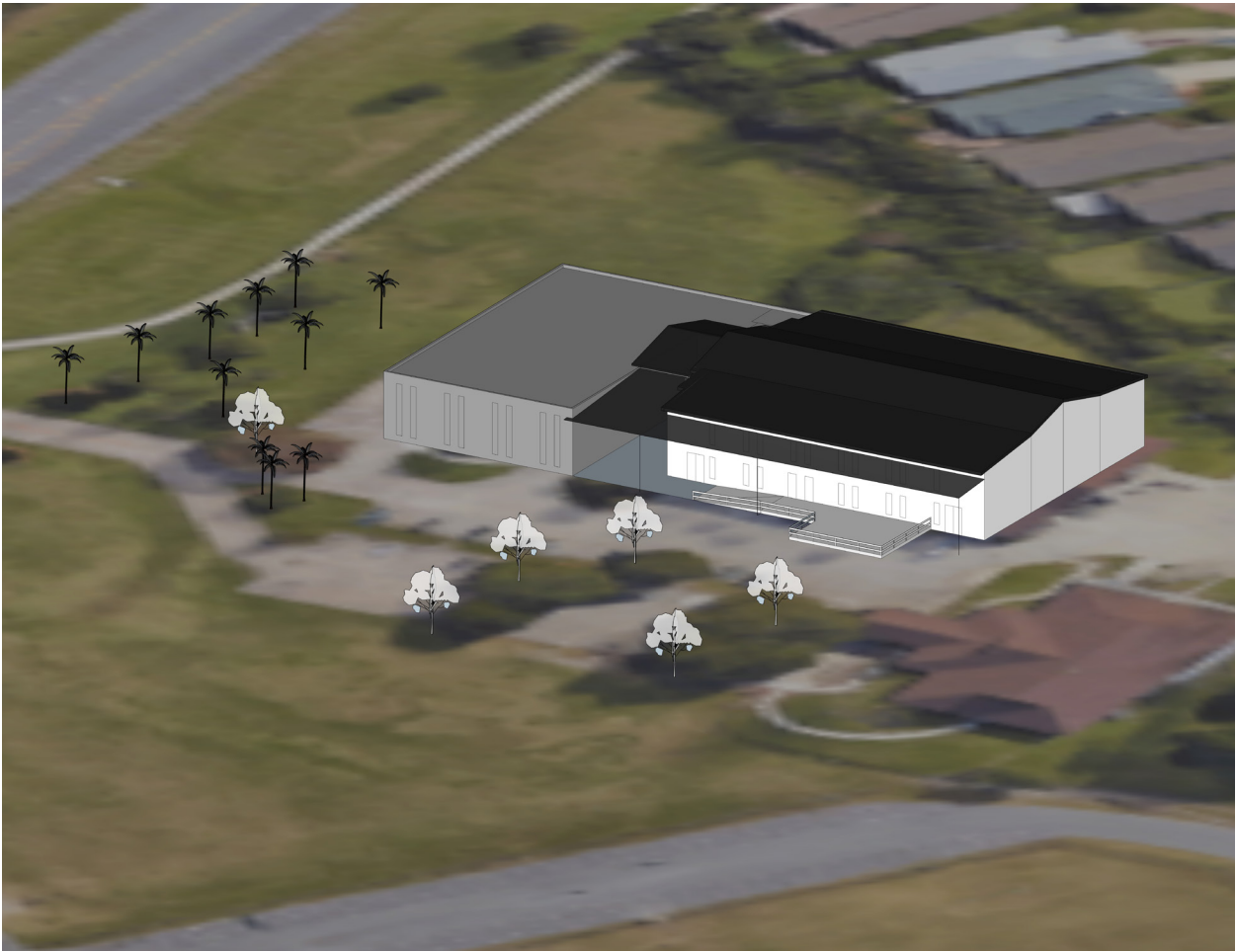
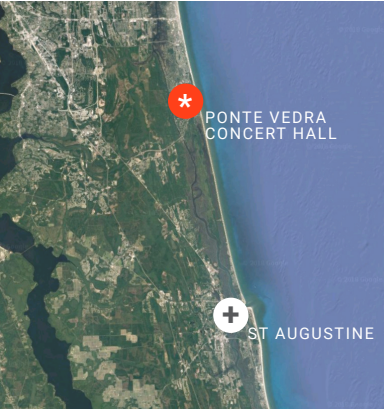
NOCATEE

Nocatee is an unincorporated, master planned community located approximately 20 miles north of downtown St. Augustine in the northern portion of St. Johns County. The community offers plenty of available site capacity for the recommended arts program and ample surface parking. Available sites also offer good vehicle access, but pedestrian access is limited. Nocatee is also located far from the existing tourist destinations in St. Augustine and St. Johns County and does not offer its own hotel, entertainment, retail, or restaurant infrastructure in proximity to a new arts facility.

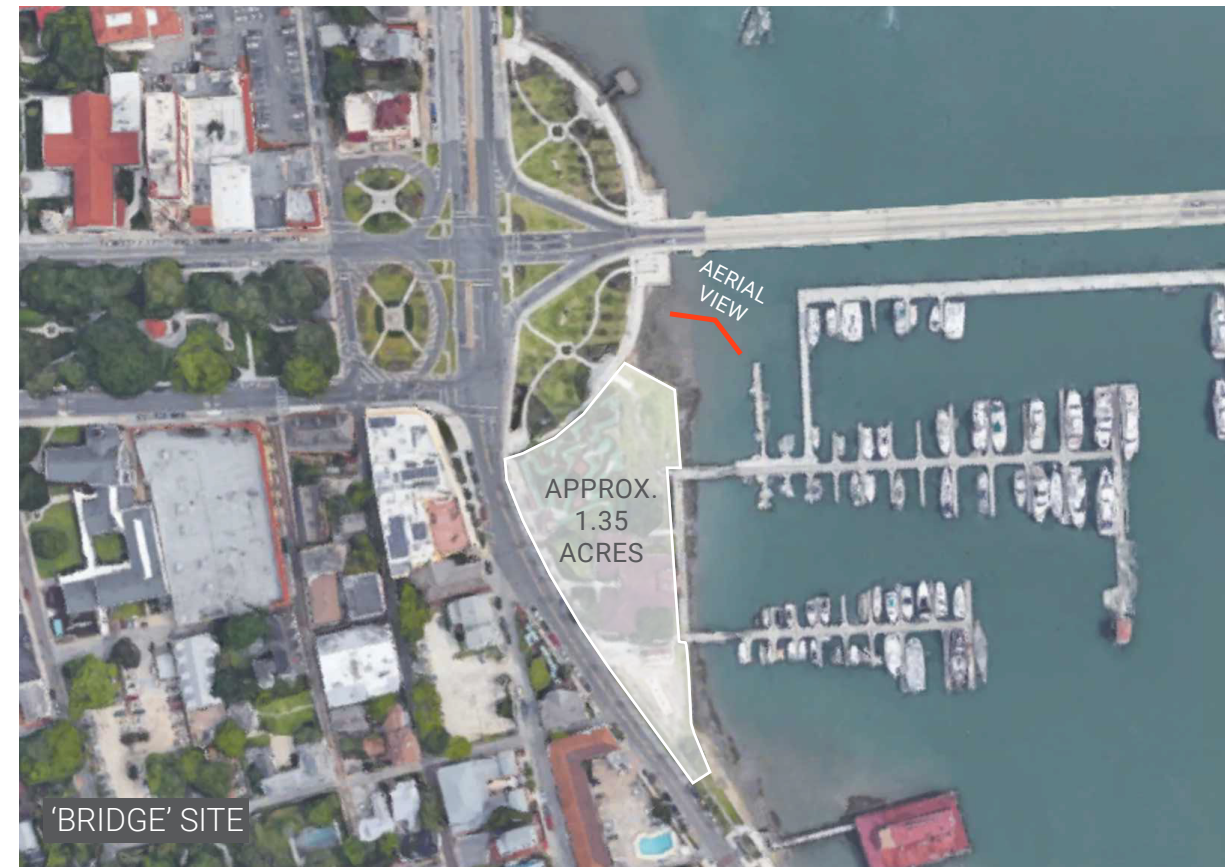
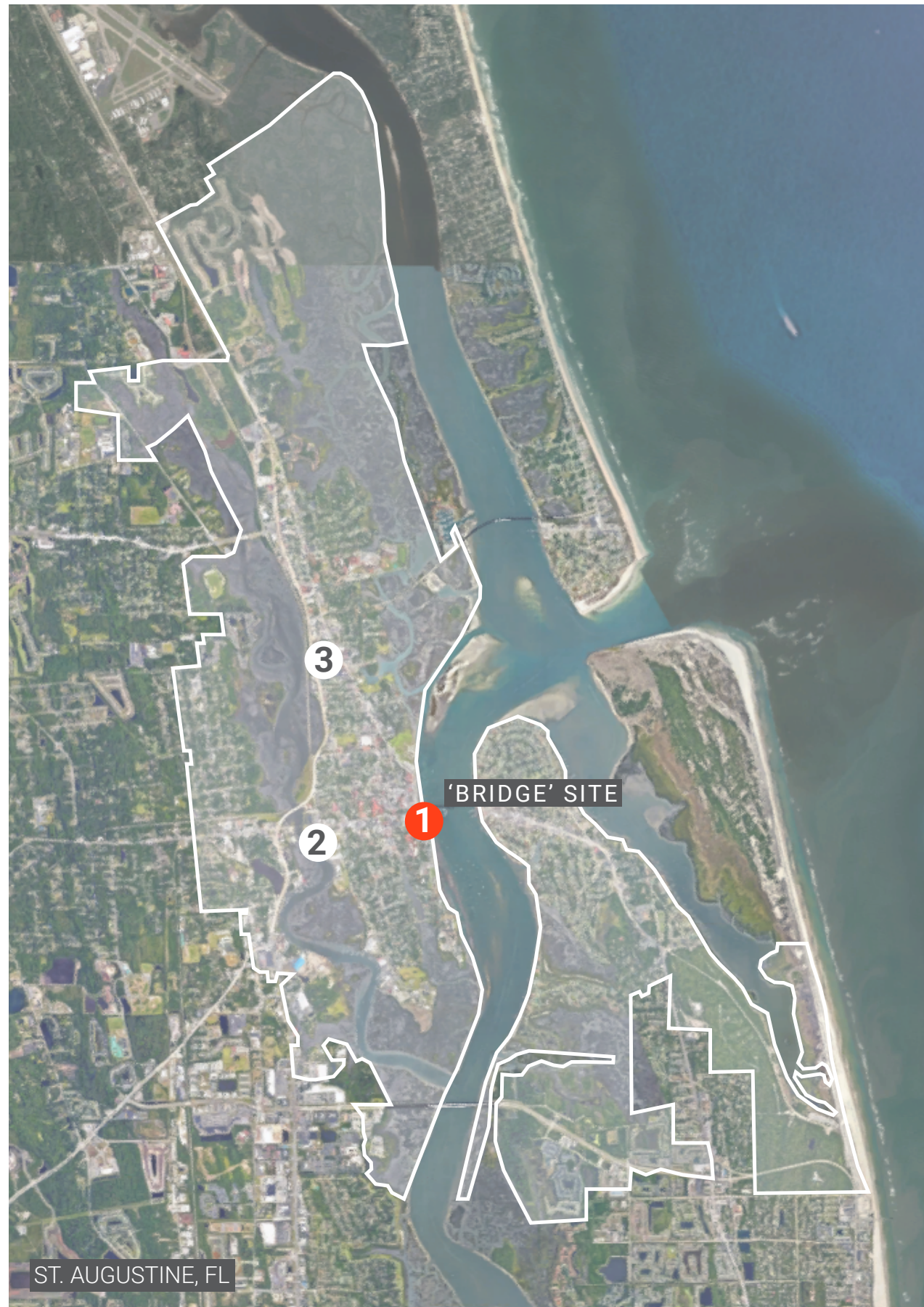


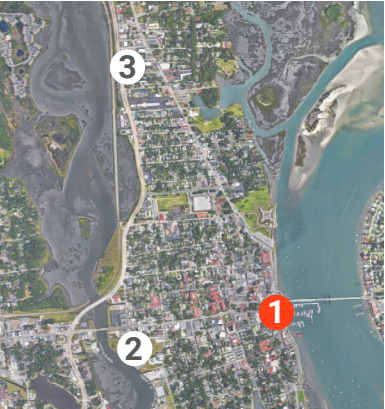


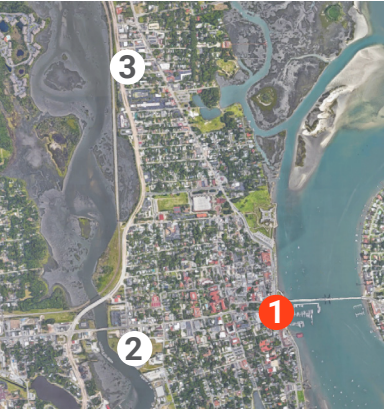




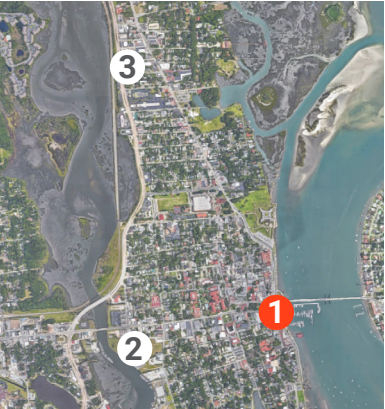
# SITE 1 | 'Bridge' Site

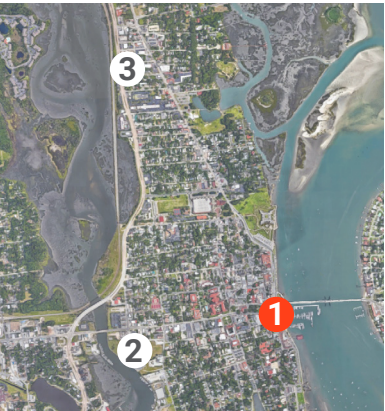


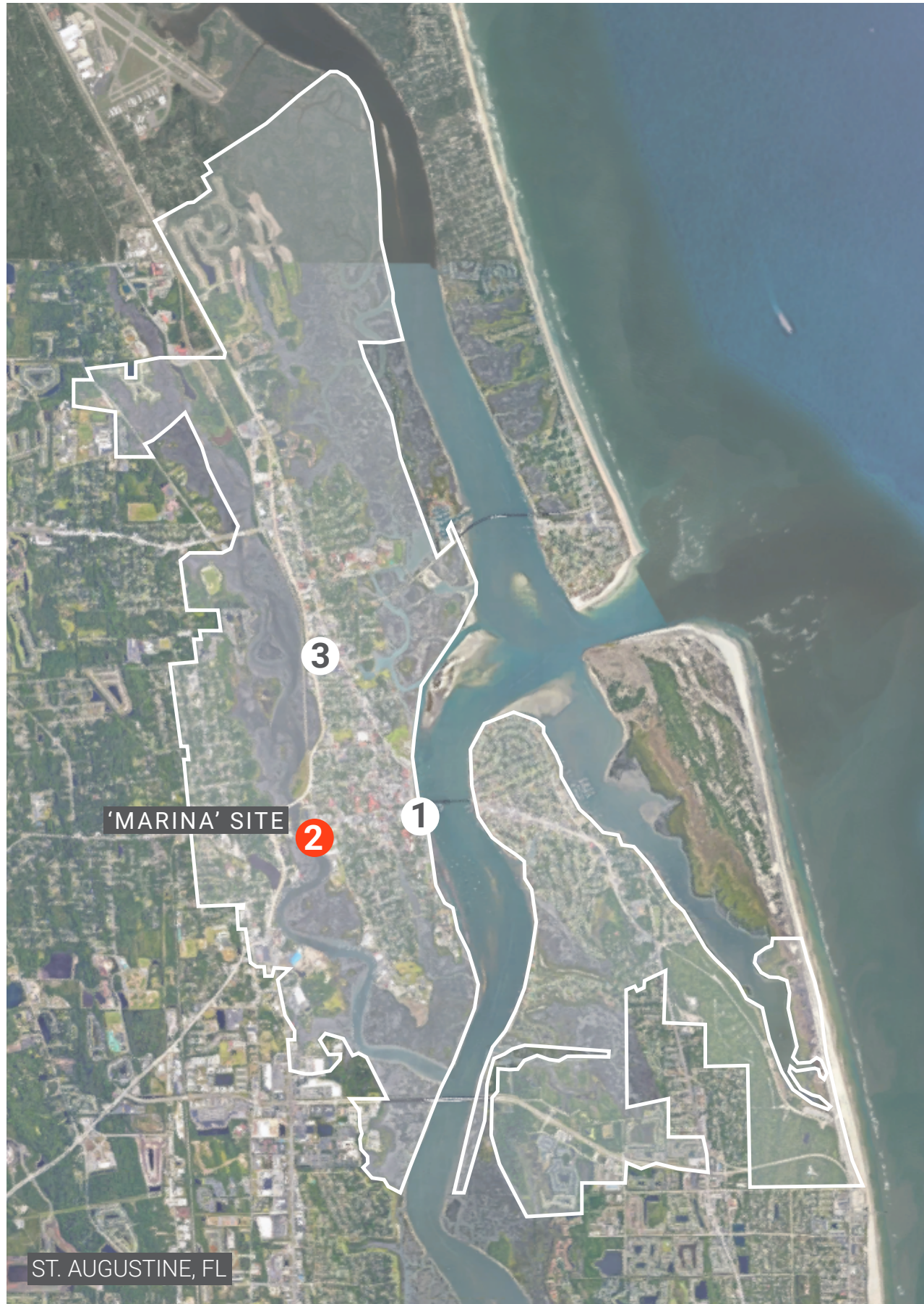




SITE 1 | Concept



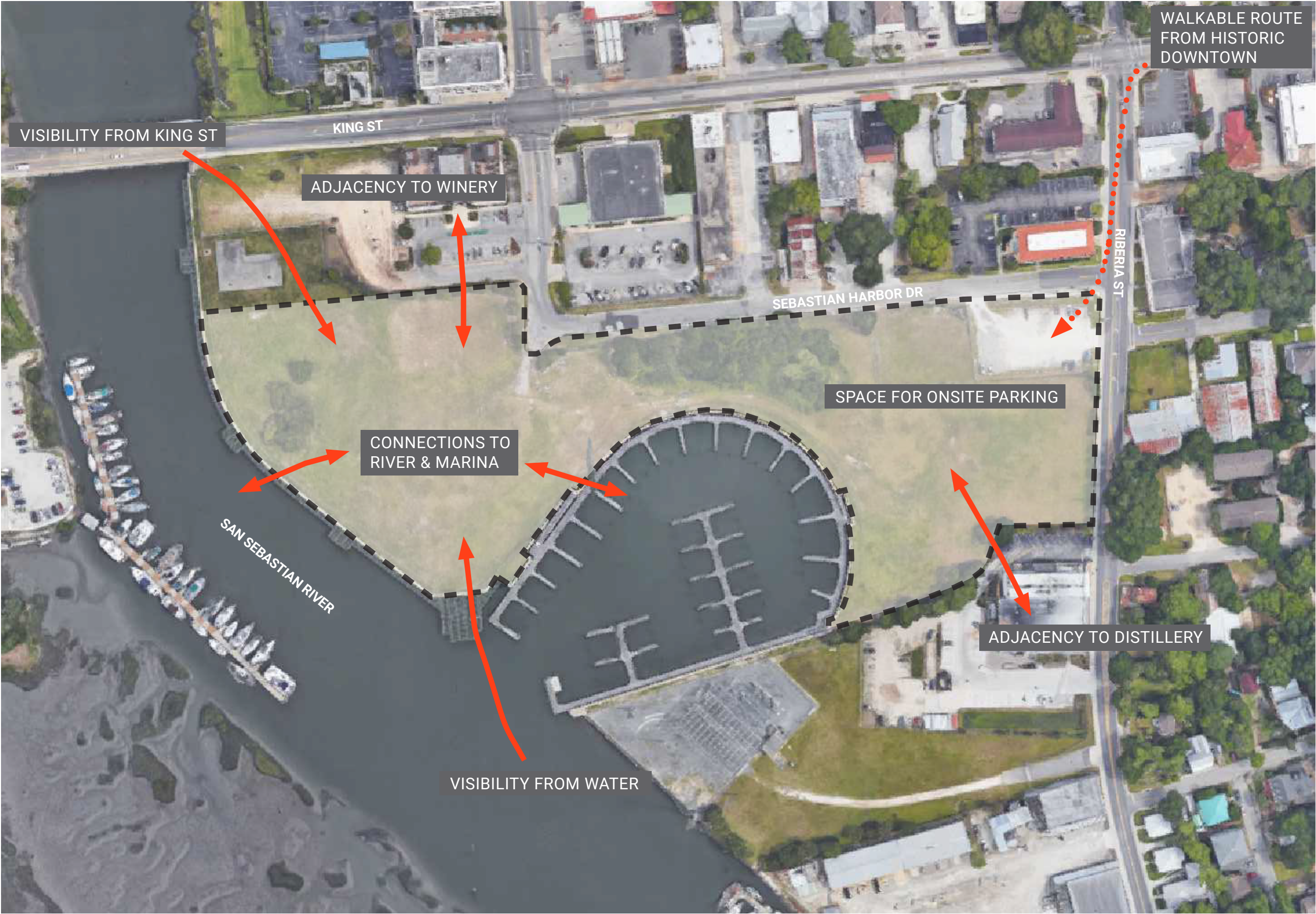




SITE 2 | 'Marina' Site



SITE 2 | Analysis



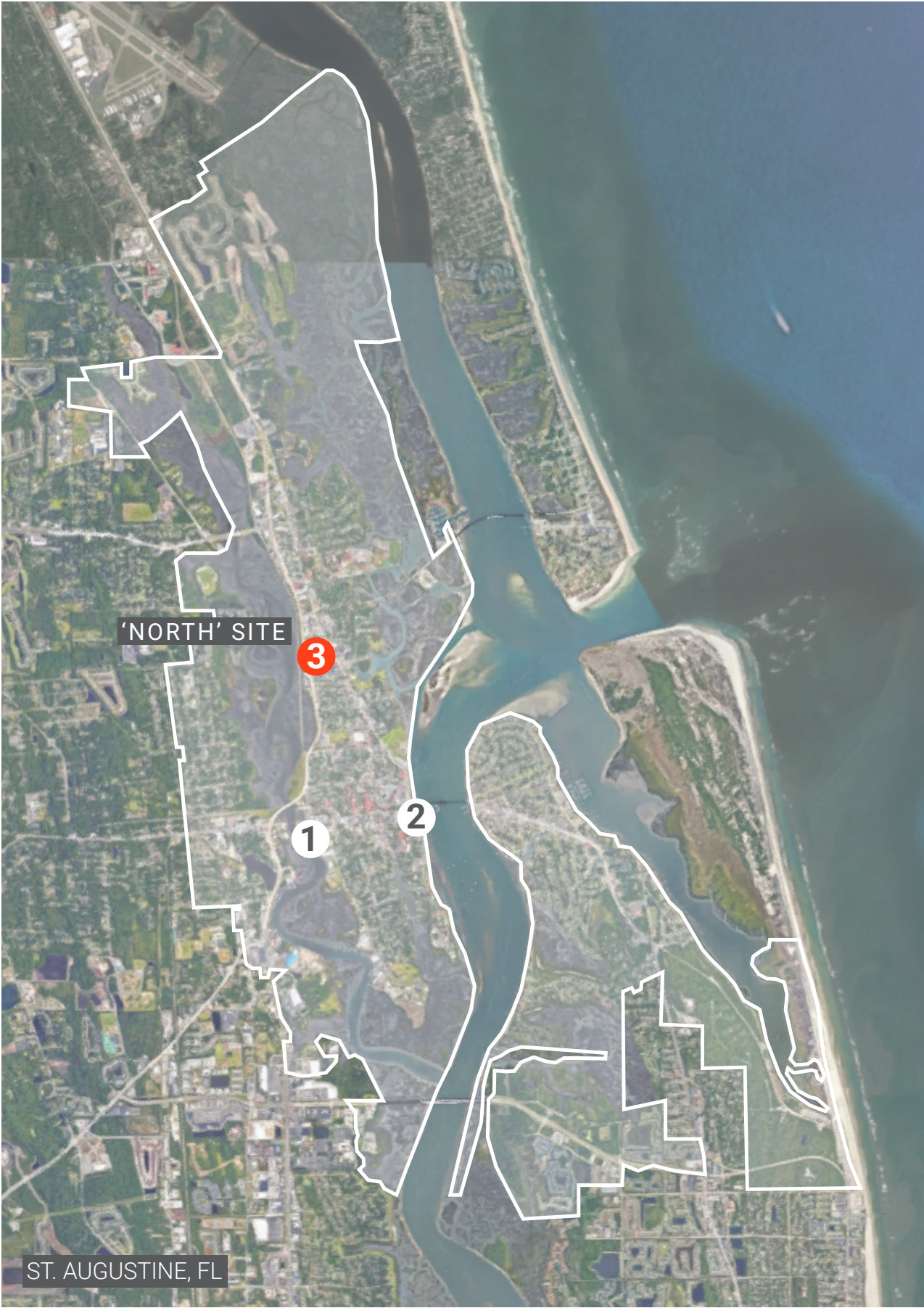
SITE 2 | Concept



SITE 2 | Concept









SITE 3 | Concept



SITE 3 | Concept






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## COST ESTIMATE

DLR Group generated a construction cost estimate of \$18,142,488 based on the recommended program for the SJCPAC. This estimate is based on a \$504 cost per square foot for a facility of this type. This cost estimate does not include the cost of AV and technical theatrical equipment or any of the soft costs associated with the development of the SJCPAC.

## DEMAND AND OPERATING PROJECTIONS

As has been discussed previously, many other types of users may consider the complex, and the event calendar should grow organically, once space is provided. There is a significant lack of available space for additional arts and entertainment activities to occur and the proposed PAC and black box will be well utilized. Consideration of having this facility be operated by the County Cultural Events department should be a strong consideration given their national industry experience and recognition and the ability to coordinate and promote activities by a larger number of different users.

Figure 6-12 shows an estimate of demand for the proposed new PAC and Black Box. The demand estimate is based upon market research, an examination of comparable facilities, and interviews with local stakeholders, meeting and event planners, show promoters, organizers and school owners, and a number of other potential facility users.

**Figure 6-12**

St. Johns County Performing Arts Center New Theater and Black Box Venue Projected Demand*										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>										
1 Main Theater	22	24	26	28	30	30	30	30	31	31
2 Black Box	32	34	36	38	40	40	40	41	41	41
3 Subtotal	54	58	62	66	70	70	70	71	72	72
<b>Non-Entertainment Events**</b>										
4 Main Theater	25	30	35	40	45	45	51	51	51	51
5 Black Box	40	45	50	55	60	60	79	79	80	80
6 Subtotal	65	75	85	95	105	105	130	130	131	131
7 Total	119	133	147	161	175	175	200	201	203	203

\*Includes production/performance/event days only, not set-up or tear-down days

\*\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.

Source: Johnson Consulting

The table shows that in Year 1, the SJCPAC has the potential to attract 54 ticketed entertainment events and 65 non-entertainment events at the facility. By Year 5, these numbers are expected to increase to 70 and 105 events, respectively.



Examples of ticketed entertainment events are Broadway productions, school productions, ballets, plays, and other theatrical performances with substantial scene-changing, lighting, and stage-setting requirements, which can be produced at fully equipped theaters. Examples of non-entertainment events are those held by corporations, private users, and non-profit organizations. Corporate events include product launches, awards ceremonies, and others that can take place in the main theater. Seminars, corporate meetings, banquets, community events, and others can also take place in the main theater or black box.

Figure 6-13 shows the estimated number of total used days for SJCPAC, including event days and preparation days (set-up and tear-down).

**Figure 6-13**

St. Johns County Performing Arts Center New Theater and Black Box Venue Projected Facility Use Days*										
Use Days	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>										
1 Main Theater (a)	99	108	117	126	135	135	135	135	140	140
2 Black Box (b)	96	102	108	114	120	120	120	123	123	123
3 Subtotal	195	210	225	240	255	255	255	258	263	263
<b>Non-Entertainment Events</b>										
4 Main Theater	38	45	53	60	68	68	77	77	77	77
5 Black Box	60	68	75	83	90	90	119	119	120	120
6 Subtotal	98	113	128	143	158	158	195	195	197	197
7 Total	293	323	353	383	413	413	450	453	459	459
<b>Use Days by Location</b>										
8 Main Theater	137	153	170	186	203	203	212	212	216	216
9 Black Box	156	170	183	197	210	210	239	242	243	243
10 Total	293	323	353	383	413	413	450	453	459	459

Notes:

\*Including days for set-up and tear-down.

a) Assuming an average of 2.5 shows and additional 2 day for set-up/ tear-down per production event.

b) Assuming an average of 1.5 shows and additional 1.5 day for set-up/ tear-down per production event.

Source: Johnson Consulting

As shown in the table, the SJCPAC is projected to be used for 293 event-days in Year 1, growing to 413 event-days in Year 5 and 459 days in Year 10. The new Main Theater at SJCPAC is projected to be used for 137 days in Year 1, growing to 203 days in Year 5 and 216 days in Year 10. The new Black Box at the SJCPAC is projected to be used for 156 days in Year 1, growing to 210 days in Year 5 and 254 days in Year 10.

A couple of observations need to be made regarding utilization for public assembly venues:

- A 100 percent utilization of a public assembly venue is not possible to achieve primarily due to required building maintenance and move in and move out periods or days for larger events.
- Industry standards indicate that practical maximum occupancy is around 70 percent.


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- Buildings can be utilized more but it stresses both the facility and management of the venue.

Figure 6-14 shows the estimated average attendance by event type for the SJCPAC. The average attendance for ticketed events below represents events being sold to 2/3 percent of capacity in Year 5, which is a reasonable estimate given current attendance of cultural venues and interviews with potential users.

**Figure 6-14**

St. Johns County Performing Arts Center New Theater and Black Box Venue Projected Average Attendance										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>										
1 Main Theater	280	293	305	318	330	333	336	339	342	345
2 Black Box	90	100	110	120	130	131	132	133	134	135
<b>Non-Entertainment Events</b>										
3 Main Theater	180	193	205	218	230	235	240	245	250	255
4 Black Box	80	88	95	103	110	111	112	113	114	115

Source: Johnson Consulting

As shown, for ticketed entertainment events, the SJCPAC is projected to draw an average attendance of 280 in the Main Theater and 90 in the Black Box Theater in Year 1. These figures are expected to rise to 330 and 130, respectively, by Year 5. For non-entertainment events, the SJCPAC is projected to draw an average attendance of 180 in the Main Theater and 80 in the Black Box in Year 1. These figures are expected to rise to 230 and 110 by Year 5.

Figure 6-15 employs these average attendance figures to show the estimated total attendance by event type for the SJCPAC.

**Figure 6-15**

St. Johns County Performing Arts Center New Theater and Black Box Venue Projected Total Attendance										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Ticketed Entertainment Events</b>										
1 Main Theater	21,560	24,612	27,755	31,115	34,650	34,965	35,280	35,595	37,107	37,433
2 Black Box	7,200	8,500	9,900	11,400	13,000	13,100	13,200	13,633	13,735	13,838
3 Subtotal	28,760	33,112	37,655	42,515	47,650	48,065	48,480	49,228	50,842	51,270
<b>Non-Entertainment Events</b>										
4 Main Theater	4,500	5,790	7,175	8,700	10,350	10,575	12,240	12,495	12,750	13,005
5 Black Box	3,200	3,960	4,750	5,638	6,600	6,660	8,848	8,927	9,120	9,200
6 Subtotal	7,700	9,750	11,925	14,338	16,950	17,235	21,088	21,422	21,870	22,205
7 Total	36,460	42,862	49,580	56,853	64,600	65,300	69,568	70,650	72,712	73,475

Source: Johnson Consulting


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As shown, total attendance for the SJCPAC is estimated at approximately 34,460 in Year 1, increasing to 64,600 in Year 5 and to 73,475 in Year 10.

### FINANCIAL PRO FORMA

In order to illustrate the potential of the SJCPAC based on execution of Recommendation #2, Johnson Consulting prepared projections of operational financial performance. The above outlined demand projections, including use days and attendance, were used to produce estimated financial operating projections for the SJCPAC. Figure 6-16 shows the projected pro-forma of the facility, which reflects the new Main Theater and Black Box venues combined.

**Figure 6-16**

St. Johns County Performing Arts Center New Theater and Black Box Venue Projected Operating Revenues and Expenses (\$000)										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Revenues</b>										
1 Rents	\$556	\$635	\$719	\$808	\$901	\$928	\$1,026	\$1,062	\$1,112	\$1,146
2 Ticket Fees	58	68	80	93	107	111	116	121	129	134
3 Box Office Fees	14	17	20	23	27	28	29	30	32	33
4 Gross Food and Beverage Sales	645	777	921	1,083	1,263	1,315	1,425	1,489	1,582	1,646
5 Reimbursed Event Labor	222	254	288	323	360	371	410	425	445	458
6 Donations/ Memberships/ Grants	75	77	80	82	84	87	90	92	95	98
7 Advertising/ Sponsorships	50	52	53	55	56	58	60	61	63	65
8 Naming Rights	50	52	53	55	56	58	60	61	63	65
<b>9 Total</b>	<b>\$1,670</b>	<b>\$1,931</b>	<b>\$2,213</b>	<b>\$2,521</b>	<b>\$2,856</b>	<b>\$2,957</b>	<b>\$3,215</b>	<b>\$3,343</b>	<b>\$3,521</b>	<b>\$3,646</b>
<b>Expenses</b>										
10 Salaries and Wages	\$393	\$404	\$416	\$429	\$442	\$455	\$469	\$483	\$497	\$512
11 Benefits	131	135	139	143	147	152	156	161	166	171
12 Food and Beverage Expenses	452	544	645	758	884	921	997	1,043	1,107	1,152
13 Administrative and General	54	56	57	59	61	63	64	66	68	70
14 Production-related Wages	89	102	115	129	144	149	164	170	178	183
15 Event Expenses	278	318	360	404	451	464	513	531	556	573
16 Bldg Operation, Maintenance, Repairs	176	199	224	251	279	287	322	334	349	359
17 Marketing	150	155	159	164	169	174	179	184	190	196
18 Utilities	205	233	262	293	325	335	376	390	407	419
19 Other	39	44	49	54	59	61	66	69	72	74
<b>20 Total</b>	<b>\$1,965</b>	<b>\$2,188</b>	<b>\$2,426</b>	<b>\$2,683</b>	<b>\$2,960</b>	<b>\$3,059</b>	<b>\$3,308</b>	<b>\$3,431</b>	<b>\$3,590</b>	<b>\$3,710</b>
<b>21 Net Operating Income (Deficit)</b>	<b>(\$295)</b>	<b>(\$256)</b>	<b>(\$212)</b>	<b>(\$162)</b>	<b>(\$105)</b>	<b>(\$102)</b>	<b>(\$93)</b>	<b>(\$88)</b>	<b>(\$69)</b>	<b>(\$65)</b>
22 Reserve for Replacement	\$58	\$68	\$77	\$88	\$100	\$103	\$113	\$117	\$123	\$128
<b>23 EBITDA</b>	<b>(\$354)</b>	<b>(\$324)</b>	<b>(\$290)</b>	<b>(\$250)</b>	<b>(\$205)</b>	<b>(\$206)</b>	<b>(\$205)</b>	<b>(\$205)</b>	<b>(\$192)</b>	<b>(\$192)</b>

**Notes:**

\*Not applicable. Only Ponte Verda Concert Hall is existing.

Line 6 - Donations/ Memberships may be significantly higher based upon marketing efforts of the facility management and community support for the facility.

Line 16 - Includes insurance, license, equipment leases, etc.

Source: Johnson Consulting

As shown in the table, in Year 1, the SJCPAC is projected to start off with nearly \$1.7 million in operating revenues, close to \$2.0 million in expenses, and a \$295,000 net operating deficit, before reserve for replacement. In Year 5, the SJCPAC is projected to generate nearly \$2.9 million in operating revenues and nearly \$3.0 million in expenses, equating to a net operating deficit of \$105,000 before reserve for replacement. After reserve for

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replacement is taken into account, the operation of the SJCPAC is projected to have an EBITDA of \$354,000 in Year 1, improving to \$205,000 in Year 5.

These figures do not address the construction costs of the building which would total about \$18.14 million, not including soft costs or debt service requirements. To address the net operating deficit, operational support would be required, such as City support via a dedicated source and fundraising and grants. These operational support requirements should be considered in St. Johns County based on the overall economic impact of the facility and the community asset that is provided by the SJCPAC. Further, local use is lower rated and not profitable, but is deemed essential for the quality of life in the market.

### **Ideas for Deficit Reduction**

- If more corporate/ social demand is attracted, the operational support would be reduced.
- Another potential strategy to reduce the financial support requirements for SJCPAC would be to develop and self-promote productions and events at SJCPAC. This presents more risk to the venue but significant revenue generating opportunities that could reduce the deficit or even lead to making an operating profit.

### **REVENUE ASSUMPTIONS**

Key revenue assumptions used for the pro-forma are described as follows.

- **Rent** – is a main source of income for the SJCPAC. Rental revenue includes any charges generated from two revenue-generating venues: The Main Theater and Black Box. For ticketed performance events, rentals are based on flat rates plus a percentage of ticket revenues. For non-entertainment events, only flat rates are charged. The assumptions for a rental scenario are summarized in Figure 6-17. All rental rates are inflated at three percent annually.


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Figure 6-17

St. Johns County Performing Arts Center New Theater and Black Box Venue Ticket and Rental Rate Assumptions			
	Average Ticket Price	Rental Rate	
		Per Used Day	+ Ticket Rev. %
For Ticketed Entertainment Events			
1 Main Theater	\$25.00	\$2,500	3.0%
2 Black Box	\$15.00	\$1,250	3.0%
For Non-Entertainment Events			
3 Main Theater	na	\$2,500	na
4 Black Box	na	\$1,250	na

Source: Johnson Consulting

Other key assumptions used for Ticket Fees through Naming Rights on the revenue side of the pro-forma are shown on Figure 6-18 and described in the following bullet points.

Figure 6-18

St. Johns County Performing Arts Center New Theater and Black Box Venue Other Revenue Assumptions	
Assumptions (Year 1)	
1 Ticket Fees	\$2.00 / ticketed attendees
2 Box Office Fees	\$0.50 / ticketed attendees
Food and Beverage Sales	
Ticketed Entertainment Events	
3 Main Theater	\$25.00 / attendee
4 Black Box	\$15.00 / attendee
Non-Entertainment Events*	
5 Main Theater	\$15.00 / attendee
6 Black Box	\$12.00 / attendee
7 Net-to-Gross Ratio	30.0% of gross
8 Reimbursed Event Labor	40.0% of rents
9 Donations/ Memberships/ Grants	\$75,000 / year
10 Advertising/ Sponsorships	\$50,000 / year
11 Naming Rights	\$50,000 / year

\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.

Source: Johnson Consulting



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- **Ticket Fees** – The SJCPAC is expected to receive a \$2.00 per ticket fee for all ticketed events at the facility. In Year 1, ticket fee revenue is anticipated at \$58,000, increasing to \$107,000 in Year 5.
- **Box Office Fees** – Similar to the ticket fee, the SJCPAC will charge \$0.50 per ticket for all events requiring use of the box office. Revenue from the box office fees are projected at \$14,000 in Year 1 and increases to \$27,000 in Year 5.
- **Net Food and Beverage** – Gross Food and Beverage sales are expected to be \$645,000 in Year 1, increasing to \$1,263,000 in Year 5. Revenue for net food and beverage sales are assumed for events within the SJCPAC at \$25 per attendee for Main Theater events and \$15 per attendee for Black Box events. Net-to-gross ratio is estimated at 30 percent.
- **Building Labor** – Additional labor required for show productions is assumed to amount to 40 percent of rental revenues. In Year 1, building labor is expected to generate \$222,000, increasing to \$360,000 by Year 5.
- **Donations/ Memberships** – Donations and memberships are conservatively estimated at \$75,000 in Year 1, increasing by three percent annually to \$84,000 by stabilization in Year 5. This amount has the potential to be significantly higher based upon the marketing efforts of the facility management and also by community reception of and support for the SJCPAC.
- **Advertising/ Sponsorships** - The advertising/sponsorship revenue is estimated at \$50,000 in Year 1, inflated by three percent annually to \$56,000 in Year 5. Depending on strategy, these numbers could be substantially higher.
- **Naming Rights** – Naming rights of the SJCPAC is expected to generate \$50,000 annually for a period of ten years, added to 3 percent of yearly inflation rate. Depending on strategy, these numbers could be substantially higher.

## EXPENSE ASSUMPTIONS

Johnson Consulting has generated estimated expenditures for the facility, based upon comparable facilities and other knowledge of the industry.

- **Salaries and Wages** – The SJCPAC is expected to employ a total of 7 full-time equivalent staff. Figure 6-19 displays the number of personnel at the SJCPAC, including salaries. Total salaries and wages are estimated at \$393,000 in Year 1, increasing to \$442,000 in Year 5. Salaries and wages are adjusted at three percent annually for inflation.



Figure 6-19

St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated Staff Structure			
Position	FTEs	Salary	Total
1 Executive Director	1.0	\$120,000	\$120,000
2 Box Office/ Rental Manager	1.0	\$60,000	60,000
3 Sales/ Talent Bookers	1.5	\$50,000	75,000
4 Admin.	1.0	\$35,000	35,000
5 Security	1.0	\$35,000	35,000
6 Maintenance/ Engineering/ Technical	1.5	\$45,000	67,500
<b>7 Total</b>	<b>7.0</b>	<b>--</b>	<b>\$392,500</b>

Source: Johnson Consulting

Other key assumptions used for Benefits through Reserve for Replacement on the expense side of the proforma are shown on Figure 6-20 and described on the following bullet points.

Figure 6-20

St. Johns County Performing Arts Center New Theater and Black Box Venue Expenses Assumptions		
Assumptions (Year 1)		
1 Salaries and Wages	\$392,500	/ year (see Staff table)
2 Benefits	33.3%	of Salaries and Wages
3 Administrative and General	\$1.50	/ gross SF
4 Production-related Wages	40.0%	of Reimbursed Event Labor
5 Event Expenses	50.0%	of building rents
6 Bldg Operation, Maintenance, Repairs	\$600	/ used days
7 Marketing	\$150,000	/ year
8 Utilities	\$700	/ used days
9 Other	2.0%	of Total Expenses
10 Reserve for Replacement	3.5%	of Gross Revenue

Source: Johnson Consulting

- **Benefits** – Employees benefits are estimated at 33.3 percent of total salaries and wages, for a total of \$131,000 in Year 1 increasing to \$147,000 in Year 5.
- **Administrative and General** – Other administrative and general expenses include any general office expenditures related to day-to-day operations of the SJCPAC. It is estimated at \$1.50 per square foot



of the SJCPAC (based on the estimated program of 36,000 square feet) for a total of \$54,000 in Year 1 and adjusted at three percent annually thereafter for inflation.

- **Labor/ Production-related Wages** – Includes expenditures for any additional labor required for event production and is estimated to be 40 percent of the building labor revenue line item or \$89,000 in Year 1.
- **Event Expenses** – Event expenses are estimated to amount to 50 percent of building rents, which translate to a total of \$278,000 in Year 1, growing to \$451,000 in Year 5.
- **Operations, Maintenance, and Repairs** – Maintenance and repair expenditures are estimated based upon the number of used days at the SJCPAC. Building operations include insurance, license, equipment leases, et cetera, For each used day, \$600 is estimated for operations, maintenance, and repair expenditures, which equates to \$176,000 in Year 1.
- **Marketing** – The expenditure for advertising is estimated at \$150,000 in Year 1, adjusted at three percent annually for inflation.
- **Utilities** – Utility expenditures are estimated at \$700 per use day of the SJCPAC, starting at \$205,000 in Year 1 and growing to \$325,000 in Year 5.
- **Other Operating Expenses** – Other operating expenditures include any additional expenses not accounted for in the above categories. Other operating expenditures are estimated at 2.0 percent of expenses, which is \$39,000 in Year 1.
- **Reserve for Replacement** – Reserve for replacement for future capital needs is estimated at 3.5 percent of gross revenues, anticipated at \$58,000 in Year 1.

## CONCLUSION

Recommendation #1's expanded PVCH is expected to operate in the upper quartile of similar facilities, in terms of demand. While many variables are still to be defined, current operations are strong. There is a genesis of good events in the marketplace and if the strong management and entertainment culture of the area is maintained, the facility should be very competitive. The market will support a facility of this size and stature, given the location of the PVCH and its ability to pull audiences from within St. Johns County, as well as greater Jacksonville and Daytona Beach areas, and beyond. Given that the management team works to adequately penetrate the regional market and attract a high enough caliber of entertainment acts, the expanded facility will be much better equipped to host these higher caliber events and be more appealing to them with enhanced revenue earning potential. The robust existing tourism industry and favorable, growing demographics of residents in the area makes it an attractive destination.



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Recommendation #2's new performing arts and black box venue, referred to as the SJCPAC, will allow the County to capture some of the additional arts and cultural activities that this venue will attract. The SJCPAC represents a significant investment in quality of life for the residents of St. Johns County and also serves as a tool to increase tourism and economic development of the County.

Operationally, the PVCH is expected to continue to have a positive net operating income, even accounting for reserve for replacement, which will grow over time with demand and utilization. The SJCPAC will require a modest annual subsidy in the initial years of operation, which will gradually decrease as the utilization ramps up. However, as previously noted, a portion of an annual operating subsidy could possibly be reduced with higher amounts of private donations received by the SJCPAC through the marketing efforts of staff, local officials, and arts and cultural organizations in the area.

## **SECTION 7**

### **ECONOMIC & FISCAL IMPACT ANALYSIS**

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## ECONOMIC AND FISCAL IMPACT ANALYSIS

This report section analyzes total economic and fiscal benefit that is being generated by the expansion of the Ponte Vedra Concert Hall and the development of the St. Johns County Performing Arts Center. There are all kinds of economic and social benefits that happen as the result of the presence and operation of the facility. This analysis quantifies the effect of the spending of visitors to this facility, as well as the business operation of the team and facilities, based on historical event demand and attendance and the expected loss of events if the recommendations from Section 6 are not executed. Additionally, Johnson Consulting's prior development of economic analyses for other performing arts facilities and specific knowledge of the marketplace and State of Florida contributed to the analysis.

While these are mathematical calculations which are based on experience seen in numerous other settings, perhaps the most important thing to visualize is what will happen to the St. Johns County area as a community. The expansion of the PVCH and the development of SJCPAC will expand the offering of affordable entertainment activity in the local area as well as spur economic growth via ancillary private sector development. These investments will also bolster the County's ability to attract people from outside the region, promote the identity of the market, and develop an ever-expanding portfolio of repeat events. Such venues will continue to play host to tens of thousands of residents and visitors in the region annually.

### DEFINITIONS

Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. For the purpose of this analysis, impact totals are discussed in terms of St. Johns County economy. The levels of impacts are described as follows:

- **Direct Spending** – is an expression of the spending that occurs as a direct result of the events that occur in the facility. For example, a performance attendee's expenditures on hotel rooms, shopping, and meals are direct spending.
- **Indirect Spending** – consists of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the performing arts center. For example, a performance attendee's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect spending.
- **Induced Spending** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the concert attendee's visit. The amount of the increased income the waiter spends in the local economy is called an induced spending.



- **Increased Earnings** – measures increased employee and worker compensation related to the project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.
- **Employment** – measures the number of jobs supported in the study area related to the spending generated as a result of the game and events occurring in the performing arts center. Employment impact is stated in a number of full-time equivalent jobs.

## RECOMMENDATION #1 – PONTE VEDRA CONCERT HALL

### USE AND ATTENDANCE

Economic and fiscal impact analysis is based on the projected use and attendance in Year 5 (which represents a typical year upon stabilization), as summarized in Figure 7-1 below.

**Figure 7-1**

Ponte Vedra Concert Hall Expansion Projected Use and Attendance (Year 5)			
	# of Shows or Events	# of Attendees or Spectators	# of Other Visitors*
<b>Ticketed Entertainment Events</b>			
1 Main Theater	110	71,500	3,300
2 <b>Subtotal</b>	<b>110</b>	<b>71,500</b>	<b>3,300</b>
<b>Non-Entertainment Events*</b>			
3 Main Theater	23	8,970	690
4 <b>Subtotal</b>	<b>23</b>	<b>8,970</b>	<b>690</b>
5 <b>Total</b>	<b>133</b>	<b>80,470</b>	<b>3,990</b>

**Notes:**

\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.

Line 1 - Other visitors in Main Theater includes visiting performers, production team staff, etc., assumed at 30 persons per event.

Line 3 - Other visitors includes exhibitors, product specialists, etc., assumed at 30 persons per event.

Source: Johnson Consulting

As shown in the table, in its stabilized year (Year 5), the PVCH is projected to accommodate 133 events, generating over 80,000 attendees. Additionally, nearly 4,000 other visitors are projected. They include the performers (singers, dancers, musicians), production officials, production staff, et cetera. Combined, these event attendees and other visitors serve as the basis of the impact estimates.


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## VISITATION VOLUME

Figure 7-2 show the estimated person-days and room nights generated by the expanded PVCH event attendees and other visitors.

**Figure 7-2**

Ponte Vedra Concert Hall Expansion Estimated Person-Days and Room Nights						
	# of Person-Days			# of Room Nights		
	Of Attendees	Of Other Visitors	Total	Of Attendees	Of Other Visitors	Total
<b>Ticketed Entertainment Events</b>						
1 Main Theater	71,500	4,950	76,450	10,410	3,710	14,120
2 <b>Subtotal</b>	<b>71,500</b>	<b>4,950</b>	<b>76,450</b>	<b>10,410</b>	<b>3,710</b>	<b>14,120</b>
<b>Non-Entertainment Events</b>						
3 Main Theater	8,970	690	9,660	1,310	520	1,830
4 <b>Subtotal</b>	<b>8,970</b>	<b>690</b>	<b>9,660</b>	<b>1,310</b>	<b>520</b>	<b>1,830</b>
5 <b>Total</b>	<b>80,470</b>	<b>5,640</b>	<b>86,110</b>	<b>11,720</b>	<b>4,230</b>	<b>15,950</b>
<b>% Overnight Visitors</b>						
6 <i>Ticketed Entertainment Events</i>	14.6%	75%				
7 <i>Non-Entertainment Events</i>	14.6%	75%				

Notes:

Line 6 and 7 - Indicating out-of-town visitors who stay overnight in hotels.

Source: LiveNation, Johnson Consulting

As shown, the expanded PVCH is estimated to generate over 86,000 person-days and nearly 16,000 room nights, annually. These numbers assume that 14.6% of attendees and 75% of other visitors will stay overnight in hotels.

## AVERAGE DAILY SPENDING

These attendees will spend money in the St. Johns County market, which averages \$393 daily for overnight visitors, as shown in Figure 7-3. The estimates for meals and incidental expenses are based on per person, per diem rates for St. Johns County per U.S. General Services Administration, which can be viewed as an average amount of spending across various hotels, restaurants, retail, and other establishments. The assumed spending on tickets corresponds to the expanded PVCH pro forma shown in Section 6. Average spending of local or day-trip visitors is assumed at \$138 per day.

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<b>Ponte Vedra Concert Hall Expansion Average Daily Spending</b>		
	<b>Overnight Visitors</b>	<b>Local or Day-trip Visitors</b>
1 Lodging	\$151.00	\$0.00
2 Meals and Incidental Expenses	205.00	101.00
3 Tickets	37.00	37.00
<b>4 Total</b>	<b>\$393.00</b>	<b>\$138.00</b>

*Notes:**Line 1 and 2 - Based on GSA Per Diem rate for St. Johns County.**Source: U.S. General Services Administration, Johnson Consulting***DIRECT SPENDING**

Based on the assumptions shown in Figure 7-2 and Figure 7-3, total direct spending by all visitors are estimated in Figure 7-4.

**Figure 7-4**

Ponte Vedra Concert Hall Expansion Estimated Direct Spending from Attendees						
Calculations						Estimated Amount
Overnight Visitors						
1 On Lodging	\$151.00	x	15,950	room nights	=	\$2,408,450
2 Meals and Incidental Expenses	\$205.00	x	27,115	person-days	=	5,558,575
3 On Tickets	\$37.00	x	17,697	ticketed attendees	=	654,789
4 Subtotal Spending from Overnight Visitors						\$8,621,814
Day-Trippers						
5 Meals and Incidental Expenses	\$101.00	x	58,995	person-days	=	\$5,958,495
6 On Tickets	\$37.00	x	53,803	ticketed attendees	=	1,990,711
7 Subtotal Spending from Day-Trippers						\$7,949,206
8 Total						= \$16,571,020

*Source: Johnson Consulting*

As shown in the table, all visitors to the expanded PVCH are estimated to spend nearly \$16.6 million, annually.


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### MULTIPLIER RATES AND TOTAL ECONOMIC IMPACT

Figure 7-5 summarizes the multiplier rates utilized to estimate indirect and induced spending, increased earnings, and employment.

**Figure 7-5**

Ponte Vedra Concert Hall Expansion Economic Impact Multipliers		
Impact	Multiplier	Base
Indirect Spending	0.381	of direct spending
Induced Spending	0.412	of direct spending
Increased Earnings	0.498	of direct spending
Increased Employment (FTE)	9.000	per \$1 million of direct spending

*Source: Implan, Johnson Consulting*

Based on the calculations and assumptions described thus far, Figure 7-6 summarizes the total estimated economic impacts of the expanded PVCH.

**Figure 7-6**

Ponte Vedra Concert Hall Expansion Estimated Annual Economic Impact		
	Multiplier*	Impact (\$Millions)
Direct Spending		\$16.57
Indirect Spending	0.38	6.31
Induced Spending	0.41	6.83
<b>Total Spending</b>		<b>\$29.71</b>
Increased Earnings	0.50	\$8.25
Employment (FTE Jobs)	9.00	149

*\*Reflects the impact for each \$1 million of direct spending.  
Source: Johnson Consulting*

As shown in the table above, the expanded PVCH is estimated to generate nearly \$30 million of total spending, over \$8 million of increased earnings, and support 149 full-time equivalent jobs, annually.



## FISCAL IMPACTS

Fiscal impacts are tax revenues that result from the spending and income related to the activities at the expanded PVCH. This analysis estimates fiscal impacts for the governmental units that levy taxes in the jurisdiction.

The fiscal impacts are the public sector's return on investment and an incentive to develop and operate the expanded PVCH. The overall economic impacts, including the fiscal impacts, provide a rationale for public participation in a project such as the PVCH expansion. Based on the spending estimates, Johnson Consulting projected the fiscal impacts from major categories of tax revenues that are directly affected by a visitor's activity: sales tax (at 6.5 percent) and Tourist Development (at 4.0 percent).

The fiscal impacts represent only a fraction of the overall spending impact to the economy, as they are only the public sector's increase in tax revenue resulting from the overall increased spending in the economy. The presence of the expanded PVCH would increase values of commercial establishments in areas surrounding the new facility and beyond, which result in increased property tax supported by the project.

Figure 7-16 shows the estimated annual fiscal impact of the expanded PVCH.

**Figure 7-7**

Ponte Vedra Concert Hall Expansion Estimated Annual Fiscal Impact			
	Tax Rate	Taxable Spending (\$Million)	Tax Revenues (\$000)
<b>Sales Tax</b>			
State Sales Tax	6.00%	\$29.7 of total spending	\$1,783
County Sales Tax	0.50%	\$29.7 of total spending	149
City Sales Tax	0.00%	\$29.7 of total spending	0
<b>Total Sales Tax</b>	<b>6.50%</b>		<b>\$1,931</b>
<b>Tourist Development Tax</b>	4.00%	\$2.4 of spending on lodging	96
<b>Total</b>			<b>\$2,028</b>

Source: Johnson Consulting

As shown on the table, activities at the expanded PVCH is estimated to generate over \$2 million in sales tax, and Tourist Development Tax revenues combined, annually.

Figure 7-8 shows the estimated portion of the expanded PVCH's fiscal impact that directly comes back to St. Johns County.


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**Figure 7-8**

<b>Ponte Vedra Concert Hall Expansion Estimated Annual Fiscal Impact to St. Johns County</b>		
	<b>Tax Rate</b>	<b>Tax Revenues (\$000)</b>
County Sales Tax	0.50%	\$149
Tourist Development Tax	4.00%	\$96
<b>Total</b>		<b>\$245</b>

*Source: Johnson Consulting*

As shown, expanded PVCH-generated tax revenues that come back to the County from the County Sales Tax and the Tourist Development Tax are estimated to amount to \$245,000, annually.

#### **ONE-TIME IMPACT OF CONSTRUCTION**

In addition to the on-going impacts from the operation of the facilities, the construction of the PVCH expansion would create a one-time influx of spending. This construction spending results in a one-time economic and fiscal impact.

Figure 7-9 shows the calculation of the construction impact, showing the calculation from construction costs to the resulted construction jobs as well as economic and fiscal impact.



Figure 7-9

Ponte Vedra Concert Hall Expansion Estimated One-Time Construction Impact		
	Multiplier or Tax Rate	Amount
Est. Hard Costs		\$7,884,478*
<b>Impact on Construction Jobs</b>		
% of Costs Spent on Labor		60.0%
Labor Costs		\$4,730,000
Average Construction Laborer Salary		\$30,000
<b># of On-Site Construction Jobs</b>		<b>160</b>
<b>Economic Impact</b>		
% of Costs Spent on Material		40.0%
Material Costs		\$3,150,000
% Spent Locally		80.0%
Direct Construction Spending		\$2,520,000
Indirect Spending	0.38	960,000
Induced Spending	0.41	1,040,000
<b>Total Spending</b>		<b>\$4,520,000</b>
Increased Earnings	0.50	\$1,260,000
Employment (in FTE Jobs)	9.0	20
<b>Fiscal Impact</b>		
Sales Tax		
State Sales Tax	6.00%	\$271,000
County Sales Tax	0.50%	23,000
City Sales Tax	0.00%	0
<b>Total Sales Tax</b>	<b>6.50%</b>	<b>\$294,000</b>

*\*Based on cost estimates for arts center expansion (provided by DLR Group) and seating balcony addition (provided by PVCH)*

*Source: Johnson Consulting*

Construction jobs are estimated based on the amount spent on construction labor. In absence of an actual construction cost detailed rundown, labor costs are assumed to amount to 60 percent of construction costs, while the remaining 40 percent goes to material costs. In typical construction projects, labor costs typically make up 55 percent to 60 percent of total construction costs; while the remaining 40 percent to 45 percent goes to project development cost. Applying this ratio to the \$7.88 million construction cost amount, labor costs are estimated to amount to \$4.73 million (material costs are estimated to amount to \$3.15 million). As shown in the table, assuming an average construction laborer salary of \$30,000, the construction is estimated to generate 160 construction jobs.

Economic and fiscal impact is estimated based on the amount spent on construction material and construction jobs. Clearly, not all of the construction material is purchased locally. In absence of an actual



construction vendor/ supplier list, which would indicate where each of the material is purchased from, this analysis conservatively assumes that 80 percent of material costs is spent locally. Applying the multipliers to this amount, such spending on material is estimated to generate \$4.52 million of total spending, \$1.26 million of increased earnings, and an additional 20 full-time jobs in the economy. Tax revenues are estimated to amount to \$294,000.

## RECOMMENDATION #2 – ST. JOHNS COUNTY PERFORMING ARTS CENTER

Economic and fiscal impact analysis is based on the projected event and attendance in Year 5 (which represents a typical year upon stabilization), as summarized in Figure 7-10 below.

Figure 7-10

St. Johns County Performing Arts Center New Theater and Black Box Venue Projected Use and Attendance (Year 5)			
	# of Shows or Events	# of Attendees or Spectators	# of Other Visitors*
<b>Ticketed Entertainment Events</b>			
1 Main Theater	30	34,650	900
2 Black Box	40	13,000	400
3 <b>Subtotal</b>	<b>70</b>	<b>47,650</b>	<b>1,300</b>
<b>Non-Entertainment Events*</b>			
4 Main Theater	45	10,350	450
5 Black Box	60	6,600	na
6 <b>Subtotal</b>	<b>105</b>	<b>16,950</b>	<b>450</b>
7 <b>Total</b>	<b>175</b>	<b>64,600</b>	<b>1,750</b>

*Notes:*

*\*Including seminars, lectures, meetings, graduations, corporate events, social functions, et cetera.*

*Line 1 - Other visitors in Main Theater includes visiting performers, production team staff, etc., assumed at 30 persons per event.*

*Line 2 - Other visitors in Black Box includes visiting performers, production team staff, etc., assumed at 10 persons per event.*

*Line 4 - Other visitors includes exhibitors, product specialists, etc., assumed at 10 persons per event.*

*Source: Johnson Consulting*

As shown in the table, in its stabilized year (Year 5), the SJCPAC is projected to accommodate 175 events, generating nearly 65,000 attendees. Additionally, nearly 2,000 other visitors are projected. They include the performers (singers, dancers, musicians), production officials, production staff, et cetera. Combined, these event attendees and other visitors serve as the basis of the impact estimates.


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## VISITATION VOLUME

Figure 7-11 shows the estimated person-days and room nights generated by the SJCPAC event attendees and other visitors.

**Figure 7-11**

St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated Person-Days and Room Nights						
	# of Person-Days			# of Room Nights		
	Of Attendees	Of Other Visitors	Total	Of Attendees	Of Other Visitors	Total
<b>Ticketed Entertainment Events</b>						
1 Main Theater	34,650	4,050	38,700	5,050	3,040	8,090
2 Black Box	13,000	1,200	14,200	1,890	900	2,790
3 <b>Subtotal</b>	<b>47,650</b>	<b>5,250</b>	<b>52,900</b>	<b>6,940</b>	<b>3,940</b>	<b>10,880</b>
<b>Non-Entertainment Events</b>						
4 Main Theater	10,350	675	11,025	1,510	510	2,020
5 Black Box	6,600	0	6,600	960	0	960
6 <b>Subtotal</b>	<b>16,950</b>	<b>675</b>	<b>17,625</b>	<b>2,470</b>	<b>510</b>	<b>2,980</b>
7 <b>Total</b>	<b>64,600</b>	<b>5,925</b>	<b>70,525</b>	<b>9,410</b>	<b>4,450</b>	<b>13,860</b>
<b>% Overnight Visitors</b>						
8 Ticketed Entertainment Events	14.6%	75%				
9 Non-Entertainment Events	14.6%	75%				

Notes:

Line 8 and 9 - Indicating out-of-town visitors who stay overnight in hotels.

Source: Johnson Consulting

As shown, the SJCPAC is estimated to generate over 70,000 person-days and nearly 14,000 room nights, annually. These figures assume that 14.6% of attendees and 75% of other visitors will stay overnight in hotels.

## AVERAGE DAILY SPENDING

As previously stated, these attendees will spend money in the St. Johns County market, which averages \$393 daily for overnight visitors, as shown in Figure 7-12. The estimates for meals and incidental expenses are based on per person, per diem rates for St. Johns County per U.S. General Services Administration, which can be viewed as an average amount of spending across various hotels, restaurants, retail and other establishments. The assumed for spending on tickets corresponds to the SJCPAC pro forma shown in Section 6. Average spending of local or day-trip visitors is assumed at \$138 per day.


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Figure 7-12

St. Johns County Performing Arts Center New Theater and Black Box Venue Average Daily Spending		
	Overnight Visitors	Local or Day-trip Visitors
1 Lodging	\$151.00	\$0.00
2 Meals and Incidental Expenses	220.00	116.00
3 Tickets	22.00	22.00
<b>4 Total</b>	<b>\$393.00</b>	<b>\$138.00</b>

Notes:

Line 1 and 2 - Based on GSA Per Diem rate for St. Johns County.

Source: U.S. General Services Administration, Johnson Consulting

## DIRECT SPENDING

Based on the assumptions shown in Figure 7-11 and Figure 7-12, total direct spending by all visitors are estimated in Figure 7-13.

Figure 7-13

St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated Direct Spending from Attendees						
Calculations						Estimated Amount
Overnight Visitors						
1 On Lodging	\$151.00	x	13,860	room nights	=	\$2,092,860
2 Meals and Incidental Expenses	\$220.00	x	23,562	person-days	=	5,183,640
3 On Tickets	\$22.00	x	11,798	ticketed attendees	=	259,556
4 Subtotal Spending from Overnight Visitors						\$7,536,056
Day-Trippers						
5 Meals and Incidental Expenses	\$116.00	x	46,963	person-days	=	\$5,447,708
6 On Tickets	\$22.00	x	35,852	ticketed attendees	=	788,744
7 Subtotal Spending from Day-Trippers						\$6,236,452
8 Total						= \$13,772,508

Source: Johnson Consulting

As shown in the table, all visitors to SJCPAC are estimated to spend nearly \$14 million, annually.


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### MULTIPLIER RATES AND TOTAL ECONOMIC IMPACT

Figure 7-14 summarizes the multiplier rates utilized to estimate indirect and induced spending, increased earnings, and employment.

**Figure 7-14**

St. Johns County Performing Arts Center New Theater and Black Box Venue Economic Impact Multipliers		
Impact	Multiplier	Base
Indirect Spending	0.381	of direct spending
Induced Spending	0.412	of direct spending
Increased Earnings	0.498	of direct spending
Increased Employment (FTE)	9.000	per \$1 million of direct spending

*Source: Implan, Johnson Consulting*

Based on the calculations and assumptions described thus far, Figure 7-15 summarizes the total estimated economic impacts of the SJCPAC.

**Figure 7-15**

St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated Annual Economic Impact		
	Multiplier*	Impact (\$Millions)
Direct Spending		\$13.77
Indirect Spending	0.38	5.25
Induced Spending	0.41	5.68
<b>Total Spending</b>		<b>\$24.70</b>
Increased Earnings	0.50	\$6.86
Employment (FTE Jobs)	9.00	124

*\*Reflects the impact for each \$1 million of direct spending.*  
*Source: Johnson Consulting*

As shown in the table above, the SJCPAC is estimated to generate nearly \$25 million of total spending, nearly \$7 million of increased earnings, and support 124 full-time equivalent jobs, annually.



## FISCAL IMPACTS

Fiscal impacts are tax revenues that result from the spending and income related to the activities at the proposed SJCPAC. This analysis estimates fiscal impacts for the governmental units that levy taxes in the jurisdiction.

The fiscal impacts are the public sector's return on investment and an incentive to develop and operate the proposed SJCPAC. The overall economic impacts, including the fiscal impacts, provide a rationale for public participation in a project such as the SJCPAC. Based on the spending estimates, Johnson Consulting projected the fiscal impacts from major categories of tax revenues that are directly affected by a visitor's activity: sales tax (at 6.5 percent), food and beverage tax (at 1.0 percent), and hotel operators' occupation tax (at 3.0 percent).

The fiscal impacts represent only a fraction of the overall spending impact to the economy, as they are only the public sector's increase in tax revenue resulting from the overall increased spending in the economy. The presence of the proposed SJCPAC would increase values of commercial establishments in areas surrounding the new facility and beyond, which result in increased property tax supported by the project.

Figure 7-16 shows the estimated annual fiscal impact of the proposed SJCPAC.

**Figure 7-16**

St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated Annual Fiscal Impact			
	Tax Rate	Taxable Spending (\$Million)	Tax Revenues (\$000)
<b>Sales Tax</b>			
State Sales Tax	6.00%	\$24.7 of total spending	\$1,482
County Sales Tax	0.50%	\$24.7 of total spending	123
City Sales Tax	0.00%	\$24.7 of total spending	0
<b>Total Sales Tax</b>	<b>6.50%</b>		<b>\$1,605</b>
<b>Tourist Development Tax</b>	4.00%	\$2.1 of spending on lodging	84
<b>Total</b>			<b>\$1,689</b>

Source: Johnson Consulting

As shown on the table, activities at the proposed SJCPAC are estimated to generate nearly \$1.7 million in sales tax and Tourist Development Tax revenues combined, annually.

Figure 7-17 shows the estimated portion the fiscal impact of the proposed SJCPAC that comes directly back to St. Johns County.


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**Figure 7-17**

<b>St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated Annual Fiscal Impact to St. Johns County</b>		
	<b>Tax Rate</b>	<b>Tax Revenues (\$000)</b>
County Sales Tax	0.50%	\$123
Tourist Development Tax	4.00%	84
<b>Total</b>		<b>\$207</b>

*Source: Johnson Consulting*

As shown, SJCPAC-generated tax revenues that come back to the County from County Sales Tax and Tourist Development Tax are estimated to amount to \$207,000, annually.

#### **ONE-TIME IMPACT OF CONSTRUCTION**

In addition to the on-going impacts from the operation of the facilities, the construction of SJCPAC would create a one-time influx of spending. This construction spending results in a one-time economic and fiscal impact.

Figure 7-18 shows the calculation of the construction impact, showing the calculation from construction costs to the resulted construction jobs as well as economic and fiscal impact.


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Figure 7-18

St. Johns County Performing Arts Center New Theater and Black Box Venue Estimated One-Time Construction Impact		
	Multiplier or Tax Rate	Amount
Est. Hard Costs		\$18,142,488*
<b>Impact on Construction Jobs</b>		
% of Costs Spent on Labor		60.0%
Labor Costs		\$10,890,000
Average Construction Laborer Salary		\$30,000
<b># of On-Site Construction Jobs</b>		<b>360</b>
<b>Economic Impact</b>		
% of Costs Spent on Material		40.0%
Material Costs		\$7,260,000
% Spent Locally		80.0%
Direct Construction Spending		\$5,808,000
Indirect Spending	0.38	2,210,000
Induced Spending	0.41	2,390,000
<b>Total Spending</b>		<b>\$10,408,000</b>
Increased Earnings	0.50	\$2,890,000
Employment (in FTE Jobs)	9.0	50
<b>Fiscal Impact</b>		
Sales Tax		
State Sales Tax	6.00%	\$624,000
County Sales Tax	0.50%	52,000
City Sales Tax	0.00%	0
<b>Total Sales Tax</b>	<b>6.50%</b>	<b>\$676,000</b>

\* Based on construction cost estimate generated by DLR Group

Source: Johnson Consulting

Construction jobs are estimated based on the amount spent on construction labor. In absence of an actual construction cost detailed rundown, labor costs are assumed to amount to 60 percent of construction costs, while the remaining 40 percent goes to material costs. In typical construction projects, labor costs typically make up 55 percent to 60 percent of total construction costs; while the remaining 40 percent to 45 percent goes to project development cost. Applying this ratio to the \$18.1 million hard cost amount, labor costs are estimated to amount to \$10.9 million (material costs are estimated to amount to \$7.3 million). As shown in the table, assuming an average construction laborer salary of \$30,000, the construction is estimated to generate 360 construction jobs.



Economic and fiscal impact is estimated based on the amount spent on construction material and construction jobs. Clearly, not all of the construction material is purchased locally. In absence of an actual construction vendor/ supplier list, which would indicate where each of the material is purchased from, this analysis conservatively assumes that 80 percent of material costs is spent locally. Applying the multipliers to this amount, such spending on material is estimated to generate \$10.4 million of total spending, \$2.9 million of increased earnings, and an additional 50 full-time jobs in the economy. Tax revenues are estimated to amount to approximately \$676,000.

## CONCLUSION

The expansion of the PVCH and the development of the SJCPAC will generate significant economic and fiscal impacts both in terms of operation and construction. Figure 7-19 presents a summary of the combined economic and fiscal impact of these proposed arts and cultural facilities.

**Figure 7-19**

St. Johns County Arts & Cultural Facilities PVCH Expansion and SJCPAC Summary of Combined Economic and Fiscal Impact		
	ONE-TIME Impact of Construction	ANNUAL Impact of Facility Operations
<b>On-Site Construction Jobs (FTE)</b>	520	
Construction Labor Wages	15,620,000	
<b>Economic Impact</b>		
Direct Spending	\$8,328,000	\$30,340,000
Indirect Spending	\$3,170,000	\$11,560,000
Induced Spending	\$3,430,000	\$12,510,000
<b>Total Spending</b>	<b>\$14,928,000</b>	<b>\$54,410,000</b>
Increased Earnings	\$4,150,000	\$15,110,000
Employment (in FTE Jobs)*	70	273
<b>Fiscal Impact</b>		
State Sales Tax	\$895,000	\$3,265,000
County Sales Tax	\$75,000	\$272,000
City Sales Tax	\$0	\$0
Tourist Development Tax		\$180,000
<b>Total</b>	<b>\$970,000</b>	<b>\$3,717,000</b>

\*Reflects increased employment in the area as a result of (or commonly referred to as "ripple effect"

from) direct spending.

Source: Johnson Consulting



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**DLR Group**

As shown, total annual economic impact of combined facility operations is estimated to generate over \$54 million in spending, over \$15 million in increased earnings, and approximately 273 FTE jobs. Total annual fiscal impact of facility operations will generate over \$3.7 million tax revenues.

The combined one-time impact of construction for these facilities is estimated to generate nearly \$15 million in spending, over \$4.1 million in increased earnings, and 70 FTE jobs. Total combined fiscal impact of construction equates to nearly \$1 million in tax revenues.

Overall, these projects represent strategic investments that will be pivotal in bolstering the County's tourism draw and elevating the quality of life for current and future residents.