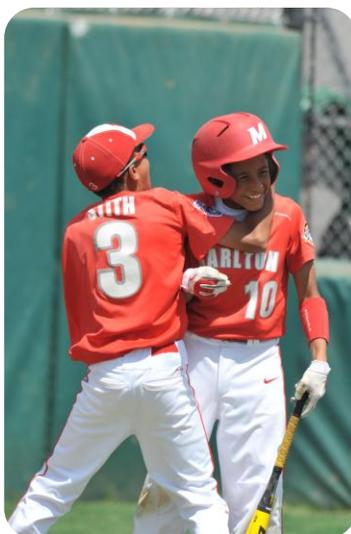


10-Year-Old



August 9-16, 2014
Winchester, Virginia



FINAL REPORT

Prepared by Lisa A. Hamaker,
Assistant Director of Parks & Recreation and World Series Host President

Executive Summary

The City of Winchester, Virginia's Department of Parks & Recreation Department collaborated with the Winchester Baseball League to host the 2014 Cal Ripken 10-Year-Old World Series at Yost Field in Jim Barnett Park. The event took place on August 9-16, 2014.

After the economic impact success of the 2011 Cal Ripken 10-Year-Old World Series the Winchester Common Council approved the contract between the City of Winchester, VA and Babe Ruth League International on April 9, 2013 to bring the 10-Year-Old World Series to Winchester once more. For nearly 16 months, the World Series Executive Committee comprised of Parks & Recreation staff, City of Winchester staff, and Winchester Baseball board members planned the event. Babe Ruth League Commissioner, Robert Faherty, provided support by visiting Winchester as well as regularly reviewing our progress. The Executive Committee received additional support from other city and regional agencies including the Winchester-Frederick County Convention and Visitor's Bureau, Old Town Winchester, City Marketing, Emergency Management, Treasurers Office, Winchester City Sheriff, Winchester Police, Winchester Fire & Rescue, GIS, Information Technology, Public Works, and the Department of Rehabilitative Services.

The success of the World Series relied on strong support from other City agencies and a strong volunteer base from the local community. Over 100 volunteers participated in the World Series and contributed 1,144.53 hours of volunteer service at a value of \$28,029.54 (based upon a \$24.49/hour rate for the state of Virginia for 2013 established by Independentsector.org). In addition, 28 local, regional and national businesses and organizations sponsored the event donating \$53,600 in cash and \$31,600 in in-kind contributions.

While the success of this event will likely be measured by the amount of revenue brought into our locality, it is very clear that Winchester's warm hospitality touched the hearts of many World Series guests. A compilation of quotes from our guests and visitors is included at the end of this report.



Over **100 individuals volunteered** during the 2014 Cal Ripken 10 Year-Old World Series contributing **1,144.53 hours** of service valued at **\$28,029.54**.

Photo: Staff and volunteers from the community

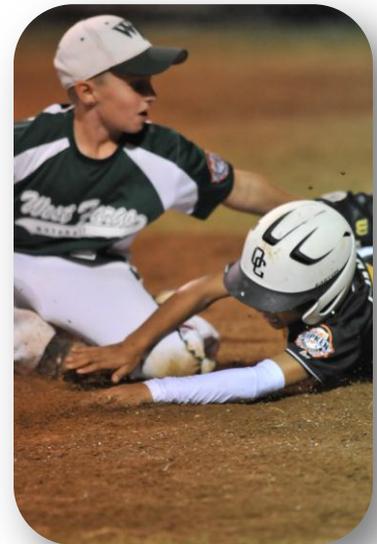
World Series Budget Summary

World Series Operational Expenses

Operational expenses spent locally	\$52,747.25
Operational expenses spent outside local area	\$12,736.41
Contract fee to Babe Ruth League	\$45,000.00
Full Time Employee overtime	\$12,878.00
Part-time employee cost	\$ 2,539.53
City Sheriff Dept. Support	<u>\$ 1,576.04</u>
Total expenditures	\$127,477.23

World Series Revenues

Sponsorship revenue	\$53,600.00
Ticket sales	\$20,901.00
Souvenir sales	\$20,687.74
Concession proceeds	<u>\$ 1,500.00</u>
Total revenue	\$96,688.74
Operating Subsidy	(30,788.49)
*In-kind sponsorship	\$31,600



Local Economic Impact

Below is synopsis for the preliminary economic impact study. The data below is a snapshot of the results of the study. The complete preliminary study was completed by Park Director Jennifer Jones and is attached to this report.



Estimated Projected Economic Impact

Formula: average # of groups/team X # visiting teams X average spent throughout tournament/group

$$9.7 \times 9 \times \$2,233.17$$

$$\$194,955.74$$

Total Estimated Economic Impact \$194,955.74 X *2.37 \$462,045.10

*Total with 2.37 economic impact multiplier. The Virginia Tourism Corporation and the National Association of Sports Commissions (NASC) use a 2.37 multiplier as an industry average when calculating the economic impact of an event.

Economic Status

Cost to the City for the event.....	\$127,477.23
Income to the City from admission fees, vendor concessions, etc.....	\$96,688.74
Net loss to the City.....	(\$30,788.49)
Income accruing to City from outside of the event gates spent in the community.....	\$462,045.10
Net gain in income to the community [(\$462,045.10+\$96,688.74)-\$127,477.23].....	\$431,256.61
Return on investment to City on their \$127,477.23 investment.....	338%

Based upon survey feedback and an internal assessment, there are several areas of improvement including:

- Modify restricted parking to allow for more parking near secondary entrance
- Acquire title sponsor before committing to contract with Babe Ruth
- Change up souvenir options to go with current trends
- Ensure that the size of the hotel can manage the amount of teams they are accepting
- Widen perimeter of stadium fencing to encompass all areas teams need to utilize
- Modify locations in which volunteers are needed to better utilize their support
- Move banquet off-site. Too much manpower required for set up and tear down.
- Prepare better contingency plans for inclement weather.



Photo: Winchester, VA World Series Team

In summary, the 2014 Cal Ripken 10-Year-Old World Series yielded a very positive return on our investment and generated business and revenue for local merchants. Not calculated in these figures are the local and state sales tax generated from hotels and restaurants during the same period.

Moving forward, Winchester Parks & Recreation is committed to working with its community partners to continue to secure and plan regional and national events in Winchester. We ask that our elected officials and citizens support our efforts.



Photo: Winchester, VA teams participating in Ryan Zimmerman meet and greet.

Below are several quotations from the app surveys:

"The World Series staff at the park and banquet ceremonies were awesome. Always willing to help, spoke each time they saw you and even took the time to conversate with us at times even though they were very busy. Great team!!! Lexington, KY

"Loved the town. The people of Winchester really embraced the whole WS event. Loved our host family too. Great golf course too." Marlton, NJ

"For many reasons it was a 10! The volunteers, the facility, the combined quality of location to American history and local beauty, the weather (sans rain of course) made the experience awesome. Thanks Winchester ." West Linn, OR

"The people of Winchester were very nice and accommodating. The Ripken reps were fantastic and I would like to especially recognize Amy Simmons who was great to work with. Thank you." Marlton, NJ

"Loved the town but our boys did not play well! Well ran tourney." Oak Grove, MS

"It was great. We had great meals at several restaurants and enjoyed some outings in the surrounding area." Williamsburg, VA

"Wonderful...love the history!" West Linn, OR

"Would like to explore more but time doesn't permit. Will revisit." Lexington, KY



2014 Babe Ruth World Series Economic Impact Study

Preliminary Results

Background: The purpose of an Economic Impact Analysis is to provide information about the dollar value of the Babe Ruth World Series in the local Winchester economy. Economic Impact is defined as the net change of money in a community as a result of visitor spending on an event or attraction. To have an economic impact, the money must be new dollars introduced into the community, rather than dollars that would be spent in the community as a matter of course. Therefore, economic impact typically does not include money spent by residents, even if they attended the event being studied. The impact is determined by the amount of money (and its multiplier effect) spent by out-of-town visitors on such things as hotel rooms, restaurant meals, souvenirs, gasoline, etc, as well as accompanying increases in jobs and tax revenues.

To calculate World Series tournament impact, it is important to ask about the number of groups reporting per team and how much money the group spent during the event. Expenditures on such needs as transportation, lodging, and food constitute the direct economic impact of the event on the community. Direct expenditure data provide some information about the economic impact of a special event. To fully understand the impact, however, the evaluator should calculate the indirect dollars spent, as well. Indirect expenditures result in some portion of that dollar being spent multiple times, like direct effect dollars being spent by local businesses and the local government. There are also induced effects which are other ripple effects generated by direct and indirect effects, like employees of impacted businesses spending some of their salary and wages in other businesses in the City. The multiplier coefficient is used to determine the indirect and induced impacts of the new dollar being spent in a community as a result of the event. The total economic impact of an event or attraction is the direct monetary impact times the multiplier. When possible, the evaluator should calculate the tax dollars generated as a result of these expenses – state sales tax, entertainment tax, community sales tax, lodging taxes, special use taxes.

Methodology: The survey instrument was developed after researching the topic of economic impact studies for parks and recreation services. The evaluator wanted to keep the questionnaire short and manageable in order to encourage participation and increase response rate. The questionnaire was one page front with 6 questions (see attached). There was information on the back of the survey regarding Winchester City boundaries as well as a QR code that would link the smart phone user to a Winchester restaurant website. The 2014 World Series Economic Impact Questionnaire was distributed at World Series ticket gates throughout the tournament and also to team parents during the last two days of pool play. Event goers picking up the survey at the World Series ticket gates were instructed to return the completed survey to the ticket gate by the 3rd inning. The methodology of survey distribution took into account that visitors would have a better idea of expenditures after pool play versus at the beginning of

the tournament. Thus, visitor estimations on the amount of money spent in each sub-division of spending would more accurately represent actual spending. Each survey respondent was asked to write their name on the returned form. Surveys were picked up every tournament game from the ticket gates in the bottom of the 3rd inning. From the survey returns each game, a survey respondent was randomly selected during the 4th inning stretch to receive a prize pack complete with “Play Your Heart Out in Winchester Parks” or “The Grass is Always Greener in Jim Barnett Park” T-shirt, water bottle and WPRD book bag. The prize packs were used as incentive to increase the survey response rate.

It is very important to note that the survey respondent was asked to complete the information based on their immediate group. The instructions read. “During the course of your visit, what is the approximate amount your immediate group will spend in each of the following categories:” Therefore the formula used to derive the projected economic impact shall be: **the average # of groups/ team X # visiting teams X average spent throughout tournament/group. The respondents gave a tournament estimate and not a per day estimate on spending per group.**

Results: Below are the preliminary results of Winchester Parks and Recreation Department’s 2014 World Series Economic Impact Questionnaire (Please see attached questionnaire). The data reflects the responses to the survey that was distributed at World Series ticket gates throughout the tournament and to team parents during the last two days of pool play.

Total number of visitor responses	88
Total number of survey responses	137
Average Number of Players per Team	12
Average number of travelling groups per team	9.7
Number of Traveling Teams	9
Average Days Spent in Winchester	8.51
Average Nights Spent in Winchester	8.21
Average number of people in individual group	4.08
Estimated Total Amount per group (not team) spent in Winchester	\$1908.61
<u>Per Group (not team) Breakdown of Expenses</u>	
Average Paid in Entry Fees	\$54.84
Average Spent in Restaurants, Bars, Concessions	\$363.08

Average Spent on Groceries	\$101.18
Average Spent on Retail	\$153.22
Average Spent on Lodging	\$950.53
Average Spent on Gas	\$113.62
Average Spent on Private Auto	\$34.77
Average Spent on Rental Cars	\$137.37

Estimated Average Spent Outside Winchester **\$329.96**

Estimated Total Visitor Group Spending **\$2238.57**

Estimated Projected Economic Impact

Visitors

Formula: average #of groups/ team X # visiting teams X average spent throughout tournament/group

$$9.7 \times 9 \times \$2238.57 = \$195,427.17$$

Total Estimated Economic Impact $*2.37 \times (195,427.17) = \mathbf{\$463,162.40}$

*Total with 2.37 economic impact multiplier. The Virginia Tourism Corporation and the National Association of Sports Commissions (NASC) use a 2.37 multiplier as an industry average when calculating the economic impact of an event. The 2.37 multiplier was used in the 2011 World Series Economic Impact Study.

Discussion:

The total estimated economic impact of the 2014 Babe Ruth World Series hosted by Winchester Parks and Recreation is \$463,162.40 Only money spent by visitors was considered for the Economic Impact Study. When compared to the previous World Series Economic Impact Study, locally spent money listed as operating expenditures were not incorporated into this evaluation of economic stimulation. These operating expenses were not considered money spent by visitors by this current evaluator. Additionally, the previous study also included money spent for rooms for Babe Ruth officials. Since the Winchester Parks and Recreation Department actually pays for the hotel accommodations, this is not considered money being injected into the Winchester economy from visitors to the area. Thus Babe Ruth official's hotel rooms were not included in this study. *The Economic Status of the World Series* is included in the

World Series Final Report. The aforementioned *Status Report* includes event cost, income, economic impact, and return on investment. The information contained in this Economic Impact Study is estimations, while the *Economic Status of the World Series* contains more actual expenses and revenues. The *Economic Status of the World Series* revealed a 338% return on investment of the City's outlay.

This report is identified as "Preliminary Results" because the survey responses are also being tabulated by Shenandoah University Associate Professor, Brian Wigley. Associate Professor Wigley's Data Summary is attached to this study. Both Winchester Parks and Recreation and Shenandoah University entered the survey responses and analyzed the results. Their results were within 3% of having the same raw data summaries with respect to money spent in the local economy and economic stimulation based on the multiplier. Associate Professor of Sports Management, Brian Wigley had these conclusions:

"In my opinion there are two reasons that this year's final economic impact is less than the previous World Series:

- 1. Novelty - in Sport Marketing literature novelty is an important construct. Teams now do many things to 'create' novelty (did you see the Pittsburgh Steelers' uniforms yesterday? Wow!)*
- 2. The success of the Winchester team. This is the biggest factor in explaining the differing amounts. Again, Sport Marketing research proves that - with the possible exception of the Chicago Cubs - winning cures all ills. When your team wins, you go."*

Associate Professor Wigley commented in the October 2014 Park Advisory Board meeting, "that given these aforementioned factors and the economic impact and ROI of the event that the 2014 Babe Ruth World Series was a huge success." Brian Wigley also deferred to the Economic Impact Study written by Winchester Park and Recreation Director since the data summary results were within 3% points of each other. Thus the current *Preliminary Results* are now the official *2014 World Series Economic Impact Study*. No other documents will be forthcoming.

Recommendations:

Tourism depends on attractions. In most communities, primary attractions are sports tournaments, festivals, historical sites, museums, parks and major recreation facilities operated by parks departments. City Council uses a portion of resident taxes to subsidize programs, special events, promotions, activities or facilities that attract out-of-town visitors who spend money in the local community. This new money from outside the community creates income and jobs for residents, completing the cycle of economic development. Community residents are responsible for providing the initial funds, and residents receive a return on their investment in the form of new jobs and more household income.

In most communities, economic development is a political priority as it is viewed as a means of expanding the tax base. The economic balance sheet supplements the financial balance sheet. This *Study* captures all revenues brought into Winchester by out-of-town visitors, rather than only the small proportion of those revenues that accrue directly to the city.

Given the economic stimulation generated by the 2014 Cal Ripken Babe Ruth World Series, it is the recommendation of the evaluator, that the City of Winchester continue to utilize its current facilities to increase the community's return on invested tax dollars. It is recommended that the City's Parks and Recreation Department continue to bid on State and Regional sport tournaments to the degree that resources will allow. All users groups associated with Jim Barnett Park facilities should be extended the opportunity to partner with the Winchester Parks and Recreation Department in bringing large tournaments to the City of Winchester. Each year the Department should partner with two different user groups in hosting a large tournament. This invitation to partner should be extended every five years to spread resources in a fair and equitable manner. Currently the Department is partnering with Winchester Rugby to prepare a bid to host the Virginia State Qualifier in 2105. The Department has also committed to bid on the BMX Regional Qualifier in 2016. Letters have been sent to all user group contacts with and invitation to partner with Winchester Parks and Recreation Department to host one large tournament every five years. With 10 relevant user groups, this would mean providing resources two times per summer to host a large sporting event. Many sport governing bodies will not require expensive up front sponsorship contracts like Babe Ruth Baseball's \$45,000 commitment. These potential bids should be considered before those governing bodies who require risky sponsorship contracts. The trade-off will be that the state and regional qualifiers will draw more teams to the area but for a shorter stay than the 8-day World Series. Continued City Council funding commitment will be necessary in the form of approved fiscal year budget requests with respect to field and facility upgrades and maintenance.

There are many other benefits that accrue when hosting a national event like the Babe Ruth World Series. For instance, raising the exposure of a city can lead to lasting economic benefits. The long-term investment which comes from preparing for a major event will leave a legacy of improved infrastructure and improved sporting venues. A major sporting event can create enthusiasm and excitement for such an event. It can encourage uptake of the sport which has lasting benefits for the community's health. Also, a major sporting event can lead to a rise in volunteerism which promotes civic virtues, and community cohesion. Being gracious hosts and catering to guests promotes a feeling of self esteem and community pride. Many in the Winchester community felt community belonging and significance as businesses, organizations and individuals pulled together with their numerous contributions both monetary and in-kind that were necessary to host the 2014 Babe Ruth World Series. Patch Adams said it best, "We can never get a re-creation of community and heal our society without giving our citizens a sense of belonging." The 2014 Babe Ruth World Series created community cohesion as well as a sense of pride in our City.

Respectfully Submitted: Jennifer L. Jones, Director of Parks and Recreation (Winchester, Virginia).

Winchester Parks & Recreation Department

2014 World Series Economic Impact Questionnaire

1. What is the ZIP code at your home address? _____

1. What is the name of your team? _____

2. Which of the following are you (check one): athlete spectator coach vendor
 exhibitor referee/umpire media person sponsor other

3. How many days will you be at this event? _____ days.

4. How many nights will you be spending in the area? _____ nights.

4a. Where will you be staying (circle one):

- € Hilton Garden Inn
- € Hampton Inn- University Mall
- € Hampton Inn-Berryville
- € Fairfield Inn and Suites
- € Courtyard by Marriott
- € Country Inn& Suites

5. How many people (**including yourself**) are in your immediate group? _____ people.

6. To better understand the economic impact of the World Series, we are interested in finding out the approximate amount of money you and other visitors in your immediate group will spend, including travel to and from your home. We understand that this is a difficult question, but please do your best because your responses are very important to our efforts.

DURING THE COURSE OF YOUR VISIT, WHAT IS THE APPROXIMATE AMOUNT YOUR IMMEDIATE GROUP WILL SPEND IN EACH OF THE FOLLOWING CATEGORIES:

TYPE OF EXPENDITURE	Amount spent in the Winchester City Area	Amount spent outside of the Winchester City Area
A.Admission/Entry Fees		
B.Restaurants, Bars, Concessions, Night Clubs		
C.Groceries		
D.Retail Shopping(clothing, souvenirs ,gifts, etc.)		
E.Lodging Expenses (hotel, motel, B&B, camping, etc.)		
F.Gas and Oil (auto, RV, boats)		
G.Private Auto Expenses		
H.Rental Car Expenses, Taxis		
I.Any Other Expenses <i>Please Identify:</i>		

The QR code can be scanned with your Smartphone. The QR code links to Winchester's Restaurant website. Please use this website to help determine restaurant location.

<http://www.winfood.com/>



This is a map of the City of Winchester. It is included as a quick reference to assist in determining location of restaurants, stores, hotels etc. When completing the Economic Impact Study Questionnaire, it is important for our team to know where you made purchases – Winchester City or Frederick County. A good rule of thumb is that anything on the East side of Interstate 81 is IN Frederick County.

<http://www.visitwinchester.com/index.php?view=info/map&direction>

Please give your name here for our

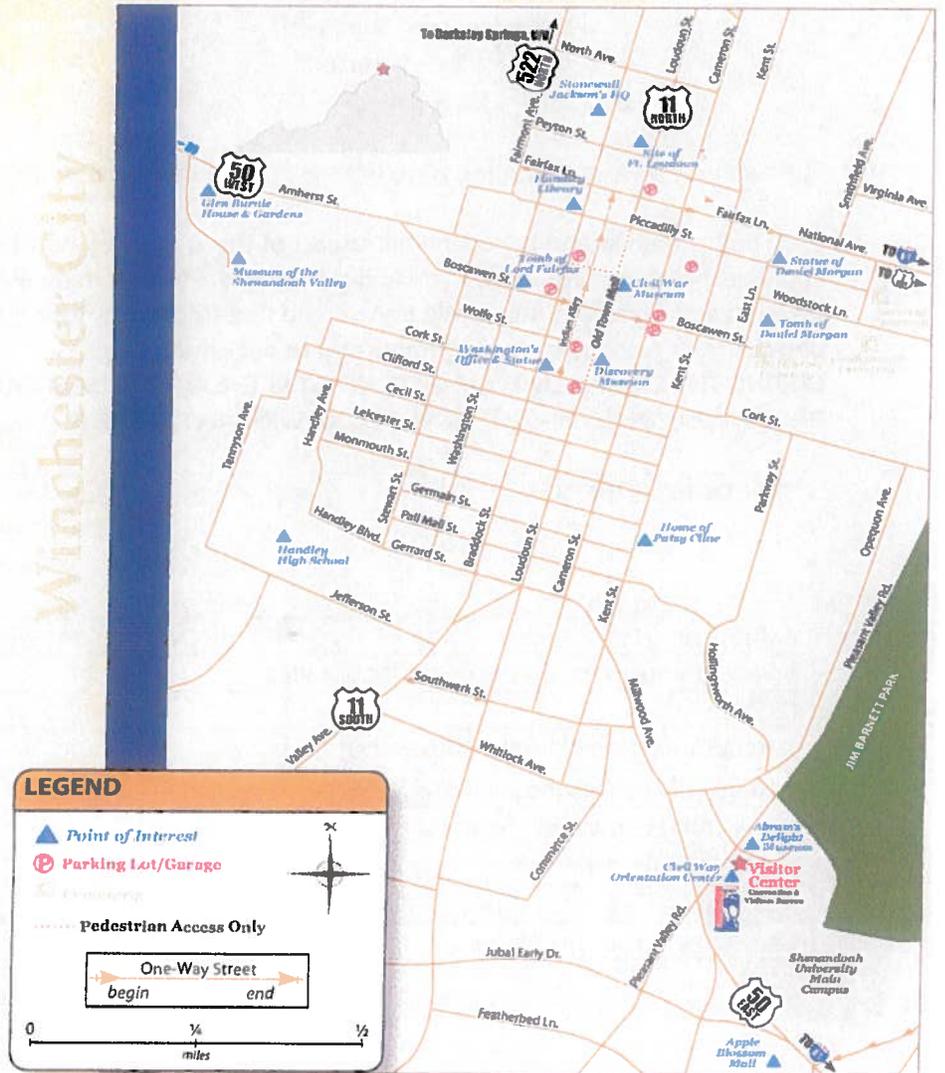
4th Inning stretch drawing

if you are interested in winning a WPRD T-shirt. In order to be eligible for the drawing you must return your questionnaire to the ticket booths areas by the end of the third inning. Please only complete the questionnaire one time.

YOUR NAME HERE

Winchester

Winchester City



2014 CAL RIPKEN WORLD SERIES Economic Impact Study

By Brian Wigley - Revenue

SURVEY DATA					
Data Summary		Respondant Category		Duration of Stays	
Total Surveys	136	Spectators	66	Average Days @ Event	8.66
Usable Surveys	79	Athlete	3	Average Nights Lodging	8.36
		Coaches	3		
		Media	3		
		Other	4		

LODGING		
Lodging Summary / Location		
No Lodging	5	*Other Lodging
Hilton Garden Inn	3	Aloft (n=4)
Hampton Inn - University Mall	11	Comfort Inn
Hampton Inn - Berryville	24	Not Listed (n=2)
Fairfield Inn & Suites	9	Holiday Inn Express
Courtyard by Marriott	16	Marriott Town Suites
Country Inn & Suites	2	
Other (*Listed at Right)	9	
Total Room Purchased	74	
Average Lodging Expenses		\$998.90
Total Lodging Expenditures		\$78,910
Lodging Expenditures w/multiplier*		\$187,016.70
<p>*The Virginia Tourism Corporation and the National Association of Sports Commissions (NASC) use a 2.37 multiplier as an industry average when calculating the economic impact of an event.</p>		

ADMISSION FEES	
Average Admission Fee Paid	\$75
Admission Fee Revenue Total	\$5,930
Admission Fee Revenue w/multiplier	\$14,054.10

RESTAURANTS / BARS / CONCESSIONS / NIGHT CLUBS	
Average Expenditures at Restaurants / Bars	\$468.10
Restaurants / Bar Total Expenditures	\$36,980
Restaurants / Bar Expenditures w/multiplier	\$87,642.60

GROCERIES	
Average Groceries Expenditures	\$136
Groceries Total Expenditures	\$10,715
Groceries Expenditures w/multiplier	\$25,394.55

CAL RIPKEN WORLD SERIES**Economic Impact - Revenue (P.2)**

RETAIL SHOPPING	
Average Retail Shopping Expenditures	\$213.48
Retail Shopping Total Expenditures	\$16,865
Retail Shopping Expenditures w/multiplier	\$39,970.05

GAS / OIL	
Average Gas / Oil Expenditures	\$166.84
Gas / Oil Total Expenditures	\$13,180
Gas / Oil Expenditures w/multiplier	\$31,236.60

PRIVATE AUTO EXPENSES	
Average Private Auto Expenditures	\$31.77
Total Private Auto Expenditures	\$2,510
Private Auto Expenditures w/multiplier	\$5,948.70

RENTAL CAR / TAXI	
Average Rental Car / Taxi Expenditures	\$184.71
Total Rental Car / Taxi Expenditures	\$14,592
Rental Car / Taxi Expenditures w/multiplier	\$34,583.04

OTHER EXPENDITURES	
Average Other Expenditures	\$111.14
Total Other Expenditures	\$8,780
Total Other Expenditures w/multiplier	\$20,808.60

EXPENDITURES OUTSIDE WINCHESTER	
Average Outside Expenditures	\$262.81
Total Outside Expenditures	\$20,762
Total Outside Expenditures w/multiplier	\$49,205.94

TOTAL ECONOMIC IMPACT			
Lodging Total	\$78,910	Lodging Total w/multiplier	\$187,016.70
Admission Fees	\$5,930	Admission Fees w/multiplier	\$14,054.10
Restaurant/Bars	\$36,980	Restaurants / bars w/multiplier	\$87,642.60
Groceries	\$10,715	Groceries w/multiplier	\$25,394.55
Gas / Oil	\$13,180	Gas / Oil w/multiplier	\$31,236.60
Private Auto	\$2,510	Private Auto w/multiplier	\$5,948.70
Rental Car / Taxi	\$14,592	Rental Car / Taxi w/multiplier	\$34,583.04
Other	\$8,780	Other w/multiplier	\$20,808.60
Outside Winchester	\$20,762	Outside Winchester w/multiplier	\$49,205.94
TOTAL EXPENDITURES	\$192,359	TOTAL EXPENDITURES w/multiplier	\$455,890.83