

Medford Baseball Stadium

Economic and Social Impact Analysis

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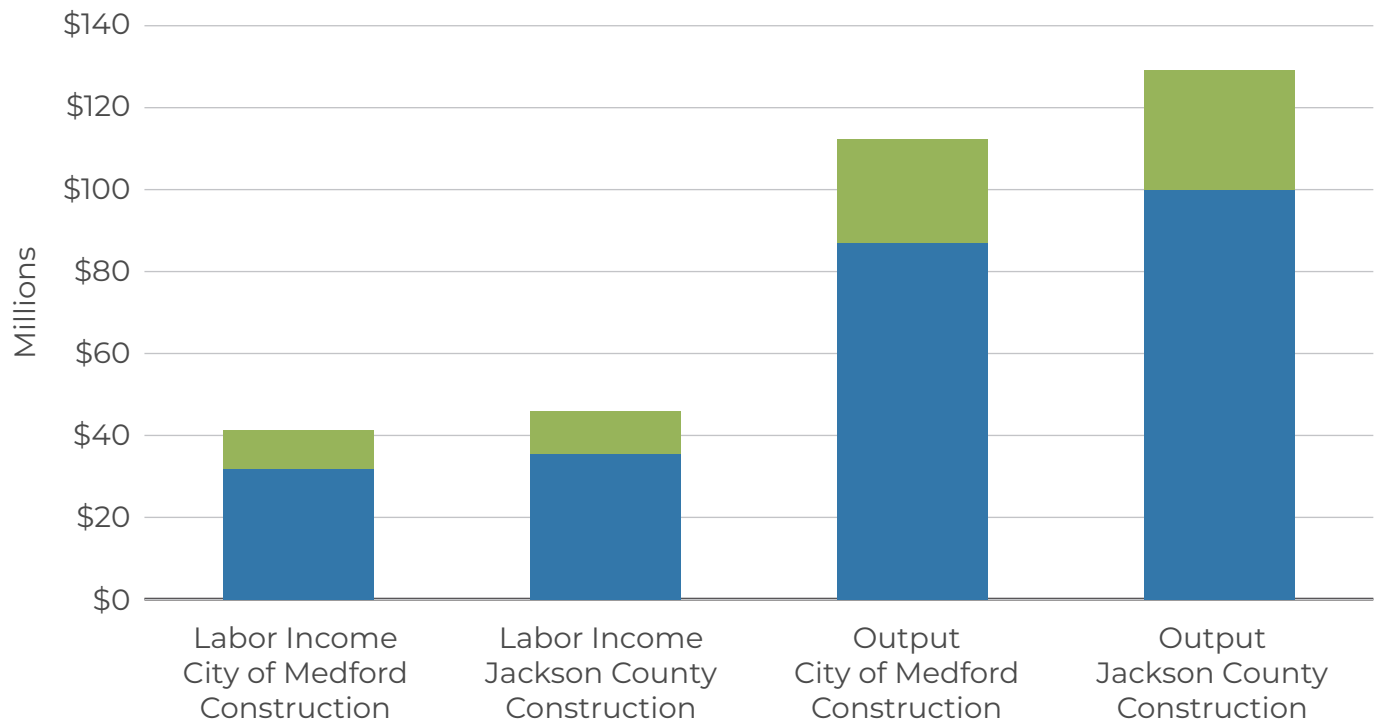
Executive Summary

The City of Medford is considering investing in a new multi-use stadium that would enable the Eugene Emeralds, a Minor League Baseball team currently based in Eugene, Oregon, to relocate to the city. Beyond hosting professional baseball games, the stadium offers an opportunity to advance Medford's economic development, and cultural and public safety goals by serving as an anchor for future growth, a venue for community events and concerts, and a designated facility for disaster response and relief.

This analysis, conducted by Beacon Economics, quantifies the direct, indirect, and induced impacts associated with the stadium's construction and operations—such as employment contributions, labor income, and economic output—using industry-standard input-output modeling. It also considers broader, non-monetary benefits, including enhanced quality of life, community identity, and civic engagement. The findings below provide the City of Medford with clear, data-driven insights into the potential value of the stadium.

Total Income and Economic Output Supported by Stadium Construction

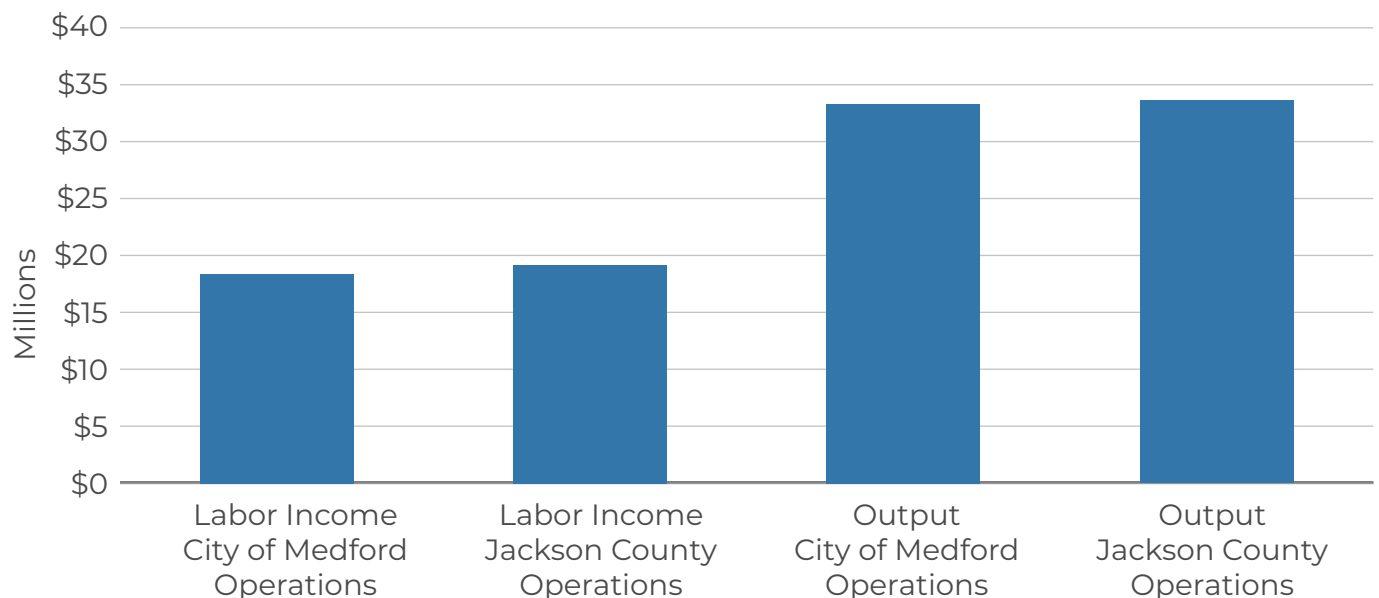
Figure 1



Source: Bureau of Economic Analysis, IMPLAN. Analysis by Beacon Economics. (Real 2025 dollars).

Annual Income and Economic Output Supported by Ongoing Stadium Operations

Figure 2



Source: Bureau of Economic Analysis, IMPLAN. Analysis by Beacon Economics. (Real 2025 dollars).



City Economic Impacts

Stadium construction will support 475–613 jobs in the city, generate \$32 million–\$41 million in labor income, and produce \$87 million–\$112 million in economic output for the City of Medford. Stadium operations (including baseball games, concerts, and holiday events) will support 379 jobs annually, generate \$18.3 million in labor income, and produce over \$33.3 million in economic output for Medford.



County Economic Impacts

Construction will also support 529–683 jobs across the county, generate \$35.5 million–\$46 million in labor income, and produce \$100 million–\$129 million in economic output for the county. Stadium operations will support 395 jobs annually, generate \$19.2 million in labor income, and produce over \$36 million in economic output for Jackson County.



Social and Community Impacts

Minor League teams like the Emeralds play an important role in civic life by hosting inclusive, family-friendly events, supporting youth development, and partnering with schools and nonprofits. In Medford, this could mean year-round programming like baseball clinics, reading challenges, local fundraising drives, and holiday parades that connect residents to one another and to the team. The Emeralds' record of supporting public health, education, and social inclusion shows their potential to become an anchor institution in the community. With Medford's strong base of civic pride and youth engagement, the Emeralds could become a unifying presence that strengthens local identity and enhances the quality of life for Medford residents.



Economic Impacts

The following section quantifies the economic impacts of the proposed MiLB stadium (the Project) by modeling how direct spending on construction and operations generates indirect and induced effects throughout the economy. This includes impacts on supply chain industries and household spending from labor income, which together determine the total economic contribution of the project. Economic impacts were calculated for the City of Medford and for Jackson County to capture the immediate industries supporting the Project locally, as well as the broader countywide network of suppliers and service providers.

Construction Impact

Beacon Economics estimates that the construction of the Project will generate significant economic impacts in the City of Medford, with additional benefits extending across Jackson County.¹

Economic Impact

The \$70.0 million to \$90.4 million in construction-related spending is projected to generate \$87.0 million–\$112.4 million in total economic output in the City of Medford. This includes the direct effects of construction and the broader economic ripple effects throughout the region. Specifically, spending is expected to generate \$9.5 million–\$12.3 million in output through local supplier purchases (indirect effects) and an additional \$7.5 million to \$9.7 million in household spending from workers spending their earnings (induced effects). In total, construction activity is anticipated to support 475–613 jobs and contribute \$31.9 million–\$41.2 million in labor income to the local economy.

Of the 391 to 504 jobs directly supported during construction, most will be in occupations such as construction laborers, supervisors, carpenters, and electricians. The Project will also support a smaller number of high-wage professional positions, including chief executives, lawyers and judicial law clerks, architectural and engineering managers, and financial managers. Approximately 51 percent of direct jobs will require no more than a high school diploma, and 19 percent will require no prior work experience, indicating that the Project will offer employment opportunities that are broadly accessible to the local workforce.

¹ See Appendix for a discussion of how disposition effects are considered in the analysis.

Economic Impact of Construction – City of Medford

Table 1

Impacts	Employment	Labor Income (\$M)	Output (\$M)
Direct	391 - 504	\$26.47 - \$34.19	\$70.00 - \$90.40
Indirect	43 - 55	\$2.93 - \$3.79	\$9.50 - \$12.26
Induced	41 - 53	\$2.52 - \$3.25	\$7.54 - \$9.74
Total	475 - 613	\$31.93 - \$41.23	\$87.04 - \$112.40

Source: Bureau of Economic Analysis, IMPLAN. Analysis by Beacon Economics. (Real 2025 dollars).

Expanding the analysis to encompass all of Jackson County highlights the Project's broader regional benefits. When accounting for economic linkages beyond Medford's city limits, total construction-related output rises to \$100.0 million–\$129.1 million, supporting 529–683 jobs and generating \$35.5 million–\$45.8 million in labor income countywide. These expanded impacts reflect additional indirect and induced effects, including \$12.9 million–\$16.7 million in economic output, 54 to 70 jobs, and \$3.5 million–\$4.6 million in labor income, driven by spending at firms located elsewhere in Jackson County and by increased household consumption resulting from higher employment and wages.

Economic Impact of Construction – Jackson County

Table 2

Impacts	Employment	Labor Income (\$M)	Output (\$M)
Direct	391 - 504	\$26.47 - \$34.19	\$70.00 - \$90.40
Indirect	82 - 107	\$5.70 - \$7.36	\$19.33 - \$24.96
Induced	56 - 72	\$3.29 - \$4.25	\$10.63 - \$13.73
Total	529 - 683	\$35.46 - \$45.79	\$99.96 - \$129.10

Source: Bureau of Economic Analysis, IMPLAN. Analysis by Beacon Economics. (Real 2025 dollars).

Operations Impact

Beacon Economics estimates that the Project will generate lasting economic and fiscal benefits for the City of Medford, with additional impacts extending throughout Jackson County. Once operational, the stadium is expected to support ongoing employment in the local community, including positions related to facility operations, maintenance, event staffing, and contracted services. This ongoing activity will contribute to local spending and generate stable sources of tax revenue, including property, excise, and lodging taxes, that help support essential public services. These estimates reflect the direct impacts associated with stadium operations only and do not capture potential downstream effects, such as the Project's capacity to catalyze further development in the city. Accordingly, the long-term economic contributions of the Project are likely to exceed those quantified in this analysis. ²

Economic Impact

The Project is expected to generate approximately \$33.3 million in total economic output annually in the City of Medford, driven by an estimated \$25.0 million in ongoing spending related to stadium operations, team activity, events, and visitor spending. This activity is projected to directly support around 379 local jobs and generate an estimated \$18.3 million in labor income each year. These direct effects reflect on-site spending for games, concerts, team and visitor activity, community programs, and special events.

² See Appendix for a discussion of how disposition effects are considered in the analysis.

Economic Impact of Operations (1-Year) – City of Medford

Table 3

Impacts	Employment	Labor Income (\$M)	Output (\$M)
Direct	328	\$15.19	\$24.20
Indirect	23	\$1.47	\$4.05
Induced	28	\$1.68	\$5.04
Total	379	\$18.34	\$33.30

Source: Bureau of Economic Analysis, IMPLAN. Analysis by Beacon Economics. (Real 2025 dollars).

Expanding the analysis to all of Jackson County increases the total economic output from operations to \$36.0 million, supporting 395 jobs and generating \$19.2 million in labor income. The additional \$2.7 million in output, 16 jobs, and \$0.8 million in income reflect indirect and induced effects from spending with countywide businesses and households outside of Medford.

Economic Impact of Operations (1-Year) – Jackson County

Table 4

Impacts	Employment	Labor Income (\$M)	Output (\$M)
Direct	328	\$15.19	\$24.20
Indirect	35	\$2.06	\$5.80
Induced	32	\$1.93	\$6.04
Total	395	\$19.17	\$36.04

Source: Bureau of Economic Analysis, IMPLAN. Analysis by Beacon Economics. (Real 2025 dollars).



Social and Community Benefits

Minor league baseball has a deep social impact, with teams often becoming a cornerstone of community life. Stadiums serve as gathering places, fostering civic pride and providing affordable entertainment for residents. Beyond game days, these venues bring people together for youth baseball camps, concerts, charity fundraisers, volunteer events, and professional networking events,³ strengthening local connections in meaningful ways. Building a ballpark for the Emeralds in Medford wouldn't just support baseball—it would help drive downtown revitalization, attract new businesses, and create a dynamic space that benefits the community year-round.⁴

³ <https://web.eugenechamber.com/events/BusinessAfter%20Hours%20Eugene%20Emeralds%20Baseball-2319986/details>

⁴ <https://www.medfordoregon.gov/files/assets/public/v1/communications/documents/adopted-2023-25-council-biennial-goals.pdf>

Community Engagement

Minor league teams like the Emeralds, play a key role in fostering community engagement and enhancing quality of life. Bringing the Emeralds to Medford would create a dynamic atmosphere that extends far beyond the ballpark. Research analyzing housing prices in 138 metropolitan areas in 1993 and 2005 found that cities with affiliated teams see greater housing demand, reflecting the value people place on living near a team.⁵ This suggests that Minor League Baseball contributes to a stronger sense of community, with residents willing to pay more for the entertainment, civic pride, and lifestyle benefits it brings.

The Emeralds work to build strong community bonds through themed game nights like Star Wars Night, interactive experiences such as on-field contests and post-game fireworks, special events like fan appreciation days and player meet-and-greets,^{6,7} and playing as Las Monarcas de Eugene—an alternate team identity used for Minor League Baseball’s Copa de la Diversión.⁸ These family-friendly events bring people together, giving residents of all ages a reason to connect and celebrate their shared love of the game. A new stadium in Medford could serve a similar role, becoming a central gathering place that strengthens the city’s cultural identity and sense of community.

YOUTH Beyond the games, the Emeralds actively engage with local schools and youth sports programs, creating opportunities for young people to connect with athletes and experience professional baseball firsthand. In Medford, this same approach could inspire young people and enhance local sports programs, inspiring the next generation of athletes. For instance, the team has hosted free baseball clinics for children aged 6-15, where players provide hands-on instruction in fielding, throwing, and basic skills. The highlight for many campers is the player-versus-campers game, where kids get to take the field against their heroes. Each participant also receives tickets to a future game, ensuring that their connection to the team continues beyond the camp. During MLB Play Ball Weekend, the Emeralds transform local Little League games into big-league experiences, featuring walk-up music, PA announcements, and appearances by players and the team mascot Sluggo. Afterward, young athletes receive T-shirts, wiffle ball sets, and autographs, strengthening their ties to both the sport and the community.

⁵ Agha, N. and Coates, D. (2015), A Compensating Differential Approach to Valuing the Social Benefit of Minor League Baseball. *Contemporary Economic Policy*, 33: 285-299. <https://doi.org/10.1111/coep.12080>

⁶ 2024 Community Report (A. Benavides, General Manager of the Eugene Emeralds, personal communication, March 4, 2025).

⁷ All information about events hosted by the Emeralds, and donations made by the Emeralds in 2024 are coming from the 2024 Community Report, unless noted otherwise.

⁸ <https://www.milb.com/eugene/team/monarcas>

In a single season, front office staff volunteered over 230 hours to organizations like the Children's Miracle Network pageants and PeaceHealth Hospital, while players spent 130 hours at local schools. Even mascots Sluggo and Boomer the Whale play a role, logging over 150 hours at hospitals, schools, and community events. The Emeralds also maintain a strong partnership with the Boys and Girls Club of Emerald Valley, one of the region's largest youth service organizations. Bringing this level of engagement to Medford would help solidify the Emeralds' role as a mentor and supporter of local youth.

HOLIDAYS During the holiday season, the Emeralds bring their community spirit to local celebrations. In December, staff members build a float and participate in Christmas parades, such as the Springfield Christmas Parade, Coburg Light Parade, and Veneta Christmas Parade. Dressed as festive elves, they join Sluggo in greeting community members along the parade routes,⁹ creating fun and memorable experiences. The Emeralds could become a key part of Medford's holiday traditions, spreading joy and reinforcing their role as a beloved local institution.

PUBLIC SAFETY The team also partners with local organizations to foster a sense of unity. For example, they worked with the Eugene Police Department to host National Night Out, a nationwide campaign promoting safer neighborhoods and stronger community law enforcement relationships. This event brings police officers and residents together under positive circumstances, reinforcing trust and collaboration. In Medford, the Emeralds could play a similar role in strengthening ties between the community and law enforcement.

INCLUSION Inclusivity is also a key element of the Emeralds' mission. They celebrate and support diverse communities through events like The Nine, honoring Black baseball history. As part of their Las Monarcas de Eugene alternate identity¹⁰, they've also worked with Latinx-focused nonprofits to distribute over 600 free tickets to families. In Medford, such inclusive events would ensure that the Emeralds create an inviting and diverse atmosphere, where every fan feels valued.

The Emeralds have made a long-term commitment to inclusivity by celebrating the region's Latino community through thoughtful outreach and cultural representation. In 2018, the team introduced a brand extension, Los Monarcas, inspired by the Monarch Butterfly, a symbol of migration and the American Dream.¹¹ Los Monarcas honors the presence, contributions, and aspirations of the area's

⁹ <https://www.registerguard.com/picture-gallery/news/local/2024/12/07/photos-springfield-christmas-parade-brings-holiday-cheer/76829725007/>

¹⁰ <https://milbcopa.mlblogs.com/las-monarcas-de-eugene-copa-branding-e067c840cafb>

¹¹ <https://milbcopa.mlblogs.com/las-monarcas-de-eugene-copa-branding-e067c840cafb>

growing Latino population. This work could become even more meaningful if the team relocates to Medford, a city in which, Latinos make up a larger share of the population than in Eugene, according to the U.S. Census Bureau.¹²

This initiative is supported by a standing advisory group formed in 2017, made up of local educators, city staff, students, and community leaders.^{13,14} The group plays an active role in shaping Monarcas Béisbol events and promotions, helping ensure the team's work reflects the values and stories of the community it represents. The Emeralds' approach has positioned the organization as a leader in inclusive sports programming at both the local and national levels.

The Emeralds have engaged with a broad range of organizations to strengthen their ties with the local Latino community, especially through their Los Monarcas identity. In total, the team has worked with over 15 organizations, contributing to community outreach, cultural events, and fundraising.

One example of their impactful work is their collaboration with Centro Latino Americano, which resulted in the development of the Los Monarcas brand identity and raised \$983.31 through a specialty jersey auction during the July 4th game, benefiting the organization.

In addition to their work with Centro Latino, the team also collaborated with City of Eugene Parks & Rec of Willamalane to host free baseball clinics and sponsor Movie Nights in the Park at Peterson Barn Community Center, a location heavily frequented by the Latino community. They also supported Causa, Oregon's Immigrant Rights Organization, in the No to Measure 105 campaign, underscoring their ongoing commitment to advocacy and community support.

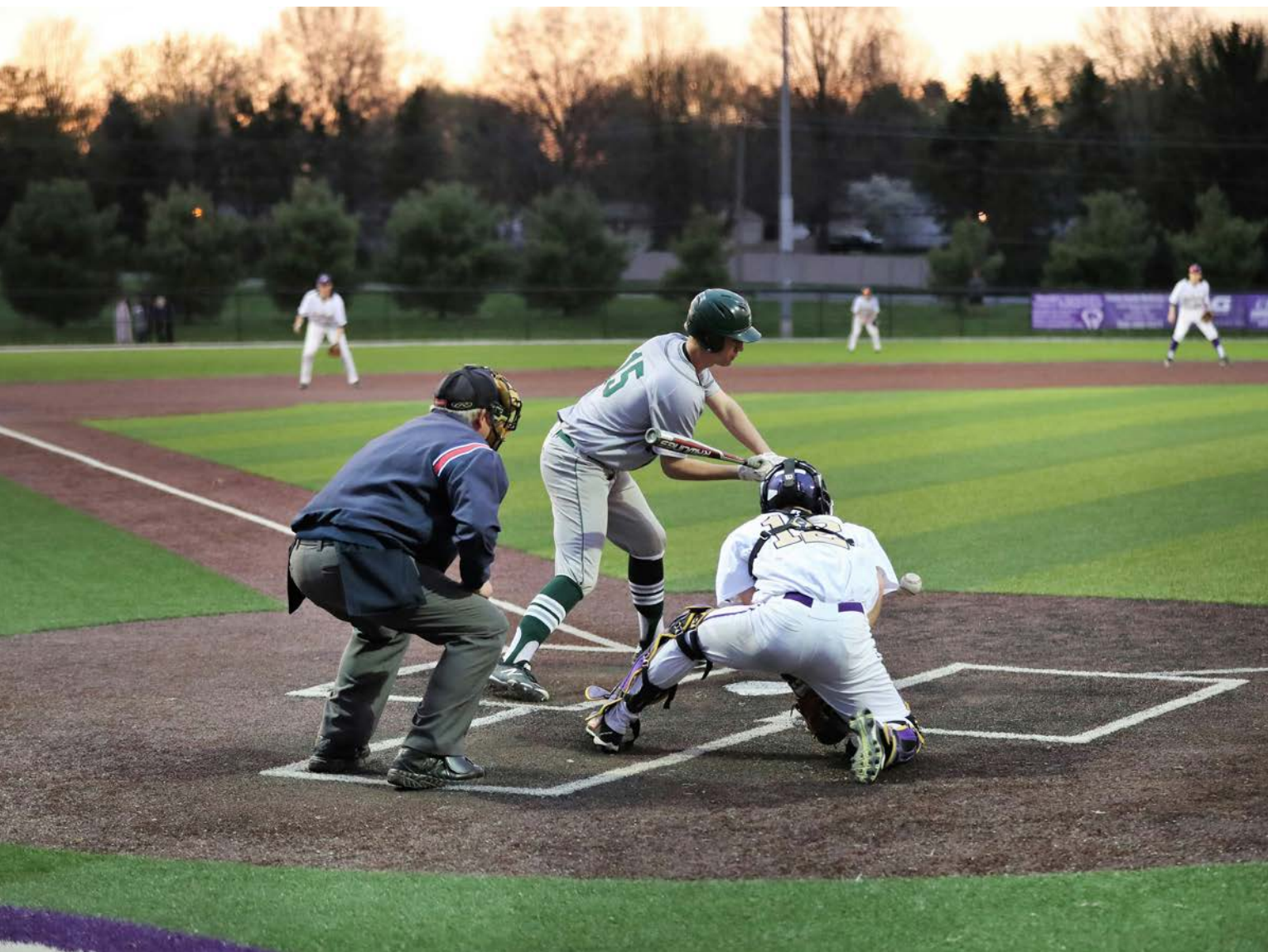
The team has also supported Latino-owned businesses through networking with the Latino Business Network. This partnership has helped integrate these businesses into the Emeralds' activities and events, fostering stronger community relationships and providing valuable exposure for these enterprises.

Beyond community engagement, the Emeralds' commitment extends to charitable efforts that directly support local organizations, families, and individuals in need. These charitable efforts would play a vital role in strengthening the Medford community.

¹² <https://data.census.gov/table/ACSDPIY2023.DP05?q=eugene,+oregon&g=160XX00US4147000&moe=false>

¹³ Copa de la Diversión Recap – 2018 Season (A. Benavides, General Manager of the Eugene Emeralds, personal communication, March 4, 2025)

¹⁴ All information about Las Monarcas is coming from Copa de la Diversión Recap – 2018 Season, unless otherwise noted.



Charity and Community Support

Minor league teams do more than play baseball—they also play an active role in strengthening their communities. The Emeralds have consistently demonstrated this through their charitable initiatives, showing how their presence can have a meaningful effect. In 2020, the Emeralds were recognized for supporting the local community affected by the COVID-19 pandemic and wildfires.¹⁵ In 2024, the team contributed a total of \$459,182 to charitable causes and played a vital role in fundraising efforts. They partnered with organizations like the American Cancer Society to raise awareness and funds for important causes.

¹⁵ <https://www.klcc.org/sports/2020-12-06/eugene-emeralds-receive-top-award-for-community-involvement>

PUBLIC HEALTH During Breast Cancer Awareness Month, the team's Assistant General Manager Chris Bowers participated in the Real Men Wear Pink campaign, wearing pink throughout October to support breast cancer research and education. The Emeralds also sold Breast Cancer Awareness t-shirts, hosted a coffee drive, and teamed up with a local restaurant to raise funds. Their combined efforts contributed over \$8,000 to the campaign, which raised \$207,376 in total. This example highlights how the team could engage local businesses and residents in Medford, making a tangible difference in the community.

INCLUSION The Emeralds also champion inclusion by supporting athletes of all abilities. Each February, they participate in the Special Olympics Polar Plunge,¹⁶ where front office members take an icy dive into the Willamette River to raise money for Special Olympics Oregon. In 2024, they raised nearly \$2,000 for the cause, marking their ninth year of participation. This long-standing commitment could easily extend to Medford, benefiting local Special Olympics programs and other important initiatives.

EDUCATION Their dedication to education is evident in programs like Sluggo's Home Run Reading Challenge,¹⁷ which in 2024 alone incentivized over 11,400 students from 53 schools with free tickets for meeting reading goals. The team also hosted a Día de los Libros (Day of Books) game, in which local nonprofits distributed bilingual books to children. These initiatives could seamlessly translate to Medford, benefiting local schools and community groups.

NONPROFITS The Emeralds further support nonprofits through initiatives like the Community Spotlight Program,¹⁸ which gave 66 organizations the chance to connect with fans through concourse tables, in-game recognition, and ceremonial first pitches. Similarly, the Tickets for Good Program, sponsored by Café Yumm, provided 1,000 free tickets to nonprofits and low-income organizations. These programs could provide Medford's nonprofits and families with greater access to games and community engagement opportunities.

¹⁶ <https://olis.oregonlegislature.gov/liz/2022r1/Downloads/PublicTestimonyDocument/38335>

¹⁷ <https://www.milb.com/eugene/community/read>

¹⁸ <https://www.milb.com/eugene/community/spotlight>



The team also raises funds through specialty jersey auctions. This season, six themed jerseys—including Harry Potter, Yellowstone, Pink Out, and Marvel editions—were auctioned off, raising over \$12,000 for local nonprofits. This type of fundraising could be easily replicated in Medford, generating valuable support for local causes while engaging fans in creative ways.

YOUTH One of the Emeralds' most important fundraisers is Field of Dreams,¹⁹ which benefits the Boys and Girls Club of Emerald Valley. Now in its eighth year, the event features a silent auction, dinner, and entertainment, raising a record \$190,000 in 2024 to support youth programs. A similar fundraiser in Medford could directly benefit the local Boys and Girls Club and other youth organizations, further strengthening the city's investment in its young residents.

As the presenting sponsor of the Children's Miracle Network's Kids Helping Kids Pageants, the Emeralds helped raise \$139,284 to assist families served by the network. This level of community engagement could bring essential support to Medford families facing difficult times.

Through these charitable efforts, the Emeralds prove they are more than just a baseball team—they are a force for good. Their commitment to giving back strengthens neighborhoods, fosters connections, and creates lasting positive change. They could have the same effect in Medford, helping to build a more engaged and united community.

¹⁹ <https://nbc16.com/news/local/boys-girls-club-of-emerald-valley-hosts-8th-annual-field-of-dreams>

Economic Development

The relocation of the Emeralds to Medford has implications for economic development beyond the immediate boost in economic activity. Professional sports teams contribute to long-term growth by attracting new investment, supporting business expansion, and enhancing a city's overall appeal. One of the most significant impacts is in real estate development, as stadium projects often serve as catalysts for commercial and residential growth. For example, the construction of Petco Park in San Diego spurred significant growth in the surrounding neighborhood, boosting business for local shops and restaurants. A stadium in Medford could have the same effect, creating more foot traffic and opportunities for local businesses while adding to the city's amenities.²⁰

Research on Minor League Baseball teams provides further insight into these effects, including potential effects on personal income and employment. Understanding these dynamics is key to assessing the full economic significance of the Emeralds' relocation.

Studies on the economic impact of Minor League Baseball show that while direct financial benefits vary, teams contribute to regional economies through spending, job creation, and civic engagement.²¹ Personal income per capita is found to increase in cities hosting AAA and High-A teams, a category that includes the Emeralds. This may be due to larger fan bases, higher quality of play, and greater sponsorship opportunities at these levels, all of which stimulate local businesses, attract visitors, and create jobs with higher wages. For example, a High-A team can increase demand for higher-wage service sector jobs, such as for management positions in restaurants and hotels, which cater to the larger crowds drawn by the games. Given the Emeralds' High-A status, their move to Medford could generate similar income benefits for the local economy.

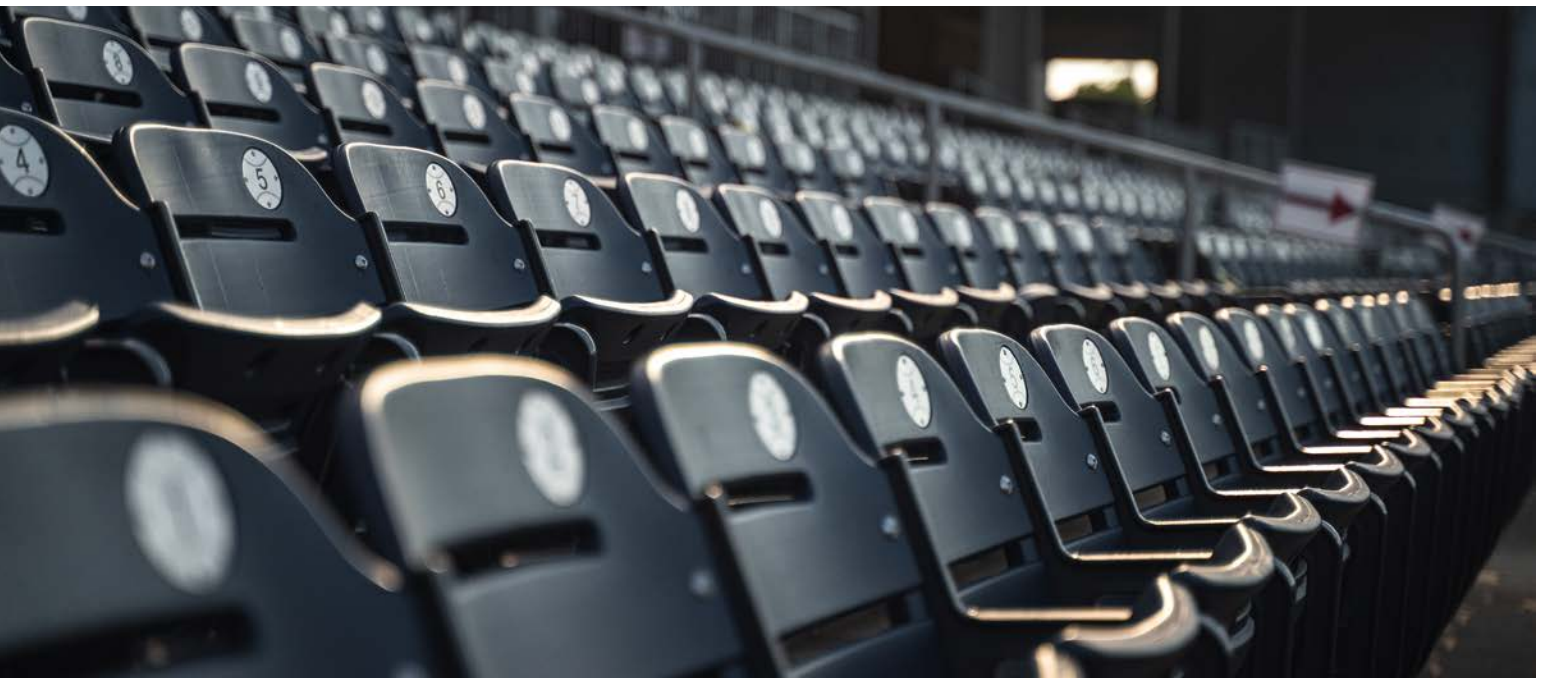
A Minor League team's capacity to generate a positive economic impact depends on several key factors.²² Agha and Rascher (2016) identify the ability to attract out-of-town visitors as one of the most important factors for generating a positive economic impact. Currently, 15% of Emeralds game attendees are tourists. If Medford draws a similar share, the team's presence could have a significant economic effect, especially given the city's smaller market size compared to Eugene.

²⁰ <https://www.naielliott.com/would-a-new-baseball-stadium-be-a-home-run-for-commercial-real-estate>

²¹ Agha, N. (2013). The Economic Impact of Stadiums and Teams: The Case of Minor League Baseball. *Journal of Sports Economics*, 14(3), 227-252

<https://journals.sagepub.com/doi/10.1177/1527002511422939?icid=int.sj-abstract.citing-articles.3>

²² Agha, N., & Rascher, D. A. (2016). An explanation of economic impact: Why positive impacts can exist for smaller sports. *Sport, Business and Management*, 6(2), 182-204. <https://doi.org/10.1108/SBM-07-2013-0020>



TOURISM Sports tourism is already a major driver of Medford’s economy, with tournaments and athletic events attracting thousands of participants and spectators each year. According to Travel Medford’s 2017-2018 Annual Report,²³ sports tourism generated over 6,000 room nights, 10,000 visitors, and more than \$5 million in total economic impact. A more recent report on the Rogue X complex²⁴ finds that it generated nearly \$6.7 million in economic output, with two-thirds coming from sports-related events. The Southern Oregon Open basketball tournament alone generated nearly \$1 million in spending, while the City’s partnership with the Manny Basketball Association added 13 tournaments and a popular summer camp series. Rogue X has also hosted volleyball, futsal, boxing, water polo, pickleball, swimming, and cornhole competitions, reinforcing Medford’s status as a sports tourism hub.

The Emeralds’ arrival will further strengthen this sector by attracting baseball fans from across the region, increasing overnight stays and visitor spending. With Medford already established as a premier destination for youth and amateur sports, the presence of a professional team enhances its reputation and creates new opportunities for tourism-related growth. Bringing the Emeralds to Medford will help the city expand its portfolio of sporting events, a proven strategy for developing the tourism sector.²⁵ As Kelly and Fairley (2018) note, when cities host a range of events, it fosters collaboration between event organizers, local businesses, and government agencies, creating the kind of mutually beneficial relationships that help grow and sustain the local tourism economy.

²³ https://www.travelmedford.org/tm_annual-report.pdf

²⁴ <https://www.travelmedford.org/2024-rogue-x-economic-impact-report.pdf>

²⁵ Viol, M., Todd, L., Theodoraki, E., & Anastasiadou, C. (2018). The role of iconic-historic commemorative events in event tourism: Insights from the 20th and 25th anniversaries of the fall of the Berlin Wall. *Tourism Management*, 69, 246-262.

²⁶ Kelly, D. M., & Fairley, S. (2018). The utility of relationships in the creation and maintenance of an event portfolio. *Marketing Intelligence & Planning*, 36(2), 260-275.

By bringing a steady stream of spectators and visiting teams, the Emeralds can help cement Medford's position as a leading sports tourism destination in the Pacific Northwest.

BUSINESS GROWTH AND INVESTMENT Minor League teams play a vital role in local economic development, driving business growth, job creation, and corporate investment. Attorneys and real estate experts Mac McCarley and Laura Goode²⁷ explain that these teams generate revenue beyond ticket sales, attracting sponsorships, media attention, and corporate partnerships that strengthen the broader economy. In Medford, the Emeralds' relocation is expected to bolster local businesses and expand job opportunities, reinforcing the team's role as an economic catalyst.

Beyond direct economic impact, Minor League teams contribute to community and regional branding, generating long-term economic benefits. Teams serve as community anchors, drawing residents and visitors to entertainment districts and stimulating surrounding development.²⁸ A well-integrated stadium can act as a catalyst for investment, attracting restaurants, breweries, and retail shops that benefit from increased foot traffic.

DOWNTOWN REVITALIZATION A strong example of how a Minor League stadium can spur economic transformation is Southwest University Park, home of the El Paso Chihuahuas. In its first two years, the ballpark attracted over \$73 million in private investment, leading to \$38 million in additional construction, 238 new residential units, 411 hotel rooms, 4,000 jobs, and 122,000 square feet of office space.²⁹ City leaders credit the stadium with revitalizing downtown El Paso, attracting businesses, and mitigating urban blight.

Another excellent case study is Parkview Field which opened in Fort Wayne, Indiana, in 2009. When Fort Wayne considered relocating its Minor League Baseball team to downtown, the idea was met with skepticism. The existing stadium was relatively new, and a major investment in the city center was untested. Ultimately, the construction of Parkview Field proved that a ballpark could catalyze broader revitalization. In the following years, the area saw a wave of new development—including offices, housing, retail, and public spaces—demonstrating the potential of a single, well-planned investment to reshape an underserved urban area.³⁰

²⁷ <https://parkerpoe.azurewebsites.net/webfiles/Why%20Minor%20League%20Baseball%20Has.pdf>

²⁸ Ibid.

²⁹ <https://sanantonioreport.org/case-study-in-baseball-why-el-paso-demolished-its-city-hall/>

³⁰ <https://downtownfortwayne.com/parkview-field-tincaps/>

Research has found that the economic impact of a Minor League Baseball stadium can be significant when it fits into a broader development plan,³¹ but otherwise tends to be negligible. The projects mentioned above were components of larger initiatives, which contributed to their success.

The development of the BullStreet District in Columbia, South Carolina, is another example of how a well-planned Minor League stadium can help drive urban revitalization. The BullStreet District is a mixed-use redevelopment project featuring commercial, retail, and residential spaces, anchored by Segra Park, home of the Columbia Fireflies.³² The district has continued to grow as new residents and businesses move in. Optimism about the project was clear from the start, reflected in strong residential demand, such as the rapid sellout of all units in the TownPark development.³³

A similar opportunity exists in Medford. The examples above make it clear that even in smaller markets, a stadium project can create momentum and confidence that fuels future growth. A new stadium, located in the city's downtown, could be part of city-led development initiatives aimed at adding retail and dining options, which will create a vibrant business cluster that will revitalize an area long plagued by safety concerns and lack of investment.³⁴ In Medford, the new stadium and other development initiatives are expected to draw residents and visitors by transforming a troubled area into a lively sports and entertainment district, featuring new dining, retail, and family-friendly spaces. With Medford already established as a destination for sports tourism, the Emeralds' presence will further enhance the city's reputation as a hub for live sports and entertainment, opening new avenues for economic growth.

PUBLIC-PRIVATE PARTNERSHIPS The success of Medford's revitalization efforts will depend on strong public-private partnerships, which are essential for maximizing the economic benefits of stadium developments. Collaboration between teams, municipalities, and private investors plays a crucial role in ensuring long-term success.⁹ In Medford, key decisions on infrastructure improvements and land use planning will shape the broader impact of the Emeralds' move. By integrating the stadium into a comprehensive economic development plan, Medford can leverage professional baseball to drive long-term growth and investment.

³¹ Johnson, A. T. (1991). Local Government, Minor League Baseball, and Economic Development Strategies. *Economic Development Quarterly*, 5(4), 313-324. <https://doi.org/10.1177/089124249100500403>

³² <https://www.greenvillebusinessmag.com/2023/02/21/426575/columbia-s-bullstreet-district-blends-commercial-retail-residential-in-the-heart-of-the-city>

³³ Ibid.

³⁴ <https://kobi5.com/news/locals-voice-concerns-over-safety-at-medfords-hawthorne-park-197385/>

Appendix

Disposition Effects

The relocation of the Eugene Emeralds from their current home in Eugene, Oregon to the City of Medford represents a geographic shift in economic activity, as team operations, payroll, and spectator spending would move into Jackson County. Importantly, because Medford currently lacks a comparable professional sports venue, and the nearest MiLB stadiums are over 150 miles away, there are no close substitutes in the local market. As such, the entertainment and spending opportunities associated with the proposed stadium do not merely replace existing activity within the region. Instead, they represent the introduction of a new economic asset that is expected to generate largely incremental economic activity.

While some level of spending substitution is likely, such as residents choosing a game over another leisure activity, these effects are expected to be modest. Attending a minor league baseball game is a relatively low-cost activity, especially in relation to household income levels. As such, the decision to attend is unlikely to significantly reduce other local spending. In many cases, households may make minor adjustments by spending less on other discretionary items, some of which may have little or no local economic impact (e.g., online purchases or non-local services). Occasionally, a game might replace a local meal or entertainment outing, but the overall magnitude of this displacement is limited.

In addition to local attendees, the stadium will draw non-local visitors including team personnel, traveling staff, and out-of-area fans. Their presence is expected to generate new demand for local accommodations, restaurants, retail, and transportation services. Team operations will further contribute to the local economy by supporting direct employment and business activity related to game-day operations, facility management, and stadium services.

Beyond these immediate effects, the stadium is also anticipated to play a catalytic role in the revitalization of downtown Medford. If paired with a broader redevelopment strategy—including new housing and mixed-use projects—the facility could support long-term economic and population growth. As the local base of residents and businesses expands, the likelihood of spending substitution will diminish even further. Over time, stadium-related activity will increasingly represent new, additive spending in the local economy.

Taken together, these factors indicate that displacement effects will be limited and that the economic activity generated by the stadium will be largely additive. While input-output modeling tools such as IMPLAN estimate gross impacts and not net effects, the structure of this project, combined with the characteristics of the regional economy, supports the conclusion that the proposed stadium will generate a meaningful net increase in economic activity within the City of Medford and Jackson County.

Construction and Operations Direct Expenditures

Beacon Economics estimated the economic impacts of the stadium’s construction and operations using stadium construction expenditure data and operational revenue projections provided by the Eugene Emeralds, along with tourism estimates and assumptions from Visit Oregon and Travel Medford, and additional assumptions from ECONorthwest.³³ Table 4 provides a summary of the categories and amounts modeled in the economic impact study.

Summary of Direct Spending

Table 5

Amount Modeled (\$M)	Detailed Description
\$70.00 - \$90.40	Stadium Construction
\$6.77	Game Related Operations
\$0.51	Visiting Team Spending
\$0.50	Community Giving
\$0.44	Local Team Spending
\$4.65	Game Visitor Spending
\$8.87	Concert Related Operations
\$2.03	Concert Visitor Spending
\$0.68	Holiday and Local Event Operations
\$0.56	Holiday and Local Event Visitor Spending

Table 5 outlines key assumptions related to the size and cost of the proposed stadium in Medford. The venue is expected to accommodate up to 6,000 attendees for baseball games and up to 12,000 for concerts. The total construction cost is estimated at \$70 million–\$90.4 million. For modeling the economic impact of event-related tourism, non-local attendees are assumed to spend an average of \$92.00 per day, with an average stay length of 1.7 days per visit.

Medford Stadium Assumptions Size & Cost

Table 6

Stadium Details	
Stadium capacity for baseball	5,000-6,000
Stadium capacity for concerts	10,000–12,000
Stadium construction, \$M	\$70.00
Average daily spending of non-local attendees	\$92.00
Average number of days non-locals visit	1.7

Table 6 provides a detailed breakdown of direct spending and assumptions related to stadium operations, touring concerts, and local events. It includes attendance figures, revenue from ticket sales and concessions, and estimated tourism spending from non-local attendees.

Detailed Summary of Direct Spending & Assumptions

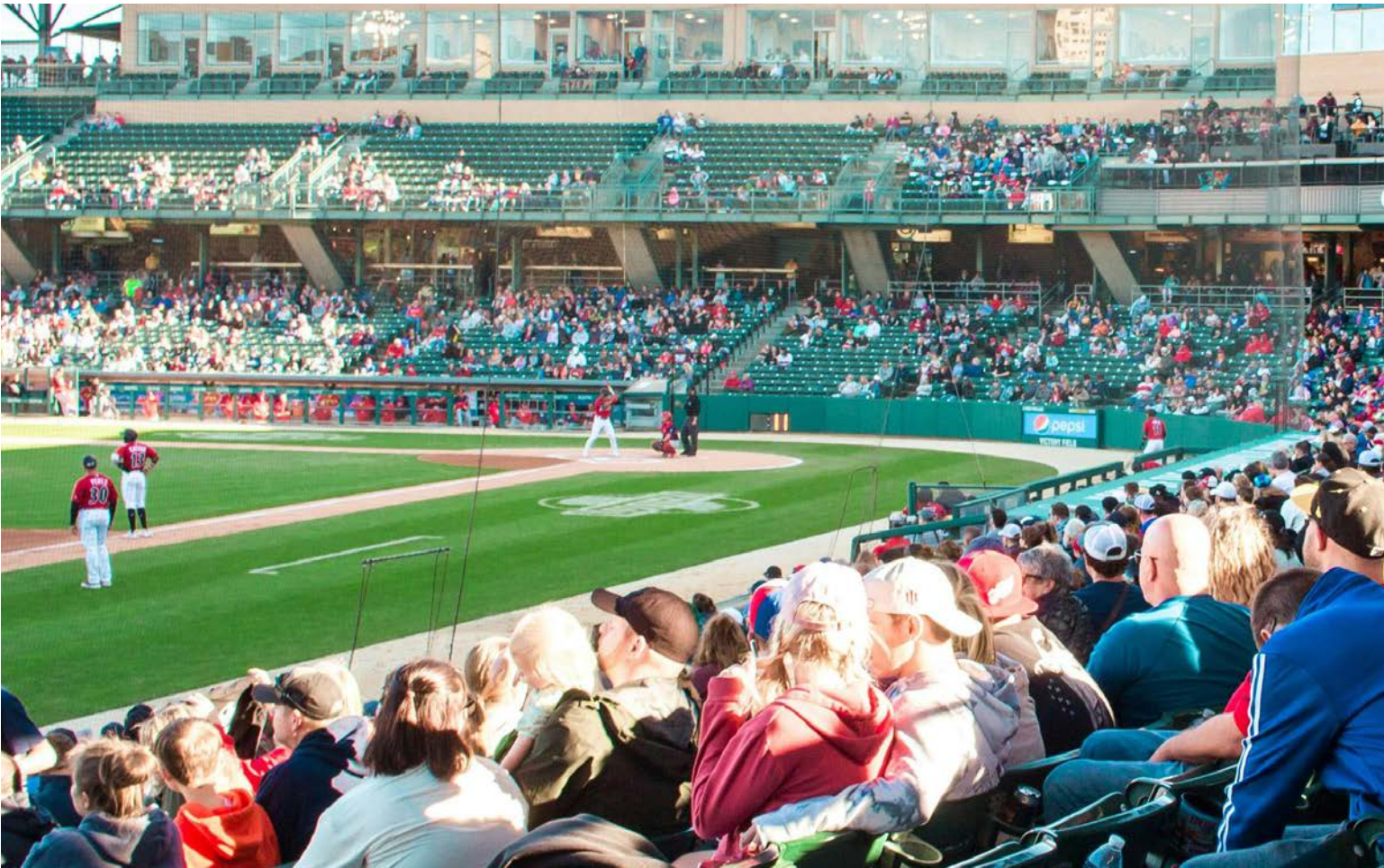
Table 7

Summary of Direct Impacts	
BASEBALL AND STADIUM OPERATIONS, \$M:	\$12.87
Home games	66
Box office and parking, \$M	\$2.53
Food and beverage	\$3.65
Merchandise	\$0.59
Community giving, \$M	\$0.50
Paid attendance	198,000
Number of local attendees	168,300
Number of non-local attendees	29,700
Non-local attendee spending (tourism), \$M	\$4.65
Players and coaches, \$M:	\$0.44
Visiting teams, \$M:	\$0.51
TOURING GROUPS & CONCERTS, \$M:	\$10.9
Number of events	12
Paid attendance	86,400
Box office, \$M	\$5.36
Price per admission	\$62.00
Concessions, parking, and other, \$M	\$3.51
Number of local attendees	73,440
Number of non-local attendees	12,960
Tourism spending, \$M	\$2.03

Detailed Summary of Direct Spending & Assumptions

Table 7 (Cont)

HOLIDAY & OTHER LOCAL EVENTS, \$M:	\$1.24
Number of events	48
Paid attendance	24,000
Box office, \$M	\$0.48
Price per admission	\$20.00
Concessions, parking, and other, \$M	\$0.20
Number of local attendees	20,400
Number of non-local attendees	3,600
Tourism spending, \$M	\$0.56



Methodology

Economic Impact Modeling (IMPLAN)

Beacon Economics used IMPLAN (Impact Analysis for Planning) for this report. IMPLAN is a state-of-the-art economic input-output modeling system that combines extensive databases to estimate how certain expenditures correlate and affect other industries in the economy through economic multipliers, demographic statistics, and other economic factors. It expands on the traditional I-O approach to include transactions among industries and institutions and among institutions themselves, thereby capturing all monetary market transactions in each period. This report uses the IMPLAN web model. For more information on the IMPLAN modeling process, visit IMPLAN.com.

Types of Impacts

This study categorizes impacts into three types of effects:

- **Direct Effect** – Immediate economic activity generated by expenditures on the construction and operation of the stadium. For example, spending on labor, materials, equipment, and services during the construction phase directly contributes to the local economy. During ongoing operations, expenditures on staffing, facility maintenance, concessions, and event management also generate direct economic activity.
- **Indirect Effect** – Economic activity resulting from business-to-business transactions driven by the construction and operation of the stadium. For instance, local contractors and vendors supplying building materials, equipment, catering, and professional services create indirect effects that benefit suppliers and service providers throughout the regional economy.
- **Induced Effect** – Economic ripple effects caused by increased household spending from individuals earning income as a result of direct and indirect impacts. For example, construction workers, stadium employees, and other related personnel spend their wages on housing, groceries, transportation, and other goods and services, further stimulating the local economy.

The indirect and induced effects of the project are often referred to as “ripple” or “multiplier” effects. When combined, these are considered “secondary” impacts. Initial direct expenditures—such as those on construction materials, labor, and operational services—trigger sequential rounds of spending throughout the economy. Together, the direct, indirect, and induced effects represent the total economic impact of the stadium project.

Economic Indicators

The following metrics were used to report the economic and fiscal impacts of the construction and operation of the stadium project:

- **Employment:** The total number (headcount) of part-time, full-time, and temporary jobs supported by the construction and operation of the stadium. This includes jobs created directly through construction and operational spending (e.g., construction workers, stadium staff, concession workers) as well as those indirectly supported through supplier and consumer spending.
- **Labor Income:** The total value of wages, salaries, and benefits (such as healthcare and retirement contributions) earned by workers whose employment is supported by the project. This includes income generated through direct employment (e.g., construction workers, stadium operations staff) and secondary impacts (e.g., employees of food and beverage vendors, suppliers, or other contractors).
- **Output:** The total economic value of goods and services generated by the construction and operation of the stadium. This includes direct spending on materials, labor, and operations, as well as the value of intermediate inputs (e.g., equipment supply, facility services) and additional economic activity resulting from secondary spending.

While input-output models provide a widely accepted framework for conducting economic impact analysis, Beacon Economics takes additional steps to ensure that results are appropriately tailored to each project. The modeling process is informed by years of applied experience, with all key assumptions carefully reviewed to reflect the specific context and objectives of the analysis.

For more information on the IMPLAN modeling process, visit [IMPLAN.com](https://www.implan.com).



About Beacon Economics

Founded in 2006, Beacon Economics, an LLC and certified Small Business Enterprise with the state of California, is an independent research and consulting firm dedicated to delivering accurate, insightful, and objectively based economic analysis. Employing unique proprietary models, vast databases, and sophisticated data processing, the company's specialized practice areas include sustainable growth and development, real estate market analysis, economic forecasting, industry analysis, economic policy analysis, and economic impact studies. Beacon Economics equips its clients with the data and analysis they need to understand the significance of on-the-ground realities and to make informed business and policy decisions.

Learn more at beaconecon.com

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